

# Cape Cod Lighthouse Charter School 2015 Annual Report



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July 30, 2015

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## Introduction to the School

<b><i>Name of School Cape Cod Lighthouse Charter School</i></b>			
<b>Type of Charter</b> (Commonwealth or Horace Mann)	<b>Commonwealth</b>	<b>Location</b>	<b>Harwich</b>
<b>Regional or Non-Regional?</b>	Regional	<b>Districts in Region</b> (if applicable)	S a n d w i c h , B o u r n e , B a r n s t a b l e , M a s h p e e , M o n o m o y , N a u s e t , T r u r o , P r o v i n c e t o w n , F a l m o u t h
<b>Year Opened</b>	1995	<b>Year(s) Renewed</b> (if applicable)	2 0 0 0 , 2 0 0 5 , 2 0 1 0 , 2 0 1 5
<b>Maximum Enrollment</b>	252 (amendment to reduce max enrollment from 400 pending)	<b>Current Enrollment</b>	240
<b>Chartered Grade Span</b>	6-8 (amendment to change grade span from 6-12 pending)	<b>Current Grade Span</b>	6-8
<b># of Instructional Days per school year</b>	180	<b>Students on Waitlist</b>	256
<b>School Hours</b>	8:40AM- 2:55PM	<b>A g e o f School</b>	20 years

Mission Statement: Cape Cod Lighthouse Charter School seeks to provide a supportive and challenging learning environment for middle school students, where teachers foster intellectual development and academic achievement in an atmosphere that celebrates learning as a lifelong pleasure.

We appreciate and understand middle school-aged students. We enjoy the often undervalued creativity and intellectual potential of this age group. We strive to provide an emotionally safe and supportive community, encouraging students to develop their strengths and risk new growth, while pursuing an academically rigorous curriculum. Wherever possible, students learn through experience, allowing them to be engaged in the process of discovery and to see the practical applications of classroom lessons.

Looking beyond the walls of the classroom, we collaborate with local partners to utilize the unique natural and creative resources on Cape Cod, and reach out to global partners to broaden our cultural understanding and knowledge. Our graduates take with them the values of personal responsibility, consideration for others, respect for the environment, academic integrity, creative expression, and perseverance.

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## Letter from the Chair of the Board of Trustees

Dear Friends,

On behalf of the Board of Trustees, I am pleased to write this letter to accompany the 2014-2015 Annual Report of the Cape Cod Lighthouse Charter School. It has been an exciting year for our school as we have just completed our 20th year of providing a remarkable education to middle school children in Barnstable County. Our most significant achievement this year was the granting of our school's fourth charter renewal and fifth charter overall!

We are continuing to grow into our new facility in Harwich. This past fall we celebrated the dedication of the new Logan Dunne Memorial soccer field behind the school. We are pleased to report that our facility continues to function even better than expected. We are strong financially and have very little student and staff turnover.

In June of this year Board members Georganne Ramage, Norm Michaud, Lori LaBarge and Paula Schnepf completed their tenures on the Committee. We were pleased to vote in new Board members James McAuliffe, Jennifer Whitely, Deborah Kimball, Karen Whitney and Lori Fanning Smith at our June meeting. Also, Board Faculty Representatives Hannah Kast and Dana LedDuke completed their tenures and will be replaced by Challis Crema and Julie Donnan. New members will begin their tenure at the August 2015 meeting.

In February, the school received 191 applications for the 80 openings for the 2015-2016 school year. The school continues to attract many more applicants than the school can currently serve. Many discussions among staff, Board members and school community members led to the decision to maintain our current student body size so that we can continue to provide the best and most individualized support and education to our students.

In June, the annual evaluation of our Executive Director, Paul Niles, was conducted. He received exemplary grades from the staff, parents, and Board of Trustees. Earlier in the spring, Paul, who also teaches eighth grade science

classes and seminars at the school, was honored by the Massachusetts Association of Science Teachers as the Barnstable County Science Educator of the Year. We continue to recognize his dedication, knowledge, and communication and leadership skills.

This year, Catherine O’Leary has solidified her position as Associate Director. She has taken a leadership role in coordinating the school’s curriculum, instruction, evaluation and professional development programs. Her dedication, professionalism and service are great assets to the school.

As I complete my second year as Chairman of the Board of Trustees, I continue to be proud of our school and the vision that has been established for its future academic growth. It has been a pleasure working with the Board of Trustees, the Administration and staff that is so committed to providing an outstanding middle school experience for the students of the Cape Cod Lighthouse Charter School.

Sincerely yours,

Carol E. Olson  
Chairman, Board of Trustees

# School Performance and Program Implementation

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## FAITHFULNESS TO THE CHARTER

*Charter School Performance Criteria Relating to Faithfulness to the Charter*

### Mission and Key Design Elements

A breakdown of the school's mission statement reveals the following components, which are fundamental to our school's operational philosophy:

1.) Providing an emotionally safe and supportive community: The following table summarizes the percentage of parents who agreed or strongly agreed that they and their children felt welcome, that their child was valued and that they felt safe at and going to and from school during the last five school years:

For all parent surveys, the first number is the percentage of parents who strongly agree with a positive statement on the topic, and the second number is the percentage of parents who strongly agree plus the percentage who agree.

