



# 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-DIGITAL MEETING

Wednesday, March 23, 2022, 6:30 p.m.

<https://akfcs-org.zoom.us/j/94097745850?pwd=eW9vL2R0ZjlCSVM0S2EzM1ZWWjdOdz09>

**Webinar ID:** 940 9774 5850 **Passcode:** 688176

**By phone:** +1 929 205 6099 **Webinar ID:** 940 9774 5850

**APPROVED**

3.21.22 2:15 pm

City of Worcester, MA

- I. Call to Order- Ms. Celia J. Blue- Chair
- II. Attendance Recorded
- III. Faithfulness to Charter
  - a. Reading of the AKF Mission; “The Mission of the Abby Kelley Foster Charter Public School is to assist parents in their role as primary educators of their children by providing a classical liberal arts education grounded in the great works of Western Civilization and aimed at academic excellence, musical competence, and character formation.”
  - b. Public Comments / Open Forum
  - c. Old Business
- IV. Review of the Meeting Minutes from February 23, 2022, and February 28, 2022
  - a. **Motion:** To approve the Meeting Minutes from February 23, 2022
  - b. **Motion:** To approve the Meeting Minutes from February 28, 2022
- V. Executive Director Report- Ms. Paluk
- VI. Committee Updates:
  - a. Education Committee- Ms. Amy Vernon
    - 1. **Motion:** To approve the 2022-2023 Academic Calendar
    - 2. **Motion:** To approve the revised Mission Statement
  - b. Facilities & Finance Committee- Mr. Patrick Royce
  - c. Foundation Committee- Ms. Zagabe-Ndiku
  - d. DEI Committee– Ms. Shelly Yarnie
  - e. Executive Director Search
    - 1. Review of Search Process
    - 2. Lessons Learned for Continuous Improvement
  - f. Governance
    - 1. Faculty Seat on the Board (discussion & next steps)
    - 2. Create Ad Hoc Governance & Nominating Committee
    - A. **Motion:** To create Ad Hoc Governance and Nominating Committee
- VII. Timely Topics as identified by the Chair and/or ED

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



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### VIII. Upcoming Board/Committee Meeting(s):

1. Board of Trustees
  - a. April 21, 2022- Budget Presentation
  - b. April 27, 2022
  - c. May 25, 2022
  - d. June 22, 2022
2. Education Committee
  - a. April 8, 2022
  - b. May 13, 2022
  - c. June 10, 2022
3. Facilities & Finance Committee
  - a. April 13, 2022
  - b. May 20, 2022
  - c. June 17, 2022

### IX. Adjournment

#### List of Documents Provided:

1. Facilities & Finance Committee
  - a. Facilities Report
  - b. IT Report
2. Education Committee
  - a. 2022/2023 Academic Calendar
  - b. Healthy Sexuality Communications Plan
  - c. Charter Renewal / Mission Revision
3. DEI Committee Report



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## Board of Trustees Meeting Minutes-DRAFT

Wednesday, February 23, 2022, 6:30 p.m.

<https://akfcs-org.zoom.us/j/98763531526?pwd=cGdPTW1iclllaGF6bkh6Sm9HZFNXdz09>

**Meeting ID:** 987 6353 1526 **Passcode:** 941880

**By phone:** US: +1 929 205 6099 **Meeting ID:** 987 6353 1526

The meeting was called to order by Celia J. Blue, Chair. The attendance was recorded as follows:

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

**Staff in attendance:** Meghan Culkeen, Jessica Rega, Heidi Paluk, Gabriel Beltran, Michael Grennon, Dr. Caroline Cole, Christopher Kursonis, Kelly Gould, Alisha Carpino, Michael Penney, Peter Magerowski, Michelle Vigneux, Amanda Durkin, Jennifer Giusto, Robert Kerr, AnnMarie Little, Ben Gitkind, Amelie Cabral

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 January 26, 2022 meeting minutes. Ms. Zagabee-Ndiku made the Motion, it was seconded by Ms. Yarnie. Ms. Blue performed a roll call and the minutes were approved unanimously.

### Interim Executive Director Report

Ms. Paluk began by explaining that there was a small hand dryer fire in the student bathroom and are currently working with the fire department to provide training on fire safety but that there was no immediate danger to students or staff. Ms. Paluk provided an update on the Social-Emotional Learning work that is currently being done and explained that Dr. Caroline Cole and Mr. Jim Dunn created a multi-part series for parents and topics included gratitude, managing stress with mindfulness, and responsible decision making.

Ms. Paluk announced that Abby Kelley received exceptional news on grant applications that were submitted such as the Crush Covid Nursing Support grant which totaled about \$39,000 and also a CyberSecurity grant, which although had no money attached, allowed for proper cyber security training to be done with the staff. Ms. Paluk also explained that the two new grants that came in were an ELA Curriculum grant for \$200,000 which will assist with purchasing a new curriculum program and also a



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Staff Wellness grant that is designated for the assistance of staff members. Last week, also being staff appreciation week, included donuts from Rocco's.

Ms. Paluk explained that the Annual Community Reading Day was scheduled for March 4, 2022, and encouraged Board Members to sign up to read either in person or virtually. Ms. Paluk also explained that students donated more than \$81.00 and dozens of canned goods to Abby's House, which the seventh-grade leadership team has been involved in. The high school students also conducted a diaper drive, where they collected diapers for the homeless community under the Youth Against Homeless Foundation and they raised over \$100.00.

Ms. Paluk provided an update on the security system and there are now cameras in all three buildings. The exterior cameras are being installed later in the week and the building-to-building communication has been updated with new walkie devices to better hear and speak to other staff members. Ms. Paluk also updated the Board members on the efforts being done to diversify the teaching profession at Abby Kelley and are part of the DESE learning community, which is looking to diversify the teaching profession within the next few years.

Ms. Paluk explained that an open house was conducted virtually on February 10, 2022, where parents were able to get information and ask questions about the enrollment process at the school. There are just under 700 applicants for grades K-6 and Kindergarten is nearing 200, which does include 40 siblings that have applied and will be accepted. March 7 is the beginning of Charter School Advocacy week and volunteers are wanted for anyone interested in being a part of the advocacy process, and on March 8, 2022, Representative Jim O'Day will be meeting with the school virtually to ask for his support for charter school funding.

Ms. Paluk also explained that an application was submitted for the Summer Youth Works program which would employ six Abby Kelley youth this summer and provide the students who are not at the age of employment with the opportunity to work and get paid while learning soft skills. The sports teams have concluded for the season and the cheerleading group has a competition at Shepard Hills. Ms. Paluk also informed the Board members of the different plays that are upcoming at the middle and high school and will inform them of the dates.

Ms. Blue inquired about the standard amount of enrollment and whether this year matched to which she was told that it does fall in line with the other years. She also inquired about the source of funding for the Youth Works program and was informed that it is funded by the city. Ms. Vernon inquired about the Covid grant and what the monies might be earmarked for to which she was informed that it would be used to hire more nursing staff which will allow for them to be able to perform regular testing that they may be behind on.



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### Committee Updates

#### **Education Committee**

Ms. Vernon began by reviewing the iReady data that was presented at the last meeting and provided a disclaimer about the information that was provided in the packet as the most up-to-date information was received after. The students have been making great progress and moving up to their proper grade levels but there is still much work to be done. Ms. Vernon also spoke on the search for the Middle School Principal position and stated that Mr. Brian Gero would be stepping in until the end of the school year. The school calendar has also been drafted and changes are still being made to it but it is still being reviewed and will be presented to the Board members once finalized.

Ms. Vernon introduced Ms. Culkeen, AKFCS Health Educator at the middle school, who would be presenting to the Board the Healthy Sexuality Curriculum that she has been working on in her new role. Ms. Regan provided background on the position and how it was created.

Ms. Culkeen began her presentation by explaining that the main priority for this course was to promote health and help students develop a strong, healthy relationship with both adults and peers. She explained that she wanted to make sure we were providing scientifically accurate, medically sound information about human sexuality, puberty bodies, and reproduction. The most important goal, according to Ms. Culkeen was to help young people exercise informed responsibility to be able to make choices based on data that they have based on the understanding of what is good and healthy and also remember their values and boundaries.

Ms. Culkeen explained that she is an advocate of transparency with our communities and having parents understand what is happening within the healthy sexuality unit. She also explained that what we understand and what we believe regarding this topic is culturally based, is faith-based, and family-based, so the language that parents will be provided will be age-appropriate and medically accurate information and is culturally responsive and does not promote a specific religion or belief system. Ms. Culkeen stated that the hope is that it encourages communication with guardians and empowers students to make informed decisions about their health.

Ms. Culkeen explained that she would also make a personal commitment to communicate to every family member who signed a refusal form and that one of the main reasons is that parents are not comfortable with what is being taught in the unit and do not have enough information and that after a conversation with the educator, they are more prone to then opt-in. There will also be assignments that students can take home to bridge the gaps and provide a way for more in-depth conversations with their families.

Each grade level will have a curriculum that is age-appropriate and Ms. Culkeen provided a general overview of what would be taught per grade level. In grade 4, the students would be taught the emotional and physical changes of puberty by playing games such as Pictionary. They would also be taught safe touch and the proper names for reproductive anatomy but would not be taught what that reproductive anatomy does. In grade 5, students would not only learn the proper names for the



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reproductive anatomy but also be taught what they do. Gender and gender roles and puberty would also be taught. In grade 6, gender and sexuality would be taught more in-depth and students would be able to talk about the feelings they may have and how to process them healthily. They would also talk about boundaries and values and allow students to recognize what their boundaries are. In grade 7, the students would talk about gender and sexuality and also STIs, along with abstinence and prevention.

Ms. Blue inquired about the communication methods that were going to be used to prepare families for this curriculum. It was explained that two weeks before the student was to participate in the health class, a letter would be sent out to the families that share the goals and standards that would be addressed. The letter would also have the contact information for the teacher as well as a section for parents to opt-out if they would prefer. There would also be guardian nights per grade where parents can come to ask questions and received better clarification about the things that would be discussed in the class.

Ms. Yarnie reiterated the fact that messaging is key when speaking to parents and making sure that they are aware that the goal is to prevent disease and promote mental health. Ms. Zagabe-Ndiku inquired about having an approval form that states the curriculum and the plan for the class and have parents use that as an acknowledgment of receiving the information as opposed to parents not returning the opt-out form and automatically being placed in the approval list. Dr. Park also agreed to do an active consent as opposed to opt-out as it is greater at trust-building. Dr. Park also acknowledged the challenges that can come with active consent but felt it was a better option for this.

Mr. Royce inquired about the outreach to the parents and the communication that goes out and whether there is a good engagement rate. It was noted that the engagement levels depend on the topic that is being discussed and that this topic would more than likely bring in parents as they are going to want more information. Different forms of communication were also discussed such as text messages being sent out to parents as this would be meeting the parents in the middle to make sure they receive the information. It was also suggested that the topic be placed in the handbook that goes out to students at the beginning of the year, which would allow the parents to know what was planned.

Ms. Zagabe-Ndiku inquired about the methods that were being planned to ensure that the information being given out was not culturally biased. Ms. Culkeen explained that respect would be given to every student and their culture from the beginning and she would be letting the students know that while there may be different opinions and that is expected, respect will be given all around and everyone will be able to share their thoughts and not feel shame in any way. Ms. Vernon inquired about the students who would be opted out and whether there was a plan in place for what they would be doing instead of the class. It was explained that it depends on the numbers as if it is just a small amount of students, the activities would be different as opposed to if it is a large number of students. The first week of implementation for this health class would be March 21, 2022.





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### Facilities & Finance Committee

Mr. Royce began by stating that the financials still remain in a good place as we are \$1.2 million dollars over budget. The salary committee also provided an update and there would be more information provided at the next Facilities and Finance Committee meeting. Mr. Royce also touched on the discussions that were currently taking place with the banks in terms of an upcoming rate adjustment and the proposal that was being put together as the option to lock the interest rate for the next 5 years is on the table.

With DESE dropping the requirements for masks in the schools, the health department of Worcester would be taking a vote on March 7, 2022. The recommendation presented to the Board was to keep the mask in place until March 13, 2022, which would be 2 weeks out from the students returning from vacation. Ms. Vernon inquired about whether the fluctuating vaccination rates between the buildings should warrant an adjustment in whether the students should be without masks in those particular buildings and whether the district should be taking an “all-or-nothing” approach. Ms. Paluk explained that because everyone is different and may not want to wear masks, it was better to have it set up this way and allow people to make their choice and that it would be hard to nuance the activity as opposed to buildings.

Ms. Zagabe-Ndiku inquired about the loosening of the uniform standards that was done when the pandemic started and whether the uniform standards would be put back in place since the masks were potentially going to be optional. Ms. Paluk explain that they would probably wait for the new school year to implement the dress code standards as she did not think it was best to implement that in the middle of the school year. Ms. Vernon inquired about the metrics that would be used to measure whether we need to place the masks back to which Ms. Paluk stated that they would look at the percentage of positive cases that arise and use those numbers to determine. Ms. Paluk explained that we should continue to think about social distancing and continue good hand hygiene and that keeping masks optional will not change the activities that are being done in the classroom.

The following motion was presented to the Board:

**Motion:** Pending the decision of the Worcester Board of Health, Abby Kelley makes wearing a mask optional on its premises, effective March 14, 2022, unless the Worcester Board of Health defers the lifting of the mask mandate decision. This does not negate other CDC, DESE, or DPH regulations, rules, or mandates.

Ms. Blue asked for a motion to approve the motion. The motion was made by Mr. Patrick Royce and seconded by Ms. Zagabe-Ndiku. A roll call vote was performed and approved unanimously by the Board.



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### **Foundation Committee**

Ms. Zagabe-Ndiku began by informing the Board of three grant requests that have been received so far, to which two of them have been approved. The third grant request approval is pending while they wait for additional information. The annual Abby Kelley golf tournament has been scheduled for June 27, 2022, and Ms. Vigneux would be sending out more information. Ms. Zagbae-Ndiku also informed the Board of the successful organization status tax change that will now allow for the organization to broaden the board.

### **DEI Committee**

The DEI Committee met at the beginning of February and met on various topics such as student conscious dialogues and there was a discussion focused on Black History Month. The students, according to Ms. Yarnie decided to collaborate with the Balck Student Union and there will be more information soon. The subcommittees continue to work on diversity recruitment within the school and also plan on conducting a multi-cultural community day. The survey committee has also met and continues to review data obtained from the schools and districts, which will allow for them to see the places of strengths and weaknesses. Ms. Yarnie also spoke on the learning that the DEI has also been engaged in on Black History month 4 videos were reviewed and efforts are continuous within the committee.

### **Executive Director Search Committee**

Mr. Royce began by explaining the timeframe and members of the search committee. Within his presentation, he provided the rubrics that were used and also links in participants could review before the special meeting on Monday. Mr. Royce stated that a total of 17 applicants were presented and 11 of them were rejected. 6 applications were chosen to move forward, to which 5 applicants agreed, and 2 days of interviews were conducted. Four candidates were invited to conduct a site interview Mr. Royce provided the agenda for the visits.

Three candidates were chosen to proceed to the interview on Monday, Ms. Heidi Paluk, Ms. Purnima Demorais, and Mr. Russell Kupperstein. Dr. Park added that the search committee based the recommendations on data from interviews, the site visit, and a form link for people to use. Ms. Vernon inquired about having access to the survey data prior to the interview to which Mr. Royce stated that it would be provided in a truncated form as they were trying to protect the identities of the commenters. Ms. Zagabe-Ndiku thanked the committee for their work during this search and the remaining Board members echoed the same.

Reference checks were going to be conducted prior to the special meeting on Monday, February 28, 2022, and questions were going to be created from a rubric. The contract would also be discussed at Monday's meeting and a draft would be created using the range of \$145K-155K as was chosen by the





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Board. Ms. Blue reminded everyone that Monday's meeting would be an open meeting all candidates would use some identical base questions and also candidate-specific questions.

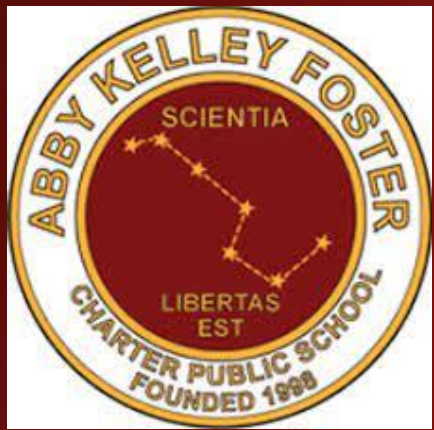
### **Governance**

Mr. Royce spoke on the request that was presented to the Board about adding a faculty seat on the Board and stated that several conversations have been conducted on this matter and formal deliberations would need to take place so that a motion could be taken on this ask. It was determined that it would be brought forward during the March Board meeting.

### **Timely Topics as identified by the Chair and/or ED**

Ms. Blue shared that Dr. Jioe Park had resigned from the Board, effective the end of the Board Meeting. Ms. Blue thanked her for her assistance and educational insights to the Board. The Board members thanked her for her tireless efforts and wished her all the best. Dr. Park thanked the Board for allowing her to be a part of the Abby Kelley Board.

Ms. Blue called for a motion to adjourn the meeting. The motion was made by Ms. Yarnie and seconded by Ms. Amy Vernon. A roll call vote was performed and the Board voted unanimously to adjourn the meeting. The meeting adjourned at 9:05 p.m.



# ABBY KELLEY FOSTER CHARTER PUBLIC SCHOOL

## EXECUTIVE DIRECTOR SEARCH PROCESS 2021/2022



# INTRODUCTION OF PROMISE 54

- ▶ Early October 2021 – formation of search committee and kickoff
  - ▶ 3 teachers
  - ▶ 1 staff member
  - ▶ 1 building principal
  - ▶ 3 parents
  - ▶ 2 BOT members



# DISCOVERY REGARDING DISTRICT

*1) What are the distinguishing characteristics that define the School's model and culture?*

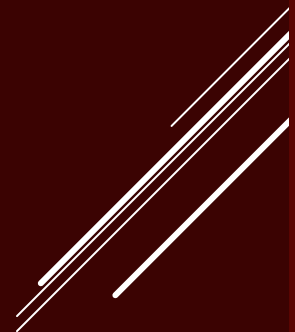
*2) What is going especially well at AKF? What should the Executive Director candidates know about the School's strengths and impact?*

*3) Where is AKF struggling and how do you envision the Executive Director will mitigate these issues?*

*4) What will be decidedly different in AKF's next chapter, and how does this inform the profile of your Executive Director?*

*5) What leadership competencies and sensibilities are critical success factors for the Executive Director?*

*6) What are critical external issues that are affecting AKF? What should the Executive Director have experience with in order to mitigate these external influences?*



# OCTOBER STAKEHOLDER ENGAGEMENTS AND DEVELOPMENT OF POSITION DESCRIPTION

► October stakeholder engagements & development of position description

[AKF ED Position Description.pdf](#)

- staff/faculty
- parents
- building principals
- admin team
- students

# ADDITIONAL STEPS

- ▶ Early November – met to discuss and finalize position description
- ▶ December – competency rubric & development of candidates by Promise 54
- ▶ Early January – bias mitigation training

[AKF ED Search - Mitigating Selection Bias.pdf](#)





## PROMISE 54 CANDIDATES

- ▶ 17 total applicants
- ▶ 11 rejected
- ▶ 2 cultivation calls
- ▶ 6 applications (5 decided to move forward to interview stage)



# SEARCH COMMITTEE INTERVIEWS

- ▶ January 19<sup>th</sup> & 20<sup>th</sup>
- ▶ Education orientation and content expertise
- ▶ Strategic Leadership
- ▶ DEI/ Equity Centered Culture Building
- ▶ 4 candidates advanced to site visits

TIME	EVENT
9:00 - 9:10	Greeting/Welcome
9:10 - 9:30	High School Tour
9:35 - 9:55	Middle School Tour
10:00 - 10:20	Elementary School Tour
10:30 - 11:15	Teachers Q&A
11:15 - 11:25	BREAK
11:25 - 12:10	Presentation & Q&A
12:10 - 12:40	Lunch Break
12:45 - 1:20	Staff Coffee & Q&A
1:25 - 1:55	HS Student Q&A
1:55 - 2:05	BREAK
2:05 - 2:45	Admin Council Q&A
2:50 - 3:00	Farewell/ Thank you
5:00 - 6:00	Parent Presentation & Q&A

- ▶ Site visits between February 10<sup>th</sup> through February 16<sup>th</sup>
- ▶ Candidate packages shared on AKF website

SITE VISITS FEBRUARY  
10<sup>TH</sup> – 16<sup>TH</sup>



# FINAL CANDIDATES

- ▶ Russ Kupperstein, Head of Secondary, Colegio Maya
- ▶ Heidi Paluk, Interim ED AKF
- ▶ Purnima DeMorais, Principal, Tewksbury North Street Elementary



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## **Board of Trustees Committee Meeting Minutes-DRAFT**

### **Special Meeting- Executive Director Interview & Appointment**

**Monday, February 28, 2022, 4:30 p.m.- DIGITAL MEETING**

<https://akfcs-org.zoom.us/j/97253599425?pwd=bm9lNW1jZmRybGNQRGYlWFVlUWszZz09>

**Webinar ID: 972 5359 9425 Passcode: 696999**

**By phone: +1 929 205 6099 Webinar ID: 972 5359 9425**

The meeting was called to order by Ms. Celia J. Blue, Chair, at 4:30 p.m. The attendance was recorded and is attached.

