



# 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)

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Wednesday, November 30, 2022, 6:30 p.m.

<https://akfcs-org.zoom.us/j/97921985148?pwd=d1pKdDdIZzhNkwrDitOWXVRaythQT09>

Webinar ID: 979 2198 5148 Passcode: 675337

By phone: +13017158592 Webinar ID: 979 2198 5148

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# Abby Kelley Foster Charter Public School

10 New Bond Street Worcester, MA 01606

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

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## Board of Trustees Meeting Agenda- DIGITAL MEETING

Wednesday, November 30, 2022, 6:30 p.m.

<https://akfcs-org.zoom.us/j/97921985148?pwd=d1pKdDdIZzhNkwrDitOWXVRaythQT09>

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- I. Call to Order- Mr. Patrick Royce, Chair
- II. Attendance Recorded
- III. Faithfulness to the Charter
  - 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."*
  - Public Comments/Open Forum
  - Old Business
- IV. Review of the meeting minutes from October 26, 2022
  - a. **Motion:** To approve the meeting minutes from October 26, 2022
- V. Guest Speakers:
  - a. Strategic Plan Update–Ms. Melanie Rivera, Breaker28
  - b. WBDC Update- Ms. Roberta Brien, WBDC
- VI. Executive Director Report- Ms. Heidi Paluk
- VII. Committee Updates
  - a. Education Committee- Ms. Amy Vernon
  - b. Facilities & Finance Committee- Ms. Bibiche Zagabe-Ndiku
- VIII. Executive Director Goals
  - a. **Motion:** To approve the 22-23 Executive Director Goals
- IX. Timely Topics as Identified by the Chair and/or ED
- X. Upcoming Board/Committee Meeting(s):
  1. Governance Committee
    - Friday, December 2, 2022
  2. Education Committee
    - Friday, December 9, 2022
  3. Board of Trustees
    - Wednesday, December 14, 2022
  4. Facilities & Finance Committee
    - Friday, December 16, 2022
- XI. Adjournment



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### Board of Trustees Meeting Minutes-DRAFT

Wednesday, October 26, 2022, 6:30 p.m.

<https://akfcs-org.zoom.us/j/91630045454?pwd=VDBqcG1SSGRTSGV2RnRlbGNnR1VUZz09>

**Webinar ID:** 916 3004 5454 **Passcode:** 507487

**By phone:** +1 309 205 3325 **Webinar ID:** 916 3004 5454

The meeting was called to order by Mr. Patrick Royce, Chair, at 6:30 p.m. The attendance was recorded and is attached.

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

Mr. Royce asked for a motion to accept the September 28, 2022, meeting minutes. Ms. Vernon made the Motion, and Ms. Yarnie seconded it. Mr. Royce performed a roll call, and the minutes were approved unanimously.

### **Executive Director Report**

Ms. Paluk informed the Board that four Abby Kelley high school seniors were nominated and received the Hispanics Achieving and Celebrating Excellence (HACE) Youth Recognition award at Quinsigamond Community College. It was noted that these students have excelled in the arts, academics, athletics, community service, leadership, and political engagement.

Ms. Paluk also updated the Board on the golf tournament that raised more than \$10,000 and thanked everyone who sponsored or contributed. Ms. Paluk noted that thank you notes would be sent out to everyone as a follow-up and those who participated would be placed on an email distribution list about AKFCS. Ms. Paluk also noted that she would speak to the Director of Development and about placing names on the website as a form of recognition.

Ms. Paluk spoke on the status of the DEI committee and stated that she is in talks with Mr. Jones and that the first meeting would be held in early November.

Proposals for the Ice and Snow removal bid are due Friday at 2:45 p.m.a

### **Committee Updates**

#### **Education Committee**

Ms. Vernon explained that the committee had been more focused on data and how it is critically thought of and presented to the Board. Ms. Vernon also explained that the Education committee was looking to establish predictable templates for looking at specific data sets to acclimate Board members and limit time spent on

*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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explanations while also decreasing the burden for staff members. Ms. Vernon reviewed the data sets presented to the Education Committee at the last meeting: data from the SEL survey at the end of FY22 and IB Cohort data. It was noted that 70%percent of students participated in the IB program and that scores continued to improve in the IB program.s. While participation did decrease during remote learning and Covid, it was noted that participation is now going back toward pre-pandemic numbers.. The SEL data was reviewed and compared with the data taken in June;there was not much change in scores or responses. Ms. Vernon explained that while there were some decreases in responses, there was also a positive increase in growth management at the Elementary school level. between the Abby Kelley District, the state, and Worcester public schools. Mr. Kerr also spoke about the students who fell into the high-needs group: English learners, low-income, and students with disabilities. Mr. Kerr provided some metrics to the Board and noted that thirty-five percent (35%) of students from grades three to eight met or exceeded. It was also pointed out that in terms of students not meeting expectations, we were on par with the state and had fewer students in that category than Worcester. Mr. Kerr explained that fifty-six percent (56%) of students were making progress but not on grade level and that while we did have slightly more students not meeting expectations than the state, we were significantly less than Worcester.

Mr. Kerr explained that in grade ten (10), students that were meeting or exceeding expectations were above the state and significantly above Worcester in ELA, while students who were not meeting expectations were below the state and significantly below Worcester. While it was noted that a math deficit was anticipated, fifty-three percent (53%) of 10th graders were making progress, and five percent (5%) of students were not meeting expectations. It was explained that those students would retake the test but that this number was below the state and significantly below Worcester. The data was also broken down by race, which he noted that Hispanic and African-American students performed considerably better than the state. In contrast, a drop among white students was pointed out across the board, especially among white males.

The same information was noted in grade 10, with African-American and Hispanic students meeting or exceeding expectations; this was also above the state. Overall, many students fell into the making progress category, so AKF staff/administration would be working on figuring out what would work best for boosting scores among students. It was also noted that if a subgroup had less than twenty students, the state does not report that. Overall, the data showed areas where we overperformed compared to Worcester but underperformed to the state and that the math curriculum would be reviewed to assist students better. Mr. Kerr also noted that the elementary school had a new reading program and that the third-grade students had the highest number of students meeting or exceeding expectations in the school's history after implementing a new math program . It was suggested in the future to include data on the top-performing public schools and how we compared against them. The Board members thanked Mr. Kerr for his comprehensive report.

### **Facilities & Finance Committee**

Ms. Zagabe-Nduiku explained that AAFCPA presented the audit at the recent Finance and Facilities Committee meeting.t Abby Kelley quickly took care of prior year items that were listed as findings. It was noted that the change in net position was just over \$2.7 million dollars, compared tot \$641,000 in FY 2021. Ms. Zagabe-Ndiku explained that this was higher due to the increase in federal grants due to Covid. It was also noted that there were about \$9.1 million dollars in cash, up from \$8.9 million the last year. Ms. Zagabe-Ndiku also stated there was a finding this year due to an increase in the number of journal entries. This was detailed to us in the



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Finance Committee and the Finance Committee has requested a plan from the administration to set a course of corrective action, specifically addressing roles and responsibilities and capacity within the department.

There were no financials to report due to the audit and only being a few months into the fiscal year.

Mr. Royce called for a motion to accept the FY '22 audit as presented by AAFCPA. Ms. Blue made the motion, and Mr. Beaudry seconded it. A roll call was taken, and the audit was approved unanimously.

### **Strategic Plan Update**

Mr. Royce updated the Board on the work done in the last thirty days to find a consultant and explained that outreach was done and several meetings took place with different strategic planning consultants, most of them coming from recommendations from the Charter School Association. Mr. Royce explained that a finished Strategic Planning product should be presented to the Board by the end of summer but there would be intermediate deadlines and continuous updates to the Board..

### **Executive Director Goals**

Mr. Royce commended Ms. Paluk on the work she has been doing and stated that the goals would help the school's advancement. Making the district more data-informed was the first goal, and standard language would be worked on to set procedures around working consistently with data. Ms. Paluk explained that a consultant would be working alongside the Administrative Team to ensure that diversity, equity, and inclusion would be a part of this goal, and Ms. Darnissa Amonte-Jackson would be a great asset to the project. Ms. Paluk explained that the second goal was the student learning goal, ensuring that the marginalized populations have the necessary support to make improvements. District improvement as a goal would ensure that all priority tasks this year were completed, such as restructuring the finance office, charter renewal, Strategic Plan, and the writing of the accountability plan. Ms. Paluk noted that she would make final edits to the draft goals

Mr. Royce noted that it would be good practice to vote on the goals of the Executive Director and stated that this would be brought forth at the next meeting and take a vote.

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

Mr. Royce provided an update on the WBDC/St. Gobain project and noted that the closing would likely occur over the next month and that the November meeting would potentially see a member from WBDC as a guest.

Mr. Royce called for a motion to adjourn the meeting. Mr. Beaudry made the motion, and Ms. Blue seconded it. A motion was taken, and the Board unanimously voted to end the session at 8:04 p.m.



## **Proposed Scope of Work with Abby Kelley Foster Charter Public School - Fall 2022 to Summer 2023 (November 2022 - July 2023)**

### **Executive Summary**

This document outlines a proposed scope of work between Breaker28 LLC and Abby Kelley Foster Charter Public School to lead Abby Kelley's Leadership Team, Board of Directors, and staff through a long range strategic planning process. Breaker28 will bring deep experience in helping organizations understand their current state, desired future state, and action plan toward that future, using the foundations of the [Baldrige framework](#) and [H.E.A.R.T. model](#). We would offer:

- An inclusive, engaging, transparent process to gather data and assess the current and desired future state of Abby Kelley Foster Charter Public School with attention to:
  - Inclusion of various stakeholders, considering issues of equity and power to maximize psychological safety and the value of groups' contributions.
  - A Breaker28 project team to shepherd this process, ensuring all key stakeholders are kept informed and engaged at the right points of the project.
  - Recommendations about internal communications at key milestones to ensure positive momentum in our process.
- Thoughtful, equity-informed analysis of Abby Kelley's current state and thoughtful advice regarding the racial justice, equity, inclusion and belonging implications and cultural tradeoffs of potential future directions Abby Kelley might take.
- A strategic concept paper to the Board of Directors by the May Board Meeting entailing proposed key financial, organizational, programmatic, staffing and mission/vision/strategy related to decisions informed by the team's recommendations.
- A final Three Year Strategic Plan that is actionable, accessible, and clear and provides:
  - Well-defined objectives, key results, strategic priorities, and budget considerations.
  - Evaluation metrics that ensure the strategic priorities are measurable and quantifiable.



- Assessment of resource allocations and infrastructure needs; such as space, technology, human capital, financial resources.

## Proposal Content

- [Approach to Strategic Planning](#)
- [Budget](#)
- [About Breaker28](#)
  - [Credentials & References](#)
  - [Availability](#)

## **Approach to Strategic Planning**

The following process will guide Breaker28 in assisting Abby Kelley Foster Charter Public School in their strategic planning project:



1. **Orient and Prepare.** Work with the Executive Director to determine the Abby Kelley project team that will support this initiative. Initiate a kick-off meeting for Breaker28 and Abby Kelley Foster Charter Public School project team to align around the strategic plan direction, artifacts needed, key timelines and identification of stakeholders to interview during the lifecycle of the project (a mix

of board members, senior leadership, teachers, parents, students, potential competitors, community partners, and funders.)

2. **Discover What Is and What Could Be (Assessment).** Interview stakeholders and capture data on a lite organizational assessment to understand the current organizational effectiveness of the charter school, to include cataloging the strengths and areas for improvement (adapted from [Baldrige framework](#) and [H.E.A.R.T. model](#)). Key elements of focus include:
  - Mission/vision
  - Strategy
  - Customers
  - Resources (Financial, Facilities, IT, etc)
  - Leadership
  - People/Talent Fit
  - Products/Programs
  - Operations & Systems
  - Learning & Transformation
  - Culture with H.E.A.R.T.
3. **Analyze Data & Build Options.** Analyze the organizational assessment and artifacts provided to build potential paths for Abby Kelley's strategy in the coming years, informed by stakeholder feedback. Consolidate insights to allow for fruitful discussions and decisions in the next phase.
  - **Organize Data from Interviews.** Organize information in an accessible, actionable presentation for leadership to digest and make decisions from.
4. **Consider Options, Trade-Offs, and Decide.** Facilitate a series of leadership discussions leading to key decisions and rationale in each of the key areas of focus.
  - **Discuss and Decide Between Possible Objectives, Key Results, Strategic Priorities, and a Set of Budget Considerations.** Present possible strategic directions to leadership and receive feedback on them. The conversation should be directing the work to a finalized strategic direction.
5. **Draft concept paper and final plan.** Use the decisions from the previous phase to draft the initial concept paper (and, post-BOD feedback, the final plan).



- **Final Draft Objectives, Key Results, Strategic Priorities, and a Set of Budget Considerations.** Give preliminary strategic direction to leadership and board to react to. Receive feedback that directs the final product.
- **Finalize Strategic Direction and Final Report.** Based on feedback from leadership and the board, build a final document for strategic direction and a final report for Abby Kelley Foster charter public school.

### **Key Templates & Tools**

- [Sample assessment dimensions](#)
- [Sample concept paper outline](#)
- [Final Strategic Plan Outline](#)

### **Budget**

The fee for this project would be \$40,000 to include up to 2 in-person trips to Abby Kelley to support the project's success (Melanie Rivera only, Bryan would conduct his components of this project virtually). This fee would include:

- All assessment tools, data gathering time and consultant support.
- All above deliverables, including an unlimited internal license to reuse organizational assessment questions internally as needed in future years.
- Up to 5 hours of complementary Breaker28 coaching and advice on school-facing DEI/HR issues in the 2022-23 academic year for the CEO or Board Chair upon request.

For simplicity, this fee would be assessed in four payments of \$10,000 on November 15th, February 15th, May 15th, and August 15th.

### **About Breaker28**

Breaker28 exists to build leaders with H.E.A.R.T. - leading in ways that are healthy, equitable, anti-racist, real and trust-centered. Through consulting to organizations, one-on-one coaching for managers and executives and thought-leadership on diversity and inclusion issues at work, we endeavor to help people from underrepresented backgrounds beat the odds, ascend to management and senior roles and thrive at work.

As a certified SPHR and MSOD, and a former VP of People Operations and Partner-level Executive Coach, our CEO, [Melanie Rivera](#), brings significant organization development and HR expertise and a honed race and equity lens to her work advising and training organizations. More importantly, as a skilled leader and manager who has held executive roles in the sector and advised myriad managers and staff on workplace

issues, Melanie is an engaging, practical, and effective trainer and coach with a bent toward self-work and application - not just theory or conceptual knowledge.

- **Credentials & References**

[Melanie Rivera](#) is the lead on the project and holds credentials in SPHR and MSOD. Melanie has a distinguished career supporting the education sector in roles ranging from classroom teacher and one-year principal in residence to HR executive and Educational Equity Partner at the Management Center. In her current firm, Breaker28, she has supported organizations ranging from the Exec Team of Harlem Children's Zone and KIPP MA to independent charters like the Learning Community and Ingenuity Prep.

The supporting consultant on this project is Bryan Hall. [Bryan Hall](#) has over 20 years of experience working at all levels of an organization with different types of organization development and strategic planning projects. Bryan has a masters in Organization Development from American University and a certified facilitator for Myers Briggs Type Indicator (MBTI).

- **Availability**

Breaker28 is fully available to work from mid-November through June/July 2023 with a concept paper presented to the Abby Kelley Foster board no later than the May 2023 board meeting (and final plan no later than early July 2023).

- **Sample Assessment Dimensions**

- Artifacts
  - Org chart
  - Current strategic plan
  - School performance data
  - Employee satisfaction surveys
  - Student retention and enrollment data (trend-level, segmented by identity)
  - Employee performance and churn data (trend-level, segmented by identity)
  - Budget data for the last 3 years
  - Annual reports for the last 3 years
  - Any relevant school milestones or relevant data and timelines
  - Notes from ED hiring process
- Qualitative
  - Focus groups for families at each school level (if helpful, we can find translation services for these)

- Focus groups for students at each school level (likely 4th graders, a mix of middle schoolers, and a mix of high schoolers)
- Focus groups for teachers at each school level (likely 0-4 years and 5+ years)
- Focus groups for administrators/instructional coaches and director-level Ops staff
- Focus groups for non-academic staff
- Focus group with BOD members interested in participating (optional)
- Quantitative
  - Assessment to all team members - 40% current state, 60% desired future state.
- Research
  - Quick landscape analysis comparing your options to best practices and future direction of existing schools and networks within the Breaker28 portfolio and other high-performing charter schools in similar contexts.

### **Sample Concept Paper Outline**

- Executive Summary
  - Top-line data feedback: current and desired future state in each of the 9 areas
- Initial Decisions and Rationale
  - Strategic options generated and tentative decisions
  - Rationale for decisions and theory of action
  - Budget, operational, and other implications of chosen approach
  - Trade-offs, anticipated risks and challenges
- Discussion guide for Board of Directors to garner feedback and finalize the document

### **Final Strategic Plan Outline**

- Executive Summary
  - Organizational Analysis & Strategic Situation (adapted from Baldrige Excellence Builder criteria)
    - Organizational Environment: Product offerings; mission, vision, and values; workforce profile; assets; regulatory requirements
    - Competitive environment: Competitive position; competitiveness changes; comparative data
    - Strategic context
    - Performance improvement system
- Current State in Each of the Assessment Areas:

- Mission/vision
- Strategy
- Customers
- Resources (Financial, Facilities, IT, etc)
- Leadership
- People/Talent Fit
- Products/Programs
- Operations & Systems
- Learning & Transformation
- Culture with H.E.A.R.T.
- Desired Future State in Each of the Assessment Areas:
  - Mission/vision
  - Strategy
  - Customers
  - Resources (Financial, Facilities, IT, etc)
  - Leadership
  - People/Talent Fit
  - Products/Programs
  - Operations & Systems
  - Learning & Transformation
  - Culture with H.E.A.R.T.
- Theory of Action
- Two-page summary with key strategic decisions and their implications in each of the 9 areas
- One page infographic summary of key decisions and related implications
- Complimentary slide deck, FAQ and internal communication plan for the Abby Kelley team

**References available for connection upon request:**

- **Justin Maker**, Senior Managing Director, Harlem Children's Zone (can speak to me as a consultant and strategic business partner)
- **Jessica Felix Romero**, Chief Strategy and Impact Officer, Sojourners (can speak to our organizational diagnostic work against the H.E.A.R.T. model)
- **Kat Ling**, CEO, Moonshot EdVentures (can speak to support in developing a Theory of Action for their next strategic plan)

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# Supporting AKPCS in Your Strategic Planning Process

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Melanie Rivera, Breaker28

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# About Me



- HR Executive and Partner-level trainer, consultant, and coach focused on helping CEOs and executive leaders lead effectively and equitably and helping organizations transform their culture.
- My background is in Organizational Development and Talent, HR and DEI, with a focus on developing leaders with H.E.A.R.T. - healthy, equitable, anti-racist, real and trust-centered.
- My past and current clients range from school networks like KIPP MA to university departments at NCSU and Stanford to independent charter schools, communications firms, and other large education nonprofits like Harlem Children Zone and ANet.

# Project Goals

1. **Data Gathering.** Design and execute an inclusive, engaging, transparent process to gather data and assess the current and desired future state of Abby Kelley Foster Charter Public School.
2. **Analysis.** Provide a thoughtful, equity-informed analysis of Abby Kelley's current state and thoughtful advice regarding the practical and mission considerations, racial justice, equity, inclusion and belonging implications and cultural tradeoffs of potential future directions Abby Kelley might take.
3. **Distilled Recommendations.** Provide a strategic concept paper to the Board of Directors by the May Board Meeting entailing proposed key financial, organizational, programmatic, staffing and mission/vision/strategy related to decisions informed by the team's recommendations.
4. **Final Plan.** Deliver a final Three Year Strategic Plan that is actionable, accessible, and clear (both slide deck and document, with abridged version for staff-facing presentation):
  - a. Well-defined objectives, key results, strategic priorities, and budget considerations.
  - b. Evaluation metrics that ensure the strategic priorities are measurable and quantifiable.
  - c. Assessment of resource allocations and infrastructure needs; such as space, technology, human capital, financial resources.



# Breaker28 Strategic Planning Process



# Open Question - How to Work With You

| Option A: Lite Touch   | Option B: Moderate Touch   | Option C: High Touch  |
|--|--|---|
| <ul style="list-style-type: none"><li>• Data gathering at December/January retreat</li><li>• Concept paper in May</li><li>• Incorporate any feedback into final report</li></ul> | <ul style="list-style-type: none"><li>• Data gathering at December/January retreat</li><li>• 1-2 BOD members act as sounding boards at 2 additional points in the project (~40% mark, ~80% mark)</li><li>• Concept paper in May</li><li>• Incorporate any feedback into final report</li></ul> | <ul style="list-style-type: none"><li>• Data gathering at December/January retreat</li><li>• Video/email update to the board <math>\frac{1}{3}</math>, <math>\frac{2}{3}</math> of the way through (on-demand, not a meeting)</li><li>• 1-2 BOD members act as sounding boards at 2 additional points in the project (~40% mark, ~80% mark)</li><li>• Concept paper in May</li><li>• Incorporate any feedback into final report</li></ul> |

# Questions?

Heidi Paluk  
Executive Director Goals  
FY 22-23  
updated for vote on 11/30/22

The work of the executive Director must take into account the daily operations of Abby Kelley as well as setting the systems and infrastructure in place for future success. The future success of Abby Kelley should be focused on **student outcomes, employee accountability, and sustainability** especially in the areas of finance and facilities. This year will focus on being data informed, as well as developing plans that will assist in setting the vision of Abby Kelley Foster Charter Public School.

**Goal #1: Professional Practice–DATA**

Implementation of a District Wide data informed policy and protocol standards that will analyze all student level data, especially marginalized sub-groups, with the intention of highlighting areas of improvement and opportunities for change as early as Fall 2024.

**Rationale:**

Given the feedback from SchoolWorks during Charter renewal, and the emphasis the Board of Trustees has placed on data presentations, the work of Abby Kelley Administration and Leaders must include a specific focus on becoming a data informed District with the goal of ensuring all students have access to high-quality academics. This work will consider intentional and equitable instructional practices to ensure success for all students. Work with the Administrative Team will include collaborative work that supports current and future diversity, equity, inclusion and belonging practices, especially those that align with DESE cultural competency standards.

Continuing the work from ‘21-22, additional efforts on using data will go beyond the Math and ELA committees and utilization of the MTSS system of supports for all students. The work of analyzing all Math standards has been done; ELA standards are set to begin before Spring ‘23. Setting up the structure of both committees, establishing guiding principals and membership on the committees will be done to ensure both horizontal and vertical alignment.

**Goal #1: Key Actions**

- Introduce and utilize a data system that provides educators with timely, key data related to student success especially in areas of race, socioeconomics, EL, Special Education, high-needs, and gender.
- Establish District-wide data committee to focus on analyzing data, drawing conclusions and framing the data for various audiences.
- Establish a framework where we identify 1-2 areas of improvement in the Spring to inform student learning goals for the following year.
- Share appropriate data with the full BOT at least three times a year.

**Goal #1: Benchmarks**

- Create year-long professional development opportunities with Dr. Darnisa Amonte-Jackson using DataWise model by October 2022 with monthly PD sessions through June 23
- Begin assessment of ELA standards in Spring 2023
- Establish membership, norms and protocols for District wide Math Committee by November 2022
- Establish regular report outs to the BOT of appropriate benchmarks, intermediate actions, and measurable data and elevate concerns and impacts on academic performance.
- Complete hiring process for Director of Curriculum who will be instrumental in this work.

## **Goal #2: Student Learning Goal**

By the end of the 22-23 school year, 66% of students who are identified through I-READY diagnostic tool as being two or more years behind in grades 2-8 will meet their growth goal.

### **Rationale:**

Students who are identified as being in the most vulnerable position of being two or more grade levels behind are the focus of multiple interventions through our MTSS system. These students are receiving both academic and SEL interventions. Through progress monitoring, multiple MTSS meetings, diagnostic data, and classroom observations, the students in this subgroup should be given the WHAT I NEED (WIN) model in MS in order to make appropriate progress to get them back to grade level.

## **Goal #2: Key Actions**

- Grade level analysis of most vulnerable students who are identified as being 2 or more years behind
- Enrollment in the MTSS intervention model for students which includes progress monitoring, classroom observations and diagnostic data.
- Assessment of interventions using the MTSS model in at mid-year (Winter) I ready results

## **Goal #2: Benchmarks**

- Using Winter 2023 I-ready data, progress should be seen for students who have been in MTSS model
- All students are given a growth goal and the focus this year will be on those most vulnerable who are >2 years behind in both reading and math; interventions and the MTSS system are key to providing them the support they need to reach their growth goal.

## **Goal #3: District Improvement**

Creating systems for the future of the school:

- Strategic Plan
- Accountability Plan
- Facilities Capital and long-ranging discussion plan
- Finance and Accounting restructuring

### **Rationale:**

The 2016-2022 AKFCS Strategic Plan has sunset. The District needs to take on this work in order to set the vision for AKFCS for the next decade or longer. Although the strategic plan will likely only be a 3-5 year plan, discussion around questions such as remaining in our current location, changes to the academic programs, changes to our Mission or core values, or changes to student enrollment need to be had as we plan for the next phase of Abby Kelley Foster Charter School.

These discussions will be part of Strategic Planning, Accountability Planning, and/or Facilities Planning.

Additionally, the Finance Office needs a restructure and reallocation of duties, responsibilities, and accountability to ensure timely, accurate reporting to Finance and Facilities Committee and auditors.

**Goal #3: Key Actions**

- Establish and implement a Strategic Planning Committee
- Develop Accountability Plan for the next five years AKFC charter (spring '23)
- Develop long-range Facilities Committee focused on the future of our neighborhood, building infrastructure and identification of options for aging buildings. (Assemble committee before January '23)
- Develop a restructuring of responsibilities and duties for a more efficient Finance Office, which allows for timely reporting, accurate reconciliation, and sustainable capacity for all staff.

**Goal #3: Benchmarks**

- Deliver plan for Finance Office restructure in November 22
- Hire Strategic Planning consultant November 2022
- Establish Strategic Planning Committee November 2022
- Identify and establish long range Facilities Committee members and goals by March 2023
- Communicate Charter Renewal decision by DESE/BESE January 2023
- Begin work on Accountability Plan in Spring 2023
- Deliver strategic plan draft to Board of Trustees in May 2023, knowing budgetary implications must be acknowledged in Budget votes in April 2023.



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## Education Committee Meeting Agenda-DIGITAL MEETING

Thursday, November 10, 2022, 8:00 a.m

<https://akfcs-org.zoom.us/j/91064368232?pwd=dDFzMkp1VnpXT3lkN2M1YmdrNlhMZz09>

**Meeting ID:** 910 6436 8232 **Passcode:** 570600

**By phone:** +1 646 931 3860 **Meeting ID:** 910 6436 8232

- I. Call to Order- Amy Vernon, Chair
- II. Introductions/Attendance Recorded
- III. Review of the October 14, 2022, Meeting Minutes
  - a. **Motion:** To approve the October 14, 2022, Meeting Minutes.
- IV. Looking at Academic Data
  - a. iReady Fall Data
  - b. Dibels Data
  - c. Prior Year Discipline Data
- V. Principal Updates
  - a. Kelly Gould
  - b. Shelly Hinds
  - c. Chris Kursonis
- VI. Update to Academic Year Calendar
  - a. Change of March ½ day from March 29 to March 22, 2023
- VII. Timely Topics as Identified by the Chair and/or ED
- VIII. Upcoming Education Committee Meeting(s):
  - a. Friday, December 9, 2022
  - b. Friday, January 13, 2023
- IX. Adjournment





Abby Kelley Foster Charter Public School  
10 New Bond Street Worcester, MA 01606  
Phone: (508) 854-8400 Fax: (508) 854-8484  
www.akfcs.org

**Education Committee Meeting Minutes- DRAFT**

**Friday, October 14, 2022, 8:00 a.m.**

<https://akfcs-org.zoom.us/j/94611941394?pwd=NklvbDJsKzVINTRqWW92emxOOUVEUT09>

**Meeting ID:** 946 1194 1394 **Passcode:** 239798

**By phone:** +1 309 205 3325 US **Meeting ID:** 946 1194 1394

The meeting was called to order by Amy Vernon, Chair, at 8:02 a.m. The attendance was recorded and is attached.

