MCCPS Board of Trustees

Monthly Board Meeting

Published on May 25, 2022 at 9:04 AM EDT

Date and Time
Tuesday May 31, 2022 at 7:00 PM EDT

Location
This is an In-Person Meeting, with remote participation.
Please note that the in-person meeting will not be suspended or terminated if technological problems interrupt the remote connection.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. Approve Minutes	Approve Minutes	Artie Sullivan	2 m
Approve minutes for Monthly Board Meeting on April 25, 2022			
II. Public Comment			**7:02 PM**
A. Public Comment	Discuss	Artie Sullivan	5 m
III. Review of Previous Meeting Action Items			**7:07 PM**
A. Review of Previous Meeting Action Items	Discuss	Artie Sullivan	

	Purpose	Presenter	Time

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

IV. Board Annual Items

A. Upcoming Meeting Agenda Items   FYI   Artie Sullivan

- 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
- 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. Board Goals for SY 2021-2022   Discuss   Artie Sullivan

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.

- 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.

- Adoption and Support the Implementation of the Criteria for Excellence.

	Purpose	Presenter	Time
V. HOS Report			**7:07 PM**
A. Monthly Report	FYI	Peter Cohen	15 m
VI. Other Business			**7:22 PM**
A. Presentation by HOS of Evaluation	Discuss	Artie Sullivan	30 m
B. Staffing Updates	Discuss	Peter Cohen	15 m
C. Board Retreat	Vote	Artie Sullivan	15 m

Retreat Agenda Items

1. Governance Training – Remote Participation when Emergency Order ends, OML requirements, meeting notices, and meeting minutes
2. SWOT - MCCPS Strengths, Weaknesses, Opportunities, Threats/Trends
3. Board Goals for SY 22-23
4. Committee Charis and Assignments for SY21-22
5. Election of Officers
    1. Chair – 2-year term
    2. Clerk – 2-year term
    3. Vice-Chair – the remainder of the term – 1 year

	Purpose	Presenter	Time
VII. Committee Updates			**8:22 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
VIII. Public Comment			**8:57 PM**
A. Public Comment	Discuss	Richard Doron	5 m
IX. Board Member Comments and Resolutions			**9:02 PM**
A. Board Member Comments and Resolutions	Discuss	Richard Doron	3 m

	Purpose	Presenter	Time
This is an opportunity for Board Member Comments and Resolutions			

X. Closing Items   9:05 PM

	Purpose	Presenter	Time
A. Recap Action Items	Discuss	Paul Baker	2 m

Clerk to review actions items, add any additional items discussed.

	Purpose	Presenter	Time
B. Meeting Evaluation	Discuss	Richard Doron	3 m

Discuss how meeting went, did we stay on topic, meet goals, etc.

	Purpose	Presenter	Time
C. Adjourn Meeting	Vote	Richard Doron	

	Purpose	Presenter	Time

Cover Sheet

Approve Minutes

Section: I. Opening Items
Item: C. Approve Minutes
Purpose: Approve Minutes
Submitted by:
Related Material: Minutes for Monthly Board Meeting on April 25, 2022

MCCPS Board of Trustees

Minutes

Monthly Board Meeting

Date and Time
Monday April 25, 2022 at 7:00 PM

Trustees Present
Artie Sullivan (remote), Ian Hunt (remote), Jessica Gelb (remote), 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
Richard Doron

Guests Present
Andrea Barlow (remote), Carol McEnaney (remote), Jeff Barry (remote), John Steinberg (remote), Molly Wright (remote), Thomas Phillips (remote)

I. Opening Items

A. Record Attendance and Guests

B. Call the Meeting to Order

Artie Sullivan called a meeting of the board of trustees of MCCPS Board of Trustees to order on Monday Apr 25, 2022 at 7:05 PM.

C. Accept Remote Participation

Nick Santoro made a motion to Accept remote participation.
Tim Wadlow seconded the motion.
The board **VOTED** to approve the motion.

Roll Call

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

D. Approve Minutes

William Rockwell made a motion to approve the minutes from Monthly Board Meeting on 03-29-22.
Nick Santoro seconded the motion.
The board **VOTED** to approve the motion.

Roll Call

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

E. Approve Minutes from DESE Visit

Peter Cheney made a motion to approve the minutes from DESE Site visit - Meeting with Board Members on 04-13-22.
William Rockwell seconded the motion.
The board **VOTED** to approve the motion.

Roll Call

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

Roll Call
NDack Toure   Abstain

II. Public Comment

A. Public Comment

There were no comments at this time

III. Review of Previous Meeting Action Items

A. Review of Previous Meeting Action Items

Artie reviewed previous meeting actions.

IV. Board Annual Items

A. Upcoming Meeting Agenda Items

Artie reminded members that the annual retreat will be held in June and the date that most trustees' are available is Saturday June 4th, 2022. The meeting will be be conducted in person with a zoom link available and will begin at 8am.

B. Board Goals for SY 2021-2022

Most important of these goals, other than the HoS evaluations is Board and Committee membership. We have done well but we need to attract additional volunteers.

V. HOS Report

A. Monthly Report

Please see the meeting packet for details.
Kim Ginsberg will begin on Monday May 2nd as the new HR person
Stephanie Brant has been hired to become the new Dean of Students and will begin in September.
An additional 7th/8th grade math teacher, Chris Doyan has been hired for the Fall.
Two Endicott teaching fellows have been hired to begin in September.

VI. Other Business

A. Presentation by HOS of Annual Goals

Dr Cohen presented his slide deck of his annual goals and progress to date. Please see packet for details of the presentation.
Questions were asked by Paul, Ian, Nick and Rudy regarding various aspects of the presentation.

B. Presentation of Staff, Board and HOS Val-Ed and BoT surveys

John Steinburg, as always, presented an enlightening insight into all of the surveys and evaluations. Despite concern from the HoS regarding the validity of the VAl-Ed surveys, John assured us that it is the most robust survey available and stands behind it 100%.

The good news, aside from a couple of concerning differences, the staff, HoS and Board are, in the main, aligned in their perception of the school and its leadership. In the words of Martha Stewart, "that's a good thing".
Please see meeting packet for all of the survey results. Please note that names have been redacted from all comments.

Year end HoS survey packet is to be completed and returned to Artie by noon on Monday, 5/9/22.

