



Abby Kelley Foster Charter Public School

10 New Bond Street Worcester, MA 01606

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

www.akfcs.org

Facilities and Finance Committee Meeting Agenda

Friday, October 22, 2021, 8:00 a.m. DIGITAL MEETING

<https://akfcs-org.zoom.us/j/95907288940?pwd=WEpRWHZVaE9aelpwZjBKOVdHZ2wvQT09>

Meeting ID: 959 0728 8940 **Passcode:** 917163

By phone: +1 929 205 6099 US (New York) **Meeting ID:** 959 0728 8940

- I. Call to Order- Mr. Patrick Royce, Chair
- II. Introductions/Attendance Recorded
- III. Review of the September 17, 2021, Meeting Minutes
 - a. **Motion:** To approve the September 17, 2021, Meeting Minutes
- IV. Audit Presentation- Jennifer A. L'Heureux, John R. Buckley, Bethany S. Faford- AAF CPA
- V. Financial Report- Ms. Alisha Carpino
- VI. Facilities Report- Mr. Mike Grennon (*Subject to Time*)
- VII. IT Update- Mr. Gabriel Beltran (*Subject to Time*)
- VIII. Safety Committee- Mr. Mike Grennon (*Subject to Time*)
- IX. Upcoming Facilities & Finance Committee Meetings
 - a. Friday, November 19, 2021
 - b. Friday, December 17, 2021
- X. Adjournment

APPROVED

10.18.21 1:30 pm
City of Worcester, MA



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<https://akfcs-org.zoom.us/j/97520453672?pwd=Mj9aOUxWRWtFOTthJQUc2ajRMOUdQZz09>

Meeting ID: 975 2045 3672 **Passcode:** 471240

By phone: +1 929 205 6099 US (New York) **Meeting ID:** 975 2045 3672

APPROVED

9.10.21 3:50 p.m.
City of Worcester, MA

- I. Call to Order- Mr. Patrick Royce, Chair
- II. Attendance Recorded
- III. Review of the August 20, 2021, Meeting Minutes
 - a. **Motion:** To approve the August 20, 2021, Meeting Minutes
- IV. Facilities Update- Mike Grennon/Heidi Paluk
 - a. Flood
 - b. Capital Planning
- V. Audit Update- Alisha Carpino
- VI. Other Topics
- VII. Upcoming Facilities & Finance Committee Meetings
 - a. Friday, October 22, 2021- **Audit Presentation**
 - b. Friday, November 19, 2021
- VIII. Adjournment



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The meeting was called to Order by Patrick Royce, Treasurer at 8:03 a.m. Attendance was recorded as follows:

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

AKF Staff: Alisha Carpino, Michael Grennon, Heidi Paluk

Mr. Royce opened the meeting at 8:03 a.m. Mr. Royce asked the Committee to review the Meeting Minutes from the August 20, 2021, meeting. Upon their review, Mr. Royce asked for a motion to approve the minutes from the August 20, 2021 Facilities and Finance Meetings. Ms. Zagabe-Ndiku made the motion, it was seconded by Mr. Royce. The committee unanimously approved the minutes.

Mr. Royce opened the floor for Ms. Paluk and Mr. Grennon to present. Ms. Paluk stated that at the last meeting, which was the morning after the torrential rain which caused the flooding at the elementary school, ServiceMaster was called and has been there for the last month's cleaning. Ms. Paluk stated that the entire basement in the elementary school had to be taken apart due to that flooding. Ms. Paluk stated that a few days later in the Middle School, and the odor was detected in the basement, which confirmed that the BRM space had also received water damage from the flash floods on August 19. Ms. Paluk stated that ServiceMaster has since been cleaning that site as well as the Elementary school, however, there is an ongoing leak that cannot yet be determined the cause. Ms. Paluk stated that ServiceMaster has just been removing the water and that no demolition has been started in BRM/MS as we are still waiting on insurance information/estimate. Ms. Paluk explained that there could be hazardous materials (floor tiles) that will require additional abatement; more information is needed however to make any further determinations.

Ms. Paluk then turned it over to Ms. Carpino and Mr. Grennon for further discussion on the insurance. Mr. Grennon explained that we are in a holding pattern with the adjuster and are waiting on that to begin the work and assess the situation in both ES and MS.

Mr. Royce inquired about the function of the adjuster and wanted to know if waiting on them determined when and what work could be done to which Mr. Grennon stated "Yes."



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Mr. Royce then inquired about the water that was continuing to come in from BRM and wanted to know if that was the result of all the rain and the stream. Mr. Grennon stated that we will not really know until the full extent of the damage is assessed.

Ms. Carpino explained that the insurance company has a concern about two policies with the same address (#10 New Bond Street), but that the address problem has been corrected. Ms. Carpino stated that she would be speaking to the adjuster in order to straighten everything out for future claims. Ms. Carpino stated that she was waiting to see if the damage at the middle school would be covered or if there would be any out-of-pocket expenses.

Ms. Zagabe Ndiku inquired about the address issue and wanted to know if the address being the same would have an impact on what building/s are covered. Ms. Carpino stated that the change in the policies would show 10 New Bond (Elementary) and 10 New Bond (Middle) as both buildings have their own insurance policy although they have the same address. Ms. Carpino stated that there are three flood policies, one for each school.

Ms. Zagabe Ndiku then inquired about whether the areas that might have hazardous materials are out of use? Ms. Paluk stated that there was not another place for students to eat besides the cafeteria and while we wait for more information, they are still using that space. Eventually, when work begins, we will need a plan so students can eat in the classroom as it would be very unlikely that students would have access to that space while the work was being done. Ms. Paluk stated that this work would most likely mean the downstairs will be offline for a period of time.

Ms. Paluk stated that a conversation has not been had recently about the usefulness of the Middle School cafeteria. Ms. Paluk stated that this is not set up to be a fully functioning cafeteria as it does not allow for food to be cooked there. Ms. Paluk stated that for both the Middle and Elementary schools, prepared meals have to be brought in daily and heated; which is a costly solution, and the food choices are not popular among the older students (grades 6-7). Ms. Paluk stated that we may want to look at renovating the cafeteria if that is possible while undergoing these insurance repairs.

Ms. Carpino stated that she would run the numbers and costs estimates on a project such as this but she feels that there would be a cost-saving given the purchasing of the prepared meals and the waste. We might have to hire a cook in addition to physical improvements. Ms. Carpino stated that Abby Kelley

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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receives a Federal allocation for food but is only for the High School and cannot be allocated for the Elementary School or Middle School because there is no kitchen to cook it in.

Ms. Zagabe Ndiku inquired about whether the work in the kitchen and also the work in the cafeteria can be done at the same time. Ms. Paluk stated that we need more information before we can make a recommendation. For example, if this is something that will take nine months, then it is obviously not feasible but if this is something that can be done in two months, then it should be considered.

Mr. Royce inquired about a proposal timeline and Ms. Paluk stated that some of this is based on what the insurance says/decides. Ms. Paluk stated that if the insurance will cover certain things, then we could go above and beyond it. Ms. Paluk stated that she is worried that there may be some out-of-pocket expenses even for the insurance claim. Mr. Royce then asked Ms. Carpino what the insurance policy limit was for each building. It is \$500,000 per building with a \$50,000 deductible.

Ms. Blue inquired as to why Ms. Paluk was concerned about the insurance not covering certain things. Ms. Paluk stated that the adjuster mentioned to Mr. Grennon that there was a \$10,000 limit on hazardous material; something we need clarification on as to what is considered hazardous material. Ms. Paluk stated that until we learn what they will cover, there is a slight worry. Mr. Royce inquired about what the running total with ServiceMaster was at the moment and Ms. Paluk stated that we do not have a running total but that they have been here every day since the storm, which is obviously going to be expensive.

Ms. Paluk stated that in addition to the Elementary School and Middle School, there was quite a bit of damage to the fields because of the storms; there were close to four to five feet of water on the field. Ms. Paluk stated that this lifted the turf and separated seams. Talks were already in place to update the field as it is old. Ms. Paluk stated that the turf has a 10 year life cycle; we are on the 14th year. Since it encapsulates a brownfield, we need to ensure it stays in good condition.

Mr. Royce questioned whether there was an easier way to look at the various projects that are being performed or need to be done along with the cost or other important things such as a Gannt chart. Ms. Paluk stated that this is something we can complete once we get some more concrete information.

Ms. Carpino provided an audit update. Ms. Carpino stated that we are in the last phase of the audit and most documents/access has been given to the auditor so they can begin their audit. Ms. Carpino explained that the presentation for the audit is on October 22, 2021. Ms. Zagabe Ndiku inquired about



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whether any of the current expenses such as the floods are going to be included and Ms. Carpino stated that it would not as those items would be included in next year's financial report. The audit covers July 2020 to June 30, 2021.

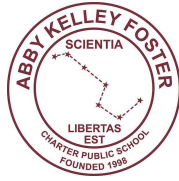
Ms. Carpino stated that once August financials are done, she would be sending them to the Board.

Ms. Zagabe Ndiku stated that we have always been aware of the age and materials within the buildings because of work done before; the insurance should be aware of that. Ms. Zagabe Ndiku stated that moving forward, we should consider adjusting our policies to make sure they reflect the materials within our buildings; If the insurance policies are increased, then we should be covered properly.

