



Abby Kelley Foster Charter Public School

10 New Bond Street Worcester, MA 01606

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

www.akfcs.org

Board of Trustees Meeting Agenda- DIGITAL MEETING

Thursday, April 21, 2022, 6:30 p.m.

<https://akfcs-org.zoom.us/j/99433273595?pwd=RW50QW53OFI4U0pqdHhXaXZJaWtWQT09>

Webinar ID: 994 3327 3595 **Passcode:** 504491

By phone: +1929 205 6099 **Webinar ID:** 994 3327 3595

- I. Call to Order- Ms. Celia J. Blue, Chair
- II. Attendance Recorded
- III. Faithfulness to Charter
- a. Reading of the AKF Mission; “The Mission of the Abby Kelley Foster Charter Public School is to assist parents in their role as primary educators of their children by providing a classical liberal arts education grounded in the great works of Western Civilization and aimed at academic excellence, musical competence, and character formation.”
- b. Public Comments / Open Forum
- c. Old Business
- IV. Review of the Meeting Minutes from March 23, 2022
- a. **Motion:** To approve the Meeting Minutes from March 23, 2022
- V. FY’22-23 Budget Presentation- Ms. Alisha Carpino, Director of Finance and Operations
- VI. Mission Discussion- Ms. Heidi Paluk, Executive Director
- a. **Motion:** To approve the Mission for DESE submission and Approval
- VII. Timely Topics as identified by the Chair and/or ED
- VIII. Upcoming Board/Committee Meeting(s):
1. Board of Trustees
 - a. April 27, 2022
 - b. May 25, 2022
 - c. June 22, 2022
 2. Education Committee
 - a. May 13, 2022
 - b. June 10, 2022
 3. Facilities & Finance Committee
 - a. May 20, 2022
 - b. June 17, 2022
 4. Annual Foundation Golf Tournament
 - a. June 27, 2022
- IX. Adjournment

APPROVED

04.19.22 3:49 pm

City of Worcester, MA



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Board of Trustees Committee Meeting Minutes-DRAFT

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

<https://akfcs-org.zoom.us/j/94097745850?pwd=eW9vL2R0ZjICSVM0S2EzM1ZWWjdOdz09>

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

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

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

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

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

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

Executive Director Report

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

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



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Committee Updates

Education Committee

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

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

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

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

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

Ms. Blue inquired about the phrase that was recommended to be included by the IB board, to which Ms. Paluk stated that it was "lifelong learners with global awareness." Ms. Paluk noted that while she appreciated the musical competence section, CoVid impacted greatly, causing changes and that there



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is a change to be done when it comes to the musical program and that having musical interest and musical competence was a point of discussion. Ms. Blue also inquired about how previous renewals measured the accountability piece of the mission statement. Ms. Paluk stated that the accountability is either met or not met as there is no absolute measurement value. Ms. Paluk noted that the number of students involved in music at that time is not the exact amount now and the question of it staying in the mission statement arose. Ms. Paluk noted that removing that specific term from the mission does not mean that the musical activities will not occur.

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

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

Facilities & Finance Committee

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

Ms. Carpino explained that a salary scale team met biweekly or weekly to assess and compare the current salary scale to other institutions and against the cost of living scale. Ms. Carpino stated that from 62 comparable districts, 20 school districts had sufficient data that could be used to assist in the creation of the scale. The new salary scale introduces step increases at a higher rate and a higher salary coming in. A 3-year projection was also made to ensure that the rise in wages could be sustained, and



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Ms. Carpino included no one-time monies such as short grants in this projection. This projection shows that there will be fewer turnovers or retirements, and a 2% raise would also be given to the teachers who may have reached their last step. Ms. Carpino also stated that a budget advisory committee would be created. The salary scale would be reviewed every three years to ensure that we are still comparable to other institutions in the district.

