To: Susannah Howe, Vice President, Hilltown Cooperative Charter School Board of Trustees

From: Larry Hunt

Fangthet

Date: November 29, 2016

Subject: Review of HCCPS Coordinator's Review Process

In the Fall of 2016 I was asked to engage in an assessment of the supervision/evaluation process for the three top level coordinators at the Hilltown Cooperative Charter School (HCCPS), with the goal of providing some recommendations for a more efficient and sustainable process. To do this, I met with all current coordinators, the current President and Vice President of the Board, a past Board president, reviewed past approaches to evaluations, as well as approaches promulgated by the State Department of Elementary and Secondary Education. Specific areas of focus were the scope and value of staff/parent input, the frequency of evaluations, and the full BOT's role in the process.

Findings

Everyone I interviewed agreed that the school must evaluate the performance of HCCPS Coordinators. While there is general agreement we do not need to adhere to any one specific structured format (such as the one the state provides for the evaluation of school principals), all agree that this is a necessary responsibility of the BOT leadership, that coordinators benefit from positive acknowledgement of their accomplishments, and from specific feedback if goal attainment or aspects of job performance need improvement.

While the evaluation process is important, many noted that in fact, important, timely feedback and discussion about school and coordinator performance matters comes up on a regular basis in Domain Council. Regular exchange of ideas happens, problems are sorted out, and all agree this works well. This regular communication is a real plus for the school and puts less pressure on an annual review process as the primary source of performance feedback given to coordinators. Trends in private industry are to do away with annual or formal assessments, and go with models such as regular meetings when matters can be discussed and addressed on a just-in-time basis.

Most believed that the primary sources for feedback for formal reviews should be from Coordinator's self-assessment and the observation/evaluation of the Board President and Vice President. Also, that

feedback solicited from BOT members with respect to their interactions with coordinators on the BOT members's committee assignment is a valuable source of feedback.

There was general consensus that while any parental feedback needs to be considered and responded to, as a rule, individual comments or feedback needs to be discussed and contextualized and those evaluating should be cautious not to include random or outlier remarks, that do not represent a pattern, in the coordinator's evaluation.

Most recognize that past evaluation processes have been very time-consuming for the BOT leadership to prepare, and have had mixed results in terms of being meaningful assessments or helpful feedback for coordinators. There seems to be consensus that a more efficient process is needed that involves less time but still provide necessary feedback or direction.

There was a general endorsement that Coordinators with tenure and proven performance at the school could have a simpler evaluation process, interspersed with a more comprehensive review every three to four years. On the other hand, all agreed that a Coordinator who is newly hired or has four years or less tenure would require a more substantive, comprehensive review.

Typically Board members have limited time and tenure, and have varying levels of experience in teaching or school administration so they cannot rely on just their own impressions or observations as the source for evaluations of Coordinators. Most agreed on the following:

- The Coordinator's self-assessment is a critical component of evaluation that must remain. This exercise is valuable for the individual Coordinator's self-reflection, and has been found over time to be a balanced account of accomplishments as well as areas to focus on for future work.
- Staff should not be solicited for feedback for Coordinator's performance, but individual grievances, or problems that have emerged with staff relations, and come to the attention of the BOT, should be considered.
- Patterns of parental concern or feedback should be factored into reviews, and an even handed approach to gathering it, that does not rely on random comments, would be useful.

Recommendations:

- Above all, maintain the regular communication that happens in domain council meetings. Both coordinators and BOT members should remember this is an opportune time to communicate and address concerns or issues on a timely basis. It's also a good time to address any matters that could benefit from a more private conversation than one where open meeting laws prevail.
- For seasoned coordinators the following is recommended:

 For those coordinators with four years + proven and successful track record, plan on a comprehensive, formal review every three years. This should be preceded by goal setting and could include (as it has before) feedback from all BOT members, along with self- assessment, formal documentation of goal achievement, reflection on mastery of job duties and

professional competencies such as communication and collaborative skills, staff and parent relations, organizational skills, etc. Consideration of audit reports, charter renewal needs, and relevant annual report matters should be factored in.

