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
Wednesday, September 27, 2023, 6:30 p.m.

https://akfcs-org.zoom.us/j/94761349175?pwd=Q08rUEtjQ0d0N0xZTC9sWi9vMFUzUT09
Webinar ID: 947 6134 9175 **Passcode**: 264643
By phone: +16469313860 **Webinar ID**:947 6134 9175

I. Call to Order–Mr. Patrick Royce, Chair

II. Attendance Recorded

III. Faithfulness to the Charter
   a. Reading of the AKF Mission: "The Mission of the Abby Kelley Foster Charter Public School is to assist parents in their role as primary educators of their children by providing a classical liberal arts education grounded in the great works of Western Civilization and aimed at academic excellence, musical competence, and character formation."
   b. Public Comments/Open Forum
   c. Old Business

IV. Review of the meeting minutes from August 23, 2023
   a. Motion: **To approve the August 23, 2023 Meeting Minutes**

V. Strategic Plan–Ms. Melanie Rivera, Breaker28

VI. Executive Director Report–Ms. Heidi Paluk

VII. Committee Updates
   1. Education Committee–Ms. Amy Vernon
      a. Motion to approve the Accountability Plan as presented.
   2. Facilities & Finance Committee–Mr. Adam Beaudry

VIII. Executive Director Evaluation–Mr. Patrick Royce

IX. Timely Topics as Identified by the Chair and/or ED

X. Upcoming Board/Committee Meeting(s):
   1. Board of Trustees
      a. Wednesday, October 25, 2023
   2. Education Committee
      a. Friday, October 13, 2023
   3. Facilities & Finance Committee
      a. Friday, October 20, 2023
   4. Governance Committee
      a. Tuesday, October 10, 2023

XI. Adjournment

RECEIVED
By City of Worcester at 10:57 am, Sep 25, 2023

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.

Board of Trustees Meeting Minutes - Draft

Wednesday, August 23, 2023, 6:30 p.m.

https://akfcs-org.zoom.us/j/94304420025?pwd=RFdzUTY2OXZkV1VJdzlGekRsSEZ4dz09

Webinar ID: 943 0442 0025 **Passcode**: 456745

By phone: +16469313860 **Webinar ID**: 97059632894

The meeting was Called to Order by Mr. Patrick Royce, at 6:33 p.m.

Attendance Recorded

Board Members: Adam Beaudry, Noah Ligeti, Heidi Paluk, Patrick Royce, Amy Vernon, Shelly Yarnie, Bibiche Zagabe-Ndiku

Staff: Amelie Cabral, Carrie Cole, Andy Cruickshank, Kelly Gould, Kimberly Nobrega, Rob Kerr, Shelly Hinds

Chair Patrick Royce read into the minutes the Abby Kelley Foster Charter Public School Mission Statement.

"The Mission of the Abby Kelley Foster Charter Public School is to assist parents in their role as primary educators of their children by providing a classical liberal arts education grounded in the great works of Western Civilization and aimed at academic excellence, musical competence, and character formation."

There were no public comments

There was no old business

Chair Royce called for a motion to June meeting minutes
Mr. Yarnie made the motion
Mr. Ligeti seconded the motion

*Mrs. Vernon noted the facilities scenario 1 and 1b are not different. Mrs. Paluk will format the revision in minutes with the correct formatting.
Board members approved the minutes from the June 28 board meeting.
Strategic Plan and Executive Director evaluation and goals will be addressed in the September meeting

Executive Director Report- Mrs. Heidi Paluk

Mrs. Paluk reported the first day of school in grades 1-12 went well., Mrs. Paluk was able to walk through and observe Elementary, Middle, and High Schools. The new student information system, PowerSchool, has been implemented, which will allow us to manage student data better. We continue to work with DESE on the Accountability plan which will eventually come to the Board of Trustees for a vote.

Since the Director of Finance left this summer Mrs. Paluk has been working with a consultant, James George, to prepare year end reports, the audit, bank reporting, and compliance. The Human Resources Specialist moved to

REVISED
1:34 pm, Oct 02, 2023

a teaching position in high school. Personnel responsibilities in the Human Resources department will be reconfigured. Human Resources, Finance, and Payroll are top hiring priorities. Mrs. Paluk introduced the new Executive Assistant, Nardella Thomas, to the Board. Mrs. Paluk introduced the Director of ESL, Mrs. Amelie Cabral, who has been leading all efforts related to the Block Party on September 16, 2023, from 12-4 p.m.

Mrs. Paluk noted this is the 25th year of Abby Kelley Foster Charter Public Schools. Remarked on this milestone at the faculty/staff opening day meeting. Recognized the optimism from faculty/staff–both new and returning for a great year ahead. Mrs. Paluk stated a special thanks to the Facilities Department and Facilities Director, Andy Cruickshank, as well as his team which included alumni, current faculty and staff, and 8 high school students for getting buildings and grounds ready for the new school year.

Chair Royce noted trustee Mr. Beaudry can assist in keeping up with financial compliances. Mrs. Paluk is coordinating schedules and reports to the auditors prior to the AKFCS audit scheduled the week of September 18. Mr. George will also help get AKFCS ready for FY24, assisting through the October time period.

Chair Royce asked how long AKFCS had Rediker. Mrs. Paluk estimated roughly ten years, and the discussion to move away from Rediker to a new database system began around 2020. Mrs. Paluk noted when the new IT Director was hired, this was a priority. Research and feedback were conducted and a decision was made to move to PowerSchool, which will integrate with other systems, and have better-reporting capabilities. PowerSchool will have a family portal for updating student information.

Education Committee- Ms. Amy Vernon

Parent/Family Handbooks - some revisions and how the book is organized. The Policies and Procedures Committee consolidated three handbooks into one. The handbook will be reviewed by the AKFCS attorney on policies and legal language. Most revisions are clarifications and clear enforcements and requirements of existing AKFCS policies and requirements by the State. Mrs. Cabral reported the timeline for handbook completion is on track for September.

Summer School - over 100 elementary and middle schools attended the two-week morning program. Aimed at boosting education for struggling students, it was for students and staff. Program data will determine if improvement is identified when students test in IReady in the Fall compared to their spring results.

The Annual Report and Student Opportunity Act were submitted to DESE for the August 1 deadline.

In the Annual Report, Mr. Royce noted the 10-year Capital Plan, which Mrs. Paluk notes needs to be updated. A new plan will be introduced in next year's annual report.

Strategic Plan - Mrs. Zagbe-Ndiku asked about the strategic plan and the collection of data. Strategic plan deadline is slightly off, the original plan was to vote in August. Strategic Plan should be ready for a vote in September.

Facilities & Finance Committee Update - Mr. Adam Beaudry

Finance Update - Mr. Beaudry reported the financial consultant attended the last meeting and provided a draft update through the fiscal year end 6/30/23. Operations total revenue $27,814,000 and expenses are $25,636 million which is $1.7 million under budget Debt service coverage complaint at1.96 meets the covenance of 1.15. Mr. George was thanked for his assistance in preparing AKF for the audit.
Facilities Update - The elementary school basement floor was completed, which was the final part of the floor renovation from 2021. Outside work is ongoing including athletic fields, playgrounds, and fixing broken equipment. AKFCS received $108,000 in a school safety grant. IT continues to add new Chromebooks to the inventory for grades K-8 and has installed a new internet service provider installed so we have 2 now for business continuation

Ms. Yarnie asked if the Finance Director position was posted. Mrs. Paluk noted the position posted will need to be refreshed from the previous posting a few years ago, but we had prioritized the vacancies in Human Resources and Executive Assistant positions first. Human Resources Director, Ms. Kim Nobrega addressed specific and non-traditional recruitment sources, SchoolSpring and outreach for hiring on Indeed and Linked IN, Handshake, will repost and send out trustees. Chair Royce suggested a hiring committee being instituted a for the Finance Director position.

Chair Royce noted the Strategic Plan will be ready for final review and vote as soon as Mrs. Paluk is in touch with the Consultant. Trustee Vernon will work to develop Mrs. Paluk's goals for FY24 as the Education Committee Chair. The Evaluation for the Executive Director will use the customary DESE Superintendent Rubric, and the Board will be, sending out communication and a survey to Mrs. Paluk's direct reports next week for them to provide feedback to the board. The intent is to build a comprehensive evaluation and goal process. Chairman Royce thanked Mrs. Paluk and the faculty and staff for their hard work and efforts.

Chair Royce discussed with board members opportunities for recruitment of new AKFCS board members with specific expertise in construction, HR, and higher education.

Chair Royce made a call for a motion to adjourn the meeting. Mrs. Zagabe made a motion to adjourn the meeting. Mrs. Yarnie seconded the motion to adjourn the meeting. Chair Royce adjourned the meeting at 7:35 p.m.

Upcoming Trustee Meetings

1. Governance Committee
    a. Friday, September 1, 2023
2. Education Committee
    a. Friday, September 8, 2023
3. Facilities & Finance
    a. Friday, September 15, 2023

STRATEGIC PLAN

FALL 2023- FALL 2026

Talent	Academic Achievement (KDE 1)	Systems, Structures, and Processes	Facilities	Trust with Families
Ensuring every position in our district is staffed with a competent, values-aligned, and well-supported team member ensuring students and families have the best experience possible of our district and its schools.	Sustained focus on improving the achievement of all students to at least pre-pandemic levels, with an enhanced focus on closing gaps with the students and student populations furthest from that goal (students with increased social-emotional, behavioral, and academic needs, and English language learners.)	Update the internal systems, structures, and processes we use to communicate more effectively with families, maximize our resources, and ensure consistent achievement of our talent, operations, finance, development, facilities, and student achievement goals.	Develop the plan to build or rebuild our facilities to maximize their utility for students, staff, and families.	Maintain and build even stronger relationships with families through effective, timely, and clear communication, making space for families to contribute input on decisions that impact them, and designing mechanisms to receive feedback proactively and to gauge the experience of our families by building and across the District.

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Education Committee Meeting Agenda

Friday, September 8, 2023, 8:00 a.m.

https://akfcs-org.zoom.us/j/98572995464?pwd=MnhmYkNmaHg5blYyOGN1SmlSQW8xZz09

Meeting ID: 985 7299 5464 **Passcode**: 998276

By phone: 19292056099 **Meeting ID**: 985 7299 5464

I. Call to Order- Ms. Amy Vernon, Chair

II. Introductions/Attendance Recorded

III. Review of the August 11, 2023 Meeting Minutes

a. **Motion:** To approve the August 11, 2023 Meeting Minutes

IV. Overview of Annual Ed Committee calendar of topics - Amy Vernon

V. SEL Spring Data Update - Dr. Carrie Cole

VI. IB Spring Data Update - Kelly Davila, Mike Penney

VII. US News and World Report - Rob Kerr

VIII. Accountability Update - AnnMarie Little

IX. Principal Opening of School Review - Kelly Gould; Shelly Hinds; Rob Kerr

X. Open Architects Dashboard - Amy Vernon

XI. Adjournment

Next Meetings:

Friday, October 13, 2023 - 8:00 am to 9:30 am
Thursday, November 9, 2023 - 8:00 am to 9:30 am
Friday, December 8, 2023 - 8:00 am to 9:30 am

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APPROVED
Posted by Nardella Thomas at 3:13 pm, Sep 05, 2023

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Education Committee Meeting Minutes

Wednesday, August 11, 2023, 8:00 a.m.

Zoom

The meeting was Called to Order by Chair, Amy Vernon at 8:05 a.m. The attendance was recorded and is attached. Mrs. Vernon requested a motion to approve the June 9, 2023 meeting minutes. Motion was seconded by Mrs. Nkindu-Zagabe. The June 9, 2023 Education Committee minutes were approved.

There was no public comments

There was no old business

Summer Program:

AKF hosted a summer academic program for Elementary and Middle School students this summer.

- It ran for 2 weeks from 7:45 am to 11:45 am. during July 17 - 28. Snacks were provided.
- 73 Elementary School students attended the program.
- 84% attended at least 10 days.
- Incoming third grade had full enrollment.
- 36 Middle School students attended the program.
- 86% attendance rate.
- 12 students average class size.
- There was a STEM component included as well as ELA and Math.
- Elementary and Middle School students took a field trip to Shore Park and YMCA.
- Invitations for student participation in elementary and middle school were based on the data from the MTSS process, iReady diagnostics, EL process, and teacher recommendations. Once invitations were sent out in March, remaining seats were opened up to other students not identified through the above process. Overall the program was very successful. There were 2 SPED teachers as well as ESL as part of the program.
- Meals and transportation are a possible factor for enrollment numbers.
- Peer to peer allowed more risk-taking from our students in their learning.
- The first administration of iReady in the Fall will analyze student academic improvement and address summer slide concerns.

DESE Update

We are still going back and forth with DESE on the Accountability Plan. Plan expected to be ready for trustees to review at next board meeting pending approval from DESE. The draft plan was discussed and suggestions were made in the following areas.

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- Clarification on the measure pertaining to the IB program and if we are looking at the score or the percentage of students in the course. We will look at the percentage of students in conjunction with the students' score.
- Goal underneath the iReady data should be similar to the wording for the Executive Director's academic goal.
- Discussed what the technology piece for music meant.
- Parent participation baseline data is not set yet and should be captured in 23-24.

Annual Report: No edits have come back at this time from DESE.

Student Opportunity Act report: Identified how the district used their funding which was focused on the salary scale for staff retention and for district level curriculum alignment.

Handbooks:
The policies and procedures community has met continually over the past year to ensure the updates are reflective of all schools and stakeholders. Mrs. Amelie Cabral presented the major changes that have been made to the handbook including:

- extended attendance policy,
- dress code guidelines around headwear,
- special education wording,
- food services adjustments,
- EL section to the handbook,

It is currently having it reviewed by an attorney. It will be shared out to parents through Powerschool-e-collects and will live in Powerschool and on the website.

Elementary School Updates:

- Staffing: 4 new Instructional Assistants, 6 new teachers, 2 new members of the counseling staff, 2 teachers that have shifted their positions, and 1 counselor who has moved to the Dean of Students role.
- Focus: Sense of Belonging through Tier 1 instruction…Tier 1 for all. High academic expectations in classrooms looking for targeted teaching practices. Dean of Students will support this by allowing time for the admin team to focus on instruction.
    - The Dean of Students role will include: managing reflection and recovery of students, processing how to fix mistakes, apologizing, and accepting responsibility, repairing relationships, and managing re-entry into the classrooms
- Integrity: using all parts of our instructional materials to support the goals and needs of our students as identified through data.

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- Continue to build Sense of Belonging through assemblies, renewed emphasis on community service projects, recognition stations, and targeted second step lessons delivered through SEL teacher and homeroom teachers.
- Facilities: clean buildings, new floors in AC and basement, lockers to provide more space for student learning,
- The goal of the year is to dive deep into data and focus on details!

Middle School Updates:

- Staffing Updates: 10 new hires and 4 position changes. We are seeking music teachers although some incoming teachers have music experience. Filling the gap is great but we want to keep on the good path we are in/ plan to get those in preparatory programs. New tech, new PE, new math teacher, another 5th grade math and science teacher, looking for a new fourth grade teacher, recently hired a new BCBA and SPED teacher, a math interventionist will be leading the Math Olympians.
- The team is working towards supporting behavioral and academic expectations for staff and students with these new positions.
- Nature's classroom: 7th grade will go for an extended day and 6th grade will go for four days. The info just went out about payments.
- There are opportunities for Community Service that are starting to be established. Goal is to send students to high school with some community service hours already done.
- Grade 4 Open House, August 17, 2023 from 4:30-6:30 p.m.

High School Updates:

- High school is looking forward to having an integrated space for technology.
- The first few days of PD will allow teachers time to get back to basics.
- High School will also focus onSense of Belonging-Tier 1 instruction in the classroom.
- One-quarter of the staff is in their first three years.
- We want to get back to students feeling proud to be Abby Kelley students.
- The high school will be hosting an 8th grade orientation for families on August 17, 2023 starting at 5:30 p.m.

Ms. Vernon called for a motion to adjourn the meeting. Ms. Zagabe-Ndiku made the motion, and Ms. Vernon seconded the motion. The meeting was adjourned at 9:55 a.m.

