In his Nobel Peace Prize acceptance speech in 1964, the Rev. Dr. Martin Luther King, Jr. observed, "I have the audacity to believe that peoples everywhere can have three meals a day for their bodies, education, and culture for their minds, and dignity, equality, and freedom for their spirits."

In July 2018, I accepted the baton as the Chief Executive Officer of City on a Hill Charter Public Schools. I believe that students and families of Boston and New Bedford are counting on us to provide high-quality high schools that enable them to have dignity, equality, and freedom. And I have the audacity to believe that as rich as City on a Hill’s past, brighter still is our future.

I sincerely look forward to working with our staff, students, families, communities and all of you – our supporters - to ensure that all of our students are college and career ready – and more so, are prepared to lead lives of influence, impact, and independence when they graduate from our hallowed halls.

I have a lot to learn from everyone at City on a Hill and I hope that they will learn from me, too, as we endeavor to achieve our ambitious goals. Likewise, the road ahead will inevitably have bumps and detours and times when we wonder “are we there yet?” But I believe in my heart that if we work together, push one another, and keep our eyes on the prize, we can get there.

As our generous donors, you have already shown that you believe in our students and what they are capable of. I hope that you will continue on that path and audaciously believe with me.

Onward!

Kevin T. Taylor
Chief Executive Officer, City on a Hill Charter Public Schools
Our mission is to graduate students prepared to compete in the 21st century. This is what we work toward every day. We also recognize that success - for City on a Hill as an organization and its students - comes in many forms.

- Safe, healthy, happy students are a success.
- Strong test scores and college acceptances are a success.
- Students who volunteer in their community are a success.
- Students who feel supported in achieving their goals are a success.
- Partnerships resulting in greater opportunity for our students are a success.
- Raising essential funds to continue to lead our program to prepare students in Boston and New Bedford for college and career, is a success.

In the pages that follow, learn more on how we define success.
Twenty-three years ago, City on a Hill was founded by two teachers who fundamentally believed 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. As part of that education, students learn the habits of good citizenship: civility, participation, and service. This has remained a core element of our mission and curriculum.

TRAINING ACTIVE CITIZENS

Weekly Town Hall:
Each week, all students gather for Town Hall through which they are encouraged to share their views on key issues, debate differing points of view and propose solutions. Debate topics focus on current event issues such as gun violence in schools or kneeling during the national anthem, and also school-specific topics such as proposed uniform changes. The skills developed during these meetings are vital in training the future generation of active citizens to meet the challenges of our nation.

In School Year 2017-2018:

- Organizations were supported by City on a Hill students through volunteering and donations.

- Hours of community service were completed by City on a Hill students.

- Of City on a Hill students volunteered for a local organization.

City on a Hill students identified problems in their schools and communities and presented solutions in their Civics class as part of Generation Citizen and our capstone course, City Project.
PREPARING FOR COLLEGE

College preparation has been the cornerstone of our mission since we first opened in 1995 – it is emblazoned on the walls of our Town Hall spaces and it is why we hold all our students to high expectations. We know that all students, no matter their background, given high expectations, supports and resources, can achieve success. Through dedicated college counselors, seminar classes focused on the college process, and college visits beginning in 9th grade, college readiness permeates through all aspects of City on a Hill.

of the City on a Hill Class of 2018 were accepted to top 100 colleges or universities. (as defined by U.S News & World Report by category)

of CoaH students enrolled in Dual Enrollment classes in fall of 2017 earned college credit.

Marline, a CoaH parent, shared her gratitude when speaking with her daughter, Vanessa’s, college counselor after graduation.

The Mission Scholarship was established by a generous former City on a Hill Board of Trustees Chair to help mitigate the financial hurdles many of our students face when attending college. In 2018, five students were selected for the Mission Scholarship to help make their college dreams a reality.

...And she is well on her way. Thanks to the Mission Scholarship, Vanessa began at Providence College this fall.

“...And she is well on her way. Thanks to the Mission Scholarship, Vanessa began at Providence College this fall.” - CoaH Parent

She’s going places...because of you...” - CoaH Parent

SAMPLE COLLEGE ACCEPTANCES:

American University* • Brandeis University • Bryn Mawr University • College of the Holy Cross* • Colorado State University • Curry College* • Dartmouth College • George Mason University • Johnson & Wales University • Lasell College • Merrimack College • Northeastern University* • Providence College* • Tufts University • Saint Michaels College* • Smith College

*FULL SCHOLARSHIPS
At City on a Hill, we understand each child is unique, and they join CoaH with differing perspectives and skill levels. As a result, we meet students where they are: we provide Learning Network (Special Education) and English Language Learner (ELL) services for those who need it, and Advanced Placement, Open Accelerated Program, and Dual Enrollment for those craving an extra challenge. No matter where a student starts, thanks in a large part to our dedicated faculty, they can achieve success.