<b>Table S-1</b>	2014-15
Felt welcome	83 (100)
Child valued	82 (98)
Felt safe	87 (99)

2.) Providing an academically rigorous curriculum: The following table summarizes the percentage of parents who agreed or strongly agreed that their students were learning a curriculum which prepared them for future success, and that CCLCS maintains high academic standards:

For all parent surveys, the first number is the percentage of parents who strongly agree with a positive statement on the topic, and the second number is the percentage of parents who strongly agree plus the percentage who agree.

<b>Table S-2</b>	2014-15
Curriculum for success	75 (98)
High academic standards	76 (100)

The CCLCS curriculum ensures rigor by following, and in some cases, going beyond, Massachusetts curriculum frameworks in all subject areas. Teachers and administrators are working hard to transition to new and emerging frameworks in all academic disciplines.

3.) Learning through experience (project-based learning): The following table summarizes the percentage of parents who agreed or strongly agreed that CCLCS maintains a challenging, hands-on curriculum and a rich project curriculum:

For all parent surveys, the first number is the percentage of parents who strongly agree with a positive statement on the topic, and the second number is the percentage of parents who strongly agree plus the percentage who agree.

<b>Table S-3</b>	2014-15
Challenging, hands on curriculum	80 (99)
Rich project curriculum	74 (98)

Additionally, analysis of curriculum notebooks in all subject areas shows our school's commitment to high quality project work.

4.) Collaborating with local partners,utilizing resources on Cape Cod (environmental education) and learning about global issues: The following table summarizes the percentage of parents who agreed or strongly agreed that the CCLCS curriculum provides valuable experiences with local resource partners, maintains a strong focus on the Cape Cod environment and teaches about global issues:

For all parent surveys, the first number is the percentage of parents who strongly agree with a positive statement on the topic, and the second number is the percentage of parents who strongly agree plus the percentage who agree.

<b>Table S-4</b>	2014-15
Resource partners	68 (93)
Cape Cod environment	82 (99)
Global focus	85 (100)

The final table shows the percentage of parents who agreed or strongly agreed that they were satisfied with their child's education:

For all parent surveys, the first number is the percentage of parents who strongly agree with a positive statement on the topic, and the second number is the percentage of parents who strongly agree plus the percentage who agree.

<b>Table S-5</b>	2014-15
Satisfied with education	87 (100)

### Amendments to the Charter

Date	Amendment Requested	Approved?
April, 2015	Admissions policy change to allow admissions preference for staff children	Denied

### **Dissemination Efforts**

CCLCS continues to be an educational leader in the Cape Cod community and beyond. The school strives to actively disseminate exemplary teaching units, best practices, and new initiatives. CCLCS has an institutional goal of making at least one national presentation each year.

- In March of 2015 two CCLCS teachers joined the Executive Director to present a model math/ science interdisciplinary curriculum unit at the National Science Teachers Association Annual Convention in Chicago. The presentation was titled “The Body Biology Project: Implement Authentic, Rigorous, Project-Based, Interdisciplinary Learning in Your Science Classroom. “
- The 7th grade social studies teacher joined the 6th and 7th grade art teacher to share an interdisciplinary project at the Metropolitan Art Museum’s Educator Fair Share in New York City. Student work continues to be featured on the organization’s web site.
- In March of 2015 the 7th grade science teacher and several students made a presentation at the Cape Cod Museum of Natural History on the use of avian study skins in teaching taxonomy and adaptation.
- In March of 2015 the 7th grade science teacher made a presentation on how to get students involved in natural history and field studies at Massachusetts Audubon’s annual Natural History Conference at Cape Cod Community College.
- In April 2015 the school’s Executive Director made a presentation on “The Effectiveness of Mindfulness in Middle School” at Cape Cod Community College.

## **SUCCESS OF THE ACADEMIC PROGRAM**

### *Charter School Performance Criteria Relating to Academic Program Success*

#### **Student Performance**

“CCLCS is an academically successful school”. This quote from Commissioner Mitchell Chester in the school’s renewal communications concisely and accurately summarizes the school’s status.

The CCLCS report card link is: <http://profiles.doe.mass.edu/reportcard/rc.aspx?linkid=37&orgcode=04320530&fycode=2014&orgtypecode=6&>

The following table compares the Spring 2014 performance of CCLCS students vs. the weighted average of students from a composite of the sending districts. The numbers show the increased percentage of CCLCS students scoring at the advanced and proficient levels as compared to the composite sending district:

<b>SUBJECT</b>	<b>increased CCLCS % P +A</b>
6 ELA	7
6 MATH	4.3
7 ELA	3.8
7 MATH	13.3
8 ELA	3.6
8 MATH	3.1
8 SCI/TECH	4

Student performance on internal benchmark assessment was strong during the 2014-2015 school year, as seen in the Accountability Plan summary.

### **Program Delivery**

There were no major changes to the school's curriculum, instructional model, assessment methods or supports for diverse learners this past school year. Minor changes included:

- modifying the math placement formulas, and tracking math classes in 6th grade after first term.
- modifying the weekly math lab and Title I Targeted Assistance Programing models to include more tutorial help with the direct curriculum material.
- reorganizing the department structure by separating math and science and ELA and world language departments
- continuing the transition to Common Core curriculum in ELA and math, and to NGSS in science.

## **ORGANIZATIONAL VIABILITY**

*Charter School Performance Criteria Relating to Organizational Viability*

### **Organizational Structure of the School**

There were no changes to the organizational structure of the school during the 2014-2015 school year.

