

# ANNUAL REPORT

2002-2003

CAPE COD LIGHTHOUSE CHARTER SCHOOL

225 ROUTE 6A

ORLEANS, MA 02653

508-240-2800

[www.lighthouse.chtr.k12.ma.us](http://www.lighthouse.chtr.k12.ma.us)

# CAPE COD LIGHTHOUSE CHARTER SCHOOL

July 28, 2003

Massachusetts Department of Education  
Charter School Office  
350 Main Street  
Malden, MA 02148-5023

Dear Friends:

Cape Cod Lighthouse Charter School was among the first charter schools established in Massachusetts in 1994. The attached Annual Report for the 2002-2003 school year, our eighth year, describes a school that continues to fulfill its promise. CCLCS has been successful in providing a quality educational program for the students in its care, and it has developed highly effective and innovative approaches to education that are worthy of dissemination for the benefit of the educational community. It has been an honor for me to serve as Chair of the Board of Trustees and to submit this report for the school.

Cape Cod Lighthouse Charter School's charter, philosophy, mission, and culture have not changed since the school's founding eight years ago. The school continues to offer a significant middle school choice to the students and parents of Cape Cod, and its commitment to experiential education, integrated studies, partnerships with community resources, and respect for the environment continues to provide CCLCS with new opportunities for dissemination. The primary role of the Board this year has been to support the new Director in his first year of administration and to strengthen the school's established systems of operations toward its becoming a more mature institutional presence.

The Board set and accomplished five major goals for the year: 1. To complete a strategic planning process; 2. To address short and longer term site issues in order to ensure appropriate facilities to support the school's program and growth; 3. To refine the administrative structure and relevant personnel policies; 4. To establish a substantially separate Board of Trustees for the CCLCS Education Foundation; 5. To revise the school's Accountability Plan for implementation in the 2003-2004 school year. With these complete, CCLCS is now positioned well to enter the charter renewal process for the next five-year period in its evolution.

Sincerely,

Olive Chase  
Chair, Board of Trustee

**Mission Statement**  
**Cape Cod Lighthouse Charter School**

The mission of the Cape Cod Lighthouse Charter School is to foster intellectual development and academic achievement by providing a school centered around challenging interactive learning experiences that consistently bridge traditional disciplines.

Employing an interdisciplinary approach that utilizes the unique natural resources on Cape Cod and is developed and implemented with local resource partners, the school's approach breaks down the boundary between school and community, practical and theoretical. As students develop basic problem-solving skills while studying thematic units focused in large part upon these local resources, they will recognize that real life cuts across disciplines, combines the practical and theoretical, and can be enhanced through education.

Essential to the achievement of this mission is the establishment of a community of learning -- a community built upon the values of personal responsibility, consideration for others, respect for the environment, academic integrity, and perseverance.

## Table of Contents

Letter from the Chair, Board of Trustees	2
CCLCS Mission Statement	3
Table of Contents	4
Executive Summary	5
School Profile	6
Grades and Age Levels Served	6
Educational Philosophy	6
External Assessment	7
Internal Assessment	9
Instructional Days	10
Facilities	10
Accountability Plan	11
Student Performance Objectives	11
School Performance Objectives	12
Professional Development	13
Outreach	13
Physical Facilities	15
Special Education	16
Diversity	17
Parent Involvement	17
Technology	18
High School Transition	18
Governance Profile	19
Board of Trustees	19
Major Policy Decisions	21
Official Complaints	22
Staff Profile	23
Administration	23
Teacher Qualifications / Turnover	23
Student Profile	24
Student Demographics	24
Applications	24
Student Turnover	25
Disciplinary Action	25
Financial Profile	26
Income Statement	26
Balance Sheet	30
2003-2004 Budget	32
Dissemination	34

## **Executive Summary**

The 2002-2003 school year was an excellent year for the Cape Cod Lighthouse Charter School.

- Internal and external assessments demonstrated that the academic program continues to be a success.
- A strong Board of Trustees, new administrative structure, and stable financial position, and strong demand for admission demonstrated that the school is a viable organization.
- Extensive programs involving experiential learning, integrated studies, community resources, and environmental themes demonstrated that the school remains faithful to its charter.
- Multiple dissemination activities demonstrated that Cape Cod Lighthouse Charter School is fulfilling the responsibility of charter schools to contribute to the development of best practices for application in the broader public school community.