The ELL Program wasn’t a program I wanted to be in when I came to CoaH as a freshman, because that meant that I wouldn’t have regular classes. But then I started to like it, because it gave me support in all of my other classes and gave me support in my speaking skills. As the years of my high school career grew so did my speaking, reading, and writing skills. As a senior in the class of 2019, I thank my ELL teacher, Ms. Latino, for noticing that I needed the support because, without it, I would not have made it this far.

Thanks to my teacher for always pushing me a step further.

- Glendalice L., Class of 2019

"City on a Hill helped me succeed in life by teaching me to never take any short cuts and reminding me to always work as hard as you can to get the best result. The main reason why I came back to work here is to be a helping hand. I wanted to help the community that made me who I am today. I came back because this place made me mature in many ways and taught me how to be a young man and how to conduct myself in front of people - to be polite, to shake hands, make eye contact, and to sweat the little things because that’s what matters.

I came back to be a positive role model for the students, to not only help them with education, but also with life. As I quote Denzel Washington to my players each season, “At the end of the day, it’s not about what you have or even what you’ve accomplished. It’s about what you’ve done with those accomplishments. It’s about who you’ve lifted up, who you’ve made better. It’s about what you’ve given back.”

- Akeem Jean-Pierre
CoaH Class of 2012,
Current City on a Hill Advisor,
Coach & Paraprofessional

At City on a Hill, we understand each child is unique, and they join CoaH with differing perspectives and skill levels. As a result, we meet students where they are: we provide Learning Network (Special Education) and English Language Learner (ELL) services for those who need it, and Advanced Placement, Open Accelerated Program, and Dual Enrollment for those craving an extra challenge. No matter where a student starts, thanks in a large part to our dedicated faculty, they can achieve success.

WE’RE SERVING MORE ELL STUDENTS NOW THAN EVER BEFORE.

PERCENT OF ELL STUDENTS AT CITY ON A HILL

<table>
<thead>
<tr>
<th>Year</th>
<th>Circuit Street</th>
<th>Dudley Square</th>
<th>New Bedford</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>7%</td>
<td>9%</td>
<td>7%</td>
</tr>
<tr>
<td>2016</td>
<td>8%</td>
<td>10%</td>
<td>11%</td>
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<tr>
<td>2017</td>
<td>9%</td>
<td>12%</td>
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</tr>
<tr>
<td>2018</td>
<td>10%</td>
<td>13%</td>
<td>12%</td>
</tr>
</tbody>
</table>

Circuit Street's 2018 Graduation.
City on a Hill is no ordinary high school, it’s a stepping stone for college. Students come here not only to go beyond a high school education, but to excel in college and the real world.

- Jeremy L., City on a Hill New Bedford, Class of 2019

2017-18 HIGHLIGHT:
COAH NEW BEDFORD GRADUATED ITS FIRST SENIOR CLASS IN JUNE 2018.
Our Student Diversity

COAH Circuit Street

The past two years of high school have been really stressful and I have often felt really low, and defeated, but the support that I always had was from my teachers. They always made me feel comforted during the hard times. They genuinely care about what happens to me and about my success, and I will always feel in debt to them for having my back. I want to say thank you to my lovely teachers from City on Hill for believing in me and knowing I could do it.

- Ayonzo B., City on a Hill Circuit Street, Class of 2019

COAH Dudley Square

City on a Hill is not just a school. It is a family that sticks together and helps each other out. This school has opened many opportunities for me, like attending the Boston University summer dance program, Reach Boston. I have benefited so much from what this school had to offer, and I am grateful to be a part of this community.

- Izaiah L., City on a Hill Dudley Square, Class of 2019

2017-18 Highlight:
COAH Circuit Street’s class of 2018 had its first Ivy League acceptance since 2011 and first Posse Scholar since 2014.

2017-18 Highlight:
City on a Hill Dudley Square successfully completed its first, five-year charter renewal by the MA Department of Elementary and Secondary Education.
Winthrop Society ($50,000+)
Bob & Lorraine Mazzarella

Chancellor Donors ($5,000-$49,999)
Scott & Patricia Clark
David & Heidi Crean
John & Maryann Gilmartin
Michael Grossman* & Abby Fierman
William & Cristina Heiden
Brian & Stephanie Spector
Ann Connolly Tolkoff & Josh Tolkoff

DONOR SPOTLIGHT: WILLIAM & CRISTINA HEIDEN
“We first began supporting City on a Hill when a friend hosted us at the Annual Gala. We were so inspired by the stories from these amazing young students who were clearly on a path to success. Over the years, we have continued to support the school as we have had an opportunity to meet more incredible young people, as well as the talented teachers, administrators, and other staff who work together so effectively define and help realize success for the City on a Hill students.”

