



Martin Luther King, Jr.
Charter School of Excellence

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Introduction to the School

<i>Martin Luther King, Jr. Charter School of Excellence</i>			
Type of Charter (Commonwealth or Horace Mann)	Commonwealth	Location of School (Municipality)	Springfield
Regional or Non-Regional	Non-regional	Chartered Districts in Region (if applicable)	N/A
Year Opened	2006	Year(s) the Charter was Renewed (if applicable)	2011, 2016, 2021
Maximum Enrollment	360	Enrollment as of (7/30/21)	360
Chartered Grade Span	K-5	Current Grade Span	K-5
Number of Instructional Days per School Year (as stated in the charter)	184	Students on Waitlist as of (7/30/21)	142
Number of Instructional Days during the 2020-2021 School Year ¹	174		
School Hours (ex: 8:30-3pm M-F)	Mon/Weds/Thurs/Fri: 8:30-3:45 Tues: 8:30-2:00	Age of School as of 2020-2021 School Year	15 years
<p>Mission Statement (an amendment has been submitted as of August 3, 2021):</p> <p>“Intelligence plus character – that is the goal of true education.” Dr. Martin Luther King, Jr.</p> <p>Martin Luther King, Jr. Charter School of Excellence prepares kindergarten through 5th grade students of Springfield for academic success and engaged citizenship through insistence on rigorous, challenging work. The school incorporates Dr. King’s commitment to the highest standards in scholarship, civic participation, and the ideal of the beloved community.</p>			

¹ In June 2020, the Board of Elementary and Secondary Education (Board) adopted initial amendments to the student learning time regulations on an emergency basis, and in September 2020, the Board voted on final adoption of the amendments. Among other provisions, the revised regulations altered the student learning time requirements for the 2020-2021 school year to be 170 days and 850 hours (for elementary schools) and 935 hours (for secondary schools).

School Performance and Program Implementation

Mission and Key Design Elements

In our fifteenth year of operation, Martin Luther King, Jr. Charter School of Excellence (MLKCSE) continued to implement our school model as outlined in our charter application. Our school's key design elements reflect our mission which is rooted in academic excellence, character development, and aspiring to Dr. King's ideal of beloved community.

Amendments to the Charter

Date Submitted	Amendment Requested	Pending or Approved?
08/03/2021	Mission revision (minor)	Pending

Access and Equity: Discipline Data

2019-2020 Student Discipline					
Linked here					
Student Group	Total Number of Students	Students Disciplined	Percent In-School Suspension	Percent Out-of-School Suspension	Percent Emergency Removal
All Students	374	7	0	1.9	0
English Learner	96	2	0	0	0
Economically Disadvantaged	305	6	0	2.0	0
Students with Disabilities	62	1	0	0	0
High Needs	331	6	0	1.8	0
Female	183	3	0	0	0
Male	191	4	0	0	0
American Indian or Alaska Native	0	0	0	0	0
Asian	3	0	0	0	0
African American/Black	112	3	0	0	0
Hispanic/Latino	241	4	0	0	0

Multi-race, Non-Hispanic/Latino	10	0	0	0	0
Native Hawaiian or Pacific Islander	0	0	0	0	0
White	8	0	0	0	0

At Martin Luther King, Jr. Charter School of Excellence, we believe and have shifted to utilizing suspension only as a last resort consequence. For most students, punitive punishment such as suspensions does not actually modify an unwanted behavior.

We work to keep our students in school and available for learning to the maximum extent safely possible. We work to process, teach replacement behaviors, and utilize restorative practices whenever possible. Our discipline issues continued to decline relative to prior years, and we intend to continue to work on building up our repertoire of alternative and predictable responses that focus on restorative consequences, teachable moments, and keeping students in the classroom learning as much as possible.

We reflect annually on the data in order to identify strengths, trends, and opportunities for improvement. Some of the preventative strategies and creative solutions we've developed to help students be more academically successful are: student recognition traditions, parent/family meetings and co-observations, coaching teachers on more effective family communication, we used live technology platforms (ClassDojo) to communicate regularly with families, frequent check-ins with our Student Support Team members, informal and formal behavior plans, Student intervention Committee meetings, weekly social emotional learning lessons, and social skills work with our school counselors, etc.

Dissemination Efforts

Best Practice Shared	Vehicle for Dissemination (describe the method, format, or venue used to share best practices)	Who at the school was involved with the dissemination efforts? (Title)	With whom did the school disseminate its best practices? (Highlight partners and locations, including school districts)	Result of dissemination (Share any changes in practice or new opportunities for students that occurred as a result of your work at other schools/districts. List any resulting artifacts, materials, or results from partners and indicate if the school received grant funding to disseminate and if a grant report was written.)
POD Participant	Monthly meetings	Abigail Cole, Director of Special Education	ACCEPT SPED Director Collaborative	POD Participant, shared district practices and completed Capstone Project
Input	Stakeholder	Abigail Cole, Director of Special Education	Dyslexia Stakeholder Mtg held in Amherst, MA	Dyslexia DESE Guidance released in 2021
PLC Participant	Monthly Meetings	Patricia Rios, School Operations & Data Manager	Teach for America Operations Leader Members	PLC participant, shared district best practices
Resource Share	Stakeholder	Patricia Rios, School Operations & Data Manager	BES Operations 101: Designing and Evaluating Your Systems workshop	Shared district best practices and assisted other district leaders develop and name specific, mission-aligned objectives for a mission-critical system.
GLT Protocols	Leadership pod	Kendra Salvador, Executive Director	MA Public Charter School Association Leadership cohort meeting	Shared practices around working with teacher leaders through Grade Level Teams and their Chairs; shared description of responsibility, application, and protocols for meetings
Curricular planning	Developing an ESL Curriculum unit for grades 3-5	Diana Yousfi, ESL Coordinator	Holyoke Public Schools ESL teachers	Shared a unit we developed with new ESL teachers in a neighboring public school district for grades 3-5
New teacher training	Professional development session	Diana Yousfi, ESL Coordinator	New ESL teachers in Holyoke Public Schools	Planned and delivered professional development to new ESL teachers in a neighboring public school district

Student Performance

A. [Martin Luther King, Jr. Charter School of Excellence school report card](#)

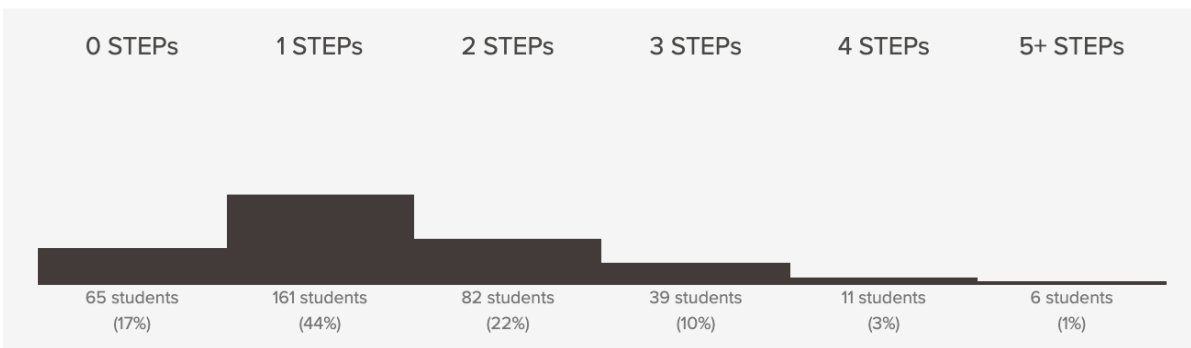
B. See below

Internal - Literacy

STEP Literacy Assessment (progress and growth monitor)

Progress refers to the number of steps gained from the start of the year through the end of the selected term.

