



MCCPS Board of Trustees

Board of Trustees Monthly Meeting

Amended on May 25, 2020 at 5:59 PM EDT

Date and Time

Tuesday May 26, 2020 at 7:00 PM EDT

Location

Zoom

Topic: Board of Trustees Meeting

Time: May 26, 2020 07:00 PM Eastern Time (US and Canada)

Join Zoom Meeting

<https://us04web.zoom.us/j/3898394128?pwd=QndLYk9jVjcyNEJ5dXZGRWhnMDhSUT09>

Meeting ID: 389 839 4128

Password: MCCPS

Agenda

	Purpose	Presenter	Time
I. Opening Items			7:00 PM
Opening Items			
A. Record Attendance and Guests		Karl Smith	
B. Call the Meeting to Order		Artie Sullivan	
C. Accept Remote Participation	Vote	Artie Sullivan	3 m
In light of the ongoing COVID-19 coronavirus outbreak, Governor Baker issued an emergency Order on March 12, 2020, allowing public bodies greater flexibility in utilizing technology in the conduct of meetings under the Open Meeting Law. This committee makes a motion to accept this Executive Order for this meeting of the Board of Trustees, on May 26, 2020.			
D. Approve Minutes	Approve Minutes	Karl Smith	2 m
Approve minutes for Board of Trustees Monthly Meeting on April 28, 2020			
E. Approve Minute of March 31, 2020 Board Meeting	Approve Minutes	Karl Smith	2 m
Approve minutes for Board of Trustees Monthly Meeting on March 31, 2020			
II. Public Comment			7:07 PM
A. Public Comment	Discuss	Artie Sullivan	10 m
III. Review of Previous Meeting Action Items			7:17 PM

A. Review of Previous Meeting Action Items

Discuss Artie Sullivan

- Identify potential candidates for the Board – Goal is 3 new members for SY 2019-2020 and SY2020-2021. Areas that need representation on the board –
 - Alumni
 - Parents of families residing outside of Marblehead.
 - Development
- Add communication with Marblehead Superintendent
- Charter amendment regarding enrollment
- Board restricted funds
- Bylaws
- June 13 Board Retreat Agenda items

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

FYI Artie Sullivan

- 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
- Dec –
- Jan – HOS Mid-year review
- Feb - Adopt School Calander
- March – Set up Satisfaction Survey, Set Annual Board Retreat Date, Presentation of HOS Annual Evaluation Form
- April – Presentation by HOS of Annual Goals

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

Academic Excellence Committee

A. Monthly Report

FYI Peter Cohen

20 m

HOS to share monthly report.

VI. Other Business			7:37 PM
A. Annual Evaluation of Head of School	Vote	Artie Sullivan	20 m
B. Presentation Budget for SY 20-21	Vote	Rodolphe Herve	20 m
C. Review of Proposed MCCPS bylaws	Discuss	Karl Smith	20 m
VII. Committee Updates			8:37 PM
Board			
A. Governance Committee Update on member documentation	Discuss	Karl Smith	5 m
B. Finance Committee	Discuss	Rudi Herve	10 m
C. Personnel Committee	Discuss	Artie Sullivan	
D. Academic Excellence	Discuss	Jessica Xiarhos	
E. Development	Discuss	Ellen Lodgen	5 m
F. Strategic Plan Committee	Discuss	Fred Ferris	2 m
G. Communications, and Community Relations Committee	Discuss	Ian Hunt	5 m
H. Charter Renewal	Discuss	Artie Sullivan	
I. BY Laws Task Force	Discuss	Stephen Veiga	
VIII. Public Comment			9:04 PM
A. Public Comment	Discuss	Artie Sullivan	5 m
IX. Board Member Comments and Resolutions			9:09 PM
A. Board Member Comments and Resolutions This is an opportunity for Board Member Comments and Resolutions	Discuss	Artie Sullivan	3 m
X. Closing Items			9:12 PM
A. Recap Action Items Clerk to review actions items, add any additional items discussed.	Discuss	Karl Smith	2 m
B. Meeting Evaluation Discuss how meeting went, did we stay on topic, meet goals, etc.	Discuss	Artie Sullivan	3 m
C. Adjourn Meeting	Vote	Artie Sullivan	

Cover Sheet

Approve Minutes

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



MCCPS Board of Trustees

Minutes

Board of Trustees Monthly Meeting

Date and Time

Tuesday April 28, 2020 at 7:00 PM

Location

Remote Meeting

Topic: Board of Trustees Meeting

Time: Apr 28, 2020 07:00 PM Eastern Time (US and Canada)

Join Zoom Meeting

<https://us04web.zoom.us/j/3898394128?pwd=QndLYk9jVjcyNEJ5dXZGRWhnMDhSUT09>

Meeting ID: 389 839 4128

Password: MCCPS

Trustees Present

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

Trustees Absent

None

Guests Present

Andrea Barlow, Carol McEnaney (remote), James Rogers (remote), John Steinberg (remote), Katherine Koch (remote), Katie Sullivan (remote)

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 Apr 28, 2020 @ 7:00 PM at Remote Meeting

Topic: Board of Trustees Meeting
Time: Apr 28, 2020 07:00 PM Eastern Time (US and Canada)
Join Zoom Meeting
<https://us04web.zoom.us/j/3898394128?pwd=QndLYk9jVjcyNEJ5dXZGRWhnMDhSUT09>
Meeting ID: 389 839 4128
Password: MCCPS

C. Accept Remote Participation

Artie Sullivan explained that remote participation is now allowed in light of Covid 19 outbreak and Governor Baker's order allowing public bodies to hold meetings remotely.

Stephen Veiga made a motion to accept Governor Baker's Emergency Executive Order issued on March 12, 2020 allowing public bodies greater flexibility in utilizing technology in the conduct of meetings under the Open Meeting Law in light of the ongoing COVID-19 coronavirus outbreak. This committee makes a motion to accept this Executive Order for this meeting of the Board of Trustees, on April 28, 2020.

Paul Baker seconded the motion.

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

Roll Call

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

D. Approve Minutes

As the minutes for the last meeting were not fully completed, their approval will be deferred until next meeting.

II. Public Comment

A. Public Comment

There were no public comments at this time.

III. Review of Previous Meeting Action Items

A. Review of Previous Meeting Action Items

General discussion points included:

- Board membership, composition, and how Governance should be seeking particular skill sets needed to fill some recent board seat vacancies

- It was determined that prospective candidates should be encouraged to attend the Board retreat in June if at all possible
- Development activities

IV. Board Annual Items

A. Upcoming Meeting Agenda Items

By-laws review - the most recent draft has been sent to legal counsel for review. The comments are scheduled to be returned before next Governance meeting and then the plan is to distribute the updates and comments to the Board for their review during the May board meeting.

B. Board Goals for SY 2019-2020

Artie Sullivan reviewed the standing list of board goals for the current school year.

V. HOS Report

A. Monthly Report

Dr. Cohen provided his Head of School Report for the month.

Areas of focus included:

- Staffing and personnel updates - new members, staff departures, etc.
- Enrollment, applications, grade trends, etc.
- Remote learning plan
- Social media
- Connection with public school counterparts - awaiting on-boarding of the new superintendent and school committee members
- On-line auction dates
- Potential approaches for start of next school year in late August

VI. Other Business

A. Annual Goals Presentation by Head of School

Dr. Cohen presented his annual goals and the progress he believes he has made during the current school year. Please see the materials distributed.

Key discussion points included:

- Critical needs
- Teacher development and the impact of remote learning
- PTO involvement and connections made
- Expanding / enhancing facilities
- By-laws updates
- Charter school leadership program and benefits to membership
- Standardized testing and student improvement goals

B. Presentation of HOS Evaluations

Similar to prior years, members of the Personnel Committee, John Stienberg and Katie Sullivan presented the results of the completed surveys. John shared his screen and reviewed the information in detail. He explained the value of the data and noted the participation although not as high as everyone would hope, still provided a solid basis for reliance and valuable information.

John also explained that participation was adequate and enough upon which to base an improvement plan.

The next step in the overall evaluation process is for the board members to complete the evaluation form.

All evaluations should be returned by due date for proper inclusion in the May meeting and final presentation to Dr. Cohen on June 1st.

VII. Committee Updates

A. Governance Committee

Karl Smith noted the group has already discussed the committee's major initiative - the updated by-laws.

He also thanked Fred Ferris and his wife, Pam for their work and dedication to the school. Some discussion on other potential board members ensued.

B. Finance Committee

Rudi Herve discussed the results for March.

He and Jeff are abundantly aware of the challenges faced and the preliminary budget figures presented reflect the current enrollment figures.

Rudi went through the basis for the budget formation and discussed significant input areas.

C. Personnel Committee

The HOS evaluation was presented earlier.

D. Academic Excellence

Jessica Xiarhos noted there was nothing new to report at this time.

E. Development

Ellen Lodgen requested from the board any and all items for donations to the on-line auction.

Anyone with physical items should contact either Ellen or Jeff to schedule a drop off time.

Ellen also noted that we will be using a public bidding site which should be able to reach a much bigger audience than just those associated with the school.

F. Strategic Plan Committee

At this time there were no new items to present regarding the strategic plan.

G. Communications, and Community Relations Committee

Ian Hunt presented the updates for communications. He praised the efforts of Katherine and Peter, noting the positive feedback received.

Peter praised the teachers and staff for their transparency and strength in communication with students, families and the overall community at large.

H. Charter Renewal

Peter highlighted the one contingent item involving community enrollment figures and possible wording amendment to the charter.

I. BY Laws Task Force

As discussed above, the draft by-laws are expected to be presented to the board during the May meeting.

VIII. Public Comment

A. Public Comment

At this time there were no additional public comments.

IX. Closing Items

A. Recap Action Items

Items included:

- Request for communication with the Marblehead superintendent by Ian Hunt
- Creation of the board restricted funds account
- By-laws update

B. Meeting Evaluation

The group all expressed their appreciation for the work performed and presentation made by Katie and John from Personnel.

And everyone thought much was accomplished tonight.

Paul Baker made a motion to Adjourn meeting.

Karl Smith seconded the motion.

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

Roll Call

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

C. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 9:36 PM.

Respectfully Submitted,
Karl Smith

Documents used during the meeting

- HOS Report to Board of Trustees 4_23_20.pdf
- Head of School Report - Evidence for Evaluation April 2020 (1).pdf
- BoT Evaluation Report 2020.pdf
- DR PETER COHEN Individual Report 2020.pdf
- Head of School Evaluation Year End Form, 2020 template.docx
- VAL-Ed BoT Pres 2020.pdf
- FY21 Budget - PROPOSED, 4-20-2020.pdf

- Financial Reports, Mar-20.pdf

Cover Sheet

Approve Minute of March 31, 2020 Board Meeting

Section: I. Opening Items
Item: E. Approve Minute of March 31, 2020 Board Meeting
Purpose: Approve Minutes
Submitted by:
Related Material: Minutes for Board of Trustees Monthly Meeting on March 31, 2020



MCCPS Board of Trustees

Minutes

Board of Trustees Monthly Meeting

Date and Time

Tuesday March 31, 2020 at 7:00 PM

Location

Topic: MCCPS Board of Trustees

Time: Mar 31, 2020 07:00 PM Eastern Time (US and Canada)

Join Zoom Meeting

<https://us04web.zoom.us/j/3898394128?pwd=QndLYk9jVjcyNEJ5dXZGRWhnMDhSUT09>

Meeting ID: 389 839 4128

Password: MCCPS

Trustees Present

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

Trustees Absent

None

Trustees Arrived Late

Peter Cheney, Richard Doron

Guests Present

Adria Smith (remote), Brian Burns, Carol McEnaney (remote), Doris Hasbun, Jeff Barry (remote), NDack Toure (remote), Tyler Hains

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 Mar 31, 2020 @ 7:02 PM at
Topic: MCCPS Board of Trustees
Time: Mar 31, 2020 07:00 PM Eastern Time (US and Canada)
Join Zoom Meeting
<https://us04web.zoom.us/j/3898394128?pwd=QndLYk9jVjcyNEJ5dXZGRWhnMDhSUT09>
Meeting ID: 389 839 4128
Password: MCCPS

C. Accept Remote Participation

Artie Sullivan explained that remote participation is now allowed in light of Covid 19 outbreak based on Governor Baker's order regarding public bodies' meetings, and his motion will reflect that.

Artie Sullivan made a motion to ...In light of the ongoing COVID-19 coronavirus outbreak, Governor Baker issued an emergency Order on March 12, 2020, allowing public bodies greater flexibility in utilizing technology in the conduct of meetings under the Open Meeting Law. This committee makes a motion to accept this Executive Order for this meeting of the Board of Trustees of Marblehead Community Charter Public School, on March 31, 2020. Fred Ferris seconded the motion.

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

Roll Call

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

D. Approve Minutes

Stephen Veiga made a motion to approve the minutes from. Board of Trustees Monthly Meeting on 02-25-20
Ian Hunt seconded the motion.

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

Roll Call

Karl Smith	Aye
Peter Cohen	Aye
Artie Sullivan	Aye
Jessica Xiarhos	Aye
Fred Ferris	Aye
Paul Baker	Aye
Rebecca Whidden	Abstain
Peter Cheney	Absent
Richard Doron	Absent
Ian Hunt	Aye
Rodolphe Herve	Aye

Ellen Lodgen Aye
Stephen Veiga Aye

II. Public Comment

A. Public Comment

Peter Cheney arrived late.

Mr. Sullivan polled each of the public participants to determine if anyone had comments.

The general consensus from the group were hopeful statements and wishes that everyone was doing well.

Artie then took the opportunity to thank Peter, the teachers, and administrative staff present. Several board members also expressed their gratitude and appreciation for everything that has been accomplished to date.

III. Review of Previous Meeting Action Items

A. Review of Previous Meeting Action Items

Artie Sullivan briefly reviewed the action items, noting primary concerns regarding new board members, alumni participation, etc.

IV. Board Annual Items

A. Upcoming Meeting Agenda Items

Artie Sullivan indicated that the determination was made to hold off on the following items:

- Satisfaction surveys
- HOS goals presentation and evaluation

The group then determined that June 13th would be the preferred date for the board retreat.

Richard Doron arrived late.

B. Board Goals for SY 2019-2020

For the Board goals - Artie Sullivan reviewed the main goals including:

- Strategic plan
- Board health and sustainability
- Board training

Dr. Cohen discussed the Essex County training session which was converted to more of a virtual training session. He has only been able to attend one on-line session and is looking forward to other possible on-line offerings.

V. HOS Report

A. Monthly Report

Peter Cohen - reviewed the HOS report in detail.