2) During the remaining years, consider a simpler, less time consuming approach such as: The coordinator does a self-assessment that reflects on goal accomplishment, evaluation of the past year's achievements, and some identification of areas to enhance or improve. Following this, the BOT President and Vice President has a formal conversation about the assessment with the individual coordinator, where the assessment is affirmed, clarified or challenged, as appropriate. After this, the BOT President and VP memorialize this in a memo to the coordinator, and this becomes the matter of record for performance. Or, following the self-assessment/discussion, the President and VP might draw some conclusions by providing the following, in a one page summary to the coordinators: A.) Describe things that they are doing well, that they should continue doing in the future B.) Detail going forward, some changes, or different approaches to job performance they would like to see.

- For newly hired or promoted coordinators, regular annual reviews of a comprehensive nature should be in place for the first three to four years,
- I recommend that the BOT evaluators consider parental or staff feedback in context, and be measured in how much consideration or weight is given to individual parental complaints or comments. This may also be the case for random or limited staff comments or complaints. These, and other such issues should be addressed as they come up, and not be delayed until a formal review process. Of course, if serious issues emerge individually, such as that involving a significant transgression of school policy, child safety, etc. this may certainly be part of formal documentation, including a performance review.
- Consider a separate section on the annual survey for parents that asks for a response to questions on a numeric scale (i.e. "I get information I need from Coordinators on a regular and timely basis, 1-5 scale). Suggest that those who have individual comments or concerns to share do so directly to the BOT leadership.
- Consider a fall and spring open office hour time where parents can schedule time to meet with BOT to share ideas or give feedback on how the school is administered. Something similar might be created as a mechanism for staff.
- New BOT officers should be familiarized with the review process, effective feedback techniquesthere is a lot of material available to effect this, or formal training by an outside party might be considered.





JOB DESCRIPTION - EDUCATION COORDINATOR

The Education Coordinator has final authority, responsibility and accountability for all decisions and implementation in the Educational Domain. The Education Coordinator supervises the classroom teaching staff, specialists, and the student services coordinator in a collaborative, supportive and mentoring fashion. This is a leadership position that reports directly to the Board of Trustees. Responsibilities for the position include, but are not limited to the following:

1. Curriculum

- Lead the process of developing educational and classroom practice and policy consistent with the school's philosophy, and make final decisions when necessary.
- Ensure a cohesive educational approach throughout the school.
- Serve as a resource for the school community in understanding and developing our educational model and furthering the mission of the school.
- Coordinate and document the dissemination of the educational techniques and models developed and used at the school.
- Ensure connection between HCCPS curriculum and assessment methods.

2. Staff

- Coordinate the hiring of teachers, teaching assistants, substitute teachers and educational consultants subject to Board policy.
- Supervise classroom teachers and specialists to ensure that classroom goals, both educational and behavioral, are met and provide feedback to teachers based on direct classroom observations.
- Supervise the Coordinator of Student Services to ensure that all Special Education, ELL, and other student needs are being met.
- Coordinate/facilitate staff meetings
- Coordinate and supervise the use of substitute teachers and teaching assistants.
- Implement the evaluation process for teachers, teaching assistants and substitute teachers.
- Coordinate the planning and implementation of staff development for teachers and teaching assistants.

HILLTOWN COOPERATIVE CHARTER PUBLIC SCHOOL



3. Administration

- Work collaboratively with the Administrative Coordinator and Community Coordinator to oversee daily educational operations.
- Ensure that the HCCPS educational program and student records are in compliance with state mandates.
- Provide reports as needed to the state Dept. of Education.
- Identify and coordinate the use of resources needed by teachers and classrooms to meet educational goals, and make final decisions when necessary.
- Serve as Education Domain Coordinator on Domain Council.
- Write and administer federal and state allocation grants in collaboration with the Administrative Coordinator.
- Support student drop-off and pick-up in partnership as needed by the Administrative Coordinator.
- Provide classroom or office coverage in cases of emergency.

4. Students

- Counsel students and provide primary disciplinary intervention as needed.
- Work directly with students in classrooms as needed.

5. Parents

- Communicate about the School's educational philosophy and program with parents.
- Respond to the educational concerns of parents.

6 Board of Trustees

• Attend Board and community meetings, and committee meetings as determined by the Board of Trustees.



