



# MCCPS Board of Trustees

## Monthly Board Meeting

Published on May 20, 2021 at 9:06 AM EDT

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### Date and Time

Tuesday May 25, 2021 at 7:00 PM EDT

### Location

Topic: Board Meeting

Time: 07:00 PM Eastern Time (US and Canada)

Join Zoom Meeting

[https://us02web.zoom.us/j/3898394128?](https://us02web.zoom.us/j/3898394128?pwd=QndLYk9jVjcyNEJ5dXZGRWhnMDhSUT09)

[pwd=QndLYk9jVjcyNEJ5dXZGRWhnMDhSUT09](https://us02web.zoom.us/j/3898394128?pwd=QndLYk9jVjcyNEJ5dXZGRWhnMDhSUT09)

Meeting ID: 389 839 4128

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. Can I get a motion to accept this Executive Order for this meeting of the Board of Trustees, on May 25, 2021.			
<b>D. Approve Minutes</b>	Approve Minutes	Karl Smith	2 m
Approve minutes for Monthly Board Meeting on April 27, 2021			

	Purpose	Presenter	Time
<b>II. New Board Member</b>			<b>7:05 PM</b>
<b>A. Presentation/Interview/Vote on Perspective Board Member - Will Rockwell</b>	Vote	Karl Smith	15 m
A motion to move that the Board appoint Will Rockwell 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.			
<b>B. Vote on Perspective Member - Part 2</b>	Vote	Karl Smith	5 m
A motion to move that the Board invite the newly appointed Trustee, Will Rockwell, to all Board Meetings and activities while her approval is pending with the Department of Elementary and Secondary Education. Will Rockwell 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.			
<b>III. Public Comment</b>			<b>7:25 PM</b>
<b>A. Public Comment</b>	Discuss	Artie Sullivan	5 m
<b>IV. Presentations</b>			<b>7:30 PM</b>
<b>A. Student Presentations</b>	FYI	Artie Sullivan	15 m
<b>V. Review of Previous Meeting Action Items</b>			<b>7:45 PM</b>
<b>A. Review of Previous Meeting Action Items</b>	Discuss	Artie Sullivan	
<ul style="list-style-type: none"> <li>• Identify potential candidates for the Board – Goal is 3 new members for SY2020-2021.</li> <li>Areas that need representation on the board – <ul style="list-style-type: none"> <li>◦ Faculty</li> <li>◦ Development</li> <li>◦ Facilities</li> </ul> </li> </ul>			
<b>VI. Board Annual Items</b>			
<b>A. Upcoming Meeting Agenda Items</b>	FYI	Artie Sullivan	
<ul style="list-style-type: none"> <li>• May – HOS Annual Evaluation</li> <li>• June – Annual Board Retreat</li> <li>• July - Adopt Annual Report, by July 31, Adopt Annual Board Goals</li> <li>• August – Adopt HOS Goals, Open Annual Board Self Assessment</li> <li>• Sept – Review Annual Board Self Assessment, Approve Committee Memberships and Vice-Chairs</li> <li>• Oct – Adoption of the Annual Audit (must be done by Oct 31), MCAS Presentation, Presentation on HOS Evaluation Process by the Personnel Committee</li> <li>• Nov – 2021, HOS Contract Renewal Notice</li> <li>• Dec –</li> <li>• Jan – HOS Mid-year review</li> </ul>			

- |   | Purpose | Presenter | Time |
|---|---------|-----------|------|
| • 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, Budget Adoption  |         |           |      |

<b>B. Board Goals for SY 2020-2021</b>	Discuss	Artie Sullivan
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**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

**VII. HOS Report 7:45 PM**

<b>A. Monthly Report</b>	FYI	Peter Cohen	20 m
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**VIII. Other Business 8:05 PM**

<b>A. HOS Annual Evaluation Presentation</b>	Vote	Artie Sullivan	30 m
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<b>B. Staffing Updates</b>	Discuss	Peter Cohen	10 m
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<b>C. Board Retreat</b>	Discuss	Artie Sullivan	10 m
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Retreat Agenda Items

1. Governance Training – Remote Participation when Emergency Order ends, OML requirements, meeting notices, and meeting minutes
2. Facility Task Force – Review of Facility needs and future plan ideas
3. Board Goals for SY 21-22
4. Committee Charis and Assignments for SY21-22
5. Election of Officers
  1. Vice-Chair – 2-year term
  2. Treasurer – 2-year term
  3. Clerk – the remainder of the term – 1 year

	Purpose	Presenter	Time
6. Other items			
<b>IX. Committee Updates</b>			<b>8:55 PM</b>
A. Governance Committee	Discuss	Karl Smith	5 m
B. Finance Committee	Discuss	Rudi Herve	10 m
C. Personnel Committee	Discuss	Artie Sullivan	
D. Academic Excellence	Discuss	Jessica Xiarhos	5 m
E. Development & Communications	Discuss	Paul Baker	10 m
F. Strategic Plan Committee	Discuss	Rebecca Whidden	
G. Facilities Task Force	Discuss	Rebecca Whidden	5 m
<b>X. Public Comment</b>			<b>9:30 PM</b>
A. Public Comment	Discuss	Artie Sullivan	5 m
<b>XI. Board Member Comments and Resolutions</b>			<b>9:35 PM</b>
A. Board Member Comments and Resolutions	Discuss	Artie Sullivan	3 m
This is an opportunity for Board Member Comments and Resolutions			
<b>XII. Closing Items</b>			<b>9:38 PM</b>
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 Monthly Board Meeting on April 27, 2021



## MCCPS Board of Trustees

### Minutes

#### Monthly Board Meeting

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##### **Date and Time**

Tuesday April 27, 2021 at 7:00 PM

##### **Location**

Topic: Board Meeting

Time: 07:00 PM Eastern Time (US and Canada)

Join Zoom Meeting

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Meeting ID: 389 839 4128

Passcode: MCCPS

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##### **Trustees Present**

Artie Sullivan (remote), James Rogers (remote), Jessica Gelb (remote), Jessica Xiarhos (remote), Karl Smith (remote), NDack Toure (remote), Paul Baker (remote), Peter Cheney (remote), Peter Cohen (remote), Rebecca Whidden (remote), Richard Doron (remote), Rodolphe Herve (remote)

##### **Trustees Absent**

Ian Hunt

##### **Guests Present**

Alma Gaunt (remote), Andrea Barlow (remote), Carol McEnaney (remote), Elizabeth Burns (remote), Ellen Lodgen (remote), Georgia Marshall (remote), Hilary Emerson Lay (remote), Jeff Barry (remote), John Steinberg (remote), Katie Sullivan (remote), Laura McKowen (remote), Laura Moran (remote), Molly Wright (remote), RG's phone (remote), Robert Erbetta (remote), Susan Hauck (remote), Will Rockwell (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 Apr 27, 2021 at 7:01 PM.

**C. Accept Remote Participation**

Karl Smith made a motion to Accept the Governor's order and hold the meeting remotely.

Rebecca Whidden seconded the motion.

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

**Roll Call**

Paul Baker	Aye
Ian Hunt	Absent
Peter Cohen	Aye
Peter Cheney	Aye
Rodolphe Herve	Aye
Jessica Xiarhos	Aye
Rebecca Whidden	Aye
Karl Smith	Aye
Jessica Gelb	Abstain
Richard Doron	Aye
Artie Sullivan	Aye
James Rogers	Aye
NDack Toure	Aye

**D. Approve Minutes**

Rebecca Whidden made a motion to approve the minutes from Monthly Board Meeting on 03-30-21.

Paul Baker seconded the motion.

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

**Roll Call**

Karl Smith	Aye
Jessica Xiarhos	Aye
Rodolphe Herve	Aye
Jessica Gelb	Abstain
Paul Baker	Aye
Peter Cohen	Aye
Richard Doron	Aye
James Rogers	Aye
Artie Sullivan	Aye
Rebecca Whidden	Aye
NDack Toure	Aye
Peter Cheney	Aye
Ian Hunt	Absent

**II. Public Comment**

**A. Public Comment**

No public comments at this time.

**III. Presentations**

**A. Student Presentations**

6th grade presenters were introduced by their teacher, Jessica Xiarhos.

The students explained their studies and curriculum highlights.

Provided highlights and details of what they are learning during this school year.  
The students were very articulate and well spoken.

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

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

Looking for board members and Will Rockwell has joined us.  
Bringing on 3 new members - well on our way.

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

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

HOS annual review.  
Survey data.  
Budget adoption - may be tonight  
June annual retreat  
July goals

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

Ongoing - working towards meeting all of the goals

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

##### **A. HOS Annual Goals Presentation**

Peter provided his "Evidence for Evaluation" - Head of School presentation.  
Talked about experiences to date and some of the major highlights - and darker spots.  
Goal 1 - develop leadership team.  
Restructured team last year - looking to spend summer preparing and calibrating team, but difficult to focus when considering challenges faced with pandemic response.  
Defined roles and responsibilities  
Spoke highly of the work Matt and Andrea have accomplished.  
Also he praised Jeff Barry for his diligence and willingness to do whatever it takes to keep the school running smoothly and within budget.  
Susan has been growing her role as Development Director.  
Peter also spent some time highlighting the work performed by his administration team-members: Lauren Donadio, School Nurse, Washington Ponciano, Facilities, Danette Russo, Director of Food Services, and Beth Taranto, Admissions.  
Goal 2 - Criteria for Excellence - Academic Excellence sub-committee has assisted with the main aspects of this goal and Peter has been working with all of the teachers making progress in this area.  
Goal 3 - communication and marketing.  
Work is ongoing, but all of the aspects noted have been met.  
Social media has been very successful.  
Goal 4 - Professional development. Multi year goal. Some progress being made.  
Teaching Force - Covid changed how this whole plan was rolled out / followed.  
Choppy roll-out with some inconsistencies. Re-grouping needed. Completely believe in the concept and need some additional time / planning to more consistently roll-out the plan and gain the benefits of a true inclusion model.  
Teachers need feedback and coaching and Peter is looking to further develop those systems and processes.  
Standards:



- Instructional Leadership - self assessment = needs improvement
- Management and Operations - self assessment = proficient
- Family and Community Engagement - self assessment = proficient
- Professional Culture - self assessment = proficient with work to be done

Spoke a bit about 'languishing' - lots of people were off a bit due to social distancing, masks, etc.

Peter fielded questions from the board members and offered additional commentary and responses to the board member questions.

Work on developing relationships with all of the staff.

E-mails have not be received as intended and more work is needed on global messaging.

Regular feedback is needed. No blind-sided.

## **B. Val-Ed and Board on Track HOS Survey Results**

### **C. Presentation of Budget for SY21-22**

Rudi shared his screen - preliminary budget was presented last month.

Challenge with current staffing - administrative staff versus faculty - is the proportionality consistent and / or changing to fast?

FinCom reviewed the roles and positions held over the years.

HR support role was discussed.

Part time HR professional - .6 FTE position.

Enrollment adjusted to 220 to support this additional staff.

Jeff - feeling better about admissions.