Please refer to the report for all of the detailed information covered.

Key topics discussed included:

- Staffing and personnel updates

- Interaction and communication with counterparts at Marblehead Public Schools, Board of Health, Police, Fire departments, etc.
- The overall on-line learning community - and the MCCPS approach
- Enrollment

VI. Other Business

A. Goals on Board on Track

B. Out of State Travel and Field Trips

Jeff Barry responded to numerous questions regarding the major off-site trips that were cancelled due to the pandemic. While all of the dust is yet to settle, the administration believes there will be a combination of refunds / reimbursements along with some potential pre-payments on alternative future trips or activities.

For the Washington DC trip, Jeff believes there will be some lost deposit money - expected to be somewhere around \$250 per participant.

Artie Sullivan made a motion to To not allow staff and students to not travel on school sponsored trips out of state through until the end of the 2020 school year.

Fred Ferris seconded the motion.

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

Roll Call

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

C. Adjustments to Schedule

One of the board's primary function is to complete the evaluation of the Head of School and present him with an employment contract before the end of the current school year.

In order to accomplish this, surveys need to be completed, Peter needs to present his self-assessment, and the board appraisals need to be performed.

The group discussed the anticipated timing of all of these items and also discussed potential modifications from the Personnel Committee for the evaluation.

The members understood the anticipated timing of events and committed to having all of the elements completed in time to present an updated contract to Peter by the end of the school year.

VII. Committee Updates

A. Governance Committee

Karl Smith provided an update to the group regarding ongoing initiatives of the Governance Committee. Overall there have been productive - although somewhat protracted discussions regarding updates to the school's by laws. The hope if for a draft that has been reviewed by outside counsel to be presented to the board during the May meeting.

B. Finance Committee

Rudi Herve and Jeff Barry provided the update regarding the financial status of the school. It was noted that the state will continue to pay tuition even if school isn't officially in session. Based on the cost saving measures enacted from the beginning of the school year (due to the known decrease in enrollment) the school appears to be able to operate a break-even levels through the end of June.

C. Personnel Committee

There were no major updates from Personnel - they are preparing for evaluation training for next month's meeting.

D. Academic Excellence

The teachers have been focused on remote learning activities and on-line interaction with the students.

E. Development

Ellen Lodgen noted the 25th anniversary party for the school would be postponed. The group is looking into alternative options and a potential on-line auction. More updates will be presented as the team navigates through the pandemic.

F. Strategic Plan Committee

G. Communications, and Community Relations Committee

H. Charter Renewal

I. BY Laws Task Force

VIII. Public Comment

A. Public Comment

At the second opportunity for public comments, there were none noted.

IX. Closing Items

A. Recap Action Items

B. Meeting Evaluation

Overall everyone was pleased with the remote call and will look to enhance or improve these zoom meetings as they become more standard or the new 'normal'.

Karl Smith made a motion to Adjourn the meeting.

Fred Ferris seconded the motion.

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

Roll Call

Peter Cheney	Aye
Jessica Xiarhos	Aye
Fred Ferris	Aye
Artie Sullivan	Aye
Karl Smith	Aye
Ellen Lodgen	Aye
Stephen Veiga	Aye
Peter Cohen	Aye
Rebecca Whidden	Aye
Richard Doron	Aye

Paul Baker Aye
Rodolphe Herve Aye
Ian Hunt Aye

C. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 9:00 PM.

Respectfully Submitted,
Karl Smith

Documents used during the meeting

- Financial Reports, Feb-20.pdf

Cover Sheet

Monthly Report

Section: V. HOS Report
Item: A. Monthly Report
Purpose: FYI
Submitted by:
Related Material: HOS Report to Board of Trustees 5_21_20.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

May 21, 2020

- Staffing Updates
 - Employment Agreements
 - New Staff (4th Grade special education)
- Enrollment
 - No Change since last month.
 - Projected enrollment for 2020-2021 remains at 220 students
- Future Planning
 - Reopening Commission
 - 35 Member Task Force
 - Accountability Plan & Annual Report
 - Satisfaction Survey coming soon
 - Roof discussion
- Development/Fundraising
 - Auction
 - COVID19 Related Expenditures

Cover Sheet

Annual Evaluation of Head of School

Section: VI. Other Business
Item: A. Annual Evaluation of Head of School
Purpose: Vote
Submitted by:
Related Material: Head of School Evaluation Year End Form 2020 Collated_May16.pdf
MCCPS 2020 End of Cycle Evaluation Dashboard_May17.pdf

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

Head of School: Dr Peter Cohen

Evaluator: MCCPS Board / Collated

5/26/2020

Name

Signature

Date

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 - 2	Met - 7	Exceeded- 1
Student Learning Goal(s)	Did Not Meet	Some Progress - 2	Significant Progress - 1	Met - 5	Exceeded - 1
School Improvement Goal(s)	Did Not Meet	Some Progress	Significant Progress - 3	Met - 7	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.

Indicators	Unsatisfactory	Needs Improvement	Proficient	Exemplary
Standard I: Instructional Leadership	<input type="checkbox"/>	3	6	<input type="checkbox"/>
Standard II: Management and Operations	<input type="checkbox"/>	<input type="checkbox"/>	8	1
Standard III: Family and Community Engagement	<input type="checkbox"/>	1	8	<input type="checkbox"/>
Standard IV: Professional Culture	<input type="checkbox"/>	1	8	<input type="checkbox"/>

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

Step 3: Rate Overall Summative Performance (*Based on Step 1 and Step 2 ratings; circle one.*)

Unsatisfactory

Needs Improvement

Proficient – 9

Exemplary

Step 4: Add Evaluator Comments

Comments and analysis are required in support of any rating other than Proficient.

Comments:

Good start to refreshing and preparing the school to take the next step in its transformation.

Realistic grasp of his own strengths and those of the school – which is refreshing. Appears willing to listen and leverage others in decision-making process. Quickly acclimated to the nuances of the school to help navigate MCCPS through the charter renewal process - worked extremely well with board and staff throughout process.

Has greatly strengthen community engagement. Communication highlights have been the school web page refresh and use of Facebook, Instagram etc. – this has been particularly impressive during the COVID19 remote learning period. Moving forward, Peter does need to ensure momentum is kept up and the number of “eye balls” reading the stories increases. This is key to help drive recruitment of new students.

The reboot of the leadership team to support Peter’s aspirations for the school is on-track and early signs are positive. I would however encourage Peter to explore how he can leverage input from board members, mentors and teachers in refining his thoughts and subsequent communications.

Moving forward, needs to focus on investing on developing and retaining key staff members, strengthen core academics for students, elevate student recruitments’ and retention, especially from the local community and access new funding streams.

To help, I would encourage Peter to focus on refining and developing communication skills – different audiences may require different messages. While comfortable presenting to large audiences, more succinct delivery may be helpful in certain situations. Focus on developing a broader leader tool-set will also be helpful as he continues to grow as a leader of MCCPS.

I think Peter was dropped in to a hornets nest and I think he has done a very good job dealing with it. In life, and work, sometimes you are required to make some decisions that are not going to make everyone happy. I think it is best to try to please most of the people most of the time. He has come up with a plan and is doing his best to move it forward. Years ago, when I was struggling with a had set of stairs or a tricky built in, my boss would say “Just start building it. It will start to build its self”. Basically, you know how you want it to look in the end, so come up with the best plan you can and get going, make some changes on the way and it will happen.

I think peter is well on his way to making Charter the best school in town and building a great future for himself and the school.

Peter has done an excellent job over the course of this school year to examine and evaluate what requires attention – curriculum and teacher quality, financial needs and plans for development, the physical space of the school, lack of systems in place to mainstream processes – all while dealing with the Charter Renewal and a global pandemic. Peter is to be applauded for the efforts he has put forth during the many different and varied challenges in his first year.

What are your most significant accomplishments and/or strengths demonstrated this year?

- Successful charter renewal with minimal finding / observations noted.
- Took pro-active measures to address remote learning / shuttering of school facilities.
- Began process to transition and transform management team / key positions.

What are the top three things you should do next year to move the organization forward?

- Establish development plan efforts to address facility needs.
- Strengthen teaching and continue to improve / enhance public perception.
- Push for full enrollment as soon as possible.

List any key challenges in the year ahead, for yourself and/or for the organization.

- Financial challenges remain the most concerning and full enrollment is the key to ongoing operations.
- Unpopular staffing changes and overall negativity leads to some outspoken criticism from the team / community - Rise above detractors with positive outlook and continued focus on long-term vision for the school.

I am a tough grader and always have been a firm believer that you can't meet the requirements of the job in your first year (At least, that's the discipline and rationale that have been applied to me in my formative years). For that reason alone, it would be extremely difficult....TRUNCATED

Peter jumped in with both feet, fully ready to take on learning about our school and improving its practice. Everything he has done had the primary goal of forward motion for us. Some of his accomplishments really stand out to me:

- Increased level of communication with staff and parents.
- Making his presence known to the students in a variety of ways.
- Taking a leadership role, and an organized one, in faculty meetings and at board meetings.

- Working to streamline policies and procedures inside the school to ensure everything is done well, on time, and there is no duplication of effort which wastes staff time.
- Beginning to institute a support system for teachers by evaluation and coaching.
- Being a full and active participant in many committees and insisting on goal setting and forward movement in those committees.

Dr. Cohen's transition to MCCPS has been exceptional. His inter-departmental and community wide communication has set a high standard for the rest of his tenure. Although Peter has not been able to complete several student, teacher and overall school goals, my view of his performance is positive. His leadership during the COVID - 19 episode has been exceptional and must be taken into serious consideration when reviewing any lack of progress on his professional goals.

Peter has done a great job of assimilating into MCCPS. He has been careful and deliberate in the manner in which he has sat back, taken in and digested the school and staff around him. He has been open, yet measured, in his response to his findings. Some changes were dearly needed. Peter identified them and took swift and timely action to lay the foundations for his second year at charter. The current pandemic has obviously stunted or slowed some of his plans. Yet the swift response to the closure of the school buildings as well as his continued clear and concise communications with the board, staff and community have garnered much admiration with the MCCPS community as well as parents at other schools. An excellent start. Onward and upwards.

Head of School Performance Goals

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	Did Not Meet	Some Progress	Significant Progress	Met	Exceeded
Professional Practice						
1	<p>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.</p> <p>Standard – I-E, II-A, III-A, III-C, IV-4, IV-E</p>	<input type="checkbox"/>	<input type="checkbox"/>	2	5	2
School Improvement						
2	<p>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</p> <p>Standard - I-A, III-D, IV-C</p>	<input type="checkbox"/>	<input type="checkbox"/>	1	7	1
Professional Practice						
3	<p>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.</p> <p>Standard – II-D, II-E</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	8	1
Student Improvement						
4	<p>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</p> <p>Standard – I-B, I-C, I-D, IV-</p>	<input type="checkbox"/>	2	3	4	<input type="checkbox"/>

Permanent						
Standard II-D	Law, Ethics, and Policies: Understands and complies with state and federal laws and mandates, Board policies, and ethical process lines.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	7	2
Standard II-E	Fiscal Systems: Develops a budget that supports the school's vision, mission, and goals; allocates and manages expenditures consistent with school goals and available resources.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	7	2
Standard IV-E	Shared Vision: Successfully and continuously engages all stakeholders in the creation of a shared educational vision in which every student is prepared to succeed in postsecondary education and become a responsible citizen and global contributor.	<input type="checkbox"/>	<input type="checkbox"/>	2	6	1

Comments:

In my opinion, Dr. Cohen has transitioned smoothly into the role of Head of School at MCCPS. Many of the longstanding organizational shortcomings have been addressed and his approach to restructuring his management team is welcomed by many. His attention has been drawn away from some of the core activities needed to meet his overall goals, but what he has been able to accomplish with the remote learning should not be overlooked. I believe this whole situation will bring the team closer together and further strengthen their bonds. I would like to see Peter continue his focus and strive to improve both the teaching and public perception of MCCPS. I plan to offer my full support for him to reach his goals.

This is a tough year to grade Peter given it is both his first year and that he had to deal with extraordinary circumstances linked to the COVID-19 crisis and ensuing school closure. Overall, he's steadily made progress towards the main goals that were in front of him. The main area of growth for me remains in his ability to assess and improve his teaching staff but in all fairness, he has had limited budget and time to do so.

Overall, Dr Cohen has provided excellent leadership since his arrival in Jul-2019. Dr Cohen was on track to meet or exceed the goals through March-2020. Given the school closer and transition to distance learning, Dr Cohen has continued his leadership of the staff, students and community.

Peter has done an excellent job during his first year at MCCPS in identifying, evaluating and – where appropriate – rethinking the systems that underpin the school's daily operations. He has also shown tremendous leadership during the COVID-19 public health crisis, something that could not have been predicted and planned for, but that he is leading the school through gracefully and thoughtfully.

-

Peter has met all these goals. He spent significant time meeting with individuals and groups to get up to speed to the nature of charter schools and the culture of our school in particular. While getting up to speed, he continued to work with the teachers on improving their craft. He took a leadership role in faculty meetings and PD. Peter has been open to suggestions and has opened communication lines between the HOS and staff. He has made great progress in setting up a plan for teacher coaching and evaluation but I marked this as met because it is a multi-year goal. The foundation has been laid for significant movement next year. Peter has been transparent and open about his visions and his work and does a great job of communicating information out to our stakeholders.

Head of School Performance Rating for Standard I: Instructional Leadership

	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. Goal #2	<input type="checkbox"/>	3	6	<input type="checkbox"/>
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. Goal #4	<input type="checkbox"/>	1	7	1
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. Goal #4	<input type="checkbox"/>	1	8	<input type="checkbox"/>
I-D. Evaluation: Ensures effective and timely supervision and evaluation of all staff in alignment with state regulations and contract provisions. Goal #4	<input type="checkbox"/>	3	6	<input type="checkbox"/>
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. Goal #1	<input type="checkbox"/>	1	8	<input type="checkbox"/>

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 - 1

Proficient - 8

Exemplary

<p>Comments and analysis (required for all ratings other than Proficient):</p> <p>With the uniqueness of the second half of the school year, I feel Dr. Cohen responded admirably to the challenge of remote learning and adapted extremely well. With the lack of physical oversight, I believe Dr. Cohen has more progress to make regarding supervision and evaluation of staff. I would say this is out of his control for now, but once the school is back in session, he should focus more attention on oversight of staff.</p> <p>-</p> <p>In the next few years, I'd like to see Peter really take command of the Curriculum and make MCCPS again a school known for its academic rigor, challenging for its students, and whose learning goes beyond the state requirements. At the same time, excellence and beating state averages on standardized testing should be a priority.</p> <p>-</p>

Overall, the educational rigor has steadily improved, even with the transition to distance learning in March. Improvements in teacher evaluations was on track and the introduction of Peer to Peer evaluations. With the distance learning, teacher evaluations have taken a slightly different tack to monitor the effective of the online teaching.