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

### **Review/Provide Guidance for Interviewing Process, Deliberation & Decision Point**

Ms. Blue began by introducing Attorney Sharon Siegal of Mirick O'Connell to the members of the Board and opened the floor for questions. Attorney Siegal advised the Board to be mindful of questions that are asked of the candidates which could be perceived as discriminatory or under a protected category. Ms. Blue verified the contract time frame of three years and also inquired about having the professional development piece included in the contract of \$5,000 to which the Attorney stated that \$3,000-\$5,000 is the standard range. It was noted that the details of the contract would be negotiated after the new Executive Director was appointed.

Attorney Siegal stated that the contract could be written as a three-year contract with a starting salary in year one and increases in years two and three based on performance. Mr. Royce inquired about any special considerations that would need to be done if one of the two other finalists outside of Ms. Paluk would be chosen to which Attorney Siegal stated there was not. Ms. Yarnie inquired about making room in the contract for relocation costs needed, to which it was noted that it would be added if needed.

Ms. Blue explained the question formatting for the candidates by stating that each candidate would get through the question and the Board could ask follow-up questions. once the candidate has provided an initial answer. Mr. Royce inquired about the timing of the contract being completed and whether Ms. Blue would complete that the following day to which Ms. Blue stated that she would need to work with the Attorney and she would have that completed within the next couple of days. Attorney Siegal stated that it should be completed by end of the week. It was determined that depending on the candidate who was chosen and taking into consideration their potential transition time, an informal contract could be done to avoid current employer conflicts with the candidates.



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Attorney Siegal reminded the Board to be consistent with the format of the questions and have legally sound questions presented. The Board members concluded their conference with Attorney Siegal and the interview portion of the meeting began.

Ms. Blue provided the time frames for each candidate and noted that there would be 4 candidate-specific questions. The first candidate, Mr. Russ Kupperstein, would be interviewed by the Board beginning at 5:15 p.m. The second candidate, Ms. Purnima DeMorais, would be interviewed by the Board, beginning at 6:15 p.m. The third candidate, Ms. Heidi Paluk, would be interviewed by the Board, beginning at 7:15 p.m.

The Board began the deliberation of the candidates. Ms. Blue stated that each candidate did well. The floor was then opened for discussion.

### **Interview #1- Mr. Russ Kupperstein, Head of Middle and Upper Schools, Colegio Maya**

The Board determined that it was clear the amount of educational knowledge Mr. Kupperstein possessed and would be a strong asset to the IB program at Abby Kelley. The Board noted he was methodical in his education approach, well-spoken, had a good demeanor, and the responses were thought out. The Board then noted their concerns over the urban diversity capacity, and his experience leading a District.

### **Interview #2- Ms. Purnima DeMorais, Interim Principal, North Street School**

The Board determined that Ms. DeMorais was sociable, relatable, diverse, and had extensive DEI experience knowledge. The Board noted there were some questions about the prior roles that the candidate had and the support that she would need if she were to have this position. The Board felt that they had unanswered questions regarding her employment history.

### **Interview #3- Ms. Heidi Paluk, Interim Executive Director, Abby Kelley Foster Charter School**

The Board determined that Ms. Paluk proved herself to be a problem solver, passionate about Abby Kelley, and possesses strong communication skills. Ms. Paluk was the only candidate with Executive Director leadership and has done the job well while dealing with the pandemic. It was discussed that Ms. Paluk had no classroom experience and had the advantage of being on the job and knowing the issues and plans of the school.

The Board discussed the answer that was provided by Ms. Paluk about the current IB program and expanding and determined that they would have preferred a stronger answer about expanding IB to the lower grades.

Mr. Royce presented the feedback received of the desire to have a candidate who was experienced in classroom and teaching practices. They wanted a candidate who could work with the Board but also possess a relatable factor. Mr. Royce also reiterated the fact that the new leader should have educator experience and be able to drive academic success. He felt that Ms. Paluk did not possess those skills. Other members of the Board noted that they did not think that the teaching aspect was a main focus item that the Executive Director would be handling and did not think it should be used as one of the main criteria for choosing a new Executive Director.





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Ultimately, the Board chose to use the following criteria to determine their votes: business-oriented; understanding of budgets; understanding of DEI; community partnerships with all stakeholders, including parents and students; academic leadership; strategic planning; and operational management and leadership.

### **Deliberation and Vote**

**Motion:** To remove One Candidate from Consideration

Ms. Blue asked for a motion to remove one of the candidates. After discussion, it was determined that Ms. Purnima DeMoraes would be removed from consideration. Ms. Zagabe-Ndiku made the motion and it was seconded by Mr. Royce. A roll call vote was performed:

Ms. Celia Blue- Yes

Mr. Patrick Royce- No

Ms. Shelly Yarnie- Yes

Ms. Bibiche Zagabe-Ndiku- Yes

Ms. Amy Vernon- Yes

**Motion:** To Hire Mr. Russ Kupperstein for Executive Director- *Up and Down Vote*

Ms. Blue asked for a motion to appoint Mr. Russ Kupperstein as the Executive Director of Abby Kelley. Mr. Royce made the motion and it was seconded by Ms. Zagabe-Ndiku. A roll call vote was performed:

Ms. Celia Blue- No

Mr. Patrick Royce- No

Ms. Shelly Yarnie- No

Ms. Bibiche Zagabe-Ndiku- No

Ms. Amy Vernon- No

The Board **unanimously** rejected the motion.

**Motion:** To Hire One Candidate for Executive Director

Ms. Blue asked for a motion to hire one candidate for Executive Director. The motion was made by Mr. Royce and seconded by Ms. Zagabe-Ndiku. A roll call vote was performed and the Board **unanimously** voted to hire Ms. Heidi Paluk as the Executive Director of Abby Kelley Foster Charter School.

### **Parameters for Executive Director Contract**

**Motion:** To approve the contract for a number of years with key elements.

Ms. Blue moved forward to approve the contract for the newly appointed Executive Director Heidi Paluk for three years which is standard. A motion was called to approve the years of the contract to which Mr. Royce made the motion and it was seconded by Ms. Zagabe-Ndiku. A roll call vote was taken and the Board approved **unanimously**.



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**Motion:** To grant the chair the authority to negotiate and execute the contract.

Ms. Blue called for a motion to grant the chair (Ms. Blue) the authority to negotiate and execute the contract. Ms. Vernon made the motion and it was seconded by Ms. Yarnie. A roll call vote was taken and it was approved **unanimously**.

It was determined that Ms. Blue and Mr. Royce would communicate with the two other finalists thanking them for their time and notifying them of the Board's Decision.

Ms. Blue called for a motion to adjourn the special meeting for Executive Director. The motion was made by Ms. Vernon and seconded by Ms. Yarnie. A roll call vote was taken and the Board voted **unanimously** to end the meeting at 9:40 p.m.

3/22/2022 15:10

Webinar ID  
972 5359 9425

Actual Start Time  
2/28/2022 15:57

User Name (Original Name)	Email
Naira Joseph	njoseph@akfcs.org

User Name (Original Name)	Email
Sharon P. Siegal	ssiegel@mirickoconnell.com
Patrick Royce	proyce@akfcs.org
Michelle Vigneux	mvigneux@akfcs.org
Heidi Paluk	hpaluk@akfcs.org
Heidi Paluk	hpaluk@akfcs.org
Shelly Yarnie	syarnie@akfcs.org
Celia J. Blue	cblue@akfcs.org
Russ Kupperstein	russckupperstein@gmail.com
Russ Kupperstein	russckupperstein@gmail.com
Purnima DeMorais	purnimavadhera4@gmail.com
Purnima DeMorais	purnimavadhera4@gmail.com
Purnima DeMorais	purnimavadhera4@gmail.com
Bibiche Zagabe-Ndiku	bndiku@akfcs.org
Bibiche Zagabe-Ndiku	bndiku@akfcs.org
Amy Vernon	avernon@akfcs.org

User Name (Original Name)	Email
Mercy Amo	amomercy07@gmail.com
Abigale Paluk	paluka@emmanuel.edu
Yolimar	yolimarmontanez@gmail.com
Yolimar	yolimarmontanez@gmail.com
Michelle Vigneux	mvigneux@akfcs.org
Michelle Vigneux	mvigneux@akfcs.org
Michelle Vigneux	mvigneux@akfcs.org
Michael Grennon	mgrennon@akfcs.org
Kathleen Stockwell	kstockwell@akfcs.org
Kathleen Stockwell	kstockwell@akfcs.org
Kate Stockwell	kstockwell@akfcs.org
Peter Magerowski	pmagerowski@akfcs.org
Peter Magerowski	pmagerowski@akfcs.org
isaac.A	isaacakande@stu.akfcs.org
Kaitlyn Greenwood	kaitlyngreenwood@akfcs.org
Tim Hayes	thayes@akfcs.org
Jessica Regan	jregan@akfcs.org
Alisha Carpino	arcarpino@akfcs.org
Deborah Sanborn	dsanborn@viability.org
Deborah Sanborn	dsanborn@viability.org
Deborah Sanborn	dsanborn@viability.org

sydney yskollari	sydyskollari@gmail.com
Jennifer Giusto	jgiusto@akfcs.org
Jenn Coode	jenncoode@gmail.com
Sophronia	sophronia@hotmail.com
Melissa Ford	mford@akfcs.org
Chris	palukct@yahoo.com
Chris	palukct@yahoo.com
Chris	palukct@yahoo.com
Chris	palukct@yahoo.com
Chris	palukct@yahoo.com

15088648234

Kay-Ann(she/her)	katgunning@hotmail.com
Kathleen Stinton	kskn26@aol.com
Alyssa Reynolds	jeremyreynolds624@gmail.com
Erin Perron	eperron@akfcs.org
Kerry Fitzpatrick	kfitzpatrick@akfcs.org
Kerry Fitzpatrick	kfitzpatrick@akfcs.org
Mr. Morse	bmorse@akfcs.org
Marci Rasmussen	mrasmussen@akfcs.org
Marci Rasmussen	mrasmussen@akfcs.org
Marci Rasmussen	mrasmussen@akfcs.org
Amelie Cabral	acabral@akfcs.org
Amelie Cabral	acabral@akfcs.org
gabrielleborsini	gborsini@akfcs.org
gabrielleborsini	gborsini@akfcs.org
gabrielleborsini	gborsini@akfcs.org
Wiktoria Mankowska	wmankowska9@gmail.com
Wiktoria Mankowska	wmankowska9@gmail.com
Carrie Cole	ccole@akfcs.org
Pam	pamchoinski@gmail.com
Ben Paluk	palukbh12@yahoo.com
Kristine Hersey	khersey@akfcs.org
khersey@akfcs.org	khersey@akfcs.org
khersey@akfcs.org	khersey@akfcs.org
khersey@akfcs.org	khersey@akfcs.org
khersey@akfcs.org	khersey@akfcs.org
Allie	aconnell@akfcs.org
Nardella Thomas	nthomas@akfcs.org
k pisano	kpisano@akfcs.org
Monica Aryitey	maryitey@gmail.com
Monica Aryitey	maryitey@gmail.com
Sarah Kaye	skaye@akfcs.org
Sarah Kaye	skaye@akfcs.org
Lucia Marcil	lmarcil@akfcs.org
Lucia Marcil	lmarcil@akfcs.org
Lucy Marcil	lmarcil@akfcs.org
Chris Kursonis	ckursonis@akfcs.org

Jennifer Madson (she/her/hers)	jennifermmadson@gmail.com
Jenn Madson	jennifermmadson@gmail.com
Victoria Smith	vsmith@akfcs.org
Gretchen Gspencer@akfcs.org	gspencer@akfcs.org
Sara Ramirez	marsa05@gmail.com
Sara Ramirez	marsa05@gmail.com
Rosalie Forster	rforster@akfcs.org

15088648234

AnnMarie Little	amlittle@akfcs.org
Kathy Greenwood	greenwoodkathleen1@gmail.com
Dan White	djwhite@akfcs.org
Mrs. Hyde	ahyde@akfcs.org
Victoria Saganich	vsaganich@akfcs.org
Victoria Saganich	vsaganich@akfcs.org
Renee McDonald	rmcdonald@akfcs.org
Mrs. McDonald (she# hers# her)	rmcdonald@akfcs.org
Kelly Gould	kgould@akfcs.org
Kelly Gould	kgould@akfcs.org
Kelly Gould	kgould@akfcs.org
Meghan	meggie2424@yahoo.com
Rox	rpadilla@akfcs.org
Senora Padilla	rpadilla@akfcs.org
Senora Padilla	rpadilla@akfcs.org
Mr. Babola	tbabola@akfcs.org
Ben Gitkind	bgitkind@akfcs.org
Ben Gitkind	bgitkind@akfcs.org
Miss LaLancette	hlalancette@akfcs.org
S. W.	swoods@akfcs.org
Anne Clayborne	aclayborne@akfcs.org
L	lbento@akfcs.org
rob	rkerr@akfcs.org
Firma Francisque	firma.francisque@gmail.com
Firma Francisque	firma.francisque@gmail.com
kellydavila	kdavila@akfcs.org
Brian Gero	bgero@akfcs.org
Brian Gero	bgero@akfcs.org
Lindsay Burns	lburns@akfcs.org
Kay-Ann Gunning	kayann.gunning@umassmed.edu
Ruby Aponte	aponte0357@gmail.com
R.	aponte0357@gmail.com
R.	aponte0357@gmail.com
mm	palukheidi@gmail.com
mm	palukheidi@gmail.com
shannon laro	slaro@akfcs.org
Scott Lambert	consumer101@charter.net
Benjamin Paluk	benjaminpaluk@gmail.com
Mrs. Reynolds	areynolds@akfcs.org

Jazmin	jazhampton@yahoo.com
Catherine Sanguinetti	catherine.sanguinetti@gmail.com
Trinere Rodriguez	trinererodriguez@gmail.com
Angela Bates	angelabates936@yahoo.com
Angela Bates	angelabates936@yahoo.com
Sarah Dunn	sdunn@akfcs.org
Mike Penney	mpenney@akfcs.org
Amanda Durkin	adurkin@akfcs.org





# 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 Agenda

**Friday, March 11, 2022, 8:00 a.m.**

<https://akfcs-org.zoom.us/j/91966458588?pwd=TIM4SHF6cnFOTCs1c1VhaVJ5WGltQT09>

**Meeting ID:** 919 6645 8588 **Passcode:** 164652

**By phone:** +1 929 205 6099 US (New York) **Meeting ID:** 919 6645 8588

- I. Call to Order- Amy Vernon, Chair
- II. Introductions/Attendance Recorded
- III. Review of the February 11, 2022, Meeting Minutes
  - a. **Motion:** To approve the February 11, 2022, Meeting Minutes.
- IV. SEL Update
- V. Middle School Principal Search
  - a. Search Committee & Timeline
- VI. Approval of 22-23 Academic Calendar- Ms. Heidi Paluk
- VII. Healthy Sexuality
  - a. Communications Plan
- VIII. Charter Renewal
  - a. Mission Revision
- IX. Upcoming Meeting(s):
  - a. Friday, April 8, 2022
  - b. Friday, May 13, 2022



# Abby Kelley Foster Charter Public School

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## Education Committee Meeting Minutes-DRAFT

Friday, February 11, 2022, 8:00 a.m.

<https://akfcs-org.zoom.us/j/95777160926?pwd=citrK2ZPendwNXIyZ2pOVkFHVFhCQT09>

**Meeting ID:** 957 7716 0926 **Passcode:** 847806

**By phone:** +1 929 205 6099 US (New York) **Meeting ID:** 957 7716 0926

The meeting was called to order by Amy Vernon. The attendance was recorded as follows:

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

**Staff in attendance:** Heidi Paluk, Michelle Vigneux, AnnMarie Little, Jessica Regan, Meaghan Culkeen, Robert Kerr, Jennifer Giusto, Dr. Caroline Cole, Christopher Kursonis, Kelly Gould, Kristine Hersey, Amelie Cabral

The Committee reviewed the Meeting Minutes from the January 14, 2022 meeting. Ms. Vernon asked for a motion to approve the January 14, 2022 meeting minutes. The motion was made by Ms. Yarnie and seconded by Ms. Vernon.

### **Mid-Year I-Ready Results**

Ms. Regan began the presentation by explaining that the information in the packet is new information that will better help understand the needs of our students. She explained the differences between grade levels and the students who fell 2 grades or more behind and stated that the number of students averaging in that category is about 10%. Ms. Regan stated that this regression was due to the summer break which is expected and the past two years of the pandemic. A majority of students fell in the 1 grade level below category and this number ranges from 15%-56% of students. Ms. Regan explained that this information shows that there is a correlation between the I-Ready reading scores and MCAS scores. Ms. Regan also explained that when comparing past scores to this current one, the numbers have decreased, showing an increase in students meeting grade-level expectations.

Ms. Regan explained that the number of students that are two grades level or more below in Math has been decreasing at a higher rate than reading as there is more room for improvement in mathematics than there is in reading. A majority of the students are now showing as one grade level below, showing improvement. There has also been a tremendous improvement for the students that are meeting grade-level expectations and kindergarten has seen a 42% gain. Grade six currently has the lowest percentage of students in the district on



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grade level but they have come the farthest. The curriculum coordinators explained that the math and reading implementation programs are shown to be successful in the advancement of the students. Ms. Regan also explained that they have brought on a math coach that is assisting with making sure students have a smooth transition between grades three and four. Ms. Regan explained that they are in the process of obtaining new curriculum information and are currently researching three options at the moment. Ms. Vernon inquired about receiving comparison data on past winter scores to which Ms. Regan stated she would gather that information.

Ms. Yarnie inquired about the capacity limit being reached with the Mass Academy Tutoring program and whether there was any further interest to which Ms. Regan stated that there was a waiting list as this tutoring was being done on a one-to-one basis and the students meet with the same tutor consistently to build rapport.

### **Healthy Sexuality (Grades 4-7)**

Ms. Culkeen began her presentation by explaining that the main priority for this course was to promote health and help students develop a strong, healthy relationship with both adults and peers. She explained that she wanted to make sure we were providing scientifically accurate, medically sound information about human sexuality, puberty bodies, and reproduction. The most important goal, according to Ms. Culkeen was to help young people exercise informed responsibility to be able to make choices based on data that they have based on the understanding of what is good and healthy and also remember their values and boundaries.

Ms. Culkeen explained that she is an advocate of transparency with our communities and having parents understand what is happening within the healthy sexuality unit. She also explained that what we understand and what we believe regarding this topic is culturally based, is faith-based, and family-based, so the language that parents will be provided will be age-appropriate and medically accurate information and is culturally responsive and does not promote a specific religion or belief system. Ms. Culkeen stated that the hope is that it encourages communication with guardians and empowers students to make informed decisions about their health. Ms. Culkeen explained that she would also make a personal commitment to communicate to every family member who signed a refusal form because many families just don't feel that they have enough information and a phone call can be enough to ease fears.

Ms. Culkeen also explained that she would likely be hosting 1 family zoom night per grade level as the content in every grade is different and this will allow parents to be able to have more of an overview and also reach out directly with questions. Ms. Culkeen also explained that evidence suggested that sexual health, education quality, and comprehensive sexual health education could improve academic success, prevent dating violence and bullying, help youth delay sexual activities, and develop healthy relationships. It also promotes empathy, according to Ms. Culkeen as shown in a national survey where, 59.1% of LGBTQ students reported feeling unsafe in school because of their sexual orientation and 42.5% because of their gender expression, so with comprehensive sexuality education, we're able to have conversations to help normalize and understand the science behind sexual orientation and behind sexuality.



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Ms. Yarnie provided feedback on the presentation and offered her assistance to Ms. Culkeen if needed. Ms. Yarnie noted the importance of teaching students about preventing disease and promoting good health and also teaching mental, physical, mental, and oral health. Dr. Park also provided insight and information on the refusal forms and suggestions on talking points for parents. Ms. Culkeen stated that she would be developing a strategy to implement the health programs after considering suggestions from the Committee and updating them.

### **Middle School Principal Search**

Ms. Paluk began by informing everyone that the Middle School Principal is no longer at Abby Kelley and Mr. Brian Gero would be taking over as acting principal until the end of the school year and Ms. Regan and Ms. Thomas would be assisting him. A form has been created for anyone who may express interest in the search committee and a job position description is being formed to assist with the search. Ms. Paluk stated that they were hoping to hire someone by July 1, 2022.

### **Academic calendar**

A draft of the 2022-2023 calendar was presented for review. Ms. Paluk also explained that there is still some internal reflection being done on the calendar but did provide a copy for the committee members to have while they work on finalizing it.

Ms. Vernon asked for a motion to adjourn the meeting. Dr. Park provided the motion and Ms. Yarnie seconded.

The meeting was adjourned at 9:35 a.m.