Ms. Blue stated that those were good points that should be looked at and assessed by Ms. Carpino. Ms. Carpino stated that she was informed that these two claims should not increase our premium.

Mr. Royce excused himself from the meeting at 8:30 a.m. Ms. Blue then went over the upcoming meeting dates and asked if anyone else had questions or comments. Ms. Paluk took the moment to inform everyone that she has hired a new director of IT who will start on September 27, 2021. Ms. Paluk stated that he is coming from a strong IT background and will hopefully be an asset.

Ms. Blue called for a motion to adjourn the meeting. Ms. Zagabe Ndiku made the motion and Ms. Blue seconded the motion. The meeting was adjourned at 8:36 a.m.



October 22, 2021

Notes to Draft Financial Statements dated September 30, 2021:

Attached are unaudited financial statements for the 3-month period ending September 30, 2021.

Following are explanations of various budget items and variances:

- **Revenue from State Sources-** The first quarter actual for our tuition and transportation payments is \$170,528 higher than the budgeted amount. This is due to not knowing the full impact the student opportunity funds would have on the FY22 tuition. A notification was released after the budget was approved saying that these numbers would be higher than expected.
- **In District Transportation-** Costs related to this are far below the budget at this point in the fiscal year. This is due to the financials showing three months of budgeted expense and transportation being utilized for a month and a half. This will even out as the year proceeds.
- **Federal Grant Funding-** You can also see that the actual here is above the budgeted number. This is due to receiving extra grant funding than anticipated.
- **E-rate-** I also wanted to note that yesterday I received the letter letting me know we were approved for \$190,513 in E-Rate funds for the ongoing IT project. This revenue is not reflected on the budget and I continue to work to obtain E-Rate funds for computers for our teachers and students.
- **Staffing Costs-** The first quarter salary costs are significantly off from the budget and this is due to timing. With the way the budget and financials are set up for FY22, this will be looked at from a departmental perspective aspect in the coming weeks and should even out as the school year proceeds. As of right now, we have very few open positions and Mariana is doing a wonderful job of filling any open spots.
- **Benefits and Other Fixed Charges -** For FY22 we decided to stay with BCBS. This was budgeted at a 5%-9% increase based on information received from HRK. We ended up being able to renew at a 3% increase and this will give us significant savings to what we projected the cost to be. The 403B match was kept and we have continued to utilize a private PMFL for staff leave.
- **Financing-** The FY22 Debt Service Coverage Ratio is 1.92:1, compared to a required ratio of 1.15:1.

Abby Kelley Foster Charter Public School
Statement of Activities - Unaudited
July 2021 - September 2021

	Actual	Budgeted		Budgeted	
	July 1, 2021- Sept 30, 2021	July 1, 2021- Sept 30, 2021	YTD Budget Variance as of Sept 30, 2021	Total Fiscal Year 2022	YTD Budget Variance Percentage
Operating Revenues:					
Revenue from State Sources	5,686,359.00	5,515,830.42	170,528.58	22,063,321.68	3%
State Grants	12,500.01	-	12,500.01	-	
Revenue from Federal Sources	719,407.05	647,984.49	71,422.56	2,591,937.96	11%
CoVID Funding	-	-	-	-	
Meal Program Revenues	114,126.70	162,500.01	(48,373.31)	650,000.04	-30%
AKFCS Educational Foundation Funding	-	5,000.01	(5,000.01)	20,000.04	-100%
E-Rate Reimbursement	-	7,500.00	(7,500.00)	30,000.00	-100%
Other Revenues	24,697.64	33,750.03	(9,052.39)	135,000.12	-27%
Total Revenue	6,557,090.40	6,372,564.96	184,525.44	25,490,258.84	1%
Operating Expenses:					
Administration:					
Salaries- Leadership & Administration	318,574.81	222,332.91	96,241.90	889,331.64	43%
Contracted Services- District	31,661.06	55,440.00	(23,778.94)	221,760.00	-43%
Contracted Services- Legal	5,663.66	18,750.00	(13,086.34)	75,000.00	-70%
Information Management & Technology	181,404.85	36,000.01	145,404.84	144,000.04	404%
Recruitment & Advertising	7,693.58	5,625.01	2,068.57	22,500.04	37%
Other Administrative Expenses	99,407.98	141,754.69	(42,346.71)	567,018.76	-30%
Depreciation	3,037.50	21,547.05	(18,509.55)	86,188.20	-86%
Total Administration	647,443.44	501,449.67	145,993.77	2,005,798.68	7%
Instructional Services:					
Salaries- Instructional	1,742,032.23	2,924,517.72	(1,182,485.49)	11,698,070.88	-40%
Contracted Services- Instructional	4,875.00	50,025.00	(45,150.00)	200,100.00	-90%
Professional Development	6,329.00	35,175.03	(28,846.03)	140,700.12	-82%
Supplies & Materials	179,943.77	67,577.00	112,366.77	270,308.00	166%
International Baccalaureate Program	20,252.49	12,356.67	7,895.82	49,426.68	64%
Depreciation	31,014.12	41,442.00	(10,427.88)	165,768.00	-25%
Total Instructional Services	1,984,446.61	3,131,093.42	(1,146,646.81)	12,524,373.68	-9%
Pupil Services-Other					
Salaries- Other Student Services	68,528.65	171,893.04	(103,364.39)	687,572.16	-60%
Student Transportation	138,320.00	339,148.05	(200,828.05)	1,356,592.20	-59%
Food Services	94,686.64	115,902.06	(21,215.42)	463,608.24	-18%
Nursing Supplies	-	1,500.03	(1,500.03)	6,000.12	-100%
Athletic Programs	17,691.97	50,746.65	(33,054.68)	202,986.60	-65%
Translations	78.52	7,500.00	(7,421.48)	30,000.00	-99%
Other Student Services	6,566.10	181,787.49	(175,221.39)	727,149.96	-96%
Total Pupil Services	325,871.88	868,477.32	(542,605.44)	3,473,909.28	-16%
Operation and Maintenance of Plant:					
Salaries	80,750.82	101,923.74	(21,172.92)	407,694.96	-21%
Contracted Cleaning Costs	63,411.99	-	63,411.99	-	
Maintenance of Buildings, Grounds & Equipment	154,851.35	183,945.99	(29,094.64)	735,783.96	-16%
Environmental Costs	-	-	-	-	
Utilities	170,545.65	217,508.49	(46,962.84)	870,033.96	-22%
Depreciation	351,208.98	363,193.11	(11,984.13)	1,452,772.44	-3%
Total Operation & Maintenance of Plant	820,768.79	866,571.33	(45,802.54)	3,466,285.32	-1%
Benefits and Other Fixed Charges					
Retirement & Fringe Benefits	542,166.03	725,378.82	(183,212.79)	2,901,515.28	-25%
Rental/Lease of Buildings, Grounds & Equipment	20,339.37	21,000.00	(660.63)	84,000.00	-3%
Insurance (non-employee)	36,500.05	38,560.21	(2,060.16)	154,240.83	-5%
Total Benefits and Other Fixed Charges	599,005.45	784,939.03	(185,933.58)	3,139,756.11	-6%
Total Operating Expenses	4,377,536.17	6,152,530.77	(1,774,994.60)	24,610,123.07	-7%
Non-Operating Expenses:					
COVID Related Costs	-	-	-	-	
Interest Expense- Long Term Debt	119,217.89	171,679.89	(52,462.00)	686,719.56	-31%
MDFA Guaranty Fee/Letter of Credit Fee	-	750.00	(750.00)	3,000.00	-100%
Total Non-Operating Expenses	119,217.89	172,429.89	(53,212.00)	689,719.56	-8%
Non-Operating Revenue:					
Interest Income	857.46	750.00	107.46	3,000.00	14%
Total Non-Operating Revenue	857.46	750.00	107.46	3,000.00	4%
Total Expenses	4,496,754.06	6,324,960.66	(1,828,206.60)	25,299,842.63	-7%
Change in Net Position	2,061,193.80	48,354.30	2,012,839.50	193,417.21	1041%

Abby Kelley Foster Charter Public School
Statement of Cash Flows (unaudited)
July 1, 2021 thru June 30, 2022

OPERATING ACTIVITIES

Change in Net Position	2,061,193.80
Adjustments to reconcile Net Income to net cash provided by Operations:	
Accounts Receivable	(412,826.48)
Prepaid Expenses	27,961.87
Accounts Payable	118,626.93
Fundraising Liabilities	6,257.01
Accrued Payroll Related Liabilities	(1,134,374.53)
Accrued Interest and Bond Costs	1,171,441.24
Accrued Environmental Expenses	(13,620.71)
Other Accrued Expenses	(606.75)
Total Adjustments to reconcile Net Income to Net Cash provided by operations:	(237,141.42)
Net cash provided by operating activities	1,824,052.38

INVESTING ACTIVITIES

Building Improvements	294,992.01
Computers & Peripherals	16,809.66
Construction in Progress	(27,500.00)
FF&E	68,524.02
Land Improvements	2,467.92
Textbooks & Other Instructional	2,466.99
Certificate of Deposit- Middlesex Savings Bank	0.00
Net cash provided by investing activities	357,760.60

