

# THE SUNY CHARTER SCHOOLS INSTITUTE

*RENEWAL RECOMMENDATION REPORT  
KIPP NYC PUBLIC CHARTER SCHOOL'S  
AUTHORITY TO OPERATE:*

*KIPP ALWAYS MENTALLY PREPARED CHARTER  
SCHOOL*

*KIPP BEYOND CHARTER SCHOOL*

*KIPP BRONX CHARTER SCHOOL II*

*KIPP BRONX CHARTER SCHOOL III*

*KIPP FREEDOM CHARTER SCHOOL*

*KIPP INFINITY CHARTER SCHOOL*

*KIPP S.T.A.R. COLLEGE PREP CHARTER SCHOOL*

*KIPP NYC WASHINGTON HEIGHTS ACADEMY  
CHARTER SCHOOL*

**Report Date: January 24, 2024**

**Review Date: September 19 – 22, 2023**

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**Charter Schools Institute**  
The State University of New York

# CONTENTS

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**1** EDUCATION CORPORATION BACKGROUND

**3** RENEWAL RECOMMENDATION

**6** EXECUTIVE SUMMARY

**8** CHARTER SCHOOLS BACKGROUND

**41** DATA PRESENTATION

**61** FISCAL ANALYSIS

**83** FUTURE PLANS

**88** APPENDICES

A: Charter Schools Overview

B: Education Corporation Overview

C: Report Information

## EDUCATION CORPORATION BACKGROUND

# KIPP NYC PUBLIC CHARTER SCHOOLS



### MISSION

*Together with families and communities, we create joyful, academically excellent schools that prepare students with the skills and confidence to pursue the paths they choose—college, career, and beyond—so they can lead fulfilling lives and build a more just world.*

### EDUCATION CORPORATION BACKGROUND

KIPP NYC Public Charter Schools (“KIPP NYC Schools” or the “education corporation”) is a not-for-profit charter school education corporation with the authority to operate eight charter schools, all of which are currently open. KIPP NYC Schools contracts with KIPP NYC, LLC (“KIPP NYC” or the “network”), a New York not-for-profit charter management organization that supports all KIPP NYC Schools’ charters in the areas of curricular development, student assessment, student enrollment, staff member recruitment, professional development, legal compliance, external relations, financial management, and technology support. The eight schools include:

- KIPP Always Mentally Prepared Charter School (“KIPP AMP”);
- KIPP Beyond Charter School (“KIPP Beyond”);
- KIPP Bronx Charter School II (“KIPP Bronx II”);
- KIPP Bronx Charter School III (“KIPP Bronx III”);
- KIPP Freedom Charter School (“KIPP Freedom”);
- KIPP Infinity Charter School (“KIPP Infinity”);
- KIPP S.T.A.R. College Prep Charter School (“KIPP STAR”); and,
- KIPP Washington Heights Academy Charter School (“KIPP Washington Heights”).

KIPP NYC Schools is part of a national network of schools that operate with support from the KIPP Foundation. The nonprofit KIPP Foundation trains and develops outstanding educators to lead KIPP schools; provides tools, resources, and training for excellent teaching and learning; promotes innovation; and, facilitates the exchange of insights and ideas both within the national KIPP network and with partners including other public schools, non-profit organizations, and institutions of higher learning. The KIPP Foundation shares its headquarters with the KIPP NYC office.

### CURRENT EDUCATION CORPORATION SNAPSHOT

First School Opened:  
2003

Total Number of Charters:  
8

Number of Students Served:  
7,126

### PROPOSED FUTURE EDUCATION CORPORATION SNAPSHOT

Serves: Kindergarten – 12<sup>th</sup>

Total Number of Charters:  
8

Number of Students Served:  
9,034

Information about each charter is found below in the Charter Schools Background section of this report.

## EDUCATION CORPORATION BACKGROUND

### KEY DESIGN ELEMENTS

Culturally responsive pedagogy;



Social emotional learning (“SEL”) informed pedagogy;



Project-based capstones;



Classroom debate;



Financial literacy;



SEL-informed advisory;



Student leadership and community engagement; and,



Extracurricular programming.



## RENEWAL RECOMMENDATION

### FULL-TERM RENEWAL

**Renewal through 2028-29.** *The SUNY Charter Schools Institute (the “Institute”) recommends the SUNY Trustees’ Charter Schools Committee (the “SUNY Trustees”) approve the eight Applications for Charter Renewal:*

- *KIPP Always Mentally Prepared Charter School;*
- *KIPP Beyond Charter School;*
- *KIPP Bronx Charter School II;*
- *KIPP Bronx Charter School III;*
- *KIPP Freedom Charter School;*
- *KIPP Infinity Charter School;*
- *KIPP S.T.A.R. College Prep Charter School; and,*
- *KIPP NYC Washington Heights Academy Charter School;*

*If each school is renewed, KIPP NYC Public Charter Schools will be granted the authority to continue to operate each charter through 2028-29 with the authority to provide instruction to students in such configuration as set forth in each charter’s Application for Renewal. The Institute makes this recommendation based on each charter meeting the criteria for renewal set forth in the Policies for the Renewal of Not-for-Profit Charter School Education Corporations and Charter Schools Authorized by the Board of Trustees of the State University of New York (“SUNY Renewal Policies”).<sup>1</sup>*

*The Institute further recommends the SUNY Trustees renew for a full term of five years the provisional charter of KIPP NYC Public Charter Schools, the New York not-for-profit charter school education corporation.*

1. SUNY Renewal Policies (p. 14) are available on the [Institute’s website](#).

## RENEWAL RECOMMENDATION

To earn an **Initial Full-Term Renewal**, a charter school must either:



have compiled a strong and compelling record of meeting or coming close to meeting its academic Accountability Plan goals, and have in place at the time of the renewal review an educational program that, as assessed using the Qualitative Education Benchmarks,<sup>2</sup> is generally effective; or,



have made progress toward meeting its academic Accountability Plan goals and have in place at the time of the renewal review an education program that, as assessed using the Qualitative Education Benchmarks, is particularly strong and effective.

To earn a **Subsequent Full-Term Renewal**, a charter must demonstrate that it has met or come close to meeting its academic Accountability Plan goals.

### REQUIRED FINDINGS

In addition to making a recommendation based on a determination of whether the charter has met the SUNY Trustees' specific renewal criteria, the Institute makes the following findings required by the New York Charter Schools Act of 1998 (as amended, the "Act"):

1:

the charter, as described in the Application for Charter Renewal, meets the requirements of the Act and all other applicable laws, rules, and regulations;

2:

the education corporation can demonstrate the ability to operate the charter in an educationally and fiscally sound manner in the next charter term; and,

3:

given the programs it will offer, its structure, and its purpose, approving the charter to operate for another five years is likely to improve student learning and achievement and materially further the purposes of the Act.<sup>3</sup>

As part of the corporate charter renewal review process and as required by Education Law §2851(4), the Institute reviewed the progress of each of the education corporation's operating schools in achieving the educational objectives set forth in their terms of operation in the education corporation's charter agreement. The Institute also reviewed detailed financial statements that disclosed the costs of administration, instruction, and other spending categories at each school operated by the education corporation. The Institute reviewed the annual reports, indications of parent and student satisfaction and organizational capacity for each of the schools. Finally, the Institute reviewed the governance structure and finances of the education corporation. Elements of the foregoing constitute the Corporate Renewal Application. Based on this review and other information submitted to the Institute and in its files, the Institute makes the following findings required by the Act:

2. The Qualitative Education Benchmarks are a subset of the State University of New York Charter Renewal Benchmarks ("SUNY Renewal Benchmarks") which are available on the [Institute's website](#).

3. See New York Education Law § 2852(2).

## RENEWAL RECOMMENDATION

- 4: | the charter school education corporation, as described in the Corporate Renewal Application, meets the requirements of the Act and all other applicable laws, rules, and regulations;
- 5: | the education corporation can demonstrate the ability to operate its schools in an educationally and fiscally sound manner in the next charter term; and,
- 6: | approving the education corporation to operate for another five years is likely to improve student learning and achievement and materially further the purposes of the Act.



## EXECUTIVE SUMMARY

### EXECUTIVE SUMMARY

KIPP NYC Schools grew significantly over the current charter term, opening four new charters and five new facilities since the 2018-19 school year. The eight KIPP NYC Schools charters under renewal review all meet or come close to meeting their academic Accountability Plan goals in English language arts (“ELA”) and mathematics during their charter terms. The education corporation’s high school program met its graduation and college preparation goals over the term. Notably, KIPP Infinity exceeded the targets for all available comparative and growth measures in both subjects during every year. KIPP NYC’s operational, assessment, and professional development support allow school level leaders and teachers to focus on delivering the academic program and deepening community bonds. In classrooms, teachers deliver rigorous lessons that foster student independence and regularly differentiate instruction based on assessment data.

KIPP NYC Schools actively involves families in the shaping of school culture and programming. Through its Regional Family Advisory Council and Equity by Design projects, families help set the vision for academic, SEL, and enrichment coursework while setting expectations for student development over the course of their tenure at KIPP NYC Schools. KIPP NYC Schools works to retain families through a strong academic program, robust enrichment offerings, and a suite of support services for students with disabilities and English language learners (“ELLs”). On average, KIPP NYC Schools retained 85% of students across all subgroups between the 2022-23 and 2023-24 school years.

The network experienced higher than average turnover in operational positions in the most recent charter term resulting in operational challenges such as delays in financial reporting. In response, KIPP NYC restructured the network team to better support fiscal, operational, and special education supports for schools. While this work was ongoing at the time of the Institute’s visit, the network anticipates that, once complete, the new organizational structure will support role clarity and horizontal and vertical alignment among school, regional, and network staff members. Ultimately, the restructuring of the network will ensure better partnership between instructional and operational teams at all levels of the organization.

KIPP NYC Schools and the network encourage each school leader to build upon the KIPP NYC model to create a unique academic program that meets the needs of the community, student body, and teachers alike.

The information below demonstrates the key findings for the SUNY Trustees and highlights the successes of the charters.

### FINDINGS & INFORMATION

#### *Is the education corporation an academic success?*

KIPP NYC Schools maintained a strong academic program over the current charter term and all the schools under renewal consideration meet or come close to meeting their Accountability Plan goals in ELA and mathematics. The network provides resources, training, and tools for instructional leaders and teachers to assess student understanding, analyze performance, and plan lessons aligned with rigorous state standards. Instructional leaders at each site support teachers in using assessment data to plan and deliver effective Tier 1 interventions in the classroom for all students, an effective practice that positively impacts student academic outcomes. KIPP NYC Schools further demonstrates academic success in the following ways:

## EXECUTIVE SUMMARY

- Over the charter term, the education corporation outperformed the composite district in ELA by at least 12 percentage points every year;
- In both subjects, each of the eight KIPP NYC Schools posted high effect sizes indicating performance that was higher than expected to at least a meaningful degree in comparison to demographically similar schools; and
- From 2018-19 through 2022-23, the high school posted high four-year graduation rates that exceeded the absolute target of 75% and the district comparison each year. Notably in 2021-22, 92% of the 2015 Cohort graduated after four years, exceeding the district's results by 18 percentage points.

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### ***Is the education corporation an effective, viable organization?***

KIPP NYC Schools is an effective, viable organization. The network provides schools with operational, fiscal, marketing, data, and professional development support so that school leaders and teachers can focus on delivering high quality instruction. The board maintains effective governance and continues to recruit for new membership and implement self-evaluation practices that expand its capacity to maintain effective oversight of each school and KIPP NYC.

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### ***Is the education corporation fiscally sound?***

KIPP NYC Schools is fiscally sound and has posted surpluses in the majority of the years in the current charter term. The education corporation reported both operating surpluses and deficits during the current charter term. The losses incurred in the 2021-22 school year are offset by large surpluses posted in the prior years. External auditors found material weaknesses in the network's internal controls over financial reporting. The network reviewed internal controls and provided updated training for staff members to address the issues that arose in the audit.

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### ***If the SUNY Trustees renew each charter, are the education corporation's plans for each charter reasonable, feasible, and achievable?***

KIPP NYC Schools' plans for the future are reasonable, feasible, and achievable. The education corporation plans to maintain the effective instructional program at each school and work toward maintaining strong enrollment at all locations over the next charter term. In the future charter term, KIPP NYC Schools will open a new high school facility to house 9<sup>th</sup> and 10<sup>th</sup> grade students while maintaining its 11<sup>th</sup> and 12<sup>th</sup> grade program at the existing high school location.

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Based on the Institute's review of the education corporation's performance across each of its charters as posted over the charter term; a review of the Applications for Charter Renewal submitted by the education corporation for each of its charters; a review of academic, organizational, governance, and financial documentation; and, a renewal review of each of the charter's academic programs, the Institute finds that the education corporation and each charter within it meets the required criteria for renewal.

The Institute recommends that the SUNY Trustees grant the education corporation KIPP NYC Schools and KIPP AMP, KIPP Beyond, KIPP Freedom, KIPP STAR, and KIPP Washington Heights a Subsequent Full-Term Renewal through 2028-29, and KIPP Bronx II, KIPP Bronx III, and KIPP Infinity an Initial Full-Term Renewal through 2028-29.

## CHARTER SCHOOL BACKGROUND

# KIPP ALWAYS MENTALLY PREPARED CHARTER SCHOOL

1224 Park Place, Brooklyn, New York | Grades: K-8 | Community School District 17

The New York City Schools Chancellor (the “NYC Chancellor”) approved the original charter for KIPP AMP in March 2005. The charter opened its doors in fall 2005, serving students in 5<sup>th</sup> grade. The SUNY Trustees approved the charter to merge under SUNY authorization effective July 1, 2019.

### PROGRAM

KIPP AMP implements the same program elements of all KIPP NYC Schools’ charters. For more information on the educational program, please see the Benchmark Summary in the Data Presentation section of this report.

KIPP AMP promotes an academic culture that is both data and results driven while maintaining a focus on students’ social-emotional development. Leaders, alongside staff members, implement an intentional launch of the school year where students are steeped in clear expectations to facilitate a strong start to school routines while also supporting students in nurturing strong independent learner habits in the classroom. The charter’s high teacher retention rate allows for the continuity of initiatives that build both student and family engagement. Families benefit from activities and workshops that build their skills in supporting students’ learning as well as roles that families can play in the school community. Enrichment activities provide students with opportunities to develop new skills and talents, offering students multiple avenues for personal and academic growth and success.

### CURRENT CHARTER

*Serves: Kindergarten – 8<sup>th</sup>*

*Chartered Enrollment:*  
882

*Charter Expires on:*  
July 31, 2024

### PROPOSED FUTURE CHARTER

*Serves: Kindergarten – 8<sup>th</sup>*

*Chartered Enrollment:*  
922

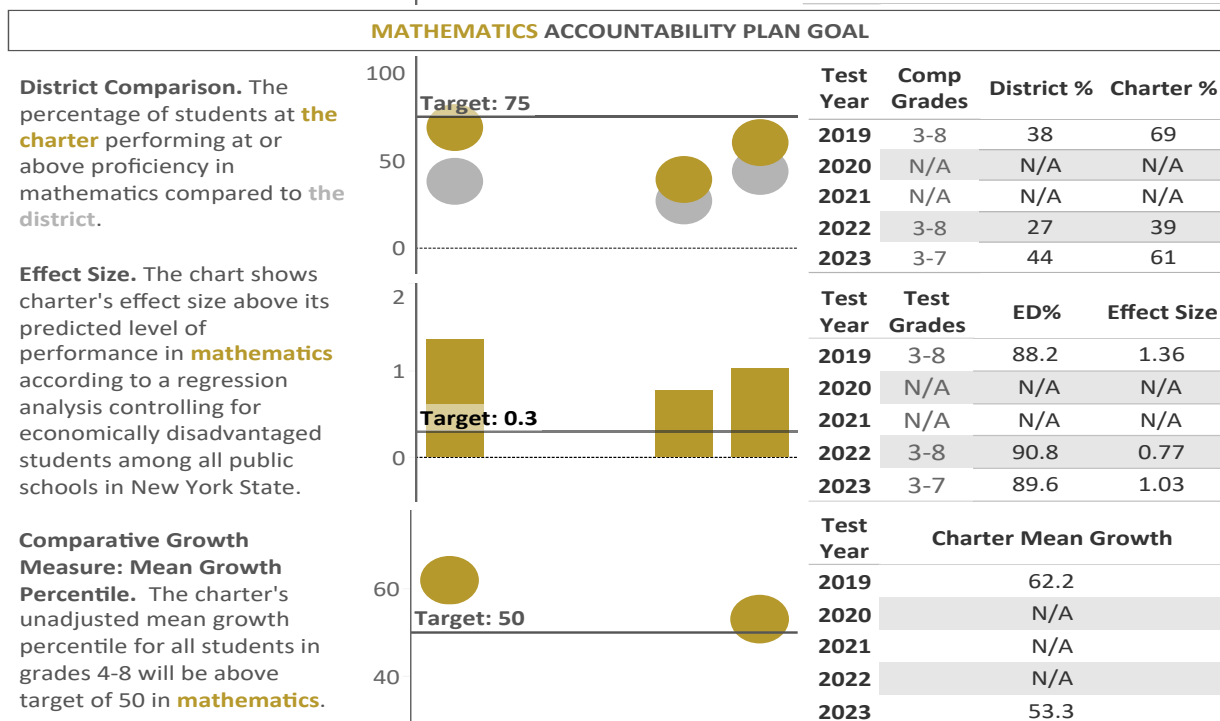
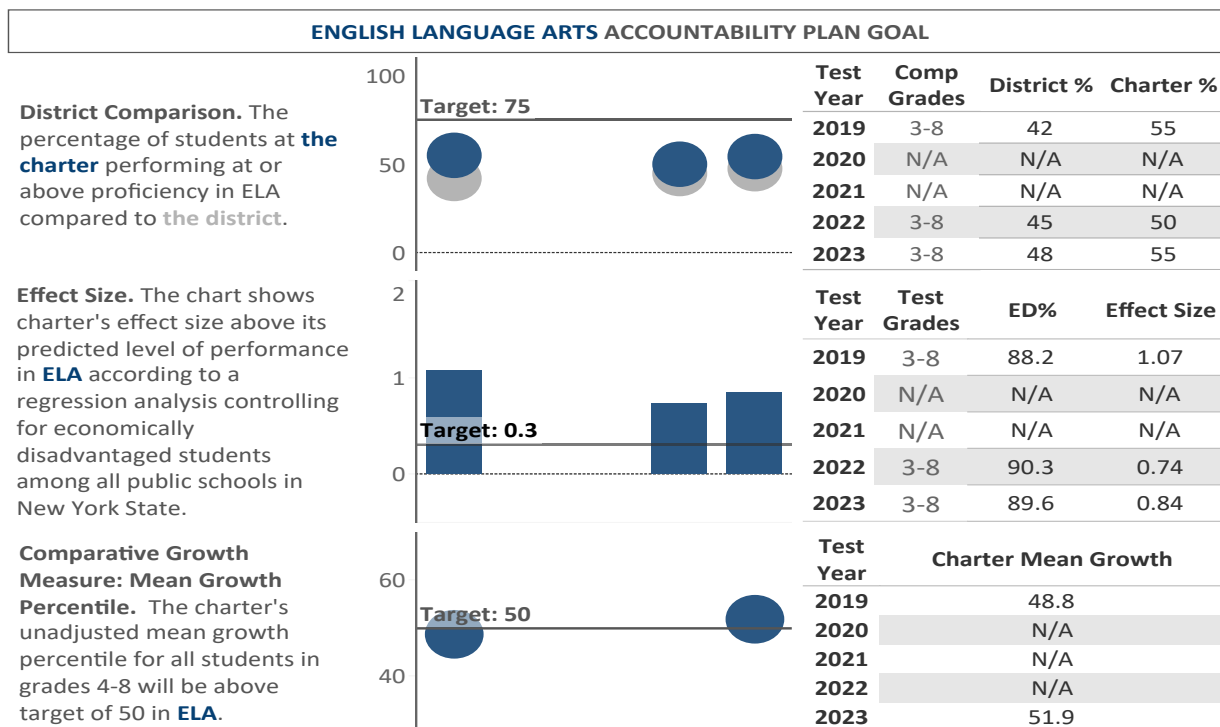
*Charter Expiration:*  
July 31, 2029

### CHARTER CHARACTERISTICS

SCHOOL YEAR	CHARTERED ENROLLMENT	ACTUAL ENROLLMENT	ACTUAL AS A PERCENTAGE OF CHARTERED ENROLLMENT	GRADES SERVED
2019-20	768	755	98%	K – 8
2020-21	776	806	104%	K – 8
2021-22	798	844	106%	K – 8
2022-23	799	838	105%	K – 8
2023-24	882	893	101%	K – 8

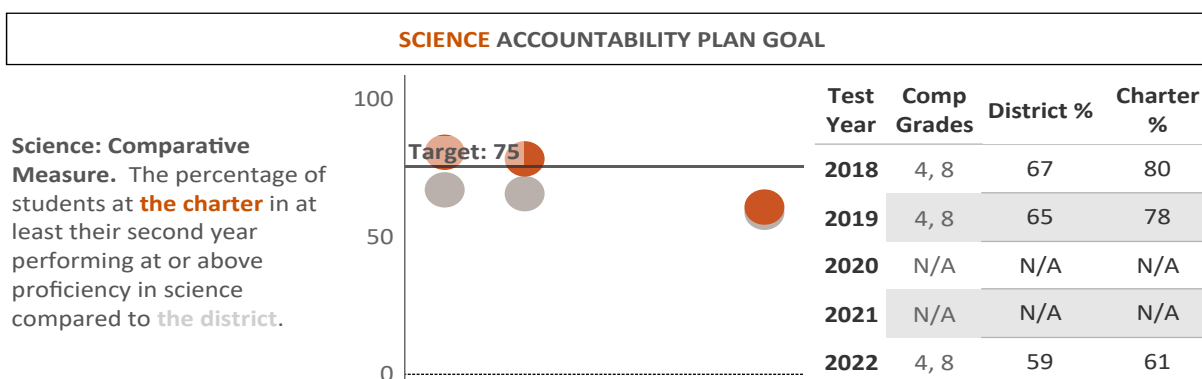
## CHARTER SCHOOL BACKGROUND

### KIPP ALWAYS MENTALLY PREPARED CHARTER SCHOOL



## CHARTER SCHOOL BACKGROUND

### KIPP ALWAYS MENTALLY PREPARED CHARTER SCHOOL



TESTED PERCENTAGES*						
	2019		2022		2023	
	ELA	Math	ELA	Math	ELA	Math
School Tested Number	475	473	547	499	565	469
School Tested %	99.0%	98.3%	95.1%	86.9%	95.4%	79.4%
District Tested %	81.7%	79.4%	86.6%	83.6%	85.3%	83.0%

SPECIAL POPULATIONS PERFORMANCE**			
	2019	2022	2023
Students with Disabilities Tested on State Exam	89	106	108
Charter Percent Proficient on ELA Exam	23.6	19.8	21.3
District Percent Proficient	16.8	19.8	21.3
Tested on NYSESLAT Exam	16	14	9
Charter Percent 'Commanding' or Making Progress	18.8	28.6	33.3

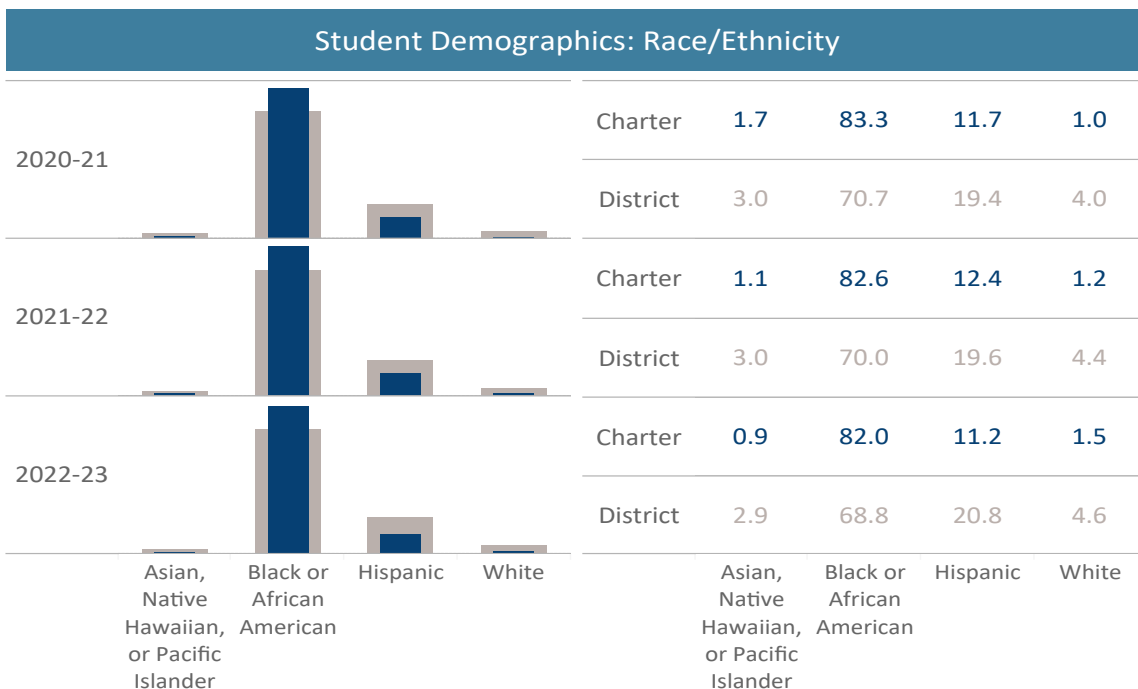
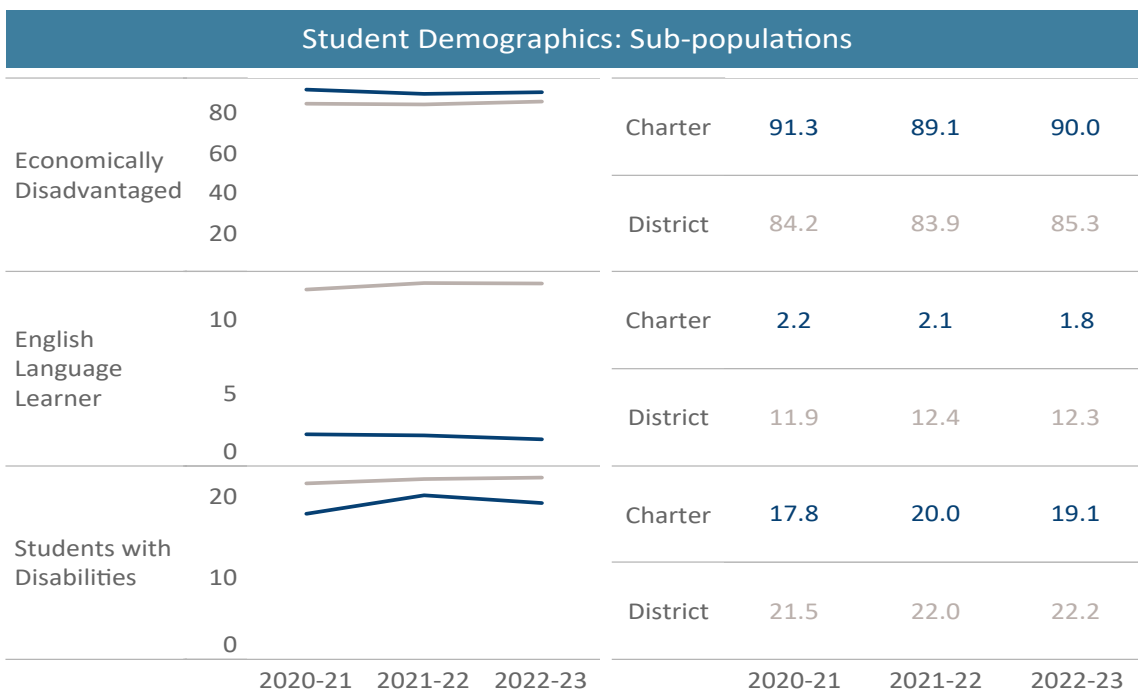
\*Mathematics participation rates may reflect discrepancies from ELA participation rates due to students sitting for a Regents exam in lieu of the traditional state exam.

\*\* The academic outcome data about the performance of students receiving special education services and English language learners ("ELLs") above is not tied to separate goals in the charter school's formal Accountability Plan. The NYSESLAT, the New York State English as a Second Language Achievement Test, is a standardized state exam. "Making Progress" is defined as moving up at least one level of proficiency. Student scores fall into five categories/proficiency levels: Entering; Emerging; Transitioning; Expanding; and, Commanding. In order to comply with Family Educational Rights and Privacy Act regulations on reporting education outcome data, the Institute does not report assessment results for groups containing five or fewer students and indicates this with an "s".

## CHARTER SCHOOL BACKGROUND

### KIPP Always Mentally Prepared Charter School

Brooklyn CSD 17



\* Data reported in these charts reflect BEDS day enrollment counts as reported by the NYSED except for the charter's 2020-21 ELL enrollment which reflects data reported by the education corporation and validated by the Institute.

## CHARTER SCHOOL BACKGROUND

# KIPP BEYOND CHARTER SCHOOL

533 West 121<sup>st</sup> Street, New York, New York | Grades: 6-8 | Community School District 3

The SUNY Trustees approved the original charter for KIPP Beyond on March 4, 2019. KIPP Beyond opened its doors in fall 2021, serving 95 students in 6<sup>th</sup> grade.

### PROGRAM

KIPP Beyond implements the same program elements of all KIPP NYC Schools' charters. For more information on the educational program, please see the Benchmark Summary in the Data Presentation section of this report.

KIPP Beyond implements a strategic recruitment plan given the presence of other high-demand middle school options in the area. School leadership has developed a Diverse by Design initiative in response to the socioeconomic diversity of the surrounding area. As part of this initiative, KIPP Beyond maintains two enrollment lotteries: one that offers 60% of its seats to students who qualify for free or reduced price lunch ("FRPL") and another that offers 40% of its seats to students who do not qualify.

The Institute is recommending an early full term renewal of three years to align the charter expiration of July 31, 2029 with the education corporation.

### CURRENT CHARTER

*Serves: 6<sup>th</sup> – 8<sup>th</sup>*

*Chartered Enrollment:  
275*

*Charter Expires on:  
July 31, 2026*

### PROPOSED FUTURE CHARTER

*Serves: 6<sup>th</sup> – 12<sup>th</sup>*

*Chartered Enrollment:  
603*

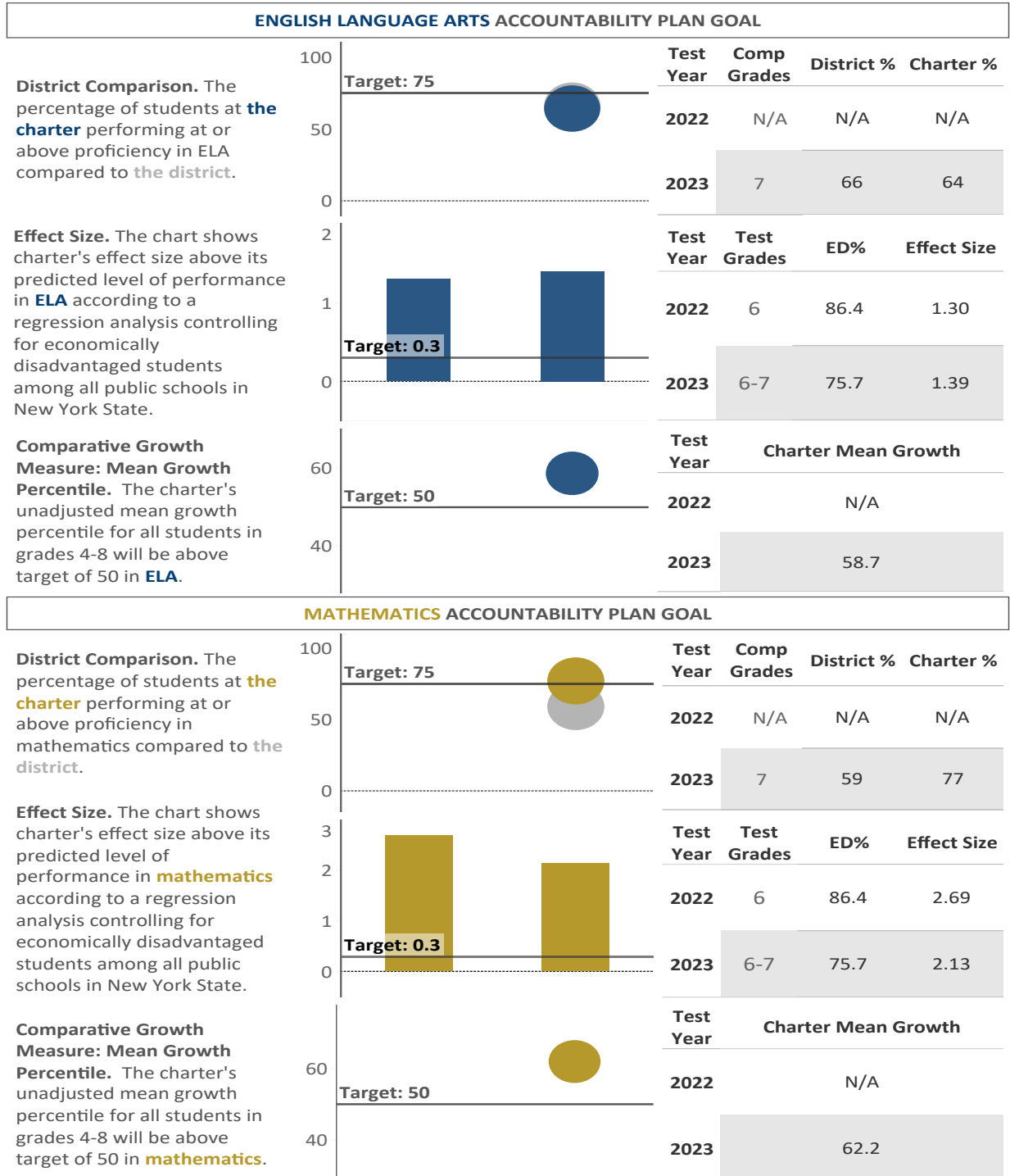
*Charter Expiration:  
July 31, 2029*

### CHARTER CHARACTERISTICS

SCHOOL YEAR	CHARTERED ENROLLMENT	ACTUAL ENROLLMENT	ACTUAL AS A PERCENTAGE OF CHARTERED ENROLLMENT	GRADES SERVED
2019-20	N/A	N/A	N/A	Planning Year
2020-21	N/A	N/A	N/A	Planning Year
2021-22	95	83	87%	6
2022-23	185	168	91%	6 – 7
2023-24	275	275	100%	6 – 8

## CHARTER SCHOOL BACKGROUND

### KIPP BEYOND CHARTER SCHOOL





## CHARTER SCHOOL BACKGROUND

### KIPP BEYOND CHARTER SCHOOL

#### SCIENCE ACCOUNTABILITY PLAN GOAL

##### Science: Comparative

**Measure.** The percentage of students at **the charter** in at least their second year performing at or above proficiency in science compared to **the district**.

N/A

#### TESTED PERCENTAGES

	2022		2023	
	ELA	Math	ELA	Math
School Tested Number	74	73	154	152
School Tested %	89.2%	86.9%	91.7%	91.0%
District Tested %	93.5%	92.8%	87.0%	91.1%

#### SPECIAL POPULATIONS PERFORMANCE\*

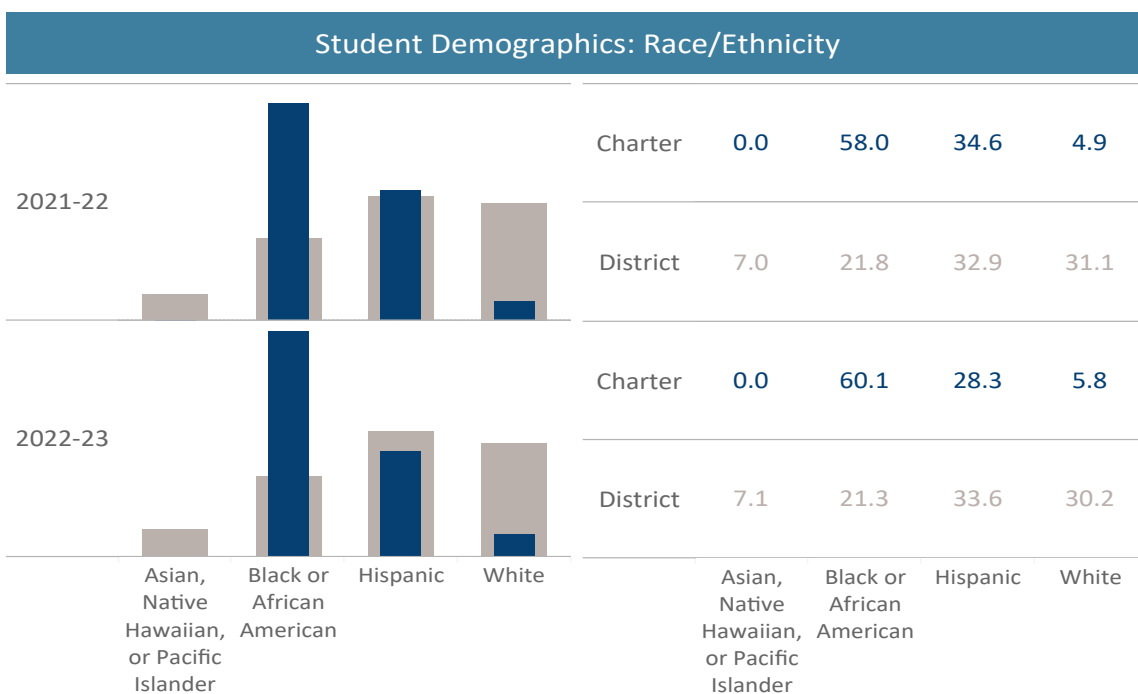
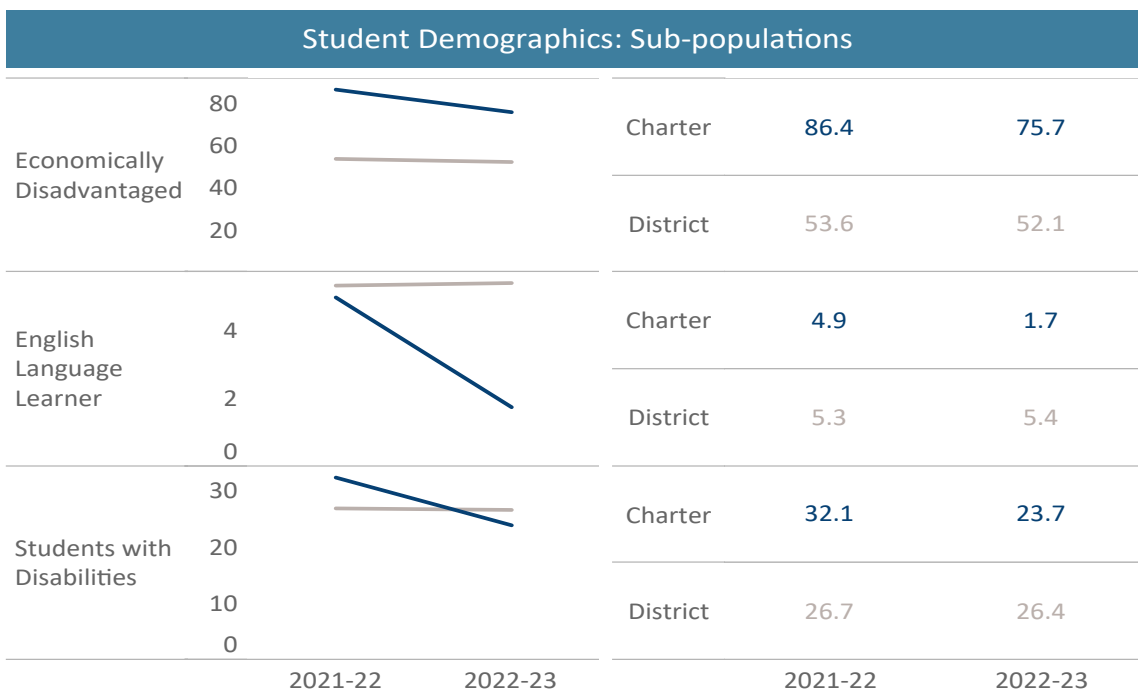
	2022	2023
Students with Disabilities Tested on State Exam	20	30
Charter Percent Proficient on ELA Exam	55.0	43.3
District Percent Proficient	37.7	35.4
Tested on NYSESLAT Exam	3	3
Charter Percent 'Commanding' or Making Progress	s	s

\* The academic outcome data about the performance of students receiving special education services and English language learners ("ELLs") above is not tied to separate goals in the charter school's formal Accountability Plan. The NYSESLAT, the New York State English as a Second Language Achievement Test, is a standardized state exam. "Making Progress" is defined as moving up at least one level of proficiency. Student scores fall into five categories/proficiency levels: Entering; Emerging; Transitioning; Expanding; and, Commanding. In order to comply with Family Educational Rights and Privacy Act regulations on reporting education outcome data, the Institute does not report assessment results for groups containing five or fewer students and indicates this with an "s".