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

Foundation Update

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

DEI Committee

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

Executive Director Search

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

Ms. Zagabe-Ndiku stated that the firm's hiring was disappointing as her expectations were higher, and she did not feel that a large pool of qualified candidates was presented to the Board. Mr. Royce responded that he thought that the search process was perfectly done by Promise54 as a facilitator but did agree that the candidate pool suggestion was smaller than expected as most of the candidates came



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from School Sping. Ms. Vernon suggested creating an outline for Board members who had never gone through a search process before if this need arose again. Ms. Yarnie also noted the many templates and documents available from previous search groups open to the board members.

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

Governance

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

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

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

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

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



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

Mr. Royce inquired about whether the Executive Director would be involved with this committee, to which Ms. Blue stated that research would have to be conducted as this was a Board committee that would be taking votes, and it was not clear how that would be done. Ms. Paluk stated that because this was a committee composed of Board members, it would be subjected to open meeting law and public. The Board determined that the next steps would involve determining the committee's logistics and determining the committee's purpose. Ms. Blue noted that this committee would also touch on the request for having a faculty member as part of the Board.

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



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Board of Trustees Meeting Agenda-DIGITAL MEETING

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



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VIII. Upcoming Board/Committee Meeting(s):

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

IX. Adjournment

	Actual	Revised Budget	Actual	Budgeted	Actual	Budgeted	Budgeted	Budgeted
	Fiscal Year 2020 Actuals	Fiscal Year 2021	Fiscal Year 2021 Actuals	Fiscal Year 2022	July 1, 2021- Feb 28, 2022	Fiscal Year 2021 to 2022 Comparison	Fiscal Year 2023	Fiscal Year 2022 to 2023 Comparison
Revenues:								
Revenue from State Sources	19,530,226	20,320,794	20,401,257	22,063,322	14,497,294	9%	23,450,355	6%
State Grants	51,183	47,603	30,518	47,000	12,500	-1%	50,000	6%
Revenue from Federal Sources	885,772	851,782	879,696	874,000	770,644	3%	871,000	0%
Covid Funding	0	1,008,246	1,008,646	1,720,938	1,147,775	71%	1,720,938	0%
Meal Program Revenues	488,175	209,291	230,227	650,000	551,155	211%	650,000	0%
AKFCS Educational Foundation Funding	9,810	0	0	20,000	1,076		0	-100%
E-Rate Reimbursement	10,592	10,000	121,884	30,000	2,611	200%	30,000	0%
In-Kind Donations	1,800,000	0	0	0	0	0%	0	0%
Other Revenues	90,599	54,600	29,025	85,000	46,439	56%	129,643	53%
Total Revenue	22,866,357	22,502,317	22,701,253	25,490,260	17,029,494	13%	26,901,936	6%
Operating Expenses:								
Administration:								
Salaries- Leadership & Administration (non-instructional)	923,983	886,927	667,000	889,332	568,141	0%	961,921	8%
Contracted Services- District	170,273	170,971	163,136	221,760	100,061	30%	274,120	24%
Contracted Services- Legal	114,885	77,249	69,556	75,000	47,710	-3%	75,000	0%
Information Management & Technology	61,431	58,865	404,132	144,000	240,404	145%	380,000	164%
Recruitment & Advertising	3,055	5,727	5,727	22,500	21,365	293%	32,000	42%