Ms. Vernon requested a motion to approve the September 29, 2022, meeting minutes. The motion was made by Ms. Zagabe-Ndiku and seconded by Ms. Yarnie. The minutes were approved unanimously.

**MTSS MS Program Launch**

Dr. Cole explained that a student support plan was created using evidence-based interventions to improve outcomes. The goal was to continue to build a sense of belonging in all Tiers. It was noted that 50% of students referred to the MTSS program in the middle school were for social-emotional behavioral concerns, while 76% were referred for academic concerns. Remaining focused, low frustration, and non-compliance were some of the issues in the ES. In middle school, remaining focused, controlling frustration patterns, and managing emotions were seen. Dr. Cole explained that all data was looked at to determine the needs of the students and that students are placed in proper tiers from that information.

Ms. Zagabe-Ndiku inquired about behaviors that may have been caused by bullying, to which it was explained that students did report bullying behaviors and that this was always investigated to address it. Ms. Regan also noted that the interventions were already in place for students based on spring data in the middle school, and they used the MTSS meeting to ensure that all students were being addressed. Ms. Regan also explained that special education and ELL students were not included. Ms. Regan also noted the number of students in either ELA or Math interventions at that moment and explained that some students might be receiving interventions in both. Ms. Regan also explained that students did not miss core instruction time for interventions. Students would not be moved until the next MTSS meeting and data was reviewed for progress.



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### **2022 MCAS Presentation**

Mr. Kerr explained that MCAS scores were being looked at differently this year. It was explained that other aspects now tie into the MCAS scores. In grades 3-8, ELA scores showed that students were at level with the state and half of Worcester county when it came to not meeting expectations. 2% of students exceed expectations, which is lower than the state but equivalent to Worcester county. 50% of students partially met expectations, and the achievement levels were closer to the state average.

Math scores showed an increase above Worcester county but average with the state, and areas of improvement are needed. It was also noted that most of the students were partially meeting expectations. 20% of students were showing below grade level. Ms. Regan also explained the breakdown of the partially meeting expectation.

Grade 10 showed ELA as being better than the state and the city of Worcester, with 62% of students on or above grade level. Grade 10 Math shows better scores than the state and the city of Worcester as far as students who did not fail the test but with lower numbers of students who were meeting expectations. It was noted that this was expected, and corrections were being made to correct this. It was pointed out that there was a significant drop in the math scores throughout Abby Kelley after the pandemic compared to Worcester public schools. Ms. Regan also spoke on the equity issues during the pandemic and noted the decrease in students' scores in urban settings.

Ms. Regan also discussed the different subgroups and the scores within them. It was noted that the state outperformed Abby Kelley in every subgroup except low-income and African-American students in ELA and Math. It was also said that the state has a higher percentage of students not meeting expectations than Abby Kelley in ELA, where 18% of low-income students are not meeting expectations. In grade 10, it was shown that every subgroup was below the state in ELA and Math. It was explained that most of the students were not significantly below grade level and that they would focus on assisting them to increase their progress.

Ms. Regan explained that 500 was the lowest scale score that could be received to be considered meeting expectations, and it was shown that there was a decline across the board in scores for students at Abby Kelley in ELA, and some subgroups saw a more significant decrease than others. Math also showed a reduction in scores with different ranges among different subgroups. Grade 10 showed a reduction across the district, and adjustments are being made to address this. It was explained that even with these scores, all students meet the

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growth level required by DESE. Scores also showed no regression in the science portion of the scores in grades 5 and 8. It was noted that the high school bio scores were above the state, but there was still room for adjustments. Ms. Yarnie inquired about any significant shifts by race compared to previous years. It was noted that it has remained steady in the last 5-8 years, with about 84% of students being non-caucasian. It was also noted that there had been a larger Brazilian population.

### **Principals Update**

HS- Mr. Kursonis spoke on the football season that is taking place and other school sports. Clubs and activities were currently running, and three new clubs were formed, including a dance club and a debate club. The National Honor Society has been restructured, and more students will be inducted in the spring.

MS- Ms. Hinds spoke about the middle school, and the information shared in the weekly parent update. The back-to-school night was successful, with many parents and students coming in. A book fair brought in about \$7000.00. Student groups, such as girls promoting safety, would start in the coming weeks and be held during a WIN block. Students would also learn about financial literacy, and other clubs would soon start, such as STEM and Drama clubs. Sports season has also begun, and volleyball will be starting soon. It was noted that basketball still needed someone to coach the team, and it was being worked on.

ES- Ms. Gould spoke about the different diagnostic tests and stated that the results were not yet in. Preliminary data for i-ready has shown that the scores have returned to the 2019 baseline levels. MTSS meetings were done, and students could be grouped according to their needs. Teachers' goal-setting is currently taking place as they prepare for their evaluations. The back-to-school night also took place with a 54% attendance rate and was a success. The basement has been renovated, the space has been opened for use, and the library reopened also. It was explained that increasing the family's sense of community was a priority for staff. It was also noted that a babysitter group had been created with high school students and that over 50 students signed up to assist with watching students.

Ms. Vernon asked for a motion to adjourn the meeting. The motion was made by Ms. Zagabe-Ndiku and seconded by Ms. Vernon. Roll call was taken and the members voted unanimously to adjourn the meeting at 10:10 a.m.



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# 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 |
|            |    |    |    |    |    | 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         |    |    |    |    |    |    |

| 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


 Early Release Day

 Parent Teacher Conferences

 Employee Planning/ PD (no school for students)

 First and Last Day of School

 Alert- Please review date and message

 Foundation Golf Tournament

|           |   |
|-----------|---|
| 18-Aug    | Planning/Development Day (New Staff)              |
| 22-24 Aug | Planning/Development Days (All Staff)             |
| 25-Aug    | First Day of School- Students grade 1-12          |
| 1-Sep     | Kindergarten Meet The Teacher                     |
| 2-Sep     | Early Release-DISTRICT                            |
| 5-Sep     | No School--Closed                                 |
| 7-Sep     | First Day of School for Kindergarten              |
| 17-Sep    | Back to School Block Party (Afternoon)            |
| 21-Sep    | Early Release- Professional Development- DISTRICT |
| 7-Oct     | Early Release- DISTRICT                           |
| 10-Oct    | No School--Closed                                 |
| 26-Oct    | Early Release- Professional Development- DISTRICT |
| 11-Nov    | No School--Closed                                 |
| 21-Nov    | Early Release- Teacher Conferences- DISTRICT      |
| 22-Nov    | Early Release- Teacher Conferences- DISTRICT      |
| 23-25 Nov | November Break- No School- Closed                 |
| 23-Dec    | Holiday Break Begins- No School- Closed           |

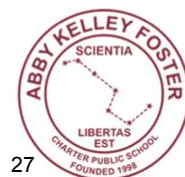
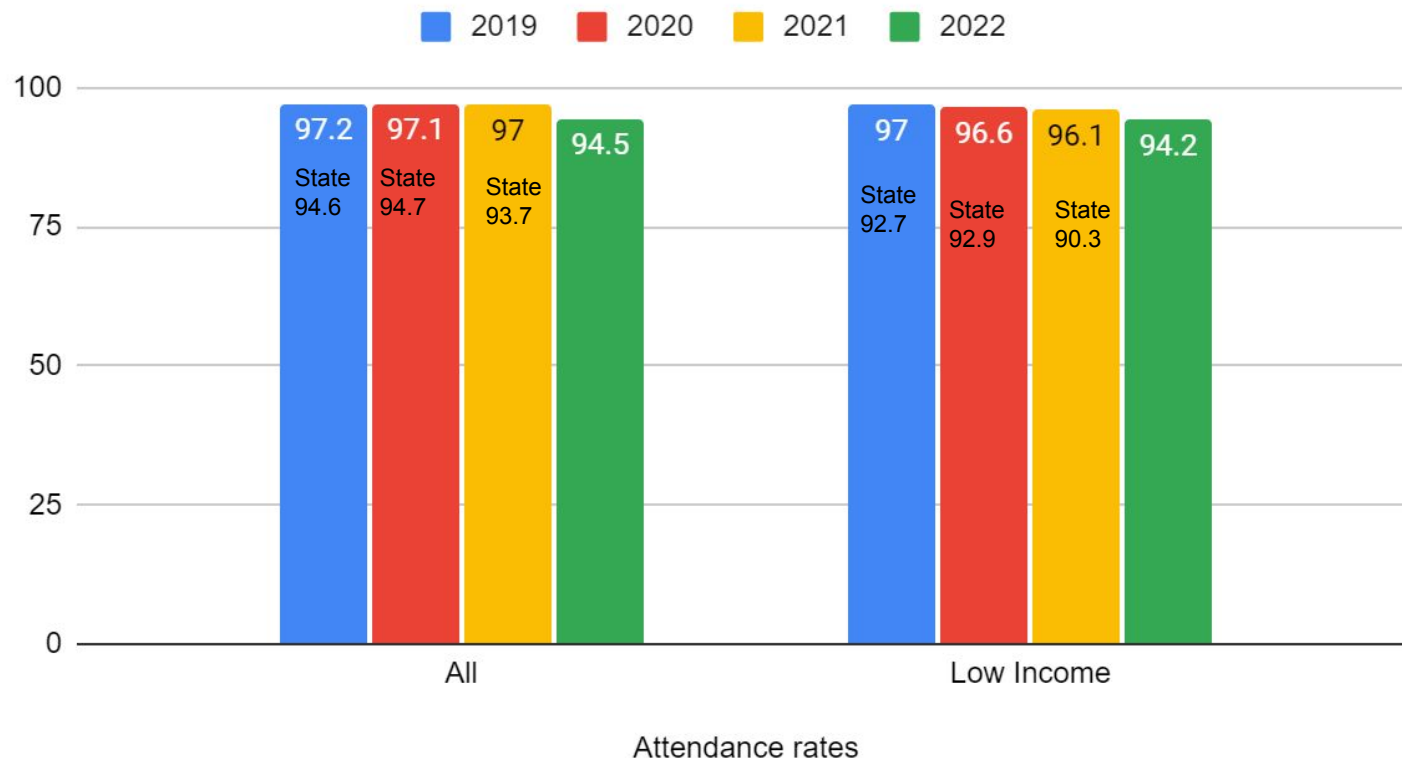
|           |   |
|-----------|---|
| 2-Jan     | No School- New Year's Day Observed- Closed                        |
| 3-Jan     | Holiday Break Ends- Return to School                              |
| 16-Jan    | No School- Closed   |
| 17-20 Jan | Early Release ( <b>High School Only</b> ) Midterms Tuesday-Friday |
| 18-Jan    | Early Release- Professional Development- DISTRICT                 |
| 8-Feb     | Early Release- Professional Development- DISTRICT                 |
| 20-Feb    | School Vacation Begins- No School                                 |
| 24-Feb    | School Vacation Ends  |
| 15-Mar    | Early Release ( <b>Elem. only</b> ) Teacher Conferences           |
| 16-Mar    | Early Release ( <b>Elem. Only</b> ) Teacher Conferences           |
| 22-Mar    | Early Release- Professional Development- DISTRICT                 |
| 7-Apr     | No School- Closed   |
| 17-Apr    | Spring Break Begins-No School                                     |
| 21-Apr    | Spring Break Ends   |
| 17-May    | Early Release ( <b>1-3 Only, No school for K</b> ) K Screening    |
| 26-May    | Early Release- DISTRICT   |
| 29-May    | No School- Closed   |
| 15-Jun    | Early Release- Last Day of School- DISTRICT- Tentative            |
| 19-Jun    | No School- Closed   |
| 26-Jun    | Foundation Golf Tournament  |

VERSION : Edited 11/8/2022

*All dates subject to change.*  
*Approved by the Board of Trustees on March 23, 2022*  
*\*\* Five (5) snow days have automatically been added to the school year, which could impact the last da*

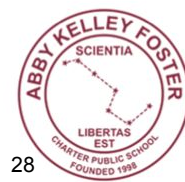
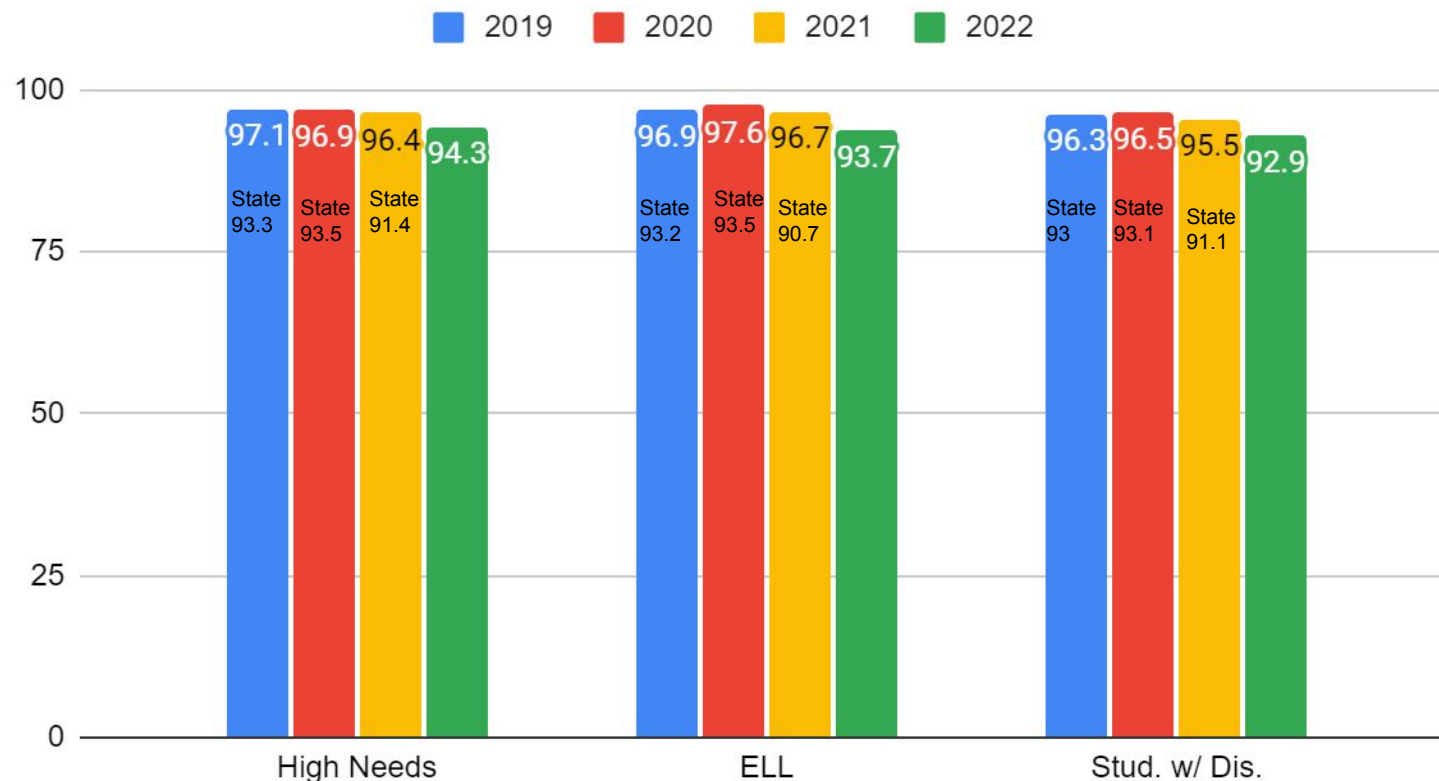
# Abby Kelley Foster Charter School

## Attendance Data - ALL students & Low - income 3 year



# Abby Kelley Foster Charter School

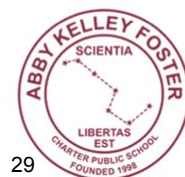
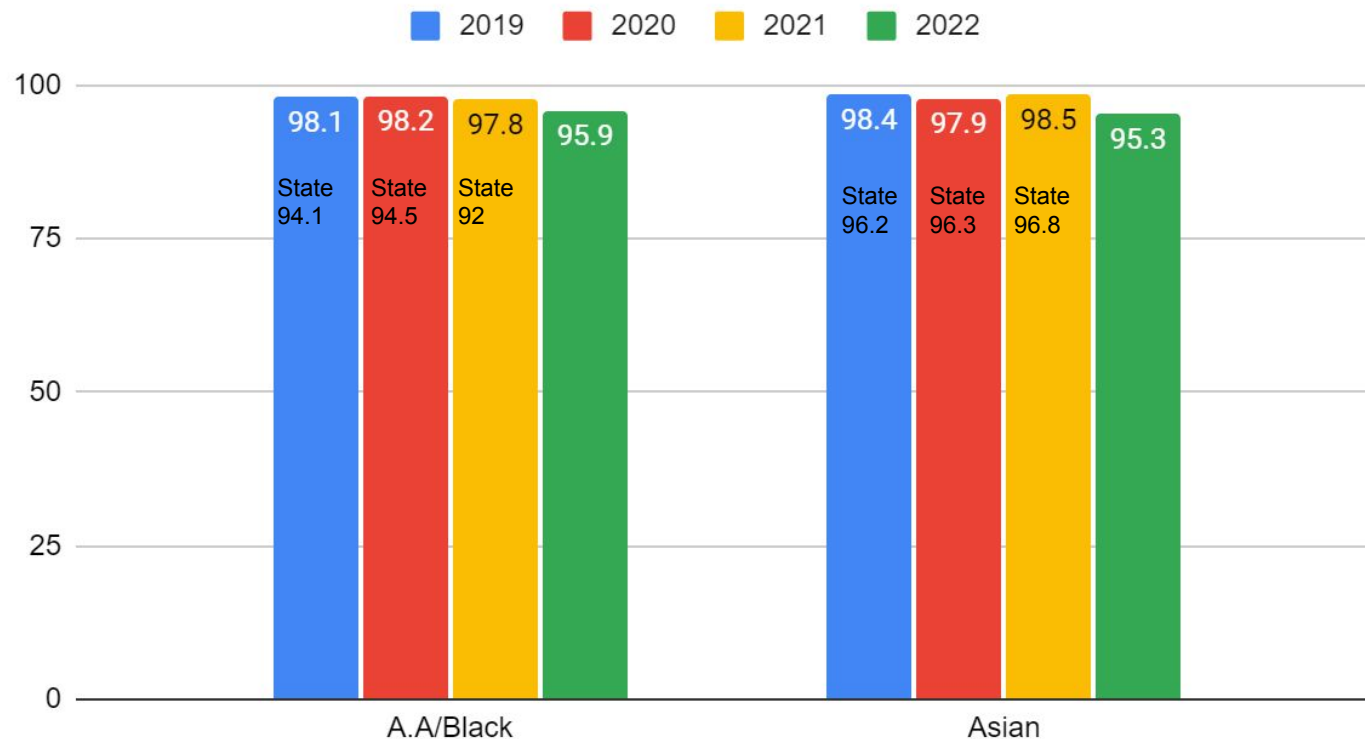
## Attendance Data - High needs, ELL, SWD - income 3 year





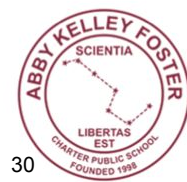
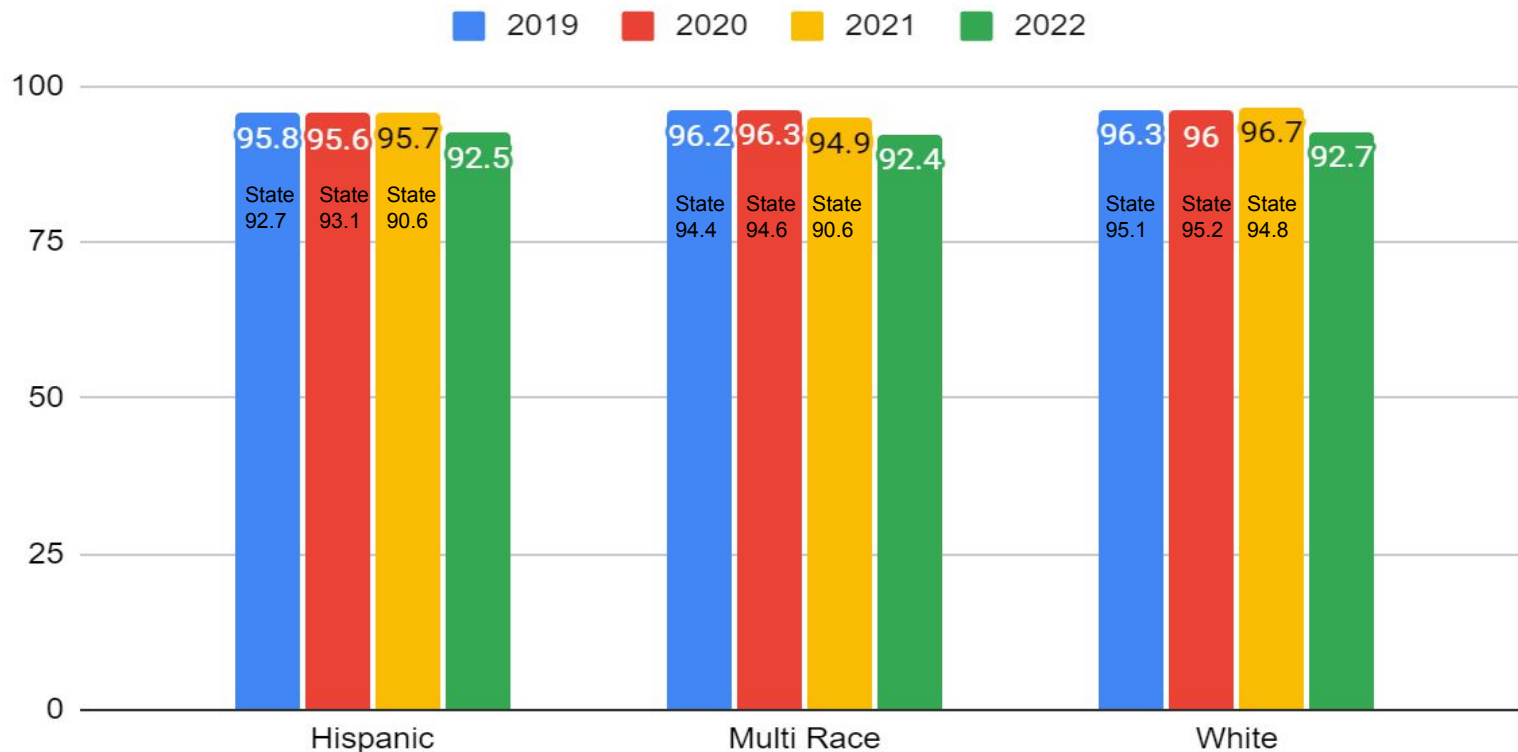
# Abby Kelley Foster Charter School

## Attendance data - African American/Black, Asian - 4 year



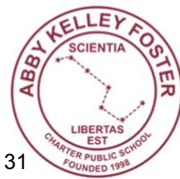
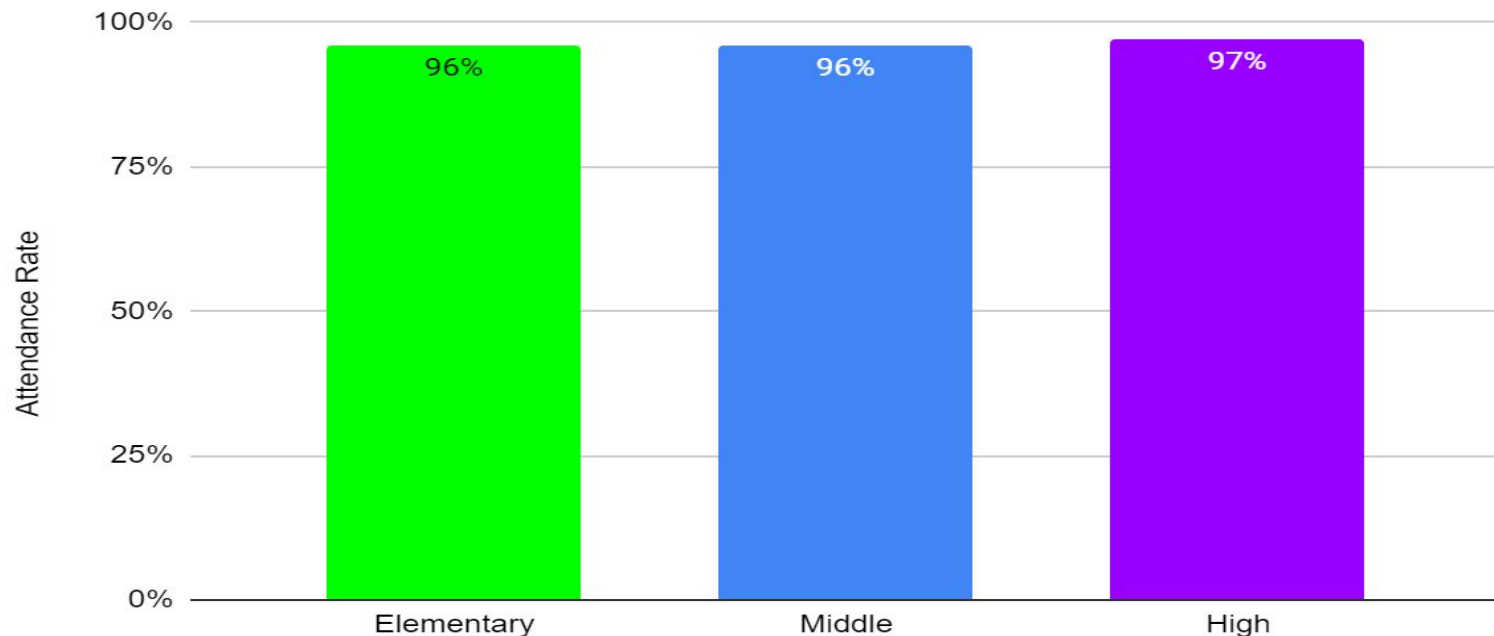
# Abby Kelley Foster Charter School