C. Presentation of SY 22-23 Budget

Monsieur Herve, with additional, and much needed input from esteemed MCCPS Business Manager, Jeff Barry, presented the budget for the 2022/23 school year. Again, the budget is based on a conservative enrollment of 224 students. This together with a proposed increase in PPE from the state and only a 1% increase in healthcare costs has allowed us to raise staff salaries 5% across the board as well as hire an additional math teacher, Dean of students and much needed Human Resources manager.
Paul Baker made a motion to Accept the 2022/23 MCCPS Budget as presented. Ian Hunt seconded the motion.
The board **VOTED** to approve the motion.

Roll Call

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

D. Upcoming Board Calendar

Saturday June 4th for retreat 8:00am-1:00pm.
Please send along items for the retreat agenda
Beginning with the May meetings all committee's should go to hybrid format. A quorum of board and committee members must be present in person for the meeting to adhere to OML.

VII. Committee Updates

A. Governance Committee

Committee member Nick Santoro presented the Trustee self evaluation that the Governance committee has been working on. It was decided that the committee would have one more crack at fine tuning it before presenting back to the Board at the May meeting.

B. Finance Committee

Rudolphe presented the monthly financials. All looks well and we can look forward to finishing the school year in the black. Well done to Jeff Barry and the entire FinCom membership for their work throughout the year.

C. Personnel Committee

Artie shared that the Personnel committee worked on finalizing the staff report/survey.

D. Academic Excellence

Committee Chair Jess Xiarhos shared that the committee will be presenting their Criteria for Excellence to families in May.
The committee will also provide the Board with a presentation of the MCAS results at the Mat Board meeting

E. Development & Communications

Chair Ian Hunt shared that the next meeting will be held on May 2nd.
Their last meeting focused on helping to highlight future fundraisers
Bottom line, we really need volunteers for any future initiatives to be viable.
Volunteerism is at the heart of all Charter Schools and we need to reinvigorate the community and have them be a part of the school ethos once again.

F. Strategic Plan Committee

Chair Nick Santoro shared that there had been two sparsely attended Parent focus evenings, one in person and one via Zoom. Nevertheless, there was some valuable input from those present.
A student focus group was also held for the student body and the staff focus group will follow in early May.

G. Facilities Task Force

Chair, Will Rockwell shared that the Mural artist is booked and ready to start working, with student input, during the first week of May, weather permitting.
Kitchen Renovation is high on the kist of priorities and work will take place during the summer break.
HVAC inspections are complete and we are awaiting suggested courses of action..whatever the prognosis this will be a large ticket item.
Regarding the roof, replacement will need to happen sooner than later. This too will require a large outlay of funds. There are minor repairs needed for the roof in the short term.

H. Covid/Pandemic Response Task Force

NDack shared that there was no meeting held in April.
Next meeting set for a yet to be scheduled date in May.

VIII. Public Comment

A. Public Comment

There was no comment at this time!

IX. Board Member Comments and Resolutions

A. Board Member Comments and Resolutions

Paul spoke regarding some disparities in comments by staff in the surveys and given the large number of newer staff, suggested that perhaps staff could benefit from some form of tutorial regarding how charter schools operate, where school funding derives from as well as the educational format being, in the main, classroom teacher driven.

X. Closing Items

A. Recap Action Items

Some redactions of names need to be made on the parent surveys before making the final packet/minutes public.
Reminder that HoS evaluations due back to Artie by noon on May 9th.

B. Meeting Evaluation

Productive, insightful, and adhered to the "Goldilocks mantra" of not too long, not too short..Just right!

C. Adjourn Meeting

Ian Hunt made a motion to adjourn the meeting.
Paul Baker seconded the motion.
The board **VOTED** to approve the motion.

Roll Call

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

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 9:43 PM.

Respectfully Submitted,
Paul Baker

Cover Sheet

Monthly Report

Section: V. HOS Report
Item: A. Monthly Report
Purpose: FYI
Submitted by:
Related Material: HOS Report to Board of Trustees 5_31_22.pdf

HOS Report to the Board of Trustees
Submitted by Peter Cohen, Ed.D
Meeting Date: May 31, 2022

- **May 2022**
    - An update on school safety
    - COVID19 Update
        - Positive cases in May: 15 students and 4 staff
    - Field Trips Returned
    - Staffing updates
        - Four staff not returning - three teachers and one learning specialist
        - Strategic Plan Goal: Differentiate our Upper School
    - Addition of HR Manager

- **Enrollment, Recruitment, Retention**
    - Current enrollment for 2021-2022 is 221 students.
    - FY22 Budget is based on 220 students enrolled.
    - FY23 Budget will be based on 224 students enrolled.
    - Building toward 230
    - Secondary enrollment lottery on June 1
    - Enrollment trends will be shared at this meeting and/or Board retreat

- **Other Updates**
    - **Mural** - Please visit and check it out

Cover Sheet

Presentation by HOS of Evaluation

Section:	VI. Other Business
Item:	A. Presentation by HOS of Evaluation
Purpose:	Discuss
Submitted by:	
Related Material:	Head of School Evaluation Year End Form, 2022.pdf

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

Head of School:	Dr Peter Cohen		
Evaluator:	Board of Trustees		May 31, 2022
	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 # 2 Avg -2.8**	☐	3	7	1
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 # 1 Avg – 2.7**	☐	3	8	☐
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 # 2 Avg – 2.7**	☐	3	8	☐
I-D. Evaluation: Ensures effective and timely supervision and evaluation of all staff in alignment with state regulations and contract provisions. **Goal # 1 Avg – 3.0**	☐	1	8	1
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 # 2 Avg 2.8**	☐	3	7	1

Overall Rating for Standard I *(Circle one.) Avg – 2.7*	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**

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

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

- Relying on all three of the staff surveys, improvements have been made but the evidence suggests that Peter (and his team) still have work to do in this area. It appears from Peter's slide deck presentation, as well as staff comments that there seems to be a general lack of understanding of Peter's and the Principal's roles within the faculty. At the April Board meeting Peter expressed "dismay" at the Principal's lack of outreach to families. This was somewhat confusing to me too as all communication (at least as a non parent) appears to originate from Peter directly. Does the community need additional outreach? Should there be grade specific outreach from the Principal? Weekly, bi-weekly, monthly? In everybody's best interest I think there needs to be further clarification/delineation of these roles. Personally, I had long advocated for the HoS responsibilities to be shared so I believe the intent and need for a Principal to be solid, however the roles and responsibilities just need to be crystal clear to all.