Highlights of this report include:

- Capacity enrollment and plans to expand as space permits.
- Consistent adherence to the school's original charter and mission.
- Persistently strong performance on standardized tests.
- An internal assessment system based on school wide rubrics and specific benchmarks.
- A varied and comprehensive curricular program including the core academic subjects, the arts, physical education, and the seminar program enhanced by extensive field work and use of community resources.
- An expanded and formalized professional development program.
- Plans and preparations to improve the existing facilities and to move in to new facilities by September 2005.
- Implementation of a new system for evaluation of the school's director.
- Continued support for the school's Japan Homestay program promoting an appreciation of multiculturalism.
- Implementation of the school's technology plan with the purchase of extensive new computer equipment.
- An active, involved, and supportive Board of Trustees.
- The absence of parental complaints, excessive student attrition, or unusual faculty attrition.
- A stable financial profile despite an unexpected state reduction of \$75,000 in expected income on March 31 of the school year.
- Extensive dissemination activities with plans to provide greater support for the dissemination process in future years.

Sean D. O'Neil  
Executive Director  
July 28, 2003







These results show that students at CCLCS have consistently scored above the national norm of the 50<sup>th</sup> percentile over the past 5 years. The CAT tests provide the added analytic advantage of following the progress of a single class through its three years at CCLCS. By reading through the figures diagonally, it is easy to see that student cohorts maintain their advanced NCE status through their years at the school, clearly making adequate yearly progress. For example, the 8<sup>th</sup> grade class of 2002, cited above in the MCAS analysis for its 19% of students in scoring in the Warning/Failed category, scored a Grade Mean Equivalent of 8.1 (not shown in the chart) in the 6<sup>th</sup> grade, but left the school with a Grade Mean Equivalent (GME) of 11.1 in the 8<sup>th</sup> grade. The 8<sup>th</sup> grade class of 2003 tracked through the school with NCE Math scores of 55.9, 64.0 and 62.1, translating to GME ratings of 8.1, 10.9 and 11.5.

### **Summary of Internal Assessment Results**

Within the Cape Cod Lighthouse Charter School, there are several internal assessments that are used school wide. Benchmarks have been developed for each major unit for each core discipline, and students must demonstrate mastery of these benchmarks before they progress to the next unit. Depending on the unit, these benchmarks can take the form of specific content benchmarks or skill based performance benchmarks. For example, students need to prove they understand key concepts in geography on a sixth grade social studies test, and they cannot move to the next unit until they demonstrate that they can pass the benchmark section of this geography test. In addition, all students in the eighth grade must prove that they can write a coherent, independent four-paragraph essay. If a student does not pass a specific benchmark, teachers give extra help to these students during tutorial time, before school, or after school. The students are then given additional chances to demonstrate that they have mastered the concept or skill.

Since its implementation, the benchmark system has been very successful. Students have worked hard to meet these benchmarks, and teachers have outlined the key concepts and skills for students to master within each discipline. Although we do not currently aggregate statistics on student benchmark performance, records are generally kept in each teacher's grade book, and performance is often referenced in the narrative section of each student's quarterly progress report. Even without clear aggregate records, we can safely state that a strong majority of the students in the school pass every performance benchmark. In the upcoming year, teachers are planning to develop a longitudinal system to carefully monitor the success of the implementation of these benchmarks. The school also would like to use the benchmark vocabulary more formally with students so that students are more involved in the process.

Another internal assessment is the school's extensive grading system. Though students are given letter grades, they also receive extensive narratives from individual teachers that describe specific concerns and areas of progress. After receiving these progress reports, students and parents are expected to respond to these reports in written form. Grades are based on class participation, homework, project work, and test and quiz performance.

School wide rubrics have been developed for grading different types of assignments. There are core rubrics for grading essays, lab reports, long-term projects, and oral presentations. Students can see how they progress through these rubrics, and teachers can assure a progressive intensification of the curriculum from sixth through eighth grade.

Portfolios are kept within the school, but they are more reflective than evaluative. Sixth graders keep an electronic portfolio that documents their work toward the school's major mission strands, and they present this portfolio to parents and peers. Students also keep portfolios of math work to document progress and mastery of skills.

### **Number of Instruction Days for the 2002 – 2003 school year**

There were 180 instructional days completed in the 2002-2003 school year. The first day of school was on Tuesday, September 3, 2002, and the last day of school was on Thursday, June 19, 2003. The school day begins at 8:55 AM and ends at 3:10 PM. Classes are held Monday through Friday except for holidays and vacations.

