



Annual Report
2021-2022 School Year

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INTRODUCTION TO THE SCHOOL

<i>Hill View Montessori Charter Public School</i>			
Type of Charter	Commonwealth	Location of School	Haverhill, Massachusetts
Regional or Non-Regional	Non-Regional	Chartered Districts in Region (if applicable)	Haverhill
Year Opened	2004	Year(s) in which the Charter was Renewed (if applicable)	2009; 2014; 2019
Maximum Enrollment	306	Current Enrollment as of 6/16/2022	306
Chartered Grade Span	K-8	Current Grade Span	K-8
# of Instructional Days per school year (per charter)	180	Current Waitlist as of 6/16/2022	141
Number of Instructional Days during 2021-2022 School Year	180		
School Hours	8:40 am – 3:40 pm	Age of School as of 2021-2022 School Year	18 Years
<p>The Mission of Hill View Montessori Charter Public School is to provide a grade K-8 public education that promotes academic excellence using the Montessori philosophy. In partnership with teachers and parents, children attain high levels of academic, personal, and social achievement and so prepared, become constructive contributors to our community.</p>			

SCHOOL PERFORMANCE AND PROGRAM IMPLEMENTATION

The following information and supporting data summarize Hill View Montessori Charter Public School (HVM)'s achievements during the 2021-2022 school year based on HVM's current accountability plan as well as the State's Common School Performance Criteria.

FAITHFULNESS TO THE CHARTER

MISSION AND KEY DESIGN ELEMENTS

The mission of Hill View Montessori Charter Public School is to provide a K-8 public education that promotes academic excellence using the Montessori philosophy. In partnership with teachers and parents, children attain high levels of academic, personal and social achievement and so prepared, become constructive contributors to our community.

Following are HVM's core values, which represent the heart of our mission and vision:

- Core Value 1: Preeminent Public Montessori*
- Core Value 2: Holistic Student Development*
- Core Value 3: School-Strengthening Collaboration*
- Core Value 4: High Quality Staff*

Core Value 1: Preeminent Public Montessori

Being a preeminent public Montessori school means that the Montessori philosophy and curriculum exists in all classrooms addressing the Massachusetts Frameworks/Common Core Standards. Currently, all levels (Kindergarten, Lower Elementary, Upper Elementary, Middle School) have alignment charts which document the blend of the Montessori and the Massachusetts Curriculum Frameworks/Common Core Standards. HVM continued our reading (DRA2 and Fountas & Pinnell BAS) and writing assessments during the school year.

In the area of personal and social achievement, HVM is also a model of preeminence. The focus on student's personal and social development is a profoundly important aspect of Montessori curriculum and educational program. In addition to the quantitative data presented on progress reports, there is an overwhelming amount of anecdotal data that emphasizes our success in this area. In particular, the majority of visitors to HVM comment on the calm and peaceful nature of our classrooms. People are also continually impressed with how engaged and self-directed our students are even in the youngest grades. Furthermore, when our students spend time in the community, people comment about their positive and productive behavior.

In the area of personal and social achievement, HVM's Grace and Courtesy Curriculum is also a model of preeminence. The focus on student's personal and social development is an important aspect of Montessori curriculum and is a focus of grades K-6. The School Social Worker, graduate-level Social Work Intern, and School Counselor presented mindfulness lessons to lower elementary and upper elementary classrooms and supported the Montessori program of Grace & Courtesy throughout the school year. The Middle School advisory curriculum followed the guidelines provided in *The Advisory Book* (published by Origins Developmental Designs/Linda Crawford). In addition to the quantitative data presented on progress reports, teachers collect anecdotal data that emphasizes student success.

Core Value 2: Holistic Student Development

HVM is committed to the development of the whole child and believes that it is principle to provide a holistic approach to education for children. Without feeling safe, understood, valued and able to make and grow from mistakes, children may learn skills but will not reach their full potential as critical thinkers and competent problem solvers. The Montessori learning environment promotes 21st century skills such as self-direction, teamwork, critical thinking and problem-solving skills in addition to students knowing themselves as learners. Students are involved in Practical Life activities that include care of themselves and their environment.

Students at HVM are empowered to take ownership of their learning and their environment under the guidance of their teachers.

HVM employs a full-time Dean of Students, School Social Worker and School Counselor who provide support to students and families and to support students' emotional and social well-being. During the 2021-2022 school year, HVM also had two masters-level Social Work Intern. Services provided include various social skills/support groups, limited individual counseling, and proactive coordination with relevant agencies within the local community. In addition, HVM's School Psychologist works closely with the Special Education Team and the school staff to complete assessments and serve as an integral member for HVM's Student Success Team (SST) to make recommendations to support learners and teachers.

For the upcoming 2022-2023 school year, HVM is committed to employing a full-time Health and Wellness Teacher. The Health and Wellness Teacher will work with Middle School students as well as students in the Upper Elementary grades. HVM's Health and Wellness class will be a supplemental, but still vital, subject in the Middle School and in grades 4-6. Lessons that will be provided will cover a variety of topics including (but not limited to) understanding mental health and mental illness, healthy relationships, coping skills and self-care, nutrition and fitness, substance use prevention, and human reproduction and healthy human sexuality.

Core Value 3: School-Strengthening Collaboration

During the 2021-2022 school year, HVM continued to utilize its Family Outreach and Student Support team (aka "the "FOSS Team"). The FOSS team consisted of the Executive Director (a former Social Worker), the Dean of Students (a licensed clinical social worker), the Executive Administrative Assistant, two bi-lingual administrative assistants, the EL teacher, the School Nurse, the School Social Worker, the School Counselor, and a Montessori Coach. The FOSS team was a highly proactive team that triaged referrals from classroom teachers and provided a wide variety of personalized supports (academic, social-emotional, community-based), specialized interventions, and unique accommodations during the many months of issues related to COVID-19.. Teachers and HVM staff were encouraged to contact the FOSS team any time there was the smallest or simplest concern regarding (but not limited to):

- student or family engagement
- whenever a student displayed inconsistent attendance
- if there was difficulty with communicating with a parent or caregiver or a parent or caregiver lacked communication resources
- if there were signs of emotional or psychological distress being displayed by a student or a caregiver
- if there were signs of physical distress being displayed by a student or caregiver
- if a student's participation in class suddenly became inconsistent or non-existent
- if there appeared to be a language barrier impacting a student's or family's engagement

Additionally, parental and community involvement continued to be an important aspect of HVM. Due to the generous support of volunteers, HVM continues to be able to stretch its limited resources and serve its students beyond what would be possible otherwise. HVM's PTO continued to offer "dine out for a cause" activities at local restaurants, allowing families to support the school by patronizing local restaurants and purchasing meals. Parents, faculty and staff supported the HVM Foundation development activities via "effortless fundraisers" (e.g., Amazon Smile) and an HVM Art Show fundraiser.

Core Value 4: High Quality Staff

In 2021-2022, 100 percent of the Kindergarten teachers were Montessori credentialed, 100 percent of the Lower Elementary teachers were Montessori credentialed, and 50 percent of the Upper Elementary teachers were Montessori credentialed. Another 25 percent of the Upper Elementary teaching staff are currently finishing their Montessori credentialing program. One teacher in Middle School has formal Montessori Adolescent Certification for Middle School students aged 12-14.

HVM continues to be committed to employing teachers with Montessori training who also meet federal standards for highly qualified teachers. The school is currently paying for several staff members to enroll in and attend Montessori Teacher training through the Seacoast Center for Montessori Education which began during summer 2019 and continued through the 2019-2020, 2020-2021, and 2021-2022 school years. Additional training is continuing during summer 2022, through the 2022-2023 school year, and through next summer (2023). (HVM previously entered into an arrangement with Seacoast to host the Montessori Teacher Training program at HVM's school location in Haverhill.) Upon completion of the training program, those staff members will receive their Montessori Level I (ages 6-9) and/or Montessori Level II (ages 9-12) certification.

HVM's EL teacher maintains her Montessori Primary (ages 3-6) Teacher certification and two of HVM's Special Education teachers possess Montessori Teacher certification, while another Special Education teacher is currently enrolled in a Montessori Teacher certification training. HVM's goal is to ensure all lead teachers are fully credentialed and mentored/coached in Montessori philosophy, pedagogy, and curriculum as well as all Massachusetts teaching requirements. HVM also aims to have as many Classroom Assistants and support staff Montessori trained and credentialed as possible as well.

AMENDMENTS TO THE CHARTER

There were no amendments to the charter during the 2021-2022 school year.

ACCESS AND EQUITY

For the 2020-2021 school year, 2 incidents resulted in actionable discipline. Of the 2 incidents, .08% involved students of color and 3.4% involved students with disabilities.

