THE SUNY CHARTER SCHOOLS INSTITUTE

RENEWAL RECOMMENDATION REPORT
KIPP NYC PUBLIC CHARTER SCHOOLS' AUTHORITY TO OPERATE:

KIPP ALWAYS MENTALLY PREPARED CHARTER SCHOOL

KIPP FREEDOM CHARTER SCHOOL

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

Report Date: March 7, 2023

Review Date: September 26, 2022

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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.

KEY DESIGN ELEMENTS

- High expectations;
- More time on task;
- Focus on results;
- Power to lead;
- Choice and commitment;
- High quality instruction; and,
- Character development.

CURRENT EDUCATION CORPORATION SNAPSHOT

First School Opened:
2003-04

Serves: Kindergarten – 12th

Number of Charters Due for Renewal:
3

Total Number of Charters:
8

Chartered Enrollment:
6,462

PROPOSED FUTURE EDUCATION CORPORATION SNAPSHOT

Serves: Kindergarten – 12th

Proposed Future Charter Enrollment:
7,253

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

EDUCATION CORPORATION BACKGROUND

EDUCATION CORPORATION BACKGROUND

KIPP NYC Public Charter Schools ("KIPP NYC Schools") is an education corporation authorized by the State University of New York Board of Trustees (the "SUNY Trustees") with the authority to operate eight charter schools including KIPP Always Mentally Prepared Charter School ("KIPP AMP"), KIPP Freedom Charter School ("KIPP Freedom"), and KIPP S.T.A.R. College Prep Charter School ("KIPP STAR"). The education corporation also operates KIPP Beyond Charter School ("KIPP Beyond"), KIPP Bronx Charter School II ("KIPP Bronx II"), and KIPP Bronx Charter School III ("KIPP Bronx III"), all of which the SUNY Trustees approved. KIPP Washington Heights Academy Charter School ("KIPP Washington Heights"), KIPP AMP, KIPP Infinity Charter School ("KIPP Infinity"), KIPP Freedom, and KIPP STAR merged under authorization of the SUNY Trustees effective July 1, 2019. KIPP NYC Schools contracts with KIPP NYC, LLC, ("KIPP NYC" or the "network"), a New York not-for-profit limited liability company, which via a shared services agreement, provides support to KIPP NYC Schools and one charter school authorized by the New York City Schools Chancellor. The network provides support for academic instruction, professional development, fundraising, community outreach, finance, operations, facilities, technology, student and staff recruitment, and human resources.

NOTEWORTHY

KIPP NYC Schools consistently matriculates high proportions of its graduating classes into two and four year college programs following graduation. Notably in 2021-22, 83% of the graduating seniors matriculated into college programs that included the State University of New York, City University of New York (CUNY), historically Black colleges and universities, and private programs in the fall following graduation. KIPP Forward, formerly known as KIPP Through College and Career, supports students with one to one post-secondary advising to ensure students pursue appropriate college matches and increase the likelihood of persistence in the highest quality post-secondary placement.

RESPONSE TO INTERRUPTED INSTRUCTION CAUSED BY COVID-19

KIPP NYC leaders identify three main priorities for the next several years, which include establishing clear and consistent student achievement goals to address interrupted instruction; building organizational capacity by focusing on needs of stakeholders; and, substantiating a process for intellectual preparation to teach focused on building content knowledge for teachers. KIPP NYC took a strategic approach to providing supports to address interrupted instruction due to COVID-19. The network created a new beginning of the year curricular unit for content areas, and teachers deliver foundational grade level content at the start of the year followed by administering a new diagnostic assessment that covers specific skills and standards to understand student learning needs. Based on results of the diagnostic, teachers work with leaders to identify essential lessons that help build students' foundational skills for each grade level. In light of a lack of reliable state test data over the past few years, KIPP NYC created an assessment working group to establish a new end of year literacy assessment. The data from these assessments help inform teachers' analysis of student performance and support data driven decision making and planning for the next school year. The network also built out teaching strategies to mitigate the effects of interrupted instruction during the pandemic including more small group instruction and individual student goal setting.

FULL-TERM RENEWAL

Renewal through July 31, 2024. *The SUNY Charter Schools Institute (the "Institute") recommends the SUNY Trustees' Charter Schools Committee approve the following Applications for Charter Renewal:*

- *KIPP Always Mentally Prepared Charter School;*
- *KIPP Freedom Charter School; and,*
- *KIPP S.T.A.R. College Prep Charter School*

through July 31, 2024 to align each related education corporation's charter expiration and renewal schedule going forward. If renewed, each charter will be granted 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 as each charter meets the requirements set forth in the Policies for 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").[1]

The table below presents information on the Institute's plan[2] to align the expiration dates of the charters under the education corporation. In 2023-24, the Institute will conduct a full renewal visit and review of KIPP NYC Schools with the intention to put forward a renewal recommendation for each charter based on each charter's established record of academic success. KIPP Beyond, expiring in 2025-26, will also be considered alongside the entire education corporation as part of the Institute's plan to align all charters with the same expiration date.

CHARTER	2022-23	2023-24	2024-25	2025-26	2026-27
KIPP AMP	Charter Expiration	Alignment Year			
KIPP Beyond		Alignment Year		Charter Expiration	
KIPP Freedom	Charter Expiration	Alignment Year			

1. SUNY Renewal Policies (p. 12) are available on the Institute's website.

2. The above plan does not guarantee a specific renewal outcome for the education corporation or any of its charter schools.

RENEWAL RECOMMENDATION

CHARTER	2022-23	2023-24	2024-25	2025-26	2026-27
KIPP Bronx II		Charter Expiration			
KIPP Bronx III		Charter Expiration			
KIPP Infinity		Charter Expiration			
KIPP STAR	Charter Expiration	Alignment Year			
KIPP Washington Heights		Charter Expiration			

RENEWAL RECOMMENDATION

To earn an ***Initial Full-Term Renewal***, a charter 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,[3] 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.

REQUIRED FINDINGS

In addition to making recommendations based on determinations of whether each 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: each 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 each 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 each charter to operate for another year is likely to improve student learning and achievement and materially further the purposes of the Act.[4]

3. 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.

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

EXECUTIVE SUMMARY

During their charter terms, KIPP AMP, KIPP Freedom, and KIPP STAR are each an academic success having met or come close to meeting their key Accountability Plan goals. The information below presents the key findings for the SUNY Trustees and highlights the successes of the charters.

FINDINGS & INFORMATION

Is each charter due for renewal an academic success?

KIPP AMP, KIPP Freedom, and KIPP STAR are each an academic success. Historically, each charter has demonstrated strong results on the New York State assessments in English language arts ("ELA") and mathematics. As the charters and network engage in a more typical year of learning, the network built systems to mitigate the effects of interrupted instruction due to COVID-19. These systems include updates to assessments and data use as well as targeted teaching strategies to support students in building foundational grade level skills while focused on building grade level content. KIPP AMP, KIPP Freedom, and KIPP STAR all demonstrate academic success in the following manner:

- In 2021-22, all three charters under renewal review outperformed their districts in ELA and mathematics among all tested students. Notably, KIPP STAR students enrolled in at least their second year surpassed the district proficiency rate by 29 percentage points in ELA and 30 percentage points in mathematics;
- KIPP AMP, KIPP Freedom, and KIPP STAR successfully support at-risk student populations including students with disabilities. In 2021-22, the charters' students with disabilities outperformed their district peers in ELA and mathematics; and,
- Students at KIPP AMP, KIPP Freedom, and KIPP STAR persist into the education corporation's high school program at high rates. The high school program consistently posts high graduation rates. In 2021-22, 92% of the 2018 Cohort graduated after four years.

Is each charter due for renewal an effective, viable organization?

KIPP AMP, KIPP Freedom, and KIPP STAR are each an effective, viable organization. KIPP NYC's board governance for the education corporation and oversight of the charter management organization provides effective supports for each charter.

Is each charter due for renewal fiscally sound?

KIPP NYC Schools and each charter are fiscally sound based on the evidence collected through renewal review. The education corporation has met its fiscal benchmarks and presents a reasonable fiscal plan for the next charter term.

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' plans for the futures of KIPP AMP, KIPP Freedom, and KIPP STAR, if renewed, are reasonable, feasible, and achievable. KIPP NYC Schools plans to implement similar elements that have led to success in the current charter term with some adjustments based on lessons learned during COVID-19, in each charter.

EXECUTIVE SUMMARY

Based on the Institute's review of each charter's performance as posted over the charter term; a review of the Application for Charter Renewal submitted by the education corporation; a review of academic, organizational, governance, and financial documentation; and a renewal review of the charters' academic program, the Institute finds each charter due for renewal meets the required criteria for renewal.

The Institute recommends that the SUNY Trustees grant each KIPP AMP, KIPP Freedom, and KIPP STAR an Initial Full Term Renewal with each charter's expiration date of July 31, 2024 to align the charter expiration dates of KIPP NYC Schools.

KIPP ALWAYS MENTALLY PREPARED CHARTER SCHOOL

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

The NYC Chancellor originally chartered KIPP AMP in March 2005, and the charter opened in fall 2005 serving 5th grade with a chartered enrollment of 69. The SUNY Trustees approved KIPP AMP to merge under the SUNY Trustees' authorizership 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 Appendix B: Benchmark Summary.

CHARTER LEADERS

ELEMENTARY SCHOOL

Tarell Hoskey, Principal (2020-21 to Present)
Chelsey Tubbs, Principal (2017-18)
Alaina Chipman, Principal (2016-17)
Emily Carroll, Principal (2009-10 to 2015-16)

MIDDLE SCHOOL

Antoine Lewis (2017-18 to Present)
Latasha Williams (2015 to 2016-17)
Debon Lewis (2011-12 to 2014-15)
Ky Adderley (2009-10 to 2010-11)

CURRENT CHARTER

Serves: Kindergarten – 8th

Chartered Enrollment: 799

Charter Expires on: June 30, 2023

PROPOSED FUTURE CHARTER

Serves: Kindergarten – 8th

Chartered Enrollment: 882

Charter Expiration: July 31, 2024

CHARTER CHARACTERISTICS

SCHOOL YEAR	CHARTERED ENROLLMENT	ACTUAL ENROLLMENT	ACTUAL AS A PERCENTAGE OF CHARTERED ENROLLMENT	GRADES SERVED
2018-19	NYSED*	NYSED	n/a	K-12
2019-20	768	755	98%	K-8
2020-21	776	806	104%	K-8
2021-22	798	854	107%	K-8
2022-23	799	869	109%	K-8

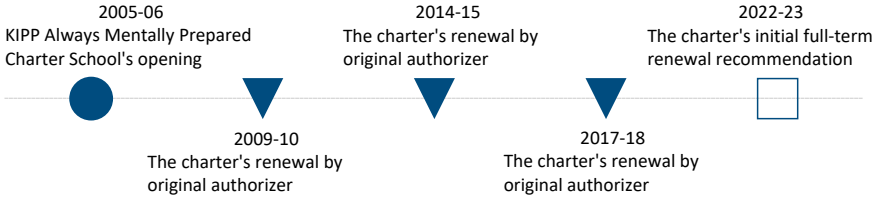
**At the time, the New York State Education Department ("NYSED") authorized the charter and so enrollment data are not available.*

CHARTER SCHOOL BACKGROUND

NOTEWORTHY

KIPP NYC is partnering with Prisms of Reality, an education technology company, to provide students with the opportunity to experience science, technology, and mathematics learning through virtual reality platforms. Prisms of Reality created the innovative teaching approach to better engage students with real life situations that involve using science, technology and mathematics. The system immerses students in problem solving situations like hospital overcrowding and flight collisions.

TIMELINE OF CHARTER SCHOOL RENEWAL



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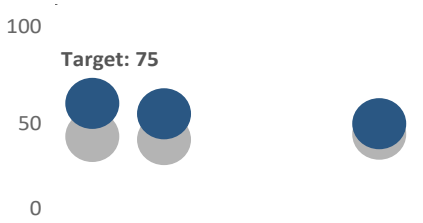
CHARTER SCHOOL BACKGROUND

KIPP ALWAYS MENTALLY PREPARED CHARTER SCHOOL

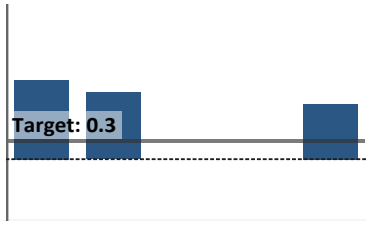
ENGLISH LANGUAGE ARTS ACCOUNTABILITY PLAN GOAL

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



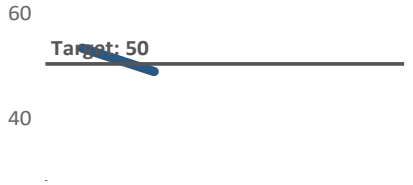
Test Year	Comp Grades	District %	Charter %
2018	3-4, 6-8	44	61
2019	3-8	42	55
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-8	45	50

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	Effect Size
2018	3-8	1.27
2019	3-8	1.07
2020	N/A	N/A
2021	N/A	N/A
2022	3-8	0.87

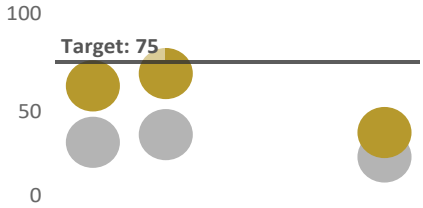
Comparative Growth Measure: Mean Growth Percentile. The charter's unadjusted mean growth percentile for all students in grades 4-8 will be above target of 50 in **ELA**.



Test Year	Charter Mean Growth
2018	53.2
2019	48.8
2020	N/A
2021	N/A
2022	N/A

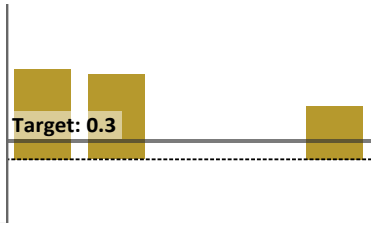
MATHEMATICS ACCOUNTABILITY PLAN GOAL

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 %
2018	3-4, 6-8	35	63
2019	3-8	38	69
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-8	27	39

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	Effect Size
2018	3-8	1.46
2019	3-8	1.36
2020	N/A	N/A
2021	N/A	N/A
2022	3-8	0.86

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**.

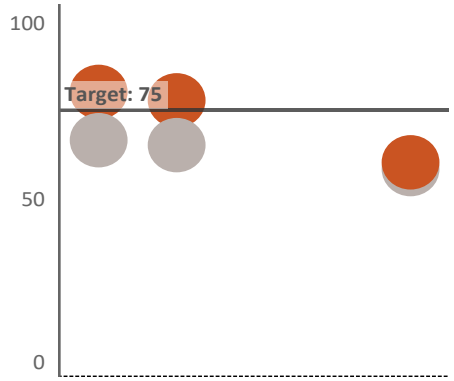
Test Year	Charter Mean Growth
2018	62.6
2019	62.2
2020	N/A
2021	N/A
2022	N/A

CHARTER SCHOOL BACKGROUND

KIPP ALWAYS MENTALLY PREPARED 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.



