


# *Wachusett Regional School District*

*Holden, Paxton, Princeton, Rutland, Sterling*

December 5, 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

December has certainly started with a bang, a snow bang, which resulted in the closing of schools and the District the first two school days of this month. Hopefully the storm of the past few days is not an indication of the winter to come. Speaking of days schools were closed, I do want to report that I am in the process of determining when Mountview Middle School will make up the day lost due to a power failure on November 1<sup>st</sup>. We are working with our transportation providers to arrange for the transportation that will be needed when that day is rescheduled. I will keep the Committee informed as we plan for students and staff in that school making up the lost day.

### Posting and Amended Meeting Schedule

Attached you will find the updated posting of School Committee, subcommittee, and SEPAC meetings (attachment 1).

Also attached is an amended schedule of regular School Committee meetings, which the Committee will be asked to approve at Monday's meeting. The changes to the schedule are the dates of the two meetings in January, moving both ahead by one week (to January 13<sup>th</sup> and January 27<sup>th</sup>). We will be using both January meetings as our annual Budget Retreat, to provide sufficient time to thoroughly review, consider, discuss, and develop the FY21 budget, before it is brought forward at the Annual Budget Hearing on February 10<sup>th</sup>. The School Committee will vote on the FY21 appropriation at the March 9, 2020 regular School Committee meeting.

After January 27<sup>th</sup> meeting, I plan to meet with Member Town officials, each town individually, to review the proposed budget and talk with our town officials about the FY21 budget proposal. Once that meeting schedule is set, I will share the meeting dates and times with the Committee. Members are always welcomed and encouraged to attend these meetings when I meet with town officials in your town.

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

#### Celebrating Student Excellence

I wish to thank Student Representative Massoni-Nesman for reaching out to us with a suggestion about an address to the Committee in line with recognizing student/academic excellence. At Rianna's suggestion, two members of Wachusett's *Think Globally, Act Locally (T.G.A.L.)* club, along with their advisor, WRHS Social Studies teacher Angela Colwell-Arbour, have been invited to Monday's meeting to address the Committee and to report on Project Green Challenge, which took place in the month of October. I am anxious to hear about this initiative and the October challenge.

#### National Honor Society Induction Ceremony

This year's NHS induction ceremony was held Monday evening, November 18<sup>th</sup>, in the auditorium of the high school (attachment 3). Congratulations to the 151 new inductees!

#### Project 351

I am pleased to announce the eighth graders from our District who will serve as the 2020 Project 351 Ambassadors representing our five middle schools:

Mountview Middle School - Elizabeth Cain  
Paxton Center School - Nathaniel Dziewietin  
Thomas Prince School - Thomas Robinson  
Central Tree Middle School - Gabriella Boyle  
Chocksett Middle School - Mitchell Coonahan

Project 351 is an independent, nonprofit organization that unites an eighth grade ambassador from every city and town in the Commonwealth of Massachusetts for a transformative year of leadership development, enrichment, and impact. Through unique service opportunities, ambassadors gain valuable skills, create positive change, build a statewide network of values-aligned peers, and unite the state in a common purpose. Wachusett Regional School District has participated in this program since its inception in 2011.

These student ambassadors were selected by their principals based on an exemplary ethic of service and values of kindness, compassion, humility, and gratitude. Ambassadors represent their community for a calendar year, from January of eighth grade through December of ninth grade. Over twelve months, ambassadors are invited to develop their leadership skills through engagement at Launch and Service Day in honor of Dr. Martin Luther King, Jr., Spring Service

for Cradles to Crayons, the opportunity to represent Governor Baker in hometown Memorial Day ceremonies, Leadership Reunion at Gillette Stadium, 911 tribute in support of Massachusetts Military Heroes Fund, and Fall Service campaign to end hunger through food drives in support of hometown food pantries.

I wish Elizabeth, Nathaniel, Thomas, Gabriella, Mitchell a wonderful year serving as Ambassadors and I hope the experience is positive, valuable, and meaningful. As has been done in the past, I will invite these students and their parents to a spring meeting of the Committee.

#### Mountview Middle School Project

We have received notification from Mountview School Building Committee Chair Paul Challenger that the Massachusetts School Building Authority has conducted the final review of the Mountview building project and the project has now been closed out (attachment 4). The town of Holden will receive the final payment of \$856,373 and this most recent WRSD school building project is complete. I thank Paul Challenger, Gary Kaczmarek, Peter Lukes and the previous Holden Town Managers, Principal Githmark, and all members of the Mountview School Building Committee for their many years of work and commitment seeing this project to completion. At Monday's meeting, Chair Mills will discharge the Mountview School Building Committee.

#### FY21 Annual Budget Roundtable

I wish to thank all who were involved with, participated in, and/or attended the November 7<sup>th</sup> FY21 Budget Roundtable for their interest in, commitment to, and continued support of our district (attachment 5). The discussions around the table were constructive and the congeniality very much appreciated. The plans and expectations of both the towns and the District to work together in the coming months to insure development of a budget that can be accepted and supported by the School Committee and the Member Towns was an important focus of the evening.

Attendance at the meeting by Senator Chandler, Senator Gobi, and Representative Ferguson is much appreciated, and I am grateful to Holden Town Manager Peter Lukes for the time and attention he put into coordinating the event (attachments 6 & 7). I look forward to working with Member Town officials and our local legislators as the FY21 budget season gets underway.

#### Assessment Billing Notices

Treasurer Dunbar has mailed second payment assessment notices to the Town Treasurers in Paxton and Princeton (attachment 8).

#### Student Opportunity Act

On November 26, 2019, Governor Charlie Baker signed into law the Student Opportunity Act (attachment 9). This act to support education will benefit all students in the Commonwealth in coming years. I will pass along all updates that I receive concerning the SOA and the impact it

will have on our district.

### Staffing Plan Update

On November 25<sup>th</sup>, the Management Subcommittee met and I, along with Deputy Berlo, reviewed an updated version of the staffing plan based upon feedback shared with administration at our last full WRSDC meeting. After reviewing the update with the Management Subcommittee, I was asked to develop options associated with our staffing as the total budget increase tied to the plan shared with Management for FY21 was over \$2 million.

On Monday evening, I will review the various staffing options associated with administrative recommendations and the reasoning for the recommendations.

### Follow-up to November 4<sup>th</sup> School Committee Meeting

At our last meeting, a few questions were posed concerning Holden schools. First, a request was made for a detailed narrative addressing Mountview's caseload issues. As you know, Mountview teachers teach six periods a day while other middle school teachers in the District teach five periods. This model was put into place at least 15 years ago as a means of dealing with the large number of students attending Mountview and the lack of classroom spaces available in the former Mountview school. As we have worked through the process of developing an alternate schedule for Mountview that would include only five teaching periods a day, we are continuing to review both space and staffing numbers that would be required to adequately address this issue. This is an extremely time consuming project and we will share more information with the Committee in January.

A second request was made for an explanation as to why there is a discrepancy between the NESDEC information and Holden projections concerning student projections. As each group conducts their own data searches, they also have their own formulas for calculating projections. I had the opportunity to review the NESDEC numbers from the past five years and they are fairly accurate in terms of projections. For example, in December of 2015, NESDEC projected that Holden would have a k-8 population of 2,273 by the 2019-2020 school year. The actual number for this school year is 2,284, a difference of 11 students.

### Wreaths Across America

As I previously reported, the late afternoon/evening of Monday, December 9<sup>th</sup>, the multi-vehicle Wreaths Across America (WAA) convoy will be stopping at Thomas Prince School on the way from Maine to Arlington National Cemetery to honor our nation's veterans. 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 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.



### WRSDC By-Laws

Full School Committee action on the amended School Committee By-Laws is on the agenda for Monday's School Committee meeting. The amended By-Laws were shared on October 22nd, in my November 1, 2019 Report, and a copy is also attached to this Report (attachment 10).

### MASS/MASC Joint Conference 2019

At the start of November, four members of the Committee attended the annual MASS/MASC Joint Conference held in Hyannis. Vice-chair Smith, Member Gustafson, Member Weeks, and Member Woodland traveled to the Cape to take part in this event. Vice-chair Smith and Member Weeks have provided summaries of the sessions they attended over the four day conference (attachments 11 & 12). I am pleased to also report that Student Representative Massoni-Nesman was also able to participate in portions of the conference tailored specifically to students who serve as Student Representatives on school committees. I am certain that Rianna will provide a report about what she took away from her attendance.

### WachuWear

High School Principal Beando will be managing the school store at WRHS on Monday evening, just before the start of our regular meeting at 7:00 PM. Any members interested in purchasing WachuWear might want to take advantage of this shopping opportunity. The store will be set up in the cafeteria from 6:00 - 6:45 PM, and payment can be made by cash or check (made out to WRSD) only.

### Wachusett News

Attached is my November 2019 edition of *Wachusett News* (attachment 13).

### Principals' Reports

The topic for the principal reports is *Update on School Improvement Plans* (attachment 14).

### Treasurer's Update

Treasurer Dunbar has submitted the Treasurer's Update and Cash Reconciliation for October 2019. Treasurer Dunbar's reports can be found in Google as separate attachments, and as separate links in my cover email.

### Conflict of Interest Training

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

Certificate of Completion (attachment 15).

Executive Staff Reports

- Deputy Superintendent Robert Berlo's Report to the Superintendent, dated November 27, 2019 (attachment A)
- Director of Business and Finance Dan Deedy's Report to the Superintendent, dated December 5, 2019 (attachment B)
- Director of Human Resources Jeff Carlson's Report to the Superintendent, dated December 4, 2019 (attachment C)
- Administrator of Special Education Christine Smith's Report to the Superintendent, dated December 2019 (attachment D)

Subcommittee Minutes

- Minutes of the May 13, 2019 meeting of the Audit Advisory Board (Subcommittee Minutes attachment 1)
- Minutes of the October 7, 2019 meeting of the Facilities and Security Subcommittee (Subcommittee Minutes attachment 2)
- Minutes of the October 7, 2019 meeting of the Education Subcommittee (Subcommittee Minutes attachment 3)
- Minutes of the October 28, 2019 Management Subcommittee (Subcommittee Minutes attachment 4)
- Minutes of the October 29, 2019 meeting of the Facilities and Security Subcommittee (Subcommittee Minutes attachment 5)

Chair's Correspondence

- November 5, 2019 correspondence to Heidi Lahey (Chair's Correspondence 1)

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 #1335

Monday, December 9, 2019

7:00 PM

Media Center

Wachusett Regional High School, Holden

- I. Public Hearing
- II. Chair's Opening Remarks
  - T.G.A.L. (Think Globally, Act Locally) Project Green Challenge*
  - WRHS Student(s) and Advisor
- 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
    - 1. Motion: To amend the 2019-2020 WRSDC meeting schedule
- V. Unfinished Business
- VI. Secretary's Report
  - A. Approval of #1334 Regular Meeting Minutes of the Wachusett Regional School District Committee held on November 4, 2019 – enclosed
  - B. Approval of Executive Session Minutes of the Wachusett Regional School District Committee held on September 23, 2019
- VII. Treasurer's Report/Financial Statements
- VIII. Committee Reports
  - A. Management Subcommittee (K. Mills, Chair, C. Smith, Vice-chair, S. Brown, M. Dennis, R. Imber, M. Lavoie, A. Young)
  - B. Education Subcommittee (R. Imber, Chair, C. Smith, Vice-chair, M. Ayala, S. Haber, L. Kirshenbaum, L. Long-Bellil, A. Silva)
  - C. Business/Finance Subcommittee (M. Dennis, Chair, B. Mitchel, Vice-chair, M. Gustafson, L. Long-Bellil, K. Ottmar)

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

1. Motion: To approve the proposed amendments to the Wachusett Regional District School Committee By-Laws.

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

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

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

H. Ad Hoc Subcommittees

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

I. Building Committees

1. Mountview Building Committee

Motion: To discharge the Mountview School 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

WACHUSETT REGIONAL SCHOOL DISTRICT

HOLDEN ♦ PAXTON ♦ PRINCETON ♦ RUTLAND ♦ STERLING

DRAFT Minutes

Regular Meeting #1334

Monday, November 4, 2019  
7:00 PM

Media Center  
Wachusett Regional High School  
1401 Main Street, Holden

*Wachusett Regional School District Committee*

Kenneth Mills, Chair	Robert Imber
Melissa Ayala	Laura Kirshenbaum
Scott Brown	Amy Michalowski
Michael Dennis	Karl Ottmar
Anthony DiFonso	Asima Silva
Maleah Gustafson	Linda Woodland
Sherri Haber	

*Committee Members Absent:*

Christina Smith, Vice-chair	Benjamin Mitchel
Stephen Godbout	Megan Weeks
Sarah LaMountain	Adam Young
Matthew Lavoie	

*Committee Members Participating Remotely:*

Linda Long-Bellil

*Administration Present:*

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

*Student Representatives Present:*

Rianna Massoni-Nesman	Leah Michalowski
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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 Channel 194 and is also streaming on HCTV.

Chair Mills announced Member Long-Bellil is participating remotely because she is out of town. Due to this remote participation, all votes will be by roll call.

I. Public Hearing

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

II. Chair's Opening Remarks

Chair Mills opened the meeting asking for a moment of silence out of respect for Dawson Elementary School student and Holden resident Abigail Collins.

Chair Mills reminded members of the Conflict of Interest online training they, as School Committee members, are required to complete, and he encouraged all who need to complete this mandated online training to do so and to provide the Central Office with evidence of completion.

Chair Mills welcomed Director of Social Emotional Learning Brendan Keenan to the meeting, and invited Director Keenan to the podium. Director Keenan briefly addressed the Committee, introducing himself and sharing his background.

Chair Mills turned the meeting over to Superintendent McCall to present to the Committee the draft Staffing Plan. Deputy Superintendent Berlo approached the podium. Members were provided with hard copies of the draft Staffing Plan and the PowerPoint presentation which Superintendent spoke to (attachments 2 & 3). At the conclusion of Superintendent McCall's address and presentation, Chair Mills strongly encouraged discussion of the draft Staffing Plan. Chair Mills explained the importance of this draft Staffing Plan, reminding members that in January the School Committee's FY21 Budget Retreat will be held, and there will be discussion about development of the FY21 budget at the January meeting(s). Information and data included in the draft Staffing Plan will be instrumental in the development of the budget proposal. Many members of the Committee participated in the discussion.

Member Imber shared his opinion, concerns, and comments.

Member Dennis shared his opinion, concerns, and comments.

Member Kirshenbaum voiced her concern about class sizes at both the high school and middle school levels.

Member Michalowski asked that high school data that was shared with the Education Subcommittee to be shared with the full School Committee. She also requested a detailed narrative outlining how adding two FTEs at Mountview might/will address class size.

Member Dennis shared his opinion, concerns, and comments.

Member Brown shared his opinion, concerns, comments.

8:10 PM Member Dennis left the meeting.

Member Gustafson asked why librarians are not included in the draft Staffing Plan, and also asked about staffing for special education positions.

Member Woodland also asked why librarians were not included in draft Staffing Plan, and also that she is in support of counselors at the elementary schools.

Member Silva asked the Superintendent for a timeframe when members would receive the additional information being requested, to which Superintendent McCall responded this information should be available by the next meeting of the School Committee.

Member Ottmar shared his opinion, concerns, and comments.

Chair Mills encouraged members to attend the Annual Budget Roundtable, to be held Thursday, November 7, 2019, 6:30 PM at the Holden Senior Center.

Chair Mills explained the process for School Committee input as the FY21 budget is being developed: more/additional information and data will be provided to the full School Committee for discussion and consideration at the December 9, 2019 regular meeting, in advance of/in preparation for the Budget Retreat to be held in January 2020.

Member Gustafson asked Superintendent McCall if the Budget Roundtable would be recorded for viewing by those unable to attend, and Superintendent McCall reported he is hopeful the meeting will be recorded and available for public viewing.

Student Representative Massoni-Nesman spoke about several topics, including the importance of the Library Media Specialist, the sizes of several of her classes at WRHS, and the limited number of classroom spaces available at the high school. Student Representative Michalowski also commented on the enrollment in many of her high school classes.

### III. Student Representatives' Reports

Student Representative Massoni-Nesman spoke about the Booster Club's Craft Fair to be held at the high school on November 9<sup>th</sup>, the success of recent Massachusetts Junior Academy of Science competitions, that SAT tests were administered on November 2<sup>nd</sup>, that representatives from colleges continue to visit WRHS to meet with prospective students, and lastly that Spirit Week, which was held the week of October 21<sup>st</sup>, was successful and fun.

Student Representative Michalowski reported on the Homecoming Dance held on October 27<sup>th</sup>, she gave an update on fall sports, she commented on Mayo Elementary School having a 2 hour delay and Mountview Middle School having no school on November 1, 2019, as a result of weather-related issues at the two schools (downed trees and no power), and announced Anatomy of Gray was performed at the high school the first weekend in November.

8:46 PM Member Long-Bellil requested of the Chair and the Committee that the agenda be altered and her report on behalf of the Business/Finance Subcommittee be moved up on the agenda to allow her to report while she is participating remotely. Chair Mills and members of the Committee had no objections to this agenda adjustment.

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

Member Long-Bellil reported on the October 28, 2019 meeting of the Business/Finance Subcommittee, reporting topics addressed, reviewed, and discussed included Medicaid, the meeting of the Audit Advisory Board, the End-of-Year Report, the fact that additional staffing in the Business Office would be beneficial. Member Long-Bellil also reported on the October 21, 2019 *Financial Oversight/School Finance* training provided by MASC Field Director Tracy Novick. Business/Finance Members Gustafson and Ottmar concurred with Member Long-Bellil's report on behalf of the Business/Finance Subcommittee.

8:46 PM Member Long-Bellil concluded her remote participation.

#### IV. Superintendent's Report

##### A. Discussion of Report

Superintendent McCall spoke about the calls made on November 1, 2019 to cancel school for Mountview Middle School, due to power outage, and a two hour delay at Mayo Elementary School due to roads and streets in the area of that school being blocked by downed trees. Superintendent McCall reported on the generator at Mountview Middle School, and he told the Committee he will be addressing the issue of needing to make up a school day at the Holden middle school due that school not being in session on November 1, 2019.

Note was made that the November 1, 2019 Superintendent's Report did not include reports from District administrators.

##### 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 #320 Special Meeting Minutes of the Wachusett Regional School District Committee held on September 23, 2019



Motion: To approve minutes of the special meeting of the WRSDC held on September 23, 2019.

(R. Imber)

(A. Silva)

Vote:

*In favor:*

Kenneth Mills  
Melissa Ayala  
Scott Brown  
Michael Dennis  
Maleah Gustafson  
Sherrie Haber  
Laura Kirshenbaum  
Amy Michalowski  
Karl Ottmar  
Asima Silva  
Linda Woodland

*Opposed:*

None

*Abstained:*

Anthony DiFonso  
Robert Imber

The minutes were approved 11-0-2.

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

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

- C. Approval of #1333 Regular Meeting Minutes of the Wachusett Regional School District Committee held on October 7, 2019

Motion: To approve the minutes of the regular meeting of the WRSDC held on October 7, 2019.

(R. Imber)

(L. Kirshenbaum)

Vote:

*In favor:*

Kenneth Mills  
Melissa Ayala  
Scott Brown  
Michael Dennis  
Maleah Gustafson

Sherrie Haber  
Robert Imber  
Laura Kirshenbaum  
Amy Michalowski  
Karl Ottmar  
Asima Silva  
Linda Woodland

*Opposed:*  
None

*Abstained:*  
Anthony DiFonso

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

Chair Mills reported on the October 28, 2019 meeting of the Management Subcommittee.

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

Subcommittee Chair Imber reported this subcommittee met immediately before this School Committee meeting and he reported review of the Staffing Plan was on the meeting agenda. Subcommittee Chair Imber spoke briefly about a discussion at the subcommittee meeting concerning class size recommendations per policy, and if consideration should be given to reviewing and possibly amending that policy. Subcommittee Chair Imber reported the subcommittee will be reviewing policies that have to do with student wellness. At Member Ottmar's inquiry, Superintendent McCall and Subcommittee Chair Imber explained how student assignments/enrollments in Advanced Placement classes at the high school are determined.

9:07 PM Student Representative Michalowski left the meeting.

Chair Mills commented that renumbering of School Committee policies, if determined to be a task District administration and the School Committee should undertake, will be a Management Subcommittee agenda item.

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

Report provided earlier in the meeting.

At Member Gustafson's request, Superintendent McCall reported on training on Medicaid reporting that has taken place and more that is schedule for the upcoming months.

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

Subcommittee Chair Brown reported on the October 21, 2019 meeting of the subcommittee. He explained that the full School Committee will be asked to approve amendments to the WRSDC By-Laws at the December 9, 2019 meeting.

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

In Superintendent Goals and Evaluation Subcommittee Chair Lavoie's absence, Member Michalowski reported this subcommittee has not met since the last School Committee meeting, but a meeting will be scheduled to review and discuss the mid-year update of the Superintendent's goals.

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

In Subcommittee Chair Young's absence, Facilities and Security Subcommittee Vice-chair Woodland reported on the October 29, 2019 meeting of this subcommittee.

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

In AAB Chair Mitchel's absence, no report was made.

- H. Ad Hoc Subcommittees

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

Ad Hoc Subcommittee Chair Mills reported on the October 28, 2019 meeting of this subcommittee.

- I. Building Committees

1. Mountview Building Committee

Superintendent McCall reported he has had conversations with Holden Town Manager Lukes about the conditions of the fields at Mountview Middle School and that remediation to address the condition of the fields will be taken.

J. School Council Reports:

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

Member Woodland – Chocksett Middle School

Member Woodland – Early Childhood Center SIMCO will meet in the coming week.

Member Ayala – Houghton Elementary School

Member Michalowski – The WRHS SIMCO will meet on November 12, 2019.

Member Haber – Central Tree Middle School

Member Kirshenbaum – Dawson Elementary School

Member DiFonso – Glenwood Elementary School SIMCO will meet November 13, 2019.