-

1-A, 1-C, 1-D, 1-E: Peter has indicated that teacher evaluations and improvements have been hampered by the school closure precipitated by COVID-19 in March 2020. This is an aspect of school performance that Peter is keenly focused on but has not had time to fully address and evaluate. He has shared with the Board that he sees this work continuing into Fall 2020 before this goal can be completed. I am confident that given the time to focus on this performance goal, and with the support of a newly-structured leadership team, Peter will make strong improvements in this area.

-

I marked Needs Improvement for Evaluation because the entire process was not completed. Evaluations were started in the fall and were going well for a while. There was a slow down for a bit but the process had ramped back up and was ready to finish when the closure occurred. Not completing is not Peter's fault but it does need to be better next year, starting very early in the year.

Examples of evidence Head of School might provide:

- | | | |
|--|---|---|
| <input type="checkbox"/> Goals progress report | <input type="checkbox"/> Analysis of staff evaluation data | <input type="checkbox"/> Relevant Board meeting agendas/materials |
| <input type="checkbox"/> Analysis of classroom walk-through data | <input type="checkbox"/> Report on educator practice and student learning goals | <input type="checkbox"/> Analysis of leadership team(s) agendas and/or feedback |
| <input type="checkbox"/> Analysis of school assessment data | <input type="checkbox"/> Student achievement data | <input type="checkbox"/> Protocol for school visits |
| <input type="checkbox"/> Sample of school improvement plans and progress reports | <input type="checkbox"/> Analysis of student feedback | <input type="checkbox"/> Other: _____ |
| | <input type="checkbox"/> Analysis of staff feedback | |

Head of School Performance Rating for Standard II: Management and Operations

	Unsatisfactory	Needs Improvement	Proficient	Exemplary
II-A. Environment: Develops and executes effective plans, procedures, routines, and operational systems to address a full range of safety, health, emotional, and social needs. Goal #1	<input type="checkbox"/>	<input type="checkbox"/>	7	2
II-B. Human Resources Management and Development: Implements a cohesive approach to recruiting, hiring, induction, development, and career growth that promotes high-quality and effective practice. Other Evidence	<input type="checkbox"/>	1	7	1
II-C. Scheduling and Management Information Systems: Uses systems to ensure optimal use of data and time for teaching, learning, and collaboration, minimizing disruptions and distractions for school-level staff.	<input type="checkbox"/>	<input type="checkbox"/>	6	1
II-D. Law, Ethics, and Policies: Understands and complies with state and federal laws and mandates, Board policies, and ethical process lines. Permanent Goal, Goal #3	<input type="checkbox"/>	<input type="checkbox"/>	8	1
II-E. Fiscal Systems: Develops a budget that supports the school's vision, mission, and goals; allocates and manages expenditures consistent with school goals and available resources. Permanent Goal, Goal #3	<input type="checkbox"/>	<input type="checkbox"/>	8	1

Overall Rating for Standard II
(Circle one.)

The education leader promotes the learning and growth of all students and the success of all staff by ensuring a safe, efficient, and effective learning environment, using resources to implement appropriate curriculum, staffing, and scheduling.

Unsatisfactory

Needs Improvement

Proficient - 9

Exemplary

Comments and analysis (required for all ratings other than Proficient):

Emerging HR and Management Skills – some hiring and reorganization decisions seem to have been made without fully thinking through potential. Leveraging the new LT now in place will greatly help moving forward. Additionally focusing on refining and developing a broader leader tool set might be helpful for – perhaps through an executive coach.

-

Dr. Cohen was quick to plan out and execute a remote learning plan with assistance of his team. He has helped to guide the By-Laws task force to update the school's critical guiding document. Additionally, he has developed a scalable budget that adequately funds the school's activities despite the reduced enrollment. Those efforts I would consider exemplary.

-

Dr. Cohen identified key systems for improvement and development. The fiscal health is stable with areas for growth identified.

-

II-A, II-B: Peter has shown real strength in improving MCCPS's plans, procedures, routines and operational systems. He has been

clear-eyed about what is and is not working and has taken steps to refine and rethink long-standing systems that no longer serve the school. He has also tackled staff restructuring and hiring in his first year, which is not an easy task, and has sought to communicate the resulting changes clearly to the school community (faculty, Board, parents, past parents, alumni, etc). It hasn't always been smooth, but from my perspective Peter has handled opposition to change calmly and professionally.

-

Peter has done a very good job managing our building. He is passionate about keeping everything clean, safe, and orderly. Peter is working to clean up the systems that have (or have not) been in place to ensure that everything is done well and on time. Peter has a strong knowledge of school law and works hand in hand with the finance committee to keep our budget on track.

Examples of evidence Head of School might provide:

- | | | |
|---|---|--|
| <input type="checkbox"/> Goals progress report | <input type="checkbox"/> Analysis of student feedback | <input type="checkbox"/> Analysis and/or samples of leadership team(s) |
| <input type="checkbox"/> Budget analyses and monitoring reports | <input type="checkbox"/> Analysis of staff feedback | <input type="checkbox"/> schedule/agendas/materials |
| <input type="checkbox"/> Budget presentations and related materials | <input type="checkbox"/> Analysis of safety and crisis plan elements | <input type="checkbox"/> Other:_____ |
| <input type="checkbox"/> External reviews and audits | <input type="checkbox"/> and/or incidence reports | |
| <input type="checkbox"/> Staff attendance, hiring, retention, and other HR data | <input type="checkbox"/> Relevant Board meeting agendas/minutes/materials | |

Head of School Performance Rating for Standard III: Family and Community Engagement

	Unsatisfactory	Needs Improvement	Proficient	Exemplary
<i>Check one box for each indicator and circle the overall standard rating.</i>				
III-A. Engagement: Actively ensures that all families are welcome members of the classroom and school community and can contribute to the effectiveness of the classroom, school, and community. Goal #1	<input type="checkbox"/>	<input type="checkbox"/>	9	<input type="checkbox"/>
III-B. Sharing Responsibility: Continuously collaborates with families and community stakeholders to support student learning and development at home, school, and in the community. Other Evidence	<input type="checkbox"/>	<input type="checkbox"/>	7	2
III-C. Communication: Engages in regular, two-way, culturally proficient communication with families and community stakeholders about student learning and performance. Goal #1	<input type="checkbox"/>	1	6	2
III-D. Family Concerns: Addresses family and community concerns in an equitable, effective, and efficient manner. Goal #2	<input type="checkbox"/>	<input type="checkbox"/>	9	<input type="checkbox"/>

Overall Rating for Standard III (Circle one.)	The education leader promotes the learning and growth of all students and the success of all staff through effective partnerships with families, community organizations, and other stakeholders that support the mission of the school.
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Unsatisfactory

Needs Improvement - 1

Proficient - 6

Exemplary

<p>Comments and analysis (required for all ratings other than Proficient):</p> <p>Has greatly strengthen community engagement. Communication highlights have been the school web page refresh and use of Facebook, Instagram etc. – this has been particularly impressive during the COVID19 remote learning period. Moving forward, Peter does need to ensure momentum is kept-up and the number of “eye balls” reading the stories increases. Would also encourage Peter to focus on refining and developing his own communication skills – different audiences may require different messages. While comfortable presenting to large audiences, more succinct delivery may be helpful in certain situations.</p> <p>-</p> <p>Dr. Cohen’s regular e-mail updates are professional and on-point. Based on previous meetings / discussions, I know that some families are being allowed to take home cromebooks to utilize during the remote learning. Peter has always been approachable and straight-forward when I’ve seen him speak in public. I appreciate his professionalism and drive to improve the school</p> <p>-</p> <p>Dr Cohen began with an entry plan to speak with the different constituencies and stakeholders. The communication is on a weekly basis or more frequent if needed. The communication and updates to the board are beneficial for informed decisions.</p>
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II-B, III-C: Before March 2020 I would have marked these two sections “proficient,” but I’ve chosen to mark them “exemplary” here to reflect Peter’s timely and effective response to the COVID-19 health crisis. Under his leadership, MCCPS faculty began to offer remote learning in a matter of weeks after school closed in March 2020 and has continued to refine their approach to distance learning. Peter and his team have worked hard all year to increase the quality, quantity and variety of formats of communication all year; this has been particularly valuable in the spring of 2020 as school has operated remotely and parents and students (not to mention faculty, staff, and the broader community) have wondered with each passing week what the remainder of the school year would look like.

-

Peter takes the engagement of families very seriously. He has absolutely ramped up our level of clear communication with families and is always looking for new ways to engage the families, students, and community.

Examples of evidence Head of School might provide:

- | | | |
|---|--|---|
| <input type="checkbox"/> Goals progress report | <input type="checkbox"/> Sample school newsletters and/or other communications | <input type="checkbox"/> Analysis of survey results from parent and/or community stakeholders |
| <input type="checkbox"/> Participation rates and other data about school family engagement activities | <input type="checkbox"/> Analysis of school improvement goals/reports | <input type="checkbox"/> Relevant Board presentations and minutes |
| <input type="checkbox"/> Evidence of community support and/or engagement | <input type="checkbox"/> Community organization membership/participation/contributions | <input type="checkbox"/> Other: _____ |

Head of School Performance Rating for Standard IV: Professional Culture

	Unsatisfactory	Needs Improvement	Proficient	Exemplary
IV-A. Commitment to High Standards: Fosters a shared commitment to high standards of service, teaching, and learning with high expectations for achievement for all. Goal #1	<input type="checkbox"/>	<input type="checkbox"/>	7	2
IV-B. Cultural Proficiency: Ensures that policies and practices enable staff members and students to interact effectively in a culturally diverse environment in which students' backgrounds, identities, strengths, and challenges are respected.	<input type="checkbox"/>	1	6	<input type="checkbox"/>
IV-C. Communication: Demonstrates strong interpersonal, written, and verbal communication skills. Goal #2	<input type="checkbox"/>	1	6	2
IV-D. Continuous Learning: Develops and nurtures a culture in which staff members are reflective about their practice and use student data, current research, best practices, and theory to continuously adapt practice and achieve improved results. Models these behaviors in his or her own practice. Goal #4	<input type="checkbox"/>	<input type="checkbox"/>	9	<input type="checkbox"/>
IV-E. Shared Vision: Successfully and continuously engages all stakeholders in the creation of a shared educational vision in which every student is prepared to succeed in postsecondary education and become a responsible citizen and global contributor. Permanent Goal, Goal #1	<input type="checkbox"/>	1	8	<input type="checkbox"/>
IV-F. Managing Conflict: Employs strategies for responding to disagreement and dissent, constructively resolving conflict and building consensus throughout school community. Other Evidence	<input type="checkbox"/>	1	8	<input type="checkbox"/>

Overall Rating for Standard IV (Circle one .)	The education leader promotes the learning and growth of all students and the success of all staff by nurturing and sustaining a schoolwide culture of reflective practice, high expectations, and continuous learning for staff.
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Unsatisfactory

Needs Improvement - 1

Proficient - 8

Exemplary

<p>Comments and analysis (required for overall ratings other than Proficient)</p> <p>Good start in building an open, safe and positive culture across all faculty members. However, this is a long road and Peter will need to continue to work on developing tools to foster open and engaging conversations amongst the staff. Fully leveraging the full diversity of perspectives and ideas from all is the way to move this school to the next level.</p> <p>-</p> <p>I am very impressed with Dr. Cohen's ability to come onboard to our school and make so many needed changes and updates. I fully support his staffing changes and believe he is making great progress on all areas noted above; however, it is still early on in the process. I hope he continues his efforts and remains driven to bring the school to its full potential.</p> <p>-</p>
--

IV-A: I've given Peter an overall "proficient rating for this section of the evaluation, but believe it is an area where he will evolve into an "exemplary" rating. This is because of his clearly demonstrated commitment to high standards, both for himself, but also for his team (faculty and staff), for the Board, for the student body, and for the broader MCCPS community. He has shown this year a real willingness to roll up his sleeves and dive into the challenges facing the school, and has not shied away from making controversial decisions and adding extra work to his own plate. I'm excited to see what year two of Peter's time at MCCPS has in store.

-

Peter has increased the level of communication between the HOS and the staff, leading to a better understanding of what the goals should be and how the staff should get there. He definitely presents the students with the importance of commitment to good work in school. He has been open to conversations and to productively helping mediate conflict among staff, between staff and students, and between staff and parents.

Examples of evidence Head of School might provide:

- Goals progress report
- School improvement plans and reports
- Staff attendance and other data
- Memos/newsletters to staff and other stakeholders
- School visit protocol and sample follow-up reports
- Presentations/materials for community/parent meetings
- Analysis of staff feedback
- Samples of Head of School/administrator practice goals
- Board meeting agendas/materials
- Sample of leadership team(s) agendas and materials
- Analysis of staff feedback
- Other: _____

MCCPS 2020 end of cycle Head of School evaluation **overview of process**

How did we do?