<b>ADMINISTRATIVE ROSTER FOR THE 2013-2014 SCHOOL YEAR</b>			
<b>Name, Title</b>	<b>Brief Job Description</b>	<b>Start date</b>	<b>End date</b> (if no longer employed at the school)

Paul Niles, Executive Director	Full time school leader, supports CCLCS educational mission, ensures DESE compliance, chief executive and financial officer, works closely with Board, faculty, parents, students	9/1/95	
Catherine O'Leary, Associate Director	Full time, assists director, oversees curriculum development, teacher evaluation, and works closely with faculty, parents students	7/1/13	
Jen Hyora-Williams, Special Education Coordinator	Contractual. Oversees Special Education program ensures compliance with state and federal laws	9/1/05	

### Teacher Evaluation

CCLCS uses a modified version of the Massachusetts Model System of Educator Evaluation.

### Budget and Finance

*Unaudited FY14 statement of revenues, expenses, and changes in net assets (income statement)*

### The Cape Cod Lighthouse Charter School

#### Profit & Loss

July 2014 through June 2015

#### UNAUDITED

Jul '14 - Jun 15

Ordinary Income/Expense

Income

Music Program	200.00
4007 · School Lunch Program-Revenue	27,202.38
4008 · School Lunch Program-MA Portion	549.83
4009 · School Lunch Program-Fed Portio	11,966.36
Operating Income	
4005 · Rental Income	2,950.00
4010 · Income - Summer Program	13,425.00
4011 · Income - Per Pupil Tuition	3,265,229.00
4012 · Income - Bank Interest	2,185.97
4013 · Income - Miscellaneous	12,493.74
Total Operating Income	3,296,283.71

Grants Income

Private Grant Income	83,500.00
Grants - Government	
4016 · Current Yr	60,998.00
Total Grants - Governmen	60,998.00
Total Grants Income	144,498.00
Total Income	3,480,700.28
Gross Profit	3,480,700.28

Expense

Reconciliation Discrepancies	-0.40
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<b>Direct Student Costs</b>	
5000 · Computer - Internet Access	41.33
5001 · Computer Supplies & Repairs	9,578.29
5002 · Insurance Expense	33,587.17
5003 · Instructional Equipment	206.21
5005 · Physical Education Expense	2,338.56
5006 · Team Sports Expense	5,108.85
5007 · Nursing Supplies	623.52
5008 · Seminar Expense	2,839.50
5009 · Special Needs	18,717.52
5011 · Textbooks and Supplies	17,465.80
<b>Transportation Costs</b>	
5012 · Vehicle Gas	2,043.75
5013 · Vehicle Repairs & Maintenance	3,962.22
<b>Total Transportation Costs</b>	<b>6,005.97</b>
<b>Total Direct Student Costs</b>	<b>96,512.72</b>
<b>Occupancy</b>	
50145 · Snow Removal	16,605.00
5017 · Custodial Outside Services	16,746.50
5018 · Maintenance - Building	12,610.66
5019 · Maintenance Site Supplies	3,796.44
5021 · Rubbish Removal	4,245.60
<b>Utilities</b>	
<b>Water</b>	<b>531.60</b>
5022 · Electric	34,285.62
<b>Gas</b>	<b>11,212.36</b>
<b>Total Utilities</b>	<b>46,029.58</b>
<b>Total Occupancy</b>	<b>100,033.78</b>
<b>Office</b>	
<b>Bank Charges</b>	<b>104.00</b>
<b>Equipment Lease,Repair &amp; Maint.</b>	
5023 · Copier	9,247.09
<b>Total Equipment Lease,Repair &amp; Maint.</b>	<b>9,247.09</b>
5025 · Office Supplies and Expense	20,242.88
5026 · Payroll Service Fees	3,086.11
5027 · Postage and Shipping	2,699.40
5028 · Printing Expense	1,057.44
5029 · Admissions	3,242.00
5030 · Telephone Expense	3,896.05
<b>Total Office</b>	<b>43,574.97</b>
<b>Personnel</b>	
50366 · Media Liason	500.00
50365 · Intern	18,540.08
5031 · School Psychologist	81,636.10
5032 · Mentor	1,000.00
5034 · Scheduling	1,015.00
5035 · Curriculum Work	19,075.00
5036 · Lunch Staff	0.00
5037 · Grant Work	1,375.00
5038 · Summer Program	11,117.50
5039 · Coaches	3,000.00
<b>Salaries - Teachers</b>	<b>1,574,934.92</b>
5048 · Director & Associate Director	187,150.08
5049 · Administrative Asst	52,290.94
5050 · Office Staff	138,954.27
5052 · Nurse	73,126.04
5053 · Technical Assistants	76,967.29
5055 · Prof. Development	13,149.41
5056 · Payroll Tax (Employer Exp)	67,757.19
5057 · Insurance - Health	245,031.43
5058 · Employee Benefits	40,810.30
<b>Personnel - Other</b>	<b>00.00</b>
<b>Total Personnel</b>	<b>2,607,530.55</b>
<b>Other Expenses</b>	
5059 · Art Spark Grant	1,095.51
5060 · Enrichments	71,673.58
5061 · Yearbook	1,127.46

5062 · Miscellaneous Expenses	9.00	
5063 · Dues and Subscriptions	7,741.57	
5064 · Fees and Licenses	1,000.00	
5065 · Legal Fees	4,586.15	
5066 · Recruitment	1,045.06	
5067 · School Function	5,830.12	
6000 · Depreciation Expense	90,940.80	
Total Other Expenses		182,794.33
Total Expense		3,030,445.95
Net Ordinary Income		450,254.33