FINANCING ACTIVITIES

Principal Payments for Bond Payable	(1,556,524.01)
Amortization of Bond Costs	0.00
Net cash provided by financing activities	(1,556,524.01)

Net cash increase (decrease) for period (7/1/2020-6/30/2021)	625,288.97
Cash Balance @ Beginning of Period (7/1/2021)- unrestricted	8,941,531.15
Cash Balance @ End of Period (9/30/2021)- unrestricted	9,566,820.12

Abby Kelley Foster Charter Public School
Middlesex Savings Bank
Covenant Compliance Certificate
For the Period Ending June 30, 2021 (unaudited)

Debt Service Coverage Ratio: Tested Semi-Annually

CASH FLOW AVAILABLE FOR DEBT SERVICE:

Change in Net Position	\$ 2,061,194
<i>Plus:</i>	
Depreciation	\$ 385,261
Amortization	\$ -
Interest Expense	\$ 119,218
<i>Minus/Plus:</i>	
Unrealized Gains/(Losses) on Investments	
Extraordinary Gains/(Losses)	
Net Operating Cash Flow	<u>\$ 2,565,672</u>

DEBT SERVICE:

Interest Expense	\$ 119,218
Current Maturities of Long Term Debt (ytd)	<u>\$ 1,220,553</u>
Total Debt Service	<u>\$ 1,339,771</u>
 Required Ratio	 1.15
Actual Ratio (unaudited YTD)	1.92
Compliance	yes

Abby Kelley Foster Charter Public School
Statement of Net Position
As of September 30, 2021

	Total			
	As of Sep 30, 2021	As of Sep 30, 2020 (PY)	Change	% Change
ASSETS				
Current Assets				
Bank Accounts	9,566,820.12	4,823,389.91	4,743,430.21	98.34%
Accounts Receivable	7,066.66	61,461.05	-54,394.39	-88.50%
Other Current Assets	646,383.82	653,334.74	-6,950.92	-1.06%
Total Current Assets	\$ 10,220,270.60	\$ 5,538,185.70	\$ 4,682,084.90	84.54%
Fixed Assets	36,789,384.12	38,140,684.93	-1,351,300.81	-3.54%
Other Assets	0.00	3,147,118.40	-3,147,118.40	-100.00%
TOTAL ASSETS	\$ 47,009,654.72	\$ 46,825,989.03	\$ 183,665.69	0.39%
LIABILITIES AND EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable	263,674.20	261,083.06	2,591.14	0.99%
Credit Cards	15,720.98	240.00	15,480.98	6450.41%
Other Current Liabilities	2,108,352.77	2,201,139.11	-92,786.34	-4.22%
Total Current Liabilities	\$ 2,387,747.95	\$ 2,462,462.17	-\$ 74,714.22	-3.03%
Long-Term Liabilities	18,988,622.21	20,256,954.45	-1,268,332.24	-6.26%
Total Liabilities	\$ 21,376,370.16	\$ 22,719,416.62	-\$ 1,343,046.46	-5.91%
Equity	25,633,284.56	24,106,572.41	1,526,712.15	6.33%
TOTAL LIABILITIES AND EQUITY	\$ 47,009,654.72	\$ 46,825,989.03	\$ 183,665.69	0.39%

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Transaction List by Vendor
July - September, 2021

Date	Vendor	Amount
07/01/2021	Middlesex Savings Bank	71,390.82
07/01/2021	Middlesex Savings Bank	96,709.40
07/01/2021	Blue Cross Blue Shield of MA	-5,676.82
07/01/2021	Blue Cross Blue Shield of MA	-6,605.80
07/01/2021	Blue Cross Blue Shield of MA	-12,283.48
07/01/2021	Blue Cross Blue Shield of MA	-139,839.39
07/01/2021	Atlantic Charter Insurance Company	5,419.00
07/01/2021	Cogent	3,264.00
07/01/2021	SHI International	3,679.08
07/01/2021	Wells Fargo Financial Leasing	2,023.10
07/01/2021	Therapy Shoppe	57.79
07/01/2021	Really Good Stuff, Inc	59.98
07/01/2021	Frontline Technologies Group LLC	2,352.61
07/01/2021	Gopher	244.53
07/01/2021	Play Therapy Supply	109.85
07/01/2021	MSAA (Mass School Administrators' Assoc	2,700.00
07/01/2021	Guertin Graphics, Inc.	246.00
07/02/2021	AAFCPAs, Inc	15,600.00
07/02/2021	The Library Store, Inc.	27.29
07/02/2021	Lab-Aids®, Inc.	261.02
07/02/2021	Music & Arts	130.71
07/02/2021	Music & Arts	895.65
07/02/2021	Music & Arts	151.82
07/02/2021	Learning Headphones	136.50
07/02/2021	Music & Arts	1,210.00
07/02/2021	Blue Cross Blue Shield of MA	-1,292.10
07/02/2021	TASC- FlexSystem	-9,250.00
07/03/2021	Music & Arts	553.84
07/03/2021	Staples	153.72
07/03/2021	Staples	37.35
07/03/2021	Staples	1,755.10
07/03/2021	Cambridge U. Press	1,154.46
07/04/2021	Quadient Financial USA, Inc	1,000.00
07/05/2021	Music & Arts	1,705.01
07/06/2021	HIP High Interest Publishing	230.89
07/06/2021	Flinn Scientific Inc	24.64
07/06/2021	Lakeshore Learning Materials	15.48
07/06/2021	Read Naturally	580.00
07/06/2021	WB Mason	19.75
07/06/2021	Fire Equipment Inc.	480.00

07/06/2021	TASC- FlexSystem	-3,242.02
07/06/2021	ADP Payroll Expense Payments	-9.45
07/07/2021	Citizens Bank	7,839.30
07/07/2021	Hanover Insurance Co.	487.40
07/07/2021	Sherwin Williams Sturbridge	149.75
07/07/2021	Really Good Stuff, Inc	107.97
07/07/2021	School Specialty	7.44
07/07/2021	Lakeshore Learning Materials	344.93
07/07/2021	Lakeshore Learning Materials	137.93
07/07/2021	Lakeshore Learning Materials	31.98
07/07/2021	Lakeshore Learning Materials	925.43
07/07/2021	Blick Art Materials	802.79
07/07/2021	Blick Art Materials	446.61
07/07/2021	School Specialty	560.02
07/07/2021	Fire Equipment Inc.	300.00
07/07/2021	HR Knowledge Inc.	-4,713.19
07/07/2021	USABLE Life	-5,402.25
07/08/2021	Earthlink Business/Windstream	489.16
07/08/2021	Wilson Language Training Corp	790.56
07/08/2021	Wilson Language Training Corp	946.30
07/08/2021	Storesmart.com	175.30
07/08/2021	Music & Arts	47.40
07/08/2021	Boston Globe	1.00
07/09/2021	National Grid 69923-82006	9,079.01
07/09/2021	National Grid 38928-53023	5,101.70
07/09/2021	Eversource (formally Nstar-2845- HS)	358.56
07/09/2021	Lowe's	121.48
07/09/2021	City Of Worcester Water/Sewer	14.50
07/09/2021	City Of Worcester Water/Sewer	827.40
07/09/2021	City Of Worcester Water/Sewer	2,009.40
07/09/2021	School Specialty	625.14
07/09/2021	Blick Art Materials	2,581.55
07/09/2021	Intuit	434.18
07/09/2021	Amazon	9.49
07/09/2021	Amazon	179.99
07/09/2021	Right Networks	76.29
07/09/2021	Colonial Athletic League	400.00
07/10/2021	School Specialty	248.68
07/10/2021	Staples	855.40
07/10/2021	Staples	4.98
07/10/2021	Amazon	663.54
07/10/2021	Amazon	397.67
07/11/2021	T Mobile	293.34
07/12/2021	Lowe's	180.45
07/12/2021	Learning A-Z	2,938.56

07/12/2021	Amazon	96.42
07/12/2021	Amazon	12.99
07/12/2021	Amazon	89.57
07/12/2021	Amazon	11.25
07/12/2021	Amazon	190.00
07/12/2021	Amazon	33.10
07/12/2021	Amazon	1,307.89
07/12/2021	Amazon	279.90
07/12/2021	Amazon	335.86
07/12/2021	Amazon	23.09
07/12/2021	Amazon	13.82
07/12/2021	Amazon	1,765.45
07/12/2021	Amazon	1,115.53
07/13/2021	Lowe's	117.26
07/13/2021	Liberty Mutual Insurance	15,468.40
07/13/2021	Music & Arts	230.00
07/13/2021	Eversource (formerly NStar- 1638- MS)	185.83
07/13/2021	Eversource (formally NSTAR- 1639- Elem)	47.83
07/13/2021	Scholastic Inc.	346.12
07/14/2021	PSNI	970.62
07/14/2021	Sherwin Williams Sturbridge	213.58
07/14/2021	NASSP	385.00
07/14/2021	NASSP	95.00
07/14/2021	Scholastic Inc.	112.07
07/15/2021	Cherry Road Technologies	3,081.95
07/15/2021	National Grid-6 New Bond	30,102.82
07/15/2021	Ashdown Technologies	6.50
07/15/2021	Music & Arts	18.00
07/16/2021	Langelier, Chelsea	716.20
07/16/2021	Center for Responsive Schools	829.00
07/16/2021	USAble Life	-9,164.52
07/16/2021	Amazon	149.94
07/17/2021	Verizon	113.88
07/17/2021	Staples	14.24
07/17/2021	Staples	146.01
07/18/2021	T-Mobile	5,300.00
07/19/2021	Follett School Solutions, Inc.	744.83
07/19/2021	Naviance	1,899.00
07/19/2021	School Specialty	449.88
07/19/2021	TASC- FlexSystem	-3,247.73
07/19/2021	Amazon	5.99
07/19/2021	Telegram & Gazette	5.99
07/19/2021	CHICAGO DISTRIBUTION CENTER	29.10
07/20/2021	French River Ed. System	2,994.90
07/20/2021	Nationwide Trust Company, FSB	-25,584.29