## Attendance data -Hispanic, Multi Race and White



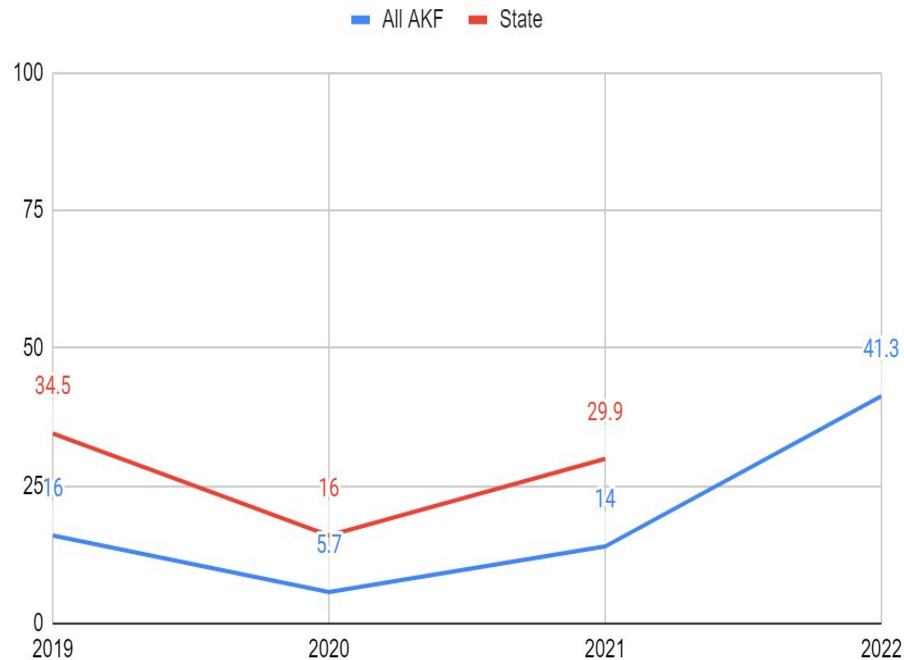
# Abby Kelley Foster Charter School

Attendance Rate Through November 7, 2022

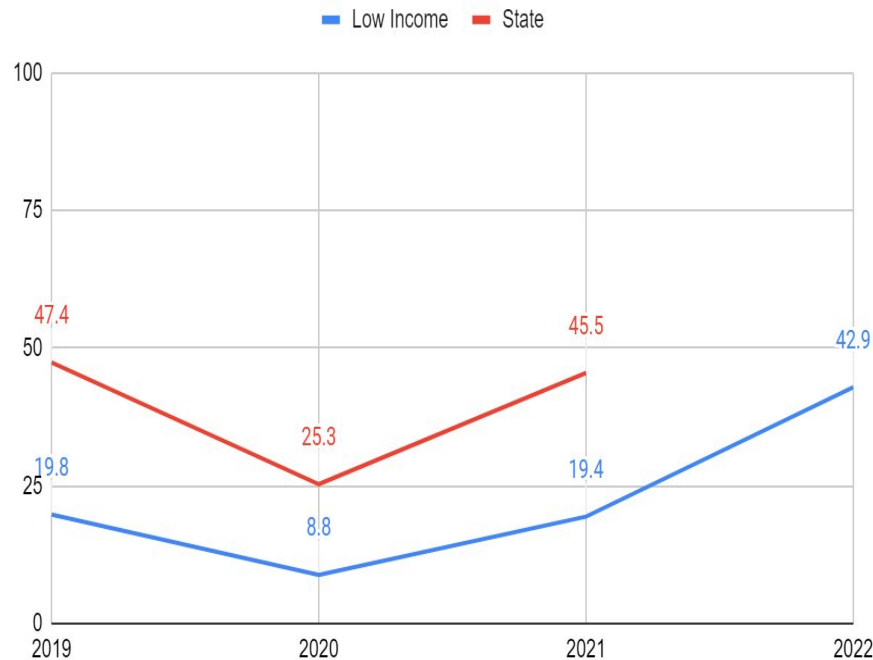


# Abby Kelley Foster Charter School

% of ALL students Absent 10 or more days



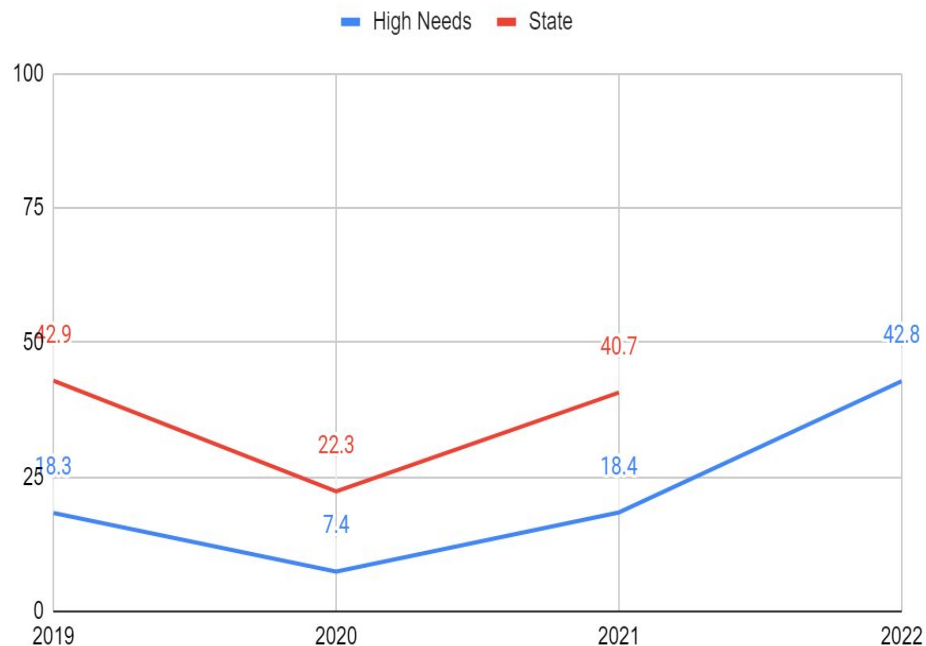
Low Income and State



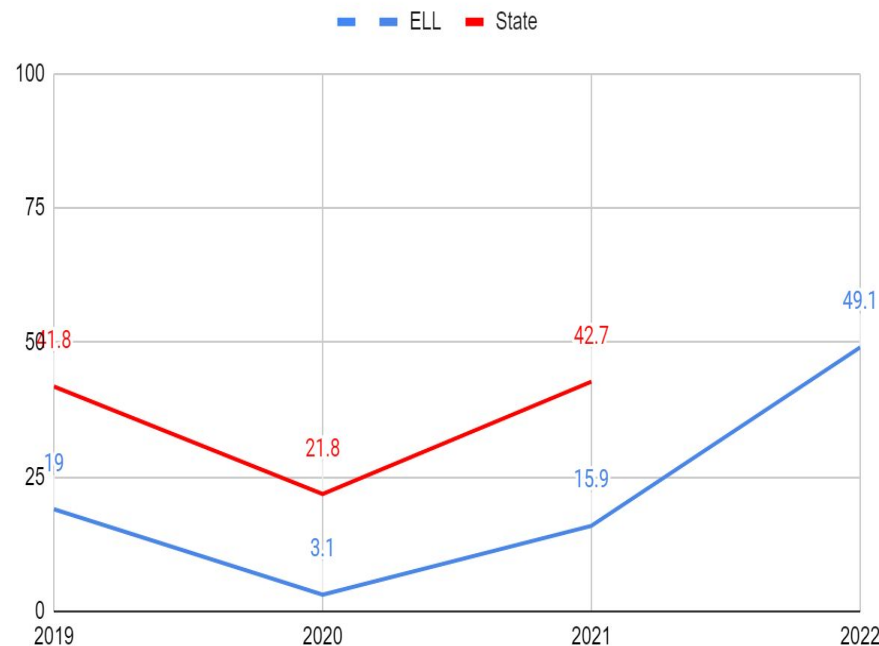
**Absent 10 or more days**

# Abby Kelley Foster Charter School

## High Needs and State



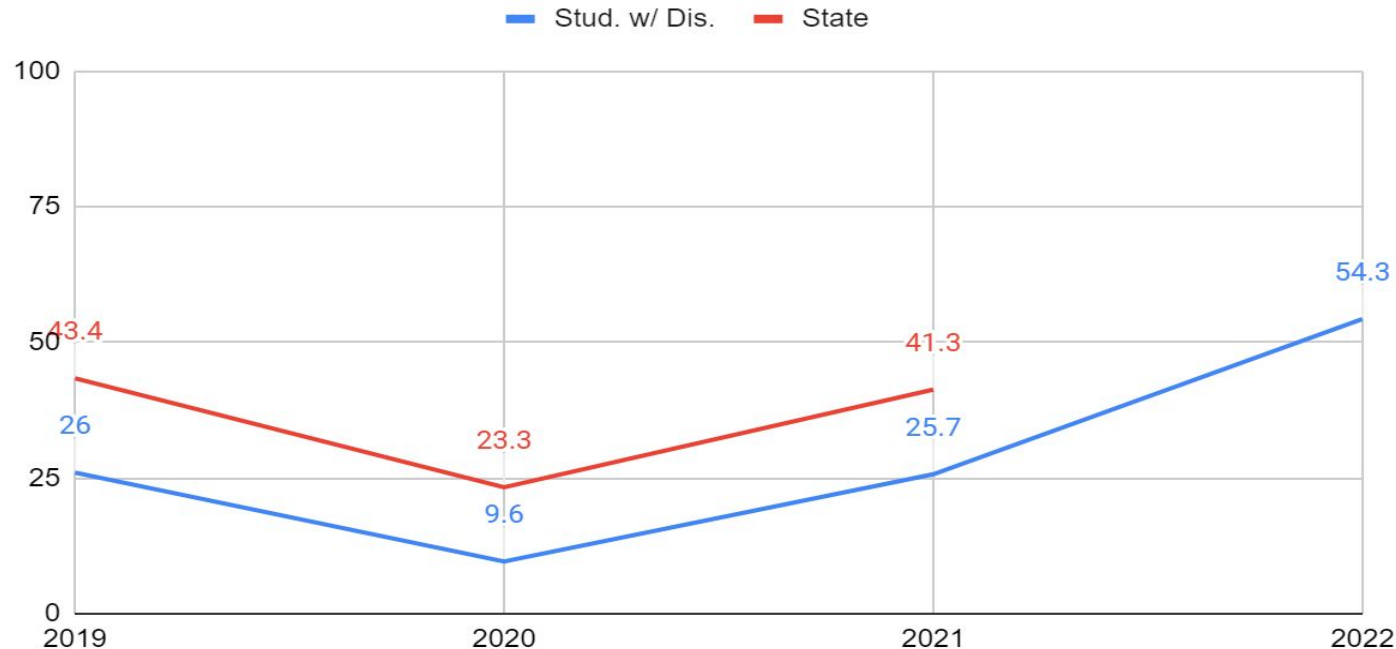
## ELL & State



**Absent 10 or more days**

# Abby Kelley Foster Charter School

## Students with Disabilities & State

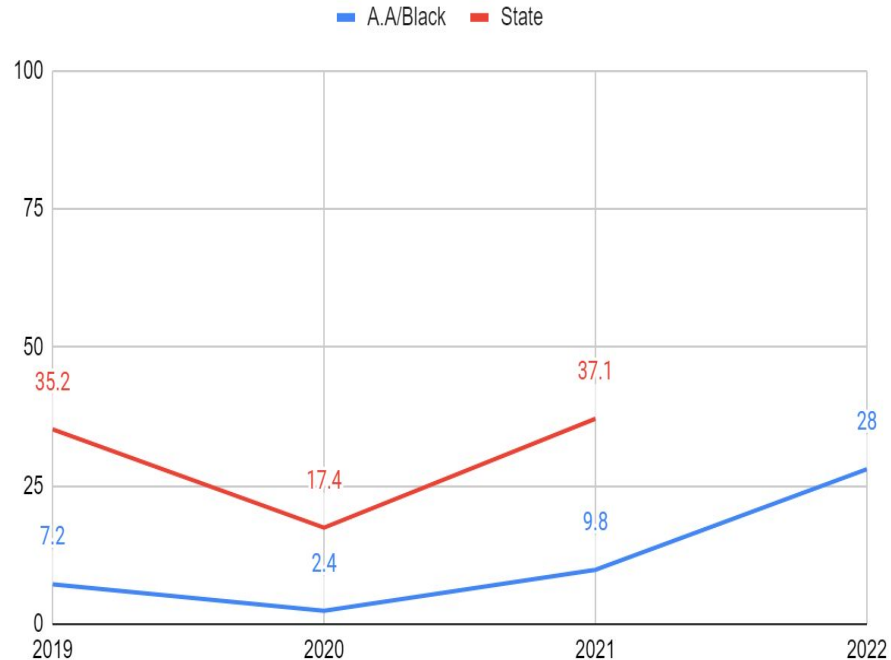


**Absent 10 or more days**

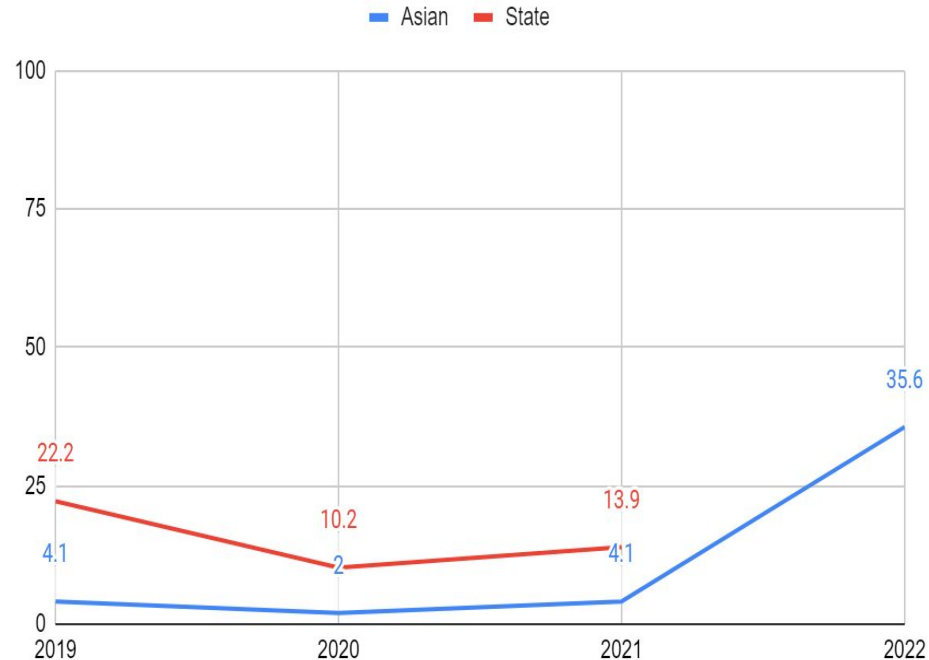


# Abby Kelley Foster Charter School

## African American/Black & State



## Asian & State

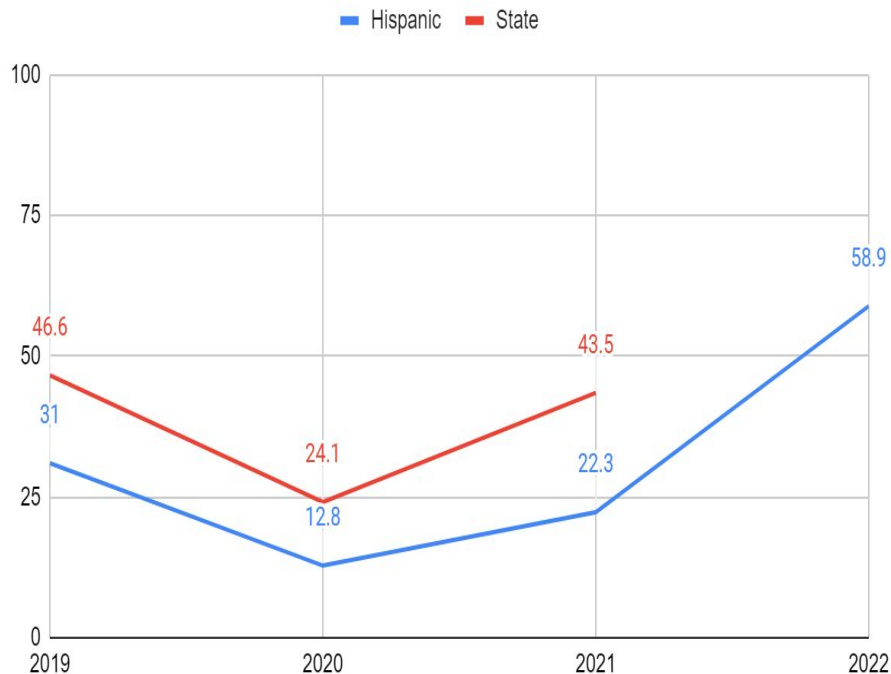


**Absent 10 or more days**

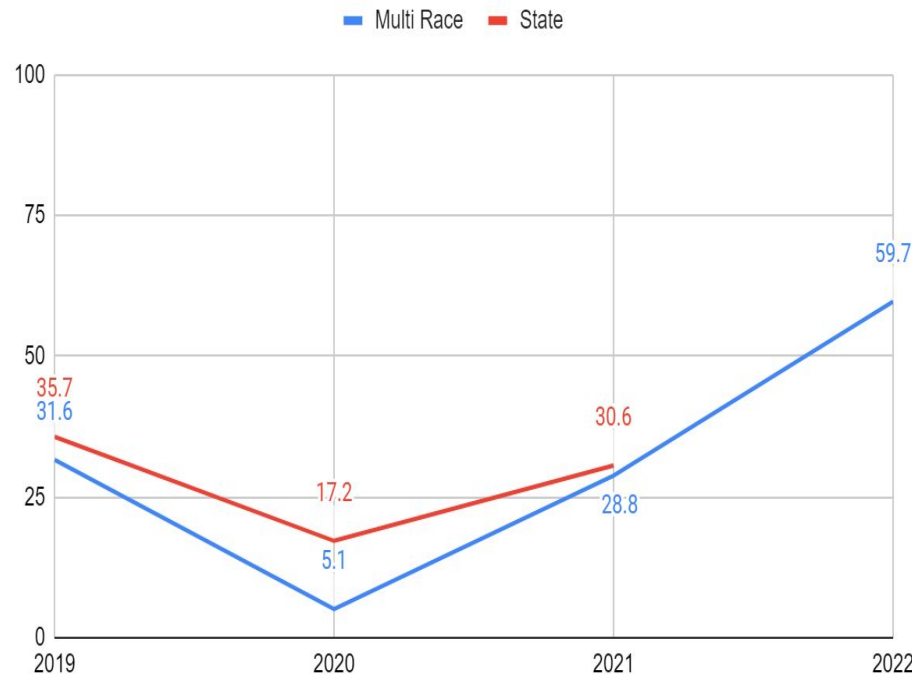


# Abby Kelley Foster Charter School

## Hispanic & State



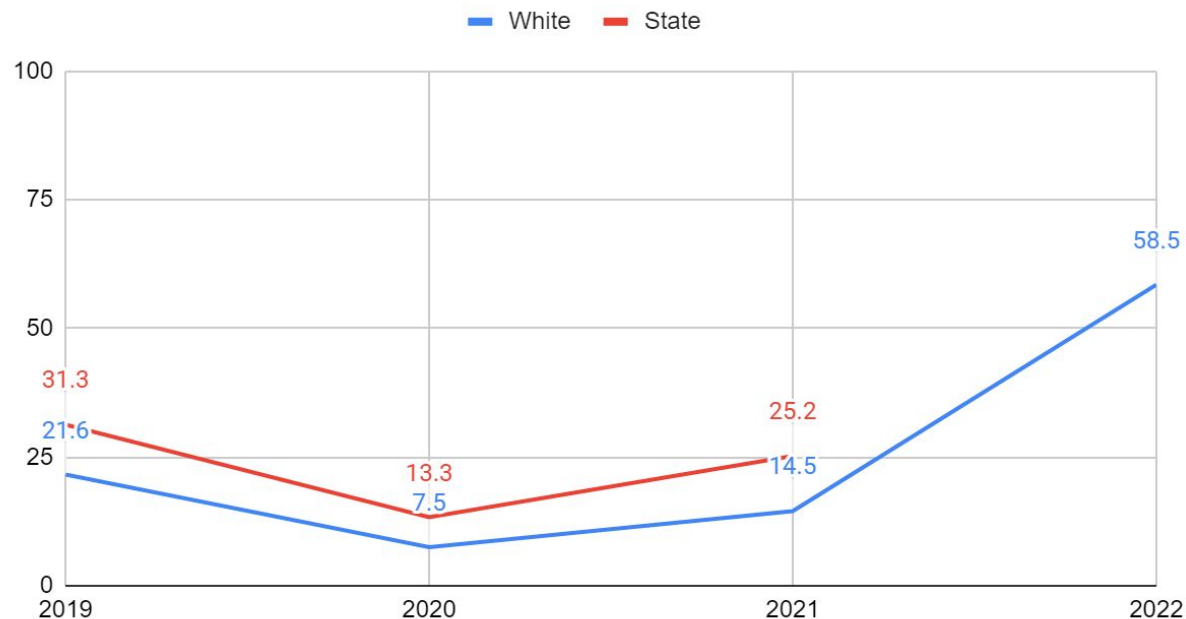
## Multi Race & State



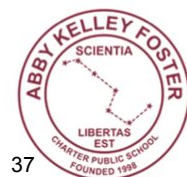
**Absent 10 or more days**

# Abby Kelley Foster Charter School

## White & State

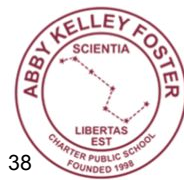


**Absent 10 or more days**



# Abby Kelley Foster Charter School

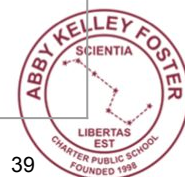
- District data for fall 2022(reading and math)
- Cohort data (sex, EL, and special education)
- Four year trend by tier for reading and math
  - Four year trend by tier for reading and math for 3 cohorts (current grade 3, current grade 5, current grade 7)
    - Growth data for each of these 3 cohorts
- Overall takeaways and action plans



# Abby Kelley Foster Charter School

## i-Ready Tiers Explained

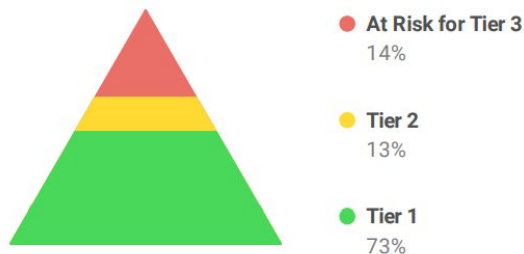
|                    |  |  |
|--------------------|--|--|
| Tier 1             | Student scores indicate that they are on or above grade level expectations .           | Other terms:<br>-On Grade Level<br>-Core support               |
| Tier 2             | Student scores indicate that they are 1 year behind grade level expectations.          | Other terms:<br>-Approaching Grade Level<br>-Strategic Support |
| At-Risk for Tier 3 | Student scores indicate that they are 2 or more years behind grade level expectations. | Other terms:<br>-Below Grade Level<br>-Core Support            |



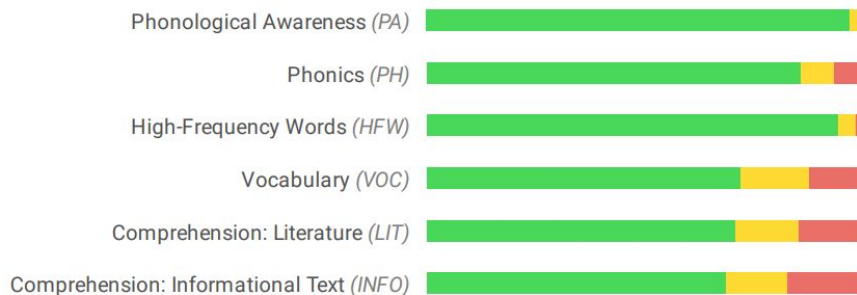
# Abby Kelley Foster Charter School

Students Assessed/Total: 1,066/1,078

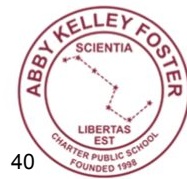
## Overall Placement



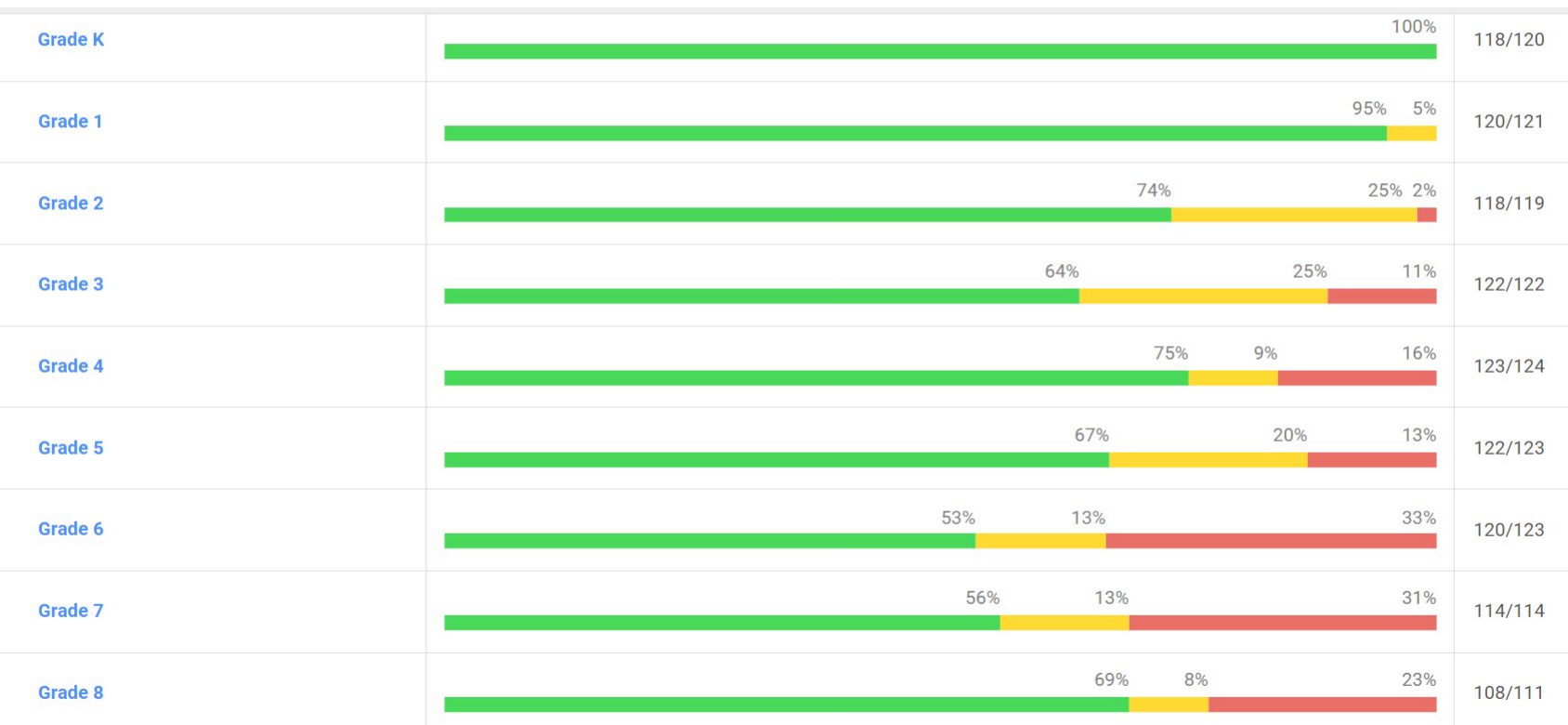
## Placement By Domain



**i-Ready Reading Scores BOY 22'-23'**



# Abby Kelley Foster Charter School

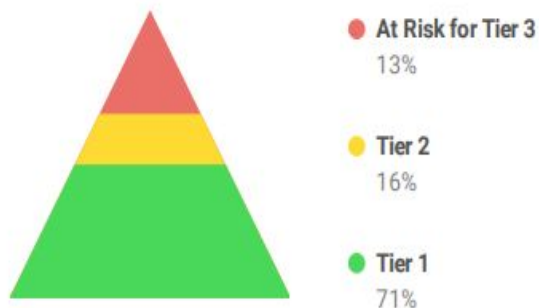


**i-Ready Reading Scores BOY 22'-23'**

# Abby Kelley Foster Charter School

Students Assessed/Total: 1,070/1,080

## Overall Placement



## Placement By Domain



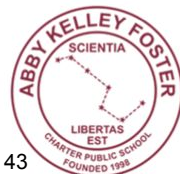
**i-Ready Math Scores BOY 22'-23'**



# Abby Kelley Foster Charter School



**i-Ready Math Scores BOY 22'-23'**





# Abby Kelley Foster Charter School

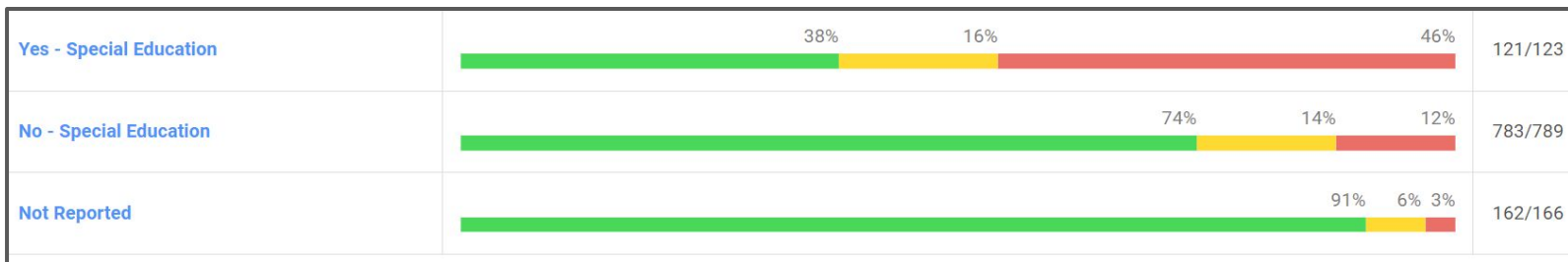
## Sex



## EL Status



## Spec. Ed



i-Ready Reading Scores BOY 22'-23'