Test Year	District %	Charter %
2018	67	80
2019	65	78
2020	N/A	N/A
2021	N/A	N/A
2022	59	61

SPECIAL POPULATIONS PERFORMANCE*

	2018	2019	2022
Students with Disabilities Enrollment	160	159	172
Tested on State Exam	83	89	106
Charter Percent Proficient on ELA Exam	20.5	23.6	19.8
District Percent Proficient	17.2	16.8	19.7
ELL Enrollment	19	16	19
Tested on NYSESLAT Exam	19	16	14
Charter Percent 'Commanding' or Making Progress	21.1	18.8	28.6

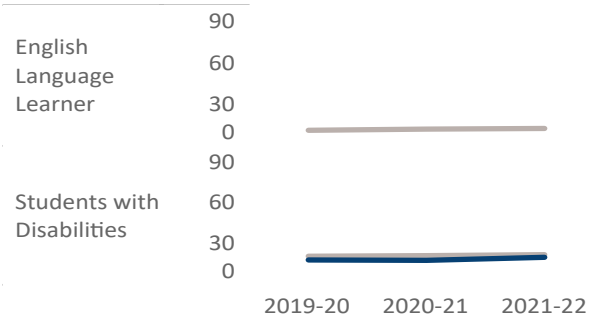
* The academic outcome data about the performance of students receiving special education services and English language learners ("ELLs") above is not tied to separate goals in the charter school's formal Accountability Plan. The NYSESLAT, the New York State English as a Second Language Achievement Test, 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 Always Mentally Prepared Charter School

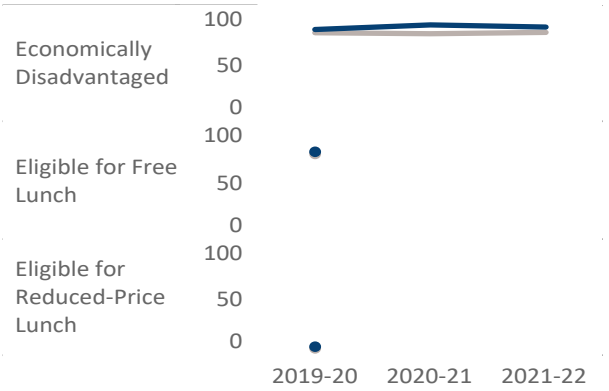
Brooklyn CSD 17

Student Demographics: Special Populations



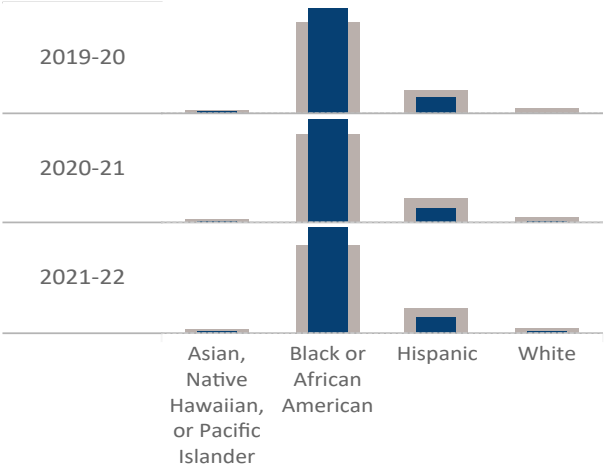
	2019-20	2020-21	2021-22
English Language Learner – District	11.0	11.9	12.4
English Language Learner – Charter	1.8	2.2	2.1
Students with Disabilities – District	20.8	21.3	22.0
Students with Disabilities – Charter	18.1	17.8	20.0

Student Demographics: Free/Reduced Lunch



	2019-20	2020-21	2021-22
Economically Disadvantaged – Charter	86.7	91.3	89.1
Economically Disadvantaged – District	83.5	82.5	83.9
Eligible for Free Lunch – Charter	81.0		
Eligible for Free Lunch – District	78.9		
Eligible for Reduced-Price Lunch – Charter	4.3		
Eligible for Reduced-Price Lunch – District	2.6		

Student Demographics: Race/Ethnicity

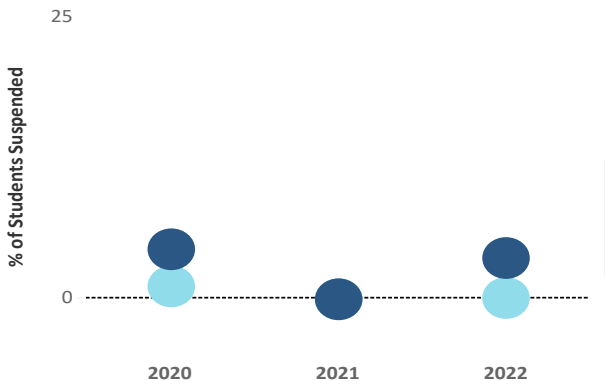


	Asian, Native Hawaiian, or Pacific Islander	Black or African American	Hispanic	White
2019-20 – Charter	1.5	83.1	12.5	0.6
2019-20 – District	3.0	72.4	18.0	3.9
2020-21 – Charter	1.7	83.3	11.7	1.0
2020-21 – District	3.0	71.1	19.5	4.0
2021-22 – Charter	1.1	82.6	12.4	1.2
2021-22 – District	3.0	70.0	19.6	4.4

** 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 Always Mentally Prepared Charter School



Brooklyn CSD 17

	ISS Rate	OSS Rate
2020	1.1	4.4
2021	0.0	0.0
2022	0.1	3.7

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

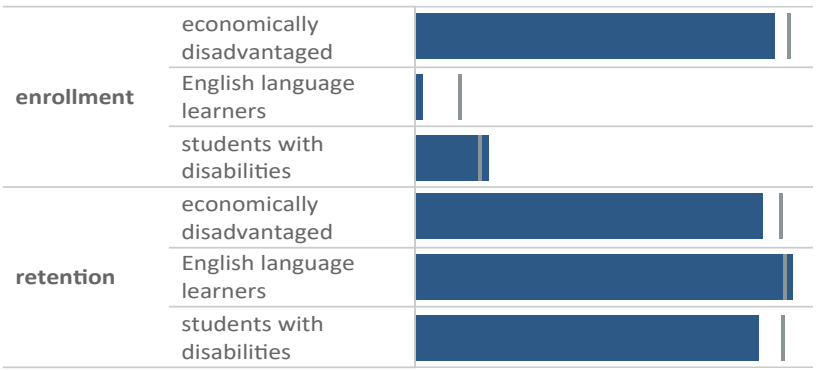
Persistence in Enrollment: The percentage of students eligible to return from previous year who did return

2019-20	85.3
2020-21	82.2
2021-22	84.3

Expulsions: The number of students expelled from the charter each year

2020	2021	2022
0	0	0

KIPP Always Mentally Prepared Charter School's Enrollment and Retention Status: 2021-22



		Target	Charter
enrollment	economically disadvantaged	91.2	88.2
	English language learners	10.5	2.1
	students with disabilities	15.5	17.9
retention	economically disadvantaged	89.4	85.2
	English language learners	90.4	92.9
	students with disabilities	89.5	84.4

** Data reported in these charts reflect information reported by the education corporation and validated by the Institute.*

KIPP FREEDOM CHARTER SCHOOL

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

The Board of Regents originally chartered KIPP Freedom in November 2017, and the charter opened in fall 2018 serving Kindergarten and 5th grade with a chartered enrollment of 191. The SUNY Trustees approved KIPP Freedom to merge under the SUNY Trustees' portfolio 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 Appendix B: Benchmark Summary.

CHARTER LEADERS

ELEMENTARY SCHOOL

Sarah Kuwonu, Principal (2019-20 to Present)

MIDDLE SCHOOL

Lariely Sanchez, Principal (2019-20 to Present)

CURRENT CHARTER

Serves: Kindergarten – 8th

Chartered Enrollment: 825

Charter Expires on: June 30, 2023

PROPOSED FUTURE CHARTER

Serves: Kindergarten – 8th

Chartered Enrollment: 810

Charter Expiration: July 31, 2024

CHARTER CHARACTERISTICS

SCHOOL YEAR	CHARTERED ENROLLMENT	ACTUAL ENROLLMENT	ACTUAL AS A PERCENTAGE OF CHARTERED ENROLLMENT	GRADES SERVED
2018-19	NYSED	NYSED	n/a	K
2019-20	250	246	98%	K, 5-6
2020-21	460	446	97%	K-1, 5-7
2021-22	735	634	86%	K-3, 5-8
2022-23	825	748	91%	K-8

CHARTER SCHOOL BACKGROUND

NOTEWORTHY

KIPP NYC's food service program grew from within the network to provide fresh, healthy meals to students and the communities surrounding many KIPP charter schools. It started as a nascent culinary program for students and quickly grew to a food service operation that distributed 75,000 meals each month to families in the Bronx, Brooklyn, Harlem, and Washington Heights throughout the pandemic. Now, KIPP NYC is developing its capacity to produce fresh, scratch made cooking at all KIPP NYC buildings with the resources and space to do so. This summer, the kitchen at KIPP Freedom's elementary school site became the home to a new floor, range hood, and other new equipment. The site now has a production kitchen where the team can create scratch made meals for its students.

TIMELINE OF CHARTER SCHOOL RENEWAL

CHARTER SCHOOL BACKGROUND

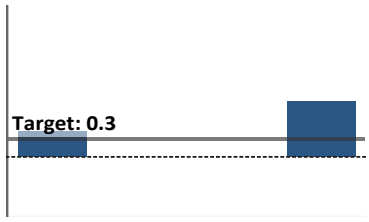
KIPP FREEDOM CHARTER SCHOOL

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**.

Test Year	Comp Grades	District %	Charter %
2022	6-8	41	47

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.



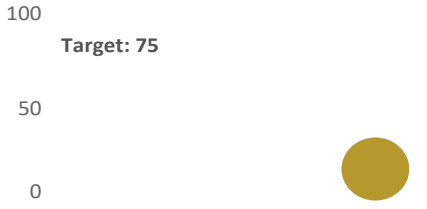
Test Year	Test Grades	Effect Size
2019	5	0.41
2020	N/A	N/A
2021	N/A	N/A
2022	3, 5-8	0.91

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	58.7
2020	N/A
2021	N/A
2022	N/A

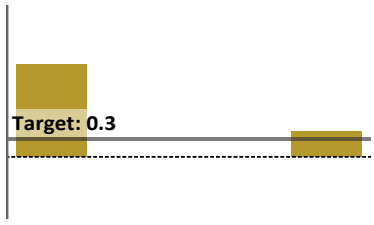
MATHEMATICS ACCOUNTABILITY PLAN GOAL

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 %
2022	6-8	20	19

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	Effect Size
2019	5	1.53
2020	N/A	N/A
2021	N/A	N/A
2022	3, 5-8	0.42

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**.

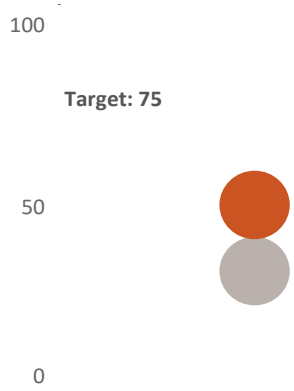
Test Year	Charter Mean Growth
2019	85.6
2020	N/A
2021	N/A
2022	N/A

CHARTER SCHOOL BACKGROUND

KIPP FREEDOM 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.



Test Year	District %	Charter %
2022	33	51

SPECIAL POPULATIONS PERFORMANCE*

	2019	2022
Students with Disabilities Enrollment	30	142
Tested on State Exam	17	85
Charter Percent Proficient on ELA Exam	0.0	23.5
District Percent Proficient	6.8	12.5
ELL Enrollment	26	49
Tested on NYSESLAT Exam	23	39
Charter Percent 'Commanding' or Making Progress	34.8	7.7

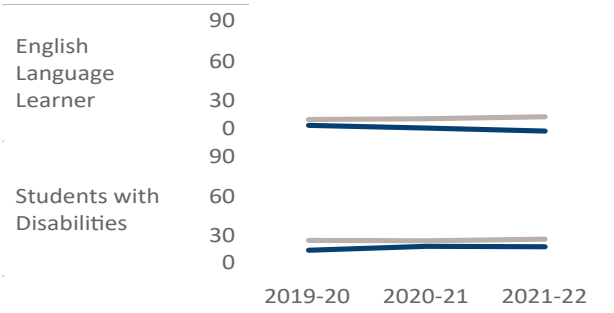
* The academic outcome data about the performance of students receiving special education services and English language learners ("ELLs") above is not tied to separate goals in the charter school's formal Accountability Plan. The NYSESLAT, the New York State English as a Second Language Achievement Test, 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

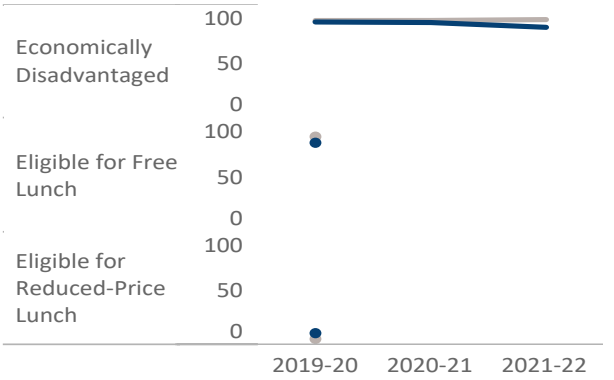
Bronx CSD 7

Student Demographics: Special Populations



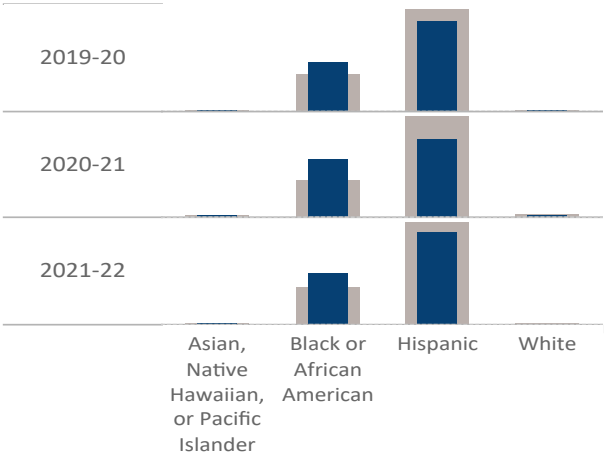
	2019-20	2020-21	2021-22
District	16.1	16.7	18.2
Charter	11.7	9.6	7.4
District	26.9	26.6	27.8
Charter	19.4	22.4	22.0

Student Demographics: Free/Reduced Lunch



	2019-20	2020-21	2021-22
Charter	93.5	93.0	88.1
District	95.0	95.1	96.0
Charter	85.5		
District	91.6		
Charter	7.3		
District	1.4		

Student Demographics: Race/Ethnicity

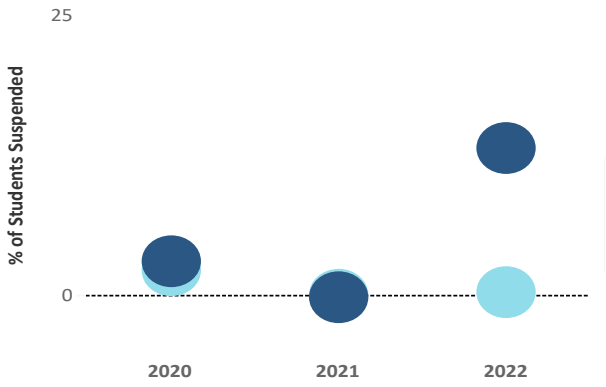


	Asian, Native Hawaiian, or Pacific Islander	Black or African American	Hispanic	White
2019-20 Charter	0.8	34.3	62.5	0.8
2019-20 District	1.0	25.9	70.2	1.4
2020-21 Charter	0.9	40.8	54.8	1.8
2020-21 District	0.9	25.9	70.1	1.8
2021-22 Charter	1.2	34.7	62.9	0.5
2021-22 District	0.7	25.5	70.3	1.8