07/21/2021	Lowe's	145.30
07/21/2021	Lakeshore Learning Materials	1,245.86
07/21/2021	HR Knowledge Inc.	-2,711.30
07/22/2021	Lowe's	143.96
07/22/2021	B.E. Publishing	3,597.50
07/22/2021	Walmart	67.96
07/22/2021	Oriental Trading	211.11
07/22/2021	Home Depot	86.83
07/22/2021	Netflix	13.99
07/23/2021	Explore Learning Gizmos- 1	2,446.25
07/23/2021	Peterson Oil	30.00
07/23/2021	Peterson Oil	8.20
07/23/2021	Amazon	109.96
07/23/2021	Amazon	32.60
07/23/2021	Intuit	37.19
07/23/2021	Intuit	79.69
07/23/2021	Office Depot Acct31A	351.20
07/23/2021	Syco Fidget Store	254.74
07/26/2021	Follett School Solutions, Inc.	4,198.25
07/27/2021	SHI International	15,842.86
07/27/2021	Sherwin Williams Sturbridge	494.95
07/27/2021	Next Gen Supply Group	1,131.00
07/28/2021	Crystal Rock	172.34
07/28/2021	Sherwin Williams Sturbridge	249.11
07/28/2021	E.A.I.	385.75
07/28/2021	MIAA	2,110.00
07/28/2021	Follett School Solutions, Inc.	2,301.52
07/28/2021	Peterson Oil	25.00
07/28/2021	Boykin, Allyssa	112.00
07/28/2021	Next Gen Supply Group	394.90
07/28/2021	ClearBags	186.98
07/28/2021	Didonna, Amy	4,000.00
07/29/2021	Lowe's	303.66
07/29/2021	Ransford Pest Control	118.00
07/29/2021	Ransford Pest Control	118.00
07/29/2021	Ransford Pest Control	118.00
07/29/2021	Wells Fargo Financial Leasing	2,225.41
07/29/2021	Wells Fargo Financial Leasing	4,315.00
07/29/2021	turnitin.com	2,983.00
07/29/2021	EDS Mechanical Inc	7,137.21
07/30/2021	Institute for Multi-Sensory Education	179.87
07/30/2021	Procurement Express	616.80
07/30/2021	Amazon	96.99
07/30/2021	Amazon	122.50
07/30/2021	First Book	442.27

07/31/2021	Staples	23.94
07/31/2021	Staples	364.60
07/31/2021	Facilities Management & Maintenance, Inc.	21,137.33
07/31/2021	OHI Engineering, Inc	2,490.32
07/31/2021	Middlesex Savings Bank	-56.31
08/01/2021	Middlesex Savings Bank	96,709.40
08/01/2021	Middlesex Savings Bank	71,390.82
08/01/2021	Cogent	3,264.00
08/01/2021	Worcester Chamber of Commerce	395.00
08/02/2021	Blue Cross Blue Shield of MA	-140,250.68
08/02/2021	Blue Cross Blue Shield of MA	-12,549.01
08/02/2021	Blue Cross Blue Shield of MA	-8,626.42
08/02/2021	Blue Cross Blue Shield of MA	-6,605.80
08/02/2021	Sherwin Williams Sturbridge	334.08
08/02/2021	Quadient Leasing USA Inc	1,325.07
08/02/2021	Stan Kaitbenski Inc.	5,000.00
08/02/2021	Music & Arts	425.00
08/02/2021	Social Thinking	81.45
08/02/2021	EDS Mechanical Inc	472.50
08/02/2021	TASC- FlexSystem	-3,258.86
08/03/2021	Cherry Road Technologies	3,110.33
08/03/2021	Atlantic Charter Insurance Company	5,484.00
08/03/2021	Quadient Financial USA, Inc	39.00
08/03/2021	Nationwide Trust Company, FSB	-24,002.18
08/03/2021	TASC- FlexSystem	-9,250.00
08/03/2021	Blue Cross Blue Shield of MA	-1,326.32
08/04/2021	Massachusetts Charter Public School Assoc	42,939.00
08/04/2021	Sherwin Williams Sturbridge	219.02
08/04/2021	Stan Kaitbenski Inc.	18,200.00
08/04/2021	Gopher	3,164.79
08/04/2021	Blick Art Materials	122.71
08/04/2021	Polar Electro Inc.	2,804.82
08/04/2021	Encore Data Products, Inc.	12.99
08/04/2021	HR Knowledge Inc.	-3,820.80
08/05/2021	PaySchools	2,204.00
08/05/2021	Navigate360, LLC	4,841.00
08/05/2021	USABLE Life	-5,402.25
08/05/2021	Next Gen Supply Group	394.90
08/06/2021	City Of Worcester Water/Sewer	607.50
08/06/2021	City Of Worcester Water/Sewer	14.50
08/06/2021	City Of Worcester Water/Sewer	712.00
08/06/2021	XPOLogistics	123.25
08/06/2021	City Of Worcester Water/Sewer	364.92
08/06/2021	Blick Art Materials	129.38
08/06/2021	Follett School Solutions, Inc.	38.67

08/06/2021	Nasco	351.58
08/06/2021	Worcester Red Sox	1,170.00
08/07/2021	Citizens Bank	10,985.07
08/07/2021	Staples	309.90
08/07/2021	Staples	16.99
08/07/2021	Staples	115.50
08/07/2021	Staples	194.38
08/07/2021	Staples	636.38
08/07/2021	Staples	236.94
08/07/2021	Staples	148.23
08/07/2021	Staples	106.26
08/07/2021	Staples	495.74
08/07/2021	Staples	1,924.54
08/07/2021	Staples	245.94
08/07/2021	Staples	158.33
08/07/2021	Staples	6.74
08/07/2021	Staples	187.98
08/07/2021	Staples	2,167.01
08/07/2021	Staples	99.98
08/07/2021	Staples	251.82
08/07/2021	Staples	85.74
08/07/2021	Staples	39.98
08/07/2021	Hanover Insurance Co.	487.40
08/08/2021	Earthlink Business/Windstream	488.75
08/09/2021	National Grid 38928-53023	4,682.74
08/09/2021	National Grid 69923-82006	8,320.30
08/09/2021	Lowe's	744.41
08/09/2021	Mirick O'Connell Attorneys at Law	210.00
08/09/2021	Flaghouse	45.82
08/09/2021	Eversource (formally Nstar-2845- HS)	314.68
08/09/2021	School Specialty	52.37
08/09/2021	SHI International	27,200.00
08/09/2021	Johnson Controls	345.80
08/09/2021	Intuit	392.74
08/09/2021	Right Networks	76.29
08/09/2021	Scholastic Inc.	549.45
08/09/2021	Scholastic Inc.	659.34
08/10/2021	DoorDash, Inc.	205.00
08/10/2021	Lowe's	169.12
08/10/2021	Centimark Corporation	7,260.00
08/10/2021	Worthington Direct	14,818.95
08/10/2021	M.T.R.S.	-124,501.19
08/11/2021	Lowe's	461.19
08/11/2021	T Mobile	394.66
08/11/2021	Eversource (formally NSTAR-1639-Elem)	46.00

08/11/2021	Eversource (formerly NStar- 1638- MS)	204.10
08/11/2021	SHI International	9,518.77
08/12/2021	Liberty Mutual Insurance	7,734.20
08/12/2021	Blick Art Materials	129.38
08/12/2021	SHI International	66,117.00
08/12/2021	Peterson Oil	60.70
08/13/2021	Varitronics, LLC	1,317.81
08/13/2021	National Grid-6 New Bond	27,309.71
08/13/2021	Teacher Direct	532.32
08/13/2021	Blick Art Materials	97.99
08/13/2021	Amazon	25.98
08/13/2021	Telegram & Gazette	5.99
08/14/2021	Staples	599.94
08/15/2021	Ashdown Technologies	6.50
08/16/2021	J.W.Pepper	197.00
08/16/2021	Curriculum Associates	3,439.64
08/16/2021	Heggerty	79.98
08/16/2021	SHI International	1,017.73
08/16/2021	HR Knowledge Inc.	-2,732.76
08/16/2021	TASC- FlexSystem	-3,181.94
08/16/2021	Follett School Solutions, Inc.	24.02
08/16/2021	Really Good Stuff, Inc	38.99
08/16/2021	Amazon	691.34
08/16/2021	Dunkin Donuts	1,045.00
08/16/2021	ADP	-6,474.99
08/17/2021	SHI International	9,300.00
08/17/2021	ACP Direct	677.34
08/17/2021	Generation Genius, Inc	95.00
08/17/2021	Lowe's	714.86
08/17/2021	Nationwide Trust Company, FSB	-23,703.53
08/17/2021	Home Outlet	170.00
08/17/2021	Amazon	39.94
08/17/2021	Amazon	369.00
08/17/2021	Verizon	113.88
08/17/2021	Amazon	203.88
08/18/2021	ManageBac Inc.	756.02
08/18/2021	Love Your Labels	200.00
08/18/2021	Christo's Pizza	1,750.00
08/18/2021	Ransford Pest Control	118.00
08/18/2021	Ransford Pest Control	118.00
08/18/2021	Ransford Pest Control	118.00
08/18/2021	T-Mobile	5,300.00
08/18/2021	GateHouse New England	1,160.25
08/18/2021	G-Force Parking Lot Striping	4,750.00
08/18/2021	G-Force Parking Lot Striping	1,813.50

