

# *Wachusett Regional School District*

*Holden, Paxton, Princeton, Rutland, Sterling*

October 4, 2019

To: *Wachusett Regional School District Committee*

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

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

SUBJECT: Superintendent's Report

## Posting

Attached you will find the updated posting of School Committee and subcommittee meetings for October and November (attachment 1).

At Monday's meeting, representatives from the Wachusett Regional Nurses Association will be at our meeting to address the Committee about the important role school nurses play in our schools and the services they provide to students and staff. I look forward to this presentation showcasing the talents of this committed group of employees.

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

Please be reminded Tracy Novick of MASC will be back in our district on Monday, October 21, 2019, to offer a training session on financial oversight/school finance. This training session will be held in the Curriculum Center at the District Central Office beginning at 7:00 PM. This training session is not being posted as a School Committee **meeting** but rather a training. Please know that all members are invited and welcome to come and hear what Ms. Novick has to share about this important topic.

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**Jefferson School**

1745 Main Street, Jefferson, MA 01522

Telephone: (508) 829-1670 Facsimile: (508) 829-1680

### FY21 Annual Budget Roundtable

This year's Annual Budget Roundtable will be held Thursday, November 7<sup>th</sup>, beginning at 6:30 PM (attachment 2). The meeting will again be held at the Holden Senior Center, and I am grateful to Holden Town Manager Peter Lukes for volunteering the space for this meeting. This is the opportunity for Member Town officials, School Committee representatives, and District administrators to gather together to begin discussions about our FY21 budgets. As has been done in the past, our local legislators have also been invited to attend this public meeting, giving all parties the opportunity to talk about our budgets, to discuss budget development, and to work together for the best interests of all parties. The roundtable meeting will be a posted School Committee meeting, and all School Committee members are invited to attend.

### Budget Updates

I did hear from our legislators by correspondence dated September 20, 2019, in response to my September 4, 2019 letter to Senators Chandler, Gobi, Tran and Representatives Ferguson and Naughton seeking consideration of additional state funds to help support two District initiatives - provision of Chromebooks to students at the high school and installation of the turf field replacement (attachments 3 & 4). Unfortunately, these two projects do not qualify for use of the state's supplemental funds. I do appreciate our local legislators keeping us informed, though I was hopeful Wachusett would benefit from some additional financial support.

I have again reached out to our legislators asking for their support of the *The Student Education Opportunity Act* (attachment 5). This draft legislation could greatly benefit this district with increased funding for many of the educational items that have been underfunded or not funded at all. A great example of an item that is a necessity, yet is not reimbursed by the state, is special education transportation.

### MCAS Results

Spring 2019 MCAS results have been delivered to the Central Office and we are in the process of preparing distribution of the results to parents/guardians and to the schools for students' files. We are currently in the process of attempting to work with DESE on a way to send the parent/guardian MCAS files electronically. DESE is eager to find a solution to this problem and our IT department will be working with DESE to attempt to accomplish a plan for electronic distribution in the future.

Deputy Superintendent Berlo and I have been reviewing MCAS results, along with school principals, and we will be making a presentation to the Committee on the spring 2019 results at an upcoming regular School Committee meeting. If you follow the link to the DESE website, you can begin to review the most recent MCAS information on our district and all other school districts in Massachusetts: [MCAS Achievement Levels - Wachusett](#)

### Addiction Presentation

The evening of September 19<sup>th</sup>, in the high school auditorium there was a very impressive and informative Addiction Prevention seminar/presentation. The information shared concerning this public health crisis was eye opening. Member Imber and I had the opportunity to sit together during this meeting and we were both impressed with the messages shared. With the recent decision by Governor Baker to place a four month ban on the sale of vaping products, we are hopeful that there will be an opportunity for local and state officials to begin to tackle this problem proactively.

### Updates

- Turf Field

After significant hours spent addressing issues with the painting of lines on the new turf field at WRHS, I am pleased to report the field is in use by our Wachusett athletes. The afternoon of September 30<sup>th</sup>, the football team was on the field, practicing and preparing for upcoming games. I would like to thank Mark Wilde and his crew at the high school, as well as Director Deedy, for their time late Friday night and all day on Saturday ensuring that the field would be ready for use on Monday.

- Director of Social Emotional Learning

As reported, Brendan Keenan will begin as our new Director of Social Emotional Learning on Monday, October 7<sup>th</sup>. I look forward to working with Dr. Keenan as he takes on this position.

- INTERFACE

As previously reported, services offered by Williams James College for INTERFACE Referral Service will continue for another year, and are being expanded. We had the opportunity to use INTERFACE at the high school during the 2017-2018 and 2018-2019 school years and it changed the way in which students accessed counseling professionals outside of school. For 2019-2020 and 2020-2021, we will have the ability for all residents of our Member Towns to access these services, regardless of age or if they are students in our schools. A representative from WJC/INTERFACE was at the September 19<sup>th</sup> Addiction Prevention event held at the high school to briefly speak about this referral service, how individuals can access assistance, and to answer questions. Once Director of SEL Keenan is settled, we will be meeting with representatives of William James College and the INTERFACE Referral Service to receive more information about this important social emotional and mental health benefit and to spread the information throughout our communities (attachment 6).

### Class Size Update

With the start of the year underway and class sizes having been finalized (at least as of this date, since enrollment numbers are always fluid), I am sharing a class size update with you (attachment 7). This data outlines all elementary and middle school class sizes, by school and grade, based upon our most recent updated numbers. Policy 3510 *Class Size* recommends class sizes:

- 19 - kindergarten through 2
- 22 - grades 3 through 5
- 23 - grades 6 through 12

You will note in the attached document that there are 82 classes (red and bold) that exceed the recommended class sizes stated in Policy 3510. In order to meet the recommended class size numbers, the District would need to hire 22 more teachers kindergarten to grade 5, and approximately another 6 teachers in grades 6 - 12. The dollar amount needed if this district were to hire enough teachers to stay within WRSDC policy guidelines would be approximately \$1.7 million.

### Superintendent Goals – 2019-2020

On Monday's agenda is full Committee approval of my 2019-2020 goals (attachments 8 & 9). I have met with the Superintendent Goals and Evaluation Subcommittee several times as these goals were being developed and when the subcommittee met on October 3, 2019 the goals were finalized and are ready for approval by the School Committee. I appreciate the time, attention, and effort put forward by members of the subcommittee, as we worked together on this task.

### Wreaths Across America

Some of you may remember back in December 2013 when the multi-vehicle Wreaths Across America (WAA) convoy stopped at Thomas Prince School on the way from Maine to Arlington National Cemetery to honor our nation's veterans. Again this December, the WAA convoy will stop at TPS on its trek to Washington, D.C. Former TPS Principal Mary Cringan was approached by WAA to help coordinate this stop, a task Mary has taken on full force. The caravan will be traveling through Princeton the evening of Monday, December 9<sup>th</sup>, will make a stop at TPS where the volunteers will be served dinner, local veterans will be invited to attend and be recognized, and a festive evening will take place. This event is at no cost to the District, aside from TPS being the host site. Unfortunately, December 9<sup>th</sup> is the evening of our December School Committee meeting, preventing my attendance at this community event. Attached is the press release prepared by Mary Cringan that will appear in local newspapers (attachment 10).

### Principals' Reports

The topic for the principal reports is *The start of the 2019-2020 school year* (attachment 11). I am pleased to report that the start of the year has been positive and I might say the smoothest in the last several years. I wish to commend our building leaders, our teachers and staff, our students and parents for making the beginning of the 2019-2020 school year such a success.



### Conflict of Interest Training

The Holden Town Clerk has updated the Conflict of Interest “blurb,” reminding all Board and Committee members of the requirement, by law, to complete the online Conflict of Interest Training (attachment 12). You, as a School Committee member, might ask “Are you a municipal employee for conflict of interest law purposes?” The answer is “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.”

### Executive Staff Reports

- Deputy Superintendent Robert Berlo’s Report to the Superintendent, dated October 2, 2019 (attachment A)
- Director of Business and Finance Dan Deedy’s Report to the Superintendent, dated October 1, 2019 (attachment B)
- Director of Human Resources Jeff Carlson’s Report to the Superintendent, dated October 2, 2019 (attachment C)
- Administrator of Special Education Christine Smith’s Report to the Superintendent, dated October 2019 (attachment D)

### Subcommittee Minutes

- Minutes of the July 2, 2019 meeting of the Business/Finance Subcommittee (Subcommittee Minutes attachment 1)
- Minutes of the August 19, 2019 meeting of the Superintendent Goals and Evaluation Subcommittee (Subcommittee Minutes attachment 2)
- Minutes of the September 9, 2019 Education Subcommittee (Subcommittee Minutes attachment 3)
- Minutes of the September 16, 2019 Superintendent Goals and Evaluation Subcommittee (Subcommittee Minutes attachment 4)
- Minutes of the September 16, 2019 Business/Finance Subcommittee (Subcommittee Minutes attachment 5)

### Chair’s Correspondence

- September 17, 2019 correspondence to Tracy Novick (Chair’s Correspondence 1)

- September 17, 2019 correspondence to Heidi Lahey (Chair's Correspondence 2)
- September 17, 2019 correspondence to Kimberley McCormack (Chair'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 #1333  
Monday, October 7, 2019  
7:00 PM

Media Center  
Wachusett Regional High School, Holden

- I. Public Hearing
- II. Chair's Opening Remarks
  - The Role of School Nurses*  
Representation from the Wachusett Regional Nurses Association
- III. Student Representatives' Reports (R. Massoni-Nesman, L. Michalowski)
- IV. Superintendent's Report
  - A. Discussion of Report
  - B. Recommendations Requiring Action by the School Committee
- V. Unfinished Business
- VI. Secretary's Report
  - A. Approval of #1332 Regular Meeting Minutes of the Wachusett Regional School District Committee held on September 16, 2019 – enclosed
  - B. Approval of #320 Special Meeting Minutes of the Wachusett Regional School District Committee held on September 23, 2019 – enclosed
  - C. Approval of Executive Session Minutes of the Wachusett Regional School District Committee held on September 23, 2019 – *copies of minutes to be distributed at the October 7, 2019 School Committee meeting*
- 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)
  - 1. Motion: To recommend approval of the Superintendent's Goals 2019-2020
- 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
- I. Building Committees
  - 1. Mountview Building Committee
- 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

If you cannot attend the October 7, 2019 Wachusett Regional School District Committee meeting, please contact Rebecca Petersen at (508) 829-1670 Ext. 230.

WACHUSETT REGIONAL SCHOOL DISTRICT

HOLDEN □ PAXTON □ PRINCETON □ RUTLAND □ STERLING

DRAFT Minutes

Regular Meeting #1332

Monday, September 16, 2019  
7:00 PM

Media Center  
Wachusett Regional High School  
1401 Main Street, Holden

*Wachusett Regional School District Committee*

Kenneth Mills, Chair	Linda Long-Bellil
Melissa Ayala	Amy Michalowski
Michael Dennis	Karl Ottmar
Maleah Gustafson	Asima Silva
Sherri Haber	Megan Weeks
Robert Imber	Linda Woodland
Matthew Lavoie	

*Committee Members Absent:*

Christina Smith, Vice-chair	Laura Kirshenbaum
Scott Brown	Sarah LaMountain
Anthony DiFonso	Benjamin Mitchel
Stephen Godbout	Adam Young

*Committee Members Participating Remotely:*

None

*Administration Present:*

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

*Student Representatives Present:*

Rianna Massoni-Nesman	Leah Michalowski (7:19 PM)
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*Others present, who desired to be recorded as present (see attached Attendance Sheet – attachment 1).*

Chair Mills called the meeting to order at 7:07 PM. He announced the meeting was being broadcast live on HCTV and is also streaming.

I. Public Hearing

Heidi Lahey, Holden resident and WREA President, read a prepared statement (attachment 2).

Kimberley McCormack, WREA member, addressed the Committee.

II. Chair's Opening Remarks

Chair Mills opened by thanking District staff, administrators, bus drivers and others for the smooth opening of schools on August 27<sup>th</sup>.

Chair Mills took time to explain why the September 9, 2019 Special Meeting/executive session had been cancelled, and reported that a Special Meeting of the full Committee will be held, in open session, on Monday, September 23, 2019. He also noted an executive session will be included on the agenda for the September 23, 2019 Special Meeting, in the event the Committee adjourns to executive session.

Chair Mills welcomed MASC Field Executive Tracy Novick to the meeting and invited her to the podium.

7:19 PM Student Representative Michalowski joined the meeting.

Ms. Novick addressed the Committee, making a presentation on the roles and responsibilities of School Committee members (attachments 3 & 4). At the conclusion of Ms. Novick's address, members were given the opportunity to ask questions. Business/Finance Subcommittee Member Long-Bellil took the opportunity to remind all School Committee members that Ms. Novick will be back in the District on Monday, October 21, 2019 at 7:00 PM to again present to the School Committee on *Financial Oversight/School Finance*, and she encouraged all members to attend if able.

Ms. Novick was thanked for her attendance and she left the meeting.

III. Student Representatives' Reports

Chair Mills welcomed back Student Representative Massoni-Nesman and welcomed new Student Representative Michalowski to the table.

Both Student Representatives reintroduced/introduced themselves. Student Representative Massoni-Nesman reported the new freshmen class seems to be settling in smoothly, fall sports are underway, she mentioned both the recently imposed curfew due to EEE and West Nile and the fact the new turf field is not yet ready for use. Lastly, she mentioned plans for Homecoming are underway. Student Representative Michalowski reported on upcoming PSAT and SAT testing, an Addiction Prevention event to take place in the high school auditorium on September 19, 2019, student clubs at the high school are starting, and she also shared reports provided by middle school students at Central Tree Middle School and Chocksett Middle School.

#### IV. Superintendent's Report

##### A. Discussion of Report

Superintendent McCall began by reporting on the issues being experienced with the painting of the newly installed turf field. He explained steps that have been taken and that will be taken to get the field in shape for use. Superintendent McCall expressed his appreciation for the patience shown during this project.

Superintendent McCall asked the Student Representatives about the rollout of Chromebooks to all high school student, both the freshman class and the senior class receiving Chromebooks before the start of the school year. Student Representative Massoni-Nesman reported the availability of Chromebooks for all students is a huge advantage, but she also mentioned it is an adjustment.

Superintendent McCall reported on conversations he had with Town Administrators and town Recreation Departments before he implemented the 6:30 PM evening curfew due to EEE. The District will continue to monitor the EEE threat.

Superintendent McCall reported on the very smooth opening of schools, noting that transportation has been almost flawless.

At Member Ottmar's inquiry, Superintendent McCall spoke about the warranty on the new turf field and explained that the painting of the field is planned to be done twice a year.

Member Imber spoke about information shared about the purchase of curriculum materials, which was included in Deputy Superintendent Berlo's report.

Member Gustafson asked the status of the appointment of a Director of Social Emotional Learning, which Superintendent McCall reported he is expecting this appointment to be finalized by the end of the week. Member Gustafson also expressed her appreciation that Special Education staffing will now be included in the Staffing Plan that is being developed.

There was general conversation about class size numbers and classroom space in light of increasing populations, especially in the town of Holden.

Member Woodland suggested that next school year, Grade 1 teachers be asked what differences they observe comparing kindergarten students who attended half-days and kindergarten students who now attend school full days.

When asked, Superintendent McCall gave a brief overview of INTERFACE referral services that will be available to residents of the five Member Towns. Note was made that these services this year are covered by grant funds, but moving forward, the cost will need to be incorporated into the District budget.

Deputy Superintendent Berlo approached the podium and spoke about Actively Learn, which has been piloted at the high school and will be expanded to the middle schools. Student Representative Massoni-Nesman spoke very positively about her experience with Actively Learn.

When asked by Member Imber, Superintendent McCall gave the anticipated timeline for the Staffing Plan being shared with the full School Committee, explaining he expected the document to go to the Management Subcommittee when it meets on October 28, 2019 and then to the full School Committee.

B. Recommendations Requiring Action by the School Committee

There was no action required of the School Committee.

V. Unfinished Business

There was no unfinished business brought before the Committee.

VI. Secretary's Report

A. Approval of #1331 Regular Meeting Minutes of the Wachusett Regional School District Committee held on August 19, 2019

Motion: To approve minutes of the regular meeting of the WRSDC held on August 19, 2019.

(R. Imber)

(M. Weeks)

Vote:

*In favor:*

Kenneth Mills  
Melissa Ayala  
Maleah Gustafson  
Sherrie Haber  
Robert Imber  
Matthew Lavoie  
Linda Long-Bellil  
Amy Michalowski  
Karl Ottmar  
Asima Silva  
Megan Weeks  
Linda Woodland

*Opposed:*

None

*Abstained:*

Michael Dennis



The minutes were approved 12-0-1.

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

Chair Mills reported the Management Subcommittee met on September 3, 2019, and will meet next on October 28, 2019. He reported that a standing Management Subcommittee agenda item will be Advocacy Update. He spoke briefly about presentations at full School Committee meetings, hoping recognition of academic excellence can be included at an upcoming meeting. Chair Mills spoke briefly about the structure of the September 23, 2019 Special Meeting of the School Committee. Lastly, he mentioned the School Committee training to be conducted by Tracy Novick on October 21, 2019, beginning at 7:00 PM, and will be held in the Curriculum Center at the District Central Office.

B. Education Subcommittee

Subcommittee Chair Imber reported this subcommittee met immediately before this School Committee meeting and that WRHS Principal Beando and Director of School Counseling Lauren Clark were at the meeting to discuss Honors, Advanced Placement, and Dual Enrollment offered at the high school. Subcommittee Chair Imber reported this data will be shared with the full School Committee at a future date. Also discussed at the meeting was the elimination of class rank, action taken several years ago. The report from high school administration is this is not disadvantageous to students and there have been few issues since the decision to eliminate class rank was made.

C. Business/Finance Subcommittee

Subcommittee Chair Dennis reported the subcommittee met immediately before this School Committee meeting, and topics discussed included Medicaid reimbursement, the FY20 Revenue shortfall being addressed, and the FY19 budget close. Director Deedy approached the podium and answered questions about Quarter 1 Medicaid reimbursement.

D. Legal Affairs Subcommittee

In Subcommittee Chair Brown's absence, Vice-chair Lavoie reported the subcommittee continues to review the WRSDC By-Laws, and that negotiations with

three of the District bargaining units (ABA PAs, WAA, and Paraprofessionals) will begin soon.

E. Superintendent Goals and Evaluation Subcommittee

Superintendent Goals and Evaluation Subcommittee Chair Lavoie reported this subcommittee is scheduled to meet on October 3, 2019, with the expectation the Superintendent's 2019-2020 goals will be finalized and ready for approval by the full School Committee.

F. Facilities and Security Subcommittee

In Subcommittee Chair Young's absence, Vice-chair Woodland provided a thorough report of the September 10, 2019 meeting of this subcommittee. The subcommittee is scheduled to meeting on October 7, 2019.

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

In Chair Mitchel's absence, no report was made.  
Business/Finance Subcommittee Chair Dennis did report the FY19 close is underway and the auditors have been on site at the Central Office to work on the audit.

H. Ad Hoc Subcommittees

I. Building Committees

1. Mountview Building Committee

No report was made.

Superintendent McCall did comment on the condition of the fields at Mountview, noting the water/irrigation system could be an issue.

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)

Member Gustafson – SEPAC – Thank you extended to Administrator of Special Education Christine Smith for scheduling Meet & Greet.

IX. Public Hearing

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

X. New Business

There was no new business brought before the School Committee.

XI. Adjournment

Motion: To adjourn.

(R. Imber)  
(M. Weeks)

Vote:

*In favor:*

Kenneth Mills  
Melissa Ayala  
Michael Dennis  
Maleah Gustafson  
Sherrie Haber  
Robert Imber  
Matthew Lavoie  
Linda Long-Bellil  
Amy Michalowski  
Karl Ottmar  
Asima Silva  
Megan Weeks  
Linda Woodland

*Opposed:*

None

The motion was unanimously approved.

The meeting adjourned at 8:56 PM.

Respectfully submitted,

Darryll McCall, Ed.D.  
Superintendent of Schools

DM:rlp

Attachments:

- Attachment 1 – Sign-in sheets
- Attachment 2 – Statement by Heidi Lahey
- Attachment 3 – School Committee Roles and Responsibilities
- Attachment 4 – MASC Open Meeting Law

## Attachment 1

**Monday, September 16, 2019**

[illegible]

[illegible]

Good evening, Heidi Lahey 166 Bullard Street Holden  
president of the Wachusett Regional Education  
Association, teacher, parent, resident, taxpayer.

Almost four weeks ago, the WREA surveyed the public at Holden Days. We have had a table for four consecutive years, engaging in conversations with parents, students, grandparents and taxpayers about public education. Last year, we decided to survey the public about budget priorities for the school district. The number one priority selected on our survey was free full day kindergarten. I'm thrilled to say that this priority has been met and Wachusett has joined the majority of districts across Massachusetts that offer tuition free full day kindergarten.

WREA decided to repeat our survey again this year, minus the full day K choice. I'm here tonight to briefly share the results with the school committee members and the public at large.

There were 96 surveys completed. Participants voted in a variety of ways. Some ranked the choices, others selected multiple choices without ranking. 47 selected only one or two.

Here are the results.

83 votes for reduced class sizes and caseloads

59 votes for increased art/music/PE

48 votes each for both increased AP class options at HS  
and library staff K-8

42 votes for more elective courses

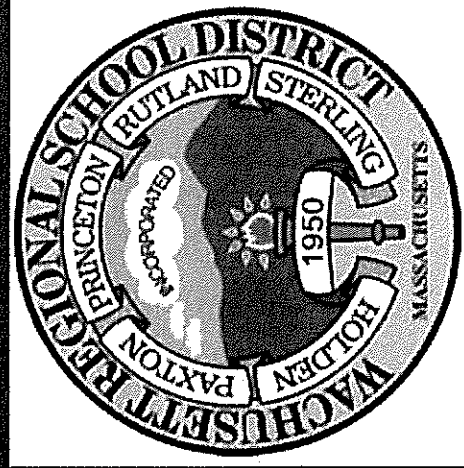
40 votes for more recess time

The top priority as measured by this very informal survey (and I fully own that I am not a professional pollster) was reducing class sizes and caseloads. The second priority is to increase art/music/PE.

Educators are here tonight with class size signs, showing their numbers of students in classes that exceed your school committee policy of 19 children grades k-2, 22 children in grades 3-5, and 23 children for middle and high school classes. Next month, the superintendent will add class size information to his report. Clearly the public supports reducing class size as a budget priority. As this body deliberates and discusses the budget for FY21, we urge you to make measurable progress toward reducing class sizes and caseloads.

# School Committee Roles and Responsibilities

Wachusett Regional School Committee  
September 13, 2019





# **Massachusetts Association of School Committees Code of Ethics**

## **Preamble**

The acceptance of a code of ethics implies the understanding of the basic organization of School Committees under the Laws of the Commonwealth of Massachusetts. The oath of office of a School Committee member binds the individual member to adherence to those state laws which apply to School Committees, since School Committees are agencies of the state.

This code of ethics delineates three areas of responsibility of School Committee members in addition to that implied above:

- Community responsibility
- Responsibility to school administration
- Relationships to fellow Committee members

# POP QUIZ

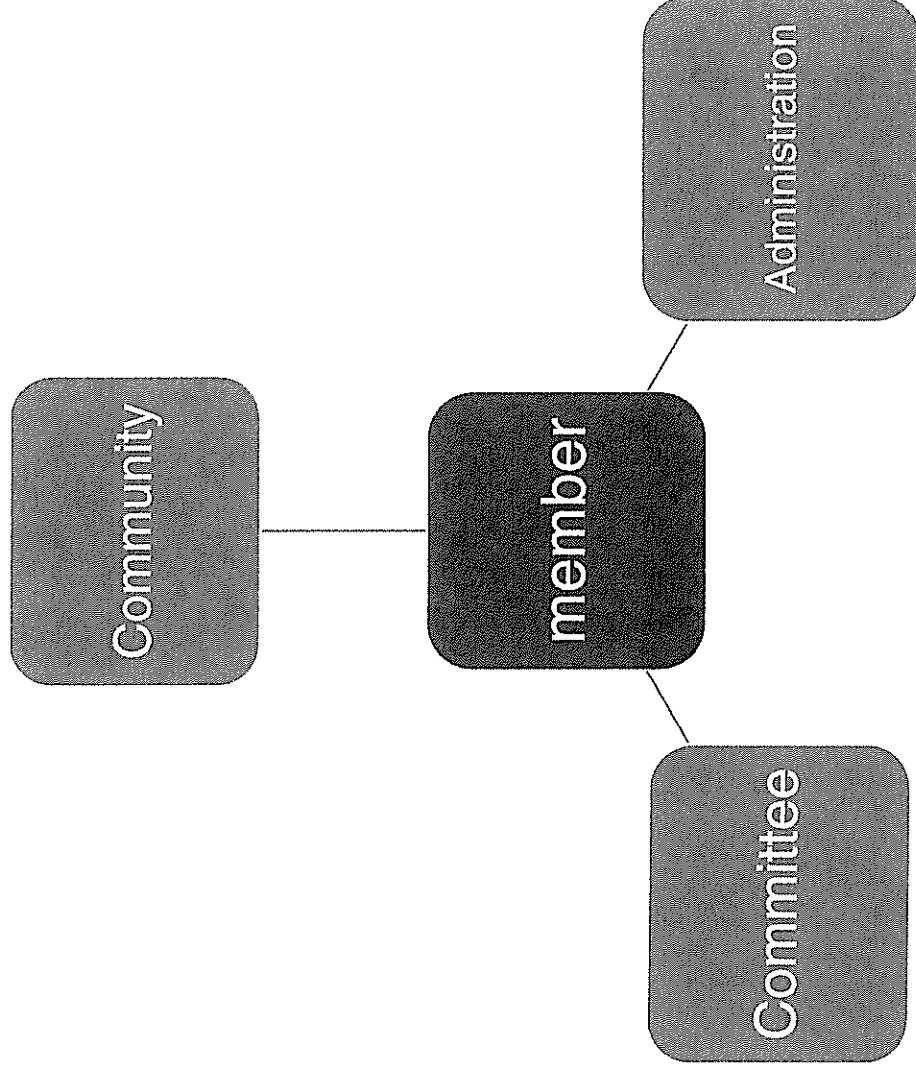
How much authority does an individual school committee member have?