** 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



	Bronx CSD 7 ISS Rate	Bronx CSD 7 OSS Rate
2020	2.4	3.2
2021	0.2	0.0
2022	0.5	13.3

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

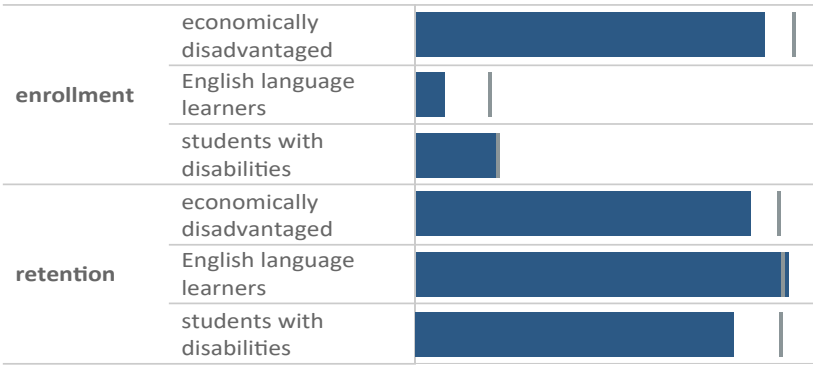
Persistence in Enrollment: The percentage of students eligible to return from previous year who did return

2019-20	78.9
2020-21	80.3
2021-22	83.3

Expulsions: The number of students expelled from the charter each year

2020	2021	2022
0	0	0

KIPP Freedom Charter School's Enrollment and Retention Status: 2021-22



		Target	Charter
enrollment	economically disadvantaged	94.6	87.6
	English language learners	18.4	7.4
	students with disabilities	20.3	21.0
retention	economically disadvantaged	90.6	84.0
	English language learners	91.4	93.2
	students with disabilities	91.0	79.4

** Data reported in these charts reflect information reported by the education corporation and validated by the Institute.*

CHARTER SCHOOL BACKGROUND

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

625 West 133rd Street, New York | **Grades: K-4** | **NYC Community School District 5**
433 West 123rd Street, New York | **Grades: 5-8** | **NYC Community School District 5**

The SUNY Trustees originally approved the KIPP STAR charter on March 25, 2003. The charter opened in fall 2003 with 90 students in 5th grade. On March 8, 2013, KIPP STAR merged to authorization under the Board of Regents. The SUNY Trustees then approved KIPP STAR to merge under SUNY authorization effective July 1, 2019.

PROGRAM

KIPP STAR implements the same program elements of all KIPP NYC Schools charters. For more information on the educational program please see Appendix B: Benchmark Summary.

CHARTER LEADERS

ELEMENTARY SCHOOL

Brandi Vardiman, Principal (2009-08 to Present)

MIDDLE SCHOOL

Chrystal Griffin, Principal (2017-18 to Present)
Joseph Negron, Principal (2015-16 to 2016-17)
Stacy Johnson, Principal (2015-16 to 2016-17)

CURRENT CHARTER

Serves: Kindergarten – 8th

Chartered Enrollment: 792

Charter Expires on: June 30, 2023

PROPOSED FUTURE CHARTER

Serves: Kindergarten – 8th

Chartered Enrollment: 804

Charter Expiration: July 31, 2024

CHARTER CHARACTERISTICS

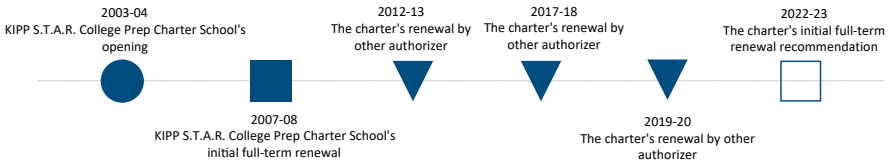
SCHOOL YEAR	CHARTERED ENROLLMENT	ACTUAL ENROLLMENT	ACTUAL AS A PERCENTAGE OF CHARTERED ENROLLMENT	GRADES SERVED
2018-19	NYSED	NYSED	n/a	K-12
2019-20	798	803	101%	K-8
2020-21	799	817	102%	K-8
2021-22	794	763	96%	K-8
2022-23	792	771	97%	K-8

CHARTER SCHOOL BACKGROUND

NOTEWORTHY

KIPP STAR is one of 16 schools participating in a partnership with the New York City Department of Youth and Community Development ("DYCD") and two education focused non-profit organizations. The programming serves over 1,000 New York City students in its programming for the 2022-23 school year. In 2021-22, KIPP STAR's middle school program received above average ratings for its programming during site visits from the DYCD.

TIMELINE OF CHARTER SCHOOL RENEWAL

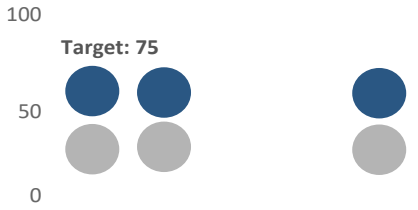


CHARTER SCHOOL BACKGROUND

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

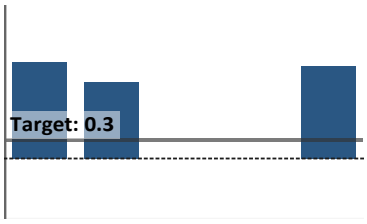
ENGLISH LANGUAGE ARTS ACCOUNTABILITY PLAN GOAL

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 %
2018	3, 6-8	31	61
2019	3-4, 6-8	32	60
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-8	31	60

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.



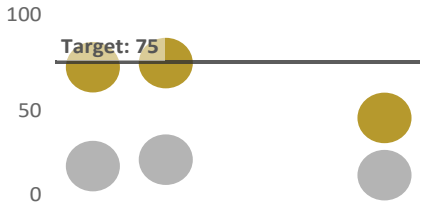
Test Year	Test Grades	Effect Size
2018	3, 5-8	1.57
2019	3-8	1.23
2020	N/A	N/A
2021	N/A	N/A
2022	3-8	1.50

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
2018	58.8
2019	49.1
2020	N/A
2021	N/A
2022	N/A

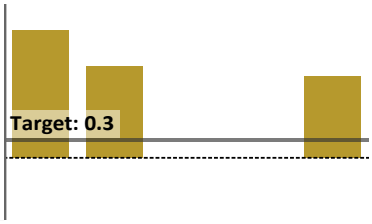
MATHEMATICS ACCOUNTABILITY PLAN GOAL

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 %
2018	3, 6-8	22	73
2019	3-4, 6-8	25	75
2020	N/A	N/A	N/A
2021	N/A	N/A	N/A
2022	3-8	17	47

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	Effect Size
2018	3, 5-8	2.07
2019	3-8	1.49
2020	N/A	N/A
2021	N/A	N/A
2022	3-8	1.35

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**.

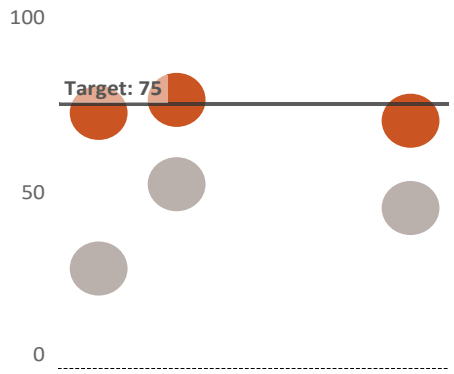
Test Year	Charter Mean Growth
2018	60.1
2019	55.9
2020	N/A
2021	N/A
2022	N/A

CHARTER SCHOOL BACKGROUND

KIPP S.T.A.R. COLLEGE PREP 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.



Test Year	District %	Charter %
2018	29	73
2019	52	76
2020	N/A	N/A
2021	N/A	N/A
2022	46	71

SPECIAL POPULATIONS PERFORMANCE*

	2018	2019	2022
Students with Disabilities Enrollment	249	272	194
Tested on State Exam	104	131	128
Charter Percent Proficient on ELA Exam	26.0	28.2	32.8
District Percent Proficient	11.8	14.1	13.3
ELL Enrollment	46	37	45
Tested on NYSESLAT Exam	44	28	27
Charter Percent 'Commanding' or Making Progress	25.0	25.0	0.0

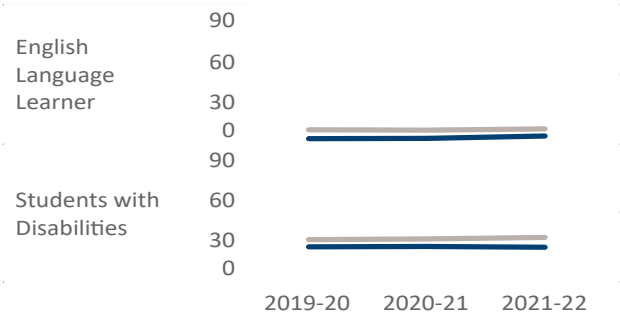
* The academic outcome data about the performance of students receiving special education services and English language learners ("ELLs") above is not tied to separate goals in the charter school's formal Accountability Plan. The NYSESLAT, the New York State English as a Second Language Achievement Test, 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

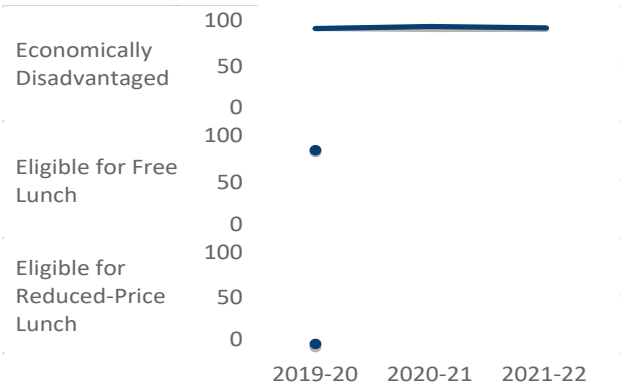
Manhattan CSD 5

Student Demographics: Special Populations



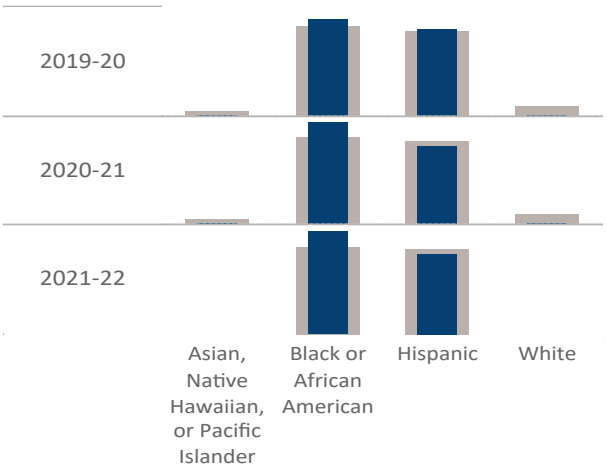
	2019-20	2020-21	2021-22
English Language Learner – District	10.3	10.1	11.0
English Language Learner – Charter	3.8	4.0	5.7
Students with Disabilities – District	31.3	31.9	33.0
Students with Disabilities – Charter	25.9	26.2	25.6

Student Demographics: Free/Reduced Lunch



	2019-20	2020-21	2021-22
Economically Disadvantaged – Charter	88.7	90.7	89.3
Economically Disadvantaged – District	88.7	87.8	87.8
Eligible for Free Lunch – Charter	82.5		
Eligible for Free Lunch – District	80.6		
Eligible for Reduced-Price Lunch – Charter	5.2		
Eligible for Reduced-Price Lunch – District	2.0		

Student Demographics: Race/Ethnicity

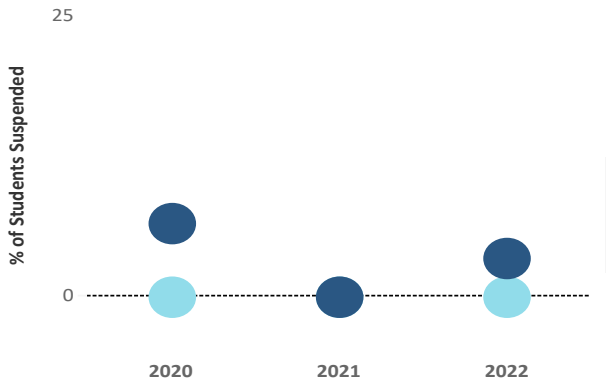


	Asian, Native Hawaiian, or Pacific Islander	Black or African American	Hispanic	White
2019-20 – Charter	0.8	50.5	45.0	0.6
2019-20 – District	2.3	46.5	43.9	5.2
2020-21 – Charter	1.0	54.1	41.4	0.5
2020-21 – District	2.5	46.0	44.4	5.5
2021-22 – Charter	0.6	53.2	41.8	0.9
2021-22 – District	2.3	45.4	43.8	5.9

** 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



	Manhattan CSD 5 ISS Rate	Manhattan CSD 5 OSS Rate
2020	0.0	6.5
2021	0.0	0.0
2022	0.0	3.4

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

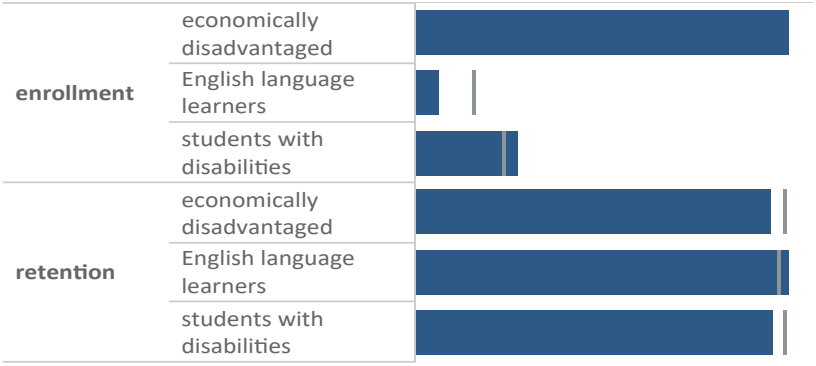
Persistence in Enrollment: The percentage of students eligible to return from previous year who did return

2019-20	87.8
2020-21	90.4
2021-22	84.4

Expulsions: The number of students expelled from the charter each year

2020	2021	2022
0	0	0

KIPP S.T.A.R. College Prep Charter School's Enrollment and Retention Status: 2021-22



		Target	Charter
enrollment	economically disadvantaged	90.5	89.2
	English language learners	13.6	5.5
	students with disabilities	20.8	24.4
retention	economically disadvantaged	87.9	85.0
	English language learners	86.6	89.3
	students with disabilities	87.8	85.6

** Data reported in these charts reflect information reported by the education corporation and validated by the Institute.*

DP

DATA PRESENTATION

PAGES: 27-38

AP ACADEMIC PERFORMANCE

CP COMPLIANCE PERFORMANCE

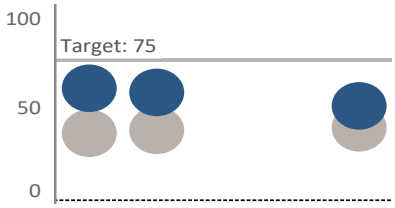
CS COMMUNITY SATISFACTION

SD STUDENT DEMOGRAPHICS

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

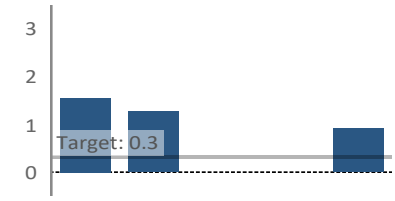
KIPP NYC Public Charter Schools
EDUCATION CORPORATION AGGREGATE ENGLISH LANGUAGE ARTS PERFORMANCE

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.**



Test Year	Districts %	Ed.Corp. %
2018	36	60
2019	38	58
2020	N/A	N/A
2021	N/A	N/A
2022	39	51

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.