Progress by All Students

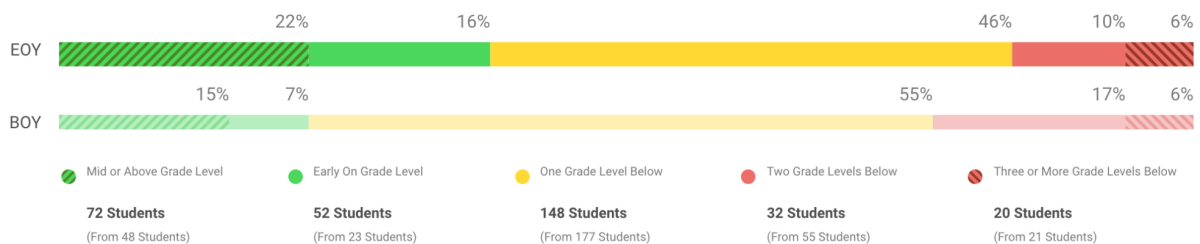


Internal - Math

iReady Assessment (progress and growth monitor)

Overall Placement

Students Assessed/Total: 324/363



Academic Program

In preparation for this academic year, we prepared our technology inventory which included student Chromebooks, chargers, hotspots, mice, and headphones. In addition to preparing our technology, we had teachers come in and prepare each student with an individual bag which included math

manipulatives, academic consumables, and other academic resources that would be needed throughout remote learning. Additionally, we held online sessions with families to help them get set up with their child's Google account and ensure access into their Google Classroom. Each one of our diverse learners, including students with special needs and emerging bilingual students, had an individualized learning plan developed specifically for them that was implemented throughout remote learning. Each of these individualized plans was shared with our students' families in order to gain their feedback and input.

After the additional 10 professional development days, we begin our instruction with students remotely. We did select some of our most struggling learners to begin immediately in person to receive their services in the school building. Learning remained remote for the majority of our learners. We did slowly increase the number of students coming into the building for in person learning as it was safe to do so. We worked to maintain good communication with our families during this time.

We began a phased in approach beginning on March 22nd 2021 in 3 waves. The first wave of students began that week, the second wave began the following week of March 29th. The final wave began the week of April 5th with the vast majority of students returning to in person learning. Students remained in person from that point through the end of the academic year.

For ELA, we implemented the Wit and Wisdom curriculum. For math, we implemented the i-ready math curriculum. For science, we continue to build out our own curriculum using the MA Science frameworks, the Next Generation Science Standards, and Generation Genius as our resources. Social studies was embedded in the ELA block. For assessments, we primarily focused on progress monitoring. To monitor literacy progress, we used the STEP assessment out of the University of Chicago. To progress monitor and math, we used iReady which compliments the I-Ready Math curriculum. Teachers continued to progress monitor students with special needs against their IEP goals. We used the WIDA rubric to monitor the progress of our English learners. We focused most specifically on speaking and writing.

During in person learning, we maintained the physical safety for both our students and staff in a variety of ways. We installed touchless hand sanitizer dispensers and touchless paper towel dispensers throughout our building, including restrooms, classrooms, and hallways. Students and staff were required to wear masks at all times, we had a supply of masks available for both staff and students as needed. We purchased individual privacy shields that we installed on each student's desk in the classroom and socially distanced students desks and chairs by 6 feet in all the classroom spaces.

Additionally, in advance of returning to in person learning, we upgraded all of our HVAC systems to the highest quality filters we are able to have. We also replaced all of our water fountains with touchless bottle fillers. We installed nano septic self-cleaning wraps on all of our knobs and doors. Additionally, we modified our cleaning schedule to ensure that all classrooms were deep cleaned after lunch and at the end of each day in preparation for the next day's learning. We installed directional decals on the floors to establish a safe traffic pattern for all movement throughout the school building. We also moved lunch inside the classrooms and updated our visitors policy to ensure that we did not have guests traveling inside our building while health concerns were heightened.

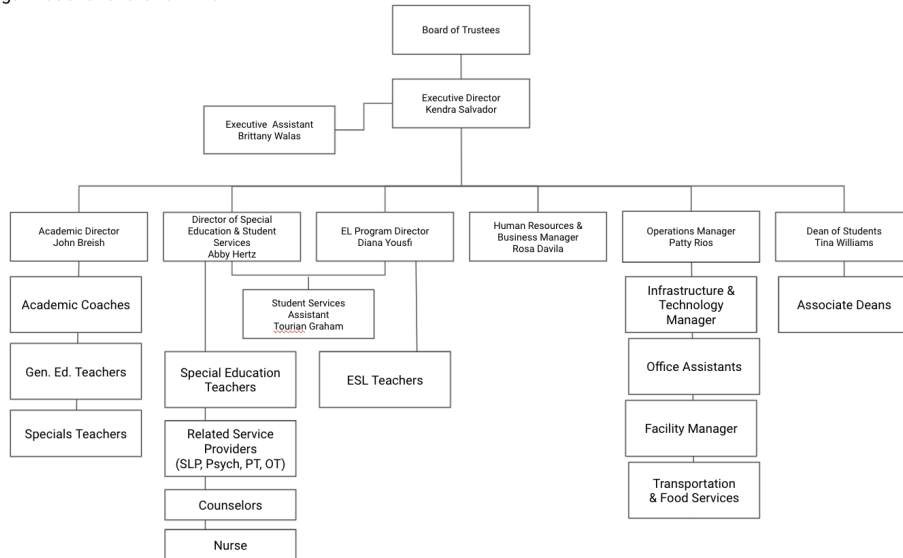
To accelerate learning during the 2021-2022 school year, we will implement a co-teaching model. Additionally, we have a plan to collect baseline data early in the school year to analyze exactly where every single one of our students is at academically. We have adjusted our Master Schedule to ensure that our core contents have adequate time for thoughtful work and that our resources (people, time, space, material resources) are allocated where they are most needed. We thoughtfully developed our annual priorities and will focus on experiential learning opportunities, leveraging organic cross curricular connections, and developing students' acquisition of academic language. We plan to frequently progress

monitor, hold teaching and learning time sacred, be thoughtful with our academic interventions and acceleration opportunities, and ensure all our students are growing.

Organizational Structure of the School

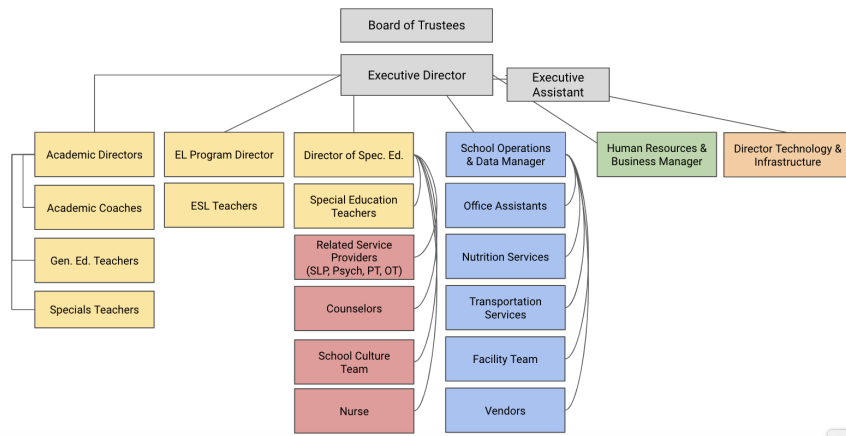
A. SY21-22 projected organizational chart

Martin Luther King, Jr. Charter School of Excellence
Organizational Chart 2021-2022



There were no changes in the 2020-2021 school year. For the upcoming school year 2021-2022, we will have some minor changes. We will have only one Academic Director and two academic coaches. We also have added a Student Services Assistant to support clerical work for our Special Education and ESL Departments. Additionally, we change the position titles from School Culture Coordinators to Dean of Culture and Associate Deans of Culture.

