A MESSAGE FROM OUR EXECUTIVE DIRECTOR

Dear friends,

I am immeasurably proud to share City on a Hill’s 2013-2014 Annual Report with you. After years of careful and collaborative planning, City on a Hill kicked off an age of audacious growth in 2013-2014, leveraging our experience and status as a proven provider of high quality public education to launch our growing network of high schools. By 2018, City on a Hill will graduate three times as many students who are responsible, resourceful, and respectful democratic citizens prepared for college and to advance community, culture, and commerce, and to compete in the 21st century.

City on a Hill II opened in September 2013 in the vacant St. Mark’s school in Dorchester while awaiting the completion of its permanent site in Dudley Square. This beautiful converted permanent site was opened in May 2014. Led by Principal Sonya Pratt-Masso, a CoaH history teacher and administrator who joined the organization in 2003, the CoaH II faculty is a blend of seasoned teachers and administrators who migrated from the flagship school as well as teachers and administrators who are new to the CoaH model. CoaH II enrolled 125 new 9th graders in 2013; these students will be the school’s first graduating class in 2018.

Early in the year, City on a Hill New Bedford hired its new principal to engage with the Boston-based faculty for a full year of mentorship and on-the-ground training. Kim Wall, a Mattapoisett native with experience as a science teacher and principal in New Bedford, worked closely with City on a Hill’s Boston-based faculty and staff to learn the City on a Hill model, and carefully hired her New Bedford based faculty and staff to reflect the same values and practices that make a City on a Hill education powerful, effective, and transformative. We are thrilled for the August 2014 opening of CoaH New Bedford.

During this year of expansion, Cristin Berry, a CoaH math teacher and administrator who joined the CoaH organization in 2006, assumed leadership of City on a Hill’s flagship school. Under Cristin Berry’s leadership, City on a Hill’s flagship campus graduated its largest senior class in our history, all of whom earned college acceptance or placement in a post-secondary program appropriate to their learning needs.

As our scope and impact have grown, so has our community of support. In 2013-2014, the City on a Hill Foundation raised over $1.7 million to support the schools’ growth and operations. We cannot thank our supporters enough for the opportunity to serve 40% more young people in 2013-2014, leading to three fully enrolled high schools working to narrow the achievement gap and ensure college enrollment for all in 2017-2018!

We invite you to visit any of our three campuses in 2014-2015 so you can see for yourself what makes a City on a Hill education transformative for our young people.

Sincerely,
Erica Brown
Executive Director
City on a Hill Charter Public Schools is a network of three college preparatory high schools in the cities of Boston and New Bedford. Each City on a Hill school is tuition-free and open to all students. City on a Hill schools do not have entrance exams; students are admitted by a random lottery with new students admitted in the ninth grade only.

City on a Hill believes first, and most centrally, not just that all students can learn, but that all students must learn in order to address the social, economic, and political inequities of our nation. We approach learning accordingly and work tirelessly to prepare our students for success in college and beyond.

Our network of schools serves students who are traditionally underserved by the public school system. The majority of students arrive performing significantly below grade level. However, 100% of City on a Hill students pass the MCAS, and 100% of our graduates earn college acceptance or placement in a post-secondary program appropriate to their learning needs.

There is no magic formula for City on a Hill’s success. With an extended school day (20% longer than both New Bedford High School and the average Boston public high school), an extended school week (monthly Saturday school), and an extended school year (a two-week Freshmen Academy for all incoming 9th graders and summer school for those who qualify), CoAH students have more time in the programs that have proven effective with urban high school students.

Our unique educational programs and rigorous academics have raised students’ skill levels and filled educational gaps. City on a Hill has shown that combining high expectations with the necessary supports results in graduates who are prepared for success in college.
OUR GROWTH

Opened in 1995 by two high school English teachers, City on a Hill was the first charter public high school in Massachusetts. The organization has come a long way since its founding with the opening of City on a Hill II in the fall of 2013 and the opening of City on a Hill New Bedford in the fall of 2014. Once the two new schools reach full enrollment, City on a Hill will have gone from educating 180 urban students in its first year to 840 students annually.

CITY ON A HILL CHARTER PUBLIC SCHOOL

Under new school leadership, City on a Hill Charter Public School completed its 17th year in 2013-2014 which culminated in the largest graduating class in City on a Hill history. A highlight for the year was being nominated for the Pozen Prize for its record of academic excellence, specifically with key high needs subgroups resembling the enrollment rates of Boston Public Schools.

