



**STRATEGIC PLAN**

for the

**MicroSociety  
Academy Charter  
School of Nashua**

**2017 - 2020**

**Board of Trustees**

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## ACKNOWLEDGEMENTS

MACS Trustees: Thomas Malone, John Dagianis, Jamie Hoff, David Glasier, Lisa Petralia, Nauzar Vimaldalal, Barbara Halevi, Amanda Schneck

MACS Administration: Director, Amy Bottomley

## **Overview**

The MicroSociety Academy Charter School (MACS) board of trustees is pleased to present the school's strategic plan to all staff, students and parents of MACS and to the general community of the Hillsborough County and Nashua, New Hampshire.

## **Background and Context**

Strategic plans are generally reviewed and revised every three to five years, or more often if necessary. MACS undertook planning efforts at our 2017 and 2018 Annual Board Retreats, with the intention of taking a fresh look at the school, its mission and goals. With that in mind, the Board and key administrative staff gathered input from across the trustees and staff, to better understand the school's current strengths and weaknesses. The working group also considered possible opportunities that could be taken advantage of and the threats that the school could or is facing.

As a result of the process, the school's mission was revamped, a school "motto" was restated, and a primary goal was set for each of six key performance areas. Within those six areas, multiple objectives for the next three years were set.

This strategic plan will be used by the board and school administration to monitor progress in in these performance areas, guide strategic directions for the school, and inform budget decisions and resource allocations. Using the strategic plan in this manner will allow the school to maintain and build on the level of achievement and momentum achieved in the last three years.

This strategic plan will be updated annually based upon an analysis of the achievements and prioritized needs of the school. A strategic plan, by nature, is not a comprehensive list of activities or initiatives that take place in the school. Rather, the plan is a document used to communicate with the organization and its constituents what the MACS goals are, what actions are needed to achieve those goals, and other critical components developed during the strategic planning process.

## **Our Mission**

Empowering students to acquire the heart, knowledge, and skills necessary for thriving in a 21st century global society by collaboratively creating and operating their own school-based “MicroSociety” - a microcosm of the real world.

## **Our Motto**

Relate. Connect. Understand

## **Our Vision of Success**

Our vision is to create a vibrant learning environment where all stakeholders--students, parents, staff, and board members feel ownership and where each child will become an educated, competent, confident, and caring independent thinker who will be able to reach their full potential and strive to make their community and the world a better place to live, work and play. The MicroSociety Academy Charter School (MACS) will provide the educational foundation each student will need to build skills and unlock their hidden self.

## **Key Factors in Delivering the Mission**

- Rigorous academic competency-based core curriculum aligned with & assessed by NH Common Core Curriculum
- Excellent instruction that integrates project based differentiated learning, learning centers, teachers as coaches, classroom-based technology, student empowerment, teaming, service learning, mentoring
- Embedded entrepreneurial endeavors and “real life” learning within MicroSociety curriculum,
- ventures and agencies
- High level of parental and community involvement
- Web-based student information system used by staff allowing parents to communicate with school and track progress
- Shared decision-making among professionals within the school and the board of trustees with input from all stakeholders.

## **Our Students**

- Bring their best to learning each and every day.
- Learn practical, real world skills, with direct application in their MicroCity to becoming global citizens

- Give back to the community through volunteering for community events and humanitarian assistance

### **Our Educational Program**

Through the MicroSociety unique program, students are taught developmentally appropriate, research-based, innovative, technology-infused learning strategies that they apply daily during the course of creating and operating the agencies and ventures of their own school-based “MicroSociety” - a microcosm of the real world.

The focus of this microcosm is on building 21st Century skills to prepare the students at their early learning stages, known as the 4 C’s

- Critical Thinking
- Communications
- Collaboration & Teamwork
- Creativity & Imagination

With the complement of the 4Cs, MACS continues to extend the learning cycle with risk taking. Creating a safe environment where the students can apply their skills, while being encouraged to take risks. Ultimately, understanding how to improve upon their problem solving skills, and supporting their motivation to move beyond the boundaries of that which is defined.