**NONE**

Unless delegated by the committee

Only a quorum of the committee meeting together in a properly posted meeting has any authority.

# Massachusetts Association of School Committees Code of Ethics



# Massachusetts Association of School Committees Code of Ethics

A School Committee member in their relations with **their community** should:

Realize that their **primary responsibility** is to the children.

Recognize that their basic function is to be policy making and **not administrative**.

Remember that they are **one of a team** and must abide by, and carry out, all Committee decisions once they are made.

Be well informed concerning the duties of a Committee member on both a local and state level.

Remember that they represents the **entire community** at all times.

Accept the office as a Committee member as means of unselfish service with no intent to "play politics," in any sense of the word, or to benefit personally from their Committee activities.

# Massachusetts Association of School Committees Code of Ethics

A School Committee member in their relations **with school administration** should:

Endeavor to establish sound, clearly defined policies which will direct and support the administration.

Recognize and support the **administrative chain of command** and **refuse to act on complaints as an individual** outside the administration.

Give the chief administrator **full responsibility** for discharging their professional duties and hold him/her responsible for acceptable results.

Refer all complaints to the administrative staff for solution and only discuss them at Committee meetings if such solutions fail.

# Massachusetts Association of School Committees Code of Ethics

A School Committee in his/her relations **with their fellow Committee members** should:

Recognize that action at official meetings **is binding** and that they alone cannot bind the Committee outside of such meetings

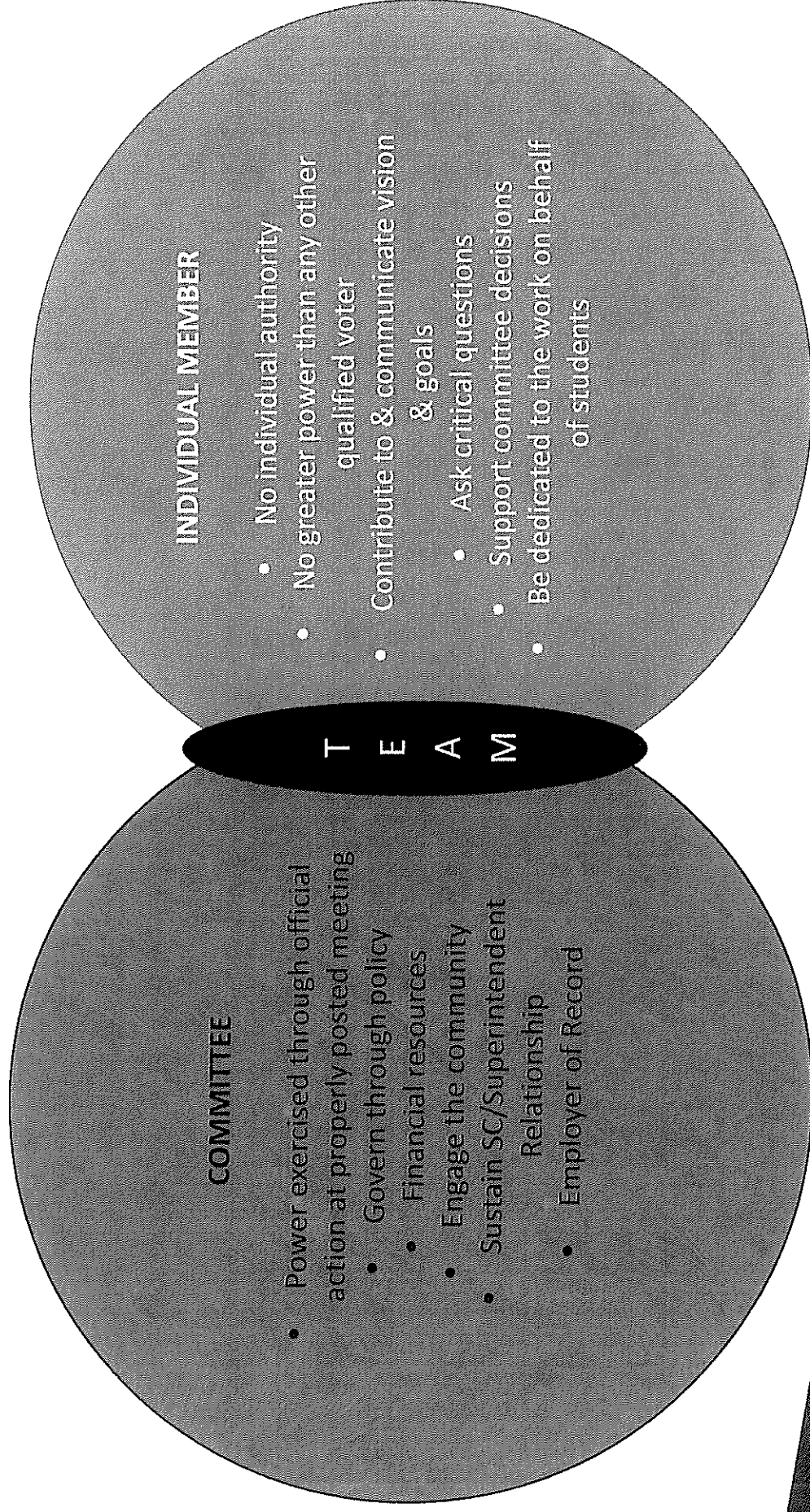
Realize that he/she should not make statements or promises of how they will vote on matters that will come before the Committee.

Uphold the intent of executive sessions and **respect the privileged communications** that exists in executive sessions.

Not withhold pertinent information on school matters or personnel problems, either from members of their own Committee or from members of other Committees who may be seeking help or information on school problems

Make decisions only after all facts on a question have been presented and discussed.

# Understanding & Respect for Roles



# POP QUIZ

How many bosses does  
the superintendent have?

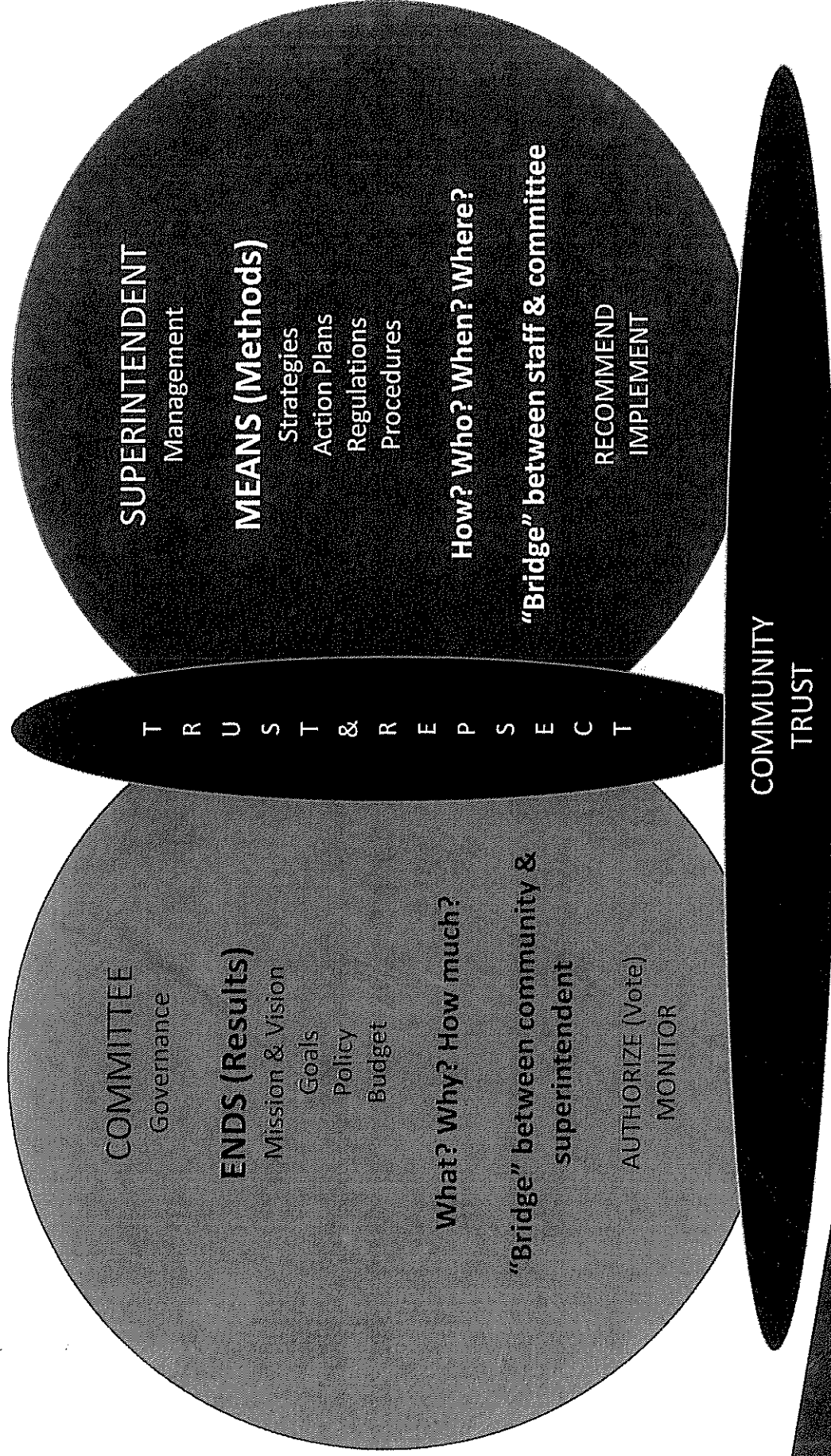
**ONE**

The full committee  
meeting in a properly  
posted meeting is the  
overseeing authority  
of the superintendent,

**not** individual  
members of the  
committee.



# Understanding & Respect for Roles



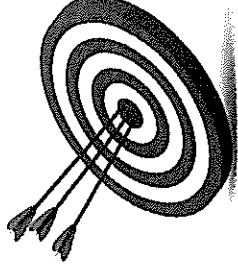
# When the Lines *Blur?*

- The lines are not always clear
- Differences should be discussed and resolved
- Operating Protocols can help

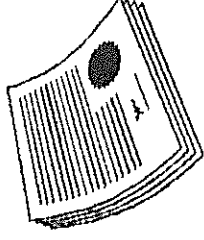
# Municipal Legislature for Schools

MGL 71:37

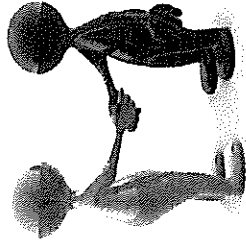
- Establish Educational Goals



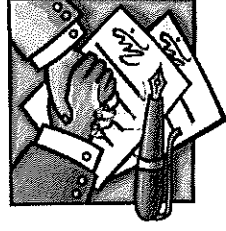
- Enact Policies



- Approve & Monitor Budget



- Hire & Evaluate Superintendent  
(And certain other positions)



- Employer of Record on  
Collective Bargaining  
Agreements

# Goal Setting

“The School Committee in each city and town and each regional school district shall...establish educational goals and policies for the schools in the district consistent with the requirements of the law and statewide goals and standards established by the board of education.”

MGL 71:37



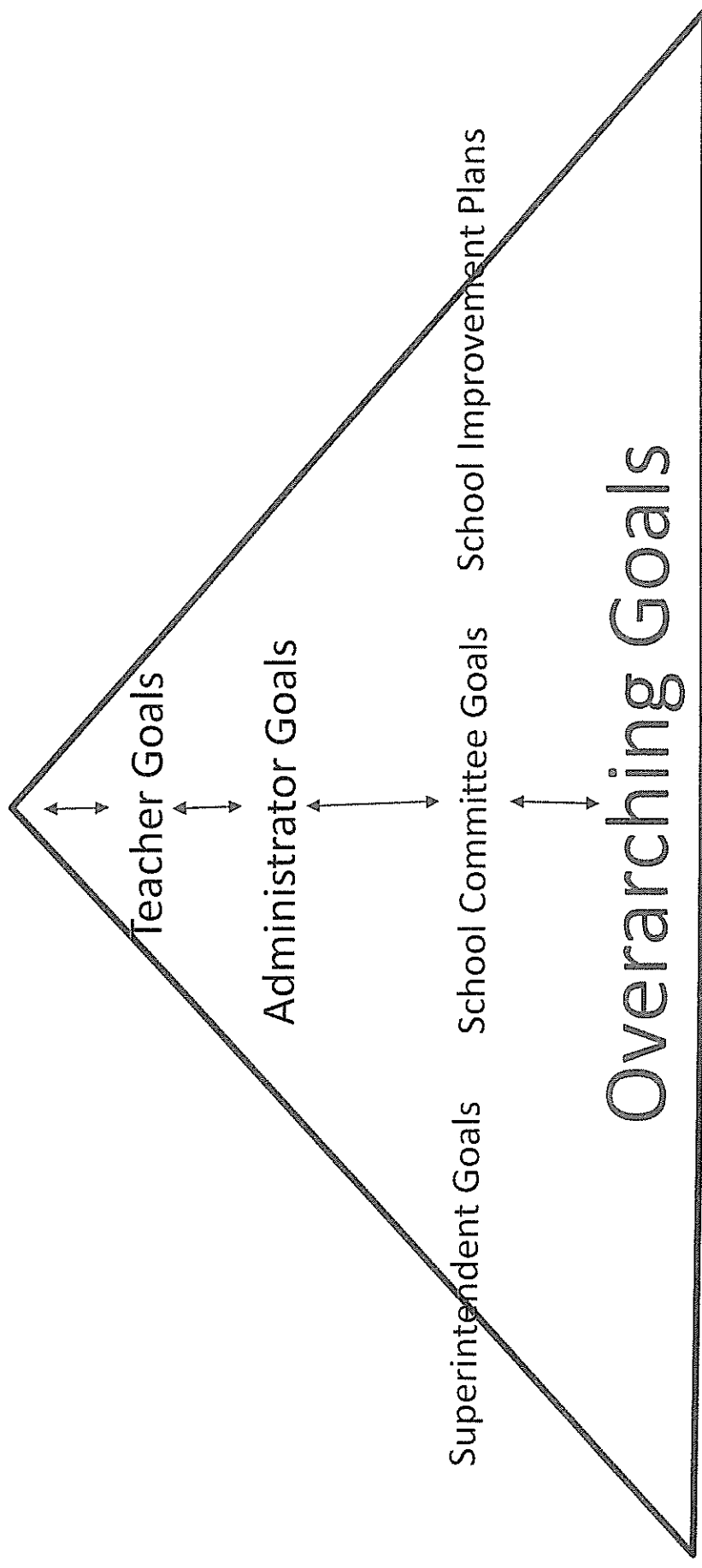
# POP QUIZ

What is the goal of any committee?

**Student  
achievement!**

# Goal Alignment

## Student Achievement





# Policy

“The School Committee in each city and town and each regional school district shall....establish educational goals and policies for the schools in the district consistent with the requirements of the law and statewide goals and standards established by the board of education.”

MGL 71:37



# POP QUIZ

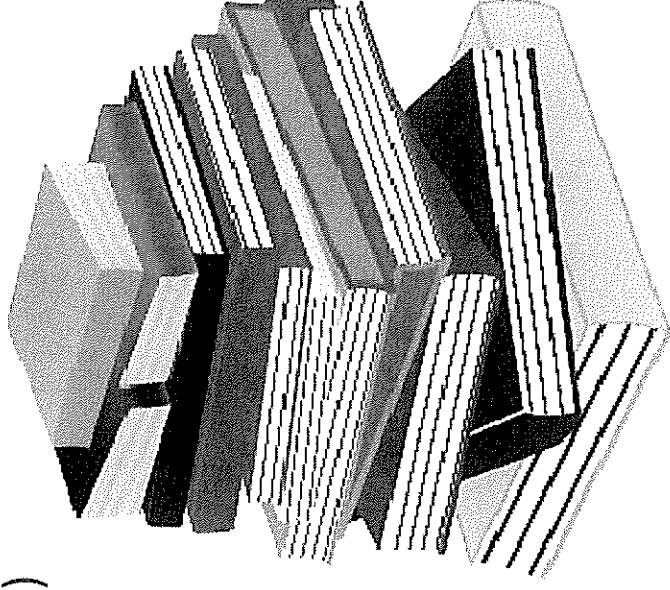
Where can one find  
policy as established by  
the school committee?

**MANY places!**  
(see next slide)



# POLICY IS FOUND EVERYWHERE – NOT JUST IN YOUR POLICY MANUAL

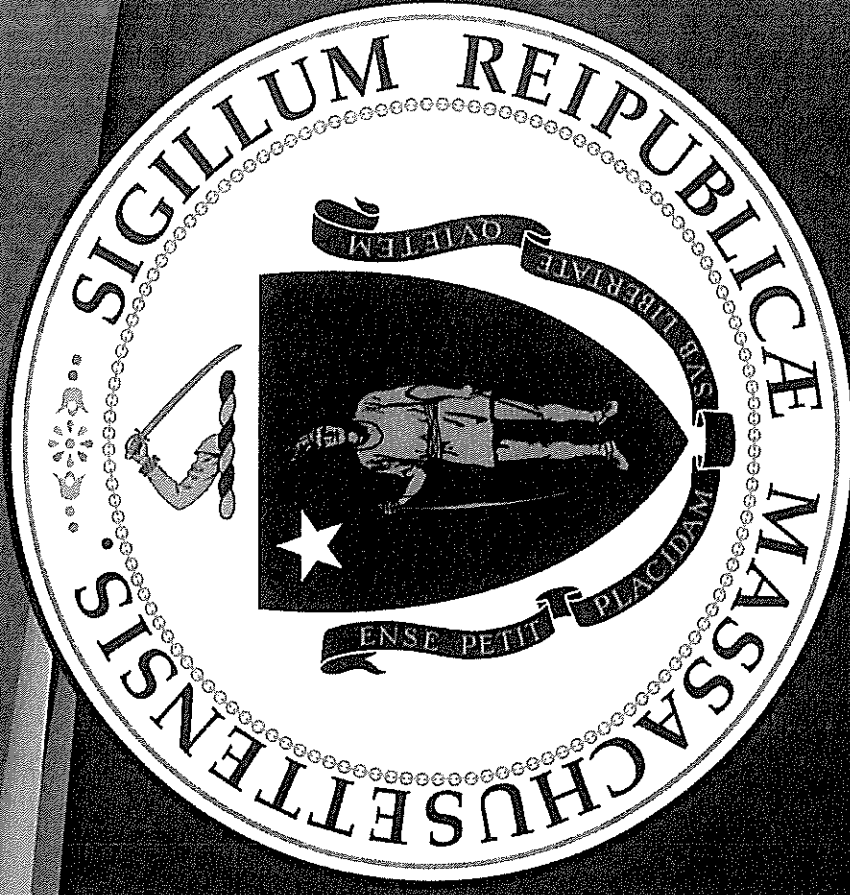
- District Policy Manual
- Student Handbooks
- Collective Bargaining Agreements
- Strategic Plans
- Official Goals and Objectives, Mission and Vision Statements
- School Committee Minutes (Motions, Orders)
- Grant Applications (e.g., Race to the Top)
- Legal Documents Filed For You by Counsel
- Directives of the Superintendent
- Past Practices
- Regional Agreements
- Town Charters
- Budget



# Personnel

“The School Committee  
...shall employ a  
superintendent of schools  
and fix his compensation. A  
superintendent...shall  
manage the system in a  
fashion consistent with state  
law and the policy  
determinations of that  
school committee.

MGL 71:59



# Personnel

## School Committee

- Hire & contract with Superintendent
- Hire & retain legal counsel
- “Advise & Consent” on:
  - Associate/Assistant Superintendent
  - School Business Manager
  - Special Education Director
  - Physicians, Nurses, Attendance Officers
- Set district personnel policy
  - Job Descriptions
  - Number of Positions funded
- Establish “compensation” for principals and others not set by collective bargaining
- Employer of record for Collective Bargaining Agreements

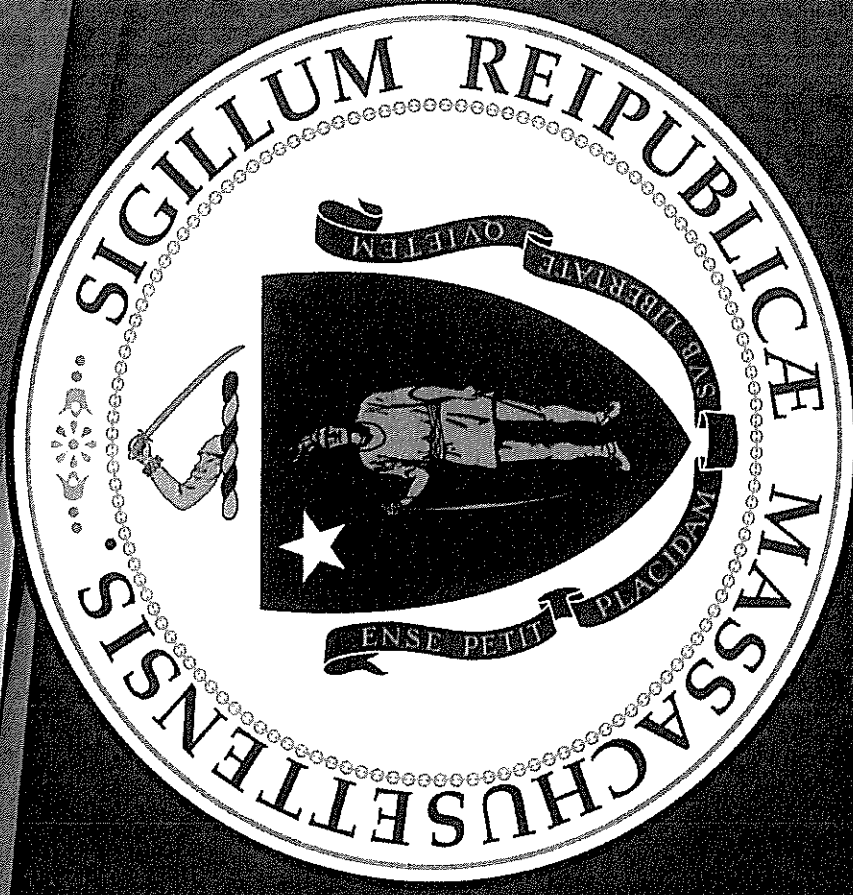
## Superintendent

- Hired by and reports to School Committee
- Chief Educational/Administrative Officer with Executive Authority
- Management of the Schools
- **Authority for Personnel**
- Supervises Principals
  - “Site Based Managers”
- Implements District Policy
- Initiates Budget Proposal
- Manages Budget approved by School Committee

# Budget

The vote of the legislative body of a city or town shall establish the total appropriation for the support of the public schools, but may not limit the authority of the school committee to determine expenditures within the total appropriation.

MGL 71:34



# POP QUIZ

When during the year  
does the School  
Committee oversee the  
budget?

ALL year long!