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## Education Committee Meeting Agenda-DIGITAL MEETING

**Friday, February 11, 2022, 8:00 a.m.**

<https://akfcs-org.zoom.us/j/95777160926?pwd=citrK2ZPendwNXIyZ2pOVkFHVFhCQT09>

**Meeting ID:** 957 7716 0926 **Passcode:** 847806

**By phone:** +1 929 205 6099 US (New York) **Meeting ID:** 957 7716 0926

- I. Call to Order- Amy Vernon, Chair
- II. Introductions/Attendance Recorded
- III. Review of the January 14, 2022, Meeting Minutes
  - a. **Motion:** To approve the January 14, 2022, Meeting Minutes.
- IV. Mid-year I-Ready Results- Ms. Kristine Hersey, Ms. Jessica Regan, Mr. Rob Kerr
- V. Healthy Sexuality (Grades 4-7)- Ms. Meghan Culkeen, Ms. Jessica Regan
- VI. Update on SEL Data/Interventions- Dr. Caroline Cole
- VII. Middle School Principal Search- Ms. Heidi Paluk
- VIII. Academic Calendar for the 2022-2023 Year- Ms. Heidi Paluk
- IX. Upcoming Meeting(s):
  - a. Friday, March 11, 2022
  - b. Friday, April 8, 2022
  - c. Friday, May 13, 2022
- X. Adjournment

Good evening:

We are forming the Middle School Principal Search Committee to assist in the hiring of the next school leader of grades 4-7. With this letter, we are soliciting participation from our Middle School families, instructional and non-instructional staff, and representatives from District Leadership to join the Search Committee.

The MS Principal Search Committee will meet for a total of six (6) hours during two afternoons, tentatively scheduled for Friday, March 25, 2022 and Monday, March 28, 2022 from 2:00 - 5:00 p.m. each day. The committee will meet with no more than 5 candidates via zoom and deliberate online to narrow the selection down to 1 or 2 finalists. The deliberation is planned from 4:00-5:00 p.m. on Monday, March 28, 2022.

The plan for the MS Principal Search is as follows:

- **Week of March 7:** Resumes for Principal candidates are solicited via School Spring; Letters of Interest for the Search Committee are solicited [via this google form](#).
- **Week of March 14:** Members of the MS Principal Search Committee are announced; Screening of potential candidates takes place by phone/zoom by Executive Director.
- **Week of March 21:** Schedule is created for up to five (5) candidates who are chosen for interviews; resumes distributed to Search Committee; rubric for interview is finalized; norms are set for Search Committee.
- **March 25 and March 28:** The one-hour interview for each candidate will take place via zoom with members of the MS Principal Search Committee.
- **Week of April 4:** Finalist(s) are invited to Abby Kelly to meet with staff, families, students and District Leadership Team. Dates and times of the visit will be shared as soon as possible.

This plan is ambitious with the hope we can have a new Principal named in mid to late April. The plan would be for the new Principal to start their role at Abby Kelley Foster on July 1, 2022, although this is subject to change based on the candidate pool.

We are looking for two (2) representatives each from our Middle School families, District Leadership, and Non-Instructional staff and three (3) representatives from our Middle School instructional staff. These nine (9) individuals will join Ms. Jessica Regan, Middle School Curriculum Coordinator and myself, Heidi Paluk as the search committee.

If you are interested in being considered for the MS Principal Search Committee, please submit this form no later than 5:00 p.m. Friday, March 12, 2022. You will be notified next week if you are selected.

Thank you!

Best

Heidi

Heidi Paluk  
Executive Director

*Pronouns: she, her, hers*



Abby Kelley Foster Charter Public School  
10 New Bond Street  
Worcester, MA 01606  
[hpaluk@akfcs.org](mailto:hpaluk@akfcs.org)  
Cell: 978-631-9069  
Office: 508-854-8400 ext 3656

# Abby Kelley Foster Charter Public School

## 2022-2023 School Calendar

August 2022						
Su	M	Tu	W	Th	F	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

September 2022						
Su	M	Tu	W	Th	F	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

October 2022						
Su	M	Tu	W	Th	F	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

November 2022						
Su	M	Tu	W	Th	F	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

December 2022						
Su	M	Tu	W	Th	F	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

January 2023						
Su	M	Tu	W	Th	F	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

February 2023						
Su	M	Tu	W	Th	F	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28				








March 2023						
Su	M	Tu	W	Th	F	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

April 2023						
Su	M	Tu	W	Th	F	Sa
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2	3	4	5	6	7	8
9	10	11	12	13	14	15
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23	24	25	26	27	28	29
30						

May 2023						
Su	M	Tu	W	Th	F	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

June 2023						
Su	M	Tu	W	Th	F	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

July 2023						
Su	M	Tu	W	Th	F	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

	School Closed		Employee Planning/ PD (no school for students)		Foundation Golf Tournament
	Early Release		First/ Last Days of School		
	Parent Teacher Conferences		Alert- Please review date and message		

18-Aug	Abby's Attic Sale	23-25 Nov	November Break- No School
22-24 Aug	Planning/Development Days (All Staff)	23-Dec	Holiday Break Begins- No School
24-Aug	Supply Drop Off- <b>Elem. &amp; Middle School Only</b>	3-Jan	Holiday Break Ends--Return to School
25-Aug	First Day of School- Students in grade <b>1-12</b>	16-Jan	No School--Closed
2-Sep	Early Release	17-20 Jan	Early Release- <b>High School Only</b> - Midterms
1-Sep	Kindergarten Meet The Teacher/Supply Drop Off	18-Jan	Early Release- DISTRICT
5-Sep	No School--Closed	19-Jan	Abby's Attic Sale
7-Sep	First Day of School for Kindergarten	8-Feb	Early Release-- Professional Development --DISTRICT
21-Sep	Early Release-- Professional Development- DISTRICT	20-Feb	School Vacation Begins
7-Oct	Early Release--DISTRICT	15-Mar	Early Release ( <b>Elem. only</b> )-- Teacher Conferences
10-Oct	No School--Closed	16-Mar	Early Release ( <b>Elem. Only</b> )-- Teacher Conferences
26-Oct	Early Release-- Professional Development--DISTRICT	29-Mar	Early Release-- Professional Development--DISTRICT
11-Nov	No School--Closed	7-Apr	No School--Closed
21-Nov	Early Release-- Teacher Conferences--DISTRICT	17-Apr	Spring Break Begins -No School
22-Nov	Early Release-- Teacher Conferences--DISTRICT	17-May	Early Release ( <b>Grades 1-3 Only, No school for K</b> )-- K Scr
		26-May	Early Release--DISTRICT
		29-May	No School--Closed
		15-Jun	Early Release-- Last Day of School--DISTRICT
		19-Jun	No School--Closed
		26-Jun	Foundation Golf Tournament

VERSION 4: Edited 3/9/22 -DRAFT

## **Healthy Sexuality Communication Plan**

### **Presentation to Education Committee: 2/11/2022**

- Results from meeting were to bring the presentation to the Board of Trustees

### **Presentation to Board of Trustees: 2/23/2022**

- Results from meeting were to flush out alternative plan and develop communication plan

### **Communication discussion with Education Committee: 3/11/22**

#### **Family Information Sessions:**

March 28th (1 session per grade level, 30 minutes each) 7-9pm

Audience: guardians (student optional)

7-7:30→ grade 4

7:30-8→ grade 5

8-8:30→ grade 6

8:30-9→ grade 7

March 29th (1 session per grade level, 30 minutes each) 3:30-5:30pm

Audience: guardians (students optional)

3:30-4pm→ grade 7

4-4:30pm→ grade 6

4:30-5pm→ grade 5

5-5:30pm→ grade 4

Topics to be discussed include:

#### **Active Consent Forms**

- Will go out the week of April 4th with the return of Thursday, April 28th for all MS students.
- We will use a google form that will be sent out in a unified message from all homeroom teachers using Class Tag. We will also send out a text message using one call.
- The first group of students will begin their Healthy Sexuality unit on Monday, May 2nd.
- Will reach out to families who do not sign Active Consent forms to inquire about concerns and/or if they might be interested.
- In future years, consent for this curriculum will be included in the student handbook

#### **Alternative assignment for those who do not sign the active consent form:**

Alternative assignments for those who will not participate will be done independently on google classroom in a grade level classroom with the physical supervision of another staff member.

Topics for these assignments will be:

**Question for Heidi:** Can we hire a consultant to partner with us on this communication and participate in the family information sessions?

Interpreters for both session and written materials

Current:

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.

Proposed (reflective of IB:)

The mission of the Abby Kelley Foster Charter Public School is to assist families in their role as primary educators of their students by providing a liberal arts education grounded in works representative of a diverse population, promoting lifelong learners with a global awareness, aimed at developing accountable citizens through academic excellence and character formation.

## i-Ready Winter 2022 Data Report

### READING

*Fall to Winter comparison*

	On/Above Grade Level <b>FALL</b>	On/Above Grade Level <b>WINTER</b>	Fall to Winter Change	1 Grade Below <b>FALL</b>	1 Grade Below <b>WINTER</b>	Fall to Winter Change	2+ Grade levels below <b>FALL</b>	2+ Grade levels below <b>WINTER</b>	Fall to Winter Change
Kindergarten	35%	78%	+23%	65%	22%	-43			
Grade 1	21%	39%	+18%	69%	56%	-23%	10%	5%	-5%
Grade 2	24%	54%	+30%	37%	38%	+1%	40%	19%	-21%
Grade 3	35%	49%	+14%	19%	27%	+8%	37%	24%	-13%
Grade 4	32%	48%	+16%	44%	35%	-9%	24%	17%	-7%
Grade 5	27%	39%	+12%	32%	31%	-1%	40%	29%	-11%
Grade 6	25%	32%	+7%	29%	30%	+1%	46%	39%	-7%
Grade 7	39%	48%	+9%	19%	26%	+7%	43%	26%	-17%
Grade 8	45%	55%	+10%	17%	15%	-2%	38%	28%	-10%

## MATH

*Fall to Winter comparison*

	On/Above Grade Level <b>FALL</b>	On/Above Grade Level <b>WINTER</b>	Fall to Winter Change	1 Grade Below <b>FALL</b>	1 Grade Below <b>WINTER</b>	Fall to Winter Change	2+ Grade levels below <b>FALL</b>	2+ Grade levels below <b>WINTER</b>	Fall to Winter Change
Kindergarten	18%	60%	+42%	83%	40%	-43%			
Grade 1	5%	26%	+21%	77%	65%	-12%	18%	9%	-9%
Grade 2	9%	32%	+23%	52%	55%	+3%	39%	14%	-25%
Grade 3	8%	38%	+30%	56%	50%	-6%	36%	11%	-25%
Grade 4	14%	25%	+11%	49%	51%	+2%	37%	24%	-13%
Grade 5	8%	23%	+15%	46%	45%	-1%	46%	32%	-14%
Grade 6	17%	19%	+2%	32%	44%	+12%	51%	37%	-14%
Grade 7	17%	29%	+12%	43%	46%	+3%	41%	25%	-16%
Grade 8	20%	37%	+17%	36%	36%	NC	44%	26%	-18%

## **Action Plans:**

### **Elementary School:**

- Continue to monitor implementation of *iReady Math* curriculum with emphasis on using questioning techniques to build deeper content understanding
- Data has been analyzed by standard and
- Professional development on February 9 half day, focus on maximizing use of diagnostic data and using *iReady* to build fluency
- MTSS diagnostic cycle 2 meetings 2/14 - 18 to analyze data and make any necessary adjustments to interventions
- Include number sense activities/discussions during morning meeting and as a warm up for math block
- Acknowledge accelerated growth building wide

### **Middle School:**

- Data has been analyzed by administrators, math coach, and math teachers with students being grouped into levels (no additional support needed, low need, and high need)
- Teachers are working alongside math coach to ensure implementation of curriculum with emphasis on increasing student discourse and teaching the keys concepts of each unit
- Administrators and math coach created and shared a math program implementation guide to increase level of support to teachers
- MA Academy Tutoring has reached capacity with 40 students. Program has been restructured to only focus on math with tutors receiving instructional videos on the math content as needed.
- Instructional assistant has been moved into reading intervention vacant position and received week long phonics training to meet student needs.

### **High School (8th Grade):**

- Data has been broken down by domain and shared with teachers
  - Math - Numbers and operations are the weakest skill identified
  - Reading- Vocabulary, Comprehension, Informational Text are the identified areas of concern
- Tutoring with Seniors - ended in January, but seems to have had a positive impact
- Continued extra help after school based on the results
- Skills practiced during daily lessons (opening assignment, etc)



**70% of students have experienced more than  $\frac{1}{2}$  of their annual targeted growth, while being only  $\frac{1}{2}$  way through the year.**

**In every grade, there are students who have achieved their annual growth and in some cases their stretch growth already.**

**Although students are reaching targets, overall our community has not achieved proficiency for all students as a whole.**

**No accommodations for students.**



# Abby Kelley Foster Charter Public School

10 New Bond Street Worcester, MA 01606

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

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## Education Committee Meeting Minutes-DRAFT

**Friday, March 11, 2022, 8:00 a.m.**

<https://akfcs-org.zoom.us/j/91966458588?pwd=TIM4SHF6cnFOTCs1c1VhaVJ5WGltQT09>

**Meeting ID:** 919 6645 8588 **Passcode:** 164652

**By phone:** +1 929 205 6099 US (New York) **Meeting ID:** 919 6645 8588

The meeting was called to order by Ms. Amy Vernon at 9:05 a.m. The attendance was recorded and attached.

The Committee reviewed the Meeting Minutes from the February 11, 2022 meeting. One minor edit was noted by Ms. Yarnie and “mental” was noted twice. The error was corrected. Ms. Vernon asked for a motion to approve the February 11, 2022 meeting minutes. The motion was made by Ms. Yarnie and seconded by Ms. Vernon.

### **SEL Update**

Dr. Cole began by stating that while many students have adjusted to being back in school, there are still students that are struggling. The Panorama survey would be lined up towards those issues towards the end of the year to help and see if the interventions have been effective. Dr. Cole also stated that they began to look at next years and what needs need to be addressed and the interventions that need to be developed to meet those needs. Dr. Cole noted that a parent discussion series was done with Mr. Jim Dunn over four weeks on social-emotional functioning and they were looking to produce something similar to a podcast and put the information online so that parents and teachers would be able to watch it.

Ms. Paluk stated that they were now trying to build systems as well as deliver services in ways that are considered new to focus more on the students and be intentional as opposed to reactionary and waiting for the student to erupt. It was also noted by Ms. Paluk that there would be a District-wide PD on March 30, 2022, focusing on DEI and SEL by Mr. Robert Jones.

### **Healthy Sexuality- Communications Plan**

Ms. Regan began by explaining that two family nights were planned for 2 hours each. It would be provided by grade levels in 30-minute increments in which 10 minutes would be dedicated to the course information and the remaining 20 minutes for questions and answers. Ms. Regan also noted that there would be a google form for questions that were not answered due to time or questions that were private and they would get to the questions on time. A webinar format would be used and different times would be offered to accommodate families as many families are anticipated to attend.



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Ms. Culkeen stated that for students that would not be participating, work would be created in google classroom reinforcing topics the student already touched on. It was also noted that all means of communication would be utilized to reach out to parents about the lessons and make sure they send back their forms. Ms. Yarnie inquired about whether more content would need to be provided in the letter to which Ms. Regan stated that it would not as the letter would be going out with the opt form which has more details and the curriculum per grade level. This information would also be provided in multiple languages and it would be labeled as an information sheet. Ms. Yarnie also inquired about the possibility of providing another date to capture all of our families to which it was noted that they would look at schedules to ensure that the sessions are widely available.

Ms. Little reminded everyone that there is information in the handbook and sex education and the criteria for parent notifications and noted that wording can be included to inform parents to refer to the student handbook regarding parent notification. Ms. Culkeen reiterated the fact that respect is one of the most important values that she does push before starting this lesson. Working with the guidance counselors would also allow for assistance in wording so that it is the most effective for the students where some topics may be challenging or triggering for them. It was also noted that if a parent opted out from the health class one year, they can join in another year and they would still be contacting families that chose to opt-out to provide reassurance.

Ms. Paluk inquired about adding a line for parents to inform them that if their child is participating, there is no need to do anything and if you don't want your child to participate, sign the form. Parents who choose not to attend the session would still receive the digital communications that would be presented and they are not mandatory. It was also noted that a FAQ sheet would be created for common questions that families may have. Ms. Regan also notified the committee members that they were waiting to hear back from a consultant that would assist Ms. Culkeen with the content area and provide their expertise and support.

### **Middle School Principal Search**

A letter was distributed to families as well as staff soliciting interest in serving on the search committee that would be composed of Ms. Paluk, Ms. Regan, and 9 individuals. Several resumes were received and first-round interviews would be set up once they were reviewed. The semifinalist would be brought to the search committee for 2 interviews totaling an hour each on zoom and Monday night, they would deliberate and set up a visit for the remaining candidates. Ms. Paluk stated that she hoped to make an offer before April vacation.

### **Approval of 2022-2021 Academic Calendar**

Ms. Paluk began by explaining that the consensus among staff was the desire to feel well prepared to go into next year with a new curriculum and the only way to ensure that was to provide PD at the beginning of the year, going from 2 to 3 days and build some additional days in throughout the year. In the past, Friday, September 2nd has been a full day off but the recommendation was to make that day a ½ day to get to 145 days before June 16, 2022. It was noted that a memo would be added to the calendar to explain how snow days work and how it affects the last day of school.



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### **Charter Renewal**

During the site visit from DESE last May, it was determined that an update needed to be made on the Abby Kelley mission statement. The new mission statement took into consideration the suggestions that came out of the IB accreditation a few years ago to make Abby Kelley a more global perspective in all of the learning across the Board and the more pointed areas of concern according to DESE. Areas of concern were the use of “great works of Western Civilization”, the use of parents as opposed to families, and the use of children as opposed to students. These changes would allow for a more encompassing mission statement of the diverse body at Abby Kelley. Other changes were made to add a broader perspective as opposed to a narrow descriptor.

The mission statement would have to be sent in no later than April so that it can be sent to the commissioner for approval as a charter renewal cannot be written without this piece completed. Ms. Paluk stated that she would send out a quick survey to parents explaining the changes and asking for their input on the mission statement revision. It was also noted that a Board of Trustees vote would need to be taken at the March Board meeting so the survey would be sent out to families before that. Ms. Vernon inquired about the use of the word “primary” and whether or not it diminished the role of the school. Ms. Zagabe-Ndiku then also inquired about how the term came into the mission statement and the historical knowledge behind it. Ms. Yarnie also suggested using the survey being sent out to families to gather information.

Ms. Vernon called for a motion to adjourn the meeting. Ms. Yarnie made the motion and it was seconded by Ms. Vernon. The meeting was adjourned at 9:15 a.m.

Name (Original Name)	User Email
Naira Joseph	njoseph@akfcs.org
Amelie Cabral	acabral@akfcs.org
Jennifer Giusto	
Chris Kursonis	ckursonis@akfcs.org
Michelle Vigneux	
Jennifer Giusto	
Chris Kursonis	ckursonis@akfcs.org
Michelle Vigneux	
Amelie Cabral	acabral@akfcs.org
khersey@akfcs.org	khersey@akfcs.org
Heidi Paluk	hpaluk@akfcs.org
jessica Regan	jregan@akfcs.org
Heidi Paluk	hpaluk@akfcs.org
khersey@akfcs.org	khersey@akfcs.org
Jessica Regan (jessica F	jregan@akfcs.org
Mr. Kerr	rkerr@akfcs.org
Mr. Kerr	rkerr@akfcs.org
Shelly Yarnie	
Shelly Yarnie	
Amy Vernon	
Amy Vernon	
Kelly Gould	
Kelly Gould	
AnnMarie Little	
AnnMarie Little	
Carrie Cole	
Carrie Cole	
Bibiche Zagabe-Ndiku	
Bibiche Zagabe-Ndiku	
Ms. Culkeen (Health)	
Ms. Culkeen (Health)	
khersey@akfcs.org	khersey@akfcs.org
khersey@akfcs.org	khersey@akfcs.org
Jennifer Giusto	jgiusto@akfcs.org
Jennifer Giusto	jgiusto@akfcs.org



# Abby Kelley Foster Charter Public School

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

## Facilities and Finance Committee Meeting Agenda

<https://akfcs-org.zoom.us/j/98983268038?pwd=R1dyaGJwMEM5Q2M4cHJXUk5YNTc0UT09>

**Friday, March 18, 2022, 8:00 a.m. DIGITAL MEETING**

**Meeting ID:** 989 8326 8038 **Passcode:** 840857

**By phone:** +1 929 205 6099 **Meeting ID:** 989 8326 8038

- I. Call to Order- Mr. Patrick Royce, Chair
- II. Introductions/Attendance Recorded
- III. Review of the February 18, 2022, Meeting Minutes
  - a. **Motion:** To approve the February 18, 2022, Meeting Minutes
- IV. Salary Scale Presentation- Mr. Benjamin Reilly & Ms. Alisha Carpino
- V. Flood Update
  - a. Insurance- Ms. Carpino
  - b. Renovations- Mr. Michael Grennon
  - c. Service Master- Ms. Heidi Paluk
- VI. Financial Reports- Ms. Alisha Carpino
- VII. Facilities Update- Mr. Michael Grennon (Time Permitting)
- VIII. IT Update- Mr. Gabriel Beltran (Time Permitting)
- IX. Upcoming Facilities & Finance/BOT Committee Meetings
  - a. Wednesday, April 13, 2022
  - b. Thursday, April 21, 2022- Board of Trustees Budget Presentation
  - c. Thursday, April 27, 2022- Board of Trustees Budget Approval
  - d. Friday, May 20, 2022
- X. Adjournment



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## Facilities and Finance Committee Meeting Agenda

**Friday, February 18, 2022, 8:00 a.m. DIGITAL MEETING**

<https://akfcs-org.zoom.us/j/99598537554?pwd=cWFDUC9hQ2VlejZKc2RpUmhjTWZlZWZ09>

**Meeting ID:** 995 9853 7554 **Passcode:** 798010

**By phone:** +1 929 205 6099 US (New York) **Meeting ID:** 995 9853 7554

- I. Call to Order- Mr. Patrick Royce, Chair
- II. Introductions/Attendance Recorded
- III. Review of the January 21, 2022, Meeting Minutes
  - a. **Motion:** To approve the January 21, 2022, Meeting Minutes
- IV. Financial Reports- Ms. Alisha Carpino
  - a. Salary Committee
  - b. Financials
- V. Facilities- Mr. Michael Grennon
  - a. Middle School Flood Repairs
- VI. IT- Mr. Gabriel Beltran
- VII. SG/WBC- Ms. Heidi Paluk
- VIII. Topics at the discretion of the Committee Chair
- IX. Upcoming Facilities & Finance Committee Meetings
  - a. Friday, March 18, 2022
  - b. Friday, April 15, 2022
- X. Adjournment



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### Facilities and Finance Committee Meeting Minutes- DRAFT

**Friday, February 18, 2022, 8:00 a.m. DIGITAL MEETING**

<https://akfcs-org.zoom.us/j/99598537554?pwd=cWFDUC9hQ2VlejZKc2RpUmhjTWZlZWZ09>

**Meeting ID:** 995 9853 7554 **Passcode:** 798010

**By phone:** +1 929 205 6099 US (New York) **Meeting ID:** 995 9853 7554

The meeting was called to order by Mr. Patrick Royce, Treasurer. The attendance was recorded as follows:

**Board/Committee Members:** Bibiche Zagabe-Ndiku, Patrick Royce

**Board/Committee Members Not Present:** Celia J. Blue

**Staff in attendance:** Heidi Paluk, Michael Grennon, Alisha Carpino, Michelle Vigneux, Gabriel Beltran

Mr. Royce opened the meeting at 8:02 a.m. Mr. Royce asked the Committee to review the Meeting Minutes from January 21, 2022. Upon their review, Mr. Royce asked for a motion to approve the minutes from January 21, 2022, Facilities & Finance Meetings. Ms. Zagabe-Ndiku made the motion, it was seconded by Mr. Royce. The committee unanimously approved the minutes.