### **Making Learning Relevant**

The MicroSociety culture permeates the entire school day. As mastery of basic skills becomes necessary to excel as a blogger, banker, lawyer, or scientist, teachers and students bring the MicroSociety culture with them into the academic classroom, co-constructing a culture that depends on student responsibility, voice, and participation. In the classroom, teachers seize opportunities to connect instruction to Micro-Time activities and, with support from community mentors, to the wider community outside of school.

### **Putting Theory Into Practice**

MicroSociety puts learning theory into practice. It provides the social and emotional connection and the higher order purpose for students to want to learn in the first place. By incorporating real-world experiences into basic curriculum every day, students apply what they learn in the classroom to real life. Instruction transcends the “stand and deliver” daily routine in favor of facilitating and managing instruction.

### **Solving Real World Problems**

MACS citizens are not just asked to solve problems, they are invited to create them by taking risks, all the while developing the patience and grit to be comfortable with challenge and change. During “Micro-Time”, students often encounter unanticipated and messy problems—settling a contractual dispute among students, figuring out how to turn around an unprofitable business, writing and then effectively enforcing legislation to reduce bullying—are dynamic dilemmas which provide opportunities for students to apply their school learning in authentic contexts. In the process of developing their skills, they learn the importance of perseverance in applying school knowledge to solve their real world problems. By participating in a microcosm of a modern society and economy, they also gain civic aptitude, social awareness and global respect.

### **Community Engagement**

Community partners play a critical role in the school-based society as advisors, brokers, consumers, mentors, consultants and “adjunct faculty,” imparting critical and authentic from-the-field knowledge, skills, and habits of mind to the young students. For example, student bankers begin with basic checking and savings accounts, but with community bankers’ support, the students advance to credit and debit cards, loans and cloud banking. Other community members, such as local law enforcement agents and small business owners, support students in developing their parallel roles in the MicroSociety. External mentors provide students job training and coaching, so students not only develop aspirations for their future, but also learn and begin to practice the steps and effort involved to realize those aspirations.

The relationship between MACS and the local community is further strengthened by a reciprocal engagement, with students reaching out to support their local community. MACS implements school-wide humanitarian “HEART” projects established by the student government.

### **Key Performance Areas and Primary MACS Goals:**

#### **Governance**

The MACS Board will govern and act in a manner that is consistent with the mission, motto, and vision of the MACS school community and reflects board best practices.

#### **Academic**

MACS will maintain high academics--and prepare students for transition to high school and to adapt and thrive in a diverse world--all while teaching to the whole student with scholarship and character development.

### **Financial**

MACS will develop and utilize strategic and diverse financial resources to strengthen the annual budget process to provide for the long-term sustainability and future growth of school operations and reflects financial best practices.

### **Administration**

MACS will operate in a manner that is safe for everyone in our diverse school community and will evolve with the school's mission, vision and needs in order to refine service to our students, parents, staff and community.

### **Facilities**

MACS will evaluate, maintain and develop secure learning environments that stimulate optimal learning for our students and community.

### **Development**

MACS will connect with the surrounding community to establish connections with local businesses, and friends, to create opportunities to expand MACS presence, and drive support of our programs through corporate sponsorship and area benefactors.

### **Key Performance Area Goals and Objectives (tasks):**

**Governance** (Board Accountability: Lisa Petralia, John Dagianis, Tom Malone)

**Goal 1: To ensure the school's mission and vision statement and board committee goals reflect the strategic plan, as evidenced by the completed and/or updated strategic plan, collected and analyzed by the governance committee, with final board approval, no later than the yearly Annual Board Retreat.**

Task A: By 2019, in conjunction with all stakeholders the school's mission will be revised to succinctly encapsulate MACS mission.

Task B: Goals established at Annual July Board Retreat via the SWOT process will be reflected in the school's strategic plan and updated by the responsible Board committees with measurable and achievable objectives.

Task C: The progress of Board committees toward meeting goals and objectives in strategic plan will be reported at monthly Board meetings and analyzed via SWOT process at the summer Annual Board Retreat in order to develop Strategic plan for the following year.

Task D: Set an annual board calendar to monitor the strategic plan and to ensure compliance with state statutes and oversight duties.

Task E: School Director will be evaluated by the Board based upon progress toward meeting agreed shared goals on an annual basis.

