



# MCCPS Board of Trustees

## Board of Trustees Monthly Meeting

Amended on February 21, 2020 at 2:04 PM EST

### Date and Time

Tuesday February 25, 2020 at 7:00 PM EST

### Location

MCCPS, 17 Lime St, Marblehead MA

### Agenda

	Purpose	Presenter	Time
<b>I. Opening Items</b>			<b>7:00 PM</b>
Opening Items			
<b>A.</b> Record Attendance and Guests		Karl Smith	
<b>B.</b> Call the Meeting to Order		Artie Sullivan	
<b>C.</b> Approve Minutes	Approve Minutes	Karl Smith	2 m
Approve minutes for Board of Trustees Monthly Meeting on January 28, 2020			
<b>II. Public Comment</b>			<b>7:02 PM</b>
<b>A.</b> Student Presentation	Discuss	Ellen Lodgen	10 m
7th Grade Student Presentation			
<b>B.</b> Public Comment	Discuss	Artie Sullivan	5 m
<b>III. Review of Previous Meeting Action Items</b>			<b>7:17 PM</b>
<b>A.</b> Review of Previous Meeting Action Items	Discuss	Artie Sullivan	
<ul style="list-style-type: none"> <li>• Development and Fundraising training for Board</li> <li>• Identify potential candidates for the Board – Goal is 3 new members for SY 2019-2020. Areas that need representation on the board –               <ul style="list-style-type: none"> <li>• Alumni</li> <li>• Parents of families residing outside of Marblehead.</li> </ul> </li> <li>• Strengthen Subcommittees if needed               <ul style="list-style-type: none"> <li>• Communication and Development</li> </ul> </li> <li>• Review Documents located in Board Member Handbook Google Drive. Invitation sent by separate email.               <ul style="list-style-type: none"> <li>• Add documents that are needed</li> </ul> </li> </ul>			

**IV. Board Annual Items****A. Upcoming Meeting Agenda Items**

FYI

Artie Sullivan

- Feb – Review Charter Renewal Report
- 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 and Student Opportunity Act 3-year Plan, 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
- Nov – Presentation on HOS Evaluation Process by the Personnel Committee, Adoption of the Strategic Plan,
- Dec –
- Jan – HOS Mid-year review

**B. 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. **Adopted Nov-2019**

**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 initiatives 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)****V. HOS Report****7:17 PM**

Academic Excellence Committee

**A. Monthly Report**

FYI

Peter Cohen

10 m

HOS to share monthly report.

**VI. Other Business****7:27 PM****A. Development, and the Boards Role**

Discuss

Susan Hauck

30 m

**B. Charter Update**

Discuss

Peter Cohen

5 m

Update on Charter Renewal and Enrollment Targets

**VII. Committee Updates****8:02 PM**

Board

**A. Governance Committee**

Discuss

Karl Smith

10 m

## Update on member documentation

<b>B. Finance Committee</b>	Discuss	Rudi Herve	5 m
<b>C. Personnel Committee</b>	Discuss	Artie Sullivan	5 m
<b>D. Academic Excellence</b>	Discuss	Jessica Xiarhos	5 m
<b>E. Development</b>	Discuss	Ellen Lodgen	5 m
<b>F. Strategic Plan Committee</b>	Discuss	Fred Ferris	2 m
<b>G. Communications, and Community Relations Committee</b>	Discuss	Ian Hunt	5 m
<b>H. Charter Renewal</b>	Discuss	Artie Sullivan	2 m
<b>I. BY Laws Task Force</b>	Discuss	Stephen Veiga	2 m
<b>VIII. Public Comment</b>			<b>8:43 PM</b>
<b>A. Public Comment</b>	Discuss	Artie Sullivan	5 m
<b>IX. Board Member Comments and Resolutions</b>			<b>8:48 PM</b>
<b>A. Board Member Comments and Resolutions</b>	Discuss	Artie Sullivan	3 m
This is an opportunity for Board Member Comments and Resolutions			
<b>X. Closing Items</b>			<b>8:51 PM</b>
<b>A. Recap Action Items</b>	Discuss	Karl Smith	2 m
Clerk to review actions items, add any additional items discussed.			
<b>B. Meeting Evaluation</b>	Discuss	Artie Sullivan	3 m
Discuss how meeting went, did we stay on topic, meet goals, etc.			
<b>C. Adjourn Meeting</b>	Vote	Artie Sullivan	

# Cover Sheet

## Approve Minutes

**Section:** I. Opening Items  
**Item:** C. Approve Minutes  
**Purpose:** Approve Minutes  
**Submitted by:**  
**Related Material:** Minutes for Board of Trustees Monthly Meeting on January 28, 2020

APPROVED



**MCCPS**

## MCCPS Board of Trustees

### Minutes

#### Board of Trustees Monthly Meeting

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**Date and Time**

Tuesday January 28, 2020 at 7:00 PM

**Location**

MCCPS, 17 Lime St, Marblehead MA

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**Trustees Present**

Artie Sullivan, Ellen Lodgen, Fred Ferris, Ian Hunt, Jessica Xiarhos, Karl Smith, Paul Baker, Peter Cheney, Peter Cohen, Rebecca Whidden, Rodolphe Herve, Stephen Veiga

**Trustees Absent**

Richard Doron

**Guests Present**

Alfie - Paul Baker's friend, Carol McEnaney, Elizabeth Burns, Jeff Barry, Lara Goodman, Paul McCarthy

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**I. Opening Items****A. Record Attendance and Guests****B. Call the Meeting to Order**

Artie Sullivan called a meeting of the board of trustees of MCCPS Board of Trustees to order on Tuesday Jan 28, 2020 @ 7:00 PM at MCCPS, 17 Lime St, Marblehead MA.

**C. Approve Minutes**

Artie Sullivan made a motion to approve the minutes from. Board of Trustees Monthly Meeting on 11-19-19

Ellen Lodgen seconded the motion.

The board **VOTED** unanimously to approve the motion.

**D. Approve Minutes - Charter Renewal Meeting**

Artie Sullivan made a motion to approve the minutes from. Charter Renewal Site Inspection Meeting on 11-07-19  
Ellen Lodgen seconded the motion.  
The board **VOTED** unanimously to approve the motion.

**E. Approve minutes**

Artie Sullivan made a motion to approve the minutes from. Board of Trustees Monthly Meeting on 10-29-19  
Ellen Lodgen seconded the motion.  
The board **VOTED** unanimously to approve the motion.

**F. Approve Minutes**

Artie Sullivan made a motion to approve the minutes from. Board of Trustees Monthly Meeting on 09-24-19  
Ellen Lodgen seconded the motion.  
The board **VOTED** unanimously to approve the motion.

**G. Approve Minutes**

Artie Sullivan made a motion to approve the minutes from. Board of Trustees Monthly Meeting on 07-30-19  
Ellen Lodgen seconded the motion.  
The board **VOTED** unanimously to approve the motion.

**II. Public Comment**

**A. Student Presentation**

The 6th grader senators, Padrig and Dylan, spoke to the board and presented their impressions of the different aspects of the curriculum at Charter, what activities they are currently involved in, and what they are looking forward to doing as they move through 7th and 8th grade. The board expressed their appreciation for the boys' candor as well as their participation and involvement in student government.

**B. Public Comment**

When the Chair opened the floor to public comment, former trustee and former Charter parent, Paul McCarthy asked to be recognized. Paul wished to speak on behalf of Bill Sullivan and express his support for all that Bill has contributed to the school over the years. He expressed his opinion that he did not believe that Bill was being treated fairly. Dr. Peter Cohen responded and offered his thoughts on the topic and Artie Sullivan as Chair requested the topic be taken offline as the meeting needed to remain on track.

**III. Review of Previous Meeting Action Items**

**A. Review of Previous Meeting Action Items**

The Chair reviewed the items listed from the previous meeting including, but not limited to the following:

- Development fundraising and training for board - looking at February as a potential date for training
- Board member attrition - with two current openings
- Search for alumni, parents, and family of former students
- Sub-committee membership
- Updates to the handbooks and documents
- Head of School Mid year review
- Final Charter renewal report

#### **IV. Board Annual Items**

##### **A. Upcoming Meeting Agenda Items**

The Chair covered some of the upcoming meeting agenda items, including:

- March - satisfaction survey
- ValEd survey- end of April
- John Steinberg, Personnel Committee and his annual evaluation of the results of the survey
- HOS Evaluations
- Budget creation and approval

##### **B. Board Goals for SY 2019-2020**

Next the board goals for school year 2019 / 2020 were reviewed.

The board continues to move through these topics:

- Development
- Communications
- Bylaws review

#### **V. HOS Report**

##### **A. Monthly Report**

Dr. Peter Cohen presented his HOS report and reviewed all of the items listed out. Please refer to that document for details.

Some of the main discussion points included the following:

- The Strategic plan - mapping out available physical space, gathering information, and carefully considering the next steps to be taken.
- Leadership team update
- Development Director
- Staffing updates
- Enrollment numbers
- Commencement of the Budget formation for the next school year
- Review of the bylaws

#### **VI. Other Business**

##### **A. HOS Mid-Cycle Evaluation Presentation**

The Head of School mid-cycle evaluation presents an opportunity for the board to perform an evaluation of Peter's performance approximately half-way through the school year.

Dr. Cohen reviewed all of his goals and progress made to date. The conversation was a very frank and open discussion about what he has been able to accomplish, as well as what he is looking forward to achieving.

Board members were instructed to complete their evaluations within approximately one week's time - the due date set for Super Bowl Sunday.

There was some conversation regarding the "Teaching Force" concept and how it clearly aligns with Peter's goals. The group was anxious to learn more about this exciting concept.

Ellen Lodgen noted that with regards to faculty evaluations, Peter has done more than they are used to in recent times.

Additional feedback was provided by various board members.

