

# *Wachusett Regional School District*

*Holden, Paxton, Princeton, Rutland, Sterling*

January 24, 2020

To: *Wachusett Regional School District Committee*

Kenneth Mills, Chair	Laura Kirshenbaum
Christina Smith, Vice-chair	Sarah LaMountain
Melissa Ayala	Matthew Lavoie
Scott Brown	Linda Long-Bellil
Michael Dennis	Amy Michalowski
Anthony DiFonso	Benjamin Mitchel
Stephen Godbout	Karl Ottmar
Maleah Gustafson	Asima Silva
Sherrie Haber	Megan Weeks
Jeffrey Haynes	Linda Woodland
Robert Imber	Adam Young

From: Darryll McCall, Ed.D., Superintendent of Schools

SUBJECT: Superintendent's Report

## Posting

Attached you will find the updated posting of School Committee, subcommittee, and SEPAC meetings (attachment 1). At the start of Monday's meeting, we will welcome student representatives from Chocksett Middle School, along with their mentors, who will make a presentation to the Committee about Chocksett's Peer Leaders and the activities and events these students coordinate and facilitate as Peer Leaders. As I said in my last Report, I think all will agree that starting our meetings with such positive, uplifting, and interesting presentations and hearing about the amazing experiences going on in our schools is very inspiring.

**For planning and quorum purposes, please advise if you are unable to attend Monday evening's meeting.**

## FY21 Budget Discussion

At Monday evening's meeting, we will continue our discussions about the FY21 budget proposal. Monday evening, I will present to the Committee the administrative team's budget proposal for Fiscal Year 2021. As has been done in the past with the development of our annual budget, we are using the WRSD Strategic Plan as the guide, connecting our budget priorities and plans with the Strategic Plan.

Over the past year, the District has continued to make progress toward the goals of the Wachusett Regional School District (WRSD) Strategic Plan. Our school district remains one of the strongest in Central Massachusetts and we continue to create educational programming for our students that will help them to be well prepared for their future endeavors.

In the past four years, the WRSD Strategic Plan has provided the Wachusett community with a sense of purpose as we define priorities and set budgets. Each school has developed a School Improvement Plan that ties directly back to the Strategic Plan and will assist in budget development at both the building and the District levels. Goals that have been set by administrators and teachers have common themes connected to the five learning domains, enabling our five town district to pursue common educational outcomes. We have focused on many areas including technology, improved instructional support, early literacy, social emotional learning, and more. Budget increases are primarily due to contractual obligations, increases in salaries and stipends, insurance and workers compensation, and the assessment by the Worcester Regional Retirement System. The District also assumed an increase in utility costs, specifically oil, of approximately 4.24%.

The Governor released his recommendations for the FY21 budget on Wednesday, January 22<sup>nd</sup>. Administration is currently reviewing revenues and estimated assessments and will speak to this Monday evening in the presentation.

For FY21, we are requesting a budget of \$102,215,384 which is an increase of \$4,379,179 or 4.48% over FY20.

#### Proposed FY21 Expense Summary by Appropriation

The Wachusett Regional School District budget consists of nine (9) separate appropriations with each one designed to meet a specific purpose. The first appropriation and most significant portion of the total budget is Salaries and Stipends.

#### **Salaries and Stipends: \$65,132,485**

This appropriation covers salaries for all teachers, nurses, specialized providers such as Applied Behavioral Analysts (ABAs), paraprofessionals, custodians, clerical staff, technical staff, principals, and administrators. Total salaries for FY21 have an increase of 4.86% which includes contractual obligations for all employee groups, projected spending for substitutes and stipends, and includes five (5) new position requests. The increase also includes the absorption of all kindergarten teachers as full-time teachers. This budget request will enable the District to maintain all educational programs and expand our efforts in addressing targeted areas of need as outlined in the Strategic Plan. These include providing support for social and emotional learning and safe school learning environments. Our overall increase for Salaries, Stipends and Substitutes is \$3,067,770.00 or 4.94% above FY20's appropriation.

#### **Benefits and Insurance: \$16,294,699**

The District has received preliminary information on health insurance that indicates a projected increase for both active and retired employees of 10% above FY20. To offset health care costs the District applies charge-backs to grants and revolving funds which lowers the "net" total of

the Employee Health Insurance budget. The continued reduction in the number of School Choice tuition-in students will result in lower cost offsets in this appropriation. Cost increases are projected for Other Insurances and Benefits and for the assessment to the Worcester Regional Retirement System. Our overall increase in this appropriation will be \$1,239,726 or 8.23% above FY20. Administration is awaiting final numbers for health insurance due in the next 2 to 3 weeks.

**Instructional Support:**

**\$3,392,969**

The District is proposing an increase in the instructional support budget for FY21. This is an area of the budget where we are committed to providing resources in order to address areas of need that have been lagging in recent years. We are requesting to increase this appropriation to \$3,392,969 which is an increase of \$70,879 or 2.13% over FY20.

**Operations & Maintenance:**

**\$3,738,231**

The District is invested in the maintenance of our schools in order to provide a safe and secure learning environment for our students. The District continues to budget for ongoing building repairs and maintenance. We are projecting some increased costs for natural gas and electricity, and will receive net-metering credits from solar panel installations. For FY21, this appropriation is being budgeted at \$3,738,231 which is an increase of \$132,065 or 3.66%.

**Pupil Services:**

**\$52,758**

This appropriation supports non-instructional programs in the schools such as the health offices and student related activities. There have been significant decreases in this appropriation over the past several years as all athletic team expenses, with the exception of stipends, were redirected to be paid out of the athletic revolving fund. We are proposing to budget this appropriation at \$52,758 which is an increase of \$1,517 or 2.96% from FY20.

**Special Education Tuition:**

**\$2,770,000**

The District is responsible for student placements at other public schools, private schools, and collaboratives which are determined by the programmatic needs of the individual student and program rates approved by the state. Prior to arranging placements, the District evaluates whether a student's needs can be met through an in-District program and contract services. As the result of the strengths of our in-District programs, placements and anticipated contract costs have decreased, which results in a reduction in our Special Education Tuition appropriation for FY21. This budget continues to address all current and pending placement agreements and contract increases. The District lowers the "net" expense of this appropriation by allocating costs to the Circuit Breaker revolving fund and the I.D.E.A. grant. For FY21 we are proposing to budget this appropriation at \$2,770,000 which is a decrease of (\$353,545) or (11.32%) less than FY20.

**Other Operating Costs:**

**\$1,176,810**

Other Operating Costs include the District's cost for tuition-out expenses for students attending schools in other districts through the School Choice and Charter School programs. These figures are estimates based upon FY20 expenditures. For FY21, we are proposing to budget this appropriation at \$1,176,810 which is a decrease of (\$20,146) or (1.68%) over FY20. This is a fluid number and is likely to change during the State budget process.

**Transportation:**

**\$7,241,701**

The Transportation appropriation reflects a contractual increase in the home to school bus contract as well as in the special education in-District and out-of-District contracts. This figure is difficult to pinpoint as Special Education transportation routes may change at any point in the school year given student programmatic need. This appropriation will be budgeted for FY21 at \$7,241,701 which represents an increase of \$322,288 or 4.66% above FY20.

**Debt Service:**

**\$2,415,731**

Debt service includes payments for construction bonds for two projects which are the high school renovation/addition project and the Jefferson oil remediation project. This appropriation of \$2,415,731 reflects a decrease of (\$81,375) or (3.26%) below FY20.

**Summary**

The District continues to provide Member Towns with a budget that is proactive in supporting educational goals, including student health and wellness, while remaining fiscally prudent. Our overall increase of 4.48% from FY20 to FY21 will provide our students with the necessary tools and learning environment to prepare them for success in an ever-changing, global society of the 21<sup>st</sup> century.

**Total Proposed FY21 Appropriation:**

**\$102,215,384**

I had my monthly meeting with town administrators this week and I am encouraged by their willingness to discuss the needs associated with the District. With that being said, I look forward to my meetings with the town officials, the first one being in Sterling on February 5<sup>th</sup>. Below are the dates, times and locations of these meetings and, as always, School Committee members are welcomed and encouraged to attend these meetings when I meet with town officials in your town.

Wednesday, February 5, 2020

**Sterling** Selectboard meeting with Finance Committee invited  
6:35 PM, Butterick Building, One Park Street, Room 205, Sterling

Monday, February 24, 2020

**Paxton** Selectboard meeting with Finance Committee invited  
7:00 PM, White Building, Paxton

Tuesday, February 25, 2020

**Princeton** Selectboard and Advisory Committee meeting  
7:00 PM, Town Hall Annex

Thursday, February 27, 2020

**Rutland** Selectboard and Finance Committee meeting  
7:00 PM, Rutland Town Library

Wednesday, March 4, 2020

**Holden** Finance Committee meeting  
7:00 PM, HMLD

### SOA (Student Opportunity Act)

On January 8<sup>th</sup>, Commissioner of Education Jeff Riley released preliminary guidance for SOA planning (attachment 2). Now that the Governor's budget has been released, we are awaiting further guidance and the template from DESE in reference to the SOA requirement plan. At the MASS Mid-Winter Meeting this past Thursday, Commissioner Riley mentioned that later this month, a short and long form will be shared with school districts that will be based upon state aid. Our district will be completing the short form/template. As this process moves forward, I will keep the Committee informed and updated on steps Wachusett will be taking to address these new requirements. You will note, districts' SOA plans are to be submitted to DESE by April 1<sup>st</sup>, so we will be asking the full Committee to vote approval of our plan at one of our meetings in March. I have also attached a memorandum from MASC about spending plans required by recently enacted legislation (attachment 3).

### Transportation Contract

After the vote of approval by the Committee at the January 13, 2020 meeting, I confirmed with Ron Ernenwein of AA Transportation Co., Inc. his company will be adding transportation of our students who attend in-District and out-of-District special education programs to the contract between the District and AA Transportation, effective January 14, 2020 (attachment 4).

### ALICE Presentation for Holden

On Wednesday, January 22<sup>nd</sup>, at 7:00PM, Holden school administrators and members of the Holden Fire and Police Departments hosted a parent information night on school safety. Holden school administrators shared details about ALICE (Alert, Lockdown, Inform, Counter, Evacuate) and answered questions from families. The presentation focused on how staff and students are being trained to respond to school emergency situations. Responses differed based on the grade and age of the child, ranging from a teacher-centered approach at the elementary levels to a combined teacher-student approach at the middle school and high school levels. Attention was given to the close and positive working relationship schools have with Holden public safety officials and the regular communication that takes place among all constituents to ensure that schools and public safety officials act as a cohesive team. I was very impressed by the presentation and I appreciate our school administrators working closely with town safety officials to educate about ALICE. I also had the chance to thank the Holden Police and Fire officials who were at the presentation as well. Approximately 35 parents attended the event.

### Annual Central Office Art Exhibit

Please be reminded that our now annual WRSD Central Office Art Exhibit will be hosted Wednesday afternoon, January 29<sup>th</sup>, beginning at 3:00 PM in the Superintendent's Office here at 1745 Main Street. I cordially invite members of the School Committee to attend this event, if available, to have the opportunity to view the impressive work and to get to meet our student-artists. If the weather does not cooperate, the "opening" will be moved to the following Wednesday, February 5<sup>th</sup>.

### 2020-2021 School Calendar

The draft school calendar for the coming school year is attached (attachment 5). This calendar has been discussed with building principals, as well as reviewed and discussed with the WREA at a recent monthly meeting. You will note the proposed first day of school for students in September is Wednesday, September 2<sup>nd</sup>. This is due to Massachusetts state primary voting on September 1<sup>st</sup>, which we will have as our Staff Orientation day (when employees return to work), but students will not be in the schools while voting is going on. We are seeking approval of the 2020-2021 school calendar by the School Committee at Monday's meeting.

### Annual Superintendent's Message

Attached is my January 2020 Superintendent's Message, which has been shared with the towns and will be a part of the FY21 Budget Book (attachment 6).

### Conflict of Interest Training

After last month's meeting, when Chair Mills mentioned the need that School Committee members, as municipal representatives, complete Conflict of Interest online training, we shared with members a reminder and a link to the online training. Several members completed the training and provided a Certificate of Completion for our records. Members who have not yet completed the online training are asked to do so and then provide us with a copy of the Certificate of Completion (attachment 7).