Salaries are always a moving target. Some attrition will occur and that will have an impact.

Health insurance will be increasing by no more than 5%.

HR Knowledge is an organization used by many Charter schools and could provide an option that may be more affordable than what is planned.

Richard Doron made a motion to Approve the budget for SY' 2021-2022 as presented.

NDack Toure seconded the motion.

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

#### **Roll Call**

Rodolphe Herve	Aye
Artie Sullivan	Aye
Jessica Xiarhos	Aye
Ian Hunt	Absent
Paul Baker	Aye
Richard Doron	Aye
Karl Smith	Aye
James Rogers	Aye
Peter Cheney	Aye
NDack Toure	Aye
Peter Cohen	Aye
Rebecca Whidden	Aye

## **VII. Public Comment**

### **A. Public Comment**

Second opportunity - no comments.

## VIII. Board Member Comments and Resolutions

### A. Board Member Comments and Resolutions

Navigator night - Friday May 14th - virtual event.

Fun time - lots of things to do.

Looking to record our board meetings.

Recommend Governance put together policies and procedures - remote / hybrid or in-person.

Peter - work with Governance to discuss protocols and process / bylaws about remote participation.

Need to go over guidelines.

Will send it to that committee to deliberate.

After some deliberations, it was determined to table the item and not pick it up as there was enough negative response to justify tabling it for now.

## IX. Closing Items

### A. Recap Action Items

### B. Meeting Evaluation

Lots of work.

Thanks to everyone who presented.

Navigator award.

Some ideas. Presented at graduation.

Decided - recipient.

Schedule - evaluation forms.

Working on those. next Friday - 7th - due date.

Ready for meeting on the 25th of May

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### C. Adjourn Meeting

Rodolphe Herve made a motion to Adjourn.

Peter Cheney seconded the motion.

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

#### Roll Call

Jessica Xiarhos	Aye
Artie Sullivan	Aye
Paul Baker	Aye
Ian Hunt	Absent
Rodolphe Herve	Aye
Karl Smith	Aye
Richard Doron	Aye
James Rogers	Aye
NDack Toure	Aye
Peter Cheney	Aye
Rebecca Whidden	Aye
Peter Cohen	Aye

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 9:47 PM.

Respectfully Submitted,  
Karl Smith

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

- HOS Report to Board of Trustees 4\_27\_21.pdf
- PCohen Evaluation Evidence April 2021.pdf
- ParentSatisfactionSurvey2021.pdf
- BoT Evaluation, 20-21.pdf
- Report - School, part 1.pdf
- Report - School, part 2.pdf
- Report - School, part 3.pdf
- Report - School, part 4.pdf
- Report - School, part 5.pdf
- Report - School, part 6.pdf
- VAL-Ed BoT Pres 2021.pdf
- VALED Leadership Report, 20-21.pdf
- VALED Principal Report Interpretation Guide\_2020.pdf
- FY22 Proposed Operating Budget.pdf
- Mar 2021 Financial.pdf
- March\_FinCom\_notes.pdf

## Cover Sheet

### Presentation/Interview/Vote on Perspective Board Member - Will Rockwell

**Section:** II. New Board Member  
**Item:** A. Presentation/Interview/Vote on Perspective Board Member -  
Will Rockwell  
**Purpose:** Vote  
**Submitted by:**  
**Related Material:** To the Charter Board of Trustees.docx  
Will Rockwell Resume 4.30.2021.docx

To the Charter Board of Trustees,

I am writing this letter to express my interest in joining the board of the Marblehead Community Charter Public School. This place has shaped the person I've become since graduating in 2010 and I'm excited to offer my perspective as an alumnus.

When I graduated from MCCPS, I was nervous about going to Marblehead High School. I saw it as a return to "normal" public school and wondered whether my time at Charter would affect my ability to "fit in". After four years at MHS, and four years at college (College of the Holy Cross & Boston College), I finally began to reflect on my time as a student at MCCPS. How had my experiences at MCCPS shaped what came next, and how do they continue to affect the way I do my job and interact with people?

It wasn't until I had several years of hindsight that I realized how well this school prepared me for what was to come, and how passionately I feel about the importance of culturing a diverse student body and an experiential learning environment focused on creativity. It is these fundamental values that I was lucky enough to experience at MCCPS and believe make up this school's competitive advantage. These are the types of values I want to help foster as a member of the board.

Inevitable growth and change -and the unforeseen events of this past year- will mean that not every student at MCCPS will have the same experience I had. What intrigues me about the opportunity to join the board however is to ensure that the same values that shaped me continue to pervade the student experience. I believe students should always have the opportunity to work with and befriend fellow students from all walks of life, listen to an engaging Community Meeting and simply enjoy an outdoor classroom once in a while. These seemingly small things add up into larger, formative values for students that I believe are both incredibly valuable and unique to this community.

I'm hopeful for an opportunity to give back to this school and greatly appreciate the consideration.

Respectfully submitted,

Will Rockwell

# Will Rockwell

69 Marine Road, Boston MA 02127  
617-872-5014 willrockwell2911@gmail.com

## Education:

Harvard Business School Online: Certificate in Business Analytics June 2020-August 2020  
Boston College, Chestnut Hill, MA September 2015-May 2018  
College of the Holy Cross, Worcester, MA September 2014-May 2015  
Bachelor of Arts: Theology, Minor in Leadership & Management in Carroll School of Management  
GPA, 3.426

## Employment:

*Applications Sales Executive*, Oracle Corporation August 2019-Present

- FY20 Q4 Rep of the Quarter in SMB North America
  - FY20 Q4 attainment of 154%
  - FY20 attainment of 177.5%
- Facilitate sales cycles from initial prospecting/outreach through and post- contract signing
- Drive clients' digital transformation projects and position them to leverage modern Cloud technologies
- Understand clients' businesses in-depth in order to develop thoughtful technological roadmaps that will support future growth and drive operational efficiencies

*Business Development Consultant*, Oracle Corporation August 2018-August 2019

- Developed client relationships as first point of contact during sales cycles
- Coordinated with managers and field reps to create strategic outreach messaging that would drive client interest
- Researched companies within my territories in order to engage in thoughtful prospecting efforts

*Founder and Operator*, Marblehead Harbor Tours March 2016-August 2018

- Researched surrounding markets and develop seasonal business plan, mission statement and company values with a focus on a safe, enjoyable trip that allows for a free-flowing trip
- Created website, brochures and social media presence and present the business with local inns and businesses, keeping a constant, accountable presence both in person and online
- Evaluated fixed and variable costs and develop pricing strategy
- Collaborated with local historian to evaluate worthy talking points
- Conducted business and offer tours to local residents and tourists and maintain financial records
- Connected with patrons, offering an adaptive, flexible experience tailored to their preferences

## Leadership Experience:

*New Hire Mentor*, Oracle Corporation Spring 2018 – Present

- Offer guidance to new hires both in my business development and sales executive role
- Schedule meetings to review on-the-job processes and expectations
- Collaborate with new hires to craft prospecting messaging that is specific to his/her personal style and sales territory

## Personal Interests:

- USCG-MMC 50GT Master's License, Student of Piano, Community Rowing, MA Seasonal Lobster License



# Cover Sheet

## Monthly Report

**Section:** VII. HOS Report  
**Item:** A. Monthly Report  
**Purpose:** FYI  
**Submitted by:**  
**Related Material:** HOS Report to Board of Trustees 5\_25\_21.pdf





## **HOS Report to the Board of Trustees**

Submitted by Peter Cohen, Ed.D

Meeting Date: May 25, 2021

- Reopening Update
  - Phase Three
    - Fewer than 10 students remain fully remote
    - MCAS testing - an update
    - Mask Updates
  
- Enrollment, Recruitment, Retention
  - Enrollment for 2020-2021 is 211 students
  - Projected enrollment for 2021-2022 is 230 students. (See below for detailed projections.)
  - Budget will be based on 220 students enrolled
  
- Head of School Updates
  - Employment Agreements have been distributed to current faculty/staff
  - Staffing Updates
    - New School Psychologist hired
    - New 7th Grade Humanities Teacher hired
    - New Office Manager starts May 24
    - Interviews underway for remaining openings
  - Navigator Night & Spring Auction debrief
  - Fall 2021
    - Lessons Learned from teaching & learning in a global pandemic
    - Teaching Force reboot
    - PD: Executive Functioning & Tier One Instruction, Strengthening Co-Teaching, Criteria for Excellence implementation
    - Feedback and Evaluation system
  - Strategic Plan
    - Current plan expires in 2023
    - Begin new plan process early (November/December 2021)
      - Focus Groups
      - Facilities plan as key component
      - Programming

**Enrollment Update as of 5.19.2021**

<b>4th Grade</b>	<b>50</b>
<b>5th Grade</b>	<b>51</b>
<b>6th Grade</b>	<b>54</b>
<b>7th Grade</b>	<b>32</b>
<b>8th Grade</b>	<b>24</b>
<b>Total</b>	<b>211</b>

**Projected Enrollment 2021-2022**

<b>Grade</b>	<b>Accepted New Students</b>	<b>Offers Out</b>	<b>Returning Students (Intent to Return)</b>	<b>Total Projected Enrollment</b>	<b>Eligible Waitlist</b>	<b>Waitlist Lynn &amp; Salem</b>	<b>Total Waitlist</b>
<b>4</b>	<b>40</b>	<b>4</b>	<b>0</b>	<b>44</b>	<b>6</b>	<b>33</b>	<b>39</b>
<b>5</b>	<b>0</b>	<b>2</b>	<b>48</b>	<b>50</b>	<b>30</b>	<b>32</b>	<b>62</b>
<b>6</b>	<b>0</b>	<b>1</b>	<b>46</b>	<b>47</b>	<b>14</b>	<b>34</b>	<b>48</b>
<b>7</b>	<b>0</b>	<b>0</b>	<b>53</b>	<b>53</b>	<b>20</b>	<b>18</b>	<b>38</b>
<b>8</b>	<b>4</b>	<b>0</b>	<b>32</b>	<b>36</b>	<b>0</b>	<b>13</b>	<b>13</b>
<b>Total</b>	<b>44</b>	<b>7</b>	<b>179</b>	<b>230</b>	<b>70</b>	<b>130</b>	<b>200</b>

Secondary Lottery is in June.

35 new applications received since the original deadline for the primary lottery.