**Progress:** The strategic plan and goals were last reviewed and accepted at the July 2018 board retreat. Board committees meet monthly and report out to full board as evidenced by monthly committee meeting minutes. A timeline and calendar for review was established in July 2017 and is reviewed annually at the retreat. The director is evaluated annually as evidenced by the evaluation rubric and anonymous staff survey.

**Goal 2: To develop policies that ensure efficiency regarding, but not limited to, governance, financial oversight, advocacy, strategic planning/monitoring, and employment policies consistent with New Hampshire state RSA's and Federal laws, as evidenced by a minimum of thirty (30) completed policies published on the school website, collected and analyzed by the governance committee by June, 2020.**

Task A: School governance documents including handbooks, Board By-laws, Board Responsibilities, Conflict of Interest policy, etc. will be distributed to appropriate stakeholders on timely basis for their timely review.

Task B: Staff compensation and benefits will be reviewed and adjusted to keep MACS competitive with schools of similar size.

Task C: School and employment policies will be revised as changes are made to RSA's, state and federal laws.

Task D: School policies (i.e.school safety, attendance, employment, program fees, board operation, etc.) will be reviewed, updated and communicated to the respective stakeholders via School Director notification and inclusion in student/parent or staff handbook.



**Progress:** The governance committee has developed twenty-eight (28) policies as of January 2019. Policies were prioritized by greatest need, including but not limited to, background checks, non-discrimination, conflict of interest, data and school records, board responsibilities and financial. All school policies, procedures and important documents (including student handbook and staff handbook) are handed out yearly with a request for signature upon receipt to all staff and board. MACS board has met to offer a comprehensive hiring package. They have improved the benefits yearly, including COLA raises, more premium healthcare offering with a cost share for member, spouse and family, life insurance, dental cost share, and IRA and STD plans.

**Goal 3: Ensure that appropriate succession planning/continuity plan, along with board expansion and effectiveness, as evidenced by maintaining a board of nine members or more at any given time and implementation of annual Board self-evaluation instruments with results collected and analyzed by the governance committee and then utilized in conjunction with the Board's Nomination Committee with focus on closing skill gaps, and strengthening ties to the community sponsors.**

Task A: Board Trustees will elect officers and add new board members who have staggered three year terms and parents renewable one year term at the January annual board meeting.

Task B: A succession and shadowing plan for board leadership positions will be developed.

Task C: Individual Board Responsibilities will be reviewed and signed by Trustees at the January annual board meeting.

Task D: New board recruits will receive pertinent Board organization documents (Board By-laws, Board Responsibilities, Conflict of Interest policy) to review prior to making decision to go forward with nomination process and meet with the nomination committee.

Task E: Prospective Board of Trustees candidates with needed skills/abilities (i.e. finance, accounting, legal, marketing, human resources, government, etc.) and representative of the community will be identified and recruited by board members. A skills map developed in 2017 will be reviewed annually by the governance committee.

Task F: Board candidates from the community and sponsors with needed skill set will be referred to the nomination committee to be interviewed and then nominated at the January annual board meeting to fill anticipated vacant seats and also on an ongoing basis in event a quality candidate with a needed skill set is identified.

Task G: Measure the effectiveness of the Board as a whole with an annual self-evaluation questionnaire with results shared with the Board by the Governance Committee at the Annual Board Retreat SWOT process.

Task H: Measure the effectiveness of each and every Board meeting with a questionnaire, which is reviewed by the Chairperson and Board Clerk to insure that each meeting has been effectively run and if there are areas for improvement needed they are addressed at the next Board meeting.

**Progress:** Elected officers are voted on at the annual board meetings each January. Results can be found in the annual board meeting minutes. In 2017 an Individual Board Responsibilities contract was further refined and is signed by each trustee and the director at the annual meeting in January. A board self-evaluation and a skills needs assessment were conducted and completed in 2017 to identify what the strengths and weakness were of the Board performance and to assess the skills the Board needs for future board recruitment. In July 2018, an anonymous board meeting questionnaire was developed and utilized at the end of each board meeting and is analyzed by the board chair and clerk monthly.

**Goal 4: Set an annual board calendar to monitor the strategic plan and to ensure compliance with state statutes and oversight duties, as evidenced by the board**

**retreat minutes and vote on strategic plan, collected and analyzed by the board of trustees by July 2020.**

Task A: : Board calendar will be developed and utilized during the year and progress will be checked annually. Board meeting dates are regularly posted in the school office and publicized via social media.