Other Administrative Expenses	107,633	103,660	153,467	217,019	39,923	109%	361,500	67%
Depreciation	44,381	12,150	12,150	86,188	8,100	609%	2,064	-98%
Total Administration	1,425,640	1,315,549	1,475,168.11	1,655,798	1,025,705	26%	2,086,605	26%
Instructional Services:								
Salaries- Instructional	9,906,218	10,577,438	10,744,556	11,698,071	7,392,631	11%	13,271,725	13%
Contracted Services- Instructional	141,026	151,475	177,377	230,100	167,576	52%	220,000	-4%
Professional Development	84,733	54,929	65,126	140,700	31,212	156%	150,000	7%
Supplies & Materials	350,180	274,754	281,603	276,208	237,659	1%	283,750	3%
Instructional Initiatives	0	0	0	600,000	0		0	-100%
International Baccalaureate Program	36,950	48,305	49,847	49,427	45,533	2%	50,913	3%
Depreciation	150,813	124,056	124,056	165,768	82,704	34%	0	-100%
Total Instructional Services	10,669,920	11,230,957	11,442,564.83	13,160,273	7,957,315	17%	13,976,388	6%
Pupil Services-Other								
Salaries- Other Student Services	450,116	448,807	770,615	672,572	736,547	50%	724,686	8%
Student Transportation	1,170,765	1,232,031	1,097,055	1,356,592	810,438	10%	1,444,900	7%
Food Services	337,208	173,243	188,932	463,608	362,165	168%	475,000	2%
Nursing Supplies	1,968	2,124	2,096	6,000	835	182%	6,000	0%
Athletic Programs	131,986	41,929	61,641	202,987	114,184	384%	200,000	-1%
Translations	4,644	16,563	16,831	30,000	9,843	81%	30,000	0%
Other Student Services	56,413	32,450	57,026	106,250	35,538	227%	95,793	-10%
Total Pupil Services	2,153,100	1,947,147	2,194,195.65	2,838,009	2,069,551	46%	2,976,379	5%
Operation and Maintenance of Plant:								
Salaries	568,657	536,269	543,260	407,695	237,421	-24%	373,181	-8%
Contracted Cleaning Costs	0	37,790	0	120,684	169,099	219%	264,000	119%
Maintenance of Buildings, Grounds & Equipment	489,302	439,620	636,022	615,100	461,955	40%	571,900	-7%
Environmental Costs	57,943	0	0	0	-	0%	0	0%
Utilities	768,174	819,104	868,424	870,034	524,424	6%	864,000	-1%
Depreciation	1,337,866	1,404,836	1,403,197	1,452,772	936,557	3%	1,652,772	14%
Total Operation & Maintenance of Plant	3,221,943	3,237,619	3,450,903.19	3,466,285	2,329,456	7%	3,725,853	7%
Benefits and Other Fixed Charges								
Retirement & Fringe Benefits	1,993,789	2,409,746	2,467,586	2,901,515	1,568,890	20%	2,864,980	-1%
Staff Retention	0	119,000	0	350,000	31,941	194%	75,000	-79%
Rental/Lease of Buildings, Grounds & Equipment	82,397	81,769	81,666	84,000	57,807	3%	85,000	1%
Insurance (non-employee)	147,281	144,301	143,141	154,241	103,825	7%	158,848	3%
Total Benefits and Other Fixed Charges	2,223,467	2,754,816	2,692,393.51	3,489,756	1,762,463	27%	3,183,829	-9%
Total Operating Expenses	19,694,071	20,486,088	21,255,225.29	24,610,122	15,144,489	20%	25,949,054	5%
Non-Operating Expenses:								
COVID Related Costs	0	503,994	10,600	0	0	-100%	0	
Interest Expense- Long Term Debt	782,087	734,544	736,013	686,720	407,798	-7%	645,000	-6%
MDFA Guaranty Fee/Letter of Credit Fee	6,658	3,742	3,742	3,000	0	-20%	3,000	0%
Total Non-Operating Expenses	788,745	1,242,280	750,354.91	689,720	407,798	-44%	648,000	-6%
Non-Operating Revenue:								
Interest Income	89,433	27,031	27,062	3,000	2,379	-89%	3,000	0%
Total Non-Operating Revenue	89,433	27,031	27,062.06	3,000	2,379	-89%	3,000	0%
Total Expenses	20,482,817	21,728,368	22,005,580.20	25,299,842	15,552,287	16%	26,597,054	5%
Change in Net Position	2,472,974	800,980	722,734.99	193,418	1,479,586	-76%	307,882	59%

History of the AKFC Mission Statement

The original Mission Statement was prepared by Advantage Schools and was used by all 16 schools under their management. This is the statement that appears in the charter and in the first three Annual Reports:

The mission of the Abby Kelley Foster Regional Charter School is to:

Demonstrate the heights of academic achievement that public school students can routinely attain when the advantages of charter school governance are coupled with proven curricula and instructional practices and ambitious new academic standards.

