



# Abby Kelley Foster Charter Public School

10 New Bond Street Worcester, MA 01606

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

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## Board of Trustees Meeting Agenda-DIGITAL-DRAFT

Wednesday, December 15, 2021, 6:30 p.m.

<https://akfcs-org.zoom.us/j/92493030516?pwd=ekdYZ2s0SmRFcGYvS3MveEdlTjJrZz09>

**Webinar ID:** 924 9303 0516 **Passcode:** 635035

**By phone:** +1 19292056099 **Webinar ID:** 924 9303 0516

**APPROVED**

12.10.21 2:57 p.m.

City of Worcester, MA

- I. Call to Order- Ms. Celia J. 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 27, 2021
  - a. **Motion:** To accept the Meeting Minutes from October 27, 2021
- V. Interim Executive Director Report- Ms. Heidi Paluk
- VI. Committee Updates
  - a. DEI Committee Update- Ms. Shelly Yarnie
  - b. Education Committee Update - Ms. Amy Vernon
  - c. Education Foundation Update- Ms. Bibiche Zagabe-Ndiku
  - d. Facilities & Finance Committee- Mr. Patrick Royce
- VII. Search Committee Update- Dr. Jie Park & Mr. Patrick Royce
  - a. Review status of search committee’s action items
  - b. Review/Discuss Timelines
  - c. Discuss expectations for final candidates
- VIII. Governance
  1. Discuss the formation of a nominating committee or utilize the Executive Committee as the nominating committee.
    - a. **Motion:** To form a new nominating committee or utilize the Executive Committee as the nominating committee
    - b. **Motion:** To nominate a Chair
    - c. **Motion:** To nominate Board members to the committee

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### 2. Discuss the formation of a Governance Committee and the charge of this committee

- a. **Motion:** To form a Governance committee
- b. **Motion:** Nominate a Chair
- c. **Motion:** Nominate Board members to the committee

### IX. Upcoming Board/ Committee Meetings

- a. **Education Committee-** Friday, January 14, 2022, 8:00 a.m.
- b. **Facilities and Finance Committee-** Friday, December 17, 2021, 8:00 a.m. & Friday, January 21, 2022, 8:00 a.m.
- c. **Board of Trustees Meeting-** Wednesday, January 26, 2022, 6:30 p.m.

### Adjournment

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

### List of Documents Included:

1. Facilities & Finance  
Committee  
- Camera Systems  
Overview- IT
2. Education Committee  
- I-ready scores/comparison  
data  
- Interim Executive Director
3. Bylaws



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### Board of Trustees Meeting Minutes-DRAFT

Wednesday, October 27, 2021, 6:30 p.m.

<https://akfcs-org.zoom.us/j/99931036324?pwd=VlxUd01lVTZlbnVlWk9STUdGNdGZlOT09>

**Meeting ID:** 999 3103 6324 **Passcode:** 453215

**By phone:**+1 19292056099 **Meeting ID:** 999 3103 6324

The Meeting was Called to Order by Mr. Patrick Royce, Treasurer, at 6:32 p.m.

Attendance was taken and is recorded as follows:

**Board/Committee Members Present:** Patrick Royce, Amy Vernon, Shelly Yarnie, Bibiche Zagabe-Ndiku, Dr. Jie Park

**Board/Committee Members Absent:** Celia J. Blue

**Staff Present:** Heidi Paluk, AnnMarie Little, Dr. Caroline Cole, Amelie Cabral, Alisha Carpino, Kelly Gould, Amy Puliafico, Christopher Kursonis, Mike Grennon, Ben Gitkind, Anne Clayborne, Sarah Kaye, Sara Ramirez, Jennifer Giusto, Michelle Vigneux, Alexandra Hyde, Christine Lee, Jessica Regan, Kali Pisano, Mary Mansoor

**Others:** Diana Mancini, Melinda Martin, Amaryllis Teixeira, Randy Schmid, Catherine Sanguinetti, Lee Underwood, Mike Vigneux, H. O'Halloran

Mr. Royce read the Abby Kelley Mission Statement and noted there were no public comments or old business.

Mr. Royce asked for a motion to accept the September 22, 2021 meeting minutes. Ms. Vernon made the Motion, it was seconded by Ms. Zagabe-Ndiku. Mr. Royce performed a roll call and The Board approved the minutes from September 22, 2021.

### Interim Executive Director Report

Ms. Paluk began by acknowledging the amount of work that has to be done to bring the students to pre-pandemic levels especially in the area of social-emotional learning. Ms. Paluk explained that a note has gone home with the students explaining that we are conducting an SEL survey and that Dr. Cole would be the one facilitating it. She also reported on the decreasing numbers of Covid positive cases at Abby Kelley, which is a move in the right direction. Ms. Paluk then spoke on the commissioner's announcement regarding the mandates of masks in schools that do not meet the 80-85% vaccination status among students and staff. She explained that masks across the state would be in place until the holidays.

Ms. Paluk informed the Board that ALICE training took place for the whole district. ALICE, which is an active shooter lockdown scenario, and involved all staff members. She also noted that the safety committee would be meeting soon to better prepare for unforeseen situations.

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Ms. Paluk was questioned about how the survey would be done for smaller students and it was noted that Kindergarten through Second grade would have the assessments conducted by the teacher. Ms. Paluk also stated that the survey questions and frequently asked questions have been posted on the school website under the guidance department as some parents did have questions about this.

Ms. Paluk provided information on the enrollment lottery which opened on October 15, 2021, and informed everyone that there are currently 255 applications and the lottery will close in January 2022.

Ms. Paluk also gave an update on the insurance claim for the middle and elementary school floods and informed the Board that she has not yet heard anything back but has been contacting the broker to get information.

Ms. Paluk was questioned about whether the pool testing would be returning and she explained that it was temporarily paused because it was determined that the company doing the administration of it was making errors. It was decided to pause it to protect the reputation of Abby Kelley and the trust parents have in the school. Ms. Paluk also explained that the state is not mandating the flu shot this year as the state is not choosing to do so. She stated that because flu and Covid symptoms are very similar, they are asking families to get their students tested if they have any symptoms. Ms. Paluk also explained that if a student were to become a close contact and has to be kept home, unfortunately, it is not considered an excused absence per DESE.

### Committee Updates

#### A. Facilities and Finance Committee Update

Mr. Royce explained that they did meet last week with the auditors and congratulated Ms. Carpino on her first completed audit. Mr. Royce continued by explaining that AKFCS had a surplus of about \$687,000.00 on about \$27 million in operating revenues which compares to the prior year of about \$2.5 million surplus on close to \$25 million in operating revenues. Mr. Royce stated that we ended the year with a little over \$9 million in cash which makes the financial condition of the school strong.

Mr. Royce said that the ratio has also improved over last year as has the debt to equity ratio. He also noted that AKFCS did meet the bank compliance requirements. Mr. Royce also explained that there was one finding on noncompliance that had to do with the procurement policy not aligning with the current federal guidelines but that the team would be looking at that and other policies throughout the year.

Mr. Royce called for a motion to approve the FY'21 Audit as presented by AAF CPAs. Ms. Yarnie made the motion and Dr. Jie Park seconded the motion. Ms. Paluk provided clarification on the noncompliance and stated that we are following what the federal guidelines are but the policy at AKFCS has not been updated, therefore the noncompliance was for not following our policy as written. Mr. Royce then conducted a roll call and the vote was unanimous.

#### B. DEI Committee Update

Ms. Paluk explained that at the last DEI meeting on October 12, 2022, elections took place. She stated that Ms. Michelle Vigneux has stayed on as the communications officer and Ms. Suzanne Cambell-Lambert, a parent, is the recording secretary. Ms. Paluk also stated that Mr. Robert Jones and Ms. Ann Clayborne would be stepping into the role of co-chair. She also spoke on the role that the DEI committee would be taking as an advisory group to different subcommittees.

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Ms. Yarnie spoke on the Ad Hoc meeting that took place on head coverings, specifically du rags and headscarves/bonnets being worn for other reasons besides religion. She explained that the conversation on whether a change should be made on the dress code to accommodate the recent use of them in schools. Ms. Yarnie stated that everyone was able to provide their thoughts and insight and the importance of a professional look for school uniform was taken into consideration. She states that it was decided to monitor the situation as it evolves as this could be an effect of the pandemic.

Ms. Yarnie reminded everyone that this conversation solely focused on headwear being worn that had no religious purposes and that headwear for religious purposes was not up for discussion.

### **C. Education Committee Update**

Ms. Vernon spoke on the recent MCAS scores which were lower than normal but expected given COVID was the trend across the state. She also explained that math seemed to be the priority area and discussion took place to determine the best way to bridge that gap. Ms. Vernon explained that they would be comparing and compiling the low-performing standards on the MCAS to the performance on the priority, formative assessments, and drawing out which of the standards the students seem to be struggling with across both assessments. She also spoke on the formation of curricular alignment committees for both math and reading with math being the focus now.

Ms. Vernon explained that the high school was providing some extra help sessions for the eighth graders and that the middle school would be restructuring its unit plans to make sure the students are hitting their benchmarks. Ms. Vernon stated that 2 school-wide goals were drafted along with Ms. Blue and Ms. Paluk.

Part of their role on the Board was to monitor the continuous progress of the school and students. She stated that the first goal was an academic growth goal for students who were the furthest behind, currently two or more years behind grade level, and they would make more than one year's worth of progress by the end of the school year and the second goal was more of a process goal around social-emotional learning and making sure they were reaching out to the students as much as possible.

Ms. Vernon also spoke on the mission statement and the revision process of the statement as it is not current and relevant. She stated that they would be working on this soon and were looking to have community input also. Ms. Vernon gave an update on the three schools. Ms. Gould explained that Ms. Hersey has been working with grade-level teams and looking at how to incorporate what they are learning now with the missed instruction last year. Ms. Gould also stated that there are specific interventions to deal with the students that are below grade level by two grades or more and it was based on the student's needs.

Ms. Gould explained that the students had interventions during what is known as a student support block and in that block, no students receive instruction, so they are not missing out on content. She explained that the need for these blocks were equally important as some students had difficulty with letter formation while others had difficulty with math. Ms. Gould also explained that during parent conferences, they make sure to go over everything that is happening with the students, and the parents who cannot make it receive a letter detailing the work being done and the child's progress.

Mr. Royce inquired about the time frame in which an evaluation would take place to check on progress and also about how rigorous the action plan was and if it was going to be able to deliver results. Ms. Paluk explained that the next time an assessment would be done was in January, which is when the iReady testing would be taking



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place again. It was explained that the schools are keeping the program as rigorous as possible and making sure that the students are being supported and can manage it.

### **D. Education Foundation Committee Update**

Ms. Zagabe-Ndiku began by stating that at the last meeting that was scheduled on October 19, 2021, two grant applications were reviewed and awarded. She informed the committee that the Department of Physical Education received a grant of \$400.00 to cover the cost of an iPad that would assist with running programs for the students and the Student Council received a grant for \$1000.00 so that they could travel to the Student Council conference in Hyannis, MA and this will allow for all of the students on the council to attend.

