



MCCPS Board of Trustees

Monthly Board Meeting

Amended on July 28, 2020 at 1:22 PM EDT

Date and Time

Tuesday July 28, 2020 at 7:00 PM EDT

Location

Artie Sullivan is inviting you to a scheduled Zoom meeting.

Topic: Board Meeting

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

Every month on the Last Tue, until Jun 29, 2021, 12 occurrence(s), 07:00 PM

Please download and import the following iCalendar (.ics) files to your calendar system.

Monthly: https://us04web.zoom.us/meeting/upUpceCppzlsHNd4OH62r-u6WEEa3pAq97TU/ics?icsToken=98tyKu6pqj0jG92cth-ER7YcBo_oXevxmFhdgo1ZyDDNVXJBLxagAcdnM-FvMcmJ

Join Zoom Meeting

<https://us04web.zoom.us/j/71469199663?pwd=YIZ0UUpJUjVTZUpzQ3c2SzJlbmICQT09>

Meeting ID: 714 6919 9663

Passcode: 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 July 28, 2020.			
D. Approve Minutes	Approve Minutes	Karl Smith	2 m
Approve minutes for Board of Trustees Monthly Meeting on June 30, 2020			
E. Approve Minute of June 13, 2020 Board Retreat	Approve Minutes	Karl Smith	2 m
Approve minutes for Annual Board Retreat on June 13, 2020			
F. Approve Minute - May Meeting	Approve Minutes	Karl Smith	5 m

Approve minutes for Board of Trustees Monthly Meeting on May 26, 2020

II. Public Comment

7:12 PM

A. Public Comment Discuss Artie Sullivan 5 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 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

IV. Board Annual Items

A. Upcoming Meeting Agenda Items FYI Artie Sullivan

- 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
- May – HOS Annual Evaluation, Budget Adoption
- June – Annual Board Retreat

B. Board Goals for SY 2020-2021 Discuss Artie Sullivan

Goal-1 (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 2020-2021.
 - Identify key roles and skills, Development, HR, Attorney, Construction
 - Identify key constituencies, Parents, Alumni

Goal-2 (Development)

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

Goal 3 (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 4 (Support given the "New Normal")

- To support MCCPS with the "New Normal" for fulfilling the MCCPS Charter

V. HOS Report			7:17 PM
A. Monthly Report	FYI	Peter Cohen	20 m
HOS to share monthly report.			
VI. Other Business			7:37 PM
A. Review and Approval of School Calendar	Vote	Peter Cohen	5 m
B. MCCPS Annual Report, SY19-20	Vote	Peter Cohen	15 m
C. Review of Proposed MCCPS Bylaws	Discuss	Karl Smith	10 m
D. Charter Amendmetion Application	Vote	Artie Sullivan	10 m
VII. Committee Updates			8:17 PM
A. Governance Committee	Discuss	Karl Smith	5 m
Update on member documentation			
B. Finance Committee	Discuss	Rudi Herve	10 m
C. Personnel Committee	Vote	Artie Sullivan	10 m
Vote to Update HOS Emergency Succession Plan			
D. Academic Excellence	Discuss	Jessica Xiarhos	
E. Development	Discuss	Ellen Lodgen	5 m
F. Strategic Plan Committee	Discuss	Rebecca Whidden	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			8:54 PM
A. Public Comment	Discuss	Artie Sullivan	5 m
IX. Board Member Comments and Resolutions			8:59 PM
A. Board Member Comments and Resolutions	Discuss	Artie Sullivan	3 m
This is an oppportunity for Board Member Comments and Resolutions			
X. Closing Items			9:02 PM
A. Recap Action Items	Discuss	Karl Smith	2 m
Clerk to review actions items, add any additional items discussed.			
B. Meeting Evaluation	Discuss	Artie Sullivan	3 m
Discuss how meeting went, did we stay on topic, meet goals, etc.			
C. Adjourn Meeting	Vote	Artie Sullivan	

Cover Sheet

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 June 30, 2020

DRAFT



MCCPS

MCCPS Board of Trustees

Minutes

Board of Trustees Monthly Meeting

Date and Time

Tuesday June 30, 2020 at 7:00 PM

Location

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), Jessica Xiarhos (remote), Karl Smith (remote), Paul Baker (remote), Peter Cheney (remote), Peter Cohen (remote), Rodolphe Herve (remote)

Trustees Absent

Ian Hunt, Rebecca Whidden, Richard Doron

Guests Present

Caro, Carol McEnaney (remote), NDack Toure (remote), Susan Hauck (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 Jun 30, 2020 @ 7:03 PM at

Join Zoom Meeting

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

Meeting ID: 389 839 4128

Password: MCCPS

C. Accept Remote Participation

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, June 30, 2020.

Karl Smith made a motion to accept the above language.

Paul Baker seconded the motion.

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

Roll Call

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

D. Approve Minutes**E. Approve Minute of June 13, 2020 Board Retreat****II. Public Comment****A. Public Comment**

Artie requested public comment - none noted

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

The group touched upon the following action items:

- Identification of candidates for board
- Communication with Marblehead Public School Administrators
- Enrollment at MCCPS
- Board restricted funds as a percentage of any surplus to create a board restricted fund

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

Future meeting agenda items include:

- Adopting the annual report
- Student opportunity - August 15th deadline. This needs to be approved in July - Peter will provide an update during future meetings
- July 28th or special meeting before that.
- August 1st - retreat
- August 25th

B. Board Goals for SY 2019-2020

The discussion focused on recruitment efforts on key roles and skills such as lawyers, parents, alumni, etc. and finalizing the by-laws.

C. Board Goals for SY 20-21

Everyone is ok with goals as is, but will look at the next meeting to approve

V. HOS Report

A. Monthly Report

Dr. Peter Cohen provided the monthly HOS update covering all of the items included within his memo. Please refer to that document for all of the details.

VI. Other Business

A. Review of Community and Staff Satisfaction Survey

Dr. Cohen went through the results and his executive summary highlighting some key points. He challenged the board to review the information in more detail and pose any questions. His overall take on the results was there is general satisfaction with the school and personnel.

Peter also provided some general comments on the status of the facilities and ongoing efforts to clean and prepare for re-opening.

B. Reopening Procedures

The re-opening discussion covered several topics, understanding that the state has not finalized all of the requirements and detailed plans.

Some specific areas covered include:

- Logistics of lunch - bagged or boxed - safety procedures
- Classrooms and anticipated social distancing guidelines
- Remote learning - "Schooligy" (enhanced Google classroom)
- Grants - FEMA
- Need for deferred maintenance
- New phone system
- Cleaning service and supplies needed
- Updates to faucets and other 'no touch' items
- Art and music classes

C. Review of Proposed MCCPS Bylaws

Karl Smith noted that the Governance Committee is scheduled to meet in a week and the goal is to have the final draft by-laws available for the Board to review and approve.

D. Charter Amendment Application

Peter has had conversations with the state and will be pulling together the document, reviewing the language and refining the application.

VII. Committee Updates

A. Governance Committee

By-laws is the primary concern and a draft will be made available at the next meeting.
Artie noted that open meeting law training for retreat in August is being considered / pursued.

B. Finance Committee

Rudie noted that at the last meeting, they did not have a quorum - but that the last month was somewhat uneventful (fortunately).
He conveyed the good news that through 11 months of the school, the finances were favorable and it appears the school should see a surplus once the full year is complete.
He complimented Jeff Barry and Peter Cohen for making great progress and work on containing the costs.
Jeff will be preparing the annual report information for further review and external audit.

C. Personnel Committee

Artie Sullivan noted the committee is working on policy, Peter's goals, and updates to the HOS succession plan.

D. Academic Excellence

No meeting since board retreat - nothing substantive to report

E. Development

Ellen Lodgen noted that Peter had covered most of the details within his HOS update.
She also indicated the goals have been sent for review.
Susan Hauch noted she is using the summer time available to tackle some of the bigger initiatives in an effort to have a successful September / return to school (hopefully).
She is looking forward to connecting with parents, collaborating with PTO, and working with school ambassadors.
Additionally she noted several of her plans for expanded and enhanced communications.

F. Strategic Plan Committee

The group has focused on the roof and potential approaches to updating or replacing this significant item.

G. Communications, and Community Relations Committee

No significant update at this time.

H. Charter Renewal

Nears completion - looking to dissolve task force soon.

I. BY Laws Task Force

This topic has been previously covered, however once the draft is presented to the board, this task force will also be dissolved.

VIII. Public Comment

A. Public Comment

None

IX. Board Member Comments and Resolutions

A. Board Member Comments and Resolutions

The group agreed that despite all of the challenges faced, it was a great 2019 - 2020 school year.

Peter noted that he started less than a year ago, has had an amazing journey where he has learned much, and that he is looking forward to better things to come.

X. Closing Items

A. Recap Action Items

Karl Smith - Governance and by-laws.

Training for board retreat

Adopt goals in July meeting (try to adopt Peters at same time)

Public notice

Succession plan - personnel

Board restricted funds

Annual plan - 31st of July - along with amendment

B. Meeting Evaluation

Stayed on topic / on task.

Meet goals of meeting? Yes

Ellen Lodgen made a motion to Adjourn.

Paul Baker seconded the motion.

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

Roll Call

Rodolphe Herve Aye

Rebecca Whidden Absent

Artie Sullivan Aye

Richard Doron Absent

Paul Baker Aye

Peter Cheney Aye

Ellen Lodgen Aye

Ian Hunt Absent

Jessica Xiarhos 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 9:00 PM.

Respectfully Submitted,

Karl Smith

Documents used during the meeting

- Fundraising, Rental, Alt Funding Sources FY20 - Fundraising Revenue Summary FY 20.pdf
- HOS Report to Board of Trustees 6_24_20.pdf
- ParentSurvey2020.pdf
- StaffSurvey2020.pdf
- DESE Initial Fall Reopening Guidance vFF.pdf

- May-20.pdf

Cover Sheet

Approve Minute of June 13, 2020 Board Retreat

Section: I. Opening Items
Item: E. Approve Minute of June 13, 2020 Board Retreat
Purpose: Approve Minutes
Submitted by:
Related Material: Minutes for Annual Board Retreat on June 13, 2020

DRAFT



MCCPS

MCCPS Board of Trustees

Minutes

Annual Board Retreat

Date and Time

Saturday June 13, 2020 at 9:00 AM

Location

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), Jessica Xiarhos (remote), Karl Smith (remote), Paul Baker (remote), Peter Cheney (remote), Peter Cohen (remote), Rebecca Whidden (remote), Rodolphe Herve (remote)

Trustees Absent

Ian Hunt, Richard Doron

Trustees Arrived Late

Peter Cheney, Rebecca Whidden

Guests Present

Alf Wilson, James Rogers (remote), NDack Toure (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 Saturday Jun 13, 2020 @ 9:04 AM at
Join Zoom Meeting

<https://us04web.zoom.us/j/3898394128?pwd=QndLYk9jVjcyNEJ5dXZGRWhnMDhSUT09>
Meeting ID: 389 839 4128
Password: MCCPS

C. Accept Remote Participation

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, June 13, 2020.

Paul Baker made a motion to Accept the governor's executive order noted above and hold the meeting remotely.

Rodolphe Herve seconded the motion.

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

Roll Call

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

Moment of silence observed for those lost to COVID and everyone impacted by this terrible disease.

Peter Cheney arrived late.

D. Review Agenda and Expectations

Artie reviewed the agenda items highlighting the following:

- July 31st is the due date for the accountability plan. First draft is due internally on Monday, June 15th.
- Annual report is due July 31st.
- Student's opportunity act is now delayed and due in August.
- Board committee and goals
- Elect officers
- Board recruitment
- Schedule future meetings

II. Discussion

A. Discussion MCCPS Bylaws

The proposed updates to the Bylaws were reviewed along with the state's checklist on what should be included within Charter schools' bylaws. The group looked more closely at items 13 and 17 on the checklist.

Generally all the member were comfortable with the language updates.

Given the nature of the updates, all trustees were comfortable that we have met the 2 week notice period.

B. Charter Amendment or Enrollment Plan

Dr. Cohen reviewed the charter renewal condition indicating that MCCPS does not have an adequate percent (must be >80%) of kids from Marblehead, noting it makes sense to consider adding Swampscott and Nahant as part of the 'district' within the charter.

Peter noted he has spoken with the charter school in Cambridge and received some helpful advice.

Additionally mailings and other approaches to increasing enrollment were discussed.

C. Accountability Plan

The accountability plan is due to be submitted next week.

It is included within annual report - every 5 years after charter is renewed, they look for an updated accountability plan. Absolutely OK to continue with similar if it's considered ongoing work.

Dr. Cohen would like to make some updates and continue working on opportunities to add items that align with what MCCPS is attempting to do.

III. Board and Committee Goals

A. Board and Committee Job Descriptions Committee Goals

Mr. Sullivan began the discussion reminding the group the goals and job descriptions are meant to define the job of the board, and what we are looking to accomplish over the next couple of years.

The group is looking to aligning committee goals with board goals.

The three standing committees, Governance, Finance and Personnel were discussed in detail.

The other committees were also reviewed and discussed.

A few sub-committees will most likely need to be dissolved once the tasks are completed. Specifically the By-laws task force and the Charter Renewal task force.

Development Committee was discussed and the tentative due date noted for goals and job description is the July meeting.

Peter proposed that a facilities or building expansion task force be created to evaluate the available space and formulate a plan for communications and fundraising.

Some discussion was had regarding recruitment efforts and desire for additional parents to become involved. Some specific areas of expertise to be targeted include HR, legal, development, local contractors.

Additionally refinements to the HOS evaluation and indicators for success were covered.

Rebecca Whidden arrived late.

B. Selection of Board Officers and Committee Chairs for SY 20-21

After some discussions, the following positions were presented for vote:

- Chair of the Board - Artie Sullivan
- Vice chair - Paul Baker
- Treasurer - Rudi Herve
- Clerk - Karl Smith

Committee Chairs:

- Governance Chair - Karl Smith
- Personnel Chair - Artie Sullivan
- Finance Chair (Treasurer) - Rudi Herve
- Academic Excellence - Jessica Xiros
- Strategic Development and Facilities - Becca Whidden
- Development - Ellen Lodgen (note - will need to be replaced when term is completed in October)
- Communications Chair - Ian Hunt

Note - Dr. Cohen discussed his goal to standardize meeting days and times in order to become more efficient and concentrate those so as not to spread them out throughout the month.

Paul Baker made a motion to Create a facilities committee.

Ellen Lodgen seconded the motion.

Ellen - make clear the main goal is looking at the facility expand and update. Not focus on current building.

Becca - similar thoughts - articulate longer term strategic - expansion And Covid response

Artie - establish committee and then have group define scope.

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

Roll Call

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

Rebecca Whidden made a motion to Artie Sullivan as Chair, Paul Baker as Vice Chair, Rudi Herve as Treasurer and Karl Smith as Clerk.

Ellen Lodgen seconded the motion.

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

Roll Call

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

Karl Smith made a motion to Accept the slate as stated.

Paul Baker seconded the motion.

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

Roll Call

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

C. Board Recruitment

Artie Sullivan recapped the recruitment efforts and discussions to date, noting open board seats and available spots on most of the committees.

The group discussed how parents could indicate their interest and potential involvement with the school.

Again the current needs were reviewed.

D. Reopening Scenarios

Re-opening commission - Peter sent out his notification

Great response - parents and teachers.

What school can look like in the fall -

Scenarios and recommendations

More positive from the commission (DESE).

Backed off of earlier 'prescriptive'

Replicate what we do - collaborative learning, traditions, etc.

Moving target

The Board discussed the Navigator Award that is usually presented at graduation.

The group would like to recognize someone who is considered an outstanding contributor and the board will recognize that individual. Previous award winners include Helen Reigle and Peter Jalbert.

Two potential candidates were discussed.

E. Schedule Future Board Retreat/Training

The group discussed the next portion of board retreat - including:

- Training for BOT -
 - General board matters such as how meetings are posted, documents uploaded and attached.
- Goals
- Governance committee:
 - Open meeting laws, updates to by-laws - remote participation.
- Meeting notices, etc.

Ellen Lodgen made a motion to adjourn.

Karl Smith seconded the motion.

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

Roll Call

Peter Cheney	Aye
Ian Hunt	Absent
Rebecca Whidden	Aye
Jessica Xiarhos	Aye
Rodolphe Herve	Absent
Karl Smith	Aye
Peter Cohen	Aye

Artie Sullivan	Aye
Ellen Lodgen	Aye
Paul Baker	Aye
Richard Doron	Absent

IV. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 12:07 PM.