Member Gustafson - SEPAC

IX. Public Hearing

Heidi Lahey, WREA President and Holden resident, read a prepared statement (attachment 4).

X. New Business

There was no new business brought before the School Committee.

XI. Adjournment

Motion: To adjourn.

(R. Imber)  
(S. Brown)

Vote:  
*In favor:*

Kenneth Mills  
Melissa Ayala  
Scott Brown  
Michael Dennis  
Anthony DiFonso  
Maleah Gustafson  
Sherrie Haber  
Robert Imber  
Laura Kirshenbaum  
Amy Michalowski  
Karl Ottmar  
Asima Silva  
Linda Woodland

*Opposed:*  
None

The motion was unanimously approved.

The meeting adjourned at 9:34 PM.

Respectfully submitted,

Darryll McCall, Ed.D.  
Superintendent of Schools

DM:rlp

Attachments:

- Attachment 1 – Sign-in sheets
- Attachment 2 – DRAFT Staffing Plan 2020-2025
- Attachment 3 – DRAFT Staffing Plan PowerPoint
- Attachment 4 – Statement by Heidi Lahey

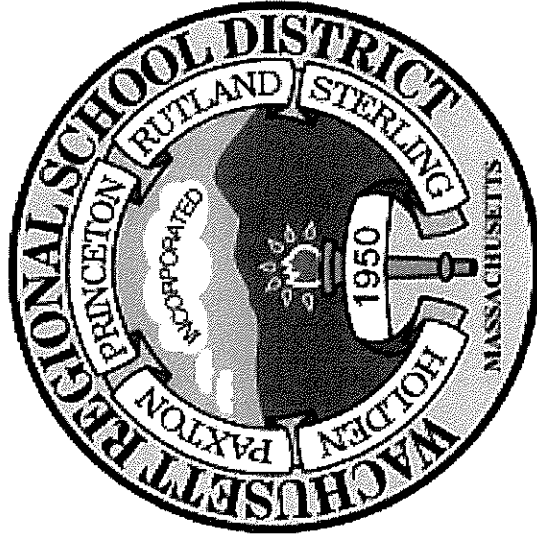
## Attachment 1

**Monday, November 4, 2019**

[illegible]

[illegible]

# Wachusett Regional School District



## DRAFT Staffing Plan (11/4/2019) 2020 - 2025



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## **Wachusett Regional School District Vision Statement**

The Wachusett Regional School District will foster a vibrant educational community in which all students will realize their highest potential and become responsible and productive citizens.

## **Wachusett Regional School District Mission Statement**

The Wachusett Regional School District seeks to ensure meaningful student growth and promote social emotional well-being in a safe and nurturing environment. We will integrate the talent, experience, and knowledge of all members of our community to develop lifelong learners, equipped to think critically in an ever-changing, global society.

## **Executive Summary**

The Staffing Plan was developed using the District's Strategic Plan as a primary guiding document. By aligning our Staffing Plan with the vision, mission, and core values, and strategic goals and objectives of the Strategic Plan, the Wachusett Regional School District strives to ensure that staffing priorities will support student achievement and learning expectations next year and in the near future. This plan lays out five years of staffing projections based upon current enrollment trends. The first three years of the plan are specific in terms of needs associated with class size projections. The final two years of the plan are less specific in terms of defined needs for each school, but do break down grade level needs into larger groupings. High school course enrollment data were used to project out staffing trends for grades 9-12, including AP courses offered. Finally, this plan includes staffing needs based upon class size recommendations, as well as "new" positions such as an assistant principal at Naquag and elementary counselors. When looking at the final staffing projections by year, most of the additional staff have been added because of class size requirements.

As a District, we have had modest increases to our staffing over the past several years to help deal with large class sizes as well as the changing needs of our student body. We are committed to providing students with class sizes that offer appropriate learning opportunities and teaching staff with the ability to adequately address student needs. We are also committed to supporting the social and emotional well-being of our students as they grow in our fast paced and ever changing global society. Although we attempted to project special education staffing needs, it was not through lack of effort that such projections are less specific than our other projections. As our new Administrator of Special Education continues to listen to families and staff across the district, she has found an involved and supportive community that is excited to participate and we do not want to make decisions prematurely prior to all voices being heard. In Special Education, we continually align our resources toward providing each student with the curriculum and personnel support to successfully achieve learning goals. There are over 300 personnel servicing Wachusett students throughout the special education department.

Finally, we consider this plan to be a living document in the sense that we will return to the staffing plan annually. Our goal will be to update class size numbers and projections to better reflect actual information. This flexibility will help us create a plan that is fluid while remaining true to the mission of the WRSD.

## **WRSD Strategic Plan**

The WRSD Strategic Plan is divided into five domains, all of which have elements associated with staffing. For this exercise, the focus will be on Domains 3 (Effective Instruction) and 5 (Students' Social, Emotional and Health Needs) as both of these require further staffing to promote strong educational outcomes for students in our schools. Meeting the needs of students now and in the future requires careful consideration of staffing options on an annual basis in order to enhance the programming for students.

### **Domain 1: Leadership Governance, and Communication**

<i>If the district establishes a clearly defined set of goals, develops a responsible budget based on priority initiatives, and works closely with community stakeholders to communicate district needs and adopt the budget, then the district will have the resources to allow students to realize their highest potential.</i>	
<b>Strategic Objective 1A</b>	Establish and communicate a clearly defined set of goals and strategic objectives to guide district and school improvement initiatives.
<b>Strategic Objective 1B</b>	Develop a transparent budget that supports the district's goals and strategic objectives and share details with community stakeholders in an environment open to dialogue and collaboration.
<b>Strategic Objective 1C</b>	Ensure that relevant information is communicated out to community stakeholders and is easily understood.

### **Domain 2: Aligned Curriculum**

<i>If educators implement an aligned curriculum that articulates common, well-defined learning outcomes with a focus on depth of understanding and critical thinking, then students will be prepared for the next level of learning.</i>	
<b>Strategic Objective 2A</b>	Develop a consistently implemented and vertically aligned Pre K- 12 Curriculum.
<b>Strategic Objective 2B</b>	Develop common, well-defined learning outcomes with a focus on depth of understanding and critical thinking across all grades and content areas.

### Domain 3: Effective Instruction

<i>If educators implement evidence-based, high-quality instructional practices focused on critical thinking, creativity, and collaboration, and systematically measure, analyze, and act upon student learning data, then all students will be challenged to grow as individuals and global citizens.</i>	
Strategic Objective 3A	Implement evidence-based, high-quality instructional practices focused on critical thinking, creativity, and collaboration.
Strategic Objective 3B	Systematically measure, analyze, and act upon student learning data.
Strategic Objective 3C	Staff regularly use technology to support student learning, enhance student engagement, and work toward developing innovative instructional practices.

### Domain 4: Professional Development and Structures for Collaboration

<i>If staff is consistently provided with professional development that enhances their content knowledge and their pedagogy is enriched through collaboration with staff across all schools in the district, then educators will be able to implement effective educational practices that will improve the learning and growth of all students.</i>	
Strategic Objective 4A	Professional development includes high-quality job-embedded professional development aligned with district, school, and educator goals.
Strategic Objective 4B	Systems, structures, and protocols are in place and used to guide collaborative discussions to improve implementation of the curriculum and instructional practices.
Strategic Objective 4C	Professional development and structures for collaboration are evaluated for their effect on raising student achievement.

### Domain 5: Students' Social, Emotional, and Health Needs

<i>If the district supports effective researched-based practices that promote a healthy school climate, builds an understanding of social, emotional and physical health as factors affecting learning, and works collaboratively with families and community services, then students will be able to utilize their knowledge and skills to maximize their learning potential.</i>	
Strategic Objective 5A	Build an understanding of social, emotional and physical health as factors affecting learning.
Strategic Objective 5B	Engage families and the community in a partnership to increase the district's capacity to address students' social, and emotional health needs.

## **Data Sources**

A variety of data sources were used to develop this staffing plan including projections from the New England School Development Council (NESDEC), the Massachusetts Department of Elementary and Secondary Education (DESE) information including Resource Allocation and District Action Reports (RADAR), and trends associated with our current programming needs. When reviewing these data, elements such as class size, current staffing, and other items were taken into account.

## **DESE Data**

Using information from DESE, we also reviewed data pertaining to comparable districts in Massachusetts. DESE's Resource Allocation and District Action Reports (RADAR) tool (<http://www.doe.mass.edu/research/radar/>) and the potential impact on the development of our multi-year staffing plan was utilized to inform the plan. In recent years, for many of our comparisons, we chose districts that are adjacent to one of our five towns. In this report, we chose other districts to provide an expanded vision and districts were identified and defined based upon several factors. Franklin and Bridgewater-Raynham were chosen because they have similar community wealth (income and property values); Westford, Shrewsbury and Natick were chosen as they have similar student demographics; Nashoba and Westborough were chosen because they have similar, although slightly better student performance on state assessments, and Quabbin, Ashburnham-Westminster, and North Middlesex were chosen as they are other central Massachusetts regional districts. Several different areas were examined and include in-district per pupil expenditures by functional category, resource allocation for staffing levels, and teacher, paraprofessional, and administrative staffing levels.

In terms of per-pupil spending, Wachusett, has the lowest overall per-pupil spending amongst all of the comparison districts. Per-pupil funding has been a discussion point for the WRSDC and administration when speaking about the annual budget. When the per-pupil spending was divided into ten distinct categories, Wachusett spends:

- the lowest on administration, instructional materials and guidance and psychology,
- the second lowest of the comparison districts on teachers, pupil services and operations and maintenance.

A positive note for Wachusett is that it spends the third most on professional development and the fifth most on other teaching services, which includes medical/therapeutic, substitutes, paraprofessionals, and librarians when compared to the other districts.

Spending per in-district pupil in dollars											
	Total	Admin	Instr'l Leaders	Teachers	Other Teaching Services	Professional Development	Instr'l Materials	Guidance & Psychology	Pupil Services	Operation & Maintenance	Benefits and Fixed Costs
<b>Wachusett</b>	<b>\$11,561</b>	<b>\$274</b>	<b>\$760</b>	<b>\$4,599</b>	<b>\$1,251</b>	<b>\$224</b>	<b>\$86</b>	<b>\$262</b>	<b>\$1,227</b>	<b>\$863</b>	<b>\$2,016</b>
Shrewsbury	\$12,530	\$356	\$828	\$5,081	\$1,412	\$157	\$392	\$359	\$1,406	\$795	\$1,744
Nashoba	\$15,172	\$633	\$1,056	\$5,861	\$1,525	\$212	\$376	\$507	\$1,571	\$1,192	\$2,240
Natick	\$14,509	\$784	\$872	\$5,294	\$1,241	\$132	\$455	\$507	\$1,684	\$890	\$2,651
Westford	\$13,415	\$360	\$753	\$5,643	\$1,184	\$224	\$319	\$460	\$1,368	\$1,144	\$1,961
Quabbin	\$14,117	\$635	\$755	\$4,774	\$1,094	\$449	\$492	\$425	\$1,808	\$1,267	\$2,419
Westborough	\$14,628	\$343	\$1,064	\$6,105	\$1,492	\$207	\$483	\$507	\$1,115	\$1,203	\$2,109
Franklin	\$13,000	\$322	\$759	\$5,820	\$1,006	\$261	\$216	\$396	\$1,251	\$1,149	\$1,820
Ashburnham-Westminster	\$12,343	\$469	\$824	\$4,501	\$1,017	\$147	\$241	\$366	\$1,816	\$1,152	\$1,809
North Middlesex	\$14,559	\$440	\$706	\$5,574	\$1,362	\$112	\$264	\$389	\$1,731	\$1,347	\$2,633
Bridgewater-Raynham	\$12,337	\$409	\$546	\$5,106	\$909	\$126	\$179	\$374	\$1,427	\$896	\$2,365

When staffing levels are examined amongst the comparison districts, Wachusett has one of the lowest rates of teachers per 100 students which may result in larger class sizes and/or less choice for students relative to courses.

#### Rates of FTEs/100 Students

	Students	Wach.	Shrews.	Nash.	Natick	Westf.	Quab.	Westb.	Frank.	Ash-Wst	NMdl.	B-R	State
Teachers		7.147	6.214	3.343	5.507	5.074	2.226	3.926	5.291	2.384	3.074	5.289	954,034
Paraprofessionals*		6.5	6.4	7.7	7.3	6.8	6.5	8.2	7.6	6.7	8.1	6.2	7.7
Leadership (Adm/Instr/Schl)		3.5	3.9	2.3	1.9	2.3	2.5	2.8	1.7	2.8	3.1	1.6	2.6
Student Support		0.6	0.7	0.8	0.7	0.7	0.8	0.6	0.7	0.7	0.6	0.5	0.9
Clerical and Tech Support		0.4	0.4	0.7	0.6	0.6	0.5	0.6	0.5	0.5	0.6	0.4	0.5
FTEs/100 Students		0.6	0.6	0.6	0.7	0.8	0.8	0.7	0.6	0.9	0.6	0.7	0.9

\*Non-instructional paraprofessionals not included

## Student Enrollment Trends

For this exercise, data from NESDEC were utilized for projection purposes by community. The District contracts with NESDEC to provide an annual snapshot of enrollment projections by town. These numbers are based on students who are already born, already enrolled and estimations of births. Much of the staffing plan is based upon these numbers. As with any projections, these numbers are fluid and are updated annually.

Central Tree Middle School														
	Act FY18 Students	Act FY19 Students	Act FY20 Students	Change +/( <sup>-</sup> )	Prj FY21 Students	Change +/( <sup>-</sup> )	Prj FY22 Students	Change +/( <sup>-</sup> )	Prj FY23 Students	Change +/( <sup>-</sup> )	Prj FY24 Students	Change +/( <sup>-</sup> )	PRJ FY25 Students	Change +/( <sup>-</sup> )
Grade 6	121.0	128.0	113.0	(15.0)	109.0	(4.0)	140.0	31.0	120.0	(20.0)	103.0	(17.0)	119.0	16.0
Grade 7	136.0	122.0	127.0	5.0	113.0	(14.0)	109.0	(4.0)	141.0	32.0	124.0	(17.0)	103.0	(21.0)
Grade 8	117.0	138.0	121.0	(17.0)	128.0	7.0	113.0	(15.0)	111.0	(2.0)	142.0	31.0	129.0	(13.0)
Totals	374.0	388.0	361.0	(27.0)	350.0	(11.0)	362.0	12.0	372.0	10.0	369.0	(3.0)	351.0	(18.0)

Central Tree will see an initial decline, then an increase, and finally a decline in enrollment by 2025.

Chocksett Middle School														
	Act FY18 Students	Act FY19 Students	Act FY20 Students	Change +/( <sup>-</sup> )	Prj FY21 Students	Change +/( <sup>-</sup> )	Prj FY22 Students	Change +/( <sup>-</sup> )	Prj FY23 Students	Change +/( <sup>-</sup> )	Prj FY24 Students	Change +/( <sup>-</sup> )	PRJ FY25 Students	Change +/( <sup>-</sup> )
Grade 5	79.0	93.0	68.0	(25.0)	86.0	18.0	61.0	(25.0)	73.0	12.0	78.0	5.0	72.0	(6.0)
Grade 6	95.0	79.0	91.0	12.0	72.0	(19.0)	86.0	14.0	67.0	(19.0)	74.0	7.0	79.0	5.0
Grade 7	96.0	94.0	78.0	(16.0)	95.0	17.0	72.0	(23.0)	86.0	14.0	67.0	(19.0)	74.0	7.0
Grade 8	94.0	94.0	95.0	1.0	79.0	(16.0)	95.0	16.0	78.0	(17.0)	88.0	10.0	68.0	(20.0)
Totals	364.0	360.0	332.0	(28.0)	332.0	0.0	314.0	(18.0)	304.0	(10.0)	307.0	3.0	293.0	(14.0)

Chocksett will continue to have a decline in enrollment over the next five years.



Davis Hill Elementary School														
	Act FY18 Students	Act FY19 Students	Act FY20 Students	Change +/( -)	Prj FY21 Students	Change +/( -)	Prj FY22 Students	Change +/( -)	Prj FY23 Students	Change +/( -)	Prj FY24 Students	Change +/( -)	PRJ FY25 Students	Change +/( -)
K-Full	37.0	54.0	60.0	6.0	89.0	29.0	89.0	0.0	78.0	(11.0)	80.0	2.0	80.0	0.0
K-Half	36.0	22.0				0.0		0.0	0.0		0.0		0.0	
Grade 1	74.0	69.0	84.0	15.0	73.0	(11.0)	96.0	23.0	96.0	0.0	88.0	(8.0)	90.0	2.0
Grade 2	73.0	82.0	76.0	(6.0)	84.0	8.0	76.0	(8.0)	100.0	24.0	100.0	0.0	92.0	(8.0)
Grade 3	74.0	75.0	90.0	15.0	76.0	(14.0)	84.0	8.0	79.0	(5.0)	103.0	24.0	103.0	0.0
Grade 4	75.0	82.0	80.0	(2.0)	90.0	10.0	76.0	(14.0)	87.0	11.0	81.0	(6.0)	106.0	25.0
Grade 5	94.0	81.0	84.0	3.0	80.0	(4.0)	90.0	10.0	76.0	(14.0)	90.0	14.0	83.0	(7.0)
Totals	463.0	465.0	474.0	9.0	492.0	18.0	511.0	19.0	516.0	5.0	542.0	26.0	554.0	12.0

Growth at Davis Hill, as with all of Holden's elementary schools, will continue for the foreseeable future.

Dawson Elementary School														
	Act FY18 Students	Act FY19 Students	Act FY20 Students	Change +/( -)	Prj FY21 Students	Change +/( -)	Prj FY22 Students	Change +/( -)	Prj FY23 Students	Change +/( -)	Prj FY24 Students	Change +/( -)	PRJ FY25 Students	Change +/( -)
K-Full	28.0	61.0	78.0	17.0	94.0	16.0	94.0	0.0	81.0	(13.0)	82.0	1.0	82.0	0.0
K-Half	29.0	22.0				0.0		0.0	0.0		0.0		0.0	
Grade 1	90.0	64.0	94.0	30.0	82.0	(12.0)	100.0	18.0	100.0	0.0	91.0	(9.0)	93.0	2.0
Grade 2	84.0	76.0	71.0	(5.0)	95.0	24.0	85.0	(10.0)	103.0	18.0	103.0	0.0	95.0	(8.0)
Grade 3	81.0	83.0	94.0	11.0	72.0	(22.0)	95.0	23.0	88.0	(7.0)	107.0	19.0	107.0	0.0
Grade 4	89.0	85.0	83.0	(2.0)	94.0	11.0	74.0	(20.0)	97.0	23.0	90.0	(7.0)	109.0	19.0
Grade 5	91.0	90.0	90.0	0.0	84.0	(6.0)	94.0	10.0	76.0	(18.0)	99.0	23.0	93.0	(6.0)
Totals	492.0	481.0	510.0	29.0	521.0	11.0	542.0	21.0	545.0	3.0	572.0	27.0	579.0	7.0

Dawson will see an appreciable increase in pupils through 2025.

Early Childhood Center														
	Act FY18 Students	Act FY19 Students	Act FY20 Students	Change +/( <sup>-</sup> )	Prj FY21 Students	Change +/( <sup>-</sup> )	Prj FY22 Students	Change +/( <sup>-</sup> )	Prj FY23 Students	Change +/( <sup>-</sup> )	Prj FY24 Students	Change +/( <sup>-</sup> )	PRJ FY25 Students	Change +/( <sup>-</sup> )
Pre-K	162.0	162.0	159.0	(3.0)	180.0	21.0	180.0	0.0	180.0	0.0	180.0	0.0	180.0	0.0
Totals	162.0	162.0	159.0	(3.0)	180.0	21.0	180.0	0.0	180.0	0.0	180.0	0.0	180.0	0.0

Glenwood Elementary School														
	Act FY18 Students	Act FY19 Students	Act FY20 Students	Change +/( <sup>-</sup> )	Prj FY21 Students	Change +/( <sup>-</sup> )	Prj FY22 Students	Change +/( <sup>-</sup> )	Prj FY23 Students	Change +/( <sup>-</sup> )	Prj FY24 Students	Change +/( <sup>-</sup> )	PRJ FY25 Students	Change +/( <sup>-</sup> )
Grade 3	103.0	137.0	116.0	(21.0)	100.0	(16.0)	110.0	(16.0)	113.0	3.0	130.0	17.0	142.0	12.0
Grade 4	112.0	109.0	135.0	26.0	119.0	(16.0)	102.0	(17.0)	114.0	12.0	117.0	3.0	134.0	17.0
Grade 5	129.0	113.0	108.0	(5.0)	140.0	32.0	119.0	(21.0)	103.0	(16.0)	118.0	15.0	121.0	3.0
Totals	344.0	359.0	359.0	0.0	359.0	0.0	331.0	(28.0)	330.0	(1.0)	365.0	35.0	397.0	32.0

Growth in Rutland is evident in the increasing student population at Glenwood over the next five years, with 40 new students projected.

Houghton Elementary School														
	Act FY18 Students	Act FY19 Students	Act FY20 Students	Change +/(-)	Prj FY21 Students	Change +/(-)	Prj FY22 Students	Change +/(-)	Prj FY23 Students	Change +/(-)	Prj FY24 Students	Change +/(-)	PRJ FY25 Students	Change +/(-)
K-Full	32.0	41.0	58.0	17.0	82.0	24.0	62.0	(20.0)	66.0	4.0	68.0	2.0	69.0	1.0
K-Half	33.0	27.0				0.0		0.0	0.0		0.0		0.0	
Grade 1	62.0	63.0	77.0	14.0	64.0	(13.0)	92.0	28.0	70.0	(22.0)	74.0	4.0	77.0	3.0
Grade 2	84.0	61.0	72.0	11.0	78.0	6.0	70.0	(8.0)	94.0	24.0	72.0	(22.0)	76.0	4.0
Grade 3	69.0	78.0	61.0	(17.0)	72.0	11.0	79.0	7.0	73.0	(6.0)	93.0	20.0	71.0	(22.0)
Grade 4	95.0	68.0	86.0	18.0	61.0	(25.0)	73.0	12.0	78.0	5.0	72.0	(6.0)	92.0	20.0
Totals	375.0	338.0	354.0	16.0	357.0	3.0	376.0	19.0	381.0	5.0	379.0	(2.0)	385.0	6.0

Houghton will have a slight increase in overall student population by 2025.