- Though the events of the last couple of years have bogged down the implementation of additional teacher assessment/improvement measures, I'm excited to see how things such as the Teacher Force grow and improve the student experience. I believe Dr. Cohen has put processes in place that can be effective over time and hope that the school will reap the results soon!

- While Dr. Cohen may have delegated Curriculum and Instruction to someone else on the Admin team, it is still his responsibility to ensure that rigorous academic standards are being met. It is not entirely clear from the evidence presented that all educators are supported in teaching a well-designed curriculum, using assessment data to drive instruction, and meeting diverse needs. Additionally, not all educators have been evaluated – again, if this has been delegated out (though I am personally of the belief that Dr. Cohen should also be observing and providing feedback to educators), it is still Dr. Cohen's responsibility to make sure there is accountability and follow-through. Very few pieces of evidence suggested below have been discussed – in no way should all examples be required – but it would have been interesting to hear about classroom walk-through observations, reporting on educator practices with highlights and lowlights, and an understanding of what the leadership team is working on/toward via an analysis of leadership team agendas. I think it also interesting to note that the "Leadership Team" is really just an Administrative team and has no faculty input.

- MCCPS needs to return to our roots, of Project Based Learning as the foundation of our program offering, where PBL is part of the learning methods throughout the entire year, and not the couple of weeks leading up to exhibition.

- The pandemic has really impacted Peter's ability to put his stamp on the quality of teaching at MCCPS, as difficulties in the day-to-day operations have slowed down what I believe is his main objective. Now that we (hopefully) can get back to a more normal setting, Peter should continue to strive to improve the curriculum, faculty quality and training and measurements that can help assess results. MCAS results, specifically, while a thoroughly imperfect measure of student performance cannot be discounted as it is a very tangible metric that Parents and other school stakeholders look at and use to make decisions that impact MCCPS.

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

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

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

	Unsatisfactory	Needs Improvement	Proficient	Exemplary
II-A. Environment: Develops and executes effective plans, procedures, routines, and operational systems to address a full range of safety, health, emotional, and social needs. **Goal # 1 Avg – 2.8**	☐	3	7	1
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 # 3 Avg – 2.5**	1	4	6	☐
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. **Avg – 3.0**	☐	1	9	1
II-D. Law, Ethics, and Policies: Understands and complies with state and federal laws and mandates, Board policies, and ethical process lines. **Permanent Goal Avg – 3.1**	☐	1	8	2
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 Avg – 3.1**	☐	1	8	2

Overall Rating for Standard II (Circle one.) Avg – 2.8	The education leader promotes the learning and growth of all students and the success of all staff by ensuring a safe, efficient, and effective learning environment, using resources to implement appropriate curriculum, staffing, and scheduling.

Unsatisfactory   **Needs Improvement - 2**   **Proficient - 9**   **Exemplary**
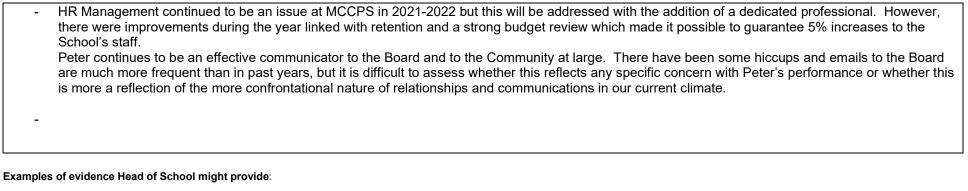
Comments and analysis (required for all ratings other than Proficient):

- Again, the staff surveys suggest that criteria II-B and II-C need improvement. This is particularly true of human resource issues/interactions. Hopefully the addition of a new Human Resources manager will help out.
However, with regards to the other three components of this standard, Peter has done well. He is a great believer in systems and has worked hard to implement them. Not entirely convinced that he believes that he has the right folk in the right roles..time will tell.

- Based on the feedback we've received from teacher surveys and my own observations, professional development is an area that could see improvement. I believe the addition of a Dean of Students, which should not only provide a more standardized disciplinary process but also free up the Principal to take on more responsibility as an instructional leader, and the hiring of an HR rep will bring positive change.

- Encourage Peter to focus on refining his coaching and mentorship skill set. Often appears to blame others for challenges within the school. Would be preferable if Peter could help others solve key challenges – rather than quickly pointing fingers. In the long run supporting others will help build trust and foster a positive speak-up culture.

  Finally, leverage others to make effective hiring decisions. Some moves (e.g ▮▮▮▮▮, others recently) have not been successful and I'd encourage Peter to invest more time and seek diversity of perspectives in hiring. Key area of growth.

- There is a genuine need to develop our teachers, given the rate of staff turnover during the past 6-8 years. The level of experience of the teachers has markedly decline during this same time period.

- HR Management continued to be an issue at MCCPS in 2021-2022 but this will be addressed with the addition of a dedicated professional. However, there were improvements during the year linked with retention and a strong budget review which made it possible to guarantee 5% increases to the School's staff.

Peter continues to be an effective communicator to the Board and to the Community at large. There have been some hiccups and emails to the Board are much more frequent than in past years, but it is difficult to assess whether this reflects any specific concern with Peter's performance or whether this is more a reflection of the more confrontational nature of relationships and communications in our current climate.

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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

Check one box for each indicator and circle the overall standard rating.	Unsatisfactory	Needs Improvement	Proficient	Exemplary
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. **Avg – 3.0**	☐	1	9	1
III-B. Sharing Responsibility: Continuously collaborates with families and community stakeholders to support student learning and development at home, school, and in the community. **Avg – 3.1**	☐	☐	10	1
III-C. Communication: Engages in regular, two-way, culturally proficient communication with families and community stakeholders about student learning and performance. **Avg – 3.1**	☐	1	8	2
III-D. Family Concerns: Addresses family and community concerns in an equitable, effective, and efficient manner. **Avg – 2.8**	☐	3	7	1

Overall Rating for Standard III (Circle one.) Avg – 3.0	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 - 1**   **Proficient - 9**   **Exemplary - 1**

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

- Dr Cohn supports family and community engagement and in another school year of Covid challenges, he has worked hard to navigate how to be inclusive of families. However the Board has received numerous communication from parents and staff about his communication style so there seems to be a discrepancy when there is a disagreement or challenging situation.

- This standard is one of Peter's strengths. Communication out to families has never been better. The next step is to re-engage the parents, have them volunteering en masse and contributing to the school in deed.. not an easy task after covid but one that needs to succeed if the school is to grow and not just survive.