**B. Approval of Committee Memberships for 2019-2020**

The following committees were presented by the respective chairs:

Governance:

- Chair: Karl Smith, board member, former parent
- Paul Baker, board member, former parent
- Cindy Canavan, community member, former board member
- Kay O'Dwyer, community member, former teacher
- Pam Ferris, former parent
- Jeanne Smith, former parent
- Chris Riegle, former parent
- Elizabeth Burns, parent
- Artie Sullivan, board member, parent
- Peter Cohen, Head of School

Personnel:

- Chair: Artie Sullivan
- Peter Cheney, Board member
- Katie Sullivan, Community member, Clerk (former parent, former faculty, former board)
- James Rogers, Faculty
- John Steinberg, Community member and former parent

Finance:

- Chair: Rudi Herve
- Vice Chair: Richard Doran
- Jeff Barry, Financial Manager
- Karl Smith - board member/former parent
- Julie Santosus, parent
- Richard Doran, parent
- David Hausler, community member, former parent
- Jeremy Bumagin, parent
- N'dack Toure, parent (new member)
- Peter Cohen, Head of School

Development:

- Chair: Ellen Lodgen
- Vice Chair: (was Nick Santoro- need to replace)
- Jeff Barry- staff
- Fred Ferris- board member/former parent
- Xhazzie Kindle- parent
- Stephen Veiga- staff
- Susan Hauck- staff
- Amy Leveroni- parent
- Connie DeBoever- parent/PTO rep
- Peter Cohen - Head of School

Academic Excellence:

- Chair: Jessica Xiarhos
- Peter Cohen - Head of School
- Ellen Lodgen - Faculty, Board
- Emily Westhoven - Community Member, Former Parent
- Kimberly Sullivan - Parent
- Matt Cronin - Faculty
- Michael Condon - Faculty
- Bill Sullivan - Faculty



- Meg Upton - Parent (To be voted on next committee meeting)

Strategic Planning:

- Co-Chair: Becca Whidden
- Co-Chair: Fred Ferris
- Peter Cohen, Head of School
- Jenn Stoddard, Faculty
- Michael Condon, Faculty
- Jen Jewell, Parent (and former Board Member)
- Eric Larsen, Parent

Communications and Community Relations:

- Chair: Ian Hunt, former parent
- Susan Hauk, staff
- Katherine Koch, staff
- Peter Cohen, Head of School

Artie Sullivan made a motion to approve all sub-committee members as presented.

Paul Baker seconded the motion.

The board **VOTED** unanimously to approve the motion.

Chair Artie Sullivan reviewed the board of trustee goals.

**C. State of the School - Debrief**

The board members discussed their impressions of the State of the School presentation.

In addition, Ellen Lodgen requested that all board members attend the April 4th gala.

Sponsorship opportunities, donations, and solicitations were also covered.

Rudi Herve noted that he wants to ensure there is positive community outreach to help smooth transition and address some of the uneasiness felt given the leadership changes.

**D. Charter Update**

This topic was previously covered within the HOS updates - no additional comments at this time.

**VII. Committee Updates**

**A. Governance Committee**

Karl Smith reviewed the ongoing primary topics:

- Board composition
- Bylaws review and update - and proposed general approach

**B. Finance Committee**

FinCom Chair, Rudi Herve explained the financial statements for December 2019 and noted the following items:

- Enrollment activity is causing some fluctuations
- Efforts to curtail expenses have been considered successful
- Next adjustment from state will happen in March
- The long-standing dispute with state with regards to long-term contribution for retirement plan

(Going back to 2013) appears to be close to resolution

- The Finance Committee has suggested the board consider designating a board restricted fund to begin the process for reserving funds for specially designated expenditures. More research with the outside auditors to determine the specific wording to be used, is pending.

**C. Personnel Committee**

Chair, Artie Sullivan indicated the personnel committee is working on updating their policies and they hope to have some proposals for the board in February.

**D. Academic Excellence**

Chair, Jessica Xiarhos indicated the group is energized and is in the process of developing the criteria for success, and is soliciting feedback from the different departments.

**E. Development**

The development activity was previously discussed during the meeting, with the important 'save the date' of April 4th.

**F. Strategic Plan Committee**

Again, all of the key points were previously discussed.

**G. Communications, and Community Relations Committee**

Chair, Ian Hunt explained to the group that he has been in discussions with Chris Stevens from Marblehead Reporter and is hoping to engage and share more with community about MCCPS.

The plan could be to create something similar to "Highlights" where 7th and 8th grade students would be able to contribute to a page of the newspaper, There is potential for a possible mentoring aspect. Ian believed this would be a great opportunity to promote the school leading up to the big 25th anniversary.

**H. Charter Renewal**

The information and detail surround the charter renewal was previously covered.

**I. BY Laws Task Force**

This topic was also previously discussed in detail.

**VIII. Public Comment**

**A. Public Comment**

There were no additional public comments.

**IX. Board Member Comments and Resolutions**

**A. Board Member Comments and Resolutions**

Artie Sullivan noted that the Charter TV programs were being aired on Marblehead TV. He believed there were some dedicated times on Wednesdays, Saturdays and Sundays. Additionally the board members were urged to attend the Essex County Foundation workshops and presentation in March.

**X. Closing Items**

**A. Recap Action Items**

The following items were noted:

- Policies coming out of personnel
- Board restricted fund
- Susan Hauk - fundraising training
- Charter renewal
- Mid-cycle review to be completed by Sunday

**B. Meeting Evaluation**

On time / on-target

**C. Adjourn Meeting**

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 9:15 PM.

Respectfully Submitted,  
Karl Smith

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**Documents used during the meeting**

- MCCPS Board of Trustees.pdf
- HOS Report to Board of Trustees 1\_20\_20.pdf
- HOS Mid-cycle Evaluation Form, 19-20.docx
- Peter Cohen HOS SELF-ASSESSMENT Jan 2020.docx
- MCCPS Year 25 Summary of Review FINAL.pdf
- Trustee Exit Interview responses.docx
- MCCPS-Dec-2019-Financial Statements.pdf

# Cover Sheet

## Board Goals for SY 2019-2020

**Section:** IV. Board Annual Items  
**Item:** B. Board Goals for SY 2019-2020  
**Purpose:** Discuss  
**Submitted by:**  
**Related Material:** BOT-index-report\_2019-20\_v0.1.pdf



# 2019-2020

# Charter School Governance

## Index Report

We surveyed 635 trustees and CEOs representing 166 charter school boards nationwide.

Their responses paint a clear picture of the state of charter school governance today.

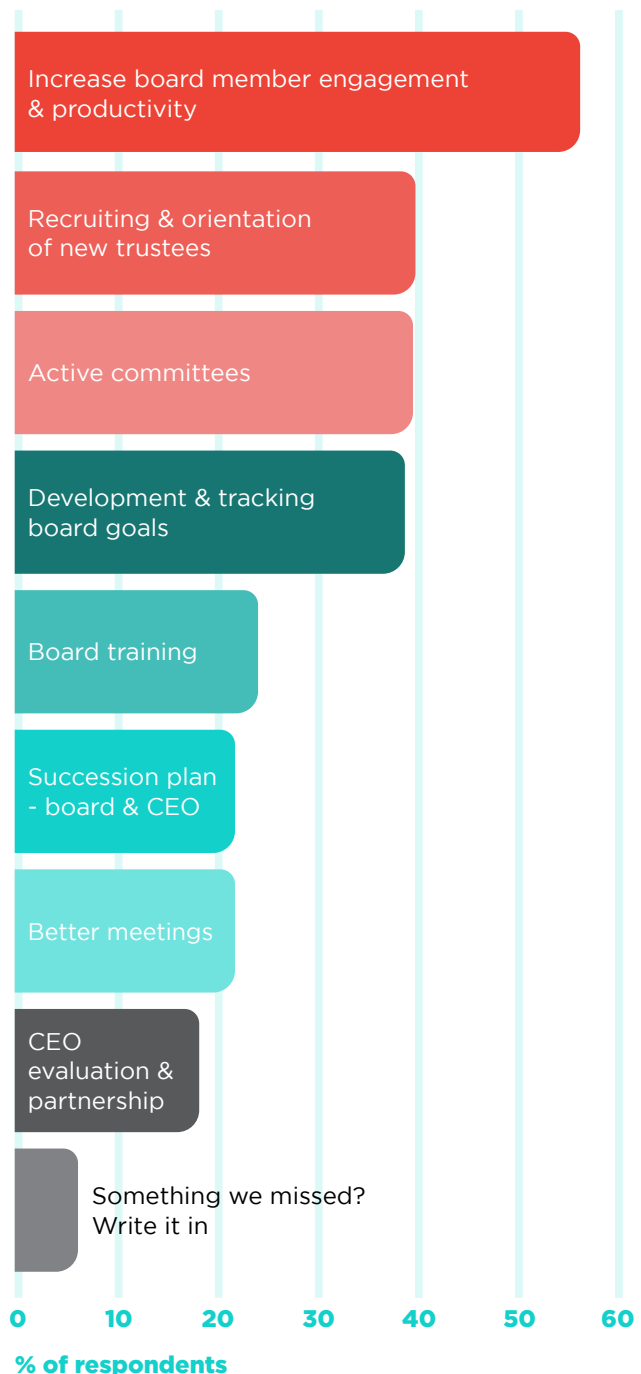
# We asked charter school trustees & CEOs one question:

## What are your top three board development goals for this year?

The responses seem clearly unified around four key areas. But there's more to this story.

In addition to the multiple choices presented as potential answers, respondents could write in anything we missed.

The write-ins were few and far between. The approximately 40 we received focused primarily on development and fundraising, representing a strong enough curve to inform next year's index framework.