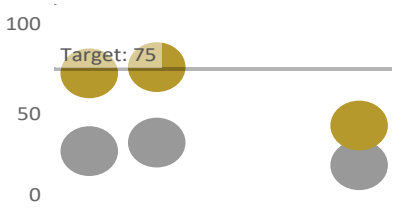
Test Year	Ed. Corp. Weighted Effect Size
2018	1.57
2019	1.29
2020	N/A
2021	N/A
2022	0.90

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

Test Year	Ed. Corp. Mean Growth Percentile
2018	53.5
2019	50.0
2020	N/A
2021	N/A
2022	N/A

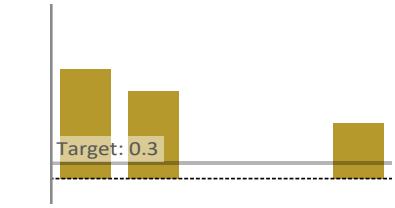
EDUCATION CORPORATION AGGREGATE MATHEMATICS PERFORMANCE

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**.



Test Year	Districts %	Ed.Corp. %
2018	30	73
2019	34	76
2020	N/A	N/A
2021	N/A	N/A
2022	22	44

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.



Test Year	Ed. Corp. Weighted Effect Size
2018	2.21
2019	1.77
2020	N/A
2021	N/A
2022	1.13

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

Test Year	Ed. Corp. Mean Growth Percentile
2018	63.4
2019	58.9
2020	N/A
2021	N/A
2022	N/A

** 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.*

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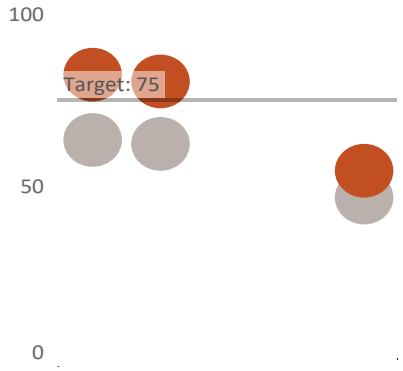
KIPP NYC PUBLIC CHARTER SCHOOLS EDUCATION CORPORATION: AGGREGATE SCIENCE PERFORMANCE FOR ALL CHARTERS

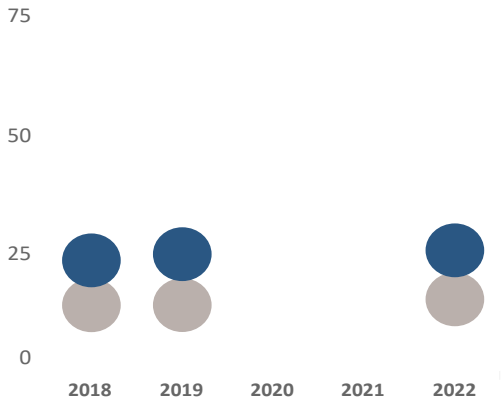
KIPP NYC Public Charter Schools
EDUCATION CORPORATION AGGREGATE SCIENCE PERFORMANCE

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.**

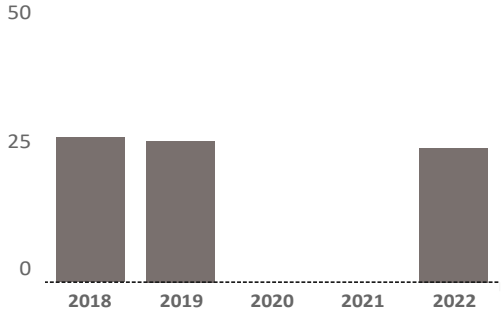


Test Year	Districts %	Ed.Corp. %
2018	64	82
2019	62	81
2020	N/A	N/A
2021	N/A	N/A
2022	47	55

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



	2018	2019	2022
Ed. Corp. Enrollment Receiving Mandated Academic Services	885	935	1,105
Tested on State Exam	430	488	578
Ed. Corp. Percent Proficient on ELA Exam	23.5	24.8	25.6
Composite District Percent Proficient	14.0	14.1	15.3



	2018	2019	2022
Ed. Corp. ELL Enrollment	289	276	369
Tested on NYSESLAT Exam	268	257	285
Ed. Corp. Percent 'Commanding' or Making Progress on NYSESLAT	25.4	24.9	23.5

*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.

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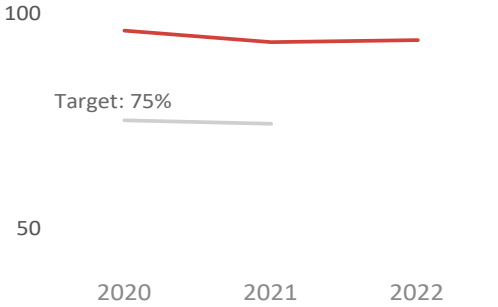
ACADEMIC PERFORMANCE

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

HIGH SCHOOL GRADUATION RATE

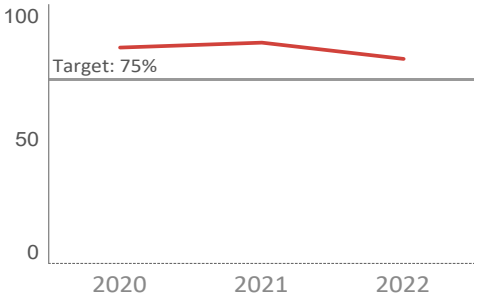
Comparative Measure: Graduation Rate. Each year, the percentage of **the charter school's students graduating** after completion of their fourth year will exceed the District.



	District %	Charter %
2020	74.0	94.1
2021	73.3	91.6
2022		92.0

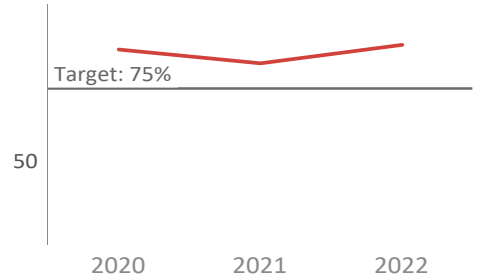
COLLEGE PREPARATION AND ATTAINMENT

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.



	Graduates	College Prep %
2020	241	87.9
2021	217	89.9
2022	219	83.3

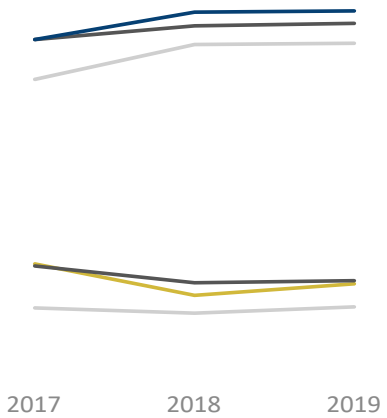
College Attainment Measure: Matriculation into College. Each year, 75 percent of **graduating students** will enroll in a college or university.



	Grad N	Matriculation %
2020	241	89.2
2021	217	84.3
2022	219	90.9

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**.



	MIP	District PI	Charter PI
2017	178	146	178
2018	189	174	200
2019	191	175	201
2017	165	125	167
2018	149	120	137
2019	151	126	148

HAS EACH CHARTER DUE FOR RENEWAL MET OR COME CLOSE TO MEETING ITS ACADEMIC ACCOUNTABILITY PLAN GOALS?

KIPP AMP, KIPP Freedom, and KIPP STAR met or came close to meeting their key academic Accountability Plan goals over the charter term. Notably, all three charters also demonstrated consistently high growth scores in mathematics over the term exceeding the target in every year with available data. Each of the charters also met their science and Every Student Succeeds Act ("ESSA") goals.

Over the charter term, the charters under renewal review routinely outperformed their comparison districts every year according to New York's ELA assessments. KIPP AMP and KIPP STAR enrolled students for at least two years in 2017-18 and 2018-19 who completed the state's ELA and mathematics assessments and outperformed their districts by at least 13 percentage points. Notably, KIPP STAR performed 30 percentage points higher than the district in 2017-18. In 2021-22, all three charters' students enrolled in at least their second year posted proficiency rates that surpassed the district performance by at least five percentage points in ELA. In comparison to schools throughout New York State enrolling similar concentrations of economically disadvantaged students, the three charters up for renewal performed higher than expected to a large degree according to the Institute's effect size analysis.

In mathematics, students enrolled in at least their second year at KIPP AMP and KIPP STAR outperformed the district every year. Although KIPP Freedom's students enrolled in at least their second year posted a mathematics proficiency rate similar to the district in 2021-22, the overall proficiency rate for all tested students exceeded the district. From 2017-18 through 2021-22, except in 2019-20 and 2020-21 when state assessment scores were not available, the charters posted effect sizes in mathematics that far exceeded the target of 0.3. This level of achievement indicates the charters performed higher than expected to a large degree in comparison to all public schools across the state enrolling similar percentages of economically disadvantaged students.

KIPP Freedom's academic achievement during the charter term was high although the charter's enrollment pattern in the midst of interrupted instruction caused by the COVID-19 pandemic produced a limited set of accountability data. The charter enrolled 5th grade students for the first time in 2018-19. An absolute performance metric is not available for accountability purposes because the Accountability Plan equitably analyzes the results for students enrolled in the charter for at least two years. However, the charter's 2019 effect size and growth score metrics demonstrated the effectiveness of KIPP Freedom's academic program. In both ELA and mathematics, KIPP Freedom performed higher than expected to a meaningful degree in ELA and to a large degree in mathematics. The charter also exceeded its target for growth in both subject areas: by eight points in ELA and, remarkably, 35 points in mathematics.

ACADEMIC PERFORMANCE

Given the absence of reliable and credible performance data from the state's ELA and mathematics assessments for 3rd – 8th grade students in 2019-20 and 2020-21, the Institute worked with charters and testing experts to develop a set of performance measures for use with internal and nationally normed assessments. The Institute continues to analyze each charter's internal assessments to evaluate the charter's academic attainment in lieu of reliable state exam data in 2020-21 and to contextualize the baseline state exam data from 2021-22. During the 2021-22 school year, the three charters under renewal review also demonstrated academic success against the key academic Accountability Plan goal in ELA using the STEP assessment and the network's internally developed assessments aligned to state standards. The charters used the nationally normed i-Ready assessment in mathematics. Notably in 2021-22, 41% of students across the education corporation demonstrated at least one and one third year's worth of progress in reading according to the STEP assessment. In mathematics, two thirds of KIPP NYC Schools students posted at least 100% progress towards annual growth on the i-Ready assessment.

HAS THE EDUCATION CORPORATION SUBSTANTIALLY COMPLIED WITH APPLICABLE LAWS, RULES AND REGULATIONS, AND PROVISIONS OF ITS CHARTER?

Each charter under renewal consideration substantially complied with applicable laws, rules and regulations, and provisions of the charter. During the current charter term, the education corporation and each charter up for renewal demonstrated a clear record of compliance with the terms of each charter including the timely submission of required reporting to the Institute.

KIPP NYC PUBLIC CHARTER SCHOOLS

FOIL

The education corporation's Freedom of Information Law ("FOIL") policy requires minor revision regarding the appeal process and to provide a link to the site for the New York State Committee on Open Government. In addition, the education corporation's website fails to provide the FOIL subject matter list with link. The Institute will follow up with the education corporation to update the policy prior to the next charter term.

Teacher Certification

The Act allows charters to hire up to 15 uncertified faculty members 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 (STEM) or career and technical education courses.

At the time of the renewal review, KIPP AMP employed 19 uncertified lead teachers including four lead teachers above the limit allowable under the Act. Among its 19 uncertified lead teachers, 15 met the appropriate qualification under the Act at the time of the renewal review.

At the time of the renewal review, KIPP Freedom employed 37 uncertified lead teachers including 22 lead teachers above the limit allowable under the Act. Among its 37 uncertified lead teachers, 35 met the appropriate qualification under the Act at the time of the renewal review.

At the time of the renewal review, KIPP STAR employed 27 uncertified lead teachers including 12 lead teachers above the limit allowable under the Act. Among its 27 uncertified lead teachers, 25 lead teachers met the appropriate qualification under the Act at the time of the renewal review.

COMPLIANCE REPORTING

KIPP NYC's recruitment team inquires about certification during phone interviews and confirms each candidate's certification status as it impacts compensation. The network prioritizes teachers with certification or those on a pathway towards certification. Once hired, the KIPP NYC Certification team tracks the progress of each certified teacher in a database, and meets with them regularly to ensure they understand their next steps, in addition to providing office hours and PD sessions to inform and support the certification process. With the help of the NYC Charter School Center, KIPP NYC provides support for in-state and out-of-state candidates. KIPP NYC partners with Relay Graduation School of Education in the Education Preparation Programs for teacher certification and provides tuition assistance. KIPP NYC's staff handbook clearly outlines expectations, assistance, and consequences for current staff members who are not certified.

CS
COMMUNITY SATISFACTION

COMMUNITY SATISFACTION

To report on parent satisfaction with the school's program, the Institute used satisfaction survey data and data regarding persistence in enrollment.

PARENT SATISFACTION: SURVEY RESULTS

RESPONSE RATE	OVERALL SATISFACTION	INCLUSIVE LEADERSHIP	STRONG RELATIONSHIPS	PARENT INVOLVEMENT
8%	90%	91%	90%	89%

Parent Survey Data

KIPP NYC Schools administers the New York City Department Of Education ("NYCDOE") annual family survey. In 2021-22, only 8% of families across the three charters under renewal review responded. Of the respondents, 90% expressed satisfaction with the charters' programming. The Institute acknowledges that the low response rate is not representative of all families. The Institute will work with the network to ensure higher response rates to parent satisfaction inquiries in a subsequent charter term, if granted.

Public Comments

In accordance with the Act, the Institute notified the district in which the charter school 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.

The NYCDOE held its required hearing on KIPP AMP's, KIPP Freedom's, and KIPP STAR's renewal applications on November 14, 2022 via videoconference. A KIPP NYC representative spoke about KIPP NYC Schools' overall program citing its innovative college and career counseling programs currently serving 7,300 students across New York City with plans to serve 10,000 students over the next five years. The representative also spoke about its aim for students, in partnership with stakeholders including alumni, parents, and students across the communities, to be academically prepared, creative problem solvers, and holistic community contributors.

