



# Abby Kelley Foster Charter Public School

10 New Bond Street Worcester, MA 01606  
Phone: (508) 854-8400 Fax: (508) 854-8484  
www.akfcs.org

## Board of Trustees Meeting Agenda-DIGITAL

Wednesday, September 22, 2021, 6:30 p.m.

<https://akfcs-org.zoom.us/j/97958691951?pwd=Tk0zcU9EM1B0N2RuRU90Nm1oZXFUZz09>

**Meeting ID:** 979 5869 1951 **Passcode:** 320725

**By phone:** +1 929 205 6099 **Meeting ID:** 979 5869 1951

**APPROVED**

9.20.21 10:20 am  
City of Worcester, MA

I. Call to Order- 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 August 25, 2021

a. **Motion:** To accept the Meeting Minutes from August 25, 2021

V. Interim Executive Director Report- Ms. Paluk

VI. Committee Updates

a. Facilities and Finance Committee Update- Mr. Royce

b. DEI Committee Update- Ms. Yarnie

c. Education Committee Update - Ms. Vernon

i. **Motion:** To approve the Enrollment Policy to include Wachusett School District as part of Abby Kelley's Charter Region.

VII. Governance Update- Mr. Royce/Ms. Vernon

a. Bylaws Discussion/Update

i. **Motion:** To approve the Bylaws which were created in consultation with DESE.

VIII. ED Search Committee- Ms. Blue

a. **Motion:** To appoint/approve a Board of Trustees Member as Chair of the ED Search committee

b. **Motion:** To approve the scope of work of the ED Search Committee

c. **Motion:** To be considered contingent upon discussion

IX. Upcoming Board/ Committee Meetings

a. **Education Committee-** Friday, October 8, 2021, 8:00 a.m.

b. **Educational Foundation Committee -** Monday, October 18, 2021, 5:30 p.m.

c. **Facilities and Finance Committee-** Friday, October 22, 2021, 8:00 a.m

d. **Board of Trustees Meeting-** Wednesday, October 27, 2021, 6:30 p.m.

X. Adjournment

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

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List of Documents Included:

1. Facilities & Finance  
Committee Packet
  - a. Capital Plan Draft
2. Education Committee  
Packet
  - a. IB Test/Audit  
Presentation
  - b. Enrollment Update-  
Draft
  - c. Amendment Request  
Sheet
3. Bylaws



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## Board of Trustees Meeting Agenda Minutes- DRAFT

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<https://akfcs-org.zoom.us/j/96720971137?pwd=RVAYZnM5ZHNoUUN3Tmp2SVBMeXJRZz09>

Passcode: 824264

By phone: 1-929-205-6099 Webinar ID: 967 2097 1137

The Meeting was Called to Order by Celia J. Blue, Board Chair at 6:35 p.m. Attendance was taken and is recorded as follows:

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

**Staff in attendance:** Heidi Paluk, AnnMarie Little, Dr. Carolyn Cole, Amelie Cabral, Alisha Carpino, Kelly Gould, Amy Puliafico, Christopher Kursonis

**Guest in attendance:** Leslie Niar- Promise54

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

Ms. Blue asked for a motion to accept the June 23, 2021 meeting minutes. Ms. Zagabe-Ndiku made the Motion, it was seconded by Ms. Yarnie. The Board approved the minutes from June 23, 2021.

Ms. Blue noted that the last meeting had a packed agenda and the minutes captured what was discussed well.

Ms. Blue opened the meeting with the Interim Executive Director report by Ms. Paluk. Ms. Paluk began by explaining that Abby Kelley Foster Charter School had to postpone the opening of school by one day. Ms. Paluk explained that last Thursday, August 19, 2021, we experienced a flash flood due to a storm in Worcester. Although most of the AKFCS campus was impacted, the Elementary School suffered the most significant damage. Ms. Paluk explained that Hurricane Henri was predicted to impact us on Sunday and Monday (August 22-23), calling for more rain and possible flooding. Since the AKFCS staff were scheduled to return on Monday, August 23 for professional development, and not knowing what condition the school facilities would be in, she made the difficult decision to protect staff safety and delay school by one day. Ms. Paluk was happy to report that additional flooding did not happen on Sunday or Monday, and all staff arrived on Tuesday morning. School will open for the FY 21-22 school year (tomorrow), Thursday, August 26, 2021

Ms. Paluk explained that we are opening school again with the second year of CoVID and as such, we need to ensure there are proper protocols in place. Ms. Paluk stated that in addition to all the mitigation strategies we employed last year (everyone wearing masks, hand sanitizing, frequent cleaning, air circulation/purification, and social distancing when possible), AKFCS would be working with CIC Health (a vendor from the state) to conduct various models of in-school testing. Ms. Paluk stated that we hope to get the majority of consent from

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parents and staff, and informed everyone to look for more information about that. Ms. Paluk explained that it will be difficult to adhere to social distancing but that we would do our best. Ms. Paluk explained that there is no social distance mandate from CDC, DPH or DESE so it is not a compliance matter, but rather a best practice.

Ms. Paluk stated that she spoke to families and staff last week via Zoom. She also attended a panel discussion sponsored by a local church. She is trying to convey as much information about AKFCS protocols in place to calm fears/concerns held by families and students. Ms. Paluk explained that some students have not been back to school and/or out in the community for 18 months and that this is a big adjustment for them. Ms. Paluk stated that no staff had given pushback regarding wearing masks. Ms. Blue inquired about whether there was any pushback about the mask mandate from parents. Ms. Paluk stated that there was no big pushback; there were a few concerns from parents regarding the length of time their students would be wearing masks. Ms. Paluk stated that she did explain the decision and they understood the difficult decision the school was in; she reiterated there would be frequent mask breaks as well as while the students are outside or eating to help the fact they had to wear masks. Ms. Paluk stated that she was grateful that our entire AKFCS community wants to be safe and recognizes what we have to do to keep our students and staff healthy.

Mr. Royce inquired about vaccinations and if there was anything coming from the governor or DESE regarding mandates. Ms. Paluk stated that there was nothing that she was aware of regarding mandates for vaccinations.

Ms. Paluk explained that a mask mandate did go through from DESE just this week and that the school's population has to be at a vaccine rate of 80% or greater to pull back on masks on October 1st. Ms. Paluk explained that anecdotally, our staff is probably at 80%, but our student population is around 50%. Mr. Royce inquired about how that information was provided and Ms. Paluk explained that the Nurses have access to immunizations through the state database as part of their job requirements.

Ms. Blue then opened the floor for the different committee updates. Mr. Royce began with the Facilities and Finance Committee update. Mr. Royce explained that the committee met last Friday and Mr. Brian Snow (Licensed Site Professional from OHI) attended to brief the group on environmental testing and clean up. Mr. Royce explained that at this point in time we are slightly ahead of schedule and under budget regarding the ongoing soil clean up at the High School. Mr. Royce gave background information for those new to the Board and explained that this project goes back a few years and connects to some remediation from a neighboring

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business. Mr. Royce explained that according to Mr. Brian Snow, there are no issues right now and they will continue to check, monitor and lead all testing for the foreseeable future. Mr. Grennon shared more information about the elementary school flooding which Ms. Paluk briefed everyone on earlier in the meeting. Mr. Grennon explained that his team has been very busy throughout the summer getting everything ready.

Mr. Royce then shared that Alisha and her team were hoping to finish up the audit and that for the year-end, we have a surplus of \$750,000 for the year. Mr. Royce explained that compared to prior years, that is a significant surplus, especially given the additional CoVID expenses incurred.

Ms. Blue inquired about the follow-up for the environmental issues. Mr. Royce explained that in total this is a 15-20 year process and that after 10 years, things should just be in a monitoring phase. Mr. Royce explained that this includes monitoring and testing air/soil samples at least once a year (down from 4 times now) to ensure everything is in compliance. There were no additional questions.

Ms. Blue presented the DEI update. Ms. Blue tabled the DEI Committee motion to approve the DEI Charter so everyone had time to review the document. Ms. Blue stated that there would be an orientation on September 2, 2021 for new Committee members and that going forward the Committee would be meeting on the 2nd Tuesday of each month. There were no additional questions.

Ms. Vernon shared the update on the Education Committee. Ms. Vernon explained that the DESE Core Site visit report from May 2021 was discussed. Ms. Vernon explained that this was a different version of the visit as DESE was not able to come into the school to see classrooms and/or interview staff in person. Ms. Vernon stated that 4 out of 9 areas in which we are rated, we met in 3 and partially met in school climate and family engagement. Ms. Vernon explained that the AKFCS Mission Statement came up repeatedly and we would likely bring that up for discussion before our charter renewal application in August 2022.

Ms. Vernon explained that the Annual Report is submitted to DESE each year and that it is a template where we report out what we have done since the last report was submitted. Ms. Vernon explained that it does not leave much room for new information and/or initiatives. AKFCS Annual Report was accepted and approved by DESE with a few minor edits (ie: dates of budget approval by Board of Trustees.)

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Ms. Vernon stated that Dr. Cole gave a presentation of the Districts Social Emotional Learning (SEL) plans going forward and explained that this year will lay the groundwork for a District-wide approach with a focus on Tier 1 SEL interventions for all students. Ms. Vernon stated that teachers would be receiving professional development and that the SEL screening would be happening three times a year (October, January, April) and we may be using Panorama as a survey and SEL tool.

Each principal gave an update on how things would be different this year compared to next year. Mr. Kursonis said things would be back to normal (prior to COVID) and Ms. Puliafico stated that the Middle School would have clubs and activities again and there would be opportunities to work in small groups in the classroom. Ms. Gould said it would be great to have all students back but for our Kindergarten and first grade, some of them have never been in a classroom.

Ms. Zagabe-Ndiku asked what the timeline for the SEL screening was. It was explained that there were three assessments per year and that there are no set dates yet. It was also explained that we were still evaluating what assessment tool would be used, how we would time it with the DEI survey, ensuring we are not overwhelming families as we seek information. Ms. Zagabe-Ndiku asked if the nurses are involved in the process regarding SEL support, especially when it comes to mental health. Ms. Vernon stated that all staff would be involved and that older students would do a self-assessment and younger students would be assessed by a staff member and/or families. Dr. Cole stated that she was currently in the works to get the surveys they would be using. Dr. Cole stated that in Grade 3 and under, those assessments are completed by the teacher and families and that in Grades 4 and up, they are self-assessments. Dr. Cole stated that we would use other data such as attendance. Dr. Cole stated that the nurses are involved if the data shows they are involved (trips to the nurse's office) and that she would then analyze the data and provide recommendations.

Ms. Zagabe-Ndiku then asked if interventions would be in-house or outside. Dr. Cole shared that all interventions would be in house. Dr. Cole also stated that Guidance may take a social group and that Tier 2 may be more one-on-one counseling (all done by in-house staff). Dr. Cole also explained that the intervention becomes more intensive as you move up those tiers and that there is always family outreach.

Mr. Royce asked those of us who were interviewed by DESE this year about the hot button items. Related to school performance and discipline, Mr. Royce inquired about whether we have talked about having regular

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updates with certain areas that are picked up on by DESE. Ms. Paluk explained that we have mapped out a year of content so as things are released we will bring that to the Educational Committee. Ms. Paluk stated that for example, iReady results will be shared to show the comparison from last spring to this fall. Ms. Paluk explained that we have clear agenda topics of what information will be shared and when. Ms. Paluk explained that discipline data took a large focus over the 2 days of DESE interviews, but overall our discipline is still low compared to the state and there was only one sub-group that was slightly high.

Ms. Blue recommended that the Board receive a regular report on discipline. Ms. Paluk explained that in the students w/ disability sub-group, there was one incident that included multiple students who have IEPs. That created a shift in the numbers and this is something we will monitor going forward. We will share out on a regular basis when discipline data is available. Ms. Blue asked if anyone had questions; there were none.

Ms. Blue provided the Governance update and introduced Ms. Leslie Niar from Promise54. Ms. Blue stated that she set the foundation and goal which was to develop a search committee and that Ms. Leslie Niar is here to provide feedback and answer questions. Ms. Blue stated that several months ago, the Board did their due diligence to choose a search firm; the Board selected Promise 54. Ms. Blue stated that initially, the Board planned to start the search last school year, but that was postponed due to the pandemic. The Board stated they would conduct the search in the Fall of 2021. Ms. Blue asked Ms. Niar to revise the dates in the plan and update the Promise54 scope of work. Ms. Blue stated that the framework will help the Board to develop the initial deliverables and ends with the Board taking over interviews and final decisions.

Ms. Blue then turned it over to Ms. Niar to add additional information. Ms. Niar stated that she is a founding partner at Promise54 and that this firm does all its work in the educational space. Ms. Niar stated that she has been focusing on educational space for approximately a decade and that their search firm is focusing on equality and inclusion, and ensuring the location is a good place to work. Ms. Niar stated that small network charter schools are a field of interest for her and that she was excited to be working with the school, and noted the DEI work, as well as the curriculum work the school is currently working on. Ms. Niar stated the work that happened at the front end of the search is some of the most important work of the search (stakeholder engagement; buy-in and support). Ms. Niar explained that the Executive Director position description is a marketing piece and that the company wants to get to know us well enough to ensure they are putting together a





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quality position description. Ms. Niar explained that once the company knows what the school is looking for, the company will create a rubric that identifies the competencies that the school is looking for.

Ms. Niar explained that this will help the Board reach a consensus and then, the company will launch the position description, do some advertising, and will reach out to some applicants they feel would be a good fit. Ms. Niar explained that they will actively pursue the involuntary market and will sell AKFCS to applicants and will be speaking with the Board as this is happening. Ms. Niar explained that talent is tight, so we will have to be smart and thoughtful about why a candidate may want to join the organization.

The floor opened up for questions. Dr. Park inquired about what the market is like since Ms. Niar said the talent was tight. Ms. Niar shared that they are seeing a shift and that in the early days of COVID people were hunkering down and did not want to take certain risks. Additionally, Ms. Niar stated that people were being called upon within their current roles and were too busy to seek a new job. Ms. Niar stated that this has shifted and that people are coming out into the light and this COVID experience has people thinking about what they want to be doing.

Ms. Niar stated that competition in the market, specifically people of color, who have specialized skills in the DEI word is in large demand and that they are seeking organizations that match their values and where they can effect change. Ms. Niar stated that schools have to show that they are open to change.

Dr. Park then asked in terms of process, does Promise54 stay with the search committee or part ways. Ms. Niar stated that they do part ways once the rubric is completed, however, there will be some communication regarding the rubric before the second half of the process.

Mr. Royce then asked if Ms. Niar could share how the Promise 54 firm would work with the search committee itself. Mr. Royce stated that over this 10-week process a lot would happen and wanted to know if Promise 54 would be here as more of a support function? Ms. Niar stated that at the beginning of the process we will have check-ins on a weekly basis and those phone calls include checking-in, calibrating and ensuring what the search firm is saying to applicants is accurate. Ms. Niar stated that she would reach out to all candidates initially and there would be a tracking document to show what is going on throughout the process. Ms. Niar stated that she





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will be very transparent and will ensure that the Board knows what is going on. Ms. Niar stated that there would also be check-ins periodically throughout the search.

Mr. Royce asked if, at week 10, there would be a hand-off point and how many candidates would we be given. Ms. Niar shared that the Board will have an electronic file w/ trackers for everyone who has applied for the job and they will be sorted by a ranking such as compelling or not. Ms. Niar stated that each compelling candidate will have a folder with a narrative written by herself that shares more information than what was on the resume and that it will also include some demographic information and some initial qualities perceived by Ms. Niar.

Ms. Yarnie inquired about the work that starts after week 10 and wanted an expanded explanation of what promising candidates would look like and the quantity. Ms. Niar shared that she cannot predict how it will look but that it will depend on the market. Ms. Niar stated that quality candidates mean they can do this job because they check every box; another group of candidates may have a strength in one area the school says is very important and yet have area(s) they are weak in. Ms. Niar stated that these candidates, although they have weaknesses, may be potential candidates as they could work with the leadership team in place. A third group of candidates may have fewer boxes checked. Ms. Niar stated that generally they see 8-10 candidates that are the most promising, and if you have 4 candidates that the search committee and/or firm are excited about, that is a great pool of candidates.

Ms. Blue asked if the search committee will have some input on the number of final candidates. Ms. Niar stated that there may be some candidates she did not feel were strong yet the search committee may see something she didn't and they can be added to the pool.

Ms. Vernon asked if Ms. Niar could tell the board more about the competency rubric. Ms. Niar shared that the rubric usually has 10-12 competencies and Ms. Niar provides support on how to define each one. Ms. Niar stated that she offers interview content that will give the committee evidence to help determine if the candidate met the competency (using a 2,1,0,-1,-2 rating scale).

Ms. Vernon then asked if there was any way for Promise54 to support the Board during the time they are not contracted to support and if there were any tools they can offer. Ms. Niar stated that the Board will have the rubric and that everything is driven by the rubric. Ms. Niar stated that the Board can have meetings focused on

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how to use the rubric and calibrate and that other services can be added if the school considers extending the contract. Ms. Niar stated that within the 10 weeks, she will do her best to give the school what the school has asked for, but she cannot add additional services without adding them to the contract.

Ms. Blue shared that she does have a background in HR and recruiting so the Board will not be without support. Ms. Blue stated that she will be happy to chair and share her experience. Ms. Blue shared that the search committee will need some support as the previous search committee did have some admin support and there were some things that we will need to discuss and determine after the 10 weeks of the contract are up.