# Cover Sheet

## HOS Annual Evaluation Presentation

**Section:** VIII. Other Business  
**Item:** A. HOS Annual Evaluation Presentation  
**Purpose:** Vote  
**Submitted by:**  
**Related Material:** Head of School Evaluation Year End Form, 2021, Collated.pdf

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

Head of School: Peter Cohen

Evaluator: \_\_\_\_\_

5-17-2021

Name

Signature

Date

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

Professional Practice Goal(s) – AVG – 3.36	Did Not Meet	Some Progress - 1	Significant Progress - 5	Met - 5	Exceeded
Student Learning Goal(s) AVG – 3.45	Did Not Meet - 1	Some Progress - 1	Significant Progress - 2	Met - 6	Exceeded - 1
School Improvement Goal(s) AVG – 3.55	Did Not Meet	Some Progress - 1	Significant Progress - 4	Met - 5	Exceeded - 1

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

#### Indicators

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

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

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

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

	Unsatisfactory	Needs Improvement	Proficient	Exemplary
Standard I: Instructional Leadership – AVG - 2.82	<input type="checkbox"/>	2	9	<input type="checkbox"/>
Standard II: Management and Operations – AVG - 2.82	<input type="checkbox"/>	3	7	1
Standard III: Family and Community Engagement – AVG – 3.27	<input type="checkbox"/>	<input type="checkbox"/>	8	3
Standard IV: Professional Culture – AVG - 2.64	<input type="checkbox"/>	4	7	<input type="checkbox"/>

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

### Step 3: Rate Overall Summative Performance (Based on Step 1 and Step 2 ratings; circle one.) – AVG - 2.91

Unsatisfactory

Needs Improvement - 2

Proficient - 8

Exemplary - 1

### Step 4: Add Evaluator Comments

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

#### Comments:

Overall, Peter has done an amazing job this year with all the changes to learning, and the changes to the guidelines to how schools operate this year. From Fully Remote, Hybrid, to Full In School learning, the adaptations and adjustments have been immense. The students have progressed through the curriculum. It will be good to get back under one roof, and have our community return in full.

With regards to other items, such as personnel matters and some legal issues, the Head of School and the Administration team in general, need to address through the systems and policy updates.

Development continues to be an aspect that needs attention. As the needs of our students grow, the budget needs to be augmented with other revenue streams than the Per Public Expenditure and Parental donations.

The roll out of Teach Force has not gone as smoothly as it should have. The issues that arose with the roll-out took several months to be addressed. Would like to see Peter more involved with the design and implementation of Teach Force at MCCPS, as he is the champion and program sponsor. It is Peter's duty to ensure the program is integrated properly into the MCCPS culture.

-

Based on the evidence and feedback the Board has received on Peter's performance this year I believe that on the whole, Dr. Cohen warrants a rating of PROFICIENT.

In all honesty, there were many, many things amiss with MCCPS when Peter was hired. Consequently, it would be somewhat churlish to be over critical. As noted, Peter has made great strides in a number of areas, but there is still plenty of work to be done. The disruption caused by COVID is, of course undeniable, but to his credit, Peter has not used COVID as a crutch. He readily admits that there are major improvements still to be made and I fully expect him to make further inroads into his goals in the coming year.

Judging from the staff feedback, it appears that Dr. Cohen has major work to do in the realms of interpersonal staff relationships. MCCPS is a small community and everybody needs to "see and be seen." In a small school it is difficult to tread the line between being a leader and being one of the crowd, and there are always going to be those who are less happy.

Peter has definitely attempted to address salary discrepancies, but again, this cannot be accomplished overnight and will take a while to fix. TeachForce is a further area that requires improvement and definitely appears to be in need of finessing in order to bring the staff on board. The hiring of "square pegs for round holes" had been a major flaw before Dr. Cohen's arrival and this practice appears to have ended. Our new SPED coordinator has been a huge improvement. When budget/finances allow, I would like to see additional classroom support for the advisory teachers, 25 students, (some with iep's 504's) and one support staff is asking a lot of teachers. Lastly, in his Board presentation, Peter pointed out that he had attended EVERY committee meeting since he began at MCCPS.

Whilst this is admirable, it's neither sustainable or healthy. I would really encourage Peter to allow other members of the leadership team to represent him at Committee meetings. His predecessor attended all meetings and I believe that it can only contribute to burn out of an individual and is certainly detrimental to the school as a whole. It hinders honest commentary/feedback from staff/parents who sit on these committees. Thank you for all that you have accomplished to date. Overall, a good job in difficult and uncharted waters. I look forward to assessing what Dr. Cohen is able to accomplish in 2021/22 and beyond.

-

I believe that Dr. Cohen has performed above expectations given all of the recent challenges. I commend his positive attitude and ability to make the best out of difficult situations. The financial constraints of the school remain one of the most challenging aspects of leading the school into the future. Regionalizing the school was a great step to begin to reach further into the community and allow for the school to gain the benefits of neighboring communities.

I believe his vision for the school is in keeping with the spirit of the charter and overall mission established so long ago. The diverse responsibilities required to head an entire "school district" – which is what a charter school is – are far reaching and extensive. He is developing a strong leadership team, however he should be mindful of all of the potential pit-falls that he faces. To date I believe he has kept pace with his overall plans and goals, and I urge him to remain focused and vigilant on attaining those goals.

Teaching Force was a source of inspiration for many of the Board members and I believe teachers, however the pandemic has created additional challenges and set-backs to the overall program, but I urge all involved to remain positive and continue to push for full implementation of this program.

Given everything that has occurred, I believe Dr. Cohen has earned a proficient rating for this school year.

-

It's a very difficult year to assess Peter. His management of the Covid crisis was excellent. His progress on the community outreach resulted in far better enrollment prospects and the school navigated soundly a difficult budget.

On the opposite end of the spectrum, the progress on the academic standards and quality of teaching of the school has been far more limited. However, it is very difficult to know how realistic the goals established last year were in the unforeseen circumstances of a pandemic.

Peter's ability to avoid and manage HR issues should be monitored as well going into the next school year.

Overall though, I want to acknowledge that Peter provided steady and much needed leadership in a very difficult year for MCCPS and the rest of the public school systems across the country.

-

Peter's done a terrific job steering the school through a unique and extremely challenging year. Delivering a meaningful educational experience for our students (through provision of remote and hybrid teaching options) was a tremendous accomplishment considering the circumstances and should be celebrated. Another major success story was the refreshed, refined and reinvigorated external community engagement strategy. Building our external presence was a major goal for Peter and the school and so it's great to see the progress made in growing community awareness of our unique and wonderful school. Congratulations!

One area I would recommend Peter prioritize moving forward is around developing / refining his management and leadership style. A lot of strategic decisions although in principle are sound, seem to be rolled out with little consultation with staff or board. Peter also appears to be reluctant to reflect on feedback in his decision making. Recent personnel decisions and ongoing struggles in piloting Teaching Force could have both been avoided with a more agile and collaborative leadership style. Peter also needs to pay more attention to how he messages and executes staff changes. With recent personnel decisions [REDACTED] and those previously [REDACTED], Peter's apparent lack of empathy [to those affected] is having significant impact on the staff's perception of him and will begin to hamper the development of strong professional culture at the school. A lot of Peter's plans are well reasoned and sound. However the execution is blunting their potential impact to improve the school. Peter needs to adjust and refine his leadership style and I would encourage him more actively leverage the faculty and his LT to gather feedback on his ideas (and importantly adjust and reframe if required). Doing so will ensure effective and meaningful

execution of his plans and a stronger school. Support from a HR professional / organization to support personnel decision making would also be helpful to ensure we are fully aligned with key personnel policies moving forward.

-

With the COVID limitations presenting numerous challenges for the school Peter Cohen still found ways to move the program forward and has made significant progress towards goals that were set. I can only imagine what would have accomplished under normal circumstances in his first and second years. I look forward to next year with a more traditional school year possible and for the program to evolve into an exemplary one in the region and the state.

-

Overall, the head of school is on the right track. He has showed good leadership throughout a non-usual school year hit by both a pandemic and a rise in racial injustice. He has made it a priority, even when school moved online, that the kids keep learning with the highest standards.

-

This year has been extraordinarily difficult in many ways. Peter's 3 year goals are on track in my opinion. Mid-cycle reviews for next year will be informative. Teach Force needs to be reevaluated for efficacy. More Professional Development and more time with individual departments for teachers will be crucial in developing a program that has continuity. Peter should attend some of those meetings to learn more about the curriculum and processes already in place he may not be aware of as far as curriculum maps and alignment. Evaluation for teachers and regular feedback also needs to be in the forefront for next year.

-

I think Peter has done a great job especially having to deal with a pandemic at the beginning of his engagement at MCCPS. As a parent of two MCCPS students I can say that my wife and I would have had second thoughts about continuing at Charter without Peter's leadership. Peter is an effective communicator, and he has done a good job making sure he is accessible to parents and members of the community. One area I think the school really needs to focus on more is the quality of academics. I appreciate that there has been some effort via the Academic Excellence Committee to articulate a vision, but I would be hard pressed to explain to another parent or board member exactly what the goals are and how the school will measure and track progress towards those goals.

Name: \_\_\_\_\_ Date: \_\_\_\_\_

## Head of School Performance Goals

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

Goal(s)	Description	Did Not Meet	Some Progress	Significant Progress	Met	Exceeded
<b>Professional Practice</b> – AVG – 3.64						
1	<p><b>Leadership &amp; Administrative Team Development:</b> 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.</p> <p>Key Actions :</p> <ol style="list-style-type: none"> <li>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</li> <li>By October 19, roles and responsibilities will be more clearly defined, including job descriptions that will be drafted and revised throughout the school year.</li> </ol> <p>Develop systems for internal communications including a flow chart for the faculty &amp; staff to know the first point of contact for any issue.</p> <p><b>Standard – IIB, IIC, IVE</b></p>	☐	☐	4	7	☐



School Improvement – AVG – 3.18						
2	<p><b>Define Criteria for Excellence &amp; Measures of Learning:</b> 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.</p> <p><b>Key Actions :</b></p> <ol style="list-style-type: none"> <li>Throughout the school year, there will be coordination of the work of the Academic Excellence Committee with the instructional leaders in the school</li> <li>Next steps will include the development of rubrics/assessments aligned with the Criteria for Excellence document.</li> <li>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.</li> <li>By January 1, we will have an updated design plan for Exhibitions of student learning.</li> </ol> <p><b>Standard - IA, IC, IE</b></p>	□	1	7	3	□
Professional Practice – AVG – 4.27						
3	<p><b>Communications &amp; Marketing:</b> 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.</p> <p><b>Key Actions :</b></p> <ol style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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</li> </ol> <p><b>Standard – IIIA, IIIB, IIIC, IIID</b></p>	□	□	1	6	4

<b>Student Improvement</b> – AVG – 3.27						
4	<p><b>Effective Instructional Professional Development for Teachers - a multi-year goal;</b> 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.</p> <p>Key Actions:</p> <ol style="list-style-type: none"> <li>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.</li> <li>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 &amp; learning in either a remote or in-person learning environment.</li> <li>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.</li> <li>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.</li> </ol> <p><b>Standard – IB, ID, IIA, IVC, IVD, IVE</b></p>	□	3	2	6	□

<b>Permanent</b>						
<b>Standard II-D</b>	<p><b>Law, Ethics, and Policies:</b> Understands and complies with state and federal laws and mandates, Board policies, and ethical process lines. – AVG – 4.0</p>	□	□	2	7	2
<b>Standard II-E</b>	<p><b>Fiscal Systems:</b> Develops a budget that supports the school’s vision, mission, and goals; allocates and manages expenditures consistent with school goals and available resources. – AVG – 4.27</p>	□	□	□	8	3
<b>Standard IV-E</b>	<p><b>Shared Vision:</b> Successfully and continuously engages all stakeholders in the creation of a shared educational vision in which every student is prepared to succeed in postsecondary education and become a responsible citizen and global contributor. – AVG – 3.09</p>	□	3	4	4	□

**Comments:**

Dr. Cohen has been a wonderful addition to MCCPS and I hope he remains for a long time. He has a positive attitude that is infectious and a vision for the school that should be applauded. He appears to enjoy challenges as he has faced several significant ones over the last year plus and he continually rises to the occasion. From a fiscal standpoint, he – with the help of his Business Manager – is doing much with remarkably little. I am pleased with the financial results as the auditors provided a clean opinion for the last two years, which is fantastic. Generally speaking, his understanding and compliance with all laws and mandates is solid. And I believe he is doing great work in these areas. As mentioned in other comments within this evaluation, I believe he needs some assistance with HR matters as these can be tricky. The Board is assisting in this area and additional funding for dedicated resources is being evaluated.

