



# MCCPS Board of Trustees

## Monthly Board Meeting

Amended on September 25, 2020 at 4:30 PM EDT

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### Date and Time

Tuesday September 29, 2020 at 7:00 PM EDT

### Location

Monthly: [https://us04web.zoom.us/join?pwd=98tyKu6pqj0jG92ctH-ER7YcBo\\_oXevxmFhdgo1ZyDDNVXJBLxagAcDnM-FvMcmJ](https://us04web.zoom.us/join?pwd=98tyKu6pqj0jG92ctH-ER7YcBo_oXevxmFhdgo1ZyDDNVXJBLxagAcDnM-FvMcmJ)  
Join Zoom Meeting  
<https://us04web.zoom.us/j/71469199663?pwd=YIZ0UUUpJUjVTZUpzQ3c2SzJlbmlCQT09>  
Meeting ID: 714 6919 9663  
Passcode: MCCPS

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### Agenda

	Purpose	Presenter	Time
<b>I. Opening Items</b>			<b>7:00 PM</b>
Opening Items			
<b>A. Record Attendance and Guests</b>		Karl Smith	
<b>B. Call the Meeting to Order</b>		Artie Sullivan	
<b>C. Accept Remote Participation</b>	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 September 29, 2020.			
<b>D. Approve Minutes</b>	Approve Minutes	Karl Smith	2 m
Approve minutes for Monthly Board Meeting on August 25, 2020			
<b>II. Public Comment</b>			<b>7:05 PM</b>
<b>A. Public Comment</b>	Discuss	Artie Sullivan	5 m
<b>III. Review of Previous Meeting Action Items</b>			<b>7:10 PM</b>
<b>A. Review of Previous Meeting Action Items</b>	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 - submitted to DESE for approval
- Board restricted funds
- Bylaws - submitted to DESE for approval

**IV. Board Annual Items**

**A. Upcoming Meeting Agenda Items**

FYI                      Artie Sullivan

- 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
- July - Adopt Annual Report, by July 31, Adopt Annual Board Goals
- August – Adopt HOS Goals, Open Annual Board Self Assessment

**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**

**7:10 PM**

**A. Monthly Report**

FYI                      Peter Cohen

20 m

HOS to share monthly report.

**VI. Other Business**

**7:30 PM**

**A. Food Service Program Update and Family Meal Program**

Vote                      Danette Russo

15 m

**B. Review and Approval of Head of School Goals for SY2020-2021**

Vote                      Peter Cohen

15 m

C. Review of Board Self Assessment - 2020-2021	Discuss	Artie Sullivan	20 m
D. Approve Committee Membership for 2020-2021	Vote	Artie Sullivan	15 m
<b>VII. Committee Updates</b>			<b>8:35 PM</b>
A. Governance Committee Update on member documentation	Discuss	Karl Smith	5 m
B. Finance Committee	Discuss	Rudi Herve	10 m
C. Personnel Committee Vote to Update HOS Emergency Succession Plan	Vote	Artie Sullivan	2 m
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. Facilities Task Force	Discuss	Rebecca Whidden	2 m
I. Charter Renewal - On Hold until Charter Amendment Status Updates from DESE		Artie Sullivan	
J. By-Laws Task Force - On Hold until By-Laws Status Updates from DESE		Artie Sullivan	
<b>VIII. Public Comment</b>			<b>9:06 PM</b>
A. Public Comment	Discuss	Artie Sullivan	5 m
<b>IX. Board Member Comments and Resolutions</b>			<b>9:11 PM</b>
A. Board Member Comments and Resolutions This is an opportunity for Board Member Comments and Resolutions	Discuss	Artie Sullivan	3 m
<b>X. Closing Items</b>			<b>9:14 PM</b>
A. Recap Action Items Clerk to review actions items, add any additional items discussed.	Discuss	Karl Smith	2 m
B. Meeting Evaluation Discuss how meeting went, did we stay on topic, meet goals, etc.	Discuss	Artie Sullivan	3 m
C. Adjourn Meeting	Vote	Artie Sullivan	

# Cover Sheet

## Approve Minutes

**Section:** I. Opening Items  
**Item:** D. Approve Minutes  
**Purpose:** Approve Minutes  
**Submitted by:**  
**Related Material:** Minutes for Monthly Board Meeting on August 25, 2020

DRAFT



## MCCPS Board of Trustees

### Minutes

#### Monthly Board Meeting

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**Date and Time**

Tuesday August 25, 2020 at 7:00 PM

**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/upUpceCppzIsHNd4OH62r-u6WEEa3pAq97TU/ics?](https://us04web.zoom.us/meeting/upUpceCppzIsHNd4OH62r-u6WEEa3pAq97TU/ics?icsToken=98tyKu6pqj0jG92cth-ER7YcBo_oXevxmFhdgo1ZyDDNVXJBLxagAcdnM-FvMcmJ)

icsToken=98tyKu6pqj0jG92cth-ER7YcBo\_oXevxmFhdgo1ZyDDNVXJBLxagAcdnM-FvMcmJ

Join Zoom Meeting

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

Meeting ID: 714 6919 9663

Passcode: MCCPS

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**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)

**Trustees Absent**

None

**Trustees Arrived Late**

Rebecca Whidden

**Guests Present**

Andrea Barlow (remote), NDack Toure (remote)

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**I. Opening Items**

**A. Record Attendance and Guests**

**B. Call the Meeting to Order**

Artie Sullivan called a meeting of the board of trustees of MCCPS Board of Trustees to order on Tuesday Aug 25, 2020 @ 7:04 PM.

**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 August 25, 2020.

Ellen Lodgen made a motion to accept the Governor's emergency order and conduct this meeting remotely.

Paul Baker seconded the motion.

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

**Roll Call**

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

**D. Approve Minutes**

Richard Doron made a motion to approve the minutes from Monthly Board Meeting on 07-28-20.

Rodolphe Herve seconded the motion.

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

**Roll Call**

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

**E. Approve Minute of August 1, 2020 Board Retreat**

Richard Doron made a motion to approve the minutes from Board Retreat, Session #2 on 08-01-20.

Karl Smith seconded the motion.

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

**Roll Call**

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

## II. Public Comment

### A. Public Comment

There were no public comments at this time.

## III. New Board Members

### A. Presentation/Interview/Vote on Perspective Board Member - Ndack Toure

Rebecca Whidden arrived late.

Ndack Toure is the parent of a 7th grader who has attended MCCPS for the past three years and she is looking to become even more involved, volunteering as a trustee. She is a current member of the Finance Sub-Committee and she is familiar with the overall governance of the school. She is truly appreciative of the teachers and staff and how they take care of the children's education and learning.

After responding to some questions from Board members, Ndack thanked the group for their consideration.

Rodolphe Herve made a motion to appoint Ndack Toure as a member of the MCCPS Board of Trustees to fill a term commencing immediately upon approval by the Department of Elementary and Secondary Education and expiring three (3) years from the date of DESE approval.

Richard Doron seconded the motion.

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

#### Roll Call

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

Rodolphe Herve made a motion to invite the newly appointed Trustee, Ndack Toure, to all Board Meetings and activities while her approval is pending with the Department of Elementary and Secondary Education. Ndack Toure will be entitled to participate as provisional Trustee and will be able to participate in all activities and discussions, except voting, until the formal approval from the Department of Elementary and Secondary Education, and will not be counted when determining a quorum.

Rebecca Whidden seconded the motion.