### Executive Staff Reports

- Director of Human Resources Jeff Carlson's Report to the Superintendent, dated January 22, 2020 (attachment A)
- Administrator of Special Education Christine Smith's Report to the Superintendent, dated January 2020 (attachment B)

### Subcommittee Minutes

- Minutes of the November 25, 2019 meeting of the Facilities and Security Subcommittee (Subcommittee Minutes attachment 1)
- Minutes of the December 9, 2019 meeting of the Education Subcommittee (Subcommittee Minutes attachment 2)

Chair's Correspondence

- January 15, 2020 correspondence to Houghton Elementary School students Viola, Lexy, Bella, Logan, Ben, and Alex (Chair's Correspondence 1)
- January 15, 2020 correspondence to Houghton Elementary School teachers Darlene Stoever and Jennifer Halloran

Superintendent's Correspondence

- January 6, 2020 correspondence to former Holden Police Chief David Armstrong (Superintendent's Correspondence 1)
- January 15, 2020 correspondence to WRHS students Grace Williams and Allanna O'Callahan (Superintendent's Correspondence 2)
- January 16, 2020 correspondence to Holden Police Chief Timothy Sherblom (Superintendent's Correspondence 3)

Should you have any questions, please contact me at your convenience.

cc: Executive Staff  
DM:rlp

WACHUSETT REGIONAL SCHOOL DISTRICT  
HOLDEN ♦ PAXTON ♦ PRINCETON ♦ RUTLAND ♦ STERLING

*Agenda*

Regular Meeting #1337

Monday, January 27, 2020

7:00 PM

Media Center  
Wachusett Regional High School, Holden

- I. Public Hearing
- II. Chair's Opening Remarks
  - *Presentation about Chocksett Peer Leaders* by Chocksett Middle School Students and Mentors
- III. Student Representatives' Reports (R. Massoni-Nesman, L. Michalowski)
- IV. Superintendent's Report
  - A. Discussion of Report
    - *Continuation of FY21 Budget Discussions – Budget Retreat II*
  - B. Recommendations Requiring Action by the School Committee
    1. Motion: To approve the 2020-2021 School Year Calendar
- V. Unfinished Business
- VI. Secretary's Report
  - A. Approval of #1336 Regular Meeting Minutes of the Wachusett Regional School District Committee held on January 13, 2020 – enclosed
  - B. Approval of Executive Session Minutes of the Wachusett Regional School District Committee held on September 23, 2019
- VII. Treasurer's Report/Financial Statements
- VIII. Committee Reports
  - A. Management Subcommittee (K. Mills, Chair, C. Smith, Vice-chair, S. Brown, M. Dennis, R. Imber, M. Lavoie, A. Young)
  - B. Education Subcommittee (R. Imber, Chair, C. Smith, Vice-chair, M. Ayala, S. Haber, L. Kirshenbaum, L. Long-Bellil, A. Silva)



- C. Business/Finance Subcommittee (M. Dennis, Chair, B. Mitchel, Vice-chair, M. Gustafson, L. Long-Bellil, K. Ottmar)
- D. Legal Affairs Subcommittee (S. Brown, Chair, M. Lavoie, Vice-chair, Imber, A. Michalowski)
- E. Superintendent Goals and Evaluation Subcommittee (M. Lavoie, Chair, A. Michalowski, Vice-chair, A. DiFonso, K. Mills, M. Weeks)
- F. Facilities and Security Subcommittee (A. Young, Chair, L. Woodland, Vice-chair, S. Godbout)
- G. Audit Advisory Board (B. Mitchel, Chair)
- H. Ad Hoc Subcommittees
  - 1. Ad Hoc Subcommittee to Negotiate the Superintendent's Contract (K. Mills, Chair, M. Weeks, Vice-chair, S. Brown, M. Dennis, M. Lavoie)
- I. Building Committees
- J. School Council Reports:
  - Central Tree Middle School (S. Haber), Chocksett Middle School (L. Woodland), Davis Hill Elementary School (K. Mills), Dawson Elementary School (L. Kirshenbaum), Glenwood Elementary School (A. DiFonso), Houghton Elementary School (M. Ayala), Mayo Elementary School (A. Young), Mountview Middle School (S. Brown), Naquag Elementary School (M. Lavoie), Paxton Center School (K. Ottmar), Thomas Prince School (A. Silva), Wachusett Regional High School (L. Long-Bellil/A. Michalowski), Special Education Parent Advisory Council (M. Gustafson), Early Childhood Center (L. Woodland)

IX. Public Hearing

X. New Business

XI. Adjournment

WACHUSETT REGIONAL SCHOOL DISTRICT

HOLDEN ♦ PAXTON ♦ PRINCETON ♦ RUTLAND ♦ STERLING

DRAFT Minutes

Regular Meeting #1336

Monday, January 13, 2020  
7:00 PM

Media Center  
Wachusett Regional High School  
1401 Main Street, Holden

*Wachusett Regional School District Committee*

Kenneth Mills, Chair	Robert Imber
Christina Smith, Vice-chair	Laura Kirshenbaum
Melissa Ayala	Linda Long-Bellil
Scott Brown	Amy Michalowski
Maleah Gustafson (7:25 PM)	Benjamin Mitchel
Sherri Haber	Karl Ottmar
Jeffrey Haynes	Adam Young

*Committee Members Absent:*

Michael Dennis	Matthew Lavoie
Anthony DiFonso	Megan Weeks
Stephen Godbout	Linda Woodland
Sarah LaMountain	

*Committee Members Participating Remotely:*

Asima Silva

*Administration Present:*

Darryll McCall, Superintendent of Schools  
Robert Berlo, Deputy Superintendent  
Daniel Deedy, Director of Business and Finance  
Jeff Carlson, Director of Human Resources  
Brendan Keenan, Director of Social Emotional Learning  
Christine Smith, Administrator of Special Education  
Rebecca Petersen, Executive Secretary to the Superintendent

*Student Representatives Present:*

Rianna Massoni-Nesman

*Others present, who desired to be recorded as present (see attached Attendance Sheet – attachment 1).*

Chair Mills called the meeting to order at 7:02 PM. He announced the meeting was being broadcast live on Channel 194 and is also streaming on HCTV.com.

Chair Mills welcomed Jeffrey Haynes of Rutland to the School Committee.

Chair Mills reported Member Silva is participating remotely; therefore, all votes will be by roll call.

I. Public Hearing

No members of the public wished to address the School Committee.

II. Chair's Opening Remarks

Chair Mills welcomed Houghton Elementary School students Viola DeCisero, Lexy Perry, Bella Sovchuk, Logan Butler, Ben Iarrobino, and Alex Soto, along with Houghton teachers Darlene Stoever and Jennifer Halloran and invited them to the podium. Ms. Stoever and Ms. Halloran gave an overview of the recently completed Houghton Elementary School 4<sup>th</sup> grade class assignment *Immigration Simulation*. The students each addressed the Committee, presenting their individual project assignments. At the conclusion of the student presentations, and some positive words about the project by a Houghton parent, the Houghton representatives were thanked for attending the meeting and sharing their projects, and were given a round of applause.

Chair Mills continued with his opening remarks, explaining the format for the meeting and that this is the opportunity for members to provide District administration with their FY21 budget priorities as the budget is being developed.

III. Student Representatives' Reports

Student Representative Massoni-Nesman had many items of interest to report to the Committee. She began by congratulating DECA (Distributive Education Clubs of America) students for successes realized in recent regional competitions. Student Representative Massoni-Nesman continued by reporting that mid-terms at WRHS will begin on January 21<sup>st</sup>, winter sports are in full swing and preparation for spring sports will soon be getting underway, the next Drivers Education class has started, class elections will be taking place soon, and that there were several performances/concerts at the high school during December. Student Representative Massoni-Nesman attending the November 2019 MASS/MASC Joint Conference and she gave a brief report on the events she attended. Lastly, Student Representative Massoni-Nesman spoke about technology use at the high school, noting that computers in the language lab spaces are not often in use, suggesting perhaps those spaces could be used for other purposes. Additionally she reported on some printing issues high school students have experienced.

7:25 PM Member Gustafson joined the meeting.

IV. Superintendent's Report

Chair Mills asked if members had any objection to altering the meeting agenda in order to address a motion about student transportation, noting that Ron Ernenwein, President of AA Transportation Co., Inc. was in the audience. No members objected to taking this agenda item out of order.

A. Recommendations Requiring Action by the School Committee

Motion: Subject to the approval by the duly authorized members of Village Transportation LLC, and the duly authorized shareholders of AA Transportation Company, Inc.; to approve the recommendation to authorize the assignment of the District's contracts with Village Transportation LLC of Sterling, MA, to provide in-District special education van transportation services (through June 30, 2021) and out-of-District special education van transportation services (through June 30, 2020) to AA Transportation Company, Inc. of Shrewsbury, MA, effective January 14, 2020.

(A. Young)  
(S. Brown)

Director Deedy approached the podium. Director Deedy spoke highly of AA Transportation Co., Inc., giving an overview of the services provided and the in-District and out-of-District special education services to be added to the contract with AA Transportation Co., Inc. Some members had questions and Mr. Ernenwein approached the podium. Brief additional discussion ensued.

7:36 PM Student Representative Massoni-Nesman left the meeting.

Roll call vote:

*In favor:*

Kenneth Mills  
Christina Smith  
Melissa Ayala  
Scott Brown  
Maleah Gustafson  
Sherrie Haber  
Jeffrey Haynes  
Robert Imber  
Laura Kirshenbaum  
Linda Long-Bellil  
Amy Michalowski  
Benjamin Mitchel  
Karl Ottmar  
Asima Silva  
Adam Young

*Opposed:*

None

The motion passed unanimously.

Chair Mills thanked Mr. Ernenwein for attending the meeting and for his company's services to the District. Mr. Ernenwein left the meeting.

## B. Discussion of Report

Chair Mills again explained the format of the meeting, explaining each member will have up to two minutes to voice priorities/budget comments in order to give District administration direction and input about the FY21 budget, in preparation for further budget discussions at the January 27, 2020 School Committee meeting *Budget Retreat II*. Member Woodland, who was not in attendance, had provided Chair Mills her comments and questions, which Chair Mills read aloud. Members were called upon to share their input:

Resource Nurse	Smith, Woodland, Imber, Ottmar, Michalowski, Ayala, Gustafson, Long-Bellil, Mills
Director of Vocational Education	Smith, Imber, Kirshenbaum, Michalowski
Counselors	Smith, Imber, Haber, Michalowski, Ayala, Silva, Mills
Facilities and Security	Smith, Haynes
Implementation of Five-year Plan	Imber
More robust math and science education/curriculum	Kirshenbaum
Class size/Staffing	Michalowski, Kirshenbaum, Haber, Brown, Silva
Consistency of curriculum/equity at lower grades	Haber
Executing of plans (Tech. Textbook, Staffing)	Young
Properly resource at elementary level	Ottmar, Ayala
Some sort of magnet school structure (i.e. STEAM @ TPS)/STEAM at other schools	Ottmar, Gustafson
Staffing at Mountview	Michalowski, Gustafson, Brown, Mills
Better use of technology in the schools	Michalowski, Haynes
SEL	Ayala, Brown
Health teachers at middle schools	Ayala
Getting town support of the budget	Mitchel, Haynes, Young, Mills
Technology classes at the elementary level	Gustafson
Special Education Team Leader	Long-Bellil
Assistant Principal at Naquag	Haynes, Mills
Special Education staffing	Brown
Advance Placement offerings/math and science	Silva
Revenue losses – need to account for these in budget development	Mills
Try to avoid need to go to 1/12 <sup>th</sup> budget	Mills

At the conclusion of members sharing their priorities, Chair Mills asked Superintendent McCall if he had clarifying questions for members, which he did not. Superintendent McCall did thank members for their input.

Superintendent McCall told the Committee about an exercise Director Deedy did to project what it would cost to “just open the doors” for the 2020-2021 school year.

The results of Director Deedy's informal exercise resulted in a projection of 4% increase over the FY20 budget will be needed for the FY21 budget, in order to address obligations associated with the Technology Plan, the Textbook Plan, health insurance, employee contractual obligations, etc. Superintendent McCall also mentioned discussions at the November 2019 Budget Roundtable when Member Town officials spoke about anticipated increases in terms of the District's FY21 budget appropriation. Superintendent McCall noted that, to date, he has not received any official correspondence or notification from the towns about this request.

Superintendent McCall listed his budget priorities for the coming year:

- Social Emotional Learning
- Counselors at the elementary level
- Assistant Principal at Naquag Elementary School
- Resource Nurse
- Mountview staffing
- Middle school health teachers

Superintendent McCall noted there are some special education positions being considered but have not yet been finalized. He further commented that implementation of the Student Opportunity Act and what districts will be required to do to meet requirements of this new legislation is still unknown, and schools districts and superintendents are awaiting direction from DESE and the Commissioner about this implementation. Lastly, he stressed the importance of getting the FY21 budget supported and passed by the Member Towns at the May Annual Town meetings, noting from experience that operating under a 1/12<sup>th</sup> budget is very difficult for all concerned.

Chair Mills gave members another opportunity to make comments or ask questions. Member Gustafson asked about plans for spaces for classrooms if staff is added at a school(s). She also asked about the philosophical direction of the new Administrator of Special Education and what budget impact this direction may have.

8:18 Vice-chair Smith left the table.

Member Michalowski asked the Superintendent the status of the Staffing Plan. Superintendent McCall explained this plan is still in draft form.

8:21 PM Vice-chair Smith returned to the table.

8:23 PM Member Young left the table.

8:26 PM Member Young returned to the table.

Member Michalowski asked if Director Deedy's projected 4% increase to open the doors includes projected revenue associated with full-day kindergarten as well as other sources of income/revenue. Superintendent McCall took a moment to report on a decrease in District enrollment (approximately 7,100 down to 7,000), which does impact projections.

Director Deedy approached the podium. Director Deedy explained the 4% increase projection does not include new positions, but does include contractual obligations and an anticipated increase in health insurance. Director Deedy went through, very briefly, each appropriation to explain how he came to the 4% estimate.

