



# ANNUAL REPORT

## 2015-2016

Submitted by:  
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## School Leader List for 2015-2016

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# 1. School Description

## Mission Statement

KIPP DC is a non-profit network of high-performing, college-preparatory public charter schools in Washington, D.C. All KIPP DC schools are tuition-free, open enrollment schools, and actively recruit and serve students in the city's most educationally underserved communities. At KIPP DC, there are no shortcuts. Highly skilled teachers and leaders, more time in school, a rigorous college preparatory-curriculum, and a strong culture of high expectations and support help our students make significant academic gains and continue to excel in high school and college.

## KIPP DC School Program

KIPP DC is one of the largest and highest performing networks of public schools in Washington, D.C. Our students attend school Monday through Friday from 8:00am until 4:15pm. Additionally, KIPP DC students spend approximately 28% more time in the classroom than their peers in the D.C. Public School system. The first lesson our students learn is the year they will go to college, and each homeroom class is named after the teacher's alma mater. Approximately 70% of our students come from Wards 7 and 8, and 98% are African-American. All KIPP schools share a core set of operating principles known as the Five Pillars:

1. **High Expectations.** KIPP DC schools have clearly defined and measurable high expectations for academic achievement and conduct that make no excuses based on the students' backgrounds.
2. **Choice & Commitment.** Students, their parents, and the faculty of each KIPP DC school choose to participate in the program. Everyone must make and uphold a commitment to the school and to each other to put in the time and effort required to achieve success.
3. **More Time.** KIPP DC schools know that there are no shortcuts when it comes to success in academics and life. With an extended school day, week, and year, students have more time in the classroom to acquire the academic knowledge and skills that will prepare them for competitive high schools and colleges, as well as more opportunities to engage in diverse extracurricular experiences.
4. **Power to Lead.** The principals of KIPP DC schools are effective instructional and organizational leaders who understand that great schools require great school leaders. They have control over their school budget and personnel, allowing them maximum effectiveness in helping students learn.
5. **Focus on Results.** KIPP DC schools relentlessly focus on student growth and academic performance on standardized tests and other objective measures. Just as there are no shortcuts, there are no excuses. Students are expected to achieve a level of academic performance that will enable them to succeed at the nation's best high schools and colleges.

During the 2015-16 school year, KIPP DC schools served over 5,200 students at 16 schools on six campuses.

## Early Childhood and Elementary Program

All KIPP DC PreK4 through upper elementary students attend school from 8:00am – 4:15pm. PreK3 students attend school from 8:00am – 4:00pm. Four or five homerooms at each grade level are each taught by two full-time teachers (a Lead Teacher and a co-teacher) in grades PreK3- 1. The co-teachers



maintain stability and support student learning in the classroom by staying with their homeroom for the entire day.

Students in grades K-4 have robust and rigorous learning experiences in Literacy, Math, Social Studies, Science, Physical and Health Education, and the Arts. Our instruction is aligned to the Common Core State Standards to ensure that each student's educational trajectory puts them on the path to college. Instruction is also individualized through our blended learning model which serves to complement the instructional core.

During the 2015-16 school year, several early childhood and elementary schools held Saturday School. Saturday School is a great opportunity for parents to build team and family connections amongst themselves and with their students' teachers; and for students to cultivate their interests and hobbies. Our Saturday School programs also offer families educational opportunities in and outside of the classroom setting, including local field trips that connect families and teachers to the surrounding community, and classes such as dance, yoga, and cooking, where parents, students, and teachers learn and explore side-by-side.

Our dedicated staff—including but not limited to special education teachers and coordinators, occupational therapists, speech therapists, compliance managers, and social workers—works with each school to develop and implement individual educational and support plans for students with disabilities, English language learners, and other students requiring additional assistance. Support is provided in a number of ways, including but not limited to inclusion, pull-out, and resource instruction. Our focus is to educate students in the least restrictive environment possible.

### Middle School Program

All KIPP DC middle school students attend school from 8:00am – 4:15pm. KIPP DC middle schools currently serve students in grades 5-8. All grades take Reading, Writing, Math, Science, Social Studies, and Physical and Health Education. In addition to these core classes, students may take electives such as Spanish, Technology, Music, Art, and Orchestra. Learning is individualized as every student has time each day for remediation or acceleration.

Though the teaching staff employs various teaching methodologies across the KIPP DC network, teachers have similar instructional approaches building-wide. The math curriculum is based on the Common Core State Standards and teachers use assorted materials to plan lessons and deliver content in a way that ensures standard mastery. The literacy program is also aligned to the Common Core State Standards; and it incorporates EngageNY's ELA curriculum module. This popular curriculum module focuses on reading, writing, listening, and speaking in response to high-quality texts.

Our middle schools programs also offer its students a diverse set of extracurricular activities that vary by school. These offerings—which include a STEP team, Girls on the Run, a drumline, track and field, and lacrosse, to name a few—are all designed promote creativity and learning outside of the classroom, encourage relationship building, and instill leadership and teamwork character skills.

Our dedicated staff—including but not limited to special education teachers and coordinators, occupational therapists, speech therapists, compliance managers, and social workers—works with each school to develop and implement individual educational and support plans for students with disabilities, English language learners, and other students requiring additional assistance. Support is provided in a

number of ways, including but not limited to inclusion, pull-out, and resource instruction. Our focus is to educate students in the least restrictive environment possible.

### High School Program

KIPP DC College Preparatory (KCP) is built on a model that prioritizes excellent instruction and growing strong relationships—between both students and staff and students and families—to ensure that students are college-ready, persist and graduate from college, and are well-prepared to succeed in an increasingly competitive job market. To this end, KCP has a longer day and year that enables students to accelerate their learning and gives them the opportunity to take multiple AP courses before they graduate. Using the ACT as their guide, teachers plan and implement rigorous lessons and other instructional activities with the goal of improving each and every student’s performance on the ACT. Teachers hold weekly office hours as well, so that students who need or want additional support have the time and opportunity to receive it. Students are also required to take KCP’s advisory program and participate in various community meetings and events, each intended to:

- Strengthen relationships between students and staff;
- Promote students’ success;
- Teach students the school’s core values;
- Reflect on individual priorities and progress; and
- Ensure each student feels a part of the larger school community.

KCP also offers a full complement of extracurricular activities, and students generally participate in at least one club or intramural sport. Extracurricular activity participation encourages students to continue growing and refining their leadership and teamwork skills. Such activities include, but are not limited to:

- Intramural sports like football, basketball, track, cheerleading, and volleyball;
- Clubs such as the debate club, equestrian club, student government, and the Gay-Straight Student Alliance (GSSA); and
- Other activities like dance and performance choir.

Lastly, KCP also supports its students as they embark upon the college application process through a variety of ways:

- KCP has a 1 to 10 adult to student ratio, which supports the intentional focus on shepherding students through the cumbersome application process;
- Counselors also assist students as they search for and select summer opportunities each year;
- During their senior year, students are required to take a daily college counseling course;
- KIPP Through College (KTC) team members:
  - Work to instill the academic, professional, and advocacy, decision-making, and other character needed for KIPP DC alumni to be successful in high school, college, and the competitive world; and
  - Help alumni navigate the application process, access financial aid, secure internship opportunities.

## II. School Performance

### A. Performance and Progress

KIPP DC aligns annual goals and achievement expectations to execute our mission to create and sustain the highest quality school system for the most educationally underserved communities in Washington, D.C. at each of our 16 schools with fidelity.

KIPP DC Goals and Academic Achievement Expectations	Goal Met or Unmet	Evidence
Students will demonstrate academic proficiency at a performance level that makes students competitive for outstanding public or private secondary schools of their choice.	Met	2015-2016 Assessment Results
Students promoted from KIPP DC elementary schools are prepared to succeed in KIPP DC middle and high schools, as well as other competitive high schools of their choice.	Met	2015-2016 Assessment Results
Schools will maintain a daily attendance rate of 93% or higher.	Partially Met	2015-2016 Attendance Rates
Students will benefit from enrichment activities.	Met	Saturday School & Clubs Participation
Principals will create an educational program and foster a school environment that facilitates student academic and social improvement.	Met	KIPP Healthy Schools & Regions Survey Results
Principals will ensure fiscal and physical sustainability of the school.	Met	KIPP Healthy Schools & Regions Survey Results
The Board will provide sufficient and effective support to school leaders	Met	KIPP Healthy Schools & Regions Survey Results
School leaders will create a culture among staff that facilitates professional growth.	Met	KIPP Healthy Schools & Regions Survey Results
Schools will cultivate an environment in which parents will support and participate in their child's education.	Met	KIPP Healthy Schools & Regions Survey Results
Schools will provide a safe environment in which to learn.	Met	KIPP Healthy Schools & Regions Survey Results

#### 2015-2016 Assessment Results

KIPP DC measures student achievement in a variety of ways, including students' mastery of standards by content area, growth within each year, and college-readiness indicators. Early childhood programs measure reading and mathematics student achievement in PreK3 and PreK4 with the Peabody Picture Vocabulary Test (PPVT) and the Test of Early Mathematics Ability (TEMA).

Multiple assessments are used to measure individual student performance in grades K-12, the two most prominent of which are (1) the Partnership for Assessment of Readiness for College and Careers (PARCC) assessment and (2) the Northwest Evaluation Association's Measures of Academic Progress (NWEA MAP). Both tests are aligned with the Common Core State Standards and measure progress on college- and career-readiness indicators. The NWEA MAP is a nationally-normed assessment administered in the beginning, middle, and end-of-year to students in grades K-8. KIPP DC sets aggressive but achievable goals around achievement and growth on the PARCC assessment (administered to students in grades 3-8 and high school), as well as the percentage of students meeting grade-level college readiness benchmarks and growth standards on the NWEA MAP.

The D.C. Office of the State Superintendent recently released the 2015-16 scores for all D.C. schools' performance on PARCC. Below is a chart detailing KIPP DC's PARCC assessment results by school, subject, and the percentage of students who earned a level 3 and above and a level 4 and above:



School Name	Subject	% level 4+	% level 3+
KIPP DC AIM Academy PCS	Math	20%	50%
KIPP DC AIM Academy PCS	ELA	24%	53%
KIPP DC College Preparatory Academy PCS	Math	22%	56%
KIPP DC College Preparatory Academy PCS	ELA	35%	65%
KIPP DC Heights Academy PCS	Math	64%	84%
KIPP DC Heights Academy PCS	ELA	29%	63%
KIPP DC KEY Academy PCS	Math	43%	73%
KIPP DC KEY Academy PCS	ELA	32%	68%
KIPP DC Lead Academy PCS	Math	64%	85%
KIPP DC Lead Academy PCS	ELA	41%	69%
KIPP DC Northeast Academy PCS	Math	19%	47%
KIPP DC Northeast Academy PCS	ELA	44%	71%
KIPP DC PCS Promise Academy	Math	74%	85%
KIPP DC PCS Promise Academy	ELA	47%	68%
KIPP DC Quest Academy PCS	Math	49%	67%
KIPP DC Quest Academy PCS	ELA	28%	56%
KIPP DC Valor Academy PCS	Math	16%	41%
KIPP DC Valor Academy PCS	ELA	9%	40%
KIPP DC WILL Academy PCS	Math	26%	53%
KIPP DC WILL Academy PCS	ELA	27%	56%

### Enrichment Activities

KIPP DC students have access to myriad enrichment activities designed to (1) foster self-expression, creativity, and personal development; (2) promote relationship building; and, (3) instill the values of teamwork and cooperation. KIPP DC's network-wide athletics offerings include everything from indoor and outdoor track and field, to football, cheerleading, volleyball soccer, and more. Clubs and other extracurricular activities, such as the Debate Club, Drama Club, Robotics, Student Government, and Performance Choir, are also integral to students' academic and character development; and help prepare them for success in high school, college, and their future careers. Elective courses, like photography and poetry slam, are yet another means through which students can explore new interests and continue cultivating old ones.

Several Early Childhood and Elementary Schools also offer Saturday School, a truly great way to grow KIPP DC's Team and Family by strengthening relationships between teachers, students, and parents. Saturday School sessions afford families additional educational opportunities in the classroom and the community, such as trips to the museum or zoo, and school-based family activities like dance lessons and creating family crests. Taken together, KIPP DC's diverse set of enrichment activities (1) give our students opportunities outside of the classroom to expand their horizons and (2) reinforce KIPP's intentional focus on preparing students to be successful in high school, college, and beyond!

### KIPP Foundation Healthy Schools and Regions Survey

KIPP DC measures the health and strength of our schools by administering surveys of critical stakeholder groups – families, students, teachers, staff, and school leaders – in the winter of each school year. The KIPP Foundation Healthy Schools & Regions (HSR) survey measures key outcomes associated with six essential questions:

1. Are we serving the children who need us?
2. Are our students staying with us?
3. Are KIPP students progressing and achieving academically?
4. Are KIPP alumni climbing the mountain to and through college?
5. Are we building a sustainable people model?
6. Are we building a sustainable financial model?

Survey results enable team leaders to make more informed decisions, identify and celebrate strengths, and set goals for continued improvement.

The individual school progress summaries below include assessment data from the NWEA MAP, PPVT, or TEMA, in addition to other measures—consistent with the evidence detailed in the above chart which we use to assess our goals—such as in-seat attendance rates and HSR Survey results.

#### KIPP DC AIM Academy

On the NWEA MAP, AIM students exited 8<sup>th</sup> grade on average in the 50<sup>th</sup> percentile nationally in mathematics and the 46<sup>th</sup> percentile nationally in reading, both significant increases over the national percentiles for entering 5<sup>th</sup> graders in 2015-16. AIM Academy’s in-seat attendance rate for the 2015-16 school year was 92%. On the 2015-16 HSR Survey, 87% of AIM parents responded that they were proud that their child attends KIPP; 90% stated that the school has a positive impact on their students’ academic performance; 88% felt that they were well informed about how their child was doing in school; 86% stated that teachers at this school set high standards for their student; and, 85% felt safe at the school. 100% of teachers at AIM Academy stated that the school’s mission was important to them, and 92% of teachers believed that KIPP holds the teaching profession in high regard. Finally, 80% of students stated that they have high expectations for themselves, and 81% stated that they know how to make good choices for themselves.