**Progress:** A board calendar was developed and completed and is reviewed annually. Last review was January 2019.

**Academic** (Board Accountability: Board, Tom Malone; Staff Accountability: Amy Bottomley)

**Goal 1: To maintain the highest state achievement level of “performance” (state averages or above) as evidenced by the NH DOE assessment measure, collected and analyzed by the administrative team and board of trustees yearly.**

Task A: Create an elective program to enrich the school current non-core offerings.

Task B: Enrich the middle school experience to ensure a true middle school program and abate the disenrollment trend with students looking for more of a middle school experience.

Task C: Ensure that students learn, and engage with, all school character and scholarship traits based upon age-appropriate emphasis, so that all students are proficient in all traits by the time they graduate from eighth grade.

Task D: Incorporate diversity and cultural education as a part of all expeditions.

Task E: Provide appropriate progress monitoring measures for staff to administer triannually to measure individual student growth.

Task F: Provide appropriate curriculum tools, books and materials to ensure fair and equitable access to grade level state standards.

Task G: Ensure ample and current technology is available to all students and staff.

Task H: All staff will be observed and evaluated and required to report out on individual goals and outcomes on an annual basis to ensure teacher effectiveness.

**Progress:** Specials classes were developed starting in 2016 and have been added and improved upon in 2017 and 2018 school year adding a artist in resident program, access to online spanish offerings through VLACS and an increase in PE from one time a week to two. Board has requested, since 2016, staff institute a yearly SEL (social emotional learning) goal and provided staff with access to the “social thinking” curriculum designed by Michelle Garcia Winner. The board has also made adequate funding available to ensure curriculum books, tools and materials are available, including but not limited to a 3D printer, Delta Science KIts for hands on learning, Lexia and Dreambox for intervention programs, and Readers Workshop and Lucy Calkins curriculum materials. The board reviews the State’s annual test scores yearly with the director and look at comparison data with the state, city and neighboring charter school results.

**Financial** (Board Accountability: Tom Dougherty; Staff Accountability: Director Amy Bottomley)

**Goal 1: : Eliminate school debt by 2021 while ensuring annual spending is consistent with the board-approved budget, collected and analyzed by the finance committee with board approval as evidenced by a positive annual audit by outside independent CPAs.**

Task A: Maintain minimum enrollment of 210 students to ensure funding from State DOE covers operational needs.

Task B: Finance Committee with work with staff administration, to review and maintain sufficient wait listed families and sustaining lottery system for available or vacated seats.

Task C: Provide guidance on how to reduce the debt year over year to allow for more money to be allocated to savings and future goals.

**Progress:** To date, the school has sustained minimum enrollment requirements as set forth in the annual budget each year since opening our doors. Regular discussion and reviews of the waitlist occur. Board purchased a school sign for visibility and advertising on West Hollis street in order to order to attract more applicants, as a result, 2019/20 lottery had the largest applicants to date. Finance committee reviews yearly budget and makes recommendations to the board on how to reduce debt. Currently the focus is on building lease sustainability over the long term and how to reduce rent and real estate tax costs.

**Goal 2: Establish 10% of contingency reserves yearly in support of unplanned operational costs, or new program needs, as evidenced by the board approved yearly**

**budget contingency set aside, collected and analyzed by the finance committee yearly.**

Task A: MACS Finance Committee will maintain an expense line item for monthly installment to operational account monitored by the Treasurer in order to maintain the contingency fund and help to address emergency or unplanned events where the existing operational budget may not be able to flex.

Task B: The finance committee will ensure the contingency fund contribution is pulled monthly and reconciled every quarter.

**Progress:** The Finance Committee and Board established a contingency account in 2017-18 and have made a stance to not approve a yearly budget without the contingency set aside moving forward. Average is 10% set aside per year. Board also reviews end of year surplus and allocates accordingly to contingency set aside. In past \$40,000 has been moved over to help support the contingency balance. Monthly reconciliations of accounts and confirmation of contingency balance and monthly pulls are checked.