The 2020-2021 Student Discipline Profile may be viewed at: [HVM 2020-2021 Student Discipline Profile](#)

2020-2021 Student Discipline					
Student Group	Total Number of Students	Students Disciplined	Percent In-School Suspension	Percent Out-of-School Suspension	Percent Emergency Removal
All Students	315	2	0	.63	0
EL	18	0	0	0	0
Economically Disadvantaged	109	1	0	.9	0
Students with Disabilities	58	2	0	3.4	0
High Needs	160	2	0	1.25	0
Female	161	0	0	0	0
Male	154	2	0	1.29	0
American Indian or Alaska Native	0	0	0	0	0
Asian	1	0	0	0	0
African American/Black	16	0	0	0	0
Hispanic/Latino	89	1	0	.08	0
Multi-race, Non-Hispanic/Latino	13	0	0	0	0
Native Hawaiian or Pacific Islander	0	0	0	0	0
White	196	1	0	.51	0

DISSEMINATION EFFORTS

Best Practice Shared	Vehicle for Dissemination <i>(describe the method, format, or venue used to share best practices)</i>	Who at the school was involved with the dissemination efforts? (Title)	With whom did the school disseminate its best practices? <i>(Partners and Locations)</i>	Result of dissemination <i>(List any resulting artifacts, materials, agendas, or results from partners. Also indicate if the school received grant funding to disseminate and if a grant report was written.)</i>
Communities of Practice – MCPSA Capacity Building Network	Collaborative Zoom meetings with Charter School Administrators, specialized teams and MCPSA facilitators	Executive Director; SPED Co- Coordinators; EL Program Director	Shared with Charter Schools across the state via Zoom and email communications	Enhanced school leadership skills, knowledge, and practice, Special Education intervention, and EL instruction as well as increased collaboration between Special Education program and EL program
Pedagogy and Montessori Curriculum / Collaboration between public Montessori staff	Site Visits	Classroom teachers	River Valley Charter School, Mill Falls Charter School (NH), Cornerstone Montessori (NH)	Collaboration between HVM Lead Teachers and classroom faculty at other Montessori schools (both public and private)
Pedagogy and Montessori Curriculum	Public Montessori Convening - workshops and breakout sessions	N/A	River Valley Charter School, Mill Falls Charter School (NH), Alighieri Montessori Charter, and HVM	Public Montessori Convening was not convened this school year due to COVID-19
Charter School Leadership	Consultancies, training, workshops, seminars	Executive Director	Other charter school leaders via monthly Zoom meetings	Networking with MCPSA colleagues on best practices in Charter School leadership and school administration, particularly regarding navigating a charter school during the ongoing pandemic

ACADEMIC PROGRAM SUCCESS

STUDENT PERFORMANCE

The Hill View Montessori Charter Public School “School Report Card” may be viewed at:

[HVM 2021 School Report Card](#)

PROGRAM DELIVERY

Hill View Montessori Charter Public School is based on the Montessori Method of education, developed by Dr. Maria Montessori. This philosophy is a child-centered educational approach based on teacher observations of children within the educational environment. Other than the kindergarten classrooms, our lower elementary, upper elementary, and middle school consist of multi-aged groups of students that foster peer learning uninterrupted work cycles, and teacher guided academic lessons. Montessori students learn to think critically, work collaboratively, and develop skills necessary for success in the 21st century.

To support the area of reading development, the Foundations Reading program was previously chosen by teachers and administration as an educational source to bring consistent instruction and develop a stronger foundation of phonemic awareness, phonological knowledge, and basic reading skills for students in kindergarten through third grade. During the year, the Montessori Coaches collaborated with Kindergarten, Lower Elementary and Upper Elementary teachers, as well as other interested staff members in the understanding and selected utilization of this program. This multisensory, structured language program fits well with the Montessori language and grammar methodology and materials. Teachers have the opportunity to present reading lessons in whole group, small group or individually (i.e., one-on-one).

The HVM Lower Elementary and Upper Elementary teachers have collaboratively focused on improving the delivery of math instruction, personal application of math knowledge, and in-depth exploration of, and practice with, word problems. During collaborative team meetings and in reference to Massachusetts Frameworks Standards, teachers identified students for strengths and weaknesses to be addressed. They designed lessons and activities to address those standards and increased the amount of time and focus on math vocabulary. Instruction focused on: math “open response” lessons and activities in the area of number sense; restating the problem; showing work in the form of a diagram, table, equation or expression; and, explaining and giving the solution statement.

The math intervention program provided by HVM’s Title I Math Specialists continued this year. Students were supported with additional math lessons in whole and small groups for additional practice in understanding the application of mathematical concepts and activities to deepen student knowledge.

Advisory groups at the Middle School level were facilitated by the four Middle School subject teachers (ELA, Science, Math, and Humanities) and one Middle School support teacher. The Advisory groups served to support social and emotional learning of HVM’s middle school students, both during Remote Learning and then after the return to In-Person Learning. *The Advisory Book: Building a Community of Learners Grades 5-9* by Linda Crawford was used to facilitate advisory lessons and discussions.

HVM professional educators work collaboratively to assess students’ academic needs through observations, work samples, specialized portfolios, and school-wide assessments such as the Fountas & Pinnell Benchmark Assessment System (BAS) and the LinkIt Math Benchmark Assessments. Since the 2021 statewide assessments (MCAS ELA & Math, MCAS Science) were abbreviated due to COVID-19, HVM was unable adequately to monitor the growth of all students using the annual standardized testing. HVM classroom teachers and support teachers continued to employ strategies focusing on developing reading comprehension, writing skills, and vocabulary building. HVM teachers utilized spring, fall, and winter BAS data to formulate reading groups and to provide individualized and group instruction in reading comprehension.

HVM continues to provide a language-based program to meet the individual need of select Special Education students. The program supports development of language and learning skills that focus on reading skills, written expression, spelling, oral

expression, and vocabulary. Oral and written language remediation is provided through integrated curriculum to reinforce the relationship between listening, speaking, reading, and writing for students. HVM strives to empower students to become independent learners and develop appropriate skills to function successfully in the classroom.

HVM staff engaged in intensive bi-monthly whole group and small group professional development in the area of learning and understanding math competently and confidently. This professional development was facilitated by Mike Hayes and Joe Agron from Summit View Learning ([Summit View Learning](#)). Additionally, HVM staff engaged in intensive bi-monthly whole group and small group professional development in the area of understanding reading instruction delivery competently and confidently. This professional development was facilitated by Leah Steiner from [Jennifer Serravallo Consultants](#).

During the 2021-2022 school year, professional development for teachers and staff included:

- The Learning and understanding of Mathematics competently and confidently
- Recognizing students experiencing, expressing, or displaying trauma
- Fountas & Pinnell Benchmark Assessment System
- The Emotional, Social Brain
- A Teacher's Guide to the Learning Brain
- Motivation in Mathematics
- Engaging the Learning Brain
- The Science of Learning and Memory
- Neuroscience and Executive Skills Management'
- The Neuroscience of Reading
- Unlocking the Mysteries of the Learning Brain
- Wilson Reading Training and Certification
- Bullying Prevention: Recognition and Response
- Child Abuse Mandated Reporter training
- CIPA: Compliance with the Children's Internet Protection Act
- Concussion Awareness
- Cultural Competence and Racial Bias
- Cyberbullying
- De-Escalation Strategies
- Discrimination Awareness in the Workplace
- Diversity Awareness: Staff-to-Student
- First Aid
- General Ethics in the Workplace
- Head Lice
- Health Emergencies: Life Threatening Allergies
- Making Schools Safe for LGBT Students
- Medication Administration: Epinephrine (EpiPen) Auto-Injectors
- Sexual Harassment: Staff-to-Student
- Sexual Harassment: Student Issues & Response
- Sexual Misconduct: Staff-to-Student
- Student Mental Health
- Youth Suicide: Awareness, Prevention, and Postvention
- MCAS Administration training and security requirements

HVM teachers incorporate the Six Traits Writing Program into their Montessori writing lessons to strengthen the student's writing conventions, organization, word choice, ideas, sentence fluency and voice. Rubrics are used to self-evaluate and assess their writing. Through this program as well as the Montessori grammar lessons, the student is able to develop a strong foundation for written expression.

The Montessori philosophy recognizes the strengths and challenges of each individual and focuses on individualized differentiated instruction. If students are in need of additional support, the classroom teacher (or any staff member) makes a referral to the Student Success Team ("SST Team"). The SST Team consists of: Executive Director, Montessori Pedagogical Coaches, three Special Education Teachers and the Special Education Director, Staff Speech and Language Pathologist, School Psychologist, EL Teacher/Program Director, School Social Worker, School Counselor, both of HVM's Title I Math Specialists, and both of HVM's Title I Reading Specialists. During the 2021-2022 school year, the SST Team convened immediately whenever an SST referral was submitted to review classroom evidence, gather assessment data, and discuss possible

interventions to be implemented in support of the referred student. Classroom teachers made modifications to their instructional delivery and/or methods to accommodate the needs of the child. The SST Team monitored the progress of students every 6-8 weeks following a referral throughout the school year. This data was used to identify students for services in HVM's targeted Title I Reading and/or Title I Math programs. On some occasions, the data reviewed regarding a particular SST Team referral resulted in a direct referral for a formal Special Education evaluation. Progress monitoring of students in intervention programs was documented approximately every six weeks. Ongoing data was used to arrange reading groups, teach particular literacy skills, vocabulary skills, comprehension, and problem-solving strategies. During the 2021-2022 school year, 17 students were referred to the SST process.