Martin Luther King, Jr. Charter School of Excellence - Organizational Chart 2020-2021



Budget and Finance

A. Unaudited FY21 statement of revenues, expenses, and changes in net assets (income statement)

Martin Luther King Jr. Charter School Of Excellence	<i>MLK Jr. Charter School of Excellence</i>
Unaudited Statement of Activity 06/30/21	
<i>Operating revenues</i>	
Tuition	5,476,169
Federal grants	747,043
State grants	30,600
In-kind meals	48,877
In-kind Transportation	178,940
On-behalf payments - fringe benefits	1,354,941
Program fees	
Total operating revenues	<u>7,836,570</u>
<i>Operating expenses</i>	
Salaries	3,522,125
Payroll taxes	158,050
Fringe benefits	461,565
Related party rent expense/(income)	361,000
Workers compensation	26,946
Utilities	136,545
Contracted services	112,188
Insurance	45,120
Instructional supplies and materials	420,320
Dues and Subscriptions	15,574
Supplies and materials	20,092
Professional Development	59,265
Repairs and maintenance	127,146
Travel & Other	
Professional Services	173,739
In-Kind expense	227,817
On-behalf payments - fringe benefits	1,354,941
Equipment	17,707
Facilities	-
Depreciation	70,990
Miscellaneous	<u>46,824</u>
Total operating expenses	<u>7,357,954</u>
Operating (loss)/revenue	<u>478,616</u>
<i>Nonoperating revenues/(expenses):</i>	
Private contributions -Unrestricted	
Private contributions - Restricted	
Interest income	1,603
Other Revenue	<u>32,183</u>
Total nonoperating revenue	<u>33,786</u>
Change in net position	512,402

- B. The balance sheet should set forth the charter school's assets, liabilities, and fund balances

Martin Luther King Jr. Charter School Of Excellence *MLK Jr. Charter*
Unaudited Statement of Net Position *School of Excellence*
6/30/2021

Assets	
<i>Current Assets</i>	
Cash	\$ 2,084,287
Class and student funds held	
Accounts Receivable	110,235
Due From related parties	(120,280)
Prepaid expenses	17,355
Total current assets	2,091,597
<i>Noncurrent Assets</i>	
Related Party Receivables	300,000
Due (to)/from related party	
Capital assets, net	582,250
Total noncurrent assets	882,250
Total assets	\$ 2,973,847

Liabilities and Net Position	
<i>Current Liabilities</i>	
Accounts Payable	\$ 93,868
Accrued expenses	434,733
Due to Related Parties	-
Note payable - current	
Deferred Revenue	
Class and student funds held	
Total current liabilities	528,600
<i>Noncurrent Liabilities</i>	
Note payable	
Total noncurrent liabilities	-
Total liabilities	528,600
<i>Net Position</i>	
Net investment in capital assets	582,250
Temporarily restricted	
Unrestricted	1,862,997
Total net position	2,445,247
Total liabilities and net position	\$ 2,973,847

C. Provide an approved school budget for FY22
Board approved: Tuesday May 11, 2021

MLK Budget 2021-2022			
Line Item Code	Line Item Description	Revenue	SY22
N/A	N/A	Per Pupil Tuition	5,996,160.00
N/A	N/A	FY22 - Fund Code 309 - Federal - Title IV, Part A: Student Support and Academic Enrichment	\$23,785
N/A	N/A	FY22 - Fund Code 305 - Federal - Title I, Part A: Improving Basic Programs	\$382,782
N/A	N/A	FY22 - Fund Code 140 - Federal - Title IIA	\$34,779
N/A	N/A	FY22 - Fund Code 240 - Special Education - Individuals with Disabilities Education Act (IDEA)	\$94,500
N/A	N/A	FY22 - Fund Code 262 - Federal - Early Childhood Special Education	\$1,970
N/A	N/A	FY22 - Fund Code 274	\$1,056
N/A	N/A	FY22 - Fund Code 298	\$6,783
N/A	N/A	FY21/22 ESSER II (+ carrying over \$351,309 to FY23)	869,000
N/A	N/A	FY22 ESSER III	2,718,183
N/A	N/A	FY21 - Grant Carryover	50,000.00
N/A	N/A	Contributions - In-Kind Transportation	\$396,734
N/A	N/A	Contributions - In-Kind Other/Meals	\$300,535
N/A	N/A	Contributions - Other	0
N/A	N/A	Medicaid Reimbursement (estimating \$4k a quarter)	16,000
N/A	N/A	Investment Income	0
N/A	N/A	Other Income/Fundraising/Interest	15,000
Total Revenue			\$10,907,267
Projected Amount Spent			\$7,760,901
Projected Budget Balance			\$3,146,366

Line Item Code	Line Item Description	Revenue	SY22
110	Subtotal - Board of Trustees	Description	
111	Contracted Services	Contracted professional services, including all related expenses covered by the contract. (Ex: board training consultant, facilitator for board retreat, board attorney) Do not include auditor see Non-Instructional Administration-Contracted Services.	12,995
112	Travel and other expenses	Travel and other expenses for board members such as dues, subscriptions and memberships. (Ex: board member travels to charter school conference, dues for board-specific professional association).	100
120a	Subtotal - Non-Instructional Administration and Support Staff		
121a	Salaries - Professional and Support Staff	Salaries for non-instructional school-wide administrative personnel, excluding development staff. (Ex: executive director, Business and Finance, Human Resources, Legal Services, Information Technology, Student Recruitment and Enrollment/Registrar, Enrollment Director, SIMS administrator, and respective Support Staff). Principals and Instructional Leaders should be noted in Instructional Services. If role is instructional and administrative, split accordingly.	420,914
122a	Contracted Services - Professional and Support Staff	Contracted professional services, including all related expenses covered by the contract, excluding development contracts. (Ex: interim school leader, auditor, attorney, licensing for district wide software - Microsoft, Anti virus).	148,191

Line Item Code	Line Item Description	Revenue	SY22
123	Recruitment/Advertising	Recruiting/advertising for students, staff, and board members. (Ex: brochures, newspaper advertising, web based staff recruitment such as School Spring, radio, advertising for bids).	15,601
124	Travel, Dues, and other expenses	Travel and other expenses for all non-instructional administrative and support staff, dues such as charter school association dues, professional dues, subscriptions, memberships, professional development and conferences.	10,485
125	Supplies and Materials	Materials and items of an expendable nature. Unit price of less than \$5000. (Ex: office furniture, office supplies, non-instructional computers and software).	44,600.00
126	Depreciation - non instructional	Annual depreciation expense for capitalized costs (ex: district wide information management, computers, furniture).	100,000
170	Subtotal - Development (Private)	Salaries apportioned to private development personnel (this could be % of a salary). (Ex: grant writer and fundraiser).	0
170b	Contracted Services - Private	Contracts apportioned to professional services for private development (including all related expenses covered by the contract). (Ex: contracted fundraiser, contracted grant writer).	0
170c	Fundraising - Private	Expenses related to private fundraising. (Ex: invitations to fundraiser, fundraising software, space rental for fundraising event).	
170c		Run this through Friends	0

Line Item Code	Line Item Description	Revenue	SY22
171	Subtotal - Development (Public)		
171a	Salaries - Professional - Public	Salaries apportioned to public development personnel (this could be a % of a salary). (Ex: grant writer and fundraiser).	0
171b	Contracted Services - Public	Contracts apportioned to professional services for public development (including all related expenses covered by the contract). (Ex: contracted grant writer).	0
200	Instructional Service		
210	Instructional Subtotal - Instructional Leadership	Salaries for instructional personnel in leadership roles. (Ex: principal/asst. principals (undistributed), curriculum directors (including SPED), department heads, technology/instructional coordinators, team leaders, network school administrators).	240,840
212	Salaries - Clerical	Salaries for administrative support personnel who prepare, transcribe, systematize or preserve communications, records and transactions. (Ex: instructional school secretary and respective clerical support staff to the various instructional personnel in leadership roles).	80,820
213	Contracted Services	Contracted professional services, including all related expenses covered by the contract. (Ex: contracted instructional consultant such as a reading specialist).	0
214	Supplies and Materials	Materials and items of an expendable nature. Unit price of less than \$5000. (Ex: white boards and computers for instructional leaders).	0
Line Item Code Line Item Description Revenue SY22			
215	Travel and other expenses	Travel and other expenses for all instructional leadership and their support staff, professional dues, subscriptions, memberships, teaching seminars and conferences	\$15,405
220	Instructional Subtotal - Classroom and Specialist Teachers		
221	Salaries - Teachers, Classroom	Salaries for teachers with primary responsibility for teaching designated curriculum to established "classes" of students in a group instruction setting. Also includes itinerant music, art, health, physical education teachers who travel from classroom-to-classroom. Teacher EPIMS codes: 2305 - Teacher, 2306 - Co Teacher, 2307 - Virtual Teacher, 2308 - Virtual Teacher - Co Teacher	2,639,467
222	Salaries - Teachers, Specialists	Salaries for teachers/specialists who provide individualized instruction to students (1-on-1 or small groups) to supplement the services delivered by the students' classroom teachers, e.g. reading recovery, Title I reading specialists, special education, academic support, and language acquisitions services. NOT paraprofessionals. Teacher EPIMS codes: 2310 - Teacher - specialized content instruction	133,840
230	Instructional Subtotal - Other Teaching Services	Salaries for Medical/Therapeutic service and other professionals. (Ex: OT, PT, Speech, Vision and other therapeutic services that are provided by licensed practitioners, librarians, media center directors , substitute teachers on payroll, extended-day teachers, MCAS administrator).	240,720
Line Item Code Line Item Description Revenue SY22			
232	Salaries - Non-clerical Paraprofessionals	Salaries for paraprofessionals hired to assist teachers/specialists with classroom instruction in the preparation or reproduction of instructional materials or classroom instruction. (Ex: American Sign Language Specialists, general teacher's assistant, after-school employees).	0
233	Salaries - Clerical	Salaries for administrative support personnel who prepare, transcribe, systematize or preserve communications, records and transactions. (Ex: secretary, after-school employees).	100,000
			158,000
240	Instructional Subtotal - Professional Development		
241	Salaries - Professional Development	Salaries for full-time or prorated salary of director/staff for professional development, including training for new teachers, new curriculum or instructional practices, master and mentor teachers, and coaches.	37,350
242	Contracted Services	Contracted professional services, including all related expenses covered by the contract, for professional development (Ex: non-payroll substitute teachers, speakers and trainers).	\$148,800
243	Supplies and Materials	Materials and items of an expendable nature. Unit price of less than \$5000. (Ex: professional development handouts).	13,000.00

