MCCPS Board of Trustees

Board of Trustees Monthly Meeting

Amended on November 19, 2019 at 6:58 PM EST

Date and Time
Tuesday November 19, 2019 at 7:00 PM EST

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
D. Approve Minutes - Charter Renewal Meeting	Approve Minutes	Karl Smith	3 m
Minutes of Special Board Meeting - Charter Renewal			
II. Public Comment			**7:06 PM**
A. Student Presentation	Discuss	Ellen Lodgen	10 m
Student Presentation			
B. PTO Liason	FYI	Artie Sullivan	5 m
PTO Liason			
C. Public Comment	Discuss	Artie Sullivan	5 m
III. Review of Previous Meeting Action Items			**7:26 PM**
A. Review of Previous Meeting Action Items	Discuss	Artie Sullivan	

- Development and Fundraising training for Board
- Identify potential candidates for the Board – Goal is 3 new members for SY 2019-2020. Areas that need representation on the board –
    - • Alumni
    - Parents of families residing outside of Marblehead.
- Strengthen Subcommittees if needed
    - • Communication and Development
- Review Documents located in Board Member Handbook Google Drive. Invitation sent by separate email.

- • • Add documents that are needed

IV. Yearly Meeting Agenda Items   7:26 PM

A. Upcoming Meeting Agenda Items   FYI   Artie Sullivan

- • Nov – Presentation on HOS Evaluation Process by the Personnel Committee, Adoption of the Strategic Plan,
- • Dec – an update on the Board Member Mentoring
- • Jan – HOS Mid-year review, Review Site Inspection,
- • 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, Open Annual Board Self Assessment
- • Sept – Review Annual Board Self Assessment, Approve Committee Memberships and Vice-Chairs
- • Oct – Adoption of the Annual Audit (must be done by Oct 31), MCAS Presentation

V. Other Business   7:26 PM

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

Goal-1 (Strategic Plan Implementation):

- • Define and adopt a 3-year strategic 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 2019-2020.

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. HOS Evaluation Process Presentation	Discuss	Katie Sullivan	15 m
D. Adoption of MCCPS Strategic Plan, 2020-2023	Vote	Fred Ferris, Rebecca Whidden, Peter Cohen	15 m

Presentation and Adoption of MCCPS Strategic Plan, 2020-2023
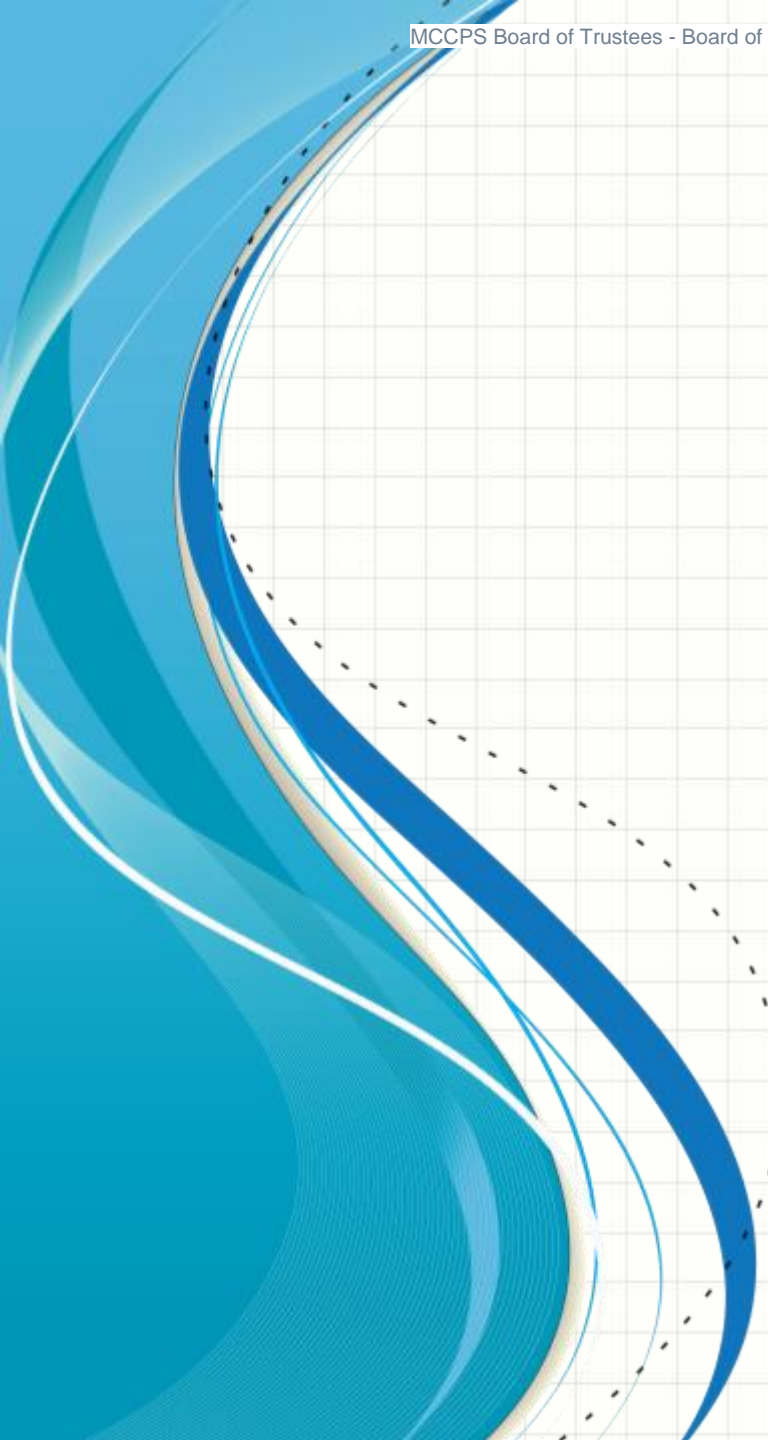
VI. Committee Updates   7:56 PM

A. Governance Committee	Discuss	Karl Smith	5 m
B. Finance Committee	Discuss	Rudi Herve	5 m
C. Personnel Committee	Discuss	Artie Sullivan	5 m
D. Academic Excellence	Discuss	Jessica Xiarhos	5 m
E. Development	Discuss	Ellen Lodgen	5 m
F. Strategic Plan Committee	Discuss	Fred Ferris	
G. Communications, and Community Relations Committee	Discuss	Ian Hunt	5 m
H. Charter Renewal	Discuss	Artie Sullivan	5 m
I. BY Laws Task Force	Discuss	Stephen Veiga	5 m

VII. HOS Report
8:36 PM

A. Monthly Report	FYI	Peter Cohen	15 m

HOS to share monthly report.

VIII. Public Comment
8:51 PM

A. Public Comment	Discuss	Artie Sullivan	5 m

IX. Board Member Comments and Resolutions
8:56 PM

A. Board Member Comments and Resolutions	Discuss	Artie Sullivan	3 m

This is an opportunity for Board Member Comments and Resolutions

X. Closing Items
8:59 PM

A. Recap Action Items	Discuss	Karl Smith	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

HOS Evaluation Process Presentation

Section:	V. Other Business
Item:	C. HOS Evaluation Process Presentation
Purpose:	Discuss
Submitted by:	
Related Material:	HOS Evaluation Training19-20.pdf

HEAD OF SCHOOL EVALUATION

MCCPS Board of Trustees Training

November 19, 2019

Overview

- Timeline and steps in the process

- HOS Goals

- Performance Standards and Indicators

- Evidence that will be used

- Mid-cycle Progress Report

- End of Cycle Summative Report

Timeline

November-January

- HOS Evaluation Training
- Board members thoroughly read and understand HOS Evaluation Policy and Procedures and review the Summative Rubric document
- HOS presents monthly reports at Board meetings
- BoT members attend committee meetings, exhibitions, concerts, plays, sporting events, read newsletters, email communications, etc.