CITY ON A HILL CHARTER PUBLIC SCHOOL II

Two veteran City on a Hill teachers and administrators, Principal Sonya Pratt and Vice Principal Laura Tobias, led CoaH II in its opening in the fall of 2013 with the same curriculum and school culture of the flagship school. The new faculty, staff, and 125 founding 9th graders began the year at a temporary space in Dorchester and opened in its permanent location in Dudley Square in Roxbury just after Memorial Day.

CITY ON A HILL CHARTER PUBLIC SCHOOL NEW BEDFORD

2013-2014 was a planning year for CoaH New Bedford. Kimberly Wall was hired to be the founding principal and she spent the year bouncing between the two exiting schools and building relationships with future students, families, and neighbors in New Bedford. Two key achievements included the receipt of nearly 200 lottery entry forms from prospective students and the identification of the permanent site in downtown New Bedford.
City on a Hill graduates responsible, resourceful, and respectful democratic citizens prepared for college and to advance community, culture, and commerce, and to compete in the 21st century. We do so by emphasizing academic achievement, citizenship, teacher leadership, and public accountability.

**ACADEMIC ACHIEVEMENT**

- 96% of City on a Hill students earned proficiency on the ELA MCAS on their first try.
- 84% of the senior class took an AP class at City on a Hill.
- The Class of 2014 has been accepted to 67 colleges and universities.
- 95% of the Class of 2013 enrolled in college in 2013-14.

**PUBLIC ACCOUNTABILITY**

- 68 volunteers participated as community jurors this year to assess City on a Hill students in their year-end oral exams.
- CoaH is governed by a board of 15 volunteers tasked with ensuring that the academic program is successful, the schools are faithful to terms of their charters, and the organization is viable.
- CoaH received 2,036 lottery entry forms from students interested in entering into the 9th grade for the 2014-2015 school year.

**CITIZENSHIP**

- 100% of students completed community service.
- City on a Hill seniors completed 6,150 hours of internship at a non-profit organization or public office.
- 100% of eligible students 18 or older registered to vote.

**TEACHER LEADERSHIP**

- 100% of CoaH principals and vice principals were previously teachers and continue to teach a class.
- Every teacher participated in 410 hours of scheduled co-planning and professional development.
- 20 CoaH teachers and administrators are active participants in the Boston Compact, a collaboration of Boston charter, district, and parochial schools designed to increase equity and access to excellent instruction for all students.
"City on a Hill is more than just a school, it’s a big community where the teachers actually care about you and want you to succeed. Your classmates become more than just friends, we are like a small family. We look out for one another and want to see each other succeed. After four years, I can say I am really glad I attended City on a Hill because I am not sure where I would be without those teachers and classmates! ...the faculty are always so excited when you let them know you are doing well or when you accomplish something. So they give me pride and joy in the things I am doing."

Yaritza Sanchez is a City on a Hill class of 2014 graduate. This past June, she crossed the stage to accept her diploma in Boston’s historic Faneuil Hall. Yaritza had a wonderful experience at City on a Hill and was an active member in the school’s community. She excelled in her academics, built strong relationships with her teachers and peers, and participated in extra curricular activities, specifically CoaH’s prom and yearbook committee.

Feeling fortunate for her own positive educational experience at City on a Hill, Yaritza has committed to giving back to other community organizations. As a volunteer at Citizen Schools, Yaritza helped activity leaders plan college visits, spoke to students about high school experiences, and coordinated events to enhance alumni engagement. City on a Hill helped provide an outlet for Yaritza to pursue her passion for volunteer work and become more involved in her community. Her outstanding volunteer work contributed to her teachers’ decision to award her City on a Hill’s Citizen Scholar Award, an award that recognizes a student who embodies two pillars of CoaH’s mission: Academic Achievement and Citizenship.

Yaritza is attending Stonehill College this fall with full financial coverage, while majoring in business. Her goal is to open and manage a therapeutic home for people with Downs Syndrome. She knows that the skills she gained at City on a Hill coupled with her Business degree will allow her to fulfill her dreams.
City on a Hill students are admitted to school by a random lottery, with all new students admitted in the 9th grade only. Small by design, each school allows for a maximum enrollment of 280 students in grades 9-12. During the 2013-2014 school year, City on a Hill served 397 students and families. Of these students, 95% are black or Hispanic, 82% are from low-income households, and 22% are identified as having Special Education status.