Mayo Elementary School														
	Act FY18 Students	Act FY19 Students	Act FY20 Students	Change +/(-)	Prj FY21 Students	Change +/(-)	Prj FY22 Students	Change +/(-)	Prj FY23 Students	Change +/(-)	Prj FY24 Students	Change +/(-)	PRJ FY25 Students	Change +/(-)
K-Full	30.0	42.0	62.0	(5.0)	88.0	26.0	88.0	0.0	81.0	(7.0)	82.0	1.0	83.0	1.0
K-Half	30.0	25.0				0.0		0.0	0.0		0.0		0.0	
Grade 1	79.0	74.0	79.0	5.0	70.0	(9.0)	99.0	29.0	100.0	1.0	92.0	(8.0)	93.0	1.0
Grade 2	82.0	87.0	70.0	(17.0)	80.0	10.0	77.0	(3.0)	103.0	26.0	103.0	0.0	95.0	(8.0)
Grade 3	83.0	90.0	91.0	1.0	74.0	(17.0)	83.0	9.0	85.0	2.0	107.0	22.0	107.0	0.0
Grade 4	86.0	83.0	91.0	8.0	92.0	1.0	78.0	(14.0)	88.0	10.0	91.0	3.0	110.0	19.0
Grade 5	87.0	91.0	89.0	(2.0)	93.0	4.0	93.0	0.0	82.0	(11.0)	94.0	12.0	94.0	0.0
Totals	477.0	492.0	482.0	(10.0)	497.0	15.0	518.0	21.0	539.0	21.0	569.0	30.0	582.0	13.0

Similar to the other Holden elementary schools, Mayo is projected to have almost 100 more students by 2025.

Mountview Middle School														
	Act FY18 Students	Act FY19 Students	Act FY20 Students	Change +/( - )	Prj FY21 Students	Change +/( - )	Prj FY22 Students	Change +/( - )	Prj FY23 Students	Change +/( - )	Prj FY24 Students	Change +/( - )	PRJ FY25 Students	Change +/( - )
Grade 6	281.0	279.0	258.0	(21.0)	263.0	5.0	257.0	(6.0)	277.0	20.0	234.0	(43.0)	283.0	49.0
Grade 7	259.0	283.0	286.0	3.0	260.0	(26.0)	263.0	3.0	257.0	(6.0)	278.0	21.0	236.0	(42.0)
Grade 8	263.0	260.0	276.0	16.0	286.0	10.0	262.0	(24.0)	265.0	3.0	258.0	(7.0)	279.0	21.0
Totals	803.0	822.0	820.0	(2.0)	809.0	(11.0)	782.0	(27.0)	799.0	17.0	770.0	(29.0)	798.0	28.0

Mountview will see a slight decrease in enrollment over the next five years, but based upon projected elementary enrollment, the student population will increase significantly within the next 6 to 8 years.

Naquag Elementary School														
	Act FY18 Students	Act FY19 Students	Act FY20 Students	Change +/( - )	Prj FY21 Students	Change +/( - )	Prj FY22 Students	Change +/( - )	Prj FY23 Students	Change +/( - )	Prj FY24 Students	Change +/( - )	PRJ FY25 Students	Change +/( - )
K-Full	47.0	66.0	91.0	25.0	115.0	24.0	125.0	10.0	114.0	(11.0)	117.0	3.0	116.0	(1.0)
K-Half	47.0	32.0				0.0		0.0	0.0		0.0		0.0	
Grade 1	115.0	100.0	107.0	7.0	104.0	(3.0)	126.0	22.0	137.0	126.0	125.0	126.0	128.0	126.0
Grade 2	136.0	118.0	99.0	(19.0)	110.0	11.0	111.0	1.0	127.0	126.0	139.0	126.0	126.0	126.0
Totals	345.0	316.0	297.0	(19.0)	329.0	32.0	362.0	33.0	378.0	16.0	381.0	3.0	370.0	(11.0)

Naguag's pupil population is projected to grow with new growth in the town of Rutland.

Paxton Center School														
	Act FY18 Students	Act FY19 Students	Act FY20 Students	Change +/( <sup>-</sup> )	Prj FY21 Students	Change +/( <sup>-</sup> )	Prj FY22 Students	Change +/( <sup>-</sup> )	Prj FY23 Students	Change +/( <sup>-</sup> )	Prj FY24 Students	Change +/( <sup>-</sup> )	PRJ FY25 Students	Change +/( <sup>-</sup> )
K-Full	14.0	27.0	39.0	12.0	34.0	(5.0)	56.0	22.0	38.0	(18.0)	38.0	0.0	40.0	2.0
K-Half	14.0	12.0	0.0		0.0		0.0		0.0		0.0		0.0	
Grade 1	43.0	28.0	37.0	9.0	40.0	3.0	34.0	(6.0)	60.0	26.0	40.0	(20.0)	40.0	0.0
Grade 2	39.0	47.0	33.0	(14.0)	39.0	6.0	41.0	2.0	41.0	0.0	68.0	27.0	46.0	(22.0)
Grade 3	54.0	40.0	48.0	8.0	33.0	(15.0)	39.0	6.0	43.0	4.0	40.0	(3.0)	66.0	26.0
Grade 4	56.0	62.0	41.0	(21.0)	49.0	8.0	33.0	(16.0)	36.0	3.0	43.0	7.0	42.0	(1.0)
Grade 5	64.0	60.0	60.0	0.0	42.0	(18.0)	49.0	7.0	33.0	(16.0)	34.0	1.0	42.0	8.0
Grade 6	65.0	67.0	64.0	(3.0)	61.0	(3.0)	42.0	(19.0)	48.0	6.0	34.0	(14.0)	34.0	0.0
Grade 7	63.0	65.0	64.0	(1.0)	65.0	1.0	62.0	(3.0)	43.0	(19.0)	47.0	4.0	33.0	(14.0)
Grade 8	64.0	68.0	64.0	(4.0)	65.0	1.0	65.0	0.0	51.0	(14.0)	44.0	(7.0)	46.0	2.0
Totals	476.0	476.0	450.0	(26.0)	428.0	(22.0)	421.0	(7.0)	393.0	(28.0)	388.0	(5.0)	389.0	1.0

Paxton will continue to see a decline in enrollment through the next several years.

Thomas Prince School														
	Act FY18 Students	Act FY19 Students	Act FY20 Students	Change +/( -)	Prj FY21 Students	Change +/( -)	Prj FY22 Students	Change +/( -)	Prj FY23 Students	Change +/( -)	Prj FY24 Students	Change +/( -)	PRJ FY25 Students	Change +/( -)
K-Full	16.0	22.0	35.0	13.0	37.0	2.0	31.0	(6.0)	33.0	2.0	35.0	2.0	35.0	0.0
K-Half	17.0	8.0	0.0		0.0		0.0		0.0		0.0		0.0	
Grade 1	50.0	41.0	26.0	(15.0)	40.0	14.0	41.0	1.0	34.0	(7.0)	36.0	2.0	39.0	3.0
Grade 2	38.0	49.0	33.0	(16.0)	28.0	(5.0)	41.0	13.0	42.0	1.0	35.0	(7.0)	37.0	2.0
Grade 3	52.0	38.0	52.0	14.0	34.0	(18.0)	29.0	(5.0)	44.0	15.0	44.0	0.0	36.0	(8.0)
Grade 4	49.0	46.0	36.0	(10.0)	52.0	16.0	34.0	(18.0)	30.0	(4.0)	46.0	16.0	46.0	0.0
Grade 5	48.0	49.0	52.0	3.0	38.0	(14.0)	52.0	14.0	36.0	(16.0)	31.0	(5.0)	46.0	15.0
Grade 6	51.0	47.0	44.0	(3.0)	52.0	8.0	38.0	(14.0)	52.0	14.0	35.0	(17.0)	32.0	(3.0)
Grade 7	42.0	48.0	46.0	(2.0)	45.0	(1.0)	52.0	7.0	38.0	(14.0)	50.0	12.0	34.0	(16.0)
Grade 8	44.0	43.0	43.0	0.0	46.0	3.0	45.0	(1.0)	50.0	5.0	38.0	(12.0)	48.0	10.0
Totals	407.0	391.0	367.0	(24.0)	372.0	5.0	363.0	(9.0)	359.0	(4.0)	350.0	(9.0)	353.0	3.0

It is anticipated that Thomas Prince will see a slight decrease in enrollment.

Wachusett Regional High School														
	Act FY18 Students	Act FY19 Students	Act FY20 Students	Change +/( -)	Prj FY21 Students	Change +/( -)	Prj FY22 Students	Change +/( -)	Prj FY23 Students	Change +/( -)	Prj FY24 Students	Change +/( -)	PRJ FY25 Students	Change +/( -)
Grade 9	528.0	510.0	509.0	(1.0)	532.0	23.0	514.0	(18.0)	491.0	(23.0)	509.0	18.0	513.0	4.0
Grade 10	519.0	528.0	499.0	(29.0)	512.0	13.0	532.0	20.0	514.0	(18.0)	491.0	(23.0)	509.0	18.0
Grade 11	589.0	519.0	523.0	4.0	499.0	(24.0)	514.0	15.0	532.0	18.0	514.0	(18.0)	491.0	(23.0)
Grade 12	507.0	589.0	500.0	(89.0)	523.0	23.0	499.0	(24.0)	516.0	17.0	532.0	16.0	514.0	(18.0)
Grade 13	14.0	16.0	14.0	(2.0)	16.0	2.0	16.0	0.0	15.0	(1.0)	16.0	1.0	16.0	0.0
Totals	2,157.0	2,162.0	2,045.0	(117.0)	2,082.0	37.0	2,075.0	(7.0)	2,068.0	(7.0)	2,062.0	(6.0)	2,043.0	(19.0)

The enrollment for Wachusett Regional High School is projected to remain fairly constant over the next several years.

District Totals														
	Act FY18 Students	Act FY19 Students	Act FY20 Students	Change +/(−)	Prj FY21 Students	Change +/(−)	Prj FY22 Students	Change +/(−)	Prj FY23 Students	Change +/(−)	Prj FY24 Students	Change +/(−)	PRJ FY25 Students	Change +/(−)
K-Full	204.0	313.0	423.0	110.0	539.0	116.0	545.0	6.0	491.0	(54.0)	502.0	11.0	505.0	3.0
K-Half	206.0	148.0				0.0		0.0						
Grade 1	513.0	439.0	504.0	65.0	473.0	(31.0)	588.0	115.0	597.0	9.0	546.0	(51.0)	560.0	14.0
Grade 2	536.0	520.0	454.0	(66.0)	514.0	60.0	501.0	(13.0)	610.0	109.0	620.0	10.0	567.0	(53.0)
Grade 3	516.0	541.0	552.0	11.0	461.0	(91.0)	519.0	58.0	525.0	6.0	624.0	99.0	632.0	8.0
Grade 4	562.0	535.0	552.0	17.0	557.0	5.0	470.0	(87.0)	530.0	60.0	540.0	10.0	639.0	99.0
Grade 5	592.0	577.0	551.0	(26.0)	563.0	12.0	558.0	(5.0)	479.0	(79.0)	544.0	65.0	551.0	7.0
Grade 6	613.0	600.0	570.0	(30.0)	557.0	(13.0)	563.0	6.0	564.0	1.0	480.0	(84.0)	547.0	67.0
Grade 7	596.0	612.0	601.0	(11.0)	578.0	(23.0)	558.0	(20.0)	565.0	7.0	566.0	1.0	480.0	(86.0)
Grade 8	582.0	603.0	599.0	(4.0)	604.0	5.0	580.0	(24.0)	555.0	(25.0)	570.0	15.0	570.0	0.0
Grade 9	528.0	510.0	509.0	(1.0)	515.0	6.0	522.0	7.0	505.0	(17.0)	486.0	(19.0)	503.0	17.0
Grade 10	519.0	528.0	499.0	(29.0)	512.0	13.0	516.0	4.0	524.0	8.0	506.0	(18.0)	490.0	(16.0)
Grade 11	589.0	519.0	523.0	4.0	499.0	(24.0)	514.0	15.0	516.0	2.0	524.0	8.0	506.0	(18.0)
Grade 12	507.0	589.0	500.0	(89.0)	523.0	23.0	499.0	(24.0)	516.0	17.0	516.0	0.0	522.0	6.0
Grade 13	14.0	16.0	14.0	(2.0)	16.0	2.0	16.0	0.0	15.0	(1.0)	16.0	1.0	16.0	0.0
Preschool	162.0	162.0	159.0	(3.0)	180.0	21.0	180.0	0.0	180.0	0.0	180.0	0.0	180.0	0.0
Total	7,239.0	7,210.0	7,010.0	(200.0)	7,089.0	79.0	7,127.0	38.0	7,171.0	44.0	7,218.0	47.0	7,266.0	48.0

As can be seen in the chart above, the overall enrollment for the district is projected to increase from 7,010 in FY20 to 7,266 in FY25, with most of the increase being seen in the elementary grades.

## **Staffing and Class Sizes**

Class size is one of the guiding forces behind staffing decisions. WRSDC Policy 3510 has recommended maximum class size numbers as follows:

- **Kindergarten through grade two - 19 students.**
- **Grades three through five - 22 students.**
- **Grades six through eight academic classes - 23 students.**
- **High school academic classes \*- 23 students.**

Although these are recommended numbers, there have been times when these recommendations could not be followed. In fact, the WRSD typically has over 80 classes, k-8, that are over enrolled per recommended policy. Moving forward, the District is attempting to better meet these class size limits established by the policy, and this was used as a key driver in developing a classroom staff plan for each school (below). We have listed the existing number of classroom teachers for FY18-20, and projected out the number of classroom teachers we will need to attempt to keep class sizes at or below the class size limits set by the School Committee. In order to help offset the cost of additional staff, staffing numbers were also examined to see if any could be reduced and still have class sizes remain below the limits. Finally, classroom teachers are identified in the table below as full-time equivalents (or FTEs), where 1 FTE equals one classroom teacher. For the elementary grades, PreK-5, the FTEs reflect the actual number of classroom teachers in each grade and within the school. These numbers do not reflect the number of teachers in Special Education, art, music, physical education, or counseling/support services. For the middle grades (6-8), these numbers reflect the number of English Language Arts teachers to portray the number of teachers per subject by each grade level. Increases and decreases in Middle School staffing may affect school schedules in order to accommodate students' needs.

**\*The WRSDC policy on class size does not pertain to Related Arts or AP courses.**



Central Tree Middle School																
	FY18 FTEs	FY19 FTEs	FY20 FTEs	FY21 FTEs	FY22 FTEs	FY23 FTEs	FY24 FTEs	FY25 FTEs	FY18 Class Size	FY19 Class Size	FY20 Class Size	FY21 Class Size	FY22 Class Size	FY23 Class Size	FY24 Class Size	FY25 Class Size
Gr. 6	6.0	6.0	6.0	6.0	6.0	6.0	5.0	6.0	20.2	21.3	18.8	18.2	23.3	20.0	20.6	19.8
Gr. 7	7.0	6.0	6.0	6.0	6.0	6.0	6.0	5.0	19.4	20.3	21.2	18.8	18.2	23.5	20.7	20.6
Gr. 8	6.0	7.0	7.0	6.0	5.0	5.0	6.0	6.0	19.8	20.8	17.3	21.3	22.6	22.2	23.7	21.5
Totals or Avg.	19.0	19.0	19.0	18.0	17.0	17.0	17.0	17.0	19.8	20.8	19.1	19.4	21.4	21.9	21.6	20.6

Central Tree Middle School will see an overall reduction of staff from FY20 to FY23, based on enrollment trends detailed above. The overall class sizes, however, remain below the class size limit of 23 per class

Chocksett Middle School																
	FY18 FTEs	FY19 FTEs	FY20 FTEs	FY21 FTEs	FY22 FTEs	FY23 FTEs	FY24 FTEs	FY25 FTEs	FY18 Class Size	FY19 Class Size	FY20 Class Size	FY21 Class Size	FY22 Class Size	FY23 Class Size	FY24 Class Size	FY25 Class Size
Gr. 5	4.0	4.0	3.0	4.0	3.0	4.0	4.0	4.0	19.8	23.3	22.7	21.5	20.3	18.3	19.5	18.0
Gr. 6	5.0	5.0	5.0	4.0	4.0	3.0	4.0	4.0	19.0	15.8	18.2	18.0	21.5	22.3	18.5	19.8
Gr. 7	5.0	5.0	5.0	5.0	4.0	4.0	3.0	4.0	19.2	18.8	15.6	19.0	18.0	21.5	22.3	18.5
Gr. 8	5.0	5.0	5.0	4.0	4.0	4.0	4.0	3.0	18.8	18.8	19.0	19.8	23.8	19.5	22.0	22.7
Totals or Avg.	19.0	19.0	18.0	17.0	15.0	15.0	15.0	15.0	19.2	19.2	18.9	19.6	20.9	20.4	20.6	19.7

Sterling is expected to experience declining enrollments before rebounding in outlying years. This is reflected in the Chocksett Middle School staffing projections. From FY20 to FY23, Chocksett will see an overall reduction in staff based on the enrollment projections detailed above. Even with these reductions, the overall class sizes remain under the School Committee policy limits.

Davis Hill Elementary School																
	FY18 FTEs	FY19 FTEs	FY20 FTEs	FY21 FTEs	FY22 FTEs	FY23 FTEs	FY24 FTEs	FY25 FTEs	FY18 Class Size	FY19 Class Size	FY20 Class Size	FY21 Class Size	FY22 Class Size	FY23 Class Size	FY24 Class Size	FY25 Class Size
K-Full	2.5	3.0	4.0	5.0	5.0	4.0	4.0	4.0	14.8	18.0	15.0	17.8	17.8	19.5	20.0	20.0
K-Half	1.5	1.0							24.0	22.0						
Gr. 1	4.0	4.0	4.0	4.0	5.0	5.0	5.0	5.0	18.5	17.3	21.0	18.3	19.2	19.2	17.6	18.0
Gr. 2	4.0	4.0	3.0	4.0	4.0	5.0	5.0	5.0	18.3	20.5	25.3	21.0	19.0	20.0	20.0	18.4
Gr. 3	3.0	3.0	4.0	4.0	4.0	4.0	5.0	5.0	24.7	25.0	22.5	19.0	21.0	19.8	20.6	20.6
Gr. 4	3.0	3.0	4.0	4.0	4.0	4.0	4.0	5.0	25.0	27.3	20.0	22.5	19.0	21.8	20.3	21.2
Gr. 5	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	23.5	20.3	21.0	20.0	22.5	19.0	22.5	20.8
Totals or Avg.	22.0	22.0	23.0	25.0	26.0	26.0	27.0	28.0	21.2	21.5	20.8	19.8	19.8	19.9	20.2	19.8

Davis Hill Elementary School is projected to see an increase in enrollment during the next several years. This is reflected in the staff projections for the school, as there is an overall increase in staff to address class size expectations.

Dawson Elementary School																
	FY18 FTEs	FY19 FTEs	FY20 FTEs	FY21 FTEs	FY22 FTEs	FY23 FTEs	FY24 FTEs	FY25 FTEs	FY18 Class Size	FY19 Class Size	FY20 Class Size	FY21 Class Size	FY22 Class Size	FY23 Class Size	FY24 Class Size	FY25 Class Size
K-Full	1.5	3.0	4.0	5.0	5.0	4.0	4.0	4.0	18.7	20.3	19.5	18.8	18.8	20.3	20.5	20.5
K-Half	1.0	1.0							29.0	22.0						
Gr. 1	4.0	3.0	4.0	4.0	5.0	5.0	5.0	5.0	22.5	21.3	23.5	20.5	20.0	20.0	18.2	18.6
Gr. 2	4.0	4.0	3.0	5.0	4.0	5.0	5.0	5.0	21.0	19.0	23.7	19.0	21.3	20.6	20.6	19.0
Gr. 3	4.0	4.0	4.0	4.0	5.0	4.0	5.0	5.0	20.3	20.8	23.5	18.0	19.0	22.0	21.4	21.4
Gr. 4	4.0	4.0	4.0	4.0	4.0	5.0	4.0	5.0	22.3	21.3	20.8	23.5	18.5	19.4	22.5	21.8
Gr. 5	4.0	4.0	4.0	4.0	4.0	4.0	5.0	5.0	22.8	22.5	22.5	21.0	23.5	19.0	19.8	18.6
Totals or Avg.	22.5	23.0	23.0	26.0	27.0	27.0	28.0	29.0	22.3	21.0	22.2	20.1	20.2	20.2	20.5	20.0

Similar to Davis Hill, Dawson is also expected to grow over the next several years.

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Glenwood Elementary School																
	FY18 FTEs	FY19 FTEs	FY20 FTEs	FY21 FTEs	FY22 FTEs	FY23 FTEs	FY24 FTEs	FY25 FTEs	FY18 Class Size	FY19 Class Size	FY20 Class Size	FY21 Class Size	FY22 Class Size	FY23 Class Size	FY24 Class Size	FY25 Class Size
Gr. 3	5.0	6.0	6.0	5.0	6.0	6.0	6.0	7.0	20.6	22.8	19.3	20.0	18.3	18.8	21.7	20.3
Gr. 4	5.0	5.0	6.0	6.0	5.0	6.0	6.0	6.0	22.4	21.8	22.5	19.8	20.4	19.0	19.5	22.3
Gr. 5	5.0	5.0	5.0	6.0	6.0	5.0	6.0	6.0	21.5	22.3	21.6	23.3	19.8	20.6	19.7	20.2
Totals or Avg.	15.0	16.0	17.0	17.0	17.0	17.0	18.0	19.0	21.5	22.3	21.1	21.1	19.5	19.5	20.3	20.9

With the increase in student enrollment at Glenwood, the corresponding number of classroom teachers is projected to have a modest increase in the next several years.