AIM 2015-16: Mean RIT and Median Percentile for Mathematics and Reading, by grade									
		5 <sup>th</sup> Grade		6 <sup>th</sup> Grade		7 <sup>th</sup> Grade		8 <sup>th</sup> Grade	
		Fall 15-16	Spring 15-16	Spring 14-15	Spring 15-16	Spring 14-15	Spring 15-16	Spring 14-15	Spring 15-16
Mathematics	Mean RIT	207	214	211	211	217	222	225	228
	Median %ile	41	32	23	28	30	38	46	50
Reading	Mean RIT	202	208	202	207	210	215	215	218
	Median %ile	40	40	28	28	39	44	46	46

#### KIPP DC Arts & Technology Academy (ATA)

On the NWEA MAP, ATA students exited Kindergarten on average in the 86<sup>th</sup> percentile nationally in mathematics and 78<sup>th</sup> percentile nationally in reading, both notably significant increases over those students’ median percentile in both subjects nationally at the beginning of the 2015-16 school year. Additionally, 95% of ATA’s Kindergarten students met or exceeded their typical growth targets in

mathematics, and 83% did so in reading. ATA’s in-seat attendance rate for the 2015-16 school year was 91%. On the HSR Survey, 87% of parents felt that they were well informed about how their child was doing in school; 98% stated that the school had a positive impact on their child’s academic performance; 97% felt that their child felt safe at school; and 95% were proud that their child attends KIPP. For their teachers, 92% felt that KIPP holds the teaching profession in high regard, and 85% stated that the school’s mission was important to them. Furthermore, 92% stated that the school leader lives by the school’s values.

ATA 2015-16: Mean RIT and Median Percentile for Mathematics and Reading, by grade			
		Kindergarten	
		Fall 15-16	Spring 15-16
Mathematics	Mean RIT	140	171
	Median %ile	49	86
Reading	Mean RIT	145	167
	Median %ile	59	78

**KIPP DC Connect Academy**

On the NWEA MAP, Connect students exited Kindergarten on average in the 81<sup>st</sup> percentile nationally in mathematics and 75<sup>th</sup> percentile nationally in reading, both notably significant increases over those students’ performance at the beginning of the 2015-16 school year. Additionally, 97% of Connect’s Kindergarten students met or exceeded their typical growth targets in mathematics, and 81% did so in reading. Connect Academy’s in-seat attendance rate for the school year was 92%. On the 2015-16 HSR Survey, 100% of the parents stated that their child felt safe at school, and 97% of the parents stated that they were proud that their child attended the school. Also, 97% felt that the school had a positive impact on their child’s academic performance, and 97% stated that they were well informed about how their child was doing in school. For the teachers, 100% felt that KIPP holds the teaching profession in high regard, and 100% felt that the school leader both demonstrates passion for KIPP’s mission, vision, and values, and lives by those school values. Finally, 94% felt that the staff at the school have a growth mindset.

Connect 2015-16: Mean RIT and Median Percentile for Mathematics and Reading, by grade			
		Kindergarten	
		Fall 15-16	Spring 15-16
Mathematics	Mean RIT	141	171
	Median %ile	50	81
Reading	Mean RIT	146	167
	Median %ile	62	75

**KIPP DC Discover Academy**

On the NWEA MAP, Discover students exited Kindergarten on average in the 55<sup>th</sup> percentile nationally in mathematics and 62<sup>nd</sup> percentile nationally in reading, both significant increases over those students’ performance at the beginning of the 2015-16 school year. Additionally, 72% of Discover’s Kindergarten students met or exceeded their typical growth targets in mathematics, and 69% did so in reading. Discover Academy’s in-seat attendance rate for the school year was 92%. On the 2015-16 HSR Survey, 95% of parents were proud that their child attends KIPP; 94% felt well informed about how their child

was doing in school; 93% stated that the school had a positive impact on their child’s academic performance; and 94% responded that their child felt safe at the school. For the teachers, 100% of Discover’s teachers stated that the school’s mission was important to them, and 100% felt that KIPP holds the teaching profession in high regard. Also, 100% believed that teachers at this school set high expectations for their students, and 100% felt that the staff at the school had a growth mindset.

Discover 2015-16: Mean RIT and Median Percentile for Mathematics and Reading, by grade			
		Kindergarten	
		Fall 15-16	Spring 15-16
Mathematics	Mean RIT	137	160
	Median %ile	39	55
Reading	Mean RIT	141	161
	Median %ile	50	62

### KIPP DC Grow Academy

On the NWEA MAP, Grow students exited Kindergarten on average in the 78<sup>th</sup> percentile nationally in mathematics and 65<sup>th</sup> percentile nationally in reading, with the math performance representing a significant increase in percentile over the 2015-16 school year. 96% of Grow’s Kindergarten students met or exceeded their typical growth targets in mathematics, and 61% did so in reading. Grow Academy’s in-seat attendance rate for the school year was 92%. On the 2015-16 HSR Survey, 93% of Grow parents responded that they were satisfied or very satisfied with their school; 93% stated that they were proud that their child attended the school; 95% felt that they were well informed about how their child was doing in school; and 96% felt that the school had a positive impact on their child’s academic performance. For the teachers, 95% stated that teachers at this school set high standards for their students; 100% stated that the school’s mission was important to them; and 95% also felt that the staff at the school had a growth mindset.

Grow 2015-16: Mean RIT and Median Percentile for Mathematics and Reading, by grade			
		Kindergarten	
		Fall 15-16	Spring 15-16
Mathematics	Mean RIT	139	169
	Median %ile	47	78
Reading	Mean RIT	146	164
	Median %ile	62	65

### KIPP DC Heights Academy

On the NWEA MAP, Heights students exited 4<sup>th</sup> grade on average in the 67<sup>th</sup> percentile nationally in mathematics and 50<sup>th</sup> percentile nationally in reading. Heights Academy’s in-seat attendance rate for the school year was 93%. On the 2015-16 HSR Survey, 83% of Heights parents responded that they were satisfied or very satisfied with their school; 89% stated that they were proud their child attends KIPP; 86% felt that they were well informed of how their child was doing in school; and 87% stated that the school has a positive impact on their students’ academic performance. For the teachers, 96% of Heights’ teachers stated that the school’s mission was important to them; 96% felt that teachers at the school set high standards for students; and 96% stated that the school leader demonstrates passion for KIPP’s



mission, vision, and values. Finally, for the students, 84% stated that they had high expectations for themselves; 91% stated they knew how to make good choices for themselves; and 90% felt that their teachers cared about them as a person.

Heights 2015-16: Mean RIT and Median Percentile for Mathematics and Reading, by grade									
		1 <sup>st</sup> Grade		2 <sup>nd</sup> Grade		3 <sup>rd</sup> Grade		4 <sup>th</sup> Grade	
		Fall 15-16	Spring 15-16	Fall 15-16	Spring 15-16	Fall 15-16	Spring 15-16	Fall 15-16	Spring 15-16
Mathematics	Mean RIT	163	183	178	197	194	210	203	221
	Median %ile	60	59	56	67	64	73	53	67
Reading	Mean RIT	160	178	174	190	189	200	196	206
	Median %ile	48	50	48	59	57	56	50	50

#### KIPP DC KEY Academy

On the NWEA MAP, KEY students exited 8<sup>th</sup> grade on average in the 70<sup>th</sup> percentile nationally in mathematics and 55<sup>th</sup> percentile nationally in reading, both increases over the national percentiles for entering 5<sup>th</sup> graders in 2015-16. In particular, KEY's performance for exiting 8<sup>th</sup> graders in mathematics was notably strong compared to national norms. KEY Academy's in-seat attendance rate for the school year was 94%. On the 2015-16 HSR Survey, 84% of the parents stated that they were proud that their child attended the school; 86% felt well informed about how their child was doing in school; 84% stated that the school was having a positive impact on their child's academic performance; and 79% stated that their child felt safe at the school. For the teachers, 81% felt that KIPP held the teaching profession in high regard; 90% felt that the school leader demonstrated passion for KIPP's mission, vision, and values; 81% stated that the school leader prioritizes improving teaching and learning; and 95% said that their school's mission was important to them. Finally, for the students, 89% felt that they knew how to make good choices for themselves, and 85% stated that they had high expectations for themselves.

KEY 2015-16: Mean RIT and Median Percentile for Mathematics and Reading, by grade									
		5 <sup>th</sup> Grade		6 <sup>th</sup> Grade		7 <sup>th</sup> Grade		8 <sup>th</sup> Grade	
		Fall 15-16	Spring 15-16	Spring 14-15	Spring 15-16	Spring 14-15	Spring 15-16	Spring 14-15	Spring 15-16
Mathematics	Mean RIT	213	228	232	229	231	240	232	241
	Median %ile	60	68	76	58	68	75	60	70
Reading	Mean RIT	207	209	212	215	220	223	218	222
	Median %ile	56	47	48	45	61	65	50	55

#### KIPP DC Lead Academy

On the NWEA MAP, Lead's 4<sup>th</sup> grade students achieved on average in the 62<sup>nd</sup> percentile nationally in mathematics and 58<sup>th</sup> percentile nationally in reading. Lead Academy's in-seat attendance rate for the school year was 94%. On the 2015-16 HSR Survey, 89% of Lead parents responded that they were satisfied or very satisfied with their school; 93% stated that they were proud that their child attended the school; 85% felt that they were well informed of how their child was going in school; 96% stated that the school was having a positive impact on their child's academic performance; and 90% stated that their child felt safe at the school. 96% of Lead's teachers stated that teachers at this school set high

standards for their students; 96% also stated that the school’s mission was important to them; 88% stated that the school leader demonstrates passion for KIPP’s mission, vision, and values; and 92% stated that they felt safe at the school.

LEAP 2015-16 Mean RIT and Median Percentile for Mathematics and Reading, by grade									
		1 <sup>st</sup> Grade		2 <sup>nd</sup> Grade		3 <sup>rd</sup> Grade		4 <sup>th</sup> Grade	
		Fall 15-16	Spring 15-16	Fall 15-16	Spring 15-16	Fall 15-16	Spring 15-16	Fall 15-16	Spring 15-16
Mathematics	Mean RIT	169	186	178	197	192	212	205	216
	Median %ile	77	65	56	68	58	75	64	62
Reading	Mean RIT	168	182	176	191	192	204	202	206
	Median %ile	69	62	58	60	62	64	65	58

### KIPP DC LEAP Academy

As LEAP Academy has only pre-kindergarten students there are no NWEA MAP outcomes for this school. Instead, all LEAP students took the PPVT and TEMA assessments. For the PPVT assessment, 95% of the PreK4 students met or exceeded the PCSB target of a standard score of 86. For the TEMA assessment, 89% of PreK4 students met or exceeded the PCSB target of a standard score of 90. LEAP Academy’s in-seat attendance rate for the school year was 91%. On the 2015-16 HSR Survey, 96% of LEAP parents responded that they were proud that their child attends KIPP; 96% also stated that the school has had a positive impact on their child’s academic performance; 93% felt well informed about how their child was doing in school; and 91% felt that that their child was safe at school. For the teachers, 100% stated that the school’s mission was important to them; 100% also believed that teachers at the school set high standards for their students; and 100% also felt that KIPP holds the teaching profession in high regard.

LEAP 2015-16: Percent meeting PCSB standards in PPVT and TEMA, by grade			
		PK3	PK4
PPVT	% meeting standards	92%	95%
TEMA	% meeting standards	80%	89%

### KIPP DC Northeast Academy

On the NWEA MAP, Northeast’s 7<sup>th</sup> grade students achieved on average in the 38<sup>th</sup> percentile nationally in mathematics and 50<sup>th</sup> percentile nationally in reading. The reading outcomes in particular were notable increases from the incoming 5<sup>th</sup> grade outcomes earlier that year. Northeast Academy’s in-seat attendance rate for the school year was 93%. On the 2015-16 HSR Survey, 97% of Northeast’s parents responded that they were proud that their child attended the school; 97% felt well informed about how their child was doing in school; 100% stated that the school was having a positive impact on their child’s academic performance; and 100% also felt that their child was safe at school. For the teachers, 100% felt that KIPP held the teaching profession in high regard, 100% would recommend KIPP to a friend as a great place to work; and 100% also felt that staff at the school have a growth mindset, that the school leader demonstrates passion for KIPP’s mission, vision, and values, and that the school leadership priorities improving teaching and learning. Finally, 85% of students were happy with the school; 87% felt safe at the school; 91% stated that they know how to make good choices for themselves; and 90% believed that their classes were preparing them for real life.

Northeast 2015-16, Mean RIT and Median Percentile for Mathematics and Reading, by grade							
		5 <sup>th</sup> Grade		6 <sup>th</sup> Grade		7 <sup>th</sup> Grade	
		Fall 15-16	Spring 15-16	Spring 14-15	Spring 15-16	Spring 14-15	Spring 15-16
Mathematics	Mean RIT	202	213	216	217	218	223
	Median %ile	30	32	30	32	38	38
Reading	Mean RIT	197	206	209	211	213	218
	Median %ile	33	37	42	39	48	50

### KIPP DC Promise Academy

On the NWEA MAP, Promise students exited 4<sup>th</sup> grade on average in the 86<sup>th</sup> percentile nationally in mathematics and 58<sup>th</sup> percentile nationally in reading. The mathematics outcomes were particularly strong performances in comparison to the national norms, and they were representative of the overall strong performance on MAP throughout all grades and subjects. Promise Academy's in-seat attendance rate for the school year was 93%. On the 2015-16 HSR Survey, 93% of Promise parents responded that they were satisfied or very satisfied with their school; 93% also stated that they were proud that their child attended the school; 88% felt well informed with how their child was doing in school; and 92% felt that the school had a positive impact on their child's academic performance. For the teachers, 97% stated that teachers at this school set high standards for their students; 94% felt that the school leader demonstrates passion for KIPP's mission, vision, and values; 94% felt that KIPP held the teaching profession in high regard; and 90% felt safe at the school. Finally, for the students, 75% felt that they knew how to make good choices for themselves and were challenged in class.

Promise 2015-16, Mean RIT and Median Percentile for Mathematics and Reading, by grade											
		Kinder		1 <sup>st</sup> Grade		2 <sup>nd</sup> Grade		3 <sup>rd</sup> Grade		4 <sup>th</sup> Grade	
		Fall 15-16	Spring 15-16	Fall 15-16	Spring 15-16	Fall 15-16	Spring 15-16	Fall 15-16	Spring 15-16	Fall 15-16	Spring 15-16
Mathematics	Mean RIT	145	176	160	194	178	199	194	214	205	228
	Median %ile	63	90	43	81	53	69	67	80	64	86
Reading	Mean RIT	145	167	161	185	173	189	188	202	198	210
	Median %ile	64	70	48	67	43	53	52	64	57	58

### KIPP DC Quest Academy

This was Quest Academy's second year of operation under KIPP DC, having been a restart school the previous year. On the NWEA MAP, Quest students exited 4<sup>th</sup> grade on average in the 46<sup>th</sup> percentile nationally in mathematics and 43<sup>rd</sup> percentile nationally in reading. More notably, however, is that for all four grades, the median percentile increased significantly from fall to spring, with particularly impressive outcomes in math for our 3<sup>rd</sup> graders (median percentile of 65). Quest Academy's in-seat attendance rate for the school year was 92%. On the 2015-16 HSR Survey, 90% of the parents stated that they were proud that their child attended the school; 95% felt that they were well informed about how their child was doing in school; 90% felt that the school had a positive impact on their child's academic performance; and 90% also stated that their child felt safe at the school. For their teachers, 100% of them believed that teachers at the school set high standards for their students; 91% also stated that the

school’s mission was important to them; and 100% felt that the school leader demonstrates passion for KIPP’s mission, vision, and values. Finally, for the students, 87% felt that the teachers cared about them as a person, and 80% felt that they knew how to make good choices for themselves.