08/18/2021	Lowe's	83.20
08/18/2021	U-Haul-Worcester	436.21
08/18/2021	Teacher Created Resources	32.97
08/18/2021	Amazon	47.78
08/18/2021	Wicked Wing Company	108.00
08/19/2021	Learn Well	289.29
08/19/2021	Morse Bros LLC	785.00
08/19/2021	Morse Bros LLC	975.00
08/19/2021	Morse Bros LLC	1,253.00
08/19/2021	New England Ice Cream	213.96
08/19/2021	Gordon Foodservice	111.25
08/19/2021	Maid-Rite Specialty Foods, LLC	385.68
08/19/2021	Amazon	271.96
08/20/2021	Kognity Learning Platform USA, Inc	1,280.00
08/20/2021	Lakeshore Learning Materials	97.73
08/20/2021	Lowe's	165.34
08/21/2021	Staples	187.75
08/21/2021	Home Depot	17.16
08/21/2021	Restaurant Depot	102.30
08/21/2021	Staples	30.39
08/21/2021	Staples	130.98
08/21/2021	Staples	16.00
08/21/2021	Staples	87.54
08/21/2021	Staples	87.00
08/21/2021	Staples	142.80
08/23/2021	IXL Learning	4,400.00
08/24/2021	Atlantic Charter Insurance Company	2,518.00
08/24/2021	Pisano, Kali	60.11
08/24/2021	Preferred Meal Systems, Inc.	5,774.47
08/24/2021	Preferred Meal Systems, Inc.	3,629.12
08/24/2021	Duva Distributors	229.04
08/24/2021	Thurston Foods, Inc.	4,124.97
08/24/2021	Thurston Foods, Inc.	648.40
08/24/2021	Johnson Controls	5,027.00
08/24/2021	US Able Life	-10,005.28
08/24/2021	Home Depot	144.18
08/24/2021	Peterson Oil	20.28
08/24/2021	Amazon	12.00
08/24/2021	Netflix	13.99
08/25/2021	Crystal Rock	172.34
08/25/2021	Next Gen Supply Group	1,256.60
08/25/2021	Blick Art Materials	180.15
08/25/2021	Lowe's	110.36
08/25/2021	Home Depot	15.13
08/25/2021	BJ wholesale	649.00

08/25/2021	Intuit	37.19
08/25/2021	Intuit	79.69
08/25/2021	Amazon	3,162.75
08/25/2021	Graybar	194.88
08/26/2021	New England Ice Cream	521.29
08/26/2021	Blick Art Materials	57.13
08/26/2021	Lowe's	251.27
08/26/2021	City of Worcester Water Construction	990.00
08/26/2021	Curriculum Associates	38,521.17
08/27/2021	Preferred Meal Systems, Inc.	2,849.24
08/27/2021	Preferred Meal Systems, Inc.	2,485.20
08/27/2021	Amazon	11,542.41
08/27/2021	Panera Bread	961.51
08/27/2021	Deanna Yoder	191.24
08/28/2021	Staples	119.80
08/28/2021	Staples	102.42
08/30/2021	Wells Fargo Financial Leasing	4,315.00
08/30/2021	HR Knowledge Inc.	-6,511.20
08/30/2021	Brodart	311.42
08/30/2021	Graybar	524.54
08/30/2021	Penske Truck Leasing	512.17
08/30/2021	Amazon	15.99
08/30/2021	Hudl	1,099.00
08/30/2021	Procurement Express	616.80
08/30/2021	Amazon	139.99
08/30/2021	Amazon	27.96
08/30/2021	Amazon	118.99
08/30/2021	Warhol, Kendra	214.20
08/30/2021	United Drain Cleaning Company, Inc.	175.00
08/30/2021	AA Transportation	759.00
08/31/2021	Gibney Sporting Goods	1,354.00
08/31/2021	Nally Associates, Inc.	585.71
08/31/2021	MSAA (Mass School Administrators' Assoc	330.00
08/31/2021	Preferred Meal Systems, Inc.	2,306.62
08/31/2021	Preferred Meal Systems, Inc.	2,255.61
08/31/2021	US Games	1,371.55
08/31/2021	Thurston Foods, Inc.	3,662.51
08/31/2021	Nationwide Trust Company, FSB	-22,115.24
08/31/2021	IXL Learning	4,250.00
08/31/2021	Gopher	70.14
08/31/2021	Facilities Management & Maintenance, Inc.	21,137.33
08/31/2021	OHI Engineering, Inc	10,730.39
08/31/2021	Smore	133.46
08/31/2021	GateHouse New England	3,230.40
08/31/2021	Mirick O'Connell Attorneys at Law	1,245.00

08/31/2021	Curriculum Associates	8,917.00
08/31/2021	Zoom Video Communications, Inc.	14,000.00
09/01/2021	SeeSaw	687.50
09/01/2021	AA Transportation	133,000.00
09/01/2021	AA Transportation	5,320.00
09/01/2021	Otis Elevator	495.00
09/01/2021	REPUBLIC SERVICES	2,786.41
09/01/2021	Gurney Water Treatment NE	382.50
09/01/2021	Gurney Water Treatment NE	180.25
09/01/2021	Atlantic Charter Insurance Company	5,486.00
09/01/2021	Cherry Road Technologies	3,312.98
09/01/2021	Blue Cross Blue Shield of MA	-12,179.75
09/01/2021	Blue Cross Blue Shield of MA	-141,827.03
09/01/2021	Blue Cross Blue Shield of MA	-6,486.10
09/01/2021	Blue Cross Blue Shield of MA	-6,837.03
09/01/2021	Cogent	3,263.99
09/01/2021	Middlesex Savings Bank	71,390.82
09/01/2021	Middlesex Savings Bank	96,709.40
09/01/2021	REPUBLIC SERVICES	2,786.41
09/01/2021	Wells Fargo Financial Leasing	2,023.10
09/01/2021	City of Worcester Police Dept	825.12
09/01/2021	Liberty MA Portfolio Fee LLC	1,785.70
09/01/2021	Peterson Oil	68.01
09/01/2021	Jimenez, Linetis	163.81
09/01/2021	Read Naturally	227.40
09/01/2021	TypeTastic Sales - StepWare, Inc.	1,511.00
09/01/2021	Membean, Inc.	3,882.00
09/01/2021	Frontline Technologies Group LLC	78.52
09/01/2021	International Baccalaureate Americas	11,650.00
09/01/2021	Really Good Stuff, Inc	209.95
09/01/2021	Middlesex Savings Bank	-51.39
09/02/2021	Gould, Kelly	250.00
09/02/2021	S&S Food Equipment Service, Inc.	1,669.00
09/02/2021	New England Ice Cream	240.88
09/02/2021	Next Gen Supply Group	1,405.95
09/02/2021	Preferred Meal Systems, Inc.	2,990.96
09/02/2021	Gopher	527.12
09/02/2021	Blue Cross Blue Shield of MA	-1,257.88
09/02/2021	TASC- FlexSystem	-4,993.00
09/03/2021	Quadient Financial USA, Inc	39.00
09/03/2021	Preferred Meal Systems, Inc.	1,121.86
09/03/2021	Preferred Meal Systems, Inc.	1,182.17
09/03/2021	Really Good Stuff, Inc	371.76
09/04/2021	Panorama Education, Inc	9,162.50
09/04/2021	Staples	104.30