**Goal 3: Develop a staff compensation and benefits strategy that is appropriate, achievable, and sustainable as evidenced by staff a staff retention rate of 75% or higher year over year, collected and analyzed by the finance and governance committees yearly.**

Task A: Finance committee will collaborate with HR/governance committee to review compensation and benefits for administration in compliance with industry trends, and state requirements.

Task B: Finance committee to incorporate HR/governance requests according to what operational budget can sustain, and provide feedback relative to alternatives should requests not be fulfilled.

Task C: In cases where additional funds are available (charitable gifts, or operational grants or foundation) considerations will be made for potential bonuses, raises or stipends. Considerations will be made during initial budget cycle annually in the February timeframe, and adjustments or one time true ups as discretionary funds become available and changes are agreed upon by board

**Progress:** To date, the finance committee has been able to review and agree to HR committees benefits and compensation requests. Board uses CPI index to determine compensation allocations. Staff have, as a result, received a 3%, 5% and 2.5% COLA raise over the last 3 years.

**Goal 4: Maintain financial reporting (Cashflow, Profit & Loss, and Balance sheet) compliant with state and local statutes as deemed necessary and evidenced by the the independent Annual Audit from outside CPA's and completed 990 and DOE 25, collected and analyzed by the finance committee yearly.**

Task A: Finance committee will respond to all financial inquiries by the board or public within 48 hour of receipt.

Task B: Monthly Financial reporting, DOE 25, and audits performed on an annual basis

Task C: Monthly posting of financial reports by 3<sup>rd</sup> Wednesday of each month and Annual review of audit 990 report annually every September.

**Progress:** To date, the finance committee has consistently responded to board and public inquiries within the timeframe. Monthly reporting occurs at the board meetings and treasurer reports can be found on our website, posted for public review. The DOE 25 and Annual Audits have been performed yearly and on time. 990 is completed and reviewed by September each year. School has not been out of compliance.

**Administration** (Board Accountability: Tom Malone; Staff Accountability: Amy Bottomley)

**Goal 1: Ensure day to day operations include adherence to all safety procedures, rules, regulations and policies, as evidenced by no more than ten (10) incident reports on a year to year basis, collected and analyzed by the administration team, and reviewed by governance/ HR committee and administration annually.**

Task A: Regularly train staff on school policies and procedures, including health protocols, internet access, and student discipline.

Task B: Ensure all staff understand and consistently implement all safety and security measures.

Task C: Communicate to staff, parents, authorizing agent and community on an accurate, regular, and timely basis.

Task D: Ensure school policies and procedures are current, appropriate, and consistent across all technology platforms.

**Progress:** To date, there has not been over 10 incident reports from staff or students in any given school year. The average has been 7. Staff regularly undergo professional

development trainings, including but not limited to, active shooter, AED/first aid/CPR, evacuations, bloodborne pathogens, epipen, and behaviors/at risk students. Homeland security, emergency management, police and fire have been through and assessment the building for safety and changes have been made based on their assessment and due to the Infrastructure grant funding we received. Staff has emergency management brochures that they give to parents annually, and we have a student communication system, ALMA, where we can push out emergency notifications. Communication is accurate and timely. Policies and procedures are clearly posted and available in the staff and / or student handbook or on our website. All stakeholders sign receipt upon receiving such protocols.

**Facilities** (Board Accountability: Facilities Chair; Staff Accountability: Director and Maintenance Coordinator)

**Goal 1: Develop a school maintenance plan that addresses short and long term facility needs as evidenced by a completed and board approved Future Capital Improvement/Maintenance Plan, collected and analyzed by the facilities committee annually.**

Task A: Develop and/or review the school facilities maintenance plan outlining critical dates for inspections, soliciting vendor RFP's and current contracted vendors.

Task B: With annual Maintenance plan in place proactive budgeting plans will be incorporated into MACS FY Budgeting plans.

Task C: A part-time maintenance coordinator will be hired to assist the director with implementing maintenance plan, oversee school cleaning, seek RFP's from vendors when directed for needed work, and interact with vendors and inspectors and oversee work.

Task D: Students, staff, parents and visitors will daily observe a clean, well-maintained facility and campus.