Qtrast 2015-16: Mean RIT and Median Percentile for Mathematics and Reading, by grade									
		1 <sup>st</sup> Grade		2 <sup>nd</sup> Grade		3 <sup>rd</sup> Grade		4 <sup>th</sup> Grade	
		Fall 15-16	Spring 15-16	Fall 15-16	Spring 15-16	Fall 15-16	Spring 15-16	Fall 15-16	Spring 15-16
Mathematics	Mean RIT	161	183	173	194	189	206	196	211
	Median %ile	49	56	36	56	49	65	33	46
Reading	Mean RIT	159	176	169	187	184	199	193	204
	Median %ile	44	46	37	48	40	51	35	43

### KIPP DC Spring Academy

On the NWEA MAP, Spring’s students exited 2<sup>nd</sup> grade on average in the 61<sup>st</sup> percentile nationally in mathematics and 48<sup>th</sup> percentile nationally in reading. Spring Academy’s in-seat attendance rate for the school year was 93%. On the 2015-16 HSR Survey, 88% of parents were proud that their child attended KIPP; 92% would recommend KIPP to other families; 85% felt well informed about how their child was doing in school; and 96% felt that the school was having a positive impact on the academic performance of their child. For the teachers, 100% felt that the school set high standards for their students; 88% felt that the school leader demonstrated passion for KIPP’s mission, vision, and values; 100% felt safe at the school; and 88% felt that KIPP held teaching in high regard.

Spring 2015-16: Mean RIT and Median Percentile for Mathematics and Reading, by grade					
		1 <sup>st</sup> Grade		2 <sup>nd</sup> Grade	
		Fall 15-16	Spring 15-16	Fall 15-16	Spring 15-16
Mathematics	Mean RIT	161	181	178	195
	Median %ile	49	48	56	61
Reading	Mean RIT	161	175	173	186
	Median %ile	48	43	46	48

### KIPP DC Valor Academy

This was Valor Academy’s first year of operation, having opened as a new school in the fall of 2015. On the NWEA MAP, Valor students exited 6<sup>th</sup> grade on average in the 35<sup>th</sup> percentile nationally in mathematics and 35<sup>th</sup> percentile nationally in reading. Valor Academy’s in-seat attendance rate for the school year was 93%. On the 2015-16 HSR Survey, 89% of Valor parents stated that they were satisfied with the school; 89% were proud that their child attended KIPP; 89% felt well informed about how their child was doing in school; and 89% felt that the school was having a positive impact on their child’s academic performance; and 82% stated that their child felt safe at school. For the teachers, 100% stated that the school’s mission was important to them; 100% felt that the school leader demonstrated passion for KIPP’s mission, vision, and values; 89% felt that the school leader also prioritized improving teaching and learning; and 89% felt that KIPP held teaching in high regard. Finally, for the students, 81% stated



that they had high expectations for themselves; 79% felt that they knew how to make good choices for themselves; and 71% also felt that their classes were preparing them for real life.

Valor 2015-16: Mean RIT and Median Percentile for Mathematics and Reading, by grade					
		5 <sup>th</sup> Grade		6 <sup>th</sup> Grade	
		Fall 15-16	Spring 15-16	Fall 15-16	Spring 15-16
Mathematics	Mean RIT	204	211	209	217
	Median %ile	24	20	31	35
Reading	Mean RIT	201	204	203	207
	Median %ile	37	35	32	35

#### KIPP DC WILL Academy

On the NWEA MAP, WILL students exited 8<sup>th</sup> grade on average in the 69<sup>th</sup> percentile nationally in mathematics and 62<sup>nd</sup> percentile nationally in reading, both significant increases over incoming 5<sup>th</sup> graders' performance at the beginning of the school year. WILL Academy's in-seat attendance rate for the school year was 92%. On the 2015-16 HSR Survey, 89% of parents were proud that their child attended KIPP; 92% would recommend KIPP to other families; 82% felt well informed about how their child was doing in school; and 90% stated that the school has had a positive impact on their students' academic performance. For the teachers, 91% felt that the teachers set high standards for their students; 92% stated that the school's mission was important to them; 87% also felt that the school leader demonstrated passion for KIPP's mission, vision, and values; and 87% felt safe at the school. Finally for the students, 82% had high expectations for themselves, and 83% knew how to make good choices for themselves.

WILL 2015-16: Mean RIT and Median Percentile for Mathematics and Reading, by grade									
		5 <sup>th</sup> Grade		6 <sup>th</sup> Grade		7 <sup>th</sup> Grade		8 <sup>th</sup> Grade	
		Fall 15-16	Spring 15-16	Spring 14-15	Spring 15-16	Spring 14-15	Spring 15-16	Spring 14-15	Spring 15-16
Mathematics	Mean RIT	206	220	218	222	226	229	237	238
	Median %ile	42	47	44	41	57	53	68	69
Reading	Mean RIT	201	209	212	216	214	216	220	224
	Median %ile	42	45	47	48	45	50	60	62

#### KIPP DC College Preparatory

100% of College Preparatory students were accepted to a college in the 2015-16 school year, and 82% of eligible seniors scored a 16 or higher on the ACT. College Preparatory's in-seat attendance rate for the school year was 92%. On the 2015-16 HSR Survey, 91% of parents were proud that their child attends KIPP; 92% would recommend KIPP to other families. 88% felt well informed about how their child was doing in school; 89% felt that the school was having a positive impact on their child's academic performance; and 89% also felt that their child was safe at the school. For the teachers, 97% felt safe at the school; 95% felt that the school's mission was important to them; 90% felt that the school

communicated with families openly and respectfully; 97% felt that the school leader demonstrated passion for the KIPP's mission, vision, and values; and 82% also felt that the school leader was committed to cultivating leadership talent at the school. For the students, 74% had high expectations for themselves, and 75% felt that they knew how to make good choices for themselves.

Certification of Authorizations

DC Public Charter School Board  
3333 14<sup>th</sup> Street, NW  
Suite 210  
Washington, D.C. 20010

To Whom It May Concern:

I hereby certify that all authorizations (certificate of occupancy, insurance, lease, etc.) required to operate the KIPP DC Public Charter School are in full force and effect.

Allison Fansler  
President and Chief Operating Officer  
KIPP DC Headquarters  
2600 Virginia Avenue, Suite 900  
Washington, D.C. 20037

## 2. Lessons Learned and Actions Taken

### **Preparing Students for the Competitive World**

Since 2001, KIPP DC has worked to ensure that all students develop the knowledge, skills, and character necessary to become thoughtful, influential, and successful citizens in the competitive world.

Understanding the critical role that college success plays in today's society, we have made it a priority to invest in the instructional initiatives that bring high-leverage support to our school leaders and teachers.

KIPP DC's initiatives for 2016-17 are focused around three primary goals:

3. Continuing to drive sustainable student achievement through instructional support for teachers and school leaders;
4. Continuing to refine a cohesive K-12 curricular and instructional strategy in alignment with rigorous college-ready assessment measures; and
5. Ensuring post-secondary success for all students.

We know that strong instruction is at the core of all we do, and at the center of all it will take to make our students successful to and through college.

### **6. Continue driving sustainable student achievement through instructional support for teachers and school leaders**

KIPP DC is investing in both the human capital and the instructional curriculum and practices necessary to drive student achievement and support teachers and school leaders. KIPP DC utilizes technology, collaboration structures, professional development, and data cycles to enable our teachers to be instructional leaders in their classrooms and to utilize innovative programs that meaningfully differentiate instruction; school leaders to focus on student learning outcomes; and, students to achieve at high rates. Time has been set aside in the school day and school-year calendar for teachers to collaborate and to respond in real-time to formative assessment measures. As results demonstrate that these investments are paying off over time, we are dedicated to staying the course strengthening these practices.

### **2. Continue refining a cohesive K-12 curricular and instructional strategy in alignment with rigorous college-ready assessment measures**

KIPP DC is investing in the instructional infrastructure necessary to provide all of our students with a cohesive curricular experience that prepares them for success in high school and through college. While we continue to build on instructional areas of success and strength, areas of particular focus for the 2016-17 school year include middle school science, high school biology, a high school after school credit recovery program, conceptual problem-solving in mathematics, early literacy in grades K-2, literacy in grades 3-8, and instructional design and practices aligned to the ACT in high school. We continue to refine our data systems in order to provide teachers and school leaders with the tools they need to make important, timely instructional decisions. Additionally, we are in our third year of providing one-to-one Google Chromebooks for students in grades 2 through high school, and will continue growing this investment as we find that there is a positive correlation between students' increased familiarity with technology and increased PARCC-readiness.

### **7. Ensure post-secondary success for all students**

KIPP DC will continue investing in the tools instrumental to post-high school success for all of our students. One of the many means through which we promote post-high school success is with our KIPP



Through College (KTC) program. KTC team members work tirelessly to ensure that all KIPP DC students and alumni are equipped with skillset necessary for college and career-preparedness, and success in the competitive job market. These skills vary from character strengths like social intelligence, self-confidence, and follow through; to professional acumen; and academic readiness. Based on KTC's ongoing work and planned structures with KIPP DC alumni, in the 2016-17 school year we will add to their focus on:

- Developing seamless communication systems with KIPP DC alumni and parents to better serve students (i.e. with transcript collection, FAFSA application and completion, promoting soft skills through shared video content and new texting platforms);
- Introducing and expanding the *Launch* program, designed to support and develop career-readiness skills for students who do not attend college; and
- Improving the mental health services and supports available to our alumni, as they are barriers to college and career success.

### **Expanding Student Services**

At KIPP DC, our core belief is that, with the right supports and appropriate setting, all students will learn and reach their education potential. Our dedicated staff—including but not limited to special education teachers and coordinators, occupational therapists, speech therapists, compliance managers, and social workers—works with each school to develop and implement individual educational and support plans for students with disabilities, English language learners, and other students requiring additional assistance. Our focus is to educate students in the least restrictive environment possible.

In the beginning, we primarily offered SPED services through inclusion and individual pull-out opportunities. However, as the number of SPED students and the degree of their needs continued to increase over the years, we shifted our model to include resource classes for math and reading and some self-contained classrooms. In August 2015, we expanded our continuum of service locations and opened a state-of-the-art Learning Center in a newly renovated space at the Douglass Campus in Ward 8. The Learning Center serves students in grades PreK4 through 8 who are (a) currently enrolled in KIPP DC schools and (b) have Individualized Education Programs (IEPs) that indicate that they require specialized instruction and related services in a full-time outside of general education setting. The goal of the Learning Center is to provide the necessary supports to help all students access the general education curriculum, accelerate their learning and support the development of the skills needed for success in a less restrictive environment, in high school, in college, and beyond.

## C. Unique Accomplishments

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### A few PARCC results to highlight:

Our students have consistently been among the city's top performers in Math proficiency rates in recent years, and we were pleased to see solid outcomes again this year (39% proficiency vs. state average of 25% proficiency).

We saw exceptional growth in English Language Arts across our schools, due in part to the many investments in curricular alignment and literacy coaching we made in the 2015-16 school year.

Students at Quest Academy, our first restart school in only its second year, doubled proficiency rates in Math and tripled proficiency rates in English/Language Arts – the most improved of any public charter school in Washington, D.C.

Promise Academy, Lead Academy, Heights Academy, and KEY Academy continue to be some of the strongest schools in the city – particularly of those educating at-risk students – and we continue to see positive momentum at all of our other schools.

Students at our high school, KIPP DC College Preparatory (KCP), doubled proficiency rates from 18% to 35% in English Language Arts, and continue to perform in the top 5 of all high schools in D.C. in Math again this year.

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KCP Principal, Jessica Cunningham, received the prestigious *Milken Educator Award*.

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KIPP DC Heights Academy Teacher, Blair Mishleau, was selected as a *2016 Lead PBS Digital Innovator*.

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Katie Kirshbaum, a Kindergarten teacher at KIPP DC Connect Academy, won the *Harriett Ball Excellence in Teaching Award* at KIPP School Summit.

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100% of our high school students were accepted to more than colleges and universities and they earned over \$4.5 million in scholarships.

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The class of 2016 boasts one *Edward Lenkin Scholar* at the University of Pennsylvania, and two *POSSE Scholars* who will be attending Bucknell University and the University of Wisconsin.

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KIPP DC KEY Academy and KCP were both named in the Education Equality Index's top 10 schools in D.C.

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KIPP DC Northeast Academy's boys' basketball team won the KIPP Cup in NYC.

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High school students from KCP, middle school students from KIPP DC KEY Academy, and elementary students from KIPP DC Promise Academy all had the privilege of working with the *Youth Orchestra of America* and performing with professional musicians from Brazil, Colombia, Dominican Republic, and Canada.

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KIPP DC Heights Academy students won the *Caring for our Watersheds Environment Contest* at the Anacostia Environmental Youth Summit.

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Five KCP students were selected to participate in the *Girls Who Code* summer immersion program.

KIPP DC's KIPP Through College program was honored as a *Data Spotlight Award* winner by Raise DC for its innovative use of education data to address the challenges facing D.C. youth.

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KIPP DC was one of 22 school districts nationwide selected for the *League of Innovative Schools*, a national coalition of forward-thinking school districts organized by Digital Promise.

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KIPP DC received a *Jack Kent Cooke Foundation Good Neighbor Grant* for its partnership with D.C.'s Trinity University in offering dual enrollment in college classes to KCP high school students.

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Three KIPP DC music teachers were selected to serenade the celebrities and politicians at the welcome event for President Obama's Correspondents Dinner.

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KCP cheerleaders won second place in D.C.'s state cheerleading competition.

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KIPP DC Team and Family members proudly marched in the *Capital Pride Parade* and represented KIPP DC at a booth at the festival.

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We completed renovation at our Smilow Campus, including a complete overhaul and update of the existing building, a new middle school and expanded early childhood wings, and revitalized play and athletic spaces for our students!

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For the fifth year in a row, KIPP DC earned a 4-star rating from Charity Navigator.

