



Abby Kelley Foster Charter Public School

10 New Bond Street Worcester, MA 01606

Phone: (508) 854-8400 Fax: (508) 854-8484

www.akfcs.org

Board of Trustees Meeting Agenda

Friday, November 20, 2020 / 8:00 a.m.

https://akfcs-org.zoom.us/webinar/register/WN_0R0e1l-FR8KtoMvGKber2Q

- I. Call to Order Celia Blue, Chair
- II. Attendance Recorded
- III. Faithfulness to Charter
 - a. Reading of the AKF Mission; “The Mission of the Abby Kelley Foster Charter Public School is to assist parents in their role as primary educators of their children by providing a classical liberal arts education grounded in the great works of Western Civilization and aimed at academic excellence, musical competence and character formation.”
 - b. Public Comments / Open Forum
 - c. Old Business
- IV. Review of the Meeting Minutes from October 28, 2020 and November 5, 2020.
 - a. **Motion:** To accept the meeting minutes from October 28, 2020.
 - b. **Motion:** To accept the meeting minutes from November 5, 2020.
- V. Executive Director Update - Ms. Paluk
- VI. Facilities and Finance Committee Update- Mr. Royce / Ms. Carpino / Mr. Grennon
 - a. Financial Overview- Ms. Carpino
 - a. Review of Financial Statements
 - b. Review of Disbursement Register
 - c. FY’21
 - i. COVID Spending
 - d. Facilities Update- Mr. Grennon
- VII. Handbook updates; Title IX- Ms. Paluk
 - a. **Motion:** To approve the changes to the student handbook as presented.

Abby Kelley Foster Charter Public School does not discriminate on the basis of race, color, sex, gender identity, religion, national origin, sexual orientation, disability, or homelessness and all students have equal access to the general education program and the full range of any occupational/vocational education programs offered by the district.



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VIII. Executive Director Search Process Update -Ms. Blue

- a. Consideration of motions

IX. Upcoming Board and Committee Meetings

- a. **Board of Trustees:** Wednesday, December 2nd / 6:30 p.m.
- b. **Education Committee:** Thursday, December 10th / 7:45 a.m.
- c. **Facilities and Finance Committee;** Friday, December 18th / 8:00 a.m.

X. Adjournment

- a. **Motion:** To adjourn the meeting.



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Board of Trustees Meeting Minutes

Wednesday, October 28, 2020 / 6:30 p.m.

https://akfcs-org.zoom.us/webinar/register/WN_XXIFuvnrSZmF6yomh4C2hQ

The meeting was Called to Order by Celia Blue, Board Chair at 6:33 p.m.

Attendance Recorded (see attached list)

Board: Celia Blue, Patrick Royce, Randy Schmid, Jie Park, Bibiche Zagabe-Ndiku

Board Members not present: Shelly Yarnie

To support faithfulness to the AKF Charter Ms. Blue read the AKF Mission statement. There were no public comments and there was no old business.

Ms. Blue shared with the Board an update from the Diversity, Equity and Inclusion Committee (DE&I). The Committee is conducting check-ins with staff and families when they can. Ms. Blue asked for the check-in question to be shared with the meeting participants to provide feedback to the DE&I Committee on how staff and families were doing at this time.

Ms. Blue asked the board to review of the Meeting Minutes from September 23, 2020 and October 22, 2020. She then asked for a motion to accept the meeting minutes from September 23, 2020. Mr. Royce made that motion to approve the minutes and Ms. Zagabe-Ndiku seconded the motion. The minutes were unanimously approved. Ms. Blue then asked for a motion to accept the meeting minutes from October 22, 2020. Ms. Zagabe-Ndiku made the motion, Mr. Royce seconded the motion. The minutes were unanimously approved.

Ms. Paluk shared with the Board the Elementary School's plans for increasing the number of students in school. Using the Hybrid Model, the Maroon Group will come into school on Mondays and Tuesdays. The Gold Group will come into school on Thursdays and Fridays.

At the Middle and High Schools students with high needs and who are having difficulty with the remote learning model will be encouraged to come to the school for in person learning beginning the week of November 9th. The Middle and High Schools will re-evaluate their plans in December for a possible increase in students coming into school in January.

Ms. Paluk shared with the Board that there had been one case of CoVID in the Elementary School which resulted in 12 people having to be quarantined. At this time there have been no additional cases. The

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School used the communications plan laid out, and those who needed to be notified were.

Moving to the Board/Committee Updates, Ms. Blue began with the Education Committee. Ms. Yarnie, Chair of the Committee was not able to attend the meeting and Ms. Blue briefly summarized the last meeting for the Committee and referenced the Committee's meeting minutes.

Ms. Zabage-Ndiku shared with the Board the Educational Foundation is moving forward with the Foundation status change and looking forward to some fundraising efforts this fall.

The Facilities and Finance chaired by Mr. Royce asked Ms. Blue to call for a Motion to accept the FY'20 audit as presented by AAFCPAs. Following the previous meeting on October 22nd where the Board was presented with the audit. Mr. Schmid noted that he was disappointed that the stale accounts brought up last year were not addressed and appeared as a note on this year's audit again. Ms. Paluk said she and Ms. Carpino were working on a plan to clean those accounts up. Ms. Blue then called for the motion to accept the audit. Ms. Zagabe-Ndiku made the motion to accept the audit. Ms. Park seconded the motion. The Board unanimously approved the audit.

Ms. Blue and Ms. Paluk discussed the Strategic Plan which is coming up to a larger review in 2022. Mr. Royce brought up past conversations about increasing our enrollment, per the Strategic Plan. This is something the Board, Ms. Paluk and Admin Council need to review and discuss further.

Ms. Blue then began to discuss the search firms the Board had reached out to for the Executive Director search. Ms. Blue and Mr. Royce had reached out for resources they had used in the Interim Executive Director search. The firms that submitted proposals to Ms. Blue and Mr. Royce were Promise54, EOS Transition Partners and DiversifiedSearch.

The Board reviewed and discussed the proposals. It was determined that the DiversifiedSearch proposal was not going to fit with the Board's needs. Further discussions led to the Board deciding to reach out to Promise54 and EOS to have additional conversations. Ms. Park agreed to also join those conversations.

The costs of the firms were noted (\$10,000-\$42,000), additional review of client lists was requested, a percentage or just an update on the searches these firms completed last year and a look at whether those appointments were still in the role was also requested by members of the Board. The Board was

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interested in looking at these firms to see what their staff diversity was, whether they had been successful in bringing minority and ethnically diverse candidates to their clients.

Ms. Blue suggested the Board not take a vote to decide on a search firm at this meeting, but instead plan a meeting for Thursday, November 5th at 6:30 p.m. to review the additional information they are able to obtain.

Ms. Blue noted the upcoming Board and Committee Meetings

- a. **Education Committee:** Thursday, November 12th / 7:45 a.m.
- b. **Facilities and Finance Committee (being changed to a BoT Meeting):**
Friday, November 20th / 8:00 a.m.
- c. **Board of Trustees:** Wednesday, December 2, 2020 / 6:30 p.m.

Ms. Blue asked for motion to adjourn the meeting. Mr. Royce made motion to adjourn the meeting, Ms. Zagabe-Ndiku made the motion. The Board approved the motion and adjourned at 8:06 p.m.

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10/28 BoT Attendees

Attended	First Name	Last Name	Email
Yes	Michelle	Vigneux	mvigneux@akfcs.org
Yes	"Celia	Blue PP'18, Board Chair"	cblue@akfcs.org
Yes	Jie	Park	jiepark@akfcs.org
Yes	Alisha	Carpino	arcarpino@akfcs.org
Yes	Randy	Schmid PP'19	rschmid@akfcs.org
Yes	"Patrick	Royce, Treasurer"	proyce@akfcs.org
Yes	"Heidi	Paluk P'22, PP'19 she/her/hers"	hpaluk@akfcs.org
Yes	"Bibiche	Zagabe-Ndiku P' 21,' 23, PP'17, '18"	bndiku@akfcs.org
Yes	amani	ngunjiri	student.183828@worcesterschools.net
Yes	Mike	Penney	mpenney@akfcs.org
Yes	Christine	Lee	clee@akfcs.org
Yes	Marci	Rasmussen	Mrasmussen@akfcs.org
Yes	Mike	Vigneux	mikevigs@gmail.com
Yes	Grace	Gallagher	ggallagher@akfcs.org
Yes	Laurie	Babcock	lbabcock@akfcs.org
Yes	Sally	Mansoor	Smansoor@akfcs.org
Yes	Ali	Hyde	ahyde@akfcs.org
Yes	Sara	Ramirez	Sramirez@akfcs.org
Yes	JoEllen	Burlingame	Jburlingame@akfcs.org
Yes	Laura	Houck	rouck2013@hotmail.com
Yes	Kaitlyn	Greenwood	kaitlyngreenwood@akfcs.org
Yes	Jennifer	Giusto	jgiusto@akfcs.org
Yes	Kathleen	Stinton	kstinton@akfcs.org
Yes	jessica	regan	jregan@akfcs.org
Yes	Melissa	Joubert	Mjoubert@akfcs.org
Yes	Kayla	Mezzano	kmezzano@akfcs.org
Yes	Lee	Underwood	Underl239@gmail.com
Yes	Kenneth	Stinton	kskn26@aol.com
Yes	Michael	Grennon	mgrennon@akfcs.org
Yes	AnnMarie	Little	amlittle@akfcs.org
Yes	Kelly	Davila	kdavila@akfcs.org
Yes	Chris	Kursonis	ckursonis@akfcs.org
Yes	John	Bianchi	jbianchi@akfcs.org
Yes	BENJAMIN	SIIMES	bsiimes@akfcs.org
Yes	Lindsay	Burns	lburns@akfcs.org
Yes	Amy	Emma	aemma@akfcs.org
Yes	tracy	white	twhite@akfcs.org
Yes	Karen	Dascoli	humphries1013@gmail.com
Yes	Kelly	Gould	Kgould@akfcs.org
Yes	Sarah	Dunn	sdunn@akfcs.org
Yes	Natacha	Geneus	ngeneus@akfcs.org
Yes	Tim	Hayes	thayes@akfcs.org
Yes	Siby	Adina	sadina@akfcs.org
Yes	Ann	O'Connor	aoconnor@akfcs.org
Yes	Amanda	Durkin	adurkin@akfcs.org
Yes	amy	Puliafico	apuliafico@akfcs.org

10/28 BoT Attendees

Yes	Amelie	Tambolleo	atambolleo@akfcs.org
Yes	Sophronia	Woods	swoods@akfcs.org
Yes	Emily	Barton	ebarton@akfcs.org
Yes	Kate	Stockwell	kstockwell@akfcs.org
Yes	Kym	Rutkiewicz	krutkiewicz@akfcs.org
Yes	Anne	Clayborne	aclayborne87@gmail.com
Yes	Mike	Foster	mfoster@akfcs.org
Yes	Joanne	Wiggins	jwiggins@akfcs.org
No	Byron	James	bjames@akfcs.org
No	Peter	Magerowski	pmagerowski@akfcs.org



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- I. Call to Order Celia Blue, Chair
- II. Attendance Recorded
- III. Faithfulness to Charter
 - a. Reading of the AKF Mission; “The Mission of the Abby Kelley Foster Charter Public School is to assist parents in their role as primary educators of their children by providing a classical liberal arts education grounded in the great works of Western Civilization and aimed at academic excellence, musical competence and character formation.”
 - b. Public Comments / Open Forum
 - c. Old Business
- IV. Review of the Meeting Minutes from September 23, 2020 and October 22, 2020
 - a. **Motion:** To accept the meeting minutes from September 23, 2020.
 - b. **Motion:** To accept the meeting minutes from October 22, 2020.
- V. Plans for increasing the number of students in school
 - a. Elementary School only at this time (K-3)
 - b. Beginning the week of November 2nd
- VI. Board/Committee Updates
 - a. Education Committee- Ms. Yarnie
 - b. Educational Foundation- Ms. Zabage-Ndiku
 - c. Facilities and Finance- Mr. Royce
 - i. **Motion:** To accept the FY’20 audit as presented by AAFCPAs.
 - d. DEI Committee Update- Ms. Blue
 - e. Strategic Plan update- Ms. Blue
- VII. Executive Director Position Discussion
 - a. Motion: To select an Executive Search firm.
- VIII. Upcoming Board and Committee Meetings
 - a. **Education Committee:** Thursday, November 12th / 7:45 a.m.

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- b. **Facilities and Finance Committee:** Friday, November 20th / 8:00 a.m.
- c. **Board of Trustees:** Wednesday, December 2, 2020 / 6:30 p.m.

IX. Adjournment

- a. **Motion:** To adjourn the meeting.



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Thursday, October 22, 2020 / 7:45 a.m.

[https://akfcs-org.zoom.us/j/84667067922?](https://akfcs-org.zoom.us/j/84667067922?pwd=VzJrK0t0WldxcENCWUhJUKpBWTdiZz09)

[pwd=VzJrK0t0WldxcENCWUhJUKpBWTdiZz09](https://akfcs-org.zoom.us/j/84667067922?pwd=VzJrK0t0WldxcENCWUhJUKpBWTdiZz09) Meeting ID: 846 6706 7922 / Passcode:

3jiKEK

By phone:

1-929-205-6099 / Meeting ID: 846 6706 7922

The meeting was Called to Order by Celia Blue, Board Chair at 7:51 a.m.

Attendance Recorded (see attached)

Board Members: Celia Blue, Shelley Yarnie, Bibiche Zagabe-Ndiku, Patrick Royce, Jie Park, and Randy Schmid (at 7:58 a.m.)

To maintain faithfulness to our Charter Ms. Blue read the AKF Mission Statement. There were no public comments.

John Buckely, CPA CGMA and Jennifer L'Heurex joined the Board Meeting to deliver the Audit Presentation. They reported there were no difficulties with the Audit, Ms. Firment and Ms. Carpino were helpful and responsive when needed. AAF found only a few minor things to note; there were stale checks that needed following up with and there were some accounts that were now stale which should be addressed; closing them out, moving remaining funds to a general account and noting all this on the ledger.

Mr. Buckley and Ms. L'Heureux went over the audit documents with the Board, answering questions as needed. The Board met with Mr. Buckley and Ms. L'Heureux who briefly went over a few specific questions. Upon their return to the general meeting, Mr. Buckley and Ms. L'Heureux concluded their presentation.

Ms. Carpino had prepared the current financials for the Board, to review spending and update the Board on where the budget was. She reported that she is eager to get to work, without the Audit focus she had in her first few weeks.

Ms. Paluk and Ms. Carpino discussed several banking matters with the Board, as well as updating the Board on the IT Department.

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The meeting was Called to Order by Celia Blue, Board Chair 6:33 p.m.

Attendance Recorded (see attached list)

Board Members: Celia Blue, Patrick Royce, Shelly Yarnie, Bibiche Zagabe-Ndiku, Randy Schmid

Ms. Blue, in Faithfulness to our Charter read the AKF Mission Statement. There were no public comments.

Ms. Blue asked for a review of the Meeting Minutes from August 11 & 26, 2020. She then asked for the following motions, to accept the meeting minutes from August 11, 2020 and to accept the meeting minutes from August 26, 2020. Mr. Royce made the motion to accept the minutes from August 11th. Ms. Yarnie seconded the Motion. The minutes were approved, with Mr. Schmid abstaining. Ms. Zagabe-Ndiku made the motion to accept the minutes from August 26th. Ms. Yarnie offered a second of that motion and the minutes were approved unanimously.

Ms. Paluk then reviewed the opening of the 2020/2021 school year. She noted our attendance numbers are good, which is encouraging to see, but it will be sustaining that excitement and keeping the students engaged to keep those numbers up.

Ms. Paluk noted that Dianne (Bonaventura) Firment would be finishing up her work in the role as Business Manager at the end of the month. Ms. Paluk, Ms. Blue and Mr. Royce expressed their appreciation for Ms. Firment's support and seeing AKF through the hire of a full time Director of Finance and Operations. That position has been filled with Alicia Carpino having started recently. Ms. Firment continues to be a resource to Ms. Carpino as she transitions into the role.

Ms. Paluk noted the Nutrition Services Departments had begun a meal pick up program for families qualifying for Free and Reduced Meals, and available for purchase for anyone wishing to do so. AKF is exploring the possibility of being able to offer Free and Reduced meals to all our students. Ms. Paluk noted that the City is, as well as AKF is experiencing Internet issues, due to the high demand throughout the City.

Ms. Paluk shared that the IT Department has been instrumental in getting the support our staff and students need, Hotspots are going out to families, Chromebooks are being used. Ms. Paluk noted the Department's initiative to become less paper dependent with our forms and policies.

To strengthen our security measures, AKF is now using specific passcodes for each individual and looking to future safety enhancements.

With respect to Worcester's status in the red, Ms. Paluk noted that DESE has encouraged districts to look at 3-4 weeks of data before making any decisions regarding changes to the educational models the district is using.

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Board of Trustees Meeting Minutes

Thursday, October 22, 2020 / 7:45 a.m.

[https://akfcs-org.zoom.us/j/84667067922?](https://akfcs-org.zoom.us/j/84667067922?pwd=VzJrK0t0WldxcENCWUhhJUKpBWTdiZz09)

[pwd=VzJrK0t0WldxcENCWUhhJUKpBWTdiZz09](https://akfcs-org.zoom.us/j/84667067922?pwd=VzJrK0t0WldxcENCWUhhJUKpBWTdiZz09) Meeting ID: 846 6706 7922 / Passcode:

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By phone:

1-929-205-6099 / Meeting ID: 846 6706 7922

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Ms. Blue noted that the next Board Meeting was Wednesday, October 28, 2020. She then asked for a motion to adjourn the meeting. Ms. Zagabe-Ndiku made the motion, Mr. Royce gave a second. The Board voted to adjourn the meeting at 9:47 a.m.



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In October AKF will open the Enrollment Lottery. Per DESE it was recommended that we review our policies, thus the motion on the agenda tonight. We want to assure we have some flexibility to update our policies per DESE's recommendations.

Ms. Blue and Ms. Paluk then moved to discuss the School's enrollment policy, which Ms. Paluk noted needs to be updated in our Student Handbooks. Following the discussion Ms. Blue asked for the following motion; to amend the school's enrollment policy by amending the withdrawal/transfer process as written to be included in the students handbooks, pending approval from DESE. The Board allows technical changes to be made by the school administration after tonight's vote per the recommendation of DESE. Mr. Royce made the motion, Ms. Zagabe-Ndiku proved a second on the motion. The Board unanimously approved the motion.

Moving to the Board/Committee Updates Ms. Blue asked each Board Members to update the Board on the work of their committees Ms. Yarnie noted that the Education Committee met, hearing about the priorities of our ELL programs, the outreach we are doing in the Worcester Community to share tutoring resources with our families as needed outside of school hours, a new relationship opportunity for AKF.

Ms. Zagabe-Ndiku shared that the Educational Foundation will not be in a position to to award grants this fall and is looking ahead to the Spring Cycle.

Mr. Royce there is a great deal of uncertainty relative to our the Finances with the CoVID costs and spending. Spending to date is near \$1 million dollars.

Ms. Blue noted that following the election of Jie Park, Ph.D. to the Board, her nomination was sent to DESE and we are awaiting her confirmation. Ms. Blue noted that Ryan Kittredge resigned as a Trustee for personal reasons.

The Executive Director Search was the next topic of discussion. Ms. Blue noted that it was important to have a process, but the decision was whether or not to engage an outside firm or to keep the process "in house". The Board talked through different ideas; a hybrid of some work by a committee, some by the search firm, sending the entire process out to a firm. Ultimately the Board agreed to make no formal decision at this time but to make some outreach (Mr. Royce and Ms. Blue taking that lead) to firms to discuss cost, options, timelines, processes.

Ms. Blue noted the Upcoming Board and Committee Meetings Education Committee: Tuesday, October 6th / 7:45 a.m., Board of Trustees: Thursday, October 22nd / 8:00 a.m.- Audit Presentation, and Board of Trustees: Wednesday, October 28th /6:30 p.m. She then asked for a motion to adjourn, which was made by Mr. Royce, seconded by Ms. Yarnie and the meeting was adjourned at 8:02 p.m.

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Attendee Report
Report Generated:

Topic	10/27/2020 15:52						
Webinar ID	946 0181 4900	Actual Start Time	9/23/2020 18:21	Actual Duration (minutes)	103	# Registered	22
Board of Trustees Meeting						# Cancelled	0
Panelist Details						Unique Viewers	21
Attended						Total Users	36
Yes						Max Concurrent Views	0
User Name (Original Name)	Email	Join Time	Leave Time	Time in Session (minutes)	Country/Region Name		
Randy Schmid	rschmid@akfcs.org	9/23/2020 18:25	9/23/2020 20:03	98	United States of America		
Shelly Yarnie, Clerk	syarnie@akfcs.org	9/23/2020 18:26	9/23/2020 20:03	98	United States of America		
Celia Blue, Board Chair	cbblue@akfcs.org	9/23/2020 18:29	9/23/2020 20:03	94	United States of America		
Patrick Royce, Treasurer	proyce@akfcs.org	9/23/2020 18:22	9/23/2020 20:03	102	United States of America		
Bibiche Zagbe-Ndikui	bnndiku@akfcs.org	9/23/2020 18:29	9/23/2020 20:03	95	United States of America		
Heidi Paluk she/her/hers	hpaluk@akfcs.org	9/23/2020 18:23	9/23/2020 20:03	100	United States of America		
Alisha Carpino	arcarpino@akfcs.org	9/23/2020 18:27	9/23/2020 20:03	97	United States of America		
AnnMarie Little	amlittle@akfcs.org	9/23/2020 18:26	9/23/2020 20:03	98	United States of America		
Jie Park, Trustee Elect	jiemark@akfcs.org	9/23/2020 18:27	9/23/2020 20:03	97	United States of America		

Attendee Details

Attended	User Name (Original Name)	First Name	Last Name	Email	Registration Time	Approval Status	Join Time	Leave Time	Time in Session (minutes)	Country/Region Name
Yes	Jessica regan	Jessica	regan	jregan@akfcs.org	9/23/2020 19:13	approved	9/23/2020 19:13	9/23/2020 19:25	13	United States of America
Yes	Siby Adina	Siby	Adina	sadina@akfcs.org	9/23/2020 18:33	approved	9/23/2020 18:34	9/23/2020 20:03	90	United States of America
Yes	Kaitlyn Greenwood	Kaitlyn	Greenwood	kaitlyngreenwood@akfcs.org	9/23/2020 18:20	approved	9/23/2020 18:32	9/23/2020 20:02	91	United States of America
Yes	Emily Barton	Emily	Barton	ebarton@akfcs.org	9/23/2020 18:20	approved	9/23/2020 18:32	9/23/2020 20:03	91	United States of America
Yes	Amy Emma	Amy	Emma	aemma@akfcs.org	9/22/2020 9:15	approved	9/23/2020 18:34	9/23/2020 20:03	90	United States of America
Yes	Rob Kerr	Rob	kerr	rkerr@akfcs.org	9/23/2020 18:39	approved	9/23/2020 18:39	9/23/2020 20:00	81	United States of America
Yes	Brian Morse	Brian	Morse	bmorse@akfcs.org	9/22/2020 18:21	approved	9/23/2020 18:33	9/23/2020 20:00	88	United States of America
Yes	Jennifer Giusto	Jennifer	Giusto	jgiusto@akfcs.org	9/23/2020 18:27	approved	9/23/2020 18:33	9/23/2020 20:03	91	United States of America
Yes	Lee Underwood	Lee	Underwood	Underl239@gmail.com	9/23/2020 18:37	approved	9/23/2020 18:37	9/23/2020 20:03	86	United States of America
Yes	Amy Pullafico	Amy	Pullafico	apullafico@akfcs.org	9/23/2020 18:14	approved	9/23/2020 18:33	9/23/2020 18:53	21	United States of America
Yes	Amelie Tambolleo	Amelie	Tambolleo	atambolleo@akfcs.org	9/23/2020 18:22	approved	9/23/2020 18:32	9/23/2020 20:03	91	United States of America
Yes	Hannah Lalancette	Hannah	Lalancette	hlalancette@akfcs.org	9/23/2020 19:04	approved	9/23/2020 19:04	9/23/2020 20:03	60	United States of America
Yes	Kelly Gould	Kelly	Gould	kgould@akfcs.org	9/23/2020 18:31	approved	9/23/2020 18:32	9/23/2020 20:03	91	United States of America
Yes	Mike Penney	Mike	Penney	mpenney@akfcs.org	9/23/2020 18:22	approved	9/23/2020 18:32	9/23/2020 20:02	91	United States of America
Yes	Carmen Grant	Carmen	Grant	cgrant@akfcs.org	9/23/2020 18:21	approved	9/23/2020 18:32	9/23/2020 20:03	91	United States of America
Yes	Peter Magerowski	Peter	Magerowski	pmagerowski@akfcs.org	9/23/2020 18:33	approved	9/23/2020 18:33	9/23/2020 20:03	91	United States of America
Yes	Tim Hayes	Tim	Hayes	thayes@akfcs.org	9/23/2020 18:28	approved	9/23/2020 18:32	9/23/2020 20:03	91	United States of America
Yes	Sophronia Woods	Sophronia	Woods	swoods@akfcs.org	9/23/2020 18:47	approved	9/23/2020 18:47	9/23/2020 20:03	76	United States of America
Yes	Tracy White	Tracy	White	twhite@akfcs.org	9/23/2020 18:18	approved	9/23/2020 18:33	9/23/2020 19:50	78	United States of America
Yes	Kelly Davila	Kelly	Davila	kdavila@akfcs.org	9/23/2020 18:13	approved	9/23/2020 18:34	9/23/2020 20:03	89	United States of America
Yes	Chris Kursonis	Chris	Kursonis	ckursonis@akfcs.org	9/23/2020 18:32	approved	9/23/2020 18:33	9/23/2020 18:53	21	United States of America
No	Ramndy	Ramndy	scjod	randyschmid@yahoo.com	9/23/2020 18:23	approved	--	--	--	--



Abby Kelley Foster Charter Public School

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Education Committee Meeting Minutes DRAFT

Tuesday, October 6, 2020 / 7:45 a.m.