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Education Committee

2023-2024 DRAFT Calendar

August	• Summer Programming report • Family Handbook updates • Annual Report: Accountability Plan • Principal's Update: Opening of School (planning/changes) • SOA • Hiring updates
September	• Overview of annual ed committee calendar of topics • SEL spring data • IB spring data • Dashboard update
October	• Spring MCAS data • Academic goals for the year (ED, district, school) • MTSS MS program update
November	• iReady fall data (including spring to fall and year over year comparisons) • Dibels data • Family/community partnership update
December	• Enrollment update • Discipline data
January	• SEL fall data • Mission Revision
February	• iReady winter data (including fall to winter and year over year comparisons) • Culture survey • Budget planning - anticipated academic/curricular line items
March	• 24-25 Academic Calendar
April	• Seal of Biliteracy data • SEL winter data
May	• College acceptances/enrollment data

9/5/23 av

	● Summer Programming planning
June	● ACCESS testing (if available) ● iReady spring data (including winter to spring and year over year comparisons) ● Academic goals for the year (data) ● Preliminary MCAS data (if available) ● Family Handbook updates/policy changes for next year

Ongoing agenda items:

- Principal's Update (monthly topic determined by ED and chair)

9/5/23 av

Abby Kelley Foster Charter School

Social Emotional Learning Data

Highlights from SEL Panorama Surveys

Academic Year 2022/2023

What AKF Evaluated:

Growth Mindset: *Someone with a growth mindset views intelligence, abilities, and talents as traits that they are capable of improving through effort. Research has shown that having a growth mindset is important in being able to learn.* Grades 3-12

Emotion Regulation: *How well students are able to understand, regulate and process their emotions.*

Self Management: *How well students manage their emotions, thoughts or behaviors in different situations.*

Sense of Belonging: *A sense of belonging is the extent to which students feel that they are valued members of the school community.*

The “Why” of Collecting Data

At AKFCS we are interested in developing not only our student’s academic progress, we are interested in our students becoming leaders in our communities, responsible and productive citizens as well as resilient, empathic adults. We understand the value of creating a school environment that is welcoming and where everyone belongs. The surveys provide AKFCS with the data we need to develop interventions from the individual student level to the district and community level.

What are the National Benchmarks

National Benchmarks

National Benchmarks allow you to compare your score to results from Panorama's national dataset. National Benchmarks include survey results from more than 3,000 schools and 2,000,000 students, family members, teachers and staff members across diverse geographic areas, school types, and achievement levels.

In some areas that we assess we are able to see how our school compares to schools with similar contexts, based on school setting and school level.

What does “respond favorably” mean?

What is “Percent Favorable”?

A score of “81% favorable” means that 81% of respondents selected a favorable answer choice for a question, or that 81% of the responses across all questions in a topic were favorable. Most often, the top two answer choices are favorable for a question with five answer choices, and the top three answer choices are favorable for a question with seven answer choices.

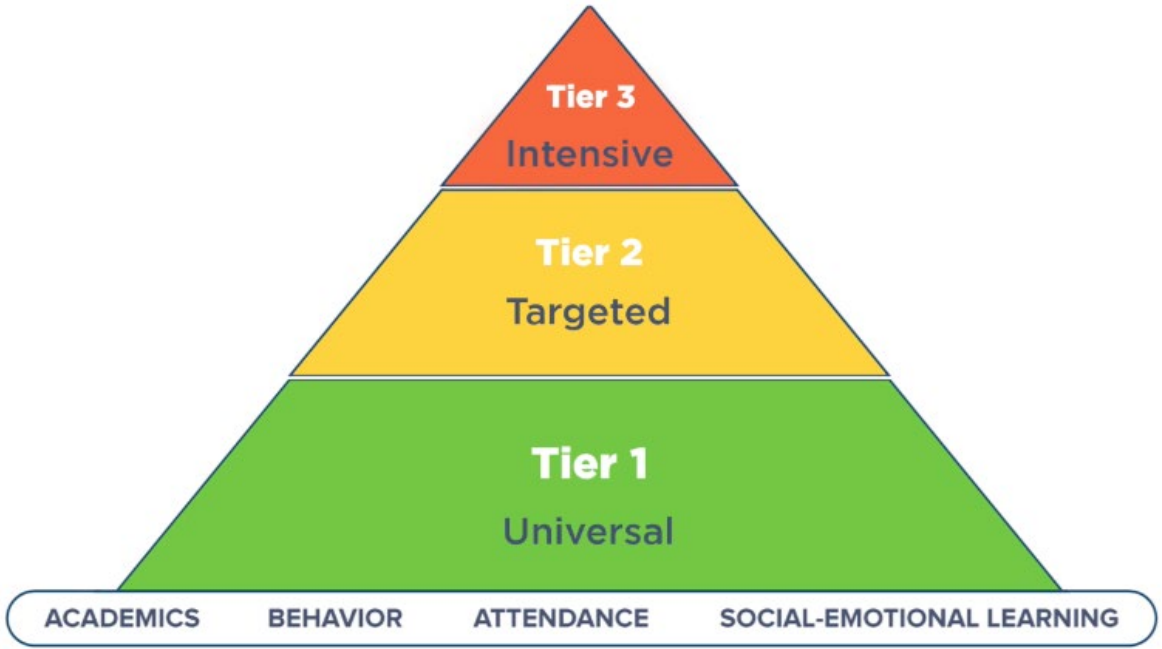
Example question: How excited are you about going to this class?

Explanation of Tiers

Tier 1: 80% or more students

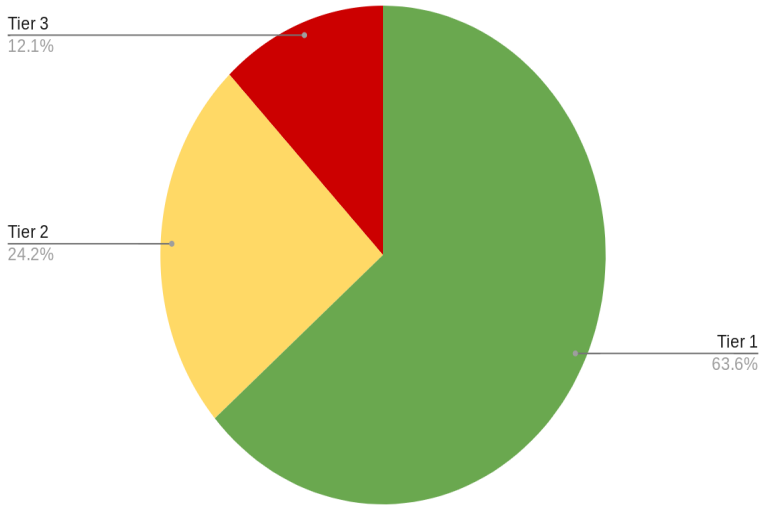
Tier 2: 15% of students

Tier 3: 3-5% of students

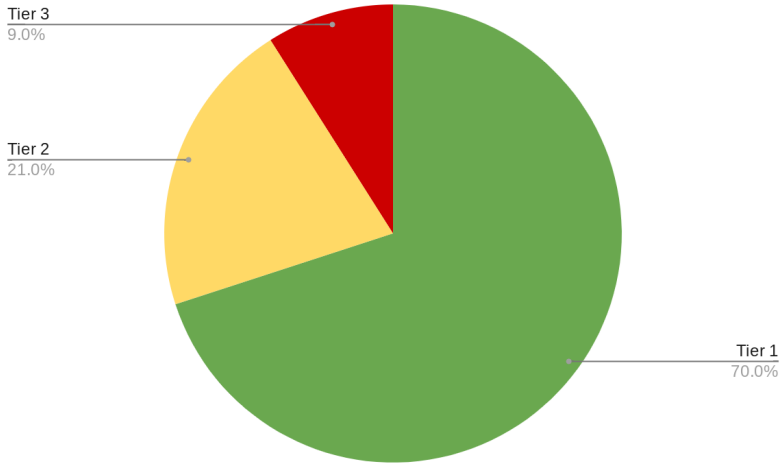


Abby Kelley Foster Charter School

Total SEL Data for 2021/2022



Total SEL Data for 2022/2023



Highlights of our overall SEL:

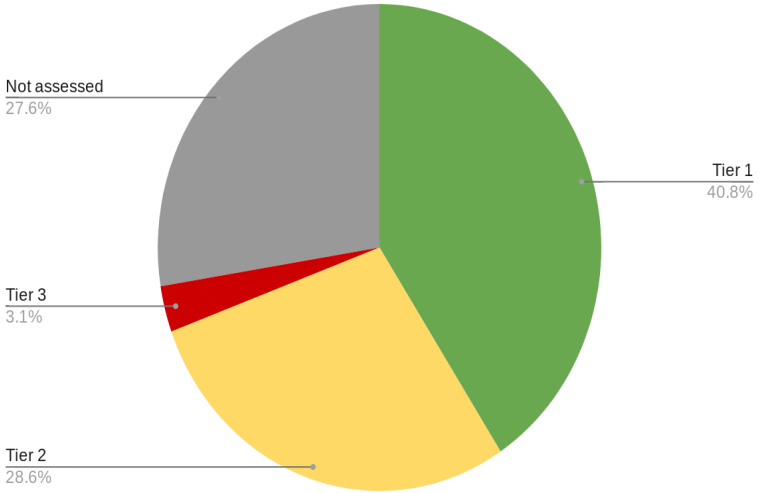
At the end of last year, 70% of our students rated themselves as having MANY to ALL Social Emotional strengths - an increase of 7% from the previous year.

We have 3% less students identifying themselves as having NO Social Emotional Strengths in 2022/2023 compared to 2021/2022.

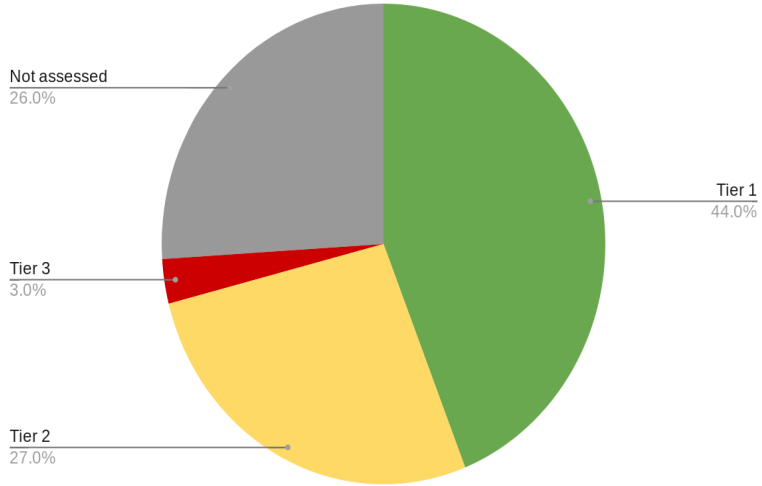
What does this mean for AKFCS students?

Abby Kelley Foster Charter School

Growth Mindset for 2021/2022



Growth Mindset Data for 2022/2023



National Benchmarks

3rd Graders: compared to other elementary schools in an urban setting, we are at the 10th percentile.

4th and 5th Grade: compared to other elementary schools in an urban setting, we are at the 20th percentile.

6th and 7th Grade: compared to other middle schools in an urban setting, we are at the 60th percentile.

8th -12th Grade: compared to other high schools in an urban setting, we are at the 70th percentile.

Abby Kelley Foster Charter School

Growth Mindset for Grades 3-5 STRENGTHS

63% of students in Grades 3 identify that it is ***very possible*** to change their level of effort.

65% of our 4th and 5th grade students identified that it is ***quite possible*** to change their level of intelligence.

Growth Mindset Grades 6-12 STRENGTHS

65% of our 6th and 7th graders identified that it is ***very possible*** to change how easily level of effort.

75% of our 8th-12th graders identified that it is ***very possible*** to change their level of effort.

Abby Kelley Foster Charter School

Growth Mindset for Grades 3-5 CHALLENGE

40% of students in Grades 3 identify that it is **quite to *very possible*** to change their level of effort.

43% of our 4th and 5th grade students identified that it is ***quite to very possible*** to change how much they like a subject they are studying.

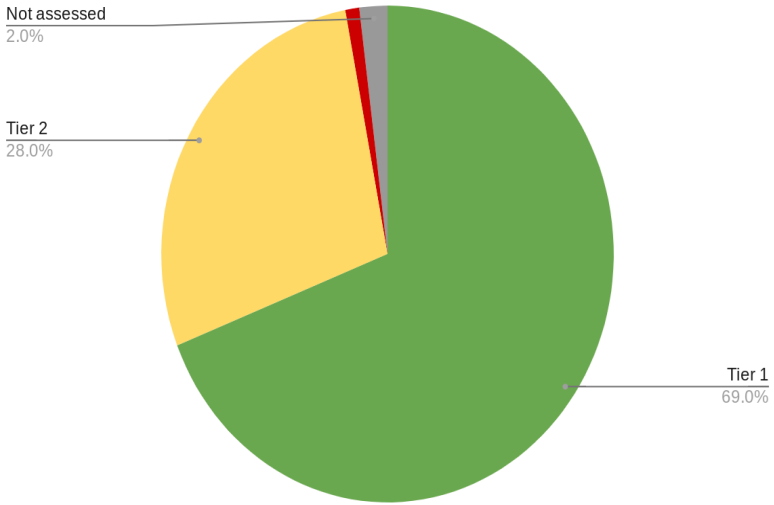
Growth Mindset Grades 6-12 CHALLENGE

39% of our 6th and 7th graders identified that it is ***quite to very possible*** to change how easily they give up.

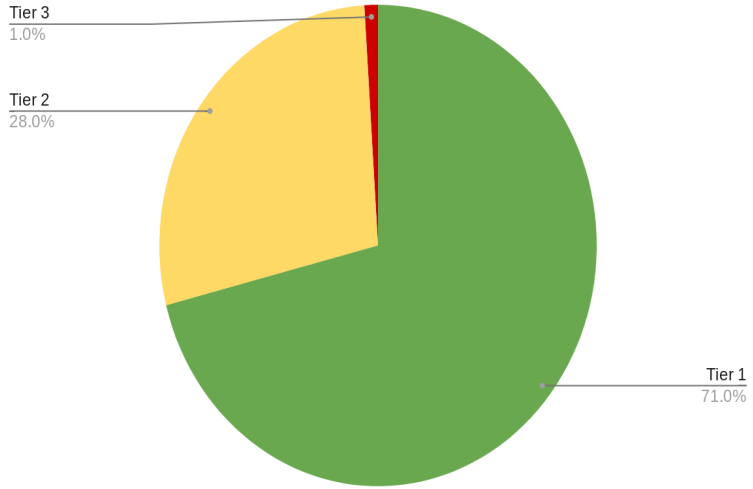
33% of our 8th-12th graders identified that it is ***quite to very possible*** to change how much they like a subject.

Abby Kelley Foster Charter School

Self Management for 2021/2022



Self Management Data for 2022/2023



National Benchmarks

3rd Grade: compared to other elementary schools nationwide, we are at the 30th percentile in self-management.

4th and 5th: compared to other elementary schools nationwide, we are at the 20th percentile.

6th and 7th: compared to other middle schools nationwide, we are at the 60th percentile.

8th - 12th: compared to other high schools nationwide, we are at the 80th percentile.

Abby Kelley Foster Charter School

Self Management Grades K-5 STRENGTHS

In our K-2 teacher perception surveys, teachers identified that 50% of their students were "***quite to extremely*** focused."

83% of our 3rd graders identified that they were polite to adults either "*frequently or all of the time*."

82% of our 4th and 5th graders responded that they were polite to adults "*either frequently or all of the time"* (in the past 30 days).

Self Management for Grades 6-12 STRENGTHS

87% of our 6th and 7th graders responded that they were "*frequently or almost always"* polite to adults.

For our 8th and 12th graders, **92%** responded that they "*frequently or almost all the time"* followed directions in class (in the past 30 days).

Abby Kelley Foster Charter School

Self Management Grades K-5 CHALLENGES

40% of our 3rd graders identified that they were able to pull themselves out of bad moods either "***frequently or all of the time.***"

41% of our 4th and 5th graders responded that they were able to remain calm when someone was bother them or saying bad things"***either frequently or all of the time"*** (in the past 30 days).