From my experience, Peter always looks to include everyone and share his thoughts and visions. I believe he is a thoughtful and pro-active Head of School and I hope he remains with the school for years to come.

-

Goal 2: Peter and his team have been able to make significant progress toward the goal of School Improvement, but because COVID has demanded that energies be focused elsewhere through much of the year, they have not been able to fully meet this goal. Development of rubrics and assessments is still underway.

Goal 4: Note that my rating of this goal as “Met” applies to the year one portion of the goal.

IV-E. Peter has begun the important work of developing a shared educational vision and professional culture around how to implement that vision, but the work has been slowed this past year because of COVID. I believe this work will – and should be! – one of Peter’s key priorities in the coming year.

-

Overall, Peter has led MCCPS effectively this year. While some goals such as Instructional Practice for Teachers only had some progress, and I believe this goal will have significant positive impact and progress next year. Perhaps teachers are able to create a teacher-owned and led environment that aligns with these goals. The Admin reorganization was still a moving target as recent as last month. I am interested in how this will play out once the new roles are not only solidified but recognized and implemented. The Communication and Marketing was a huge success and I although I feel this goal has been met, it really should always be an evolving process to meet the needs of our community and lead the way for other schools in the Commonwealth.

## Head of School Performance Rating for Standard I: Instructional Leadership

	Unsatisfactory	Needs Improvement	Proficient	Exemplary
<b>I-A. Curriculum:</b> Ensures that all instructional staff design effective and rigorous standards-based units of instruction consisting of well-structured lessons with measurable outcomes. <b>Goal # 2 – AVG – 2.73</b>	<input type="checkbox"/>	3	8	<input type="checkbox"/>
<b>I-B. Instruction:</b> Ensures that practices in all settings reflect high expectations regarding content and quality of effort and work, engage all students, and are personalized to accommodate diverse learning styles, needs, interests, and levels of readiness. <b>Goal # 4 – AVG - 2.82</b>	<input type="checkbox"/>	2	9	<input type="checkbox"/>
<b>I-C. Assessment:</b> Ensures that all Heads of School and administrators facilitate practices that propel personnel to use a variety of formal and informal methods and assessments to measure student learning, growth, and understanding and make necessary adjustments to their practice when students are not learning. <b>Goal # 2 – AVG - 2.82</b>	<input type="checkbox"/>	2	9	<input type="checkbox"/>
<b>I-D. Evaluation:</b> Ensures effective and timely supervision and evaluation of all staff in alignment with state regulations and contract provisions. <b>Goal # 4 – AVG - 2.45</b>	<input type="checkbox"/>	6	5	<input type="checkbox"/>
<b>I-E. Data-Informed Decision Making:</b> Uses multiple sources of evidence related to student learning—including state and school assessment results and growth data—to inform school goals and improve organizational performance, educator effectiveness, and student learning. <b>Goal # 2 – AVG - 2.73</b>	<input type="checkbox"/>	3	8	<input type="checkbox"/>

<b>Overall Rating for Standard I (Circle one.) – AVG - 2.73</b>	The education leader promotes the learning and growth of all students and the success of all staff by cultivating a shared vision that makes powerful teaching and learning the central focus of schooling.
---	---

Unsatisfactory

Needs Improvement - 3

Proficient - 8

Exemplary

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

Overall, this standard is difficult to grade based upon the remote learning for most of the year. The Faculty was diligent in tailoring the curriculum to the online learning model. It is unclear if the HOS or other administrators logged in to the remote sessions to evaluate the teachers, student engagement, and feedback.

-

The majority of the evidence presented indicates that Dr. Cohen is on the right track. Peter, like the staff, has been candid in his assessment of teacher evaluations, or lack thereof, and is aware that this is a critical area for improvement. A lack of meaningful teacher evaluations were a major issue for Peter's predecessor and it is imperative that this issue does not continue into the 2021/22 school year.

-

From my perspective, Peter should look to create / design more clearly defined and measurable standards for lessons and instruction. Work with Academic Excellence has been steady, but a bit slower than desired. Also, as he mentioned previously, Peter should work more directly with teachers and staff to set expectations and conduct regular evaluations.

-

It is somewhat unfair to grade this dimension this year when so much of the school year has been remote. Access to teachers for in-person training has been limited. The pandemic has also thrown additional concerns onto Peter's plate (staff and student safety, community communications etc) which have further distracted from this important mission.

That said creating a compelling curriculum, and improving academic standards and standards of the teaching staff will be Peter's main objectives going into a "normal" school year.

I note Teaching Force as a key initiative started by Peter this year to answer some of these concerns but with limited impact in its first year.

-

Dr. Cohen has reached proficient in all areas of Instructional Leadership. Dr. Cohen has discussed using assessments like I-Ready and MCAS to drive instruction. In addition, he has revamped how the students present their work at exhibition. He attends the meetings for the curriculum excellence committee.

-

I-D: Supervision of staff is an area for improvement. Since Peter's arrival at MCCPS, there have been several teachers/members of staff who have expressed unhappiness with the way Peter evaluated their performance and communicated ways in which they could improve or receive support/training to improve. My comment has less to do with aligning with state regulations, which I don't believe is an issue, but more with alignment of contract provisions. In the future I would be curious to see what a teacher/staff improvement plan looks like, to better understand how Peter is supporting the growth and improvement of his team.

I-E: I would welcome more information from Peter about how he and his team are using student performance data, both from the state and collected internally, to evaluate student learning and teacher effectiveness. This is an area I don't feel I have clarity on.

-

Students' assessment should be an ongoing process throughout the school year. Staff should not be waiting until at the end of the trimester to grade students work and realized then that such student needed more help. Grading should be done through Schoology more frequently to give parent access to their children's performance.

-

Based on the feedback from staff and by Peter's own admission, he was not able to get into classrooms as much as he needed to due to constant Covid work related meetings, calls etc... The Academic Excellence committee has started to align curriculum but this is a longer goal that has not been met at this time.

-

I think the board needs more visibility into Standard I. It is difficult for me to gauge the five indicators above across the entire staff and school.

**Examples of evidence Head of School might provide:**

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

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

	Unsatisfactory	Needs Improvement	Proficient	Exemplary
<b>II-A. Environment:</b> Develops and executes effective plans, procedures, routines, and operational systems to address a full range of safety, health, emotional, and social needs. <b>Goal # 4</b> – AVG – 3.0	<input type="checkbox"/>	1	9	1
<b>II-B. Human Resources Management and Development:</b> Implements a cohesive approach to recruiting, hiring, induction, development, and career growth that promotes high-quality and effective practice. <b>Goal #1</b> – AVG - 2.45	<input type="checkbox"/>	7	3	1
<b>II-C. Scheduling and Management Information Systems:</b> Uses systems to ensure optimal use of data and time for teaching, learning, and collaboration, minimizing disruptions and distractions for school-level staff. <b>Goal #1</b> – AVG – 3.09	<input type="checkbox"/>	<input type="checkbox"/>	10	1
<b>II-D. Law, Ethics, and Policies:</b> Understands and complies with state and federal laws and mandates, Board policies, and ethical process lines. <b>Permanent Goal</b> – AVG – 2.91	<input type="checkbox"/>	2	8	1
<b>II-E. Fiscal Systems:</b> Develops a budget that supports the school’s vision, mission, and goals; allocates and manages expenditures consistent with school goals and available resources. <b>Permanent Goal</b> – AVG – 3.18	<input type="checkbox"/>	<input type="checkbox"/>	9	2

<b>Overall Rating for Standard II (Circle one.)</b> – AVG - 2.82	The education leader promotes the learning and growth of all students and the success of all staff by ensuring a safe, efficient, and effective learning environment, using resources to implement appropriate curriculum, staffing, and scheduling.
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Unsatisfactory

Needs Improvement - 3

Proficient - 7

Exemplary - 1

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

This year has brought about many items which required adaptation to the changing environment. Policies and procedures were adapted given the changes to the guidelines for education.

This year saw some issues arise with the handling as a couple of personnel issues arose. There were a couple of legal issues this year that required expertise to resolve.

-

Dr Cohen has implemented/fixed various systems and practices that were either missing, lacking or just plain broken. COVID has hindered the rollout/effectiveness of some of these initiatives but on the whole the evidence seems to point to an overall improvement, although Peter acknowledges that there is still plenty of work to be done.

-

This area has been extremely challenging given the pandemic and aggressive plans to update and refine the overall organization. Peter’s communication externally has been on-point and commendable, however his internal communication and staff development needs improvement. Some the recent turbulence

with staff could have been handled more professionally and “by the book”. Peter needs more assistance with HR matters and the Board is working with him to address this area of concern.

-

Peter had a strong year in many Management and Operations dimensions.

He was instrumental in creating safe policies for staff and students, which still seemed to satisfy parents better than in the MHD public school system. The budget crafted with his CFO was sound and well executed, and Peter remained very aware and implemented all of state rules and compulsory pandemic measures.

That said, his management of at least 2 HR situations placed the school in a difficult spot. Going forward, this is a key dimension that Peter should monitor and we hope additional HR support will help in this effort.

-

Dr. Cohen has reached proficient in all areas of management and operations. Dr. Cohen did a fabulous job maintaining school wide excellence in a challenging year of educating during a pandemic.

-

II-B: As noted in indicator I-D, above, staff development is an area of improvement for Peter. My hope is that the addition of a permanent HR staff member will provide support to Peter in this area, and offer concrete tools and suggestions for strengthening Peter’s skills in personnel communications and management.

II-C: Peter and his team have done an exceptional job with scheduling this year, as they have worked to get students and faculty/staff into the building during the pandemic. Peter has noted that one area of scheduling that was negatively impacted this year was time for teacher learning and collaboration, but I’ve given high marks for this indicator anyway because of the unique challenges of COVID.

-

The head of school made some good decision by hiring a new principal and director of student services, however he should also focus on existing staff by making sure that their voices are heard. To make that happen, he should hire an internal HR person to handle internal disputes and avoid misunderstanding which might leads to high turnovers.