Additionally, HVM's Special Education Teachers and Special Education Director were responsible for facilitating all initial, annual, and reevaluation IEP meetings for students in grades K-8. Currently, HVM supports approximately 67 students on IEPs. HVM supports approximately 13 students with 504 Plans. In conjunction with the Special Education Director, caseloads averaged approximately 16-18 students. Special Education staff were responsible for developing annual goals and objectives, implementing the service delivery, and writing progress reports each trimester. The School Social Worker and School Nurse were responsible for writing and implementing the 504 Plans. HVM employed a full-time, salaried Speech and Language Pathologist. HVM contracted for services for those students in need of Physical Therapy and Occupational Therapy via Northeast Rehabilitation.

HVM's Executive Director served as the official EL and Title I Coordinator for the school, working closely with the EL team and the Title I Math and Reading teams. In this capacity, they collaboratively oversaw the Title I program and EL program. The EL teacher implemented and monitored progress of 23 students in grades K-8. The results of the ACCESS for ELLs WIDA report indicated consistent progress with many EL students meeting proficiency levels between 3-6 in the Listening, Speaking, Reading, and Writing Language domains. The targeted Title I programs offered intervention in Reading and Math for students at any grade level to reduce deficits and to support teachers with instructional and engagement strategies. HVM has four Title I Specialists: two providing Reading support and two providing Math support with children in the Lower Elementary, Upper Elementary and Middle School. The Title I Specialists work closely with the classroom teachers to bridge and reinforce the skills and strategies delivered by the classroom lead teacher. In addition, they work with small groups of students to hone in on specific Reading and Math skills for each child's needs. This year, approximately 97 students received some level of Title I Reading and/or Math support. Over 85% of our instructional staff have completed the Sheltered English Immersion (SEI) course.

With the return to in-person learning for the 2021-2022 school year, a point of emphasis at HVM was to identify "unfinished learning" in our students, with a focus on providing accelerated a just-in-time "scaffolding" approach to personalize instruction and help students master specific academic tasks, skills, and/or concepts. The Charter School conducted its Reading and Math benchmark assessments beginning in mid-September rather than waiting until mid-October, which is typically customary in a Montessori school. These formal assessments – combined with the standard daily and weekly informal observations and assessments conducted by our Montessori teachers and coaches -- served to determine which students needed extra help and which ones will need to be challenged to move faster or deeper. Understanding that a Lower Elementary third grader might have been working at a second grade level, for instance, allowed classroom staff (Lead Teachers, Classroom Assistants) and our Title I teams to review content and standards one grade level below and formulate a Montessori-driven curriculum plan to address potentially missed content.

When scaffolding is used correctly – that is, implemented at the right time, to the right degree, with the right delivery, and focused on the right area – HVM students gain grade-level mastery. With Montessori's emphasis on personalized instruction and student's driving their own learning, HVM's teaching faculty augmented their capacity through just-in-time scaffolding and gave our students agency over their learning.

The Montessori pedagogical philosophy emphasizes meeting children where they are, so our accelerated learning process did not involve squeezing intensive learning into a few days or even a few weeks. Rather, HVM students continued to be supported and guided towards mastering academic skills and concepts every day over a reasonable span of time. Even with accelerated learning, the key is to space learning practice out over multiple shorter sessions, rather than attempting to cram a lot of instruction and content into one long session. As with all learning, catching students up on their "unfinished learning" requires time for students to "forget" in between sessions. This results in deeper learning when the instruction is repeated later and the academic content is encountered or experienced again.

Furthermore, decades of research continue to demonstrate that all learning is grounded in a student's social-emotional experience of themselves, their teacher(s), and their classroom and school community. Redoubling efforts to recognize and support social-emotional learning always produces positive outcomes in students' relationships, attitudes, behavior, and academic performance.

The global and personal trauma of the persistent and ubiquitous COVID-19 pandemic during the 2021-2022 school year made it all the more urgent for HVM to prioritize its students' social-emotional learning experience during the entire school year. Crucial to supporting accelerated learning in our students, a significant point of emphasis was placed on providing consistent social and emotional support in and out of our classrooms.

SOCIAL, EMOTIONAL, AND HEALTH

HVM employs a full-time Dean of Students, full-time Registered Nurse, a full-time School Social Worker, and a full-time School Counselor. During the 2020-2021 school year, HVM also had two masters-level Social Work Interns. The Dean of Students, Nurse, Social Worker, and School Counselor partner with the administrative team and Special Education team to assess students' needs and provide services that are comprehensive and individualized. This Student Support Services team works closely with outside medical, mental health, and other service providers and parents to ensure each student receives the services needed in order for them to fully participate in school and access the curriculum to their own personal potential.

During the 2021-2022 school year, HVM's master's level Social Work Interns worked with students with social-emotional goals and social skills building goals in their Special Education IEPs or 504 plans. They also facilitated small group socialization groups for students in grades 1-8 as well as one-on-one emotional support/coping skills sessions. The Social Work Interns also participated in making referrals for acute psychiatric crisis interventions, wrap-around services, and outpatient counseling services. HVM's Interns were also active participants in HVM's Student Success Team and FOSS Team meetings.

Prior to entry to school, each new family meets with the school nurse for a comprehensive developmental and health screening. An assessment of health needs is also completed. Parents that identify any social or emotional concerns are referred to the Social Worker or School Counselor and, if needed, to the Special Education Department. Students entering Kindergarten at HVM are also given a developmental screening to identify concerns or highlight a potential need for further evaluation.

The School Nurse, assisted by a nursing student from UMass-Lowell, was able to conduct the annual health assessment which includes vision, hearing, height, weight, and posture screenings.

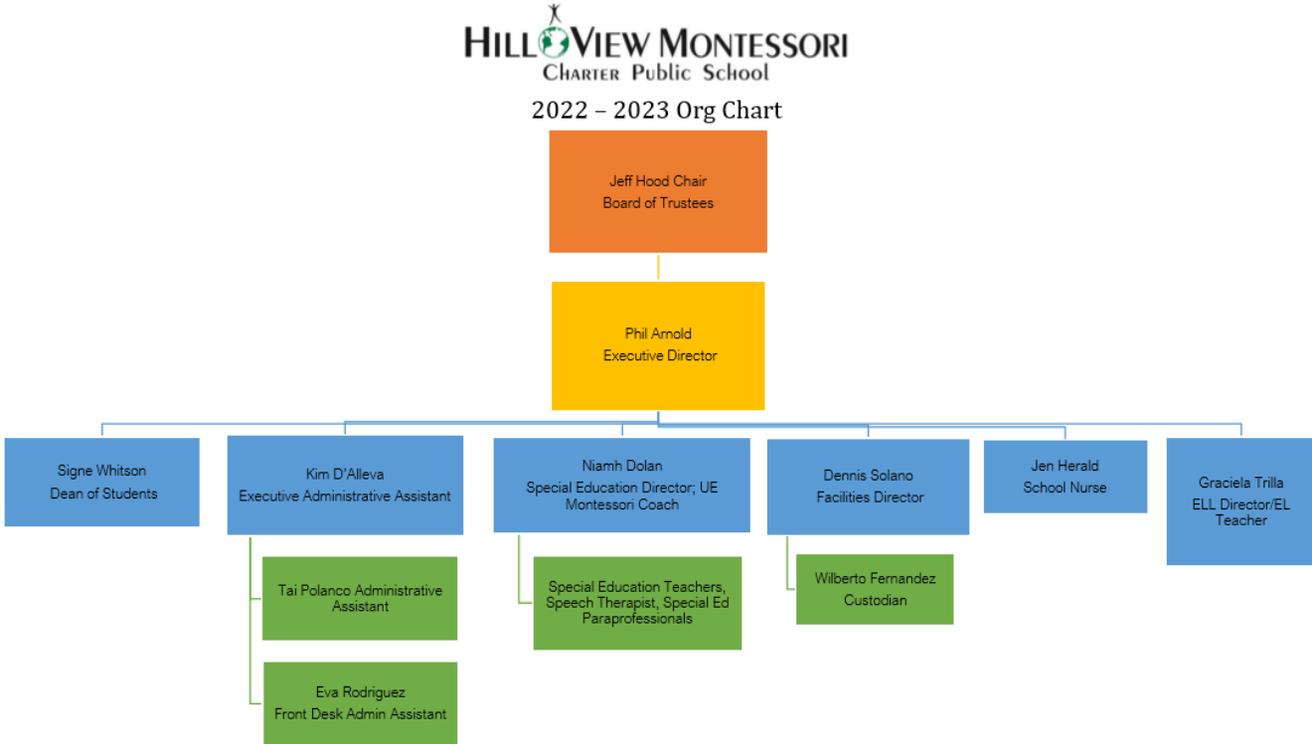
Students are serviced through IEPs and 504 Accommodation Plans. In addition to academic interventions and accommodations, and nursing and social/emotional services, students may receive Occupational, Physical, and Speech and Language Pathology Therapy services. Additionally, the school contracted with a School Psychologist who conducted and completed assessments/evaluations and served on the Special Education Team to participate in the development of individual learning plans.