KIPP AMP's middle school level principal spoke about the charter's strong community engagement, the ways in which the program meets both its academic and character development goals, and how doing so ensures each student engages with the larger community. The principal also spoke about KIPP AMP's strong partnership with its co-located schools and co-hosting various events for all students in the building. The elementary level principal spoke about growing up in the community and how he aims to provide students with formative experiences better than his own. The principal cited doing this work with a strong family base and ensuring students know their full potential. A parent with multiple children at the charter spoke about the charter's support for both students and family. Another parent spoke about the charter's positive impact on the community. Another parent spoke about the choices that KIPP AMP provides students

and how the charter does not allow a student to fail. The parent also mentioned that leaders and teachers are always available to have a conversation. A representative of the local senator's office spoke in opposition to the program citing diversion of funds and lower funding for district schools.

KIPP Freedom's principal spoke about the charter's commitment to the idea that every child can excel and every child deserves access to the academic skills to afford them a life of choice. The principal also described the partnership with the charter's co-located school referring to the partnership as 'The Alliance' and described a shared mascot and similar goals to serve all students in the building. The principal also described community partnerships including one organization offering clinical mental health services to students of both schools in the building. Another KIPP Freedom leader spoke about creating a joyful and academically excellent school that creates socially conscious citizens with a voice. The leader also spoke about community projects including singing at a local senior center, restoring a neighborhood garden, volunteering at the local children's hospital, and partnering with Build Africa to support schools in Kenya and Uganda. A KIPP Freedom teacher spoke about the director of engagement whose job is to ensure students have meaningful experiences. A parent spoke about her satisfaction with the school's special education program and cited it helps her student grow academically and socially. The parent also spoke about her child's pride in school work and how the charter provides holistic care for each student. Another parent spoke about her child's academic and behavioral growth and the general high levels of satisfaction with KIPP Freedom.

A charter representative for KIPP STAR spoke about its partnership with the Exodus Transitional Community and how the charter community helped collect over 9,000 pairs of socks for community members. The charter's principal spoke about the academic growth experienced by students and the relationships built with students and families. The principal also described a wide range of community partnerships including North Side Center to provide counseling to students and families. The principal also mentioned its partnership with its co-located school to host community events and partnering to ensure that students benefit from partnerships and events for all students in the building. A parent with multiple students at KIPP NYC Schools spoke about how the charter teaches them how to advocate for themselves and how the school feels like a family. Another parent spoke of how her children are excited to go to school and how they love their teachers because they show compassion and care. The school operations manager, who is a KIPP NYC Schools alum, spoke of the relationship she still has with her teachers and that KIPP NYC Schools build strong relationships. A community member requested that SUNY and NYCDOE analyze the building utilization due to apparent overcrowding of the programs in the building.

CS
COMMUNITY SATISFACTION

COMMUNITY SATISFACTION

Persistence in Enrollment An additional indicator of parent satisfaction is persistence in enrollment. In 2021-22, 87% 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.

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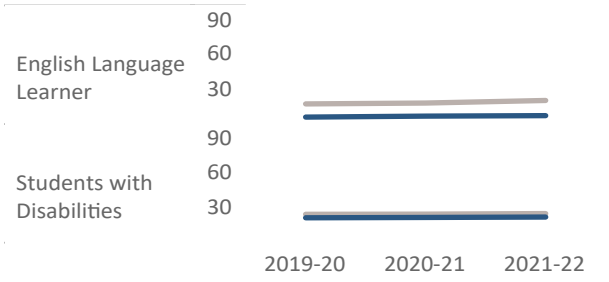
STUDENT DEMOGRAPHICS

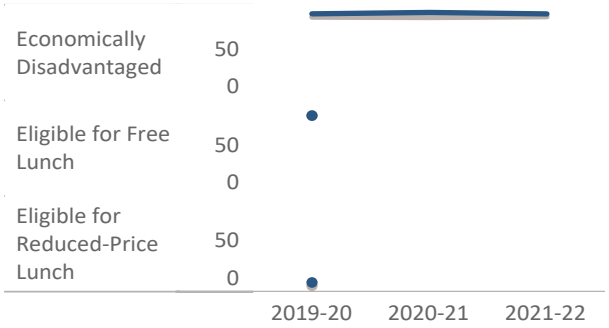
KIPP NYC Public Charter Schools Aggregate Education Corporation Enrollment and Persistence

Aggregate Education Corporation Demographics: Special Populations



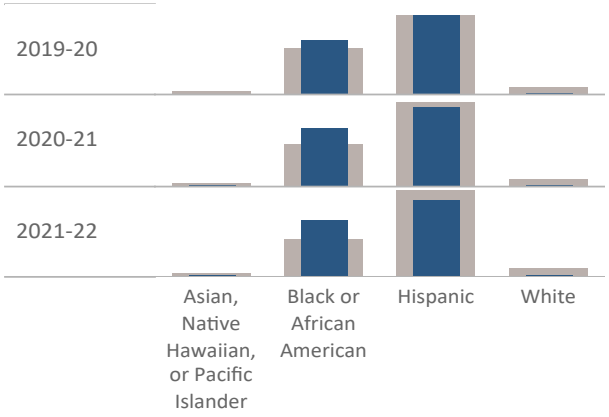
	2019-20	2020-21	2021-22
Districts	17.3	18.0	20.3
Ed Corp	5.8	6.7	7.1
Districts	24.4	24.6	25.1
Ed Corp	21.4	21.7	22.0

Aggregate Education Corporation Demographics: Free/Reduced Lunch



	2019-20	2020-21	2021-22
Districts	85.8	85.3	86.2
Ed Corp	89.3	90.9	89.3
Districts	82.9		
Ed Corp	82.6		
Districts	1.9		
Ed Corp	5.6		

Aggregate Education Corporation Demographics: Race/Ethnicity



	Asian, Native Hawaiian, or Pacific Islander	Black or African American	Hispanic	White
Districts	2.8	32.5	57.3	5.3
Ed Corp	0.6	39.8	57.3	0.8
Districts	3.0	29.9	60.2	5.3
Ed Corp	0.8	40.6	55.8	1.0
Districts	3.1	27.2	61.7	5.7
Ed Corp	0.7	41.3	54.8	1.2

Aggregate Education Corporation Persistence in Enrollment

2019-20	2019-20	83.6
2020-21	2020-21	89.2
2021-22	2021-22	86.7

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 the enrollment and retention targets for each charter in the education corporation. The charters, with support from the network, conducts the following recruitment efforts:

- Employing part time outreach specialists across the network on the community outreach team who attend community events, pre-Kindergarten ("pre-K") open houses, and public housing family days to distribute information about the charters and answer questions for prospective families;
- Including a lottery preference for students who are eligible applicants for the FRPL program;
- Distributing fliers, postcards, advertisements, and direct mailings in zip codes that the network identifies as having demographics matching the charter schools' enrollment targets;
- Partnering with universal pre-K programs and community daycare programs to hold information sessions for prospective families;
- Translating all informational materials, recruitment materials, advertisements, and social media promotions into multiple languages;
- Training outreach specialists with relevant information about the charters' offerings for students with individualized education programs ("IEPs") and ELLs in order to answer questions from prospective families; and,
- Frequently surveying families and students about satisfaction with the charters' services as well as their intent to return in a future school year.

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IS THE EDUCATION CORPORATION FISCALLY SOUND?

KIPP NYC Schools is fiscally sound as are its charters, KIPP AMP, KIPP Freedom, and KIPP STAR, 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.[5] 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 Schools education corporation because a charter is not a legally distinct fiscal entity.

KIPP NYC Schools currently contracts with KIPP NYC, which supports the charters in the areas of instructional management, recruiting, operations, finance, fundraising, human resources, real estate, technology, and professional development, under the terms of a shared services contract that includes an 12% fee over each charter's term.

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.	+

5. 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.

"+" : 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.

DOES THE EDUCATION CORPORATION MAINTAIN APPROPRIATE INTERNAL CONTROLS AND PROCEDURES?

The education corporation maintains appropriate internal controls and procedures, which are implemented by each 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.	+
The education corporation reviews and updates its Financial Policies and Procedures Manual ("FPPM"), which covers each 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 education corporation review and update its FPPM on an annual basis.	**OCTOBER 2022**

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, are 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.	+

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

The education corporation maintains adequate financial resources for each charter to ensure stable operations. Critical financial needs of each 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.	N/A
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.	+
The education corporation is in compliance with all loan covenants related to each charter.	N/A

FISCAL ANALYSIS

The education corporation reported operating surpluses each year since its founding. The net assets of the education corporation have grown to $22.8 million as of June 30, 2022. The education corporation benefits from a combined balance sheet, which is a combination of individual charter assets and liabilities. In order to track the operations of any individual charter within an education corporation, the Institute monitors each individual charter's revenues and expenses to report operating surpluses or deficits. The combined education corporation fiscal dashboard shows the organization is fiscally strong. It demonstrates low risk on most ratios. The education corporation has 1.3 months of cash on hand to pay liabilities due shortly which is artificially low due to the timing of the measure at fiscal year end as it is historically the low point for the year due to revenue and expense timing. KIPP NYC Schools has funded and maintained the required amount in a separate escrow account in case of dissolution of any of the charters under the education corporation. The Institute is reviewing the most recent fiscal audits and anticipates the education corporation's continued fiscal health.

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

BALANCE SHEET	Opened 2005-06 (Transfer from SED to SUNY 2019-20)				
Assets			MERGED	MERGED	MERGED
Current Assets	2017-18	2018-19	2019-20	2020-21	2021-22
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	-	-	12,543,199	13,094,730	14,541,258
Students with Disabilities	-	-	1,497,786	1,680,094	1,686,316
Grants and Contracts					
State and local	-	-	360,702	300,386	348,444
Federal - Title and IDEA	-	-	506,980	497,534	671,755
Federal - Other	-	-	39,319	278,570	1,116,693
Other	-	-	-	-	-
NYC DoE Rental Assistance	-	-	-	-	-
Food Service/Child Nutrition Program	-	-	-	-	79,164
Total Operating Revenue	-	-	14,947,986	15,851,314	18,443,630
Expenses					
Regular Education	-	-	10,577,763	12,938,714	14,154,105
SPED	-	-	914,574	713,551	534,462
Other	-	-	-	-	-
Total Program Services	-	-	11,492,337	13,652,265	14,688,568
Management and General	-	-	1,715,598	1,952,669	2,312,159
Fundraising	-	-	20,821	-	93
Total Expenses - GRAPHS 2, 3 & 4	-	-	13,228,756	15,604,934	17,000,820
Surplus / (Deficit) From School Operations	-	-	1,719,230	246,380	1,442,810
Support and Other Revenue					
Contributions	-	-	12,200	51,837	-
Fundraising	-	-	-	-	-
Miscellaneous Income	-	-	136,253	74,436	61,984
Net assets released from restriction	-	-	-	-	-
Total Support and Other Revenue	-	-	148,453	126,273	61,984
Total Unrestricted Revenue	-	-	15,099,316	15,978,156	18,505,614
Total Temporally Restricted Revenue	-	-	(2,877)	(569)	-
Total Revenue - GRAPHS 2 & 3	-	-	15,096,439	15,977,587	18,505,614
Change in Net Assets	-	-	1,867,683	372,653	1,504,794
Net Assets - Beginning of Year - GRAPH 2	-	-	2,670,592	4,545,598	4,918,252
Prior Year Adjustment(s)	-	-	7,323	1,804	2,933
Net Assets - End of Year - GRAPH 2	-	-	4,545,598	4,920,056	6,425,979

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

	2017-18	2018-19	2019-20	2020-21	2021-22
Personnel Service					
Administrative Staff Personnel	-	-	2,266,170	1,952,921	2,239,508
Instructional Personnel	-	-	5,682,888	5,707,785	6,763,807
Non-Instructional Personnel	-	-	75,740	71,083	64,429
Personnel Services (Combined)	-	-	-	-	-
Total Salaries and Staff	-	-	8,024,797	7,731,789	9,067,744
Fringe Benefits & Payroll Taxes	-	-	1,580,989	1,709,503	2,006,039
Retirement	-	-	255,865	262,871	295,695
Management Company Fees	-	-	1,680,217	1,933,447	2,253,963
Building and Land Rent / Lease / Facility Financing	-	-	56,761	64,904	204,637
Staff Development	-	-	146,886	140,614	217,833
Professional Fees, Consultant & Purchased Services	-	-	95,061	119,838	247,586
Marketing / Recruitment	-	-	42,408	27,048	11,552
Student Supplies, Materials & Services	-	-	342,252	375,476	655,336
Depreciation	-	-	322,124	301,950	252,520
Other	-	-	674,073	2,937,494	1,784,981
Total Expenses	-	-	13,221,433	15,604,934	16,997,886

CHARTER ANALYSIS

ENROLLMENT	2017-18	2018-19	2019-20	2020-21	2021-22
Original Chartered Enrollment	-	-	768	776	798
Final Chartered Enrollment (includes any revisions)	-	-	768	776	798
Actual Enrollment - **GRAPH 4**	-	SED	755	806	844
Chartered Grades	-	K-12	K-8	K-8	K-8
Final Chartered Grades (includes any revisions)	-	-	-	-	-
Primary School District: NYC CHANCELLOR'S OFFICE					
Per Pupil Funding (Weighted Avg of All Districts)	-	-	16,150	16,123	16,844
Increase over prior year	0.0%	0.0%	100.0%	-0.2%	4.3%
PER STUDENT BREAKDOWN					
Revenue					
Operating	-	#VALUE!	19,799	19,667	21,853
Other Revenue and Support	-	#VALUE!	197	157	73
TOTAL - GRAPH 3	-	#VALUE!	19,995	19,823	21,926
Expenses					
Program Services	-	#VALUE!	15,222	16,938	17,404
Management and General, Fundraising	-	#VALUE!	2,300	2,423	2,740
TOTAL - GRAPH 3	-	#VALUE!	17,522	19,361	20,143
% of Program Services	0.0%	#VALUE!	86.9%	87.5%	86.4%
% of Management and Other	0.0%	#VALUE!	13.1%	12.5%	13.6%
% of Revenue Exceeding Expenses - GRAPH 5	0.0%	#VALUE!	14.1%	2.4%	8.9%
% of Revenue Expended on Facilities	#DIV/0!	#DIV/0!	0.4%	0.4%	1.1%
Student to Faculty Ratio	-	-	12.1	12.2	11.7
Faculty to Admin Ratio	-	-	3.3	3.9	4.0
Financial Responsibility Composite Scores - GRAPH 6					
Score	0.0	0.0	0.0	0.0	0.0
Fiscally Strong 1.5 - 3.0 / Fiscally Adequate 1.0 - 1.4 / Fiscally Needs Monitoring < 1.0	N/A	N/A	N/A	N/A	N/A
Working Capital - GRAPH 7					
Net Working Capital	0	0	0	0	0
As % of Unrestricted Revenue	0.0%	0.0%	0.0%	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)	N/A	N/A	N/A	N/A	N/A
Rating (Excellent ≥ 3.0 / Good 1.4 - 2.9 / Poor < 1.4)	N/A	N/A	N/A	N/A	N/A
Quick (Acid Test) Ratio					
Score	0.0	0.0	0.0	0.0	0.0
Risk (Low ≥ 2.5 / Medium 1.0 - 2.4 / High < 1.0)	N/A	N/A	N/A	N/A	N/A
Rating (Excellent ≥ 2.5 / Good 1.0 - 2.4 / Poor < 1.0)	N/A	N/A	N/A	N/A	N/A
Debt to Asset Ratio - GRAPH 7					
Score	0.0	0.0	0.0	0.0	0.0
Risk (Low < 0.50 / Medium 0.51 - .95 / High > 1.0)	N/A	N/A	N/A	N/A	N/A
Rating (Excellent < 0.50 / Good 0.51 - .95 / Poor > 1.0)	N/A	N/A	N/A	N/A	N/A
Months of Cash - GRAPH 8					
Score	0.0	0.0	0.0	0.0	0.0
Risk (Low > 3 mo. / Medium 1 - 3 mo. / High < 1 mo.)	N/A	N/A	N/A	N/A	N/A
Rating (Excellent > 3 mo. / Good 1 - 3 mo. / Poor < 1 mo.)	N/A	N/A	N/A	N/A	N/A