Other Income/Expense		
Other Expense		
6001 · Amort Expense - Financing Costs	3,140.80	
5069 · School Lunch Program	35,866.04	
5070 · Summer Enrichment Program	3,498.14	
5071 · Capital Purchases - Current Year	3,686.96	
5072 · Leasehold Improvements-Current 1	0,063.90	
5073 · Payroll Clearing	1,012.89	
5074 · Accounting Fees	24,740.00	
5950 · Interest Exp - Long Term Loan	281,356.00	
5960 · US Treasury Interest Subsidy	-126,684.46	
Total Other Expense		236,680.27
Net Other Income		-236,680.27
Net Income		213,574.06

*Statement of net assets for FY15 (balance sheet)*

**The Cape Cod Lighthouse Charter School**  
**Balance Sheet**  
As of June 30, 2015  
**UNAUDITED**

Jun 30, 15

**ASSETS**

Current Assets

Checking/Savings

1009 · Treasury Direct Acct	100.00	
1000 · CC5 Summer Acct	70,489.31	
1001 · CC5 Student Activity Acct	8,248.57	
1002 · CC5-School Lunch	2,640.63	
1003 · CC5-Operating Depository Acct	1,011,306.86	
1004 · CC5 Grants Account	184,578.93	
1005 · CC5-Operating Vendor Acct	238,694.57	
1020 · CC5-Capital Account	65,710.41	
1052 · Eastern Bank-Debt Service Acct	87,456.92	
1006 · CCB&T-Ski Fund	2,660.49	
1007 · CCLCS-The Write Connection	644.57	
1008 · Cash Petty Cash Fund	237.75	
Total Checking/Savings		1,672,769.01

Accounts Receivable

Employee Computer Purch Avance	2,409.12	
Advance	2,497.10	
1100 · Federal Grant Receivable	18,658.00	
1101 · Receivable - Miscellaneous	3,116.07	
Total Accounts Receivable		26,680.29

Other Current Assets

1102 · US Treasury Int Receivable	24,095.00	
1201 · Prepaid Insurance	15,792.00	
Total Other Current Assets		39,887.00
Total Current Assets		1,739,336.30

Fixed Assets

1326 · Soccer Field	125,666.00	
1325 · Land	905,000.00	
1320 · Harwich Cinema Property	958,857.00	
1323 · A/D - Harwich Cinema	-67,917.76	
1321 · 195 Route 137 Renovation	3,126,934.44	
1322 · A/D - 195 Route 137	-218,500.24	
Equipment	4,819.61	
1319 · Equipment-Mower	8,064.65	
Total Fixed Assets		4,842,923.70
Other Assets		
1402 · Accum Amort- Financing Costs	-3,035.00	
1317 · Legal & Engineering Fees	1,907.50	
1318 · Accumulated Amortization	-359.76	
Total Other Assets	-1,487.26	
TOTAL ASSETS		6,580,772.74
LIABILITIES & EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
2006 · Accounts Payable	101,463.23	
Total Accounts Payable		101,463.23
Other Current Liabilities		
Union Dues Payable	835.42	
2201 · Interest Payable	35,421.00	
2004 · Payroll Taxes Payable	10,296.08	
2000 · Accrued Accounting Fees	700.00	
2007 · Mass. Teachers Retire. Payable	14,810.13	
2005 · Accrued Expenses - Other	263,040.13	
Grant - ECC Renewable Education	402.30	
Grant - Student Activities	2,037.16	
Total Other Current Liabilities	327,542.22	
Total Current Liabilities		429,005.45
Long Term Liabilities		
2880 · Eastern Bank-Mass Dev Qual Sch	1,090,180.09	
2890 · NFF Loan	321,605.93	
2900 · Harwich Cinema Loan	2,583,580.09	
Total Long Term Liabilities	3,995,366.11	
Total Liabilities		4,424,371.56
Equity		
3002 · 3900 + Retained Earnings	20,559.41	
3000 · Fund balance - Plant Fund	289,517.50	
3001 · Fund Balance - Operating Fund	159,294.00	
3900 · Retained Earnings	1,473,456.21	
Net Income	213,574.06	
Total Equity	2,156,401.18	
TOTAL LIABILITIES & EQUITY		6,580,772.74

*Approved School Budget 2015-16*

<b>Cape Cod Lighthouse Charter School</b>	
<b>14-15 Operating Budget</b>	
<b><i>Operating Income</i></b>	
Per Pupil Tuition	3,218,892
Summer Program	15,000
Bank Interest	2,500
<b>Total Operating Income</b>	<b>3,236,392</b>
<b><i>Grant Income</i></b>	
Government	50,000
Private	10,000
<b>Total Grant Income</b>	<b>60,000</b>
<b>Total Income</b>	<b>3,296,392</b>
<b><i>Personnel</i></b>	
Salaries	2,131,748
Professional Development	17,500
Payroll Tax (Employer Exp)	63,952
Employee Benefits	315,499
<b>Total Personnel</b>	<b>2,528,699</b>
<b><i>Direct Student Costs</i></b>	
Computer-Internet Access	3,100
Computer Software	3,000
Computer Supplies and Repairs	3,000