Respectfully Submitted,
Karl Smith

Documents used during the meeting

- BYLAWS Working Copy, 2020-May 26, 2020.docx
- bylaws checklist-MCCPS-June 2020.docx
- amendment-request-board.docx
- Meeting Schedule 2020-2021 - Meetings FY21.pdf

Cover Sheet

Approve Minute - May Meeting

Section: I. Opening Items
Item: F. Approve Minute - May Meeting
Purpose: Approve Minutes
Submitted by:
Related Material: Minutes for Board of Trustees Monthly Meeting on May 26, 2020

DRAFT



MCCPS

MCCPS Board of Trustees

Minutes

Board of Trustees Monthly Meeting

Date and Time

Tuesday May 26, 2020 at 7:00 PM

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

Trustees Present

Artie Sullivan (remote), Ellen Lodgen (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

Guests Present

Andrea Barlow, Carol McEnaney (remote), Christopher Riegler (remote), Cynthia Canavan (remote), Kay O'Dwyer (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 May 26, 2020 @ 7:05 PM at 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

C. Accept Remote Participation

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.

Rebecca Whidden made a motion to conduct to.

Paul Baker seconded the motion.

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

Roll Call

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

D. Approve Minutes

Karl Smith made a motion to approve the minutes from Board of Trustees Monthly Meeting on 04-28-20.

Paul Baker seconded the motion.

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

Roll Call

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

E. Approve Minute of March 31, 2020 Board Meeting

Stephen Veiga made a motion to approve the minutes from Board of Trustees Monthly Meeting on 03-31-20.

Paul Baker seconded the motion.

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

Roll Call

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

II. Public Comment

A. Public Comment

Artie Sullivan asked if there was any public comment - none noted.

Peter Cheney arrived late.

III. Review of Previous Meeting Action Items

A. Review of Previous Meeting Action Items

Mr. Sullivan briefly reviewed the action items from previous meetings.

IV. Board Annual Items

A. Upcoming Meeting Agenda Items

The group discussed possible dates for the annual board retreat. One suggestion was to have more than one date as the meeting would need to be held remotely.

Possible / probable agenda items included the following:

- By-laws review
- Enrollment
- Next year's goals
- Accountability plan
- Re-opening committee - what if scenarios - what will Fall look like
- Officers and committee chairs
- Board recruitment
- Board on Track training

B. Board Goals for SY 2019-2020

Progress on the board's goals for the current school year was reviewed.

V. HOS Report

A. Monthly Report

Dr. Cohen provided the Board of Trustees with his monthly update highlighting the following items:

- Staffing:
 - Conversations have been had with all but 2 teachers / staff - will complete in the coming week(s)
 - Alignment of goals
 - Market adjustments have been made where appropriate / available
 - SPED - new hire
 - Speech and language pathology - looking to fill this role
 - Enrollment - projecting 222 students
- Re-opening:
 - Meeting held today - more of an introduction / brainstorming - working groups will be formulated
 - Protocols were discussed
 - Exciting work, but daunting
- Roof discussion - currently in a holding pattern - looking to move forward sooner rather than later
- Auction - money keeps coming in - now up to about \$12K

Peter noted that the discussion points for re-opening are exciting, however somewhat daunting. Additionally he noted there would be a need to earmark certain funds for personal protection equipment as well as increased budget for cleaning / sanitation.

VI. Other Business

A. Annual Evaluation of Head of School

Artie Sullivan explained the process for the HOS evaluation to the group noting the dashboard was prepared and the report sent to Dr. Cohen for his review. When questioned about his impressions of the process, Peter noted that the goals were effectively set last year with the help of the Personnel Committee, and that the completed surveys helped to provide context to align the HOS' goals with the Board of Trustees' goals. He considers the overall process to be fair.

Board members noted their disappointment that the participation rate was not 100%. Rebecca Whidden made a motion to accept the HOS evaluation for 2019-2020 school year. Paul Baker seconded the motion. The board **VOTED** to approve the motion.

Roll Call

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

B. Presentation Budget for SY 20-21

Rudi Herve and Peter Cohen presented the SY'2020-2021 budget noting that enrollment was estimated at 210 - which is considered conservative / reasonable based on the results of the lottery and notices of intent received to date.

Peter noted that salaries were re-adjusted in attempts to normalize / bring them closer to market rates.

In discussing the per pupil expense (PPE) the group discussed the overall assumption that the numbers would be decreasing given the current state of the economy. Mr. Sullivan noted that the impact would be within the 'above foundation' figures.

Again additional costs involved in the responses to the pandemic were noted and discussed. Rodolphe Herve made a motion to accept the 2020-2021 budget as presented.

Karl Smith seconded the motion.

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

Roll Call

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

C. Review of Proposed MCCPS bylaws

Karl Smith presented the status of the updates and walked through the sections that were being deliberated.

The group focused significant attention on the Governance Committee membership and election / appointment of a Chair.

In the end it was determined that a member of the board needs to be on the Governance Committee, however if that committee would like a Chair other than a board member, they would have the ability to nominate that person, however the board would need to affirmatively vote to accept that appointment.

VII. Committee Updates

A. Governance Committee

The By-laws update has been the primary action item for the Governance Committee and that topic has just been reviewed. No further updates at this time.

B. Finance Committee

No further items beyond the budget were noted.

C. Personnel Committee

The HOS evaluation was already discussed - no further items at this time.

D. Academic Excellence

At this time there were no significant updates for the group.

E. Development

Ellen - thanks to all board members who donated items

F. Strategic Plan Committee

Becca Whidden noted that she and Fred Ferris had a meeting with Peter Cohen, and they were pushing the plan forward.

G. Communications, and Community Relations Committee

At this time there were no significant updates for the board.

H. Charter Renewal

This was already covered in the HOS monthly update.

I. BY Laws Task Force

This standing topic was already covered earlier.

VIII. Public Comment

A. Public Comment

Again there were no public comments presented.

IX. Board Member Comments and Resolutions

A. Board Member Comments and Resolutions

Artie Sullivan complimented Peter, the teachers and staff for a wonderful approach to recognizing the 8th grade graduating class by visiting each student in person to congratulate and recognizing their accomplishments.

Karl Smith requested that trustees submit their financial disclosure forms if not already completed.

X. Closing Items

A. Recap Action Items

B. Meeting Evaluation

Rebecca Whidden made a motion to adjourn.

Stephen Veiga seconded the motion.

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

Roll Call

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

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

- HOS Report to Board of Trustees 5_21_20.pdf
- Head of School Evaluation Year End Form 2020 Collated_May16.pdf
- MCCPS 2020 End of Cycle Evaluation Dashboard_May17.pdf
- FY21 Proposed Budget.pdf
- BYLAWS Working Copy, 2020-May 5, 2020.docx
- bylaws cover email.docx
- counsel review.docx
- Financial Reports, Apr-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 7_28_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

July 28, 2020

- Reopening - Three plans in process
 - Plan A: In-Person Learning with safety protocols
 - Plan B: Hybrid of remote learning and in-person learning
 - Plan C: Full remote learning in case of school closure
 - Leaning towards Plan A with projection of 20-30 students staying home for remote learning
 - Timeline:
 - Plans submitted to DESE for review July 31
 - August 10 - final plan sent to DESE and shared with the community
 - Board will need to approve the plan prior to August 10 - will need a special meeting - aim for Thursday August 6?
- Enrollment
 - Projected enrollment for 2020-2021 is 220+ students
 - See details below
- Future Planning
 - [Meeting Schedule](#)
 - Website Updates
 - Handbook Updates
 - Facilities task force - need to get this group established

Enrollment Update as of 7.21.2020

4th Grade - projection: 48 Accepted/Enrolled: 42 Offers out: 2 Invite: 4 Waiting List: 23	5th Grade - projection: 50 Accepted/Enrolled: 47 Offers out: 2 Invite: 1 Waiting List: 9	6th Grade - projection 50 Accepted/Enrolled: 50 Offers out: 0 Invite: 0 Waiting List: 29
7th Grade - projection 48 Accepted/Enrolled: 41 Offers out: 3 Invite: 0 Waiting List: 6	8th Grade - projection 30 Accepted/Enrolled: 23 Offers out: 8 Invite: 0 Waiting List: 0	Projected total: 226

Cover Sheet

Review and Approval of School Calendar

Section: VI. Other Business
Item: A. Review and Approval of School Calendar
Purpose: Vote
Submitted by:
Related Material: Marblehead Charter School 2020-2021 Calendar.pdf

Marblehead Community Charter Public School 2020-2021 School Calendar

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

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

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

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

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

August 2020
25-28, 31 Faculty Workshops

September 2020
1-3, 8 & 9 Faculty Workshops
4 No School
7 Labor Day – No School
10 First Day of School

October 2020
9 Half Day for All
12 Indigenous Peoples’ Day – No School

November 2020
11 Veterans’ Day – No School
24 Half Day All
25-27 Thanksgiving Break
30 No School for Students – End of Trimester I

December 2020
11 & 18 Early Release Days for Student-Led Conferences
19 Open House
23 Half Day for All
24-31 Winter Break – No School

January 2021
1 New Year’s Day – No School
15 Half Day for All
23 Open House
18 MLK Jr. Day – No School
28 Exhibition I
29 Exhibition Part 2 – Half Day All

February 2021
12 Half Day for All
15-19 February Break – No School

March 2021
22 No School for Students – End of Trimester II

April 2021
16 Half Day for All
19-23 April Vacation

May 2021
28 Half Day for All
31 Memorial Day – No School

June 2021
21 Exhibition II
22 Exhibition Part 2 – Half Day All
23 Last Day of School – Half Day
24 8th Grade Graduation
24-25 Faculty Workshops

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

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

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

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

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

Start Time: 7:45AM – Dismissal Time: 3:20PM (M, Tu, Th, F, except where indicated)

	School Closed for Holiday or Vacation Or No School for Professional Development		First Day of School for Students
	Half Days for All – Dismissal at 12PM		Last Day of School for Students – Half Day
	Faculty Professional Development Days		Wednesday Dismissal is at 2:30PM
	Student -Led Conferences. Early Dismissal for students.		Exhibition of Learning

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

Cover Sheet

MCCPS Annual Report, SY19-20

Section: VI. Other Business
Item: B. MCCPS Annual Report, SY19-20
Purpose: Vote
Submitted by:
Related Material: MCCPS Annual Report 2019-20.pdf

DRAFT

Marblehead Community Charter Public School Annual Report 2019-2020

Marblehead Community Charter Public School

17 Lime Street
Marblehead, MA 01945

Contact:

Peter Cohen, Ed.D.

Head of School

Phone: (781) 631-0777

Fax: (781) 631-0500

Email: pcohen@marbleheadcharter.com

Website: <http://marbleheadcharter.org/>

Date report submitted: July 31, 2020

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Introduction to the School

<i>Marblehead Community Charter Public School</i>			
Type of Charter	Commonwealth	Location	Marblehead, MA
Regional or Non-Regional?	Non-Regional	Districts in Region	NA
Year Opened	1995	Year(s) Renewed	2000, 2005, 2010, 2015, 2020
Maximum Enrollment	230	Current Enrollment	220 as of June 30, 2020
Chartered Grade Span	4-8	Current Grade Span	4-8
# of Instructional Days per school year	180-185	Students on Waitlist	75 students are on the 2020-21 waitlist as of July 1, 2020
School Hours	Regular hours: 7:45-3:15 Before school care: 7:00-7:45 After school programming: 3:15-5:30	Age of School	25 years
Mission Statement			
MCCPS fosters a community that empowers children to become capable, self-determining, fully engaged individuals who are critical and creative thinkers committed to achieving their highest intellectual, artistic, social, emotional, and physical potential. We are dedicated to involving, learning from, participating in, and serving our school community and the community at large.			

Letter from the MCCPS Board of Trustees

Marblehead Community Charter Public School (MCCPS) is in its 25th year of continuous operation and sets high standards for itself as an organization. This Academic Year is marked with change, adaptations and opportunism. Our dedication to our mission, core values, and the promises of our Charter remains active and strong. Our consistently meeting or exceeding all Accountability Plan Objectives over the course of this this year is evidence of MCCPS' continued success.

Our academic program has remained strong as measured by internal and external data. Both the Board and school are committed to academic excellence as its primary focus. During this academic year, Parent Satisfaction Surveys consistently rated the Education Program with high marks. The program satisfaction for this year are: Project Based Learning 89% satisfaction and integrated arts satisfaction rates were: Music 84%, Art - 91%, World Language - 79%.

A Sampling of comments from the Parent Satisfaction Surveys include:

- “We love Charter! The kids miss you all so much. Thank you all your hard work.”
- “I love the project-based learning.”
- “The first year of the school was exceptional for our child! She joined in December and had great transition to new school! All teachers and staff were very supportive!”
- “I was impressed with how MCCPS handled remote learning compared to other schools. It was flexible, agile, fast, and my child continued to learn. This was not the case in many other local and regional schools.”
- “I was very impressed with how quickly and thoroughly MCCPS pivoted to on-line teaching/learning and how high the expectations were for our child’s continued instruction/success/understanding of concepts.”
- “We love MCCPS! We have nothing but positive memories and can't wait to be back in the fall”

MCCPS remains true to the tenets of our Charter. Teachers play a leadership role throughout the school, serving on the Board as well as numerous committees. They participate in a highly collaborative environment, with regular time scheduled weekly to assess, reflect, and continually improve upon the quality and effectiveness of the academic program. The result is authentic and meaningful integration across all grade levels and curriculum areas.

Organizationally, MCCPS is in a position of stability in the key areas of financial management, governance, school leadership, and parent/community involvement. Our annual audit results are evidence of a solid financial and operational infrastructure. Strong parent and community involvement are evidenced by the number of parents and community members serving on the Board and its committees, leading Enrichment programs, and participating in the PTO.

The Board of Trustees is committed and engaged, and composed of parents, community members, and teachers as required in our Charter. This year, the Board devoted a substantial amount of time to the Charter Renewal and By-Laws Updates and continued to focus on the development of key

policies and procedures, Student Retention, Academic Programming, and Financial Oversight. As a Board, we are always looking to improve our practice.

Among the major accomplishments for the current charter period are:

- Hired a New Head of School - July 2019
- Completed the Charter Renewal Process
- Obtained a clean audit opinions
- Completed a new Strategic Plan

However, this year was not without its challenges. Chief among these was the impact of the Covid-19 pandemic. In March, 2020, MCCPS transitioned to a Remote Learning Model. This was not without challenges that were met and exceeded by Faculty, Staff, Students and Parents. The school closure resulted in the cancellations of 2 Public Exhibitions of the Students Projects and Music Extravaganza.

As we embark into our 6th Charter Term, we look forward to the opportunities the academic year will bring. This next school year will see a continued focus at the Board and School level on strategic planning, with the goal of moving the school to even higher levels of achievement. The best legacy we can leave is to foster a community that empowers children to become capable, self-determining, fully engaged individuals who are critical and creative thinkers committed to achieving their highest intellectual, artistic, social, emotional, and physical potential.

Sincerely,
Arthur F Sullivan, III
Chair, MCCPS Board of Trustees
It's a Great Day to be a Navigator!

School Performance and Program Implementation

There have been no programmatic or structural changes in the 2019-20 school year.

Faithfulness to Charter

Mission and Key Design Elements

Mission, vision, educational philosophy and pedagogical approach:

MCCPS fosters a community that empowers students to reach their highest potential. The faculty, staff, and administration, the parent body, community members, and students are all committed to this ideal, and enormous energy and passion are invested regularly in pursuing our mission.

Key design elements:

The key design elements of the school continued through this Charter Term: a student-centered learning environment that included frequent opportunities to engage in project-based learning, problem-solving, critical thinking, collaboration, creativity, and communication. All students presented to their parents and teachers, the wider community, and their peers during Public Exhibitions of Student Work in November and were set to do so in March and June prior to the COVID19 pandemic that forced the school to pivot to remote learning. Many students presented evidence of learning via video conferencing with teachers and classmates during the spring of 2020. The teachers exercised considerable autonomy regarding how and when the state frameworks were addressed. Their talents and expertise resulted in robust and highly effective learning experiences for the students. Parents were afforded opportunities to contribute substantively and meaningfully to the life of the school, including involvement in the curriculum, governance, enrichment, and PTO.

Notes on Impact of Coronavirus/COVID19

Our community was impacted by the COVID19 pandemic. On March 13, 2020 we closed the school and remained closed for the rest of the school year. On March 13, we were able to immediately share suggested learning activities for students. We navigated three phases of remote learning. We started with suggested learning activities during the first two weeks of the closure. We shifted to required assignments and remote learning activities for the next few weeks. For the months of May and June we introduced the power standards not yet addressed this year and increased our expectations on students.