### **Salary Committee**

Ms. Carpino began by stating that the salary scale work has been completed and they were now working on creating a policy surrounding the salary scale budget and working to put a document in place. The plan is that 2 representatives from the salary scale will be presenting to Heidi and Alisha and the Finance committee next month and the BOT. The budget will be presented in April with this piece in it. Ms. Carpino stated that it went from 25 years to 15 years and provides everyone with a \$6,000 increase at each step which will allow for us to be competitive with Worcester. Mr. Royce inquired about the total increase to the budget to which Ms. Carpino stated that it was a million-dollar increase. Mr. Royce also inquired about the steps taken to set up the





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salary scale and how the increase was determined and Ms. Carpino explained that a projection was created before deciding on the amount. Ms. Zagabe-Ndiku inquired about whether an increase in revenue would be determined to sustain the million-dollar revenue to which Ms. Carpino stated that there was and stated that she will draft documents to show precisely how this will be done in the presentation next month. Ms. Carpino explained that the salary scale conversation began in 2019 and did not go further than that and the last time the salary was updated was in 2014. Ms. Carpino also explained that everyone would get a 3.5% increase every year allowing for some competition for the staff as we currently have a low salary scale.

Ms. Carpino explained that the interest rate is up for renewal next year and we offered the option to renew now at 3.35%. Ms. Carpino explained that this meant that if the rate next year was lower, we would not be able to use that as we are locked in. She also explained that if it is higher, we would be safe from that increase. There would also be a prepayment penalty of three years and they are currently looking at which direction to go. Ms. Carpino and Mr. Royce decided to continue to look into what this meant before making a decision. Ms. Zagabe-Ndiku inquired about the renewal date to which Mr. Royce stated it would be 2023.

Ms. Carpino provided an update on financials and began by stating that our actual revenue was \$46,000 below the budgeted amount and a large portion of this was due to not yet receiving the regional transportation payment which will not be received until the end of the year, totaling about \$50,000. Ms. Carpino also stated that 1.2% of the tuition was lost but this was budgeted even higher than the current loss. Transportation is below budget and is underspent with sports travel and field trips but we should see transportation pick up in the spring. Ms. Carpino stated that we have also received a significant amount of grants which caused the increase in that category and we have also put in for competitive grants. Ms. Carpino stated that a literacy grant that was applied for was received for \$200,000. Salaries continue to be under budget by 1% and there are not many open positions; 4 full-time positions are currently open and two of those positions are in the process of being filled.

Benefits will continue to stay under budget as it was overbudgeted originally and the debt-to-service coverage ratio continues to be at 1.66% with a required ratio of 1.15%. Ms. Carpino also stated that she has been meeting with ADP and is waiting for a full plan on pricing and she does plan on making a presentation as



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they offer more support than HR knowledge and if the change is made, it will be reflected in the budget for next year.

### **Facilities**

Mr. Grennon began by explaining that both quotes have now come in for the work that is to be done in the ES, one for \$332,896 and \$280,152, with the lower price being Blue Sky. Mr. Grennon states that he is now waiting for a response on the best time to schedule a meeting to discuss the findings with Ms. Carpino and Ms. Paluk. Mr. Royce inquired about whether there would be mitigation work done to which Ms. Paluk stated that this cost did not include that.

Mr. Grennon explained that the main transformer in the ES was also being changed as it failed and it will be replaced next Tuesday. Mr. Grennon also explained that the break room is currently being worked on and they are looking to replace the roof in the MS as this is the cause of the constant leak. Mr. Royce also inquired about the trucking company that we use and about why we were being billed for 90 hours as this seemed excessive. Mr. Grennon explained that this falls along the same amount as last year.

Ms. Carpino also explained that liberty has raised their prices \$35,000-\$40,000/year. Mr. Royce inquired about whether we were informed of the markup we would experience from the donation and whether we can discuss it to which Ms. Carpino stated that she would reach out and ask for any details related to the snow removal.

### **IT**

Mr. Beltran began by explaining that last month's IT request dealt with more common issues with the top request having to deal with Chromebooks and Wifi. 24 cameras were installed at the Middle School and a new server was also installed and 20 High school cameras will be online next week. Mr. Beltran also spoke on the current status of the network upgrade project and stated that the wiring for this will be done over the February break. He explained that there are still cameras that need to be changed as they are old and lose power intermittently.

Mr. Beltran also explained that with the recycling and decommissioning of devices, we received \$1,980.00 back. He also explained that 134 new Chromebooks were given to all 3rd graders and they are



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planning deployment for 2nd Grade next. They are also making sure that the servers can support the needs of the district. Mr. Beltran explained that there is a current need for teacher laptops and spare projectors.

### SG/WBC

Mr. Royce stated that he would reach out to the necessary parties to have an additional meeting and there would be no update at the moment.

### Topics at the Discretion of the Committee Chair

Ms. Paluk stated that at the BOT meeting next week, she would like to have a sense from the Board of how to proceed as DESE has eliminated masks as of February 28, 2022. The decision is now in the hands of the local school but as of yet, the local Board of Health in Worcester has not removed the mask restriction yet so nothing can be done until they vote to keep or remove the restriction on March 7, 2022. The BOT would then need to decide the best course of action. Ms. Paluk stated that she did ask parents to provide feedback and has received split comments. Ms. Paluk stated that the recommendation she would have is to make the masks optional but address the peer pressure that may arise from whatever decision the student/staff takes and know that we reserve the right to place masks back if cases were to rise.

Ms. Paluk then spoke on comments received about the BOT meeting in person as restrictions are lifted. Ms. Paluk explained that at this moment, there is an expectation that we are to provide the same level of accessibility as we have done over the last two years, meaning that if we were to return in person, the meetings would have to be broadcasted and a production team would need to be hired and we would have to buy equipment. This was not done before the pandemic and this does not appear to be an option at the moment, and the open meeting law that allows for only zoom meetings is set to expire April 1, 2022. Ms. Paluk stated that Mr. Beltran would look into costs for potentially having to take this route and would send the information to the Committee and Mr. Royce would speak to this at the next Board meeting this month.

Mr. Royce asked for a motion to adjourn the meeting. Ms. Zagabe-Ndiku provided the motion and was seconded by Mr. Royce. The meeting was adjourned at 9:47 a.m.

# F&F Meeting 3-18-22

## ES

We have a meeting scheduled for Monday 3-21-22 with the contractor Blusky to discuss the rebuild of the Elementary basement. We will have a timeline in place by the next meeting.

## MS

We installed the outside cameras on the building last week. We now have 12 different angles of the Middle school property.

## HS

We have one camera installed that is in place and ready to plug in to adjust. The other 2 cameras will be complete next week. All the cables are run and they just need the tips install and the units mounted.

# IT Updates 3/2022

- Last Month more common Issues
  - 367 Resolved tasks
  - Top 3 categories
    - Chromebooks (Updates, New chromebooks and Break fix)
    - Support (accounts, projectors and printing)
    - Accounts and Email
- Infrastructure
  - 12 Exterior video feeds are now live at the MS
  - Network upgrade Project
    - More wiring was installed over the break.
  - Server and Network Planning
    - Servers On premises Vs Cloud
    - Firewall and Security services
    - Wi-Fi Inventory
- Other Projects / tasks / completed
  - All district Chromebook were updated to Chrome OS 97
    - Progress on Inventory
    - Android Apps
  - Clever Beta test for future implementation started
    - Small group testing
    - Login with Badge
- Issues with our Copier Vendor
  - Toner shortages



# AKFCS Salary Scale Committee Presentation



# Introduction to the Committee:

1. Co-Chair: **Alisha Carpino** - Director of Finance and Operations
2. Co-Chair: **Benjamin Reilly** - High School Math Teacher
3. **Matthew Lemire** - High School Math Teacher
4. **Lindsay Burns** - Elementary School Teacher
5. **JoEllen Burlingame** - Elementary School Teacher
6. **Jennifer Connors** - Middle ELA School Teacher
7. **Rosalie Forster** - Middle School ELA Teacher

# This presentation aims to answer the questions...

- Why does Abby Kelley's salary scale need to be adjusted?
- What did we learn from other schools to help guide our adjustments?
- What constraints must our adjustments adhere to?

With these questions in mind, we will move forward with:

- Our recommendation for a new salary scale to be implemented next school year.
- Our recommendation for salary adjustments in future years.



# Why does AKFCS need to change its salary scale?

- Before our most recent salary change in the 2020-2021 school year, the salary scale had not been adjusted for at least 6 years. It is industry standard for the salary scale to change on a yearly basis by 2% to keep up with inflation.
- This gap has lead to our salary scale to be outdated and not competitive with other schools.
- The adjustment to the salary scale did not come close to making up for the missing cost of living adjustments from previous years.

# How far off are we?

- In the 8 years that passed after 2014, most schools would have implemented a 2% cost of living adjustment to their salary scale 8 times. If this were true for us...
  - Teachers on the bachelor track would be payed ~13% more.
  - Teachers on the masters track would be payed ~14.5% more.

## Effects of the lack of change:

- AKFCS will see more teachers turn down job offers due to salary requirements.
- AKFCS already struggles to hire teachers, especially for competitive subjects.
- Teacher turnover will continue to increase as other schools are offering higher pay, even with the usual loss of credited years when changing schools.

# How do we compare to other schools?

## Methodology:

- Every K-12 school district in Massachusetts was assessed for compatibility with AKF using the district profile criteria available on the MA DOE website (enrollment, teachers, MCAS, population data).
- In total, 220 districts were researched and ranked.
- The salaries for the 100 most compatible districts were researched.
- 84 of those 100 districts had teacher contracts available online.
- 22 of those 84 districts had current teacher contracts that defined a salary for the 2022-2023 school year.
- Those 22 schools were used for comparison.

# How do we compare to other schools?

## Summary of findings:

- The average cost of living adjustment was 1.85%, with every school making regular adjustments.
- The average number of steps for teachers was 13.36, which makes our 25 a significant outlier.
- The average starting salary for teachers was roughly 20% higher than our starting salary.
- The average vertical step raise was roughly 4% across all lanes.

# What did the salary scale committee learn from other schools in order to guide our adjustments?

- Our new scale needs to...
  - Drastically improve our starting salaries.
  - Drastically reduce the number of steps.
  - Increase the difference between each step, resulting in more significant yearly raises.

# Example of Industry Standard Payscale and Raises. (Webster)

**2018-2019**

**2.75%**

	BA	MA	MA+30	MA+60
1	49,982	51,865	53,278	54,538
2	52,264	54,148	55,560	56,820
3	54,545	56,429	57,842	59,100
4	56,828	58,711	60,124	61,383
5	59,110	60,993	62,405	63,664
6	61,391	63,277	64,688	65,946
7	63,674	65,558	66,971	68,230
8	65,956	67,842	69,255	70,512
9	68,238	70,124	71,537	72,795
10	70,521	72,404	73,817	75,075
11	72,802	74,687	76,100	77,357
12	75,087	76,969	78,383	79,642
13	77,368	79,252	80,664	81,923
14	79,648	81,532	82,946	84,204

**2019-2020**

**2.50%**

	BA	MA	MA+30	MA+60
1	51,231	53,162	54,610	55,901
2	53,570	55,502	56,949	58,240
3	55,908	57,840	59,288	60,577
4	58,249	60,179	61,627	62,917
5	60,588	62,518	63,965	65,255
6	62,926	64,858	66,306	67,595
7	65,266	67,197	68,646	69,936
8	67,605	69,538	70,986	72,275
9	69,944	71,877	73,325	74,615
10	72,284	74,214	75,662	76,952
11	74,623	76,554	78,002	79,291
12	76,964	78,893	80,342	81,633
13	79,302	81,233	82,680	83,971
14	81,639	83,570	85,020	86,309

# Current teachers salary scale.

	Teachers with Bachelors	Teachers with Bachelors + 15 Credits	Teachers with Masters	Teachers with Masters + 15 Credits	Teachers with Masters + 30 Credits	Teachers with CAGS	Teachers with Two Masters	1
1	41,208	43,228	45,248	46,763	48,278	49,793	49,793	
2	43,519	45,539	47,700	49,268	50,836	52,405	52,405	
3	44,865	46,885	49,193	50,816	52,439	54,061	54,061	
4	46,259	48,279	50,738	52,418	54,098	55,777	55,777	
5	47,701	49,721	55,583	58,041	60,498	62,013	62,013	
6	49,194	51,214	57,806	60,362	62,918	64,433	64,433	
7	50,739	52,759	60,119	62,777	65,435	66,950	66,950	
8	52,338	54,358	62,523	65,288	68,052	69,567	69,567	
9	53,994	56,014	65,024	67,899	70,774	72,289	72,289	
10	55,509	57,529	69,140	72,130	75,120	76,635	76,635	
11	57,024	59,044	70,655	73,645	76,635	78,150	78,150	
12	58,539	60,559	72,170	75,160	78,150	79,665	79,665	
13	60,054	62,074	73,685	76,675	79,665	81,180	81,180	
14	61,569	63,589	75,200	78,190	81,180	82,695	82,695	
15	63,084	65,104	76,715	79,705	82,695	84,210	84,210	
16	64,599	66,619	78,230	81,220	84,210	85,725	85,725	
17	66,114	68,134	79,745	82,735	85,725	87,240	87,240	
18	67,629	69,649	81,260	84,250	87,240	88,755	88,755	
19	69,144	71,164	82,775	85,765	88,755	90,270	90,270	
20	70,659	72,679	84,290	87,280	90,270	91,785	91,785	
21	72,174	74,194	85,805	88,795	91,785	93,300	93,300	
22	73,689	75,709	87,320	90,310	93,300	94,815	94,815	
23	75,204	77,224	88,835	91,825	94,815	96,330	96,330	
24	76,719	78,739	90,350	93,340	96,330	97,845	97,845	
25	78,234	80,254	91,865	94,855	97,845	99,360	99,360	



## Here is our recommendation for a new salary scale.

Step:	TB	TB+15	TM	TM+15	TM+30	TC	T2M	TD
1	47,200	50,032	52,864	54,280	55,696	57,112	58,528	58,528
2	48,852	51,783	54,714	56,180	57,645	59,111	60,576	60,576
3	50,562	53,596	56,629	58,146	59,663	61,180	62,697	62,697
4	52,331	55,471	58,611	60,181	61,751	63,321	64,891	64,891
5	54,163	57,413	60,663	62,288	63,912	65,537	67,162	67,162
6	56,059	59,422	62,786	64,468	66,149	67,831	69,513	69,513
7	58,021	61,502	64,983	66,724	68,465	70,205	71,946	71,946
8	60,052	63,655	67,258	69,059	70,861	72,662	74,464	74,464
9	62,153	65,883	69,612	71,476	73,341	75,206	77,070	77,070
10	64,329	68,188	72,048	73,978	75,908	77,838	79,768	79,768
11	66,580	70,575	74,570	76,567	78,565	80,562	82,560	82,560
12	68,911	73,045	77,180	79,247	81,314	83,382	85,449	85,449
13	71,322	75,602	79,881	82,021	84,160	86,300	88,440	88,440
14	73,819	78,248	82,677	84,892	87,106	89,321	91,535	91,535
15	76,402	80,987	85,571	87,863	90,155	92,447	94,739	94,739

Steps were reduced to 15, Step 1 was increased significantly, step increases are 3.5% raises, lane changes are 6% for the first two and 3% beyond that.

# How does this new salary scale compare to other schools?

- We are still behind the studied average by about 5% across the board.
- Our vertical raises are 0.5% lower than the average.
- We would be just above the average number of steps.
- We currently do not have COLA increases built in which will be addressed in upcoming slides.

## Here is our recommendation for how the salary scale should be adjusted in future years.

- As the budget is reviewed each year, it will be a goal to implement a 2% cost of living adjustment on a yearly basis.
- A salary scale team will meet yearly when budgets are being finalized to promote transparency and to negotiate any deviation from a 2% cost of living adjustment.
- The salary will be reviewed for its competitiveness once every three years.

# Budget and Extra Information:

- A three year budget projection was completed to ensure this salary scale change could be sustained.
- No one-time funds were utilized in building the salary scale change.
- Salary projections were forecasted with no retirements and no turnover.
- Projected revenue was forecasted in a conservative manner with only a 2% change to tuition year over year and no change to other federal and state grants.
- Ten years of historical data was analyzed to evaluate the best way to look forward.
- Abby Kelley is implementing a budget committee to do a full evaluation of the salary scale every three years with reviewal of a cola change to the scale every year. (This document is included in the packet)
- We would like to propose that once teachers and instructional assistants reach the top of the scale that they receive 2% raises each year.
- Seven teachers who would be affected negatively by this change would instead receive 2% raises. This would put them inline with what their next step would have been on the old scale.

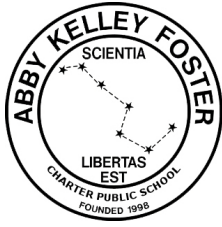
# Comparison.

Year	Current Scale	New Scale	Difference
2022-2023	\$9,537,887	\$10,310,207	\$772,320
2023-2024	\$9,821,498	\$10,561,320	\$739,822
2024-2025	\$10,097,356	\$10,806,086	\$708,730

# What this change means for AKFCS

- Teachers will be paid a salary that is much closer to the industry standard mean.
- Our entry level salary will be more competitive, attracting more qualified teachers to our school.
- Our salary scale will have predictable and significant raises.
- We will see fewer teachers leave due to salary requirements, and we will not struggle as much to find qualified teachers to fill vacant positions.

Opportunity for questions:



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)

## **Budget Advisory Committee**

### **Mission**

The budget advisory committee intends to maintain transparency within the budgeting process throughout the school district and enable staff an opportunity to understand the budgeting and salary process at Abby Kelley Foster Public Charter School.

### **Committee Composition**

- Director of Finance and Operations
- Two instructional staff from the elementary school
- Two instructional staff from the middle school
- Two instructional staff from the high school

Faculty Council will nominate the two instructional staff from each school to join the committee each year. These can be any instructional staff and do not need to be Faculty Council members.

### **Committee Timeline**

This advisory committee would be established in December of each school year unless a large project (such as a salary scale rebuild) was already underway, which would require more than the typical time and effort. Once established, the committee would have the appropriate amount of meetings needed to complete the duties of the committee before the budget is presented to the Board of Trustees for approval.

### **Duties of the Committee**

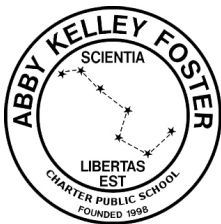
The committee's duties are to work with the Director of Finance and Operations to ensure a sound and equitable budget is approved each school year. The Director of Finance and Operations is responsible for the creation of the budget each year while utilizing the committee to inform the process and allocations of funds. The members of the committee are responsible for asking questions and providing feedback they think is important to the integrity of the process. They are also responsible for gathering information from colleagues within their school as needed and sharing this information with the Director of Finance and Operations to make sure the budget reflects the needs of the Abby Kelley community.