<https://us02web.zoom.us/j/89154021470?pwd=aEtpWnVVRm5ja1FDNlpyMVpBYTEwZz09>

Meeting ID: 891 5402 1470 **Password:** 2RFR0y

By Phone: 1-929-205-6099 **Meeting ID:** 891 5402 1470

The meeting was Called to Order by Shelly Yarnie, Committee Chair at 7:54 a.m. Attendance recorded (see attached). **Committee Members:** Shelly Yarnie, Bibiche Zagabe-Ndiku, Celia Blue

Ms. Yarnie asked for a review of the September 9, 2020 Meeting Minutes. She then asked for a Motion to approve the minutes from the September 9, 2020 Education Committee Meeting. Ms. Blue made the Motion, Ms. Zagbe-Ndiku provided a second to the motion. The Committee approved the minutes.

Ms. Paluk began the conversation with where the District stands with evaluating bringing additional students back to school. It was noted that if this is possible, the District was looking at the middle of October as the target date. Right now, the additional students to come in would be at the Elementary school, grades 1-3 using the Maroon and Gold group designations.

At the High School and Middle School, at this time the only students coming in and who will continue to come in are students with high needs. Progress reports are coming out in a few weeks and those will be looked at to see if more students should be coming in.

Ms. Paluk and the Committee acknowledged the work of the teachers and staff for making a challenging educational model work, for getting the kids involved and making this school year happen.

Mr. Kerr shared the details of the MCAS schedule (attached) and noted that there will be logistics to figure out to bring students in to take the test in person later this year.

Ms. Tambolleo updated the Committee on the ELL Program. The District received a Title 3 Grant for ESL families to support family engagement. She noted there are opportunities for families to receive training from staff at AKF on the tools being used by students at home for Distance Learning. Ms. Tambolleo noted that the topics for the training for families came about as a result of staff interactions and experiences with families.

The District continues to improve the translations offered to families, and noted that the translation budget of \$5,000 has already been spent one month into the school year. Ms. Tambolleo detailed how things are translated using local companies and some AKF staff who have agreed to help.

ELPAC has a meeting on October 13th which will offer interpretations for families.



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Ms. Yarnie asked for a motion to Adjourn, which was made by Ms. Blue, seconded by Ms. Zagabe-Ndiku. The meeting was adjourned at 8:36 a.m. DRAFT

2020-2021 MCAS Schedule

DESE has released a tentative schedule for MCAS.

Grades 3-8

Normal testing schedule

Math and ELA 3-8

Science for grades 5 and 8

Testing will take place in April & May

Grade 9

Biology test will take place in June

State still deciding on Legacy or Next Gen. test

Grade 10

Normal testing schedule

Math and ELA

Testing will take place May 18-27

**Biology requirement from last year has been waived

Grade 11

Required to take Math & ELA missed last year

Testing options-January or May (Still deciding best option logistically)

Test will be the Legacy MCAS exam

***At this time, all testing is in person. Depending on the COVID situation we will have to plan for multiple groups to come in safely to take the tests.

Name (Original Name)	User Email
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Mr. Kerr	rkerr@akfcs.org
Amelie Tambolleo	atambolleo@akfcs.org
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Amy Puliafico	apuliafico@akfcs.org
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Diversity, Equity and Inclusion Committee

Meeting Minutes

Tuesday October 6, 2020 / 6:30 p.m.

Zoom Conference

- I. The Committee was welcomed and everyone checked in. **In attendance:** Rob Jones, Selina Boria, Anne Clayborne, Trinere Rodriguez, Tim Rehberg, Siby Adina, Heidi Paluk, Michelle Vigneux, Celia Blue, Amy Emma, Jenny Bram, MD, Nana Osei-Brempong, Jie Park, PhD. **Not in attendance:** Akosua Adu, Angela Quitadamo.
- II. Ms. Adina welcomed Mrs. Paluk to the committee, reviewed the minutes from the 6/11/20 committee meeting and reviewed the meeting norms and structure as well as the makeup and formation of the committee. Ms. Blue recognized Dr. Park for her DESE approval as the new member of the Board of Trustees.
- III. Mrs. Paluk addressed the committee to officially introduce herself and welcome the committee back for a new school year.
- IV. Ms. Blue addressed the committee to recognize the work done so far.
- V. The committee discussed the following old business:
 - a. Ms. Rodriguez provided an update on how the Conscious Dialogues summer series went: there was rich, organic conversation, the committee is hoping for increased attendance in upcoming sessions.
 - b. Ms. Adina updated the group on upcoming programming for the school staff: A Conscious Dialogues series will be held for staff and will take place on 10/7/20, 11/4/20 and 12/2/20. The December session will be mandatory. A voluntary book study will be offered to the staff in January or February of 2021. The Board of Trustees will also continue their book study of "White Fragility." A winter celebration will be held for all 3 schools.
 - c. Ms. Adina proposed administering the climate survey earlier in the year to get data on how students and families are feeling. The group discussed the pros and cons of giving the survey during the current remote plus phase of reopening. Dr. Park suggested other

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Diversity, Equity and Inclusion Committee

Meeting Minutes

Tuesday October 6, 2020 / 6:30 p.m.

Zoom Conference

ways of collecting climate data, such as through the conscious dialogues series. The committee decided to table the survey for now.

- i. **Next steps:** The sub-committee will reconvene to determine recommendations to present at the next full committee meeting.

VI. Ms. Rodrigues updated the committee on DEI concerns from the last faculty council meeting notes. Mrs. Emma updated that the concerns from the elementary school were related to ensuring there is continued programming and where the district was headed regarding DEI work. Mrs. Paluk brought up the concerns over the guidance from the Charter School Association and DESE that schools not make formal statements support the Black Lives Matter movement. The committee discussed how to show support and determined that the statement released in the June 2020 newsletter will be reissued to show solidarity while adhering to guidelines for state agencies. The group also discussed ways to increase participation in the Conscious Dialogues series for students.

- a. **Next Steps:** Ms. Vigneux and Mrs. Paluk will draft a communication that includes the statement.
- b. **Next steps:** Ms. Rodriguez, Mr. Jones, Ms. Clayborne and Mr. Osei-Brempong will meet to plan the next Conscious Dialogues session for students to happen before the end of October.

VII. Ms. Blue discussed increased interest in people wanting to join the DEI committee and proposed thinking of new ways to get people involved.

VIII. The Committee will next meet on **Monday, October 26, 2020 at 6:30 p.m.** via Zoom conference and then again on **Thursday, November 19, 2020 at 6:30 p.m.** via Zoom conference.

IX. Ms. Adina and Ms. Blue closed out the meeting.

Minutes submitted by Anne Clayborne 10/13/2020.

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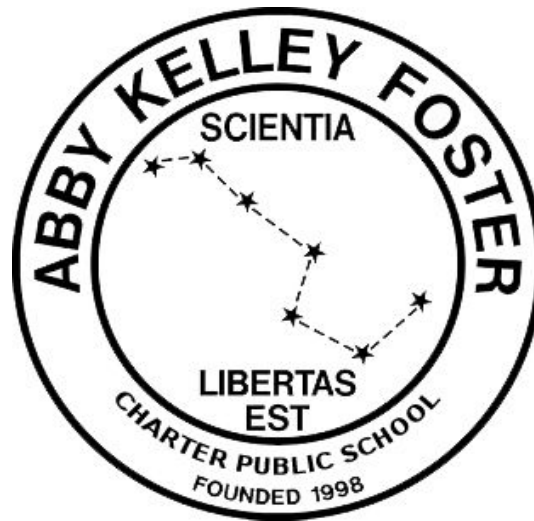
Abby Kelley Foster Charter Public School

Strategic Plan

2017-2022

Most of this plan was updated in September 2019 for BOT meeting

Comments in red were added by IED Heidi Paluk in October 2020



I. PEOPLE

Goal: Focus on recruiting, developing, and retaining high quality school personnel in all areas while committing to invest in our employees, encourage innovation, and celebrate success.

Priority Initiative 1: Develop a Professional Development Council (PDC) to enhance the collegial working environment of the school and expand professional opportunities for staff.

Action Steps (PDC) (What will be done to achieve initiative?)	Responsibilities (Who Will Do It)	Resources (Funding/Time/People/ Materials)	Timeline (By When?)	PEOPLE: Priority Initiative 1 Status Update
Establish building level PDC	Principals	Provide PDP's	November 2017	We have begun discussions at the administrative level and decided to build this topic into existing meetings at the building level for the 2017 - 2018 school year. ES and MS Curriculum Coordinators have been collaborating with school administration team and teachers to develop school-wide professional development plans based on needs identified from our student data.
Assess current status of building professional development plans	Curriculum Coordinators, Principals and committee		January 2018	The ES and MS have maintained current professional development plans and revise them each year.
Survey staff regarding working environment, effectiveness and usefulness of professional development	Curriculum Coordinators, Principals and committee	Evidence based tool to be determined	March 2018	Currently looking at survey samples and integrating this into the middle school math and literacy leadership teams. We are working with HR Knowledge to assess the culture of AKF. They held a "Listening Session" at each of the buildings and reported back to the leadership team in early June. We will begin holding district level faculty councils
Research other PD	Curriculum Coordinators,		June 2018	We have confirmed dates in August 2018 and September 2018

options	Principals and committee			<p>established with Research for Better Teaching for administrators to participate in professional development focused on observing and analyzing teaching and giving feedback.</p> <p>Additional PD on i-Ready Grades 1-8, Google Suite for K-12, and Just Words for Grades 4-8.</p> <p>In addition to external PD from i-Ready consultants, ES and MS Curriculum Coordinators have been providing teachers with ongoing support. At the ES, several of the grade 3 teachers took courses on Google classroom and have been supporting the rest of the team and serving as resources.</p>
Action Steps (PDC cont) (What will be done to achieve initiative?)	Responsibilities (Who Will Do It)	Resources (Funding/Time/People/Materials)	Timeline (By When?)	PEOPLE: Priority Initiative 1 Status Update
Establish district level PDC	Executive Director, Admin Council, and Curriculum Coordinators		December 2017	These discussions have begun involving administrative team and curriculum coordinators.
Assess current status of district level professional development	Executive Director, Admin Council, and Curriculum Coordinators		February 2018	<p>PD surveys have been developed and will be shared with staff week of June 4th. This will assess whether or not professional development has been effective in reference to items such as individual funds of \$400 for each teacher, summer curriculum development, district level initiatives.</p> <p>)</p>
Share results from district and building level surveys	Executive Director, Admin Council, and Curriculum Coordinators		April 2018	<p>Based on survey of staff:</p> <p>Percentage of teachers who used PD funds:</p> <p>ES - 71%</p> <p>MS - 75%</p> <p>HS - 61%</p> <p>i-Ready requires more training after our first year of implementation.</p>

				Areas of interest for upcoming PD: <ul style="list-style-type: none"> classroom management classroom technology
Prioritize current/new professional development initiatives	Executive Director, Admin Council, and Curriculum Coordinators		May 2018	Administration and curriculum coordinators have begun this process.
Identify funding	Executive Director, Business Manager and Government Relations/Special Education Director	Grants	May 2018	State and federal grants have been completed by Ms. Little. AKF has included a position in the 2018 - 2019 budget that includes grant writing and fundraising as primary responsibilities.
Action Steps (PDC cont) (What will be done to achieve initiative?)	Responsibilities (Who Will Do It)	Resources (Funding/Time/People/Materials)	Timeline (By When?)	PEOPLE: Priority Initiative 1 Status Update
Meet with local schools to network, share best practices, and resources	Executive Director, Principals, and staff		2021	Participation in Massachusetts Charter School Association events, Collaboration with other executive directors and administrators of Gateway City charter schools, visited Massachusetts Academy of Math and Science (WPI), principals have been involved in professional development involving networking and sharing of best practices. ES and MS Curriculum Coordinators and some staff visited a school district in June 2018 which utilizes Google Suite; ES literacy team representatives visited a Worcester Public School to see implementation of a writing program ES established several partnerships with other public ES through participation in a principals group through MSAA.

				The Pioneer Research Institute observed and videotaped the ES RTI practices in June 2018. The video on best practices will be released during the summer 2018.
Evidence of Success: 75% of staff will indicate that professional development offerings they attended were useful to them as indicated on an annual survey. (Fall 2020--Not sure if this was measured and/or what the results were. Information was not readily available.)				

PEOPLE

Priority Initiative 2: Conduct a study of increasing enrollment. Administration will identify the impact on the charter, staffing, resources, budget and if appropriate apply to the Department of Elementary and Secondary Education for a revised charter.

Action Steps (Enrollment) (What will be done to achieve initiative?)	Responsibilities (Who Will Do It)	Resources (Funding/Time/People/ Materials)	Timeline (By When?)	PEOPLE: Priority Initiative 2 Status Update
Review current enrollment policy	Executive Director and Admin Council		March 2018	An Enrollment Policy revision is only required if the school determines it will seek an enrollment expansion.
Review current enrollment projections	Executive Director and Admin Council		March 2018	Completed for the 2018-19 school year. Enrollment projections by sending district have been submitted to DESE.
Create growth plan including grades, # of students, year	Executive Director and Admin Council		June 2018	We are in the phase of collecting data and moving into analyzing the staffing impact, transportation and overall financial impacts.
Staffing impact	Executive Director and Admin Council		October 2018	Administrative Council analyzed and shared results at Finance & Facilities Committee meeting and Education Committee meeting
Transportation impact	Executive Director and Admin Council		October 2018	Administrative Council analyzed and shared results at Finance & Facilities Committee meeting and Education Committee meeting
Financial impact	Executive Director and Admin Council		November 2018	Administrative Council analyzed and shared results at Finance & Facilities Committee meeting and Education Committee meeting
Administration will present an enrollment proposal to the Education and Finance/Facilities Committees.	Executive Director		March 2019	Recommendation will be made at the June 2019 Board of Trustees meeting.

Evidence of Success:

Education and Finance/Facilities committees will present an enrollment proposal to the Board of Trustees for final review and consideration by June 2019.

(Recommendation was not to pursue additional seats.)

II. PLACES

Goal: Ensure quality facilities and technology that lend themselves to the growth of the district's needs and allow for adaptation of educational trends while maintaining a safe environment.

Priority Initiative 1: Conduct a feasibility study to determine the future use of the currently unfinished high school space.

Action Steps (HS Space) (What will be done to achieve initiative?)	Responsibilities (Who Will Do It)	Resources (Funding/Time/People /Materials)	Timeline (By When?)	PLACES: Priority Initiative 1 Status Update
Establish an advisory committee to review options for uses of the currently unfinished high school space. <ul style="list-style-type: none">· Build for increased enrollment.· Build for other internal needs.· Explore external/rental uses. Combination of above.	Admin Council	Administrators BOT Member(s) Commercial Realtor/Broker	October 2018	Options continue to be reviewed internally as related to possible increase in enrollment or other academic needs. If internal needs are not identified by 10/18, external/rental uses will be explored.
Presentation of recommended use(s) of the currently unfinished high school space to the BOT.	Advisory Committee		February 2019	Administrative Council analyzed the options as they are connected to the enrollment expansion.
Evidence of Success: Presentation of recommended use(s) of the currently unfinished high school space to the Finance/Facilities Committee, Education Committee and the Board of Trustees by February 2019. (Recommendation was not to build out additional space)				

Priority Initiative 2: Upon completion of the current feasibility study for improving the elementary school building electrical system and the middle school building electrical system, including improving the middle school building HVAC system, a proposal will be presented identifying options.

Action Steps (Electrical) (What will be done to achieve initiative?)	Responsibilities (Who Will Do It)	Resources (Funding/Time/People/Materials)	Timeline (By When?)	PLACES: Priority Initiative 2 Status Update
Completion of study for electrical upgrade to ES and MS.	Exec. Dir., Business Mgr., Dir. of Fac.	AKF Designer, Electrical Consultant, AKF OPM	9/4/17 7/1/18	The study continues to be held up by National Grid.
Review of study and availability of funding to continue to design.	AKF Admin and BOT	AKF Financial Institutions, Designer, Consultants and OPM	12/4/17 12/1/18	The study is not completed. We are actively working to have this completed. Estimated funding for phase 1 has been allotted in the FY19 budget.
Complete electrical upgrade project design and bid	Director of Facilities	AKF Designer, Electrical Consultant, AKF OPM	5/4/18 4/1/19	The opening bid for the electrical project was completed 3-5-19 and awarded to M.L. Schmitt out of Springfield.
Start electrical upgrade project – Phase 1	Director of Facilities	GC, Designer and OPM	7/1/19	The Project is on a hold until the Contractor and the Architect come up with a new location for the transformers due to water lines. (Completed)
Start electrical upgrade project – Phase 2	Director of Facilities	GC, Designer and OPM	7/1/21	(Estimates and Proposals will begin in Jan. 2021)
Completion of study for HVAC upgrade to MS.	Exec. Dir., Business Mgr., Dir. of Fac.	AKF Designer & AKF OPM Note: will need to obtain new contracts (DSB)	4/1/21	
Review of study and availability of funding to continue to design.	AKF Admin and BOT	AKF Financial Institutions, Designer, Consultants and OPM	6/1/21	
HVAC upgrade project design and bid	Director of Facilities	AKF Designer, AKF OPM	1/1/22	
Start HVAC upgrade project	Director of Facilities	GC, Designer	TBD	
Evidence of Success: The elementary and middle schools will have new electrical service and the middle school will have an updated HVAC system plan. (Completed Summer 2020)				

III. PROGRAMS/PEDAGOGY

Goal: Provide our students with a rigorous and well-rounded education which reflects the mission of liberal arts and character formation while preparing every student for academic success, college and career readiness, and active

participation in a global community.

Priority Initiative 1: International Baccalaureate Program

Study the backwards design model during 2018-2019 for the International Baccalaureate Program and determine the feasibility of expanding the International Baccalaureate Program to the middle years' programme.

Action Steps (IB) (What will be done to achieve initiative?)	Responsibilities (Who Will Do It)	Resources (Funding/Time/People/Materials)	Timeline (By When?)	PROGRAMS/PEDAGOGY: Priority Initiative 1 Status Update
Audit current IB curriculum to ensure that it is updated, aligned with IB standards and complete.	IB Coordinator and Administration	<ul style="list-style-type: none"> Daily review Teachers and Admin. Use of computers, lesson plan review and Atlas 	Completed by October 2017- COMPLETED	Was completed for IB Renewal. All curriculum is up to date and staff have been trained on the latest updates and standards. IB International approved the current curriculum with Psychology being extended to 2 years.
Analysis of our current 8th, 9th and 10th grade curriculums as they relate to the MA Frameworks and IB Approaches to Learning (Skill Sets).	IB Coordinator/ Administration/ All Freshman and Sophomore Academy Teachers	<ul style="list-style-type: none"> Daily review with notes and data as it pertains to connection of the current curriculum Teachers and Admin. Use of computers, lesson plan review and Atlas 	Ongoing 2017-2019. Complete March 2019	Departments are using the backwards design model to align curriculum in grades 8-12. Each department is making sure all classes within their subject are vertically aligned.
A team comprised of Administrators and Teachers will visit other schools and attend Level 1 Training to examine the feasibility of the Middle Years Program (MYP) at AKF.	Principal/ Assistant Principal/IB Coordinator/ 2-3 selected staff members	<ul style="list-style-type: none"> Cost of training (travel/hotel/ training) and building coverage 4-5 days of training 1-2 days of school visits Teachers and Admin. Information received and gathered from trainings and other schools 	Completed by January 2019. Most of the trainings occur in the Fall.	HS Administration and 2 Department Heads attended MYP Implementation training in September of 2018. IB Coordinator and Staff are attending IB Conference at Tufts University for New England IB Schools.
Evidence of Success: By March 2019 Administration will present the feasibility of expanding the International Baccalaureate Program to the middle years' programme and/or expanding the use of IB Approaches to Learning (Skill Sets) to the Education Committee for review and consideration. (Decided not to pursue MYP)				

Priority Initiative 2: K – 12 Science Curriculum

Implement a coherent science program (curriculum, instruction and assessment) K-12 that is aligned to the 2016 Massachusetts Science and Technology/Engineering Curriculum Framework.