**WHOM WE SERVE**

**Entering Skill Level:**

- **77%** Reading below grade level
- **51%** Reading at least two years below grade level
- **32%** Below grade level in math

**Special Needs:**

- **22%** Students with disabilities
- **27%** First language not English
- **82%** Low income
OUR RESULTS: MCAS

City on a Hill's philosophy for academic success centers on the idea of "Rigor with Support." Dedicated to closing the achievement gap, we believe that all students can learn when given the opportunity. Through their hard work and dedication, our students have broken barriers and exceeded even their own expectations.

One method City on a Hill uses to measure its success is the Massachusetts Comprehensive Assessment System (MCAS). In 2013, City on a Hill students' hard work and dedication continued to produce outstanding results, with students surpassing those in Boston Public Schools and at New Bedford High.
OUR RESULTS: COLLEGE PREP

City on a Hill offers a rigorous college prep curriculum designed to build the skills and knowledge necessary to succeed in college. In the 2013-2014 school year, 100% of our graduates earned a college acceptance or placement in a post-secondary program appropriate to their learning needs.

2014 COLLEGE ACCEPTANCES

American International College
Anna Maria College
Assumption College
Bay State College
Becker College
Benjamin Franklin Institute of Technology
Brandeis University
Bridgewater State University
Bryant University
Bunker Hill Community College
Champlain College
Clark University
Colby-Sawyer College
Curry College
Dean College
Eastern Nazarene College
Elmira College
Elms College
Emmanuel College
Endicott College
Fairfield University
Fisher College
Framingham State University
University of Hartford
College of the Holy Cross
University of Houston Downtown
Ithaca College
Johnson & Wales University
Lasell College
Lesley University
University of Maine
Massachusetts Bay Community College
Massachusetts College of Liberal Arts
Massachusetts College of Pharmacy & Health Sciences
University of Massachusetts, Amherst
University of Massachusetts, Boston
University of Massachusetts, Dartmouth
University of Massachusetts, Lowell
Morgan State University
Mount Ida College
New England College
University of New Hampshire
Newbury College
Northeastern University
Foundation Year
Providence College
Quinnipiac University
Regis College
Rhode Island College
Roger Williams University
Sacred Heart University
Saint Anselm College
Saint Michael’s College
Salem State University
Salve Regina University
Simmons College
University of Southern Maine
Southern New Hampshire University
Stonehill College
Suffolk University
Thomas College
Utica College
Wentworth Institute of Technology
Western New England University
Wheaton College
Wheelock College
Worcester State University

OUR 2014 GRADUATES:

92% WERE ACCEPTED TO COMPETITIVE COLLEGES
71% EARNED ADVANCED IN AT LEAST ONE SUBJECT OF THE MCAS
84% TOOK AN AP CLASS
100% COMPLETED 100+ HOURS OF INTERNSHIP

City on a Hill Class of 2014 graduates were awarded many educational scholarships, outside of the merit aid they received from colleges in their financial aid packages. Some of these scholarships include:

- Stephen Phillips Memorial Scholarship
- Saint Michael’s Presidential Scholarship
- City of Boston Scholarship
- uAspire’s Last Dollar Scholarship
- Edwards Scholarship
- B.E.A.M. – Black Educators Alliance of Massachusetts
TEACHER SPOTLIGHT: MS. LAURA TOBIAS

“Part of why City on a Hill is great and so successful with urban youth is because as a small school we can spend that much extra time on every student. We have really high expectations...we work with students to show them why they should do the things we’re trying to get them to do, and how they can do them. ”

Ms. Laura Tobias is the founding Vice-Principal of City on a Hill II. She began her teaching career as a CoaH History Fellow six years ago and has been devoted to City on a Hill’s success and growth ever since. Ms. Tobias has demonstrated her commitment to the organization through her various positions over the years as History teacher, Dean, and finally Vice-Principal.

Ms. Tobias’ Vice-Principal role is unique because she also has the opportunity to teach in the classroom. Over the past five years, she has taught Civics, and will teach World History this fall. Ms. Tobias explains that she continues to teach for many reasons, but mostly, "...because I love it, and I’m good at it. I love the material that I’m teaching, and I love the people that I’m working with and the kids that I teach." Her passion for teaching is clear, but she sees the value in her administrative role as well, citing the far-reaching effect she can have on the organization as a whole. The fact that she’s in the classroom daily helps her stay in touch with the challenges her teachers are facing, allowing her to better support them and their professional growth.