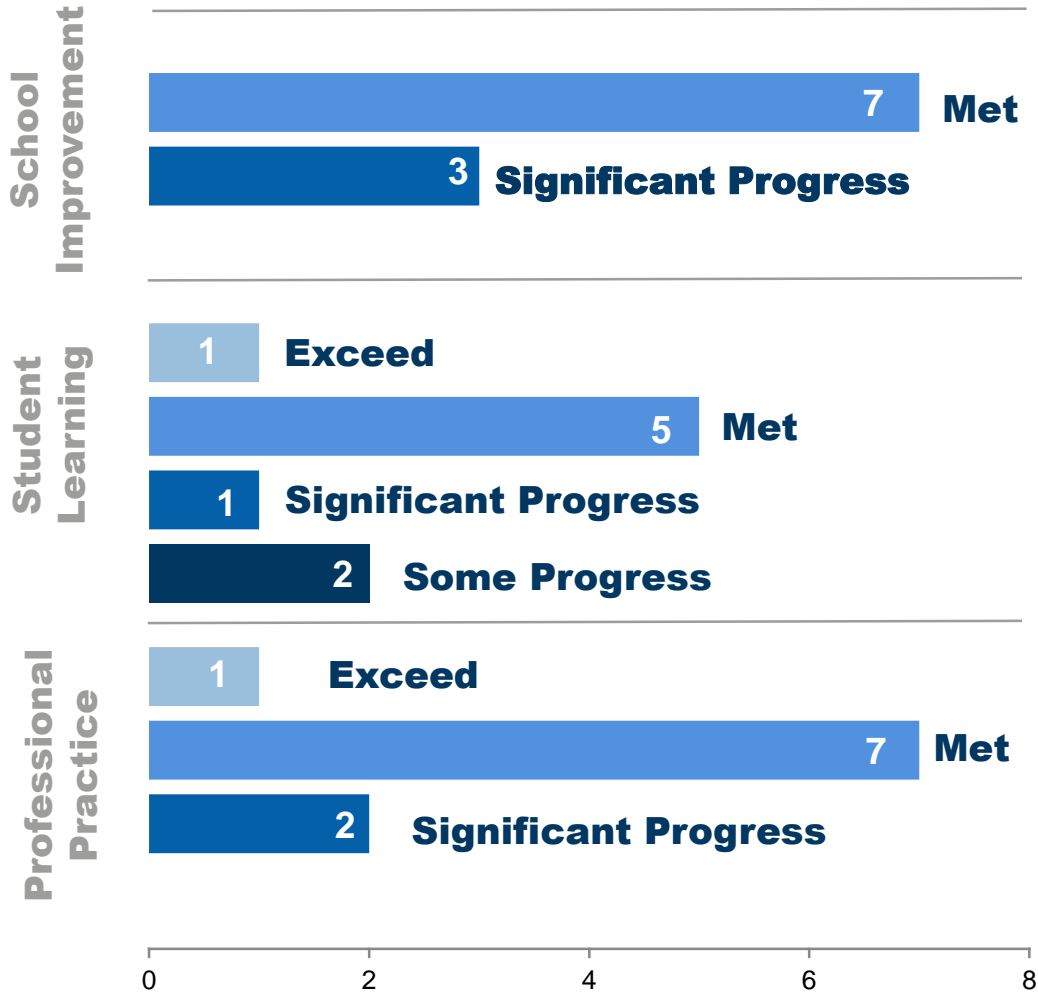
- 11** board members provided feedback on HoS performance
- 10** evaluation forms submitted
- 3** evaluation forms incomplete

Opportunities for 2021

- 1** Strive for 100% reporting from board members for evaluations
- 2** Provide training to ensure documents are completed correctly
- 3** Coaching to grow and develop written feedback skills

End of Cycle Summary (N = 10 of 12 provided evaluation scores with some incompletes)

1. Progress Towards Goals



2. Performance Towards Standards



** Not all board members provided summary scores for Performance Towards Standards & Progress Towards Goals*

3. Overall Performance

Unsatisfactory	Needs Improvement	Proficient	Exemplary
0	0	9*	0

MCCPS 2020 end of cycle Head of School evaluation **proposed areas of focus**

Recommended Key Areas of Focus

- Investing in our teachers through high-quality **professional development**
- Strengthening **academic rigor** with our students
- **Building partnership** with our sending districts (e.g. Swampscott, Salem, Lynn, Peabody)
- Accessing **new funding streams** to support our school

Personnel Development

- Developing and refining tools to **grow as a leader**

Cover Sheet

Presentation Budget for SY 20-21

Section: VI. Other Business
Item: B. Presentation Budget for SY 20-21
Purpose: Vote
Submitted by:
Related Material: FY21 Proposed Budget.pdf

MCCPS
FY21 Operating Budget worksheet

04/20/20

Ordinary Income/Expense	FY20 Approved		FY21 V4 Proposed
Income			Salaries 3.0
4057 — VACATION PROGRAMMING	7,250	no summer camp (SPED only)	0
4005 — STATE ALLOCATION	3,072,227	From PPE sheet, Scenario 1	3,086,095
Total 4040 — INVESTMENT INCOME	100		100
4050 — OTHER INCOME			
4051 — 17 Lime Rent	20,844	14 apsects - 7 at \$500, 7 at \$750 (\$8750) , Hagggett, MYH	21,750
4054 — Misc. Inc.	200	\$10K NetFlix (FY20)	1,500
4056 — Homework Club	10,000	Lodgen	10,000
4050 — OTHER INCOME - Other	200		500
Total 4050 — OTHER INCOME	31,244		
4055 — STUDENT SUCCESS FUND	18,630		18,000
4080 — REIMBURSEMENTS	3,500		2,000
4085 — MEDICARE REIMB.	5,000	FY20 pending receipt	5,000
Total 4090 — FUNDRAISING	36,400	net	45,000
Total Income	3,174,351		3,189,945
Gross Profit			
Expense			
5000 — PERSONNEL			
5089 — Fellows	0		
5088 — Vactaion Programming	1,300	no summer camp (SPED program only)	0
5100 - PAYROLL TAX			
Fam/Medical Leave	0	new tax	5,000
5120 — Work Comp	15,183	front loaded	17,000
5117 — Unemployment	11,058		13,000
5116 — Medicare	33,325		35,000
5115 — Soc Sec	48,000		42,000
Total 5100 - Payroll Taxes	107,566		112,000
Salaries from worksheet	2,118,116	from worksheet	2,140,701
Total 5000 — PERSONNEL	2,225,682		2,252,701
5140 — BENEFITS			
5141 — Health	378,000		373,774
5142 — Dental	28,000		25,661
5143 — Life & Disability	13,400		14,400
Total 5140 — BENEFITS	419,400		413,835
5150 — STAFF DEVELOPMENT	6,000	MCPSA membership	7,500
5160 — SEARCH COSTS	1,600	SchoolSpring	1,700
5200 — DIRECT STUDENT SUPPORT			
5255 — Homework Club	7,500		6,500
5202 — Furnishings	1,000		1,000
5203 — Student Success Fund	15,000	85% of revenue	15,300
5210 — Teachers supplies	5,000		5,000
5211 — Instructional Equipment	14,400	buy out of old lease (FY19)	14,400
5215 — Curriculum supplies	5,000		5,000
5220 — Student supplies	5,000		5,000
5221 — SPED supplies	1,500	grants	1,500
5222 — SPED Services	1,500	grants overflow	1,500
5240 — Computer Support	2,000		2,000
5241 — Technology - Hardware	5,000		5,000
5242 — Technology-Software	2,000	FY20 incl.IXL, Powerschool upgrade	2,000
5250 — Nursing supplies	1,500		1,500
5290 — Vacation Programming	4,610		0
Total 5200 — DIRECT STUDENT SUPPORT	71,010		65,700
5300 — OCCUPANCY			
5320 — Maintenance			
Total 5320 — Maintenance	39,500		40,000
5330 — CustSvc	27,200		30,000
5340 — CustSupplies	5,000		5,000
5351 — Utilities			
5352 — Electric	28,500		30,000
5354 — Water	8,500		8,500
5355 — Communications	3,750		3,750
Total 5351 — Utilities	40,750		42,250
Total 5300 — OCCUPANCY	112,450		117,250
5400 — OFFICE & ADMIN			
5492 — Mortgage Interest	129,706	from amortization schedule	120,423
5405 — FundraisingExp			
5407 — Events			
5408 — Musical			
5405 — FundraisingExp - Other			
Total 5405 — FundraisingExp	5,650		6,000
5410 — Supplies	5,000		5,000
5430 — Accounting	18,000		18,000
5431 — Legal	15,000		10,000
5435 - Marketing	0	new line item	10,000
5440 — PayrollSvc	6,000		5,500
5450 — Printing&Copy	1,200		1,200
5460 — Postage	3,500		3,500
5470 — General Liability Insurance	28,717		30,000
5480 — Board	6,000	Board on Track	7,000
5486 — HoS Discretionary	1,500		1,500
5487 — Admissions	1,500		1,500
5497 — Bank Chrg	950		1,000
Total 5400 — OFFICE & ADMIN	222,723		220,623
6100 — Depreciation	94,572	TBD	95,000
Total Expense	3,153,437		3,174,309
Net Ordinary Income	20,914	Using Scenario 1 revenue figure	15,636
Net Income		Using Scenario 2 revenue figure	

Updated PPEs

9/12/2019

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

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

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

FY19+5%				
Marblehead	118	\$15,272	\$1,802,126	Marblehead
Swampscott	41	\$14,959	\$613,333	Swampscott
Lynn	18	\$10,758	\$193,649	Lynn
				Salem

Salem	13	\$14,556	\$189,230	Saugus
Saugus	1	\$16,459	\$16,459	Peabody
Peabody	5	\$12,558	\$62,790	Nahant
Nahant	7	\$14,929	\$104,502	Beverly
Beverly	2	\$15,094	\$30,188	
	205		\$3,012,277	

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

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

	FY19+ 4%	
118	\$15,127	\$1,784,986
41	\$14,817	\$607,497
18	\$10,656	\$191,808
13	\$14,817	\$192,621

1	\$16,302	\$16,302
5	\$12,438	\$62,192
7	\$14,787	\$103,507
2	\$14,950	\$29,900
205		\$2,988,813

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

<u>District</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>
Marblehead	\$11,826	\$12,337	\$13,012	\$13,682
Salem	\$13,199	\$12,672	\$13,475	\$12,303
Swampscott	\$12,841	\$13,052	\$13,940	\$14,058
Lynn	\$10,092	\$9,585	\$9,783	\$11,027
Nahant	<u>\$11,630</u>	<u>\$12,729</u>	<u>\$12,973</u>	<u>\$13,247</u>
<i>Average</i>	\$11,918	\$12,075	\$12,637	\$12,863

Marblehead	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>
<i>trend over time</i>	4.3%	5.5%	5.1%	6.3%

RAW DATA FROM DESE

FY15	FTE	Foundation	Above	Facilities
LYNN	13.5	9,190	9	893
MARBLEHEAD	182.1	8,149	2,784	893
NAHANT	4.0	7,901	2,836	893
PEABODY	5.0	9,487	1,357	893
SALEM	3.2	9,581	2,725	893
SWAMPSCOTT	14.0	7,776	4,172	893

FY16	FTE	Foundation	Above	Facilities
LYNN	9.4	8,691	1	893
MARBLEHEAD	184.3	8,212	3,232	893

NAHANT	5.1	8,146	3,690	893
PEABODY	6.0	9,434	1,217	893
SALEM	6.0	8,856	2,923	893
SWAMPSCOTT	17.6	7,924	4,235	893

FY17

LYNN	8.4	8,720	170	0
MARBLEHEAD	194.3	8,244	3,875	0
NAHANT	4.0	8,027	4,053	0
PEABODY	5.5	8,814	834	0
SALEM	9.0	9,043	3,539	0
SWAMPSCOTT	8.5	8,362	4,685	0

FY18

LYNN	16.24	9,723	411	0
MARBLEHEAD	170.50	8,433	4,356	0
NAHANT	2.00	8,183	4,171	0
PEABODY	9.50	8,890	1,533	0
SALEM	16.19	8,649	2,761	0
SWAMPSCOTT	15.00	8,174	4,991	0

FY19

BEVERLY	1.00	10,571	2,911	0
DANVERS	1.00	10,053	4,843	0
LYNN	16.23	9,249	104	0
MARBLEHEAD	161.74	8,868	4,784	0
NAHANT	1.92	8,580	4,745	0
PEABODY	9.70	9,288	1,779	0
SALEM	17.00	10,068	2,902	0

SWAMPSCOTT	18.76	8,610	4,744	0
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FY20 Projected at August 2019

BEVERLY		9,123	2,512	0
LYNN		10,938	123	0
MARBLEHEAD		9,477	5,112	0
NAHANT		8,954	4,952	0
PEABODY		10,818	2,072	0
SALEM		9,892	2,852	0
SWAMPSCOTT		8,984	4,950	0

<u>FY19</u>	<u>FY20 (proj)</u>
\$14,545	\$15,527
\$13,863	\$13,682
\$14,247	\$14,872
\$10,246	\$11,999
<u>\$14,218</u>	<u>\$14,844</u>
\$13,424	\$14,185

FY20 (proj)
6.8%

<http://www.doe.mass.edu/charter/finance/>

PPE

10,092
11,826
11,630
11,737
13,199
12,841

0	9,585
0	12,337

0	12,729
0	11,544
0	12,672
0	13,052

893	9,783
893	13,012
893	12,973
893	10,541
893	13,475
893	13,940

893	11,027
893	13,682
893	13,247
893	11,316
893	12,303
893	14,058

893	14,375
893	15,789
893	10,246
893	14,545
893	14,218
893	11,960
893	13,863

893	14,247
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938	12,573
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938	11,999
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938	15,527
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938	14,844
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938	13,828
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938	13,682
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938	14,872
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FY20 PPEs by sending district

January 2020

		<u>FY20 Projected</u>	DESE 8/19
Marblehead	119	\$15,536	\$1,848,784
Swampscott	43	\$16,295	\$700,685
Lynn	18	\$12,968	\$233,424
Salem	12	\$15,711	\$188,532
Saugus	2	\$17,551	\$35,102
Peabody	5	\$15,087	\$75,435
Nahant	7	\$14,844	\$103,908
Beverly	1.5	\$18,114	\$27,171 anticipates loss of 1 student after 12/19
	207.5		\$3,213,041

There will be some minor pro-ration

FY20 Budget	\$ 3,072,227
	\$140,814
	Average
	\$15,484.53

		<u>FY20 Projected</u>	DESE 12/23/19
Marblehead	121	\$15,603	\$1,887,963
Swampscott	41	\$14,872	\$609,752
Lynn	18	\$11,885	\$213,930
Salem	13	\$13,022	\$169,286
Saugus	1	\$16,605	\$16,605
Peabody	5	\$13,639	\$68,195
Nahant	7	\$15,597	\$109,179
Beverly	1.5	\$12,487	\$18,731 withdrawl not official as of 1/3/20, but the
	207.5		\$3,093,641

There will be some minor pro-ration

FY20 Budget	\$ 3,072,227
	\$21,414
	Average
	\$14,909.11

State allocation deposits

July	\$290,567 actual	230
Aug	\$290,567 actual	230
Sept	\$290,567 actual	230
Oct	\$290,567 actual	230
Nov	\$290,567 actual	230
Dec	\$229,030 actual	205
Jan	\$229,030 projected	should adjust to 207.5
Feb	\$229,030 projected	
Mar	\$229,030 projected	
Apr	\$229,030 projected	
May	\$229,030 projected	
June	\$229,030 projected	

\$3,056,045

FY21 PPE calculations

		Founda- tion Rate	Above Founda- tion Rate	Facilities Rate	Total Rate
FY20	Sending				
as of Dec	BEVERLY	9,123	2,426	938	12,487
2019	LYNN	10,938	9	938	11,885
	MARBLEHEAD	9,477	5,188	938	15,603
	NAHANT	8,954	5,705	938	15,597
	PEABODY	10,818	1,883	938	13,639
	SALEM	9,892	2,192	938	13,022
	SAUGUS	11,379	4,288	938	16,605
	SWAMPSCOTT	8,984	4,950	938	14,872