We were able to hold 121 days of in-person learning prior to the COVID19 closure. We held 63 days of remote learning.

Examples of the Mission in Action

Data Informed Decisions:

During the 2019-2020 school year, MCCPS added universal use of the IXL program for math and literacy. Every student spent time in the program's diagnostic arena in the fall, winter, and spring. Additionally, IXL provided both targeted practice for students, as well as a supplement to learning when the school closed due to COVID19.

Strategic Plan Completion:

A new strategic plan was completed. The plan outlines goals for students, faculty & staff, the community, and operations. These goals and this plan outline the work ahead for the next three years.

Continued Technology Integration:

Access and equity of instruction and resources continues to be our top priority. During the in-person learning from August to March, all students had access to a Chromebook laptop as needed. Our teachers work hard to utilize the computer technology as a tool in the project-based classroom. When we were forced to shift to remote learning, we took steps to ensure that every student had access to a mobile device (chromebook) and reliable internet. We distributed Chromebooks to about 7% of our students who did not have a device at home. Throughout both in-person and remote learning, students and teachers utilized online tools such as Google Classroom, Google (docs, sheets, forms, slides), and IXL to enhance their delivery of instruction and assessment.

Service Learning:

While community service learning is a component at each grade level, it is a prioritized area of focus for our 8th graders. Our 8th graders worked with the One Bead organization to identify issues in the community of importance to them. Students were then matched with local non-profits that were aligned to their interests. While COVID19 impacted some of this work, many of our students completed and delivered a pitch to an online audience via Zoom.

Amendments to the Charter

Date	Amendment Requested	Pending or Approved?
July 30, 2020	We request to regionalize and include the Towns of Swampscott and Nahant in our Charter. Proposed Amendment is attached to this report and sent to DESE under separate cover.	Pending

Student Discipline Access and Equity 2018-2019 Discipline Data

Student Group	Students	Students Disciplined	% In-School Suspension	% Out-of-School Suspension	% Expulsion	% Alternate Setting	% Emergency Removal	% Students with a School-Based Arrest
All Students	236	13	3.4	2.5	0.0	0.0	0.0	0.0
English Learner	3							
Economically disadvantaged	34	3						
Students w/disabilities	68	7	8.8	2.9	0.0	0.0	0.0	0.0
High needs	93	9	8.6	2.2	0.0	0.0	0.0	0.0
Female	105	2						
Male	131	11	5.3	3.8	0.0	0.0	0.0	0.0
Amer. Ind. or Alaska Nat.	2							
Asian	6	0						
Afr. Amer./Black	16	3						
Hispanic/Latino	9	1						
Multi-race, Non-Hisp./Lat.	5							
Nat. Haw. or Pacif. Isl.	0							
White	198	8	3.0	1.0	0.0	0.0	0.0	0.0

We have reviewed our school's discipline data. There were five suspensions issued during the 2019-2020 school year. These suspensions were a significant decrease from the 17 suspensions in the previous year. This decrease was due, in part, to the school closure starting on March 13th, 2020. Even with school closure, there were six fewer suspensions at that point in the year compared to the previous year. The school made deliberate efforts to continue to support access and equity for our students. We incorporated PBIS elements into our classroom practices and our RTI process. We also partnered with ADL to run a professional development session for our educators on the topic of equity and bias related to discipline.

With six discipline offenses this year, the number of offenses was the same or fewer across all subgroups. The percentage of offenses across subgroups remained unchanged or was too small to

be reported. While the number of offenses is low, we are committed to an equitable discipline process for all students.

We use suspensions sparingly. Out of school suspension are appropriate for issues involving physicality or bullying. During in-school suspensions, the students work on the same materials as their classmates. We encourage students to reflect on their actions, learn from mistakes, and restore relationships. A vital step for all suspensions is a required reentry meeting that is attended by the members of the grade level team, a parent, and, most importantly, the student. This process is essential in helping students feel respected and supported as they return to class.

Dissemination Efforts

Best Practice Shared	Vehicle for Dissemination	Who at the school was involved with the dissemination efforts?	Criteria that best aligns to the shared best practice	With whom did the school disseminate its best practices?	Result of dissemination
Curriculum programming and project-based learning	Visits to other schools to both share and learn effective practices from each other.	Head of School, teachers, parents, Board members	Shared with local schools about innovative school practices	Francis Parker Charter Essential School, Salem Academy, Hill View Montessori Charter Public School, Advanced Math & Science Academy	Sharing of best practices and informing improvement goals for the future at our school
Project-Based Learning and Integration	1 Public Exhibition of Student Work at MCCPS (November) Virtual showcases via Zoom in June	All faculty, staff, students, administrators and parents	Presenting a professional conference	Local district and private school educators and the community	Enhanced understanding of PBL, integration, and service learning
Integration of Community Service Learning	One Bead zoom panel	8 th grade students and humanities teacher	Presented at zoom panel	Non-profit leaders from area organizations	Real-world experience for students

Academic Program Success

Student Performance

- A. Marblehead Community Charter Public School's school report card (overview)
<http://reportcards.doe.mass.edu/2019/DistrictReportcard/04640000>

- B. Other performance data

Overall Classification	Accountability Percentile	Progress Toward Improvement Targets
2019	2019	2019
Not requiring assistance or intervention. Reason for Classification: Moderate progress toward targets	Found Here: http://profiles.doe.mass.edu/general/general.aspx?topNavID=1&leftNavId=100&orgcode=04640000&orgtypecode=5	Meeting 33 percent of improvement targets.

Program Delivery

While no substantial changes were made to the school's curriculum, or instructional model during the 2019-2020 school year, we did make the following adjustments to assessment tools and supports for students:

- Implementation of IXL as diagnostic tool and practice resource for students
- Expansion of English Learner services with hiring of ESL teacher/coordinator

Grade 4	7 students identified, based on ACCESS scores all will be FELs
Grade 5	5 students identified, based on ACCESS scores 4 of 5 will be FELs
Grade 6	4 students identified, based on ACCESS scores 2 of 4 will be FELs
Grade 7	1 student identified, based on ACCESS scores 1 will continue with EL services
Grade 8	1 student identified, based on ACCESS scores 1 will continue with EL services

Organizational Viability

Organizational Structure of the School

A new Head of School joined the organization. Our Assistant Head of School resigned in February. We have restructured the leadership team for 2020-2021 to include a principal position in place of the assistant head of school. A new Food Services/Nutrition Director was appointed in January 2020. All other positions remained the same during the 2019-2020 school year.

Organizational Chart

Board of Trustees			
Head of School, Peter Cohen (7/2019)			
Assistant Head of School, Resigned in February, not replaced in FY20	Business Manager, Jeff Barry	Director of Student Service, Michael Condon	Director of Curriculum, Instruction, & Technology, Matt Cronin
	Food Services & Nutrition Director, Danette Russo (1/2020)		Department Chairs: Ellen Lodgen, Meghan Hale

Network Structure or Multiple Campus Organizational Structure

- Not applicable

Teacher Evaluation

- No change has been made.

Budget and Finance

A. Unaudited FY20 statement of revenues, expenses and changes in net assets (income statement)

Ordinary Income/Expense

Income	
VACATION PROGRAMMING	7,250.00
STATE ALLOCATION	3,025,960.00
FEDERAL & STATE GRANTS	74,237.00
SCHOOL LUNCH	71,518.73
STUDENT ACTIVITIES	31,923.35
INVESTMENT INCOME	110.81
OTHER INCOME	49,481.28
STUDENT SUCCESS FUND	17,210.25
CONTRIBUTIONS	28,000.00
PRIVATE GRANTS	1,585.00
REIMBURSEMENTS	1,708.75
MEDICARE REIMB.	2,346.74
FUNDRAISING	20,404.71
Total Income	<u>3,331,736.62</u>
Expense	
PERSONNEL	2,268,365.93
BENEFITS	342,923.13
STAFF DEVELOPMENT	10,839.67
SEARCH COSTS	1,687.81
SUBSTITUTE	2,071.25
DIRECT STUDENT SUPPORT	83,919.90
STUDENT ACTIVITY	22,544.62
SCHOOL LUNCH EXP	44,438.22
OCCUPANCY	96,741.70
OFFICE & ADMIN	220,942.07
DEPRECIATION	95,716.68
Total Expense	<u>3,190,190.98</u>
Net Income	141,545.64

B. Statement of net assets for FY20 (Balance Sheet) As of June 30, 2020

ASSETS

Current Assets	
Checking/Savings	
Total Checking/Savings	567,346.93
Other Current Assets	
Prepaid Expense	34,226.93
Total Current Assets	<u>601,573.86</u>
Fixed Assets	
17 Lime Street	4,250,000.00
Building Improvements	33,184.46
Fixed Assets	66,648.00
Accumulated Depreciation	(616,643.68)
Total Fixed Assets	<u>3,733,188.78</u>
TOTAL ASSETS	<u>4,334,762.64</u>
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable	2,651.26
Accounts Payable FS	(175.00)
Total Accounts Payable	<u>2,476.26</u>
Other Current Liabilities	
Payroll Liabilities	(5,458.95)
Accrued Payroll	117,331.08
Accrued Payroll Taxes	3,989.63
MTRB Liability	12,580.64
Payroll Clearing Account	(6,835.40)
Accrued Expenses	81,690.59
Total Other Current Liabilities	<u>203,297.59</u>
Total Current Liabilities	<u>205,773.85</u>
Long Term Liabilities	
East Boston Savings Bank	3,719,677.01
Total Long Term Liabilities	<u>3,719,677.01</u>
Total Liabilities	<u>3,925,450.86</u>
Equity	
Opening Balance Equity	(294.76)
Retained Earnings	268,100.84
Net Income	141,505.70
Total Equity	<u>409,311.78</u>
TOTAL LIABILITIES & EQUITY	<u>4,334,762.64</u>

C. Approved School Budget for FY21
FY21 Operating Budget

Revenue

STATE ALLOCATION	3,086,095
OTHER INCOME	40,850
STUDENT SUCCESS FUND	18,000
FUNDRAISING	45,000

Total revenue **3,189,945**

Expenses

PERSONNEL	2,252,701
BENEFITS	413,835
STAFF DEVELOPMENT	7,500
SEARCH COSTS	1,700
DIRECT STUDENT SUPPORT	65,700
OCCUPANCY	117,250
OFFICE & ADMIN	220,623
DEPRECIATION	95,000

Total expenses **3,174,309**

Net ordinary income **15,636**

D. Capital Plan for FY20 (6/30/20)

Description	Status	Est. Cost	Financing
Space needs analysis of newly acquired space w/architect incl. plans, schematics, conceptual drawings and estimates	FY22	\$10,000	Operating capital
Final prints of above; architectural, structural, mechanical & technical	FY23	\$10,000	Operating capital
Completion of build-out (7,321 sf @169.33/sf)	FY25	\$1,239,691	Capital campaign
Renovation of existing classrooms and offices (30,000 sf @ \$100/sf)	FY25	\$3,000,000	Capital campaign
Replacement of existing fire alarm panel	FY22	\$16,000	Capital campaign
Replacement of existing burglar alarm (completed FY20) incl. addition of exterior surveillance	FY22	\$5,000	Capital campaign
New roof/roof repairs	FY22	\$275,000+	Capital campaign
Replace 1 rooftop HVAC unit	FY22	\$10,000	Capital campaign
New telephone system	FY21	\$13,000	Capital campaign
Replacement of kitchen floor	FY22	\$25,000	Capital campaign
<i>As of 6/30/20 the school did not have a separate Capital Campaign account.</i>			

Technology

Description	Status	Est. Cost	Financing
Student Devices	FY21	\$17,000	Operating Capital
Staff Devices	FY21	\$5,000	Operating Capital
Internal Network Connections (Switches, Router)	FY21	\$5,000	Operating Capital
External Network Connection ISP	FY22	\$18,000	Operating Capital

APPENDIX A

Accountability 2019-2020

Accountability Plan Goals		
	2019-2020 Performance	Evidence
Objective: MCCPS will facilitate the development of teacher leadership in the areas of curriculum, instruction, and assessment. KDE 1		
Measure: Each year at least 80% of MCCPS teachers who have been employed for at least 2 years will lead at least one professional development or mentoring activity.	MET	86% (25 out of 29) faculty, staff, and administration who have been employed at the school for at least 2 year led at least one PD or mentoring activity
Measure: Each year, at least 80% of MCCPS teachers who have been employed for at least 2 years will achieve proficient or above on the Element IV-D-1 of the Professional Culture Standard on the Educator Evaluation Rubric	MET	100% of the teachers who have been employed for at least 2 years achieved proficient or above on IV-D-1.
Objective: MCCPS will implement rigorous project-based learning that incorporates increasing levels of cognitive complexity. KDE 2		
Measure: Each trimester at least 90% of teachers will collaborate with their colleagues to create project based learning experiences that include the development of higher order thinking skills.	COVID19 IMPACT	100% of teachers collaborated with their colleagues to create PBL experiences that included the development of higher order thinking skills during the first and second trimesters. The school closure on March 13 was one week prior to our second exhibition, so this event was cancelled.
Measure: Each trimester at least 80% of students will achieve proficient or higher on	COVID19 IMPACT	During the 1st trimester at least 80% of the students at

<p>project-based assessments that are aligned to grade level standards in the core subjects*.</p>		<p>each grade level achieved proficient or higher on project-based assessments that were aligned to the grade level standards. The next two exhibitions were cancelled or held on a smaller scale, virtually.</p>
<p>Objective: MCCPS will employ a portfolio system to document student achievement and growth. KDE 3</p>		
<p>Measure: Each trimester, at least 95% of students will document a project-based learning assessment and reflection for each of the core subjects*.</p>	<p>Not Met</p>	<p>We did not successfully implement a portfolio system this year.</p>
<p>Measure: Annually, at least 80% of students will achieve proficient or higher on the MCCPS Portfolio Rubric</p>	<p>Not Met</p>	<p>We did not successfully implement a portfolio system this year.</p>
<p>Objective: MCCPS will disseminate its practices regarding curriculum, instruction, and assessment to other schools in Massachusetts.</p>		
<p>Measure: By the end of the 2019-20 school year, MCCPS faculty will have executed at least 8 workshops for public school faculty in the areas of curriculum, instruction, and assessment.</p>	<p>MET</p>	<ol style="list-style-type: none"> 1. MASS CUE Conference, 10/15 2. MASS Library Association, 8/16 3. MASS CUE, 10/16 4. DissemiNATION, 11/16 5. MCPSA Principals' Convening, 9/16 6. MASS CUE Conference, 10/17 7. Project-Based Learning Workshop at MCCPS, 5/5/17 8. MASS CUE Conference, 10/18

*Core subjects: English language arts, math, science, global studies, foreign language, art, and music.

APPENDIX B

Recruitment Plan 2020-2021

Marblehead Community Charter Public School

2019-2020 Implementation Summary:

The 2019-2020 Recruitment Plan strategies were successfully implemented. Enrollment was down in 2019-2020 with a high of 208 students enrolled in the school out of 230 seats. Our projections for 2020-2021 are to be north of 220 students. Our 7th grade class in 2019-2020 was comprised of 19 students. The district middle school in Marblehead serves students in grades 7 & 8, so this has been a year where trend data indicates the highest rates of attrition. The 7th grade class next year is projected to be at 48-50 students, a strong indicator that our recruitment efforts have been successful. The strategies we utilized throughout the year was to tell our story and spread the word about the strong teaching and learning at our school. The use of social media platforms increased significantly. Additionally, we communicated more effectively with local members of the press and with our current families. We continue to strive to utilize our parents and alumni as ambassadors for our school. Yard signs have also been part of our messaging plan. Our Open House events included student-led tours and these two events were well attended. This led to an increase in the total number of applications.

General Recruitment Activities for 2020-2021:

We have been and will continue to celebrate 2020, our 25th year as a Charter Public School. We will be upgrading our website with a complete redesign. The website will serve as the hub of information. As part of a larger communications initiative, we will also be rebranding the school with a new logo. We will be proposing an Amendment to our Charter to include the towns of Swampscott and Nahant in our region. If approved, we will be distributing marketing materials to these and all surrounding communities to publicize our Open House events and any other special events that we are able to schedule in this time of COVID. The school will continue to build our social media presence on Facebook, Instagram, and Twitter. We will also partner with local cable access to share videos curated by faculty and students that highlight what we do. A weekly newsletter will be distributed via email.