Individuals

Principal Donors ($1,200 - $4,999)
Anonymous
Eugeno Candal & Cara Stillings Candal*
Andre & Marilyn Danesh
Robert and Barbara Fierman
Ted Gildea
Heather & Jeff Jablow*
Bill & Nicole Maclay

Individuals

Friends ($1 - $1,999)

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Lewis Family Foundation
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* City on a Hill Board Member (2017-18) **City on a Hill Staff (2017-18) * City on a Hill Alumni

CoaH Champions

Organizations, Corporations and Foundations

AmazonSmile Foundation
Barton Gilman
Carma International
Chamber development corp
College Hype Sportswear, Inc.
Krokidas & Bluestein
Revolution Foods
VMWare Foundation

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Coley & Alissa Andrews
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Greg* & Whitney Vasey

Devin & Erin Condon
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Deb de Sherbinin
Nick Dernko
Cheryl Dickinson
JR Drabick & Rebecca Halfajee
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Karen Dreznner
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Paige Emerson
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Andrea Grossman
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Scott & Mary Wells
Jami Wiegand
David and Joyce Wilbourn
Kenneth Williams
Travis Willcon & Nadine Abraham**
Jon Wilson
Pl. & Maxine Wining
Thomas Woodhouse
Bradley Zancanaro

Organizations, Corporations and Foundations

Alexander, Aronson, Finning & Co.
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Barton Gilman
Carma International
Chamber development corp
College Hype Sportswear, Inc.
Krokidas & Bluestein
Revolution Foods
VMWare Foundation

* City on a Hill Board Member (2017-18) **City on a Hill Staff (2017-18) * City on a Hill Alumni
### Combined Statement of Revenues, Expenses and Changes in Net Position

#### CITY ON A HILL FOUNDATION, INC.

**Operating Revenue:**
- Grants - private: $354,903
- Rental income: $524,760
- Total operating revenue: $879,663

**Operating Expenses:**
- Occupancy: $140,886
- Grant expense: $489,500
- Other operating costs: $249,567
- Depreciation: $270,806
- Total operating expenses: $1,150,759

**Changes in net position from operations:** $-271,096

#### CITY ON A HILL CHARTER PUBLIC SCHOOLS

**Operating Revenue:**
- Student tuition: $5,384,047
- Grants - private: $219,000
- In-kind tuition: $1,391,509
- Management fees: $1,339,309
- Grants - government: $426,040
- Total operating revenue: $8,807,290

**Operating Expenses:**
- Personnel and related costs: $6,664,809
- Student costs: $574,349
- Occupancy: $764,104
- Other operating costs: $777,953
- Depreciation: $1,599
- Total operating expenses: $6,025,284

**Changes in net position from operations:** $24,436

#### CIRCUIT STREET

**Operating Revenue:**
- Student tuition: $5,090,831
- Grants - private: $14,000
- In-kind tuition: $712,015
- Management fees: $0
- Grants - government: $445,872
- Rental income: $16,667
- Program fees: $44,247
- Total operating revenue: $8,474,134

**Operating Expenses:**
- Personnel and related costs: $3,600,803
- Student costs: $447,087
- Occupancy: $987,019
- Other operating costs: $988,186
- Depreciation: $2,119
- Total operating expenses: $6,282,257

**Changes in net position from operations:** $24,436

#### DUDLEY SQUARE

**Operating Revenue:**
- Student tuition: $3,483,720
- Grants - private: $262,500
- In-kind tuition: $396,483
- Management fees: $0
- Grants - government: $531,361
- Rental income: $0
- Program fees: $67,710
- Total operating revenue: $6,944,345

**Operating Expenses:**
- Personnel and related costs: $2,669,993
- Student costs: $544,884
- Occupancy: $454,905
- Other operating costs: $749,676
- Depreciation: $2,119
- Total operating expenses: $5,421,577

**Changes in net position from operations:** $24,436

#### NEW BEDFORD

**Operating Revenue:**
- Student tuition: $1,403,073
- Grants - private: $16,667
- In-kind tuition: $165,342
- Management fees: $0
- Grants - government: $67,710
- Rental income: $0
- Program fees: $19,875,454
- Total operating revenue: $21,224,919

**Operating Expenses:**
- Personnel and related costs: $12,935,695
- Student costs: $1,566,340
- Occupancy: $2,206,028
- Other operating costs: $2,515,815
- Depreciation: $5,837
- Total operating expenses: $19,229,715

**Changes in net position from operations:** $24,436

### General Revenue

**Contributions:** $187,878
**Interest and other:** $140,827
**Total general revenue:** $328,705

**Changes in net position:** $57,609

**Net Position:**
- Beginning of year: $5,614,588
- End of year: $5,672,197

**Total:**
- Beginning of year: $13,958,558
- End of year: $14,016,167
Thank you for your support!
Donate at www.cityonahill.org