### **Facilities**

Cape Cod Lighthouse Charter School currently leases approximately 13,500 square feet of commercial space in Bayberry Square, a commercial strip mall known locally as "the Underground Mall". Although the flow is interrupted by other tenants, the space includes 13 classrooms, a library, and 7 offices and conference rooms. The unique and somewhat Bohemian character of the space contributes to a sense of school culture that fosters camaraderie and more intimate personal relationships than might be the case in a more institutional building. The facilities, however, do not include an assembly space large enough for the school to gather together, gymnasium facilities, or playing fields. The school rents local gymnasium space and is fortunate to use nearby community facilities for outdoor sports. As indicated in other sections of this report, the school is seeking more appropriate space.

## **School Performance in Relation to the Accountability Plan**

For the past four years, Cape Cod Lighthouse Charter School has been working with an accountability plan that was appropriate for the school at the time that it was written and that has served the school well. It is divided into two sections, one of Student Performance Objectives and one of School Performance Objectives. Over the years, the achievement of many of these objectives has become a normal and expected part of the school's every day program, and this achievement is reported in summary form below and in the Internal and External Assessment sections of the School Profile section of this report.

During the course of the past year, in preparation for the school's application for charter renewal, we have worked to create a new Accountability Plan that is more relevant to the school's needs today and that reflects the Department of Education's current thinking about accountability and its application to charter schools. This has been a collaborative process including the faculty and the Board of Trustees with input from students, parents, and alumni, and with counsel from the Director of Accountability at the DOE Charter School Office. This new Accountability Plan will be completed for implementation in September of 2003 for the 2003-2004 school year.

### **STUDENT PERFORMANCE OBJECTIVES**

**Goal #1: Students will strengthen basic skills and develop higher-order thinking skills through a program of studies that stresses thematic units focused on local resources.**

Student progress is the most important indication of the success of any school, and students and the Lighthouse School continued to make significant academic gains in the 2002-2003 school year. Evidence for these gains is detailed in a discussion of the school's measurement systems and the results of these measures in the "School Profile" section of the Annual Report.

**Goal #2: Students will develop an appreciation for the fine, applied and performing arts and an ability to express themselves in the arts. Students will develop habits of good health that can develop into life-long practices.**

Each student at CCLCS takes health classes and 6th and 7th grade students may participate in the school's interscholastic boys and girls soccer, girls field hockey, boys and girls basketball, girls softball and boys baseball programs. This past year the school initiated a "Choose to Move" program, challenging each student and staff member to walk, run, swim or bike the equivalent of 100 walking miles over the last three months of the school year. Ninety percent of students and staff members participated in the voluntary program and more than half met the program's ambitious goals. In addition, over two thirds of eligible students participated in the school's interscholastic sports program.





- Working with personnel from the Massachusetts Department of Environmental Management to plan and implement wilderness survival and mountain biking seminars.
- Working with personnel from Americorps to complete several service projects, including a marsh cleanup, blueberry bush planting at an organic farm, and participation in the Barnstable County Earth Day educational displays.
- Working with personnel from the Orleans Water Commission to educate students to make a presentation in advance of an important Town Meeting vote on a water filtration plant. Thanks in part to the students' explanation of how the plan works and why it was needed, the plant was approved.
- Participating with National Park Service personnel in celebrating the one hundredth anniversary of Guglielmo Marconi's wireless transmission across the Atlantic Ocean.
- Working with personnel from North Atlantic Timber Works and the Timber Framers' Guild to build a storage shed without nails or power tools.
- Planning and implementing a cleanup of a section of the bike trail in Orleans.
- Working with state and local environmental officials to coordinate the Orleans leg of the International Coastsweep (We had the second highest participation totals in the state.)
- Visiting residents of the Orleans Convalescent Home around the winter holidays.
- Preparing and delivering gift baskets to a "half-way house" in Hyannis.
- Working with the "Half the Sky" foundation to raise enough money to sponsor two nannies for a year in a Chinese orphanage.
- Working with the Green Hotels' Association and the Hyannis Chamber of Commerce to recruit Cape Cod hotels to join the Green Hotels.
- Recruiting guest speakers from the Massachusetts Water Resources Authority and the Center for Coastal Studies to teach students about the outfall pipe.
- Working with the Cape Museum of Fine Arts and sculptor Paul Bowen.
- Making quilts in seminars to donate to the Independence House in Hyannis.
- Exhibiting student artwork at the Wellfleet Public Library and at the Provincetown Art Association and Museum.





