



MCCPS Board of Trustees

Board of Trustees Monthly Meeting

Amended on September 19, 2019 at 1:10 PM EDT

Date and Time

Tuesday September 24, 2019 at 7:00 PM EDT

Location

MCCPS, 17 Lime St, Marblehead MA

Agenda

	Purpose	Presenter	Time
I. Opening Items			7:00 PM
A. Record Attendance and Guests		Karl Smith	
B. Call the Meeting to Order		Artie Sullivan	
C. Approve Minutes	Approve Minutes	Karl Smith	3 m
II. Public Comment			7:03 PM
A. Public Comment	Discuss	Artie Sullivan	10 m
B. PTO Liason PTO Liason	FYI	Artie Sullivan	10 m
III. Review of Previous Meeting Action Items			7:23 PM
A. Review of Previous Meeting Action Items	Discuss	Artie Sullivan	
<ul style="list-style-type: none"> • Development and Fundraising training for Board • Identify potential candidates for the Board – Goal is 3 new members for SY 2019-2030. Areas that need representation on the board – <ul style="list-style-type: none"> • Alumni • Parents of families residing outside of Marblehead. • Strengthen Subcommittees if needed <ul style="list-style-type: none"> • Communication and Development • Review Documents located in Board Member Handbook Google Drive. Invitation sent by separate email. <ul style="list-style-type: none"> • Add documents that are needed 			
IV. Yearly Meeting Agenda Items			7:23 PM
A. Upcoming Meeting Agenda Items	FYI	Artie Sullivan	5 m

- Sept – Presentation of the Strategic Plan by the Strategic Planning Committee, Approve Committee Memberships and Vice-Chairs
- Oct – Adoption of the Annual Audit (must be done by Oct 31), Adoption of the Strategic Plan, Presentation on HOS Evaluation Process by Personnel Committee
- Nov – Review Site Inspection if available
- Dec – Review Site Inspection, an update on the Board Member Mentoring
- Jan – HOS Mid-year review
- Feb –
- March – Set up Satisfaction Survey, Set Annual Board Retreat Date
- April – HOS Goals Presentation
- May – HOS Annual Evaluation, Budget Adoption
- June – Annual Board Retreat
- July - Adopt Annual Report, by July 31, Adopt Annual Board Goals
- August – Adopt HOS Goals.

V. Other Business

7:28 PM

A. Board Goals for SY 2019-2020 Discuss Artie Sullivan

Goal-1 (Strategic Plan Implementation):

- Define and adopt a 5-year strategy plan that is fully aligned with the mission of MCCPS. To include full implementation of year-1 objectives as defined in the plan and staging for the subsequent year.

Goal-2 (Board Health & Sustainability)

- Continue to build and develop a strong and diverse board to ensure the long-term health and sustainability of MCCPS, through creative mentorship and training programs (in collaboration with governance committee). To include identification of 2-3 new board members SY 2018-2019.

Goal-3 (Development)

1. Funding Streams
2. Grants & Fundraising
3. Board Responsibility

Goal 4 (Communication and Community Development)

- Strengthen the engagement with key stakeholders (e.g. Head of School, Parents, Students, Educators, PTO and Community) to support the growth and development of MCCPs role within the community and enhance the ongoing school initials and fundraising efforts. To include fostering a strong working relationship between the Board of Trustees and HOS to drive implementation of the 2019 strategic plan and ensure the long-term success of MCCPS.

Goal-5 (Bylaws Review)

B. Planning for SY 2019-2020 Discuss Artie Sullivan

Planning for upcoming SY 2019-2020

- 25th Anniversary Celebration
- Charter Renewal Application Process
 - Submit Charter Renewal Application by August 1, 2019 **Submitted**
 - Preparation for Site Visit week of Nov 7, 2019
 - Prepare Accountability Plan Draft
- Board Leadership and Committee Chairs for SY 19-20, **Completed**
- Bylaws Review

C. Board Self Assessment Discuss Artie Sullivan 20 m

Review of Board Self Assessment

VI. Committee Updates

7:48 PM

A. Governance Committee	Discuss	Karl Smith	5 m
B. Finance Committee	Vote	Rudi Herve	5 m
C. Personnel Committee	Discuss	Artie Sullivan	15 m
D. Academic Excellence	Discuss	Jessica Xiarhos	5 m
E. Development	Discuss	Ellen Lodgen	5 m
F. Strategic Plan Committee	Discuss	Fred Ferris	10 m

G. Communications, and Community Relations Committee	Discuss	Ian Hunt	5 m
H. Charter Renewal	Discuss	Artie Sullivan	5 m
VII. HOS Report			8:43 PM
A. Monthly Report	FYI	Peter Cohen	15 m
HOS to share monthly report.			
VIII. Public Comment			8:58 PM
A. Public Comment	Discuss	Artie Sullivan	5 m
IX. Board Member Comments and Resolutions			9:03 PM
A. Board Member Comments and Resolutions	Discuss	Artie Sullivan	5 m
This is an opportunity for Board Member Comments and Resolutions			
X. Closing Items			9:08 PM
A. Recap Action Items	Discuss	Paul Baker	2 m
Clerk to review actions items, add any additional items discussed.			
B. Meeting Evaluation	Discuss	Artie Sullivan	3 m
Discuss how meeting went, did we stay on topic, meet goals, etc.			
C. Adjourn Meeting	Vote	Artie Sullivan	

Cover Sheet

Board Self Assessment













Section: V. Other Business
Item: C. Board Self Assessment
Purpose: Discuss
Submitted by:
Related Material: Board Assessment Report, 9-19.pdf
FY19-20 Board Assessment, recommendations.pdf

FY19-20 Board Assessment

Board Assessment Report

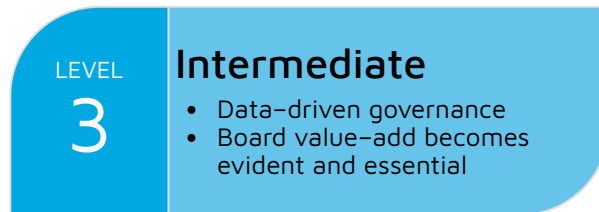
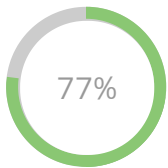
OPENED 8/28/2019

CEO  Peter Cohen





BOARD MEMBERS  Artie Sullivan  Ellen Lodgen  Fred Ferris  Ian Hunt
 Jessica Xiarhos  Karl Smith  Paul Baker  Peter Cheney
 Rebecca Whidden  Richard Doron  Rudi Herve  Stephen Veiga

Overall Score

Completed



LEGEND

-  BOARD Average for all participating board members
-  CEO One CEO
-  One individual board member
-  Insufficient Data

Summary

	Board	CEO
Board Meetings	LEVEL 4	LEVEL 4
Board Structure	LEVEL 5	LEVEL 4
Board Composition	LEVEL 2	LEVEL 1
Board Recruitment	LEVEL 3	LEVEL 1
Board Goals & Accountability	LEVEL 3	LEVEL 1
Finance	LEVEL 4	LEVEL 5
Development	LEVEL 1	LEVEL 1
Academic Oversight	LEVEL 3	LEVEL 3
CEO Support & Evaluation	LEVEL 5	LEVEL 5
BoardSavvy CEO	LEVEL 2	LEVEL 5