## CHARTER SCHOOL BACKGROUND

### KIPP Beyond Charter School

### Manhattan CSD 3



\* Data reported in these charts reflect BEDS day enrollment counts as reported by the NYSED except for the charter's 2020-21 ELL enrollment which reflects data reported by the education corporation and validated by the Institute.

## CHARTER SCHOOL BACKGROUND

# KIPP BRONX CHARTER SCHOOL II

2720 Jerome Avenue, Bronx, New York | Grades: K-8 | Community School District 10

The SUNY Trustees approved the original charter for KIPP Bronx II on June 6, 2018. The charter opened its doors in fall 2019, serving 180 students in Kindergarten and 1<sup>st</sup> grade.

### PROGRAM

KIPP Bronx II implements the same program elements of all KIPP NYC Schools' charters. For more information on the educational program, please see the Benchmark Summary in the Data Presentation section of this report.

KIPP Bronx II expanded rapidly for the 2023-24 school year growing from serving Kindergarten and 1<sup>st</sup> grade and 5<sup>th</sup> and 6<sup>th</sup> grade to Kindergarten – 8<sup>th</sup> grade when it moved into private space on Jerome Avenue in the Bronx. KIPP NYC provides additional operational and leadership support to KIPP Bronx II as it scales its program and continues to monitor the programs for additional support as needed. While the schools continue to work through creating routines and systems in a new space, the principals of both programs look forward to using the space to build out project based learning opportunities as well as events that prepare rising 5<sup>th</sup> grade students for the transition to middle school and give older students an opportunity to support students in the lower grades.

### CURRENT CHARTER

*Serves: Kindergarten – 8<sup>th</sup>*

*Chartered Enrollment:*  
825

*Charter Expires on:*  
July 31, 2024

### PROPOSED FUTURE CHARTER

*Serves: Kindergarten – 8<sup>th</sup>*

*Chartered Enrollment:*  
950

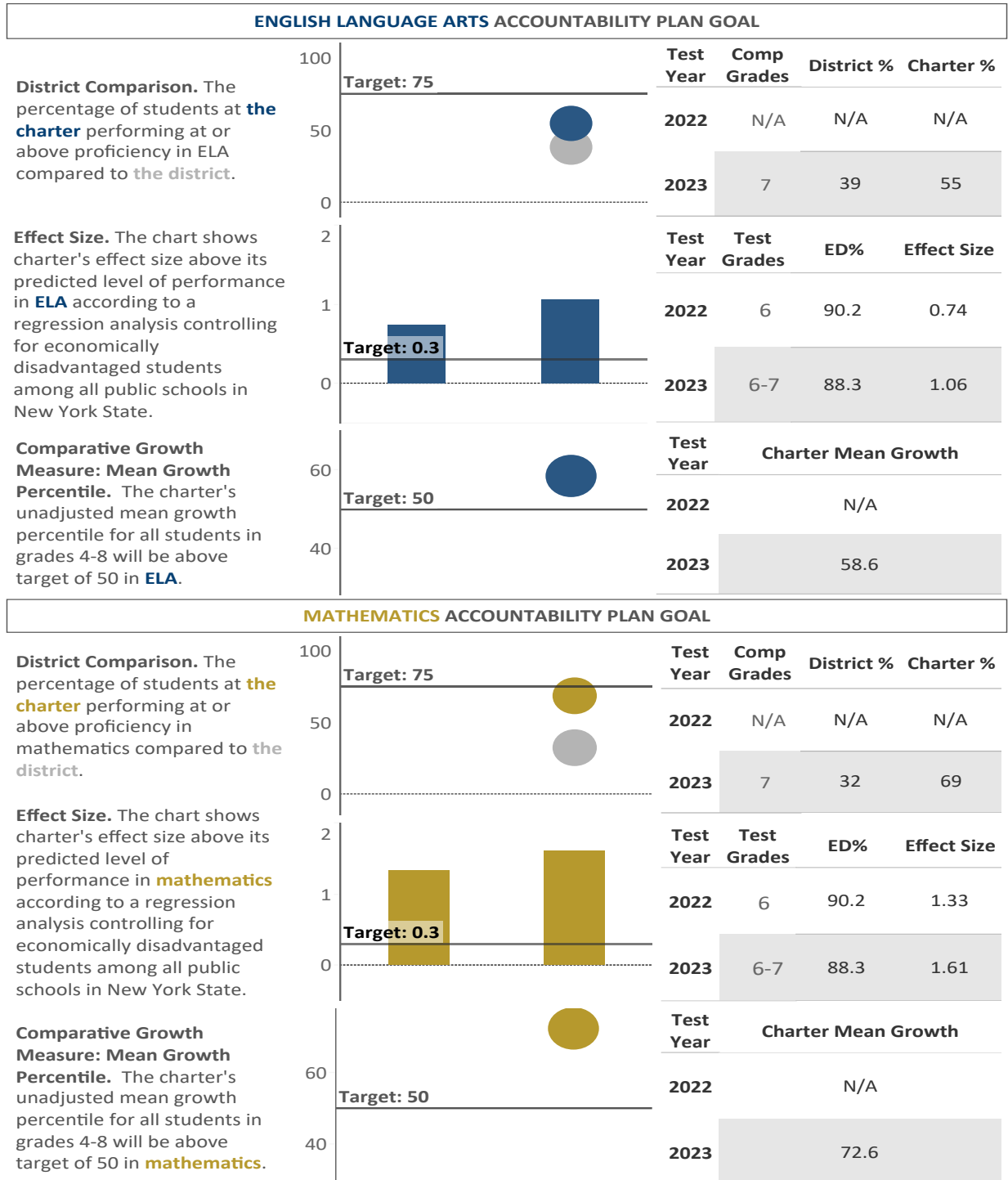
*Charter Expiration:*  
July 31, 2029

### CHARTER CHARACTERISTICS

SCHOOL YEAR	CHARTERED ENROLLMENT	ACTUAL ENROLLMENT	ACTUAL AS A PERCENTAGE OF CHARTERED ENROLLMENT	GRADES SERVED
2019-20	180	176	98%	K-1
2020-21	250	241	96%	K-2
2021-22	175	150	86%	K,6
2022-23	349	288	83%	K – 1, 6 – 7
2023-24	825	938	114%	K – 8

## CHARTER SCHOOL BACKGROUND

### KIPP BRONX CHARTER SCHOOL II



## CHARTER SCHOOL BACKGROUND

### KIPP BRONX CHARTER SCHOOL II

#### SCIENCE ACCOUNTABILITY PLAN GOAL

**Science: Comparative Measure.** The percentage of students at **the charter** in at least their second year performing at or above proficiency in science compared to **the district**.

N/A

#### TESTED PERCENTAGES

	2022		2023	
	ELA	Math	ELA	Math
School Tested Number	84	85	157	159
School Tested %	94.4%	95.5%	92.9%	93.5%
District Tested %	89.7%	90.3%	88.5%	91.0%

#### SPECIAL POPULATIONS PERFORMANCE\*

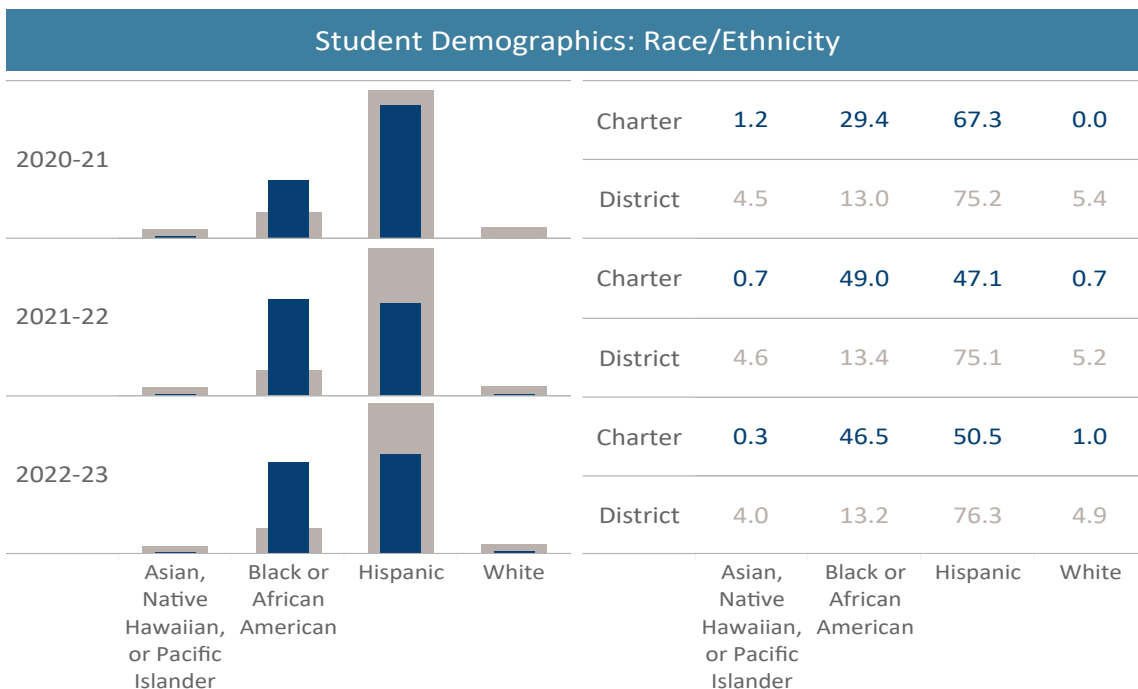
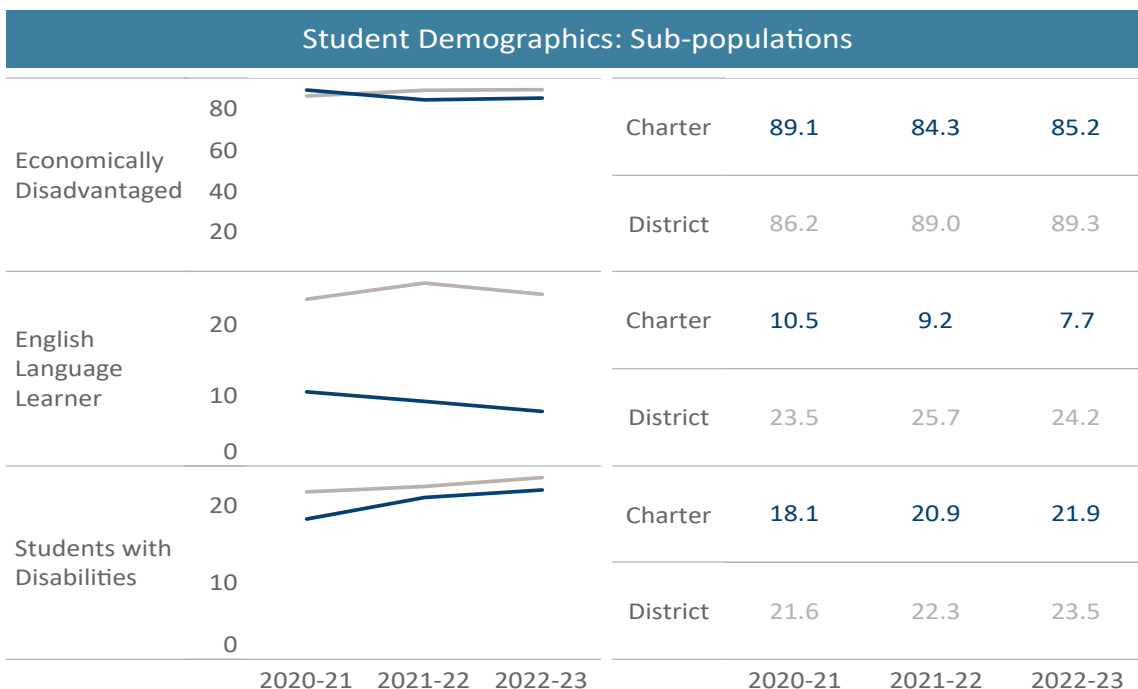
	2022	2023
Students with Disabilities Tested on State Exam	15	31
Charter Percent Proficient on ELA Exam	6.7	29.0
District Percent Proficient	16.7	13.0
Tested on NYSESLAT Exam	14	21
Charter Percent 'Commanding' or Making Progress	28.6	28.6

\* The academic outcome data about the performance of students receiving special education services and English language learners ("ELLs") above is not tied to separate goals in the charter school's formal Accountability Plan. The NYSESLAT, the New York State English as a Second Language Achievement Test, is a standardized state exam. "Making Progress" is defined as moving up at least one level of proficiency. Student scores fall into five categories/proficiency levels: Entering; Emerging; Transitioning; Expanding; and, Commanding. In order to comply with Family Educational Rights and Privacy Act regulations on reporting education outcome data, the Institute does not report assessment results for groups containing five or fewer students and indicates this with an "s".

## CHARTER SCHOOL BACKGROUND

### KIPP Bronx Charter School II

### Bronx CSD 10



\* Data reported in these charts reflect BEDS day enrollment counts as reported by the NYSED except for the charter's 2020-21 ELL enrollment which reflects data reported by the education corporation and validated by the Institute.

## CHARTER SCHOOL BACKGROUND

# KIPP BRONX CHARTER SCHOOL III

1504 Macombs Road, Bronx, New York | Grades: K-8 | Community School District 9  
501 Gerard Avenue, Bronx New York | Grades: 9 | Community School District 7  
201 East 144<sup>th</sup> Street, Bronx, New York | Grades: 10 | Community School District 7

The SUNY Trustees approved the original charter for KIPP Bronx III on June 6, 2018. The charter opened its doors in fall 2019, serving 180 students in 5<sup>th</sup> and 6<sup>th</sup> grade.

### PROGRAM

KIPP Bronx III implements the same program elements of all KIPP NYC Schools' charters. For more information on the educational program, please see the Benchmark Summary in the Data Presentation section of this report.

After moving between several short-term locations, KIPP Bronx III secured a private facility in the Bronx in its fifth year of operation, which houses both KIPP Bronx III's elementary and middle school programs. Despite the multiple moves, the school maintains high levels of student and teacher retention. Leaders emphasize the opportunity to increase community connections and sustain strong family ties in the future as the school becomes more rooted in its permanent location and KIPP NYC Schools adds seats for more high school students in the Bronx. The school serves a large proportion of students with disabilities and ELLs and prioritizes restorative practices to support the social and emotional needs of all students while maintaining a high bar for academic growth.

### CURRENT CHARTER

*Serves: Kindergarten – 10<sup>th</sup>*

*Chartered Enrollment:*  
863

*Charter Expires on:*  
July 31, 2024

### PROPOSED FUTURE CHARTER

*Serves: Kindergarten – 12<sup>th</sup>*

*Chartered Enrollment:*  
3,135

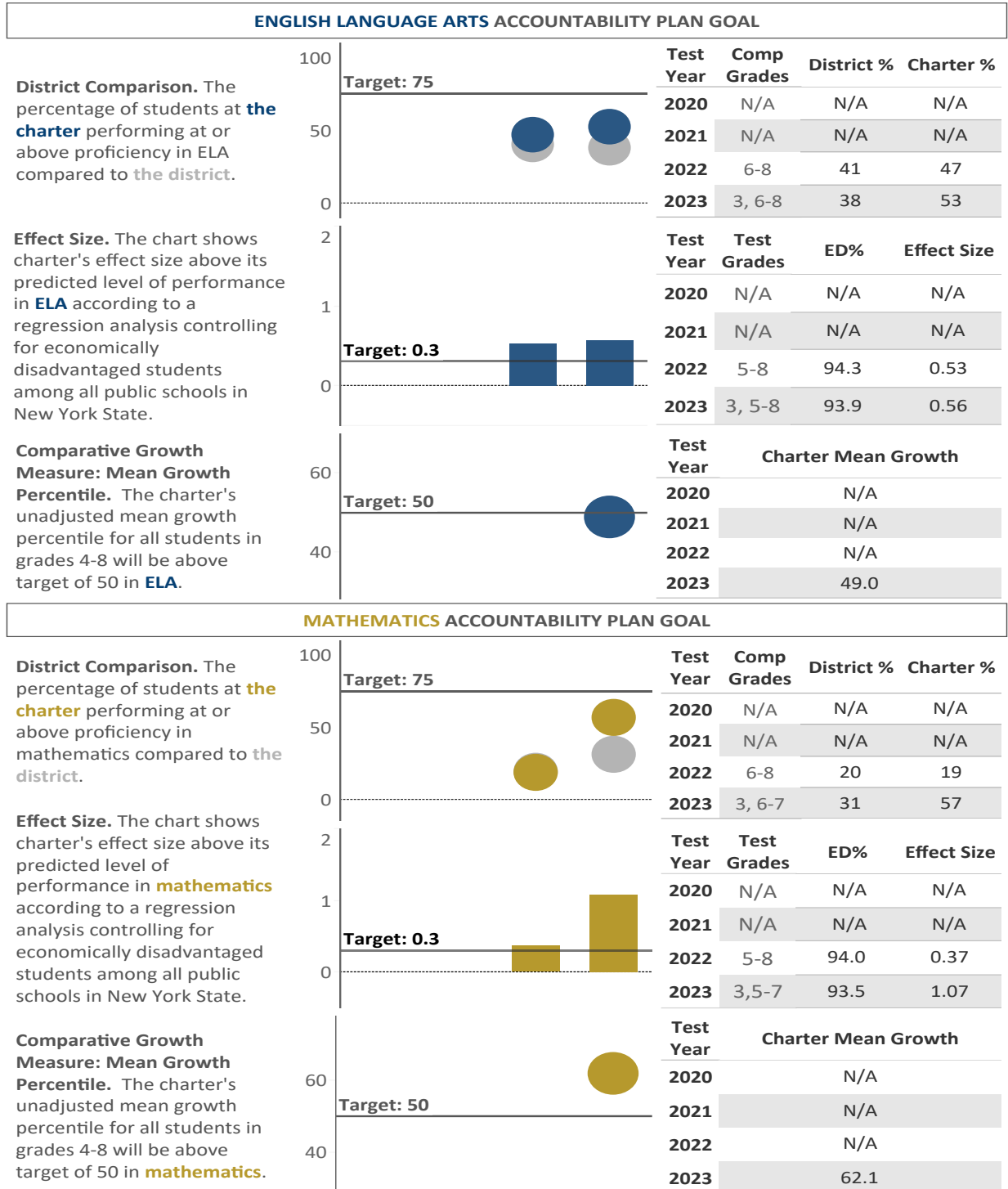
*Charter Expiration:*  
July 31, 2029

### CHARTER CHARACTERISTICS

SCHOOL YEAR	CHARTERED ENROLLMENT	ACTUAL ENROLLMENT	ACTUAL AS A PERCENTAGE OF CHARTERED ENROLLMENT	GRADES SERVED
2019-20	180	175	97%	5 – 6
2020-21	250	245	98%	5 – 7
2021-22	645	558	87%	K – 2, 5 – 8
2022-23	907	781	86%	K – 3, 5 – 9
2023-24	1,157	1,139	98%	K – 10

## CHARTER SCHOOL BACKGROUND

### KIPP BRONX CHARTER SCHOOL III





## CHARTER SCHOOL BACKGROUND

### KIPP BRONX CHARTER SCHOOL III



TESTED PERCENTAGES*				
	2022		2023	
	ELA	Math	ELA	Math
School Tested Number	320	282	409	315
School Tested %	95.0%	83.9%	97.6%	75.5%
District Tested %	89.7%	83.7%	88.0%	84.4%

SPECIAL POPULATIONS PERFORMANCE**		
	2022	2023
Students with Disabilities Tested on State Exam	77	103
Charter Percent Proficient on ELA Exam	18.2	19.4
District Percent Proficient	12.7	14.5
Tested on NYSESLAT Exam	12	56
Charter Percent 'Commanding' or Making Progress	0.0	14.3

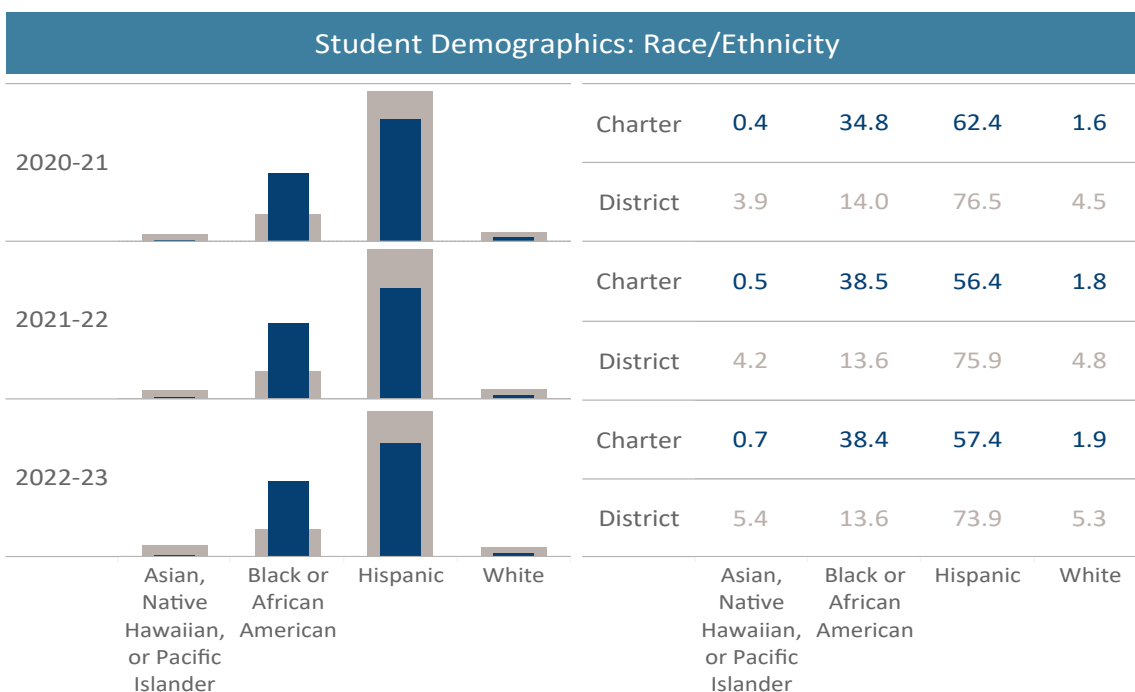
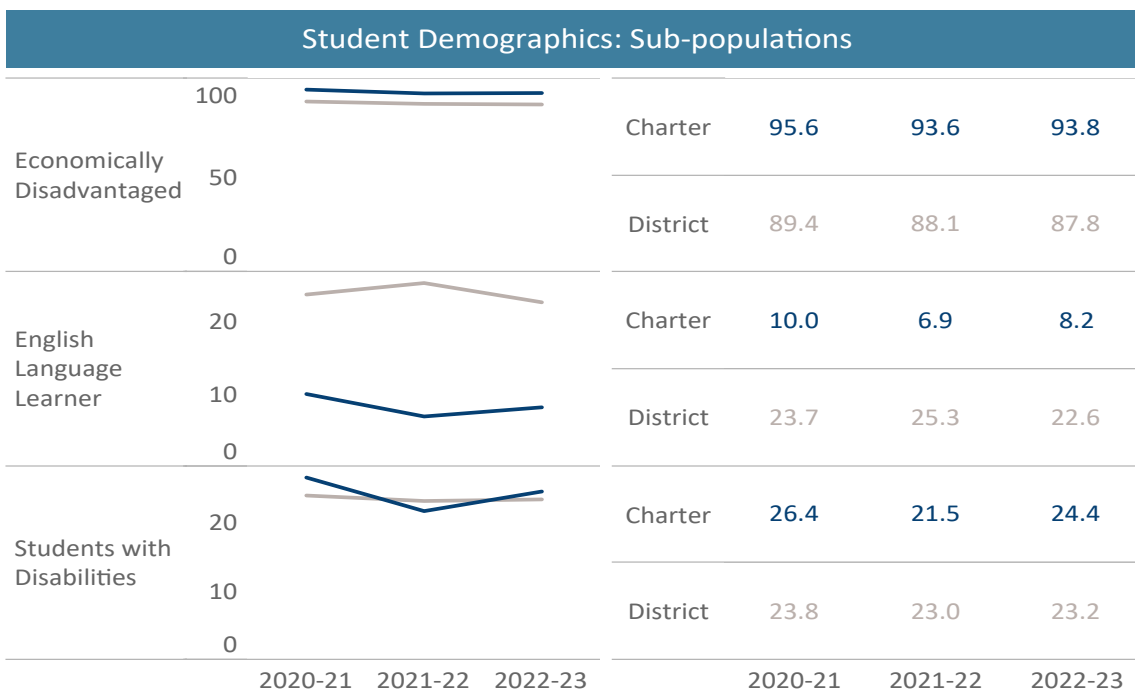
\*Mathematics participation rates may reflect discrepancies from ELA participation rates due to students sitting for a Regents exam in lieu of the traditional state exam.

\*\* The academic outcome data about the performance of students receiving special education services and English language learners ("ELLs") above is not tied to separate goals in the charter school's formal Accountability Plan. The NYSESLAT, the New York State English as a Second Language Achievement Test, is a standardized state exam. "Making Progress" is defined as moving up at least one level of proficiency. Student scores fall into five categories/proficiency levels: Entering; Emerging; Transitioning; Expanding; and, Commanding. In order to comply with Family Educational Rights and Privacy Act regulations on reporting education outcome data, the Institute does not report assessment results for groups containing five or fewer students and indicates this with an "s".

## CHARTER SCHOOL BACKGROUND

### KIPP Bronx Charter School III

### Bronx CSD 10



\* Data reported in these charts reflect BEDS day enrollment counts as reported by the NYSED except for the charter's 2020-21 ELL enrollment which reflects data reported by the education corporation and validated by the Institute.

## CHARTER SCHOOL BACKGROUND

# KIPP FREEDOM CHARTER SCHOOL

2246 Jerome Avenue, Bronx, New York | Grades: K-4 | Community School District 10  
1825 Prospect Avenue, Bronx, New York | Grades: 5-8 | Community School District 12

The Board of Regents approved the charter for KIPP Freedom in 2017, and the school opened in the fall of 2018 with 190 students in Kindergarten – 5<sup>th</sup> grade. The SUNY Trustees approved the charter to merge under SUNY authorization effective July 1, 2019.

### PROGRAM

KIPP Freedom implements the same program elements of all KIPP NYC Schools' charters. For more information on the educational program, please see the Benchmark Summary in the Data Presentation section of this report.

KIPP Freedom's family and caretaker programs are one example of KIPP NYC Schools' emphasis on community engagement and shared decision making. The school hosts annual events such as the Literacy Parade, New Family BBQ, and Fall Fest Family Feast. The school provides opportunities for families to provide feedback and engage in decision making through monthly "Coffee and Conversations" meetings with school leadership and regular meetings of the Freedom Family Association.

### CURRENT CHARTER

*Serves: Kindergarten – 2<sup>nd</sup>,  
6 – 8<sup>th</sup>*

*Chartered Enrollment:  
555*

*Charter Expires on:  
July 31, 2024*

### PROPOSED FUTURE CHARTER

*Serves: Kindergarten – 8<sup>th</sup>*

*Chartered Enrollment:  
845*

*Charter Expiration:  
July 31, 2029*

### CHARTER CHARACTERISTICS

SCHOOL YEAR	CHARTERED ENROLLMENT	ACTUAL ENROLLMENT	ACTUAL AS A PERCENTAGE OF CHARTERED ENROLLMENT	GRADES SERVED
2019-20	250	246	98%	K, 5 – 6
2020-21	460	446	97%	K – 1, 5 – 7
2021-22	735	626	85%	K – 3, 5 – 8
2022-23	825	688	83%	K – 8
2023-24	555	466	84%	K – 2, 6 – 8

## CHARTER SCHOOL BACKGROUND

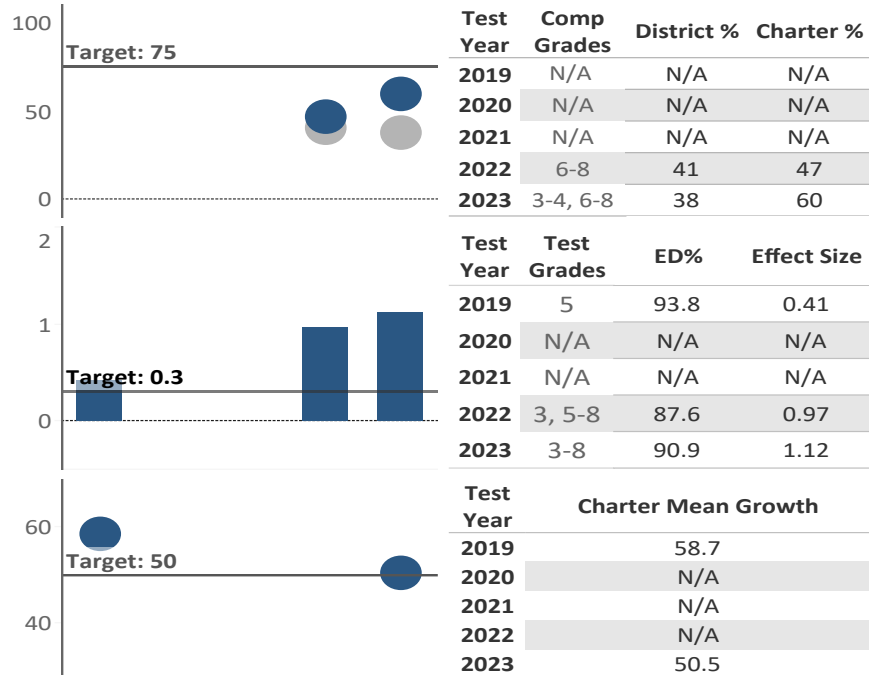
### KIPP FREEDOM CHARTER SCHOOL

#### ENGLISH LANGUAGE ARTS ACCOUNTABILITY PLAN GOAL

**District Comparison.** The percentage of students at the **charter** performing at or above proficiency in ELA compared to the **district**.

**Effect Size.** The chart shows charter's effect size above its predicted level of performance in **ELA** according to a regression analysis controlling for economically disadvantaged students among all public schools in New York State.

**Comparative Growth Measure: Mean Growth Percentile.** The charter's unadjusted mean growth percentile for all students in grades 4-8 will be above target of 50 in **ELA**.

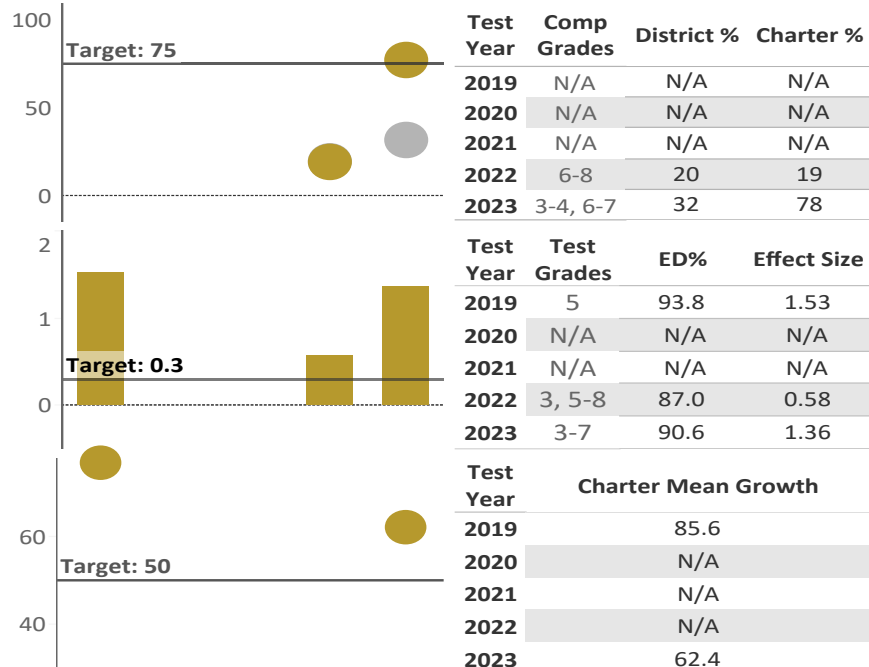


#### MATHEMATICS ACCOUNTABILITY PLAN GOAL

**District Comparison.** The percentage of students at the **charter** performing at or above proficiency in mathematics compared to the **district**.

**Effect Size.** The chart shows charter's effect size above its predicted level of performance in **mathematics** according to a regression analysis controlling for economically disadvantaged students among all public schools in New York State.

**Comparative Growth Measure: Mean Growth Percentile.** The charter's unadjusted mean growth percentile for all students in grades 4-8 will be above target of 50 in **mathematics**.



## CHARTER SCHOOL BACKGROUND

### KIPP FREEDOM CHARTER SCHOOL



TESTED PERCENTAGES*						
	2019		2022		2023	
	ELA	Math	ELA	Math	ELA	Math
School Tested Number	93	93	371	331	393	318
School Tested %	100.0%	100.0%	95.6%	86.4%	92.3%	75.0%
District Tested %	89.6%	92.1%	88.3%	87.9%	87.9%	85.6%

SPECIAL POPULATIONS PERFORMANCE**		
	2019	2022
Students with Disabilities Tested on State Exam	17	85
Charter Percent Proficient on ELA Exam	0.0	23.5
District Percent Proficient	6.8	12.5
Tested on NYSESLAT Exam	23	39
Charter Percent 'Commanding' or Making Progress	34.8	7.7

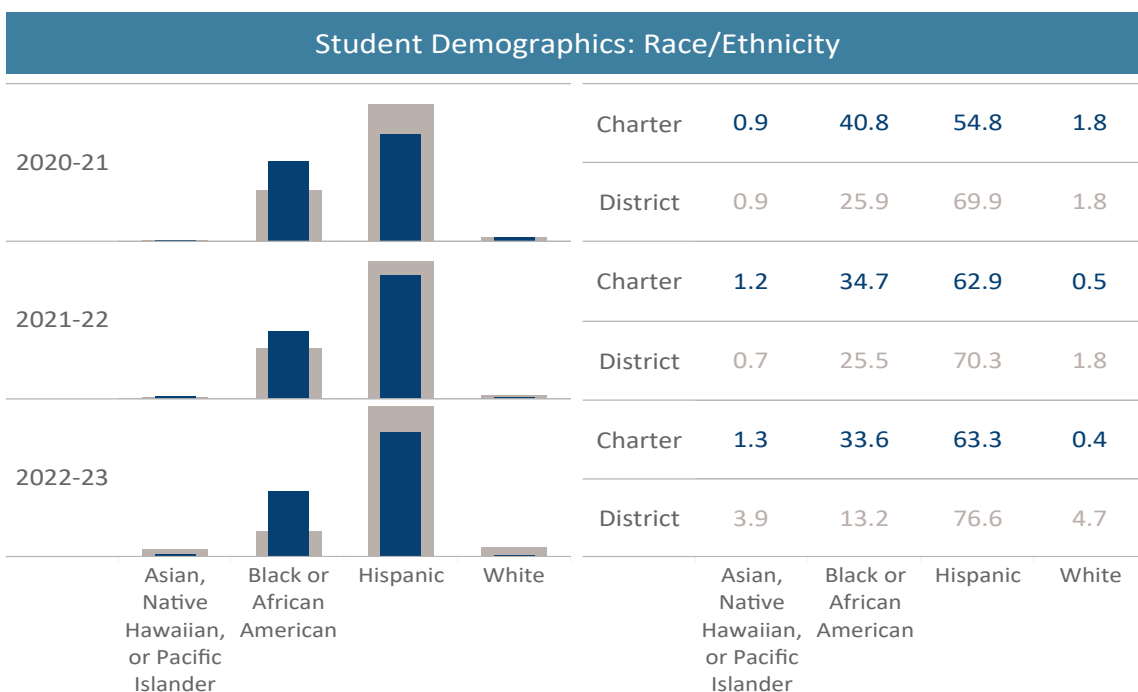
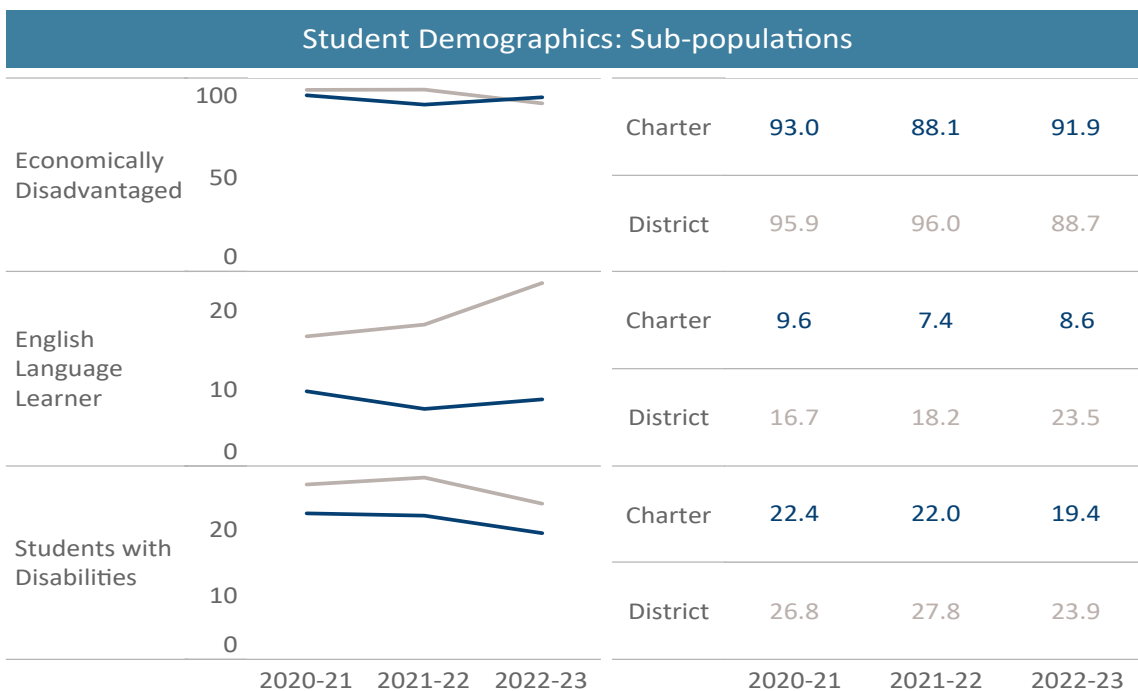
\*Mathematics participation rates may reflect discrepancies from ELA participation rates due to students sitting for a Regents exam in lieu of the traditional state exam.