**School Performance Objective #7: The school will support initiatives to combat racism and classism within our school and promote understanding of diversity.**

The school continued the implementation of ongoing initiatives designed to foster an appreciation for multiculturalism among students, staff and the school community and to ensure that the school culture complies with anti-bias practices both legally and in the spirit of day-to-day interactions. The CCLCS Asian studies program again provided a rich cultural exchange through the following programs:

- A summer Homestay in which eight students and two teachers from Japan spent a week with host families from CCLCS.
- The work of our Japanese intern, Misa Kuribayashi, who worked at the school from April 2002 through January 2003.
- Two ten week elective seminars (including 24 students), one which focused on Asian history and culture, the other which prepared eight CCLCS students to participate in a two week Homestay in Japan during the summer of 2003.

The school continues to require teachers to describe the multicultural connections included in each unit as a part of the basic reporting format in the school's electronic curriculum database. A review of the curriculum reveals that teachers continue to include curriculum units and materials that promote student understanding of diversity.

School policies and publications were found to comply with all relevant civil rights regulations during a Coordinated Program Review during the 2001-2002 school year.

**School Performance Objective # 8: The school will establish a school wide process for documenting student work and research projects accomplished in the areas of science and writing.**

This has been ongoing and is addressed in the student performance objectives and the internal assessments sections.

**School Performance Objective #9: The school will involve parents and community members in their learning.**

Progress Reports with letter grades and paragraph length narrative comments are provided to parents four times a year. Parents are asked to complete response forms with each set of progress reports, and parents are invited to faculty conferences at specific times in the fall and winter as well as on an as needed basis throughout the year. School policy is for parents to feel free to call teachers on the phone whenever they feel the need.

In addition, parents and community members often and frequently assist teachers in classes and on field trips, and many teach seminar classes. This year, two parents taught knitting, quilting, and needlepoint; one taught therapeutic horseback riding; one taught sailing; one taught brass lantern making; and one taught cooking.

**School Performance Objective #10: The school will attain school wide technology access, education, and utilization.**

Cape Cod Lighthouse Charter School has a Technology Committee that oversees the implementation of technology in the curriculum. The school has one up-to-date-computer for every three students. This includes acquisition this year of 22 new E-Mac desktop computers and one mobile cart of ten wireless laptops in addition to three independent laptops purchased from the Special Ed Department. The entire school is equipped with digital wiring to support the computers and the internet is available throughout the school. The school's Technology Director is an 80% time position. Technology instruction is woven into the fabric of ongoing classes rather than taught as an isolated skill.

**School Performance Objective # 11: The school will establish a smooth transition process to assist 8<sup>th</sup> grade students in preparing for high school.**

The eighth grade curriculum is designed to ensure that students have acquired the necessary skills and information to be successful at the ninth grade level. The school enjoys a collegial relationship with the local public high school, Nauset Regional High School, and the eighth grade teachers meet annually for an afternoon workshop with the high school principal and department chairs to discuss the relationship of the CCLCS curriculum to the high school's.

In addition, CCLCS takes the eighth grade to Nauset High School for an annual "step up" day. We also take interested students for a similar day at the Cape Cod Regional Technical and Vocational High School in Harwich, and we host an evening meeting for interested students and parents with the Principal of the Sturgis Charter School in Hyannis. A senior faculty member in the eighth grade, John Stewart, maintains a library of materials on independent schools and counsels several students each year on the possibility of enrollment at high school level independent day and boarding schools.

## **Governance Profile**

Cape Cod Lighthouse Charter School is governed by an independent, self-perpetuating Board of Trustees. The term of office for a trustee is three years, and a person may serve no more than two consecutive terms. Officers serve for one year at a time. The bylaws allow for up to 17 trustees including the Executive Director and two faculty representatives. Until recently, terms of office began and ended in November of each year, but this spring, the Board amended the bylaws so that terms run from July 1 through June 30. The Board meets monthly with the occasional exception of July. Meetings are usually the second or third Monday evening of the month and are open according to the terms of the "Open Meeting Law." In addition, a special meeting of the Board was held in early October of this year to set goals for the year, and a Saturday morning retreat was held in February to support the Strategic Planning process.

There are four standing Board committees; the Executive Committee, the Nominating Committee, the Finance Committee, and the Personnel Policy Committee. During the 2002-2003 year, there were two additional Board committees: the Site Committee and the Strategic Planning Committee. Except for the Executive Committee, which is made up of the Officers and the Executive Director, all Board Committees include non-trustees as well as trustees. For example, the Nominating Committee currently includes two of the school's founding faculty members; the Finance Committee includes the school's Business Manager; the Personnel Policy Committee includes a faculty representative, and the Site Committee and the Strategic Planning Committee both include parents and community members.