Detail

LEVEL
1

LEVEL
2

LEVEL
3

LEVEL
4

LEVEL
5

Board Meetings				BOARD CEO	
Board Structure				CEO	BOARD
Board Composition	CEO	BOARD			
Board Recruitment	CEO		BOARD		
Board Goals & Accountability	CEO			BOARD	
Finance			BOARD		CEO
Development	BOARD CEO				
Academic Oversight			BOARD CEO		
CEO Support & Evaluation				BOARD	CEO
BoardSavvy CEO		BOARD			CEO

Board Meetings

LEVEL
1

LEVEL
2

LEVEL
3

LEVEL
4

LEVEL
5

Yearly Meeting Plan	CEO				BOARD
Board Meeting Agenda					BOARD CEO
Board Meeting Materials					BOARD CEO
Board Meeting Content		BOARD			CEO
Board Meeting Facilitation					BOARD CEO
Board Meeting Minutes					BOARD CEO
Board Meeting Evaluation	CEO				BOARD
Open Meeting Law Compliance	BOARD CEO				

Answer key for: Board Meetings

Yearly Meeting Plan	<ul style="list-style-type: none"> • Annually, the board creates a board meeting calendar outlining all the board meetings, retreats, and other important board related dates for the entire year. • The board schedules time for deeper strategy sessions/strategic discussions throughout the year. • The board creates a strategic board calendar that delineates when key decisions need to be made by the board.
Board Meeting Agenda	<ul style="list-style-type: none"> • The board chair and the CEO work collaboratively to create each board meeting agenda. • They seek input on the agenda from committee chairs. • The board uses a consistent agenda format that delineates topic, duration, associated meeting materials, and the action that will be required.
Board Meeting Materials	<ul style="list-style-type: none"> • Meeting materials (minutes from the previous meeting, reports, financial statements, etc.) are consistently distributed at least three days in advance of the meeting. • Meeting materials are clearly organized, making it clear what trustees need to do to prepare for the board meeting. • All trustees always read the board meeting materials in advance of the meeting.
Board Meeting Content	<ul style="list-style-type: none"> • 90% of board meeting time is focused on setting the strategic direction of the organization, and 10% or less is focused in reacting to immediate issues. • Board meeting presentations/discussions are primarily lead by committee chairs rather than being dominated by the CEO. • Committees report out only when there is something strategic to discuss (as opposed to an agenda of standard committee reports).
Board Meeting Facilitation	<ul style="list-style-type: none"> • Board meetings run efficiently.
Board Meeting Minutes	<ul style="list-style-type: none"> • The board consistently takes board meeting minutes. • The minutes are a concise record of actions taken by the board (rather than a lengthy transcript). • Committees consistently take meeting minutes. • All minutes comply with your state's open-meeting requirements
Board Meeting Evaluation	<ul style="list-style-type: none"> • Board meetings are evaluated on a consistent basis.
Open Meeting Law Compliance	<ul style="list-style-type: none"> • All trustees have a thorough understanding of the open meetings law. • The board has systems in place to ensure consistent compliance with the open meeting law. • Annually, the board reviews the open meeting law, as a group. • Annually, the board's legal counsel reviews board compliance with the open meeting law. • Monthly, the board secretary reviews open meeting law compliance.

Board Structure

LEVEL
1

LEVEL
2

LEVEL
3

LEVEL
4

LEVEL
5

Bylaws				CEO	BOARD
Job Descriptions			CEO	BOARD	
Officers					BOARD CEO
Committees				CEO	BOARD

Answer key for: Board Structure

Bylaws	<ul style="list-style-type: none"> • The board has a comprehensive set of bylaws. • Annually, the board reviews the bylaws as a group. • Each trustee has a copy of the bylaws for easy reference. • The bylaws state clear term limits to ensure rotation of board members.
Job Descriptions	<ul style="list-style-type: none"> • The board has a clear job description for the full board. • Trustees receive a document that clearly outlines individual trustee performance expectations. • Annually, the board reviews the job description and individual performance expectations.
Officers	<ul style="list-style-type: none"> • The board has a chair, vice-chair, treasurer, and secretary. • Each officer has the necessary skills to do the job well. • Each officer position has a written job description that clearly articulates their roles and responsibilities. • The board has a clear and transparent written process for nominating officers. • There is an exemplary succession planning process for the officer positions.
Committees	<ul style="list-style-type: none"> • There is a written job description for each board committee that has been approved by the full board. • A full board member chairs each committee. • A senior member of the organization’s leadership team staffs each committee. • Each board committee has an adequate number of members to accomplish its goals. • At a minimum, the board has a finance, development (fundraising), governance, and an academic excellence committee.

Board Composition



	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
Board Size					BOARD CEO
Previous Governance Experience	BOARD CEO				
Skills and Expertise	CEO			BOARD	
Diversity	BOARD CEO				
Level of Objectivity	BOARD CEO				

Answer key for: Board Composition

Board Size	<ul style="list-style-type: none"> • 11 to 15 trustees
Previous Governance Experience	<ul style="list-style-type: none"> • 75% or more of the board have previous governance experience
Skills and Expertise	<ul style="list-style-type: none"> • 100% of the skills needed to govern effectively
Diversity	<ul style="list-style-type: none"> • Board membership reflects the broadest level of ethnic, racial, gender, and geographical diversity. • The diversity of board members heightens the credibility of the board in the broader community's eyes.
Level of Objectivity	<ul style="list-style-type: none"> • The board is able to maintain a very high level of objectivity when governing because: <ul style="list-style-type: none"> ◦ No trustees have any personal or business ties with the CEO, staff, or each other that could result in a conflict of interest (real or perceived) during decision-making. ◦ Less than 25% of the board members are parents of students currently enrolled in the school. ◦ The CEO is the only employee of the organization that is a member of the board.

Board Recruitment

LEVEL
1

LEVEL
2

LEVEL
3

LEVEL
4

LEVEL
5

Recruitment Plan	CEO		BOARD		
Recruitment Process	CEO			BOARD	
Board Recruitment Pipeline	CEO			BOARD	
Role of the CEO in Board Recruitment	BOARD CEO				
Orientation	CEO		BOARD		

Answer key for: Board Recruitment

Recruitment Plan	<ul style="list-style-type: none"> The board has a targeted three-year profile of the skills and expertise that will be need on the board. The board has a targeted annual board recruitment plan.
Recruitment Process	<ul style="list-style-type: none"> When recruiting new trustees, the board formally assesses: <ul style="list-style-type: none"> Each candidate's skill set to ensure a good fit with the board Whether the candidate truly has enough time to serve on this type of board (i.e., 6 to 10 hours a month) The candidate's philosophical alignment with the school's mission The candidate's ability to participate in group process The board requires a trial period for board candidates by having them serve on a board committee prior to being nominated to the full board. The selection process consistently adheres to a board approved nominating policy and process. There is a standard list of questions asked of all candidates. The strength of each candidate is evaluated numerically on a standard candidate-ranking sheet or scorecard.
Board Recruitment Pipeline	<ul style="list-style-type: none"> Non-board members serve on each board committee.
Role of the CEO in Board Recruitment	<ul style="list-style-type: none"> The CEO: <ul style="list-style-type: none"> Actively participates in the creation of the long-term board recruitment plan. Devotes significant time to helping identify, screen, and orient new trustees. Sees board recruitment as a vital leadership role, as the organization's CEO.
Orientation	<ul style="list-style-type: none"> New trustees receive an effective orientation.