Ms. Zagabe-Ndiku also stated that Ms. Vigneux has been sending letters to potential donors and also keeping up with the usual donors for potential donations. She also informed the committee of the new golf tournament date which is scheduled for June 26, 2022. Ms. Zagabe-Ndiku also spoke about potential advertisement options such as Amazon Smiles for AKFCS and the potential for donations to be made to the school.

### **Search Committee Update**

Mr. Royce began by formally acknowledging the search committee members as Patrick Royce, Dr. Jie Park, AnnMarie Little, Jen Giusto, Mike Penny, Ben Gitkin, Lindsay Burns, Jamie Laflash, and three school parents. He explained that Leslie from Promise54, has been in the process of reaching out to various stakeholder groups and they are making sure to be inclusive of all groups but the outreach process is expected to begin in November.

Mr. Royce assured everyone that he felt that the current search committee process was on track with the original timeline. It was explained by Dr. Park that Promise54 would be using their networks to recruit applicants by reaching out to them and that there is a survey available for people who cannot attend the engagement sessions or the focus groups which is another way to be included in the selection process. Ms. Zagabe-Ndiku and Ms. Yarnie both stated that they would like to see meeting minutes from the meetings with the search committee or see it placed on the school website for clarity and transparency to which Mr. Royce stated that he would make available any documents or communications that come out of the meetings. Mr. Royce reviewed the upcoming meeting dates and noted that there would be no Board meeting during November.

Mr. Royce called for a motion to adjourn the meeting. Ms. Zagabe-Ndiku made the motion. Ms. Yarnie seconded the motion. Mr. Royce performed a roll and the Board unanimously approved. Meeting adjourned at 7:15 p.m.



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## Education Committee Meeting Agenda

Friday, November 12, 2021

<https://akfcs-org.zoom.us/j/95769808330?pwd=UCtmaGZhM2swVG9OOHdVTGxtcUhzdz09>

**Meeting ID:** 957 6980 8330 **Passcode:** 940789

**By phone:** +1 929 205 6099 US (New York) **Meeting ID:** 957 6980 8330

**APPROVED**

11.5.21 2:11 p.m.  
City of Worcester, MA

- I. Call to Order- Amy Vernon, Chair
- II. Introductions/Attendance Recorded
- III. Review of the October 8, 2021, Meeting Minutes
  - a. **Motion:** To approve the October 8 2021 Meeting Minutes.
- IV. I-ready scores/comparison- Curriculum Coordinators
  - a. Correlation of MCAS & I-ready
- V. Establishment of Math Committee - Curriculum Coordinators
- VI. Principal Updates- Ms. Gould, Ms. Puliafico, Mr. Kursonis
- VII. Interim Executive Director Goals- Ms. Paluk
- VIII. Upcoming Education Committee Meeting(s):
  - a. Friday, December 10, 2021
  - b. Friday, January 14, 2022
  - c. Friday, February 11, 2022
- IX. Adjournment





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## Education Committee Meeting Minutes-DRAFT

**Friday, October 8, 2021, 8:00 a.m.**

<https://akfcs-org.zoom.us/j/92978657296?pwd=S0k0WEFHek1qdEVPdjZRVUdPWEluZz09>

**Meeting ID:** 929 7865 7296 **Passcode:** 193024

**By phone:** +1 929 205 6099 US (New York) **Meeting ID:** 929 7865 7296

The meeting was called to order by Amy Vernon at 8:00 a.m. The attendance was recorded as follows:

**Board/Committee Members:** Amy Vernon, Dr. Jie Park,

**Staff in attendance:** Jessica Regan, Kristine Hersey, Rob Kerr, Kelly Davila, Heidi Paluk, Dr. Caroline Cole, Chris Kursonis, Amy Puliafico, Kelly Gould, Amelie Cabral, Jennifer Giusto

The Committee reviewed the Meeting Minutes from the September 10, 2021 meeting. Ms. Vernon asked for a motion to approve the September 10, 2021, Meeting Minutes. The motion was made by Dr. Park, seconded by Ms. Vernon.

The meeting began with the MCAS discussion with the Curriculum Coordinators. Mr. Kerr began with a presentation for the committee. Mr. Kerr began by stating that the state cautioned everyone against comparing against other schools. Mr. Kerr stated that while there were some differences, AKFCS followed the same path as many other schools in terms of scoring. Mr. Kerr stated that this information was to be used instead as a starting point to see where help is needed and changes can be made as last year was like no other and students lost many things during the pandemic year.

Mr. Kerr explained that with the shift with MCAS over the last years to Next Generation, they got away from the Advanced, Proficient, & Needs Improvement and in Failing as categories. Mr. Kerr explained that this MCAS data can help determine if online programming was successful and if so, whether it was only successful in certain grades or all grades overall if the students would need this program again.

Mr. Kerr explained that we have identified Math as a problem area across the district. Mr. Kerr stated that 500 is the standard score and that 2019 was one of AKFCS's best years so seeing some of these decreases this time around is certainly alarming. Mr. Kerr stated that a chart was created with the 8th-grade students' MCAS data from when they were in Seventh grade and compared it to their iReady scores and some correlation can be seen.





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Mr. Kerr stated that Math is going to be the real focus this year and will be for the next couple of years across the district. Mr. Kerr then provided the MCAS science results and explained that the test for the 9<sup>th</sup> graders is different because the grading scale has not been changed and they are still using the Advanced, Proficient, Needs Improvement, & Failing score. Mr. Kerr explained that there were some students that did not pass in 10<sup>th</sup> grade ELA and Math, but the score was high enough in ELA that a retake is not needed but there are four students that must retake the test this November. Mr. Kerr explained that 55 students (Seniors) have signed up for the test for scholarship purposes although they were exempt from it and did not need to take it to graduate.

Mr. Kerr stated that in high school, they have already compared the Fall iReady diagnostic results and the Spring MCAS data and they are now breaking up into groups. Mr. Kerr explained that iReady identifies standards and areas that students struggle in. Mr. Kerr also stated that they are in the process of looking through the other standards across the district that have been historically missed. Mr. Kerr explained that grades 3 through 8 took the test in English, Math, and Science, and only half of the test was given so the data is incomplete. That is the reason domains and standards were not released for those grades.

Mr. Kerr stated that based on the scores received, they have set up extra help sessions with the 8<sup>th</sup>-grade teachers as their math scores and skills are low. Mr. Kerr stated that the IB students have come forward offering to set up tutoring and mentoring sessions for the eighth-grade students. The students will be meeting one to two times a week in the cafeteria and working in small groups. Mr. Kerr stated the District is convening a math committee which will be a one-to-two-year process of aligning our curriculum for K to 12.

Ms. Regan explained that they were also going to be looking at the data from iReady and MCAS test data and determine the trends that are being seen. Ms. Regan stated that teachers were also going to be working with iReady and MCAS together to see what needs to be revised for lessons and instructions to meet the needs of the students, which will lead to restructuring the unit plans and the overall pacing to accelerate learning in areas identified as a high and moderate need. Ms. Regan explained that they would also be focusing on the students' unique needs which we may not have seen in the past.

Ms. Regan explained that this year in Middle School, they are implementing a block of time canned WIN (What I Need). Ms. Regan explained that during that time, various interventions would be going on that would be provided by content area teachers in addition to specialists such as Special Education teachers, Reading Specialist teachers, Interventionists, and EL Teachers. Ms. Regan stated that they are also going to be looking at Tier 2 and Tier 3 flexible interventions which would be cycled in and out and quick and can be considered a mini-lesson.

Ms. Regan explained that phonics is also a great need that was a noticeable trend in the current fourth-grade students that was not seen in previous years and is also showing up in the fifth grade as well. Ms. Regan explained that there will be curriculum meetings to look at past standards and focus on the priority standards work that was done in 2019. Ms. Regan stated that since there have been several new staff joining us in the past 2 years, they were not part of the work. Ms. Regan explained that the data analysis would not just be done three times a year that iReady is given and on MCAS scores. Ms.



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Regan explained that they would be doing formative and informative assessments throughout the year based on what the students are learning now.

Ms. Regan stated that they also see a need for a social-emotional component based on actions that the students are exhibiting now. Ms. Regan explained that many students spent the last 18 months (about 1 and a half years) isolated and now need to be taught soft skills involving student discourse, how to work together, how to plan together, how to think together, and how to together. Ms. Regan explained that eventually, they were looking at having social-emotional learning become a component of the "What I need" block which is for students who are requiring time with guidance. Ms. Regan stated that adjustment counselors would also be incorporated into that as well along with small social groups for the students. Ms. Regan explained that if students' social-emotional needs are not met, they are not going to be successful in learning because they will not be ready to learn.

Ms. Regan stated that they did begin a new math program in January of 2020 but that was cut short especially in person. Ms. Regan also stated that they were also looking at shared ownership with history and science teachers and having them take on a part of the literacy standards as well and make them relevant to their curriculum. Ms. Regan explained that a trend that was noticed in the middle school was the constructed responses to the students' writing skills across the board so now everyone will have shared ownership in writing throughout the building. Ms. Regan stated that this can no longer be just the responsibility of the math and ELA teachers and is now a team effort.

Ms. Hersey explained that just as the middle and high schools have shown, the elementary school also had big deficits this year. Ms. Hersey stated that most grade levels have many of the students testing about a grade below in their diagnostic testing and in reading and math that they have done so far this year. Ms. Hersey explained that they do find that in every classroom, in every grade there is a core group of students whose skills are about one year behind, which is a result of the disruption the pandemic caused. Ms. Hersey stated that they have a clear understanding that the foundational skills that the students need for them to move into fourth grade ready to learn as readers and have number sense and number operational skills as well. Ms. Hersey also stated that they are moving from an RTI to a multi-tiered system of support in all areas of learning.

Ms. Hersey stated that they have gone through the first round of diagnostic testing and MTSS meetings and groups are being formed to address needs in phonics and phonemic awareness along with vocabulary and comprehension along with math and other areas such as OT and SEL. Ms. Hersey explained that they are doing a whole child and whole-school approach which means getting each student what they need in their classrooms and in small group support as well. Ms. Hersey stated that they are also making sure that they are identifying students that may need Tier 3 support.

Ms. Hersey stated that overall, there has been a connection between the iReady results that they are getting this fall and what the grades were in the spring so that can give us confidence that there's strong correspondence and alignment between iReady and the kinds of assessment that the students will see in the Spring. Ms. Hersey explained that they have implemented tests and grades K-3 will be using this as it is conceptually based and uses a lot of manipulatives, a lot of turning, and building on math discourse. Ms. Hersey stated that the students are learning the routines that go along with Ready Math



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and weekly, the lessons are broken down into sections. Ms. Hersey stated that each lesson can go up to 6 days and the students have weekly lesson assessments which is an effective way for the students to keep up with the skills.