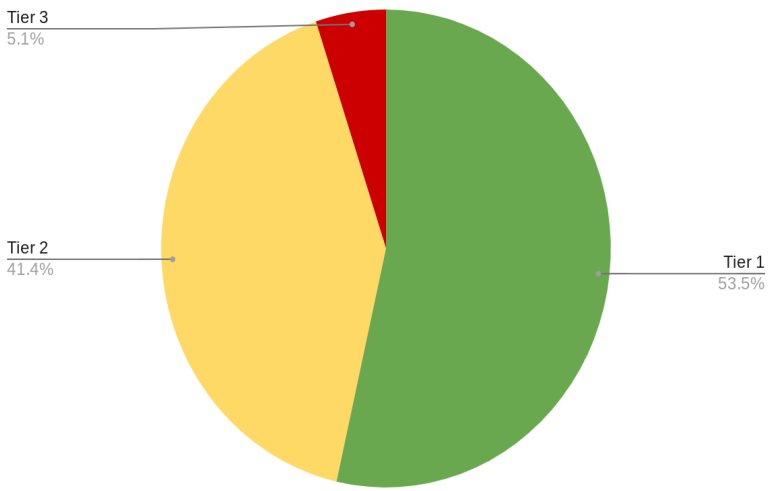
Self Management for Grades 6-12 CHALLENGES

39% of our 6th and 7th graders responded that they were able to remain calm when someone was bothering them or saying bad things "***frequently or all of the time"***

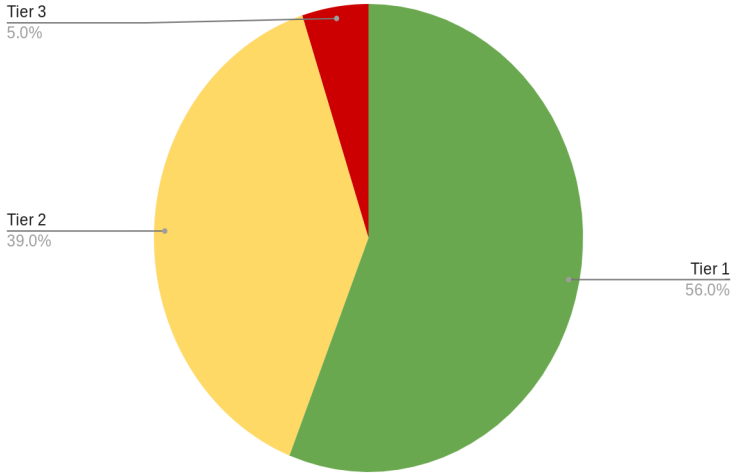
For our 8th and 12th graders, **49%** responded that they "*frequently or almost all the time"* get their work done right away rather than waiting for the last minute (in the past 30 days)

Abby Kelley Foster Charter School

Emotion Regulation for 2021/2022



Emotion Regulation Data for 2022/2023



National Benchmarks

3rd Grade: compared to schools nationwide, our students are at the 60th percentile in their emotion regulation skills.

4th and 5th Grade: compared to other schools nationwide, our students are at the 60th percentile in their emotion regulation skills

6th and 7th Grade: compared to other schools nationwide, our students are at the 60th percentile in their emotion regulation skills.

8th -12th Grade: compared to other schools nationwide, our students are at the 90th percentile.

Abby Kelley Foster Charter School

Emotion Regulation for Grades K-5 STRENGTHS

In our K-2 teacher perception surveys, our teachers endorsed that 69% of students were ***frequently or almost always*** able to control their emotions.

55% of our 3rd graders identified that they are "***almost always or frequently"*** able to control their emotions when needed.

51% of our 4th and 5th graders stated that when they get upset they can ***frequently or almost always*** get themselves to relax.

Emotion Regulation for Grades 6-12 STRENGTHS

55% of our 6th and 7th graders are able to f***requently or almost always*** control their emotions when needed…

69% of our 8th-12th graders are able to **frequently or almost always** control their emotions when they need to…

Abby Kelley Foster Charter School

Emotion Regulation for Grades K-5 CHALLENGES

43% of our 3rd graders identified that they are "***almost always or frequently"*** able to pull themselves out of a bad mood.

42% of our 4th and 5th graders stated that when something goes wrong for them they are ***frequently or almost always*** able to remain calm.

Emotion Regulation for Grades 6-12

41% of our 6th and 7th graders are able to f***requently or almost always*** pull themselves out of a bad mood.

46% of our 8th-12th graders are able to **frequently or almost always** pull themselves out of a bad mood.

Abby Kelley Foster Charter School

Highlights/Things to Consider:

-The results of our surveys indicate that our student's social emotional skills are developing. In all areas we have seen an increase in the number of students who identify as having many to all strengths in their social emotional skills.

-What do you notice about the data? Are there any trends that you noticed that were not mentioned?

-How might administrators use the data in this presentation to talk to staff and teachers about the needs of the students in their classroom?

Future Considerations

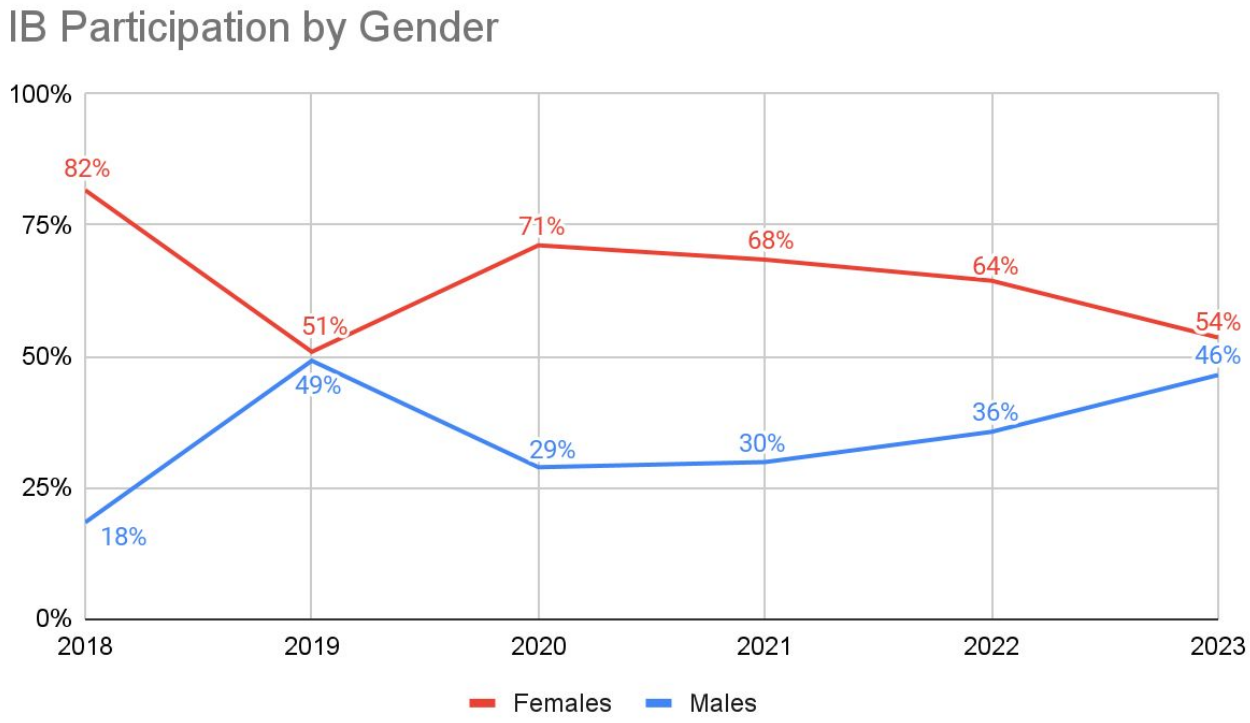
- What is the connection between our academic data compared to our SEL data?
- What is the connections among our SEL data, absences and discipline data?
- What additional Tier 1 supports could be provided to students in order to increase SEL skills, which can support their academic learning?

Abby Kelley Foster Charter School

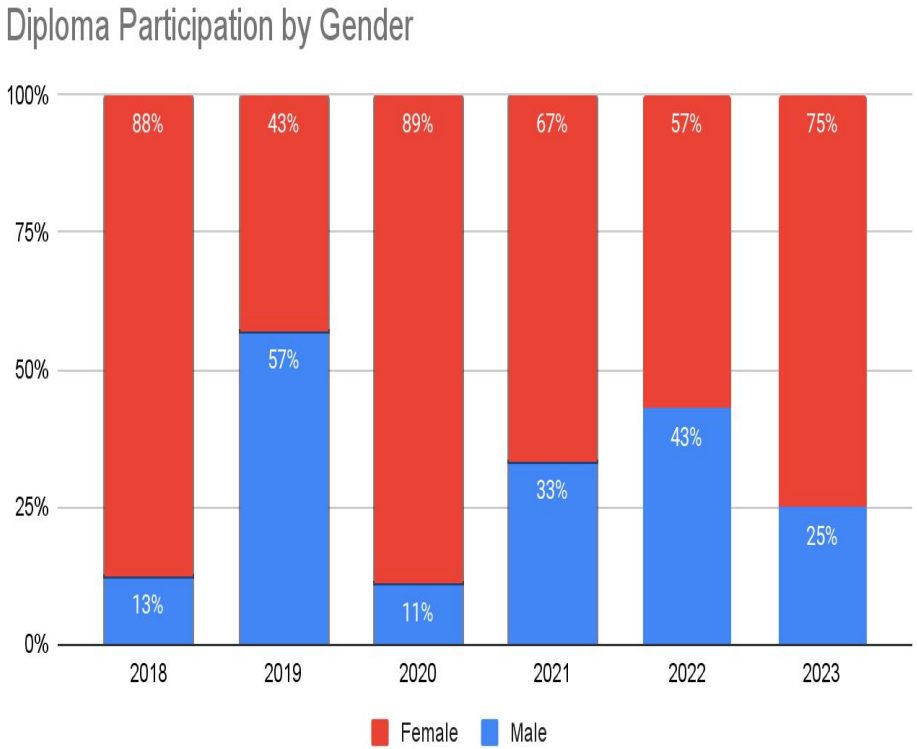
International Baccalaureate Data
By
Demographic Groups

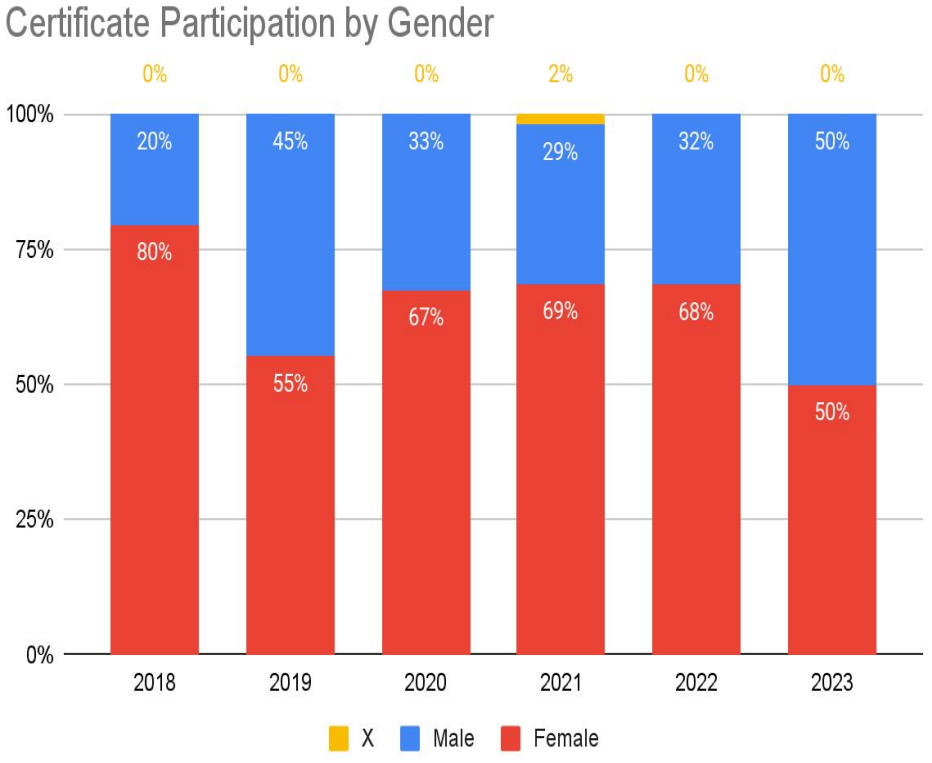
2018-2023

Abby Kelley Foster Charter School



Abby Kelley Foster Charter School





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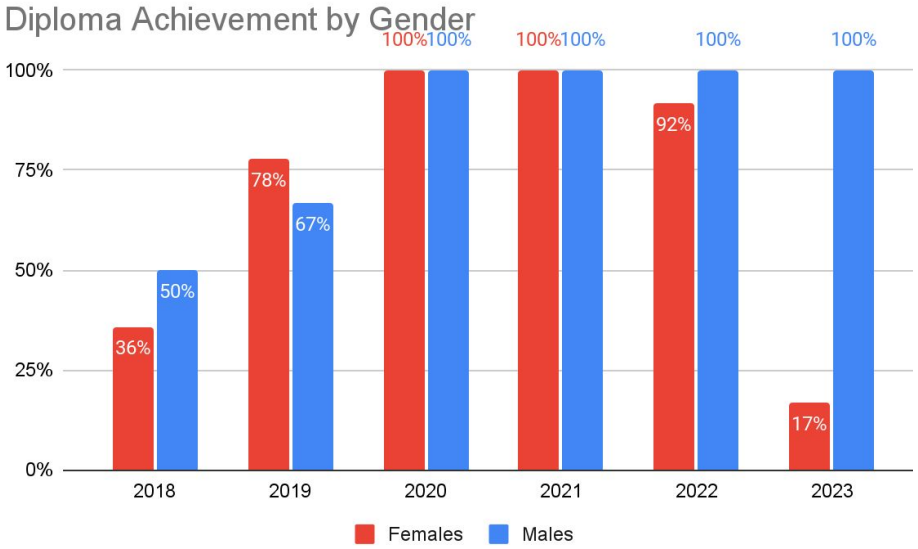

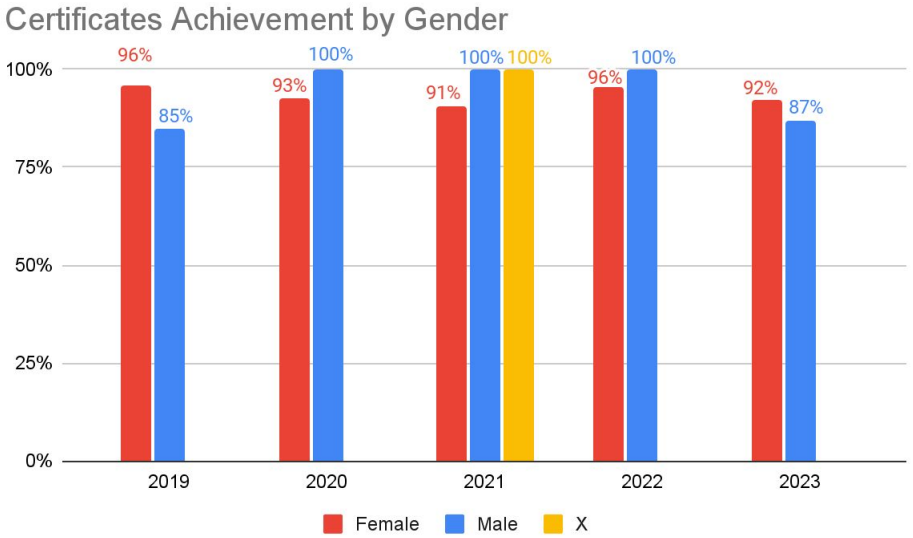

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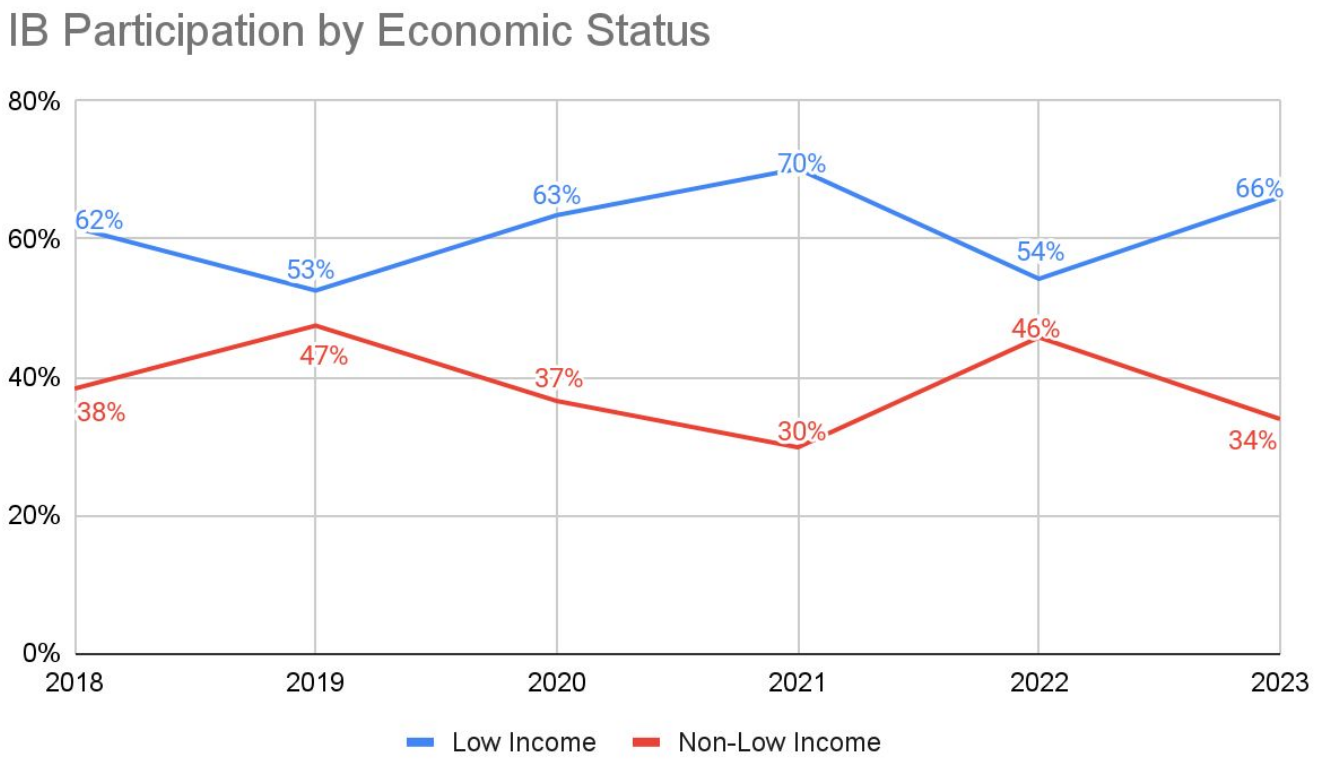