Board Goals & Accountability



Board Goals	CEO			BOARD	
Accountability	CEO		BOARD		

Answer key for: Board Goals & Accountability

<p>Board Goals</p>	<ul style="list-style-type: none"> • The board has a clear set of goals for the year that clearly delineates how the board will add value to the organization. • The board has an effective and consistent process to measure progress towards achieving annual board goals. • Each board committee has a set of annual goals and an action plan that aligns with the overall board goals for the year. • Substantive committee work happens in between board meetings.
<p>Accountability</p>	<ul style="list-style-type: none"> • Board members are aware of the time commitment expected to be an effective board member. • Each board member is held to the same standards. • 100% of the board members actively contribute to the success of the board. • There is a clear, transparent system to hold each board member accountable for contributing to the group and following through on expectations outlined in the trustee job description. • The work of the full board is evaluated on an annual basis. • The work of individual trustees is evaluated on an annual basis. • An annual individual trustee performance evaluation is used to determine who should be invited to continue to serve on the board.

Finance

LEVEL
1

LEVEL
2

LEVEL
3

LEVEL
4

LEVEL
5

Financial Oversight					BOARD CEO
Financial Policies and Procedures		BOARD		CEO	
Financial Controls				BOARD	CEO
Financial Reports					BOARD CEO
Developing Realistic Budgets			BOARD		CEO
Board Education	CEO			BOARD	
Annual Audit/990	BOARD CEO				
Financial Compliance		BOARD			CEO
Support of the CEO			BOARD		CEO

Answer key for: Finance

Financial Oversight	<ul style="list-style-type: none"> All trustees have a clear understanding of the economics of your charter organization, including the budget and short- and long-term financial outlook. The board has a clear and consistent process for articulating priorities and mapping financial allocations to them.
Financial Policies and Procedures	<ul style="list-style-type: none"> There is a Financial Policies and Procedures (FPP) manual that is annually revised and reviewed by the Finance Committee. The Financial Policies and Procedures (FPP) manual meets and exceeds your charter authorizer's recommended standards.
Financial Controls	<ul style="list-style-type: none"> The books are closed on a timely basis each month, quarter, and year, without exception. The board's auditors are 100% comfortable with the internal controls (and compensating controls when you do not have enough staff members to divide up the duties). The board-approved financial-control policies provide meaningful checks and balances, which are followed consistently, without exception.
Financial Reports	<ul style="list-style-type: none"> Once a year, the CEO and the Finance Committee come to an agreement on what types of financial reports will be prepared for board review on an annual, quarterly, and monthly basis. Monthly, the board receives accurate financial reports that include projections through the end of the fiscal year each month or quarter. The financial reports allow the board to track the organization's financial position. Monthly, the Finance Committee reviews financial reports. The Finance Committee always make inquires into and understands the causes of any meaningful variances from the organization's projected budget.
Developing Realistic Budgets	<ul style="list-style-type: none"> Annually, there is a multi-year budget that has been approved by the full board and is revised and re-approved by the board. There is a strong annual budgeting process that involves a healthy dialogue between the CEO and both the Finance Committee and the full board about resource allocation priorities. The annual budgeting process gets completed in time for the CEO to make strategic hiring and programmatic decisions for the next year.
Board Education	<ul style="list-style-type: none"> Each trustee is well-versed in the key drivers and sources of revenues for your organization, and the related cash flows. The full board is annually trained by the Finance Committee to read, understand, and interpret the main points of the financial reports. The Finance Committee leads a portion of the new trustee orientation, orienting them to the organization's short and long-term financial health and training them on how to read and interpret financial reports.
Annual Audit/990	<ul style="list-style-type: none"> The organization always, without exception, receives an unqualified opinion and very few or no recommendations in the audit's management letter. If/when recommendations are received; they are always resolved and noted as completed in the subsequent management letter, without exception. The organization's completed 990 is reviewed/signed off by the Finance Committee and sent to the IRS on a timely basis, and shared annually with the full board, always and without exception.
Financial Compliance	<ul style="list-style-type: none"> The board is 100% confident that the organization's management team is properly handling restricted grants. The management provides the Finance Committee with a detailed checklist of all of management's deliverables and reports to various agencies, authorizers, and auditors. The Finance Committee annually confirms that the deliverables and reports to various agencies, authorizers, and auditors are completed/submitted accurately and on a timely basis.

Support of the
CEO

- The Finance Committee has an outstanding relationship with the CEO, and is it able to actively help her/him develop their skills in overseeing the financial health of the organization.
- Recognizing that the members of the Finance Committee typically have more financial experience than the CEO, the Finance Committee annually helps the CEO assess whether the organization has an adequate number of staff members supporting the operational and financial needs of the organization.
- Annually, the Finance Committee assists the CEO in setting strategic goals about:
 - Strengthening the staffing that supports the smooth finance and operations of the school
 - Strengthening the financial systems of the organization

Development

LEVEL
1

LEVEL
2

LEVEL
3

LEVEL
4

LEVEL
5

Philosophical Alignment	BOARD CEO				
Strategic Fund Development Plan	BOARD CEO				
Accountability	BOARD CEO				
Board Training	BOARD CEO				

Answer key for: Development

Philosophical Alignment	<ul style="list-style-type: none"> The board and the CEO are philosophically aligned about the role of the board in fundraising. There are written expectations outlining the role of trustees in fundraising that are agreed to annually and understood and accepted by all trustees. The board has discussed subsidizing the public funding of the organization with private funds and is in agreement about how much to raise, why it is to be raised, and over what period of time.
Strategic Fund Development Plan	<ul style="list-style-type: none"> There is a board approved, written, multi-year fund development plan. The multi-year fund development plan is realistic. All trustees understand the strategic fund development plan. The strategic fund development plan clearly delineates the role of the full board, the development committee, the CEO, and the development staff (if they exist) in achieving the plan. There are adequate staff and financial resources to achieve the strategic fund development plan.
Accountability	<ul style="list-style-type: none"> All trustees feel the fundraising expectations placed on trustees is realistic. There is an effective system in place for holding each trustee accountable to completing the fundraising tasks to which he or she has committed.
Board Training	<ul style="list-style-type: none"> There is a comprehensive board training and education program in place to help trustees be more effective at completing their fundraising assignments.