- Another area that needs improvement according to the survey data we've received is communication and re-engagement with parents. Currently, I think Dr. Cohen is doing an admirable job serving a multitude of roles, including that of the "face" of the school. The weekly updates are a tremendous way to keep parents up to date and I feel that the school principle, along with the hiring of a Dean, will be able to help further improve parent communications as we look to strengthen the MCCPS/parents partnership. As discussed during the 4/25 Board of Trustees meeting, the return of parents to the actual school (visiting during Community Meeting, leading enrichments, etc.) will help improve the parent ☐ MCCPS line of communication as well.

- This aspect has been a hallmark of Dr Cohen's tenure during the pandemic. MCCPS needs to reinvigorate the COMMUNITY, which is part of our name, and a strong attribute of the school. Parents and student, especially those that have joined since the Spring of 2020, need to experience the Community of MCCPS. Dr Cohen needs to take a step back at times when addressing concerns presented by parents. At times, he takes a position and is unwilling to adjust, which may or may not be in the interest of the Student, Parents or MCCPS.

- I believe Peter is a trusted figure of MCCPS with the Community. There have been several communications to the Board from parents but these seem to be more related to very specific instances rather than systemic failures.

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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

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

	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. **Avg – 3.2**	☐	☐	9	2
IV-B. Cultural Proficiency: Ensures that policies and practices enable staff members and students to interact effectively in a culturally diverse environment in which students' backgrounds, identities, strengths, and challenges are respected. **Avg – 3.2**	☐	☐	9	2
IV-C. Communication: Demonstrates strong interpersonal, written, and verbal communication skills. **Goal # 1, 3 Avg – 2.8**	☐	4	5	2
IV-D. Continuous Learning: Develops and nurtures a culture in which staff members are reflective about their practice and use student data, current research, best practices, and theory to continuously adapt practice and achieve improved results. Models these behaviors in his or her own practice. **Goal # 1 Avg – 3.1**	☐	1	8	2
IV-E. Shared Vision: Successfully and continuously engages all stakeholders in the creation of a shared educational vision in which every student is prepared to succeed in postsecondary education and become a responsible citizen and global contributor. **Permanent Goal, Goal # 1, 3 Avg – 3.1**	☐	1	8	2
IV-F. Managing Conflict: Employs strategies for responding to disagreement and dissent, constructively resolving conflict and building consensus throughout school community. **Avg – 2.7**	☐	6	3	1

Overall Rating for Standard IV **(Circle one.) Avg 2.9**	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 - 2**   Proficient - 8   **Exemplary - 1**

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

- Although the head of school is doing good on this area overall, he needs to be more professional when dealing with school staff conflicts. Almost all staff leaving the school has the same stories on how they are being forced out by the head of school. The newly hired HR manager might help fill this gap.

- Overall, I mark this standard as Needs Improvement. Staff surveys suggest that there are still a number of staff who have not yet bought into Peter's vision for the school. I believe that some staff believe that the admin has become top heavy at the expense of classroom teachers (in #'s and not necessarily in $'s). There also appear to be staff who believe that they do not have enough input into the school's/Peter's vision for MCCPS and the educational impetus is leaning toward a "Top-Down" rather than a teacher-led approach. Peter, as well as the teachers, recognise the need for improved PD and internal communication…Teaching Force still a work in progress!

- In reviewing the Comments sections of the faculty survey, I noticed that a number of responses mentioned that some of Dr. Cohen's communications towards the faculty occasionally come off as aggressive. Though I am not personally privy to such messages, I do think this is worth noting given that

this could affect teacher retention, which is obviously critical to the school's success (especially in this labor market). That said, I believe it's worth commending how Dr. Cohen has effectively communicated a clear, thoughtful vision for the school to the faculty (this is confirmed in the survey data) and implemented successful practices that allow for not just HOS ☐ Faculty communication but peer to peer feedback as well, which I hope will continue to become more and more commonplace.

- Peter is incredibly hard-working.
  From what I can observe as a Board Member (which arguably is a limited window into what happens at the MCCPS) he's approachable to his staff and does not shy away from difficult conversations, but strives to remain honest and trustworthy in his communications.

-

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:_____

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

Head of School Performance Goals – Step 2

Goal(s)	Description	Did Not Meet	Some Progress	Significant Progress	Met	Exceeded
Professional Practice						
1	**Leadership & Administrative Team Development:** Implement an Effective System for Observation, Feedback, and Evaluation of Teachers. 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. Key Actions: 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. 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. 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. **Standard – IB, ID, IIA, IVC, IVD, IVE Avg - 2.7**	☐	5	4	2	☐

School Improvement							
2	**Define Criteria for Excellence & Measures of Learning: Implement the Criteria for Excellence & Portfolio System** 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. Key Actions: 1. Throughout the school year, there will be coordination of the work of the Academic Excellence Committee with the instructional leaders in the school 2. Next steps will include the development of rubrics/assessments aligned with the Criteria for Excellence document. 3. Throughout the 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. **Standard - IA, IC, IE Avg – 2.8**	☐	4	5	2	☐
Professional Practice							

3	**Communications & Marketing:** Communication The Head of School will establish and maintain productive relationships with all employees. Key Actions: 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 **Standard – IIB, IVC, IVE Avg – 3.3**	☐	1	6	4	☐

Permanent						
Standard II-D	**Law, Ethics, and Policies:** Understands and complies with state and federal laws and mandates, Board policies, and ethical process lines. **Avg – 3.8**	☐	☐	4	5	2
Standard II-E	**Fiscal Systems:** Develops a budget that supports the school's vision, mission, and goals; allocates and manages expenditures consistent with school goals and available resources. **Avg – 4.0**	☐	☐	2	7	2
Standard IV-E	**Shared Vision:** Successfully and continuously engages all stakeholders in the creation of a shared educational vision in which every student is prepared to succeed in postsecondary education and become a responsible citizen and global contributor. **Avg – 3.4**	☐	2	3	6	☐

Timeline   Page J-1 of J-1

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

Professional Practice Goal(s) **Avg – 2.8**	Did Not Meet	Some Progress - 5	Significant Progress - 3	Met - 3	Exceeded
Student Learning Goal(s) **Avg – 2.9**	Did Not Meet	Some Progress - 4	Significant Progress - 4	Met - 3	Exceeded
School Improvement Goal(s) **Avg – 3.2**	Did Not Meet	Some Progress - 2	Significant Progress - 5	Met - 4	Exceeded