One of the committee's duties is also to work with the Director of Finance and Operations on the feasibility of a cost of living increase to the current salary scale. This analysis would be done annually towards the end of the budgeting process, once the administrative leadership budgetary meetings have been completed. The committee would evaluate the capacity for a cost of living change to the scale and if this change can be sustained in future years, taking into account the projection of the school district's expenses and revenue.



Every three years, the committee will assist the Director of Finance and Operations in completing a full evaluation of the salary scale to determine if changes are possible to ensure fair compensation to all of our instructional staff. If it is determined a change is probable, further research and analysis would determine the extent of the proposal. With the Executive Director's consultation, the Director of Finance would determine if such a proposal would be presented to the Board of Trustees.

\*Please note that this is a draft until approved.



## 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)

March 16, 2022

Notes to Draft Financial Statements dated February 2022:

Attached are unaudited financial statements for the 8-month period ending February 28, 2022.

Following are explanations of various budget items and variances:

**Revenue from State Sources-** The actual for our tuition and transportation payments is \$211,587 lower than the budgeted amount. This is partly due to the district not receiving its payment for regional transportation. This payment should be approximately \$50,000. There was also a 7% decrease from DESE for our yearly tuition and transportation number. I am currently working with DESE to determine if this reduction is accurate and if so how this is in line with other districts. As soon as I have this resolved I will update the Finance Committee.

**In District Transportation-** Costs related to this are below the budgeted number by 93,956. This is due to days we have had no school and spending on transportation related to special education, sports, and field trips being lower than budgeted to date. I do want to note that with the increase in gas prices, AA Transportation bills for fuel adjustment on a monthly basis depending on the price of diesel fuel and in correlation to the standards outlined within the contract.

**Federal Grant Funding-** The actual here continues to be above the budgeted number. This is due to receiving extra grant funding that wasn't anticipated. I am happy to share that since our last meeting the school has received a \$200,000 grant for curriculum and an SEL mental health grant in the amount of \$61,534.

**Staffing Costs-** Salaries continue to remain under budget. At the end of February total salaries are under budget by \$181,773 or 2%. We currently have three full-time positions open.

**Benefits and Other Fixed Charges -** For FY22 we decided to stay with BCBS. This was budgeted at a 5%-9% increase based on information received from HRK. We ended up being able to renew at a 3% increase and this will give us significant savings to what we projected the cost to be. Due to this, the expense continues to be under the budgeted amount. Abby Kelly has also received a \$60,000 refund for unused HRA funds from last year.

**Financing-** The FY22 Debt Service Coverage Ratio is 1.76:1, compared to a required ratio of 1.15:1.

**Abby Kelley Foster Charter Public School  
Statement of Activities - Unaudited  
July 2021 - February 2022**

	Actual	Budgeted		Budgeted	
	July 1, 2021- Feb 28, 2022	July 1, 2021- Feb 28, 2022	YTD Budget Variance as of Feb 28, 2021	Total Fiscal Year 2022	YTD Budget Variance Percentage
<b>Operating Revenues:</b>					
Revenue from State Sources	14,497,294	14,708,881	(211,587)	22,063,322	-1%
State Grants	12,500	-	12,500	-	
Revenue from Federal Sources	1,918,419	1,727,959	190,460	2,591,938	11%
Meal Program Revenues	551,155	433,333	117,821	650,000	27%
AKFCS Educational Foundation Funding	1,076	13,333	(12,257)	20,000	-92%
E-Rate Reimbursement	2,611	20,000	(17,389)	30,000	-87%
Other Revenues	46,439	90,000	(43,561)	135,000	-48%
<b>Total Revenue</b>	<b>17,029,494</b>	<b>16,993,507</b>	<b>35,987</b>	<b>25,490,260</b>	<b>0%</b>
<b>Operating Expenses:</b>					
<b>Administration:</b>					
Salaries- Leadership & Administration	568,141	592,888	(24,746)	889,332	-4%
Contracted Services- District	100,061	147,840	(47,779)	221,760	-32%
Contracted Services- Legal	47,710	50,000	(2,290)	75,000	-5%
Information Management & Technology	240,404	96,000	144,404	144,000	150%
Recruitment & Advertising	21,365	15,000	6,365	22,500	42%
Other Administrative Expenses	71,864	378,013	(306,148)	567,019	-81%
Depreciation	8,100	57,459	(49,359)	86,188	-86%
<b>Total Administration</b>	<b>1,057,646</b>	<b>1,337,199</b>	<b>(279,553)</b>	<b>2,005,799</b>	<b>-14%</b>
<b>Instructional Services:</b>					
Salaries- Instructional	7,392,631	7,798,714	(406,083)	11,698,071	-5%
Contracted Services- Instructional	167,576	153,400	14,176	230,100	9%
Professional Development	31,212	93,800	(62,588)	140,700	-67%
Supplies & Materials	237,659	179,805	57,854	269,708	32%
International Baccalaureate Program	45,533	32,951	12,582	49,427	38%
Depreciation	82,704	110,512	(27,808)	165,768	-25%
<b>Total Instructional Services</b>	<b>7,957,315</b>	<b>8,369,182</b>	<b>(411,867)</b>	<b>12,553,773</b>	<b>-3%</b>
<b>Pupil Services-Other</b>					
Salaries- Other Student Services	736,547	453,115	283,433	679,672	63%
Student Transportation	810,438	904,395	(93,956)	1,356,592	-10%
Food Services	362,165	309,072	53,093	463,608	17%
Nursing Supplies	835	4,000	(3,165)	6,000	-79%
Athletic Programs	114,184	135,324	(21,141)	202,987	-16%
Translations	9,843	20,000	(10,157)	30,000	-51%
Other Student Services	35,538	470,433	(434,896)	705,650	-92%
<b>Total Pupil Services</b>	<b>2,069,551</b>	<b>2,296,340</b>	<b>(226,789)</b>	<b>3,444,510</b>	<b>-7%</b>
<b>Operation and Maintenance of Plant:</b>					
Salaries	237,421	271,797	(34,376)	407,695	-13%
Contracted Cleaning Costs	169,099	-	169,099	-	
Maintenance of Buildings, Grounds & Equipment	461,955	490,523	(28,568)	735,784	-6%
Environmental Costs	-	-	-	-	
Utilities	524,424	580,023	(55,599)	870,034	-10%
Depreciation	936,557	968,515	(31,958)	1,452,772	-3%
<b>Total Operation &amp; Maintenance of Plant</b>	<b>2,329,456</b>	<b>2,310,857</b>	<b>18,599</b>	<b>3,466,285</b>	<b>1%</b>
<b>Benefits and Other Fixed Charges</b>					
Retirement & Fringe Benefits	1,568,890	1,934,344	(365,454)	2,901,515	-19%
Rental/Lease of Buildings, Grounds & Equipment	57,807	56,000	1,807	84,000	3%
Insurance (non-employee)	103,825	102,827	998	154,241	1%
<b>Total Benefits and Other Fixed Charges</b>	<b>1,730,522</b>	<b>2,093,171</b>	<b>(362,649)</b>	<b>3,139,756</b>	<b>-12%</b>
<b>Total Operating Expenses</b>	<b>15,144,489</b>	<b>16,406,749</b>	<b>(1,262,259)</b>	<b>24,610,123</b>	<b>-5%</b>
<b>Non-Operating Expenses:</b>					
Interest Expense- Long Term Debt	407,798	457,813	(50,015)	686,720	-11%
MDFA Guaranty Fee/Letter of Credit Fee	-	2,000	(2,000)	3,000	-100%
<b>Total Non-Operating Expenses</b>	<b>407,798</b>	<b>459,813</b>	<b>(52,015)</b>	<b>689,720</b>	<b>-8%</b>
<b>Non-Operating Revenue:</b>					
Interest Income	2,379	2,000	379	3,000	19%
<b>Total Non-Operating Revenue</b>	<b>2,379</b>	<b>2,000</b>	<b>379</b>	<b>3,000</b>	<b>13%</b>
<b>Total Expenses</b>	<b>15,552,287</b>	<b>16,866,562</b>	<b>(1,314,274)</b>	<b>25,299,843</b>	<b>-5%</b>
<b>Change in Net Position</b>	<b>1,479,586</b>	<b>128,945</b>	<b>1,350,641</b>	<b>193,417</b>	<b>698%</b>

**Abby Kelley Foster Charter Public School**  
**Statement of Cash Flows (unaudited)**  
**July 1, 2021 thru February 28, 2021**

**OPERATING ACTIVITIES**

Change in Net Position	1,479,585.99
Adjustments to reconcile Net Income to net cash provided by Operations:	
Accounts Receivable	(868,655.02)
Prepaid Expenses	(24,770.89)
Accounts Payable	292,250.04
Fundraising Liabilities	39,198.55
Accrued Payroll Related Liabilities	(92,617.77)
Accrued Interest and Bond Costs	(58,150.18)
Accrued Environmental Expenses	(21,085.61)
Other Accrued Expenses	(3,278.17)
Total Adjustments to reconcile Net Income to Net Cash provided by operations:	<u>(737,109.05)</u>
Net cash provided by operating activities	742,476.94

**INVESTING ACTIVITIES**

Building Improvements	168,657.60
Buildings	617,987.76
Computers & Peripherals	44,825.76
Construction in Progress	(458,721.08)
FF&E	182,730.72
Land Improvements	6,581.12
Textbooks & Other Instructional	6,578.64
Net cash provided by investing activities	<u>568,640.52</u>

**FINANCING ACTIVITIES**

Principal Payments for Bond Payable	(878,853.74)
Amortization of Bond Costs	0.00
Net cash provided by financing activities	<u>(878,853.74)</u>

Net cash increase (decrease) for period (7/1/2021-2/28/2022)	432,263.72
Cash Balance @ Beginning of Period (7/1/2021)- unrestricted	8,941,531.15
Cash Balance @ End of Period (2/28/2022)- unrestricted	<u><u>9,373,794.87</u></u>

**Abby Kelley Foster Charter Public School**  
**Statement of Net Position**  
As of February 28, 2022

	As of Feb 28, 2022	As of Feb 28, 2021 (PY)	Total Change	% Change
<b>ASSETS</b>				
Current Assets				
Bank Accounts	9,373,794.87	8,475,325.89	898,468.98	10.60%
Accounts Receivable	3,466.66	59,061.05	-55,594.39	-94.13%
Other Current Assets	1,158,545.12	741,531.14	417,013.98	56.24%
Total Current Assets	<b>\$ 10,535,806.65</b>	<b>\$ 9,275,918.08</b>	<b>\$ 1,259,888.57</b>	<b>13.58%</b>
Fixed Assets	36,578,504.20	37,750,812.94	-1,172,308.74	-3.11%
Other Assets	0.00	0.00	0.00	
<b>TOTAL ASSETS</b>	<b>\$ 47,114,310.85</b>	<b>\$ 47,026,731.02</b>	<b>\$ 87,579.83</b>	<b>0.19%</b>
<b>LIABILITIES AND EQUITY</b>				
Liabilities				
Current Liabilities				
Accounts Payable	432,872.42	596,713.49	-163,841.07	-27.46%
Credit Cards	11,036.88	240.00	10,796.88	4498.70%
Other Current Liabilities	3,207,530.37	2,798,284.27	409,246.10	14.62%
Total Current Liabilities	<b>\$ 3,651,439.67</b>	<b>\$ 3,395,237.76</b>	<b>\$ 256,201.91</b>	<b>7.55%</b>
Long-Term Liabilities	18,411,239.19	19,568,350.07	-1,157,110.88	-5.91%
Total Liabilities	<b>\$ 22,062,678.86</b>	<b>\$ 22,963,587.83</b>	<b>-\$ 900,908.97</b>	<b>-3.92%</b>
Equity	25,051,631.99	24,063,143.19	988,488.80	4.11%
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$ 47,114,310.85</b>	<b>\$ 47,026,731.02</b>	<b>\$ 87,579.83</b>	<b>0.19%</b>

**Abby Kelley Foster Charter Public School  
Middlesex Savings Bank  
Covenant Compliance Certificate  
For the Period Ending February 28, 2022 (unaudited)**

**Debt Service Coverage Ratio: Tested Semi-Annually**

**CASH FLOW AVAILABLE FOR DEBT SERVICE:**

Change in Net Position	\$ 1,479,586
<i>Plus:</i>	
Depreciation	\$ 1,027,362
Amortization	\$ -
Interest Expense	\$ 407,798
<i>Minus/Plus:</i>	
Unrealized Gains/(Losses) on Investments	
Extraordinary Gains/(Losses)	
Net Operating Cash Flow	<u>\$ 2,914,745</u>

**DEBT SERVICE:**

Interest Expense	\$ 407,798
Current Maturities of Long Term Debt (ytd)	<u>\$ 1,247,558</u>
Total Debt Service	\$ 1,655,356
 Required Ratio	 <b>1.15</b>
Actual Ratio (unaudited YTD)	<b>1.76</b>
Compliance	<b>yes</b>

**Abby Kelley Foster Charter Public School**  
**Check Detail**  
**Feb-22**

Date	Transaction Type	Name	Memo/Description	Amount
02/01/2022	Bill Payment (Check)	Preferred Meal Systems, Inc.	Inv #CDIM/1254732	-1,883.13
02/01/2022	Expense	Daniels, Bryan	DEP RETURN CHARGEBACK - Bounced Check	-80.00
02/01/2022	Expense	Daniels, Bryan	DEP RETURN FEE - Bounced check	-20.00
02/01/2022	Expense	Blue Cross Blue Shield of MA	External Withdrawal BCBS MASS BC External Withdrawal BCBS MASS BCBSMA - PREMIUM REF*BFP	-9,921.90
02/01/2022	Expense	Blue Cross Blue Shield of MA	External Withdrawal BCBS MASS BC External Withdrawal BCBS MASS BCBSMA - PREMIUM REF*BFP	-13,908.85
02/01/2022	Expense	Blue Cross Blue Shield of MA	External Withdrawal BCBS MASS BC External Withdrawal BCBS MASS BCBSMA - PREMIUM REF*BFP	-11,140.49
02/01/2022	Expense	Blue Cross Blue Shield of MA	External Withdrawal BCBS MASS BC External Withdrawal BCBS MASS BCBSMA - PREMIUM REF*BFP	-153,177.12
02/01/2022	Bill Payment (Check)	Middlesex Savings Bank	# 164157127Jan22	-96,709.40
02/01/2022	Bill Payment (Check)	Middlesex Savings Bank	# 164157466Jan22	-71,390.82
02/02/2022	Expense	Blue Cross Blue Shield of MA	February 2022 Vision	-1,495.58
02/02/2022	Expense	TASC- FlexSystem	External Withdrawal TASC TASC - External Withdrawal TASC TASC - FUNDING 4bf1505d21fe96	-4,993.00
02/03/2022	Bill Payment (Check)	City of Worcester - Fire Prevention		-115.00
02/04/2022	Bill Payment (Check)	Duva Distributors	Multiple invoices	-189.44
02/04/2022	Bill Payment (Check)	SHI International	Acct #1128388 - Multiple invoices	-2,256.52
02/04/2022	Bill Payment (Check)	Addchieve	Inv #1143	-600.00
02/04/2022	Bill Payment (Check)	Arnold, Todd	Inv #1/26/22Basketball	-66.00
02/04/2022	Bill Payment (Check)	Atlantic Charter Insurance Company	Inv #335350	-5,486.00
02/04/2022	Bill Payment (Check)	City of Worcester Police Dept	Acct #WPDS0000C47 - Inv #WPDS197657	-825.12
02/04/2022	Bill Payment (Check)	Frontline Technologies Group LLC	Inv #INVEP13679	-794.28
02/04/2022	Bill Payment (Check)	Joanne Grzembski	Inv #1/26/22 Basketball	-66.00
02/04/2022	Bill Payment (Check)	Ken Janulewicz	Inv #1/26/22Basketball	-90.00
02/04/2022	Bill Payment (Check)	Kid Inspired Classroom	Inv #INV000141	-79.99
02/04/2022	Bill Payment (Check)	Learn Well	Inv #INV90547	-89.02
02/04/2022	Bill Payment (Check)	McDonald, Renee	Inv #ClassroomSupplies	-131.52
02/04/2022	Bill Payment (Check)	National Center for Youth Issues	Inv #MASCA Conference	-145.00
02/04/2022	Bill Payment (Check)	Peter Saucier	Inv #1/24/22Basketball	-66.00
02/04/2022	Bill Payment (Check)	Quadient Leasing USA Inc	Inv #N9250572	-1,325.07
02/04/2022	Bill Payment (Check)	Rasmussen, Marci	Inv #MS Faulty Room	-219.20
02/04/2022	Bill Payment (Check)	REPUBLIC SERVICES	Acct #309540019731 - Inv #0954-002066332	-3,803.38
02/04/2022	Bill Payment (Check)	Rubin and Rudman, LLP	Inv #603289	-1,593.75
02/04/2022	Bill Payment (Check)	Sanchez, Rigo	Inv #1/28/2022Basketball	-90.00
02/04/2022	Bill Payment (Check)	Sanders, Bobby	Inv #1/26/22Basketball	-90.00
02/04/2022	Bill Payment (Check)	Simarrian, Brett	Inv #1/24/22Basketball	-90.00
02/04/2022	Bill Payment (Check)	Staples	Acct #1625462BOS - Inv #3497962587	-719.80
02/04/2022	Bill Payment (Check)	Storm Valery	Inv #1/24/22Basketball	-66.00
02/04/2022	Bill Payment (Check)	Tomasetta, Nicholas	Inv #1/28/2022Basketball	-90.00
02/04/2022	Bill Payment (Check)	Tri County Athletics	Inv #Winter Invitational	-100.00
02/04/2022	Bill Payment (Check)	Valery, George	Inv #1/24/22Basketball	-90.00
02/04/2022	Bill Payment (Check)	Tri County Athletics	Inv #Winter Invitational	-100.00
02/04/2022	Bill Payment (Check)	Liberty MA Portfolio Fee LLC	- Multiple invoices (details on stub)	-11,309.26
02/04/2022	Bill Payment (Check)	Charlton Oil Company	Inv #1303305	-2,539.27
02/04/2022	Bill Payment (Check)	EDS Mechanical Inc	Inv #11800	-3,888.00
02/04/2022	Bill Payment (Check)	Eversource (formally NSTAR-1639-Elem)	Acct #16399370010 - Inv #1639 370010Dec8-Jan11	-1,982.53
02/04/2022	Bill Payment (Check)	Eversource (formally Nstar-2845- HS)	Inv #28458270023Jan22	-13,922.97
02/04/2022	Bill Payment (Check)	Eversource (formerly NStar-1638- MS)	Acct #16382880025 - Inv #163800250025Dec8-Jan1	-6,537.06
02/04/2022	Bill Payment (Check)	Gordon Foodservice	Inv #216259469	-611.21
02/04/2022	Bill Payment (Check)	Graybar	Inv #9325235955	-3,587.44
02/04/2022	Bill Payment (Check)	MakeMusic, Inc.	Inv #NY3Z-HH5X	-279.80
02/04/2022	Bill Payment (Check)	Next Gen Supply Group	Inv #279070-02	-643.24
02/04/2022	Bill Payment (Check)	F&D Truck Company Inc.	Inv #4326	-40,938.92
02/07/2022	Expense	USABLE Life	External Withdrawal USABLE LIFE External Withdrawal USABLE LIFE - PREM PAYMT	-5,953.70
02/10/2022	Bill Payment (Check)	Bethlyn Ramautar	# ED Search Lunch	-100.00
02/10/2022	Expense	M.T.R.S.	External Withdrawal MTRS - P External Withdrawal MTRS - Payment REF*AA*01202203262	-88,446.81
02/11/2022	Bill Payment (Check)	Institute for Multi-Sensory Education	Multiple invoices (details on stub)	-2,550.00
02/11/2022	Bill Payment (Check)	City of Worcester Police Dept	Acct #WPDS0000C47 - Inv #WPDS197744	-1,031.40
02/11/2022	Bill Payment (Check)	DePasse, Leo	Inv #2/2/22Basketball	-132.00
02/11/2022	Bill Payment (Check)	Facilities Management & Maintenance, Inc.	Inv #38298	-21,137.33
02/11/2022	Bill Payment (Check)	Graf, Alex	Inv #2/2/22Basketball	-90.00
02/11/2022	Bill Payment (Check)	McCarthy, Ryan	Inv #2/2/22Basketball	-90.00
02/11/2022	Bill Payment (Check)	Melissa Couepel	Inv #1/24-2/4/2022	-82.71
02/11/2022	Bill Payment (Check)	PSAT/ NMSQT	Inv #382290120A	-514.00
02/14/2022	Expense	TASC- FlexSystem	External Withdrawal TASC TASC - External Withdrawal TASC TASC - FUNDING ed9372be105143	-4,003.25
02/15/2022	Bill Payment (Check)	Gurney Water Treatment NE	Multiple invoices (details on stub)	-562.75
02/15/2022	Bill Payment (Check)	Citizens Bank	Inv #5530950000014104Feb2	-7,634.45
02/15/2022	Bill Payment (Check)	Cogent	Inv #ABBYKELL00001Feb22	-3,264.00
02/15/2022	Bill Payment (Check)	Duva Distributors	Inv #20036538	-57.50