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

#### Roll Call

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

**B. Presentation/Interview/Vote on Perspective Board Member - James Rogers**

James Rogers is currently employed by MCCPS as an Advisory Teacher in Science, and he is also interested in becoming more involved with the school's oversight as a member of the Board of Trustees. He is a strong advocate for the arts and enjoys being part of the vibrant musical community in our neighboring city of Salem.

James explained that when Stephen Veiga (a former board member and teacher) stepped down and a teacher position became available, he felt the time was right. James has been serving on the Personnel Sub-committee for the past few years and has shown commitment to helping in other areas such as the Covid response committee. He is looking to become a bigger part of the decision making processes followed and believes he can commit the time requirements.

Richard Doron made a motion to appoint James Rogers as a member of the MCCPS Board of Trustees to fill a term commencing immediately upon approval by the Department of Elementary and Secondary Education and expiring three (3) years from the date of DESE approval.

Ian Hunt seconded the motion.

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

**Roll Call**

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

Karl Smith made a motion to invite the newly appointed Trustee, James Rogers, to all Board Meetings and activities while his approval is pending with the Department of Elementary and Secondary Education. James Rogers will be entitled to participate as a provisional Trustee and will be able to participate in all activities and discussions, except voting, until the formal approval from the Department of Elementary and Secondary Education, and will not be counted when determining a quorum.

Ellen Lodgen seconded the motion.

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

**Roll Call**

Paul Baker	Aye
Jessica Xiarhos	Aye
Artie Sullivan	Aye
Rodolphe Herve	Aye



Peter Cohen Aye  
Rebecca Whidden Aye  
Ellen Lodgen Aye  
Ian Hunt Aye  
Peter Cheney Aye  
Karl Smith Aye  
Richard Doron Aye

#### **IV. Review of Previous Meeting Action Items**

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

Artie Sullivan discussed the previous meeting's action items, including:

- New members
- DESE - application for updates to the Charter - the school is not expecting opposition, but there may be a delayed response due to ongoing pandemic.
- Designation of Board restricted funds and donor restricted funds

#### **V. Board Annual Items**

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

Artie Sullivan briefly reviewed the upcoming meeting agenda items.

With the ongoing financial audit ongoing, the committee will need to review the financial statement before the November deadline. Additionally the Head of School evaluation and Personnel training will also be provided before year-end.

##### **B. Board Goals for SY 2020-2021**

Artie Sullivan went over the Board Goals, highlighting the following items:

- Continuing to identify new members
- Development (Susan Hauck to provide additional information during Development update)
- Communications - New logo and website re-work:
  - Reopening plans, information has been plentiful and straightforward
  - Transforming - progression
  - Supporting school with new normal

#### **VI. HOS Report**

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

Dr. Cohen reviewed his memo / report in further detail, noting among other things:

- New logo and communications
- Enrollment
- Creation of the new library within the atrium
- Teaching force - moving forward
- Student Opportunities Act
- Navigator award

Rebecca Whidden made a motion to present Doris Hasburn with Navigator award.

Ellen Lodgen seconded the motion.

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

**Roll Call**

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

**VII. Other Business**

**A. Review and Approval of Head of School Goals for SY2020-2021**

Peter Cohen walked through all of his goals providing additional information and highlighting some of their key aspects. The final goals he presented were recently approved by the Personnel Committee.

A focal point of the discussions involved measurable goals, metrics, and keys to success. Peter will work to incorporate and develop some metrics to track progress and success. Additionally including stretch goals, and expanding what is to be expected regarding development.

Note that the approval of the goals is anticipated during the September meeting.

**B. Presentation of Student Opportunity Act Plan - 2020-2023**

Note the deadline for submittal is now delayed until January. The board will revisit the plan in December.

**C. Create a Facilities Task Force**

The group has been discussing the additional warehouse space for several years, and the board believes the potential paths forward should be contemplated by a sub-committee who will compile the potential avenues available for the school. The main goal of the sub-committee would be to conduct a feasibility study for the available space in the warehouse. Ellen Lodgen made a motion to create a Facilities Task Force that will study the existing conditions of the school building, conduct a feasibility study for expansion into the warehouse space, and make recommendations for upgrades and improvements to existing spaces. A plan for engaging an architect, conducting a capital campaign to raise funds, and a timeline for expansion will be presented to the full Board for approval. The task force will be led by current Board member, Rebecca Whidden and members of the community will be invited to participate.

Paul Baker seconded the motion.

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

**Roll Call**

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

Paul Baker      Aye

**VIII. Committee Updates**

**A. Governance Committee**

Karl Smith noted that now the by-laws project is complete, the Governance Committee will now be focusing on normal business at hand, continuing to look for qualified and available board candidates.

Additionally, there will be a push for full compliance and tracking / recordkeeping efforts.

**B. Finance Committee**

Rudi Herve provided the monthly financial update, noting the lack of any significant items given the timing of the fiscal year. He mentioned there has been some additional money received by the State, and that Jeff Barry is investigating the nature of the funds.

He also explained that in order to qualify for some of the Covid related funds available for partial reimbursement by the State, the Board would need to approve some additional funding beyond the \$5K limit to additional expenditure items outside of the budgeted amounts. The Finance Committee recommended incurring the additional cost to update the HVAC units.

Karl Smith made a motion to approve the expenditure of up to \$31K for HVAC maintenance and upgrades - specifically related Covid response and the health and well being of our students, faculty and staff.

Ian Hunt seconded the motion.

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

**Roll Call**

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

**C. Personnel Committee**

Artie Sullivan noted that beyond the goals previously discussed, there is nothing new to report.

**D. Academic Excellence**

Ms. Xiarhos noted there is nothing new to report and that the group is working on finalizing the overall criteria for excellence.

**E. Development**

Ms. Lodgen indicated that as Peter previously mentioned, meetings have been held, and the committee members have tentatively scheduled a 'in-person' event for April 9th at Salem Waterfront. And she also indicated they are preparing a contingency plan for a remote event should opening up not occur by that time.

**F. Strategic Plan Committee**

Currently there are no new developments or items to report.

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

Beyond the previous updates regarding the branding and updated web-site, there are no additional items to report.

**H. Charter Renewal - On Hold until Charter Amendment Status Updates from DESE**

**I. By-Laws Task Force - On Hold until By-Laws Status Updates from DESE**

**IX. Public Comment**

**A. Public Comment**

None at this time.

**X. Board Member Comments and Resolutions**

**A. Board Member Comments and Resolutions**

Artie Sullivan commended Dr. Cohen, Susan Hauk, and the whole team for all of the work accomplished to date.

He also wanted to congratulate all of the spring graduates and is planning for the delayed ceremony over the upcoming weekend. The team has prepared a thoughtful and 'socially distant' seating plan which should work well.

**XI. Closing Items**

**A. Recap Action Items**

Applications for James and Ndack are being submitted to the state.

Artie will be opening up the board assessment survey.

And the plan should be to incorporate measurable tasks and metrics within the HOS goals to enable the group to track progress towards them.

**B. Meeting Evaluation**

The group believes much was accomplished at tonight's meeting.

**C. Adjourn Meeting**

Rodolphe Herve made a motion to adjourn the meeting.

Ellen Lodgen seconded the motion.