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	Opened 2018-19 (Transfer from SED to SUNY 2019-20)				
			MERGED	MERGED	MERGED
	2017-18	2018-19	2019-20	2020-21	2021-22
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	-	-	3,998,407	7,249,082	10,805,266
Students with Disabilities	-	-	480,580	860,225	1,235,516
Grants and Contracts					
State and local	-	-	27,900	846,351	10,981
Federal - Title and IDEA	-	-	171,208	312,629	531,207
Federal - Other	-	-	592,386	593,793	1,659,511
Other	-	-	-	-	-
NYC DoE Rental Assistance	-	-	-	-	-
Food Service/Child Nutrition Program	-	-	-	-	46,288
Total Operating Revenue	-	-	5,270,480	9,862,081	14,288,770
Expenses					
Regular Education	-	-	4,202,747	8,377,994	12,024,322
SPED	-	-	308,357	314,368	731,064
Other	-	-	-	-	-
Total Program Services	-	-	4,511,105	8,692,362	12,755,386
Management and General	-	-	605,607	1,228,361	1,780,761
Fundraising	-	-	-	-	-
Total Expenses - GRAPHS 2, 3 & 4	-	-	5,116,712	9,920,723	14,536,147
Surplus / (Deficit) From School Operations	-	-	153,769	(58,642)	(247,377)
Support and Other Revenue					
Contributions	-	-	3,140	30,527	-
Fundraising	-	-	-	-	-
Miscellaneous Income	-	-	43,995	613,539	48,441
Net assets released from restriction	-	-	-	-	-
Total Support and Other Revenue	-	-	47,135	644,066	48,441
Total Unrestricted Revenue	-	-	5,352,629	10,506,147	14,337,211
Total Temporally Restricted Revenue	-	-	(35,014)	-	-
Total Revenue - GRAPHS 2 & 3	-	-	5,317,615	10,506,147	14,337,211
Change in Net Assets	-	-	200,904	585,424	(198,936)
Net Assets - Beginning of Year - GRAPH 2	-	-	1,274,209	1,024,542	1,610,967
Prior Year Adjustment(s)	-	-	3,726	432	1,395
Net Assets - End of Year - GRAPH 2	-	-	1,478,839	1,610,398	1,413,426

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

	2017-18	2018-19	2019-20	2020-21	2021-22
Personnel Service					
Administrative Staff Personnel	-	-	1,095,429	1,489,905	2,067,715
Instructional Personnel	-	-	1,743,906	3,004,126	5,473,463
Non-Instructional Personnel	-	-	-	-	-
Personnel Services (Combined)	-	-	-	-	-
Total Salaries and Staff	-	-	2,839,336	4,494,031	7,541,178
Fringe Benefits & Payroll Taxes	-	-	551,283	845,269	1,585,317
Retirement	-	-	65,285	111,454	190,735
Management Company Fees	-	-	599,501	1,208,859	1,758,175
Building and Land Rent / Lease / Facility Financing	-	-	74,359	1,173,911	297,984
Staff Development	-	-	51,567	65,119	141,135
Professional Fees, Consultant & Purchased Services	-	-	87,534	103,087	267,778
Marketing / Recruitment	-	-	3,930	4,243	8,953
Student Supplies, Materials & Services	-	-	187,625	256,876	512,964
Depreciation	-	-	124,876	350,108	624,980
Other	-	-	527,691	1,307,765	1,605,553
Total Expenses	-	-	5,112,986	9,920,723	14,534,751

CHARTER ANALYSIS

ENROLLMENT	2017-18	2018-19	2019-20	2020-21	2021-22
Original Chartered Enrollment	-	-	190	465	645
Final Chartered Enrollment (includes any revisions)	-	-	250	460	735
Actual Enrollment - **GRAPH 4**	-	SED	246	446	626
Chartered Grades	-	K	K-1	K-2, 5-6	K-3, 5-7
Final Chartered Grades (includes any revisions)	-	-	K, 5-6	K-1, 5-7	K-3, 5-8
Primary School District: NYC CHANCELLOR'S OFFICE					
Per Pupil Funding (Weighted Avg of All Districts)	-	-	16,150	16,123	16,844
Increase over prior year	0.0%	0.0%	100.0%	-0.2%	4.3%
PER STUDENT BREAKDOWN					
Revenue					
Operating	-	#VALUE!	21,425	22,112	22,826
Other Revenue and Support	-	#VALUE!	192	1,444	77
TOTAL - GRAPH 3	-	#VALUE!	21,616	23,556	22,903
Expenses					
Program Services	-	#VALUE!	18,338	19,490	20,376
Management and General, Fundraising	-	#VALUE!	2,462	2,754	2,845
TOTAL - GRAPH 3	-	#VALUE!	20,800	22,244	23,221
% of Program Services	0.0%	#VALUE!	88.2%	87.6%	87.7%
% of Management and Other	0.0%	#VALUE!	11.8%	12.4%	12.3%
% of Revenue Exceeding Expenses - GRAPH 5	0.0%	#VALUE!	3.9%	5.9%	-1.4%
% of Revenue Expended on Facilities	#DIV/0!	#DIV/0!	1.4%	11.9%	2.1%
Student to Faculty Ratio	-	-	12.3	12.3	10.6
Faculty to Admin Ratio	-	-	2.3	2.8	3.4
Financial Responsibility Composite Scores - GRAPH 6					
Score	0.0	0.0	0.0	0.0	0.0
Fiscally Strong 1.5 - 3.0 / Fiscally Adequate 1.0 - 1.4 / Fiscally Needs Monitoring < 1.0	N/A	N/A	N/A	N/A	N/A
Working Capital - GRAPH 7					
Net Working Capital	0	0	0	0	0
As % of Unrestricted Revenue	0.0%	0.0%	0.0%	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)	N/A	N/A	N/A	N/A	N/A
Rating (Excellent ≥ 3.0 / Good 1.4 - 2.9 / Poor < 1.4)	N/A	N/A	N/A	N/A	N/A
Quick (Acid Test) Ratio					
Score	0.0	0.0	0.0	0.0	0.0
Risk (Low ≥ 2.5 / Medium 1.0 - 2.4 / High < 1.0)	N/A	N/A	N/A	N/A	N/A
Rating (Excellent ≥ 2.5 / Good 1.0 - 2.4 / Poor < 1.0)	N/A	N/A	N/A	N/A	N/A
Debt to Asset Ratio - GRAPH 7					
Score	0.0	0.0	0.0	0.0	0.0
Risk (Low < 0.50 / Medium 0.51 - .95 / High > 1.0)	N/A	N/A	N/A	N/A	N/A
Rating (Excellent < 0.50 / Good 0.51 - .95 / Poor > 1.0)	N/A	N/A	N/A	N/A	N/A
Months of Cash - GRAPH 8					
Score	0.0	0.0	0.0	0.0	0.0
Risk (Low > 3 mo. / Medium 1 - 3 mo. / High < 1 mo.)	N/A	N/A	N/A	N/A	N/A
Rating (Excellent > 3 mo. / Good 1 - 3 mo. / Poor < 1 mo.)	N/A	N/A	N/A	N/A	N/A

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

					Opened 2019-20
BALANCE SHEET					
Assets			MERGED	MERGED	MERGED
Current Assets	2017-18	2018-19	2019-20	2020-21	2021-22
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	-	-	13,096,635	13,298,708	12,892,681
Students with Disabilities	-	-	1,500,644	1,708,524	1,253,529
Grants and Contracts					
State and local	-	-	523,851	433,801	446,429
Federal - Title and IDEA	-	-	679,646	587,940	723,314
Federal - Other	-	-	48,972	372,617	1,528,956
Other	-	-	-	-	-
NYC DoE Rental Assistance	-	-	-	-	-
Food Service/Child Nutrition Program	-	-	556	-	89,187
Total Operating Revenue	-	-	15,850,304	16,401,589	16,934,095
Expenses					
Regular Education	-	-	10,213,819	12,487,888	13,311,430
SPED	-	-	1,781,896	1,596,220	609,195
Other	-	-	-	-	-
Total Program Services	-	-	11,995,715	14,084,108	13,920,625
Management and General	-	-	1,807,860	2,012,740	2,123,811
Fundraising	-	-	7,252	-	-
Total Expenses - GRAPHS 2, 3 & 4	-	-	13,810,826	16,096,848	16,044,435
Surplus / (Deficit) From School Operations	-	-	2,039,478	304,740	889,660
Support and Other Revenue					
Contributions	-	-	1,100	53,602	10,100
Fundraising	-	-	-	-	-
Miscellaneous Income	-	-	72,412	29,061	80,486
Net assets released from restriction	-	-	-	-	-
Total Support and Other Revenue	-	-	73,512	82,663	90,586
Total Unrestricted Revenue	-	-	15,928,150	16,485,133	17,019,681
Total Temporally Restricted Revenue	-	-	(4,334)	(882)	5,000
Total Revenue - GRAPHS 2 & 3	-	-	15,923,816	16,484,251	17,024,681
Change in Net Assets	-	-	2,112,990	387,403	980,246
Net Assets - Beginning of Year - GRAPH 2	-	-	201,528	2,324,974	2,712,377
Prior Year Adjustment(s)	-	-	10,456	331	2,505
Net Assets - End of Year - GRAPH 2	-	-	2,324,974	2,712,708	3,695,128

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

	2017-18	2018-19	2019-20	2020-21	2021-22
Personnel Service					
Administrative Staff Personnel	-	-	2,610,425	2,445,518	2,546,040
Instructional Personnel	-	-	5,828,710	5,998,024	6,164,050
Non-Instructional Personnel	-	-	77,949	76,474	81,248
Personnel Services (Combined)	-	-	-	-	-
Total Salaries and Staff	-	-	8,517,084	8,520,016	8,791,338
Fringe Benefits & Payroll Taxes	-	-	1,687,758	1,732,298	1,882,114
Retirement	-	-	261,992	296,766	283,291
Management Company Fees	-	-	1,770,395	1,992,583	2,062,295
Building and Land Rent / Lease / Facility Financing	-	-	50,365	67,028	282,336
Staff Development	-	-	142,636	140,866	184,574
Professional Fees, Consultant & Purchased Services	-	-	74,711	103,661	178,838
Marketing / Recruitment	-	-	9,694	6,046	4,883
Student Supplies, Materials & Services	-	-	362,395	530,739	781,595
Depreciation	-	-	266,061	231,966	133,839
Other	-	-	657,280	2,474,879	1,456,825
Total Expenses	-	-	13,800,370	16,096,850	16,041,930

CHARTER ANALYSIS

ENROLLMENT	2017-18	2018-19	2019-20	2020-21	2021-22
Original Chartered Enrollment	-	-	798	799	794
Final Chartered Enrollment (includes any revisions)	-	-	798	799	794
Actual Enrollment - **GRAPH 4**	-	-	803	817	758
Chartered Grades	Transfer to SED	Transfer to SED	K-8	K-8	K-8
Final Chartered Grades (includes any revisions)	K-12	K-12	-	-	-
Primary School District: NYC CHANCELLOR'S OFFICE					
Per Pupil Funding (Weighted Avg of All Districts)	-	-	16,150	16,123	16,844
Increase over prior year	0.0%	0.0%	100.0%	-0.2%	4.3%
PER STUDENT BREAKDOWN					
Revenue					
Operating	-	-	19,739	20,075	22,340
Other Revenue and Support	-	-	92	101	120
TOTAL - GRAPH 3	-	-	19,830	20,177	22,460
Expenses					
Program Services	-	-	14,939	17,239	18,365
Management and General, Fundraising	-	-	2,260	2,464	2,802
TOTAL - GRAPH 3	-	-	17,199	19,702	21,167
% of Program Services	0.0%	0.0%	86.9%	87.5%	86.8%
% of Management and Other	0.0%	0.0%	13.1%	12.5%	13.2%
% of Revenue Exceeding Expenses - GRAPH 5	0.0%	0.0%	15.3%	2.4%	6.1%
% of Revenue Expended on Facilities	#DIV/0!	#DIV/0!	0.3%	0.4%	1.7%
Student to Faculty Ratio	-	-	12.8	12.5	11.4
Faculty to Admin Ratio	-	-	3.0	3.3	3.3
Financial Responsibility Composite Scores - GRAPH 6					
Score	0.0	0.0	0.0	0.0	0.0
Fiscally Strong 1.5 - 3.0 / Fiscally Adequate 1.0 - 1.4 / Fiscally Needs Monitoring < 1.0	N/A	N/A	N/A	N/A	N/A
Working Capital - GRAPH 7					
Net Working Capital	0	0	0	0	0
As % of Unrestricted Revenue	0.0%	0.0%	0.0%	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)	N/A	N/A	N/A	N/A	N/A
Rating (Excellent ≥ 3.0 / Good 1.4 - 2.9 / Poor < 1.4)	N/A	N/A	N/A	N/A	N/A
Quick (Acid Test) Ratio					
Score	0.0	0.0	0.0	0.0	0.0
Risk (Low ≥ 2.5 / Medium 1.0 - 2.4 / High < 1.0)	N/A	N/A	N/A	N/A	N/A
Rating (Excellent ≥ 2.5 / Good 1.0 - 2.4 / Poor < 1.0)	N/A	N/A	N/A	N/A	N/A
Debt to Asset Ratio - GRAPH 7					
Score	0.0	0.0	0.0	0.0	0.0
Risk (Low < 0.50 / Medium 0.51 - .95 / High > 1.0)	N/A	N/A	N/A	N/A	N/A
Rating (Excellent < 0.50 / Good 0.51 - .95 / Poor > 1.0)	N/A	N/A	N/A	N/A	N/A
Months of Cash - GRAPH 8					
Score	0.0	0.0	0.0	0.0	0.0
Risk (Low > 3 mo. / Medium 1 - 3 mo. / High < 1 mo.)	N/A	N/A	N/A	N/A	N/A
Rating (Excellent > 3 mo. / Good 1 - 3 mo. / Poor < 1 mo.)	N/A	N/A	N/A	N/A	N/A

KIPP NYC PUBLIC CHARTER SCHOOLS (COMBINED)