HVM's Fitness Teacher provided a "Morning Movement" program for students in Lower Elementary classrooms consisting of physical activities that enhance readiness and focus for learning. Adaptive Phys Ed is also provided per IEPs, 504s and teacher recommendations.

For the upcoming 2022-2023 school year, HVM will once again employ a full-time Health and Wellness Teacher. Lessons will be provided to Middle School students and Upper Elementary students; the scheduled lessons will cover a variety of topics including (but not limited to) understanding mental health and mental illness, healthy relationships, coping skills and self-care, nutrition and fitness, substance use prevention, and human reproduction and healthy human sexuality.

ORGANIZATIONAL VIABILITY

ORGANIZATIONAL STRUCTURE OF THE SCHOOL



BUDGET AND FINANCE

Unaudited FY22 statement of revenues, expenses, and changes in net assets (profit & loss statement)

- Please see Profit & Loss Statement in the Attachments section of this report.

Statement of net assets for FY22 (balance sheet)

- Please see Balance Sheet in the Attachments section of this report.

Approved School Budget for FY23

- Please see Budget in the Attachments section of this report.

Enrollment

FY23 Enrollment Table	Enter Number Below
Number of students pre-enrolled via March 15, 2022 submission	306
Number of students upon which FY23 budget tuition line is based	306
Number of expected students for FY23 first day of school	306
Please explain any variances: <i>(Example: Since March, 5 students informed us that they were not returning. We budget conservatively each year of 5-10 less than the expected students)</i>	

Capital Plan for FY23

The HVM Foundation purchased a building at 75 Foundation Avenue, Haverhill, Massachusetts in November 2009 and then signed a long-term lease with the Hill View Montessori Charter Public School for use of 49,000 square feet for school operations. Please refer to the Balance Sheet and FY23 Budget for specifics on the capital reserve balance and projected expenses.

Currently, the FY23 budget does not include any significant expenditures dedicated to capital plan upgrades or improvements. Any proposed capital expenditures for FY23 will be reviewed and approved by the Board of Trustees and/or allocated for in FY23 or FY24 or other future budgets.

APPENDIX A – ACCOUNTABILITY PLAN PERFORMANCE

	2021-22 Performance	Evidence
Objective (for KDE 1): HVM will provide a Montessori learning environment that reflects best practices for public Montessori education.		
<p>Measure: HVM will alternate between a self-assessment and an external audit of its Montessori program every year using the National Center for Montessori in the Public Sector’s Essential Elements Rubric. Every year the audit will switch such that, overall, there are three external audits and two internal audits in total during this charter term.</p> <p>Annually, HVM will obtain at least a satisfactory rating in each of the five domains of the rubric (Adults, Montessori Learning Environment, Family Engagement, Leadership & Organizational Development, and Assessment). The rating is based on a four-point rubric (unsatisfactory, needs improvement, satisfactory, exemplary), and will reflect the average score of all standards within each of the five domains*.</p> <p><i>*The National Center for Montessori in the Public Sector recreated the Essential Elements document to more appropriately recognize the implementation of the Montessori Method in the public education sector. Previously, the Essential Elements, created by the American Montessori Society, contained 22 elements (of which two were excluded because they did not apply in a public school environment); the new rubric, redesigned by the National Center for Montessori in the Public Sector, contains 26 standards and a four-point rating scale for each element.</i></p>	Met	<p>The NCMPS organization conducted their EER audit in April 2022. HVM obtained a satisfactory rating in three of the five domains of the rubric and an exemplary in two of the five domains of the rubric.</p>
Objective (for KDE 2): Learning experiences at HVM will ensure that all students meet rigorous academic, personal, and social achievement objectives.		
<p>Measure: All graduating students will participate in a Hill View Montessori Celebration of Learning/Capstone event, and 90%, including HVM’s primary subgroups (students with high needs and students with disabilities), will earn an average final score of 3.0 or better (on a scale of 1-4), on a rubric that assesses content and presentation. The Celebration of Learning/Capstone presentation is a culminating experience that integrates the Hill View Montessori academic K-6 curriculum and the 7-8 project-based learning program, thereby representing an academically rigorous learning experience combined with personal and social achievement.</p>	Met	<p>100% of graduating students participated in a Capstone event</p> <p>Of the graduating students that participated in the Capstone activity, 100% earned an average final score of 3.0 or better (on a scale 1-4)</p> <p>Students with Disabilities averaged: 3.50 Students with High Needs averaged: 3.25 EL students averaged: 3.8</p>

Objective (for KDE 3): HVM will hire and sustain high-quality Montessori staff by providing training for Montessori certification, hiring certified Montessori teachers, and by providing Montessori-focused professional development in all curricular areas.

<p>Measure 3A: On an annual basis, HVM will financially support (i.e., tuition reimbursement or training program sponsorship) at least two staff members that enroll in an accredited Montessori teacher certification program</p>	<p>Met</p>	<p>During the 2021-2022 school year, 8 staff members were enrolled in an accredited Montessori teacher certification program.</p>
<p>Measure 3B: During the charter term, HVM will see an increase of at least 10 staff members, overall, earn their Montessori teacher certification.</p>	<p>Not Met</p>	<p>This measure will not be met until the end of the charter term. However, during the 2021-2022 school year, two staff members earned their Montessori teacher EL I certification</p>

<p>Objective 4 (for dissemination requirements): HVM will disseminate information regarding public school Montessori methods.</p>		
<p>Measure 4A: By the end of year 3 of the charter term, HVM will share its newly re-designed project-based/place-based Middle School (7th and 8th grades) program with other local public schools in MA via a presentation at a conference or workshop</p>	<p>Not Met</p>	<p>Data to be reported: Not able to complete due to Covid-19 and due to personnel matters that impacted the development of the HVM's Middle School project-based learning program.</p>
<p>Measure 4B: On annual basis, HVM will provide school tours/visits to 10 different community members, business owners/business leaders, and other individuals interested in learning more about public Montessori education.</p>	<p>Not Met</p>	<p>Not able to complete due to Covid-19</p>
<p>Measure 4C: HVM will post the results of its biennial Essential Elements Review (as conducted by the National Center for Montessori in the Public Sector) on the school's website for public viewing.</p>	<p>Met</p>	<p>HVM has not received the final/formal EER Review Report document from National Center of Montessori in the Public Sector (NCMPS) following its visit in April 2022; however, HVM is anticipating that the report will be received shortly and the results will be posted on the school's website shortly thereafter.</p>

APPENDIX B – RECRUITMENT AND RETENTION PLAN

**Recruitment Plan
2022-2023**

School Name: Hill View Montessori Charter Public School

2021-2022 Implementation Summary:

- 1) In spite of the ongoing pandemic, HVM was able to complete, in some form or another, the components of the school’s current recruitment plan. HVM had over three times the number of lottery applicants as available Kindergarten openings for the upcoming school year.
- 2) The HVM administrative team facilitated the school’s recruitment plan, communicating with all Haverhill community preschools, YMCA, local library branches, community service agencies, housing agencies and local schools. Staff posted informational flyers throughout Haverhill and prepared newspaper announcements. Our administrative assistants (both bilingual/fluent in Spanish) reviewed, revised, and translated our program materials into Spanish as well as other languages spoken in Haverhill and assisted with their dissemination. The administrative team promptly and professionally answered all communications seeking information about HVM. Informational meetings were publicized and delivered via Zoom prior to the January 2022 enrollment application due date and February 2022 lottery. An HVM employee that spoke fluent Spanish participated in the events and helped to facilitate. We utilized our HVM Facebook page to disseminate information about the school in Spanish and with links to Google translate. We enlisted the assistance of our parent community and encouraged the parents to spread the word about enrollment applications. Informative videos that provide clear and engaging information about Montessori education are easily accessible on the school’s user-friendly website.
- 3) HVM has a large number of siblings who are included in the subgroupings on our district profile. The 2021-2022 percentages are slightly different from the 2020-2021 percentages: High needs - 49.5 %, African American/Black - 5.0%, Hispanic - 27.4% and White - 63.4%.

