



MCCPS Board of Trustees

MCCPS Monthly Board of Trustees Meeting

Published on April 29, 2023 at 10:41 AM EDT

Amended on May 1, 2023 at 6:45 PM EDT

Date and Time

Wednesday May 3, 2023 at 7:00 PM EDT

Location

17 Lime Street
Marblehead, MA

Join Zoom Meeting

<https://us06web.zoom.us/j/98355446062?pwd=bVg2VzE4bEZUVXJqY0R4UIJnVmZ1dz09>

Meeting ID: 983 5544 6062

Passcode: MCCPSbot

Agenda

	Purpose	Presenter	Time
I. Opening Items			7:00 PM
Opening Items			
A. Record Attendance and Guests		William Rockwell	1 m
B. Call the Meeting to Order		Tim Wadlow	2 m
C. Approve Minutes	Approve Minutes	Tim Wadlow	2 m

	Purpose	Presenter	Time
II. Opening Comments From Chair			
III. Public Comment			7:05 PM
A. Public Comment	Discuss	Tim Wadlow	10 m
IV. Board Annual Items			7:15 PM
A. Upcoming Meeting Agenda Items	FYI	Tim Wadlow	5 m
May: HOS Annual Evaluation Jun: Annual Board Retreat			
V. HOS Report			7:20 PM
A. Monthly Report	FYI	Stephanie Brant	20 m
B. Board Support for HOS	Discuss	Lindsay Smith	45 m
Interim Head of School Community Meeting Leadership Team Coverage Staff Contracts Staff Hiring SY23/24 Budget Graduation Exhibition			
VI. New HOS Search Process			8:25 PM
A. New HOS Search Process	Discuss	Ian Hunt	30 m
VII. Black Hole Symphony			
VIII. Committee Updates			8:55 PM
A. Governance Committee	Discuss	Nick Santoro	5 m
B. Finance Committee	Discuss	Rudi Herve	10 m

	Purpose	Presenter	Time
C. Personnel Committee	Discuss	Paul Baker	5 m
D. Academic Excellence	Discuss	Jessica Xiarhos	5 m
E. Development & Communications	Discuss	Jessica Gelb	5 m
F. Strategic Plan Committee	Discuss	Nick Santoro	5 m
G. Facilities Task Force	Discuss	William Rockwell	5 m
IX. Public Comment			9:35 PM
A. Public Comment	Discuss	Tim Wadlow	5 m
X. Board Member Comments and Resolutions			9:40 PM
A. Board Member Comments and Resolutions	Discuss	Tim Wadlow	5 m
This is an opportunity for Board Member Comments and Resolutions			
XI. Executive Session			9:45 PM
A. Vote to Enter Executive Session	Vote	Tim Wadlow	5 m
Enter executive session under reason #1 from list of ten purposes for which a public body may vote to hold an executive session, as explained in the open meeting law guide from Massachusetts Attorney General. Discuss related to previous Head of School.			
B. Executive Session	Discuss		15 m
XII. Closing Items			10:05 PM
A. Adjourn Meeting	Vote	Tim Wadlow	

Coversheet

Approve Minutes

Section: I. Opening Items
Item: C. Approve Minutes
Purpose: Approve Minutes
Submitted by:
Related Material: 2023_03_28_board_meeting_minutes.pdf
2023_04_12_board_meeting_minutes.pdf
2023_04_18_board_meeting_minutes.pdf

DRAFT



MCCPS Board of Trustees

Minutes

MCCPS Monthly Board of Trustees Meeting

Date and Time

Tuesday March 28, 2023 at 7:00 PM

Location

17 Lime Street
Marblehead, MA

Join Zoom Meeting

[https://us06web.zoom.us/j/98355446062?
pwd=bVg2VzE4bEZUVXJqY0R4UIJnVmZ1dz09](https://us06web.zoom.us/j/98355446062?pwd=bVg2VzE4bEZUVXJqY0R4UIJnVmZ1dz09)

Meeting ID: 983 5544 6062
Passcode: MCCPSbot

Trustees Present

Ian Hunt, Jessica Gelb, Jessica Xiarhos, Katie Holt (remote), Lindsay Smith, Nick Santoro, Paul Baker, Peter Cohen (remote), Rodolphe Herve (remote), Tim Wadlow, William Rockwell

Trustees Absent

None

Guests Present

Alyssa Crimmins (remote), Andrea Barlow, Andrea Daniels (remote), Ariane Purdy (remote), August Bell, Ben Cayes (remote), Beth Taranto, Bob Erbetta, Chris Bruell, Connie DeBoever (remote), Elizabeth Burns (remote), Emily Miner (remote), Gina Yrrizarry, Ivy Walsh (remote), Jeff Barry (remote), Jenny Prag (remote), Jens Kollserud (remote), John Romano (remote), Justin Walsh (remote), Karen Zieff (remote), Katie Sullivan, Keiko Zoll (remote), Kim Bell, Kim Ginsberg (remote), Larry Zoll (remote), Meg Upton (remote), Melissa DeLeo (remote), Michelle Kallelis (remote), Molly Robbins (remote), Molly Teets, Pamela Robbins (remote), Rachel March (remote), Rebecca Whidden (remote), Ros, Rosalie Moleti (remote), Sarah Biltcliffe, Stephanie Brant, Susan Irizarry (remote), Thomas Taranto (remote), Tyler Kelleher (remote)

I. Opening Items

A. Record Attendance and Guests

B. Call the Meeting to Order

Tim Wadlow called a meeting of the board of trustees of MCCPS Board of Trustees to order on Tuesday Mar 28, 2023 at 7:06 PM.

C. Approve Minutes

Tim Wadlow made a motion to approve the minutes from MCCPS Monthly Board of Trustees Meeting on 02-28-23.

Paul Baker seconded the motion.