January

- HOS presents Mid-Cycle Progress
- Board members complete Mid-cycle Progress Report

February-April

- Board members continue to collect and synthesize evidence
- Val-Ed and Board on Track surveys completed by stakeholders
- Community Satisfactions surveys completed

May

- Board members complete individual End-of-cycle Summative Evaluation Report
- Board Chair and Vice-chair compile individual ratings and drafts summation
- Board reviews draft, discusses revisions, and adopts report at public meeting
- Report is placed in personnel file and used to inform HOS goals for following year

Head of School Goals

Each Board member will assess the HOS progress toward the 4 current goals.

Goal(s)	Description	Did Not Meet	Some Progress	Significant Progress	Met	Exceeded
Professional Practice						
1	**Effective Entry and Direction Setting.** By early spring, the school will have broad agreement from key stakeholder groups about (a) the school's most critical needs, (b) the strategies and goals that will address them most effectively, and (c) the measures that will be used to assess progress. Standard – I-E, II-A, III-A, III-C, IV-4, IV-E	☐	☐	☐	☐	☐
School Improvement						
2	**Maintain Momentum During the Transition.** Keep the school moving forward during this year's transition in leadership by working with the Admin Team and other school leaders to ensure that meaningful progress is made on critical school goals Standard - I-A, III-D, IV-C	☐	☐	☐	☐	☐
School Improvement						
3	**New Charter Public School Leader Program - MCPSA.** Develop knowledge of the role of Head of School and skills in team building, community support, budgeting, development, and instructional leadership by completing the first year of the New Leader Program led by the Massachusetts Charter Public School Association. Standard – II-D, II-E	☐	☐	☐	☐	☐
Student Improvement						
4	**Begin the Process of designing an effective plan for Instructional Coaching and Teacher Evaluation.** (This is year one of a multi-year goal.) Work with evaluators toward developing a coaching model that leads to improved instructional practices across the school Standard – I-B, I-C, I-D, IV-	☐	☐	☐	☐	☐

Performance Standards & Indicators

Each Board member will assess the HOS on 4 Standards of Effective Head of School Leadership.

Each of the four Standards has between 4-6 Indicators, most of which correlate to a HOS goal. Those that do not directly tie to a goal will either be greyed out or have other evidence provided.

Head of School Performance Rating for Standard I: Instructional Leadership

Check one box for each indicator and circle the overall standard rating.

	Unsatisfactory	Needs Improvement	Proficient	Exemplary
I-A. Curriculum: Ensures that all instructional staff design effective and rigorous standards-based units of instruction consisting of well-structured lessons with measureable outcomes.	☐	☐	☐	☐
I-B. Instruction: Ensures that practices in all settings reflect high expectations regarding content and quality of effort and work, engage all students, and are personalized to accommodate diverse learning styles, needs, interests, and levels of readiness.	☐	☐	☐	☐
I-C. Assessment: Ensures that all Heads of School and administrators facilitate practices that propel personnel to use a variety of formal and informal methods and assessments to measure student learning, growth, and understanding and make necessary adjustments to their practice when students are not learning.	☐	☐	☐	☐
I-D. Evaluation: Ensures effective and timely supervision and evaluation of all staff in alignment with state regulations and contract provisions.	☐	☐	☐	☐
I-E. Data-Informed Decision Making: Uses multiple sources of evidence related to student learning—including state and school assessment results and growth data—to inform school goals and improve organizational performance, educator effectiveness, and student learning.	☐	☐	☐	☐

Overall Rating for Standard I (Circle one.)	The education leader promotes the learning and growth of all students and the success of all staff by cultivating a shared vision that makes powerful teaching and learning the central focus of schooling.

Unsatisfactory   **Needs Improvement**   **Proficient**   **Exemplary**

Comments and analysis (required for all ratings):

Evidence

- Monthly HOS Reports
- Mid-cycle Progress Report and comments
- Val-Ed, Board on Track, and Community Satisfaction survey results
- End-of-cycle Progress Report presentation by HOS (which will include summary results from the HOS Parent and Teacher Satisfaction Surveys)
- Other relevant evidence gathered by Board member which should include frequent attendance at school functions, Committee work experiences, etc.

The HOS will present his progress toward his four goals at the January Board meeting. Board members will individually complete a Mid-cycle Review Progress Report.

Head of School Mid-cycle Review

Name:_____

Date:_____

Goals should be SMART and include at least one goal for each category: professional practice, student learning, and school improvement.
Check one box for each goal.

Goal(s)	Description	Not Started	Off Target	On Target
Professional Practice				
	Effective Entry and Direction Setting. By early spring, the school will have broad agreement from key stakeholder groups about (a) the school's most critical needs, (b) the strategies and goals that will address them most effectively, and (c) the measures that will be used to assess progress.	☐	☐	☐
Comments				
School Improvement				
	Maintain Momentum During the Transition. Keep the school moving forward during this year's transition in leadership by working with the Admin Team and other school leaders to ensure that meaningful progress is made on critical school goals	☐	☐	☐
Comments				

Summative Report

In June, after surveys are completed and all evidence has been gathered, each Board member individually fills out this End of Cycle "report card" on the HOS. Pages 3-6 are completed first followed by page 1-2.

End-of-Cycle Summative Evaluation Report: Head of School

End-of-Cycle Summative Evaluation Report: Head of School

	Name	Signature	Date
Head of School:	_____	_____	_____
Evaluator:	_____	_____	_____

Step 1: Assess Progress Toward Goals (*Complete page 3 first; circle one for each set of goal[s].*)

Professional Practice Goal(s)	Did Not Meet	Some Progress	Significant Progress	Met	Exceeded
Student Learning Goal(s)	Did Not Meet	Some Progress	Significant Progress	Met	Exceeded
School Improvement Goal(s)	Did Not Meet	Some Progress	Significant Progress	Met	Exceeded

Step 2: Assess Performance on Standards (*Complete pages 4–7 first; then check one box for each standard.*)

Indicators

Unsatisfactory = Performance on a standard or overall has not significantly improved following a rating of *Needs Improvement*, or performance is consistently below the requirements of a standard or overall and is considered inadequate, or both.

Needs Improvement/Developing = Performance on a standard or overall is below the requirements of a standard or overall but is not considered to be Unsatisfactory at the time. Improvement is necessary and expected. For new Heads of School, performance is on track to achieve proficiency within three years.

Proficient = **Proficient practice is understood to be fully satisfactory. This is the rigorous expected level of performance.**

Exemplary = A rating of *Exemplary* indicates that practice significantly exceeds *Proficient* and could serve as a model of practice regionally or statewide.

	Unsatisfactory	Needs Improvement	Proficient	Exemplary
Standard I: Instructional Leadership	☐	☐	☐	☐
Standard II: Management and Operations	☐	☐	☐	☐
Standard III: Family and Community Engagement	☐	☐	☐	☐
Standard IV: Professional Culture	☐	☐	☐	☐

QUESTIONS?