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

General Recruitment Activities for 2022-2023:

HVM’s general recruitment strategies are to:

- Advertise via flyers and social media in multiple languages
- Hold Public Montessori Education Information events
- Update information on the school’s website, Facebook pages, etc.
- Provide information directly to parents via weekly/bi-weekly classroom communications as well as through a more streamlined school-wide communication system
- Promotion of school’s name and identity via proactive community outreach and community service

Recruitment Plan – Strategies

List strategies for recruitment activities for each demographic group.

Special education students/students with disabilities

<p>(a) CHART data</p> <p>School percentage: 19.6%</p> <p>GNT percentage: N/A</p> <p>CI percentage: 15.0%</p> <p>The school is <u>above</u> CI percentage.</p> <p><i>*No GNT data available in CHART Enrollment Snapshot.</i></p>	<p style="text-align: center;">(b) 2021-2022 Strategies</p> <p><input checked="" type="checkbox"/> Met GNT/CI: no enhanced/additional strategies needed</p> <ul style="list-style-type: none"> • Provide indication of special education services delivery program on the school’s website. • Include specific and direct special education information with the school’s enrollment materials. • All recruitment materials state explicitly in the languages spoken by the families that “children with special needs are welcome at our school.” • The Special Education Director will collaborate with the Montessori Pedagogical Director to provide information to kindergarten applicants with information regarding the school’s special education program. • Share HVM SEPAC meeting times and dates with Haverhill’s Parent District Council. • During Information Sessions, Special Education information presented to/provided to families and all school resources available to serve student needs described (annually.) • Typically, we deliver flyers to over 55 organizations (annually); however, due to COVID-19, delivery of flyers was extremely limited • Targeted specific local Early Intervention site and build ongoing relationships there (annually) • Improved, streamlined, and expedited SST process (<u>S</u>tudent <u>S</u>uccess <u>T</u>eam) process.
	<p style="text-align: center;">(c) 2022-2023 Additional Strategy(ies), if needed</p> <p><input type="checkbox"/> Did not meet GNT/CI: additional and/or enhanced strategies needed:</p> <ul style="list-style-type: none"> • Student Success Team (i.e., Response to Intervention) includes EL program Director and Title I staff (annually) • At parent information sessions, representative from the school’s SEPAC (<u>S</u>pecial <u>E</u>ducation <u>P</u>arent <u>A</u>dvisory <u>C</u>ouncil) will be available to prospective families to discuss Special Education (annually). • Parents from the SEPAC also coordinate outreach events each year for current and prospective families • Special education staff and parent members of HVM’s SEPAC reach out to make contact with members of SEPAC groups at Haverhill schools, attend their meetings, and provide the parents in attendance with information and flyers about HVM and its Special Education services (annually) • Reach out to Haverhill Department of Children and Families to encourage referrals of [potential] students with disabilities (annually). • The Special Education Department will participate in the Kindergarten Screening process to provide parents with programmatic information (annually) • HVM Promotional materials direct prospective families to the school’s website and SEPAC page for contact information and details about programs, events, and special needs services (annually)
Limited English-proficient students/English learners	
<p>(a) CHART data</p> <p>School percentage: 4.9%</p> <p>GNT percentage:</p>	<p style="text-align: center;">(b) 2021-2022 Strategies</p> <p><input type="checkbox"/> Met GNT/CI: no enhanced/additional strategies needed</p> <ul style="list-style-type: none"> • All flyers are in multiple languages that publicize the lottery, application process and Montessori education information sessions. Flyers are primarily distributed during the fall and winter.

<p>6.6% CI percentage: 7.0%</p> <p>The school is <u>below</u> GNT percentage and <u>below</u> CI percentage</p>	<ul style="list-style-type: none"> • Include a Spanish-speaking employee at each of the enrollment sessions as well as at the front desk to field all incoming phone calls/questions. • Share recruitment information with local Spanish publications and other general information about the school prior to January enrollment application process and subsequent deadline • Share flyers with Hispanic churches, specifically the Trinity Episcopal Church, but also others that are identified • Have translation services available for all enrollment inquiries • Continue to translate all materials into Spanish including on social media • Due to COVID-19, hand delivered flyers were limited to YMCA, the three Market Basket locations, Head Start Program, Boys and Girls Club of Haverhill, Wisteria Montessori (preschool), Birch Tree Montessori (preschool), and additional public locations throughout the Greater Haverhill community where it was safe and/or reasonable to provide flyers
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(c) 2022-2023 Additional Strategy(ies), if needed

- Did not meet GNT/CI: *additional and/or enhanced strategies below:*
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.
- All flyers and announcements will be in multiple languages that publicize the lottery, application process and Montessori education information sessions
 - Flyers will be primarily distributed during the fall and winter
 - HVM will always employ a Spanish-speaking employee at each of the enrollment information sessions as well as at the front desk to field all incoming phone calls/questions
 - Expand sharing recruitment information with local Spanish publications and other general information about the school prior to January enrollment application process and subsequent deadline
 - Expand sharing flyers with Hispanic churches and other non-English speaking-based churches in the Haverhill community and greater Merrimack region
 - Continue to always have translation services available for all enrollment inquiries
 - Continue to translate all materials into Spanish including on social media
 - Expand distribution of flyers to all local community organizations such as the YMCA, all local Market Basket locations, Head Start Program, Boys and Girls Club of Haverhill, all local Montessori preschools, Birch Tree Montessori (preschool), and additional public locations throughout the Greater Haverhill community

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

<p>(a) CHART data</p> <p>School percentage: 37.3%</p> <p>GNT percentage: 39.0%</p> <p>CI percentage: 55.2%</p> <p>The school is <u>below</u> GNT percentage and <u>below</u> CI percentage</p>	<p align="center">(b) 2021-2022 Strategies</p> <p><input type="checkbox"/> Met GNT/CI: no enhanced/additional strategies needed</p> <ul style="list-style-type: none"> • Target marketing materials to less affluent neighborhoods by posting flyers in multiple languages in public areas near them. • Provide flyers in multiple languages to community service agencies (Community Action, Education Services, Salvation Army, and Emmaus House) • Continue to supply information in multiple languages to low income housing projects • Publicize that HVM offers a breakfast program. • Publicize that HVM has a variety of healthy snacks available for any student. • Publicize HVM's promotion of an on-site before-school care and on-site after-school care program. • Market to community preschools and Head Start programs.
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	<ul style="list-style-type: none"> Flyer handed out to approximately 35 local organizations <p style="text-align: center;">(c) 2022-2023 Additional Strategy(ies), if needed</p> <p><input checked="" type="checkbox"/> Did not meet GNT/CI: additional and/or enhanced strategies below:</p> <ul style="list-style-type: none"> Post flyers in multiple languages at the Haverhill Boys and Girls Club, the Haverhill YMCA, Haverhill community athletic programs, and other community-based organizations that tend to serve and support lower income families and their children Proactively engage with community resources used by low-income families, including SNAP and WIC/food stamp programs, food pantries, thrift shops, social service agencies Provide contact persons with flyers in multiple languages and information regarding Montessori education information sessions, enrollment information sessions, etc. Provide childcare at school-based information sessions Provide refreshments and childcare at all on-site information sessions Provide Montessori enrollment information sessions at community-based locations (rather than the school building-based location) Identify community programs similar to the Haverhill Boys and Girls Club, Haverhill YMCA, and Haverhill community athletic programs; using the school’s new part-time Director of Development and Community Outreach, proactively establish relationships with these organizations and make information available to organization leaders and post flyers Proactively provide promotional materials in multiple languages and Montessori information session and enrollment announcements made at local Head Start site[s]
<p><u>Students who are sub-proficient</u></p>	<p style="text-align: center;">(d) 2021-2022 Strategies</p> <ul style="list-style-type: none"> Flyers to local schools announcing HVM’s enrollment information sessions and lottery application process. Regular representation at the Haverhill Parent District Council Meetings, when possible
<p><u>Students at risk of dropping out of school</u></p>	<p style="text-align: center;">(e) 2021-2022 Strategies</p> <ul style="list-style-type: none"> Continue to provide Haverhill Public School guidance department with flyers announcing HVM’s enrollment information sessions and lottery application process.
<p><u>Students who have dropped out of school</u></p>	<p style="text-align: center;">(f) 2021-2022 Strategies</p> <ul style="list-style-type: none"> Not Applicable

<p>OPTIONAL <u>Other subgroups of students who should be targeted to eliminate the achievement gap</u></p>	<p align="center">(g) 2022-2023 Strategies</p> <p>Other groups to target include minority groups such as those designated in HVM’s non-discrimination policy (e.g., minority races and ethnic and religious groups, students of color, those with cognitive or physical disabilities, families/students who identify as LGBTQ, etc.)</p> <ul style="list-style-type: none"> • Share enrollment information in multiple languages with related support groups at the local hospital Northeast ARC, Haverhill Community System of Care, Team Coordinating Agency, Northeast Behavioral Health, New England Rehab and outside therapists.
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Retention Plan 2022-2023

Please provide a brief narrative report on the successes and challenges of implementing last year’s retention strategies from the 2021-2022 Retention Plan.