\*\* The academic outcome data about the performance of students receiving special education services and English language learners ("ELLs") above is not tied to separate goals in the charter school's formal Accountability Plan. The NYSESLAT, the New York State English as a Second Language Achievement Test, is a standardized state exam. "Making Progress" is defined as moving up at least one level of proficiency. Student scores fall into five categories/proficiency levels: Entering; Emerging; Transitioning; Expanding; and, Commanding. In order to comply with Family Educational Rights and Privacy Act regulations on reporting education outcome data, the Institute does not report assessment results for groups containing five or fewer students and indicates this with an "s".

## CHARTER SCHOOL BACKGROUND

### KIPP Freedom Charter School

### Bronx CSD 10



\* Data reported in these charts reflect BEDS day enrollment counts as reported by the NYSED except for the charter's 2020-21 ELL enrollment which reflects data reported by the education corporation and validated by the Institute.

## CHARTER SCHOOL BACKGROUND

# KIPP INFINITY CHARTER SCHOOL

625 West 133<sup>rd</sup> Street, New York, New York | Grades: K-8 | Community School District 5  
501 Gerard Avenue, Bronx New York | Grades: 9 | Community School District 7  
201 East 144<sup>th</sup> Street, Bronx, New York | Grades: 10-12 | Community School District 7

The NYC Chancellor approved the original charter for KIPP Infinity. KIPP Infinity opened in fall 2005, serving 90 students in 5<sup>th</sup> grade. The charter merged under SUNY authorization effective July 1, 2019.

### PROGRAM

KIPP Infinity implements the same program elements of all KIPP NYC Schools' charters. For more information on the educational program, please see the Benchmark Summary in the Data Presentation section of this report.

Like many programs across the network, KIPP Infinity elementary and middle school programs foster arts, music, and dance instruction. The elementary school produces an annual multi-disciplinary program to highlight the many cultures that make up the school community.

The high school ensures continued access to a rigorous academic program and extracurricular opportunities. The high school offers a culinary arts program, internships, and access to other career and college readiness opportunities. Leaders and teachers at the school also express pride in the differentiated course offerings available to students where students may, for example, enroll in a 12:1+1 English class for additional support and also enroll in AP Calculus where they excel.

### CURRENT CHARTER

*Serves: Kindergarten – 12<sup>th</sup>*

*Chartered Enrollment:*  
1,778

*Charter Expires on:*  
June 30, 2024

### PROPOSED FUTURE CHARTER

*Serves: Kindergarten – 8<sup>th</sup>*

*Chartered Enrollment:*  
894

*Charter Expiration:*  
July 31, 2029

### CHARTER CHARACTERISTICS

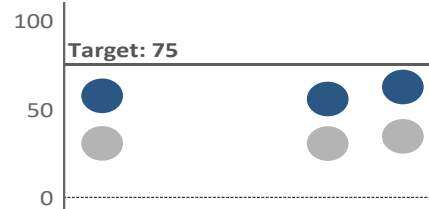
SCHOOL YEAR	CHARTERED ENROLLMENT	ACTUAL ENROLLMENT	ACTUAL AS A PERCENTAGE OF CHARTERED ENROLLMENT	GRADES SERVED
2019-20	1,797	1,839	102%	K – 12
2020-21	1,775	1,873	106%	K – 12
2021-22	1,762	1,801	102%	K – 12
2022-23	1,766	1,787	101%	K – 12
2023-24	1,778	1,860	105%	K – 12

## CHARTER SCHOOL BACKGROUND

### KIPP INFINITY CHARTER SCHOOL

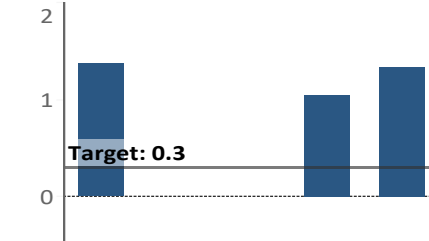
#### ENGLISH LANGUAGE ARTS ACCOUNTABILITY PLAN GOAL

**District Comparison.** The percentage of students at **the charter** performing at or above proficiency in ELA compared to **the district**.



Test Year	Comp Grades	District %	Charter %
2019	3-8	31	58
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-8	31	56
2023	3-8	35	63

**Effect Size.** The chart shows charter's effect size above its predicted level of performance in **ELA** according to a regression analysis controlling for economically disadvantaged students among all public schools in New York State.



Test Year	Test Grades	ED%	Effect Size
2019	3-8	91.2	1.37
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-8	88.7	1.05
2023	3-8	91.6	1.34

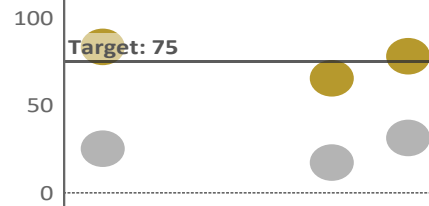
**Comparative Growth Measure: Mean Growth Percentile.** The charter's unadjusted mean growth percentile for all students in grades 4-8 will be above target of 50 in **ELA**.



Test Year	Charter Mean Growth
2019	52.7
2020	N/A
2021	N/A
2022	N/A
2023	51.3

#### MATHEMATICS ACCOUNTABILITY PLAN GOAL

**District Comparison.** The percentage of students at **the charter** performing at or above proficiency in mathematics compared to **the district**.



Test Year	Comp Grades	District %	Charter %
2019	3-8	25	84
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-8	17	66
2023	3-7	31	78

**Effect Size.** The chart shows charter's effect size above its predicted level of performance in **mathematics** according to a regression analysis controlling for economically disadvantaged students among all public schools in New York State.



Test Year	Test Grades	ED%	Effect Size
2019	3-8	91.2	2.42
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-8	88.7	1.97
2023	3-7	91.3	1.93

**Comparative Growth Measure: Mean Growth Percentile.** The charter's unadjusted mean growth percentile for all students in grades 4-8 will be above target of 50 in **mathematics**.

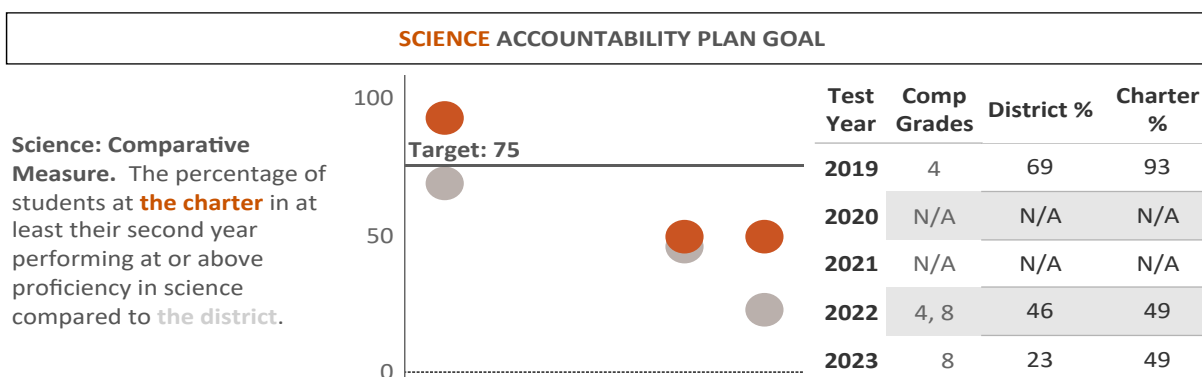


Test Year	Charter Mean Growth
2019	59.4
2020	N/A
2021	N/A
2022	N/A
2023	54.7



## CHARTER SCHOOL BACKGROUND

### KIPP INFINITY CHARTER SCHOOL



TESTED PERCENTAGES*						
	2019		2022		2023	
	ELA	Math	ELA	Math	ELA	Math
School Tested Number	536	535	539	532	543	461
School Tested %	99.3%	99.6%	97.3%	95.9%	95.4%	81.0%
District Tested %	87.6%	84.2%	83.5%	77.2%	82.6%	76.5%

SPECIAL POPULATIONS PERFORMANCE**			
	2019	2022	2023
Students with Disabilities Tested on State Exam	140	111	100
Charter Percent Proficient on ELA Exam	27.1	32.4	37.0
District Percent Proficient	14.1	13.3	18.0
Tested on NYSESLAT Exam	94	87	114
Charter Percent 'Commanding' or Making Progress	33.0	27.6	20.2

\*Mathematics participation rates may reflect discrepancies from ELA participation rates due to students sitting for a Regents exam in lieu of the traditional state exam.

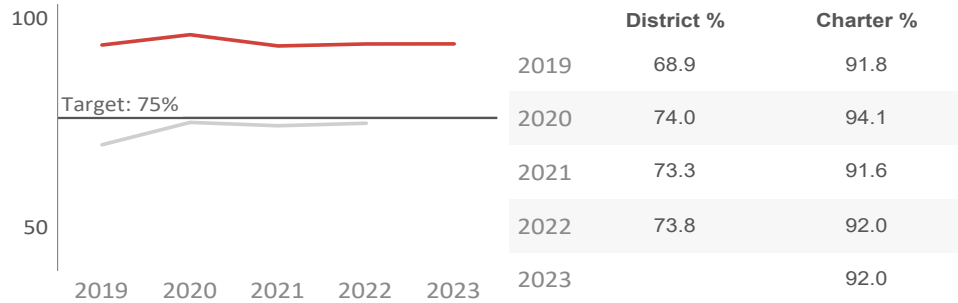
\*\* The academic outcome data about the performance of students receiving special education services and English language learners ("ELLs") above is not tied to separate goals in the charter school's formal Accountability Plan. The NYSESLAT, the New York State English as a Second Language Achievement Test, is a standardized state exam. "Making Progress" is defined as moving up at least one level of proficiency. Student scores fall into five categories/proficiency levels: Entering; Emerging; Transitioning; Expanding; and, Commanding. In order to comply with Family Educational Rights and Privacy Act regulations on reporting education outcome data, the Institute does not report assessment results for groups containing five or fewer students and indicates this with an "s".

## CHARTER SCHOOL BACKGROUND

### KIPP INFINITY CHARTER SCHOOL

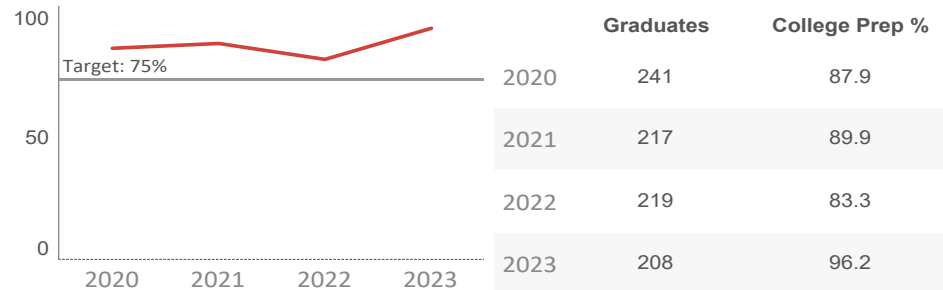
#### HIGH SCHOOL GRADUATION RATE

**Comparative Measure: Graduation Rate.** Each year, the percentage of **the charter school's students graduating** after completion of their fourth year will exceed the **District**.

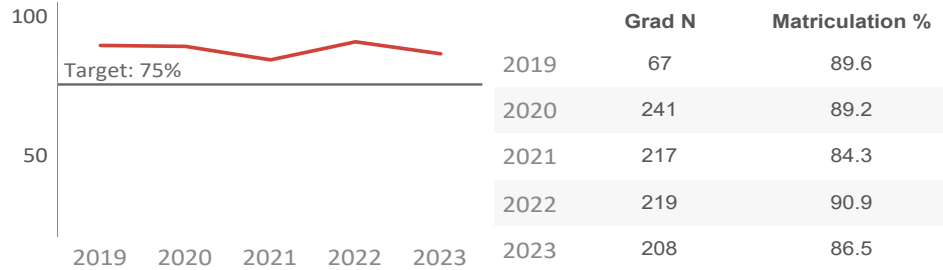


#### COLLEGE PREPARATION AND ATTAINMENT

**College Preparation Measure:** Each year, 75 percent of **graduates** will demonstrate college preparation through one or more indicators including passing an AP exam or earning an advanced diploma.

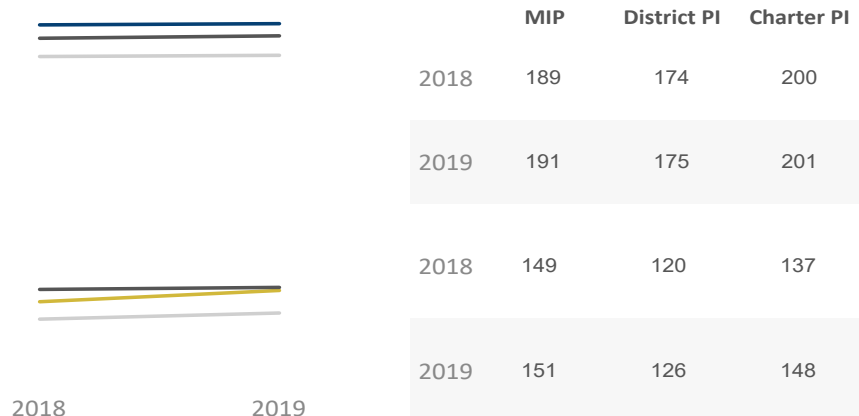


**College Attainment Measure:** **Matriculation into College.** Each year, 75 percent of **graduating students** will enroll in a college or university.



#### ENGLISH LANGUAGE ARTS AND MATHEMATICS

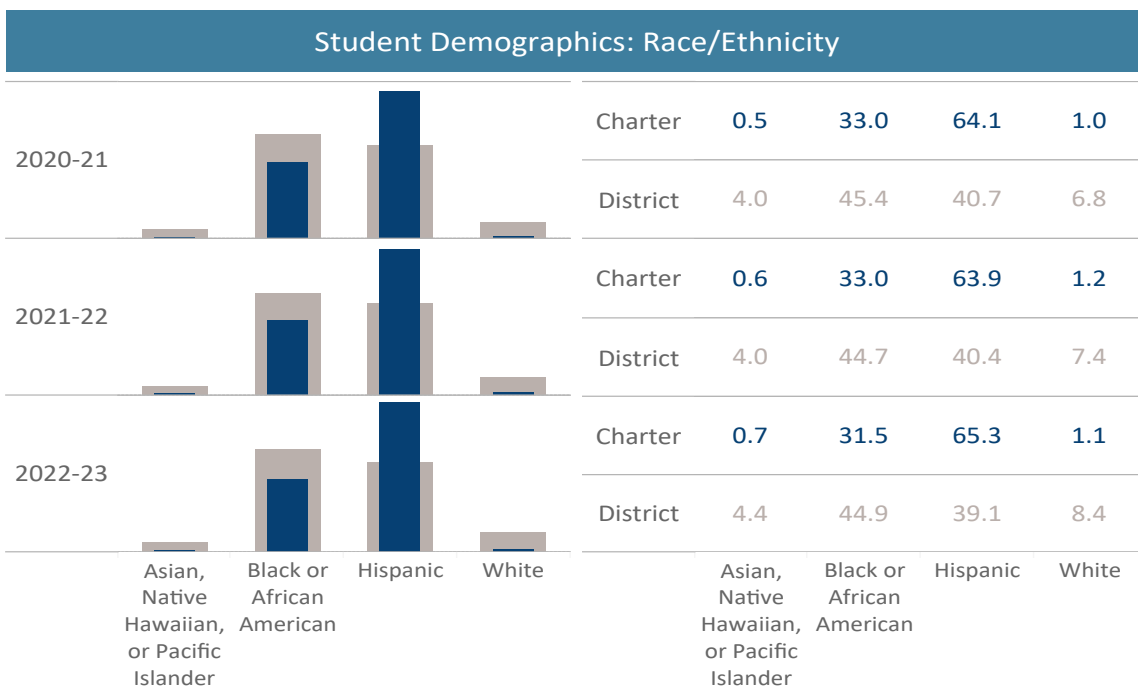
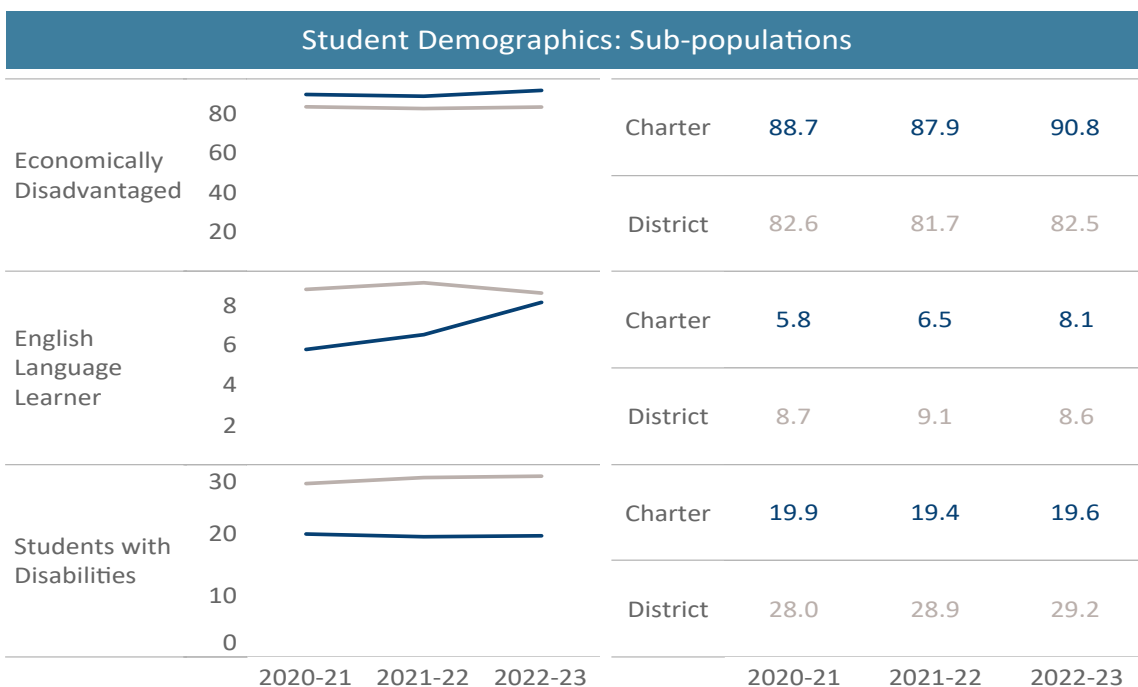
**Comparative and Absolute Measure: District Comparison.** Each year, the charter school's **ELA Accountability Performance Index** and the **math PI** will exceed **the district's PI** and the **state's MIP**.



## CHARTER SCHOOL BACKGROUND

### KIPP Infinity Charter School

### Manhattan CSD 5



\* Data reported in these charts reflect BEDS day enrollment counts as reported by the NYSED except for the charter's 2020-21 ELL enrollment which reflects data reported by the education corporation and validated by the Institute.

## CHARTER SCHOOL BACKGROUND

# KIPP S.T.A.R. COLLEGE PREP CHARTER SCHOOL

625 West 133<sup>rd</sup> Street, New York, New York | Grades: K-4 | Community School District 5  
433 West 123<sup>rd</sup> Street, New York, New York | Grades: 5-8 | Community School District 5

The SUNY Trustees approved the original charter for KIPP STAR in February 2003. The charter opened its doors in fall 2003, serving 90 students in 5<sup>th</sup> grade. The charter merged over to the Board of Regents in its third term and returned back to SUNY authorization 2019.

### PROGRAM

KIPP STAR implements the same program elements of all KIPP NYC Schools' charters. For more information on the educational program, please see the Benchmark Summary in the Data Presentation section of this report.

KIPP STAR implements the same effective English language acquisition program found across KIPP NYC Schools' programs. The school demonstrates high achievement in ELA and mathematics for its ELLs and moves them toward English language proficiency at high rates. Notably in 2021-22, the school's ELLs posted proficiency rates of 40% in ELA and 42% in mathematics, surpassing their district peers in both subjects.

### CURRENT CHARTER

*Serves: Kindergarten – 8<sup>th</sup>*

*Chartered Enrollment:  
804*

*Charter Expires on:  
July 31, 2024*

### PROPOSED FUTURE CHARTER

*Serves: Kindergarten – 8<sup>th</sup>*

*Chartered Enrollment:  
830*

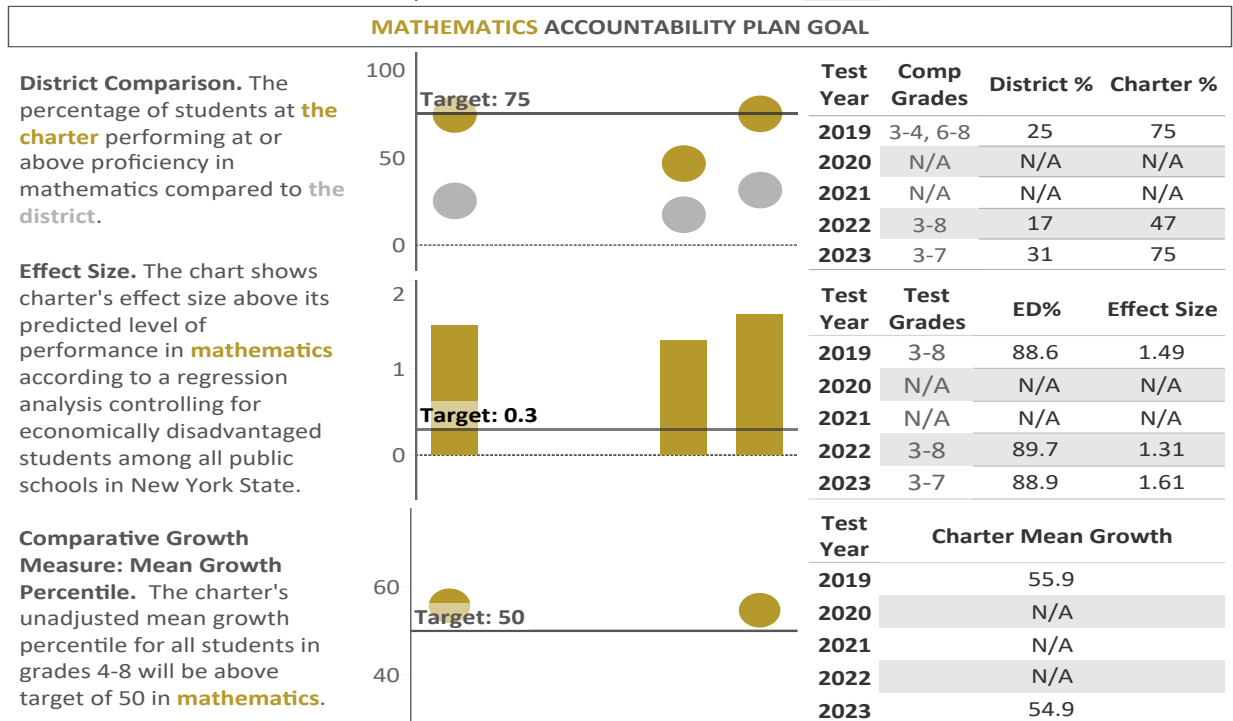
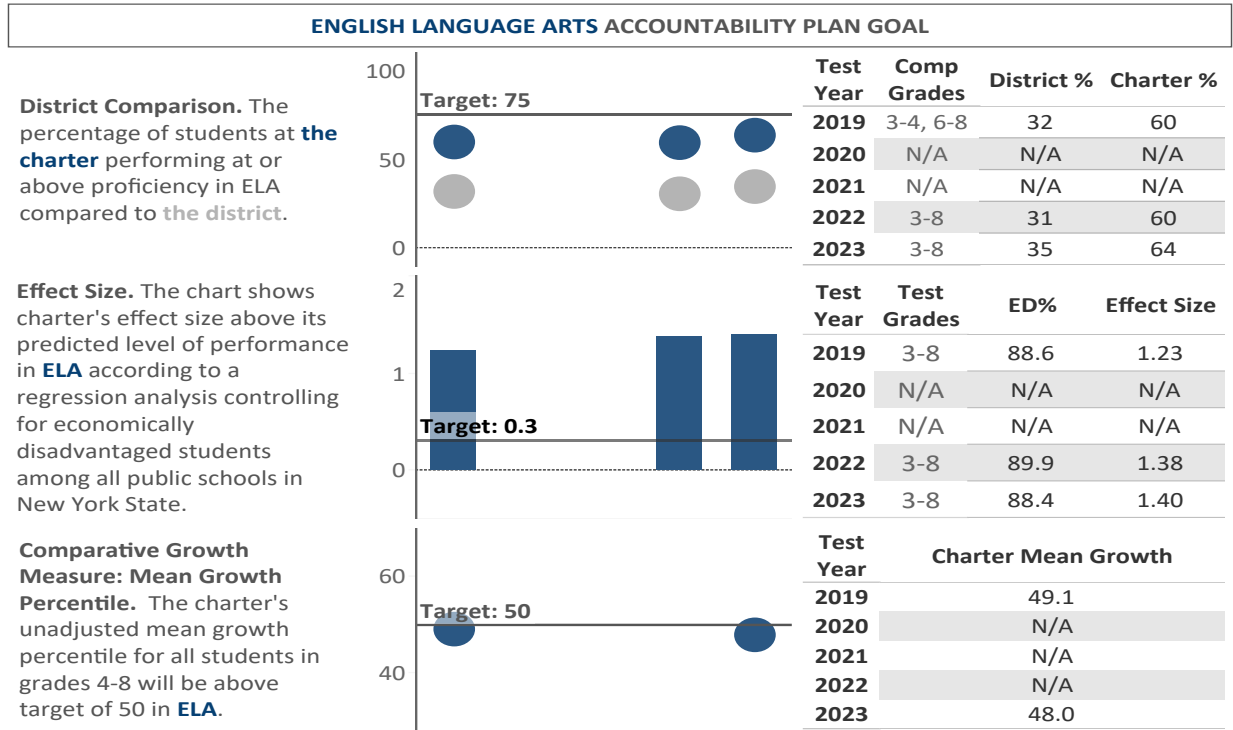
*Charter Expiration:  
July 31, 2029*

### CHARTER CHARACTERISTICS

SCHOOL YEAR	CHARTERED ENROLLMENT	ACTUAL ENROLLMENT	ACTUAL AS A PERCENTAGE OF CHARTERED ENROLLMENT	GRADES SERVED
2019-20	798	803	100%	K – 8
2020-21	799	817	102%	K – 8
2021-22	794	758	95%	K – 8
2022-23	792	710	90%	K – 8
2023-24	804	673	84%	K – 8

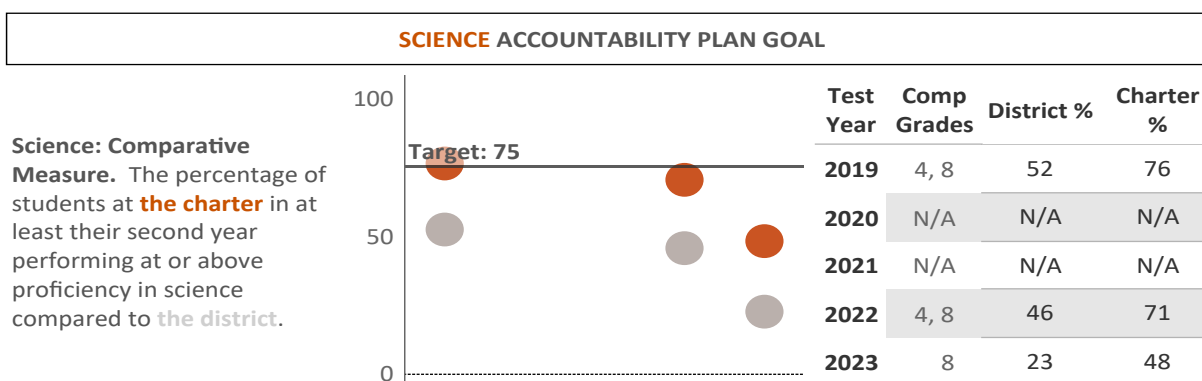
## CHARTER SCHOOL BACKGROUND

### KIPP S.T.A.R. COLLEGE PREP CHARTER SCHOOL



## CHARTER SCHOOL BACKGROUND

### KIPP S.T.A.R. COLLEGE PREP CHARTER SCHOOL



TESTED PERCENTAGES*						
	2019		2022		2023	
	ELA	Math	ELA	Math	ELA	Math
School Tested Number	475	473	502	470	445	393
School Tested %	99.0%	98.7%	96.5%	91.1%	89.2%	78.8%
District Tested %	87.6%	84.2%	83.5%	77.2%	82.6%	76.5%

SPECIAL POPULATIONS PERFORMANCE**			
	2019	2022	2023
Students with Disabilities Tested on State Exam	131	128	116
Charter Percent Proficient on ELA Exam	28.2	32.8	32.8
District Percent Proficient	14.1	13.3	18.0
Tested on NYSESLAT Exam	28	27	1
Charter Percent 'Commanding' or Making Progress	25.0	0.0	100.0

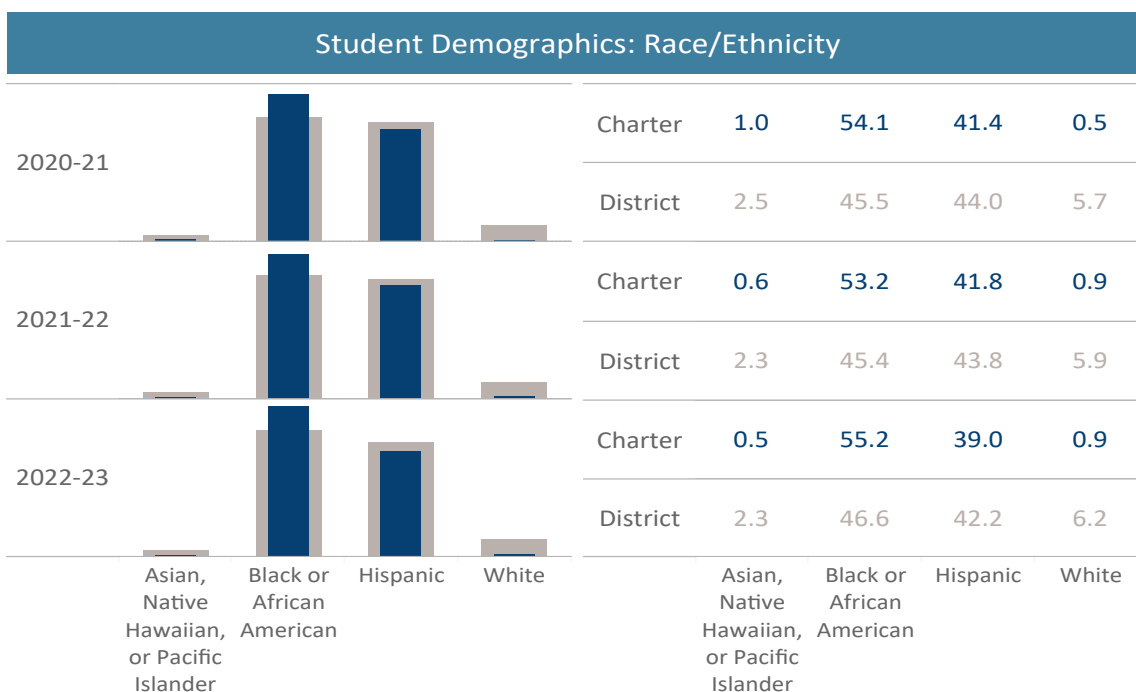
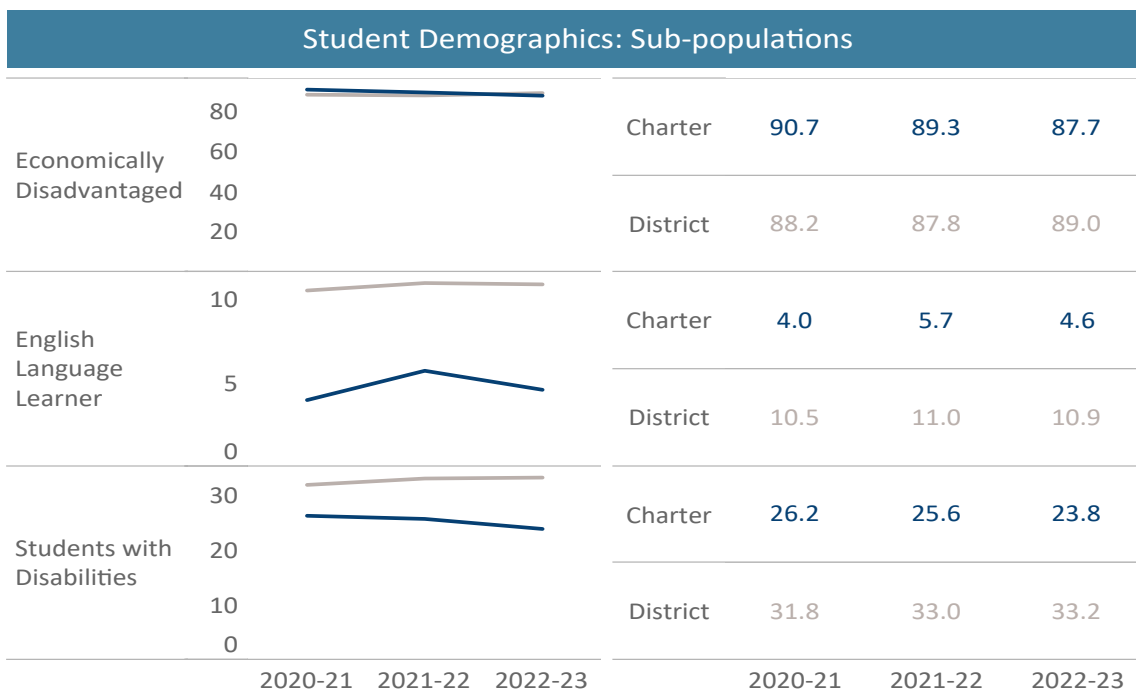
\*Mathematics participation rates may reflect discrepancies from ELA participation rates due to students sitting for a Regents exam in lieu of the traditional state exam.

\*\* The academic outcome data about the performance of students receiving special education services and English language learners ("ELLs") above is not tied to separate goals in the charter school's formal Accountability Plan. The NYSESLAT, the New York State English as a Second Language Achievement Test, is a standardized state exam. "Making Progress" is defined as moving up at least one level of proficiency. Student scores fall into five categories/proficiency levels: Entering; Emerging; Transitioning; Expanding; and, Commanding. In order to comply with Family Educational Rights and Privacy Act regulations on reporting education outcome data, the Institute does not report assessment results for groups containing five or fewer students and indicates this with an "s".

## CHARTER SCHOOL BACKGROUND

### KIPP S.T.A.R. College Prep Charter School

Manhattan CSD 5



\* Data reported in these charts reflect BEDS day enrollment counts as reported by the NYSED except for the charter's 2020-21 ELL enrollment which reflects data reported by the education corporation and validated by the Institute.

## CHARTER SCHOOL BACKGROUND

# KIPP NYC WASHINGTON HEIGHTS ACADEMY CHARTER SCHOOL

586 West 177<sup>th</sup> Street New York, New York | Grades: K-3 | Community School District 6  
21 Jumel Place New York, New York | Grades: 4-8 | Community School District 6

The Regents approved the original charter for KIPP Washington Heights in September 2011. The SUNY Trustees approved the merger of charter for KIPP Washington Heights in 2019. The school opened its doors in fall 2012, serving 90 students in 5<sup>th</sup> grade.

### PROGRAM

KIPP Washington Heights implements the same program elements of all KIPP NYC Schools' charters. For more information on the educational program, please see the Benchmark Summary in the Data Presentation section of this report.

Instructional leaders at KIPP Washington Heights Kindergarten – 3<sup>rd</sup> grade program take pride in the programming provided to students with disabilities and ELLs. School leaders take pride in their community and family connections, and every staff member forges connections with parents and caretakers of students.

School leaders at KIPP Washington Heights middle school program place a strong emphasis on teachers demonstrating mindsets and practices that allow students to feel safe, heard, and nurtured while in the care of the school. There is a strong sense of pride in encouraging students to take ownership of their learning by expanding their voices in the classroom so that student engagement can lead to student outcomes.

### CURRENT CHARTER

*Serves: Kindergarten – 8<sup>th</sup>*

*Chartered Enrollment:*  
850

*Charter Expires on:*  
July 31, 2024

### PROPOSED FUTURE CHARTER

*Serves: Kindergarten – 8<sup>th</sup>*

*Chartered Enrollment:*  
855

*Charter Expiration:*  
July 31, 2029

### CHARTER CHARACTERISTICS

SCHOOL YEAR	CHARTERED ENROLLMENT	ACTUAL ENROLLMENT	ACTUAL AS A PERCENTAGE OF CHARTERED ENROLLMENT	GRADES SERVED
2019-20	803	819	102%	K – 8
2020-21	796	833	105%	K – 8
2021-22	793	626	79%	K – 8
2022-23	839	774	92%	K – 8
2023-24	850	772	91%	K – 8

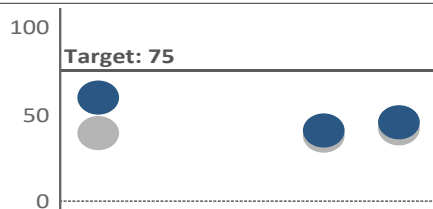


## CHARTER SCHOOL BACKGROUND

### KIPP NYC WASHINGTON HEIGHTS ACADEMY CHARTER SCHOOL

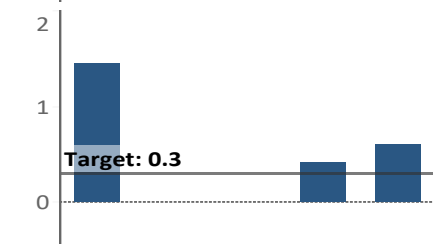
#### ENGLISH LANGUAGE ARTS ACCOUNTABILITY PLAN GOAL

**District Comparison.** The percentage of students at the **charter** performing at or above proficiency in ELA compared to the district.



Test Year	Comp Grades	District %	Charter %
2019	3-8	39	60
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-8	38	41
2023	3-8	42	46

**Effect Size.** The chart shows charter's effect size above its predicted level of performance in **ELA** according to a regression analysis controlling for economically disadvantaged students among all public schools in New York State.



