



MCCPS Board of Trustees

Monthly Board Meeting

Published on March 24, 2022 at 10:06 AM EDT

Date and Time

Tuesday March 29, 2022 at 7:00 PM EDT

Location

MCCPS
17 Lime St
Marblehead, MA 01970

Agenda

	Purpose	Presenter	Time
I. Opening Items			7:00 PM
Opening Items			
A. Record Attendance and Guests		Paul Baker	
B. Call the Meeting to Order		Artie Sullivan	
C. Accept Remote Participation	Vote	Artie Sullivan	3 m
In light of the ongoing COVID-19 coronavirus outbreak, Governor Baker issued an emergency Order on March 12, 2020, allowing public bodies greater flexibility in utilizing technology in the conduct of meetings under the Open Meeting Law. Can I get a motion to accept this Executive Order for this meeting of the Board of Trustees, on March 28, 2022.			
D. Approve Minutes	Approve Minutes	Artie Sullivan	2 m
Approve minutes for Monthly Board Meeting on March 1, 2022			
II. Public Comment			7:05 PM

	Purpose	Presenter	Time
A. Public Comment	Discuss	Artie Sullivan	5 m
III. Student Presentations			7:10 PM
A. Student Presentations	Discuss	Peter Cohen	15 m
IV. Review of Previous Meeting Action Items			7:25 PM
A. Review of Previous Meeting Action Items	Discuss	Artie Sullivan	

- Identify potential candidates for the Board – Goal is 3 new members for SY2021-2022.
- Areas that need representation on the board –
 - - Faculty
 - Development
 - Facilities

V. Board Annual Items

A. Upcoming Meeting Agenda Items	FYI	Artie Sullivan
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- 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
- May – HOS Annual Evaluation
- June – Annual Board Retreat
- July - Adopt Annual Report, by July 31, Adopt Annual Board Goals
- August – Adopt HOS Goals, Open Annual Board Self Assessment
- Sept – Review Annual Board Self Assessment, Approve Committee Memberships and Vice-Chairs
- Oct – Adoption of the Annual Audit (must be done by Oct 31), Presentation on HOS Evaluation Process by the Personnel Committee,
- Nov – MCAS Presentation
- Dec –
- Jan – HOS Mid-year review
- Feb - Adopt School Calander

B. Board Goals for SY 2021-2022	Discuss	Artie Sullivan
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Goal-1 Board Communication

Foster a strong level of connectivity with faculty, parents, and community members.

- Advance general awareness of MCCPS board responsibilities and key activities through a diverse communications strategy that reaches all key stakeholder groups.
- Build and cultivate a more dynamic and interactive relationship with MCCPS faculty. To include strengthening access and building trust through regular events and activities.

Goal-2 Development

Establish a robust development strategy to support both short-term and long-term strategic goals of MCCPS and ensure the financial stability of the school.

	Purpose	Presenter	Time
<ul style="list-style-type: none"> • Leverage local community networks to support the realization of short-term infrastructure needs (e.g. roof repairs). • Identify and foster new and innovative opportunities to support the realization of long-term strategic goals (e.g. MCCPS Strategic Plan). 			
Goal 3 Supporting Academic Excellence			
Support the continued Growth and Development of the educational experiences of our MCCPS Students.			
<ul style="list-style-type: none"> • Adoption and Support the Implementation of the Criteria for Excellence. 			
VI. HOS Report			7:25 PM
A. Monthly Report	FYI	Peter Cohen	15 m
VII. Other Business			7:40 PM
A. Presentation of Annual HOS Goals Evaluation	Discuss	Katie Sullivan	15 m
B. 22-23 School Calander	Discuss	Peter Cohen	5 m
C. Set up HOS Evaluation Tools Dates	Discuss	Artie Sullivan	10 m
D. Upcoming Board Calendar	Discuss	Artie Sullivan	15 m
<ul style="list-style-type: none"> • Set Annual Board Retreat • Upcoming meeting format <ul style="list-style-type: none"> ◦ Online ◦ In-Person/Hybrid 			
VIII. Committee Updates			8:25 PM
A. Governance Committee	Discuss	Paul Baker	5 m
B. Finance Committee	Discuss	Rudi Herve	10 m
C. Personnel Committee	Discuss	Peter Cheney	
D. Academic Excellence	Discuss	Jessica Xiarhos	5 m
E. Development & Communications	Discuss	Ian Hunt	5 m
F. Strategic Plan Committee	Discuss	Peter Cohen	
G. Facilities Task Force	Discuss	William Rockwell	5 m
H. Covid/Pandemic Response Task Force	Discuss	NDack Toure	5 m
IX. Public Comment			9:00 PM

	Purpose	Presenter	Time
A. Public Comment	Discuss	Richard Doron	5 m
X. Board Member Comments and Resolutions			9:05 PM
A. Board Member Comments and Resolutions	Discuss	Richard Doron	3 m
This is an opportunity for Board Member Comments and Resolutions			
XI. Closing Items			9:08 PM
A. Recap Action Items	Discuss	Paul Baker	2 m
Clerk to review actions items, add any additional items discussed.			
B. Meeting Evaluation	Discuss	Richard Doron	3 m
Discuss how meeting went, did we stay on topic, meet goals, etc.			
C. Adjourn Meeting	Vote	Richard Doron	