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

**Roll Call**

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

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

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### **Documents used during the meeting**

- Ndack's resume .docx
- James Eric Rogers - Resume.pdf
- HOS Report to Board of Trustees 8\_19\_20 (1).pdf
- Head of School Goals - P. Cohen 2020.pdf
- MCCPS SOA Plan 2021-2023.pdf
- FinCom note, July-20.docx
- MCCPS, July-20, Financial Statements.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 9\_29\_20 (1).pdf



## HOS Report to the Board of Trustees

Submitted by Peter Cohen, Ed.D

Meeting Date: September 29, 2020

- Reopening Update
  - Phase One - 60 students in the school Tuesday-Friday
    - Bandwidth issue is a significant obstacle
    - Verizon engineer was here 9.22.2020
  - On track to move to Phase Two - Hybrid Plan on October 20
    - 2 full days of in person - grades 4-7
    - 4 full days of in person - grade 8
    - Update to families coming October 1
  
- Enrollment & Connections to Families
  - Enrollment for 2020-2021 is 208 students with three offers out
  - See details below.
  - We are recruiting via postcard to fill additional 7th & 8th grade spots
  
- Future Planning & Needed Expenditures
  - Facilities task force
  - Teaching Force - training and consulting fees
  - Staffing Needs - added a TA at grade 4 to fill void left by Endicott Intern
  
- DESE Updates
  - Waiting on approval of Amendment

### Enrollment Update as of 9.23.2020

<b>4<sup>th</sup> Grade</b> Accepted/Enrolled: 50  Waiting List: 11	<b>5<sup>th</sup> Grade</b> Accepted/Enrolled: 49  Waiting List: 0	<b>6<sup>th</sup> Grade</b> Accepted/Enrolled: 54  Waiting List: 27
<b>7<sup>th</sup> Grade</b> Accepted/Enrolled: 31  Waiting List: 0	<b>8<sup>th</sup> Grade</b> Accepted/Enrolled: 25  Waiting List: 0	<b>Accepted/Enrolled: 208</b>  <b>Likely Enrollment: 210</b>

# Cover Sheet

## Review and Approval of Head of School Goals for SY2020-2021

**Section:** VI. Other Business  
**Item:** B. Review and Approval of Head of School Goals for SY2020-2021  
**Purpose:** Vote  
**Submitted by:**  
**Related Material:** Head of School Goals - P. Cohen 2020 DRAFT (2).pdf



## Head of School Goals

2020-2021

### Goal 1: Leadership & Administrative Team Development\*

Throughout FY21 (July 2020-June 2021) the Leadership and Admin Teams will work collaboratively to ensure that all leadership and administrative tasks are executed effectively and efficiently.

#### **Key Actions:**

1. By October 19, establish systems for effective teamwork. This will include: (a) Regular meeting schedule for both teams, (b) Meeting protocols that include advanced agenda input and sharing, (c) Established norms for meetings
2. By October 19, roles and responsibilities will be more clearly defined, including job descriptions that will be drafted and revised throughout the school year.
3. Develop systems for internal communications including a flow chart for the faculty & staff to know the first point of contact for any issue.

#### **\*Definitions:**

Leadership Team = Head of School, Principal, Director of Student Services

Administrative (Admin) Team = Leadership Team + Business Manager, Office Manager, Development Director, Food Services Director, School Nurse, and Enrichment Coordinator.

#### **Measures:**

Using staff satisfaction survey data, we will see positive responses to questions regarding school leadership.

### Goal 2: Define Criteria for Excellence & Measures of Learning

By early fall, the Criteria for Excellence document will be drafted with input from each department. This work will be facilitated by the Academic Excellence Committee and the Principal with oversight by the Head of School.

#### **Key Actions:**

1. Throughout the school year, there will be coordination of the work of the Academic Excellence Committee with the instructional leaders in the school
2. Next steps will include the development of rubrics/assessments aligned with the Criteria for Excellence document.
3. Throughout the late summer we will train faculty, staff, parents, and students on the utilization of new technology platforms that will strengthen our remote learning instruction and lead to effective student portfolios, and student-led conferences.
4. By January 1, we will have an updated design plan for Exhibitions of student learning.

#### **Measures:**

A presentation to the Board will take place at the December meeting or an agreed upon meeting date to review the Criteria for Excellence.

We will collect survey data after Exhibitions and at the end of year family satisfaction surveys.

### **Goal 3: Communications & Marketing**

During FY21 the school website will be redesigned and a new logo/branding will be completed. Additionally, as part of the recruitment process, mailings will go out to families across the sending districts in the area in advance of events such as open houses and the enrollment lottery. A robust social media presence will be in place.

#### **Key Actions:**

1. During the month of August, our internal communications team will work with a consultant to both rebrand (new logo) and upgrade our website that will become the hub of information it is intended to be for parents and interested community members.
2. By January 1 we will work with other marketing consultants to create and distribute marketing materials including postcards and flyers to potential families in an effort to strengthen our recruitment efforts.
3. By the end of May 2021 we will have a strategic plan for the use of social media in our school as a medium to promote and celebrate what we do at MCCPS

#### **Measures:**

There will be at least a 5% increase as compared to last year in applications following the Open House events.

We will track the number of posts on social media to meet our goal of at least 3 posts per week.

We will track the number of donors to see an increase from the previous year.

We will compare the results of the family satisfaction survey with the past year.

### **Goal 4: Effective Instructional Professional Development for Teachers - a multi-year goal**

The Head of School and the Principal will work with consultants with experience in the Dutch system of "Leerkracht" (Teaching Force). This work will ground our efforts to improve teaching and learning by providing teachers with a system for giving and receiving feedback on lesson planning and implementation.

#### **Key Actions:**

1. Year One: Introduce, train, and initiate the Teaching Force protocols with a select group of teachers and teacher-leaders. This work will include the development of a schedule that prioritizes time for teachers to work collaboratively in support of one another for lesson design and eventually peer observations.
2. Year One: During the time of COVID-19 we will focus our attention on developing and training every teacher on effective delivery of instruction in a remote setting so that we can be fully prepared for effective teaching & learning in either a remote or in-person learning environment.

3. Year Two: Once we are fully back to in-person learning for all, we will develop a formal system for teachers to receive regular feedback from supervisors leading to both formative and summative evaluations.
4. Year Three: The integration of the peer feedback system (Teaching Force) and the more formal, evaluative feedback will be meshed together to create our fully realized system for providing educators with the information they need to continuously improve.

***Measures:***

Teacher satisfaction survey results will be utilized and compared to the previous year.

The Teaching Force program has a pre & post survey that we will also utilize and share the results.

# Cover Sheet

## Review of Board Self Assessment - 2020-2021

**Section:** VI. Other Business  
**Item:** C. Review of Board Self Assessment - 2020-2021  
**Purpose:** Discuss

**Submitted by:**

**Related Material:**

Board Assessment Report, 2020.pdf

Microsoft Word - BoardCompositionIADOC conducting a board inventory.docx.pdf

Microsoft Word - BoardMeetingsR3DOC\_Observing Board Meetings Guide.docx.pdf


Sample Board Member Orientation Process.pdf













Sample Individual Trustee Performance Expectations – BoardOnTrack Help.pdf

# FY20-21 Board Assessment

## Board Assessment Report

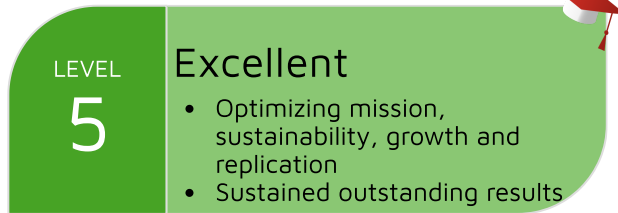
OPENED 9/1/2020

CEO  Peter Cohen





BOARD MEMBERS  Artie Sullivan  EL Ellen Lodgen  Ian Hunt  JR James Rogers  
 JX Jessica Xiarhos  Karl Smith  NT NDack Toure  PB Paul Baker  
 PC Peter Cheney  Rebecca Whidden  RD Richard Doron  RH Rodolphe Herve