2021-2022 Implementation Summary:

In spite of the significant challenges presented by the persistent and ubiquitous COVID-19 pandemic, Hill View Montessori has enjoyed a relatively positive retention program with attrition primarily related to relocation of some families out of state/out of the country and other families moving to different schools after experiencing family separations.

HVM will continue to use the strategies that have shown to be successful during the previous, non-pandemic school years of 2018-2019 and 2019-2020, along with ongoing tweaks and adjustments to improve our successful delivery of a public Montessori education for the 2022-2023 school year:

- Incredible relationship-building and teacher-support being facilitated by HVM’s Dean of Student; the Dean of Students is dedicated to connecting with parents and families as well as working directly on classroom management with lead teachers, classroom assistants, Special Education staff, Title I teachers, and subject specialists
- Dean of Students also established positive relationships with students and implemented highly proactive positive communication with parents.
- HVM’s three full-time Special Education Teachers and the Special Education Director continued to provide high quality Special Education service delivery and maintained complete compliance of Special Education oversight; the SPED team held weekly department meetings in conjunction with/collaboration with the Executive Director to address the needs of this population
- The school’s Executive Director facilitated two Montessori education informational meetings via Zoom for prospective parents
- 85% of all Lead Teachers, Special Education teachers, Title I Teachers, and EL Teachers are identified as SEI endorsed/certified
- HVM’s Executive Director, Dean of Students, School Social Worker, graduate-level Social Work Interns, and the School Counselor worked with families to provide additional support and services through local agencies as needed for a variety of circumstances (e.g., lack of food, emotional issues, social issues, financial stressors, childcare issues, transitional issues), both pandemic-related and non-pandemic-related
- We continue to assess and refine the public Montessori program to meet the student where he/she/they cognitively, socially-emotionally, physically, and psychologically resides
- HVM has a full-time School Counselor on staff to work with teachers and students on classroom management strategies utilizing the Montessori Grace and Courtesy curriculum
- HVM provided professional development that covered a variety of topics including: “The Emotional, Social Brain,” “A Teacher’s Guide to the Learning Brain,” “Motivation in Mathematics,” “Engaging the Brain,” “Neuroscience and Executive Skills Management,” “The Neuroscience of Reading,” “Unlocking the Mysteries of the Brain,” “Wilson Reading Training/Certification,” “Engagement and the Brain,” “The Science of Learning and Memory,” and trauma-informed student support practices, improved skills in the area of Reading Assessment administration and benchmarking, and competency and confidence in teaching

Mathematics. The school also continued its intensive professional development focused strictly on teaching teachers how to understand math, how to teach math, and how to deliver math instruction more effectively. Furthermore, the school initiated an intensive professional development focused strictly on teaching teachers how to understand the fundamentals of literacy, how to differentiate reading instruction, and how to deliver reading instruction more effectively. The Middle School continued to use an Advisory/Community Meeting curriculum for the 2020-2021 school year.

- HVM continued providing breakfast and healthy snacks for any student
- HVM's Fitness Teacher continued to offer early morning fitness groups for Lower Elementary students to help those students settle in to their work period with clear minds and relaxed bodies
- HVM's Montessori Pedagogical Coaches supported and directed lead teachers, classroom assistants, Title I teachers, and subject specialists in the facilitation of the Montessori pedagogy and the delivery of the Montessori curriculum in each classroom

Overall Student Retention Goal	
Annual goal for student retention (percentage):	96.0%

Retention Plan –Strategies	
List strategies for retention activities for <u>each</u> demographic group.	
Special education students/students with disabilities	
<p><u>(a) CHART data</u></p> <p>School percentage: 1.9%</p> <p>Third Quartile: 16.0%</p> <p>The school is below third quartile percentages.</p>	<p style="text-align: center;">(b) 2021-2022 Strategies</p> <p><input checked="" type="checkbox"/> Below third quartile: no enhanced/additional strategies needed</p> <ul style="list-style-type: none"> • Continue to strengthen the Special Education program through ongoing professional development in both Montessori pedagogical strategies and best practice for student-identified needs • Continue to improve early intervention/early identification process through Student Success Team process • Collect exit data from departing families, if applicable • Continue to collect data from parent survey and share with Special Education Department • Integrate software use into programs on newly-purchased Chromebooks
	<p style="text-align: center;">(c) 2022-2023 Additional Strategy(ies), if needed</p> <p><input type="checkbox"/> Above third quartile: <i>additional and/or enhanced strategies described below: 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.</i></p>
Limited English-proficient students/English learners	
Limited English-proficient students	
<p><u>(a) CHART data</u></p> <p>School percentage: 6.7%</p> <p>Third Quartile: 12.1%</p> <p>The school is below third quartile percentages.</p>	<p style="text-align: center;">(b) 2021-2022 Strategies</p> <p><input checked="" type="checkbox"/> Below third quartile: no enhanced/additional strategies needed</p> <ul style="list-style-type: none"> • Continue to provide students with ELL certified teachers (20 teachers/staff members are Sheltered English Immersion certified) • Continue to offer interpreters/translators at Parent-Teacher conferences. • Continue to translate parent information documents and provide Google translate links on all documents

	<ul style="list-style-type: none"> • Continue to host multi-cultural events each year <p style="text-align: center;">(c) 2022-2023 Additional Strategy(ies), if needed</p> <p><input type="checkbox"/> Above third quartile: <i>additional and/or enhanced strategies described below. 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.</i></p> <p><input type="checkbox"/> <i>No ELs were enrolled during the 2020-2021 school year. No retention strategies needed.</i></p>
Students eligible for free or reduced lunch (low income/economically disadvantaged)	
<p style="text-align: center;">(a) CHART data</p> <p>School percentage: 3.4%</p> <p>Third Quartile: 13.3%</p> <p>The school is <i>below</i> third quartile percentages.</p>	<p style="text-align: center;">(b) 2021-2022 Strategies</p> <p><input checked="" type="checkbox"/> Below median and third quartile: no enhanced/additional strategies needed</p> <ul style="list-style-type: none"> • Continue to support families with identified needs utilizing our School Social Worker, Social Work Interns (master’s level), School Counselor, Dean of Students, Student Success Team, Family Outreach and Student Support Team, and Community Services • Continue to coordinate with the school’s meal service company to offer appealing lunches and breakfasts • Continue to make available unused fruit and a wide variety of healthy snacks to any student during the day • Continue to provide breakfast program <p style="text-align: center;">(c) 2022-2023 Additional Strategy(ies), if needed</p> <p><input type="checkbox"/> Above third quartile: <i>additional and/or enhanced strategies described below. 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.</i></p>
<p style="text-align: center;"><u>Students who are sub-proficient</u></p>	<p style="text-align: center;">(d) 2021-2022 Strategies</p> <ul style="list-style-type: none"> • Provide a summer session for children in need of sustaining learning engagement • Continually assess/benchmark reading and math proficiency • Improve early intervention identification process through highly proactive Student Success Team process • Monitor Title 1 Reading and Math services throughout the year
<p style="text-align: center;"><u>Students at risk of dropping out of school</u></p>	<p style="text-align: center;">(e) 2021-2022 Strategies</p> <ul style="list-style-type: none"> • Provide support from Dean of Students, School Social Worker, Social Work Interns (master’s level), School Counselor, Student Success Team, Family Outreach & Student Support Team, and outside counselors to student and parents • HVM does not have drop outs
<p style="text-align: center;"><u>Students who have dropped out of school</u></p>	<p style="text-align: center;">(f) 2021-2022 Strategies</p> <ul style="list-style-type: none"> • Not Applicable

**APPENDIX C - SCHOOL AND STUDENT DATA/BOARD AND COMMITTEE
INFORMATION AND SCHEDULES**

Hill View Montessori Charter Public School district profile link:

<http://profiles.doe.mass.edu/profiles/student.aspx?orgcode=04550050&orgtypecode=6&>

STUDENT RACE AND ETHNICITY AND SELECTED POPULATIONS 2021-2022 SCHOOL YEAR	
Race/Ethnicity	% of School
African American	5.2
Asian	0.0
Hispanic	31.4
Native American	0.0
White	58.8
Native Hawaiian, Pacific Islander	0.0
Multi-race, non-Hispanic	4.6
Selected Populations	% of School
First Language not English	13.1
English Language Learner	4.9
Students with Disabilities	19.6
High Needs	54.9
Economically Disadvantaged	37.3