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## D. List of Donors

<b>Donor</b>	<b>Type</b>
Accenture	Corporate Grant
Adam Meyerson	Individual
Alan Paller	Individual
Alan Wurtzel	Individual
Alix Corboy	Individual
Alliance Insurance Services, Inc.	Corporate Event Sponsor
Amanda Cutright	Individual
Arent Fox LLP	Corporate Event Sponsor
Bain & Company	Corporate Event Sponsor
Baird	Corporate Event Sponsor
Bank of America Merrill Lynch	Corporate Event Sponsor
Bender Foundation, Inc.	Private Foundation
Bob F. Muse	Individual
Bob Weinberg	Individual
Building Hope	Corporate Event Sponsor
Capital Partners for Education	Private Foundation
Carly Partridge	Individual
Caroline Schoenecker	Individual
Chad Hein	Individual
Christopher Wienk	Individual
City First Bank of DC	Corporate Event Sponsor
CityBridge Foundation	Private Foundation
D.C. Commission on the Arts and Humanities	Competitive Public Grant
Daniel A. Nathan	Individual
David Brody	Individual
David Sislen	Individual
Debbe Balboa	Individual
Denise Mitchell	Individual
Department of Education	Competitive Public Grant
Diana Davis Spencer Foundation	Private Foundation
Donohue Family Foundation	Private Foundation
Doris and Donald Fisher Fund	Private Foundation
Doug Stoss	Individual
Dropbox	Corporate Grant
Dynamic Network Solutions	Corporate Event Sponsor
Elaine Leavenworth	Individual
Elizabeth Morgan	Individual
ELMA Philanthropies	Private Foundation
Elsie & Marvin Dekelboum Family Foundation, Inc.	Private Foundation
Eric Taylor	Individual

Erica Grasmick	Individual
Ernst & Young	Corporate Event Sponsor
Falls Church Elementary PTA	Individual
First American Title Insurance Company	Corporate Event Sponsor
Forrester Construction Company	Corporate Event Sponsor
Frank Burgess	Individual
Frank Raines	Individual
Freddie Mac Foundation	Private Foundation
Frederick Weisberg	Individual
Gamba Family Foundation	Private Foundation
Gary Kohlman	Individual
George Cohen	Individual
Giles Davidson	Individual
Hilton Worldwide	Corporate Event Sponsor
Himan Brown Charitable Trust	Private Foundation
Horton's Kids	Private Foundation
Hudson La Force	Individual
Jack Kent Cooke Foundation	Private Foundation
Jack Rushing	Individual
James and Elizabeth Pickman Foundation	Private Foundation
Jason Crawford	Individual
Jeff Freund	Individual
Jennifer Butler	Individual
Jennifer Tapper	Individual
Jenny Heflin	Individual
Jessie Weinberg	Individual
Jim Rowe	Individual
Joel Smilow	Individual
John B. Williams	Individual
John Gallagher	Individual
John M. Duff	Individual
Joseph Deal	Individual
Josh Levy	Individual
JP Coghlan	Individual
Karen Blakeslee	Individual
Katherine M. Kimpel	Individual
Kathleen Knight	Individual
Kathryn B. Gandal	Individual
Lane McBride	Individual
Larry Weinberg	Individual
Lawrence Nussdorf	Individual
Leonard Schuchman	Individual
Linda Byington	Individual

LinkedIn for Good	Private Foundation
Loesje Sens	Individual
MarkLogic	Corporate Grant
Marty Rodgers	Individual
Matt Drake	Individual
MCN Build	Corporate Event Sponsor
Metro Sports League	Individual
Michael Glosserman	Individual
Michael Gottesman	Individual
Michelle Joubran	Individual
Morgridge Family Foundation	Private Foundation
Natalie Wexler	Individual
Nathaniel Ahlers	Individual
NewSchools Venture Fund	Private Foundation
Office of the Dep Mayor for Planning & Economic Development	Competitive Public Grant
Office of the State Superintendent of Education	Competitive Public Grants
Page Kennedy	Individual
Penny Clark	Individual
Pepco	Corporate Event Sponsor
Peter B. and Adeline W. Ruffin Foundation	Private Foundation
Peter Converse	Individual
Peter Joseph & Elizabeth Scheuer Family Fund	Private Foundation
Peter Weinberg	Individual
Phyllis Hedlund	Individual
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Share Fund	Private Foundation
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Studio 27 Architecture	Corporate Event Sponsor



Studios	Corporate Event Sponsor
Taylor Family Fund	Individual
The Broad Foundation	Private Foundation
The Challenge Fund	Private Foundation
The James Previti Family Foundation	Private Foundation
The JBG Companies	Corporate Event Sponsor
The Ludwig Family Foundation, Inc.	Private Foundation
The Meltzer Group	Corporate Event Sponsor
Tom Crawford	Individual
United Way of the National Capital Area	Private Foundation
Venture Philanthropy Partners	Private Foundation
Verizon Washington	Corporate Grant
Virginia S. Albrecht	Individual
Walton Family Foundation	Private Foundation
Whiting Turner	Corporate Event Sponsor
Wiles Mensch	Corporate Event Sponsor
Wye River Group	Corporate Event Sponsor

## E. Data Reports

LEA ID	129
LEA Name	KIPP DC PCS
<b>Campus Name</b>	<b>KIPP DC AIM Academy PCS</b>
Adult Ages Served	N/A
Total Audited Enrollment	350
PK3	0
PK4	0
KG	0
Grade 1	0
Grade 2	0
Grade 3	0
Grade 4	0
Grade 5	107
Grade 6	75
Grade 7	86
Grade 8	82
Grade 9	0
Grade 10	0
Grade 11	0
Grade 12	0
Adult	0
Alternative	0
SPED	0
Total number of instructional days 201516	196
Student Suspension Rate	32.6
Student Expulsion Rate	0.9
Instruction Time Lost to Suspension	0.8
Promotion Rate	97.7
Average Daily Attendance	Rate validated after Annual Report Submission
Midyear Withdrawal Rate	Rate validated after Annual Report Submission
Midyear Entry Rate	Rate validated after Annual Report Submission
College Acceptance Rate (SY 1415)	NA
College Admission Test Scores (SY 1415)	NA
Graduation Rates (SY 1415)	NA
Teacher Attrition Rate	63
Number of Teachers	27
Average Teacher Salary	65,640
Minimum Teacher Salary	55,450
Maximum Teacher Salary	89,299



LEA ID	129
LEA Name	KIPP DC PCS
<b>Campus Name</b>	<b>KIPP DC Arts &amp; Technology Academy PCS</b>
Adult Ages Served	N/A
Total Audited Enrollment	229
PK3	81
PK4	68
KG	80
Grade 1	0
Grade 2	0
Grade 3	0
Grade 4	0
Grade 5	0
Grade 6	0
Grade 7	0
Grade 8	0
Grade 9	0
Grade 10	0
Grade 11	0
Grade 12	0
Adult	0
Alternative	0
SPED	0
Total number of instructional days 201516	196
Student Suspension Rate	1.3
Student Expulsion Rate	0
Instruction Time Lost to Suspension	0
Promotion Rate	97.7
Average Daily Attendance	Rate validated after Annual Report Submission
Midyear Withdrawal Rate	Rate validated after Annual Report Submission
Midyear Entry Rate	Rate validated after Annual Report Submission
College Acceptance Rate (SY 1415)	NA
College Admission Test Scores (SY 1415)	NA
Graduation Rates (SY 1415)	NA
Teacher Attrition Rate	15
Number of Teachers	13
Average Teacher Salary	64,512
Minimum Teacher Salary	56,773
Maximum Teacher Salary	79,943



LEA ID	129
LEA Name	KIPP DC PCS
<b>Campus Name</b>	<b>KIPP DC College Preparatory PCS</b>
Adult Ages Served	N/A
Total Audited Enrollment	505
PK3	0
PK4	0
KG	0
Grade 1	0
Grade 2	0
Grade 3	0
Grade 4	0
Grade 5	0
Grade 6	0
Grade 7	0
Grade 8	0
Grade 9	195
Grade 10	126
Grade 11	99
Grade 12	85
Adult	0
Alternative	0
SPED	0
Total number of instructional days 201516	196
Student Suspension Rate	27.1
Student Expulsion Rate	0.8
Instruction Time Lost to Suspension	0.9
Promotion Rate	97.7
Average Daily Attendance	Rate validated after Annual Report Submission
Midyear Withdrawal Rate	Rate validated after Annual Report Submission
Midyear Entry Rate	Rate validated after Annual Report Submission
College Acceptance Rate (SY 1415)	100
College Admission Test Scores (SY 1415)	80.8
Graduation Rates (SY 1415)	81
Teacher Attrition Rate	18
Number of Teachers	45
Average Teacher Salary	72,704
Minimum Teacher Salary	56,773
Maximum Teacher Salary	99,884

LEA ID	129
LEA Name	KIPP DC PCS
Campus Name	KIPP DC Connect Academy PCS
Adult Ages Served	N/A
Total Audited Enrollment	315
PK3	103
PK4	110
KG	102
Grade 1	0
Grade 2	0
Grade 3	0
Grade 4	0
Grade 5	0
Grade 6	0
Grade 7	0
Grade 8	0
Grade 9	0
Grade 10	0
Grade 11	0
Grade 12	0
Adult	0
Alternative	0
SPED	0
Total number of instructional days 201516	196
Student Suspension Rate	0.3
Student Expulsion Rate	0
Instruction Time Lost to Suspension	0
Promotion Rate	97.7
Average Daily Attendance	Rate validated after Annual Report Submission
Midyear Withdrawal Rate	Rate validated after Annual Report Submission
Midyear Entry Rate	Rate validated after Annual Report Submission
College Acceptance Rate (SY 1415)	N/A
College Admission Test Scores (SY 1415)	N/A
Graduation Rates (SY 1415)	N/A
Teacher Attrition Rate	17
Number of Teachers	18
Average Teacher Salary	63,049
Minimum Teacher Salary	56,773
Maximum Teacher Salary	73,194



LEA ID	129
LEA Name	KIPP DC PCS
<b>Campus Name</b>	<b>KIPP DC Discover Academy PCS</b>
Adult Ages Served	N/A
Total Audited Enrollment	346
PK3	105
PK4	121
KG	120
Grade 1	0
Grade 2	0
Grade 3	0
Grade 4	0
Grade 5	0
Grade 6	0
Grade 7	0
Grade 8	0
Grade 9	0
Grade 10	0
Grade 11	0
Grade 12	0
Adult	0
Alternative	0
SPED	0
Total number of instructional days 201516	196
Student Suspension Rate	0.3
Student Expulsion Rate	0
Instruction Time Lost to Suspension	0
Promotion Rate	97.7
Average Daily Attendance	Rate validated after Annual Report Submission
Midyear Withdrawal Rate	Rate validated after Annual Report Submission
Midyear Entry Rate	Rate validated after Annual Report Submission
College Acceptance Rate (SY 1415)	N/A
College Admission Test Scores (SY 1415)	N/A
Graduation Rates (SY 1415)	N/A
Teacher Attrition Rate	45
Number of Teachers	20
Average Teacher Salary	66,302
Minimum Teacher Salary	56,773
Maximum Teacher Salary	94,500



LEA ID	129
LEA Name	KIPP DC PCS
<b>Campus Name</b>	<b>KIPP DC Grow Academy PCS</b>
Adult Ages Served	N/A
Total Audited Enrollment	327
PK3	113
PK4	110
KG	104
Grade 1	0
Grade 2	0
Grade 3	0
Grade 4	0
Grade 5	0
Grade 6	0
Grade 7	0
Grade 8	0
Grade 9	0
Grade 10	0
Grade 11	0
Grade 12	0
Adult	0
Alternative	0
SPED	0
Total number of instructional days 201516	196
Student Suspension Rate	0.9
Student Expulsion Rate	0
Instruction Time Lost to Suspension	0
Promotion Rate	97.7
Average Daily Attendance	Rate validated after Annual Report Submission
Midyear Withdrawal Rate	Rate validated after Annual Report Submission
Midyear Entry Rate	Rate validated after Annual Report Submission
College Acceptance Rate (SY 1415)	N/A
College Admission Test Scores (SY 1415)	N/A
Graduation Rates (SY 1415)	N/A
Teacher Attrition Rate	26
Number of Teachers	19
Average Teacher Salary	69,009
Minimum Teacher Salary	56,773
Maximum Teacher Salary	83,673



LEA ID	129
LEA Name	KIPP DC PCS
<b>Campus Name</b>	<b>KIPP DC Heights Academy PCS</b>
Adult Ages Served	N/A
Total Audited Enrollment	434
PK3	0
PK4	0
KG	0
Grade 1	118
Grade 2	109
Grade 3	106
Grade 4	101
Grade 5	0
Grade 6	0
Grade 7	0
Grade 8	0
Grade 9	0
Grade 10	0
Grade 11	0
Grade 12	0
Adult	0
Alternative	0
SPED	0
Total number of instructional days 201516	196
Student Suspension Rate	10.1
Student Expulsion Rate	0
Instruction Time Lost to Suspension	0.2
Promotion Rate	97.7
Average Daily Attendance	Rate validated after Annual Report Submission
Midyear Withdrawal Rate	Rate validated after Annual Report Submission
Midyear Entry Rate	Rate validated after Annual Report Submission
College Acceptance Rate (SY 1415)	N/A
College Admission Test Scores (SY 1415)	N/A
Graduation Rates (SY 1415)	N/A
Teacher Attrition Rate	17
Number of Teachers	30
Average Teacher Salary	62,462
Minimum Teacher Salary	56,773
Maximum Teacher Salary	86,799



LEA ID	129
LEA Name	KIPP DC PCS
<b>Campus Name</b>	<b>KIPP DC KEY Academy PCS</b>
Adult Ages Served	N/A
Total Audited Enrollment	341
PK3	0
PK4	0
KG	0
Grade 1	0
Grade 2	0
Grade 3	0
Grade 4	0
Grade 5	91
Grade 6	87
Grade 7	86
Grade 8	77
Grade 9	0
Grade 10	0
Grade 11	0
Grade 12	0
Adult	0
Alternative	0
SPED	0
Total number of instructional days 201516	196
Student Suspension Rate	27.3
Student Expulsion Rate	0
Instruction Time Lost to Suspension	0.5
Promotion Rate	97.7
Average Daily Attendance	Rate validated after Annual Report Submission
Midyear Withdrawal Rate	Rate validated after Annual Report Submission
Midyear Entry Rate	Rate validated after Annual Report Submission
College Acceptance Rate (SY 1415)	N/A
College Admission Test Scores (SY 1415)	N/A
Graduation Rates (SY 1415)	N/A
Teacher Attrition Rate	33
Number of Teachers	24
Average Teacher Salary	70,067
Minimum Teacher Salary	53,126
Maximum Teacher Salary	103,000