02/15/2022	Bill Payment (Check)	Jeffrey Niedjadlik	Inv #2/2/22Basketball	-132.00
02/15/2022	Bill Payment (Check)	Maid-Rite Specialty Foods, LLC	Inv #28319189	-201.60
02/15/2022	Bill Payment (Check)	Mansfield Paper Company, Inc.	Acct #2355 - Inv #451907	-1,207.80
02/15/2022	Bill Payment (Check)	National Grid 38928-53023	Inv #38928-53023Jan6-Feb4	-6,163.98
02/15/2022	Bill Payment (Check)	National Grid 69923-82006	Inv #69923-82006Jan6-Feb4	-8,744.83
02/15/2022	Bill Payment (Check)	National Grid-6 New Bond	Acct #3922905023 - Inv #39229-05023Jan10-Feb7	-16,579.45
02/15/2022	Bill Payment (Check)	Sal's Pizza	Inv #0118503	-343.20
02/15/2022	Bill Payment (Check)	SHI International	Acct #1128388 - Inv #B14668552	-1,007.18
02/15/2022	Bill Payment (Check)	Staples	Acct #1625462BOS - Inv #3498528686	-14.67
02/15/2022	Bill Payment (Check)	Staples	Acct #1625462BOS - Inv #3498528682	-160.56
02/15/2022	Bill Payment (Check)	Staples	Acct #1625462BOS - Inv #3499467593	-15.48
02/15/2022	Bill Payment (Check)	Staples	Acct #1625462BOS - Inv #3499467592	-98.60
02/15/2022	Bill Payment (Check)	Staples	Acct #1625462BOS - Inv #3499467587	-32.29
02/15/2022	Bill Payment (Check)	Staples	Acct #1625462BOS - Inv #3499467591	-20.49
02/15/2022	Bill Payment (Check)	Summit Forms	Inv #210930-056	-590.00
02/15/2022	Bill Payment (Check)	Preferred Meal Systems, Inc.	Multiple invoices	-16,954.14
02/15/2022	Bill Payment (Check)	Rediker Software, Inc.	Inv #INV-14293	-700.00
02/15/2022	Expense	Nationwide Trust Company, FSB	External Withdrawal NW TRUST TRU External Withdrawal NW TRUST TRUST COLLECTIONS - CONTR	-25,576.40
02/15/2022	Expense	HR Knowledge Inc.	External Withdrawal HR KNOWLEDGE External Withdrawal HR KNOWLEDGE DEB - PAYROLL	-3,307.10
02/16/2022	Bill Payment (Check)	Cherry Road Technologies	Inv #ACC-SINV-2022-00117-1	-3,340.68
02/16/2022	Bill Payment (Check)	Promise54	Inv #INV0885	-6,533.34
02/16/2022	Bill Payment (Check)	AA Transportation	Multiple invoices	-130,923.20
02/16/2022	Bill Payment (Check)	Service Master By Williams	Inv #Water Damage	-80,000.00
02/17/2022	Bill Payment (Check)	PaySchools	Inv #247632	-11,493.50
02/17/2022	Bill Payment (Check)	Blick Art Materials	Acct #181886 - Inv #7969361	-357.38
02/17/2022	Bill Payment (Check)	Preferred Meal Systems, Inc.	Multiple invoices	-6,768.41
02/17/2022	Bill Payment (Check)	Shanley O'Neill		-2,715.28
02/17/2022	Expense	USAbLe Life	External Withdrawal USABLE LIFE External Withdrawal USABLE LIFE - PREM PAYMT	-6,909.71
02/18/2022	Bill Payment (Check)	Martin, Daniel	Multiple invoices (details on stub)	-198.00
02/18/2022	Bill Payment (Check)	Really Good Stuff, Inc	Multiple invoices	-227.26
02/18/2022	Bill Payment (Check)	Teixeira, Joe	Multiple invoices (details on stub)	-198.00
02/18/2022	Bill Payment (Check)	Adam Jakola	Inv #2/3/22Baksetball	-156.00
02/18/2022	Bill Payment (Check)	Ashdown Technologies	Inv #118895	-6.50
02/18/2022	Bill Payment (Check)	Caroline Cole	Inv #WISC V - 3 year	-125.00
02/18/2022	Bill Payment (Check)	Charlton Oil Company	Inv #1309754	-1,313.74
02/18/2022	Bill Payment (Check)	Cherry Road Technologies	Inv #ACC-SINV-2022-00251	-3,357.48
02/18/2022	Bill Payment (Check)	City of Worcester Police Dept	Acct #WPDS0000C47 - Inv #WPDS197835	-825.12
02/18/2022	Bill Payment (Check)	Crystal Rock	Acct #11174381270102 - Inv #1270102 020922	-190.34
02/18/2022	Bill Payment (Check)	Deignan, John	Inv #2/7/22 Basketball	-66.00
02/18/2022	Bill Payment (Check)	DePasse, Leo	Inv #2/7/22 Basketball	-90.00
02/18/2022	Bill Payment (Check)	Didonna, Amy	Inv #January 2022	-3,280.00
02/18/2022	Bill Payment (Check)	Earthlink Business/Windstream	Inv #74547000	-460.82
02/18/2022	Bill Payment (Check)	Flinn Scientific Inc	Inv #2677095	-228.00
02/18/2022	Bill Payment (Check)	Gero, Brian	Inv #Staff Breakfast	-82.73
02/18/2022	Bill Payment (Check)	Jimenez, Linetis	Inv #ED Search	-44.76
02/18/2022	Bill Payment (Check)	Kathryn Shrauger	Inv #FY22 PD	-400.00
02/18/2022	Bill Payment (Check)	Keys to Literacy, LLC	Inv #OC0821-16	-208.00
02/18/2022	Bill Payment (Check)	Kuczinski, Wayne	Inv #2/7/22 Basketball	-66.00
02/18/2022	Bill Payment (Check)	Libby, Brian	Inv #2/11/22 Basketball	-90.00
02/18/2022	Bill Payment (Check)	Mark Anderson	Inv #2/9/22Basketball	-90.00
02/18/2022	Bill Payment (Check)	Music Theatre International	Inv #9724815	-1,098.50
02/18/2022	Bill Payment (Check)	Nardella Thomas	Inv #Staff Appreciation	-23.64
02/18/2022	Bill Payment (Check)	O'Brien, Jonathan	Inv #2/9/22Basketball	-90.00
02/18/2022	Bill Payment (Check)	Ofring, Daniel	Inv #2/11/22 Basketball	-90.00
02/18/2022	Bill Payment (Check)	Packard, Dean	Inv #2/3/22Basketball	-90.00
02/18/2022	Bill Payment (Check)	Ransford Pest Control	Inv #435263	-150.00
02/18/2022	Bill Payment (Check)	Roy, Sarah	Inv #ES Art	-294.04
02/18/2022	Bill Payment (Check)	Sanchez, Rigo	Inv #2/3/22Basketball	-66.00
02/18/2022	Bill Payment (Check)	Shapiro Educational & Behavioral Consulta	Inv #AK01222S	-8,805.00
02/18/2022	Bill Payment (Check)	SHI International	Acct #1128388 - Inv #B14706842	-922.28
02/18/2022	Bill Payment (Check)	Staples	Acct #1625462BOS - Inv #8065211029	-82.33
02/18/2022	Bill Payment (Check)	Staples	Acct #1625462BOS - Inv #3499930757	-1,068.00
02/18/2022	Bill Payment (Check)	Staples	Acct #1625462BOS - Inv #3499930754	-26.12
02/18/2022	Bill Payment (Check)	Trumble, James	Inv #2/7/22 Basketball	-90.00
02/18/2022	Bill Payment (Check)	United Rentals	Inv #202534291-001	-413.36
02/18/2022	Bill Payment (Check)	Wilson Language Training Corp	Acct #ABBYKELL1000 - Inv #1907798	-33.00
02/18/2022	Bill Payment (Check)	YMCA of Central Massachusetts	Inv #CM10013	-695.92
02/18/2022	Bill Payment (Check)	Music & Arts	Multiple invoices	-326.16
02/18/2022	Bill Payment (Check)	French River Ed. System	Inv #11570	-20,626.00
02/18/2022	Bill Payment (Check)	F&D Truck Company Inc.	Inv #4337	-17,632.76
02/23/2022	Bill Payment (Check)	Trane U.S., Inc.	Inv #312373181	-963.00
02/23/2022	Bill Payment (Check)	Preferred Meal Systems, Inc.	Multiple invoices	-4,602.81
02/23/2022	Bill Payment (Check)	Beltronics, Inc.	Inv #67961	-5,793.00



02/23/2022	Bill Payment (Check)	F&D Truck Company Inc.	Inv #4334	-47,799.73
02/23/2022	Bill Payment (Check)	Liberty MA Portfolio Fee LLC	Acct # 600419881 - Inv #2/15/2022	-486.00
02/24/2022	Bill Payment (Check)	Thurston Foods, Inc.	Acct #19950 - Inv #1074244	-785.57
02/25/2022	Expense	TASC- FlexSystem	External Withdrawal TASC TASC - External Withdrawal TASC TASC - FUNDING ee11ecfb0f85f4	-4,003.25
02/25/2022	Expense	HR Knowledge Inc.	External Withdrawal HR KNOWLEDGE External Withdrawal HR KNOWLEDGE DEB - PAYROLL	-4,781.77
02/25/2022	Expense	Nationwide Trust Company, FSB	External Withdrawal NW TRUST TRU External Withdrawal NW TRUST TRUST COLLECTIONS - CONTR	-26,144.97
02/28/2022	Bill Payment (Check)	Curriculum Associates	Inv #90124775	-1,531.00
02/28/2022	Bill Payment (Check)	UPS	Acct #2830ER - Inv #00002830ER072	-18.03
12/23/2021	Bill Payment (Check)	Central MA Collaborative	Inv #9655	-5,577.09
12/23/2021	Bill Payment (Check)	Cherry Road Technologies	Inv #ACC-SINV-2021-00646	-3,310.14
12/23/2021	Bill Payment (Check)	City of Worcester Police Dept	Acct #WPDS193945 - Inv #WPDS197089	-1,031.40
12/23/2021	Bill Payment (Check)	Cogent	Inv #ABBYKELLO0001Dec21	-3,264.00
12/23/2021	Bill Payment (Check)	College Board, The	Acct #39966 - Inv #ES00103979	-900.00
12/23/2021	Bill Payment (Check)	DePasse, Leo	Inv #12/15 Basketball	-90.00
12/23/2021	Bill Payment (Check)	Duva Distributors	Inv #20035924	-138.44
12/23/2021	Bill Payment (Check)	Earthlink Business/Windstream	Inv #74387885	-488.51
12/23/2021	Bill Payment (Check)	French River Ed. System	Inv #11480	-21,206.00
12/23/2021	Bill Payment (Check)	Generation Genius, Inc	Inv #GG114076	-1,295.00
12/23/2021	Bill Payment (Check)	George Naumes	Inv #12/15 Basketball JV	-66.00
12/23/2021	Bill Payment (Check)	Gopher	Inv #IN122998	-160.94
12/23/2021	Bill Payment (Check)	Kush, Peter	Inv #12/15 Basketball JV	-66.00
12/23/2021	Bill Payment (Check)	Martin, Daniel	Inv #12/13 Basketball DH	-132.00
12/23/2021	Bill Payment (Check)	National Grid-6 New Bond	Acct #3922905023 - Inv #3922905023Nov8Dec8	-18,770.22
12/23/2021	Bill Payment (Check)	New England Ice Cream	Inv #5512135009	-294.36
12/23/2021	Bill Payment (Check)	Noteflight.com	Inv #462211	-99.00
12/23/2021	Bill Payment (Check)	Promise54	Inv #INV0858	-6,533.33
12/23/2021	Bill Payment (Check)	Rubin and Rudman, LLP	Inv #601481	-525.00
12/23/2021	Bill Payment (Check)	Shapiro Educational & Behavioral Consulta	Inv #Nov 2021	-3,675.00
12/23/2021	Bill Payment (Check)	SNA of Mass	Inv #200003845	-330.00
12/23/2021	Bill Payment (Check)	T. Lee Associates	Inv #12292021	-1,620.00
12/23/2021	Bill Payment (Check)	Teixeira, Joe	Inv #12/13 Basketball DH	-132.00
12/23/2021	Bill Payment (Check)	Verizon	Inv #351413268000197Dec21	-113.88
12/23/2021	Bill Payment (Check)	WCEPS	Inv #40944	-713.00
12/24/2021	Bill Payment (Check)	Hanover Insurance Co.	Acct # 1502972751-001-000 - Inv #1502972751001000Dec2	-487.40
12/28/2021	Bill Payment (Check)	Flaghouse	Inv #P088692001026	-56.84
12/30/2021	Bill Payment (Check)	Allison Smith	Inv #IB Test Refund	-100.00
12/30/2021	Expense	HR Knowledge Inc.	External Withdrawal HR KNOWLEDGE External Withdrawal HR KNOWLEDGE DEB - PAYROLL	-4,077.79
12/30/2021	Expense	Nationwide Trust Company, FSB	External Withdrawal NW TRUST TRU External Withdrawal NW TRUST TRUST COLLECTIONS - CONTR	-22,724.55
12/31/2021	Expense	TASC- FlexSystem	External Withdrawal TASC TASC - External Withdrawal TASC TASC - FUNDING	-9,146.25
01/01/2022	Expense	Middlesex Savings Bank	Service Charge Assessed	-60.41
01/03/2022	Expense	Blue Cross Blue Shield of MA	External Withdrawal BCBS MASS BC External Withdrawal BCBS MASS BCBSMA - PREMIUM REF*BFP	-11,256.48
01/03/2022	Expense	Blue Cross Blue Shield of MA	External Withdrawal BCBS MASS BC External Withdrawal BCBS MASS BCBSMA - PREMIUM REF*BFP	-13,660.48
01/03/2022	Expense	Blue Cross Blue Shield of MA	External Withdrawal BCBS MASS BC External Withdrawal BCBS MASS BCBSMA - PREMIUM REF*BFP	-11,140.49
01/03/2022	Expense	Blue Cross Blue Shield of MA	External Withdrawal BCBS MASS BC External Withdrawal BCBS MASS BCBSMA - PREMIUM REF*BFP	-148,897.50
01/03/2022	Bill Payment (Check)	Middlesex Savings Bank	# 164157466Dec2021	-71,390.82
01/03/2022	Bill Payment (Check)	Middlesex Savings Bank	# 164157127Dec2021	-96,709.40
01/04/2022	Expense	Blue Cross Blue Shield of MA	External Withdrawal EBPA LLC - External Withdrawal EBPA LLC - INS PREM	-1,534.89
01/05/2022	Expense	USABLE Life	External Withdrawal USABLE LIFE External Withdrawal USABLE LIFE - PREM PAYMT	-5,839.93
01/07/2022	Bill Payment (Check)	Sal's Pizza	Inv #0115973	-343.20
01/07/2022	Expense	M.T.R.S.	External Withdrawal MTRS - P External Withdrawal MTRS - Payment REF*AA*12202102586	-133,367.47
01/11/2022	Bill Payment (Check)	Sherwin Williams Sturbridge	Inv #0288-7	-530.09
01/13/2022	Expense	USABLE Life	External Withdrawal USABLE LIFE External Withdrawal USABLE LIFE - PREM PAYMT	-11,647.56
01/14/2022	Bill Payment (Check)	Melissa Couepel	Inv #12/13/21-12/17/21	-45.95
01/14/2022	Bill Payment (Check)	Fire Equipment Inc.	Multiple invoices	-835.00
01/14/2022	Bill Payment (Check)	Crystal Rock	Acct #11174381270102 - Inv #1270102 121521	-190.34
01/14/2022	Bill Payment (Check)	Follett Content Solutions, LLC	Inv #403439F	-480.63
01/14/2022	Bill Payment (Check)	MacGill, W. Nurse Supply Co.	Inv #INO780202	-260.50
01/14/2022	Bill Payment (Check)	REPUBLIC SERVICES	Acct #309540019731 - Inv #0954-002057437	-4,394.59
01/14/2022	Bill Payment (Check)	Scholastic Inc.	Acct #1606020 - Inv #35459885	-750.00
01/14/2022	Bill Payment (Check)	Staples	Acct #1625462BOS - Inv #3495819232	-153.00
01/18/2022	Bill Payment (Check)	AA Transportation	Multiple invoices	-10,510.26
01/18/2022	Bill Payment (Check)	City of Worcester Police Dept	Acct #WPD0000C47 - Multiple invoices WPDS197195 & WPDS197317	-2,243.29
01/18/2022	Bill Payment (Check)	Next Gen Supply Group	Multiple invoices	-2,412.30
01/18/2022	Bill Payment (Check)	ACL/NJCL National Latin Exam	Inv #2022 Latin Exam Fees	-321.00
01/18/2022	Bill Payment (Check)	Atlantic Charter Insurance Company	Inv #334158	-5,486.00
01/18/2022	Bill Payment (Check)	Bright White Paper Co	Inv #9478	-558.00
01/18/2022	Bill Payment (Check)	C&C Temp Control, Inc.	Inv #1-63932-1	-4,588.00
01/18/2022	Bill Payment (Check)	Cabral, Amelie Beth	Inv #PY22 PD	-300.00
01/18/2022	Bill Payment (Check)	Charlton Oil Company	Inv #1286114	-1,709.03
01/18/2022	Bill Payment (Check)	Citizens Bank	Inv #5530950000014104Jan22	-17,769.12
01/18/2022	Bill Payment (Check)	Eversource (formally NStar-1639-Elem)	Acct #16399370010 - Inv #16399370010Nov9-Dec8	-1,319.16
01/18/2022	Bill Payment (Check)	Eversource (formally Nstar-2845- HS)	Inv #28458270023Dec21	-36,291.13
01/18/2022	Bill Payment (Check)	Eversource (formerly NStar-1638- MS)	Acct #16382880025 - Inv #1638 880025Nov9-Dec8	-4,545.21