# Budgeting is not a once-a-year job.

Reviewing and signing warrants  
Quarterly financial reporting  
Reviewing implementation of goals  
through spending  
Asking questions as needed

**Public transparency of public spending comes  
through the School Committee.**

Per DOR opinion 94-660, “only the school committee has the authority to transfer amounts between line items (allocations) in its budget and cannot delegate this authority to any other municipal board or officer”

# From Candidate to Colleague

## Candidate

- There are no rules
- No allegiance to the Committee or administration
- Role is always clear
- Knowledge and experience are limited

## Committee Member

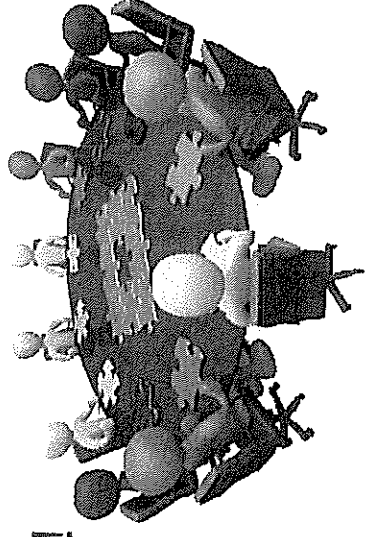
- No authority as individual
- Must work with others
- Always have “hat” on
- More need to understand complex issues
- Must weigh competing concerns
- No expectations of privacy with constituents

# From Candidate to Colleague

## How does MY Committee work?

- Operating Protocols
- Respect for and from colleagues
- Chain of Communication
- Meeting Agendas
- Ongoing goals and issues

Never forget the OPEN MEETING LAW!

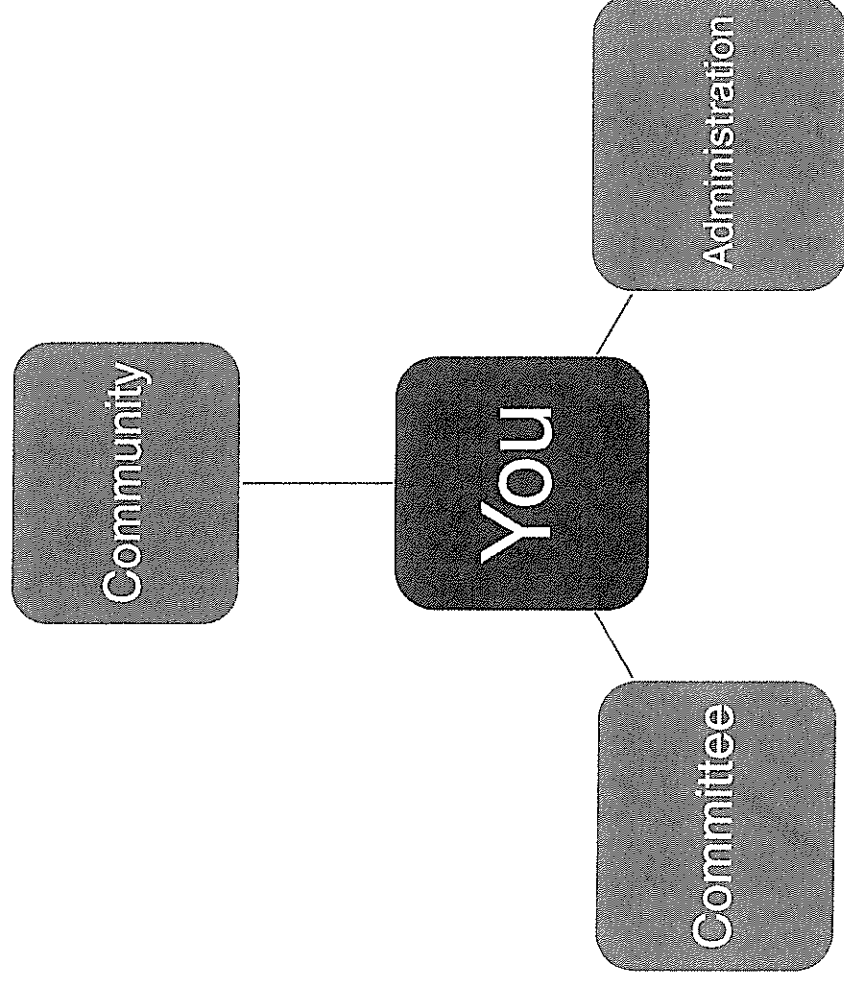




# Keep in mind:

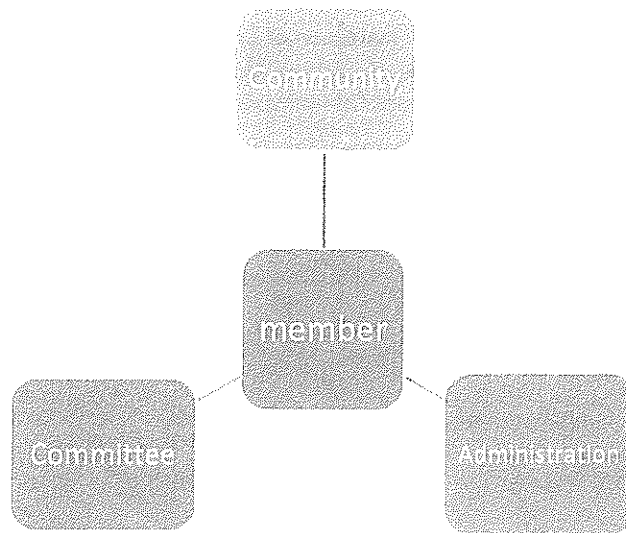
- The oversight of the school district is done by the body of the School Committee, not by individual members.
- The Committee is a governance board which must work as a single entity, even with disagreement.
- The Committee has the responsibility of policing itself to ensure that it is functioning as intended.

# Massachusetts Association of School Committees Code of Ethics



Further questions?

Tracy Novick, [tnovick@masc.org](mailto:tnovick@masc.org)



The superintendent has a  
**SINGLE** boss:

The School Committee  
**AS A BODY**

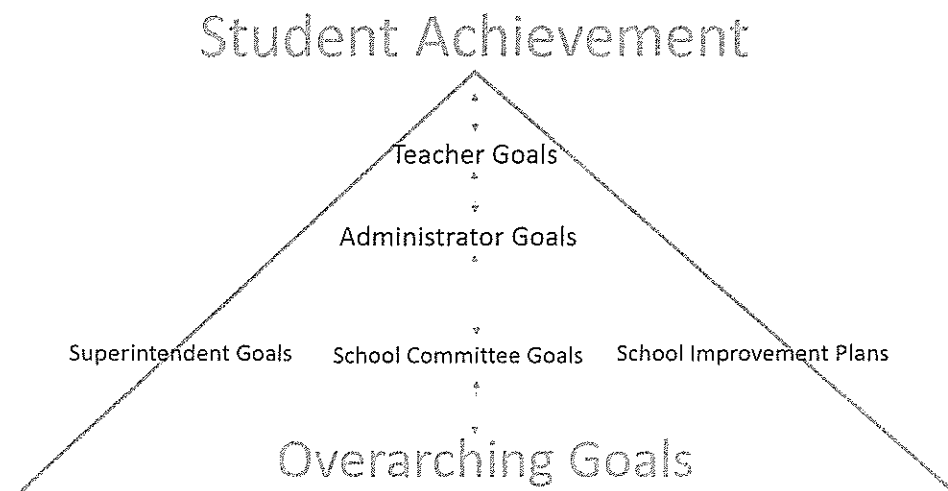
meeting in a properly posted  
public session

As the municipal legislature for schools,  
School Committees:

- ESTABLISH DISTRICT GOALS
- ENACT POLICIES
- APPROVE AND MONITOR THE BUDGET
- HIRE AND EVALUATE THE SUPERINTENDENT

The Committee has the  
responsibility of policing itself to  
ensure that it is functioning as  
intended.

## Open meeting law



### Preamble

The acceptance of a code of ethics implies the understanding of the basic organization of School Committees under the Laws of the Commonwealth of Massachusetts. The oath of office of a School Committee member binds the individual member to adherence to those state laws which apply to School Committees, since School Committees are agencies of the state.

This code of ethics delineates three areas of responsibility of School Committee members in addition to that implied above: community responsibility, responsibility to school administration, and relationships to fellow Committee members.

A School Committee member in their relations with their community should:

Realize that their **primary responsibility** is to the children.

Recognize that their basic function is to be policy making and **not administrative**.

Remember that they are **one of a team** and must abide by, and carry out, all Committee decisions once they are made.

Be well informed concerning the duties of a Committee member on both a local and state level.

Remember that they represents the **entire community** at all times.

Accept the office as a Committee member as means of unselfish service with no intent to "play politics," in any sense of the word, or to benefit personally from their Committee activities.

A School Committee member in their relations with school administration should:

Endeavor to establish sound, clearly defined policies which will direct and support the administration.

Recognize and support the **administrative chain of command** and **refuse to act on complaints as an individual** outside the administration.

Give the chief administrator **full responsibility** for discharging their professional duties and hold him/her responsible for acceptable results.

Refer all complaints to the administrative staff for solution and only discuss them at Committee meetings if such solutions fail.

A School Committee in his/her relations with their fellow Committee members should:

Recognize that action at official meetings is **binding** and that they alone cannot bind the Committee outside of such meetings

Realize that he/she should not make statements or promises of how they will vote on matters that will come before the Committee.

Uphold the intent of executive sessions and **respect the privileged communications** that exists in executive sessions.

Not withhold pertinent information on school matters or personnel problems, either from members of their own Committee or from members of other Committees who may be seeking help or information on school problems

Make decisions only after all facts on a question have been presented and discussed.

PLEASE POST

10/3/2019  
Page 1 of 4

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Superintendent Goals and Evaluation Subcommittee

Thursday, October 3, 2019  
6:30 PM

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

AGENDA:

- I Call to Order
- II Approval of Minutes
- III Professional Practice Goal
- IV Student Learning Goal
- V District Improvement Goals
- VI Public Hearing
- V New Business
- VI Next Meetings
- VII 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, October 7, 2019  
5:45 -6:35 PM

Media Center  
Wachusett Regional High School  
1401 Main Street, Holden

AGENDA:

- I Call to Order
- II Approval of Minutes
- III Staffing Plan Update
- IV 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
- V Amended Policy 6434 Policy Relating to Pupil Services Sexual Harassment
- VI Plan to Review Series 3000 and Series 6000 Policies
- VII Update on Home Assignments
- VIII Old Business
- IX New Business
- X 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*

---

Facilities and Security Subcommittee

Monday, October 7, 2019  
5:45 -6:35 PM

*CHANGE OF TIME*

Media Center  
Wachusett Regional High School  
1401 Main Street, Holden

AGENDA:

- I Call to Order
- II Approval of Minutes
- III Schools Used as Polling Locations – Student Safety/Security
- IV Cybersecurity
- V Road Between Naquag and CTMS - status
- VI Implementation of ALICE District-wide
- VII Capital Projects

---

VIII Turf Field

- Update on Field
- Revolving Account – Field Use

IX SOLECT Solar Project at Rutland Schools - update

X Facility Concerns/Issues

XI Next Meeting

XII New Business

XIII 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

XIV 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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Management Subcommittee

Monday, October 7, 2019  
6:35 PM

Media Center  
Wachusett Regional High School  
1401 Main Street, Holden

AGENDA:

- I Call to Order
- II Approval of Minutes
- III Appointment of Superintendent Negotiating Subcommittee
- IV Next Meetings
- V 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, October 7, 2019  
7:00 p.m.

Media Center  
Wachusett Regional High School  
1401 Main Street, Holden

AGENDA:

Public Hearing

Chair's Opening Remarks

*The Role of School Nurses*

Representation from the Wachusett Regional Nurses Association

Student Representatives' Reports

Superintendent's Report

- Discussion of Report
- Recommendations Requiring Action by the School Committee

Unfinished Business

Secretary's Report

- Approval of 1332<sup>nd</sup> Regular Meeting Minutes of the WRSDC held on 9/16/2019
- Approval of 320<sup>th</sup> Special Meeting Minutes of the WRSDC held on 9/23/2019
- 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
- Motion: To recommend approval of the Superintendent's Goals 2019-2020
- Facilities and Security Subcommittee
- Audit Advisory Board
- Ad-Hoc Subcommittee
- Building Committees

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1. Mountview Building Committee  
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

Monday, October 21, 2019  
6:00 PM

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

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Training Session for Members of the Wachusett Regional School District Committee

Monday, October 21, 2019  
7:00 p.m.

Curriculum Center  
District Central Office  
1745 Main Street, Jefferson

AGENDA:

- I Call to Order
- II Presentation/Training Session
  - Financial Oversight/School Finance*
  - Tracy Novick, Field Director, MASC
- 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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Management Subcommittee

Monday, October 28, 2019  
7:00 PM

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

---

Education Subcommittee

Monday, November 4, 2019  
6:00 PM

Media Center  
Wachusett Regional High School  
1401 Main Street, Holden

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Wachusett Regional School District Committee

Monday, November 4, 2019  
7:00 p.m.

Media Center  
Wachusett Regional High School  
1401 Main Street, Holden

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FY21 Budget Roundtable

Thursday, November 7, 2019  
6:30 p.m.

Holden Senior Center  
1130 Main Street, Holden

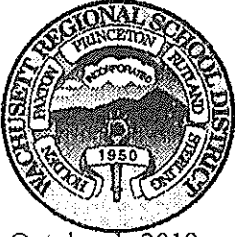
AGENDA:

- I. Call to Order
- II. Introductions
- III. FY21 Budget process, presentation of data, status, and issues
- IV. Budget "Drivers"
- V. 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*

*Holden, Paxton, Princeton, Rutland, Sterling*


*Sent electronically and via USPS*

October 1, 2019

TO: *Member Town Selectboard Chairs*  
Anthony Renzoni, Holden  
Peter Bogren, Paxton  
Karen Cruise, Princeton  
Sheila Dibb, Rutland  
John Kilcoyne, Sterling

*Member Town Finance/Advisory Committee Chairs*  
Paul Challenger, Holden  
Richard Fenton, Paxton  
Wayne Adams, Princeton  
Thomas Ruchala, Rutland  
Joseph Sova, Sterling

*Member Town Administrators*  
Peter Lukes, Town Manager, Holden  
Carol Riches, Town Administrator, Paxton  
Sherry Patch, Town Administrator, Princeton  
Michael Nicholson, Town Administrator, Rutland  
Ross Perry, Town Administrator, Sterling

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

RE: FY21 Budget Roundtable

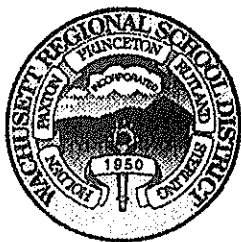
I am writing to you on behalf of the Wachusett Regional School District Committee and District administration to extend an invitation to get together to begin talking about the FY21 budget. We would like to invite one representative from each Member Town Selectboard and one Finance/Advisory Committee member, as well as the five Town Administrators, to join District administration and representatives from the School Committee at the table on Thursday, November 7, 2019, to have a conversation as development of FY21 budgets begins. This roundtable will begin at 6:30 PM and will be held at the Holden Senior Center, 1130 Main Street, Holden.

For planning purposes, we ask that you contact Rebecca Petersen ([rebecca\\_petersen@wrsd.net](mailto:rebecca_petersen@wrsd.net) or 508 829-1670 Ext. 230) to let us know who will be sitting at the table representing your town.

This meeting is open to the public and the meeting space will be set up to accommodate an audience.

cc: Wachusett Regional School District Committee  
Robert Berlo, Deputy Superintendent  
Daniel Deedy, Director of Business and Finance  
Jeff Carlson, Director of Human Resources  
Senator Harriette Chandler  
Representative Kimberly Ferguson  
Senator Anne Gobi  
Representative Harold Naughton  
Senator Dean Tran

DM:rlp



# *Wachusett Regional School District*

*Holden, Paxton, Princeton, Rutland, Sterling*

*Sent electronically and via USPS*

September 4, 2019

State Senator Harriette Chandler  
State Senator Anne Gobi  
Senator Dean Tran

State Representative Kimberly Ferguson  
State Representative Harold Naughton

Dear Senators and Representatives:

I am once again reaching out to you to request additional funding to assist the Wachusett Regional School District with two initiatives this district had undertaken during the summer months. The District is in year three of a 1:1 Chromebook initiative at our 2,000+ student high school. The past two years (school years 2017-2018 & 2018-2019), our district has provided incoming freshmen with Chromebooks to be used their four years as Wachusett Regional High School students. Moving forward, the District made the decision to provide Chromebooks to incoming freshmen who started their Wachusett high school careers in August 2019, and we will also be providing students in the class of 2020, incoming seniors, with Chromebooks for use their final year as Wachusett students. Distribution of these Chromebooks has been completed and we are all very excited about moving this technology initiative forward and being able to put Chromebooks in the hands of all Wachusett Regional High School students. With the ever increasing use of technology in the teaching and educating of students, having all high school students outfitted with technology is imperative for the education of all students at the high school level. I am again asking for your support to help finance this one-time expense for the WRSD, a \$90,000 purchase of Chromebooks for the Wachusett Regional High School Class of 2020.

The second exciting summer project at our high school is the replacement of the 13 year old turf field at 1401 Main Street in Holden. Installation of the turf field is almost complete, just in time for the start of the new school year and the fall sports season. The cost of the new turf field is approximately \$440,000, being partially funded through use of the District's Excess and Deficiency funds in the amount of \$250,000. I wish to request state assistance that would help cover the additional District expense of \$190,000, the balance due upon completion of the installation of the turf field.

Thank you for any consideration and support you are able to give to these requests and always know your continued support of this district is very much appreciated.

Sincerely,

A handwritten signature in dark ink, appearing to read "Darryll McCall".

Darryll McCall, Ed.D.  
Superintendent of Schools

cc: Wachusett Regional School District Committee  
Member Town Administrators  
Member Town Finance Committees/Advisory Committee  
Daniel Deedy, Director of Business and Finance

DM:rlp



Attachment 4  
October 4, 2019

THE GENERAL COURT OF MASSACHUSETTS  
STATE HOUSE, BOSTON 02133-1053

September 20, 2019

Superintendent Darryll McCall  
1745 Main Street  
Jefferson, MA 01522

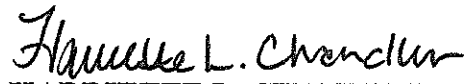
Dear Superintendent McCall,


We are in receipt of your letter dated September 4, 2019, regarding requests for supplemental budget funding for certain Wachusett Regional School District projects, and understand your desire to provide the highest quality education possible to all of your students. However, this is not the type of request that would be approved in any supplemental budget, particularly given our recent completion of the full FY2020 budget, which included numerous projects from each member's district.


As always, we appreciate the work that you, the administrators, teachers, and staff do every single day to ensure that our students receive a high quality education, and are proud of our district. We look forward to continuing our dialogue with you and to our collaborative relationship.


Please do not hesitate to contact us in the future with questions, comments, concerns, or if we can be of further assistance.


Sincerely,

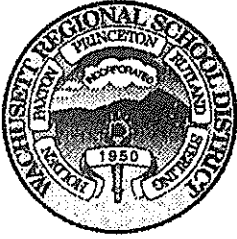
  
**HARRIETTE L. CHANDLER**  
State Senator  
First Worcester District

  
**ANNE M. GOBI**  
State Senator  
Worcester, Hampden, Hampshire &  
Middlesex

  
**DEAN A. TRAN**  
State Senator  
Worcester and Middlesex

  
**HAROLD P. NAUGHTON JR.**  
State Representative  
12<sup>th</sup> Worcester District

  
**KIMBERLY N. FERGUSON**  
State Representative  
1<sup>st</sup> Worcester District



# *Wachusett Regional School District*

*Holden, Paxton, Princeton, Rutland, Sterling*

*Sent electronically and via USPS*

September 20, 2019

State Senator Harriette Chandler  
State Senator Anne Gobi  
Senator Dean Tran

State Representative Kimberly Ferguson  
State Representative Harold Naughton

Dear Senators and Representatives:

It is with extreme appreciation and gratitude that I learned of the state Legislature's movement to address the inequities in the education funding formula by bringing forward the *Student Opportunity Act*. The investment of new dollars for public education across our Commonwealth to address recommendations made by the Foundation Budget Review Commission will help Massachusetts remain an educational leader in the nation.

The proposed increase in Chapter 70 aid, the expansion of Circuit Breaker reimbursement to include out-of-District transportation costs, and the increase in the spending cap for MSBA school building projects will all greatly benefit this district. As you are aware, Wachusett Regional School District is a very high performing school district which spends very low per pupil dollars on the 7,200 students in our schools. With additional state funds, I am certain that this successful and high achieving district can provide our deserving students and staff with even more success and achievements. Similar to all districts across the state, Wachusett depends on Circuit Breaker reimbursement to help address expenses associated with educating our special education students and to be able to include the cost of transportation for these students will significantly benefit this district. Lastly, three of the towns in our district are seeing increases in building and town population, which will result in more students attending Wachusett schools, Holden elementary schools in particular. This district, in conjunction with the Town of Holden, will begin the process of addressing this potential need and I am planning to submit a Statement of Interest (SOI) to the MSBA early in 2020. With the additional allocation of MSBA funds, I am hopeful our addressing the ever expanding class sizes in Holden can happen sooner than later.

I am fully aware of your commitment to the Wachusett Regional School District and I know it goes without saying that your support of this important piece of legislation will be greatly appreciated by all Wachusett stakeholders. On behalf of this district and all schools and districts across the state, thank you for the hard work you do on a daily basis.

Sincerely,

Darryll McCall, Ed.D.  
Superintendent of Schools

cc: Wachusett Regional School District Committee  
Member Town Administrators  
Member Town Finance Committees/Advisory Committee  
Daniel Deedy, Director of Business and Finance

DM:rlp



**WILLIAM JAMES  
COLLEGE**

**INTERFACE Referral Service**



Where can you learn about  
Mental Health Resources in or  
near your community?

How can you access Mental  
Health Services?

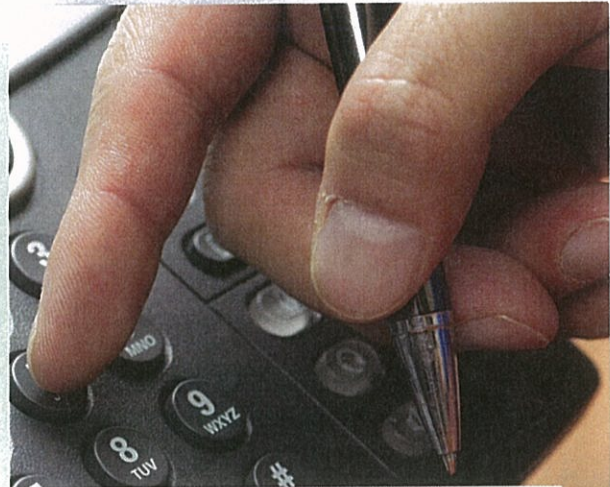
**Find answers at the William  
James College INTERFACE  
Referral Service**

**[interface.williamjames.edu](http://interface.williamjames.edu)**

Resource Information  
Provider Referrals



Call the **INTERFACE®**  
**Helpline** at **1-888-244-6843**  
Monday–Friday 9:00 am–5:00 pm  
to consult with a mental health  
professional about resources  
and/or receive personalized,  
matched referrals.



**WILLIAM JAMES  
COLLEGE**

**INTERFACE Referral Service**





**WILLIAM JAMES  
COLLEGE**

**INTERFACE Referral Service**

## Wondering About Mental Health Services?

- What services exist in and around your community?
- How do you navigate the mental health system in Massachusetts?
- Where can you find information about topics related to mental health?

## Find answers at the William James College INTERFACE Referral Service

[interface.williamjames.edu](http://interface.williamjames.edu)

William James College INTERFACE Referral Service works to increase awareness of mental health issues impacting children, families, and adults and to facilitate access to appropriate services. Visit the website to learn more about anxiety, depression, divorce, substance abuse, suicide and much more. In addition, helpline services are available in:

Paxton

## Call the William James College INTERFACE Helpline

**888-244-6843** for resource information and/or provider referrals from a mental health professional.

INTERFACE® is a program of William James College and works in collaboration with the Massachusetts Child Psychiatry Access Project (MCPAP), the Massachusetts Department of Mental Health, and the Massachusetts Department of Public Health Suicide Prevention Program. Contact [info@williamjames.edu](mailto:info@williamjames.edu) to learn more about the William James College INTERFACE® Referral Service, including how to bring valuable helpline services to your community.

Resource  
Information

Provider  
Referrals





# WILLIAM JAMES COLLEGE

## INTERFACE Referral Service

### What to Expect When You Call the Helpline

INTERFACE is a mental health resource and referral Helpline that our community has contracted with to help children, adults and families become connected with mental health and wellness resources. Below, please find some information about what you can expect when you call the INTERFACE referral Helpline and are working through the referral process.