Cover Sheet

Adoption of MCCPS Strategic Plan, 2020-2023

Section: V. Other Business
Item: D. Adoption of MCCPS Strategic Plan, 2020-2023
Purpose: Vote
Submitted by:
Related Material: Strategic_Plan_WORKING COPY_RW 02.pdf

MARBLEHEAD COMMUNITY CHARTER PUBLIC SCHOOL
STRATEGIC PLAN 2020-2023

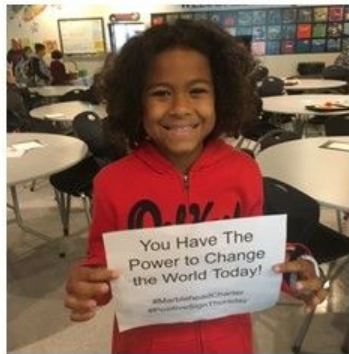# *Navigators Chart the Course*

APPROVED BY THE BOARD OF TRUSTEES
NOVEMBER 2019

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INTRODUCTION

Marblehead Community Charter Public School (MCCPS) is a Charter Public School located to the north of Boston in the coastal town of Marblehead, Massachusetts. With space for up to 230 students in grades 4-8, the school welcomes students from Marblehead and the surrounding communities of Beverly, Lynn, Nahant, Peabody, Salem, Saugus and Swampscott. As one of the first Charter Public Schools in the Commonwealth, MCCPS has been delivering a rigorous, integrated and innovative educational program to its students for the past 25 years. Manageable class sizes allow faculty to maximize student learning opportunities, and a warm and nurturing environment ensures that each student is able to thrive in the pursuit of her or his own individualized learning plan.

As a Charter Public School in Massachusetts, MCCPS is mandated to fulfill three promises. They are: (1) to be faithful to the school's Charter; (2) to provide a learning environment that fosters academic success; and (3) to be a viable organization. The Strategic Plan presented herein is designed to ensure that these promises are met, and that the human, financial and capital resources of the school are efficiently and effectively allocated in accordance with the priorities established by the MCCPS Board of Trustees.

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LETTER FROM THE HEAD OF SCHOOL

To the Marblehead Charter Community,

Opportunity. This one word summarizes both the plan you hold in your hands and the vision I share with my colleagues and the Board of Trustees for the future of Marblehead Community Charter Public School. I am pleased to share this strategic plan with the Marblehead Charter community at this unique inflection point in the school's history -- a moment in which we are preparing for the renewal of our charter, in which we look forward to celebrating our 25th anniversary, and in which we have new leadership.

The opportunity we have is to rededicate our efforts to provide our students with outstanding educational experiences that set each of them up for success. Together, our community can seize this opportunity to build on our strengths. Marblehead Charter is a school focused on empowering students to become critical and creative thinkers through project-based learning activities. Our coursework -- and indeed our culture -- challenges students to apply their knowledge and skills to solve real-world dilemmas. The habits of mind developed at Marblehead Charter are critical in today's complex and ever-changing world, and I hope you will join me looking ahead to the possibilities of the next 25 years at Marblehead Charter even as we reflect on the successes of the 25 years that have led to this moment.

It is our hope that this strategic plan will be a living document, informed by recommendations from the state inspection visit in November 2019 as well as from continued learnings from faculty, community members, and external sources such as academic conferences, journals and peers. I encourage you to review the plan and join me, together with the faculty, staff, and Board of Trustees, as we dedicate our efforts toward continuous improvement. The goals we have outlined are ambitious, and it will take our whole community working together for us to achieve them.

It is indeed a great day to be a navigator.

Peter D. Cohen, Ed.D
Head of School
November 2019

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STRATEGIC PLAN GRAPHIC

Student Success
Learning experiences for MCCPS students will be innovative, highly-engaging, and appropriately challenging so that each student will be empowered to reach her or his highest potential.

Faculty & Staff Success
The professional experiences for faculty, staff, and administrators will honor their expertise, support their continual growth, and recognize their contributions to the achievement of the school's mission.
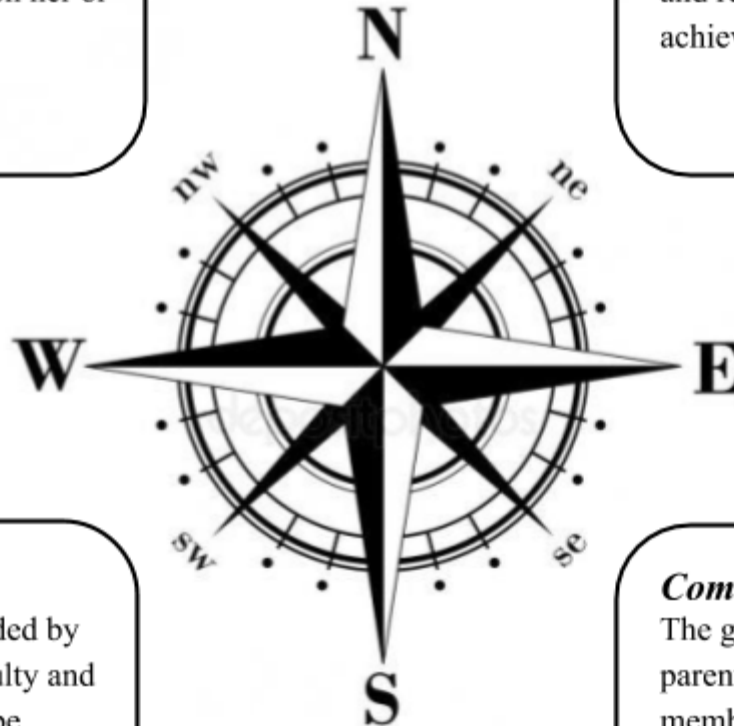
Operations Success
The operational framework provided by the MCCPS Head of School, Faculty and Staff, and Board of Trustees will be well-informed, robust, and sustainable, and will lay the foundation for the school's next 25 years of development and growth.

Community Success
The growing slate of opportunities for parents, extended family, community members and alumni will build on the strengths of our existing community while providing a framework for growth.

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STRATEGIC PLAN TWO-PAGER

Student Success Goals

1. Develop stronger recruitment and hiring strategies to ensure that a highly-skilled faculty, staff and administration is in place and are committed to the success of all students.
2. Provide a personalized educational experience that enables all students to meet or exceed the expectations of the state's curriculum frameworks.
3. Provide a variety of opportunities and formats for students to document and demonstrate their learning.
4. Provide opportunities for learning that extends beyond the classroom
5. Incorporate technology as a resource for curriculum implementation.
6. Continue to enhance the elements of student voice and student choice within the curriculum.
7. Provide robust, meaningful and integrated service learning opportunities within each grade level across all three terms.
8. Differentiate 7th and 8th grade experience with an eye to retention and preparing students for high school.
9. Enhance the support for new students at all grade levels in order to ensure a smooth and successful transition to MCCPS.
10. Foster a kind, safe and collaborative school culture that incorporates consistent behavioral expectations and appropriate incentives and consequences for student choices.

Faculty & Staff Success Goals

1. Develop stronger recruitment and hiring strategies to ensure a highly-skilled faculty, staff and administration is in place and are committed to the success of all students.
2. Hire and retain specialized personnel including nurse, guidance counselor, school adjustment counselor, and physical, occupational and speech therapists.
3. Reduce teacher attrition and ensure that highly qualified employees choose to stay at MCCPS.
4. Provide regular and rigorous professional development opportunities for faculty and staff.
5. Define academic excellence at MCCPS.
6. Review curriculum at all grade levels and in all areas.
7. Provide learning experiences that allow all students to access the curriculum in an equitable, unbiased manner.
8. Enhance the implementation of the social-emotional learning curriculum.
9. Expand the dissemination of MCCPS best practices to educators from other schools and from higher ed.

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Community Success Goals

1. Increase and strengthen connections between various community constituencies.
2. Increase volunteer and community involvement in the school.
3. Expand the celebration of student, family and community contributions.
4. Develop a robust and coherent communications strategy.
5. Develop a robust and active alumni network.

Operations Success Goals

1. Monitor student retention in order to address those trends that are within the school's control.
2. Grow the school's fundraising capacity.
3. Maintain, expand and/or replace the existing school facility in order to provide the best possible environment for learning, teaching and community engagement.
4. Review, refine and adopt policies and procedures.