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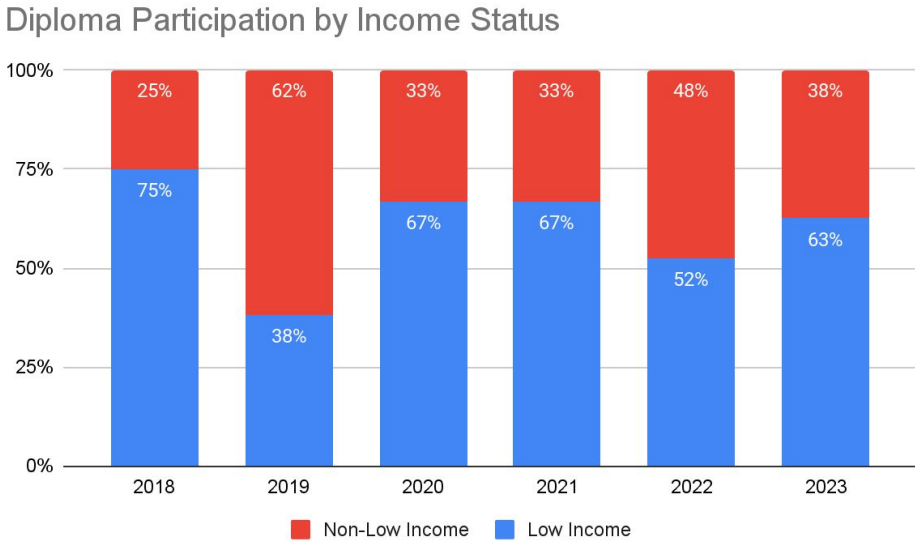

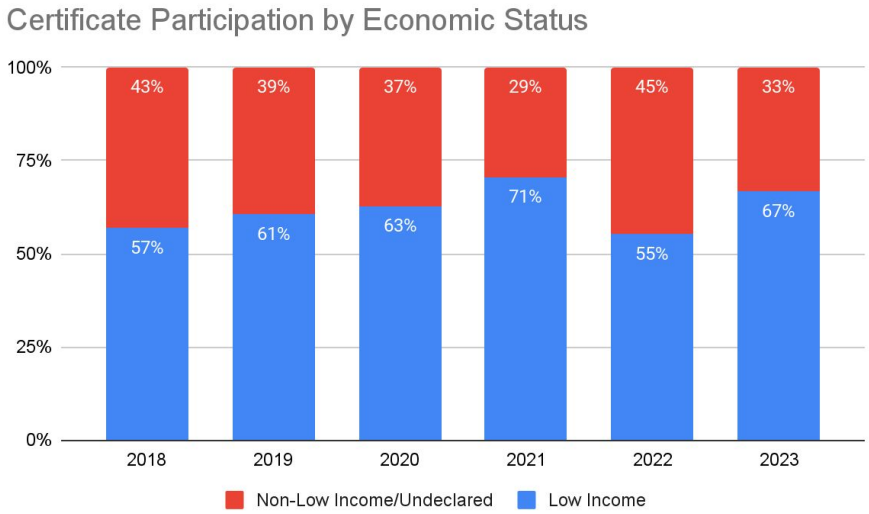

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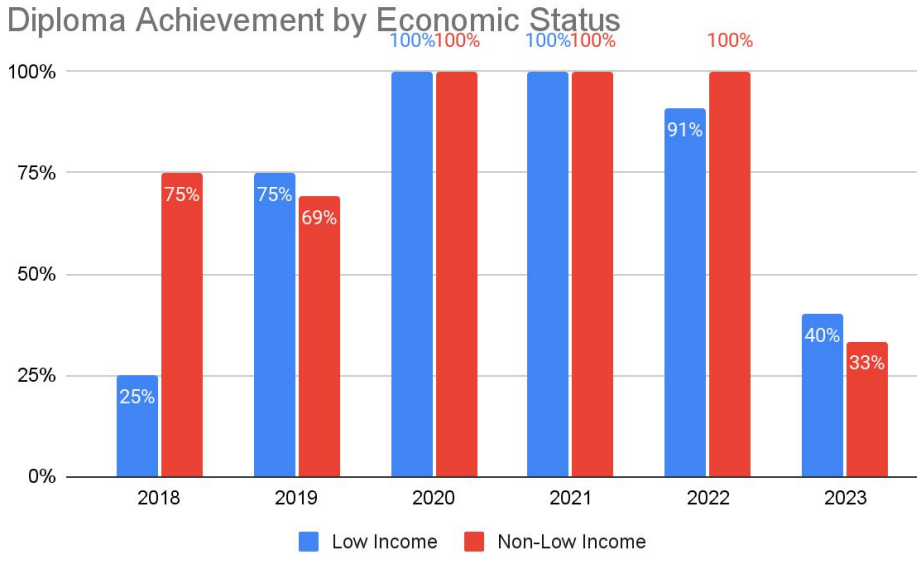

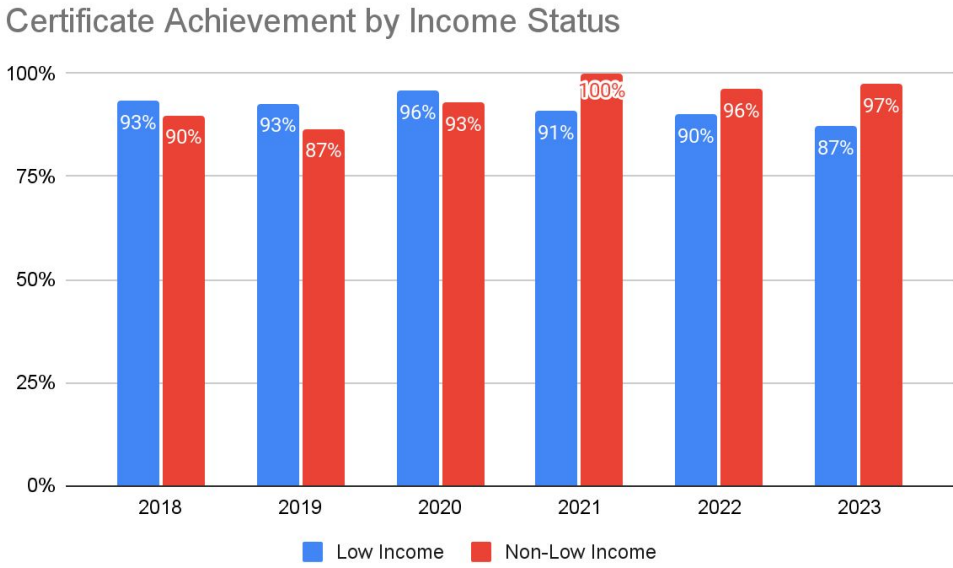

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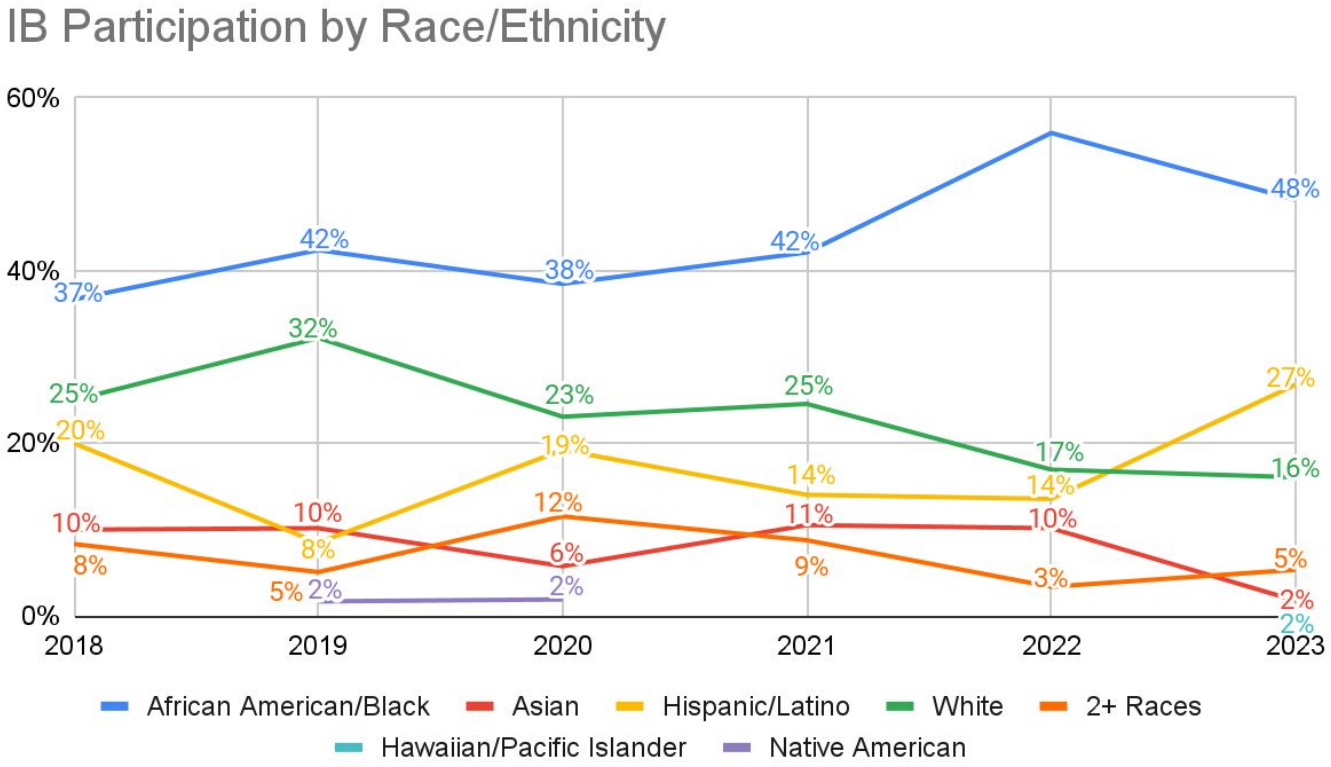
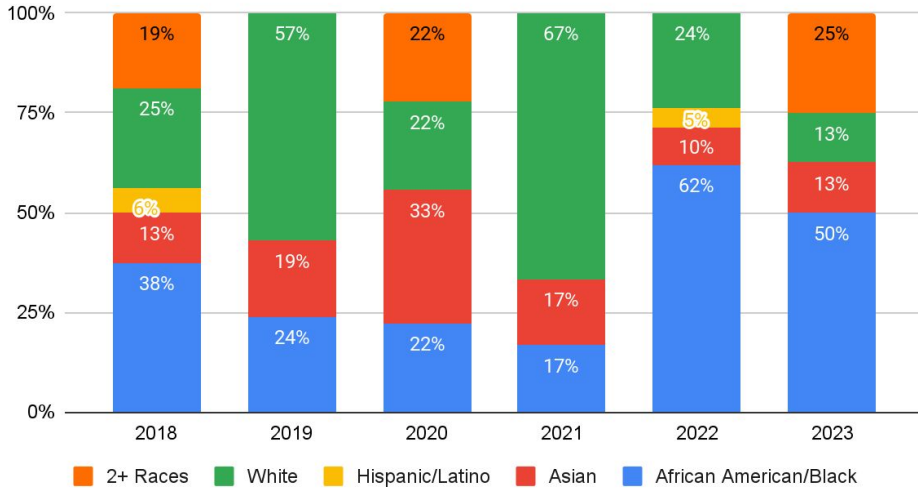
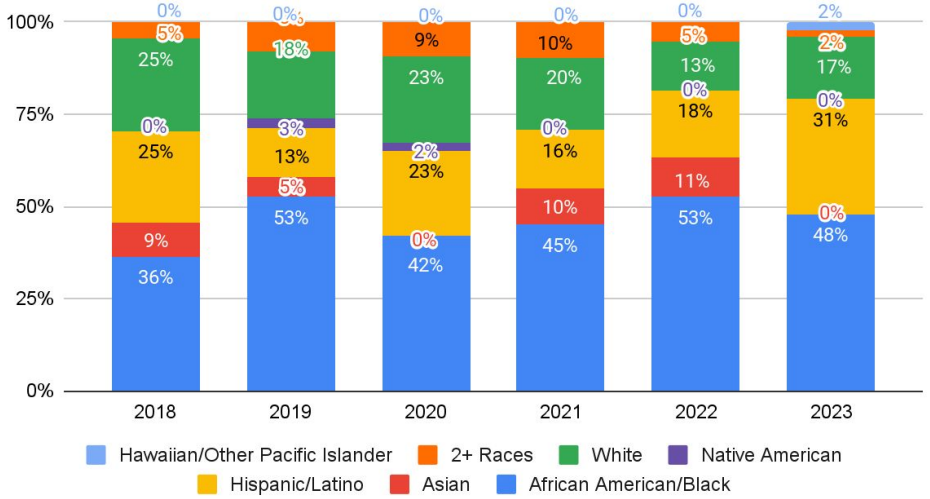