Per M.G.L. c. 71 § 89 (1), MCCPS will not make statements in writing, in meetings, on tours, or during open houses that are intended to discourage, or that have the effect of discouraging, students with disabilities, students with limited English proficiency, or any other protected group of students from submitting an application to the School.

Recruitment Plan – 2020-21 Strategies

Special education students/students with disabilities

(b) 2019-2020 Strategies

(a) CHART data

School percentage:
24.4%
GNT percentage: N/A
CI percentage: 12.7%

The school above CI percentages

- Met GNT/CI: no enhanced/additional strategies needed
 - a. The Director of Special Education or a special educator will be present at each open house to answer questions and describe the program.
 - b. The Director of Special Education will be available to meet with parents when requested - before, during, or after school. Email questions will be answered in a timely manner.
 - c. All enrollment/recruitment information that is sent to parents/posted on the school’s website will be non-discriminatory, will communicate that children with disabilities are welcome, and that all will be supported at MCCPS.
 - d. Members of the Special Education Parent Advisory Council will be encouraged to attend the open houses in order to answer questions and describe their experiences with the teachers and program.
 - e. The SEPAC will meet monthly in order to support parent needs, and it will schedule parent learning activities at least two times per year.
 - f. Opportunities to highlight the successes of students with disabilities will be explored.

	<p align="center">(c) 2020-2022 Additional Strategy(ies), if needed</p> <p><input type="checkbox"/> Did not meet GNT/CI: additional and/or enhanced strategies needed. Include the time allotted for each strategy for data change (i.e. 2-3 years, 1 year) and/or if the school collaborated with a local community organization on these strategies.</p>
<p>Limited English-proficient students/English learners</p>	
<p>(a) CHART data</p> <p>School percentage: 1.5%</p> <p>GNT percentage: 0.9%</p> <p>CI percentage: 1.3%</p> <p>The school is at GNT percentages and above CI percentages</p>	<p align="center">(b) 2019-2020 Strategies</p> <p><input checked="" type="checkbox"/> Met GNT/CI: no enhanced/additional strategies needed</p> <ol style="list-style-type: none"> 1. Application materials will be available on the school’s website and in print in English, Spanish, French, and Russian. Translations in other languages will be made available upon request. 2. All admissions/recruitment information that is sent to parents/posted on the school’s website will be non-discriminatory, will communicate that LEP/ELL students are welcome, and that all will be supported to reach their highest potential. 3. Print ads will include text that welcomes LEP/ELL students. 4. Flyers in English, Spanish, French, and Russian advertising the school and the application process will be distributed in the neighboring cities of Salem & Lynn. 5. Events and activities that honor various cultures and cultural identities will be included in the school’s calendar. 6. The school will create connections with local churches and community groups that serve LEP/ELL students. 7. Translators will be available at open houses. 8. The school will leave translated copies of flyers and applications at adult ESL programs in Salem and Lynn. <hr/> <p align="center">(c) 2020-2022 Additional Strategy(ies), if needed</p> <p><input type="checkbox"/> Did not meet GNT/CI: additional and/or enhanced strategies below: Include the time allotted for each strategy for data change (i.e. 2-3 years, 1 year) and/or if the school collaborated with a local community organization on these strategies.</p> <p>All additional strategies will be implemented during the 2018-19 school year. It is anticipated that 2-3 years may be needed to effectuate GNC/CI improvements.</p> <p>Of note is that we will now have a EL coordinator and teacher full time on staff from the start of the year. We have developed effective systems for identifying English Learners and providing required services.</p>

Students eligible for free or reduced lunch (Low Income/Economically Disadvantaged)	
<p>(a) CHART data</p> <p>School percentage: 14.1%</p> <p>GNT percentage: 5.4%</p> <p>CI percentage: 5.7%</p> <p>The school is above CI percentages</p>	<p style="text-align: center;">(b) 2019-2020 Strategies</p> <p><input checked="" type="checkbox"/> Met GNT/CI: no enhanced/additional strategies needed</p> <ol style="list-style-type: none"> 1. All enrollment/recruitment information that is sent to parents/posted on the school’s website will be non-discriminatory, will communicate that MCCPS does not discriminate for any reason, and will encourage students who are eligible for free or reduced lunch to apply. 2. Access to the application for free/reduced lunch will be sent to all families in the summer mailing, and it will be posted on the school’s website at https://drive.google.com/file/d/1yLmZSKMbWeCC7G3rbwal1a9FXMwYFw7C/view 3. The availability of scholarships for field trips and other school activities will be included in promotional information about the school. 4. The guidance counselor will serve as a liaison for low-income families to ensure that they are aware of the resources that are available to them. 5. No child will be excluded from a class trip or field trip due to an inability to pay. 6. Each fall, the eligibility of all new students for free/reduced lunch will be checked by the Director of Food Services. 7. Reminders for parents regarding the ability to apply for free/reduced lunch will be included in the school’s newsletters monthly. <hr/> <p style="text-align: center;">(c) 2020-2022 Additional Strategy(ies), if needed</p> <p><input type="checkbox"/> Did not meet GNT/CI: additional and/or enhanced strategies below: Include the time allotted for each strategy for data change (i.e. 2-3 years, 1 year) and/or if the school collaborated with a local community organization on these strategies. With COVID19 situation we will more frequently reach out to families to raise awareness of this program so that all who may now qualify are able to access the benefits of the program.</p>
<p><u>Students who are sub-proficient</u></p>	<p style="text-align: center;">(d) 2020-2021 Strategies</p> <ol style="list-style-type: none"> 1. All enrollment/recruitment information will be non-discriminatory, will communicate that sub-proficient students are encouraged to apply, and that programs are in place to support them. 2. Enrollment info will include descriptions of staffing (including inclusion specialists at each grade level), class size, student to teacher ratio, and the availability of additional instruction in math

	<p>and writing, Homework Club, and summer school.</p> <ol style="list-style-type: none"> 3. School-wide student growth as demonstrated by the MCAS tests will be communicated via the school’s website. 4. Efforts to support all learners will be communicated to parents and the community and posted on the school’s website. 5. Parents will be notified as soon as possible when concern arises about academic performance. 6. An Academic Probation Plan will be created to address the needs of individual students who are in danger of not passing. 7. Professional development for teachers will address strategies for optimizing student growth and achievement. 8. Collaboration with successful colleagues at other schools will be pursued in order to share best practices. 9. Of note is that this will be based on internal data, as there was no MCAS administration in 2019-20.
<p><u>Students at risk of dropping out of school</u></p>	<p style="text-align: center;">(d) 2020-2021 Strategies</p> <ol style="list-style-type: none"> 1. Faculty, staff, and/or administrators will be available to meet with parents and students as needed to identify and implement appropriate supports, including academic, social/emotional, and/or health. 2. The Student Support Team will monitor students of concern and will work with parents and grade level teams to address student needs. 3. An engaging and student centered learning environment will emphasize that all students are welcome and valued. 4. Non-academic offerings will foster feelings of success in students’ areas of strength/interest.
<p><u>Students who have dropped out of school</u></p>	<p style="text-align: center;">(d) 2020-2021 Strategies</p> <ol style="list-style-type: none"> 1. Faculty, staff, and/or administrators will be available to meet with parents and students as needed to identify and implement appropriate supports, including academic, social/emotional, and/or health. 2. The Student Support Team will meet with the student and his/her parents to develop a plan that will support the child in returning to school. 3. Area health and counseling organizations will be involved when appropriate.
<p>OPTIONAL <u>Other subgroups of students who should be targeted to</u></p>	<p style="text-align: center;">(d) 2020-2021 Strategies</p> <ol style="list-style-type: none"> 1. Faculty, staff, and/or administrators will work together continually, using data, observations, anecdotal reports, and other relevant information to identify and support students who need additional assistance, instruction, or other supports in order to eliminate

<u>eliminate the achievement gap</u>	<p>the achievement gap.</p> <ol style="list-style-type: none"> 2. Remediation will be provided to identified students via RTI supports. 3. Homework help will be available when requested or when required by a teacher. 4. The cross-grade mentoring program will continue to support social, emotional, and academic needs. 5. Training will be provided for teachers and students regarding transgender, gender identity, and other civil rights topics.
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Overall Student Retention Goal	
Annual goal for student retention (percentage): 90%	Goal: Student attrition will be no greater than 10% for reasons other than family displacement or geographical concerns.

Retention Plan 2020-2021

2019-2020 Implementation Summary:

The district of Marblehead has a middle school that serves students in grades 7 and 8. This has led to the attrition rate being highest for our students following the 6th grade. We are working to differentiate our upper school (grades 6, 7, 8) from our lower school (grades 4 and 5) in order to provide our students with the middle school experience they are seeking and to avoid the upper grades feeling “too elementary” for our students and families. This new direction is based on surveys from families who have left. Additionally, the new Head of School met with parents of families who decided to transfer their students to gain more insight into areas for improvement at our school. The primary reasons given for student departures were: 1) social - the child wanted to be with friends; 2) the parent or child felt that moving to the district’s large 7th/8th grade middle school would be good preparation for high school; and 3) dissatisfaction with some aspect of the school or the child’s experience. Every effort is made to understand the reasons for attrition, so that adjustments can be made where appropriate.

Retention Plan – 2020-21 Strategies	
Special education students/students with disabilities	
<u>(a) CHART data</u>	<p style="text-align: center;">(b) Continued 2019-2020 Strategies</p> <ul style="list-style-type: none"> ● The school will employ a full time Director of Student Services and a full time Guidance Counselor.

<p>School percentage: 24.3%</p> <p>Third Quartile: 5.3%</p> <p>The school's attrition rate is above third quartile percentages.</p>	<ul style="list-style-type: none"> ● There will be at least one full time Inclusion Teacher at each grade level. ● A full time Speech & Language Pathologist, a part time Physical Therapist, and a part time Occupational Therapist will be employed to meet the needs of students. ● Student needs will be communicated to the Director of Student Services and/or Guidance Counselor as soon as a need/concern arises. ● Teaching teams will meet weekly with the Director of Student Services and the Guidance Counselor. ● The Director of Student Services and the Inclusion Teachers will be available to meet with parents as needed. ● A strong special education program staffed by qualified professionals will be provided for all special education students. ● Summer sessions will be offered to qualifying students. ● All calls/emails will be responded to within 2 business days. ● The Special Education Parent Advisory Council will seek additional parental participation, and will provide at least 2 learning opportunities for parents that will be open to the public and area educators. ● The Student Success Team has been revamped to improve classroom teachers' ability to support students with diverse learning needs. ● The SEPAC, Special Education Advisory Council, will present monthly meetings in the AM to support the parents of students with disabilities. ● The SEPAC will present at least three evening events for parents designed to provide information/training in the areas of need determined by the group. ● The school's administration will reach out to the parents of students with disabilities to determine additional supports for students and parents.
	<p style="text-align: center;">(c) 2020-2021 Additional Strategies</p> <p><input checked="" type="checkbox"/> Above third quartile.</p> <ul style="list-style-type: none"> ● The School will hire a student adjustment counselor/ behavior specialist to help those students, and the teachers create an environment that best meets their needs <p>All additional strategies will be implemented during the 2020-201school year. It is anticipated that 2-3 years may be needed to effectuate GNC/CI improvements.</p>
Limited English-proficient students/English learners	
<p>(a) CHART data</p> <p>School percentage: 0%</p> <p>Third Quartile: x.x%</p>	<p style="text-align: center;">(b) Continued 2019-2020 Strategies</p> <p><input checked="" type="checkbox"/> Below third quartile: no enhanced/additional strategies needed</p> <ul style="list-style-type: none"> ● The school will cultivate an environment that values all languages. ● Students will be encouraged to converse with their peers and teachers in languages other than English. ● Teachers will be trained in SEI methods. ● Materials will be provided in the home language as communicated via the <i>Home Language Survey</i>.

<p>The school's attrition rate is below the third quartile percentages.</p>	<ul style="list-style-type: none"> ● Systems of orientation, assessment, advising, registration, etc. will be kept simple/accessible to parents. ● Translators will be made available when needed. ● The Student Success Team will address needs and will communicate concerns to the appropriate adults. Remediation will be determined on an individual basis, progress will be monitored, and parents will be informed. ● The Student Success Team at each grade level will meet weekly to identify, address, and communicate needs.. ● Additional instruction in Reading, Writing, Listening, and Speaking will be provided as needed. ● Content support will be provided as needed. ● Student mentors and peer leaders will provide social and academic support. ● Current families will be made aware that MCCPS offers EL services. ● At least one member of the administrative team will hold SEI endorsement (Currently 3 are endorsed.). ● Language differences will be celebrated during Community Meetings. ● Presentations during Exhibitions will include the use of French and Spanish. ● Extra services will be provided to students who are not qualified ESL learners but whose backgrounds suggests that they are struggling due to English language learning. ● All core teachers will earn SEI endorsement. ● The school's administration will reach out to the parents of ELs in order to better understand and address the parents' and students' needs.
	<p style="text-align: center;">(c) 2020-2021 Additional Strategy(ies), if needed</p> <p><input type="checkbox"/> Above third quartile: additional and/or enhanced strategies described below. Include the time allotted for each strategy for data change (i.e. 2-3 years, 1 year) and/or if the school collaborated with a local community organization on these strategies.</p> <ul style="list-style-type: none"> ● All additional strategies will be implemented during the 2020-21 school year. It is anticipated that 2-3 years may be needed to effectuate GNC/CI improvements.
<p>Students eligible for free or reduced lunch (low income/economically disadvantaged)</p>	
<p>(a) CHART data</p> <p>School percentage: 0% Third Quartile: x%</p>	<p style="text-align: center;">(b) Continued 2019-2020 Strategies</p> <p><input checked="" type="checkbox"/> Below median and third quartile: no enhanced/additional strategies needed</p> <ul style="list-style-type: none"> ● Applications for free/reduced meals will be made available to all students as part of the summer mailing and on the school's website at https://marbleheadcharter.org/about-us/food-service/. ● Student and parent privacy will be protected. ● Food choices will be monitored to ensure a healthy diet that supports

<p>The school's attrition rate is below the third quartile percentages.</p>	<p>learning.</p> <ul style="list-style-type: none"> • The school will provide access to a counselor in order to identify additional services that are available in the area. • The school will provide reduced cost/free after school and Enrichment programming to qualifying students. • The Nutrition Director will ensure that as many students as possible are certified to receive free/reduced price meals through the direct certification method. She will perform the direct certification at least two more times throughout the school year to ensure that any students receiving benefits (ie. TANF or SNAP) are receiving free meals at school. • The Nutrition Director will contact families of those students who are not directly certified to ensure that they accurately complete a meal application as soon as possible at the beginning of the school year. • The Incident Management Team (comprised of the Assistant Head of School, Guidance Counselor, & Nurse) will contact and/or involve outside services as needed including DCF, rent assistance, food bank, etc. • A "Little Free Pantry" is stocked regularly by school and community members in order to provide economically disadvantaged families with access to food 24/7. • The guidance counselor facilitates the collection and distribution of warm clothing and holiday gifts. • Parents will be reminded throughout the year via newsletters of the option to apply for free/reduced lunch. The application materials will be available on the school's website. The administration will be available to assist parents and families with the completion of paperwork relative to free/reduced lunch. • During the COVID19 closure, the school provided food boxes for families who qualified or were in need.
	<p style="text-align: center;">(c) 2020-2021 Additional Strategy(ies), if needed</p> <p><input type="checkbox"/> Above the third quartile.</p>
<p><u>Students who are sub-proficient</u></p>	<p style="text-align: center;">(d)2019-2020 Strategies</p> <ul style="list-style-type: none"> • All educators (administrators, faculty, and staff) will make a concerted effort to know all of the children , so that any student can go to any adult in the building for help. • Additional instruction and/or support will be provided as needed. • Offer summer sessions to qualifying students. • A Response to Intervention/Student Support Team will meet weekly.
<p><u>Students at risk of dropping out of school</u></p>	<p style="text-align: center;">(d) 2019-2020 Strategies</p> <ul style="list-style-type: none"> • The counselor will meet with students and parents as needed. • An Academic Probation Plan will be created when needed. • Drop-in summer sessions will be provided for students. • A Response to Intervention /Student Support Team will meet weekly.
<p><u>Students who have dropped out of school</u></p>	<p style="text-align: center;">(d) 2019-2020 Strategies</p> <ul style="list-style-type: none"> • The counselor will meet with students and parents as needed. • Outside services will be activated as needed.
<p>OPTIONAL</p>	<p style="text-align: center;">(d)2019-2020 Strategies</p>