09/04/2021	Staples	285.54
09/05/2021	MASCA-Massachusetts School Counselors Ass	45.00
09/06/2021	Hanover Insurance Co.	487.40
09/07/2021	CASIE	900.00
09/07/2021	Mulcahy, Daniel	90.00
09/07/2021	Flaghouse	196.04
09/07/2021	National Association of Music Education	144.00
09/07/2021	Preferred Meal Systems, Inc.	2,104.26
09/07/2021	Preferred Meal Systems, Inc.	3,033.47
09/07/2021	Flinn Scientific Inc	712.95
09/07/2021	Gopher	1,952.73
09/07/2021	Scholastic Inc.	1,214.07
09/07/2021	Scholastic Inc.	818.13
09/07/2021	Scholastic Inc.	785.40
09/07/2021	Shaw's	11.00
09/08/2021	Citizens Bank	27,829.06
09/08/2021	Cherry Road Technologies	855.12
09/08/2021	NoRedInk	3,600.00
09/08/2021	Costello, Diane	153.00
09/08/2021	Korovesi, Viktor	90.00
09/08/2021	Brunell, John	90.00
09/08/2021	Jerry Burgess	153.00
09/08/2021	Nelson Iturry	90.00
09/08/2021	Lowe's	646.26
09/08/2021	Little, AnnMarie	22.30
09/08/2021	Learning A-Z	118.00
09/08/2021	Earthlink Business/Windstream	461.87
09/08/2021	WB Mason	35.90
09/08/2021	International Baccalaureate Americas	550.00
09/08/2021	USABLE Life	-5,645.06
09/08/2021	Rick Ramstroms Service Station Inc	437.56
09/08/2021	Amazon	24.95
09/08/2021	Amazon	12.61
09/08/2021	C&C Temp Control, Inc.	457.50
09/09/2021	Prodigy Educational Inc.	2,880.00
09/09/2021	National Grid-6 New Bond	23,162.01
09/09/2021	National Grid 69923-82006	11,369.99
09/09/2021	Sherwin Williams Sturbridge	237.98
09/09/2021	New England Ice Cream	471.95
09/09/2021	City of Worcester Water Construction	90.00
09/09/2021	City of Worcester Water Construction	540.00
09/09/2021	Universal Environmental Consultants	3,370.00
09/09/2021	Riverside Insights	1,147.93
09/09/2021	WB Mason	682.10
09/09/2021	Intuit	392.74

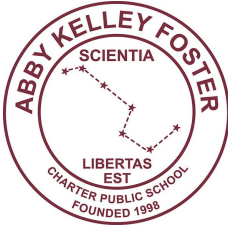
09/09/2021	Amazon	209.95
09/09/2021	Right Networks	76.29
09/09/2021	Amazon	169.99
09/10/2021	DoorDash, Inc.	207.26
09/10/2021	Fran Tarpey	97.00
09/10/2021	Carver, Sarah	200.00
09/10/2021	Carmody, James	97.00
09/10/2021	Otis Wheeler	65.00
09/10/2021	Mike Reidy	97.00
09/10/2021	Little, Daniel	97.00
09/10/2021	Lowe's	203.94
09/10/2021	Eversource (formally NSTAR-1639-Elem)	46.00
09/10/2021	Eversource (formerly NStar-1638- MS)	191.31
09/10/2021	Learn Well	76.31
09/10/2021	McGraw Hill Co.	806.40
09/10/2021	Preferred Meal Systems, Inc.	2,521.99
09/10/2021	Preferred Meal Systems, Inc.	2,012.23
09/10/2021	Duva Distributors	307.92
09/10/2021	Amazon	123.96
09/10/2021	Penske Truck Leasing	444.88
09/10/2021	Amazon	424.80
09/10/2021	Sherwin Williams Sturbridge	67.90
09/10/2021	MFAA (Mass Facilities Admin Assoc)	350.00
09/10/2021	Amazon	125.89
09/10/2021	Amazon	105.99
09/10/2021	USPostal Service	9.55
09/11/2021	T Mobile	374.67
09/11/2021	Staples	342.57
09/11/2021	Staples	987.76
09/11/2021	Staples	39.98
09/11/2021	Liberty Mutual Insurance	7,734.20
09/11/2021	Worcester Red Sox	4,680.00
09/11/2021	Amazon	26.72
09/12/2021	Amazon	16.95
09/12/2021	Amazon	99.07
09/12/2021	Amazon	171.06
09/13/2021	Nelson Iturry	90.00
09/13/2021	Korovesi, Viktor	90.00
09/13/2021	Warhol, Kendra	67.40
09/13/2021	Batteries Unlimited	1,541.28
09/13/2021	Eversource (formally Nstar-2845- HS)	979.09
09/13/2021	City Of Worcester Water/Sewer	14.51
09/13/2021	City Of Worcester Water/Sewer	121.69
09/13/2021	City Of Worcester Water/Sewer	972.00
09/13/2021	Lakeshore Learning Materials	553.00

09/13/2021	School Specialty	9.17
09/13/2021	Ferreira, Elizabeth	400.00
09/13/2021	Liberty MA Portfolio Fee LLC	634.50
09/13/2021	TASC- FlexSystem	-3,784.98
09/13/2021	M.T.R.S.	-85,490.45
09/13/2021	HR Knowledge Inc.	-3,600.13
09/14/2021	Amazon	139.99
09/14/2021	Juliana Agyemang	714.00
09/14/2021	Lowe's	292.79
09/14/2021	Next Gen Supply Group	225.60
09/14/2021	Worthington Direct	38,974.12
09/14/2021	School Specialty	9.17
09/14/2021	Preferred Meal Systems, Inc.	5,160.86
09/14/2021	Preferred Meal Systems, Inc.	2,719.10
09/14/2021	Thurston Foods, Inc.	4,999.08
09/14/2021	Nationwide Trust Company, FSB	-23,545.34
09/14/2021	Penske Truck Leasing	923.40
09/15/2021	Ashdown Technologies	6.50
09/15/2021	City of Worcester Police Dept	1,753.38
09/15/2021	Setsuko Tomizawa	119.00
09/15/2021	Nanet Puch	119.00
09/15/2021	Kelly Pough	119.00
09/15/2021	Laurie Perron	238.00
09/15/2021	Allison Smith	100.00
09/15/2021	Heidi Paluk	358.00
09/15/2021	Florence Munyiri	357.00
09/15/2021	Jennifer Coode	179.00
09/15/2021	Tam-Anh Nguyen	179.00
09/15/2021	Regina Greene	179.00
09/15/2021	Carla Bartulis	179.00
09/15/2021	Cady, David	153.00
09/15/2021	Jessica Hurley	153.00
09/15/2021	Ransford Pest Control	118.00
09/15/2021	Ransford Pest Control	118.00
09/15/2021	Ransford Pest Control	118.00
09/15/2021	Music & Arts	725.00
09/15/2021	Shrewsbury Landscapes, Inc	2,750.00
09/16/2021	Mansfield Paper Company, Inc.	2,309.60
09/16/2021	Notable, Inc (Kami)	3,510.00
09/16/2021	Mulcahy, Daniel	90.00
09/16/2021	GoodFellas Trucking, Inc.	695.40
09/16/2021	Next Gen Supply Group	1,630.83
09/16/2021	Casson Foster Photographers Inc	1,046.00
09/16/2021	Warhol, Kendra	48.20
09/16/2021	Reynolds, Alyssa	270.00

09/16/2021	Houck, Laura	270.00
09/16/2021	Greenwood, Kaitlyn	175.00
09/16/2021	New England Ice Cream	143.55
09/16/2021	Preferred Meal Systems, Inc.	1,727.02
09/16/2021	Preferred Meal Systems, Inc.	2,543.44
09/16/2021	Telegram & Gazette	5.99
09/17/2021	AAFCPAs, Inc	20,080.00
09/17/2021	Tchoubah, Achille	90.00
09/17/2021	Simmarano, Michael	153.00
09/17/2021	Sasso, Benjamin	153.00
09/17/2021	Romano, Jeffrey	90.00
09/17/2021	MakeMusic, Inc.	1,229.14
09/17/2021	Verizon	113.88
09/17/2021	Blick Art Materials	51.71
09/17/2021	Koroveshi, Viktor	90.00
09/17/2021	Plank Road Publishing (Music K-8)	147.45
09/17/2021	Integration Partners Corporation	27,500.00
09/18/2021	T-Mobile	5,300.00
09/18/2021	Carver, Sarah	200.00
09/18/2021	Staples	33.96
09/18/2021	Staples	39.98
09/18/2021	Staples	49.20
09/18/2021	Staples	904.60
09/18/2021	Staples	25.58
09/18/2021	Staples	438.52
09/18/2021	Staples	302.94
09/20/2021	T. Lee Associates	1,620.00
09/20/2021	Malone, Francis	90.00
09/20/2021	Dellostritto, Giovanni	90.00
09/20/2021	McDowell, Koury	105.00
09/20/2021	Walsh, Joseph	72.00
09/20/2021	Tomasetta, Nicholas	72.00
09/20/2021	Martin, Daniel	72.00
09/20/2021	Lakeshore Learning Materials	1,245.86
09/20/2021	Really Good Stuff, Inc	170.31
09/20/2021	USAble Life	-6,640.58
09/20/2021	Lowe's	48.93
09/20/2021	Follett School Solutions, Inc.	6,412.73
09/20/2021	C&C Temp Control, Inc.	170.00
09/21/2021	ID Wholesaler	256.17
09/21/2021	Conway Technology Group	280.00
09/21/2021	Donahue, Mark	153.00
09/21/2021	Lyons, Robert	153.00
09/21/2021	Preferred Meal Systems, Inc.	2,214.43
09/21/2021	Iron Mountain	91.51