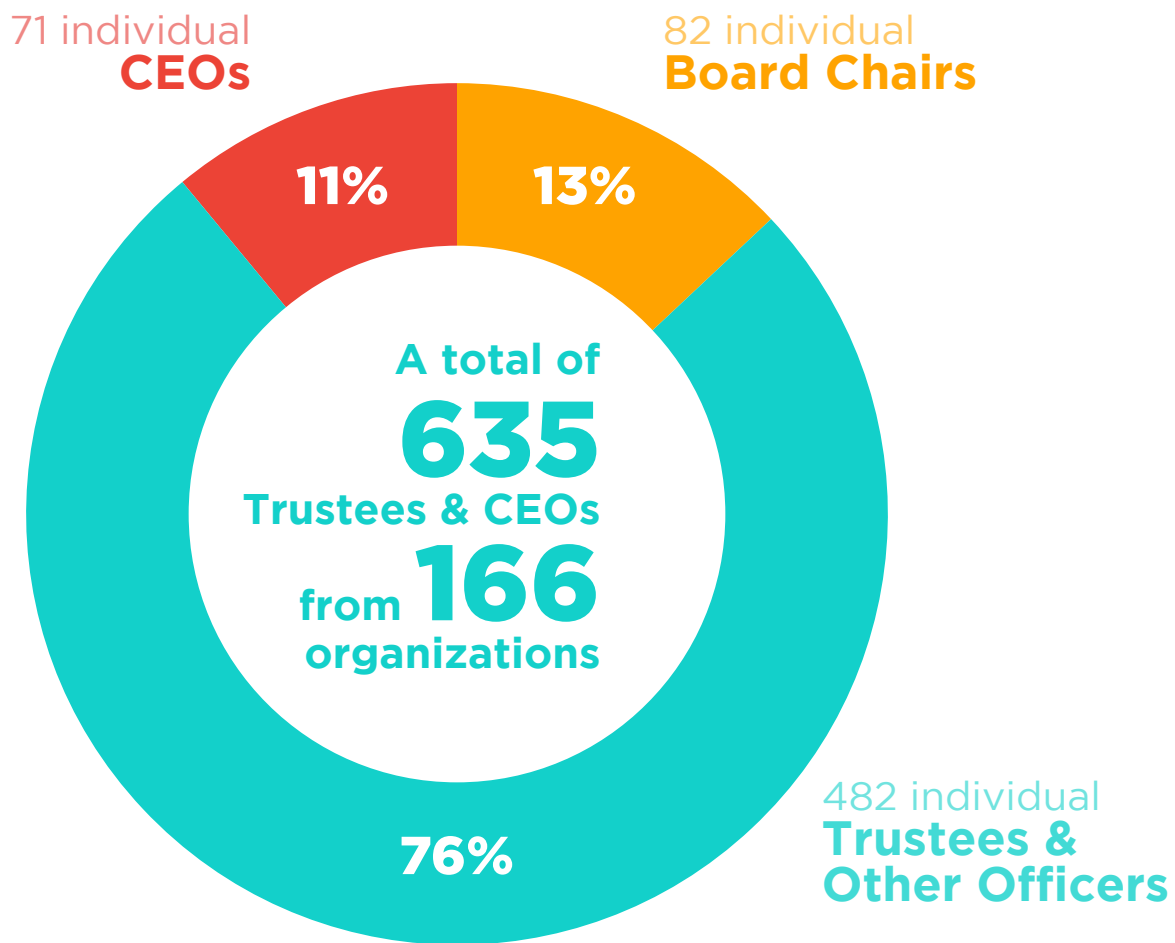


# More about the respondents

Consistent with the nature of [governance teams](#), board members represent the largest portion of our respondents.

The respondents represent a cross-section of trustees and CEOs at a wide range of charter schools: new schools in their founding years, those establishing a strong proof point, and emerging or large charter management organizations.

All respondents are associated with boards that are **BoardOnTrack** members.



# Finding #1:

## To be effective, charter school boards must get aligned on their priorities.

Depending on your role on the board or as CEO, your view of the board's work and the organization as a whole can be dramatically different.

You might all be sitting at the same table. But you don't see your board's priorities the same at all. What looks like a critical need will look different depending on the point of view allowed by your role.

### **Aligning around a single set of priorities is the primary challenge to charter school governance today.**

As you'll see throughout this report, our survey finds major divides in how trustees, board chairs, and CEOs see the board's top-most development priorities.

For example: far more trustees and CEOs see the need for board meetings to be better than do the board chairs who likely run those same meetings.

In practice, this means that the majority of the team has deemed to be a top priority something that will not be addressed. Because the person who could address it, the board chair, doesn't share that view.

Unless, of course, the team as a whole engages a clear process to name and align around a single set of priorities.

### **If you aren't aligned around what your priorities are, how will your board get the right work done?**

Without aligning around a set of priorities, many governance teams might fall into focusing on personalities rather than priorities, or process in place of progress. [Both good process and measurable progress are vital. Neither can happen without the other.]

### **The results of this first annual charter school governance index call for every governance team to ask themselves three questions.**

1. Is your team aligned around a single set of priorities?
2. How do you know?
3. How will you put your priorities into practice?

#### **Is your team aligned?**

Find out with the one-minute survey.

[boardontrack.com/one-minute](http://boardontrack.com/one-minute)



# Finding #2:

## Charter school CEOs & trustees want to increase board member engagement & productivity.

The universality of this priority makes clear that charter school trustees are committed and want to do a better job. But, CEOs see this as an even greater need than trustees do.

When coupled with the two related priorities, on committees and board goals, it's clear that trustees also want their teams to be more engaged and productive.

**Overwhelmingly, the top priority of charter school trustees & CEOs alike is to increase board member engagement & productivity.**

Engagement & productivity is in the top three board development priorities for:

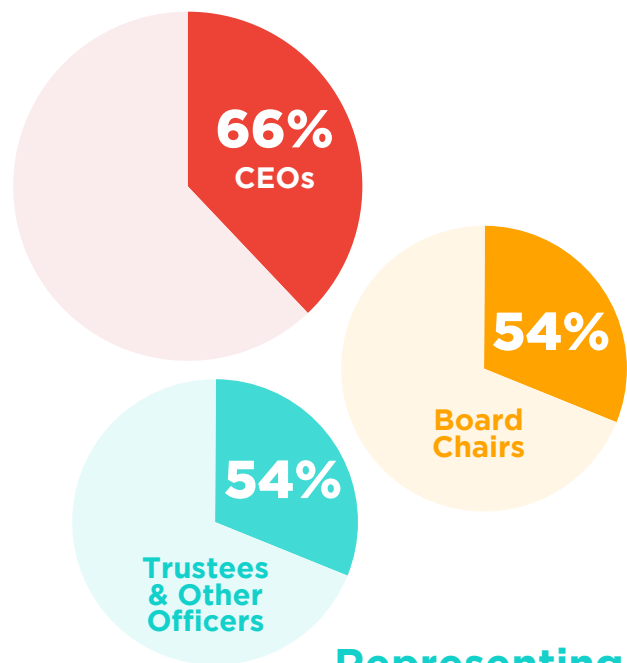
Nearly 60% of all trustees and CEOs name engagement and productivity in their top three board development priorities. They represent a remarkable 81% of responding boards.

There's strong agreement across the roles here, with the majority of CEOs, board chairs, and trustees and other officers placing this in their top three.

What's contributing to this mindset? And what does this mean for boards and the charter schools they govern?

**These teams are on the right track. It takes putting the right people, in the right roles, doing the right work, to actually make an impact.**

But, this focus leaves a question: are you hearing your peers talk about this priority? It's not a topic we see covered in depth at national conferences. We think the community as a whole needs to focus together on how to boost board member engagement; on a consistent, scalable, sustainable level, with the right tools and training and processes. With unified focus, we'll reduce the friction that's required to be a good board.



Representing  
**81%**  
of boards

## More CEOs think their boards need to be more engaged & productive than do trustees, chairs, or other officers.

Nearly 70% of CEOs name board engagement and productivity in their top three board development priorities. That's a considerably greater portion than board chairs, trustees, or other officers.

Where's the disconnect?

Board members are very busy volunteers. What they see as doing as much as they can might be seen as not enough by CEOs.

When viewed alongside the fact that nearly no one — including CEOs — put CEO partnership or support and evaluation in their top three priorities, this disparity becomes a bit easier to understand.

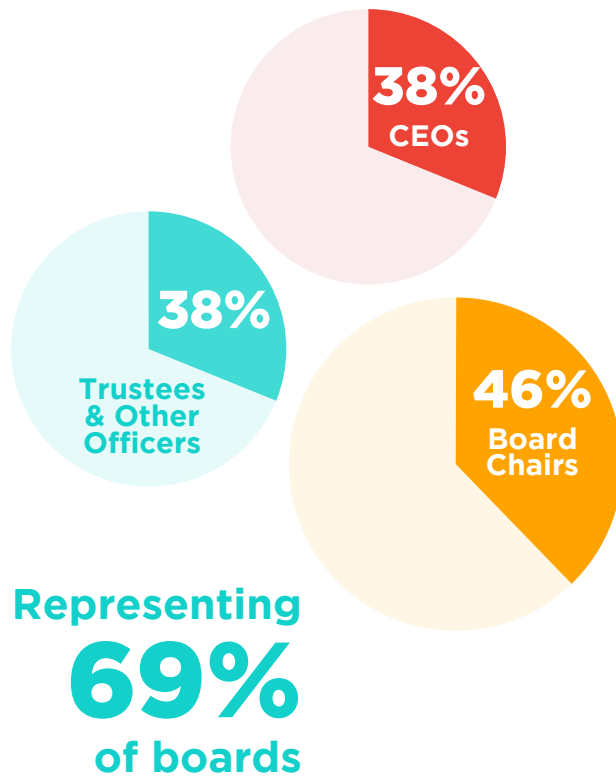
As much as the CEO relies on the board to be a strategic partner, most charter school leaders have little or no experience working with boards.

Without a robust board-CEO partnership, including a year-round evaluation **and** support process, the lines of communication are not as open as they need to be. There's neither the forum nor the habit of communicating in the way that would allow the CEO to voice their needs, or the board to understand them better.

Learn how to be a more BoardSavvy™ charter school CEO.



Active Committees fell in the top three board development priorities for:



**The majority of charter school boards want to have more active committees.**

Anecdotally, it’s our experience that, nationwide, too many boards are still functioning as a committee of the whole or with committees in name only.

They tend to believe that they don’t have enough people, or not enough of the right people with the right skill sets, to form the right committees. Or, that their trustees are just too busy to get the work done in between board meetings *and* committee meetings.