Test Year	Test Grades	ED%	Effect Size
2019	3-8	90.8	1.44
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-8	91.8	0.41
2023	3-8	93.3	0.61

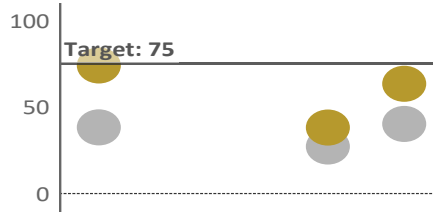
**Comparative Growth Measure: Mean Growth Percentile.** The charter's unadjusted mean growth percentile for all students in grades 4-8 will be above target of 50 in **ELA**.



Test Year	Charter Mean Growth
2019	48.9
2020	N/A
2021	N/A
2022	N/A
2023	54.4

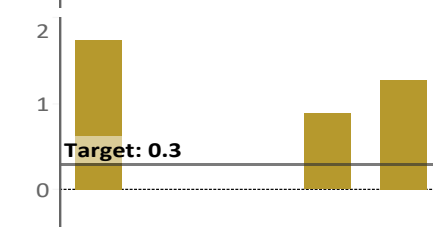
#### MATHEMATICS ACCOUNTABILITY PLAN GOAL

**District Comparison.** The percentage of students at the **charter** performing at or above proficiency in mathematics compared to the district.



Test Year	Comp Grades	District %	Charter %
2019	3-8	38	74
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-8	27	38
2023	3-7	40	64

**Effect Size.** The chart shows charter's effect size above its predicted level of performance in **mathematics** according to a regression analysis controlling for economically disadvantaged students among all public schools in New York State.



Test Year	Test Grades	ED%	Effect Size
2019	3-8	90.9	1.74
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-8	92.0	0.88
2023	3-7	93.7	1.28

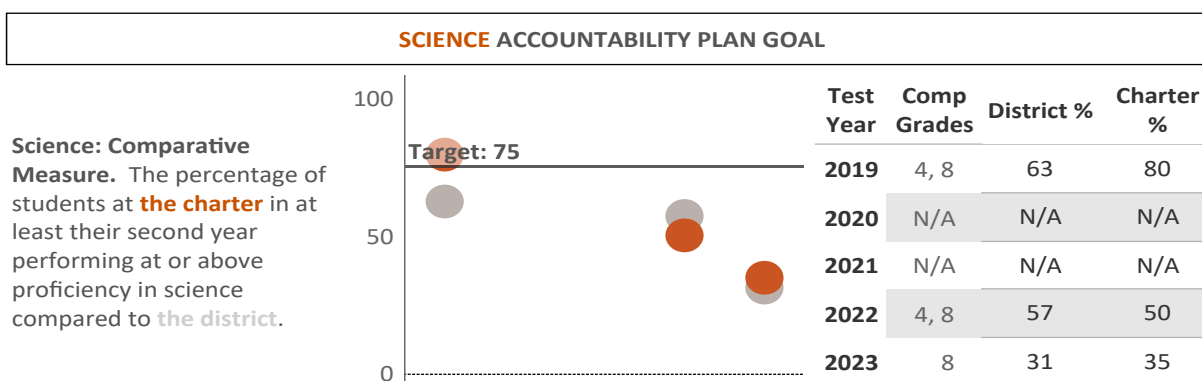
**Comparative Growth Measure: Mean Growth Percentile.** The charter's unadjusted mean growth percentile for all students in grades 4-8 will be above target of 50 in **mathematics**.



Test Year	Charter Mean Growth
2019	58.2
2020	N/A
2021	N/A
2022	N/A
2023	58.6

## CHARTER SCHOOL BACKGROUND

### KIPP NYC WASHINGTON HEIGHTS ACADEMY CHARTER SCHOOL



TESTED PERCENTAGES*						
	2019		2022		2023	
	ELA	Math	ELA	Math	ELA	Math
School Tested Number	531	530	517	463	520	401
School Tested %	99.6%	99.4%	95.9%	86.4%	95.1%	73.3%
District Tested %	87.3%	88.5%	72.5%	69.5%	84.2%	81.0%

SPECIAL POPULATIONS PERFORMANCE**			
	2019	2022	2023
Students with Disabilities Tested on State Exam	111	133	136
Charter Percent Proficient on ELA Exam	22.5	21.1	22.1
District Percent Proficient	15.1	16.3	19.6
Tested on NYSESLAT Exam	96	104	109
Charter Percent 'Commanding' or Making Progress	15.6	30.8	28.4

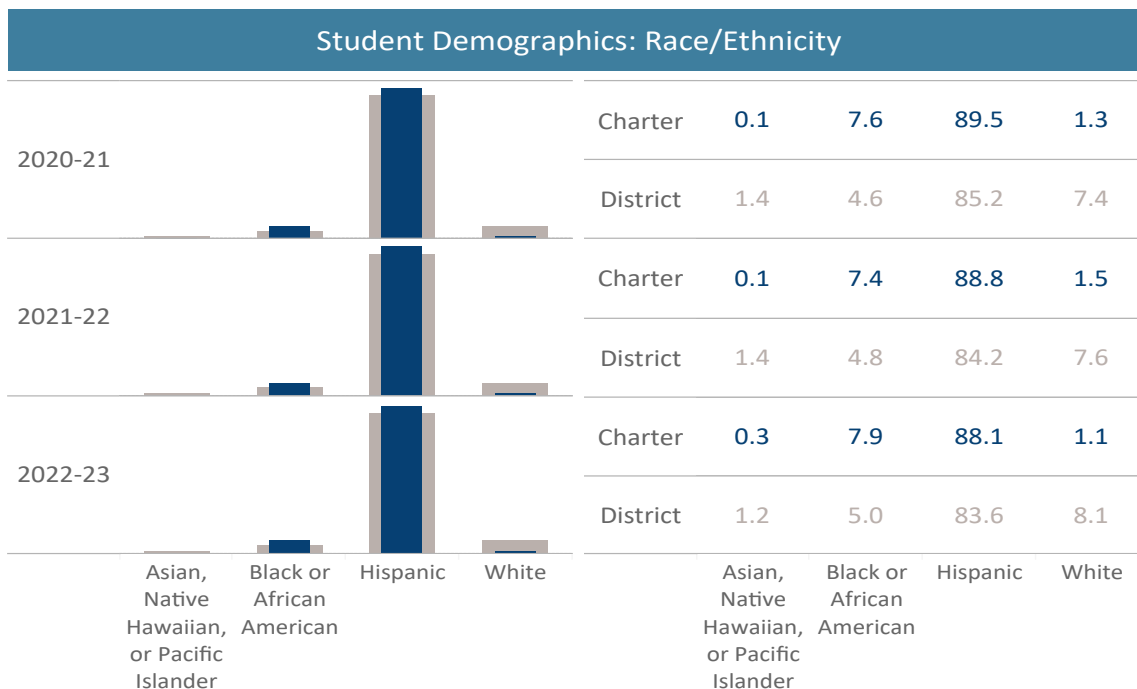
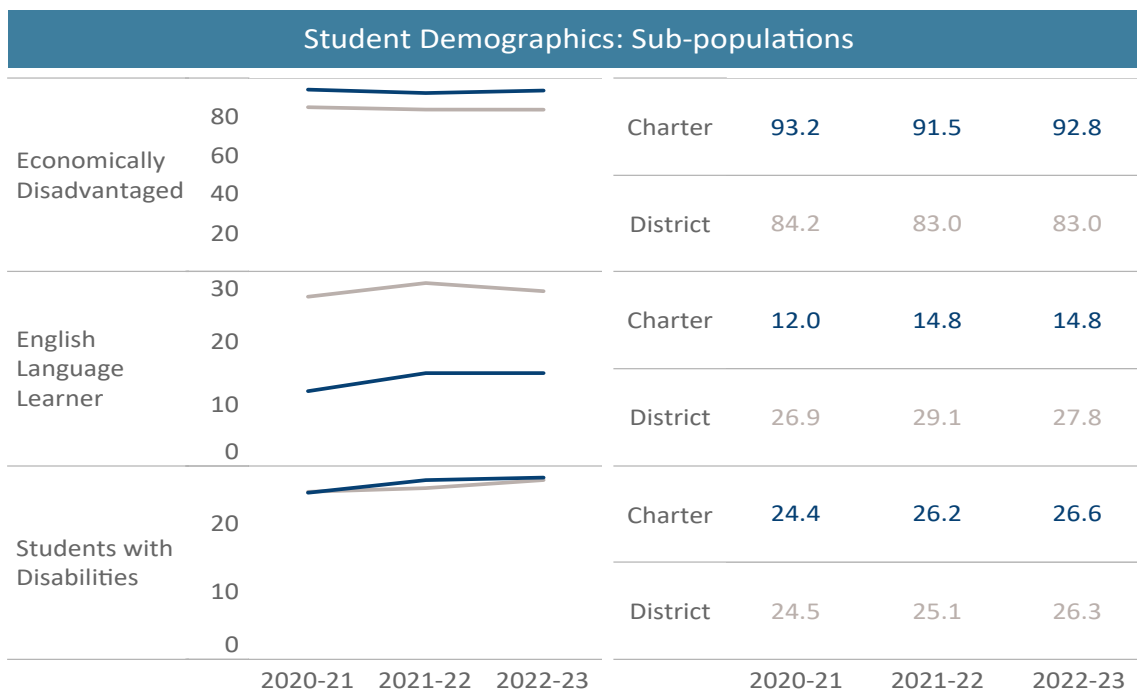
\*Mathematics participation rates may reflect discrepancies from ELA participation rates due to students sitting for a Regents exam in lieu of the traditional state exam.

\*\* The academic outcome data about the performance of students receiving special education services and English language learners ("ELLs") above is not tied to separate goals in the charter school's formal Accountability Plan. The NYSESLAT, the New York State English as a Second Language Achievement Test, is a standardized state exam. "Making Progress" is defined as moving up at least one level of proficiency. Student scores fall into five categories/proficiency levels: Entering; Emerging; Transitioning; Expanding; and, Commanding. In order to comply with Family Educational Rights and Privacy Act regulations on reporting education outcome data, the Institute does not report assessment results for groups containing five or fewer students and indicates this with an "s".

## CHARTER SCHOOL BACKGROUND

### KIPP NYC Washington Heights Academy Charter School

Manhattan CSD 6



\* Data reported in these charts reflect BEDS day enrollment counts as reported by the NYSED except for the charter's 2020-21 ELL enrollment which reflects data reported by the education corporation and validated by the Institute.



# DP

DATA PRESENTATION

PAGES: 42-60

**AP**

ACADEMIC  
PERFORMANCE

**CP**

COMPLIANCE  
PERFORMANCE

**CS**

COMMUNITY  
SATISFACTION

**SD**

STUDENT  
DEMOGRAPHICS

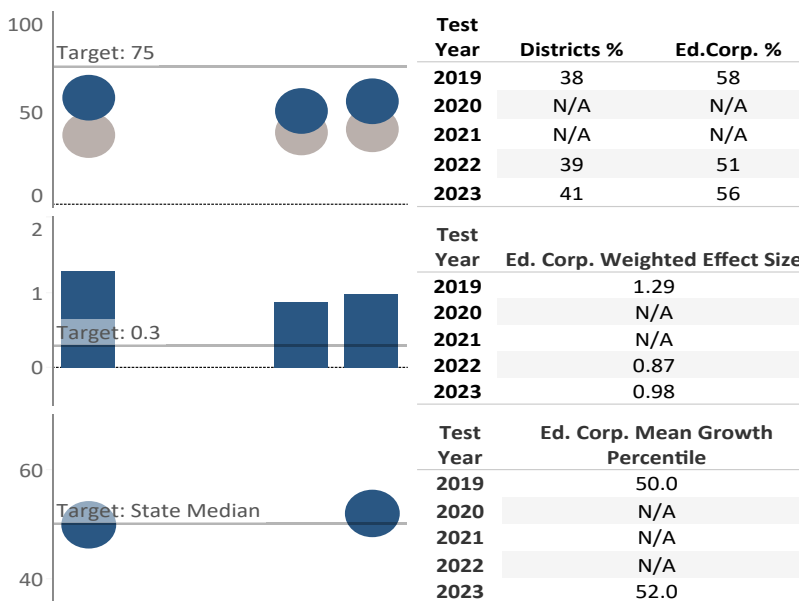
## ACADEMIC PERFORMANCE

### KIPP NYC PUBLIC CHARTER SCHOOLS: AGGREGATE ELA AND MATHEMATICS PERFORMANCE FOR ALL CHARTERS

**Composite District Comparison.\*** The chart shows the percentage of students enrolled in at least their second year at **the education corporation's charters** performing at or above proficiency in comparison to that of students in the same tested grades in **those charters'** local districts.

**Effect Size.** Charters are expected to exceed the predicted level of performance by an effect size of 0.3 or above. The chart shows a weighted average effect size for **all education corporation charters** administering state exams.

**Mean Growth Percentile.** The chart shows the unadjusted mean growth percentile for all students in grades 4-8 among **all education corporation charters**.

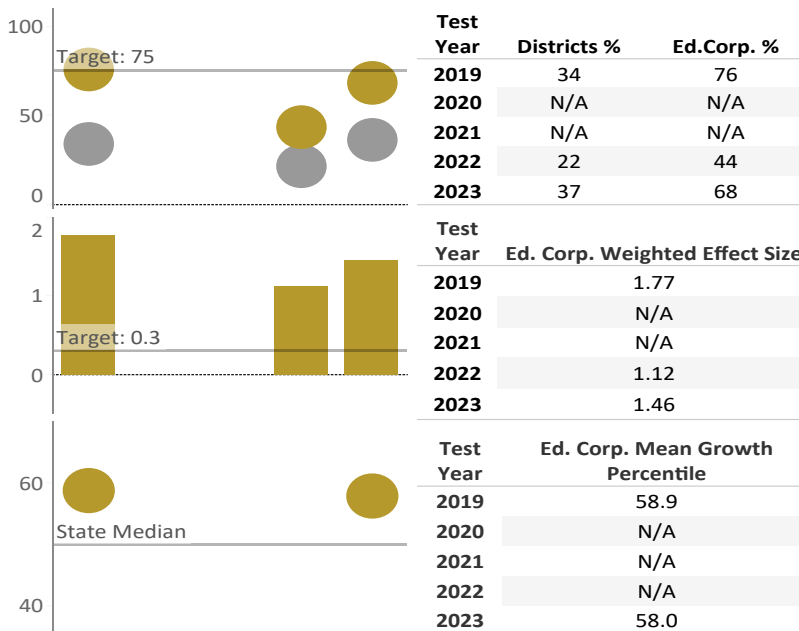


#### EDUCATION CORPORATION AGGREGATE MATHEMATICS PERFORMANCE

**Composite District Comparison.\*** The chart shows the percentage of students enrolled in at least their second year at **the education corporation's charters** performing at or above proficiency in comparison to that of students in the same tested grades in **those charters'** local districts.

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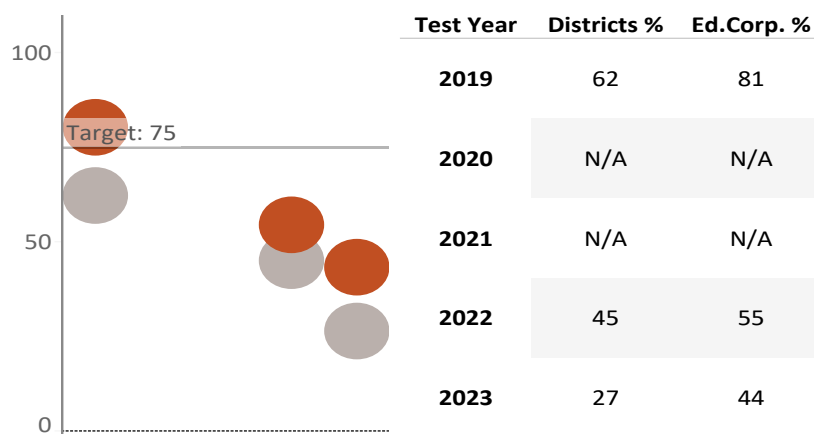


\* The composite district comparison is a weighted proficiency rate including all comparison grades from Districts/New York City Community School Districts ("CSDs") in which a charter in the education corporation is located. The data reflect results for all charters in the education corporation that have produced New York State exam results.

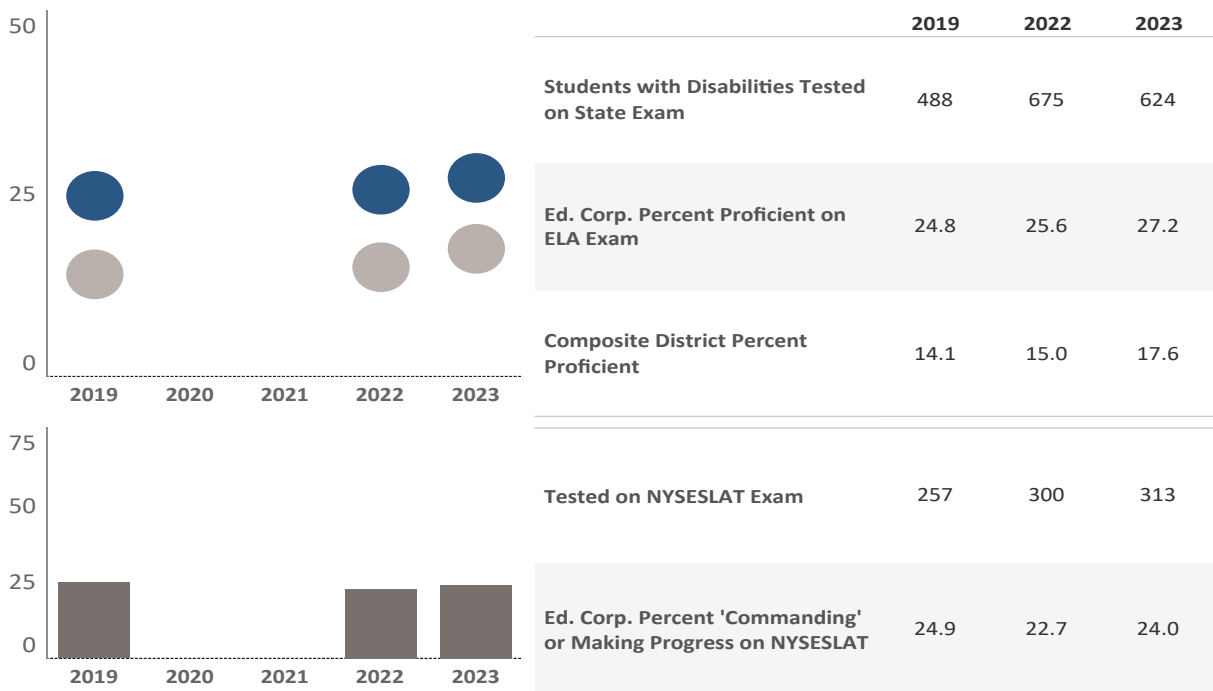
## ACADEMIC PERFORMANCE

### KIPP NYC PUBLIC CHARTER SCHOOLS: AGGREGATE SCIENCE PERFORMANCE FOR ALL CHARTERS

**Composite District Comparison.**  
The chart shows the percentage of students enrolled in at least their second year at **the education corporation** performing at or above proficiency in comparison to that of students in the same tested grades in those charters' local districts.



#### AGGREGATE PERFORMANCE OF STUDENTS WITH DISABILITIES AND ELLS FOR EDUCATION CORPORATION\*



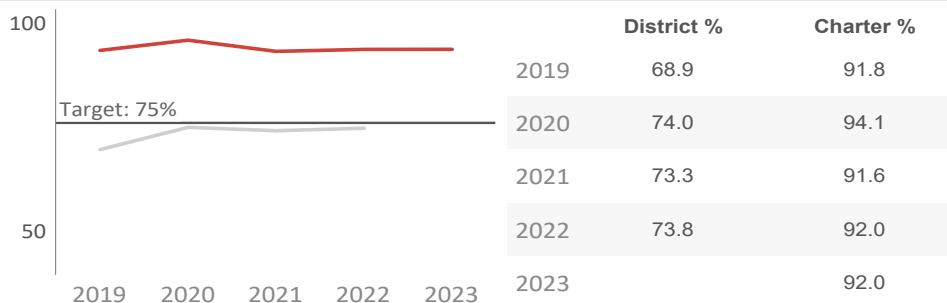
\*The academic outcome data about the performance of students receiving special education services and ELLs above is not tied to separate goals in a charter's formal Accountability Plan. The NYSESLAT, the New York State English as a Second Language Achievement Test, is a standardized state exam. "Making Progress" is defined as moving up at least one level of proficiency. Student scores fall into five categories/proficiency levels: Entering; Emerging; Transitioning; Expanding; and, Commanding.

## ACADEMIC PERFORMANCE

### KIPP NYC PUBLIC CHARTER SCHOOLS: AGGREGATE HIGH SCHOOL PERFORMANCE FOR ALL CHARTERS

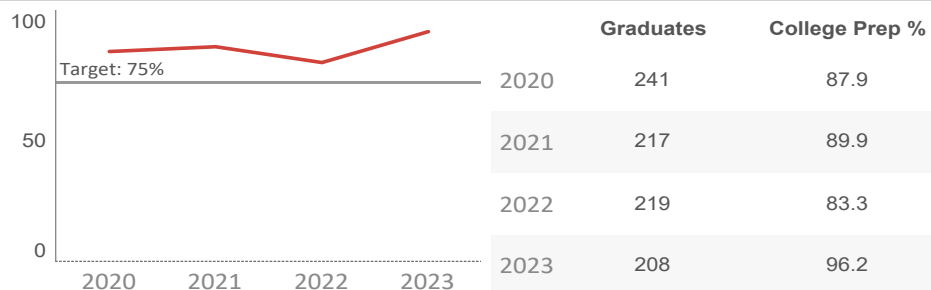
#### HIGH SCHOOL GRADUATION RATE

**Comparative Measure: Graduation Rate.** Each year, the percentage of **the charter school's students graduating** after completion of their fourth year will exceed the **District**.

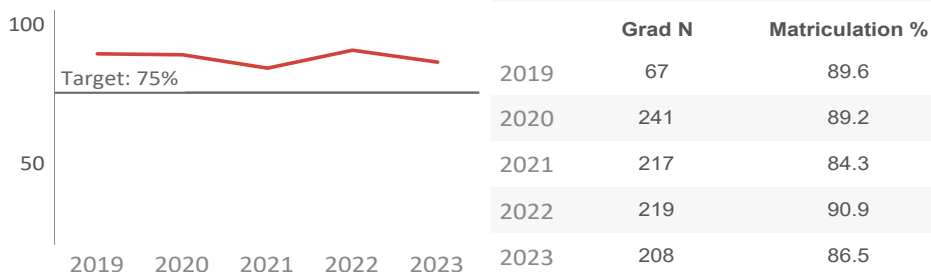


#### COLLEGE PREPARATION AND ATTAINMENT

**College Preparation Measure:** Each year, 75 percent of **graduates** will demonstrate college preparation through one or more indicators including passing an AP exam or earning an advanced diploma.

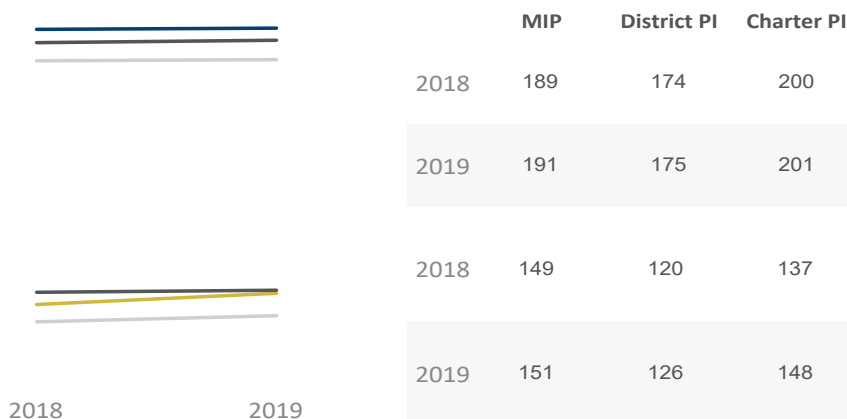


**College Attainment Measure:** **Matriculation into College.** Each year, 75 percent of **graduating students** will enroll in a college or university.



#### ENGLISH LANGUAGE ARTS AND MATHEMATICS

**Comparative and Absolute Measure: District Comparison.** Each year, the charter school's **ELA Accountability Performance Index** and the **math PI** will exceed the **district's PI** and the **state's MIP**.





## ACADEMIC PERFORMANCE



### HAS THE EDUCATION CORPORATION MET OR COME CLOSE TO MEETING ITS ACADEMIC ACCOUNTABILITY PLAN GOALS?

The eight KIPP NYC Schools charters under renewal review met or come close to meeting their academic Accountability Plan goals in ELA and mathematics during the charter term. The education corporation's high school program met its graduation and college preparation goals over the term. Notably, KIPP Infinity exceeded the targets for all available comparative and growth measures in both subjects during every year. The charters also met the science and Every Student Succeeds Act ("ESSA") goals.

Over the charter term, seven of the education corporation's eight charters outperformed their comparison district in ELA every year. Each charter also posted comparative effect sizes in ELA that exceeded the target of 0.3 each year indicating performance that was higher than expected to at least a meaningful degree in comparison to schools across the state enrolling similar percentages of economically disadvantaged students. The charters also demonstrated mean growth that exceeded or came close to the target in each year with available data.

In mathematics, each of the eight schools under the education corporation posted positive effect sizes indicating performance that was higher than expected to at least a small degree in comparison to demographically similar schools. From 2018-19 through 2022-23, the charters' students enrolled in at least their second year posted proficiency rates that were approximately the same or above the district performance from students in the same grades. Over each year with available data, all eight charter posted mean growth percentiles that exceeded the target of 50.

KIPP Infinity, the education corporation's only charter enrolling students in 12<sup>th</sup> grade, met its graduation and college preparation goals over the term. From 2018-19 through 2022-23, the charter posted high four year graduation rates that exceeded the absolute target of 75% and the district comparison in each year with available data. Notably in 2021-22, 92% of the charter's 2015 Cohort graduated after four years exceeding the district's results by 18 percentage points. KIPP Infinity also matriculated high proportions of its graduates into two and four year college programs exceeding the target of 75% by at least nine points each year. The charter also demonstrates college preparation through a variety of methods including earning a Regents diploma with advanced designation and passing an Advanced Placement ("AP") exam with a score of 3 or higher. Notably in 2021-22, 46% of the charter's graduates passed at least one AP exam and 62% earned a Regents diploma with Advanced Designation.



## ACADEMIC PERFORMANCE

### BENCHMARK SUMMARY

#### ASSESSMENT

KIPP NYC Schools has a robust assessment system that improves instructional effectiveness and drives student learning. By regularly administering a variety of valid and reliable assessments throughout the school year, the education corporation effectively gathers timely academic data to inform decisions about the educational program. KIPP NYC Schools uses a suite of assessments for each content area including i-Ready, DIBELS, network-created interim assessments, and formative unit and mid-unit exams. Schools automatically collect test data using Illuminate or the assessment's adaptive online platform, and instructional leaders provide training and oversight to ensure normed scoring practices across each school and classroom. Following each assessment, the network's data and assessment team compiles results in a dashboard, which includes previous and projected growth metrics for each student. The teaching and learning team then turnkeys that data analysis to principals and instructional deans to support teachers in developing teaching strategies and responsive intervention groupings. This data response cycle occurs on a weekly basis, with more comprehensive analysis following interim and benchmark assessments each trimester.

KIPP NYC Schools' assessment dashboards are readily available to individuals at all levels of the organization, and a data driven culture is evident in the way teachers, leaders, network teams, and board members discuss goal setting and progress monitoring. The data systems allow instructional leaders to monitor individual student growth at a granular level while simultaneously providing tools to review trends across classrooms, grades, school sites, and the region as a whole. The dashboard also provides access to disaggregated student data across subpopulations. The network's data practices inform decisions on designing small groups and deploying additional instructional support to meet targeted student needs in a timely manner. School leaders also use assessment results to evaluate teacher effectiveness and identify areas of need for professional development and coaching. Each KIPP NYC Schools program routinely communicates student progress with families using weekly Powerschool and DeansList reports for academic, attendance, and behavior data, as well as regular progress reports, trimester grades, conferences, and open house events. Teachers and leaders also create and share goal cards for each student following start of year diagnostic testing in order to keep parents informed of current performance and articulate progress towards individualized goals on year-end exams.

#### CURRICULUM

KIPP NYC Schools employs a highly articulated process for developing and evaluating its curriculum, and the network is effective at providing curriculum that is consistent in quality across campuses and responsive to student learning needs.

KIPP NYC provides all curricular materials to its body of schools along with a scope and sequence that identifies what to teach and when to teach it. In ELA, teachers use the internally authored Wheatley program for reading and the Baldwin program for writing. ELA lessons offer students explicit modeling of close reading techniques such as multiple reading attempts and the use of text dependent questions, along with the opportunity to refine these techniques independently. To bolster students' ability to analyze text and defend their thinking, KIPP NYC Schools offers a Socratic seminar at the end of each unit to engage students in rigorous discussion of

## ACADEMIC PERFORMANCE

literary themes. In each grade, students unpack overarching literary themes by reading diverse texts related to the theme. For example, in one grade, students are exploring the concept of the American Dream, and they will generate a piece of writing around this theme while incorporating the features of a particular literary genre chosen from the texts explored previously.

In mathematics, teachers use a mixture of Eureka Math, Khan Academy and cognitively guided instruction (CGI) to meet student learning needs. For students who require additional support, teachers leverage the i-Ready adaptive learning program to provide differentiated content, and the network offers all students a variety of enrichment classes in art, music, and theater.

The majority of decisions related to the selection or revision of curriculum begin at the network level with the chief academic officer (“CAO”) and a team of teaching and learning specialists (“TLS”) who conduct periodic analyses of diagnostic and interim assessment data to identify learning gaps. Upon identifying the most persistent learning gaps, the team decides which research based curricular approaches to deploy to schools, and work directly with principals and managing directors (“MDs”) to plan the roll out of new materials or the piloting of new curriculum at select campuses, allowing up to three years for full implementation.

TLS staff members serve as subject area curriculum specialists and oversee multiple campuses within the network reporting directly to the network CAO collaborate closely with principals and academic deans to design coaching that builds teachers’ mastery of content and instructional delivery. To ensure consistency in instructional delivery across subject areas, TLS staff hold deans accountable to coaching teachers in accordance to content area goals while MDs—who oversee principals directly—hold principals accountable to providing coaching, observation feedback and professional development for teachers that is aligned to performance data.

Across subject areas, network staff provide a shared, common core aligned regional curriculum with oversight from a curriculum leadership team. However, KIPP NYC formally solicits teacher input to modify curriculum each year to foster buy-in and to remain responsive to learning needs related to instructional delivery. For example, through the KIPP NYC curriculum fellowship program, veteran teachers receive training in curriculum development and have the opportunity to revise lesson plans under the guidance of TLS staff. All teachers, regardless of experience level, have the ability to offer feedback on network curriculum at the end of each curricular unit, and the network gives teachers autonomy when modifying certain aspects of curriculum. In ELA, teachers have license to select novels, articles and plays to ensure that students receive exposure to a diversity of texts that reflect cultures both familiar and unfamiliar to them. Similarly, in mathematics, KIPP NYC Schools allows school based staff members to suggest curriculum enhancements to regional curriculum leaders. The regional curriculum team then identify and implement suggestions that have the potential to address learning needs across multiple campuses. To monitor the quality of teacher input within instructional design, teachers must demonstrate positive trends in assessment data to principals and academic deans before new curricular components can undergo directorial review at the network level on the path to becoming formally instituted.

The majority of teachers at KIPP NYC Schools partake in structured intellectual preparation (“IP”) routines to increase capacity to address student misconceptions arising during instruction, and the type of IP protocol varies by campus or subject area. Instructional leadership requires teachers to possess a strong

## ACADEMIC PERFORMANCE

understanding of the main concepts of each curricular unit, and to make this understanding visible within each lesson plan. Leadership may also require newer teachers to practice teaching lessons for feedback before instructing students. In co-taught classrooms, special education teachers follow a specific IP template designed for students with disabilities. To ensure the effectiveness of IP approaches, teachers meet regularly to examine student work and assessment results to decide which areas still need support while refining instructional approaches accordingly. Many KIPP NYC Schools' programs offer workshops to assist parents with understanding content, building their capacity to support students with homework.

KIPP NYC Schools' curriculum development practices align closely to organizational values pertaining to innovation and a focus on positive, long-term life outcomes for students. Staff at all levels of the organization engage in structured continuous improvement cycles that use assessment results, teacher feedback and educational research to inform the selection curricular content, and the network effectively oversees its curricular development processes while affording its schools with autonomy and flexibility to ensure effective implementation of new practices.

### PEDAGOGY

High quality instruction is evident throughout KIPP NYC Schools. Teachers consistently deliver purposeful lessons with objectives aligned to the network's comprehensive curricular materials. Although teachers have autonomy to make adjustments to lessons to enhance engagement and foster connections to students' experiences, KIPP NYC Schools establishes clear expectations to ensure instruction is consistent with the rigor of the state standards across all classrooms. Teachers frequently use varied techniques to check for student understanding, including leveraging small group instruction, hand signals, circulation, and individual conferencing. In most lessons, teachers identify and address misconceptions during the lesson to ensure student understanding. Although some lessons include opportunities to challenge students with higher order thinking questioning and problem solving activities, leaders are actively focusing on establishing classroom routines and culture so that rigorous classroom activities can be implemented with greater fidelity and success. Teachers maximize learning time with efficient transitions and routines, concise directions, focused lessons, and clear communication of behavioral expectations. While some teachers have built upon the strong cultural foundations present in KIPP NYC Schools to challenge students and develop greater depth of understanding, there is an opportunity to further support teachers in facilitating effective student to student discourse. KIPP NYC instructional leaders have mapped the professional development pathway to support teachers in improving classroom rigor over the course of the year.

### INSTRUCTIONAL LEADERSHIP

KIPP Charter Schools has strong instructional leadership that focuses network and school level team members on data driven student outcomes. Network level goals are set annually, which drive school-based priorities. Principals serve as the instructional leaders in their buildings and set the vision and high expectations for teacher performance. School leaders effectively define schoolwide priorities and work with instructional deans to coach and support teachers to meet the pedagogical expectations necessary to move students academically.

## ACADEMIC PERFORMANCE

Leaders foster a strong adult culture of continuous improvement as managing directors coach principals and principals provide the same level of coaching and support to instructional deans. In turn, principals and deans continue the spiral of support by coaching and providing regular feedback to teachers.

Student assessment data are made readily available to school leaders and teachers. Managing directors play the pivotal role of unpacking student performance trends with principals so that they can turnkey to teachers. Findings in student performance data drive targeted professional development topics as well as the lenses for upcoming teacher coaching and observations cycles. While professional development sessions are facilitated by principals and deans, network level instructional leaders at times visit schools to provide additional support in order to expand professional development offerings. Coaching, observation and feedback cycles are differentiated to meet the experience and growth needs of both deans and teachers. Multiple teachers reported having regular, impactful formal and informal observations, which are quickly followed up by written feedback. KIPP NYC has built a nurturing adult culture where feedback is developmental and not seen as intrusive, including “in-game coaching” where leaders provide teachers with real-time feedback and direction in the midst of a lesson.

Intellectual prep, where teachers use dedicated time to unpack, differentiate, and practice lessons, is a network-wide expectation. During common planning time, grade team leaders are instrumental in supporting teachers with modifying lessons and developing data-driven methods of responding to student learning gaps. A key criterion in a KIPP NYC Schools teachers’ evaluation is their ability to create high-quality lesson plans that are customized and annotated to meet the unique needs of their students, incorporating grouping and other instructional strategies. Teachers are held accountable for their students’ academic achievement through annual evaluations.

### AT-RISK PROGRAM

KIPP NYC Schools delivers high-quality educational programming that meets the varied needs of students with disabilities, ELLs, and those struggling academically. Network staff members and school leaders use the network’s robust data and assessment systems to identify students in need of additional support. Schools implement a response to intervention (“RTI”) program that provides tiered support to students based on DIBELS, SFA, interim, and i-Ready assessment data. The network provides ongoing professional development to teachers in delivering Tier 1 and Tier 2 interventions in the general education classroom including annual and quarterly training to content teachers and specialists on differentiation and co-teaching strategies. Instructional deans at each school, with the support of the network TLS and special education teams, support teachers in analyzing assessment data, planning student groups and interventions, and monitoring student progress. Systems and procedures are particularly strong in elementary school grade bands, where, at the time of the visit, Institute staff members observed instructional deans support teachers and integrated co-teaching (“ICT”) teachers in planning Tier 1 and Tier 2 literacy interventions based on recent performance data. The strength of KIPP NYC Schools’ RTI systems is also evidenced by the network’s early implementation of literacy groups and station teaching. While the network had yet to finish mathematics benchmark assessments at the time

## ACADEMIC PERFORMANCE

of the visit, mathematics interventions follow the literacy intervention model. Each site has a student support team (“SST”) composed of the director of student support services (“DS3”), special education coordinator, interventionists, special education teacher support services (“SETSS”) teachers, social workers, and other school leaders who meet regularly to review student progress and identify students for more intensive Tier 3 interventions.

KIPP NYC restructured the regional and network special education teams to more clearly delineate compliance and instructional responsibilities. At most sites, special education coordinators interface with the committee on special education (“CSE”) and support compliance tasks allowing DS3s to observe, coach, and provide curricular support to interventionists and SETSS teachers. Regional DS3s, directors of social work, psychology, mental health, and literacy coaches support building level staff in delivering the at-risk program. To ensure at-risk services align with the network’s academic program, the managing director of student support reports to the chief academic officer and teaching and learning team.

KIPP NYC Schools’ programs identify English language learners (“ELLs”) through the home language questionnaire and New York State identification test for English language learners (“NYSITELL”). Regional ELL support staff members use NYSITELL and other assessment data to identify students with an entering, emerging, transitioning or commanding hold of the English language. The network provides weekly one to one or small group English instruction to entering and emerging students to pre-teach classroom content and support vocabulary acquisition. The network provides immersion supports through its RTI program for transitioning and commanding ELL students.

### ORGANIZATIONAL CAPACITY

All aspects of the infrastructure of KIPP NYC Schools work together effectively to deliver the educational program. Both instructional and non-instructional school leaders adequately support staff members in implementing the academic program, under the guidance of network-level leaders. High staff retention rates provide consistency for students and staff members alike. The leadership development programs within the network provide opportunities for internal principals and directors of operations to be nurtured and trained, allowing them to uphold the KIPP NYC Schools culture for students and the wider school community.

School leaders and staff members are intentional in acclimating students to routines and procedures at the start of the school year and the school environment is strengthened by clear expectations in student. The focus on social-emotional learning drives adults to support students in engaging in restorative conversations as a developmental approach to responding to student behaviors. Extracurricular activities at KIPP NYC Schools’ campuses provide students with a well-rounded experience that builds talents and schools other than those learned via academic instruction. Examples of extracurricular activities across KIPP NYC Schools include music, visual arts, graphic design, choir, dance, step, theater, spoken word, and various sports.