LEA ID	129
LEA Name	KIPP DC PCS
<b>Campus Name</b>	<b>KIPP DC Lead Academy PCS</b>
Adult Ages Served	N/A
Total Audited Enrollment	421
PK3	0
PK4	0
KG	0
Grade 1	108
Grade 2	101
Grade 3	107
Grade 4	105
Grade 5	0
Grade 6	0
Grade 7	0
Grade 8	0
Grade 9	0
Grade 10	0
Grade 11	0
Grade 12	0
Adult	0
Alternative	0
SPED	0
Total number of instructional days 201516	196
Student Suspension Rate	7.4
Student Expulsion Rate	0
Instruction Time Lost to Suspension	0.1
Promotion Rate	97.7
Average Daily Attendance	Rate validated after Annual Report Submission
Midyear Withdrawal Rate	Rate validated after Annual Report Submission
Midyear Entry Rate	Rate validated after Annual Report Submission
College Acceptance Rate (SY 1415)	N/A
College Admission Test Scores (SY 1415)	N/A
Graduation Rates (SY 1415)	N/A
Teacher Attrition Rate	58
Number of Teachers	26
Average Teacher Salary	62,879
Minimum Teacher Salary	56,773
Maximum Teacher Salary	83,799



LEA ID	129
LEA Name	KIPP DC PCS
<b>Campus Name</b>	<b>KIPP DC LEAP Academy PCS</b>
Adult Ages Served	N/A
Total Audited Enrollment	213
PK3	107
PK4	106
KG	0
Grade 1	0
Grade 2	0
Grade 3	0
Grade 4	0
Grade 5	0
Grade 6	0
Grade 7	0
Grade 8	0
Grade 9	0
Grade 10	0
Grade 11	0
Grade 12	0
Adult	0
Alternative	0
SPED	0
Total number of instructional days 201516	196
Student Suspension Rate	0
Student Expulsion Rate	0
Instruction Time Lost to Suspension	0
Promotion Rate	97.7
Average Daily Attendance	Rate validated after Annual Report Submission
Midyear Withdrawal Rate	Rate validated after Annual Report Submission
Midyear Entry Rate	Rate validated after Annual Report Submission
College Acceptance Rate (SY 1415)	N/A
College Admission Test Scores (SY 1415)	N/A
Graduation Rates (SY 1415)	N/A
Teacher Attrition Rate	25
Number of Teachers	12
Average Teacher Salary	64,418
Minimum Teacher Salary	57,324
Maximum Teacher Salary	80,916



LEA ID	129
LEA Name	KIPP DC PCS
<b>Campus Name</b>	<b>KIPP DC Northeast Academy PCS</b>
Adult Ages Served	N/A
Total Audited Enrollment	238
PK3	0
PK4	0
KG	0
Grade 1	0
Grade 2	0
Grade 3	0
Grade 4	0
Grade 5	71
Grade 6	83
Grade 7	84
Grade 8	0
Grade 9	0
Grade 10	0
Grade 11	0
Grade 12	0
Adult	0
Alternative	0
SPED	0
Total number of instructional days 201516	196
Student Suspension Rate	10.1
Student Expulsion Rate	0
Instruction Time Lost to Suspension	0.2
Promotion Rate	97.7
Average Daily Attendance	Rate validated after Annual Report Submission
Midyear Withdrawal Rate	Rate validated after Annual Report Submission
Midyear Entry Rate	Rate validated after Annual Report Submission
College Acceptance Rate (SY 1415)	N/A
College Admission Test Scores (SY 1415)	N/A
Graduation Rates (SY 1415)	N/A
Teacher Attrition Rate	18
Number of Teachers	17
Average Teacher Salary	62,368
Minimum Teacher Salary	56,773
Maximum Teacher Salary	70,194



LEA ID	129
LEA Name	KIPP DC PCS
<b>Campus Name</b>	<b>KIPP DC Promise Academy PCS</b>
Adult Ages Served	N/A
Total Audited Enrollment	515
PK3	0
PK4	0
KG	115
Grade 1	98
Grade 2	105
Grade 3	96
Grade 4	101
Grade 5	0
Grade 6	0
Grade 7	0
Grade 8	0
Grade 9	0
Grade 10	0
Grade 11	0
Grade 12	0
Adult	0
Alternative	0
SPED	0
Total number of instructional days 201516	196
Student Suspension Rate	6.8
Student Expulsion Rate	0
Instruction Time Lost to Suspension	0.1
Promotion Rate	97.7
Average Daily Attendance	Rate validated after Annual Report Submission
Midyear Withdrawal Rate	Rate validated after Annual Report Submission
Midyear Entry Rate	Rate validated after Annual Report Submission
College Acceptance Rate (SY 1415)	N/A
College Admission Test Scores (SY 1415)	N/A
Graduation Rates (SY 1415)	N/A
Teacher Attrition Rate	9
Number of Teachers	34
Average Teacher Salary	67,631
Minimum Teacher Salary	56,773
Maximum Teacher Salary	83,799



LEA ID	129
LEA Name	KIPP DC PCS
<b>Campus Name</b>	<b>KIPP DC Quest Academy PCS</b>
Adult Ages Served	N/A
Total Audited Enrollment	324
PK3	0
PK4	0
KG	0
Grade 1	80
Grade 2	80
Grade 3	84
Grade 4	80
Grade 5	0
Grade 6	0
Grade 7	0
Grade 8	0
Grade 9	0
Grade 10	0
Grade 11	0
Grade 12	0
Adult	0
Alternative	0
SPED	0
Total number of instructional days 201516	196
Student Suspension Rate	15.1
Student Expulsion Rate	0
Instruction Time Lost to Suspension	0.3
Promotion Rate	97.7
Average Daily Attendance	Rate validated after Annual Report Submission
Midyear Withdrawal Rate	Rate validated after Annual Report Submission
Midyear Entry Rate	Rate validated after Annual Report Submission
College Acceptance Rate (SY 1415)	N/A
College Admission Test Scores (SY 1415)	N/A
Graduation Rates (SY 1415)	N/A
Teacher Attrition Rate	26
Number of Teachers	23
Average Teacher Salary	69,330
Minimum Teacher Salary	56,773
Maximum Teacher Salary	86,799

LEA ID	129
LEA Name	KIPP DC PCS
Campus Name	KIPP DC Spring Academy PCS
Adult Ages Served	N/A
Total Audited Enrollment	216
PK3	0
PK4	0
KG	0
Grade 1	107
Grade 2	109
Grade 3	0
Grade 4	0
Grade 5	0
Grade 6	0
Grade 7	0
Grade 8	0
Grade 9	0
Grade 10	0
Grade 11	0
Grade 12	0
Adult	0
Alternative	0
SPED	0
Total number of instructional days 201516	196
Student Suspension Rate	2.8
Student Expulsion Rate	0
Instruction Time Lost to Suspension	0
Promotion Rate	97.7
Average Daily Attendance	Rate validated after Annual Report Submission
Midyear Withdrawal Rate	Rate validated after Annual Report Submission
Midyear Entry Rate	Rate validated after Annual Report Submission
College Acceptance Rate (SY 1415)	N/A
College Admission Test Scores (SY 1415)	N/A
Graduation Rates (SY 1415)	N/A
Teacher Attrition Rate	27
Number of Teachers	11
Average Teacher Salary	60,892
Minimum Teacher Salary	56,773
Maximum Teacher Salary	80,673



LEA ID	129
LEA Name	KIPP DC PCS
<b>Campus Name</b>	<b>KIPP DC Valor Academy PCS</b>
Adult Ages Served	N/A
Total Audited Enrollment	120
PK3	0
PK4	0
KG	0
Grade 1	0
Grade 2	0
Grade 3	0
Grade 4	0
Grade 5	69
Grade 6	51
Grade 7	0
Grade 8	0
Grade 9	0
Grade 10	0
Grade 11	0
Grade 12	0
Adult	0
Alternative	0
SPED	0
Total number of instructional days 201516	196
Student Suspension Rate	28.3
Student Expulsion Rate	0
Instruction Time Lost to Suspension	0.4
Promotion Rate	97.7
Average Daily Attendance	Rate validated after Annual Report Submission
Midyear Withdrawal Rate	Rate validated after Annual Report Submission
Midyear Entry Rate	Rate validated after Annual Report Submission
College Acceptance Rate (SY 1415)	N/A
College Admission Test Scores (SY 1415)	N/A
Graduation Rates (SY 1415)	N/A
Teacher Attrition Rate	20
Number of Teachers	10
Average Teacher Salary	65,510
Minimum Teacher Salary	57,950
Maximum Teacher Salary	83,431



LEA ID	129
LEA Name	KIPP DC PCS
<b>Campus Name</b>	<b>KIPP DC WILL Academy PCS</b>
Adult Ages Served	N/A
Total Audited Enrollment	303
PK3	0
PK4	0
KG	0
Grade 1	0
Grade 2	0
Grade 3	0
Grade 4	0
Grade 5	63
Grade 6	78
Grade 7	83
Grade 8	79
Grade 9	0
Grade 10	0
Grade 11	0
Grade 12	0
Adult	0
Alternative	0
SPED	0
Total number of instructional days 201516	196
Student Suspension Rate	30.0
Student Expulsion Rate	0.7
Instruction Time Lost to Suspension	0.5
Promotion Rate	97.7
Average Daily Attendance	Rate validated after Annual Report Submission
Midyear Withdrawal Rate	Rate validated after Annual Report Submission
Midyear Entry Rate	Rate validated after Annual Report Submission
College Acceptance Rate (SY 1415)	N/A
College Admission Test Scores (SY 1415)	N/A
Graduation Rates (SY 1415)	N/A
Teacher Attrition Rate	62
Number of Teachers	26
Average Teacher Salary	70,696
Minimum Teacher Salary	56,773
Maximum Teacher Salary	89,299

## Appendices

### Staff Roster for SY2015-2016

<b>School</b>	<b>Position</b>	<b>Last Name</b>
AIM	Lead Teacher	Fansler
AIM	Lead Teacher	Blount
AIM	Instructional Support	Brown
AIM	Lead Teacher	Hansen
AIM	CTR	Vahey
AIM	CTR	Luczak
AIM	CTR	Derken
AIM	Non-Instructional	Granberry
AIM	Non-Instructional	Jordan
AIM	Administrator	Ochs
AIM	Administrator	Murray
AIM	Administrator	Maye
AIM	Lead Teacher	Weir
AIM	Lead Teacher	Miller
AIM	Lead Teacher	Dykstra
AIM	Lead Teacher	Alli
AIM	Lead Teacher	Marshall
AIM	Lead Teacher	Henning
AIM	Lead Teacher	Mann
AIM	Lead Teacher	Rose
AIM	Lead Teacher	Flemings
AIM	Lead Teacher	Gerald
AIM	Lead Teacher	Brown
AIM	Lead Teacher	Herring
AIM	Lead Teacher	Gerima
AIM	Lead Teacher	McArdle
AIM	Lead Teacher	Greco
AIM	Lead Teacher	Craighill
AIM	Lead Teacher	Lewis
AIM	Lead Teacher	Trudo
AIM	Lead Teacher	McSpadden
AIM	Lead Teacher	Raesemann
AIM	Instructional Support	Disalvo
AIM	Lead Teacher	Kramer
AIM	Lead Teacher	Zetts
AIM	Instructional Support	Baptist
AIM	Lead Teacher	Montgomery
AIM	Lead Teacher	Allen



AIM	Lead Teacher	Snow
AIM	Lead Teacher	Cuffy
AIM	Lead Teacher	Edmunds
AIM	Instructional Support	Coleman
AIM	Lead Teacher	Curry
AIM	Lead Teacher	King
ATA	CTR	Marsh
ATA	CTR	Russell
ATA	CTR	Jensen
ATA	CTR	Hawkins
ATA	CTR	Wegmann
ATA	Non-Instructional	Powell
ATA	Administrator	Artis
ATA	Administrator	Wilkerson
ATA	Administrator	McIntosh
ATA	Instructional Support	Johnson
ATA	Instructional Support	Sanders
ATA	Instructional Support	Walton
ATA	CTR	Williams
ATA	Lead Teacher	Lewis
ATA	Lead Teacher	Pelzer
ATA	Lead Teacher	Fable
ATA	Lead Teacher	Mitchell
ATA	Lead Teacher	McGee
ATA	Lead Teacher	Cockrell
ATA	Lead Teacher	Pollard
ATA	Lead Teacher	Morris
ATA	Lead Teacher	Mild
ATA	Lead Teacher	Walker
ATA	Instructional Support	Pittman
ATA	Lead Teacher	Taylor
ATA	Non-Instructional	Jennings
ATA	Instructional Support	Hill
ATA	Instructional Support	Russell
ATA	Lead Teacher	Smith
ATA	Lead Teacher	Shively
ATA	Instructional Support	Jones
ATA	Instructional Support	Leath
College Prep	Lead Teacher	Keck
College Prep	Lead Teacher	Poisson
College Prep	Lead Teacher	Buccolo
College Prep	CTR	Johnson
College Prep	CTR	Segarra

College Prep	CTR	Holladay
College Prep	CTR	Israel
College Prep	Non-Instructional	Domagal
College Prep	Non-Instructional	Wade
College Prep	Non-Instructional	Lawson
College Prep	Non-Instructional	Miller
College Prep	Non-Instructional	Jones
College Prep	Non-Instructional	Holland
College Prep	Administrator	Cunningham
College Prep	Non-Instructional	Den Houter
College Prep	Administrator	Young
College Prep	Lead Teacher	Zulu
College Prep	Lead Teacher	Henderson
College Prep	Lead Teacher	Taylor
College Prep	Lead Teacher	Petrone
College Prep	Lead Teacher	Akhtar
College Prep	Lead Teacher	Leonard
College Prep	Lead Teacher	Walker
College Prep	Lead Teacher	Kosmider
College Prep	Lead Teacher	Bowles
College Prep	Lead Teacher	Kane
College Prep	Lead Teacher	Celestin
College Prep	Lead Teacher	Braun
College Prep	Lead Teacher	Yates
College Prep	Lead Teacher	Billups
College Prep	Lead Teacher	Crichton
College Prep	Lead Teacher	Ayala
College Prep	Lead Teacher	Waites
College Prep	Lead Teacher	Dougherty
College Prep	Lead Teacher	Stanley
College Prep	Lead Teacher	Walton
College Prep	Lead Teacher	Omegna
College Prep	Lead Teacher	Loveridge
College Prep	Lead Teacher	Smith
College Prep	Lead Teacher	Lane
College Prep	Lead Teacher	Bagby
College Prep	Lead Teacher	Sears
College Prep	Lead Teacher	Pollock
College Prep	Lead Teacher	Garman
College Prep	Lead Teacher	DeMong
College Prep	Lead Teacher	Muzzi
College Prep	Lead Teacher	Sens
College Prep	Lead Teacher	Taylor