In lieu of a Development or Fund Raising Committee, Cape Cod Lighthouse Charter School has an independent, 501 ( c ) 3, Educational Foundation that carries out a variety of fund raising and public relations programs and donates funds regularly to the school. The Foundation is governed by a separate Board of Trustees that does not duplicate officers, and that includes fewer than 50% CCLCS trustees.

### **List of CCLCS Board of Trustees 2002-2003**

#### **Members**

Olive Chase

*Chair of the Board*

Marston's Mills, MA

President, The Casual Gourmet

Parent: David, 8<sup>th</sup> Grade

*Ex Officio all committees*

#### **Terms**

November 2000 – June 2003

Barbara Cardinal                      November 2002 – June 2005  
*Secretary of the Board since February*  
North Truro, MA  
Art Gallery Director  
Parent: Julian, 8<sup>th</sup> Grade, Camille, 6<sup>th</sup> Grade  
*Nominating Committee, Personnel Policy Committee*

Robin Davis                              September 2001 – June 2004  
South Orleans, MA  
Research Biologist  
Parent: Brooke, 8<sup>th</sup> Grade, Skye, 6<sup>th</sup> Grade  
*Chair, Personnel Policy Committee*

Molly Eldridge                         November 2001 – June 2004  
Eastham, MA  
Psychotherapist  
Parent: Sophie, 7<sup>th</sup> Grade  
*Chair, Nominating Committee; Co-Chair, Strategic Planning Committee*

Cirrus Farber                            November 2001 – September 2003  
Orleans, MA  
CCLCS Teacher  
Faculty Rep

David Johnson                         December 2001 – June 2003 (Resigned, Moving to CA)  
*Vice Chair of the Board*  
Harwich, MA  
Member Services Director, Cape Cod Times  
Parent: Patrick, 7<sup>th</sup> Grade; Megan, 6<sup>th</sup> Grade  
*Finance Committee; Co-Chair, Strategic Planning Committee*

Elaine Lipton                            November 2001 – February 2003 (Resigned)  
*Secretary, November – February*  
North Eastham, MA  
Costume and Textile Conservator  
Parent: Jemma, 8<sup>th</sup> Grade; Elliot, 6<sup>th</sup> Grade  
*Nominating Committee*

Paul Niles                                 November 2000 – September 2003  
Eastham, MA  
CCLCS Associate Director  
Faculty Rep  
*Personnel Policy Committee; Strategic Planning Committee*



of gravity in the van. The Board set a policy to limit each van to ten passengers and eliminate use of the furthest rear seat.

2. The Board had created the Cape Cod Lighthouse Charter School Education Foundation in 1999, but had not followed through on creating a substantially separate Board of Trustees to govern the Foundation. In December, the Board created a new, independent Board of Trustees for the foundation based on the policy that the officers of the school's Board would not be officers of the foundation's Board, and that fewer than 50% of the foundation's trustees would also be trustees of the school.
3. The school's lease on its current facilities expires in August 2005, and so the Board created a Site Committee to investigate options for the school afterward. Possibilities include purchasing or again leasing the present facilities; leasing space at one of two elementary schools in the Town of Brewster; or building a new building on a nearby site that the school uses for athletics. The Board accepted the following report from the Site Committee in February.
  - Our ultimate goal should be to design and build our own "green" building in a way that supports the culture and mission of the school.
  - Until our own building is possible, we should pursue a lease that provides the most stability for the school while also supporting our culture and mission for the next ten to fifteen years. Ideally, this would be a lease on the Eddy School in Brewster, but it could be on the Stony Brook School or an extension of the lease on our current site.
  - We should continue to pursue the use, stewardship, and potential lease of the Cape Rep / Nickerson Park site as a preferred site for construction of the school's own building.
4. As indicated above, the Board voted in April to change the terms of office for trustees from November anniversaries to July 1 through June 30 in order to coordinate the term of trusteeship with the fiscal year and the school year.
5. Until recently, the school's policy allowed full time employees 15 days each year as paid sick time or personal leave time. This leave time was cumulative and unlimited, and some employees have "banked" 60 to 75 days, which by policy they could take at any time for any reason. In June, the Board voted the following policy change: Effective July 1, 2003 accumulated, fully compensated leave time from previous years may be used only after the current year's leave has been used and only for reasons of extended illness or disability suffered by an employee or member of the employee's immediate family with written verification by the attending physician.