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MISSION & ESSENTIAL HABITS

Mission

MCCPS fosters a community that empowers children to become capable, self-determining, fully engaged individuals who are critical and creative thinkers committed to achieving their highest intellectual, artistic, social, emotional, and physical potential. We are dedicated to involving, learning from, participating in, and serving our school community and the community at large.

Essential Habits

Essential habits are ways of being that all students should demonstrate in order to be effective citizens and lifelong learners even when no one's looking, regardless of the context. At MCCPS, the following essential habits run through the curriculum at all grade levels:

Perseverance: I am responsible for my actions and the quality of my work. I demonstrate sustained effort despite challenges.

Initiative: I identify a challenge or need, create a plan, and take action.

Leadership: I listen to the ideas of others, make good choices, and lead by example.

Integrity: I am honest and trustworthy. I treat people kindly.

Problem-solving: I identify and understand a problem, consider the best strategy, apply it, and evaluate the solution.

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ACADEMIC PROGRAM SUCCESS: STUDENT SUCCESS GOALS

Learning experiences for MCCPS students will be innovative, highly-engaging, and appropriately challenging so that each student will be empowered to reach her or his highest potential.

GOAL	ACTION ITEMS	RESPONSIBLE PARTY	MEASURES OF SUCCESS
Provide an integrated, student-centered, and project-based learning experience that incorporates the 21st century skills of critical thinking, collaboration, communication and creativity.	Provide on-going professional development and access to resources for staff with a focus on authentic implementation of project-based learning.	(1) Faculty (2) Administrative Team	(1) Document the professional development workshops provided to the faculty. (2) Visit Charter Schools around the state and journal effective practices that can be applied at MCCPS.
Provide a personalized educational experience that enables all students to meet or exceed the expectations of the state's curriculum frameworks.	(1) Triangulate data to identify individual student strengths and weaknesses. (2) Utilize MCAS, IXL, and Classroom Performance data to inform interventions and supports for each student	(1) Faculty (2) Administrative Team	(1) Design a tracking system for student data. (2) Design and implement systems for interventions.
Provide a variety of opportunities and formats for students to document and demonstrate their learning.	(1) Develop a portfolio system that allows students to document their learning, reflect upon their growth and achievement, and set goals for future progress. (2) Provide opportunities for students to demonstrate their learning within the context of public exhibitions of their work. (3) Explore student-led conference format for upper grades (4) Explore capstone project and panel defense for 8th graders	(1) Faculty (2) Administrative Team	(1) Make student portfolios accessible for review by the faculty, Board of Trustees, and community. (2) Schedule student-led conferences. (3) Develop 8th Grade Capstone projects and share them with the public. (4) Open exhibition projects to the public. (5) Administrative Team and Board of Trustees review exhibition project overviews.

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Provide opportunities for learning that extends beyond the classroom.	(1) Create partnerships with higher ed and local businesses in order to expand the opportunities for accelerated and entrepreneurial learning. (2) Acquire a bus or van to allow off-site learning, Enrichment, and service learning experiences.	(1) Enrichment Coordinator (2) Board of Trustees (3) Head of School	(1) Purchase a van. (2) Provide documentation for community partnerships.
Incorporate technology as a resource for curriculum implementation.	(1) Continue to support in the operating budget a 1:1 mobile device learning environment (2) Develop and implement comprehensive curriculums for technology and study skills. (3) Enhance classroom and Enrichment STEAM programming to include coding, robotics, and expanded use of technology.	(1) Faculty (2) Administrative Team	(1) Project the cost of annual upgrades to student and staff laptops. (2) Present a budget to the Board of Trustees that includes a technology line item. (3) Update program of studies, curriculum maps/guides.
Continue to enhance the elements of student voice and student choice within the curriculum.	(1) Create elective program as Enrichment 2.0 with increasing options for each grade level. (2) Develop projects with options for product/evidence of mastery or solution to problem (3) Incorporate older students into facilitation of community meetings	(1) Faculty (2) Administrative Team (3) Students	(1) Include the enrichment program in the updated program of studies. (2) Survey students to provide feedback.
Provide robust, meaningful and integrated service learning opportunities within each grade level across all three terms.	(1) Establish benchmarks and grade level expectations for service learning.	(1) Faculty (2) Administrative Team	(1) Update the program of studies. (2) Document service learning opportunities and share with the community.
Differentiate 7th and 8th grade experience with an eye to retention	(1) Provide additional options for accelerated learning, including online	(1) Faculty (2) Administrative Team	(1) Update the program of studies. (2) Design school schedule to support time for cross grade level activities

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and preparing students for high school.	high school courses for 7th and 8th graders. (2) Foster leadership development for 7th and 8th graders through cross-grade mentoring and teaching Enrichment and/or after school classes. (3) Create additional leadership opportunities for 7th and 8th graders, including externships with local professionals and business owners.		where upper school students work with lower school students. (3) Track and document upper school student activities and interactions with community.
Enhance the support for new students at all grade levels in order to ensure a smooth and successful transition to MCCPS.	(1) Develop a 4th grade and 7th grade Mentorship Program. (2) Continue the annual PTO-hosted Popsicles in the Park event. (3) Continue the annual PTO-hosted Back to School Picnic.	(1) Faculty (2) Administrative Team (3) PTO	(1) Publicize events that support new students through the school's variety of communications channels.
Foster a kind, safe and collaborative school culture that incorporates consistent behavioral expectations and appropriate incentives and consequences for student choices.	(1) Write a new Behavior Contract. (2) Write new Parent and Student Handbook. (3) Investigate and implement school-wide Positive Behavioral Interventions and Supports system.	(1) Assistant Head of School (2) Director of Curriculum (3) Faculty	(1) Update handbooks and behavior contracts. (2) Implement PBIS system, including training for staff.

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ACADEMIC PROGRAM SUCCESS: FACULTY & STAFF SUCCESS GOALS

The professional experiences for faculty, staff, and administrators will honor their expertise, support their continual growth, and recognize their contributions to the achievement of the school's mission.

GOAL	ACTION ITEMS	RESPONSIBLE PARTY	MEASURES OF SUCCESS
Develop stronger recruitment and hiring strategies to ensure that a highly-skilled faculty, staff and administration is in place and are committed to the success of all students.	(1) Participate in job fairs. (2) Form partnerships with local colleges/universities that have teacher preparation programs.	(1) Head of School	(1) Document job fair participation. (2) Document the development of partnerships with Salem State, Endicott, and other local colleges/universities.
Hire and retain specialized personnel including a nurse, guidance counselor, school adjustment counselor, and physical, occupational and speech therapists.	(1) Participate in job fairs. (2) Form partnerships with local colleges/universities that have teacher preparation programs.	(1) Head of School	(1) Document job fair participation. (2) Document the development of partnerships with Salem State, Endicott, and other local colleges/universities.
Reduce teacher attrition and ensure that highly qualified employees choose to stay at MCCPS.	(1) Provide a supportive, affirming and highly collaborative environment. (2) Develop a comprehensive retention strategy. (3) Conduct a salary study in order to inform levels and types of teacher compensation. (4) Incrementally, and to the degree possible, increase salaries and benefits for teachers, staff and administrators.	(1) Head of School (2) Board of Trustees (3) Finance Committee (4) Development Committee	(1) Track and report out on progress toward this goal. (2) Provide reports at Board meetings. (3) Share salary charts with the Finance Committee and make available to the public upon request.
Provide regular and rigorous professional development opportunities for faculty and staff.	(1) Implement a school calendar that includes early release time throughout the year to allow for	(1) Head of School (2) Administration	(1) Update school calendar.