Abby Kelley Foster Charter School

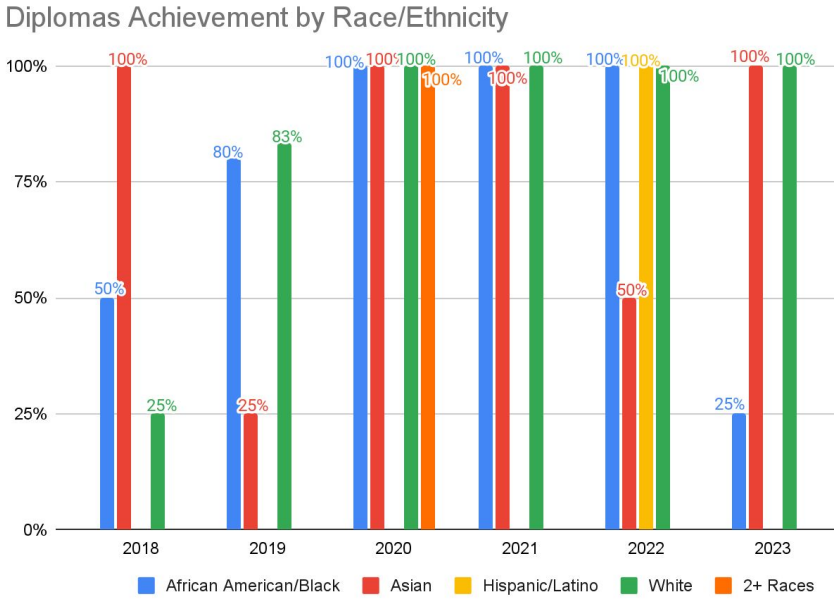
Diploma Participation by Race/Ethnicity

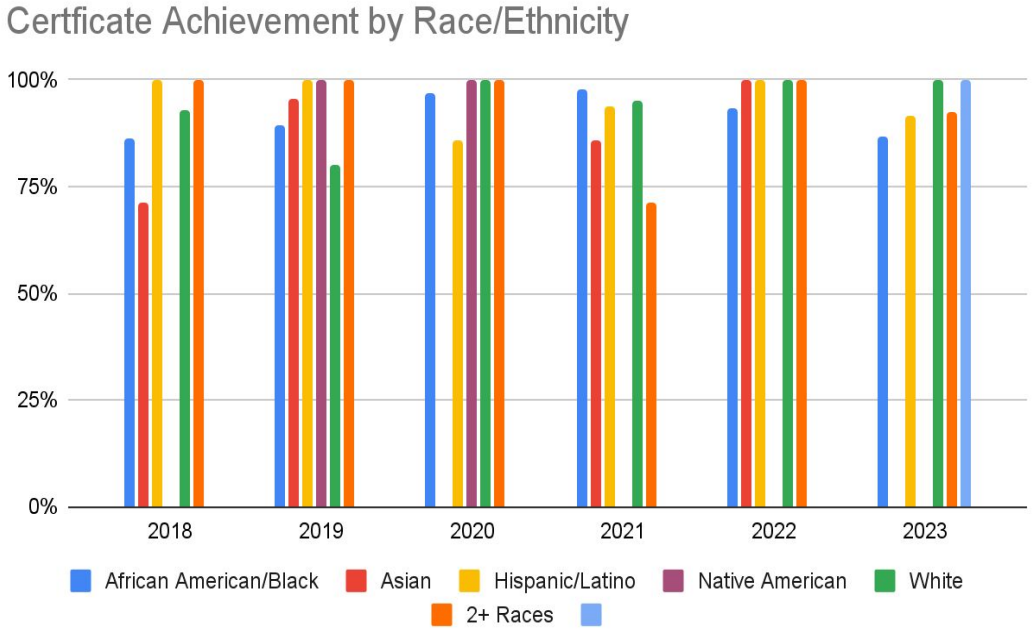


Certificate Participation by Race/Ethnicity



Abby Kelley Foster Charter School





US News & World Report Statistics

The latest high school ranking statistics for US News and World Report

Abby Kelley Foster ranked

- 49 of 437 MA high schools - top 11%
- 1,249 of 25,000 high schools in the nation - top 5%
- 222 of 3,097 charter schools in the nation - top 7%
- #6 for high schools in Worcester County
- #1 for high schools in the City of Worcester

Accountability Plan

Abby Kelley Foster Charter Public School			
Type of Charter (Commonwealth or Horace Mann)	Commonwealth	**Location**	Worcester
Regional or Non-Regional	Regional	**Districts in Region**	Auburn, Leicester, Millbury, Oxford, Shrewsbury, Sutton, West Boylston, Wachusett Regional, and Worcester
Year Opened	1998	**Year(s) Renewed**	2003, 2008, 2013, 2018, 2023
Maximum Enrollment	1426	**Chartered Grade Span**	K-12
Mission Statement: The mission of the Abby Kelley Foster Charter Public School is to assist parents in their role as primary educators of their children by providing a classical liberal arts education grounded in the great works of Western Civilization and aimed at academic excellence, musical competence and character formation.			

Key Design Elements (Charter Renewal Application pages 5-7)

1. An excellent education
2. Comprehensive music program
3. Support parent engagement in their child's education
4. Character formation

The charter school commits to meeting Criteria 1 through 10 as outlined in the Charter School Performance Criteria.

Date of Preliminary Department Approval:	
Date of Board Approval:	
Date of Department Approval:	

Objectives and Measures related to Mission and Key Design Elements (*required*):

<table>
<tr><td colspan="2"><u>Objective (for KDE 1)</u>: Abby Kelley Foster Charter Public School provides students with an excellent education outcome by implementing the International Baccalaureate Programme.</td></tr>
<tr><td>Measure:
80% of the students enrolled in the international Baccalaureate Programme course annually will score a 3 or better on the annual IB subject exam.</td><td>Data to be reported:
● Number and percentage of students in grades 11 and 12 who take at least one IB courses and score a 3 or higher on the exam.
Data collection plan:
● IB Coordinator
● When will the data be collected?
● Data collected annually through the IB Programme and released in July of each school year.
● Where will the data be stored?
● The data will be stored in the school's student information management system. (Powerschool)</td></tr>
<tr><td>Measure:
Over the next term of the charter, 50% of our college preparatory courses will be transitioned to the IB curriculum for all students.</td><td>Data to be reported:
● Number of courses transitioned from college prep to full IB courses
Data collection plan:
● IB Coordinator
● Director of College and Career Readiness</td></tr>
<tr><td>Measure:
Over the next term of the charter, 75% of students who are identified through I-READY diagnostic tool as being two or more years behind in grades 2-8 will meet their growth goal.</td><td>Data to be reported:
● I Ready results (ELA and Math)
Data collection plan:
● I Ready results are reviewed three times per year.</td></tr>
</table>

<u>Objective (for KDE 2)</u>: Abby Kelley Foster Charter Public School will provide students with access to a comprehensive music program.	
Measure: Abby Kelley Foster High School (8-12) will increase the number of students who choose to participate in the music program by 10% annually, with baseline data established in FY24.	**Data to be reported:** ● Number of Music course offerings ● Number of students participating in the music program. **Data collection plan:** ● Data will be collected through grade books and maintained in the student information management system. ● Music Department Head.
Measure: Abby Kelley Foster Middle School (grades 5-7) students 100% of the students will have access to participate in strings, band and/or choir with 25% of those students enrolling in the formal performance program.	**Data to be reported:** ● Student participation in music programming ● Music Department Head **Data collection plan:** ● Data will be collected through grade book and maintained in the student information management system ● Music Department Head ● Strings and Band Teachers
<u>Objective (for KDE 3)</u>: Abby Kelley Foster Charter Public School will support parent engagement in their child's education.	
Measure: Abby Kelley Foster will increase parent participation across the district in district wide activities Portfolio Night and Celebration of the Arts, Back to School Night, Accepted Students Day, Open Houses, Family Conferences, Musical Performance, Volunteer Opportunities (Career Day, Guest Readers, Assembly Presenters, Spree Day, Block Party by 10% annually, with baseline data established in FY24.	**Data to be reported:** ● Parent participation in school events ● Building Principals **Data collection plan:** ● Parent surveys ● Attendance sheets ● Minutes

Measure: Abby Kelley Foster Charter Public School will increase the response rate by 10% on the annual parent survey focused on topics related to family engagement, safety of their student, sense of belonging, and academic program satisfaction. Baseline data will be established in FY24.	**Data to be reported:** ● Parent surveys ● Building Principals **Data collection plan:** ● Panorama management system or similar tool.
<u>Objective (for KDE 4)</u>: Abby Kelley Foster Charter Public School students will model the school's character virtues.	
Measure: Beginning in the 2024 academic year, students in grades 9-12 will be required to complete two school based community service projects as part of their graduation requirements.	**Data to be reported:** ● Community Service project ● High School Administration **Data collection plan:** ● Data will be collected by grade level class advisor ● Data maintained in the Students information management system.
Measure: Abby Kelley will increase their overall sense of belonging felt among students in grades 6-12 by 10% as reported in an annual survey. Baseline data will be established in FY24.	**Data to be reported:** ● Student surveys (fall and spring) ● Director of Counseling and Guidance **Data collection plan:** ● Student data will be collected through the Panorama management system.

Objective and Measures related to Dissemination (*required*):

Objective: Abby Kelley Foster Charter School will partner with area public schools to create a network of learning opportunities and sharing of best practices over the term of the charter.	
Measure: Abby Kelley Foster will engage annually with a local public school to share best practices regarding Abby Kelley Foster's MTSS model, co-teaching model, literacy and/or math curriculum development and other data based initiatives.	**Data to be reported:** ● Agenda, meeting minutes ● Elementary School Principal **Data collection plan:** ● Monthly meetings with the area public schools ● School based MTSS meetings
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Abby Kelley Foster Charter Public School
10 New Bond Street Worcester, MA 01606
Phone: (508) 854-8400 Fax: (508) 854-8484
www.akfcs.org

Updated Abby Kelly Foster Charter Public School Accountability Plan Approved by DESE On 9 - 25 - 2023

ACCOUNTABILITY PLAN

Abby Kelley Foster Charter Public School			
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Measure: By the end of the charter term, AKF will increase the percentage of grades 6-12 who report feeling "quite and or extremely connected" to adults at the school by 10%. By the end of the charter term, AKF will increase the percentage of grades 6-12 who report experiencing "quite a bit or a tremendous amount of respect" from other students in the school by 10%. The baseline data for both questions will be established in FY24. At least 80% of students will respond to the survey.	**Data to be reported:** ● Student surveys (fall and spring) ● Director of Counseling and Guidance **Data collection plan:** ● Student data will be collected through the Panorama management system.

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Education Committee Meeting Minutes - Draft

Friday, September 8, 2023, 8:00 a.m.

https://akfcs-org.zoom.us/j/98572995464?pwd=MnhmYkNmaHg5blYyOGN1SmlSQW8xZz09

Meeting ID: 985 7299 5464 **Passcode**: 998276

By phone: 19292056099 **Meeting ID**: 985 7299 5464

The meeting was Called to Order by Chair Amy Vernon at 8:07 am.

Committee Chair, Amy Vernon called for a motion to approve the August 11, 2023 meeting minutes. Bibiche

Board Committee Members: Amy Vernon, Shelly Yarnie, Bibiche Zagabe-Ndiku

Staff in attendance: Heidi Paluk, Lauren Blumberg, Amelie Cabral, Dr. Carrie Cole, Kelly Davilla, Benjamin Gitkind, Jennifer Guisto, Kelly Gould, AnnMarie Little, Mike Penney

Guests: Michelle Vigneaux

Overview of Annual Ed Committee calendar of topics - Chair Amy Vernon

Chair Vernon presented the overview of 2023-2024 draft Education Committee topics, with the purpose to help trustees monitor committee developments. Topics are not concrete, the committee will reserve the right to evaluate and adjust as the year progresses.

IB Spring Data Update - Kelly Davila

Mrs. Davila presented the most recent results from the IB testing of the 12th grade. The tests all took place in May 2023 and results were released during the summer. Data of this cohort included:

- Gender - Female enrollment in IB is higher than male enrollment.
  - This aligns with drop in male students in High School and those going on to college.
  - AKFCS IB program historically has more females than male participants.
- Race Ethnicity -
  - Increase in Hispanic population enrolled in IB classes
  - Decrease in Black/African American population.
  - Increase in two- race population.
  - Decrease in White population.
  - There are more Black/African American students enrolled in diploma program.
  - More hispanic students enroll in the certificate program.
  - Committee proposed presenting race data by percentage of total student enrollment

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.

- Achievement - 3 students achieve a diploma.
    - 8 students were part of thediploma programme; 60 students earned a certificate
    - Although lower than recent years, this cohort of students had to relearn soft skills (test taking, time management) and the tests themselves were back to pre-pandemic standards for time
- Enrollment in the IB programme, selection of students, and the orientation process was shared with committee members.
    - Discussed recruitment to increase male participation.
    - The cost to students to take the IB exams is $119 per exam. Although we work with students to pay those fees off, we also see additional grant funding and financial support through the state. However, the grants are disbursed to students after they take tests–like a reimbursement.
        - Grant guidelines change year to year.
- Race and gender data align with overall AKFCS demographic data.
- Evaluating whether to integrate IB program for Juniors and Seniors in Literature classes.

US News and World Report Status - Kelly Davila

- Kelly reviewed the recent release of ranking data as of September 2023
- IB data pulled into US New and World Report rankings.
    - Abby Kelley Foster ranked
    - 49 of 437 MA high schools - top 11%
    - 1,249 of 25,000 high schools in the nation - top 5%
    - 222 of 3,097 charter schools in the nation - top 7%
    - #6 for high schools in Worcester County
    - #1 for high schools in the City of Worcester
    - Noted hard work of students and staff. Senora Padilla, took on Spanish students, resulting in students surpassing the world average.

Accountability Plan Update - AnnMarie Little

- We have taken the recommendations from the August Education Committee meeting and made some revisions to send back to DESE.
- DESE is close to approving
    - Sticking point has been on how we are going to track/measure Sense of Belonging..
        - Committee questioned if students understood the questions asked on the SEL survey
            - We see this as part of the development and work of DEI initiatives.

SEL Spring Data Update - Dr. Carrie Cole

Dr. Cole presented the data from the SEP survey taken at the end of the spring 2023.

- It is important to note theentire survey is research based to determine validity and reliability of each survey question.
- We are trying to look beyond the numbers and see the trends; how do we apply them in the schools and classroom.

- This is just looking at the core competencies of SEL; the Sense of Belonging is a separate presentation and separate set of questions
- Panorama does include national benchmarks that wecan compare such as urban schools, school type, geographical locations
- The Committee reviewed the data and findings.
    - AKFCS is on a good trajectory where student's needs are met and set up for future success.
    - Overall - developing students have a stronger sense of social emotional ability.
    - Consider using data to talk to staff to provide needs that can be met in the classroom.
    - See connections in SEL data and academic data, i.e. provide more Tier 1 support in the classroom.

High School Updates:[1]

Mr. Benjamin Gitkind, Assistant Principal in High School, delivered school updates. Powerschool has rolled out andas a result, student scheduling is completed and accessible to parents in a more efficient manner. New teachers in the High School are transitioning well and the8th graders have had a better transition compared to previous years. Seniors have begun the school year on a positive note recognizing their new role as student leaders within the school. There is a new senior lounge for them to eat lunch and recent installation of TV monitors display notices and high school updates.

Middle School Updates:

Executive Director Paluk reported a brief Middle School update as the staff were dealing with a pressing issue. The Middle School has hired two music instructors who bring a high caliber of experience and skills; the search continues for a general music/choral position. Ms. Zagabe-Ndiku asked about considering a student 7th grade ceremony for those students who are rising to 8th grade.

Elementary School Updates:

Principal Gould shared that we are assessing students in iReady and that should be conclude end of month.ELA remains an academic focus this year. Ms. Gould introduced a tutoring program that is available in the evenings for 60 students in grades 1-3; and we will eventually add kindergarten. We are fortunate to have received a DESE grant for this. The tutoring services are available to families based on our data. Elementary school team leaders will focus on instructions and conduct information observations on teaching teams and coordinate peer to peer teaching support. Looking forward to Back to School Night onTuesday, September 12

[1] Committee member Ms. Yarnie excused herself from remainder of meeting at 9:02 a.m.

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from 5:00-7:00 p.m. Social Emotional Learning is introducing a wellness/group for families which will launch in late September.

Open Architects Dashboard - Amy Vernon

Committee Chair, Amy Vernon discussed the Open Architects dashboard. which is a free dashboard which compiles our data. Chair Vernon would like toget input at the next meeting regarding which metrics to use on the dashboard. We should be thinking about annualgoals and outcomes, as well as if we want to focus on a particular subgroup.

Chair Vernon called for a motion to adjourn the meeting. Ms. Zagabe-Ndiku made the motion. Ms. Vernon seconded the motion. Meeting adjourned at 9:50 a.m.