	<ul style="list-style-type: none">• A mentoring program will provide support for incoming 4th graders and new students.
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APPENDIX C

School and Student Data

Marblehead Community Charter Public School's student demographic enrollment data link:
<http://profiles.doe.mass.edu/profiles/student.aspx?orgcode=04640305&orgtypecode=6&>

Student Demographic and Subgroup Information		
Race/Ethnicity	# of students	% of entire student body
African-American	12	5.9
Asian	6	2.9
Hispanic	13	6.3
Native American	0	0.0
White	169	82.4
Native Hawaiian, Pacific Islander	0	0.0
Multi-race, non-Hispanic	5	2.4
Special education	50	24.4
Limited English proficient	3	1.5
Economically Disadvantaged	29	14.1

ADMINISTRATIVE ROSTER FOR THE 2019-20 SCHOOL YEAR			
Name	Brief Job Description	Start date	End date
Peter Cohen	Head of School	7/2019	
Bill Sullivan	Assistant Head of School	4/2015	2/2020
Jeff Barry	Business Manager	8/1995	
Michael Condon	Director of Student Services	7/2012	6/2020
Matt Cronin	Director of Curriculum, Instruction, & Technology; Integrated Arts Department Chair	8/2000	
Meghan Hale	Humanities Department Chair (& 8 th Grade Humanities Teacher)	8/2009	

Ellen Lodgen	Math, Science, & Technology Department Chair (& 8th Grade Math/Science Teacher)	8/2013	
Katherine (Boles) Koch	Office Manager	8/2016	
Susan Hauck	Enrichment Coordinator	1/2017	
Laura Wood	Food Services & Nutrition Director	5/2008	1/2020
Danette Russo	Food Services & Nutrition Director	1/2020	
Bob Erbetta	Facilities Coordinator	8/1995	

TEACHERS AND STAFF ATTRITION FOR THE 2019-2020 SCHOOL YEAR				
	Number as of the last day of the 2019- 2020 school year	Departures during the 2019-2020 school year	Departures at the end of the school year	Reason(s) for Departure
Teachers	26	0	2	Relocated to accept position in another district, resigned
Other Staff	21	2	3	Resigned, Non-renewed, retired

BOARD MEMBERS FOR THE 2019-2020 SCHOOL YEAR				
Name	Position on the Board	Committee affiliation(s)	Number of terms served	Length of each term
Paul Baker	Trustee	Governance Committee	1	June 2016 - June 2019
Peter Cheney	Trustee	Personnel Committee	1	May 2019 - May 2022
Peter Cohen	Head of School	Academic Excellence, Strategic Plan, Communications and Community Relations, Finance, Development	Ex-Officio	NA
Richard Doron	Trustee	Finance Committee	1	May 2019 - May 2022
Fred Ferris	Trustee	Strategic Plan Committee	1	May 2017 - May 2020
Rodolphe Herve	Treasurer	Finance Committee	1	May 2019 - May 2022
Ian Hunt	Vice Chair	Communications and Community Relations Committee	1	May 2017 - May 2020
Ellen Lodgen	Trustee	Development Committee, Academic Excellence	2	September 2017 - September 2020
Karl Smith	Clerk	Governance Committee	1	August 2019 - August 2022
Arthur Sullivan	Chair	Personnel Committee	1	January 2018 - January 2021
Rebecca Whidden	Trustee	Strategic Plan Committee	1	May 2019 - May 2022
Stephen Veiga	Trustee	Development Committee	1	February 2019- Resigned June 2020
Jessica Xiarhos	Trustee	Academic Excellence Committee	1	May 2019 - May 2022

Key Leadership Changes

Position	Name	No Change/ New/Open Position
Board of Trustees Chairperson	Arthur Sullivan	No Change
Charter School Leader (Head of School)	Peter Cohen (as of July 1, 2019)	New
Assistant Charter School Leader	Bill Sullivan	No Change
Director of Student Services	Michael Condon	No Change
MCAS Test Coordinator	N/A	No Change
SIMS Coordinator	Matt Cronin	No Change
ELL Director	Peter Michaud (as of October, 2019)	New
School Business Official	Jeff Barry	No Change
SIMS Contact	Matt Cronin	No Change
Nutrition Director	Danette Russo (as of January 2020)	New

Facilities

The school continues to be located at its original address.

Location	Dates of Occupancy
17 Lime St, Marblehead, MA 01945	July 1995

Enrollment

Action	2019-2020 School Year Date(s)
Student Application Deadline	February 15, 2020
Lottery	February 26, 2020

 Conditions -

Condition: By August 1, 2020, Marblehead Community Charter Public School will submit for Department of Elementary and Secondary Education (Department) approval a plan that ensures that enrollment from outside of Marblehead does not exceed 20 percent of the school's total population by June 30, 2025, and a corresponding charter amendment request for the school's maximum enrollment, enrollment policy, and any other relevant material terms. Alternatively, the school may submit an amendment request that reflects the school's actual enrollment pattern.

 Complaints

No complaints were received.

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-July 16, 2020-final-clean.docx
bylaws checklist-MCCPS-July 2020-v1.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 M.G.L. 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. MCCPS' Board of Trustees is a public entity, which operates independently of any school committee. All Trustees will comply with the State Conflict of Interest Laws, M.G.L. c. 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, sex, 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. The Board will exercise due diligence in assessing the suitability of candidates for Board membership with respect to potential conflicts of interest and areas of skill and expertise that will be of value to the Board of Trustees. Such due diligence shall occur prior to the vote by the Board of Trustees requesting the Commissioner approve the proposed appointment of a Trustee. Prior to submitting a candidate to the Commissioner for approval, the Board of Trustees must take into consideration that no conflicts of interests under M.G.L. c. 268A exist that may preclude a majority of the Board from participating in deliberations or voting on certain matters within the scope of the Board's authority. 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) Not exercise managerial powers over the day-to-day operations of the School.
- e) Fulfill their fiduciary responsibilities, including but not limited to, the duty of loyalty and duty of care, as well as the obligation to oversee the School's budget.
- f) 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 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 Head of School;
- g) Delegate, from time to time, powers to the 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;
- j) Oversee the financial affairs of the school and approve the annual budget; and
- k) Approve the Annual Report including monitoring progress towards meeting the goals of the School's Accountability Plan and revisions of school policies, including plans for student recruitment and retention.

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 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 M.G.L. c. 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 M.G.L. c. 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 M.G.L., 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 M.G.L. c. 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 M.G.L. c. 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 M.G.L. c. 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 M.G.L. c. 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 M.G.L. c. 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 M.G.L. c. 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 M.G.L. c. 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, date, and location of the meeting, 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 (3) members, one of whom must be a Trustee, and may include other Trustees and community members, teachers, or parents as determined by the Board. The Chair of a Committee or Task Force is either a Trustee or a Committee / Task Force member, who is approved by an affirmative vote of the Board. A Committee or Task Force Chair may serve more than one (1) year term, but not more than three (3) consecutive year-long 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 Committee shall elect its own Chair, subject to Board approval.

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. The Chair of the Board as an ex officio member of the Finance Committee has 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 School in collaboration with the 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 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. This Committee assumes the responsibility for advising the Board on matters pertaining to the Head of School. This responsibility shall, in no way, interfere with the authority of the 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 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: The 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 the School's 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 School is an equal opportunity education institution and will not discriminate on the basis of race, color, religion, sex, 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 M.G.L. c. 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.

Marblehead Community Charter Public School Board of Trustees Bylaws Checklist Spring 2020

The bylaws of every board of trustees must comply with state and federal laws and contain certain provisions. Please use the following checklist to guide the creation of your charter school bylaws.

The Bylaws must:	Location in Bylaws (page and section number)
1. State the name and purpose of the school and that the school is a public school. The name of the school must include the words “charter school”. <i>Citation: G.L. c. 71, § 89(c) and 89(k)(1)</i>	Article 1 – Section 1
2. Specify that the board of trustees holds the charter granted by the Commonwealth of Massachusetts. <i>Citation: G.L. c. 71, § 89(c)</i>	Article 1 – Section 2
3. Specify that the school’s fiscal year begins on July 1 and ends on June 30 of the following calendar year.	Article 7
4. Specify that the board of trustees of a charter school is a public entity, which operates independently of any school committee. <i>Citation: G.L. c. 71, § 89(c)</i>	Article 2 – Section 1
5. Specify that individual board members are considered special state employees. <i>Citation: G.L. c. 71, § 89(c)</i>	Article 2 – Section 1
6. Specify that members of the board of trustees will comply with the Commonwealth's state ethics requirements including, but not limited to, meeting all training requirements; complying with G.L. c. 268A, the conflict of interest law; filing all required disclosures under G.L. c. 268A; and filing all statements of financial interest in a timely fashion as required by G.L. c. 71, § 89(u). Failure to comply with state ethics requirements may result in removal of individual board members by the board of trustees or by the Commissioner. <i>Citation: G.L. c. 71, § 89(u); 603 CMR 1.06(2)(e)</i>	Article 2 – Section 1
7. Specify the frequency of board meetings, which must be held in Massachusetts, and occur at least quarterly. <i>Citation: 603 CMR 1.06(2)(c)</i>	Article 4 – Section 2
8. Specify that the board of trustees and its committees, irrespective of what the title may be, will comply in all respects with the open meeting law, G.L. c. 30A, §§ 18-25, and the regulations, guidance, and directives of the Office of the Attorney General. This includes, but is not limited to, training, notice of meetings, records of meetings, and executive sessions. <i>Citation: G.L. c. 30A, § 18-25</i>	Article 4 – Section 1
9. Specify that a member of the board of trustees may participate remotely in a meeting provided that such participation complies with the requirements of 940 CMR 29.10 including, but not limited to, meeting the permissible reasons for remote participation.	New remote language – Article 4 – Section 6
10. Specify that the board of trustees is a public employer for the purposes of tort liability under Chapter 258 of the General Laws and for collective bargaining purposes under Chapter 150E of the General Laws. In <u>Horace Mann</u> charter schools, state that the school committee is the public employer for collective bargaining purposes under Chapter 150E of the General Laws.	Not applicable

<p>Citation: G.L. c. 71, § 89(y)</p>	
<p>11. Specify that board of trustees will not exercise managerial powers over the day-to-day operations of the school. Citation: 603 CMR 1.06(1)</p>	<p>Article 2 – Section 8</p>
<p>12. Specify that the board of trustees will fulfill their fiduciary responsibilities, including but not limited to, the duty of loyalty and duty of care, as well as the obligation to oversee the school's budget. Citation: 603 CMR 1.06(1)</p>	<p>Article 2 – Section 8</p>
<p>13. Specify that the boards of trustees must ensure that school operates in compliance with all applicable state and federal laws including, but not limited to (<i>please include each component in the school's bylaws</i>):</p> <ul style="list-style-type: none"> <input type="checkbox"/> Successfully completing the opening procedures process in accordance with G.L. c. 70, § 89; 603 CMR 1.00; and any guidelines issued by the Department; <input type="checkbox"/> Requesting the Commissioner's appointment of any new trustees and receiving that approval prior to any new trustees beginning their service as members; <input type="checkbox"/> Submitting timely annual reports; <input type="checkbox"/> Submitting timely annual independent audits; <input type="checkbox"/> Hiring, evaluating, and removing, if necessary, qualified personnel to manage the charter school's day-to-day operations and holding these administrators accountable for meeting specified goals; <input type="checkbox"/> Approving and monitoring progress towards meeting the goals of the school's Accountability Plan; <input type="checkbox"/> Adopting and revising school policies, including plans for student recruitment and retention; <input type="checkbox"/> Responding to complaints in writing as required by 603 CMR 1.09; and <input type="checkbox"/> Ensuring that members of the board receive an orientation and training regarding their duties and obligations as members of a board of trustees. <p>Citation: 603 CMR 1.06(1)(a-i)</p>	<p>First bullet not applicable as we are 25 years old now 5th bullet – article 2, Section 9, (f) Expand bullet 6 – Article 3, Section 5 Bullet 7 – part of goals Bullet 8 – Article 10 Bullet 9 – Article 4 – section 2</p>
<p>14. Specify the number of members of the board of trustees; the board of trustees must have a minimum of five members. Citation: 603 CMR 1.06(1)</p>	<p>Article 2 – Section 1</p>
<p>15. If the board of trustees includes one or two employees of the school as members of the board of trustees, explicitly identify these categories of membership by position and identify the numbers of such members. Citation: 603 CMR 1.06(2)(f)</p>	<p>Article 2 – Section 1</p>
<p>16. Specify the number of years that shall constitute a board member's term and set a specific, reasonable limit on successive and total terms that a board member may serve. Citation: 603 CMR 1.06(2)(a)</p>	<p>Article 2 – Section 4</p>
<p>17. Specify that the board of trustees will exercise due diligence in assessing the suitability of candidates for board membership with respect to potential conflicts of interest and areas of skill and expertise that will be of value to the board of trustees, such due diligence to occur prior to a vote by the board of trustees to request the Commissioner to appoint the proposed member(s). Prior to submitting a candidate to the Commissioner for approval, the board of trustees must determine that no financial interests under G.L. c. 268A exist which may preclude a majority of the board from participating in deliberations or voting on certain matters within the scope of the board's authority. Citation: 603 CMR 1.06(2)(b)</p>	<p>Article 2 – Updated section 3</p>

18. Specify the process by which a trustee may resign or be removed from the board.	Article 2 - Section 7
19. Specify that action by the board requires a majority vote of a quorum of trustees and, to the degree required, specify the situations for which approval may require a special majority. Specify that a quorum is a majority of the trustees serving on the board. Absent such a provision defining a quorum, a quorum will be the majority of trustees of the “body as constituted,” irrespective of vacancies. <u>See Gamache v. Town of Acushnet</u> , 14 Mass. App. Ct. 215, 219 (1982) (noting that a Town bylaw established a board of appeals of five members, and a temporary vacancy did not alter that bylaw).	Article 4 – Section 6
20. Specify the number and titles of board officers, describe the responsibilities of each officer, and describe the process for electing officers.	Article 3 – Sections 1-4
21. Specify the process by which committees are formed.	Article 4
22. Describe the procedure for bringing complaints to the board of trustees and for the board of trustees to respond in writing to any such complaints filed with it. Citation: G.L. c. 71, § 89(1l); 603 CMR 1.06(1)(h) and 1.09	Article 10

Cover Sheet

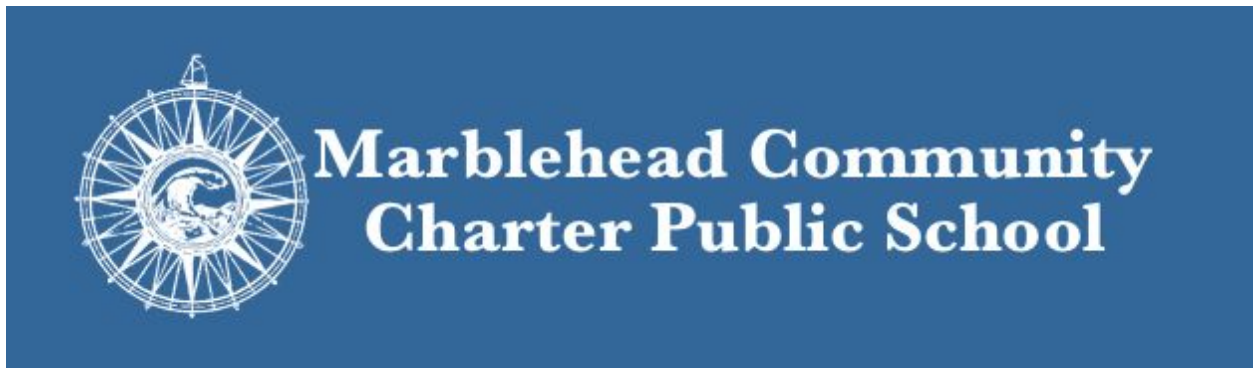
Charter Amendmetion Application

Section: VI. Other Business
Item: D. Charter Amendmetion Application
Purpose: Vote

Submitted by:

Related Material:

Amendment to the Charter - Marblehead Community Charter Public School (1).pdf
amendment-request-cover letter.docx



July 2020

The Marblehead Community Charter School is pleased to be celebrating 25 years. In March of 2020 our Charter was officially renewed for another five-year term. The current charter term is five years, beginning July 1, 2020 and expiring on June 30, 2025.