One way in which KIPP NYC Schools maintains a focus on staff member satisfaction is via the provision of robust compensation and benefits packages. Network leaders are intentional in ensuring that all staff members are equipped with the resources needed to support the achievement of goals. While there are standard supplies

## ACADEMIC PERFORMANCE

and materials that each school is equipped with, principals have discretionary funds that are used to procure items unique to their schools' contexts. This example showcases how KIPP NYC Schools' leaders are urged and encouraged to foster environments that respond to the needs, cultures, and circumstances of their staff and students.

KIPP NYC Schools maintains adequate student enrollment across the network. Network and school teams work collaboratively to plan and implement strategies to recruit new students to the community. Over the past year, KIPP NYC's student recruitment efforts benefited from working with an outside firm to analyze the neighborhoods served and the motivating factors for prospective families. By leveraging the insights gathered from the assessment, the network was able to tailor its outreach strategies to better appeal to the needs and preferences of families that the network hopes to reach and serve.

### BOARD OVERSIGHT & GOVERNANCE

KIPP NYC Schools' board effectively supports and oversees KIPP NYC's services in a manner that centers student outcomes and school staff members' needs. While small, the KIPP NYC Schools board members possess finance, marketing, and community expertise that allows them to oversee daily operation of the education corporation.

At the time of the visit, the board was in the final stages of approving two new board members after a rigorous screening process that included school visits and interviews with school leaders, students, and board members. While the screening process is an initial hurdle to board participation, approved members are mission aligned and committed to the organization for long periods of time.

The board regularly collaborates with the board members of other organizations that support the KIPP NYC schools including KIPP Foundation and KIPP NYC boards. The KIPP NYC and KIPP NYC Schools boards meet concurrently and leverage the expertise of members across both boards when strategic planning and making decisions. KIPP NYC regularly reports fiscal, academic, co-academic, real estate, and personnel data to the board through access to reporting dashboards and the KIPP NYC Schools board uses these data to support the development of priorities, long range goals, and tools to evaluate the CEO.

KIPP NYC Schools' board members are active participants in the larger KIPP NYC community. KIPP NYC shares community events and school calendars with board members, and members regularly visit schools and attend family and caregiver meetings and community events.

Current board members had not completed a recent self-evaluation at the time of the Institute's visit but were in the early stages of planning 360 reviews for the board chair and other board members.

## COMPLIANCE REPORTING



### HAS EACH CHARTER DUE FOR RENEWAL SUBSTANTIALLY COMPLIED WITH APPLICABLE LAWS, RULES AND REGULATIONS, AND PROVISIONS OF ITS CHARTER?

*The education corporation substantially complies with applicable laws, rules and regulations, and provisions of its charter. During the current charter term, the education corporation demonstrates a clear record of compliance with the terms of its charter including the timely submission of required reporting to the Institute.*

#### KIPP NYC PUBLIC CHARTER SCHOOLS

##### **Annual Reports**

The education corporation submitted its annual reports to the Institute and NYSED on time and has posted portions of the annual reports on its website. The education corporation has not incorporated the Accountability Plan Progress Reports and annual financial audits in its postings in accordance with the charter and the Act. The Institute will ensure compliance prior to the start of the next charter term.

##### **Code of Ethics/Conflict of Interest**

At the time of the renewal submission, the education corporation's code of ethics and conflicts of interest policies were missing several required components. The Institute is working with the education corporation to ensure a more comprehensive policy is adopted.

##### **FOIL**

The education corporation does not have a Freedom of Information Law ("FOIL") subject matter list with a link to the Committee on Open Government available on its website. The Institute will work with the education corporation to update the subject matter list prior to the next charter term.

##### **Teacher Certification**

The New York State Charter Schools Act of 1998 (the "Act") allows charters to hire up to 15 uncertified lead teachers contingent upon those teachers meeting certain requirements including: two years of Teach for America experience; three years of teaching experience; status as a higher education professor; exceptional experience in a subject; or, teaching science, technology, engineering, and mathematics or career and technical education courses.

KIPP NYC prioritizes hiring teachers with certification or those on a pathway toward certification. Once hired, the team tracks the progress of each teacher in a database, and meets with them regularly to ensure they understand next steps. With the help of the NYC Charter School Center, KIPP NYC partners with Relay Graduate School of Education and provides tuition assistance. KIPP NYC's staff handbook clearly outlines expectations, assistance, and consequences for current staff members who are not certified.

## COMPLIANCE REPORTING

At KIPP AMP, 35 out of the 64 teachers are uncertified, which is 20 teachers over the allowable limit under the Act. A total of four out of the 35 uncertified teachers do not meet the additional qualifications under the Act.

At KIPP Beyond, nine out of the 19 teachers are uncertified, which is within the allowable limit under the Act. All of the uncertified teachers meet the additional qualifications under the Act.

At KIPP Bronx II, 32 out of the 56 teachers are uncertified, which is 17 teachers over the allowable limit under the Act. A total of six out of the 32 uncertified lead teachers do not meet the additional qualifications under the Act.

At KIPP Bronx III, 61 out of the 107 teachers are uncertified, which is 46 teachers over the allowable limit under the Act. A total of 13 out of the 61 uncertified teachers do not meet the additional qualifications under the Act.

At KIPP Freedom, 19 out of the 37 teachers are uncertified, which is four teachers over the allowable limit under the Act. All of the uncertified teachers meet the additional qualifications under the Act.

At KIPP Infinity, 31 out of the 127 teachers are uncertified, which is 16 teachers over the allowable limit under the Act. A total of four out of the 31 uncertified teachers do not meet the additional qualifications under the Act.

At KIPP STAR, 20 out of the 53 teachers are uncertified, which is five teachers over the allowable limit under the Act. All of the uncertified teachers meet the additional qualifications under the Act.

At KIPP NYC Washington Heights, 20 out of the 58 teachers are uncertified, which is five teachers over the allowable limit under the Act. A total of five out of the 20 uncertified teachers do not meet the additional qualifications under the Act.



## COMMUNITY SATISFACTION

To report on parent satisfaction with the charter's program, the Institute used satisfaction survey data, information gathered from a focus group of parents representing a cross section of students, and data regarding persistence in enrollment.

### ***Parent Survey Data***

The Institute compiled data from the New York City DOE 2022-23 family satisfaction survey. In 2022-23, 21% of families who received the survey responded. Of the families who responded, 94% expressed satisfaction with the charters. Given the low response rate, the Institute recognizes that these results may not be representative of the entire KIPP NYC Schools' community. For the KIPP Infinity high school program, families completed a separate, KIPP NYC Schools created survey and families did not complete the NYCDOE survey.

In 2022-23, 18% of KIPP AMP families responded to the NYC DOE survey. Ninety-two percent expressed overall satisfaction with the charter.

In 2022-23, 56% of KIPP Beyond families responded to the NYC DOE survey. Ninety-five percent expressed overall satisfaction with the charter.

In 2022-23, 21% of KIPP Bronx II families responded to the NYC DOE survey. Ninety-four percent expressed satisfaction with the charter.

In 2022-23, 2% of KIPP Bronx III families responded to the NYC DOE survey. Ninety percent expressed satisfaction with the charter.

In 2022-23, 25% of KIPP Freedom families responded to the NYC DOE survey. Ninety-four percent expressed satisfaction with the charter.

In 2022-23, 9% of KIPP Infinity families responded to the NYC DOE survey. Ninety-three percent expressed satisfaction with the charter. The participation rate for KIPP Infinity is lower due to 9<sup>th</sup> – 12<sup>th</sup> grade students completing a separate survey for the high school program. For the high school program, 41 families of students completed the KIPP NYC Schools' high school program survey with 90% of families expressing satisfaction.

In 2022-23, 21% of KIPP STAR families responded to the NYC DOE survey. Ninety-four percent expressed satisfaction with the charter.

In 2022-23, 16% of KIPP Washington Heights families responded to the NYC DOE survey. Ninety-seven percent expressed satisfaction with the charter.

## COMMUNITY SATISFACTION

### ***Parent Focus Group***

The Institute asks all charters facing renewal to convene a representative set of parents for a focus group discussion. A representative set includes parents of students in attendance at the charter for multiple years, parents of students new to the charter, parents of students receiving general education services, parents of students with special needs, and parents of ELLs. In a recent focus group with parents representing a sample of schools within the KIPP NYC Schools network, the Institute found that parents possess high levels of satisfaction across school culture domains pertaining to academics, enrichment activities, social emotional support, and community building.

Parents overwhelmingly report that KIPP NYC Schools helps students build resilience, confidence, and persistence when achieving academic goals, and that expectations for student performance are consistently rigorous. Parent feedback also indicates that KIPP NYC Schools has strong communication practices when interacting with families. For instance, parents cite that it is common to form relationships with all school staff and that teachers make themselves readily accessible to answer questions while also keeping parents informed via regular progress reports. Focus group participants also characterized teachers as having genuine concern for children, offering anecdotes about teachers who check in with students who have matriculated into college or provide remote tutoring to former students who have moved out of state.

To foster community between families and schools, each campus has its own parent organization that offers diverse types of programming such as social emotional support for parents and students, financial assistance, and fundraising. KIPP NYC Schools recently expanded this parent organization model to establish a regional council that gives families a platform to share how network programming impacts their children. The work of the regional council then helps to inform agenda items for network leadership meetings. For example, one parent discussed how network level leadership asked the council for input related to the design of social studies curriculum.

Many parents report that they highly value the external partnerships that KIPP NYC Schools has formed in accordance with its graduate aims mission. For example, KIPP NYC Schools has formed an alliance with the Reach program, which prepares students to compete for scholarships offered by selective private high schools. Parents also named that KIPP NYC Schools has exceeded their expectations in terms of support provided to students with disabilities, citing that special education leadership partners with behavioral health providers such as Northside Center to offer a wider range of supports for students with autism.

### ***Public Comments***

In accordance with the Act, the Institute notified the district in which the charter is located regarding the Application for Charter Renewal. The full text of any written comments received from the district appears below, which also includes a summary of any public comments.

## COMMUNITY SATISFACTION

The NYCDOE held its required hearing on KIPP AMP’s renewal application on October 19, 2023 by videoconference. The principal spoke about the school’s increase in proposed enrollment and recent academic growth on state exams. The principal also spoke to the school’s art program and how student artwork has been displayed at the Metropolitan Museum of Art and how the jazz club was recently in the news for its excellent performance. Nine parents and grandparents spoke in support of the application and praised the school’s afterschool programs such as band, dance, theater, music, and cheerleading. They also praised the teachers, Parent Family Association, small classroom settings, and curriculum. Parents also noted that the school is a cornerstone in the community and partners with local organizations for food and clothing drives. Their children are excited to go to school and KIPP AMP has given them a chance to dream and to go to college. A local senator spoke against the application, alleging it will be harder for the co-located district school to decrease class sizes in compliance with state legislation if KIPP AMP is allowed to expand.

The NYCDOE held its required hearing on KIPP Beyond’s renewal application on October 23, 2023 by videoconference. The principal spoke about the school’s strong partnership with students’ families through events such as curriculum nights which allow families to provide feedback about the books being read in school and other topics such as navigating the high school application process. The principal also shared how students outperformed the district passage rates for both ELA and math last year on state exams despite their district being one of the highest-performing districts in New York City. Another leader at the school highlighted the school’s strong afterschool programs such as sailing and cheerleading and its work in social-emotional learning. One parent spoke in support of the application and praised the school’s unique focus on middle school development for its students and providing elite opportunities to inner-city youth. No one spoke in opposition to the application.

The NYCDOE held its required hearing on KIPP Bronx II’s renewal application on October 25, 2023 by videoconference. The elementary school principal spoke in support of the application and highlighted the school’s small learning groups throughout the day and partnerships with the families, allowing them to feel empowered to support their children at home and in school. The principal of the middle school also spoke in support of the application and spoke about her journey from being a KIPP student to a founding principal at KIPP. The school collaborates with students, staff, and families and works to affirm who each individual student is. Over 80% of the staff at the middle school are from the Bronx and serve the school community in the Bronx. Three parents spoke in support of the school’s application and shared that their children have excelled academically at the school and they appreciate how communicative the teachers and staff are. One parent shared that their child’s speech has greatly improved through the school’s speech therapy services. No one spoke in opposition to the application.

## COMMUNITY SATISFACTION

The NYCDOE held its required hearing on the KIPP Bronx III's renewal application on October 25, 2023 by videoconference. The middle school principal spoke about the school's commitment to ensuring students can be their authentic selves and implementing restorative practices. The principal also discussed the increase of students with IEPs and establishing programs to support students and their families. The elementary school principal spoke in support of the application and highlighted the school's culture of learning and growing and partnerships with families. The school also works to make sure students have what they need academically, socially, and emotionally to thrive, such as partnering with the family association for food drives. Three parents spoke in support of the application and spoke about improved grade point averages for their children and the very warm and welcoming environment at the school. No one spoke in opposition to the application.

The NYCDOE held its required hearing on KIPP Freedom's renewal application on October 25, 2023 by videoconference. The middle school principal spoke about one of the school's core values of community contribution and how students are encouraged to participate in leadership programs with community organizations in order to use their voices to improve their community. The principal also highlighted the school's course offerings in visual arts, dance, financial literacy, global history, algebra, and advisory period which allows students to explore different cultures and their own identities. Another school leader spoke in support of the application and mentioned the students' mastery of language and math and how the school and network foster career growth for teachers. The leader spoke of the school's support of students with disabilities through intervention, small group learning, and working with families to ensure students have all the academic support they need. Two parents spoke in support of the application speaking to the school's strong academics and positive school community. No one spoke in opposition to the application.

The NYCDOE held its required hearing on the KIPP Infinity's renewal application on October 23, 2023 by videoconference. The principal of the elementary school spoke in support of the application and emphasized the school supports the whole child through its values, social-emotional learning, and restorative practices. The principal of the middle school also spoke in support of the application and discussed how seven KIPP Infinity alumni are now teachers, leaders, and staff at the school and how the school continues to work with families and the community to ensure a safe learning environment for the students. The principal also shared that the school collaborates with its co-located district school for afterschool activities and other opportunities throughout the year. Six parents spoke in support of the application and appreciated the school's afterschool programs such as musical instrument and sport offerings, affiliations with outside organizations, ability to foster a strong community, academic rigor, support of parents and families, and great teachers and staff. No one spoke in opposition to the application.

## COMMUNITY SATISFACTION

The NYCDOE held its required hearing on KIPP STAR’s renewal application on October 23, 2023 by videoconference. The elementary school principal spoke in support of the application and highlighted the school’s commitment to being a community partner through clothing, food, and toy drives with local organizations as well as partnering with the local police precinct. The middle school principal also spoke in support of the application and discussed how the school promotes student and family empowerment through programs such as student council, a Justice League which helps students navigate conflict resolution, and the Parent Family Council which encourages families to be involved in the school. The principal also spoke to the school’s strong academic achievements in reading and math and its ability to provide personalized instruction to support student achievement. An alumni and current leader at the school spoke in support of the application and highlighted the school’s programs, club offerings, Parent Teacher Association, and open communications with parents. No one spoke in opposition to the application.

The NYCDOE held its required hearing on KIPP Washington Heights’ renewal application on October 23, 2023 by videoconference. The principal of the elementary school spoke about different events for the students and families such as “Flutterfest,” a weekly celebration for students doing an amazing job in class and in the community, family engagement nights, and bimonthly coffee and conversation events with parents. The principal also discussed taking students on outings at the Sugar Hill Museum and Highbridge Park, which are located within the community, giving students a sense of pride in their community. The principal also highlighted the school exceeded the district average on state exams and the school has a higher-than-average proportion of students with exceptionalities. Three parents spoke in support of the application and shared their sense of pride and gratitude for the school and its academic history, teachers and staff, and community. No one spoke in opposition to the application.

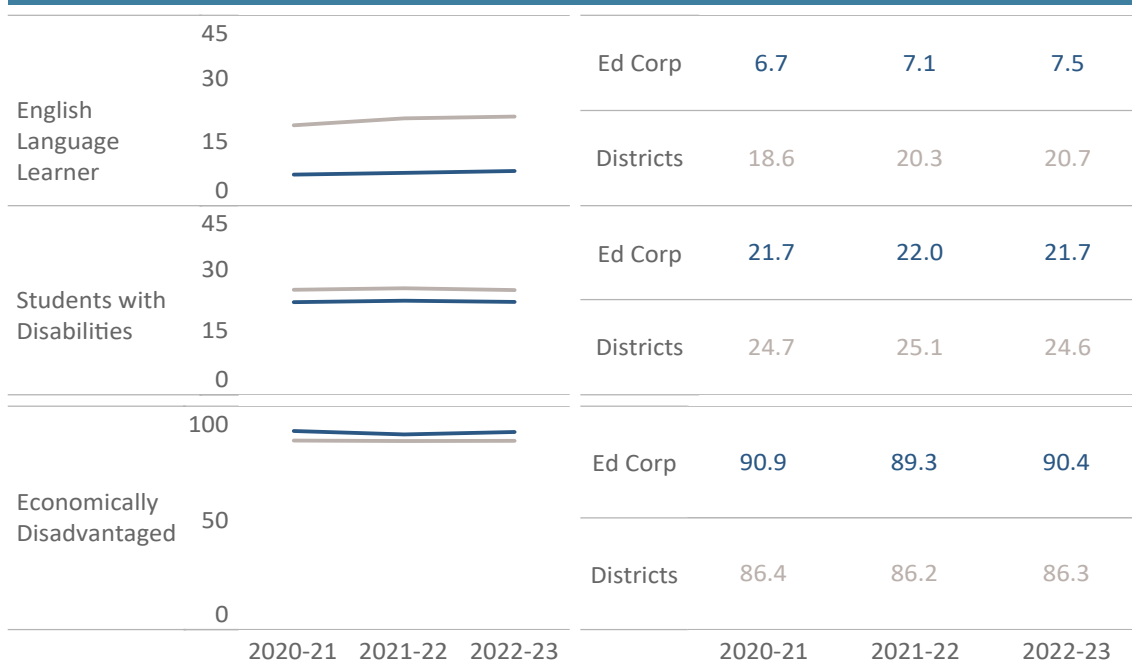
**Persistence in Enrollment** An additional indicator of parent satisfaction is persistence in enrollment. In 2022-23, 85% of KIPP NYC Schools students returned from the previous year. Student persistence data from previous years of the charter term is available in student demographics section of the report.

*The Institute derived the statistical information on persistence in enrollment from its database. No comparative data from the NYCDOE or the New York State Education Department (“NYSED”) is available to the Institute to provide either district or statewide context.*

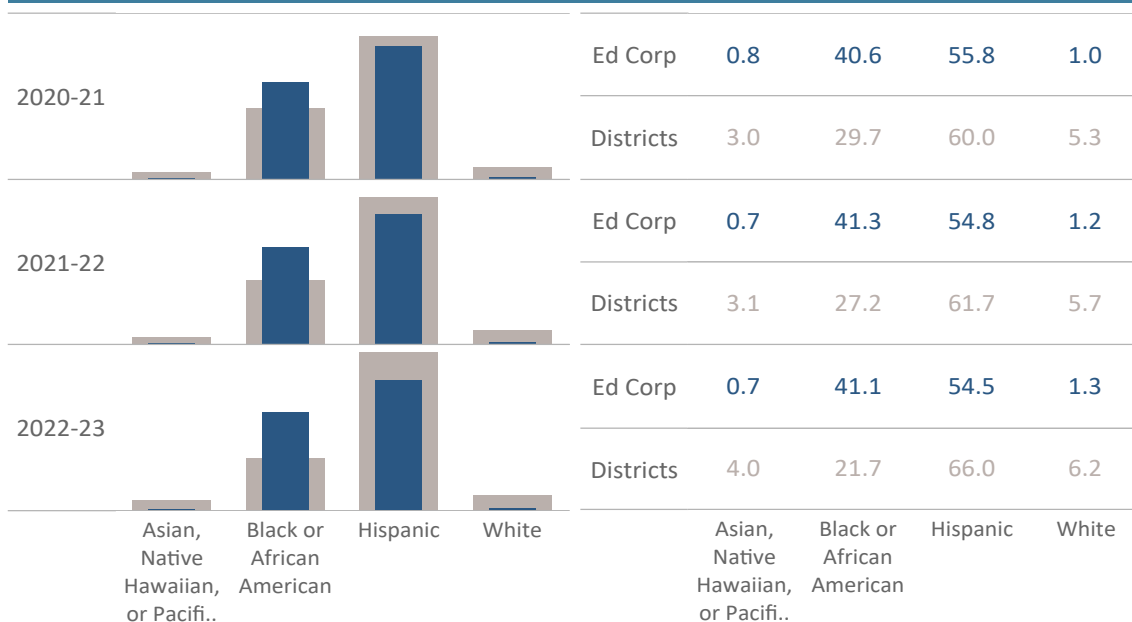
## STUDENT DEMOGRAPHICS

### KIPP NYC Public Charter Schools Aggregate Education Corporation Enrollment

#### Aggregate Education Corporation Demographics: Sub-populations



#### Aggregate Education Corporation Demographics: Race/Ethnicity



## STUDENT DEMOGRAPHICS

### ENROLLMENT AND RETENTION TARGETS

As required by Education Law § 2851(4)(e), a charter must include in its renewal application information regarding the efforts it will put in place to meet or exceed SUNY’s enrollment and retention targets for students with disabilities, ELLs, and students who are eligible applicants for the federal Free and Reduced Price Lunch (“FRPL”) program. The Institute examines each school’s progress toward meeting or coming close to meeting its targets over the charter term as well as the efforts it has and will put in place to meet or continue to meet those targets.

KIPP NYC Schools makes good faith efforts to meet its enrollment and retention targets. The education corporation meets or approaches targets for all subgroups of students. KIPP NYC Schools and KIPP NYC plan to conduct the following recruitment efforts to meet its enrollment and retention targets:

- Advertising KIPP NYC Schools in online and print advertisements including newsprint, billboards, bus ads, and online ads;
- Engaging in on-the-ground canvassing efforts often led by KIPP NYC Schools alumni;
- Using systems for tracking and predicting enrollment to inform how to increase enrollment efforts for specific schools; and,
- Enrolling students through family ambassador referrals.

## FISCAL ANALYSIS

### IS THE EDUCATION CORPORATION FISCALLY SOUND?

*KIPP NYC Public Charter Schools is fiscally sound as are all eight charters under the education corporation under consideration, based on the Institute's analysis of the fiscal evidence collected through the renewal review. The SUNY Fiscal Dashboard presents color-coded tables and charts indicating that each charter up for renewal and the education corporation have demonstrated fiscal soundness over the majority of the charter term.<sup>4</sup>*

*The fiscal dashboard for each charter and the education corporation can be found at the end of this section. The discussion that follows relates mainly to the KIPP NYC Public Charter Schools education corporation because a charter is not a legally distinct fiscal entity.*



KIPP NYC supports all of the KIPP NYC Schools' charters in the areas of curriculum, student evaluation, recruiting, training, professional development, financial management, technology, and real estate under the terms of a management contract that reflects a 12% management fee over the charter term.

The education corporation has reported both operating surpluses and deficits during the current charter term. The losses incurred in the 2021-22 school year are offset by large surpluses posted totaling more than \$8 million in the prior years. The education corporation benefits from a combined balance sheet, which is a combination of individual school's assets and liabilities. In the renewal process, the Institute tracks each individual school's expenses and revenues to report any surpluses and deficits. The combined education fiscal dashboard reflects fiscally strong with 0.9 months of cash on hand to pay current liabilities and posted total net assets of \$23 million as of June 30, 2023. KIPP NYC Schools has maintained and adequately funded the required amount in a separate escrow account in case of dissolution.

4. The U.S. Department of Education has established fiscal criteria for certain ratios or information with high – medium – low categories, represented in the table as green – gray – red. The categories generally correspond to levels of fiscal risk, but must be viewed in the context of each education corporation and the general type or category of school.



## FISCAL ANALYSIS



### DOES THE EDUCATION CORPORATION OPERATE PURSUANT TO A FISCAL PLAN IN WHICH IT CREATES REALISTIC BUDGETS THAT IT MONITORS AND ADJUSTS WHEN APPROPRIATE?

*The education corporation operates pursuant to a long-range financial plan in which the education corporation creates realistic budgets that it monitors and adjusts when appropriate. The following elements are generally present:*

INDICATORS	EVIDENT?
The education corporation has clear budgetary objectives and budget preparation procedures for each charter.	+
Education corporation board members, charter management, and staff members contribute to the budget process for each charter, as appropriate.	+
The education corporation frequently compares its long-range fiscal plan for each charter to actual progress and adjusts it to meet changing conditions.	+
The education corporation routinely analyzes budget variances for each charter; the education corporation board addresses material variances and makes necessary revisions.	+
Actual expenses are equal to, or less than, actual revenue with no material exceptions.	+

### DOES THE EDUCATION CORPORATION MAINTAIN APPROPRIATE INTERNAL CONTROLS AND PROCEDURES?

*The education corporation maintains appropriate internal controls and procedures, which are implemented by the charter. The following elements are generally present:*

INDICATORS	EVIDENT?
The education corporation has a history of sound fiscal policies, procedures and practices, and appropriate internal controls at each charter.	+
The most recent education corporation audit report, which covers fiscal operations for each charter, was free of any significant deficiencies or material weaknesses in internal controls.	-

"+" : This indicator is generally present.

"-" : This indicator is generally not present.

"P" : The education corporation is progressing toward this indicator being present.

"N/A" : This indicator is not applicable.

## FISCAL ANALYSIS

The education corporation reviews and updates its Financial Policies and Procedures Manual (“FPPM”), which covers the charter, on a regular basis. The most recent review of the FPPM is found in the next column. The Institute recommends, as a best practice, that the FPPM be reviewed and updated on an annual basis.

**AUGUST  
2023**

In the most recent audit for KIPP Schools NYC, auditors noted a material weakness in internal controls over financial reporting. KIPP Schools NYC did not consistently follow timely and accurate account reconciliations in accordance with Generally Accepted Accounting Principles (“GAAP”) prior to the audit. This led to an impact on financial statements that include an increase in liabilities and change in net assets of \$2,176,021. The audit firm recommended that the education corporation evaluate all general ledger account balances to reflect appropriate interim and year-end balances prior to the commencement of any future audit. The audit firm recommends KIPP NYC Schools evaluate all new transactions for proper recording under GAAP. Since the auditor issued the findings, KIPP NYC Schools’ finance team has reviewed their internal controls and provided updated training for staff members to address the issues that arose in the audit.

### DOES THE EDUCATION CORPORATION COMPLY WITH FINANCIAL REPORTING REQUIREMENTS?

*The education corporation complies with financial reporting requirements by providing the SUNY Trustees and NYSED with required financial reports that are on time, complete, and follow generally accepted accounting principles. The following reports, which include information about the charter, have been filed in a timely, accurate, and complete manner:*

INDICATORS	EVIDENT?
Annual financial statement audit reports, including federal Single Audit report, if applicable.	+
Annual budgets.	+
Un-audited quarterly reports of income, expenses, and enrollment.	+
Bi-monthly enrollment reports to the sending districts and, if applicable, to NYSED including proper documentation regarding the level of special education services provided to students.	+
Grant expenditure reports.	N/A

## FISCAL ANALYSIS

### DOES THE EDUCATION CORPORATION MAINTAIN ADEQUATE FINANCIAL RESOURCES TO ENSURE STABLE OPERATIONS?

*The education corporation maintains adequate financial resources for the charter to ensure stable operations. Critical financial needs of the charter are not dependent on variable income (grants, donations, and fundraising). The following elements are generally present:*

INDICATORS	EVIDENT?
The education corporation maintains sufficient cash on hand to pay current bills of each charter and those that are due shortly.	+
The education corporation maintains adequate liquid reserves to fund expenses, including those of each charter, in the event of income loss (generally 30 days).	+
The education corporation prepares and monitors cash flow projections for each charter.	+
If the education corporation includes philanthropy in its budget for each charter, it monitors progress toward its development goals on a periodic basis.	+
If necessary, the education corporation pursues district state aid intercepts with NYSED to ensure adequate per pupil funding for each charter.	N/A
The education corporation accumulates unrestricted net assets that are equal to or exceed two percent of each charter's operating budget for the upcoming year.	N/A
The education corporation is in compliance with all loan covenants related to each charter.	+



# FISCAL ANALYSIS

## KIPP ALWAYS MENTALLY PREPARED CHARTER SCHOOL

NOTE: Effective 2019-20, the charter merged finances with the education corporation, "KIPP NYC Public Charter Schools." Accordingly, see the education corporation report containing the "Balance Sheet" for all charters merged into the education corporation.

### CHARTER INFORMATION - (Continued)

#### Functional Expense Breakdown

Personnel Service
Administrative Staff Personnel
Instructional Personnel
Non-Instructional Personnel
Personnel Services (Combined)
<b>Total Salaries and Staff</b>
Fringe Benefits & Payroll Taxes
Retirement
Management Company Fees
Building and Land Rent / Lease / Facility Financing
Staff Development
Professional Fees, Consultant & Purchased Services
Marketing / Recruitment
Student Supplies, Materials & Services
Depreciation
Other
<b>Total Expenses</b>

2018-19	2019-20	2020-21	2021-22	2022-23
-	2,266,170	1,952,921	2,239,508	2,087,809
-	5,682,888	5,707,785	6,763,807	7,215,935
-	75,740	71,083	64,429	162,344
-	-	-	-	-
-	8,024,797	7,731,789	9,067,744	9,466,088
-	1,580,989	1,709,503	2,006,039	2,095,145
-	255,865	262,871	295,695	322,644
-	1,680,217	1,933,447	2,253,963	2,348,019
-	56,761	64,904	204,637	92,178
-	146,886	140,614	217,833	217,300
-	95,061	119,838	247,586	247,761
-	42,408	27,048	11,552	20,900
-	342,252	375,476	655,336	733,225
-	322,124	301,950	252,520	253,160
-	674,073	2,937,494	1,784,981	1,024,456
-	13,221,433	15,604,934	16,997,886	16,820,876

### CHARTER ANALYSIS

#### ENROLLMENT

Original Chartered Enrollment
Final Chartered Enrollment (includes any revisions)
Actual Enrollment - <b>GRAPH 4</b>
Chartered Grades
Final Chartered Grades (includes any revisions)

2018-19	2019-20	2020-21	2021-22	2022-23
-	768	776	798	799
-	768	776	798	799
SED	755	806	844	838
K-12	K-8	K-8	K-8	K-8
-	-	-	-	-

#### Primary School District: NYC CHANCELLOR'S OFFICE

Per Pupil Funding (Weighted Avg of All Districts)  
Increase over prior year

2018-19	2019-20	2020-21	2021-22	2022-23
-	16,150	16,123	16,844	17,626
0.0%	100.0%	-0.2%	4.3%	4.4%

#### PER STUDENT BREAKDOWN

##### Revenue

Operating
Other Revenue and Support
<b>TOTAL - GRAPH 3</b>

#VALUE!	19,799	19,667	21,853	22,987
#VALUE!	197	157	73	108
#VALUE!	19,995	19,823	21,926	23,095

##### Expenses

Program Services
Management and General, Fundraising
<b>TOTAL - GRAPH 3</b>
% of Program Services
% of Management and Other

#VALUE!	15,222	16,938	17,404	17,100
#VALUE!	2,300	2,423	2,740	2,974
#VALUE!	17,522	19,361	20,143	20,074
#VALUE!	86.9%	87.5%	86.4%	85.2%
#VALUE!	13.1%	12.5%	13.6%	14.8%
#VALUE!	14.1%	2.4%	8.9%	15.0%
#DIV/0!	0.4%	0.4%	1.1%	0.5%

% of Revenue Exceeding Expenses - **GRAPH 5**

% of Revenue Expended on Facilities

#### Student to Faculty Ratio

2018-19	2019-20	2020-21	2021-22	2022-23
-	12.1	12.2	11.7	10.7

#### Faculty to Admin Ratio

2018-19	2019-20	2020-21	2021-22	2022-23
-	3.3	3.9	4.0	4.2

#### Financial Responsibility Composite Scores - **GRAPH 6**

Score  
Fiscally Strong 1.5 - 3.0 / Fiscally Adequate 1.0 - 1.4 /  
Fiscally Needs Monitoring < 1.0

2018-19	2019-20	2020-21	2021-22	2022-23
0.0	0.0	0.0	0.0	0.0
N/A	N/A	N/A	N/A	N/A

#### Working Capital - **GRAPH 7**

Net Working Capital  
As % of Unrestricted Revenue  
Working Capital (Current) Ratio Score  
Risk (Low ≥ 3.0 / Medium 1.4 - 2.9 / High < 1.4)  
Rating (Excellent ≥ 3.0 / Good 1.4 - 2.9 / Poor < 1.4)

0	0	0	0	0
0.0%	0.0%	0.0%	0.0%	0.0%
0.0	0.0	0.0	0.0	0.0
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A

#### Quick (Acid Test) Ratio

Score  
Risk (Low ≥ 2.5 / Medium 1.0 - 2.4 / High < 1.0)  
Rating (Excellent ≥ 2.5 / Good 1.0 - 2.4 / Poor < 1.0)

0.0	0.0	0.0	0.0	0.0
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A

#### Debt to Asset Ratio - **GRAPH 7**

Score  
Risk (Low < 0.50 / Medium 0.51 - .95 / High > 1.0)  
Rating (Excellent < 0.50 / Good 0.51 - .95 / Poor > 1.0)

0.0	0.0	0.0	0.0	0.0
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A

#### Months of Cash - **GRAPH 8**

Score  
Risk (Low > 3 mo. / Medium 1 - 3 mo. / High < 1 mo.)  
Rating (Excellent > 3 mo. / Good 1 - 3 mo. / Poor < 1 mo.)

0.0	0.0	0.0	0.0	0.0
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A

## FISCAL ANALYSIS

### KIPP BEYOND CHARTER SCHOOL

NOTE: Effective 2021-22, the charter merged finances with the education corporation, "KIPP NYC Public Charter Schools." Accordingly, see the education corporation report containing the "Balance Sheet" for all charters merged into the education corporation.

#### CHARTER INFORMATION

#### BALANCE SHEET

##### Assets

##### Current Assets

Cash and Cash Equivalents - **GRAPH 1**  
Grants and Contracts Receivable  
Accounts Receivable  
Prepaid Expenses  
Contributions and Other Receivables

##### Total Current Assets - GRAPH 1

Property, Building and Equipment, net  
Other Assets

##### Total Assets - GRAPH 1

##### Liabilities and Net Assets

##### Current Liabilities

Accounts Payable and Accrued Expenses  
Accrued Payroll and Benefits  
Deferred Revenue  
Current Maturities of Long-Term Debt  
Short Term Debt - Bonds, Notes Payable  
Other

##### Total Current Liabilities - GRAPH 1

Deferred Rent/Lease Liability

All other L-T debt and notes payable, net current maturities

##### Total Liabilities - GRAPH 1

##### Net Assets

Without Donor Restrictions  
With Donor Restrictions

##### Total Net Assets

##### Total Liabilities and Net Assets

#### ACTIVITIES

##### Operating Revenue

Resident Student Enrollment  
Students with Disabilities

##### Grants and Contracts

State and local  
Federal - Title and IDEA  
Federal - Other  
Other  
NYC DoE Rental Assistance  
Food Service/Child Nutrition Program

##### Total Operating Revenue

##### Expenses

Regular Education  
SPED  
Other  
Total Program Services  
Management and General  
Fundraising

##### Total Expenses - GRAPHS 2, 3 & 4

##### Surplus / (Deficit) From School Operations

##### Support and Other Revenue

Contributions  
Fundraising  
Miscellaneous Income  
Net assets released from restriction

##### Total Support and Other Revenue

Total Unrestricted Revenue

Total Temporally Restricted Revenue

##### Total Revenue - GRAPHS 2 & 3

##### Change in Net Assets

##### Net Assets - Beginning of Year - GRAPH 2

Prior Year Adjustment(s)

##### Net Assets - End of Year - GRAPH 2

#### Opened 2021-22

				MERGED	MERGED
	2018-19	2019-20	2020-21	2021-22	2022-23
Cash and Cash Equivalents - <b>GRAPH 1</b>	-	-	-	-	-
Grants and Contracts Receivable	-	-	-	-	-
Accounts Receivable	-	-	-	-	-
Prepaid Expenses	-	-	-	-	-
Contributions and Other Receivables	-	-	-	-	-
<b>Total Current Assets - GRAPH 1</b>	-	-	-	-	-
Property, Building and Equipment, net	-	-	-	-	-
Other Assets	-	-	-	-	-
<b>Total Assets - GRAPH 1</b>	-	-	-	-	-

Accounts Payable and Accrued Expenses	-	-	-	-	-
Accrued Payroll and Benefits	-	-	-	-	-
Deferred Revenue	-	-	-	-	-
Current Maturities of Long-Term Debt	-	-	-	-	-
Short Term Debt - Bonds, Notes Payable	-	-	-	-	-
Other	-	-	-	-	-
<b>Total Current Liabilities - GRAPH 1</b>	-	-	-	-	-
Deferred Rent/Lease Liability	-	-	-	-	-
All other L-T debt and notes payable, net current maturities	-	-	-	-	-
<b>Total Liabilities - GRAPH 1</b>	-	-	-	-	-

Without Donor Restrictions	-	-	-	-	-
With Donor Restrictions	-	-	-	-	-
<b>Total Net Assets</b>	-	-	-	-	-
<b>Total Liabilities and Net Assets</b>	-	-	-	-	-

Resident Student Enrollment	-	-	-	1,370,478	2,925,882
Students with Disabilities	-	-	-	156,619	322,720
<b>Grants and Contracts</b>					
State and local	-	-	-	419,129	900,802
Federal - Title and IDEA	-	-	-	36,100	59,193
Federal - Other	-	-	-	510,857	443,042
Other	-	-	-	-	-
NYC DoE Rental Assistance	-	-	-	-	-
Food Service/Child Nutrition Program	-	-	-	3,084	-
<b>Total Operating Revenue</b>	-	-	-	2,496,268	4,651,639

Regular Education	-	-	-	3,459,555	4,943,643
SPED	-	-	-	124,006	146,425
Other	-	-	-	-	-
<b>Total Program Services</b>	-	-	-	3,583,561	5,090,068
Management and General	-	-	-	301,151	566,019
Fundraising	-	-	-	-	-
<b>Total Expenses - GRAPHS 2, 3 &amp; 4</b>	-	-	-	3,884,712	5,656,087
<b>Surplus / (Deficit) From School Operations</b>	-	-	-	(1,388,444)	(1,004,447)

Contributions	-	-	-	210,400	-
Fundraising	-	-	-	-	-
Miscellaneous Income	-	-	-	7,041	25,269
Net assets released from restriction	-	-	-	-	-
<b>Total Support and Other Revenue</b>	-	-	-	217,441	25,269

Total Unrestricted Revenue	-	-	-	2,623,440	4,767,177
Total Temporally Restricted Revenue	-	-	-	90,269	(90,269)
<b>Total Revenue - GRAPHS 2 &amp; 3</b>	-	-	-	2,713,709	4,676,908

<b>Change in Net Assets</b>	-	-	-	(1,171,003)	(979,179)
<b>Net Assets - Beginning of Year - GRAPH 2</b>	-	-	-	(219,162)	(1,416,169)
Prior Year Adjustment(s)	-	-	-	-	515
<b>Net Assets - End of Year - GRAPH 2</b>	-	-	-	(1,390,165)	(2,394,833)

## FISCAL ANALYSIS

### KIPP BEYOND CHARTER SCHOOL

NOTE: Effective 2021-22, the charter merged finances with the education corporation, "KIPP NYC Public Charter Schools." Accordingly, see the education corporation report containing the "Balance Sheet" for all charters merged into the education corporation.