## Overall Score

Completed



### LEGEND

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

# Summary

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

# Detail

LEVEL  
1

LEVEL  
2

LEVEL  
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LEVEL  
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LEVEL  
5

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

# Board Meetings

LEVEL  
1

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



## Answer key for: Board Meetings

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

# Board Structure

LEVEL  
1

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

## Answer key for: Board Structure

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

## Board Composition



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

## Answer key for: Board Composition

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

# Board Recruitment

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

## Answer key for: Board Recruitment

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

## Board Goals & Accountability



Board Goals					BOARD	CEO
Accountability		BOARD				CEO

## Answer key for: Board Goals & Accountability

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

# Finance

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



## Answer key for: Finance

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

Support of the  
CEO

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

# Development

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

## Answer key for: Development

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

## Academic Oversight



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

## Answer key for: Academic Oversight

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

# CEO Support & Evaluation

LEVEL  
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LEVEL  
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Governance/Management					<div style="display: flex; gap: 5px;"> <div style="background-color: #008080; color: white; border-radius: 10px; padding: 2px 5px;">BOARD</div> <div style="background-color: #800080; color: white; border-radius: 10px; padding: 2px 5px;">CEO</div> </div>
Partnership with CEO					<div style="display: flex; gap: 5px;"> <div style="background-color: #008080; color: white; border-radius: 10px; padding: 2px 5px;">BOARD</div> <div style="background-color: #800080; color: white; border-radius: 10px; padding: 2px 5px;">CEO</div> </div>
CEO Evaluation					<div style="display: flex; gap: 5px;"> <div style="background-color: #008080; color: white; border-radius: 10px; padding: 2px 5px;">BOARD</div> <div style="background-color: #800080; color: white; border-radius: 10px; padding: 2px 5px;">CEO</div> </div>
CEO Support			<div style="background-color: #008080; color: white; border-radius: 10px; padding: 2px 5px; display: inline-block;">BOARD</div>		<div style="background-color: #800080; color: white; border-radius: 10px; padding: 2px 5px; display: inline-block;">CEO</div>

## Answer key for: CEO Support &amp; Evaluation

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

# BoardSavvy CEO

LEVEL  
1

LEVEL  
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LEVEL  
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LEVEL  
5

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



## Answer key for: BoardSavvy CEO

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

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# Conducting an Inventory of Your Board

## How Does Your Board Stack Up?

The best way to figure out the strength of your board's composition is to conduct a systematic board inventory. Typically, the governance committee completes this inventory.

### Step 1. Skills

The committee should take an inventory of the skills you currently have on the board and the current gaps in skills that are needed. Next, you should chart out term limits and itemize when current trustees will be rotating off the board. Do you have other trustees with their skills to fill the gap, or should you be recruiting others with these same skills? It is a good idea for the governance committee to have an idea of board recruitment needs for the next two to three years.

### Step 2. Qualities

The committee should look at the qualities that you may want or need on the board. Are there enough trustees with a good sense of humor on the board? Will the "devil's advocate" be rotating off at the end of this year? Are there enough entrepreneurial trustees on the board that thrive in startup situations? What are the additional value-added characteristics that new trustees could bring to enhance the functioning of the group? Clarify if there are qualities that you think all trustees should have.

### Step 3. Diversity

The committee should examine current and desired levels of diversity on the board. Will both the board's Hispanic members be rotating off at the same time? Do you need more women on the board? Has there been a recent shift to a large percentage of trustees that live in the suburbs rather than in the city that ideally the committee would like to correct?



## **Step 4. Create a Prioritized List of Board Expansion Needs**

Once the inventory is complete, the governance committee should create a prioritized list of ideal board candidates. Be as specific as you can. The more explicit you can be, the more likely you will be to get a candidate who is truly a good fit for your board. Saying, “We want a Hispanic woman, who is an accountant and lives in the city” will be much more helpful than just saying “We need an accountant.” The latter may cause you to reach out to your local chapter of Hispanic MBAs, while the former may have you casting too wide a net that won’t yield the right candidate for your board.

## **Step 5. Share Your Findings with the Full Board**

Share the board inventory and a prioritized “Ideal Board-Candidate List” with the full board and the organization’s CEO. The full board and the CEO should weigh in and then vote to approve the prioritized types of candidates the governance committee will be looking for.



## Observing Board Meetings

An excellent way to improve your board meetings is to go watch another board in action. Identify another charter school in your community (or another non profit board if you prefer) and observe one of their meetings.

Although charter school board meetings are open to the public, it is generally good practice to call the CEO or Board Chair ahead of time and let them know that you plan to attend the board meeting as an observer.

You will probably get a lot more out of the meeting if you request the agendas and minutes from the last few meetings, and read them ahead of time. These are public documents, so it is fine to request them. By looking at them ahead of time, you will get a context for the meeting you are about to observe.

We recommend going early (20 minutes or so) you can learn a lot by introducing yourself to people ahead of time and also by watching the set-up / group dynamics etc.

The following are questions that you should answer / things to look for when you observe a board meeting.

### Logistics

1. Where was the meeting held? What was the room like?
2. What was the seating set-up like? Was it a comfortable atmosphere? Why or why not?
3. Where did the CEO sit?
4. Where did the board sit?
5. Where did other staff members sit?
6. Where did you and other members of the public sit?
7. What would you have done differently as far as logistics?

### Participation

1. Who attended the meeting? List their names and roles?
2. Who was absent? How many people? Why?
3. Did the meeting start on time? Was everyone there on time?
4. Who facilitated the meeting?
5. How would you characterize the facilitation?
6. Who spoke at the meeting? Did everyone? A few people? Did one person dominate?
7. What was the CEO's role?
8. Did anyone from the public speak or make comments?
9. Was there anyone in the "audience"?
10. What would you have done differently as far as the participation?



## Meeting Content

1. Was there a meeting agenda?
2. Did the meeting keep to the agenda? Why or why not?
3. Did it run for the scheduled amount of time? Longer or shorter? Why?
4. Think about what you know about management and governance. Did the board meeting focus more on management or governance?
5. What substantive discussions did the board have? Do you think these were appropriate discussions for the board level?
6. What major decisions were made? How were the decisions made?
7. Was it possible to tell if the board had working committees? Was it evident whether or not the committees had done work in between meetings?
8. What would you have done differently about the meeting content?

## CEO's Role

1. What role did the CEO play in the board meeting?
2. How much did they speak?
3. What role did they play in decision-making?
4. What did you surmise about their relationship with their board?
5. If you were in their shoes, what would you have done differently?

## Final Thoughts

1. What was the most important thing that you learned by attending this board meeting?
2. What additional questions do you have about boards and board meetings?
3. Ask the CEO to send you a copy of the minutes when they are complete. Do the minutes accurately reflect the meeting you attended?



---

## SAMPLE BOARD MEMBER ORIENTATION PROCESS

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### **Phase I: Recruitment**

In the recruitment stage, a prospective board member will receive printed materials such as the charter application, relevant information regarding the educational program and financial data, and any other pertinent background information.

The prospective member will also receive a list of expectations of a board member, including the schedule of board meetings, committee assignments, length of board term, and an idea of the required time commitment.

#### **List of Materials:**

- Executive Summary from the charter application
- Organization chart of board and school leadership
- Board member biographies
- Overview of the U.S. charter school movement
- Overview of our state's charter school movement

### **Phase II: Orientation**

New board members will attend a mandatory orientation session, which will be conducted by the board chair, the CEO, and the chair of the committee to which the new member would be potentially added.