Indicators	Unsatisfactory	Needs Improvement	Proficient	Exemplary
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.				
Standard I: Instructional Leadership **Avg – 2.7**	☐	3	8	☐
Standard II: Management and Operations **Avg – 3.0**	☐	2	7	2
Standard III: Family and Community Engagement **Avg – 2.9**	☐	1	10	☐
Standard IV: Professional Culture **Avg – 2.7**	☐	3	8	☐

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 - 1	Proficient - 10	Exemplary

Timeline   Page J-1 of J-1

Step 4: Add Evaluator Comments

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

Comments:

- Dr Cohen has continuously worked hard towards his goals throughout the school year. In another challenging year, Dr Cohen has made many strides to get the staff, curriculum, and community goals aligned and met. Dr Cohen has many strengths including hiring a strong staff and adding additional staff to fill in academic gaps, putting the needs of the building a priority, along with attending every single board meeting and being available for parents, staff, and community to meet with him to address their needs. One area that needs some improvement is focused around when there is a disagreement or parent who is upset about an issue regarding their child. The Board has received numerous communication over the past year regarding unhappy parents and staff. Communication in these types of situations needs to be a focus of improvement for Dr Cohen moving forward.

- Overall, the head of school is doing a good job communicating personal performance, progress against goals and accountability.
He provides opportunities for professional development when needed and creates opportunities to discuss the school needs. With the help of the new HR manager, I am optimistic that he will perform better on handling conflict with staff members.

- Although my evaluation rates two standards "Needs Improvement" and two standards "Proficient", it would be churlish not to give an overall grade of "Proficient."
There is still much work to do: sustained full enrollment, building maintenance, strategic plan, build out of the warehouse space, staff culture, parent participation, strong committee and Board membership and of course sustained financial security, fundraising and a capital campaign all need to be addressed.
This position is not for the faint of heart. Despite criticism, Covid and the fallout of incoming students who had,in effect, lost at least a year of schooling he could have chosen to move on after his initial contract ends in June, but Peter has stayed the course. For sure, he has made mistakes but has "volunteered" himself for a new contract and, given the 5 year length of his contract, believes that he can turn our school around.
The Honeymoon is over, from here on in, there can be no excuses.
Time will tell, but I look forward to the next chapter..the proof is in the pudding!
Thanks and good luck

- For many of the items above, I recorded "significant progress" largely because I believe the pandemic has slowed the rollout of Dr. Cohen's changes, not necessarily because of a lack of vision and dedication. As mentioned above, I believe Dr. Cohen has piloted the school through unprecedented and unforeseen times that have inevitably changed the way he has been able to operate. From my interactions with Dr. Cohen, I cannot help but be excited by the changes he's brought and continuing to deliver (especially Teacher Force, the addition of a Dean and the readjustment of teacher salaries, which was a difficult but ultimately wise thing to do). I believe that next year, which will hopefully be more "normal" for MCCPS' students, the processes Dr. Cohen has put in place will gain more traction and become more engrained in the school's culture.

- Peter needs to double down on his people leadership / management skills if he is to realize career aspirations and advance the school to the next level. Strong leadership with attract and retain talented staff. Currently this is still a work in progress.

- Overall, Dr Cohen has done a very good job during this school year. Teach Force does not seem to be fully implemented after 2 years. This program has not shown the results based upon the description provided.
-

Timeline   Page J-1 of J-1

The Portfolios should have been easy to implement, but have lagged behind in development.

- Peter has provided steady leadership in the face of difficult operating conditions and an increasingly confrontational community. His command of the budget process, generally strong communications and the progress of enrollment compared to previous years are testament to his good work. He seems incredibly hard-working and committed to MCCPS and its students.
Hopefully, with more normal learning conditions and enrollment levels/budgets, Peter will be able to focus on driving necessary academics improvement at the school.

- I think Peter is doing a great job as the head of school. One area for improvement is de-escalation with parents.

-

Cover Sheet

Finance Committee

Section: VII. Committee Updates
Item: B. Finance Committee
Purpose: Discuss
Submitted by:
Related Material: April-22.pdf
                        April_22_FinCom_notes.pdf

Marblehead Community Charter Public School

Financial Results
As of April 30, 2022

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

MCCPS
Balance Sheet Comparison
As of April 30, 2022

	As of Apr 30, 2022	As of Apr 30, 2021 (PY)	Increase / (Decrease)	%age
ASSETS				
Current Assets				
Checking/Savings				
1073 — EBSB Payroll (8947)	52,134	26,176	25,958	99.2%
1072 — EBSB Operating (8934)	691,015	420,243	270,771	64.4%
1010 — Charter Hall (8202)	0	0	0	
1040 — Petty Cash (4534)	2,054	1,001	1,053	105.2%
1070 — Checking (4542)	61,665	80,715	(19,050)	-23.6%
1085 — PayPal	13,279	800	12,479	1560.3%
1090 — FoodService (5077)	38,382	4,122	34,260	831.2%
1074 Board Restricted (0623)	105,000		105,000	
Total Checking/Savings	**963,528**	**533,057**	430,471	80.8%
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	**1,003,818**	**533,057**	470,760	88.3%
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	(799,098)	(694,484)	(104,614)	15.1%
Total Fixed Assets	**3,642,215**	**3,698,448**	(56,234)	-1.5%
TOTAL ASSETS	**4,646,032**	**4,231,506**	414,526	9.8%
LIABILITIES & EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable				
2000 — Accounts Payable	3,688	(31,210)	34,898	-111.8%
2010 — Accounts Payable FS	0	0	0	
Total Accounts Payable	**3,688**	**(31,210)**	34,898	-111.8%
Other Current Liabilities				
2110 — Accrued Payroll	132,378	0	132,378	NA
2110-25 — Payroll Liabilities	(14,781)	0	(14,781)	NA
2110-30 403B	4,146	(200)	4,346	NA
2111 — Accrued Payroll Taxes	5	5	0	NA
2160-25 — MTRB Liability	16,815	15,226	1,589	10.4%
2190-25 — Payroll Clearing Account	(6,832)	539	(7,371)	-1366.7%
2230 — Accrued Expenses	39,898	81,691	(41,793)	-51.2%
2200 — Deferred Revenue	0	0		
Total Other Current Liabilities	**171,628**	**97,261**	74,367	76.5%
Total Current Liabilities	**175,316**	**66,051**	109,265	165.4%
Long Term Liabilities				
2613 — East Boston Savings Bank	3,529,547	3,634,502	(104,955)	-2.9%
Total Long Term Liabilities	**3,529,547**	**3,634,502**	(104,955)	-2.9%
Total Liabilities	**3,704,863**	**3,700,553**	4,310	0.1%
Equity				
3000 — Opening Bal Equity	(295)	(295)	0	0.0%
3900 — Retained Earnings	499,286	353,926	145,360	41.1%
Net Income	442,179	177,322	264,857	149.4%
Total Equity	**941,169**	**530,953**	410,217	77.3%
TOTAL LIABILITIES & EQUITY	**4,646,032**	**4,231,506**	414,526	9.8%