**Progress:** To date, a part time maintenance supervisor was hired to support the director on facilities maintenance and issues. A cleaning company has been hired to ensure nightly cleanings occur. This year we were able to hire a part time lunch janitor to help with cleanup as well. A Future Capital Improvement/Maintenance Plan has been developed and is reviewed bi-annually. We have also developed a school facilities maintenance plan outlining critical dates for inspections, soliciting vendor RFP's and current contracted

vendors for quick and easy access as to when inspections are due and who the school is to contact when inspection or issues arise.

**Goal 2: Develop long-range plans to support the growth and expansion of the campus for future program offerings, as evidenced by a completed and board approved Future Capital Improvement/Maintenance Plan, collected and analyzed by the facilities committee annually.**

Task A: Hillsborough County demographic trends, MACS student enrollment lottery statistics, and other student enrollment trends will be reviewed by the facilities committee and whole board.

Task B: Board to determine if the present facility will be able to accommodate projected K-8 MicroSociety and extra-curricular program offerings and determine if facility expansion is needed to address future student demographic needs.

Task B: A long-range plan to support the program growth and potential expansion will be developed and funding sources sought.

**Progress:** The board has conducted demographic trends, including birth rate analysis and local school enrollment trends. Since the BOE has approved an potential increase in student enrollment numbers, Board is currently determining facility needs and options to support such an increase.

**Goal 3: Provide a safe and secure environment for the students and staff as evidenced by building inspection reports with a passing grade, collected and analyzed by the facilities committee annually.**

Task A: Funding will be sought and utilized to upgrade all aspects of building security and campus.

Task B: An upgraded comprehensive security system will be put in place and include: secured building entry door buzzer and video system, school-wide interior and exterior video monitoring, upgrade outside lighting and removal of landscaping that reduces building sight-lines.

Task C: Ensure all Labor Board requirements are in compliance (ie; joint loss committee).



**Progress:** The facilities committee has ensure all inspections are done on time and have performed any and all corrective action that may have been required. The Board of Trustees approves a 30K upgrade in security measured in summer 2018, including but not limited to, panic buttons, remote access, cameras, and increased outdoor lighting. The school has also established a joint loss committee and handbook as required by labor dept.

**Development** (Board Accountability: Jamie Hoff)

**Goal 1: Increase board size and development committee roster, as evidenced by a minimum of 8 board members and 4 development committee members at any given time, collected and analyzed by the development committee annually.**

Task A: Increase board to a minimum of 8, but no more than 12 members.

Task B: Increase the development committee to a minimum of 4 members.

**Progress:** Completed. The board has averaged 9 members this past year. The development committee has averaged 5 members. Plans are to recruit and expand to 12.

**Goal 2: Add and renew revenue sources (gaming, tax credits, gifts) as evidenced by the end of year budget to actual, collected and analyzed by the development committee and finance committee annually.**

Task A: To obtain charitable gaming revenue.

Task B: Investigate alternative funding sources/opportunities.

**Progress:** Jean D'Arc application submitted; life-safety and security grant approved for \$20K of our \$25K need, and 4 agencies have been here to site-visit: Homeland Security, City of Nashua, Police, and Fire; Lisa, Amy and Jamie attended workshop on Facility Funding strategy. Lisa attended workshop on Tax Credits possibilities and eligibility. We received a check for over \$20K as our share of proceeds from our days with Boston Billiards.

Reports on *Action Items* from prior meeting: A. **Tax Credits:**

Kyle Schneck presented information on the future possibilities of tax credits as a MACS revenue/fund raising strategy. Kyle reported that the CDFA gets its money fro the state of NH for impact investing in low-income areas, or other distressed regions. The tax credit to

the “buyer” is an 88 cent benefit on the dollar. (We would be the “seller” if approved to raise funds via tax credits.) Typically, credits are used for equipment, vans, and building projects. There is also a smaller CDFA program for feasibility studies. Kyle suggested there could be a role for tax credits in the expansion or renovation of school facilities. A Charter School can incur debt, and can get the AAA rating on bonds and loans, which helps keep our financing costs lower.

**Goal 3: Approach foundations/ resources for applications to help offset school program costs, as evidenced by grant awards, collected and analyzed by the development committee annually.**

Task A: Pursue possible grant opportunities.

**Progress:** Amy obtained a grant for two robotics teams, and individual trustees stepped forward to fund extra robotics teams. Jamie approached People's United Community Foundation about grant compatibility. Two more grants submitted to Peoples and to NHCF.