Ms. Zagabe-Ndiku asked for clarification on how the search for candidates would be done. Ms. Zagabe-Ndiku stated that by looking at our timeline, we are looking to finalize the ED job description in week 3, and by week 5 phone interviews would be scheduled. She inquired if more time was needed. Ms. Niar stated that she will start work at the beginning of September, do some outreach, and put the job description together. Ms. Niar stated that she would complete first-round interviews by calling people she thinks may be interested and she will do some research to determine possible candidates, and she will reach out to all charter leaders on the East Coast. Ms. Niar stated that she will not just cross her fingers and hope people will apply for the job and that the plan is to launch it in the first few weeks, then spend the next 7 weeks recruiting. Ms. Niar stated that candidates can still apply past the active recruiting period, and those resumes will be passed along. Ms. Niar was thanked for her time and exited the meeting. Mr. Royce also dropped off due to a previous commitment.

The Board began a discussion about the makeup of the committee. It was noted that Ms. Yarnie chaired the last committee in January of 2020 and that committee was 9 members, 3 board members, faculty/staff, parents, students or alumni, and DEI consultants.

Ms. Blue asked for feedback and suggestions regarding the make-up committee. Ms. Blue inquired about how we would give stakeholders the ability to participate in the committee; last time we had applicants send a letter of interest. Ms. Zagabe-Ndiku wanted to know how they would proceed with the selection of the candidates for the search committee. Ms. Blue said that the board decides the makeup of the search committee to ensure we had representation to be inclusive. She stated that the email process was a good process because it has a date stamp on which letters of interest came in when.

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Ms. Blue wanted to determine the makeup of the committee and then discuss the requirements.

Ms. Blue stated that last time we had 9 members total: 3 board members (Shelly Yarnie, Randy Schmidt, and Susan Scully-Hill), 4 faculty/staff (Amy Emma, Greg Shannon, Michelle Vigneux, AnnMarie Little), 1 parent (Bibiche Zagabe-Ndiku), 1 DEI/Community Rep (Robert Jones). We did not have a student/alumni. Ms. Blue stated that Ms. Yarnie was the chair and a Board member is always a chair as this is a committee of the Board. It was noted that there was more admin than faculty on the committee last time (Amy, Michelle, AnnMarie) and Ms. Blue stated that the decision of who would be on the committee should include previous experiences, letters of interest, and how they would represent the committee.

Ms. Vernon suggested that instead of a letter, having applicants answer a question or two.

Ms. Yarnie shared that in the last search the “letter of interest” was just a description of their experience and why they were interested. Ms. Zagabe-Ndiku added that historically there may have been some recommendation by the administration as to which parents may be a good fit for this panel and suggested asking them to consider having parents recommended for the panel. Ms. Blue stated that she supports that recommendation.

Ms. Blue also stated that she supports sending a bulleted list of questions to interested staff including what position they hold (parent, staff, etc), their experience, and what they would like the Board to know. Ms. Blue stated that if the Board has more people than open spots, the Board will ensure they have representation from each school. After some discussion amongst the Board, it was decided:

The 2021 committee will be comprised of a total of 9 members with the following:

- 3 board members who are not parents
- 1 staff member from each school (teacher, counselor, etc)
- 1 principal or assistant principal
- 2 parents who are not board members

It was noted that there was frustration from staff during the last search as they felt they were not being represented. Ms. Blue stated that there will be no DEI rep since the search firm will be focused on that and they would remove the high school students as this process could be very taxing and overwhelming for a high

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schooler. It was noted that in the past, alumni also struggled to keep up with committee requirements and needs. It was decided not to include a high school student or alumni in the committee, but they will be part of the stakeholder engagement piece.

It was decided that the Board members will be Dr. Park, Ms. Blue, and Mr. Royce. Ms. Blue asked for a **Motion** to Approve a Search Committee. The Motion to approve the formation of a search committee consisting of 9 members:

- with the makeup of faculty, parents, board members:
- 1 principal/Assistant,
- 3 staff (one from each building)
- 2 parents, non-board members, and
- 3 board members.
- Stakeholder engagement will include high school students and alumni groups to ensure their feedback was given.
- The search committee will be tasked with facilitating the search for the next Executive Director at Abby Kelley Foster Charter Public School

The motion was made by Ms. Vernon and Ms. Zagabe-Ndiku seconded the motion. Motion passed.

Ms. Blue asked for a nomination and then a vote for the chair of the committee. Ms. Zagabe-Ndiku recommended that they did not vote for a chair today and Ms. Blue stated that if the Board does not nominate a chair today, they cannot start the behind the scene work, and the kick-off is scheduled for September 15, 2021.

Ms. Blue stated that if the board did not vote today, they would have to adjust their timeline by a few days. The Board decided to table the nomination for a chair until the next board meeting on September 22, 2021. Ms. Blue stated that some work can start behind the scenes, such as the website. Dr. Park reminded the Board that time is of the essence as the candidate pool may be smaller as other districts are already in their hiring process.

The floor then opened up for the Governance discussion. Ms. Blue and Mr. Royce worked to clarify and update the Bylaws and Ms. Zagabe-Ndiku complimented how the updated Bylaws are more clear and with fewer gray areas.

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# Abby Kelley Foster Charter Public School

10 New Bond Street Worcester, MA 01606

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

[www.akfcs.org](http://www.akfcs.org)

## Board of Trustees Meeting Agenda Minutes- DRAFT

Wednesday, August 25, 2021, 6:30 p.m.

<https://akfcs-org.zoom.us/j/96720971137?pwd=RVAYZnM5ZHNoUUN3Tmp2SVBMeXJRZz09>

Passcode: 824264

By phone: 1-929-205-6099 Webinar ID: 967 2097 1137

Ms. Zagabe-Ndiku recommended creating a Bylaw committee to provide a team to look deeper at the Bylaws and to recommend change. Ms. Yarnie shared the Bylaw documents are very clear and easy to read and understand and stated that things were clear and concise. Ms. Blue clarified that the executive committee gives additional tools that can be used to give short-term charges and that the executive committee also serves as a nominating committee. Ms. Blue stated that instead of an executive committee we can also do a governance committee and that this is something to think about especially as the Board expands and grows.

Ms. Blue shared that Ms. Vernon and Mr. Royce had a few small comments. Ms. Blue stated that there were some wording points regarding the Board with “managing”, but DESE recommended not having managing powers so it was suggested that they change the wording. Ms. Blue stated that the Education Committee and Facilities and Finance Committee needed a description added in the bylaws but that the DEI committee did not need a description due to the structure of the committee as it is not an extension of the board.

Ms. Zagabe-Ndiku recommended that we use the same wording for “AKFCS”, and that the “Board” should be the “Board of Trustees”. Ms. Blue encouraged the Board to continue reviewing the Bylaws and offer suggestions for Mr. Royce and Ms. Vernon to incorporate. Ms. Paluk stated that she would send Ms. Vernon an email with Ms. Little’s feedback from the June version.

Ms. Blue stated that this discussion will continue at the next board meeting and asked that the Board get comments and feedback to Ms. Vernon and Mr. Royce. Ms. Blue stated that they will follow up as needed and hopefully a vote can be made next month. The upcoming Board meetings dates were discussed.

Ms. Blue made a motion to adjourn the meeting. The motion was made by Ms. Yarnie and seconded by Ms. Zagabe-Ndiku. The meeting was adjourned at 8:55 p.m.



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## Board of Trustees Meeting Agenda- Digital Meeting

Wednesday, August 25, 2021, 6:30 p.m.

<https://akfcs-org.zoom.us/j/96720971137?pwd=RVAYZnM5ZHNoUUN3Tmp2SVBMeXJRZz09>

Passcode: 824264

By phone: 1-929-205-6099 Webinar ID: 967 2097 1137

- I. Call to Order- Celia Blue, Chair
- II. Attendance Recorded
- III. Faithfulness to Charter
  - a. Reading of the AKF Mission; “The Mission of the Abby Kelley Foster Charter Public School is to assist parents in their role as primary educators of their children by providing a classical liberal arts education grounded in the great works of Western Civilization and aimed at academic excellence, musical competence, and character formation.”
  - b. Public Comments / Open Forum
  - c. Old Business
- IV. Review of the Meeting Minutes from June 23, 2021
  - a. **Motion:** To accept the Meeting Minutes from June 23, 2021
- V. Interim Executive Director Report- Ms. Paluk
- VI. Committee Updates
  - a. Facilities and Finance Committee Update- Mr. Royce
  - b. DEI Committee Update- Ms. Blue
    - 1. DEI Committee Charter Review
    - 2. **Motion:** To Approve DEI Charter
  - c. Education Committee Update - Ms. Vernon
- VII. Governance Update- Ms. Blue
  - a. Executive Director Search Update and Discussion
    - 1. **Motion:** To Approve a Search Committee
  - b. Bylaws Discussion
- VIII. Upcoming Board/ Committee Meetings
  - a. Education Committee- Friday, September 10, 2021, 8:00 a.m.

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- b. Educational Foundation Committee - Monday, September 13, 2021, 5:30 p.m.
- c. Facilities and Finance Committee- Friday, September 17, 2021, 8:00 a.m
- d. Board of Trustees Meeting- Wednesday, September 22, 2021, 6:30 p.m.

### IX. Adjournment

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



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**Friday, September 17, 2021, 8:00 a.m. DIGITAL MEETING**

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

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

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

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## Facilities and Finance Committee Meeting Agenda

**Friday, September 17, 2021, 8:00 a.m. DIGITAL MEETING**

<https://akfcs-org.zoom.us/j/97520453672?pwd=Mj9aOUxWRWtFOTJQUc2ajRMOUdQZz09>

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

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

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



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## Facilities and Finance Committee Meeting Agenda

**Friday, August 20, 2021, 8:00 a.m. DIGITAL MEETING**

<https://akfcs-org.zoom.us/j/94438310710?pwd=OW1ob2pjNG9NbklZVE1Jak9qenlUdz09>

**Meeting ID:** 944 3831 0710 **Passcode:** 849763

**By phone:** +1 929 205 6099 US **Meeting ID:** 944 3831 0710

- I. Call to Order- Mr. Patrick Royce, Chair
- II. Introductions/Attendance Recorded
- III. Review of the June 11, 2021 Meeting Minutes
  - a. To approve the June 11, 2021 Meeting Minutes
- IV. Environmental Update- Mr. Brian Snow, OHI Engineering
- V. Facilities Report- Mr. Mike Grennon
- VI. Financial Report- Ms. Alisha Carpino
- VII. Update on Audit- Ms. Alisha Carpino
- VIII. Department Efficiencies- Ms. Alisha Carpino
  - a. Staff/Employee Relation Efforts
  - b. Procurement
  - c. HR Onboarding & Recruiting
- IX. Upcoming Facilities & Finance Committee Meetings
  - a. **Friday, September 17, 2021**
  - b. **Friday, October 22, 2021- Audit Presentation**
- X. Adjournment



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## Facilities and Finance Committee Meeting Minutes-DRAFT

**Friday, August 20, 2021, 8:00 a.m. DIGITAL MEETING**

<https://akfcs-org.zoom.us/j/94438310710?pwd=OW1ob2pjNG9NbklZVE1Jak9qenlUdz09>

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

Board Members: Patrick Royce- Chair, Bibiche Zagabe-Ndiku

AKF Staff: Alisha Carpino, Michael Grennon, Heidi Paluk

Guests: Brian Snow, OHI

Unable to attend: Celia Blue

Mr. Royce asked the Committee to review the Meeting Minutes from the June 11, 2021 meeting. Upon its review, Mr. Royce asked for a motion to approve the minutes from the June 11, 2021 Facilities and Finance Meeting. Ms. Zagabe-Ndiku made the motion, it was seconded by Mr. Royce. The committee unanimously approved the minutes.

Mr. Royce opened the floor for Mr. Snow's presentation. Mr. Snow, from OHI Engineering, is the consultant that has been helping with the issues of air/soil contamination which began in 2018. Mr. Snow began by explaining that the last report was done in April 2021, which was an immediate response action status report. Mr. Snow explained that we have to do these every six months and the next one is due in October 2021. Mr. Snow stated that the larger report, which is part of Phase II, is due in July of 2022 and he stated that they would begin writing this over the winter. Mr. Snow stated that they have closed out both the oil-water separator and the train wash and have done remedial injections at both of those and they are watching the data for a year /four quarters. Mr. Snow stated that they would be analyzing the results to see whether they would do any more applications or leave it the way it is. Mr. Snow also stated that indoor air sampling was done over a week ago and that the results came back late yesterday. Mr. Snow explained that he has not had time to look at them thoroughly but based on an initial glance everything looks good.

Mr. Snow explained that according to data, the indoor air and soil gas has either been steady or going down since they took over and he expected that it will continue in a downward fashion. Mr. Snow stated that they were going to resample on December '21 or February '22 during one of the breaks. Mr. Snow stated that the state is requiring the test to be done twice a year but it was budgeted for once a year. As



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far as the budget goes, according to Mr. Snow, the reserve estimate from 2019 was shared. Mr. Snow explained that a budget of \$1,000,000 was set aside and \$280,000 was not part of the reserve estimates that came out before the transfer took place. Mr. Snow stated that \$185,000 was budgeted for 2019 and because of the delay in the takeover, only \$44,000 was spent so a lot of the cost was able to be pushed out into out years. Last year \$217,000 was spent on a budget of \$169,000. Mr. Snow believes we will spend about \$20,000 to \$35,000 this year.

Mr. Royce requested an explanation of what Phase II and Phase III entail. Mr. Snow explained that Phase II is the comprehensive site assessment report where we are supposed to determine everything there is to know about the site. Mr. Snow explained that this does not always happen because they cannot tear the building down and check every spot of soil. Phase II, according to Mr. Snow means that they had a really good understanding of what is happening and what is in the space underneath the building of the school, which is still a mystery. Mr. Snow stated that there will always be some uncertainty about what might be there but according to the data at the moment everything looks good. Mr. Snow stated that they have been debating whether they want to take a camera and try to run underneath some parts of the building where there is a crawl space but that is something that they are still exploring. Mr. Royce asked for clarification as to whether this was being done in all three buildings or just the high school to which Mr. Snow stated that this was just for the high school as this was a result of the settlement from Saint Gobain. Mr. Snow that anything done at the other schools is not included in this reserve.

Mr. Royce questioned whether there was an air quality issue that came up at another one of the buildings to which Ms. Paluk explained that there was a report of mold previously but the air was sampled, and no indication was found.

Mr. Royce asked if there were any concerns about a future build-out in the high school space; Mr. Snow said not that he was aware of any concerns. Mr. Snow explained that as far as build-outs are concerned they want to make sure that they do not disturb the equipment that is currently running at the moment and he stated that they will probably want to re-evaluate the new space because the airflow design would be different than it is currently, but he does not expect any issues at the moment. Mr. Snow also explained that because AKFCS was shut down in Spring 2020 for Covid, that allowed for the team to be almost a year ahead in their plans and under budget. Mr. Snow explained that the reserve estimate would probably need to be looked at again after Phase II is done. Ms. Zagabe-Ndiku inquired about a time

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frame for Phase II and whether things would be done by July 2022. Mr. Snow stated that it should be done before that and that Phase II is the big report undertaking where they put all of the data together to see if there are any gaps missing and what needs to be done to address those issues. . Mr. Snow stated that he expects Phase II to begin in the winter and if anything needs to be resolved it can be completed in the spring.

Ms. Zagabe-Ndiku inquired about whether we should be worried about what is underneath the high school building as we do not know exactly. Mr. Snow stated that although we do not have any issues, there is some uncertainty as to whether there are any additional features such as tanks, drainage lines, or old remnants of the factory still underground. Mr. Snow explained that there are blueprints of the property, but they do not give much information. Mr. Snow explained that the sinkholes in the High School parking lot, for example, are a direct result of using poor choices of material to fill in that area, which was done by Norton Abrasives. . The material is never compacted so if at any time any water source gets into the subsurface of the asphalt, it washes all the material away. Because of the buses that are driving around the building, the soil starts to compact underneath and a sinkhole is formed. Mr. Royce then asked if the sinkholes should just continue to be filled one by one or whether the whole parking lot/property should be redone. Mr. Snow explained that because of all the heavy vehicles that travel on that same path that is where most of the wear-and-tear will be and there will be repeated sinkholes. Mr. Snow stated that eventually, you may have to dig up the whole area to backfill it and compact it but that is a pretty significant number and he thinks it could cost about \$1M because asphalt is very expensive at the moment.

Mr. Grennon, Director of Facilities, began his report by stating that with the rain the day before there were about two feet of water in the Elementary School basement. Mr. Grennon also stated that sewage came into the building as well. They are starting to assess the extent of the damage. Mr. Grennon explained that because of the heavy rainfall that came so quickly there wasn't much that could be done in terms of preventative measures besides the ones that were already in place. Mr. Grennon explained that about 95% of the water has been removed already. Mr. Grennon explained that 5 feet of water were all the way to the top of the retaining wall near the back of the elementary school; the football turf was also flooded which raised the turf field.

Mr. Royce inquired about putting in a claim and what was the deductible amount? He also recommended some future reconfiguration as this would likely happen again. Mr. Royce also wanted to

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know if there was any help that could be given from the city and Mr. Grennon explained that there was not.

Mr. Grennon explained that all of the buildings were cleaned this summer as the cleaning company did all of the stripping and waxing and moving the furniture. He stated that they are in the process of moving furniture back into their classrooms. Mr. Grennon stated that sinkhole and crack filling repairs were done at the high school parking lot and that the middle school parking lot was painted/lined.

Mr. Grennon reported that there were a couple of rooms being built in the elementary school; new light fixtures and large fans are also being installed in the activity center. Mr. Grennon stated that the turf field was also repainted.