MCCPS
Profit and Loss Prev Year Compariso
July 2021 - April 2022 Accrual Basis # months YTD 10

	Jul 2021 - Apr 2022	Jul 2020 - Apr 2021 (PY)	Increase / (Decrease)	%age	Budget	Over / (Under)	%age
Ordinary Income/Expense							
Income							
4005 — STATE ALLOCATION	3,106,266	2,630,564	475,702	18.1%	2,957,167	149,099	5.0%
4010 — FEDERAL & STATE GRANTS	5,500		5,500		0	5,500	NA
4020 — SCHOOL LUNCH			0		0	0	NA
4030 — STUDENT ACTIVITIES			0		0	0	NA
4040 — INVESTMENT INCOME	217	216	1	0.6%	83	134	160.7%
4050 — OTHER INCOME	38,939	22,591	16,349	72.4%	20,625	18,314	88.8%
4055 — STUDENT SUCCESS FUND	21,762	18,032	3,730	NA	15,000	6,762	45.1%
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	22,501	7,485	15,016	200.6%	1,667	20,834	1250.1%
4085 — MEDICARE REIMB.			0	NA	0	0	#DIV/0!
4090 — FUNDRAISING	14,333	5,270	9,063	NA	41,667	(27,334)	-65.6%
Total Income	3,209,518	2,684,916	524,602	19.5%	3,036,208	173,310	5.7%
Gross Profit	3,209,518	2,684,916	524,602	19.5%	3,036,208	173,310	5.7%
Expense							
5000 — PERSONNEL	1,965,426	1,751,557	213,869	12.2%	2,147,207	(181,781)	-8.5%
5140 — BENEFITS	281,368	265,294	16,075	6.1%	365,554	(84,186)	-23.0%
5150 — STAFF DEVELOPMENT	14,697	8,792	5,905	67.2%	25,000	(10,303)	-41.2%
5160 — SEARCH COSTS		1,823	(1,823)	-100.0%	1,521	(1,521)	-100.0%
5170 — SUBSTITUTE	3,035	15,353	(12,318)	-80.2%	0	3,035	NA
5200 — DIRECT STUDENT SUPPORT	57,158	30,656	26,502	86.5%	51,917	5,241	10.1%
5300 — OCCUPANCY	138,294	109,115	29,179	26.7%	87,500	50,794	58.1%
5400 — OFFICE & ADMIN	196,352	189,123	7,228	3.8%	203,912	(7,560)	-3.7%
6100 — Depreciation	86,380	78,890	7,490	9.5%	79,167	7,213	9.1%
5329 — COVID19		0	0	NA	0	0	NA
Total Expense	2,742,710	2,450,603	292,107	11.9%	2,961,777	(219,067)	-7.4%
Net Ordinary Income	466,809	234,313	232,495	99.2%	74,432	392,377	527.2%
Net Income	466,809	234,313	232,495	99.2%	74,432	392,377	527.2%

MCCPS
Profit and Loss Standard
July 2021 - April 2022

	Jul 2021	Aug 2021	Sep 2021	Oct 2021	Nov 2021	Dec 2021	Jan 2022	Feb 2022	Mar 2022	Apr 2022	Total
Income											
4005 STATE ALLOCATION	305,762	305,762	305,762	305,762	305,762	316,872	316,872	316,872	317,326	309,514	3,106,266
4010 FEDERAL & STATE GRANTS							5,500				5,500
4040 INVESTMENT INCOME	16	62	27	19	18	24	19	10		23	217
4050 OTHER INCOME		5,305	5,375	3,007	4,050	6,868	2,334	4,135	4,455	3,412	38,939
4055 STUDENT SUCCESS FUND		771	7,035	13,510	246		150		50		21,762
4080 REIMBURSEMENTS				10,273				133	12,095		22,501
4090 FUNDRAISING				3,739	3,748	3,175	2,280		1,029	362	14,333
Total Income	305,778	311,900	318,199	336,310	313,824	326,939	327,154	321,150	334,954	313,311	3,209,518
Gross Profit	305,778	311,900	318,199	336,310	313,824	326,939	327,154	321,150	334,954	313,311	3,209,518
Expenses											
5000 PERSONNEL	92,137	170,545	240,070	211,992	216,365	219,366	197,570	213,120	192,616	211,646	1,965,426
5140 BENEFITS	25,510	20,235	29,478	34,831	34,184	26,566	24,830	24,597	24,507	36,631	281,368
5150 STAFF DEVELOPMENT		2,936	20,068	7,484	-19,130		1,909		1,430		14,697
5170 SUBSTITUTE		360			100			1,263	193	1,120	3,035
5200 DIRECT STUDENT SUPPORT	7,753	3,212	6,568	3,299	4,703	5,339	5,177	6,542	11,189	3,374	57,158
5300 OCCUPANCY	6,621	21,814	38,963	12,586	-17,632	10,941	13,687	18,764	16,927	15,622	138,294
5400 OFFICE & ADMIN	11,448	17,829	26,278	14,900	16,562	20,128	24,192	26,145	22,485	16,386	196,352
6100 Depreciation	7,889	7,889	7,889	8,959	8,959	8,959	8,959	8,959	8,959	8,959	86,380
Total Expenses	151,358	244,821	369,313	294,051	244,112	291,299	276,324	299,389	278,304	293,738	2,742,710
Net Operating Income	154,420	67,079	-51,114	42,259	69,712	35,641	50,831	21,761	56,650	19,573	466,809
Net Income	154,420	67,079	-51,114	42,259	69,712	35,641	50,831	21,761	56,650	19,573	466,809