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	longer clocks of time for professional development. (2) Provide common planning and consult time for grade-level teams and department members in order to foster collaboration, curricular alignment and calibration of practices and expectations. (3) Provide job-embedded professional development, targeted mentoring and ongoing instructional feedback.		(2) Revise daily schedule to set aside time for professional development.
Define academic excellence at MCCPS.	(1) Identify the measures and deliverables that communicate student and academic excellence at MCCPS. (2) Review student performance indicators to inform curriculum decisions, instructional practices, and professional development offerings.	(1) Academic Excellence Committee (2) Faculty (Instructional Leadership Team)	(1) The Academic Excellence Committee will work in concert with the Instructional Leadership Team to develop and share benchmarks, rubrics, and strategies to measure academic excellence.
Review curriculum at all grade levels and in all areas.	(1) Align grade level efforts and expectations within and across the grades. (2) Ensure alignment with changes to the state's curriculum frameworks. (3) Ensure alignment with changes to the state's curriculum including social emotional learning. (4) Annually review and revise curriculum maps and identify anchor projects for each grade level.	(1) Director of Curriculum (2) Faculty	(1) Establish a curriculum audit and review cycle.

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	(5) Strengthen the application of Depth of Knowledge in the development of units and assessments.		
Provide learning experiences that allow all students to access the curriculum in an equitable, unbiased manner.	(1) Implement Universal Design for Learning practices.	(1) Director of Curriculum (2) Faculty	(1) Track progress of all subgroups. (2) The curriculum review process will identify steps taken to allow all students access to the curriculum.
Enhance the implementation of the social-emotional learning curriculum.	(1) Explore curriculum resources. (2) Create grade level outline of topics to be addressed	School Counselors, Faculty, Director of Curriculum	(1) Identify resources. (2) Track and report out to the board the implementation of the SEL curriculum.
Expand the dissemination of MCCPS best practices to educators from other schools and from higher ed.	(1) Present regular presentations at educational workshops. (2) Publish articles in educational literature. (3) Host visits to MCCPS. (4) Present regular presentations to the local business community.		(1) Track/document opportunities for staff to share best practices in the school's annual report.

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ORGANIZATIONAL VIABILITY: COMMUNITY SUCCESS GOALS

The growing slate of opportunities for parents, extended family, community members and alumni will build on the strengths of our existing community while providing a framework for growth.

GOAL	ACTION ITEMS	RESPONSIBLE PARTY	MEASURES OF SUCCESS
Increase and strengthen connections between various community constituencies.	(1) Provide opportunities for family and community members to get to know each other.	(1) PTO, Head of School (2) Board of Trustees	(1) The PTO and staff will document and share out community events.
Increase volunteer and community involvement in the school.	(1) Provide opportunities for family and community members to work together in services of the school. (2) Recruit parents and community members to teach Enrichment and/or after-school classes.	(1) PTO (2) Head of School (3) Board of Trustees	(1) Track community participation on school committees. (2) Track volunteer participation at school events.
Expand the celebration of student, family and community contributions.	(1) Develop award ceremonies to celebrate community contributions. (2) Ensure design of new website provides space(s) to highlight community contributions.	(1) Faculty (2) Head of School	(1) Share community contributions on school's new website.
Develop a robust and coherent communications strategy.	(1) Communicate regularly and effectively with parents and community members. (2) Revise the school's communications plan to optimize social media, online, print and in-person resources. (3) Research and report data that documents the preparedness for, and success in, high school of MCCPS graduates.	(1) Communications Committee (2) Head of School (3) Office Manager/ Communications Coordinator	(1) Develop a new website. (2) Increase followers and engagement on the school's social media platforms. (3) Document the return on investment of different communication tactics.

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Develop a robust and active alumni network.	(1) Employ an alumni liaison. (2) Encourage alumni of all ages to be knowledgeable about and involved in the school. (3) Host at least two alumni events per year. (4) Celebrate and share Alumni accomplishments.	(1) Head of School (2) Alumni Liaison	(1) Track alumni events. (2) Grow database of alumni contacts. (3) Share alumni accomplishments on school's social media and/or other communications platforms.

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ORGANIZATIONAL VIABILITY: OPERATIONS SUCCESS GOALS

The operational framework provided by the MCCPS Head of School, Faculty and Staff, and Board of Trustees will be well-informed, robust, and sustainable, and will lay the foundation for the school's next 25 years of development and growth.

GOAL	ACTION ITEMS	RESPONSIBLE PARTY	MEASURES OF SUCCESS
Monitor student retention in order to address those trends that are within the school's control.	(1) Develop a system to track student enrollment and attrition	(1) Business Manager (2) Head of School	(1) Report out to Board of Trustees.
Grow the school's fundraising capacity.	(1) Explore revenue-generating opportunities including events, grants, planned giving and estate planning. (2) Assign development role to staff member beyond work that a committee can do.	(1) Head of School (2) Development Committee (3) Board of Trustees	(1) Employ Development Director (2) Track donations. (3) Report out to Board of Trustees.
Maintain, expand and/or replace the existing school facility in order to provide the best possible environment for learning, teaching and community engagement.	(1) Maximize state and local resources to improve the condition of the school's current facilities. (2) Undertake a Feasibility Study to evaluate options, including exploring the possible benefits and/or liabilities of replicating the school in another location. (3) Create a facilities plan and timeline for renovating the building including improved classroom spaces, science lab, a regulation-compliant gym, larger art and music rooms, expanded Community Room, better equipped Nurse's Station, language labs, a woodshop,	(1) Head of School (2) Feasibility Study Committee	(1) Document Feasibility Study process.

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	makerspace, theater, and multi-purpose spaces.		
Review, refine and adopt policies and procedures.	(1) Identify Best Practices at High Performing Charter Schools and Districts (2) Utilize resources available through Massachusetts Charter Public Schools Association membership (3) Visit other charter schools	(1) Head of School (2) Board Committees (3) Board of Trustees	(1) Post revined policies and procedures on the school's website.

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GLOSSARY

Admin Team: The administration team at Marblehead Charter is lead by the Head of School. The team members include the Assistant Head of School, the Business Manager, the Director of Curriculum & Technology, The Director of Student Services, The Director of Food Services & Nutrition, The Enrichment Coordinator, and The Office Manager

Depth of Knowledge (DoK): DoK refers to the depth of understanding required to answer or explain an assessment-related item or a classroom activity.

Enrichment: The MCCPS Enrichment Program is a daily 45-minute period in which parents, community volunteers, and staff work with students on a wide variety of projects and activities. The Enrichment Program began in the school's first year as a means for parents to take an active role in the learning environment of their children and for students to learn from their extended local community. Since then, it has grown to become an integral component of the school's core commitment to community partnerships.The Enrichment Program creates opportunities that connect the school with local community members. In addition to the learning gained from working on projects and participating in activities, students learn about themselves, enhance their skills and talents, and meet and work cooperatively with other members of their community. Parents and other community members have an opportunity to enhance the learning of the children. Community partnerships help create and maintain a healthy school community.

Exhibition: At the conclusion of each 13-week trimester, all students are required to exhibit a variety of interdisciplinary exhibition projects as part of their academic evaluation. These projects are designed and developed by interdisciplinary teams of teachers to integrate knowledge from multiple disciplines, connect to real-life experiences, and cultivate essential skills and habits. Exhibition projects are geared toward enhancing academic success, encouraging productive attitudes, and developing habits of lifelong learning.

Integrated Projects: Each trimester at MCCPS culminates in a public exhibition of student project work that integrates important skills and content from the disciplines while addressing the relevant global theme. Many integrated projects incorporate the visual and performing arts as well as core skills and knowledge related to math, science, global studies, and/or language arts (English and French). Community service learning is also integrated into the curriculum through project work, and many exhibition projects aim to connect disciplinary standards and benchmarks to the world outside of school.