The session will be held before the board meeting following the member's election to the board and will last for approximately one hour.

In designing an orientation curriculum, it is important that the new member be provided with information that will help them address the major decisions and policy questions facing the organization.

## **The orientation session will be comprised of three elements:**

### **1. A comprehensive review of the board and the organization:**

The mission, vision, and values of the organization; the history of the board and founding of the organization, roles and responsibilities of the board and the CEO, the administrative calendar with the board meeting schedule and other major activities of the board, an organizational chart that includes the list of current and planned committees, how the board conducts meetings, including relevant actions from Roberts' Rules of Order.

### **2. A broader discussion about the external environment the organization operates within:**

This will include information about political, economic, demographic, legislative, competitive trends and changes that have significant impact on the organization and the children it serves), financial information, and detailed information about the educational program.

### **3. An in-depth orientation to the new member's committee work:**

A more detailed conversation about the role of the new member on an existing committee, current issues and topics being examined by the committee, tasks and an action plan being executed by the committee, and any other information that would be helpful to the new member about committee work.

In addition to this session, a school tour independently arranged with and given by the CEO would introduce the new member to the school site and allow him or her to meet some of the administrative faculty at the school.

After the initial orientation session has taken place and some time within the first three months of tenure, a follow-up meeting would be held comprising the new board member and either the board chair or the governance committee chair or vice chair.

The purpose of this meeting would be to give the new member an opportunity to discuss any outstanding issues and or questions that he or she may have regarding the board governance process or a particular topic relevant to his or her committee work.

While the orientation session, the school tour, and follow-up meeting should provide a solid foundation from which the board member can successfully perform his or her duties, it may also be a good idea to provide a mentor to the new member.

An informal mentoring program could help build a sense of teamwork and support for new members. A mentor would be a skilled and reliable board member who would work closely with the new member to help him or her better understand board procedures, talk through basic issues and questions, and be available for any other support that the new member might require.

## **List of Materials:**

- Final Charter Application
- Bylaws
- Board member résumés and contact information
- Staff résumés (CEO and other members of the leadership team)
- Board Policy Manual
- Authorizer Handbook for Charter School Board Members
- Board agendas and minutes from the previous year
- State Disclosure Forms





[BoardOnTrack Help](#) > [Governance and Training Resources](#) >  
[Board Structure: Officers & Committees](#)

# Sample Individual Trustee Performance Expectations

[+ Follow](#)



Andy Jamieson  
September 25, 2015

## General Responsibilities:

Each trustee is responsible for actively participating in the work of the THB Charter School (THB) Board of Trustees and the life of the organization. Each trustee is expected to affirm and strive to fulfill the performance expectations outlined below. These expectations are to be clearly articulated prior to nominating any candidate as a board member. The THB Board will nominate the candidate only after s/he has agreed to fulfill these expectations. In addition to the responsibilities below, individual trustees are expected to help each other fulfill the tasks outlined in the collective Job Description of the Board of Trustees.

## Specific Responsibilities:

1. Believe in and be an active advocate and ambassador for the values, mission, and vision of THB.
2. Work with fellow board members to fulfill the obligations of board membership.
3. Behave in ways that clearly contribute to the effective operations of the Board of Trustees:

[? Support](#)

- Focus on the good of the organization and group, not on a personal agenda
  - Support board decisions once they are made
  - Participate in an honest appraisal of one's own performance and that of the board
  - Build awareness of and vigilance towards governance matters rather than management.
4. Regularly attend board and committee meetings in accordance with the absenteeism policy. Prepare for these meetings by reviewing materials and bringing the materials to meetings. If unable to attend, notify the board or committee chair.
5. Be prepared to contribute approximately 8-10 hours per month toward board service which includes:
- Attending a month board meeting (2 hours)
  - Participating on a board committee (2 hours)
  - Reading materials, preparing for meetings (1 hour)
  - Attending events at the school, assisting with fundraising and other ambassador tasks as needed (1-2 hours)
6. Keep informed about the organization and its issues by reviewing materials, participating in discussions, and asking strategic questions.
7. Actively participate in one or more fundraising event(s) annually.
8. Use personal and professional contacts and expertise for the benefit of THB.
9. Serve as a committee or task force chair or member.
10. Give an annual financial contribution and support capital campaigns at a level that is personally meaningful.
11. Inform the Board of Trustees of THB of any potential conflicts of interest, whether real or perceived, and abide by the decision of the board related to the situation.

## **Articles In This Section**

CEO Support & Evaluation Committee Job Description

Sample Individual Trustee Performance Expectations

Sample Job Description for the Board Chair

Overview Charter School Bylaws

Sample Job Description for the Treasurer

Sample Job Description for the Secretary

Academic Excellence Committee Job Description

How often should we revisit our bylaws?

What officers do we need?

How do we create a succession plan for officers?

See more

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# Cover Sheet

## Finance Committee

**Section:** VII. Committee Updates  
**Item:** B. Finance Committee  
**Purpose:** Discuss  
**Submitted by:**  
**Related Material:** Fin Com, Notes, Aug-20.docx  
MCCPS, Aug-20, Fincial Statements.pdf

## **FinCom notes August, 2020**

**\* For the second month in a row the state paid us \$227,399 as well as the additional payment of \$24,763. It is detailed as "charter school reimbursements to cities". There has been no notification about any errors or overpayments. The DESE has not updated FY21 PPE data since the original projections from January. I have no idea what the next checks will look like.**

**\* The school has switched over to QB Online so there may be minor discrepancies from July, but I'll get those cleared up...I also need some journal entries from the auditors in order to straighten out All Classes (FY20 grant carry-overs, Nature's Classroom).**

**\* FEMA/MEMA update (below)**

**\* Peter can update enrollment**

### **August 2020 Financials**

#### **Revenue**

**The final \$1,000 from NSCT**

#### **Expenses**

**Student Success Fund – student agendas**

**First 1/3 of HVAC contract paid (\$10,000)**

**Substitute is for S/L, unpaid maternity leave**

**General Liability down payment**

#### **All Classes**

**It will take a few months to straighten out the Fed/State grant funding as most of the deadlines have crossed fiscal years due to Covid**

### **Food Service Dept.**

**A new ruling issued by the federal government results in all students qualifying for free breakfast & lunch through the end of the calendar year. The school will be reimbursed \$2.33 for each breakfast and \$4.09 for each lunch served. We don't know how many on-campus students will purchase either meal Tue-Fri, but the kitchen will look to offer this to *all* MCCPS students even if they are learning remotely. We may be able to provide a week's worth of breakfast/lunches to families who are remote and get reimbursed.**

**The department will also offer a la carte items for cash and attempt to offer family-style meals for sale to charter families.**

**Expect the department to run a deficit for the first half of the year.**

### **FY20 Audit**

**The audit began on the 31<sup>st</sup>. I have been providing the requested information on a daily basis. I will start pushing for a draft...it's due to the state by 2 Nov and has to go thru FinCom and the Board for review and approval.**

**FEMA/MEMA Grant info**

The grant will reimburse up to 75% of certain Covid related expenses. After almost 2 months of back and forth with the MEMA folks the grant was submitted on 1 Sept.

**Materials & supplies**

Industrial misting machine  
 Handheld sprayers (2)  
 Disinfecting spray, 20 gals  
 \$1,600

PPE

@\$400)

SUBTOTAL: \$12,900

25% \$3,225

**Contract services**

HVAC \$31,000

Duct cleaning \$12,000

One-time sanitation

Monthly sanitizing \$3,200 (8 mos

SUBTOTAL \$47,395

25% \$11,849

TOTAL = \$60,295

School portion = \$15,074

**CvRF Federal Grant info**

As part of the initial federal pandemic response we rec'd a grant for \$225 per student. This was to be used for Covid related expenses. The state had us at 205 students for the purposes of this grant. 205 x \$225 = \$46,125. Every school district in the state rec'd this grant.