Ms. Hersey explained that this program allows for them to do some backfilling if needed but also use an accelerated learning approach so that rather than the student remediating all the way back to the previous grade level, they a look at the grade-level standard that is being taught and what can be done to provide the students with the central skills that they need to work on grade-level material.

Ms. Hersey stated that they will be looking at all the data to pinpoint where the students need the most assistance and focus on those skills. Ms. Vernon agreed with the Curriculum coordinators and their action plans and asked if anyone had any questions. Dr. Park also wanted to know how what they are proposing in the action plan is different from balanced literacy, which science bears out for the last 20 years is as the gold standard for reading instruction instead of an explicitly phonics-based approach.

Ms. Gould explained that there was a balanced literacy program in place for years and that they balanced that with interactive reading aloud, independent reading, writing about reading, and writing for several aspects' audiences. Ms. Gould explained that there were missing components to this and that there was a strong focus on guided reading but the students need more. They are looking to bring in some more high-quality instructional materials that are not based on a student's reading level.

Dr. Park suggested with the science of reading, (when students move from learning to read to reading to learn), phonics-based instruction does not serve students very well, especially at the middle and high school level. Ms. Gould explained that the students should be exposed to grade-level content, comprehension fluency, and writing about reading as well as phonics in the early MS grades. Ms. Vernon then asked if the new Heggerty program has assessments at that detailed level for the students to which Ms. Gould said yes.

Some teachers are already using the phonemic assessments that go along with the Heggerty program in the classrooms, but it is not yet a school-wide practice this year.

Ms. Vernon wanted to know if each grade level has something in place to assess what the difficulties are in the students and if the additional staff was requested. Staff replied that yes there are teams. For example, Ms. Regan stated that there is a reading specialist and a reading interventionist analyzing what the students need and staff is being allocated as appropriate. Mr. Kerr stated that in high school, there is a Special Education teacher in 2 of the level 3 eighth-grade math classes and an aide in the other one left and they are taking an all-hands-on-deck approach.

Ms. Vernon asked if any of the non-special education teachers are getting any additional professional development or support to be able to handle these interventions issues that they may not have experienced at this level before. Mr. Kerr stated that as far as professional development is concerned, it is not something they have yet implemented. Mr. Kerr stated that they are working together with the eighth-grade teachers to really break down the data and use iReady data more than they have in the past. Mr. Kerr stated that they would use the remediation information that comes with the iReady data to try and identify and fix the problems that arise while teaching the eighth-grade standards. Ms.



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Vernon then wanted to know if the state has provided any guidance for us on how to teach grade-level content and remediate simultaneously to which it was told that they suggested learning acceleration versus remediation. Ms. Vernon was told that there is a Learning acceleration document through DESE that has different learning pathways that can be taken as an entire school along with its individual classes and individual students that was released recently and that is the gold star standard they are recommending.

Ms. Vernon asked if anyone else had follow-up questions and there were none. Ms. Vernon suggested presenting this data to the full Board because even though the comparison of this year is not as useful as it would have been, come context would be good considering the large drops. Ms. Vernon stated that there was a drop in scores everywhere across the state, but we can use the data to show how our numbers compared to the state numbers on average.

Ms. Vernon then opened the floor for Ms. Paluk to present. Ms. Paluk began by stating that there is a lot of work that must be done but even prior to that, there was not a lot of intentional alignment from Grade K through twelve in both literacy and math. Ms. Paluk explained that while it is appropriate to have different curriculums for different grade levels, an integrated approach needs to be taken on both academic areas based on historical numbers and the data presented this morning. Ms. Paluk stated that the topic of putting together a district-wide math and literacy committee was spoken of in the spring and that there is some more internal work and internal meaning with just the curriculum coordinators and herself, that must be done first before so the committee is tasked with specific goals.

Dr. Park asked what deliverables were being anticipated. Mr. Kerr explained that the first step was going to be identifying historical data and what the missing standards are so that they can back and evaluate but part of what the small group will do is determine the scope and purpose of the committee. Ms. Hersey added to Mr. Kerr's statement by saying that they spoke about identifying the strongest math thinkers and teachers that are enthusiastic about math and teachers who have influence in the buildings who can really be early adopters of instructional practices and driving change.

Ms. Vernon then moved on to the Executive Director goals. Ms. Vernon stated that one of the roles that the Board plays in monitoring continuous products at the school is to work with the Executive Director to identify roles that are in priority areas that the school intends to focus on throughout the year.

Ms. Paluk explained that students that are two grade levels behind and working in that group will make see at least 80% of growth. Ms. Vernon also explained that the other goal that was being looked at was actively producing a measure and structure for social-emotional success across all grades. This will be as opposed to an outcomes-related goal.

Ms. Vernon moved on to Dr. Cole and the SEL update. Dr. Cole stated that they were on the path to integrating Panorama with Rediker and that they were at the point where they could get into the surveys, look at all the questions, and develop a survey. Dr. Cole explained that the survey from grades K-2 would be a teacher perception survey and then grades 3-5 and 6-12 would be completed by students. Dr. Cole stated that the topics of focus this year are going to be growth mindset, behavioral and emotional regulation, belonging, and a sense of connection so.



## Abby Kelley Foster Charter Public School

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Dr. Cole explained they are hoping to survey all the students by the end of October.

Dr. Cole stated that once that is set up, the next goal is to survey the teachers and see where they are and what support they may need moving forward and the goal is to have this up and running by the end of October. Ms. Vernon asked if anyone had any additional questions and there were none.

Ms. Vernon then moved on to the mission discussion topic and turned the floor over to Ms. Paluk. Ms. Paluk explained that we are on our 5-year review for IB, and it was mentioned five years ago that our mission did not really fit an IB school, and they made a recommendation at the time that we look at incorporating more IB language into this, but it was not an issue that was taken care of at the time. Ms. Paluk explained that when DESE came in the spring, many of the questions that came from the DESE focus group were around the mission statement and what does it look like for western civilization. Ms. Paluk explained that since there was a charter renewal coming up and the application is due over the summer, now would be a suitable time to look at our mission.

Ms. Paluk stated that there were conversations to be had internally about how big a change is going to be made. Mr. Kerr stated that coming with a standard sufficient statement and then having everybody finalize it is more suitable. Ms. Paluk agreed and stated that the main thing that has been to be thought about is how much buy-in is needed and thought the mission statement would have to be thoughtful and inclusive. Ms. Vernon explained that the mission statement should provide some insight into why we are a charter school and what do we do that is different. Ms. Vernon suggested a survey to ask people what are a couple of words/statements that they would like to see in the mission statement.

The idea of a zoom meeting where people can openly talk was suggested as a way for everyone to be able to join without barriers to which Ms. Vernon and Ms. Paluk agreed. Ms. Vernon then moved on to the principal reports. Mr. Kursonis began and explained that they were in the process of getting back to normal with athletic events and getting ready for the school play, Macbeth. Mr. Kursonis also explained that it is spirit week at the school and the students are enjoying themselves. Mr. Kursonis also stated that they have enabled some 9th-grade groups in terms of that transition and looking back to when they were last in school, what grades they were in, what the expectations were behaviorally and academically, and where that goes along with where they are missing or falling short.

Mr. Kursonis explained that they have been able to address a lot of these things through the eighth-grade team of teachers that solely teach eighth grade. Mr. Kursonis also explained that many of the ninth-grade teachers also only teach that grade level, so they can zero in on these issues and it has shown to be successful when looking at the 10-12<sup>th</sup> graders. Mr. Kursonis stated that progress reports are not something they look at comparatively. Mr. Kursonis stated that as students are getting adjusted, especially in the first quarter, the numbers, especially in the eighth grade, will be high. Mr. Kursonis stated that the numbers are not different or alarming in terms of where we are and that if we look at where we are right now in progress reports with the percentages of how many students are below 70, it is in the 20s.

Ms. Puliafico provided an update on the middle school. Ms. Puliafico explained that they just finished the mid-quarter and that progress reports went out on Wednesday to families. The beginning of





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the year was spent building relationships and trust with the students and getting them back into the classroom, which is important.

Ms. Puliafico explained that out of 475 students in the middle school, 14 % (65 students) had at least one grade under 70 and that 20% (13) of those students had two or more grades under 70.

Ms. Puliafico explained that the teachers are holding extra help sessions after school as well as using WIN blocks to start filling some of those gaps and helping students catch up with work. Ms. Puliafico explained that work completion is always a struggle for students, especially when they are still working on their organizational skills and having to come back to school. Ms. Puliafico stated that they are also using WIN time for the students who are in need of higher interventions and that there are about 15%-20% of students in each grade in a higher-level intervention class, with reading being up and running now. Ms. Puliafico also stated that they held back to school night which was held as a “Know your child” night and this allowed for the teachers to have one-on-one conferences with families to find out about their students, what last year was like for them and what are the goals for their students and building those relationships at the beginning of the year.

Ms. Puliafico explained that they have also had their character virtues read aloud school-wide and that each grade has a different book which they read around responsibility and do activities as well as the character virtue celebration. Ms. Puliafico explained that this round was held in person for students and virtually for parents and it will continue to be virtual for parents.

Ms. Puliafico explained that clubs began in middle school and nine different clubs are being offered now. Ms. Puliafico stated that the middle school had their summer reading celebration where students had a choice book and were able to do book clubs with a pizza lunch. Next, Ms. Puliafico stated that they would be administering the Massachusetts Youth Health Survey in conjunction with DESE and they are participating in the statewide results where they test one class in each grade and they are also including grades six and seven and get the data back sometime late in the year. Ms. Puliafico stated that on October 18 and 19, WPI’s math and science academy would be facilitating STEM week activities across the school and there will be about 15 teams of students coming in to run hour-long sessions with every class and grade. Ms. Puliafico also stated that the musical ensemble had begun, the first rental night was held, and 150 students signed up to take part in that.

Ms. Gould provided an update on the elementary school. Ms. Gould stated that they started the school year with a bit of urgency and tried to get the MTSS process started right away. Ms. Gould stated that they decided not to do first-trimester progress reports so that they can have a much better picture at the November conference. Ms. Gould stated that they compared the iReady scores from this year to last year and the first-grade scores are not as heavy as the second and third graders. Ms. Gould stated that they held their first round of diagnostic meetings, and it is a process, but the teachers are an integral part of this as they have brought forward students that they have identified as possibly needing interventions.

Ms. Gould stated that from there, the intervention team looks at each student and determines what needs are brought met during Tier 1 instruction and what changes or amendments or embedded practices need to be added to the Tier 1 instruction. Ms. Gould stated that they would also be looking at Tier 2 and 3 interventions and recommendations for reading and small group math classrooms and some





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will be done with interventionists. Ms. Gould stated that there are progress monitoring tools for each of the groups and that they will be looking at that closely to make sure the students are making progress. Ms. Gould stated that Ms. Hersey has been meeting with each grade level and grade level team meeting and there is also a new math program this year. Ms. Gould explained that they have also added 60 minutes in different grade levels to their targeted reading instruction block because teachers expressed the need to have more time to go over these lessons and instructions.