Amy reported that the NHCF Grant was not awarded, as it was not a strong match to the foundation efforts in our region for now. They advised we list our needs with their office for matching with specific donor-advised funds, and Amy will do this as suggested. The People’s Grant was also not awarded.

**Goal 4: To obtain and solicit community partnerships as evidenced by donations and communication/visitation logs, collected and analyzed by the development committee annually.**

Task A: Develop marketing materials to use for open houses and prospective donors/partners.

Task B: Reach out to city officials and other potential community partners.

**Progress:** Effective new marketing materials designed and produced for enrollment open houses; variance approval obtained for 32 sq. ft., double sided, lighted street sign; traffic issues addressed with Nashua PD and City; request to new Ward Alderman for help with School Zone signage on West Hollis St. There is now a small school zone sign on the street (with a 20 mph limit when children are present), but it does not have a flashing yellow light. We were one of 3 finalists for Non-Profit of the Year at the Greater Nashua Chamber of Commerce, and Amy was a finalist as Educator of the Year for the Enterprise Bank Celebration of Excellence Awards. Spectrum Marketing made a visit to campus with a view to creating partnership options. Staff event held at Boston Billiards to further increase our partner profile there.

Action Item: **Marketing** Tom and Amanda described the new modular design for a corporate MACS brochure, one that can be tailored with specific inserts for different recipients based on interests, relationship, and purpose. More work will be completed before the board retreat in July.

Action Item: **Signage:** Tom reported the sign will be fabricated and installed after the tree work is completed, and the electric work is readied for the sign illumination. This was completed. This will add tremendously to MACS identification, recognition, and also much enhance safety features for Fire, Police, and EMS responders.

Action Item: **Traffic:** Amy reported that Alderman Jette visited campus for MACS Day, but there was no further effort to assist us with the resolution of traffic issues on the road in front of our campus. We will consider approaching some of the Aldermen-at-Large for help.

Jamie reported that friend-raising via holding a meeting at neighboring Ledgewood Hills (with a view to partnering on the traffic concerns) won't work because they don't allow their clubhouse to be used for meetings "open to the public."

**Goal 5: Develop marketing and communication materials as evidenced by completed product, collected and analyzed by the development committee by June 2020.**

Task A: Marketing materials: brochures and flex-content info packets to be designed approved and printed for school use

Task B: Communication materials: brochures and info packets are used for Open Houses, for community engagement, and for trustee solicitation

Task C: Communication via improved website is available by 2020

Task D: Develop a 30 second "Elevator Speech" that has been practiced (by in-person role play) at least three times by all trustees.

**Progress:** Marketing materials have been developed and packets are available for school use. Communication materials have also been developed for open houses and used in the 2017/18 and 2018/19 school years. Website redevelopment is in progress and anticipated completion is 2020. An "elevator speech" has been developed and distributed to all board members in March 2019.

**Goal 7: To maintain connection with community players supporting grants or donations to MACS, as evidenced by publications and VIP event attendance log, collected and analyzed by the development committee by June 2020.**

Task A: Gain recognition in the community as a valuable participating organization, as reflected in local and national awards, other recognition, and publicity.

Task B: Host a community VIP cultivation event to raise awareness of the MACS model and its academic/social success

**Progress:** MACS has received local and national awards, including but not limited to, Enterprise Bank Non-Profit of the Year Nominee, MicroSociety Incorporated National George Award recipients for Administrator of the year, Teacher of the year and 4 Star Status Recognition, the highest award bestowed on a MicroSociety school, and the Chamber of Commerce Nonprofit of the Year finalist in Nashua. MACS has also been featured in the Nashua Telegraph, Lowell Sun and Union Leader. We have also refined the VIP Event target participants, and have developed the invitation list of 32 local couples for an event in early Fall 2019.

**Goal 8: Engage the community and expand the network of MACS advocates, as evidenced by the Board of Trustees member increase to 12 by 2020, collected and analyzed by the development committee on an annual basis.**

Task A: Prepare and maintain a skills map of Trustees that will inform the process of nominations to trusteeship.

Task B: Revise by-laws to allow expansion of board membership up to 15 members.