### **Summary of Official Complaints**

There were no complaints of any kind during the 2002 – 2003 year

## Staff Profile

### Administration

Sean O’Neil was appointed Executive Director of the Cape Cod Lighthouse Charter School effective July 1, 2002. Mr. O’Neil is an experienced school leader with more than 30 years in teaching and administration.

Two new positions were created this year. Paul Niles, founding teacher and former Interim Director, was appointed Associate Director for Curriculum and Instruction. This is a part-time responsibility in addition to his 3/4 time teaching responsibilities. Joan Barnatt, an experienced master teacher, was appointed Professional Development Coordinator. This is also a part-time responsibility in addition to Mrs. Barnatt’s 3/4 time social studies classes. In addition, Karen Scichilone, part-time Business Manager, increased her hours from one day per week to four half days per week.

### Summary of Teacher Qualifications

Full time teachers/aides:

13 full time teachers  
6 part-time teachers  
2 full time interns  
21 teaching personnel

Full Time Equivalent Teachers and Interns 17.8

Student to Teacher Classroom ratios:

Core Curriculum classes	20:1
World Language classes	10:1
Reading Classes	15:1
Seminars	9.5:1

Average years teaching experience of staff: 14.4 years

Average years of service at CCLCS: 4.9 years

Highly Qualified Teachers by NCLB Definition:

Full time teachers: core curriculum: 12 teachers qualify; 1 does not  
Part-time teachers: core curriculum: 6 teachers qualify  
(Among these teachers, all have bachelor’s degrees, and 12 of the 19 have master’s degrees. All but one have majors in the areas in which they are teaching. Six of the nineteen have not yet taken the Massachusetts Test for Educator Licensure.)

**Teacher Turnover** Three of our nineteen teachers (16%) will not return next year. One is taking a leave to spend a year with her newborn child; one is taking a leave for Ph. D. program residency; and one has moved to Boston so that his wife could begin a graduate school program.

## Student Profile

### Student Demographics

Total number of students enrolled: 180

Students by race: White: (173) 96.1%  
Black: (2) 1.1%  
Native American: (1) .6%  
Hispanic: (4) 2.2%

Ethnicity: not tracked

Gender: Male: (93) 52%  
Female: (87) 48%

Students receiving Free/Reduced Lunch: (7) 3.9%

Special Education: Students on IEP's (22) 12.2%  
Students on 504 Plans (10) 5.6%

Students with Limited English Proficiency: (0)  
Linguistic minorities within the school population: (0)

### Applications

Applications for admissions for the 2002-03 school year: 161

Applications for 6th grade: 146

for 7<sup>th</sup> grade: 6

for 8th grade: 9

161

Town of Residence	Grade applied for:		
	6th	7th	8th
Barnstable	5	1	
Brewster	39		1
Chatham	1		
Dennis	4		
Eastham	25	1	3
Harwich	17	4	2
Orleans	22		1
Provincetown	2		
Truro	4		1
Wellfleet	13		
Yarmouth	<u>14</u>	<u>—</u>	<u>1</u>
	<u>146</u>	<u>6</u>	<u>9</u>
Applications per opening:	2.4	6	4.5
Students on Waiting List:	19	14	14

**Student turnover data**

One student withdrew after two weeks because of transportation issues and the fact he missed his friends. Since the student resided outside of the Nauset School District and transportation was not provided, he had to be dropped at school on his mother's way to work and picked up at the end of her work day which added almost two hours to his day.

Three students completed the school year but have chosen not to return next year. A 6th grader will return to his local middle school to be with his friends. A 7th grader will transfer to her local middle school because her family feels the transition to high school will be easier for her from the larger school. Another 7<sup>th</sup> grader will transfer to the local middle school in order to be with friends, play hockey, and have what he hopes will be a less demanding academic program.

**Suspensions / Expulsions**

Thirteen students accumulated sixteen days' worth of in-school suspensions resulting from smoking on campus, fighting, leaving school without permission, bullying, harassment, and sending inappropriate email to a teacher. There were four out-of-school suspensions for three students. Out of school suspensions resulted from leaving school without permission, physical assault, and bullying. No students were expelled.