Positive Behavioral Interventions and Supports (PBIS): Positive Behavioral Interventions and Supports is a set of ideas and tools that schools use to improve the behavior of students.

Project-Based Learning: Project Based Learning is a teaching method in which students gain knowledge and skills by working for an extended period of time to investigate and respond to an authentic, engaging, and complex question, problem, or challenge.

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Service Learning: Refers to learning that actively involves students in a wide range of experiences, which often benefit others and the community, while also advancing the goals of a given curriculum. Community-based service activities are paired with structured preparation and student reflection.

Three Terms: The MCCPS academic calendar is divided into three trimesters (terms). Each trimester ends with a public exhibition of student learning. Students and parents are provided with feedback on student progress at the end of each of these three terms.

Universal Design for Learning (UDL): UDL is a strategy to develop lesson plans that will help all students and provide each individual with an equal opportunity to succeed.

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PROCESS & CREDITS

Strategic Planning Process

The MCCPS Board of Trustees and Administration has engaged in a strategic planning process over the past two years. The initial process was directed by Gary Bernstein, of the Bernstein Group and Associates, who lead a diverse committee representing various stakeholder groups (faculty, staff, parents, alumni, community members) in analyzing the strengths, weaknesses, trends and challenges of MCCPS. A comprehensive community engagement process was developed to provide stakeholders an opportunity to have a voice in the strategic planning process for MCCPS. Stakeholders offered a range of input and engagement through online surveys, the "Community Conversation," faculty meetings, interviews and focus groups. The committee used the information gathered to identify and inform the core areas of this strategic plan, and to identify goals and objectives for the coming years.

Earlier drafts of this document were previewed at public meetings in 2018 but were not finalized because of transitioning leadership at both the Board and school level. The strategic planning process was rekindled in September 2019 with new leadership in place and a reconstituted planning committee formed. The committee refined the plan with a new round of edits. The current committee, listed below, will continue to meet throughout the three-year strategic plan period to steward and analyze progress on goals, and to report back regularly to the Board of Trustees.

Current Planning Committee Members

Paul Baker, Peter Cohen, Michael Condon, Fred Ferris, Jennifer Jewell, Eric Larsen, Jennifer Stoddard, Artie Sullivan, William Sullivan, Martin Trice, Stephen Veiga, and Rebecca Whidden.

Previous Strategic Planning Committee Members

Paul Baker, Brendan Bates, Gary Bernstein, Prudence Buabua, Michael Condon, Tom Cudmore, Nina Cullen-Hamzeh, Heather Dalton, Jack Dalton, Fred Ferris, Jennifer Jewell, Eric Larsen, Shelby Morrison, Jennifer Stoddard, Artie Sullivan, William Sullivan, Martin Trice, and Stephen Veiga.

MCCPS Community Conversation Participants -- April 2, 2018

Sam Bennett, Donna Bernstein (Consultant), Gary Bernstein (Consultant), Kurt Bianculli, Anne Brown, Prudence Buabua, Justine Buabua, Jeremy Bumagin, Marietta Collins, Michael Condon (Administration), Kristyn M. Devlin, John DiPiano, Jennifer Dorsey, Timothy Dorsey, Bob Erbetta, Fred Ferris (Co-chair), Robert Ferro, Nancy Hall, Nina Cullen-Hamzeh (Head of School), Lisa Hoguet, Kim Indresano, Jennifer Jewell (Board Chair), Julie Kiernan, Sean Killeen, Xhazzie Kindle, Francie King, Eric Larsen, Melissa Lomas, Katie King Maha, Nancy Mahan, Tina McIsaac, Shelby Morrison, Kari Pike, Pamela Robbins, Jenn Schaeffner, Jeanne Smith, Karl Smith, Willie Soon, Artie Sullivan, Bill Sullivan (Administration), Kim Sullivan, Jen Stoddard (Faculty), Jack Sweeney, Beverly Trice, Martin Trice (Co-Chair), Nancy VanDell, Stephan Vega (Faculty), Anathea Waitekus, Emily Westhoven, Rob Whitman, Monica Winter.

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Cover Sheet

Finance Committee

Section: VI. Committee Updates
Item: B. Finance Committee
Purpose: Discuss
Submitted by:
Related Material: MCCPS-Oct-2019-Financial Statements v1.pdf

Marblehead Community Charter Public School

Financial Results
As of Oct 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 Oct 31, 2019

Accrual Basis

	Aug 31, '19	Sep 30, '19	Oct 31, '19	Oct 31, '18	YoY Increase/ (Decrease)
ASSETS					
Current Assets					
Checking/Savings					
1073 — EBSB Payroll (8947)	30,409	25,285	15,626	28,449	(12,823)
1072 — EBSB Operating (8934)	396,770	439,191	489,901	421,733	68,169
1010 — Charter Hall (8202)	2,967	2,967	3,008	3,205	(197)
1040 — Petty Cash (4534)	819	337	757	2,465	(1,708)
1070 — Checking (4542)	97,287	97,796	102,889	79,831	23,058
1085 — PayPal	9,931	5,895	7,252	7,480	(228)
1090 — FoodService (5077)	4,424	2,075	2,508	14,110	(11,602)
Total Checking/Savings	**542,607**	**573,547**	**621,942**	**557,273**	**64,669**
Accounts Receivable					
1200 — Accounts Receivable	7,349	7,349	7,349	0	7,349
1201 — Grants Receivable	10,044	10,044	10,044	0	10,044
Total Accounts Receivable	**17,393**	**17,393**	**17,393**	**0**	**17,393**
Other Current Assets					
1310 — Prepaid Expense	34,227	35,763	35,763		35,763
1210 — State Allocation Receivable	20,221	20,221	20,221		20,221
Total Other Current Assets	**54,448**	**55,984**	**55,984**		**55,984**
Total Current Assets	**614,448**	**646,924**	**693,783**	**557,273**	**136,510**
Fixed Assets					
1532 — 17 Lime Street					
1533 — Land - 17 Lime Street	687,400	687,400	687,400	687,400	0
1532 — 17 Lime Street - Other	3,562,600	3,562,600	3,562,600	3,562,600	0
Total 1532 — 17 Lime Street	**4,250,000**	**4,250,000**	**4,250,000**	**4,250,000**	**0**
1530 — Building Improvements	33,184	33,184	33,184	33,184	0
1531 — Fixed Assets	86,648	86,648	86,648	86,648	0
1599 — Accumulated Depreciation	(556,880)	(564,856)	(572,833)	(477,783)	(95,049)
Total Fixed Assets	**3,812,953**	**3,804,976**	**3,797,000**	**3,892,049**	**(95,049)**
TOTAL ASSETS	**4,427,401**	**4,451,900**	**4,490,783**	**4,449,322**	**41,461**
LIABILITIES & EQUITY					
Liabilities					
Current Liabilities					
Accounts Payable					
2000 — Accounts Payable		3,471	(165)	169	(334)
Total Accounts Payable		**3,471**	**(165)**	**169**	**(334)**
Other Current Liabilities					
2110 — Accrued Payroll	117,331	117,331	117,331	137,734	(20,403)
2110-25 — Payroll Liabilities	(465)	(465)	(465)	(39,314)	38,848
2111 — Accrued Payroll Taxes	3,990	3,990	3,990	4,661	(671)
2160-25 — MTRB Liability	12,188	12,188	13,101	13,722	(622)
2190-25 — Payroll Clearing Account	3,471	4,703	15,928	55,388	(39,460)
2230 — Accrued Expenses	80,836	80,836	80,836	40,978	39,858
Total Other Current Liabilities	**217,350**	**218,583**	**230,720**	**213,170**	**17,550**
Total Current Liabilities	**217,350**	**222,054**	**230,555**	**213,339**	**17,217**
Long Term Liabilities					
2613 — East Boston Savings Bank	**3,801,767**	**3,793,834**	**3,785,532**	**3,881,952**	**(96,421)**
Total Long Term Liabilities	**3,801,767**	**3,793,834**	**3,785,532**	**3,881,952**	**(96,421)**
Total Liabilities	**4,019,117**	**4,015,888**	**4,016,087**	**4,095,291**	**(79,204)**
Equity					
3000 — Opening Bal Equity	(295)	(295)	(295)	(26)	(268)
3900 — Retained Earnings	278,745	274,215	274,215	331,031	(56,816)
Net Income	129,833	162,092	200,776	23,027	177,749
Total Equity	**408,283**	**436,012**	**474,696**	**354,031**	**120,665**
TOTAL LIABILITIES & EQUITY	**4,427,401**	**4,451,900**	**4,490,783**	**4,449,322**	**41,461**