Job Description: Student Services Coordinator

The Student Services Coordinator has responsibility and accountability for all decisions and implementation regarding special education programs and services, general education interventions to support diverse learners, and the school's RTI (Response to Intervention) program.. The Student Services Coordinator supervises the special education teaching staff in a collaborative, supportive and mentoring fashion. This is a leadership position that reports directly to the Education Coordinator. Responsibilities for the position include, but are not limited to the following:

1. Students

- Coordinate Student Support Teams to discuss and plan interventions for academic, social, and emotional concerns.
- Supervise the identification, evaluation, and placement of students referred for special education.
- Supervise and assist in evaluation of student progress through coordinating academic, health, language, and psychological testing.
- Supervise implementation of Individual Education Plans (IEP's).

2. Staff

- Supervise and evaluate the performance of special education teachers and specialists including the reading specialist, counselor, OT, PT, and Speech therapists.
- Conduct regular meetings and trainings for special education staff. Supervise implementation of Individual Education Plans (IEP's).
- Assist special education teachers with student academic and socio-emotional support.

3. Administration

- Plan, implement, monitor and evaluate the instructional program for students receiving special education services.
- Conduct and attend meetings, resolve ad-hoc problems, provide directives and guidance for staff, special education personnel, and the public.
- Prepare and maintain a variety of narrative and statistical reports, records and files.
- Serve as the school's 504 coordinator.

| 1 Industrial Parkway | Phone: 413-529-7178 | website: www.hilltowncharter.org |
|-----------------------|---------------------|----------------------------------|
| Easthampton, MA 01027 | Fax: 413-527-1530 | e-mail: info@hilltowncharter.org |



- Communicate with other administrators, and members of the school community to coordinate activities, resolve issues, and exchange information.
- Develop special education budgets and purchases.
- Prepare reports and documents for submission to the State and Federal agencies as needed.
- Supervise preparation of CPR Reviews for special education.
- Monitor laws and regulations pertaining to special education responsibilities and recommend, develop and write policies and procedures to follow legal requirements.
- Represent the school in due process hearings and mediation.

4. Parents

- Provide information, assistance and counseling to parents of students requiring supports including special education.
- Attend regular special education advisory committee meetings.

HCCPS Coordinator Salary Analysis December 2016

| FY 2016 \$92,984.50 \$83,686.05 \$102,282.95 \$80,936.00 -\$2,750.05 -\$21,346.95 FY 2017 (+2%) \$94,844.19 \$85,359.77 \$104,328.61 \$84,174.00 -\$1,185.77 -\$20,154.61 FY 2017 (+3%) \$95,774.04 \$86,196.63 \$105,351.44 \$84,174.00 -\$2,022.63 -\$21,177.44 FY 2017 (+4%) \$96,703.88 \$87,033.49 \$106,374.27 \$84,174.00 -\$2,859.49 -\$22,200.27 Avg Salary 90% of Avg 110% of Avg HCCPS Coordinators Variance at 90% Variance at 110% | | | | | | | | | | | |
|---|-------------|-------------|--------------|--------------------|-----------------|------------------|--|--|--|--|--|
| | Avg Salary | 90% of Avg | 110% of Avg | HCCPS Coordinators | Variance at 90% | Variance at 110% | | | | | |
| FY 2016 | \$92,984.50 | \$83,686.05 | \$102,282.95 | \$80,936.00 | -\$2,750.05 | -\$21,346.95 | | | | | |
| FY 2017 (+2%) | \$94,844.19 | \$85,359.77 | \$104,328.61 | \$84,174.00 | -\$1,185.77 | -\$20,154.61 | | | | | |
| FY 2017 (+3%) | \$95,774.04 | \$86,196.63 | \$105,351.44 | \$84,174.00 | -\$2,022.63 | -\$21,177.44 | | | | | |
| FY 2017 (+4%) | \$96,703.88 | \$87,033.49 | \$106,374.27 | \$84,174.00 | -\$2,859.49 | -\$22,200.27 | | | | | |
| | | | | | | | | | | | |
| | | | Community | Coordinator | | | | | | | |
| | Avg Salary | 90% of Avg | 110% of Avg | HCCPS Coordinators | Variance at 90% | Variance at 110% | | | | | |
| FY 2016 | \$41,843.03 | \$37,658.72 | \$41,424.59 | \$36,421.00 | -\$1,237.72 | -\$5,003.59 | | | | | |
| FY 2017 (+2%) | \$42,679.89 | \$38,411.90 | \$42,253.09 | \$37,877.00 | -\$534.90 | -\$4,376.09 | | | | | |
| FY 2017 (+3%) | \$43,098.32 | \$38,788.48 | \$42,667.33 | \$37,877.00 | -\$911.48 | -\$4,790.33 | | | | | |
| FY 2017 (+4%) | \$43,516.75 | \$39,165.07 | \$43,081.58 | \$37,877.00 | -\$1,288.07 | -\$5,204.58 | | | | | |

