Dear Friends,

It is hard to believe that it is already time to share the 2015-2016 City on a Hill annual report with you all. It seems only yesterday that I joined City on a Hill and took over the executive leadership from Erica Brown. She has left an incredible legacy and large shoes to fill within the organization. It is a testament to her leadership and relationships that City on a Hill has grown to three schools, currently serving almost 750 students, with a solid support system of donors and community partners.

The past year has been an exciting one for me and for City on a Hill - filled with changes, remarkable achievements, and continued growth. City on a Hill Dudley Square expanded to 11th grade and New Bedford to 10th grade while completing the first full year in its new home in the historic downtown. Our Annual Gala had more participation and raised more donations than any year yet to help us reach almost $800,000 in funds last year to provide essential support for our growing network.

I am continually impressed by the various ways I witness our mission in action. We take our promise to educate our students seriously, from our publicly attended juries to our outstanding 19th graduating class with over 80% receiving merit based scholarships from their prospective colleges & universities. As I visit classrooms in each of our schools, it is clear to me that our passionate teachers are dedicated to supporting our students in achieving their goals. Our teacher-leaders drive decision-making, feel a strong sense of responsibility for the success of our schools, and contribute to the continual growth of our schools and urban education reform.

It is because of the work of these educators that the 2015-16 school year included a number of incredible academic achievements. In CoaH’s first administration of the MCAS, we outperformed all other public high schools in New Bedford in both English Language Arts and Math. CoaH Dudley Square increased the percentage of students scoring in the advanced categories across all three subjects. CoaH Circuit Street, our only school so far that has reached graduation, saw 91% of its most recent alumni enrolling in college last fall. And we did all this while providing 20% more students a City on a Hill education.

This past spring I had the opportunity to attend our Circuit Street seniors’ City Project presentations. I was amazed at the attention and dedication that they gave to their internships and the creative proposals they came up with to solve a problem within the city. It is in these moments that I am reminded why I work in education and am inspired by what will be possible in the future. Our students demonstrated the many ways they can be involved and make a difference as citizens.

I am extremely grateful for the opportunity to work with City on a Hill’s incredible staff to provide a high quality college prep education for children in Boston and New Bedford and to graduate responsible, resourceful and respectful democratic citizens prepared for college and to advance community, culture, and commerce, and to compete in the 21st century. It is with this goal in mind that we show up every day. And it is with this goal in mind that we look to expand charter school offerings this November and provide valuable education choices to more students across Massachusetts.

Thank you for supporting us in this goal. I hope you are as proud of your contribution to this work as we are of ours.

Sincerely,

Kennedy Holmes

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: Page 4
- Citizenship: Page 5
- Teacher Leadership: Page 6
- Public Accountability: Page 7

Academic Achievement • Page 4
Citizenship • Page 5
Teacher Leadership • Page 6
Public Accountability • Page 7
We strive to maintain high academic standards and ensure results. We acknowledge our students’ competition and seek to find additional resources to prepare our students to compete.

Although I was afraid that I would be a little lost and lonely, I decided to transfer into City on a hill in anticipation that I would get a better education than the one I was receiving from the Boston Public High School I was enrolled in.

Barbara Ferreira, Class of 2016 Salutatorian

81% OF THE CLASS OF 2016 RECEIVED MERIT BASED SCHOLARSHIPS FROM COLLEGES AND UNIVERSITIES.

Diversity has laid the foundation that this country was built upon. So what do we, a bunch of 18 year olds, do with a system that is in tatters? We fix it. We fix it for the hard working families that live in the shadows, who America relies on each day. We fix it for the thousands of students like you and me, that have the potential to make change and thrive in a country that accepts all walks of life.

Barbara Ferreira, Class of 2016 Valedictorian

CITIZENSHIP

We prepare our students to exercise their rights and responsibilities as democratic citizens by emphasizing their responsibility to question, to act, and to avoid complacency. Examples of citizenship education at CoaH include ninth grade civics class, regular school wide Town Meeting featuring student-led debate, and City Project, the capstone course focused on public policy.

OVER 5400 HOURS OF COMMUNITY SERVICE COMPLETED BY THE CLASS OF 2016

2016 CITY PROJECT EXAMPLES
- Youth/gang violence
- Transgender youth and bullying
- Hunger and homelessness
- Support for the disabled
- Inequities in public education
- Teen pregnancy
- Domestic violence
- Child obesity
Teachers take responsibility for the performance of students and of our schools. Our teachers are reflective practitioners and managers who drive decision-making in doing, building, and growing City on a Hill. They are contributors to urban public school reform.

TEACHER LEader HIGHLIGHT

Brittny DeMatteo

JOINED CITY ON A HILL:
2014

CURRENT ROLE:
Senior English Teacher, Inclusion Specialist, Coaching Teachers on instruction and planning curriculum, Completing Aspiring Principal Leadership Fellowship with Boston College

WHY EDUCATION?:
“I was shocked by the unequal distribution of wealth and saw the need for people to work with youth and education. We have the ability to affect change within the education system.”

WHY COAH?:
“The support we get as teachers and the collaborative environment. And just the kids. I love the kids here. I love the population and the relationships I’ve formed with the kids. Especially to watch them grow and to graduate - it’s amazing.”

GOALS:
“I want to improve achievement across the board, but especially for our growing struggling populations. I’m passionate about educating kids and making sure that kids see education as a tool to get them to anywhere they want to go.”

BEST TEACHER MOMENT:
“Seeing a student, who 5 years ago could barely put a sentence together, talk about college as an option and believing in and advocating for himself. Together we’ve brought him to a place where he is now achieving great things - he has surpassed all expectations. The sky is the limit.”