Consultants-Special Programs	1,200
Insurance Expense	37,000
Instructional Equipment	1,400
Physical Education Expense	4,000
Team Sports Expense	5,000
Nursing Supplies	600
Seminar Expense	2,000
Special Needs	28,500
English Language Learners	600
Textbooks and Supplies	15,000
Transportation Costs	6,000
<b>Total Direct Student Costs</b>	<b>110,400</b>
<b>Occupancy</b>	
Maintenance	30,000
Alarm Service Fees	1,500
Auxiliary Site Rent	500
Custodial Outside Services	20,000
Mortgage Interest	300,000
Utilities	50,000
<b>Total Occupancy</b>	<b>402,000</b>
<b>Office Expenses</b>	
Accounting Fees	20,000
Legal Fees	5,000
Bank Charges	100
Equipment Lease and Maintenance	5,500
Office Supplies and Expense	20,000
Payroll Service Fees	3,500
Postage and Shipping	3,000
Printing Expense	1,500
Admissions	2,500

Telephone Expense	4,000
<b>Total Office Expenses</b>	65,100
<b>Other Expenses</b>	
Dues and Subscriptions	9,000
Enrichments	70,000
Technology Fund	30,000
Grounds Maintenance	10,000
Snow Plow and Sanding	10,000
Capital Purchase Fund	30,000
Strategic Plan	20,000
<b>Total Other Expenses</b>	179,000
<b>Total Expenses</b>	3,285,199
<b>Net Income</b>	11,193

*Capital Plan for FY16*

1. Replacement of 1 HVAC unit:
  - \$22,000 FY 2017/18
2. Computer purchases: \$20,000 each fiscal year
3. Van Purchases: \$25,000 FY 2015/16. \$25,000 FY 2016/17

## Appendix A

### Accountability Plan Evidence 2014-15

*Faithfulness to Charter  
Accountability Plan Objectives and Measures*

Accountability Plan Objectives and Measures	2014-2015 Performance (Met/Not Met)	Evidence
<p><b>Objective:</b> The school is faithful to the mission, vision and educational philosophy defined in the charter application and any subsequent approved amendment(s).</p>		
<p><b>Measure:</b> <i>One hundred percent of CCLCS students will meet or exceed expectations on internally developed performance rubrics in a community based seminar during their tenure at CCLCS</i></p>	Met	Class Records
<p><b>Measure:</b> <i>On a survey with at least a seventy five percent return rate sent to families of all CCLCS students, at least eighty percent of respondents will express satisfaction with the role of the school's community partnerships in the educational program.</i></p>	Partially Met	Annual Survey results indicate high satisfaction (100%), but only 63% of families responded.
<p><b>Objective:</b> The school establishes an academic program that includes the pedagogical approach, curriculum, assessment, and other unique elements defined in the charter application and any subsequent approved amendment(s).</p>		
<p><b>Measure:</b> <i>One hundred percent of CCLCS students will meet or exceed expectations on internally developed performance rubrics in an environmental seminar during their tenure at CCLCS.</i></p>	Not met	Class Records. 87% of students met this standard

<b>Measure:</b> <i>On a survey with at least a seventy five percent return rate sent to families of all CCLCS students, at least eighty percent of respondents will express satisfaction with the role of the school's environmental programming.</i>	Partially Met	Annual Survey results indicate high satisfaction (99%) but only 63% of families responded.
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*Success of the Academic Program: MCAS measures are based on Spring 2014 scores*

Accountability Plan Objectives and Measures	2014 - 2015 Performance (Met/Not Met)	Evidence
<b>Objective:</b> Students at the school demonstrate proficiency, or progress toward meeting proficiency targets on state standards, as measured by the Massachusetts Comprehensive Assessment System (MCAS) exams in all subject areas and at all grade levels tested for accountability purposes.		
<b>Measure:</b> <i>The school shows an annual increase in the CPI in ELA and mathematics in the aggregate and for all statistically significant subgroups.</i>	Not met	<a href="http://profiles.doe.mass.edu/mcas/achievement_level.aspx?linkid=32&amp;orgcode=04320530&amp;orgtypecode=6&amp;">http://profiles.doe.mass.edu/mcas/achievement_level.aspx?linkid=32&amp;orgcode=04320530&amp;orgtypecode=6&amp;</a>
<b>Measure:</b> <i>The school shows an annual decrease in the percentage of students scoring Warning/Failing on standard MCAS tests in ELA and mathematics in the aggregate and for all statistically significant subgroups.</i>	Not met	<a href="http://profiles.doe.mass.edu/mcas/achievement_level.aspx?linkid=32&amp;orgcode=04320530&amp;orgtypecode=6&amp;">http://profiles.doe.mass.edu/mcas/achievement_level.aspx?linkid=32&amp;orgcode=04320530&amp;orgtypecode=6&amp;</a>
<b>Objective:</b> The school achieves and maintains a median student growth percentile (SGP) of 40 or higher in the aggregate and for all statistically significant sub-groups in all subject areas tested for accountability purposes.		
<b>Measure:</b> <i>Each year, the median student growth percentile is 40 or higher in the aggregate and in all statistically significant sub-groups in all subject areas tested for accountability purposes.</i>	Not met	<a href="http://profiles.doe.mass.edu/mcas/achievement_level.aspx?linkid=32&amp;orgcode=04320530&amp;orgtypecode=6&amp;">http://profiles.doe.mass.edu/mcas/achievement_level.aspx?linkid=32&amp;orgcode=04320530&amp;orgtypecode=6&amp;</a>
<b>Objective:</b> The school makes Adequate Yearly Progress (AYP) in the aggregate and for all statistically significant sub-groups in English language arts and mathematics.		
<b>Measure:</b> <i>. Each year, the school makes AYP in the aggregate and for all statistically significant sub-groups in English language arts and mathematics.</i>	N/A	<a href="http://profiles.doe.mass.edu/mcas/achievement_level.aspx?linkid=32&amp;orgcode=04320530&amp;orgtypecode=6&amp;">http://profiles.doe.mass.edu/mcas/achievement_level.aspx?linkid=32&amp;orgcode=04320530&amp;orgtypecode=6&amp;</a>