College Prep	Lead Teacher	Haveson
College Prep	Lead Teacher	Ciarcia
College Prep	Lead Teacher	Gleditsch
College Prep	Lead Teacher	Satish
College Prep	Lead Teacher	Almagor
College Prep	Lead Teacher	Lu
College Prep	Lead Teacher	Schneeman
College Prep	Lead Teacher	Shahid
College Prep	Lead Teacher	Woolery
College Prep	Lead Teacher	Mejia
College Prep	Lead Teacher	Karp
College Prep	Lead Teacher	Van Pelt
College Prep	Lead Teacher	Nelson
College Prep	Instructional Support	Shoffner
College Prep	Non-Instructional	Hall
College Prep	Non-Instructional	Lancaster
College Prep	Non-Instructional	Minot
College Prep	Non-Instructional	Hammond
College Prep	Instructional Support	Prentice
College Prep	Lead Teacher	Gabbedon
College Prep	Instructional Support	Giscombe
College Prep	Instructional Support	Jefferson
Connect	Instructional Support	Ellison
Connect	CTR	Griffin
Connect	CTR	Connelly
Connect	CTR	McElroy
Connect	CTR	Tersy
Connect	CTR	Thomas
Connect	CTR	Lenowitz
Connect	Non-Instructional	Green
Connect	Non-Instructional	Shelton
Connect	Administrator	Tiengtum
Connect	Administrator	Rosenbaum
Connect	Administrator	Witherspoon
Connect	Instructional Support	Low
Connect	Instructional Support	Herrera
Connect	Instructional Support	Jones
Connect	Lead Teacher	Younger
Connect	Lead Teacher	Kirshbaum
Connect	Lead Teacher	Brown
Connect	Lead Teacher	Lubin
Connect	Lead Teacher	Boyd
Connect	Lead Teacher	Sullivan

Connect	Lead Teacher	Morales
Connect	Lead Teacher	Theobald
Connect	Lead Teacher	Zelaya
Connect	Lead Teacher	Mathews
Connect	Instructional Support	Zegarelli
Connect	Lead Teacher	Wolf
Connect	CTR	Coleman
Connect	Lead Teacher	Slobodzian
Connect	Lead Teacher	Bowen
Connect	Instructional Support	Julius
Connect	Lead Teacher	Brown
Connect	Lead Teacher	Myrie
Connect	Instructional Support	Pollack
Connect	Instructional Support	Smith
Connect	CTR	Banks
Connect	Lead Teacher	Moreau
Connect	Lead Teacher	Cochran
Connect	Lead Teacher	Rosengarten
Connect	Instructional Support	Brown
Connect	Instructional Support	Jones
Connect	Instructional Support	Henry
Connect	Instructional Support	Mock
Connect	Instructional Support	Harrison
Connect	Instructional Support	Esherick
Discover	CTR	Lehto
Discover	CTR	Johnson
Discover	CTR	Colcombe
Discover	CTR	Targoni
Discover	CTR	Carpenter
Discover	CTR	Kovalsky
Discover	CTR	Camper
Discover	Non-Instructional	Freeman
Discover	Administrator	Johnson
Discover	Administrator	Wynn
Discover	Administrator	Sterling-Scott
Discover	Instructional Support	Williams
Discover	Instructional Support	Robinson
Discover	Instructional Support	Somerville
Discover	Instructional Support	May
Discover	CTR	Ayala
Discover	Instructional Support	Hawkins
Discover	Lead Teacher	Blalock
Discover	Lead Teacher	Chin

Discover	Lead Teacher	Meyers
Discover	Lead Teacher	Truitt
Discover	Lead Teacher	Seward
Discover	Lead Teacher	Nelson
Discover	Lead Teacher	Renix
Discover	Lead Teacher	Slater
Discover	Lead Teacher	Terry
Discover	Lead Teacher	Bernstein
Discover	Lead Teacher	Danylchuk
Discover	Lead Teacher	Smith
Discover	Lead Teacher	Baxter Hallums
Discover	Lead Teacher	Warner
Discover	Lead Teacher	Harter
Discover	Lead Teacher	Biby
Discover	Lead Teacher	Frye
Discover	Lead Teacher	Choi
Discover	Instructional Support	Coleman
Discover	CTR	McKinley
Discover	Lead Teacher	Hyatt
Discover	CTR	Langley
Discover	Instructional Support	Hutchins
Discover	Instructional Support	Hill
Discover	Lead Teacher	Grant-Skinner
Discover	Non-Instructional	Settle
Discover	Non-Instructional	Settle
Discover	Non-Instructional	Henderson
Grow	Lead Teacher	Corbett
Grow	CTR	Wells Long
Grow	CTR	Meany
Grow	CTR	Oviedo
Grow	CTR	Padgett
Grow	CTR	Mann Clement
Grow	CTR	Lange
Grow	CTR	Smith-Buani
Grow	Non-Instructional	Acker
Grow	Non-Instructional	Colon
Grow	Administrator	Ellis
Grow	Administrator	Peel
Grow	Administrator	Negrete
Grow	Instructional Support	Gorham
Grow	Instructional Support	Billingslea
Grow	Instructional Support	Moreno
Grow	CTR	Smith

Grow	Lead Teacher	Guzman
Grow	Lead Teacher	Ezomoghene
Grow	Lead Teacher	Nickens-El
Grow	Lead Teacher	Ogundiran
Grow	Lead Teacher	Haney
Grow	Lead Teacher	Fube
Grow	Lead Teacher	Morman
Grow	Lead Teacher	Lewis
Grow	Lead Teacher	Gravens
Grow	Lead Teacher	Maryan
Grow	Lead Teacher	Walker
Grow	Lead Teacher	Galloway
Grow	Lead Teacher	Kallus
Grow	Lead Teacher	Barragan
Grow	Lead Teacher	Van Cleve
Grow	Instructional Support	Whittington
Grow	Instructional Support	Marshall
Grow	Lead Teacher	Crehan
Grow	Instructional Support	Arnold
Grow	Instructional Support	Robinson
Grow	Instructional Support	Gravens
Grow	CTR	Corboy
Grow	Lead Teacher	Sappleton
Grow	Intern (NOT KIPP STAFF)	Coyoy
Grow	Instructional Support	Kearns
Grow	Instructional Support	Lee
Grow	Non-Instructional	Jackson
Grow	Instructional Support	Morton
Grow	Instructional Support	Delaney
HDQ	Instructional Support	Brown Tapper
HDQ	Instructional Support	Jackson
Heights	Lead Teacher	Beltran
Heights	Lead Teacher	Lynott
Heights	CTR	Nasuti
Heights	CTR	Solomon
Heights	CTR	Menendez
Heights	Non-Instructional	McIntyre
Heights	Non-Instructional	Smith
Heights	Administrator	Gallagher
Heights	Administrator	David
Heights	Instructional Support	Strickland
Heights	Lead Teacher	Johnson
Heights	Lead Teacher	Crenshaw

Heights	Lead Teacher	Stevens
Heights	Lead Teacher	May
Heights	Lead Teacher	Totman
Heights	Lead Teacher	Kudchadkar
Heights	Lead Teacher	Gaston
Heights	Lead Teacher	Akufo
Heights	Lead Teacher	Lewis
Heights	Lead Teacher	Ross
Heights	Lead Teacher	Cornwall
Heights	Lead Teacher	Jackson
Heights	Lead Teacher	Gensler
Heights	Lead Teacher	Carter
Heights	Lead Teacher	Brown
Heights	Lead Teacher	McSwain
Heights	Lead Teacher	Mishleau
Heights	Instructional Support	Berkowitz
Heights	Lead Teacher	Tinney
Heights	Lead Teacher	Craig
Heights	Lead Teacher	York
Heights	Lead Teacher	Wilborn
Heights	Lead Teacher	Holiday
Heights	Administrator	Conti
Heights	Administrator	Woodward
Heights	Lead Teacher	Hess
Heights	Lead Teacher	Schaps
Heights	Lead Teacher	Stewart
Heights	Lead Teacher	Ramsey
Heights	CTR	Payton
Heights	Lead Teacher	Leiser
Heights	Lead Teacher	Greene
Heights	Non-Instructional	Shelton
Heights	Instructional Support	Lenski
Heights	Non-Instructional	Barnes
Heights	Instructional Support	Kinloch
Heights	Lead Teacher	Strickland
Heights	Lead Teacher	Crenshaw
Heights	Lead Teacher	Kudchadkar
Heights	Lead Teacher	Stewart
Heights	Instructional Support	Vernon
Heights	Lead Teacher	Stephenson
KEY	Lead Teacher	Lacayo
KEY	Instructional Support	Stanley
KEY	CTR	Eckerstrom

KEY	CTR	Hekker
KEY	Non-Instructional	Jones
KEY	Administrator	Ayala
KEY	Administrator	Fiorello
KEY	Administrator	Newell
KEY	Lead Teacher	Johnson
KEY	Lead Teacher	Dillon
KEY	Lead Teacher	Pietroski
KEY	Non-Instructional	Sands
KEY	Lead Teacher	Douglass
KEY	Lead Teacher	McNabb
KEY	Lead Teacher	Weinstock
KEY	Lead Teacher	Looft
KEY	Lead Teacher	Peck
KEY	Lead Teacher	Dooner
KEY	Lead Teacher	Bartoshuk
KEY	Lead Teacher	Klusendorf
KEY	Lead Teacher	Flynn
KEY	Lead Teacher	Johnson
KEY	Lead Teacher	Ball
KEY	Lead Teacher	Layson
KEY	Lead Teacher	Amaro
KEY	Lead Teacher	McNabb
KEY	Lead Teacher	Wieczorek
KEY	Lead Teacher	Kempen
KEY	Lead Teacher	Robinson
KEY	Lead Teacher	Ornovitz
KEY	Lead Teacher	Campbell
KEY	Lead Teacher	Martin
KEY	Lead Teacher	Dizon
KEY	Lead Teacher	Liebman
KEY	Lead Teacher	Hekker
KEY	Instructional Support	Moreno
LC <sup>1</sup>	Administrator	Cordell
LC	Administrator	Day-Young
LC	Administrator	Abera
LC	Lead Teacher	Finnegan

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<sup>1</sup> "LC" stands for the Learning Center. Consistent with the Individuals with Disabilities Education Act and other applicable laws, KIPP DC is authorized to provide a broad continuum of services designed to meet the needs of all KIPP DC students. Currently, this continuum includes, but is not limited to, the programming offered at the Learning Center, a location at which students receive services consistent with his/her Individualized Education Plan. The Learning Center is currently located at the Douglass Campus.



LC	Instructional Support	Carrera
LC	Instructional Support	Gagle
LC	Instructional Support	Sorrentino
LC	Instructional Support	Hendricks
LC	Instructional Support	Day
LC	Instructional Support	Sandler
LC	Instructional Support	Perkins
LC	Instructional Support	Knox
LC	Instructional Support	Fingal
LC	Instructional Support	Jones
LC	Instructional Support	Schoyer
LC	Instructional Support	Vomund
LC	Lead Teacher	Pickett
LC	Lead Teacher	Swindler
LC	Lead Teacher	Ratner
LC	Lead Teacher	Watford
LC	Lead Teacher	Alprin
LC	Lead Teacher	Jarowski
LC	Lead Teacher	O'Leary
LC	Lead Teacher	Walker
LC	Lead Teacher	Koubek
LC	Instructional Support	Romaine
LC	Instructional Support	Edwards
LC	Instructional Support	Dandy
LC	Instructional Support	Cain
LC	Lead Teacher	Spezia
LC	Lead Teacher	Cobb
LC	Instructional Support	Williams
LC	Instructional Support	Blount
LC	Non-Instructional	Taylor
LC	Instructional Support	Blackman
LC	Instructional Support	Rich II
LC	Instructional Support	Fletcher
LC	Lead Teacher	Allen IV
LC	Instructional Support	Branch
LC	Non-Instructional	Coplins-Brown
LC	Instructional Support	Abdul-Rahim
LC	Lead Teacher	Herr
LC	Instructional Support	Solomon
LC	Instructional Support	Lawson
Lead	Lead Teacher	Spellerberg
Lead	Lead Teacher	Jones
Lead	Lead Teacher	Peterson

Lead	CTR	Burnley
Lead	CTR	Moe
Lead	CTR	Pennyman
Lead	Non-Instructional	Slade
Lead	Non-Instructional	Allen
Lead	Administrator	Love
Lead	Administrator	Petersen
Lead	Administrator	Molitor
Lead	Instructional Support	Belson
Lead	Lead Teacher	Lopez
Lead	Lead Teacher	Hanna
Lead	Lead Teacher	Minier
Lead	Lead Teacher	Davis
Lead	Lead Teacher	Fleming
Lead	Lead Teacher	O'Gorman
Lead	Lead Teacher	Frye
Lead	Lead Teacher	Glickman
Lead	Lead Teacher	Santoro
Lead	Lead Teacher	Lesley
Lead	Lead Teacher	Bellin
Lead	Lead Teacher	Isamah
Lead	Lead Teacher	Khabbaz
Lead	Lead Teacher	Carry
Lead	Lead Teacher	Shaw
Lead	Lead Teacher	Zarb
Lead	Lead Teacher	Fears
Lead	Lead Teacher	Rodriguez
Lead	Lead Teacher	Boyd
Lead	Lead Teacher	Deibel
Lead	Lead Teacher	Forde
Lead	Lead Teacher	Wall
Lead	Lead Teacher	Hurwit
Lead	Lead Teacher	Green
Lead	Administrator	LeDoux
Lead	Lead Teacher	Thorn
Lead	Instructional Support	Hammond
Lead	Instructional Support	Williams
Lead	Instructional Support	Williams
Lead	Instructional Support	Solomon
Lead	Instructional Support	Howard
Lead	Instructional Support	Hammond
LEAP	CTR	Bradway
LEAP	CTR	Song