MCCPS

Profit and Loss Prev Year Compari

July through September 2019   **Accrual Basis**   **# months YTD**   **4**

	Jul - Sep '19	Jul - Sep '18	Increase / (Decrease)	%age	Budget	Over / (Under)	%age
Ordinary Income/Expense							
Income							
4057 — VACATION PROGRAMMING	7,250.00	15,538.32	(8,288)	-53.3%	2,417	4,833	200.0%
4005 — STATE ALLOCATION	1,159,280.00	1,076,578.00	82,702	7.7%	1,024,075.67	135,204	13.2%
4040 — INVESTMENT INCOME	32.84	33.53	(1)	-2.1%	33.33	(0)	-1.5%
4050 — OTHER INCOME	17,112.58	7,715.79	9,397	121.8%	10,414.67	6,698	64.3%
4055 — STUDENT SUCCESS FUND	13,383.34	13,486.88	(104)	-0.8%	6,210.00	7,173	115.5%
4080 — REIMBURSEMENTS	1,004.74	866.22	139	16.0%	2,833.33	(1,829)	-64.5%
4090 — FUNDRAISING	6,275.28	5,180.86	1,094	21.1%	12,133.33	(5,858)	-48.3%
Total Income	**1,204,338.78**	**1,119,399.60**	84,939	7.6%	**1,058,117.00**	146,222	13.8%
Gross Profit	**1,204,338.78**	**1,119,399.60**	84,939	7.6%			
Expense							
5000 — PERSONNEL	752,629.84	770,313.23	(17,683)	-2.3%	741,894.00	10,736	1.4%
5140 — BENEFITS	96,174.41	141,907.96	(45,734)	-32.2%	139,800.00	(43,626)	-31.2%
5150 — STAFF DEVELOPMENT	7,482.14	5,176.99	2,305	44.5%	2,000.00	5,482	274.1%
5160 — SEARCH COSTS	1,687.81	1,562.79	125	8.0%	533.33	1,154	216.5%
5200 — DIRECT STUDENT SUPPORT	31,198.98	22,738.49	8,460	37.2%	23,670.00	7,529	31.8%
5300 — OCCUPANCY	34,698.64	42,170.41	(7,472)	-17.7%	37,483.33	(2,785)	-7.4%
5400 — OFFICE & ADMIN	72,919.96	80,906.18	(7,986)	-9.9%	74,241.00	(1,321)	-1.8%
6100 — Depreciation	31,905.56	31,524.12	381	1.2%	31,524.00	382	1.2%
Total Expense	**1,028,697.34**	**1,096,300.17**	(67,603)	-6.2%	1,051,145.67	(22,448)	-2.1%
Net Ordinary Income	**175,641.44**	**23,099.43**	152,542	660.4%	6,971.33	168,670	2419.5%
Net Income	**175,641.44**	**23,099.43**	**152,542**	660.4%	**6,971.33**	**168,670**	2419.5%

MCCPS
Profit and Loss by Class
July through October 2019

Accrual Basis

	Jul '19	Aug '19	Sep '19	Oct '19	TOTAL
Ordinary Income/Expense					
Income					
4057 — VACATION PROGRAMMING	5,020.00	2,230.00			7,250.00
4005 — STATE ALLOCATION	287,579.00	290,567.00	290,567.00	290,567.00	1,159,280.00
4040 — INVESTMENT INCOME	7.20	13.62	7.93	4.09	32.84
4050 — OTHER INCOME					
4051 — 17 Lime Rent		1,484.00	2,359.72	1,700.00	5,543.72
4054 — Misc. Inc.		10,450.00	179.95		10,629.95
4056 — Homework Club		197.10		741.81	938.91
Total 4050 — OTHER INCOME		12,131.10	2,539.67	2,441.81	17,112.58
4055 — STUDENT SUCCESS FUND		5,947.59	5,886.28	1,549.47	13,383.34
4080 — REIMBURSEMENTS		1,004.74			1,004.74
4090 — FUNDRAISING					
4092 — Events		300.00		3,340.00	3,640.00
4090 — FUNDRAISING - Other		66.28	2,500.00	69.00	2,635.28
Total 4090 — FUNDRAISING		366.28	2,500.00	3,409.00	6,275.28
Total Income	292,606.20	312,260.33	301,500.88	297,971.37	1,204,338.78
Gross Profit	292,606.20	312,260.33	301,500.88	297,971.37	1,204,338.78
Expense					
5000 — PERSONNEL					
Total 5000 — PERSONNEL	188,675.04	169,623.87	189,170.26	205,160.67	752,629.84
5140 — BENEFITS					
5141 — Health	10,678.99	23,646.12	23,559.46	23,918.42	81,802.99
5142 — Dental	2,533.86	2,650.63	2,495.08	2,024.85	9,704.42
5143 — Life & Disability	1,415.24	1,743.40	621.49	886.87	4,667.00
Total 5140 — BENEFITS	14,628.09	28,040.15	26,676.03	26,830.14	96,174.41
5150 — STAFF DEVELOPMENT			7,482.14		7,482.14
5160 — SEARCH COSTS			1,687.81		1,687.81
5200 — DIRECT STUDENT SUPPORT					
5255 — Homework Club			413.00	343.75	756.75
5202 — Furnishings		20.98			20.98
5203 — Student Success Fund		1,450.00	1,740.26	1,236.50	4,426.76
5210 — Teachers supplies	54.06	374.98	360.62	408.98	1,198.64
5211 — Instructional Equipment	1,967.99	1,018.61	1,940.99	1,510.50	6,438.09
5215 — Curiculum supplies	75.00	846.65	387.59	231.85	1,541.09
5220 — Student supplies	46.70	137.63	36.77		221.10
5221 — SPED supplies	1,566.46				1,566.46
5240 — Computer Support		27.00	24.98	42.95	94.93
5242 — Technology-Software	3,428.16	6,729.00			10,157.16
5250 — Nursing supplies			167.02		167.02
5290 — Vacation Programming	1,575.00	3,035.00			4,610.00
Total 5200 — DIRECT STUDENT SUPPORT	8,713.37	13,639.85	5,071.23	3,774.53	31,198.98
5300 — OCCUPANCY					
5320 — Maintenance					
5322 — equip				268.55	268.55
5325 — supplies			90.89		90.89
5320 — Maintenance - Other	1,029.67	2,724.95	4,358.21	723.99	8,836.82
Total 5320 — Maintenance	1,029.67	2,724.95	4,449.10	992.54	9,196.26
5330 — CustSvc		3,065.00	2,850.00	2,850.00	8,765.00
5340 — CustSupplies			309.80	665.14	974.94
5351 — Utilities					
5352 — Electric		887.92	4,414.45	6,832.29	12,134.66
5354 — Water	702.80	1,982.80			2,685.60
5355 — Communications	298.12	47.81	548.44	47.81	942.18
Total 5351 — Utilities	1,000.92	2,918.53	4,962.89	6,880.10	15,762.44
Total 5300 — OCCUPANCY	2,030.59	8,708.48	12,571.79	11,387.78	34,698.64
5400 — OFFICE & ADMIN					
5492 — Mortgage Interest	10,466.26	10,791.80	10,769.39	10,400.24	42,427.69
5405 — FundraisingExp					
5407 — Events					
5405 — FundraisingExp - Other		66.28	1,247.96		1,314.24
Total 5405 — FundraisingExp		66.28	1,247.96		1,314.24
5410 — Supplies	168.43	390.28	189.67	113.63	862.01
5430 — Accounting			11,330.00		11,330.00
5431 — Legal		170.00	2,078.66	(301.72)	1,946.94
5440 — PayrollSvc	491.00	419.00	446.00	464.00	1,820.00
5450 — Printing&Copy			930.00		930.00
5460 — Postage	45.15	479.77		404.40	929.32
5470 — General Liability Insurance	504.00	4,702.18	2,351.09	2,351.09	9,908.36
5486 — HoS Discretionary		480.07			480.07
5487 — Admissions			431.78		431.78
5497 — Bank Chrg	128.40	66.04	274.60	70.51	539.55
Total 5400 — OFFICE & ADMIN	11,803.24	17,565.42	30,049.15	13,502.15	72,919.96
6100 — Depreciation	7,976.39	7,976.39	7,976.39	7,976.39	31,905.56
Total Expense	233,826.72	245,554.16	280,684.80	268,631.66	1,028,697.34
Net Ordinary Income	58,779.48	66,706.17	20,816.08	29,339.71	175,641.44
Net Income	58,779.48	66,706.17	20,816.08	29,339.71	175,641.44