Avg Salary based on BOT approved "Coordinator Salary Comparison" analysis

HCCPS Long Range Plan Tracker

| Program Quality | | | | | | | | | | | | | |
|---|--|------|------|------|------|------|------|------|------|------|------|------|------|
| Goal/Activity | Accountability | FY12 | FY13 | FY14 | FY15 | FY16 | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 |
| Goal 1: Grades 6-8 Program Reorganization | Educational Coordinator | | | | | | | | | | | | |
| Formulate recommendations to restructure the educational program for grades 6-8 to accommodate 30 students in each grade. | | | | | | | | | | | | | |
| Implement new structures gradually, 2014-2017 (consideration should be given to the academic needs of students transitioning into the HCCPS program and how they will be addressed) | | | | | | | | | | | | | |
| Evaluate middle school program and use findings to revise. Full scale evaluation in 2020. | | | | | | | | | | | | | |
| Goal 2: K-8 Curriculum Review | Educational Coordinator | | | | | | | | | | | | |
| Develop a system of regular review of the following major curricular areas: English, Language Arts, Mathmatics, Social Studies, Science, Physical Education, Health, Foreign Language, Art, Music, and Technology. | | | | | | | | | | | | | |
| Establish a schedule and structure for subsequent reviews. | | | | | | | | | | | | | |
| Conduct reviews, beginning with Math and ELA; Following each review, a set of concrete recommendations, including professional development, will be identified and implemented by the Education Domain. | | | | | | | | | | | | | |
| Goal 3: Scope of Program | Educational Coordinator Community Coordinator Staff, parents, students | | | | | | | | | | | | |
| Evaluate school programs beyond core curricular areas for the purpose of establishing key priorities. Review time and resource allocation. Assess partnerships with local community organizations. Accommodate the needs of expanding student population. | | | | | | | | | | | | | |
| Implement a regular review cycle for these and other potential partnerships. | | | | | | | | | | | | | |
| Identify programs and, as appropriate, suggest possible funding sources for activities such as afterschool, clubs, arts and athletic programs, conferences, festivals and tournaments that serve to expand HCCPS students' connections beyond our school. | | | | | | | | | | | | | |
| Evaluate current length of school day and school year, and make recommendations as needed. | | | | | | | | | | | | | |
| Goal 4: Academic Affiliation | Educational Coordinator | | | | | | | | | | | | |
| Develop academic affiliations including placing teacher interns in the school and identifying professional development opportunities for existing HCCPS staff. | | | | | | | | | | | | | |
| Assess the pilot program. | | | | | | | | | | | | | |
| Identify other opportunities and develop relationships with organizations to increase access to professional development for HCCPS teachers and to allow HCCPS teachers to disseminate best practices. | | | | | | | | | | | | | |
| Building Community | | | | | | | | | | | | | |
| Goal/Activity | | FY12 | FY13 | FY14 | FY15 | FY16 | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 |
| Goal 1: Community Team | Community Coordinator Community Team | | | | | | | | | | | | |
| Starting in 2013, assemble a Community Team that includes the Community Coordinator, teach, student, and parent representatives | | | | | | | | | | | | | |
| Regularly solicit input from Student Council (no Student Council) | | | | | | | | | | | | | |