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

Roll Call

William Rockwell	Aye
Paul Baker	Aye
Rodolphe Herve	Aye
Ian Hunt	Aye
Katie Holt	Aye
Peter Cohen	Absent
Jessica Xiarhos	Aye
Jessica Gelb	Abstain
Lindsay Smith	Abstain
Nick Santoro	Aye
Tim Wadlow	Aye

II. Public Comment

A. Public Comment

- Bob Erbetta
 - thanked the Board for their involvement, as he is a former board member
 - As a founder, was not happy to hear what was going on at the school... we tried to provide an experience that our local district didn't have focused on project based learning and offering a dimension of diversity
 - Jeff and Bob had made contact
- Keiko Zoll
 - Parent of 4th grader at MCCPS
 - Saw yesterday's email
 - Raised to the board's attention that the students know that something is going on so whatever information the board intends to share, asked that the board understands that whatever information they do share will trickle down to the students
 - Tim- at this time, we cannot share much more than was shared in the
- Becca Whidden
 - Will the letters that have been directed to you be added to the record?
 - Paul- these emails are being recorded though we will have to confer with counsel as to whether we can make

- Felt the letter was inflammatory and unfair to Dr. Cohen... hope the Board has conversations regarding what school leadership will look like because providing thoughtful communication is critical, especially with
- Responding to Bob's mention of scuttlebutt, does not believe it is appropriate to mention that during this meeting
- Asked who the school's counsel is, who is doing the investigation, what the timeline is for the investigation is
 - Tim- we are receiving advice from Al Gray, the school's counsel
- What is legal is not always what is right... my experiences with Dr. Cohen as a board member and parent w
- Heidi Walsh
 - Understands why the Board sent the email but feels it was inflammatory and has lit fears and left people speculating and as parents, we need to be able to explain what's going on to our kids
- Pam Robbins
 - Said people are speculating and think it is important to ensure the students are more
 - Did become aware there are cameras in the school and do not believe we were notified of this... finds this concerning
- Sara Bielcliffe
 - Offered to remind children that the school is safe, that they are loved
 - Encouraged parents to have kids come to her and that their teachers are still their teachers and that everyone in the school
- Becca Whidden
 - React to Pam's comment about the cameras
 - Asking parents to peruse meeting minutes is a lot of reading
 - Cameras are the absolute standard for MA communities besides a couple that have opted out
- Connie Di
 - Asked if the Board have an estimate as to how long the investigation may take
 - Tim- with counsel's advice, we cannot commit to a timeline at this time
- Melissa
 - School psychologist, reiterated that MCCPS will
- Keiko Zoll
 - Being intentional with communication is critical.... agrees with others that it was written in an inflammatory manner and wants to express to the Board that there is deep and intentional thought into this matter and while Keiko appreciates the assurances of the school's staff members, as a parent who has not completed their intent to return form this does not give me much faith in the school's leadership

III. Opening Comments From Chair

A. Tim's Comments

- Tim requested that the Board members introduced themselves to the public
 - Each Board member subsequently introduced him/herself and spoke about their experience/relationship with MCCPS
- Tim provided opening comments
 - Before we put out our statement, we conferred with legal counsel and are trying to do what we believe is best for the students

- To clarify a few things- the incident involved the head of school and a staff member and no child was involved
- The Board did in fact meet last night for an Executive Session
- The result of that meeting is that we need to do a proper investigation which will involve more than we've done to this point

IV. Board Annual Items

A. Upcoming Meeting Agenda Items

- Tim outlined upcoming items
 - Apr: Budget Adoption '
 - May: HOS Annual Evaluation
 - Jun: Annual Board Retreat
 - Katie Holt asked where the
 - Paul cannot do June 10th
 - Tim offered to send a Google poll with potential dates

V. HOS Evaluation Process

A. HOS Evaluation process

- **Note:** Please see Head of School Evaluation Presentation attached to these minutes
- Katie Sullivan introduced herself and provided summary of what the end of year HOS evaluation timeline is
 - Summative report, review performance indicators, HOS goals
 - Reviewed timeline
 - Katie and John reviewing surveys with staff tomorrow
 - John will then aggregate data and deliver presentation
 - Reviewed summative report to be completed by Board members, evidence to be used in this evaluation and
 - Board members will send to to Board Chair, who will then aggregate data and this will go into the head of school file

VI. HOS Report

A. Monthly Report

- **Note:** please see Monthly HOS Report attached to the meeting packet

B. Updated Succession Plan

Tim Wadlow made a motion to Accept the updated MCCPS succession plan with the contingency that the word "Principal" is replaced with "Assistant Head of School" where appropriate within the document.

Paul Baker seconded the motion.

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

Roll Call

Katie Holt	Aye
Rodolphe Herve	Aye
Peter Cohen	Absent
Jessica Gelb	Aye
Paul Baker	Aye

Roll Call

Jessica Xiarhos Aye
Ian Hunt Aye
William Rockwell Aye
Nick Santoro Aye
Tim Wadlow Aye
Lindsay Smith Aye

VII. Committee Updates

A. Governance Committee

- Did not meet this month

B. Finance Committee

- Please see Agenda Item 7A for update

C. Personnel Committee

- Paul- met this month, currently reviewing MCCPS policies and procedures

D. Academic Excellence

E. Development & Communications

- Entrepreneurial Fair is about set, with approximately 50 students involved
 - Weaver Orthodontics donated \$1000
- Jess- requested clarity on defining role of Development Committee
 - Ian- as former member of this committee, this committee is about both spreading the word about the school and raising funds (awareness re: what MCCPS is about and raising funds to support community)

F. Strategic Plan Committee

- Didn't meet this month

G. Facilities Task Force

- Met this month, brainstormed with committee members regarding latest Ebbrell plans
- Ebbrell expected to deliver test fit plan by the end of this week

VIII. Public Comment

A. Public Comment

- Becca Whidden

- My memory is that the school was on much worse financial footing 6-7 years ago and the improvements since are a credit to Rudi, Andrea, Jeff and Dr. Cohen
 - Recognized Dr. Cohen's contributions to professionalizing the school during his tenure
- Stephanie Brandt
 - Attending monthly meeting with MHD public schools to understand their protocols for situations of emergency
 - Did a drill in December with students
 - Confirmed that all MHD schools have cameras inside and out

IX. Board Member Comments and Resolutions

A. Board Member Comments and Resolutions

- Jess G requested information regarding safety protocols/systems in place at MCCPS given the recent school shootings in the country
 - Will offered to look into this and get answer

X. Closing Items

A. Adjourn Meeting

Tim Wadlow made a motion to Adjourn March meeting of the Board of Trustees.
Nick Santoro seconded the motion.
The board **VOTED** to approve the motion.