MCCPS
Profit and Loss by Class
July through October 2019

Accrual Basis

	01 - General Fund	20-school lunch	22 - Athletics 21 - Student Activitie	23 - Nature's Classroom 21 - Student Activitie	24 - Project Adventure 21 - Student Activitie	25 - Field Trips 21 - Student Activitie	21 - Student Activi	30 - Enrichment	63 - Title 4 (90 Federal Grants)	40-sped 94-142 (90 Federal Grants)	61-Title 1 (90 Federal Grants)	- Teacher Quality (140) (90 Federal Grants)	Total 90 Federal Grant	94-FMPSGrant (92 Private Grants)	-MCCPSEdFoundGrant (92 Private Grants)	Total 92 Private Grant	TOTAL
Ordinary Income/Expense																	
Income																	
4057 — VACATION PROGRAMMING	7,250.00																7,250.00
4005 — STATE ALLOCATION	1,159,280.00																1,159,280.00
4010 — FEDERAL & STATE GRANTS									1,000.00	5,642.00	1,209.00	2,399.00	10,250.00				10,250.00
4020 — SCHOOL LUNCH		31,962.69															31,962.69
4030 — STUDENT ACTIVITIES			6,470.35	120.00	2,040.00	920.00	9,550.35										9,550.35
4040 — INVESTMENT INCOME	32.84																32.84
4050 — OTHER INCOME	17,112.58							7,702.38									24,814.96
4055 — STUDENT SUCCESS FUND	13,383.34																13,383.34
4070 — PRIVATE GRANTS														1,585.00		1,585.00	1,585.00
4080 — REIMBURSEMENTS	1,004.74																1,004.74
4090 — FUNDRAISING	6,275.28																6,275.28
Total Income	1,204,338.78	31,962.69	6,470.35	120.00	2,040.00	920.00	9,550.35	7,702.38	1,000.00	5,642.00	1,209.00	2,399.00	10,250.00	1,585.00		1,585.00	1,265,389.20
Gross Profit	1,204,338.78	31,962.69	6,470.35	120.00	2,040.00	920.00	9,550.35	7,702.38	1,000.00	5,642.00	1,209.00	2,399.00	10,250.00	1,585.00		1,585.00	1,265,389.20
Expense																	
5000 — PERSONNEL	752,629.84	9,539.75															762,169.59
5140 — BENEFITS	96,174.41																96,174.41
5150 — STAFF DEVELOPMENT	7,482.14											1,223.98	1,223.98				8,706.12
5160 — SEARCH COSTS	1,687.81																1,687.81
5200 — DIRECT STUDENT SUPPORT	31,198.98								1,011.10		608.74		608.74	1,683.88	803.02	2,486.90	35,305.72
5261 — STUDENT ACTIVITY			1,160.99	2,600.00	1,200.00	720.00	5,680.99										5,680.99
5270 — SCHOOL LUNCH EXP		15,347.16															15,347.16
5300 — OCCUPANCY	34,698.64		16.99				16.99										34,715.63
5400 — OFFICE & ADMIN	72,919.96																72,919.96
6100 — Depreciation	31,905.56																31,905.56
Total Expense	1,028,697.34	24,886.91	1,177.98	2,600.00	1,200.00	720.00	5,697.98	1,011.10		608.74		1,223.98	1,832.72	1,683.88	803.02	2,486.90	1,064,612.95
Net Ordinary Income	175,641.44	7,075.78	5,292.37	(2,480.00)	840.00	200.00	3,852.37	6,691.28	1,000.00	5,033.26	1,209.00	1,175.02	8,417.28	(98.88)	(803.02)	(901.90)	200,776.25
Net Income	175,641.44	7,075.78	5,292.37	(2,480.00)	840.00	200.00	3,852.37	6,691.28	1,000.00	5,033.26	1,209.00	1,175.02	8,417.28	(98.88)	(803.02)	(901.90)	200,776.25

MCCPS
Financial Ratios

Oct 31, 2019   # months YTD   4

Debt Service Coverage Ratio	**TBD**
Days of Cash	**76**
LUNA (liquid unrestricted net assets)	**2.70**

Debt Service Coverage Ratio	
Standard monthly payment (Principal and Interest)	10,607
Net operating Income	175,641
Projected based on YTD results	20,914
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	621,942
Operating Expense	1,028,697
Annualized	3,086,092
Noncash expense Depreciation	31,906
Annualized	95,717
Days Cash	76

Cash on hand ÷ ((Operating expenses - Noncash expenses) ÷ 365)

Liquid Unrestricted Net Assets	
Unrestricted Net Assets	4,490,783
Fixed Assets	3,797,000
Liquid Unrestricted NA	693,783
Expense (YTD)	1,028,697
Monthly	257,174
LUNA	2.70

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
LUNA / monthly expense = months of liquidity

MCCPS
FY20 adjusted operating budget

Revised 10/12/19

	APPROVED BUDGET
	Using FY20 Projected PPES

Ordinary Income/Expense
  Income

4057 — VACATION PROGRAMMING	7,250	**actual**
4005 — STATE ALLOCATION	3,072,227	
Total 4040 — INVESTMENT INCOME	100	
Total 4050 — OTHER INCOME	31,244	
4055 — STUDENT SUCCESS FUND	18,630	
4080 — REIMBURSEMENTS	3,500	
4085 — MEDICARE REIMB.	5,000	
Total 4090 — FUNDRAISING	36,400	
Total Income	3,174,351	
Gross Profit		
Expense		
Total 5000 — PERSONNEL	2,225,682	
Total 5140 — BENEFITS	419,400	
5150 — STAFF DEVELOPMENT	6,000	
5160 — SEARCH COSTS	1,600	
Total 5200 — DIRECT STUDENT SUPPORT	71,010	
Total 5300 — OCCUPANCY	112,450	
Total 5400 — OFFICE & ADMIN	222,723	
6100 — Depreciation	94,572	
Total Expense	3,153,437	
Net Ordinary Income	**20,914**	