Line Item Code	Line Item Description	Revenue	SY22
244	Travel and other expenses	Travel and other expenses for staff such as dues, subscriptions and memberships. (Ex: professional development seminar, tuition reimbursements for employee higher education coursework).	20,000.00
250	Instructional Subtotal - Guidance, Psychological & Testing		
251	Salaries - Professional	Salaries for Guidance, Psychological & Testing Professionals (Ex: director of guidance, school social workers, and counselors for guidance, school adjustment, higher education, career planning, and workplace learning placement, psychological evaluators and other licensed mental health professionals).	115,440
252	Salaries - Clerical	Salaries for administrative support personnel who prepare, transcribe, systematize or preserve communications, records and transactions. (Ex: secretary).	0
253	Contracted Services	Contracted professional services, including all related expenses covered by the contract, for guidance, psychological, and testing. (Ex: contracted guidance counselor).	
253	Contracted Services	School Psychologist	75,000
			75,000
254	Supplies and Materials	Materials and items of an expendable nature. Unit price of less than \$5000. (Ex: psychological (not academic related) testing materials).	400
Line Item Code	Line Item Description	Revenue	SY22
260	Instructional Subtotal - Materials, Equipment & Technology		
261	Textbooks & Related Media/Materials	Expenditures for all textbooks and related media/materials (Ex: hard copy and online text books)	70,495
262	Other Instructional Materials	Books, furniture and other materials, excluding textbooks but including online materials, for use in school libraries or classroom libraries (Ex: trade books, subscription to online magazine, periodicals, reference materials, student desks etc.).	50,000
263	Instructional Equipment	Non-capitalized expenditures for purchase of science laboratory, physical education, equipment, irrespective of unit cost. Also includes lease/purchase of copy equipment primarily used to produce instructional materials. Does not include classroom technology equipment.	37,000
264	General Supplies	Snacks	\$10,000
264	General Supplies	General Classroom Supplies	\$35,000
			\$45,000
265	Other Instructional Services	Cost for field trips, including admissions and transportation costs. Also, distance learning services.	
265	Other Instructional Services	Field Trips	48,000.00
Line Item Code	Line Item Description	Revenue	SY22
266	Classroom Instructional Technology Hardware	Computers, servers, networks, scanners, digital cameras, etc. used in the classroom or in computer laboratories.	
266	Classroom Instructional Technology Hardware	Chromebooks (100 @ 209)	20,900
266	Classroom Instructional Technology Hardware	Chromebook chargers (spares) (25 @ \$25)	625
266	Classroom Instructional Technology Hardware	Headphones (100 @ \$16)	1,600
266	Classroom Instructional Technology Hardware	Mice (100 @ \$10)	1,000
266	Classroom Instructional Technology Hardware	Teacher Chromebooks (70 @ \$600)	42,000
266	Classroom Instructional Technology Hardware	Buffer	45,000
			111,125
267	Other Instructional Technology Hardware	Computers, servers, networks, scanners, digital cameras, etc. for school libraries and media centers.	0
268a	Classroom Instructional Software	Software licenses used in the classroom or in computer laboratories. (Ex: Online textbook guide, student data communication software such as Edline, Powerschool, School Brains).	
268a	Classroom Instructional Software	Zoom (6 licenses x \$90 + 1 large meeting license \$500)	1,040.00
268a	Classroom Instructional Software	STEP Assessment	12,770.00
			13,810.00
268b	Other Instructional Software	Software licenses used for school libraries and media centers.	1,000
268b	Other Instructional Software	Library software - Book Systems, Inc.	1,000.00
268b	Other Instructional Software	Raz Kids	\$1,364.65
268b	Other Instructional Software	Nearpod	\$4,000.00
			\$7,364.65

Line Item Code	Line Item Description	Revenue	SY22
269	Depreciation for Furniture, Equipment & Technology	Annual depreciation expense for capitalized Instructional Materials, Equipment, & Technology.	0
300	Pupil Services		
310	Health Services	Salaries for school physicians, school nurses , and clerical support staff. Expenses for school medical supplies, dues and subscriptions, and travel.	
310	Health Services	Nurse salary	62,400
310	Health Services	School Medical Supplies	2,000
			64,400
315	Health Services - Contracted	Contracted services for school physicians, school nurses, clerical support staff and associated contracted expenses.	
315	Health Services - Contracted	School physician (\$162/hr)	2,300.00
320	Athletic Services (including Transportation)	Salaries for coaches, trainers and assistants. Expenses for athletic supplies , uniforms, travel expenses and transportation to and from athletic events.	0
325	Athletic Services (including Transportation) - Contracted	Contracted services for coaches, trainers and assistants. Expenses for vendors providing athletic supplies, uniforms, and transportation to and from athletic events.	0
330	Food Services	Salaries for cafeteria workers, food directors, and other food-related services for personell on payroll. Expenses for food, supplies, dues and subscriptions, and travel.	0
335	Food Services - Contracted	Contracted services for cafeteria workers, food directors, and other food-related services for personell on payroll. Expenses for food, supplies, dues and subscriptions, and travel.	0
335	Food Services - Contracted	In-kind food service for Sodexo through Springfield Public Schools	\$300,535
Line Item Code	Line Item Description	Revenue	SY22
340	Student Transportation (to and from school)	Salaries and related costs incurred by the school; Or, monetary fair market value of services provided by sending district. (Please note: More detail is required in the Schedule 7C worksheet for those seeking reimbursement).	0
345	Student Transportation (to and from school) - Contracted	Contracted professional services and related costs incurred by the school; Or, monetary fair market value of services provided by sending district. (Please note: More detail is required in the Schedule 7C worksheet for those seeking reimbursement).	0
345	Student Transportation (to and from school) - Contracted	Summer School busses	\$15,000
345	Student Transportation (to and from school) - Contracted	In-kind transportation service for First Student through Springfield Public Schools	\$396,734
			\$411,734
350	Depreciation of Transportation Vehicles	Annual depreciation expense for capitalized transportation vehicles. (Please note: More detail is required in the Schedule 7C worksheet for those seeking state or district reimbursement for transportation costs).	0
360	Other Student Activities	Salaries and contracted services for other student activities such as musical directors, drama coaches and other extra-curricular personnel. Expenses for supplies and materials, travel expenses and transportation to and from related events. Includes expenses related to extended-day programs.	
360	Other Student Activities	Clubs (stipends and partners)	5,000
400	Operation & Maintenance of Plant		
410	Operation & Maintenance of Buildings and Grounds	Salaries and contracted services for plant managers, custodians, maintenance, etc. Expenses for supplies, travel expenses and professional development.	
410	Operation & Maintenance of Buildings and Grounds	Facility Manager	46,000
410	Operation & Maintenance of Buildings and Grounds	Cleaning Service	95,000
410	Operation & Maintenance of Buildings and Grounds	Facility Equipment & Maintenance	10,000
Line Item Code	Line Item Description	Revenue	SY22
410	Operation & Maintenance of Buildings and Grounds	PPE Supplies	10,000
410	Operation & Maintenance of Buildings and Grounds	Alarm New England (contract until 4/1/25) (\$45 monthly)	1,000
410	Operation & Maintenance of Buildings and Grounds	American Pest Solution (\$123.50 monthly)	2,000
410	Operation & Maintenance of Buildings and Grounds	Operation & Maintenance of Buildings and Grounds	10,000
410	Operation & Maintenance of Buildings and Grounds	TJ Conway	10,000
410	Operation & Maintenance of Buildings and Grounds	Trash - Republic	10,000
			214,000
420	Utilities	Cost of fuel, oil, electricity, gas, water, trash, waste disposal, telephone services, etc.	
420	Utilities	Electricity - Eversource	
420	Utilities	Electricity - Constellation	
420	Utilities	Gas - Columbia Gas	
420	Utilities	Water - Springfield Water	
			90,000
430	Maintenance of Equipment	Equipment parts and repair, materials, and tools, contracted services, including vehicles.	10,000
430	Maintenance of Equipment	Equipment repair	2,000
430	Maintenance of Equipment	Contracted Services	50,000
			62,000
440	Networking and Telecommunications	Costs for installing and maintaining school technology infrastructure, including wiring, file servers, etc.	
440	Networking and Telecommunications	Networking - Telephone - Zultys (1,890/month)	22,680
440	Networking and Telecommunications	Networking - Telephone - Verizon (2 lines ~\$575/month)	7,200
440	Networking and Telecommunications	Networking - Century Link (Long distance phone service)	5