Roll Call

Jessica Gelb	Aye
Rodolphe Herve	Aye
Tim Wadlow	Aye
William Rockwell	Aye
Katie Holt	Aye
Nick Santoro	Aye
Peter Cohen	Absent
Lindsay Smith	Aye
Ian Hunt	Aye
Jessica Xiarhos	Aye
Paul Baker	Aye

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 8:45 PM.

Respectfully Submitted,
William Rockwell

DRAFT



MCCPS Board of Trustees

Minutes

Special Board Meeting

Date and Time

Wednesday April 12, 2023 at 7:00 PM

Location

17 Lime Street
Marblehead, MA

Join Zoom Meeting

[https://us06web.zoom.us/j/98355446062?
pwd=bVg2VzE4bEZUVXJqY0R4UIJnVmZ1dz09](https://us06web.zoom.us/j/98355446062?pwd=bVg2VzE4bEZUVXJqY0R4UIJnVmZ1dz09)

Meeting ID: 983 5544 6062

Passcode: MCCPSbot

Please note that the in-person meeting will not be suspended or terminated if technological problems interrupt the remote connection.

Trustees Present

Carol McEnaney, Ian Hunt, Jessica Gelb, Jessica Xiarhos, Katie Holt (remote), Lindsay Smith, Nick Santoro, Paul Baker, Tim Wadlow, William Rockwell

Trustees Absent

Peter Cohen, Rodolphe Herve

I. Opening Items**A. Record Attendance****B. Call the Meeting to Order**

Tim Wadlow called a meeting of the board of trustees of MCCPS Board of Trustees to order on Wednesday Apr 12, 2023 at 7:10 PM.

C.

Approve Minutes From Previous Special Board Meetings

Tim Wadlow made a motion to approve the minutes from Special Board Meeting on 03-27-23.

Paul Baker seconded the motion.

- The Board determined that continued non-disclosure of executive session minutes remains warranted, as publication would defeat the lawful purposes of the executive session and violate attorney-client privilege.

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

Roll Call

Nick Santoro	Aye
Rodolphe Herve	Absent
Jessica Xiarhos	Aye
Tim Wadlow	Aye
Paul Baker	Aye
Ian Hunt	Aye
Carol McEnaney	Abstain
Katie Holt	Aye
William Rockwell	Aye
Jessica Gelb	Aye
Lindsay Smith	Aye
Peter Cohen	Absent

Tim Wadlow made a motion to approve the minutes from Special Board Meeting on 04-05-23.

Ian Hunt seconded the motion.

- The Board determined that continued non-disclosure of executive session minutes remains warranted, as publication would defeat the lawful purposes of the executive session and violate attorney-client privilege.

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

Roll Call

Jessica Xiarhos	Aye
Jessica Gelb	Abstain
Peter Cohen	Absent
Paul Baker	Aye
Katie Holt	Aye
Ian Hunt	Aye
Carol McEnaney	Abstain
Nick Santoro	Aye
Tim Wadlow	Aye
Rodolphe Herve	Absent
William Rockwell	Aye
Lindsay Smith	Aye

II. Board

A. Vote to Enter Executive Session

Tim Wadlow made a motion to enter Executive Session under Reason #1 outlined in the Massachusetts Open Meeting Law Guide and Educational Materials.

William Rockwell seconded the motion.

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

Roll Call

Lindsay Smith	Aye
Paul Baker	Aye
Jessica Xiarhos	Aye
Tim Wadlow	Aye
Ian Hunt	Aye
Jessica Gelb	Aye
Rodolphe Herve	Absent
Katie Holt	Aye
Carol McEnaney	Abstain
William Rockwell	Aye
Peter Cohen	Absent
Nick Santoro	Aye

B. Executive Session

The Board voted to enter Executive Session.
Tim Wadlow made a motion to End Executive Session.
Paul Baker seconded the motion.
The board **VOTED** to approve the motion.

Roll Call

Tim Wadlow	Aye
Lindsay Smith	Aye
Katie Holt	Aye
Nick Santoro	Aye
William Rockwell	Aye
Rodolphe Herve	Absent
Peter Cohen	Absent
Carol McEnaney	Abstain
Ian Hunt	Aye
Jessica Xiarhos	Aye
Paul Baker	Aye
Jessica Gelb	Aye

III. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 10:00 PM.

Respectfully Submitted,
William Rockwell

Documents used during the meeting

- 2023_03_27_board_meeting_minutes.pdf
- 2023_04_05_board_meeting_minutes.pdf

DRAFT



MCCPS Board of Trustees

Minutes

Special Board Meeting

Date and Time

Tuesday April 18, 2023 at 7:00 PM

Location

17 Lime Street
Marblehead, MA

Date and Time

Tuesday April 18, 2023 at 7:00 PM EDT

Location

17 Lime Street
Marblehead, MA

Join Zoom Meeting

[https://us06web.zoom.us/j/98355446062?](https://us06web.zoom.us/j/98355446062?pwd=bVg2VzE4bEZUVXJqY0R4UIJnVmZ1dz09)
[pwd=bVg2VzE4bEZUVXJqY0R4UIJnVmZ1dz09](https://us06web.zoom.us/j/98355446062?pwd=bVg2VzE4bEZUVXJqY0R4UIJnVmZ1dz09)

Meeting ID: 983 5544 6062

Passcode: MCCPSbot

Please note that the in-person meeting will not be suspended or terminated if technological problems interrupt the remote connection.

Trustees Present

Carol McEnaney, Ian Hunt, Jessica Xiarhos, Lindsay Smith, Nick Santoro, Paul Baker, William Rockwell

Trustees Absent

Jessica Gelb, Katie Holt, Rodolphe Herve, Tim Wadlow

I. Opening Items

A. Record Attendance

B. Call the Meeting to Order

Ian Hunt called a meeting of the board of trustees of MCCPS Board of Trustees to order on Tuesday Apr 18, 2023 at 7:16 PM.

II. Board

A. Vote to Enter Executive Session

Ian Hunt made a motion to enter Executive Session under Reason #1 outlined in the Massachusetts Open Meeting Law Guide and Educational Materials. William Rockwell seconded the motion.