Academic Oversight



	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
Clarity of Vision			CEO	BOARD	
Roadmap	CEO		BOARD		
Charter Obligations					BOARD CEO
Standardized Testing				BOARD	CEO
Comparative Data		BOARD		CEO	
Board Education	CEO		BOARD		

Answer key for: Academic Oversight

Clarity of Vision	<ul style="list-style-type: none"> • Each trustee understands what academic excellence means at your organization. • The board and the CEO have a written, shared definition of academic excellence.
Roadmap	<ul style="list-style-type: none"> • There is a clear understanding between the board and the CEO about what the organization is doing towards reaching its defined vision of excellence. • The board and the CEO agree on the next key steps the organization will take this year to get closer towards this vision.
Charter Obligations	<ul style="list-style-type: none"> • The full board knows the key academic promises that have been made to your authorizer in your charter. • There is a clear and consistent way to measure progress towards reaching the academic goals spelled out in the charter(s) and the accountability plan(s).
Standardized Testing	<ul style="list-style-type: none"> • All trustees know which standardized tests are administered at the school. • All trustees understand what each standardized test measures. • The board receives clear and consistent reporting on standardized test results. • Each trustee knows if interim assessments are administered at the school. • The board receives clear and consistent reporting on interim test results.
Comparative Data	<ul style="list-style-type: none"> • The CEO compares the organization's academic results with the results of the district. • The CEO compares the organization's academic results with the results of comparative charter schools. • The CEO has identified a successful school to benchmark against with the goal to meet or exceed that school's results.
Board Education	<ul style="list-style-type: none"> • The board has an Academic Excellence Committee that helps the board conduct effective oversight of the academic program. • The Academic Excellence Committee works closely with the CEO to design an annual program that educates the board about key strategies to close the achievement gap/deliver academic excellence, as well as other unique aspects of the organization's mission.

CEO Support & Evaluation

LEVEL
1

LEVEL
2

LEVEL
3

LEVEL
4

LEVEL
5

	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
Governance/Management				BOARD	CEO
Partnership with CEO					BOARD CEO
CEO Evaluation				BOARD	CEO
CEO Support		BOARD			CEO

Answer key for: CEO Support & Evaluation

<p>Governance/Management</p>	<ul style="list-style-type: none"> • The full board is clear about the key organizational decisions that need to be made this year. • Each trustee is clear about their role as a board member vs. the role of the CEO in making these decisions. • Each board committee has a chart that describes the responsibilities of the full board, the committee, and the CEO.
<p>Partnership with CEO</p>	<ul style="list-style-type: none"> • There is a strong working relationship with the CEO, built on mutual trust and respect. • There is a strong partnership between the board chair and the CEO. • The board chair and CEO communicate effectively with each other on a regular basis.
<p>CEO Evaluation</p>	<ul style="list-style-type: none"> • Annually, the board approves clear performance metrics for the CEO. • There is a clear and consistent process for evaluating the CEO on an annual basis. • The CEO has an up-to-date job description. • Annually, the board partners with the CEO to objectively gauge parent satisfaction. • Annually, the board partners with the CEO to objectively gauge teacher satisfaction.
<p>CEO Support</p>	<ul style="list-style-type: none"> • The board has a clear and consistent process for providing coaching, feedback, and support to the CEO. • The full board speaks with one voice to the CEO regarding their performance (expectations and implementation).

BoardSavvy CEO

LEVEL
1

LEVEL
2

LEVEL
3

LEVEL
4

LEVEL
5







Governance Knowledge	BOARD				CEO
Governance Prioritized	BOARD				CEO
Board Education	CEO	BOARD			
Setting Strategic Direction			BOARD		CEO
Communication			BOARD		CEO
Succession Planning			BOARD	CEO	






Answer key for: BoardSavvy CEO

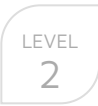

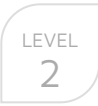
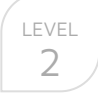
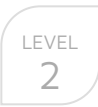
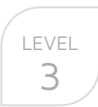

<p>Governance Knowledge</p>	<ul style="list-style-type: none"> • A BoardSavvy CEO: <ul style="list-style-type: none"> ◦ Has a strong understanding of effective governance best practice ◦ Annually completes professional development on governance ◦ Reads extensively about board governance issues ◦ Serves on another board outside of his or her organization
<p>Governance Prioritized</p>	<ul style="list-style-type: none"> • A BoardSavvy CEO: <ul style="list-style-type: none"> ◦ Sees developing and maintaining the board as one of his or her primary responsibilities ◦ Devotes significant time to helping the board run effectively ◦ Ensures that each board committee is appropriately staffed, either by the CEO or another senior staff member ◦ Includes governance training as a key component of professional development for senior staff
<p>Board Education</p>	<ul style="list-style-type: none"> • A BoardSavvy CEO: <ul style="list-style-type: none"> ◦ Systematically and continually educates the board about key elements of running an exceptional charter school or network of schools ◦ Educates the board about the key issues the charter authorizer uses to judge the organization’s performance ◦ Educates the board about the charter renewal process ◦ Educates the board about state and national measures of academic success
<p>Setting Strategic Direction</p>	<ul style="list-style-type: none"> • A BoardSavvy CEO: <ul style="list-style-type: none"> ◦ Has a clear strategic vision for the organization ◦ Assists the board in clarifying the most important things they can do to help achieve the strategic vision
<p>Communication</p>	<ul style="list-style-type: none"> • A BoardSavvy CEO: <ul style="list-style-type: none"> ◦ Communicates clearly and effectively with the board ◦ Always sends out clear, well-organized materials in advance of the board meeting ◦ Provides the board with annual metrics on which to measure their individual and organization-wide performance
<p>Succession Planning</p>	<ul style="list-style-type: none"> • A BoardSavvy CEO: <ul style="list-style-type: none"> ◦ · Partners with the board to develop an agreed upon a short-term/emergency succession plan for the CEO position, that is well documented and reviewed annually ◦ · Annually discusses long-term succession management plan for the organization with the board





Generated on Sep 19, 2019 at 12:47 PM EDT by Artie Sullivan



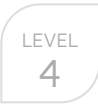

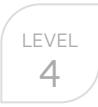
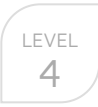
[Board Assessments](#) > [FY19-20 Board Assessment](#) >
 Recommendations

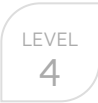

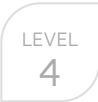

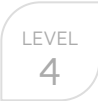
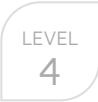
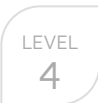
<h2 style="text-align: center;">Recommendations</h2> <p style="text-align: center;">Based on 10 of 13 completed participants</p>		
Topic Area	Your Board Scored	Recommended Resources
<p>Board Meetings Open Meeting Law Compliance</p>		<p>Tips to Comply with the Open Meeting Law</p> <p>What is "Open Meeting Law," and can we really be an effective board and comply with this law?</p> <p>Open Meeting Law Pop Quiz</p>
<p>Board Composition Previous Governance Experience</p>		<p>What skills are needed on a charter school board?</p>
<p>Board Composition Diversity</p>		<p>What level of diversity should the board have?</p>
<p>Board Composition Level of Objectivity</p>		<p>Board Composition Matrix</p> <p>Conducting an Inventory of Your Board</p> <p>Sample Nepotism Policy Clauses</p> <p>Should family members serve on the same board?</p> <p>Should parents of students currently enrolled in the school serve on the board?</p> <p>Should students serve on the board?</p> <p>Should teachers serve on the board?</p> <p>Should the CEO be a voting member of the board?</p>
<p>Board Recruitment Role of the CEO in Board Recruitment</p>		<p>Should the CEO have veto power over board candidates?</p> <p>What is the CEO's role in board recruitment?</p>
<p>Finance Annual Audit/990</p>		<p>Board Staff Financial Contract</p>