09/21/2021	Penske Truck Leasing	923.40
09/21/2021	Preferred Meal Systems, Inc.	2,597.20
09/22/2021	Watch DOGS	295.84
09/22/2021	Crystal Rock	198.26
09/22/2021	Gopher	81.55
09/22/2021	Super Teacher Worksheets	24.95
09/22/2021	Morgan Barbato Mason	400.00
09/22/2021	Best Plumbing Specialties, Inc	1,608.13
09/22/2021	SNA	162.50
09/22/2021	McGraw Hill Co.	365.53
09/23/2021	Mulcahy, Daniel	90.00
09/23/2021	Romano, Jeffrey	90.00
09/23/2021	Ebsco	6,303.00
09/23/2021	New England Ice Cream	397.65
09/23/2021	Preferred Meal Systems, Inc.	3,674.76
09/23/2021	Granite City Electric	118.35
09/23/2021	Otis Elevator	2,335.00
09/23/2021	Preferred Meal Systems, Inc.	2,373.59
09/23/2021	quizlet	23.94
09/23/2021	Worcester Red Sox	1,950.00
09/23/2021	Rubin and Rudman, LLP	208.66
09/24/2021	Roto Rooter Services	589.00
09/24/2021	TASC- FlexSystem	-3,784.98
09/24/2021	HR Knowledge Inc.	-3,342.94
09/24/2021	Lowe's	24.62
09/24/2021	Home Depot	74.91
09/24/2021	Really Good Stuff, Inc	315.16
09/24/2021	Sonova USA, Inc.	215.99
09/24/2021	Netflix	13.99
09/25/2021	Staples	193.18
09/25/2021	Staples	54.74
09/25/2021	Staples	119.99
09/25/2021	REPUBLIC SERVICES	3,843.38
09/25/2021	Intuit	79.69
09/25/2021	Intuit	37.19
09/25/2021	Worcester Red Sox	156.00
09/27/2021	Morse Bros LLC	1,624.50
09/27/2021	YMCA of Central Massachusetts	606.75
09/27/2021	Fitzpatrick, Daniel	90.00
09/27/2021	Dellostritto, Giovanni	90.00
09/27/2021	Duva Distributors	225.70
09/27/2021	Restaurant Depot	371.19
09/27/2021	Amazon	211.17
09/27/2021	Peterson Oil	40.00
09/27/2021	School Specialty	68.95

09/28/2021	French River Ed. System	4,000.00
09/28/2021	Preferred Meal Systems, Inc.	1,859.71
09/28/2021	Promise54	6,533.33
09/28/2021	Sherwin Williams Sturbridge	94.10
09/28/2021	Next Gen Supply Group	238.28
09/28/2021	Lowe's	234.33
09/28/2021	Amazon	54.35
09/28/2021	Next Gen Supply Group	243.75
09/28/2021	Follett School Solutions, Inc.	282.77
09/28/2021	Preferred Meal Systems, Inc.	2,186.62
09/29/2021	Institute for Multi-Sensory Education	1,275.00
09/29/2021	City of Worcester Police Dept	2,165.94
09/29/2021	Mulcahy, Daniel	90.00
09/29/2021	Zhuri, Arben	90.00
09/29/2021	Pro-Ed	129.00
09/29/2021	Shapiro Educational & Behavioral Consulta	4,875.00
09/29/2021	Nationwide Trust Company, FSB	-24,614.28
09/29/2021	Best Plumbing Specialties, Inc	1,142.46
09/29/2021	Next Gen Supply Group	2,395.80
09/29/2021	Wells Fargo Financial Leasing	4,315.00
09/29/2021	Scholastic Inc.	197.78
09/30/2021	Procurement Express	616.80
09/30/2021	Ayotte, Allan	94.98
09/30/2021	SHI International	2,429.00
09/30/2021	New England Ice Cream	361.48
09/30/2021	Tri County Athletics	100.00
09/30/2021	Bellingham Athletics	100.00
09/30/2021	NCS Pearson, Inc.	3,031.86
09/30/2021	DoorDash, Inc.	223.67
09/30/2021	Preferred Meal Systems, Inc.	4,227.70
09/30/2021	Lowe's	130.94
09/30/2021	Facilities Management & Maintenance, Inc.	21,137.33
09/30/2021	OHI Engineering, Inc	400.00
09/30/2021	Summit Forms	309.76
09/30/2021	Summit Forms	235.00
09/30/2021	Preferred Meal Systems, Inc.	3,867.40
09/30/2021	Joseph's Lock & Safe	445.26
09/30/2021	Amazon	162.94
09/30/2021	AA Transportation	7,790.00
09/30/2021	Middlesex Savings Bank	-55.16



ABBY KELLEY FOSTER CHARTER PUBLIC SCHOOL

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MEMORANDUM

To: Members of the Board
From: Mr. Mike Grennon
Date: October 21, 2021
Subject: October 2021 Facilities Report

Below are the updates for the month of October 2021:

1. Safety Committee

The safety committee meetings have resumed and consist of the 3 Vice-principals Jenn Giusto, Brian Gero, & Robert Kerr, alongside Heidi Paluk, and me.

2. Flooding

The Elementary school experienced flooding and has now had all the damaged materials removed from the area. We now wait for the adjuster to complete their paperwork before beginning the work.

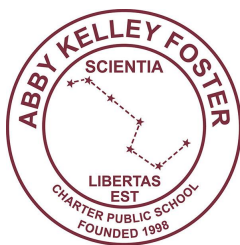
The Middle school has not yet had its flood work started and the hope is to begin this within the next month.

3. Football Field

The engineering company has begun its study of the expansion of the field and was onsite last night to survey the area and gather notes. They are estimating a work time frame of a month.

4. Personal Protective Equipment (PPE)

AKFCS was able to sign up and receive free PPE through MEMA. We have been given 2 pallets of material and it is scheduled for pickup on **October 21, 2021.**



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MEMORANDUM

To: Members of the Board
From: Mr. Gabriel Beltran
Date: October 21, 2021
Subject: October 2021 Information Technologies Report

Below are the updates for the month of October 2021:

1. Information Technology Team

The IT team has been working together to understand the roles and responsibilities of everyone and has also been working on team mentality and organization.

2. School Buildings

I was able to take a tour of the school buildings with Heidi and meet the principals. While there, the different needs and opportunities for improvement for the IT department were discussed.

3. Infrastructure

The IT department has been diligently working on identifying the different devices on the campuses, the different server roles, and subscriptions currently held by AKFCS.

IT issues that were coming up as urgent has been resolved. We are currently working on the network upgrade project, and while there is more work to be done, we have done the following:

- Access Points (Wi-Fi) have been installed in the HS (not yet functional).
- Firewalls have been installed in the High school and those are functional.

There is more work to be done but we are currently waiting on back-ordered items with a ship date of 12/14/2021.

4. Other Projects/Tasks

We are currently working on the Panorama Integration (SEL) and have started the search for the open Network Administrator Position.



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Facilities and Finance Committee Meeting Minutes- Final

Friday, October 22, 2021, 8:00 a.m. DIGITAL MEETING

<https://akfcs-org.zoom.us/j/95907288940?pwd=WEpRWHZVaE9aelpwZjBKOVdHZ2wvQT09>

Meeting ID: 959 0728 8940 **Passcode:** 917163

By phone: +1 929 205 6099 US (New York) **Meeting ID:** 959 0728 8940

The meeting was called to Order by Patrick Royce, Treasurer at 8:03 a.m. Attendance was recorded as follows:

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

AKF Staff: Alisha Carpino, Michael Grennon, Heidi Paluk, Gabriel Beltran, Michelle Vigneux

Other Guest: John Buckley CPA, CGMA with AAFCPAs, and Jen L'Heureux, Audit Supervisor, AAFCPAs

Mr. Royce opened the meeting at 8:03 a.m. Mr. Royce asked the Committee to review the Meeting Minutes from September 17, 2021. Upon their review, Mr. Royce asked for a motion to approve the minutes from the September 17, 2021 Facilities and Finance Meetings. Ms. Blue made the motion, it was seconded by Ms. Zagabe-Ndiku. The committee unanimously approved the minutes.

Mr. Royce then opened up the floor for the Audit presentation from AAF CPA. Mr. Buckley began by stating he would walk through the June 30th, 2021 financial statements including the board report, the management letter, the financials, and ratios. Mr. Buckley stated that the goal was to hit all the highlights as the documents have not changed so much. Mr. Buckley also explained that a lot of the board report, which is the required communications that we have with those charged with governance, is made of standard format items.

Ms. L'Heureux began the presentation by stating that there were three items that they had recommended in the prior year that have been addressed this year, which is great work. There were a number of miscellaneous accrued expenses and receivables that were immaterial. Ms. L'Heureux stated Ms. Carpino cleaned up a number of accounts and although a handful of immaterial accounts remain they are where they should be as of right now.

Ms. L'Heureux stated that it was also suggested to do a computer system review but they are aware that AKFCS is implanting a whole new IT upgrade, which is in process and expected to be completed in fiscal year '22. Mr. Royce questioned what the driver was of that recommendation to



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which Ms. L'Heureux stated that there was no actual specific driver and that it was more of a general comment that AAF had added to almost all organizations last year because of the remote environment that we had switched to. Ms. L'Heureux stated that no flags were raised but more so to just upgrade and to look at the nuances and the changes that came with COVID.

Mr. Buckley explained that over the last 18 months, he has seen clients fall to many ransomware schemes and places those comments there to remind people of how important it is. Mr. Royce then asked Ms. Paluk if there were any school-wide pieces of training for staff to attend so that they are aware of certain things on occasion to which Ms. Paluk stated that it is part of the mandatory training that staff goes through, but it's been a while since we have focused on that.