**Well-run committees are the engine of a well-run board.**

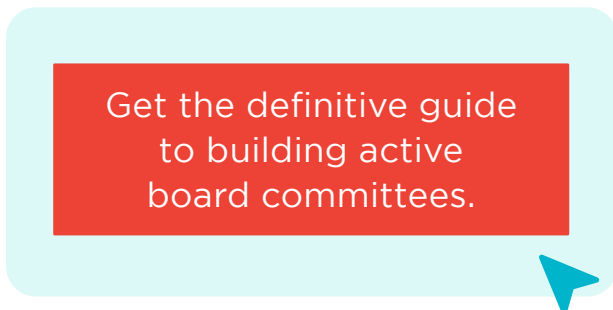
The nearly 70% of CEOs who say they need more engaged and productive boards would do well to recognize the power of active committees to help them get what they’re after.

**The job of establishing & running committees sometimes falls too heavily to the CEO, but board chairs are feeling this need more acutely.**

It’s the board chairs and other officers who tend to run committees. In the founding stage, the CEOs tend to find themselves running or participating in each of their board’s committees.

**There are three key ingredients to building & maintaining active committees.**

1. Structure yourself for success, with the five core committees every board needs – Finance, Development, Governance, Academic Excellence, and CEO Support and Evaluation.
2. Put the right people on the right committees; recruit non-board members to serve when needed.
3. Meet regularly [we recommend monthly], work towards strategic goals that contribute to the organization’s priorities, and use a dashboard to track goals and tasks transparently.



**Active committees need transparency & accountability.**

Even if a board does have active committees, transparency and accountability are needed to confirm that the committees are in fact active.

If committee members aren't aligned on their priorities, the committee isn't aligned with the board's and organization's priorities, or the committee hasn't set and tracked measurable goals, the board won't know whether it has active committees. And that brings us to the next point within the engagement and productivity set.

**More than one-third of trustees & CEOs are looking to better develop & track board goals.**

This focus strengthens the clear picture of a community that wants to know they're not only getting things done, but getting the right things done. They want to translate their strong commitment into measurable results — and know the progress they're making throughout the year.

**Board goals define how the board will add value to the organization this year.**

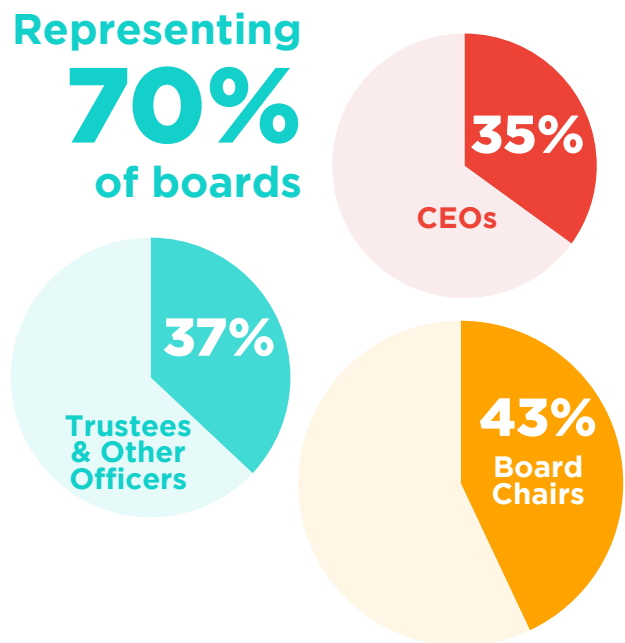
Each charter school board has a very important job to do and very little time to do it.

The board's goals are the difference between meetings that are strategically focused on priorities and progress, and those that are derailed by personalities or driven by being reactive.

Boards that seek to boost board member engagement and productivity will do well to set goals and set themselves up to achieve them.

The board needs a process for defining, timing and assigning the tasks that will build success. And a dashboard to track those tasks, ensuring transparency, accountability, and visibility.

Developing & Tracking Board Goals fell in the top three board development priorities for:



**Get on track to make an impact.**

Take our free email course — the guide to board goals.

# Finding #3:

## Recruiting & onboarding new trustees is paramount primarily to CEOs & board chairs.

Trailing far behind the group of engagement and productivity-related priorities, recruiting and orientation of new board members is a priority to nearly half of CEOs and trustees.

### Recruiting is a perennial problem for every charter school board.

Term limits end, trustees move away, and the board's needs evolve constantly. As the organization grows, the board must grow as well, compounding the challenge of recruiting the right people at the right time..

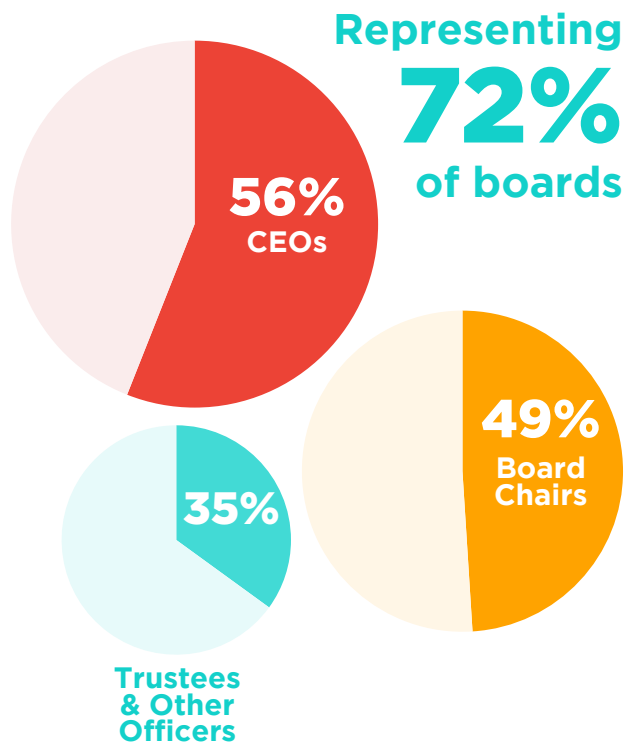
No matter how healthy your board is, recruiting and orientation will be an ongoing task. Even if you've got [strategic, data-driven recruiting working well](#), this should remain in the top three for the majority of CEOs and board chairs — if not all governance team members.

### CEOs & board chairs think differently about this than board members & other officers because their roles are different.

Again, there's a division among the ranks here. More than half of CEOs [56%] and nearly half of all board chairs are focused in on this as a top priority. But, just about one-third of board members and other officers share this focus.

It makes sense. While board members' terms will eventually end, it's the board chairs, CEOs, and Governance Committee chairs on whose shoulders this all falls.

Recruiting & Orientation of New Board Members fell in the top three board development priorities for:



**Get the tactics & tools you need to recruit your ideal board members.**

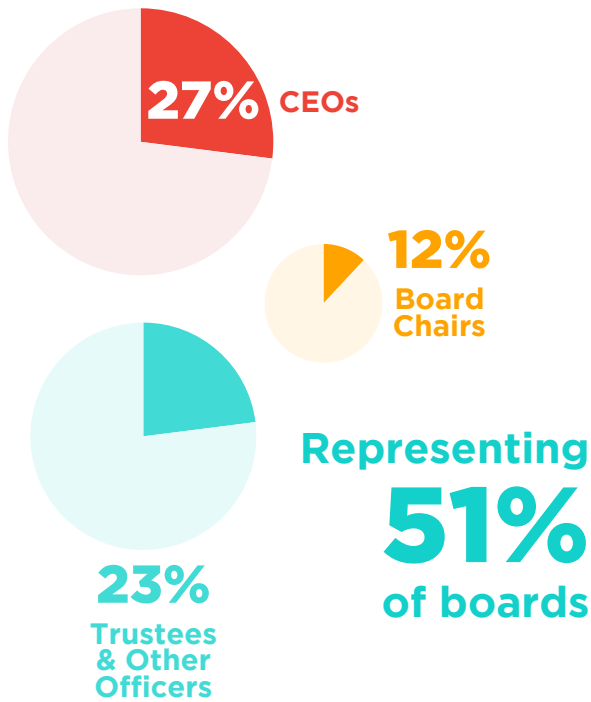
Get our free email course to go from reactive recruiting to strategically building your board.

Start Now

# Finding #4:

## Board members & CEOs need better meetings. Board chairs don't see it.

Better meetings fell in the top three board development priorities for:



Approximately one-quarter of trustees and CEOs place better meetings in their top three priorities. And only 12% of board chairs say the same.

This disconnect between the board chairs, who normally run meetings, and the CEOs and trustees who participate in them, is stark.

This data speaks to a stark disconnect between who's running the meeting and who's coming to the meeting.

This is another case in point that your view of the board's top priorities will be guided by your role. So, the board can only be aligned around a single set of priorities if you engage in a process to explicitly name and agree on them.

### Meetings that are not well run are not engaging or productive.

Meetings are where the rubber meets the road for your board. The people who name this among their top three have figured out that better meetings make more productive and engaged boards.

And, the disconnect among roles on this priority is another potential root cause of the widely agreed-upon priority of boosting board member engagement and productivity.

If board members seem disengaged, that disengagement is being witnessed at meetings. If meetings — led by board chairs — are not well run, they're not engaging or productive.

**As with other key findings, BoardOnTrack members might prioritize better meetings differently than the rest of the charter school community.**

It's important to note here that board meetings are likely better if your board uses **BoardOnTrack**.

**BoardOnTrack** members build agendas easily off of past agendas, take meeting minutes in real time then quickly distribute for approval, and upload meeting packets online to ensure everyone can access the right information to be prepared for the next meeting.

When boards are more organized, meetings run better, and people are less likely to name this as a top priority for development.

Get tips for strengthening your board meetings.



# Finding #5:

## Board training is a top priority for board members. But not for CEOs.

While just about one-quarter of board chairs, members, and other officers name board training among their top priorities, only 15% of CEOs do the same.

### Board members need training & professional development.

A lack of training could be what's driving board member engagement and productivity concerns in many boards.

But board members want to do a better job for the charter schools they're governing and the CEOs they're partnering with. It's up to governance teams nationwide to engage the right resources to meet this need.

### Who makes the decisions for your board's training & professional development?

If your CEO plans your board retreat, but doesn't see board training as a priority, how will your board get the training it needs?

In order to invest in quality training, and training that meets the organization's needs, CEOs and board members need to be on the same page about where this falls in their priorities, and why.