Topic Area	Your Board Scored	Recommended Resources
<p>Development Philosophical Alignment</p>		<p>Riding the Horse the Way It's Going</p>
<p>Development Strategic Fund Development Plan</p>		<p>Keep Your Donors: Building Profitable Relationships That Last</p> <p>Fund Development: Basic Principles and Best Practice</p> <p>Choosing Your Road: Organizational development specialist or just another fundraising technician?</p> <p>Sample Job Description of a Chief Development Officer</p>
<p>Development Accountability</p>		<p>Sample Board Member Agreement</p> <p>Sample Individual Trustee Performance Expectations</p> <p>Sample Guilt-Free Board Member Expectations</p> <p>Sample Job Description for the Full Board</p> <p>How much time should a trustee devote to the board each month?</p> <p>Keep Your Donors: Building Profitable Relationships That Last</p> <p>How and when to evaluate individual trustees?</p> <p>How and when to evaluate the full board?</p> <p>Sample Individual Trustee Appraisal</p> <p>Should all trustees be held to the same standard?</p> <p>What are some tips for holding board members accountable?</p> <p>What should we do with board members who don't do anything?</p>
<p>Development Board Training</p>		<p>Keep Your Donors: Building Profitable Relationships That Last</p>
<p>Board Meetings Board Meeting Content</p>		<p>Are there any other strategies for improving our board meetings?</p> <p>Should committees report at every full board meeting?</p> <p>Who should be presenting at board meetings?</p> <p>How can we make sure board meetings are strategic and not merely reactive?</p>

Topic Area	Your Board Scored	Recommended Resources
Finance Financial Policies and Procedures		Board Staff Financial Contract Finances Who Does What Where can we find additional help with regards to finance?
Finance Financial Compliance		Board Staff Financial Contract
Academic Oversight Comparative Data		How do we create a definition of academic excellence for our organization? How do we create an "Academic Excellence Road Map"?
CEO Support & Evaluation CEO Support		BoardOnTrack Support of CEO: Conducting Mid-Year Check-ins BoardSavvy CEO Defined
BoardSavvy CEO Board Education		Finances Who Does What What are the most common mistakes charter school boards make around finance? How do we educate the full board about the organization's finances? Is this really necessary?
Board Recruitment Recruitment Plan		Board Composition Matrix Conducting an Inventory of Your Board
Board Recruitment Orientation		Sample Orientation Plan

Topic Area	Your Board Scored	Recommended Resources
<p>Board Goals & Accountability Accountability</p>		<p>Sample Board Member Agreement</p> <p>Sample Individual Trustee Performance Expectations</p> <p>Sample Guilt-Free Board Member Expectations</p> <p>Sample Job Description for the Full Board</p> <p>How much time should a trustee devote to the board each month?</p> <p>Keep Your Donors: Building Profitable Relationships That Last</p> <p>How and when to evaluate individual trustees?</p> <p>How and when to evaluate the full board?</p> <p>Sample Individual Trustee Appraisal</p> <p>Should all trustees be held to the same standard?</p> <p>What are some tips for holding board members accountable?</p> <p>What should we do with board members who don't do anything?</p>
<p>Finance Developing Realistic Budgets</p>		<p>Where can we find additional help with regards to finance?</p> <p>Recommended Process for Developing Annual Budget</p>
<p>Finance Support of the CEO</p>		<p>Board Staff Financial Contract</p> <p>Recommended Business and Ops Responsibilities</p> <p>What is the right finance staff structure for our organization?</p> <p>Our Finance Committee has much more expertise than our CEO and financial staff. What should the distinction of roles be, in this situation?</p> <p>BoardOnTrack Support of CEO: Conducting Mid-Year Check-ins</p>
<p>Academic Oversight Roadmap</p>		<p>How do we create a definition of academic excellence for our organization?</p> <p>Role of the Academic Excellence Committee</p> <p>How do we create an "Academic Excellence Road Map"?</p> <p>Sample State of the School Chart</p>

Topic Area	Your Board Scored	Recommended Resources
<p>Academic Oversight Board Education</p>		<p>Finances Who Does What</p> <p>What are the most common mistakes charter school boards make around finance?</p> <p>How do we educate the full board about the organization’s finances? Is this really necessary?</p>
<p>BoardSavvy CEO Succession Planning</p>		<p>Succession Planning Article</p> <p>Key Characteristics & Actions of a BoardSavvy CEO</p>
<p>Board Structure Job Descriptions</p>		<p>Sample Board Member Agreement</p> <p>Sample Individual Trustee Performance Expectations</p> <p>Sample Guilt-Free Board Member Expectations</p> <p>Sample Job Description for the Full Board</p> <p>What are the key elements of a “Trustee Job Description?”</p>
<p>Board Composition Skills and Expertise</p>		<p>What skills are needed on a charter school board?</p> <p>Board Composition Matrix</p> <p>Conducting an Inventory of Your Board</p>
<p>Board Recruitment Recruitment Process</p>		<p>Sample Interview Points</p> <p>Board Composition and Expansion Policy Sample</p> <p>Sample Board Candidate Interview Questions</p> <p>Sample Nominating Policy</p> <p>Sample Candidate Ranking Sheet</p> <p>How much time should a trustee devote to the board each month?</p> <p>Should we have a trial period for board candidates?</p>
<p>Board Recruitment Board Recruitment Pipeline</p>		<p>What should the process be to nominating non board members to committees?</p> <p>Is it a good idea to have non-board members serve on committees?</p>

Topic Area	Your Board Scored	Recommended Resources
<p>Board Goals & Accountability Board Goals</p>		<p>How important is committee work between meetings? How often should committees meet? What is a board committee supposed to do?</p>
<p>Finance Financial Controls</p>		<p>Board Staff Financial Contract Finances Who Does What Where can we find additional help with regards to finance?</p>
<p>Finance Board Education</p>		<p>Finances Who Does What What are the most common mistakes charter school boards make around finance? How do we educate the full board about the organization's finances? Is this really necessary?</p>
<p>Academic Oversight Clarity of Vision</p>		<p>How do we create a definition of academic excellence for our organization? Role of the Academic Excellence Committee Sample Culture Rubric Sample Instructional Rubric Sample Leadership Rubric</p>
<p>Academic Oversight Standardized Testing</p>		<p>Smart Questions for Board Members to Ask About Assessment Data</p>
<p>CEO Support & Evaluation Governance/Management</p>		<p>Finances Who Does What Sample Key Annual Organizational Decisions Chart</p>
<p>CEO Support & Evaluation CEO Evaluation</p>		<p>BoardOnTrack Support of CEO: Conducting Mid-Year Check-ins Sample State of the School Chart How does the board create and approve annual CEO performance metrics? What is the board's role in gauging parent satisfaction with the school? Sample CEO Job Description</p>

Show Answer key

We also recommend that your board should:

- Frequently review the members only [Governance and Training Resources](#)
- Attend exclusive [training events in your area](#)

Cover Sheet

Finance Committee

Section: VI. Committee Updates
Item: B. Finance Committee
Purpose: Vote
Submitted by:
Related Material: FY20 Approved Budget V 4.0.pdf
MCCPS-Aug-2019-Financial Statements.pdf

Updated PPEs

9/12/2019

	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	TOTAL
Marblehead	16	38	31	9	24	118
Swampscott	19	5	14	2	1	41
Lynn	8	1	2	2	5	18
Salem		1	5	2	5	13
Saugus	1					1
Peabody		3		1	1	5
Nahant	2	3		2		7
Beverly		1		1		2
						205