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 March 1, 2022



MCCPS Board of Trustees

Minutes

Monthly Board Meeting

Date and Time

Tuesday March 1, 2022 at 7:00 PM

Location

ZOOM

Trustees Present

Jessica Xiarhos (remote), NDack Toure (remote), Nick Santoro (remote), Paul Baker (remote), Peter Cheney (remote), Peter Cohen (remote), Rodolphe Herve (remote), Tim Wadlow (remote), William Rockwell (remote)

Trustees Absent

Artie Sullivan, Ian Hunt, Jessica Gelb, Richard Doron

Guests Present

Carol McEnaney (remote), Elizabeth Burns (remote), Thomas Philips (remote), caro

I. Opening Items

A. Record Attendance and Guests

B. Call the Meeting to Order

Paul Baker called a meeting of the board of trustees of MCCPS Board of Trustees to order on Tuesday Mar 1, 2022 at 7:04 PM.

C. Accept Remote Participation

William Rockwell made a motion to accept remote participation for the conduct of the Board meeting.

Peter Cheney seconded the motion.

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

Roll Call

Jessica Xiarhos Aye
Nick Santoro Aye
Ian Hunt Absent
William Rockwell Aye
Peter Cheney Aye
NDack Toure Aye
Jessica Gelb Absent
Peter Cohen Aye
Tim Wadlow Abstain
Artie Sullivan Absent
Richard Doron Absent
Paul Baker Aye
Rodolphe Herve Aye

D. Approve Minutes

Nick Santoro made a motion to approve the minutes from Monthly Board Meeting on 01-25-22.

Paul Baker seconded the motion.

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

Roll Call

Rodolphe Herve Aye
Paul Baker Aye
Peter Cohen Aye
Richard Doron Absent
Peter Cheney Aye
Ian Hunt Absent
William Rockwell Aye
Jessica Xiarhos Aye
Nick Santoro Aye
Jessica Gelb Absent
NDack Toure Aye
Artie Sullivan Absent
Tim Wadlow Abstain

II. Public Comment

A. Public Comment

No public comment.

III. Review of Previous Meeting Action Items

A. Review of Previous Meeting Action Items

It was reiterated that we need to fill positions in several committees and on the Board in light of potential departures in the next several months.

IV. Board Annual Items

A. Upcoming Meeting Agenda Items

B. Board Goals for SY 2021-2022

See agenda

V. HOS Report

A. Monthly Report

- The discussion followed the outline provided by Peter Cohen in the Board Pack:
- Covid19 update: School is ready to move into the new phase of "less masked learning" environment (i.e. optional mask wearing in the whole school, except for the nurse's office, where masks will still be mandatory). Current vaccination rate is 79% within the student population and 100% within the staff and faculty population.
 - Mental health: continues to be an issue at MCCPS and in all schools across the country with higher reports of behavior issues, short-term hospitalizations
 - Snow removal: we had several intense snow falls this period. A plowing company takes care of the parking lot and roads, and MCCPS maintenance staff handles egress areas, stairs.
 - Letters to the Board: Due to privacy and OML concerns, Board Members should not respond directly to parent emails beyond redirecting parents to the School administration
 - Enrollment: some attrition is expected later this month leading to enrollment of 222 students from 228 when the Board packet was issued. Budget was based on enrollment of 220 students so this is not a concern.
 - Lottery: the admission lottery was conducted on Feb 28 and 181 applications were received. This is down from last year but reflects a higher number of applications from sending communities Marblehead, Nahant and Swampscott, which bodes well for actual 2022-2023 enrollment

VI. Other Business

A. Salary Study

A discussion was held comparing average MCCPS salaries to local public schools and reviewing the salary progression of MCCPS staff in 2020, 2021 and 2022.

Based on this data, Peter Cohen made the following points:

- MCCPS is now competitive for entry-level salaries
- Some disparities were successfully addressed in the last 2 budget cycles
- The school has no automatic pay increases with seniority, giving it more flexibility to reward performance
- Salary is only one facet of the overall compensation as MCCPS's benefits package is deemed very competitive

A discussion was held with the Board about the merits of the automatic pay scale system.

B. 22-23 School Calander

Rodolphe Herve made a motion to approve the MCCPS 2022-2023 school year calendar.

William Rockwell seconded the motion.

A brief discussion regarding the proposed school calendar ensued.

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

Roll Call

Ian Hunt	Absent
William Rockwell	Aye
Jessica Xiarhos	Aye

Roll Call

Peter Cohen	Aye
NDack Toure	Aye
Artie Sullivan	Absent
Nick Santoro	Aye
Tim Wadlow	Abstain
Richard Doron	Absent
Paul Baker	Aye
Jessica Gelb	Absent
Peter Cheney	Aye
Rodolphe Herve	Aye

C. Facility Design

Will Rockwell presented the latest output from the Facilities task force and in particular reviewed 2 options with the Board. Details of these options were provided in Board materials.

The Board expressed its thanks for the quality of the work presented and gave indication to the Facilities task force to continue its work. Specific feedback included:

- "Low and slow" approach (i.e. a multi-year approach that minimizes cash outlays in any given year) will be favored
- Additions that have an easier fundraising appeal should be prioritized (i.e. Stem Lab)
- Imperative that proposed changes should be careful not to trigger automatic code upgrades

D. MCCPS Staff Survey for Annual HOS Evaluation

The Board discussed launching this survey, as a key element of the HOS Evaluation but also as a tool for the Head of School to establish his own objectives.