Houghton Elementary School																
	FY18 FTEs	FY19 FTEs	FY20 FTEs	FY21 FTEs	FY22 FTEs	FY23 FTEs	FY24 FTEs	FY25 FTEs	FY18 Class Size	FY19 Class Size	FY20 Class Size	FY21 Class Size	FY22 Class Size	FY23 Class Size	FY24 Class Size	FY25 Class Size
K-Full	2.0	2.0	3.0	4.0	4.0	4.0	4.0	4.0	16.0	20.5	19.3	20.5	15.5	16.5	17.0	17.3
K-Half	1.0	1.0							33.0	27.0						
Gr. 1	3.0	3.0	4.0	4.0	5.0	4.0	4.0	4.0	20.7	21.0	19.3	16.0	18.4	17.5	18.5	19.3
Gr. 2	4.0	3.0	3.0	4.0	4.0	5.0	4.0	4.0	21.0	20.3	24.0	19.5	17.5	18.8	18.0	19.0
Gr. 3	3.0	4.0	3.0	4.0	4.0	4.0	4.0	4.0	23.0	19.5	20.3	18.0	19.8	18.3	23.3	17.8
Gr. 4	4.0	3.0	4.0	3.0	4.0	4.0	4.0	4.0	23.8	22.7	21.5	20.3	18.3	19.5	18.0	23.0
Totals or Avg.	17.0	16.0	17.0	19.0	21.0	21.0	20.0	20.0	22.9	21.8	20.9	18.9	17.9	18.1	19.0	19.3

Houghton continues to have inconsistent growth.

Mayo																
	FY18 FTEs	FY19 FTEs	FY20 FTEs	FY21 FTEs	FY22 FTEs	FY23 FTEs	FY24 FTEs	FY25 FTEs	FY18 Class Size	FY19 Class Size	FY20 Class Size	FY21 Class Size	FY22 Class Size	FY23 Class Size	FY24 Class Size	FY25 Class Size
K-Full	1.5	2.0	4.0	5.0	5.0	5.0	5.0	5.0	20.0	21.0	15.5	17.6	17.6	16.2	16.4	16.6
K-Half	1.5	1.0							20.0	25.0						
Gr. 1	4.0	4.0	4.0	4.0	5.0	5.0	5.0	5.0	19.8	18.5	19.8	17.5	19.8	20.0	18.4	18.6
Gr. 2	4.0	4.0	4.0	4.0	4.0	5.0	5.0	5.0	20.5	21.8	17.5	20.0	19.3	20.6	20.6	19.0
Gr. 3	4.0	4.0	4.0	4.0	4.0	4.0	5.0	5.0	20.8	22.5	22.8	18.5	20.8	21.3	21.4	21.4
Gr. 4	4.0	4.0	4.0	4.0	4.0	4.0	4.0	5.0	21.5	20.8	22.8	23.0	19.5	22.0	22.8	22.0
Gr. 5	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	21.8	22.8	22.3	23.3	23.3	20.5	23.5	23.5
Totals or Avg.	23.0	23.0	24.0	25.0	26.0	27.0	28.0	29.0	20.6	21.8	20.1	20.0	20.0	20.1	20.5	20.2

Mayo will see an increase in class size over the next several years

Mountview Middle School																
	FY18 FTEs	FY19 FTEs	FY20 FTEs	FY21 FTEs	FY22 FTEs	FY23 FTEs	FY24 FTEs	FY25 FTEs	FY18 Class Size	FY19 Class Size	FY20 Class Size	FY21 Class Size	FY22 Class Size	FY23 Class Size	FY24 Class Size	FY25 Class Size
Gr. 6	12.0	12.0	12.0	12.0	14.0	14.0	14.0	14.0	23.4	23.3	21.5	21.9	18.4	19.8	16.7	20.2
Gr. 7	12.0	12.0	12.0	12.0	12.0	14.0	14.0	14.0	21.6	23.6	23.8	21.7	21.9	18.4	19.9	16.9
Gr. 8	12.0	12.0	12.0	12.0	12.0	12.0	14.0	14.0	21.9	21.7	23.0	23.8	21.8	22.1	18.4	19.9
Totals or Avg.	36.0	36.0	36.0	36.0	38.0	40.0	42.0	42.0	22.3	22.8	22.8	22.5	20.7	20.1	18.3	19.0

In order to increase the number of teachers at Mountview to accommodate the need for a schedule more consistent with other district middle schools, additional staff will be added over the outlying years of the plan.

Naquag																
	FY18 FTEs	FY19 FTEs	FY20 FTEs	FY21 FTEs	FY22 FTEs	FY23 FTEs	FY24 FTEs	FY25 FTEs	FY18 Class Size	FY19 Class Size	FY20 Class Size	FY21 Class Size	FY22 Class Size	FY23 Class Size	FY24 Class Size	FY25 Class Size
K-Full	2.5	3.0	5.0	6.0	6.0	6.0	6.0	6.0	18.8	22.0	18.2	19.2	20.8	19.0	19.5	19.3
K-Half	1.5	1.0							31.3	32.0						
Gr. 1	5.0	5.0	5.0	5.0	6.0	7.0	7.0	7.0	23.0	20.0	21.4	20.8	21.0	19.6	17.9	18.3
Gr. 2	6.0	6.0	5.0	6.0	6.0	6.0	7.0	7.0	22.7	19.7	19.8	18.3	18.5	21.2	19.9	18.0
Totals or Avg.	15.0	15.0	15.0	17.0	18.0	19.0	20.0	20.0	24.0	23.4	19.8	19.4	20.1	19.9	19.1	18.5

Naquag will see a slight bump in staffing and then level out by FY23.

Paxton Center School																
	FY18 FTEs	FY19 FTEs	FY20 FTEs	FY21 FTEs	FY22 FTEs	FY23 FTEs	FY24 FTEs	FY25 FTEs	FY18 Class Size	FY19 Class Size	FY20 Class Size	FY21 Class Size	FY22 Class Size	FY23 Class Size	FY24 Class Size	FY25 Class Size
K-Full	1.0	1.5	2.0	2.0	3.0	2.0	2.0	2.0	14.0	18.0	19.5	17.0	18.7	19.0	19.0	20.0
K-Half	1.0	0.5							14.0	24.0						
Gr. 1	2.0	2.0	2.0	2.0	2.0	3.0	2.0	2.0	21.5	14.0	18.5	20.0	17.0	20.0	20.0	20.0
Gr. 2	2.0	2.0	2.0	2.0	2.0	2.0	3.0	2.0	19.5	23.5	16.5	19.5	20.5	20.5	22.7	23.0
Gr. 3	3.0	2.0	2.0	2.0	2.0	2.0	2.0	3.0	18.0	20.0	24.0	16.5	19.5	21.5	20.0	22.0
Gr. 4	3.0	3.0	2.0	2.0	2.0	2.0	2.0	2.0	18.7	20.7	20.5	24.5	16.5	18.0	21.5	21.0
Gr. 5	3.0	3.0	3.0	2.0	2.0	2.0	2.0	2.0	21.3	20.0	20.0	21.0	24.5	16.5	17.0	21.0
Gr. 6	3.0	3.0	3.0	3.0	2.0	2.0	2.0	2.0	21.7	22.3	21.3	20.3	21.0	24.0	17.0	17.0
Gr. 7	3.0	3.0	3.0	3.0	3.0	2.0	2.0	2.0	21.0	21.7	21.3	21.7	20.7	21.5	23.5	16.5
Gr. 8	3.0	3.0	3.0	3.0	3.0	3.0	2.0	2.0	21.3	22.7	21.3	21.7	21.7	17.0	22.0	23.0
Totals or Avg.	24.0	23.0	22.0	21.0	21.0	20.0	19.0	19.0	19.1	20.7	20.3	20.2	20.0	19.8	20.3	20.4

Paxton will see a decrease in staffing over the duration of the plan, ending with 2 teachers per grade in the elementary grades.

Thomas Prince School																
	FY18 FTEs	FY19 FTEs	FY20 FTEs	FY21 FTEs	FY22 FTEs	FY23 FTEs	FY24 FTEs	FY25 FTEs	FY18 Class Size	FY19 Class Size	FY20 Class Size	FY21 Class Size	FY22 Class Size	FY23 Class Size	FY24 Class Size	FY25 Class Size
K-Full	1.0	1.5	2.0	2.0	2.0	2.0	2.0	2.0	16.0	14.7	17.5	18.5	15.5	16.5	17.5	17.5
K-Half	1.0	0.5							17.0	16.0						
Gr. 1	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	25.0	20.5	13.0	20.0	20.5	17.0	18.0	19.5
Gr. 2	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	19.0	24.5	16.5	14.0	20.5	21.0	17.5	18.5
Gr. 3	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	26.0	19.0	26.0	17.0	14.5	22.0	22.0	18.0
Gr. 4	2.0	2.0	2.0	3.0	2.0	2.0	2.0	2.0	24.5	23.0	18.0	17.3	17.0	15.0	23.0	23.0
Gr. 5	2.0	2.0	2.0	2.0	3.0	2.0	2.0	2.0	24.0	24.5	26.0	19.0	17.3	18.0	15.5	23.0
Gr. 6	2.0	2.0	2.0	2.0	2.0	3.0	2.0	2.0	25.5	23.5	22.0	26.0	19.0	17.3	17.5	16.0
Gr. 7	2.0	2.0	2.0	2.0	2.0	2.0	3.0	2.0	21.0	24.0	23.0	22.5	26.0	19.0	16.7	17.0
Gr. 8	3.0	2.0	2.0	2.0	2.0	2.0	2.0	3.0	14.7	21.5	21.5	23.0	22.5	25.0	19.0	16.0
Totals or Avg.	19.0	18.0	18.0	19.0	19.0	19.0	19.0	19.0	21.3	21.1	20.4	19.7	19.2	19.0	18.5	18.7

Thomas Prince staffing will remain flat based upon current enrollment trends.



District Totals																
	FY18 FTEs	FY19 FTEs	FY20 FTEs	FY21 FTEs	FY22 FTEs	FY23 FTEs	FY24 FTEs	FY25 FTEs	FY18 Class Size	FY19 Class Size	FY20 Class Size	FY21 Class Size	FY22 Class Size	FY23 Class Size	FY24 Class Size	FY25 Class Size
K-Full	12.0	16.0	24.0	29.0	30.0	27.0	27.0	27.0	17.0	19.6	17.6	18.6	18.2	18.2	18.6	18.7
K-Half	8.5	6.0							24.2	24.7						
Gr. 1	24.0	23.0	25.0	25.0	30.0	31.0	30.0	30.0	21.4	19.1	20.2	18.9	19.6	19.3	18.2	18.7
Gr. 2	26.0	25.0	22.0	27.0	26.0	30.0	31.0	30.0	20.6	20.8	20.6	19.0	19.3	20.3	20.0	18.9
Gr. 3	24.0	25.0	25.0	25.0	27.0	26.0	29.0	31.0	21.5	21.6	22.1	18.4	19.2	20.2	21.5	20.4
Gr. 4	25.0	24.0	26.0	26.0	25.0	27.0	26.0	29.0	22.5	22.3	21.2	21.4	18.8	19.6	20.8	22.0
Gr. 5	26.0	26.0	25.0	26.0	26.0	25.0	27.0	27.0	22.8	22.2	22.0	21.7	21.5	19.2	20.1	20.4
Gr. 6	28.0	28.0	28.0	27.0	28.0	28.0	27.0	28.0	21.9	21.4	20.4	20.6	20.1	20.1	17.8	19.5
Gr. 7	29.0	28.0	28.0	28.0	27.0	28.0	28.0	27.0	20.6	21.9	21.5	20.6	20.7	20.2	20.2	17.8
Gr. 8	29.0	29.0	29.0	27.0	26.0	26.0	28.0	28.0	20.1	20.8	20.7	22.4	22.3	21.3	20.4	20.4
Totals or Avg.	231.5	230.0	232.0	240.0	245.0	248.0	253.0	257.0	21.2	21.4	20.7	20.2	20.0	19.8	19.7	19.6

## High School

As our population levels out at the high school, we are continuing to offer the opportunity for more staffing in departments where students in need of academic support has been demonstrated. The high school would require at least 30 additional teachers in order to comply with the existing class size policy. Currently, the high school does not have the capacity to accommodate such an increase in staff. We recommend that Education Subcommittee review the class size policy in order to provide additional guidance.

## Staffing Plan by Fiscal Year

<b>FY 20*</b>			
<b>Position</b>	<b>FTE</b>	<b>Notes</b>	
Middle School Counselor	1.0		
Davis Hill	1.0	Grade 3	
Glenwood	1.0	Grade 4	
Houghton	1.0	Grade 1	
Chocksett	(-1.0)	Grade 5	
Naquag	(-1.0)	Grade 2	
PCS	(-1.0)	Grade 4	
FDK	2.0	Mayo and Naquag	
ECC	1.0	Increased enrollment	
<b>Total</b>	<b>4.0</b>		

\*Hiring for the current school year is complete.



FY 21			
Position	FTE	Notes	
Elementary Counselors	6.0	1.0 FTE at each elementary school	
Resource Nurse	1.0	District-wide support	
BCBA	0.5	Grade/School TBD	
Assistant Principal	1.0	Naquag	
ESL Teacher	0.5	Location TBD	
Special Education	1.0	ABA	
Director of Voke/Tech Ed	1.0	WRHS	
WRHS Teacher	1.0	Math	
CTMS Teacher	(-1.0)	TBD	
Chocksett Teacher	(-1.0)	TBD	
Davis Hill Teacher	2.0	Kindergarten, Grade 2	
Dawson Teacher	3.0	Kindergarten, TBD	
Houghton Teacher	2.0	Kindergarten, Grade 2	
Mayo Teacher	1.0	Kindergarten	
Naquag Teacher	2.0	Kindergarten, Grade 2	
PCS Teacher	(-1.0)	Grade 5	
TPS Teacher	1.0	Grade 4	
<b>Total</b>	<b>20.0</b>		

FY21 is an important year for the WRSD. Based on the needs of our students, several key positions will be implemented. Of the positions listed above, the addition of elementary counselors in our elementary schools is a top priority and will help our students receive social and emotional support they need. The Director of Vocational Education will help us transition our existing Partnership Program to a true vocational educational program which will benefit many high school students and has been a need for quite some time. The teaching positions listed above are a first step towards reducing some of the largest class sizes across the district. The addition of a Resource Nurse will assist our existing nurses to better meet the needs of over 7,000 students on a daily basis. The positions of Assistant Principal at Naquag, the ESL teacher and the two Special Education positions, have been added to

this staffing plan to help address the increase in students needs we see in our schools. Reductions include teachers at CTMS, Chocksett, and Paxton where student numbers are declining and FTE's will be reallocated.

FY 22		
Position	FTE	Notes
Assistant Business Director	1.0	Central Office
Tech Integration Specialist	1.0	Middle Grades
WRHS Teacher	1.0	TBD
CTMS Teacher	(-1.0)	TBD
Chocksett Teacher	(-2.0)	TBD
Davis Hill Teacher	1.0	Grade 1
Dawson Teacher	1.0	TBD
Houghton Teacher	2.0	Grade 1 and Grade 4
Mayo Teacher	1.0	Grade 1
Mountview Teacher	2.0	TBD
Naquag Teacher	1.0	Grade 1
<b>Total</b>	<b>8.0</b>	

An increase in student populations in several schools will require more teaching staff to provide support and to maintain adequate class sizes. Staff will also be added to Mountview as we begin to transition to a new schedule that is in line with other District middle schools. To support student and staff needs at the middle grades, a Technology Integration Specialist has been added, and to help meet the challenges of running a large school district, an Assistant Business Director has been added. Reductions in staff at CTMS and Chocksett will occur as grade level populations decrease.

FY 23		
Position	FTE	Notes
Tech Integration Specialist	1.0	Elementary Grades
Assistant Data Manager	0.5	District-wide
WRHS	1.0	Advanced Placement Teacher (TBD)
Director of Operations	1.0	District
SPED Teacher	2.0	WRHS + TBD
ESL Teacher	0.5	Location TBD
Mayo Teacher	1.0	Grade 2
Mountview Teacher	2.0	TBD
Naquag Teacher	1.0	Grade 1
Paxton Teacher	(-1.0)	TBD
<b>Total</b>	<b>9.0</b>	

FY23 staffing projections include several teaching positions to address class size at the elementary and middle school levels. At the high school, an additional Advanced Placement teacher will begin to address class sizes in our AP offerings. The addition of a Tech Integration Specialist will be vital for our elementary students and staff to fully utilize the additional Chromebooks which will be infused by this time into all K-8 buildings. Additional SPED and ESL teachers have been added to help address increased enrollment numbers. To better support the use of instructional data and online learning platforms, an Assistant Data Manager has been added. Finally, the addition of a Director of Operations will help to address the inadequate central office staffing that is so vitally important to having our District run effectively. Paxton Center School will lose one FTE based on a declining enrollment.

<b>FY24</b>		
<b>Position</b>	<b>FTE</b>	<b>Notes</b>
Tech Integration Specialist	1.0	District-wide
Special Education	2.0	TBD
WRHS Teacher	2.0	TBD
Elementary Teacher	4.0	TBD
MS Teacher	1.0	TBD
<b>Total</b>	<b>10.0</b>	

<b>FY25</b>		
<b>Position</b>	<b>FTE</b>	<b>Notes</b>
School Principal	1.0	Holden
School Assistant Principal	1.0	Holden
Related Arts - Middle School	3.0	Holden
ELL Teacher	0.5	Location TBD
WRHS Teacher	1.0	TBD
Elementary Teacher	4.0	TBD
<b>Total</b>	<b>10.5</b>	

In both FY24 and FY25, projections are less granular than in the prior three years as assessing staffing needs at this point not as precise as in the previous tables. Enrollment projections still show an increase, primarily in the Holden elementary schools. The plan includes additions to various grade levels to continue to address class sizes. In addition, the last year of the plan includes administration for a possible new upper elementary school in Holden. These numbers do not include possible increases to custodial, cafeteria, nurse and administrative assistants.

## **Summary**

This plan lays out ways in which our District, through appropriate staffing, will provide students with the supports that are vital for all children to grow to become informed, caring and integral members of society. The staffing plan was generated to provide a document to assist the WRSD as we plan how best to support student needs. The plan attempts to address class size issues associated with the WRSDC policy, as well as provide long term solutions to supporting student health and wellness, academics, and administrative support. This plan is limited by the accuracy of projections on class size as town growth is tied directly back to the economic state of our communities.

A special thanks to Deputy Berlo for his assistance in the development of this document. In addition, thanks go out to the District Curriculum Team, the Central Office Leadership Team, and School Principals for their work on brainstorming and providing feedback.

# DRAFT Staffing Plan

## November 4, 2019

*Wachusett Regional School District*

# The WRSD Staffing Plan

As a District, we have had modest increases to our staffing over the past several years to help deal with large class sizes as well as the changing needs of our student body. We are committed to providing students with class sizes that offer appropriate learning opportunities and teaching staff with the ability to adequately address student needs. We are also committed to supporting the social and emotional well-being of our students as they grow in our fast paced and ever changing global society.



# The WRSD Staffing Plan

This plan lays out five years of staffing projections based upon current enrollment trends. The first three years of the plan are specific in terms of needs associated with class size projections. The final two years of the plan are less specific in terms of defined needs for each school, but do break down grade level needs into larger groupings. High school course enrollment data were used to project out staffing trends for grades 9-12, including AP courses offered.





# The WRSD Staffing Plan

The plan is a *fluid* document that will be updated at least annually. This will allow for accurate data to be incorporated into new projections. These projections are the basis for much of the final data found in the plan.