Line Item Code	Line Item Description	Revenue	SY22
440	Networking and Telecommunications	T-Mobile (hot spots) (7K annually - phasing out 21-22)	7,000
	Networking and Telecommunications	Comcast Internet (90% is paid by e-rate) (~\$105.50/monthly) (3 years, renewed for 7/1/2021)	1,300
			38,185
500	Fixed Charges	Calculates automatically	
510	Employee Retirement	"Payroll taxes", including contributions to Medicaid, social security, pension plans, and other employee retirement systems, school's portion, for non-MTRS employees; and Federal grant MTRS "surcharge". Include MTRS on-behalf pension recorded expense according to GASB 68.	158,000
520	Fringe Benefits	Employee unemployment, health, and life insurance premiums or payments, and worker's compensation or other benefits, paid by the school for the benefit of the employee.	590,000
530	Insurance (non-employee)	Insurance premiums for property, fire, liability, fidelity bonds; self-insurance costs.	
530	Insurance (non-employee)	Insurance premiums for property	
530	Insurance (non-employee)	Insurance premiums for fire	
530	Insurance (non-employee)	Insurance premiums for liability	
530	Insurance (non-employee)	Insurance premiums for fidelity bonds	
530	Insurance (non-employee)	Self-insurance costs	
			45,000
550	Rental/Lease of Equipment	Annual operating lease/rental costs of equipment	0
550	Rental/Lease of Equipment	Rent to Friends of Martin Luther King, Jr.	365,000
			365,000
560	Short-Term Interest	Interest costs for short-term (less than one year) lines of credit that are needed to sustain cash flow for ongoing operations.	0
	One-time Expenses	Indoor and outdoor cameras	45,985
	One-time Expenses	Switches (tech)	20,000
	One-time Expenses	Floor replacement (7500 sq/ft)	151,000
	One-time Expenses	Ceiling replacement (8300 sq/ft)	13,000
	One-time Expenses	Ceiling replacement labor (8300 sq/ft)	30,000
			259,985

FY22 Enrollment Table	Enter Number Below
Number of students pre-enrolled via March 15, 2021 submission	360
Number of students upon which FY22 budget tuition line is based	360
Number of expected students for FY22 first day of school	360
Please explain any variances: N/A	

D. Provide a capital plan for FY22

We recently have completed some improvement projects and are working with consultants to prepare a new capital plan that reflects work that has been completed and new projects upcoming.

Martin Luther King, Jr. Charter School of Excellence (the School)							
Fiscal Year 2022 Capital Plan							
As of July 31, 2021 the School expects to complete the following Capital projects over the next 3 years:							
Priority Level	Capital Plan	Current Status	Estimated Cost	Finance Plans	Reserved Funds	Approved	Estimated Completion Date
	Building out additional 21,000 sq. ft. of currently unused space in the school building	Not started	\$5,000,000	Bank/bond financing	Not at this time		

APPENDIX A

Accountability Plan Evidence 2020-2021

Faithfulness to Charter

	2020-2021 Performance (Met/Not Met)	Evidence (include detailed evidence with supporting data or examples)
Objective: Students will learn the importance of community service.		
<p>Measure: Annually, all students will learn to recognize how they can make a positive contribution to their community through service. At least 75% of all students will score at least a 3 (on a scale of 1 to 4) in all categories on the community service project rubric.</p>	Met	<p>All students participated in a school-wide community service project of raising money and donation items for Big Brothers Big Sisters of Springfield. The students self-identified this project.</p> <p>87% of all students scored at least a 3 (on a scale of 1 to 4) in all categories on the community service project rubric.</p>
Objective: To support the character development of our scholars, the Dr. King values will be consistently present at MLKCSE.		
<p>Measure: At least 50% of MLK parents will complete an annual parent-satisfaction survey, in which 85% of parents will answer that they are either satisfied or very satisfied with the way MLK teaches students about Dr. King values. (85% satisfaction rate)</p>	Not Met	<p>We did attempt, but we were not able to gather data for this particular measure due to the COVID-19 pandemic. Of the limited number of respondents, 91.7% of families answered that they are either satisfied or very satisfied with the way MLK teaches students about Dr. King values.</p>
Objective: Students will have extended instructional time and will spend more time learning than allotted in a traditional elementary school day.		
<p>Measure: All students at MLK will receive 1030 hours of structured learning time per school year, which exceeds the required amount of 900 hours, as defined in 603 CMR 27.02.</p>	Met	<p>The school year was 174 days due to the 10 additional days that were given for professional development due to COVID-19.</p> <p>Our students received 1,139.7 hours of structured learning time.</p>
Objective: MLKCSE will maintain a class size of approximately 20 students.		
<p>Measure: Average class size will not exceed 22 students.</p>	Met	<p>All classrooms at MLK had 22 or fewer students.</p>

*Add rows as necessary

Dissemination

	2020-2021 Performance (Met/Not Met)	Evidence (include detailed evidence with supporting data or examples)
Objective: MLKCSE will disseminate a successful practice to a Springfield Public School.		

Measure: By the start of the 12th year, the school will identify best practices to disseminate. By the start of the 13th year, the school will identify partners for the dissemination and will create a plan. In the school's 13th, 14th, and 15th years, MLK will disseminate its best practices at least once each school year.	Met	We completed seven different dissemination efforts this 2020-2021 school year. Details can be found in the table above.
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Reach Objectives and Measures (if applicable)

	2020-2021 Performance (Met/Not Met)	Evidence (include detailed evidence with supporting data or examples)
Objective: External assessments will show growth in student learning.		
Measure: From the beginning of the year to the end of each school year, median student growth on Fountas & Pinnell Benchmark Assessment System (BAS) will exceed one grade level for the school year for each grade.	Met	We switched from using Fountas & Pinnell Benchmark Assessment System (BAS) to the STEP assessment. It is more rigorous and less subjective with scoring. Based on STEP, the median student growth was one STEP level for the school year.
Measure: Each year, ANet will show growth relative to the network or growth for the cohort when compared to the past year for each grade (3-5) in English language arts and math.	N/A	We are no longer using ANet. ELA growth is being measured by STEP assessment. It is more rigorous and less subjective with scoring. Math growth is being measured by iReady.