Next Meetings:

Friday, October 13, 2023 - 8:00 am to 9:30 am
Thursday, November 9, 2023 - 8:00 am to 9:30 am
Friday, December 8, 2023 - 8:00 am to 9:30 am

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, September 15, 2023 at 8:00 a.m.

https://akfcs-org.zoom.us/j/93063307468?pwd=YU5zclRkRnpJT3VPczlsYm5wa2lVUT09

Meeting ID: 930 6330 7468 Passcode: 889370

By phone:1 309 205 3325 US **Meeting ID**: **930 6330 7468**

I. Call to Order- Mr. Adam Beaudry, Chair

II. Introductions/Attendance Recorded

III. Review of the August 18, 2023 Meeting Minutes

  a. **Motion:** To accept the August 18, 2023 Meeting Minutes

IV. Facilities Report- Mr. Andrew Cruickshank

V. IT Report- Mr. Gabriel Beltran

VI. Financial Report- Mr. James George, Consultant

  A. Audit update–Mr. George/Heidi Paluk

  B. EOY Financial Statement–Mr. George

  C. FY24 Budget Amendment Discussion–Mr. George

VII. Timely Topics as identified by the Chair and/or ED

VIII. Adjournment

Upcoming Facilities & Finance Committee Meeting(s):

  a. Friday, October 20, 2023–Audit Presentation

  b. November 17, 2023

  c. December 15, 2023

APPROVED
By City of Worcester at 9:18 am, Sep 13, 2023

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Facilities and Finance Committee Meeting Minutes - Draft

Friday, August 18, 2023, 8:00 a.m.

via Zoom

The meeting was called to order by Mr. Adam Beaudry, Chair. The attendance was recorded.

Board Members:

Adam Beaudry,Chair; Ms. Bibiche Zagabe-Ndiku; Patrick Royce

Staff:

Heidi Paluk, Andrew Cruickshank, Gabriel Beltran

Guest:

James George

Mr. Beaudry asked the Committee to review the Meeting Minutes from the June 16, 2023 meeting. Upon its review, Mr. Patrick Royce requested a motion to approve the June 16 2023, Facilities & Finance meeting minutes. Ms. Zagabe-Ndiku seconded the motion, unanimous approval of June 16 meeting minutes.

Financial Update

Mr. Jim George, consultant, provided an update and presentation on the current financial reports:

Statement of Net Position.

90% of the year has been closed out, Vacation accruals are still outstanding although we expect them to be about the same as last year at $75,000. All other accounts were reconciled. We have had a $2.5 million increase in cash and currently have $11 million in the bank. We are approximately at $1.7 million income and expect that to decrease slightly. Current liabilities are under review. Accounts receivable is mostly attributed to grant billing. Last time drawdowns were completed was in January, which should be done on a regular basis moving forward.

Expenses

We are over budget with contracted services. Salaries are under budget. Benefits are under budget. Instructional services (salaries) for Fiscal Year 23 is $1.1 million more than actuals for FY22. It was noted that the April 2023 Finance report was also showing $1 million under budget. We are over budget in contracted services of approximately $800K. Maintenance is over budget due to inflation costs. Pupil services in alignment with budget. There was a $2.5 million change in net position and $1.7 million in revenue.

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Action Item:

Data reports should be shared with the Finance Committee on a monthly basis from Quickbooks and a **timestamped PDF of the Balance Sheet needs to be added to the finance committee report.**

Facilities Report

Mrs. Paluk briefly shared the accomplishments and challenges of the facilities department this summer. Refinishing the elementary school basement floor, adding space for additional offices in the Admin area and the HS Library, outside grounds work and lining on the athletic fields. This work was done in addition to various other tasks, such as moving many offices due to position changes. Challenges were the high school gym fires and contractor reliability.

IT Report

Mr. Beltran provided a brief overview of the IT department projects, 1,500 Chromebooks cleaned and repaired. Chromebook carts are ready for the opening of school. PowerSchool is up and running and training sessions are occurring. Redundant ISP installed. There are two new middle school and high school technology teachers. IT has worked to build a digital music production lab.

Ms. Zagabe-Ndiku made the motion to adjourn the meeting. Mr. Royce second the motion. The meeting was adjourned at 9:29 a.m.

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Abby Kelley Foster Charter School
Facilities & Finance Committee / Board of Trustees

Facilities Department – Monthly Report July/August 2023

AKFCS Facilities Department:

We had the back door to the High school replaced with a more robust set. Which the Principal and VP from Elementary school looked at as an option for ES as well.

Turf and grass fields relined for the upcoming seasons for soccer and football

New blinds hung in HS library and guidance office and 5 existing blinds replaced in MS classrooms

HS Library and room 2029 project to create IT office space is wrapping up.

Trane still wrapping up software upgrades to HS equipment and system. Waiting on graphics.

ADT finally came out for a couple of District assessment visits. We are now awaiting the final assessment costs to get the security systems upgraded where needed and back online.

Meeting with Trane this coming Monday regarding the HVAC update project mooted for summer 2024. Both Heidi and I are working towards re-submitting for the grant to allow this project to happen.

Working towards the key fob project conclusion, with representatives from Joseph's Locks, Renaud Electric and KDH.

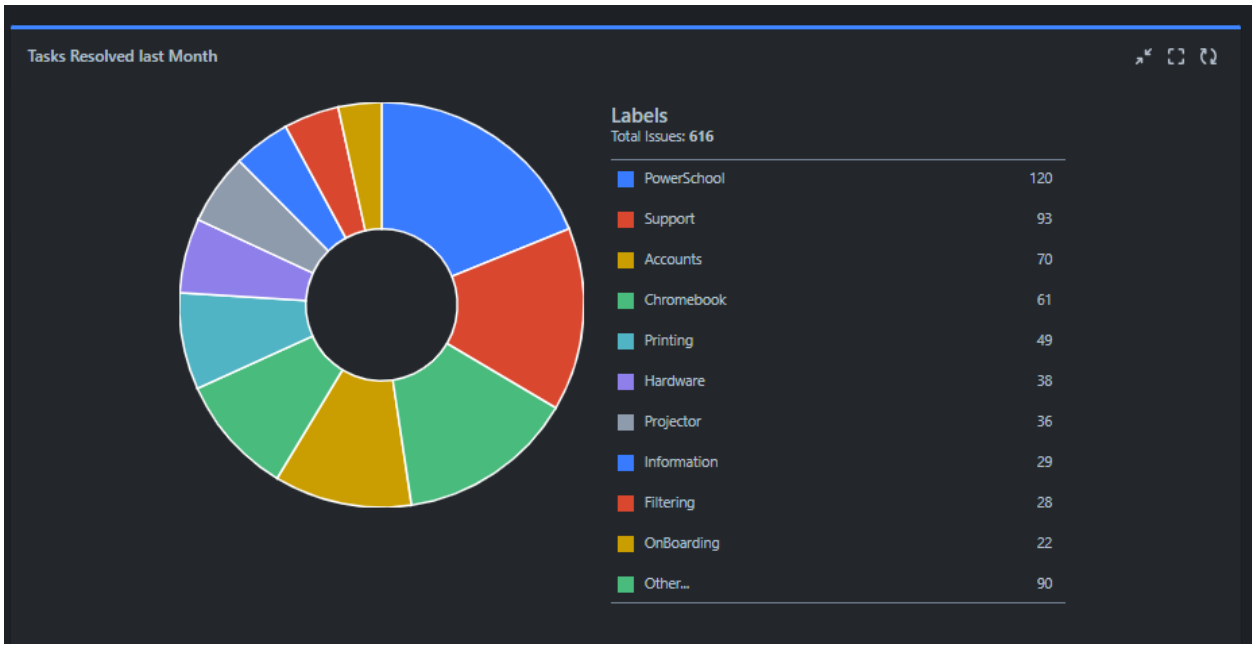
I am currently undertaking a State mandated training for Procurement.

The team have been getting used to having staff, both new and old, back in the buildings, ensuring all needs are met.

We have experienced issues pertaining to the extremes in weather, be it the heat or excessive rain. Especially in MS.

The team is assisting Ms Cabral in getting ready for this year's upcoming Block Party on Saturday, September 16, 2023.

IT Updates August 2023



- Total Issues Resolved 616
- Ticket Volume is still increasing, our IT Team is doing their best to solve high priority issues.
- Powerschool Updates
    - Completed most Integrations
        - Clever, Panorama, iReady, etc
    - Began Level data State Reporting
        - Tool that will speed up or state reporting and quality of or data

- Vivi Signage, Safety notification system and wireless projector
- IT team currently working only with requests and PowerSchool issues. No projects until we bring our work volume down.

Abby Kelley Foster Charter Public School
Statement of Financial Position
As of June 30, 2023

	Total	
ASSETS		
Current Assets		
Bank Accounts		
101702 Bill.com Money Out Clearing		-1,528.06
101900 Cash - TD Bank 9049		122,413.13
101904 TD Bank MMKT 2163		50,102.08
101910 LPL Financial		5,522,916.20
101911 Middlesex Svgs Bank- Chkg Acct		635,861.19
101912 Middlesex Svgs Bank- MM Savings		5,304,672.43
101914 Middlesex Bus. Money Fund (Flood Funds)		333,297.67
Total Bank Accounts	**$**	**11,967,734.64**
Accounts Receivable		
110000 Accounts Receivable		-23.81
Total Accounts Receivable	**-$**	**23.81**
Other Current Assets		
12100 *Inventory Asset		5.90
140000 Prepaid Expenses		26,657.31
Total Accounts Receivable-		
111000 Accounts Receivable - Funding		962,191.99
112000 A/R - Student Meal Payments		-60.00
113000 Accounts Receivable-Employee		-5,724.84
Total Total Accounts Receivable-	**$**	**956,407.15**
Total Other Current Assets	**$**	**983,070.36**
Total Current Assets	**$**	**12,950,781.19**
Fixed Assets		
162103 Accumulated Amortization - Sophos		-4,640.16
Accumulated Depreciation		

161100 Accumulated Depreciation- Athle		-2,967,787.31
162101 Accumulated ROU Assets - Copiers		-210,897.00
162102 Amortization of IT Subscription - Powerschool		-33,436.62
163100 A/D Computer & Periph.		-152,929.32
165100 A/D Books		-0.09
166100 A/D Furn.& Equipment		-209,703.81
168100 Accumulated Depreciation- Autom		-11,680.34
169100 A/D Leasehold Imp.		-2,728,142.65
169201 A/D Land Improvement		-82,993.54
169210 A/D 6 New Bond St.		-8,944,610.18
169212 A/D 10 New Bond St.		-3,324,225.76
Total Accumulated Depreciation	**-$**	**18,666,406.62**
Fixed Assets- Cost		
169500 Right of Use IT Asset		133,746.48
169501 Subscription Asset - Sophos		11,600.33
Automobiles		
168000 Automobiles- Fixed Asset		20,642.80
Total Automobiles	**$**	**20,642.80**
Buildings & Improvements		
169003 Building Improvments Elem		2,093,964.99
169004 Building Improvements-MS		667,256.06
169005 Building Improvements-ActCenter		14,200.00
169006 Building Improvements-HS		4,269,014.67
169007 Building Improvements		1,081,842.10
172000 Property- 6 New Bond St-HS		25,709,059.21
173001 Construction in Progress- 10 Ne		62,800.00
173003 Property- 10 New Bond St.		11,190,205.27
Total Buildings & Improvements	**$**	**45,088,342.30**
Computers & Peripherals		
163000 Computers and Periphials		268,362.84
Total Computers & Peripherals	**$**	**268,362.84**

Fields & Other Land Improvement		
161001 Athletic Fields		4,214,863.83
169200 Land Improvements		163,417.00
Total Fields & Other Land Improvement	**$**	**4,378,280.83**
Furn/Fixt & Equip		
166000 FF&E- Admin		21,265.14
166001 FF&E- Middle School		35,572.99
166002 FF&E- High School		137,304.07
166003 Furniture, Fixtures & Equip-ES		30,195.00
166005 FF&E - Athletics		18,762.65
166101 Right-to-use Assets - Copiers		296,025.00
Total Furn/Fixt & Equip	**$**	**539,124.85**
Land		
161000 Land- 6 New Bond St.		2,816,500.00
161008 Land - 10 New Bond St.		180,000.00
Total Land	**$**	**2,996,500.00**
Total Fixed Assets- Cost	**$**	**53,436,600.43**
Total Fixed Assets	**$**	**34,765,553.65**
TOTAL ASSETS	**$**	**47,716,334.84**
LIABILITIES AND EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
200000 Accounts Payable		435,475.12
Total Accounts Payable	**$**	**435,475.12**
Other Current Liabilities		
200001 Accounts Payable- Accrued		81,237.20
210000 Payroll Liabilities*OE		-583.19
222000 Accrued 401k/403b Payroll w/h		47,374.02
223000 MTRS Retirement Withheld		144,842.38
230000 Accrued Payroll		1,134,354.07

230300 Accrued Vacation Payable	62,703.91
231000 401K Loan Pmt Withheld/Payable	2,081.75
231001 Accrued payroll taxes	19,022.84
231002 YMCA - Memberships	-1,396.82
231003 Private PFML	24,391.83
231100 Lease Liabilities	89,829.99
237000 Accrued Interest/Bond Costs Pay	0.11
238000 Accrued Audit Expense	52,325.00
238400 Deferred Revenue	26,627.87
Fundraising Liabilities	
238307 Fundraising - Class of 2035	428.48
238308 Fundraising - Class of 2034	988.91
238309 Fundraising- Class of 2024	2,337.44
238311 Fundraising- Class of 2022	6,216.54
238312 Fundraising- Gr12 Class of 2021	3,903.34
238313 Fundraising- Class of 2025	1,803.91
238314 Class of 2026	1,100.90
238315 Fundraising- Class of 2020	73.66
238319 Fundraising Class of 2027	590.19
238320 Class of 2028	260.00
238321 Fundraising Class of 2029	1,411.32
238322 Fundraising Class of 2030	1,343.89
238323 Fundraising - Class 2031	2,824.85
238324 Fundraising Class 2032	1,489.48
238326 Fundraising- Football High Sch	2,842.02
238327 Fundraising-Class of 2033	353.67
238328 Fundraising- Classics Club	965.60
238330 Central Perk	433.33
238352 Scholastic Book Fair-Middle/Hig	1,991.89
238353 HS Book Club Fundraising	3.33
238357 Fundraising- Before School Care	26,247.18

238359 SunshineFund-Elem		471.25
238360 Sunshine Fund- Middle School		133.60
238361 Sunshine Fund-HS		282.31
238379 Fundraising-MS Student Council		898.32
238380 Fundraising-HS Student Council		1,932.27
238390 Fundraising-Scholarship Fund		367.46
238398 Fundraising- PTO		20.22
238401 Leadership Club Fundraising		427.20
238403 Fundraising-Elem Principal Acct		8,193.96
238404 Fundraising-MS Principal Acct		6,687.77
238405 Fundraising HS Principal Acct		100.35
238408 Fundraising-Road Race 5K		673.91
238409 Softball & Baseball Team funds		175.00
238410 EAC Enviromental Action Club		278.04
238413 Math Club- MS		124.25
238416 Fundraising Elem Take Home Book		934.41
238420 Music Dept Annual Trip		8.25
238421 Plays/Drama/Musicals Elem		563.76
238424 Art Elem Fundraising		270.33
238425 Ell Fundraising		2,040.32
238426 Fundraising- Haiti Service Trip		1,928.74
238427 Cheering Varsity Fundraising		-2,915.72
238428 GSA Club		1,747.59
238429 Classics Club -MS		91.00
238430 Fundraising Elem Guidance		2,843.78
238432 Fundraising Elem Phy Education		1,322.92
238433 Black Student Union (BSU)		102.00
Total Fundraising Liabilities	**$**	**87,313.22**
Total Other Current Liabilities	**$**	**1,770,124.18**
Total Current Liabilities	**$**	**2,205,599.30**
Long-Term Liabilities		

231200 Powerschool Subscription Liability		75,615.54
283000 Bond Payable- Note 1$19,480,000		13,707,906.19
283001 Bond Discount		-38,888.85
283003 Bond Payable-Loan 2-$10,000,000		3,922,596.79
28400 Environmental Liability		209,011.59
Total Long-Term Liabilities	**$**	**17,876,241.26**
Total Liabilities	**$**	**20,081,840.56**
Equity		
300000 Opening Bal Equity		216,505.96
32000 Retained Earnings		25,811,645.04
Net Revenue		1,606,343.28
Total Equity	**$**	**27,634,494.28**
TOTAL LIABILITIES AND EQUITY	**$**	**47,716,334.84**

Thursday, Sep 07, 2023 11:06:58 AM GMT-7 - Accrual Basis

Abby Kelley Foster Charter Public School
Statement of Activity
July 2022 - June 2023