#### CHARTER INFORMATION - (Continued)

##### Functional Expense Breakdown

Personnel Service
Administrative Staff Personnel
Instructional Personnel
Non-Instructional Personnel
Personnel Services (Combined)
<b>Total Salaries and Staff</b>
Fringe Benefits & Payroll Taxes
Retirement
Management Company Fees
Building and Land Rent / Lease / Facility Financing
Staff Development
Professional Fees, Consultant & Purchased Services
Marketing / Recruitment
Student Supplies, Materials & Services
Depreciation
Other
<b>Total Expenses</b>

2018-19	2019-20	2020-21	2021-22	2022-23
-	-	-	595,965	720,188
-	-	-	785,084	1,527,611
-	-	-	-	270
-	-	-	-	-
-	-	-	1,381,049	2,248,070
-	-	-	249,145	474,891
-	-	-	57,621	77,322
-	-	-	299,568	547,358
-	-	-	1,156,544	1,436,592
-	-	-	22,524	48,657
-	-	-	20,109	19,716
-	-	-	7,656	19,182
-	-	-	144,605	222,973
-	-	-	12,568	157,648
-	-	-	533,323	403,164
-	-	-	3,884,712	5,655,572

#### CHARTER ANALYSIS

##### ENROLLMENT

Original Chartered Enrollment
Final Chartered Enrollment (includes any revisions)
Actual Enrollment - <b>GRAPH 4</b>
Chartered Grades
Final Chartered Grades (includes any revisions)

2018-19	2019-20	2020-21	2021-22	2022-23
-	-	95	185	275
-	-	-	95	185
-	-	N/A	83	168
Planning Year	Planning Year	5	5-6	5-7
-	-	Planning Year	6	6-7

##### Primary School District: 0

Per Pupil Funding (Weighted Avg of All Districts)  
Increase over prior year

-	-	-	16,844	-
0.0%	0.0%	0.0%	100.0%	0.0%

##### PER STUDENT BREAKDOWN

###### Revenue

Operating
Other Revenue and Support
<b>TOTAL - GRAPH 3</b>

-	-	#VALUE!	30,076	27,688
-	-	#VALUE!	2,620	150
-	-	#VALUE!	32,695	27,839

###### Expenses

Program Services
Management and General, Fundraising
<b>TOTAL - GRAPH 3</b>
% of Program Services
% of Management and Other

-	-	#VALUE!	43,175	30,298
-	-	#VALUE!	3,628	3,369
-	-	#VALUE!	46,804	33,667
0.0%	0.0%	#VALUE!	92.2%	90.0%
0.0%	0.0%	#VALUE!	7.8%	10.0%
0.0%	0.0%	#VALUE!	-30.1%	-17.3%
#DIV/0!	#DIV/0!	#DIV/0!	46.3%	30.9%

% of Revenue Exceeding Expenses - **GRAPH 5**

% of Revenue Expended on Facilities

##### Student to Faculty Ratio

-	-	-	12.2	11.3
---	---	---	------	------

##### Faculty to Admin Ratio

-	-	-	1.7	2.9
---	---	---	-----	-----

##### Financial Responsibility Composite Scores - GRAPH 6

Score  
Fiscally Strong 1.5 - 3.0 / Fiscally Adequate 1.0 - 1.4 /  
Fiscally Needs Monitoring < 1.0

0.0	0.0	0.0	0.0	0.0
N/A	N/A	N/A	N/A	N/A

##### Working Capital - GRAPH 7

Net Working Capital  
As % of Unrestricted Revenue  
Working Capital (Current) Ratio Score  
Risk (Low ≥ 3.0 / Medium 1.4 - 2.9 / High < 1.4)  
Rating (Excellent ≥ 3.0 / Good 1.4 - 2.9 / Poor < 1.4)

0	0	0	0	0
0.0%	0.0%	0.0%	0.0%	0.0%
0.0	0.0	0.0	0.0	0.0
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A

##### Quick (Acid Test) Ratio

Score  
Risk (Low ≥ 2.5 / Medium 1.0 - 2.4 / High < 1.0)  
Rating (Excellent ≥ 2.5 / Good 1.0 - 2.4 / Poor < 1.0)

0.0	0.0	0.0	0.0	0.0
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A

##### Debt to Asset Ratio - GRAPH 7

Score  
Risk (Low < 0.50 / Medium 0.51 - .95 / High > 1.0)  
Rating (Excellent < 0.50 / Good 0.51 - .95 / Poor > 1.0)

0.0	0.0	0.0	0.0	0.0
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A

##### Months of Cash - GRAPH 8

Score  
Risk (Low > 3 mo. / Medium 1 - 3 mo. / High < 1 mo.)  
Rating (Excellent > 3 mo. / Good 1 - 3 mo. / Poor < 1 mo.)

0.0	0.0	0.0	0.0	0.0
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A

## FISCAL ANALYSIS

### KIPP BRONX CHARTER SCHOOL II

NOTE: Effective 2019-20, the charter merged finances with the education corporation, "KIPP NYC Public Charter Schools." Accordingly, see the education corporation report containing the "Balance Sheet" for all charters merged into the education corporation.

#### CHARTER INFORMATION

#### BALANCE SHEET

##### Assets

##### Current Assets

Cash and Cash Equivalents - **GRAPH 1**  
Grants and Contracts Receivable  
Accounts Receivable  
Prepaid Expenses  
Contributions and Other Receivables

##### Total Current Assets - GRAPH 1

Property, Building and Equipment, net  
Other Assets

##### Total Assets - GRAPH 1

##### Liabilities and Net Assets

##### Current Liabilities

Accounts Payable and Accrued Expenses  
Accrued Payroll and Benefits  
Deferred Revenue  
Current Maturities of Long-Term Debt  
Short Term Debt - Bonds, Notes Payable  
Other

##### Total Current Liabilities - GRAPH 1

Deferred Rent/Lease Liability

All other L-T debt and notes payable, net current maturities

##### Total Liabilities - GRAPH 1

##### Net Assets

Without Donor Restrictions  
With Donor Restrictions

##### Total Net Assets

##### Total Liabilities and Net Assets

#### ACTIVITIES

##### Operating Revenue

Resident Student Enrollment  
Students with Disabilities

##### Grants and Contracts

State and local  
Federal - Title and IDEA  
Federal - Other  
Other  
NYC DoE Rental Assistance  
Food Service/Child Nutrition Program

##### Total Operating Revenue

##### Expenses

Regular Education  
SPED  
Other  
Total Program Services  
Management and General  
Fundraising

##### Total Expenses - GRAPHS 2, 3 & 4

##### Surplus / (Deficit) From School Operations

##### Support and Other Revenue

Contributions  
Fundraising  
Miscellaneous Income  
Net assets released from restriction

##### Total Support and Other Revenue

Total Unrestricted Revenue  
Total Temporally Restricted Revenue

##### Total Revenue - GRAPHS 2 & 3

##### Change in Net Assets

##### Net Assets - Beginning of Year - GRAPH 2

Prior Year Adjustment(s)

##### Net Assets - End of Year - GRAPH 2

Opened 2019-20

	2018-19	2019-20	2020-21	2021-22	2022-23
Cash and Cash Equivalents - <b>GRAPH 1</b>	-	-	-	-	-
Grants and Contracts Receivable	-	-	-	-	-
Accounts Receivable	-	-	-	-	-
Prepaid Expenses	-	-	-	-	-
Contributions and Other Receivables	-	-	-	-	-
<b>Total Current Assets - GRAPH 1</b>	-	-	-	-	-
Property, Building and Equipment, net	-	-	-	-	-
Other Assets	-	-	-	-	-
<b>Total Assets - GRAPH 1</b>	-	-	-	-	-
Accounts Payable and Accrued Expenses	-	-	-	-	-
Accrued Payroll and Benefits	-	-	-	-	-
Deferred Revenue	-	-	-	-	-
Current Maturities of Long-Term Debt	-	-	-	-	-
Short Term Debt - Bonds, Notes Payable	-	-	-	-	-
Other	-	-	-	-	-
<b>Total Current Liabilities - GRAPH 1</b>	-	-	-	-	-
Deferred Rent/Lease Liability	-	-	-	-	-
All other L-T debt and notes payable, net current maturities	-	-	-	-	-
<b>Total Liabilities - GRAPH 1</b>	-	-	-	-	-
Without Donor Restrictions	-	-	-	-	-
With Donor Restrictions	-	-	-	-	-
<b>Total Net Assets</b>	-	-	-	-	-
<b>Total Liabilities and Net Assets</b>	-	-	-	-	-
Resident Student Enrollment	-	2,932,438	3,943,057	2,552,489	5,125,328
Students with Disabilities	-	223,743	411,797	248,054	595,234
State and local	-	12,762	-	446,307	1,542,731
Federal - Title and IDEA	-	129,924	175,872	89,921	221,944
Federal - Other	-	177,032	96,152	1,626,332	1,584,173
Other	-	-	-	-	-
NYC DoE Rental Assistance	-	-	-	-	-
Food Service/Child Nutrition Program	-	-	-	42,531	-
<b>Total Operating Revenue</b>	-	3,475,899	4,626,878	5,005,636	9,069,410
Regular Education	-	3,163,098	4,954,092	4,748,521	6,907,566
SPED	-	242,176	219,584	366,114	511,752
Other	-	-	-	-	-
<b>Total Program Services</b>	-	3,405,274	5,173,676	5,114,635	7,419,318
Management and General	-	404,205	577,565	594,396	1,105,337
Fundraising	-	-	-	-	-
<b>Total Expenses - GRAPHS 2, 3 &amp; 4</b>	-	3,809,479	5,751,241	5,709,031	8,524,656
<b>Surplus / (Deficit) From School Operations</b>	-	(333,580)	(1,124,363)	(703,395)	544,754
Contributions	-	-	-	-	12,199
Fundraising	-	-	-	-	-
Miscellaneous Income	-	37,021	2,215,466	6,862	19,495
Net assets released from restriction	-	-	-	-	-
<b>Total Support and Other Revenue</b>	-	37,021	2,215,466	6,862	31,694
Total Unrestricted Revenue	-	3,512,920	6,842,344	5,012,498	9,101,104
Total Temporally Restricted Revenue	-	-	-	-	-
<b>Total Revenue - GRAPHS 2 &amp; 3</b>	-	3,512,920	6,842,344	5,012,498	9,101,104
<b>Change in Net Assets</b>	-	(296,559)	1,091,103	(696,533)	576,448
<b>Net Assets - Beginning of Year - GRAPH 2</b>	-	-	(187,953)	1,357,447	1,284,913
Prior Year Adjustment(s)	-	1,744	454,297	-	1,164
<b>Net Assets - End of Year - GRAPH 2</b>	-	(294,815)	1,357,447	660,914	1,862,525



# FISCAL ANALYSIS

## KIPP BRONX CHARTER SCHOOL II

NOTE: Effective 2019-20, the charter merged finances with the education corporation, "KIPP NYC Public Charter Schools." Accordingly, see the education corporation report containing the "Balance Sheet" for all charters merged into the education corporation.

### CHARTER INFORMATION - (Continued)

#### Functional Expense Breakdown

Personnel Service  
Administrative Staff Personnel  
Instructional Personnel  
Non-Instructional Personnel  
Personnel Services (Combined)  
**Total Salaries and Staff**  
Fringe Benefits & Payroll Taxes  
Retirement  
Management Company Fees  
Building and Land Rent / Lease / Facility Financing  
Staff Development  
Professional Fees, Consultant & Purchased Services  
Marketing / Recruitment  
Student Supplies, Materials & Services  
Depreciation  
Other

#### Total Expenses

2018-19	2019-20	2020-21	2021-22	2022-23
-	512,188	776,718	1,052,955	1,384,763
-	1,306,454	1,999,663	1,144,960	2,337,235
-	-	-	-	20,801
-	-	-	-	-
-	1,818,642	2,776,381	2,197,915	3,742,799
-	344,449	536,483	483,214	806,845
-	41,714	68,437	52,028	102,047
-	410,510	581,678	592,647	1,074,471
-	129,661	77,818	1,264,413	1,415,007
-	39,883	41,298	97,933	185,044
-	71,162	57,058	65,542	182,934
-	1,333	23,640	23,126	34,389
-	157,638	154,774	240,812	357,566
-	325,350	289,139	15,900	20,775
-	360,531	1,144,535	675,500	601,617
-	3,700,873	5,751,241	5,709,030	8,523,492

### CHARTER ANALYSIS

#### ENROLLMENT

Original Chartered Enrollment  
Final Chartered Enrollment (includes any revisions)  
Actual Enrollment - **GRAPH 4**  
Chartered Grades  
Final Chartered Grades (includes any revisions)

2018-19	2019-20	2020-21	2021-22	2022-23
-	190	250	552	726
-	180	250	175	349
-	176	241	150	288
Planning Year	K-1	K-2	K-3, 5-6	K-7
-	K-1	K-2	K,6	K-1,6-7

#### Primary School District: NYC CHANCELLOR'S OFFICE

Per Pupil Funding (Weighted Avg of All Districts)  
Increase over prior year

-	16,150	16,123	16,844	17,626
0.0%	100.0%	-0.2%	4.3%	4.4%

#### PER STUDENT BREAKDOWN

##### Revenue

Operating  
Other Revenue and Support

##### TOTAL - GRAPH 3

-	19,749	19,199	33,371	31,491
-	210	9,193	46	110
-	19,960	28,391	33,417	31,601

##### Expenses

Program Services  
Management and General, Fundraising

##### TOTAL - GRAPH 3

% of Program Services  
% of Management and Other

% of Revenue Exceeding Expenses - **GRAPH 5**

% of Revenue Expended on Facilities

-	19,348	21,468	34,098	25,762
-	2,297	2,397	3,963	3,838
-	21,645	23,864	38,060	29,599
0.0%	89.4%	90.0%	89.6%	87.0%
0.0%	10.6%	10.0%	10.4%	13.0%
0.0%	-7.8%	19.0%	-12.2%	6.8%
#DIV/0!	3.7%	1.7%	25.3%	15.6%

#### Student to Faculty Ratio

-	11.9	10.4	11.6	9.9
---	------	------	------	-----

#### Faculty to Admin Ratio

-	3.0	3.2	1.5	2.5
---	-----	-----	-----	-----

#### Financial Responsibility Composite Scores - GRAPH 6

Score  
Fiscally Strong 1.5 - 3.0 / Fiscally Adequate 1.0 - 1.4 /  
Fiscally Needs Monitoring < 1.0

0.0	0.0	0.0	0.0	0.0
N/A	N/A	N/A	N/A	N/A

#### Working Capital - GRAPH 7

Net Working Capital  
As % of Unrestricted Revenue  
Working Capital (Current) Ratio Score  
Risk (Low ≥ 3.0 / Medium 1.4 - 2.9 / High < 1.4)  
Rating (Excellent ≥ 3.0 / Good 1.4 - 2.9 / Poor < 1.4)

0	0	0	0	0
0.0%	0.0%	0.0%	0.0%	0.0%
0.0	0.0	0.0	0.0	0.0
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A

#### Quick (Acid Test) Ratio

Score  
Risk (Low ≥ 2.5 / Medium 1.0 - 2.4 / High < 1.0)  
Rating (Excellent ≥ 2.5 / Good 1.0 - 2.4 / Poor < 1.0)

0.0	0.0	0.0	0.0	0.0
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A

#### Debt to Asset Ratio - GRAPH 7

Score  
Risk (Low < 0.50 / Medium 0.51 - .95 / High > 1.0)  
Rating (Excellent < 0.50 / Good 0.51 - .95 / Poor > 1.0)

0.0	0.0	0.0	0.0	0.0
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A

#### Months of Cash - GRAPH 8

Score  
Risk (Low > 3 mo. / Medium 1 - 3 mo. / High < 1 mo.)  
Rating (Excellent > 3 mo. / Good 1 - 3 mo. / Poor < 1 mo.)

0.0	0.0	0.0	0.0	0.0
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A

## FISCAL ANALYSIS

### KIPP BRONX CHARTER SCHOOL III

NOTE: Effective 2019-20, the charter merged finances with the education corporation, "KIPP NYC Public Charter Schools." Accordingly, see the education corporation report containing the "Balance Sheet" for all charters merged into the education corporation.

#### CHARTER INFORMATION

#### BALANCE SHEET

##### Assets

##### Current Assets

Cash and Cash Equivalents - **GRAPH 1**  
Grants and Contracts Receivable  
Accounts Receivable  
Prepaid Expenses  
Contributions and Other Receivables

##### Total Current Assets - GRAPH 1

Property, Building and Equipment, net  
Other Assets

##### Total Assets - GRAPH 1

##### Liabilities and Net Assets

##### Current Liabilities

Accounts Payable and Accrued Expenses  
Accrued Payroll and Benefits  
Deferred Revenue  
Current Maturities of Long-Term Debt  
Short Term Debt - Bonds, Notes Payable  
Other

##### Total Current Liabilities - GRAPH 1

Deferred Rent/Lease Liability

All other L-T debt and notes payable, net current maturities

##### Total Liabilities - GRAPH 1

##### Net Assets

Without Donor Restrictions  
With Donor Restrictions

##### Total Net Assets

##### Total Liabilities and Net Assets

#### ACTIVITIES

##### Operating Revenue

Resident Student Enrollment  
Students with Disabilities

##### Grants and Contracts

State and local  
Federal - Title and IDEA  
Federal - Other  
Other  
NYC DoE Rental Assistance  
Food Service/Child Nutrition Program

##### Total Operating Revenue

##### Expenses

Regular Education  
SPED  
Other  
Total Program Services  
Management and General  
Fundraising

##### Total Expenses - GRAPHS 2, 3 & 4

##### Surplus / (Deficit) From School Operations

##### Support and Other Revenue

Contributions  
Fundraising  
Miscellaneous Income  
Net assets released from restriction

##### Total Support and Other Revenue

Total Unrestricted Revenue

Total Temporally Restricted Revenue

##### Total Revenue - GRAPHS 2 & 3

##### Change in Net Assets

##### Net Assets - Beginning of Year - GRAPH 2

Prior Year Adjustment(s)

##### Net Assets - End of Year - GRAPH 2

Opened 2019-20

	2018-19	2019-20	2020-21	2021-22	2022-23
Cash and Cash Equivalents - <b>GRAPH 1</b>	-	-	-	-	-
Grants and Contracts Receivable	-	-	-	-	-
Accounts Receivable	-	-	-	-	-
Prepaid Expenses	-	-	-	-	-
Contributions and Other Receivables	-	-	-	-	-
<b>Total Current Assets - GRAPH 1</b>	-	-	-	-	-
Property, Building and Equipment, net	-	-	-	-	-
Other Assets	-	-	-	-	-
<b>Total Assets - GRAPH 1</b>	-	-	-	-	-

Accounts Payable and Accrued Expenses	-	-	-	-	-
Accrued Payroll and Benefits	-	-	-	-	-
Deferred Revenue	-	-	-	-	-
Current Maturities of Long-Term Debt	-	-	-	-	-
Short Term Debt - Bonds, Notes Payable	-	-	-	-	-
Other	-	-	-	-	-
<b>Total Current Liabilities - GRAPH 1</b>	-	-	-	-	-
Deferred Rent/Lease Liability	-	-	-	-	-
All other L-T debt and notes payable, net current maturities	-	-	-	-	-
<b>Total Liabilities - GRAPH 1</b>	-	-	-	-	-

Without Donor Restrictions	-	-	-	-	-
With Donor Restrictions	-	-	-	-	-
<b>Total Net Assets</b>	-	-	-	-	-
<b>Total Liabilities and Net Assets</b>	-	-	-	-	-

Resident Student Enrollment	-	2,893,142	3,982,381	9,931,726	13,876,306
Students with Disabilities	-	400,899	692,340	1,000,447	1,466,555

State and local	-	5,345	-	1,810,739	3,310,393
Federal - Title and IDEA	-	143,662	212,697	569,009	639,093
Federal - Other	-	283,938	387,795	1,867,729	2,538,619
Other	-	-	-	-	-
NYC DoE Rental Assistance	-	-	-	-	-
Food Service/Child Nutrition Program	-	-	-	32,835	-
<b>Total Operating Revenue</b>	-	3,726,986	5,275,213	15,212,484	21,830,966

Regular Education	-	2,507,615	3,920,280	13,660,490	18,705,780
SPED	-	276,576	232,084	931,060	1,165,631
Other	-	-	-	-	-
<b>Total Program Services</b>	-	2,784,191	4,152,364	14,591,550	19,871,411
Management and General	-	431,054	657,145	1,888,834	2,743,371
Fundraising	-	-	-	-	-
<b>Total Expenses - GRAPHS 2, 3 &amp; 4</b>	-	3,215,244	4,809,509	16,480,384	22,614,783

<b>Surplus / (Deficit) From School Operations</b>	-	511,742	465,704	(1,267,900)	(783,817)
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Contributions	-	-	16,342	-	31,246
Fundraising	-	-	-	-	-
Miscellaneous Income	-	16,275	3,448	325,346	87,632
Net assets released from restriction	-	-	-	-	-
<b>Total Support and Other Revenue</b>	-	16,275	19,790	325,346	118,878

Total Unrestricted Revenue	-	3,743,262	5,295,003	15,537,830	21,949,845
Total Temporally Restricted Revenue	-	-	-	-	-
<b>Total Revenue - GRAPHS 2 &amp; 3</b>	-	3,743,262	5,295,003	15,537,830	21,949,845

Change in Net Assets	-	528,017	485,494	(942,554)	(664,938)
<b>Net Assets - Beginning of Year - GRAPH 2</b>	-	-	536,845	1,022,339	(299,209)
Prior Year Adjustment(s)	-	8,828	-	-	1,683
<b>Net Assets - End of Year - GRAPH 2</b>	-	536,845	1,022,339	79,785	(962,464)

## FISCAL ANALYSIS

### KIPP BRONX CHARTER SCHOOL III

NOTE: Effective 2019-20, the charter merged finances with the education corporation, "KIPP NYC Public Charter Schools." Accordingly, see the education corporation report containing the "Balance Sheet" for all charters merged into the education corporation.

#### CHARTER INFORMATION - (Continued)

##### Functional Expense Breakdown

Personnel Service
Administrative Staff Personnel
Instructional Personnel
Non-Instructional Personnel
Personnel Services (Combined)
<b>Total Salaries and Staff</b>
Fringe Benefits & Payroll Taxes
Retirement
Management Company Fees
Building and Land Rent / Lease / Facility Financing
Staff Development
Professional Fees, Consultant & Purchased Services
Marketing / Recruitment
Student Supplies, Materials & Services
Depreciation
Other

##### Total Expenses

2018-19	2019-20	2020-21	2021-22	2022-23
-	730,947	1,046,612	1,942,488	2,238,557
-	1,248,212	1,669,052	4,270,839	7,366,984
-	-	-	-	218,700
-	-	-	-	-
-	1,979,159	2,715,664	6,213,326	9,824,240
-	396,540	565,404	1,335,147	2,216,252
-	35,978	63,445	160,654	325,224
-	408,523	629,788	1,878,445	2,604,288
-	6,357	45,681	4,661,256	5,571,803
-	28,768	44,931	114,126	282,740
-	22,264	48,670	209,995	205,900
-	1,803	3,780	4,667	41,202
-	95,512	171,963	448,417	496,823
-	-	16,828	54,303	521,191
-	231,511	503,355	1,400,047	523,436
-	3,206,416	4,809,509	16,480,384	22,613,099

#### CHARTER ANALYSIS

##### ENROLLMENT

Original Chartered Enrollment
Final Chartered Enrollment (includes any revisions)
Actual Enrollment - <b>GRAPH 4</b>
Chartered Grades
Final Chartered Grades (includes any revisions)

2018-19	2019-20	2020-21	2021-22	2022-23
-	177	250	532	703
-	180	250	645	907
-	175	245	558	781
-	5-6	5-7	K-1, 5-8	K-2, 5-9
-	-	-	K-2, 5-8	K-3, 5-9

##### Primary School District: NYC CHANCELLOR'S OFFICE

Per Pupil Funding (Weighted Avg of All Districts)  
Increase over prior year

-	16,150	16,123	16,844	17,626
0.0%	100.0%	-0.2%	4.3%	4.4%

##### PER STUDENT BREAKDOWN

###### Revenue

Operating
Other Revenue and Support

###### TOTAL - GRAPH 3

-	21,297	21,531	27,263	27,953
-	93	81	583	152
-	21,390	21,612	27,846	28,105

###### Expenses

Program Services
Management and General, Fundraising

###### TOTAL - GRAPH 3

% of Program Services
% of Management and Other

% of Revenue Exceeding Expenses - **GRAPH 5**

% of Revenue Expended on Facilities

-	15,910	16,948	26,150	25,444
-	2,463	2,682	3,385	3,513
-	18,373	19,631	29,535	28,956
0.0%	86.6%	86.3%	88.5%	87.9%
0.0%	13.4%	13.7%	11.5%	12.1%
0.0%	16.4%	10.1%	-5.7%	-2.9%
#DIV/0!	0.2%	0.9%	30.6%	25.5%

##### Student to Faculty Ratio

-	12.5	12.1	11.2	9.6
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##### Faculty to Admin Ratio

-	2.3	2.4	3.0	4.0
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##### Financial Responsibility Composite Scores - GRAPH 6

Score
Fiscally Strong 1.5 - 3.0 / Fiscally Adequate 1.0 - 1.4 /
Fiscally Needs Monitoring < 1.0

0.0	0.0	0.0	0.0	0.0
N/A	N/A	N/A	N/A	N/A

##### Working Capital - GRAPH 7

Net Working Capital
As % of Unrestricted Revenue
Working Capital (Current) Ratio Score
Risk (Low ≥ 3.0 / Medium 1.4 - 2.9 / High < 1.4)
Rating (Excellent ≥ 3.0 / Good 1.4 - 2.9 / Poor < 1.4)

0	0	0	0	0
0.0%	0.0%	0.0%	0.0%	0.0%
0.0	0.0	0.0	0.0	0.0
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A

##### Quick (Acid Test) Ratio

Score
Risk (Low ≥ 2.5 / Medium 1.0 - 2.4 / High < 1.0)
Rating (Excellent ≥ 2.5 / Good 1.0 - 2.4 / Poor < 1.0)

0.0	0.0	0.0	0.0	0.0
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A

##### Debt to Asset Ratio - GRAPH 7

Score
Risk (Low < 0.50 / Medium 0.51 - .95 / High > 1.0)
Rating (Excellent < 0.50 / Good 0.51 - .95 / Poor > 1.0)

0.0	0.0	0.0	0.0	0.0
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A

##### Months of Cash - GRAPH 8

Score
Risk (Low > 3 mo. / Medium 1 - 3 mo. / High < 1 mo.)
Rating (Excellent > 3 mo. / Good 1 - 3 mo. / Poor < 1 mo.)

0.0	0.0	0.0	0.0	0.0
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A

## FISCAL ANALYSIS

### KIPP FREEDOM CHARTER SCHOOL

NOTE: Effective 2019-20, the charter merged finances with the education corporation, "KIPP NYC Public Charter Schools." Accordingly, see the education corporation report containing the "Balance Sheet" for all charters merged into the education corporation.

#### CHARTER INFORMATION

##### BALANCE SHEET

###### Assets

###### Current Assets

Cash and Cash Equivalents - **GRAPH 1**  
Grants and Contracts Receivable  
Accounts Receivable  
Prepaid Expenses  
Contributions and Other Receivables

###### Total Current Assets - **GRAPH 1**

Property, Building and Equipment, net  
Other Assets

###### Total Assets - **GRAPH 1**

###### Liabilities and Net Assets

###### Current Liabilities

Accounts Payable and Accrued Expenses  
Accrued Payroll and Benefits  
Deferred Revenue  
Current Maturities of Long-Term Debt  
Short Term Debt - Bonds, Notes Payable  
Other

###### Total Current Liabilities - **GRAPH 1**

Deferred Rent/Lease Liability

All other L-T debt and notes payable, net current maturities

###### Total Liabilities - **GRAPH 1**

###### Net Assets

Without Donor Restrictions  
With Donor Restrictions

###### Total Net Assets

###### Total Liabilities and Net Assets

##### ACTIVITIES

###### Operating Revenue

Resident Student Enrollment  
Students with Disabilities

###### Grants and Contracts

State and local  
Federal - Title and IDEA  
Federal - Other  
Other  
NYC DoE Rental Assistance  
Food Service/Child Nutrition Program

###### Total Operating Revenue

###### Expenses

Regular Education  
SPED  
Other  
Total Program Services  
Management and General  
Fundraising

###### Total Expenses - **GRAPHS 2, 3 & 4**

###### Surplus / (Deficit) From School Operations

###### Support and Other Revenue

Contributions  
Fundraising  
Miscellaneous Income  
Net assets released from restriction

###### Total Support and Other Revenue

###### Total Unrestricted Revenue

###### Total Temporally Restricted Revenue

###### Total Revenue - **GRAPHS 2 & 3**

###### Change in Net Assets

###### Net Assets - Beginning of Year - **GRAPH 2**

Prior Year Adjustment(s)

###### Net Assets - End of Year - **GRAPH 2**

#### Opened 2018-19 (Transfer from SED to SUNY 2019-20)

	2018-19	2019-20	2020-21	2021-22	2022-23
Cash and Cash Equivalents - <b>GRAPH 1</b>	-	-	-	-	-
Grants and Contracts Receivable	-	-	-	-	-
Accounts Receivable	-	-	-	-	-
Prepaid Expenses	-	-	-	-	-
Contributions and Other Receivables	-	-	-	-	-
<b>Total Current Assets - GRAPH 1</b>	-	-	-	-	-
Property, Building and Equipment, net	-	-	-	-	-
Other Assets	-	-	-	-	-
<b>Total Assets - GRAPH 1</b>	-	-	-	-	-

Accounts Payable and Accrued Expenses	-	-	-	-	-
Accrued Payroll and Benefits	-	-	-	-	-
Deferred Revenue	-	-	-	-	-
Current Maturities of Long-Term Debt	-	-	-	-	-
Short Term Debt - Bonds, Notes Payable	-	-	-	-	-
Other	-	-	-	-	-
<b>Total Current Liabilities - GRAPH 1</b>	-	-	-	-	-
Deferred Rent/Lease Liability	-	-	-	-	-
All other L-T debt and notes payable, net current maturities	-	-	-	-	-
<b>Total Liabilities - GRAPH 1</b>	-	-	-	-	-

Without Donor Restrictions	-	-	-	-	-
With Donor Restrictions	-	-	-	-	-
<b>Total Net Assets</b>	-	-	-	-	-
<b>Total Liabilities and Net Assets</b>	-	-	-	-	-

Resident Student Enrollment	-	3,998,407	7,249,082	10,805,266	12,063,902
Students with Disabilities	-	480,580	860,225	1,235,516	990,911

State and local	-	27,900	846,351	10,981	45,955
Federal - Title and IDEA	-	171,208	312,629	531,207	629,374
Federal - Other	-	592,386	593,793	1,659,511	1,558,083
Other	-	-	-	-	-
NYC DoE Rental Assistance	-	-	-	-	-
Food Service/Child Nutrition Program	-	-	-	46,288	-
<b>Total Operating Revenue</b>	-	5,270,480	9,862,081	14,288,770	15,288,225

Regular Education	-	4,202,747	8,377,994	12,024,322	12,157,691
SPED	-	308,357	314,368	731,064	787,115
Other	-	-	-	-	-
<b>Total Program Services</b>	-	4,511,105	8,692,362	12,755,386	12,944,805
Management and General	-	605,607	1,228,361	1,780,761	2,011,405
Fundraising	-	-	-	-	1,865
<b>Total Expenses - GRAPHS 2, 3 &amp; 4</b>	-	5,116,712	9,920,723	14,536,147	14,958,075
<b>Surplus / (Deficit) From School Operations</b>	-	153,769	(58,642)	(247,377)	330,149

Contributions	-	3,140	30,527	-	-
Fundraising	-	-	-	-	-
Miscellaneous Income	-	43,995	613,539	48,441	133,090
Net assets released from restriction	-	-	-	-	-
<b>Total Support and Other Revenue</b>	-	47,135	644,066	48,441	133,090

<b>Total Unrestricted Revenue</b>	-	5,352,629	10,506,147	14,337,211	15,421,315
<b>Total Temporally Restricted Revenue</b>	-	(35,014)	-	-	-
<b>Total Revenue - GRAPHS 2 &amp; 3</b>	-	5,317,615	10,506,147	14,337,211	15,421,315

<b>Change in Net Assets</b>	-	200,904	585,424	(198,936)	463,240
<b>Net Assets - Beginning of Year - GRAPH 2</b>	-	1,274,209	1,024,542	1,610,967	588,603
Prior Year Adjustment(s)	-	3,726	432	1,395	1,005
<b>Net Assets - End of Year - GRAPH 2</b>	-	1,478,839	1,610,398	1,413,426	1,052,847

## FISCAL ANALYSIS

### KIPP FREEDOM CHARTER SCHOOL

NOTE: Effective 2019-20, the charter merged finances with the education corporation, "KIPP NYC Public Charter Schools." Accordingly, see the education corporation report containing the "Balance Sheet" for all charters merged into the education corporation.

#### CHARTER INFORMATION - (Continued)

##### Functional Expense Breakdown

Personnel Service  
Administrative Staff Personnel  
Instructional Personnel  
Non-Instructional Personnel  
Personnel Services (Combined)  
**Total Salaries and Staff**  
Fringe Benefits & Payroll Taxes  
Retirement  
Management Company Fees  
Building and Land Rent / Lease / Facility Financing  
Staff Development  
Professional Fees, Consultant & Purchased Services  
Marketing / Recruitment  
Student Supplies, Materials & Services  
Depreciation  
Other

##### Total Expenses

	2018-19	2019-20	2020-21	2021-22	2022-23
-	-	1,095,429	1,489,905	2,067,715	1,539,417
-	-	1,743,906	3,004,126	5,473,463	6,306,664
-	-	-	-	-	439,133
-	-	-	-	-	-
-	-	2,839,336	4,494,031	7,541,178	8,285,214
-	-	551,283	845,269	1,585,317	1,716,047
-	-	65,285	111,454	190,735	211,954
-	-	599,501	1,208,859	1,758,175	1,888,684
-	-	74,359	1,173,911	297,984	94,682
-	-	51,567	65,119	141,135	199,859
-	-	87,534	103,087	267,778	303,984
-	-	3,930	4,243	8,953	32,010
-	-	187,625	256,876	512,964	569,101
-	-	124,876	350,108	624,980	255,344
-	-	527,691	1,307,765	1,605,553	1,400,193
-	-	5,112,986	9,920,723	14,534,751	14,957,071

#### CHARTER ANALYSIS

##### ENROLLMENT

Original Chartered Enrollment  
Final Chartered Enrollment (includes any revisions)  
Actual Enrollment - **GRAPH 4**  
Chartered Grades  
Final Chartered Grades (includes any revisions)

	2018-19	2019-20	2020-21	2021-22	2022-23
-	-	190	465	645	825
-	-	250	460	735	825
SED	246	446	626	688	688
K	K-1	K-2, 5-6	K-3, 5-7	K-8	K-8
-	-	K, 5-6	K-1, 5-7	K-3, 5-8	K-8

##### Primary School District: NYC CHANCELLOR'S OFFICE

##### Per Pupil Funding (Weighted Avg of All Districts)

Increase over prior year

	2018-19	2019-20	2020-21	2021-22	2022-23
-	-	16,150	16,123	16,844	17,626
0.0%	100.0%	-0.2%	4.3%	4.4%	

##### PER STUDENT BREAKDOWN

##### Revenue

Operating  
Other Revenue and Support  
**TOTAL - GRAPH 3**

##### Expenses

Program Services  
Management and General, Fundraising  
**TOTAL - GRAPH 3**

% of Program Services  
% of Management and Other

##### % of Revenue Exceeding Expenses - GRAPH 5

##### % of Revenue Expended on Facilities

	2018-19	2019-20	2020-21	2021-22	2022-23
#VALUE!	21,425	22,112	22,826	22,221	
#VALUE!	192	1,444	77	193	
#VALUE!	21,616	23,556	22,903	22,415	
#VALUE!	18,338	19,490	20,376	18,815	
#VALUE!	2,462	2,754	2,845	2,926	
#VALUE!	20,800	22,244	23,221	21,741	
#VALUE!	88.2%	87.6%	87.7%	86.5%	
#VALUE!	11.8%	12.4%	12.3%	13.5%	
#VALUE!	3.9%	5.9%	-1.4%	3.1%	
#DIV/0!	1.4%	11.9%	2.1%	0.6%	

##### Student to Faculty Ratio

	2018-19	2019-20	2020-21	2021-22	2022-23
-	-	12.3	12.3	10.6	9.1

##### Faculty to Admin Ratio

	2018-19	2019-20	2020-21	2021-22	2022-23
-	-	2.3	2.8	3.4	4.7

##### Financial Responsibility Composite Scores - GRAPH 6

Score  
Fiscally Strong 1.5 - 3.0 / Fiscally Adequate 1.0 - 1.4 /  
Fiscally Needs Monitoring < 1.0

	2018-19	2019-20	2020-21	2021-22	2022-23
0.0	0.0	0.0	0.0	0.0	
N/A	N/A	N/A	N/A	N/A	

##### Working Capital - GRAPH 7

Net Working Capital  
As % of Unrestricted Revenue  
Working Capital (Current) Ratio Score  
Risk (Low  $\geq 3.0$  / Medium 1.4 - 2.9 / High < 1.4)  
Rating (Excellent  $\geq 3.0$  / Good 1.4 - 2.9 / Poor < 1.4)

	2018-19	2019-20	2020-21	2021-22	2022-23
0	0	0	0	0	
0.0%	0.0%	0.0%	0.0%	0.0%	
0.0	0.0	0.0	0.0	0.0	
N/A	N/A	N/A	N/A	N/A	
N/A	N/A	N/A	N/A	N/A	

##### Quick (Acid Test) Ratio

Score  
Risk (Low  $\geq 2.5$  / Medium 1.0 - 2.4 / High < 1.0)  
Rating (Excellent  $\geq 2.5$  / Good 1.0 - 2.4 / Poor < 1.0)

	2018-19	2019-20	2020-21	2021-22	2022-23
0.0	0.0	0.0	0.0	0.0	
N/A	N/A	N/A	N/A	N/A	
N/A	N/A	N/A	N/A	N/A	

##### Debt to Asset Ratio - GRAPH 7

Score  
Risk (Low < 0.50 / Medium 0.51 - .95 / High > 1.0)  
Rating (Excellent < 0.50 / Good 0.51 - .95 / Poor > 1.0)

	2018-19	2019-20	2020-21	2021-22	2022-23
0.0	0.0	0.0	0.0	0.0	
N/A	N/A	N/A	N/A	N/A	
N/A	N/A	N/A	N/A	N/A	

##### Months of Cash - GRAPH 8

Score  
Risk (Low > 3 mo. / Medium 1 - 3 mo. / High < 1 mo.)  
Rating (Excellent > 3 mo. / Good 1 - 3 mo. / Poor < 1 mo.)