- Intake- When you call, you will speak with a resource and referral counselor and you will be asked to complete a confidential intake. You will be asked for some basic contact information, information about yourself or your child, your insurance information, your or your child's availability to meet with someone, and general information about what you are concerned about. The length of time to complete the intake varies but should take about 15-20 minutes.
- Making a match- After the intake is completed, you will be assigned a case number for use as your reference in calls with INTERFACE. This is to protect your confidentiality. INTERFACE counselors begin a search for a match by utilizing a tailored search process in the database, as well as other resources to find the service you have requested. You can expect that your resource and referral counselor will be in touch with you in the first few business days after your call to update you on the status.
- Providing matches- Once a match has been identified, an INTERFACE counselor will call you and/or email you the information including the provider's name, credentials, location, and phone number. The INTERFACE counselor may also provide links to guides on our website that may be helpful, including information about how to choose a mental health provider. The INTERFACE Referral Helpline is committed to making a match within two weeks of receiving the intake, and counselors usually provide you with 2-3 matches.
- Following-Up- After you have received the matches, one of the INTERFACE counselors will follow up with you within 2 weeks to see if you have been able to connect with the provider(s), and if so, how it is going. INTERFACE Referral Helpline is committed to honoring your voice and choice, and will follow-up with you until you feel you have found a successful match. The number of times you receive a follow-up may vary depending on how quickly a match is made.
- Closing a referral- Once you feel you have found a successful match, the INTERFACE referral counselor will close the referral process with you. However, if you need additional support in the future for other referrals or if the match does not work out for some reason, please know that you can always call the Helpline again.

Throughout the process, the Helpline is available to you from Monday through Friday from 9am to 5pm, and if you do not reach a person when you call, please leave a message as we do check it regularly and return calls very quickly. All you will need to reference is your case number, and anyone who answers will be able to provide you with information, update you about your referral, or assist you. Please review the very extensive website at <http://interface.williamjames.edu/> for additional information.

Class Size Summary

Attachment 7  
October 4, 2019

	K	1	2	3	4	5	6	7	8	
Davis Hill	14	19	17	23	25	20	18	22	19	Mountview
	15	20	17	23	26	20	19	23	21	
	15	21	17	24	27	21	20	23	21	
	16	21	18	24		22	20	23	22	
							21	23	23	
Dawson	18	22	23	21	20	21	21	23	23	
	20	22	23	22	21	22	21	23	23	
	20	23	24	23	21	22	22	24	23	
	20	24		23	21	23	22	24	24	
							23	24	24	
Mayo	15	20	18	22	22	21	23	25	24	
	15	20	18	23	23	22	25	25	25	
	16	21	19	24	23	23				
	17	21	21	24	23	25				
Naquag Glenwood	19	22	19	18	22	21	15	16	15	Central Tree
	19	22	20	19	23	22	15	16	16	
	20	22	20	19	23	22	16	16	16	
	21	22	20	20	24	23	17	17	16	
	21	23	20	20	24	23	17	17	16	
				20	24		18	17	17	
								18	17	
Houghton	19	18	21	18	19	21	17	14	18	Chocksett
	19	19	22	19	20	22	17	15	19	
	19	19	22	19	20	23	18	15	19	
		19			21		19	16	19	
							19	16	20	
Paxton	22	19	16	25	20	20	21	20	21	Paxton
	22	19	17	26	23	20	21	21	24	
						22	22	23	24	
Thomas Prince	19	16	19	27	18	25	22	23	19	Thomas Prince
	24	13	19	27	19	25	24	23	22	
Total	9	16	11	13	12	8	2	5	6	82
Average size	18.5	20	20	22	22	23				



## Superintendent Goal Plan 2019-2020 - DRAFT 10/03/2019

Educator—Name/Title: Darryll McCall, Ed.D, Superintendent

Primary Evaluator—Name/Title: WRSDC

Check all that apply    ☒ Proposed Goals    ☐ Final Goals    Date: 10/07/2019

A minimum of one student learning goal and one professional practice goal are required. **Team goals must be considered** per [603 CMR 35.06\(3\)\(b\)](#). Attach pages as needed for additional goals or revisions made to proposed goals during the development of the Educator Plan.

<b>Student Learning Goal</b> <i>Check whether goal is individual or team; write team name if applicable.</i>	<b>Professional Practice Goal</b> <i>Check whether goal is individual or team; write team name if applicable.</i>
<p>Individual <input checked="" type="checkbox"/> Team: Superintendent, Deputy Superintendent, Principals</p> <p>- By June 2020, the Superintendent will establish vision for a homework philosophy and align practice to ensure a more consistent application of homework protocols across district.</p> <p><b>Rationale</b> - Developing consistent practices and protocols around homework is a longstanding need for the District and has been an issue that building level administrators have been grappling with.</p> <p><b>Alignment</b> - This goal aligns with Domains 2, 3 and 5 of the WRSD Strategic Plan and Standard 1: Instructional Leadership</p>	<p>Individual <input checked="" type="checkbox"/> Team: Superintendent, Deputy Superintendent</p> <p>- The Superintendent, by leading professional learning experiences focused on the development of culturally proficient knowledge and skills, will ensure administrators share his vision for the Wachusett district and are consistent in their practice</p> <p><b>Rationale</b> - This goal expands the superintendent's 2018-19 goal of development of induction program for new administrators in the district, with the goal of ensuring there is consistency in values and vision across building and central office leadership, which will ultimately increase productivity of central office.</p> <p><b>Alignment</b> - This goal aligns with Domains 1 and 5 of the WRSD Strategic Plan and Standard 1: Instructional Leadership</p>

<b>District Improvement Goal</b> <i>Check whether goal is individual or team;  write team name if applicable.</i>	<b>District Improvement Goal</b> <i>Check whether goal is individual or team;  write team name if applicable.</i>
<p>Individual  <input checked="" type="checkbox"/> Team: Superintendent, Central office administration, Town Administrators</p> <ul style="list-style-type: none"> <li>- By June 2020, the superintendent will develop a 10 year plan of action to address enrollment trends throughout the district</li> </ul> <p><b>Rationale</b> - A review of all school sites is necessary as the five towns experience either growth or declining enrollments.</p> <p><b>Alignment</b> - This goal aligns with Domains 1 and 3 of the WRSD Strategic Plan and Standard I: Instructional Leadership and Standard II: Management and Operations</p>	<p>Individual  <input checked="" type="checkbox"/> Team: Superintendent, Central office administration, building principals</p> <ul style="list-style-type: none"> <li>- By April 2020, the superintendent will update the Bullying Prevention and Intervention Plan (BPIP), working with the administrative team, educators and the community in the process.</li> </ul> <p><b>Rationale</b> - An update of the BPIP must be conducted to provide support and training for educational purposes for staff and students.</p> <p><b>Alignment</b> - This goal aligns with Domain 5 of the WRSD Strategic Plan and Standard II: Management and Operations and Standard III: Family and Community Engagement.</p>

**S.M.A.R.T.:** **S**=Specific and Strategic; **M**=Measurable; **A**=Action Oriented; **R**=Rigorous, Realistic, and Results-Focused; **T**=Timed and Tracked



## Administrator Plan Form DRAFT (10/07/2019)

Administrator —Name/Title: Darryll McCall, Ed.D., Superintendent

Primary Evaluator—Name/Title: WRSDC

### Student Learning Goal

*Check whether goal is individual or team; write team name if applicable.*

Individual

x Team:

- By June 2020, the Superintendent will establish vision for a homework philosophy and align practice to ensure a more consistent application of homework protocol across district

### Student Learning Goal(s): Planned Activities

*Describe actions the educator will take to attain the student learning goal(s).  
Activities may apply to individual and/or team. Attach additional pages as needed.*

Action	Supports/Resources from School/District <sup>1</sup>	Timeline or Frequency
<ul style="list-style-type: none"><li>• Homework practices reviewed by school</li></ul>	<ul style="list-style-type: none"><li>• School administrative team</li><li>• Superintendent/District level administration</li></ul>	<ul style="list-style-type: none"><li>• 10/2019</li></ul>
<ul style="list-style-type: none"><li>• Meet with principals monthly during Principal Leadership Team meetings and lead discussions on homework</li></ul>	<ul style="list-style-type: none"><li>• Superintendent/District level administration</li><li>• The Homework Myth</li><li>• Various articles on homework</li></ul>	<ul style="list-style-type: none"><li>• 11/2019</li></ul>
<ul style="list-style-type: none"><li>• Homework survey developed for parents/guardians, teachers, and building level administration</li></ul>	<ul style="list-style-type: none"><li>• Superintendent/District level administration</li><li>• School administrative team</li></ul>	<ul style="list-style-type: none"><li>• 12/2019</li></ul>

<ul style="list-style-type: none"> <li>• Survey conducted with teachers and administrators</li> </ul>	<ul style="list-style-type: none"> <li>• School administrative team</li> <li>• Superintendent/District level administration</li> <li>• Teachers</li> </ul>	<ul style="list-style-type: none"> <li>• 12/2019</li> </ul>
<ul style="list-style-type: none"> <li>• Survey conducted with parents/guardians</li> </ul>	<ul style="list-style-type: none"> <li>• School administrative team</li> <li>• Superintendent/District level administration</li> </ul>	<ul style="list-style-type: none"> <li>• 2/2020</li> </ul>
<ul style="list-style-type: none"> <li>• Survey results reviewed and data are analyzed</li> </ul>	<ul style="list-style-type: none"> <li>• Superintendent/District level administration</li> <li>• School administrative team</li> </ul>	<ul style="list-style-type: none"> <li>• 3/2020</li> </ul>
<ul style="list-style-type: none"> <li>• Protocols on homework defined and shared vision established</li> </ul>	<ul style="list-style-type: none"> <li>• Superintendent/District level administration</li> <li>• School administrative team</li> </ul>	<ul style="list-style-type: none"> <li>• 4/2020</li> </ul>

\*Additional detail may be attached if needed.



Educator—Name/Title: Darryll McCall, Ed.D., Superintendent

## Administrator Plan Form

### Professional Practice Goal

*Check whether goal is individual or team; write team name if applicable.*

Individual

X Team:

- The Superintendent, by leading professional learning experiences focused on the development of culturally proficient knowledge and skills, will ensure administrators share his vision for the Wachusett district and are consistent in their practice

### Professional Practice Goal(s): Planned Activities

*Describe actions the educator will take to attain the professional practice goal(s). Activities may apply to individual and/or team. Attach additional pages as needed.*

Action	Supports/Resources from School/District <sup>1</sup>	Timeline or Frequency
<ul style="list-style-type: none"><li>• Meet with principals monthly during Principal Leadership Team meetings and lead discussions on cultural proficiency</li></ul>	<ul style="list-style-type: none"><li>• DESE: Strategies for Cultural Proficiency</li><li>• Project Implicit Bias/Harvard</li><li>• Unconscious Bias in Schools</li><li>• Superintendent/District level administration</li></ul>	<ul style="list-style-type: none"><li>• 10/2019 through 06/2020</li></ul>
<ul style="list-style-type: none"><li>• Principals take Implicit Bias survey</li></ul>	<ul style="list-style-type: none"><li>• Project Implicit Bias/Harvard</li></ul>	<ul style="list-style-type: none"><li>• 10/2019</li></ul>
<ul style="list-style-type: none"><li>• Book Study: Unconscious Bias in Schools</li></ul>	<ul style="list-style-type: none"><li>• Book: Unconscious Bias in Schools</li></ul>	<ul style="list-style-type: none"><li>• 10/2019 through 02/2020</li></ul>

<sup>1</sup> Must identify means for educator to receive feedback for improvement per [603 CMR 35.06\(3\)\(d\)](#).

<ul style="list-style-type: none"> <li>• Final survey to gauge understanding of consistency around cultural proficiency</li> <li>• Information shared with SC around principals implementation plans</li> </ul>	<ul style="list-style-type: none"> <li>• Survey conducted</li> <li>• Development of projected plan of next steps</li> </ul>	<ul style="list-style-type: none"> <li>• 02/2020</li> <li>• 04/2020</li> </ul>
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## Administrator Plan Form

Educator—Name/Title: Darryll McCall, Ed.D., Superintendent

Primary Evaluator—Name/Title: WRSDC

### District Improvement

*Check whether goal is individual or team; write team name if applicable.*

Individual

x Team:

- By June 2020, the superintendent will develop a 10 year plan of action to address enrollment trends throughout the district.

### District Improvement Goal: Planned Activities

*Describe actions the educator will take to attain the student learning goal(s).  
Activities may apply to individual and/or team. Attach additional pages as needed.*

Action	Supports/Resources from School/District <sup>1</sup>	Timeline or Frequency
<ul style="list-style-type: none"><li>• Review staffing needs through staffing plan</li></ul>	<ul style="list-style-type: none"><li>• Review materials</li><li>• School administrators</li><li>• Superintendent/District level administration</li></ul>	<ul style="list-style-type: none"><li>• 10/2019</li></ul>
<ul style="list-style-type: none"><li>• Meet with local officials to discuss learning spaces</li></ul>	<ul style="list-style-type: none"><li>• Superintendent/District level administration</li><li>• Town officials</li></ul>	<ul style="list-style-type: none"><li>• 10/2019</li></ul>
<ul style="list-style-type: none"><li>• Review NESDEC and other relevant documentation pertaining to current and projected enrollments</li></ul>	<ul style="list-style-type: none"><li>• Review materials</li><li>• Superintendent/District level administration</li><li>• Building principals</li></ul>	<ul style="list-style-type: none"><li>• 11/2019</li></ul>
<ul style="list-style-type: none"><li>• Assess building capacity by town</li></ul>	<ul style="list-style-type: none"><li>• School administrators</li><li>• Superintendent/District level administration</li></ul>	<ul style="list-style-type: none"><li>• 1/2020</li></ul>



<ul style="list-style-type: none"> <li>• Meet with local officials to discuss findings</li> </ul>	<ul style="list-style-type: none"> <li>• Local officials</li> <li>• Superintendent/District level administration</li> </ul>	<ul style="list-style-type: none"> <li>• 3/2020</li> </ul>
<ul style="list-style-type: none"> <li>• Preliminary findings shared with SC</li> </ul>	<ul style="list-style-type: none"> <li>• Superintendent/District level administration</li> </ul>	<ul style="list-style-type: none"> <li>• 4/2020</li> </ul>
<ul style="list-style-type: none"> <li>• Plan completed and shared and presented</li> </ul>	<ul style="list-style-type: none"> <li>• Superintendent/District level administration</li> </ul>	<ul style="list-style-type: none"> <li>• 6/2020</li> </ul>

\*Additional detail may be attached if needed.



## Administrator Plan Form

Educator—Name/Title: Darryll McCall, Ed.D., Superintendent

Primary Evaluator—Name/Title: WRSDC

### District Improvement

*Check whether goal is individual or team; write team name if applicable.*

Individual

x Team:

- By April 2020, the superintendent will update the Bullying Prevention and Intervention Plan (BPIP), working with the administrative team, educators and the community in the process.

### District Improvement Goal: Planned Activities

*Describe actions the educator will take to attain the student learning goal(s).  
Activities may apply to individual and/or team. Attach additional pages as needed.*

Action	Supports/Resources from School/District <sup>1</sup>	Timeline or Frequency
<ul style="list-style-type: none"><li>• BPIP is reviewed</li></ul>	<ul style="list-style-type: none"><li>• Superintendent/District level administration</li><li>• School administration</li><li>• Teachers</li></ul>	<ul style="list-style-type: none"><li>• 10/2019</li></ul>
<ul style="list-style-type: none"><li>• BPIP review committee established</li></ul>	<ul style="list-style-type: none"><li>• Superintendent/District level administration</li><li>• School administration</li><li>• Teachers</li><li>• Parents/guardians</li><li>• School Committee</li><li>• Police/Fire</li></ul>	<ul style="list-style-type: none"><li>• 11/2019</li></ul>
<ul style="list-style-type: none"><li>• BPIP committee meets to review plan and make recommendations</li></ul>	<ul style="list-style-type: none"><li>• BPIP committee</li></ul>	<ul style="list-style-type: none"><li>• 11/2019 to 3/2020</li></ul>

<ul style="list-style-type: none"> <li>Updated BPIP completed and shared, including details of proposed rollout</li> </ul>	<ul style="list-style-type: none"> <li>Superintendent/District level administration</li> </ul>	<ul style="list-style-type: none"> <li>04/2020</li> </ul>
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\*Additional detail may be attached if needed.

**This Educator Plan is “designed to provide educators with feedback for improvement, professional growth, and leadership,” is “aligned to statewide Standards and Indicators in 603 CMR 35.00 and local Performance Standards,” and “is consistent with district and school goals.”** (see [603 CMR 35.06 \(3\)\(d\)](#) and [603 CMR 35.06\(3\)\(f.\)](#))

Signature of Evaluator \_\_\_\_\_ Date \_\_\_\_\_

Signature of Educator\* \_\_\_\_\_ Date \_\_\_\_\_

\* As the evaluator retains final authority over goals to be included in an educator's plan (see [603 CMR 35.06\(3\)\(c\)](#)), the signature of the educator indicates that he or she has received the Goal Setting Form with the “Final Goal” box checked, indicating the evaluator's approval of the goals. The educator's signature does not necessarily denote agreement with the goals. Regardless of agreement with the final goals, signature indicates recognition that “It is the educator's responsibility to attain the goals in the plan and to participate in any trainings and professional development provided through the state, district, or other providers in accordance with the Educator Plan.” (see [603 CMR 35.06\(4\)](#))

## Press Release

October 2019

The Thomas Prince School in Princeton, MA, has once again been selected to host the Wreaths Across America Convoy on Monday, December 9, 2019 starting at 5:00PM. We kindly ask that you save this date and join us in welcoming the Wreaths Across America (WAA) organization to Princeton. This convoy will be traveling from Harrington, Maine to Arlington National Cemetery making stops at schools, veterans homes, and military bases along the way.

Wreaths Across America became a non-profit organization in 2007 and has a simple mission of **Remember** the fallen, **Honor** those that serve, and **Teach** the next generation about the value of freedom. In 2018, WAA and its national network of volunteers placed nearly 2 million veterans' wreaths at over 1,600 locations in all 50 US states, at sea and abroad.

This year's Wreaths Across America theme is: **Everyone Plays a Part.** In preparation for our 2019 ceremony, we are seeking monetary donations to help defray the cost of hosting the 200 volunteers, twelve tractor trailer trucks full of wreaths, escort vehicles and many first responders and support staff. It is our hope that you will play a part in this mission to **Remember, Honor and Teach.**

Donations may be mailed to: Thomas Prince School

Attn. Mary Cringan

170 Sterling Road

Princeton, MA 01541

Questions may be directed to: [mcringan@gmail.com](mailto:mcringan@gmail.com) and checks made payable to Mary Cringan



## Summary of Principals' Reports – October 2019

Topic: *The start of the 2019-2020 school year.....*

### **Early Childhood Center**

We are off to a great start this school year at the Early Childhood Center. Children and families are learning routines, getting to know friends and teachers, and we are beginning to grow as a community. This month, the Friends of ECC (our PTO group) hosted a sensory-friendly dance party. Everyone had a great time dancing and singing along to their favorite songs. The next PTO meeting is scheduled for October 9<sup>th</sup> at 6:00 PM.

Our preschool teachers have been visiting kindergarten classrooms across the District over the past several weeks. We will open our doors to kindergarten teachers to observe our preschool classrooms moving forward. We hope to use these visits as a starting point for more discussion regarding the transition from preschool to kindergarten.

**Know Your School Night** is scheduled for October 15<sup>th</sup> at 6:00 PM. This is a great opportunity to see your child's classroom and learn about our preschool curricula, and classroom-based themes and activities. Parent conferences will be scheduled for Thursday, October 24<sup>th</sup>. Teachers will be sending out information regarding scheduling within the next few weeks.

Submitted by Andrea Ostrosky, Principal

### **Davis Hill Elementary School**

The first few weeks of the school year have been a great success at Davis Hill overall! The entry to school was supported with communication and events prior to the school year beginning. For example, our Open House was held on Thursday, August 22<sup>nd</sup>. During the Open House, our students and their families had the opportunity to visit their classrooms and tour the building in preparation for the first day. During the Open House, we also held a new family orientation and a 'Kindergarten Playdate'. These opportunities provide our students and their families with the ability to gain some comfort with the school environment and procedures prior to starting school. Of course, our communication with the Davis Hill Community begins much earlier in August via School Messenger and Community Updates.

The first day of school went smoothly as the community was aware of the entry plan for all students (including a drop in-day for kindergarten which was a new procedure for us at Davis Hill), and our staff supported kindergarten/first grade and new students in finding their classrooms and feeling comfortable in their new surroundings. In order to ensure that students felt safe, supported, and comfortable while adjusting back to school, support staff were concentrated in the front of the building and the main foyer during entry for the first five days of school. Support staff and administration were also highly concentrated and visible in the cafeteria and outside during recess times during the first few days (and following weeks) of school as we worked to build our routines and structures for these times of the day. This concentration of staff helps to ease our students' transition to school, enhances their sense of safety and supports their ability to

quickly adapt to routines and expectations. It should also be noted that our busses at Davis Hill ran very close to on-time on the first two days of school and have been highly efficient generally speaking at this point. We are highly appreciative of the support from Central Office staff and AA Transportation for this support.

Over the first few weeks of the school year, I am proud of the work that our staff has done to prepare their classrooms and their planning for the beginning of the school year. At Davis Hill we emphasize the relationship (student-student, teacher-student, teacher-teacher, teacher-family, etc.) as the most important part of the educational process. And this year, as in past years, I am impressed at how well our teachers are able to balance building relationships and creating strong, secure learning environment and classroom communities, while also assessing, reviewing and beginning to integrate high quality instruction. As an administrator, I feel a high degree of gratitude for the work that our staff does to ensure a great start to the school year.

During the first few weeks of school, administration supports classroom teachers and paraprofessionals in ensuring that students are aware of our expectations. See below for a general review of our focus:

- **1. Emotional Safety/ Communication:** Our communication (words, our body language, texting/writing) is expected to be kind/respectful. We are expected to communicate (even if there is a problem or disagreement) in a way where everyone is respected and maintains their dignity. We understand that problems will arise (this is inevitable); however, we agree to use effective problem solving strategies (including getting help from an adult to support mediation) when needed. Name calling, gossip, bullying etc. are not acceptable.
- **2. Physical Safety:** We are all responsible for keeping each other safe. We keep our hands and feet to ourselves. We walk in the hallways and keep to the right side of the hallway. We use the playground areas as expected (walking in the mulch areas/one at a time on the equipment). We do not share food. We stay seated on the bus/etc.

The Holden Fire Department visited during the first three days of school to support our school in conducting a fire drill. Davis Hill staff and students did an outstanding job of following procedures for exiting the building in a safe manner. As principal, I have met with representatives from HFD and HPD and have worked together on our building Emergency Operations Plan. We have also discussed next steps related to ALICE training and safety drills. In addition, AA Transportation Company supported Davis Hill during our Bus Evacuation Drill earlier this year. This also went well and we are appreciative of the support of the bus company in helping to ensure our students know how to properly evacuate a bus in case of emergency.

Our core academic schedule is running smoothly. We continue to work towards building further capability in our staff for lesson/unit planning, with a focus on differentiating instruction, ensuring a W.I.N. block (What I Need), pre/post assessment of skill focused objectives and mechanisms in place to monitor student progress.

We are fortunate to continue to have the support of the Davis Hill PTA who have been instrumental in supporting our technology infrastructure. We have added one more Chromecart to our inventory, which brings our total to 7 Chromecarts building wide. Students are certainly utilizing our technology as a part of their day-to-day instruction more so than ever.

Throughout the beginning of the school year, I have maintained communication with Davis Hill families via School Messenger emails, Weekly Updates, and social media posts. Our School Council has met once in September, and our next meeting will be scheduled for October where we will focus reviewing our annual plan as a part of our SIP.

The first month of school at Davis Hill has been successful due to the hard work and preparation support from our Davis Hill staff and community, as well as the Central Office staff and the transportation companies.

Submitted by Jay Norton, Principal

### **Dawson Elementary School**

At the end of August, the PTA sponsored a Back to School Family Picnic. Many families came out to listen to music, participate in activities, and to have dinner. The children were laughing and moving throughout the night. What a wonderful tradition!

On Monday, August 26<sup>th</sup>, Dawson welcomed all of its staff and teachers back for the start of a new school year. Teachers and staff began their day at the high school and then returned to Dawson for a day of learning. The theme this year was called R.E.C.E.S.S. – Relationships, Expectations, Compassion, Extraordinary Experiences, Service, Self- Care.

Dawson had a second professional development opportunity on September 26<sup>th</sup>, which targeted school safety protocols and ALICE training. The fire department and police department participated in this training along with all staff including food service people and custodians.

The Dawson library is 100% facilitated and run by parent volunteers who welcome the opportunity to highlight reading and literacy and to have the opportunity to volunteer during their student's library time. Each volunteer has the opportunity to read a book to a class and help each student find and check out a book to bring home. All Dawson library books are donated by parents. Dawson looks forward to hosting a Scholastic Book Fair in December, proceeds to benefit the Dawson library.