Member Imber inquired about the status of the School Committee voting on the Staffing Plan.

At the conclusion of FY21 budget discussions, Superintendent McCall reported on the January 8, 2020 Annual Scholars' Luncheon held at the College of the Holy Cross.

At Member Woodland's inquiry, through Chair Mills, Director Deedy approached the podium and spoke about the Title IIA grant.

Chair Mills asked Superintendent McCall the anticipated next steps to comply with the SOA (Student Opportunity Act), to which Superintendent McCall again explained nothing in writing/official has been received from DESE giving direction to districts on implementation. Superintendent McCall did mention the increase for the Wachusett District will not be as substantial as what larger districts, such as Worcester and Boston, will realize. Superintendent McCall is hopeful to have some information/direction from DESE in the next several weeks.

Member Michalowski voiced her opinion that it would be helpful and informational if District administration could create a bulleted list of where the District is in relation to the Technology Plan.

V. Unfinished Business

There was no unfinished business brought before the Committee.

VI. Secretary's Report

A. Approval of #1335 Regular Meeting Minutes of the Wachusett Regional School District Committee held on December 9, 2019

Motion: To approve the minutes of the regular meeting of the WRSDC held on December 9, 2019.

(S. Brown)  
(C. Smith)

Roll call vote:

*In favor:*

Kenneth Mills  
Christina Smith  
Melissa Ayala  
Scott Brown  
Maleah Gustafson  
Sherrie Haber

Robert Imber  
Laura Kirshenbaum  
Linda Long-Bellil  
Amy Michalowski  
Asima Silva

*Opposed:*  
None

*Abstained:*  
Jeffrey Haynes  
Benjamin Mitchel  
Karl Ottmar  
Adam Young

The minutes were approved 11-0-4.

- B. Approval of Executive Session Minutes of the Wachusett Regional School District Committee held on September 23, 2019

Approval of minutes of September 23, 2019 executive session was passed over.

VII. Treasurer's Report/Financial Statements

Chair Mills reminded the Committee that if there were questions regarding the Director of Business and Finance's report that Members should contact the Superintendent; if there were questions regarding the Treasurer's Report, Members should contact the Business/Finance Subcommittee Chair.

VIII. Committee Reports

- A. Management Subcommittee (K. Mills, Chair, C. Smith, Vice-chair, S. Brown, M. Dennis, R. Imber, M. Lavoie, A. Young)

Chair Mills reported the Management Subcommittee has not met since the last School Committee meeting.

- B. Education Subcommittee (R. Imber, Chair, C. Smith, Vice-chair, M. Ayala, S. Haber, L. Kirshenbaum, L. Long-Bellil, A. Silva)

Subcommittee Chair Imber reported this subcommittee met immediately before this School Committee meeting as well as on January 6, 2020.

8:44 PM Superintendent McCall left the table.

Subcommittee Chair Imber reported the subcommittee is addressing policy review, which will continue at upcoming meetings. Subcommittee Chair Imber called members' attention to Deputy Superintendent Berlo's report of January 8, 2020, in



which proposed changes to the High School Programs of Studies for 2020-2021 were outlined (attachment 2).

Motion: To accept the report of new course offerings at Wachusett Regional High School for the 2020-2021 school year as detailed in Deputy Superintendent Berlo's report of January 8, 2020.

(R. Imber)

(C. Smith)

Subcommittee Chair Imber spoke to the motion, and some questions were asked and answered.

Roll call vote:

*In favor:*

Kenneth Mills  
Christina Smith  
Melissa Ayala  
Scott Brown  
Maleah Gustafson  
Sherrie Haber  
Jeffrey Haynes  
Robert Imber  
Laura Kirshenbaum  
Linda Long-Bellil  
Amy Michalowski  
Benjamin Mitchel  
Karl Ottmar  
Asima Silva  
Adam Young

*Opposed:*

None

The motion passed unanimously.

8:47 PM Superintendent McCall returned to the table.

- C. Business/Finance Subcommittee (M. Dennis, Chair, B. Mitchel, Vice-chair, M. Gustafson, L. Long-Bellil, K. Ottmar)

In Subcommittee Chair Dennis' absence, Vice-chair Mitchel reported the subcommittee has not met since the last School Committee meeting.

- D. Legal Affairs Subcommittee (S. Brown, Chair, M. Lavoie, Vice-chair, R. Imber, A. Michalowski)

Subcommittee Chair Brown reported this subcommittee will meet on January 28, 2020.

- E. Superintendent Goals and Evaluation Subcommittee (M. Lavoie, Chair, A. Michalowski, Vice-chair, A. DiFonso, K. Mills, M. Weeks)

In Subcommittee Chair Lavoie's absence, Vice-chair Michalowski reported this subcommittee will meet next on February 3, 2020.

- F. Facilities and Security Subcommittee (A. Young, Chair, L. Woodland, Vice-chair, S. Godbout)

Subcommittee Chair Young reported this subcommittee met immediately before this meeting and will meet next on January 27, 2020.

- G. Audit Advisory Board (B. Mitchel, Chair)

AAB Chair Mitchel reported this board has not met since the last School Committee meeting.

- H. Ad Hoc Subcommittees

1. Ad Hoc Subcommittee to Negotiate the Superintendent's Contract (K. Mills, Chair, M. Weeks, Vice-chair, S. Brown, M. Dennis, M. Lavoie)

Ad Hoc Subcommittee Chair Mills reported this subcommittee will meet on January 21, 2020, and he anticipates the full School Committee will meet in executive session to updated by the Ad Hoc Subcommittee sometime in February.

- I. Building Committees

- J. School Council Reports:

Central Tree Middle School (S. Haber), Chocksett Middle School (L. Woodland), Davis Hill Elementary School (K. Mills), Dawson Elementary School (L. Kirshenbaum), Glenwood Elementary School (A. DiFonso), Houghton Elementary School (M. Ayala), Mayo Elementary School (A. Young), Mountview Middle School (S. Brown), Naquag Elementary School (M. Lavoie), Paxton Center School (K. Ottmar), Thomas Prince School (A. Silva), Wachusett Regional High School (L.

Member Woodland (read by Chair Mills) – Chocksett Middle School and the Early Childhood Center

Member Long-Bellil - WRHS

Member Gustafson - SEPAC

Member Ayala – Houghton Elementary School

Member Haber – Central Tree Middle School

Member Kirshenbaum – Dawson Elementary School

Chair Mills – Davis Hill Elementary School

IX. Public Hearing

No members of the public wished to address the School Committee.

X. New Business

Member Imber requested a Staffing Plan update/plans for vote by the full School Committee be brought before the Committee.

9:03 PM Member Silva terminated her remote participation.

XI. Adjournment

Motion: To adjourn.

(R. Imber)  
(S. Brown)

Vote:

*In favor:*

Kenneth Mills  
Christina Smith  
Melissa Ayala  
Scott Brown  
Maleah Gustafson  
Sherrie Haber  
Jeffrey Haynes  
Robert Imber  
Laura Kirshenbaum  
Linda Long-Bellil  
Amy Michalowski  
Benjamin Mitchel  
Karl Ottmar  
Adam Young

*Opposed:*

None

The motion was unanimously approved.

The meeting adjourned at 9:04 PM.

Respectfully submitted,

Darryll McCall, Ed.D.

## Superintendent of Schools

DM:rlp

### Attachments:

- Attachment 1 – Sign-in sheets
- Attachment 2 – Deputy Superintendent Berlo's report of 1/8/2020

## Attachment 1

**Regular Meeting  
Monday, January 13, 2020**

**FOR YOUR INFORMATION AND REVIEW IN ADVANCE OF SPEAKING, PLEASE TAKE A COPY OF THE *GUIDELINES FOR PUBLIC HEARING* (printed on light yellow paper).**

[illegible]

**Regular Meeting  
Monday, January 13, 2020**

[illegible]



# Wachusett Regional School District

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To: Darryll McCall, Ed.D., Superintendent of Schools

From: Robert Berlo, Deputy Superintendent

Date: January 8, 2020

Re: Deputy Superintendent's Report

This month, this report will focus solely on the proposed changes to the high school program of studies.

Per our Curriculum Adoption Policy (refer to [P3341](#) for full text), "the Wachusett Regional School District Committee (WRSDC) will rely on its professional staff to design, revise, and implement instructional programs and courses." The policy also goes on to state that, "the Superintendent has the authority to approve new and revised programs and courses of study after they have been thoroughly studied and found to support educational goals." The high school staff has provided their input into the proposed changes to the High School Program of Studies, and Principal Beando and the Deputy Superintendent have discussed these changes with each department head and have brought forward to the Superintendent those changes that best support the school and district goals. The Superintendent, along with the high school Principal and the Deputy Superintendent have reviewed these changes and the Superintendent has approved of the changes.

Finally, the Curriculum Adoption Policy states that, "the WRSDC shall be informed of all new courses" and will "receive reports on changes under consideration. The acceptance of these reports, including a listing of the high school program of studies, will constitute its adoption of the curriculum for official purposes."

This month's Deputy Superintendent Report constitutes the report on changes mentioned above. The "listing of the high school program of studies" that includes both the new and existing courses, can be found on the high school's website (refer to the [Wachusett Regional High School Educational Guide](#)).

The proposed changes are detailed in the remainder of this report (below).

## Wachusett Regional High School

### Proposed changes to the High School Program of Studies for 2020-2021

#### 1. Proposed Course: Introduction to Percussion

##### a. General Information:

- i. Offered By: Music Department
- ii. Grade Level(s): 9-12
- iii. Course status: New course; does not replace an existing class

- b. Rationale: This course will be run in a similar fashion to our beginning guitar and beginning piano courses, allowing all students another choice of musical instrument to be exposed to in order to foster a lifelong love of music. By adopting this course, students who are interested in learning the various percussion instruments would have an opportunity for musical performance.
- c. Course Description: This course is a 'hands on' course designed for students who are interested in learning to play percussion and have limited or no prior experience. The course will include familiarization with the various percussion instruments, including mallet percussion, concert drums, and drum set, music reading and basic theory. By the end of the semester students will be able to play a variety of music independently as well as in an ensemble setting with classmates. Student progress will be measured and graded by periodic performance exams.

## **2. Proposed Course: Entrepreneurship**

- a. General Information:
  - i. Offered By: Business Department
  - ii. Grade Level(s): 10-12
  - iii. Course status: New course; does not replace an existing class
- b. Rationale: Business continues to be the number one major in colleges throughout the United States. Entrepreneurship among women and minorities is growing at amazing rates presenting an opportunity to educate these two groups. The breakdown of business ownership is:
  - 1.7 million traditional corporations
  - 7.4 million partnerships
  - 23 million sole proprietors
- c. Course Description: This business-focused elective is designed to support our students majoring in business as they prepare for their collegiate careers. The skills learned in Entrepreneurial classes such as creativity and originality, complex problem solving, and resilience are transferable to many other areas in life and career. Aside from the actual skill set covered in entrepreneurial classes, this course has been designed to develop a mindset that will help our students succeed in their future endeavors even if college is not in their immediate plans.

## **3. Proposed Course Taking IT Global 1 and**

## **4. Proposed Course Taking IT Global 2**

- a. General Information:
  - i. Offered By: History/Social Studies Department
  - ii. Grade Level(s): 11-12
  - iii. Course status: New course; does not replace an existing class
- b. Rationale: A group of Wachusett students came forward requesting we provide more course offerings connected with global cultures. After examining our existing electives, we have found that the Social Studies Department does in fact need an elective that examines regions outside of the United States as well as offering students the opportunity to continue their study of history. Currently our electives focus on civics, economics, psychology, sociology, and U.S. government. We do not have an elective that includes the study of history. Additionally, the civics, U.S. government, and



economics classes are largely focused on topics connected to the United States and this class would have a global focus.

- c. Course Description: Taking It Global 1 is a course offered in the first semester focusing on Africa and Latin America. Taking It Global 2 is a course offered in the second semester focusing on Asia and the Middle East. Students may take both semesters or just semester 1 or semester 2. For both offerings, students will explore current events by delving into the history and culture of those regions in this largely project-based course. Students will also focus on global citizenship and explore materials from a variety of sources including TakingItGlobal, an international program, developed in Canada and supported by the United Nations, designed to encourage young adults to become global leaders.

## 5. Proposed Course: AP Physics C

- a. General Information:
  - i. Offered By: Science Department
  - ii. Grade Level(s): mostly 12 but possibly grade 11
  - iii. Course status: New course; would replace Honors Modern Physics *however* AP Physics C will *still* serve the current Honors Modern Physics student population.
- b. Rationale: Currently, there are no science courses for students who are looking to major in engineering or math in college. There also is a need to provide students who have doubled up on AP Math electives a *math-based* AP Science course. Finally, We have a desire to increase AP offerings in Science. AP® Physics C will complement the current AP Science electives (AP Biology and AP Environmental Science) and strengthen the transcripts of WRHS potential engineering/math majors by making them more competitive than peers from other schools which do not offer AP Physics C.
- c. Course Description: AP® Physics C is designed to provide an extensive, first-year college-level, calculus-based, physics education.