Action Steps (Science) (What will be done to achieve initiative?)	Responsibilities (Who Will Do It)	Resources (Funding/Time/People/Materials)	Timeline (By When?)	PROGRAMS/PEDAGOGY: Priority Initiative 2 Status Update
Develop/revise curriculum units that align with the 2016 framework.	Teachers, Curriculum Coordinators, Administration	<ul style="list-style-type: none"> • Funds for the adoption of a science program K-4. • Time, funds and materials for collaborative curriculum development K-12. 	By June 2018	<p>ES: All K-3 science units are in Atlas, mostly aligned with 2016 framework. Revisions are ongoing as this is year 1 with FOSS. Any gaps between FOSS and MA standards are being identified and being revised. (Sept. Additional funding has been approved so grades 1-3 do not need to rotate kits any more.</p> <p>(2019 update - K-3 have science units which are aligned with new MA STE Frameworks. The gaps between FOSS Science lessons and MA standards have been addressed with internal curriculum work. - Siby)</p> <p>MS: Grade 4 is using FOSS Science. There are three focuses within it. Teachers are inputting their units into atlas as they are teaching the unit.</p> <p>Grade 5 is in a transitional year as only standards that were part of the 2006 and 2016 frameworks will be assessed in the 2018 STE MCAS. They are using components of the Cross District Science Mapping.</p> <p>Grades 6 and 7 are in their first full year of using the CDSM curriculum maps created off of the 2016 Massachusetts frameworks.</p> <p>HS- Is aligned and all uploaded. Working with new staff and IB Teachers to update curriculum for new classes and changes to units in ELA and Science.</p> <p>History realignment is under way in 8th Grade and will continue in the high school for the next four years.</p> <p>Gr 8 is updating their curriculum to align with current HS expectations and requirements. Backwards design model is being used for ELA and Writing classes to ensure consistency through the 3 year process. Science is aligning the curriculum with the new standards from NGSS.</p>

				New History standards are being implemented in 8th grade (Civics) and will continue each year thereafter in the high school classes.
Action Steps (Science cont) (What will be done to achieve initiative?)	Responsibilities (Who Will Do It)	Resources (Funding/Time/ People/Materials)	Timeline (By When?)	PROGRAMS/PEDAGOGY: Priority Initiative 2 Status Update
Develop teacher understanding and capacity to implement inquiry-based, hands-on instructional methods	Teachers, Curriculum Coordinators, Administration	<ul style="list-style-type: none"> * Funds for professional development providers * Time scheduled for on site professional development (half-days, faculty meetings) * Time scheduled for collaborative common planning for grade level teachers K-4 and departments 5-12 	2017-2018 school year and 2018-2019 school year (include on PD Strategic Plan for at least two years)	<p>ES: Inquiry based lessons are built into FOSS and teachers are learning by doing. Teachers also participated in professional development on inquiry and student discourse in the science classroom. Curriculum survey in late Jan./early Feb. 2018 showed increasing comfort with inquiry based science lessons as reported by teachers. (yes - Siby)</p> <p>Curriculum survey in late Jan./early Feb. 2018 showed increasing comfort with inquiry based science lessons as reported by teachers. 2018-2019 schedule has at least 40 min uninterrupted block for science (remove this - Siby)</p> <p>MS: Teachers are including the Question Formulation Technique into the beginning of units to increase student engagement and questions they have related to a topic.</p> <p>HS: All science courses currently use a hands-on approach in their instruction. Project Physics (A lower level, hands on Physics class) was developed in 2018.</p>
Develop assessment measures focused on project based learning with authentic tasks.	Teachers, Curriculum Coordinators, Administration	<ul style="list-style-type: none"> * Include a focus on authentic assessment tasks and procedures during professional development 	2017-2018 school year and 2018-2019	<p>ES: in progress (remove)</p> <p>ES: All grades have a variety of assessments for science lessons such as hands-on tasks, notebook entries, written work, tests, and anecdotal notes as appropriate to the needs of the grades. (Siby)</p>

		<p>sessions</p> <p>* Time scheduled for teacher collaboration to create rubrics and project based learning assessment tools</p>		<p>MS: The CDSM for grades 5-7 does have a balance of traditional and project based learning.</p> <p>HS: New History standards have a community service component. More information from DESE to follow.</p>
Action Steps (Science cont) (What will be done to achieve initiative?)	Responsibilities (Who Will Do It)	Resources (Funding/Time/People/Materials)	Timeline (By When?)	PROGRAMS/PEDAGOGY: Priority Initiative 2 Status Update
Analyze curriculum development in three stages: Stage 1: Review summer curriculum development; Stage 2: Review revisions and curriculum progress made since fall 2017; Stage 3: Review complete curriculum to assess action step 1	Teachers, Curriculum Coordinators, Administration		Stage 1: September 2017 Stage 2: January 2018 Stage 3: June 2018	<p>ES: Summer curriculum work reviewed in fall, revisions in Atlas are ongoing (ES Sept. 19 - update; all K-3 science units are complete and aligned to new STE standards - Siby)</p> <p>MS: Only grade 6 science completed summer curriculum development. Revisions for science grades 4-7 are being made throughout the academic year.</p> <p>HS: Four teachers took advantage of the summer curriculum work in summer of 2019. 8th Grade history teacher worked with DESE to develop learning plan based off new standards.</p> <p>IB curriculum is changing in multiple classes. Curriculum review is ongoing.</p>
Monitor curriculum implementation including inquiry based instructional strategies	Teachers, Curriculum Coordinators, Administration		Ongoing walkthroughs	ongoing
Evidence of Success: <ul style="list-style-type: none"> Strongly developed teacher understanding/capacity as evidenced by PD evaluations, EOY surveys, walkthroughs and lesson plans Increased student engagement in science as evidenced by walkthroughs, class discussions, lesson plans and unit development 				

- Improved student learning in science as evidenced by ongoing common assessment data, including those which require transfer of knowledge to other areas/situations **(New Science Curriculum was implemented)**

Priority Initiative 3: Social Emotional Learning

In each building, each student will be able to identify a trusted adult, within the AKF school community, they can go to if they are experiencing significant difficulties (such as conflict with peers, bullying and harassment, and social-emotional and mental health issues) and will know how to access that trusted adult.

Action Steps (Social) (What will be done to achieve initiative?)	Responsibilities (Who Will Do It)	Resources (Funding/Time/People/Materials)	Timeline (By When?)	PROGRAMS/PEDAGOGY: Priority Initiative 3 Status Update
Ongoing assessment and evaluation of the school counseling programs at each school	Counselors at each school will conduct ASCA Program Assessment.	No additional resources required to complete.	May 2018	ASCA Program assessments have been completed at each school.
Continued work toward aligning each school counseling program with the ASCA National Model	Counselors will work individually and as a group on this action step.	Counselors will work free of charge with a trainer from ASCA to assess program status and progress throughout 17-18 school year.	May 2018	Each school worked individually and as a group with ASCA mentor and began to align practices with ASCA National Model; multiple conferences were held with ASCA mentor during the year; ASCA mentorship will continue for 2018-2019 school year.
Annual data collection	Each individual Counselor will complete two use-of-time assessments; each school will conduct counseling program needs assessment.	No additional resources required to complete.	Fall 2017, Spring 2018 for use-of-time assessment; Spring 2018 for needs assessment.	Counselors have conducted use-of-time assessments and school counseling program needs assessments.
Classroom guidance lessons	Each Counselor will deliver classroom guidance lessons on a variety of topics.	No additional resources required to complete	Duration of 17-18 school year.	Classroom guidance lessons were delivered in grades K-12 on a variety of social, emotional, and career and college readiness topics.

Action Steps (Social cont) (What will be done to achieve initiative?)	Responsibilities (Who Will Do It)	Resources (Funding/Time/People/Materials)	Timeline (By When?)	PROGRAMS/PEDAGOGY: Priority Initiative 3 Status Update
Climate survey	Guidance Counselors and Teachers	No additional resources required to complete	annually	Third grade students completed an individual online bullying survey twice during the 2017-2018 school year (fall&spring) to measure their understanding of what to do if they see or experience bullying. There was also a presentation to the 3rd graders by Ellen Miller from the DA's office about bullying. Ellen Miller gave a spring presentation to the families of 3rd grade students about cyberbullying and ways to protect their children online. Fifth grade students took a climate survey via MCAS. High school students completed a climate survey.
Investigate community based justice programs	Principals, assistant principals, and Guidance Dept.		2017 - 2018	Connections have been made with WPD and their Gang Unit. Representatives have contacted and visited AKf to inform, evaluate and discuss safety procedures and Police/School protocols.
Evidence of Success: <ul style="list-style-type: none"> ● ASCA Program Assessment will indicate that each school is becoming more aligned to the ASCA National Model; Only pursuing in Middle School ● School counselors meet regularly to work on improving school counseling services, including conferences with mentor from ASCA; ● Use-of-Time Assessments for each counselor show that school counselors spend 80% or more of their time in direct and indirect service to students; ● Each counselor delivers a number of classroom guidance lessons covering a variety of topics at each grade level, which helps ensure that all students receive the benefit of the school counseling program in their building. ● 85% of students will state that they have a trusted adult, within the AKF school community, that they can go to when they are experiencing significant difficulties, and also state that they know how to access that adult if needed. <ul style="list-style-type: none"> ○ In the grade 3 fall 2017 bullying survey, a question was added to align with this strategic initiative "Do you have an adult at school you trust to help you?" This question received a response of 84% yes out of 120 students. ○ *In the spring 2018, the response to this question increased from 84% to 94% of the 120 grade 3 students responding "yes" to "Do you have an adult at school you trust to help you?" <p>■ (No additional surveys have been done since Fall 2019 in grade 3. Will look at other data for 4-12 from MCAS)</p>				

Priority Initiative 4: Literacy

Implement a data-driven research based literacy plan for K-12 curriculum and instruction that provides coherence across all grade levels and initiatives. The plan will include targeted goals and outcomes for improving reading and writing proficiency at each school. Our students will graduate from high school with the reading, writing, listening, speaking, and digital literacy skills necessary to communicate effectively and participate in an ever changing global society.

Action Steps (Literacy) (What will be done to achieve initiative?)	Responsibilities (Who Will Do It)	Resources (Funding/Time/ People/Materials)	Timeline (By When?)	PROGRAMS/PEDAGOGY: Priority Initiative 4 Status Update
Increase the keyboarding skills of students in grades K - 3 by purchasing computer based programs/assessments to allow students the ability to communicate effectively on the computer	Technology Teacher and Curriculum Coordinator		2018	ES: Using Keyboarding without Tears in K-3 technology classes; using i-Ready Diagnostics and online instruction for all students; using Google Classroom in most grade 3 classes (yes - Siby)
Increase the computer skills of students in grades 8-12 by offering more computer based classes and programs to allow students the ability to communicate effectively on the computer	Administration and Teachers		2019	Currently working on High School Technology offerings. Increased exposure to Google Apps and currently evaluating 8th grade skill sets on computer based testing. Students are receiving typing classes, File storage and word processing.
Elementary staff educator plans will contain a reading and writing goal, specialists will contain a writing goal	Administration and Teachers	Mid-level goal and end of year goal in formative and summative evaluation	2017 - 2018	This was completed as part of the educator evaluation system.
Shift from Reading Specialist to Instructional Coach in the elementary school to provide continuous guidance and feedback on utilizing highly effective instructional practices that support student learning (Rev. 6/2018)	Instructional Coach, Principals and Curriculum Coordinator (Rev. 6/2018)		2019	Action step updated for 2018-2019 school year completed
Action Steps (Literacy cont.) (What will be done to achieve initiative?)	Responsibilities (Who Will Do It)	Resources (Funding/Time/ People/Materials)	Timeline (By When?)	PROGRAMS/PEDAGOGY: Priority Initiative 4 Status Update

Mentor support and supervision - classroom observations will be scheduled to allow teachers the opportunity to visit classrooms and observe literacy instruction	Mentor Coordinator/Mentors/ Classroom Teachers and Administration		2019	HS- All department heads have observed each member of their dept. both Informally and formally each semester. Ongoing Each mentor has been provided opportunities to observe their mentee in the classroom and held meetings with each other as well as the Mentor Coordinator.
Establish literacy school-based action plans that include specific literacy goals (learning targets), instructional practices, and assessments used to determine progress.	School-based teams including: Principals, Reading Specialists, Curriculum Coordinators, and designated Teachers	Teams will meet monthly. Site-based PD will be provided for staff on effective literacy practices.	2018	ES: 2017-2018 Literacy Action Plan has been updated and implemented by the ES Literacy Team.; additional work was put in towards literacy in 18-19 and documented in a literacy update; In addition to the literacy team, ES also had a math team and STE/HSS team. Significant curriculum work was completed in ELA, math, and STE. MS: Created a MS Literacy Leadership team that meets biweekly. Created a MS Literacy Plan.
District Literacy Team will meet quarterly to identify essential outcomes, monitor reading and writing progress using data, and make needed changes to the current plan in order to support teacher professional growth and student learning.	District Team including no more than three representatives from each school based team and Executive Director, ELL Department Head, Technology Director, and Special Education Director.	Team will meet quarterly. Additional district PD and or resources may be requested based on district-wide needs assessment.	2018	The decision was made to have building based Literacy Teams, which included the Curriculum Coordinators; Curriculum Coordinators met with Executive Director bi-weekly and this was part of the data discussions and professional development areas of focus.
Identify districts' capacity to support literacy development.	School District Team, School Based Teams, and possibly a Literacy Consultant.	Times for meetings and hiring a consultant to address literacy needs in the District.	2018	MS has designed a survey. (??)
Action Steps (Literacy cont.) (What will be done to achieve initiative?)	Responsibilities (Who Will Do It)	Resources (Funding/Time/ People/Materials)	Timeline (By When?)	PROGRAMS/PEDAGOGY: Priority Initiative 4 Status Update

Use research based intervention programs for struggling readers and writers.	Special Education Director, Principals, Curriculum Coordinators, ELL Department Head, and Reading Specialists	Research-based programs and PD	2018	ES: using Guided Reading, Read Naturally, Foundations, Orton-Gillingham, Wilson, i-Ready online instruction MS: Guided Reading, Corrective Reading, Read Naturally, Orton Gillingham, Just Words, Foundations, Wilson
Create cross-curricular units that incorporate reading, writing, listening, speaking, and digital literacy skills.	Curriculum Coordinators, and Teaching Staff	Time for curriculum changes and meetings	2019	ES: in progress
Provide ongoing site-based professional development and leadership opportunities for staff on effective literacy practices.	Curriculum Coordinator, and School-based Literacy Team	PD on and off-site, time, and possibly videotaping	2018	ES: in 17-18 PD by Literacy Team members and Reading Specialist. Jennifer Serraballo provided writing PD for K-3 teachers. Writing has been aligned vertically K-3 and prompts have been updated to reflect the writing expectations listed in the Massachusetts state frameworks. 18-19 additional PD offered internally based on needs shows by our data MS: Two sessions of Keys to Content Area Writing Training for all staff. Four Keys Coaches will provide additional 1:1 support.
<p>Evidence of Success:</p> <p>95% of AKF students will graduate from high school with the reading, writing, listening, speaking, and digital literacy skills necessary to communicate effectively and participate in an ever changing global society as measured by completion of both the MASS CORE and AKF graduation requirements. (We do not have a District wide Literacy plan, however, Students do graduate at or above this level with passing MCAS scores.)</p>				

Priority Initiative 5: Music

Investigate and enhance the music curricula for grades K-12, including performance options.

Action Steps (Music) (What will be done to achieve)	Responsibilities (Who Will Do It)	Resources (Funding/Time/)	Timeline (By When?)	PROGRAMS/PEDAGOGY: Priority Initiative 5 Status Update
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initiative?)		People/Materials)		
K-12 - Complete a full inventory and analysis of all general music classes, their curriculum, and check their alignment with state and national music standards.	Music Department Chair, Grade Level Teacher, Building Curriculum Coordinator	-Current state and national standards -Atlas database	2017-2018	<p>ES: Scott mapped K-4 standards into grade level benchmarks for K-3 using 2014 National Music standards. It is in Google Drive. (Arts/Music have new standards from spring 2019 - will the music teachers get any guidance from dept. head? - Siby)</p> <p>MS: <i>Grades 4-7 general music is constantly revised.</i> Replacing 1994 MA music standards with the 2014 national music standards. Revisions to begin end of the 2018 school year. https://nafme.org/my-classroom/standards/core-music-standards/</p> <p>HS: Gr 8 general music is fully kinesthetic and keyboard based. Students are applying the knowledge they learned previously. Curriculum is being outlined this year.</p> <p>Gr 9: Predominantly a high school level theory class with some exposure to music history and western and world music. Some units need full revisions.</p> <p>Gr 10: Class may need full redesign in conjunction with art 10 due to lack of 2017 enrollment. Grade 10 Music to restart 2018-2019</p>
9-12 – Complete a full inventory of all music electives, their curriculum, and check their alignment with state and national standards, as well as the effectiveness of each course.	Music Department Chair, Grade Level Teacher, Building Curriculum Coordinator	-Current state and national standards -Atlas database -Student interest surveys	2017-2018	<p>Music of the 20th Century - curriculum and activities are in need of update and refinement. Revisions to begin end of the 2018 school year.</p> <p>11 - 12 Elective: Introduction to Keyboard is in its first year, outlining curriculum 2017 - 2018. Revisions to begin end of the 2018 school year.</p>
Action Steps (Music cont) (What will be done to achieve initiative?)	Responsibilities (Who Will Do It)	Resources (Funding/Time/ People/Materials)	Timeline (By When?)	PROGRAMS/PEDAGOGY: Priority Initiative 5 Status Update
4-12 – Complete a full inventory	Music Department	-Current state and	2017-2018	Central District rewrote new performance rubrics. We need to realign with assessments. Added new list of district required

of all performing groups and ensembles, their curricula, and check their alignment with national and state standards.	Chair, Ensemble Directors, Building Curriculum Coordinator	national standards -Atlas database -Student interest surveys		scales. Replacing 1994 MA music standards with the 2014 national music standards.Revisions to begin end of the 2018 school year. New CDMMEA rubrics to be used at the HS beginning with final exams 2018.
K-12 – Edit and re-write any curriculum units, or unit sections of all general music classes that are in need of revision.	Music Department Chair, Grade Level Teacher, Building Curriculum Coordinator	-Current state and national standards -Possible professional development -Possible specialized music curriculum specialists or consultation. -PD and consultation would require district funding but could be highly effective.	2019-2020	Mr. Shannon has spoken with MS and HS curriculum coordinators and spoken with MS/ES general music teachers about replacing 1994 MA music standards with the 2014 national music standards.Revisions to begin end of the 2018 school year. (Aren't there new MA music standards from spring 2019?. - Siby)
9-12 – Edit and re-write any curriculum units, or unit sections of all music electives that are in need of revision. This could include replacing, or adding to existing course offerings.	Music Department Chair, Grade Level Teacher, Building Curriculum Coordinator	-Current state and national standards -Possible professional development -Possible specialized music curriculum specialists or consultation. -PD and consultation would require district funding but could be highly effective.	2019-2020	Replacing 1994 MA music standards with the 2014 national music standards.Revisions to begin end of the 2018 school year.
Action Steps (Music cont) (What will be done to achieve initiative?)	Responsibilities (Who Will Do It)	Resources (Funding/Time/ People/Materials)	Timeline (By When?)	PROGRAMS/PEDAGOGY: Priority Initiative 5 Status Update

4-12 – Edit and re-write any curriculum units, or unit sections of all performing groups that are in need of revision. This could include replacing, or adding to existing course offerings. This could also include how, when, and how often ensembles or groups meet and rehearse.	Music Department Chair, Ensemble Directors, Building Curriculum Coordinator	-Current state and national standards -Possible professional development -Possible specialized music curriculum specialists or consultation. -PD and consultation could require district funding but could be highly effective.	2019-2020	Music Director will meet with middle and high school principals in 2017 - 2018 about rescheduling specials rotation to effectively utilize staff beginning in 2018 - 2019. MS and HS specials schedules do not agree well for shared string teacher; irregular and ineffective schedule for string teacher at Grade 8/HS
K-12 – Research effectiveness, and visibility of all grade level, and ensemble performances. This includes all K-3 grade level performances, as well as 4-12 performing groups. This will include in school, and community performances.	Music Department Chair, Ensemble Directors, Principal, Executive Director	-Current state and national standards -Research of other district performance models -Student interest surveys -Parent Surveys	2017-2018	Restructured grade level performances in 2017 - 2018. Gr. 8 - 12 concert was long, evaluating length of performances. Concert start time moved to 6:00 pm, and music director limited length of concert for each section to two individual selections. Will continue to evaluate performances throughout the year.
K-12 – Edit and restructure any of the K-3 grade level performance methods, opportunities, and routines, as well as the 4-12 performing groups that are in need of revision. This will include in school, as well as community performances. This could include where, and how often each grade level or performing group performs.	Music Department Chair, Ensemble Directors, Principal, Executive Director	-Current state and national standards -Possible professional development -Possible specialized music curriculum specialists or consultation. -PD and consultation could require district funding but could be highly effective.	2019-2020	Music Director to survey other districts for concert performance practices and seek out possible PD Possible reschedule of MS Concerts from May to June to better accommodate MCAS preparation and testing to assist classroom teachers.
<p>Evidence of Success:</p> <p>Music curriculum will be updated in Atlas for all general music classes and electives to be aligned with current state and national standards by 2020. Performance groups will be evaluated in terms of methods, performance opportunities, and frequency of performances to increase participation by 10% by 2019-2020.</p> <p>(Performances increased before CoVID and the curriculum has been aligned with state standards)</p>				

IV. PARTNERS

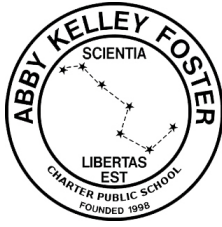
Goal: Build meaningful relationships with key stakeholders within the school and the Worcester Community.

Priority Initiative 1: School District Collaboration

By June 2021 administration and teachers will increase efforts to collaborate with local schools and businesses to increase opportunities for our school community.

Action Steps (Partners) (What will be done to achieve initiative?)	Responsibilities (Who Will Do It)	Resources (Funding/Time/People/Materials)	Timeline (By When?)	PARTNERS: Priority Initiative 1 Status Update
Meet with local colleges (tutoring opportunities)	Executive Director and members of administration		2019	Job Fair at WPI to increase internships at ES was attended in the fall 2017 by Amy Emma and Joanne Wiggins. Two Assumption College students completed internships at the ES during 2017-2018.
Meet with local businesses (internships)	Executive Director and members of administration		2020	Bridges Together Inc intergenerational program, volunteered in 3 of 6 Kindergarten classrooms for 6 weeks during 2017-2018. Pioneer Research Institute completed a video at the ES in June 2018 to document RTI best practices. The video will be released during the summer 2018.
Attend business and civic events to identify opportunities for the AKF community	Executive Director and members of administration		2018-2019	Executive Director and members of administrative team have participated in a variety of events with the Worcester Chamber of Commerce and the Massachusetts Charter Public School Association. City Manager, Ed Augustus, visited Abby Kelley for the first time.
Meet with local state representatives to share the AKF story	Executive Director and members of administration		ongoing	Executive Director and members of administrative team have participated in a variety of community events (Girls Inc.), Worcester Chamber of Commerce events, and the Massachusetts Charter Public School Association.
Evidence of Success: Executive director and members of the administrative team will identify and develop increased opportunities for our students, the AKF Foundation, and the AKF school community by 2021. (This can and should continue to be a priority.)				

*Red indicates information added in October 2020 by IED, Heidi Paluk.



ABBY KELLEY FOSTER CHARTER PUBLIC SCHOOL

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November 18, 2020

Notes to Draft Financial Statements dated October 31, 2020:

Attached are unaudited financial statements for the 4-month period ending October 31, 2020.

Following are explanations of various budget items and variances: The enclosed Statement of Activities includes a new column titled 2020-2021 Revised Forecast. This column has not been updated since August 2020, before I was hired, but will be updated with the December Financials. The FY2021 Annual Budget continues to reflect the budget that was approved by the board in April.

Revenue from State Sources- The Department of Elementary and Secondary Education still shows Abby Kelley projected to receive \$18,817,334 in tuition revenue. This amount is \$682,666 below the budgeted \$19,500,000. This projection is reflected in both the forecast column and the actual revenue column. More accurate numbers won't be available until after the first of the year and the projection will be updated as information comes in

In District Transportation- I have confirmed we will receive our full In-District transportation payment this year, which is paid out monthly in the amount of \$99,436 (which is included in Revenue from State Sources) and a yearly projected amount of \$1,193,228. I have updated the financials to reflect this. Our regional transportation (outside of Worcester) payment is much smaller and will come in the spring and will also be based on last year's transportation numbers. We do not know yet the impact this year will have on 2021-2022 transportation numbers.

Meal Program Revenues – As of now we are still showing no meal program revenue. We continue to await designation from State/Federal government that AKFCS will be able to provide free meals to our students as well as other Worcester community residents. Once we get this approval we should be reimbursed for meals served as well as be able to project a more accurate revenue source going forward.

Federal Grant Funding- In addition to the standard entitlement grants (which remain in line with budget), the school has been awarded \$822,246 COVID related funding. This includes funding through the ESSER/Cares Act, the Coronavirus Relief Fund, and the COVID Technology grant. These grants are funding items needed for facilities, nutrition supplies and equipment, and technology and they are also covering a large amount of FY21 salaries and will be spent by the end of the grant periods. I am looking into what grants may be available once these ones end. The revenue from federal sources is below budget. This is due to Medicaid Revenue. Historically the school receives most of its Medicaid revenue in the spring which would put this below budget in the fall and winter.

Staffing Costs- The FY2021 approved budget included the addition of 8 new positions. These positions remain in the revised forecast at this time, however, they have not all been filled. They will be staffed as needed as the year progresses. As you know, we have been having trouble finding qualified candidates; we are working toward solving this problem.

Benefits and Other Fixed Charges- Retirement & Fringe Benefits is running above the budgeted amount. This is due to an HSA funding payment that was made in the amount of 18,500 in October. This is a change from when we had our HSA with Benefits Strategies'.

COVID Related Costs: \$281,472 has been spent to date for items related to COVID. \$263,790 of that has been spent in FY2021. This includes items and supplies for facilities and nutrition, and technology and instructional items to support remote learning.

Financing- The FY21 Debt Service Coverage Ratio is 2.64:1, compared to a required ratio of 1.15:1. This ratio will decline as we move through the school year and expenses are incurred. All three of the school's Certificates of Deposit will mature this month and all three are being transferred into our Middlesex money market account while we evaluate the best strategy to take in investing this money.