- The Board voted to enter Executive Session

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

Roll Call

Paul Baker	Aye
Carol McEnaney	Aye
Jessica Xiarhos	Aye
Ian Hunt	Aye
Jessica Gelb	Absent
William Rockwell	Aye
Lindsay Smith	Aye
Katie Holt	Absent
Tim Wadlow	Absent
Rodolphe Herve	Absent
Nick Santoro	Aye

B. Executive Session

- The Board entered Executive Session

William Rockwell made a motion to exit Executive Session.

Paul Baker seconded the motion.

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

Roll Call

Rodolphe Herve	Absent
Nick Santoro	Aye
Ian Hunt	Aye
William Rockwell	Aye
Lindsay Smith	Aye
Paul Baker	Aye
Jessica Xiarhos	Aye
Tim Wadlow	Absent
Katie Holt	Absent
Jessica Gelb	Absent
Carol McEnaney	Aye

III. Closing Items

A.

Action Items

- Board discussed Action Items
 - Lindsey to establish weekly meetings with Stephanie and check in regarding IT admin privileges
 - Ian to send final note to AI
 - Will to message Tim re: next meeting
 - Nick & Jess X to draft job description for HOS position for 5/2 BOT meeting
 - Nick to complete rough draft of Strategic Plan for next BOT meeting

B. Adjourn Meeting

Nick Santoro made a motion to Adjourn this meeting of the Board of Trustees.
William Rockwell seconded the motion.
The board **VOTED** to approve the motion.

Roll Call

Katie Holt	Absent
Nick Santoro	Aye
Jessica Xiarhos	Aye
Lindsay Smith	Aye
Rodolphe Herve	Absent
Jessica Gelb	Absent
Ian Hunt	Aye
Tim Wadlow	Absent
Paul Baker	Aye
Carol McEnaney	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 9:00 PM.

Respectfully Submitted,
William Rockwell

Coversheet

Monthly Report

Section: V. HOS Report
Item: A. Monthly Report
Purpose: FYI
Submitted by:
Related Material: HOS Report 5.3.2023.pdf

HOS Report
 Stephanie Brant-Interim Head of School
 5/3/2023

Admissions

Current Enrollment Facts

- Enrollment is currently at 218. We started the 2022-2023 school year at 226.
- **13 students have dis-enrolled since September of 2022**
 - 3 were before Oct. 31
 - 1 in Nov.
 - 3 in Dec
 - 3 in Feb
 - 2 in March
- **Stated reasons for dis-enrollment:**
Summary:
 - 3 students for commute issues
 - 2 students moved (one out of state, one out of the country)
 - 3 needed more intensive special education services
 - 3 returned to Marblehead Public schools
 - 1 student indicated the school was not a good fit socially
 - 1 unknown reason
- 2023-2024 Enrollment Data: Enrollment is **projected between 208-215** as of 5/3/2023

2023-2024 Enrollment	Indicated "YES" on Intent to return
4th	37 acceptances, 2 offers out (expected to get to 48 with second lottery)
5th	43 (expected to get to 50 due to wait list)
6th	48 (expected to get to 50 due to wait list)
7th	34
8th	29
Total	154 "Yes" on intent to return

- **Comparison between May of 2022 and May of 2023:**
 - During the 2021-2022 school year 19 students dis-enrolled. As of today's date, 13 students have disenrolled.
 - At the end of the 2021-2022 school year a total of 50 students disenrolled, in addition to the departure of 33 graduating 8th graders, **for a total of 83 students.**
 - As of today's date, we have 26 students indicating that they will not return, in addition to the departure of 39 8th graders **for a total of 65 students.**

Staffing and Hiring

Contract meetings began this week and will extend into next week. A staff contract template for the 2023-2024 meeting has been finalized.

Expected and posted vacancies:

- **Director of Student Services**
 - 11 Applicants
 - 3 interviews have been conducted. One candidate was offered the position and declined due to salary considerations (seeking a salary of \$120,000); one candidate accepted a director position with another district.
 - A candidate interviewed on 5/1/2023 has been invited back for a meet and greet on Wednesday May 10th from 7:45am to 9:45am.
- **Human Resources Manager** (position expected to be restructured)
- **Admissions Coordinator** (position expected to be restructured)
- **4th grade Humanities**
 - Posted on 5/2/2023, no applicants as of yet
- **School Adjustment Counselor**
 - Vacancy posted on 4/25/2023
 - Interviews have not yet begun.
 - 13 candidates have applied
- **4th grade special education liaison**
 - 1 applicant
- **8th grade math/science** (retirement)
 - Science was posted on 2/7/2023; we received 3 applications; none were chosen for interviews.
 - Science was re-posted 3/8/2023; 2 applications were received; one candidate was interviewed—she accepted a position in another district.
 - Math was posted on March 8th- 4 candidates applied and none were chosen for interviews.
 - Math/Science was reposted on 5/2/2023-1 application has been received.
- **Art** (retirement)
 - 6 interviews have been conducted; an offer has not yet been made (2 internal candidates, 4 external candidates)

Upcoming Events

5/7/2023	Entrepreneurial Fair 10am to 1pm
5/8& 5/9	5th & 8th Grade SCIENCE MCAS
5/11/23	Black Hole Symphony Guest Appearance (2:15-3:20pm)
5/12/23	5th Grade to Museum of Science
5/12/23	7/8 Semi-Formal
5/22-5/26	Nature's Classroom - 6th Grade
5/22-5/26	8th Grade "Senior Week" Trips
6/2/2023	Faculty vs. 8 th grade kickball game and cookout
6/1 - 6/3	Theatre Performances
6/5/23	Music Extravaganza
6/8/23	4th Grade Field Trip to Salem to the Peabody Essex Museum
6/9/23	Canobie Lake Field Trip
6/14/23	Exhibition 6-8pm (One night for All Grades)
6/15/23	Exhibition 2 (half day)
6/15/23	Last Day of School Celebration (with special guest performance)
6/15/23	Graduation (to take place at Abbott Hall)

Misc. Updates

Staff was treated to an amazing lunch from the PTO today in recognition of the Teacher Appreciation Week. Thank you!