# Abby Kelley Foster Charter School

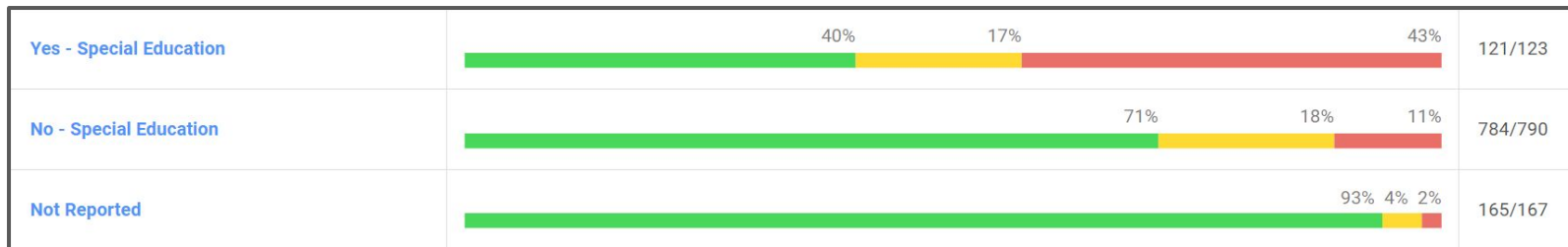
## Sex



## EL Status



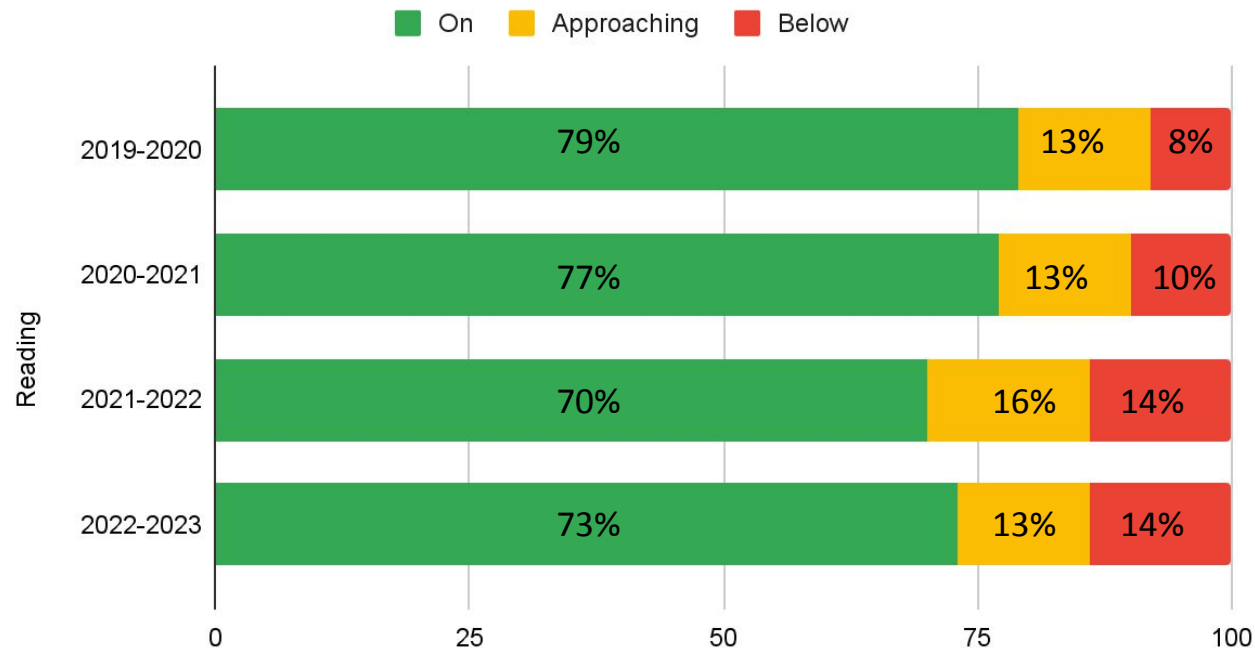
## Spec. Ed



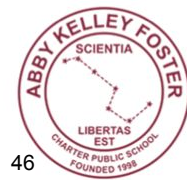
i-Ready Math Scores BOY 22'-23'

# Abby Kelley Foster Charter School

## Reading BOY Data 4 Year View

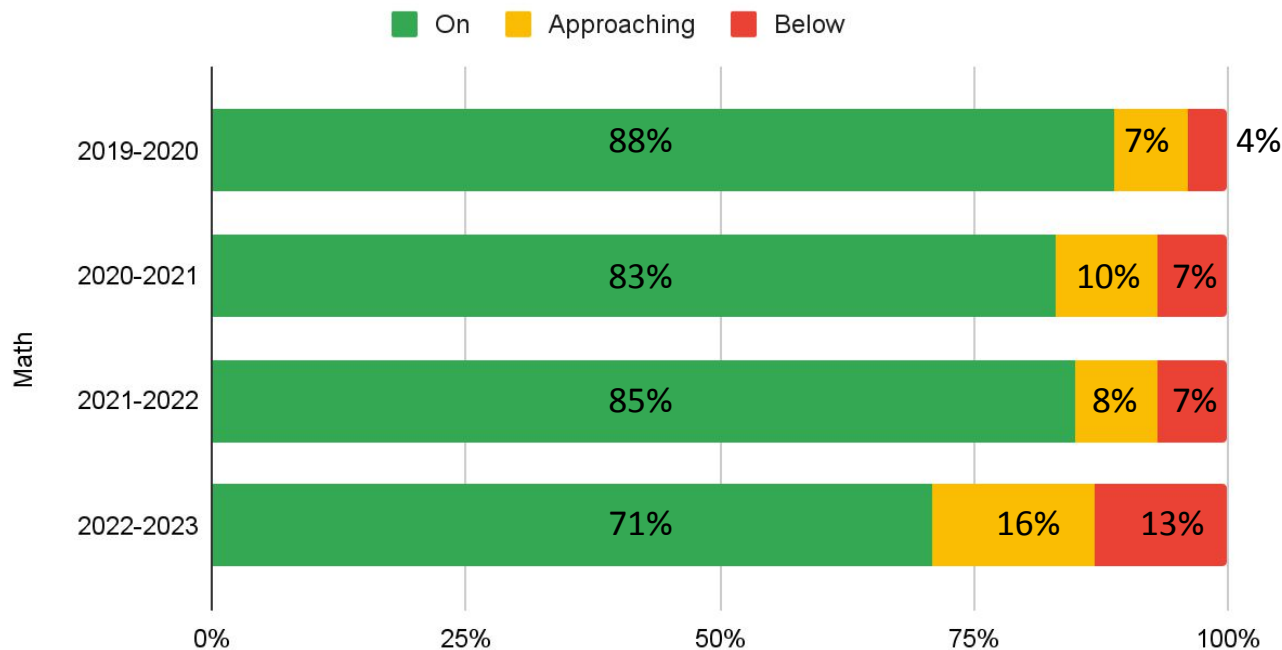


i-Ready Reading Scores

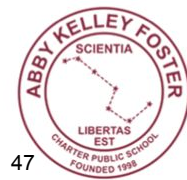


# Abby Kelley Foster Charter School

## Math BOY Data 4 Year View

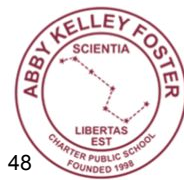


i-Ready Math Scores



# Abby Kelley Foster Charter School

iReady does not release comparison data.

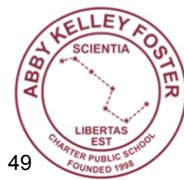
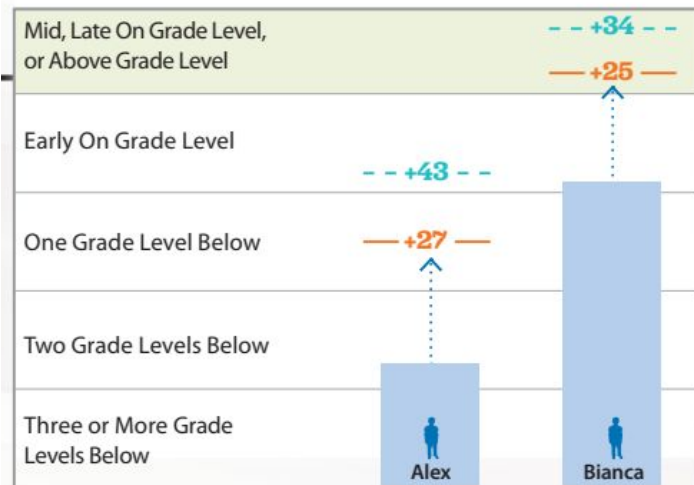


# Abby Kelley Foster Charter School

## How can I use *i-Ready* as a student growth measure?

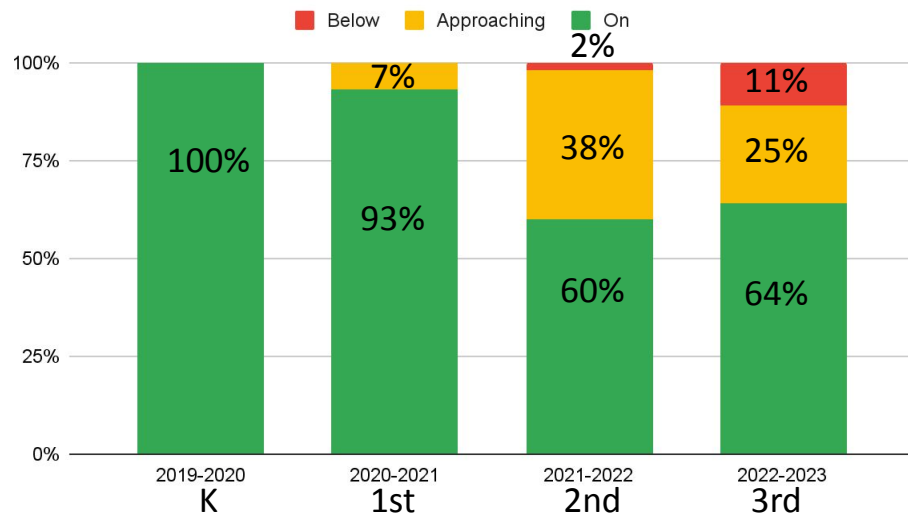
After students complete their baseline Diagnostic, *i-Ready* generates two growth measures for every student:

- **Typical Growth:** the average growth of students at each grade and placement level. Typical Growth allows you to see how a student is growing compared to average student growth at the same grade and baseline placement level.
- **Stretch Growth®:** the growth recommended to put students who placed below grade level on a path toward proficiency and students who placed on grade level on a path to advanced proficiency levels. Students who are further behind have larger growth benchmarks to help them catch up, and it will take many students more than one year to achieve proficiency. Students who are already proficient have aspirational Stretch Growth benchmarks to advance to or maintain above-grade level proficiency.

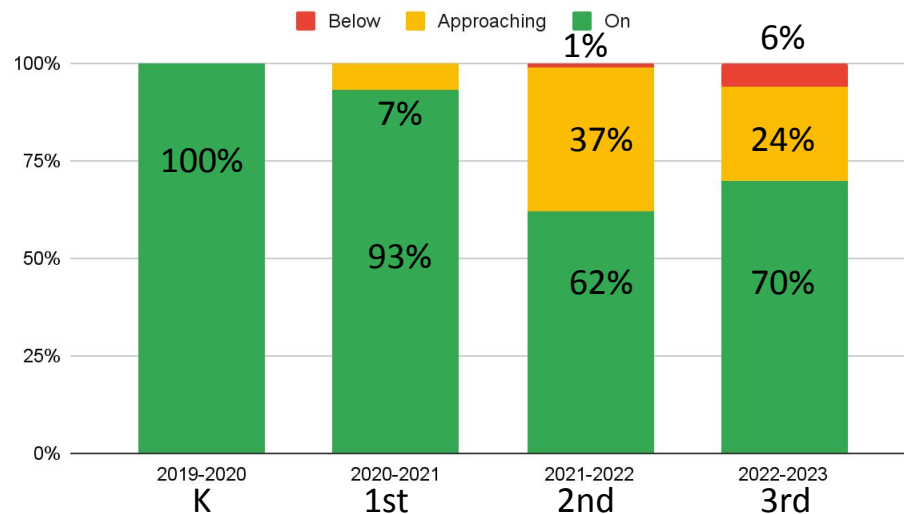


# Abby Kelley Foster Charter School

Reading BOY Current Grade 3 Cohort



Math BOY Current Grade 3 Cohort

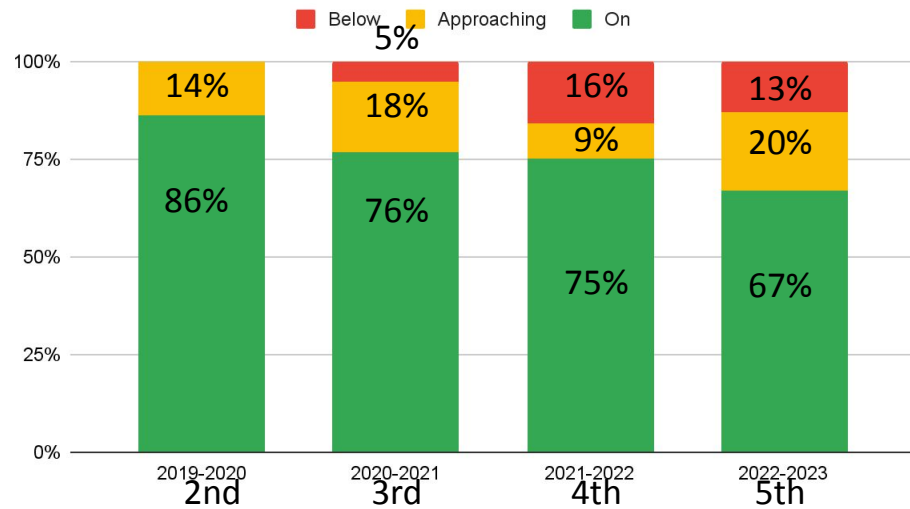


Last year, the median percent progress towards Typical Growth for this cohort was 118% for Reading and 121% for Math.

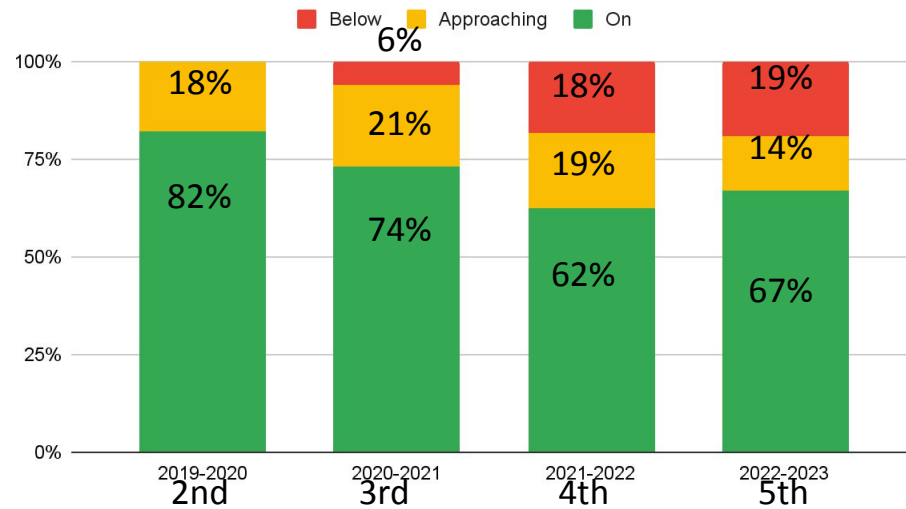


# Abby Kelley Foster Charter School

## Reading BOY Current Grade 5 Cohort



## Math BOY Current Grade 5 Cohort



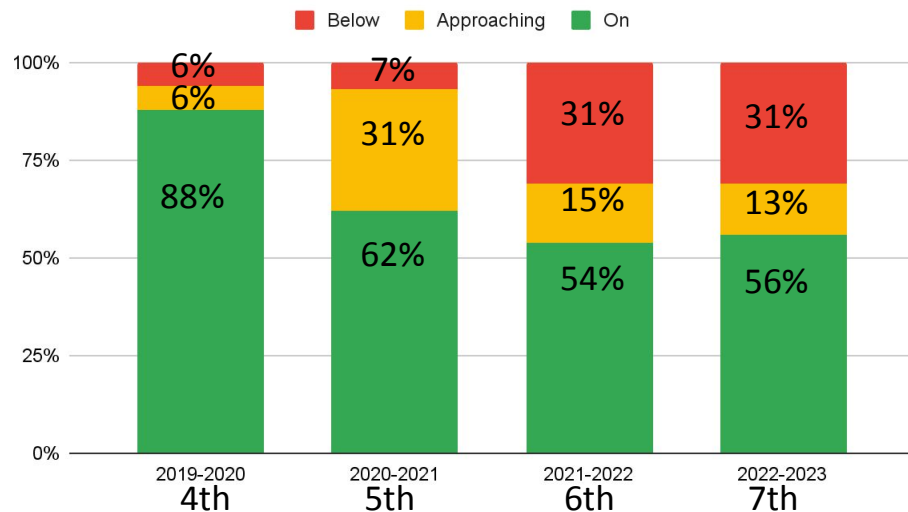
Last year, the median percent progress towards Typical Growth for this cohort was 157% for Reading and 113% for Math.



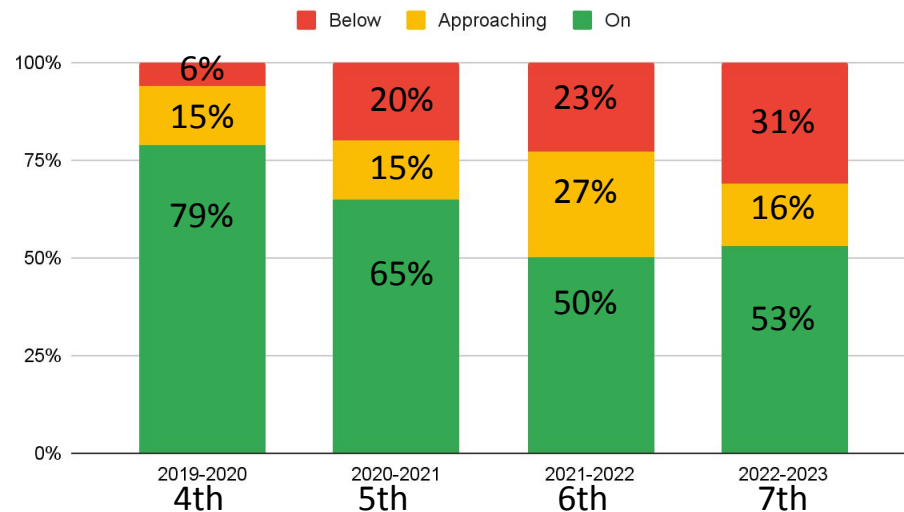


# Abby Kelley Foster Charter School

## Reading BOY Current Grade 7 Cohort



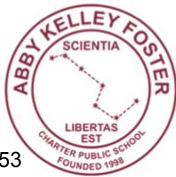
## Math BOY Current 7th Grade Cohort



Last year, the median percent progress towards Typical Growth for this cohort was 125% for Reading and 138% for Math.



# Abby Kelley Foster Charter School





## Abby Kelley Foster Charter Public School

10 New Bond Street Worcester, MA 01606

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

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

### Education Committee Meeting Minutes-DRAFT

Thursday, November 10, 2022, 8:00 a.m

<https://akfcs-org.zoom.us/j/91064368232?pwd=dDFzMkp1VnpXT3lkN2M1YmdrNlhMZz09>

**Meeting ID:** 910 6436 8232 **Passcode:** 570600

**By phone:** +1 646 931 3860 **Meeting ID:** 910 6436 8232

The meeting was called to order by Amy Vernon, Chair, at 8:02 a.m. The attendance was recorded and is attached.

Ms. Vernon noted minor edits which were noted for correction and requested a motion to approve the October 14, 2022, meeting minutes with corrections. The motion was made by Ms. Zagabe-Ndiku and seconded by Ms. Vernon. The minutes were approved unanimously.

### **Looking at Academic Data**

#### **iReady Fall Data**

The data presented by Ms. Regan reflected the Fall 2022 year data for reading and math. Students were grouped in Tier 1, 2, or 3. (Tier one indicated students that were on or above grade level; Tier two scores showed students that were one year level behind grade level; Tier three scores indicated students that were two or more years behind grade levels.)

Math scores for grades K through six (6) indicated that seventy-one percent (71%) of students were on grade level, while sixteen percent (16%) of students were one grade level below, and thirteen percent (13%) of students were two or more grade levels below again using beginning of year view in I-ready. It was noted that students were assessed in numbers and operations, algebra, algebraic thinking, measurement, and data. From this assessment, a decrease was noted in geometry tier one (1) students and an increase in tier two (2) and tier (3) scores.

Ms. Regan provided demographic information, which showed the breakdown of male/female, English Learners, and Special Education. It was noted that there was no substantial discrepancy between the English learner and general education students in their achievements on iReady. It was explained that sixty-four percent (64%) of EL students were on grade level, and seventy-one percent (71%) of general education students were on grade level. Nineteen percent (19%) of EL students and fifteen percent (15%) of general education students were in tiers two and three.

Ms. Regan explained that reading scores from K-8 showed that the current grade level with the largest percentage of students reading two or more grade levels below was grade six (6) students with 47% of students two or more grade levels behind. Ms. Regan also explained that for reading, thirty-eight percent (38%) of special education students were on grade level, compared to seventy-four percent (74%) of general education students.

*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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Abby Kelley gives I-ready tests with no accommodations. This was a district decision a few years ago; with the objective to obtain baseline data on students with disabilities or those with EL services and how they could test without accommodations. This data is beneficial in building IEPs and looking at re-evaluations.

Math scores showed no variances between achievements in male and female students. It was noted that EL students had more students testing one to two levels below grade level than the general population students.. Four-year data trends were also shown, and it was pointed out that the lowest scores occurred in the Fall 2021 after a year of hybrid and remote learning.

Each student regardless of where they place are given a typical growth and stretch growth goal, which is calculated per student and based on the average growth of students at that grade level and suggests that typical growth would be about a year's gain.

Ms. Regan explained that overall, the action plans to address those students who are one or more year's behind will be created using the MTSS process, and processes are being redone and restructured to ensure the needs of all students are met. It was also explained a whole-student approach is being taken, which should determine if students could access materials and interventions throughout the school day. Individual student reviews and progress monitoring were also taking place consistently to identify students who are receiving interventions, Teachers, interventionists and others will review the data, and determine if students were able to move to the next skill or return to the classroom.

### **Dibels Data**

Ms. Regan provided a brief overview of Dibels and noted that it is considered a screener and progress-monitoring tool that helps sort and identify students that either need support or do not. It was explained that the data looks different from iReady data because of the number of assessments. Ms. Blumberg explained that Dibels was an individual and quick assessment that is timed and it was noted that while Dibels was new to staff this year at AKF, the program has been in around for years and was previously used in the Elementary school. Teachers and other team leads are learning how to interpret the information and data along with how it relates to iReady data. Dibels also uses different language regarding student scores: intensive, strategic, and core. Once all students were rostered in the Dibels database, various reports would be pulled, and growth scores would be evaluated.

### **Attendance Data**

Mr. Kerr presented a four-year trend in attendance rates and noted a drop in attendance in 2021-2022. Mr. Kerr explained that the increased absences was due to Covid restrictions and protocols that you needed to be out for ten days or more if positive, thus resulting in forty-one percent (41%) of students missing ten days or more.

It was also noted that one area that will receive more attention as we look at this data is the increased absenteeism rate among Hispanic students, which is a higher subgroup than most.

Mr. Kerr stated that to combat chronic absenteeism, after ten days (10) of missing school parents are asked to come in for a meeting. Saturday school and attendance buybacks are offered to students. Tardy detentions were also resuming this year as they have also increased. Students are allowed five (5) tardies a



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month although that does not apply to students who were late due to the bus company. No credit was received for a class if the student was absent for twenty-two days or more for half year or full year classes? I can't recall??

It was pointed out that the attendance rate is currently back at ninety-six (96%) to ninety-seven percent (97%) which is where it typically is pre-CoVID.

### **Principal Updates**

#### **High School**

Mr. Kursonis gave his report on the High School: First Quarter Grades would be sent out soon to parents. All Fall Sports, besides football, were finished. Mr. Kursonis explained that any student failing one or more classes would not be eligible to try out for Winter Sports such as Basketball or Cheerleading. It was also noted that winter sports would begin the Monday after Thanksgiving and that clubs were up and running.

#### **Elementary School**

Ms. Gould gave her report on the Elementary School: Four hundred eighty students attended a Railers game for a field trip, allowing them to be out in the community. Parent Teacher Conferences were scheduled for November 21st and 22nd, where report cards would be discussed with families with any questions or concerns. Work was being done to update curricular resources and report cards so that it was clear and concise to families. Implementing interventions with integrity and progress monitoring was the moment's focus, along with using data and identifying areas of student needs. Professional development was also a priority; teachers identified areas they felt needed more instruction.

#### **Middle School**

Ms. Hinds gave her report on the Middle School: The new administrative assistant for the middle school began this week, Lilibeth Borges, and has been doing a fantastic job. Normal behavior was addressed, and students were held accountable for choices made during the school day. Communication with families has increased to keep everyone aware of the happenings. Classroom observations have begun, with Ms. Hinds explaining that this would allow for necessary conversations and professional development.

#### **Update to Academic Year Calendar**

Recently released MCAS dates show that a half day initially planned for Abby Kelley would need to be changed to allow testing. March 29, 2023, would now be a full day, and the half-day would be moved to March 22, 2023

Ms. Vernon called for a motion to adjourn the meeting. Ms. Zagabe-Ndiku made the motion, and Ms. Vernon seconded it. The meeting was adjourned at 9:47 a.m.