I submitted the grant as follows on 31 August:

\$7,500 for curriculum supplies

\$8,549 for Chromebooks & network upgrades

\$16,049

\$15,076 for everything listed in the FEMA grant (our portion)

\$15,000 for a new phone system

\$30,076

This grant does not run thru the normal grant channels...usually I would receive an approval of the submission within 48 hours, but I have not heard anything about this grant yet...I assume they are overwhelmed.

If we get the FEMA grant, and if the state grant is approved, the school portion of \$15K is all set. In this scenario we would have \$15K for a new phone system, which we desperately need.



**If the FEMA grant is not approved, the entire \$30K for the HVAC work will come from the state grant and we will move the phone system to our FY21 fundraising efforts.**

**At some point I expect additional federal funding. At our October meeting I'll provide an overview of all FY21 grants.**

**Now if I can only find a way to blame Covid for the roof situation...**

# **Marblehead Community Charter Public School**

## **Financial Results As of August 31, 2020**



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

## MCCPS

### Balance Sheet Standard

As of August 31, 2020

	Aug 31, '20	Aug 31, '19	Increase / (Decrease)	%age
<b>ASSETS</b>				
<b>Current Assets</b>				
<b>Checking/Savings</b>				
1073 — EBSB Payroll (8947)	26,354	27,812	(1,458)	-5.2%
1072 — EBSB Operating (8934)	422,811	396,970	25,841	6.5%
1010 — Charter Hall (8202)	2,670	2,967	(298)	-10.0%
1040 — Petty Cash (4534)	1,770	1,109	661	59.6%
1070 — Checking (4542)	112,557	97,287	15,269	15.7%
1085 — PayPal	3,004	9,931	(6,927)	-69.8%
1090 — FoodService (5077)	4,205	4,424	(219)	-5.0%
<b>Total Checking/Savings</b>	<b>573,372</b>	<b>540,502</b>	<b>32,870</b>	<b>6.1%</b>
<b>Accounts Receivable</b>				
1200 — Accounts Receivable	0	2,239	(2,239)	
1201 — Grants Receivable	0	0	0	
<b>Total Accounts Receivable</b>	<b>0</b>	<b>2,239</b>	<b>(2,239)</b>	
<b>Other Current Assets</b>				
1310 — Prepaid Expense	0	0	0	
1210 — State Allocation Receivable	0	0	0	
<b>Total Other Current Assets</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Current Assets</b>	<b>573,372</b>	<b>542,741</b>	<b>30,631</b>	<b>5.6%</b>
<b>Fixed Assets</b>				
1532 — 17 Lime Street				
1533 — Land - 17 Lime Street	687,400	687,400	0	0.0%
1532 — 17 Lime Street - Other	3,562,600	3,562,600	0	0.0%
<b>Total 1532 — 17 Lime Street</b>	<b>4,250,000</b>	<b>4,250,000</b>	<b>0</b>	<b>0.0%</b>
1530 — Building Improvements	33,184	33,184	0	0.0%
1531 — Fixed Assets	66,648	66,648	0	0.0%
1599 — Accumulated Depreciation	(631,372)	(536,879.78)	(94,492)	17.6%
<b>Total Fixed Assets</b>	<b>3,718,460</b>	<b>3,812,953</b>	<b>(94,492)</b>	<b>-2.5%</b>
<b>TOTAL ASSETS</b>	<b>4,291,832</b>	<b>4,355,693</b>	<b>(63,861)</b>	<b>-1.5%</b>
<b>LIABILITIES &amp; EQUITY</b>				
<b>Liabilities</b>				
<b>Current Liabilities</b>				
<b>Accounts Payable</b>				
2000 — Accounts Payable	7,466	0	7,466	#DIV/0!
<b>2010 — Accounts Payable FS</b>		0	0	
<b>Total Accounts Payable</b>	<b>7,466</b>	<b>0</b>	<b>7,466</b>	<b>#DIV/0!</b>
<b>Other Current Liabilities</b>				
2110 — Accrued Payroll	126,125	0	126,125	#DIV/0!
2110-25 — Payroll Liabilities	357	(224)	581	
2110-30 403B	0	400	(400)	
2111 — Accrued Payroll Taxes	3,479	5	3,474	69471.4%
2160-25 — MTRB Liability	14,000	11,581	2,419	20.9%
2190-25 — Payroll Clearing Account	2,086	3,168	(1,082)	-34.2%
2230 — Accrued Expenses	81,691	49,830	31,860	63.9%
<b>Total Other Current Liabilities</b>	<b>227,736</b>	<b>64,760</b>	<b>162,976</b>	<b>251.7%</b>
<b>Total Current Liabilities</b>	<b>235,203</b>	<b>64,760</b>	<b>170,443</b>	<b>263.2%</b>
<b>Long Term Liabilities</b>				
2613 — East Boston Savings Bank	3,702,548	3,801,767	(99,219)	-2.6%
<b>Total Long Term Liabilities</b>	<b>3,702,548</b>	<b>3,801,767</b>	<b>(99,219)</b>	<b>-2.6%</b>
<b>Total Liabilities</b>	<b>3,937,751</b>	<b>3,866,527</b>	<b>71,224</b>	<b>1.8%</b>
<b>Equity</b>				
3000 — Opening Bal Equity	(295)	(295)	0	0.0%
3900 — Retained Earnings	347,804	489,461	(141,657)	-28.9%
<b>Net Income</b>	<b>6,571</b>	<b>0</b>	<b>6,571</b>	<b>#DIV/0!</b>
<b>Total Equity</b>	<b>354,081</b>	<b>489,166</b>	<b>(135,085)</b>	<b>-27.6%</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>4,291,832</b>	<b>4,355,693</b>	<b>(63,861)</b>	<b>-1.5%</b>