# Data sources

A variety of data sources were used to develop this staffing plan including projections from:

- New England School Development Council (NESDEC)
- Massachusetts Department of Elementary and Secondary Education (DESE)
- Resource Allocation and District Action Reports (RADAR)



# School Enrollment Projections

School	Projected Enrollment Change by 2025
Central Tree	-3%
Chocksett	-12%
Davis Hill	+17%
Dawson	+14%



# School Enrollment Projections

School	Projected Enrollment Change by 2025
Glenwood	+11%
Houghton	+9%
Mayo	+21%
Mountview	-3%



# School Enrollment Projections

School	Projected Enrollment Change by 2025
Naquag	+25%
Paxton	-14%
Thomas Prince	-4%
WRHS	0%



# WRSDC Class Size Policy

Class size is the leading factor behind staffing decisions. WRSDC Policy 3510 recommends the following maximum class sizes:

- Kindergarten through grade two: 19 students
- Grades three through five: 22 students
- Grades six through eight academic classes: 23 students
- High school academic classes: 23 students



# School Staff Projections

School	Projected Staff Change by 2025
Central Tree	-2
Chocksett	-3
Davis Hill	+5
Dawson	+6





# School Staff Projections

School	Projected Enrollment Change by 2025
Glenwood	+2
Houghton	+3
Mayo	+5
Mountview	+6





# School Staff Projections

School	Projected Enrollment Change by 2025
Naquag	+5
Paxton	-2
Thomas Prince	+1
WRHS	+6



# Important positions moving forward

Although classroom teachers comprise the majority of the increase in staffing, there are also several key positions that are included in the five year plan:

- Elementary Counselors
- Technology Integration Specialists
- Assistant Principal at Naquag
- Resource Nurse
- Director of Technical/Vocational Education
- Director of Operations
- Assistant Data Manager
- Assistant Business Director



# FY21 Staff Projections



FY 21		
Position	FTE	Notes
Elementary Counselors	6.0	1.0 FTE at each elementary school
Resource Nurse	1.0	District-wide support
BCBA	0.5	Grade/School TBD
Assistant Principal	1.0	Naquag
ESL Teacher	0.5	Location TBD
Special Education	1.0	ABA
Director of Voke/Tech Ed	1.0	WRHS
WRHS Teacher	1.0	Math
CTMS Teacher	(-1.0)	TBD
Chocksett Teacher	(-1.0)	TBD
Davis Hill Teacher	2.0	Kindergarten, Grade 2
Dawson Teacher	3.0	Kindergarten, TBD
Houghton Teacher	2.0	Kindergarten, Grade 2
Mayo Teacher	1.0	Kindergarten
Naquag Teacher	2.0	Kindergarten, Grade 2
PCS Teacher	(-1.0)	Grade 5
TPS Teacher	1.0	Grade 4
<b>Total</b>	<b>20.0</b>	

# FY22 Staff Projections

FY 22			
Position	FTE	Notes	
Assistant Business Director	1.0	Central Office	
Tech Integration Specialist	1.0	Middle Grades	
WRHS Teacher	1.0	TBD	
CTMS Teacher	(-1.0)	TBD	
Chocksett Teacher	(-2.0)	TBD	
Davis Hill Teacher	1.0	Grade 1	
Dawson Teacher	1.0	TBD	
Houghton Teacher	2.0	Grade 1 and Grade 4	
Mayo Teacher	1.0	Grade 1	
Mountview Teacher	2.0	TBD	
Naquag Teacher	1.0	Grade 1	
<b>Total</b>	<b>8.0</b>		



# FY23 Staff Projections

FY 23		
Position	FTE	Notes
Tech Integration Specialist	1.0	Elementary Grades
Assistant Data Manager	0.5	District-wide
WRHS	1.0	Advanced Placement Teacher (TBD)
Director of Operations	1.0	District
SPED Teacher	2.0	WRHS + TBD
ESL Teacher	0.5	Location TBD
Mayo Teacher	1.0	Grade 2
Mountview Teacher	2.0	TBD
Naquag Teacher	1.0	Grade 1
Paxton Teacher	(-1.0)	TBD
<b>Total</b>	<b>9.0</b>	



# FY24 and FY25



FY24		
Position	FTE	Notes
Tech Integration Specialist	1.0	District-wide
Special Education	2.0	TBD
WRHS Teacher	2.0	TBD
Elementary Teacher	4.0	TBD
MS Teacher	1.0	TBD
<b>Total</b>	<b>10.0</b>	

FY25		
Position	FTE	Notes
School Principal	1.0	Holden
School Assistant Principal	1.0	Holden
Related Arts - Middle School	3.0	Holden
ELL Teacher	0.5	Location TBD
WRHS Teacher	1.0	TBD
Elementary Teacher	4.0	TBD
<b>Total</b>	<b>10.5</b>	



Good evening. Heidi Lahey, 166 Bullard Street Holden, special education teacher, resident, taxpayer and President of Wachusett Regional Education Association.

I'm here tonight to "set the table" so to speak for the next school committee meeting where WREA plans to raise long standing frustrations that our members have around Professional Development.

Wachusett Regional School District has a full professional development day upcoming on Friday November 8th. The calendar was voted on by this committee February 11, 2019.

Today at 4pm, when our building reps met, there were multiple groups of teachers by school, grade and content area who have not been notified of where they are assigned, exactly what their PD focus is for the day, or the expected time of their work day.

Given that our 13 schools have 10 different start times daily ranging from 7:35 am to 9:15 am and ending between 2:10 pm and 3:45 pm, grade and content level professional development days can vary significantly from the regular school day times for some staff.

It goes without saying that the sooner staff members are notified, the more time they have to make changes in childcare arrangements.

It concerns me that many of our teachers got emails from the central office via building principals TODAY. The following schools were notified TODAY of the planned professional development and location for grades 3-5 : Houghton, Glenwood, Davis Hill, Dawson, Chocksett, Paxton, Mayo, Thomas Prince. My understanding is the district teachers who are actually presenting the science PD on Friday are meeting TOMORROW to finalize the planning.

WRHS was notified on Saturday November 2nd of the planned PD for them.

On October 31, K-2 teachers were sent a menu of options for literacy training with a survey to complete that was sent out November 1st, with a completion date of Tuesday November 5th.

We can assume those teachers will be notified either tomorrow or Wednesday of their assigned PD in terms of times/locations.

Middle school teachers were told as part of the October 24th half day that they will be developing a pacing guide and writing assessments based on what is being taught over the next few months. They were sent a link to articles on common assessments and asked to read one of them prior to the November 8th date.

Special Education got a finalized schedule for our day on November 1st. Art K-8 has planned their own...music and PE have not yet answered my email request.

When the current contract was being negotiated, WREA had a class action grievance filed due to member dissatisfaction with Professional Development that we put into abeyance while the contract was negotiated. To resolve the grievance, we negotiated additional language into Article 16.

That language in Article 16 calls for a Professional Development Committee comprised of 3 WREA members and meeting monthly "to review the professional development activities within the district, review participant feedback and to make recommendations. Additionally the committee shall be given the opportunity to review and provide feedback on the annual program of professional development opportunities for the following year and will categorize the PDPs for each district-sponsored professional development offered. It is understood that this program will be included in the Superintendent's report."

The last meeting of that PD committee was May 21, 2019 so there has been little to no input from WREA into this Friday's scheduled offerings. Our purpose in creating this committee was to work with the district to improve the Professional Development. Teachers certainly understand the challenges of being over-worked and under-staffed.

The teachers salary costs for the day exceeds \$200,000. WREA members remain frustrated and concerned that despite the 8 months since the school



calendar was approved and this PD day was set, the plans for the day are not yet finalized. At the next school committee meeting, we will share our feedback on the actual content of the day.

PLEASE POST

12/5/2019  
Page 1 of 2

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Education Subcommittee

Monday, December 9, 2019  
6:00 PM

Media Center  
Wachusett Regional High School  
1401 Main Street, Holden

AGENDA:

- I Call to Order
- II Approval of Minutes
- III Staffing Plan Update
  - Library Support
- 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 Old Business
- VIII New Business
- IX 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, December 9, 2019  
7:00 p.m.

Media Center  
Wachusett Regional High School  
1401 Main Street, Holden

AGENDA:

- Public Hearing
- Chair's Opening Remarks
  - T.G.A.L (Think Globally, Act Locally) Project Green Challenge*
- Student Representatives' Reports
- Superintendent's Report
  - Discussion of Report
  - Recommendations Requiring Action by the School Committee
    - 1. Motion: To amend the 2019-2020 WRSDC Meeting Schedule
- Unfinished Business
- Secretary's Report
  - Approval of 1334<sup>th</sup> Regular Meeting Minutes of the WRSDC held on 11/4/2019
  - 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
    - 1. Motion: To approve the proposed amendments to the WRSDC By-Laws
  - Superintendent Goals and Evaluation Subcommittee
  - Facilities and Security Subcommittee
  - Audit Advisory Board
  - Ad-Hoc Subcommittee
    - 1. Ad Hoc Subcommittee to Negotiate the Superintendent's Contract
  - Building Committees
    - 1. Mountview Building Committee
      - Motion: To discharge the Mountview School 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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SEPAC (Special Education Parent Advisory Council)  
General Meeting

Tuesday, December 17, 2019  
10:00 AM

Curriculum Center  
District Central Office  
1745 Main Street, Jefferson

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Ad Hoc Subcommittee to Negotiate the Superintendent's Contract

Thursday, December 19, 2019  
7:00 PM

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

AGENDA:

- I Call to Order
- II Approval of Minutes
- III Review of Materials and Continuation of Discussions
- IV Schedule Future Meetings
- V Executive Session to conduct strategy session in preparation for negotiations with non-union personnel (Darryll McCall, Superintendent of Schools), not to return to public session
- VI Adjournment

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

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Business/Finance Subcommittee

Monday, January 6, 2020  
7:00 PM

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

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Superintendent Goals and Evaluation Subcommittee

Monday, February 3, 2020  
6:30 p.m.

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

AGENDA:

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

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

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**Wachusett Regional School District Committee**  
**June 2019-May 2020**  
Proposed Amendments 11/25/2019

June 10, 2019	Location: Wachusett Regional High School, Holden
July 9, 2019 (Tuesday)	Location: Wachusett Regional High School, Holden
August 19, 2019	Location: Wachusett Regional High School, Holden
September 16, 2019	Location: Wachusett Regional High School, Holden
October 7, 2019	Location: Wachusett Regional High School, Holden
November 4, 2019	Location: Wachusett Regional High School, Holden
December 9, 2019	Location: Wachusett Regional High School, Holden
<del>January 6, 2020</del> January 13, 2020	Location: Wachusett Regional High School, Holden
<del>January 21, 2020 (Tuesday)</del> January 27, 2020	Location: Wachusett Regional High School, Holden
February 10, 2020	Location: Wachusett Regional High School, Holden
March 9, 2020	Location: Wachusett Regional High School, Holden
March 23, 2020	Location: Wachusett Regional High School, Holden
April 6, 2020	Location: Wachusett Regional High School, Holden
April 27, 2020	Location: Wachusett Regional High School, Holden
May TBD	Location: Wachusett Regional High School, Holden

(approved by the WRSDC 5/23/2019)  
(revision approved by the WRSDC 7/9/2019)  
(revision approved by the WRSDC )

### **National Honor Society Induction**

On Monday, November 18, 2019, Wachusett Regional High School inducted 151 students into the National Honor Society. These students were selected based upon their scholarship, leadership, service and character.

#### **SENIOR INDUCTEES:**

Kyra M. Ceryanek, Emily M. DeAmelio, Daniella L. Giorgi, Mason C. Greene, Maeve C. Herlihy, Rianna M. Massoni-Nesman, Brendan D. Shaw, Abigail M. Valley, Cole R. Vecchione, Grace K. Williams

#### **JUNIOR INDUCTEES:**

Janos M. Ablonczy, Amelia Alfonso, Evan M. Appel, Koichi W. Ash, Brandon L. Bacchetta, Ana K. Baez, Abigail L. Baldwin, Aili C. Bauman, Olivia M. Berglund, Hannah L. Berry, Giana L. Bianchini, Emma Bibace, Sarah Bibace, Avery A. Bierfeldt, Elizabeth O. Bradbury, Tynan P. Breeds, Jacob H. Brennan, Zachary L. Brennan, Timothy A. Brigham, Kelsey E. Buckley, Philip Bui, Bryn D. Burnham, Celia I. Callahan, Megan K. Carney, Mia M. Cassella, Lama Chmaysem, Julia B. Collamore, Olivia R. Collette, Kaitlyn M. Correia, Emma N. Croce, Caelin E. Davidson, Isabella C. DelNegro, Jay E. Desautels, Kathryn R. Desautels, Sophia L. DiBara, Arthur J. Dionne, Margaret E. Dixon, Paige E. Donaghy, Caitlin E. Donahue, Conall P. Donovan, Charles J. Dubrule, Katherine-Rose L. Dunn, Benjamin W. Dziewietin, Grace E. Early, Aoife P. Fitzgerald, Jack Q. Flynn, Fiona S. Frohock, Abigail M. Gaudette, Abigail C. Gibson, Emma L. Gingras, Jamie L. Goodall, Kelsey L. Harris, Annabelle L. Havens, Joshua R. Haz, Makayla A. Henrickson, Ashley J. Hutchings, Talia E. Jackson, Raiza A. Jaillet, Luke B. Jodice, Sofija H. Juodaitis, Devin J. Kachadoorian, Aidan B. Keefe, Mairead O. Kelley, John P. Kelly, Phoebe F. Kennedy, John F. King, Julia P. King, Noah M. Lambert, Paige E. Lamoureux, Reese W. Lane, Sophia G. LaPan, Ryan J. LaPosta, Amanda L. Larose, Heather S. LeClair, Abigail A. Lefferts, Maura F. Lemoine, Jonah A. Lepore, Rebecca E. Lovejoy, Gwyneth A. MacDonough, Rebecca C. Maher, Andrew R. Malnicof, Kathryn J. Mangus, Emily M. Markley, Caleb Marrero, Declan P. Matheson, Brendan J. May, Katie J. McCarthy, Erin E. McGuinness, Riley J. McNamara, Maria-Rose T. Mello, Leah H. Michalowski, Kevin E. Mikhaeil, Deborah A. Miller, Ellie J. Mitchel, Elise G. Mizerak, Satchel C. Moore, Lily G. Morgan, Meghan G. Morris, Brenden P. Mullaney, Corbin R. Narita, Emily A. Nguyen, Stefan I. Notchev, Ethan H. Numan, Colum P. O'Connor, Brooke A. Panarello, Brenna V. Parker, Madeline G. Pelak, Hannah B. Peloquin, Tory E. Piuze, Daniel P. Powers, Marissa R. Pratt, Emma M. Pulsifer, Thomas J. Raeke, Carter J. Ramsey, Ethan J. Rapa, Justin R. Roberts, Olivia G. Rodriguez, Michael R. Romano, Katherine D. Schmalz, Mary E. Scott, Madison T. Senecal, Taylor E. Senecal, Lydia R. Senes, Erin M. Shenk, Mattea Sielaff, Katy R. Skagerlind, Jack T. Speroni, Jillian R. Stone, Annabelle D. Thibodeau, Alexa E. Valentine, Matthew P. Verrier, Alexa K. Volfson, Natalie M. Ward, Evangeline L.S. Welch, Matthew D. Wells, McKenzie F.C. Wright, Eileen W. Xu, Julia C. Yahres, Zoe H. Yanco, Sabrina X. Zhou, Emma J. Zimon

In a letter sent to our new NHS members, they were asked to “designate a teacher you have had some time in your eleven or twelve years of schooling who you feel has made a significant contribution to where you are today. It is our plan to invite this teacher to the Induction Ceremony on November 18, 2019, as well as to print a list of teachers so designated as part of the program. You may designate a teacher you have had in grammar school middle school or high school.” All of the newly elected members of Wachusett’s National Honor Society

responded to this question, and the names that follow are those of teachers who made a significant impact on one or more inductees:

Paula Atlas, Valerie Austin, Sarah Ayres, Melissa Bailey, Virginia Beaudin-Meade, Ellen Beccia, Kimberly Bembenek, Emily Bradshaw, Suzanne Breen, Cori Brisbois, David Bronson, Linda Buraczewski, Greg Chandonnet, Michael Coggins, Jennifer Collard, Angela Colwell-Arbour, Helen Comeau, Ben Concannon-Smith, Richard Day, Sherri Der Kazarian, Walter Derosier, Erin DeStratis, Kristin Dorogi, Erin Dubzinski, Asia Emerick, Cathleen Fanion, Sean Farrell, Carol Farricker, Kaitlyn Foucher, Nicole Hahn, Laura Hazel, Theresa Hickey, Christine Hicks, Phil Jackson, Brian Keddy, Bethany Killeen, Sarah King, Jason Kusy, Bill LaBaire, Patrice LaHair, Sarah Lefebvre, Nathan Lenhart, Kayla Lewis, Janet Loefstedt, Lindsay May, Anne McCluskey, Douglas Miller, Troy Miner, Lori Montiverdi, Lynne Morrow, Jeffrey Moses, Lisa O'Connor, Merle Olson, David Pageau, Diana Pahl, Daniel Paradise, Stephanie Poh, Ted Purcell, Herbert Ridley, Rachael Rossi, Matt Ruppert, Mary Sanfacon, Cynthia Sparks, Lori St. Germain, Christopher Stark, Lisa Swalec, Lynn Swidey, Meghan Tinsley, Brady Townsend, William Turgeon, Derek Van Oudenhove, Heath Verrill, Debra Vickstrom, Steven Vincent, Scott Wahlstrom, Elizabeth Warner, Jochen Welsch, Megan Will, Carl Wilson, Betsy Wood, Kirsten Yanco

Congratulations to those students inducted and to the teachers who have contributed so much to their success.



Rebecca Petersen &lt;rebecca\_petersen@wrsd.net&gt;

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**Fwd: Mountview project finalized!!!**

1 message

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**Darryll McCall** <darryll\_mccall@wrsd.net>

Mon, Dec 2, 2019 at 5:50 PM

To: Rebecca Petersen <rebecca\_petersen@wrsd.net>, Kenneth Mills  
<Kenneth\_Mills@wrsd.net>

----- Forwarded message -----

From: **Paul Challenger** <paulchallenger22@gmail.com>

Date: Mon, Dec 2, 2019 at 3:45 PM

Subject: Mountview project finalized!!!

To: Chris Lucchesi <chris.lucchesi@gmail.com>, Darryll McCall  
<darryll\_mccall@wrsd.net>, Dave White <fivewhites@charter.net>, Erik Githmark  
<erik\_githmark@wrsd.net>, Gary Kaczmarek <gkaczmarek@holdenma.gov>, Larry  
Galkowski <civeng88@aol.com>, Margaret Watson <margjkw@gmail.com>, Peter Lukes  
<plukes@holdenma.gov>, Robert McCarthy <robert\_mccarthy@wrsd.net>, Suzanne  
Lucia <slucia@holdenma.gov>, <sherm149@charter.net>, Mike Pagano  
<mpagano@lamoureuxpagano.com>, Margaret Watson <margjk@aol.com>, Margaret  
Watson <margjkw@aol.com>

Hello everyone

Its been a long time coming, but the Mountview building project has been closed out. At the November meeting of the MSBA Executive Board, the final audit for Mountview was formally approved (see attached). Gary calculates that the Town should receive a final grant payment of \$856,373 to close out the project.

Thanks to all of you for the hours and hours put in to making this project a success. A short timeline:

- The project was kicked off in 2010 by the School District under Tom Pandiscio, and Town Manager Nancy Galkowski appointed the Mountview School Building Committee.
- In 2013 the Town appropriated \$54.3M for the project
- On April 11, 2016, classes were held in the new building for the first time.
- On Saturday October 15, 2016 a dedication ceremony was held for the building.

- November 1, 2019 the paperwork is completed and the project is finished! Total costs were under \$46M, substantially under the appropriation.

This project was a success due to the cooperation of Town employees, District employees and representatives, LPA and the citizen volunteers. Special thanks to Gary for the diligence in looking out for our best interests and to Dave for all the extra hours and insights that he contributed.

Congratulations and Happy Holidays to all!

Mountview School Building Committee, Chair  
Paul Challenger

--

**Darryll McCall, Ed.D.**  
Superintendent  
*Wachusett Regional School District*  
1745 Main St.  
Jefferson, MA 01522  
508-829-1670  
[darryll\\_mccall@wrsd.net](mailto:darryll_mccall@wrsd.net)

*The contents of this e-mail, and any attachments, are the property of the Wachusett Regional School District, and subject to the Public Records Law, M.G.L. c.66, § 10.*



**Approval of Final Audits 103019-1.pdf**

25K



## Massachusetts School Building Authority

Friday, October 18, 2019

**Audit Submitted to the Board for Approval**

### Exhibit B

VOTED: That the final total audited eligible project costs and final MSBA approved grant for the projects listed below are determined to be approved as follows:

MSBA ID	District Name	School Name	Project Type	Project Scope	Reimb. Rate	Total Project Budget	Final Costs Submitted	Ineligible Costs	Basis for Final Total Facilities Grant	Authorized Grant for Cap Reconciliation	Final Total Facilities Grant	Grant Reconciliation FY	Additional Savings in Final Audit Grant for Cap Reconciliation
1 201500610010	City of Chicopee	Belcher Elementary School	Accelerated Repair	Roof	78.95%	\$707,618	\$643,494	\$43,999	\$599,495	\$728,501	\$473,301	ARP FY16	\$255,200
2 201500610310	City of Chicopee	Fairview Elementary School	Accelerated Repair	Roof	78.95%	\$2,033,268	\$1,653,478	\$2,833	\$1,650,645	\$2,281,123	\$1,303,184	ARP FY16	\$777,939
3 201601070505	City of Gloucester	Gloucester High School	Accelerated Repair	Roof	58.19%	\$4,085,507	\$4,044,090	\$1,370,312	\$2,673,778	\$2,068,718	\$1,555,871	ARP FY17	\$512,847
4 201401140015	Ipswich Public Schools	Winthrop Elementary School	Core Program	New Construction	45.74%	\$945,000	\$1,346,819	\$110,163	\$1,236,656	\$567,555	\$565,646	FY 18	\$1,909
5 201101850090	Milford Public Schools	Woodland Elementary School	Core Program	New Construction	59.94%	\$60,893,257	\$59,513,397	\$13,975,753	\$45,537,644	\$28,082,547	\$27,295,264	FY 14	\$787,283
6 201602100005	City of Northampton	Bridge Street Elementary School	Accelerated Repair	Roof	54.79%	\$1,483,990	\$1,296,355	\$211,409	\$1,084,946	\$839,087	\$594,442	ARP FY17	\$244,645
7 201602100025	City of Northampton	Leeds Elementary School	Accelerated Repair	Roof	54.79%	\$1,522,908	\$1,381,876	\$227,218	\$1,154,658	\$893,392	\$632,637	ARP FY17	\$260,755
8 201607780005	Quabog Regional School District	Warren Elementary School	Accelerated Repair	Windows / Doors	71.17%	\$1,048,662	\$943,608	\$60,108	\$883,500	\$716,811	\$628,787	ARP FY17	\$88,024
9 201502480056	City of Revere	Garfield Elementary School	Accelerated Repair	Roof	77.47%	\$7,897,479	\$7,897,419	\$697,578	\$7,199,841	\$5,740,971	\$5,577,717	ARP FY16	\$163,254
10 201502810035	City of Springfield	Daniel B Brunton Elementary School	Accelerated Repair	Windows / Doors	80.00%	\$2,662,470	\$2,172,843	\$76,346	\$2,096,497	\$2,108,776	\$1,677,198	ARP FY16	\$431,578
11 201502810155	City of Springfield	Mary M Walsh Elementary School	Accelerated Repair	Windows / Doors	80.00%	\$2,646,869	\$1,814,423	\$53,469	\$1,760,954	\$2,103,895	\$1,408,763	ARP FY16	\$695,132
12 201502810650	City of Springfield	Public Day High School	Accelerated Repair	Windows / Doors	80.00%	\$1,690,808	\$1,489,040	\$67,805	\$1,421,235	\$1,318,741	\$1,136,988	ARP FY16	\$181,753
13 201502810350	City of Springfield	STEM Middle Academy School	Accelerated Repair	Roof	80.00%	\$2,103,396	\$1,673,181	\$365,855	\$1,307,326	\$1,673,165	\$1,045,861	ARP FY16	\$627,304
14 200907750305	Wachusett Regional School District	Mountview Middle School	Core Program	New Construction	57.83%	\$53,135,822	\$44,858,884	\$3,367,185	\$41,491,699	\$27,375,945	\$24,036,141	FY 13	\$3,339,804
15 201503140305	Watertown Public Schools	Watertown Middle School	Accelerated Repair	Windows / Doors	48.47%	\$3,313,291	\$2,360,768	\$208,295	\$2,152,473	\$1,605,952	\$1,043,304	ARP FY16	\$562,648
16 201003230505	West Bridgewater Public Schools	West Bridgewater Jr-Sr High School	Core Program	New Construction	54.16%	\$63,103,416	\$60,285,700	\$11,180,072	\$49,105,628	\$29,344,775	\$26,595,608	FY 13	\$2,749,167
17 201703260004	Westford Public Schools	Abbot Elementary School	Accelerated Repair	Roof	44.48%	\$3,068,442	\$2,329,563	\$241,155	\$2,088,408	\$1,119,772	\$928,924	ARP FY18	\$190,848
18 201203480200	City of Worcester	Nelson Place Elementary School	Core Program	New Construction	80.00%	\$57,739,737	\$52,026,888	\$11,379,028	\$40,647,860	\$34,763,483	\$32,518,288	FY 15	\$2,245,195
					<b>TOTAL</b>	\$270,079,940	\$247,731,826	\$43,638,583	\$204,093,243	\$143,333,209	\$129,017,924		\$14,315,284



## **FY 21 Budget Roundtable**

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**Thursday, November 7, 2019**

**6:30 PM**

**Holden Senior Center**

**1130 Main Street, Holden**

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1



## **FY 21 Budget Roundtable**

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**Wachusett Regional School District**

**Wachusett Regional School District Committee**

**Town of Holden**

**Town of Paxton**

**Town of Princeton**

**Town of Rutland**

**Town of Sterling**

**State Representatives**

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2



## FY 21 Budget Roundtable

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The District has held budget roundtables for the last several years and these meetings have been regularly attended by local state legislators, Selectboard members, Finance/Advisory Committee members, Town Administrators, School Committee members, District administration, and teacher representatives

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3



## FY 21 Budget Roundtable

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### **WRSD Strategic Plan - Five Domains**

- Leadership, Governance, and Communication
- Aligned Curriculum
- Effective Instruction
- Professional Development and Structures for Collaboration
- Students' Social, Emotional, and Health needs

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4



## FY 20 Budget Successes

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### Thank You!