## Financial Profile

Cape Cod Lighthouse Charter School  
Profit & Loss Statement  
July 2002 through June 2003

	<u>Jul '02 - Jun 03</u>
<b>Ordinary Income/Expense</b>	
<b>Income</b>	
<b>Operating Income</b>	
Income - Per Pupil Tuition	1,605,723.00
Income - Bank Interest	3,901.02
Income - Miscellaneous	<u>14,859.72</u>
<b>Total Operating Income</b>	1,624,483.74
<b>Grants Income</b>	
Private Grant Income	600.00
Grants - Government	
Current Yr	<u>60,841.00</u>
<b>Total Grants - Government</b>	<u>60,841.00</u>
<b>Total Grants Income</b>	<u>61,441.00</u>
<b>Total Income</b>	<u>1,685,924.74</u>
<b>Gross Profit</b>	1,685,924.74
<b>Expense</b>	
<b>Direct Student Costs</b>	
Computer - Maintenance Fee	350.00
Computer - Internet Access	2,820.00
Computer Software	209.95
Computer Supplies & Repairs	1,463.99
Insurance Expense	20,420.00
Instructional Equipment	898.97
Physical Education Expense	3,539.29
Team Sports Expense	6,060.70
Nursing Supplies	334.40
Seminar Expense	1,284.14
Special Needs	6,524.60
Textbooks and Supplies	9,823.37
<b>Transportation Costs</b>	
Vehicle Gas	2,510.17
Vehicle Repairs & Maintenance	<u>4,793.06</u>
<b>Total Transportation Costs</b>	7,303.23

State Mandated Testing	1,350.08
<b>Total Direct Student Costs</b>	<u>62,382.72</u>

**Occupancy**

Maintenance - Site Prep	1,055.00
Alarm Service Fees	741.00
Auxiliary Site Rent	1,240.00
Custodial Outside Services	17,060.17
Maintenance - Building	2,227.09
Maintenance Site Supplies	2,419.39
Rent	207,594.80
Rubbish Removal	2,936.35
Utilities	
Electric	19,331.98
Gas	<u>11,220.03</u>
<b>Total Utilities</b>	<u>30,552.01</u>

<b>Total Occupancy</b>	265,825.81
------------------------	------------

**Office**

Accounting Fees	10,800.00
Bank Charges	134.32
Dues and Subscriptions	31.00
Equipment Lease, Repair & Maint.	
Computer	252.00
Copier	4,872.94
Facilities	231.60
Instructional	613.15
Equipment Lease, Repair & Maint. - Other	<u>344.74</u>
<b>Total Equipment Lease, Repair &amp; Maint.</b>	6,314.43

Office Supplies and Expense	8,122.84
Payroll Service Fees	2,199.39
Postage and Shipping	2,317.85
Printing Expense	837.95
Telephone Expense	4,716.54
Travel/Mileage	<u>659.20</u>

<b>Total Office</b>	36,133.52
---------------------	-----------

**Personnel**

Salaries-Lunch/Pub Relations	4,250.00
Environ. Proj. Coord.-Grant	6,893.75
Salaries - Grant Work	7,780.00
Salaries - Summer Program	7,900.00
Salaries - Coaches	500.00
Salaries - Teachers	
Seminars	510.00
Tutors	2,250.00

Art	32,253.32
Full Time	531,139.39
Language	66,845.32
Music	
Salaries - Specialists	2,275.00
Music - Other	<u>13,973.08</u>
Total Music	16,248.08
Recreation	20,391.90
Substitute Teachers	5,880.77
Writer in Residence	25,499.98
Teacher Interns	<u>42,778.18</u>
Total Salaries - Teachers	743,796.94
Salaries - Director	87,242.08
Salaries - Administrative Asst	43,066.22
Salaries - Office Help	40,495.34
Salaries - Special Needs	75,606.28
Salaries - Counselors	14,161.18
Salaries - Nurse	39,478.10
Technical Assistants	39,759.08
Prof. Development - Staff	10,360.42
Payroll Tax (Employer Exp)	34,494.59
Insurance - Health	92,975.54
Personnel - Other	<u>0.00</u>
Total Personnel	1,248,759.52
Other Expenses	
Ski Club	(15.00)
Strategic Planning Facilitation	4,494.49
Field Trips	14,859.75
Yearbook	1,196.85
Team Bball Tournament	148.82
Miscellaneous	107.54
Dues & Subscriptions	1,894.28
Fees and Licenses	181.00
Legal Fees	3,240.00
Recruitment	1,981.84
School Function	<u>3,880.93</u>
Total Other Expenses	<u>31,970.50</u>
Total Expense	<u>1,645,072.07</u>
Net Ordinary Income	40,852.67
Other Income/Expense	
Other Expense	
SPED Grant Expenses	7,376.00
School Lunch Program	(1,366.80)