APPENDIX B

Charter School Recruitment and Retention Plan Template

Recruitment Plan

2021-2022

School Name: Martin Luther King, Jr. Charter School of Excellence

2020-2021 Implementation Summary:

We implemented all aspects of the 2020-2021 Recruitment Plan and achieved positive results despite challenges as a result of the COVID-19 Pandemic. We conducted virtual information sessions and provided information and applications to many of the city's pre-school programs (Head Start, Square One, YMCA). Our student outreach materials explicitly stated that our school serves all students including students with IEPs, students with 504 plans, and emerging bi/multilingual students. All materials were printed in English and Spanish. Our special education percentage did decline. It was 12.3 %, which is lower than our comparison index of 16.5%. Our ELL population was 26%, which is higher than the comparison index of 13.1%. The number of English Learners enrolling in our school is growing exponentially. Our economically disadvantaged population

was 78.4%, which is higher than the comparison index of 75.1%. and continuing to diversify our student population to the extent possible.

The MLK School continues to serve a high needs population. The School's recruitment practices and implementation of the recruitment plan achieve the Commonwealth's goal of serving all students. The MLK Charter School of Excellence has maintained full enrollment and a growing waiting list for all grade levels. The School continues to enroll a diverse student body, being comparable with our comparison index, and while also seeking to expand diversity efforts to include Asian and Somali students, a growing population in the greater Springfield area. This also speaks to the challenges of recruitment to these populations. The school expects to continue to exceed the comparison index for English Language Learners, Limited English Proficient students, and economically disadvantaged students. We are basing this on initial enrollment information.

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

General Recruitment Activities for 2021-2022:

MLKCSE general recruitment activities for the 2021-2022 school year will included the following:

- **Head Start; YMCA; SquareOne; Playful Minds Outreach.** The school will conduct bilingual outreach at Springfield Head Start, YMCA of Greater Springfield, and SquareOne programs to meet with parents and provide additional information about the MLK Charter School program and the application process.
- **Preschool Outreach.** The school will invite local preschool providers to tour MLK Charter School and attend onsite information sessions about the school to better understand the educational program. We have found that establishing relationships with preschool providers is a powerful way to conduct outreach to families. A school visit provides the preschool providers with a clear picture of the program offered here and helps support their recommendation of MLK Charter School to the families enrolled in their preschool programs.
- **Family Information Sessions.** MLK Charter School will host two parent information sessions prior to the application deadline to ensure that families have an opportunity to visit the school and ask questions of school leadership and operations. These information sessions will be advertised on the school's website, in the school's main office, at local community organizations and daycare providers, on social media and in local media.
- **Family-to-Family Outreach.** MLK Charter School will ask current families to distribute applications to friends, colleagues, and neighbors. We have found that our families are eager to get the word out to other families, and that this is an effective way to build awareness of, and interest in, the school.
- **Online Advertising.** MLK Charter School will advertise in local media, such as *MassLive* and *El Pueblo Latino*, to create an online advertisement that will be run in both English and Spanish. Through internet marketing techniques, we are able to target these ads specifically to families who live in Springfield. In addition, MLK Charter School will continue using Facebook as a mechanism for outreach. We have found that Facebook advertisements lead to increased attendance at Parent Information Sessions and new student applications. Because of programs within Google and Facebook, this outreach is available in almost any language once posted and therefore, is an effective method for reaching non-English speaking families.

Recruitment Plan – 2021-2022 Strategies
List strategies for recruitment activities for each demographic group.

Special education students/students with disabilities

<p>(a) CHART data School percentage: 12.3% GNT percentage: 15.4% CI percentage: 16.5%</p> <p>The school's <u>below</u> GNT percentages and <u>below</u> CI percentages</p>	<p align="center">(b) Continued 2020-2021 Strategies</p> <p><input type="checkbox"/> Met GNT/CI: no enhanced/additional strategies needed</p> <p>We will include information regarding our special education and English learner services on our recruitment materials.</p> <p>We will send a special-education staff member to some pre-school information sessions.</p> <p>We will send an annual notice to parents about our Parent Advisory Council. We will also include information on our English learner Parent Advisory Council and Special Education Parent Advisory Council.</p> <p>We will focus our recruitment at preschools at Head Start as their centers serve many english language learners and students with special needs.</p>
	<p align="center">(c) 2021-2022 Additional Strategy(ies), if needed</p> <p><input checked="" type="checkbox"/> Did not meet GNT/CI: additional and/or enhanced strategies needed.</p> <p>Include the time allotted for each strategy for data change (i.e. 2-3 years, 1 year) and/or if the school collaborated with a local community organization on these strategies.</p> <p>In all recruitment materials, we will explicitly state that we serve all students, including those with existing IEPs and 504 plans, as well as those who have struggled academically in other school environments. (Time allotted data change = 2yrs)</p> <p>The Special Education Department will participate in the Kindergarten Screening Process to provide parents with programmatic information. (Time allotted data change = 2yrs)</p> <p>Promotional materials direct prospective families to the school website and SEPAC page for contact information and details about programs, events, and special needs services. (Time allotted data change = 2yrs)</p>

Limited English-proficient students/English learners

<p>(a) CHART data School percentage: 26% GNT percentage: 12.1% CI percentage: 13.1%</p>	<p align="center">(b) Continued 2020-2021 Strategies</p> <p><input checked="" type="checkbox"/> Met GNT/CI: no enhanced/additional strategies needed</p> <p>Recruitment materials have been and will continue to be provided in Spanish, Bantu, and Vietnamese.</p>
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<p>The school is <u>above</u> GNT percentages and <u>above</u> CI percentages</p>	<p>Given the large Bantu-speaking population in Springfield, we have placed advertisements translated into Somali in local newspapers such as The Republican and The African American Point of View. We also attend and distribute materials at organizations throughout the city that serve non-English speaking families (e.g., churches, community events etc.).</p> <p>We've established a relationship with the Somali Bantu Community Center of Springfield, Inc and will attend their upcoming community events.</p> <p>Due to the pandemic, it has been difficult to monitor recruitment data. We anticipate seeing changes in the data within two years.</p> <p>We will focus our recruitment on preschools at Head Start as their program serves many English Language Learners and students with special needs. We will continue to send a bilingual staff member to local pre-school information sessions.</p> <p>We will continue to distribute recruitment material at New North Citizens Council at 2383 Main Street in Springfield and recruit at their after school program. "The mission of the New North Citizens' Council, Inc. is to provide advocacy, public and human services to Hampden County residents with an emphasis on Hispanic/Latino community for the purpose of enhancing the preservation and support of the family resulting in the improvement of quality of life."</p> <p>We will send an annual notice to parents informing them of the opportunity to join our English Learner Parent Advisory Council.</p>
	<p style="text-align: center;">(c) 2021-2022 Additional Strategy(ies), if needed</p> <p><input type="checkbox"/> Did not meet GNT/CI: additional and/or enhanced strategies needed. Include the time allotted for each strategy for data change (i.e. 2-3 years, 1 year) and/or if the school collaborated with a local community organization on these strategies.</p>

Students eligible for free or reduced lunch (Low Income/Economically Disadvantaged)