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**Facilities and Finance Committee Meeting Agenda-DIGITAL MEETING**

**Friday, November 18, 2022, 8:00 a.m.**

**<https://akfcs-org.zoom.us/j/99530179219?pwd=blhtK0tDdUhLRjhjZ3d5TzBmV1lxUT09>**

**Meeting ID: 995 3017 9219 Passcode: 839257**

**By phone: +1 929 205 6099 Meeting ID: 995 3017 9219**

- I. Call to Order- Ms. Bibiche Zagabe-Ndiku, Chair
- II. Introductions/Attendance Recorded
- III. Review of the October 21, 2022, Meeting Minutes
  - a. **Motion:** To accept the October 21, 2022, Meeting Minutes
- IV. Financial Report- Ms. Alisha Carpino
- V. Finance Department Restructuring Plan- Ms. Alisha Carpino, Ms. Heidi Paluk
- VI. St. Gobain/WBDC Update- Ms. Heidi Paluk
- VII. Facilities Report- Mr. Andrew Cruickshank
- VIII. IT Update- Mr. Gabriel Beltran
- IX. Timely Topics as Identified by the Chair and/or ED
- X. Upcoming Facilities & Finance Committee Meeting(s):
  - a. Friday, December 16, 2022
- XI. Adjournment



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### Facilities and Finance Committee Meeting Minutes-DRAFT

**Friday, October 21, 2022, 8:00 a.m.**

<https://akfcs-org.zoom.us/j/99263337161?pwd=UXNzNG9XTTNHbjlwVzZFYWRZc3Rjdz09>

**Meeting ID:** 992 6333 7161 **Passcode:** 611559

**By phone:** +19292056099 **Meeting ID:** 992 6333 7161

The meeting was called to order by Ms. Zagabe-Ndiku. The attendance was recorded and is attached.

Ms. Zagabe-Ndiku asked the Committee to review the Meeting Minutes from the September 16, 2022, meeting. Upon its review, Ms. Zagabe-Ndiku asked for a motion to approve the minutes from the September 16, 2022, Facilities and Finance Meeting. Mr. Royce made the motion, and Mr. Beaudry seconded it. The committee unanimously approved the minutes.

#### **Audit Presentation**

The presentation began with a review of the management letter to the Board members detailing the findings and the material weakness. It was explained in the letter that resources were currently limited in the business office, and the roles and responsibilities were recommended to be re-examined. AAF also noted the many changes in the school, reiterated that this was being seen in more than one school, and spoke on the history of Abby Kelley and their quick and timely responses to DESE. It was also noted that this was the first one received by the school.

The Board Report was also reviewed, and it was noted that a new accounting standard was adopted this year and spoke on the sensitive estimate for the financial statements. The report also outlined best practice recommendations and improvement suggestions from AAF. The auditors made mention of the prior year's items that were addressed promptly by staff and spoke about best practice recommendations, such as frequently reviewing the policy regarding record retention. It was also noted that Middlesex bank no longer carried Depositor's Insurance due to the number of their assets, and it would be wise to either obtain extra insurance or diversify the funds.

It was explained that two adjustments were related to the flood, two were immaterial and due to disputed timing, and the last one was due to the client proposed adjustments for the lease. Mr. Beaudry inquired about the current method used to track accounts receivable, where it was explained that an AR and revenue sort of all-inclusive schedule was currently being used. Ms. Caprino explained that the current method would be changed once the restructuring was done within the department, allowing time to implement it.

Mr. Buckley noted a total of 47 million assets for the year, with 9 million in cash and 2.3 million in grants compared to 62,000 last year. The largest asset was noted as capital, with 35.7 million. It was also explained that this asset was offset by \$21,800,000 in liabilities. There is also currently 26 million dollars in the net position, also known as your equities, with 9 million dollars in unrestricted net positions. The profit and loss statement showed a 2.5 million dollar surplus with a general revenue of deficit in the amount of \$196,000,





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mainly due to the flood. Because approximately \$300,000 of capital assets were written off, there was a slight capital loss. Of the total 30 million dollars in revenue, 21 million was per pupil tuition, and 4.36 million was in federal grants. It was also explained that the ratio of the ability to pay the current assets with the current liabilities was three times the amount.

It was explained that the report would go to the Board at the next meeting for a vote. The auditors also reiterated that many schools have seen the same difficulties as Abby Kelley and that this was not an isolated event. The Board members met with the auditors in a breakout room for 25 minutes.

### **IT Update**

Mr. Beltran noted the decreased amount of tickets opened this month as opposed to last month. Forty-five new projectors were installed this month, with two more still outstanding with a completion date of next week. Mr. Beltran explained that as the projects progressed, he would share details with the committee members.

### **Financial Report**

Ms. Carpino explained that state source revenues were up due to tuition increases. No Medicaid grants have been received for the year as of yet. Other grants and Title 1 saw a significant increase. The meal program revenue would be more consistent as the year progressed and was currently showing under. It was also noted that the salaries with the leadership administration were over \$ 16 000 due to a vacation payout. Legal services increased due to extensive legal work done in July and August.

It was also noted that the salaries were reported below due to recent retirements, open positions, and lower starting salaries for some incoming staff. Due to seeing only a month and a half of school, some categories would be showing as under and would change as the year progressed. Utilities went down, showing a decrease of about \$8,000 a month. It was explained that efforts were being made to increase the efficiency of the high school. Depreciation was also under due to items that were written off at the end of the year. Staff retention increased due to the staff event that already took place. Ms. Carpino explained that these items and allocations allowed for a positive \$993,000 and would even out as the year progressed.

The cash balance as of 9.30.22 was 11.4 million dollars. It was also determined that the finance department would look into the current assets with Middlesex bank and discuss the diversification of said funds.

### **Safety Committee**

Ms. Paluk spoke on the different needs of the school and noted that a priority would be continued investments in cameras and the development of the relationship with the Worcester Police Department. It was explained that with permission, the police department could access the internal cameras of the school, and the goal was to place cameras in all schools and outside of the school.



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### **Facilities Report**

Mr. Cruickshank noted that he and Mr. Beltran would be working on the computer maintenance monitoring system, allowing an easier way to put in requests and update them. It was also noted that vendor relationships were being worked on, and implementing preventive maintenance programs for the entire department. HVAC and roof work was also being done, and it was explained that a more detailed report would be given as the projects continued.

Ms. Zagabe-Ndiku asked for a motion to adjourn the meeting. The motion was made by Ms. Blue and seconded by Mr. Royce. The meeting was adjourned at 10:15 a.m.

**AKFCS Facilities Department:**

**MFAA Conference:**

Attended the conference with technician Allan. The three day meeting offered up the opportunity to meet with other Facilities Directors from the area's schools and listen to keynote speakers on subjects such as Active Shooters, dealing with stress in the workplace and getting to meet with many potential new vendors and some from our past.

**Updating the customer management system (CMMS):**

Have met with Gabriel to work out what is needed for the new system and ensure it is simple enough to use for all.

**Snow Bid:**

Alisha sent out the notification for interested parties to attend a district walkthrough to make sure all zones were covered and no issues arise when we finally have our first proper storm of Winter. Ultimately VIP were the successful bid and we believe they will be a good partner as they already attend our Landscaping throughout the district.

**Centimark roofing overhang at HS project:**

Centimark began work on the High School Overhang on Friday 11th November. As of Tuesday they had completed one half of the project. With the weather being a factor we don't have an anticipated completion date. The project lead Jonathan mentioned that they had not found anything they were not expecting yet!!

**Split HVAC system in Principle offices in MS:**

EDS began phase 1 of this project and got the unit installed. They do not do the electrical part of the project, so we have an electrician on site this Friday the 18th to complete that part of the project.

**Odor in HS:**

Found the issue that was causing random smell that would drift through the first floor of HS in certain areas. After an excursion under the school and into the crawl space, it was ascertained the odor was coming from the grease traps in the kitchen area. The grease traps were cleared and a puck pack which is designed to keep grease traps functioning and odor free. Happy to report no smell since.

**Door and frame installed in warehouse area:**

WMC installed a new side exit door in the main warehouse space. The was to improve the functionality of that exit.

**KDH at HS**

Met the KDH rep Jim on Friday the 11th to look at options for the HS Teachers entry door and one of the main entry doors at HS. Also he looked at the HS gym doors and we

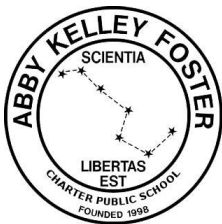
began a conversation regarding options on anti armed intruder doors. He is looking at options for us.

**Bufferzone roof pipe:**

Has found to be too blocked to snake by a vendor which will mean removal and replacement of approximately 10 ft of cast iron pipe. Likely cause is bitumen and gravel that has been stuck in the pipe for many years. Waiting to hear back from Fanning plumbing regarding this project.

# IT Updates 11/2022

- Last Months more common Issues
  - 361 Resolved tasks
  - Top 3 categories
    - Chromebooks (Break fix)
      - Parent's Insurance was offered
      - <https://schooldevicecoverage.com/>
    - Account related issues
    - Printing
- Infrastructure
  - 45 Projectors were installed
    - ES (16), MS(16) and HS(13)
    - Old projectors were 12 years old
    - Going forward replacing 12 yearly will suffice
  - Network updates
    - Reviewed and Documented Network Status
    - Monitoring Implementation
    - Secondary Internet and Redundancy Planning
  - Server
    - District needs
    - IT Projects
- Student Information System
  - PowerSchool Implementation kick off
  - Oct - March (SIS and Enrollment)
  - March - Jun (Reports, Forms, Training, Communication and State reports)
- Other Projects / tasks / completed / Working on
  - More Recycled devices
    - Outdated and broken technology
  - Elementary School Cameras
    - We will begin this project soon



## ABBY KELLEY FOSTER CHARTER PUBLIC SCHOOL

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November 16, 2022

Notes to Draft Financial Statements dated October 2022:

Attached are unaudited financial statements for the 4-month period ending October 31, 2022.

Following are explanations of various budget items and variances:

**Tuition and Transportation Revenue-** The actual for our tuition and transportation payments is \$233,451 above the budgeted amount. This is due to the tuition amount coming in higher than expected and this trend will continue throughout the year.

**In District Transportation Expense-** Costs related to this are below the budgeted number by \$196,632. This is due to timing with school only having been in session for 2.5 months and will even out as the year goes on.

**Nutrition-** Expense for the Nutrition department are currently \$9,603 under budget with revenue being \$8,620 under budget. This is also due to timing with school only having been in session for 2.5 months but seeing how nutrition revenue is so close to budget even with the timing, this shows revenue trending higher than anticipated.

**Federal Grant Funding-** The actual here is \$129,427 above the budgeted number for the year. This is due to receiving extra grant funding that wasn't anticipated in the Title I and IDEA grants and this trend will continue throughout the fiscal year.

**Staffing Costs-** Salaries are currently \$694,988 under budget. This is due to positions that were and are open throughout the district from the facilities department to other positions within the district.

**Benefits and Other Fixed Charges -** For FY23 we decided to stay with BCBS. This was budgeted at a small increase based on information received from HRK. We ended up being able to renew at a 0% increase and this gave us savings from what we projected the cost to be. Due to this, the expense for benefits and other fixed charges is currently under the budgeted amount by \$139,971.

**Financing-** The FY22 Debt Service Coverage Ratio is 1.48:1, compared to a required ratio of 1.15:1 and compared to a ratio of 1.49:1 at this time last year.

**Abby Kelley Foster Charter Public School**  
**Budget vs. Actuals: FY2023 as of October 31, 2022**  
 July - October, 2022

|   | Actual              | YTD Budget          | YTD Budget<br>Variance | YTD % of<br>Budget | Total FY2023<br>Budget | Total Budget<br>Variance | Total % of<br>Budget |
|---|---------------------|---------------------|------------------------|--------------------|------------------------|--------------------------|----------------------|
| <b>Revenue</b>                                  |                     |                     |                        |                    |                        |                          |                      |
| Covid Funding                                   | 509,736             | 573,646             | (63,910)               | 89%                | 1,720,938              | (1,211,202)              | 30%                  |
| E-Rate Revenue                                  | 0                   | 10,000              | (10,000)               | 0%                 | 30,000                 | (30,000)                 | 0%                   |
| Federal Grant Funding                           | 419,761             | 290,333             | 129,427                | 145%               | 871,000                | (451,239)                | 48%                  |
| Nutrition Revenue                               | 208,047             | 216,667             | (8,620)                | 96%                | 650,000                | (441,953)                | 32%                  |
| Other Revenue                                   | 13,427              | 43,216              | (29,789)               | 31%                | 129,643                | (116,216)                | 10%                  |
| Private Fundraising                             | 2,873               | 0                   | 2,873                  |                    | 0                      | 2,873                    |                      |
| State Grant Funding                             | 10,786              | 16,668              | (5,882)                | 65%                | 50,000                 | (39,214)                 | 22%                  |
| Tuition and Transportation Revenue              | 8,050,236           | 7,816,785           | 233,451                | 103%               | 23,450,355             | (15,400,119)             | 34%                  |
| <b>Total Revenue</b>                            | <b>\$ 9,214,865</b> | <b>\$ 8,967,315</b> | <b>\$ 247,550</b>      | <b>103%</b>        | <b>\$ 26,901,936</b>   | <b>\$ (17,687,071)</b>   | <b>34%</b>           |
| <b>Expenditures</b>                             |                     |                     |                        |                    |                        |                          |                      |
| <b>Administration</b>                           |                     |                     |                        |                    |                        |                          |                      |
| Contracted Services- District                   | 120,471             | 116,372             | 4,099                  | 104%               | 349,120                | (228,649)                | 35%                  |
| Depreciation Administration                     | 688                 | 688                 | 0                      | 100%               | 2,064                  | (1,376)                  | 33%                  |
| Information Management & Technology             | 198,273             | 126,667             | 71,606                 | 157%               | 380,000                | (181,727)                | 52%                  |
| Other Administrative Expenses                   | 80,954              | 120,501             | (39,547)               | 67%                | 361,500                | (280,546)                | 22%                  |
| Recruitment & Advertising                       | 715                 | 10,668              | (9,953)                | 7%                 | 32,000                 | (31,285)                 | 2%                   |
| Salaries- Leadership & Administration           | 335,534             | 320,642             | 14,892                 | 105%               | 961,921                | (626,387)                | 35%                  |
| <b>Total Administration</b>                     | <b>\$ 736,635</b>   | <b>\$ 695,538</b>   | <b>\$ 41,097</b>       | <b>106%</b>        | <b>\$ 2,086,605</b>    | <b>\$ (1,349,970)</b>    | <b>35%</b>           |
| <b>Benefits &amp; Other Fixed Charges</b>       |                     |                     |                        |                    |                        |                          |                      |
| Insurance (non-employee)                        | 46,321              | 52,948              | (6,627)                | 87%                | 158,849                | (112,528)                | 29%                  |
| Rental/Lease of Buildings, Grounds & Equipment  | 28,373              | 28,332              | 41                     | 100%               | 85,000                 | (56,627)                 | 33%                  |
| Retirement & Fringe Benefits                    | 812,929             | 954,992             | (142,063)              | 85%                | 2,864,980              | (2,052,051)              | 28%                  |
| Staff Retention                                 | 33,678              | 25,000              | 8,678                  | 135%               | 75,000                 | (41,322)                 | 45%                  |
| <b>Total Benefits &amp; Other Fixed Charges</b> | <b>\$ 921,301</b>   | <b>\$ 1,061,272</b> | <b>\$ (139,971)</b>    | <b>87%</b>         | <b>\$ 3,183,829</b>    | <b>\$ (2,262,528)</b>    | <b>29%</b>           |
| <b>Instructional Services</b>                   |                     |                     |                        |                    |                        |                          |                      |
| Contracted Services- Instructional              | 30,125              | 73,333              | (43,208)               | 41%                | 220,000                | (189,875)                | 14%                  |
| International Baccalaureate Program             | 7,648               | 16,971              | (9,323)                | 45%                | 50,913                 | (43,265)                 | 15%                  |
| Professional Development                        | 12,513              | 50,000              | (37,487)               | 25%                | 150,000                | (137,487)                | 8%                   |
| Salaries- Instructional                         | 3,847,996           | 4,423,907           | (575,910)              | 87%                | 13,271,726             | (9,423,730)              | 29%                  |
| Supplies & Materials                            | 119,894             | 94,584              | 25,310                 | 127%               | 283,750                | (163,856)                | 42%                  |
| <b>Total Instructional Services</b>             | <b>\$ 4,018,177</b> | <b>\$ 4,658,795</b> | <b>\$ (640,618)</b>    | <b>86%</b>         | <b>\$ 13,976,389</b>   | <b>\$ (9,958,212)</b>    | <b>29%</b>           |
| <b>Operation and Maintenance of Plant</b>       |                     |                     |                        |                    |                        |                          |                      |
| Contracted Cleaning Services                    | 100,601             | 81,620              | 18,981                 | 123%               | 244,860                | (144,259)                | 41%                  |
| Depreciation Facilities Related                 | 476,814             | 550,924             | (74,110)               | 87%                | 1,652,772              | (1,175,958)              | 29%                  |
| Maintenance of Buildings, Grounds & Equipment   | 319,161             | 197,016             | 122,145                | 162%               | 591,040                | (271,880)                | 54%                  |
| Salaries  | 69,477              | 124,392             | (54,915)               | 56%                | 373,181                | (303,704)                | 19%                  |
| Utilities                                       | 213,864             | 288,008             | (74,144)               | 74%                | 864,000                | (650,136)                | 25%                  |
| <b>Total Operation and Maintenance of Plant</b> | <b>\$ 1,179,915</b> | <b>\$ 1,241,960</b> | <b>\$ (62,045)</b>     | <b>95%</b>         | <b>\$ 3,725,853</b>    | <b>\$ (2,545,938)</b>    | <b>32%</b>           |
| <b>Pupil Services - Other</b>                   |                     |                     |                        |                    |                        |                          |                      |
| Athletic Programs                               | 28,440              | 66,664              | (38,224)               | 43%                | 200,000                | (171,560)                | 14%                  |
| Food Services                                   | 148,729             | 158,332             | (9,603)                | 94%                | 475,000                | (326,271)                | 31%                  |
| Nursing Supplies                                | 0                   | 2,000               | (2,000)                | 0%                 | 6,000                  | (6,000)                  | 0%                   |
| Other Student Services                          | 12,425              | 35,464              | (23,039)               | 35%                | 106,393                | (93,968)                 | 12%                  |
| Salaries- Other Student Services                | 158,974             | 238,028             | (79,054)               | 67%                | 714,086                | (555,112)                | 22%                  |
| Student Transportation                          | 285,000             | 481,632             | (196,632)              | 59%                | 1,444,900              | (1,159,900)              | 20%                  |
| Translations                                    | 5,432               | 10,000              | (4,568)                | 54%                | 30,000                 | (24,568)                 | 18%                  |
| <b>Total Pupil Services - Other</b>             | <b>\$ 638,999</b>   | <b>\$ 992,120</b>   | <b>\$ (353,121)</b>    | <b>64%</b>         | <b>\$ 2,976,379</b>    | <b>\$ (2,337,380)</b>    | <b>21%</b>           |
| <b>Total Operating Expenditures</b>             | <b>\$ 7,495,027</b> | <b>\$ 8,649,685</b> | <b>\$ (1,154,658)</b>  | <b>87%</b>         | <b>\$ 25,949,055</b>   | <b>\$ (18,454,028)</b>   | <b>29%</b>           |
| <b>Non-Operating Revenue</b>                    |                     |                     |                        |                    |                        |                          |                      |
| Interest  | 16,078              | 1,000               | 15,078                 | 1608%              | 3,000                  | 13,078                   | 536%                 |
| <b>Total Non-Operating Revenue</b>              | <b>\$ 16,078</b>    | <b>\$ 1,000</b>     | <b>\$ 15,078</b>       | <b>1608%</b>       | <b>\$ 3,000</b>        | <b>\$ 13,078</b>         | <b>536%</b>          |
| <b>Non-Operating Expenses</b>                   |                     |                     |                        |                    |                        |                          |                      |
| Interest Expense- Long Term Debt                | 160,842             | 215,000             | (54,158)               | 75%                | 645,000                | (484,158)                | 25%                  |
| Other Non-Operating Expenses                    | 0                   | 1,000               | (1,000)                | 0%                 | 3,000                  | (3,000)                  | 0%                   |
| <b>Total Non-Operating Expenses</b>             | <b>\$ 160,842</b>   | <b>\$ 216,000</b>   | <b>\$ (55,158)</b>     | <b>74%</b>         | <b>\$ 648,000</b>      | <b>\$ (487,158)</b>      | <b>25%</b>           |
| <b>Change in Net Position</b>                   | <b>\$ 1,575,074</b> | <b>\$ 102,630</b>   | <b>\$ 1,472,444</b>    | <b>1535%</b>       | <b>\$ 307,881</b>      | <b>\$ 1,267,193</b>      | <b>512%</b>          |

# Abby Kelley Foster Charter Public School

## Statement of Net Position

As of October 31, 2022

|                                     | TOTAL               |                         |                       |                 |
|-------------------------------------|---------------------|-------------------------|-----------------------|-----------------|
|                                     | AS OF OCT 31, 2022  | AS OF OCT 31, 2021 (PY) | CHANGE                | % CHANGE        |
| <b>ASSETS</b>                       |                     |                         |                       |                 |
| Current Assets                      |                     |                         |                       |                 |
| Bank Accounts                       | 11,246,824          | 9,659,767               | 1,587,057             | 16.00 %         |
| Accounts Receivable                 | (3,910)             | 0                       | (3,910)               |                 |
| Other Current Assets                | 1,452,159           | 845,843                 | 606,316               | 72.00 %         |
| <b>Total Current Assets</b>         | <b>\$12,695,072</b> | <b>\$10,505,610</b>     | <b>\$2,189,462</b>    | <b>21.00 %</b>  |
| Fixed Assets                        | 36,128,207          | 36,990,368              | (862,160)             | (2.00 %)        |
| Other Assets                        | 0                   | 0                       | 0                     |                 |
| <b>TOTAL ASSETS</b>                 | <b>\$48,823,279</b> | <b>\$47,495,977</b>     | <b>\$1,327,302</b>    | <b>3.00 %</b>   |
| <b>LIABILITIES AND EQUITY</b>       |                     |                         |                       |                 |
| Liabilities                         |                     |                         |                       |                 |
| Current Liabilities                 |                     |                         |                       |                 |
| Accounts Payable                    | 384,566             | 163,454                 | 221,112               | 135.00 %        |
| Credit Cards                        | 0                   | 10,117                  | (10,117)              | (100.00 %)      |
| Other Current Liabilities           | 3,290,091           | 3,351,077               | (60,986)              | (2.00 %)        |
| <b>Total Current Liabilities</b>    | <b>\$3,674,657</b>  | <b>\$3,524,648</b>      | <b>\$150,009</b>      | <b>4.00 %</b>   |
| Long-Term Liabilities               | 17,413,889          | 18,874,524              | (1,460,635)           | (8.00 %)        |
| <b>Total Liabilities</b>            | <b>\$21,088,546</b> | <b>\$22,399,171</b>     | <b>\$ (1,310,625)</b> | <b>(6.00 %)</b> |
| Equity                              | 27,734,734          | 25,096,806              | 2,637,927             | 11.00 %         |
| <b>TOTAL LIABILITIES AND EQUITY</b> | <b>\$48,823,279</b> | <b>\$47,495,977</b>     | <b>\$1,327,302</b>    | <b>3.00 %</b>   |



**Abby Kelley Foster Charter Public School  
Middlesex Savings Bank  
Covenant Compliance Certificate  
For the Period Ending October 31, 2022 (unaudited)**

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

**CASH FLOW AVAILABLE FOR DEBT SERVICE:**

|  |                     |
|--|---------------------|
| Change in Net Position                   | \$ 1,575,074        |
| <i>Plus:</i>                             |                     |
| Depreciation                             | \$ 477,502          |
| Interest Expense                         | \$ 160,842          |
| <i>Minus/Plus:</i>                       |                     |
| Unrealized Gains/(Losses) on Investments |                     |
| Extraordinary Gains/(Losses)             |                     |
| Net Operating Cash Flow                  | <u>\$ 2,213,418</u> |

**DEBT SERVICE:**

|  |                     |
|--|---------------------|
| Interest Expense                           | \$ 160,842          |
| Current Maturities of Long Term Debt (ytd) | <u>\$ 1,330,483</u> |
| Total Debt Service                         | <u>\$ 1,491,325</u> |
| <br>Required Ratio                         | <br><b>1.15</b>     |
| Actual Ratio (unaudited YTD)               | <b>1.48</b>         |
| Compliance                                 | <b>yes</b>          |