Ms. Tobias’ work at City on a Hill doesn’t end with her daily roles of teacher and administrator. She has also led CoaH students on a two-week trip to Senegal. After a year and a half of fundraising, students spent one week traveling around the country, touring and visiting historical sites, and another week visiting an all girls’ boarding school and meeting a Senegalese family. The exchange program is an amazing opportunity for our students, and one that Ms. Tobias looks forward to planning again in the future.
# FY14 Income Statement

**Fiscal Year Ending - June 30, 2014**

(Reflecting unaudited financials)

<table>
<thead>
<tr>
<th>Income:</th>
<th>COAH I</th>
<th>COAH II</th>
<th>COAH NB</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Grants &amp; Funding</td>
<td>4,545,606</td>
<td>1,771,674</td>
<td>44,899</td>
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<tr>
<td>Federal Entitlement Funding</td>
<td>320,428</td>
<td>447,237</td>
<td>44,899</td>
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<tr>
<td>Nutrition Reimbursements</td>
<td>75,125</td>
<td>17,969</td>
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<tr>
<td>Private Grants &amp; Support</td>
<td>80,782</td>
<td>245,191</td>
<td>334,704</td>
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<tr>
<td>Student Fees</td>
<td>17,894</td>
<td>5,509</td>
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<tr>
<td>Other Types of Income</td>
<td>99,353</td>
<td></td>
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<tr>
<td><strong>Total Income</strong></td>
<td>5,139,188</td>
<td>2,487,579</td>
<td>379,603</td>
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</table>

<table>
<thead>
<tr>
<th>Expenses:</th>
<th>COAH I</th>
<th>COAH II</th>
<th>COAH NB</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Costs</td>
<td>3,333,661</td>
<td>1,557,103</td>
<td>251,672</td>
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<tr>
<td>Administrative Costs</td>
<td>227,784</td>
<td>153,647</td>
<td>111,717</td>
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<tr>
<td>Instructional Costs</td>
<td>380,323</td>
<td>341,496</td>
<td>8,025</td>
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<tr>
<td>Pupil Services</td>
<td>304,688</td>
<td>104,013</td>
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<tr>
<td>Facilities &amp; Operations</td>
<td>871,805</td>
<td>319,713</td>
<td>8,189</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>5,118,260</td>
<td>2,475,972</td>
<td>379,603</td>
</tr>
<tr>
<td><strong>Surplus (Deficit)</strong></td>
<td>20,928</td>
<td>11,607</td>
<td>0</td>
</tr>
</tbody>
</table>

# FY14 Balance Sheet

**Fiscal Year Ending - June 30, 2014**

<table>
<thead>
<tr>
<th>Assets</th>
<th>COAH I</th>
<th>COAH II</th>
<th>COAH NB</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Assets</td>
<td>1,904,560</td>
<td>567,510</td>
<td>62,631</td>
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<tr>
<td>Fixed Assets</td>
<td>13,507</td>
<td></td>
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<tr>
<td><strong>Total Assets</strong></td>
<td>1,918,067</td>
<td>567,510</td>
<td>62,631</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities &amp; Equity</th>
<th>COAH I</th>
<th>COAH II</th>
<th>COAH NB</th>
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</thead>
<tbody>
<tr>
<td>Liabilities</td>
<td>618,271</td>
<td>555,903</td>
<td>62,630</td>
</tr>
<tr>
<td>Equity</td>
<td>1,299,796</td>
<td>11,607</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total Liabilities &amp; Equity</strong></td>
<td>1,918,067</td>
<td>567,510</td>
<td>62,631</td>
</tr>
</tbody>
</table>
# FOUNDATION FINANCIALS

*Fiscal year ending June 30th, 2014
(reflecting unaudited financials)*

<table>
<thead>
<tr>
<th>Ordinary Income/Expenses</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income</strong></td>
<td></td>
</tr>
<tr>
<td>Fund Raising Income</td>
<td>285,357.25</td>
</tr>
<tr>
<td>Grants and Contributions</td>
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<tr>
<td>Rental Income</td>
<td>634,762.92</td>
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<tr>
<td>Interest Income</td>
<td>580.26</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td>1,595,919.43</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
</tr>
<tr>
<td>Support to School</td>
<td>660,677.00</td>
</tr>
<tr>
<td>Operations</td>
<td>202,716.67</td>
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<tr>
<td>Replication</td>
<td>2,966.42</td>
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<tr>
<td>Financing Expenses</td>
<td>215,353.50</td>
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<tr>
<td>Facilities and Equipment</td>
<td>283,372.59</td>
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<tr>
<td>Fund Raising</td>
<td>63,041.43</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td>1,428,127.61</td>
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</tbody>
</table>

**Net Ordinary Income**

167,791.82

**Other Income / Expenses**

<table>
<thead>
<tr>
<th>Other Income</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>45100 - Restricted Investment Income</td>
<td>125,060.67</td>
</tr>
<tr>
<td><strong>Total Other Income</strong></td>
<td>125,060.67</td>
</tr>
</tbody>
</table>

**Net Other Income**

125,060.67

**NET INCOME**

292,852.49
Many thanks to all who contributed to City on a Hill this year!