Abby Kelley Foster Charter Public School
Statement of Activities - unaudited
July 2020 - October 2020

	Actual July 1, 2020 - October 31, 2020	Budget July 1, 2020 - October 31, 2020	YTD Budget Variance \$ as of 10/31/2020	Budget Variance %	FY2021 Annual Budget	2020-2021 Revised Forecast
Revenues:						
Revenue from State Sources	\$ 6,599,580	\$ 6,806,844	\$ (207,264)	-3%	\$ 20,420,534	\$ 19,450,802
State Grants	\$ 15,868	\$ 17,576	\$ (1,708)	-10%	\$ 52,733	\$ 47,603
Revenue from Federal Sources	\$ 281,548	\$ 301,660	\$ (20,112)	-7%	\$ 904,969	\$ 900,718
CoVID Funding	\$ 422,636	\$ -	\$ 422,636	\$	\$ -	\$ 822,246
Meal Program Revenues	\$ -	\$ 143,958	\$ (143,958)		\$ 719,792	\$ 719,792
Private Grants/Fundraising	\$ -	\$ -	\$ -		\$ -	\$ -
Private Grants AKF Ed Foundation	\$ -	\$ -	\$ -		\$ 20,000	\$ 20,000
E-Rate Reimbursement	\$ -	\$ -	\$ -		\$ -	\$ -
Other Revenues	\$ 8,400	\$ 18,403	\$ (10,003)	-54%	\$ 91,419	\$ 28,023
Total Revenue	\$ 7,328,032	\$ 7,288,441	\$ 39,591	1%	\$ 22,209,446	\$ 21,989,183
Operating Expenses:						
<u>Administration:</u>						
Salaries- Leadership & Administration (non-instructional)	\$ 304,200	\$ 322,108	\$ (17,908)	-6%	\$ 966,319	\$ 961,319
Contracted Services- Business & Finance	\$ 58,334	\$ 51,992	\$ 6,342	12%	\$ 155,984	\$ 155,984
Contracted Services- Legal	\$ 27,383	\$ 16,668	\$ 10,715	64%	\$ 50,000	\$ 50,000
Information Management & Technology	\$ 14,231	\$ 12,468	\$ 1,763	14%	\$ 37,406	\$ 37,406
Recruitment & Advertising	\$ 3,713	\$ 918	\$ 2,795	305%	\$ 2,748	\$ 2,748
Other Administrative Expenses	\$ 67,319	\$ 56,614	\$ 10,705	19%	\$ 110,497	\$ 110,497
Depreciation	\$ 4,050	\$ 5,420	\$ (1,370)	-25%	\$ 14,119	\$ 14,119
Total Administration	\$ 479,230	\$ 466,188	\$ 13,043	3%	\$ 1,337,073	\$ 1,332,073
<u>Instructional Services:</u>						
Salaries- Instructional	\$ 2,792,889	\$ 2,824,395	\$ (31,507)	-1%	\$ 11,002,488	\$ 11,002,488
Contracted Services- Instructional	\$ 13,072	\$ 33,900	\$ (20,828)	-61%	\$ 169,500	\$ 169,500
Professional Development	\$ 13,440	\$ 17,200	\$ (3,760)	-22%	\$ 86,000	\$ 86,000
Supplies & Materials	\$ 280,104	\$ 348,084	\$ (67,980)	-20%	\$ 348,074	\$ 348,074
International Baccalaureate Program	\$ 31,724	\$ 60,559	\$ (28,835)	-48%	\$ 60,560	\$ 60,560
Depreciation	\$ 41,352	\$ 55,304	\$ (13,952)	-25%	\$ 167,912	\$ 167,912
Total Instructional Services	\$ 3,172,580	\$ 3,339,442	\$ (166,862)	-5%	\$ 11,834,533	\$ 11,834,533
<u>Pupil Services-Other</u>						
Salaries- Other Student Services	\$ 113,326	\$ 97,223	\$ 16,103	17%	\$ 458,379	\$ 445,043
Student Transportation	\$ 73,422	\$ 264,876	\$ (191,454)	-72%	\$ 1,324,377	\$ 1,285,607
Food Services	\$ 22,781	\$ 93,574	\$ (70,793)	-76%	\$ 467,865	\$ 467,865
Nursing Supplies	\$ 1,414	\$ 3,009	\$ (1,595)	-53%	\$ 3,009	\$ 3,009
Athletic Programs	\$ 5,822	\$ 38,174	\$ (32,352)	-85%	\$ 190,872	\$ 87,000
Other Student Services	\$ 4,997	\$ 15,770	\$ (10,773)	-68%	\$ 67,633	\$ 58,816
Total Pupil Services	\$ 221,761	\$ 512,626	\$ (290,865)	-57%	\$ 2,512,134	\$ 2,347,340
<u>Operation and Maintenance of Plant:</u>						
Salaries	\$ 185,588	\$ 202,472	\$ (16,884)	-8%	\$ 607,421	\$ 607,421
Maintenance of Buildings, Grounds & Equipment	\$ 102,070	\$ 112,271	\$ (10,201)	-9%	\$ 469,500	\$ 469,500
Security of Buildings	\$ -	\$ -	\$ -	\$	\$ -	\$ -
Environmental Costs	\$ 7,946	\$ 1,000	\$ 6,946	695%	\$ 3,000	\$ 3,000
Utilities	\$ 249,095	\$ 251,072	\$ (1,977)	-1%	\$ 753,214	\$ 753,214
Depreciation	\$ 468,279	\$ 473,336	\$ (5,057)	-1%	\$ 1,420,007	\$ 1,420,007
Total Operation & Maintenance of Plant	\$ 1,012,978	\$ 1,040,151	\$ (27,174)	-3%	\$ 3,253,142	\$ 3,253,142
<u>Benefits and Other Fixed Charges</u>						
Retirement & Fringe Benefits	\$ 784,255	\$ 766,228	\$ 18,027	2%	\$ 2,298,687	\$ 2,298,687
Rental/Lease of Buildings, Grounds & Equipment	\$ 30,333	\$ 30,216	\$ 117	0%	\$ 90,645	\$ 90,645
Insurance (non-employee)	\$ 48,005	\$ 49,668	\$ (1,663)	-3%	\$ 149,003	\$ 149,003
Total Benefits and Other Fixed Charges	\$ 862,593	\$ 846,112	\$ 16,481	2%	\$ 2,538,335	\$ 2,538,335
Total Operating Expenses	\$ 5,749,141	\$ 6,204,520	\$ (455,378)	-7%	\$ 21,475,218	\$ 21,305,424
Non-Operating Expenses (Revenue):						
COVID Related Costs	\$ 282,322	\$ -	\$ 282,322	\$	\$ -	\$ 1,000,000
Interest Income	\$ 21,807	\$ 33,333	\$ (11,526)	-35%	\$ (100,000)	\$ (100,000)
Interest Expense- Long Term Debt	\$ 250,391	\$ 244,044	\$ 6,347	3%	\$ 732,129	\$ 732,129
MDFA Guaranty Fee/Letter of Credit Fee	\$ 3,742	\$ 1,668	\$ 2,074	124%	\$ 5,000	\$ 5,000
Total Non-Operating Expenses	\$ 558,261	\$ 279,045	\$ 279,216	100%	\$ 637,129	\$ 1,637,129
Total Expenses	\$ 6,307,402	\$ 6,483,565	\$ (176,162)	-3%	\$ 22,112,347	\$ 22,942,553
Change in Net Position	\$ 1,020,630	\$ 804,876	\$ 215,753	27%	\$ 97,099	\$ (953,370)

Abby Kelley Foster Charter Public School

Statement of Net Position

As of October 31, 2020

		October 31, 2020	October 31, 2019	Prior Year Change \$	Prior Year Change %
	<u>Assets</u>				
Current Assets:					
Cash and Cash Equivalents	\$	3,781,730	\$ 3,295,391	\$ 486,339	15%
Cash - Board Designated Capital Improve. Acct	\$	-	\$ -	\$ -	
Accounts Receivable	\$	669,966	\$ 289,531	\$ 380,435	131%
Environmental Settlement Receivable	\$	-	\$ 589,000	\$ (589,000)	-100%
Prepaid Expenses	\$	75,100	\$ 341,346	\$ (266,246)	-78%
Total Current Assets	\$	4,526,796	\$ 4,515,268	\$ 11,528	0%
Non-Current Assets:					
Cash and Cash Equivalents- Restricted	\$	-	\$ -	\$ -	
Certificate of Deposit	\$	4,162,242	\$ 4,080,353	\$ 81,888	2%
Capital Assets (net of accumulated depreciation):	\$	-	\$ -	\$ -	
Land	\$	2,996,500	\$ 2,816,500	\$ 180,000	6%
Buildings & Improvements	\$	31,833,148	\$ 31,152,778	\$ 680,370	2%
Construction in Progress	\$	890,667	\$ 257,635	\$ 633,032	246%
Land Improvements	\$	1,882,618	\$ 2,103,233	\$ (220,615)	-10%
Musical Instruments	\$	-	\$ -	\$ -	
Computers and Peripherals	\$	183,952	\$ 192,202	\$ (8,250)	-4%
Text/Library/Instructional	\$	14,573	\$ 32,683	\$ (18,110)	-55%
Furniture, Fixtures & Equipment	\$	215,311	\$ 260,770	\$ (45,460)	-17%
Automobiles	\$	14,467	\$ 16,531	\$ (2,064)	-12%
Total Non-Current Assets	\$	42,193,477	\$ 40,912,686	\$ (369,407)	-1%
Total Assets	\$	46,720,273	\$ 45,427,954	\$ (457,301)	-1%
	<u>Liabilities and Net Assets</u>				
Current Liabilities					
Current Maturities of Long Term Debt	\$	1,300,076	\$ 1,253,633	\$ 46,443	4%
Accounts Payable	\$	429,814	\$ 251,226	\$ 178,589	71%
Accrued Payroll and Related Expenses	\$	970,355	\$ 765,610	\$ 204,745	27%
Other Accrued Expenses	\$	18,589	\$ 27,367	\$ (8,778)	-32%
Accrued Interest and Bond Costs	\$	0	\$ 66,339	\$ (66,339)	-100%
Other Current Liabilities	\$	43,204	\$ 50,514	\$ (7,310)	-14%
Total Current Liabilities	\$	2,762,039	\$ 2,414,689	\$ (946,446)	-26%
Non-Current Liabilities					
Long-Term Debt (net of current maturities)	\$	19,844,261	\$ 21,136,766	\$ (1,292,505)	-6%
Environmental Liability	\$	307,936	\$ 528,482	\$ (220,546)	-42%
Total Non-Current Liabilities	\$	20,152,197	\$ 21,665,248	\$ (469,634)	-2%
Total Liabilities	\$	22,914,236	\$ 24,079,937	\$ (1,416,080)	-6%
Net Position	\$	23,806,037	\$ 21,348,017	\$ 958,779	4%

Abby Kelley Foster Charter Public School
Middlesex Savings Bank
Covenant Compliance Certificate
For the Period Ending October 31, 2020 (unaudited)

Debt Service Coverage Ratio: Tested Semi-Annually

CASH FLOW AVAILABLE FOR DEBT SERVICE:

Change in Net Position	\$ 1,020,630
<i>Plus:</i>	
Depreciation	\$ 513,681
Amortization	\$ -
Interest Expense	\$ 254,133
<i>Minus/Plus:</i>	
Unrealized Gains/(Losses) on Investments	
Extraordinary Gains/(Losses)	
Net Operating Cash Flow	<u>\$ 1,788,443</u>

DEBT SERVICE:

Interest Expense	\$ 254,133
Current Maturities of Long Term Debt (ytd)	<u>\$ 422,822</u>
Total Debt Service	<u>\$ 676,955</u>
 Required Ratio	 1.15
Actual Ratio (unaudited YTD)	2.64
Compliance	yes

Abby Kelley Foster Charter Public School

Statement of Cash Flows (unaudited)

July 1, 2020 thru October 31, 2020

OPERATING ACTIVITIES

Change in Net Position	\$1,020,629.68
Adjustments to reconcile Net Income to net cash provided by Operations:	
Accounts Receivable	\$ (485,514.35)
Prepaid Expenses	\$ (11,033.68)
Certificate of Deposit- Middlesex Savings Bank	\$ (21,588.92)
Accounts Payable	\$ (218,225.46)
Fundraising Liabilities	\$ (4,827.72)
Accrued Payroll Related Liabilities	\$ (674,138.48)
Accrued Interest and Bond Costs	\$ (61,823.97)
Accrued Environmental Expenses	\$ (31,809.03)
Other Accrued Expenses	\$ (2,433.36)
Net cash provided by operating activities	<u>\$ (490,765.29)</u>

INVESTING ACTIVITIES

Purchase of Capital Items:	
Automobiles	\$ -
Building Improvements	\$ (18,300.00)
Computers & Peripherals	\$ (98,824.01)
Construction in Progress	\$ (5,560.61)
FF&E	\$ -
Land Improvements	\$ -
Musical Instruments	\$ -
Textbooks & Other Instructional	\$ -
Accumulated Depreciation Expense:	\$ 513,680.80
Net cash provided by investing activities	<u>\$ 390,996.18</u>

FINANCING ACTIVITIES

Principal Payments for Bond Payable	\$ (422,822.11)
Amortization of Bond Costs	\$ -
Hedging Instrument	
Net cash provided by financing activities	<u>\$ (422,822.11)</u>

Net cash increase (decrease) for period (7/1/2020-10/31/2020)	\$ (522,591.22)
Cash Balance @ Beginning of Period (7/1/2020)- unrestricted	\$ 4,366,171.71
Cash Balance @ End of Period (10/31/2020)- unrestricted	<u><u>\$ 3,843,580.49</u></u>

Abby Kelley Foster Charter Public School

COVID Related Expenses

Type	Date	Num	Source Name	Category	Memo	Amount
Bill	03/13/2020	S369070	IXL Learning	Technology	Service Site License Upgrade take from k-12 PD budget	1,250.00
Bill	06/29/2020	0013669792	ASCD	Technology	1 Year District License 6/29/2020-6/30/2021(Funds taken	3,600.00
Bill	06/01/2020	221305	Next Gen Supply Group	Facilities	Masks	312.00
Bill	06/02/2020	221474	Next Gen Supply Group	Facilities	Masks	2,080.00
Bill	06/23/2020	224489	Next Gen Supply Group	Facilities	Masks	3,480.00
Bill	06/24/2020	224355	Next Gen Supply Group	Facilities	Disposable Protective Masks	6,960.00
						17,682.00

Type	Date	Num	Source Name	Category	Memo	Amount
Bill	07/06/2020	ZHX1450	CDW Government, Inc.	Technology	ACAD GOOGLE CHROME EDU LICManufacturer Part N	10,000.00
CC	07/08/2020	M. Grennon	Home Depot	Facilities	ES build out and wall repair	244.82
CC	07/13/2020	M. Grennon	Home Depot	Facilities	Sheetrock and blades	264.60
CC	07/25/2020	M. Grennon	Clearmasks.com	Facilities		1,273.94
CC	07/30/2020	M. Grennon	Amazon	Facilities	Sneeze Guards	309.98
Bill	07/30/2020	228841	Next Gen Supply Group	Facilities	Covid Supplies	6,410.32
CC	08/02/2020	M. Grennon	Amazon	Facilities	Floor and window decals	199.54
CC	08/02/2020	M. Grennon	Amazon	Facilities	Floor and window decals	33.98
Bill	08/04/2020	2020303	Mark's Moving & Storage	Facilities	Moving Furniture from ES to HS	3,080.00
CC	08/04/2020	M. Grennon	Custom Ink	Facilities	Custodian, Admin and food service masks	408.45
Bill	08/05/2020	ZQR1715	CDW Government, Inc.	Technology	Chromebooks	41,078.01
Bill	08/05/2020	229685	Next Gen Supply Group	Facilities	Masks	4,640.00
Bill	08/11/2020	ZRZ5503	CDW Government, Inc.	Technology		29,218.00
Bill	08/12/2020	ZSH9586	CDW Government, Inc.	Technology	Chromebooks	48,703.50
Bill	08/12/2020	ZSD1570	CDW Government, Inc.	Technology	Laptops	7,304.50
Bill	08/13/2020	2020309	Mark's Moving & Storage	Facilities	Moving Furniture from ES to HS	1,820.00
CC	08/14/2020	S. Collins	Webstaurant Store	Nutrition	Storage racks for student bottled water	196.69
Bill	08/18/2020	23994465	Sweetwater	Technology	JBL Lifestyle Bluetooth On-Ear Headphones, Black	9,395.30
Bill	08/21/2020	INV/20-21/0099	Callido Learning Private	Technology	Subscription to Extended Essay Companion (USD)Charge	1,160.00
CC	08/28/2020	S. Collins	Webstaurant Store	Nutrition	Meal delivery classroom bags	685.11
Bill	08/29/2020	3455037845	Staples Advantage	Facilities		68.90
CC	08/29/2020	S. Collins	Staples Advantage	Nutrition	Bag sealer, tap, ice packs etc for remote meal pick up	288.82
Bill	08/31/2020	ZXK3895	CDW Government, Inc.	Technology		13,860.00
Bill	08/31/2020	INV39074493	Zoom Video Communic	Technology	Annual web-based video conferencing 8/31/2020-8/31/2021	14,000.00
Bill	09/01/2020	233082	Next Gen Supply Group	Facilities		777.60
CC	09/01/2020	M. Grennon	Amazon Marketplace	Facilities	Plexiglass sneeze guards	162.48
CC	09/01/2020	M. Grennon	Amazon Marketplace	Facilities	Plexiglass Sneeze Guards	445.80
CC	09/01/2020	M. Grennon	Buy Masks Direct	Facilities	Masks	147.42
CC	09/01/2020	M. Grennon	Amazon Marketplace	Facilities	Face Shields	148.52
CC	09/01/2020	M. Grennon	Amazon Marketplace	Facilities	Hand Sanitizer	233.74
CC	09/01/2020	M. Grennon	Home Depot	Facilities	Mask and hand sanitizer for classrooms	197.82
CC	09/01/2020	M. Grennon	Amazon Marketplace	Facilities	Gowns for nurses	159.36
CC	09/01/2020	M. Grennon		Facilities	Gloves for Nurses	428.88
Bill	09/14/2020	232458A	Next Gen Supply Group	Facilities	Disinfectant wipes and micro fiber wipes	2,700.00
Bill	09/15/2020	10965	EDS Mechanical Inc	Facilities	Service rooftops	7,412.50
Bill	09/17/2020	10967	EDS Mechanical Inc	Facilities	Replace motors on exhaust fans	5,394.02
Bill	09/17/2020	10968	EDS Mechanical Inc	Facilities	Replace motors on exhaust fans @ HS	4,674.64
Bill	09/17/2020	221475	Next Gen Supply Group	Facilities	Foaming Hand Sanitizer	459.69
Bill	09/25/2020	1949702	CDW Government, Inc.	Technology	Teacher Laptops	3,920.80
Bill	09/29/2020	B12360182	SHI International	Technology	WC-1080 Web Cam (100)	5,670.00
Bill	09/29/2020	EC8451	Bulbs. com inc	Facilities	PPE Supplies	774.20
Bill	09/29/2020	216704-01	Next Gen Supply Group	Facilities	Electrostatic Sprayer	718.75
CC	10/01/2020	S. Collins	Webstaurant Store	Nutrition	Items for remote meal pickup as well as health inspection	312.55
CC	10/01/2020	M. Grennon	Amazon Marketplace	Facilities	Sneeze Guards	289.34
CC	10/01/2020	M. Grennon	Amazon Marketplace	Facilities	Safety glasses for nurses	53.82

Bill	10/07/2020 4554	Love Your Lunchroom	Nutrition	SOCIAL DISTANCING GRAPHICS:Package #2 - Paw Pri	150.00
Bill	10/07/2020 4554	Love Your Lunchroom	Nutrition	SOCIAL DISTANCING GRAPHICS:Package #2 - Paw Pri	17.58
Bill	10/07/2020 B12402935	SHI International	Technology	SonicWall SonicWave 231C - wireless access	2,571.00
Bill	10/07/2020 B12402594	SHI International	Technology	Sony WH-CH510 - headphones with mic	1,200.00
Bill	10/14/2020 3755831020	Lakeshore Learning Ma	Technology		3,739.90
Bill	10/14/2020 315930	Bulbs. com inc	Facilities	PPE Supplies	1,757.80
Bill	10/15/2020 7766486	Spotify USA Inc.	Technology	Soundtrap for Education. Renewal 142 seats. Start:2020-	200.68
Bill	10/16/2020 S1235632	Kamco Supply Corp. of	Facilities	Doors for Covid room and LL offices in ES	4,106.00
Bill	10/16/2020 B12445682	SHI International	Technology	Teacher Laptops	10,050.00
Bill	10/19/2020 4901	Davis Advertising	Technology	Website Project - 1st of 3 installments	3,000.00
Bill	10/27/2020 207488	Kami	Technology	Kami School Plan for School Year until July 31 (for Schoo	3,510.00
Bill	10/30/2020 B12526910	SHI International	Technology	Kodak NuScan Q500 - document camera	886.00
Bill	10/30/2020 241050	Next Gen Supply Group	Facilities	Hand Sanitizer	2,875.00
					263,790.35

Total: 281,472.35

Abby Kelley Foster Charter Public School
Disbursement Register
October 21 through November 18, 2020