FY19 PPE			
Marblehead	118	\$14,545	\$1,716,310
Swampscott	41	\$14,247	\$584,127
Lynn	18	\$10,246	\$184,428
Salem	13	\$13,863	\$180,219
Saugus	1	\$15,675	\$15,675
Peabody	5	\$11,960	\$59,800
Nahant	7	\$14,218	\$99,526
Beverly	2	\$14,375	\$28,750
	205		\$2,868,835

FY19 + 3%			
Marblehead	118	\$14,981	\$1,767,758
Swampscott	41	\$14,674	\$601,634
Lynn	18	\$10,553	\$189,954
Salem	13	\$14,279	\$185,627
Saugus	1	\$16,145	\$16,145
Peabody	5	\$12,319	\$61,594
Nahant	7	\$14,645	\$102,515
Beverly	2	\$14,806	\$29,613
	205		\$2,954,840

FY20 Projected				DESE 8/19
Marblehead	118	\$15,536	\$1,833,248	
Swampscott	41	\$16,295	\$668,095	
Lynn	18	\$12,968	\$233,424	
Salem	13	\$15,711	\$204,243	
Saugus	1	\$17,551	\$17,551	
Peabody	5	\$15,087	\$75,435	
Nahant	7	\$14,844	\$103,908	
Beverly	2	\$18,114	\$36,228	Average
	205		\$3,172,132	\$15,473.81
			\$3,072,227	
			\$99,905	

FY19+ 3.5%			
Marblehead	118	\$15,054	\$1,776,381
Swampscott	41	\$14,764	\$605,324
Lynn	18	\$10,605	\$190,890
Salem	13	\$14,348	\$186,524
Saugus	1	\$16,224	\$16,224
Peabody	5	\$12,379	\$61,893
Nahant	7	\$14,716	\$103,012
Beverly	2	\$14,878	\$29,756
	205		\$2,970,004

FY19+5%			
Marblehead	118	\$15,272	\$1,802,126
Swampscott	41	\$14,959	\$613,333
Lynn	18	\$10,758	\$193,649
Salem	13	\$14,556	\$189,230
Saugus	1	\$16,459	\$16,459
Peabody	5	\$12,558	\$62,790
Nahant	7	\$14,929	\$104,502
Beverly	2	\$15,094	\$30,188
	205		\$3,012,277

FY19+ 4%			
Marblehead	118	\$15,127	\$1,784,986
Swampscott	41	\$14,817	\$607,497
Lynn	18	\$10,656	\$191,808
Salem	13	\$14,817	\$192,621
Saugus	1	\$16,302	\$16,302
Peabody	5	\$12,438	\$62,192
Nahant	7	\$14,787	\$103,507
Beverly	2	\$14,950	\$29,900
	205		\$2,988,813

**5 year history of PPEs
Per Pupil Expenditure (State Allocation)**

<u>District</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20 (proj)</u>
Marblehead	\$11,826	\$12,337	\$13,012	\$13,682	\$14,545	\$15,527
Salem	\$13,199	\$12,672	\$13,475	\$12,303	\$13,863	\$13,682
Swampscott	\$12,841	\$13,052	\$13,940	\$14,058	\$14,247	\$14,872
Lynn	\$10,092	\$9,585	\$9,783	\$11,027	\$10,246	\$11,999
Nahant	<u>\$11,630</u>	<u>\$12,729</u>	<u>\$12,973</u>	<u>\$13,247</u>	<u>\$14,218</u>	<u>\$14,844</u>
<i>Average</i>	\$11,918	\$12,075	\$12,637	\$12,863	\$13,424	\$14,185

Marblehead Community Charter Public School

Financial Results As of Aug 31, 2019



Prepared and reviewed by:
Jeff Barry - MCCPS Business Manager (jbarry@marbleheadcharter.com)
Rodolphe Hervé - MCCPS Treasurer (rherve@marbleheadcharter.com)

MCCPS
Balance Sheet Standard
 As of August 31, 2019

Accrual Basis

	Jul 31, '19	Aug 31, '19	Aug 31, '18
ASSETS			
Current Assets			
Checking/Savings			
1073 — EBSB Payroll (8947)	17,286	30,409	32,318
1072 — EBSB Operating (8934)	359,627	396,770	382,573
1010 — Charter Hall (8202)	2,967	2,967	3,422
1040 — Petty Cash (4534)	853	819	2,598
1070 — Checking (4542)	96,585	97,287	77,291
1085 — PayPal	45	9,931	12,042
1090 — FoodService (5077)	5,479	4,424	8,587
Total Checking/Savings	482,843	542,607	518,830
Accounts Receivable			
1200 — Accounts Receivable	7,349	7,349	
1201 — Grants Receivable	10,044	10,044	
Total Accounts Receivable	17,393	17,393	
Other Current Assets			
1310 — Prepaid Expense	33,775	34,227	
1210 — State Allocation Receivable	20,221	20,221	
Total Other Current Assets	53,996	54,448	
Total Current Assets	554,231	614,448	518,830
Fixed Assets			
1532 — 17 Lime Street			
1533 — Land - 17 Lime Street	687,400	687,400	687,400
1532 — 17 Lime Street - Other	3,562,600	3,562,600	3,562,600
Total 1532 — 17 Lime Street	4,250,000	4,250,000	4,250,000
1530 — Building Improvements	33,184	33,184	33,184
1531 — Fixed Assets	86,648	86,648	86,648
1599 — Accumulated Depreciation	(548,903)	(556,880)	(462,021)
Total Fixed Assets	3,820,929	3,812,953	3,907,811
TOTAL ASSETS	4,375,161	4,427,401	4,426,641
LIABILITIES & EQUITY			
Liabilities			
Current Liabilities			
Accounts Payable			
2000 — Accounts Payable			(15,449)
Total Accounts Payable			<u>(15,449)</u>
Other Current Liabilities			
2110 — Accrued Payroll	117,331	117,331	137,734
2110-25 — Payroll Liabilities	1,000	(465)	(22,580)
2111 — Accrued Payroll Taxes	3,990	3,990	4,661
2160-25 — MTRB Liability	14,360	12,188	12,845
2190-25 — Payroll Clearing Account	7,208	3,471	34,066
2230 — Accrued Expenses	80,836	80,836	40,978
Total Other Current Liabilities	224,725	217,350	207,704
Total Current Liabilities	224,725	217,350	192,254
Long Term Liabilities			
2613 — East Boston Savings Bank	3,809,678	3,801,767	3,897,652
Total Long Term Liabilities	3,809,678	3,801,767	3,897,652
Total Liabilities	4,034,402	4,019,117	4,089,907
Equity			
3000 — Opening Bal Equity	(295)	(295)	(27)

3900 — Retained Earnings	261,093	278,745	331,031
Net Income	79,960	129,833	5,731
Total Equity	340,758	408,283	336,735
TOTAL LIABILITIES & EQUITY	4,375,161	4,427,401	4,426,641

**YoY Increase/
(Decrease)**

(1,909)

14,197

(455)

(1,779)

19,996

(2,111)

(4,163)

23,777

7,349

10,044

17,393

34,227

20,221

54,448

95,618

0

0

0

0

0

(94,858)

(94,858)

759

(20,403)

22,115

(671)