Ms. Gould stated that she is trying to bring in more high-quality instructional materials that these highly qualified teachers can use from instruction, so they have Ready Math this year and are looking at adding more materials for ELA once the teacher capacity goes up.

Ms. Vernon thanked everyone for their information today and asked if anyone had comments, to which no one replied.

Ms. Vernon called for a motion to adjourn the meeting. The motion was made by Dr. Park and seconded by Ms. Vernon. The meeting adjourned at 9:30 am.

**ON OR ABOVE GRADE LEVEL READING (BEGINNING OF YEAR VIEW)**

Grade Level	Fall 2018	Fall 2019	Fall 2020	Fall 2021
Grade 1	100%	98%	93%	91%
Grade 2	98%	92%	94%	60%
Grade 3	97%	85%	81%	66%
Grade 4	90%	95%	85%	75%
Grade 5	85%	74%	73%	60%
Grade 6	84%	62%	73%	53%
Grade 7	84%	78%	66%	58%
Grade 8	87%	83%	81%	81%

**ONE GRADE LEVEL BELOW READING (BEGINNING OF YEAR VIEW)**

Grade Level	Fall 2018	Fall 2019	Fall 2020	Fall 2021
Grade 1	0%	2%	3%	9%
Grade 2	2%	8%	6%	38%
Grade 3	3%	12%	17%	25%
Grade 4	3%	4%	7%	9%
Grade 5	11%	18%	23%	24%
Grade 6	5%	11%	23%	15%
Grade 7	11%	11%	9%	10%

Grade 8	3%	3%	6%	6%
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## 2 OR MORE GRADE LEVELS BELOW READING (BEGINNING OF YEAR VIEW)

Grade Level	Fall 2018	Fall 2019	Fall 2020	Fall 2021
Grade 2	0	0	0	3%
Grade 3	3%	2%	2%	8%
Grade 4	7%	1%	8%	16%
Grade 5	5%	8%	3%	16%
Grade 6	11%	25%	3%	32%
Grade 7	11%	10%	25%	28%
Grade 8	9%	14%	13%	13%

## ON OR ABOVE GRADE LEVEL MATH (BEGINNING OF YEAR VIEW)

Grade Level	Fall 2018	Fall 2019	Fall 2020	Fall 2021
Grade 1	98%	98%	97%	91%
Grade 2	97%	88%	94%	60%
Grade 3	97%	89%	81%	66%
Grade 4	94%	88%	85%	75%

Grade 5	92%	83%	73%	60%
Grade 6	97%	82%	70%	32%
Grade 7	87%	89%	66%	58%
Grade 8	90%	80%	81%	61%

#### ONE GRADE LEVEL BELOW MATH (BEGINNING OF YEAR VIEW)

Grade Level	Fall 2018	Fall 2019	Fall 2020	Fall 2021
Grade 1	2%	2%	7%	9%
Grade 2	2%	13%	6%	38%
Grade 3	3%	8%	17%	25%
Grade 4	3%	10%	7%	9%
Grade 5	5%	8%	23%	24%
Grade 6	2%	8%	12%	15%
Grade 7	7%	10%	9%	14%
Grade 8	5%	8%	6%	10%

#### 2 OR MORE GRADE LEVELS BELOW MATH (BEGINNING OF YEAR VIEW)

Grade Level	Fall 2018	Fall 2019	Fall 2020	Fall 2021
Grade 2	0%	0%	0%	2%
Grade 3	3%	3%	2%	8%

<b>Grade 4</b>	9%	2%	8%	16%
<b>Grade 5</b>	3%	9%	3%	16%
<b>Grade 6</b>	2%	11%	18%	32%
<b>Grade 7</b>	6%	2%	25%	28%
<b>Grade 8</b>	5%	12%	13%	29%

**iReady Fall 2021 Comparison to MCAS Spring 2021 (student cohort data)**  
**SPRING 2021**

	<b>READING</b>	<b>READING</b>	<b>MATH</b>	<b>MATH</b>
<b>Current Grade Level</b>	<b>MCAS % Meeting or Exceeding</b>	<b>iReady % on or above grade level (end of year view)</b>	<b>MCAS % Meeting on Exceeding</b>	<b>iReady % on or above grade level (end of year view)</b>
3	45%	43%	21%	15%
4	41%	34%	7%	13%
5	32%	19%	7%	12%
6	34%	27%	18%	12%
7	29%	27%	15%	12%
8	41%	40%	27%	30%

<p style="text-align: center;"><b>Abby Kelley Foster Charter Public School</b>  <b>Interim Executive Director's Goals 21-22</b>  <b>Heidi Paluk</b></p>
<p style="text-align: center;"><b>Professional Practice-District Alignment</b></p>
<p><b>Goal Statement:</b>  I will work collaboratively with the Administrative Team to build a culture of Trust, Respect, Communication, and Continuous Improvement, which will enable the Leadership Team to be effective managers at/in their schools, departments, and for staff so all AKFCS employees feel valued in a culturally diverse environment in which all backgrounds, identities, strengths, and challenges are respected.</p>
<p><b>Supported by Standards and Indicators for Professional Culture: IV-A Commitment to High Standards; IV-B Cultural Proficiency; IV-C Communications; IV-D Continuous Learning; IV-E Shared Vision; IV-F Managing Conflict</b></p>
<p><b>District Strategy Alignment:</b></p>

<p style="text-align: center;"><b>Abby Kelley Foster Charter Public School</b>  <b>Interim Executive Director's Goals 21-22</b>  <b>Heidi Paluk</b></p>
<p style="text-align: center;"><b>Student Learning Goal:</b></p>
<p><b>Goal Statement:</b>  Relevant District staff will work collaboratively and conscientiously to ensure high expectations for learning, growth and achievement across the district. Success will be measured by (1) the creation of a K-12 District Math and Literacy Committee with a focus on identifying standards and lessons with the most potential for improvement across the District; while creating the committees with relevant classroom teachers who are able to share best practices, model effective teaching strategies, and establish district wide goals. (2) Measuring student progress using multiple measures of data, especially i-Ready. By the end of the school year, 80% of students who are more than a year behind in grades 1-8 will achieve more than one year of growth as indicated by the Spring 2022 I-Ready diagnostic test.</p>
<p><b>Supported by Standards and Indicators of Effective Superintendent Leadership Rubric:</b></p>
<p><b>I-F-Student Learning; I-E-1 Data-Informed Decision Making; I-C-1 Assessment</b></p>
<p><b>District Strategy Alignment:</b></p>

<p style="text-align: center;"><b>Abby Kelley Foster Charter Public School</b>  <b>Interim Executive Director's Goals 21-22</b>  <b>Heidi Paluk</b></p>
<p style="text-align: center;"><b>District Improvement--Guidance Department</b></p>
<p><b>Goal Statement:</b>  With an intentional focus on Social Emotional Learning and recovery from CoVID, AKFCS will establish a District wide approach using MTSS (Multi-Tiered System of Supports) to ensure all students are receiving tier 1 supports in an ongoing manner in the classroom, and appropriate policies/protocols/plans are in places for delivery and evaluation of Tier 2-4 supports as needed. This initiative will be led by the Director of Counseling and Guidance Services, a new position to the</p>



administrative leadership team and 21-22 will be the foundation, structural creation for future success.



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## Education Committee Meeting Minutes-DIGITAL MEETING- DRAFT

Friday, November 12, 2021 8:00 a.m.

<https://akfcs-org.zoom.us/j/95769808330?pwd=UCtmaGZhM2swVG9OOHdVTGxtcUhzdz09>

**Meeting ID:** 957 6980 8330 **Passcode:** 940789

**By phone:** +1 929 205 6099 US (New York) **Meeting ID:** 957 6980 8330

The meeting was called to order by Amy Vernon at 8:00 a.m. The attendance was recorded as follows:

**Board/Committee Members:** Amy Vernon, Dr. Jie Park, Shelly Yarnie

**Staff in attendance:** Heidi Paluk, Kristine Hersey, Amelie Cabral, AnnMarie Little, Dr. Carrie Cole, Chris Kursonis, Rob Kerr, Jennifer Giusto, Jessica Regan, Kelly Gould, Michelle Vigneux, Maxwell Weiss

The Committee reviewed the Meeting Minutes from the October 8, 2021 meeting. Amy Vernon asked for a motion to approve the October 8, 2021 meeting minutes. The motion was made by Dr. Park and seconded by Amy Vernon.

Ms. Vernon wanted to make a correction to the minutes to this meeting and it should read as “ Ms. Vernon then moved on to the Executive Director goals. Ms. Vernon stated that one of the roles the Board plays in monitoring continuous progress at the school is to work with the Executive Director to identify goals that are in priority areas that the school intends to focus on throughout the year.” along with “Mrs. Paluk explained that students that are two grade levels behind and working in that group will see at least an 80% growth. Ms. Vernon also explained that the other goal that was being looked at was actively producing a measure and structure for social-emotional success across all grades. This will be a processed goal as opposed to an outcomes-related goal.”

Mr. Kerr said that data has been assessed for IReady to see where the students are academically and stated that students are behind one year following the standards from year to year. Mr. Kerr explained that IReady is important and shows what we are missing at foundation levels. Mr. Kerr let it be known that the number do line up but the Math scores are extremely alarming.

Ms. Vernon noticed the same pattern and asked why grades 4 and 5 IReady are over predicting. Ms. Regan explained that they use a standardized curriculum in check with Lesley University.

Dr. Park asked that the 4th and 5th as a stand-alone curriculum- what is the rationale for using it? She asked whether it was coherent and does it align or misalign.

Ms. Regan stated that they do align and that they are looking at a new version for the students.



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Ms. Regan said the Middle School Tier 1 instructional support was given to all students (such as visual aids and multiplication charts) because highlights were missed when the learning occurred. Ms. Regan also stated that the Math coach is working with these students and the teachers are being supported by staff but that there is a need for extra time for math this year.

Ms. Hersey stated the need to increase Tier 1 instruction in the Elementary School and incorporate critical thinking into this program.

Ms. Regan said accessibility is being provided to all students and that this is a mindset and going very well for staff.

Mr. Kerr said that DESE will release the roster of the lowest-performing students which are in the lowest 25% of the district. Math is the priority. Mr. Kerr explained the students are getting more Tier 2 and 3 strategies.

Ms. Cabral mentioned that ESL students are being pushed in content areas for grades K-7 and that Grade 1 ESL teachers are getting Oregilliam training and will make sure that everyone has the necessary tools.

Ms. Yarnie noted the low percentage of scores. Although the staff is being proactive there needs to be extra support for students 1 to 2 levels behind. She states that this needs to be addressed sooner; there must be an urgency.