		FY20 at Dec	+3%	AF Flat	Facilities	
FY21	BEVERLY	9,123	9,397	2,426	938	12,761
Projected	LYNN	10,938	11,266	9	938	12,213
As per	MARBLEHEAD	9,477	9,761	5,188	938	15,887
memo	NAHANT	8,954	9,223	5,705	938	15,866
	PEABODY	10,818	11,143	1,883	938	13,964
	SALEM	9,892	10,189	2,192	938	13,319
	SAUGUS	11,379	11,720	4,288	938	16,946
	SWAMPSCOTT	8,984	9,254	4,950	938	15,142

		Foundation	AF	Facilities		
FY19	BEVERLY	10,571	2,911	893	#####	#
Final	DANVERS	10,053	4,843	893	#####	#
	LYNN	9,249	104	893	#####	#
	MARBLEHEAD	8,868	4,784	893	#####	#
	NAHANT	8,580	4,745	893	#####	#
	PEABODY	9,288	1,779	893	#####	#
	SALEM	10,068	2,902	893	#####	#
	SWAMPSCOTT	8,610	4,744	893	#####	#

Above Foundation rate comparis FY19-FY20 (projected)

	FY19 final	FY20 proj.	Change	
BEVERLY	2,911	2,426	(\$485)	83% -7%
LYNN	104	9	(\$95)	9% -91%
MARBLEHEAD	4,784	5,188	\$404	108% +8%
NAHANT	4,745	5,705	\$960	120% +20%
PEABODY	1,779	1,883	\$104	106% +6%
SALEM	2,902	2,192	(\$710)	76% -24%
SAUGUS	4,730*	4,288	(\$442)	91% -9%
SWAMPSCOTT	4,744	4,950	\$206	104% +4%

* average of available data

Scenario 1 - Foundation +3%, AF & Facilities flat

		FY20 at Dec	+3%	AF Flat	Facilities	PPE
FY21	BEVERLY	9,123	9,397	2,426	938	12,761
Projected	LYNN	10,938	11,266	9	938	12,213
	MARBLEHEAD	9,477	9,761	5,188	938	15,887
	NAHANT	8,954	9,223	5,705	938	15,866
	PEABODY	10,818	11,143	1,883	938	13,964
	SALEM	9,892	10,189	2,192	938	13,319
	SAUGUS	11,379	11,720	4,288	938	16,946
	SWAMPSCOTT	8,984	9,254	4,950	938	15,142

	Student population - projected	PPE	TOTAL	
BEVERLY	1	12,761	12,761	
LYNN	18	12,213	219,837	
MARBLEHEAD	121	15,887	1,922,365	
NAHANT	7	15,866	111,059	
PEABODY	5	13,964	69,818	
SALEM	13	13,319	173,144	
SAUGUS	1	16,946	16,946	
SWAMPSCOTT	41	15,142	620,802	Weighted avg
	207		3,146,731	\$ 15,201.60

Scenario 2 - Foundation +3%, AF follows trend, Facilities flat

		FY20 at Dec	+3%	AF	Facilities	PPE
FY21	BEVERLY	9,123	9,397	2,014	938	12,348
Projected	LYNN	10,938	11,266	9	938	12,213
	MARBLEHEAD	9,477	9,761	5,603	938	16,302
	NAHANT	8,954	9,223	6,846	938	17,007
	PEABODY	10,818	11,143	1,996	938	14,077
	SALEM	9,892	10,189	1,666	938	12,793
	SAUGUS	11,379	11,720	3,902	938	16,560
	SWAMPSCOTT	8,984	9,254	5,148	938	15,340

	Student population - projected	PPE	TOTAL	
BEVERLY	1	12,348	12,348	
LYNN	18	12,213	219,837	
MARBLEHEAD	121	16,302	1,972,584	
NAHANT	7	17,007	119,046	
PEABODY	5	14,077	70,383	
SALEM	13	12,793	166,305	
SAUGUS	1	16,560	16,560	
SWAMPSCOTT	41	15,340	628,920	Weighted avg
	207		3,205,984	\$ 15,487.84

FY20 Budget	\$3,072,227	
Scenario 1	\$3,146,731	
Scenario 2	\$3,205,984	\$59,252
Scenario 2 + 3 students (210)		\$3,252,447

DESE FY21 Projection (Januray) **Weighted avg \$ 15,643.95**

April update 4/8/2020 DESE data from 3/24/20

		FY20 at March 2020	Above Found.	Facilities	PPE
FY20 Q3	BEVERLY	9,123	2,429	938	12,490
Estimates	LYNN	10,938	0	938	11,876
	MARBLEHEAD	9,477	5,039	938	15,454
	NAHANT	8,954	5,183	938	15,075
	PEABODY	10,818	1,768	938	13,524
	SALEM	9,892	2,139	938	12,969
	SAUGUS	11,379	4,227	938	16,544
	SWAMPSCOTT	8,984	4,408	938	14,330

	Student population - projected	PPE	TOTAL	
BEVERLY	1	12,490	12,490	
LYNN	18	11,876	213,768	
MARBLEHEAD	121	15,454	1,869,934	
NAHANT	7	15,075	105,525	
PEABODY	5	13,524	67,620	
SALEM	13	12,969	168,597	
SAUGUS	1	16,544	16,544	
SWAMPSCOTT	41	14,330	587,530	Weighted avg
	207		3,042,008	\$ 14,695.69

210 students **\$3,086,095** -0.03328004

Cover Sheet

Review of Proposed MCCPS bylaws

Section: VI. Other Business
Item: C. Review of Proposed MCCPS bylaws
Purpose: Discuss
Submitted by:
Related Material: BYLAWS Working Copy, 2020-May 5, 2020.docx
bylaws cover email.docx
counsel review.docx

By-Laws of the Marblehead Community Charter Public School

ARTICLE I

Purposes

Section 1: Recognizing that it takes an entire community to educate a child, the mission of the Marblehead Community Charter Public School (hereinafter the School or MCCPS) is to create a partnership among faculty, staff, students, parents and community members, and that will provide our early adolescents with the support necessary to reach their highest individual potential intellectually, artistically, socially, emotionally, and physically, so they are highly contributing members of our democratic society; and to provide a laboratory for examining, developing, and fostering the interrelatedness of the school as a learning community and the community as a learning environment.

Section 2: MCCPS is a public entity established by the granting of a charter by the Commonwealth of Massachusetts (hereinafter the State), pursuant to MGL Chapter.71, §89.

ARTICLE II

Board of Trustees

Section 1: The Board of Trustees (hereinafter the Board) shall consist of at least nine (9) Trustees and not more than fifteen (15) Trustees. In alignment with the School's Charter, "MCCPS is to be a teacher-led, student-focused school, faculty and staff members will be an integral part of every aspect of school operations," MCCPS faculty and staff members (hereafter "Teachers") are encouraged to serve on the Board. The Board of Trustees shall include at least one (1) current Teacher, and one (1) parent of a current Charter School student as members. Teachers can hold up to three (3) of the seats on the Board. All Trustees will comply with the State Conflict of Interest Laws, M.G.L. 268A. The Head of School, as an ex officio member of the Board, is not considered a "Teacher" for the purpose of this seat limitation. All Trustees shall have identical rights and responsibilities, except where otherwise determined in these By-Laws. The Board is a public entity and its members are each considered special State employees pursuant to Massachusetts law. The Board holds the charter from the State and is responsible for:

- (a) ensuring that the School complies with all applicable laws and regulations; and
- (b) ensuring the school is an academic success, organizationally viable, faithful to the terms of its charter, and earns charter renewal.

Section 2: Board members shall be sought who reflect the qualities, qualifications, and diversity determined by the needs of the Board. The Board of Trustees may not discriminate against potential members on the basis of age, gender, sexual orientation, gender identity, race, national origin, ancestry, religion, marital status, or non-disqualifying handicap or mental condition.

Section 3: The Governance Committee shall present the qualifications of potential Trustees to the Board for review, discussion, and vote at any regularly scheduled Board meeting. Any Trustee positions to be filled on the Board shall be by an affirmative vote of a majority of the sitting Trustees attending the meeting, including those members of the Board who participate remotely in compliance with the legal requirements as set forth in M.G.L.c. 30A, section 20 (d), and 940 CMR 29.10 (the Open Meeting Law and the supporting Regulations).

Section 4: Trustees shall take office upon approval by the State. Trustees shall serve a term of three (3) years from the date of their appointments, or until their successors are seated. After appointment, the term of a Trustee may not be reduced by a vote of the members of the Board except for cause as

specified in these By-Laws, and removal shall follow the procedures as set forth in Article II, Section 7. No Trustee shall serve more than two (2) consecutive, three-year terms. Fulfilling an incomplete term is not considered part of the term limit. Trustees shall serve staggered terms in order to maintain Board continuity and ensure new perspectives.

Section 5: Any vacancy occurring in the Board of Trustees may be filled, upon recommendation of a qualified candidate by the Governance Committee, by the affirmative vote of the majority of a quorum of Trustees in attendance at the meeting, including those members of the Board who participate remotely in compliance with the legal requirements as set forth in M.G.L.c. 30A, section 20 (d), and 940 CMR 29.10 (the Open Meeting Law and the supporting Regulations). A Trustee approved to fill the vacancy shall be appointed for the unexpired term of their predecessor.

Section 6: A Trustee may resign at any time by filing a written resignation with the Chair or the Clerk of the Board. Such resignations shall be effective upon receipt. A Trustee who misses three regularly scheduled meetings of the Board of Trustees without cause during one academic year may be subject to removal pursuant to Article II, Section 7. Their place on the Board of Trustees shall be filled pursuant to Article II, Section 5 above.

Section 7: The Board may remove any Trustee for cause by two-thirds (2/3) vote of the seated Board of Trustees, in attendance at a meeting, including those members of the Board who participate remotely in compliance with the legal requirements as set forth in M.G.L.c. 30A, section 20 (d), and 940 CMR 29.10 (the Open Meeting Law and the supporting Regulations), at any regular or special meeting of the Board, provided that a statement of the reason or reasons for removal shall have been mailed by Registered Mail to the Trustee proposed for removal at least thirty (30) days before any final action is taken by the Board. This statement shall be accompanied by a "Notice" of the date, time, and location the Board is to vote on the removal. The Trustee shall be given an opportunity to be heard and the reasons for their removal are to be discussed and considered by the Board at the date, time and location designated in the "Notice".

Section 8: Members of the Board of Trustees shall:

- (a) Receive no payment or honoraria for services provided as a Trustee, except for reimbursement for reasonable out-of-pocket expenses incurred in the performance of voluntary School activities in accordance with School policies.
- (b) Serve the School with the highest degree of undivided duty, loyalty, and care and shall undertake no enterprise to profit personally from their position with the School.
- (c) Comply with any and all State law governing Conflicts of Interest.
- (d) Have no direct or indirect financial interest in the assets or leases of the School; any Trustee who individually or as part of a business or professional firm is involved in business transactions or provides professional services to the School shall disclose this relationship and shall not participate in any vote taken with respect to such transactions or services.

Section 9: Powers:

The Board of Trustees shall oversee the affairs of the School and shall exercise all of the powers of the School, except as otherwise provided by law, by the Charter, or by these By-Laws. The Board of Trustees reserves itself alone the power to:

- (a) Ensure that the School's focus and mission is in accordance with the Charter and By-Laws;
- (b) Purchase or sell real estate, rent and/or lease property and enter into contracts related to any such matters;
- (c) Pledge, assign, create liens on or security interests in the real or personal property of the School;
- (d) Establish or modify investment policies;
- (e) Ensure the School is in compliance with the State requirements for core curriculum;
- (f) Select, appoint, evaluate and/or remove the School's Head of School;

- (g) Delegate, from time to time, powers to the School's Head of School in accordance with these By-Laws except as otherwise provided by law or by the Charter;
- (h) Propose amendments to the Charter to the State;
- (i) Determine that school policies comply with federal and state laws; and
- (j) Oversee the financial affairs of the school and approve the annual budget.

ARTICLE III *Officers*

Section 1: There shall be four (4) elective Officers of the Board: a Chair, a Vice Chair, a Treasurer, and a Clerk.

Section 2: The Officers shall be nominated from among members of the Board. Members of the Board shall present qualifications of potential Officers to the Board for review, discussion, and vote at the Board's annual meeting. Officers shall be elected by an affirmative vote of a majority of the Trustees in attendance at the annual meeting, including those members of the Board who participate remotely in compliance with the legal requirements as set forth in M.G.L.c. 30A, section 20 (d), and 940 CMR 29.10 (the Open Meeting Law and the supporting Regulations). The School's Head of School may not serve as an Officer of the Board.

Section 3: The newly elected Officers shall take office on July 1 following the close of the previous fiscal year. Board Officers shall be elected for a term of one (1) year or until respective successors assume office. A Trustee may serve more than one (1) term in the same office, but not more than three (3) consecutive terms in the same office.

Section 4: The Trustees may remove any Board Officer without cause, by an affirmative vote of a majority of the Trustees then in attendance, including those members of the Board who participate remotely in compliance with the legal requirements as set forth in M.G.L.c. 30A, section 20 (d), and 940 CMR 29.10 (the Open Meeting Law and the supporting Regulations) at a publicly posted meeting. Any Board Officer may resign from their position at any time by providing oral notice at any meeting of the Board and/or by providing written notice to the Board Chair. Any time a Board Officer position becomes vacant due to removal or resignation, the Trustees shall review and discuss the qualifications of potential successors to fill that vacancy from among the members of the Board. Any new Board Officer shall be elected by an affirmative vote of a majority of Trustees then in attendance, including those members of the Board who participate remotely in compliance with the legal requirements as set forth in M.G.L.c. 30A, section 20 (d), and 940 CMR 29.10 (the Open Meeting Law and the supporting Regulations). Any newly elected Board Officer shall serve out the term of their predecessor. Fulfilling an incomplete term is not considered part of the term limit as a Board Officer.

Section 5: The Board Chair shall prepare the agenda and be responsible for disseminating necessary documents to be discussed at regular, special, and emergency meetings of the Board. The Chair shall preside at all meetings of the Trustees except as the Trustees shall otherwise determine. The Chair is responsible for managing the Board's development of strategic and accountability plans. The Chair shall work in collaboration with the School's Head of School to develop such reports as are necessary to keep the Board and community informed about the School's operations. The Chair or their designee is responsible to call all Roll Call votes in which remote participation occurs. The Board Chair shall serve as a non-voting ex officio member of all Committees and Task Forces and should not be included in the count when determining a quorum or in determining when a quorum is present. The Chair shall have such other powers and duties as are usually incident to that office and as may be vested in that office by these By-Laws or by the Trustees. A member of the School's faculty or staff may not serve as the Board Chair.