It was noted during the discussion that the survey was a good idea in general but required several factors to be a successful exercise:

- complete respondent anonymity must be guaranteed
- the survey should be carried out every year with the same questions to better assess results
- some clean up work was required as some questions were missing normal response options ("disagree")

The survey will be administered by John Steinberg.

Nick Santoro made a motion to accept the MCCPS Staff Survey and for it to be launched in March 2022 pending 2 conditions: 1) review and final clean up by the Personnel Committee 2) guaranteeing anonymity of responses.

Peter Cheney seconded the motion.

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

Roll Call

Nick Santoro	Aye
Richard Doron	Absent
Tim Wadlow	Abstain
Ian Hunt	Absent
Peter Cheney	Aye
William Rockwell	Aye
NDack Toure	Aye
Rodolphe Herve	Aye
Artie Sullivan	Absent

Roll Call

Jessica Xiarhos Aye
Peter Cohen Aye
Jessica Gelb Absent

VII. Committee Updates

A. Governance Committee

Paul Baker shared that the committee met and created a google document regarding Board self assessments. The Committee also discussed ways to have the Board better informed regarding staff/student achievements/actions.

B. Finance Committee

Rudi Herve led a brief discussion of financial results after 7 months, noting the following:

- net income remains strong and reflects enrollment of 228, which is higher than enrollment we anticipate for the end of the year. As has been the case the last 2 financial years, there will be an adjustment at the end of the school year.
- The Board will be requested to approve 2 one-off spend items which will first be discussed in the Finance Committee when more details become available. These relate to:

- the replacement of the kitchen floor, for which estimates are being sought. It is noted that grants and donations are also available to fund part of the work
- settlement with 2 enrichment vendors who have an ongoing claim with MCCPS

C. Personnel Committee

See above regarding staff surveys and HoS evaluations.

D. Academic Excellence

Will be meeting on 3/4/22

E. Development & Communications

Did not meet in February.

F. Strategic Plan Committee

Held meeting and have a follow-up meeting planned to discuss Strategic Planning

G. Facilities Task Force

Please see Facility Design above.

H. Covid/Pandemic Response Task Force

VIII. Public Comment

A. Public Comment

There was no public comment.

IX. Board Member Comments and Resolutions

A. Board Member Comments and Resolutions

Peter Cohen invited Board members to attend the next Exhibition on Mar 17

X. Closing Items

A. Recap Action Items

B. Meeting Evaluation

None

C. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 9:17 PM.

Respectfully Submitted,

Rodolphe Herve

William Rockwell made a motion to adjourn the meeting.

NDack Toure seconded the motion.

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

Roll Call

Paul Baker	Aye
Ian Hunt	Absent
Jessica Xiarhos	Aye
Peter Cheney	Aye
Tim Wadlow	Abstain
NDack Toure	Aye
Nick Santoro	Aye
William Rockwell	Aye
Artie Sullivan	Absent
Jessica Gelb	Absent
Rodolphe Herve	Aye
Richard Doron	Absent
Peter Cohen	Aye

Documents used during the meeting

- HOS Report to Board of Trustees 3_1_22.pdf
- District Payscale, FY22.pdf
- Salary Study FY20-FY22.pdf
- DRAFT MCCPS MASTER CALENDAR 2022-2023.pdf
- MCCPS_Warehouse_Buildout_Study_2022-01-17 (2).pdf
- REVISED 2.7.222022_MCCPS_teacher_satisfaction_survey.docx
- FinCom_notes_Jan_22.pdf
- Jan-2022.pdf

Cover Sheet

Monthly Report

Section: VI. HOS Report
Item: A. Monthly Report
Purpose: FYI
Submitted by:
Related Material: HOS Report to Board of Trustees 3_29_22.pdf



HOS Report to the Board of Trustees

Submitted by Peter Cohen, Ed.D

Meeting Date: March 29, 2022

- **March 2022**
 - COVID19 Update
 - Less Masking Learning Environment
 - One positive case since February 25
 - Remote Meetings allowed through July 15, 2022
 - Exhibition
 - Another step forward
 - Staggered start will remain

- **Enrollment, Recruitment, Retention**
 - Current enrollment for 2021-2022 is 222 students.
 - FY22 Budget is based on 220 students enrolled.
 - FY23 Budget will be based on 224 students enrolled.
 - Intent to Return requests (April for more binding commitment)
 - Projected Enrollment for 2022-2023:
 - 4th Grade - 48
 - 5th Grade - 48
 - 6th Grade - 48
 - 7th Grade - 46
 - 8th Grade - 40

- **Winter/Spring 2021-2022 - Progress Toward HoS Goals Update coming in April**

- **Other Updates**
 - **Mural**
 - **Strategic Plan**
 - **Parent Survey**
 - **Staffing and Budget**

Cover Sheet

Presentation of Annual HOS Goals Evaluation

Section:	VII. Other Business
Item:	A. Presentation of Annual HOS Goals Evaluation
Purpose:	Discuss
Submitted by:	
Related Material:	HOS Evaluation Training March2022.pdf Head of School Evaluation Year End Form, 2022 template.docx



