



Abby Kelley Foster Charter Public School

10 New Bond Street Worcester, MA 01606

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

www.akfcs.org

Facilities and Finance Committee Meeting Agenda-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

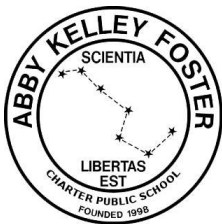
began a conversation regarding options on anti armed intruder doors. He is looking at options for us.

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



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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 Variance	YTD % of Budget	Total FY2023 Budget	Total Budget Variance	Total % of Budget
Revenue							
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%
Total Revenue	\$ 9,214,865	\$ 8,967,315	\$ 247,550	103%	\$ 26,901,936	\$ (17,687,071)	34%
Expenditures							
Administration							
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%
Total Administration	\$ 736,635	\$ 695,538	\$ 41,097	106%	\$ 2,086,605	\$ (1,349,970)	35%
Benefits & Other Fixed Charges							
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%
Total Benefits & Other Fixed Charges	\$ 921,301	\$ 1,061,272	\$ (139,971)	87%	\$ 3,183,829	\$ (2,262,528)	29%
Instructional Services							
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%
Total Instructional Services	\$ 4,018,177	\$ 4,658,795	\$ (640,618)	86%	\$ 13,976,389	\$ (9,958,212)	29%
Operation and Maintenance of Plant							
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%
Total Operation and Maintenance of Plant	\$ 1,179,915	\$ 1,241,960	\$ (62,045)	95%	\$ 3,725,853	\$ (2,545,938)	32%
Pupil Services - Other							
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%
Total Pupil Services - Other	\$ 638,999	\$ 992,120	\$ (353,121)	64%	\$ 2,976,379	\$ (2,337,380)	21%
Total Operating Expenditures	\$ 7,495,027	\$ 8,649,685	\$ (1,154,658)	87%	\$ 25,949,055	\$ (18,454,028)	29%
Non-Operating Revenue							
Interest	16,078	1,000	15,078	1608%	3,000	13,078	536%
Total Non-Operating Revenue	\$ 16,078	\$ 1,000	\$ 15,078	1608%	\$ 3,000	\$ 13,078	536%
Non-Operating Expenses							
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%
Total Non-Operating Expenses	\$ 160,842	\$ 216,000	\$ (55,158)	74%	\$ 648,000	\$ (487,158)	25%
Change in Net Position	\$ 1,575,074	\$ 102,630	\$ 1,472,444	1535%	\$ 307,881	\$ 1,267,193	512%

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
ASSETS				
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 %
Total Current Assets	\$12,695,072	\$10,505,610	\$2,189,462	21.00 %
Fixed Assets	36,128,207	36,990,368	(862,160)	(2.00 %)
Other Assets	0	0	0	
TOTAL ASSETS	\$48,823,279	\$47,495,977	\$1,327,302	3.00 %
LIABILITIES AND EQUITY				
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 %)
Total Current Liabilities	\$3,674,657	\$3,524,648	\$150,009	4.00 %
Long-Term Liabilities	17,413,889	18,874,524	(1,460,635)	(8.00 %)
Total Liabilities	\$21,088,546	\$22,399,171	\$ (1,310,625)	(6.00 %)
Equity	27,734,734	25,096,806	2,637,927	11.00 %
TOTAL LIABILITIES AND EQUITY	\$48,823,279	\$47,495,977	\$1,327,302	3.00 %

**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>
 Required Ratio	 1.15
Actual Ratio (unaudited YTD)	1.48
Compliance	yes

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

Date	Transaction Type	Name	Amount
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

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

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

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

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

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

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

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

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

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

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

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

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

Objective:		Provide the physical space needed for the addition of Accounts Payable & SIMS Reporting Specialist			
Due Date	Task	Reason	Person Responsible	Progress	
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	
Objective:		Create efficiencies within the business office			
Due Date	Task	Reason	Person Responsible	Progress	
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	Started	
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	Started	
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	
Objective:		Assurance of adequate procedures, workflows, and policies within the business office			
Due Date	Task	Reason	Person Responsible	Progress	
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	Complete	
10/17/2022	Build SEFA	To ensure proper posting and reconciliation of federal fu	Alisha Carpino	Complete	
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	Complete but items could be added	
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	Complete	
11/15/2022	Build the reconciliations for FY23	To ensure effective checks, balances, and oversight of the financials exists for FY23	Alisha Carpino	Complete	
Objective:		Department transition to new structure			
Due Date	Task	Reason	Person Responsible	Progress	
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	Complete	
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		