Section 6: The Vice-Chair shall understand and fulfill the responsibilities of the Board Chair in the event the office of the Chair becomes vacant, or the Chair is unable to perform their duties. The Vice-Chair shall have such powers and duties as are usually incident to that office and as the Trustees may from time to time designate.

Section 7: The Treasurer shall oversee all financial operations of MCCPS and shall be subject to the direction and control of the Board. The Treasurer shall oversee and ensure that full and accurate books and records of the accounts of the School are maintained, and shall oversee all School funds, securities, and valuable documents, in accordance with School policies, as well as federal and state laws. The Treasurer shall oversee all preparation of, and filings of financial documents required by federal law, state law, the Internal Revenue Service, and any other governmental or regulatory agency. The Treasurer shall serve as the Chair of the School's Finance Committee; and ensure that the Finance Committee complies with School policies, as well as federal and state laws. The Treasurer shall present reports to the Board at its regularly scheduled meetings, or whenever else a report may be required, updating the Board on all financial matters and including a balance sheet which sets forth current assets and liabilities of the School. The Treasurer should also provide reports on income statements and cash flow projections, as well as provide an explanation of the expenditures of the School in which the Board may have an interest, or which may be of interest to the community. All such reports shall be made available to the Trustees and are considered public record. A member of the School's faculty or staff may not serve as the Treasurer.

Section 8: The Clerk shall record and maintain accurate records of the Board's meetings, including special meetings, emergency meetings, and executive sessions. It shall be the Clerk's duty to prepare a record of each meeting setting forth the date, time and place of the meeting, and recording the members present or absent, and action taken at each meeting, including the results of any votes. Records from executive sessions shall be withheld from public inspection for so long as the need for secrecy that justifies the executive session in the first place still applies, but no longer. The Clerk shall ensure that all records of the Board are maintained in a book, a series of books, or online tool kept for that purpose and are in compliance with MGL Chapter 30A, sections 18-25. The Clerk shall provide notice of meetings of the Board as is required in these By-Laws and in compliance with the MGL Chapter 30A, sections 18-25. In the absence of the Clerk at any meeting of the Board, the presiding Officer shall designate a Trustee to perform any and all of the duties of the Clerk for that meeting and thereafter until the elected Clerk is able to resume their duties, or a new Clerk is elected by the Board in accordance with Article III, Section 4. In the event there are vacancies in the positions of Chair and Vice-Chair of the Board, the Clerk, if eligible, shall assume the duties of the Chair until such time as a new Chair is elected by the Board in accordance with Article III, Section 4. A quorum of members, including the chair or their designee, must be physically present at the meeting.

Section 9: In the event the office of the Chair becomes vacant, the Vice-Chair, if eligible, shall become interim Chair until a scheduled meeting of the Board can be held. In the event the office of Vice-Chair, Clerk, or Treasurer becomes vacant, the Chair shall appoint interim Officers to fill such vacant offices until a scheduled meeting of the Board can be held. Vacancies will be filled at that scheduled meeting in accordance with Article III, Section 4 of these By-Laws.

ARTICLE IV *Meetings*

Section 1: All meetings of the Board of Trustees shall be conducted in accordance with Chapter 30A of the MGL, sections 18 to 25 and 940 CMR 29.00 (the "Open Meeting Law"), as the same may be amended from time to time, or any successor statute. Public notice of such meetings shall be given pursuant to MGL Chapter 30A, sections 18 to 25, and 940 CMR 29.03(1), (6), (7).

Section 2: Regular meetings of the Board of Trustees may be held at such times as the Board may determine. Meetings shall be held at the principal offices of MCCPS or at such other places within Massachusetts that the Board may determine that are accessible to the public and to persons with disabilities. The Board will meet at least nine (9) times annually and at least once a quarter. The frequency and the schedule of the meetings are specified by the Policies.

Section 3: The annual meeting of the Board of Trustees shall occur in June or as soon as possible thereafter in the event of unforeseen or extenuating circumstances. Notice shall be given to each Trustee in accordance with Massachusetts Open Meeting Law. Public notice of said meetings shall be given pursuant to MGL Chapter 30A, sections 18 to 25, and 940 CMR 29.00.

Section 4: Special meetings of the Board of Trustees may be called by the Chair or by a majority of the Board filing a written request for such a meeting with the Chair and stating the agenda, date, and hour of the meeting. Notice of said meetings shall be posted to the public pursuant to MGL Chapter 30A, sections 18-25. The Trustees will be notified by the Chair.

Section 5: The Board of Trustees may call Emergency Meetings in compliance with MGL Chapter 30A, sections 18-25 and applicable case law. An emergency meeting is a public meeting, although the Board need not comply with the Notice requirements as set forth in these By-Laws and/or pursuant to MGL Chapter 30A, sections 18-25 and 940 CMR 29.00. Notice of an emergency meeting should, however, be posted to the extent possible. An “emergency” is a pressing necessity, an exigency, a sudden and unexpected happening, an unforeseen occurrence or condition, an event or combination of circumstances that calls for immediate action. The subject matter to be discussed at the emergency meeting is strictly limited to that necessitated by the emergency. No other business may be discussed at an emergency meeting.

Section 6: More than fifty percent (50%) of the Trustees then in office must be physically present, including the Chair, or in the Chair’s absence, the person authorized by the Chair to chair the meeting, shall constitute a quorum for the transaction of business at any regular, special, or emergency meeting of the Board of Trustees, and before remote participation and voting can occur. Trustees who participate remotely must be in compliance with the legal requirements as set forth in MGL section 30A, section 20 (d), and 940 CMR 29.10.

Section 7: Provided a quorum of Trustees is physically present, a simple majority vote of the Trustees participating in the meeting is required to take action, unless a supermajority vote is required by these By-Laws or by any law, regulation or DESE requirement applicable to the Board.

Section 8: The Board shall select its own meeting format in accordance with Article VIII. Any such meeting, whether regular, special, or emergency complying with Sections 1, 2, or 3 of Article IV, shall constitute a meeting of the Board of Trustees and shall subscribe to the policies, procedures, and rules approved by the Board.

Section 9: Notice of all annual, regular or special meetings of the Board, an agenda of all items to be discussed at such meetings, and agenda support materials shall be circulated to all Trustees prior to the meeting. The attendance of a Trustee at any meeting shall constitute a waiver of their notice of such meeting, except where a Trustee attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened.

Section 10: Because the Attorney General’s Office encourages members of public bodies to physically attend all meetings, a member of the Board, Committee or Task Force may participate remotely in a meeting provided that such participation complies with the requirements as set forth in MGL section 30A, section 20 (d), and 940 CMR 29.10 (5), only if physical attendance would be unreasonably difficult. After the member notifies the Chair of his or her desire to participate remotely, the Chair

shall determine whether the member's physical attendance would be unreasonably difficult for him or her, which may include such things as Personal Illness, Personal Disability, Emergency, Military Service, or Geographic Distance.

Section 11: The Board of Trustees shall not allow Trustees to vote by proxy.

Section 12: The Board of Trustees will approve and keep a record of every meeting including the time, the date, and the location of the meeting, the members present or absent, and all actions taken at the meeting, including formal votes taken.

ARTICLE V

Staff

Section 1: The Board of Trustees shall appoint a Head of School, who shall be responsible for carrying out the work of the School in accordance with the policies established from time to time by the Board of Trustees and pursuant to applicable federal and state laws. The Head of School will be an ex officio member of the Board of Trustees, with all rights and responsibilities as other Trustees, except that the Head of School may not vote on any matter regarding their own employment, compensation, discipline, retention, or removal and may not serve as an Officer of the Board. As an ex officio member, the Head of School has exactly the same rights and privileges as do all other Trustees except as otherwise stated in these By-Laws including the right to vote on matters and to be counted when determining whether a quorum is present at board meetings. The Head of School shall serve as a non-voting ex officio member of all Committees and Task Forces and should not be included in the count when determining a quorum or in determining when a quorum is present.

Section 2. The Head of School shall have sole authority to exercise managerial powers over the day to day operations of the school and to select, appoint, evaluate, and/or remove the school faculty and staff in accordance with applicable federal and state laws and general School policies.

ARTICLE VI

Committees and Task Forces

Section 1: The Board shall have the power to create Board Committees or Task Forces as it may from time to time deem necessary, pursuant to a vote by a majority of the Trustees in attendance at the time of the vote. Committees or Task Forces shall be composed of at least three members, one of whom must be a Trustee, who is the Chair, except for the Governance Committee and may include other Trustees and community members, teachers, or parents as determined by the Board. A Committee or Task Force Chair may serve more than one (1) year term, but not more than three (3) consecutive year terms. The Board shall approve Committees or Task Force members annually. The Board shall define and delegate the powers and duties of each Committee or Task Force it creates. Every Committee or Task Force shall prepare reports to be submitted and presented by a representative of that group to the Board at each regularly scheduled Board meeting, or as may be required by the Board at special and/or emergency meetings. The reports shall inform the Board of the members on the Committee or Task Force, what work the Committee or Task Force has done, what work still needs to be accomplished, and the time frame for completion of remaining work. The Board shall regularly assess and evaluate the need for continuation of specific Task Forces or Committees and dissolve them when they are no longer necessary or fulfilling the needs of the Board. The duties of an existing Task Force or Committee may be expanded to meet new requirements as defined by the Board.

Section 2: There shall be a Governance Committee, which is a standing committee that is supportive of the Board of Trustees. Committee members shall be appointed and may be removed by a majority

vote of the Board at a regular or special meeting. The Governance Committee elects its own chair. Committee members shall be appointed and may be removed by a majority vote of the Board at a regular or special meeting. The Governance Committee shall prepare reports to be submitted and presented by its chair, or a representative designated by its chair, to the Board at each regularly scheduled Board meeting, or as may be required by the Board at special and/or emergency meetings. The reports shall inform the Board of work done by the Committee, what it is working on, the time frame for completion of remaining work, and of any other matters that are within its jurisdiction.

The duties of the Governance Committee shall include but not be limited to the following:

- (a) Conduct a periodic review of the By-Laws and Charter, and to make recommendations to the Board;
- (b) Determine skills and qualities that would be useful for future Board members and identify potential candidates who possess those skills and qualities, and present the best qualified candidates to the Board as nominees to fill vacant positions on the Board as they become available;
- (c) Provide training and orientation to new and existing Trustees on the Charter, By-Laws, policies and procedures;
- (d) Develop and oversee a Trustee assessment process to ensure optimum performance;
- (e) Develop necessary policies and procedures, which shall be approved by the Board, to accomplish these duties.

Section 3: There shall be a Finance Committee, which is a standing committee that is supportive of the Board of Trustees. Committee members shall be appointed and may be removed by a majority vote of the Board at a regular or special meeting. The Treasurer shall serve as Chair of the Finance Committee, who shall be elected by an affirmative vote of a majority of Trustees then in attendance. Ex officio members of the Finance Committee shall be the Chair of the Board and the Head of School who shall serve along with other Trustees and non-Trustees who shall be appointed, and may be removed by a majority vote of the Board at a regular or special meeting. Except for the Head of School, the ex officio members have exactly the same rights and privileges as do all other Finance Committee members, including the right to vote on matters and to be counted when determining whether a quorum is present. The Finance Committee shall ensure compliance with all appropriate federal and state laws.

The duties of the Finance Committee shall include but not be limited to the following:

- (a) Assist and advise in preparing an annual budget for the charter school in collaboration with the School's Head of School;
- (b) Develop and annually revise a five-year financial forecast, and develop long-range financial plans based on the forecast in collaboration with the School's Head of School;
- (c) Review all unanticipated expenditures over limits set by policy and inform the Board;
- (d) Arrange for an annual independent audit with submission of the same to the Board for approval;
- (e) Report financial status and/or results for the most recent current period, year-to-date activity and forecasted cash flows for the end of the next reporting period to the Board at regular meetings of the Board;
- (f) Develop necessary policies and procedures to accomplish these duties, which shall be approved by the Board.

Section 4: There shall be a Personnel Committee, which is a standing committee that is supportive of the Board of Trustees. Committee members shall be appointed and may be removed by a majority vote of the Board at a regular or special meeting. The Chair of the Committee shall be chosen from among the current Trustees. This Committee assumes the responsibility for advising the Board on matters pertaining to the School's Head of School. This responsibility shall, in no way, interfere with the authority of the School's Head of School to hire, supervise and terminate the remaining staff of the School, in accordance with federal and state laws and School personnel policies.

The duties of the Personnel Committee shall include but not be limited to the following:

- (a) Develop for Board review and approval of the annual process for the evaluation of the School's Head of School;
- (b) Review and propose recommendations for amendments to policies as they pertain to legal issues relating to employees, employee benefits, employee relations and recruitment;
- (c) Develop necessary policies and procedures to accomplish these duties, which shall be approved by the Board.

Section 5: Duties of all Standing Committees, Committees and Task Forces shall include:

- A. Selecting goals and actions for the academic year;
- B. Submitting goals to the Chair of the Board of Trustees;
- C. Filing reports at the end of each academic year and as requested by the Board;
- D. Adhering to MCCPS Policies and Procedures;
- E. Recommending updates to respective duties, policies and procedures, for approval by the Board.

ARTICLE VII

Fiscal Year

The fiscal year of the School shall begin on July 1 of each year and terminate on June 30 of the following year.

ARTICLE VIII

Rules of Order

Except where they may be in conflict with the laws of the State or the Charter or By-Laws of the School, the rules of order as set forth in the current edition of Robert's Rules of Order shall govern the conduct of all meetings of the School.

ARTICLE IX

Non-Discrimination

The MCCPS is an equal opportunity education institution and will not discriminate on the basis of race, color, religion, gender, sexual orientation, gender identity or expression, national origin, age, genetic information, disability or veteran status in its admissions procedures, educational programs, services, activities or employment practices as required by Title VI, Title IX, Section 504 and/or any other applicable federal statute.

ARTICLE X

Grievance Procedures

Section 1: Any parent, guardian, or other individuals or groups who believe that the School has violated or is violating any provision of M.G.L. c. 71, §89, or 603 CMR 1.00 may file a complaint with the Board.

Section 2: The Board shall respond in writing to the complaining party no later than 45 days from receipt of the complaint.

Section 3: A complaining party who believes that complaint has not been adequately addressed by the Board may submit the complaint in writing to the Commissioner of Elementary and Secondary Education.