Two separate curriculum nights were held during the month of September. On Thursday, September 12<sup>th</sup>, the Dawson school welcomed all Kindergarten parents for an evening presentation by our Kindergarten team and Dawson staff. On Tuesday, September 24<sup>th</sup>, Dawson welcomed all parents and their students to a Grade 1-5 Open House Curriculum night. The students were welcomed at this event, to provide the opportunity for students to take a leadership role in introducing their teacher, showing their parent their new classrooms and giving them a tour of the school. Student coursework was displayed in

the classroom and parents were provided information about the upcoming academic year. Both evenings had a tremendous turnout and were well received by all who participated.

On Saturday September 28, 2019, about twenty staff members participate in a community service project in Holliston, MA. Through the organization, Habitat for Humanity, we helped build a house. The staff worked on the outside of the house installing siding. It was a fantastic day of team building.

From recent research, more than one in five students reports being bullied at school each year. From name calling, being made fun of, threatened or physically harmed, children who are picked on by bullies find that it can be fearful or emotionally damaging to go to school. Here at Dawson we take bullying very seriously. This month there are many activities planned to include a bully prevention talk by a representative from the District Attorney's office, interactive read alouds on kindness, and at the end of October a school-wide assembly on kindness and unity.

Submitted by Melissa Wallace, Principal

### **Mayo Elementary School**

Mayo School had a great start to the school year. Before the students arrived, the staff came together for some planning and training, focused on a theme of "Soaring to New Heights." We held a first day of school welcome back assembly and teams of staff burst through banners they had created while high fiving kids and dancing to their individual "walk up" songs. The students were so excited to cheer for their teachers, participate in a countdown to the start of the school year, and watch as confetti cannons were set off.

After our Universal Design for Learning professional development last year and book study this summer, many teachers across the building have begun to rethink how they design lessons, incorporating UDL components such as choice, self-assessment, and collaboration. They are excited to learn more about UDL this year during scheduled professional development sessions. We have a team participating in year two of the S3 Academy, focusing on systemic student support, as a result of a grant that we received last year. Teams will be devoting time to discussing different developmental domains, including attendance, mental and physical health, behavior, and family environment; we will be looking at the whole child to help each student be successful academically. We were also the lucky recipients of an early literacy grant from DESE that focuses on writing. We have a K-3 team that will be doing the work on this grant and then sharing what they learn with the rest of the school.

Submitted by Liz Garden, Principal

### **Mountview Middle School**

We had a smooth and orderly start to our school year. Our facility was clean and in working order, and student schedules were accurate. Student assemblies were held during the first week of school to welcome students and faculty members to the new school year. At those assemblies we took time to review school policies including bullying, student social media/"digital footprints", and our expectations for the year ahead. We also encouraged students to become more involved in the Mountview Middle

School community by participating in one of our many clubs, sports or organizations and discussed the many ways that we recognize the great things that our students do within the academic and extracurricular setting. Curriculum Nights were held for all three grades on different nights. Teachers were given preliminary MCAS data in late August and early September and work is currently underway to identify specific areas of improvement for their respective grade level and subject area. We utilized our first half day professional development day on September 26<sup>th</sup> to review components of ALICE and are working closely with the Holden Police and Fire Departments to ensure all constituencies are following the same response and action plan.

Submitted by Erik Githmark, Principal

### **Paxton Center School**

On the first day of school the entire faculty/ staff enjoyed a family style luncheon catered by our own PCS cafeteria staff. Our theme for the day involved re-visiting the Paxton Center School 3 r's: Respectful, Responsible and Reliable. We looked at a PBIS model example, watched selected videos and did a jig-saw activity to rewrite our expectations. The revised expectations will be displayed throughout our school.

Also for the 2019-2020 school year, PCS tweaked the schedule to include a flex block in the morning for middle school and a five day rotation for elementary related arts schedule. This allows for the middle school teachers to work with students on organization and being prepared for the school day. The elementary students now have three related arts opportunities each week with common planning time built into the schedule as well.

Submitted by Shawn Rickan, Principal

### **Thomas Prince School**

**STEAM:** We are continuing to implement K-5 PLTW (Project Lead the Way) Launch and 6-8 PLTW Gateway this year. I am thrilled to let you know that the Thomas Prince School will be receiving an award again for being one of the schools that had 100% school participation for the 2018-2019 academic year. Additionally, we were awarded a \$2,000 grant to use towards future PLTW initiatives. Courses entitled *Design and Modeling, Green Architecture, App Creators, Automation and Robotics* and *The Science of Technology* are being taught at Thomas Prince this year. This year we have several teachers participating in a Mass Stem Hub challenge with the topic being "Zero Waste." Students in those classrooms will attempt to solve the real world problem of pollution. Below are 7<sup>th</sup> grade, students in PLTW Green Architecture are practicing measuring and writing in architectural units.

Our Elsie Vaughan Living Classroom is in full swing and we have already had classes taking advantage. Students visited the garden and recorded their observations for each box. The conclusion was: when left alone for the summer, lots of weeds grow along with the planted herbs and flowers. In addition, students had the opportunity to practice drying the stem of a velvet leaf to see how it can be turned into a rope-like product.

**Social Emotional Learning:** This year TPS continues focusing on KINDNESS and CHARACTER. In middle school advisory students watched the Character Day video.



They learned more about the “Periodic Table of Character Strengths,” then they created a piece of artwork that represented their strengths and have displayed them in our school.

The 8<sup>th</sup> graders were working on a virtual lab about the effects of fertilizer on plant growth and it suddenly became a class-wide competition... complete with a shared Google Sheet with results!

Art students celebrated the kick-off of Hispanic Heritage Month this week by learning about Mexican Folk Art. Kindergarten and first grade explored tin-art and made their own aluminum suns. Third and fourth grade learned about Mexican folk mirrors and made their own using compasses, pencil, sharpies, crayons and silver sticky paper! We added our artwork to Señorita Loughlin's Hispanic Heritage Month Wall.

Submitted by Tammy Boyle, Principal

### **Central Tree Middle School**

Our PD Plan for staff this year is called **The Chemistry of Learning: Discovering the link between emotions and logic for optimal instruction.** Training in strategies for effective schooling for students with disabilities and the instruction of students with diverse learning styles.

On September 27<sup>th</sup> CTMS had our first dance of the school year for middle school students. Our Audio Visual Club set up and provided the music for the evening. PTO had their first meeting of the year on September 25<sup>th</sup> and they have many great fundraising ideas for this year. We are in the process of finalizing SIMCO and hope to have a meeting by the end of October.

CTMS Soccer, Field Hockey and Cross Country Teams are in full swing with practices and games. Theatre is back at CTMS. Little Mermaid Jr auditions were held and the musical will be performed in November. Some of our after school clubs will be starting back up soon as well.

Submitted by David Cornacchioli, Principal

### **Glenwood Elementary School**

Glenwood Elementary School in Rutland is a 3-5 school. Glenwood now has six sections of third and fourth grades, five fifth grade classrooms and two developmental programs. This year teachers in the fifth grade continue to completely departmentalize. All five teachers specialize in a different subject. Students experience switching classes with the support of classroom teachers, paraprofessionals, and a special education teacher.

On August 27<sup>th</sup>, all students were welcomed back. Everyone arrived on the first day of school ready to begin this school year. Our first assembly was held at 9:30 on the first day of school. The theme for this year is “I Gotta Feeling That This Year is Going to be a Great Year!” All students were told the expectations at Glenwood:

Live the Glenwood Pledge, which are the skills we learn at Glenwood, but carry through life.

*I will walk quietly in school.  
I will treat others with kindness and respect.  
I will respect school property and the property of others.  
I will keep others and myself safe.  
I will cooperate and always do my best work.*

The SEL focus will be on Kindness. We will develop a kindness crew, consisting of 10 fifth graders who will be instrumental in leading the kindness message.

Along with the minimal issues with transportation, all materials were ordered and are still arriving. Teachers were ready to go by the first day of school and our building sparkled due to the hard work of our custodians. All classrooms were up and ready to go the week before school began and custodians were able to assist teachers with the setup of their classrooms. Glenwood is truly a family, where everyone works together to ensure the safety and academic and social success of our students

Our focus this year once again will be on safety and security. All staff have been trained in using the CrisisGo app. All staff have taken the certification or recertification of the ALICE online training and the majority of staff members participated in our second stage of scenarios on September 26<sup>th</sup>. This is the final segment of ALICE's blended learning model. We are working closely with Rutland Police and Fire departments and will once again offer a Parent Information Night on December 5<sup>th</sup>.

Submitted by Karen Cappucci, Principal

### **Naquag Elementary School**

Naquag Elementary School greeted new and returning families to the 2019-2020 school year with several welcoming "before school begins" events including BYOP (Bring Your Own Picnic), New Family Orientation & Tour, plus Principal's Building Tours. The 2019-2020 school year began with 310 students including five day kindergarten classrooms, five first grade classrooms and five second grade classrooms. Vision and hearing screens were completed for all students. Grade-specific "Curriculum Nights" were held and well attended. Naquag teachers participated in two faculty meetings and the first SIMCO meeting meet. Naquag's PTO hosted a "PTO Ice Cream Social" night and began their "Meadowbrook Farm" fundraiser.

During the first week of school, multiple fire drills practice were held, followed by a surprise official fire drill with the Rutland Fire Department. The school was evacuated in 3 minutes with praise from the Fire Department for the quiet, efficient building evacuation plan. Naquag's Shelter-in-Place practice will be conducted during the upcoming weeks with an official Rutland Fire and Police Department drill planned in October. On September's early release day, 9/26/19, Naquag staff completed the ALICE on-line certification training and reviewed several ALICE protocols. All emergency plans will be practiced throughout the school year.

Submitted by Dixie Estes, Principal

### **Chocksett Middle School**

The school year opened smoothly at Chocksett. We would like to acknowledge AA transportation. There were a couple of construction projects, including one surprise project, that impacted bus routes. The bus company worked with us and families to ensure students would arrive to school and home safely and on time. They were flexible and thoughtful and we appreciate their efforts.

This year at Chocksett, all grades begin each day with A Block. A Block is an opportunity for teachers to provide both remedial services, as well as extensions and challenges to students. Students also get an additional period of related arts during A Block one day a week. During that time, teachers have common planning time with guidance and administration. Students are currently designing and building irrigation systems, catapults, learning personal finance, and public speaking. They are also touring countries virtually and learning about culture. We are excited about the possibilities that come with this block of time.

Chocksett has also engaged in #positivesignthursday. The idea is to post pictures of staff and students holding a sign with a positive message. This is a movement that began in Massachusetts and has spread across the country and into Canada. We are excited to jump on board.

Fall sports are in full swing. Chocksett fields boys' and girls' soccer, field hockey and cross country. We currently have approximately 75 student athletes representing Chocksett on the playing fields. A variety of after school clubs are just beginning. Grade 8 grade officers were recently elected. These students will lead our Student Council in planning a variety of fun activities throughout the school year.

Submitted by Christopher LaBreck, Principal

### **Houghton Elementary School**

Our 2019-2020 school year got off to a terrific start. The school staff was beaming with energy. Classrooms and hallways reflected a warm, welcoming, and child-centered environment as children walked into the school on their first day.

Our custodial staff invested numerous summer hours in cleaning the building as well as doing facelift painting in two hallways, school cafeteria, and library. The school library was ready for a complete renovation as planned for by the Principal and staff working committee. Phase I included repainting the entire area, installing two large wallpaper murals, re-organizing furniture, replacing twelve desktop computers with laptops. The children and parents have been awestruck with the new child friendly surroundings. Funding for these changes was a joint effort of our PTO and the District technology department.

The Fountas & Pinnell Literacy Program has expanded to full implementation in Grade 1. Its assessment tool (BAS) will be expanded into Grade 2. Professional development for teachers in this program will take place throughout the year for Grades 2 and 3. Responsive Classroom will continue to be implemented throughout Grades K-4 as the

foundation for SEL instruction. Supplemental instruction by our school psychologist on Bullying Prevention & Intervention, respect training, and the teaching of mindfulness will commence in October.

Submitted by Tony Cipro, Principal



Dale T. Hickey  
TOWN CLERK

TOWN OF HOLDEN  
MASSACHUSETTS  
OFFICE OF THE TOWN CLERK

Attachment 12  
October 4, 2019

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

MINUTES

*Business/Finance Subcommittee*

Tuesday, July 2, 2019  
7:00 PM

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

In Attendance: Michael Dennis, Chair, Maleah Gustafson, Linda Long-Bellil, Karl Ottmar

Absent: Benjamin Mitchel

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

Others: Jennifer Lee, WREA  
Mary Shepherd, WREA

I. Call to Order

Subcommittee Chair Dennis called the meeting to order at 7:03 PM.

II. Election of Vice-chair

Motion: To nominate Benjamin Mitchel to serve as Vice-chair of the Business/Finance Subcommittee.

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

Motion: To close nominations

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

The motion passed unanimously.

Michael Dennis – Benjamin Mitchel  
Maleah Gustafson – Benjamin Mitchel  
Linda Long-Bellil – Benjamin Mitchel  
Karl Ottmar – Benjamin Mitchel

By ballot vote, Benjamin Mitchel was elected Vice-chair of the Business/Finance Subcommittee ("official" ballots misplaced).

III. Approval of Minutes

Director Deedy pointed out the amended language in the draft minutes of the May 21, 2019 meeting, language under agenda item V. and agenda item VII. A typographical error was also noted under agenda item V., line 1: “drive” to be corrected to “driven.”

Motion: To approved the amended and corrected minutes of the May 21, 2019 Business/Finance Subcommittee meeting.

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

The amended and corrected minutes were approved by consensus, with Member Ottmar abstaining.

Motion: To approved the minutes of the June 10, 2019 Business/Finance Subcommittee meeting.

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

The minutes were approved by consensus, with Member Ottmar abstaining.

#### IV. Medicaid Reimbursement Update

Before the discussion began, Member Long-Bellil disclosed/reminded that she works for UMass, though not in any department connected with Medicaid reimbursement process/processing.

Director Deedy reported on the June 19, 2019 meeting he, Superintendent McCall, and others from the District had with UMass, this being the first of three scheduled meetings. The focus of this first meeting was what happened, how the District got here, and how to move forward to correct the situation. There has been an increased vigilance in documentation follow-up since the meeting. UMass is very cautious about reimbursements. It was agreed to reconvene in mid-October to review/discuss FY19 Medicaid revenues. A payment is scheduled for September 2019, but UMass is non-committal about the amount compared to past years. There may be the opportunity to generate additional revenue with wider range of services, but it is too early to tell this impact (estimated at \$5,000 - \$6,000 as stated at last meeting). It is hoped to have the Medicaid shortfall number by mid to late fall 2019. The question was asked about what thoughts newly appointment Administrator of Special Education, Christine Smith, has about Medicaid reimbursement. Superintendent McCall reported Ms. Smith is very knowledgeable about Medicaid, has already shared some recommendations, particularly in connection with out-of-District students and contracts, to increase documentation and to build into future out-of-District contracts. When asked, the following clarification was provided: (1) information/documentation is submitted on a quarterly basis; (2) the response/documentation timeline is reviewed; (3) District administration is looking into the possibility of adding a District “Medicaid Coordinator” position.

#### V. FY19 Actual to Budget

Attachments to Director Deedy’s report were reviewed and discussed. The numbers in Attachments A and B (FY19 Revenue Budget Report and FY19 Revenue Projections) are as of

June 27, 2019 and are still fluid. Attachments C and D (FY19 Expense Budget Report and FY19 Expense Budget Projections) were reviewed and there was discussion about what must be done to bring numbers into balance. Attachment E (FY19 Expense Budget Report) was reviewed, with the Benefits & Insurance appropriation discussed and the \$790,074.31 deficit was reported on by Director Deedy, with him providing an explanation of how to address this deficit. Director Deedy explained there are still some pending budget items (i.e. invoices to other districts for cost share(s), homeless transportation, outstanding purchase orders, school choice adjustment(s)).

#### VI. FY19 Closeout Activities and Transfers

Motion: To recommend the full School Committee authorize the following transfers:

- \$20,000.00 from the Salaries and Stipends Appropriation to the Benefits and Insurance Appropriation
- \$67,093.92 from the Instructional Support Appropriation to the Benefits and Insurance Appropriation
- \$30,811.91 from the Operations and Maintenance Appropriation to the Benefits and Insurance Appropriation
- \$4,691.57 from the Pupil Services Appropriation to the Benefits and Insurance Appropriation
- \$2,275.00 from the Debt Service Appropriation to the Benefits and Insurance Appropriation
- \$50,000.00 from the Transportation Appropriation to the Benefits and Insurance Appropriation

(L. Long-Bellil)

(K. Ottmar)

Discussion ensued. Director Deedy reported the Business Office is preparing for the FY19 close-out on July 15, 2019. He spoke about the information on his Attachment E, explaining how funds will be shifted to Benefits & Insurance. The remaining balance, as of June 27, 2019, in Instructional Support was discussed, with the question being asked what funds had not been spent on instructional support. Superintendent McCall will provide the Committee with an update, since the information in Attachment E is as of June 27, 2019.

Member Long-Bellil withdrew her motion due to outstanding questions.

#### VII. FY20 Budget

Director Deedy reported the Business Office has started processing FY20 purchase orders. Contracts are being renewed, with some meetings with providers to discuss renegotiating taking place. There is an estimated \$1M - \$1.1M impact of Medicaid revenue reductions for FY20. There was brief discussion about the findings of the Circuit Breaker Audit for FY18.

#### VIII. FY20 Plan to Address Revenue Shortfall

Director Deedy presented a handout "Administrative Strategies to Reduce FY20 Revenue Shortfall" (attachment 1). Resignations, retirements, and FY20 salaries were reviewed and



potential savings to be realized discussed. Members of the subcommittee requested a breakdown of these items and potential savings, which Superintendent McCall and Director Deedy will provide.

Director Deedy reviewed expenses (heat/fuel, tuitions/school choice/charter, operations and maintenance, solar projects (Glenwood/Naquag), transportation), and reported an estimated projected savings (in areas in which the District has control) of \$1,061,982. This dollar amount does not include increases from the state (Chapter 70, Circuit Breaker, etc.).

When asked, Superintendent McCall clarified that the long-range staffing plan is a separate discussion, aside from these staffing adjustments.

IX. Next Meeting

The subcommittee will meet sometime before the August 19, 2019 regular School Committee meeting, exact date TBD.

X. Adjournment

Motion: To adjourn.

(L. Long-Bellil)  
(K. Ottmar)

Vote:

*In favor:*

Michael Dennis  
Maleah Gustafson  
Linda Long-Bellil  
Karl Ottmar

*Opposed:*

None

The motion passed unanimously.

The meeting adjourned at 8:49 PM.

Respectfully submitted,

Maleah Gustafson, Member  
Business/Finance Subcommittee

MG:rlp

Attachments:

- Attachment 1 – Administrative Strategies to Reduce FY20 Revenue Budget Shortfall

**WACHUSETT REGIONAL SCHOOL DISTRICT**  
**HOLDEN ♦ PAXTON ♦ PRINCETON ♦ RUTLAND ♦ STERLING**  
**SUPERINTENDENT GOALS AND EVALUATION SUBCOMMITTEE**

MINUTES

Monday, August 19, 2019  
6:00 PM

Media Center  
Wachusett Regional High School  
1401 Main Street, Holden

In Attendance: Amy Michalowski, Vice-chair, Kenneth Mills, Megan Weeks  
Absent: Matthew Lavoie, Chair, Anthony DiFonso  
Administration: Darryll McCall, Superintendent of Schools  
Others: Mary Shepherd, WREA

I. Call to Order

In Chair Lavoie's absence, Vice-chair Michalowski called the meeting to order at 6:01 PM.

II. Approval of Minutes

Motion: To approve the minutes of the July 31, 2019 meeting of the Superintendent Goals and Evaluation Subcommittee.

(K. Mills)

(A. Michalowski)

The minutes were approved by consensus.

III. Review 2019 – 2020 Superintendent Goal Setting Process

This process had been discussed at the July 31, 2019 meeting of this subcommittee.

IV. Development of Professional Practice Goal

Discussion ensued including:

- Possible themes: vision, planning/prioritization, leadership, development of consistent practices across the District;
- Arc through recent years of School Committee evaluations includes leadership direction, satisfaction and confidence of building principals;
- Potentially consider professional development for Superintendent on/in a specific area;
- Discussed the value of evaluating outcomes v. output of a document;
- Superintendent McCall suggested social media presence/communication of vision about education as a possible goal;
- Build on previous goals of induction programs and PLTs (Principal Leadership Team) for administrative Cabinet and PLC (Professional Learning Community) for everyone. What is their purpose and effectiveness now that they have been established??
- Asked for subcommittee members to edit on an individual file and share with the Superintendent only and not on the shared file, so as not to violate Open Meeting Law.

V. Superintendent's Development of Student Learning Goal

Discussion ensued including:

- Homework should be a consistent theme at PLT meetings with principals;
- Establish an aligned vision for the purpose of home work and then consistent practice to ensure acceptance of that vision;
- Will build out action plan to add more detail to goals

VI. Public Hearing

No members of the public wished to address the subcommittee.

VII. New Business

There was no new business brought before the subcommittee.

VIII. Next Meetings:

September 16, 2019 @ 6:00 PM  
October 3, 2019 @ 6:30 PM

IX. Adjournment

Motion: To adjourn.

(M. Weeks)  
(K. Mills)

Vote:  
*In favor:*

Amy Michalowski  
Kenneth Mills  
Megan Weeks

*Opposed:*  
None

The motion was unanimously approved.

The meeting adjourned at 6:54 PM.

Respectfully submitted,

Kenneth Mills, Member  
Superintendent Goals and Evaluation Subcommittee  
KM:rlp

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

EDUCATION SUBCOMMITTEE

Monday, September 9, 2019  
6:00 PM

Media Center  
Wachusett Regional High School  
1401 Main Street, Holden

Minutes

In Attendance: Robert Imber, Chair, Christina Smith, Vice-chair, Melissa Ayala, Sherrie Haber, Laura Kirshenbaum

Absent: Linda Long-Bellil, Asima Silva

Administration: Robert Berlo, Deputy Superintendent  
William Beando, Principal, WRHS

Others: Amy Michalowski, WRSDC  
Megan Keller, WREA

I. Call to Order

Subcommittee Chair Imber called the meeting to order at 7:00 PM.

II. Minutes of August 19, 2019 Meeting

Motion: To approve the minutes of the August 19, 2019 meeting of the Education Subcommittee.

(C. Smith)  
(L. Kirshenbaum)

The minutes were approved by consensus.

III. Honors, Advanced Placement, and Dual Enrollment in WRSD – Review with WRHS Principal Beando

Subcommittee Chair Imber thanked Principal Beando for attending the meeting and explained the purpose of his being invited to the meeting is to help with clarification of questions posed by subcommittee members at the August meeting of the subcommittee. Discussion of the following questions ensued.

1. How successful are our students at college after graduation?

Principal Beando shared his thoughts of where high school students will go with respect to gathering student feedback around this topic and will have more details to share at the next meeting.

2. How are we preparing our current students for success in their future? Do we teach resume writing? Are there “college preparedness” classes?

Principal Beando shared what is done at the high school to support students in these areas.

3. What percentage of our 8<sup>th</sup> graders are going to:
  - a. Bay Path 18 students or 3%
  - b. Montachusett Tech 34 students or 5.7%
  - c. Private school(s) 47 students or 7.8%
  - d. Other 16 students or 2.7 %

Principal Beando also has numbers from previous years which will be shared in a table for the subcommittee at the next meeting.

4. How is the decision made about which students enter Honors?

Principal Beando reviewed the process for entry into honors and other levels. The process for reconsideration when a student or family does not agree with a recommendation or when assessment results do not reflect a student’s actual ability. Finally, Principal Beando shared the appeal process when reconsideration does not work.

5. What role does 7<sup>th</sup> grade MCAS scores play in entry into Honors?

Grade 7 MCAS results are part of the assessment package that is used to inform teacher recommendations. Mid-term grades (math), entry exams (world languages) and grades are also used.

6. Do we survey students about high school experiences after graduation? Do we solicit feedback from post graduates after 1, 5, 10 years?

We do not at this time, but Mr. Beando and Ms. Clarke will share their initial plans at the next meeting of this subcommittee.

7. What percentage of CP, CP-A, and Honors students attend college?

This question could not be accurately answered as most students take classes in more than one of these levels.

8. Is it true that CP-A students are not provided with lab experiences similar to Honors students in science?

Students in all levels of science have lab experiences. CP-A and Honors are provided with similar labs.

9. With Accuplacer being phased out, what other measures of student success should we be looking at?

This question will be addressed at our next meeting due to time constraints. Principal Beando and Ms. Clarke, Director of School Counseling, are asked to attend the next meeting of this subcommittee to finish this discussion.