HCCPS Long Range Plan Tracker

| Develop methods to connect class parents, Friends of Hilltown, staff, and students. | | | | | | | | | | | | | |
|---|---|------|------|-------|------|------|------|------|------|------|------|------|------|
| Build structures and communication tools that enhance access to volunteer opportunities. | | | | | | | | | | | | | |
| Develop strategies to better share the HCCPS experience with parents who are unable to be physically present during the day. | | | | | | | | | | | | | |
| Goal 2: New Student/Family Integartion | Community Coordinator Education Coordinator | | | | | | | | | | | | |
| Evaluate and improve beginning of the year and summer community building activities to help build connections among existing families and integrate all new families, particularly those with students in grades 6-8. | | | | | | | | | | | | | |
| Develop and implement an orientation program (employing significant student assistance) for incoming older students and their families. | | | | | | | | | | | | | |
| Assess and develop recommendations for opportunities throughout the year to enhance parent connection to the school community. | | | | | | | | | | | | | |
| Goal 3: Traditions Supporting School Culture | Community Coordinator Community Team | | | | | | | | | | | | |
| Build structures, activities, or processes that maintain a sense of unity within the school and implement beginning in 2013, and continuing as the new middle school model is implemented. | | | | | | | | | | | | | |
| Starting in 2013, work with stakeholders to develop and put in place structures and activities that build strong connections and sense of identitiy among students in grades K-5 and 6-8. | | | | | | | | | | | | | |
| Develop an appropriate transitional ritual for moving from grades 5 to 6 once full second 6th grade is added. | | | | | | | | | | | | | |
| Goal 4: Leadership Training | Educational Coordinator Middle School Teachers Community Team | | | | | | | | | | | | |
| Beginning in 2015, establish concrete and visible leadership roles for 7/8th grade students. | | | | | | | | | | | | | |
| Beginning in 2015, assess student participation and effectiveness in creating meaningful linkages between older and younger students. | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| Sustainability Goal/Activity | | EV12 | EV13 | EV1/1 | EV15 | EV16 | EV17 | EV18 | EV10 | EV20 | EV21 | FY22 | EV23 |
| Goal 1: Site | Administrative Coordinator Stie/Finance Committees | 1112 | 1115 | | 1115 | 1110 | | 1110 | 1115 | 1120 | 1121 | 1122 | 1123 |
| Fully explore the feasibility of purchasing the Brassworks as a permanent home. Decision regarding lease vs. purchase will be made in 2013. | | | | | | | | | | | | | |
| Renegotiate a long term lease at Brassworks if purchase is disadventageous or unsuccessful. | | | | | | | | | | | | | |
| Site assessment and improvement plans should include environmental and economic sustainability planning. | | | | | | | | | | | | | |
| | BOT Finance Committee | | | | | | | | | | | | |
| Goal 2: School Finance | Administrative Coordinator | | | | | | | | | | | | |
| Adopt a policy that requires maintenance of a contingency fund of 12% of operating budget at the start of every fiscal year. | | | | | | | | | | | | | |

HCCPS Long Range Plan Tracker

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|---|-----------------------------|------|------|------|------|------|------|------|------|------|------|------|------|
| Commit to approval of zero-balanced annual operating budgets, including an account designated for unanticiopated, non-negotiable, and necessary expenses. | | | | | | | | | | | | | |
| Annually designate a capital expenditures fund for building improvements and equipment, that fall outside the scope of an annual operating budget. | | | | | | | | | | | | | |
| Assess sustainability of current employee compensation methodology. | | | | | | | | | | | | | |
| Support the efforts of FOH to make an annual, undesignated donation to HCCPS operating budget, with a desired 5% annual increase in the size of their donation. | | | | | | | | | | | | | |
| Administrative Capacity and Succession Planning | | | | | | | | | | | | | |
| Goal/Activity | | FY12 | FY13 | FY14 | FY15 | FY16 | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 |
| Goal 1: Maximize Administrative Effectiveness | BOT | | | | | | | | | | | | |
| Review and revise current job descriptions and duties of the coordinators. | | | | | | | | | | | | | |
| In light of above plans, adjust administrative support for purposes of relieving the coordinators of some protion of these duties. Consider recruiting and training several staff to serve in leadership roles for the purposes of 1. assisting in eventual transition and 2. minimizing the disrutiveness of an unfilled vacancy or long-term unplanned absence 3. serve as school leaders when coordinators are absent. | | | | | | | | | | | | | |
| Goal 2: Plan for Administrative Succession | BOT Current Coordinators | | | | | | | | | | | | |
| In conjunction with the findings discussed in Goal 1 above for revision of coordinator duties, develop a (simple) manual outlining each of the coordinators' duties, schedules, etc. | | | | | | | | | | | | | |
| If no staff members have been appointed as a result of Goal 1 abOve, recruit and train several staff to serve in leadership roles for the purpose of 1. assisting in the eventual transition and 2. minimizing the disruptiveness of an unfilled vacancy or long-term unplanned absence. | | | | | | | | | | | | | |
| Develop with current coordinators a satisfactory transition plan anticipating their role in recruitment and training of a successful candidate. | | | | | | | | | | | | | |