**Abby Kelley Foster Charter Public School**  
**Check Detail**  
**July - October, 2022**

| <b>Date</b> | <b>Transaction Type</b> | <b>Name</b>                                 | <b>Amount</b> |
|-------------|-------------------------|---|---------------|
| 07/01/2022  | Bill Payment (Check)    | City Of Worcester Water/Sewer               | -628.41       |
| 07/01/2022  | Bill Payment (Check)    | Elite Fitness Professionals DBA SLS Fitness | -6,000.00     |
| 07/01/2022  | Bill Payment (Check)    | Preferred Shipping, Inc.                    | -209.13       |
| 07/01/2022  | Bill Payment (Check)    | AA Transportation                           | -4,920.00     |
| 07/01/2022  | Bill Payment (Check)    | Ascentria Community Services, Inc           | -217.91       |
| 07/01/2022  | Bill Payment (Check)    | Atlantic Charter Insurance Company          | -17,462.00    |
| 07/01/2022  | Bill Payment (Check)    | Barnes & Noble                              | -38.34        |
| 07/01/2022  | Bill Payment (Check)    | BluSky Restoration Contractors, LLC         | -20,000.00    |
| 07/01/2022  | Bill Payment (Check)    | City of Worcester Police Dept               | -825.12       |
| 07/01/2022  | Bill Payment (Check)    | Committee for Children                      | -12,722.40    |
| 07/01/2022  | Bill Payment (Check)    | GateHouse Media Massachusetts, Inc.         | -1,073.80     |
| 07/01/2022  | Bill Payment (Check)    | Lakeshore Learning Materials                | -158.47       |
| 07/01/2022  | Bill Payment (Check)    | PrintResource                               | -1,019.00     |
| 07/01/2022  | Bill Payment (Check)    | RTR Kids Rugs                               | -10,199.70    |
| 07/01/2022  | Bill Payment (Check)    | Staples                                     | -55.08        |
| 07/01/2022  | Bill Payment (Check)    | Staples                                     | -2,891.20     |
| 07/01/2022  | Bill Payment (Check)    | Summit Forms                                | -439.00       |
| 07/01/2022  | Bill Payment (Check)    | T Mobile                                    | -1,805.48     |
| 07/01/2022  | Bill Payment (Check)    | T. Lee Associates                           | -1,620.00     |
| 07/01/2022  | Bill Payment (Check)    | Verizon                                     | -113.88       |
| 07/01/2022  | Bill Payment (Check)    | Citizens Bank                               | -16,835.50    |
| 07/01/2022  | Expenditure             | Blue Cross Blue Shield of MA                | -5,573.42     |
| 07/01/2022  | Expenditure             | Blue Cross Blue Shield of MA                | -150,953.53   |
| 07/01/2022  | Expenditure             | Blue Cross Blue Shield of MA                | -13,446.58    |
| 07/01/2022  | Expenditure             | Blue Cross Blue Shield of MA                | -11,140.49    |
| 07/01/2022  | Bill Payment (Check)    | Middlesex Savings Bank                      | -96,095.73    |
| 07/01/2022  | Bill Payment (Check)    | Middlesex Savings Bank                      | -71,182.80    |
| 07/05/2022  | Bill Payment (Check)    | DoorDash, Inc.                              | -1,888.78     |
| 07/05/2022  | Bill Payment (Check)    | Kristine Hersey                             | -198.85       |
| 07/05/2022  | Bill Payment (Check)    | AA Transportation                           | -385.00       |
| 07/05/2022  | Bill Payment (Check)    | Bianchi, John                               | -109.48       |
| 07/05/2022  | Bill Payment (Check)    | Boykin, Allyssa                             | -97.00        |
| 07/05/2022  | Bill Payment (Check)    | Crouse, David                               | -400.00       |
| 07/05/2022  | Bill Payment (Check)    | DIY Mobile Box                              | -170.00       |
| 07/05/2022  | Bill Payment (Check)    | Gabriel Beltran                             | -16.54        |
| 07/05/2022  | Bill Payment (Check)    | Harrison Ingels                             | -400.00       |
| 07/05/2022  | Bill Payment (Check)    | Heil, Lynn                                  | -107.82       |
| 07/05/2022  | Bill Payment (Check)    | Malone, Francis                             | -400.00       |
| 07/05/2022  | Bill Payment (Check)    | Richie's Ice Cream                          | -192.00       |
| 07/05/2022  | Bill Payment (Check)    | Rubin and Rudman, LLP                       | -4,282.50     |
| 07/05/2022  | Bill Payment (Check)    | YMCA of Central Massachusetts               | -225.00       |
| 07/05/2022  | Bill Payment (Check)    | Regan, Jessica                              | -192.55       |

|            |                      |   |            |
|------------|----------------------|---|------------|
| 07/05/2022 | Expenditure          | Blue Cross Blue Shield of MA              | -1,520.56  |
| 07/05/2022 | Expenditure          | Nationwide Trust Company, FSB             | -24,976.28 |
| 07/05/2022 | Expenditure          | TASC- FlexSystem                          | -9,383.43  |
| 07/06/2022 | Expenditure          | USAble Life                               | -5,845.27  |
| 07/07/2022 | Expenditure          | M.T.R.S.                                  | -93,413.59 |
| 07/08/2022 | Bill Payment (Check) | Crafting Minds                            | -350.00    |
| 07/08/2022 | Bill Payment (Check) | Cherry Road Technologies                  | -3,341.25  |
| 07/08/2022 | Bill Payment (Check) | Gitkind, Benjamin                         | -849.33    |
| 07/11/2022 | Expenditure          | HR Knowledge Inc.                         | -5,485.91  |
| 07/18/2022 | Bill Payment (Check) | Crystal Rock                              | -190.34    |
| 07/18/2022 | Bill Payment (Check) | Pamela Sylvester                          | -1,579.02  |
| 07/19/2022 | Bill Payment (Check) | Atlantic Charter Insurance Company        | -6,411.00  |
| 07/19/2022 | Bill Payment (Check) | Charlton Oil Company                      | -1,450.73  |
| 07/19/2022 | Bill Payment (Check) | Frontline Technologies Group LLC          | -828.72    |
| 07/19/2022 | Bill Payment (Check) | McDonald, Renee                           | -400.00    |
| 07/19/2022 | Bill Payment (Check) | MSAA (Mass School Administrators' Assoc   | -120.00    |
| 07/19/2022 | Bill Payment (Check) | New England Medical Billing               | -1,208.93  |
| 07/19/2022 | Bill Payment (Check) | Olivia Henderick                          | -400.00    |
| 07/19/2022 | Bill Payment (Check) | Stan Kaitbenski Inc.                      | -13,600.00 |
| 07/19/2022 | Bill Payment (Check) | Staples                                   | -483.40    |
| 07/19/2022 | Bill Payment (Check) | Wells Fargo Financial Leasing             | -4,315.00  |
| 07/19/2022 | Expenditure          | USAble Life                               | -6,906.18  |
| 07/19/2022 | Expenditure          | Nationwide Trust Company, FSB             | -24,879.36 |
| 07/19/2022 | Expenditure          | TASC- FlexSystem                          | -4,345.43  |
| 07/21/2022 | Bill Payment (Check) | MassDevelopment                           | -2,500.00  |
| 07/21/2022 | Expenditure          | HR Knowledge Inc.                         | -3,021.70  |
| 07/22/2022 | Bill Payment (Check) | AAFCPAs, Inc                              | -21,520.00 |
| 07/22/2022 | Bill Payment (Check) | Hanover Insurance Co.                     | -487.40    |
| 07/22/2022 | Bill Payment (Check) | Mirick O'Connell Attorneys at Law         | -6,881.50  |
| 07/22/2022 | Bill Payment (Check) | REPUBLIC SERVICES                         | -4,221.07  |
| 07/22/2022 | Bill Payment (Check) | SHI International                         | -4,736.00  |
| 07/25/2022 | Bill Payment (Check) | City Of Worcester Water/Sewer             | -1,235.91  |
| 07/25/2022 | Bill Payment (Check) | Cove Central Communicaitons               | -1,496.96  |
| 07/25/2022 | Bill Payment (Check) | Fisher Scientific                         | -3,066.06  |
| 07/25/2022 | Bill Payment (Check) | Next Gen Supply Group                     | -1,255.83  |
| 07/25/2022 | Bill Payment (Check) | AFI Technologies Inc                      | -415.50    |
| 07/25/2022 | Bill Payment (Check) | Cogent                                    | -3,264.00  |
| 07/25/2022 | Bill Payment (Check) | Didonna, Amy                              | -2,040.00  |
| 07/25/2022 | Bill Payment (Check) | DIY Mobile Box                            | -200.00    |
| 07/25/2022 | Bill Payment (Check) | DoorDash, Inc.                            | -250.00    |
| 07/25/2022 | Bill Payment (Check) | Earthlink Business/Windstream             | -1,250.83  |
| 07/25/2022 | Bill Payment (Check) | Eversource (formally NSTAR-1639-Elem)     | -48.94     |
| 07/25/2022 | Bill Payment (Check) | Eversource (formally Nstar-2845- HS)      | -403.46    |
| 07/25/2022 | Bill Payment (Check) | Eversource (formerly NStar-1638- MS)      | -220.96    |
| 07/25/2022 | Bill Payment (Check) | Facilities Management & Maintenance, Inc. | -21,137.33 |
| 07/25/2022 | Bill Payment (Check) | Flowerland Inc.                           | -160.00    |
| 07/25/2022 | Bill Payment (Check) | French River Ed. System                   | -4,000.00  |

|            |                      |   |             |
|------------|----------------------|---|-------------|
| 07/25/2022 | Bill Payment (Check) | Frontline Technologies Group LLC          | -2,482.00   |
| 07/25/2022 | Bill Payment (Check) | ID Wholesaler                             | -369.36     |
| 07/25/2022 | Bill Payment (Check) | Lesley University Center for Math Achieve | -81.00      |
| 07/25/2022 | Bill Payment (Check) | Liberty MA Portfolio Fee LLC              | -607.50     |
| 07/25/2022 | Bill Payment (Check) | National Grid 38928-53023                 | -5,917.97   |
| 07/25/2022 | Bill Payment (Check) | National Grid 69923-82006                 | -8,741.25   |
| 07/25/2022 | Bill Payment (Check) | National Grid-6 New Bond                  | -23,648.25  |
| 07/25/2022 | Bill Payment (Check) | Navigate360, LLC                          | -4,841.00   |
| 07/25/2022 | Bill Payment (Check) | PaySchools                                | -4,064.00   |
| 07/25/2022 | Bill Payment (Check) | Play Therapy Supply                       | -329.64     |
| 07/25/2022 | Bill Payment (Check) | PSNI                                      | -1,144.94   |
| 07/25/2022 | Bill Payment (Check) | Smore (Fireplace, Inc)                    | -999.00     |
| 07/25/2022 | Bill Payment (Check) | Staples                                   | -168.95     |
| 07/25/2022 | Bill Payment (Check) | Staples                                   | -262.04     |
| 07/25/2022 | Bill Payment (Check) | Staples                                   | -169.99     |
| 07/25/2022 | Bill Payment (Check) | Varsity Athletic Apparel                  | -434.00     |
| 07/25/2022 | Bill Payment (Check) | Verizon                                   | -113.88     |
| 07/25/2022 | Bill Payment (Check) | Wells Fargo Financial Leasing             | -2,023.10   |
| 07/25/2022 | Bill Payment (Check) | Worcester Bravehearts                     | -270.00     |
| 07/25/2022 | Bill Payment (Check) | YMCA of Central Massachusetts             | -635.25     |
| 07/25/2022 | Bill Payment (Check) | Shamrock Masonry                          | -2,700.00   |
| 07/25/2022 | Bill Payment (Check) | Michael J Grennon                         | -5,598.01   |
| 07/26/2022 | Bill Payment (Check) | Heidi Paluk                               | -112.13     |
| 07/27/2022 | Bill Payment (Check) | Mastro's Power Washing Service            | -500.00     |
| 07/27/2022 | Bill Payment (Check) | ID Wholesaler                             | -13,628.55  |
| 07/27/2022 | Bill Payment (Check) | Pro AV Systems, Inc                       | -89,230.05  |
| 07/28/2022 | Bill Payment (Check) | kdh Commercial Doors & Hardware           | -4,250.00   |
| 07/28/2022 | Expenditure          |   | -2,108.99   |
| 07/29/2022 | Bill Payment (Check) | AA Transportation                         | -5,415.08   |
| 07/29/2022 | Bill Payment (Check) | C&C Temp Control, Inc.                    | -495.00     |
| 07/29/2022 | Bill Payment (Check) | EFI Global, Inc.                          | -10,000.00  |
| 07/29/2022 | Bill Payment (Check) | Fred C. Church                            | -17,298.72  |
| 07/29/2022 | Bill Payment (Check) | French River Ed. System                   | -3,229.20   |
| 07/29/2022 | Bill Payment (Check) | Hawkins Delafield & Wood LLP              | -1,000.00   |
| 07/29/2022 | Bill Payment (Check) | Next Gen Supply Group                     | -493.31     |
| 07/29/2022 | Bill Payment (Check) | OHI Engineering, Inc                      | -2,706.82   |
| 07/29/2022 | Bill Payment (Check) | One Off Apparel Inc                       | -869.60     |
| 07/29/2022 | Bill Payment (Check) | Pro AV Systems, Inc                       | -5,400.00   |
| 07/29/2022 | Bill Payment (Check) | Rubin and Rudman, LLP                     | -637.50     |
| 07/29/2022 | Bill Payment (Check) | Lawrence Waste Services                   | -2,541.90   |
| 07/29/2022 | Bill Payment (Check) | Mirick O'Connell Attorneys at Law         | -1,516.50   |
| 07/29/2022 | Bill Payment (Check) | Citizens Bank                             | -15,000.00  |
| 08/01/2022 | Expenditure          | TASC- FlexSystem                          | -4,345.43   |
| 08/01/2022 | Expenditure          | Blue Cross Blue Shield of MA              | -146,143.09 |
| 08/01/2022 | Expenditure          | Blue Cross Blue Shield of MA              | -13,312.72  |
| 08/01/2022 | Expenditure          | Blue Cross Blue Shield of MA              | -11,140.49  |
| 08/01/2022 | Expenditure          | Blue Cross Blue Shield of MA              | -8,171.61   |

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| 08/01/2022 | Expenditure          |                                       | -351.56     |
| 08/01/2022 | Bill Payment (Check) | Middlesex Savings Bank                | -96,095.73  |
| 08/01/2022 | Bill Payment (Check) | Middlesex Savings Bank                | -71,182.80  |
| 08/02/2022 | Expenditure          |                                       | -5,038.00   |
| 08/03/2022 | Expenditure          | HR Knowledge Inc.                     | -4,459.21   |
| 08/03/2022 | Expenditure          | Nationwide Trust Company, FSB         | -24,201.57  |
| 08/04/2022 | Bill Payment (Check) | William Sylvester                     | -2,216.71   |
| 08/05/2022 | Expenditure          | Blue Cross Blue Shield of MA          | -1,496.05   |
| 08/05/2022 | Expenditure          | M.T.R.S.                              | -141,877.32 |
| 08/08/2022 | Bill Payment (Check) | Crystal Rock                          | -190.34     |
| 08/08/2022 | Bill Payment (Check) | Follett School Solutions              | -756.72     |
| 08/08/2022 | Bill Payment (Check) | Institute for Multi-Sensory Education | -1,275.00   |
| 08/09/2022 | Bill Payment (Check) | EDS Mechanical Inc                    | -10,643.00  |
| 08/09/2022 | Bill Payment (Check) | Joseph's Lock & Safe                  | -1,824.68   |
| 08/09/2022 | Bill Payment (Check) | Atlantic Charter Insurance Company    | -6,407.00   |
| 08/09/2022 | Bill Payment (Check) | Best Plumbing Specialties, Inc        | -1,990.18   |
| 08/09/2022 | Bill Payment (Check) | Cherry Road Technologies              | -3,341.25   |
| 08/09/2022 | Bill Payment (Check) | Citizens Bank                         | -3,942.50   |
| 08/09/2022 | Bill Payment (Check) | DIY Mobile Box                        | -170.00     |
| 08/09/2022 | Bill Payment (Check) | Gould, Kelly                          | -116.77     |
| 08/09/2022 | Bill Payment (Check) | High Meadows                          | -3,030.00   |
| 08/09/2022 | Bill Payment (Check) | Mechanics Hall                        | -5,351.85   |
| 08/09/2022 | Bill Payment (Check) | Notable, Inc (Kami)                   | -3,510.00   |
| 08/09/2022 | Bill Payment (Check) | PrintResource                         | -134.60     |
| 08/09/2022 | Bill Payment (Check) | Steadfast Fence Inc.                  | -17,240.00  |
| 08/09/2022 | Bill Payment (Check) | Gabriel Beltran                       | -259.78     |
| 08/09/2022 | Bill Payment (Check) | Hudl                                  | -1,099.00   |
| 08/09/2022 | Bill Payment (Check) | OHI Engineering, Inc                  | -495.00     |
| 08/10/2022 | Bill Payment (Check) | Shamrock Masonry                      | -2,700.00   |
| 08/10/2022 | Bill Payment (Check) | Citizens Bank                         | -20,000.00  |
| 08/12/2022 | Bill Payment (Check) | Fisher Scientific                     | -568.17     |
| 08/12/2022 | Bill Payment (Check) | JP Pest Services, LLC                 | -692.40     |
| 08/12/2022 | Bill Payment (Check) | Lakeshore Learning Materials          | -729.97     |
| 08/12/2022 | Bill Payment (Check) | Really Good Stuff, Inc                | -1,349.95   |
| 08/12/2022 | Bill Payment (Check) | Education Week                        | -35.00      |
| 08/12/2022 | Bill Payment (Check) | EFI Global, Inc.                      | -1,202.75   |
| 08/12/2022 | Bill Payment (Check) | Institute for Multi-Sensory Education | -158.14     |
| 08/12/2022 | Bill Payment (Check) | Lawrence Waste Services               | -2,473.20   |
| 08/12/2022 | Bill Payment (Check) | SHI International                     | -10,850.00  |
| 08/12/2022 | Bill Payment (Check) | Staples                               | -10.73      |
| 08/12/2022 | Bill Payment (Check) | Staples                               | -693.12     |
| 08/12/2022 | Bill Payment (Check) | Staples                               | -481.13     |
| 08/12/2022 | Bill Payment (Check) | Staples                               | -275.98     |
| 08/12/2022 | Bill Payment (Check) | Staples                               | -257.46     |
| 08/12/2022 | Bill Payment (Check) | Staples                               | -14.38      |
| 08/12/2022 | Bill Payment (Check) | Staples                               | -280.80     |
| 08/12/2022 | Bill Payment (Check) | Staples                               | -662.80     |

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| 08/12/2022 | Bill Payment (Check) | Staples                                 | -51.25     |
| 08/12/2022 | Bill Payment (Check) | Staples                                 | -11.00     |
| 08/12/2022 | Bill Payment (Check) | Staples                                 | -379.92    |
| 08/12/2022 | Bill Payment (Check) | Staples                                 | -49.39     |
| 08/12/2022 | Bill Payment (Check) | Staples                                 | -94.98     |
| 08/12/2022 | Bill Payment (Check) | Staples                                 | -9.99      |
| 08/12/2022 | Bill Payment (Check) | Staples                                 | -10.59     |
| 08/12/2022 | Bill Payment (Check) | Staples                                 | -6.99      |
| 08/12/2022 | Bill Payment (Check) | Worcester Chamber of Commerce           | -395.00    |
| 08/12/2022 | Expenditure          | TASC- FlexSystem                        | -4,320.50  |
| 08/15/2022 | Bill Payment (Check) | Blick Art Materials                     | -3,222.64  |
| 08/15/2022 | Bill Payment (Check) | EDS Mechanical Inc                      | -25,465.36 |
| 08/15/2022 | Bill Payment (Check) | Gurney Water Treatment NE               | -562.75    |
| 08/15/2022 | Bill Payment (Check) | MSAA (Mass School Administrators' Assoc | -3,150.00  |
| 08/15/2022 | Bill Payment (Check) | Alisha Carpino                          | -939.20    |
| 08/15/2022 | Bill Payment (Check) | DoorDash, Inc.                          | -145.16    |
| 08/15/2022 | Bill Payment (Check) | Hand2Mind                               | -509.95    |
| 08/15/2022 | Bill Payment (Check) | Holmes-Shusas Florist                   | -139.56    |
| 08/15/2022 | Bill Payment (Check) | MIAA                                    | -3,050.00  |
| 08/15/2022 | Bill Payment (Check) | National Grid 38928-53023               | -6,555.58  |
| 08/15/2022 | Bill Payment (Check) | National Grid 69923-82006               | -8,650.48  |
| 08/15/2022 | Bill Payment (Check) | National Grid-6 New Bond                | -27,924.02 |
| 08/15/2022 | Bill Payment (Check) | Pasco Scientific                        | -577.00    |
| 08/15/2022 | Bill Payment (Check) | Power School Group                      | -1,899.00  |
| 08/15/2022 | Bill Payment (Check) | Quadient Leasing USA Inc                | -1,325.07  |
| 08/15/2022 | Bill Payment (Check) | S.J. Services, Inc.                     | -20,405.00 |
| 08/15/2022 | Bill Payment (Check) | Centimark Corporation                   | -2,789.09  |
| 08/17/2022 | Expenditure          | USAbile Life                            | -6,919.75  |
| 08/17/2022 | Expenditure          | HR Knowledge Inc.                       | -2,968.16  |
| 08/18/2022 | Expenditure          | Nationwide Trust Company, FSB           | -24,223.41 |
| 08/19/2022 | Bill Payment (Check) | Fire Equipment Inc.                     | -6,111.10  |
| 08/19/2022 | Bill Payment (Check) | Really Good Stuff, Inc                  | -1,056.14  |
| 08/19/2022 | Bill Payment (Check) | School Specialty                        | -382.16    |
| 08/19/2022 | Bill Payment (Check) | Brightly Software, Inc.                 | -4,141.47  |
| 08/19/2022 | Bill Payment (Check) | Staples                                 | -23.77     |
| 08/19/2022 | Bill Payment (Check) | Staples                                 | -37.52     |
| 08/19/2022 | Bill Payment (Check) | Staples                                 | -66.48     |
| 08/19/2022 | Bill Payment (Check) | Staples                                 | -24.22     |
| 08/19/2022 | Bill Payment (Check) | Staples                                 | -77.88     |
| 08/19/2022 | Bill Payment (Check) | Staples                                 | -34.61     |
| 08/19/2022 | Bill Payment (Check) | Staples                                 | -448.99    |
| 08/19/2022 | Bill Payment (Check) | Staples                                 | -258.87    |
| 08/19/2022 | Bill Payment (Check) | Staples                                 | -81.94     |
| 08/19/2022 | Bill Payment (Check) | Staples                                 | -192.32    |
| 08/19/2022 | Bill Payment (Check) | Ward's Natural Science                  | -287.96    |
| 08/22/2022 | Bill Payment (Check) | DoorDash, Inc.                          | -104.84    |
| 08/22/2022 | Bill Payment (Check) | Blick Art Materials                     | -328.31    |

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| 08/22/2022 | Bill Payment (Check) | J.W.Pepper                          | -292.99     |
| 08/22/2022 | Bill Payment (Check) | Wells Fargo Financial Leasing       | -6,338.10   |
| 08/22/2022 | Bill Payment (Check) | AFI Technologies Inc                | -415.51     |
| 08/22/2022 | Bill Payment (Check) | Amazon Web Services                 | -172.45     |
| 08/22/2022 | Bill Payment (Check) | Carolina Biological Supply Company  | -137.42     |
| 08/22/2022 | Bill Payment (Check) | City of Worcester - Fire Prevention | -50.00      |
| 08/22/2022 | Bill Payment (Check) | Cogent                              | -3,264.00   |
| 08/22/2022 | Bill Payment (Check) | French River Ed. System             | -5,000.00   |
| 08/22/2022 | Bill Payment (Check) | Generation Genius, Inc              | -1,295.00   |
| 08/22/2022 | Bill Payment (Check) | Liberty MA Portfolio Fee LLC        | -958.60     |
| 08/22/2022 | Bill Payment (Check) | Nally Associates, Inc.              | -631.00     |
| 08/22/2022 | Bill Payment (Check) | Nardella Thomas                     | -82.39      |
| 08/22/2022 | Bill Payment (Check) | NoRedInk                            | 0.00        |
| 08/22/2022 | Bill Payment (Check) | O'Brien & Sons                      | -1,770.00   |
| 08/22/2022 | Bill Payment (Check) | Teacher Created Resources           | -301.13     |
| 08/22/2022 | Bill Payment (Check) | Therapy Shoppe                      | -17.46      |
| 08/22/2022 | Bill Payment (Check) | Citizens Bank                       | -7,000.00   |
| 08/23/2022 | Bill Payment (Check) | V.I.P. Landscaping                  | -10,955.00  |
| 08/23/2022 | Bill Payment (Check) | Citizens Bank                       | -1,803.84   |
| 08/24/2022 | Bill Payment (Check) | SHI International                   | -398.00     |
| 08/24/2022 | Bill Payment (Check) | Finishing Touches by Dianne         | -5,639.50   |
| 08/24/2022 | Bill Payment (Check) | Citizens Bank                       | -14,391.14  |
| 08/26/2022 | Expenditure          | HR Knowledge Inc.                   | -850.00     |
| 08/26/2022 | Expenditure          |                                     | -12,161.60  |
| 08/29/2022 | Expenditure          | TASC- FlexSystem                    | -4,374.72   |
| 08/29/2022 | Expenditure          | HealthEquity, Inc.                  | -44,600.00  |
| 08/31/2022 | Bill Payment (Check) | City Of Worcester Water/Sewer       | -974.57     |
| 08/31/2022 | Bill Payment (Check) | Explore Learning                    | -3,737.25   |
| 08/31/2022 | Expenditure          | Nationwide Trust Company, FSB       | -26,585.76  |
| 09/01/2022 | Bill Payment (Check) | Fire Equipment Inc.                 | -8,387.50   |
| 09/01/2022 | Bill Payment (Check) | NASSP                               | -480.00     |
| 09/01/2022 | Bill Payment (Check) | SHI International                   | -12,127.50  |
| 09/01/2022 | Bill Payment (Check) | Gopher                              | -2,217.40   |
| 09/01/2022 | Bill Payment (Check) | Oriental Trading                    | -88.01      |
| 09/01/2022 | Bill Payment (Check) | UniSafe, Inc.                       | -399.56     |
| 09/01/2022 | Bill Payment (Check) | Ward's Natural Science              | -287.96     |
| 09/01/2022 | Bill Payment (Check) | Rawdon, Nicole                      | -419.40     |
| 09/01/2022 | Bill Payment (Check) | Shamrock Masonry                    | -600.00     |
| 09/01/2022 | Expenditure          | Blue Cross Blue Shield of MA        | -162,739.93 |
| 09/01/2022 | Expenditure          | Blue Cross Blue Shield of MA        | -5,836.09   |
| 09/01/2022 | Expenditure          | Blue Cross Blue Shield of MA        | -15,275.52  |
| 09/01/2022 | Expenditure          | Blue Cross Blue Shield of MA        | -410.18     |
| 09/01/2022 | Bill Payment (Check) | Middlesex Savings Bank              | -71,182.80  |
| 09/01/2022 | Bill Payment (Check) | Middlesex Savings Bank              | -96,095.73  |
| 09/02/2022 | Bill Payment (Check) | Sherwin Williams Co. (Worcester)    | -198.33     |
| 09/02/2022 | Bill Payment (Check) | T Mobile                            | -1,080.82   |
| 09/02/2022 | Bill Payment (Check) | Batteries Unlimited                 | -1,317.30   |

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| 09/02/2022 | Bill Payment (Check) | Blick Art Materials                   | -4,446.69  |
| 09/02/2022 | Bill Payment (Check) | E.A.I.                                | -149.37    |
| 09/02/2022 | Bill Payment (Check) | Eversource (formally NSTAR-1639-Elem) | -46.00     |
| 09/02/2022 | Bill Payment (Check) | Eversource (formally Nstar-2845- HS)  | -192.61    |
| 09/02/2022 | Bill Payment (Check) | Eversource (formerly NStar-1638- MS)  | -177.95    |
| 09/02/2022 | Bill Payment (Check) | Fanning Plumbing and Heating Co., Ind | -5,118.71  |
| 09/02/2022 | Bill Payment (Check) | Hand2Mind                             | -33.98     |
| 09/02/2022 | Bill Payment (Check) | McGraw Hill Co.                       | -380.36    |
| 09/02/2022 | Bill Payment (Check) | Naira Joseph                          | -7.48      |
| 09/02/2022 | Bill Payment (Check) | PrintResource                         | -2,971.00  |
| 09/02/2022 | Bill Payment (Check) | Staples                               | -94.98     |
| 09/02/2022 | Bill Payment (Check) | Staples                               | -11.62     |
| 09/02/2022 | Bill Payment (Check) | Staples                               | -227.70    |
| 09/02/2022 | Bill Payment (Check) | Turnitin.com                          | -3,133.83  |
| 09/02/2022 | Bill Payment (Check) | Verizon                               | -113.88    |
| 09/02/2022 | Expenditure          | TASC- FlexSystem                      | -6,262.00  |
| 09/02/2022 | Expenditure          | Blue Cross Blue Shield of MA          | -1,557.56  |
| 09/02/2022 | Expenditure          | HR Knowledge Inc.                     | -4,324.50  |
| 09/06/2022 | Bill Payment (Check) | Alisha Carpino                        | -1,998.81  |
| 09/07/2022 | Bill Payment (Check) | NoRedInk                              | -6,059.75  |
| 09/07/2022 | Bill Payment (Check) | New England Authentic Eats LLC        | -2,235.91  |
| 09/07/2022 | Expenditure          | USAble Life                           | -12,289.38 |
| 09/09/2022 | Bill Payment (Check) | Fire Equipment Inc.                   | -7,974.25  |
| 09/09/2022 | Bill Payment (Check) | Crystal Rock                          | -190.34    |
| 09/09/2022 | Bill Payment (Check) | Federal Express                       | -16.69     |
| 09/09/2022 | Bill Payment (Check) | Gopher                                | -290.97    |
| 09/09/2022 | Bill Payment (Check) | Institute for Multi-Sensory Education | -125.00    |
| 09/09/2022 | Bill Payment (Check) | IXL Learning                          | -7,750.00  |
| 09/09/2022 | Bill Payment (Check) | Lakeshore Learning Materials          | -658.00    |
| 09/09/2022 | Bill Payment (Check) | Kevone Cole                           | -385.00    |
| 09/09/2022 | Expenditure          |                                       | -1,583.21  |
| 09/12/2022 | Bill Payment (Check) | Sherwin Williams Co. (Worcester)      | -188.16    |
| 09/12/2022 | Bill Payment (Check) | Ace Endico Inc                        | -5,197.65  |
| 09/12/2022 | Bill Payment (Check) | Blick Art Materials                   | -152.94    |
| 09/12/2022 | Bill Payment (Check) | Didonna, Amy                          | -5,520.00  |
| 09/12/2022 | Bill Payment (Check) | Duva Distributors                     | -377.75    |
| 09/12/2022 | Bill Payment (Check) | EDS Mechanical Inc                    | -9,152.31  |
| 09/12/2022 | Bill Payment (Check) | Fanning Plumbing and Heating Co., Ind | -14,155.80 |
| 09/12/2022 | Bill Payment (Check) | Gibney Sporting Goods                 | -6,722.00  |
| 09/12/2022 | Bill Payment (Check) | Gordon Foodservice                    | -2,209.55  |
| 09/12/2022 | Bill Payment (Check) | Lucas Brown                           | -153.47    |
| 09/12/2022 | Bill Payment (Check) | New England Ice Cream                 | -1,469.72  |
| 09/12/2022 | Bill Payment (Check) | Pineda, Olga                          | -148.10    |
| 09/12/2022 | Bill Payment (Check) | PrintResource                         | -1,369.00  |
| 09/12/2022 | Bill Payment (Check) | A'viands, LLC an Elior Company        | -5,024.46  |
| 09/12/2022 | Bill Payment (Check) | American Express                      | -3,848.98  |
| 09/12/2022 | Bill Payment (Check) | Atlantic Charter Insurance Company    | -6,407.00  |