HEAD OF SCHOOL EVALUATION

MCCPS Board of Trustees Training
March 29, 2022

Overview

- Remaining timeline and steps in the process
- Performance Standards and Indicators
- HOS Goals
- Evidence that will be used
- Summative Report

Timeline

March-April

- HOS Evaluation Training
- Val-Ed, Board on Track, and HOS Faculty Satisfaction Survey launched by Personnel committee
- Board members thoroughly read and understand HOS Evaluation documents
- HOS completes self-evaluations within surveys
- HOS launches Parent Satisfaction survey

April-May

- HOS presents End of Cycle Progress Report
- Personnel Committee presents summary results of surveys
- Board members collect and synthesize evidence toward assessment

May-June

- Board members complete individual End-of-cycle Summative Evaluation Report
- Board Chair and Vice-chair compile individual ratings and drafts summation
- Board reviews draft, discusses revisions, and adopts report at public meeting
- Report is placed in personnel file and used to inform HOS goals for following year

Performance Standards & Indicators

Each Board member will assess the HOS on 4 Standards of Effective Head of School Leadership. Each of the four Standards has between 4-6 Indicators. *These will be labeled and tied to one of the 3 goals for reference.

Head of School Performance Rating for Standard I: Instructional Leadership

		Unsatisfactory	Needs Improvement	Proficient	Exemplary
<i>Check one box for each indicator and circle the overall standard rating.</i>					
I-A. Curriculum:	Ensures that all instructional staff design effective and rigorous standards-based units of instruction consisting of well-structured lessons with measureable outcomes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I-B. Instruction:	Ensures that practices in all settings reflect high expectations regarding content and quality of effort and work, engage all students, and are personalized to accommodate diverse learning styles, needs, interests, and levels of readiness.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I-C. Assessment:	Ensures that all Heads of School and administrators facilitate practices that propel personnel to use a variety of formal and informal methods and assessments to measure student learning, growth, and understanding and make necessary adjustments to their practice when students are not learning.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I-D. Evaluation:	Ensures effective and timely supervision and evaluation of all staff in alignment with state regulations and contract provisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I-E. Data-Informed Decision Making:	Uses multiple sources of evidence related to student learning—including state and school assessment results and growth data—to inform school goals and improve organizational performance, educator effectiveness, and student learning.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall Rating for Standard I (Circle one.)	The education leader promotes the learning and growth of all students and the success of all staff by cultivating a shared vision that makes powerful teaching and learning the central focus of schooling.				
		Unsatisfactory	Needs Improvement	Proficient	Exemplary
Comments and analysis (required for all ratings):					

Head of School Goals

Each Board member will assess the HOS progress toward the 3 current goals.

Head of School Performance Goals – Step 2

Goal(s)	Description	Did Not Meet	Some Progress	Significant Progress	Met	Exceeded
Professional Practice						
1	<p>Leadership & Administrative Team Development: Implement an Effective System for Observation, Feedback, and Evaluation of Teachers.</p> <p>The Head of School 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. Simultaneously, a system for educators to receive feedback from supervisors will be implemented.</p> <p>Key Actions:</p> <p>2021: Re-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 peer observations. The Teaching Force program will also allow administrators and teachers to identify areas of focus for the evaluations/observations.</p> <p>2021-2022: Develop a formal system for teachers to receive regular feedback from supervisors leading to both formative and summative evaluations. The Principal, Director of Student Services, and Head of School will each be assigned members of the staff for whom they are the primary evaluator. We will calibrate and collaborate to ensure an equitable evaluation process.</p> <p>2022: 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.</p> <p>Standard –</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Evidence

- Mid-cycle Progress Report and comments
- Val-Ed, Board on Track, Faculty survey result summaries
- End-of-cycle Progress Report presentation by HOS (which will include summary results from the HOS Parent Satisfaction Survey)
- Other relevant evidence gathered by Board member

Summative Report

Each Board member individually fills out this “report card” on the HOS.

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

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

Head of School: _____

Evaluator: _____

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

Professional Practice Goal(s)	Did Not Meet	Some Progress	Significant Progress	Met	Exceeded
Student Learning Goal(s)	Did Not Meet	Some Progress	Significant Progress	Met	Exceeded
School Improvement Goal(s)	Did Not Meet	Some Progress	Significant Progress	Met	Exceeded

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

Indicators

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

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

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

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

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

QUESTIONS?

**THANK YOU FOR YOUR
THOUGHTFUL WORK AND
SERVICE TO MCCPS.**

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

Head of School: _____

Evaluator: _____

Name

Signature

Date

Step 1: Assess Performance on Standards (Complete pages 1-5 first; then check one box for each standard.)

Head of School Performance Rating for Standard I: Instructional Leadership

Check one box for each indicator and circle the overall standard rating.