Mr. Grennon stated that they were looking for an engineer to come in to look at the middle school and elementary school and an RFP has to be done for the engineering part of it. Mr. Royce inquired about the previous engineer and Ms. Plauk informed him that it was Polk Kallis. Ms. Zagabe- Ndiku inquired about installing a platform to keep the heavier machines on instead of the ground in case another flood comes and Mr. Grennon states that they are looking into that. Ms. Paluk stated that Mr. Grennon and his team have been working very hard and coming in early. Ms. Paluk stated that They are now trying to secure the Middle School entryway and some glass doors were put in but because of that it meant that they had to do some reconfiguration when it comes to the offices that are downstairs. Ms. Paluk also states that Mr. Grennon had to also build a calming room in the elementary school.

Ms. Paluk also stated that the high school now needs 280 desks as they do not want to use the current ones due to social distancing and Mr. Grennon did put in an order but they have to be built once in. Ms. Zagabe- Ndiku asked whether the desk would be here in time and Mr. Grennon stated that they would. Ms. Plauk then stated that Allan was away on medical leave but is now back and has been helping the school get in shape by taking care of the grounds and assisting Mr. Grennon.

Ms. Carpino began her report on the finances. She stated that the final numbers were \$1,000,024 which put us below the budget. Ms. Carpino also stated that a new bus contract was signed. Ms. Paluk explained that it was a 3% increase each year putting it at 5,000,000 total. Mr. Royce wanted to know if



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Durham placed a bid and Ms. Carpino stated that they did not. Ms. Carpino stated that under the meal revenue we would be under the SSL program for the entirety of the school year. Ms. Carpino also stated that there was a total revenue of \$189,000 which was significantly lower than budgeted but that is because students were not in school and it was more than was forecasted because, in the end, the students ended up returning. Ms. Carpino stated that we have been approved for the ESSR2 and that she is currently working on the ESSR3 as there are a little bit more requirements needed for that one.

Ms. Carpino explained that staffing costs are still below the budgeted amount because of the positions that were open last year. Ms. Carpino stated that we were above the forecasted amount because of the bonuses that were given to the employees this year. Ms. Carpino also explained that a resource Personnel was hired who is going to help in the business office and right now there are two non-instructional and five instructional that are not substitute-related positions that are open. Miss Carpino explained that the new HR Personnel Mariana would assist with getting the HR within the school on track. Ms. Carpino explained that we did stay above the forecasted amount for the benefits. Miss Carpino stated that open enrollment ends on August 31st and a 3% increase on the health and dental insurance was negotiated. Mr. Royce inquired about whether HR knowledge was a broker that helped with negotiations. Ms. Carpino explained that the ADP payroll is through them but payroll is done in a tandem manner. Ms. Zagabe- Ndiku suggested that at some point, it would be nice to have a finance team in-house so that we do not have to outsource.

Mr. Royce then inquired about the amount that HR Knowledge was being paid and Ms. Carpino stated that it was over \$100,000 a year. Mr. Royce then inquired about the balance sheet and wanted to know if, at some point in the fall, they could get a very detailed breakout of the various big-ticket expenditures that were coming our way as he wanted to see the true net cash amount. Ms. Zagabe- Ndiku wanted to know what insurance for non-employees was for and Ms. Carpino explained that it was for the umbrella insurance but she would have to dig into what that line is for specifically. Ms. Carpino explained that the audit has been going well and that she has been cleaning up certain things but they are moving on the right track. Ms. Carpino states that the last portion of the audit will come in 15 days.

Ms. Paluk then stated that Ms. Carpino has been working very hard and has made everything electronic to which Mr. Royce agreed as so much change for the better has happened.



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Mr. Royce asked for a motion to adjourn the meeting. Ms. Zagabe- Ndiku made the motion to adjourn the meeting, and Mr. Royce seconded the motion. The meeting was adjourned at 9:05 a.m.

|  |   |                 |   |            |             |             |             |             |             |             |             |             |             |             |   |  |   |
|--|---|-----------------|---|------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|---|--|---|
|  |   |                 |   |            |             |             |             | HIGH        |             |             |             |             |             |             |   |  |   |
|  | Abby Kelley Foster Charter Public School              |                 |   |            |             |             |             | MED         |             |             |             |             |             |             |   |  |   |
|  | Estimated 10 Year Capital Plan- revised December 2020 |                 |   |            |             |             |             | LOW         |             |             |             |             |             |             |   |  |   |
|  |   |                 |   | Total      | Fiscal Year | Fiscal Year | Fiscal Year | Fiscal Year | Fiscal Year | Fiscal Year | Fiscal Year | Fiscal Year | Fiscal Year | Fiscal Year |   |  |   |
|  | Location  | Department      | Project Description   | Estimated  | 2021        | 2022        | 2023        | 2024        | 2025        | 2026        | 2027        | 2028        | 2029        | 2030        | Comments  | Status (12-2020)                                       | Notes as of May 20201   |
|  | Elementary  | Bldgs & Grounds | Front Replacement   | \$ 10,000  |             | \$ 10,000   |             |             |             |             |             |             |             |             | The front door needs to be redesigned for safety.   | Starting the Investgation stage 2021                   | The sensor for motion is sensitive and unlocks when students get too close. This summer   |
|  | Elementary  | Bldgs & Grounds | Lower Level Flood Control - Three doors and exterior walls.     | TBD        |             |             | TBD         |             |             |             |             |             |             |             | The lower level (bsmt) of the elementary school floods when Weasel Brook overflows during heavy rain storm.                                     | Staring the Investigation stage 2020/2021.             | This is part of a larger engineering study that needs to be done for ES and is related to the water in elevator shaft, which is tied to the drains, tied to the playground retaining wall, and tied to Weasle Brook, tied to the sinkhole on sidewalk in front of ES on New Bond with steel plates covering it. |
|  | Elementary  | Bldgs & Grounds | Sidewalk Repair - Rebuild or replace failing sidewalk           | TBD        |             |             | TBD         |             |             |             |             |             |             |             | This includes a structural issue. Steel plates have been installed but this is a temporary fix.   | Staring the Investigation stage 2021/2022.             | This is part of a larger engineering study that needs to be done for ES and is related to the water in elevator shaft, which is tied to the drains, tied to the playground retaining wall, and tied to Weasle Brook, tied to the sinkhole on sidewalk in front of ES on New Bond with steel plates covering it. |
|  | Elementary  | Bldgs & Grounds | Lighting Retrofit - Change current T12,T8 to LED.               | \$ 100,000 |             |             |             | #####       |             |             |             |             |             |             | Any lighting upgrades will need to wait until the electrical service is in place.   | No Changes   | Not recommeding this at this time   |
|  | Elementary  | Bldgs & Grounds | Brick Repointing  | \$ 50,000  |             |             | \$ 50,000   |             |             |             |             |             |             |             | Alot of the brick and mortar is staring to crumble due to the age and the weather. This will cause water to enter the building.                 | Starting to get quotes 2021                            | Just need to get quotes for this work   |
|  | Elementary  | Bldgs & Grounds | Window replaced and frame construction                          | TDB        |             |             | \$ 50,000   |             |             |             |             |             |             |             | Alot of the brick and mortar is staring to crumble due to the age and the weather. This will cause water to enter the building.                 | Starting to get quotes via engineering in Summer 20201 | This is going to need an engineer to develop the scope of work. This will need to be done before the Brick Repointing   |
|  | Activity Center                                       | Bldgs & Grounds | Building upgrades - Annual allotment to repair or replace items | \$ 65,000  |             | \$ 40,000   | \$ 25,000   |             |             |             |             |             |             |             | Building needs the following 1) Two large Ceiling fans, 2)Stairs to access upstairs to turn into storage, 3)New light fixtures. 4)New back door | Starting to get quotes 2021                            | Budgeted in 2022 for new garage door. Next priority is lights/fans '22 or '23 and then internal retractable staircase and lift '23 with better storage in loft area. Goal is also to clean out the external storage units FY '21.   |
|  | Middle  | Bldgs & Grounds | HVAC to the entire building                                     | TBD        |             | \$50,000.00 | TBD         | TBD         |             |             |             |             |             |             | Work is in progress   | Projected completion date for this project is          | Hiring engineer for this HVAC project. '22  |
|  | Middle  | Bldgs & Grounds | Lighting Retrofit - Change current T12,T8 to LED.               | \$ 75,000  |             |             | \$ 75,000   |             |             |             |             |             |             |             | Any lighting upgrades will need to wait until the electrical service is in place.   | No Changes   | Not recommeding this at this time   |
|  | Middle  | Bldgs & Grounds | Exterior Stairwell Rebuild stairs and top plates and drain -    | \$ 60,000  |             | \$ 60,000   |             |             |             |             |             |             |             |             | Repair/ Replace stairs these are fire exits.  | Getting estimate in Summer 2021                        | Stairs are starting to rot. Need to add steal plates to cover top grate as well as treads for staris to cafeteria.  |



|  |               |                 |   |              |           |                          |            |            |           |       |           |    |  |  |   |  |   |
|--|---------------|-----------------|---|--------------|-----------|--------------------------|------------|------------|-----------|-------|-----------|----|--|--|---|--|---|
|  | Middle        | Bldgs & Grounds | BRM Space Roof leak into Teachers' lounge and classroom     | \$ 50,000    |           | \$ 50,000                |            |            |           |       |           |    |  |  | Replace Roof over BRM space   | Summer of '21                            | Waiting for Drone footage to determine the extent of the leak. Need to renovate the Teachers' Lounge and Classroom (summer '21) but need to fix roof at same time   |
|  | Middle        | Bldgs & Grounds | Plumbing - Rebuilding pump                                  | \$ 50,000    |           |                          | \$ 50,000  |            |           |       |           |    |  |  | Rebuilding the building's sewage ejector pump and misc piping.  | Cleaned during Summer '20                | Cleaned last summer, moving rebuild to '23 (estimate in Spring 22)  |
|  | Middle        | Bldgs & Grounds | Epoxy Flooring - Resurface epoxy flooring in the            | \$ 30,000    |           |                          |            | \$ 30,000  |           |       |           |    |  |  | The existing floor is worn.   |  | In house repairs were done, extending the life of the floor.  |
|  | BRM           | Bldgs & Grounds | Buffer Space in BRM is owned by us and has some issues      | \$ 50,000    |           | \$50,000                 |            |            |           |       |           |    |  |  | Issues identified by building inspector   | UNBUDGETED ISSUE                         | Some issues were brought to our attention with recent inspection including mold, roof leak, lighting fixtures, holes, BRM stairs, exposed wiring etc. Project scope will need to be done ASAP and have to be addressed before |
|  | High School   | Bldgs & Grounds | Parking lot Redo  | \$ 500,000   |           |                          |            |            |           | ##### |           |    |  |  | This number is an estimate. We can continue to do patch repairs until a later date.                                       |  | This would be a comprehensive reconstruction with full demo, adding truck loads of soil, new drains and new asphalt   |
|  | High School   | Bldgs & Grounds | Parking lot patchwork and crack filling                     | \$ 75,000    | \$25,000  | \$ 30,000                | \$ 25,000  |            |           |       |           |    |  |  |   |  | Summer of '21 will have all cracks filled to help prevent the washing/eroding, although the soil is very loose.   |
|  | High School   | Bldgs & Grounds | Epoxy Flooring - Resurface epoxy flooring in kitchen        | \$ 30,000    |           | \$ 30,000                |            |            |           |       |           |    |  |  | The existing floor is worn.   |  | In house repairs were done, extending the life of the floor.  |
|  | System - Wide | Bldgs & Grounds | Furniture Replacement - Annual                              | \$ 315,000   | \$45,000  | \$ 45,000                | \$ 45,000  | \$ 45,000  | #####     | ##### | #####     |    |  |  | Dividing this amount between three buildings  | No Changes                               | Budgeted per school in FY22, will need new desks this year due to COVID and not using tables like   |
|  | System - Wide | Bldgs & Grounds | Equipment Replacement - Annual allotment for replacement of | \$ 90,000    | \$20,000  | \$ 15,000                | \$ 20,000  |            | #####     | ##### |           |    |  |  | Some equipment is at the end of its life and we will need to start replacing floor machines                               | No Changes                               | replacing a floor machine in FY22   |
|  | System - Wide | Bldgs & Grounds | Boilers   | TBD          |           |                          |            |            |           | ES    | MS        | HS |  |  | Boilers are approaching the time that they will need work or replacement EMS is 20+ years, MS is 18 years, HS is 12 years | Approximate cost is \$40-50,000 per unit | The life cycle of these units are approaching end of life. They have been cleaned and maintained and recently inspected. This will just be a relace when they quit, not proactively replacing at this point.                  |
|  | Grounds       | Bldgs & Grounds | Turf Replacement  | TBD          |           | Will need to be replaced |            |            |           |       |           |    |  |  | All three areas (Main feild, Practice feild, and EMS playground)  | .  | This is a bigger conversation.  |
|  | Gounds        | Bldgs & Grounds | EMS Playground  | TBD          |           |                          |            | TBD        |           |       |           |    |  |  | Playground will need to be repalced   | .  | This is grant/fund develop opportunity  |
|  | Grounds       | Bldgs & Grounds | Seal Coat & Re-line - All parking lots and driveways        |              |           |                          |            |            |           |       |           |    |  |  | This is a preventive maintenance measure to keep all blacktop areas sealed  | No Changes                               | No recommending it for the high-school at this time; MS is owned by Liberty. ES is in good condition. All parking lines can be repainted internally.  |
|  |               |                 |   |              |           |                          |            |            |           |       |           |    |  |  |   |  |   |
|  |               |                 | Capital Plan- Building &                                    | \$ 1,550,000 | \$ 90,000 | #####                    | \$ 340,000 | \$ 175,000 | \$ 65,000 | ##### | \$ 60,000 |    |  |  |   |  | .   |









# Abby Kelley Foster Charter Public School

10 New Bond Street Worcester, MA 01606

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

[www.akfcs.org](http://www.akfcs.org)

## Facilities and Finance Committee Meeting Minutes- DRAFT

**Friday, September 17, 2021, 8:00 a.m. DIGITAL MEETING**

<https://akfcs-org.zoom.us/j/97520453672?pwd=Mj9aOUxWRWtFOThJQUc2ajRMOUdQZz09>

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

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

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

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

**AKF Staff:** Alisha Carpino, Michael Grennon, Heidi Paluk

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

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

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

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



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

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

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

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

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

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

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



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

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

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

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

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

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

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



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

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

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

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

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

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



## **Abby Kelley Foster Charter Public School**

### **Diversity, Equity, and Inclusion Advisory Committee Charter**

#### **Creation of the Committee and Charter Introduction**

The Abby Kelley Foster Charter Public School's (AKFCPS) Diversity, Equity, and Inclusion Advisory Committee (DEI) was created based on the June 19, 2019 recommendations from the [Diversity, Equity, and Inclusion Task Force Report](#) to the AKFCPS Board of Trustees, who approved its formation. This Charter further documents the governance, structure, vision, purpose, goals, scope, deliverables, operation, and commitment of this committee.

#### **Vision**

The DEI Advisory Committee envisions a culture which values and supports diversity, equity, and inclusive excellence within the school community (students, teachers, staff, families, administration) and beyond.

#### **Purpose**

The DEI Advisory Committee will recommend and support the integration of DEI into all aspects of the work at AKFCPS and focus on achieving specific goals identified through the original DEI Task Force recommendations and new goals as the work of AKFCPS evolves. The committee will work to create and/or support various district events that raise awareness and/or elevate the diverse community of Abby Kelley through collaboration with all community members on DEI initiatives, events, and professional development. In order to provide a high quality education and an inclusive environment for all students, staff, and families, the committee will support and encourage anti-bias, anti-racist, and inclusive practices.

#### **Policy Statement**

Abby Kelley Foster Charter Public School is committed to fostering a diverse, equitable and inclusive school community for students, faculty, staff, families and community partners to feel supported, valued, and safe. It is our goal to create and preserve an environment that welcomes all members regardless of cultural experiences, learning styles, race, ethnicity, nationality, gender identity, sexual orientation, ability, religion, and socioeconomic status.

#### **Approach**

The committee will guide the work of diversity, equity, and inclusion at AKFCPS through the following actions:

1. Planning, developing and overseeing implementation of a DEI Plan based on the results of the climate surveys to be used as a framework for future planning and action plans; reviewing the current plans at AKFCPS to ensure they have a focused and cohesive strategy on DEI
2. Evaluating standards for cultural competence and a culturally responsive learning environment for students, faculty, and staff
3. Providing input on policies and procedures to address DEI issues including ones where institutional/systemic inequities exist, making recommendations for improvement, and serving as a resource
4. Informing and consulting with students, faculty and staff, and administration regarding DEI initiatives and supporting ongoing professional development ensuring that the district collectively is aligned as a whole.
5. Maintaining and disseminating best practices for DEI in training, hiring, and retention of students and employees

6. Ensuring a continuous process for improvement is in place by seeking regular feedback from students, faculty, staff to inform decision-making and understand opportunities for improvement

7. Sharing the work of the committee with the district as whole

### **Standing Committee Membership and Structure**

The Committee will be a recommending body to the Board of Trustees and school administration which will work in collaboration with district leaders to assess and improve existing processes with a lens of diversity, equity, and inclusion.