IV. Staffing Plan Update

Deferred

V. Policies Relating to Student Wellness

- Policy 6433 Policy Relating to Pupil Services Substance Abuse
- Policy 3313.3 Policy Relating to Education Aids and Sexually Transmitted Diseases
- Policy 6610 Policy Relating to Pupil Services Health

Deferred

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

Deferred

VII. Elimination of Class Rank – impact of this decision

Deferred

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

Deferred

IX. Update on Home Assignments

Deferred

X. Old Business

There was no old business brought before the subcommittee.

XI. New Business

There was no new business brought before the subcommittee.

XII. Adjournment

Motion: To adjourn.

(C. Smith)  
(M. Ayala)



Vote:

*In favor:*

Robert Imber  
Christina Smith  
Melissa Ayala  
Sherrie Haber  
Laura Kirshenbaum

*Opposed:*

None

The motion passed unanimously.

The meeting adjourned at 7:40 PM.

Respectfully submitted,

Robert Berlo  
Deputy Superintendent

RB:rlp

**WACHUSETT REGIONAL SCHOOL DISTRICT**  
**HOLDEN ♦ PAXTON ♦ PRINCETON ♦ RUTLAND ♦ STERLING**  
**SUPERINTENDENT GOALS AND EVALUATION SUBCOMMITTEE**

MINUTES

Monday, September 16, 2019  
6:00 PM

Media Center  
Wachusett Regional High School  
1401 Main Street, Holden

In Attendance: Matthew Lavoie, Chair, Amy Michalowski, Vice-chair (6:04 PM),  
Kenneth Mills, Megan Weeks

Absent: Anthony DiFonso

Administration: Darryll McCall, Superintendent of Schools

Others: Mary Shepherd, WREA

I. Call to Order

Subcommittee Chair Lavoie called the meeting to order at 6:02 PM.

II. Approval of Minutes

Motion: To approve the minutes of the August 19, 2019 meeting of the  
Superintendent Goals and Evaluation Subcommittee.

(K. Mills)

(M. Weeks)

The minutes were approved by consensus.

6:03 PM Vice-chair Michalowski joined the meeting.

III. Development of Professional Practice Goal

Superintendent McCall provided members with his Draft Superintendent Goal  
Plan 2019-2020 and his Draft Educator Plan Form 2019-2020.

The Superintendent's draft Professional Practice Goal was reviewed and  
discussed:

“The superintendent will ensure veteran administrators share his vision for the Wachusett district and are consistent in their practice by leading professional learning experiences focused on the development of culturally proficient knowledge and skills.”

Superintendent McCall will lead a book study with school principals based upon *Unconscious Bias in Schools* by Tracey A. Benson and Sarah E. Fiarman. Subcommittee Chair Lavoie asked that a survey be moved to the February/March timeframe and that Superintendent McCall add a final action step to this goal.

#### IV. Development of Student Learning Goal

Superintendent McCall spoke to and explained his SLG, “By June 2020, the Superintendent will establish vision for homework philosophy and align practice to ensure a more consistent application of homework protocols across district.”

Questions were raised regarding how policy would be developed, and how the vision would be implemented. Member Mills proposed using journal article/book study to propel the vision. Discussion ensued regarding how to develop then implement the policy.

#### V. Development of District Improvement Goals

“By June 2020, the superintendent will develop a 10 year plan of action to address enrollment trends throughout the district.”

“By April 2020, the superintendent will update the Bullying Prevention and Intervention Plan (BPIP), working with the administrative team, educators and the community in the process.”

Superintendent McCall reviewed his two District Improvement Goals and his planned actions steps. Member Mills discussed the need to consider District-wide programs when considering building capacity (DIG #1). The Districts Bullying Prevention and Intervention Plan was briefly outlined (DIG #2).

#### VI. Public Hearing

No members of the public wished to address the subcommittee.

#### VI. New Business

There was no new business brought before the subcommittee.

VII. Next Meeting:

October 3, 2019 @ 6:30 PM, Superintendent's Conference Room, District  
Central Office

VIII. Adjournment

Motion: To adjourn.

(M. Weeks)  
(K. Mills)

Vote:

*In favor:*

Matthew Lavoie  
Amy Michalowski  
Kenneth Mills  
Megan Weeks

*Opposed:*

None

The motion was unanimously approved.

The meeting adjourned at 6:44 PM.

Respectfully submitted,

Megan Weeks, Member  
Superintendent Goals and Evaluation Subcommittee  
MW:rlp

**WACHUSETT REGIONAL SCHOOL DISTRICT**

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

**MINUTES**

***Business/Finance Subcommittee***

Monday, September 16, 2019  
6:00 PM

Media Center  
Wachusett Regional High School  
1401 Main Street, Holden

In Attendance: Michael Dennis, Chair, Maleah Gustafson, Linda Long-Bellil, Karl Ottmar (6:23 PM)

Absent: Benjamin Mitchel, Vice-chair

Administration: Daniel Deedy, Director of Business and Finance

Others: Linda Woodland, WRSDC  
Kim McCormack, WREA  
Honghoe Le, MASBO Student

I. Call to Order

Subcommittee Chair Dennis called the meeting to order at 6:05 PM.

II. Approval of Minutes

Motion: To approved the minutes of the July 2, 2019 Business/Finance Subcommittee meeting.

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

The minutes were approved by consensus.

III. Schedule for Business/Finance Subcommittee Meetings October 2019 – March 2020

Members were provided with a draft schedule for subcommittee meetings, which was briefly reviewed.

IV. Medicaid Reimbursement Update

Director Deedy reported the District has hired a Manager of Medicaid Services, a 24 hour a week position, and the new hire is to begin on September 30, 2019. Director Deedy briefly reported on the background of this new employee.

Attachment A of Director Deedy's packet of information (Wachusett RMTS compliance by quarter) was reviewed and explained by Director Deedy. He explained that trainings have be

conducted across the District for staff who participate in the time studies. There is still a window to adjust the FY19 cost report, until October 15, 2019. Director Deedy reported on the estimated 1<sup>st</sup> quarter payment for FY20, approximately \$149,607. More solid numbers and information should be available in November.

With no objection from members, the meeting agenda was altered and FY20 Plan to Address Revenue Shortfall was moved up on the agenda.

V. FY20 Plan to Address Revenue Shortfall

Director Deedy reported on changes to the state budget in the areas of Circuit Breaker and Regional Transportation reimbursement. He is expecting more definite numbers from DESE later in the week. Director Deedy reported that in July 2019 Jay Sullivan of DESE confirmed that the Cherry Sheet reflected second and final adjustment RE: FY19.

Brief discussion about the recent approval of the Federal entitlement grant (240/Special Education).

Director Deedy is working closely with Director of Human Resources Carlson to track staffing and new hires. There are a few positions still to be filled. Salary numbers should be finalized at the end of September/beginning of October, with the expectation of definite numbers to be available by mid to late October. When asked about the breakage and salary numbers when compared to information available in July, Director Deedy reported the numbers are about the same now as they were in the summer. Director Deedy did note that students who may need additional support are continually moving into and out of the District, which can result in the need for additional hiring throughout the school year.

Attachment E of Director Deedy's report, FY20 Revenue Projections, was review, discussed, and questions were asked and answered. The subcommittee requested information about itemized impact of revenue shortfall, as of July 2019, for the next subcommittee meeting.

VI. FY19 Final Numbers

Director Deedy reported the auditors have been at the Central Office working on the FY19 audit. There was discussion about E & D (Excess & Deficiency) being viewed as a funding source but not a revenue stream. Note was made of Medicaid reimbursement and Miscellaneous Revenue having declined, resulting in approximately \$420,000 below anticipated revenue. The balance of \$134,436 was carried over to FY20, slightly more than anticipated. When asked, Director Deedy explained there is no set amount or percentage of funds that can legally be carried over from one year to the next, but the amount is reported in the EOYR (End of Year Report).

VII. FY20 Budget

Attachment C of Director Deedy's packet, Governmental Funds, Fiduciary Funds Cash & Fund Balances Report, was reviewed, explained, and discussed.

VIII. School Use Fees

Director Deedy explained the last time the District increased school use fees was in July 2010, and the increases proposed at that time were nominal. This will continue to be an agenda item.

IX. Policy Review

*P4323.2 Policy Relating to Budget/Finance Bidding Requirements*

Deferred

X. Next Meeting

TBD

XI. Adjournment

Motion: To adjourn.

(L. Long-Bellil)  
(K. Ottmar)

Vote:

*In favor:*

Michael Dennis  
Maleah Gustafson  
Linda Long-Bellil  
Karl Ottmar

*Opposed:*

None

The motion passed unanimously.

The meeting adjourned at 6:50 PM.

Respectfully submitted,

Maleah Gustafson, Member  
Business/Finance Subcommittee

MG:rlp



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

September 17, 2019

Ms. Tracy Novick  
Field Director  
Massachusetts Association of School Committees  
One McKinley Square  
Boston, MA 02109

Dear Tracy:

On behalf of the WRSDC, please accept my thanks for traveling to Holden last evening and addressing the School Committee on the roles and responsibilities of School Committee members. I also want to thank you for agreeing to again address the Committee to provide training on financial oversight/school finance, scheduled for Monday, October 21<sup>st</sup>, 7:00 PM in the Curriculum Center at the District Central Office, 1745 Main Street in Jefferson.

The continued willingness of MASC to help our Committee function well is much appreciated.

Sincerely yours,



Kenneth Mills, Chair  
Wachusett Regional School District Committee

cc: Wachusett Regional School District Committee  
Darryll McCall, Superintendent of Schools

KM:rlp

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

September 17, 2019

Mrs. Heidi Lahey  
166 Bullard Street  
Holden, MA 01520

Dear Heidi:

Please accept my thanks on behalf of the School Committee for your attendance at last evening's meeting and for sharing the results of the survey WREA conducted at this August's Holden Days. Information you share at the podium is always interesting, and your continued commitment to all students and this district is much appreciated.

Sincerely yours,

A handwritten signature in dark ink, appearing to read 'Ken Mills', with a stylized flourish at the end.

Kenneth Mills, Chair  
Wachusett Regional School District Committee

cc: Wachusett Regional School District Committee  
Darryll McCall, Superintendent of Schools

KM:rlp

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

September 17, 2019

Ms. Kimberley McCormack  
45 Crestwood Drive  
Northborough, MA 01532

Dear Ms. McCormack:

Please accept my thanks on behalf of the School Committee for your attendance at last evening's meeting and for your brief address to the Committee. On behalf of the District and the School Committee, I thank you and our district's teaching staff for all you do for our students.

Sincerely yours,

A handwritten signature in black ink, appearing to read 'Kenneth Mills', written in a cursive style.

Kenneth Mills, Chair  
Wachusett Regional School District Committee

cc: Wachusett Regional School District Committee  
Darryll McCall, Superintendent of Schools

KM:rlp



# Wachusett Regional School District

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

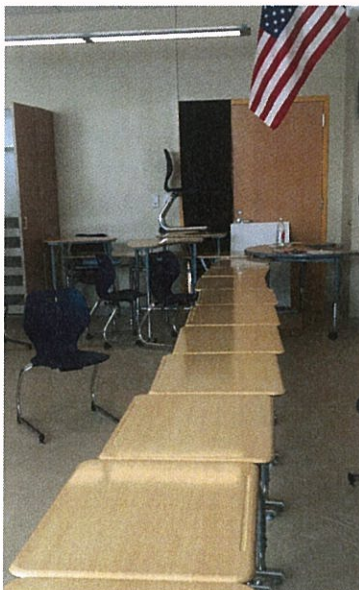
From: Robert Berlo, Deputy Superintendent

Date: October 2, 2019

Re: Deputy Superintendent's Report

## Update on the September 26 Half Day

The theme for the September half-day was student health and safety, with many of our staff across the District receiving training in the ALICE protocol ([Alert, Lockdown, Inform, Counter, Evacuate](#)). This training provides our staff and schools with a plan to more proactively handle the threat of an aggressive intruder. Below is a picture from one of our schools showing how staff arranged desks to successfully prevent the entry of two strong "intruders" during one of the practice drills.

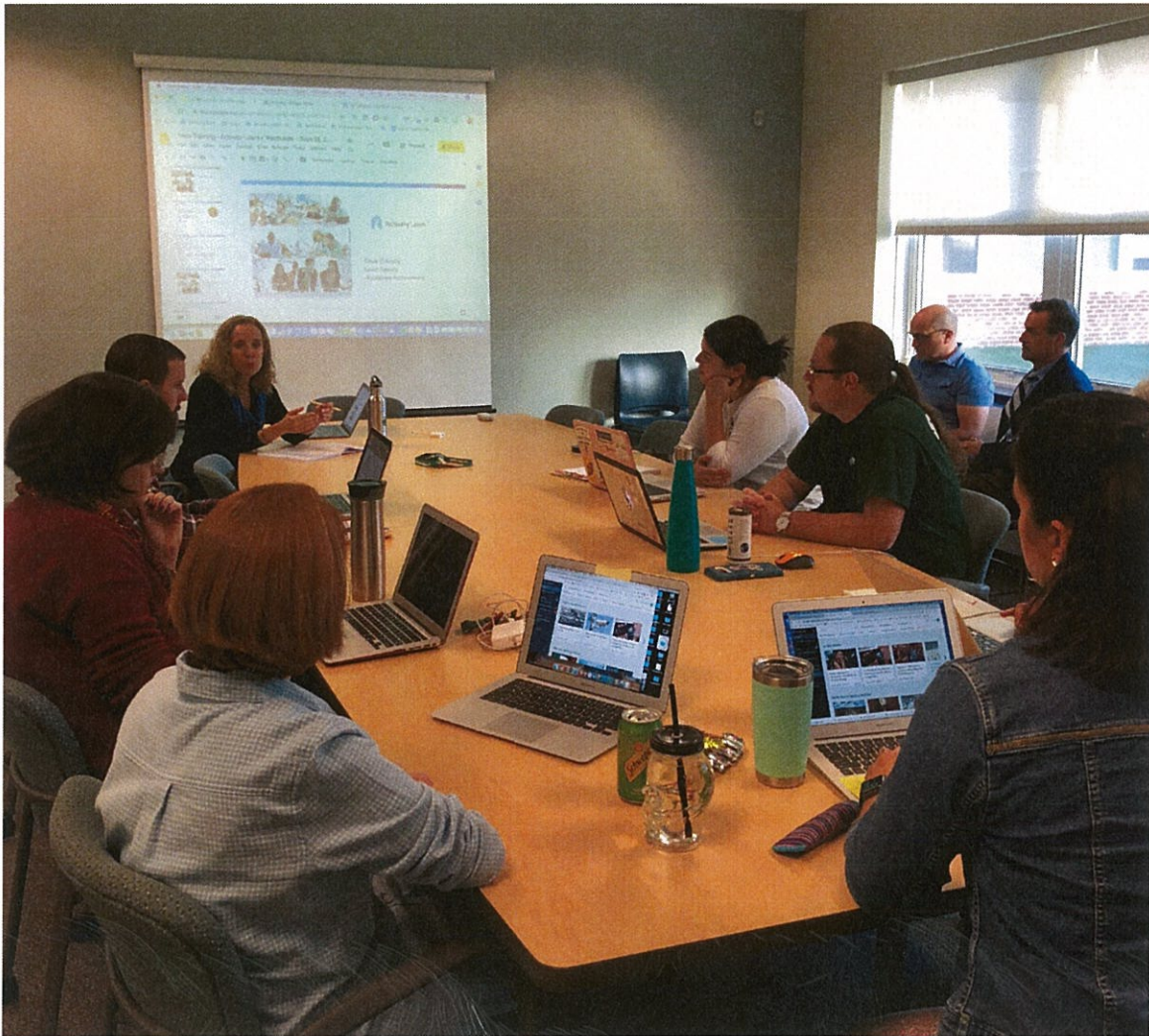


## Actively Learn Training

As mentioned last month, the District has purchased [Actively Learn](#) for all staff and students in grades 8 through 12. This program adds a wealth of relevant and timely resources for students and teachers

especially in the areas of English Language Arts, history and science. For grade 8 students and staff this also includes access to online books and texts.

A little more than a week ago, various teachers from across the district and the high school received training on the platform, including examining available features, subject specific content, various lessons and ways to provide timely feedback to students. Some of the things that stood out were the ability for teachers to easily differentiate content to meet student learning needs, whether that be meeting their reading ability, providing prompts, summarizers, extra-help, or setting up a page to be more easily accessed and read by students with conditions such as dyslexia. This is our first of two full days of training on the platform. Below is a picture from the training with Christine DiBuono from Actively Learn leading us through setting up a lesson.



## **Update on our Early Literacy Initiative**

### **Grade 2**

This year the District is implementing our next step phase in the early literacy initiative which is to provide grade 2 with the Fountas and Pinnell Classroom (FPC) program. This program includes lessons, classroom libraries and materials that support whole group and small group literacy instruction. The



program is designed to deliver grade specific content while still meeting students where they are by providing targeted instruction in areas identified by assessing students via the Benchmark Assessment System (BAS).

Grade 2 teachers as well any other K-1 teacher who is new to the program, received their first of three full days of training this past Friday (October 4<sup>th</sup>). The training focused on the various components of the program, how to organize the content, and provided staff with a brief overview of two whole group components, Shared Reading and Independent Reading. Staff will have an opportunity to try out these two components over the next several weeks before their next training, which will occur in January. This session will focus on Guided Reading and small group instruction based on BAS-identified reading levels. The final training of the year will occur in March and will focus on phonics instruction for both whole and small groups. As is previous years, teachers in first year of adoption will be trained on various aspects of the program and be given a chance to try them out before they are trained on another aspect. Teachers are provided with in-district support through our Literacy Supervisor, Cherie Kent, online support and videos based on the components of the program they have access to, and support through our trainer, Pat Gordon.

### **Grade 3**

In preparation for next year, Grade 3 teachers were trained this past Thursday (October 3<sup>rd</sup>) on using the Fountas and Pinnell Benchmark Assessment System (BAS). Any classroom teacher from grades K-2 who did not have this training in the past was also invited. This is the District's way of ensuring new teachers receive the same training as their colleagues.

Participants have been asked to try out this new literacy assessment tool on a few students in order to get up and running with the tool initially. Later this year, they will be assessing all of the students in their class. Our Literacy Supervisor will provide support to staff as they learn how to give this assessment and figure out how to interpret the results.

It should be noted that next year grade 3 teachers will use their BAS student results to create small groups and implement targeted instruction after they undergo training in Guided Reading at the mid-point in the year. Starting with the BAS training a year ahead of implementing the FPC program provides staff with the opportunity to practice giving the assessment and to refine their technique well in advance of adopting the program. This change is how we are rolling out the program was based on the feedback from our K staff who received all the trainings in the same year.

Finally, I wish to thank the grade K and 1 teachers for their feedback and for helping to support colleagues in grades 2 and 3 as they begin to use the new Fountas and Pinnell materials, lessons, books, and assessments.

### **Alfie Kohn Discusses Research on Homework with Principals, WRSD Administration and School Committee Members**

On September 19<sup>th</sup>, noted author Alfie Kohn led a lively discussion on the topic of homework in the Curriculum Center at the Central Office. In attendance were Principals, Central Office Administration, and some member of the Wachusett Regional School Committee. Mr. Kohn reviewed the main reasons why homework is given and shared that none is actually supported by research. He challenged us as a group to take a closer look at our own assumptions around homework and to begin to discuss this with our staff.



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

TO: Business/Finance Subcommittee

THROUGH: Darryll McCall, Superintendent of Schools

FROM: Daniel Deedy, Director of Business and Finance

RE: Material for October 2, 2019 Meeting

DATE: October 1, 2019

Attached are materials for Wednesday's Business/Finance Subcommittee Meeting. Please note that our meeting has a hard stop of 8:00 pm.

I will see you Wednesday evening @ 6:30 pm in the Superintendent's Conference Room.

Thank you.

Attachments



***Business/Finance Subcommittee***

Wednesday, October 2, 2019  
6:30 PM

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

**Executive Summary**

- I. **Call to Order:**
- II. **Approval of Minutes of September 16, 2019 Meeting:** The Minutes from the September 16, 2019 Meeting will be reviewed.
- III. **Medicaid Reimbursement Update (inclusive of revenue review and discussion of rejected items and action moving forward):** Administration will review material previously submitted to the Committee relative to the FY18 and FY19 Medicaid Claims process. **ATTACHMENT A** for example is a summary of the Health Providers that were removed from the FY18 Cost Report and the financial impact. The removal of these providers is due in large part to unsubstantiated or no documentation. **ATTACHMENT B** is a listing of students who were also removed from Medicaid reporting and the reasons for their removal.

As previously reported, the District continues to make improvements in its reporting. For example, the District included Teacher Professional Development and Medicare costs for the FY19 Cost Report. It is not known yet the full impact on these additional charges to the District's claim.

Moving forward, the District continues to invest in ongoing training with all stakeholders. More importantly, the District has hired a Medicaid Manager. She started on September 30, 2019 and has hit the road running.

- IV. **FY20 Budget Update:**
- ✓ **FY20 Budget Transfers:** Administration does not have any budget transfers this evening.
  - ✓ **FY20 Grant Allocations:** Please see **ATTACHMENT C** for a listing of FY20 Grant Allocations: In addition to this listing, the District was awarded two (2) State, competitive grants as reported in Director Berlo's report of September 11, 2019. The first grant provides mental health support to the District and the award is \$100,000. The second grant provides early literacy support to the District and the award is \$5,000.
  - ✓ **FY20 Budget Projections:** **ATTACHMENT D** is a copy of a Revenue Budget Report dated September 27, 2019. **ATTACHMENT E** is the same report, converted to Excel with projections on Revenues for the fiscal year. Revenue projections have not changed since the

Committee's previous meeting. Mr. Deedy will review these figures on Wednesday evening.

**ATTACHMENT F** is a copy of the Expense Budget Report dated September 27, 2019.

**Salaries and Stipends:** Administration has not completed encumbering salaries for the year. There is still some limited hiring to be completed within the next week.

**Benefits and Insurance:** All costs have been fully encumbered. Not reflected here are the Journal Entries to reverse charges from the General Fund to grants and Revolving Funds.

**Instructional Support:** Additional encumbrances will be made to reduce the Available Budget Balance.

**Operations and Maintenance:** All heating and utility accounts are fully encumbered. A majority of service provider contracts are also encumbered. Funds allocated for building needs remain unencumbered.

**Pupil Services:** There is a small balance remaining in several Nurse Supply lines.

**Special Education Tuitions:** Tuitions have been encumbered leaving a nominal balance. Tuitions as was the case last year, are reviewed on a weekly basis with Special Education given its potential impact on the budget.

**Other Operating Costs:** These are the Assessments for both School Choice and Charter School. Administration will encumber the known payments for the fiscal year, adjusting in December and June.

**Transportation:** Transportation is currently in deficit due to the unanticipated increase in special education out of district transportation and \$18,000 in home to school transportation. Administration is reviewing the home to school figures with the bus provider.

**Debt Service:** These funds will be fully encumbered.

The District's FY20 Circuit Breaker allocation, confirmed by the DESE is \$2,805,373. This is an increase of approximately \$166,765 above the final FY19 Circuit Breaker payment.

- V. **FY20 Plan to Address Revenue Shortfall:** Mr. Deedy will update the committee on the Administration's plan Wednesday evening.
- VI. **Annual Evaluation Questionnaire:** **ATTACHMENT G** is a copy of the Director of Business and Finance Evaluation Questionnaire from FY17. This document will be updated to reflect the current evaluation cycle. However, the contents will remain the same. Mr. Deedy will speak to this on Wednesday evening.
- VII. **School Use Fees:** This is an ongoing agenda item. Administration has included it on tonight's agenda once again to begin the discussion for possible adjustment. See **Attachment H** for the proposed agreement and rates. **Attachment I** is a summary of responses solicited by the Business Office to stakeholders relative to potential rate changes.