## 6. Proposed Course: Reading and Writing About Illness

- a. General Information:
  - i. Offered By: ELA Department
  - ii. Grade Level(s): 11-12
  - iii. Course status: New course; would not replace anything
- b. Rationale: Reading and writing about illness provides a critical space to engage and teach students for several reasons:
  - i. Everyone experiences illness in some capacity. The human experience of illness, although perceived and understood very differently by different cultures, offers a commonality, or at least a point of engagement. We all engage with illness and so do and will our students and their loved ones. Illness is deeply personal and individual yet communal because we all experience it.
  - ii. Although some social changes have occurred, the language surrounding illness remains largely language of difference, language of “othering.” This separation between the sick and the well creates a space wherein we can discuss difference in a context Wachusett students can grasp more readily.
  - iii. Empathy: We need much more of it and we create it through a personal connection with texts and an ability to understand the experiences of those around us.

- iv. Although our students enjoy the privilege of the English elective system, the department offerings do not specifically address the interests of science-minded students.
  - v. Additionally, Reading and Writing About Illness would offer students interested in pursuing the health sciences partnership program, a career in healthcare, or programs of study in the sciences a competitive advantage, differentiating their high school transcripts as they apply to selective programs.
  - vi. As Domain 5 of the WRSD's strategic plan makes clear, students' social, emotional, and physical health is critical to learning and education. The English elective Reading and Writing About Illness would support this directive, giving students a space to safely engage in critical consideration of and discussions on themes central to and for their physical, emotional, and social health and wellbeing.
- c. **Course Description:** This course unites elements of health and medicine with fundamental aspects of what it means to be human: feeling pain and empathy, considering mortality, navigating social conventions and the loss of them. Through discussions, diverse texts, and a variety of writing and projects, students will engage in texts to consider how literary conventions interact with science and medicine, to investigate and explore the forms and techniques authors employ to construct and depict illness, and to consider how we as readers read and react to these texts and how these works influence our understanding of illness, ourselves, and those around us.

## **7. Proposed Course: Digital & Information Literacy for Modern Life**

- a. **General Information:**
  - i. Offered By: ELA Department
  - ii. Grade Level(s): 9-12
  - iii. Course status: New course; would not replace anything
- b. **Rationale:** Students need to be technologically and informationally literate to be successful, informed citizens. Both students and teachers have asked about the possibility of a class like this to teach valuable critical-thinking life skills.
- c. **Course Description:** Learn how to protect yourself online, identify bad information, find good information, curate information, and present your ideas. Digital & Information Literacy for Modern Life covers topics including information evaluation for diverse media sources, 21st-century communication skills, intentional and mindful interaction with technology, social media safety and online etiquette, and your digital footprint. This course aims to provide students with skills necessary to navigate the complexities that arise from living in an increasingly information-rich digital society, both virtually and face-to-face. Digital & Information Literacy for Modern Life is intended for all students.

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Facilities and Security Subcommittee

Monday, January 27, 2020  
6:00 p.m.

Media Center  
Wachusett Regional High School  
1401 Main Street, Holden

AGENDA:

- I Call to Order
- II Approval of Minutes
- III Executive Session to discuss the deployment of security personnel or devices, or strategies with respect thereto, as the Chair deems a discussion in public session would have an adverse effect on the District's position, not to return to public session
- VI Adjournment

*The above agenda items are those reasonably anticipated by the Chair which may be discussed at the meeting. Not all items listed may in fact be discussed and other items not listed may also be brought up for discussion to the extent permitted by law*

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Education Subcommittee

Monday, January 27, 2020  
6:00 p.m.

Media Center  
Wachusett Regional High School  
1401 Main Street, Holden

AGENDA:

- I Call to Order
- II Approval of Minutes
- III Policies Relating to Student Wellness
  - 6433 Policy Relating to Pupil Services Substance Abuse
  - 3313.3 Policy Relating to Education Aids and Sexually Transmitted Diseases
  - 6610 Policy Relating to Pupil Services Health
- IV Amended Policy 6434 Policy Relating to Pupil Services Sexual Harassment
- V Plan to Review Series 3000 and Series 6000 Policies
- VI Old Business
- VII New Business
- VIII Adjournment

*The above agenda items are those reasonably anticipated by the Chair which may be discussed at the meeting. Not all items listed may in fact be discussed and other items not listed may also be brought up for discussion to the extent permitted by law*

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Ad Hoc Subcommittee to Negotiate the Superintendent's Contract

Monday, January 27, 2020  
6:30 p.m.

Media Center  
Wachusett Regional High School  
1401 Main Street, Holden

AGENDA:

- I Call to Order
- II Executive Session to conduct strategy session in preparation for negotiations with non-union personnel (Darryll McCall, Superintendent of Schools), not to return to public session
- III Adjournment

*The above agenda items are those reasonably anticipated by the Chair which may be discussed at the meeting. Not all items listed may in fact be discussed and other items not listed may also be brought up for discussion to the extent permitted by law*

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Wachusett Regional School District Committee

Monday, January 27, 2020  
7:00 p.m.

Media Center  
Wachusett Regional High School  
1401 Main Street, Holden

**AGENDA:**

Public Hearing

Chair's Opening Remarks

*Presentation about Chocksett Peer Leaders by Chocksett Middle School Students and Mentors*

Student Representatives' Reports

Superintendent's Report

- Discussion of Report
  - Continuation of FY21 Budget Discussions – Budget Retreat II
- Recommendations Requiring Action by the School Committee
  - Motion: To approve the 2020-2021 School Year Calendar

Unfinished Business

Secretary's Report

- Approval of 1336<sup>th</sup> Regular Meeting Minutes of the WRSDC held on 1/13/2020
- Approval of Executive Session Minutes of the WRSDC held on 9/23/2019

Treasurer's Report/Financial Statements

Committee Reports

- Management Subcommittee
- Education Subcommittee
- Business/Finance Subcommittee
- Legal Affairs Subcommittee
- Superintendent Goals and Evaluation Subcommittee
- Facilities and Security Subcommittee
- Audit Advisory Board
- Ad-Hoc Subcommittee
  - 1. Ad Hoc Subcommittee to Negotiate the Superintendent's Contract
- Building Committees

School Council Reports

Public Hearing

New Business

Adjournment

*The above agenda items are those reasonably anticipated by the Chair which may be discussed at the meeting. Not all items listed may in fact be discussed and other items not listed may also be brought up for discussion to the extent permitted by law*

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Legal Affairs Subcommittee

Tuesday, January 28, 2020  
6:30 p.m.

Superintendent's Conference Room  
District Central Office  
1745 Main Street, Jefferson

**AGENDA:**

- I Call to Order
- II Approval of Minutes
- III Negotiation Schedule and Collective Bargaining Strategies Review
- IV Next Meeting
- V Executive Session to discuss strategy for contract negotiations with three bargaining units (SEIU Local 888 – ABA Program Assistants, Teamsters Union Local 170 (paraprofessionals), Wachusett Administrators' Association), as the Chair deems a discussion in public session would have an adverse effect on the District's bargaining position, not to reconvene in public session
- VI Adjournment

*The above agenda items are those reasonably anticipated by the Chair which may be discussed at the meeting. Not all items listed may in fact be discussed and other items not listed may also be brought up for discussion to the extent permitted by law*

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SEPAC (Special Education Parent Advisory Council)

Tuesday, January 28, 2020  
6:30 p.m.

Presentation on Basic Rights

Curriculum Center  
District Central Office  
1745 Main Street, Jefferson

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Superintendent Goals and Evaluation Subcommittee

Tuesday, February 4, 2020  
6:30 p.m.

Superintendent's Conference Room  
District Central Office  
1745 Main Street, Jefferson

AGENDA:

- I Call to Order
- II Approval of Minutes
- III Superintendent's Goals Mid-Year Update
- IV Review of Superintendent Evaluation Materials from 2019 MASS/MASC Joint Conference
- V Public Hearing
- VI New Business
- VI Old Business
- VII Next Meeting
- VIII Adjournment

*The above agenda items are those reasonably anticipated by the Chair which may be discussed at the meeting. Not all items listed may in fact be discussed and other items not listed may also be brought up for discussion to the extent permitted by law*

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Wachusett Regional School District Committee

Monday, February 10, 2020  
6:00 p.m.

Media Center  
Wachusett Regional High School  
1401 Main Street, Holden

AGENDA:

- I Call to Order
- II Executive Session to conduct strategy session in preparation for negotiations with non-union personnel (Darryll McCall, Superintendent of Schools), not to return to public session
- III Adjournment

*The above agenda items are those reasonably anticipated by the Chair which may be discussed at the meeting. Not all items listed may in fact be discussed and other items not listed may also be brought up for discussion to the extent permitted by law*

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Wachusett Regional School District Committee

Special Meeting

ANNUAL BUDGET HEARING

Monday, February 10, 2020  
7:00 p.m.

Media Center  
Wachusett Regional High School  
1401 Main Street, Holden

AGENDA:

- I Call to Order
- II Presentation of Proposed FY21 Appropriation
- III Public Hearing
- IV Adjournment

*The above agenda items are those reasonably anticipated by the Chair which may be discussed at the meeting. Not all items listed may in fact be discussed and other items not listed may also be brought*

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Wachusett Regional School District Committee

Monday, February 10, 2020  
7:00 p.m.

Media Center  
Wachusett Regional High School  
1401 Main Street, Holden

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Wachusett Regional School District Committee

Monday, March 9, 2020  
7:00 p.m.

Media Center  
Wachusett Regional High School  
1401 Main Street, Holden

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Wachusett Regional School District Committee

Monday, March 23, 2020  
7:00 p.m.

Media Center  
Wachusett Regional High School  
1401 Main Street, Holden



Attachment 2  
January 24, 2020

Darryll McCall <darryll\_mccall@wrsd.net>

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## On the Desktop 1 8 20 Guidance for SOA Plans for the Month of January

5 messages

**Reis, Jacqueline (DESE)** <Commissioner-List@list1.doe.mass.edu>  
Reply-To: Commissioner-List@list1.doe.mass.edu  
To: "Reis, Jacqueline (DESE)" <jreis@doe.mass.edu>

Wed, Jan 8, 2020 at 5:06 PM



*News from Commissioner Jeffrey C. Riley & the  
MA Department of Elementary and Secondary Education*

### On the Desktop - January 8, 2020

#### Guidance for SOA Plans for the Month of January

Dear Superintendents, Charter School Leaders and Assistant Superintendents,

Welcome back, and I hope you had a restful holiday break. With budget season kicking off, I understand that leaders are eager for guidance about how to begin work on the three-year district plans that the Student Opportunity Act (SOA) requires. The information below should help guide your work over the coming month.

**Key dates and timeline:** We expect to release the template and further guidance for SOA district plans by the end of this month. We expect the Governor's House 2 budget proposal will be released on January 22. At the Massachusetts Association of School Superintendents' Mid-Winter Meeting on January 23, I will present additional information and context leading up to the template and guidance. Please plan to attend that meeting or send a designee.

Throughout February and early March, we expect that local communities will want to hold the required local stakeholder engagement processes outlined in the law. Please note that we are asking districts to ensure local school committees vote on the SOA plans in March prior to submission by April 1, 2020.

While I know that leaders are eager to begin planning, I urge you not to begin in earnest until the Governor's House 2 budget proposal is released and DESE provides the SOA plan template and guidance. It will be critical to accurately frame the magnitude of the increase your school system will receive under the SOA for your school and district community. As you know, annual budget numbers depend on multiple state and local factors, and DESE will help superintendents with messaging as budget numbers are finalized.

**Student Opportunity Act district plans:** As districts begin thinking about upcoming work regarding the SOA district plans, here is some initial direction:

- While the district plan template will address all requirements of the law, we intend to have plans focus primarily on the evidence-based programs your district elects to implement and how new funding will be spent to reduce disparities in performance among student subgroups.
- We recognize that the level of new funding available will vary widely across districts. With this in mind, we will take a bifurcated approach to district plans, with a substantially shorter form for those not receiving large funding increases.
- The SOA plan template will not ask districts to submit a comprehensive strategic plan. We expect districts already have a local strategic plan and that this document may provide an effective foundation from which SOA plans can be built.
- Instead, the SOA plan template will ask districts to "do a few things well." Districts will be asked to outline a small number of bold commitments to improve the performance of student subgroups over three years.
- As part of our guidance document, we will provide a menu of evidence-based programs from which districts can choose. Districts can also submit additional programs for me to consider for approval. For some items on the DESE menu, we may make additional funds available through competitive grants.
- Please note that the guidance will also provide information about outcome metrics and targets to minimize districts' workload.

I believe that the template and guidance will be a significant source of support for districts as you work to complete your plans, so I urge you not to move too far into planning before you receive



these documents. This is especially true for districts that are not receiving significant new funds. For them, completing the SOA plan should be a relatively simple and straightforward exercise.

**Stakeholder engagement:** The SOA states: “Each district’s plan shall be developed by the superintendent in consultation with the school committee and shall consider input and recommendations from parents and other relevant community stakeholders, including but not limited to, special education and English learner parent advisory councils, school improvement councils and educators in the school district.”