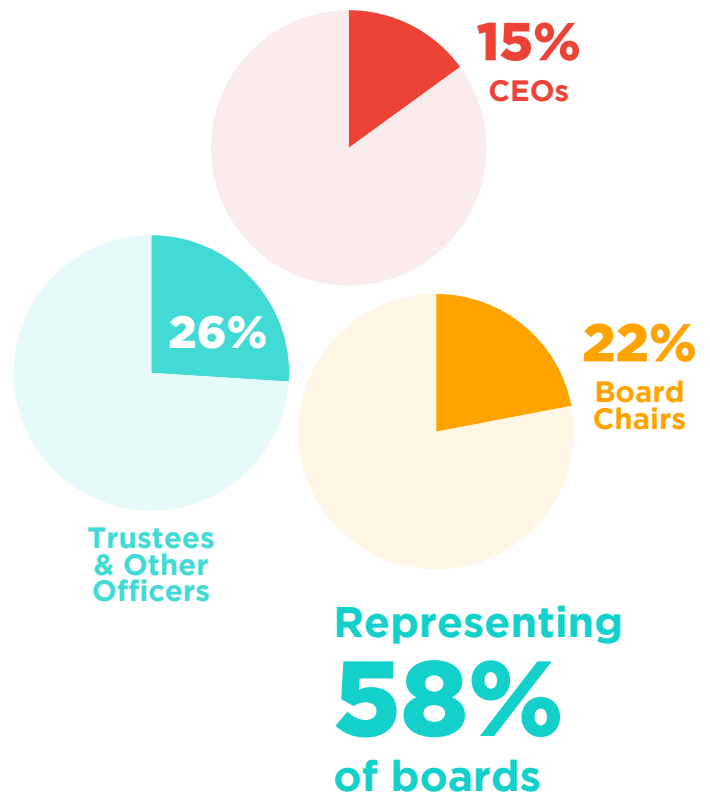
### CEOs who want better board member engagement & productivity should look to meeting their board's training needs.

It is indeed a bit ironic that professional development for the board is not among the top board development priorities for so many CEOs. Especially when we reach back to the high percentage of CEOs who want better board member engagement and productivity.

### Still, training alone will not solve board challenges sustainably.

Building a better board and delivering exceptional results requires the right combination of professional development, scalable processes, and measurable progress.

Board Training fell in the top three board development priorities for:





# Finding #6:

## CEO support & evaluation isn't among anyone's top priorities.

Quite possibly the most surprising and concerning finding: nearly no one place the CEO evaluation and partnership in their top three priorities.

Is this because people are doing a great job? Or they don't know the importance of this?

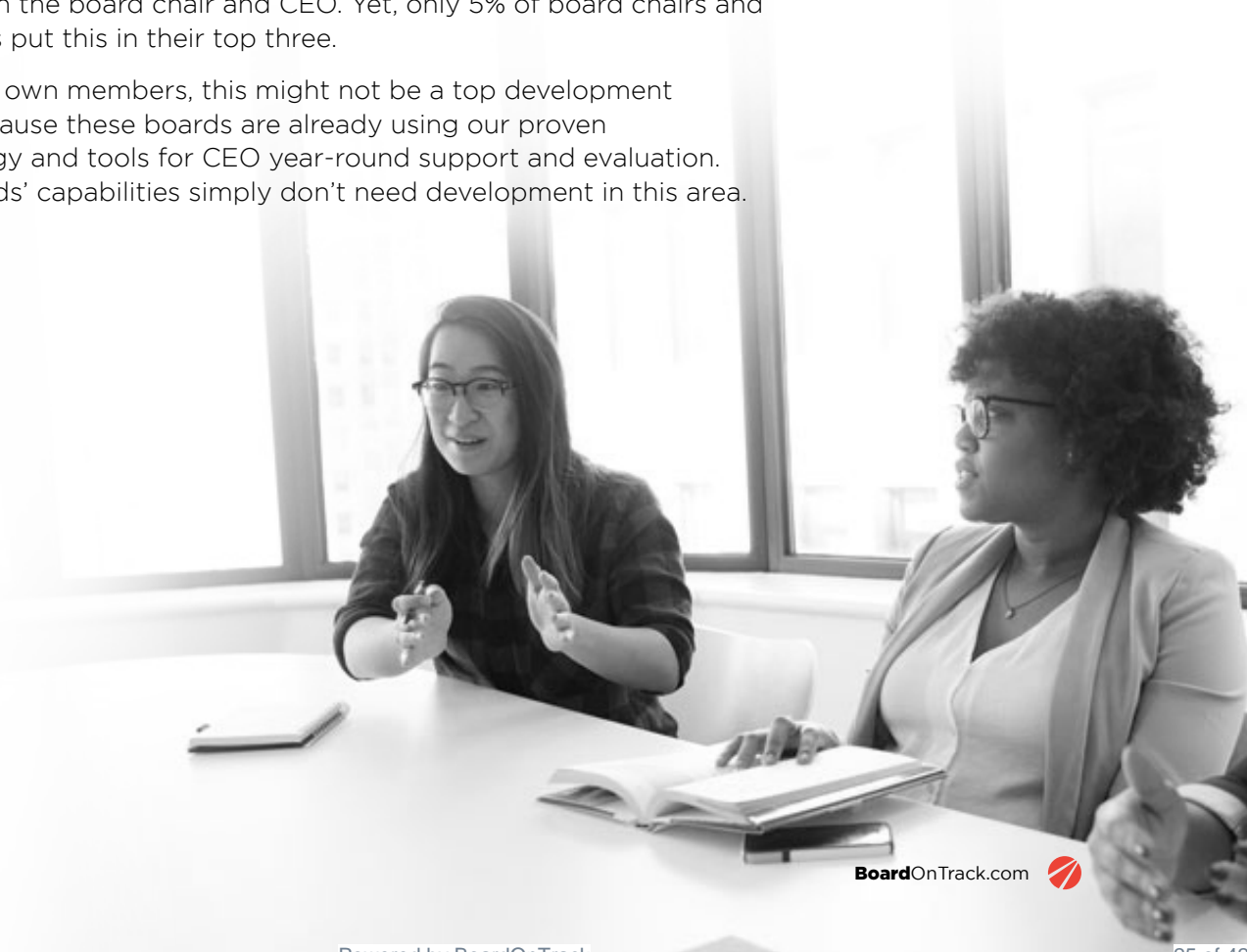
Granted, these leaders have numerous concerns to attend to.

Perhaps if we'd stretched out to ask for their top five, the results would've been different. Still, it's important to take note.

Arguably, the board's most important job is to hire, evaluate, support and, when necessary, fire their charter school's top executive. That takes consistent process and purposeful partnership.

It starts with the board chair and CEO. Yet, only 5% of board chairs and 4% of CEOs put this in their top three.

Among our own members, this might not be a top development priority because these boards are already using our proven methodology and tools for CEO year-round support and evaluation. These boards' capabilities simply don't need development in this area.



## About BoardOnTrack

**Board**OnTrack empowers charter school boards to deliver exceptional results.

Headquartered in Massachusetts, **Board**OnTrack members include hundreds of high-performing charter schools and charter management organizations throughout the nation.

We equip trustees with a powerful combination of data and proven practices to govern for growth, without drowning in the details that form the underpinnings of good governance.

We enable charter school CEOs and senior staff to leverage their boards as strategic governing partners, without turning board management into {yet another} full-time job.


In short, **Board**OnTrack simplifies board governance. We provide all that your board needs to help deliver on your charter promises, all in one place.



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[info@boardontrack.com](mailto:info@boardontrack.com)

1-844-268-8326

BoardOnTrack.com 

# Cover Sheet

## Monthly Report

**Section:** V. HOS Report  
**Item:** A. Monthly Report  
**Purpose:** FYI  
**Submitted by:**  
**Related Material:** HOS Report to Board of Trustees 2\_19\_20.docx  
Marblehead Charter School 2020-2021 Calendar.pdf



**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

February 19, 2020

### **Faithfulness to Charter**

#### **Charter Renewal:**

- The Commissioner has recommended renewal of our charter with one technical condition due to enrollment.
- By August 1, we will submit our plan to reach the 80% enrollment for students from Marblehead OR we will submit a request for an amendment to include students from surrounding communities toward the 80% requirement.

#### **Academics:**

- The Academic Excellence Committee and the department chairs are working on developing a document for MCCPS: Criteria for Excellence

#### **Head of School Goals Update:**

- **Goal 1: Effective Entry and Direction Setting**
  - Response to Mid-Cycle Review - data collection will take place to solicit feedback from key stakeholder groups.
- **Goal 2: Maintain Momentum During the Transition**
  - Response to Mid-Cycle Review - more transparency will be demonstrated to provide steps taken that informed decisions.
- **Goal 3: (Professional Practice) New Charter Public School Leader Program - MCPSA**
  - Response to Mid-Cycle Review - This work continues with two more in-person sessions scheduled for February 28 and May 15 with attendance at Spring Delegate Assembly in March.
- **Goal 4: Begin the Process of designing an effective plan for Instructional Coaching and Teacher Evaluation**
  - Response to Mid-Cycle Review - Observations continue. Introduction of peer observation process is in place. Work will take place with the principal and staff to reflect on this year and implement structure/process for next year.