Domain Coordinators Report to the Board of Trustees December, 2016

- 1. The DESE site visit went very well. While we haven't received the writing report yet, the team noted that all constituent groups were familiar with and supportive of the school's mission and they observed it in action in classrooms at all levels. As far as we know, there no identified areas requiring attention.
- 2. The Winter Fair was a huge success. We should have financial figures next month, but the crafts, the food, the performances, and the general mood were all fantastic.
- 3. The second workshop in our year-long dissemination initiative was rescheduled and moved to Smith College. Teachers presented the workshop on Arts Integration in K-5 to graduate students. Our next workshop is in January and is on Creating Community at Hilltown.
- 4. Students in Grades 3-8 took the Iowa Test of Basic Skills this past week. Collective IOWA results are one measure of academic success in our Accountability Plan. Results will be available in a few months.
- 5. We had our first organized "swap" of toys, clothes, etc. several weeks ago. It was a bug success and parents will likely want to hold it again next year.
- 6. This year, we are again working with a math coach this year she is working with grades K-6. Susan Creighton is a former Hilltown parent and a gifted math educator. She has been working monthly with the team focus on math topics as they unfold through the grades.

DOMAIN COUNCIL MEETING MINUTES

15 November 2016

Attending: Susannah Howe, Dan Klatz, Amy Aaron, Deirdre Arthen, Scott Remick 8:30 pm – Meeting began Location: Dan Klatz Office, HCCPS School

<u>Overall Management Structure</u>: We continued the process of mapping the large list of coordinator tasks (identified from the previous succession planning process) to specific coordinator positions. Some tasks map exclusively to one domain; others are shared across domains. One of the goals of the meeting was to designate a point person, the coordinator responsible for the task – even if the others contribute. We were able refine this list of tasks and will continue to work through this list a December DC meeting.

9:35 pm – Meeting ended

Respectfully Submitted, Scott Remick

DOMAIN COUNCIL MEETING MINUTES 29 November 2016

Attending: Susannah Howe, Dan Klatz, Amy Aaron, Deirdre Arthen, Scott Remick 8:30 pm – Meeting began Location: Dan Klatz Office, HCCPS School

<u>BOT Agenda</u>: We determined an agenda for the November BOT meeting. Meeting topics include: Charter Sector update, Coordinator Salary Recommendation, Coordinator Supervision & Evaluation update, Ed Coordinator Hiring Update, LRP Timeline Update, Education Position Job Descriptions, Community Team BOT involvement, PILOT/Donation to the City

<u>Coordinator Supervision/Evaluation Report</u>: Larry Hunt meet with the coordinators, the current president and vice president of the board, as well as the previous president. He drafted a report and provided it to domain council for review. The report will be presented to the BOT, for discussion. The domain council will take feedback from the BOT meeting and develop a formal evaluation. One idea that we discussed from the report as the idea of an open door BOT meeting – where parents and staff can come and discuss topics.

<u>Education and Student Services Job Description:</u> Domain council discussed the job descriptions for the Education Coordinator and Student Services. These will be reviewed with BOT, but don't need to be approved by the board. Will change Student Services Coordinator to Administrator.

9:35 pm – Meeting ended

Respectfully Submitted, Scott Remick

November 4, 2016 Finance Committee Meeting

Present: Amy Aaron, Deb Jacobson, Chris Greenfield, David Starr

Reviewed 1st Quarter Budget

No surprises in Q1 Financials. No variances worth comment because this only represents 1 month of school year operating costs.

Once all closing related expenses are finalized they will be posted to the Balance sheet appropriately which will reduce several Occupancy line items and legal fees.

Committee recommends acceptance of Q1 Financial Statements for presentation to BOT.

Prioritized 2017 Objectives

Assess budget implications of coordinator salary recommendations from Ad Hoc work group

Salary increases tentatively proposed by Ad Hoc BOT group for two coordinators would increase annual budget \$1600.

This would have minimal impact on the current year's budget.