We will not require a one-size-fits-all approach to stakeholder engagement. Many options exist for how districts could elect to run these processes, including:

- Local school committees may solicit feedback via hearings or in the public comment section of regularly scheduled meetings,
- Districts may partner with a community-based organization to host feedback sessions for local stakeholders,
- Principals and department heads may meet with stakeholders and aggregate feedback, or
- Districts could use online surveys or other platforms to collect feedback.

You should feel free to begin designing your approach and setting up these mechanisms, but we caution against beginning to receive feedback until you can brief your community about the magnitude of your individual budget increases. Again, please note that local school committees should approve SOA plans before submitting the plans to DESE.

**Support and technical assistance:** As budget numbers come into focus, we are designing our technical assistance and support plan for districts. Stay tuned for more details in the coming weeks. If you have an urgent question before we release the guidance, please email [SOAplans@doe.mass.edu](mailto:SOAplans@doe.mass.edu), and we will get back to you with the best information we have at this time.

### **Suggested next steps for this month:**

- Educate your community about the specifics of the new Student Opportunity Act.
- Message the need to receive the Governor’s budget proposal before you can say how your community will be impacted. Make sure to caution local stakeholders that numbers may differ from

earlier projected models.

- Begin mapping out a stakeholder engagement plan for February/March.
- Ensure you have a school committee meeting on the books in the second half of March for a vote on the SOA plan.

Stay tuned for further guidance and support from DESE later this month.

Sincerely,

Jeffrey C. Riley

Commissioner

If you believe someone else in your district should be receiving this email, or to change your email address for this listserv, please contact your District Directory Administrator. A listing of District Directory Administrators can be found at:  
<http://www.doe.mass.edu/infoservices/data/diradmin/list.aspx>



On the Desktop 1 8 20 Guidance for SOA Plans for the Month of January.pdf  
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**Darryll McCall** <darryll\_mccall@wrsd.net>

Thu, Jan 9, 2020 at 1:41 PM

To: Kenneth Mills <Kenneth\_Mills@wrsd.net>, Robert Berlo <robert\_berlo@wrsd.net>

[Quoted text hidden]

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**Darryll McCall, Ed.D.**

Superintendent

*Wachusett Regional School District*

1745 Main St.

Jefferson, MA 01522

508-829-1670

[darryll\\_mccall@wrsd.net](mailto:darryll_mccall@wrsd.net)



On the Desktop 1 8 20 Guidance for SOA Plans for the Month of January.pdf  
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**Darryll McCall** <darryll\_mccall@wrsd.net>

Fri, Jan 10, 2020 at 10:59 AM



Attachment 3  
January 24, 2020

n <rebecca\_petersen@wrsd.net>

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## Spending Plans Required by Recently Enacted Legislation

1 message

**MASC** <gkoocher@masc.org>

Wed, Jan 15, 2020 at 11:28 AM

Reply-To: MASC <gkoocher@masc.org>

To: Rebecca Petersen <rebecca\_petersen@wrsd.net>



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### MEMORANDUM

**TO:** Massachusetts School Committee Members

**FROM:** Glenn Koocher, Executive Director, MASC

**DATE:** January 10, 2020

**RE:** Spending Plans Required by Recently Enacted Legislation

As many of you know, the recently enacted Student Opportunity Act will generate additional funding for school districts as soon as the Fiscal Year 2021. Funding will include not only Chapter 70 funds, but also additional reimbursements from the Special Education Circuit Breaker (including transportation costs), Charter School Mitigation, and transportation that will be phased in over the next few years.

The statute also includes a requirement that superintendents forward to DESE a spending plan for the additional funding coming for FY 2021-FY 2023. In brief, the plans must include an outline of how additional funds will be spent to close the achievement gaps and target those students in greatest need. For many districts, this will represent modest additional funding, but in districts with high poverty rates and significant numbers of students at economic risk as well as English Language Learners, the new money will be greater.

MASC has been asked by our members how this will affect the budget process for FY 2021. In fact, the law did not change the school budgeting process, but it does require



that key stakeholder groups, parents, and other be consulted to inform the process leading to the spending of the new Chapter 70 money. It is also unambiguously clear that spending plans must be approved by the school committee as part of its policy making function and budgeting authority under the law. How the school committee and superintendent get feedback from the constituencies and stakeholder groups is left to the districts with some recommendations from DESE.

DESE is in the process of preparing guidelines, but many school committee members have been asking for preliminary guidance from us about getting feedback. Many of the budget decisions will involve new or expanded programs that represent policy, new positions and job descriptions, or matters that could impact collective bargaining, and school committees may wish to be more engaged earlier in the process to ensure that feedback is obtained, board priorities pursued, and goals for the district integrated into the spending plan.

Normally, the superintendent would be routinely gathering feedback to inform the next year's budget prior to presenting a proposed budget to the school committee. The school committee would hold at least one public budget hearing. However, because superintendents are required to forward the spending plan for new and additional Chapter 70 funds by April 1, 2020, the process for planning the expenditure of the additional funds might need to be expedited. Also, we are still awaiting information from DESE on how the actual additional funding will be calculated, especially since inflation might impact the constant dollar levels.

The Commissioner of Elementary and Secondary Education will be offering some guidance on this process, including a recommendation that school committees use the public comment periods prior to meetings to invite stakeholder feedback. We have also recommended that districts use readily accessible survey programs to gather feedback from those who are unable to come out to meetings.

We also know that district educators will want to be more engaged in discussions with both the superintendents and school committees on spending priorities, and this might involve holding more meetings. The fiduciary responsibilities of school committees give the boards as many opportunities to seek feedback as they wish, and, of course, school committees may schedule meetings at their discretion. We recognize that in this

short initial time period people will want to be as efficient and economical with the time available at a busy time of year.

Elements of individual district spending strategies include many initiatives that our districts are already exploring, piloting, or using, and may include:

- Extended learning time,
- Common planning time for teachers,
- Social/Emotional or physical health services,
- Hiring personnel to improve student performance,
- Increased or Improved Professional Development,
- Curriculum or equipment aligned to state standards,
- Early Education and Pre-K,
- Workforce diversification, and
- Pathways to strengthen college and career readiness

Other strategies are also possible subject to review.

In summary, we recommend that school committees be actively engaged in hearing from stakeholders and reviewing and approving the spending plans. However, members should also appreciate that, with only 10 weeks to go before the initial plans must be submitted, a close collaboration with the superintendents is essential during one of the busiest times of the year.

MASC will alert districts to any further guidance from DESE on the process and requirements of the spending plans for the additional funding. Your superintendents will also receive updates from DESE and our counterparts at the MA Association of School Superintendents.

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**Massachusetts Association of School Committees**

One **McKinley Square**, Boston, MA 02109

(617) 523-8454

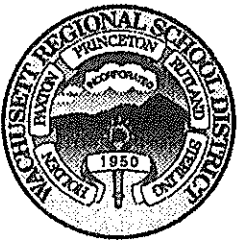
<https://www.masc.org>

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# Wachusett Regional School District

*Holden, Paxton, Princeton, Rutland, Sterling*

January 15, 2020

Mr. Ron Ernenwein, President  
AA Transportation Co., Inc.  
PO Box 639MO  
Shrewsbury, MA 01545

Dear Mr. Ernenwein: *RE*

On behalf of District administration and the Wachusett Regional School District Committee, I thank you for attending the January 13, 2020 regular meeting of the WRSDC. As you are aware, the full Committee unanimously voted in support of the following motion:

*Motion: Subject to the approval by the duly authorized members of Village Transportation LLC, and the duly authorized shareholders of AA Transportation Company, Inc.; to approve the recommendation to authorize the assignment of the District's contracts with Village Transportation LLC of Sterling, MA, to provide in-District special education van transportation services (through June 30, 2021) and out-of-District special education van transportation services (through June 30, 2020) to AA Transportation Company, Inc. of Shrewsbury, MA, effective January 14, 2020.*

The approval of this action by the School Committee confirms that AA Transportation Co., Inc. of Shrewsbury, Massachusetts will provide transportation services for Wachusett students enrolled in in-District and out-of-District special education programs, transportation services previously provided by Village Transportation, LLC of Sterling, Massachusetts. Per the contracts between the Wachusett Regional School District and Village Transportation, LLC, the contract for in-District special education transportation for Wachusett students will continue until June 30, 2021, and the contract for out-of-District special education transportation for Wachusett students will continue until June 30, 2020.

I look forward to continuing to work with AA Transportation Co., Inc. in the coming years.

Sincerely,

Darryll McCall, Ed.D.  
Superintendent of Schools

cc: Daniel Deedy, Director of Business and Finance  
Wachusett Regional School District Committee

DM:rlp



Attachment 5  
January 24, 2020

# WASHOULT REGIONAL SCHOOL DISTRICT

## School Calendar

2020-2021

Draft Updated: 12/18/2019

DRAFT

DRAFT

JULY				
M	T	W	T	F
		1	2	3
6	7	8	9	10
13	14	15	16	17
20	21	22	23	24
27	28	29	30	31

AUGUST				
M	T	W	T	F
3	4	5	6	7
10	11	12	13	14
17	18	19	20	21
24	25	26	27	28
31				

SEPTEMBER				
M	T	W	T	F
	1	2	3	4
7	8	9	10	11
14	15	16	17	18
21	22	23	24	25
28	29	30		

OCTOBER				
M	T	W	T	F
			1	2
5	6	7	8	9
12	13	14	15	16
19	20	21	22	23
26	27	28	29	30

NOVEMBER				
M	T	W	T	F
2	3	4	5	6
9	10	11	12	13
16	17	18	19	20
23	24	25	26	27
30				

DECEMBER				
M	T	W	T	F
	1	2	3	4
7	8	9	10	11
14	15	16	17	18
21	22	23	24	25
28	29	30	31	

JANUARY				
M	T	W	T	F
				1
4	5	6	7	8
11	12	13	14	15
18	19	20	21	22
25	26	27	28	29

FEBRUARY				
M	T	W	T	F
1	2	3	4	5
8	9	10	11	12
15	16	17	18	19
22	23	24	25	26

MARCH				
M	T	W	T	F
1	2	3	4	5
8	9	10	11	12
15	16	17	18	19
22	23	24	25	26
29	30	31		

APRIL				
M	T	W	T	F
			1	2
5	6	7	8	9
12	13	14	15	16
19	20	21	22	23
26	27	28	29	30

MAY				
M	T	W	T	F
3	4	5	6	7
10	11	12	13	14
17	18	19	20	21
24	25	26	27	28
31				

JUNE				
M	T	W	T	F
	1	2	3	4
7	8	9	10	11
14	15	16	17	18
21	22	23	24	25
28	29	30		

### First and Last Days of School

First Day of School	Sep 2
First Day of Kindergarten	Sep 3
Last Day of Kindergarten (Full Day) (pending snow days)	June 11
Half-Day 180th Day of School-Grades 1-12	June 17
Half-Day 185th Day of School-Grades 1-12	June 24

The District is required to provide a school calendar with 185 days of school scheduled. The last day of school will be a half-day whenever it falls.

### Holidays & Vacations

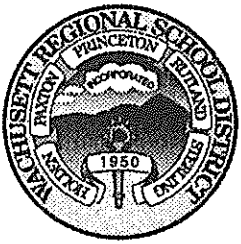
Labor Day	Sep 7
Columbus Day	Oct 12
Veterans' Day	Nov 11
Thanksgiving Recess	Nov 25-27
Winter Recess	Dec 24-Jan 1
Martin Luther King, Jr. Day	Jan 18
February Recess	Feb 15-19
April Recess	Apr 19-23
Memorial Day	May 31

### Staff Development Days

Full Day	Nov 3
Full Day	May 10
Half-Day	Sep 24
Half-Day	Oct 22
Half-Day	Jan 28
Half-Day	Mar 11
Half-Day	May 28
Half-Day	Last day of school

	Half Days
	School not in Session
	First day of school

DRAFT



Attachment 6  
January 24, 2020

## *Wachusett Regional School District*

*Holden, Paxton, Princeton, Rutland, Sterling*

January 2020

Dear Residents of Holden, Paxton, Princeton, Rutland, and Sterling,

As we embark upon the third decade of the twenty-first century, it is important for us to remember that our district was the very first regional school district in Massachusetts. Over the years, our schools have become the center of our communities, with families moving to Central Massachusetts specifically to be part of the Wachusett Regional School District. Our five towns continue to work together to provide our children with schools that offer meaningful educational experiences and opportunities afforded by dedicated educators and support staff.

As we have done over the past several years, the District and Member Town officials held the annual Budget Roundtable at the Holden Senior Center in early November. This meeting is the opportunity to discuss budget issues associated with the upcoming fiscal year. As always, the meeting was well attended by town representatives, officials from the state, members of the Wachusett Regional School District Committee, and community members interested in learning more about the budget process. State representatives voiced their support of the recently signed Student Opportunity Act that will provide more state funding for many of the outdated dollar amounts used in the Chapter 70 formula calculation. We would like to thank our state representatives for their continued support of increased funding for all schools in the commonwealth.