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

Overall Rating for Standard I (Circle one.)	The education leader promotes the learning and growth of all students and the success of all staff by cultivating a shared vision that makes powerful teaching and learning the central focus of schooling.
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Unsatisfactory

Needs Improvement

Proficient

Exemplary

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

Examples of evidence Head of School might provide:

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

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

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

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

Needs Improvement

Proficient

Exemplary

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

Examples of evidence Head of School might provide:

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

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

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

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

Needs Improvement

Proficient

Exemplary

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

Examples of evidence Head of School might provide:

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

Head of School Performance Rating for Standard IV: Professional Culture

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

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

Needs Improvement

Proficient

Exemplary

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

Examples of evidence Head of School might provide:

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

Head of School Performance Goals – Step 2

Goal(s)	Description	Did Not Meet	Some Progress	Significant Progress	Met	Exceeded
Professional Practice						
1	<p>Leadership & Administrative Team Development: Implement an Effective System for Observation, Feedback, and Evaluation of Teachers.</p> <p>The Head of School 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. Simultaneously, a system for educators to receive feedback from supervisors will be implemented.</p> <p>Key Actions:</p> <p>2021: Re-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 peer observations. The Teaching Force program will also allow administrators and teachers to identify areas of focus for the evaluations/observations.</p> <p>2021-2022: Develop a formal system for teachers to receive regular feedback from supervisors leading to both formative and summative evaluations. The Principal, Director of Student Services, and Head of School will each be assigned members of the staff for whom they are the primary evaluator. We will calibrate and collaborate to ensure an equitable evaluation process.</p> <p>2022: 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.</p> <p>Standard –</p>	☒	☒	☒	☒	☒

School Improvement					
2	<p>Define Criteria for Excellence & Measures of Learning: Implement the Criteria for Excellence & Portfolio System</p> <p>The Criteria for Excellence document is now complete. During the 2021-2022 school year teachers will integrate the skills across lessons/units of study and monitor progress of students. Students will also self-monitor or track their growth and progress toward acquiring these skills. This work will be facilitated by the Academic Excellence Committee and the Principal with oversight by the Head of School. Department Chairs will use the Criteria document as the primary area of accountability and focus for the work across grade levels.</p> <p>Key Actions:</p> <ol style="list-style-type: none"> 1. Throughout the school year, there will be coordination of the work of the Academic Excellence Committee with the instructional leaders in the school 2. Next steps will include the development of rubrics/assessments aligned with the Criteria for Excellence document. 3. Throughout the fall we will train faculty, staff, parents, and students on the Criteria of Excellence and this will lead to effective student portfolios and student-led conferences. <p>Standard -</p>	✉	✉	✉	✉
Professional Practice					

<p style="text-align: center;">3</p>	<p>Communications & Marketing: Communication</p> <p>The Head of School will establish and maintain productive relationships with all employees.</p> <p>Key Actions:</p> <ol style="list-style-type: none"> 1. The Head of School will meet individually with each employee by September 30 to check in and learn more about one another. 2. The Head of School will meet individually with each employee during the months of February and March to both provide and receive feedback on job performance to date. 3. The Head of School will meet individually with each employee in May to review employment agreements and negotiate salary for the next year. 4. The Head of School will plan opportunities for team building activities periodically throughout the school year <p>Standard –</p>	✉	✉	✉	✉	✉

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

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

Professional Practice Goal(s)	Did Not Meet	Some Progress	Significant Progress	Met	Exceeded
Student Learning Goal(s)	Did Not Meet	Some Progress	Significant Progress	Met	Exceeded
School Improvement Goal(s)	Did Not Meet	Some Progress	Significant Progress	Met	Exceeded

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	☒	☒	☒	☒
Standard II: Management and Operations	☒	☒	☒	☒
Standard III: Family and Community Engagement	☒	☒	☒	☒
Standard IV: Professional Culture	☒	☒	☒	☒

Professional Practice Goal(s)	Did Not Meet	Some Progress	Significant Progress
Student Learning Goal(s)	Did Not Meet	Some Progress	Significant Progress
School Improvement Goal(s)	Did Not Meet	Some Progress	Significant Progress

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

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

Unsatisfactory

Needs Improvement

Proficient

Exemplary

Step 4: Add Evaluator Comments

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

Comments:

Cover Sheet

Finance Committee

Section:	VIII. Committee Updates
Item:	B. Finance Committee
Purpose:	Discuss
Submitted by:	
Related Material:	Feb-22.pdf Feb-22.docx

FinCom notes February 2022

The February check from the Commonwealth was \$316,872, same as January & December. At press time the enrollment was 224...updated numbers go to the state in March. Peter can update on enrollment and admissions for next year.

We have not heard anything further on the potential disbursement of additional federal or state Covid dollars.

Revenue

We continue to receive Fund A Need donations, primarily for the mural. While the mural installation itself will be \$20K – and that has been raised – the prep work for that front façade will also be a significant investment, so we will continue to raise funds. Attached is a summary of donations rec'd to date.

The MCEF rec'd a donation of \$2,327.32 from the PayPal Giving Fund (see Feb General Donations)

Expenses

- SubNurse – between Lauren leaving and Melissa starting we incurred a \$1,200 expense
- We have seen a noticeable increase in utility costs and have been emphasizing conservation with the staff. The cost of everything is increasing.
- We paid the auditors in February
- \$1,640 for snow plowing
- \$2,160 in refunds by the school for the DC trip that was cancelled (we are refunding the \$120 insurance premium)

Grant updates

Andrea recently applied for a competitive grant from the state in the amount of \$31,400 for Accelerating Literacy with High-Quality Instructional Materials and we are still waiting to hear from the Commonwealth. **We have been awarded this grant!** It ends 6/30/22.

Other notes

Rockland Trust line of credit

The line runs on the calendar year and is good up to \$300K. When it expired at the end of 2021 I began working with Dave Lawson and Jayne E. Brown, Portfolio Manager III, VP (new, additional contact) on the extension until 12/31. They asked for more information than in the past including specific data re enrollment, details about last year's audit and questions about the impact of the pandemic on the school. I expect a positive response before the end of March.