LEAP	Lead Teacher	Ford
LEAP	Non-Instructional	Barclift
LEAP	Non-Instructional	Dicks
LEAP	Administrator	Clayman
LEAP	Administrator	Taylor
LEAP	Instructional Support	Dean
LEAP	Instructional Support	Dicks
LEAP	Instructional Support	Mendez
LEAP	Instructional Support	Phillips
LEAP	CTR	Gomez
LEAP	Lead Teacher	Klein
LEAP	Lead Teacher	Perkins
LEAP	Lead Teacher	Cauley
LEAP	Lead Teacher	McPherson
LEAP	Lead Teacher	Ourisman
LEAP	Lead Teacher	Dietz
LEAP	Lead Teacher	Nickerson
LEAP	Instructional Support	Bailey
LEAP	Lead Teacher	Cox
LEAP	Lead Teacher	Tomlinson
LEAP	Lead Teacher	Norris
LEAP	Lead Teacher	Fogarty
LEAP	CTR	Fitzhugh
LEAP	Instructional Support	Fitzhugh
Northeast	Lead Teacher	Chapman
Northeast	Lead Teacher	Buchanan
Northeast	Lead Teacher	Blount
Northeast	Lead Teacher	Jones
Northeast	Lead Teacher	Stephens
Northeast	CTR	Witcher
Northeast	CTR	Lewis
Northeast	Administrator	Cutchember
Northeast	Administrator	Simmons
Northeast	Administrator	Barnhardt
Northeast	Administrator	Maxwell
Northeast	Lead Teacher	Thomas
Northeast	Lead Teacher	Laughlin
Northeast	Lead Teacher	Cambria
Northeast	Lead Teacher	Sass
Northeast	Lead Teacher	Randall
Northeast	Lead Teacher	Rojas
Northeast	Lead Teacher	Baker
Northeast	Lead Teacher	Isadore

Northeast	Lead Teacher	Johnson
Northeast	Instructional Support	Ayers
Northeast	Lead Teacher	King
Northeast	Lead Teacher	Manuel
Northeast	Lead Teacher	Hanley
Northeast	Administrator	Bryant
Northeast	Instructional Support	Kyle
Northeast	Instructional Support	Woolfolk
Northeast	Lead Teacher	Kyle
Promise	Lead Teacher	Stevenson
Promise	Lead Teacher	Huckin
Promise	Lead Teacher	Leinbach
Promise	Lead Teacher	Tyree
Promise	Lead Teacher	Alvarado
Promise	CTR	Garofalo
Promise	CTR	Noll
Promise	Non-Instructional	McSwain
Promise	Non-Instructional	Myers
Promise	Administrator	Lutz
Promise	Administrator	Meyer
Promise	Administrator	Huseby
Promise	Administrator	Allegrotti
Promise	CTR	Betts
Promise	Instructional Support	Chapman
Promise	CTR	McArthur
Promise	CTR	Voorhees
Promise	Lead Teacher	Sloan
Promise	Lead Teacher	Woods
Promise	Lead Teacher	Beck
Promise	Lead Teacher	Hardin-Simmons
Promise	Lead Teacher	Jones
Promise	Lead Teacher	Oblinger
Promise	Lead Teacher	Wall
Promise	Lead Teacher	Li
Promise	Lead Teacher	Adegboyega-Panox
Promise	Lead Teacher	Stolzenberg
Promise	Lead Teacher	Rodriguez
Promise	Lead Teacher	Fahey
Promise	Lead Teacher	Sorto-Barrera
Promise	Lead Teacher	Rasmussen
Promise	Lead Teacher	Patience
Promise	Instructional Support	Weisz
Promise	Instructional Support	Straus



Promise	Instructional Support	Syllien
Promise	Instructional Support	Walsh
Promise	Instructional Support	Leak
Promise	Instructional Support	Davis
Promise	Instructional Support	Allegrotti
Promise	Lead Teacher	Browne
Promise	Lead Teacher	Tsien
Promise	Lead Teacher	Ordway
Promise	CTR	Guthrie
Promise	CTR	Ekwuabu
Promise	Lead Teacher	Cooper
Promise	Lead Teacher	Newman
Promise	Lead Teacher	Leeds
Promise	Administrator	Morris
Promise	Lead Teacher	Williams
Promise	Lead Teacher	Ogden
Promise	Non-Instructional	McIntyre
Promise	Instructional Support	Schwartz
Promise	Lead Teacher	Ogden
Promise	Lead Teacher	Stevenson
Promise	Lead Teacher	Oblinger
Promise	Instructional Support	Barkley
Quest	CTR	Weinberg
Quest	Administrator	Gentzler
Quest	Non-Instructional	Gillis
Quest	Non-Instructional	Wilson
Quest	Non-Instructional	Settle
Quest	Administrator	Brauer
Quest	Administrator	Diamond
Quest	Administrator	Petersen
Quest	CTR	Cannon
Quest	Lead Teacher	Betzel
Quest	Lead Teacher	Price
Quest	Lead Teacher	Ramsey
Quest	Lead Teacher	McMillan
Quest	Lead Teacher	Uyenco
Quest	Lead Teacher	Leal-Taylor
Quest	Lead Teacher	Brown
Quest	Lead Teacher	Jackson
Quest	Lead Teacher	Rankin
Quest	Lead Teacher	Whetzel
Quest	Lead Teacher	Basom
Quest	Lead Teacher	Siegel

Quest	Lead Teacher	Cornecelli
Quest	Lead Teacher	Stroman
Quest	Lead Teacher	Johnson
Quest	Lead Teacher	Curry
Quest	Lead Teacher	Bullock
Quest	Lead Teacher	Priehs
Quest	Lead Teacher	Napora
Quest	Lead Teacher	Moore
Quest	Instructional Support	Soloway
Quest	Lead Teacher	Watson
Quest	Lead Teacher	
Quest	CTR	Stevenson
Quest	Instructional Support	Stevens
Quest	Lead Teacher	Robinson
Quest	Non-Instructional	Marable
Quest	Non-Instructional	Neal
Quest	Non-Instructional	Hammond
Quest	Lead Teacher	Harter
Spring	Lead Teacher	Baham
Spring	Lead Teacher	Werstuik
Spring	Lead Teacher	Scott
Spring	CTR	Sampson
Spring	CTR	Harrison
Spring	CTR	Weinstein
Spring	Lead Teacher	Esposito
Spring	Administrator	Brown
Spring	Administrator	Hoy
Spring	Administrator	Darby
Spring	Lead Teacher	Martinez
Spring	Lead Teacher	Nordby
Spring	Lead Teacher	Boswell
Spring	Lead Teacher	Halpert
Spring	Lead Teacher	Foley
Spring	Lead Teacher	Petersen
Spring	Lead Teacher	Vigo
Spring	Instructional Support	Smiley
Spring	Lead Teacher	McNaughton
Spring	Administrator	Bryant
Spring	Administrator	Brown
Spring	Lead Teacher	Fogarty
Spring	Instructional Support	Herbert
Spring	Administrator	Allen
Valor	Lead Teacher	Fitzsimons

Valor	Lead Teacher	Smither Wulsin
Valor	Lead Teacher	Medley
Valor	Lead Teacher	Gavigan
Valor	Administrator	Jones
Valor	Administrator	Conner
Valor	CTR	Smith
Valor	Lead Teacher	Boone
Valor	Lead Teacher	Jones
Valor	Lead Teacher	Daniels III
Valor	Lead Teacher	Armeny
Valor	Lead Teacher	Trinh
Valor	Lead Teacher	Wright
Valor	Lead Teacher	Thomas II
Valor	Instructional Support	Laws
Valor	Administrator	Polly
Valor	Instructional Support	James
WILL	CTR	Reardon
WILL	CTR	Donofrio
WILL	Non-Instructional	Jones
WILL	Non-Instructional	Mosley
WILL	Administrator	Williams
WILL	Administrator	Rottman
WILL	Administrator	Beal
WILL	Lead Teacher	Gould
WILL	Lead Teacher	Forys
WILL	Lead Teacher	Didier
WILL	Lead Teacher	Trowell
WILL	Lead Teacher	Stevens
WILL	Lead Teacher	Hall
WILL	Lead Teacher	Curwen
WILL	Lead Teacher	Williams
WILL	Lead Teacher	Jones
WILL	Lead Teacher	Aprill
WILL	Lead Teacher	Rohde
WILL	Lead Teacher	Pereira
WILL	Lead Teacher	Askew
WILL	Lead Teacher	Mitchell
WILL	Lead Teacher	Jones
WILL	Instructional Support	Alongi
WILL	Lead Teacher	Holder
WILL	Lead Teacher	Madison
WILL	Lead Teacher	Silver
WILL	Lead Teacher	Romeo

WILL	Lead Teacher	Flaherty
WILL	Lead Teacher	Robinson
WILL	Lead Teacher	Flaherty
WILL	Lead Teacher	Wiseman
WILL	Instructional Support	Disalvo
WILL	Lead Teacher	Tinney
WILL	Lead Teacher	Marenco
WILL	Lead Teacher	Dizon
WILL	Instructional Support	Fleming
WILL	Intern (NOT KIPP STAFF)	Drazin
WILL	Instructional Support	Menzies
WILL	Instructional Support	Jackson

\* 100% of KIPP DC lead teachers have bachelor's degrees, and 49% of lead teachers have master's degrees.



Board Roster for SY2015-2016

<p><b>Terry Golden, Chair*</b> Bailey Capital Corporation</p> <p><b>David Bradley*</b> Atlantic Media Company</p> <p><b>John Duff, Treasurer*</b> Duff, Ackerman, and Goodrich LLC</p> <p><b>Kimberly Smith</b> Network for Teaching Entrepreneurship</p> <p><b>Carol Ludwig*</b></p>	<p><b>Donald E. Graham*</b> Graham Holdings</p> <p><b>Martin Rogers</b></p> <p><b>Anthony Lewis</b></p> <p><b>Tonya McLaughlin*</b> Parent Representative</p> <p><b>Lucretia Talley*</b> Parent Representative</p>	<p><b>Hudson LaForce</b> W.R. Grace &amp; Co.</p> <p><b>Heimy Salgado, Teacher Rep*</b> KIPP DC WILL Academy</p> <p><b>Susan Schaeffler*</b> KIPP DC</p> <p><b>Stu Solomon</b> Accenture</p> <p><b>Alan Wurtzel</b></p>
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\*denotes board member who is a D.C. resident

Unaudited Year-End 2015-2016 Financial Statement

**KIPP DC and Affiliates**  
**Consolidated Financial Statements**  
*For the Year Ended June 30, 2016*

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**and**  
**Accountant's Compilation Report**

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*Certified Public Accountants*

## **ACCOUNTANT'S COMPILATION REPORT**

To the Board of Trustees of KIPP DC

We have compiled the accompanying draft consolidated statements of financial position of KIPP DC, KIPP DC – Woodrock, LLC, KIPP DC – Douglass QALICB, Inc., and KIPP DC – Shaw QALICB, Inc. (KIPP DC) as of June 30, 2016 and the prior fiscal year end, and the related consolidated statement of activities for the year ended June 30, 2016. We have not audited or reviewed the accompanying financial statements and, accordingly, do not express an opinion or provide any assurance about whether the financial statements are in accordance with accounting principles generally accepted in the United States of America.

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the accounting principles general accepted in the United States of America (GAAP) and for designing, implementing, and maintaining internal controls relevant to the preparation and fair presentation of the financial statements.

Our responsibility is to conduct the compilation in accordance with Statements on Standards for Accounting and Review Services issued by the American Institute of Certified Public Accountants. The objective of a compilation is to assist management in presenting financial information in the form of financial statements without undertaking to obtain or provide any assurance that there are no material modifications that should be made to the financial statements.

Management has elected to omit substantially all of the disclosures and the statement of cash flows required by GAAP. If the omitted disclosures and the statement of cash flows were included in the financial statements, they might influence the user's conclusions about KIPP DC's financial position, changes in its net assets, and its cash flows. Accordingly, these financial statements are not designed for those who are not informed about such matters.

The accompanying budget information is presented only for supplementary analysis purposes. Such information has been compiled from information that is the representation of management, without audit or review, and, accordingly, we do not express an opinion or any other form of assurance on such data.

**Raffa, P.C.**  
Washington, DC  
July 28, 2016

**KIPP DC and Affiliates**  
**Consolidated Statement of Financial Position**  
**June 30, 2016**

	<u>Current Year</u>	<u>Prior Fiscal Year End</u>	<u>Change</u>
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and Equivalents - Unrestricted	\$ 28,979,895	\$ 12,922,290	\$ 16,057,605
Cash and Equivalents - Restricted	1,915,015	2,075,512	(160,497)
Investments - Unrestricted	51,566,341	51,470,640	95,701
Investments - Restricted	20,225,057	6,774,552	13,450,505
Receivables	4,556,972	2,172,500	2,384,472
Promises to Give	3,248,113	1,987,496	1,260,617
Accrued Interest Income	2,289	23,459	(21,170)
Other Receivables	278,930	672,621	(393,691)
Prepaid Expenses	338,718	953,998	(615,280)
Total - Current Assets	<u>111,111,330</u>	<u>79,053,068</u>	<u>32,058,262</u>
<b>Noncurrent Assets</b>			
Deferred Rental Income	76,531	77,907	(1,376)
Deposits	262,998	275,207	(12,209)
Promises to Give, net	1,277,591	4,538,044	(3,260,453)
Interest Rate Cap	2	160	(158)
Sinking Funds	-	748,627	(748,627)
Note Receivable	17,705,702	17,705,702	-
Debt Issuance Costs, net	4,048,444	4,175,052	(126,608)
Total - Noncurrent Assets	<u>23,371,268</u>	<u>27,520,699</u>	<u>(4,149,431)</u>
<b>Property and Equipment</b>			
Land	8,900,235	8,900,235	-
Building and Improvements	41,391,055	41,373,600	17,455
Construction in Progress	18,843,661	36,239,484	(17,395,823)
Leasehold Improvements	125,833,385	81,102,708	44,730,677
Furniture and Equipment	357,483	308,624	48,859
Computer Hardware and Software	546,398	518,168	28,230
Accumulated Depreciation	(20,203,465)	(16,170,282)	(4,033,183)
Total - Property and Equipment	<u>175,668,752</u>	<u>152,272,537</u>	<u>23,396,215</u>
<b>Total Assets</b>	<b><u>\$ 310,151,350</u></b>	<b><u>\$ 258,846,304</u></b>	<b><u>\$ 51,305,046</u></b>



**KIPP DC and Affiliates**  
**Consolidated Statement of Financial Position**  
**June 30, 2016**

<b>LIABILITIES AND NET</b>	<u>Current Year</u>	<u>Prior Fiscal Year End</u>	<u>Change</u>
<b>Current Liabilities</b>			
Accounts Payable and Accrued	\$ 8,232,058	\$ 8,030,145	\$ 201,913
Accrued Interest Expense	1,941,268	1,948,783	(7,515)
Notes Payable	1,460,000	17,583,726	(16,123,726)
Refundable Advances and Agency	-	30,781	(30,781)
Deferred Revenue	-	5,296	(5,296)
<b>Total - Current Liabilities</b>	<u>11,633,326</u>	<u>27,598,731</u>	<u>(15,965,405)</u>
<b>Non-Current Liabilities</b>			
Interest Rate Swap	4,893,732	1,357,155	3,536,577
Notes Payable, net	162,766,639	124,943,818	37,822,821
Capital Lease Obligation	1,399,733	1,377,944	21,789
Deferred Rent Expense	3,234,555	1,910,403	1,324,152
<b>Total - Non-Current Liabilities</b>	<u>172,294,659</u>	<u>129,589,320</u>	<u>42,705,339</u>
<b>Net Assets</b>			
Unrestricted	86,662,481	94,655,676	(7,993,195)
Temporarily Restricted	14,995,772	7,002,577	7,993,195
Change in Net Assets	24,565,112	-	24,565,112
<b>Total - Net Assets</b>	<u>126,223,365</u>	<u>101,658,253</u>	<u>24,565,112</u>
<b>Total Liabilities and Net Assets</b>	<u><u>\$ 310,151,350</u></u>	<u><u>\$ 258,846,304</u></u>	<u><u>\$ 51,305,046</u></u>