Assist in Administrative Coordinator transition

Deb Jacobson announced that she plans to stay on the Finance Committee for another year to assist in Dan's transition to Administrative Coordinator.

Finish review & revision of Budget Re-allocation policy

Develop 5 year budget projections

5 year budget projection is high priority for Finance Committee
will include contingency fund analysis + Capital System Replacement Plan (with site committee)
Develop long term financial security plan
Are there revenue generating opportunities for the school?
Amy will present assumptions for 5 year projections for discussion/debate at December

Finance Committee meeting

Investment Opportunities

What are the best/safest and legal ways of getting the highest return on funds? Deb will review municipal finance regulations as there are existing standards we can follow

Risk Assessment Protocol

School Contingency Fund is 12% of current year's revenue. How long would the contingency fund carry the school in a period without any revenue?

Make recommendation to BOT about PILOT payments discussion can be postponed until there is resolution on property taxes for the remainder of this fiscal year

Finance Committee Meeting December 2, 2016 8:20am @Hilltown Cooperative Charter Public School

Present: Amy Aaron, Chris Greenfield, Deb Jacobs, Dan Klatz, Maureen Mahar, David Starr/Chair

DESE End of Year Financial Report

reviewed this year's financial report submission agreed that this will be one of the items in the transition check list for the new Administrative Coordinator a list of assumptions and categorization rationale for compiling the DESE Financial

Report will be assembled for the purposes of archive and transition

Starting the 5 year budget Plan

<u>questions</u>

health care increase projection salary increase projections occupancy costs inflation factor staffing increase or decrease

tuition projection

use annual average of last ten years' 1.79% increase as annual projection for next 5 years

explore alternate sources of revenue like investment, facility rentals, summer programs opportunity to exploit the Hilltown brand by developing educational programs

apart from school year curriculum

childcare extended hours as a revenue producer?

Will include a plus or minus 10% on each projection as part of risk/benefit analysis

Should there be an analysis of student application projections based on birth rates? Is it necessary to do this analysis if applications to Hilltown have exceeded enrollment capacity every year?

TO DO

Chris to look at CPI index + national health care cost projections Amy setting up 5 year projection spread sheet, look at staffing patterns/look at teacher grid, coordinator salaries

Next Meeting 1/6/17 8:20 am Agenda Items 5 year Budget Projection Discuss Chairperson transition for FY18

Minutes taken by Chair, David Starr

Finance Committee Meeting 10/21/16 8:20 am-9:20am @Hilltown Cooperative Charter Public School

In attendance: Amy Aaron, Deb Jacobson, Maureen Mahar, David Starr

Guest: Auditor Richard Abbott, CPA Absent: Chris Greenfield

Auditor took us through the Hilltown Cooperative Charter Public School Financial Statements and Independent Auditor's Report June 30, 2016 and 2015.

There were a few proposed journal entries to adjust but his report stated that there were no disagreements with management regarding accounting, reporting or auditing.

Items of Interest In Audit Board Of Trustees (BOT) designated net assets Contingency Fund Related party disclosure-Friends Of Hilltown Contribution is too small to be rolled into audit

We are required to disclose future debt: line of credit

Building purchase is noted in the audit even though it's not in the same year as the audit. BOT will need to have a 5 year capital plan that is approved by BOT Single federal audit will need to address major category internal controls policy + execution

Proposed adjustments to Audit by Auditor \$274,755 state contribution to retirement fund This is the state's contribution to the Teachers Retirement Fund. It does not impact the HIIItown budget.

Non-operating income is fundraising funds.

Signed acceptance of audit statement by Treasurer on behalf of the BOT.

Friends of Hilltown Meeting September 20, 2016

Present: Andi Porter, Lei Fay, Carl Faiella, Deirdre Arthen, Myssie Casinghino, Barbara Oegg, Angelique Baker

Regrets: Maryellen Rousseau, Carolyn Hazen

Agenda review Minutes: Andi

Proposed Election of Officers: Andrea Porter: Pres, Barbara Oegg: VP, Myssie Casinghino: Treasurer, Carolyn Hazen: Clerk

Skill sets review: Need Social media expertise, VGD: May 2nd, Letter writing,

New member skills:

Carl: Asking, talking to people, boards, 1 on 1, ready to join, appeals Lei: project manager, leadership role, able to hold boundaries

Review of appeals and past budgets:

Lei asked about alumni info, Carl asks about sponsorship Proposed Budget by Myssie and Andi for next meeting

Artspark: History and brainstorming about what next? Host? Date: April 1st (proposed change in date) Check Easthampton City Arts calendar! Check school calendar! Sites: MIII180, owner cares about making space not \$ Flywheel: inexpensive (not second Saturday) ***Off the Map: big YES vote

Lei offers to be part of the Art Spark team. Angelique recommends Comedian instead of band? Deirdre recommends Adult II Teatro: great response!