- VIII. **Policy Review, Policy 4323.20, Bidding Requirements**: This item was briefly discussed last spring. Administration would like to amend this policy to align it with contract thresholds of Chapter 30B. **ATTACHMENT J** is a copy of the District's current policy. **ATTACHMENT K** is a copy of the procurement thresholds per the Office of the Inspector General, July 2018.
- IX. **Next Meeting**:
- X. **Adjournment**:

# ATTACHMENT A

Job Title	Original FY18		Removed FY18		Updated FY18	
	Salary	HPs	Salary	HPs	Salary	HPs
Applied Behavioral Analyst	\$381,277.50	5	\$381,277.50	5	\$0.00	0
Autism Specialist	\$2,654,681.02	59	\$2,130,858.01	44	\$523,823.01	15
Medicaid Billing Personnel	\$43,150.08	2	\$0.00	0	\$43,150.08	2
Occupational Therapist - Medicaid Definition	\$319,672.76	5	\$233,978.54	3	\$85,694.22	2
Occupational Therapy Assistant - Medicaid Definition	\$133,402.00	3	\$41,554.40	1	\$91,847.60	2
Physical Therapist - Medicaid Definition	\$69,790.25	1	\$20,915.40	0	\$48,874.85	1
Physical Therapy Assistant - Medicaid Definition	\$63,875.24	2	\$0.00	0	\$63,875.24	2
Speech/Language Assistant - Medicaid Definition	\$384,539.45	9	\$214,902.96	4	\$169,636.49	5
Speech/Language Therapist - Medicaid Definition	\$1,452,596.97	19	\$299,418.61	5	\$1,153,178.36	14
<b>Totals</b>	<b>\$5,502,985.27</b>	<b>105</b>	<b>\$3,322,905.42</b>	<b>62</b>	<b>\$2,180,079.85</b>	<b>43</b>

**ATTACHMENT B****Wachusett Students Removed From FY18 Cost Report**

<b>Student</b>	<b>Notes</b>
Student 1	no notes entered have IEP and parental consent
Student 2	
Student 3	no notes entered have IEP and parental consent
Student 4	no notes entered have IEP and parental consent
Student 5	no notes entered have IEP and parental consent
Student 6	no notes entered have IEP and parental consent
Student 7	no notes entered have IEP and parental consent
Student 8	no notes entered have IEP and parental consent
Student 9	no notes entered have IEP and parental consent
Student 10	
Student 11	
Student 12	no parental consent rec'd
Student 13	
Student 14	no notes entered have IEP and parental consent
Student 15	
Student 16	
Student 17	
Student 18	
Student 19	no notes entered have IEP and parental consent
Student 20	
Student 21	no notes entered have IEP and parental consent
Student 22	no notes entered have IEP and parental consent
Student 23	no notes entered have IEP and parental consent
Student 24	
Student 25	no notes entered have IEP and parental consent
Student 26	no parental consent rec'd
Student 27	
Student 28	
Student 29	
Student 30	no notes entered have IEP and parental consent
Student 31	
Student 32	
Student 33	no notes entered have IEP and parental consent
Student 34	
Student 35	no notes entered have IEP and parental consent
Student 36	no notes entered have IEP and parental consent
Student 37	no notes entered have IEP and parental consent
Student 38	
Student 39	
Student 40	
Student 41	no notes entered have IEP and parental consent
Student 42	
Student 43	
Student 44	no notes entered have IEP and parental consent
Student 45	no notes entered have IEP and parental consent

**ATTACHMENT B****Wachusett Students Removed From FY18 Cost Report**

<b>Student</b>	<b>Notes</b>
Student 46	
Student 47	
Student 48	no notes entered have IEP and parental consent
Student 49	no notes entered have IEP and parental consent
Student 50	
Student 51	
Student 52	
Student 53	no notes entered have IEP and parental consent
Student 54	no notes entered have IEP and parental consent
Student 55	
Student 56	no notes entered have IEP and parental consent
Student 57	no notes entered have IEP and parental consent
Student 58	no notes entered have IEP and parental consent
Student 59	
Student 60	
Student 61	
Student 62	
Student 63	no notes entered have IEP and parental consent
Student 64	no notes entered have IEP and parental consent
Student 65	
Student 66	
Student 67	
Student 68	
Student 69	no notes entered have IEP and parental consent
Student 70	
Student 71	
Student 72	
Student 73	no notes entered have IEP and parental consent
Student 74	no notes entered have IEP and parental consent
Student 75	no notes entered have IEP and parental consent
Student 76	
Student 77	no parental consent rec'd
Student 78	
Student 79	no notes entered have IEP and parental consent
Student 80	no notes entered have IEP and parental consent
Student 81	no notes entered have IEP and parental consent
Student 82	no notes entered have IEP and parental consent
Student 83	no notes entered have IEP and parental consent
Student 84	no notes entered have IEP and parental consent
Student 85	no notes entered have IEP and parental consent
Student 86	
Student 87	
Student 88	no notes entered have IEP and parental consent
Student 89	
Student 90	

**ATTACHMENT B****Wachusett Students Removed From FY18 Cost Report**

<b>Student</b>	<b>Notes</b>
Student 91	no notes entered have IEP and parental consent
Student 92	no notes entered have IEP and parental consent
Student 93	
Student 94	no notes entered have IEP and parental consent
Student 95	no notes entered have IEP and parental consent
Student 96	no notes entered have IEP and parental consent
Student 97	
Student 98	no notes entered have IEP and parental consent
Student 99	
Student 100	no notes entered have IEP and parental consent
Student 101	
Student 102	no notes entered have IEP and parental consent
Student 103	
Student 104	no notes entered have IEP and parental consent
Student 105	no notes entered have IEP and parental consent
Student 106	no notes entered have IEP and parental consent
Student 107	
Student 108	
Student 109	no notes entered have IEP and parental consent
Student 110	
Student 111	no notes entered have IEP and parental consent
Student 112	no notes entered have IEP and parental consent
Student 113	
Student 114	
Student 115	
Student 116	
Student 117	
Student 118	no notes entered have IEP and parental consent
Student 119	no notes entered have IEP and parental consent
Student 120	
Student 121	
Student 122	no notes entered have IEP and parental consent
Student 123	no notes entered have IEP and parental consent
Student 124	no notes entered have IEP and parental consent
Student 125	no notes entered have IEP and parental consent
Student 126	

[School Finance Regulations \(/lawsregs/603cmr10.html\)](#)

[Spending Comparisons ▾ \(/finance/statistics/\)](#)

[Transportation \(/finance/transportation/\)](#)

[Chapter 74 Nonresident Tuition \(/cte/admissions/\)](#)

[School Finance Contacts \(/finance/contactus.html\)](#)

[Links \(/finance/links.html\)](#)

### State and Federal Entitlement And Allocation Grants by District

District: Wachusett ▾

Fiscal Year: 2020 ▾

#### Wachusett-2020

Fund Code	Grant Name	Amount
262	Early Childhood Special Education Entitlement Grant	\$64,332
240	Individuals with Disabilities Education Act (IDEA) Federal Special Education Entitlement Grant	\$1,649,665
400	Perkins V Secondary	\$44,572
180	TIII: English Language Acquisition and Academic Achievement Program for English Learners	\$17,852
305	Title I, Part A: Improving Basic Programs	\$267,292
140	Title II, Part A: Building Systems of Support for Excellent Teaching and Leading	\$112,075
309	Title IV, Part A: Student Support and Academic Enrichment	\$16,688
	District Total	\$2,172,476

[View by Fund Code \(/grants/entitlement-allocation.aspx?view=code\)](#)



## Attachment D

09/27/2019 15:24  
9820ddeeWachusett Regional School District  
F20 REVENUE BR 9.27.19P 1  
glytdbud

FOR 2020 13

	ORIGINAL ESTIM REV	ESTIM REV ADJSTMTS	REVISED EST REV	ACTUAL YTD REVENUE	REMAINING REVENUE	PCT COLL
001 GENERAL FUND						
0000 UNDESIGNATED						
001 401412 GF MIN LOCAL CONT -	0	-19,225,254	-19,225,254	-4,806,313.50	-14,418,940.50	25.0%*
001 401413 GF MIN LOCAL CONT -	0	-4,397,455	-4,397,455	-1,099,363.25	-3,298,091.75	25.0%*
001 401414 GF MIN LOCAL CONT -	0	-3,565,466	-3,565,466	-891,366.50	-2,674,099.50	25.0%*
001 401415 GF MIN LOCAL CONT -	0	-7,226,608	-7,226,608	-1,806,652.00	-5,419,956.00	25.0%*
001 401416 GF MIN LOCAL CONT -	0	-8,220,062	-8,220,062	-2,055,015.75	-6,165,046.25	25.0%*
001 401422 GF OPER - HOLDEN	0	-7,306,064	-7,306,064	-1,826,516.50	-5,479,547.50	25.0%*
001 401423 GF OPER - PAXTON	0	-1,466,595	-1,466,595	-366,648.75	-1,099,946.25	25.0%*
001 401424 GF OPER - PRINCETON	0	-948,577	-948,577	-237,144.50	-711,432.50	25.0%*
001 401425 GF OPER - RUTLAND	0	-3,614,910	-3,614,910	-903,727.50	-2,711,182.50	25.0%*
001 401426 GF OPER - STERLING	0	-2,377,050	-2,377,050	-594,262.75	-1,782,787.25	25.0%*
001 401432 GF TRANS ASSESS - HO	0	-2,204,518	-2,204,518	-551,129.50	-1,653,388.50	25.0%*
001 401433 GF TRANS ASSESS - PA	0	-442,528	-442,528	-110,632.00	-331,896.00	25.0%*
001 401434 GF TRANS ASSESS - PR	0	-286,222	-286,222	-71,555.50	-214,666.50	25.0%*
001 401435 GF TRANS ASSESS - RU	0	-1,090,756	-1,090,756	-272,689.00	-818,067.00	25.0%*
001 401436 GF TRANS ASSESS - ST	0	-717,246	-717,246	-179,311.50	-537,934.50	25.0%*
001 401442 GF DEBT ASSESS- HOLD	0	-1,089,974	-1,089,974	-272,493.50	-817,480.50	25.0%*
001 401443 GF DEBT ASSESS- PAXT	0	-237,436	-237,436	-59,359.00	-178,077.00	25.0%*
001 401444 GF DEBT ASSESS- PRIN	0	-153,566	-153,566	-38,391.50	-115,174.50	25.0%*
001 401445 GF DEBT ASSESS- RUTL	0	-587,031	-587,031	-146,757.50	-440,273.50	25.0%*
001 401446 GF DEBT ASSESS- STER	0	-369,100	-369,100	-92,275.00	-276,825.00	25.0%*
001 401450 GF CHAP 70 - REG SCH	0	-28,500,615	-28,500,615	-4,711,164.00	-23,789,451.00	16.5%*
001 401451 GF CHAP 71 - REG SCH	0	-2,178,143	-2,178,143	.00	-2,178,143.00	.0%*
001 401452 GF CHAP 70 - CHARTER	0	-33,253	-33,253	-7,406.00	-25,847.00	22.3%*
001 401453 GF TXFR - SCHOOL CHO	0	0	0	.00	.00	.0%*
001 401454 GF TXFR - UNRESERVED	0	0	0	.00	.00	.0%*
001 401455 GF - MEDICAID	0	-1,137,521	-1,137,521	.00	-1,137,521.00	.0%*
001 401460 GF INTEREST	0	-21,005	-21,005	-2,116.68	-18,888.32	10.1%*
001 401462 GF REVENUE - MISCELL	0	-439,250	-439,250	-7,547.42	-431,702.58	1.7%*
001 401464 GF REVENUE - INSUR R	0	0	0	.00	.00	.0%*
001 401466 GF PREMIUM - RAN	0	0	0	.00	.00	.0%*
001 401468 GF REVENUE - MSHA RE	0	0	0	.00	.00	.0%*
001 497100 GF REV - TRANSFER IN	0	0	0	.00	.00	.0%*
TOTAL UNDESIGNATED	0	-97,836,205	-97,836,205	-21,109,839.10	-76,726,365.90	21.6%
5400 SHORT-TERM INTEREST						
AFC784 401466 GF PREM - REV ANT	0	0	0	.00	.00	.0%*
TOTAL SHORT-TERM INTEREST	0	0	0	.00	.00	.0%*

# Attachment D



09/27/2019 15:24  
9820ddee

Wachusett Regional School District  
F20 REVENUE BR 9.27.19

P 2  
glytdbud

FOR 2020 13

	ORIGINAL ESTIM REV	ESTIM REV ADJUSTMTS	REVISED EST REV	ACTUAL YTD REVENUE	REMAINING REVENUE	PCT COLL
TOTAL GENERAL FUND	0	-97,836,205	-97,836,205	-21,109,839.10	-76,726,365.90	21.6%
TOTAL REVENUES	0	-97,836,205	-97,836,205	-21,109,839.10	-76,726,365.90	
GRAND TOTAL	0	-97,836,205	-97,836,205	-21,109,839.10	-76,726,365.90	21.6%

\*\* END OF REPORT - Generated by Dan Deedy \*\*

# ATTACHMENT E

FY20 Revenue Projections  
Based Upon State Aid Numbers through August 2019

FUND	OBJ	ACCOUNT	ACCOUNT DESCRIPTION	ORIGINAL ESTIM REV	ESTIM REV ADJ	BUDGET ADJ	REVISED ESTIM REV	ACTUAL YTD REVENUE	REMAINING REVENUE	NOTES
001	401412	001-00-000-000-0000-0-401412-	GF MIN LOCAL CONT - HOLDEN	0	-19,225,254		-19,225,254	-4,806,314	-14,418,941	
001	401413	001-00-000-000-0000-0-401413-	GF MIN LOCAL CONT - PAXTON	0	-4,397,455		-4,397,455	-1,099,363	-3,298,092	
001	401414	001-00-000-000-0000-0-401414-	GF MIN LOCAL CONT - PRI	0	-3,565,466		-3,565,466	-891,367	-2,674,100	
001	401415	001-00-000-000-0000-0-401415-	GF MIN LOCAL CONT - RUTLAND	0	-7,226,608		-7,226,608	-1,806,652	-5,419,956	
001	401416	001-00-000-000-0000-0-401416-	GF MIN LOCAL CONT - STERLING	0	-8,220,062		-8,220,062	-2,055,016	-6,165,046	
001	401422	001-00-000-000-0000-0-401422-	GF OPER - HOLDEN	0	-7,306,064		-7,306,064	-1,826,517	-5,479,548	
001	401423	001-00-000-000-0000-0-401423-	GF OPER - PAXTON	0	-1,466,595		-1,466,595	-366,649	-1,099,946	
001	401424	001-00-000-000-0000-0-401424-	GF OPER - PRINCETON	0	-948,577		-948,577	-237,145	-711,433	
001	401425	001-00-000-000-0000-0-401425-	GF OPER - RUTLAND	0	-3,614,910		-3,614,910	-903,728	-2,711,183	
001	401426	001-00-000-000-0000-0-401426-	GF OPER - STERLING	0	-2,377,050		-2,377,050	-584,263	-1,792,787	
001	401432	001-00-000-000-0000-0-401432-	GF TRANS ASSESS - HOLDEN	0	-2,204,518		-2,204,518	-551,130	-1,653,389	
001	401433	001-00-000-000-0000-0-401433-	GF TRANS ASSESS - PAXTON	0	-442,528		-442,528	-110,632	-331,896	
001	401434	001-00-000-000-0000-0-401434-	GF TRANS ASSESS - PRINCETON	0	-286,222		-286,222	-71,556	-214,667	
001	401435	001-00-000-000-0000-0-401435-	GF TRANS ASSESS - RUTLAND	0	-1,090,756		-1,090,756	-272,689	-818,067	
001	401436	001-00-000-000-0000-0-401436-	GF TRANS ASSESS - STERLING	0	-717,246		-717,246	-179,312	-537,935	
001	401442	001-00-000-000-0000-0-401442-	GF DEBT ASSESS - HOLDEN	0	-1,089,974		-1,089,974	-272,494	-817,481	
001	401443	001-00-000-000-0000-0-401443-	GF DEBT ASSESS - PAXTON	0	-237,436		-237,436	-59,359	-178,077	
001	401444	001-00-000-000-0000-0-401444-	GF DEBT ASSESS - PRINCETON	0	-153,566		-153,566	-38,392	-115,175	
001	401445	001-00-000-000-0000-0-401445-	GF DEBT ASSESS - RUTLAND	0	-587,031		-587,031	-146,758	-440,274	
001	401446	001-00-000-000-0000-0-401446-	GF DEBT ASSESS - STERLING	0	-369,100		-369,100	-92,275	-276,825	
001	401450	001-00-000-000-0000-0-401450-	GF CHAP 70 - REG SCHOOL AID	0	-28,500,615	147,220	-28,647,835	-4,711,164	-23,936,671	
001	401451	001-00-000-000-0000-0-401451-	GF CHAP 71 - REG SCHOOL TRANS	0	-2,178,143	285,955	-2,464,098	0	-2,464,098	See note 1
001	401452	001-00-000-000-0000-0-401452-	GF CHAP 70 - CHARTER REIMBURSE	0	-33,253	50,992	-84,245	-7,406	-76,839	
001	401455	001-00-000-000-0000-0-401455-	GF - MEDICAID	0	-1,137,521	(537,521)	-600,000	0	-600,000	
001	401460	001-00-000-000-0000-0-401460-	GF INTEREST	0	-21,005	28,995	-50,000	-2,117	-47,883	
001	401462	001-00-000-000-0000-0-401462-	GF REVENUE - MISCELLANEOUS	0	-439,250	(239,250)	-200,000	-7,547	-192,453	
			Total 001 GENERAL FUND	0	-97,836,205	(263,609)	-97,572,596	-21,109,839	-76,462,757	
			Revenue Total	0	-97,836,205	(263,609)	-97,572,596	-21,109,839	-76,462,757	
						(263,609)		(263,609)		
						(600,000)		(600,000)		See note 2
						(863,609)		(863,609)		See note 3

Note 1: This Cherry Sheet # is post the DESE reduction of 135k; confirmed with DESE on 8.16.19

Note 2: 600k needed for FDX

Note 3: Estimated revenue budget shortfall

Created 9.27.19

# Attachment F



09/27/2019 13:48  
9820ddee

Wachusett Regional School District  
F20 BR BY APPROPRIATION 9.27.19

P 1  
glytdbud

FOR 2020 13

	ORIGINAL APPROP	TRANSFRS/ ADJSTMTS	REVISED BUDGET	YTD EXPENDED	ENC/REQ	AVAILABLE BUDGET	PCT USED
1 SALARIES & STIPENDS	62,064,715	0	62,064,715	6,521,066.05	54,400,832.29	1,142,816.66	98.2%
2 BENEFITS & INSURANCE	15,054,973	0	15,054,973	6,579,460.09	8,467,124.93	8,387.98	99.9%
3 INSTRUCTIONAL SUPPORT	3,322,090	0	3,322,090	1,048,423.95	1,361,077.13	912,588.92	72.5%
4 OPERATIONS & MAINTENANCE	3,606,166	0	3,606,166	485,033.28	2,573,747.63	547,385.09	84.8%
5 PUPIL SERVICES	51,241	0	51,241	14,274.50	30,097.21	6,869.29	86.6%
6 SPECIAL ED TUITIONS	3,123,545	0	3,123,545	698,367.49	2,395,644.87	29,532.64	99.1%
7 OTHER OPERATING COSTS	1,196,956	0	1,196,956	199,075.00	0.00	997,881.00	16.6%
8 TRANSPORTATION	6,919,413	0	6,919,413	702,418.93	6,265,604.91	-48,610.84	100.7%
9 DEBT SERVICE	2,497,106	0	2,497,106	641,296.88	149,331.25	1,706,477.87	31.7%
GRAND TOTAL	97,836,205	0	97,836,205	16,889,416.17	75,643,460.22	5,303,328.61	94.6%

\*\* END OF REPORT - Generated by Dan Deedy \*\*

## Attachment G

### **Director of Business and Finance Evaluation Questionnaire**

(October 2016-October 2017)

FY17 Performance

Using the following rating scale, please indicate the most appropriate number for each category/task.

---

5 – Delivered breakthrough performance

4 – Consistently Surpassed Performance Standards

3 – Successfully Achieved Performance Standards

2 – Met some performance standards

1 – Did not meet performance standards

---

#### **I. Budget Development**

Develops a budget with the Superintendent through an open, participatory process that includes all relevant stakeholders and meets all statutory requirements;

Rating: \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Budget is complete, clearly written, highly transparent

Rating: \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Provides comprehensive analysis linking budget spending to town benchmark information

Rating: \_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## **II. Allocation of Resources**

Proposes allocation of existing resources and identifies new resources to meet budget needs and quality facilities

Rating: \_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## **III. Financial Management and Oversight**

Continuously tracks and analyzes district expenditures and regularly reports on how those expenditures impact the budget;

Rating: \_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Identifies ineffective internal controls and works to improve their effectiveness or implement new and improved controls;

Rating: \_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Consistently meets or exceeds all statutory reporting requirements;

Rating: \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Identifies ways to improve auditing program and practices and implements highly effective auditing programs.

Rating: \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Ensures all applicable staff members are fully utilizing and are trained in the district's financial management software.

Rating: \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

#### **IV. Accounting and Payroll Administration**

Identifies ineffective accounting and payroll practices and procedures and works to improve their effectiveness or implement new practices and procedures

Rating: \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Ensures staff is knowledgeable and competent in the accounting and payroll functions they perform and continually works to increase their knowledge and competence through training;

Rating: \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Identifies and implements ways in which policies and procedures can be more clearly articulated and documented;

Rating: \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

#### **V. Purchasing Administration**

Identifies ineffective purchasing practices and procedures and works to improve their effectiveness or implement new practices and procedures;

Rating: \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Ensures staff is knowledgeable and competent in the purchasing functions they perform and continually works to increase their knowledge and competence through training;

Rating: \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



Identifies and implements ways in which policies and procedures can be more clearly articulated and documented;

Rating: \_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Ensures a commitment to fiscal responsibility and sustainability at all levels;

Rating: \_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## **VI. Resource Management**

Implements policies and procedures to more effectively pursue external financial resources;

Rating: \_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Identifies the resources and capabilities of the district to pursue external funding;

Rating: \_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Effectively manages the use of state and federal grants and tuition and fee revenue received.

Rating: \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**VII. School Committee Communication**

Timely and accurately responds to School Committee member inquiries.

Rating: \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Attends Business/Finance Subcommittee and regular full School Committee meetings.

Rating: \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**VIII. Specific Monthly Tasks**

Successfully and efficiently performs the tasks described in Addendum A of the Director's "Goals & Objectives," and entitled "Wachusett Business Office Monthly Activities"

Rating: \_\_\_\_\_

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Signed \_\_\_\_\_ Dated \_\_\_\_\_

**WACHUSETT REGIONAL SCHOOL DISTRICT**  
**SCHOOL USE APPLICATION and AGREEMENT**

USER: \_\_\_\_\_  
(Organization Name)

\_\_\_\_\_  
(Address)

TYPE OF EVENT: \_\_\_\_\_

SCHOOL: \_\_\_\_\_ EVENT SPACE: \_\_\_\_\_

**NOTE: If there are special accommodations necessary for this event, please detail same on a separate sheet and attach to this Application/Agreement.**

DAY(S): \_\_\_\_\_ DATE(S): \_\_\_\_\_

TIME: FROM: \_\_\_\_\_ TO: \_\_\_\_\_

User's Contact Person: \_\_\_\_\_ Phone: \_\_\_\_\_

Address and telephone for invoicing, if different than above:

\_\_\_\_\_  
Tax Exempt # (if applicable): \_\_\_\_\_

Number of participants expected: \_\_\_\_\_

<b>Fee Summary:</b>	<b><u>Hours:</u></b>	<b><u>Amount:</u></b>
Facility Use Fee (Pursuant to Fee Schedule):	_____	\$ _____
Custodial Services (Pursuant to Fee Schedule):	_____	\$ _____
Other Services (Pursuant to Fee Schedule):	_____	\$ _____
Total Fee:		\$ _____

**AGREEMENT**

This is an Agreement between the above-named User and Wachusett Regional School District (the District). If more than one User is named above, each of them shall be jointly and severally responsible under this Agreement. In consideration of their mutual promises contained herein, the parties hereby agree as follows:

1. **Permission to Use.** The District hereby gives User permission to use the following portions of the \_\_\_\_\_ School during the Time Period and Event listed above. The Event may take place only in the \_\_\_\_\_ (the Event Space). The license provided for under this Agreement shall not constitute a tenancy of any kind; this agreement is not a lease. The license is personal to the User and may not be assigned by User in whole or in part. The User acknowledges that the District reserves the right to terminate the license at any time, with or without cause, in the sole discretion of the District.
2. **Payment of Fee.** The User agrees to pay the District the Fee stated above in advance of the event in exchange for the use of the Event Space. Additional fees will be invoiced to User and payment to the District will be within thirty days.
3. **Purposes and Restrictions.** User may not use the Event Space or any other portion of the school facility for any purpose other than for the Event as described above. User agrees to all restrictions and instructions, which may be provided to it by the District concerning the use of the Event Space. User shall not use the Event Space or any other part of the school facility in any way which would constitute a nuisance, shall not damage the Event Space or any part of the school facility in any way, and shall not obligate the District in any way. Smoking is prohibited anywhere in the school facility or on the school grounds. No food or drink is allowed in the Event Space or on school property unless prior written authorization is provided to the User by the District. All material to be removed at end of event day.
4. **Insurance and Release.** If User maintains liability insurance, User shall have the District named as an additional insured thereof for the purpose of the Event and shall deliver to the District prior to the Event a certificate evidencing same.