01/18/2022	Bill Payment (Check)	Facilities Management & Maintenance, Inc.	Inv #37681	-21,137.33
01/18/2022	Bill Payment (Check)	GateHouse New England	Inv #1000010922Nov21	-345.00
01/18/2022	Bill Payment (Check)	J.W.Pepper	Inv #363927689	-40.00
01/18/2022	Bill Payment (Check)	Kotsopoulos, Nicholas	Inv #12/15 Basketball	-90.00
01/18/2022	Bill Payment (Check)	LaFlash, Jamie	Inv #FY22 PD	-400.00
01/18/2022	Bill Payment (Check)	Liberty Mutual Insurance	Inv #14155209	-7,734.20
01/18/2022	Bill Payment (Check)	National Grid 38928-53023	Inv #38928-53023Jan22	-5,572.31
01/18/2022	Bill Payment (Check)	National Grid 69923-82006	Inv #6992382006Jan22	-8,203.10
01/18/2022	Bill Payment (Check)	National Grid-6 New Bond	Acct #3922905023 - Inv #3922905023Dec8Jan10	-17,693.44
01/18/2022	Bill Payment (Check)	NCTM National Council Of Teachers Of Math	Inv #3089759	-45.45
01/18/2022	Bill Payment (Check)	Nevco Sports, LLC	Inv #000197352	-1,246.52
01/18/2022	Bill Payment (Check)	New England Ice Cream	Inv #5512136408	-395.54
01/18/2022	Bill Payment (Check)	New England Sports Floors	Inv #Gymnasium Floor	-1,600.00
01/18/2022	Bill Payment (Check)	Jeffrey Niedjadlik	Inv #12/20 Basketball JV	-66.00
01/18/2022	Bill Payment (Check)	Northern Speech Services	Inv #1314321	-263.03
01/18/2022	Bill Payment (Check)	Parsons Kellogg, LLC	Inv #PSIN237851	-2,229.93
01/18/2022	Bill Payment (Check)	Paulhus, Jeff	Inv #12/20 Basketball JV	-66.00
01/18/2022	Bill Payment (Check)	Pear Deck, Inc	Inv #INV46120	-2,000.96
01/18/2022	Bill Payment (Check)	Poulton Associates, Inc.	Inv #CNCIP455970-2022	-2,300.51
01/18/2022	Bill Payment (Check)	Powell, Reed	Inv #12/20 Basketball	-90.00
01/18/2022	Bill Payment (Check)	Rachel Jewell	Inv #Literacy Night	-65.36
01/18/2022	Bill Payment (Check)	Sherwin Williams Sturbridge	Inv #0687-8	-105.05
01/18/2022	Bill Payment (Check)	Williams, John	Inv #12/20 Basketball	-90.00
01/18/2022	Bill Payment (Check)	YMCA of Central Massachusetts	Inv #CM10010	-635.25
01/18/2022	Bill Payment (Check)	T Mobile	Inv #970721002Dec2021	-374.67
01/18/2022	Expense	TASC- FlexSystem	External Withdrawal TASC TASC - External Withdrawal TASC TASC - FUNDING a82654fb612c6d	-4,099.40
01/19/2022	Bill Payment (Check)	Preferred Meal Systems, Inc.	Multiple invoices	-2,783.50
01/19/2022	Bill Payment (Check)	Preferred Meal Systems, Inc.	Inv #CDIM/1241249 & CCR0024457	-3,203.27
01/19/2022	Bill Payment (Check)	Preferred Meal Systems, Inc.	Inv #CDIM/1244099 & CCR0024548	-4,082.94
01/19/2022	Bill Payment (Check)	Preferred Meal Systems, Inc.	Inv #CDIM/1249691	-2,756.63
01/19/2022	Expense	Nationwide Trust Company, FSB	External Withdrawal NW TRUST TRU External Withdrawal NW TRUST TRUST COLLECTIONS - CONTR	-25,587.88
01/19/2022	Expense	HR Knowledge Inc.	External Withdrawal HR KNOWLEDGE External Withdrawal HR KNOWLEDGE DEB - PAYROLL	-7,071.61
01/19/2022	Expense	HR Knowledge Inc.	External Withdrawal HR KNOWLEDGE External Withdrawal HR KNOWLEDGE DEB - PAYROLL	-250.00
01/20/2022	Bill Payment (Check)	Thurston Foods, Inc.	Acct #19950 - Inv #1061467	-5,597.80
01/24/2022	Bill Payment (Check)	Bellingham Athletics	Inv #Hawks Invitational	-100.00
01/24/2022	Bill Payment (Check)	WSHS CBC	Inv #Cheer Competition	-125.00
01/24/2022	Bill Payment (Check)	SHRHS Cheerleaders	Inv #Winter Invitational	-120.00
01/24/2022	Bill Payment (Check)	Crystal Rock	Acct #11174381270102 - Inv #1270102 011222	-190.34
01/24/2022	Bill Payment (Check)	Hanover Insurance Co.	Acct #1502972751-001-000 - Inv #1502972751001000Jan22	-487.40
01/24/2022	Bill Payment (Check)	Rotorooter Services	Inv #80-22344431	-622.00
01/24/2022	Bill Payment (Check)	SHI International	Acct #1128388 - Inv #B14564082	-13,920.40
01/24/2022	Bill Payment (Check)	Trane U.S., Inc.	Inv #312297617	-963.00
01/24/2022	Bill Payment (Check)	Varitronics, LLC	Inv #PSI-137144	-1,041.42
01/24/2022	Bill Payment (Check)	Varsity Spirit Fashion	Inv #12683461	-4,636.00
01/24/2022	Bill Payment (Check)	Mirick O'Connell Attorneys at Law	Inv #527555	-870.00
01/24/2022	Bill Payment (Check)	Worthington Direct	Inv #INV380636ABB005	-6,136.78
01/25/2022	Bill Payment (Check)	AA Transportation	Multiple invoices	-126,552.90
01/25/2022	Bill Payment (Check)	Bienvenido Nieves	Multiple invoices (details on stub)	-132.00
01/25/2022	Bill Payment (Check)	City of Worcester Police Dept	Acct #WPDS193945 - Multiple invoices	-1,031.40
01/25/2022	Bill Payment (Check)	City Of Worcester Water/Sewer	- Multiple invoices (details on stub)	-2,834.37
01/25/2022	Bill Payment (Check)	Duva Distributors	Multiple invoices	-334.20
01/25/2022	Bill Payment (Check)	EDS Mechanical Inc	Multiple invoices (details on stub)	-5,143.95
01/25/2022	Bill Payment (Check)	Nick Hemigle	Multiple invoices (details on stub)	-132.00
01/25/2022	Bill Payment (Check)	Ransford Pest Control	Multiple invoices	-775.00
01/25/2022	Bill Payment (Check)	T Mobile	Multiple invoices (details on stub)	-749.25
01/25/2022	Bill Payment (Check)	Wells Fargo Financial Leasing	Multiple invoices (details on stub)	-6,135.79
01/25/2022	Bill Payment (Check)	Ashdown Technologies	Inv #118769	-6.50
01/25/2022	Bill Payment (Check)	Benoit Language Services, Inc.	Inv #101714	-275.00
01/25/2022	Bill Payment (Check)	C&C Temp Control, Inc.	Inv #1-66664-1	-485.00
01/25/2022	Bill Payment (Check)	Chair City Blueboard LLC	Inv #December 20 2021	-1,600.00
01/25/2022	Bill Payment (Check)	Cogent	Inv #ABBYKELL00001Jan22	-3,264.00
01/25/2022	Bill Payment (Check)	Creagh, Frank	Inv #Football Assignor	-219.00
01/25/2022	Bill Payment (Check)	Cusson, Bob	Inv #1/5/2022 Basketball	-90.00
01/25/2022	Bill Payment (Check)	Didonna, Amy	Inv #2022	-7,340.00
01/25/2022	Bill Payment (Check)	Earthlink Business/Windstream	Inv #74467038	-465.70
01/25/2022	Bill Payment (Check)	F&D Truck Company Inc.	Inv #4312	-9,560.46
01/25/2022	Bill Payment (Check)	Food for Schools	Inv #2665	-1,080.00
01/25/2022	Bill Payment (Check)	Frontline Technologies Group LLC	Inv #INVESP13472	-1,010.20
01/25/2022	Bill Payment (Check)	GateHouse New England	Inv #1000010922Dec22	-160.00
01/25/2022	Bill Payment (Check)	George Naumes	Inv #1/12/2022 Basketball	-90.00
01/25/2022	Bill Payment (Check)	Gordon Foodservice	Inv #215632374	-894.50
01/25/2022	Bill Payment (Check)	Jeffrey Niedjadlik	Inv #1/13/2022 Basketall	-90.00
01/25/2022	Bill Payment (Check)	ManageBac Inc.	Inv #INV-15920	-5,050.00

01/25/2022	Bill Payment (Check)	McCarthy, Tom	Inv #1/5/2022 Basketball	-90.00
01/25/2022	Bill Payment (Check)	Melissa Couepel	Inv #12/20-1/14/2021	-82.71
01/25/2022	Bill Payment (Check)	Merge Labs, Inc	Inv #AKF1221-01	-995.00
01/25/2022	Bill Payment (Check)	North Oxford Mills	Inv #N0010997	-970.75
01/25/2022	Bill Payment (Check)	OHI Engineering, Inc	Inv #6951	-320.00
01/25/2022	Bill Payment (Check)	Peter Saucier	Inv #1/10/2022 Basketball	-66.00
01/25/2022	Bill Payment (Check)	Prifti, Nicholas	Inv #1/13/2022 Baksetball	-90.00
01/25/2022	Bill Payment (Check)	Ridick, Jim	Inv #1/5/2022 Baksetball	-66.00
01/25/2022	Bill Payment (Check)	Sal's Pizza	Inv #0116881	-343.20
01/25/2022	Bill Payment (Check)	Sanders, Bobby	Inv #1/12/2022 Basketball	-66.00
01/25/2022	Bill Payment (Check)	Shapiro Educational & Behavioral Consulta	Inv #AK12215	-1,687.50
01/25/2022	Bill Payment (Check)	Spahl, Eric	Inv #1/12/2022 Basketball	-90.00
01/25/2022	Bill Payment (Check)	Staples	Acct #1625462BOS - Inv #3496998753	-40.58
01/25/2022	Bill Payment (Check)	Staples	Acct #1625462BOS - Inv #3497479112	-32.29
01/25/2022	Bill Payment (Check)	Staples	Acct #1625462BOS - Inv #3497479121	-46.07
01/25/2022	Bill Payment (Check)	Staples	Acct #1625462BOS - Inv #3497479114	-1,439.60
01/25/2022	Bill Payment (Check)	Staples	Acct #1625462BOS - Inv #3497479118	-114.29
01/25/2022	Bill Payment (Check)	Staples	Acct #1625462BOS - Inv #3497479117	-719.80
01/25/2022	Bill Payment (Check)	Storm Valery	Inv #1/10/2022 Basketball	-66.00
01/25/2022	Bill Payment (Check)	YMCA of Central Massachusetts	Inv #CM10011	-549.75
01/25/2022	Bill Payment (Check)	New England Ice Cream	Multiple invoices (details on stub)	-682.65
01/25/2022	Bill Payment (Check)	National Glass Works Inc.	Inv #3-9964	-755.00
01/25/2022	Bill Payment (Check)	New England Medical Billing	Inv #ABBYK2109	-1,515.79
01/25/2022	Bill Payment (Check)	Preferred Meal Systems, Inc.	Multiple invoices	-18,554.04
01/28/2022	Expense	TASC- FlexSystem	External Withdrawal TASC TASC - External Withdrawal TASC TASC - FUNDING 8ad5f816127c39	-4,099.40
01/28/2022	Expense	Nationwide Trust Company, FSB	External Withdrawal NW TRUST TRU External Withdrawal NW TRUST TRUST COLLECTIONS - CONTR	-26,047.97
01/28/2022	Expense	HR Knowledge Inc.	External Withdrawal HR KNOWLEDGE External Withdrawal HR KNOWLEDGE DEB - PAYROLL	-4,908.44
01/31/2022	Bill Payment (Check)	EDS Mechanical Inc	Multiple invoices (details on stub)	-5,440.54
01/31/2022	Bill Payment (Check)	Next Gen Supply Group	Multiple invoices	-11,235.71
01/31/2022	Bill Payment (Check)	Otis Elevator	Multiple invoices (details on stub)	-24,320.48
01/31/2022	Bill Payment (Check)	Preferred Meal Systems, Inc.	Multiple invoices	-5,579.65
01/31/2022	Bill Payment (Check)	SHI International	Acct #1128388 - Multiple invoices	-14,731.68
01/31/2022	Bill Payment (Check)	Thurston Foods, Inc.	Acct #19950 - Multiple invoices	-1,950.99
01/31/2022	Bill Payment (Check)	AA Transportation	Inv #87997	-1,615.00
01/31/2022	Bill Payment (Check)	American Bankers Insurance Co. of Florida	Inv #60102063872021	-18,228.00
01/31/2022	Bill Payment (Check)	Anderson, Wayne	Inv #1/21 Basketball	-90.00
01/31/2022	Bill Payment (Check)	Armiger, Danielle	Inv #FY22 PD	-400.00
01/31/2022	Bill Payment (Check)	Central MA Collaborative	Inv #9782	-3,510.45
01/31/2022	Bill Payment (Check)	City of Worcester Police Dept	Acct #WPD0000C47 - Inv #WPDS197561	-825.12
01/31/2022	Bill Payment (Check)	Duva Distributors	Inv #20036447	-160.48
01/31/2022	Bill Payment (Check)	Epstein, Matthew	Inv #PY22 PD	-400.00
01/31/2022	Bill Payment (Check)	Fire Equipment Inc.	Inv #SIN153999	-182.00
01/31/2022	Bill Payment (Check)	Gibney Sporting Goods	Inv #17383	-837.50
01/31/2022	Bill Payment (Check)	Graf, Alex	Inv #1/19/22 - Basketball	-90.00
01/31/2022	Bill Payment (Check)	Melissa Couepel	Inv #1/17-1/21/2022	-27.57
01/31/2022	Bill Payment (Check)	New England Ice Cream	Inv #5512202712	-572.66
01/31/2022	Bill Payment (Check)	Nick Buoniconti	Inv #1/21 Basketball	-90.00
01/31/2022	Bill Payment (Check)	Patrick McKay	Inv #1/19/22-Basketball	-66.00
01/31/2022	Bill Payment (Check)	Regan, Jessica	Inv #Frames	-80.36
01/31/2022	Bill Payment (Check)	Ridick, Jim	Inv #1/19/22-Baksetball	-66.00
01/31/2022	Bill Payment (Check)	Roto Rooter Services	Inv #80-22355073	-622.00
01/31/2022	Bill Payment (Check)	Roy, Sarah	Inv #Deep Space	-269.00
01/31/2022	Bill Payment (Check)	Sal's Pizza	Inv #0117679	-343.20
01/31/2022	Bill Payment (Check)	Slader Lyell	Inv #1/19/22 - Baksetball	-90.00
01/31/2022	Bill Payment (Check)	Staples	Acct #1625462BOS - Inv #3497962591	-44.99
01/31/2022	Bill Payment (Check)	Staples	Acct #1625462BOS - Inv #3497962589	-284.24
01/31/2022	Bill Payment (Check)	T. Lee Associates	Inv #12292022	-1,620.00
01/31/2022	Bill Payment (Check)	Torres, Priscila	Inv #Ululele Tuners	-181.86
01/31/2022	Bill Payment (Check)	Verizon	Inv #351413268000197Jan22	-113.88
01/31/2022	Bill Payment (Check)	MacGill, W. Nurse Supply Co.	Multiple invoices	-287.84
01/31/2022	Bill Payment (Check)	Mansfield Paper Company, Inc.	Acct # 2355 - Inv #450020	-769.55
01/31/2022	Bill Payment (Check)	French River Ed. System	Inv #11522	-29,439.00
01/31/2022	Expense	Middlesex Savings Bank	Service Charge Assessed	-60.82



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### Facilities and Finance Committee Meeting Minutes- DRAFT

<https://akfcs-org.zoom.us/j/98983268038?pwd=R1dyaGJwMEM5Q2M4cHJXUk5YNTc0UT09>

**Friday, March 18, 2022, 8:00 a.m. DIGITAL MEETING**

**Meeting ID:** 989 8326 8038 **Passcode:** 840857

**By phone:** +1 929 205 6099 **Meeting ID:** 989 8326 8038

The meeting was called to order by Mr. Patrick Royce. The attendance was recorded and is attached.

Mr. Royce opened the meeting at 8:02 a.m. Mr. Royce asked the Committee to review the Meeting Minutes from February 18, 2022. Upon their review, Mr. Royce asked for a motion to approve the minutes from February 18, 2022, Facilities & Finance Meetings. Ms. Zagabe-Ndiku made the motion, it was seconded by Ms. Blue. A roll call vote was taken to which Ms. Blue abstained as she was not present for that meeting. The meeting notes were approved.

#### Flood Update

Ms. Carpino began by explaining that Abby Kelley has the national flood program which is costly and does not provide the best coverage possible. The research was done and it was determined that while the new possible coverage does not add additional coverage than what we currently have, it is significantly cheaper. Information has been shared with that company and they are currently reviewing past claims of the school and will decide. Mr. Grennon provided an update on the meeting that is scheduled for BlueSky for Monday, March 21, 2022, which will begin the process of the ES basement renovations.

Mr. Royce inquired about any flood mitigation work that would be done to which Ms. Paluk explained that a company has not been brought in to discuss that at the moment. Ms. Paluk explained that in the meeting, she would discuss how the basement was going to be rebuilt to avoid further damage from future flooding.

Service Master provided no documentation to inform the school of the scope of work that was going to be done, according to Ms. Paluk. it was also noted that many conversations took place between August to



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October that did not involve anyone from Abby Kelley and because all of the work is not covered under the insurance, there is a very significant bill left under the responsibility of Abby Kelley. Mr. Royce inquired about whether it would be feasible to involve counsel at this step to which Ms. Paluk agreed.

While the amount that is the responsibility of Abby Kelley has not fully been determined, it was noted that even with the policy of \$500,000, only \$180,000 of it was covered for both the demolition and rebuild. The lack of communication between the agents, adjuster, and the school caused further confusion and it was determined that counsel would be the next step along with the potential of a letter being sent to the claims department head informing them this claims process was not done in good faith.

### **Salary Scale Presentation**

Ms. Carpino provided a brief overview of the work that has been taking place since November. The co-chair of the committee, Mr. Benjamin Reilly, worked with a committee composed of different teachers from each school to come up with a salary scale that will be a stepping stone for future discussions. Ms. Carpino noted that this would be presented again during the budget meeting to demonstrate how this will work within the budget.

Mr. Reilly began by informing the committee members that the salary has not been adjusted in at least 6 years while the industry standard has been to update the salary scale every year by about 2% to account for inflation. With the standard increase of 2%, it was noted that teachers with a bachelor's degree would be paid about 13% more, while teachers with a master's degree would be paid about 14.5% more. This has also caused many people to accept jobs and then turn them down for a position that is paying them more, placing Abby Kelley in the difficult position of not being able to be competitive enough to retain teachers.

Mr. Reilly explained that every K-12 school in the district was compared to Abby Kelley based on enrollment, number of teachers, and population data, of which 100 out of the 220 distinct districts were researched. 84/100 had teacher contracts available online and 22 out of 84 were deemed recent enough to use. Based on that comparison that was done, it was noted that the cost of living averaged 1.85% and the average number of steps was 13.36, while Abby Kelley currently has 25 steps, and the average starting salary was 20% higher than our starting salary for the bachelors. The salary scale committee determined that based on the research, several actions would need to take place such as an increase in the starting salary, reducing the number

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of steps, and increasing the difference between each step, resulting in more significant yearly raises. The current salary scale for Abby Kelley was at \$40,000 when the average was \$50,000 and yearly increases were small, between 2%-3%.

With this information in hand, the suggestions from the salary scale committee were to increase the starting salary to \$47,000, which is still below standard but a step forward. It was also determined that the number of steps should be decreased from 25 to 15, which is also above standard and each step increase would come with a 3.5% raise. There would be a 6% increase for the first 2 lane changes and any lane changes after the masters is a 3% increase. With these new proposals, we would still be behind the average amounts by 5%. The budget would be reviewed yearly and a salary scale committee would meet yearly while reviewing the schools' competitiveness every 3 years.

Ms. Carpino explained that a ten-year trend of information was used to create the three-year projection and that was done to ensure that the salary scale could be sustained. Because of this, Ms. Carpino explained that no one-time funds were used in building the scale and the salary scale was forecasted with no retirements and no turnover so the projection would be higher. There were also no changes to federal or state grants going forward and kept them the state every year. Ms. Carpino noted that the budget advisory committee would consist of two instructional staff from each school which the Faculty council would nominate. At the end of the scale where the staff would max out on their raises, there would be a longevity bonus that would allow for staff to be able to stay current with the cost of living challenges.

Based on the budget calculations from Ms. Carpino, each year would be about a \$700,000 increase to teachers' salaries and this was done to make sure that we did not outpace ourselves with this projection. The salary scale update would allow our teachers to be paid a salary that is much closer to the industry standard, making Abby Kelley more competitive in attracting qualified teachers and staff. The salary scale would also have predictable and significant raises every year, allowing for better retention of staff.

Mr. Royce inquired about obtaining a list of the 22 schools that were used for comparison as he wanted to use that to compare the cost of living, stating that it would be more expensive to live in Boston as opposed to Worcester. Mr. Royce also asked for clarification on teachers not receiving a salary scale adjustment in 6 years,

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to which it was explained that there was an adjustment two years ago in which everyone skipped one level and there was a 1% adjustment through all the levels but an actual standard increase was not done in the past 6 years. It was also noted that while teachers do receive step increases, it does not include the cost of living changes.

Ms. Blue inquired about the current longevity bonus and whether there was a plan in place for it to which Ms. Carpino explained that while there was no document in place, this has been something that has been done even by her predecessor once the teacher no longer qualifies for the yearly raises. Mr. Royce also inquired about where the teachers reside and it was noted that there were not many teachers with bachelor's degrees due to not having a competitive salary scale among other institutions. Ms. Zagabe-Ndiku also inquired about whether there would be space to increase the starting scale as it is still below standard and the hiring of teachers has become difficult but is critical to which Ms. Carpino explained that while she agrees that this is not enough, it is currently what fits. She also explained that this is just a starting point and would be looking at other ways to increase the lines of revenue, which would allow for more salary increases. Ms. Zagabe-Ndiku then inquired about finding grants that support a hiring bonus which would allow for the budget to remain the same to which Ms. Carpino explained that a bonus was provided last year and there would also be a 2% bonus being given in May.

Ms. Paluk stated that there is money available for teacher diversification that does go towards helping to pay for classes and other items but it is focused on diverse teachers but the application was not submitted this year due to the lack of structure in place that would have supported that. She explained that there were systemic changes that needed to take place for the recruitment of teachers who may not have had a traditional path into education and to also support them with additional financial compensation. Ms. Blue also inquired about the current grants and whether any of them could be influenced in terms of requesting it on our end from a proposal standpoint to which Ms. Carpino explained that Ms. Vigneux has done an incredible job of finding grants for budget items that were included so it allows for the grant monies to open space in the budget.



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Mr. Royce inquired about whether the incentives were properly aligned with the needs of the school to which Ms. Caprino explained that the first three lanes were the ones that had the most increase and that more steps allowed for staff to have the incentive to advance their education. It was also noted that the longevity bonus was a great way to retain staff. Ms. Blue also noted that it would be a good idea to see a grid to see where all the salaries land and create an overall district goal of receiving incentives.

### **Financial Report**

Ms. Carpino began by stating that we are under the budget for the revenue from state sources. It was also noted by Ms. Carpino that the revenue was reduced by 7% and she is in touch with DESE to figure out the mistake if there was one. The Regional Transportation payment has also not been received yet so there is a difference showing as it comes later in the year. The in-district transportation is also reporting under budget by \$94,000 due to issues such as snow days and the lack of education outings due to the pandemic. The cost of gas has also increased so gas adjustment invoices have been sent, costing about \$4000.00 and it is currently being watched. The federal grant funding is also above the budgeted number and a \$200,000 ELA curriculum was received, along with a grant for \$61,000 for social, emotional, and mental health. Staffing costs and salaries are under budget by 2% and there are 3 open full-time positions at the moment.