Fundraising Ideas: Pizza, more effort than it was worth Bumper sticker and magnet: Myssie will talk to Eva

Schedule of events/ appeals:

October AF appeal, Feb AF appeal, April Art Spark, May VGD

Reviewed BOT role in fundraising document

Next agenda:

Board book, Budget proposal, Vote officers and new members, meeting structure, determine dates for February join meeting, Volunteer shredder, conference room calendar?

GABS Meeting Minutes: November 15th, 2016

5:00 PM

Attendees: Amy & Deirdre Regrets: Penny

Monitor the progress of the implementation of the Long Range Plan

- Reviewed Long Range Plan (LRP) and discussed the status of each goal
- Discussed a LRP "status" reporting mechanism for the BOT
- Committee will work on reporting mechanism before the December BOT meeting (when we will give an update on the status of the Long Range Plan)

Ensure adherence to and assess any need for and propose changes to the by-laws To Review at Next GABS Meeting:

To Change if Possible:

- Article IX Sec. 1- "notice by mail or telegram shall be directed to a member"
- Article IV Sec. 3C- "Board Member participation must occur in person"
- Article II- review this entire section, specifically "contributed four hours of work per month to be averaged over a twelve-month period." and donating hours to another parent

To Add if Possible:

• BOT attendance (create a proposal for BOT to promote consistent attendance at meetings)

Next Meeting: December 6, 2016 (5:00 p.m. Purple's Classroom)

GABS Meeting Minutes: December 6th, 2016

5:00 PM

<u>Attendees</u>: Amy, Deirdre, and Penny <u>Regrets:</u>

Monitor the progress of the implementation of the Long Range Plan

- Reviewed Long Range Plan (LRP) and discussed the status of each goal
- Worked on draft LRP tracking tool for BOT

Next Meeting: January 3, 2017 (5:00 p.m. Purple's Classroom)

SEPAC UPDATE - NOVEMBER 2016

Greetings SEPAC,

On Tuesday, November 15, several members of the SEPAC came out to watch LICSW Lynn Lyons' video on helping kids manage anxiety. Unfortunately we had some technical issues, but were thankful for everyone's patience, and did get to see the video (on a much smaller screen!)

School Adjustment Counselor Emilie Woodward, copied on this email, has attended Lynn's workshop as well and purchased the "Managing Anxiety" video as well as a video that talks to kids about anxiety. She has generously offered to allow parents to borrow them by request. Below is a summary of highlights. Tara has handouts that go along with Lynn's video if anyone would like a copy, or knows someone that might.

Our next meeting will be a general meeting at Hilltown in the Purples' classroom on **Monday**, **January 23**, **2017 @ 6:30 p.m.**Meetings are open to all.

Thank you, Tara Winters, co-chair Jen Marshall McVey, co-chair

Video highlights:

* Anxiety is the #1 mental health problem in USA, and the most frequent reason parents bring children to a mental health provider

* 7 Puzzle Pieces to teach kids and parents to shift their response to anxiety, including:

- 1) Expect to worry
- 2) Talk to your worry
- 3) Be unsure and uncomfortable on purpose (that's how one can face that worry)

4) Breathe!

5) Know what you want (what is the desired outcome)

- 6) Bridge back to successes (reminder bridges)
- 7) Take action on your plan

*Parent cheat sheet:

--Expect (do / worry will boss you around, so expect this)

--Externalize (test / talk back to that worry)

--Experiment (manage / take action and build confidence)

So you can help retrain the brain.

*The 4 B's to help your child:

1) Body (breathe through the nose, and make your face "soggy")

2) Brain

3) Bravery

4) Bridge!

*Be careful about reassuring, rescuing, and overprotecting your child; instead, give them the knowledge, including skills and strategies, to face fears.