Type	Date	Num	Name	Memo	Amount
Oct 21 - Nov 18, 20					
Check	10/31/2020			Service Charge	-390.95
Check	10/31/2020			Service Charge	-41.17
Credit Card Charge	11/01/2020				-555.48
Bill Pmt -Check	11/17/2020	Bill.com	AA Transportation	https://app.bill.com/BillPay?id=blp01HWCSVUN	-46,228.44
Credit Card Charge	11/01/2020	H Paluk	Amazon		-524.65
Credit Card Charge	11/01/2020	H Paluk	Amazon		-199.75
Bill Pmt -Check	11/17/2020	Bill.com	Atlantic Charter Insurance Company	https://app.bill.com/BillPay?id=blp01NJTSQSO	-6,081.00
Bill Pmt -Check	10/26/2020	Bill.com	Barnes & Noble	https://app.bill.com/BillPay?id=blp01RZQNEIJS	-369.50
Bill Pmt -Check	10/29/2020	HRK	Benefit Strategies, LLC		-140.35
Bill Pmt -Check	11/01/2020	HRK	Benefit Strategies, LLC		-140.35
Bill Pmt -Check	11/05/2020	HRK	Benefit Strategies, LLC		-0.40
Bill Pmt -Check	11/02/2020	HRK	Blue Cross Blue Shield of MA	4036942/4036943/2316998	-176,220.39
Bill Pmt -Check	11/04/2020	Bill.com	Bulbs. com inc	https://app.bill.com/BillPay?id=blp01VWPVGJY	-1,757.80
Bill Pmt -Check	11/17/2020	Bill.com	C&C Temp Control, Inc.	https://app.bill.com/BillPay?id=blp01UFLQMEU	-345.00
Bill Pmt -Check	11/17/2020	Bill.com	Center for Responsive Schools	https://app.bill.com/BillPay?id=blp01NQDNNNDN	-729.00
Bill Pmt -Check	11/04/2020	Bill.com	Central Massachusetts Athletic Directors	https://app.bill.com/BillPay?id=blp01MJHELYS	-75.00
Bill Pmt -Check	11/17/2020	Bill.com	Cherry Road Technologies	https://app.bill.com/BillPay?id=blp01VGAKDOQ	-3,108.60
Bill Pmt -Check	10/26/2020	Bill.com	City of Worcester Police Dept	https://app.bill.com/BillPay?id=blp01WYKTDWHY	-618.84
Bill Pmt -Check	11/04/2020	Bill.com	City of Worcester Police Dept	https://app.bill.com/BillPay?id=blp01DGECCQPK	-825.12
Bill Pmt -Check	11/17/2020	Bill.com	City of Worcester Police Dept	https://app.bill.com/BillPay?id=blp01IGVCXXN	-825.12
Bill Pmt -Check	11/04/2020	Bill.com	City of Worcester Water Construction Bill	https://app.bill.com/BillPay?id=blp01QYATXMTI	-90.00
Bill Pmt -Check	11/04/2020	Bill.com	City of Worcester Water Construction Bill	https://app.bill.com/BillPay?id=blp01MGISYSYK	-540.00
Bill Pmt -Check	11/04/2020	Bill.com	City of Worcester Water Construction Bill	https://app.bill.com/BillPay?id=blp01GCMICSD	-1,080.00
Bill Pmt -Check	11/17/2020	Bill.com	Cogent	https://app.bill.com/BillPay?id=blp01GEQYEGE	-3,264.00
Bill Pmt -Check	11/04/2020	Bill.com	Constellation NewEnergy -6710892-0	https://app.bill.com/BillPay?id=blp01MPISXURS	-33.04
Bill Pmt -Check	10/26/2020	Bill.com	Constellation NewEnergy -6710892-1	https://app.bill.com/BillPay?id=blp01QYATXMTI	-1,159.42
Bill Pmt -Check	11/04/2020	Bill.com	Constellation NewEnergy -6710892-2	https://app.bill.com/BillPay?id=blp01LBMVSRW	-712.12
Bill Pmt -Check	11/04/2020	Bill.com	Crystal Rock	https://app.bill.com/BillPay?id=blp01MDGCXGC	-178.12
Bill Pmt -Check	11/05/2020	33616	Daugherty, Scott		-3,357.44
Bill Pmt -Check	10/26/2020	Bill.com	Davis Advertising	https://app.bill.com/BillPay?id=blp01JDROKAN	-3,000.00
Bill Pmt -Check	11/04/2020	Bill.com	Duva Distributors	https://app.bill.com/BillPay?id=blp01DICZOYW	-12.45
Bill Pmt -Check	10/26/2020	Bill.com	Earthlink Business/Windstream	https://app.bill.com/BillPay?id=blp01ZSCCIIMS	-490.57
Bill Pmt -Check	11/04/2020	Bill.com	EDS Mechanical Inc	https://app.bill.com/BillPay?id=blp01GMIZIYZX	-2,498.00
Bill Pmt -Check	11/04/2020	Bill.com	EDS Mechanical Inc	https://app.bill.com/BillPay?id=blp01JDBQYUA	-2,033.00
Bill Pmt -Check	11/17/2020	Bill.com	EDS Mechanical Inc	https://app.bill.com/BillPay?id=blp01QGHNYZB	-18,300.00
Bill Pmt -Check	11/17/2020	Bill.com	EDS Mechanical Inc	https://app.bill.com/BillPay?id=blp01YZCSUKX	-2,001.34
Bill Pmt -Check	11/17/2020	Bill.com	EDS Mechanical Inc	https://app.bill.com/BillPay?id=blp01NYKPUHUI	-2,069.05
Bill Pmt -Check	10/26/2020	Bill.com	Eversource (formally NSTAR-1639-Elem)	https://app.bill.com/BillPay?id=blp01DMJXZEIJ	-60.34
Bill Pmt -Check	10/26/2020	Bill.com	Eversource (formerly NSTAR-1638- MS)	https://app.bill.com/BillPay?id=blp01TOALCRK	-478.36
Bill Pmt -Check	10/23/2020	33615	Finishing Touches by Dianne	# 50% Deposit	-785.53
Bill Pmt -Check	10/23/2020	Bill.com	Fire Equipment Inc.	https://app.bill.com/BillPay?id=blp01YJTCDWX	-300.00
Bill Pmt -Check	10/23/2020	Bill.com	Fire Equipment Inc.	https://app.bill.com/BillPay?id=blp01VMMXMKF	-100.00
Bill Pmt -Check	10/23/2020	Bill.com	Fire Equipment Inc.	https://app.bill.com/BillPay?id=blp01PZNCTWU	-1,840.00
Bill Pmt -Check	10/23/2020	Bill.com	Fire Equipment Inc.	https://app.bill.com/BillPay?id=blp01TYNHVUJL	-175.00
Bill Pmt -Check	10/23/2020	Bill.com	Fire Equipment Inc.	https://app.bill.com/BillPay?id=blp01USHFBAR	-15.00
Bill Pmt -Check	10/23/2020	Bill.com	Fire Equipment Inc.	https://app.bill.com/BillPay?id=blp01XFAXYTB	-580.00
Bill Pmt -Check	10/23/2020	Bill.com	Fire Equipment Inc.	https://app.bill.com/BillPay?id=blp01MBCVCFK	-200.00
Bill Pmt -Check	10/23/2020	Bill.com	Fire Equipment Inc.	https://app.bill.com/BillPay?id=blp01DOPNMZN	-575.00
Bill Pmt -Check	10/23/2020	Bill.com	Fire Equipment Inc.	https://app.bill.com/BillPay?id=blp01IJSTMINW	-500.00
Bill Pmt -Check	10/23/2020	Bill.com	Fire Equipment Inc.	https://app.bill.com/BillPay?id=blp01XXRTULN	-50.00
Bill Pmt -Check	10/23/2020	Bill.com	Fire Equipment Inc.	https://app.bill.com/BillPay?id=blp01OYQWJNL	-1,000.00
Bill Pmt -Check	10/23/2020	Bill.com	Fire Equipment Inc.	https://app.bill.com/BillPay?id=blp01WWDORC	-650.00
Bill Pmt -Check	10/23/2020	Bill.com	Fire Equipment Inc.	https://app.bill.com/BillPay?id=blp01LLNTCVGC	-400.00
Bill Pmt -Check	10/23/2020	Bill.com	Fire Equipment Inc.	https://app.bill.com/BillPay?id=blp01AUENSVEI	-130.00
Bill Pmt -Check	10/23/2020	Bill.com	Fire Equipment Inc.	https://app.bill.com/BillPay?id=blp01IRXNRVB	-295.00
Bill Pmt -Check	10/23/2020	Bill.com	Fire Equipment Inc.	https://app.bill.com/BillPay?id=blp01VBWFGP	-600.00
Bill Pmt -Check	10/23/2020	Bill.com	Fire Equipment Inc.	https://app.bill.com/BillPay?id=blp01VHGLGIFH	-200.00
Bill Pmt -Check	11/04/2020	Bill.com	Fire Equipment Inc.	https://app.bill.com/BillPay?id=blp01VQVMJKN	-661.20
Bill Pmt -Check	11/04/2020	Bill.com	Follett School Solutions, Inc.	https://app.bill.com/BillPay?id=blp01GRINQKIW	-40.00
Bill Pmt -Check	11/17/2020	Bill.com	Follett School Solutions, Inc.	https://app.bill.com/BillPay?id=blp01MKFNDELI	-28.94
Bill Pmt -Check	11/17/2020	Bill.com	French River Ed. System	https://app.bill.com/BillPay?id=blp01AAYKTKW	-9,483.00
Bill Pmt -Check	11/04/2020	Bill.com	Gibney Sporting Goods	https://app.bill.com/BillPay?id=blp01IZXFTUPEI	-1,818.20
Bill Pmt -Check	10/25/2020	Sept20Denta	Guardian	# DentalClaimsSept2020	-5,278.42
Bill Pmt -Check	11/04/2020	Bill.com	Guertin Graphics, Inc.	https://app.bill.com/BillPay?id=blp01KEHOFWF	-12.50

Type	Date	Num	Name	Memo	Amount
Bill Pmt -Check	11/04/2020	Bill.com	Hippert, Dely	https://app.bill.com/BillPay?id=blp01XXFTTHYX	-64.27
Bill Pmt -Check	11/17/2020	Bill.com	Holmes-Shusas Florist	https://app.bill.com/BillPay?id=blp01JNFVAXEC	-58.00
Credit Card Charge	11/01/2020	H Paluk	Honors Graduation		-54.00
Bill Pmt -Check	10/27/2020	Inv 24378	HR Knowledge Inc.	# 24378	-5,550.00
Bill Pmt -Check	10/23/2020	HRK	HR Knowledge Inc.		-4,269.70
Bill Pmt -Check	11/05/2020	Bill.com	Hydra Concrete Waterproofing	https://app.bill.com/BillPay?id=blp01BJNHDTHE	-20,730.00
Bill Pmt -Check	11/17/2020	Bill.com	Institute for Multi-Sensory Education	https://app.bill.com/BillPay?id=blp01XUEKCPSI	-25.00
Credit Card Charge	11/01/2020	H Paluk	Intuit		-434.18
Bill Pmt -Check	10/26/2020	Bill.com	Joseph's Lock & Safe	https://app.bill.com/BillPay?id=blp01AWASTOA	-535.00
Bill Pmt -Check	11/04/2020	Bill.com	Kamco Supply Corp. of Boston	https://app.bill.com/BillPay?id=blp01GHVMJVQ	-4,106.00
Bill Pmt -Check	11/04/2020	Bill.com	Kami	https://app.bill.com/BillPay?id=blp01QZXRQUO	-3,510.00
Bill Pmt -Check	11/04/2020	Bill.com	Kidd-Luukko Corp.	https://app.bill.com/BillPay?id=blp01HBNKFFZ	-872.03
Bill Pmt -Check	11/04/2020	Bill.com	Kuhn Riddle Architects	https://app.bill.com/BillPay?id=blp01OHUKHUA	-671.11
Bill Pmt -Check	10/26/2020	Bill.com	Lakeshore Learning Materials	https://app.bill.com/BillPay?id=blp01DKUZBNHI	-4,300.89
Bill Pmt -Check	11/04/2020	Bill.com	Lesley University Center for Math Achieve	https://app.bill.com/BillPay?id=blp01APBSRMN	-4,396.00
Bill Pmt -Check	11/04/2020	Bill.com	Liberty MA Portfolio Fee LLC	https://app.bill.com/BillPay?id=blp01RSRXGUV	-1,885.63
Bill Pmt -Check	11/17/2020	Bill.com	M.L. Schmitt	https://app.bill.com/BillPay?id=blp01CWWPJIF	-83,250.40
Bill Pmt -Check	11/09/2020	HRK	M.T.R.S.	School ID 445-Agency # 4140	-83,057.05
Bill Pmt -Check	11/17/2020	Bill.com	Mansfield Paper Company, Inc.	https://app.bill.com/BillPay?id=blp01UMXHBBJ	-641.43
Bill Pmt -Check	11/04/2020	Bill.com	McCarthy's Landscaping & Irrigation, Inc.	https://app.bill.com/BillPay?id=blp01VFGSAFF	-225.00
Bill Pmt -Check	11/04/2020	Bill.com	McCarthy's Landscaping & Irrigation, Inc.	https://app.bill.com/BillPay?id=blp01SQGBZKA	-225.00
Bill Pmt -Check	11/04/2020	Bill.com	McCarthy's Landscaping & Irrigation, Inc.	https://app.bill.com/BillPay?id=blp01FVCLLXWL	-225.00
Bill Pmt -Check	11/04/2020	Bill.com	MSAA (Mass School Administrators' Assoc	https://app.bill.com/BillPay?id=blp01YSRVFKP2	-260.00
Bill Pmt -Check	11/17/2020	Bill.com	National Assoc of College Admission Couns	https://app.bill.com/BillPay?id=blp01PWFENGR	-112.50
Bill Pmt -Check	10/26/2020	Bill.com	National Grid-6 New Bond	https://app.bill.com/BillPay?id=blp01EBLWSMN	-9,428.83
Bill Pmt -Check	11/17/2020	Bill.com	National Grid-6 New Bond	https://app.bill.com/BillPay?id=blp01HFNQCMY	-19,612.09
Bill Pmt -Check	11/17/2020	Bill.com	National Grid 38928-53023	https://app.bill.com/BillPay?id=blp01DZSWFUT	-3,521.78
Bill Pmt -Check	11/17/2020	Bill.com	National Grid 69923-82006	https://app.bill.com/BillPay?id=blp01JUKIAYZUH	-6,123.23
Bill Pmt -Check	10/23/2020	HRK	Nationwide Trust Company, FSB		-25,524.89
Bill Pmt -Check	11/06/2020	HRK26021.62	Nationwide Trust Company, FSB		-26,021.62
Credit Card Charge	11/01/2020	H Paluk	Netflix		-12.99
Bill Pmt -Check	11/04/2020	Bill.com	New England Ice Cream	https://app.bill.com/BillPay?id=blp01GCZVTMZ	-146.90
Bill Pmt -Check	11/04/2020	Bill.com	New England Ice Cream	https://app.bill.com/BillPay?id=blp01WLTPKXNI	-211.16
Bill Pmt -Check	11/04/2020	Bill.com	New England Ice Cream	https://app.bill.com/BillPay?id=blp01WFLAAQI	-103.79
Bill Pmt -Check	11/04/2020	Bill.com	New England Ice Cream	https://app.bill.com/BillPay?id=blp01KFBDBNH	-92.65
Bill Pmt -Check	11/17/2020	Bill.com	New England Ice Cream	https://app.bill.com/BillPay?id=blp01FIRXVQED	-98.40
Bill Pmt -Check	11/17/2020	Bill.com	New England Ice Cream	https://app.bill.com/BillPay?id=blp01XLYSWQC	-71.96
Bill Pmt -Check	10/26/2020	Bill.com	Next Gen Supply Group	https://app.bill.com/BillPay?id=blp01GYVSQEF	-127.30
Bill Pmt -Check	11/04/2020	Bill.com	Next Gen Supply Group	https://app.bill.com/BillPay?id=blp01FUUMGKV	-1,955.36
Bill Pmt -Check	11/04/2020	Bill.com	Next Gen Supply Group	https://app.bill.com/BillPay?id=blp01SHVBTLOF	-2,358.60
Bill Pmt -Check	11/17/2020	Bill.com	Next Gen Supply Group	https://app.bill.com/BillPay?id=blp01EPGAGFE	-75.52
Bill Pmt -Check	11/17/2020	Bill.com	Next Gen Supply Group	https://app.bill.com/BillPay?id=blp01YBHZXLUk	-1,264.38
Bill Pmt -Check	11/17/2020	Bill.com	Next Gen Supply Group	https://app.bill.com/BillPay?id=blp01UBVIHKWL	-2,875.00
Bill Pmt -Check	11/17/2020	Bill.com	OHI Engineering, Inc	https://app.bill.com/BillPay?id=blp01VWTHOGT	-1,819.37
Bill Pmt -Check	11/17/2020	Bill.com	Oriental Trading	https://app.bill.com/BillPay?id=blp01EIBTXIKBI	-541.38
Bill Pmt -Check	11/04/2020	Bill.com	Pear Deck, Inc	https://app.bill.com/BillPay?id=blp01WKTTYMJI	-2,865.00
Bill Pmt -Check	10/26/2020	Bill.com	Preferred Meal Systems, Inc.	https://app.bill.com/BillPay?id=blp01SREBQOC	-944.73
Bill Pmt -Check	10/26/2020	Bill.com	Preferred Meal Systems, Inc.	https://app.bill.com/BillPay?id=blp01EHMGFFYI	-243.90
Bill Pmt -Check	10/26/2020	Bill.com	Preferred Meal Systems, Inc.	https://app.bill.com/BillPay?id=blp01PSZCCUW	-17.60
Bill Pmt -Check	10/26/2020	Bill.com	Preferred Meal Systems, Inc.	https://app.bill.com/BillPay?id=blp01LPITNTDLI	-860.41
Bill Pmt -Check	10/26/2020	Bill.com	Preferred Meal Systems, Inc.	https://app.bill.com/BillPay?id=blp01DBJDBGRPI	-935.15
Bill Pmt -Check	11/17/2020	Bill.com	Preferred Meal Systems, Inc.	https://app.bill.com/BillPay?id=blp01OKNSFAFI	-690.46
Bill Pmt -Check	11/17/2020	Bill.com	Preferred Meal Systems, Inc.	https://app.bill.com/BillPay?id=blp01QXLKNJZZ	-702.85
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Bill Pmt -Check	11/17/2020	Bill.com	Preferred Meal Systems, Inc.	https://app.bill.com/BillPay?id=blp01YRWEEHC	-404.60
Bill Pmt -Check	11/17/2020	Bill.com	Preferred Meal Systems, Inc.	https://app.bill.com/BillPay?id=blp01EJUHQUOTI	-115.95
Bill Pmt -Check	11/17/2020	Bill.com	Preferred Meal Systems, Inc.	https://app.bill.com/BillPay?id=blp01RQWIWWX	-72.96
Bill Pmt -Check	11/17/2020	Bill.com	Preferred Meal Systems, Inc.	https://app.bill.com/BillPay?id=blp01KNXVDLHI	-497.76
Bill Pmt -Check	11/17/2020	Bill.com	Preferred Meal Systems, Inc.	https://app.bill.com/BillPay?id=blp01AJTJJCFFHI	-194.30
Bill Pmt -Check	11/17/2020	Bill.com	Preferred Meal Systems, Inc.	https://app.bill.com/BillPay?id=blp01DSWZHTG	-235.90
Bill Pmt -Check	11/17/2020	Bill.com	Quadient Financial USA, Inc	https://app.bill.com/BillPay?id=blp01WMDDFHE	-1,000.00
Bill Pmt -Check	11/04/2020	Bill.com	Ransford Pest Control	https://app.bill.com/BillPay?id=blp01JVXGTGOI	-118.00
Bill Pmt -Check	11/04/2020	Bill.com	Ransford Pest Control	https://app.bill.com/BillPay?id=blp01LESIGIPYD	-118.00
Bill Pmt -Check	11/04/2020	Bill.com	Ransford Pest Control	https://app.bill.com/BillPay?id=blp01GVEUAZHI	-118.00
Bill Pmt -Check	11/17/2020	Bill.com	Ransford Pest Control	https://app.bill.com/BillPay?id=blp01RJRDKZGI	-118.00
Bill Pmt -Check	11/17/2020	Bill.com	Ransford Pest Control	https://app.bill.com/BillPay?id=blp01VVKDKSTI	-118.00
Bill Pmt -Check	11/17/2020	Bill.com	Ransford Pest Control	https://app.bill.com/BillPay?id=blp01NOBPOAA	-118.00

Type	Date	Num	Name	Memo	Amount
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Bill Pmt -Check	10/26/2020	Bill.com	Rediker Software, Inc.	https://app.bill.com/BillPay?id=blp01OYLEJBWf	-900.00
Bill Pmt -Check	11/17/2020	Bill.com	Rediker Software, Inc.	https://app.bill.com/BillPay?id=blp01YKBYURQl	-700.00
Bill Pmt -Check	11/04/2020	Bill.com	Regan, Jessica	https://app.bill.com/BillPay?id=blp01VDZZMEXf	-42.36
Bill Pmt -Check	11/17/2020	Bill.com	REPUBLIC SERVICES	https://app.bill.com/BillPay?id=blp01THFDVUU^	-2,248.68
Credit Card Charge	11/01/2020	H Paluk	Right Networks		-76.29
Bill Pmt -Check	10/26/2020	Bill.com	Rubin and Rudman, LLP	https://app.bill.com/BillPay?id=blp01HZEMDPQ	-75.00
Bill Pmt -Check	11/04/2020	Bill.com	Scholastic Inc.	https://app.bill.com/BillPay?id=blp01EXEYJJIXL	-60.00
Bill Pmt -Check	11/04/2020	Bill.com	Scholastic Inc.	https://app.bill.com/BillPay?id=blp01AHNUJHLC	-50.00
Bill Pmt -Check	11/04/2020	Bill.com	Scholastic Inc.	https://app.bill.com/BillPay?id=blp01QCKTBIBV	-0.31
Bill Pmt -Check	11/04/2020	Bill.com	Scholastic Inc.	https://app.bill.com/BillPay?id=blp01PVZWFWJ	-60.00
Bill Pmt -Check	11/04/2020	Bill.com	Scholastic Inc.	https://app.bill.com/BillPay?id=blp01DXHNCIQc	-135.00
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Bill Pmt -Check	11/04/2020	Bill.com	Scholastic Inc.	https://app.bill.com/BillPay?id=blp01KNWTSYT,	-75.00
Bill Pmt -Check	11/04/2020	Bill.com	Scholastic Inc.	https://app.bill.com/BillPay?id=blp01OONITOYF	-0.31
Bill Pmt -Check	10/26/2020	Bill.com	School Specialty	https://app.bill.com/BillPay?id=blp01FVVFAGILl	-106.80
Bill Pmt -Check	11/17/2020	Bill.com	Shapiro Educational & Behavioral Consulta	https://app.bill.com/BillPay?id=blp01GNCVCZVl	-2,100.00
Bill Pmt -Check	11/04/2020	Bill.com	Sherwin Williams Sturbridge	https://app.bill.com/BillPay?id=blp01GEGVWWF	-389.68
Bill Pmt -Check	11/17/2020	Bill.com	SHI International	https://app.bill.com/BillPay?id=blp01NHRMSHX	-886.00
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Bill Pmt -Check	11/04/2020	Bill.com	T. Lee Associates	https://app.bill.com/BillPay?id=blp01KAMRPJP^	-1,600.00
Bill Pmt -Check	10/26/2020	Bill.com	Tangible Play Inc	https://app.bill.com/BillPay?id=blp01HINJEFNBf	-195.00
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Bill Pmt -Check	11/17/2020	Bill.com	US Games	https://app.bill.com/BillPay?id=blp01SUCMEWE	-1,729.22
Bill Pmt -Check	11/17/2020	Bill.com	USAbLe Life	https://app.bill.com/BillPay?id=blp01KSDRKHNf	-656.70
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Credit Card Charge	11/01/2020	H Paluk	USPostal Service		-27.05
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Bill Pmt -Check	11/17/2020	Bill.com	Webstaurant Store	https://app.bill.com/BillPay?id=blp01FEALXGOF	-1,159.20
Credit Card Charge	11/01/2020	S. Collins	Wegman's		-27.22
Bill Pmt -Check	11/17/2020	Bill.com	Wells Fargo Financial Leasing	https://app.bill.com/BillPay?id=blp01GQUTCBBZ	-4,315.00
Bill Pmt -Check	11/17/2020	Bill.com	Wells Fargo Financial Leasing	https://app.bill.com/BillPay?id=blp01JYCMKPAc	-2,023.10
Bill Pmt -Check	10/26/2020	Bill.com	Windstream/Earthlink Business	https://app.bill.com/BillPay?id=blp01ODZHTLTI	-9,869.39
Bill Pmt -Check	11/17/2020	Bill.com	Worcester County Math League	https://app.bill.com/BillPay?id=blp01HOFPHGLI	-280.00
					-696,082.31



Abby Kelley Foster Charter Public School

10 New Bond Street Worcester, MA 01606

Phone: (508) 854-8400 Fax: (508) 854-8484

www.akfcs.org

Board of Trustees Meeting Agenda

Wednesday, October 28, 2020 / 6:30 p.m.

https://akfcs-org.zoom.us/webinar/register/WN_XXIFuvnrSZmF6yomh4C2hQ

- I. Call to Order Celia Blue, Chair
- II. Attendance Recorded
- III. Faithfulness to Charter
 - a. Reading of the AKF Mission; “The Mission of the Abby Kelley Foster Charter Public School is to assist parents in their role as primary educators of their children by providing a classical liberal arts education grounded in the great works of Western Civilization and aimed at academic excellence, musical competence and character formation.”
 - b. Public Comments / Open Forum
 - c. Old Business
- IV. Review of the Meeting Minutes from September 23, 2020 and October 22, 2020
 - a. **Motion:** To accept the meeting minutes from September 23, 2020.
 - b. **Motion:** To accept the meeting minutes from October 22, 2020.
- V. Plans for increasing the number of students in school
 - a. Elementary School only at this time (K-3)
 - b. Beginning the week of November 2nd
- VI. Board/Committee Updates
 - a. Education Committee- Ms. Yarnie
 - b. Educational Foundation- Ms. Zabage-Ndiku
 - c. Facilities and Finance- Mr. Royce
 - i. **Motion:** To accept the FY’20 audit as presented by AAFCPAs.
 - d. DEI Committee Update- Ms. Blue
 - e. Strategic Plan update- Ms. Blue
- VII. Executive Director Position Discussion
 - a. Motion: To select an Executive Search firm.
- VIII. Upcoming Board and Committee Meetings
 - a. **Education Committee:** Thursday, November 12th / 7:45 a.m.

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- b. **Facilities and Finance Committee:** Friday, November 20th / 8:00 a.m.
- c. **Board of Trustees:** Wednesday, December 2, 2020 / 6:30 p.m.

IX. Adjournment

- a. **Motion:** To adjourn the meeting.



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Board of Trustees Meeting Minutes-DRAFT

Thursday, October 22, 2020 / 7:45 a.m.

<https://akfcs-org.zoom.us/j/84667067922?pwd=VzJrK0t0WldxcENCWUhJUKpBWTdiZz09>

Meeting ID: 846 6706 7922 / Passcode: 3jiKEK

By phone:

1-929-205-6099 / Meeting ID: 846 6706 7922

The meeting was Called to Order by Celia Blue, Board Chair at 7:51 a.m.