Offer area families rich new choices in public education.

Create new professional settings for teachers that permit them to succeed, free from debilitating work rules, financial constraints, and excess regulation.

After the relationship with Advantage ended, Abby Kelley Foster Charter School petitioned the Department of Education (DOE) to change our Mission Statement. The following was written by Michael Pakaluk and appears in the 2002 Annual Report:

The mission of the Abby Kelley Foster Regional Charter School is to attain the highest standards in teaching students to pursue the truth and to learn about the world; to love the good by growing in good character and civic virtues; and to cultivate what is beautiful in thought, word, action and sense. In this mission the school assists parents, who are the primary educators of their children; and it exercises stewardship by passing on to a new generation the treasures of knowledge and culture we have received from the past.

Both SchoolWorks, the group that coordinated our renewal site visit, members of the DOE charter school office, and a second site visit team, Foundations, criticized the Mission Statement. In their final report, SchoolWorks wrote: "*The mission statement, as written, is too ambiguous for comment by the team. However, during the visit, stakeholders consistently expressed the mission as follows: to provide a "classical liberal arts education" that includes foreign language, music and academics; to develop well-behaved, respectful students; and to acknowledge and engage parents as their children's primary educators. The school is faithful to the mission verbally expressed by the stakeholders as they work toward implementation.*"

In response to this concern, the Mission Statement was simplified and was submitted to the DOE for approval in (what year? 2004?). The newest version, written primarily by Jarrett Conner, reads:

The mission of the Abby Kelley Foster Regional Charter 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.

In 2017, when the International Baccalaureate Programme underwent a five-year review, one of the recommendations that came out of it was to update the AKFCS Mission to better reflect the global perspective of IB. In 2021, when the Department of Elementary and Secondary Education (DESE) did a mid-charter review, the report indicated that the current Mission statement was outdated, especially since AKFCS does not rely on 'great works of Western Civilization' but rather has embraced more global, culturally relevant works.

As Abby Kelley begins to prepare for our upcoming Charter renewal in 2023, a small group of administrators gathers in late 2021/early 2022 to draft a more current mission statement, which is not only reflective of the IB learner, but of our diverse population, our renewed commitment to academic excellence, character formation, and accountability for all members of our community.

Proposed by internal group (reflective of IB:)

The mission of the Abby Kelley Foster Charter Public School is to assist families in their role as primary educators of their students by providing a liberal arts education grounded in works representative of a diverse population, promoting lifelong learners with a global awareness, aimed at developing accountable citizens through academic excellence and character formation. (3.20.22)

Proposed suggestion by BOT for Education Committee:

The mission of the Abby Kelley Foster Charter Public School is to assist partner with students' families ~~in their role as primary educators of their~~ to educate all students by providing (them with?) a liberal arts education grounded in works representative of a diverse population, and to promote lifelong learners and

develop accountable citizens with a global awareness, aimed at developing accountable citizens through an emphasis on academic excellence and character formation. (4.5.22)



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Board of Trustees Meeting Minutes- DIGITAL MEETING

Thursday, April 21, 2022, 6:30 p.m.

<https://akfcs-org.zoom.us/j/99433273595?pwd=RW5OOW53OFI4U0pqdHhXaXZJaWtWOT09>

Webinar ID: 994 3327 3595 **Passcode:** 504491

By phone: +1929 205 6099 **Webinar ID:** 994 3327 3595

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

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

Ms. Blue asked for a motion to accept the March 23, 2022, meeting minutes. Mr. Patrick Royce made the Motion; Ms. Bibiche Zagabe-Ndiku seconded it. Ms. Blue performed a roll call, and the minutes were approved unanimously.