## MCCPS Profit and Loss Prev Year Comparison August 2020

	Accrual Basis				# months YTD	2	
	Aug '20	Aug '19	Increase / (Decrease)	%age	Budget	Over / (Under)	%age
<b>Ordinary Income/Expense</b>							
<b>Income</b>							
4057 — VACATION PROGRAMMING		7,250	(7,250)	-100.0%	0	0	#DIV/0!
4005 — STATE ALLOCATION	504,324	578,146	(73,822)	-12.8%	514,349	(10,025)	-1.9%
4030 — STUDENT ACTIVITIES							
4040 — INVESTMENT INCOME	35	21	14	68.7%	17	18	110.8%
4050 — OTHER INCOME	7,788	12,331	(4,544)	NA	5,625	2,163	38.4%
4055 — STUDENT SUCCESS FUND	600	5,948	(5,348)	NA	3,000	(2,400)	-80.0%
4060 — CONTRIBUTIONS (MCEF)	0	0	0	NA	0	0	NA
4080 — REIMBURSEMENTS	246	1,005	(759)	NA	333	(87)	-26.2%
4085 — MEDICARE REIMB.	0	0	0	NA	833	(833)	-100.0%
4090 — FUNDRAISING	0	366	(366)	NA	7,500	(7,500)	-100.0%
<b>Total Income</b>	<b>512,992</b>	<b>605,067</b>	<b>(92,074)</b>	<b>-15.2%</b>	<b>531,658</b>	<b>(18,665)</b>	<b>-3.5%</b>
<b>Gross Profit</b>	<b>512,992</b>	<b>605,067</b>	<b>(92,074)</b>	<b>-15.2%</b>	<b>531,658</b>	<b>(18,665)</b>	<b>-3.5%</b>
<b>Expense</b>							
5000 — PERSONNEL	356,160	239,151	117,009	48.9%	375,450	(19,290)	-5.1%
5140 — BENEFITS	45,023	77,250	(32,227)	-41.7%	68,973	(23,950)	-34.7%
5150 — STAFF DEVELOPMENT	504		504	NA	1,250	(746)	-59.7%
5160 — SEARCH COSTS	1,823		1,823	NA	283	1,539	543.4%
5170 — SUBSTITUTE	1,560		1,560	NA	0	1,560	NA
5200 — DIRECT STUDENT SUPPORT	5,024	20,327	(15,304)	-75.3%	10,950	(5,926)	-54.1%
5300 — OCCUPANCY	10,813	10,739	74	0.7%	19,542	(8,728)	-44.7%
5400 — OFFICE & ADMIN	32,719	29,369	3,350	11.4%	36,771	(4,052)	-11.0%
6100 — Depreciation	15,778	15,953	(175)	-1.1%	15,833	(55)	-0.3%
5329 — COVID19	10,480	0	10,480	NA	0	10,480	#DIV/0!
<b>Total Expense</b>	<b>479,883</b>	<b>392,789</b>	<b>87,094</b>	<b>22.2%</b>	<b>529,052</b>	<b>(49,169)</b>	<b>-9.3%</b>
<b>Net Ordinary Income</b>	<b>33,110</b>	<b>212,277</b>	<b>(179,168)</b>	<b>-84.4%</b>	<b>2,606</b>	<b>30,504</b>	<b>1170.5%</b>
<b>Net Income</b>	<b>33,110</b>	<b>212,277</b>	<b>(179,168)</b>	<b>-84.4%</b>	<b>2,606</b>	<b>30,504</b>	<b>1170.5%</b>

# MCCPS

## Profit and Loss Standard

### July - August 2020

	Jul 2020	Aug 2020	Total
<b>Income</b>			
4005 STATE ALLOCATION	252,162	252,162	504,324
4040 INVESTMENT INCOME	10	13	23
4041 Int Inc	4	8	12
<b>Total 4040 INVESTMENT INCOME</b>	<b>14</b>	<b>21</b>	<b>35</b>
4050 OTHER INCOME	3,000		3,000
4051 17 Lime Rent	1,522	2,800	4,322
4056 Homework Club		466	466
<b>Total 4050 OTHER INCOME</b>	<b>4,522</b>	<b>3,266</b>	<b>7,788</b>
4055 STUDENT SUCCESS FUND		600	600
4080 REIMBURSEMENTS	156	90	246
<b>Total Income</b>	<b>256,854</b>	<b>256,139</b>	<b>512,992</b>
<b>Gross Profit</b>	<b>256,854</b>	<b>256,139</b>	<b>512,992</b>
<b>Expenses</b>			
5000 PERSONNEL			0
Total Payroll Taxes	10,984	8,193	19,177
<b>Total 5000 PERSONNEL</b>	<b>182,844</b>	<b>173,316</b>	<b>356,160</b>
5140 BENEFITS			0
5141 Health	18,782	21,802	40,585
5142 Dental	2,196	2,242	4,438
<b>Total 5140 BENEFITS</b>	<b>20,978</b>	<b>24,045</b>	<b>45,023</b>
5150 STAFF DEVELOPMENT		504	504
5160 SEARCH COSTS	1,823		1,823
5170 SUBSTITUTE		1,560	1,560
5200 DIRECT STUDENT SUPPORT			0
5203 Student Success Fund		1,491	1,491
5210 Teachers supplies		194	194
5211 Instructional Equipment	1,221	1,221	2,442
5215 Curriculum supplies		239	239
5220 Student supplies		7	7
5241 Technology - Hardware	507		507
5255 Homework Club	72	72	144
<b>Total 5200 DIRECT STUDENT SUPPORT</b>	<b>1,800</b>	<b>3,224</b>	<b>5,024</b>

# MCCPS

## Profit and Loss Standard

### July - August 2020

	Jul 2020	Aug 2020	Total
5300 OCCUPANCY			0
5320 Maintenance	913	1,373	2,285
5321 alarm	360		360
5326 Repairs	5,349		5,349
<b>Total 5320 Maintenance</b>	<b>6,622</b>	<b>1,373</b>	<b>7,995</b>
5330 CustSvc	650	650	1,300
5340 CustSupplies	275		275
5351 Utilities			0
5352 Electric	182	439	621
5355 Communications	48	574	622
<b>Total 5351 Utilities</b>	<b>230</b>	<b>1,014</b>	<b>1,243</b>
<b>Total 5300 OCCUPANCY</b>	<b>7,777</b>	<b>3,036</b>	<b>10,813</b>
5329 Covid-19	413	10,067	10,480
5400 OFFICE & ADMIN			0
5410 Supplies	66	565	631
5430 Accounting	1,135	1,950	3,085
5431 Legal		55	55
5440 PayrollSvc	1,109	437	1,546
5460 Postage	879	697	1,575
5470 General Liability Insurance		5,005	5,005
5492 Mortgage Interest	10,197	10,513	20,710
5497 Bank Chrg	61	50	111
<b>Total 5400 OFFICE &amp; ADMIN</b>	<b>13,448</b>	<b>19,271</b>	<b>32,719</b>
6100 Depreciation	7,889	7,889	15,778
<b>Total Expenses</b>	<b>236,971</b>	<b>242,912</b>	<b>479,883</b>
<b>Net Operating Income</b>	<b>19,883</b>	<b>13,227</b>	<b>33,110</b>
<b>Net Income</b>	<b>19,883</b>	<b>13,227</b>	<b>33,110</b>