<b>Objective:</b> The school does not have a status for accountability purposes of Improvement, Corrective Action, or Restructuring.		
<b>Measure:</b> <i>Each year, the school does not have a status for accountability purposes of Improvement, Corrective Action, or Restructuring.</i>	Met	<a href="http://profiles.doe.mass.edu/mcas/achievement_level.aspx?linkid=32&amp;orgcode=04320530&amp;orgtypecode=6&amp;">http://profiles.doe.mass.edu/mcas/achievement_level.aspx?linkid=32&amp;orgcode=04320530&amp;orgtypecode=6&amp;</a>

<b>Objective:</b> Student performance is strong and demonstrates improvement on internally-developed assessments of academic achievement.		
<b>Measure:</b> <i>Ninety percent of eighth grade students will demonstrate proficiency in writing a literary analysis essay by scoring in the proficient range on the school's externally validated essay writing performance assessment rubric.</i>	Met	Class records
<b>Measure:</b> <i>One hundred percent of CCLCS students will demonstrate progress in their mathematics skills by passing ninety percent of the school's framework-aligned math assessments with scores of seventy five percent or better.</i>	Met	Class records
<b>Objective:</b> The school's curriculum is documented, articulates the skills and concepts that all students must know and be able to do to meet state standards, is aligned horizontally and vertically, and supports opportunities for all students to master these skills and concepts.		
<b>Measure:</b> <i>As tracked by school administrators, curriculum notebooks for each core academic discipline will document alignment to state standards, vertical alignment across grade levels, along with benchmark assessments with student results</i>	Met	Curriculum notebooks
<b>Measure:</b> <i>Each elective seminar will be documented with a course description and rubric describing the skills and content that a student needs to master to successfully complete the seminar.</i>	Met	Seminar curriculum notebook

*Organizational Viability*

Accountability Plan Objectives and Measures	2014- 2015 Performance (Met/Not Met)	Evidence
<b>Objective:</b> The school develops an annual budget that can be sustained by enrollment and is in support of student academic achievement.		
<b>Measure:</b> <i>The school's annual budget is sustained by its enrollment</i>	Met	Annual budgets, audit
<b>Objective:</b> The school demonstrates a history of positive net assets, adequate cash flow to sustain operations and support the academic program, and consistently operates within budget.		
<b>Measure:</b> <i>. Each year, the school demonstrates a history of positive net assets, adequate cash flow to sustain operations and support the academic program, and consistently operates within budget.</i>	Met	Annual budgets, audit
<b>Objective:</b> The school's annual independent audit is free of material or repeated findings.		
<b>Measure:</b> <i>There is an absence of material or repeated audit findings in annual audits by qualified independent auditor</i>	Met	Annual audits
<b>Objective:</b> The school implements the student recruitment, retention, and enrollment process intended in the charter, in the school's recruitment and retention plans, and as defined by statute and regulations.		
<b>Measure:</b> <i>One hundred percent of available seats will remain filled throughout each school year.</i>	Met	Enrollment records
<b>Measure:</b> <i>More than ninety five percent of students eligible to remain enrolled in CCLCS during each school year and from one year to the next will remain enrolled.</i>	Met	Enrollment records
<b>Objective:</b> The school involves parents/guardians as partners in the education of their children.		
<b>Measure:</b> <i>As measured by participation rosters, at least ninety percent of CCLCS families will participate in one or more school sponsored activities during the course of the school year.</i>	Met	Participation rosters, annual parent surveys
<b>Objective:</b> Families and students are satisfied with the school's program.		

<b>Measure:</b> . <i>On a survey with at least a seventy five percent return rate sent to families of all CCLCS students, at least eighty percent of respondents will express satisfaction with the school's programs.</i>	Partially met	Annual Survey results indicate high satisfaction, but only 50% of families responded.
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## Appendix B

### Recruitment and Retention Plan 2014-15

#### RECRUITMENT

**Please provide a brief narrative report on implementation of recruitment strategies from last year's plan**

Data indicates that the recruitment of students with disabilities was successful this past year, as the percentage increased to 15.0 from 14.2. This was a higher percentage than the comparison index of 12.7. Results from our February, 2015 admissions lottery indicate that our recruitment of English Language Learners was successful, as 2 ELL students will be entering our 6th grade class next year, an increase over the zero ELL students we had during the 2014-2015 school year. In addition, our percentage of "Economically Disadvantaged" students was 11.7, compared to the previous year's percentage of "Low Income" students at 9.6.