Covid payroll reimbursement

I have applied for \$10,881 in payroll reimbursement through a state funded program. The Commonwealth will reimburse employers for certain payroll expenses related to Covid absences. According to our records we've had 13 folks out since May 2021 when this program began.

FY23 budget update

Work continues...I had expected a draft before this meeting, alas...sorry. There will be an update after press time.

Marblehead Community Charter Public School

Financial Results As of February 28, 2022



Prepared and reviewed by:

Jeff Barry - MCCPS Business Manager (jbarry@marbleheadcharter.com)

Rodolphe Hervé - MCCPS Treasurer (rherve@marbleheadcharter.com)

MCCPS 22,745,701.00
Balance Sheet Comparison 78,806,865.00
 As of February 28, 2022

	As of Jan 31, 2022	As of Jan 31, 2021 (PY)	Increase / (Decrease)	%age
ASSETS				
Current Assets				
Checking/Savings				
1073 — EBSB Payroll (8947)	29,486	23,536	5,950	25.3%
1072 — EBSB Operating (8934)	679,652	469,213	210,439	44.8%
1010 — Charter Hall (8202)	0	2,670	(2,670)	-100.0%
1040 — Petty Cash (4534)	959	(23)	982	-4309.6%
1070 — Checking (4542)	50,520	82,038	(31,518)	-38.4%
1085 — PayPal	8,225	(65)	8,290	-12735.9%
1090 — FoodService (5077)	(4,916)	8,014	(12,930)	-161.3%
1074 Board Restricted (0623)	105,000		105,000	
Total Checking/Savings	868,927	585,383	283,544	48.4%
Accounts Receivable				
1200 — Accounts Receivable	10,289	0	10,289	
1201 — Grants Receivable	30,001	0	30,001	
Total Accounts Receivable	40,290	0	40,290	
Other Current Assets				
1310 — Prepaid Expense	0	0	0	
1210 — State Allocation Receivable	0	0	0	
Total Other Current Assets	0	0	0	
Total Current Assets	909,217	585,383	323,834	55.3%
Fixed Assets				
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%
Total 1532 — 17 Lime Street	4,250,000	4,250,000	0	0.0%
1530 — Building Improvements	124,665	76,284	48,380	63.4%
1531 — Fixed Assets	66,648	66,648	0	0.0%
1599 — Accumulated Depreciation	(781,180)	(678,706)	(102,474)	15.1%
Total Fixed Assets	3,660,133	3,714,226	(54,094)	-1.5%
TOTAL ASSETS	4,569,349	4,299,609	269,740	6.3%
LIABILITIES & EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable				
2000 — Accounts Payable	(6,885)	(35,352)	28,468	-80.5%
2010 — Accounts Payable FS	0	0	0	
Total Accounts Payable	(6,885)	(35,352)	28,468	-80.5%
Other Current Liabilities				
2110 — Accrued Payroll	105,902	0	105,902	NA
2110-25 — Payroll Liabilities	(6,274)	0	(6,274)	#DIV/0!
2110-30 403B	(525)	(200)	(325)	NA
2111 — Accrued Payroll Taxes	5	5	0	NA
2160-25 — MTRB Liability	17,384	15,749	1,635	10.4%
2190-25 — Payroll Clearing Account	(10,204)	5,193	(15,397)	-296.5%
2230 — Accrued Expenses	39,898	81,691	(41,793)	-51.2%
2200 — Deferred Revenue	0	0		
Total Other Current Liabilities	146,186	102,438	43,748	42.7%
Total Current Liabilities	139,301	67,085	72,216	107.6%
Long Term Liabilities				
2613 — East Boston Savings Bank	3,547,797	3,652,241	(104,444)	-2.9%
Total Long Term Liabilities	3,547,797	3,652,241	(104,444)	-2.9%
Total Liabilities	3,687,098	3,719,326	(32,228)	-0.9%
Equity				
3000 — Opening Bal Equity	(295)	(295)	0	0.0%
3900 — Retained Earnings	499,266	353,926	145,341	41.1%
Net Income	383,280	226,653	156,627	69.1%
Total Equity	882,251	580,283	301,968	52.0%
TOTAL LIABILITIES & EQUITY	4,569,349	4,299,609	269,740	6.3%