Attendance Recorded (see attached)

Board Members: Celia Blue, Shelley Yarnie, Bibiche Zagabe-Ndiku, Patrick Royce, Jie Park, and Randy Schmid (at 7:58 a.m.)

To maintain faithfulness to our Charter Ms. Blue read the AKF Mission Statement. There were no public comments.

John Buckley, CPA CGMA and Jennifer L'Heureux joined the Board Meeting to deliver the Audit Presentation. They reported there were no difficulties with the Audit, Ms. Firment and Ms. Carpino were helpful and responsive when needed. AAF found only a few minor things to note; there were stale checks that needed following up with and there were some accounts that were now stale which should be addressed; closing them out, moving remaining funds to a general account and noting all this on the ledger.

Mr. Buckley and Ms. L'Heureux went over the audit documents with the Board, answering questions as needed. The Board met with Mr. Buckley and Ms. L'Heureux who briefly went over a few specific questions. Upon their return to the general meeting, Mr. Buckley and Ms. L'Heureux concluded their presentation.

Ms. Carpino had prepared the current financials for the Board, to review spending and update the Board on where the budget was. She reported that she is eager to get to work, without the Audit focus she had in her first few weeks.

Ms. Paluk and Ms. Carpino discussed several banking matters with the Board, as well as updating the Board on the IT Department.



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Board of Trustees Meeting Minutes DRAFT

Wednesday, September 23, 2020 / 6:30 p.m.

Meeting link:

https://akfcs-org.zoom.us/webinar/register/WN_tokJEYrCS8SJNCjcyJ3U4g

The meeting was Called to Order by Celia Blue, Board Chair 6:33 p.m.

Attendance Recorded (see attached list)

Board Members: Celia Blue, Patrick Royce, Shelly Yarnie, Bibiche Zagabe-Ndiku, Randy Schmid

Ms. Blue, in Faithfulness to our Charter read the AKF Mission Statement. There were no public comments.

Ms. Blue asked for a review of the Meeting Minutes from August 11 & 26, 2020. She then asked for the following motions, to accept the meeting minutes from August 11, 2020 and to accept the meeting minutes from August 26, 2020. Mr. Royce made the motion to accept the minutes from August 11th. Ms. Yarnie seconded the Motion. The minutes were approved, with Mr. Schmid abstaining. Ms. Zagabe-Ndiku made the motion to accept the minutes from August 26th. Ms. Yarnie offered a second of that motion and the minutes were approved unanimously.

Ms. Paluk then reviewed the opening of the 2020/2021 school year. She noted our attendance numbers are good, which is encouraging to see, but it will be sustaining that excitement and keeping the students engaged to keep those numbers up.

Ms. Paluk noted that Dianne (Bonaventura) Firment would be finishing up her work in the role as Business Manager at the end of the month. Ms. Paluk, Ms. Blue and Mr. Royce expressed their appreciation for Ms. Firment's support and seeing AKF through the hire of a full time Director of Finance and Operations. That position has been filled with Alicia Carpino having started recently. Ms. Firment continues to be a resource to Ms. Carpino as she transitions into the role.

Ms. Paluk noted the Nutrition Services Departments had begun a meal pick up program for families qualifying for Free and Reduced Meals, and available for purchase for anyone wishing to do so. AKF is exploring the possibility of being able to offer Free and Reduced meals to all our students. Ms. Paluk noted that the City is, as well as AKF is experiencing Internet issues, due to the high demand throughout the City.

Ms. Paluk shared that the IT Department has been instrumental in getting the support our staff and students need, Hotspots are going out to families, Chromebooks are being used. Ms. Paluk noted the Department's initiative to become less paper dependent with our forms and policies.

To strengthen our security measures, AKF is now using specific passcodes for each individual and looking to future safety enhancements.

With respect to Worcester's status in the red, Ms. Paluk noted that DESE has encouraged districts to look at 3-4 weeks of data before making any decisions regarding changes to the educational models the district is using.

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Board of Trustees Meeting Minutes-DRAFT

Thursday, October 22, 2020 / 7:45 a.m.

<https://akfcs-org.zoom.us/j/84667067922?pwd=VzJrK0t0WldxcENCWUhJUkpBWTdiZz09>

Meeting ID: 846 6706 7922 / Passcode: 3jiKEK

By phone:

1-929-205-6099 / Meeting ID: 846 6706 7922

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Ms. Blue noted that the next Board Meeting was Wednesday, October 28, 2020. She then asked for a motion to adjourn the meeting. Ms. Zagabe-Ndiku made the motion, Mr. Royce gave a second. The Board voted to adjourn the meeting at 9:47 a.m.



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Board of Trustees Meeting Minutes DRAFT

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Meeting link:

https://akfcs-org.zoom.us/webinar/register/WN_tokJEYrCS8SJNCjcyJ3U4g

In October AKF will open the Enrollment Lottery. Per DESE it was recommended that we review our policies, thus the motion on the agenda tonight. We want to assure we have some flexibility to update our policies per DESE's recommendations.

Ms. Blue and Ms. Paluk then moved to discuss the School's enrollment policy, which Ms. Paluk noted needs to be updated in our Student Handbooks. Following the discussion Ms. Blue asked for the following motion; to amend the school's enrollment policy by amending the withdrawal/transfer process as written to be included in the students handbooks, pending approval from DESE. The Board allows technical changes to be made by the school administration after tonight's vote per the recommendation of DESE. Mr. Royce made the motion, Ms. Zagabe-Ndiku proved a second on the motion. The Board unanimously approved the motion.

Moving to the Board/Committee Updates Ms. Blue asked each Board Members to update the Board on the work of their committees Ms. Yarnie noted that the Education Committee met, hearing about the priorities of our ELL programs, the outreach we are doing in the Worcester Community to share tutoring resources with our families as needed outside of school hours, a new relationship opportunity for AKF.

Ms. Zagabe-Ndiku shared that the Educational Foundation will not be in a position to to award grants this fall and is looking ahead to the Spring Cycle.

Mr. Royce there is a great deal of uncertainty relative to our the Finances with the CoVID costs and spending. Spending to date is near \$1 million dollars.

Ms. Blue noted that following the election of Jie Park, Ph.D. to the Board, her nomination was sent to DESE and we are awaiting her confirmation. Ms. Blue noted that Ryan Kittredge resigned as a Trustee for personal reasons.

The Executive Director Search was the next topic of discussion. Ms. Blue noted that it was important to have a process, but the decision was whether or not to engage an outside firm or to keep the process "in house". The Board talked through different ideas; a hybrid of some work by a committee, some by the search firm, sending the entire process out to a firm. Ultimately the Board agreed to make no formal decision at this time but to make some outreach (Mr. Royce and Ms. Blue taking that lead) to firms to discuss cost, options, timelines, processes.

Ms. Blue noted the Upcoming Board and Committee Meetings Education Committee: Tuesday, October 6th / 7:45 a.m., Board of Trustees: Thursday, October 22nd / 8:00 a.m.- Audit Presentation, and Board of Trustees: Wednesday, October 28th /6:30 p.m. She then asked for a motion to adjourn, which was made by Mr. Royce, seconded by Ms. Yarnie and the meeting was adjourned at 8:02 p.m.

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Board of Trustees Meeting Minutes DRAFT

Wednesday, September 23, 2020 / 6:30 p.m.

Meeting link:

https://akfcs-org.zoom.us/webinar/register/WN_tokJEYrCS8SJNCjcyJ3U4g

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Attendee Report
Report Generated:

Topic	10/27/2020 15:52						
Webinar ID	946 0181 4900	Actual Start Time	9/23/2020 18:21	Actual Duration (minutes)	103	# Registered	22
Board of Trustees Meeting						# Cancelled	0
Panelist Details						Unique Viewers	21
Attended						Total Users	36
Yes						Max Concurrent Views	0
User Name (Original Name)	Email	Join Time	Leave Time	Time in Session (minutes)	Country/Region Name		
Randy Schmid	rschmid@akfcs.org	9/23/2020 18:25	9/23/2020 20:03	98	United States of America		
Shelly Yarnie, Clerk	syarnie@akfcs.org	9/23/2020 18:26	9/23/2020 20:03	98	United States of America		
Celia Blue, Board Chair	cbblue@akfcs.org	9/23/2020 18:29	9/23/2020 20:03	94	United States of America		
Patrick Royce, Treasurer	proyce@akfcs.org	9/23/2020 18:22	9/23/2020 20:03	102	United States of America		
Bibiche Zagbe-Ndikui	bndikui@akfcs.org	9/23/2020 18:29	9/23/2020 20:03	95	United States of America		
Heidi Paluk she/her/hers	hpaluk@akfcs.org	9/23/2020 18:23	9/23/2020 20:03	100	United States of America		
Alisha Carpino	arcarpino@akfcs.org	9/23/2020 18:27	9/23/2020 20:03	97	United States of America		
AnnMarie Little	amlittle@akfcs.org	9/23/2020 18:26	9/23/2020 20:03	98	United States of America		
Jie Park, Trustee Elect	jiemark@akfcs.org	9/23/2020 18:27	9/23/2020 20:03	97	United States of America		

Attendee Details

Attended	User Name (Original Name)	First Name	Last Name	Email	Registration Time	Approval Status	Join Time	Leave Time	Time in Session (minutes)	Country/Region Name
Yes	Jessica regan	Jessica	regan	jregan@akfcs.org	9/23/2020 19:13	approved	9/23/2020 19:13	9/23/2020 19:25	13	United States of America
Yes	Siby Adina	Siby	Adina	sadina@akfcs.org	9/23/2020 18:33	approved	9/23/2020 18:34	9/23/2020 20:03	90	United States of America
Yes	Kaitlyn Greenwood	Kaitlyn	Greenwood	kaitlyngreenwood@akfcs.org	9/23/2020 18:20	approved	9/23/2020 18:32	9/23/2020 20:02	91	United States of America
Yes	Emily Barton	Emily	Barton	ebarton@akfcs.org	9/23/2020 18:20	approved	9/23/2020 18:32	9/23/2020 20:03	91	United States of America
Yes	Amy Emma	Amy	Emma	aemma@akfcs.org	9/22/2020 9:15	approved	9/23/2020 18:34	9/23/2020 20:03	90	United States of America
Yes	Rob kerr	Rob	kerr	rkerr@akfcs.org	9/23/2020 18:39	approved	9/23/2020 18:39	9/23/2020 20:00	81	United States of America
Yes	Brian Morse	Brian	Morse	bmorse@akfcs.org	9/22/2020 18:21	approved	9/23/2020 18:33	9/23/2020 20:00	88	United States of America
Yes	Jennifer Giusto	Jennifer	Giusto	jgiusto@akfcs.org	9/23/2020 18:27	approved	9/23/2020 18:33	9/23/2020 20:03	91	United States of America
Yes	Lee Underwood	Lee	Underwood	Underl239@gmail.com	9/23/2020 18:37	approved	9/23/2020 18:37	9/23/2020 20:03	86	United States of America
Yes	Amy Pullafico	Amy	Pullafico	apullafico@akfcs.org	9/23/2020 18:14	approved	9/23/2020 18:33	9/23/2020 18:53	21	United States of America
Yes	Amelie Tambolleo	Amelie	Tambolleo	atambolleo@akfcs.org	9/23/2020 18:22	approved	9/23/2020 18:32	9/23/2020 20:03	91	United States of America
Yes	Hannah Lalancette	Hannah	Lalancette	hlalancette@akfcs.org	9/23/2020 19:04	approved	9/23/2020 19:04	9/23/2020 20:03	60	United States of America
Yes	Kelly Gould	Kelly	Gould	kgould@akfcs.org	9/23/2020 18:31	approved	9/23/2020 18:32	9/23/2020 20:03	91	United States of America
Yes	Mike Penney	Mike	Penney	mpenney@akfcs.org	9/23/2020 18:22	approved	9/23/2020 18:32	9/23/2020 20:02	91	United States of America
Yes	Carmen Grant	Carmen	Grant	cgrant@akfcs.org	9/23/2020 18:21	approved	9/23/2020 18:32	9/23/2020 20:03	91	United States of America
Yes	Peter Magerowski	Peter	Magerowski	pmagerowski@akfcs.org	9/23/2020 18:33	approved	9/23/2020 18:33	9/23/2020 20:03	91	United States of America
Yes	Tim Hayes	Tim	Hayes	thayes@akfcs.org	9/23/2020 18:28	approved	9/23/2020 18:32	9/23/2020 20:03	91	United States of America
Yes	Sophronia Woods	Sophronia	Woods	swoods@akfcs.org	9/23/2020 18:47	approved	9/23/2020 18:47	9/23/2020 20:03	76	United States of America
Yes	Tracy White	Tracy	White	twhite@akfcs.org	9/23/2020 18:18	approved	9/23/2020 18:33	9/23/2020 19:50	78	United States of America
Yes	Kelly Davila	Kelly	Davila	kdavila@akfcs.org	9/23/2020 18:13	approved	9/23/2020 18:34	9/23/2020 20:03	89	United States of America
Yes	Chris Kursonis	Chris	Kursonis	ckursonis@akfcs.org	9/23/2020 18:32	approved	9/23/2020 18:33	9/23/2020 18:53	21	United States of America
No	Ramndy	Ramndy	scjod	randyschmid@yahoo.com	9/23/2020 18:23	approved	--	--	--	



Abby Kelley Foster Charter Public School

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Education Committee Meeting Minutes DRAFT

Tuesday, October 6, 2020 / 7:45 a.m.

<https://us02web.zoom.us/j/89154021470?pwd=aEtpWnVVRm5ja1FDNlpyMVpBYTEwZz09>

Meeting ID: 891 5402 1470 **Password:** 2RFR0y

By Phone: 1-929-205-6099 **Meeting ID:** 891 5402 1470

The meeting was Called to Order by Shelly Yarnie, Committee Chair at 7:54 a.m. Attendance recorded (see attached). **Committee Members:** Shelly Yarnie, Bibiche Zagabe-Ndiku, Celia Blue

Ms. Yarnie asked for a review of the September 9, 2020 Meeting Minutes. She then asked for a Motion to approve the minutes from the September 9, 2020 Education Committee Meeting. Ms. Blue made the Motion, Ms. Zagbe-Ndiku provided a second to the motion. The Committee approved the minutes.

Ms. Paluk began the conversation with where the District stands with evaluating bringing additional students back to school. It was noted that if this is possible, the District was looking at the middle of October as the target date. Right now, the additional students to come in would be at the Elementary school, grades 1-3 using the Maroon and Gold group designations.

At the High School and Middle School, at this time the only students coming in and who will continue to come in are students with high needs. Progress reports are coming out in a few weeks and those will be looked at to see if more students should be coming in.

Ms. Paluk and the Committee acknowledged the work of the teachers and staff for making a challenging educational model work, for getting the kids involved and making this school year happen.

Mr. Kerr shared the details of the MCAS schedule (attached) and noted that there will be logistics to figure out to bring students in to take the test in person later this year.

Ms. Tambolleo updated the Committee on the ELL Program. The District received a Title 3 Grant for ESL families to support family engagement. She noted there are opportunities for families to receive training from staff at AKF on the tools being used by students at home for Distance Learning. Ms. Tambolleo noted that the topics for the training for families came about as a result of staff interactions and experiences with families.

The District continues to improve the translations offered to families, and noted that the translation budget of \$5,000 has already been spent one month into the school year. Ms. Tambolleo detailed how things are translated using local companies and some AKF staff who have agreed to help.

ELPAC has a meeting on October 13th which will offer interpretations for families.



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Ms. Yarnie asked for a motion to Adjourn, which was made by Ms. Blue, seconded by Ms. Zagabe-Ndiku. The meeting was adjourned at 8:36 a.m. DRAFT

2020-2021 MCAS Schedule

DESE has released a tentative schedule for MCAS.

Grades 3-8

Normal testing schedule

Math and ELA 3-8

Science for grades 5 and 8

Testing will take place in April & May

Grade 9

Biology test will take place in June

State still deciding on Legacy or Next Gen. test

Grade 10

Normal testing schedule

Math and ELA

Testing will take place May 18-27

**Biology requirement from last year has been waived

Grade 11

Required to take Math & ELA missed last year

Testing options-January or May (Still deciding best option logistically)

Test will be the Legacy MCAS exam

***At this time, all testing is in person. Depending on the COVID situation we will have to plan for multiple groups to come in safely to take the tests.

Name (Original Name)	User Email
Michelle Vigneux	mvigneux@akfcs.org
Ann Marie M	annmarie2008@gmail.com
Mr. Kerr	rkerr@akfcs.org
Amelie Tambolleo	atambolleo@akfcs.org
Jessica Regan	jregan@akfcs.org
Mr. Kursonis	ckursonis@akfcs.org
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Heidi Paluk she/her/hers	hpaluk@akfcs.org
Shelly Yarnie (syarnie@wpi.edu)	
Amy Emma	
Amy Puliafico	apuliafico@akfcs.org
Siby Adina	
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Diversity, Equity and Inclusion Committee

Meeting Minutes

Tuesday October 6, 2020 / 6:30 p.m.

Zoom Conference

- I. The Committee was welcomed and everyone checked in. **In attendance:** Rob Jones, Selina Boria, Anne Clayborne, Trinere Rodriguez, Tim Rehberg, Siby Adina, Heidi Paluk, Michelle Vigneux, Celia Blue, Amy Emma, Jenny Bram, MD, Nana Osei-Brempong, Jie Park, PhD. **Not in attendance:** Akosua Adu, Angela Quitadamo.
- II. Ms. Adina welcomed Mrs. Paluk to the committee, reviewed the minutes from the 6/11/20 committee meeting and reviewed the meeting norms and structure as well as the makeup and formation of the committee. Ms. Blue recognized Dr. Park for her DESE approval as the new member of the Board of Trustees.
- III. Mrs. Paluk addressed the committee to officially introduce herself and welcome the committee back for a new school year.
- IV. Ms. Blue addressed the committee to recognize the work done so far.
- V. The committee discussed the following old business:
 - a. Ms. Rodriguez provided an update on how the Conscious Dialogues summer series went: there was rich, organic conversation, the committee is hoping for increased attendance in upcoming sessions.
 - b. Ms. Adina updated the group on upcoming programming for the school staff: A Conscious Dialogues series will be held for staff and will take place on 10/7/20, 11/4/20 and 12/2/20. The December session will be mandatory. A voluntary book study will be offered to the staff in January or February of 2021. The Board of Trustees will also continue their book study of "White Fragility." A winter celebration will be held for all 3 schools.
 - c. Ms. Adina proposed administering the climate survey earlier in the year to get data on how students and families are feeling. The group discussed the pros and cons of giving the survey during the current remote plus phase of reopening. Dr. Park suggested other

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Diversity, Equity and Inclusion Committee

Meeting Minutes

Tuesday October 6, 2020 / 6:30 p.m.

Zoom Conference

ways of collecting climate data, such as through the conscious dialogues series. The committee decided to table the survey for now.

- i. **Next steps:** The sub-committee will reconvene to determine recommendations to present at the next full committee meeting.

VI. Ms. Rodrigues updated the committee on DEI concerns from the last faculty council meeting notes. Mrs. Emma updated that the concerns from the elementary school were related to ensuring there is continued programming and where the district was headed regarding DEI work. Mrs. Paluk brought up the concerns over the guidance from the Charter School Association and DESE that schools not make formal statements support the Black Lives Matter movement. The committee discussed how to show support and determined that the statement released in the June 2020 newsletter will be reissued to show solidarity while adhering to guidelines for state agencies. The group also discussed ways to increase participation in the Conscious Dialogues series for students.

- a. **Next Steps:** Ms. Vigneux and Mrs. Paluk will draft a communication that includes the statement.
- b. **Next steps:** Ms. Rodriguez, Mr. Jones, Ms. Clayborne and Mr. Osei-Brempong will meet to plan the next Conscious Dialogues session for students to happen before the end of October.

VII. Ms. Blue discussed increased interest in people wanting to join the DEI committee and proposed thinking of new ways to get people involved.

VIII. The Committee will next meet on **Monday, October 26, 2020 at 6:30 p.m.** via Zoom conference and then again on **Thursday, November 19, 2020 at 6:30 p.m.** via Zoom conference.

IX. Ms. Adina and Ms. Blue closed out the meeting.

Minutes submitted by Anne Clayborne 10/13/2020.

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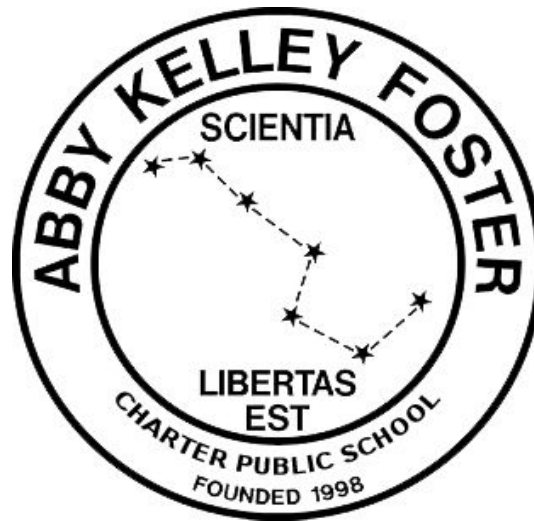
Abby Kelley Foster Charter Public School

Strategic Plan

2017-2022

Most of this plan was updated in September 2019 for BOT meeting

Comments in red were added by IED Heidi Paluk in October 2020



I. PEOPLE

Goal: Focus on recruiting, developing, and retaining high quality school personnel in all areas while committing to invest in our employees, encourage innovation, and celebrate success.

Priority Initiative 1: Develop a Professional Development Council (PDC) to enhance the collegial working environment of the school and expand professional opportunities for staff.

Action Steps (PDC) (What will be done to achieve initiative?)	Responsibilities (Who Will Do It)	Resources (Funding/Time/People/ Materials)	Timeline (By When?)	PEOPLE: Priority Initiative 1 Status Update
Establish building level PDC	Principals	Provide PDP's	November 2017	We have begun discussions at the administrative level and decided to build this topic into existing meetings at the building level for the 2017 - 2018 school year. ES and MS Curriculum Coordinators have been collaborating with school administration team and teachers to develop school-wide professional development plans based on needs identified from our student data.
Assess current status of building professional development plans	Curriculum Coordinators, Principals and committee		January 2018	The ES and MS have maintained current professional development plans and revise them each year.
Survey staff regarding working environment, effectiveness and usefulness of professional development	Curriculum Coordinators, Principals and committee	Evidence based tool to be determined	March 2018	Currently looking at survey samples and integrating this into the middle school math and literacy leadership teams. We are working with HR Knowledge to assess the culture of AKF. They held a "Listening Session" at each of the buildings and reported back to the leadership team in early June. We will begin holding district level faculty councils
Research other PD	Curriculum Coordinators,		June 2018	We have confirmed dates in August 2018 and September 2018

options	Principals and committee			<p>established with Research for Better Teaching for administrators to participate in professional development focused on observing and analyzing teaching and giving feedback.</p> <p>Additional PD on i-Ready Grades 1-8, Google Suite for K-12, and Just Words for Grades 4-8.</p> <p>In addition to external PD from i-Ready consultants, ES and MS Curriculum Coordinators have been providing teachers with ongoing support. At the ES, several of the grade 3 teachers took courses on Google classroom and have been supporting the rest of the team and serving as resources.</p>
Action Steps (PDC cont) (What will be done to achieve initiative?)	Responsibilities (Who Will Do It)	Resources (Funding/Time/People/Materials)	Timeline (By When?)	PEOPLE: Priority Initiative 1 Status Update
Establish district level PDC	Executive Director, Admin Council, and Curriculum Coordinators		December 2017	These discussions have begun involving administrative team and curriculum coordinators.
Assess current status of district level professional development	Executive Director, Admin Council, and Curriculum Coordinators		February 2018	<p>PD surveys have been developed and will be shared with staff week of June 4th. This will assess whether or not professional development has been effective in reference to items such as individual funds of \$400 for each teacher, summer curriculum development, district level initiatives.</p> <p>)</p>
Share results from district and building level surveys	Executive Director, Admin Council, and Curriculum Coordinators		April 2018	<p>Based on survey of staff:</p> <p>Percentage of teachers who used PD funds:</p> <p>ES - 71%</p> <p>MS - 75%</p> <p>HS - 61%</p> <p>i-Ready requires more training after our first year of implementation.</p>

				Areas of interest for upcoming PD: <ul style="list-style-type: none"> classroom management classroom technology
Prioritize current/new professional development initiatives	Executive Director, Admin Council, and Curriculum Coordinators		May 2018	Administration and curriculum coordinators have begun this process.
Identify funding	Executive Director, Business Manager and Government Relations/Special Education Director	Grants	May 2018	State and federal grants have been completed by Ms. Little. AKF has included a position in the 2018 - 2019 budget that includes grant writing and fundraising as primary responsibilities.
Action Steps (PDC cont) (What will be done to achieve initiative?)	Responsibilities (Who Will Do It)	Resources (Funding/Time/People/Materials)	Timeline (By When?)	PEOPLE: Priority Initiative 1 Status Update
Meet with local schools to network, share best practices, and resources	Executive Director, Principals, and staff		2021	Participation in Massachusetts Charter School Association events, Collaboration with other executive directors and administrators of Gateway City charter schools, visited Massachusetts Academy of Math and Science (WPI), principals have been involved in professional development involving networking and sharing of best practices. ES and MS Curriculum Coordinators and some staff visited a school district in June 2018 which utilizes Google Suite; ES literacy team representatives visited a Worcester Public School to see implementation of a writing program ES established several partnerships with other public ES through participation in a principals group through MSAA.