- Tuition-free, full-day kindergarten
- Final year of 1:1 Chromebook program (grades 9 & 12)
- Turf Field at WRHS
- PreK-12 Textbook Plan
- Classroom support
- School Safety (ALICE training, *CrisisGo*)

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5



## FY 21 Budget Drivers

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- Elementary counselors
- Implementation of Fountas and Pinnell - Grade 3
- Continuation of 1:1 Chromebook initiative at WRHS
- Resurface track at high school
- Class size
- Facilities (Operations & Maintenance)
- Employee Benefits

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6



## FY 21 Budget Roundtable

### FY21 Administrative Areas of Focus

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- Expand Social and Emotional Support for Students  
*Well adjusted students perform better in the classroom and beyond*
  - Address class size issues across the District  
*Provide smaller class sizes to maximize educational opportunities for all students*
  - Provide Instructional Materials and Technology  
*Insufficient funding adversely impacts student learning*
  - Continue to Replace Aged Athletic Surfaces at WRHS  
*Track (immediate need) and tennis courts (future project)*
- 

7



## FY 21 Budget

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The FY21 Budget will be dependent upon several different factors including the Student Opportunity Act, which does address many of the recommendations brought forward by the Foundation Budget Review Commission.

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8



## FY 21 Budget Roundtable Budget Timeline Milestones

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### **November 2019**

- November 7 Budget Roundtable with Member Towns

### **January 2020**

- School Committee Budget Retreat (TBD)

### **January 2020**

- House I Budget released

### **February 2020**

- Initial District Budget developed using House I Budget
- Budget Community Forums conducted

### **March 2020**

- FY21 Budget Public Hearing
- School Committee approves budget and assessments, and Member Towns are notified

### **May 2020**

- Annual Town Meetings



## FY 21 Budget Roundtable Open Forum

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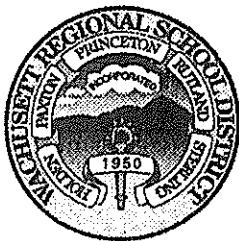
- Holden
- Paxton
- Princeton
- Rutland
- Sterling
- School Committee
- State Legislators



## FY 21 Budget Roundtable

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Thank You!



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

November 12, 2019

Mr. Peter Lukes  
Holden Town Manager  
1204 Main Street  
Holden, MA 01520

Dear Peter:

On behalf of the Wachusett Regional School District and the School Committee, I want to extend our thanks for all the time and attention you put into organizing this year's Annual Budget Roundtable. Your offer to again hold the meeting at the Holden Senior Center is appreciated, and the room set-up worked out perfectly. I also want to extend thanks to Wendy Brouillette for her assistance with the meeting details.

I was very pleased with the format of the meeting and I feel the discussions that flowed around the table were informative, insightful, useful, and collegial. I look forward to working with officials from the five Member Towns as we all strive to build budgets that can support what is best for our municipalities and our schools, while at the same time keeping in mind the personal financial obligations of our Member Town residents.

The budget season has just begun. We have much work ahead of us, but I am encouraged to know that town and school officials are willing to work together in the best interest of students and residents of Holden, Paxton, Princeton, Rutland, and Sterling. As we have done in the past, we will be reaching out to the towns to schedule times when District administrators can meet together with each group of Member Town officials to review and discuss the District's FY21 budget proposal.

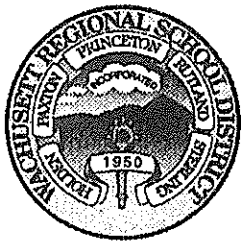
Sincerely,

Darryll McCall, Ed.D.  
Superintendent of Schools

cc: Wachusett Regional School District Committee  
Wendy Brouillette, Holden Town Manager's Office  
Member Town Administrators  
Member Town Selectboard Chairs  
Member Town Finance/Advisory Committee Chairs

DM:rlp





Attachment 7  
December 5, 2019

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

November 12, 2019

Senator Harriette Chandler  
Commonwealth of Massachusetts  
24 Beacon Street  
Statehouse Room 333  
Boston, MA 02133

Dear Senator Chandler:

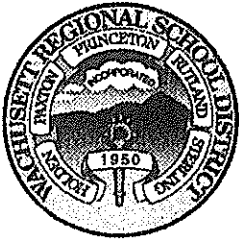
On behalf of the Wachusett Regional School District and the School Committee, I want to extend our thanks for attending this year's Budget Roundtable held on November 7<sup>th</sup>. As always, your positive attitude and strong support of this district are much appreciated. I feel the discussions that flowed around the table were informative, insightful, useful, and collegial. I look forward to working with officials from the five Member Towns as we all strive to build budgets that can support what is best for our municipalities and our schools, while at the same time keeping in mind the personal financial obligations of our Member Town residents. We also look forward to continuing the open dialogue with you and other legislators as the budget season unfolds.

Sincerely,

Darryll McCall, Ed.D.  
Superintendent of Schools

cc: Wachusett Regional School District Committee

DM:rlp



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

November 12, 2019

Representative Kimberly Ferguson  
Commonwealth of Massachusetts  
24 Beacon Street  
Statehouse Room 473B  
Boston, MA 02133

Dear Kim:

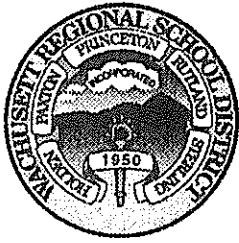
On behalf of the Wachusett Regional School District and the School Committee, I want to extend our thanks for attending this year's Budget Roundtable held on November 7<sup>th</sup>. As always, your positive attitude and strong support of this district are much appreciated. I feel the discussions that flowed around the table were informative, insightful, useful, and collegial. I look forward to working with officials from the five Member Towns as we all strive to build budgets that can support what is best for our municipalities and our schools, while at the same time keeping in mind the personal financial obligations of our Member Town residents. We also look forward to continuing the open dialogue with you and other legislators as the budget season unfolds.

Sincerely,

Darryll McCall, Ed.D.  
Superintendent of Schools

cc: Wachusett Regional School District Committee

DM:rlp



# *Wachusett Regional School District*

*Holden, Paxton, Princeton, Rutland, Sterling*

November 12, 2019

Senator Anne Gobi  
Commonwealth of Massachusetts  
24 Beacon Street  
Statehouse Room 513  
Boston, MA 02133

Dear Senator Gobi:

On behalf of the Wachusett Regional School District and the School Committee, I want to extend our thanks for attending this year's Budget Roundtable held on November 7<sup>th</sup>. As always, your positive attitude and strong support of this district are much appreciated. I feel the discussions that flowed around the table were informative, insightful, useful, and collegial. I look forward to working with officials from the five Member Towns as we all strive to build budgets that can support what is best for our municipalities and our schools, while at the same time keeping in mind the personal financial obligations of our Member Town residents. We also look forward to continuing the open dialogue with you and other legislators as the budget season unfolds.

Sincerely,

Darryll McCall, Ed.D.  
Superintendent of Schools

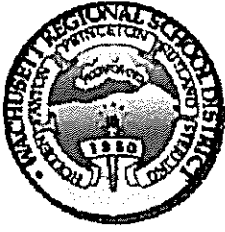
cc: Wachusett Regional School District Committee

DM:rlp

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**Jefferson School**

1745 Main Street, Jefferson, MA 01522  
Telephone: (508) 829-1670 Facsimile: (508) 829-1680



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

*Office of the Treasurer*

December 2, 2019

Ms. Donna Couture, Treasurer  
Town of Paxton  
697 Pleasant Street  
Paxton, MA 01612

RE: Third Payment Assessment Billing Notice – FY20

Dear Ms. Couture:


In accordance with the Wachusett Regional School District Regional Agreement, the receipt of the Town of Paxton's third of four installment payments of the FY20 assessment is due January 2, 2020. The amount of the payment is \$1,636,003.

Payment is to be made by bank wire transfer to the EASTERN BANK account #10170363, ABA routing #011301798.

Pursuant to the Wachusett Regional School District Policy 4211, please notify me within 10 days of the date of this letter if there is an inability to make payment on time.

If you have any questions or comments, please contact me at (978) 464-2105.

Sincerely,

  
James J. Dunbar  
Treasurer

cc: Darryll McCall, Ed. D., Superintendent of Schools  
Daniel Deedy, Director of Business & Finance  
Michelle White, Finance Manager

**Jefferson School**

1745 Main Street, Jefferson, MA 01522  
Telephone: (508) 829-1670 Facsimile: (508) 829-1680  
[www.wrsd.net](http://www.wrsd.net)



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

*Office of the Treasurer*

December 2, 2019

Mr. James J. Dunbar, Treasurer  
Town of Princeton  
6 Town Hall Drive  
Princeton, MA 01541

RE: Third Payment Assessment Billing Notice – FY20

Dear Mr. Dunbar:

In accordance with the Wachusett Regional School District Regional Agreement, the receipt of the Town of Princeton's third of four installment payments of the FY20 assessment is due January 2, 2020. The amount of the payment is \$1,238,458.

Payment is to be made by bank wire transfer to the EASTERN BANK account #10170363, ABA routing #011301798.

Pursuant to the Wachusett Regional School District Policy 4211, please notify me within 10 days of the date of this letter if there is an inability to make payment on time.

If you have any questions or comments, please contact me at (978) 464-2105.

Sincerely,

James J. Dunbar  
Treasurer

cc: Darryll McCall, Ed. D., Superintendent of Schools  
Daniel Deedy, Director of Business & Finance  
Michelle White, Finance Manager

*Jefferson School*

1745 Main Street, Jefferson, MA 01522  
Telephone: (508) 829-1670 Facsimile: (508) 829-1680  
[www.wrsd.net](http://www.wrsd.net)

December 5, 2019



Rebecca Petersen &lt;rebecca\_petersen@wrsd.net&gt;

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**Fwd: On the Desktop 11 27 19 Student Accountability Act**

1 message

**Darryll McCall** <darryll\_mccall@wrsd.net>

Wed, Nov 27, 2019 at 9:32 AM

To: Daniel Deedy &lt;daniel\_deedy@wrsd.net&gt;, Kenneth Mills &lt;Kenneth\_Mills@wrsd.net&gt;, Rebecca Petersen &lt;rebecca\_petersen@wrsd.net&gt;, Robert Berlo &lt;robert\_berlo@wrsd.net&gt;

----- Forwarded message -----

From: **Reis, Jacqueline (DESE)** <[Commissioner-List@list1.doe.mass.edu](mailto:Commissioner-List@list1.doe.mass.edu)>

Date: Wed, Nov 27, 2019 at 9:20 AM

Subject: On the Desktop 11 27 19 Student Accountability Act

To: Reis, Jacqueline (DESE) <[jreis@doe.mass.edu](mailto:jreis@doe.mass.edu)>*News from Commissioner Jeffrey C. Riley & the**MA Department of Elementary and Secondary Education***On the Desktop - November 27, 2019****The Student Opportunity Act**

Dear Superintendents, Charter School Leaders, and Assistant Superintendents,

On November 26, Governor Baker [signed into law](#) the Student Opportunity Act (Chapter 123 of the Acts of 2019). The bill implements the recommendations of the 2015 Foundation Budget Review Commission and includes a number of other provisions to benefit our public schools. My sincere thanks to all of you who helped to frame these proposals and pushed for their enactment, and to the Legislature and the Governor for getting the job done. We have once again reaffirmed public education is cherished in the Commonwealth. It is now up to all of us to ensure we spend these substantial new funds in the way the Act intends, making certain that all of our students have access to an excellent education.

I know you all have many questions about the new law. We are working hard to fully develop the guidance, procedures, and regulations needed to implement its provisions. This message provides some initial information and guidance, with much more to follow.

- *Chapter 70.* While the Student Opportunity Act updates the formula, we are still collecting and processing the enrollment, municipal revenue, wage adjustment, and inflation data needed to calculate the state aid allotments and local contribution requirements for FY21. As always, we will provide this information to you in January, in conjunction with the release of the Governor's House 2 budget proposal.
- *Low-income census.* The updated Chapter 70 formula applies the low-income increment to students in families at or below 185 percent of the federal poverty level, replacing the 133 percent threshold used for the "economically disadvantaged" count in recent years. For FY21, we will use the greater of (a) the current economically disadvantaged count obtained through our direct certification process or (b) the district's FY16 low-income percentage applied to its current foundation enrollment. We are studying options for collecting updated low-income data for FY22 and beyond.
- *Special education circuit breaker.* The act phases in the reimbursement of out-of-district transportation costs required by individualized education programs for students with disabilities. In FY21, we will reimburse 25 percent of the eligible costs incurred during the 2019-20 school year (subject, of course, to appropriation). School business managers will receive detailed instructions from our School Finance office on accounting for and reporting these costs.
- *Charter school tuition costs and reimbursements.* The act does not affect charter tuition costs and reimbursements in FY20. For FY21, (a) tuition rates will begin to reflect the changes to the foundation budget rates, and (b) the act commits to funding at least 75 percent of the tuition reimbursement formula. The preliminary cherry sheets issued in January 2020 for FY21 will include tuition and reimbursement estimates, but please remember that the final amounts can differ significantly from the initial estimates.
- *District evidence-based three-year plans.* Each superintendent, in consultation with the local school committee, must develop a three-year, evidence-based plan to address persistent disparities in achievement among student subgroups. In developing its plan, each district must consider input and recommendations from parents and other community stakeholders, including special education and English learner parent advisory councils, school improvement councils, and educators.

The law requires that DESE prescribe the form and manner of these plans, and we are working to finalize plan templates and guidance documents for release to districts as soon as possible.

The commissioner could add more requirements at his discretion, but at a minimum, the plans will require each district to address four areas outlined in the new law:

- Establish targets and outcome measures for addressing persistent disparities in achievement among student subgroups;
- Identify specific evidence-based programs the district intends to implement to effectively reduce these disparities;
- Outline how Chapter 70 funds, as well as other local, state, and federal funds, will be used to implement the plan, including information about school level spending and resources for selected student subgroups; and
- Specify ongoing plans to effectively engage families and measure family engagement efforts, including targeted plans for families of low-income students, English learners and students with disabilities.

Each district's initial three-year plan must be submitted to DESE by April 1, 2020. Upon receiving a plan, the commissioner has the authority to require amendments from districts to ensure the plan meets the requirements of the law. Annually, each district must report data to DESE reflecting progress made in addressing disparities in achievement among student subgroups as a result of this plan. In addition to addressing any amendments required by the commissioner, districts may also voluntarily amend their plans to reflect changes necessary to meet district targets.

For charter schools, DESE will update the annual report and accountability plan requirements to incorporate all of the information required in the district evidence-based plans.

- *School district reserve funds.* School districts that have established reserve funds under G.L. c. 40, s. 13E (for unanticipated or unbudgeted costs of special education, out-of-district tuition, or transportation) may now also use these funds for payment of tuition to recovery high schools.



- *Twenty-First Century Education grant program.* The act establishes a new competitive grant program to address persistent disparities in achievement among student subgroups, improve educational opportunities for all students, share best practices for improving classroom learning, and support efficiencies within and across school districts. We need to await further legislative action in an appropriations bill to fund this program.

We will continue to update you on implementing the Student Opportunity Act. If you have general questions or questions specific to your district, please email [commissioner@doe.mass.edu](mailto:commissioner@doe.mass.edu), and we will follow up.

Sincerely,

Jeffrey C. Riley

Commissioner

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

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**Darryll McCall, Ed.D.**  
Superintendent  
*Wachusett Regional School District*  
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*The contents of this e-mail, and any attachments, are the property of the Wachusett Regional School District, and subject to the Public Records Law, M.G.L. c.66, § 10.*



**On the Desktop 11 27 19 Student Accountability Act.pdf**  
666K

**DRAFT # 6 10/22/2019**

Reflecting edits made at 10/21/2019 meeting of the Legal Affairs Subcommittee

## **Wachusett Regional School District Committee By-Laws**

### Article I - MEMBERSHIP

Section 1. ***Name***

The District shall be called Wachusett Regional School District consisting of the Towns of Holden, Paxton, Princeton, Rutland, and Sterling.

### Article II - ORGANIZATION

Section 1. ***Power and Duties***

The Wachusett Regional School District Committee hereafter referred to as the Committee shall have all the powers conferred, and all the duties imposed, by applicable Massachusetts General Laws inclusive, and any amendments thereto; and all the powers and duties conferred and imposed upon school committees by the Massachusetts General Laws and amendments thereto, the same to be exercised for and on behalf of the Wachusett Regional School District.

Section 2. ***Organizational Meeting***

The Wachusett Regional School District Committee (WRSDC) shall, in accordance with Section 13 of the amended Regional Agreement, organize and elect a Chair and a Vice-Chair, and if the offices are vacant a Secretary and Treasurer. The Chair and Vice-Chair shall be members of the Committee. The Committee shall elect a Chair and Vice-Chair by paper ballot **and the individual votes of that ballot shall be read aloud upon conclusion of the vote** ~~from its membership~~ (in accordance with Chapter 71, Section 16A of the Massachusetts General Laws). The Secretary and Treasurer may or may not be members of the Committee, and if not may be reimbursed for this work. This organizational meeting shall be posted at least 14 days in advance.

Section 3. ***Chair/Vice-Chair***

No member may be elected as the Chair of the Committee unless said member has served on the Committee for at least two years prior to assuming the office of the Chair. No member may be elected as the Vice-Chair of the Committee unless said member has served on the Committee for at least two years prior to assuming the office of the Vice-Chair. The offices of Chair and Vice-Chair shall be for a term of one year, and they may not succeed themselves more than three additional times.

Should the Chair be unable to complete the one-year term of office, the Vice-Chair shall assume all duties and responsibilities of the Chair to the completion of the one-year term. Should the Vice-Chair be unable to

complete the one-year term of office, for reasons including being elevated to the position of Chair, then the Committee, at its next regular meeting, shall elect a Vice-Chair.

Should the Chair and Vice-Chair vacate the positions simultaneously, the Committee, at its next regular meeting, shall elect a Chair and Vice-Chair to serve the balance of the one-year term.

#### **Section 4. *Subcommittees***

~~The Chair shall appoint standing subcommittees. A standing subcommittee shall be created or dissolved by a two-thirds vote of the School Committee members present.~~ No member of the Committee shall be appointed to more than three standing subcommittees. The Chair may appoint additional ad-hoc subcommittees as necessary. Should a Management Subcommittee be appointed, the Chair of the Committee shall serve as the Chair of the Management Subcommittee. The Vice-Chair of the School Committee shall serve as the Vice-Chair of the Management Subcommittee. The Vice-Chair of the Committee and the Chairs of any standing subcommittees shall be appointed members of the Management Subcommittee.