MCCPS

Profit and Loss Prev Year Compariso

July 2021 - February 2022

	Accrual Basis				# months YTD		8
	Jul 2021 - Feb 2022	Jul 2020 - Feb 2021 (PY)	Increase / (Decrease)	%age	Budget	Over / (Under)	%age
Ordinary Income/Expense							
Income							
4005 — STATE ALLOCATION	2,479,426	2,146,323	333,103	15.5%	2,365,733	113,693	4.8%
4010 — FEDERAL & STATE GRANTS	5,500		5,500		0	5,500	NA
4020 — SCHOOL LUNCH			0		0	0	NA
4030 — STUDENT ACTIVITIES	200		200		0	200	NA
4040 — INVESTMENT INCOME	196	162	34	21.3%	67	129	194.1%
4050 — OTHER INCOME	31,073	19,958	11,115	55.7%	16,500	14,573	88.3%
4055 — STUDENT SUCCESS FUND	21,712	18,032	3,680	NA	12,000	9,712	80.9%
4057 — VACATION PROGRAMMING			0	NA	0	0	NA
4060 — CONTRIBUTIONS (MCEF)		759	(759)	NA	0	0	NA
4070 — PRIVATE GRANTS			0	NA	0	0	NA
4080 — REIMBURSEMENTS	10,406	4,687	5,719	122.0%	1,333	9,073	680.5%
4085 — MEDICARE REIMB.			0	NA	0	0	#DIV/0!
4090 — FUNDRAISING	10,646	5,270	5,375	NA	33,333	(22,688)	-68.1%
Total Income	2,559,159	2,195,191	363,968	16.6%	2,428,967	130,192	5.4%
Gross Profit	2,559,159	2,195,191	363,968	16.6%	2,428,967	130,192	5.4%
Expense							
5000 — PERSONNEL	1,561,164	1,405,781	155,383	11.1%	1,717,765	(156,601)	-9.1%
5140 — BENEFITS	220,231	200,525	19,706	9.8%	292,443	(72,212)	-24.7%
5150 — STAFF DEVELOPMENT	13,267	8,518	4,749	55.8%	20,000	(6,733)	-33.7%
5160 — SEARCH COSTS		1,823	(1,823)	-100.0%	1,217	(1,217)	-100.0%
5170 — SUBSTITUTE	1,723	16,553	(14,831)	-89.6%	0	1,723	NA
5200 — DIRECT STUDENT SUPPORT	43,285	24,976	18,309	73.3%	41,533	1,751	4.2%
5300 — OCCUPANCY	105,745	81,556	24,190	29.7%	70,000	35,745	51.1%
5400 — OFFICE & ADMIN	157,481	157,220	261	0.2%	163,129	(5,648)	-3.5%
6100 — Depreciation	68,462	63,112	5,350	8.5%	63,333	5,129	8.1%
5329 — COVID19		0	0	NA	0	0	NA
Total Expense	2,171,357	1,960,064	211,294	10.8%	2,369,421	(198,064)	-8.4%
Net Ordinary Income	387,802	235,127	152,675	64.9%	59,545	328,256	551.3%
Net Income	387,802	235,127	152,675	64.9%	59,545	328,256	551.3%

MCCPS
Profit and Loss Standard
 July 2021 - February 2022

	Jul 2021	Aug 2021	Sep 2021	Oct 2021	Nov 2021	Dec 2021	Jan 2022	Feb 2022	Total
Income									
4005 STATE ALLOCATION	305,762	305,762	305,762	305,762	305,762	316,872	316,872	316,872	2,479,426
4010 FEDERAL & STATE GRANTS							5,500		5,500
4030 STUDENT ACTIVITIES							200		200
4040 INVESTMENT INCOME	16	62	27	19	18	24	19	12	196
4050 OTHER INCOME		5,305	5,375	3,007	4,050	6,868	2,334	4,135	31,073
4055 STUDENT SUCCESS FUND		771	7,035	13,510	246		150		21,712
4080 REIMBURSEMENTS				10,273				133	10,406
4090 FUNDRAISING				3,739	3,748	879	2,280		10,646
Total Income	305,778	311,900	318,199	336,310	313,824	324,643	327,354	321,152	2,559,159
Gross Profit	305,778	311,900	318,199	336,310	313,824	324,643	327,354	321,152	2,559,159
Expenses									
5000 PERSONNEL	92,137	170,545	240,070	211,992	216,365	219,366	197,570	213,120	1,561,164
5140 BENEFITS	25,510	20,235	29,478	34,831	34,184	28,566	24,830	24,597	220,231
5150 STAFF DEVELOPMENT		2,936	20,068	7,484	-19,130		1,909		13,267
5170 SUBSTITUTE		360			100			1,263	1,723
5200 DIRECT STUDENT SUPPORT	7,753	3,212	6,568	3,299	4,703	5,339	5,867	6,542	43,285
5300 OCCUPANCY	6,621	21,814	38,963	12,586	-17,632	10,941	13,687	18,764	105,745
5400 OFFICE & ADMIN	11,448	17,829	26,278	14,900	16,562	20,128	24,192	26,145	157,481
6100 Depreciation	7,889	7,889	7,889	8,959	8,959	8,959	8,959	8,959	68,462
Total Expenses	151,358	244,821	369,313	294,051	244,112	291,299	277,014	299,389	2,171,357
Net Operating Income	154,420	67,079	-51,114	42,259	69,712	33,344	50,341	21,762	387,802
Net Income	154,420	67,079	-51,114	42,259	69,712	33,344	50,341	21,762	387,802