<p>(a) CHART data</p> <p>School percentage: 78.4%</p> <p>GNT percentage: 71.8%</p> <p>CI percentage: 75.1%</p> <p>The school is <u>above</u> GNT percentages and <u>above</u> CI percentages</p>	<p style="text-align: center;">(b) Continued 2020-2021 Strategies</p> <p><input type="checkbox"/> Met GNT/CI: no enhanced/additional strategies needed</p> <p>We will distribute recruitment material available in applicable languages at the following locations - which often serve low-income families:</p> <ul style="list-style-type: none"> ● All local Head Start locations ● All local Square One locations ● Martin Luther King, Jr. Family Services, Inc. ● Dunbar Community Center ● KinderCare ● Boys & Girls Club
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	<p>School staff members will meet one-on-one with leaders at HeadStart, Square One, Martin Luther King Jr. Family Services Inc., Department of Children and Families, & etc. to ensure that they are fully aware of our school’s programs, and could share information with their clients and/or members in an informed manner.</p> <p style="text-align: center;">(c) 2021-2022 Additional Strategy(ies), if needed</p> <p><input type="checkbox"/> Did not meet CI: additional and/or enhanced strategies needed. Include the time allotted for each strategy for data change (i.e. 2-3 years, 1 year) and/or if the school collaborated with a local community organization on these strategies.</p>
<p><u>Students who are sub-proficient</u></p>	<p style="text-align: center;">(d) Continued 2020-2021 Strategies</p> <p>In all recruitment materials, we will explicitly state that our school is open to all students regardless of prior academic performance. We will distribute recruitment material at pre-schools where students may have learning difficulties (see box for “Students eligible for free or reduced lunch”). On recruitment material, we will include that we provide general education tiered academic support.</p> <p style="text-align: center;">2021-2022 Additional Strategy(ies), if needed</p> <ul style="list-style-type: none"> ● Provide additional and/or enhanced strategies needed.
<p><u>Students at risk of dropping out of school</u></p>	<p style="text-align: center;">(e) Continued 2020-2021 Strategies</p> <p>On recruitment material, we will include the short-hand of our mission and values, focusing on our commitment to social emotional learning and resilience.</p> <p style="text-align: center;">2021-2022 Additional Strategy(ies), if needed</p> <ul style="list-style-type: none"> ● Provide additional and/or enhanced strategies needed.
<p><u>Students who have dropped out of school</u> *only schools serving students who are 16 and older</p>	<p style="text-align: center;">(f) Continued 2020-2021 Strategies</p> <p>Not applicable- We are a K-5 elementary school.</p> <p style="text-align: center;">2021-2022 Additional Strategy(ies), if needed</p> <ul style="list-style-type: none"> ● Provide additional and/or enhanced strategies needed.
<p>OPTIONAL² <u>Other groups of students who should be targeted to eliminate the achievement gap</u></p>	<p style="text-align: center;">(g) Continued 2020-2021 Strategies</p> <p>Given contemporary socio-economic and educational conditions in Massachusetts and the U.S. in general, African Americans and Hispanics may need to be targeted to eliminate the achievement gap.</p> <p style="text-align: center;">2021-2022 Additional Strategy(ies), if needed</p>

	We will begin to use Facebook and other social media outlets to target friends and family of currently enrolled students to continue to reach specific subgroups of the community.
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**Retention Plan
2021-2022**

Please provide a brief narrative report on the successes and challenges of implementing last year's retention strategies from the 2020-2021 Retention Plan.
2020-2021 Implementation Summary:
<p>MLK Charter School implemented all aspects outlined in our 2019 -2020 Recruitment and Retention Plan.</p> <p>Retention Rate: We exceeded our goal. Our retention goal (stability rate) was 86%, and our actual retention was 95%.</p> <p>Attrition Rate: Our attrition rate was 4.6%, lower than the median of 10%.</p> <p>We successfully keep our students enrolled, generally losing only a few students mostly when they move out of state or to surrounding charter schools that offer through grade 8 or high school. Next school year we will continue to implement our successful retention strategies from the current year.</p> <p>Attendance Rate: Our attendance rate was 95.7% which is higher than the MA State average of 94.7% and the median of 94.1%.</p> <p>Our school continues to have a strong history of keeping our students enrolled. We accomplish this by following the strategies outlined below.</p>

**Retention Plan – 2021-2022 Strategies
List strategies for retention activities for each demographic group.**

Special education students/students with disabilities	
<p><u>(a) CHART data</u></p> <p>School percentage: 2.2%</p> <p>Third Quartile: 16.0%</p>	<p style="text-align: center;">(b) Continued 2020-2021 Strategies</p> <p><input checked="" type="checkbox"/> Below third quartile: no enhanced/additional strategies needed</p> <p>We provide academic, social, and emotional support for all diverse learners.</p> <p>Special-Education Staff: We have full-time special education teachers, and a Director of Special Education and Student Services.</p>

<p>The school's attrition rate is <u>below</u> third quartile percentages.</p>	<p>The school has an inclusion model. This department provides push-in and pull-out services that include all IEP services to which each child is entitled.</p> <p>Continue to provide parents/guardians of special education students avenues to provide feedback and express any concerns they have through conferences, and monthly Special Education Parent Advisory Council meetings.</p> <p>Social Work Team: We have two full-time adjustment counselors, who provide one-on-one counseling for select students, plus small-group and large-group work for students on social skills, self-management skills, anti-bullying support, and, in general, how to be kind, ensure safety, and improve community.</p> <p>Student Support Team: Our Student Support Team is composed of the following members: Dean of Students, two adjustment counselors, a nurse, and two assistant deans. The members of this team respond to students who are struggling to maintain their focus on academics throughout the school day. Additionally, they provide support during lunch and recess, outreach to parents, and they help facilitate student reflection and verbal de-escalation.</p>
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<p>Limited English-proficient students/English learners Limited English-proficient students</p>	
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<p><u>(a) CHART data</u></p> <p>School percentage: 2.3%</p> <p>Third Quartile: 14.2%</p> <p>The school's attrition rate is <u>below</u> third quartile percentages.</p>	<p style="text-align: center;">(b) Continued 2020-2021 Strategies</p> <p><input checked="" type="checkbox"/> Below third quartile: no enhanced/additional strategies needed.</p> <p>The ELL department provides a combination of pull-out and push-in ESL instruction and support in the context of our inclusion model based on students' levels and needs.</p> <p>As the number of English Language Learners (ELLs) enrolled at MLK continues to significantly grow, our school employs four full-time ESL teachers, and one department coordinator.</p> <p>Continue to provide parents/guardians of ELL students avenues to provide feedback and express any concerns they have through conferences, and monthly Special Education Parent Advisory Council meetings.</p> <p>A total of 31/43 (72%) faculty members have completed the SEI Teacher Endorsement training to date. Eight new hires for the 2021-2022 school year, two have taken the SEI course and applied for</p>
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	endorsement but are pending approval, and three are currently taking the course.
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Students eligible for free or reduced lunch (low income/economically disadvantaged)	
<p>(a) CHART data</p> <p>School percentage: 3.4%</p> <p>Third Quartile: 13.0%</p> <p>The school's attrition rate is <u>below</u> third quartile percentages.</p>	<p style="text-align: center;">(b) Continued 2020-2021 Strategies</p> <p><input checked="" type="checkbox"/> Below median and third quartile: no enhanced/additional strategies needed</p> <p>We have a non-discriminatory school community in which all students regardless of income are able to participate in all school activities.</p> <p>Breakfast and lunch: We provide daily free breakfast and lunch.</p> <p>Uniform: MLKCSE values each student for who they are, not for how they look or what they wear. The school has a uniform policy that requires students to come to school in uniform at all times, except on scheduled non-uniform days or when special permission is granted by the administration. Uniforms instill pride in the school and give each child a feeling of being part of the school community. They also help eliminate peer pressure. Furthermore, uniforms are more cost efficient in the long run. All students are expected to wear uniforms all year long including the first day of school.</p> <p>Field trips: Field trips are intended for all students and are not cost prohibitive.</p> <p style="text-align: center;">(c) 2021-2022 Additional Strategy(ies), if needed</p> <p><input type="checkbox"/> Above third quartile: additional and/or enhanced strategies needed. Include the time allotted for each strategy for data change (i.e. 2-3 years, 1 year) and/or if the school collaborated with a local community organization on these strategies.</p> <p style="text-align: center;">N/A</p>
<p><u>Students who are sub-proficient</u></p>	<p style="text-align: center;">(d) Continued 2020-2021 Strategies</p> <p>We believe every child can succeed. MLKCSE provides a positive, structured, and engaging learning environment that encourages students to learn and grow which helps sub-proficient students become proficient, and helps all students succeed in school despite the global health crisis.</p> <p>Provide small group and individual support, through targeted WIN (What I Need) intervention groups</p>