Ms. Cabral stated the Title 3 grant is extended for ESL students and tutoring will begin after Thanksgiving for Math and ELA.

Ms. Gould said that 19% of Elementary School students are involved in intensive support groups.

Mr. Kerr said that the 8th-grade after-school tutor program is going well. Mr. Kerr explained that there are 31 upper-classmen participating in this program and that there are 60 students after school with a 1-1 tutor. Mr. Kerr stated that this is going well and teachers are also helping out. It was also noted by Mr. Kerr that any student with a grade of 70 or below is taking advantage of this program and the students are paired up with the same tutor every Thursday and the session is about 45 minutes. Mr. Kerr stated that the 3-week turnout seems to be a good sign and that the IB students are using this as a CAS project.

Ms. Regan mentioned that the Mass Academy is providing Middle School remote tutoring at night for all AKF students and that communication between parents, students, and staff have been sent out regarding this program. Ms. Regan did note that there is a lower enrollment - last year there were 29 students; this year only 8 students are participating.

Ms. Vernon noted there is a Math Committee forming to include Rob Kerr, Jessica Regan, and Kristine Hersey and stated in January through June they would be focusing on the domain we are weakest in math.

Mr. Kerr said this is a big undertaking and does not expect this to happen over 1 year but to expect this to be implemented around January 2022 because the focus at the moment is on assessing the weaknesses.



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Ms. Paluk stated that there is a need to have high expectations while still nurturing students and we have to raise expectations for all grades. We are here to support the students and this has to be implemented across the district; the job as staff is to support these students while holding them accountable.

Dr. Park said that if need be do not hesitate to ask the Board for any assistance.

Ms. Gould stated 2nd graders were the hardest hit in intervention support. There are 24 students receiving support. The ES students are referencing their folders before asking teachers for help. Teachers are reporting success and are in good spirits.

Ms. Regan stated there are 77 students in the MS that are an intervention. 36 students in Grade 4, 23 in Grade 5, 18 in Grade 6. A Reading Specialist will train all ELA staff to provide Tier 1 Phonics. There is no Math intervention at this time but teachers are helping out and working in small groups.

Mr. Kursonis said they are comfortable with the Team approach at the High School. Mr. Kerr is responsible for Grades 8 and 9 for academics and behavior. Ms. Davila is responsible for Grades 10, 11, and 12 for academics and behavior. There are team meetings 2 to 3 times a month for IReady and Math updates. Monthly data from 2 years ago showed the numbers were similar with students failing grades. 8th-grade numbers are higher than normal. 6 more students failing a class than 2 years ago. There was no change overall in the 2 years. There were 52 students in Grade 12 who were on the honor roll, Grade 11 - 35 students, Grade 10 - 34 students, Grade 9 - 32 students, and Grade 8 - 40 students. The academic probation list shuts down any students from participating in sports per the MIAA guidelines. Students are told of this when they meet with Mr. Kursonis regarding poor grades. The senior class is amazing and helping out on Thursday with the Math extra help. The focus is on Math. There are 10 students struggling and are meeting with the adjustment and guidance counselors after school.

Ms. Vernon asked if tutors/mentors have any training?

Mr. Kerr said that 2 Math teachers are there after school. If time allowed we would have had training but all in all the teachers and students are doing well. The IB students are doing a great job with the after-school program and there are 2 teachers monitoring the extra help session.

Ms. Paluk discussed her 3 goals for AKF. Number 1 - The District Administration has 10 members; 7 are new in the last 3 years; Number 2 - Getting students back on track; 2 or more grade levels behind have more of a year of growth; IReady data is the key; Number 3 - Social-emotional students - this type of behavior is countrywide and we are not immune to it. We are attempting to help these students that have these issues. Dr. Cole has a handle on these issues.

Christian Science Monitor came to interview Mackenzie Woll regarding the amount of learning students lost due to the pandemic. The writing was national and the pictures were regional. This article will be going out to staff and families soon.

Also, Abby Kelley was voted best of Central Mass by Readers Choice.

300 applications were submitted in the first couple of weeks of the enrollment period.

*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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Ms. Vernon called for a motion to adjourn the meeting. The motion was made by Dr. Park and seconded by Ms. Yarnie. The meeting adjourned at 9:30 a.m.



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## Facilities and Finance Committee Meeting Agenda

**Friday, November 19, 2021, 8:00 a.m. DIGITAL MEETING**

<https://akfcs-org.zoom.us/j/99770396221?pwd=ZndaMFpDRnQ5bjF1T2ZXemc5U1h5dz09>

**Meeting ID:** 997 7039 6221 **Passcode:** 810330

**By phone:** 1 929 205 6099 (New York) **Meeting ID:** 997-703-962-21

**APPROVED**

11.17.21 8:43 a.m.  
City of Worcester, MA

- I. Call to Order- Mr. Patrick Royce, Chair
- II. Introductions/Attendance Recorded
- III. Review of the October 22, 2021, Meeting Minutes
  - a. **Motion:** To approve the October 22, 2021, Meeting Minutes
- IV. Financial Report- Ms. Alisha Carpino
  - a. October Financials
- V. Facilities Report- Mr. Mike Grennon
  - a. Flood of Elementary and Middle School, Insurance Update
- VI. IT Update- Mr. Gabriel Beltran
- VII. Salary Scale Committee- Ms. Alisha Carpino
- VIII. Safety Committee--Mr. Mike Grennon
- IX. Upcoming Facilities & Finance Committee Meetings
  - a. Friday, December 17, 2021
- X. Adjournment





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## Facilities and Finance Committee Meeting Minutes- DRAFT

**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, Jen L'Heureux

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 which Ms. L'Heureux stated that there was no actual specific driver and that it was more of a general



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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're 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 of right now, Ms. Carpino does have administrative access and it was recommended to change that



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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.

AAF CPA and the Board members then went into a breakout room at 9:05 a.m to further discuss the financials. 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. Ms. Carpino also stated that we also budgeted lower to be safe so we will see that trend all year that our



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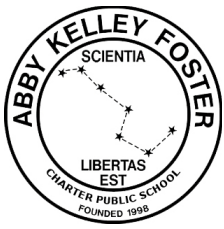
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revenue from state sources will be higher than the budgeted number. Ms. Carpino then explained that the expense for transportation would be significantly below the budgeted number because we have that three months of budgeted numbers, but we've only 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. Zagave-Ndiku seconded the motion. The meeting was adjourned at 9:40 a.m.



## ABBY KELLEY FOSTER CHARTER PUBLIC SCHOOL

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### **Facilities and Finance**

11-19-2021

#### **MS CAFE STAIRS:**

A new set of stairs are being installed from the cafe to the outside. The current set has rotted out.

#### **ES BASEMENT:**

The elementary school lower level is gutted and we are waiting for the next phase to start.

#### **PPE:**

We are fully stocked with PPE and have been filling orders daily. MEMA provided the school with a couple of pallets of products.

#### **SNOW:**

We are using F&D trucking this year for the snow removal. We will need to go out to bid after this year.

#### **SINKHOLES:**

I can report there are currently no sink holes on the property.



# IT Updates

(Finance and Facilities Meetings)

11/2021

- Last Month more common Issues
  - 163 issues were resolved
  - Top 3 categories
    - Printing (Consequence of Power outage and network configuration)
    - Chromebooks hardware replacements.
      - Working on policy/ accountability / insurance options for students/parents.
    - Projectors and bulbs reaching end of life
- Infrastructure
  - Identified devices, server roles, Inventory and subscriptions
    - We started replacing EOL Chromebooks (+500)
    - We will need to purchase +300 devices before Sep 2022
  - **Network upgrade Project**
    - More Access Points (Wi-Fi) were installed in the MS, ES and HS (but not functional yet but looking to have them ready soon)
    - Backordered items (05/22) (vendor looking for alternatives)
  - Currently creating update plan to update Servers, Laptops and Chromebooks
- Other Projects / tasks / completed
  - Emergency Cards were updated electronically
  - Panorama Integration (SEL) initial integration was completed and is up and running
  - A Network Administrator was hired
  - Recycling of decommissioned devices will begin soon, IT will start moving outdated/not usable technology to the HS warehouse space.
  - Identifying Speakers/Paging options for BRM spaces.



# Abby Kelley Foster Charter Public School

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## Facilities and Finance Committee Meeting Minutes

**Friday, November 19, 2021, 8:00 a.m. DIGITAL MEETING**

<https://akfcs-org.zoom.us/j/99770396221?pwd=ZndaMFpDRnQ5bjF1T2ZXemc5U1h5dz09>

**Meeting ID: 997 7039 6221 Passcode: 810330**

**By phone:** 1 929 205 6099 (New York) **Meeting ID:** 997-703-962-21

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

Board Members; Patrick Royce, *Chair*; Bibiche Zagabe-Ndiku; Celia Blue

AKF Staff: Heidi Paluk, Alisha Carpino, Mike Grennon, Gabriel Beltran, Michelle Vigneaux

Mr. Royce opened the meeting at 8:03 a.m. He asked the Committee to review the Meeting minutes from October 22, 2021. Upon their review, Mr. Royce asked for a motion to approve the minutes from the October 22, 2021 Facilities and Finance meetings. Ms. Zagabe-Ndiku made the motion, it was seconded by Mr. Royce with the updated correction: **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.** The minutes were then unanimously approved.

Ms. Carpino stated the budget is \$227K higher and contributes to the Student Opportunity Act (SOA). The number should stay the same throughout the year, 3%. Transportation expense is more accurate and federal funding is above the number. E-rate is approved for \$33K; looking to get 40 computers for the district.

Staffing cost is off - made changes to summer wage which is accrued from July and August.

There is a significant amount of subs and are keeping an eye on this. There is a federal grant for nurses that we are looking into. Benefits are still below budget because we budgeted higher for health insurance.

Financially we are doing well and see no red flags.



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Mr. Royce asked Ms. Carpino to explain the salary expense adjustment. She stated the teachers work 10 months and are paid for 12 months. The salary gets put into the FY21 budget and reverses in the FY22 budget. The salary budget is \$270K and is under 7%. We still need 1 full-time and 1 part-time staff member.

The teacher contract starts September 1 and used to be July 1 but if the teacher did not return at the beginning of the school year, we would have to chase them down to attempt to get the money returned.

Ms. Carpino stated the budgeted numbers for this year have room for extra money for experienced staff. There will be a 2% payout at the end of the year for staff. Ms. Carpino said the Salary Scale Committee is doing really well with lots of input. There are 2 members from each of the 3 schools.

A salary increase was done 2 years ago. There was not a salary increase this year but other things were done to compensate staff. The salary scale increase in 2019 was never documented and staff made mention of this.

Ms. Zagabe-Ndiku stated that this puts the BOT in an awkward position. She stated that you cannot make promises to staff and not follow through.

Ms. Paluk noted that this was overlooked by Administration and staff brought it to our attention. We did not know this document existed until we did some research and found this was done by the previous administration. This Administration left and no one knew the situation until it was brought up by staff.