PUBLIC ACCOUNTABILITY

City on a Hill expects to show positive results to the taxpayer. We invite the public in to ensure that we are delivering on our promise to educate our students, and we engage parents and guardians as key stakeholders in our schools.

At the end of each academic year, City on a Hill students present to a jury comprised of a community member, a teacher, and a student in an effort to demonstrate proficiency in a given subject and advance to the next level of study. Each jury includes a community member who, as a Massachusetts taxpayer, has the opportunity to comment on City on a Hill’s accomplishments and challenges as public charter schools. In other words, juries stress academic achievement while simultaneously inviting public accountability.

JOE ANNA CHARTERED SCHOOL BOARD MEMBER & BOSTON COMMUNITY MEMBER

“Juries are an eye opening experience for members of the community to see firsthand the success stories that are developing inside of the walls of City on a Hill.”

Michael Grossman

City on a Hill Foundation Board Member & Boston Community Member

Josh Biopocks, Community Member

“Perfect training for real world situations.”

Josh Biopocks, Community Member
COLLEGE BOUND
Sample of College Acceptances
Class of 2016

I LOVE THAT IT’S A COLLEGE READY SCHOOL AND HELPED ME TO GROW. CITY ON A HILL MADE ME A BETTER PERSON TODAY. BECAUSE OF THIS SCHOOL I NOW SEE THAT I WILL HAVE A GOOD FUTURE. THEY PUSHED ME WITH THEIR BEST ABILITY TO MAKE ME SUCCEED AND GAVE ME THE MINDSET TO WORK HARD TO GET TO WHERE I WANT TO BE. FAILING ONCE SHOULD NOT BRING YOU DOWN, BUT INSTEAD MAKE YOU STRONGER.

Stephanie Jeanty, Class of 2017

Subject Proficiency (MCAS)

ELA MATH SCIENCE

Pre-Cohort Cohort Pre-Cohort Cohort Pre-Cohort Cohort

Advanced Proficient

63 44 26
81 28

90 80 70 60 50 40 30 20 10 0

Proportion Rate (%)

City on a Hill
CIRCUIT STREET

2015-2016
STUDENT ENROLLMENT
284
LOW INCOME
78%
STUDENTS WITH DISABILITIES
24%
ENGLISH LANGUAGE LEARNERS
10%
DUDLEY SQUARE

City on a Hill

2015-2016
STUDENT ENROLLMENT

243

LOW INCOME

77%

STUDENTS WITH DISABILITIES

18%

ENGLISH LANGUAGE LEARNERS

10%

I LIKE MY TEACHERS. THEY ARE FUN, UNDERSTANDING, AND HELP US DURING THEIR FREE TIME. IF SOMEONE IS HAVING A BAD DAY, THEY CHECK IN. THEY CARE A LOT.

Alianette Perez, Class of 2018

NEW BEDFORD

City on a Hill

2015-2016
STUDENT ENROLLMENT

140

LOW INCOME

76%

STUDENTS WITH DISABILITIES

33%

ENGLISH LANGUAGE LEARNERS

7%

WHAT I LIKE MOST ABOUT COAH IS THE TEACHERS AND HOW THEY ALWAYS MOTIVATE YOU TO DO WELL. I'M NOT SURE WHERE I WANT TO GO TO COLLEGE BUT I DO KNOW THAT CITY ON A HILL WILL HELP GUIDE ME IN THE RIGHT DIRECTION.

Zillah Carrion, Class of 2018

Subject Proficiency (MCAS)

ELA

MATH

SCIENCE

Proficiency Rate (%)
### The City on a Hill Foundation, Inc.

#### Combined Statement of Revenues, Expenses and Changes in Net Position

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Revenue:</td>
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<tr>
<td>Grants - private</td>
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<td>Rental income</td>
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<td>Other operating costs</td>
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<td>Total operating expenses</td>
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<tr>
<td>Changes in net position from operations</td>
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#### General Revenue:

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<th>Category</th>
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#### Net Position:

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<td>End of year</td>
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### City on a Hill Charter Public Schools

#### Combined Statement of Revenues, Expenses and Changes in Net Position

<table>
<thead>
<tr>
<th>Location</th>
<th>Operating Revenue:</th>
<th>Operating Expenses:</th>
<th>Changes in net position from operations</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Student Tuition</td>
<td>Personnel and related costs</td>
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<td>Grants - private</td>
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<tr>
<td></td>
<td>$421,081</td>
<td>$856,757</td>
<td></td>
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<tr>
<td></td>
<td>In Kind Education</td>
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<tr>
<td></td>
<td>$563,677</td>
<td>$863,790</td>
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<td>Management fees</td>
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<tr>
<td></td>
<td>$958,599</td>
<td>$764,133</td>
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<td></td>
<td>Total operating revenue</td>
<td>$4,931,311</td>
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<td>$2,683,196</td>
<td>$14,875,787</td>
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<td>$9,599</td>
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<td></td>
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<td>$1,317,659</td>
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</table>
DONORS

Winthrop Society ($50,000+)

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Chancellor Donors ($5,000-$49,999)

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David Parker

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Camber Capital Management
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Amer Barnett
Mona Bennett
Chris Bentley
Judy J. Lyons
Ken Bettenhauser
Debra Bichoff
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Pieter & Marcella Boehringer
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Steve & Kim Boyd
Marie Boyle
John & Deborah Bratschi
Josh & Elizabeth Brogadir
Richard & Tina Brogadir
Rehanq Bin Muhammad
Christina Bullard
Marti & Dave Burgess
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Natalie & Barry Busk
Jose & Ruth Calderon
Eileen & Bing Carey
Leigh Carey*
Lori Streiff*
Sam & Alyson Thakrar
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Johanna Ward*
William & Kim* Wechtenhiser
Mark & Kristen Whitsaker

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Caleb Evander*
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