		Total
Revenue		
Covid Funding		
441013 ESSER II (115)		600,696.00
441127 ESSER III (119)		928,511.04
Total Covid Funding	**$**	**1,529,207.04**
E-Rate Revenue		
484001 E-Rate Reimbursement		31,334.39
Total E-Rate Revenue	**$**	**31,334.39**
Federal Grant Funding		
420200 Title II (140)		65,023.00
431000 Title I (305)		702,839.96
432001 Title III (180)		37,338.00
441000 IDEA (240)		360,863.00
441002 Early Childhood SPED (262)		8,326.04
441009 Title IV (309)		42,291.96
441132 SEL and Mental Health		91,654.00
445000 Fed Pmts to MTRS		2,714,430.00
Total Federal Grant Funding	**$**	**4,022,765.96**
Nutrition Revenue		
471000 SSO Nutrition Revenue		875,743.69
Total Nutrition Revenue	**$**	**875,743.69**
Other Revenue		
480403 Miscellaneous Income		42,133.74
585007 Other Revenue- Athletic Fees		0.00
585015 Late Pick up Fees		1,170.00
585019 Facility Rental Income		4,800.00
585025 Morning Program Revenue		5,469.00

Total Other Revenue	**$**	**53,572.74**
Private Fundraising		
480402 Education Foundation Funding		30,825.85
Total Private Fundraising	**$**	**30,825.85**
State Grant Funding		
451000 Medicaid Reimbursement		42,434.35
Total State Grant Funding	**$**	**42,434.35**
Tuition and Transportation Revenue		
420100 State Cap. / Student		22,793,838.96
420101 In-District Transportation		1,285,460.04
Total Tuition and Transportation Revenue	**$**	**24,079,299.00**
Total Revenue	**$**	**30,665,183.02**
Gross Profit	**$**	**30,665,183.02**
Expenditures		
Administration		
5301-02 Payroll Service Fees		148,089.04
5431-02 Office Supplies - M/H School		60.00
5701-02 Depreciation- Furniture & Fixtu		686.19
5791-04 Meals-Travel		49.17
Contracted Services- District		
5301-01 Accounting and Audit Fees		108,410.00
5301-03 Legal Fees		181,365.58
5301-05 Professional Fees		139,419.46
Total Contracted Services- District	**$**	**429,195.04**
Depreciation Administration		
5701-03 Depreciation - Auto		2,064.24
5701-04 Amortization ROU Assets		70,299.00
Total Depreciation Administration	**$**	**72,363.24**
Information Management & Technology		
5431-60 Supplies & Materials- Info Mgmt (deleted)		-65.46
5451-03 Technology Equipment & Supplies		432,239.00

5451-10 Service & Support Contracts		38,865.52
Total Information Management & Technology	**$**	**471,039.06**
Other Administrative Expenses		
5401-01 Professional Development- NonIn		7,028.28
5421-01 Dues/Memberships		242,099.89
5431-01 Office Supplies		45,037.51
5431-04 Printing		4,627.07
5431-06 Postage		2,697.30
5431-08 Shipping -instructional materia		5,157.60
5451-27 Bad Debt Expense		90,220.27
5791-01 Travel & Related		1,649.37
5901-03 Late Charges & Penalties		280.02
5901-07 Miscellaneous		-80,968.91
5901-11 Bank Services Charges		174.00
Total Other Administrative Expenses	**$**	**318,002.40**
Recruitment & Advertising		
5841-01 Advertising		6,215.64
5841-02 Staff Recruitment		7,982.56
Total Recruitment & Advertising	**$**	**14,198.20**
Salaries- Leadership & Administration		
5011-01 Salaries-School Leadership		171,337.45
5011-30 Salaries-Professional-Business		489,497.25
5021-02 Salaries- Information Technolog		388,926.80
Total Salaries- Leadership & Administration	**$**	**1,049,761.50**
Total Administration	**$**	**2,503,443.84**
Benefits & Other Fixed Charges		
5205-10 Employee Retirement		81,237.20
5225-10 Fringe Benefits		
5992-82 In- Kind Expenses - MTRS		2,791,470.00
Total 5225-10 Fringe Benefits	**$**	**2,791,470.00**
5755-10 Short Term Interest		

5757-01 Interest Expense		2,015.81
5757-02 Interest Expense Leases		4,981.19
Total 5755-10 Short Term Interest	**$**	**6,997.00**
Insurance (non-employee)		
5885-02 Commercial Auto Insurance		3,005.53
5885-03 Property & Equipment Insurance		28,565.34
5885-05 Liability / Other Insurance		129,250.29
Total Insurance (non-employee)	**$**	**160,821.16**
Rental/Lease of Buildings, Grounds & Equipment		
5614-01 Equipment Rental		8,386.87
Total Rental/Lease of Buildings, Grounds & Equipment	**$**	**8,386.87**
Retirement & Fringe Benefits		
5205-01 FICA Taxes- Employer Portion		350,924.41
5205-02 Retirement Benefits		119,599.86
5205-03 MTRB - Grant Programs		0.00
5225-01 Federal Unemployment Tax		3,587.67
5225-03 State Unemployment Tax		52,585.85
5225-07 Medical/Dental/Vision Insurance		1,634,363.82
5225-09 Workers Compensation Insurance		79,589.27
5225-11 Employee Life & Disability Ins		40,667.29
5225-12 Other Employee Benefits		12,023.55
5225-16 Medical/Dental/Claims		152,545.90
5225-17 STD Claim payments		25,318.30
Total Retirement & Fringe Benefits	**$**	**2,471,205.92**
Staff Retention		327.15
5901-01 Staff Retention		68,181.39
Total Staff Retention	**$**	**68,508.54**
Total Benefits & Other Fixed Charges	**$**	**5,588,626.69**
Instructional Services		
Contracted Services- Instructional		
5302-30 Contracted Services Instructional		362,789.23

Total Contracted Services- Instructional	**$**	**362,789.23**
International Baccalaureate Program		
5903-66 IB Program- Supplies & Material		16,696.02
5903-67 IB Program- Professional Development		4,201.90
5903-68 IB Testing Fees & Shipping Cost		18,310.89
Total International Baccalaureate Program	**$**	**39,208.81**
Professional Development		4,000.00
5402-01 Professional Development Instructional		57,140.23
Total Professional Development	**$**	**61,140.23**
Salaries- Instructional		
5021-01 Administrative Support Staff Wa		575,720.55
5032-01 Teacher Salaries - Regular Education		7,035,254.36
5032-03 Teachers Salaries- Specials		1,564,601.44
5042-01 School Leadership Salaries- Principals and Asst. Principals		626,377.89
5042-02 Salaries-Other Instructional Pr		771,539.96
5042-04 Salaries- Librarians		63,494.54
5042-05 Salaries- Guidance		710,776.80
5052-01 Salaries- Instructional Assistants		757,654.67
5052-08 Salaries- Substitutes Teachers		260,148.27
5962-01 Stipends- Instructional Leaders		264,155.63
Total Salaries- Instructional	**$**	**12,629,724.11**
Supplies & Materials		
5432-04 Instructional Supplies & Materials		214,811.64
5432-50 Counseling Services & Supplies		4,947.44
5432-51 Assessments & Related Materials		1,540.62
5903-09 Performance Related Costs		4,012.89
Total Supplies & Materials	**$**	**225,312.59**
Total Instructional Services	**$**	**13,318,174.97**
Operation and Maintenance of Plant		
5514-05 Maintenance Supplies-Elem		36,500.00
Contracted Cleaning Services		

5515-02 Contracted Cleaning		373,582.00
Total Contracted Cleaning Services	**$**	**373,582.00**
Depreciation Facilities Related		
5702-03 Depreciation - Computer Equipment		35,170.20
5702-05 Depreciation- Classroom Furniture		14,948.04
5704-01 Depreciation- Leasehold Improve		239,782.41
5704-02 Depreciation Expense- Land Impr		220,560.72
5704-03 Depreciation Expense- 6 New Bon		642,726.48
5704-04 Depreciation Expense- 10 New Bo		279,755.16
5704-05 Depreciation Expense- FF&E - Fa		4,253.04
Total Depreciation Facilities Related	**$**	**1,437,196.05**
Maintenance of Buildings, Grounds & Equipment		
5514-01 Repairs & Maintenance ES		601,726.79
5514-02 Contracted Maintenance		177,722.70
5514-03 Repairs & Maintenance MS		140,506.73
5514-04 Repairs & Maintenance Activity Center		17,251.72
5514-10 Landscaping & Grounds Care		20,780.00
5514-15 Repairs & Maintenance HS		119,780.05
5514-17 Maintenance Supplies		84,831.85
5514-19 Furniture		13,958.05
5514-22 Snow & Ice Removal		187,448.96
5904-05 Inspections, Permits, & Licenses		16,537.00
Total Maintenance of Buildings, Grounds & Equipment	**$**	**1,380,543.85**
Salaries		
5084-01 Salaries Facilities		275,511.86
Total Salaries	**$**	**275,511.86**
Utilities		
5554-01 Natural Gas-Elem		12,099.87
5554-03 Natural Gas - Middle School		96,964.10
5554-05 Electric Service-Elem		100,640.28
5554-07 Electric Service- Middle School		59,628.53

5554-08 Water & Sewer- Middle School		8,347.60
5554-09 Water and Sewer- Elementary		7,904.36
5554-10 Water & Sewer- High School		7,036.48
5554-11 Trash Removal		582.28
5554-15 Telephone Service-All Bldgs		95,615.21
5554-18 Natural Gas- High School		93,450.24
5554-19 Electricity- High School		248,053.83
Total Utilities	**$**	**730,322.78**
Total Operation and Maintenance of Plant	**$**	**4,233,656.54**
Pupil Services - Other		
Athletic Programs		
5073-07 Salaries- Coaches		85,279.98
5833-01 Sports Programs- Fees & Expense		91,840.92
Total Athletic Programs	**$**	**177,120.90**
Food Services		-19.35
5823-01 Contracted Food Service		382,103.13
5823-02 Cost of Food- HS Cafeteria		163,764.60
5823-03 Meal Related Food Svc Supplies		1,515.66
5823-05 Kitchen Supplies		44,676.03
Total Food Services	**$**	**592,040.07**
Nursing Supplies		
5413-01 Medical Supplies & Services		2,048.37
Total Nursing Supplies	**$**	**2,048.37**
Other Student Services		
5432-22 Clubs- Supplies & Materials		556.71
5903-01 Company Events- Student Related		6,205.27
5903-02 Graduation Expenses		18,091.78
5903-03 Field Trips		11,280.98
5903-07 School Safety		2,685.92
5903-11 Security/Police Detail		39,773.16
Total Other Student Services	**$**	**78,593.82**

Salaries- Other Student Services		
5073-01 Food Service Wages		361,289.03
5073-03 Salaries- Nurses		173,188.02
5073-06 Stipends- Clubs/Activities		41,030.00
Total Salaries- Other Student Services	**$**	**575,507.05**
Student Transportation		
5773-01 Contracted Pupil Transportation		1,389,818.85
5773-02 Student Transportation- Private		72,506.16
Total Student Transportation	**$**	**1,462,325.01**
Translations		
5432-11 Translation Services		14,621.05
Total Translations	**$**	**14,621.05**
Total Pupil Services - Other	**$**	**2,902,256.27**
Uncategorized Expense		175.79
Total Expenditures	**$**	**28,546,334.10**
Net Operating Revenue	**$**	**2,118,848.92**
Other Revenue		
Non-Operating Revenue		
Interest		25,684.87
584000 Interest Income		73,762.92
Total Interest	**$**	**99,447.79**
Unrealized Gain/Loss		5,295.79
Total Non-Operating Revenue	**$**	**104,743.58**
Total Other Revenue	**$**	**104,743.58**
Other Expenditures		
5701 Subscription Amortization		38,076.78
Non-Operating Expenses		
Interest Expense- Long Term Debt		
5707-01 Interest Expense- Long Term Deb		579,172.44
Total Interest Expense- Long Term Debt	**$**	**579,172.44**
Total Non-Operating Expenses	**$**	**579,172.44**

Total Other Expenditures	**$**	**617,249.22**
Net Other Revenue	**-$**	**512,505.64**
Net Revenue	**$**	**1,606,343.28**

Thursday, Sep 07, 2023 11:04:57 AM GMT-7 - Accrual Basis

Facilities and Finance Committee Meeting Minutes - Draft
Friday, September 15, 2023 at 8:00 a.m.

https://akfcs-org.zoom.us/j/93063307468?pwd=YU5zclRkRnpJT3VPczlsYm5wa2lVUT09
Meeting ID: 930 6330 7468 Passcode: 889370
By phone: 309 205 3325 US **Meeting ID**: **930 6330 7468**

The meeting was called to order by Chair Adam Beaudry at 8:04 a.m., attendance was recorded as follows:

Board Committee Members: Adam Beaudry, Patrick Royce, Bibiche Zagabe-Ndiku.

Staff in attendance: Heidi Paluk, Gabriel Beltran, Andrew Cruickshank

Guests: Michelle Vigneaux, Rosa Nguyen, James George

Mr. Beaudry called for a motion to approve the August 18, 2023, Meeting minutes. Mr. Patrick Royce made the motion, and Ms. Zagabe-Ndiku seconded the motion. The committee unanimously approved the minutes.

Facilities Report- Mr. Andrew Cruickshank
Mr. Cruickshank provided an update on the current facilities projects including additional safety measures and updated HVAC systems through a grant received. Due to the impending inclement weather, the Block Party scheduled for Saturday has been canceled and postponed until April 2024.

Questions arose regarding potential flood issues recently. Mrs. Paluk stated the brook has not overflowed from recent rainstorms, although we are still awaiting work from the City of Worcester as part of their Flood Plan Mr. Cruickshank continues to monitor the buildings with the increased rain this summer.

IT Report- Mr. Gabriel Beltran
Mr. Beltran reviewed the IT report with committee members. Most IT issues are around PowerSchool and the integration moving over from Rediker to PowerSchool. Overall, the response from faculty and staff has been positive. Mr. Beltran shared that Vivi Signage and safety notification systems are being implemented across the district.

Financial Report- Mrs. Paluk and Mr. Jim George
Mrs. Paluk reported an update from working with Mr. James George, the Financial Consultant. Mrs. Paluk informed the committee that the year-end close for FY23 is prepared for the auditors, who are scheduled to come to AKFCS on Tuesday, September 19, and Friday, September 22. Mr. George will be on campus for at least Tuesday. Mrs. Paluk said the budget for fiscal year 2024 will be rebuilt and budget amendments will be made based on '23 actuals. Mr. George shared that the

auditors would review and pull together an initial report that will be reviewed by him before a final report and presentation are given to Mrs. Paluk and committee members.

Mr. George informed the committee that income changed by $100K due to accruals that had not been booked, decreasing the total surplus from $1.7 to $1.6.

Mr. Beaudry noted we are in a holding pattern until the audit is complete.

FY24 Budget Amendment Discussion–Mr. George
The budget for FY24 will be recreated especially in areas such as payroll. Salaries and stipends are overreported in FY23 Mrs. Zagabe-Ndiku asked what the biggest variation is anticipated for the amended budget. Mr. George stated some figures were overstated and this will make sure they are accurate, the example provided was (underspending vs. actual spending). The presentation of the FY24 budget will be the same as in years past for committee members to review and discern.

Mr. Beaudry asked about the timeline for the amended FY '24 budget. Mrs. Paluk replied that we intend to present the amended budget at the October 20 Facilities and Finance Committee meeting. In addition, the auditors will present their findings at the October 20, 2023, meeting.

Mrs. Zagabe-Ndiku asked about foreseeable building repairs and projects. Mrs. Paluk stated capital projects have been discussed with Mr. George and the recommendation is to thoroughly review the current budget numbers before speaking with prospective lenders for large capital programs. Mrs. Paluk indicated that the 3rd quarter is likely the target time to begin communication with banks to discuss Abby Kelley's borrowing capacity.

Timely Topics as identified by the Chair and/or ED - Mr. Beaudry

Mr. Royce asked about the Director of Finance vacancy. Mrs. Paluk reported that while there has been a steady submission of prospective candidates, the qualifications and/or experience fall short of meeting the requirements needed for the Director of Finance position. Mr. George will stay on to continue to support AKFCS until at least through the audit. Discussion commenced with committee members on recruitment and the attractiveness of offering a remote or hybrid work schedule for the position. Mr. George noted that most auditor positions have moved to being remote. Mrs. Paluk noted that there would need to be further considerations of overall work climate and accommodations but is open to all ideas of attracting the right candidate.

Mr. Beaudry called for a motion to adjourn. Ms. Zagabe-Ndiku made the motion to adjourn the meeting. Mr. Royce seconded the motion. The Facilities and Finance Committee meeting was adjourned at 8:45 a.m.