MCCPS was awarded **TWO** awards from the Friends of Marblehead Public Schools:

- \$7500 Grant for 2023-2023 from the Friends of Marblehead Public Schools. The grant was written by 5th grade Math/Science teacher Mary Buckley to support a unit in the new science curriculum (PLTW Launch) on Robotics and Automation. With the grant money, we will be purchasing 15 VEX IQ Robot Kits. This unit is an effective way to teach problem solving, perseverance, cooperation, and the engineering design process. The kits will also be used to teach an enrichment class and could be utilized in a STEM lab.
- \$930 to partially fund a 45-minute presentation titled “Hip Hop Promotes Positivity!” The presentation will focus on ways that dance, specifically hip hop, can be used to promote themes of respect.

Front office manager Meg Upton has secured funding that will allow The Black Hole Symphony to perform for the school community on Thursday, May 11th during our enrichment block. The performance will be a symphonic journey through spacetime, performed by a live chamber orchestra (3 Musicians) with immersive visuals. The conductor David Ibbett has composed an electro-symphonic score by transcribing data from the light emitted by black holes into musical notes and chords to create an experience of music and art, derived from science.

MCCPS Instructional Leadership Team Updates

Between now and the close of the school year:

The team is working with staff during Department Meetings and team planning time to support our June 2023 Exhibition community building event that showcases student learning at our June exhibition. The focus of this work includes:

- Exhibition Logistics
- Designing "Anatomy of an Exhibition Project"
- Exhibition Booklets

Identified focus for Professional Development for the 2023-2024 School Year:

The overarching goal for Professional Development for next year will be to develop and implement a rigorous curriculum at every grade level that is aligned to the State Standards and our Criteria for Excellence so that our learners at the end of the 5-year MCCPS experience demonstrate the skills and content knowledge to be successful in high school and beyond.

Key Topics for 2023-2024 Professional Development:

- Planning for Project Based Learning & Exhibitions
- Project Validation and Performance Assessment
- Daily Instructional Practices
- Student-Led Conferences
- Portfolios
- Grading & Assessment
- Aligning Assessment to Grade Level Standards

I am in the process of putting together a framework as it relates to the Leadership needs at MCCPS to support the successful operation of school and move teaching and learning forward for the 2023-2024 school year.

I have been notified that a complaint was filed with DESE on 4/28/2023 as it related to the community meeting presentation on Transgender Day of Visibility.

There are approximately 23 special education meetings left to be facilitated between now and the end of the school year.

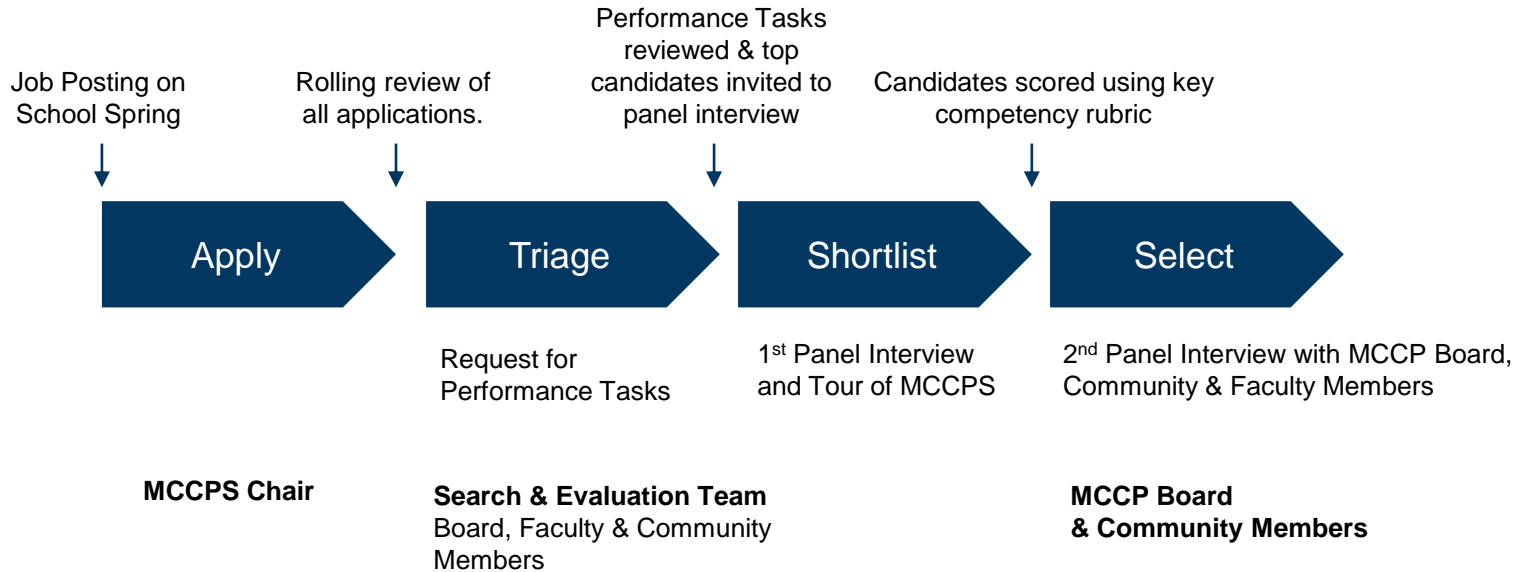
Transition meetings between MCCPS and the Brown School (for students who will be coming to MCCPS) will take place tomorrow 5/4/2023 via Zoom.

Coversheet

New HOS Search Process

Section: VI. New HOS Search Process
Item: A. New HOS Search Process
Purpose: Discuss
Submitted by:
Related Material: HoS Recruitment Timelines - Proposed May 2023.pdf

Proposed MCCPS HoS Search Process



Previous Cycle

35 applications received
 – 23 MA
 – 12 Out-of-State

16 performance tasks reviewed

5 candidates identified for first interview

3 candidates visited MCCPS

2 candidates invited to second interview

Search & Evaluation Team Scoring Rubric

Competency	Description
Culture, Climate & Vision	Each candidate asked 6-8 questions around 7 thematic competencies.
Strategy, Leadership	Individual panel members score candidates for each competency using a 5-point rubric:
Improving Instruction	
Discipline	
Family/Community Engagement	<ul style="list-style-type: none"> • Clearly missed requirements (Score =1) • Less than requirements (Score =2) • Meets requirements (Score =3) • Exceeds requirements (Score =4) • Far exceeds requirements (Score =5)
Communication Style	
First 100-days	Max. of 35 points.
Scores aggregated and used to guide discussions.	