ADMINISTRATIVE ROSTER FOR THE 2021-2022 SCHOOL YEAR			
Name, Title	Brief Job Description	Start date	End date (if no longer employed at the school)
Phil Arnold, Executive Director	Executive Director	07/2018	
Signe Whitson	Dean of Students	07/2021	
Jorge Gonzalez	Facilities Director	07/2019	09/2021
Dennis Solano, Facilities Director	Facilities Director	09/2021	
Niamh Dolan, Special Education Director	Special Education Director	07/2019	

TEACHERS AND STAFF ATTRITION FOR THE 2021-2022 SCHOOL YEAR				
	Number as of the last day of the 2021-2022 school year	Departures during the 2021-2022 school year	Departures at the end of the school year	Reason(s) for Departure
Teachers	27	3	5	2 left for other employment (out of state); 1 retired; 4 had non-renewals of employment contract; 1 had no position for 2022-2023
Other Staff	27	1	3	1 left for other employment (out of state); 1 retired; 2 had no position for 2022-2023

BOARD AND COMMITTEE INFORMATION	
Number of commissioner approved board members as of August 1, 2022	7
Minimum number of board members in approved bylaws	5
Maximum number of board members in approved bylaws	15

BOARD MEMBERSHIP FOR THE 2021-2022 SCHOOL YEAR				
Name	Position on the Board	Committee affiliation(s)	Number of terms served	Length of each term (including date of election and expiration)
Ryan Turner	Chair	Executive Committee	2	Elected 2/5/2019; term ends 1/9/2025
Jeff Hood	Vice chair	Executive Committee	1	Elected 2/22/2021; term ends 06/30/2024
Zyon Bessette	Secretary	Development Committee	1	Elected 10/28/2019; term ends 6/30/2022
Edward Felker	Trustee	Development Committee	1	Elected 7/9/2020; term ends 6/1/2023
Veronica Guzman	Treasurer	Finance Committee	1	Elected 7/9/2020; term ends 7/17/2023
Sandra-Lee Thompson	Trustee	Finance Committee	1	Elected 4/6/2021; term ends 6/30/2024
Jonnie Lyn Evans	Trustee		1	Elected 10/15/2018; resigned 12/20/2021
Jennifer Edokpolor	Trustee		1	Elected 4/28/2022; term ends 4/28/2025
Phil Arnold	Ex-Officio	All	1	Serving since July 2018

BOARD OF TRUSTEE MEETING SCHEDULE FOR THE 2022-2023 SCHOOL YEAR	
Date/Time	Location
Thursday, August 25, 2022, at 6:30 p.m.	HVMCPS, 75 Foundation Ave, Haverhill MA 01835
Thursday, September 22, 2022, at 6:30 p.m.	HVMCPS, 75 Foundation Ave, Haverhill MA 01835
Thursday, October 27, 2022, at 6:30 p.m.	HVMCPS, 75 Foundation Ave, Haverhill MA 01835
Thursday, November 17, 2022, at 6:30 p.m.	HVMCPS, 75 Foundation Ave, Haverhill MA 01835
Thursday, December 22, 2022, at 6:30 p.m.	HVMCPS, 75 Foundation Ave, Haverhill MA 01835
Thursday, January 26, 2023, at 6:30 p.m.	HVMCPS, 75 Foundation Ave, Haverhill MA 01835
Thursday, February 16, 2023, at 6:30 p.m.	HVMCPS, 75 Foundation Ave, Haverhill MA 01835
Thursday, March 23, 2023, at 6:30 p.m.	HVMCPS, 75 Foundation Ave, Haverhill MA 01835

Thursday, April 27, 2023, at 6:30 p.m.	HVMCPS, 75 Foundation Ave, Haverhill MA 01835
Thursday, May 25, 2023, at 6:30 p.m.	HVMCPS, 75 Foundation Ave, Haverhill MA 01835
Thursday, June 22, 2023, at 6:30 p.m.	HVMCPS, 75 Foundation Ave, Haverhill MA 01835

COMMITTEE MEETING SCHEDULES FOR THE 2022-2023 SCHOOL YEAR		
Name of Committee	Date/Time	Location
Committee on Trustees	3 rd Thursday of each month at 10:00 am	via Zoom Meeting
Accountability	2 nd Wednesday of each month at 4:00 pm	via Zoom Meeting
Development	1 st Monday of each month at 4:30 pm	via Zoom Meeting
Finance	3 rd Wednesday of each month at 6:00 pm	via Zoom Meeting

APPENDIX D - ADDITIONAL REQUIRED INFORMATION

Key Leadership Changes for 2022-2023 School Year

Position	Name	Email	No Change/New/Open Position
Board of Trustees Chairperson	Jeff Hood	hvmbotchair@hvmcps.org	New BOT chairperson
Charter School Leader	Phil Arnold	parnold@hvmcps.org	No change
Dean of Students	Signe Whitson	gwhitson@hvmcps.org	New DOS as of 7/1/2021
Special Education Director	Niamh Dolan	ndolan@hvmcps.org	No change
MCAS Test Coordinator	Phil Arnold	parnold@hvmcps.org	No change
SIMS Coordinator/Contact	Tai Polanco	tpolanco@hvmcps.org	No change
Admissions and Enrollment Coordinator	Phil Arnold	parnold@hvmcps.org	No change
English Language Learner Director	Graciela Trilla	gtrilla@hvmcps.org	No change
School Business Official	Central Source	cynthia.marie@centralsource.org	No change
IT Coordinator	HIQ	engineering@hiq.com	No change

Facilities

Location	Dates of Occupancy
75 Foundation Avenue Haverhill, Massachusetts 01835	2010 - Present

Enrollment

Action	2022-2023 School Year Date(s)
Student Application Deadline	January 31, 2023
Lottery	February 1, 2023

Complaints

There were two complaints submitted to DESE’s Problem Resolution System during the 2021-2022 school year; those complaints were also received by the Charter School during the 2021-2022 school year. Both complaints were satisfactorily resolved with the complainants.

ATTACHMENTS

HVM Unaudited Profit and Loss Statement for 2021-2022

Hill View Montessori Charter Public School

Profit and Loss

July 2021 - June 2022

	TOTAL
Income	
4010 Tuition	4,103,828.00
4200 Federal Sources	
4201 Federal Grants	375,688.66
4202 ERATE	13,350.26
Total 4200 Federal Sources	389,038.92
4401 Component Unit Contributions	67,200.00
4800 Other Sources	
4400 Individual Contributions	4,729.43
4701 Nutrition	
4701 Fe Federal	127,000.99
4701 MA State	1,138.54
4702 Student Lunch Payments	154.00
Total 4701 Nutrition	128,293.53
4803 Miscellaneous Income	117.00
4804 Fundraiser Income	11,408.18
7010 Interest Income	2,177.31
Total 4800 Other Sources	146,725.45
4900 Gifts In Kind	
4900.3 In-kind other	51,480.00
Total 4900 Gifts In Kind	51,480.00
Total Income	\$4,758,272.37
GROSS PROFIT	\$4,758,272.37
Expenses	
1 Personnel Costs	
5100 Employee Benefits	206,586.44
5100.1 MTRS grant expense	9,587.70
Total 5100 Employee Benefits	216,174.14
5453 Workers Comp. Insurance	24,477.00

Hill View Montessori Charter Public School

Profit and Loss

July 2021 - June 2022

	TOTAL
6000 Salaries & Wages	3,130.74
6011.0 Stipends	4,774.87
6121.3 Admin - School Leaders	108,150.00
6171.3 Admin - Development	26,562.50
6181.3 Admin - Other Admin	135,010.48
6211.1 Inst Leadership	95,512.67
6221.1 Inst - Teachers - GE	1,085,222.55
6222.1 Inst - Teach - Spec - GE	194,175.27
6222.2 Inst - Teach - Spec-SPED	330,769.96
6231.1 Substitutes-General Education	184,821.72
6231.3 Substitutes - Pupil Services	1,500.00
6232.1 Inst - Asst - GE	352,402.12
6232.2 Inst - Asst - SPED	61,213.12
6251.1 Inst - Guidance, Psych, Testing	110,388.17
6310.3 Pupil Services	100,616.48
6410 Facilities & Maintenance	111,738.92
Total 6000 Salaries & Wages	2,905,989.57
6900 Payroll Tax	178,288.77
Total 1 Personnel Costs	3,324,929.48
2 Admin	
5150 Advertising/Recruitment	1,496.20
5270 Contracted Services Technology	39,145.00
5600 Supplies & Materials Adm	4,647.09
5601 Supplies & Materials IT	4,340.44
5603 Travel,Dues & Other Exp.	34,853.80
5702 Contracted Services Audit	16,230.00
5703 Contracted Services Legal	2,860.00
5705 Contracted Services Human Resources	44,400.39
5709 Contracted Services Business & Finance	49,789.01
Total 2 Admin	197,761.93
3 Instructional	
5250 Contr Serv - Other Teaching	149,656.19
5303 Instructional Copier Lease	8,743.55
5305 Instr. Furniture GE	15,264.82
5553 General Classroom Supplies	36,122.28
5554.4 Supplies - Montessori Materials	24,213.77
5650 Contr Serv - Prof. Development	207,009.46
5662 Contr Serv - Seacoast Training	22,000.00
5663 PD Travel & Other Exp.	9,471.67
5805.1 Instructional Software Expense	12,651.09
5807.1 Instructional Hardware	113,665.45
Total 3 Instructional	598,798.28