	2018-19	2019-20	2020-21	2021-22	2022-23
0.0	0.0	0.0	0.0	0.0	
N/A	N/A	N/A	N/A	N/A	
N/A	N/A	N/A	N/A	N/A	



## FISCAL ANALYSIS

### KIPP INFINITY CHARTER SCHOOL

NOTE: Effective 2019-20, the charter merged finances with the education corporation, "KIPP NYC Public Charter Schools." Accordingly, see the education corporation report containing the "Balance Sheet" for all charters merged into the education corporation.

#### CHARTER INFORMATION - (Continued)

##### Functional Expense Breakdown

Personnel Service
Administrative Staff Personnel
Instructional Personnel
Non-Instructional Personnel
Personnel Services (Combined)
<b>Total Salaries and Staff</b>
Fringe Benefits & Payroll Taxes
Retirement
Management Company Fees
Building and Land Rent / Lease / Facility Financing
Staff Development
Professional Fees, Consultant & Purchased Services
Marketing / Recruitment
Student Supplies, Materials & Services
Depreciation
Other
<b>Total Expenses</b>

2018-19	2019-20	2020-21	2021-22	2022-23
-	6,237,994	6,066,728	7,795,599	4,657,326
-	15,718,432	15,756,086	16,056,624	17,562,766
-	1,122,196	956,357	985,198	2,103,700
-	-	-	-	-
-	23,078,621	22,779,171	24,837,421	24,323,792
-	4,574,968	4,865,710	5,472,963	5,289,215
-	1,372,261	1,489,252	1,533,390	1,255,651
-	3,997,279	4,435,331	4,789,852	5,216,097
-	1,167,813	1,033,955	1,807,354	1,467,753
-	402,471	297,373	306,787	458,943
-	459,293	357,896	678,923	485,416
-	12,803	24,495	16,439	86,348
-	1,177,588	1,152,029	1,507,684	1,634,330
-	669,123	676,639	607,285	585,887
-	2,476,425	3,779,322	5,414,065	4,356,279
-	39,388,647	40,891,174	46,972,163	45,159,712

#### CHARTER ANALYSIS

##### ENROLLMENT

Original Chartered Enrollment
Final Chartered Enrollment (includes any revisions)
Actual Enrollment - <b>GRAPH 4</b>
Chartered Grades
Final Chartered Grades (includes any revisions)

2018-19	2019-20	2020-21	2021-22	2022-23
-	1,797	1,775	1,762	1,766
-	1,797	1,775	1,762	1,766
SED	1,839	1,873	1,801	1,787
K-12	K-12	K-12	K-12	K-12
-	-	-	-	-

##### Primary School District: NYC CHANCELLOR'S OFFICE

##### Per Pupil Funding (Weighted Avg of All Districts)

Increase over prior year

	2018-19	2019-20	2020-21	2021-22	2022-23
-	16,150	16,123	16,844	17,626	
0.0%	100.0%	-0.2%	4.3%	4.4%	

##### PER STUDENT BREAKDOWN

##### Revenue

Operating
Other Revenue and Support
<b>TOTAL - GRAPH 3</b>

#VALUE!	2018-19	2019-20	2020-21	2021-22	2022-23
#VALUE!	19,894	20,590	23,467	23,577	
#VALUE!	181	1,256	242	375	
#VALUE!	20,075	21,846	23,709	23,951	

##### Expenses

Program Services
Management and General, Fundraising
<b>TOTAL - GRAPH 3</b>

#VALUE!	2018-19	2019-20	2020-21	2021-22	2022-23
#VALUE!	19,134	19,369	23,275	22,139	
#VALUE!	2,301	2,463	2,807	3,132	
#VALUE!	21,435	21,832	26,081	25,271	

% of Program Services

#VALUE!	2018-19	2019-20	2020-21	2021-22	2022-23
#VALUE!	89.3%	88.7%	89.2%	87.6%	

% of Management and Other

#VALUE!	2018-19	2019-20	2020-21	2021-22	2022-23
#VALUE!	10.7%	11.3%	10.8%	12.4%	

% of Revenue Exceeding Expenses - **GRAPH 5**

#VALUE!	2018-19	2019-20	2020-21	2021-22	2022-23
#VALUE!	-6.3%	0.1%	-9.1%	-5.2%	

% of Revenue Expended on Facilities

#DIV/0!	2018-19	2019-20	2020-21	2021-22	2022-23
#DIV/0!	3.2%	2.7%	4.3%	3.5%	

##### Student to Faculty Ratio

	2018-19	2019-20	2020-21	2021-22	2022-23
-	12.6	12.2	12.2	10.2	

##### Faculty to Admin Ratio

	2018-19	2019-20	2020-21	2021-22	2022-23
-	2.8	3.1	2.5	4.3	

##### Financial Responsibility Composite Scores - GRAPH 6

Score
Fiscally Strong 1.5 - 3.0 / Fiscally Adequate 1.0 - 1.4 / Fiscally Needs Monitoring < 1.0

	2018-19	2019-20	2020-21	2021-22	2022-23
0.0	0.0	0.0	0.0	0.0	
N/A	N/A	N/A	N/A	N/A	

##### Working Capital - GRAPH 7

Net Working Capital
As % of Unrestricted Revenue
Working Capital (Current) Ratio Score
Risk (Low $\geq 3.0$ / Medium 1.4 - 2.9 / High < 1.4)
Rating (Excellent $\geq 3.0$ / Good 1.4 - 2.9 / Poor < 1.4)

	2018-19	2019-20	2020-21	2021-22	2022-23
0	0	0	0	0	
0.0%	0.0%	0.0%	0.0%	0.0%	
0.0	0.0	0.0	0.0	0.0	
N/A	N/A	N/A	N/A	N/A	
N/A	N/A	N/A	N/A	N/A	

##### Quick (Acid Test) Ratio

Score
Risk (Low $\geq 2.5$ / Medium 1.0 - 2.4 / High < 1.0)
Rating (Excellent $\geq 2.5$ / Good 1.0 - 2.4 / Poor < 1.0)

	2018-19	2019-20	2020-21	2021-22	2022-23
0.0	0.0	0.0	0.0	0.0	
N/A	N/A	N/A	N/A	N/A	
N/A	N/A	N/A	N/A	N/A	

##### Debt to Asset Ratio - GRAPH 7

Score
Risk (Low < 0.50 / Medium 0.51 - .95 / High > 1.0)
Rating (Excellent < 0.50 / Good 0.51 - .95 / Poor > 1.0)

	2018-19	2019-20	2020-21	2021-22	2022-23
0.0	0.0	0.0	0.0	0.0	
N/A	N/A	N/A	N/A	N/A	
N/A	N/A	N/A	N/A	N/A	

##### Months of Cash - GRAPH 8

Score
Risk (Low > 3 mo. / Medium 1 - 3 mo. / High < 1 mo.)
Rating (Excellent > 3 mo. / Good 1 - 3 mo. / Poor < 1 mo.)

	2018-19	2019-20	2020-21	2021-22	2022-23
0.0	0.0	0.0	0.0	0.0	
N/A	N/A	N/A	N/A	N/A	
N/A	N/A	N/A	N/A	N/A	

## FISCAL ANALYSIS

### KIPP S.T.A.R. COLLEGE PREP CHARTER SCHOOL

NOTE: Effective 2019-20, the charter merged finances with the education corporation, "KIPP NYC Public Charter Schools." Accordingly, see the education corporation report containing the "Balance Sheet" for all charters merged into the education corporation.

#### CHARTER INFORMATION

#### BALANCE SHEET

##### Assets

##### Current Assets

Cash and Cash Equivalents - **GRAPH 1**  
Grants and Contracts Receivable  
Accounts Receivable  
Prepaid Expenses  
Contributions and Other Receivables

##### Total Current Assets - GRAPH 1

Property, Building and Equipment, net  
Other Assets

##### Total Assets - GRAPH 1

##### Liabilities and Net Assets

##### Current Liabilities

Accounts Payable and Accrued Expenses  
Accrued Payroll and Benefits  
Deferred Revenue  
Current Maturities of Long-Term Debt  
Short Term Debt - Bonds, Notes Payable  
Other

##### Total Current Liabilities - GRAPH 1

Deferred Rent/Lease Liability

All other L-T debt and notes payable, net current maturities

##### Total Liabilities - GRAPH 1

##### Net Assets

Without Donor Restrictions  
With Donor Restrictions

##### Total Net Assets

##### Total Liabilities and Net Assets

#### ACTIVITIES

##### Operating Revenue

Resident Student Enrollment  
Students with Disabilities

##### Grants and Contracts

State and local  
Federal - Title and IDEA  
Federal - Other  
Other  
NYC DoE Rental Assistance  
Food Service/Child Nutrition Program

##### Total Operating Revenue

##### Expenses

Regular Education  
SPED  
Other

##### Total Program Services

Management and General  
Fundraising

##### Total Expenses - GRAPHS 2, 3 & 4

##### Surplus / (Deficit) From School Operations

##### Support and Other Revenue

Contributions  
Fundraising  
Miscellaneous Income  
Net assets released from restriction

##### Total Support and Other Revenue

Total Unrestricted Revenue

Total Temporarily Restricted Revenue

##### Total Revenue - GRAPHS 2 & 3

##### Change in Net Assets

##### Net Assets - Beginning of Year - GRAPH 2

Prior Year Adjustment(s)

##### Net Assets - End of Year - GRAPH 2

	MERGED		MERGED		MERGED		MERGED		Opened 2019-20
	2018-19	2019-20	2020-21	2021-22	2022-23				
Cash and Cash Equivalents - <b>GRAPH 1</b>	-	-	-	-	-	-	-	-	-
Grants and Contracts Receivable	-	-	-	-	-	-	-	-	-
Accounts Receivable	-	-	-	-	-	-	-	-	-
Prepaid Expenses	-	-	-	-	-	-	-	-	-
Contributions and Other Receivables	-	-	-	-	-	-	-	-	-
<b>Total Current Assets - GRAPH 1</b>	-	-	-	-	-	-	-	-	-
Property, Building and Equipment, net	-	-	-	-	-	-	-	-	-
Other Assets	-	-	-	-	-	-	-	-	-
<b>Total Assets - GRAPH 1</b>	-	-	-	-	-	-	-	-	-
Accounts Payable and Accrued Expenses	-	-	-	-	-	-	-	-	-
Accrued Payroll and Benefits	-	-	-	-	-	-	-	-	-
Deferred Revenue	-	-	-	-	-	-	-	-	-
Current Maturities of Long-Term Debt	-	-	-	-	-	-	-	-	-
Short Term Debt - Bonds, Notes Payable	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities - GRAPH 1</b>	-	-	-	-	-	-	-	-	-
Deferred Rent/Lease Liability	-	-	-	-	-	-	-	-	-
All other L-T debt and notes payable, net current maturities	-	-	-	-	-	-	-	-	-
<b>Total Liabilities - GRAPH 1</b>	-	-	-	-	-	-	-	-	-
Without Donor Restrictions	-	-	-	-	-	-	-	-	-
With Donor Restrictions	-	-	-	-	-	-	-	-	-
<b>Total Net Assets</b>	-	-	-	-	-	-	-	-	-
<b>Total Liabilities and Net Assets</b>	-	-	-	-	-	-	-	-	-
Resident Student Enrollment	-	13,096,635	13,298,708	12,892,681	12,749,034	-	-	-	-
Students with Disabilities	-	1,500,644	1,708,524	1,253,529	1,254,372	-	-	-	-
State and local	-	523,851	433,801	446,429	495,144	-	-	-	-
Federal - Title and IDEA	-	679,646	587,940	723,314	816,024	-	-	-	-
Federal - Other	-	48,972	372,617	1,528,956	1,677,148	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
NYC DoE Rental Assistance	-	-	-	-	-	-	-	-	-
Food Service/Child Nutrition Program	-	556	-	89,187	-	-	-	-	-
<b>Total Operating Revenue</b>	-	15,850,304	16,401,589	16,934,095	16,991,722	-	-	-	-
Regular Education	-	10,213,819	12,487,888	13,311,430	13,454,352	-	-	-	-
SPED	-	1,781,896	1,596,220	609,195	691,703	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Program Services</b>	-	11,995,715	14,084,108	13,920,625	14,146,055	-	-	-	-
Management and General	-	1,807,860	2,012,740	2,123,811	2,190,942	-	-	-	-
Fundraising	-	7,252	-	-	335	-	-	-	-
<b>Total Expenses - GRAPHS 2, 3 &amp; 4</b>	-	13,810,826	16,096,848	16,044,435	16,337,332	-	-	-	-
<b>Surplus / (Deficit) From School Operations</b>	-	2,039,478	304,740	889,660	654,391	-	-	-	-
Contributions	-	1,100	53,602	10,100	-	-	-	-	-
Fundraising	-	-	-	-	-	-	-	-	-
Miscellaneous Income	-	72,412	29,061	80,486	94,083	-	-	-	-
Net assets released from restriction	-	-	-	-	-	-	-	-	-
<b>Total Support and Other Revenue</b>	-	73,512	82,663	90,586	94,083	-	-	-	-
Total Unrestricted Revenue	-	15,928,150	16,485,133	17,019,681	17,085,805	-	-	-	-
Total Temporarily Restricted Revenue	-	(4,334)	(882)	5,000	-	-	-	-	-
<b>Total Revenue - GRAPHS 2 &amp; 3</b>	-	15,923,816	16,484,251	17,024,681	17,085,805	-	-	-	-
Change in Net Assets	-	2,112,990	387,403	980,246	748,474	-	-	-	-
<b>Net Assets - Beginning of Year - GRAPH 2</b>	-	201,528	2,324,974	2,712,377	3,656,097	-	-	-	-
Prior Year Adjustment(s)	-	10,456	331	2,505	187	-	-	-	-
<b>Net Assets - End of Year - GRAPH 2</b>	-	2,324,974	2,712,708	3,695,128	4,404,758	-	-	-	-



# FISCAL ANALYSIS

## KIPP S.T.A.R. COLLEGE PREP CHARTER SCHOOL

NOTE: Effective 2019-20, the charter merged finances with the education corporation, "KIPP NYC Public Charter Schools." Accordingly, see the education corporation report containing the "Balance Sheet" for all charters merged into the education corporation.

### CHARTER INFORMATION - (Continued)

#### Functional Expense Breakdown

Personnel Service
Administrative Staff Personnel
Instructional Personnel
Non-Instructional Personnel
Personnel Services (Combined)
<b>Total Salaries and Staff</b>
Fringe Benefits & Payroll Taxes
Retirement
Management Company Fees
Building and Land Rent / Lease / Facility Financing
Staff Development
Professional Fees, Consultant & Purchased Services
Marketing / Recruitment
Student Supplies, Materials & Services
Depreciation
Other
<b>Total Expenses</b>

2018-19	2019-20	2020-21	2021-22	2022-23
-	2,610,425	2,445,518	2,546,040	2,129,866
-	5,828,710	5,998,024	6,164,050	7,236,034
-	77,949	76,474	81,248	171,778
-	-	-	-	-
-	8,517,084	8,520,016	8,791,338	9,537,678
-	1,687,758	1,732,298	1,882,114	2,070,668
-	261,992	296,766	283,291	261,382
-	1,770,395	1,992,583	2,062,295	2,053,996
-	50,365	67,028	282,336	134,654
-	142,636	140,866	184,574	257,876
-	74,711	103,661	178,838	170,980
-	9,694	6,046	4,883	38,105
-	362,395	530,739	781,595	613,940
-	266,061	231,966	133,839	112,235
-	657,280	2,474,879	1,456,825	1,085,630
-	13,800,370	16,096,850	16,041,930	16,337,144

### CHARTER ANALYSIS

#### ENROLLMENT

Original Chartered Enrollment
Final Chartered Enrollment (includes any revisions)
Actual Enrollment - <b>GRAPH 4</b>
Chartered Grades
Final Chartered Grades (includes any revisions)

2018-19	2019-20	2020-21	2021-22	2022-23
-	798	799	794	792
-	798	799	794	792
-	803	817	758	710
Transfer to SED	K-8	K-8	K-8	K-8
K-12	-	-	-	-

#### Primary School District: NYC CHANCELLOR'S OFFICE

##### Per Pupil Funding (Weighted Avg of All Districts)

Increase over prior year

-	16,150	16,123	16,844	17,626
0.0%	100.0%	-0.2%	4.3%	4.4%

#### PER STUDENT BREAKDOWN

##### Revenue

Operating
Other Revenue and Support
<b>TOTAL - GRAPH 3</b>

-	19,739	20,075	22,340	23,932
-	92	101	120	133
-	19,830	20,177	22,460	24,065

##### Expenses

Program Services
Management and General, Fundraising
<b>TOTAL - GRAPH 3</b>

-	14,939	17,239	18,365	19,924
-	2,260	2,464	2,802	3,086
-	17,199	19,702	21,167	23,010

% of Program Services

% of Management and Other

% of Revenue Exceeding Expenses - **GRAPH 5**

% of Revenue Expended on Facilities

0.0%	86.9%	87.5%	86.8%	86.6%
0.0%	13.1%	12.5%	13.2%	13.4%
0.0%	15.3%	2.4%	6.1%	4.6%
#DIV/0!	0.3%	0.4%	1.7%	0.8%

#### Student to Faculty Ratio

-	12.8	12.5	11.4	9.5
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#### Faculty to Admin Ratio

-	3.0	3.3	3.3	4.2
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#### Financial Responsibility Composite Scores - GRAPH 6

Score
Fiscally Strong 1.5 - 3.0 / Fiscally Adequate 1.0 - 1.4 /
Fiscally Needs Monitoring < 1.0

0.0	0.0	0.0	0.0	0.0
N/A	N/A	N/A	N/A	N/A

#### Working Capital - GRAPH 7

Net Working Capital
As % of Unrestricted Revenue
Working Capital (Current) Ratio Score
Risk (Low $\geq 3.0$ / Medium 1.4 - 2.9 / High < 1.4)
Rating (Excellent $\geq 3.0$ / Good 1.4 - 2.9 / Poor < 1.4)

0	0	0	0	0
0.0%	0.0%	0.0%	0.0%	0.0%
0.0	0.0	0.0	0.0	0.0
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A

#### Quick (Acid Test) Ratio

Score
Risk (Low $\geq 2.5$ / Medium 1.0 - 2.4 / High < 1.0)
Rating (Excellent $\geq 2.5$ / Good 1.0 - 2.4 / Poor < 1.0)

0.0	0.0	0.0	0.0	0.0
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A

#### Debt to Asset Ratio - GRAPH 7

Score
Risk (Low < 0.50 / Medium 0.51 - .95 / High > 1.0)
Rating (Excellent < 0.50 / Good 0.51 - .95 / Poor > 1.0)

0.0	0.0	0.0	0.0	0.0
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A

#### Months of Cash - GRAPH 8

Score
Risk (Low > 3 mo. / Medium 1 - 3 mo. / High < 1 mo.)
Rating (Excellent > 3 mo. / Good 1 - 3 mo. / Poor < 1 mo.)

0.0	0.0	0.0	0.0	0.0
N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A

## FISCAL ANALYSIS

### KIPP NYC WASHINGTON HEIGHTS ACADEMY CHARTER SCHOOL

NOTE: Effective 2019-20, the charter merged finances with the education corporation, "KIPP NYC Public Charter Schools." Accordingly, see the education corporation report containing the "Balance Sheet" for all charters merged into the education corporation.

#### CHARTER INFORMATION

##### BALANCE SHEET

###### Assets

###### Current Assets

Cash and Cash Equivalents - **GRAPH 1**  
Grants and Contracts Receivable  
Accounts Receivable  
Prepaid Expenses  
Contributions and Other Receivables

###### Total Current Assets - **GRAPH 1**

Property, Building and Equipment, net  
Other Assets

###### Total Assets - **GRAPH 1**

###### Liabilities and Net Assets

###### Current Liabilities

Accounts Payable and Accrued Expenses  
Accrued Payroll and Benefits  
Deferred Revenue  
Current Maturities of Long-Term Debt  
Short Term Debt - Bonds, Notes Payable  
Other

###### Total Current Liabilities - **GRAPH 1**

Deferred Rent/Lease Liability

All other L-T debt and notes payable, net current maturities

###### Total Liabilities - **GRAPH 1**

###### Net Assets

Without Donor Restrictions  
With Donor Restrictions

###### Total Net Assets

###### Total Liabilities and Net Assets

##### ACTIVITIES

###### Operating Revenue

Resident Student Enrollment  
Students with Disabilities

###### Grants and Contracts

State and local  
Federal - Title and IDEA  
Federal - Other  
Other  
NYC DoE Rental Assistance  
Food Service/Child Nutrition Program

###### Total Operating Revenue

###### Expenses

Regular Education  
SPED  
Other

###### Total Program Services

Management and General  
Fundraising

###### Total Expenses - **GRAPHS 2, 3 & 4**

###### Surplus / (Deficit) From School Operations

###### Support and Other Revenue

Contributions  
Fundraising  
Miscellaneous Income  
Net assets released from restriction

###### Total Support and Other Revenue

###### Total Unrestricted Revenue

###### Total Temporarily Restricted Revenue

###### Total Revenue - **GRAPHS 2 & 3**

###### Change in Net Assets

###### Net Assets - Beginning of Year - **GRAPH 2**

Prior Year Adjustment(s)

###### Net Assets - End of Year - **GRAPH 2**

#### Opened 2012-13 (Transfer from SED to SUNY 2019-20)

	2018-19	MERGED 2019-20	MERGED 2020-21	MERGED 2021-22	MERGED 2022-23
Cash and Cash Equivalents - <b>GRAPH 1</b>	-	-	-	-	-
Grants and Contracts Receivable	-	-	-	-	-
Accounts Receivable	-	-	-	-	-
Prepaid Expenses	-	-	-	-	-
Contributions and Other Receivables	-	-	-	-	-
<b>Total Current Assets - GRAPH 1</b>	-	-	-	-	-
Property, Building and Equipment, net	-	-	-	-	-
Other Assets	-	-	-	-	-
<b>Total Assets - GRAPH 1</b>	-	-	-	-	-

Accounts Payable and Accrued Expenses	-	-	-	-	-
Accrued Payroll and Benefits	-	-	-	-	-
Deferred Revenue	-	-	-	-	-
Current Maturities of Long-Term Debt	-	-	-	-	-
Short Term Debt - Bonds, Notes Payable	-	-	-	-	-
Other	-	-	-	-	-
<b>Total Current Liabilities - GRAPH 1</b>	-	-	-	-	-
Deferred Rent/Lease Liability	-	-	-	-	-
All other L-T debt and notes payable, net current maturities	-	-	-	-	-
<b>Total Liabilities - GRAPH 1</b>	-	-	-	-	-

Without Donor Restrictions	-	-	-	-	-
With Donor Restrictions	-	-	-	-	-
<b>Total Net Assets</b>	-	-	-	-	-
<b>Total Liabilities and Net Assets</b>	-	-	-	-	-

Resident Student Enrollment	-	13,448,805	13,509,072	13,552,376	13,749,284
Students with Disabilities	-	2,608,521	2,795,541	2,668,238	2,389,184

State and local	-	371,732	293,139	345,450	356,314
Federal - Title and IDEA	-	688,952	622,790	725,370	658,971
Federal - Other	-	122,916	473,055	1,400,459	1,301,210
Other	-	-	-	-	-
NYC DoE Rental Assistance	-	-	-	-	-
Food Service/Child Nutrition Program	-	25,000	-	40,872	-
<b>Total Operating Revenue</b>	-	17,265,927	17,693,597	18,732,766	18,454,963

Regular Education	-	10,342,879	12,103,776	13,675,525	13,595,455
SPED	-	2,078,874	1,688,313	624,852	615,077
Other	-	-	-	-	-

<b>Total Program Services</b>	-	12,421,753	13,792,089	14,300,377	14,210,532
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Management and General	-	1,971,099	2,171,728	2,353,153	2,385,902
Fundraising	-	300	-	-	-

<b>Total Expenses - GRAPHS 2, 3 &amp; 4</b>	-	14,393,152	15,963,817	16,653,530	16,596,435
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<b>Surplus / (Deficit) From School Operations</b>	-	2,872,775	1,729,780	2,079,235	1,858,529
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Contributions	-	47,725	55,394	32,392	10,000
Fundraising	-	-	-	-	-
Miscellaneous Income	-	43,995	39,074	544,990	73,388
Net assets released from restriction	-	-	-	-	-
<b>Total Support and Other Revenue</b>	-	91,720	94,468	577,382	83,388

<b>Total Unrestricted Revenue</b>	-	17,361,161	17,788,866	19,298,832	18,553,252
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<b>Total Temporarily Restricted Revenue</b>	-	(3,514)	(801)	11,316	(14,901)
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<b>Total Revenue - GRAPHS 2 &amp; 3</b>	-	17,357,647	17,788,065	19,310,148	18,538,351
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<b>Change in Net Assets</b>	-	2,964,495	1,824,248	2,656,617	1,941,916
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<b>Net Assets - Beginning of Year - GRAPH 2</b>	-	6,764,240	9,740,225	11,564,473	14,125,343
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<b>Prior Year Adjustment(s)</b>	-	11,490	(1,882)	(257)	(5,184)
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<b>Net Assets - End of Year - GRAPH 2</b>	-	9,740,225	11,562,591	14,220,834	16,062,075
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# FISCAL ANALYSIS

## KIPP NYC WASHINGTON HEIGHTS ACADEMY CHARTER SCHOOL

NOTE: Effective 2019-20, the charter merged finances with the education corporation, "KIPP NYC Public Charter Schools." Accordingly, see the education corporation report containing the "Balance Sheet" for all charters merged into the education corporation.

### CHARTER INFORMATION - (Continued)

#### Functional Expense Breakdown

	2018-19	2019-20	2020-21	2021-22	2022-23
Personnel Service	-	1,715,199	1,923,293	2,271,609	2,156,037
Administrative Staff Personnel	-	6,954,566	6,884,281	6,762,549	7,043,267
Instructional Personnel	-	91,291	65,607	71,322	255,885
Non-Instructional Personnel	-	-	-	-	-
Personnel Services (Combined)	-	-	-	-	-
<b>Total Salaries and Staff</b>	-	<b>8,761,056</b>	<b>8,873,181</b>	<b>9,105,479</b>	<b>9,455,189</b>
Fringe Benefits & Payroll Taxes	-	1,769,902	1,864,757	2,032,736	1,965,335
Retirement	-	315,701	344,589	356,056	345,605
Management Company Fees	-	1,918,592	2,148,600	2,287,098	2,244,284
Building and Land Rent / Lease / Facility Financing	-	46,978	78,865	170,409	79,856
Staff Development	-	106,448	106,355	134,652	201,222
Professional Fees, Consultant & Purchased Services	-	167,867	81,178	352,002	134,371
Marketing / Recruitment	-	3,203	6,718	1,469	33,759
Student Supplies, Materials & Services	-	375,547	330,102	604,654	586,436
Depreciation	-	280,410	234,463	227,739	270,285
Other	-	635,957	1,895,009	1,381,493	1,285,276
<b>Total Expenses</b>	-	<b>14,381,662</b>	<b>15,963,817</b>	<b>16,653,787</b>	<b>16,601,618</b>

### CHARTER ANALYSIS

#### ENROLLMENT

	2018-19	2019-20	2020-21	2021-22	2022-23
Original Chartered Enrollment	-	1,086	1,075	1,058	839
Final Chartered Enrollment (includes any revisions)	-	803	796	793	839
Actual Enrollment - <b>GRAPH 4</b>	SED	819	833	626	774
Chartered Grades	K-11	K-12	K-12	K-12	K-8
Final Chartered Grades (includes any revisions)	-	K-8	K-8	K-8	-

#### Primary School District: NYC CHANCELLOR'S OFFICE

Per Pupil Funding (Weighted Avg of All Districts)	2018-19	2019-20	2020-21	2021-22	2022-23
Increase over prior year	-	16,150	16,123	16,844	17,626
	0.0%	100.0%	-0.2%	4.3%	4.4%

#### PER STUDENT BREAKDOWN

Revenue	#VALUE!	21,082	21,241	29,925	23,844
Operating	#VALUE!	112	113	922	108
Other Revenue and Support	#VALUE!	21,194	21,354	30,847	23,951
<b>TOTAL - GRAPH 3</b>					
Expenses	#VALUE!	15,167	16,557	22,844	18,360
Program Services	#VALUE!	2,407	2,607	3,759	3,083
Management and General, Fundraising	#VALUE!	17,574	19,164	26,603	21,442
<b>TOTAL - GRAPH 3</b>					
% of Program Services	#VALUE!	86.3%	86.4%	85.9%	85.6%
% of Management and Other	#VALUE!	13.7%	13.6%	14.1%	14.4%
<b>% of Revenue Exceeding Expenses - GRAPH 5</b>	#VALUE!	20.6%	11.4%	16.0%	11.7%
<b>% of Revenue Expended on Facilities</b>	#DIV/0!	0.3%	0.4%	0.9%	0.4%

#### Student to Faculty Ratio

	2018-19	2019-20	2020-21	2021-22	2022-23
	-	12.4	11.4	8.8	9.8

#### Faculty to Admin Ratio

	2018-19	2019-20	2020-21	2021-22	2022-23
	-	4.1	4.6	4.0	5.2

#### Financial Responsibility Composite Scores - GRAPH 6

Score	2018-19	2019-20	2020-21	2021-22	2022-23
Fiscally Strong 1.5 - 3.0 / Fiscally Adequate 1.0 - 1.4 / Fiscally Needs Monitoring < 1.0	0.0	0.0	0.0	0.0	0.0
	N/A	N/A	N/A	N/A	N/A

#### Working Capital - GRAPH 7

Net Working Capital	2018-19	2019-20	2020-21	2021-22	2022-23
As % of Unrestricted Revenue	0	0	0	0	0
Working Capital (Current) Ratio Score	0.0%	0.0%	0.0%	0.0%	0.0%
Risk (Low ≥ 3.0 / Medium 1.4 - 2.9 / High < 1.4)	0.0	0.0	0.0	0.0	0.0
Rating (Excellent ≥ 3.0 / Good 1.4 - 2.9 / Poor < 1.4)	N/A	N/A	N/A	N/A	N/A
	N/A	N/A	N/A	N/A	N/A

#### Quick (Acid Test) Ratio

Score	2018-19	2019-20	2020-21	2021-22	2022-23
Risk (Low ≥ 2.5 / Medium 1.0 - 2.4 / High < 1.0)	0.0	0.0	0.0	0.0	0.0
Rating (Excellent ≥ 2.5 / Good 1.0 - 2.4 / Poor < 1.0)	N/A	N/A	N/A	N/A	N/A
	N/A	N/A	N/A	N/A	N/A

#### Debt to Asset Ratio - GRAPH 7

Score	2018-19	2019-20	2020-21	2021-22	2022-23
Risk (Low < 0.50 / Medium 0.51 - .95 / High > 1.0)	0.0	0.0	0.0	0.0	0.0
Rating (Excellent < 0.50 / Good 0.51 - .95 / Poor > 1.0)	N/A	N/A	N/A	N/A	N/A
	N/A	N/A	N/A	N/A	N/A

#### Months of Cash - GRAPH 8

Score	2018-19	2019-20	2020-21	2021-22	2022-23
Risk (Low > 3 mo. / Medium 1 - 3 mo. / High < 1 mo.)	0.0	0.0	0.0	0.0	0.0
Rating (Excellent > 3 mo. / Good 1 - 3 mo. / Poor < 1 mo.)	N/A	N/A	N/A	N/A	N/A
	N/A	N/A	N/A	N/A	N/A

## FISCAL ANALYSIS

### KIPP NYC PUBLIC CHARTER SCHOOLS (COMBINED)

#### CHARTER INFORMATION

##### BALANCE SHEET

###### Assets

###### Current Assets

Cash and Cash Equivalents - <b>GRAPH 1</b>	
Grants and Contracts Receivable	
Accounts Receivable	
Prepaid Expenses	
Contributions and Other Receivables	

###### Total Current Assets - **GRAPH 1**

Property, Building and Equipment, net	
Other Assets	

###### Total Assets - **GRAPH 1**

###### Liabilities and Net Assets

###### Current Liabilities

Accounts Payable and Accrued Expenses	
Accrued Payroll and Benefits	
Deferred Revenue	
Current Maturities of Long-Term Debt	
Short Term Debt - Bonds, Notes Payable	
Other	

###### Total Current Liabilities - **GRAPH 1**

###### Deferred Rent/Lease Liability

###### All other L-T debt and notes payable, net current maturities

###### Total Liabilities - **GRAPH 1**

###### Net Assets

Without Donor Restrictions	
With Donor Restrictions	

###### Total Net Assets

###### Total Liabilities and Net Assets

##### ACTIVITIES

###### Operating Revenue

Resident Student Enrollment	
Students with Disabilities	

###### Grants and Contracts

State and local	
Federal - Title and IDEA	
Federal - Other	
Other	
NYC DoE Rental Assistance	
Food Service/Child Nutrition Program	

###### Total Operating Revenue

###### Expenses

Regular Education	
SPED	
Other	

###### Total Program Services

Management and General	
Fundraising	

###### Total Expenses - **GRAPHS 2, 3 & 4**

###### Surplus / (Deficit) From School Operations

###### Support and Other Revenue

Contributions	
Fundraising	
Miscellaneous Income	
Net assets released from restriction	

###### Total Support and Other Revenue

###### Total Unrestricted Revenue

###### Total Temporally Restricted Revenue

###### Total Revenue - **GRAPHS 2 & 3**

###### Change in Net Assets

###### Net Assets - Beginning of Year - **GRAPH 2**

###### Prior Year Adjustment(s)

###### Net Assets - End of Year - **GRAPH 2**

	MERGED	MERGED	MERGED	MERGED
	2018-19	2019-20	2020-21	2021-22
	-	11,538,948	7,007,553	14,361,002
	-	2,516,883	3,639,150	8,122,752
	-	-	-	-
	-	44,437	40,158	6,553,654
	-	827,241	677,050	-
	-	14,927,508	11,363,911	29,037,408
	-	8,589,407	6,907,434	6,610,756
	-	1,065,632	10,741,675	300,000
	-	24,582,546	29,013,020	35,948,164

	-	2,234,309	4,237,440	5,041,633	4,714,012
	-	185,662	182,852	-	-
	-	1,858	85,799	-	166,332
	-	245,804	245,803	-	200,000
	-	-	-	5,033,882	153,141
	-	0	(223,199)	794,644	4,668,506
	-	2,667,633	4,528,695	10,870,159	9,901,991
	-	-	-	1,976,021	-
	-	2,791,606	545,803	300,000	40,872,523
	-	5,459,239	5,074,498	13,146,180	50,774,514

	-	19,049,526	23,566,020	22,493,248	23,936,723
	-	73,781	372,502	308,736	72,467
	-	19,123,307	23,938,522	22,801,984	24,009,190
	-	24,582,546	29,013,020	35,948,164	74,783,704

	-	79,089,299	85,423,417	96,289,597	107,059,649
	-	11,106,922	12,399,318	12,095,923	11,849,905

	-	1,778,783	2,278,372	4,330,991	7,599,130
	-	3,188,154	3,443,836	4,413,939	5,023,998
	-	1,343,754	2,752,342	12,923,295	12,969,920
	-	-	-	-	-
	-	-	-	-	-
	-	615,318	1,978,686	3,324,542	3,179,043
	-	97,122,231	108,275,971	133,378,287	147,681,645

	-	72,522,170	87,945,651	114,768,226	120,812,900
	-	9,275,754	7,879,032	6,104,274	6,760,813
	-	-	-	-	-

	-	81,797,924	95,824,683	120,872,500	127,573,713
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	-	11,161,109	13,213,563	16,409,065	19,083,187
	-	33,770	-	93	11,131

	-	92,992,803	109,038,246	137,281,658	146,668,032
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	-	4,129,428	(762,275)	(3,903,371)	1,013,613
--	---	-----------	-----------	-------------	-----------

	-	151,868	451,365	386,499	170,245
	-	-	-	-	-
	-	595,043	5,083,646	1,377,001	1,076,229
	-	-	-	-	-
	-	746,911	5,535,011	1,763,501	1,246,474

	-	97,942,860	113,813,261	134,904,554	149,164,388
--	---	------------	-------------	-------------	-------------

	-	(73,718)	(2,279)	237,234	(236,269)
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	-	97,869,142	113,810,982	135,141,788	148,928,119
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	-	4,876,339	4,772,736	(2,139,870)	2,260,087
--	---	-----------	-----------	-------------	-----------

	-	14,173,413	18,775,872	23,784,744	20,698,681
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	-	73,554	464,956	7,013	(554)
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	-	19,123,306	24,013,564	21,651,887	22,958,214
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# FISCAL ANALYSIS

## KIPP NYC PUBLIC CHARTER SCHOOLS (COMBINED)

### CHARTER INFORMATION - (Continued)

#### Functional Expense Breakdown

Personnel Service
Administrative Staff Personnel
Instructional Personnel
Non-Instructional Personnel
Personnel Services (Combined)
<b>Total Salaries and Staff</b>
Fringe Benefits & Payroll Taxes
Retirement
Management Company Fees
Building and Land Rent / Lease / Facility Financing
Staff Development
Professional Fees, Consultant & Purchased Services
Marketing / Recruitment
Student Supplies, Materials & Services
Depreciation
Other

#### Total Expenses

2018-19	2019-20	2020-21	2021-22	2022-23
-	15,168,352	15,701,695	20,511,878	16,913,963
-	38,483,168	41,019,017	47,421,375	56,596,496
-	1,367,175	1,169,521	1,202,198	3,372,611
-	-	-	-	-
-	55,018,695	57,890,233	69,135,451	76,883,069
-	10,905,889	12,119,424	15,046,674	16,634,398
-	2,348,796	2,636,814	2,929,471	2,901,829
-	10,785,017	12,930,286	15,922,043	17,977,196
-	1,532,295	2,542,162	9,844,932	10,292,525
-	918,659	836,558	1,219,563	1,851,640
-	977,893	871,388	2,020,773	1,751,063
-	75,173	95,970	78,746	305,894
-	2,698,558	2,971,960	4,896,067	5,214,394
-	1,987,944	2,101,093	1,929,134	2,176,526
-	5,563,468	14,042,359	14,251,788	10,680,051
-	92,812,387	109,038,246	137,274,642	146,668,586

### CHARTER ANALYSIS

#### ENROLLMENT

Original Chartered Enrollment
Final Chartered Enrollment (includes any revisions)
Actual Enrollment - <b>GRAPH 4</b>
Chartered Grades
Final Chartered Grades (includes any revisions)

2018-19	2019-20	2020-21	2021-22	2022-23
-	5,006	5,485	6,326	6,725
-	4,776	5,106	5,797	6,462
-	4,813	5,261	5,446	6,034
-	-	-	-	-
-	-	-	-	-

#### Primary School District:

Per Pupil Funding (Weighted Avg of All Districts)  
Increase over prior year

-	-	-	-	-
0.0%	0.0%	0.0%	0.0%	0.0%

#### PER STUDENT BREAKDOWN

##### Revenue

Operating
Other Revenue and Support
<b>TOTAL - GRAPH 3</b>

-	20,179	20,581	24,491	24,475
-	155	1,052	324	207
-	20,334	21,633	24,815	24,681

##### Expenses

Program Services
Management and General, Fundraising
<b>TOTAL - GRAPH 3</b>
% of Program Services
% of Management and Other

-	16,995	18,214	22,195	21,142
-	2,326	2,512	3,013	3,164
-	19,321	20,726	25,208	24,307
0.0%	88.0%	87.9%	88.0%	87.0%
0.0%	12.0%	12.1%	12.0%	13.0%
0.0%	5.2%	4.4%	-1.6%	1.5%
#DIV/0!	1.6%	2.3%	7.4%	7.0%

#### % of Revenue Exceeding Expenses - GRAPH 5

#### % of Revenue Expended on Facilities

#### Student to Faculty Ratio

-	12.5	12.0	11.2	9.9
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#### Faculty to Admin Ratio

-	3.0	3.4	3.0	4.2
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#### Financial Responsibility Composite Scores - GRAPH 6

Score
Fiscally Strong 1.5 - 3.0 / Fiscally Adequate 1.0 - 1.4 /
Fiscally Needs Monitoring < 1.0

0.0	2.4	2.5	2.0	1.8
N/A	Fiscally Strong	Fiscally Strong	Fiscally Strong	Fiscally Strong

#### Working Capital - GRAPH 7

Net Working Capital
As % of Unrestricted Revenue
Working Capital (Current) Ratio Score
Risk (Low ≥ 3.0 / Medium 1.4 - 2.9 / High < 1.4)
Rating (Excellent ≥ 3.0 / Good 1.4 - 2.9 / Poor < 1.4)

0	12,259,875	6,835,216	18,167,249	14,924,411
0.0%	12.5%	6.0%	13.5%	10.0%
0.0	5.6	2.5	2.7	2.5
N/A	LOW	MEDIUM	MEDIUM	MEDIUM
N/A	Excellent	Good	Good	Good

#### Quick (Acid Test) Ratio

Score
Risk (Low ≥ 2.5 / Medium 1.0 - 2.4 / High < 1.0)
Rating (Excellent ≥ 2.5 / Good 1.0 - 2.4 / Poor < 1.0)

0.0	5.6	2.5	2.1	1.8
N/A	LOW	LOW	MEDIUM	MEDIUM
N/A	Excellent	Excellent	Good	Good

#### Debt to Asset Ratio - GRAPH 7

Score
Risk (Low < 0.50 / Medium 0.51 - .95 / High > 1.0)
Rating (Excellent < 0.50 / Good 0.51 - .95 / Poor > 1.0)

0.0	0.2	0.2	0.4	0.7
N/A	LOW	LOW	LOW	MEDIUM
N/A	Excellent	Excellent	Excellent	Good

#### Months of Cash - GRAPH 8

Score
Risk (Low > 3 mo. / Medium 1 - 3 mo. / High < 1 mo.)
Rating (Excellent > 3 mo. / Good 1 - 3 mo. / Poor < 1 mo.)