Whether or not User maintains insurance, User and all of User's guests, invitees, employees, licensees and agents shall assume all risks of use and shall be liable for any damage to the school facility arising out of the use of the school facility. User hereby waives and releases the District from any claims, demands, expenses, attorneys' fees and liability which may be imposed upon or incurred by the District by reason of any act or omission on school property by the User, its agents, guests, invitees, licensees and agents. In addition, User, for itself and for all of its employees, agents, guests, licensees and invitees, and for all persons who may come upon the school facility or adjoining areas and grounds during User's use of the school facility, hereby agrees that the District shall not be liable in any way for any matter, cause, thing, action or omission with respect to use of the school facility, the adjoining areas and grounds, including, but not limited to, personal injury or property damage. User hereby releases and discharges the District of any and all liability of any kind with respect the User's use of the facility. The District and User are not partners, joint venturers, principals, agents or otherwise related in any way.

5. **Compliance.** User agrees to comply with all local, state and federal laws, regulations and ordinances. User also agrees to comply with all Wachusett Regional School District and School Committee Policies and School Regulations.
6. **Criminal History Systems Board:** If applicable, User agrees to comply with M.G.L. c.6, § 172G and obtain all available criminal offender record information and juvenile data for all employees or volunteers prior to employment or volunteer service in conjunction with use or lease of school facility.
7. **Miscellaneous.** Paragraph headings are for convenience and are not a substantive part of this Agreement. This document contains all statements and agreements made regarding the use of the School by the User, except for any specific instructions and rules provided by the District.

This agreement may not be amended or modified except by a written Agreement signed by both User and the District.

**USER:**

By: \_\_\_\_\_

Title: \_\_\_\_\_ Date: \_\_\_\_\_

**BUILDING PRINCIPAL RECOMMENDATION:** Approve: \_\_\_\_\_ Disapprove: \_\_\_\_\_

\_\_\_\_\_ Date: \_\_\_\_\_

By: Principal

### **Fee Schedule - FY20**

The following fees will be charged for School Building Use for the year 2019-2020:

#### **1. District and Town Charges or Non-Profit Groups (non-Fund Raising)**

	<i>Mon-Sat</i>	<i>Sun/Holidays</i>
Custodial Time*	\$40.00 per hour	\$50.00 per hour
Cafeteria Staff Time	\$30.00 per hour	\$40.00 per hour
Specialists	\$30.00 per hour	\$40.00 per hour
Police Security	Billed by and paid directly to Town Police Dept.	
<i>Rates are per person per hour or any part of an hour. Time will be charged if incremental to operations of building. All rates are billed at a minimum of three hours.</i>		

**\*Disclaimer:** If weather conditions warrant the school grounds be cleared of snow or otherwise readied for use by an outside group, the outside group would be responsible for that extra custodial time.

#### **Building/Facility Usage Fees (1/2 Day Basis) – Non-Profit**

Kitchen/Cafeteria – Elementary/Middle School	\$20.00 per hour
Kitchen/Cafeteria – High School	\$20.00 per hour
Gym/Auditorium – Elementary/Middle School	\$20.00 per hour
Gym – High School	\$50.00 per hour
Auditorium – High School	\$50.00 per hour
Library – Elementary/Middle School	\$10.00 per hour
Library – High School	\$20.00 per hour
Athletic Fields – Elementary/Middle School	No Charge
Athletic Fields (Natural) – High School	\$50.00 per hour
Athletic Fields (Synthetic Turf) – High School	\$80.00 per hour, plus \$30.00 per hour for lights at night
Classroom/Pod – Elementary/Middle School	\$10.00 per hour
Classroom – High School	\$10.00 per hour
Theater	\$20.00 per hour
<i>(AV use in theater may require use of Specialist)</i>	
Foyer (if not included in above)	\$60.00 per half day
Trash Removal as appropriate	Actual cost of dumpster
Other	Fees to be specified



2. **For – Profit Groups or Non-Profit Groups when Fundraising/Events with admissions fees**

	<i>Mon-Sat</i>	<i>Sun/Holidays</i>
Custodial Time*	\$40.00 per hour	\$50.00 per hour
Cafeteria Staff Time	\$30.00 per hour	\$40.00 per hour
Specialists	\$30.00 per hour	\$40.00 per hour
Police Security	Billed by and paid directly to Town Police Dept.	

*Rates are per person per hour or any part of an hour. All rates are billed at a minimum of three hours.*

**\*Disclaimer:** If weather conditions warrant the school grounds be cleared of snow or otherwise readied for use by an outside group, the outside group would be responsible for that extra custodial time.

**Building/Facility Usage Fees (1/2 Day Basis)**

Kitchen/Cafeteria	\$250.00 per half day
Gym/Auditorium – Elementary/Middle School	\$250.00 per half day
High School	\$1,000.00 per half day
Athletic Fields – Elementary/Middle School	\$125.00 per half day
Athletic Fields (Natural) – High School	\$100.00 per hour
Athletic Fields (Synthetic Turf) – High School	\$300.00 per hour, plus \$50.00 per hour for lights at night
Small Classroom	\$150.00 per half day
Large Classroom	\$250.00 per half day
Library – Elementary/Middle School	\$200.00 per half day
Library – High School	\$200.00 per half day
Theater – Elementary/Middle School	\$500.00 per half day
High School	\$1,000.00 per half day
Set up and cleaning fee	\$250.00
<i>(AV use in theater may require use of Specialist)</i>	
Foyer (if not included in above)	\$100.00 per half day
Trash Removal as appropriate	Actual cost of dumpster
Other	Fees to be specified

# ATTACHMENT I

FEEDBACK FROM BUILDING USERS REGARDING POTENTIAL RATE INCREASE					
BUILDING USERS					
	Contact Person	Contact Phone #	Contact email	Usage Dates	School
<b>Wachusett Basketball Travel League (girls)</b>	Dawn Sulmasy		<a href="mailto:newdawnnutrition@yahoo.com">newdawnnutrition@yahoo.com</a>		TP
Response:	<p>Wachusett Basketball Travel League (Dawn Sulmasy): My first response is Wow! A 100% percent increase for gym use at elementary/middle schools. I would be interested to know why you feel such an increase is necessary and where the increased revenue would go- ie general budget or back into building maintenance? From a business 101 perspective, an immediate 100% increase is very very steep indeed. To double gym fees will also double the costs for most programs using the gymsmost of which are non-profit with missions to serve children. One organization I volunteer for pays thousands of dollars across the district for gym time. Doubling our cost will be heroic to overcome. I would like you to know that nearly all the parties who use the schools are non-profits like youth sports and scouts and even those that aren't specifically set up as non-profits are benefitting WRSD students and families. These activities are supplemental to a child's education and are seen as such by parents. Parents who already pay taxes for these buildings and taxes for education. Small fees do not mean small costs- these are not one time uses. Most times it's full year contracts equaling thousands of dollars. Even the camps at the high school would become unaffordable- sending kids to a camp that costs \$120 per child increases to \$240 per child - that's \$360 to \$720, that's a serious budget consideration and personally it would be a game changer for my kids summer. I volunteer a lot my time for the organizations (Wachusett Basketball and Princeton Scouts), I can't imagine a basketball program going from \$300 to \$600 for these parents. You will make it unaffordable and thereby the program may become elitist where only the skilled AND wealthy can play. Furthermore, my husband and others in town volunteer their time to do gym floor maintenance, in fact several of the organizations that use the gyms have paid for floor finish. I personally sweep the floor every time I use it. I have had a parent maintain the scoreboard. There is very little custodial time or costs, at least at Thomas Prince School, for the district. If you double the fees are you willing to take on maintaining the floors and score boards etc?</p>				
<b>Princeton Boy Scouts</b>	Terry Bass		<a href="mailto:terry.bass28g@gmail.com">terry.bass28g@gmail.com</a>		TP
Response:	<p>Princeton Boy Scouts: As Scouts we don't mind paying our fair share. The amount we pay today seems more than fair to cover the cost of utilities and a portion of the custodial fees. The custodians are already on duty so there should be little to no incremental cost to support the custodians. All participating families in our program are taxpayers supporting the School District and the Thomas Prince School. We are a non-profit who's aim is character development, citizenship training and personal fitness development in young people. One of the points of the Scout Law is "A Scout is Thrifty." A Scout pays their own way. As I said before, we don't mind paying our way, but doubling our usage fee seems a bit egregious. Please reconsider. More than happy to discuss further with you.</p>				
<b>Rutland Indoor Soccer Team</b>	Leah Johnston	508-259-4804	<a href="mailto:leah259@gmail.com">leah259@gmail.com</a>	Tues nites	weekly practices Naquag
Response:	<p>Rutland Indoor Soccer Team (Leah Johnston) I rented the Naquag gym in Rutland &amp; I don't recommend increasing that because it's only half the space.</p>				

# ATTACHMENT I

ATTACHMENT 1						
	Drew Weymouth	508-735-3513	weymouthd@gmail.com	every other Thurs nite 11/8 - 2/28	weekly practices	Naquag
Response:	Rutland Indoor Soccer Team (Drew Weymouth) I think most of the changes look ok. I'd be concerned about the HS turf rate (and maybe others but I haven't looked that closely). That's a huge increase and based on my knowledge of other turf fields, puts you way over on the going rate.					
	Ken Lebetkin	508-981-6494	klebetkin@gmail.com	Weds nites 12/5/18- 3/27/19	weekly practices	Naquag
Response:	Rutland Indoor Soccer Team (Ken Lebetkin): I understand the need to raise costs at times to cover expenses, but I feel as if extra resources are not needed, at least in my case. There is currently staff already in the building leaning during my usage time, and lights are already on. I am a parent and volunteer soccer coach. In the fall I coach Rutland Youth Soccer and in the spring Mountain Soccer Club (consists of kids from Rutland, Sterling, Princeton, Paxton and West Boylston). For these two leagues we typically have outdoor practice space, however, that is tough this time of year due to the fields being water logged. But in the winter, I put together indoor soccer teams for my kids so they can continue to play. I am just a parent that volunteers my time to organize and coach soccer teams for my daughters to continue to play soccer throughout the winter. For this, I have been renting and using Naquag gym for a number of years. It is small and tough to really do much because of the size. Due to other organizations using school gyms the only thing that is really available to me is Naquag. And they only allow me to use the gym side. They do not allow sports on the other side. Charging more than the current \$10 an hour for a space that size doesn't seem fair. The space is small and barely allows for a full team to practice, especially for my 11 and 12 year olds. Three touches of the soccer ball and you are already at the far side. As it is, either I pick up the rental cost or I have to ask parents if they are willing to put money towards gym rental.					
	Tim Jones		centralflightcf@gmail.com			TP
Response:	I rent elementary gym space during the school year and feel as though an increase from \$10 to \$20 is reasonable and understandable. I appreciate the opportunity to provide input.					
	George Vinton		gvinton@ford.com			DH & HS
Response:	Wachusett Basketball Travel League: I have run the Wachusett Girls Travel Program which is a non-profit for several years. This program is strictly for Wachusett players only. They must live in the 5 towns to play in our league. In our league we then go play surrounding towns and play in 2 or three tournaments. Our program has been a feeder program for the Wachusett varsity girls program for years and we continue to work directly with Jim Oxford and his coaching staff every year. Last year we spent \$8,667.00 in gym rental for games and practice times. As you know gym time is becoming harder and harder to rent. Two things I would like the district to consider: 1) I would like the district to offer a lower rate to non-profit organizations that are strictly made up of Wachusett participants. Wachusett District organizations should not be paying the same amount as an organization that is outside the district and, 2) I would like the district to reach out to organizations like mine to offer gym times before the gym rentals go to outside organizations. We need to take care of programs that were established to benefit Wachusett kids and that have become feeder programs for Wachusett High School programs.					

# ATTACHMENT I

Seven Hills Wheelman Bicycling Club	Karen Pare	508-450-7281	Karen_pare@charter.net	Sat June 15, 2019	Bike Club Ride	Naquag
Response:	Your proposed change will not affect us. Thanks for circulating the draft.					
Wachusett Youth Football & Cheer	Kelly Hartnett	508-212-7990	wachusett youthcheer@gmail.com	T & Th 10/9-11/16		Glenwood
Response:	<p>I am writing on behalf of Wachusett Youth Football &amp; Cheer in response to the proposed increase in building rates for the upcoming year. While the increase per hour may seem insignificant, I believe that most organizations would find the increase to be extremely burdensome when considered over the course of a sports season. In our case, the sting would be particularly harsh because the rate increase would almost certainly need to be passed on to the Wachusett families enrolled in our program, but our 2019 registration rates have already been announced and registration is coming to a close so we don't have any opportunity to do so. We are fearful that our inability to absorb such a large increase, especially when coupled with limited outside field space that has forced us to pursue increasingly expensive alternatives for games and outdoor practices, would be extremely harmful to our league. With 3-4 cheer teams practicing 2-3 times per week, our need for gym space is already a significant expense. Increasing fees would likely leave us searching for alternative venues, such as having a "walk through" practice at a local library rather than gym time. Obviously this will negatively affect practice time and competition performance. In the future years, we would need to increase our participation fees to absorb the increased fee; as we have seen an increase in the number of families requesting financial assistance, I would then expect that number to increase as well. I understand that there hasn't been an increase in a number of years, but the "wear and tear" brought by 6-10 girls aged 5-13 on a gym floor is minimal and shouldn't be resulting in any increase in the bottom line to the school. Similarly, they aren't using it for a public event that requires significant janitorial staff or other support. We have always enjoyed a positive relationship with the district and the time we've been able to rent in school gyms, and would be extremely disappointed to have to find alternative venues. I greatly appreciate your solicitation of input before making this decision. As I'm sure you understand, local town organizations like Wachusett Youth Football and Cheer operate on a very tight budget and such an increase would be very difficult for us. Thank you for making us aware of the proposed change and for taking the time to thoughtfully consider this difficult issue.</p>					
Holden Youth Basketball	Tom Conrad		tomc3434@gmail.com			HS
Response:	<p>If I am reading the proposed fee increase correctly, it appears the gym rental fee is going up 100% from \$10 per hour to \$20 per hour. While I think that is a bit much (and will increase our cost by 20%), the amount is sustainable and will be incorporated into our new registration rates. I noticed some other fees going up 100% as well but those don't impact our league directly. My issue is the drastic increase as opposed to a marginal increase over time. My question is what is the rationale for the increase? What improvements will be made to the gyms with these additional funds? If would be nice if these funds were used to improve the gym floor surface at all the schools. The Mayo gym was atrocious this past winter. The floor at Dawson was not much better, the bleachers are broken and the backboard padding is hanging off. Perhaps the added funds could support these improvements.</p>					
Wachusett Basketball Travel League (boys)	Jay Lanpher		jpaaci@msn.com			TP

**ATTACHMENT I**

[illegible]

**POLICY RELATING TO BUDGET/FINANCE**

***BIDDING REQUIREMENTS***

All purchases of materials and equipment and all contracts for services, construction or maintenance, not associated with an emergency, in amounts exceeding \$2,500 will be based upon competitive pricing.

An effort will be made to procure multiple quotations for all purchases in excess of \$2,500. Written specifications and competitive quotations/bids will be required for all procurements exceeding \$5,000 except as exempted under Chapter 30B. All purchases over \$10,000 require bids in accordance with Chapter 30B.

Pursuant to M.G.L., when bidding procedures are used, bids will be advertised appropriately. Suppliers will be invited to have their names placed on mailing lists to receive invitations to bid. Specifications will be mailed to all merchants and firms who have indicated an interest in bidding.

All bids will be submitted in sealed envelopes, addressed to the Chief Procurement Officer and plainly marked with the name of the bid and the time of the bid opening. Bids will be opened in public at the time specified, and all bidders will be invited to be present.

The District reserves the right to reject any or all bids and to accept the bid that appears to be in the best interest of the District. The District reserves the right to waive any informalities in, or reject, any or all bids or any part of any bid. Any bid may be withdrawn prior to the scheduled time for the opening of the bids. Any bid received after the time and date specified will not be considered. All bids will remain firm for a period of at least 30 days after opening.

Provisions for bonding requirements will be made when it is deemed necessary to protect the interests of the District.

Provisions for vendor to declare conflicts regarding relatives or former employment status will be made when it is deemed necessary to protect the interests of the District.

The bidder to whom an award is made may be required to enter into a written contract with the District.

First Reading:	05/09/95
Second Reading:	05/23/95

Amendment First Reading:	03/11/08
Amendment Second Reading:	03/24/08

# Attachment K

July 2018 revision

## M.G.L. c. 30B – PROCUREMENT OF SUPPLIES AND SERVICES

Estimated Contract Amount		Under \$10,000	\$10,000 to \$50,000	Over \$50,000
<b>Procurement Procedure</b>	Sound business practices. <sup>1</sup>	Use a written purchase description to solicit written quotations from no fewer than 3 persons who customarily provide the supply or service. <sup>2</sup>	Sealed bids or proposals (M.G.L. c. 30B, §§ 5 or 6).	
<b>Notice/Advertising Requirements</b>	None.	None.	Post a notice 1) in your jurisdiction's office, and, at least two weeks before bids or proposals are due, publish 2) in a newspaper, and 3) on COMMBUYS.  If the procurement will exceed \$100,000, at least two weeks before bids or proposals are due, publish in the <i>Goods and Services Bulletin</i> .	
<b>Award contract to:</b>	Responsible person offering the best price.	Responsible person offering the needed quality of supply or service at the lowest price quotation.	Under § 5, the responsible <sup>3</sup> and responsive <sup>4</sup> bidder offering the best price. Under § 6, the most advantageous proposal from a responsible and responsive proposer taking into consideration price and non-price proposals.	
<b>Written Contract Required<sup>5</sup></b>	No. Keep written records as a best practice.	Yes.	Yes.	
<b>Maximum Contract Term<sup>6</sup></b>	Three years, unless majority vote authorizes longer.			
<b>OSD Option</b>	Yes.			

<sup>1</sup> M.G.L. c. 30B, § 2, defines sound business practices as "ensuring the receipt of favorable prices by periodically soliciting price lists or quotes."

<sup>2</sup> M.G.L. c. 30B, § 4, as amended by Chapter 218 of the Acts of 2016.

<sup>3</sup> M.G.L. c. 30B, § 2, defines a responsible bidder or offeror as "a person who has the capability to perform fully the contract requirements, and the integrity and reliability which assures good faith performance."

<sup>4</sup> M.G.L. c. 30B, § 2, defines a responsive bidder or offeror as "a person who has submitted a bid or proposal which conforms in all respects to the invitation for bids or request for proposals."

<sup>5</sup> M.G.L. c. 30B, § 17(a), states "All contracts in the amount of \$10,000 or more shall be in writing, and the governmental body shall make no payment for a supply or service rendered prior to the execution of such contract."

<sup>6</sup> M.G.L. c. 30B, § 12(b), states "Unless authorized by majority vote, a procurement officer shall not award a contract for a term exceeding three years, including any renewal, extension, or option."

## **Deficit Reduction Plan**

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Updated September 29, 2019

On September 16, 2019, the latest information was shared with the committee concerning the FY20 revenue deficit of approximately **\$863,609**. At that time, the Administration had already began the task of reviewing all positions the result of retirements, resignations, leaves of absence or district transfer for savings. Administration also reviewed potential savings in other budget line items such as utilities and operations and maintenance.

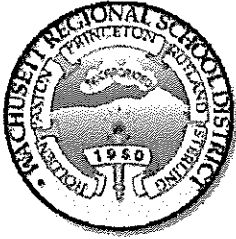
### **Budget Reduction Strategies**

Administration will employ several steps to negate the revenue deficit. These steps include using approximately **\$400,000** from the Contractual Services/Tuition line item in the 240 Federal Entitlement Grant. These are funds that must be used this school year as part of the grant. As mentioned earlier this year, cost savings within the Salary and Stipends Appropriation estimated at this date of approximately of **\$400,000** will also be utilized. Finally, the Administration will use **\$63,000** from Circuit Breaker which are the funds that the District is reimbursed for out of district placements.

Administration will continue to review this data throughout the fall with the goal of identifying a fund balance later this year that includes projected Medicaid receipts.

Administration has also hired a Medicaid Manager to oversee the School Based Medicaid program as previously reported at the recent Business and Finance Subcommittee Meeting. She began work in September. She will be responsible for serving as the liaison to UMASS Medical School, in addition to overseeing ongoing training of staff and Random Moment of Time Studies.





# *Wachusett Regional School District*

*Holden, Paxton, Princeton, Rutland, Sterling*

**To:** Darryll McCall  
Superintendent of Schools

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

**Re:** September, 2019 Activity Report

**Date:** Wednesday, October 2, 2019

## **1. Personnel**

- *The Special Education Secretary position at the High School has been filled.*
- *Paraprofessional positions for the High School and Naquag Elementary have been posted.*
- *The Varsity Baseball Coach position at the High School has been posted.*
- *Human Resources staff have begun the process of adding additional substitute personnel – including 3 new Nurse substitutes.*
- *ReadySub the online substitute management system is now in place and operational at all District schools.*

## **2. Collective Bargaining**

- *The Legal Affairs subcommittee will be meeting on October 21 st to begin the process of preparing District proposals for upcoming Union negotiations. District Counsel is also reviewing expiring contracts and will be making recommendations to the subcommittee.*

### **3. Health Insurance**

- *District wide Flu Clinics have begun and the initial response has been positive with over 70 staff at the High School and 40 at Central Office /ECC taking advantage of this benefit.*
- *Heath Reimbursement Account reimbursements for October are being processed.*
- *We are preparing information for the first PEC meeting scheduled for October 21 st.*
- *The transition to the The Hartford for short and long term disability insurance has been completed.*

### **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 pending Student Teachers that will be working within the District.*

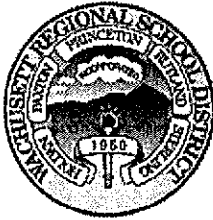
### **5. Teacher/ Administrator Licensure**

- *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. This involves working collaboratively on the implementation of the FY 20 budget and the FY19 audit.*

*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 October 2019

### **Entry Plan Progress**

I have been busy meeting with parents on my Listening and Visioning meetings. I have held three meetings thus far and have had robust conversations with the constituents. Each meeting seems, as expected, to take on a flavor of its own as the most prevalent issues and possible solutions are discussed. As you can imagine the topics have ranged from personal experiences to questions about program development in the years to come. I find the community members are expressing their commitment to our students and to the high standards expected from WRSD.

### **Next Phase**

As October gives way to November and December I will hold similar sessions with Special Education Staff and whole faculty meetings at each building to gather those vital stories of what we do well and what we need to strengthen. These meetings will be arranged with the building leaders to not interfere with previous commitments but to ensure maximum attendance and participation. This critical perspective will give voice to the experiences of veteran and novice teachers alike.

### **Synthesize and Product**

I will review all of the data and code it by topic. A report of this data will be shared with the entire community in the form of a long-range plan of implementation. Some topics raised may be addressed more readily and will not wait for the long-range plan.

I cannot do any of this work alone. Please join me.

<b>Community Meetings</b>	<b><u>Teacher Meeting Dates</u></b>
<b>Chocksett Middle School</b> - Library Monday, September 30th @ 10:00 AM <b>Early Childhood Center</b> - Curriculum Center, October 2 @ 1:00 PM <b>Wachusett Regional High School</b> - Admin C.R, October 3 @10:00AM <b>Glenwood Elementary School</b> - Library Monday, October 7th @10:00 AM <b>Mountview Middle School</b> - Cafeteria Wednesday, October 9th @ 10:00AM <b>Paxton Center School</b> - Cafeteria Friday, October 11th @ 10:00 AM <b>Thomas Prince School</b> - Library Friday, October 18th @10:00 AM <b>Naquag Elementary School</b> - Library, October 21 @10:00AM	<b>WRHS</b> - Thursday, 9/26/19 @ 12:15 <b>Glenwood</b> - Wednesday, 10/2/19 @ 8:00 <b>Dawson</b> - Tuesday, 11/5/19 @ 8:45 <b>Naquag</b> - Wednesday, 11/6/19 @ 8:00 <b>Thomas Prince</b> - Wednesday, 11/6/19 @ 3:00 <b>Houghton</b> - Wednesday, 11/13/19 @ 4:00 <b>Davis Hill</b> - Thursday, 11/14/19 @ 8:05 <b>ECC</b> - Monday, 11/18/19 @ 3:15 <b>Chocksett</b> - Wednesday, 11/20/19 @3:15

**Dawson Elementary School** - Location: Cafeteria, October 23 @10:00AM  
**Houghton School** - Cafeteria, October 28 @10:00AM  
**Central Tree Middle School** - Cafeteria, October 30 @10:00 AM  
**Evening for all** on Wednesday, October 30th at 6:00 at the Jefferson School Curriculum Center.  
**Mayo Elementary School** - Library, November 1 @ 10:00AM  
**Davis Hill Elementary School** - Cafeteria, November 4 @10:00AM

**Please feel free to attend any session that fits into your schedule.**

**Mayo** - Wednesday, 12/4/19 @8:30  
**Paxton** - Wednesday, 12/4/19 @ 3:10  
**Central Tree** - Wednesday, 12/11/19 @ 3:00  
**Mountview** - Tuesday, 12/17/19 @ 7:30