Budget Presentation

Ms. Paluk began her presentation by speaking on the needs of the students that are taxing guidance staff and the importance of continuing the work of setting up MTSS structures. It was explained that the elementary school is showing signs of success, but the priority at the moment is the middle and high school. Because of this, an RBT (Registered Behavior Technician) position will be opened, and they will be based at the middle school but can be sent to any of the other schools should the need arise. A clinician will also be hired to help address the most in crisis students with tier 3 and 4 supports.

Ms. Paluk explained that the goal was to raise the quality of teaching and learning provided and align the district academically. A K-5 ELA curriculum will be implemented, and a grant for \$200,000 was received for this and will alleviate the budget. Ms. Paluk also stated that there would be an emphasis on creating a pipeline for student athletics, and it will serve to engage students in grades 4-7 while teaching them the

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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fundamentals of the sports offered. Working with parents on the athletic aspect of an American education, which may not be widely understood, is also a priority.

Ms. Paluk spoke on the salary scale committee and the importance of the work done. It was explained that rebuilding the salary scale was necessary to retain high-quality teachers, recruit new and diverse staff, and compensate our teachers for the academic excellence prioritized at Abby Kelley. Ms. Paluk also explained that this budget also prioritized necessary and enhanced security upgrades and also addressed replacement instructional tools such as projectors and intelligent boards as the ones currently in use are outdated.

Ms. Paluk provided a general breakdown of the significant changes to the budget, and it was noted that the revenue shows a six percent increase over FY 22, projected at \$26,901,936. Salaries and stipends in FY 23 will be \$15,331,513 due to the new salary scale, COLA of three percent (3%) for non-instructional staff, Instructional Assistant step increases, and the addition of one new position, and the implementation of a Clinical and District Curriculum.

Ms. Carpino provided a budget explanation for the Board members. It was noted that the budget for next year puts us at a gain of \$307,000. A six percent (6%) increase was budgeted for revenue and state sources, and the state grant has been kept at \$50,000. Revenue from federal sources was kept the same as notifications about the federal funding next year are not sent out until August. Meal revenue was budgeted for \$650,000, and an application for CIP has been submitted to assist with free lunches for the students. An E-rate amount of \$30,000 has been placed in the budget as that is a guaranteed amount, but that amount may increase. An increase in next year's budget will be seen due to athletic fees. Next year, the middle school will offer athletics, which accounts for the rise.

An eight percent (8%) increase will be seen in the salary, leadership, and administration section of the budget due to regular raises and the hiring of an IT director, and IT support is included. Legal services were kept the same as \$50,000 has been spent to date, and this covers all of the legal services provided to Abby Kelley. The IT budget has also increased due to the demands of the school, such as projectors and computers, and Administrative expenses have increased due to condensing subscriptions and memberships in the workplace



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to save money. Ms. Carpino also noted that Board spending has also been added to the budget to assist with costs.

Ms. Paluk explained that the changes to the budgets have been significant over the last few years. Ms. Paluk also explained that they are looking at how to allocate funds and perform tasks differently and that it may take some time to settle. Ms. Vernon then inquired about the change in strategy for recruitment, and Ms. Carpino explained that videos were going to be created along with other marketing materials to assist with student enrollment and staff recruitment.

Ms. Blue stated that the Mission Statement discussion would be tabled for a future Board meeting as the events of the last week took precedence.

Ms. Blue called for a motion to adjourn the meeting. The motion was made by Mr. Royce and seconded by Ms. Zagabe-Ndiku. A roll call was performed, and the Board of Trustees members voted to adjourn the meeting at 7:15 p.m.

List of Documents Provided:

1. Budget Presentation
2. Mission Discussion Sheet