### **Organizational Viability**

- Staffing Updates
  - Interviews being conducted for:
    - Director of Student Services

- Principal
- School Adjustment Counselor
- Enrollment
  - Enrollment numbers are listed at end of this report
- Future Planning
  - Budget Development Process underway
  - Calendar - Draft 2020-2021 Master Calendar will be shared with Board
  - Handbook revisions needed - summer 2020
- Development
  - Presentation from new Development Director will highlight our efforts

**Enrollment Update as of 2.19.20:**

**4th - 49**

**5th - 52**

**6th - 52**

**7th - 19**

**8th - 36**

**Total: 208**

**Application Update as of 2.14.20:**

Over 135 Applications Received

4th Grade - 76 applications

5th Grade - 13 applications

6th Grade - 31 applications

7th Grade - 8 applications

8th Grade - 6 applications

20 applications are siblings of current students

55 from Marblehead including 47 of the 4th grade applications

34 from Swampscott

20 from Salem (Salem currently at cap, but no proration of tuition this year)

18 from Lynn

3 from Peabody

2 from Beverly

1 from Nahant

## Marblehead Community Charter Public School 2020-2021 School Calendar

August/September 2020				
M	T	W	Th	F
3	4	5	6	7
10	11	12	13	14
17	18	19	20	21
24	25	26	27	28
31	1	2	3	4
7	8	9	10	11
14	15	16	17	18
21	22	23	24	25
28	29	30		

October 2020				
M	T	W	Th	F
			1	2
5	6	7	8	9
12	13	14	15	16
19	20	21	22	23
26	27	28	29	30

November 2020				
M	T	W	Th	F
2	3	4	5	6
9	10	11	12	13
16	17	18	19	20
23	24	25	26	27
30				

December 2020				
M	T	W	Th	F
	1	2	3	4
7	8	9	10	11
14	15	16	17	18
21	22	23	24	25
28	29	30	31	

January 2021				
M	T	W	Th	F
				1
4	5	6	7	8
11	12	13	14	15
18	19	20	21	22
25	26	27	28	29

<b>August 2020</b>	
25-28	Faculty Workshops
31	First Day of School
<b>September 2020</b>	
4	No School
7	Labor Day – No School
11	Children’s Island Field Trip
<b>October 2020</b>	
9	Half Day for All
12	Columbus Day – No School
<b>November 2020</b>	
11	Veterans’ Day – No School
23	Term 1 Exhibition
24	Exhibition Part II – Half Day All
25-27	Thanksgiving Break
30	No School for Students
<b>December 2020</b>	
19	Open House
23	Half Day for All
24-31	Winter Break – No School
<b>January 2021</b>	
1	New Year’s Day – No School
15	Half Day for All
23	Open House
18	MLK Jr. Day – No School
<b>February 2021</b>	
12	Half Day for All
15-19	February Break – No School
<b>March 2021</b>	
18	Term 2 Exhibition
19	Exhibition Part II – Half Day All
22	No School for Students
<b>April 2021</b>	
16	Half Day for All
19-23	April Vacation
<b>May 2021</b>	
28	Half Day for All
31	Memorial Day – No School
<b>June 2021</b>	
21	Term 3 Exhibition
22	Exhibition Part II – Half Day All
23	Last Day of School – Half Day
24	8th Grade Graduation
24-25	Faculty Workshops

February 2021				
M	T	W	Th	F
1	2	3	4	5
8	9	10	11	12
15	16	17	18	19
22	23	24	25	26

March 2021				
M	T	W	Th	F
1	2	3	4	5
8	9	10	11	12
15	16	17	18	19
22	23	24	25	26
29	30	31		

April 2021				
M	T	W	Th	F
			1	2
5	6	7	8	9
12	13	14	15	16
19	20	21	22	23
26	27	28	29	30

May 2021				
M	T	W	Th	F
3	4	5	6	7
10	11	12	13	14
17	18	19	20	21
24	25	26	27	28
31				

June/July 2021				
M	T	W	Th	F
	1	2	3	4
7	8	9	10	11
14	15	16	17	18
21	22	23	24	25
28	29	30	1	2
5	6	7	8	9
12	13	14	15	16
19	20	21	22	23
26	27	28	29	30

	School Closed for Holiday or Vacation Or No School for Professional Development		First Day of School for Students
	Half Days for All – Dismissal at 12PM		Last Day of School for Students – Half Day
	Faculty Professional Development Days		Wednesday Dismissal is at 2:30PM

Marblehead Charter follows the Marblehead Public School district for all snow day closings or delays.  
Please visit [www.marbleheadschoools.org/district/family-community/pages/school-closings](http://www.marbleheadschoools.org/district/family-community/pages/school-closings)

# Cover Sheet

## Finance Committee

**Section:** VII. Committee Updates  
**Item:** B. Finance Committee  
**Purpose:** Discuss  
**Submitted by:**  
**Related Material:** MCCPS-Jan-2020-Financial Statements v1.pdf

# Marblehead Community Charter Public School

## Financial Results As of Jan 31, 2020



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



# MCCPS

## Balance Sheet Standard

As of Jan 31, 2020

	Accrual Basis				Increase /	
	Nov 30, '19	Dec 31, '19	Jan 31, '20	Jan 31, '19	(Decrease)	%age
<b>ASSETS</b>						
<b>Current Assets</b>						
<b>Checking/Savings</b>						
1073 — EBSB Payroll (8947)	28,993	19,898	16,741	5,402	11,339	209.9%
1072 — EBSB Operating (8934)	463,759	434,500	449,356	376,299	73,057	19.4%
1010 — Charter Hall (8202)	3,008	3,214	2,670	2,895	(226)	-7.8%
1040 — Petty Cash (4534)	1,103	552	392	2,447	(2,055)	-84.0%
1070 — Checking (4542)	105,327	107,645	107,418	84,429	22,989	27.2%
1085 — PayPal	252	89	5,641	6,606	(965)	-14.6%
1090 — FoodService (5077)	1,054	6,707	10,868	6,634	4,235	63.8%
<b>Total Checking/Savings</b>	<b>603,497</b>	<b>572,607</b>	<b>593,085</b>	<b>484,711</b>	<b>108,374</b>	<b>22.4%</b>
<b>Accounts Receivable</b>						
1200 — Accounts Receivable	7,349	7,349	0	0	0	
1201 — Grants Receivable	10,044	10,044	0	0	0	
<b>Total Accounts Receivable</b>	<b>17,393</b>	<b>17,393</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Other Current Assets</b>						
1310 — Prepaid Expense	34,227	34,227	34,227	0	34,227	
1210 — State Allocation Receivable	20,221	20,221	0	0	0	
<b>Total Other Current Assets</b>	<b>54,448</b>	<b>54,448</b>	<b>34,227</b>	<b>0</b>	<b>34,227</b>	
<b>Total Current Assets</b>	<b>675,338</b>	<b>644,448</b>	<b>627,312</b>	<b>484,711</b>	<b>142,601</b>	<b>29.4%</b>
<b>Fixed Assets</b>						
1532 — 17 Lime Street						
1533 — Land - 17 Lime Street	687,400	687,400	687,400	687,400	0	0.0%
1532 — 17 Lime Street - Other	3,562,600	3,562,600	3,562,600	3,562,600	0	0.0%
<b>Total 1532 — 17 Lime Street</b>	<b>4,250,000</b>	<b>4,250,000</b>	<b>4,250,000</b>	<b>4,250,000</b>	<b>0</b>	<b>0.0%</b>
1530 — Building Improvements	33,184	33,184	33,184	33,184	0	0.0%
1531 — Fixed Assets	86,648	86,648	66,648	86,648	(20,000)	-23.1%
1599 — Accumulated Depreciation	(580,809)	(588,785)	(576,762)	(501,426)	(75,335)	15.0%
<b>Total Fixed Assets</b>	<b>3,789,024</b>	<b>3,781,047</b>	<b>3,773,071</b>	<b>3,868,406</b>	<b>(95,335)</b>	<b>-2.5%</b>
<b>TOTAL ASSETS</b>	<b>4,464,362</b>	<b>4,425,495</b>	<b>4,400,383</b>	<b>4,353,117</b>	<b>47,266</b>	<b>1.1%</b>
<b>LIABILITIES &amp; EQUITY</b>						
<b>Liabilities</b>						
<b>Current Liabilities</b>						
<b>Accounts Payable</b>						
2000 — Accounts Payable	(21,751)	(28,102)	(26,265)	169	(26,434)	
<b>Total Accounts Payable</b>	<b>(21,751)</b>	<b>(28,102)</b>	<b>(26,265)</b>	<b>169</b>	<b>(26,434)</b>	
<b>Other Current Liabilities</b>						
2110 — Accrued Payroll	117,331	117,331	117,331	137,734	(20,403)	-14.8%
2110-25 — Payroll Liabilities	(465)	(465)	(1,820)	(1,559)	(261)	16.7%
2111 — Accrued Payroll Taxes	3,990	3,990	3,990	4,661	(671)	-14.4%
2160-25 — MTRB Liability	12,768	12,841	13,025	13,503	(478)	-3.5%
2190-25 — Payroll Clearing Account	25,351	31,901	25,233	17,782	7,450	41.9%
2230 — Accrued Expenses	80,836	80,836	40,979	40,978	0	0.0%
<b>Total Other Current Liabilities</b>	<b>239,810</b>	<b>246,435</b>	<b>198,737</b>	<b>213,099</b>	<b>(14,363)</b>	<b>-6.7%</b>
<b>Total Current Liabilities</b>	<b>218,060</b>	<b>218,332</b>	<b>172,472</b>	<b>213,268</b>	<b>(40,796)</b>	<b>-19.1%</b>
<b>Long Term Liabilities</b>						
2613 — East Boston Savings Bank	3,777,553	3,769,206	3,761,180	3,858,414	(97,234)	-2.5%
<b>Total Long Term Liabilities</b>	<b>3,777,553</b>	<b>3,769,206</b>	<b>3,761,180</b>	<b>3,858,414</b>	<b>(97,234)</b>	<b>-2.5%</b>
<b>Total Liabilities</b>	<b>3,995,612</b>	<b>3,987,538</b>	<b>3,933,652</b>	<b>4,071,682</b>	<b>(138,030)</b>	<b>-3.4%</b>
<b>Equity</b>						
3000 — Opening Bal Equity	(295)	(295)	(295)	(295)	0	0.0%
3900 — Retained Earnings	274,215	273,073	268,101	331,031	(62,930)	-19.0%
<b>Net Income</b>	<b>194,829</b>	<b>165,179</b>	<b>198,925</b>	<b>(49,301)</b>	<b>248,226</b>	<b>-503.5%</b>
<b>Total Equity</b>	<b>468,749</b>	<b>437,957</b>	<b>466,731</b>	<b>281,435</b>	<b>185,296</b>	<b>65.8%</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>4,464,362</b>	<b>4,425,495</b>	<b>4,400,383</b>	<b>4,353,117</b>	<b>47,266</b>	<b>1.1%</b>