~~The Chair shall appoint a Chair to each standing or ad hoc subcommittee. Each subcommittee shall elect its Vice Chair. Each subcommittee shall elect its Chair and Vice-chair at its first meeting after the Annual Organizational Meeting. The Chair of the full School Committee or designee shall conduct the subcommittee Chair elections. Subcommittee Chairs shall have served a minimum of one full year on the WRSDC.~~

~~The Committee, by a majority vote of the membership, may require the establishment of a standing or ad hoc subcommittee.~~

~~No more than one half of the School Committee members may~~ **Less than 50% of the School Committee members may** participate in any discussion at a subcommittee meeting. If there are additional members present, the Chair of the subcommittee will identify the members. The others may listen but not participate in discussions, **otherwise a full School Committee meeting must be posted.**

Although ~~up to one half~~ **less than 50%** of the members may participate in discussion at a Subcommittee level, only the members appointed to the Subcommittee by the Chair of the School Committee may make a motion or vote on recommendations to be made to the full Committee. Only appointed members of a standing subcommittee or ad hoc subcommittee shall attend executive sessions of that subcommittee except by invitation or in accordance with M.G.L. ~~Chapter 39, Section 23B~~ **Chapter 30 A.**

Section 5. ***Duties of the Chair***

The Chair shall preside at all meetings of the Committee, shall appoint members of all subcommittees **subject to approval by a majority of the School Committee members present**, shall serve as ex-officio member of all subcommittees except as otherwise directed by the Committee and shall perform such duties as required by law. The Chair shall be the official spokesperson for the Committee. The Chair of the School Committee shall be required to vote aye or nay on budgetary matters but may abstain (refrain from voting) on other matters except to break a tie.

Section 6. ***Duties of the Vice-Chair***

The Vice-Chair shall, in the absence of the Chair, exercise the powers and perform the duties of said Chair.

Section 7. ***Duties of the Secretary/Assistant Secretary***

The Superintendent shall serve as Secretary to the Committee and shall send out notices of all regular meetings and notices of all special meetings of the Committee at least **two (2) business days** ~~forty-eight hours~~ before the meeting. The Secretary shall keep the minutes of all meetings and shall be the custodian of all records. The Secretary shall also prepare such reports as may be required by the Department of Elementary and Secondary Education and shall submit an annual report to the selectmen of the member towns. The Secretary shall be the custodian of the treasurer's bond.

**Whenever possible, materials relevant to the posted meetings shall be available two (2) business days prior to the scheduled meetings.**

The Chair shall appoint an Assistant Secretary to perform the routine work ordinarily done by the Secretary. The Assistant Secretary need not be a member of the Committee and, if not, may be reimbursed for this work.

A sign-in sheet will be made available for those who wish to sign in at all meetings of the full School Committee for those who wish to become part of the public record.

Section 8. ***Duties of the Treasurer/Assistant Treasurer***

The Treasurer shall be annually appointed, **by majority vote of members present**, at the beginning of each **fiscal** ~~calendar~~ year. The Treasurer shall receive and take charge of all money belonging to the District, and shall pay any bill of the District which shall have been approved by the Committee.

The Committee may appoint an Assistant Treasurer who need not be a member of the Committee, and who shall, in the absence of the Treasurer, perform the duties and shall have the powers and be subject to applicable requirements and penalties. The Treasurer and Assistant Treasurer may,

by vote of the School Committee, be compensated for their services; provided, however, that if the Treasurer or Assistant Treasurer is a member of the School Committee there shall be no compensation for services. **The Treasurer and Assistant Treasurer shall be bonded in accordance with Massachusetts General Laws Chapter 41, 31 and 109 A.**

Section 9. ***Committee Records***

The Records shall be kept at the office of the Committee, which shall be at the Superintendent's office.

**Article III - MEETINGS**

Section 1. ***Regular and Special Meetings***

The School Committee shall schedule a minimum of **twelve (12) meetings a year** ~~one meeting per month.~~

The School Committee calendar shall be adopted by the Committee. Regular meetings may be rescheduled by a majority vote of the Committee in attendance.

**A quorum majority of the Committee is based upon a majority of the total elected positions as outlined in the Regional Agreement. In subcommittees, a quorum is based upon the majority of the appointed members or any subcommittee constitutes a quorum.** A conference or training program is excluded from the quorum restriction so long as members do not deliberate. The attendance of a quorum at a meeting of another public body is permitted so long as the members communicate at the open meeting and do not deliberate among themselves. Executive sessions may be held at any time by (a) **the majority by roll call vote, provided that notice of executive session has been posted in accordance with Chapter 30 A Section 20.**

Town meetings shall take precedent over regularly scheduled School Committee meetings in order to allow respective elected members to participate fully.

**Meetings shall adjourn at 10:00 PM or at the conclusion of discussion of the item before the School Committee at that time. Meetings may be extended in 30 minutes increments if approved by two-thirds (2/3) of the members present. Meetings shall not extend beyond 10:00 PM unless two-thirds of the Committee present vote to extend the meeting for thirty minutes.** Subsequent thirty-minute extensions shall be voted by two-thirds of the Committee present.

The vote to extend the meeting is not debatable.

Section 2. ***Special Meetings***

Special Meetings may be called any time by the Chair, and the Chair or Superintendent shall call a special meeting upon written request of no less than one-third of the membership made to the Chair. In the event the special meeting is being called to reconsider a motion, at least one of the members calling the special meeting must have voted on the prevailing side of the motion to be reconsidered. The motion to be reconsidered must also be identified in the request for the special meeting.

Section 3. ***Emergency Meetings***

An emergency meeting of the School Committee or any of its subcommittees may be called by the Superintendent and/or the Chair of the Wachusett Regional District School Committee for a sudden, generally unexpected occurrence or set of circumstances demanding immediate attention (M.G.L. 39:23A) **M.G.L. 30A Section 18**

Section 4. ***Vote of the Committee***

Action of the Committee shall require a majority vote of Committee members voting unless otherwise specified by law, by the School Committee's By-Laws, or by the Regional Agreement.

Section 5. ***Agenda***

The agenda will be as follows:

- I. **Public Hearing Input**
- II. Chair's Opening Remarks
- III. Student Representatives' Reports
- IV. Superintendent's Report
  - Discussion of Report
  - Recommendations
- V. Unfinished Business
- VI. Secretary's Report
- VII. Treasurer's Report/Financial Statement
- VIII. Committee Reports
  - Standing Subcommittees
  - Ad-Hoc Subcommittees
  - Building Committees
  - School Council Reports
- IX. **Public Hearing Input**
- X. New Business
- XI. Adjournment

Members of the public wishing to speak during the first **Public Hearing Input** are required to sign-in before the start of the first **Public Hearing Input**. The first **Public hearing Input** may be limited to twenty minutes.

The Chair will have discretion to limit the time of each speaker. The School Committee shall encourage the submission of written testimony.

#### Article IV - PARLIMENTARY AUTHORITY

Section 1. ***Rules of Order***

Meetings shall be conducted under accepted rules of parliamentary procedure using the current edition of Robert's Rules of Order as a guide.

Section 2. ***Conducting of Business***

In order to ensure the orderly and timely conduct of business at School Committee meetings, the Wachusett Regional School District Committee agrees to authorize the Chair or his/her Designee of the Committee to observe the following guidelines:

- For any given motion, amendment to a motion, topic of discussion, or agenda item, the Chair or his/her Designee shall allow any member of the Committee two (2) opportunities to speak and each individual will be given **three (3)** ~~two (2)~~ minutes each time they speak on a motion, amendment, topic of discussion, or agenda item.
- The Chair or his/her Designee will use discretion in deciding whether or not to allow discussion to exceed **thirty (30)** ~~twenty (20)~~ minutes on any motion including amendments, other topics of discussion, or agenda items. The Chair or his/her Designee will be responsible for directing the discussions to the business at hand and will limit discussion to the relevant issues and restrict arguments, which are unnecessarily repetitive and redundant.
- The Chair or his/her Designee may extend the discussion in **one of** two ways:
  - 1.) ~~by consensus of members present~~, **by the Chair requesting a vote of the majority of members present** or
  - 2.) by recognizing a non-debatable motion by any Committee Member to extend the discussion past the allotted **thirty (30)** ~~twenty (20)~~ minutes. The motion should include extending the discussion for a specific and appropriate amount of time. The Chair or his/her Designee will abide by the majority vote of the membership.”
- Motions to be acted upon under New Business must be sent to the School Committee Chair, in writing **five days in advance**

**for placement** with rationale appended, on the next available regular School Committee agenda. Excluded from this requirement will be routine motions such as acceptance of gifts and other acknowledgements.

## Article V - FINANCIAL AFFAIRS

### Section 1. *Contracts*

The ~~Superintendent shall~~ **School Committee, annually, shall appoint the Superintendent as the Chief Procurement Officer to** award and administer contracts in accordance with applicable State and Federal laws and Committee policies.

### Section 2. *Bidding Requirements*

The Superintendent, or his/her designee, shall establish and administer Purchasing and Bidding procedures in accordance with applicable State and Federal laws and Committee policies. **M.G.L. 30 B.**

### Section 3. *Disbursement of Funds*

The Treasurer shall pay no money from the treasury, other than court judgments, bonds or notes which may become due and interest thereon, regular payrolls and emergency payments verbally approved in advance by the Chair or Vice-Chair, except upon an order or warrant in accordance with Massachusetts General Laws and Committee Policies.

### Section 4. *Financial Reporting*

The Committee shall in accordance with the provisions of Massachusetts General Laws each year submit to the Treasurer of each member town its budget for operating expenses for the ensuing fiscal year, with an explanation of same.

### Section 5. *Payment of Bills*

The Committee shall pay all bills as they become due, and no bills shall be held after the end of the fiscal year in which such bills were contracted, except by specific vote of the Committee.

### Section 6. *Annual Audit*

There shall be an annual audit of the Committee's accounts in accordance with Chapter 71 of the General Laws, Section 16E. The auditor shall report to the Committee and his/her report shall be submitted to the selectmen of the District.

## Article VI - LEGAL

### Section 1. *Selection of Counsel*



The Committee shall annually appoint legal counsel to address issues determined by the Committee.

Section 2. ***Policies***

The Committee may make policies not inconsistent with law, with the Agreement, and with these By-Laws for the operation and maintenance of the school district.

**Article VII - BY-LAW REVISIONS**

Section 1. ***Amendments***

These By-Laws may be amended by a vote of the majority of the **full** Committee at any regular or special meeting, provided the text of such amendment has been given to each member at least 14 days in advance. The text of such amendment may be amended without further notice, until such amendment has been acted upon by the Committee.

Section 2. ***Repeal***

The repeal of a By-Law shall not thereby have the effect of reviving any By-Law heretofore repealed.

Section 3. ***Validity***

If any Article or Section of any Articles of these By-Laws is declared unconstitutional or illegal by any court, or is disapproved by any state authority having jurisdiction, the validity of the remaining provisions of these By-Laws shall not be affected thereby.

At a meeting of the Wachusett Regional School Committee held on December 18, 1950, at the Town Hall in Holden, it was voted that the above By-Laws pertaining to Wachusett Regional School Committee be and are hereby accepted. Revised March 9, 1953, April 9, 1956, April 8, 1957, September 10, 1962, October 10, 1966, May 11, 1970 (includes votes of October 10, 1966, March 25, 1968, and April 13, 1970), July 12, 1971 (includes votes of April 12, 1971, April 26, 1971, and June 14, 1971), November 22, 1976, March 28, 1977, October 14, 1980, October 27, 1980, June 26, 1995, July 11, 1995, September 25, 1995, June 10, 1996, April 14, 1997, May 6, 1998, April 26, 1999, May 16, 2001, June 11, 2001, October 9, 2001, February 11, 2002, June 10, 2002, July 8, 2002, January 27, 2003, April 28, 2003, January 10, 2005, March 14, 2005, January 16, 2008, April 28, 2008, October 13, 2009, November 10, 2009, April 12, 2010, August 12, 2013, August 11, 2014, December 15, 2014, \_\_\_\_\_

Notes from MASC/MASS Joint Conference --  
November 6 through November 8, 2019  
Prepared by Christina Smith

## Communicating the Budget: Transparency and Trust

One area that can be shocking to the public is that 75 plus percent of a budget can go to contractual obligations (i.e., salaries) and this is important to communicate to the public.

Ways to increase transparency—

1. Highly participatory budget process
2. Make budget information accessible to all
3. Connect dollars to strategic plan
4. Report Regularly on Expenditures and Outcomes

### 1. Highly participatory budget process

- Develop a budget calendar
  - Outlines the process
  - Allows stakeholders to know when they can participate
  - Can be in list or diagram format
  - Budget is a year-long process
- Involve stakeholders including staff, parents and families, students, SIMCOs.
- Engage school principals in the budgetary process and help them be intermediaries for some of the stakeholder groups
- SIMCOs are supposed to review the annual school budget [Chapter 71 section 59C](#)
- Involve students in the budgetary process (they are the direct consumer; ask for their ideas).
- Keep the staff involved so they know what's going on

#### *Educating constituents*

- Brookline public schools has a [School Budget 101](#) presentation that can be used as a model
- [Lexington Public Schools](#) has a webpage dedicated to providing an overview of the budget process.
- Let stakeholders know that over 50% of the funding for schools come from local funding.

### 2. Make Budget Information Accessible

- Post budget documents on the website
- Provide various forms of information about the budget (not one size fits all)

- YouTube, social media, cable access, newspaper, etc., can be used to provide information about the budget. (model—Michael Connelly, North Reading Public Schools)
- Provide engaging summaries

### **3. Connect Budget to Strategic Objectives**

- Show what the money is supporting
- Toolkit –[Smart School Budgeting Toolkit: A Wealth of Resources](#)

### **4. Report Regularly on Expenditures and Outcomes**

- Regular updates are necessary—projected shortfalls need to be communicated prior to the end of the fiscal year
- Share these not only with the school committee, but also with the school community
- Share the outcomes, too, not just the expenditures. Show the community the return on investment.

**Student Health and Wellness: Combatting E-Cigarettes and Vaping (this was the title, but the focus was on SEL as a way to reduce vaping)**

Creation of a portrait of a graduate can be helpful in supporting SEL (and required) when thinking about vision. [Link to Norton Public Schools and explanation of the importance of focusing on the whole child.](#)

[Here is a link to the portrait of a graduate.](#)

Norton has a communications office—someone who is in charge of social media—Communications and Media Coordinator.

Formed a district-wide SEL committee to build a common understanding about what SEL is and then created a plan to move forward. Looked at all the strengths they had. They published a report and a plan for how they would address SEL. As part of this they created a calendar of events to focus on an SEL topic each month.

- the portrait of the graduate is kept at the forefront
- 4 areas of focus: developing staff empathy and understanding, understanding behavioral structures so PBIS can be implemented, promoting staff and student wellness, and providing teachers tools for intervention

#### **Staff empathy and understanding**

- partnership with Lesley University and focused on training about trauma sensitive schools

- showed Won't You Be My Neighbor for PD and facilitated a Twitter conversation the following day
- "I teach because" signs/campaign (and shared with community)
- Focus on staff wellness (staff need support so they can support students in the school community)

## **Providing Structure and Positive Behavioral Interventions**

### **Supporting Student and Staff Wellness**

- Wellness days
  - Climate and culture committee
  - Student council worked with staff on offerings (empowerment, therapeutic coloring, yoga, karaoke, meditation, etc.)
  - Stress reduction/anxiety reduction
  - Watched the movie Angst. Discussion was led by students.
- Wellness activities for staff on PD day
  - Mirrored student wellness day but with staff leading activities for each other
- Implemented a full year wellness course for students.

### **Tools for Intervention**

- Signs of Suicide program
- PBIS
- Mindfulness
- Social thinking
- Embedding SEL into everyday practice

### **Data on SEL**

- Use Panorama
  - Culture and climate—(they survey staff in the fall and spring—using Panorama)
  - Survey families in the winter
  - Survey students
- They use the Student Success Platform to integrate data
  - It takes the information from their student information systems and combines with all of their data collections
    - Attendance
    - Discipline
    - Academic
    - SEL Self-Assessment

They have a grant and they are working with a consortium of members to create a curriculum to combat vaping behavior. They will publish it in April or May of 2020. It will be for grades 3-12.



## Keeping Our Schools Safe: What Every Educator Should Know About Safety Assessment

### 5 Characteristics of a Culture of Safety

1. Staff should be informed
2. Promote reporting
3. Atmosphere of trust
4. Remain flexible
5. Encourage staff to be willing and able to learn and to adjust

In schools,

- Promote a culture of safety and sharing
- Have systems for reporting concerns about behavior
  - Consider anonymous reporting
  - <https://www.saysomething.net/>

### [Link to Enhancing School Safety Using a Threat Assessment Model](#)

“...the U.S. Secret Service National Threat Assessment Center (NTAC) created an operational guide that provides actionable steps that schools can take to develop comprehensive targeted violence prevention plans for conducting threat assessments in schools.” From <https://www.dhs.gov/publication/enhancing-school-safety-using-threat-assessment-model>

[October issue of Education Leadership](#) focused on *Making School a Safe Place*.

## Keeping Emotional Balance While Promoting Adaptability and Resilience

Resilience—the ability to bounce back from adversity

- a way of being
- an adaptive, dynamic process
- cultivated through intention
- enables us to thrive

Factors leading to resilience—self-awareness, self-regulation, etc., --help staff develop these

To promote adult and student resilience—

- In the district that shared its perspective (Wrentham), they recognized that there were outdated curricular resources in various subject areas. Not having up to date curricular materials was taxing on faculty as they worked to find up to date resources and develop

materials. They also noticed that student behaviors that were unproductive in the classroom were being outsourced rather than being handled in the classroom setting. They realized that teachers needed help developing tools to deal with student behavior.

- They decided to focus on the social and emotional health of their school community
  - Foster positive and authentic relationships among the adults in the building—give them agency and meaning
  - Recognized the emotional toll of work and the humanity of teachers –recognizing that they are human beings, too, with outside lives
  - Built relationships and built trust with these relationships
  - Worked on social-emotional competence
- “Teachers who possess social and emotional competencies are more likely to stay in the classroom”
- [Link to resources curated by CASEL about teacher SEL.](#)

## Lessons from Dedham: The 2019 Dedham Teachers Strike

The superintendent of Dedham discussed the major hurdles that were faced in recent negotiations with the Dedham Education Association.

<https://www.dedham.k12.ma.us/domain/27> (their collective bargaining agreements)

<https://www.bostonherald.com/2019/10/25/dedham-teachers-strike-first-in-state-since-2007/>

*Question:* How can the superintendent be “protected” from damage to relationships that can happen during contentious negotiations? It is the superintendent who then has to lead the “healing” which can be difficult is he/she was on the front-line during negotiations.

## MA School Building Authority Update

Provided an overview of their organization and their mission. [Here is a link to their website.](#)

First step is to file a statement of interest (SOI). The SOI is important in allowing the MSBA to see what deficiencies will get in the way of delivering education. The SOI process allows the MSBA to prioritize the building needs of districts recognizing that every district is in need of assistance.

[Chapter 70B section 8 outlines the priority for building project assistance.](#)

It’s good to reach out to other districts to cultivate ideas about how to gain support for building projects.

Keep the public informed of the work during the process—from SOI onward.

Megan K Weeks  
November 14, 2019  
MASS/MASC Conference 2019 Report

Over the three day conference, I was able to attend a wide variety of sessions pertinent to our students' SEL and wraparound needs. I chose these sessions over others strategically since as a District, determining the strongest path forward to support our young people's mental health is a paramount concern.

### **Schools and Community**

Based on the work of Jamie Vollmer - "When the sun comes up, you better start running"

Unpacking our mental models on education – who are the students in our public schools -culture vs. strategy: forward or past thinking?

Knowledge Age America – learned over labor (playing catch up), companies want teams of smart people, Top 10 employment skills of the future (problem solving, critical thinking, creativity, people management, coordinating with others, service orientation, negotiation, cognitive flexibility, judgement and decision making).

"Nostesia" See photo – the mental models that we shatter every day

Trends impacting education

- 1) Changing demographics
- 2) Negative media
- 3) Fear of school violence
- 4) Culture War
- 5) The Right of Revolution

Public Schools and the communities that house them must form a working partnership - We have become an intervention culture

Recommends "Footsteps to brilliance" ap for young kids

Trauma leads to misdiagnosis of behaviors

Grandparents raising kids – districts should have nights to help them navigate computers and the current education system **4 times a year**

NSS ( Next steps for success) – feeder is the mentoring program, teacher volunteers, paired with students, someone for them to check in with, evaluate every 8 weeks, if students Is still struggling (NSS) before and after school, starting during school as well.

Recognizing the need for student support; DCF worker for "complex families", wraparound coordinator (clinicians). Barrier for kids relieved

Parent coffee hours – quarterly; parents want to know what’s “normal”

**MA partnership for Youth – District membership**

### **Lessons in Special Education**

Dyslexia screening has begun

Bring together principals of the parochial schools in your district to figure out how you’re supporting special education.

Can’t be speaking about *individual* students in special education

Recent BSEA decisions; mainly procedural.

### **Navigating Today’s Challenges: Student SEL and Vaping**

ClearGov Transparency Center – auditor’s numbers, transparency for budgeting. (very nice graphics and comparison to other districts)

Norton, MA has developed a 3 year strategic plan focused on SEL needs

Norton University credits – incentive to keep learning, developed in house, taught by teachers, given credit towards furthering pay for staff.

Key to watch - 5 Keys to Successful SEL (on Edutopia)

CASEL Competences as major focus of all classrooms

Recommend joining the ExSEL Network (teams from across the state)

“I teach because” sentence starter for staff

Won’t you be my neighbor doc.to begins school year; Focus on staff wellness before students

Partnered with Panorama to track SEL data on students

### **Superintendent Evaluation Session**

8 year process from the start of the new Framework until now.

**This year new rubric**

New recommendation for 2 year plans annual goals/benchmarks still recommended

Goal driven practice focus

Ensure that you pick the indicators that are tied directly to the goals (6-8max, at least 1 per standard)

Debate ensues – if goal is met/exceeded, the standard is typically marked as proficient



Identify benchmarks associated with goals

Rolling agenda for the year for school committees what are we going to be talking about and when

### **Self-Evaluations**

Being reflective on goals – SMART goals for school committee Interested School Committees may consider setting professional practice goal(s) of their own, for the Committee as a whole. Professional practice goals are designed to increase capacity and effectiveness, as individuals define the skills, knowledge, or practices they will develop. School Committees may also consider setting additional goals for the Committee as a whole that will support the Superintendent in achieving district goals.