**MCCPS  
Profit and Loss by Class  
July - August, 2020**

	01 - General Fund	20 - School Lunch	21 - Student Activities	23 - Nature's Classroom	Total 21 - Student Activities	90 Federal Grants	102 - CvRF School Reopening	113 - ESSER Emergency	114 - Summer Learning	140 - Title 2	240-sped 94-142	309 - Title 4	Total 90 Federal Grants	TOTAL
<b>Income</b>														
4005 STATE ALLOCATION	\$ 504,324				\$ 0								\$ 0	\$ 504,324
4010 FEDERAL & STATE GRANTS					\$ 0				\$ 1,199				\$ 1,199	\$ 1,199
4020 SCHOOL LUNCH		\$ 311			\$ 0								\$ 0	\$ 311
4040 INVESTMENT INCOME	\$ 35				\$ 0								\$ 0	\$ 35
4050 OTHER INCOME	\$ 7,788				\$ 0								\$ 0	\$ 7,788
4055 STUDENT SUCCESS FUND	\$ 600				\$ 0								\$ 0	\$ 600
4080 REIMBURSEMENTS	\$ 246				\$ 0								\$ 0	\$ 246
<b>Total Income</b>	<b>\$ 512,992</b>	<b>\$ 311</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 1,199</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 1,199</b>	<b>\$ 514,503</b>
<b>Gross Profit</b>	<b>\$ 512,992</b>	<b>\$ 311</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 1,199</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 1,199</b>	<b>\$ 514,503</b>
<b>Expenses</b>														
5000 PERSONNEL	\$ 356,160				\$ 0				\$ 5,574				\$ 5,574	\$ 361,734
5140 BENEFITS	\$ 45,023				\$ 0								\$ 0	\$ 45,023
5150 STAFF DEVELOPMENT	\$ 504				\$ 0								\$ 0	\$ 504
5160 SEARCH COSTS	\$ 1,823				\$ 0								\$ 0	\$ 1,823
5170 SUBSTITUTE	\$ 1,560				\$ 0								\$ 0	\$ 1,560
5200 DIRECT STUDENT SUPPORT	\$ 5,024				\$ 0	\$ 2,214	\$ 27	\$ 2,718		\$ 3,747	\$ 2,650	\$ 9,122	\$ 20,479	\$ 25,502
5261 STUDENT ACTIVITY				\$ 620	\$ 620								\$ 0	\$ 620
5270 SCHOOL LUNCH EXP		\$ 98			\$ 0								\$ 0	\$ 98
5300 OCCUPANCY	\$ 10,813				\$ 0								\$ 0	\$ 10,813
5329 Covid-19	\$ 10,480				\$ 0		\$ 1,070	\$ 207					\$ 1,278	\$ 11,758
5400 OFFICE & ADMIN	\$ 32,719				\$ 0								\$ 0	\$ 32,719
6100 Depreciation	\$ 15,778				\$ 0								\$ 0	\$ 15,778
<b>Total Expenses</b>	<b>\$ 479,883</b>	<b>\$ 98</b>	<b>\$ 0</b>	<b>\$ 620</b>	<b>\$ 620</b>	<b>\$ 2,214</b>	<b>\$ 1,098</b>	<b>\$ 2,925</b>	<b>\$ 5,574</b>	<b>\$ 3,747</b>	<b>\$ 2,650</b>	<b>\$ 9,122</b>	<b>\$ 27,330</b>	<b>\$ 507,931</b>
<b>Net Operating Income</b>	<b>\$ 33,110</b>	<b>\$ 213</b>	<b>\$ 0</b>	<b>-\$ 620</b>	<b>-\$ 620</b>	<b>-\$ 2,214</b>	<b>-\$ 1,098</b>	<b>-\$ 2,925</b>	<b>-\$ 4,375</b>	<b>-\$ 3,747</b>	<b>-\$ 2,650</b>	<b>-\$ 9,122</b>	<b>-\$ 26,131</b>	<b>\$ 6,571</b>
<b>Net Income</b>	<b>\$ 33,110</b>	<b>\$ 213</b>	<b>\$ 0</b>	<b>-\$ 620</b>	<b>-\$ 620</b>	<b>-\$ 2,214</b>	<b>-\$ 1,098</b>	<b>-\$ 2,925</b>	<b>-\$ 4,375</b>	<b>-\$ 3,747</b>	<b>-\$ 2,650</b>	<b>-\$ 9,122</b>	<b>-\$ 26,131</b>	<b>\$ 6,571</b>

**MCCPS  
Financial Ratios**

As of August 31, 2020

# months YTD

2

<b>Debt Service Coverage Ratio</b>	<b>1.60</b>
<b>Days of Cash</b>	<b>75</b>
<b>LUNA (liquid unrestricted net assets)</b>	<b>2.39</b>

Debt Service Coverage Ratio	
Standard monthly payment (Principal and Interest)	10,355
Net operating Income YTD	33,110
Annualized based on YTD results	198,657
Calculated Debt Service Ratio	1.60

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

Days Cash	
Cash on Hand	573,372
Operating Expense YTD	479,883
Annualized	2,879,297
Noncash expense	15,778
Depreciation YTD	
Annualized	94,668
Days Cash	75

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

Liquid Unrestricted Net Assets	
Unrestricted Net Assets	4,291,832
Fixed Assets	3,718,460
Liquid Unrestricted NA	573,372
Expense (YTD)	479,883
Monthly	239,941
LUNA	2.39

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 FY21 Operating Budget worksheet

**APPROVED BUDGET**



Ordinary Income/Expense  
Income

4057 — VACATION PROGRAMMING 0 actual

4005 — STATE ALLOCATION 3,086,095

Total 4040 — INVESTMENT INCOME 100

4050 — OTHER INCOME

4051 — 17 Lime Rent 21,750

4054 — Misc. Inc. 1,500

4056 — Homework Club 10,000

4050 — OTHER INCOME - Other 500

Total 4050 — OTHER INCOME 33,750

4055 — STUDENT SUCCESS FUND 18,000

4080 — REIMBURSEMENTS 2,000

4085 — MEDICARE REIMB. 5,000

Total 4090 — FUNDRAISING 45,000

Total Income 3,189,945

Gross Profit

Expense

5000 — PERSONNEL

5089 — Fellows 0

5088 — Vactaion Programming 0 actual

5100 - PAYROLL TAX

Fam/Medical Leave (new tax) 5,000

5120 — Work Comp 17,000

5117 — Unemployment 13,000

5116 — Medicare 35,000

5115 — Soc Sec 42,000

Total 5100 - Payroll Taxes 112,000

Salaries worksheet - update above 2,140,701

Total 5000 — PERSONNEL 2,252,701

5140 — BENEFITS

5141 — Health 373,774

5142 — Dental 25,661

5143 — Life & Disability 14,400

Total 5140 — BENEFITS 413,835

5150 — STAFF DEVELOPMENT 7,500 MCPSA m

5160 — SEARCH COSTS 1,700 SchoolSpi

5200 — DIRECT STUDENT SUPPORT

5255 — Homework Club 6,500

5202 — Furnishings 1,000 reduced

5203 — Student Success Fund 15,300

5210 — Teachers supplies 5,000

5211 — Instructional Equipment 14,400

5215 — Curriculum supplies 5,000

## MCCPS FY21 Operating Budget worksheet

	APPROVED BUDGET	
5220 — Student supplies	5,000	
5221 — SPED supplies	1,500	
5222 — SPED Services	1,500	
5240 — Computer Support	2,000	
5241 — Technology - Hardware	5,000	
5242 — Technology-Software	2,000	
5250 — Nursing supplies	1,500	
5290 — Vacation Programming	0	actual
<b>Total 5200 — DIRECT STUDENT SUPPORT</b>	<b>65,700</b>	
<b>5300 — OCCUPANCY</b>		
<b>Total 5320 — Maintenance</b>	<b>40,000</b>	
5330 — CustSvc	30,000	
5340 — CustSupplies	5,000	
5351 — Utilities		
5352 — Electric	30,000	
5354 — Water	8,500	
5355 — Communications	3,750	
<b>Total 5351 — Utilities</b>	<b>42,250</b>	
<b>Total 5300 — OCCUPANCY</b>	<b>117,250</b>	
<b>5400 — OFFICE &amp; ADMIN</b>		
5492 — Mortgage Interest	120,423	
5405 — FundraisingExp		
5407 — Events		
5408 — Musical		
5405 — FundraisingExp - Other		
<b>Total 5405 — FundraisingExp</b>	<b>6,000</b>	
5410 — Supplies	5,000	
5430 — Accounting	18,000	
5431 — Legal	10,000	
<b>5435 - Marketing</b>	<b>10,000</b>	New item
5440 — PayrollSvc	5,500	
5450 — Printing&Copy	1,200	
5460 — Postage	3,500	
5470 — General Liability Insurance	30,000	
5480 — Board	7,000	
5486 — HoS Discretionary	1,500	
5487 — Admissions	1,500	
5497 — Bank Chrg	1,000	
<b>Total 5400 — OFFICE &amp; ADMIN</b>	<b>220,623</b>	
6100 — Depreciation	95,000	
<b>Total Expense</b>	<b>3,174,309</b>	
<b>Net Ordinary Income</b>	<b>15,636</b>	