## MCCPS

## Profit and Loss Prev Year Comparison

July through January 2020

Accrual Basis

# months YTD

7

	Jul '19 - Jan '20	Jul '18 - Jan '19	Increase / (Decrease)	%age	Budget	Over / (Under)	%age
<b>Ordinary Income/Expense</b>							
<b>Income</b>							
4057 — VACATION PROGRAMMING	7,250.00	15,538.32	(8,288)	-53.3%	4,229.17	3,020.83	71.4%
4005 — STATE ALLOCATION	1,907,907.00	1,874,099.00	33,808	1.8%	1,792,132.42	115,774.58	6.5%
4040 — INVESTMENT INCOME	66.91	56.55	10	18.3%	58.33	8.58	14.7%
4050 — OTHER INCOME	22,880.51	13,995.79	8,885	63.5%	18,225.67	4,654.84	25.5%
4055 — STUDENT SUCCESS FUND	15,482.81	16,986.70	(1,504)	-8.9%	10,867.50	4,615.31	42.5%
4080 — REIMBURSEMENTS	1,004.74	3,303.57	(2,299)	-69.6%	2,041.67	(1,036.93)	-50.8%
4085 — MEDICARE REIMB.	2,346.74	3,252.98	(906)	-27.9%	2,916.67	(569.93)	-19.5%
4090 — FUNDRAISING	15,491.28	15,075.50	416	2.8%	21,233.33	(5,742)	-27.0%
<b>Total Income</b>	<b>1,972,429.99</b>	<b>1,942,308.41</b>	<b>30,122</b>	<b>1.6%</b>	<b>1,851,704.75</b>	<b>120,725</b>	<b>6.5%</b>
<b>Gross Profit</b>	<b>1,972,429.99</b>	<b>1,942,308.41</b>	<b>30,122</b>	<b>1.6%</b>			
<b>Expense</b>							
5000 — PERSONNEL	1,337,712.65	1,370,337.19	(32,625)	-2.4%	1,298,314.50	39,398	3.0%
5140 — BENEFITS	184,784.75	238,728.78	(53,944)	-22.6%	244,650.00	(59,865)	-24.5%
5150 — STAFF DEVELOPMENT	8,050.60	8,172.77	(122)	-1.5%	3,500.00	4,551	130.0%
5160 — SEARCH COSTS	1,687.81	1,562.79	125	8.0%	933.33	754	80.8%
5170 — SUBSTITUTE	231.25	0.00	231		0.00	231	NA
5200 — DIRECT STUDENT SUPPORT	40,954.69	38,453.29	2,501	6.5%	41,422.50	(468)	-1.1%
5300 — OCCUPANCY	53,656.73	74,697.86	(21,041)	-28.2%	65,595.83	(11,939)	-18.2%
5400 — OFFICE & ADMIN	129,680.10	166,702.39	(37,022)	-22.2%	129,921.75	(242)	-0.2%
6100 — Depreciation	55,834.73	55,167.21	668	1.2%	55,167.00	668	1.2%
<b>Total Expense</b>	<b>1,812,593.31</b>	<b>1,953,822.28</b>	<b>(141,229)</b>	<b>-7.2%</b>	<b>1,839,504.92</b>	<b>(26,912)</b>	<b>-1.5%</b>
<b>Net Ordinary Income</b>	<b>159,836.68</b>	<b>(11,513.87)</b>	<b>171,351</b>	<b>-1488.2%</b>	<b>12,199.83</b>	<b>147,637</b>	<b>1210.2%</b>
<b>Net Income</b>	<b>159,836.68</b>	<b>(11,513.87)</b>	<b>171,351</b>	<b>-1488.2%</b>	<b>12,199.83</b>	<b>147,637</b>	<b>1210.2%</b>

**MCCPS**  
**Profit and Loss Standard**  
 July 2019 through January 2020

	Jul '19	Aug '19	Sep '19	Oct '19	Nov '19	Dec '19	Jan '20	Accrual Basis 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	290,567.00	229,030.00	229,030.00	1,907,907.00
4040 — INVESTMENT INCOME								
4041 — Int Inc						2.19		2.19
4040 — INVESTMENT INCOME - Other	7.20	13.62	7.93	10.67	11.60	9.25	4.45	64.72
Total 4040 — INVESTMENT INCOME	7.20	13.62	7.93	10.67	11.60	11.44	4.45	66.91
4050 — OTHER INCOME								
4051 — 17 Lime Rent		1,484.00	2,359.72	1,700.00	2,020.00	1,362.50	1,050.00	9,976.22
4054 — Misc. Inc.		10,450.00	179.95		146.00		1,089.43	11,865.38
4056 — Homework Club		197.10		741.81	100.00			1,038.91
Total 4050 — OTHER INCOME		12,131.10	2,539.67	2,441.81	2,266.00	1,362.50	2,139.43	22,880.51
4055 — STUDENT SUCCESS FUND		5,947.59	5,886.28	1,549.47	250.00	599.76	1,249.71	15,482.81
4080 — REIMBURSEMENTS		1,004.74						1,004.74
4085 — MEDICARE REIMB.							2,346.74	2,346.74
4090 — FUNDRAISING								
4092 — Events		300.00		3,340.00	4,422.00	1,617.00	39.00	9,718.00
4094 — Musical					2,057.00			2,057.00
4090 — FUNDRAISING - Other		66.28	2,500.00	69.00		206.00	875.00	3,716.28
Total 4090 — FUNDRAISING		366.28	2,500.00	3,409.00	6,479.00	1,823.00	914.00	15,491.28
Total Income	292,606.20	312,260.33	301,500.88	297,977.95	299,573.60	232,826.70	235,684.33	1,972,429.99
Gross Profit	292,606.20	312,260.33	301,500.88	297,977.95	299,573.60	232,826.70	235,684.33	1,972,429.99
Expense								
5000 — PERSONNEL								
5088 — Vactaion Programming	1,300.00							1,300.00
Total 5000 — PERSONNEL	188,675.04	169,623.87	191,345.39	207,056.43	200,848.22	193,021.66	187,142.04	1,337,712.65
5140 — BENEFITS								
5141 — Health	10,678.99	23,646.12	23,559.46	23,918.42	34,050.50	20,340.52	24,297.93	160,491.94
5142 — Dental	2,533.86	2,650.63	2,495.08	2,024.85	2,413.78	2,413.78	2,433.22	16,965.20
5143 — Life & Disability	1,415.24	1,743.40	621.49	886.87	1,773.74		886.87	7,327.61
Total 5140 — BENEFITS	14,628.09	28,040.15	26,676.03	26,830.14	38,238.02	22,754.30	27,618.02	184,784.75
5150 — STAFF DEVELOPMENT			7,482.14			68.46	500.00	8,050.60
5160 — SEARCH COSTS			1,687.81					1,687.81
5170 — SUBSTITUTE						231.25		231.25
5200 — DIRECT STUDENT SUPPORT								
5255 — Homework Club			413.00	343.75	286.00	211.75	104.61	1,359.11
5202 — Furnishings		20.98						20.98
5203 — Student Success Fund		1,450.00	1,740.26	1,236.50		705.20	398.81	5,530.77
5210 — Teachers supplies	54.06	374.98	360.62	408.98	572.93	451.83	197.16	2,420.56
5211 — Instructional Equipment	1,967.99	1,018.61	1,940.99	1,510.50	1,220.81	1,423.01	2,239.42	11,321.33
5215 — Curriculum supplies	75.00	846.65	387.59	231.85	148.81	297.29	103.00	2,090.19
5220 — Student supplies	46.70	137.63	36.77		146.49	14.24	78.24	460.07
5221 — SPED supplies	1,566.46				690.00			2,256.46
5240 — Computer Support		27.00	24.98	42.95			191.96	286.89
5241 — Technology - Hardware								
5242 — Technology-Software	3,428.16	6,729.00				120.00		10,277.16
5250 — Nursing supplies			167.02			52.25		219.27
5260 — Enrichment						101.90		101.90
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	3,065.04	3,377.47	3,313.20	40,954.69

**MCCPS**  
**Profit and Loss Standard**  
 July 2019 through January 2020

	Jul '19	Aug '19	Sep '19	Oct '19	Nov '19	Dec '19	Jan '20	Accrual Basis TOTAL
5300 — OCCUPANCY								
5320 — Maintenance								
5322 — equip				268.55				268.55
5323 — HVAC					1,490.00			1,490.00
5325 — supplies			90.89		24.94	54.94		170.77
5326 — Repairs						379.00	(175.00)	204.00
5320 — Maintenance - Other	1,029.67	2,724.95	4,358.21	723.99	1,514.24	2,181.24	(1,096.32)	11,435.98
Total 5320 — Maintenance	1,029.67	2,724.95	4,449.10	992.54	3,029.18	2,615.18	(1,271.32)	13,569.30
5330 — CustSvc		3,065.00	2,850.00	2,850.00	2,850.00	2,850.00	2,850.00	17,315.00
5340 — CustSupplies			309.80	665.14	77.14	319.80	268.20	1,640.08
5351 — Utilities								
5352 — Electric		887.92	4,414.45	6,832.29	1,171.12	3,165.84		16,471.62
5354 — Water	702.80	1,982.80				2,378.00	(2,500.00)	2,563.60
5355 — Communications	298.12	47.81	548.44	47.81	550.05	47.81	557.09	2,097.13
Total 5351 — Utilities	1,000.92	2,918.53	4,962.89	6,880.10	4,099.17	713.65	557.09	21,132.35
Total 5300 — OCCUPANCY	2,030.59	8,708.48	12,571.79	11,387.78	10,055.49	6,498.63	2,403.97	53,656.73
5400 — OFFICE & ADMIN								
5465 — MCCPS PTO Transfer						260.00		260.00
5492 — Mortgage Interest	10,466.26	10,791.80	10,769.39	10,400.24	10,723.39	10,355.60	10,677.14	74,183.82
5405 — FundraisingExp								
5407 — Events					1,051.25	100.00		1,151.25
5408 — Musical								250.00
5405 — FundraisingExp - Other		66.28	1,247.96		397.46		(100.00)	1,611.70
Total 5405 — FundraisingExp		66.28	1,247.96		1,698.71	100.00	(100.00)	3,012.95
5410 — Supplies	168.43	390.28	189.67	113.63	320.92	658.18	250.90	2,092.01
5430 — Accounting			11,330.00		7,820.00	(2,550.00)		16,600.00
5431 — Legal		170.00	2,078.66	(1,152.50)	100.00		60.00	1,256.16
5440 — PayrollSvc	491.00	419.00	446.00	464.00	473.00	464.00	812.22	3,569.22
5450 — Printing&Copy			930.00					930.00
5460 — Postage	45.15	479.77		404.40		655.64		1,584.96
5470 — General Liability Insurance	504.00	4,702.18	2,351.09	2,351.09	2,351.09	2,351.09	2,351.09	16,961.63
5480 — Board						6,995.00		6,995.00
5486 — HoS Discretionary		480.07			164.84		20.46	665.37
5487 — Admissions			431.78		49.60	321.88	24.00	827.26
5497 — Bank Chrg	128.40	66.04	274.60	70.51	59.31	96.13	46.73	741.72
Total 5400 — OFFICE & ADMIN	11,803.24	17,565.42	30,049.15	12,651.37	23,760.86	19,707.52	14,142.54	129,680.10
6100 — Depreciation	7,976.39	7,976.39	7,976.39	7,976.39	7,976.39	7,976.39	7,976.39	55,834.73
Total Expense	233,826.72	245,554.16	282,859.93	269,676.64	283,944.02	253,635.68	243,096.16	1,812,593.31
Net Ordinary Income	58,779.48	66,706.17	18,640.95	28,301.31	15,629.58	(20,808.98)	(7,411.83)	159,836.68
Net Income	58,779.48	66,706.17	18,640.95	28,301.31	15,629.58	(20,808.98)	(7,411.83)	159,836.68