-

I believe Peter has done a great job managing a challenging budget. I think Peter deserves high marks relating to ethics, policies.

**Examples of evidence Head of School might provide:**

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

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

	Unsatisfactory	Needs Improvement	Proficient	Exemplary
<i>Check one box for each indicator and circle the overall standard rating.</i>				
<b>III-A. Engagement:</b> Actively ensures that all families are welcome members of the classroom and school community and can contribute to the effectiveness of the classroom, school, and community. <b>Goal # 3 – AVG – 3.27</b>	<input type="checkbox"/>	<input type="checkbox"/>	8	3
<b>III-B. Sharing Responsibility:</b> Continuously collaborates with families and community stakeholders to support student learning and development at home, school, and in the community. <b>Goal # 3 – AVG – 3.09</b>	<input type="checkbox"/>	<input type="checkbox"/>	10	1
<b>III-C. Communication:</b> Engages in regular, two-way, culturally proficient communication with families and community stakeholders about student learning and performance. <b>Goal # 3 – AVG – 3.45</b>	<input type="checkbox"/>	<input type="checkbox"/>	6	5
<b>III-D. Family Concerns:</b> Addresses family and community concerns in an equitable, effective, and efficient manner. <b>Goal # 3 – AVG – 3.27</b>	<input type="checkbox"/>	<input type="checkbox"/>	8	3

<b>Overall Rating for Standard III (Circle one.)</b> – AVG – 3.27	The education leader promotes the learning and growth of all students and the success of all staff through effective partnerships with families, community organizations, and other stakeholders that support the mission of the school.
---	--

Unsatisfactory

Needs Improvement

Proficient - 8

Exemplary - 3

<p><b>Comments and analysis (required for all ratings other than Proficient):</b></p> <p>Peter has done a terrific job this year communicating with parents and the community, updating as needed on the ever-changing environment of this school year. From Full Remote, to Hybrid, to Full In School learning, the communication has been clear, concise and timely.</p> <p>-</p> <p>During my association with MCCPS, family and community engagement has never been better. Dr Cohen’s efforts in this standard border on Exemplary..great work!</p> <p>-</p> <p>Dr. Cohen has a fantastic disposition and has been extremely welcoming and communicative. I commend him for jumping into a difficult situation and performing admirably. Peter is even keeled and measured in his approach based on what I have witnessed at events, meetings, and anytime I have worked with him. I encourage him to continue this approach and look to expand on his messages of inclusion and high-performance standards.</p> <p>-</p> <p>Peter had a very strong year in terms of community outreach. He comes across as very personable. The frequency of communications from the school increased yet remained relevant. Parents seem to have been reassured by his steady leadership during the crisis. Enrollment prospects for the next school year seem in a better shape as a result.</p> <p>-</p>
--



Dr. Cohen has reached proficient in all areas of Family and Community Engagement. He sends out weekly newsletters and is transparent on the comings and goings of school news. In addition, he holds school wide parent conversations so that the school community can hear any updated news. Whenever emailed about specific concerns, Dr. Cohen responds effectively and efficiently.

-

III-C: Peter and his team have provided excellent communication during the COVID pandemic, so I believe he deserves high marks for this indicator. The school has provided very clear information about in-person learning and COVID-related changes to its schedule, physical plant, and overall operations. Additionally, Peter has overseen a successful postcard initiative, which included English and Spanish components, as part of its push to increase enrollment next year. Peter has noted that this particular initiative was particularly successful, and directly resulted in a number of newly-enrolled students.

-

Though emails, the head of school frequently invites parents to get engage with the school activities by joining different committees and/or the PTO.

-

The Covid crisis necessitated regular communication and there was also a continued need to meet individual family concerns which were numerous. Every week, and once a month Peter sent out valuable information on our plans and status of Covid related information and kept families and the public in the loop. His transparency on this was exemplary. Enrollment numbers are up due to outreach an effective marketing strategies.

-

Peter's door is always open.

**Examples of evidence Head of School might provide:**

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

## Head of School Performance Rating for Standard IV: Professional Culture

	Unsatisfactory	Needs Improvement	Proficient	Exemplary
<b>IV-A. Commitment to High Standards:</b> Fosters a shared commitment to high standards of service, teaching, and learning with high expectations for achievement for all. <b>Other Evidence</b> – AVG - 2.91	<input type="checkbox"/>	1	10	<input type="checkbox"/>
<b>IV-B. Cultural Proficiency:</b> Ensures that policies and practices enable staff members and students to interact effectively in a culturally diverse environment in which students' backgrounds, identities, strengths, and challenges are respected. <b>Other Evidence</b> – AVG – 3.09	<input type="checkbox"/>	1	8	2
<b>IV-C. Communication:</b> Demonstrates strong interpersonal, written, and verbal communication skills. <b>Goal # 4</b> – AVG - 2.55	<input type="checkbox"/>	6	4	1
<b>IV-D. Continuous Learning:</b> Develops and nurtures a culture in which staff members are reflective about their practice and use student data, current research, best practices, and theory to continuously adapt practice and achieve improved results. Models these behaviors in his or her own practice. <b>Goal # 4</b> – AVG - 2.91	<input type="checkbox"/>	1	10	<input type="checkbox"/>
<b>IV-E. Shared Vision:</b> Successfully and continuously engages all stakeholders in the creation of a shared educational vision in which every student is prepared to succeed in postsecondary education and become a responsible citizen and global contributor. <b>Permanent Goal, Goal # 1 &amp; 4</b> – AVG - 2.54	<input type="checkbox"/>	4	7	<input type="checkbox"/>
<b>IV-F. Managing Conflict:</b> Employs strategies for responding to disagreement and dissent, constructively resolving conflict and building consensus throughout school community. <b>Other Evidence</b> – AVG - 2.55	<input type="checkbox"/>	5	6	<input type="checkbox"/>

<b>Overall Rating for Standard IV</b> <b>(Circle one.)</b> – AVG - 2.64	The education leader promotes the learning and growth of all students and the success of all staff by nurturing and sustaining a schoolwide culture of reflective practice, high expectations, and continuous learning for staff.
---	---

Unsatisfactory

Needs Improvement - 4

Proficient - 7

Exemplary

### Comments and analysis (required for overall ratings other than Proficient)

The roll out of Teach Force has not gone as smoothly as it should have. The issues that arose with the roll-out took several months to be addressed. Would like to see Peter more involved with the design and implementation of Teach Force at MCCPS, as he is the champion and program sponsor. It is Peter's duty to ensure the program is integrated properly into the MCCPS culture.

Issues regarding a couple of personnel matters should have been addressed earlier.

Peter needs to strengthen, empower and support the position of Principal. This is a position Peter instituted this year. This position needs to grow in order to support learning, the students, teachers and other administrators.

MCCPS is a welcoming, open community, affording our students a well rounded education. Through this past year, students have continuously progressed through the curriculum.

-

Dr Cohen has done a great job communicating with families and getting MCCPS “out there” in the public sphere. However, there appears to be ample evidence that he has been less successful in communicating with staff. Obviously, Peter has had two very tough years to negotiate, especially as a new HoS and he readily admits there is room for improvement here. This 3rd and hopefully normal year will give Peter the opportunity to truly focus on his staff communication/interaction and prove to them that he is the one capable of leading MCCPS into the future.

-

Overall Peter has presented several compelling presentations to the Board regarding his commitment to high standards and strong communications. An area that needs improvement is providing feedback to employees and ensuring everyone understands expectations and knows where they are with regards to performance and related metrics.

-

Dr. Cohen has received an overall rating of proficient however, two of the areas of Professional Culture need improvement. As there have been some turnover in the middle of the school year along with some obvious contention, there are some concerns as to the verbal communication skills and ability to manage conflict throughout the school faculty.

-

IV-C: Peter has demonstrated strong written communication skills with parents and the MCCPS community, and strong interpersonal, written and verbal communication skills with the Board of Trustees. One area that appears less strong is Peter’s communication with faculty and staff. As noted in a few of the indicators on previous pages, this is an area for attention and for improvement.

IV-E: I’ve noted “Needs Improvement” on this indicator because I am concerned about how successful the Teaching Force training program will be at MCCPS in the coming years. Peter has shared that the program had a bumpy roll-out during because of the pandemic, so I am curious to learn whether the faculty will ultimately embrace its concepts and implementation. I appreciate Peter’s enthusiasm for and investment in Teaching Force, and believe that even if its concepts have to be rebranded or implemented differently, that Peter is committed to working toward a shared educational vision; I anticipate marking this indicator “Proficient” or even “Exemplary” in the future.

-

When the whole country was shaken by a sudden rise in racial injustice, the head of school has risen his voice via many emails sent to the community to ensure all students and staff from different backgrounds feel safe and respected. He also reminded the staff about their duties of talking to students about the issue that racial injustice will not be tolerated in the school premises.

-

Teach Force was not implemented as effectively. For a variety of reasons it did not gain momentum. Many staff felt it was not the best use of time in an already unusually difficult year.

-

I do not have enough visibility into several of these indicators

**Examples of evidence Head of School might provide:**

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



# Cover Sheet

## Finance Committee

<b>Section:</b>	IX. Committee Updates
<b>Item:</b>	B. Finance Committee
<b>Purpose:</b>	Discuss
<b>Submitted by:</b>	
<b>Related Material:</b>	Apr 2021 Financial.pdf April_FinCom_notes.pdf