MCCPS - Profit and Loss by Class
July 2021 - February 2022

	01 - General Fund	20 - School Lunch	21 - Student Activities	22 - Athletics	23 - Nature's Classroom	24 - Project Adventure	25 - Field Trips	27- DC trip	Total 21 - Student Activities	90 Federal Grants	115 - ESSER II	119 - ESSER III	140 - Title 2	240 - Sped 94-142	252 - AmRescue IDEA	258 - SPED Transition	274 - Targeted SPED 305 - Title 1	309 - Title 4	437 - Summer Reimbursement	Total 90 Federal Grants	92 Private Grants	94- FMPSPGrant	Total 92 Private Grants	TOTAL	
Income																									
4065 STATE ALLOCATION	2,479,426								0											0			0	2,479,426	
4070 FEDERAL & STATE GRANTS	5,500								0	42,998	17,044	368	22,727	11,263	5,081	2,666	7,426	13,900	14,201	137,674			0	143,174	
4080 SCHOOL LUNCH		98,422							0											0			0	98,422	
4090 STUDENT ACTIVITIES	200			11,377		3,640	155		15,172											0			0	15,372	
4040 INVESTMENT INCOME	196	2							0											0			0	198	
4050 OTHER INCOME	31,073								0											0			0	31,073	
4055 STUDENT SUCCESS FUND	21,712								0											0			0	21,712	
4070 PRIVATE GRANTS									0											0	1,800		1,800	1,800	
4080 REIMBURSEMENTS	10,406								0											0			0	10,406	
4090 FUNDRAISING	10,646								0											0			0	10,646	
Total Income	2,559,159	98,425	0	11,377	0	3,640	155	0	15,172	0	42,998	17,044	368	22,727	11,263	5,081	2,666	7,426	13,900	14,201	137,674	1,800	0	1,800	2,812,230
Gross Profit	2,559,159	98,425	0	11,377	0	3,640	155	0	15,172	0	42,998	17,044	368	22,727	11,263	5,081	2,666	7,426	13,900	14,201	137,674	1,800	0	1,800	2,812,230
Expenses																									
5000 PERSONNEL	1,561,164	22,646		4,000					4,000	36,500				37,666	11,263				10,365	14,201	109,996			0	1,697,805
5140 BENEFITS									220,231											0				0	220,231
5150 STAFF DEVELOPMENT									13,267			20,000								20,000		3,000	3,000	3,000	36,867
5170 SUBSTITUTE									1,723											0				0	1,723
5200 DIRECT STUDENT SUPPORT	43,285								0	5,447	16,183		1,950						5,676	7,204	38,462	3,340	3,340	83,087	
5281 STUDENT ACTIVITY				5,061	1,134	5,880	156	2,160	14,390											0			0	14,390	
5270 SCHOOL LUNCH EXP		39,230							0											0			0	39,230	
5300 OCCUPANCY	105,745	250							0	3,680										3,680			0	109,675	
5400 OFFICE & ADMIN	157,481								0											0			0	157,481	
6100 Depreciation	68,462								0											0			0	68,462	
Total Expenses	2,171,357	62,125	0	9,061	1,134	5,880	156	2,160	18,390	5,447	16,363	20,000	0	39,616	11,263	0	0	16,043	7,204	14,201	170,137	0	6,940	6,940	2,428,950
Net Operating Income	387,802	36,299	0	2,316	-1,134	-2,240	-1	-2,160	-3,218	-5,447	-13,365	-2,956	368	-16,889	0	5,081	2,666	-8,617	6,696	0	-32,463	1,800	-6,940	-5,140	383,280
Net Income	387,802	36,299	0	2,316	-1,134	-2,240	-1	-2,160	-3,218	-5,447	-13,365	-2,956	368	-16,889	0	5,081	2,666	-8,617	6,696	0	-32,463	1,800	-6,940	-5,140	383,280

MCCPS

Financial Ratios

As of February 28, 2022

months YTD

8

Debt Service Coverage Ratio	4.84
Days of Cash	101
LUNA (liquid unrestricted net assets)	3.35

Debt Service Coverage Ratio	
Standard monthly payment (Principal and Interest)	10,010
Net operating Income YTD	387,802
Annualized based on YTD results	581,703
Calculated Debt Service Ratio	4.84

Days Cash	
Cash on Hand	868,927
Operating Expense YTD	2,171,357
Annualized	3,257,036
Noncash expense	68,462
Depreciation YTD	
Annualized	102,693
Days Cash	101

Liquid Unrestricted Net Assets	
Unrestricted Net Assets	4,569,349
Fixed Assets	3,660,133
Liquid Unrestricted NA	909,217
Expense (YTD)	2,171,357
Monthly	271,420
LUNA	3.35

MCCPS

FY21 Operating Budget worksheet

APPROVED BUDGET

2020-2021

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

New line - Teaching Force

5160 — SEARCH COSTS 1,700 SchoolSp

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	
		2020-2021	
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
Total 5200 — DIRECT STUDENT SUPPORT		65,700	
5300 — OCCUPANCY			
Total 5320 — Maintenance		40,000	
5330 — CustSvc		30,000	
5340 — CustSupplies		5,000	
5351 — Utilities			
5352 — Electric		30,000	
5354 — Water		8,500	
5355 — Communications		3,750	
Total 5351 — Utilities		42,250	
Total 5300 — OCCUPANCY		117,250	
5400 — OFFICE & ADMIN			
5492 — Mortgage Interest		120,423	
5405 — FundraisingExp			
5407 — Events			
5408 — Musical			
5405 — FundraisingExp - Other			
Total 5405 — FundraisingExp		6,000	
5410 — Supplies		5,000	
5430 — Accounting		18,000	
5431 — Legal		10,000	
5435 - Marketing		10,000	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	
	New Line Capex		
	New Line Professional Services		
Total 5400 — OFFICE & ADMIN		220,623	
6100 — Depreciation		95,000	
Total Expense		3,174,309	
Net Ordinary Income		15,636	