Ms. Paluk explained that we have to upgrade the network in order to get the new firewalls and do some automated procedures so that we are paying attention to the emails that come in. Ms. Paluk explained that we are going to get to that point, and eventually there will be much more training that is implemented, but there is a yearly reminder about cybersecurity.

Ms. L'Heureux stated that the last item in the comment section was due to them noting that on the charter school end of year report, the surplus calculation did not include principal payments on debt so this year that was included in the surplus. Mr. Royce inquired about whether that was a positive or negative thing without including it to which Ms. L'Heureux stated that there was no net impact on this error. Ms. L'Heureux stated that the state monitors to make sure that there is no excess surplus and that the state allows a surplus of 25% of the tuition payment from the current year and a projected 20% of the projected tuition payment for the following year.

Ms. L'Heureux explained that we would always start off with any surplus that we had at the beginning of the year and that the reason why it had no impact is that this starting number was zero. Ms. L'Heureux explained that when we go through the calculation and take the changes in net position and deduct your principal payments on debt, and the capital expenses, which are all allowed to be deducted from this, there is a deficit here, so it is now a negative and the starting point is zero. This is the same for the prior year and because of this, there was no material impact on the surplus calculation, allowing for it to be included as an immaterial instance for noncompliance both last year and this year. Ms. Zagabe-Ndiku inquired about any programs that are more likely to be positively looked at as an audit than others when it comes to relocating those surpluses. Mr. Buckley stated that there is none because they don't look into the detail and are looking for pure expenditure.

Mr. Royce inquired about whether the calculation is done as a fresh slate every year and Mr. Buckley stated that it was not. Mr. Buckley explained that lines two through twelve are based upon the current year's activity and line one is cumulative, but because we are negative, we cannot carry that forward.

Ms. L'Heureux explained that the last comment was about old checks that were outstanding for greater than six months, and they had noted to review those and clean them, or follow up on them and follow the state abandoned property laws.

Ms. L'Heureux stated that there were two other best practice recommendations from the current year audit with the first being the administrative access as far as Bill.com. Ms. L'Heureux stated that as



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of right now, Ms. Carpino does have administrative access and it was recommended to change that administrator access to someone outside of the finance department because that person who has the admin access has the ability to change the payers and the approvers. Ms. L'Heureux stated that Ms. Carpino is not a payer but could assign herself as one so it was discussed to possibly make the IT director the admin as they do not have any impact on the check cutting process.

Ms. L'Heureux stated that this year through the audit, they did notice that there were additional journal entries needed at year-end and there were some corrections. Ms. L'Heureux explained that this stemmed from clean up and understanding the schedules and getting them in the proper format so they will recommend that journal entries be limited.

Ms. L'Heureux stated that the bulk of the entries did not have any P&L effect and the net effect of the adjustments is about \$150,000. Ms. L'Heureux stated that the adjusting journal entry #4 was moved to depreciation expense, which was to agree to this schedule, and adjusting journal entry #7 was also related to that same cleanup; Chromebooks that needed to be classified in technology. Ms. L'Heureux explained that there was one catch-all account that was used to reconcile and it was a miscellaneous account; AAF typically wouldn't want to have such a large account in the miscellaneous line item. Ms. L'Heureux explained that it was properly addressed by Ms. Carpino.

Mr. Royce asked for clarification on #8 and the impact of the \$56,000. Ms. L'Heureux explained that when Ms. Carpino initially looked at the prepaid schedule, it appeared that it was too high by \$64,000 and that was also placed as miscellaneous. Ms. L'Heureux explained that when Ms. Carpino did look through the reconciliation a bit more, it was determined that the prepaid were true prepaid and we needed to add them back to the schedule. Ms. L'Heureux stated that they have since audited the ending balance of prepaid, which includes that \$64,000 and are comfortable that the prepaid balance is accurately stated now.

Ms. L'Heureux then began to discuss the management letter and stated that as a part of the audit, they are required to look at the internal controls and perform a walkthrough of the internal controls and test the payroll transactions and cash disbursements transactions. Ms. L'Heureux stated that the state and federal testing is done here also and they are happy to report that there were no items identified that rose to the level of a material weakness or significant deficiency so this is a clean management letter. Ms. L'Heureux did note that there was one material instance of non-compliance as a result of the federal testing this year because AKFCS received a specific grant that the state requires us to test. Ms. L'Heureux stated that AKFCS had not received this in the past but it is required no matter the size, and it was about a \$100,000 which was the math CSP Grant.

Ms. L'Heureux stated that with this, they were required to do a more thorough examination of the procurement policy, which was not looked at in the past because it is not material under Title I, which is the major program that AAF typically tests because it's the most significant federal program at Abby Kelley. Ms. L'Heureux stated there were three transactions that they tested under the CSP grant and noted that Abby Kelley did have proper bids and was following the policy as written so the comment is there to recommend that Abby Kelley take a look at the federal requirements and enhance the policy to touch upon all the suggested areas that the federal requirements are asking for.



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Mr. Buckley began his audit report and noted that the audit report is a clean unmodified opinion. Mr. Buckley then provided highlights from the audit report. Mr. Buckley stated that if we look on page six, the 2021 profit and loss, we will see that the school this year had a \$672,000 thousand dollar surplus, and about a \$14,000 surplus to the foundations giving a total surplus of \$686,000. Mr. Buckley stated that last year there was a \$2.4 million surplus but we received a donated building worth \$1.8 million so when backed that out last year's total was about \$660,000 so there are comparative numbers between the two years focusing just on the school.

Mr. Buckley stated that total revenues for the schools were \$26 million and of that number there was a pension income of \$4.2 million. Mr. Buckley stated that the total revenue, excluding pension and in kind between the two years, is \$22.7 million for this year, and \$21.1 million last year which is about a \$1,000,005 increase in revenue. Mr. Buckley explained that there was about \$780,000 of tuition revenue increase, giving us just over \$19 million of tuition revenue this year.

Mr. Buckley explained that we received more money this year from the partially funded student opportunity act and that our grant revenue was up about \$800,000 this year. Mr. Buckley explained that if we look at the expenses it is \$26.3 million of expenses in total. Mr. Buckley stated that there was a \$1,000,005 increase in revenue and about a \$1,000,005 increase in expenses, the salaries were up about a \$1.3 and the occupancy costs were up about \$100,000 dollars.

Mr. Buckley explained that increases were in the salary costs so if we take out revenue, less our expenses, we arrive at the \$645,000 surplus and we come into the year with \$22.8 million of total equity at our surplus, and we end the year with \$23.5 million in total assets. When looking at the net position, we have \$23.5 million of equity, \$6.8 is invested in capital, which is the equity in the building, and \$6.6 million of unrestricted equity. Mr. Buckley explained that equity is our total assets plus our liabilities and we have \$46 million of assets and we had an increase of cash this year from \$4.3M to \$8.9M because the CDs were closed and the money put back into our operating cash. Mr. Buckley explained that the cash is up about half a million dollars and we have no major fixed assets additions this year as they were depreciated but our proportion of bonds is about the same in our accounts payable and trades payable remain relatively consistent.

Mr. Buckley explained that about \$950,000 of federal money came into the organization this year, which was under COVID funding. Mr. Royce had a question on the deposit disclosure regarding the federally insured deposits and wanted to know what the uncollateralized number represents to which Mr. Buckley stated that this is the piece that is over 250 and located in the non-insured DIF insured bank which is TD bank. Mr. Buckley explained that when looking at the ratios compared to other schools, Abby Kelley scored 2.5 which is good. Total tuition was down this year according to Mr. Buckley but government grants are up as a percentage this year because of the \$950,000 of federal funding issue.

AAFCPAs auditors, Mr. Buckley and Ms. L'Heureux, and the Board members then went into a breakout room at 9:05 a.m. to discuss the audit process relative to AKF. The board members returned at 9:20 a.m. and continued the meeting.

Ms. Carpino provided an update on the financials. Ms. Carpino stated that the revenue for state sources is higher than the budgeted amount and that is because the SOA funds were more than expected.



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Ms. Carpino also stated that we also budgeted lower to be safe so we will see that trend all year that our revenue from state sources will be higher than the budgeted number. Ms. Carpino then explained that the expense for transportation would be significantly below the budgeted number because we have that three months of budgeted numbers, but we've only had a month and a half of school, and only a month and a half of transportation expenses have been paid.

Ms. Carpino stated that \$30,000 was budgeted for E-rate but AKFCS was informed that we would be receiving \$190,00 to put towards the upgrading IT project. Ms. Carpino stated that negotiations with our broker HR Knowledge yielded a 3% increase on the Blue Cross Blue Shield renewal and we are keeping the private PFML.

Ms. Paluk gave an update on IT project and stated that Mr. Beltran has been doing a phenomenal job of cleaning up some issues; He has gotten much praise already in his short two and a half weeks here.

Mr. Royce called for a motion to adjourn the meeting. Ms. Blue made the motion. Ms. Zagabe-Ndiku seconded the motion. The meeting was adjourned at 9:40 a.m.

List of Documents Provided:

Financial Report
Facilities Report
IT Report