Ms. Carpino said we are working to put a policy in place that the salary scale gets revisited every 3 years. She also stated that we are working to get closer to the WPS salary scale.

Ms. Blue mentioned there was a desire for the BOT to do an analysis for the salary scale in 2020.

Ms. Zagabe-Ndiku asked if the Finance Committee should set the salary budget for the next Executive Director.

Mr. Royce stated there should be a definitive salary range for the Executive Director. This was sent to the BOT for recommendations for a salary range?

Ms. Paluk asked what the concern was for the salary increase for staff as we are working on it. Ms. Zagabe-Ndiku stated again that we promised to have a salary increase for staff. She asked if this will be incremental and when will the number be comfortable for all staff.



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Ms. Carpino reiterated that we are looking at the salary scale and we are providing incentives for our staff.

Ms. Blue said it is our desire to fiscally move in a methodical way and make progress to get us closer to WPS and have a plan for this increase. Ms. Carpino said there will be a projection in the next couple of months for the salary scale.

Mr. Grennon gave a Facilities update - the Middle School stairs from the basement were rotting and have been replaced. There was a donation from MEMA with wipes, gloves, and masks. There are no sinkholes for now at the High School. The Elementary School basement is gutted and in a holding pattern with the insurance company.

Ms. Carpino said the statement of loss is a lot less than expected and we are only covered by a federal flood plan. Service Master cleaned and gutted the Elementary School. The covered amount is \$235,152 with an uncovered amount of 136K. No work has yet to be done on the rebuild as we will need to offset the difference. The Elementary School rebuild will need money. The Middle School - we are not sure what to do since this is a different situation than the ES.

Mr. Royce asked what the total cost would be for the flood damage at the ES. Service Master cost is \$235,152. A quote to rebuild would be \$280,153.00.

Ms. Zagabe-Ndiku asked about the Middle School basement damage. Ms. Paluk said no cleaning has been done. The space has been dehumidified, there is no standing water but there is residue and the space is not inhabitable. We do not have an approximate cost for both cleaning and rebuilding this space. We also need to figure out what to do with this space usage wide. The priority is to get the ES back to working condition.

Service Master did some work at the MS but nothing major. They quoted \$230,681 for servicing the MS basement.

Ms. Paluk said we did not receive a check from insurance yet because she did not approve the statement of loss and wanted a better understanding of the analysis and examination of the quotes. Patrick Royce asked if there was a timeline as to when this would be approved. Ms. Paluk said sooner than later and hopes to sign the paperwork by next week.

Mr. Gabriel Beltran gave an update for the IT Department. The status of the infrastructure is the main concern. There are power outages for network configuration and Chromebook issues. We need to supply



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computers for students and recommend policies for parents and students. The projectors and bulbs in the classrooms will need to be replaced. The bulbs for the projectors have a life span of 1500 hours. There are approximately 500 Chromebooks that need to be replaced; 300 Chromebooks were purchased on September 1, 2021, but will need to purchase 300 more.

Mr. Royce asked Mr. Beltran if we feel good about our equipment. Mr. Beltran said we are managing devices through Google and the iPads are more expensive and we should stick to the Chromebooks with work to be done with policies for both parents and students.

The network upgrade won't be completed until May due to supply chain issues and we are looking for an earlier solution in the meantime. He would like to use current switches and activate access spots and move forward on future projects. He has hired a Network Administrator and has 2 IT specialists and a data systems lead. We are looking to strategically place additional cameras throughout the schools. The cameras will be for recording purposes only so when an incident occurs we have the tape as backup. A Cloud-based system would be to our advantage as to not overload the system.

Ms. Blue asked if there was a certain number of years to retain the camera recording and Mr. Beltran stated that he will check into this concern.

Ms. Paluk noted we have had a few injuries, concussions and broken arms, some allergy issues, and a few ambulance calls. ALICE Training and Lockdown simulation occurred in October.

Mr. Royce called for a motion to adjourn the meeting. Ms. Zagabe-Ndiku made the motion. Ms. Blue seconded the motion. The meeting was adjourned at 9:32 a.m.



THE BYLAWS  
OF  
THE ABBY KELLEY FOSTER CHARTER PUBLIC  
SCHOOL, INC.  
A Massachusetts Charter School

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ARTICLE I  
NAME, SEAL AND OFFICES

1. NAME: The name of this Charter School (the "School"), shall be the Abby Kelley Foster Charter Public School, unless the name shall have been properly changed by vote of the Board of Trustees, and approved by the commissioner of elementary and secondary education (Commissioner), in compliance with the School's Charter and applicable law; and provided further that the words "charter school" shall always be part of the School's name.
2. SEAL: The seal of the School shall, subject to alteration by the Board of Trustees, consist of a flat-faced circular die with the word "Massachusetts," together with the name of the School and the year of the School's founding, cut or engraved thereon.
3. OFFICES: The location of the principal office of the School shall be 10 New Bond Street, Worcester, MA 01606, unless the same shall have been changed by vote of the Board of Trustees in accordance with the School's Charter and applicable law.

ARTICLE II  
SCHOOL PURPOSES

1. STATUTORY: The general purposes of the School shall be those set forth for Massachusetts Charter Schools in the General Laws of Massachusetts, chapter 71, § 89 (d), as follows (and as amended from time to time by legislative action): (1) to stimulate the development of innovative programs within public education; (2) to provide opportunities for innovative learning and assessments; (3) to provide parents and students with greater options in choosing schools within and outside their school districts; (4) to provide teachers with a vehicle for establishing schools with alternative, innovative methods of educational instruction and school structure and management; (5) to encourage performance-based educational programs; (6) to hold teachers and school administrators accountable for students' educational outcomes; and (7) to provide models for replication in other public schools.
2. CHARTER: The School shall have those more particular purposes that are set out in its Charter as the same may be amended from time to time.
3. MISSION STATEMENT: 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.

ARTICLE III  
BOARD OF TRUSTEES

1. POWERS: The School is a public school, and is managed by a Board of Trustees, which is itself a public entity and body that operates independently of any school committee, under a charter granted to it by the Massachusetts Board of Elementary and Secondary Education. All corporate powers shall be exercised by the Board of Trustees. The Trustees shall act only as a Board, and the individual Trustees shall have no power as such. The Board of Trustees shall hold the charter of the School and, at any time and from time to time, may, subject to such limitations and requirements as stated in Article V, of these Bylaws and as the Board may impose, delegate to any committee, officer or other person any one or more of its powers and authorities unless its doing so is prohibited or limited by any provision of law, regulations, or these Bylaws; and the Board of Trustees may at any time revoke any delegation so made. Unless the Board of Trustees shall have otherwise authorized or directed, no committee, officer or other person to whom it shall have delegated any power or authority shall have the authority to delegate the same to another.

In the fulfillment of the School's purposes, the Board of Trustees shall manage the School's financial affairs and, to that end, shall have sole authority to approve and oversee the School's annual budget. The Board of Trustees shall be regarded as a public employer for purposes of collective bargaining pursuant to G.L.c.150E, and for purposes of indemnification and tort liability pursuant to G.L. c. 258.

The Board of Trustees shall have authority to select, appoint, remove, direct, and evaluate only the Executive Director of the School. The Board shall neither engage in nor endeavor to exercise managerial authority over the day-to-day operations of the School.

In the exercise of its powers and in the making and implementing policies in furtherance thereof, the Board of Trustees shall fulfill its fiduciary responsibilities, including its duties of care and loyalty to the School; to the end that the School might achieve academic success, be and remain organizationally viable, fulfill the terms of its Charter and its mission; and, as may be required from time to time, secure the renewal of its Charter.

In the exercise of its powers and in the making and implementation of all policies in furtherance thereof, the Board of Trustees shall also act in conformity with all applicable provisions of state and federal law, including all regulations made thereunder, including but not limited to:

- a) Managing the School's financial affairs and overseeing the School's budget;



- b) Successfully completing the opening procedures process in accordance with G.L. c. 70, § 89; 603 CMR 1.00; and any guidelines issued by the Department of Elementary and Secondary Education (“the Department);
- c) Requesting the Commissioner’s appointment of any new Trustees and receiving that approval prior to any new Trustees beginning their service as members;
- d) Submitting timely annual reports;
- e) Submitting timely annual independent audit;
- f) Hiring, evaluating, and removing, if necessary, qualified personnel to manage the School’s day-to-day operations and holding these administrators accountable for meeting specified goals;
- g) Approving and monitoring progress towards meeting the goals of the School’s Accountability Plan;
- h) Adopting and revising School policies, including plans for student recruitment and retention;
- i) Responding to complaints in writing as required by 603 CMR 1.09; and
- j) Ensuring that members of the Board receive an orientation and training regarding their duties and obligations as members of a Board of Trustees.

2. **NUMBER OF TRUSTEES:** The Board of Trustees shall consist of not fewer than five (5) Trustees nor more than eleven (11) Trustees. The Board of Trustees, by majority, shall have the power to fix its own number and to elect Trustees as provided herein, subject to approval by the Commissioner of any Trustee when first so elected.

3. **ELECTION OF TRUSTEES:** In the election of persons to the office of Trustee, the Board of Trustees shall not discriminate against any candidate therefor on the basis of age, sex, sexual orientation, gender identity, race, color, national origin, ancestry, religion, creed, marital status, veteran status, genetic information, or disability for which a reasonable accommodation can be afforded.

The Board of Trustees or, if there be one, the Nominations Committee shall establish a means for electing (and re-electing) persons to serve as members of the Board of Trustees.

If at any time the total number of Trustees is fewer than that authorized by these Bylaws, the Trustees then in office may, at any annual, regular or special meeting, elect new trustees in a number sufficient to bring the total to that specified in the Bylaws. The provisions of Section 3 of this Article shall govern every such election.

In assessing the suitability of candidates for membership, the Board of Trustees will exercise due diligence with respect to potential conflicts of interest and areas of skill and expertise that will be of value to the board of trustees, such due diligence to occur prior to a vote by the Board of Trustees to request the Commissioner to appoint the proposed member(s). Prior to submitting a candidate to the Commissioner for approval, the Board of Trustees must determine that no financial interests under G.L. c. 268A exist, should the candidate be appointed, that may preclude a majority of the Board from participating in deliberations or voting on certain matters within the scope of the Board's authority.

4. TRUSTEE TERMS: Subject to the provisions of these Bylaws, each Trustee shall serve for a term of three years, not including a partial term the Trustee may be appointed to serve, and until his or her successor is elected or until he or she fails of re-election. A person shall serve as a Trustee for no more than four consecutive three-year terms. The Board may allow terms less than three years after reviewing compelling reasons presented by a prospective Trustee.