MCCPS - Profit and Loss by Class
July 2021 - April 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	719 - Literacy	Total 90 Federal Grants	92 Private Grants	94-FMPSGrant	Total 92 Private Grants	TOTAL
Income																										
4005 STATE ALLOCATION	3,106,266								0													0			0	3,106,266
4010 FEDERAL & STATE GRANTS	5,500								0		56,363	20,000	368	22,727	11,263	5,081	2,666	7,426	13,900	14,201	3,140	157,135			0	162,635
4020 SCHOOL LUNCH		127,165							0													0			0	127,165
4030 STUDENT ACTIVITIES				15,327	7,413	6,155	2,699		31,594													0			0	31,594
4040 INVESTMENT INCOME	217	2							0													0			0	220
4050 OTHER INCOME	38,939								0													0			0	38,939
4055 STUDENT SUCCESS FUND	21,762								0													0			0	21,762
4070 PRIVATE GRANTS									0													0	1,800		1,800	1,800
4080 REIMBURSEMENTS	22,501								0													0			0	22,501
4090 FUNDRAISING	14,333								0													0			0	14,333
Total Income	3,209,518	127,167	0	15,327	7,413	6,155	2,699	0	31,594	0	56,363	20,000	368	22,727	11,263	5,081	2,666	7,426	13,900	14,201	3,140	157,135	1,800	0	1,800	3,527,215
Gross Profit	3,209,518	127,167	0	15,327	7,413	6,155	2,699	0	31,594	0	56,363	20,000	368	22,727	11,263	5,081	2,666	7,426	13,900	14,201	3,140	157,135	1,800	0	1,800	3,527,215
Expenses																										
5000 PERSONNEL	1,965,426	29,558		5,500					5,500		48,318			56,499	11,263			14,475		14,201		144,756			0	2,145,240
5140 BENEFITS	281,368								0													0			0	281,368
5150 STAFF DEVELOPMENT	14,697								0			20,000										20,000		5,367	5,367	40,064
5170 SUBSTITUTE	3,035								0													0			0	3,035
5200 DIRECT STUDENT SUPPORT	57,158								0	5,447	16,183			2,046				5,678	7,204		19,151	55,709		3,340	3,340	116,207
5261 STUDENT ACTIVITY				5,211	3,930	9,410	5,274	2,160	25,984													0			0	25,984
5270 SCHOOL LUNCH EXP		47,728							0													0			0	47,728
5300 OCCUPANCY	138,294								0		3,680											3,680	703		703	142,677
5400 OFFICE & ADMIN	196,352								0													0			0	196,352
6100 Depreciation	86,380								0													0			0	86,380
Total Expenses	2,742,710	77,286	0	10,711	3,930	9,410	5,274	2,160	31,484	5,447	68,181	20,000	0	58,546	11,263	0	0	20,153	7,204	14,201	19,151	224,146	703	8,707	9,410	3,085,036
Net Operating Income	466,809	49,881	0	4,616	3,483	-3,255	-2,575	-2,160	110	-5,447	-11,818	0	368	-35,819	0	5,081	2,666	-12,727	6,696	0	-16,011	-67,011	1,097	-8,707	-7,610	442,179
Net Income	466,809	49,881	0	4,616	3,483	-3,255	-2,575	-2,160	110	-5,447	-11,818	0	368	-35,819	0	5,081	2,666	-12,727	6,696	0	-16,011	-67,011	1,097	-8,707	-7,610	442,179

MCCPS
Financial Ratios
As of April 30, 2022   **# months YTD**   **10**

Debt Service Coverage Ratio	**4.70**
Days of Cash	**110**
LUNA (liquid unrestricted net assets)	**3.66**

Debt Service Coverage Ratio	
Standard monthly payment (Principal and Interest)	**9,924**
Net operating Income YTD	**466,809**
Annualized based on YTD results	**560,170**
Calculated Debt Service Ratio	**4.70**

Days Cash	
Cash on Hand	**963,528**
Operating Expense YTD	**2,742,710**
Annualized	**3,291,252**
Noncash expense Depreciation YTD	**86,380**
Annualized	**103,656**
Days Cash	**110**

Liquid Unrestricted Net Assets	
Unrestricted Net Assets	**4,646,032**
Fixed Assets	**3,642,215**
Liquid Unrestricted NA	**1,003,818**
Expense (YTD)	**2,742,710**
Monthly	**274,271**
LUNA	**3.66**

April-22   **Ratios**   **5/29/2022 10:15 AM**

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	
5215 — Curiculum supplies	5,000	

MCCPS
FY21 Operating Budget worksheet

	APPROVED BUDGET	
	2020-2021	
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**	

FinCom notes April 2022

The April check from the Commonwealth was $309,514, down a bit as a result of the DESE's annual error (see attached)…the May & June checks will also be reduced. At press time the enrollment was 221…Peter can update on enrollment and admissions for next year.

We rec'd mostly good news about the FY23 budget (see attached)…there's still no answer if the state will enact a 'free lunch' program now that the feds are shutting it down. Over the summer I will work with Danette & Hope to see how much it would cost to run the program ourselves and see if we can find non-governmental sources of support.

Expenses

- We added Kim Ginsberg, HR Manager, to the payroll
- The new gutter system for the section over the mural was $2,500
- We incurred $2,800 in legal expenses in April

Grant updates

There is funding in the recently awarded literacy grant to vastly improve the grade-level libraries since the big curriculum purchase came in well below the budgeted estimate.

I have submitted for reimbursement to The Friends of Marblehead Public Schools for our FY22 grants. They have awarded us several for FY23, including partially funding a new mural in the back of the school.

Jeff Barry <jbarry@marbleheadcharter.com>

Error in March Tuition Payments

2 messages

Laghetto, Joanna C (DOE) <joanna.c.laghetto@state.ma.us>
Thu, Apr 28, 2022 at 9:49 AM
To: "Laghetto, Joanna C (DOE)" <joanna.c.laghetto@state.ma.us>
Cc: Cynthia Marie <cynthia.marie@centralsource.org>, "Hopkins, Alyssa K (DOE)" <alyssa.k.hopkins@state.ma.us>, "Cabral, Hadley B (DOE)" <hadley.b.cabral2@state.ma.us>, "O'Donnell, Robert F (DOE)" <robert.f.o'donnell2@state.ma.us>

Dear Charter School Leaders and Business Managers,

This is a targeted e-mail sent only to schools affected by this error. There was an overpayment in your school's March tuition payment. This overpayment will be deducted from the April, May and June tuition in approximately equal amounts. I have included the details for each impacted school below so that you can plan accordingly. Please remember that June payments may also be adjusted based on other factors, such as your February claim form.