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| 09/12/2022 | Bill Payment (Check) | C&C Temp Control, Inc.           | -985.00    |
| 09/12/2022 | Bill Payment (Check) | Cherry Road Technologies         | -3,341.25  |
| 09/12/2022 | Bill Payment (Check) | City of Worcester Police Dept    | -841.76    |
| 09/12/2022 | Bill Payment (Check) | Colonial Athletic League         | -850.00    |
| 09/12/2022 | Bill Payment (Check) | Dame, Shelby                     | -452.73    |
| 09/12/2022 | Bill Payment (Check) | Deroche, Robert                  | -400.00    |
| 09/12/2022 | Bill Payment (Check) | DIY Mobile Box                   | -170.00    |
| 09/12/2022 | Bill Payment (Check) | Earthlink Business/Windstream    | -1,250.27  |
| 09/12/2022 | Bill Payment (Check) | Frontline Technologies Group LLC | -33.40     |
| 09/12/2022 | Bill Payment (Check) | Gould, Kelly                     | -131.46    |
| 09/12/2022 | Bill Payment (Check) | Guertin Graphics, Inc.           | -37.50     |
| 09/12/2022 | Bill Payment (Check) | Heil, Lynn                       | -67.99     |
| 09/12/2022 | Bill Payment (Check) | J&J Commercial Services          | -300.00    |
| 09/12/2022 | Bill Payment (Check) | Joseph's Lock & Safe             | -1,761.00  |
| 09/12/2022 | Bill Payment (Check) | Lawrence Waste Services          | -2,156.06  |
| 09/12/2022 | Bill Payment (Check) | ManageBac Inc.                   | -803.27    |
| 09/12/2022 | Bill Payment (Check) | Mansfield Paper Company, Inc.    | -3,299.73  |
| 09/12/2022 | Bill Payment (Check) | MindK LLC                        | -285.00    |
| 09/12/2022 | Bill Payment (Check) | Music & Arts                     | -41.70     |
| 09/12/2022 | Bill Payment (Check) | Nasco                            | -320.26    |
| 09/12/2022 | Bill Payment (Check) | Next Gen Supply Group            | -3,783.06  |
| 09/12/2022 | Bill Payment (Check) | O'Brien & Sons                   | -9,979.11  |
| 09/12/2022 | Bill Payment (Check) | Panorama Education, Inc          | -11,437.50 |
| 09/12/2022 | Bill Payment (Check) | Really Good Stuff, Inc           | -23.06     |
| 09/12/2022 | Bill Payment (Check) | Richie's Ice Cream               | -268.00    |
| 09/12/2022 | Bill Payment (Check) | Roy, Sarah                       | -100.57    |
| 09/12/2022 | Bill Payment (Check) | Rubin and Rudman, LLP            | -187.50    |
| 09/12/2022 | Bill Payment (Check) | S.J. Services, Inc.              | -20,405.00 |
| 09/12/2022 | Bill Payment (Check) | School Specialty                 | -637.95    |
| 09/12/2022 | Bill Payment (Check) | SeeSaw                           | -2,250.00  |
| 09/12/2022 | Bill Payment (Check) | Sherwin Williams Co. (Worcester) | -88.35     |
| 09/12/2022 | Bill Payment (Check) | Summit Forms                     | -525.94    |
| 09/12/2022 | Bill Payment (Check) | Staples                          | -184.80    |
| 09/12/2022 | Bill Payment (Check) | Staples                          | -50.94     |
| 09/12/2022 | Bill Payment (Check) | Staples                          | -1,282.02  |
| 09/12/2022 | Bill Payment (Check) | Staples                          | -144.64    |
| 09/12/2022 | Bill Payment (Check) | Teacher's Discovery              | -27.99     |
| 09/12/2022 | Bill Payment (Check) | V.I.P. Landscaping               | -950.00    |
| 09/12/2022 | Bill Payment (Check) | Wells Fargo Financial Leasing    | -4,315.00  |
| 09/12/2022 | Bill Payment (Check) | Wilson Language Training Corp    | -486.00    |
| 09/12/2022 | Bill Payment (Check) | Rutkiewicz, Kym                  | -249.00    |
| 09/12/2022 | Bill Payment (Check) | Teacher's Discovery              | -500.00    |
| 09/12/2022 | Bill Payment (Check) | kdh Commercial Doors & Hardware  | -4,250.00  |
| 09/12/2022 | Expenditure          | MTRB                             | -93,916.26 |
| 09/14/2022 | Expenditure          | Nationwide Trust Company, FSB    | -27,217.48 |
| 09/15/2022 | Bill Payment (Check) | Rochester 100 Inc                | -797.50    |
| 09/16/2022 | Bill Payment (Check) | Fisher Scientific                | -114.60    |

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| 09/16/2022 | Bill Payment (Check) | School Specialty                  | -565.98    |
| 09/16/2022 | Bill Payment (Check) | SHI International                 | -21,150.00 |
| 09/16/2022 | Bill Payment (Check) | West Music                        | -1,070.14  |
| 09/16/2022 | Expenditure          | ADP                               | -12,166.04 |
| 09/19/2022 | Bill Payment (Check) | Blick Art Materials               | -698.53    |
| 09/19/2022 | Bill Payment (Check) | City Of Worcester Water/Sewer     | -152.30    |
| 09/19/2022 | Bill Payment (Check) | EDS Mechanical Inc                | -1,158.64  |
| 09/19/2022 | Bill Payment (Check) | McGraw Hill Co.                   | -1,219.14  |
| 09/19/2022 | Bill Payment (Check) | 1st American Sewer & Drain, Inc.  | -350.00    |
| 09/19/2022 | Bill Payment (Check) | ADP Commercial Leasing LLC        | -343.75    |
| 09/19/2022 | Bill Payment (Check) | AFI Technologies Inc              | -415.50    |
| 09/19/2022 | Bill Payment (Check) | ASCD                              | -89.00     |
| 09/19/2022 | Bill Payment (Check) | Billian, Kuwait                   | -93.00     |
| 09/19/2022 | Bill Payment (Check) | Campbell, Joe                     | -93.00     |
| 09/19/2022 | Bill Payment (Check) | CDMASC.                           | -30.00     |
| 09/19/2022 | Bill Payment (Check) | City of Worcester Police Dept     | -1,262.64  |
| 09/19/2022 | Bill Payment (Check) | Cogent                            | -3,264.00  |
| 09/19/2022 | Bill Payment (Check) | Dellostritto, Giovanni            | -93.00     |
| 09/19/2022 | Bill Payment (Check) | Didonna, Amy                      | -2,380.00  |
| 09/19/2022 | Bill Payment (Check) | Ebsco                             | -6,477.00  |
| 09/19/2022 | Bill Payment (Check) | Fire Equipment Inc.               | -1,293.34  |
| 09/19/2022 | Bill Payment (Check) | Fitzpatrick, Daniel               | -93.00     |
| 09/19/2022 | Bill Payment (Check) | Food Grease Trappers              | -418.70    |
| 09/19/2022 | Bill Payment (Check) | Jamie Wiggins                     | -75.00     |
| 09/19/2022 | Bill Payment (Check) | Jerry Burgess                     | -159.00    |
| 09/19/2022 | Bill Payment (Check) | John Galvin                       | -75.00     |
| 09/19/2022 | Bill Payment (Check) | John Shamalian                    | -75.00     |
| 09/19/2022 | Bill Payment (Check) | Literacy Resources, LLC           | -97.00     |
| 09/19/2022 | Bill Payment (Check) | McDowell, Koury                   | -110.00    |
| 09/19/2022 | Bill Payment (Check) | National Grid 38928-53023         | -8,634.18  |
| 09/19/2022 | Bill Payment (Check) | National Grid 69923-82006         | -11,290.74 |
| 09/19/2022 | Bill Payment (Check) | New England Authentic Eats LLC    | -1,711.62  |
| 09/19/2022 | Bill Payment (Check) | Newman & DiStefano                | -1,672.44  |
| 09/19/2022 | Bill Payment (Check) | Next Gen Supply Group             | -6,517.19  |
| 09/19/2022 | Bill Payment (Check) | OHI Engineering, Inc              | -7,927.86  |
| 09/19/2022 | Bill Payment (Check) | Quadient Financial USA, Inc       | -450.00    |
| 09/19/2022 | Bill Payment (Check) | Scenario Learning, LLC            | -2,160.00  |
| 09/19/2022 | Bill Payment (Check) | Simmarano, Michael                | -159.00    |
| 09/19/2022 | Bill Payment (Check) | Staples                           | -279.56    |
| 09/19/2022 | Bill Payment (Check) | Staples                           | -149.40    |
| 09/19/2022 | Bill Payment (Check) | Staples                           | -112.41    |
| 09/19/2022 | Bill Payment (Check) | Staples                           | -82.15     |
| 09/19/2022 | Bill Payment (Check) | Steadfast Fence Inc.              | -11,440.00 |
| 09/19/2022 | Bill Payment (Check) | TypeTastic Sales - StepWare, Inc. | -519.00    |
| 09/19/2022 | Bill Payment (Check) | WCEPS                             | -407.00    |
| 09/19/2022 | Bill Payment (Check) | Wilson Language Training Corp     | -596.70    |
| 09/19/2022 | Bill Payment (Check) | Worthington Direct                | -1,877.64  |

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|------------|----------------------|---------------------------------------|-------------|
| 09/20/2022 | Bill Payment (Check) | Centimark Corporation                 | -128,000.00 |
| 09/20/2022 | Bill Payment (Check) | Hanover Insurance Co.                 | -34,471.94  |
| 09/21/2022 | Bill Payment (Check) | AA Transportation                     | -142,500.00 |
| 09/21/2022 | Bill Payment (Check) | BluSky Restoration Contractors, LLC   | -306,161.08 |
| 09/21/2022 | Bill Payment (Check) | Arthur Cole Painting Corporation      | -36,513.00  |
| 09/21/2022 | Bill Payment (Check) | Atlantic Sport Wood Floor Inc.        | -28,000.00  |
| 09/21/2022 | Bill Payment (Check) | National Grid-6 New Bond              | -26,787.04  |
| 09/21/2022 | Bill Payment (Check) | A'viands, LLC an Elior Company        | -8,893.49   |
| 09/21/2022 | Bill Payment (Check) | Duva Distributors                     | -501.05     |
| 09/21/2022 | Bill Payment (Check) | New England Ice Cream                 | -1,178.72   |
| 09/21/2022 | Bill Payment (Check) | Ace Endico Inc                        | -4,503.10   |
| 09/21/2022 | Bill Payment (Check) | Carver, Sarah                         | -200.00     |
| 09/21/2022 | Bill Payment (Check) | Deanna Yoder                          | -89.70      |
| 09/21/2022 | Bill Payment (Check) | Houck, Laura                          | -270.00     |
| 09/21/2022 | Bill Payment (Check) | Jam Productions MA LLC                | -2,500.00   |
| 09/21/2022 | Bill Payment (Check) | Langelier, Chelsea                    | -37.77      |
| 09/21/2022 | Bill Payment (Check) | Mansfield Paper Company, Inc.         | -3,696.23   |
| 09/21/2022 | Bill Payment (Check) | Pisano, Kali                          | -234.24     |
| 09/21/2022 | Bill Payment (Check) | Reynolds, Alyssa                      | -270.00     |
| 09/21/2022 | Bill Payment (Check) | SNA of Mass                           | -200.00     |
| 09/21/2022 | Bill Payment (Check) | Wells Fargo Financial Leasing         | -2,023.10   |
| 09/21/2022 | Bill Payment (Check) | New England Authentic Eats LLC        | -3,093.60   |
| 09/22/2022 | Bill Payment (Check) | DoorDash, Inc.                        | -250.00     |
| 09/22/2022 | Bill Payment (Check) | E.A.I.                                | -41.85      |
| 09/22/2022 | Bill Payment (Check) | SHI International                     | -18,609.30  |
| 09/22/2022 | Expenditure          | HR Knowledge Inc.                     | -850.00     |
| 09/23/2022 | Bill Payment (Check) | Staples                               | -420.84     |
| 09/23/2022 | Bill Payment (Check) | West Music                            | -20.95      |
| 09/23/2022 | Bill Payment (Check) | IXL Learning                          | -4,250.00   |
| 09/23/2022 | Bill Payment (Check) | School Specialty                      | -293.61     |
| 09/23/2022 | Bill Payment (Check) | SHI International                     | -95,357.50  |
| 09/23/2022 | Expenditure          |                                       | -7,426.68   |
| 09/26/2022 | Bill Payment (Check) | JP Pest Services, LLC                 | -244.80     |
| 09/26/2022 | Bill Payment (Check) | ADP Commercial Leasing LLC            | -360.94     |
| 09/26/2022 | Bill Payment (Check) | Cabral, Amelie Beth                   | -490.45     |
| 09/26/2022 | Bill Payment (Check) | City of Worcester Police Dept         | -1,052.20   |
| 09/26/2022 | Bill Payment (Check) | Committee for Children                | -816.00     |
| 09/26/2022 | Bill Payment (Check) | Host, Kelly                           | -33.96      |
| 09/26/2022 | Bill Payment (Check) | Eversource (formally NSTAR-1639-Elem) | -46.38      |
| 09/26/2022 | Bill Payment (Check) | Eversource (formally Nstar-2845- HS)  | -662.36     |
| 09/26/2022 | Bill Payment (Check) | Eversource (formerly NStar-1638- MS)  | -205.79     |
| 09/26/2022 | Bill Payment (Check) | Kara LaFond                           | -390.00     |
| 09/26/2022 | Bill Payment (Check) | Langelier, Chelsea                    | -306.95     |
| 09/26/2022 | Bill Payment (Check) | Literacy Resources, LLC               | -65.00      |
| 09/26/2022 | Bill Payment (Check) | Membean, Inc.                         | -2,567.00   |
| 09/26/2022 | Bill Payment (Check) | Regan, Jessica                        | -138.54     |
| 09/26/2022 | Bill Payment (Check) | Reminderband Inc.                     | -786.00     |

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| 09/26/2022 | Bill Payment (Check) | Social Thinking                   | -277.19    |
| 09/26/2022 | Bill Payment (Check) | Staples                           | -368.62    |
| 09/26/2022 | Bill Payment (Check) | Union Office Interiors            | -700.00    |
| 09/26/2022 | Bill Payment (Check) | Damian Boafo                      | -405.00    |
| 09/26/2022 | Expenditure          | TASC- FlexSystem                  | -319.22    |
| 09/28/2022 | Bill Payment (Check) | Baker, Maria                      | -1,442.26  |
| 09/28/2022 | Expenditure          | Nationwide Trust Company, FSB     | -26,898.38 |
| 09/29/2022 | Bill Payment (Check) | City of Worcester Police Dept     | -210.44    |
| 09/30/2022 | Bill Payment (Check) | Nixon Company                     | -424.50    |
| 09/30/2022 | Bill Payment (Check) | Staples                           | -37.17     |
| 09/30/2022 | Bill Payment (Check) | Staples                           | -244.35    |
| 09/30/2022 | Bill Payment (Check) | Staples                           | -20.69     |
| 09/30/2022 | Bill Payment (Check) | Staples                           | -97.14     |
| 09/30/2022 | Bill Payment (Check) | EFI Global, Inc.                  | -2,406.50  |
| 09/30/2022 | Bill Payment (Check) | Mirick O'Connell Attorneys at Law | -8,573.50  |
| 09/30/2022 | Bill Payment (Check) | Trane U.S., Inc.                  | -1,824.69  |
| 09/30/2022 | Expenditure          | HR Knowledge Inc.                 | -500.00    |
| 10/01/2022 | Bill Payment (Check) | Middlesex Savings Bank            | -96,095.73 |
| 10/01/2022 | Bill Payment (Check) | Middlesex Savings Bank            | -71,182.80 |
| 10/03/2022 | Bill Payment (Check) | Carver, Sarah                     | -400.00    |
| 10/03/2022 | Bill Payment (Check) | EDS Mechanical Inc                | -26,175.56 |
| 10/03/2022 | Bill Payment (Check) | Freiber Betancourth               | -186.00    |
| 10/03/2022 | Bill Payment (Check) | North Oxford Mills                | -14,612.18 |
| 10/03/2022 | Bill Payment (Check) | PrintResource                     | -604.00    |
| 10/03/2022 | Bill Payment (Check) | AA Transportation                 | -430.00    |
| 10/03/2022 | Bill Payment (Check) | AAFCPAs, Inc                      | -21,960.00 |
| 10/03/2022 | Bill Payment (Check) | Ahern, John                       | -159.00    |
| 10/03/2022 | Bill Payment (Check) | Amplify Education, Inc.           | -675.00    |
| 10/03/2022 | Bill Payment (Check) | Ascentria Community Services, Inc | -358.60    |
| 10/03/2022 | Bill Payment (Check) | Bellingham Athletics              | -200.00    |
| 10/03/2022 | Bill Payment (Check) | Benjamin Coughlin                 | -93.00     |
| 10/03/2022 | Bill Payment (Check) | Billian, Kuwait                   | -93.00     |
| 10/03/2022 | Bill Payment (Check) | Cady, David                       | -159.00    |
| 10/03/2022 | Bill Payment (Check) | Colonial Glass & Mirror           | -450.00    |
| 10/03/2022 | Bill Payment (Check) | Coughlin, Glenn                   | -93.00     |
| 10/03/2022 | Bill Payment (Check) | Creedon and Co. Inc.              | -440.35    |
| 10/03/2022 | Bill Payment (Check) | Gabriel Beltran                   | -167.81    |
| 10/03/2022 | Bill Payment (Check) | Huong D Strycharz                 | -262.50    |
| 10/03/2022 | Bill Payment (Check) | J&J Commercial Services           | -300.00    |
| 10/03/2022 | Bill Payment (Check) | Jamie Wiggins                     | -100.00    |
| 10/03/2022 | Bill Payment (Check) | John Galvin                       | -68.00     |
| 10/03/2022 | Bill Payment (Check) | Jose Ayala                        | -100.00    |
| 10/03/2022 | Bill Payment (Check) | McDowell, Koury                   | -110.00    |
| 10/03/2022 | Bill Payment (Check) | McGraw Hill Co.                   | -3,375.05  |
| 10/03/2022 | Bill Payment (Check) | Reidy, Mike                       | -68.00     |
| 10/03/2022 | Bill Payment (Check) | Newman & DiStefano                | -375.00    |
| 10/03/2022 | Bill Payment (Check) | Olson, James                      | -100.00    |

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| 10/03/2022 | Bill Payment (Check) | Oriental Trading                   | -191.88     |
| 10/03/2022 | Bill Payment (Check) | PaySchools                         | -3,864.30   |
| 10/03/2022 | Bill Payment (Check) | Roberto Ayala                      | -100.00     |
| 10/03/2022 | Bill Payment (Check) | Sabrina A Mourao                   | -910.00     |
| 10/03/2022 | Bill Payment (Check) | Sasso, Benjamin                    | -159.00     |
| 10/03/2022 | Bill Payment (Check) | Sherwin Williams Co. (Worcester)   | -139.96     |
| 10/03/2022 | Bill Payment (Check) | Super Teacher Worksheets           | -24.95      |
| 10/03/2022 | Bill Payment (Check) | Tchoubah, Achille                  | -93.00      |
| 10/03/2022 | Bill Payment (Check) | Tri County Athletics               | -200.00     |
| 10/03/2022 | Bill Payment (Check) | Valery, George                     | -159.00     |
| 10/03/2022 | Bill Payment (Check) | Vincent Sasso                      | -159.00     |
| 10/03/2022 | Bill Payment (Check) | Vitali, Richard                    | -159.00     |
| 10/03/2022 | Bill Payment (Check) | Warhol, Kendra                     | -122.50     |
| 10/03/2022 | Bill Payment (Check) | Watkins, Jason                     | -68.00      |
| 10/03/2022 | Bill Payment (Check) | Shelly Hinds                       | -39.57      |
| 10/03/2022 | Expenditure          | Blue Cross Blue Shield of MA       | -251.58     |
| 10/03/2022 | Expenditure          | Blue Cross Blue Shield of MA       | -124,455.78 |
| 10/03/2022 | Expenditure          | Blue Cross Blue Shield of MA       | -5,875.53   |
| 10/03/2022 | Expenditure          | Blue Cross Blue Shield of MA       | -12,431.47  |
| 10/04/2022 | Bill Payment (Check) | Liberty MA Portfolio Fee LLC       | -369.90     |
| 10/04/2022 | Expenditure          | Blue Cross Blue Shield of MA       | -1,498.36   |
| 10/05/2022 | Bill Payment (Check) | Christo's Pizza                    | -487.00     |
| 10/05/2022 | Expenditure          | USAble Life                        | -5,488.69   |
| 10/05/2022 | Expenditure          | M.T.R.S.                           | -97,740.24  |
| 10/06/2022 | Bill Payment (Check) | Curriculum Associates              | -11,812.50  |
| 10/07/2022 | Bill Payment (Check) | Payne, Kelsie                      | -498.72     |
| 10/07/2022 | Bill Payment (Check) | Naira Joseph                       | -203.76     |
| 10/11/2022 | Bill Payment (Check) | Crystal Rock                       | -727.57     |
| 10/11/2022 | Bill Payment (Check) | Follett Content Solutions, LLC     | -168.00     |
| 10/11/2022 | Bill Payment (Check) | Hanover Insurance Co.              | -160.20     |
| 10/11/2022 | Bill Payment (Check) | Hanover Insurance Co.              | -3,704.00   |
| 10/11/2022 | Bill Payment (Check) | Scholastic Inc.                    | -571.40     |
| 10/11/2022 | Expenditure          | TASC- FlexSystem                   | -11,374.47  |
| 10/12/2022 | Bill Payment (Check) | A'viands, LLC an Elior Company     | -21,257.84  |
| 10/12/2022 | Bill Payment (Check) | Ace Endico Inc                     | -3,602.97   |
| 10/12/2022 | Bill Payment (Check) | C&C Temp Control, Inc.             | -1,005.00   |
| 10/12/2022 | Bill Payment (Check) | City of Worcester Police Dept      | -2,525.28   |
| 10/12/2022 | Bill Payment (Check) | Duva Distributors                  | -248.48     |
| 10/12/2022 | Bill Payment (Check) | New England Ice Cream              | -1,359.86   |
| 10/12/2022 | Bill Payment (Check) | Really Good Stuff, Inc             | -1,375.31   |
| 10/12/2022 | Bill Payment (Check) | American Express                   | -6,167.04   |
| 10/12/2022 | Bill Payment (Check) | Atlantic Charter Insurance Company | -6,407.00   |
| 10/12/2022 | Bill Payment (Check) | Boston Kiln Sales & Service Inc    | -835.00     |
| 10/12/2022 | Bill Payment (Check) | Carver, Sarah                      | -200.00     |
| 10/12/2022 | Bill Payment (Check) | chEARMusic                         | -700.00     |
| 10/12/2022 | Bill Payment (Check) | Chen, Daniel                       | -159.00     |
| 10/12/2022 | Bill Payment (Check) | Connor, John                       | -100.00     |

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| 10/12/2022 | Bill Payment (Check) | DoorDash, Inc.                            | -250.00     |
| 10/12/2022 | Bill Payment (Check) | Earthlink Business/Windstream             | -1,250.19   |
| 10/12/2022 | Bill Payment (Check) | Frontline Technologies Group LLC          | -49.56      |
| 10/12/2022 | Bill Payment (Check) | Generation Genius, Inc                    | -525.00     |
| 10/12/2022 | Bill Payment (Check) | Gordon Foodservice                        | -944.31     |
| 10/12/2022 | Bill Payment (Check) | J.W.Pepper                                | -604.03     |
| 10/12/2022 | Bill Payment (Check) | John Bills                                | -93.00      |
| 10/12/2022 | Bill Payment (Check) | JP Pest Services, LLC                     | -101.40     |
| 10/12/2022 | Bill Payment (Check) | Keddy, Timothy                            | -100.00     |
| 10/12/2022 | Bill Payment (Check) | Kevin Tighe                               | -100.00     |
| 10/12/2022 | Bill Payment (Check) | Leonards Music LLC                        | -1,468.00   |
| 10/12/2022 | Bill Payment (Check) | Lyons, Robert                             | -159.00     |
| 10/12/2022 | Bill Payment (Check) | Michael Tighe                             | -100.00     |
| 10/12/2022 | Bill Payment (Check) | New England Medical Billing               | -1,260.92   |
| 10/12/2022 | Bill Payment (Check) | Newman & DiStefano                        | -2,123.00   |
| 10/12/2022 | Bill Payment (Check) | Next Gen Supply Group                     | -192.08     |
| 10/12/2022 | Bill Payment (Check) | O'Brien & Sons                            | -821.36     |
| 10/12/2022 | Bill Payment (Check) | Paul's Rental, Inc.                       | -720.00     |
| 10/12/2022 | Bill Payment (Check) | Pineda, Mario                             | -93.00      |
| 10/12/2022 | Bill Payment (Check) | Shrewsbury Landscapes, Inc                | -2,750.00   |
| 10/12/2022 | Bill Payment (Check) | Tchoubah, Achille                         | -93.00      |
| 10/12/2022 | Bill Payment (Check) | Teixeira, Joe                             | -100.00     |
| 10/12/2022 | Bill Payment (Check) | V.I.P. Landscaping                        | -685.00     |
| 10/12/2022 | Bill Payment (Check) | Verizon                                   | -113.88     |
| 10/12/2022 | Bill Payment (Check) | Wells Fargo Financial Leasing             | -2,023.10   |
| 10/12/2022 | Bill Payment (Check) | Zhuri, Arben                              | -93.00      |
| 10/12/2022 | Bill Payment (Check) | Heidi Paluk                               | -151.81     |
| 10/12/2022 | Bill Payment (Check) | Otis Wheeler                              | -75.00      |
| 10/12/2022 | Bill Payment (Check) | YMCA of Central Massachusetts             | -549.75     |
| 10/12/2022 | Expenditure          | HealthEquity, Inc.                        | -3,179.09   |
| 10/13/2022 | Bill Payment (Check) | Wells Fargo Financial Leasing             | -4,315.00   |
| 10/13/2022 | Bill Payment (Check) | AA Transportation                         | -142,500.00 |
| 10/13/2022 | Bill Payment (Check) | BluSky Restoration Contractors, LLC       | -66,414.10  |
| 10/13/2022 | Bill Payment (Check) | Massachusetts Charter Public School Assoc | -68,794.00  |
| 10/13/2022 | Bill Payment (Check) | Power School Group                        | -60,146.75  |
| 10/13/2022 | Bill Payment (Check) | Westerman Store Equipment Co., Inc.       | -29,050.00  |
| 10/13/2022 | Expenditure          | HR Knowledge Inc.                         | -7,300.00   |
| 10/13/2022 | Expenditure          | Nationwide Trust Company, FSB             | -26,865.96  |
| 10/14/2022 | Bill Payment (Check) | Follett Content Solutions, LLC            | -1,189.30   |
| 10/14/2022 | Bill Payment (Check) | Music Theatre International               | -1,110.00   |
| 10/14/2022 | Bill Payment (Check) | School Specialty                          | -586.50     |
| 10/14/2022 | Bill Payment (Check) | SHI International                         | -792.09     |
| 10/14/2022 | Bill Payment (Check) | Decker Equipment Inc.                     | -546.73     |
| 10/14/2022 | Expenditure          | ADP                                       | -12,122.66  |
| 10/17/2022 | Bill Payment (Check) | Ace Endico Inc                            | -3,541.34   |
| 10/17/2022 | Bill Payment (Check) | City of Worcester Police Dept             | -1,262.64   |
| 10/17/2022 | Bill Payment (Check) | Hampton, Tamara                           | -92.79      |