# Marblehead Community Charter Public School

## Financial Results As of April 30, 2021



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 April 30, 2021

	As of Apr 30, 2021	As of Apr 30, 2020 (PY)	Increase / (Decrease)	%age
<b>ASSETS</b>				
<b>Current Assets</b>				
<b>Checking/Savings</b>				
1073 — EBSB Payroll (8947)	27,091	30,494	(3,403)	-11.2%
1072 — EBSB Operating (8934)	418,590	344,566	74,025	21.5%
1010 — Charter Hall (8202)	0	2,670	(2,670)	-100.0%
1040 — Petty Cash (4534)	575	1,560	(986)	-63.2%
1070 — Checking (4542)	80,696	118,833	(38,137)	-32.1%
1085 — PayPal	496	215	281	130.4%
1090 — FoodService (5077)	4,122	6,033	(1,911)	-31.7%
<b>Total Checking/Savings</b>	<b>531,570</b>	<b>504,371</b>	<b>27,199</b>	<b>5.4%</b>
<b>Accounts Receivable</b>				
1200 — Accounts Receivable	0	0	0	
1201 — Grants Receivable	0	0	0	
<b>Total Accounts Receivable</b>	<b>0</b>	<b>0</b>	<b>0</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>531,570</b>	<b>504,371</b>	<b>27,199</b>	<b>5.4%</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	45,684	33,184	12,500	37.7%
1531 — Fixed Assets	66,648	66,648	0	0.0%
1599 — Accumulated Depreciation	(694,484)	(600,691)	(93,793)	15.6%
<b>Total Fixed Assets</b>	<b>3,667,848</b>	<b>3,749,142</b>	<b>(81,293)</b>	<b>-2.2%</b>
<b>TOTAL ASSETS</b>	<b>4,199,419</b>	<b>4,253,513</b>	<b>(54,094)</b>	<b>-1.3%</b>
<b>LIABILITIES &amp; EQUITY</b>				
<b>Liabilities</b>				
<b>Current Liabilities</b>				
<b>Accounts Payable</b>				
2000 — Accounts Payable	(31,795)	(23,339)	(8,456)	
2010 — Accounts Payable FS	0	0	0	
<b>Total Accounts Payable</b>	<b>(31,795)</b>	<b>(23,339)</b>	<b>(8,456)</b>	
<b>Other Current Liabilities</b>				
2110 — Accrued Payroll	126,125	0	126,125	NA
2110-25 — Payroll Liabilities	560	(1,578)	2,138	-135.5%
2110-30 403B	(200)	22,410	(22,610)	-100.9%
2111 — Accrued Payroll Taxes	3,479	5	3,474	NA
2160-25 — MTRB Liability	15,226	13,066	2,160	16.5%
2190-25 — Payroll Clearing Account	5,845	(18,162)	24,007	-132.2%
2230 — Accrued Expenses	81,691	40,979	40,712	99.3%
<b>Total Other Current Liabilities</b>	<b>232,725</b>	<b>56,719</b>	<b>176,005</b>	<b>310.3%</b>
<b>Total Current Liabilities</b>	<b>200,930</b>	<b>33,381</b>	<b>167,549</b>	<b>501.9%</b>
<b>Long Term Liabilities</b>				
2613 — East Boston Savings Bank	3,634,502	3,736,280	(101,778)	-2.7%
<b>Total Long Term Liabilities</b>	<b>3,634,502</b>	<b>3,736,280</b>	<b>(101,778)</b>	<b>-2.7%</b>
<b>Total Liabilities</b>	<b>3,835,432</b>	<b>3,769,661</b>	<b>65,771</b>	<b>1.7%</b>
<b>Equity</b>				
3000 — Opening Bal Equity	(295)	(295)	0	0.0%
3900 — Retained Earnings	353,926	268,096	85,830	32.0%
<b>Net Income</b>	<b>10,356</b>	<b>216,051</b>	<b>(205,695)</b>	<b>-95.2%</b>
<b>Total Equity</b>	<b>363,987</b>	<b>483,852</b>	<b>(119,865)</b>	<b>-24.8%</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>4,199,419</b>	<b>4,253,513</b>	<b>(54,094)</b>	<b>-1.3%</b>



## MCCPS

## Profit and Loss Prev Year Compariso

July 2020 - April 2021

	Accrual Basis				# months YTD		10
	Jul 2020 - Apr 2021	Jul 2019 - Apr 2020 (PY)	Increase / (Decrease)	%age	Budget	Over / (Under)	%age
<b>Ordinary Income/Expense</b>							
<b>Income</b>							
4005 — STATE ALLOCATION	2,630,564	2,580,021	50,543	2.0%	2,571,746	58,818	2.3%
4010 — FEDERAL & STATE GRANTS			0	#DIV/0!	0	0	NA
4020 — SCHOOL LUNCH			0	#DIV/0!	0	0	NA
4030 — STUDENT ACTIVITIES		61	(61)	-100.0%	0	0	NA
4040 — INVESTMENT INCOME	197	94	102	108.3%	83	113	136.1%
4050 — OTHER INCOME	22,591	31,319	(8,728)	NA	28,125	(5,534)	-19.7%
4055 — STUDENT SUCCESS FUND	18,232	16,371	1,861	NA	15,000	3,232	21.5%
4057 — VACATION PROGRAMMING	0	7,250	(7,250)	-100.0%	0	0	NA
4060 — CONTRIBUTIONS (MCEF)	759	0	759	NA	0	759	NA
4070 — PRIVATE GRANTS			0	NA	0	0	NA
4080 — REIMBURSEMENTS	7,485	1,455	6,030	NA	1,667	5,818	349.1%
4085 — MEDICARE REIMB.		2,347	(2,347)	NA	4,167	(4,167)	-100.0%
4090 — FUNDRAISING	5,270	20,120	(14,850)	NA	37,500	(32,230)	-85.9%
<b>Total Income</b>	<b>2,685,097</b>	<b>2,659,038</b>	<b>26,059</b>	<b>1.0%</b>	<b>2,658,288</b>	<b>26,810</b>	<b>1.0%</b>
<b>Gross Profit</b>	<b>2,685,097</b>	<b>2,659,038</b>	<b>26,059</b>	<b>1.0%</b>	<b>2,658,288</b>	<b>26,810</b>	<b>1.0%</b>
<b>Expense</b>							
5000 — PERSONNEL	1,883,783	1,736,264	147,519	8.5%	1,877,251	6,532	0.3%
5140 — BENEFITS	265,294	293,103	(27,809)	-9.5%	344,863	(79,569)	-23.1%
5150 — STAFF DEVELOPMENT	9,137	8,992	145	NA	6,250	2,887	46.2%
5160 — SEARCH COSTS	1,823	1,688	135	NA	1,417	406	28.7%
5170 — SUBSTITUTE	13,255	231	13,023	NA	0	13,255	NA
5200 — DIRECT STUDENT SUPPORT	29,851	59,007	(29,156)	-49.4%	54,750	(24,899)	-45.5%
5300 — OCCUPANCY	106,634	81,290	25,344	31.2%	97,708	8,926	9.1%
5400 — OFFICE & ADMIN	188,948	185,139	3,810	2.1%	183,853	5,096	2.8%
6100 — Depreciation	78,890	79,764	(874)	-1.1%	79,167	(277)	-0.3%
5329 — COVID19	1,120	0	1,120	NA	0	1,120	NA
<b>Total Expense</b>	<b>2,578,735</b>	<b>2,445,478</b>	<b>133,256</b>	<b>5.4%</b>	<b>2,645,258</b>	<b>(66,523)</b>	<b>-2.5%</b>
<b>Net Ordinary Income</b>	<b>106,363</b>	<b>213,560</b>	<b>(107,197)</b>	<b>-50.2%</b>	<b>13,030</b>	<b>93,333</b>	<b>716.3%</b>
<b>Net Income</b>	<b>106,363</b>	<b>213,560</b>	<b>(107,197)</b>	<b>-50.2%</b>	<b>13,030</b>	<b>93,333</b>	<b>716.3%</b>

**MCCPS**  
**Profit and Loss Standard**  
 July 2020 - April 2021

	Jul 2020	Aug 2020	Sep 2020	Oct 2020	Nov 2020	Dec 2020	Jan 2021	Feb 2021	Mar 2021	Apr 2021	Total
<b>Income</b>											
4005 STATE ALLOCATION	252,162	252,162	287,354	287,354	287,354	259,979	259,979	259,979	259,404	224,837	2,630,564
4040 INVESTMENT INCOME	10	13	27	23	14	9	8	15	20	10	148
4041 Int Inc	4	8	10	4	3	2	7	6	2	3	48
<b>Total 4040 INVESTMENT INCOME</b>	<b>14</b>	<b>21</b>	<b>37</b>	<b>27</b>	<b>17</b>	<b>11</b>	<b>15</b>	<b>21</b>	<b>22</b>	<b>13</b>	<b>197</b>
4050 OTHER INCOME	3,000										3,000
4051 17 Lime Rent	1,522	2,800	1,425	1,338	2,046	2,469	1,750	1,588	1,300	1,050	17,287
4054 Misc. Inc.							518	213	257	26	1,014
4056 Homework Club		466			824						1,290
<b>Total 4050 OTHER INCOME</b>	<b>4,522</b>	<b>3,266</b>	<b>1,425</b>	<b>1,338</b>	<b>2,870</b>	<b>2,469</b>	<b>2,268</b>	<b>1,801</b>	<b>1,557</b>	<b>1,076</b>	<b>22,591</b>
4055 STUDENT SUCCESS FUND		600	14,962	1,599	1,070						18,232
4060 CONTRIBUTIONS				250				509			759
4080 REIMBURSEMENTS	156	90	1,788	826			1,826		2,324	474	7,485
4090 FUNDRAISING				236	138	343		146			863
4092 Events				4,407							4,407
<b>Total 4090 FUNDRAISING</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,643</b>	<b>138</b>	<b>343</b>	<b>0</b>	<b>146</b>	<b>0</b>	<b>0</b>	<b>5,270</b>
<b>Total Income</b>	<b>256,854</b>	<b>256,139</b>	<b>305,567</b>	<b>296,037</b>	<b>291,449</b>	<b>262,802</b>	<b>264,088</b>	<b>262,456</b>	<b>263,307</b>	<b>226,400</b>	<b>2,685,097</b>
Gross Profit	256,854	256,139	305,567	296,037	291,449	262,802	264,088	262,456	263,307	226,400	2,685,097
<b>Expenses</b>											
5000 PERSONNEL											0
Total 5000 PERSONNEL	182,883	173,316	195,144	197,465	195,740	202,772	199,451	189,291	190,860	156,860	1,883,783
5140 BENEFITS											0
5141 Health	18,782	21,802	20,948	25,446	26,321	21,504	22,412	22,211	24,593	34,383	238,403
Reimb						110					110
Total 5141 Health	18,782	21,802	20,948	25,446	26,321	21,614	22,412	22,211	24,593	34,383	238,513
5142 Dental	2,196	2,242	2,445	2,238	436	2,314	4,129	-759	3,997	637	19,874
5143 Life & Disability			1,933			1,974	1,211	630	558	600	6,906
<b>Total 5140 BENEFITS</b>	<b>20,978</b>	<b>24,045</b>	<b>25,325</b>	<b>27,684</b>	<b>26,757</b>	<b>25,903</b>	<b>27,752</b>	<b>22,082</b>	<b>29,148</b>	<b>35,621</b>	<b>265,294</b>
5150 STAFF DEVELOPMENT		504		1,630	6,066	164		500	168	107	9,137
5160 SEARCH COSTS	1,823										1,823
5170 SUBSTITUTE		1,560	6,740		5,445	552	158		-1,200		13,255
5200 DIRECT STUDENT SUPPORT											0
5202 Furnishings				100	172	121		81	120		594
5203 Student Success Fund		1,491		492	1,732				250	100	4,065
5210 Teachers supplies		194	183	853	111	340	41	10	110	371	2,213
5211 Instructional Equipment	1,221	1,221	1,019	404	2,240	1,019	1,019	1,019	1,019	1,019	11,197
5215 Curriculum supplies		239	107	218	16	84	255	410	225	434	1,989
5220 Student supplies		7	175		83	23	81	141	71	78	660
5221 SPED supplies			418			26	196	73	137	70	921
5222 SPED Services								87		37	124
5240 Computer Support			2,029	40				128	29		2,226
5241 Technology - Hardware	507			291							798
5242 Technology-Software			3,599						318		3,917
5250 Nursing supplies					259				162		421
5255 Homework Club	72	72	72	72	72	72	72	74	74	74	728
<b>Total 5200 DIRECT STUDENT SUPPORT</b>	<b>1,800</b>	<b>3,224</b>	<b>7,602</b>	<b>2,470</b>	<b>4,685</b>	<b>1,685</b>	<b>1,664</b>	<b>2,023</b>	<b>2,514</b>	<b>2,184</b>	<b>29,851</b>