CHARTER INFORMATION

BALANCE SHEET	2017-18	2018-19	MERGED 2019-20	MERGED 2020-21	MERGED 2021-22
Assets					
Current Assets					
Cash and Cash Equivalents - **GRAPH 1**	-	-	11,538,948	7,007,553	14,361,002
Grants and Contracts Receivable	-	-	2,516,883	3,639,150	8,122,752
Accounts Receivable	-	-	-	-	-
Prepaid Expenses	-	-	44,437	40,158	6,553,654
Contributions and Other Receivables	-	-	827,241	677,050	-
Total Current Assets - GRAPH 1	-	-	14,927,508	11,363,911	29,037,408
Property, Building and Equipment, net	-	-	8,589,407	6,907,434	6,610,756
Other Assets	-	-	1,065,632	10,741,675	300,000
Total Assets - GRAPH 1	-	-	24,582,546	29,013,020	35,948,164
Liabilities and Net Assets					
Current Liabilities					
Accounts Payable and Accrued Expenses	-	-	2,234,309	4,237,440	5,041,633
Accrued Payroll and Benefits	-	-	185,662	182,852	-
Deferred Revenue	-	-	1,858	85,799	-
Current Maturities of Long-Term Debt	-	-	245,804	245,803	-
Short Term Debt - Bonds, Notes Payable	-	-	-	-	5,033,882
Other	-	-	0	(223,199)	794,644
Total Current Liabilities - GRAPH 1	-	-	2,667,633	4,528,695	10,870,159
Deferred Rent/Lease Liability	-	-	-	-	1,976,021
All other L-T debt and notes payable, net current maturities	-	-	2,791,606	545,803	300,000
Total Liabilities - GRAPH 1	-	-	5,459,239	5,074,498	13,146,180
Net Assets					
Without Donor Restrictions	-	-	19,049,526	23,566,020	22,493,248
With Donor Restrictions	-	-	73,781	372,502	308,736
Total Net Assets	-	-	19,123,307	23,938,522	22,801,984
Total Liabilities and Net Assets	-	-	24,582,546	29,013,020	35,948,164
ACTIVITIES					
Operating Revenue					
Resident Student Enrollment	-	-	79,089,299	85,423,417	96,289,597
Students with Disabilities	-	-	11,106,922	12,399,318	12,095,923
Grants and Contracts					
State and local	-	-	1,778,783	2,278,372	4,330,991
Federal - Title and IDEA	-	-	3,188,154	3,443,836	4,413,939
Federal - Other	-	-	1,343,754	2,752,342	12,923,295
Other	-	-	-	-	-
NYC DoE Rental Assistance	-	-	-	-	-
Food Service/Child Nutrition Program	-	-	615,318	1,978,686	3,324,542
Total Operating Revenue	-	-	97,122,231	108,275,971	133,378,287
Expenses					
Regular Education	-	-	72,522,170	87,945,651	114,768,226
SPED	-	-	9,275,754	7,879,032	6,104,274
Other	-	-	-	-	-
Total Program Services	-	-	81,797,924	95,824,683	120,872,500
Management and General	-	-	11,161,109	13,213,563	16,409,065
Fundraising	-	-	33,770	-	93
Total Expenses - GRAPHS 2, 3 & 4	-	-	92,992,803	109,038,246	137,281,658
Surplus / (Deficit) From School Operations	-	-	4,129,428	(762,275)	(3,903,371)
Support and Other Revenue					
Contributions	-	-	151,868	451,365	386,499
Fundraising	-	-	-	-	-
Miscellaneous Income	-	-	595,043	5,083,646	1,377,001
Net assets released from restriction	-	-	-	-	-
Total Support and Other Revenue	-	-	746,911	5,535,011	1,763,501
Total Unrestricted Revenue	-	-	97,942,860	113,813,261	134,904,554
Total Temporally Restricted Revenue	-	-	(73,718)	(2,279)	237,234
Total Revenue - GRAPHS 2 & 3	-	-	97,869,142	113,810,982	135,141,788
Change in Net Assets	-	-	4,876,339	4,772,736	(2,139,870)
Net Assets - Beginning of Year - GRAPH 2	-	-	14,173,413	18,775,872	23,784,744
Prior Year Adjustment(s)	-	-	73,554	464,956	7,013
Net Assets - End of Year - GRAPH 2	-	-	19,123,306	24,013,564	21,651,887

KIPP NYC PUBLIC CHARTER SCHOOLS (COMBINED)

CHARTER INFORMATION - (Continued)

Functional Expense Breakdown

	2017-18	2018-19	2019-20	2020-21	2021-22
Personnel Service					
Administrative Staff Personnel	-	-	15,168,352	15,701,695	20,511,878
Instructional Personnel	-	-	38,483,168	41,019,017	47,421,375
Non-Instructional Personnel	-	-	1,367,175	1,169,521	1,202,198
Personnel Services (Combined)	-	-	-	-	-
Total Salaries and Staff	-	-	55,018,695	57,890,233	69,135,451
Fringe Benefits & Payroll Taxes	-	-	10,905,889	12,119,424	15,046,674
Retirement	-	-	2,348,796	2,636,814	2,929,471
Management Company Fees	-	-	10,785,017	12,930,286	15,922,043
Building and Land Rent / Lease / Facility Financing	-	-	1,532,295	2,542,162	9,844,932
Staff Development	-	-	918,659	836,558	1,219,563
Professional Fees, Consultant & Purchased Services	-	-	977,893	871,388	2,020,773
Marketing / Recruitment	-	-	75,173	95,970	78,746
Student Supplies, Materials & Services	-	-	2,698,558	2,971,960	4,896,067
Depreciation	-	-	1,987,944	2,101,093	1,929,134
Other	-	-	5,563,468	14,042,359	14,251,788
Total Expenses	-	-	92,812,387	109,038,246	137,274,642

CHARTER ANALYSIS

ENROLLMENT	2017-18	2018-19	2019-20	2020-21	2021-22
Original Chartered Enrollment	-	-	5,006	5,485	6,326
Final Chartered Enrollment (includes any revisions)	-	-	4,776	5,106	5,797
Actual Enrollment - **GRAPH 4**	-	-	4,813	5,261	5,446
Chartered Grades	-	-	-	-	-
Final Chartered Grades (includes any revisions)	-	-	-	-	-
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	-	-	20,179	20,581	24,491
Other Revenue and Support	-	-	155	1,052	324
TOTAL - GRAPH 3	-	-	20,334	21,633	24,815
Expenses					
Program Services	-	-	16,995	18,214	22,195
Management and General, Fundraising	-	-	2,326	2,512	3,013
TOTAL - GRAPH 3	-	-	19,321	20,726	25,208
% of Program Services	0.0%	0.0%	88.0%	87.9%	88.0%
% of Management and Other	0.0%	0.0%	12.0%	12.1%	12.0%
% of Revenue Exceeding Expenses - GRAPH 5	0.0%	0.0%	5.2%	4.4%	-1.6%
% of Revenue Expended on Facilities	#DIV/0!	#DIV/0!	1.6%	2.3%	7.4%
Student to Faculty Ratio	-	-	12.5	12.0	11.2
Faculty to Admin Ratio	-	-	3.0	3.4	3.0
Financial Responsibility Composite Scores - GRAPH 6					
Score	0.0	0.0	2.4	2.5	2.0
Fiscally Strong 1.5 - 3.0 / Fiscally Adequate 1.0 - 1.4 / Fiscally Needs Monitoring < 1.0	N/A	N/A	Fiscally Strong	Fiscally Strong	Fiscally Strong
Working Capital - GRAPH 7					
Net Working Capital	0	0	12,259,875	6,835,216	18,167,249
As % of Unrestricted Revenue	0.0%	0.0%	12.5%	6.0%	13.5%
Working Capital (Current) Ratio Score	0.0	0.0	5.6	2.5	2.7
Risk (Low ≥ 3.0 / Medium 1.4 - 2.9 / High < 1.4)	N/A	N/A	LOW	MEDIUM	MEDIUM
Rating (Excellent ≥ 3.0 / Good 1.4 - 2.9 / Poor < 1.4)	N/A	N/A	Excellent	Good	Good
Quick (Acid Test) Ratio					
Score	0.0	0.0	5.6	2.5	2.1
Risk (Low ≥ 2.5 / Medium 1.0 - 2.4 / High < 1.0)	N/A	N/A	LOW	LOW	MEDIUM
Rating (Excellent ≥ 2.5 / Good 1.0 - 2.4 / Poor < 1.0)	N/A	N/A	Excellent	Excellent	Good
Debt to Asset Ratio - GRAPH 7					
Score	0.0	0.0	0.2	0.2	0.4
Risk (Low < 0.50 / Medium 0.51 - .95 / High > 1.0)	N/A	N/A	LOW	LOW	LOW
Rating (Excellent < 0.50 / Good 0.51 - .95 / Poor > 1.0)	N/A	N/A	Excellent	Excellent	Excellent
Months of Cash - GRAPH 8					
Score	0.0	0.0	1.5	0.8	1.3
Risk (Low > 3 mo. / Medium 1 - 3 mo. / High < 1 mo.)	N/A	N/A	MEDIUM	HIGH	MEDIUM
Rating (Excellent > 3 mo. / Good 1 - 3 mo. / Poor < 1 mo.)	N/A	N/A	Good	Poor	Good

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 AMP, KIPP Freedom, and KIPP STAR are each an academic success, and both the network and operational teams at each charter establish effective, viable organizations. KIPP NYC Schools is fiscally sound and presents sound financial plans. As such, the education corporation's plans for each charter in 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. Trustees express interest in continuing to serve KIPP NYC Schools in the next charter term. Over summer 2022, the previous board chair stepped down into a trustee position, and another tenured board member took on the board chair position. The smooth transition demonstrates KIPP NYC Schools' thoughtful approach to succession planning.

Fiscal & Facility Plans. Based on evidence collected through the renewal review, including a review of the five year financial plan, KIPP NYC Schools presents a reasonable and appropriate fiscal plan for the next charter term including education corporation and charter budgets that are feasible and achievable. The education corporation intends to maintain its contractual relationship with the network.

KIPP ALWAYS MENTALLY PREPARED CHARTER SCHOOL

Plans for the Educational Program. KIPP AMP plans to implement similar core elements of its academic programs in the future charter term. In adjusting practices to mitigate interrupted instruction, KIPP NYC Schools implemented new assessment procedures to collect clear student performance data.

Facility Plans. The charter is located in a NYCDOE co-located site and plans to remain for the next charter term.

	CURRENT	END OF NEXT CHARTER TERM
Enrollment	799	882
Grade Span	K-8	K-8
Teaching Staff	61	69
Days of Instruction	180	180

FUTURE PLANS

KIPP FREEDOM CHARTER SCHOOL

Plans for the Educational Program. KIPP Freedom plans to implement similar core elements of its academic programs in the future charter term. In response to COVID-19, teachers implement individualized action plans to meet the exact needs of each student. Many of these practices will continue into the next charter term as the charters are focused on building students' foundational skills that may have gaps from the COVID-19 interrupted instruction period.

Facility Plans. The charter is located in a NYCDOE co-located site and plans to remain for the next charter term.

	CURRENT	END OF NEXT CHARTER TERM
Enrollment	825	810
Grade Span	K-8	K-8
Teaching Staff	59	58
Days of Instruction	180	180

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

Plans for the Educational Program. KIPP STAR plans to implement similar core elements of its academic programs in the future charter term. The charter will provide more instructional time in ELA and mathematics to close gaps exacerbated by the COVID-19 pandemic's interruption to learning.

Facility Plans. The charter is located in two NYCDOE co-located sites and plans to remain for the next charter term.

	CURRENT	END OF NEXT CHARTER TERM
Enrollment	792	804
Grade Span	K-8	K-8
Teaching Staff	59	57
Days of Instruction	180	180

KIPP NYC Public Charter Schools

Ax

APPENDICES

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CO A	BS B	EO C	RI D
CHARTER OVERVIEW	BENCHMARK SUMMARY	ED CORP OVERVIEW	REPORT INFORMATION
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KIPP NYC PUBLIC CHARTER SCHOOLS BOARD OF TRUSTEES

CHAIR

Kange Kaneene

TREASURER

Richard Taft

TRUSTEES

Rafael Mayer
Adaobi Kanu
Gwendolyn Brunson

KIPP NYC, INC., BOARD OF TRUSTEES

CHAIR

Larry Robins

VICE CHAIR

David Levin

TRUSTEES

Elisa Alcantara
Lisa Blau
Erica Dewan
Abigail Klem Spector
Valerie Lancaster-Beal
Fred Scott
Randy Simpson
Marva Smalls
Amanda Baldwin

NETWORK LEADERS

NETWORK

Jim Manly, Superintendent
Alicia Johnson, President

CHARTER VISIT HISTORY

SCHOOL YEAR	VISIT TYPE	DATE
2022-23	Renewal Review	September 26, 2022

CONDUCT OF THE RENEWAL REVIEW

DATE(S) OF REVIEW	EVALUATION TEAM MEMBERS	TITLE
September 26, 2022	Andrew Kile	Managing Director of School Evaluation

BENCHMARK SUMMARY

For strong performing SUNY authorized charter schools that implement a common school design across multiple schools, the Institute provides an analysis and description of the charters' academic design structure using the Qualitative Education Benchmarks. This subset of the SUNY Renewal Benchmarks focuses on assessment, curriculum, pedagogy, leadership, at-risk programs, organizational capacity, and board oversight. The following program description analyzes and reports on the charter design that produced the high quality outcomes captured in the body of this renewal report.

ASSESSMENT

KIPP NYC Schools has an assessment system that improves instructional effectiveness and student learning. The charters regularly administer a variety of valid and reliable assessments aligned to the charters' curriculum and state performance standards. In ELA, charters use the STEP assessment and Fountas and Pinnell Benchmark Assessment System ("F&P") at the elementary level. Across all grades, the charters administer internally developed interim assessments ("IAs") and portfolio assessments that include a guided research writing piece. In mathematics, the charters deliver curricular based assessments as well as network developed bi-weekly quizzes. KIPP NYC Schools also uses the nationally normed i-Ready assessment to identify students for targeted academic interventions. At the high school level, in addition to curricular based assessments and IAs, approximately 75% of students take at least one Advanced Placement exam in any subject. Teachers across each charter supplement these assessments with exit tickets, running records, and other informal assessments. Teachers use these data to adjust strategic groupings, determine content to reteach, and modify questioning strategies within lesson plans. The charters have a valid and reliable process for scoring the assessment suite, and leaders make results available to all stakeholders. Leaders and teachers use data to guide decision making practices and regularly communicate student progress to parents.

CURRICULUM

KIPP NYC Schools implements an effective curricular program with sufficient resources to support teachers in instructional planning. The network works to ensure the curriculum is both culturally responsive and aligned to New York State Learning Standards. Notably, the charters emphasize texts, perspectives, and intellectual work of people of color while supporting students in understanding patterns of injustice in their communities. The network provides charters with a framework, supporting documents, and performance expectations that enable teachers to develop high quality lesson plans aligned to state standards. In ELA, the education corporation uses KIPP Wheatley, a reading program that includes rigorous fiction and non-fiction units tailored to students' backgrounds and interests. Teachers also deliver regular instruction in guided reading, close reading, and writing. In mathematics, the charter schools use a modified version of Eureka Math, a comprehensive mathematics curriculum closely aligned to state standards. The charters provide dedicated planning time for teachers to adjust lesson plans to anticipate student misconceptions and tailor content to student needs.

PEDAGOGY

High quality instruction is evident across all KIPP NYC Schools. Lessons include clear objectives aligned to purposeful activities. Teachers employ multiple strategies to check for student understanding such as circulating the classroom, conferencing with students, and using student hand signals. In most lessons, teachers use strategic groupings of students to allow for more targeted instruction. Across the education corporation, teachers challenge students with rigorous content and embed opportunities for higher order thinking throughout lessons. Teachers frequently ask students to elaborate on answers and provide specific evidence to back up assertions. Across all of the education corporation's charter schools, teachers maintain classrooms that focus on academic achievement. Teachers implement clear and consistent routines to ensure students are engaged throughout lessons. A sense of urgency is evident across classrooms in all the charter schools.