#### **Membership of the Committee:**

The recommendation for the makeup of the 15-19 member group\* with the goal to maintain an odd number of committee members for voting purposes: 4 current high school students, parent numbers are variable with the goal of at least 2 parents to represent each building, 2 community partners, 1 subject matter expert (Rob Jones), 1 board member, 5 Administrators/staff (Executive Director & others); Our community partners are members from local colleges/ universities in Worcester or Worcester County. (but could change over time)

The Committee will have two Co-chairs, to be selected by the committee by majority vote, a Recording Secretary, and a Communications Officer. They will create and follow [norms](#) to establish productive working conditions which will be revisited at the start of each school year.

Faculty/Staff/Administrators that are not members of the committee can participate in sub working committees. The DEI advisory standing committee dates will be listed on the school's website and if the public would like to join and listen in, they could contact the Communications Officer to get the meeting link/location.

Meetings will be held as decided by the committee. When necessary, committee matters which require a vote, must have a quorum of the committee present (in-person or virtually) to cast their vote. No committee votes will be accepted by email.

\* These are guidelines, they can be changed in the future, based on the applications received and the needs of the committee, maintaining a committee of 15-19 members.

### **Recruitment and Length of Terms**

The standing advisory committee members will serve for one year with the option of serving one additional year. New members will be [recruited](#) by the standing committee to fill vacancies, supporting a combination of existing members and new members each year. Openings will be shared with the AKFCPS community and interested applicants may submit letters of interest. Every effort will be made to elevate the voices of groups that are under-represented to ensure that varied perspectives are included and part of the decision making process. The standing committee will meet monthly and complete follow up work on subcommittees through additional meetings and/or emails. The BoT member and Executive Director will collaborate to ensure that the school budget has funds for professional development needs and contract for the Subject Matter Expert's work and other consultants as needed. Consider accessibility for the student representatives when planning meetings and offering community service credits to encourage participation and skill development.

### **Application Process for the standing DEI Advisory Committee**

A statement of interest must be submitted. The statement of interest should include why you are interested, brief biography and/or resume, and additional information about your experiences/perspective relevant to this committee, and how you can contribute.

[Subcommittees](#) will be formed by the standing committee as needed, to further engage other members of the school community. Length of service on subcommittees and recruitment method will be determined by the type of project. The standing committee will vote and a majority (two thirds) will be needed for any formal recommendations to the Board of Trustees regarding school policies.

#### Specific Scope of Work Completed and Underway by Subcommittees

| Subcommittees                              | Priorities, Rationale, and Deliverable   |
|--|--|
| DEI Policy Statement                       | Develop a policy statement for AKFCPS related to diversity, equity, and inclusion <ul style="list-style-type: none"> <li>policy statement by April 2020 (completed)</li> </ul>   |
| Climate Survey/ School Culture             | Create a climate survey to use with students, staff, and families to assess how AKFCPS is doing; use information from the survey to identify strengths and needs to develop a DEI action plan <ul style="list-style-type: none"> <li>surveys to be administered in late February 2021 (in progress; postponed to 21-22 due to COVID; <b>should be prioritized in Fall 2021</b>)</li> </ul>   |
| Charter and Scope of Work of DEI Committee | Establish a charter and outline the vision, goals, scope of work, and operation of the committee <ul style="list-style-type: none"> <li>charter document by May 2021</li> </ul>  |
| New Member Recruitment                     | Review applications and help with selection of new committee members <ul style="list-style-type: none"> <li>April-June each year; members identified by June</li> </ul>  |
| Hiring and Retention                       | Identify best practices for recruiting, hiring, and retaining a high performing staff that reflects the AKFCPS community <ul style="list-style-type: none"> <li>best practices document by June 2021</li> </ul>  |
| Curriculum                                 | <p>Equity is one of MA Department of Elementary and Secondary Education's top priorities.</p> <p>Identify current processes at AKFPCS for curriculum development or adoption and evaluate using DESE resources such as CURATE. Utilize a Culturally Responsive Education Rubric to evaluate the curriculums of each school in one subject area with a specific lens on representation, social justice, and teacher materials. If using History and Social Sciences, check for Guiding Principle 2 which states that "an effective history and social science education incorporates diverse perspectives and acknowledges that perceptions of events are affected by race, ethnicity, culture, religion, education, gender, gender identity, sexual orientation, disability, and personal experiences." U.S. History offers a great opportunity as the first subject to begin critically assessing with a race equity lens.</p> <p>Present to the district leadership team and Board of Trustees the findings and recommendations to increase student access to culturally responsive materials in their classes.</p> <p>Suggested timeline:</p> <ul style="list-style-type: none"> <li>Subcommittee to form in October</li> <li>Findings to be reported February</li> <li>Follow up on BoT recommendations to the Executive Director</li> </ul> |
| School Culture                             | Committee members will assess the current climate and culture of the district by analyzing data  |

|   |   |
|---|---|
|   | <p>collected through various means (including surveys) to develop recommendations to the BoT. Furthermore, the committee will review practices and initiatives that recognize, affirms and values, and preserves the dignity, of individuals, families, staff and communities.</p> <p>The committee will focus on ways to enhance cultural competency, responsiveness, and equitable practices throughout the District in order to strengthen relationships by respectfully and effectively responding to people from all cultures, economic statuses, language backgrounds, races, ethnic backgrounds, disabilities, religions, genders, gender identifications, sexual orientations, and other characteristics.</p> <p>Topics for the committee to consider exploring are as follows:</p> <ul style="list-style-type: none"> <li>● Restorative practices/discipline</li> <li>● Equitable grading system</li> <li>● High expectations for all learners</li> <li>● Relationships (Students-Families-Staff-Community)</li> <li>● Building community at the district, school, and classrooms level</li> </ul> |
| Professional Development                        | Ensure there is a cohesive district wide strategy for DEI professional development that includes faculty, staff, students, administrators, Executive Director and Board of Trustees. Meet to assess previous year's PD, identify gaps/opportunities, and plan for the upcoming year and beyond.   |
| Communication, Accountability, and Transparency | Facilitate accurate and timely DEI-relevant communications between all AKFCPS stakeholders through refinement of internal and external communication strategies. Identify communication barriers and pursue accessible and efficient platforms for dispersing information. Focus on positive messaging and clear communication of challenging issues relating to DEI. Update website on a regular and consistent basis and ensure that documents which should be available to the public are on the website.  |

Subcommittee focus areas will be adjusted as appropriate and consistent with charter revisions to ensure continuous progress towards DEI goals. The Diversity, Equity, and Inclusion Advisory Committee Charter will be reviewed and updated by the standing committee every two years. In accordance with the governance structure, the committee will vote if a review/revision is needed sooner than the two years.



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## DEI Committee Minutes

September 2, 2021

Zoom Meeting

<https://akfcs-org.zoom.us/j/94931675194?pwd=L2RLR1BjRDdNcTlVMXpqYXo0dU9NZz09>

The first meeting of the DEI Committee for the 2021-2022 school year began at 6:33 p.m.

Rob went through the agenda, introductions for those who joined the meeting. Attendees at this meeting were; Michelle Vigneux, Rob Jones, Heidi Paluk, Kelly Gould, Amelie (Tambolleo) Cabral, Tim Rehberg,

Selina Boria , Grace Gallagher , Bryannah Basil, Mame Koduah, Jack O'Toole, Sonia Broni, Suzanne Campbell-Lambert

Rob began the meeting with guidelines for creating a safe space for engagement. Members of the committee each took turns reading and then the group discussed some of the points from the slide.

The DEI Committee structure was Discussed; 2 co-chairs, recording secretary, communications officer, ad-hoc committees (last year, and looking to continue) recruitment and retention, charter committee, climate survey committee. In the coming meetings there will be a vote to fill the positions and everyone will be asked to participate on a committee.

Reviewing the Committee as it is now, the Committee needs a Board Member and another community member. Nineteen is the Committee goal, presently at 17. The Committee makeup is deliberate and including students was a keep audience this Committee wanted to hear from, thus having all our constituents represented.

Heidi Paluk, Interim Executive Director offered some remarks on how the DEI Committee formed as Abby Kelley had a need/purpose to talk about tough things and there has been a dedicated effort to create the space for this. There have been opportunities for staff, the Board of Trustees, Admin Council to participate in book studies, conscious dialogues to have a space to talk about the hard things.

The Committee went into breakout rooms to discuss the social identity scale. Each member of the committee was asked to complete the scale prior to the meeting. From the breakouts, the group introduced some of the Committee members and shared what we learned about one another. Robert encouraged the Committee

*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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members to use parts of this exercise as a listening session. He encouraged the Committee to consider how they inspire others, and to reflect back on who has inspired us, but that we have never shared that with them.

Next meeting dates: 9/14 10/12 11/9 12/14 6:30-8:00 p.m.

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## **17 members & 1 SME- Robert T. Jones, T. Lee Associates**

### **1 Trustee**

Shelly Yarnie P'30, PP '19

### **2 Community Members** Selina Boria (QCC)      VACANT

### **3 Administrators**

Heidi Paluk P'22, PP'19, Interim Executive Director

Amelie Cabral, ESL Director

Kelly Gould, ES Principal

### **5 Faculty/ staff**

Anne Clayborne 8<sup>th</sup> Grade Special Ed. Teacher

Grace Gallagher High School English

Michelle Vigneux P'28, '30, '33, Development/Communications

VACANT

VACANT

### **3 Parents**

Timothy Rehberg P'30 (MS)

Jack O'Toole P'24, P'25, P'28 (HS & MS)

Suzanne Campbell-Lambert P'25, P'27 (HS & MS)

### **4 Students**

Bryannah Bassil '22      Sonia Broni '23

William Donkor '22      Mame Kodua '24







August 16, 2021

**Executive Summary of Diversity, Equity & Inclusive Excellence work  
August 2020 through June 2021**

It is my pleasure to be able to provide the Abbey Kelly Foster Public Charter School District with this Executive Summary, outlining the wonderful work we have accomplished the past academic year 2020 – 2021. A huge thank you to the members of the Diversity, Equity, Inclusion Committee, Board of Trustees, the Executive Director and senior administrators, the outstanding faculty, sub-committee volunteers, and staff, and last, not least the resilient high school students!

This was a very challenging year, and the challenges continue. I have outlined the various activities, meetings, sub-committees, and professional development sessions we have engaged in this past year.

**HIGHLIGHTS**

**Professional Development**

**Board**

- “White Fragility” book discussion wrap-up in December 2020
- “Systemic Racism in Education” part 1 in May 2021

**Administrators**

- “White Fragility” book study, (3, 1.5-hour sessions), from January through March 2021

**Faculty/Staff**

- “Implicit Bias & Microaggressions” 2-hour session in December 2020
- “The Art of Difficult Conversations” 2-hour session in March 2021

**Conscious Dialogues**

**High School Students**

- 6, 1-hour sessions from July 2020 through May 2021

**Elementary, Middle, & High School Faculty/Staff**

- 2, 1-hour sessions each in October & November 2020

**Diversity, Equity, and Inclusion Committee**

- Monthly meetings from September 2020 through June 2021
- DEI Learning sessions
- Establishment of sub-committees
  1. HR recruitment, hiring & retention (presented findings on Best/Promising practices)
  2. DEI Charter (created and drafted charter)
- DEI Membership
  1. 2 member searches
  2. 2 Information sessions
  3. Accepted 10 new DEI committee members (4 students)

### **Meetings/consults**

Multiple meetings with Executive Director, senior administrators, Board Chair, and faculty members regarding DEI issues, concerns, professional development, and planning.

Dealing with the Covid-19 pandemic, caused us to re-imagine the work of integrating DEI into our district. I believe we did an outstanding job. Special THANK YOU to Celia Blue and Siby Adina for their excellent job as co-chairs of the DEI Committee! Not being able to implement our survey did not stop us from accomplishing the other goals we set for ourselves as a district. I look forward to continuing our work for 2021-2022!

Yours in Solidarity,

Robert T. Jones, Chief Empowerment Officer

T. Lee Associates



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<https://akfcs-org.zoom.us/j/95177767178?pwd=SHF6UEdNYzN1cUgxZzlGMkhOWnZPZz09>

**Meeting ID:** 951 7776 7178 **Passcode:** 076302

**By phone:** +1 929 205 6099 US (New York) **Meeting ID:** 951 7776 7178

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## Education Committee Meeting Agenda- Digital Meeting

**Friday, September 10, 2021, 8:00 a.m.**

<https://akfcs-org.zoom.us/j/95177767178?pwd=SHF6UEdNYzN1cUgxZzlGMkhOWnZPZz09>

**Meeting ID:** 951 7776 7178 **Passcode:** 076302

**By phone:** +1 929 205 6099 US (New York) **Meeting ID:** 951 7776 7178

- I. Call to Order- Amy Vernon, Chair
- II. Introductions/Attendance Recorded
- III. Review of the August 13, 2021, Meeting Minutes
  - a. **Motion:** To approve the August 13, 2021, Meeting Minutes.
- IV. IB Test/Audit for FY'22- Kelly Davila
- V. Enrollment Update- AnnMarie Little
- VI. ELL Summary of Access Testing- Amelie Cabral
- VII. SEO Update/Tool- Carrie Cole, Amelie Cabral
- VIII. Principal Reports- Kelly Gould, Amy Puliafico, Chris Kursonis
- IX. Upcoming Education Committee Meeting(s)
  - a. Friday, October 8, 2021
  - b. Friday, November 12, 2021
- X. Adjournment



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## Education Committee Meeting Agenda

**Friday, August 13, 2021, 8:00 a.m. DIGITAL MEETING**

<https://akfcs-org.zoom.us/j/92595894928?pwd=Wi94N29LY25hVFdIZjZ4Nmxd2htdz09>

**Meeting ID:** 925 9589 4928

**Passcode:** 714628

**By phone:** +1 929 205 6099 US **Meeting ID:** 925 9589 4928

- I. Call to Order- Amy Vernon, Chair
- II. Introductions/Attendance Recorded
- III. Review of the June 10, 2021 Meeting Minutes
  - a. **Motion:** To approve the June 10, 2021 Meeting Minutes.
- IV. DESE Year 23 Core Criteria Site Visit Report- Ms. Paluk
- V. Annual Report- Ms. Paluk/ Ms. AnnMarie Little
- VI. MTSS- Dr. Cole
- VII. COVID & New school year- Ms. Paluk
- VIII. Overview of topics for FY'21-22- Ms. Paluk
- IX. Upcoming Education Committee Meeting(s)
  - a. **Education Committee**
    - 1. Friday, September 10, 2021
    - 2. Friday, October 8, 2021
- X. Adjournment



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### Education Committee Meeting Minutes-DRAFT

Friday, August 13, 2021, 8:00 a.m. DIGITAL MEETING

<https://akfcs-org.zoom.us/j/92595894928?pwd=Wi94N29LY25hVFdIZjZ4Nmxd2htdz09>

Meeting ID: 925 9589 4928

Passcode: 714628

By phone: +1 929 205 6099 US Meeting ID: 925 9589 4928

The meeting was called to Order by Amy Veron at 8:05 a.m. The attendance was recorded as follows: **Board/Committee Members:** Dr. Jie Park, Amy Vernon, Shelly Yarnie  
**Staff in attendance:** Kelly Gould, Amy Puliafico, Chris Kusronis, AnnMarie Little, Dr. Caroline Cole, Amelie Cabral

The Committee reviewed the Meeting Minutes from the June 10, 2021 meeting. Ms. Vernon asked for a Motion to approve the June 10, 2021, Meeting Minutes. Ms. Vernon had a question on the acronym being used in the minutes between SEO and SEL and it was stated that this was interchangeable. Ms. Vernon had a follow-up question about the meaning behind a statement but it was clarified by Kelly Gould. The motion was made by Ms. Yarnie, seconded by Ms. Vernon.

Ms. Vernon began with introductions and introduced herself as the chair of the Committee and everyone else introduced themselves. Ms. Paluk then began with the site visit report. Ms. Paluk stated that the site visit was conducted in early May of last year and that it was supposed to be conducted in the spring of 2020. Ms. Paluk stated that with the Department of Education working at home and not being out on the road visiting schools they had more time to look at things that normally would not be looked at and it allowed them to dive deeper into some areas that normally they would not have. Ms. Paluk also stated that they interviewed several groups this year that they don't normally do. Ms. Paluk stated that rather than finding patterns across the board, it was more individualized. Ms. Paluk explained that there are several things in the report that gives us opportunities for improvement.



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Ms. Paluk explained that had the site visit been done in 2020 there would have been two years to look at some things and correct them before the charter renewal was written but that is not the case as the charter renewal is due August 1, 2022, and they are returning October 2022 for a site visit and there are things they will be looking for specifically. Ms. Paluk did state that she was happy to report that some of the things were already being worked on such as the MTSS model. Ms. Paluk explained that she expressed her disappointment that there wasn't more recognition in the report for how difficult this year was for everyone and how hard Abby Kelley Foster Charter school worked to bring students back.

Ms. Vernon then asked if there was anything in the report we felt that we need to work on that had not been on our agenda previously. Ms. Paluk explained that we just need to be more aware of things such as student discipline which came up as an example. Ms. Paluk explained that this was never an issue in the previous years and it was called to attention even though we were below the state average.

Ms. Paluk also stated that the mission statement for AKFCS came up also. Ms. Paluk stated that we recognize that the western civilization terminology in the mission statement doesn't apply to Abby Kelly today and we have in practice adapted to a more culturally and worldly view of information that we're having our students' review but our mission has not been updated to reflect that. Ms. Paluk explained that this is something that normally would not be one of the first things we tackled this year given everything else but we would need to look at it in the short term just to get ready for the charter renewal next year so that what we're doing in practice matches what our mission is. Ms. Vernon inquired whether the mission needs to be in place to do the charter renewal or we could put forward a mission amendment after the fact. Ms. Paluk explained that when you're doing a five-year charter renewal it's probably good to put in as much change as you need to in that one particular submission.