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| 10/17/2022 | Bill Payment (Check) | J.W.Pepper  | -59.90     |
| 10/17/2022 | Bill Payment (Check) | MindK LLC   | -3,040.00  |
| 10/17/2022 | Bill Payment (Check) | New England Ice Cream   | -364.56    |
| 10/17/2022 | Bill Payment (Check) | A'viands, LLC an Elior Company                                  | -11,717.23 |
| 10/17/2022 | Bill Payment (Check) | Andres Cedillo  | -93.00     |
| 10/17/2022 | Bill Payment (Check) | Anthony Grzembski   | -93.00     |
| 10/17/2022 | Bill Payment (Check) | Billian, Kuwait   | -93.00     |
| 10/17/2022 | Bill Payment (Check) | Blick Art Materials   | -4.29      |
| 10/17/2022 | Bill Payment (Check) | Booster Enterprises Inc.  | -2,000.00  |
| 10/17/2022 | Bill Payment (Check) | Cady, David   | -159.00    |
| 10/17/2022 | Bill Payment (Check) | Caroline Cole   | -150.45    |
| 10/17/2022 | Bill Payment (Check) | Carver, Sarah   | -200.00    |
| 10/17/2022 | Bill Payment (Check) | Cogent  | -3,264.00  |
| 10/17/2022 | Bill Payment (Check) | Conway Technology Group   | -140.00    |
| 10/17/2022 | Bill Payment (Check) | Costello, Diane   | -159.00    |
| 10/17/2022 | Bill Payment (Check) | Curriculum Associates   | -6,156.00  |
| 10/17/2022 | Bill Payment (Check) | Dimitrios Gaitanidis  | -93.00     |
| 10/17/2022 | Bill Payment (Check) | Fitzpatrick, Daniel   | -93.00     |
| 10/17/2022 | Bill Payment (Check) | Gordon Foodservice  | -259.20    |
| 10/17/2022 | Bill Payment (Check) | Heil, Lynn  | -45.30     |
| 10/17/2022 | Bill Payment (Check) | Jerry Burgess   | -159.00    |
| 10/17/2022 | Bill Payment (Check) | Joanne Grzembski  | -93.00     |
| 10/17/2022 | Bill Payment (Check) | Leonards Music LLC  | -324.00    |
| 10/17/2022 | Bill Payment (Check) | Mansfield Paper Company, Inc.                                   | -2,401.65  |
| 10/17/2022 | Bill Payment (Check) | McGraw Hill Co.   | -6,855.74  |
| 10/17/2022 | Bill Payment (Check) | Morse, Brian  | -682.29    |
| 10/17/2022 | Bill Payment (Check) | New England Authentic Eats LLC                                  | -145.14    |
| 10/17/2022 | Bill Payment (Check) | Paquette, Tim   | -159.00    |
| 10/17/2022 | Bill Payment (Check) | Peter Saucier   | -159.00    |
| 10/17/2022 | Bill Payment (Check) | Sabrina A Mourao  | -157.50    |
| 10/17/2022 | Bill Payment (Check) | Simmarano, Michael  | -159.00    |
| 10/17/2022 | Bill Payment (Check) | Women's Initiative of United Way of Central Massachusetts, Inc. | -100.00    |
| 10/17/2022 | Bill Payment (Check) | Women's Initiative of United Way of Central Massachusetts, Inc. | -100.00    |
| 10/17/2022 | Bill Payment (Check) | Otis Elevator   | -4,441.25  |
| 10/17/2022 | Bill Payment (Check) | AAFCPAs, Inc  | -27,500.00 |
| 10/17/2022 | Bill Payment (Check) | WMC Service Corp. Inc.  | -6,652.01  |
| 10/17/2022 | Bill Payment (Check) | Rubin and Rudman, LLP   | -187.50    |
| 10/17/2022 | Expenditure          | HR Knowledge Inc.   | -850.00    |
| 10/18/2022 | Bill Payment (Check) | Duva Distributors   | -217.34    |
| 10/18/2022 | Expenditure          | HealthEquity, Inc.  | -354.87    |
| 10/20/2022 | Bill Payment (Check) | SHI International   | -8,247.69  |
| 10/21/2022 | Bill Payment (Check) | Cherry Road Technologies  | -3,508.01  |
| 10/21/2022 | Bill Payment (Check) | S.J. Services, Inc.   | -20,405.00 |
| 10/21/2022 | Bill Payment (Check) | United Rentals  | -339.30    |
| 10/24/2022 | Bill Payment (Check) | Fire Equipment Inc.   | -795.00    |
| 10/24/2022 | Bill Payment (Check) | Fisher Scientific   | -3,561.93  |
| 10/24/2022 | Bill Payment (Check) | Hanover Insurance Co.   | -17,046.54 |

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| 10/24/2022 | Bill Payment (Check) | Joseph's Lock & Safe                      | -190.00    |
| 10/24/2022 | Bill Payment (Check) | Lawrence Waste Services                   | -2,135.91  |
| 10/24/2022 | Bill Payment (Check) | Scholastic Inc.                           | -4,283.40  |
| 10/24/2022 | Bill Payment (Check) | Citizens Bank                             | -3,805.02  |
| 10/24/2022 | Expenditure          | TASC- FlexSystem                          | -3,881.23  |
| 10/25/2022 | Bill Payment (Check) | Centimark Corporation                     | -3,700.00  |
| 10/25/2022 | Bill Payment (Check) | City Of Worcester Water/Sewer             | -1,377.50  |
| 10/25/2022 | Bill Payment (Check) | Duva Distributors                         | -254.51    |
| 10/25/2022 | Bill Payment (Check) | EDS Mechanical Inc                        | -14,131.58 |
| 10/25/2022 | Bill Payment (Check) | Newman & DiStefano                        | -15,420.72 |
| 10/25/2022 | Bill Payment (Check) | Bellingham Athletics                      | -50.00     |
| 10/25/2022 | Bill Payment (Check) | Host, Kelly                               | -59.99     |
| 10/25/2022 | Bill Payment (Check) | kdh Commercial Doors & Hardware           | -13,602.00 |
| 10/25/2022 | Bill Payment (Check) | Liberty MA Portfolio Fee LLC              | -493.20    |
| 10/25/2022 | Bill Payment (Check) | Literacy Resources, LLC                   | -192.24    |
| 10/25/2022 | Bill Payment (Check) | National Grid 38928-53023                 | -6,709.99  |
| 10/25/2022 | Bill Payment (Check) | National Grid 69923-82006                 | -9,059.16  |
| 10/25/2022 | Bill Payment (Check) | National Grid-6 New Bond                  | -22,568.43 |
| 10/25/2022 | Bill Payment (Check) | OHI Engineering, Inc                      | -3,018.97  |
| 10/25/2022 | Bill Payment (Check) | One Off Apparel Inc                       | -1,886.60  |
| 10/25/2022 | Bill Payment (Check) | Ryder, Stephanie Collins                  | -61.25     |
| 10/25/2022 | Bill Payment (Check) | Warhol, Kendra                            | -400.00    |
| 10/25/2022 | Bill Payment (Check) | Zoom Video Communications, Inc.           | -14,000.00 |
| 10/25/2022 | Bill Payment (Check) | Shapiro Educational & Behavioral Consulta | -2,475.00  |
| 10/25/2022 | Bill Payment (Check) | Didonna, Amy                              | -3,015.00  |
| 10/25/2022 | Expenditure          | HealthEquity, Inc.                        | -1,171.48  |
| 10/26/2022 | Bill Payment (Check) | Learners Edge LLC                         | -6,193.00  |
| 10/26/2022 | Bill Payment (Check) | Finishing Touches by Dianne               | -5,639.50  |
| 10/27/2022 | Expenditure          | Nationwide Trust Company, FSB             | -26,774.20 |
| 10/28/2022 | Bill Payment (Check) | Staples                                   | -3,203.20  |
| 10/28/2022 | Bill Payment (Check) | Mirick O'Connell Attorneys at Law         | -12,919.50 |
| 10/28/2022 | Bill Payment (Check) | WB Mason                                  | -89.96     |
| 10/28/2022 | Bill Payment (Check) | Scholastic Book Fairs                     | -6,069.66  |
| 10/28/2022 | Expenditure          | HR Knowledge Inc.                         | -590.00    |
| 10/31/2022 | Bill Payment (Check) | A'viands, LLC an Elior Company            | -19,423.99 |
| 10/31/2022 | Bill Payment (Check) | Almendarez, Oscar                         | -186.00    |
| 10/31/2022 | Bill Payment (Check) | Andres Cedillo                            | -186.00    |
| 10/31/2022 | Bill Payment (Check) | Blick Art Materials                       | -277.51    |
| 10/31/2022 | Bill Payment (Check) | Carver, Sarah                             | -400.00    |
| 10/31/2022 | Bill Payment (Check) | City of Worcester Police Dept             | -2,735.72  |
| 10/31/2022 | Bill Payment (Check) | Duva Distributors                         | -517.14    |
| 10/31/2022 | Bill Payment (Check) | Follett School Solutions                  | -170.90    |
| 10/31/2022 | Bill Payment (Check) | JP Pest Services, LLC                     | -191.20    |
| 10/31/2022 | Bill Payment (Check) | Leonards Music LLC                        | -535.00    |
| 10/31/2022 | Bill Payment (Check) | Music & Arts                              | -77.44     |
| 10/31/2022 | Bill Payment (Check) | Nasco                                     | -2,101.67  |
| 10/31/2022 | Bill Payment (Check) | New England Ice Cream                     | -1,428.96  |



|            |                      |                                       |            |
|------------|----------------------|---------------------------------------|------------|
| 10/31/2022 | Bill Payment (Check) | YMCA of Central Massachusetts         | -942.00    |
| 10/31/2022 | Bill Payment (Check) | Ace Endico Inc                        | -2,146.81  |
| 10/31/2022 | Bill Payment (Check) | ADP Commercial Leasing LLC            | -343.75    |
| 10/31/2022 | Bill Payment (Check) | Ahern, John                           | -159.00    |
| 10/31/2022 | Bill Payment (Check) | Ahmed Abdelagdir                      | -93.00     |
| 10/31/2022 | Bill Payment (Check) | Atlantic Charter Insurance Company    | -10,320.00 |
| 10/31/2022 | Bill Payment (Check) | Babola, Todd                          | -271.00    |
| 10/31/2022 | Bill Payment (Check) | Booster Gear                          | -2,485.68  |
| 10/31/2022 | Bill Payment (Check) | Campbell, Joe                         | -93.00     |
| 10/31/2022 | Bill Payment (Check) | Conway Technology Group               | -70.00     |
| 10/31/2022 | Bill Payment (Check) | Diaz, Candido                         | -159.00    |
| 10/31/2022 | Bill Payment (Check) | Eversource (formally NSTAR-1639-Elem) | -46.00     |
| 10/31/2022 | Bill Payment (Check) | Eversource (formally Nstar-2845- HS)  | -3,697.55  |
| 10/31/2022 | Bill Payment (Check) | Eversource (formerly NStar-1638- MS)  | -671.54    |
| 10/31/2022 | Bill Payment (Check) | Freiber Betancourth                   | -93.00     |
| 10/31/2022 | Bill Payment (Check) | GateHouse Media Massachusetts, Inc.   | -245.44    |
| 10/31/2022 | Bill Payment (Check) | Gleason, Denise                       | -57.72     |
| 10/31/2022 | Bill Payment (Check) | Good As Gold Coffee Systems Inc.      | -1,613.40  |
| 10/31/2022 | Bill Payment (Check) | Gould, Kelly                          | -168.32    |
| 10/31/2022 | Bill Payment (Check) | ID Wholesaler                         | -663.46    |
| 10/31/2022 | Bill Payment (Check) | International Baccalaureate Americas  | -150.00    |
| 10/31/2022 | Bill Payment (Check) | Jamie Wiggins                         | -100.00    |
| 10/31/2022 | Bill Payment (Check) | John Shamalian                        | -100.00    |
| 10/31/2022 | Bill Payment (Check) | Koroveshi, Viktor                     | -93.00     |
| 10/31/2022 | Bill Payment (Check) | McGraw Hill Co.                       | -2,067.47  |
| 10/31/2022 | Bill Payment (Check) | Morse Bros LLC                        | -640.00    |
| 10/31/2022 | Bill Payment (Check) | Newman & DiStefano                    | -500.42    |
| 10/31/2022 | Bill Payment (Check) | Noteflight.com                        | -69.00     |
| 10/31/2022 | Bill Payment (Check) | Otis Elevator                         | -2,285.00  |
| 10/31/2022 | Bill Payment (Check) | Otis Wheeler                          | -75.00     |
| 10/31/2022 | Bill Payment (Check) | Pineda, Olga                          | -98.35     |
| 10/31/2022 | Bill Payment (Check) | Quadient Leasing USA Inc              | -173.25    |
| 10/31/2022 | Bill Payment (Check) | Robbie Patenaude                      | -100.00    |
| 10/31/2022 | Bill Payment (Check) | Roy, Sarah                            | -35.69     |
| 10/31/2022 | Bill Payment (Check) | Staples                               | -158.71    |
| 10/31/2022 | Bill Payment (Check) | Staples                               | -20.89     |
| 10/31/2022 | Bill Payment (Check) | Staples                               | -44.24     |
| 10/31/2022 | Bill Payment (Check) | Teacher Direct                        | -2,198.92  |
| 10/31/2022 | Bill Payment (Check) | TypeTastic Sales - StepWare, Inc.     | -301.00    |
| 10/31/2022 | Bill Payment (Check) | United Rentals                        | -696.15    |
| 10/31/2022 | Bill Payment (Check) | Watkins, Frank Jr                     | -100.00    |
| 10/31/2022 | Bill Payment (Check) | West Music                            | -49.95     |
| 10/31/2022 | Bill Payment (Check) | Williams, Patrick                     | -100.00    |

|  |  |  |  |                                |   |
|--|--|--|--|--------------------------------|---|
|  |  |  |  |                                |   |
|  |  |  |  |                                |   |
|  |  |  |  |                                |   |
|  | <b>Objective: Provide the physical space needed for the addition of Accounts Payable &amp; SIMS Reporting Specialist</b> |  |  |                                |   |
|  |  |  |  |                                |   |
|  | <b>Due Date</b>  | <b>Task</b>  | <b>Reason</b>  | <b>Person Responsible</b>      | <b>Progress</b>                                   |
|  | 10/24/2022   | Move staff lounge items into conference room   | To ensure an environment for proper training and oversight that exists within the central business office  | Andy Cruickshank               | Complete  |
|  | 10/24/2022   | Paint, clean, and prepare office for AP & SIMS Specialist  | To ensure an environment for proper training and oversight that exists within the central business office  | Andy Cruickshank               | Complete  |
|  |  |  |  |                                |   |
|  |  |  |  |                                |   |
|  | <b>Objective: Create efficiencies within the business office</b>   |  |  |                                |   |
|  |  |  |  |                                |   |
|  | <b>Due Date</b>  | <b>Task</b>  | <b>Reason</b>  | <b>Person Responsible</b>      | <b>Progress</b>                                   |
|  | Ongoing  | Review chart of accounts and inactivate any unused accounts  | To eliminate the option to post to any general ledger accounts that should not be used   | Alisha Carpino                 | Started   |
|  | 11/15/2022   | Rebuild P&L report in Quickbooks to eliminate manual entry needed to currently build the reports for the finance committee | To significantly decrease the time needed to prepare the monthly financials and to eliminate errors that may be caused by manual entry of numbers  | Alisha Carpino                 | Complete  |
|  | 12/2/2022  | Build and implement the credit card process with instructions  | To streamline and provide structure to the process and to elevate additional work that currently happens and to move this process off paper  | Alisha Carpino                 | <a href="#">Started</a>                           |
|  | 11/18/2022   | Roll out purchasing and invoice process  | To provide all staff with adequate instructions related to this process and provide a schedule and deadline to the weekly process to give staff predictability and provide structure to the staff in the business office | Alisha Carpino                 | <a href="#">Started</a>                           |
|  | 12/9/2022  | Implement new receiving and approval process with school admins  | To complete the process of moving away from paper PO's and packing slips which will streamline the process, which will prevent lost packages and alleviate unnecessary work for the facilities and finance departments   | Alisha Carpino                 | Started   |
|  |  |  |  |                                |   |
|  |  |  |  |                                |   |
|  | <b>Objective: Assurance of adequate procedures, workflows, and policies within the business office</b>                   |  |  |                                |   |
|  |  |  |  |                                |   |
|  | <b>Due Date</b>  | <b>Task</b>  | <b>Reason</b>  | <b>Person Responsible</b>      | <b>Progress</b>                                   |
|  | 10/17/2022   | Build monthly close checklist  | To ensure all needed tasks are being completed by the team during month end close and to give the Director of Finance and Operations oversight of what has been completed by her staff and what is left                  | Alisha Carpino                 | <a href="#">Complete</a>                          |
|  | 10/17/2022   | Build SEFA   | To ensure proper posting and reconciliation of federal fu  | Alisha Carpino                 | <a href="#">Complete</a>                          |
|  | Ongoing  | Build list of items to be addressed in FY23  | To make sure all things big or small that comes up from the audit and throughout the year get addressed before the official close of FY23  | Alisha Carpino                 | <a href="#">Complete but items could be added</a> |
|  | 10/17/2022   | Build a list of end of year tasks  | To effectively capture any additional things that need to be completed at fiscal year end  | Alisha Carpino                 | <a href="#">Complete</a>                          |
|  | 11/15/2022   | Build the reconciliations for FY23   | To ensure effective checks, balances, and oversight of the financials exists for FY23  | Alisha Carpino                 | <a href="#">Complete</a>                          |
|  |  |  |  |                                |   |
|  |  |  |  |                                |   |
|  | <b>Objective: Department transition to new structure</b>   |  |  |                                |   |
|  |  |  |  |                                |   |
|  | <b>Due Date</b>  | <b>Task</b>  | <b>Reason</b>  | <b>Person Responsible</b>      | <b>Progress</b>                                   |
|  | 10/24/2022   | Sit with Senior Accountant and review the departmental changes   | To maintain buy-in to the change and keep open communication and transparency throughout the process   | Alisha Carpino                 | Complete  |
|  | 11/4/2022  | Write job description for the Accounts Payable and SIMS Reporting Specialist   | To officially make the shift in duties and provide a conduit for accountability and add structure  | Alisha Carpino                 | <a href="#">Complete</a>                          |
|  | 12/2/2022  | Write job description for Payroll Manager and Procurement Specialist   | To provide a conduit for accountability and add structure  | Alisha Carpino                 |   |
|  | 12/2/2022  | Write job description for Senior Accountant  | To officially make the shift in duties and provide a conduit for accountability and add structure  | Alisha Carpino                 |   |
|  | 12/2/2022  | Write job description for Human Resources Specialist   | To provide a conduit for accountability and add structure  | Alisha Carpino                 |   |
|  | 12/2/2022  | Transfer administrative duties to Naira  | To alleviate workload for the Director of Finance and Operations   | Alisha Carpino and Heidi Paluk |   |
|  | 12/2/2022  | Create instructions for duties being transferred to Senior Accountant  | To ensure a smooth training process and transition   | Alisha Carpino                 |   |
|  | 12/18/2022   | Train Senior Account   | To solidify the shift in duties which will bring better structure, accountability, and capacity within the business office. This will happen during the November close process   | Alisha Carpino                 |   |

**AKFCS Facilities Department:**

**MFAA Conference:**

Attended the conference with technician Allan. The three day meeting offered up the opportunity to meet with other Facilities Directors from the area's schools and listen to keynote speakers on subjects such as Active Shooters, dealing with stress in the workplace and getting to meet with many potential new vendors and some from our past.

**Updating the customer management system (CMMS):**

Have met with Gabriel to work out what is needed for the new system and ensure it is simple enough to use for all.

**Snow Bid:**

Alisha sent out the notification for interested parties to attend a district walkthrough to make sure all zones were covered and no issues arise when we finally have our first proper storm of Winter. Ultimately VIP were the successful bid and we believe they will be a good partner as they already attend our Landscaping throughout the district.

**Centimark roofing overhang at HS project:**

Centimark began work on the High School Overhang on Friday 11th November. As of Tuesday they had completed one half of the project. With the weather being a factor we don't have an anticipated completion date. The project lead Jonathan mentioned that they had not found anything they were not expecting yet!!

**Split HVAC system in Principle offices in MS:**

EDS began phase 1 of this project and got the unit installed. They do not do the electrical part of the project, so we have an electrician on site this Friday the 18th to complete that part of the project.

**Odor in HS:**

Found the issue that was causing random smell that would drift through the first floor of HS in certain areas. After an excursion under the school and into the crawl space, it was ascertained the odor was coming from the grease traps in the kitchen area. The grease traps were cleared and a puck pack which is designed to keep grease traps functioning and odor free. Happy to report no smell since.

**Door and frame installed in warehouse area:**

WMC installed a new side exit door in the main warehouse space. The was to improve the functionality of that exit.

**KDH at HS**

Met the KDH rep Jim on Friday the 11th to look at options for the HS Teachers entry door and one of the main entry doors at HS. Also he looked at the HS gym doors and we

began a conversation regarding options on anti armed intruder doors. He is looking at options for us.

**Bufferzone roof pipe:**

Has found to be too blocked to snake by a vendor which will mean removal and replacement of approximately 10 ft of cast iron pipe. Likely cause is bitumen and gravel that has been stuck in the pipe for many years. Waiting to hear back from Fanning plumbing regarding this project.



## Abby Kelley Foster Charter Public School

10 New Bond Street Worcester, MA 01606

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

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

### Facilities and Finance Committee Meeting Minutes -DRAFT

**Friday, November 18, 2022, 8:00 a.m.**

<https://akfcs-org.zoom.us/j/99530179219?pwd=blhtK0tDdUhLRjhjZ3d5TzBmV1lxUT09>

**Meeting ID:** 995 3017 9219 **Passcode:** 839257

**By phone:** +1 929 205 6099 **Meeting ID:** 995 3017 9219

The meeting was called to order by Ms. Zagabe-Ndiku. The attendance was recorded and is attached.

Ms. Zagabe-Ndiku asked the Committee to review the Meeting Minutes from the October 21, 2022 meeting. Upon its review, Ms. Zagabe-Ndiku asked for a motion to approve the minutes from the October 21, 2022 Facilities and Finance Meeting. Mr. Royce made the motion, and Mr. Beaudry seconded it. The committee unanimously approved the minutes.

### **Financial Report**

Ms. Carpino provided a narrative of the financials ending October 31, 2022. Tuition revenue is \$233,000 above budget as tuition is higher than projected. Transportation is below budget by \$196,000 due to the timing and having that line item spread over twelve months. Ms. Carpino mentioned that Nutrition revenue and Transportation Expense will be adjusted and applied over 10-months to show a more accurate results. Salaries reported \$694,000 under budget, and that was due to positions being open at the beginning of the year and staff changes. There was no increase to the insurance from Blue Cross/Blue Shield as expected and budgeted for; therefore we will see this cost savings throughout the year. The debt-to-service coverage ratio was reported as 1:48, compared to the requirement of 1:15. Subscriptions will be reviewed across the district for a more streamlined process.

### **Finance Department Restructuring Plan**

Ms. Carpino provided an overview of the changes and plans for the finance department to create better efficiencies and enhance the capacity of existing staff. Restructuring among finance staff has already begun, with a new staff member moving into their office. Training has also started for all staff members as roles change, which is all to create efficiencies within the business office. Ms. Carpino explained that General Ledger accounts are being reviewed and cleaned and she is deactivating those no longer in use. P&L reports in QuickBooks have been rebuilt to eliminate the manual entry piece, thus decreasing the risk of errors. It was also noted that a new credit card processing system was built and will directly upload the information including codes into the Quickbooks system.

Ms. Carpino explained that processes were being created to enhance oversight and efficiency within the department including: a monthly closing checklist; a SEFA (Schedule of Expenditures of Federal Awards), end of year closing for FY '23, and a month-to-month and end-of-the-year checklists.



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### **St. Gobain/WBDC Update**

Abby Kelley recently hosted a community meeting for WBDC relative to the transfer of the St. Gobain property. The closing and transfer of 51 acres was completed on November 9, 2022, and it was explained at the community meeting WBDC is applying for a grant from the Environmental Protection Agency. Ms. Paluk explained that this requested grant was very specific to what WBDC is referring to as the “400 block” of the project, which includes the building directly across from AKFCS high school and DEP. Ms. Paluk informed committee members that Ms. Roberta Brien from WBDC would attend the next Board of Trustees meeting in November. Ms. Paluk and Mr. Royce will be meeting with other officials such as our LSP (Licensed site professional to best represent AKFCS during this time.

### **Facilities Update**

Mr. Andy Cruickshank and Mr. Allan Ayotte attended a recent Massachusetts School Facilities Professionals conference where they could meet and establish relationships with different vendors as well as attend workshops that would allow for a more streamlined process for the facilities and maintenance department.

The Snow and Ice Removal Bid Process and walk-through is completed, with V.I.P. Landscaping received the contract for the next three years. The HVAC system in the Principal’s Suite in the Middle School would be completed soon. The grease traps in the high school were also cleaned out, and a new system was installed to eliminate the odors from a grease trap. This is temporary while we are waiting for a full cleaning service. The Sinkholes in the High School parking lot are also being looked at, and staff will gather information to determine the best course of action.

### **IT Update**

Mr. Beltran stated that the number of service calls for students and staff decreased to 361 compared to more than 400 from the previous month.

Forty-five projectors were installed in classrooms and are up and running for use.

With the rewiring and network switches done during the summer, the goal now is to monitor the infrastructure and with those infrastructure changes we should be aware of problems before they start. It was also noted that a secondary internet connection was being researched to prevent one school's network outage from affecting another. A vendor has been established, and the current contract will expire at the end of the fiscal year, when we will make the change, allowing for two internet providers to have the necessary backup should one go out.

Mr. Beltran spoke on the change the District is undergoing in moving from Rediker to PowerSchool for our student’s database. Cameras in the elementary school were also discussed, and it was noted that 15 cameras have arrived and we are now just waiting for mounts for installation.



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### **Adjournment**

Ms. Zagabe-Ndiku called for a motion to adjourn the meeting. Mr. Royce made the motion, and Ms. Blue seconded it. Roll call was taken, and the committee voted unanimously to end the session at 10:08 a.m.