Section 4: In the event that a School is found in violation of 89 M.G.L. c. 71, §89, or 603 CMR 1.00, the Commissioner of Elementary and Secondary Education, or the Board of Elementary and Secondary Education may take such action as it deems appropriate.

Section 5: A parent, guardian, or other individuals or groups who believe that the school has violated or is violating any state or federal law or regulation regarding special education may file a complaint directly with the Department of Elementary and Secondary Education or pursuant to any federal laws they may feel is violated.

ARTICLE XI ***Indemnification***

The School shall indemnify its Trustees, Officers, employees, and volunteers to the fullest extent permitted by the laws of the State and/or pursuant to any School insurance policies.

ARTICLE XII ***Amendments***

The Charter or these By-Laws may be amended at a regular or special meeting by a two-thirds (2/3) vote of all Trustees then in office; provided that notice of the proposed amendment, together with a copy thereof, is mailed to each Trustee at least fifteen (15) days prior to the meeting at which the amendment is to be considered. Public notice of said meeting shall be given pursuant to MGL Chapter 30A, sections 18-25. All amendments to these By-Laws are subject to the approval of the State. All amendments approved by the Board shall be submitted to the State for approval within thirty (30) days of the affirmative vote of the Board.

ARTICLE XIII ***Miscellaneous***

These By-Laws are intended to supersede all prior By-Laws. These By-Laws take effect upon the approval of the Commissioner of Education.

The proposed MCCPS Bylaws update is the culmination of many hours of work by the members of the Bylaws task force, the Governance Committee, and the school's legal counsel. The current version of the Bylaws was last updated and approved by the Department of Education in 2008. The Bylaws Committee began working in the Fall of 2019. Committee members include Stephen Veiga, chair, Karl Smith, Rudi Herve, Artie Sullivan, and Peter Cohen from the Board of Trustees. Governance Committee representatives include Pam Ferris and Chris Riegle.

Many updates are presented in the attached proposal, including the adoption of Remote Participation of Board and Committee members in accordance with the Open Meeting Law and adoption of a Grievance Procedure which is at the recommendation of our previous and current counsel and required by DESE.

The process included aligning the verbiage of the Bylaws with the MCCPS Charter. The Bylaws reference Chapters and Sections of Massachusetts General Law (MGL) and the Codes of Massachusetts Regulations (CMR) so that if or when the Commonwealth makes updates to the MGL and CMR, our Bylaws will be in accordance with the changes.

There is an alignment with the terms and roles of Officers and Committee Chairs. There is a section regulating the requirements of membership and a section on reporting applicable to all committees and task forces.

The current (2008) version of the by laws requires a board member to chair all committees, except for the Governance Committee. The Governance Committee currently elects its own chair. The Task Force made an adjustment to this, requiring all chairs, including that of Governance, to be sitting Board Members. This one item led to much discussion at the Governance Committee. By vote of 4-3, the Governance Committee reinstated the previous language whereby "Governance Committee elects its own chair".

The Bylaws were submitted to School Counsel for review. His report is also attached. Counsel does note the item regarding the Governance Chair.

In accordance with the current Bylaws, these updated Bylaws are being sent to you 14-days in advance of our meeting. We will have time to discuss at our May 26th meeting and can schedule time for further discussion at the Board Retreat on June 13th. The Board has the ability to edit or adjust the proposed Bylaws.

Once the Board acts upon the Final version of the Bylaws, the final document will be sent to DESE for approval. If approved, the Bylaws will be enacted. DESE can also send back for clarification or further updates.

I have reviewed the new by-laws and wanted to get back to you with my thoughts, comments and concerns. With one exception the by-laws are pretty much in good order where I will provide a couple of recommendations of things to change. The one exception pertains to the Governance Committee which will be explained below. I am providing my thoughts and concerns in narrative form in this email for I believe ease of discussion. If you would also like me to make specific changes to the document, please let me know. Here are my thoughts.

- 1) In Article IV, section 5 there is reference to the Board calling emergency meetings. In my experience, many emergency issues are handled by sending information to the Board members and then requesting an electronic vote. There is no provision here for such a procedure. The governance committee may wish to consider adding such language in order to permit such action on an emergency basis.
- 2) Section 6 of Article IV incorrectly defines a quorum. Here it indicates that a majority of the members **present** will constitute a quorum. That is incorrect. Under this definition there will always be a quorum. The true meaning of a quorum relates to the minimum number of individuals that must be present in order to conduct business. Typically it is indicated that more than 50% of the total members must be present in order to conduct business. If a quorum is not obtained, discussions can be held, but no votes can be taken. For example, if the Board consists of 15 members, then a minimum of 8 would need to be present to constitute a quorum. The language in the old by-laws is proper. I suggest deleting the new language and replacing it with the old. The old language indicates a majority of members must be present. From what I stated above, I strongly suggest that majority be defined as more than 50%.
- 3) Section 7 of Article IV indicates that the board shall select its own meeting format as allowed by law. This language is inconsistent with Article VIII which requires Roberts Rules of Order to be utilized in conducting a meeting. I suggest the latter be utilized. If format of the meeting refers to something else such as the order in which agenda items will be handled (Welcome, Presidents Report, Treasurer Report, etc.) the section should be re-written to be more specific as to what is intended.
- 4) Article V refers to staff of the school. Peter is referred to as the Chief Staff Person. In my opinion it would be clearer to utilize Peter's actual title of Head of School in this section.
- 5) Article X refers to the grievance procedures for individuals who contend that certain statutory provisions are violated. I believe there are other manners in which a complaint can be filed as well. I recently reviewed a complaint for sexual harassment. I do not recall if that complaint was presented to the Board or the Head of School. Can an individual also file a complaint if they believe that school policy or procedure may be violated? May be worth considering parents or others having such a right. Section two requires the Board to respond to the complaint in writing. What is not stated is whether an individual can participate in a hearing or meeting to address the complaint. Such does not need to be absolute but could be at the discretion of the Board.
- 6) As mentioned above, I have several concerns with regard to the Governance Committee which I will set forth below.

- a. From my read of the by-laws it appears that the Governance Committee is the only group where community members can participate. There is no other reference of how community members can participate on the board, how many such members there could be, how they get appointed, what their duties are, etc. I do not have an issue with the Board having non-voting community members participate. However, their role should be spelled out.
 - b. The governance committee is the only committee in which a non-board member can serve as Chair. I believe this to be a mistake. The Finance Committee is chaired by the Treasurer and the Personnel Committee is chaired by a Board member chosen by the group. It is my understanding that the Governance Committee has elected a community member who is not a board member to serve as Chair. My first comment is that this is inconsistent with other committees all of which should essentially be treated the same.
 - c. One of my concerns relates to the general duties of a Board member. Each Board member has a fiduciary responsibility to the School. They are also agents of the school. I do not believe that community members can fulfill these responsibilities. There is no duty to the school in the same manner in which a Board member would have.
 - d. The by-laws imply that the Chair of the committee will present at special or emergency meetings. Depending upon the issues to be addressed, does the school desire a community member who is not a Board member to be part of the discussion possibly which is confidential or proprietary. As said above, a non-Board community member does not have the same duty to the Board or the school as a fully elected Trustee.
 - e. Section Two of Article VI permits the governance committee to a) provide training and orientation to new and existing board members, b) develop and oversee Trustee assessment process and c) develop necessary policies and procedures. I query whether these are truly tasks that should be delegated to the Chair of the committee that is a non-Board member. I think not!!!!
- 7) I think the Board needs to make a general determination of whether it wishes community members to serve on the Board in general. The carve out in the current form of non-Board members serving on the governance committee as well as possibly function as Chair, looks suspicious on its face. Article XIII requires the by-laws to be approved by the Commissioner of Education. As is, I am of the position that the Commissioner would question why the carve out with the Governance committee. Does the school want to deal with this? Does the school want to be in a position to have to defend what in my opinion is not a good decision? I am confident that the school's answer to these questions is in the negative.
- 8) Based upon the above, I strongly recommend that the by-laws be amended to rescind the allowance of a non-Board member to serve as Chair of the Governance Committee. The Chair of the Committee, who should be a Board member, should be appointed by the overall Board or by the Committee in a similar fashion as designated for the Personnel Committee.

I am hopeful that the above is helpful. If there are any questions or need to discuss by either of you or possibly members of the Governance Committee, please do not hesitate to reach out to me.

I hope you both are doing well and staying safe in this seemingly never ending crisis situation.

Cover Sheet

Finance Committee

Section: VII. Committee Updates
Item: B. Finance Committee
Purpose: Discuss
Submitted by:
Related Material: Financial Reports, Apr-20.pdf

Marblehead Community Charter Public School

Financial Results As of Apr 30, 2020



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 Apr 30, 2020

	Accrual Basis					Increase /	
	Jan 31, '20	Feb 29, '20	Mar 31, '20	Apr 30, '20	Apr 30, '19	(Decrease)	%age
ASSETS							
Current Assets							
Checking/Savings							
1073 — EBSB Payroll (8947)	16,741	12,852	12,460	27,061	(802)	(14,601)	1820.4%
1072 — EBSB Operating (8934)	449,356	438,643	427,660	348,903	291,729	78,757	27.0%
1010 — Charter Hall (8202)	2,670	2,670	2,670	2,670	2,895	0	0.0%
1040 — Petty Cash (4534)	392	1,930	1,317	1,560	1,775	(244)	-13.7%
1070 — Checking (4542)	107,418	115,533	118,892	118,833	87,338	60	0.1%
1085 — PayPal	5,641	9,317	3,002	215	4,004	2,786	69.6%
1090 — FoodService (5077)	10,868	11,796	4,993	6,033	5,946	(1,040)	-17.5%
Total Checking/Savings	593,085	592,742	570,993	505,275	392,884	65,717	16.7%
Accounts Receivable							
1200 — Accounts Receivable	0	0	0	0	0	0	
1201 — Grants Receivable	0	0	0	0	0	0	
Total Accounts Receivable	0	0	0	0	0	0	
Other Current Assets							
1310 — Prepaid Expense	34,227	34,227	34,227	34,227	0	0	
1210 — State Allocation Receivable	0	0	0	0	0	0	
Total Other Current Assets	34,227	34,227	34,227	34,227	0	0	
Total Current Assets	627,312	626,969	605,220	539,502	392,884	65,717	16.7%
Fixed Assets							
1532 — 17 Lime Street							
1533 — Land - 17 Lime Street	687,400	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	3,562,600	0	0.0%
Total 1532 — 17 Lime Street	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000	0	0.0%
1530 — Building Improvements	33,184	33,184	33,184	33,184	33,184	0	0.0%
1531 — Fixed Assets	66,648	66,648	66,648	66,648	86,648	0	0.0%
1599 — Accumulated Depreciation	(576,762)	(584,738)	(592,715)	(600,691)	(525,069.58)	7,976	-1.5%
Total Fixed Assets	3,773,071	3,765,094	3,757,118	3,749,142	3,844,763	7,976	0.2%
TOTAL ASSETS	4,400,383	4,392,063	4,362,338	4,288,644	4,237,647	73,694	1.7%
LIABILITIES & EQUITY							
Liabilities							
Current Liabilities							
Accounts Payable							
2000 — Accounts Payable	(26,265)	(200)	(200)	(23,539)	169	23,339	13830.2%
2010 — Accounts Payable FS	0	0	2,007	0	0	2,007	
Total Accounts Payable	(26,265)	(200)	1,807	(23,539)	169	25,345	15019.5%
Other Current Liabilities							
2110 — Accrued Payroll	117,331	117,331	117,331	117,331	137,734	0	0.0%
2110-25 — Payroll Liabilities	(1,820)	(3,968)	(5,805)	(5,805)	0	0	
2111 — Accrued Payroll Taxes	3,990	3,990	3,990	3,990	4,661	0	0.0%
2160-25 — MTRB Liability	13,025	12,693	12,361	12,581	12,865	(220)	-1.7%
2190-25 — Payroll Clearing Account	25,233	12,255	5,978	874	9,693	5,103	52.7%
2230 — Accrued Expenses	40,979	40,979	40,979	40,979	40,978	0	0.0%
Total Other Current Liabilities	198,737	183,279	174,833	169,949	205,931	4,883	2.4%
Total Current Liabilities	172,472	183,079	176,640	146,411	206,100	30,229	14.7%
Long Term Liabilities							
2613 — East Boston Savings Bank	3,761,180	3,753,132	3,744,375	3,736,280	3,833,971	8,096	0.2%
Total Long Term Liabilities	3,761,180	3,753,132	3,744,375	3,736,280	3,833,971	8,096	0.2%
Total Liabilities	3,933,652	3,936,211	3,921,015	3,882,691	4,040,071	38,324	0.9%
Equity							
3000 — Opening Bal Equity	(295)	(295)	(295)	(295)	(295)	0	0.0%
3900 — Retained Earnings	268,101	268,101	268,101	268,101	331,031	0	0.0%
Net Income	198,925	188,046	173,516	138,147	(133,160)	35,369	-26.6%
Total Equity	466,731	455,852	441,323	405,953	197,576	35,369	17.9%
TOTAL LIABILITIES & EQUITY	4,400,383	4,392,063	4,362,338	4,288,644	4,237,647	73,694	1.7%

MCCPS

Profit and Loss Prev Year Comparison

July 2019 through March 2020

Accrual Basis

months YTD

10

	Jul '19 - Apr '20	Jul '18 - Apr '19	Increase / (Decrease)	%age	Budget	Over / (Under)	%age
Ordinary Income/Expense							
Income							
4057 — VACATION PROGRAMMING	7,250	15,538	(8,288)	-53.3%	6,042	1,208	20.0%
4005 — STATE ALLOCATION	2,580,021	2,656,643	(76,622)	-2.9%	2,560,189	19,832	0.8%
4030 — STUDENT ACTIVITIES	61	0					
4040 — INVESTMENT INCOME	94	81	14	17.0%	83	11	13.4%
4050 — OTHER INCOME	31,119	22,445	8,674	38.6%	26,037	5,082	19.5%
4055 — STUDENT SUCCESS FUND	16,371	17,440	(1,070)	-6.1%	15,525	846	5.4%
4080 — REIMBURSEMENTS	1,495	3,344	(1,849)	-55.3%	2,917	(1,422)	-48.8%
4085 — MEDICARE REIMB.	2,347	3,253	(906)	-27.9%	4,167	(1,820)	-43.7%
4090 — FUNDRAISING	20,120	20,400	(280)	-1.4%	30,333	(10,213)	-33.7%
Total Income	2,658,878	2,739,144	(80,266)	-2.9%	2,645,293	13,585	0.5%
Gross Profit	2,658,878	2,739,144	(80,266)	-2.9%	2,645,293	13,585	0.5%
Expense							
5000 — PERSONNEL	1,880,587	1,966,634	(86,047)	-4.4%	1,854,735	25,852	1.4%
5140 — BENEFITS	253,691	331,019	(77,328)	-23.4%	349,500	(95,809)	-27.4%
5150 — STAFF DEVELOPMENT	8,992	9,373	(381)	-4.1%	5,000	3,992	79.8%
5160 — SEARCH COSTS	1,688	1,563	125	8.0%	1,333	354	26.6%
5170 — SUBSTITUTE	231	313	(81)		0	231	NA
5200 — DIRECT STUDENT SUPPORT	45,784	50,758	(4,974)	-9.8%	59,175	(13,391)	-22.6%
5300 — OCCUPANCY	81,390	116,604	(35,214)	-30.2%	93,708	(12,318)	-13.1%
5400 — OFFICE & ADMIN	182,828	263,883	(81,055)	-30.7%	185,603	(2,775)	-1.5%
6100 — Depreciation	79,764	78,810	954	1.2%	78,810	954	1.2%
Total Expense	2,534,955	2,818,956	(284,001)	-10.1%	2,627,864	(92,910)	-3.5%
Net Ordinary Income	123,923	(79,812)	203,735	-255.3%	17,428	106,495	611.0%
Net Income	123,923	(79,812)	203,735	-255.3%	17,428	106,495	611.0%