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Ms. Vernon then moved on to the next topic on the agenda which was the annual report. Ms. Paluk stated that an annual report that is submitted to the state is very prescriptive in terms of what we need to submit and there's not a lot of creative writing allowed. Ms. Paluk stressed the importance of the board understanding the areas that they're judging us on. Ms. Paluk also stated that these are things that we put down in our previous charter application that serve as an accountability plan so we have to continue to report on them even if they're not necessarily as relevant. Ms. Little explained that this is the student recruitment and retention plan. Ms. Paluk explained that the Annual Report must be posted on our website and it can be shared with the district Superintendents, elected officials like the mayor to showcase Abby Kelley.

Ms. Paluk stated that we don't proactively send it out but it is on our website so people can look at it. Ms. Yarnie stated that it seems like there's no opportunity to be able to accurately reflect what Abby Kelley is doing but it's just a blanket template that we just follow to which Ms. Paluk agreed. Ms. Vernon then questioned the plan on the table on page 5 and wanted to know if that including remote learners as well for this past year or was that just for people who are present in person. Ms. Little stated that the data is from last year and not this year right and it goes through March of 2020. Ms. Paluk stated when we see this next year we're gonna see a precipitous drop in these numbers and that we might have had one student in the elementary school encountered some challenges at the end of the year but other than that because the students that were in were not encountering major discipline issues with them.

Ms. Vernon then introduced Dr. Cole to provide her presentation. Dr. Cole began by stating that when we think about the social-emotional curriculum, it's not just a one and done but it's an investment in five core competencies of social-emotional learning; it's a mindset, culture, and way of thinking that becomes interwoven and integrated into all environments, not just the schools, but within homes and families and even in the community and providers that we work with. Dr. Cole explained that you are looking at three to five years of being able to fully implement a social-emotional learning curriculum. Dr. Cole stated that knowing what those five work competencies are and creating a team of people within the districts and really within each school helps develop the strategic plan of implementing this and setting goals of what we want to see in 5 years.



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Dr. Cole explained that for the majority of students, the focus will be on tier one, meaning engaging in universal assessment progress monitoring good classroom practices. Dr. Cole stated that engaging in social-emotional exercises also helps teachers and staff to understand their own social-emotional experiences because a dysregulated teacher cannot help a dysregulated student. Dr. Cole stated that part of building that foundation is taking care of the teachers and taking care of the social-emotional functioning of the teachers. Dr. Cole stated that some ideas that she had included professional development in the current staff meetings so you take 15 minutes to do an exercise with your staff or sending out newsletters that include social-emotional learning concepts such as working on mindfulness or resiliency, self-awareness, and social awareness throughout the years. Dr. Cole also suggested looking at a monthly group that meets with the teachers to reinforce concepts, especially for the students that are giving them a difficult time and how to manage it better but also giving them some guidelines on how to not get so stressed out dealing with a really tough student.

Dr. Cole stated that she has been in contact with Emma from Community Healthlink about developing Wellness videos that would focus on coping skills and having a Google Classroom to share social-emotional information. Dr. Cole explained that to incorporate our families we create that bridge from what we're teaching our students and our staff to home such as preparing letters to go home to the family about this and how it's going to be monitored or doing assessments and letting them know what those assessments are and how we're going to be using that, Dr. Cole explained that we would be providing support and workshops to the parents throughout the year that can also be recorded and have interpreters.

Dr. Cole stated that there will be a lot of education this year for everyone when it comes to learning what is SEL and what we're doing. Dr. Cole also stated that one of the pieces that were going to be looking at when we look at the students functioning was how they're reading and how they're doing in math because we assess for all of those things. Dr. Cole explained that we're also going to be looking at how are they doing socially and emotionally so it's developing a universal screening program which will be a way that we can monitor them and developing a system for how they move through those tiers. Dr. Cole states that this would allow us to know when a tier-one becomes a tier-two. Dr. Cole explained that information and research are abundant around the connection between academic success and the



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social-emotional and behavioral functioning of students. Dr. Cole stated that we're not just looking at the students that we screen but that every single person gets those social-emotional functioning interventions so people have access to all strategies.

Dr. Cole stated that there are a couple of ways to know when someone's social-emotional functioning needs to be improved by looking at performance data, attendance, and/or detention. Dr. Cole explained that when we look at the screening we're looking at everybody and everything and not just the academic piece to all of this because we want to shed light on why they're struggling and really what's the root cause. Dr. Cole stated that you would give these universal screenings several times a year to be able to look at who's at high risk and who might need more interventions. Dr. Cole stated that progress monitoring helps us adjust the interventions so we know that they're working or they're not working.

Ms. Paluk pointed out a few things after the presentation by Dr. Cole. Ms. Paluk stated that in the DESE site visit report, MTSS was mentioned a couple of times so this model is not wholly new to Abby Kelly because we had an RTI model for many years that worked with teams of teachers and others to look at students who are struggling and to put in place put those academic interventions in. Ms. Plauk explained that now we're bringing in the social-emotional interventions and that we're coupling that with the program that was already in place. Ms. Paluk explained that before the focus was more on the academic but that now we need to work on the social-emotional aspect. Ms. Paluk stated that MTSS has been around for a while and it's been a model that the state has recommended and that we are just adopting it at this point as it has been mentioned in our DESE report as a best practice and it certainly came up at the Special Education tiered focused monitoring visit as a best practice as well. Ms. Paluk then explained that this doesn't happen overnight and that we need to sequence getting the adults to buy in first before we can move into a more robust program. What that will look like two to three years from now depends on how things go.

Ms. Paluk stated that we have students that are coming back and in some cases, these students have not been out of their house for 18 months. Ms. Paluk stated that we should not underestimate that and we have to recognize that not only have they not been in school for 18 months but that they haven't really been out in society for 18 months and so that transition back to school is very fraught with several things. Ms. Paluk explained that MTSS gives us a K through 12 district-level approach to guidance and



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it gives us the ability to have a common language to talk to educators, parents, students and the Board. Ms. Paluk explained that this is something for all of us to work together on.

Ms. Vernon inquired about whether we knew what the universal screening tools were going to be and if we had a timeline. Dr. Cole stated that they have not made a decision yet but are leaning towards Panorama and are in the process of buying that and learn it because panorama has surveys for families and teachers. Ms. Vernon inquired if the surveys stay the same or change. Dr. Cole explained that it would be the same words for each three throughout the year so then you're able to compare you know where things were at the beginning of the year versus the end of the year. Ms. Vernon then requested an explanation of what a Tier 2 or 3 student would look like.

Dr. Cole explained that looking at an elementary level student at tier two, the intervention might be the lunch bunch, a social skills club such as check-in and check out so it could be around executive functioning such as do they have all their homework and are all of their things organized before they go. Dr. Cole also explained that it could be someone coming into the classroom and doing a friendship strategy in a small group setting and it can also be just sometimes be rearranging the environment within the classroom and helping a student use it. Dr. Cole stated that it also includes involving the parents and problem solving with parents. Tier 3, according to Dr. Cole, is where we're looking at a more individualized intervention such as doing a functional behavior analysis if there's been a personal crisis of a student and some trauma. Dr. Cole explained that this could include some short-term counseling or support and can involve developing more solution-focused strength-based one-to-one counseling for some students that might be at higher risk.

Ms. Paluk then gave an update on school reopening. Ms. Paluk explained that we are going to mandate masks as the state is leaving it up to everyone. Ms. Paluk explained that the vaccine is not available for children under 12 and based on information, it's going to be a while before everyone is vaccinated. Ms. Paluk stated that nurse Sarah did calculations and that we are at just about 50% of our students vaccinated and not having masks is not an option. Ms. Paluk stated that we would continue with the outside cleaning company and they will be here all year. Ms. Paluk stated that they would continue spraying the school at least once a week on Wednesdays and then again before the weekend. Ms. Paluk explained that the biggest change is going to be that there will be no social distancing in place. Ms.



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Paluk explained that we would not have been able to accommodate all of the students back if the social distancing measures were still in place. Ms. Paluk then explained that even though the specific foot measurement was not in place, she still felt that we should practice social distancing as much as possible.

Ms. Paluk stated that she had the pleasure of being on a panel for the Guardian Church of the Pentecost along with an Infectious Disease Control Doctor and they were invited to come and speak because many of the families at Abby Kelley are part of the church community and had questions about sending their children back to school. Ms. Paluk explained that she, along with the Doctor, did their best to explain to the families what was happening and did their best to mitigate their fears while having them understand that nothing is guaranteed which was part of the challenge. Ms. Paluk explained she has sent out one communication to families and again received quite a bit of positive response on mandating the masks and only had two families reach out saying they were not going to be sending their students back. Ms. Paluk stated that she would meet with staff on Tuesday morning and allow faculty to ask questions and hear what we are going to do for protocols. Ms. Paluk explained that Thursday the new staff come back and the following Monday the 23rd is when all staff report and there will be another safety update and protocol meeting reminding people of the mask mandate. Ms. Paluk explained that they are also waiting on DESE for clarification on what close contact means and what a quarantine period will mean this year. Ms. Paluk explained that she met with the nurses a few times already and everyone participated in a webinar yesterday or the day before on what kind of testing is going to be available in school and that there are a couple of different options.

Ms. Paluk states that Abby Kelly was one of the places that did the pool testing last year and that the name is changing to Routine COVID safety check. Ms. Paluk stated that she did not think they would use that option though as last year they didn't have a positive case come out in the pool but students/staff had symptoms and were testing positive. Ms. Paluk explained that the other two options that are available to us are symptomatic testing so we can do a rapid antigen test within 15 minutes and tell whether they're COVID positive or not and the test and stay option which meant that if staff/students are identified as a close contact the nurse can administer the rapid test to the close contact for five days and they can stay in school as long as every one of those tests continues to come back negative which means



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less quarantining for people who are not necessarily at risk of getting it but it also means more work on all of our nurses and that is part of the challenge. Ms. Paluk explained that the nurses have all of the students back to school and they have normal aches, pains, and headaches. Ms. Paluk stated that all costs are covered by the state and explained that we could hire an outside consultant to come in and be part of this but we don't know if that person is credentialed and we do not have much information on that.

Ms. Vernon inquired what things were going to look like at the different schools that were different from last year now that we don't have the social distancing in place. Ms. Gould began by saying that we will have small group tables back in classrooms this year where they weren't last year with the hope that students do not have to socially distance themselves and we can have them together. Ms. Gould stated that there would still be partitions and dividers and that the teachers are excited that they're going to be getting their areas back in the classroom so that will be different. Ms. Gould also stated that they were going to set the cafeteria up as though one day they would be using it but for now, everyone would eat in the classrooms.

Ms. Gould stated that that would be a shift with eating back in the cafeteria again but as of right now probably stay in their classrooms to eat without the social distancing requirements and still keeping the cohorts from mixing up. Ms. Cole explained that they would be bringing back the rug which is very important for the little ones. Ms. Gould explained that they did carry out an intervention group last year and they plan on continuing carrying out intervention groups this year.

Ms. Puliafico then provided an update. Ms. Puliafico explained that last year students stayed in their classrooms and teachers moved to them but that this year students will be moving between classes. Ms. Puliafico explained that grades four through seven will still be in a homeroom cohort that moves together. Ms. Puliafico stated that lunch wise, last year half the kids ate in the cafeteria and half the kids ate in their classrooms and that we would have the cafeteria set up but we may end up in that model again because we can probably get three feet without masks in the cafeteria but we can't get six feet by putting all the students in the cafeteria so she is hoping that there's a little more guidance that comes out around that but if not we'll go three feet without masks so still maintain some distancing in the classroom.



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Ms. Puliafico explained that things would return to normal looking in terms of being able to sit in groups and have their desks close to each other and that she planned on bringing back after school activities this year and that all grades this year would have recess and they will not have to wear masks when they are outside for recess. Ms. Puliafico stated that they added a health teacher which is something they've been trying to do for many years.

Mr. Kursonis stated that they would look exactly like they did on March 13th of 2020 except everyone's going to have a mask on and that includes sports also and that they would make changes as the circumstances change.

Ms. Vernon stated that she requested Ms. Paluk to put together an overview of what the agenda may look like on this committee throughout the year just so we would know what was coming up and inquired about any questions anyone may have. No one had any questions on it and were of the understanding that this calendar is adjustable. Ms. Vernon reviewed the upcoming meeting dates.

Ms. Vernon called for a Motion to adjourn. The Motion was made by Ms. Yarnie, seconded by Ms. Vernon and the meeting adjourned at 9:17 a.m.



# IB Results

May 2021 Exams

## IB Diploma Requirements

Students take:

- 6 subject courses: 3 Higher Level (HL) and 3 Standard Level (SL)
  - Scored on a 1-7 scale which corresponds to the total weighted assessment points earned for that subject
  - Approx. 4 weighted assessments in each subject area
- Complete 4,000 word Extended Essay
- Complete Theory of Knowledge Course
- Complete 2 years of CAS and a 1-month CAS Project (Creativity, Activity, Service)

Students must score a total of 24 points out of a possible 45 points (7 points per subject, 3 “bonus” points for ToK and EE)

- 12 of their points must be in HL courses (averages as a 4 in each HL)
- Cannot score below a D in EE and TOK

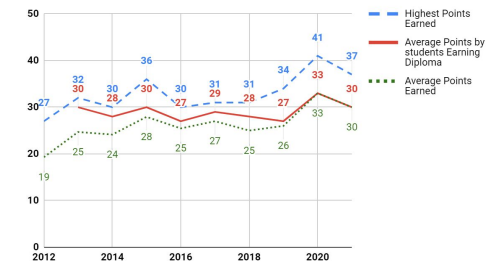
## IB Diploma 2021 Scoring

- Due to the Covid-19 Pandemic May 2021 exams were modified
- IB 2021 modifications:
  - All student Internal Assessments were submitted for external scoring
  - Teachers submitted Predicted Grades for each student/subject based on disbursement provided by IB to individual schools (calculated using historical grading patterns for the school)
  - All subjects exam requirements except Mathematics were modified by eliminating a Paper or reducing the number of essay answers required.
  - CAS requirements were waived

## Diploma Cohort

- 6 Diplomas Earned - 100%

IB Diploma Cohorts



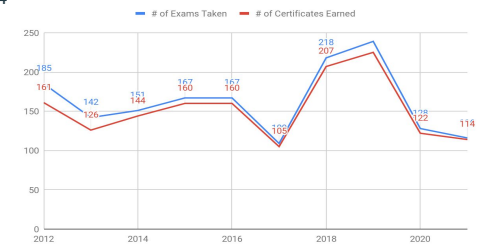
Note: No exams were taken in 2020 - scores were based on an IB calculation of the school's historical scoring data, IA submissions and teacher predicted grades.

## Students who earned their IB Diploma:

- Clareese Bonsu
- Mia Dattis
- Edjana Kocollari
- Nadia Letendre
- Brendan Mathot
- Brody Miller

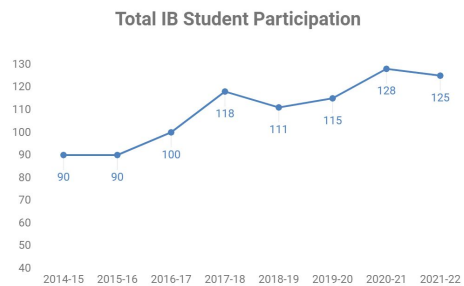
## Certificate Results

- Of the 116 subject exams taken, 114 scored a 3 or higher to earn an IB certificate.
  - 98% earned an IB certificate
  - Average score: 4.44



Note: No exams were taken in 2020 - scores were based on an IB calculation of the school's historical scoring data, IA submissions and teacher predicted grades.

## Student Participation



\* the 2021-22 figure is subject to change

## 2022 IB Program Review/Self-Study

- The 5 year Program review will take place during the 2021-22 school year
- Submission of Program documentation is due March 15, 2022 for a preliminary review
  - Policies
  - Student Schedule
  - Course descriptions/Unit plan samples
  - Mission statement \*
- Final submission is due June 1, 2022
  - Documentation with edits based on preliminary review
  - Self-study questionnaire
  - Program Growth Plan with findings - Student Agency

\*Previous program review highlighted the need to adjust our mission statement to reflect the international focus of the IB Program

## Exam Fees

Due to the receipt of a Mifflin Memorial Fund Grant, all IB exam fees for the May 2022 session are paid at no cost to our IB seniors and their families.

Thank you to Mrs. Michelle Vigneux for her efforts in obtaining this grant.

September 7, 2021

## **DRAFT AMENDMENT REQUEST**

Describe the reason for the selection of the community(ies) and the relationships that have been established in the targeted community.

**Abby Kelley Foster Charter Public School is requesting an amendment to the school's enrollment policy to include the Wachusett Regional School District (WRSD) as part of the school's charter region. An amendment approved by the Board of Elementary and Secondary Education (BESE) in September of 2001 should have named Wachusett, not Holden as part of the charter region. Abby Kelley Foster Charter Public School is requesting the BESE vote to include Wachuett as part of the school's charter region to provide enrollment preference to the residents of the WRSD.**

Describe the enrollment trends experienced by the school that requires this charter amendment request. If charter enrollment within the present charter region has declined over time while enrollment outside of the charter region has increased, provide a rationale for the enrollment trends experienced by the school and the strategies the board and school leadership have implemented in response prior to the current request.

**Abby Kelley Foster Charter Public School reviewed the request from Department of Elementary and Secondary Education and determined it was appropriate to include the Wachusett Regional School District as part of the school's charter region.**

Describe how this amendment enhances or expands the educational opportunities currently available to the targeted student population based on their needs.