The terms of the charter include the following:

Type of Charter	Commonwealth	Location	Marblehead
Regional/Non-Regional	Non Regional	Districts	N/A
Maximum Enrollment	230	Chartered Grade Span	4-8

The renewal was conditioned as follows:

Condition: By August 1, 2020, Marblehead Community Charter Public School will submit for Department of Elementary and Secondary Education (Department) approval a plan that ensures that enrollment from outside of Marblehead does not exceed 20 percent of the school's total population by June 30, 2025, and a corresponding charter amendment request for the school's maximum enrollment, enrollment policy, and any other relevant material terms. Alternatively, the school may submit an amendment request that reflects the school's actual enrollment pattern.

We are hereby requesting an amendment to our Charter to address the above condition.

Background:

The overall school-aged population in the Town of Marblehead is declining. The town recently initiated the construction of a new elementary school and had to downsize the scope of the original project plans, based on declining enrollment projections.

At Marblehead Community Charter Public School, we have seen the number of students from Marblehead enrolled in our school under the 80% threshold for the past three years.

In FY18 (2017-2018) - 74% of student enrollment from Marblehead

In FY 19 (2018-2019) - 72% of student enrollment from Marblehead

In FY20 (2019-2020) - 58% of student enrollment from Marblehead*

*Please note that in FY20, our overall enrollment was down from our capacity of 230 to 208.

Our projected enrollment for FY21 (2020-2021) includes 59% enrollment from Marblehead. However, in our incoming 4th grade class, the current roster is made up of 85% students from Marblehead. While we are hopeful that this indicates a trend back toward meeting the 80% threshold annually, we propose the following amendment.

The Marblehead Community Charter Public School would like to include the towns of Swampscott and Nahant in our region, thus becoming a regional charter school. As such, students from the towns of Marblehead, Swampscott, and Nahant would all be counted toward the 80% rule. Additionally, students from each of these towns would receive priority status in our enrollment lottery protocol.

Rationale:

Our school is located on the peninsula of Marblehead. As a result of this geographic location, we have fewer abutting municipalities. Three sides of our town is surrounded by the Atlantic Ocean. Swampscott is our closest neighbor and currently sends us the second most students to Marblehead. While Salem is also an abutting neighbor, Salem is at the cap for enrollment. We are including Nahant in this amendment request, as Nahant currently has a tuition agreement with Swampscott. Students living in Nahant attend the Swampscott public school district for middle school and high school.

Given current enrollment for FY21, students from Marblehead, Swampscott, and Nahant make up 81% of our student population.

Proposed Amendment:

The Marblehead Community Charter Public School requests permission to become a regional charter school that includes the communities of Marblehead, Swampscott, and Nahant.



Marblehead Community Charter Public School
17 Lime St
Marblehead, MA 01945

July 28, 2020

Board of Elementary and Secondary Education
Massachusetts Department of Elementary and Secondary Education
75 Pleasant Street
Malden, MA 02148

Dear Members of the Board of Elementary and Secondary Education:

On behalf of the Marblehead Community Charter Public School Board of Trustees, I respectfully request your approval of an amendment to change our charter to become a regional charter school that includes the communities of Marblehead, Swampscott, and Nahant.

The Marblehead Community Charter Public Board of Trustees wishes to make this change because MCCPS is located on the peninsula of Marblehead. As a result of this geographic location, we have fewer abutting municipalities. Three sides of our town is surrounded by the Atlantic Ocean. Swampscott is our closest neighbor and currently sends us the second most students to Marblehead. While Salem is also an abutting neighbor, Salem is at the cap for enrollment. We are including Nahant in this amendment request, as Nahant currently has a tuition agreement with Swampscott. Students living in Nahant attend the Swampscott public school district for middle school and high school. The Marblehead Community Charter Public School would like to include the towns of Swampscott and Nahant in our region, thus becoming a regional charter school. As such, students from the towns of Marblehead, Swampscott, and Nahant would all be counted toward the 80% rule. Additionally, students from each of these towns would receive priority status in our enrollment lottery protocol.

The Marblehead Community Charter Public Board of Trustees voted to approve this request on July 28, 2020 at a meeting held in compliance with Massachusetts Open Meeting Law G.L. c. 30A, §§ 18-25.

The Marblehead Community Charter Public is an academic success, is a viable organization, and is faithful to the terms of its charter. Our academic program has remained strong as measured by internal and external data. Both the Board and school are committed to academic excellence as its primary focus. MCCPS remains true to the tenets of our Charter. Teachers play a leadership role throughout the school, serving on

the Board as well as numerous committees. They participate in a highly collaborative environment, with regular time scheduled weekly to assess, reflect, and continually improve upon the quality and effectiveness of the academic program. The result is authentic and meaningful integration across all grade levels and curriculum areas. Organizationally, MCCPS is in a position of stability in the key areas of financial management, governance, school leadership, and parent/community involvement. Our annual audit results are evidence of a solid financial and operational infrastructure. A condition was imposed upon the latest Charter Renewal: By August 1, 2020, Marblehead Community Charter Public School will submit for Department of Elementary and Secondary Education (Department) approval a plan that ensures that enrollment from outside of Marblehead does not exceed 20 percent of the school's total population by June 30, 2025, and a corresponding charter amendment request for the school's maximum enrollment, enrollment policy, and any other relevant material terms. Alternatively, the school may submit an amendment request that reflects the school's actual enrollment pattern. In order to resolve this condition, this Charter Amendment requesting Marblehead Community Charter Public School to become a regional charter school that includes the communities of Marblehead, Swampscott, and Nahant

The Marblehead Community Charter Public Board of Trustees requests that the Board of Elementary and Secondary Education approve this request at its December, 2020, if possible.

Please contact Dr Peter Cohen, Head of School, pcohen@marbleheadcharter.com, (781) 631-0777 if you have any questions about this request.

Sincerely,

Arthur F Sullivan, III
Chair
Board of Trustees
Marblehead Community Charter Public School

C: MCCPS Board of Trustees
Dr Peter Cohen, Head of School
[School Development Manager of Office of Charter Schools and School Redesign]

Enclosures

Cover Sheet

Finance Committee

Section: VII. Committee Updates
Item: B. Finance Committee
Purpose: Discuss
Submitted by:
Related Material: FinCom notes June.docx
MCCPS-June-2020-Financial Statements v1.pdf

FinCom, June 2020

- **increase in our final check from the state**
- **transfer from MCEF**
- **new: Covid expense tracking**
- **journal entry for health insurance expenses**
- **FY20 will end in the black**
- **FY20 figures are not final**
- **Susan Hauck, Development Director, will join FinCom meetings**

FY20 notes

We will not know our final FY20 state revenue until the end of the fiscal year at the earliest. Any post FY adjustments will likely be made to our July or August payments from the Commonwealth. Update: there may still be minor adjustments after the end of the fiscal year

[As expected our April & May checks were in the amount of \$214,054, down \$14,976. $\$14,976 \times 3$ checks (April, May & June) = \$44,928. That is based on 205 students, instead of 208...the state won't make this specific adjustment until the end of the fiscal year. Update: it appears we will be 'made whole and/or pro-rated' for all of our students.]

Update: Our June check was in the amount of \$231,885, or \$17,831 more than expected. Our final enrollment number from the state was 206.2. I do not know if there will be further adjustments. I asked Matt Cronin about the numbers and he replied:

I'm not sure how they account for the partial numbers. It would seem to account for the enrollments and exits over the year. We started at 205, went 206 at the start of March and added a two more in the final months.

I will continue to try and get a final number.

Peter can update on enrollment projections for FY21

General Fund

June revenues:

In addition to the increase in the state allocation, we transferred \$28,000 from the MCEF to the school. These funds represent much of the fund raising from FY20 including the Annual Appeal, Giving Tuesdays & Auction.

MECF cash balance at 6/30/19: \$9,189

June expenses:

Salaries are lower than usual as 1) hourly folks were reduced due to the end of school, and 2) adjustments that reclassify some salaries against grants (more on this later).

All staff were paid as per their contract.

Benefits: as previously discussed the (former) TPA that managed the health insurance deductible did not invoice correctly, so I have entered an accrued expense for what I believe we owed at 6/30 (\$40,712).

Substitutes: \$1,840.00 represents a maternity substitute for our Speech/Language teacher. These expenses will continue until early November, when Allura returns. Over time this expense will likely wash (substitute vs. 12 weeks unpaid). I have no idea what the case load will be in the fall, but fingers crossed.

Covid-19 expenses (line 5329): I have started separating out these costs for obvious reasons. While they occur throughout the budget they will be captured here, under Maintenance. It is possible we will be reimbursed up to 75% of these expenses thru FEMA. Update: we are now registered with FEMA/MEMA

(More on Covid-19 expenses below)

Fundraising expense of \$3,550 – this was the balance due to Graphic Details for their work on the school’s website, branding & marketing.

Legal Expenses (*not reflected on the financials*) – we owe Rubin & Rudman \$3,21.17 for work done in May & June. While Artie rec’d this statement the school has yet to receive the actual invoices. They were out of their offices for most of the spring and are behind on billing).

All Classes

Food Service

FY20 loss: \$4,329

Cash on hand at 6/30: \$4,128

We have no idea if parents will request refunds for unused meal tickets.

The program will look completely different next year, but will maintain the standard of excellence we're used to. It's too early to calculate the financial impact of Covid-19.

Athletics

No update, other than we do not expect fall sports to happen.

Nature's Classroom

We will not be able to attend in the fall as planned...perhaps in the spring. You can see the payments from parents, only a few of have asked for a refund. The school has a \$2,600 deposit with NC.

DC trip

No update

Federal & state grants

As previously mentioned, most of these grants usually end 7/31, but the state has extended these deadlines.

You can see Grant 240, the SPED grant, is where we write off some specific staff expenses. In All Classes you will see the grant is in the red...I submitted the final payment request in June but it has not yet been paid. I assume I will book this as an outstanding receivable after I discuss with the auditors. UPDATE: on 7/10 the state paid \$32,911 against this grant.

The same is true for the other grants listed - some balances my offset operating expenses - TBD. Update: I will be able to submit amendments in order to focus these funds on our new needs. Update II: these amendments were approved and will pay for some of the new site licenses we will roll out in FY21.

FY20 audit timing

The compliance portion of the audit began on the 13th and is ongoing.

The financial portion will take place mid-August. The audit is due to the state on 11/1.

FY21 updates

As of 7/13 the staff is complete. While we are a little over budget there is not a need to address it at this time.

As per the state, our first 2 checks (July & August) will be based on our FY20 Q4 numbers (instead of our submitted pre-enrollment report). I'm trying to find out what the actual amount will be.

The school is hosting the North Shore Children's Theatre summer program during July...we are charging \$1,000/week or at least \$4K gross.

We continue to try and assess the impact of the pandemic on our FY21 budget, but with so many moving parts it's very difficult. We assume this will be at least a one year challenge. The good news: we were able to add the required isolation room for the nurse, we have a School Adjustment Counselor this year and we are adding online resources.

Going forward, we have several grant opportunities in FY21 to help with the anticipated costs:

- Federal Dept. of Justice grant (competitive): submitted by me on 5/29 for \$240,330**
- State grant (allocation): \$20,000 due by early August**
- Summer Learning Program (state grant, competitive): \$11,997, submitted by Susan on 2 July. Update: this grant was awarded on 7/20! It will cover some of our summer school personnel expenses as well as fund up to 20 new Chromebooks.**
- Remote Learning Technology Essentials (state grant, competitive), \$5,350. As per the terms of this grant it would reimburse the school for Chromebooks we've already purchased.**
- Direct funding from the state of \$225 per student for Covid-19 expenses of \$46,125.00.**
- Food Service Dept grant - Food Security Infrastructure Grant (Fed Dept. of Agriculture, competitive) approx. \$20,000, to be submitted.**

East Boston Saving Bank

I let Dave Lawson know that we are thinking about both the roof and the expansion/renovation of the school. Same for Mike Galligan at MassDevelopment. They're happy to chat when we have more direction.

Marblehead Community Charter Public School

Financial Results As of June 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 June 30, 2020

	Accrual Basis					Increase /	
	Mar 31, '20	Apr 30, '20	May 31, '20	Jun 30, '20	Jun 30, '19	(Decrease)	%age
ASSETS							
Current Assets							
Checking/Savings							
1073 — EBSB Payroll (8947)	12,460	27,061	43,550	31,563	47,374	(3,824)	-8.1%
1072 — EBSB Operating (8934)	427,660	348,903	301,720	376,238	(7,317)	309,037	-4223.4%
1010 — Charter Hall (8202)	2,670	2,670	2,670	2,670	2,967	(298)	-10.0%
1040 — Petty Cash (4534)	1,317	1,560	1,569	1,167	1,662	(93)	-5.6%
1070 — Checking (4542)	118,892	118,833	118,770	118,831	98,031	20,738	21.2%
1085 — PayPal	3,002	215	765	2,404	45	720	1584.1%
1090 — FoodService (5077)	4,993	6,033	4,847	4,281	5,479	(632)	-11.5%
Total Checking/Savings	570,993	505,275	473,890	537,153	148,242	325,648	219.7%
Accounts Receivable							
1200 — Accounts Receivable	0	0	0	0	2,239	(2,239)	
1201 — Grants Receivable	0	0	0	0	0	0	
Total Accounts Receivable	0	0	0	0	2,239	(2,239)	
Other Current Assets							
1310 — Prepaid Expense	34,227	34,227	34,227	34,227	19,594	14,633	
1210 — State Allocation Receivable	0	0	0	0	279,402	(279,402)	
Total Other Current Assets	34,227	34,227	34,227	34,227	298,996	(264,769)	
Total Current Assets	605,220	539,502	508,117	571,380	449,477	58,640	13.0%
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	66,648	0	0.0%
1599 — Accumulated Depreciation	(592,715)	(600,691)	(608,667)	(616,644)	(520,927.00)	(87,740)	16.8%
Total Fixed Assets	3,757,118	3,749,142	3,741,165	3,733,189	3,828,905	(95,717)	-2.5%
TOTAL ASSETS	4,362,338	4,288,644	4,249,282	4,304,569	4,278,383	26,187	0.6%
LIABILITIES & EQUITY							
Liabilities							
Current Liabilities							
Accounts Payable							
2000 — Accounts Payable	(200)	(23,539)	(28,849)	3,297	0	3,297	#DIV/0!
2010 — Accounts Payable FS	2,007	0	0	(175)	0	(175)	
Total Accounts Payable	1,807	(23,539)	(28,849)	3,122	0	3,122	#DIV/0!
Other Current Liabilities							
2110 — Accrued Payroll	117,331	117,331	117,331	117,331	117,331	0	0.0%
2110-25 — Payroll Liabilities	(5,805)	(5,805)	(5,805)	(5,459)	0	(5,459)	
2111 — Accrued Payroll Taxes	3,990	3,990	3,990	3,990	3,990	0	0.0%
2160-25 — MTRB Liability	12,361	12,581	12,581	12,581	12,991	(410)	-3.2%
2190-25 — Payroll Clearing Account	5,978	874	(4,229)	(6,835)	2,978	(9,814)	-329.5%
2230 — Accrued Expenses	40,979	40,979	40,979	81,691	46,329	35,362	76.3%
Total Other Current Liabilities	174,833	169,949	164,846	203,298	183,618	19,680	10.7%
Total Current Liabilities	176,640	146,411	135,997	206,419	183,618	22,801	12.4%
Long Term Liabilities							
2613 — East Boston Savings Bank	3,744,375	3,736,280	3,727,820	3,719,677	3,817,914	(98,237)	-2.6%
Total Long Term Liabilities	3,744,375	3,736,280	3,727,820	3,719,677	3,817,914	(98,237)	-2.6%
Total Liabilities	3,921,015	3,882,691	3,863,817	3,926,096	4,001,532	(75,436)	-1.9%
Equity							
3000 — Opening Bal Equity	(295)	(295)	(295)	(295)	(295)	0	0.0%
3900 — Retained Earnings	268,101	268,101	268,101	268,101	331,298	(63,197)	-19.1%
Net Income	173,516	138,147	117,660	110,667	(54,152)	164,819	-304.4%
Total Equity	441,323	405,953	385,466	378,473	276,851	101,622	36.7%
TOTAL LIABILITIES & EQUITY	4,362,338	4,288,644	4,249,282	4,304,569	4,278,383	26,187	0.6%