MCCPS
Profit and Loss Standard
 July 2019 through April 2020

	Jul '19	Aug '19	Sep '19	Oct '19	Nov '19	Dec '19	Jan '20	Feb '20	Mar '20	Apr '20	Accrual Basis TOTAL
Ordinary Income/Expense											
Income											
4057 — VACATION PROGRAMMING	5,020	2,230									7,250
4005 — STATE ALLOCATION	287,579	290,567	290,567	290,567	290,567	229,030	229,030	229,030	229,030	214,054	2,580,021
4030 — STUDENT ACTIVITIES											
4038 — DC Trip									61		61
Total 4030 — STUDENT ACTIVITIES									61		61
4040 — INVESTMENT INCOME											
4041 — Int Inc						2					2
4040 — INVESTMENT INCOME - Other	7	14	8	11	12	9	9	9	8	5	92
Total 4040 — INVESTMENT INCOME	7	14	8	11	12	11	9	9	8	5	94
4050 — OTHER INCOME											
4051 — 17 Lime Rent		1,484	2,360	1,700	2,020	1,363	1,050	2,419	2,538	1,375	16,308
4054 — Misc. Inc.		10,450	180		146		1,089		5		11,870
4056 — Homework Club		197		742	100			200	1,702		2,941
Total 4050 — OTHER INCOME		12,131	2,540	2,442	2,266	1,363	2,139	2,619	4,245	1,375	31,119
4055 — STUDENT SUCCESS FUND		5,948	5,886	1,549	250	1,047	1,250		440		16,371
4080 — REIMBURSEMENTS		1,005							190	300	1,495
4085 — MEDICARE REIMB.							2,347				2,347
4090 — FUNDRAISING											
4092 — Events		300		3,340	4,422	1,617	39	961	561		11,240
4094 — Musical					2,057				2,977		5,034
4090 — FUNDRAISING - Other		66	2,500	69		206	875	30	100		3,847
Total 4090 — FUNDRAISING		366	2,500	3,409	6,479	1,823	914	991	3,638		20,120
Total Income	292,606	312,260	301,501	297,978	299,574	233,274	235,689	232,650	237,612	215,734	2,658,878
Gross Profit	292,606	312,260	301,501	297,978	299,574	233,274	235,689	232,650	237,612	215,734	2,658,878
Expense											
5000 — PERSONNEL											
Total 5000 — PERSONNEL	184,914	169,624	191,345	207,056	200,848	193,022	187,142	183,794	180,250	182,592	1,880,587
5140 — BENEFITS											
5141 — Health	10,679	23,646	23,559	23,918	34,051	20,341	24,298	17,647	22,365	20,479	220,982
5142 — Dental	2,534	2,651	2,495	2,025	2,414	2,414	2,433	2,161	2,025	2,180	23,332
5143 — Life & Disability	1,415	1,743	621	887	1,774		887	1,141	909		9,377
Total 5140 — BENEFITS	14,628	28,040	26,676	26,830	38,238	22,754	27,618	20,949	25,298	22,659	253,691
5150 — STAFF DEVELOPMENT			7,482			68	500	745	59	138	8,992
5160 — SEARCH COSTS			1,688								1,688
5170 — SUBSTITUTE						231					231
5200 — DIRECT STUDENT SUPPORT											
5255 — Homework Club			413	344	286	212	105	274	409	70	2,111
5202 — Furnishings		21									21
5203 — Student Success Fund		1,450	1,740	1,237		705	399	790	370	267	6,957
5210 — Teachers supplies	54	375	361	409	573	452	197	361	105	95	2,981
5211 — Instructional Equipment	1,968	1,019	1,941	1,511	1,221	1,423	202	1,423	1,019	1,019	12,744
5215 — Curriculum supplies	75	847	388	232	149	297	103	242	99		2,431
5220 — Student supplies	47	138	37		146	14	78	48	100		608
5221 — SPED supplies	1,566				690						2,256
5240 — Computer Support		27	25	43			192	75			362
5241 — Technology - Hardware											
5242 — Technology-Software	3,428	6,729				120					10,277
5250 — Nursing supplies			167			52				103	322
5260 — Enrichment						102					102
5290 — Vacation Programming	1,575	3,035									4,610
Total 5200 — DIRECT STUDENT SUPPORT	8,713	13,640	5,071	3,775	3,065	3,377	1,276	3,213	2,101	1,553	45,784

MCCPS
Profit and Loss Standard
 July 2019 through April 2020

	Jul '19	Aug '19	Sep '19	Oct '19	Nov '19	Dec '19	Jan '20	Feb '20	Mar '20	Apr '20	Accrual Basis TOTAL
5300 — OCCUPANCY											
5320 — Maintenance											
5322 — equip				269				234			503
5323 — HVAC					1,490						1,490
5325 — supplies					25					38	209
5326 — Repairs			91			379	(175)		359		563
5320 — Maintenance - Other	1,030	2,725	4,358	724	1,514	2,181	(1,096)	2,663	1,213	524	15,837
Total 5320 — Maintenance	1,030	2,725	4,449	993	3,029	2,615	(1,271)	2,897	1,572	562	18,601
5330 — CustSvc		3,065	2,850	2,850	2,850	2,850	2,850	2,138	2,332	650	22,435
5340 — CustSupplies			310	665	77	320		268	737	270	2,647
5351 — Utilities											
5352 — Electric		888	4,414	6,832	1,171	3,166		5,025	599	3,260	25,354
5354 — Water	703	1,983			2,378	(2,500)		1,406	2,369	3,775	10,113
5355 — Communications	298	48	548	48	550	48	557	48	48	48	2,241
Total 5351 — Utilities	1,001	2,919	4,963	6,880	4,099	714	557	6,478	3,015	7,082	37,708
Total 5300 — OCCUPANCY	2,031	8,708	12,572	11,388	10,055	6,499	2,404	12,250	7,190	8,294	81,390
5400 — OFFICE & ADMIN											
5465 — MCCPS PTO Transfer						260					260
5492 — Mortgage Interest	10,466	10,792	10,769	10,400	10,723	10,356	10,677	10,654	9,946	10,607	105,391
5405 — FundraisingExp											
5409 — 25th Anniversary								350		2,836	3,186
5407 — Events					1,051	100					1,151
5408 — Musical					250						250
5405 — FundraisingExp - Other		66	1,248		397		(100)			280	1,892
Total 5405 — FundraisingExp		66	1,248		1,699	100	(100)	350		3,116	6,479
5410 — Supplies	168	390	190	114	321	658	251	45	202	141	2,480
5430 — Accounting			11,330		7,820	(2,550)		700	84	600	17,984
5431 — Legal		170	2,079	(1,153)	100		60			1,823	3,079
5440 — PayrollSvc	491	419	446	464	473	464	812	482	473	464	4,988
5450 — Printing&Copy			930								930
5460 — Postage	45	480		404		656		428	13	405	2,430
5470 — General Liability Insurance	504	4,702	2,351	2,351	2,351	2,351	2,351	2,351	2,351	2,351	24,015
5480 — Board						6,995				5,000	11,995
5486 — HoS Discretionary		480			165		20	223	167		1,056
5487 — Admissions			432		50	322	24				827
5497 — Bank Chrg	128	66	275	71	59	96	47	54	60	58	914
Total 5400 — OFFICE & ADMIN	11,803	17,565	30,049	12,651	23,761	19,708	14,143	15,287	18,296	19,564	182,828
6100 — Depreciation	7,976	7,976	7,976	7,976	7,976	7,976	7,976	7,976	7,976	7,976	79,764
Total Expense	230,066	245,554	282,860	269,677	283,944	253,636	241,059	244,213	241,170	242,776	2,534,955
Net Ordinary Income	62,540	66,706	18,641	28,301	15,630	(20,361)	(5,370)	(11,563)	(3,558)	(27,042)	123,923
Net Income	62,540	66,706	18,641	28,301	15,630	(20,361)	(5,370)	(11,563)	(3,558)	(27,042)	123,923

MCCPS
Profit and Loss by Class
July 2019 through April 2020

	27 - DC trip		22 - Athletics		23 - Nature's Classroom	24 - Project Adventure	25 - Field Trips	Total 21 - Student Activities	30 - Enrichment	40-speed 94-142		61-Title 1	63 - Title 4	62 - Teacher Quality (140)	95-PTO Reimb.		94-FMPSGrant		93-MCPSPE dFound Grant	92 Private Grants	Total 92 Private Grants	Unclassified	TOTAL
	01 - General Fund	20-school lunch	(21 - Student Activities)	(21 - Student Activities)	(21 - Student Activities)	(21 - Student Activities)	(21 - Student Activities)	(21 - Student Activities)	(21 - Student Activities)	(90 Federal Grants)	(90 Federal Grants)	(90 Federal Grants)	(90 Federal Grants)	Total 90 Federal Grants	(92 Private Grants)	(92 Private Grants)	(92 Private Grants)	(92 Private Grants)	(92 Private Grants)	(92 Private Grants)	(92 Private Grants)	(92 Private Grants)	(92 Private Grants)
Ordinary Income/Expense																							
Income																							
4057 - VACATION PROGRAMMING	7,250.00																						7,250.00
4005 - STATE ALLOCATION	2,580,021.00																						2,580,021.00
4010 - FEDERAL & STATE GRANTS																							39,077.00
4020 - SCHOOL LUNCH		71,517.46																					71,517.46
4030 - STUDENT ACTIVITIES	61.00		700.00	10,970.35	13,690.00	2,160.00	4,342.00	31,862.35						3,371.00									31,923.35
4040 - INVESTMENT INCOME	94.46																						94.46
4050 - OTHER INCOME	31,119.06								12,088.24														43,207.30
4055 - STUDENT SUCCESS FUND	16,370.62																						16,370.62
4070 - PRIVATE GRANTS	1,494.79																	1,585.00					1,585.00
4080 - REIMBURSEMENTS	2,346.74																						2,346.74
4085 - MEDICARE REIMB.	20,120.20																						20,120.20
4090 - FUNDRAISING	2,658,877.87																						2,658,877.87
Total Income	2,658,877.87	71,517.46	700.00	10,970.35	13,690.00	2,160.00	4,342.00	31,862.35	12,088.24	23,642.00	11,064.00	1,000.00	3,371.00	39,077.00				1,585.00				1,585.00	2,815,007.92
Gross Profit	2,658,877.87	71,517.46	700.00	10,970.35	13,690.00	2,160.00	4,342.00	31,862.35	12,088.24	23,642.00	11,064.00	1,000.00	3,371.00	39,077.00				1,585.00				1,585.00	2,815,007.92
Expense																							
5000 - PERSONNEL	1,880,587.42	29,075.75		4,000.00				4,000.00						7,450.68									1,921,113.85
5140 - BENEFITS	253,690.73																						253,690.73
5150 - STAFF DEVELOPMENT	6,992.19									900.00				1,223.98									11,116.17
5160 - SEARCH COSTS	1,687.81																						1,687.81
5170 - SUBSTITUTE	231.25																						231.25
5200 - DIRECT STUDENT SUPPORT	45,783.86								2,194.44	24,258.37	546.70			24,805.07				2,457.86					75,241.23
5261 - STUDENT ACTIVITY			700.00	11,840.62	3,995.00	2,400.00	3,454.00	22,389.62															22,389.62
5270 - SCHOOL LUNCH EXP		42,862.56																					42,862.56
5300 - OCCUPANCY	81,389.87	4,002.38		16.99				16.99															85,409.24
5400 - OFFICE & ADMIN	182,827.51									360.00								166.80				166.80	183,314.37
6100 - Depreciation	79,763.90																						79,763.90
Total Expense	2,534,954.54	75,940.69	700.00	15,857.61	3,995.00	2,400.00	3,454.00	26,406.61	2,554.44	32,609.05	546.70		1,223.98	34,378.73				166.80	2,457.86			2,624.66	2,676,820.73
Net Ordinary Income	123,923.33	(4,423.23)		(4,887.26)	9,695.00	(240.00)	888.00	5,455.74	9,533.80	(8,967.05)	10,517.30	1,000.00	2,147.02	4,697.27	(166.80)			(872.86)				(1,039.66)	39.94
Other Income/Expense																							
Other Expense																							
9999 - ASK ACCOUNTANT																							39.94
Total Other Expense																							39.94
Net Other Income																							(39.94)
Net Income	123,923.33	(4,423.23)		(4,887.26)	9,695.00	(240.00)	888.00	5,455.74	9,533.80	(8,967.05)	10,517.30	1,000.00	2,147.02	4,697.27	(166.80)			(872.86)				(1,039.66)	138,147.25

**MCCPS
Financial Ratios**

As of Apr 30, 2020

months YTD

10

Debt Service Coverage Ratio	TBD
Days of Cash	63
LUNA (liquid unrestricted net assets)	2.13

Debt Service Coverage Ratio	
Standard monthly payment (Principal and Interest)	10,539
Net operating Income	123,923
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	505,275
Operating Expense Annualized	3,041,945
Noncash expense Depreciation Annualized	79,764
Days Cash	63

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

Liquid Unrestricted Net Assets	
Unrestricted Net Assets	4,288,644
Fixed Assets	3,749,142
Liquid Unrestricted NA	539,502
Expense (YTD) Monthly	253,495
LUNA	2.13

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

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	