**The request to provide enrollment preference to the residents of the Wachusett Regional School District (WRSD) would continue to ensure the residents of Holden keep access to Abby Kelley Foster Charter Public School. In addition, the amendment would provide WRSD residents an opportunity to apply for grades K-6 with resident preference based on the charter's region.**

Describe how the school has assessed parental support from the proposed district(s) to be added to the school's region and provide evidence of demand. The Department strongly discourages the submission of petitions containing confidential personal information as evidence of demand.

**Abby Kelley Foster Charter Public School did not formally assess parental support to include the Wachusett Regional School District as part of the school's charter region. The school does receive applications for student's outside of the current regional footprint. The School currently enrolls 7 Holden residents, 4 Rutland residents and 5 Paxton residents. The 2021-2022 waitlist includes 4 Holden residents and 6 Rutland residents.**

Provide examples of anticipated additional strategies to attract, enroll, and retain students that will be incorporated in the school's recruitment and retention plan if changes to the charter region are granted, as applicable.

**Abby Kelley Foster Charter Public School does not anticipate requiring additional enrollment strategies to recruit students from the additional towns. The school will continue to employ the current enrollment strategies outlined in the school's approved student recruitment and retention plan. For example, advertisement in the local newspapers, sharing information with regional child care centers and through social media.**

Provide a projection of how the expansion of the region will impact enrollment distribution across the grade span from the proposed district(s) and existing districts in the region. Explain the basis for your projection. Please factor into your projection the current availability of seats under the applicable net school spending cap (see *District Information on Enrollment Projections* at <http://www.doe.mass.edu/charter/governance/>).

**Abby Kelley Foster Charter Public School does not anticipate the addition of the Wachusett Regional School District to impact enrollment distribution across the grade span. The school currently enrolls 7 Holden residents, 4 Rutland residents and 5 Paxton residents. The 2021-2022 waitlist includes 4 Holden residents and 6 Rutland residents.**

Identify if the current grade span includes a preschool grade that is not available in all districts of the proposed region. Describe how the school intends to manage the enrollment of preschool students for whom the school will not receive tuition reimbursement.<sup>[1]</sup>

**Not Applicable.**

Describe how transportation services will be provided to all eligible students.<sup>[2]</sup> Indicate if transportation services will be modified from current practice if request is granted. No later than February 1st, charter schools must notify the school district of all transportation needs for the following school year, including any changes resulting from the granting of an amendment, if the school district provides transportation for students who reside where the school is located. NOTE: A school's commitment to provide transportation services to residents of the charter region during the scheduled school year, including those students who reside outside the city or town where the school is located, will establish the school's eligibility for regional transportation aid.

**Abby Kelley Foster Charter Public School currently provides regional transportation to students residing outside the city of Worcester. The regional towns include Holden. The school will add bus stops within the WRSD based on student need.**

Describe the anticipated financial impact if the amendment is granted and the school's preparations for any challenges, e.g. revenue increase or decrease based on variation in per



pupil tuition and projected enrollment, additional transportation costs due to larger geographical region, etc.

**Abby Kelley Foster Charter Public School is currently in strong financial shape and does not anticipate any financial impact with the additional towns. The school currently enrolls students from Holden with a tuition rate of \$13,997. In comparison, the city of Worcester's tuition rate of \$15,976. The tuition rates are comparable and the school currently provides regional transportation. The school can financial absorb any additional expenses if necessary to support the addition of Wachusett.**

Submit a draft enrollment policy and application for admission that reflects the proposed charter region and enrollment preference change. *[If the Board of Elementary and Secondary Education approves the school's request, the Department will work directly with the school to provide provisional approval of a revised enrollment policy and application for admission and ensure timely approval by the commissioner prior to the next enrollment period.]*

**Include an enrollment policy with the proposed region**



## Abby Kelley Foster Charter Public School

10 New Bond Street Worcester, MA 01606

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

[www.akfcs.org](http://www.akfcs.org)

### Education Committee Meeting Minutes-DRAFT

**Friday, September 10, 2021, 8:00 a.m. DIGITAL MEETING**

<https://akfcs-org.zoom.us/j/95177767178?pwd=SHF6UEdNYzN1cUgxZzlGMkhOWnZPZz09>

**Meeting ID:** 951 7776 7178

**Passcode:** 076302

**By phone:** +1 929 205 6099 US **Meeting ID:** 951 7776 7178

The meeting was called to order by Amy Veron at 8:02 a.m. The attendance was recorded as follows:

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

**Staff in attendance:** Kelly Gould, Amy Puliafico, Chris Kusronis, AnnMarie Little, Dr. Caroline Cole, Amelie Cabral, Kelly Davila, Jenn Guisto, Heidi Paluk, Kristine Hersey

The Committee reviewed the Meeting Minutes from the August 13, 2021 meeting. Ms. Vernon asked for a motion to approve the August 13, 2021, Meeting Minutes. The motion was made by Ms. Yarnie, seconded by Ms. Vernon.

Ms. Vernon opened the floor for Ms. Kelly Davila and her presentation. Ms. Davila, Assistant Principal, and Director of the IB Programme stated that the IB cohort that graduated in 2021 had a successful year with all 6 students earning their IB Diplomas; a significant number of students in the class of 2021 also took 2 or 3 certificates classes. Ms. Davila explained that there are requirements the students must meet to achieve their diplomas. Ms. Davila stated that the student must take 6 subject courses: 3 Higher Levels (HL) and 3 Standard Levels (SL). The student must also have scored on a 1-7 scale which corresponds to the total weighted assessment points earned for that subject. Ms. Davila stated the remaining requirements included: approximately 4 weighted assessments in each subject area; complete a 4,000-word Extended Essay; complete Theory of Knowledge Course; and complete 2 years of volunteer hours and a 1-month CAS Project (Creativity, Activity, Service).

Ms. Davila also stated that students must score a total of 24 points out of a possible 45 points (7 points per subject, 3 "bonus" points for Theory of Knowledge and Extended Essay) to achieve a Diploma and that 12 of their points must be in HL courses (which averages 4 points in each HL) and they cannot score below a D in Extended Essay and Theory of Knowledge. Ms. Davila explained that due to Covid, some changes were made and the May 2021 exams were modified with the following changes: All student Internal Assessments were submitted for external scoring; Teachers submitted Predicted Grades for each student/subject based on criteria provided by IB to individual schools (that criteria were calculated using historical grading patterns for the school); and all subject's exam requirements, except Mathematics, were modified by eliminating a paper or reducing the number of essay answers required. Ms. Davila stated that CAS requirements were also waived.

Ms. Davila stated that of the 116 subject exams taken, 114 scored a 3 or higher to earn an IB certificate. Ms. Davila stated that 98% earned an IB certificate and the average score was 4.44.



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Ms. Davila then explained that the 5-year IB Programme review will take place during the 2021-22 school year and that submission of Programme documentation is due March 15, 2022, for a preliminary review. Ms. Davila stated that due to the receipt of a Mifflin Memorial Fund Grant, all IB exam fees for the May 2022 session are paid at no cost to our IB seniors and their families. Ms. Davila thanked Mrs. Michelle Vigneux for her efforts in obtaining this grant.

Ms. Amelie Cabral provided an update on ACCESS testing. Ms. Cabral stated that ACCESS ran from Jan-May and there was no remote testing option. Ms. Cabral stated that 197 students had to complete the test in person and we had a 98% assessment rate; only 4 students did not complete it. Ms. Cabral stated that they were not able to reclassify K students as we had no prior information, but 27 students met the benchmark for reclassification. Ms. Cabral stated that there is now an expanded team of 9 people in the ESL department across all three schools. They are expanding the ESL curriculum as well as using a new platform (ELLevations) to track students' progress. Ms. Cabral stated that she was pleasantly surprised with the results of ACCESS and that 66% in grades 1-11 made progress; 5% remained the same, and those who had decreased were minimal (less than - 1%) and most decreases were in the writing domain.

Ms. AnnMarie Little then provided an update on enrollment. Ms. Little stated that 77 students withdrew from AKFCS last year and we have accepted 29 students off the waitlist. Ms. Little stated that most students are moving--either to an area town and/or out of state. Ms. Little stated that there are 9-10 new seats to fill by October 1, 2021. Of the students who withdrew, Ms. Little stated that 9th grade lost the most; 17 students. Ms. Little stated that last year, the enrollment policy was updated due to a mistake from 20 years ago which listed Holden but should have said Wachusett School District as part of the charter region. Ms. Little stated that an amendment must be submitted to DESE to include Wachusett as part of the AKFCS regional charter area. That amendment will need to be approved by the BESE (Board of Elementary and Secondary Education).

Dr. Carrie Cole shared that as the SEL framework is built across the district, she has been working with guidance staff, teachers, and other stakeholders (ABA's, BCBA's) to define the roles and responsibilities of each person. She is looking forward to using the assessment tool in mid-October to get a sense of where students (and staff) are with their mental health.

Ms. Cabral shared that she has been working with Dr. Cole on purchasing the Panorama platform that has an SEL and family engagement/cultural competency component. Panorama also has an MTSS module and although we are adopting MTSS across the district, we did not purchase that module yet as we have much work to do to lay the foundation.

Ms. Cabral stated that Panorama will help administer the SEL inventory tool to assess students 3 times per year on where they are socially and emotionally. This will help us evaluate if the interventions are working. The Panorama Tools are research-based and can help with identifying skills and competencies that are needed to help students as well as to help identify district (or school level) goals and implement strategies.

Questions included how often the survey will be administered (3x in fall, winter, spring) and how many questions will be asked (likely no more than 15). The questions can be selected from research-based questions depending on the overall goal of the program/department.

*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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The principals then provided an update. Ms. Kelly Gould informed everyone that the students are happy and respectful and have a feeling of excitement. She also explained that there is a new math program called Ready Math. Ms. Gould states that they are socially distancing as best as possible but the school did lose a floor due to recent flooding. Ms. Gould stated that they are maintaining flexibility and working with the students on keeping their masks on.

Ms. Puliafico then gave an update on the middle school, stating that the teachers and students were excited to be back. Ms. Pulifico stated that they were working on resetting routines and building procedures, especially for the 4th and 5th graders. Ms. Puliafico informed everyone there were minimal discipline issues so far this year. Ms. Puliafico stated that the heat in the building especially on hot days is an issue; we need to look at ways to mitigate this even as early as Spring. Ms. Puliafico also stated that academic screening would be done through iReady starting in the next two weeks.

Mr. Chris Kursonis provided an update for the high school. Mr. Kursonis stated that the students are happy being back to a routine. Mr. Kursonis stated that Grades 10-12 seamlessly transitioned to being back to school but Grades 8 and 9 have needed more assistance. Mr. Kursonis stated that there are a few student attendance issues as compared to when the students were remote learning.

Ms. Vernon called for a motion to adjourn the meeting. The motion was made by Ms. Yarnie, seconded by Dr. Park and the meeting adjourned at 9:10 a.m.

September 7, 2021

## **DRAFT AMENDMENT REQUEST**

Describe the reason for the selection of the community(ies) and the relationships that have been established in the targeted community.

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**Include an enrollment policy with the proposed region**





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 repos;
- 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 shall continue the practice of allowing 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.

5. 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.
6. 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.
7. 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.
8. 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.

9. 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.
10. RECORD OF MEETINGS. A detailed and accurate record of every meeting shall be made and kept as required by the Open Meeting Law.
11. 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.
12. 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.*

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.***

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. TRUSTEES: The School and the Board of Trustees are an agency of the Commonwealth, and nothing in these bylaws shall be construed to constitute a waiver of the sovereign immunity of the Commonwealth. To the extent and for the purposes permitted by chapter 258 of the General Laws of Massachusetts, the Board of Trustees of the School shall indemnify each Trustee who is at any time serving or has at any time served as a Trustee of the Board (an "Indemnified Party").

2. PROCEDURE: The Board of Trustees shall maintain insurance to achieve the purpose of this Article. A person seeking indemnification must promptly notify in writing the Board chair and Board secretary of the request and shall fully state the reasons and basis for the request. The person seeking indemnification must cooperate with the board, its counsel and its insurer to receive or continue indemnification. The types of costs and limits upon costs to be indemnified will be those set forth in c. 258.

## 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 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.

## Abby Kelley Foster Public Charter School

The bylaws of every board of trustees must comply with state and federal laws and contain certain provisions. Please use the following checklist to guide the creation of your charter school bylaws.

| <b>The Bylaws must:</b>   | <b>Location in Bylaws<br/>(page and section number)</b> |
|---|---|
| 1. State the name and purpose of the school and that the school is a public school. The name of the school must include the words “charter school”.<br><i>Citation:</i> G.L. c. 71, § 89(c) and 89(k)(1)  | <b>Pg. 2, article I, section 1</b>                      |
| 2. Specify that the board of trustees holds the charter granted by the Commonwealth of Massachusetts.<br><i>Citation:</i> G.L. c. 71, § 89(c)   | <b>Pg. 3, article III, section 1</b>                    |
| 3. Specify that the school’s fiscal year begins on July 1 and ends on June 30 of the following calendar year.   | <b>Pg. 13, article XI</b>                               |
| 4. Specify that the board of trustees of a charter school is a public entity, which operates independently of any school committee.<br><i>Citation:</i> G.L. c. 71, § 89(c)   | <b>Pg. 3, article III, section 1</b>                    |
| 5. Specify that individual board members are considered special state employees.<br><i>Citation:</i> G.L. c. 71, § 89(c)  | <b>Pg. 12, article IX, section</b>                      |
| 6. Specify that members of the board of 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). Failure to comply with state ethics requirements may result in removal of individual board members by the board of trustees or by the Commissioner.<br><i>Citation:</i> G.L. c. 71, § 89(u); 603 CMR 1.06(2)(e) | <b>Pg. 12, article IX</b>                               |
| 7. Specify the frequency of board meetings, which must be held in Massachusetts, and occur at least quarterly.<br><i>Citation:</i> 603 CMR 1.06(2)(c)   | <b>Pg. 5, article IV, section 1</b>                     |
| 8. Specify that the board of trustees and its committees, irrespective of what the title may be, will comply in all respects with the open meeting law, G.L. c. 30A, §§ 18-25, and the regulations, guidance, and directives of the Office of the Attorney General. This includes, but is not limited to, training, notice of meetings, records of meetings, and executive sessions.<br><i>Citation:</i> G.L. c. 30A, § 18-25   | <b>Pg. 5, article IV, section 2</b>                     |
| 9. Specify that 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.   | <b>Pg. 7, article IV, section 11</b>                    |
| 10. Specify that the board of trustees is a public employer for the purposes of tort liability under Chapter 258 of the General Laws and for collective bargaining purposes under Chapter 150E of the General Laws.   | <b>Pg. 3, article III, section 1</b>                    |



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|---|---|
| <p>In <u>Horace Mann</u> charter schools, state that the school committee is the public employer for collective bargaining purposes under Chapter 150E of the General Laws.</p> <p><b>Citation:</b> G.L. c. 71, § 89(y)</p>   |   |
| <p>11. Specify that board of trustees will not exercise managerial powers over the day-to-day operations of the school.</p> <p><b>Citation:</b> 603 CMR 1.06(1)</p>   | <p><b>Pg. 3, article III, section 1</b></p>       |
| <p>12. Specify that the board of trustees will fulfill their fiduciary responsibilities, including but not limited to, the duty of loyalty and duty of care, as well as the obligation to oversee the school's budget.</p> <p><b>Citation:</b> 603 CMR 1.06(1)</p>  | <p><b>Pg. 3, article III, section 1</b></p>       |
| <p>13. Specify that the boards of trustees must ensure that school operates in compliance with all applicable state and federal laws including, but not limited to (<i>please include each component in the school's bylaws</i>):</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> 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;</li> <li><input type="checkbox"/> Requesting the Commissioner's appointment of any new trustees and receiving that approval prior to any new trustees beginning their service as members;</li> <li><input type="checkbox"/> Submitting timely annual reports;</li> <li><input type="checkbox"/> Submitting timely annual independent audits;</li> <li><input type="checkbox"/> Hiring, evaluating, and removing, if necessary, qualified personnel to manage the charter school's day-to-day operations and holding these administrators accountable for meeting specified goals;</li> <li><input type="checkbox"/> Approving and monitoring progress towards meeting the goals of the school's Accountability Plan;</li> <li><input type="checkbox"/> Adopting and revising school policies, including plans for student recruitment and retention;</li> <li><input type="checkbox"/> Responding to complaints in writing as required by 603 CMR 1.09; and</li> <li><input type="checkbox"/> Ensuring that members of the board receive an orientation and training regarding their duties and obligations as members of a board of trustees.</li> </ul> <p><b>Citation:</b> 603 CMR 1.06(1)(a-i)</p> | <p><b>Pgs 3&amp;4, article III, section 1</b></p> |
| <p>14. Specify the number of members of the board of trustees; the board of trustees must have a minimum of five members.</p> <p><b>Citation:</b> 603 CMR 1.06(1)</p>   | <p><b>Pg. 4, article III, section 2</b></p>       |
| <p>15. If the board of trustees includes one or two employees of the school as members of the board of trustees, explicitly identify these categories of membership by position and identify the numbers of such members.</p> <p><b>Citation:</b> 603 CMR 1.06(2)(f)</p>  | <p><b>N/A</b></p>                                 |
| <p>16. Specify the number of years that shall constitute a board member's term and set a specific, reasonable limit on successive and total terms that a board member may serve.</p> <p><b>Citation:</b> 603 CMR 1.06(2)(a)</p>   | <p><b>Pg. 5, article III, section 4</b></p>       |
| <p>17. Specify that the board of trustees will exercise due diligence in assessing the suitability of candidates for board membership 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 which may preclude a majority of</p>   | <p><b>Pg. 4, article III, section 3</b></p>       |

|   |  |
|---|--|
| the board from participating in deliberations or voting on certain matters within the scope of the board's authority.<br><b>Citation:</b> 603 CMR 1.06(2)(b)  |  |
| 18. Specify the process by which a trustee may resign or be removed from the board.   | <b>Pg 5, article III, sections 7&amp;8</b>     |
| 19. Specify that action by the board requires a majority vote of a quorum of trustees and, to the degree required, specify the situations for which approval may require a special majority. Specify that a quorum is a majority of the trustees serving on the board. Absent such a provision defining a quorum, a quorum will be the majority of trustees of the "body as constituted," irrespective of vacancies.<br><br><u>See Gamache v. Town of Acushnet</u> , 14 Mass. App. Ct. 215, 219 (1982) (noting that a Town bylaw established a board of appeals of five members, and a temporary vacancy did not alter that bylaw). | <b>Pg. 6, article IV, section 3</b>            |
| 20. Specify the number and titles of board officers, describe the responsibilities of each officer, and describe the process for electing officers.   | <b>Pgs. 9&amp;10, article VI, sections 1-5</b> |
| 21. Specify the process by which committees are formed.   | <b>Pg. 7, article V, section 1</b>             |
| 22. Describe the procedure for bringing complaints to the board of trustees and for the board of trustees to respond in writing to any such complaints filed with it.<br><b>Citation:</b> G.L. c. 71, § 89(II); 603 CMR 1.06(1)(h) and 1.09   | <b>Pg. 13, article VII</b>                     |



## Abby Kelley Foster Charter Public School

10 New Bond Street Worcester, MA 01606

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

[www.akfcs.org](http://www.akfcs.org)

### Board of Trustees Meeting Minutes

Wednesday, September 22, 2021, 6:30 p.m.