0.0	1.5	0.8	1.3	0.9
N/A	MEDIUM	HIGH	MEDIUM	HIGH
N/A	Good	Poor	Good	Poor

## FUTURE PLANS



### IF THE SUNY TRUSTEES RENEW THE EDUCATION CORPORATION'S AUTHORITY TO OPERATE EACH CHARTER DUE FOR RENEWAL, ARE ITS PLANS FOR THE CHARTERS REASONABLE, FEASIBLE, AND ACHIEVABLE?

*KIPP NYC Schools is an academic success supported by an effective, viable organization. The education corporation is fiscally sound and presents sound financial plans. The schools, with the support of the network, will continue implementing the successful academic program across all schools. As such, KIPP NYC Schools' plans for the next charter term are reasonable, feasible, and achievable.*

#### KIPP NYC PUBLIC CHARTER SCHOOLS

**Plans for the Charter's Structure.** The education corporation has provided all of the key structural elements for a charter renewal and those elements are reasonable, feasible, and achievable.

**Plans for Board Oversight & Governance.** KIPP NYC Schools board members plan to continue to serve in the next charter term. The board will continue to recruit new membership to expand its capacity to provide oversight and governance.

**Fiscal & Facility Plans.** KIPP NYC Schools, as well as each charter, has provided future budgets that are reasonable and achievable. The current year budget also includes some reserves for every charter, as well as a \$2 million CMO contingency. Additionally, there is an emergency \$500,000 reserve for facilities, should it be needed. Overall, even after including the reserves, net income for the combined charters exhibits a surplus for the 2023-24 school year.

#### KIPP ALWAYS MENTALLY PREPARED CHARTER SCHOOL

**Plans for the Educational Program.** KIPP AMP plans to implement the same core elements of its educational program that enabled the charter to meet or come close to meeting its key Accountability Plan goals in the current charter term.

**Facility Plans.** KIPP AMP serves its Kindergarten – 8<sup>th</sup> grade program in a NYCDOE co-located facility at 1224 Park Place, Brooklyn. The site has been approved by the Panel for Education Policy, and the education corporation is confident the school will have the opportunity to remain in the current space for the full course of the new charter term.

	CURRENT	END OF NEXT CHARTER TERM
<b>Enrollment</b>	882	922
<b>Grade Span</b>	K – 8	K – 8
<b>Teaching Staff</b>	65	67
<b>Days of Instruction</b>	180	180

## FUTURE PLANS

### KIPP BEYOND CHARTER SCHOOL

**Plans for the Educational Program.** KIPP Beyond plans to implement the same core elements of its educational program that enabled the charter to meet or come close to meeting its key Accountability Plan goals in the current charter term.

**Facility Plans.** KIPP Beyond serves its current 6<sup>th</sup> – 8<sup>th</sup> grade in a leased facility at 533 West 121<sup>st</sup> Street, New York. The school is currently in year three of a seven-year lease term and has not indicated whether it plans to renew the lease or seek an alternative site in the final year of the new charter term.

	CURRENT	END OF NEXT CHARTER TERM
<i>Enrollment</i>	275	603
<i>Grade Span</i>	6 – 8	6 – 12
<i>Teaching Staff</i>	20	40
<i>Days of Instruction</i>	180	180

### KIPP BRONX CHARTER SCHOOL II

**Plans for the Educational Program.** KIPP Bronx II plans to implement the same core elements of its educational program that enabled the charter to meet or come close to meeting its key Accountability Plan goals in the current charter term.

**Facility Plans.** KIPP Bronx II serves its current Kindergarten – 8<sup>th</sup> grade program in a privately owned facility at 2720 Jerome Avenue, Bronx. This new facility opened for the 2023-2024 school year and will be the permanent site for the school for the full course of the new charter term.

	CURRENT	END OF NEXT CHARTER TERM
<i>Enrollment</i>	825	950
<i>Grade Span</i>	K – 8	K – 8
<i>Teaching Staff</i>	69	70
<i>Days of Instruction</i>	180	180

## FUTURE PLANS

### KIPP BRONX CHARTER SCHOOL III

**Plans for the Educational Program.** KIPP Bronx III plans to implement the same core elements of its educational program that enabled the charter to meet or come close to meeting its key Accountability Plan goals in the current charter term. The education corporation plans to keep high school grades on the charter.

**Facility Plans.** Kipp Bronx III services its current Kindergarten – 10<sup>th</sup> grade program in three sites. The Kindergarten – 8<sup>th</sup> grade program is located at 1504 Macombs Road, Bronx, in a new facility that opened for the 2023-24 school year and will be the permanent site for the full course of the new charter term. The program houses 9<sup>th</sup> grade in a temporary leased facility at 501 Gerard Avenue, Bronx, until the high school construction project is completed. Tenth grade is in a sub-leased facility with KIPP New York Facilities, LLC, as the primary tenant with plans to remain in the current space for the full course of the new charter term.

	CURRENT	END OF NEXT CHARTER TERM
<i>Enrollment</i>	863	3,135
<i>Grade Span</i>	K – 10	K – 12
<i>Teaching Staff</i>	92	218
<i>Days of Instruction</i>	180	180

### KIPP FREEDOM CHARTER SCHOOL

**Plans for the Educational Program.** KIPP Freedom plans to implement the same core elements of its educational program that enabled the charter to meet or come close to meeting its key Accountability Plan goals in the current charter term.

**Facility Plans.** KIPP Freedom serves its current Kindergarten – 2<sup>nd</sup> grade and 6<sup>th</sup> – 8<sup>th</sup> grade program in two NYCDOE co-located facilities, with Kindergarten – 2<sup>nd</sup> grade at 2246 Jerome Avenue, Bronx, and 6<sup>th</sup> – 8<sup>th</sup> grade at 1825 Prospect Avenue, Bronx. The sites have been approved by the Panel for Education Policy, and the education corporation is confident the school will have the opportunity to remain in the current spaces for the full course of the new charter term.

	CURRENT	END OF NEXT CHARTER TERM
<i>Enrollment</i>	555	845
<i>Grade Span</i>	K – 2, 6 – 8	K – 8
<i>Teaching Staff</i>	38	59
<i>Days of Instruction</i>	180	180



## FUTURE PLANS

### KIPP INFINITY CHARTER SCHOOL

**Plans for the Educational Program.** KIPP Infinity plans to implement the same core elements of its educational program that enabled the charter to meet or come close to meeting its key Accountability Plan goals in the current charter term. The merged education corporation plans to shift the high school grades served to the KIPP Beyond and KIPP Bronx III charter.

**Facility Plans.** KIPP Infinity services its current Kindergarten – 12<sup>th</sup> grade program in three sites. The Kindergarten – 8<sup>th</sup> grade program is located at 625 West 133<sup>rd</sup> Street, New York, in a co-located NYCDOE facility and plans to remain at the site for the full course of the new charter term. Ninth grade is in a leased facility at 501 Gerard Avenue, Bronx, which is being used as a temporary space until the high school construction project is completed. For 10<sup>th</sup> – 12<sup>th</sup> grade, the program is housed in a sub-leased facility with KIPP New York Facilities, LLC as the primary tenant, with plans for one grade to remain in the current space for the full course of the new charter term and others moving when the high school construction project is completed.

	CURRENT	END OF NEXT CHARTER TERM
<b>Enrollment</b>	1,778	894
<b>Grade Span</b>	K – 12	K – 8
<b>Teaching Staff</b>	132	64
<b>Days of Instruction</b>	180	180

### KIPP S.T.A.R. COLLEGE PREP CHARTER SCHOOL

**Plans for the Educational Program.** KIPP STAR plans to implement the same core elements of its educational program that enabled the charter to meet or come close to meeting its key Accountability Plan goals in the current charter term.

**Facility Plans.** KIPP STAR serves its Kindergarten – 8<sup>th</sup> grade program in two NYCDOE co-located facilities, with grades Kindergarten – 4<sup>th</sup> grade at 625 West 133<sup>rd</sup> Street, New York, and 5<sup>th</sup> – 8<sup>th</sup> grades at 433 West 123<sup>rd</sup> Street, New York. The sites have been approved by the Panel for Education Policy, and the education corporation is confident the school will have the opportunity to remain in the current spaces for the full course of the new charter term.

	CURRENT	END OF NEXT CHARTER TERM
<b>Enrollment</b>	804	830
<b>Grade Span</b>	K – 8	K – 8
<b>Teaching Staff</b>	53	60
<b>Days of Instruction</b>	180	180

## FUTURE PLANS

### KIPP NYC WASHINGTON HEIGHTS ACADEMY CHARTER SCHOOL

**Plans for the Educational Program.** KIPP Washington Heights plans to implement the same core elements of its educational program that enabled the charter to meet or come close to meeting its key Accountability Plan goals in the current charter term.

**Facility Plans.** KIPP Washington Heights serves its Kindergarten – 8<sup>th</sup> grade program in two NYCDOE co-located facilities, with grades Kindergarten – 3<sup>rd</sup> grade at 586 West 177<sup>th</sup> Street, New York, and 4<sup>th</sup> – 8<sup>th</sup> grade at 21 Jumel Place, New York. The sites have been approved by the Panel for Education Policy, and the education corporation is confident the school will have the opportunity to remain in the current spaces for the full course of the new charter term.

	CURRENT	END OF NEXT CHARTER TERM
<i>Enrollment</i>	850	855
<i>Grade Span</i>	K – 8	K – 8
<i>Teaching Staff</i>	59	65
<i>Days of Instruction</i>	180	180

KIPP NYC Public  
Charter Schools

# Ax

## APPENDICES

### PAGES Ax 1-11

**CO**<sup>A</sup>  
CHARTER  
OVERVIEW

PAGE Ax 1

**EO**<sup>B</sup>  
ED. CORP  
OVERVIEW

PAGE Ax 3

**RI**<sup>C</sup>  
REPORT  
INFORMATION

PAGE Ax 8

### KIPP NYC PUBLIC CHARTER SCHOOLS BOARD OF TRUSTEES

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## APPENDIX A: CHARTER SCHOOL OVERVIEW



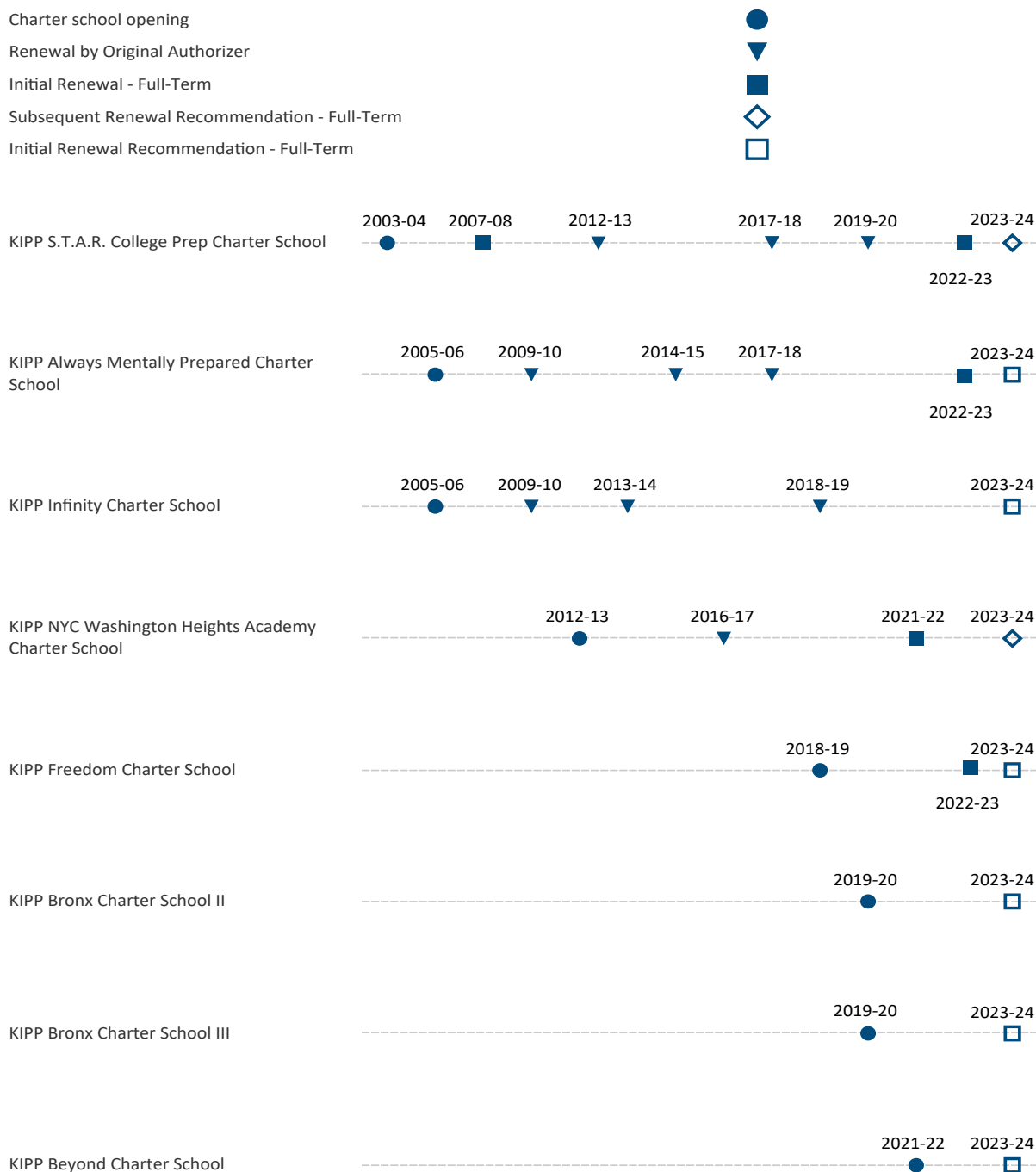
### CHARTER VISIT HISTORY

SCHOOL YEAR	VISIT TYPE	DATE
2020-21	KIPP Bronx II - First Year Leader Conversation KIPP Bronx III - First Year Leader Conversation	June 1, 2021
2021-22	KIPP Washington Heights - Renewal Review	September 15, 2021
2022-23	KIPP Beyond - First Year Visit	June 2, 2022
2022-23	KIPP AMP - Renewal Review KIPP Freedom - Renewal Review KIPP Star - Renewal Review	September 26, 2022
2023-24	KIPP AMP - Renewal Review KIPP Beyond - Renewal Review KIPP Freedom - Renewal Review KIPP Bronx II - Renewal Review KIPP Bronx III - Renewal Review KIPP Bronx III - Renewal Review KIPP Infinity - Renewal Review KIPP STAR - Renewal Review KIPP Washington Heights - Renewal Review	September 19 - 22, 2023

### CONDUCT OF THE RENEWAL REVIEW

DATE(S) OF REVIEW	EVALUATION TEAM MEMBERS	TITLE
September 19-22, 2023	Erin Allen	Senior Analyst
	Ciani Jones	Senior Analyst
	Katy Clayton	School Evaluation Analyst
	Alexandra Monson	Assistant Counsel
	Carl Anthony Watson	External Consultant

## EDUCATION CORPORATION TIMELINE OF CHARTER RENEWAL



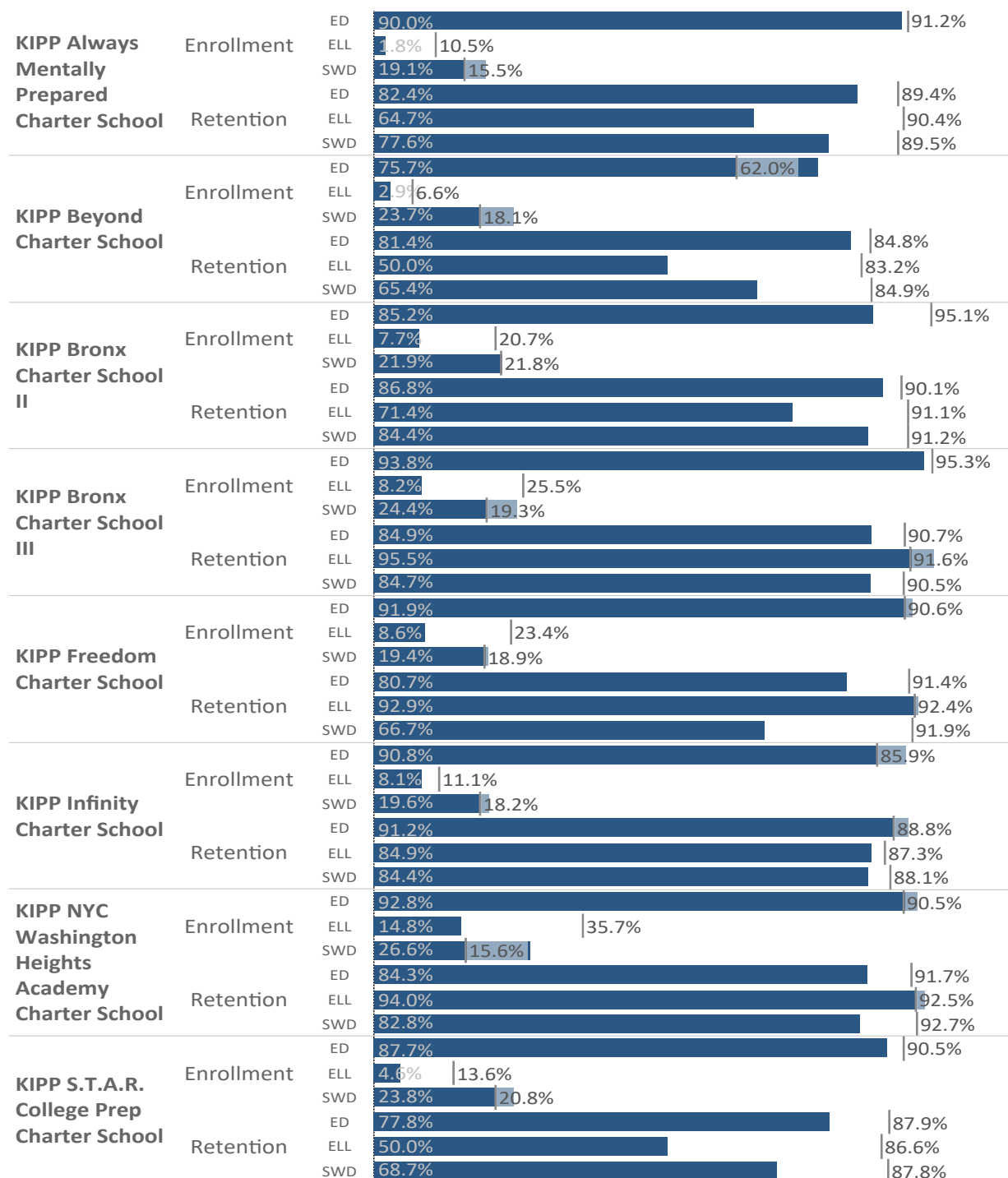
## APPENDIX B: EDUCATION CORPORATION OVERVIEW

### EDUCATION CORPORATION CHARTER CHARACTERISTICS

CHARTER	LOCAL DISTRICT	CO-LOCATED	CHARTERED ENROLLMENT	GRADE SPAN
KIPP Always Mentally Prepared Charter School	17	Yes	882	K – 8
KIPP Beyond Charter School	3	No	275	6 – 8
KIPP Bronx Charter School II	7	No	825	K – 3, 5 – 8, 9
KIPP Bronx Charter School III	7	No	863	K – 8
KIPP Freedom Charter School	10 12	Yes	555	K – 4 5 – 8
KIPP Infinity Charter School	5 7	Yes No	1,778	K – 8 9 – 12
KIPP S.T.A.R College Prep Charter School	5	Yes	804	K – 4, 5 – 8
KIPP NYC Washington Heights Academy Charter School	6	Yes	850	K – 3, 4 – 8

## APPENDIX B: EDUCATION CORPORATION OVERVIEW

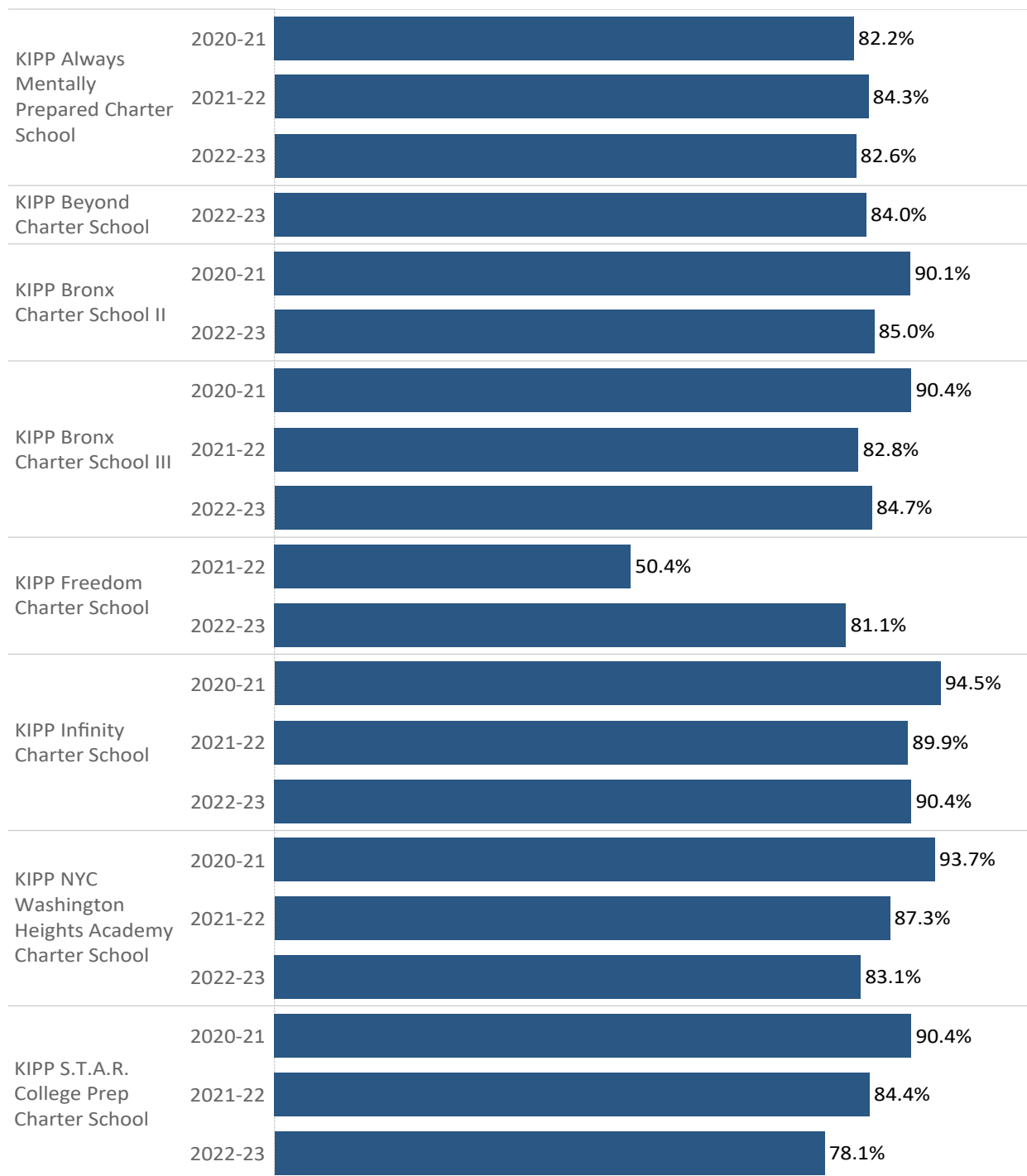
### ENROLLMENT AND RETENTION TARGETS



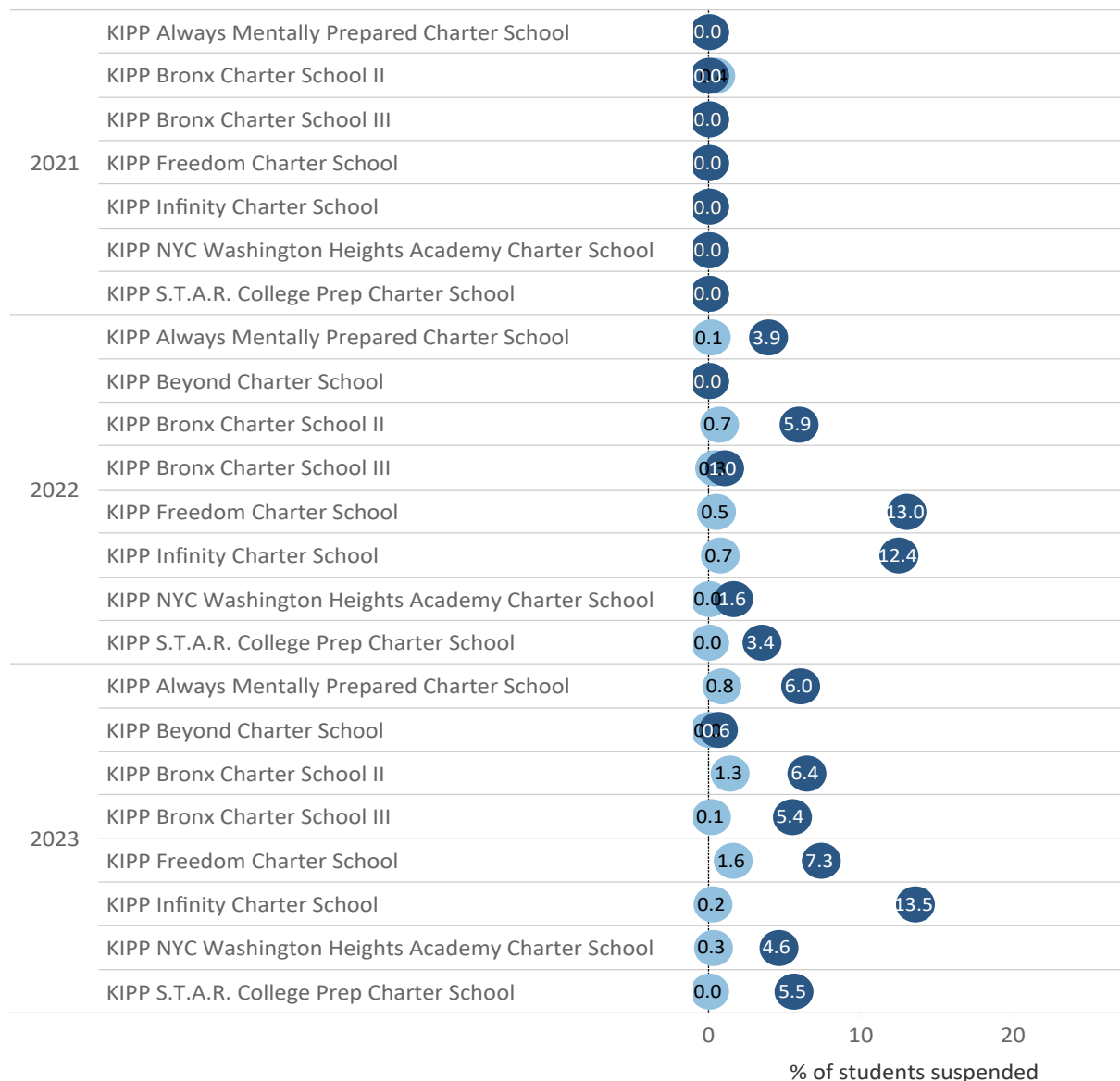
The chart illustrates the **current enrollment and retention percentages** against the **enrollment and retention targets** for each operating charter in the education corporation. As required by Education Law § 2851(4)(e), a charter must include in its renewal application information regarding the efforts it has, and will, put in place to meet or exceed SUNY's enrollment and retention targets for students with disabilities, ELLs, and FRPL students. This analysis is based on the most recent enrollment and retention data supplied to the Institute by the education corporation.



### KIPP NYC PUBLIC CHARTER SCHOOLS PERSISTENCE IN ENROLLMENT



### Suspensions: The education corporation's out of school suspension rate and in school suspension rate.



Data suitable for comparison are not available. The percentage rate shown here is calculated using the method employed by the NYCDOE: the total the number of students receiving an out of school suspension at any time during the school year is divided by the total enrollment, then multiplied by 100.

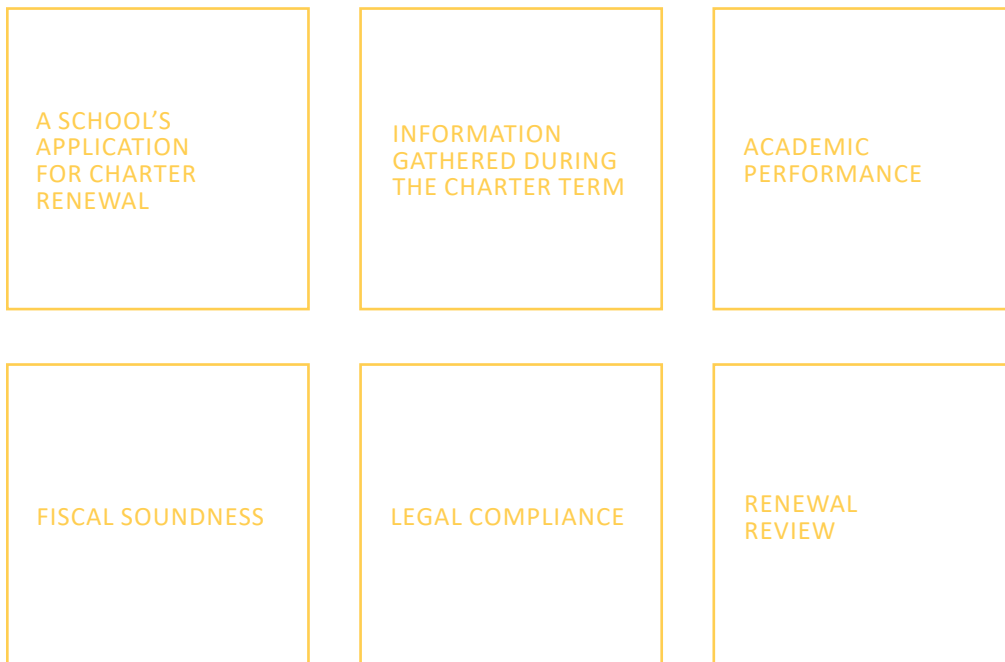
During the most recent school year, the education corporation expelled 2 students.

The sections below contain general information about the SUNY Trustees’ and Institute’s approach to renewal.

#### REPORT FORMAT

This report is the primary means by which the SUNY Charter Schools Institute (the “Institute”) transmits to the State University of New York Board of Trustees (the “SUNY Trustees”) its findings and recommendations regarding a school’s Application for Charter Renewal, and more broadly, details the merits of a school’s case for renewal. The Institute has created and issued this report pursuant to the ***Policies for the Renewal of Not-For-Profit Charter School Education Corporations and Charter Schools Authorized by the Board of Trustees of the State University of New York*** (the “SUNY Renewal Policies”).<sup>1</sup>

#### THE INSTITUTE MAKES ALL RENEWAL RECOMMENDATIONS BASED ON



***Most importantly, the Institute analyzes the school’s record of academic performance and the extent to which it has met its academic Accountability Plan goals.***

1. Revised September 4, 2013 and available on the [Institute’s website](#).

## REPORT FORMAT

This renewal recommendation report compiles evidence using the *State University of New York Charter Renewal Benchmarks* (the “SUNY Renewal Benchmarks”),<sup>2</sup> which specify in detail what a successful school should be able to demonstrate at the time of the renewal review. The Institute uses the four interconnected renewal questions below for framing benchmark statements to determine if a school has made an adequate case for renewal.

## RENEWAL QUESTIONS



**IS EACH CHARTER AN ACADEMIC SUCCESS?**

**IS EACH CHARTER AN EFFECTIVE, VIABLE ORGANIZATION?**

**IS EACH CHARTER FISCALLY SOUND?**

**IF THE SUNY TRUSTEES RENEW THE EDUCATION CORPORATION’S  
AUTHORITY TO OPERATE EACH CHARTER, ARE ITS PLANS FOR THE  
CHARTERS REASONABLE, FEASIBLE, AND ACHIEVABLE?**

This report contains appendices that provide additional statistical and organizationally related information including a statistical school overview, copies of any school district comments on the Application for Charter Renewal, and the SUNY Fiscal Dashboard information for the school. If applicable, the appendices also include additional information about the education corporation, its schools and student achievement of those schools.



Additional information about the SUNY renewal process and an overview of the requirements for renewal under the New York Charter Schools Act of 1998 (as amended, the “Act”) are available on the [Institute’s website](#).

2. Version 5.0, May 2012, available on the [Institute’s website](#).



## IS THE SCHOOL AN ACADEMIC SUCCESS? THE INFORMATION BELOW HIGHLIGHTS THE INSTITUTE'S AND SUNY TRUSTEES' APPROACH TO ACCOUNTABILITY PLANS FOR EACH SUNY AUTHORIZED CHARTER SCHOOL.

At the beginning of the Accountability Period,<sup>3</sup> the school developed and adopted an Accountability Plan that set academic goals for performance in the key subjects of ELA and mathematics, as well as science and the federal Every Student Succeeds Act ("ESSA"). High school Accountability Plans also include goals for High School Graduation, College Preparation, and Social Studies. For each goal in the Accountability Plan, specific outcome measures define the level of performance necessary to meet that goal. The Institute examines results for all required Accountability Plan measures to determine goal attainment. The Act requires charters be held "accountable for meeting measurable student achievement results"<sup>4</sup> and states the educational programs at a charter school must "meet or exceed the student performance standards adopted by the board of regents"<sup>5</sup> for other public schools. SUNY's required accountability measures rest on performance as measured by statewide assessments. Historically, SUNY's required measures include measures that present schools':

ABSOLUTE  
PERFORMANCE, I.E.,  
WHAT PERCENTAGE  
OF STUDENTS  
SCORE AT A CERTAIN  
PROFICIENCY ON  
STATE EXAMS?

COMPARATIVE PERFOR-  
MANCE, I.E., HOW DID THE  
SCHOOL DO AS COMPARED  
TO SCHOOLS IN THE  
DISTRICT AND SCHOOLS  
THAT SERVE SIMILAR  
POPULATIONS OF ECO-  
NOMICALLY DISADVAN-  
TAGED STUDENTS?

GROWTH  
PERFORMANCE,  
I.E., HOW MUCH  
DID THE SCHOOL  
GROW STUDENT  
PERFORMANCE AS  
COMPARED TO THE  
GROWTH OF SIMILARLY  
SITUATED STUDENTS?

Absolute, comparative, and growth achievement provide a basis for triangulating school performance within each academic goal area. Furthermore, every SUNY authorized charter school may propose additional, mission aligned goals and measures of success when crafting its Accountability Plan. The final Accountability Plan adopted by the school's board and approved by the Institute is included in the charter and frames the analysis of the school's student achievement results.

The Institute consistently emphasizes comparative and growth performance over absolute measures in its analysis of goal attainment. Nevertheless, the Institute analyzes every measure included in a school's Accountability Plan to determine its level of academic success, including the extent to which each school has established and maintained a record of high performance and demonstrated progress toward meeting its academic Accountability Plan goals throughout the charter term. Whether or not a school includes additional measures in its Accountability Plan, the Institute considers all available evidence of school performance at the time of renewal.

3. Because the SUNY Trustees make a renewal decision before student achievement results for the final year of a charter term become available, the Accountability Period ends with the school year prior to the final year of the charter term. For a school in a subsequent charter term, the Accountability Period covers the final year of the previous charter term and ends with the school year prior to the final year of the current charter term. In this renewal report, the Institute uses "charter term" and "Accountability Period" interchangeably.

4. Education Law § 2850(2)(f).

5. Education Law § 2854(1)(d).

State assessment data in ELA, mathematics, and science in 3<sup>rd</sup> – 8<sup>th</sup> grade form the basis of data required to analyze the required accountability measures for elementary and middle schools. These data were not available in 2019-20 following the state’s cancellation of all state exams during the start of the COVID-19 pandemic. Although schools participated in state assessments in ELA and mathematics in 2020-21, the participation rates that year were inconsistent. The resulting data is not sufficiently reliable or credible for cogent analyses of school academic performance. In response, the Institute provided all SUNY authorized charter schools a framework for the analysis of norm-referenced and internally developed exam data. To every extent possible, the Institute attempted to maintain a consistent framework of examining absolute, comparative, and growth performance. During 2019-20 and 2020-21, schools reported data on a variety of norm-referenced and internally developed assessments to demonstrate student academic success. This renewal report contemplates school performance during the pandemic through the lenses of absolute and growth performance on norm-referenced and internally developed ELA, mathematics, and science assessments along with high school completion and college readiness data.



**Charter Schools Institute**  
The State University of New York