The 2019-2020 school year has been a milestone year for the Wachusett Regional School District. For the first time in the history of our shared communities, the WRSD is now able to offer free full-day kindergarten to students from our towns. Although the District has offered tuition-based full-day kindergarten for many years, tuition-free kindergarten equals the playing field for all students so that the educational experiences of some of our youngest students are equitable from classroom to classroom, school to school, and town to town. This transformative educational endeavor will now provide benefits to all of our students when they enter our elementary schools. This was also the first year when all of the students at our high school were issued a Chromebook to be used at school and at home. Over 2,000 Chromebooks are being utilized at WRHS on a daily basis as our students and staff use these important tools of technology to further enhance and support the learning experience. These two endeavors are representative of the educational advancements our communities continue to make through their investment in education and the future.

For the second consecutive year, the five towns that comprise the Wachusett District supported a budget that has permitted us the opportunity to increase support for our students. We anticipate the continuation of the forward progress made this past year as we look to create a budget that supports the Strategic Plan and focuses on the social and emotional health of our students.

I would like to thank all parents/guardians, teachers, staff, and community members for their continued support and dedication to the education of the children in the Wachusett Regional School District. Working together, we will provide our students with a quality education that will prepare them for success in the future.

Sincerely,

Darryll McCall, Ed.D.  
Superintendent of Schools  
DM:rlp





Dale T. Hickey  
TOWN CLERK

TOWN OF HOLDEN  
MASSACHUSETTS

Attachment 7  
January 24, 2020

OFFICE OF THE TOWN CLERK

TO: All Board and Committee Members

FROM: Dale T. Hickey

DATE: January 14, 2019

SUBJECT: Conflict of Interest

Conflict of Interest Training for Town of Holden Committee and Board Members

Each Committee and Board member for Town of Holden is required by law to complete the online Conflict of Interest Training once every two years.

Attached is a copy of the Conflict of Interest Law Summary. Please review it, fill out the enclosed Acknowledgment of Receipt and return the receipt to the Town Clerk's Office along with the receipt from your online training.

The online training is accessed at the State Ethics Commission website ([www.mass.gov/ethics](http://www.mass.gov/ethics)). Scroll to the middle of the page under What would you like to do? Under Top actions & services, click on Online Conflict of Interest Law Training. Next, scroll to What would you like to do, under Top tasks, click on Complete the Online Training Program for Employees of Cities and Towns. Next, click on Online Program for Municipal Employees. Click the Next arrow in the upper right corner twice. You will now need to install adobe flash. A receipt will be issued at the end of the online training. Please print and forward that receipt to the Town Clerk's Office by March 1, 2019.

There are public computers available at the Gale Free Library should you not have Internet availability. Headphones are available to purchase for \$1.00 for those who may need them.

Thank you for your cooperation.

Sincerely,  
Dale T. Hickey  
Town Clerk

# Summary of the Conflict of Interest Law for Municipal Employees

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This summary of the conflict of interest law, General Laws chapter 268A, is intended to help municipal employees understand how that law applies to them. This summary is not a substitute for legal advice, nor does it mention every aspect of the law that may apply in a particular situation. Municipal employees can obtain free confidential advice about the conflict of interest law from the Commission's Legal Division at our website, phone number, and address above. Municipal counsel may also provide advice.

The conflict of interest law seeks to prevent conflicts between private interests and public duties, foster integrity in public service, and promote the public's trust and confidence in that service by placing restrictions on what municipal employees may do on the job, after hours, and after leaving public service, as described below. The sections referenced below are sections of G.L. c. 268A.

When the Commission determines that the conflict of interest law has been violated, it can impose a civil penalty of up to \$10,000 (\$25,000 for bribery cases) for each violation. In addition, the Commission can order the violator to repay any economic advantage he gained by the violation, and to make restitution to injured third parties. Violations of the conflict of interest law can also be prosecuted criminally.

## I. Are you a municipal employee for conflict of interest law purposes?

You do not have to be a full-time, paid municipal employee to be considered a municipal employee for conflict of interest purposes. Anyone performing services for a city or town or holding a municipal position, whether paid or unpaid, including full- and part-time municipal employees, elected officials, volunteers, and consultants, is a municipal employee under the conflict of interest law. An employee of a private firm can also be a municipal employee, if the private firm has a contract with the city or town and the employee is a "key employee" under the contract, meaning the town has specifically contracted for her services. The law also covers private parties who engage in impermissible dealings with municipal employees, such as offering bribes or illegal gifts. Town meeting members and charter commission members are not municipal employees under the conflict of interest law.

## II. On-the-job restrictions.

**(a) Bribes.** Asking for and taking bribes is prohibited. (See Section 2)

*Example where there is no violation:* A town treasurer attends a two-day annual school featuring multiple substantive seminars on issues relevant to treasurers. The annual school is paid for in part by banks that do business with town treasurers. The treasurer is only required to make a disclosure if one of the sponsoring banks has official business before her in the six months before or after the annual school.

**(c) Misuse of position. Using your official position to get something you are not entitled to, or to get someone else something they are not entitled to, is prohibited. Causing someone else to do these things is also prohibited. (See Sections 23(b)(2) and 26)**

A municipal employee may not use her official position to get something worth \$50 or more that would not be properly available to other similarly situated individuals. Similarly, a municipal employee may not use her official position to get something worth \$50 or more for someone else that would not be properly available to other similarly situated individuals. Causing someone else to do these things is also prohibited.

*Example of violation:* A full-time town employee writes a novel on work time, using her office computer, and directing her secretary to proofread the draft.

*Example of violation:* A city councilor directs subordinates to drive the councilor's wife to and from the grocery store.

*Example of violation:* A mayor avoids a speeding ticket by asking the police officer who stops him, "Do you know who I am?" and showing his municipal I.D.

**(d) Self-dealing and nepotism. Participating as a municipal employee in a matter in which you, your immediate family, your business organization, or your future employer has a financial interest is prohibited. (See Section 19)**

A municipal employee may not participate in any particular matter in which he or a member of his immediate family (parents, children, siblings, spouse, and spouse's parents, children, and siblings) has a financial interest. He also may not participate in any particular matter in which a prospective employer, or a business organization of which he is a director, officer, trustee, or employee has a financial interest. Participation includes discussing as well as voting on a matter, and delegating a matter to someone else.

A financial interest may create a conflict of interest whether it is large or small, and positive or negative. In other words, it does not matter if a lot of money is involved or only a little. It also does not matter if you are putting money into your pocket or taking it out. If you, your immediate family, your business, or your employer have or has a

**Regulatory exemptions.** In addition to the statutory exemptions just mentioned, the Commission has created several regulatory exemptions permitting municipal employees to participate in particular matters notwithstanding the presence of a financial interest in certain very specific situations when permitting them to do so advances a public purpose. There is an exemption permitting school committee members to participate in setting school fees that will affect their own children if they make a prior written disclosure. There is an exemption permitting town clerks to perform election-related functions even when they, or their immediate family members, are on the ballot, because clerks' election-related functions are extensively regulated by other laws. There is also an exemption permitting a person serving as a member of a municipal board pursuant to a legal requirement that the board have members with a specified affiliation to participate fully in determinations of general policy by the board, even if the entity with which he is affiliated has a financial interest in the matter. Other exemptions are listed in the Commission's regulations, available on the Commission's website.

*Example where there is no violation:* A municipal Shellfish Advisory Board has been created to provide advice to the Board of Selectmen on policy issues related to shellfishing. The Advisory Board is required to have members who are currently commercial fishermen. A board member who is a commercial fisherman may participate in determinations of general policy in which he has a financial interest common to all commercial fishermen, but may not participate in determinations in which he alone has a financial interest, such as the extension of his own individual permits or leases.

**(e) False claims. Presenting a false claim to your employer for a payment or benefit is prohibited, and causing someone else to do so is also prohibited. (See Sections 23(b)(4) and 26)**

A municipal employee may not present a false or fraudulent claim to his employer for any payment or benefit worth \$50 or more, or cause another person to do so.

*Example of violation:* A public works director directs his secretary to fill out time sheets to show him as present at work on days when he was skiing.

**(f) Appearance of conflict. Acting in a manner that would make a reasonable person think you can be improperly influenced is prohibited. (See Section 23(b)(3))**

A municipal employee may not act in a manner that would cause a reasonable person to think that she would show favor toward someone or that she can be improperly influenced. Section 23(b)(3) requires a municipal employee to consider whether her relationships and affiliations could prevent her from acting fairly and objectively when she performs her duties for a city or town. If she cannot be fair and objective because of a relationship or affiliation, she should not perform her duties. However, a municipal

contacting the municipality in person, by phone, or in writing; acting as a liaison; providing documents to the city or town; and serving as spokesman.

A municipal employee may always represent his own personal interests, even before his own municipal agency or board, on the same terms and conditions that other similarly situated members of the public would be allowed to do so. A municipal employee may also apply for building and related permits on behalf of someone else and be paid for doing so, unless he works for the permitting agency, or an agency which regulates the permitting agency.

*Example of violation:* A full-time health agent submits a septic system plan that she has prepared for a private client to the town's board of health.

*Example of violation:* A planning board member represents a private client before the board of selectmen on a request that town meeting consider rezoning the client's property.

While many municipal employees earn their livelihood in municipal jobs, some municipal employees volunteer their time to provide services to the town or receive small stipends. Others, such as a private attorney who provides legal services to a town as needed, may serve in a position in which they may have other personal or private employment during normal working hours. In recognition of the need not to unduly restrict the ability of town volunteers and part-time employees to earn a living, the law is less restrictive for "special" municipal employees than for other municipal employees.

The status of "special" municipal employee has to be assigned to a municipal position by vote of the board of selectmen, city council, or similar body. A position is eligible to be designated as "special" if it is unpaid, or if it is part-time and the employee is allowed to have another job during normal working hours, or if the employee was not paid for working more than 800 hours during the preceding 365 days. It is the position that is designated as "special" and not the person or persons holding the position. Selectmen in towns of 10,000 or fewer are automatically "special"; selectman in larger towns cannot be "specials."

If a municipal position has been designated as "special," an employee holding that position may be paid by others, act on behalf of others, and act as attorney for others with respect to matters before municipal boards other than his own, provided that he has not officially participated in the matter, and the matter is not now, and has not within the past year been, under his official responsibility.

*Example:* A school committee member who has been designated as a special municipal employee appears before the board of health on behalf of a client of his private law practice, on a matter that he has not participated in or had responsibility for as a school committee member. There is no conflict. However, he may not appear before the school

#### IV. After you leave municipal employment. (See Section 18)

**(a) Forever ban.** After you leave your municipal job, you may never work for anyone other than the municipality on a matter that you worked on as a municipal employee.

If you participated in a matter as a municipal employee, you cannot ever be paid to work on that same matter for anyone other than the municipality, nor may you act for someone else, whether paid or not. The purpose of this restriction is to bar former employees from selling to private interests their familiarity with the facts of particular matters that are of continuing concern to their former municipal employer. The restriction does not prohibit former municipal employees from using the expertise acquired in government service in their subsequent private activities.

*Example of violation:* A former school department employee works for a contractor under a contract that she helped to draft and oversee for the school department.

**(b) One year cooling-off period.** For one year after you leave your municipal job you may not participate in any matter over which you had official responsibility during your last two years of public service.

Former municipal employees are barred for one year after they leave municipal employment from personally appearing before any agency of the municipality in connection with matters that were under their authority in their prior municipal positions during the two years before they left.

*Example:* An assistant town manager negotiates a three-year contract with a company. The town manager who supervised the assistant, and had official responsibility for the contract but did not participate in negotiating it, leaves her job to work for the company to which the contract was awarded. The former manager may not call or write the town in connection with the company's work on the contract for one year after leaving the town.

A former municipal employee who participated as such in general legislation on expanded gaming and related matters may not become an officer or employee of, or acquire a financial interest in, an applicant for a gaming license, or a gaming licensee, for one year after his public employment ceases.

**(c) Partners.** Your partners will be subject to restrictions while you serve as a municipal employee and after your municipal service ends.

---

ACKNOWLEDGMENT OF RECEIPT

I, \_\_\_\_\_, an employee at \_\_\_\_\_,  
*(first and last name) (name of municipal dept.)*

hereby acknowledge that I received a copy of the summary of the conflict of interest law  
for municipal employees, revised November 14, 2016, on \_\_\_\_\_.  
*(date)*

Return to The Town Clerk's Office, 1196 Main St., Holden, MA 01520  
*Municipal employees should complete the acknowledgment of receipt and return it to the  
individual who provided them with a copy of the summary. Alternatively, municipal  
employees may send an email acknowledging receipt of the summary to the individual  
who provided them with a copy of it.*

WACHUSETT REGIONAL SCHOOL DISTRICT  
**HOLDEN ♦ PAXTON ♦ PRINCETON ♦ RUTLAND ♦ STERLING**  
**FACILITIES AND SECURITY SUBCOMMITTEE**

Monday, November 25, 2019

6:30 PM

Superintendent's Conference Room  
District Central Office  
1745 Main Street, Jefferson

Minutes

In Attendance: Adam Young, Chair, Linda Woodland, Vice-chair

Absent: Stephen Godbout

Administration: Darryll McCall, Superintendent of Schools  
Daniel Deedy, Director of Business and Finance

Others: Michael Pratt, WRHS Assistant Principal  
Honghoa Le, MASBO Student

I. Call to Order

Subcommittee Chair Young called the meeting to order at 6:32 PM. He thanked Mr. Pratt for attending the meeting.