Task C: Recruit both Parent Representative Trustees and Community Trustees based on the needed identified in the Skills map

Task D: Develop new Trustee training procedures and board trustees expectation document outlining responsibilities, time commitment, a level of participation. When both the Skills Map for trustee recruiting, and the By-Laws revision to provide for a Board of up to 15 Members, are both complete, the Development Committee will transfer future implementation to the Governance Committee.

**Progress:** MAC development committee has completed a skills map of trustees needs and utilizes it as part of the recruitment process for parent representative and community trustees. The board has since completed a revision by-laws to allow expansion of board membership up to 15 members. The board has also developed and approved an Individual Board of Trustees Member Expectation Document that outlines expectations before joining the board and required review and signature from member and Director. This is reviewed and signed by all trustees

yearly. The Development Committee has also appointed an ad hoc nomination committee which oversees all new potential board candidate interviews, vetting, board nomination and new member trainings. The board skills map, and board enlargement authorization, were completed in 2018 and transferred as planned to the Governance Committee.

**Goal 9: Develop political advocacy and maintain connections with key advocates towards changes favorable to charter school policy, as evidenced by recruitment of Community Trustee with political experience by June 2019, collected and analyzed by the development committee.**

Task A: : MACS will nominate a Community Trustee with political experience.

Task B: MACS will apply for, and receive, authorization from the NH DOE for significant enrollment expansion

Task C: MACS will host our Ward Alderman, Ernest Jette, at a MicroDay

Task D: MACS will host NH First Lady, Valerie Sununu, at a MicroDay

**Progress:** MACS Board of Trustees has recruited and accepted a community trustee with political experience, past state representative Don LeBrun, and has successfully invited local representatives, including Alderman Ernest Jette to visit and learn more about our program. We are sending an invitation to host NH First Lady, Valerie Sununu, on our April 12, 2019 Micro Day.

### **Expansion and Growth**

The success of the MACS programs requires a physical plant that can sustain growth for expansion of the middle school grades. While the current facilities offer the necessary components for K-4 students, the future of our middle school grade 5-8 require facilities that can offer additional science/technology rooms, gymnasium or high ceiling multi purpose room to accommodate sporting activities, and grounds that can support outdoor activities.

### **Exploratory Committee Work** (Accountability: Board of Trustees, School Director)

- Seek permission from the NH State Board of Education for MACS intention to expand our school population for growth in our grades K-8 program that could necessitate more school space. **Completed and BOE approval received**

- Develop long range plan for physical plant acquisition. Establish requirements to support expanded program relative to staff needs, facility accommodations for gymnasium, lab space, and outdoor grounds. **In progress**
- Reconcile financial viability in determination of sustaining multiple programs, staff, and operations relative to multiple facilities. **On-going**

Equally important to the expansion and growth of the program, our community sponsors, state grants, and active participation from our parents and the Parent Teacher Organization (PTO), are critical to continuing to our financial solvency. Our parents and the PTO play an important role in creating events that can expand our presence through acting as ambassadors in the community, their relationships with employers, networking opportunities for trustees to build relationships with philanthropic benefactors, and raising money to offset the extras we provide our students. It is an operational imperative that our parents continue to be active in the school events and support of growth.

### **Our Commitment**

School culture is important to MACS. To that end, we have also set expectations for how we want our students, parents and staff to feel about our school. Everything we do and say is in service to the satisfaction and growth of these individuals.

As a student, I want to:

- Be **known** and know that there is at least one staff member who really believes in me and at least one student my age that **gets** me.
- Feel accepted for who I am and the kind of learner I am.
- Feel that I am cared about as an individual.
- Feel safe, respected and challenged.
- Be happy, excited and proud of my school.
- Be recognized for hard work and extra efforts.
- Be allowed to make mistakes and learn from them.
- Be trusted and treated fairly.
- Celebrate my individuality, strengths and weaknesses.

As a parent, I want to:

- Be proud that my child(ren) attend MACS.
- Know that the staff genuinely care about my child and their success.
- Know that my child's teacher creates an interesting and engaging classroom environment, and my child builds confidence and skills for a lifetime of success.

- Know that my child can express him/herself, be creative, solve problems and think critically with the right balance of structure and freedom.
- Know that my child is safe and has friends.
- Bask in the joy that my child gets to explore and learn real world experiences through their MicroCity.
- See my child develops a lifelong love of learning.