Rubric used for ranking during shortlisting process

2022 Search & Evaluation Team

Name	Affiliation
Ian Hunt	MCCPS Board
Jen Jewell	MCCPS Board
Michael Condon	Faculty / Administration
Meghan Hale	Faculty
Carol McEnaney	Faculty
Steve Veiga	Faculty / MCCPS Board
Jessica Xiahros	Faculty
Jeremy Bumagin	PTO
Kim Hutchinson	Parent
Amy Ruocco	Parent / SEPAC
Rob Whitman	Parent

Coversheet

Finance Committee

Section: VIII. Committee Updates
Item: B. Finance Committee
Purpose: Discuss
Submitted by:
Related Material: 2023_03_24_finance_committee_monthly_meeting_minutes.pdf
MCCPS-Mar-2023-Financial_Statements.pdf

DRAFT



MCCPS Board of Trustees

Minutes

Finance Committee Monthly Meeting

Date and Time

Friday March 24, 2023 at 8:30 AM

Location

At school - 17 Lime Street, Marblehead, MA 01945

For Remote Participants - Quorum must be present in person

Join Zoom Meeting

<https://zoom.us/j/99625637131?pwd=cWdFODd1b2FvZ3dEOXVtbDZlNHRJUT09>

Meeting ID: 996 [2563 7131](#)

Passcode: MCCPSfinco

Please note that the in-person meeting will not be suspended or terminated if technological problems interrupt the remote connection.

Committee Members Present

Andrea Barlow, Jeff Barry, Julie Santosus, Rodolphe Herve

Committee Members Absent

Karl Smith, Molly Teets, Peter Cohen, Tim Wadlow

I. Opening Items

A. Record Attendance

B. Call the Meeting to Order

Rodolphe Herve called a meeting of the Finance Committee of MCCPS Board of Trustees to order on Friday Mar 24, 2023 at 8:33 AM.

C.

Approve Minutes

Jeff Barry made a motion to approve the minutes from February Finance Committee meeting Finance Committee Monthly Meeting on 08-25-21.

Julie Santosus seconded the motion.

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

Roll Call

Andrea Barlow	Aye
Peter Cohen	Absent
Jeff Barry	Aye
Tim Wadlow	Absent
Molly Teets	Absent
Rodolphe Herve	Aye
Julie Santosus	Aye
Karl Smith	Absent

II. Financial Statements Discussion

A. Committee review of Previous Month's Financial Statements

Due to other events unfolding at the school, this discussion was not held.

B. Review of draft 2023/2024 Budget

The 2023/2024 budget is still a work in progress as salaries and insurance payments are being finalized. The Finance Committee will review an updated version next month.

III. Other Business

A. Discuss Banking crisis and impact on MCCPS

Rockland Trust has no exposure to the SVB, First Republic and Signature fall out. 52% of their deposits are covered by FDIC.

There does not seem to be an immediate risk with the bank

B. Discuss Investing / Savings account policy in light of MHD school district reports

After discussions from Jeff Barry with Rockland Trust, the interest rate of the Board-certified account was raised from 0.9% to 3% annually.

The interest rate of the Marblehead Charter Education Fund will also be increased to 3% shortly.

MCCPS will have the option to move funds in and out of the operating checking account and MCEF account at will to get the benefit of the higher interest rate.

C. Finance Committee members should agree date of next meeting

Not covered, and will be covered via email

IV. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 8:55 AM.

Respectfully Submitted,
Rodolphe Herve

Documents used during the meeting

- 2023_02_17_Fincom_meeting_minutes.pdf
- FinCom notes Feb '23.pdf
- MCCPS-Feb-2023-Financial Statements v1.xlsx
- FY24 Proposed Budget.xlsx

Marblehead Community Charter Public School

**Financial Results
As of Mar 31, 2023**



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 Mar 31, 2023

	As of Mar 31, 2023	As of Mar 31, 2022 (PY)	Increase / (Decrease)	%age
ASSETS				
Current Assets				
Checking/Savings				
1073 — EBSB Payroll (8947)	24,693	62,975	(38,283)	-60.8%
1072 — EBSB Operating (8934)	463,905	717,616	(253,710)	-35.4%
1040 — Petty Cash (4534)	344	2,329	(1,985)	-85.2%
1070 — Checking (4542)	62,965	52,455	10,510	20.0%
1075 — CapEx (2523)	2,500			
1085 — PayPal	1,454	13,279	(11,825)	-89.0%
1090 — FoodService (5077)	28,033	44,945	(16,913)	-37.6%
1074 Board Restricted (0623)	357,725	104,992	252,733	240.7%
Total Checking/Savings	941,618	998,592	(56,974)	-5.7%
Accounts Receivable				
1200 — Accounts Receivable	9,390	0	9,390	
1201 — Grants Receivable	44,391	0	44,391	
Total Accounts Receivable	53,781	0	53,781	
Other Current Assets				
1310 — Prepaid Expense	13,402	0	13,402	
1210 — State Allocation Receivable	0	0	0	
Total Other Current Assets	13,402	0	13,402	
Total Current Assets	1,008,801	998,592	10,209	1.0%
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	480,035	124,665	355,370	285.1%
1531 — Fixed Assets	66,648	66,648	0	0.0%
1599 — Accumulated Depreciation	(895,362)	(790,139)	(105,223)	13.3%
Total Fixed Assets	3,901,321	3,651,174	250,147	6.9%
TOTAL ASSETS	4,910,122	4,649,766	260,356	5.6%
LIABILITIES & EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable				
2000 — Accounts Payable	(38,635)	27,992	(66,627)	NM
2010 — Accounts Payable FS	0	0	0	
Total Accounts Payable	(38,635)	27,992	(66,627)	NM
Other Current Liabilities				
2110 — Accrued Payroll	100,000	119,140	(19,140)	-16.1%
2110-25 — Payroll Liabilities	(2,404)	(3,945)	1,541	-39.1%
2110-30 403B	0	(200)	200	-100.0%
2111 — Accrued Payroll Taxes	0	5	(5)	NA
2160-25 — MTRB Liability	18,559	16,815	1,744	10.4%
2190-25 — Payroll Clearing Account	6,164	(1,295)	7,459	-576.0%
2230 — Accrued Expenses	39,898	39,898	0	0.0%
2200 — Deferred Revenue	0	0		
Total Other Current Liabilities	162,217	170,417	(8,200)	-4.8%
Total Current Liabilities	123,582	198,409	(74,827)	-37.7%
Long Term Liabilities				
2613 — Rockland Trust Mortgage	3,431,426	3,539,170	(107,744)	-3.0%
Total Long Term Liabilities	3,431,426	3,539,170	(107,744)	-3.0%
Total Liabilities	3,555,008	3,737,579	(182,571)	-4.9%
Equity				
3000 — Opening Bal Equity	(295)	(295)	0	0.0%
3900 — Retained Earnings	1,112,134	499,843	612,292	122.5%
Net Income	243,274	412,639	(169,364)	-41.0%
Total Equity	1,355,114	912,187	442,927	48.6%
TOTAL LIABILITIES & EQUITY	4,910,122	4,649,766	260,356	5.6%