II. Approval of Minutes

Motion: To approve the corrected minutes of the October 7, 2019 meeting of the Facilities and Security Subcommittee.

(L. Woodland)  
(A. Young)

The minutes were approved by consensus.

Motion: To approve the minutes of the October 29, 2019 meeting of the Facilities and Security Subcommittee.

(L. Woodland)  
(A. Young)

The minutes were approved by consensus.



### III. Implementation of ALICE District-wide – status

- WRHS Assistant Principal Michael Pratt

Mr. Pratt provided an overview of ALICE training that has taken place at Wachusett Regional High School, reporting training of high school faculty started during the 2017-2018 school year, beginning with online/e-training for staff, then faculty hands-on training including barricade and evaluation. He explained that Holden Police and the WRHS School Resource Officer (SRO) have worked in collaboration with school administration in implementing this training. Mr. Pratt continued by reporting on training that was conducted in October 2019 during a professional development half day. Note was made that the high school does have a preschool program, and that training that would impact that segment of the population needs to be considered. Moving forward, Holden Police will be working with school administration to train parents of students K – 12, and high school parents for the five Member Towns will be invited to a presentation. It was also noted that the online/e-training for staff is done on an annual basis. High school students will begin ALICE training by taking the online/e-training, before being trained hands-on about counter and evacuate. The tentative timeline includes a controlled evacuation drill, at WRHS, with Holden Police assistance in the spring of 2020. When asked about newly hired staff, Mr. Pratt explained he maintains a list of high school staff and manages who is required to take the online/e-training. He explained some new hires may have received ALICE training at a school of previous employment. Subcommittee Chair Young asked if the Facilities and Security Subcommittee could view the student training in advance of this training be disseminated to students. When asked about student reaction to the barricade drill, Mr. Pratt reported a few students wanted to speak with high school counselors, but overall the students were fine with the drill. Mr. Pratt explained his goal is a cultural change which will result in little trauma when preparing students for such incidents. Members thanked Mr. Pratt for his report.

### IV. Anticipated Road Work on Shrewsbury Street in Holden

The proposed road work in Holden is still a few years out, but due to the proximity to Mountview Middle School, Subcommittee Chair Young feels discussion at the District level needs to happen sooner than later. Subcommittee Chair Young asked Superintendent McCall to be involved in discussions with the town about the anticipated project(s), and Superintendent McCall said he will have this on agendas for his monthly meetings with Town Administrators. Additional discussion took place, including the impact on crosswalks and sidewalks and access to Mountview once the project(s) is underway.

V. Need for New School in Holden - status

Superintendent McCall reported he has met with Holden town officials to discuss Holden's growing population and the likely need for an additional school in the town, and he further reported that Holden officials have asked that the submission of a SOI (Statement of Interest) to the MSBA (Massachusetts School Building Authority) be delayed until 2021. Subcommittee Chair Young asked Superintendent McCall if Holden has a plan to address increasing class sizes and population projections. Superintendent McCall explained the District will continue to monitor student enrollment numbers. He also explained that if modular units are needed at the Holden elementary school(s) as the town and school population increase, the expenses associated with the modular units would be Holden's responsibility.

VI. Capital Projects

The information was reviewed, and Director Deedy will adjust based on what towns and which priorities.

VII. Turf Field

- Update on Field

Director Deedy reported a letter from Field Turf has been received, and Field Turf is working on a deliverables schedule to address needed corrections. Pioneer Paint is working on test patches.

- Revolving Account – Field Use

Director Deedy recommends creation of this revolving account be readied for spring 2020, with a vote in June 2020 to create the account and thresholds, also noting the field will not be available for use by outside groups. This matter is also on Business/Finance Subcommittee agendas.

VIII. Facility Concerns/Issues

Vice-chair Woodland reported the town of Sterling is looking at moving the towns polling site from Houghton Elementary School to another location in the near future.

IX. Next Meeting

The date for the next meeting was not determined.

X. New Business

There was no new business brought before the subcommittee.

XI. Executive session to discuss the deployment of security personnel or devices, or strategies with respect thereto, as the Chair deems a discussion in public session would have an adverse effect on the District's position, not to return to public session

The subcommittee did not adjourn to executive session.

XII. Adjournment

Motion: To adjourn.

(L. Woodland)  
(A. Young)

Vote:

In favor:

A. Young

L. Woodland

Opposed:

None

The motion passed unanimously.

The meeting adjourned at 7:32 PM.

Respectfully submitted,

Linda Woodland, Vice-chair  
Facilities and Security Subcommittee  
LW:rlp

WACHUSETT REGIONAL SCHOOL DISTRICT

**HOLDEN ♦ PAXTON ♦ PRINCETON ♦ RUTLAND ♦ STERLING**

EDUCATION SUBCOMMITTEE

Monday, December 9, 2019  
6:00 PM

Media Center  
Wachusett Regional High School  
1401 Main Street, Holden

Minutes

In Attendance: Robert Imber, Chair, Melissa Ayala, Sherrie Haber, Linda Long-Bellil,  
Asima Silva (6:09 PM)

Absent: Christina Smith, Vice-chair, Laura Kirshenbaum

Administration: Robert Berlo, Deputy Superintendent  
Brendan Keenan, Director of Social Emotional Learning

Others: Linda Woodland, WRSDC

I. Call to Order

Subcommittee Chair Imber called the meeting to order at 6:07 PM.

II. Minutes of November 4, 2019 Meeting

Motion: To approve the minutes of the November 4, 2019 meeting of the Education Subcommittee.

(L. Long-Bellil)  
(S. Haber)

The minutes were approved by consensus.

III. Staffing Plan Update

- Deputy Berlo shared the staffing priorities of each principal. The details are summarized below.
  - i. Mountview Middle School: The top priority is for additional core-content teachers in order to reduce the number of students each teacher sees. This implies going from Mountview teachers instructing 6 periods a day down to 5 periods a day.
  - ii. Central Tree Middle School: With shrinking numbers of students, a reduction in teachers is expected. In order to make any reduction work, the existing schedule will need to be examined as it limits the principal's options to address any staffing reduction. The principal listed the need for classroom technology support via a Technology Integration Specialist, and would prefer this rather than a librarian.

- iii. Davis Hill Elementary School: A Technology Integration Specialist is preferred over a librarian. A second need is for a Behavioral Interventionist, and a third need would be for a classroom teacher to address class size.
  - iv. Thomas Prince: The principal expressed a need for a Technology Education teacher as a top priority to help the school better meet their STEAM focus. Currently, this need is being addressed by several staff. A second need is for a classroom teacher to help address the size of the Grade 3 classes.
  - v. Early Childhood Center: District Resource Nurse was the top priority here with a secondary priority being a Team Chairperson.
  - vi. Central Office: The Superintendent listed several staffing needs, listed below by priority:
    1. Director of Vocational and Technical Education at High School
    2. Assistant Data Manager
    3. Director of Operations
    4. Assistant Business Director
  - vii. Houghton Elementary School: The principal mentioned that the Central Office is understaffed and supported the addition of staff there. For the building, an increase in counseling support was the top priority followed by additional speech support.
  - viii. Dawson Elementary School: The principal mentioned that an additional set of bathrooms was the top priority. After this, a School Counselor and an Elementary Technology Integration Specialist was listed.
  - ix. Mayo Elementary School: A School Counselor was the top priority, followed by an Elementary Technology Integration Specialist, additional special education support, and a Resource Nurse.
  - x. Paxton Center School: Paxton is also seeing a declining enrollment, and similar concern to CTMS about the existing schedule was shared. In addition, the principal mentioned that a top need is for more Chromebooks and carts.
  - xi. Glenwood Elementary School: The principal shared that the top priority is for a Technology Education Teacher. Other priorities are for an Elementary Counselor and a Resource Nurse. The need for a full time Assistant Principal at Naquag was also mentioned as a priority.
  - xii. Naquag Elementary School: The priority here is for a full time Assistant Principal.
  - xiii. Wachusett Regional High School: As a school representing a third of the students in the District, the high school mentioned that the Director of Vocational and Technical Education was the top priority and while additional classroom teachers is always welcome, these are not a top priority this year.
- Discussion ensued about the Staffing Plan working draft and included details about the updated the Technology Plan.
  - Feedback from the principals on class size was also shared with the subcommittee.
    - At the high school, 28 is used as the limit to class size when building the schedule. Some classes might go over 28 in an effort to meet the needs of all students.
    - The middle schools were in agreement that 23 is too small for a hard limit to class size and are looking for more flexibility
  - Discussion ensued about the need to increase staffing across the District, especially in terms of classroom positions to meet the projected increase in student enrollment numbers in Holden and Rutland.
- Library Support

Discussed above.

IV. Policies Relating to Student Wellness

- Policy 6433 Policy Relating to Pupil Services Substance Abuse
  - DESE Guidance on School Policies Regarding Substance Abuse Prevention
  - Discussion
    - This policy touches upon a few others
    - Overarching question: do we want to keep this policy as a stand-alone policy or integrate it into another related policy?
  - To devote the needed time to unpack the DESE Guidelines around Substance Abuse and the related WRSDC Policies, a meeting will be scheduled for Monday, January 6, 2020 from 6:00 - 8:00 at the Central Office in the Superintendent's Conference Room.

- Policy 3313.3 Policy Relating to Education Aids and Sexually Transmitted Diseases

Deferred to the next meeting.

- Policy 6610 Policy Relating to Pupil Services Health

Deferred to the next meeting.

V. Amended Policy 6434 Policy Relating to Pupil Services Sexual Harassment

- Previous changes reviewed from March, 2019
  - i. Suggested policy changes shortened the policy significantly. References to laws were used rather than extending the narrative
  - ii. Some minor edits were made.

VI. Review of Existing Policies (Series 3000 and Series 6000) to Determine Priorities

Deferred to next meeting.

VII. Old Business

There was no old business brought before the subcommittee.

VIII. New Business

- DESE Communication on need to revise recently updated policies
  - i. P6121 Student Residency
  - ii. P6124 Educational Opportunities for Military Children
- Class Size Policy

IX. Adjournment

Motion: To adjourn.

(L. Long-Bellil)  
(M. Ayala)

Vote:

*In favor:*

Robert Imber  
Melissa Ayala  
Sherrie Haber  
Linda Long-Bellil  
Asima Silva

*Opposed:*

None

The motion passed unanimously.

The subcommittee will meet next at 6:00 PM Monday, January 6, 2020 in the Superintendent's Conference Room at the District Central Office.

The meeting adjourned at 7:00 PM.

Respectfully submitted,

Robert Berlo  
Deputy Superintendent

RB:rlp

*WACHUSETT REGIONAL SCHOOL DISTRICT COMMITTEE*  
*Kenneth Mills, Chair*  
*1745 Main Street*  
*Jefferson, MA 01522*

January 15, 2020

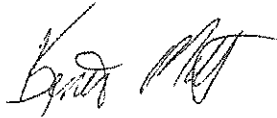
Dear Viola, Lexy, Bella, Logan, Ben, and Alex:

On behalf of the Wachusett Regional School District Committee, I want to give you another round of applause for the fabulous job you all did Monday evening when you presented your *Immigration Simulation* project to the School Committee, your parents and supporters, Mr. Cipro, and others who were watching the meeting on television. WOW you were all very impressive and it was easy to see that you enjoyed and you learned much from this school project! *Congratulations on a job well done!*

Ben – Please pass along to your mother our thanks for sharing her positive feedback about this project. Without a doubt, the Houghton 4<sup>th</sup> graders knocked one out of the park simulating the immigration and the Ellis Island journey.

We wish you all a fun-filled and successful second half of your 4<sup>th</sup> grade year.

Sincerely yours,



Kenneth Mills, Chair  
Wachusett Regional School District Committee

cc: Wachusett Regional School District Committee  
Darryll McCall, Superintendent of Schools  
Anthony Cipro, Principal, Houghton Elementary School

KM:rlp



*WACHUSETT REGIONAL SCHOOL DISTRICT COMMITTEE*  
*Kenneth Mills, Chair*  
*1745 Main Street*  
*Jefferson, MA 01522*

January 15, 2020

Ms. Darlene Stoever  
Houghton Elementary School  
32 Boutelle Road  
Sterling, MA 01564

Ms. Jennifer Halloran  
Houghton Elementary School  
32 Boutelle Road  
Sterling, MA 01564

Dear Ms. Stoever and Ms. Halloran:

On behalf of the Wachusett Regional School District Committee, I wish to thank you for attending Monday evening's School Committee meeting and for helping to facilitate the *Immigration Simulation* presentation made by your students to the Committee. What an impressive and exciting classroom project, which was obviously very well received and enjoyed by Houghton's 4<sup>th</sup> graders. The students did a remarkable job addressing the many adults in the room and by the way they presented, it was evident they took their projects seriously and they knew their material.

It is educators like you that help students thrive and succeed, and to be lifelong learners. Thank you for your services and your dedication to our students.