The current benefits are under budget at 9% and based on a meeting with Ken, it was advised to budget at 9% again to be safe. A \$60,000 refund was received for HRA due to our funding of 25%, which was \$111,000 but any monies not used would be refunded. Ms. Carpino explained that this all put the debt ratio at 1.76%, compared to the required ratio of 1.15%.

Mr. Royce exited the meeting at 9:28 a.m. and Ms. Blue headed the remaining portion of the meeting.

### **Facilities Update**

Mr. Grennon noted that there were outside cameras added outside of the middle school and the warehouse cameras are being completed at the high school. Ms. Blue inquired about having a document put together providing an overview of the different projects being completed.





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### IT Update

Mr. Beltran began by stating that the main issues are still the Chromebooks and new Chromebooks are being rolled out to the students and staff. The exterior cameras that were placed are now being backed up in case something were to happen to the server. Mr. Beltran also noted that updates have been done on many of the Chromebooks as they were not up-to-date and they have also been working on implementing an inventory system by next month. It was also explained that there was still a nationwide toner shortage and they were reviewing if the number of copier machines and printers were necessary for terms of cost and supply shortages.

Mr. Beltran implored everyone to think about the supplies that the teachers may need and use that information to strategically plan the devices that would be needed such as the projectors and Chromebooks as it is impacting how the students are expected to do their work.

Ms. Blue asked for a motion to adjourn the meeting. The motion was made by Ms. Zagabe-Ndiku and seconded by Ms. Blue. The meeting was adjourned at 9:45 a.m.

Name (Original Name)	User Email
Naira Joseph	njoseph@akfcs.org
Michael Grennon	mgrennon@akfcs.org
Bibiche Zagabe-Ndiku	
Alisha Carpino (AKFCS)	
Bibiche Zagabe-Ndiku	
Alisha Carpino (AKFCS)	
Michael Grennon	mgrennon@akfcs.org
Patrick Royce	
Peter Magerowski	pmagerowski@akfcs.org
Gabriel Beltran	
Heidi Paluk	hpaluk@akfcs.org
Peter Magerowski	pmagerowski@akfcs.org
Gabriel Beltran	
Heidi Paluk	hpaluk@akfcs.org
Celia J. Blue	
Celia J. Blue	
Patrick Royce	
Patrick Royce	
Mr. Reilly	breilly@akfcs.org
Mr. Reilly	breilly@akfcs.org
Heidi Paluk	hpaluk@akfcs.org
Heidi Paluk	hpaluk@akfcs.org
Heidi Paluk	hpaluk@akfcs.org
Heidi Paluk	hpaluk@akfcs.org
Heidi Paluk	hpaluk@akfcs.org

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10 New Bond Street Worcester, MA 01606

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

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## Diversity, Equity and Inclusion Committee

### Meeting Minutes

Tuesday February 08, 2022 at 6:30 p.m.

Zoom Conference

**In attendance:** Anne Clayborne, Rob Jones, Heidi Paluk, Michelle Vigneux, Bryannah Basil, Shelly Yarnie, Amelie Cabral, Grace Gallagher, Jack O'Toole, Mame Koduah, Suzanne Campbell-Lambert, Selina Boria, Sonia Bronia, Kelly Gould.

**I. Welcome and Check-In** – Anne opened meeting at 6:30 with welcome and review of meeting norms for engagement.

**II. Approval of Minutes** – Minutes of the January 11, 2022 meeting were reviewed and accepted as written.

**III. Update on Conscious Dialogues** – Anne noted these will continue to take place in the high school around an increasingly busy student schedule as clubs and other activities are picking up. Students are collaborating with the Black Student Union (BSU) for the next conscious dialogue session later this month. Sonia shared a brief background on the BSU as a space for open conversation, and Anne also expressed appreciation for the BSU for their excellent work on this initiative and for Black History Month.

## IV. Subcommittee Report Out

Social Media and Communications – Bryannah provided a summary update of the January 27<sup>th</sup> meeting towards developing committee goals for the year. Reviewed focus areas identified thus far including spreading coverage across all 3 schools via social media posts, texts, etc., and identifying best frequency/platforms for audience engagement. Consideration is also being given to events such as a “student takeover” of the feeds. Noted some of the content can also be used in school announcements, newsletters, etc.

Programs/Events – Shelly discussed committee has been focused on ensuring they are supporting pre-existing events, enhancing existing events, and not duplicating events. For this year AKF will not be adding any new events but will be having the usual events such as community reading day, spree day, and graduation. For Fall 2022, consideration is being given to developing a multi-cultural awareness day, possibly in collaboration with Amelie, to elaborate on who we are as in Abby Kelly Foster community with focus on diversity and transparency.

Recruitment and Retention – Jack updated on a committee plans to revisit salary scale, streamline professional interviewing and onboarding process, and review benefits including retirement system for teachers; noted it is encouraging for people to be aware of their total compensation. Discussed opportunities for teaching fellowships, using the model of the Nativity School and/or partnering with Clark University, as well as DESI project for students to return to their schools post-college graduation, which could include our students with seal of biliteracy.

Reviewed need for people to feel able to bring their whole self to work, to feel a sense of community, and to be supported when onboarding so they are not overwhelmed. Noted benefit of personal exit meetings for understanding reasons for leaving, as well as stay meetings to ensure different needs are being met. Discussed opportunities for teambuilding and increasing sense of teacher appreciation.

Kelly added the Elementary School currently has a student teacher helping through a Commonwealth fellowship, and could possibly assist with elements of grant writing. These types of fellowships can be a source of future recruitment.

Other Sub-Committees – Heidi updated that the Math subcommittee, with help from curriculum coordinators (including Mr. Robert Kerr) aligning across the district, will be launched in the coming months. DEI committee members can join when ready. Reading will be coming along at the end of Spring 2022 or next year, and the subcommittee will be formed at that time. Policies/Handbook subcommittee will be formed to include an update of the student/parent handbook with close read through DEI lens. This will be initiated after the April budget meeting, and DEI committee help will be needed.

**V. Review and Discussion of Survey Results** – Amelie provided a detailed update and overview of Survey details as noted in handout she provided. Subcommittee focus has been on Faculty and Staff Survey data (Dr. Carrie Cole is currently working on Student Survey data) with discussion of Family Survey data to follow in upcoming meetings.

Reviewed overall data and key takeaways for Cultural Awareness and Action, School Climate, School Leadership, and Staff-Leadership Relationships. Response rates were noted by school, with a lower participation rate among consultants and non-teaching staff who received the email but may not have understood it to apply to them. Reviewed at high level the basic results and outcomes, noting limited ability to sort responses by sub-groups such as race and ethnicity due to the amount of respondent selections to not self-identify.

Responses indicate help is still needed in having difficult conversations, with consideration to be given to having more opportunities for participation in conscious dialogues, sessions on how to be an upstander, and steps to increase a sense of inclusivity. The need for an increased sense of belonging among staff (noting there had been limited opportunities during COVID-19 apart from WooSox game) and of being appreciated.

Discussed next steps being considered, to be inclusive of all topics including LGBTQ+, race and ethnicity, and that it will be possible to work with the Recruitment and Retention subcommittee to find ways to give people someone (similar to an ombudsman) to connect with. Discussed how initiatives like these with a focus on our mission/values driven organization can be a real recruitment tool for millennials.

Rob and Heidi discussed how best this information will be presented to stakeholders in digestible bites in conjunction with recommendations. Heidi noted this data will inform us on how we will go forward, and how it will be prioritized and how it will line up with other initiatives in the district. Rob added that this survey data was consistent with known issues and will help focus efforts to address them.

**VI. Learning opportunity for Black History Month** – Rob led group discussion of Black History Month, reviewing its origins, and referencing the educational videos linked in his earlier email. Positive feedback from group about the value of this information in sharing/highlighting the often-overlooked accomplishments of these inventors, scientists, and others. Discussed benefit of sharing this information for this month and to look for other opportunities (including national months and days of commemoration), with appreciation for Sonia and Bryannah's work in promoting an understanding of Lunar New Year through their efforts this month. Noted there is an abundance of good information for each month available online that could be used in social media feeds and school communications.

**VII. Next Meeting**

Next DEI meeting will take place on Tuesday March 8, 2022 at 6:30 PM on Zoom.

**VIII. Closing** – Meeting was closed at 8 PM

*Minutes respectfully submitted by Suzanne Campbell-Lambert*



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### Board of Trustees Committee Meeting Minutes

**Wednesday, March 23, 2022, 6:30 p.m.- DIGITAL MEETING**

<https://akfcs-org.zoom.us/j/94097745850?pwd=eW9vL2R0ZjlCSVM0S2EzM1ZWVjdOdz09>

**Webinar ID:** 940 9774 5850 **Passcode:** 688176

**By phone:** +1 929 205 6099 **Webinar ID:** 940 9774 5850

Ms. Celia J. Blue called the meeting to order at 6:35 p.m. The attendance was recorded and is attached.

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

Ms. Blue asked for a motion to accept the February 23, 2022, and February 28, 2022 meeting minutes. Ms. Blue noted a minor correction of Dr. Jie Parks's name on the February 23, 2022, meeting notes. The motion to approve the edited meeting notes from February 23, 2022 was made by Ms. Amy Vernon and seconded by Ms. Shelly Yarnie. Ms. Blue performed a roll call, and the Board approved the minutes unanimously.

Ms. Blue noted a correction on the February 28, 2022 meeting, adding "Influential Leadership" to the criteria used in that meeting. Ms. Blue added a motion to the meeting minutes, stating, "Motion: To hire Ms. Heidi Paluk as the Executive Director." The motion was made by Mr. Patrick Royce and seconded by Ms. Bibiche Zagabe-Ndiku. Ms. Blue performed a roll call, and the Board approved the minutes unanimously.

### **Executive Director Report**

Ms. Paluk spoke about the great activities such as the reading day that saw different guest readers and the enrollment lottery, which had approximately 700 applicants. Eighty (80) students were admitted into Kindergarten, in addition to the forty (40) students admitted because of their siblings. Ms. Paluk also took the time to recognize the new music teacher and the students in the elementary school. After working hard to learn the music, they performed a musical performance. Culture day took place in the middle school, and Ms. Paluk spoke about the beautiful garments worn by all the students showing great pride in their cultures. Ms. Paluk closed out her report by commending the hard work that everyone is currently doing.

Ms. Blue inquired about whether the communication to parents has been sent out about the Healthy Sexuality Class that will be taking place. Ms. Paluk indicated that it had not. They were currently working on a communications plan and hiring an outside consultant to ensure that the appropriate communications were being drafted.



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### Committee Updates

#### Education Committee

Ms. Vernon began her report by informing the Board that updated iReady information is in the packet for their review. Dr. Cole carried out a parent information session about SEL on zoom, which was informative for parents, and is potentially putting together a podcast series that will touch on topics. Ms. Vernon also noted that the search committee for the middle school was currently taking place, and interviews would be happening next week. Seventeen (17) viable candidates applied, and nine (9) discussions will occur. The Search Committee will complete recommendations for final candidates by Monday evening, and the next step will be inviting them to the Abby Kelley campus.

Ms. Vernon spoke on the Academic Calendar finalized in the previous Education Committee Meeting, and the need for Professional Development integrated into it, which explains why it may look different. Ms. Blue made a **motion** to approve the 2022-2023 Academic Calendar. Ms. Yarnie and seconded Ms. Vernon performed a roll call, and the motion was approved unanimously.

Ms. Vernon spoke on the mission statement and the edits that were made. Ms. Vernon also noted that they were using the feedback from the IB site visit in 2017 and DESE's visit last spring. The proposal for the new mission statement would be better aligned with the school's current climate. The new mission statement aims to reaffirm the commitment of Abby Kelley to liberal arts education, academic excellence, and character formation, which are all still included.

Ms. Blue inquired about the process to date on dealing with the mission edits, to which Ms. Paluk explained that in early fall, it was noted that the task would have to be looked at and reviewed. A group of administrators has been meeting to take the recommendations from DESE and the IB site visit and find a balance. Ms. Paluk noted that to send in the charter renewal on time for August to explain what the next five (5) years would look like, the mission statement would have to be updated and approved by the commissioner. Ms. Paluk noted that the intention would be to have the vote done at the April 21, 2022, Board of Trustees meeting.

Mr. Royce inquired about whether the State would reject the mission statement if it were not updated, to which Ms. Paluk stated that while it would not be dismissed, when explaining what would be done for accountability for the next five years, the mission statement should also reflect that and be tied to the goals and focus of Abby Kelley. Mr. Royce said he would prefer it if it were taken up during strategic planning. While he understands the need for inclusivity and that the language is casting a broader net, he feels that it feels generic to him to the extent that the musical competence is being pulled out and that he had concerns with the current draft. Ms. Paluk stated that she would be sharing the draft mission statement with other groups to obtain feedback about this change.

Ms. Blue inquired about the phrase recommended to be included by the IB board, to which Ms. Paluk stated that it was "lifelong learners with global awareness." Ms. Paluk noted that while she appreciated the musical competence section, CoVid impacted greatly, causing changes and that there is a change to be done when it comes to the musical program and that having musical interest and musical competence was a point of discussion. Ms. Blue also inquired about how previous renewals measured



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the accountability piece of the mission statement. Ms. Paluk stated that the accountability is either met or not met as there is no absolute measurement value. Ms. Paluk noted that the number of students involved in music at that time is not the exact amount now and the question of it staying in the mission statement arose. Ms. Paluk noted that removing that specific term from the mission does not mean that the musical activities will not occur.

Mr. Royce stated that he felt that the mission statement being drafted did not represent the true meaning of the school. Ms. Paluk indicated that the accountability piece is measured for the next five years, so what is written in the August proposal is what we are measured for against the state. Ms. Little provided insight and explained that the mission statement is used to hold the school accountable and that this is currently not the case. It was noted that the current mission was not the original and was updated in the early 2000s and that music was not listed on those previous mission statements. Ms. Blue noted that while she understands that change is necessary, she thought this would be a more inclusive project and inquired about whether parents were involved. Ms. Paluk stated that information was taken from the most recent survey taken by families and that parent groups would be surveyed.

Ms. Blue inquired about the feedback process. It was determined that at the next Education meeting in April, they would receive the feedback, weigh in on any additional changes, and provide it to the chair, Ms. Vernon, for review. Ms. Zagabe-Ndiku reiterated the need to reflect and change the mission statement and not make the main focus on one piece as opposed to the many great works that the school is taking on. Ms. Yarnie also reiterated that the survey has much information, and if we reach out to families, the survey should be short as we have many vital points already. Ms. Blue determined that a vote would not be taken at the current meeting to allow for feedback to come in from families and for outreach to be done.

### **Facilities & Finance Committee**

Mr. Royce began by providing a flood update and stated that several conversations are currently being conducted about the bill received and the scope of the work done. Ms. Carpino also presented a salary scale presentation at the last meeting by Ms. Carpino and Mr. Reilly. Mr. Royce stated that the current YTD surplus is about \$1.5 million, and the actual change is about \$30,000, a number that will come down as additional expenses are accrued. Mr. Royce noted a 7% reduction initially from the state, but Ms. Carpino could clarify and correct that mistake. Mr. Royce also informed the Board members that Ms. Carpino has contacted Middlesex bank regarding rate modifications dealing with the current bond, a five-year adjustment.

Ms. Carpino explained that a salary scale team met biweekly or weekly to assess and compare the current salary scale to other institutions and against the cost of living scale. Ms. Carpino stated that from 62 comparable districts, 20 school districts had sufficient data that could be used to assist in the creation of the scale. The new salary scale introduces step increases at a higher rate and a higher salary. A 3-year projection was also made to ensure that the rise in wages could be sustained, and Ms. Carpino included no one-time monies such as short grants in this projection. This projection shows that there will be fewer turnovers or retirements, and a 2% raise would also be given to the teachers who may have reached their last step. Ms. Carpino also stated that a budget advisory committee would be created. The





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salary scale would be reviewed every three years to ensure that we are still comparable to other institutions in the district.

The scale would be presented to the Admin Council and, once reviewed, sent out to teachers to allow for feedback and concerns to be submitted. The final version will be presented to the Board of Trustees during the April budget meeting. The Board members commend Ms. Carpino and the committee for their commitment and diligent work on this critical topic.

### **Foundation Update**

Ms. Zagabe-Ndike explained that the last meeting was focused on the upcoming golf tournament and that the prices have increased due to inflation, but it is not a significant. Ms. Zagabe- Ndiklu also stated that the Foundation accepted an application for a grant for Mr. Penney and the student council. Mr. Royce inquired about the time frame for golf information to go out, to which it was noted that Ms. Vigneux would be updating the website about the golf tournament, and it would be sent out.

### **DEI Committee**

The Retention and Recruitment committee has been working diligently to implement onboarding and mentoring systems and recruit diverse candidates. It was also noted that the event committee would be having a Paint and Music night on May 24, 2022, and a student suggested it. This event would allow families to come together and paint a photo while listening to live music. Ms. Zagabe-Ndiku inquired whether there was a DEI component during the last staff development and whether any notable changes have been made to show that the staff and student body are becoming more conscious of DEI. It was noted that there are no measurements in place now. Ms. Blue stated that this is foundational work being done and that the goal of the surveys is to provide a benchmark for measuring. Ms. Blue also said that there is still work to be done for the learning, including self-work, which will also provide insight into whether the work being done is showing results.

### **Executive Director Search**

Ms. Blue stated that this would be an opportunity to speak on the recent search for a new Executive Director and things that could be done better next time. Ms. Blue began by stating that the timing of the final interviews felt rushed due to the different activities happening simultaneously on the campus. It was also noted that a better job could have been done with the communications sent to the stakeholders.

Ms.Zagabe-Ndiku stated that the firm's hiring was disappointing as her expectations were higher, and she did not feel that a large pool of qualified candidates was presented to the Board. Mr. Royce responded that he thought Promise54 did the search process perfectly as a facilitator but agreed that the candidate pool suggestion was smaller than expected as most of the candidates came from School Sping. Ms. Vernon suggested creating an outline for Board members who had never gone through a search process before if this need arose again. Ms. Yarnie also noted the many templates and documents available from previous search groups open to the board members.



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Ms. Blue stated that she felt that the search results were inclusive and would ensure that we communicated well. Ms. Paluk noted that all documents from the search would need to be turned over to HR for records keeping and request.

### Governance

Mr. Royce began by reminding everyone of the request to have a faculty member on the Board of Trustees and commended Ben for his work on this request. Ms. Vernon stated that she would be interested in knowing how many teachers were interested and how important it is for them to have a faculty member on the Board. Ms. Blue stated that she felt there was an alternative to this request instead of having a seat on Board. Ms. Blue noted that she thought separating responsibilities and duties was necessary. Ms. Blue also pointed out that the contract terms for the Board seat would have to be discussed.

Ms. Zagabe-Ndiku stated that the involvement of teachers in a Board setting was not provided to many teachers in the traditional school settings. It was noted that there are different ways to bring in the teachers without necessarily being on the Board and that there is still some hesitation about whether they would indeed be on the Board or not. Ms. Zagabe-Ndiku states that the point of uncertainty is because of the Board's position in overseeing the work of the Executive Director. Ms. Yarnie noted that she is open to a teacher joining the Board but was concerned about the time and dedication that being on the Board required and whether the teachers would be available. Ms. Yarnie stated that being a member of the Board would require a level of commitment that she does not think would be available from them.

Mr. Royce stated that the Board should determine a process to decide if this is something that should move forward. Ms. Blue noted that in terms of the following steps, the governance and nominating committee would be used to go through the request and present additional options. Ms. Blue pointed out the importance of having a governance committee that would assist with items such as recruitment of Board Members and procedures and opened the floor for feedback and conversation. Ms. Yarnie inquired about the makeup of the Ad Hoc Committee, to which Ms. Blue stated that this would just be Board members as it was a Board committee.

Ms. Blue called for a **motion** to create the Ad Hoc governance and nominating committee. The motion was made by Mr. Royce and seconded by Ms. Zagabe-Ndiku. Ms. Blue performed a roll call, and the motion was approved unanimously.

Ms. Blue adjusted the agenda posted to add a motion for a vote on the chair of the Ad Hoc and nominating committee and repost it. The Board deliberated and brought forth Ms. Zagabe-Ndiku as the new chair, to which it was noted from Ms. Zagabe-Ndiku that it would be one (1) year to establish the committee. Ms. Blue performed a roll call, and the motion was approved unanimously.

Ms. Blue called for a **motion** to appoint Ms. Zagabe-Ndiku to chair the Ad Hoc Governance and Nominating committee. Ms. Blue performed a roll call, and the motion was approved unanimously.



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Mr. Royce inquired about whether the Executive Director would be involved with this committee, to which Ms. Blue stated that research would have to be conducted as this was a Board committee that would be taking votes, and it was unclear how that would be done. Ms. Paluk stated that because this was a committee composed of Board members, it would be subjected to open meeting law and public. The Board determined that the next steps would involve determining the committee's logistics and determining the committee's purpose. Ms. Blue noted that this committee would also touch on the request for having a faculty member as part of the Board.

Ms. Blue called for a **motion** to adjourn the meeting. The motion was made by Mr. Patrick Royce and seconded by Ms. Zagabe-Ndiku. The meeting was adjourned at 9:20 p.m.