Upcoming Facilities & Finance Committee Meeting(s):

a. Friday, October 20, 2023–Audit Presentation/FY'24 budget amendment.

b. November 17, 2023

c. December 15, 2023

Evaluation Summary for presentation at Board Meeting on September 27, 2023

All board members, and Heidi Paluk have been sent a copy of the evaluation, which was compiled from six individual reviews.

Achievement of Goals:

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

The consensus was that Heidi made significant progress in the area of implementing a district-wide process for compiling and analyzing data. This will likely be a continued area of focus in SY 2023/2024.

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

Heidi met the student growth goal during the year, with an average of 66.3% of students who scored two or more grade levels below having met their growth goals for the year.

District Improvement Goal (Met):

During the year, Heidi and her team have delivered on several key items, including the School'[s Accountability Plan, a Strategic Plan (to be finalized by Fall 2023), long-range facilities planning (including managing the School's involvement in the neighboring WBDC/Saint Gobain redevelopment), and restructuring the Business Office.

Overall Performance

The majority of board members rated Heidi's performance as proficient in all categories, with some ratings in the needs improvement (instruction and family and community engagement) and several ratings in exemplary. Overall, Heidi continues to demonstrate herself as a strong leader and communicator.

In the area of **Instructional Leadership**, board members rated Heidi's performance as proficient, with some needs improvement in the areas of curriculum and instruction. The addition of an academic related leadership role will assist in these areas. With respect to the areas of **Management and Operations**, Heidi continues to perform strongly, with mostly proficient and exemplary ratings, with an overall rating of proficient. **Family and Community and Engagement**; majority of the board ranked Heidi performance as proficient or exemplary, with an overall rating of exemplary. Similarly, in the area of **Professional Culture**, the majority of the board ranked Heidi's performance as proficient or exemplary, with an overall rating of proficient.

Summary of Overall Comments

Instructional Leadership (Proficient):

Instructional leadership continues to be an area of opportunity for Heidi to focus on. The hiring of a Director of Curriculum or Chief Academic Officer should be a priority to assist in instructional leadership for SY23/24.

Taking into consideration that although some progress was made on the benchmarks identified in Heidi's professional practice goal, which incorporates many of these focus indicators, that goal was not met in full: a Director of Curriculum has not yet been identified/hired and work on the math and ELA committees has stalled. The professional development in regard to data-informed practice has taken place, however, the action steps coming out of those sessions have yet to be clearly identified for the board and the implementation of new protocols is still in the beginning stages.

Management and Operations (Proficient):

Heidi continues to have high performance in the areas of management, human resources and oversight of the School's finances. Despite some voluntary turnover in members of her leadership team, Heidi has used the opportunity to position the school for the future through internal promotion and identifying areas where restructuring and outside talent can be brought in to more efficiently run operations.

Once again, Heidi has put a great deal of effort into improving systems throughout the district. With new department heads in charge in critical areas, including facilities and IT, improvements continue to be made to manage, rectify and improve outdated structures and policies, while planning for the future of the district in the face of major changes happening in and around the school site.

Additionally, Heidi has approved the decision to migrate to a new SIS (PowerSchool), as of the beginning of the 23-24 school year, in an effort to streamline data integration and facilitate a more interactive data management experience for families and staff. The new SIS should allow for a more accurate and consistent disaggregation of data along demographic lines and allow for better data tracking, leading to a more efficient remediation of achievement gaps.

Heidi is an excellent communicator and respectful of her staff, students, and families. She allows opportunity for staff to feel heard and empowered. She is responsive and approaches her work through a collaborative lens. Although Heidi has strong management and operations skills, I believe AKF needs to have an organizational assessment done. It is important for us to engage all current and former staff to get a deep understanding of the employee experience and how this impacts the culture and environment at AKF. There has been significant turnover of staff at AKF and until we engage in such

assessments we may not fully understand if there is any underlying concern or areas needing improvement.

I believe an area that was not handled in the best manner was the Cheerleading incident- appropriate measures were not put in place for accountability leaving the school open to major liability. No one took responsibility for this.

The FY 22 audit was an area of concern.

Some material weaknesses in internal controls over financial reporting were reported by the auditors during the FYE 6/30/22 audit. The director of finance left abruptly just before the end of FYE 6/30/23 and we subsequently uncovered additional areas in accounting and budgeting that need to be improved upon.

Family and Community Engagement (Exemplary):

Heidi engages and communicates effectively with all stakeholders, including staff, families and BOT members. Her communication style is inclusive and proactive, regularly communicating the successes and challenges encountered at AKF.

Heidi continues to work to address gaps in these areas, which have existed in the district long prior to her leadership. She has dedicated time and resources to engaging families more effectively and enhancing the two-way communication systems in place at the school and sometimes personally handles family concerns.

Engagement and communication with families was conducted daily to keep families abreast of any issues/concerns/updates. This is a strength area for Heidi.

Heidi regularly engages the community and BOT members in discussions related to the school and the learning environment. She also engaged both parents and the BOT in the development of new strategic plan.

New and returning events, such as a Block Party at the beginning of the year and student musical performances at the end of the year have been wonderful entry points for families to come back into the school after pandemic-related restrictions limited this sort of engagement in recent years. However, there is still room for improvement in achieving proficiency in this domain across the district, particularly around establishing more consistency in terms of communication, including more explicit expectations around who (principal, ED, teachers) communicates what, the frequency of communications, the degree of advance notice afforded families, the consistency of family newsletters, and how district-level family communications enhance, support or supplement school-level communications. Clearer, more predictable and more consistent communication can then serve as a platform for increasing levels of

engagement throughout the district, including around instruction and student learning, in addition to opportunities for social engagement.

Professional Culture (Proficient):

Heidi demonstrates a high level of cultural proficiency, recognizing the diversity and needs of the student body. Additionally, Heidi leads by example and holds her staff, as well as herself to high standards and ensures accountability.

Heidi makes herself accessible to teachers, administrators, and board members, as well as to families and students, in an effort to personally address concerns related to the climate and culture of the school. She continues to work hard to build and develop relationships with teachers, staff, administrators, and families and to foster collaboration amongst and between these groups.

I think fully addressing this and getting a solid committee in place will be important, mainly to ensure that Heidi has the necessary support she needs to continue to improve how data is used.

A lot of positive developments have been made with facilities. Developing a long-term plan for facilities has begun which I think is the school's highest priority moving forward.

I appreciate Heidi's transparency with the board. She has been forthcoming with information even if the news is not good (cheerleading incident, audit findings, etc.) I agree that this has been a challenging year. Heidi has demonstrated good leadership through some very tough situations, in a very challenging year. I appreciate that she enlists outside help, such as legal counsel, when it is warranted and necessary.

End-of-Cycle Summative Evaluation Report: Superintendent

Superintendent:	Heidi Paluk		
Evaluator:	Patrick Royce, Board Chair		
	Name	**Signature**	**Date**

Step 1: Assess Progress Toward Goals (*Reference performance goals; check one for each set of goal[s].*)

Professional Practice Goal(s)	Did Not Meet	Some Progress	Significant Progress	Met	Exceeded
Student Learning Goal(s)	Did Not Meet	Some Progress	Significant Progress	Met	Exceeded
District Improvement Goal(s)	Did Not Meet	Some Progress	Significant Progress	Met	Exceeded

Step 2: Assess Performance on Standards (*Reference Performance Ratings per Standard; check one box for each Standard.*)

Unsatisfactory = Performance on a standard or overall has not significantly improved following a rating of *Needs Improvement*, or performance is consistently below the requirements of a standard or overall and is considered inadequate, or both.

Needs Improvement/Developing = Performance on a standard or overall is below the requirements of a standard or overall but is not considered to be Unsatisfactory at the time. Improvement is necessary and expected.

Proficient = ***Proficient*** **practice is understood to be fully satisfactory. This is the rigorous expected level of performance.**

Exemplary = A rating of *Exemplary* indicates that practice significantly exceeds *Proficient* and could serve as a model of practice regionally or statewide.

	Unsatisfactory	Needs Improvement	Proficient	Exemplary
Standard I: Instructional Leadership			X	
Standard II: Management and Operations			X	
Standard III: Family and Community Engagement				X
Standard IV: Professional Culture			X	

End-of-Cycle Summative Evaluation Report: Superintendent

Step 3: Rate Overall Summative Performance (*Based on Step 1 and Step 2 ratings; check one.*)

Unsatisfactory | Needs Improvement | **Proficient** | Exemplary

Step 4: Add Evaluator Comments

Comments and analysis are recommended for any rating but are required for an overall summative rating of *Exemplary*, *Needs Improvement* or *Unsatisfactory*.

Comments:

Superintendent's Performance Goals

Superintendents must identify at least one student learning goal, one professional practice goal, and two to four district improvement goals. Goals should be SMART and aligned to at least one focus Indicator from the Standards for Effective Administrative Leadership.

Goals	Focus Indicator(s)	Description	Did Not Meet	Some Progress	Significant Progress	Met	Exceeded
Student Learning Goal		By the end of the 22-23 school year, 66% of students who are identified through I-READY diagnostic tool as being two or more years behind in grades 2-8 will meet their growth goal.				X	
Professional Practice Goal		Implementation of a District Wide data informed policy and protocol standards that will analyze all student level data, especially marginalized sub-groups, with the intention of highlighting areas of improvement and opportunities for change as early as Fall 2024.			X		
District Improvement Goal 1		Creating Systems for the school: * Strategic Plan * Accountability Plan * Facilities and long-ranging discussion plan * Finance and Accounting restructuring				X	
District Improvement Goal 2							
District Improvement Goal 3							
District Improvement Goal 4							

Standards and Indicators for Effective Administrative Leadership *Superintendents should identify 1-2 focus Indicators per Standard aligned to their goals.*			
I. Instructional Leadership	**II. Management & Operations**	**III. Family & Community Engagement**	**IV. Professional Culture**

I-A. Curriculum I-B. Instruction I-C. Assessment I-D. Evaluation I-E. Data-Informed Decisionmaking I-F. Student Learning	II-A. Environment II-B. HR Management and Development II-C. Scheduling & Management Information Systems II-D. Law, Ethics and Policies II-E. Fiscal Systems	III-A. Engagement III-B. Sharing Responsibility III-C. Communication III-D. Family Concerns	IV-A. Commitment to High Standards IV-B. Cultural Proficiency IV-C. Communication IV-D. Continuous Learning IV-E. Shared Vision IV-F. Managing Conflict

Superintendent's Performance Rating for Standard I: Instructional

Rate each focus Indicator and indicate the overall Standard rating below. (*Focus Indicators are those aligned to superintendent goal(s).)	U	NI	P	E
I-A. Curriculum: Ensures that all instructional staff design effective and rigorous standards-based units of instruction consisting of well-structured lessons with measureable outcomes. ▫ Focus Indicator (check if yes)			X	
I-B. Instruction: Ensures that practices in all settings reflect high expectations regarding content and quality of effort and work, engage all students, and are personalized to accommodate diverse learning styles, needs, interests, and levels of readiness. ▫ Focus Indicator (check if yes)			X	
I-C. Assessment: Ensures that all principals and administrators facilitate practices that propel personnel to use a variety of formal and informal methods and assessments to measure student learning, growth, and understanding and make necessary adjustments to their practice when students are not learning. ▫ Focus Indicator (check if yes)			X	
I-D. Evaluation: Ensures effective and timely supervision and evaluation of all staff in alignment with state regulations and contract provisions. ▫ Focus Indicator (check if yes)			X	
I-E. Data-Informed Decision Making: Uses multiple sources of evidence related to student learning—including state, district, and school assessment results and growth data—to inform school and district goals and improve organizational performance, educator effectiveness, and student learning. ▫ Focus Indicator (check if yes)			X	
I-F. Student Learning: Demonstrates expected impact on student learning based on multiple measures of student learning, growth, and achievement, including student progress on common assessments and statewide student growth measures where available. ▫ Focus Indicator (check if yes)	The Student Learning Indicator does not have corresponding descriptions of practice. Evidence of impact on student learning based on multiple measures of student learning, growth, and achievement must be taken into account when determining a performance rating for this Standard.			
OVERALL Rating for Standard I: Instructional Leadership The education leader promotes the learning and growth of all students and the success of all staff by cultivating a shared vision that makes powerful teaching and learning the central focus of schooling.			X	

Superintendent's Performance Rating for Standard II: Management & Operations

Rate each focus Indicator and indicate the overall Standard rating below. (*Focus Indicators are those aligned to superintendent goal(s).)	U	NI	P	E
II-A. Environment: Develops and executes effective plans, procedures, routines, and operational systems to address a full range of safety, health, emotional, and social needs. ▫ Focus Indicator (check if yes)			X	
II-B. Human Resources Management and Development: Implements a cohesive approach to recruiting, hiring, induction, development, and career growth that promotes high-quality and effective practice. ▫ Focus Indicator (check if yes)			X	
II-C. Scheduling and Management Information Systems: Uses systems to ensure optimal use of data and time for teaching, learning, and collaboration, minimizing disruptions and distractions for school-level staff. ▫ Focus Indicator (check if yes)			X	
II-D. Law, Ethics, and Policies: Understands and complies with state and federal laws and mandates, school committee policies, collective bargaining agreements, and ethical guidelines. ▫ Focus Indicator (check if yes)			X	
II-E. Fiscal Systems: Develops a budget that supports the district's vision, mission, and goals; allocates and manages expenditures consistent with district- and school-level goals and available resources. ▫ Focus Indicator (check if yes)			X	
OVERALL Rating for Standard II: Management & Operations The education leader promotes the learning and growth of all students and the success of all staff by ensuring a safe, efficient, and effective learning environment, using resources to implement appropriate curriculum, staffing, and scheduling.			X	

Superintendent's Performance Rating for Standard III: Family and Community Engagement

Rate each focus Indicator and indicate the overall Standard rating below. (*Focus Indicators are those aligned to superintendent goal(s).)	U	NI	P	E
III-A. Engagement: Actively ensures that all families are welcome members of the classroom and school community and can contribute to the effectiveness of the classroom, school, district, and community. ▫ Focus Indicator (check if yes)				X
III-B. Sharing Responsibility: Continuously collaborates with families and community stakeholders to support student learning and development at home, school, and in the community. ▫ Focus Indicator (check if yes)			X	
III-C. Communication: Engages in regular, two-way, culturally proficient communication with families and community stakeholders about student learning and performance. ▫ Focus Indicator (check if yes)			X	
III-D. Family Concerns: Addresses family and community concerns in an equitable, effective, and efficient manner. ▫ Focus Indicator (check if yes)				X
OVERALL Rating for Standard III: Family & Community Engagement The education leader promotes the learning and growth of all students and the success of all staff through effective partnerships with families, community organizations, and other stakeholders that support the mission of the district and its schools.			X	

Superintendent's Performance Rating for Standard IV: Professional Culture

Rate each focus Indicator and indicate the overall Standard rating below. (*Focus Indicators are those aligned to superintendent goal(s).)	U	NI	P	E
IV-A. Commitment to High Standards: Fosters a shared commitment to high standards of service, teaching, and learning with high expectations for achievement for all. □ Focus Indicator (check if yes)				X
IV-B. Cultural Proficiency: Ensures that policies and practices enable staff members and students to interact effectively in a culturally diverse environment in which students' backgrounds, identities, strengths, and challenges are respected. □ Focus Indicator (check if yes)			X	
IV-C. Communication: Demonstrates strong interpersonal, written, and verbal communication skills. □ Focus Indicator (check if yes)				X
IV-D. Continuous Learning: Develops and nurtures a culture in which staff members are reflective about their practice and use student data, current research, best practices, and theory to continuously adapt practice and achieve improved results. Models these behaviors in his or her own practice. □ Focus Indicator (check if yes)			X	
IV-E. Shared Vision: Successfully and continuously engages all stakeholders in the creation of a shared educational vision in which every student is prepared to succeed in postsecondary education and become a responsible citizen and global contributor. □ Focus Indicator (check if yes)			X	

IV-F. Managing Conflict: Employs strategies for responding to disagreement and dissent, constructively resolving conflict and building consensus throughout a district or school community. □ Focus Indicator (check if yes)			X	
OVERALL Rating for Standard IV: Professional Culture The education leader promotes the learning and growth of all students and the success of all staff by nurturing and sustaining a districtwide culture of reflective practice, high expectations, and continuous learning for staff.			X	