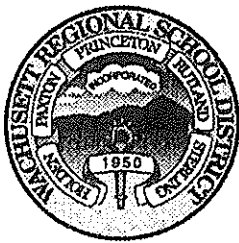
Sincerely yours,



Kenneth Mills, Chair  
Wachusett Regional School District Committee

cc: Wachusett Regional School District Committee  
Darryll McCall, Superintendent of Schools  
Anthony Cipro, Principal, Houghton Elementary School

KM:rlp



# *Wachusett Regional School District*

*Holden, Paxton, Princeton, Rutland, Sterling*

January 6, 2020

Police Chief David Armstrong  
Holden Police Department  
1370 Main Street  
Holden, MA 01520

Dear Dave:

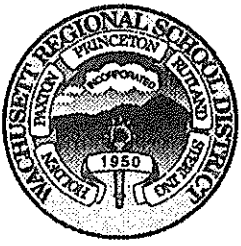
On behalf of the entire Wachusett Regional School District, I want to thank you for your many years of service to our schools and staff, and to wish you the very best as you plan for your retirement. You and I took on our current roles within weeks of one another, and since the spring of 2014 I have enjoyed working with you on the many facets of our jobs that overlap. You serviced as the School Resource Officer at WRHS for many years before becoming Chief and I have often heard that your presence at that school was a comforting reminder of the positive and cooperative working relationship between the HPD and the WRSD/WRHS.

Please accept the thanks of District administration and staff and the Wachusett Regional School District Committee for your 35 years of service as a member of the Holden Police Department and we extend our best wishes as you begin your next phase of life.

Sincerely,

Darryll McCall, Ed.D.  
Superintendent of Schools

cc: Wachusett Regional School District Committee  
DM:rlp



*Wachusett Regional School District*  
*Holden, Paxton, Princeton, Rutland, Sterling*

January 15, 2020

Ms. Grace Williams  
122 Sterling Road  
Princeton, MA 01541

Dear Grace:

It was a pleasure meeting you last week and I very much enjoyed your company while we were together at the Scholars' Luncheon. You should be very proud of your achievements, both academic and personal, and I am quite sure that your successes will continue upon graduation from WRHS as you enter the next phase of your life. May you enjoy your last few months as a Wachusett student and I look forward to seeing you again at the graduation ceremony on June 4<sup>th</sup>.

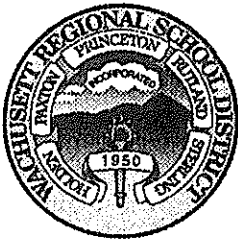
I wish you the best of luck with all of your future endeavors and plans.

Sincerely,

Darryll McCall, Ed.D.  
Superintendent of Schools

cc: William Beando, Principal, WRHS  
Wachusett Regional School District Committee

DM:rlp



# *Wachusett Regional School District*

*Holden, Paxton, Princeton, Rutland, Sterling*

January 15, 2020

Ms. Allanna K. O'Callahan  
7 Deborah Lane  
Sterling, MA 01564

Dear Allanna:

It was a pleasure meeting you last week and I very much enjoyed your company while we were together at the Scholars' Luncheon. You should be very proud of your achievements, both academic and personal, and I am quite sure that your successes will continue upon graduation from WRHS as you enter the next phase of your life. May you enjoy your last few months as a Wachusett student and I look forward to seeing you again at the graduation ceremony on June 4<sup>th</sup>.

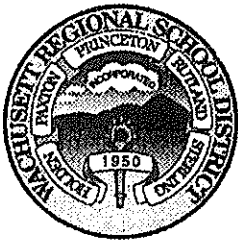
I wish you the best of luck with all of your future endeavors and plans.

Sincerely,

Darryll McCall, Ed.D.  
Superintendent of Schools

cc: William Beando, Principal, WRHS  
Wachusett Regional School District Committee

DM:rlp



*Wachusett Regional School District*  
*Holden, Paxton, Princeton, Rutland, Sterling*

January 16, 2020

Police Chief Timothy J. Sherblom  
Holden Police Department  
1370 Main Street  
Holden, MA 01520

Dear Chief Sherblom:

On behalf of the Wachusett Regional School District, congratulations on your appointment as Holden's Police Chief and I wish you much luck and success in your new position. HPD and the District have a solid and mutually beneficial working relationship and I look forward to working with you in your new position.

As you may know, safety officers from the five Member Towns and District administration meet on a monthly basis and I look forward to your participation in these meetings.

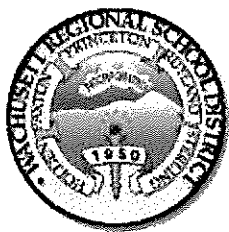
Again, my best wishes as you begin this new chapter.

Sincerely,

Darryll McCall, Ed.D.  
Superintendent of Schools

cc: Wachusett Regional School District Committee

DM:rlp



# *Wachusett Regional School*

*district*

*Holden, Paxton, Princeton, Rutland, Sterling*

**To:** Darryll McCall  
Superintendent of Schools

**From:** Jeff Carlson  
Director of Human Resources

**Re:** December, 2019/January, 2020 Activity Report

**Date:** Wednesday, January 22, 2020

## **1. Personnel**

- *A Chemistry Teaching position at the High School has been filled.*
- *The Middle School Math Grade 7/8 position at Paxton Center School has been filled.*
- *A Special Education Teaching position at Paxton Center School has been posted.*
- *An ABA/PA position for the Early Childhood Center has been posted.*
- *An ABA/PA position for Paxton Center School has been filled.*
- *The substitute School Nurse position(s) has been reposted on SchoolSpring. We will be adding several new substitutes in the coming weeks.*
- *Draft Spring Coaching postings are being prepared for a distribution date in February.*

## **2. Collective Bargaining**

- *The Legal Affairs subcommittee and District personnel are meeting on Tuesday, January 28<sup>th</sup> in preparation for Union negotiations over the next several months.*

### **3. Health Insurance**

- *A Blue Cross and Blue Shield wellness affiliate conducted biometric screenings for staff at several District schools in late December.*
- *The PEC group is meeting on February 10<sup>th</sup> to review the health insurance bid renewal process. HRA reimbursements will also be reviewed at this meeting.*
- *The Wellness Committee is meeting on January 22<sup>nd</sup>. Brendan Keenan, the District's SEL Director will be introduced to the group and be available to answer questions.*

### **4. Fingerprinting update**

- *Morpho Trust, the state finger printing vendor continues to fingerprint all new hires and existing staff. At this time, we are experiencing activity with Student Teachers and bus company employees.*

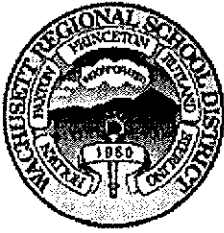
### **5. Teacher/ Administrator Licensure**

- *The Director continues to work with any new hires on licensing issues but the focus has now turned to existing staff as the school year has started. Existing staff need assistance with advancing and renewal of licenses.*

### **6. Human Resources / Business Office Meetings**

- *The Director is working with the Director of Business and Finance on issues impacting our two departments. We are currently working on preparing the FY21 budget.*

*Should you have any questions regarding this report, do not hesitate to contact me.*



## *Wachusett Regional School District*

*Holden, Paxton, Princeton, Rutland, Sterling*

From: Christine J. Smith, Administrator of Special Education  
To: Darryll McCall, Superintendent of Schools  
Re: Monthly Report for January 2020

### **Entry Plan Report**

As of January 8th, I have held all of my entry meetings. I have met with SEPAC as a group, with parents and leadership at each building, and with faculty and leadership at each building. Each of these meetings took on a flavor of their own. That is what I expected and how I built the agenda for each meeting.

### **The agenda was:**

1. Introduction of Christine J. Smith Administrator of Special Education at WRSD
2. Description of my entry plan and the meetings I had held with SEPAC, Families, and Staff.
3. Open Question/Conversation framed around "Tell me more about what you think WRSD needs to be amazing. What are some of the solutions you have drawn that you know if taken up would yield more successful outcomes for students?"

I posed framed this question in various ways, but lead the group through an open conversation and took notes.

### **Who did I see? Parents or Guardians**

I would suggest that the number of parents I heard from is too small to be considered a true sample size. I saw (4%) 49 out of the 1200+ children served through special education during the 14 opportunities to meet with families at school-based meetings or SEPAC. Additionally, not all of the parents I met with were parents of special education students. However, some of the parents that I did meet with shared that they represented a number of parents who shared the same concern. All concerns are important and need to be addressed. Therefore, the sample size may have been too small to represent a majority, but it is still important for WRSD to consider the concerns raised and in some cases, the concerns were able to be addressed more immediately.

- Parents shared that they are glad I am here
- Parents eagerly remarked on the outstanding faculty and staff that have surrounded their children throughout their time in WRSD Special Education.



- Parents would like to know more about the training opportunities that paraprofessionals receive.
- Parents remarked on their hope to see more inclusive opportunities in the classrooms while maintaining high expectations for our students in the self-contained programs.
- Parents noted that Inclusion has changed the whole grade of children. The kids are just so amazingly empathic and kind.
- Parents shared various experiences from IEP meetings.
- Parents shared that they want to see their child grow and gain skills towards independence while slowly decreasing direct support.
- Parents want to know that all of the accommodations in the IEP's are actively applied across the school day.
- Parents requested more information about each building transition (from PreK to K, from the elementary to middle etc.)
- Parents wondered if the SEPAC would establish ambassadors to assist families in the transition into special education, specialized programs, or in building moves.

As the new Administrator, I can assure families that it is not my intent to do any kind of shifting, but rather to continue to ensure that all children have access to the evaluations, the special services, and the specially designed instruction that they require to be able to participate and succeed in school and beyond. Additionally, I concur that I have seen a depth of commitment and professionalism towards teaching and learning, and a passion for the development of children that may not be as common throughout the state of Massachusetts and we may take for granted as it is embedded in our culture.

We did make changes immediately in some instances. Principals were eager to respond to parents after the meetings. Also, I had additional meetings with leadership to discuss staffing, training, and paraprofessional. Purchases were made for curriculum and materials. As expected, training has been provided across the district for paraprofessionals and professionals that is content-specific. Additionally, with the request of the school psychologists, we expanded our special education evaluation systems to an online platform that allows us to gain more access to the most up to date and various testing materials and quicker scoring options. This expansion has grown outward to now include all of the psychologists, related service providers, and special education teachers.

### **Who did I see? Professional Staff**

I saw (81.60%) 377 professional staff members out of the 462 employed professional staff in WRSD. In most cases, I attended a school faculty meeting with the exception of the High School where I attended the Special Education Department meeting. This sample size is representative of our school communities. I believe the ideas generated do represent the feeling and thoughts of a majority of the professional staff in WRSD.

- Teachers are eager to collaborate to support all children
- The professional staff are challenged by the diverse needs of our changing communities.

- Teachers value consistency of services, processes, and expectations related to the IEP process, services, and curriculum.
- Teachers inquired about the training and professional development allowed to paraprofessionals.
- Teachers spoke about wanting all children to succeed.
- Teachers want to know about their students after they have transitioned to another year or another building.
- Teachers want to build connections across buildings for professional staff.

Across my meetings with professional staff in WRSD, I heard consistently that our schools are full of teachers who care deeply about our students. Our teachers have been confronted with the changing times, which isn't so very different than what families, churches, and communities have felt across the state over the past few decades. Children and families need more from their community schools and come to the schools burdened with unmet needs. I hear our teachers identify those concerns and are partnering with the resources that are provided and using the curriculum materials to meet the needs of the students before them. They have built many partnerships with families while meeting the demands of state laws and federal requirements. They want to provide safe and healthy school environments and want to be employed by a safe and healthy organization. WRSD is a wonderful place to work. Partnering to meet these concerns and move forward will make all of us stronger. This work is well underway. In my few months here, I have lead numerous meetings to discuss developing more consistent practices, looked deeply at resources to find ways to build opportunities for all students to have access to support as they need it, and have, on any occasion reminded teachers that the work they do matters at this moment and is life-changing in the next. I have looked to both district and building leadership to understand the opportunities before us, reviewed outcomes and student data, and been responsive to requests for curriculum, equipment, and training, as I continue to develop my understanding of WRSD.

### **Next Steps**

As I develop my next steps it is important for me to focus on the growth and possibilities that we can create for all children in WRSD. These possibilities are lofty and will require the participation of the entire community, but the rewards will also impact the entire community.

1. Consider that Special Education is a service. It is not a place or a program or a staff person. Special Education is a service of specially designed instruction that is necessary to be provided based on individual, current, reflective data. There are many interventions that occur for students before a student is determined to require ongoing specially designed instruction. Teachers and leaders are reviewing outcomes for all students to direct resources fluidly to meet students' needs.
2. Staffing and fiscal resources must be equitably distributed to meet the needs of all students. This will require a deep dive into how each building is resourced in order to determine that our resources are flowing towards our collective goals while meeting the needs of the individual student
3. Professional Development must be responsive to our path forward and support the growth of all of our professional staff. The professional development plans should align with our district goals of seeing successful outcomes for all students, having safe and healthy

schools for the students and the staff, and support the development of our capabilities and capacity to meet the social and emotional needs of our students.