**MCCPS**  
**Profit and Loss Standard**  
 July 2020 - April 2021

	Jul 2020	Aug 2020	Sep 2020	Oct 2020	Nov 2020	Dec 2020	Jan 2021	Feb 2021	Mar 2021	Apr 2021	Total
<b>5300 OCCUPANCY</b>											0
5320 Maintenance	6,622	1,373	6,082	2,776	2,230	3,315	1,136	3,223	2,163	6,304	35,224
5324 plow						1,220	805	1,555			3,580
<b>Total 5320 Maintenance</b>	<b>6,622</b>	<b>1,373</b>	<b>6,082</b>	<b>2,776</b>	<b>2,230</b>	<b>4,535</b>	<b>1,941</b>	<b>4,778</b>	<b>2,163</b>	<b>6,304</b>	<b>38,804</b>
5330 CustSvc	650	650	1,860	2,580	3,020	2,800	2,800	2,800		3,519	20,679
5340 CustSupplies	275		315		330		301		274	175	1,670
5351 Utilities											0
5352 Electric	182	439	2,417	2,112	1,082	1,983	4,293	2,424	2,573	526	18,033
5353 Gas			382	200	812	977	2,123	2,184	2,115	1,171	9,964
5354 Water				1,406	1,376	2,278		703	2,673	2,673	11,109
5355 Communications	48	574	48	575	48	575	48	48	3,127	1,287	6,376
<b>Total 5351 Utilities</b>	<b>230</b>	<b>1,014</b>	<b>2,847</b>	<b>4,292</b>	<b>3,317</b>	<b>5,812</b>	<b>6,464</b>	<b>5,359</b>	<b>10,489</b>	<b>5,657</b>	<b>45,481</b>
<b>Total 5300 OCCUPANCY</b>	<b>7,777</b>	<b>3,036</b>	<b>11,104</b>	<b>9,648</b>	<b>8,897</b>	<b>13,147</b>	<b>11,506</b>	<b>12,938</b>	<b>12,926</b>	<b>15,655</b>	<b>106,634</b>
5329 Covid-19	413	67	218	422							1,120
<b>5400 OFFICE &amp; ADMIN</b>											0
5405 FundraisingExp			596	240						106	942
5407 Events				125	1,327						1,452
<b>Total 5405 FundraisingExp</b>	<b>0</b>	<b>0</b>	<b>596</b>	<b>365</b>	<b>1,327</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>106</b>	<b>2,393</b>
5410 Supplies	66	565	389	260	445	450	288	328	375	60	3,225
5430 Accounting	440	1,950	3,530	2,400	8,644	74	2,469	501	74	1,756	21,840
5431 Legal		55	99	1,550	640	280		35		3,000	5,659
5435 Marketing				750	3,775			60	165		4,750
5440 PayrollSvc	1,109	437	775	54	446	455	455	464	464	455	5,114
5450 Printing&Copy								1,200			1,200
5460 Postage	879	697	240	48	404		1,047	379	17	481	4,193
5470 General Liability Insurance		5,005	2,503	2,503	2,503	2,503	2,503	2,503	2,502	2,502	25,025
5480 Board			450	7,512							7,962
5486 HoS Discretionary			125								125
5487 Admissions					895	257		3,320			4,472
5492 Mortgage Interest	10,197	10,513	10,490	10,129	10,442	10,082	10,394	10,371	9,346	10,320	102,283
5497 Bank Chrg	61	50	48	69	52	54	51	42	227	51	706
<b>Total 5400 OFFICE &amp; ADMIN</b>	<b>12,753</b>	<b>19,271</b>	<b>19,245</b>	<b>25,639</b>	<b>29,572</b>	<b>14,156</b>	<b>17,207</b>	<b>19,202</b>	<b>13,171</b>	<b>18,733</b>	<b>188,948</b>
6100 Depreciation	7,889	7,889	7,889	7,889	7,889	7,889	7,889	7,889	7,889	7,889	78,890
<b>Total Expenses</b>	<b>236,315</b>	<b>232,912</b>	<b>273,267</b>	<b>272,846</b>	<b>285,051</b>	<b>266,267</b>	<b>265,628</b>	<b>253,925</b>	<b>255,475</b>	<b>237,048</b>	<b>2,578,735</b>
<b>Net Operating Income</b>	<b>20,539</b>	<b>23,227</b>	<b>32,299</b>	<b>23,190</b>	<b>6,399</b>	<b>-3,465</b>	<b>-1,540</b>	<b>8,531</b>	<b>7,832</b>	<b>-10,648</b>	<b>106,363</b>
<b>Net Income</b>	<b>20,539</b>	<b>23,227</b>	<b>32,299</b>	<b>23,190</b>	<b>6,399</b>	<b>-3,465</b>	<b>-1,540</b>	<b>8,531</b>	<b>7,832</b>	<b>-10,648</b>	<b>106,363</b>

MCCPS - Profit and Loss by Class  
July 2020 - April 2021

	01 - General Fund	20 - School Lunch	21 - Student Activities	22 - Athletics	23 - Nature's Classroom	Total 21 - Student Activities	90 Federal Grants	102 - Cv/RF School Reopening	113 - ESSER Emergency	140 - Title 2	215 - Covid Prevention	238 - Summer Learning	240 - Sped 142	258 - SPED Transition	274 - Targeted SPED	305 - Title 1	309 - Title 4	534 - Covid 19 relief	Total 90 Federal Grants	92 Private Grants	94 - FMPSGrant	95-PTO Reimb.	98 - MCEF	Total 92 Private Grants	Not Specified	
<b>Income</b>																										
4005 STATE ALLOCATION	2,630,564					0													0						0	
4010 FEDERAL & STATE GRANTS						0		41,081	14,817	4,895	3,800	11,997	5,621	564	656	6,996	5,784	4,000	100,211						0	
4020 SCHOOL LUNCH		66,779				0													0						0	
4030 STUDENT ACTIVITIES			-3,456		3,665	209													0						0	
4040 INVESTMENT INCOME		197				0													0						0	
4050 OTHER INCOME		22,591				0													0						0	
4055 STUDENT SUCCESS FUND		18,232				0													0						0	
4060 CONTRIBUTIONS		759				0													0						0	
4070 PRIVATE GRANTS						0													0		2,388				2,388	
4080 REIMBURSEMENTS		7,485				0													0			1,921			1,921	
4090 FUNDRAISING		5,270				0													0						0	
<b>Total Income</b>	<b>2,685,097</b>	<b>66,779</b>	<b>-3,456</b>	<b>0</b>	<b>3,665</b>	<b>209</b>	<b>0</b>	<b>41,081</b>	<b>14,817</b>	<b>4,895</b>	<b>3,800</b>	<b>11,997</b>	<b>5,621</b>	<b>564</b>	<b>656</b>	<b>6,996</b>	<b>5,784</b>	<b>4,000</b>	<b>100,211</b>	<b>0</b>	<b>2,388</b>	<b>1,921</b>	<b>0</b>	<b>4,309</b>	<b>0</b>	
<b>Gross Profit</b>	<b>2,685,097</b>	<b>66,779</b>	<b>-3,456</b>	<b>0</b>	<b>3,665</b>	<b>209</b>	<b>0</b>	<b>41,081</b>	<b>14,817</b>	<b>4,895</b>	<b>3,800</b>	<b>11,997</b>	<b>5,621</b>	<b>564</b>	<b>656</b>	<b>6,996</b>	<b>5,784</b>	<b>4,000</b>	<b>100,211</b>	<b>0</b>	<b>2,388</b>	<b>1,921</b>	<b>0</b>	<b>4,309</b>	<b>0</b>	
<b>Expenses</b>																										
5000 PERSONNEL	1,883,783	24,827				0		10,481				5,880	25,751		2,400	11,430		14,850	70,792						0	5,806
5140 BENEFITS	265,294					0													0							0
5150 STAFF DEVELOPMENT	9,137					0			4,350							1,500		1,000	6,850		2,000				2,000	0
5160 SEARCH COSTS	1,623					0													0							0
5170 SUBSTITUTE	13,255					0						1,200							1,200							0
5200 DIRECT STUDENT SUPPORT	29,851					0	10,255	10,612	200			417	27,850		1,398	7,512	8,847	6,504	73,595		3,715				3,715	0
5261 STUDENT ACTIVITY				350	5,245	5,595													0							0
5270 SCHOOL LUNCH EXP		29,100				0													0			2,286			2,286	0
5300 OCCUPANCY	106,634					0		30,600	10,666										41,266							0
5329 Covid-19	1,120					0													0							0
5400 OFFICE & ADMIN	188,948	52				0													0			146	287		432	0
6100 Depreciation	78,890					0													0							0
<b>Total Expenses</b>	<b>2,578,735</b>	<b>53,979</b>	<b>0</b>	<b>350</b>	<b>5,245</b>	<b>5,595</b>	<b>10,255</b>	<b>41,081</b>	<b>21,278</b>	<b>4,550</b>	<b>0</b>	<b>7,497</b>	<b>53,601</b>	<b>0</b>	<b>3,798</b>	<b>20,442</b>	<b>8,847</b>	<b>22,354</b>	<b>193,703</b>	<b>0</b>	<b>5,715</b>	<b>2,431</b>	<b>287</b>	<b>8,433</b>	<b>5,806</b>	
<b>Net Operating Income</b>	<b>106,363</b>	<b>12,800</b>	<b>-3,456</b>	<b>-350</b>	<b>-1,580</b>	<b>-5,386</b>	<b>-10,255</b>	<b>0</b>	<b>-6,461</b>	<b>345</b>	<b>3,800</b>	<b>4,500</b>	<b>-47,980</b>	<b>564</b>	<b>-3,142</b>	<b>-13,446</b>	<b>-3,063</b>	<b>-18,354</b>	<b>-93,492</b>	<b>0</b>	<b>-3,327</b>	<b>-510</b>	<b>-287</b>	<b>-4,124</b>	<b>-5,806</b>	
<b>Net Income</b>	<b>106,363</b>	<b>12,800</b>	<b>-3,456</b>	<b>-350</b>	<b>-1,580</b>	<b>-5,386</b>	<b>-10,255</b>	<b>0</b>	<b>-6,461</b>	<b>345</b>	<b>3,800</b>	<b>4,500</b>	<b>-47,980</b>	<b>564</b>	<b>-3,142</b>	<b>-13,446</b>	<b>-3,063</b>	<b>-18,354</b>	<b>-93,492</b>	<b>0</b>	<b>-3,327</b>	<b>-510</b>	<b>-287</b>	<b>-4,124</b>	<b>-5,806</b>	

**TOTAL**

2,630,564  
100,211  
66,779  
209  
197  
22,591  
18,232  
759  
2,388  
9,406  
5,270  
2,856,606  
2,856,606

1,985,208  
265,294  
17,987  
1,823  
14,455  
107,160  
5,595  
31,385  
147,900  
1,120  
188,433  
78,890  
2,848,250  
10,356  
10,356

# MCCPS

## Financial Ratios

As of April 30, 2021

# months YTD

10

<b>Debt Service Coverage Ratio</b>	<b>1.04</b>
<b>Days of Cash</b>	<b>65</b>
<b>LUNA (liquid unrestricted net assets)</b>	<b>2.06</b>

<b>Debt Service Coverage Ratio</b>	
Standard monthly payment (Principal and Interest)	10,228
Net operating Income YTD	106,363
Annualized based on YTD results	127,635
Calculated Debt Service Ratio	1.04

<b>Days Cash</b>	
Cash on Hand	531,570
Operating Expense YTD	2,578,735
Annualized	3,094,482
Noncash expense	78,890
Depreciation YTD	
Annualized	94,668
Days Cash	65

<b>Liquid Unrestricted Net Assets</b>	
Unrestricted Net Assets	4,199,419
Fixed Assets	3,667,848
Liquid Unrestricted NA	531,570
Expense (YTD)	2,578,735
Monthly	257,873
LUNA	2.06

# 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

## MCCPS FY21 Operating Budget worksheet

	APPROVED BUDGET	
5215 — Curriculum supplies	5,000	
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>	



## **FinCom notes April 2021**

The March tuition check came in much lower than expected at \$224,837 reflecting 208 students. At press time our FY21 population is 212.