<https://akfcs-org.zoom.us/j/97958691951?pwd=Tk0zcU9EM1B0N2RuRU90Nm1oZXFUZz09>

**Meeting ID:** 979 5869 1951 **Passcode:** 320725

**By phone:**+1 929 205 6099 **Meeting ID:** 979 5869 1951

The Meeting was Called to Order by Celia J. Blue, Board Chair at 6:35 p.m. Attendance was taken and is recorded as follows:

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

**Staff in attendance:** Heidi Paluk, AnnMarie Little, Dr. Carolyn Cole, Amelie Cabral, Alisha Carpino, Kelly Gould, Amy Puliafico, Christopher Kursonis, Sara Ramirez, Mike Grennon, Kaitlyn Greenwood, Kelly Davila, Ben Gitkind, Amanda Durkin, Lindsay Burns, Mike Penney, Melissa Joubert, Michelle Vigneux, Jenn Giusto, Angela Bates, Anne Clayborne, Christine Lee

**Other individuals in attendance:** Diana Mancini, Amaryllis Teixeira, Leslie Nair

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

Ms. Blue asked for a motion to accept the August 25, 2021 meeting minutes. Ms. Zagabe-Ndiku made the Motion, it was seconded by Ms. Vernon. The Board approved the minutes from August 25, 2021.

Ms. Blue then turned it over to Ms. Paluk for the Executive Directors Report.

Executive Director Report:

Ms. Paluk shared the following:

- Ms. Vigneux, the Director of Development was able to secure a \$1,500 donation from United Way of Central Massachusetts and allowed us to buy gift cards for all the area grocery stores that are on bus lines. This is replacing our Backpack (food) program which is non-operational due to the flood.
- AKFCS did receive a number of school supplies and backpack donations from Planting the Seed Foundation for students who were in need of extra school supplies.



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- The IB grant, which was received in the Spring, has allowed for all IB fees to be waived/eliminated for the students this year. Ms. Paluk expressed hopes that this would be the first of many years of eliminating the \$700-800 costs that students incur to take the tests at the end of their senior year.
- Through the recent STEM grant, AKFCS received \$89,0000 from the Mass Life Sciences in new equipment for our life sciences program. We will be collecting data on students who study science post-graduation starting in 2023 for that grant.
- Ms. Paluk then explained that AKFCS has had a number of COVID cases, 44 as of tonight, which is nearly the entire amount for last year. Ms. Paluk did clarify that we have all students in school and we did not count students who were fully remote last year. Mitigation strategies to prevent the spread in school continue such as mask-wearing sanitizing, hand-washing, air purification, and social distancing when appropriate.
- Ms. Paluk stated that we continue to experience some challenges with our facilities and as noted from the facilities report, the flooding that impacted us on August 19, 2021 continues to make the bottom floor of the elementary school unusable. Ms. Paluk also stated we are continuing to wait on the estimates from the insurance agency for both Elementary and Middle School damages; that is all the current information that we have as of this time.
- Ms. Paluk ended with the good news that a new IT director, Mr. Gabriel Beltran, would be starting on September 27, 2021.

Ms. Blue asked if anyone had any questions for Ms. Paluk:

- Ms. Vernon wanted to know about the percentage of staff vs. students who are testing positive. Ms. Paluk said it was only one staff person who had tested positive.
- Mr. Royce then asked Ms. Paluk about the comfort level of families to these positive cases to which Ms. Paluk stated that some families still are very concerned. They want to know about a remote option which DESE has said is not an option.
- Ms. Paluk stated that she hopes that the families do understand that we are doing as much as we can to mitigate the spread in school and while she knows that it may happen, we are being mindful of minimizing that exposure in the school. Ms. Paluk then gave a warm thank you to the school nurses who have been inundated. Ms. Paluk explained that everyone has had a tremendous amount of workload and COVID, in addition to operating the school, is a whole new challenge but that our nurses have had to take on the state testing as well. Ms. Paluk also acknowledged the fact that there are approximately 500 students who have signed up for the testing and about 140 staff members.
- Ms. Blue asked Ms. Paluk if a timeline around the work in the Middle School, especially in the cafeteria was mentioned. Ms. Paluk explained that she did not in fact mention the time frame because we are still waiting on the insurance information and that they are in the process of obtaining all of the information that is needed. Ms. Blue inquired about the adjuster coming to the school yet to assess to which Ms. Paluk stated that they had done that prior to the hurricanes hitting in New Orleans as our flooding was one of many going on in the country at the time so they are backlogged in general.
- Mr. Royce congratulated Ms. Paluk on the new IT director and asked Ms. Paluk if the flooding has had any impact on the IT project. Ms. Paluk stated that the IT project is still moving ahead



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and that we actually will be freezing our firewalls as of tomorrow so that work can be done. Ms. Paluk also stated that we would be installing part of the new project in the high school next week but that we are waiting on the shipment of our new servers, which are the main components of this project. Those are not projected to be in until November. Ms. Paluk stated that the IT consultant team is going to get everything done, staged and deployed, and ready to go so that when the servers come in, they can just hook it up. Ms. Paluk stated that the timing for completion will be the middle of November because of that delay.

### Finance and Facilities:

Mr. Royce gave the Facilities & Finance Report.

- Mr. Royce began by stating that the meeting focused on the flooding at the schools to which Ms. Paluk gave a good update and that they are waiting on the insurance claim to further discuss the other large ticket items. Ms. Blue asked if anyone had any questions for Mr. Royce, to which no one responded.

### DEI Committee:

Ms. Yarnie gave the DEI committee update.

- Ms. Yarnie began by stating that there have been 2 DEI committee meetings, one on September 2nd, which she was not present for, and the second one on September 14th, where the committee structure was discussed.
- Ms. Yarnie stated that the vacant openings that the DEI currently has were discussed
- Ms. Yarnie shared the plan for subcommittees that come under the DEI Committee
- Ms. Yarnie shared with everyone that she is there to serve as a resource, to listen, and to bring back information to the Board of Trustees moving forward.
  - Ms. Blue thanked Ms. Yarnie for the update and also for the charter document update, which Ms. Blue states would be put forth at the next Board meeting.
  - Ms. Blue then asked about the timeframe for completing the climate survey to which Ms. Yarnie stated that will come in November.
  - Mr. Royce asked Ms. Yarnie about any discussions that may have taken place yet about the goals that will be put in place for the next school year and also what the process and timing will look like.
    - Ms. Yarnie explained the focus was on getting to know each member of the group, sharing their experiences, and defining the roles of the different subcommittees.
    - Mr. Royce then asked Ms. Yarnie if there was any plan in place for updating or revising and implementing the Charter Documents for 2022/23.
      - Ms. Blue asked for clarification from Mr. Royce and wanted to know if he was referring to the charter itself and the scope of work to which Mr. Royce stated he was.



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- Ms. Blue began explaining that the DEI Charter and the work of the Committee have changed over the last few years, and the group goes back to that charter document to see what is the overarching scope of work that has been defined and which piece of that work is relevant or needs to move forward that year.
  - Ms. Paluk then stated that the DEI committee had a robust conversation on the 14th and presented many ideas. Ms. Paluk stated that Mr. Jones kept reminding everyone that this is an advisory group to the work that's being done at Abby Kelly. The DEI group or subcommittee group should not take it upon themselves to be doing curriculum work, for example.
  - Ms. Paluk also explained that Curriculum work would be done with the curriculum coordinators, principals, and others within the school, and we would use the DEI Committee as an advisory group.
  - Ms. Paluk also stated that they are creating a math and literacy committee, two different committees this year, as part of the ongoing district alignment for K through 12.
- Ms. Zagabe-Ndiku then asked Ms. Paluk if the staff development and even the Board have anything to do with the DEI itself or do they just suggest ways the district can move forward.
  - Ms. Paluk stated that yes, it is a way to have a partnership, to have community members, parents, and students help advise in areas that will impact the decisions that get made at AKFCS.
  - Ms. Paluk stated that she thinks that we are at a jumping-off point of the DEI committee because the last few years have been spent laying the foundation and getting some of the infrastructures around how it's going to operate and now some of the work is starting.
  - Ms. Paluk explained that the DEI committee is trying to figure out where the partnership is without overstepping individual roles and responsibilities.

Education Committee:

Ms. Vernon provided the Education Committee Update.

- Ms. Davila, director of the IB program, informed the committee of all the hard work that the students have been doing. Ms. Vernon stated that there are two separate components to the IB program, one of which is the Diploma Program and is more rigorous, and the second is the Certificate Program, in which more students are involved.
- Ms. Vernon stated that both programs were very successful last year, even in light of all of our hardships and that six students earned their IB diplomas.
- Ms. Vernon stated that there were a large number of students who participated in the certificate program and that about 70% of the students that were eligible participated.
- Ms. Vernon also stated that 98% of students were earning their IB certificates by the end of the year and that of the 116 exams that students took, 114 scored a three or higher, which is minimum support to earn the certificate.
- Ms. Vernon shared the update from the EL department

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- Ms. Cabral provided that update that included the good news about being able to expand her department from three staff members to nine across the three schools;
- Ms. Vernon also spoke about access testing, which is the testing that English language learners have in the Spring each school year to assess their skill development.
- Ms. Vernon stated that in Ms. Cabral's results update from last year, we had 197 students who were taking the testing, and the majority of them were able to complete it.
  - Ms. Vernon also stated that there was a 98% participation rate and only four students didn't participate.
- Ms. Vernon also stated that there was an SEL update and we learned about the Panorama platform, which is what is going to be used to do the student surveys that will be coming out later on in the fall.
- Ms. Vernon also stated that a discussion was had about enrollment, including the new amendment to our enrollment policy that includes the Wachusett regional area.
  - Ms. Vernon then provided the update that was given by Ms. Little during the meeting. Ms. Vernon stated that 77 students withdrew between the end of last school year and the beginning of this school year and that we've been accepting students off the waiting list. Ms. Vernon also explained that the largest loss came in the ninth grade where 17 students left that grade level.
    - Ms. Vernon then referred to the draft Enrollment Policy amendment paperwork that was received by the Board.
    - Ms. Vernon gave a reminder that this was to correct an error from 20 years ago in which DESE has approved our Enrollment Policy with just Holden in the regional description, instead of Wachusett District, as it should have been.
    - Ms. Vernon explained that this was to correct that and ensure that we are accepting students from the entire Wachusett Regional Area.
  - Mr. Royce then asked if there is any interest or appetite, looking strategically in the future, at other towns and who may fit into our program to which Ms. Little stated that we've never actively recruited students from Sterling or any of the other towns within the region and that Holden came in because Holden didn't have a full-day kindergarten so parents opted in for our full-day kindergarten, and then parents enrolled the student in Holden once they left kindergarten.
    - Ms. Little explained that the other option Holden parents had was to pay for Kindergarten while AKFCS was free.
    - Ms. Little emphasized that this change is due to an error that was made by DESE many years ago and she does not know if we are recruiting students from that area.
    - Mr. Royce inquired about visiting the conversation about accepting other districts and expanding enrollment to meet the needs.
    - Ms. Little then stated that if the new charter school that's proposed for Worcester and their region and they are accepted to move on for the next school year and their footprint, it would be a good time for us to reflect on and see who they're trying to reach versus who we are trying to reach.



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- Ms. Little stated that those are the things to think about within the next three months as we'll know if the Board of Education decides whether or not to accept that proposal going forward.
- Ms. Zagabe-Ndiku questions now that we are including the whole Wachusett District then do we have to advertise there for enrollment.
  - Ms. Little explained that Holden was always a part of the region and it is not new. Ms. Little explained that Holden's parents and students were not being given residential preference so the advertisement is not necessarily new, but now they are classified as residents as opposed to non-resident.
  - Ms. Zagabe then inquired about the advertisement of open enrollment and if anything is changing. Ms. Little explained that while there might be some new information, nothing is changing except for how the advertisement goes out as people are more on social media and digital.
- As a follow-up question for Ms. Little, Ms. Blue wanted to know if the 77 students leaving/withdrawing was a high number compared to other years.
  - Ms. Little explained that it is higher than normal but many students moved out of state and some have gone to online school.
  - Ms. Little explained that she does not think this is a reflection of Abby Kelley but instead it's a reflection on people's housing requirements and other factors.
- Ms. Blue then asked if anyone had any follow-up questions to which no one answered.

Ms. Blue called for a motion to approve the enrollment policy and include the Wachusett school district as part of Abby Kelley Foster's Charter region. Mr. Royce made the motion and it was seconded by Ms. Zagabe-Ndiku. Ms. Blue performed a roll call and all members voted unanimously.

### Bylaw Discussion:

Ms. Blue opened the floor for Ms. Vernon and Mr. Royce to discuss.

- Mr. Royce began by stating that in conjunction with DESE and the school attorney, Mr. Cox, there have been several different versions of the Bylaws produced, leading up to the one in the packet. There are a few exceptions which are still in discussion with DESE.
- Mr. Royce stated that he sent out a revised version to everyone this afternoon and proceeded to go over the high-level changes.
  - Mr. Royce explained that two of the changes were minor, one being a spelling correction and the other being replacing the word "shall" with "may".
  - Mr. Royce explained that the next update had to do with the change in the indemnification section.
  - Mr. Royce then explained that the other change had to do with the addition of Mass General Law language, under article nine, which would be the interest in trustees and officers.





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- Mr. Royce then stated that the last issue was needing clarification surrounding the selection of a committee chair.
- Mr. Royce explained that this takes the bylaws and brings them up to date and really clarifies a lot of stuff that had some ambiguous language to it and was left open to interpretation.
  - Mr. Royce stated that specifically one of the areas where there was a need for clarification was on the formation of an executive committee, which may not be something we use at the moment, but as the board grows, it's certainly a committee that's worth having in the bylaws.
  - Mr. Royce also said the same can be said for the addition of the vice-chair position as well and that this is something the Board should be planning for to have growth on the Board.
  - Mr. Royce stated that as the Bylaws currently stand, it's a minimum of five and a maximum of 11 members on the Board.
- Ms. Blue just added to the discussion that we worked closely with DESE, which was very helpful as they provided checklists and support, and feedback to get us to this point.
  - Ms. Blue explained that it was a little bit of a journey, well worth it and this allows for the Board to have the tools needed for the future.
- Ms. Yarnie stated that she did have questions about whether the DEI committee would be incorporated in the Bylaws.
  - Ms. Vernon explained that the DEI committee is considered an ad hoc committee and it is not a committee of the board. Ms. Vernon stated that there is language in the Bylaws around ad hoc committees being formed as needed, but it is not a committee of the Board and not subject to open meeting laws so it is not specifically outlined in the document.
  - Ms. Zagabe-Ndiku stated that in the same line, it was also discussed having a governance committee that will come under the same scope of idea where it is not necessarily in the bylaws, but it has been reconsidered as a committee of the trustees.
  - Mr. Royce answered and explained that some of the thoughts surrounding that were maybe governance-related issues, if, and when the executive committee was kind of formally formed, it could be taken up under that committee, but there is also language in the Bylaws regarding nominations. Mr. Royce stated that as far as governance, it's not going to be an ongoing and standing committee that would need to meet and provide informed reports.
  - Ms. Blue then stated that it can be classified under the Ad Hoc item if that was needed at the time.
    - Ms. Zagabe-Ndiku stated it is an important committee. Ms. Zagabe-Ndiku explained that even though the work of the committee would not be ongoing and would not have meetings every month, just knowing that we have an entity that has the second pair of eyes on how we govern is good to have so the whole Board is kept accountable. Ms. Zagabe-Ndiku also stated that the role of the executive committee may be preparations for different meetings that we have looking through, it may be taking a close



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look at certain things that we have to deal with but governance deals with things on a different level and there have been challenges in the prior months or years.