				The Pioneer Research Institute observed and videotaped the ES RTI practices in June 2018. The video on best practices will be released during the summer 2018.
Evidence of Success: 75% of staff will indicate that professional development offerings they attended were useful to them as indicated on an annual survey. (Fall 2020--Not sure if this was measured and/or what the results were. Information was not readily available.)				

PEOPLE

Priority Initiative 2: Conduct a study of increasing enrollment. Administration will identify the impact on the charter, staffing, resources, budget and if appropriate apply to the Department of Elementary and Secondary Education for a revised charter.

Action Steps (Enrollment) (What will be done to achieve initiative?)	Responsibilities (Who Will Do It)	Resources (Funding/Time/People/ Materials)	Timeline (By When?)	PEOPLE: Priority Initiative 2 Status Update
Review current enrollment policy	Executive Director and Admin Council		March 2018	An Enrollment Policy revision is only required if the school determines it will seek an enrollment expansion.
Review current enrollment projections	Executive Director and Admin Council		March 2018	Completed for the 2018-19 school year. Enrollment projections by sending district have been submitted to DESE.
Create growth plan including grades, # of students, year	Executive Director and Admin Council		June 2018	We are in the phase of collecting data and moving into analyzing the staffing impact, transportation and overall financial impacts.
Staffing impact	Executive Director and Admin Council		October 2018	Administrative Council analyzed and shared results at Finance & Facilities Committee meeting and Education Committee meeting
Transportation impact	Executive Director and Admin Council		October 2018	Administrative Council analyzed and shared results at Finance & Facilities Committee meeting and Education Committee meeting
Financial impact	Executive Director and Admin Council		November 2018	Administrative Council analyzed and shared results at Finance & Facilities Committee meeting and Education Committee meeting
Administration will present an enrollment proposal to the Education and Finance/Facilities Committees.	Executive Director		March 2019	Recommendation will be made at the June 2019 Board of Trustees meeting.

Evidence of Success:

Education and Finance/Facilities committees will present an enrollment proposal to the Board of Trustees for final review and consideration by June 2019.

(Recommendation was not to pursue additional seats.)

II. PLACES

Goal: Ensure quality facilities and technology that lend themselves to the growth of the district's needs and allow for adaptation of educational trends while maintaining a safe environment.

Priority Initiative 1: Conduct a feasibility study to determine the future use of the currently unfinished high school space.

Action Steps (HS Space) (What will be done to achieve initiative?)	Responsibilities (Who Will Do It)	Resources (Funding/Time/People /Materials)	Timeline (By When?)	PLACES: Priority Initiative 1 Status Update
Establish an advisory committee to review options for uses of the currently unfinished high school space. <ul style="list-style-type: none">· Build for increased enrollment.· Build for other internal needs.· Explore external/rental uses. Combination of above.	Admin Council	Administrators BOT Member(s) Commercial Realtor/Broker	October 2018	Options continue to be reviewed internally as related to possible increase in enrollment or other academic needs. If internal needs are not identified by 10/18, external/rental uses will be explored.
Presentation of recommended use(s) of the currently unfinished high school space to the BOT.	Advisory Committee		February 2019	Administrative Council analyzed the options as they are connected to the enrollment expansion.
Evidence of Success: Presentation of recommended use(s) of the currently unfinished high school space to the Finance/Facilities Committee, Education Committee and the Board of Trustees by February 2019. (Recommendation was not to build out additional space)				

Priority Initiative 2: Upon completion of the current feasibility study for improving the elementary school building electrical system and the middle school building electrical system, including improving the middle school building HVAC system, a proposal will be presented identifying options.

Action Steps (Electrical) (What will be done to achieve initiative?)	Responsibilities (Who Will Do It)	Resources (Funding/Time/People/Materials)	Timeline (By When?)	PLACES: Priority Initiative 2 Status Update
Completion of study for electrical upgrade to ES and MS.	Exec. Dir., Business Mgr., Dir. of Fac.	AKF Designer, Electrical Consultant, AKF OPM	9/4/17 7/1/18	The study continues to be held up by National Grid.
Review of study and availability of funding to continue to design.	AKF Admin and BOT	AKF Financial Institutions, Designer, Consultants and OPM	12/4/17 12/1/18	The study is not completed. We are actively working to have this completed. Estimated funding for phase 1 has been allotted in the FY19 budget.
Complete electrical upgrade project design and bid	Director of Facilities	AKF Designer, Electrical Consultant, AKF OPM	5/4/18 4/1/19	The opening bid for the electrical project was completed 3-5-19 and awarded to M.L. Schmitt out of Springfield.
Start electrical upgrade project – Phase 1	Director of Facilities	GC, Designer and OPM	7/1/19	The Project is on a hold until the Contractor and the Architect come up with a new location for the transformers due to water lines. (Completed)
Start electrical upgrade project – Phase 2	Director of Facilities	GC, Designer and OPM	7/1/21	(Estimates and Proposals will begin in Jan. 2021)
Completion of study for HVAC upgrade to MS.	Exec. Dir., Business Mgr., Dir. of Fac.	AKF Designer & AKF OPM Note: will need to obtain new contracts (DSB)	4/1/21	
Review of study and availability of funding to continue to design.	AKF Admin and BOT	AKF Financial Institutions, Designer, Consultants and OPM	6/1/21	
HVAC upgrade project design and bid	Director of Facilities	AKF Designer, AKF OPM	1/1/22	
Start HVAC upgrade project	Director of Facilities	GC, Designer	TBD	
Evidence of Success: The elementary and middle schools will have new electrical service and the middle school will have an updated HVAC system plan. (Completed Summer 2020)				

III. PROGRAMS/PEDAGOGY

Goal: Provide our students with a rigorous and well-rounded education which reflects the mission of liberal arts and character formation while preparing every student for academic success, college and career readiness, and active

participation in a global community.

Priority Initiative 1: International Baccalaureate Program

Study the backwards design model during 2018-2019 for the International Baccalaureate Program and determine the feasibility of expanding the International Baccalaureate Program to the middle years' programme.

Action Steps (IB) (What will be done to achieve initiative?)	Responsibilities (Who Will Do It)	Resources (Funding/Time/People/Materials)	Timeline (By When?)	PROGRAMS/PEDAGOGY: Priority Initiative 1 Status Update
Audit current IB curriculum to ensure that it is updated, aligned with IB standards and complete.	IB Coordinator and Administration	<ul style="list-style-type: none"> Daily review Teachers and Admin. Use of computers, lesson plan review and Atlas 	Completed by October 2017- COMPLETED	Was completed for IB Renewal. All curriculum is up to date and staff have been trained on the latest updates and standards. IB International approved the current curriculum with Psychology being extended to 2 years.
Analysis of our current 8th, 9th and 10th grade curriculums as they relate to the MA Frameworks and IB Approaches to Learning (Skill Sets).	IB Coordinator/ Administration/ All Freshman and Sophomore Academy Teachers	<ul style="list-style-type: none"> Daily review with notes and data as it pertains to connection of the current curriculum Teachers and Admin. Use of computers, lesson plan review and Atlas 	Ongoing 2017-2019. Complete March 2019	Departments are using the backwards design model to align curriculum in grades 8-12. Each department is making sure all classes within their subject are vertically aligned.
A team comprised of Administrators and Teachers will visit other schools and attend Level 1 Training to examine the feasibility of the Middle Years Program (MYP) at AKF.	Principal/ Assistant Principal/IB Coordinator/ 2-3 selected staff members	<ul style="list-style-type: none"> Cost of training (travel/hotel/ training) and building coverage 4-5 days of training 1-2 days of school visits Teachers and Admin. Information received and gathered from trainings and other schools 	Completed by January 2019. Most of the trainings occur in the Fall.	HS Administration and 2 Department Heads attended MYP Implementation training in September of 2018. IB Coordinator and Staff are attending IB Conference at Tufts University for New England IB Schools.
Evidence of Success: By March 2019 Administration will present the feasibility of expanding the International Baccalaureate Program to the middle years' programme and/or expanding the use of IB Approaches to Learning (Skill Sets) to the Education Committee for review and consideration. (Decided not to pursue MYP)				

Priority Initiative 2: K – 12 Science Curriculum

Implement a coherent science program (curriculum, instruction and assessment) K-12 that is aligned to the 2016 Massachusetts Science and Technology/Engineering Curriculum Framework.

Action Steps (Science) (What will be done to achieve initiative?)	Responsibilities (Who Will Do It)	Resources (Funding/Time/ People/Materials)	Timeline (By When?)	PROGRAMS/PEDAGOGY: Priority Initiative 2 Status Update
Develop/revise curriculum units that align with the 2016 framework.	Teachers, Curriculum Coordinators, Administration	<ul style="list-style-type: none"> • Funds for the adoption of a science program K-4. • Time, funds and materials for collaborative curriculum development K-12. 	By June 2018	<p>ES: All K-3 science units are in Atlas, mostly aligned with 2016 framework. Revisions are ongoing as this is year 1 with FOSS. Any gaps between FOSS and MA standards are being identified and being revised. (Sept. Additional funding has been approved so grades 1-3 do not need to rotate kits any more.</p> <p>(2019 update - K-3 have science units which are aligned with new MA STE Frameworks. The gaps between FOSS Science lessons and MA standards have been addressed with internal curriculum work. - Siby)</p> <p>MS: Grade 4 is using FOSS Science. There are three focuses within it. Teachers are inputting their units into atlas as they are teaching the unit.</p> <p>Grade 5 is in a transitional year as only standards that were part of the 2006 and 2016 frameworks will be assessed in the 2018 STE MCAS. They are using components of the Cross District Science Mapping.</p> <p>Grades 6 and 7 are in their first full year of using the CDSM curriculum maps created off of the 2016 Massachusetts frameworks.</p> <p>HS- Is aligned and all uploaded. Working with new staff and IB Teachers to update curriculum for new classes and changes to units in ELA and Science.</p> <p>History realignment is under way in 8th Grade and will continue in the high school for the next four years.</p> <p>Gr 8 is updating their curriculum to align with current HS expectations and requirements. Backwards design model is being used for ELA and Writing classes to ensure consistency through the 3 year process. Science is aligning the curriculum with the new standards from NGSS.</p>

				New History standards are being implemented in 8th grade (Civics) and will continue each year thereafter in the high school classes.
Action Steps (Science cont) (What will be done to achieve initiative?)	Responsibilities (Who Will Do It)	Resources (Funding/Time/ People/Materials)	Timeline (By When?)	PROGRAMS/PEDAGOGY: Priority Initiative 2 Status Update
Develop teacher understanding and capacity to implement inquiry-based, hands-on instructional methods	Teachers, Curriculum Coordinators, Administration	<ul style="list-style-type: none"> * Funds for professional development providers * Time scheduled for on site professional development (half-days, faculty meetings) * Time scheduled for collaborative common planning for grade level teachers K-4 and departments 5-12 	2017-2018 school year and 2018-2019 school year (include on PD Strategic Plan for at least two years)	<p>ES: Inquiry based lessons are built into FOSS and teachers are learning by doing. Teachers also participated in professional development on inquiry and student discourse in the science classroom. Curriculum survey in late Jan./early Feb. 2018 showed increasing comfort with inquiry based science lessons as reported by teachers. (yes - Siby)</p> <p>Curriculum survey in late Jan./early Feb. 2018 showed increasing comfort with inquiry based science lessons as reported by teachers. 2018-2019 schedule has at least 40 min uninterrupted block for science (remove this - Siby)</p> <p>MS: Teachers are including the Question Formulation Technique into the beginning of units to increase student engagement and questions they have related to a topic.</p> <p>HS: All science courses currently use a hands-on approach in their instruction. Project Physics (A lower level, hands on Physics class) was developed in 2018.</p>
Develop assessment measures focused on project based learning with authentic tasks.	Teachers, Curriculum Coordinators, Administration	* Include a focus on authentic assessment tasks and procedures during professional development	2017-2018 school year and 2018-2019	<p>ES: in progress (remove)</p> <p>ES: All grades have a variety of assessments for science lessons such as hands-on tasks, notebook entries, written work, tests, and anecdotal notes as appropriate to the needs of the grades. (Siby)</p>

		<p>sessions</p> <p>* Time scheduled for teacher collaboration to create rubrics and project based learning assessment tools</p>		<p>MS: The CDSM for grades 5-7 does have a balance of traditional and project based learning.</p> <p>HS: New History standards have a community service component. More information from DESE to follow.</p>
Action Steps (Science cont) (What will be done to achieve initiative?)	Responsibilities (Who Will Do It)	Resources (Funding/Time/People/Materials)	Timeline (By When?)	PROGRAMS/PEDAGOGY: Priority Initiative 2 Status Update
<p>Analyze curriculum development in three stages: Stage 1: Review summer curriculum development; Stage 2: Review revisions and curriculum progress made since fall 2017; Stage 3: Review complete curriculum to assess action step 1</p>	<p>Teachers, Curriculum Coordinators, Administration</p>		<p>Stage 1: September 2017</p> <p>Stage 2: January 2018</p> <p>Stage 3: June 2018</p>	<p>ES: Summer curriculum work reviewed in fall, revisions in Atlas are ongoing (ES Sept. 19 - update; all K-3 science units are complete and aligned to new STE standards - Siby)</p> <p>MS: Only grade 6 science completed summer curriculum development. Revisions for science grades 4-7 are being made throughout the academic year.</p> <p>HS: Four teachers took advantage of the summer curriculum work in summer of 2019. 8th Grade history teacher worked with DESE to develop learning plan based off new standards.</p> <p>IB curriculum is changing in multiple classes. Curriculum review is ongoing.</p>
<p>Monitor curriculum implementation including inquiry based instructional strategies</p>	<p>Teachers, Curriculum Coordinators, Administration</p>		<p>Ongoing walkthroughs</p>	<p>ongoing</p>
<p>Evidence of Success:</p> <ul style="list-style-type: none"> Strongly developed teacher understanding/capacity as evidenced by PD evaluations, EOY surveys, walkthroughs and lesson plans Increased student engagement in science as evidenced by walkthroughs, class discussions, lesson plans and unit development 				

- Improved student learning in science as evidenced by ongoing common assessment data, including those which require transfer of knowledge to other areas/situations (New Science Curriculum was implemented)

Priority Initiative 3: Social Emotional Learning

In each building, each student will be able to identify a trusted adult, within the AKF school community, they can go to if they are experiencing significant difficulties (such as conflict with peers, bullying and harassment, and social-emotional and mental health issues) and will know how to access that trusted adult.

Action Steps (Social) (What will be done to achieve initiative?)	Responsibilities (Who Will Do It)	Resources (Funding/Time/People/Materials)	Timeline (By When?)	PROGRAMS/PEDAGOGY: Priority Initiative 3 Status Update
Ongoing assessment and evaluation of the school counseling programs at each school	Counselors at each school will conduct ASCA Program Assessment.	No additional resources required to complete.	May 2018	ASCA Program assessments have been completed at each school.
Continued work toward aligning each school counseling program with the ASCA National Model	Counselors will work individually and as a group on this action step.	Counselors will work free of charge with a trainer from ASCA to assess program status and progress throughout 17-18 school year.	May 2018	Each school worked individually and as a group with ASCA mentor and began to align practices with ASCA National Model; multiple conferences were held with ASCA mentor during the year; ASCA mentorship will continue for 2018-2019 school year.
Annual data collection	Each individual Counselor will complete two use-of-time assessments; each school will conduct counseling program needs assessment.	No additional resources required to complete.	Fall 2017, Spring 2018 for use-of-time assessment; Spring 2018 for needs assessment.	Counselors have conducted use-of-time assessments and school counseling program needs assessments.
Classroom guidance lessons	Each Counselor will deliver classroom guidance lessons on a variety of topics.	No additional resources required to complete	Duration of 17-18 school year.	Classroom guidance lessons were delivered in grades K-12 on a variety of social, emotional, and career and college readiness topics.

Action Steps (Social cont) (What will be done to achieve initiative?)	Responsibilities (Who Will Do It)	Resources (Funding/Time/People/Materials)	Timeline (By When?)	PROGRAMS/PEDAGOGY: Priority Initiative 3 Status Update
Climate survey	Guidance Counselors and Teachers	No additional resources required to complete	annually	Third grade students completed an individual online bullying survey twice during the 2017-2018 school year (fall&spring) to measure their understanding of what to do if they see or experience bullying. There was also a presentation to the 3rd graders by Ellen Miller from the DA's office about bullying. Ellen Miller gave a spring presentation to the families of 3rd grade students about cyberbullying and ways to protect their children online. Fifth grade students took a climate survey via MCAS. High school students completed a climate survey.
Investigate community based justice programs	Principals, assistant principals, and Guidance Dept.		2017 - 2018	Connections have been made with WPD and their Gang Unit. Representatives have contacted and visited AKf to inform, evaluate and discuss safety procedures and Police/School protocols.
<p>Evidence of Success:</p> <ul style="list-style-type: none"> ● ASCA Program Assessment will indicate that each school is becoming more aligned to the ASCA National Model; Only pursuing in Middle School ● School counselors meet regularly to work on improving school counseling services, including conferences with mentor from ASCA; ● Use-of-Time Assessments for each counselor show that school counselors spend 80% or more of their time in direct and indirect service to students; ● Each counselor delivers a number of classroom guidance lessons covering a variety of topics at each grade level, which helps ensure that all students receive the benefit of the school counseling program in their building. ● 85% of students will state that they have a trusted adult, within the AKF school community, that they can go to when they are experiencing significant difficulties, and also state that they know how to access that adult if needed. <ul style="list-style-type: none"> ○ In the grade 3 fall 2017 bullying survey, a question was added to align with this strategic initiative "Do you have an adult at school you trust to help you?" This question received a response of 84% yes out of 120 students. ○ *In the spring 2018, the response to this question increased from 84% to 94% of the 120 grade 3 students responding "yes" to "Do you have an adult at school you trust to help you?" <p>■ (No additional surveys have been done since Fall 2019 in grade 3. Will look at other data for 4-12 from MCAS)</p>				

Priority Initiative 4: Literacy

Implement a data-driven research based literacy plan for K-12 curriculum and instruction that provides coherence across all grade levels and initiatives. The plan will include targeted goals and outcomes for improving reading and writing proficiency at each school. Our students will graduate from high school with the reading, writing, listening, speaking, and digital literacy skills necessary to communicate effectively and participate in an ever changing global society.

Action Steps (Literacy) (What will be done to achieve initiative?)	Responsibilities (Who Will Do It)	Resources (Funding/Time/ People/Materials)	Timeline (By When?)	PROGRAMS/PEDAGOGY: Priority Initiative 4 Status Update
Increase the keyboarding skills of students in grades K - 3 by purchasing computer based programs/assessments to allow students the ability to communicate effectively on the computer	Technology Teacher and Curriculum Coordinator		2018	ES: Using Keyboarding without Tears in K-3 technology classes; using i-Ready Diagnostics and online instruction for all students; using Google Classroom in most grade 3 classes (yes - Siby)
Increase the computer skills of students in grades 8-12 by offering more computer based classes and programs to allow students the ability to communicate effectively on the computer	Administration and Teachers		2019	Currently working on High School Technology offerings. Increased exposure to Google Apps and currently evaluating 8th grade skill sets on computer based testing. Students are receiving typing classes, File storage and word processing.
Elementary staff educator plans will contain a reading and writing goal, specialists will contain a writing goal	Administration and Teachers	Mid-level goal and end of year goal in formative and summative evaluation	2017 - 2018	This was completed as part of the educator evaluation system.
Shift from Reading Specialist to Instructional Coach in the elementary school to provide continuous guidance and feedback on utilizing highly effective instructional practices that support student learning (Rev. 6/2018)	Instructional Coach, Principals and Curriculum Coordinator (Rev. 6/2018)		2019	Action step updated for 2018-2019 school year completed
Action Steps (Literacy cont.) (What will be done to achieve initiative?)	Responsibilities (Who Will Do It)	Resources (Funding/Time/ People/Materials)	Timeline (By When?)	PROGRAMS/PEDAGOGY: Priority Initiative 4 Status Update

Mentor support and supervision - classroom observations will be scheduled to allow teachers the opportunity to visit classrooms and observe literacy instruction	Mentor Coordinator/Mentors/ Classroom Teachers and Administration		2019	HS- All department heads have observed each member of their dept. both Informally and formally each semester. Ongoing Each mentor has been provided opportunities to observe their mentee in the classroom and held meetings with each other as well as the Mentor Coordinator.
Establish literacy school-based action plans that include specific literacy goals (learning targets), instructional practices, and assessments used to determine progress.	School-based teams including: Principals, Reading Specialists, Curriculum Coordinators, and designated Teachers	Teams will meet monthly. Site-based PD will be provided for staff on effective literacy practices.	2018	ES: 2017-2018 Literacy Action Plan has been updated and implemented by the ES Literacy Team.; additional work was put in towards literacy in 18-19 and documented in a literacy update; In addition to the literacy team, ES also had a math team and STE/HSS team. Significant curriculum work was completed in ELA, math, and STE. MS: Created a MS Literacy Leadership team that meets biweekly. Created a MS Literacy Plan.
District Literacy Team will meet quarterly to identify essential outcomes, monitor reading and writing progress using data, and make needed changes to the current plan in order to support teacher professional growth and student learning.	District Team including no more than three representatives from each school based team and Executive Director, ELL Department Head, Technology Director, and Special Education Director.	Team will meet quarterly. Additional district PD and or resources may be requested based on district-wide needs assessment.	2018	The decision was made to have building based Literacy Teams, which included the Curriculum Coordinators; Curriculum Coordinators met with Executive Director bi-weekly and this was part of the data discussions and professional development areas of focus.
Identify districts' capacity to support literacy development.	School District Team, School Based Teams, and possibly a Literacy Consultant.	Times for meetings and hiring a consultant to address literacy needs in the District.	2018	MS has designed a survey. (??)
Action Steps (Literacy cont.) (What will be done to achieve initiative?)	Responsibilities (Who Will Do It)	Resources (Funding/Time/ People/Materials)	Timeline (By When?)	PROGRAMS/PEDAGOGY: Priority Initiative 4 Status Update

Use research based intervention programs for struggling readers and writers.	Special Education Director, Principals, Curriculum Coordinators, ELL Department Head, and Reading Specialists	Research-based programs and PD	2018	ES: using Guided Reading, Read Naturally, Foundations, Orton-Gillingham, Wilson, i-Ready online instruction MS: Guided Reading, Corrective Reading, Read Naturally, Orton Gillingham, Just Words, Foundations, Wilson
Create cross-curricular units that incorporate reading, writing, listening, speaking, and digital literacy skills.	Curriculum Coordinators, and Teaching Staff	Time for curriculum changes and meetings	2019	ES: in progress
Provide ongoing site-based professional development and leadership opportunities for staff on effective literacy practices.	Curriculum Coordinator, and School-based Literacy Team	PD on and off-site, time, and possibly videotaping	2018	ES: in 17-18 PD by Literacy Team members and Reading Specialist. Jennifer Serraballo provided writing PD for K-3 teachers. Writing has been aligned vertically K-3 and prompts have been updated to reflect the writing expectations listed in the Massachusetts state frameworks. 18-19 additional PD offered internally based on needs shows by our data MS: Two sessions of Keys to Content Area Writing Training for all staff. Four Keys Coaches will provide additional 1:1 support.
<p>Evidence of Success:</p> <p>95% of AKF students will graduate from high school with the reading, writing, listening, speaking, and digital literacy skills necessary to communicate effectively and participate in an ever changing global society as measured by completion of both the MASS CORE and AKF graduation requirements. (We do not have a District wide Literacy plan, however, Students do graduate at or above this level with passing MCAS scores.)</p>				

Priority Initiative 5: Music

Investigate and enhance the music curricula for grades K-12, including performance options.