(657)

(30,595)

39,858

9,647

25,096

(95,885)

(95,885)

(70,789)

(268)

(52,286)
124,102
71,549
759

MCCPS
Profit and Loss Prev Year Compari
July through August 2019 Accrual Basis

	<u>Jul - Aug '19</u>	<u>Jul - Aug '18</u>	<u>Increase / (Decrease)</u>	<u>%age</u>	<u>Budget</u>	<u>Over / (Under)</u>	<u>%age</u>
Ordinary Income/Expense							
Income							
4057 — VACATION PROGRAMMING	7,250.00	15,538.32	(8,288)	-53.3%	1,208	6,042	500.0%
4005 — STATE ALLOCATION	578,146.00	538,288.00	39,858	7.4%	512,037.83	66,108	12.9%
4040 — INVESTMENT INCOME	11.14	16.62	(5)	-33.0%	16.67	(6)	-33.2%
4050 — OTHER INCOME	12,231.10	3,043.87	9,187	301.8%	5,207.33	7,024	134.9%
4055 — STUDENT SUCCESS FUND	5,947.59	3,349.51	2,598	77.6%	3,105.00	2,843	91.5%
4080 — REIMBURSEMENTS	1,004.74	310.42	694	223.7%	1,416.67	(412)	-29.1%
4090 — FUNDRAISING	366.28	582.22	(216)	-37.1%	6,066.67	(5,700)	-94.0%
Total Income	<u>604,956.85</u>	<u>561,128.96</u>	<u>43,828</u>	<u>7.8%</u>	<u>529,058.50</u>	<u>75,898</u>	<u>14.3%</u>
Gross Profit	604,956.85	561,128.96	43,828	7.8%			
Expense							
5000 — PERSONNEL	358,298.91	377,886.89	(19,588)	-5.2%	370,947.00	(12,648)	-3.4%
5140 — BENEFITS	42,668.24	82,071.74	(39,404)	-48.0%	69,900.00	(27,232)	-39.0%
5150 — STAFF DEVELOPMENT		3,813.17	(3,813)	-100.0%	1,266.67	(1,267)	-100.0%
5200 — DIRECT STUDENT SUPPORT	22,634.47	13,393.12	9,241	69.0%	11,835.00	10,799	91.3%
5300 — OCCUPANCY	10,739.07	29,104.19	(18,365)	-63.1%	18,741.67	(8,003)	-42.7%
5400 — OFFICE & ADMIN	29,368.66	28,880.68	488	1.7%	37,120.50	(7,752)	-20.9%
6100 — Depreciation	15,952.78	15,762.06	191	1.2%	15,762.00	191	1.2%
Total Expense	<u>479,662.13</u>	<u>550,911.85</u>	<u>(71,250)</u>	<u>-12.9%</u>	<u>525,572.83</u>	<u>(45,911)</u>	<u>-8.7%</u>
Net Ordinary Income	<u>125,294.72</u>	<u>10,217.11</u>	<u>115,078</u>	<u>1126.3%</u>	<u>3,485.67</u>	<u>121,809</u>	<u>3494.6%</u>
Net Income	<u>125,294.72</u>	<u>10,217.11</u>	<u>115,078</u>	<u>1126.3%</u>	<u>3,485.67</u>	<u>121,809</u>	<u>3494.6%</u>

MCCPS

Profit and Loss Standard

July through August 2019

	<u>Jul '19</u>
Ordinary Income/Expense	
Income	
4057 — VACATION PROGRAMMING	5,020.00
4005 — STATE ALLOCATION	287,579.00
4040 — INVESTMENT INCOME	7.20
4050 — OTHER INCOME	
4051 — 17 Lime Rent	
4053 — Enrichment	
4054 — Misc. Inc.	
4056 — Homework Club	
Total 4050 — OTHER INCOME	
4055 — STUDENT SUCCESS FUND	
4080 — REIMBURSEMENTS	
4090 — FUNDRAISING	
4092 — Events	
4090 — FUNDRAISING - Other	
Total 4090 — FUNDRAISING	
Total Income	292,606.20
Gross Profit	292,606.20
Expense	
5000 — PERSONNEL	
5088 — Vactaion Programming	1,300.00
Payroll Taxes	
5120 — Work Comp	4,055.00
5117 — Unemployment	1,174.68
5116 — Medicare	2,488.21
5115 — Soc Sec	2,712.62
Total Payroll Taxes	10,430.51
Total 5000 — PERSONNEL	188,675.04
5140 — BENEFITS	
5141 — Health	10,678.99
5142 — Dental	2,533.86
5143 — Life & Disability	1,415.24
Total 5140 — BENEFITS	14,628.09
5200 — DIRECT STUDENT SUPPORT	
5202 — Furnishings	
5203 — Student Success Fund	
5210 — Teachers supplies	54.06
5211 — Instructional Equipment	1,967.99
5215 — Curriculum supplies	75.00

5220 — Student supplies	46.70
5221 — SPED supplies	1,566.46
5240 — Computer Support	
5242 — Technology-Software	3,428.16
5290 — Vacation Programming	1,575.00
Total 5200 — DIRECT STUDENT SUPPORT	8,713.37
5300 — OCCUPANCY	
5320 — Maintenance	1,029.67
5330 — CustSvc	
5340 — CustSupplies	
5351 — Utilities	
5352 — Electric	
5354 — Water	702.80
5355 — Communications	298.12
Total 5351 — Utilities	1,000.92
Total 5300 — OCCUPANCY	2,030.59
5400 — OFFICE & ADMIN	
5492 — Mortgage Interest	10,466.26
5405 — FundraisingExp	
5410 — Supplies	168.43
5431 — Legal	
5440 — PayrollSvc	491.00
5460 — Postage	45.15
5470 — General Liability Insurance	504.00
5486 — HoS Discretionary	
5497 — Bank Chrg	128.40
Total 5400 — OFFICE & ADMIN	11,803.24
6100 — Depreciation	7,976.39
Total Expense	233,826.72
Net Ordinary Income	58,779.48
Net Income	58,779.48

Aug '19	TOTAL
2,230.00	7,250.00
290,567.00	578,146.00
3.94	11.14
1,484.00	1,484.00
100.00	100.00
10,450.00	10,450.00
197.10	197.10
12,231.10	12,231.10
5,947.59	5,947.59
1,004.74	1,004.74
300.00	300.00
66.28	66.28
366.28	366.28
312,350.65	604,956.85
312,350.65	604,956.85
	1,300.00
1,386.00	5,441.00
1,070.05	2,244.73
2,288.92	4,777.13
3,071.41	5,784.03
7,816.38	18,246.89
169,623.87	358,298.91
23,646.12	34,325.11
2,650.63	5,184.49
1,743.40	3,158.64
28,040.15	42,668.24
20.98	20.98
1,731.25	1,731.25
374.98	429.04
1,018.61	2,986.60
846.65	921.65