School Name	Amount of Overpayment in March	Projected Amount Deducted from Monthy Tuition Apr-Jun
Academy of the Pacific Rim	10,989	3,663
Benjamin Banneker	9,677	3,226
Boston Collegiate	4,929	1,643
Boston Preparatory	11,148	3,716
Boston Renaissance	24,688	8,229
Bridge Boston	12,436	4,145
Brooke	57,383	19,128
Codman Academy	12,060	4,020
Community CS of Cambridge	4,900	1,633
Conservatory Laboratory	4,813	1,604
kcFoxborough Regional	21,802	7,267
KIPP Academy Boston	14,482	4,827
KIPP Academy Lynn	12,811	4,270
Marblehead Community	7,812	2,604
Martha's Vineyard	7,551	2,517
Match	10,336	3,445
Neighborhood House	11,191	3,730
New Heights CS of Brockton	47,167	15,722
Prospect Hill Academy	16,618	5,539
Roxbury Preparatory	5,305	1,768
Salem Academy	186,145	62,048
South Shore	564,056	188,019

Jeff Barry <jbarry@marbleheadcharter.com>

Important FY23 Budget Update & Preliminary Tuition

4 messages

Erica Brown & Jennie Williamson <ebrown@masscharterschools.org>
Reply-To: ebrown@masscharterschools.org
To: Jeff Barry <jbarry@marbleheadcharter.com>

Wed, May 11, 2022 at 2:08 PM

School Leaders and CFOs:

With the Senate Ways & Means (SWM) budget released Tuesday at noon, we wanted to provide you with our analysis and also take a moment to celebrate several critical advocacy wins for our schools:

BIG NEWS! FULL FACILITIES PER PUPIL INCREASE INCLUDED: After extensive advocacy by many members of MCPSA and the MA charter public school community during Advocacy Week and beyond, we are very happy to report that **the SWM Budget includes our full FPP ask of $1,088 per pupil.** This increase of $150 per student represents a 16% increase over the FY22 funding level – a significantly greater funding increase than we have ever achieved for our charter public schools. (For context, recall that in FY20, we celebrated a 5% FPP increase after over a decade of unchanged funding.) Overall, this significant win represents an investment of an additional **$7 million** in our schools!

Since this increase was also included in the House budget, **we can now say with relative certainty that these essential resources will be included in the FY23 final budget!**

While the SWM budget does *not* include language that ties the rate to inflation (which was included in the House budget), there is still an opportunity to ensure that this inflation language is included in the final budget. MCPSA will be working to try to secure the inflation language, and will keep you posted.

OTHER KEY WINS: The implementation of the Student Opportunity Act (SOA) combined with state and federal COVID relief funds continues to create a **very optimistic financial picture for public education in Massachusetts in FY23**. Moreover, many of our key advocacy priorities are reflected in the FY23 SWM budget, representing a major win for our schools and all public school students across the Commonwealth. Specifically, the SWM Budget includes:

- **Increased Charter Tuition:** DESE has confirmed that there are no changes from the April tuition calculations, which stood at **$119.5 million above Q3 FY22,** representing a 9.9% year-over-year increase.
- **Full Funding for District Reimbursement:** The Student Opportunity Act requires district reimbursement to be fully funded within 3 years of implementation. Like the House budget, the SWM budget accelerates this implementation timeline by fully funding district reimbursement at 100%, which amounts to a total funding level of $243.8 million. Fully funding district reimbursement is an important component of our collective advocacy agenda and represents another legislative win for all public schools!
- **Access to Mental Health Grants:** The SWM budget includes a $6M grant program to support schools' efforts to "adapt, expand or strengthen multi-tiered systems of support to respond to the social emotional and

behavioral health needs of students, families and educators". Thanks to our previous advocacy efforts, charter public schools are included in this line item and will therefore have access to this essential funding if adopted in the final FY23 budget.

PROCESS AND TIMELINE: As a reminder, the SWM budget is the **third step in a five step** annual budget process. The next step is for the House and Senate to negotiate a final version in a conference committee next month. We expect that a final state budget will be passed by June 30th and that FY23 tuition based on the final state budget will be published within a day or two of the budget's approval.

RELEVANT FY23 BUDGET ITEMS: In every published state budget version, the MCPSA tracks a number of line items that are relevant to member schools' budgets:

	Line item	FY22 Final	FY23 House	FY23 SWM	SWM Increase/ decrease over FY22
Chapter 70	7061-0008	$5,503,268,224	$5,988,520,366	**$5,998,209,887**	$494,941,663
District reimbursement	7061-9010	$154,604,742	$243,804,746	**$243,804,746**	$89,200,004
SpEd Reimbursement	7061-0012	$373,333,860	$441,031,605	**$435,031,606**	$61,697,746
Regional Transportation	7035-0006	$82,178,615	$77,801,545	**$82,178,615**	$0
Homeless Transportation	7035-0008	$14,449,605	$22,981,479	**$21,500,000**	$7,050,395
Facilities reimbursement	(within 7061-9010)	$938 (per pupil)	$1,088 (per pupil)	**$1,088 (per pupil)**	$150 (per pupil)

PRELIMINARY CHARTER TUITION: For a refresher about how charter tuition works, see this MCPSA-created short video explaining the component parts of charter tuition. In addition, see this March 2022 webinar recording (start at 23:00) to better understand the impact of these tuition increases across schools with high and low Above Foundation Rates (AFRs).

The major headline for FY23 charter tuition based on the SWM version of the FY23 budget: Rates are unchanged from the April version of DESE-published tuition, which significantly increases confidence in those numbers.

How much stock should schools put in these May tuition numbers?

- HIGH CONFIDENCE: The published foundation component of tuition is unchanged from January. MCPSA continues to caution that schools should incorporate their own understanding of 2022-2023 student demographic and enrollment projections for 2022-2023. DESE's FY23 tuition projections still rely upon October 1, 2021 SIMS demographic data, and actual FY23 tuition will use a mix of FY22 and FY23 enrollment data.
- HIGH CONFIDENCE: As we noted above, the **facilities per pupil** increase is included in the Senate version of the budget – note that confidence is much higher in this area now, and we recommend that schools DO include this increase in their FY23 budgets!
- URGING CAUTION: For schools who receive a significant amount of **above foundation** tuition, local district conversations about (overall and ESSER) spending for FY23 can give an indication of AFR in FY23. The most recent FY23 tuition projections use FY22 Above Foundation Rates, and actual FY23 tuition will use more updated district spending data that will be integrated into FY23 tuition in December 2022 and March 2023. See the resource MCPSA developed last year as a refresher of what to listen for in local district