**Describe the school's general recruitment activities, i.e. those intended to reach all students.**

1. Admissions Open Houses held at school
2. Newspaper advertisements
3. Distribution of recruitment materials at targeted sites and in targeted languages

#### Recruitment Plan-strategies

Demographic Group	Strategies
<p>Special education students</p> <p><b>GOAL: Increase the percentage of special education students enrolled at the school.</b></p>	<ol style="list-style-type: none"> <li>1. Check in annually with the Massachusetts Federation for Children with Special Needs to discuss strategies for increasing the school’s visibility within families of children with special needs.</li> <li>2. Complete annual and continuous review of recruitment materials to assure that we prominently state our services for students with special needs.</li> <li>3. Continue to advertise on websites (example: Cape Cod Advocate) and in newsletters targeted towards families of children with special needs.</li> <li>4. Assure that Special education staff and representatives from the Special Education Parent Advisory Council attend all school information nights.</li> <li>5. Assure that all applicants receive a hard copy or links to the “Special Education in Charter Schools Right to Attend” document.</li> <li>6. Assure that students with special needs participate in pre-enrollment Open House activities.</li> </ol>
<p>Limited English-proficient students</p> <p><b>GOAL: Increase the percentage of Limited English-proficient students enrolled at the school.</b></p>	<ol style="list-style-type: none"> <li>1. Form an ELL Recruitment Committee with staff and Board members.</li> <li>2. Meet with leaders of Barnstable County Human Rights Commission to develop recruitment strategies</li> <li>3. Conduct an Open House for Brazilian cultural leaders to introduce them to our school and its services.</li> <li>4. Advertise in magazines targeted to the local Portuguese community.</li> <li>5. Staff a recruitment table at the annual Multi-cultural fair at Cape Cod Community College.</li> <li>6. Work with Portuguese cultural leaders to create a brochure targeting the local ELL community.</li> <li>7. Conduct a free soccer clinic on our new soccer field targeted towards the Brazilian immigrant community.</li> </ol>
<p>Students eligible for free or reduced lunch</p> <p><b>GOAL: Increase the percentage of students eligible for free lunch enrolled at the school.</b></p>	<ol style="list-style-type: none"> <li>1. Place outreach materials at preschools serving low income families and at family outreach centers across Cape Cod.</li> <li>2. Place applications and recruitment materials at local Food Banks.</li> <li>3. Place applications and recruitment materials at local homeless shelters.</li> <li>4. Create a transportation committee to examine ways to help low income families get to and from school.</li> </ol>
<p>Students who are sub-proficient</p> <p><b>GOAL: Continue to recruit students whose academic performance is sub-proficient.</b></p>	<ol style="list-style-type: none"> <li>1. Provide school promotional materials to local tutoring companies.</li> <li>2. Use school communication vehicles to send out the Commissioner’s link discussing the importance of the recruitment of sub-proficient students.</li> <li>3. Complete annual review and revision of recruitment materials to be sure to stress the school’s strengths in teaching sub-proficient students.</li> </ol>

Demographic Group	Strategies
<p>Students at risk of dropping out of school</p> <p><b>GOAL: Increase the percentage of applicants who are at risk of dropping out of school</b></p>	<ol style="list-style-type: none"> <li>1. Include testimonials from at-risk students who have found success at CCLCS in school promotional materials.</li> <li>2. Make promotional materials available to contacts we have developed with local agencies like DCF and local counselors.</li> </ol>
<p>Students who have dropped out of school</p>	<p>As a school serving students in grade 6-8, this is not applicable to our school.</p>
<p>Other subgroups of students who should be targeted to eliminate the achievement</p> <p><b>GOAL: To recruit students who belong to other subgroups of students who should be targeted to eliminate the achievement gap.</b></p>	<ol style="list-style-type: none"> <li>1. Annually review and revise Open House Power Point to assure that it is stressing the school's desire to serve the full spectrum of academic achievers.</li> <li>2. Annually review and revise school recruitment material to ensure that practices are attractive to students across all equity categories lines.</li> </ol>

**RETENTION**

Please provide a brief narrative report on implementation of retention strategies from last year's plan
<p>Overall and specific retention goals were met during the 2014-15 school year. Six students withdrew from CCLCS during or after the school year, resulting in an overall retention rate of 97%. The school retained 96.2% of its students with disabilities, and 1 student at risk of dropping out transferred to another school. CCLCS retained 100% of its students in other retention categories.</p>

**Overall Student Retention Goal**

Annual student retention goal	90%
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Demographic Group	Strategies
Special education students  <b>GOAL: Retain 90% of our students with special needs.</b>	<ol style="list-style-type: none"> <li>1. Employ full time learning specialists at each grade level to ensure strong service delivery and family communication.</li> <li>2. Provide flexible meeting hours for families of students with special needs.</li> <li>3. Provide high quality professional development for classroom teachers on issues specific to students with special needs.</li> <li>4. Provide telephone numbers and email addresses of all school personnel to promote communication with families of students with special needs.</li> <li>5. Provide summer social events to maintain the connection between students and the school.</li> </ol>
Limited English-proficient students  <b>GOAL: Retain 90% of our students with limited English proficiency</b>	<ol style="list-style-type: none"> <li>1. Employ qualified personnel at each grade level to ensure strong service delivery and family communication.</li> <li>2. Provide flexible meeting hours for families of students with limited English proficiency.</li> <li>3. Provide high quality professional development for classroom teachers on issues specific to students with limited English proficiency.</li> <li>4. Provide telephone numbers and email addresses of all school personnel to promote communication with families of students with special needs.</li> <li>5. Provide services in native languages for families of students with limited English proficiency.</li> </ol>
Students eligible for free or reduced lunch  <b>GOAL: Retain 90% of our students eligible for free or reduced lunch.</b>	<ol style="list-style-type: none"> <li>1. Provide scholarships for fee-based field trips for families of students eligible for free or reduced lunch.</li> <li>2. Provide free rehabilitated computers to families of students eligible for free or reduced lunch.</li> <li>3. Provide before and after school extracurricular activities for students eligible for free or reduced lunch.</li> <li>4. Provide free, donated musical instruments for students who qualify for free or reduced lunch.</li> <li>5. Provide scholarships for school sponsored summer camp for students eligible for free or reduced lunch in order to keep them connected to the school in summer.</li> </ol>