137.63	184.33
	1,566.46
27.00	27.00
6,729.00	10,157.16
3,035.00	4,610.00
<hr/>	<hr/>
13,921.10	22,634.47
2,724.95	3,754.62
3,065.00	3,065.00
887.92	887.92
1,982.80	2,685.60
47.81	345.93
<hr/>	<hr/>
2,918.53	3,919.45
<hr/>	<hr/>
8,708.48	10,739.07
10,791.80	21,258.06
66.28	66.28
390.28	558.71
170.00	170.00
419.00	910.00
479.77	524.92
4,702.18	5,206.18
480.07	480.07
66.04	194.44
<hr/>	<hr/>
17,565.42	29,368.66
7,976.39	15,952.78
<hr/>	<hr/>
245,835.41	479,662.13
<hr/>	<hr/>
66,515.24	125,294.72
<hr/>	<hr/>
66,515.24	125,294.72
<hr/>	<hr/>

MCCPS
Profit and Loss by Class
 July through August 2019

Ordinary Income/Expense	62 - Teacher Quality (140)					94-FMPSGrant -MCCPSEdFoundGrant			Accrual Basis
	01 - General Fund	20-school lunch	30 - Enrichment	(90 Federal Grants) otal 90 Federal Gran	(92 Private Grants) otal 92 Private Grant	(92 Private Grants)	(92 Private Grants)	total 92 Private Grant	TOTAL
Income									
4057 — VACATION PROGRAMMING	7,250.00								7,250.00
4005 — STATE ALLOCATION	578,146.00								578,146.00
4010 — FEDERAL & STATE GRANTS				2,026.00	2,026.00				2,026.00
4020 — SCHOOL LUNCH		11,786.84							11,786.84
4040 — INVESTMENT INCOME	11.14								11.14
4050 — OTHER INCOME	12,231.10		1,425.00						13,656.10
4055 — STUDENT SUCCESS FUND	5,947.59								5,947.59
4080 — REIMBURSEMENTS	1,004.74								1,004.74
4090 — FUNDRAISING	366.28								366.28
Total Income	604,956.85	11,786.84	1,425.00	2,026.00	2,026.00				620,194.69
Gross Profit	604,956.85	11,786.84	1,425.00	2,026.00	2,026.00				620,194.69
Expense									
5000 — PERSONNEL	358,298.91	2,024.50							360,323.41
5140 — BENEFITS	42,668.24								42,668.24
5150 — STAFF DEVELOPMENT				1,223.98	1,223.98				1,223.98
5200 — DIRECT STUDENT SUPPORT	22,634.47		478.00			1,626.62	803.02	2,429.64	25,542.11
5270 — SCHOOL LUNCH EXP		4,543.09							4,543.09
5300 — OCCUPANCY	10,739.07								10,739.07
5400 — OFFICE & ADMIN	29,368.66								29,368.66
6100 — Depreciation	15,952.78								15,952.78
Total Expense	479,662.13	6,567.59	478.00	1,223.98	1,223.98	1,626.62	803.02	2,429.64	490,361.34
Net Ordinary Income	125,294.72	5,219.25	947.00	802.02	802.02	(1,626.62)	(803.02)	(2,429.64)	129,833.35
Net Income	125,294.72	5,219.25	947.00	802.02	802.02	(1,626.62)	(803.02)	(2,429.64)	129,833.35

MCCPS
Financial Ratios
 Aug 31, 2019

Debt Service Coverage Ratio	TBD
Days of Cash	71
LUNA (liquid unrestricted net assets)	1.28

Debt Service Coverage Ratio	
Standard monthly payment (Principal and Interest)	10,629
Net operating Income	125,295
Projected based on June results	TBD
Calculated Debt Service Ratio	TBD

Debt-Service Coverage Ratio (DSCR) is a measure of the cash flow available to pay current debt obligations. The ratio states net operating income as a multiple of debt obligations due within one year, including interest, principal, sinking-fund and lease payments.

Days Cash	
Cash on Hand	542,607
Operating Expense Annualized	2,877,973
Noncash expense Depreciation Annualized	15,953
Days Cash	71

$$\text{Cash on hand} \div ((\text{Operating expenses} - \text{Noncash expenses}) \div 365)$$

Liquid Unrestricted Net Assets	
Unrestricted Net Assets	4,427,401
Fixed Assets	3,812,953
Liquid Unrestricted NA	614,448
Expense (Aug YTD) Monthly	479,662
LUNA	1.28

Steps to Calculate LUNA and months of liquidity
Step 1. Calculate LUNA:
 Subtract fixed assets from unrestricted net assets (property and equipment minus debt owed) = liquid unrestricted net assets (LUNA)
Step 2. Divide LUNA by monthly expense

$$\text{LUNA} / \text{monthly expense} = \text{months of liquidity}$$

Cover Sheet

Monthly Report

Section: VII. HOS Report
Item: A. Monthly Report
Purpose: FYI
Submitted by:
Related Material: HOS Report to Board of Trustees 9_24_19.docx



Marblehead Community Charter Public School
17 Lime Street Marblehead, MA 01945
Tel: 781-631-0777 Fax: 781-631-0500
Web: marbleheadcharter.org

HOS Report to the Board of Trustees

Submitted by Peter Cohen, Ed.D

September 17, 2019

Faithfulness to Charter

Charter Renewal:

- The inspection visit is set for Thursday, November 7, 2019
- A 3-member team from Class Measures will be here to:
 - Meet with Admin
 - Meet with members of the Board
 - Conduct random classroom observations
 - Interview: teachers, parents, students
- The faculty will prepare for this with a standing agenda item at weekly faculty meetings

Start of School:

- The opening four weeks of school have been a success.
- Enrichments have begun. Kudos to Susan Hauck for her work to organize these courses.

Academics:

- IXL now in place as assessment tool
- MCAS scores will be released to the school September 24 with a September 30 release to the public
- New internal tracking system for student data and progress is now in place

Head of School Goals Update:

- **Goal 1: Effective Entry and Direction Setting**
 - On-going information gathering.
 - Strategic Planning in process.
- **Goal 2: Maintain Momentum During the Transition**
 - Start of school year
- **Goal 3: (Professional Practice) New Charter Public School Leader Program - MCPA**
 - Dr. Cohen phone conference with assigned coach
 - Mentor from Hill View Montessori Charter School assigned and will visit September 30
 - First session of new leader cohort is September 27
- **Goal 4: Begin the Process of designing an effective plan for Instructional Coaching and Teacher Evaluation**
 - Met with Instructional Leadership Team
 - Faculty will be updated on new protocols and timelines for evaluation at September 25 Faculty meeting

Organizational Viability

- Strategic Plan
 - Next steps include:
 - Sept 17th, 7:00 pm, A meeting of the Strategic Planning Committee to review the current plan, refine for a presentation to the Board of Trustees.
 - Sept 24th, Board of Trustees Meeting, Presentation by the Strategic Planning Committee of the Strategic Plan.
 - Oct 29th, Board of Trustees Meeting, Adoption of the Strategic Plan
 - By Nov 30th, Dr Cohen to hold a “State of the School” community meeting. At the meeting, the Strategic Plan will be presented to the Community.
- Staffing
 - While we are fully staffed - this is due to leaving two positions unfilled: School Adjustment Counselor and Inclusion teacher
 - Based on current student needs, we would like to hire an additional Inclusion Teacher with Board approval and pending increased enrollment.
- Enrollment
 - Enrollment numbers are below
 - Dr. Cohen will personally reach out to families of 7th graders who left to invite them back.

Enrollment Update as of 9.17.19:

4th - 46

5th - 52

6th - 52

7th - 20

8th - 36

Total: 206