TRUE

TRUE

MCCPS
Profit and Loss Prev Year Comparison
 July 2019 through June 2020

	Accrual Basis				# months YTD	12	
	Jul '19 - Jun '20	Jul '18 - Jun '19	Increase / (Decrease)	%age	Budget	Over / (Under)	%age
Ordinary Income/Expense							
Income							
4057 — VACATION PROGRAMMING	7,250	15,538	(8,288)	-53.3%	7,250	0	0.0%
4005 — STATE ALLOCATION	3,025,960	3,195,223	(169,263)	-5.3%	3,072,227	(46,267)	-1.5%
4030 — STUDENT ACTIVITIES	61	0					
4040 — INVESTMENT INCOME	111	100	11	11.3%	100	11	10.8%
4050 — OTHER INCOME	37,271	29,645	7,626	25.7%	31,244	6,027	19.3%
4055 — STUDENT SUCCESS FUND	17,210	17,440	(230)	-1.3%	18,630	(1,420)	-7.6%
4060 — CONTRIBUTIONS (MCEF)	28,000	0	28,000	NA	0	28,000	NA
4080 — REIMBURSEMENTS	1,495	3,344	(1,849)	-55.3%	3,500	(2,005)	-57.3%
4085 — MEDICARE REIMB.	2,347	3,253	(906)	-27.9%	5,000	(2,653)	-53.1%
4090 — FUNDRAISING	20,405	38,585	(18,180)	-47.1%	36,400	(15,995)	-43.9%
Total Income	3,140,109	3,303,127	(163,018)	-4.9%	3,174,351	(34,242)	-1.1%
Gross Profit	3,140,109	3,303,127	(163,018)	-4.9%	3,174,351	(34,242)	-1.1%
Expense							
5000 — PERSONNEL	2,209,401	2,343,475	(134,074)	-5.7%	2,225,682	(16,281)	-0.7%
5140 — BENEFITS	342,923	403,810	(60,886)	-15.1%	419,400	(76,477)	-18.2%
5150 — STAFF DEVELOPMENT	8,716	9,616	(900)	-9.4%	6,000	2,716	45.3%
5160 — SEARCH COSTS	1,688	1,563	125	8.0%	1,600	88	5.5%
5170 — SUBSTITUTE	2,071	2,063	9		0	2,071	NA
5200 — DIRECT STUDENT SUPPORT	48,080	68,695	(20,615)	-30.0%	71,010	(22,930)	-32.3%
5300 — OCCUPANCY	92,051	136,655	(44,603)	-32.6%	112,450	(20,399)	-18.1%
5400 — OFFICE & ADMIN	216,020	321,188	(105,168)	-32.7%	222,723	(6,703)	-3.0%
6100 — Depreciation	95,717	94,668	1,049	1.1%	94,572	1,145	1.2%
Total Expense	3,016,668	3,381,732	(365,064)	-10.8%	3,153,437	(136,769)	-4.3%
Net Ordinary Income	123,441	(78,604)	202,046	-257.0%	20,914	102,527	490.2%
Net Income	123,441	(78,604)	202,046	-257.0%	20,914	102,527	490.2%

MCCPS
Profit and Loss Standard
 July 2019 through June 2020

	Jul '19	Aug '19	Sep '19	Oct '19	Nov '19	Dec '19	Jan '20	Feb '20	Mar '20	Apr '20	May '20	Jun '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	214,054	231,885	3,025,960
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	11	5	109
Total 4040 — INVESTMENT INCOME	7	14	8	11	12	11	9	9	8	5	11	5	111
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		3,864	20,172
4054 — Misc. Inc.													
4054 — Misc. Inc. - Other		10,450	180		146		1,089		5			869	12,740
Total 4054 — Misc. Inc.		10,450	180		146		1,089		5			869	12,740
4056 — Homework Club		197		742	100			200	1,702		365	1,054	4,359
Total 4050 — OTHER INCOME		12,131	2,540	2,442	2,266	1,363	2,139	2,619	4,245	1,375	365	5,787	37,271
4055 — STUDENT SUCCESS FUND		5,948	5,886	1,549	250	1,047	1,250		440		550	290	17,210
4060 — CONTRIBUTIONS													
4062 — MCEF												28,000	28,000
Total 4060 — CONTRIBUTIONS												28,000	28,000
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		245	40	4,131
Total 4090 — FUNDRAISING		366	2,500	3,409	6,479	1,823	914	991	3,638		245	40	20,405
Total Income	292,606	312,260	301,501	297,978	299,574	233,274	235,689	232,650	237,612	215,734	215,224	266,007	3,140,109
Gross Profit	292,606	312,260	301,501	297,978	299,574	233,274	235,689	232,650	237,612	215,734	215,224	266,007	3,140,109
Expense													
5000 — PERSONNEL													
5088 — Vactaion Programming	1,300												1,300
Payroll Taxes													
5119 — MAF/PML													
5118 — MAPML				700	690	680	712	579	678	698	671	636	6,044
5115 — Soc Sec	2,713	3,071	3,351	3,257	3,031	2,949	3,324	2,968	3,281	3,050	3,019	2,630	36,643
5116 — Medicare	2,488	2,289	2,566	2,621	2,578	2,564	2,646	2,509	2,542	2,576	2,475	2,387	30,241
5117 — Unemployment	1,175	1,070	1,003	1,264	1,213	1,181	1,596	1,493	1,442	1,171	1,011	918	14,537
5120 — Work Comp	4,055	1,386	1,796	1,384	1,384	1,384	1,384	1,384	1,384				15,541
Total Payroll Taxes	10,431	7,816	8,716	9,227	8,896	8,757	9,661	8,934	9,327	7,495	2,982	6,571	98,813
Total 5000 — PERSONNEL	184,914	169,624	191,345	207,056	200,848	193,022	187,142	183,794	180,250	184,932	175,648	150,825	2,209,401

MCCPS
Profit and Loss Standard
 July 2019 through June 2020

	Jul '19	Aug '19	Sep '19	Oct '19	Nov '19	Dec '19	Jan '20	Feb '20	Mar '20	Apr '20	May '20	Jun '20	Accrual Basis TOTAL
5140 — BENEFITS													
5141 — Health													
5141 — Health - Other	10,679	23,646	23,559	23,918	34,051	20,341	24,298	17,647	22,365	20,479	21,900	60,688	303,570
Total 5141 — Health	10,679	23,646	23,559	23,918	34,051	20,341	24,298	17,647	22,365	20,479	21,900	60,688	303,570
5142 — Dental	2,534	2,651	2,495	2,025	2,414	2,414	2,433	2,161	2,025	2,180	2,180	2,595	28,107
5143 — Life & Disability	1,415	1,743	621	887	1,774	887	1,141	909	1,141	1,870	1,870	11,247	11,247
Total 5140 — BENEFITS	14,628	28,040	26,676	26,830	38,238	22,754	27,618	20,949	25,298	22,659	25,950	63,282	342,923
5150 — STAFF DEVELOPMENT													
5150 — STAFF DEVELOPMENT - Other			7,482			68	500	745	59	138	(305)	29	8,716
Total 5150 — STAFF DEVELOPMENT			7,482			68	500	745	59	138	(305)	29	8,716
5160 — SEARCH COSTS			1,688										1,688
5170 — SUBSTITUTE						231						1,840	2,071
5200 — DIRECT STUDENT SUPPORT													
5255 — Homework Club			413	344	286	212	105	274	409	70	69	72	2,253
5202 — Furnishings													
5202 — Furnishings - Other													21
Total 5202 — Furnishings													21
5203 — Student Success Fund		1,450	1,740	1,237		705	399	790	370	267	368		7,326
5210 — Teachers supplies													
5210 — Teachers supplies - Other	54	375	361	409	573	452	197	361	105	95	84		3,065
Total 5210 — Teachers supplies	54	375	361	409	573	452	197	361	105	95	84		3,065
5211 — Instructional Equipment	1,968	1,019	1,941	1,511	1,221	1,423	202	1,423	1,019	1,019	1,221	1,221	15,186
5215 — Curriculum supplies													
5215 — Curriculum supplies - Other	75	572	388	232	149	297	103	242	99				2,156
Total 5215 — Curriculum supplies	75	572	388	232	149	297	103	242	99				2,156
5220 — Student supplies	47	138	37		146	14	78	48	100			105	713
5221 — SPED supplies	1,566												1,566
5222 — SPED Services												109	109
5240 — Computer Support													
5240 — Computer Support - Other		27	25	43			192	75				138	500
Total 5240 — Computer Support		27	25	43			192	75				138	500
5241 — Technology - Hardware													
5241 — Technology - Hardware - Other													
Total 5241 — Technology - Hardware													
5242 — Technology-Software	3,428	6,316				120					390		10,255
5250 — Nursing supplies													
5250 — Nursing supplies - Other			167			52							219
Total 5250 — Nursing supplies			167			52							219
5260 — Enrichment						102							102
5290 — Vacation Programming	1,575	3,035											4,610
Total 5200 — DIRECT STUDENT SUPPORT	8,713	12,952	5,071	3,775	2,375	3,377	1,276	3,213	2,101	1,450	2,132	1,645	48,080
5300 — OCCUPANCY													
5320 — Maintenance													
5329 — Covid-19										196	76	1,253	1,525
5322 — equip				269				234					503
5323 — HVAC					1,490								1,490
5325 — supplies			91		25	55				38			209

MCCPS
Profit and Loss Standard
 July 2019 through June 2020

	Jul '19	Aug '19	Sep '19	Oct '19	Nov '19	Dec '19	Jan '20	Feb '20	Mar '20	Apr '20	May '20	Jun '20	Accrual Basis TOTAL
5326 — Repairs						379	(175)		359				563
5320 — Maintenance - Other	1,030	2,725	4,358	724	1,514	2,181	(1,096)	2,663	1,213	468	384	1,938	18,102
Total 5320 — Maintenance	1,030	2,725	4,449	993	3,029	2,615	(1,271)	2,897	1,572	702	460	3,191	22,392
5330 — CustSvc		3,065	2,850	2,850	2,850	2,850	2,850	2,138	2,332	650	650		23,085
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	1,428	914	27,696
5354 — Water	703	1,983			2,378	(2,500)		1,406	2,369	3,775	1,762	1,762	13,637
5355 — Communications	298	48	548	48	550	48	557	48	48	48	306	48	2,595
Total 5351 — Utilities	1,001	2,919	4,963	6,880	4,099	714	557	6,478	3,015	7,082	3,496	2,724	43,928
Total 5300 — OCCUPANCY	2,031	8,708	12,572	11,388	10,055	6,499	2,404	12,250	7,190	8,434	4,606	5,915	92,051
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	10,242	10,560	126,193
5405 — FundraisingExp													
5409 — 25th Anniversary								350		2,836	1,477	3,550	8,213
5407 — Events					1,051	100							1,151
5408 — Musical													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	1,477	3,550	11,506
5410 — Supplies													
5410 — Supplies - Other	168	390	190	114	321	658	251	45	202	104	40	446	2,928
Total 5410 — Supplies	168	390	190	114	321	658	251	45	202	104	40	446	2,928
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	446	446	5,880
5450 — Printing&Copy			930										1,033
5460 — Postage	45	480		404		656		428	13	405	161	28	2,619
5470 — General Liability Insurance	504	4,702	2,351	2,351	2,351	2,351	2,351	2,351	2,351	2,351	2,351	2,351	28,717
5480 — Board						6,995			5,000				11,995
5486 — HoS Discretionary													
5486 — HoS Discretionary - Other		480			165		20	223	167		669		1,724
Total 5486 — HoS Discretionary		480			165		20	223	167		669		1,724
5487 — Admissions			432		50	322	24				310		1,137
5497 — Bank Chrg	128	66	275	71	59	96	47	54	60	58	50		964
Total 5400 — OFFICE & ADMIN	11,803	17,565	30,049	12,651	23,761	19,708	14,143	15,287	18,296	19,527	15,747	17,483	216,020
6100 — Depreciation	7,976	7,976	7,976	7,976	7,976	7,976	7,976	7,976	7,976	7,976	7,976	7,976	95,717
Total Expense	230,066	244,867	282,860	269,677	283,254	253,636	241,059	244,213	241,170	245,116	231,755	248,996	3,016,668
Net Ordinary Income	62,540	67,394	18,641	28,301	16,320	(20,361)	(5,370)	(11,563)	(3,558)	(29,382)	(16,530)	17,011	123,441
Net Income	62,540	67,394	18,641	28,301	16,320	(20,361)	(5,370)	(11,563)	(3,558)	(29,382)	(16,530)	17,011	123,441

**MCCPS
Financial Ratios**

As of June 30, 2020

months YTD

12

Debt Service Coverage Ratio	0.98
Days of Cash	67
LUNA (liquid unrestricted net assets)	2.27

Debt Service Coverage Ratio	
Standard monthly payment (Principal and Interest)	10,516
Net operating Income	123,441
Projected based on YTD results	123,441
Calculated Debt Service Ratio	0.98

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-

Days Cash	
Cash on Hand	537,153
Operating Expense Annualized	3,016,668
Noncash expense Depreciation Annualized	95,717
Days Cash	67

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

Liquid Unrestricted Net Assets	
Unrestricted Net Assets	4,304,569
Fixed Assets	3,733,189
Liquid Unrestricted NA	571,380
Expense (YTD) Monthly	251,389
LUNA	2.27

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

MCCPS

FY20 adjusted operating budget

Revised 10/12/19

APPROVED BUDGET

**Using FY20
Projected PPES**

**Ordinary Income/Expense
Income**

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

Cover Sheet

Personnel Committee

Section: VII. Committee Updates
Item: C. Personnel Committee
Purpose: Vote
Submitted by:
Related Material: Emergency Succession Plan For MCCPS HOS.docx

Marblehead Community Charter Public School Emergency Succession Plan for Head of School

Read October 30, 2018

Adopted November 13, 2018

Updated

The Board of Trustees of Marblehead Community Charter Public School recognizes that this is a plan for contingencies due to the disability, death, or departure of the Head of School. If the organization is faced with the unlikely event of an untimely vacancy, Marblehead Community Charter Public School has in place the following emergency succession plan to facilitate the transition to both interim and longer-term leadership.

The Board of Trustees of Marblehead Community Charter Public School has reviewed the job description of the Head of School. The job description is attached. The Board of Trustees has a clear understanding of the Head of School's role in organizational leadership, program development, program administration, operations, Board of Trustees relationships, financial operations, resource development, and community presence.

Succession Plan in Event of a Temporary, Unplanned Absence:

Short-Term

A temporary absence is one of less than three months in which it is expected that the Head of School will return to his/her position once the events precipitating the absence are resolved. An unplanned absence is one that arises unexpectedly, in contrast to a planned leave; such as a vacation or a sabbatical. The Board of Trustees is authorized (or authorizes the Executive Committee) of Marblehead Community Charter Public School to implement the terms of this emergency plan in the event of the unplanned absence of the Head of School.

In the event of an unplanned absence of the Head of School, the Assistant Head of School (or other highest ranking staff member) is to immediately inform the Board Chair (or highest ranking volunteer board member) of the absence. As soon as it is feasible, the Chair should convene a meeting of the Board of Trustees to affirm the procedures prescribed in this plan or to make modifications as the Board of Trustees deems appropriate.

At the time that this plan was approved, the position of Acting Head of School would be:

Marblehead Community Charter Public School Emergency Succession Plan for Head of School

Read October 30, 2018

Adopted November 13, 2018

Updated

Principal

Should the standing appointee to the position of Acting Head of School be unable to serve, the back-up appointee for the position of Acting Head of School will be:

Director of Student Services

If this Acting Head of School is new to his/her position and fairly inexperienced with this organization, the Board of Trustees may decide to appoint a back-up appointees to the acting Head of School position. The Board of Trustees may also consider the option of splitting executive duties among designated appointees.

Authority and Compensation of the Acting Head of School

The person appointed as Acting Head of School shall have the full authority for decision-making and independent action as the regular Head of School.

The Acting Head of School serves on Board of Trustees as Ex-Officio member and all rights and privileges as such.

The Acting Head of School may be offered a temporary salary increase during the Acting Head of School Period as negotiated with the Board of Trustees.

Board Oversight

The Board of Trustees responsible for monitoring the work of the Acting Head of School shall be Board Chair, other board member appointed.

The above named people will be sensitive to the special support needs of the Acting Head of School in this temporary leadership role.

Immediate Action Items –

- The Acting Head of School and the Chair of the Board of Trustees will make notifications to the Massachusetts Department of Elementary Education of the change in leadership.

Marblehead Community Charter Public School Emergency Succession Plan for Head of School

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- The Acting Head of School and the Chair of the Board of Trustees will send a joint statement to the Marblehead Community Charter School community of the change in leadership.
- Removal of previous Head of School from all bank accounts.
- Change all passwords and security codes.
- Retrieve all keys in possession of previous Head of School
- Deactivate Head of School email address, and forward all email to Acting Head of School email address.