5. VACANCIES: Any vacancy in the Board of Trustees created by the departure, including by the death, removal or resignation, of one or more Trustees may be filled for the unexpired portion of the term by vote of a majority of the Trustees then in office. In the case of a vacancy created by an increase in the authorized number of Trustees, the vacancy may be filled for an initial term of not more than three (3) years, as the Board of Trustees shall determine. Any Trustee elected to fill a vacancy shall hold office until the expiration of the term fixed pursuant to this Section 5 and otherwise in accordance with Section 4.

6. COMPENSATION AND EXPENSES: The members of the Board of Trustees shall receive no compensation for their services as Trustees; however, nothing in this provision shall be construed to prevent the reimbursement of expenses reasonably incurred in the course of providing such services.

7. RESIGNATION OF TRUSTEES: Any Trustee may resign from the Board of Trustees by delivering a written notice of resignation to the Chair, to the Clerk, or to a meeting of the Board of Trustees.

8. REMOVAL OF TRUSTEES: Any Trustee may be removed, with or without cause, by the affirmative vote of two-thirds of the members of the Board of Trustees then in office at any annual or regular meeting or at any special meeting called for that purpose. Any person proposed to be removed as a Trustee shall be entitled to at least seven (7) days' notice in writing by mail of the meeting of the Board of Trustees at which such removal is to be voted upon and shall be entitled to appear before and be heard by the Trustees at such meeting.

#### ARTICLE IV MEETINGS OF THE BOARD OF TRUSTEES

1. FREQUENCY OF MEETINGS: All meetings of the Board of Trustees must be held in Massachusetts and occur at least quarterly.
2. OPEN MEETING LAW: Meetings of the Board and its committees will comply with the open meeting law, G.L. c. 30A, §§ 18-25 and the regulations, guidance, and directives of the Office of the Attorney General including but not limited to, training, notice of meetings, and conducting executive sessions.
3. QUORUM: At all meetings of the Board of Trustees, a majority of the Trustees then in office shall be necessary and sufficient to constitute a quorum for the transaction of business.
4. VOTING: The act of a majority of the Trustees present at any meeting at which there is a quorum shall be the act of the Board of Trustees, except as may be otherwise specifically provided by law, by Charter, or by these Bylaws. Whether or not a quorum is present, any meeting may be adjourned from time to time by a majority of the votes cast upon the question, without notice other than by announcement at the meeting, and without further notice to any absent Trustee.

Nothing in these Bylaws shall be deemed to permit any member of the Board of Trustees to cast any vote by proxy or, being physically absent from the meeting, by telephone or other electronic device.

1. ANNUAL MEETING. There shall be an annual meeting of the Board of Trustees for the purpose of electing officers of the Board of Trustees and for the purpose of transacting such other business as may be required by law, these Bylaws or the School's Charter or as may properly come before the meeting. The annual meeting shall be held each year at the principal office of the School without call or formal notice in the month of June. The annual meeting may be held, with notice, at an alternate location, or on an alternate date in June, as established by the Board of Trustees. If an annual meeting is not held, the Chair or any two (2) Trustees shall call a special meeting of the Board of Trustees for such purpose.
2. REGULAR MEETINGS. Regular meetings of the Board of Trustees shall be held at least quarterly at the principal office of the School and/or at such times and at such places as the Board may from time to time determine.
3. SPECIAL MEETINGS. The Chair of the Board may call and, upon a written request to the Board Chair or Clerk that is addressed to them and signed by any two (2) or more Trustees, shall call a special meeting of the Board of Trustees. Reasonable notice, stating the time, date and place of said meeting and the purpose therefor, shall be given to each Trustee by the Clerk, or, in the case of the death, absence, incapacity or refusal of the Clerk, by the Chair or by the two (2) or more Trustees calling the meeting. Notice to a Trustee of a special meeting shall be deemed to be sufficient if sent by mail at least three (3) days prior to such meeting, addressed to him at his usual or last known business or residence address, or by facsimile, telegram or e-mail at least twenty-four hours before the meeting, or if given in person, either by telephone or by handing him a written notice at least

twenty-four hours before the meeting. A special meeting may be held at any time without call or formal notice, provided the Trustees are either all present or waive notice thereof before or after the meeting by a written waiver that is filed with the records of the meeting.

4. NOTICE OF MEETINGS. Unless otherwise specified in these Bylaws, notice of the time, date and place of all meetings of the Board of Trustees shall be served, either personally, by-e-mail, or by mail, not less than seven (7) nor more than thirty (30) days before the meeting upon each person who appears in the records of the School as a Trustee, and, if mailed, such notice shall be directed to each Trustee at his or her address as it appears in the records of the School unless he or she has filed with the Clerk a written request that notices be mailed to the address designated in such request.
5. WAIVER OF NOTICE. Whenever notice of a meeting is required, such notice need not be given to any Trustee if a written waiver of notice, executed by him/her before or after the meeting, is filed with the records of the meeting, or to any Trustee who attends the meeting without protesting the lack of notice prior to the meeting or at the start of the meeting. A waiver of notice must clearly identify the meeting but need not specify the purposes of the meeting.
6. RECORD OF MEETINGS. A detailed and accurate record of every meeting shall be made and kept as required by the Open Meeting Law.
7. REMOTE PARTICIPATION IN MEETINGS. A member of the board of trustees may participate remotely in a meeting provided that such participation complies with the requirements of 940 CMR 29.10 including, but not limited to, meeting the permissible reasons for remote participation.
8. EXECUTIVE SESSIONS. The Board may hold executive sessions only in compliance with G.L. c. 30A, 2 and the regulations promulgated thereunder.

## ARTICLE V COMMITTEES AND AGENTS OF THE BOARD

1. COMMITTEES OF TRUSTEES: The Board of Trustees, by vote of a majority of the Trustees then in office, may at any time elect from the Board of Trustees such standing and ad hoc committees as the Board deems appropriate for the purpose of discharging its responsibilities, including an Executive Committee, Education Committee, Finance Committee and/or one or more other committees. Each such committee shall have a written statement of purpose, role and scope of authority, as shall have been approved by the Board of Trustees. The Board may from time to time designate or alter, within the limits permitted by this Section, the duties and powers of such committees or change their membership, and may at any time abolish such committees or any of them.

Any committee shall be vested with such powers as the Board of Trustees may confer on it in the vote establishing such committee or in a subsequent vote of a majority of the Trustees then in office;

provided, however, that no such committee shall have any power prohibited by law or the Charter, nor shall any such committee have the power to change the principal office of the School; to amend or authorize the amendment of the Charter or these By-Laws; to elect any officers required by law, the Charter, or these By-Laws to be elected by Trustees; to fill vacancies in any such office; to fill vacancies in the Board of Trustees; to remove officers or Trustees from office; to authorize the sale or other disposition of the property and business of the School; to authorize the liquidation or dissolution of the School; to incur substantial indebtedness; to adopt the annual budget; or to take any actions which require by law the vote of the Board of Trustees. The absence of any particular power in the foregoing recitation of powers denied to committees of the Board of Trustees shall not be construed to permit the Board of Trustees to grant to any committee any power or authority in violation of any provision of law, the School's Charter or these By-Laws.

Each member of a committee shall hold office until the next annual meeting of the Board of Trustees (or until such earlier time as the Board of Trustees may determine), or until he or she sooner dies, resigns, is removed, or becomes disqualified by ceasing to be a Trustee, or until the committee is sooner abolished by the Board of Trustees.

A majority of the members of any committee, shall constitute a quorum for the transaction of business, but any committee meeting may be adjourned from time to time by a majority of the votes cast upon the question, whether or not a quorum is present, and the meeting may be held as adjourned without further notice. Each committee may make rules not inconsistent with these Bylaws for the holding and conduct of its meetings, but unless otherwise provided in such rules its meetings shall be held and conducted in the same manner, as nearly as may be, as is provided in these Bylaws for meetings of the Board of Trustees. The Board of Trustees shall have the power to rescind any vote or resolution of any committee; provided, however, that no rights of third parties shall be impaired by such rescission.

2        EXECUTIVE COMMITTEE: At the discretion of the Board of Trustees as it determines necessary in order to facilitate the functioning of the Board of Trustees, the Board shall authorize as a standing committee an Executive Committee of the Board comprised of trustees: the Board Chair, the Vice Chair, the Clerk and the Treasurer of the Board. The Chair of the Board shall chair this committee.

The Executive Committee also shall have the responsibility to oversee the executive director's annual performance evaluation and will present its evaluation and recommendation for action by the Board in accordance with the Board's standing policies and procedures. In the absence of an ad hoc nominating committee elected by the board, the executive committee shall serve as the nominating committee for future board members. The committee shall encourage nominations or applications from parents of students currently attending the school and subject matter experts and community leaders where appropriate.

The Executive Committee shall convene when called by the chair or by any two members of the committee. In the event of a permanent or temporary vacancy on this Committee of the Board Vice Chair, Treasurer or Clerk, the remaining members of the Executive Committee shall appoint a replacement from among the other members of the Board to fill that position until a replacement is elected to office or becomes available.

3. EDUCATION COMMITTEE: *The education committee monitors the academic programming of the school. The Chair of the Education Committee shall be appointed by the Board Chair.*

4. FINANCE & FACILITIES COMMITTEE: *The Finance and Facilities Committee works with the executive director and business manager to create the upcoming fiscal year budget, presenting budget recommendations to the board, monitor the implementation of the approved budget on a regular basis and recommend proposed budget revisions, and recommend to the Board appropriate policies for management of the charter school's assets. In addition, the Committee is responsible for monitoring the school facility and make recommendations regarding maintenance and facilities. The Finance and Facilities Committee shall be chaired by the Treasurer. In the absence of a Treasurer, the Board Chair may appoint an interim Finance and Facilities Chair.*

5. AGENTS: The Board of Trustees shall appoint a chief executive officer, however styled, and may appoint such other agents and employees as the Board deems appropriate for the discharge of its responsibilities. The Board of Trustees, at any time and from time to time, subject to such limitations and requirements as it may impose, delegate to any such agent or employee any one or more of its powers and authorities unless doing so is prohibited or limited by any provision of law, the School's Charter or these Bylaws. The Board of Trustees may at any time revoke any delegation so made. A written statement of the duties, role and scope of authority of each such agent or employee shall be approved by the Board of Trustees at the time of any such appointment. The Board may from time to time designate or alter, within the limits permitted by this Section, the duties, role and powers of such agents and/or employees and may at any time abolish such agents' or employees' role or discharge any of them.

No agent or employee shall have any power prohibited by law or the Charter, nor shall any agent or employee have the power to change the principal office of the School; to amend or authorize the amendment of the School's Charter or these Bylaws; to elect any officers required by law, the Charter, or these Bylaws to be elected by the Board of Trustees; to fill vacancies in any such office; to fill vacancies in the Board of Trustees; to remove officers or Trustees from office; to authorize a sale or other disposition of the property and business of the School; to authorize the liquidation or dissolution of the School; to incur substantial indebtedness; to adopt the annual budget; or to take any actions which require by law the vote of the Board.