**MCCPS**  
**Profit and Loss by Class**  
 July 2019 through January 2020

	01 - General Fund	20-school lunch	22 - Athletics	1 - Nature's Classroom	4 - Project Adventure	25 - Field Trips		30 - Enrichment	40-sped 94-142	61-Title 1	63 - Title 4	- Teacher Quality (140)	94-FMPSGrant	-MCCPSEdFoundGrant	Accrual Basis	
			11 - Student Activities	11 - Student Activities	11 - Student Activities	11 - Student Activities	21 - Student Activities		(90 Federal Grants)	(90 Federal Grants)	(90 Federal Grants)	(90 Federal Grants)	90 Federal Grants	(92 Private Grants)	(92 Private Grants)	TOTAL
Ordinary Income/Expense																
Income																
4057 — VACATION PROGRAMMING	7,250.00															7,250.00
4005 — STATE ALLOCATION	1,907,907.00															1,907,907.00
4010 — FEDERAL & STATE GRANTS																39,077.00
4020 — SCHOOL LUNCH		57,812.15							23,642.00	11,064.00	1,000.00	3,371.00	39,077.00			57,812.15
4030 — STUDENT ACTIVITIES			10,970.35	6,304.28	2,040.00	3,177.00	22,491.63									22,491.63
4040 — INVESTMENT INCOME	66.91															66.91
4050 — OTHER INCOME	22,880.51							10,160.13								33,040.64
4055 — STUDENT SUCCESS FUND	15,482.81															15,482.81
4070 — PRIVATE GRANTS													1,585.00		1,585.00	1,585.00
4080 — REIMBURSEMENTS	1,004.74															1,004.74
4085 — MEDICARE REIMB.	2,346.74															2,346.74
4090 — FUNDRAISING	15,491.28															15,491.28
Total Income	1,972,429.99	57,812.15	10,970.35	6,304.28	2,040.00	3,177.00	22,491.63	10,160.13	23,642.00	11,064.00	1,000.00	3,371.00	39,077.00	1,585.00	1,585.00	2,103,555.90
Gross Profit	1,972,429.99	57,812.15	10,970.35	6,304.28	2,040.00	3,177.00	22,491.63	10,160.13	23,642.00	11,064.00	1,000.00	3,371.00	39,077.00	1,585.00	1,585.00	2,103,555.90
Expense																
5000 — PERSONNEL	1,337,712.65	19,611.25	2,000.00				2,000.00		7,450.68							1,366,774.58
5140 — BENEFITS	184,784.75															184,784.75
5150 — STAFF DEVELOPMENT	8,050.60											1,223.98	1,223.98			9,274.58
5160 — SEARCH COSTS	1,687.81															1,687.81
5170 — SUBSTITUTE	231.25															231.25
5200 — DIRECT STUDENT SUPPORT	40,954.69															40,954.69
5261 — STUDENT ACTIVITY			6,936.62	2,600.00	2,400.00	1,882.00	13,818.62		1,925.84	11,710.37	546.70		12,257.07	1,846.38	1,846.38	56,983.98
5270 — SCHOOL LUNCH EXP		30,867.58														30,867.58
5300 — OCCUPANCY	53,656.73	659.07	16.99				16.99									54,332.79
5400 — OFFICE & ADMIN	129,680.10							360.00								130,040.10
6100 — Depreciation	55,834.73															55,834.73
Total Expense	1,812,593.31	51,137.90	8,953.61	2,600.00	2,400.00	1,882.00	15,835.61	2,285.84	19,161.05	546.70		1,223.98	20,931.73	1,846.38	1,846.38	1,904,630.77
Net Ordinary Income	159,836.68	6,674.25	2,016.74	3,704.28	(360.00)	1,295.00	6,656.02	7,874.29	4,480.95	10,517.30	1,000.00	2,147.02	18,145.27	(261.38)	(261.38)	198,925.13
Net Income	159,836.68	6,674.25	2,016.74	3,704.28	(360.00)	1,295.00	6,656.02	7,874.29	4,480.95	10,517.30	1,000.00	2,147.02	18,145.27	(261.38)	(261.38)	198,925.13

**MCCPS  
Financial Ratios**

As of Jan 31, 2020

# months YTD

7

<b>Debt Service Coverage Ratio</b>	<b>TBD</b>
<b>Days of Cash</b>	<b>72</b>
<b>LUNA (liquid unrestricted net assets)</b>	<b>2.42</b>

<b>Debt Service Coverage Ratio</b>	
Standard monthly payment (Principal and Interest)	10,598
Net operating Income	159,837
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.

<b>Days Cash</b>	
Cash on Hand	593,085
Operating Expense Annualized	3,107,303
Noncash expense Depreciation Annualized	55,835
Days Cash	72

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

<b>Liquid Unrestricted Net Assets</b>	
Unrestricted Net Assets	4,400,383
Fixed Assets	3,773,071
Liquid Unrestricted NA	627,312
Expense (YTD) Monthly	258,942
LUNA	2.42

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*  

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

# MCCPS

## FY20 adjusted operating budget

Revised 10/12/19

**APPROVED BUDGET**

Using FY20  
Projected PPES

Ordinary Income/Expense  
Income

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

# Cover Sheet


## Personnel Committee

**Section:** VII. Committee Updates  
**Item:** C. Personnel Committee  
**Purpose:** Discuss  
**Submitted by:**  
**Related Material:** Cronin Hale Disclosure Form.pdf



**DISCLOSURE OF APPEARANCE OF CONFLICT OF INTEREST  
AS REQUIRED BY G. L. c. 268A, § 23(b)(3)**

	<b>PUBLIC EMPLOYEE INFORMATION</b>
Name of public employee:	Matt Cronin
Title or Position:	Director of Curriculum and Technology
Agency/Department:	Marblehead Community Charter Public School
Agency address:	17 Lime Street Marblehead, MA 01945
Office Phone:	781-631-0777
Office E-mail:	pcohen@marbleheadcharter.com
	<p>In my capacity as a state, county or municipal employee, I am expected to take certain actions in the performance of my official duties. Under the circumstances, a reasonable person could conclude that a person or organization could unduly enjoy my favor or improperly influence me when I perform my official duties, or that I am likely to act or fail to act as a result of kinship, rank, position or undue influence of a party or person.</p> <p>I am filing this disclosure to disclose the facts about this relationship or affiliation and to dispel the appearance of a conflict of interest.</p>
	<b>APPEARANCE OF FAVORITISM OR INFLUENCE</b>
Describe the issue that is coming before you for action or decision.	As part of my responsibilities, I supervise and evaluate some the faculty and staff at the Marblehead Community Charter Public School, including teachers. One of the teachers at Marblehead Community Charter Public School is my partner.
What responsibility do you have for taking action or making a decision?	While I supervise and evaluate some faculty and staff, I have not been in a position to supervise and evaluate my partner.
Explain your relationship or affiliation to the person or organization.	One of the teachers at Marblehead Community Charter Public School, Ms. Meghan Hale is my partner.
How do your official actions or decision matter to the person or organization?	My actions and job do not directly impact my partner.

<p><b>Optional:</b> Additional facts – e.g., why there is a low risk of undue favoritism or improper influence.</p>	<p>Ms. Hale was hired for her position six years before we started our relationship. I was never in a position to hire, evaluate, supervise, or compensate Ms. Hale. She has always been and will continue to be evaluated by the Head of School. I have not and will not participate in any conversation regarding her job performance, retention, dismissal, or compensation.</p>
<p>If you cannot confirm this statement, you should recuse yourself.</p>	<p><b>WRITE AN X TO CONFIRM THE STATEMENT BELOW.</b></p> <p><input checked="" type="checkbox"/> Taking into account the facts that I have disclosed above, I feel that I can perform my official duties objectively and fairly.</p>
<p>Employee signature:</p>	
<p>Date:</p>	<p>01-28-2020</p>

**Attach additional pages if necessary.**

**Not elected to your public position – file with your appointing authority.**

**Elected state or county employees – file with the State Ethics Commission.**

**Members of the General Court – file with the House or Senate clerk or the State Ethics Commission.**

**Elected municipal employee – file with the City Clerk or Town Clerk.**

**Elected regional school committee member – file with the clerk or secretary of the committee.**

**Form revised July, 2012**