**KIPP DC and Affiliates**  
**Consolidated Statement of Activities Budget vs Actual**  
**For the Year Ended June 30, 2016**

	Actual YTD	Budget YTD	Over (Under) Budget	Budget- FY16
<b>REVENUES</b>				
<b>Per Pupil Revenue</b>				
Base Per Pupil Allocation	\$55,699,435	\$56,067,535	(\$368,100)	\$56,067,535
At Risk Per Pupil Funding	6,155,738	5,654,194	501,544	5,654,194
Special Ed Per Pupil Allocation	11,869,787	11,668,549	201,238	11,668,549
LEP/NEP Per Pupil Allocation	190,692	88,371	102,321	88,371
Facility Per Pupil Allocation	16,744,340	16,369,760	374,580	16,369,760
<b>Total - Per Pupil Revenue</b>	<b>90,659,992</b>	<b>89,848,409</b>	<b>811,583</b>	<b>89,848,409</b>
<b>Other Public Funds</b>				
Title Funds Revenue	2,699,552	2,681,217	18,335	2,681,217
Food Program Revenue	4,388,489	4,731,666	(343,177)	4,731,666
Medicaid Reimbursements	518,629	276,000	242,629	276,000
IDEA Funding (SPED LEA)	939,329	750,000	189,329	750,000
Federal Grants	6,828,041	4,174,896	2,653,144	4,174,896
State and Local Grants	412,187	-	412,187	-
<b>Total - Other Public Funds</b>	<b>15,786,227</b>	<b>12,613,779</b>	<b>3,172,447</b>	<b>12,613,779</b>
<b>Private Revenue</b>				
Contributions and Private Grants	20,348,880	6,201,619	14,147,261	6,201,619
<b>Total - Private Contributions</b>	<b>20,348,880</b>	<b>6,201,619</b>	<b>14,147,261</b>	<b>6,201,619</b>
<b>Investment Income</b>				
Interest Income	329,704	378,729	(49,025)	378,729
Unrealized Gain (Loss) on Investment	(10,405)	-	(10,405)	-
Realized Gain (Loss) on Investment	621	-	621	-
<b>Total - Investment Income</b>	<b>319,920</b>	<b>378,729</b>	<b>(58,809)</b>	<b>378,729</b>
<b>Additional Revenue</b>				
Student Uniform Fees	154,760	203,719	(48,960)	203,719
Student Activity Fees	87,289	115,219	(27,930)	115,219
Other Student Fees	18,936	22,138	(3,201)	22,138
Rental Income	583,027	577,299	5,728	577,299
Fee Income	95,000	75,000	20,000	75,000
Miscellaneous Income	62,423	-	62,423	-
<b>Total - Student Fees</b>	<b>1,001,435</b>	<b>993,375</b>	<b>8,060</b>	<b>993,375</b>
<b>Total - Revenues</b>	<b>128,116,454</b>	<b>110,035,911</b>	<b>18,080,542</b>	<b>110,035,911</b>

**KIPP DC and Affiliates**  
**Consolidated Statement of Activities Budget vs Actual**  
**For the Year Ended June 30, 2016**

	Actual YTD	Budget YTD	Over (Under) Budget	Budget- FY16
<b>EXPENSES</b>				
<b>Personnel Costs</b>				
<i>Salary Expense</i>				
Principals/Exec Leadership	6,714,301	6,589,320	124,981	6,589,320
Administrative Salaries	7,850,768	8,693,678	(842,910)	8,693,678
Instructional Salaries	24,247,807	25,246,306	(998,499)	25,246,306
Instructional Support Salaries	5,577,906	5,370,494	207,412	5,370,494
Student Support Salaries	3,905,429	4,311,115	(405,686)	4,311,115
Contracted Program Staff	70,967	215,330	(144,363)	215,330
Supplemental School Staff	454,180	450,002	4,178	450,002
Coaching Stipends	14,120	30,000	(15,880)	30,000
Bonuses	1,787,683	1,733,300	54,383	1,733,300
Substitutes	94,998	240,657	(145,659)	240,657
<i>Employee Benefits and Payroll Taxes</i>				
Payroll Taxes	3,899,473	4,233,714	(334,241)	4,233,714
Employee Benefits	5,326,086	6,708,412	(1,382,326)	6,708,412
<i>Other Staff-Related Costs</i>				
Payroll and HR Processing Fees	161,994	164,500	(2,506)	164,500
Staff Recruitment	51,140	166,199	(115,059)	166,199
Staff Development	920,034	1,012,933	(92,899)	1,012,933
Staff Meals, Events, Awards	518,470	559,251	(40,781)	559,251
Total - Personnel Costs	61,595,356	65,725,211	(4,129,855)	65,725,211
<b>Direct Student Expense</b>				
Educational Supplies	1,893,337	1,975,692	(82,355)	1,975,692
Classroom Furniture and Equipment	815,954	782,936	33,018	782,936
Student and Classroom Technology	915,636	901,380	14,256	901,380
Educational Consultants	588,037	323,112	264,925	323,112
Software License Fee - Instructional	424,685	517,295	(92,610)	517,295
Student Assessment	313,546	410,075	(96,529)	410,075
Student Uniform Expense	354,053	358,880	(4,827)	358,880
Contracted Food Service	4,841,165	5,324,070	(482,905)	5,324,070
Student Transportation	355,910	499,685	(143,775)	499,685
Student Lodging	82,458	104,025	(21,567)	104,025
Student Snacks & Other Meals	167,054	165,535	1,519	165,535
Extracurricular Activities	388,163	440,465	(52,302)	440,465
Financial Assistance	222,510	300,850	(78,340)	300,850
Other Direct Student Expense	53,075	91,130	(38,055)	91,130
Total - Direct Student Expense	11,415,583	12,195,130	(779,547)	12,195,130
<b>Occupancy Expenses</b>				
Rent	1,683,652	1,424,824	258,828	1,424,824
Contracted Parking	54,218	64,613	(10,395)	64,613
Utilities	1,597,349	1,659,230	(61,881)	1,659,230
Janitorial Service	1,626,423	1,677,128	(50,705)	1,677,128
Janitorial Supplies	157,105	153,048	4,057	153,048
Security Service	1,147,251	1,139,986	7,265	1,139,986
Repairs & Maintenance	406,909	405,759	1,150	405,759
Property Taxes	12,343	14,000	(1,657)	14,000
Other Contracted Services	1,162,045	1,231,210	(69,165)	1,231,210
Interest Expense	6,108,348	6,638,153	(529,805)	6,638,153
Financing Costs	390,154	398,494	(8,340)	398,494
Gain/(loss) on disposal	1,717	-	1,717	-

See Accountant's Compilation Report

**KIPP DC and Affiliates**  
**Consolidated Statement of Activities Budget vs Actual**  
**For the Year Ended June 30, 2016**

	Actual YTD	Budget YTD	Over (Under) Budget	Budget- FY16
Total - Occupancy Expenses	14,347,514	14,806,445	(458,931)	14,806,445
<b>Professional Fees</b>				
Accounting Fees	200,981	185,000	15,981	185,000
Audit & Tax Fees	112,330	99,000	13,330	99,000
Technology Consultants	1,177,532	1,211,000	(33,468)	1,211,000
Legal Fees	48,917	112,500	(63,583)	112,500
Consultants (non-ed)	260,274	292,300	(32,026)	292,300
Total - Professional Fees	1,800,034	1,899,800	(99,766)	1,899,800
<b>Office Expenses</b>				
Administrative Supplies	154,632	210,116	(55,484)	210,116
Administrative Furniture & Equipment	147,987	224,960	(76,973)	224,960
Administrative Technology	389,203	415,900	(26,697)	415,900
Software License Fee - Admin	379,806	439,305	(59,499)	439,305
Telecommunications & Internet	726,584	681,250	45,334	681,250
Printing & Photocopying	661,022	657,950	3,072	657,950
Postage & Courier	28,265	46,500	(18,235)	46,500
Business Insurance	454,567	450,000	4,567	450,000
Licenses, Dues & Memberships	281,524	462,985	(181,461)	462,985
Bank and Credit Card Fees	32,972	27,700	5,272	27,700
Total - Office Expenses	3,256,562	3,616,666	(360,104)	3,616,666
<b>General Expenses</b>				
Staff Travel	77,026	87,400	(10,374)	87,400
Outreach	404,750	283,000	121,750	283,000
Student Recruitment	23,907	59,385	(35,478)	59,385
Charter Board Admin Fee	1,016,444	1,011,864	4,580	1,011,864
Sub-grants	8,448	-	8,448	-
Other Taxes	17,800	-	17,800	-
Other General Expenses	27,850	-	27,850	-
Contingency	-	3,678,210	(3,678,210)	3,678,210
Depreciation Expense	5,366,060	5,187,925	178,135	5,187,925
Amortization Expense	657,431	102,683	554,748	102,683
Unrealized (Gain) Loss on Interest Swap	3,536,577	-	3,536,577	-
Total - General Expenses	11,136,293	10,410,467	725,826	10,410,467
<b>Total - Expenses</b>	<b>103,551,342</b>	<b>108,653,719</b>	<b>(5,102,377)</b>	<b>108,653,719</b>
<b>Net Income</b>	<b>\$ 24,565,112</b>	<b>\$ 1,382,192</b>	<b>\$ 23,182,919</b>	<b>\$ 1,382,192</b>

Approved 2016-2017 Budget



**KIPP DC:**

*Operating Budget -- Board of Directors Approved*  
 For the Fiscal Year Ending June 30, 2017

	<u>FY2017</u>
<b>Revenue</b>	
Base Per Pupil Allocation	\$ 62,748,780
At Risk Per Pupil Allocation	6,541,196
Special Ed Per Pupil	13,453,774
LEP/NEP Per Pupil	327,343
Facility Per Pupil Allocation	18,009,860
Public Revenue Subtotal	<u>\$ 101,080,952</u>
<b>Other Public Revenue</b>	
NCLB Entitlement Revenue	\$ 2,732,556
Food Program Revenue	4,854,587
Medicaid Remittances	1,290,000
Federal Grants	3,218,360
Other Public Revenue Subtotal	<u>\$ 12,095,503</u>
<b>Private Revenue</b>	
Contributions & Private Grants	\$ 5,771,456
Student Uniform Fees	187,665
Student Meal Fees	-
Student Activity Fees	121,264
Other Student Fees	23,203
Interest Income	393,241
Rental Income	595,323
Miscellaneous Income	150,000
Private Revenue Subtotal	<u>\$ 7,242,151</u>
<b>TOTAL REVENUE</b>	<u><u>\$ 120,418,606</u></u>

**Salaries and Benefits**

Principals/Exec Leadership	\$ 8,045,785
Administrative Salaries	9,551,680
Instructional Salaries	27,801,755
Instructional Support Salaries	6,481,905
Student Support Salaries	5,063,328
Contracted Program Staff	209,400
Supplemental School Staff	426,961
Coaching Stipends	43,000
Bonuses	2,048,050
Substitutes	178,750
Payroll Taxes	4,793,318
Employee Benefits	7,358,981
Payroll and HR Processing Fees	186,100
Staff Recruitment	202,500
Staff Development	1,654,365
Staff Meals, Events, Awards	648,700
Salaries & Benefits Subtotal	<u>\$ 74,694,579</u>

**KIPP DC:**

*Operating Budget -- Board of Directors Approved  
For the Fiscal Year Ending June 30, 2017*

	<u>FY2017</u>
<b>Direct Student Costs</b>	
Educational Supplies	\$ 2,129,632
Classroom Furniture and Equip	616,182
Classroom Technology	820,209
Software Licenses - Educ	794,785
Educational Consultants	457,280
Student Assessment	405,440
Student Uniform Expense	331,419
Contracted Food Service	5,485,429
Student Transportation	488,979
Student Lodging	121,075
Student Snacks & Other Meals	181,335
Extracurricular Activities	500,866
Financial Assistance	306,550
Other Direct Student Expense	108,730
Direct Student Costs Subtotal	<u>\$ 12,747,912</u>
<b>Office Expenses</b>	
Administrative Supplies	\$ 191,725
Admin Furniture & Equipment	157,859
Administrative Technology	472,060
Software Licenses - Admin	534,093
Telecommunications & Internet	545,432
Printing & Photocopying	666,310
Postage & Courier	38,600
Business Insurance	490,000
Licenses, Dues & Memberships	343,995
Bank and Credit Card Fees	24,700
Office Expense Subtotal	<u>\$ 3,464,774</u>
<b>Occupancy Expense</b>	
Rent	\$ 1,157,816
Contracted Parking	64,500
Utilities	1,720,785
Janitorial Service	1,863,970
Janitorial Supplies	141,672
Security Service	1,354,726
Repairs & Maintenance	409,188
Property Taxes	14,000
Other Contracted Services	1,296,775
Interest Expense	6,223,275
Financing Costs	193,000
Occupancy Expense Subtotal	<u>\$ 14,439,708</u>
<b>Professional Fees</b>	
Accounting Fees	\$ 210,000
Audit & Tax Fees	101,050
Technology Consultants	1,178,992
Legal Fees	108,000
Consultants (non-ed)	473,342
Professional Fees Subtotal	<u>\$ 2,071,384</u>

**KIPP DC:**

*Operating Budget -- Board of Directors Approved*

For the Fiscal Year Ending June 30, 2017

	<u>FY2017</u>
<b>General Expenses</b>	
Staff Travel (non-PD)	\$ 85,360
Outreach	302,375
Student Recruitment	64,850
Charter Board Admin Fee	1,123,916
Depreciation Expense	6,273,468
Amortization Expense	308,750
Contingency	2,936,202
General Expense Subtotal	<u>\$ 11,094,921</u>
<b>TOTAL EXPENSE</b>	<u><b>\$ 118,513,278</b></u>
<b>NET INCOME / (LOSS)</b>	<u><b>\$ 1,905,329</b></u>