The DESE updated FY21 tuition on 4/15/21 after updating it at 3/23/21. This second update was very unusual:

Projected FY21 at 9/14/20 - \$3,386,711 (based on 222 students)

FY21 at 12/18/20 - \$3,186,245 (based on 208)

FY21 at 3/23/21 - \$3,183,944 (based on 208)

**FY21 at 4/15/21: \$3,129,769 (based on 208)**

Based on my calculation the April (May & June) checks should have been \$241,347 – a difference of \$16,510 from what we rec'd. A copy of my calculation and discussion with my contact at the state are attached. I have not rec'd an update since the 30<sup>th</sup> (I have emailed twice since).

Due to grant adjustments in April we didn't take as big a hit as we might have (details below). I'm working on figuring out what to expect for the May & June checks. Needless to say this a frustrating method of funding from the Commonwealth.

**MCEF:** Susan can update on the recent MCEF activities and development efforts.

## **April 2021 financials**

### Expenses

5041 - Teaching Assistant: reduced \$9,850, assigned to a Covid grant

5045 - Specialist: reduced \$25,000, assigned to our SPED allocation grant

5050 - Guidance: reduced as the former Guidance Counselor is off the books

5141 - Health: up due to increase in usage (deductible).

5320 - Maintenance: we incurred \$2,921 in expenses as a result of the recent Bldg/Fire Dept inspection, \$1,475 to Flannery for removing related debris and we purchased a power washer for \$419. I may be able to assign the Flannery bill to a grant.

5431 -Legal: \$3,000. There will be \$5,000 in legal expenses for May. Peter and/or Artie can provide insight if requested.

In All Classes - \$5,806.07...this is a tax bill I'm still trying to get to the bottom of...it may be related to a change in our unemployment rate, but that is supposed to be flat at 1%. I am working with the payroll company and have reached out to the Commonwealth.

**FY22 budget updates**

While the recent issue with tuition is worrisome, we are still on track with enrollment for next year, and the two grants totaling more than \$250K also provide a cushion.

Tufts came back with a 4.3% increase, which is the lowest it has been in quite some time. There will be no premium increase for Delta Dental.

As is typical, personnel for next year is an evolving situation.

Paid thru March	\$ 2,405,727.00	
Est at 4/15/21	\$ 3,129,769.00	this is the new figure, it was \$3,183,944 on 3/23/21
Diff	\$ 724,042.00	FY21 remaining at March
3 checks	\$ 241,347.33	April, May, June...what April should be
April	\$ 224,837.00	actual payment
	\$ 16,510.33	diff
March check	\$ 259,979.00	



Jeff Barry <jbarry@marbleheadcharter.com>

**April payment**  
5 messages

Jeff Barry <jbarry@marbleheadcharter.com>  
To: "Cabral, Hadley (DOE)" <hcabral@doe.mass.edu>

Fri, Apr 30, 2021 at 10:48 AM

30 Apr 21

Hello...hope you are well.

I know the department posted updated numbers on the 15th, but taking that into account our April check is lower than expected. Is there any additional guidance on 3rd Q adjustments?

Thanks  
Jeff

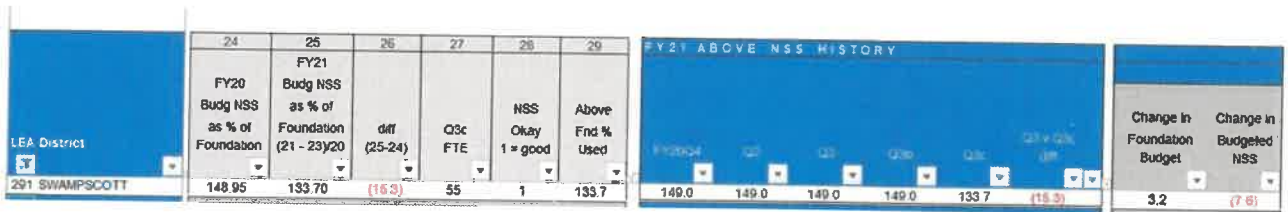
—  
Jeffrey Barry  
Business Manager  
Marblehead Community Charter  
Public School



Cabral, Hadley B (DOE) <hadley.b.cabral2@state.ma.us>  
To: Jeff Barry <jbarry@marbleheadcharter.com>

Fri, Apr 30, 2021 at 11:15 AM

Jeff,  
The school's finances have shifted due to a change in spending by the Swampscott school district. While your Q3 tuition rate for Swampscott was accurate at the time, it was still a projection. Swampscott End of Year Report (EOYR) data wasn't considered good until after the March tuition numbers were certified. According to their EOYR, their FY21 spending grew much slower than their foundation budget. One reason may be the use of covid-related grants, which are not included in Net School Spending.



ha ea	Chalocsend (charter school, district where school is located, sending district)	Charter School	Campus Lea	Sand Lea	Sending District	FTE	Found Rate	Above Found Spend Rate	Transp Avg per FTE)	Fac Aid Rate	Total Rate	change from Q3	
64	464168030	MARBLEHEAD COMMML	168	30	BEVERLY	3.00	9,132	2,248	0	938	12,318	0	
64	464168163	MARBLEHEAD COMMML	168	163	LYNN	22.00	10,433	98	0	938	11,469	98	
64	464168168	MARBLEHEAD COMMML	168	168	MARBLEHEAD	113.00	9,800	5,709	0	938	16,447	17	
64	464168196	MARBLEHEAD COMMML	168	196	NAHANT	8.00	9,778	6,233	0	938	16,949	591	
64	464168229	MARBLEHEAD COMMML	168	229	PEABODY	5.00	12,749	1,712	0	938	15,399	(371)	
64	464168248	MARBLEHEAD COMMML	168	248	REVERE	1.00	13,438	1,060	0	938	15,436	0	
64	464168258	MARBLEHEAD COMMML	168	258	SALEM	11.00	9,347	2,750	0	938	13,035	0	
64	464168262	MARBLEHEAD COMMML	168	262	SAUGUS	3.00	9,305	3,247	0	938	13,490	(201)	
64	464168291	MARBLEHEAD COMMML	168	291	SWAMPSCOTT	42.00	9,451	3,185	0	938	13,574	(1,441)	
99	STATE TOTAL OR AVERAGE						46,000.0	--	--	--	--	16,623	--

Please let me know if you have additional questions.

Hadley

**Hadley Brett Cabral**

Program Coordinator  
W 781-338-6586 | F 781-338-6530  
Hadley.B.Cabral@mass.gov  
Pronouns: Ms., She, Her

Office of District and School Finance  
Massachusetts Department of Elementary and Secondary  
Education  
75 Pleasant Street, Malden, MA 02148  
Web | [Twitter](#) | [Facebook](#) | [YouTube](#) | [Newsletters](#)

**This school year, we all have a role to play to keep each other healthy. [Learn more.](#)**

**From:** Jeff Barry <[jbarry@marbleheadcharter.com](mailto:jbarry@marbleheadcharter.com)>  
**Sent:** Friday, April 30, 2021 10:48 AM  
**To:** Cabral, Hadley (DESE) <[Hadley.B.Cabral@mass.gov](mailto:Hadley.B.Cabral@mass.gov)>  
**Subject:** April payment

CAUTION: This email originated from a sender outside of the Commonwealth of Massachusetts mail system. Do not click on links or open attachments unless you recognize the sender and know the content is safe.

30 Apr 21

Hello...hope you are well.

I know the department posted updated numbers on the 15th, but taking that into account our April check is lower than expected. Is there any additional guidance on 3rd Q adjustments?

Thanks

Jeff

—  
Jeffrey Barry  
Business Manager  
Marblehead Community Charter  
Public School

Jeff Barry <[jbarry@marbleheadcharter.com](mailto:jbarry@marbleheadcharter.com)>  
To: "Cabral, Hadley B (DOE)" <[hadley.b.cabral2@state.ma.us](mailto:hadley.b.cabral2@state.ma.us)>

Fri, Apr 30, 2021 at 11:20 AM

30 Apr 21

Thanks for the rapid reply.

When I subtract what we've been paid through March from the new estimate and divide that by 3 (April, May & June), I'm still off by \$16,500 for the month which is where I'm lost.

Jeff

--  
Jeffrey Barry  
Business Manager

Marblehead Community Charter  
Public School



**Cabral, Hadley B (DOE)** <hadley.b.cabral2@state.ma.us>  
To: Jeff Barry <jbarry@marbleheadcharter.com>

Fri, Apr 30, 2021 at 11:21 AM

I will look into this for you.

Hadley

**From:** Jeff Barry <jbarry@marbleheadcharter.com>  
**Sent:** Friday, April 30, 2021 11:20 AM  
**To:** Cabral, Hadley (DESE) <Hadley.B.Cabral@mass.gov>  
**Subject:** Re: April payment

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30 Apr 21

Thanks for the rapid reply.

When I subtract what we've been paid through March from the new estimate and divide that by 3 (April, May & June), I'm still off by \$16,500 for the month which is where I'm lost.

Jeff

--

Jeffrey Barry  
Business Manager  
Marblehead Community Charter  
Public School

**Jeff Barry** <jbarry@marbleheadcharter.com>  
To: "Cabral, Hadley B (DOE)" <hadley.b.cabral2@state.ma.us>

Fri, Apr 30, 2021 at 11:26 AM

30 Apr 21

Great, thanks...attached is the quick calculation I did.

Jeff

--

Jeffrey Barry  
Business Manager  
Marblehead Community Charter  
Public School



**Tuition update.xlsx**  
36K