INSTRUCTIONAL LEADERSHIP

KIPP NYC Schools establishes strong instructional leadership practices across its charters. The leadership teams create an environment of high expectations for both students and staff members within the charter school community. Leaders communicate schoolwide priorities and provide teachers with information about the decision making process, which helps to strengthen teachers' investment in the education corporation's mission. As a result, teacher preparation and classroom instruction focus on student mastery and growth. Within this structure, teachers receive frequent and effective support, differentiated by grade and content. Each charter provides teachers with sustained, systemic, and effective coaching aimed at improving teachers' instructional effectiveness. Instructional leaders conduct regular lesson observations and follow up meetings to review areas of growth and action steps. Leaders hold teachers accountable for quality instruction and student achievement through this consistent coaching and feedback system. If a teacher is not meeting expectations, leaders escalate the frequency and intensity of the coaching cycle and implement performance improvement plans when necessary.

AT RISK PROGRAM

KIPP NYC Schools has programs in place to meet the needs of students with disabilities, ELLs, and students struggling academically. The charter schools have clear systems to identify students in each of these subgroups. Each charter administers a battery of assessments in the early fall designed to identify students performing below grade level expectations. The charter schools also have a clear process to identify students who may require evaluation for special education services and work closely with the district committee on special education ("CSE") and families to ensure students receive the evaluations in a timely manner. Families complete the Home Language Identification Survey as part of the admissions packet, and school staff members conduct interviews to identify students who need to complete the New York State Identification Test for English Language Learners ("NYSITELL"). Once identified, the education corporation has sufficient services to support the learning needs of students with disabilities, ELLs, and students who struggle academically. All the charters offer integrated co-teaching ("ICT") classrooms across all grade levels where a certified special education teacher provides support to students with disabilities and students struggling academically while general education teachers provide instruction concomitantly. For ELLs, ELL coordinators oversee the charters' teachers

in providing language acquisition supports in both the regular classroom environment and in small groups pull out sessions. All these supports establish an at-risk program that produces high achievement for students with disabilities and ELLs at the education corporation. In 2018-19, students with disabilities and ELLs enrolled at KIPP NYC Schools posted proficiency rates in ELA and mathematics that exceeded their district and statewide peers.

ORGANIZATIONAL CAPACITY

KIPP NYC Schools has clear operational procedures and an organizational structure that effectively supports the delivery of the academic program at each charter. The network provides support with fundraising, community outreach, finance, operations, facilities, technology implementation, student and staff member recruitment, and human resources. The network also provides the charters with professional development support, curriculum, and assessments. These network supports allow school based instructional leaders to focus on delivering the academic program successfully. The network and charter schools have clear lines of accountability that ensure leaders and teachers know who to go to for what. Instructional leadership positions have clearly defined responsibilities. KIPP NYC Schools maintains sufficient enrollment and have high retention year over year. The charters closely monitor progress toward meeting enrollment and retention targets for student subgroups. Notably, the majority of the charters far exceed the enrollment targets for students with disabilities.

BOARD OVERSIGHT AND GOVERNANCE

The KIPP NYC Schools' board works effectively to meet each charter school's Accountability Plan goals. Board members have experience in education, finance, facilities, and other areas that enable them to provide effective oversight of the network and charters. As the education corporation continues to increase the number of students it serves, the board plans to continue developing its governance capacity. Board members request and receive information about the charters that allows them to provide sufficient oversight. Network leaders provide the board with monthly data reports on progress across the charters related to academics, culture, operations, and finance. Informed by this data, the board establishes clear priorities aligned to the charter schools' academic, fiscal, and operational success, and implements clear systems to monitor ongoing progress toward meeting these goals. The board creates measurable annual performance goals, conducts an annual evaluation of the network, and holds the network accountable for academic, financial, and operational success.

EDUCATION CORPORATION TIMELINE OF CHARTER RENEWAL

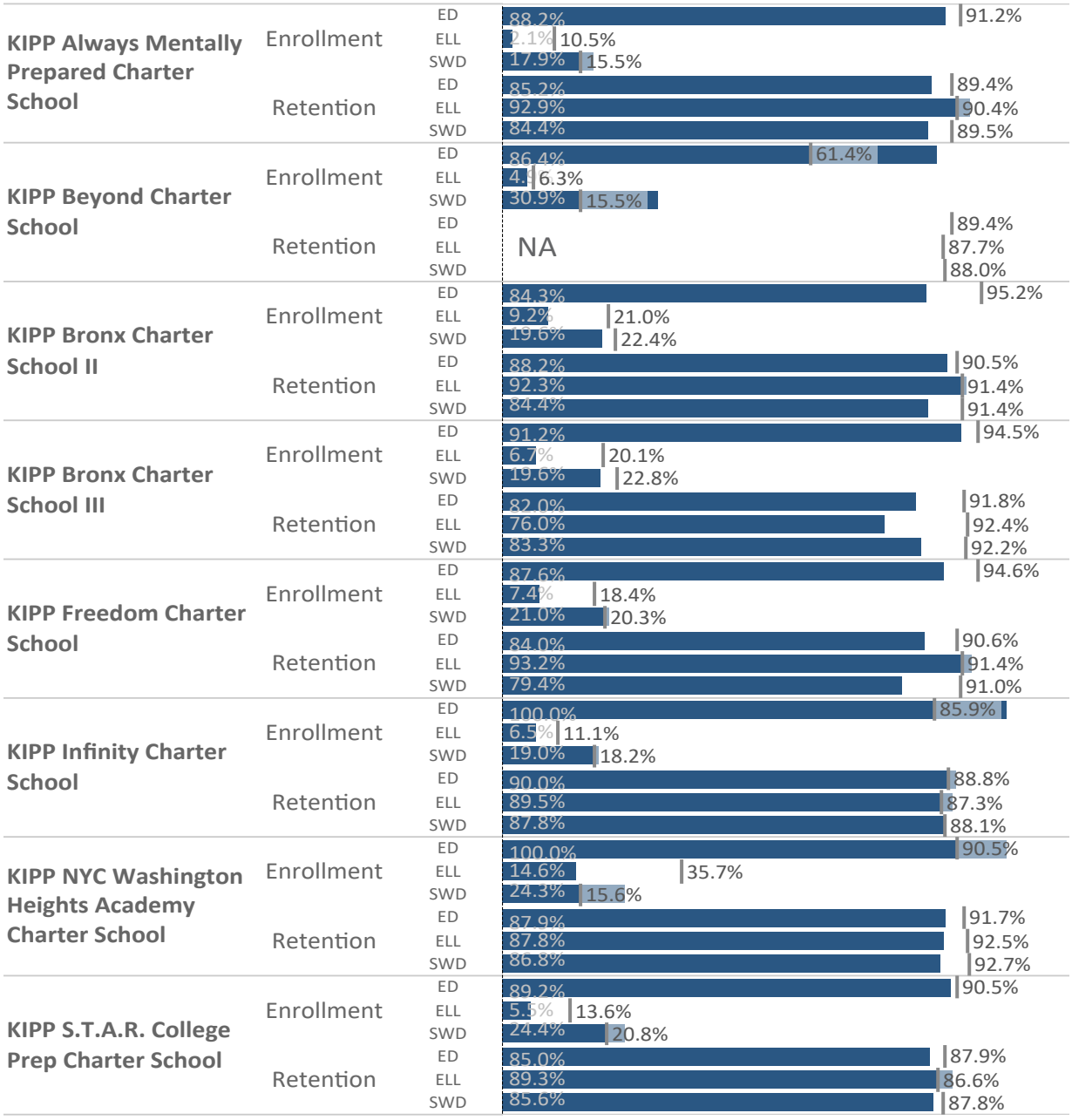
- Charter school opening
- Renewal by Other Authorizer
- Initial Renewal - Full-Term
- Subsequent Renewal Recommendation - Full-Term
- Initial Renewal Recommendation - Full-Term
- Subsequent Renewal - Full-Term

KIPP S.T.A.R. College Prep Charter School	2003-04	2007-08	2012-13		2017-18	2019-20	2022-23
KIPP Always Mentally Prepared Charter School	2005-06	2009-10		2014-15	2017-18		2022-23
KIPP Infinity Charter School	2005-06	2009-10	2013-14			2018-19	
KIPP NYC Washington Heights Academy Charter School			2012-13	2016-17			2021-22
KIPP Freedom Charter School						2018-19	2022-23
KIPP Bronx Charter School II						2019-20	
KIPP Bronx Charter School III						2019-20	
KIPP Beyond Charter School							2021-22

EDUCATION CORPORATION CHARTER CHARACTERISTICS

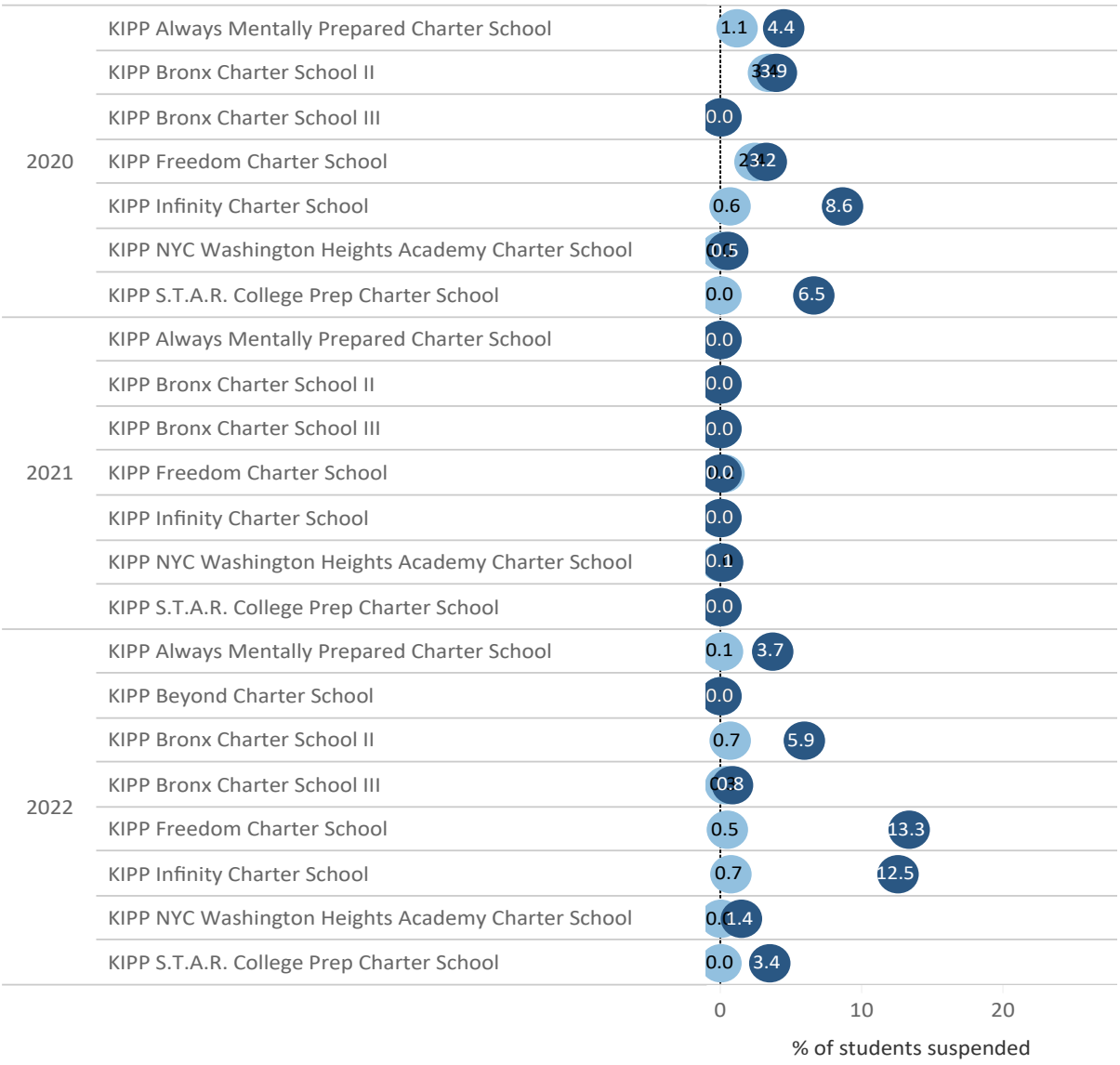
CHARTER	LOCAL DISTRICT	CO LOCATED	CHARTERED ENROLLMENT	GRADE SPAN
KIPP AMP	Brooklyn CSD 17	Yes	799	K-8
KIPP Beyond	Manhattan CSD 3	No	185	6-7
KIPP Bronx II	Bronx CSD 7	No	349	K-1,6-7
KIPP Bronx III	Bronx CSD 7	No	907	K-3,5-9
KIPP Freedom	Bronx CSD 7 & 10	Yes	825	K-8
KIPP Infinity	Bronx CSD 5 & Manhattan CSD 7	Yes	1,766	K-12
KIPP NYC Washington Heights	Manhattan CSD 6	Yes	839	K-8
KIPP STAR	Manhattan CSD 5	Yes	792	K-8

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 educaton corporation.

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 1 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 each charter school's Application for Charter Renewal, and more broadly, details the merits of each charter'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").[1]

THE INSTITUTE MAKES ALL RENEWAL RECOMMENDATIONS BASED ON

- A CHARTER'S APPLICATION FOR CHARTER RENEWAL
- INFORMATION GATHERED DURING THE CHARTER TERM
- ACADEMIC PERFORMANCE
- FISCAL SOUNDNESS
- LEGAL COMPLIANCE
- RENEWAL REVIEW

Most importantly, the Institute analyzes the charter'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.

This renewal recommendation report compiles evidence using the ***State University of New York Charter Renewal Benchmarks*** (the "SUNY Renewal Benchmarks"),[2] which specify in detail what a successful charter 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 charter 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 charter overview, copies of any school district comments on the Application for Charter Renewal, and the SUNY Fiscal Dashboard information for the charter. If applicable, the appendices also include additional information about the education corporation, its charters and student achievement of those charters.

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, are available on the Institutes website.

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

At the beginning of the Accountability Period,[3] each charter 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"[4] and states the educational programs at a charter school must "meet or exceed the student performance standards adopted by the board of regents"[5] 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 PERFORMANCE, I.E., HOW DID THE CHARTER DO AS COMPARED TO SCHOOLS IN THE DISTRICT AND SCHOOLS THAT SERVE SIMILAR POPULATIONS OF ECONOMICALLY DISADVANTAGED STUDENTS?

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

Absolute, comparative, and growth achievement provide a basis for triangulating charter 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 education corporation's board and approved by the Institute is included in the charter and frames the analysis of the charter'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 charter's Accountability Plan to determine its level of academic success, including the extent to which each charter 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 charter includes additional measures in its Accountability Plan, the Institute considers all available evidence of charter 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 charter 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 3rd- 8th 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 charter 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, charters reported data on a variety of norm-referenced and internally developed assessments to demonstrate student academic success. This renewal report contemplates charter 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.

SUNY Charter Schools Institute
The State University of New York