Hill View Montessori Charter Public School

Profit and Loss

July 2021 - June 2022

	TOTAL
4 Student Services	
5750 Student Activities Expenses	
5755 Field Trips/Student Clubs - (net)	4,028.95
5758 Nurse/Athletic/Food/Other Activities	19,406.29
Total 5750 Student Activities Expenses	23,435.24
5751 Nutrition Program Expense	126,256.07
5756 Fundraising Expense	3,005.00
Total 4 Student Services	152,696.31
5 Facility & Other Fixed Costs	
5350 Maint. of Buildings & Permits	71,212.06
5354 Utilities	56,917.24
5355 Maintenance supplies	15,040.68
5358 Capital Lease-Bld Rent Interest	87,925.00
5450 Insurance (Non-Employee)	41,714.00
5801 Networking & Communications	20,072.92
Total 5 Facility & Other Fixed Costs	292,881.90
Total Expenses	\$4,567,067.90
NET OPERATING INCOME	\$191,204.47
Other Income	
9997 Tenant Rent Credit	31,750.00
Total Other Income	\$31,750.00
Other Expenses	
6 Depreciation	
8001 Depreciation - Buildings - #750	130,524.00
8002 Depreciation-Capital Equip-#750	37,612.00
Total 6 Depreciation	168,136.00
Total Other Expenses	\$168,136.00
NET OTHER INCOME	\$ -136,386.00
NET INCOME	\$54,818.47

Balance Sheet Ending June 30, 2022

Hill View Montessori Charter Public School

Balance Sheet
As of June 30, 2022

	TOTAL
ASSETS	
Current Assets	
Bank Accounts	
1010 Pentucket Checking 3361	469,058.54
1031 Playground Reserve Fund 9259	38,788.57
1040 Petty Cash	385.00
1045 Pentucket Money Market 9346	505,139.70
Total Bank Accounts	\$1,013,371.81
Accounts Receivable	
1200 Accounts Receivable	22,593.96
1201 Grants Receivable	29,689.66
Total Accounts Receivable	\$52,283.62
Other Current Assets	
1350 Prepaid Expenses	0.00
1352 Prepaid Rent	12,544.61
1353 Prepaid Expense	16,419.67
Total 1350 Prepaid Expenses	28,964.28
Total Other Current Assets	\$28,964.28
Total Current Assets	\$1,094,619.71
Fixed Assets	
1610 Leasehold Improvements-Net	
1611 Leasehold Improvements-Cost	248,704.60
1615 Accum. Depr.-Leasehold Improve	-53,222.34
Total 1610 Leasehold Improvements-Net	195,482.26
1620 Computer Equipment-Net	
1621 Computer Equipment-Cost	103,432.41
1625 Accum. Depr.-Computer Equip	-98,273.60
Total 1620 Computer Equipment-Net	5,158.81
1630 Equipment-Net	
1630.0 Equipment-Mechanical	15,206.65
1631 Equipment-Instructional	34,957.75
1632 Equipment-Administrative	19,180.00
1633 Mechanical Equipment	-15,207.00
1635 Accum. Depr.-Equipment	-48,811.02
Total 1630 Equipment-Net	5,326.38
1640 Classroom Furniture-Net	
1641 Classroom Furniture-Cost	97,783.00
1645 Accum. Depr.-ClassroomFurniture	-97,783.44
Total 1640 Classroom Furniture-Net	-0.44

Hill View Montessori Charter Public School

Balance Sheet

As of June 30, 2022

	TOTAL
1650 Office Furniture-Net	
1651 Office Furniture-Cost	23,560.00
1652 Accum. Depr.-Office Furniture	-23,560.00
Total 1650 Office Furniture-Net	0.00
1660 Building- 75 Foundation Ave.	
1661 Building-75 Foundation Ave.Cost	78,831.00
1662 Accum.Depr.- Building	-34,641.00
Total 1660 Building- 75 Foundation Ave.	44,190.00
1670 CapLease Building&Improvements	
1671 Capital Lease-Building	3,786,775.00
1672 Capital Lease-Improvements	50,045.00
1673 Accum Depr-Cap Lease Building	-1,561,367.00
1674 AccumDepre-CapLeaseImprovements	-18,348.00
Total 1670 CapLease Building&Improvements	2,257,105.00
1680 Playground-Net	
1681 Playground - Cost	144,861.39
1682 Accum.Depr.- Playground	-99,935.04
Total 1680 Playground-Net	44,926.35
Total Fixed Assets	\$2,552,188.36
TOTAL ASSETS	\$3,646,808.07
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
2000 Accounts Payable	59,765.91
Total Accounts Payable	\$59,765.91
Credit Cards	
1055 Visa Chase Credit Card - 7068	13,810.01
Total Credit Cards	\$13,810.01
Other Current Liabilities	
2019 Current Lease Liability	5.52
2100 Payroll Liabilities	
2101 W/H EE Fed/State taxes	309.04
2106 403 (b) payable	4,493.65
2107 Mass Teachers Retirement Fund	16,946.46
Total 2100 Payroll Liabilities	21,749.15
2300 Accrued Expenses	
2301 Accrued Salaries and Wages	17,261.52
2305 Accrued expense	104.95

Hill View Montessori Charter Public School

Balance Sheet

As of June 30, 2022

	TOTAL
Total 2300 Accrued Expenses	17,366.47
2700 PTO pass through	6,231.70
Total Other Current Liabilities	\$45,352.84
Total Current Liabilities	\$118,928.76
Long-Term Liabilities	
2021 Capital Lease Payable-Principal	2,432,654.00
Total Long-Term Liabilities	\$2,432,654.00
Total Liabilities	\$2,551,582.76
Equity	
3300 Retained Earnings	1,040,406.84
Net Income	54,818.47
Total Equity	\$1,095,225.31
TOTAL LIABILITIES AND EQUITY	\$3,646,808.07

Approved School Budget for FY23
Board Approved June 23, 2022

Hill View Montessori Public Charter School
FY23 Budget

		FY23 Budget
	Enrollment	306
	PPT	14,131
A Revenues		
	Tuition	4,324,086
	Grants	309,081
	Nutrition Program	67,950
	Interest Income	2,173
	Fundraising	7,000
	Individual Contributions	5,827
	Foundation Contribution	10,000
	E-Rate Funding	17,820
	Total Revenues	4,743,937
Expenses		
1	Personnel Salaries	3,037,781
	Fringe Benefits	227,948
	Work Comp	29,510
	Payroll Taxes	227,834
	Total 5000 · Personnel Costs	3,523,074
2	Administrative Costs	
	Recruitment and Advertising	2,500
	Contr Serv - Technology	39,000
	Supplies & Materials - Admin	5,000
	Supplies & Materials - IT	5,760
	Travel, Dues & Other Exp -Admin	43,019
	Contr Serv - Audit	17,500
	Contr Serv - Legal	1,619
	Contr Serv - Human Resources	44,000
	Contr Serv - Business & Finance	55,000
	Total 5100 · Administrative Costs	213,398
3	Instructional Services	
	Contr Serv - Other Teaching	134,450
	Instructional Copier	10,000
	Instructional Furniture & Equip.	15,000

Hill View Montessori Public Charter School
FY23 Budget

	FY23 Budget
Instructional Supplies (Inc, SPED, NURSE)	45,000
Instructional Supplies *Montessori Materials	-
Contr Serv - Prof Development	209,927
Contr Serv - Seacoast Training	10,000
Travel & Other Exp -Prof Develop	15,000
Instructional Software	8,689
Instructional Hardware	500
Total 5200 · Instructional Services	448,566
4 Other Student Services	
Field trips/Student clubs	2,500
Nurse/Athletics/Food/Other activities	10,000
Fundraising	1,505
Nutrition Program	119,976
Total 5300 · Other Student Services	133,981
5 Facility & Other Fixed Costs	
Maint of Buildings &Permits	48,162
Utilities	55,000
Maintenance Supplies	12,000
Capital Lease Interest & Rent	56,725
Security	-
Insurance (non-employee)	44,200
Networking & Communications	21,181
Depreciation	179,285
Total 5400 · Facility & Other Fixed Costs	416,553
Total Expenses	4,735,572
<i>Change in Net Position</i>	8,365