Action Steps (Music) (What will be done to achieve)	Responsibilities (Who Will Do It)	Resources (Funding/Time/)	Timeline (By When?)	PROGRAMS/PEDAGOGY: Priority Initiative 5 Status Update
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initiative?)		People/Materials)		
K-12 - Complete a full inventory and analysis of all general music classes, their curriculum, and check their alignment with state and national music standards.	Music Department Chair, Grade Level Teacher, Building Curriculum Coordinator	-Current state and national standards -Atlas database	2017-2018	<p>ES: Scott mapped K-4 standards into grade level benchmarks for K-3 using 2014 National Music standards. It is in Google Drive. (Arts/Music have new standards from spring 2019 - will the music teachers get any guidance from dept. head? - Siby)</p> <p>MS: <i>Grades 4-7 general music is constantly revised.</i> Replacing 1994 MA music standards with the 2014 national music standards. Revisions to begin end of the 2018 school year. https://nafme.org/my-classroom/standards/core-music-standards/</p> <p>HS: Gr 8 general music is fully kinesthetic and keyboard based. Students are applying the knowledge they learned previously. Curriculum is being outlined this year.</p> <p>Gr 9: Predominantly a high school level theory class with some exposure to music history and western and world music. Some units need full revisions.</p> <p>Gr 10: Class may need full redesign in conjunction with art 10 due to lack of 2017 enrollment. Grade 10 Music to restart 2018-2019</p>
9-12 – Complete a full inventory of all music electives, their curriculum, and check their alignment with state and national standards, as well as the effectiveness of each course.	Music Department Chair, Grade Level Teacher, Building Curriculum Coordinator	-Current state and national standards -Atlas database -Student interest surveys	2017-2018	<p>Music of the 20th Century - curriculum and activities are in need of update and refinement. Revisions to begin end of the 2018 school year.</p> <p>11 - 12 Elective: Introduction to Keyboard is in its first year, outlining curriculum 2017 - 2018. Revisions to begin end of the 2018 school year.</p>
Action Steps (Music cont) (What will be done to achieve initiative?)	Responsibilities (Who Will Do It)	Resources (Funding/Time/ People/Materials)	Timeline (By When?)	PROGRAMS/PEDAGOGY: Priority Initiative 5 Status Update
4-12 – Complete a full inventory	Music Department	-Current state and	2017-2018	Central District rewrote new performance rubrics. We need to realign with assessments. Added new list of district required

of all performing groups and ensembles, their curricula, and check their alignment with national and state standards.	Chair, Ensemble Directors, Building Curriculum Coordinator	national standards -Atlas database -Student interest surveys		scales. Replacing 1994 MA music standards with the 2014 national music standards.Revisions to begin end of the 2018 school year. New CDMMEA rubrics to be used at the HS beginning with final exams 2018.
K-12 – Edit and re-write any curriculum units, or unit sections of all general music classes that are in need of revision.	Music Department Chair, Grade Level Teacher, Building Curriculum Coordinator	-Current state and national standards -Possible professional development -Possible specialized music curriculum specialists or consultation. -PD and consultation would require district funding but could be highly effective.	2019-2020	Mr. Shannon has spoken with MS and HS curriculum coordinators and spoken with MS/ES general music teachers about replacing 1994 MA music standards with the 2014 national music standards.Revisions to begin end of the 2018 school year. (Aren't there new MA music standards from spring 2019?. - Siby)
9-12 – Edit and re-write any curriculum units, or unit sections of all music electives that are in need of revision. This could include replacing, or adding to existing course offerings.	Music Department Chair, Grade Level Teacher, Building Curriculum Coordinator	-Current state and national standards -Possible professional development -Possible specialized music curriculum specialists or consultation. -PD and consultation would require district funding but could be highly effective.	2019-2020	Replacing 1994 MA music standards with the 2014 national music standards.Revisions to begin end of the 2018 school year.
Action Steps (Music cont) (What will be done to achieve initiative?)	Responsibilities (Who Will Do It)	Resources (Funding/Time/ People/Materials)	Timeline (By When?)	PROGRAMS/PEDAGOGY: Priority Initiative 5 Status Update

4-12 – Edit and re-write any curriculum units, or unit sections of all performing groups that are in need of revision. This could include replacing, or adding to existing course offerings. This could also include how, when, and how often ensembles or groups meet and rehearse.	Music Department Chair, Ensemble Directors, Building Curriculum Coordinator	-Current state and national standards -Possible professional development -Possible specialized music curriculum specialists or consultation. -PD and consultation could require district funding but could be highly effective.	2019-2020	Music Director will meet with middle and high school principals in 2017 - 2018 about rescheduling specials rotation to effectively utilize staff beginning in 2018 - 2019. MS and HS specials schedules do not agree well for shared string teacher; irregular and ineffective schedule for string teacher at Grade 8/HS
K-12 – Research effectiveness, and visibility of all grade level, and ensemble performances. This includes all K-3 grade level performances, as well as 4-12 performing groups. This will include in school, and community performances.	Music Department Chair, Ensemble Directors, Principal, Executive Director	-Current state and national standards -Research of other district performance models -Student interest surveys -Parent Surveys	2017-2018	Restructured grade level performances in 2017 - 2018. Gr. 8 - 12 concert was long, evaluating length of performances. Concert start time moved to 6:00 pm, and music director limited length of concert for each section to two individual selections. Will continue to evaluate performances throughout the year.
K-12 – Edit and restructure any of the K-3 grade level performance methods, opportunities, and routines, as well as the 4-12 performing groups that are in need of revision. This will include in school, as well as community performances. This could include where, and how often each grade level or performing group performs.	Music Department Chair, Ensemble Directors, Principal, Executive Director	-Current state and national standards -Possible professional development -Possible specialized music curriculum specialists or consultation. -PD and consultation could require district funding but could be highly effective.	2019-2020	Music Director to survey other districts for concert performance practices and seek out possible PD Possible reschedule of MS Concerts from May to June to better accommodate MCAS preparation and testing to assist classroom teachers.
<p>Evidence of Success:</p> <p>Music curriculum will be updated in Atlas for all general music classes and electives to be aligned with current state and national standards by 2020. Performance groups will be evaluated in terms of methods, performance opportunities, and frequency of performances to increase participation by 10% by 2019-2020.</p> <p>(Performances increased before CoVID and the curriculum has been aligned with state standards)</p>				

IV. PARTNERS

Goal: Build meaningful relationships with key stakeholders within the school and the Worcester Community.

Priority Initiative 1: School District Collaboration

By June 2021 administration and teachers will increase efforts to collaborate with local schools and businesses to increase opportunities for our school community.

Action Steps (Partners) (What will be done to achieve initiative?)	Responsibilities (Who Will Do It)	Resources (Funding/Time/People/Materials)	Timeline (By When?)	PARTNERS: Priority Initiative 1 Status Update
Meet with local colleges (tutoring opportunities)	Executive Director and members of administration		2019	Job Fair at WPI to increase internships at ES was attended in the fall 2017 by Amy Emma and Joanne Wiggins. Two Assumption College students completed internships at the ES during 2017-2018.
Meet with local businesses (internships)	Executive Director and members of administration		2020	Bridges Together Inc intergenerational program, volunteered in 3 of 6 Kindergarten classrooms for 6 weeks during 2017-2018. Pioneer Research Institute completed a video at the ES in June 2018 to document RTI best practices. The video will be released during the summer 2018.
Attend business and civic events to identify opportunities for the AKF community	Executive Director and members of administration		2018-2019	Executive Director and members of administrative team have participated in a variety of events with the Worcester Chamber of Commerce and the Massachusetts Charter Public School Association. City Manager, Ed Augustus, visited Abby Kelley for the first time.
Meet with local state representatives to share the AKF story	Executive Director and members of administration		ongoing	Executive Director and members of administrative team have participated in a variety of community events (Girls Inc.), Worcester Chamber of Commerce events, and the Massachusetts Charter Public School Association.
Evidence of Success: Executive director and members of the administrative team will identify and develop increased opportunities for our students, the AKF Foundation, and the AKF school community by 2021. (This can and should continue to be a priority.)				

*Red indicates information added in October 2020 by IED, Heidi Paluk.



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Education Committee Meeting Minutes

Thursday, November 12, 2020 / 7:45 a.m.

<https://akfcs-org.zoom.us/j/96731227968?pwd=bjEyN3JvanRiM0R0TGZydk1mUFhHQT09>

Meeting ID: 967 3122 7968 Passcode: 662054

By phone: 1-301-715-8592 Meeting ID: 967 3122 7968

The meeting was Called to Order-Celia Blue, Board Chair (in place of Ms. Yarnie) at 7:49 a.m.

Attendance Recorded

Board Members: Celia Blue, Patrick Royce, Bibiche Zagabe-Ndiku

Committee Members not in Attendance: Shelly Yarnie, Jie Park

Additional attendees attached

The review of the October 5, 2020 Meeting Minutes was tabled until the December 10th meeting.

Ms. Paluk led the conversation about the AKF's Hybrid Model presently in place at the Elementary School. Approximately 45-47% of students remained remote, at their choice. There have been multiple CoVID cases over the last four weeks at the Elementary School, with only one defined cluster in the Kindergarten. The staff have continued to make the Hybrid Model work despite this. There has not been negative feedback from families over the Hybrid Model.

The Middle and High Schools are looking to move forward with a Hybrid Model in January. They are planning to conduct a survey of families to gather information on the number of students who might return and of those who will need transportation. Bussing is and will continue to be a challenge for this school year, given the limited number of students per bus.

Concerns from students returning to the Middle School include making sure there is air flow and purification within the classrooms. Abby Kelley will be participating in a large state wide purchase of air purifiers, which will result in some cost savings, but there will be a cost to Abby Kelley for this purchase. It was noted that the upgraded electrical system in the Middle School would be able to handle the additional pull on electricity from the air purifiers.

Ms. Puliafico noted that there would need to be some staff recalls for those who had been working from home for the past few months, to accommodate students who return in person. Ms. Puliafico noted that the student's return would be a family decision and she and her staff are



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working and planning for these needs of those students who elect for in-person learning or opt to stay remote come January.

At the High School Mr. Kursonis noted the students who are at school now for in-person learning are there as defined by the State. These students are receiving morning and afternoon supports while at school. The High School offered additional students the opportunity to come to school for in-person instruction after it was noted they had declining marks/progress reports.

Mr. Kursonis stated that the leveling that exists in the High School has held the school back from bringing more students back in person. They continue to work with this to bring students back in-person in January. Mr. Kursonis noted that the High School had Conferences coming up with families to allow for additional check-ins between families and teachers.

Following a question from Mr. Royce about whether or not Abby Kelley is doing enough outreach to families to give them peace of mind to assure them our schools are safe to return to, Ms. Paluk responded that while everyone is trying to do that, perhaps more could be done. Ms. Paluk spoke about the information which we should continue to share with families; the twice a week deep cleaning and spraying which is done, the daily cleanings, the availability of cleaning supplies and PPE for staff and students and the Ms. Paluk addressed that there might be gaps in the knowledge bases for families relative to CoVID, which is something the District needs to find balance with.

When asked about how teachers were adjusting to the remote learning model at the High School. Mr. Kursonis noted that they had become comfortable with the system. As the High School is offering longer class periods, the staff has been able to work at a slower pace, which the staff has liked. He noted that increasing the number of students in the building would take additional adjustment for all.

Ms. Pulifico addressed the question of how the staff were doing by saying that they have fallen into the rhythm of the remote model, and have found that it has slowed their teaching pace down. Grades 4 and 5 were doing well with the model but Grades 6 and 7 were challenging. She suggested this might be because students in Grades 4 and 5 might have more adult supervision as they are younger and perhaps not as capable to be home alone, while students in Grades 6 and 7 might be home alone.

The Committee moved to the topic of Admissions, specifically the Lottery which opened in late October. Ms. Little noted that the Lottery had over 200 applicants thus far, and would be open through January. Ms. Little explained to the Committee that back in 2001 Abby Kelley moved to include Holden in our enrollment footprint. The Department of Elementary and Secondary Education (DESE) recently notified Abby Kelley that Holden is part of a regional district, not a “stand alone” district and Abby Kelley needs to make a determination to begin accepting additional students from the Wachusett Regional District or remove the Holden as a sending District. There was some conversation from the Board and Ms. Paluk of things to consider around this; past conversations to increase enrollment, transportation concerns (as Abby Kelley



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would have to add additional routes for any potential students, and what removing Holden from the list of sending districts meant for students already enrolled. Ms. Paluk asked the Committee about bringing this matter to the January board meeting, which they agreed upon. Ms. Paluk noted that she and Ms. Little would prepare for this upcoming discussion, provided the board with student enrollment stats and other information to assist in making these decisions. Ms. Paluk noted that a final decision is due to DESE in June 2021.

A question about the status of MCAS testing within the District was raised. MCAS are being planned for as the State is requiring them. Students will have to come in school, in-person to take these tests, which raises several issues; spacing, students are required to have a flu shot as of December 31st, how to proceed with students whose families will not send their student(s) in for testing (DESE is generating a response to this question) and finally how, if it is needed will students be able to review the materials for the test as in some cases the materials were not able to be covered with the closing of schools in the spring. These were all things Mr. Kursonis and his staff are working to address and they feel confident the students will be successful with MCAS testing this year.

Ms. Blue asked for a motion to adjourn the meeting, Ms. Zagabe-Ndiku made the motion, Mr. Royce seconded the motion. The Committee adjourned at 8:49 a.m.



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Education Committee Meeting Agenda

Thursday, November 12, 2020 / 7:45 a.m.

<https://akfcs-org.zoom.us/j/96731227968?pwd=bjEyN3JvanRiM0R0TGZydk1mUFhHQT09>

Meeting ID: 967 3122 7968 **Passcode:** 662054

By phone: 1-301-715-8592 **Meeting ID:** 967 3122 7968

- I. Call to Order-Celia Blue, Board Chair (in place of Ms. Yarnie)
- II. Attendance Recorded
- III. Review of the October 5, 2020 Meeting Minutes
 - a. Motion: To approve the minutes from the October 5, 2020 Education Committee Meeting.
- IV. AKF's Hybrid Model Update- Ms. Paluk
 - a. Elementary School (as of 11.2)
 - b. Middle School
 - c. High School
- V. Admissions- Ms. Little
 - a. Enrollment Update
 - b. Preliminary Regional Discussion
- VI. Adjournment



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Education Committee Meeting Minutes DRAFT

Tuesday, October 6, 2020 / 7:45 a.m.

<https://us02web.zoom.us/j/89154021470?pwd=aEtpWnVVRm5ja1FDNlpyMVpBYTEwZz09>

Meeting ID: 891 5402 1470 **Password:** 2RFR0y

By Phone: 1-929-205-6099 **Meeting ID:** 891 5402 1470

The meeting was Called to Order by Shelly Yarnie, Committee Chair at 7:54 a.m. Attendance recorded (see attached). **Committee Members:** Shelly Yarnie, Bibiche Zagabe-Ndiku, Celia Blue

Ms. Yarnie asked for a review of the September 9, 2020 Meeting Minutes. She then asked for a Motion to approve the minutes from the September 9, 2020 Education Committee Meeting. Ms. Blue made the Motion, Ms. Zagbe-Ndiku provided a second to the motion. The Committee approved the minutes.

Ms. Paluk began the conversation with where the District stands with evaluating bringing additional students back to school. It was noted that if this is possible, the District was looking at the middle of October as the target date. Right now, the additional students to come in would be at the Elementary school, grades 1-3 using the Maroon and Gold group designations.

At the High School and Middle School, at this time the only students coming in and who will continue to come in are students with high needs. Progress reports are coming out in a few weeks and those will be looked at to see if more students should be coming in.

Ms. Paluk and the Committee acknowledged the work of the teachers and staff for making a challenging educational model work, for getting the kids involved and making this school year happen.

Mr. Kerr shared the details of the MCAS schedule (attached) and noted that there will be logistics to figure out to bring students in to take the test in person later this year.

Ms. Tambolleo updated the Committee on the ELL Program. The District received a Title 3 Grant for ESL families to support family engagement. She noted there are opportunities for families to receive training from staff at AKF on the tools being used by students at home for Distance Learning. Ms. Tambolleo noted that the topics for the training for families came about as a result of staff interactions and experiences with families.

The District continues to improve the translations offered to families, and noted that the translation budget of \$5,000 has already been spent one month into the school year. Ms. Tambolleo detailed how things are translated using local companies and some AKF staff who have agreed to help.

ELPAC has a meeting on October 13th which will offer interpretations for families.



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Ms. Yarnie asked for a motion to Adjourn, which was made by Ms. Blue, seconded by Ms. Zagabe-Ndiku. The meeting was adjourned at 8:36 a.m. DRAFT

Name (Original Name)	User Email
Michelle Vigneux	mvigneux@akfcs.org
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AnnMarie Little	
Heidi Paluk she/her/hers	hpaluk@akfcs.org
Shelly Yarnie (syarnie@wpi.edu)	
Amy Emma	
Amy Puliafico	apuliafico@akfcs.org
Siby Adina	
Bibiche Zagabe-Ndiku	gpc.pastor@live.com
Celia.Blue	
Maria Correa	mreyna1129@gmail.com

2020-2021 MCAS Schedule

DESE has released a tentative schedule for MCAS.

Grades 3-8

Normal testing schedule

Math and ELA 3-8

Science for grades 5 and 8

Testing will take place in April & May

Grade 9

Biology test will take place in June

State still deciding on Legacy or Next Gen. test

Grade 10

Normal testing schedule

Math and ELA

Testing will take place May 18-27

**Biology requirement from last year has been waived

Grade 11

Required to take Math & ELA missed last year

Testing options-January or May (Still deciding best option logistically)

Test will be the Legacy MCAS exam

***At this time, all testing is in person. Depending on the COVID situation we will have to plan for multiple groups to come in safely to take the tests.



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Board of Trustees Meeting Minutes - DRAFT

Friday, November 20, 2020 / 8:00 a.m.

https://akfcs-org.zoom.us/webinar/register/WN_0R0e1l-FR8KtoMvGKber2Q

The meeting was called to order by Celia Blue, Board Chair at 8:01 a.m. The Board members in attendance were Celia Blue, Patrick Royce, Jie Park, Bibiche Zagabe-Ndiku, and Randy Schmid. Shelly Yarnie was not present. Additional attendees are included with these minutes.

Ms. Blue read the Abby Kelley Mission Statement to begin the meeting. Ms. Blue noted that the Board had received a public comment for this meeting from Erin Wilson, a current AKF parent. Ms. Blue read the message from Ms. Wilson, which included a brief statement and a petition of names from AKF families asking for the Board to reconsider conducting a search for a Executive Director at this time given the pandemic, the understanding that Ms. Paluk was doing a good job for the District, and it was the position of the families that the cost was significant for a search process, given the fact that Ms. Paluk was such a strong candidate. (The public comments are not included with these minutes as this time.)

Ms. Blue asked the Board to review the Meeting Minutes from October 28, 2020 and noted that the minutes from November 5, 2020 would be tabled until the December meeting. Ms. Blue asked for a motion to accept the meeting minutes from October 28, 2020. Mr. Royce made the motion, Ms. Zagabe-Ndiku seconded the motion. The Board approved the minutes.

An Executive Director Update was given by Ms. Paluk. She updated the Board on cases of CoVID within the District. There had been only one cluster (of four cases) at the Elementary School as of today's meeting (11.20). It was due to that cluster that the State's Response Unit came to Abby Kelley. Of the 40 staff tested, two additional cases of CoVID were detected in staff (not connected to the cluster). Of the 26 students tested, one student was positive for CoVID (who was added to the cluster.) As a result of a number of staff who were now in quarantine as possible close contacts with those who tested positive, the Elementary School had to go to a full remote model. This model will be in place through Wednesday, December 2nd, on Thursday, December 3rd the Elementary School will resume the Hybrid Model. Ms. Paluk noted that all decisions are made with safety at the leading factor, but care and thought, as well as flexibility is needed at all times.

Ms. Paluk also noted that the High School held their National Honor Society inductions on November 19th.

Ms. Paluk noted that the District is looking to purchase Air Purifiers, with a focus on the Middle School. The cost is \$250-300 per unit, the District anticipates needing 40 air purifiers. Mr. Schmid noted that the



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Middle School is the priority with this purchase, but this was a temporary fix. Ms. Paluk noted that Mr. Grennon is collecting HVAC quotes.

Ms. Paluk also shared with the Board that Mr. Grennon has been looking at the staffing needs within the Facilities Department. With the return of more students in January, there will be increased demands and needs within that department.

The District's Finances were highlighted by Ms. Carpino and were included for the Board in their packet.

At Ms. Paluk's request Ms. Blue agreed to table discussion and any motions relative to the Handbook updates regarding Title IX.

Ms. Blue then began to address the Board and the earlier public comments by explaining how the Board had come to the decision to conduct a search to fill the Executive Director position, in a permanent capacity. She noted that search that was started in January 2020 and which was ultimately suspended due to CoVID in March. From there the Board moved to appoint an interim Executive Director, conducted a search for that position and ultimately Ms. Paluk was hired. Now the Board finds itself in a similar situation as they were in back in March, CoVID cases are climbing, students are doing remote learning and it would be difficult to gather the input and feedback from all stakeholders to conduct a proper search at this time. Ms. Blue recommended to the Board that they vote to suspend the search at this time and work with Ms. Paluk to extend her contact.

Ms. Blue then allowed the members of the Board to provide their thoughts on the matter. Mr. Schmid asked that the "Interim" part of the title be dropped from Ms. Paluk's title, allowing her to be "Executive Director."

Mr. Royce commented that a search was important and necessary to allow transparency in that decision and it was not clear at this time who the long term leader of the District would be. Mr. Royce stated that he would like to see the Board continue with their internal work to keep the process going and be ready for Fall 2021.



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Ms. Zagabe-Ndiku noted that given all the unknowns at this time; are students going back to school, will there be a vaccine and if so who gets it when, all the time families and staff were already putting into their student's learning while at home; all of these things would limited the involvement and focus of the very stakeholders the Board and search firm wants to speak with.

Ms. Park also commented that people are stretched thin in this pandemic, noting that a proper search under normal conditions is a challenging process. She went on to say that it made sense for the community and the possible candidate pool time to stabilize with all that's taking place right now. She was in favor or suspending the search until the Fall, but wanted to assure the Board does not lose site of that date, and can begin the process in September 2021.

Mr. Schmid reiterated his request to see the "Interim" portion of Ms. Paluk's title removed. Ms. Blue noted that without a search there would be no permanent appointment of an Executive Director. Ms. Blue then asked the Board if they were in agreement if someone would make a motion to suspend the search. Mr. Royce asked if the Board could hear from Ms. Paluk prior to any motions.

Ms. Paluk said she would be happy to stay on as Interim Executive Director, the title did not cause her any issue. She asked if the Board though having an "Interim" Executive Director would create any impression of instability given the upcoming Charter renewal and site visit in the spring. Ms. Blue noted that as the person in that role would have stability, there wasn't a succession of different people in the role that was not a concern. Ms. Zagabe-Ndiku noted that this could be documented and explained to the reviewing committee.

Ms. Blue then asked for a motion to postpone the search until September 2021. Ms. Zagabe-Ndiku made that motion, it was seconded by Ms. Park. The Board voted as follows: Mr. Schmid abstained from the vote because of the "Interim" remaining as part of Ms. Paluk's title. Mr. Royce, Ms. Park, Ms. Zagabe-Ndiku and Ms. Blue all voted in favor of suspending the search until September 2021.

Following the vote, Ms. Blue noted next steps; opportunities to hear from families, faculty and staff to allow the Board to be prepared for the search process. She spoke of the development of an engagement strategy and the need to work Ms. Paluk to extend her contact.



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Mr. Schmid announced he needed to leave the meeting at 8:58 a.m. Following that Ms. Blue asked for a motion to adjourn the meeting. Mr. Royce made that motion, Ms. Zagabe-Ndiku seconded the motion. The meeting adjourned at 9:00 a.m.