- Ms. Zagabe-Ndiku explained that if there was such a committee in place, there would have been a checkpoint for certain things before they escalate all the way to DESE and that if we had an entity that would look closely and who has the right to question certain things.
  - Ms. Blue then asked if anyone had comments or questions about the governance board.
  - Ms. Yarnie stated that she supports the idea of governance because of the checks and balances. Ms. Yarnie stated that this does not have to be an ongoing committee.
  - Ms. Vernon stated that she also agrees and thinks that we can include something similar to what they have for an executive committee that doesn't currently exist, but that outlines what the procedures would be in the case that we need to call upon such a committee and it doesn't require us to have it right now but we could add it.
  - Dr. Park also stated that she agreed with it and it is important to have in both principal and practice.
  - Mr. Royce then inquired about how the governance piece would take form in the Bylaws and the specific charge of that given committee.
  - Mr. Royce stated that for the purposes of the governance right now, an ad hoc nominating committee can be put together for bringing in new board members and annual renewals of seats but he is curious to know what purpose this is truly going to serve. Mr. Royce stated that part of this is because of the time crunch currently with having this complete and because DESE has given their stamp of approval for the Bylaws as they currently stand. Because of this, Mr. Royce questioned whether the things we're trying to accomplish can be done in another form under the existing bylaws and structure that we have.
  - Ms. Zagabe-Ndiku then explained that she believes that if there is no provision and there's a need, then there must be an amendment leader while we are in the process of submitting these bylaws and fixing them.
    - Ms. Zagabe-Ndiku questioned why shouldn't there be a provision for that and that the committee is so important to have so it's better to plan to have it in the Bylaws rather than get to a point where now it is really needed because then a revision would be needed.
    - Ms. Zagabe-Ndiku stated that she does think there should be language in the Bylaws that permit this if so needed.



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- Mr. Royce then asked Ms. Blue about her thoughts as she has non-profit experience. Ms. Blue stated that there is usually a charge and that it is a standing committee.
- Ms. Blue explained that they might not meet on a monthly basis but that can be determined based on the Board and the organization.
- Ms. Blue then explained that the goal of the governance committee is to have some oversight and accountability, some of the practices that we're following are appropriate and this is a way of having some checks and balances.
- Ms. Blue explained that even though the Board is small, and there are concerns in terms of how many committees can we have, at least defining it in the Bylaws will allow for us to be able to use this tool in case it is needed.
- Ms. Blue expressed her understanding of Mr. Royce's concern and suggested making a commitment to either revisit the topic or a commitment in the vote tonight to add the governance committee and then work with DESE to finalize that.
- Mr. Royce also provided another alternative of putting the Governance specific language under the charge of the executive committee so that if, and when, the time came to formalize that committee and hold regular meetings, the governance issues could be taken up at that time to which Ms. Blue stated that in her experience, it's usually a specific committee and it's a specific charge.
- Mr. Royce then suggested that something is put in place in the future to amend the bylaws, to include that, at least for the option of revisiting it but as it stands at the moment, he feels that this could be handled on an Ad Hoc basis without formally putting into the bylaws and having a specific charge.
- Ms. Zagabe-Ndiku stated that while this surely could be considered, the primary role is to look at the structure of the board and make sure that we are all in compliance with the legal and fiduciary compliances so that is why it cannot be the executive committee playing the role of this committee because they play different roles.
- Mr. Royce explained that he is in agreement with creating a governance committee but for the purpose of the current Bylaws that have been accepted by DESE, to revisit it after this has been submitted.
  - Ms. Blue agreed with Mr. Royce and stated that this also gives the Board an opportunity to work through what that might look like and how to come back with recommendations on making the specific amendment for this.



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- Ms. Blue stated that she did not think DESE would be opposed to the Board coming back for an amendment with the governance committee and the ad hoc committee could spend the time to just look at different models to which everyone agreed that it was acceptable.

Ms. Blue made a motion to approve the Bylaws that were created in consultation with DESE. Ms. Zagabe-Ndiku made the motion. Ms. Yarnie seconded the motion. Ms. Blue performed a roll call and the Board voted unanimously.

Ms. Blue made a motion to create the Ad Hoc Committee whose charge is to review the governance committee and model for the AKFCS Board. Ms. Zagabe-Ndiku made the motion. Ms. Yarnie seconded the motion. Ms. Blue performed a roll call and the Board voted unanimously.

The Board members decided to table the topic about the new Ad Hoc Committee at the next meeting to allow for more time for discussion.

Executive Director Search:

Ms. Blue then opened the floor for the Executive Director Search Committee discussion.

- Ms. Blue began by stating that our intent for the search is to do a full and robust search for a permanent Executive Director
- They have listened to many different voices in terms of a process that the Board needed to make sure they were following.
- Ms. Blue stated that the Board also wanted to have some support with the search and has selected a search firm to help, while also being mindful of the budget and they came up with a creative hybrid solution to help support us.
- Ms. Blue then stated that at the last Board meeting, a motion was passed to create the search committee with nine members.
- Ms. Blue explained that the positions would be a principal or an assistant principal, three staff members, one from each building, two parents who are non-board members, three board members.
- Ms. Blue also flagged the fact that they did not mention a district administrator role. Ms. Blue stated that this is really important so the Board may need to review or rescind the vote taken last week to be able to do that as it is important to have as many representations as possible.
- Ms. Blue noted that we do have three board members and it does not need to be three board members and that she could give up her seat so that a district administrator role can be added. Ms. Blue also noted that the Board will need to do a more defined scope about the work of the committee.

Ms. Blue then asked if anyone had any comments or concerns about the process to which Ms. Vernon stated that she did have one about the second part of the process.



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- Ms. Vernon wanted to clarify if it was the Board that was going to make the final decision to which Ms. Blue stated that is correct.

Ms. Zagabe-Ndiku also stated she had a comment.

- Ms. Zagabe- Ndiku stated that she has been privileged to interact with parents, faculty, and staff, who have proactively reached out to report or praise or make comments on how things are going in the school. Ms. Zagabe-Ndiku also stated that as a board, we represent the parents, the teachers, the staff, and we have no standing on our own and that we are in fact standing on behalf of everybody that we serve. Ms. Zagabe-Ndiku stated that when a number of people reach out and express a certain view, it needs to be taken into consideration and she has had several people reach out, send text messages, and call on the telephone about this specific thing.
- Ms. Zagabe-Ndiku explained that everyone has stated that they are impressed with the work Ms. Paluk is doing in the school and to the word of one of the people, she's the best boss this person has had. Ms. Zagabe-Ndiku also stated that a couple of parents have reached out and stated that they feel like the school is wasting money in pursuing the search. Ms. Zagabe-Ndiku stated that they are expressing that a search should be done if something is wrong but that they are very satisfied with the current Executive Director and do not see the reason to pursue this search.
- Ms. Zagabe-Ndiku stated that many parents feel like we are not out of the woods and there is still a COVID issue with which families are still adjusting along with teachers.
- Ms. Zagabe- Ndiku stated that the consensus thought would be to allow this interim Executive Director to stay in the position, provide a 3-year contract, and finish the work that has already been started.
- Ms. Zagabe-Ndiku noted that she had spoken to somebody who was initially very opposed to the idea of this particular Interim Executive Director but has now come around to say that the work that is being done is fabulous and they hope that she stays on course. Ms. Zagabe-Ndiku implored the Board to listen to the people that we represent and be sensitive to their desires. Ms. Zagabe-Ndiku also questioned whether there was still a justifiable reason to pursue the search or if this was something that can be set aside given the challenges that AKFCS has.

Ms. Blue then opened the floor for comments from the Board.

- Mr. Royce began by stating that he agrees that Ms. Paluk is doing a phenomenal job. Mr. Royce stated that he thinks it's important that we follow through on the process because we said that we would and that it's in the school's best long-term interest that we go through with this process. Mr. Royce stated this shows commitment and careful deliberation on the Board's part. Mr. Royce stated that going through this process for the Board members, and for the school, on the whole, is going to be a good process regardless of the outcome and that if it is decided that everyone is standing behind Ms. Paluk, it sends a very powerful message that the best candidate was chosen.





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- Mr. Royce explained that there will be many different areas that will be evaluated in the process and that Ms. Paluk brings an incredible amount of skill and expertise and knowledge of the school to the table while others are going to bring different things. Mr. Royce stated that it is up to us to evaluate where we see the school going. Mr. Royce stated that it would be a disservice to the school we didn't carry through on the opportunity that we have. Mr. Royce agrees that Ms. Paluk has done an incredible job during an incredibly difficult time.
- Ms. Vernon agreed with Ms. Zagabe-Ndiku about the importance of this conversation and voiced her thoughts. Ms. Vernon stated that she presumes that part of why the Board made the commitment to engage in the search was because they were looking to have a participatory process rather than just appointing an Interim but in light of the conversation, wonders if there a way to have a participatory process that determines if we are going to continue with the ED search as that would bring in more voices than just the people that have come forward.
  - Ms. Vernon suggested something where families and staff could have an opportunity to have their say as to whether it would make sense to continue with the search right now and suggested a poll. Ms. Vernon stated that some of the reasons that we had for doing the search in the first place may be more difficult to come upon at this moment in time, as it may be difficult to find qualified candidates, and it may be difficult to find diverse, qualified candidates. Ms. Vernon questioned whether there was a way to have a participatory process to determine if we should go forward.
- Mr. Royce stated that it's not a full democracy, in terms of having 51% or more of a certain interest group who wants a certain outcome. Ms. Zagabe-Ndiku stated that Ms. Vernon makes a good point but the other issue at hand is timing because there is a very short window of opportunity to decide if it has to be done or not and it would be unfair to the school and candidates if there was a delay to the process. Ms. Zagabe-Ndiku stated that this is the season where Executive Directors are looking for jobs and we cannot hold Ms. Paluk hostage until later on in the game for her to find a venue and we cannot stop Ms. Paluk from applying elsewhere.
- Dr. Park stated that she agrees with Mr. Royce on this topic and stated that the search as a process is important and has meaning, not just because we committed to doing it and that's why we're doing it but the search itself is incredibly important to a district. Dr. Park explained that to have a position like this one and not do a national search may seem odd. Dr. Park agreed with everyone else that Ms. Paluk is a phenomenal leader but also believes that a national search brings something and is an opportunity for the school district.
- Ms. Blue stated that initially, the approach was to appoint an Interim ED with the purpose would be to do the job that was needed at the time. Ms. Blue stated that having those discussions also speaks to the merit of doing the search. Ms. Blue stated that this would make sure the Board was not playing favoritism at the fact that the Interim ED was also a former chair of the Board.
- Ms. Zagabe-Ndiku then stated that it is important that parents and staff know that their sentiments are being taken into consideration and that we do not dismiss their feelings,



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but we take them into consideration in whatever plans and decisions we make moving forward. Ms. Zagabe-Ndiku made sure to point out that she is not against the search but does sympathize closely with those who feel like they are satisfied with the current IED and if this search had to stop, there would be no opposition on her end and if it does have to continue, her preference would be to go to the other side.

- Ms. Yarnie acknowledged the great work that Ms. Paluk is doing and stated that she has never felt more comfortable than having Ms. Paluk lead Abby Kelly, with her child there during, difficult COVID times, and if the decision was up to her, Ms. Paluk would have a contract already.
- On that same note, Ms. Yarnie explained that in remembering the process they went through last year, she feels that we need to move forward and show them that we led a process, are committed to doing the search, and are moving forward with that. Ms. Yarnie stated that this would allow for everyone to see that a fair, and equitable process was led by the search committee.

Ms. Blue spoke again on the fact that there was not a district administrator role and requested some feedback from the Board. Ms. Yarnie began by asking for clarification on what a district administrator's role is. Ms. Paluk answered and stated that this would be the administrative team so it would be any of the directors that oversee the district such as the: Director of Counseling, Director of Facilities, Director of Finance and Operations, Director of Special Education, Director of English as a Second Language, and the Director of IT.

Ms. Blue stated that there could be two board members as opposed to three and that would allow for the odd number to stay.

Ms. Vernon then stated that she had a few comments.

- Ms. Vernon stated that the advantage of the district administrators being on the committee is that they know the role deeply and they work with the executive director daily and have quite a good sense of what it takes to get the job done effectively. Ms. Vernon stated that for that reason, it's a very good idea to have someone on the committee who has a good understanding of that. At the same time, Ms. Vernon stated that in thinking about the subtracting and replacing that would mean that of the school staff members represented on the board, around the committee there would be two district administrators and three teachers.
- Ms. Vernon stated that there are probably 10 district administrators and a hundred plus teachers, so would that still be considered a representative committee for the school and that it seemed like there was perhaps a little more of a district slant, and would it be best to expand the committee instead of shrinking it and include both a district administrator and perhaps an additional teacher to accommodate.
- Mr. Royce then asked if the three staff members are intended to be one teacher from each building to which Ms. Blue stated that it could be any staff level.
- Ms. Vernon then stated that she was not in disagreement with Ms. Blue's idea about reducing by one board member either and maybe consider adding another parent pair so



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the count would now be three parents, two Board members, two District Administrators, and four teachers bringing the total to eleven. Ms. Blue stated that she would exit her role, which would leave two Board members and would add one District Administrator. Ms. Vernon stated that she would like to see three of the four members as teachers so perhaps a teacher from each school and then a fourth person who could be a teacher .

- Ms. Blue and the committee agreed to two board members, one district administrator, three teachers, one staff, one principal or assistant principal, and three parents.
- Ms. Blue stated that given the fact that a vote was taken at the last board meeting with the makeup of the committee and this makeup is going to look a little different, the vote from the last meeting should be rescinded and a new vote taken.
- Ms. Blue also reminded everyone that the Board also needs to decide on the chair of the committee and talk about the scope of work.

Ms. Blue called for a motion to rescind the vote that was taken at the last Board meeting to form the search committee. Ms. Vernon made the motion. Ms. Yarnie seconded the motion. Ms. Blue performed a roll call and the members voted unanimously.

Ms. Blue called for a motion to form a new search committee, consisting of 11 members. Mr. Royce made the motion. Ms. Vernon seconded the motion. Ms. Blue performed a roll call and the members voted unanimously.

Ms. Blue then opened up the floor for volunteers to chair the committee.

- Mr. Royce made a brief comment and stated that he is more than happy to serve on the said committee but given other commitments that he has, he will be hard-pressed to lead it.
- Dr. Park then stated that she also agreed to serve on the Search Committee as a non-parent but as Mr. Royce stated, she also is going to be hard-pressed to Chair the committee, and has not been on the Board as long and has some anxiety about that, being a relatively new board member and leading an important search with many different stakeholders. Ms. Park stated that she also would be happy to be on the committee but has concerns and questions about playing the role of the chair.

Ms. Blue then suggested the possibility of Mr. Royce and Dr. Park becoming co-chairs.

- Ms. Blue explained the time frame of the search and stated that it is a 10-week process with the search firm doing that initial screening, and then the candidate pool will be submitted to the search committee.
- Ms. Blue stated that the viable candidates and the committee would then do a first-round screening process and then the second round of interviews, and then the final round would come to the Board.
- Dr. Park also stated that she did not want to misrepresent or be asked a question about the Board that she does not know and is cognizant of that being her limitations.





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- Mr. Royce and Dr. Park decided to share the responsibility and become co-chairs as both also have obligations and will sit down to look over the responsibilities to make sure everyone is on the same page.
- Dr. Park also wanted to know if they would be getting administrative support in terms of arranging schedules for everyone on the committee or would fall on their shoulders.
- Ms. Blue stated that they could assist with finding support and help lighten the load of the co-chairs.

Ms. Blue called for a motion to approve both Board of Trustees members, Dr. Jie Park and Patrick Royce, as co-chairs of the ED search committee. Ms. Vernon made the motion. Ms. Yarnie seconded the motion. Ms. Blue performed a roll call and members voted unanimously.

Ms. Blue then spoke on the scope of the ED search committee. Ms. Blue stated that the initial Promise54 proposal has a week-to-week basis on the activities that would be happening.

- Ms. Blue stated that the search committee would work and collaborate with the search firm to work on a job description, identify stakeholder groups, develop a Rubric, be available for weekly check-ins with the search firm interview, a pool of candidates, and ultimately select three finalists for the Board to interview.

Ms. Blue called for a motion to approve the scope of the ED search committee. Ms. Yarnie made the motion. Mr. Royce seconded the motion. Ms. Blue performed a roll call and members voted unanimously.

- Ms. Blue made mention of the upcoming committee meetings.
- Ms. Zagabe-Ndiku wanted to know how the committee members would be chosen and if they have to express interest. Ms. Blue stated that the process would be very simple and an email can be sent expressing interest in the committee and what role they would like to take. Ms. Blue stated that there is an ED search committee already established and the emails can be sent there.
- Ms. Blue explained that this engagement will be smaller groups, so different stakeholders across the district, which will be important for the committee members to identify those folks for the search firm to speak with. Ms. Blue also stated that a new web page would need to be created for the search.
- Ms. Yarnie stated that during the last ED search, the chair reviewed the letters that came in and selected based on the criteria in terms of the number of representatives so it was decided that the co-chairs would take on that responsibility.
- Mr. Royce suggested getting the letter out on Friday, September 24, allowing for people to draft a response to the search email. Mr. Royce would then review the responses and make a determination based on the roles that were discussed.

Ms. Blue called for a motion to adjourn the meeting. Mr. Royce made the motion. Ms. Zagabe-Ndiku seconded the motion. Ms. Blue performed a roll call and members voted unanimously.

The meeting was adjourned at 9:00 p.m.