	<p>Weekly Student Intervention Committee meetings, where a team reviews academic and social emotional data to problem solve for students of concern in order to determine who would benefit from interventions and additional support.</p> <p>School Culture: We have established and regularly communicate our mission, vision, core values, and goals. We proactively teach our core values through monthly assemblies, daily Community Meetings, and social emotional learning opportunities. Each month of the academic year, we focus on a different core value. We delineate expectations for our Key Systems and school-wide student expectations. Additionally, we focus staff training on being proactive and preventative. This includes training and developing teachers on thoughtfully selected, proactive teacher leadership strategies from Lemov’s <u>Teach Like a Champion</u>. These moves focus on setting high academic expectations, planning that ensures academic achievement, creating a strong classroom culture, setting and maintaining high behavioral expectations, and building character and trust. Another way we work to be proactive is by working with teachers and staff to develop clear routines and procedures. We do this at the schoolwide, grade-level-wide, and classroom levels. In execution, we use a systematic approach which positively reinforces habits of success and also offer predictable corrective responses as needed. Similar to academics, we have a clear multi-tiered system of support for social emotional needs as well.</p> <p>Values education: One of the pillars of an MLKCSE education is character development. Our students learn the Dr. King Values, which helps them be part of a united and supportive learning community and be prepared to succeed in life. This happens during academics, through assemblies, and through daily Community Meetings.</p> <p>Family engagement: The school is open to visits from families. Teachers maintain contact with parents, including providing student progress reports. Open House, Academic Showcase, Parent teacher conferences, and assemblies are popular ways to engage families in their students’ education.</p>
<p><u>Students at risk of dropping out of school</u></p>	<p align="center">(e) Continued 2021-2022 Strategies</p> <p align="center">N/A</p>
<p><u>Students who have dropped out of school</u></p>	<p align="center">(f) Continued 2021-2022 Strategies</p> <p align="center">N/A</p>

*only schools serving students who are 16 and older

APPENDIX C

School and Student Data Tables

STUDENT RACE AND ETHNICITY AND SELECTED POPULATIONS 2020-2021 SCHOOL YEAR	
Race/Ethnicity	% of School
African American	29.9
Asian	1.1
Hispanic	64.9
Native American	.3
White	3.6
Native Hawaiian, Pacific Islander	0
Multi-race, non-Hispanic	.3
Selected Populations	% of School
First Language not English	31
English Language Learner	26
Students with Disabilities	12.3
High Needs	87.1
Economically Disadvantaged	78.4

ADMINISTRATIVE ROSTER FOR THE 2020-2021 SCHOOL YEAR			
Name, Title	Brief Job Description	Start date	End date (if no longer employed at the school)
Kendra Salvador, Executive Director and Principal	With the board of Trustees, the Executive Director works to build on and execute a strategic and operational vision of the school that is in alignment with its mission.	7-1-18	N/A
Abigail Cole, Director of Special Education and Student Services	Responsible for Special Education programs and services in conformance to State and Federal objectives; providing written support and/or conveying information; serving as a resource to school personnel; and maintaining adequate	8-19-19	N/A

	staffing to ensure objectives of programs and services are achieved		
Diana Yousfi, ESL Coordinator	Collaboratively design and also coordinate services for EL students which comply with DESE requirements; determine appropriate ELL services based on English proficiency level of students	11-13-18	N/A
John Breish, Academic Director	Provide comprehensive instructional support and coaching to teachers as they work to enable all students to meet rigorous standards for content and practice	7-15-19	N/A
Gabrielle Agron, Academic Director	Provide comprehensive instructional support and coaching to teachers as they work to enable all students to meet rigorous standards for content and practice	8-16-18	6-21-21

TEACHERS AND STAFF ATTRITION FOR THE 2020-2021 SCHOOL YEAR				
	Number as of the last day of the 2020-2021 school year	Departures during the 2020-2021 school year	Departures at the end of the school year	Reason(s) for Departure*
Teachers	44	1	9	6 were non-renewals and 3 employee chose to end employment
Other Staff	24	4	3	1 was a non-renewal and 2 employee chose to end employment

BOARD AND COMMITTEE INFORMATION	
Number of commissioner approved board members as of August 1, 2021	12
Minimum number of board members in approved bylaws	11

BOARD MEMBERS FOR THE 2020-2021 SCHOOL YEAR				
Name	Position on the Board	Committee affiliation(s)	Number of terms served	Length of each term (start and end date)
Wilma Tynes	Chair	Executive/ ED Support & Evaluation Finance	Term 2	1-1-20 - 12-31-22
Dominic Basile-Vaughn	Vice chair	Executive/ ED Support & Evaluation Human Resources Academic Excellence	Term 2	1/20/16 – 12/31/21
Emma Ford	Secretary	Human Resources	Term 2	1-1-20 - 12-31-22
Jessica Putnam	Treasurer	Executive/ ED Support & Evaluation Finance	Term 1	3/28/18 – 12/31/21
Beth deSousa	Trustee	Executive/ ED Support & Evaluation Finance Governance Strategic Planning/ Goal-Setting	Term 2	1/1/19 – 12/31/22
Mia Chandler	Trustee	Human Resources	Term 2	1/1/19 – 12/31/22

		Governance		
James H. Lightfoot III	Trustee	Academic Excellence	Term 1	9/1/19 - 8/31/22
Kiyota Garcia	Trustee	Academic Excellence	Term 1	6-1-20 – 5-31-23
Patricia Rapinchuk	Trustee	Human Resources	Term 1	4-21-20 – 4-30-23
Armando Feliciano	Trustee	Governance Strategic Planning/ Goal-Setting	Term 1	4-21-20 – 4-30-23
Denise Pagan-Vega	Trustee	Strategic Planning/ Goal-Setting	Term 1	2/16/21 – 2/28/24
Jennifer Wallace-Johnson	Trustee	Academic Excellence	Term 1	9/15/20 – 9/30/23

BOARD OF TRUSTEE MEETING SCHEDULE FOR THE 2021-2022 SCHOOL YEAR	
Date/Time	Location
July 30 & 31, 2021 - Annual Retreat	285 Dorset Street
August 17, 2021 at 5:30pm	285 Dorset Street <i>(or Zoom remote/virtual if allowed and required due to COVID)</i>
September 21, 2021 at 5:30pm	See above
October 19, 2021 at 5:30pm	See above
November 16, 2021 at 5:30pm	See above
December 21, 2021 at 5:30pm	See above
January 18, 2022 at 5:30pm	See above
February 15, 2022 at 5:30pm	See above
March 15, 2022 at 5:30pm	See above
April 19, 2022 at 5:30pm	See above
May 17, 2022 at 5:30pm	See above
June 21, 2022 at 5:30pm	See above

COMMITTEE MEETING SCHEDULES FOR THE 2021-2022 SCHOOL YEAR		
Name of Committee	Date/Time	Location
ED Support & Evaluation	Weekly on Thursday at 5pm	285 Dorset Street/Zoom (remote, virtual)
Academic Committee	3rd Monday of each month	285 Dorset Street/Zoom (remote, virtual)
Finance	Quarterly	285 Dorset Street/Zoom (remote, virtual)

Governance	Quarterly	285 Dorset Street/Zoom (remote, virtual)
Strategic Planning	Quarterly	285 Dorset Street/Zoom (remote, virtual)
Human Resources	Annually; as needed	285 Dorset Street/Zoom (remote, virtual)
Finance	Quarterly	285 Dorset Street/Zoom (remote, virtual)

APPENDIX D
Additional Required Information

Key Leadership Changes

Position	Name	Email Address	No Change/ New/Open Position
Board of Trustees Chairperson	Wilma E. Tynes	wetynes@gmail.com	New
Charter School Leader	Kendra Salvador	ksalvador@mlkcs.org	No change
Special Education Director	Abigail Hertz	ahertz@mlkcs.org	No change
MCAS Test Coordinator	John Breish	jbreish@mlkcs.org	New
SIMS Coordinator	Patricia Rios	prios@mlkcs.org	No change
English Learner Program Director	Diana Yousfi	dyousfi@mlkcs.org	No change
School Business Official	Rosa Davila	rdavila@mlkcs.org	No change
SIMS Contact	Patricia Rios	prios@mlkcs.org	No change
Admissions and Enrollment Coordinator	Patricia Rios	prios@mlkcs.org	No change

Facilities

Location	Dates of Occupancy
285 Dorset Street, Springfield, MA 01108	Summer 2010-present

Enrollment

Action	2021-2022 School Year Date(s)
Student Application Deadline	February 6, 2022
Lottery	February 7, 2022

Conditions *(if applicable)*

Not applicable.

Complaints *(if applicable)*

An individual employee complaint was received by the board of trustees during the 2020-2021 school year. The complaint was investigated by an outside independent law firm contracted by the board of trustees, investigated, completed and considered resolved with no findings.

Attachments *(optional)*

Not applicable.