Demographic Group	Strategies
<p>Students who are sub-proficient</p> <p><b>GOAL: Retain 90% of our students who are sub-proficient.</b></p>	<ol style="list-style-type: none"> <li>1. Create Student Success Plans addressing areas of remediation for students who are sub-proficient</li> <li>2. Provide before school, in-school and after school tutorial opportunities to address academic areas requiring remediation.</li> <li>3. Identify areas of learning strength and provide opportunities for students who are sub-proficient to excel in these areas.</li> </ol>
<p>Students at risk of dropping out of school</p> <p><b>GOAL: Retain 90% of our students who are at risk of dropping out.</b></p>	<ol style="list-style-type: none"> <li>1. Review records of incoming students to identify students at increased risk of dropping out of school.</li> <li>2. The school psychologist will work with grade level teachers to create Student Success Plans for identified students.</li> </ol>
<p>Students who have dropped out of school</p>	<p>As a school serving students in grade 6-8, this is not applicable to our school.</p>
<p>Other subgroups of students who should be targeted to eliminate the achievement gap.</p> <p><b>GOAL: To identify subgroups of students who should be targeted to eliminate the achievement gap, and to retain 90% of these students.</b></p>	<ol style="list-style-type: none"> <li>1. Review attendance, behavioral records and student grades to identify students who may not be identified for special programs.</li> <li>2. Convene monthly student services committee to identify and discuss strategies for students who may fit into this category.</li> <li>3. Create Student Success Plans for students in this category.</li> </ol>

## Appendix C

### School and Student Data Tables

<b>STUDENT DEMOGRAPHIC AND SUBGROUP INFORMATION</b>		
Race/Ethnicity	# of students	% of entire student body
African-American	5	2.1
Asian	4	1.7
Hispanic	5	2.1
Native American	0	0
White	216	90.4
Native Hawaiian, Pacific Islander	0	0
Multi-race, non-Hispanic	9	3.8
Special education	34	14.2
Limited English proficient	0	0
Low income	23	9.6

<b>TEACHERS AND STAFF ATTRITION FOR THE 2014-2015 SCHOOL YEAR</b>				
	Number as of the last day of the 2013-2014 school year	Departures during the 2013-2014 school year	Departures at the end of the school year	Reason(s) for Departure
Teachers	30	0	2	Both moving off of Cape Cod
Other Staff	9	1	1	Death, retirement

<b>BOARD MEMBERS FOR THE 2014-15 SCHOOL YEAR</b>				
Name	Position on the Board	Committee affiliation(s)	Number of terms served	Length of each term (including date of election and expiration)
Carol Olson	Chair	Finance Cmte	1	7/12-6/15, 7/15-7/17
Frank Smith	Vice Chair	Strategic Planning Cmte	1	7/12-6/15, 7/15-7/17

Paul Niles	Executive Director	Finance Cmte, Strategic Planning Cmte, Nominating Cmte, Facilities Cmte, ELL Recruitment Cmte	2	3/11-
Hannah Kast	Faculty Rep		2	7/12-6/15
Dana LedDuke	Faculty Rep		2	7/12-6/15
Lori LaBarge	Secretary	None	2	7/09-6/12, 7/12-6/15
Georgann Ramage	Treasurer	Finance Cmte (chair)	2	7/11-6/14, 7/14-6/16
Marjorie Cook	Trustee	None	1	7/13-6/16
Michael Marten	Trustee	Facilities Cmte, Finance Cmte	1	7/12-6/15, 7/15-7/17
Norm Michaud	Trustee	Nominating Cmte, Finance Cmte, Facilities Cmte	2	7/09-6/12, 7/12-6/15
Paula Schnepf	Trustee	Finance Cmte, Strategic Planning Cmte	1	7/12-6/15
Paul Starobin	Trustee	ELL Recruitment Cmte	1	7/13-6/16

\* Add additional rows as necessary

## Appendix D

### Additional Required Information

**Key Leadership Changes:** The leadership team remains unchanged from the 2014-2015 school year.

Position	Name
Board of Trustees Chairperson	Carol Olson
Charter School Leader	Paul Niles
Assistant Charter School Leader	Catherine O'Leary
Special Education Director	Jen Hyora-Williams
MCAS Test Coordinator	Catherine O'Leary
SIMS Coordinator	David Agnew
English Language Learner Director	Jen Hyora-Williams

**Facilities** - Our school campus remains in East Harwich.

**Enrollment**

<b>Action</b>	<b>Date(s)</b>
Student Application Deadline	February 8th, 2016
Lottery	February 10th, 2016

**Conditions-** The CCLCS Board of Trustees intends to file an amendment to clarify its grade span and maximum enrollment intentions following its August 2015 meeting.