The Board of Trustees shall have the power to rescind any action taken by any such agent or employee; provided, however, that no rights of third parties shall be impaired by such rescission.

6. BOND: Any Trustee, agent or employee of the School may be required, as and if determined by the Board of Trustees, to give bond for the faithful performance of his or her duties in such amount and on such terms as the Board of Trustees may from time require.

ARTICLE VI  
OFFICERS, OTHER MATTERS

1. OFFICERS: The officers of the School shall be a Chair of the Board, a Vice Chair of the Board, a Treasurer, and a Clerk and such other officers as the Board of Trustees may, in its discretion, elect. Subject to law, to the School's Charter, and to the provisions of these Bylaws, each officer shall have, in addition to the duties and powers herein set forth, such duties and powers as the Board of Trustees may from time to time prescribe.

The Chair of the Board, the Vice Chair of the Board, the Treasurer, and the Clerk shall be elected annually by the Board of Trustees at its annual meeting following the election of Trustees. Such other offices of the School as may be created in accordance with these Bylaws may be elected at such meeting, or at any other regular or special meeting, by vote of a majority of the Trustees then in office.

Each officer shall hold office until the next annual meeting of the Board of Trustees, or until he or she sooner dies, resigns, is removed, or becomes disqualified.

Any officer of the School may be required, as and if determined by the Board of Trustees, to give bond for the faithful performance of his or her duties in such amount and on such terms as the Board of Trustees may from time to time require.

2. CHAIR OF THE BOARD: The Chair of the Board shall be a member of the Board of Trustees and shall preside at its meetings. He or she shall also serve as the chair of the Executive Committee, if any. He or she shall keep himself or herself informed of the administration of School affairs, shall counsel, advise and confer with other officers of the School, and shall perform such other duties as may from time to time be assigned to him or her by the Board of Trustees.

3. VICE CHAIR OF THE BOARD: The Vice Chair of the Board shall be a member of the Board of Trustees. He or she shall preside at its meetings in the absence of the Chair and perform the duties of the Chair in the event of his or her incapacity for a period of two months or longer. He or she shall provide such assistance as the Chair may request in the performance of his or her duties.

4. TREASURER: The Treasurer shall be a member of the Board of Trustees. The Treasurer shall have such duties and powers as are commonly incident to the office of a corporate treasurer and such other duties and powers as may be prescribed from time to time by the Board of Trustees. The Treasurer shall serve as Chair of the Finance or Budget Committee, if any, and shall otherwise serve as the key leader of the Board on all policy pertaining to financial matters. He or she shall ensure that all Trustees regularly receive from the administration of the School appropriate and comprehensible financial statements that

include comparisons of revenues and expenditures with both the approved annual budget and the preceding fiscal year for the same time periods. The Treasurer shall ensure that other financial reports, including those for special or major Board-approved expenditures, investments and annual or special audits, are provided to all Trustees in a timely manner for review and discussion, as appropriate. The Treasurer shall be responsible to and shall report to the Board of Trustees and can preside at Board meetings in the absence of the chair, if a Vice Chair position is not appointed.

5. CLERK: The Clerk shall be a member of the Board of Trustees and have charge of such of the School's books, records, documents, and papers as the Board of Trustees may determine. He or she or someone designated to act on his or her behalf shall attend and keep the minutes of all of the meetings of the Board of Trustees and of its committees. He or she or someone designated on his or her behalf shall keep a record containing the names of all persons who are Trustees of the School, showing their places of residence, e-mail addresses and telephone numbers and shall notify the Trustees of meetings in accordance with these Bylaws. In the absence of the Clerk from any meeting, a temporary clerk may be chosen by vote of the Trustees present at such meeting. Unless the Board of Trustees shall otherwise require, the Clerk or, in his or her absence, the temporary or assistant clerk, if any, shall have custody of the corporate seal and be responsible for affixing it to such documents as may be required to be sealed.

The Clerk shall have such other duties and powers as are commonly incident to the office of a corporate clerk, and such other duties and powers as may be prescribed from time to time by the Board of Trustees or by the Chair of the Board.

6. RESIGNATIONS: Any officer of the School may resign at any time by delivering written notice thereof to the Chair of the Board, to the Clerk, or to a meeting of the Board of Trustees.

7. REMOVALS: The Board of Trustees may, by affirmative vote of two-thirds of the members of the Board of Trustees then in office, remove from office the Chair of the Board, the Clerk, the Treasurer or any other officer of the School with or without cause at any annual or regular meeting or at any special meeting called for the purpose. Any Officer proposed to be removed for cause shall be entitled to at least seven (7) days' notice in writing by mail of the meeting of the Board of Trustees at which such removal is to be voted upon and shall be entitled to appear before and be heard at such meeting.

8. VACANCIES: If any office becomes vacant, the Board of Trustees may elect a successor or successors by vote of a majority of the Trustees then in office. Each successor Officer shall hold office for his or her predecessor's unexpired term or until he or she sooner dies, resigns, is removed or becomes disqualified.

9. COMPENSATION AND EXPENSES: Officers shall receive no compensation for their services as officers; however, nothing in this provision shall be construed to prevent the reimbursement of expenses reasonably incurred in the course of providing such services.



ARTICLE VII  
INDEMNIFICATION

1. Generally. The School shall, to the extent legally permissible under M.G.L. c. 258, indemnify each person who serves or who has served at any time as a member of the Board of Trustees (collectively, "Indemnified Officers" or individually, "Indemnified Officer"), against and for any and all certain threatened or pending claims or administrative or judicial proceedings to which he or she may be or become subject by reason of his or her service as a member of the Board of Trustees; provided, however, that such Indemnified Officer acted (i) within the scope of their role as a member of the Board of Trustees, (ii) in good faith, and (iii) in the reasonable belief that their actions were in the best interests of the School, and further provided, that any such Indemnified Officer cooperates with the School in defending against any threatened or pending claim or administrative or judicial proceedings. Indemnification shall not be provided if not permitted under M.G.L. c. 258, § 9, and shall not be provided if such Indemnified Officer acted in a grossly negligent, willful, or malicious manner.

2. Expenses. Indemnified Officers shall be indemnified against all expenses and liabilities permitted under M.G.L. c. 258, § 9, including counsel fees, in an amount not to exceed \$1,000,000 arising out of any claim, action, award, compromise, settlement or judgment, as provided in and consistent with M.G.L. c. 258, § 9 and these By-Laws.

3. Advances; Repayment. Such indemnification may, to the extent authorized by the Board of Trustees, include payment by the School of expenses, including attorneys' fees, reasonably incurred in defending a civil or criminal action or proceeding in advance of the final disposition of such action or proceeding, upon receipt of an undertaking by the Indemnified Officer to repay such payment if not entitled to indemnification under M.G.L. c. 258 or this Article, which undertaking may be accepted without regard to the financial ability of such Indemnified Officer to make repayment.

4. Authorization. The payment of any indemnification or advance shall be conclusively deemed authorized by the School under this Article, and each trustee approving such payment shall be wholly protected, if:

- a. the payment has been approved or ratified by a majority vote of the trustees who are not at the time parties to the proceeding; or
- b. the action is taken in reliance upon the opinion of independent legal counsel (who may be counsel to the School) appointed for the purpose by vote of the trustees in the manner specified in subparagraph (i) or, if that manner is not possible, appointed by a majority of the trustees then in office; or
- c. a court having jurisdiction shall have approved the payment.

5. Sovereign Immunity. Nothing in this Article VII shall be construed to constitute a waiver of the School's sovereign immunity as a state entity

ARTICLE VIII  
INSURANCE

Subject to applicable provisions of law, including the provisions of chapter 258 of the General Laws, the Board of Trustees of the School shall purchase and maintain insurance on behalf of any person who is or was a Trustee, Officer, or employee of the School, or is or was serving at the request of the School as director, officer, trustee or employee of another school, partnership, joint venture, trust or other enterprise in which the School directly or indirectly owns an interest or of which it is a creditor, against any liability asserted against him or her and incurred by him or her in any such capacity, or arising out of his or her status as such, whether or not the School would have the power to indemnify him against such liability under the provisions of these bylaws.

ARTICLE IX  
INTERESTED TRUSTEES AND OFFICERS

Persons holding the position of Trustee are special state employees within the meaning of the State Ethics Statute as codified at Massachusetts General Law chapter 268A. Trustees will comply with the Commonwealth's state ethics requirements including, but not limited to, meeting all training requirements; complying with G.L. c. 268A, the conflict of interest law; filing all required disclosures under G.L. c. 268A; and filing all statements of financial interest in a timely fashion as required by G.L. c. 71, § 89(u). Trustees shall disclose to the State Ethics Commission, the Department, and the Worcester city clerk any financial interest or business transactions in which they or a member of their immediate family have in any charter school in Massachusetts or elsewhere. Such disclosure shall be made within thirty (30) days of joining the Board and by September 1 of each year in which the Trustee served on the Board. Failure to comply with state ethics requirements may result in removal of individual board members by the board of trustees or by the Commissioner. G.L. c. 71, § 89(u); 603 CMR 1.06(2)(e).

ARTICLE X  
EXECUTION OF PAPERS

Unless the Board of Trustees shall authorize or direct the execution thereof in some other manner, all deeds, leases, transfers, contracts, proposals, bonds, notes, checks, drafts, and other obligations made, accepted or endorsed by the School shall be signed or endorsed on behalf of the School by the Chair of the Board or the Treasurer or their designees.

ARTICLE XI  
FISCAL YEAR

The fiscal year of the School shall be from the first day of July through the last day of June 30 of the following calendar year.

## ARTICLE XII COMPLAINT POLICY

1. A parent, guardian, or other individuals or groups who believe that the charter school has violated or is violating any provision of M.G.L. c. 71, § 89, or 603 CMR 1.00 may file a complaint with the Board of Trustees. The Board of trustees shall respond in writing to the complaining party no later than 45 days from receipt of the complaint.
2. The Board of Trustees shall, in response to a complaint received under 603 CMR 1.09, or upon its own initiative, conduct reviews to ensure compliance with M.G.L. c. 71, § 89, and 603 CMR 1.00. The Board may delegate review and investigation of the complaint to a committee of the Board, which shall timely investigate and recommend to the Board a response to the complaint. The charter school and the specific individuals involved shall cooperate to the fullest extent with such review.
3. A complaining party who believes the complaint pursuant to 603 CMR 1.09(1) has not been adequately addressed by the Board of Trustees may submit the complaint in writing to the Commissioner.
4. A parent, guardian, or other individuals or groups who believe that a charter school has violated or is violating any state or federal law or regulation regarding special education may file a complaint directly with the Department.

## ARTICLE XIII AMENDMENTS

Subject always to such approval as may be required to be given by the Commissioner, the Board of Trustees may, by a two-thirds vote of the Trustees then in office, alter, amend or repeal these Bylaws, in whole or in part, at any meeting the notice for which includes notice of the proposal to alter, amend or repeal these Bylaws.