This year, City on a Hill raised over $1.7 million in support of our schools and our unique programs. We gratefully acknowledge the following generous supporters for their investment in City on a Hill, our students, and our future growth.

Winthrop Society ($50,000+)

Individuals
Bob* and Lorraine Mazzarella

Foundations, Corporations, and Organizations
Amelia Peabody Foundation
Lewis Family Fund of the Boston Foundation
Mabel Louise Riley Foundation
NewSchools Venture Fund
Richard and Susan Smith Family Foundation

Chancellor Donors ($5,000–$49,999)

Individuals
Anonymous
Eugenio Candal and Cara Stillings Candal*
Marcus DeFlorimonte and Ginger Parker*
Steve and Nisha DuBois
John and Maryann Gilmartin
Peter and Anna Kolchinsky

Stephen and Sarah Kraus
Adam* and Jasna Mikkelson
Ryan* and Lia Thornton
Patrick and Marianne Tompkins

Foundations, Corporations, and Organizations
Adage Capital Management, L.P.
Bank of American Merrill Lynch
Barrington Research
BJ’s Charitable Foundation
BMO Financial Group
Boston Private Bank & Trust
Camber Capital Management
The Clinton H. and Wilma T. Shattuck Charitable Trust
Community Foundation of Southern Massachusetts - Acushnet Foundation
Deutsche Bank
Goldman, Sachs & Co.
Haemonetics Corporation
The Mayo Group
MFS Investment Management
Moses Kimball Fund
Opaleyeye Management
Raymond James & Associates, Inc.
Robert W. Baird & Co.
Schrafft Charitable Trust
Seaward Management
UBS
Wheelock College
William Blair & Company LLC
Principal Donors ($1,200-$4,999)

Individuals
Anonymous
John and Joette Cook
David and Heidi Crean
Andre and Marilyn Danesh Fund
JR Drabick* and Rebecca Haffajee
John and Carolyn Fletcher
Brian Foley
Jay and Elaine Grossman
Michael Grossman* and Abigail Fierman
Kevin Howard and Erica Brown*
Jeff Jablow*
Jeff* and Kathy Jacobs
David and Kristan Khtikian
David and Claire Lane
Neal MacLean
Kevin* and Anne Mohan
Brian and Patricia Malone
Joe Naylor and Maile Clark*
Laura and Dennis O'Neill
Michael* and Lisa Rosen
Matthew Sabel
Marcus Smith
Josh Tolkoff and Ann Connolly Tolkoff
Dennis and Peggy Quilty

Foundations, Corporations, and Organizations
HR Knowledge
Insorce Services, Inc.
Krokidas & Bluestein
Marx Family Foundation
RBC Capital Markets, LLC

Friends ($1 - $1,199)

Individuals
Adam Barker
Kevin and Kathleen Beatty
Ken Bettenhauser
Josh* and Carrie Benet
Michael and Mona Bennett
Steve and Kim Boyd
Donna and Wadia Boyko
Mallory Bram
Josh and Becca Brogadir
Christine Bullard
Robert and Ann Buxbaum
Adam Calder
Jose and Ruth Calderon
Joe* and Wendy Cali
Debra Canzater
Kevin Carbeau
Bing and Eileen Carey
Jose Carvajal
Lulu Chen
Kelley Chunn
Kevin Cole

Gary and Sharon Conrick
Chris and Sarah Crawford
Bradley Day
Tony and Deb DeBenedictis
Mary DeBisschop
Jenni Dessert
David and Beth Donabedian
Chris Doran
Rinaldo Dorman
Frank and Mary Epstein
Steve and Mindy Evanter
Irving and Mildred Fierman
John Foley
Keith and Laura Fowler
Murray Frank
Mary Frew
Tim Furcillo
Sean and Andrea George
Diane Giardi
David and Marilyn Glater
John Glynn
Joe Goodell
Thank you for your continued support of City on a Hill!