MCCPS

Profit and Loss Prev Year Compariso

July 2022 - March 2023

	Accrual Basis				# months YTD		
	Jul 2022 - Mar 2023	Jul 2021 - Mar 2022 (PY)	Increase / (Decrease)	%age	Budget	Over / (Under)	%age
Ordinary Income/Expense							
Income							
4005 — STATE ALLOCATION	2,988,571	2,796,752	191,819	6.9%	2,977,763	10,809	0.4%
4040 — INVESTMENT INCOME	1,679	194	1,485	764.7%	75	1,604	2138.9%
4050 — OTHER INCOME	41,677	29,368	12,309	41.9%	26,063	15,614	59.9%
4055 — STUDENT SUCCESS FUND	25,924	21,762	4,162	NA	16,172	9,752	60.3%
4057 — VACATION PROGRAMMING			0	NA	0	0	NA
4060 — CONTRIBUTIONS (MCEF)	4,427		4,427	NA	0	4,427	NA
4070 — PRIVATE GRANTS			0	NA	0	0	NA
4080 — REIMBURSEMENTS	29,756	22,501	7,255	32.2%	7,500	22,256	296.7%
4085 — MEDICARE REIMB.	13,735		13,735	NA	7,500	6,235	83.1%
4090 — FUNDRAISING	7,262	19,471	(12,209)	NA	37,500	(30,238)	-80.6%
Total Income	3,113,030	2,890,048	222,982	7.7%	3,072,572	40,459	1.3%
Gross Profit	3,113,030	2,890,048	222,982	7.7%	3,072,572	40,459	1.3%
Expense							
5000 PERSONNEL	2,000,863	1,773,204	227,659	12.8%	2,042,712	(41,849)	-2.0%
5100 TEACHING FELLOWS	38,600		0	NA	2,250	36,350	NA
5140 BENEFITS	259,764	244,586	15,178	6.2%	343,049	(83,285)	-24.3%
5150 STAFF DEVELOPMENT	21,665	14,697	6,968	47.4%	20,250	1,415	7.0%
5150 TEACHING FORCE	3,500						
5160 SEARCH COSTS	2,087	1,969	118	6.0%	1,500	587	39.1%
5170 SUBSTITUTE		1,915	(1,915)	-100.0%	1,125	(1,125)	NA
5200 DIRECT STUDENT SUPPORT	69,914	58,202	11,712	20.1%	60,047	9,867	16.4%
5261 STUDENT ACTIVITY			0	NA	136,875	(136,875)	-100.0%
5300 OCCUPANCY	155,181	121,755	33,426	27.5%	179,063	(23,882)	-13.3%
5400 OFFICE & ADMIN	196,217	179,826	16,392	9.1%	71,250	124,967	175.4%
6100 DEPRECIATION	80,631	77,421	3,210	NA	0	80,631	NA
Total Expense	2,828,421	2,473,574	354,847	14.3%	2,858,121	(29,700)	-1.0%
Net Ordinary Income	284,609	416,474	(131,865)	-31.7%	214,451	70,158	32.7%
Net Income	284,609	416,474	(131,865)	-31.7%	214,451	70,158	32.7%

MCCPS
Profit and Loss Standard
 July 2022 - March 2023

	Jul 2022	Aug 2022	Sep 2022	Oct 2022	Nov 2022	Dec 2022	Jan 2023	Feb 2023	Mar 2023	Apr 2023	May 2023	Jun 2023	Total
Income													
4005 STATE ALLOCATION	1,494	676,730	338,208	338,209	338,209	323,422	328,733	322,359	321,207				2,988,571
4040 INVESTMENT INCOME	39	80	58	96	213	259	280	257	396				1,679
4050 OTHER INCOME		6,979	11,757	3,359	4,281	7,353	3,334	580	4,034				41,677
4055 STUDENT SUCCESS FUND		134	7,970	1,765	16,055								25,924
4060 CONTRIBUTIONS			3,124		987	315							4,427
4080 REIMBURSEMENTS	8	2,082	20,339		3,391		444	143	3,349				29,756
4085 MEDICARE REIMB.						10,231			3,504				13,735
4090 FUNDRAISING			1,000	2,587	861	285	430	1,481	617				7,262
Total Income	1,541	686,005	382,456	346,016	363,997	341,865	333,222	324,819	333,108	0	0	0	3,113,030
Gross Profit	1,541	686,005	382,456	346,016	363,997	341,865	333,222	324,819	333,108	0	0	0	3,113,030
Expenses													
5000 PERSONNEL	76,453	218,106	247,476	239,899	262,383	239,197	234,446	236,112	246,791				2,000,863
5100 TEACHING FELLOWS			12,888		13,272			12,440					38,600
5140 BENEFITS	21,555	37,419	19,972	30,897	31,893	25,821	27,108	27,032	38,067				259,764
5150 STAFF DEVELOPMENT		3,705	12,676	1,711	1,275	1,013	419	558	307				21,665
5155 TEACHINGFORCE		3,500											3,500
5160 SEARCH COSTS				2,086.78									2,087
5200 DIRECT STUDENT SUPPORT	11,000	10,977	11,554	11,398	6,213	3,562	3,416	5,118	6,675				69,914
5300 OCCUPANCY	10,645	30,485	11,793	18,587	19,181	18,281	12,876	19,455	13,877				155,181
5400 OFFICE & ADMIN	11,167	26,826	23,198	19,737	16,889	16,639	31,752	21,129	28,880				196,217
6100 Depreciation	8,959	8,959	8,959	8,959	8,959	8,959	8,959	8,959	8,959				80,631
Total Expenses	139,779	339,977	348,516	333,275	360,065	313,472	318,977	330,803	343,556	0	0	0	2,828,421
Net Operating Income	-138,238	346,028	33,941	12,741	3,932	28,393	14,245	-5,984	-10,449	0	0	0	284,609
Net Income	-138,238	346,028	33,941	12,741	3,932	28,393	14,245	-5,984	-10,449	0	0	0	284,609