Communications Plan

Immediately upon transferring the responsibilities to the Acting Head of School, the Board Chair (or highest ranking Board member) will notify staff members, members of the Board of Trustees, and key volunteers of the delegation of authority.

As soon as possible after the Acting Head of School has begun covering the unplanned absence, Board members and the Acting Head of School shall communicate the temporary leadership structure to the following key external supporters of Marblehead Community Charter Public School. This may include (but not be limited to) Massachusetts Department of Elementary and Secondary Education, Town government officers (Police, Fire, Schools, Board of Health, Town Manager, Park and Recreation), foundation program officers, and major donors.

The Message to the Faculty, Staff, Students, Parents and Community shall be:

At this time NAME has notified the Board of Trustees of a Short-Term Leave of Absence.

As of this email, in accordance with the Emergency Succession Plan, NAME is the Acting Head of School.

The Board of Trustees will meet on DATE to formally appoint an Acting Head of School. All members of our community are invited to attend this very important meeting.

Completion of Short-Term Emergency Succession Period

Marblehead Community Charter Public School Emergency Succession Plan for Head of School

Read October 30, 2018

Adopted November 13, 2018

Updated

The decision about when the absent Head of School returns to lead Marblehead Community Charter Public School should be determined by the Head of School and the Board Chair. They will decide upon a mutually agreed upon schedule and start date. A reduced schedule for a set period of time can be allowed, by approval of the Board Chair, with the intention of working their way back up to a full-time commitment.

Succession Plan in Event of a Temporary, Unplanned Absence:

Long-Term

A long-term absence is one that is expected to last more than three months. The procedures and conditions to be followed should be the same as for a short-term absence with one addition:

The Board of Trustees will give immediate consideration, in consultation with the Acting Head of School, to temporarily filling the management position left vacant by the Acting Head of School. This is in recognition of the fact that for a term of more than three months, it may not be reasonable to expect the Acting Head of School to carry the duties of both positions. The position description of a temporary manager would focus on covering the priority areas in which the Acting Head of School needs assistance.

Communications Plan

Immediately upon transferring the responsibilities to the Acting Head of School, the Board Chair (or highest ranking Board member) will notify staff members, members of the Board of Trustees, and key volunteers of the delegation of authority.

As soon as possible after the Acting Head of School has begun covering the unplanned absence, Board members and the Acting Head of School shall communicate the temporary leadership structure to the following key external supporters of Marblehead Community Charter Public School. This may include (but not be limited to) Massachusetts Department of Elementary and Secondary Education, Town government officers (Police, Fire, Schools, Board

Marblehead Community Charter Public School Emergency Succession Plan for Head of School

Read October 30, 2018

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Updated

of Health, Town Manager, Park and Recreation), foundation program officers, and major donors.

The Message to the Faculty, Staff, Students, Parents and Community shall be:

At this time NAME has notified the Board of Trustees of a Long-Term Leave of Absence.

As of this email, in accordance with the Emergency Succession Plan, NAME is the Acting Head of School.

The Board of Trustees will meet on DATE to formally appoint an Acting Head of School. All members of our community are invited to attend this very important meeting.

Completion of Long-Term Emergency Succession Period

The decision about when the absent Head of School returns to lead Marblehead Community Charter Public School should be determined by the Head of School and the Board Chair. They will decide upon a mutually agreed upon schedule and start date. A reduced schedule for a set period of time can be allowed, by approval of the Board Chair, with the intention of working the way up to a full-time commitment.

Succession Plan in Event of a Permanent Change in Head of School

A permanent change is one in which it is firmly determined that the Head of School will not be returning to the position. The procedures and conditions should be the same as for a long-term temporary absence with one addition:

The Board of Trustees will appoint a Transition and Search Committee within 30 days to plan and carry out a transition to a new permanent Head of School. The Board will also consider the need for outside consulting assistance depending on the circumstances of the transition and the board's capacity to plan and manage the transition and search. The Transition and Search Committee will also determine the need for an Interim Head of School, and plan for the recruitment and selection of an Interim Head of School and/or permanent Head of School.

Marblehead Community Charter Public School Emergency Succession Plan for Head of School

Read October 30, 2018

Adopted November 13, 2018

Updated

Communications Plan

Immediately upon transferring the responsibilities to the Acting Head of School, the Board Chair (or highest ranking Board member) will notify staff members, members of the Board of Trustees, and key volunteers of the delegation of authority.

As soon as possible after the Acting Head of School has begun covering the unplanned absence, Board members and the Acting Head of School shall communicate the temporary leadership structure to the following key external supporters of Marblehead Community Charter Public School. This may include (but not be limited to) Massachusetts Department of Elementary and Secondary Education, Town government officers (Police, Fire, Schools, Board of Health, Town Manager, Park and Recreation), foundation program officers, and major donors.

The Message to the Faculty, Staff, Students, Parents and Community shall be:

The Board of Trustees would like to thank NAME for their service as Head of School for the MCCPS Community. At this time NAME has notified the Board of Trustees they have decided to leave MCCPS for future endeavors.

As of this email, in accordance with the Emergency Succession Plan, NAME is the Acting Head of School.

The Board of Trustees will meet on DATE to formally appoint an Acting Head of School. All members of our community are invited to attend this very important meeting.

Checklist for Acceptance of All Types of Emergency Succession Plans

- Succession plan approval. This succession plan will be approved by the Executive Committee and forwarded to the full Board of Trustees for its vote and approval. This plan should be reviewed annually.
- Job Descriptions. Two job descriptions are attached to this plan. The first Job Description reflecting the current responsibilities. The second job

Marblehead Community Charter Public School Emergency Succession Plan for Head of School

Read October 30, 2018

Adopted November 13, 2018

Updated

description reflects how the responsibilities will be assigned within the context of an emergency/unplanned absence of the Head of School.

- Copies. Copies of this Emergency Succession Plan along with the corresponding documentation shall be maintained by The Board Chair, the Head of School, the Acting Head of School Appointee, and the human resources department.

The Emergency Succession Plan and the supporting documents (the information and contact inventory, job descriptions) should be reviewed, updated and approved by the Board of Trustees annually. This plan must also be updated and approved by the Board of Trustees when one or more of the employees in this plan change.

This plan may also be implemented in the case of an unplanned absence of the Acting Head of School or Interim Head of School.

**Marblehead Community Charter Public School
Emergency Succession Plan for Head of School**

Read October 30, 2018

Adopted November 13, 2018

Updated

Adopted: _____

Marblehead Community Charter Public School Emergency Succession Plan for Head of School

Read October 30, 2018
Adopted November 13, 2018
Updated

Appendix A

<p style="text-align: center;">MARBLEHEAD COMMUNITY CHARTER PUBLIC SCHOOL</p> <p style="text-align: center;">FUNCTIONAL JOB DESCRIPTION</p>

Position Title: MCCPS Head of School

Reports to: MCCPS Board of Trustees

Position Summary:

The Head of School (HOS) of the Marblehead Community Charter Public School (MCCPS) is expected to lead the Board, Faculty, Staff, Students, Parents and Community Members in further strengthening the vision of the school and implementing its strategic plan. The HOS will lead the continuous improvement process, advance the successful academic program consistent with the MCCPS mission and charter, and be accountable for the results. The HOS will promote school-wide innovation and cultivate an extraordinary professional team. The HOS will create and strengthen networking and optimize the school's financial and regulatory systems. The HOS is responsible for implementing policies established by the MCCPS Board of Trustees (Board) and is directly accountable to the Board. The HOS is authorized to take such actions as may be necessary for proper conduct of the School, subject to the budgetary guidelines and in accordance with the school's strategic plan and related policies as adopted by the Board. The HOS will ensure the school upholds and complies with the terms of the current Charter granted to MCCPS, as approved, and shall adhere to any and all applicable laws.

Essential Functions:

1. Ensure that the Board of Trustees is kept fully informed on the conditions and operations of MCCPS. Attend and participate fully in Board meetings.
2. Establish a sound organizational structure for MCCPS, in consultation with the Board.
3. Plan, formulate and recommend for approval to the Board of Trustees policies and programs to further the mission of the School.
4. Ensure that all MCCPS funds, physical assets, and property are appropriately safeguarded, administered and maintained.
5. Hire, evaluate and set compensation package for all faculty and staff as necessary in accordance with School policy.
6. Enable the professional development of faculty and staff. Inspire innovation at every level.
7. Supervise curriculum development and ensure its continuous evaluation and improvement.
8. Oversee student services including student discipline and reporting to appropriate government agencies.
9. Communicate regularly and effectively with the MCCPS community in accordance with School policy.

Marblehead Community Charter Public School Emergency Succession Plan for Head of School

Read October 30, 2018
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- 10. Maintain and improve community relations, including relations with the town of Marblehead.
- 11. Substantially improve the development and fundraising capacity of MCCPS.
- 12. Understand and follow DESE regulations, state and federal laws, and any applicable regulations; recommend appropriate corrective actions and strategies for compliance.

Qualification/Education/Experience:

- 1. Must be able to perform each essential duty satisfactorily.
- 2. Master’s degree (M.Ed.) in Education or Special Education preferred.
- 3. Two or more years of experience in education administration. Must have demonstrated experience with personnel supervision in a school.
- 4. Must hold a school administrator certificate or a state approved equivalent.
- 5. High energy level, superior interpersonal skills and ability to function in a team atmosphere.
- 6. Ability to communicate clearly and effectively in oral and written form.
- 7. Knowledge of modern principles, methods, and techniques of administration and program planning.
- 8. Ability to apply principles of logical or scientific thinking to a wide range of intellectual and practical problems.

RECEIPT AND REVIEW OF FUNCTIONAL JOB REQUIREMENTS

I, _____, have read, understand and agree to the above functional job description. I understand the essential functions, qualifications, education, experience, and physical demands of the position and acknowledge that I am capable of performing all of the essential functions of this position without reasonable accommodation or I have informed you of my need for an accommodation. The MCCPS Board of Trustees reserves the right to change any part of this job description, as circumstances require.

It is intended that the terms of the executed employment contract, including any approved amendments to that contract, are incorporated within the job description for the duration of that contract and thereby become part of the job description.

Employee’s Signature _____ Date _____

Marblehead Community Charter Public School Emergency Succession Plan for Head of School

Read October 30, 2018

Adopted November 13, 2018

Updated

Appendix B

Emergency HOS Succession Plan

Position Title: MCCPS Head of School

Reports to: MCCPS Board of Trustees

Overview of Position Responsibilities:

The Head of School (HOS) of the Marblehead Community Charter Public School (MCCPS or School) is expected to lead the MCCPS Board of Trustees (Board), Faculty, Staff, Students, Parents and Community Members in further strengthening the vision of the School and implementing its strategic plan. The HOS will lead the continuous improvement process, advance the successful academic program consistent with the MCCPS mission and charter, and be accountable for the results. The HOS will promote school-wide innovation and cultivate an extraordinary professional team. The HOS will create and strengthen networking and optimize the School's financial and regulatory systems. The HOS is responsible for implementing policies established by the Board and is directly accountable to the Board. The HOS is authorized to take such actions as may be necessary for proper conduct of the School, subject to the budgetary guidelines and in accordance with the School's strategic plan and related policies as adopted by the Board. The HOS will ensure the School upholds and complies with the terms of the current Charter granted to MCCPS, as approved, and shall adhere to any and all policies and applicable laws.

	Essential Function from HOS Job Description	Designated Successor	Learning Needs/Action Plan
1.	Ensure that the Board is kept fully and regularly informed on the conditions and operations of MCCPS.	Principal	

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2.	Attend and participate fully in Board meetings, except when matters relating to the HOS' employment are at issue.	Principal	
3.	Establish a sound organizational structure for MCCPS in consultation with the Board.	Principal	
4.	Plan, formulate and recommend for approval to the Board policies and programs to further the mission of the School.	Principal	
5.	A. Hire, supervise, and evaluate for all faculty and staff as necessary in accordance with School policy.	Principal	
	B. Set compensation packages for all faculty and staff as necessary in accordance with School policy.	Principal w/Business Manager	
6.	Facilitate the professional development of faculty and staff.	Principal	
7.	Supervise curriculum development and implementation and ensure its continuous evaluation and improvement.	Principal	
8.	Inspire innovation at every level and demonstrate best practices in order to assure the success and continuous improvement of the academic program of the School.	Principal	
9.	Oversee student services, including student discipline, special education and disability	Principal	

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	accommodations, and reporting to appropriate government agencies.		
10.	Communicate regularly and effectively with the MCCPS community, both internal and external, consistent with School policy, creating a climate of collaboration and collegiality among all constituents and stakeholders.	Principal	
11.	Maintain and improve community relations, including those with the town of Marblehead.	Principal	
12.	Work with the Finance Committee and the business manager to formulate and recommend an annual budget for the School.	Principal	
13.	Substantially improve the development and fundraising capacity of MCCPS in order to supplement the School's budget.	Principal	
14.	Ensure that all MCCPS funds, physical assets, and property are appropriately safeguarded, administered and maintained.	Principal	
15.	Comply with DESE regulations, state and federal laws, and any applicable regulations. Recommend appropriate corrective actions and strategies for compliance.	Principal	

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Appendix C

HOS Succession Plan, other tasks

(some overlap with HOS job description & superintendent's checklist)

Compliance

<u>Finances</u>	<u>Technology</u>	<u>Health & Safety</u>	<u>Educational</u>
State/Fed Grants management	Develop, update, implement Tech Plan	certifications, trainings: AED, CPR, 1 st aid & , restraint	Exhibition (educational, marketing, facilities concerns)
end of year report	EPIMS, SIMS, etc	Discipline & Commendations	Coordin Prog Rev
misc. filings		Supervision of Students, recess schedule	Annual Reports, Charter Renewal, & site visits
Monthly reimburs	Parents' & Teachers' Corners	Food Service	DESE directives
state auditor, inspect gener, MASBO	website - manage, update, etc.	health services	state standards, MCAS, ACCESS
insurance, liability, workers comp, disabil	maintenance, security, expansion of computers & access to technol	attendance, tardies	RTI, IEPs, 504s, accommodating for needs (OT, SLP)
manage/oversee various accounts	ordering, installing all hardware, software;	HIPPA	Reporting to parents - CUE, SPED progress reports, SPED

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	maintain inventory		PAC,
fincom duties	training for fac, staff, and students	athletics	Prof Devel Plans
develop, manage budget		building needs	
accountables: quickbooks, annual audit, credit line, Mass Devel loan, Boston Private (2 accts), National Grand (checking, food service, payroll, petty cash)		grounds needs	
PayPal: food service, athletics, SAF, fundraisers			
finances, income, expenses			
vendors Acct Payable: lease, payables, purchase orders			

Parent/Student Services

Curriculum	Assessment	Events	Parents
Academic offered	MCAS	coordination of events, set-up,	MAP goals

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		etc.	
graduation	Academic Probation	yearbook, calendar,	volunteerism
materials, equip, furniture: storage, ordering, disposal, etc		grade level fundraising	
Exhibition program		fundraising events	
Film Fest after Exhibition		community building events	
Enrichment & day after			
lesson plans/grades			
acceleration & remediation			

Schoolwide

<u>Admin/ILT</u>	<u>Fundraising</u>	<u>Information</u>	<u>Development</u>
	fundraising, donorschoose	Satisfaction Surveys	build relationships with community, other schools, local organizations,

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			donors, etc.
plan, effectuate, evaluate prof devel	manage rentals	enrollment, open houses, admissions	Ed Foundation
School year calendar	grade level events to fund trips	Handbook	organize & structure formal giving: stewardships, corporate sponsorships
Academic Schedule: who teaches when	auction	regular emails/notices	
Clean-up Crew	fashion show	Highlight, Constant Contact	
Recycling: paper, etc.	wine tasting	update databases, including Power School, Constant Contact, LGL, Salesforce	
sub coverage	calendars for sale	maintain, transfer student files	
student teachers, practicums	dances	publicity, getting articles into the newspaper	
	school store: note cards, school clothing, etc.	directory	
	in-school fundraising		

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	efforts		

Human Resources

fac/staff		support	
Hiring, Supervision, & Evaluation	legislative liaison	plan, effectuate, and evaluate prof devel	birthday list
insurance: health, dental, workmen's comp, unemploy		consult meetings	provide lunch on prof devel days and snacks on Wed
contracts		Induction/mentoring	teachers' contact list
MTRS, 403b		substitutes (nurse, too)	
payroll		graduate courses with area colleges	
board membership		internship program	
student records, staff records		department lunches	
CORI, SORI		school visits as prof devel	
fac/staff attendance, time off requests			

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