Engineering Consultant	6,293.50
Summer Enrichment Program	4,650.25
Capital Purchases - Current Year	19,494.10
Leasehold Improvements-Current	5,306.93
Payroll Clearing	<u>0.00</u>
Total Other Expense	<u>41,753.98</u>
 Net Other Income	 <u>(41,753.98)</u>
 Net Income	 <u><u>(901.31)</u></u>

--UNAUDITED STATEMENT--

Cape Cod Lighthouse Charter School  
Balance Sheet  
As of June 30, 2003

	<b>Jun 30, 03</b>
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Checking/Savings</b>	
Cash CCBT Operating	389,956.51
Cash CCBT Grants	16,518.21
Cash CCBT Savings	139,775.71
CCB&T-School Lunch	1,736.79
CCB&T - Summer Fund	151.68
CCB&T-Ski Fund	2,255.99
Cash CCBT Student Activities	5,198.61
Cash CCB&T Homestay	4,695.41
Cash CCB&T Toyota Tapestry	326.71
CCLCS-The Write Connection	354.37
Cash Petty Cash Fund	237.75
<b>Total Checking/Savings</b>	561,207.74
<b>Accounts Receivable</b>	
Due From Foundation	1,487.16
Receivable - Miscellaneous	262.00
<b>Total Accounts Receivable</b>	1,749.16
<b>Other Current Assets</b>	
Inventory-School Store	3,285.00
Prepaid Accounting Expense	1,000.00
<b>Total Other Current Assets</b>	4,285.00
<b>Total Current Assets</b>	567,241.90
<b>Fixed Assets</b>	
Acoustical Improvements	5,306.34
Library	3,160.67
Equipment	16,032.60
Equipment - Audiovisual	524.43
Furniture and Fixtures	5,724.19
Vehicles - RAM Vans	9,762.33
Leasehold Improvements	90,247.27
Site Preparation Fees	11,100.31
<b>Total Fixed Assets</b>	141,858.14
<b>TOTAL ASSETS</b>	<b>709,100.04</b>

**LIABILITIES & EQUITY****Liabilities****Current Liabilities****Accounts Payable**

Accounts Payable	<u>4,728.50</u>
------------------	-----------------

<b>Total Accounts Payable</b>	<b>4,728.50</b>
-------------------------------	-----------------

**Other Current Liabilities**

Def Income-Ski Fund	2,241.00
---------------------	----------

Foundation Activity	8,023.38
---------------------	----------

Accrued Accounting Fees	11,000.00
-------------------------	-----------

403(b) Annuities	2,857.53
------------------	----------

Accrued Expenses - Other	106,008.70
--------------------------	------------

Grant - Mass Charter School	15,000.00
-----------------------------	-----------

Grant - ECC Renewable Education	7,096.66
---------------------------------	----------

Grant - Design A House	-329.35
------------------------	---------

Grant - Islam	119.88
---------------	--------

Grant - Salt Marsh	10,408.34
--------------------	-----------

Grant - Friends of Pleasant Bay	2,259.53
---------------------------------	----------

Grant - Unrestricted Grants	4,232.64
-----------------------------	----------

Grant - Student Activities	<u>6,685.77</u>
----------------------------	-----------------

<b>Total Other Current Liabilities</b>	<b><u>175,604.08</u></b>
--	--------------------------

<b>Total Current Liabilities</b>	<b>180,332.58</b>
----------------------------------	-------------------

**Long Term Liabilities**

Grant - Dissemination	-35.33
-----------------------	--------

Note Payable CCBT Vans #2	<u>22.62</u>
---------------------------	--------------

<b>Total Long Term Liabilities</b>	<b><u>-12.71</u></b>
------------------------------------	----------------------

<b>Total Liabilities</b>	<b>180,319.87</b>
--------------------------	-------------------

**Equity**

Fund Balance - Plant Fund	289,517.50
---------------------------	------------

Fund Balance - Operating Fund	159,227.00
-------------------------------	------------

3900 - Retained Earnings	80,936.98
--------------------------	-----------

Net Income	<u>-901.31</u>
------------	----------------

<b>Total Equity</b>	<b><u>528,780.17</u></b>
---------------------	--------------------------

<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b><u><u>709,100.04</u></u></b>
---------------------------------------	---------------------------------

--UNAUDITED STATEMENT--