**MCCPS - Profit and Loss by Class
July 2022 - March 2023**

	01 - General Fund	20 - School Lunch	21 - Student Activities	22 - Athletics	23 - Nature's Classroom	25 - Field Trips	Total 21 - Student Activities	90 Federal Grants	113 - ESSER Emergency	115 - ESSER II	119 - ESSER III	140 - Title 2	240 - Sped 94-142	305 - Title 1	309 - Title 4	719 - Literacy	Total 90 Federal Grants	92 Private Grants	94- FMPSGrant	95-PTO Reimb.	Total 92 Private Grants	TOTAL
Income																						
4005 STATE ALLOCATION	2,988,571						0										0				0	2,988,571
4010 FEDERAL & STATE GRANTS							0		100	25,158	25,220	3,723	6,231	10,945	10,000	5,109	86,486				0	86,486
4020 SCHOOL LUNCH		115,411					0										0				0	115,411
4030 STUDENT ACTIVITIES				9,075	10,948	6,644	26,667										0				0	26,667
4040 INVESTMENT INCOME	1,679						0										0				0	1,679
4050 OTHER INCOME	41,677						0										0				0	41,677
4055 STUDENT SUCCESS FUND	25,924						0										0				0	25,924
4060 CONTRIBUTIONS	4,427						0										0				0	4,427
4070 PRIVATE GRANTS							0										0	1,500			1,500	1,500
4080 REIMBURSEMENTS	29,756	1,084					0										0				0	30,840
4085 MEDICARE REIMB.	13,735						0										0				0	13,735
4090 FUNDRAISING	7,262						0										0	3,000			3,000	10,262
Total Income	3,113,030	116,496	0	9,075	10,948	6,644	26,667	0	100	25,158	25,220	3,723	6,231	10,945	10,000	5,109	86,486	4,500	0	0	4,500	3,347,179
Gross Profit	3,113,030	116,496	0	9,075	10,948	6,644	26,667	0	100	25,158	25,220	3,723	6,231	10,945	10,000	5,109	86,486	4,500	0	0	4,500	3,347,179
Expenses																						
5000 PERSONNEL	2,000,863	29,568		8,250			8,250				38,908		67,676				106,584				0	2,145,265
5100 Teaching Fellows	38,600						0										0				0	38,600
5140 BENEFITS	259,764						0										0				0	259,764
5150 STAFF DEVELOPMENT	21,665						0				4,200	1,192		2,200			7,592				0	29,256
5155 TEACHINGFORCE	3,500						0										0				0	3,500
5160 SEARCH COSTS	2,087						0										0				0	2,087
5200 DIRECT STUDENT SUPPORT	69,914						0	17,021			4,999			1,989	7,846		31,855				0	101,768
5261 STUDENT ACTIVITY				4,699	5,830	8,780	19,308										0				0	19,308
5270 SCHOOL LUNCH EXP		55,611					0				8,857						8,857				0	64,468
5300 OCCUPANCY	155,181	196					0										0		290		290	155,667
5400 OFFICE & ADMIN	196,217						0										0	6,937		436	7,373	203,590
6100 Depreciation	80,631						0										0				0	80,631
Total Expenses	2,828,421	85,375	0	12,949	5,830	8,780	27,558	17,021	0	0	56,964	1,192	67,676	4,189	7,846	0	154,887	6,937	290	436	7,662	3,103,904
Net Operating Income	284,609	31,121	0	-3,874	5,118	-2,136	-891	-17,021	100	25,158	-31,744	2,531	-61,445	6,756	2,154	5,109	-68,401	-2,437	-290	-436	-3,162	243,274
Net Income	284,609	31,121	0	-3,874	5,118	-2,136	-891	-17,021	100	25,158	-31,744	2,531	-61,445	6,756	2,154	5,109	-68,401	-2,437	-290	-436	-3,162	243,274

MCCPS

Financial Ratios

As of Mar 31, 2023

months YTD

9

Debt Service Coverage Ratio	3.24
Days of Cash	94
LUNA (liquid unrestricted net assets)	3.21

Debt Service Coverage Ratio	
Standard monthly payment (Principal and Interest)	9,767
Net operating Income YTD	284,609
Annualized based on YTD results	379,479
Calculated Debt Service Ratio	3.24

Days Cash	
Cash on Hand	941,618
Operating Expense YTD	2,828,421
Annualized	3,771,228
Noncash expense	80,631
Depreciation YTD	
Annualized	107,508
Days Cash	94

Liquid Unrestricted Net Assets	
Unrestricted Net Assets	4,910,122
Fixed Assets	3,901,321
Liquid Unrestricted NA	1,008,801
Expense (YTD)	2,828,421
Monthly	314,269
LUNA	3.21

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	
Endicott Fellows			
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
5170 — SUBSTITUTE COSTS			
5200 — DIRECT STUDENT SUPPORT			
5255 — Homework Club		6,500	
5202 — Furnishings		1,000	reduced
5203 — Student Success Fund		15,300	
5210 — Teachers supplies		5,000	
5211 — Instructional Equipment		14,400	
5215 — Curriculum supplies		5,000	

MCCPS FY21 Operating Budget worksheet

		APPROVED BUDGET	
		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	
5255 Homework Club			
5260 Enrichment			
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	
5420 — Professional Services			
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	
5432 — Human Resources			
	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	