Use the MASC – Self- Evaluation tool This Self-Evaluation is available through a SurveyMonkey link which your committee can obtain through MASC. Completing the evaluation electronically will enable your committee to easily compile and analyze the survey results.

### **Stories of Personalized Learning Challenges**

MAPLE Consortium using technology to help students make personal impacts on their education. Working towards a model of different content, different pace depending on the individual child and his or her needs. Some districts have been able to jump right in, others seeing more of a struggle.



Rebecca Petersen &lt;rebecca\_petersen@wrsd.net&gt;

**Wachusett News**

1 message

**Darryll McCall** <darryllmccall@users.smores.com>

Tue, Nov 12, 2019 at 5:48 PM

Reply-To: darryll\_mccall@wrsd.net

To: rebecca\_petersen@wrsd.net

Is this email not displaying correctly? [View it in your browser](#)

# Wachusett News

*"We help our students scale any mountain." November 2019*

## News from the Superintendent's Office

I am pleased to announce that the FY21 budget discussions with our five member towns have officially begun. The FY21 Budget Roundtable was held last Thursday evening at the Holden Senior Center. With the support of our state-level representatives, we are cautiously optimistic concerning funding support from the state through the [Student Opportunity Act](#) for the coming fiscal year.



Another important item I would like to highlight is a grant-funded opportunity offered through Attorney General Maura Healy's office in conjunction with Sandy Hook Promise. We are fortunate to have the opportunity to work with the Sandy Hook Promise organization and look forward to the programs offered through this initiative.

Darryll McCall, Ed.D.  
Superintendent  
Wachusett Regional School District





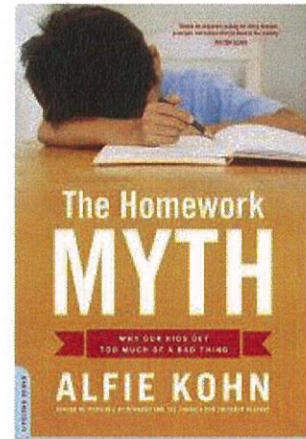
## FY21 Budget Roundtable

On Thursday, November 7th, the FY21 Budget Roundtable was held at the Holden Senior Center. This annual meeting is the opportunity for member town officials, school committee representatives, and district administrators to gather together to begin discussions about the FY21 budget. A special thanks to Senator Anne Gobi and Senator Harriette Chandler, as well as Representative Kim Ferguson, for their attendance and participation at the Roundtable. The following slide show was shared by the District:

[FY21 Budget Roundtable](#)

## Principal book discussion on homework

This year, principals and district administrators are reading *The Homework Myth*, by Alfie Kohn. Mr. Kohn presented this topic at our May professional development day and we were pleased to have him return to speak directly with principals a few weeks ago. As we read the book together, we will continue to have discussions about homework and its impact on student and family time, learning outcomes, and more. We look forward to furthering our continuity around homework practices across our schools.



Sandy Hook  
**PROMISE**



## Sandy Hook Promise support through Massachusetts AG's office

We are pleased to announce that Wachusett will participate in a grant-funded opportunity that will begin in the Spring of 2020 for students in Grades 6-12. Through the Massachusetts Attorney General's office, in partnership with [Sandy Hook Promise](#), Wachusett will be receiving extra supports for violence prevention.

The mission of Sandy Hook Promise (SHP) is to provide programs and practices that protect children and prevent the senseless, tragic loss of life. Over the past five years, SHP has trained over 3.5 million adults and students across the country and is deeply committed to preventing violence in schools. The goal is to prevent school violence by focusing on training students and educators to identify the warning signs of violence and take action before a tragedy occurs.

The AG's Office and SHP will collaborate to train educators and students over the course of three years in the *Know the Signs* programs that will teach youth and adults how to identify, assess, and intervene before a young person hurts themselves or others.

1. *Start With Hello* is a violence prevention program for students in grades 6-12 that teaches students how to be more inclusive and connected to one another. Assemblies with staff and students Grades 6-12 will be scheduled for the Spring, 2020.
2. *Say Something* is a violence prevention and education program, with a focus on social media, that teaches students in grades 6-12 how to recognize warning signs and signals of individuals who may be a threat to themselves or others, and to "say something" to a trusted adult before the person hurts themselves or others. These assemblies will be held during the 2020-2021 school year.
3. *Signs of Suicide* is a universal, school-based prevention program for middle school and high school students, which uses a train-the-trainer model for personnel and students to identify the warning signs and symptoms of depression, suicide and self-injury and take action when needed. The District has had training in this program in the past but will revisit it as part of the grant opportunity.

The Director of Social and Emotional Learning, Dr. Brendan Keenan, will be overseeing this program from the District level.

## Winter weather is here

As winter approaches, the weather will soon become a frequent topic of discussion for students, families, and staff. With this in mind, it is time to start thinking about the inevitable school cancellations and delays ahead of us. Please note that the decision to cancel or delay school is one that I take seriously and can be challenging in a school district spread over 150 square miles. The safe transportation of students is always our top priority in these matters and we often have some combination of rain, freezing rain, sleet, and snow occurring simultaneously across the varying elevations within our five communities. After consulting with local DPW's, a decision to cancel or delay school usually takes place by 5:15 am in order to provide the bus company and van providers with enough time to contact their drivers. All delays and cancellations will be posted on our school and district websites. Phone and email messages will also be sent to parents and guardians through SchoolMessenger. *Please ensure that you have provided your child's school with the best and most recent contact information so that you receive notifications through our messaging system.*





## Stay Informed with The Wachusett App

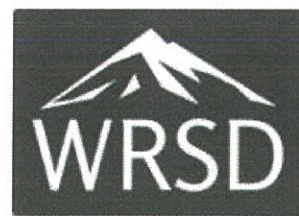


As a means to further enhance communication within the WRSD, [the Wachusett App](#) compiles many of the important items related to the WRSD into one, convenient location. The app is available to download for free through the [Apple App store or GooglePlay](#). The app has several components that will be helpful for students and families, including links to:

- the school calendar,
- athletic schedules for the high school,
- a staff directory by school with direct links to email,
- the mobile PowerSchool site,
- school lunch menus,
- school listings with phone numbers,
- maps and directions to any school in the district,
- the WRSD bus provider, AA Transportation and,
- the WRSD website

### District Website

For information pertaining to individual schools, the school district and the School Committee, please visit our [website](#). Our website is also mobile friendly and may be accessed through a computer, tablet or phone.



### Wachusett Regional School District

1745 Main St, Jefferson, MA, U.S. 508-829-1670  
 wrsd.net

Summary of Principals' Reports – December 2019

Topic: *School Improvement Plan Update*

**Early Childhood Center**

Our first task at this month's SIMCO meeting was to review the progress towards the last School Improvement Plan and to begin to develop goals and objectives for the next 1 - 3 years.

The ECC saw positive outcomes on measures of student learning needs, acting upon student data, and improving the social/emotional and health needs of all students. In regards to the use of technology in instructional practice, we have been able to update the building's electrical infrastructure, budget for Chromebooks for teachers, and have recently begun to use interactive software for assessments. At the preschool level, hands-on-learning opportunities in a play-based environment have taken precedence over the use of technology as an instructional tool. We continue to look into using technology (use of interactive white boards, for example) to augment our curriculum.

The next step for our SIMCO members include the development of new goals and objectives for the School Improvement Plan. Possible areas of focus included: investigating preschool curriculum materials and programs, social/emotional learning, differentiated instruction, and implementation of action steps to support our preschoolers and families who are transitioning to kindergarten.

Submitted by Andrea Ostrosky, Principal

**Davis Hill Elementary School**

Davis Hill SIMCO has not made any further edits to our School Improvement Plan (SIP) since last year. The following summary provides a brief overview of our progress in relation to the goals outlined in our SIP since the last update provided in the spring of 2018. The current SIP will be updated this year for the next three-year cycle of August 2020-June of 2023.

**Goal 1:**

By June of 2020, 100% of Davis Hill students will receive instruction by staff members who incorporate priority standards into weekly/bi-weekly lesson planning and have clearly defined expectations for mastery/proficiency as related to the standards across all grades and subject areas, as measured by classroom/grade level meeting observations.

**Rationale:**

If Davis Hill School professional staff have common, well-defined learning outcomes identified for all grade levels, then our staff will have the ability to monitor student learning with increased proficiency in order to ensure student growth.

**Update for December 2019:**

As we look ahead toward June of 2020, it appears that we will reach the goal as outlined in the School Improvement Plan. Our staff has worked diligently to incorporate planning utilizing priority standards for ELA and mathematics. Staff members meet in grade level teams at least bi-weekly and have utilized planning guides to support their work. Staff

members are utilizing standards to drive instruction and maintain focus on high leverage standards (priority standards). Pre/Post Assessment data helps to support mastery/proficiency standards and student data is utilized to support RTI/Intervention planning. The establishment of this goal has helped shape a basic standard of focus at Davis Hill, which is to emphasize student learning and not coverage of learning standards.

**Goal 2:**

90% of Davis Hill students will meet K-5 grade level literacy and mathematics proficiency as measured by identified grade level benchmarks using DRA and building developed grade level post assessments.

**Rationale:**

If Davis Hill staff members utilize common/benchmark assessments to identify and support the use of highly effective instructional strategies and practices, then Davis Hill students will have improved ability to meet their targeted learning goals.

**Update for December 2019:**

Results for the past school year were consistent with the previous year's data. Data indicates a higher percentage of students meeting benchmark in grades 3-5. Kindergarten and second grade data was more varied, with a number of students missing benchmark by one level which pulled the overall percentage below 90%. Overall, first grade students met benchmark at over the 90% level, while DRA results in grades 3-5 generally revealed strong overall performance (students not meeting the benchmark tended to be identified as Special Education Students and/or were being tracked for Tier 2 Support). We continue to collect strong pre/post assessment data for math. Grade levels use a 'full year' assessment, as well as pre/post assessments for specific units which track performance. Provided this tracking, we are able to identify students who require either opportunities for advancement and/or those who may require further intervention. It also provides our staff an opportunity to review student learning/growth.

**Goal 3:**

By June of 2019, 100% of grade level teams will report (using survey developed with staff input) that they are provided with structures for collaboration. Structures for collaboration include: meeting time, data, goals, opportunities to identify areas of need and support/training mechanisms to increase skills.

**Rational:**

If Davis Hill staff members have a structured and consistent process for collaboration and professional learning, then staff utilization of highly effective instructional practices will increase, subsequently, leading to improved student learning outcomes.

**Update for December 2019:**

Survey information will be collected during the winter months to align with the timeline of the other SIP Goals 1 and 2. The Improvement Team for the current school year is focused on building a 'teacher-teacher' observational rounds system to support the collaborative aspect of the school environment and ideally support the growth of best practices throughout the building. As we move forward this year, we will need to take account of how far we have come, and where we need to focus for the future (as we look to create our next SIP for August of 2020 into June of 2023). The final step in this process will be to gather information from our staff and create a new goal focus for the

next SIP (however, I do believe that we will need to continue to have a goal in this domain).

**Goal 4:**

By June of 2019, 100% of Davis Hill Teaching Staff members will utilize student survey information to provide targeted social emotional instruction and/ or support to students.

**Rational:**

If Davis Hill school staff Implements cohesive, consistent and research based practices that promote a healthy school climate and support social-emotional learning and growth, then our students will maximize their learning potential.

**Update for December of 2019:**

Our work in this area (use of surveys and Tiered instruction) has been slower than expected. With the hiring of the Director of SEL and updates planned for the 2019-2020 school year for the Panorama system, I believe that our ability to functionally use the information provided will be beneficial for staff members and we will be able to target students with increased efficiency moving forward. The first data collection of the year will take place in January of 2020. That said, Davis Hill has performed strongly in regard to the Panorama data that has been collected to this point. Further, staff members continue to do the small things day in and day out that support building relationships with students and supporting their unique needs. We are excited about increasing our skills and efficiency in working to support students in the realm of SEL in the future and will revise our goal for the next SIP to incorporate the lessons we have learned over the last few years as we move forward.

Submitted by Jay Norton, Principal

**Dawson Elementary School**

**Goal One:**

By May 2022, 80% of Dawson students in grades K-5 will meet grade level literacy proficiency using the District literacy curriculum as measured by BAS, Writing and/or Lexia assessments.

**Update:**

Grades K-2 have fully implemented the Fountas and Pinnell literacy program at Dawson. The teachers administered the first BAS assessment this fall. The staff was trained on effectively using the data from the program to provide effective instruction during small group literacy time.

**Goal Two:**

By May 2022, 100% of Dawson teachers and administration will be analyzing student learning data to inform instruction and develop a W.I.N. block which is an equitable multi-level system of response to intervention and instruction that provides services, practices and resources to every learner based on academic needs.to meet the educational needs of ALL students.

**Update:**

The staff began meeting in October as a grade level to discuss students in the areas of social and emotional, academics, health, and attendance. Each grade level has a Google document to keep track of discussions and data. The third grade teachers are



implementing the W.I.N. block in their classrooms to meet the needs of their students. The data discussed during our grade level meetings will inform their W.I.N. block instruction.

**Goal Three:**

By May 2022, Dawson 3- 5th graders will report 85% favorable in the area of Student Perceptions of SEL Supports and Environments as measured by the Panorama Student Survey.

**Update:**

The school principal and three teachers are part of the S3 Academy to learn how to provide students with multi- tiered support system at Dawson. A PBIS committee will be begin meeting in January 2020 to discuss lessons to reinforce the school-wide behavior matrix and character development. Our January Dawson High Five assembly will be on Empathy.

Dawson plans to have students in Grades 3-5 participate in the first Panorama Student Survey so the S3 Academy participants can analyze the data and provide multiple opportunities to increase the student perceptions.

Submitted by Melissa Wallace, Principal

**Mayo Elementary School**

**Goal 1: Academic Success for All**

Our first SIP goal is focused on academic success for all with the potential outcome of increasing the percentage of students receiving a score of meeting expectations or exceeding expectations on the MCAS. Last year, we began to introduce the concept of Universal Design for Learning to our staff. Over the summer, several staff members participated in a book study of Katie Novak's book UDL Now! A Teacher's Guide to Applying Universal Design for Learning in Today's Classroom. During the month of December and January, we have another book study happening before school with staff who were unable to join this summer. We brought all three of the Holden elementary K-2 teachers together at Mayo during the November professional development day to spend an afternoon hearing from a UDL teacher expert. We are planning to have the same expert come back in March to continue to help teachers plan for incorporating UDL into their classrooms. We also sent some of our staff to observe UDL in action at the Groton-Dunstable UDL Symposium in September. Many teachers have been incorporating UDL into their professional practice goals this year. We received an early literacy writing grant from DESE and a team of K-3 teachers has attended two days of professional learning. The team set two goals for the school: 1) to increase students' writing stamina and give them opportunities to write every day and 2) to utilize mentor texts, many of the texts are available through the F&P book collection.

**Goal 2: Positive school culture**

Our second SIP goal is focused on continuing to build a positive school culture. We took the survey results from last year from parents and teachers and have been working on developing a behavior matrix. We have created the phrase #MayoROCKS and used the letters to represent our character traits: Respect, Ownership, Cooperation, Kindness, and Safety. The teachers have collaborated to create a document that shows in kid-friendly

language what these different traits look like across various environments, such as hallways, bathrooms, bus, and classrooms. We have also been learning about restorative practice and have begun to try out restorative conversations with students to help them problem solve and process after an incident has occurred. We had the author of Breathing Makes It Better come into all of our K and 1 classrooms to read her new book. She also shared a great discussion about our brains and mindfulness and strategies to help regulate emotions. We are having her come in January to provide some professional development around mindfulness for our teachers, and she will be leading a parent workshop at a PTA meeting.

Goal 3: Increase in technology for learning and assessment

Our third SIP goal is focused on integrating technology for learning and assessment. We are continuing to try to have internal tutoring sessions to help teachers learn how to best integrate technology into their classrooms.

Submitted by Liz Garden, Principal

### **Mountview Middle School**

#### **Technology Integration:**

Mountview Middle School has 832 student Chromebooks and a Chromebook for each faculty member. The school also has a robust and reliable WiFi network in the relatively new school. Chromebooks are used extensively at Mountview to the point that they are yet another tool for faculty members and students to utilize for teaching and learning, and not used for the sake of using technology. Chromebooks are used by faculty members to create teacher or team classroom pages containing upcoming homework assignments, assessments, and projects. Teachers utilize Google Forms to create student assessments and a wide variety of Google applications to help students to study and learn online. Textbooks are made available online and those are also connected with our teacher and team websites. Several staff members have established weekly routines where students will check their academic progress on PowerSchool thereby helping students to see the connection between their day-to-day progress and overall grade averages. Students utilize Chromebooks to access work shared with them by their teachers and obtain feedback electronically on a variety of subject matter assignments and assessments.

Although there are a number of free sites staff utilize at Mountview, we are finding that many of the most useful sites have a per student expense. This is causing us to change the way we handle budget planning each year. Additionally, we are starting the discussion of a replacement plan for our Chromebooks for staff and students as our current devices are four years old. The hardware is still working well for us but we wish to remain proactive to ensure that we have hardware that will continue to meet our needs in the future.

#### **Student Social-Emotional and Health Needs:**

As the WRSD schools have experienced in the past years, student social and emotional well-being has been a focus of our attention. We are fortunate to have a full-time middle school counselor and two school psychologists at Mountview. Although much of their

time is dedicated to meeting the needs of students via their service delivery grids, time remains for them to meet with individuals who are struggling.

In October, Mountview seventh graders participated in the Signs of Suicide (SOS) program. This comprehensive program is a research-based and highly acclaimed program that teaches kids that there are alternatives to suicide and equips them with strategies to reach out for help. As part of the program, students complete an exit survey which allows Mountview counselors to meet individually with those in need to ensure that they receive the support they need. Mountview plans to give this presentation to our seventh graders on an annual basis so that we can identify students in need and provide support in and out of the school setting.

We are excited to be working closely with the new Director of Social Emotional Learning for the Wachusett Regional School District. Dr. Keenan has attended two faculty meetings in November and will attend a third faculty meeting in December, and he will also attend our December School Improvement Council meeting on December 3<sup>rd</sup>.

#### **Mathematics Improvement:**

Mountview has been relatively successful with regard to MCAS results. With MCAS 2.0 and computer-based testing taking place, we aim to continue our tradition of success. A particular focus for us this year is to best support students who are identified through the Department of Elementary and Secondary Education's "Early Warning Indicator System" or EWIS. Students are identified through this system who have a combination of factors including attendance, discipline, Title I, Special Needs status, etc. This roster of identified students was generated in the fall and shared with Mountview staff members at our October half professional development day. Staff members identified students from that list that they had in class and established the reasons for why those students were identified so that they could direct their focus on that particular child appropriately.

Throughout the school year, we meet in grade-alike groups. Within that group time, teachers discuss the progress that identified students are making and determine if parent meetings or other support measures should be put in place to supplement what is being done in the classroom.

#### **Curriculum Alignment:**

Ensuring that the curriculum is aligned and fully taught in each subject area is our final goal. Staff began this process reviewing the curriculum for their respective grade level and subject area and identified key concepts that were deemed of highest value. Teacher teams from all WRSD middle schools reconvened on November 8<sup>th</sup> at Wachusett Regional High School to continue this work progressing from the identification of Power Standards to determine when students have learned the standards and then developing common assessments. Work is scheduled to continue on the upcoming March 12, 2020 half day for professional development.

Submitted by Erik Githmark, Principal

#### **Paxton Center School**

The PCS School Improvement Committee (SIMCO) has begun working on the PCS

School Improvement Plan for 2021 and beyond. Currently, the School Improvement Plan has five goals aligned with the District Strategic Plan. They are as follows:

**Goal #1 Reading K-5 rationale:**

PCS will use the data to identify students who are at risk or below instructional and independent grade level benchmarks. We will use the SST and Common Planning time process to create an intervention plan to address student's strengths and weaknesses in reading. (Revised October 2019)

**Goal # 2 Writing Grades 4-8 rationale:**

To develop flexibility and nuance in their own writing, students need to read a wide range of complex model texts. It is also important that students can discuss evidence from texts in formulating their ideas or positions, as well as demonstrate awareness of competing ideas or positions. (Will revise in December 2019)

**Goal #3 Math Grade 8 rationale:**

To improve teaching and learning by collaborating to systematically measure, analyze, and act upon student learning data in 8<sup>th</sup> grade math. To guide teachers in discovering what students are learning and how they are thinking. (Will revise December 2019)

**Goal #4 Social Emotional Learning (SEL) rationale:**

A shared vision K-8 for supporting development of students' social emotional learning will improve achievement and develop more well-rounded citizens. (Will revise January 2020)

**Goal #5 Science Grades 5 & 8 rationale:**

The Massachusetts versions of the Next Generation Science and Technology Standards are new to many teachers, and they continue to work on updating their implementation. (Will revise February 2020).

Submitted by Shawn Rickan, Principal

**Thomas Prince School**

**New GOAL:**

**Goal 4:** 100% of Thomas Prince students will have the opportunity for exposure to high quality visual arts instruction, basic instrumental skills and general music by the end of 2021.

This year we have added a new goal to our SIP. To improve arts we are now offering an Arts Workshop course in the primary grades. This course is aligned with the new Arts Frameworks that were released this summer. Every day, the Specialists have a 30 minute common planning time to deep dive into the frameworks and develop curriculum, instruction, and performance based assessments. The performance assessments have voice, instrumental, dance, and visual arts components.

Additionally we have added a piano course in the upper grades. We have a piano lab that has 20 keyboards with headphones so that classes can learn together in a conducive

environment.

Finally, we have allocated funds from the instructional budget to purchase new instruments including bells, keyboards, and recorders.

Submitted by Tammy Boyle, Principal

### **Central Tree Middle School**

Goal 1 - Common Assessment Implementation and Analysis, which aligns to Domain 2 of the WRSD Strategic Plan, has been adjusted based on the work the teachers have been doing across the District grades 6-8 with aligning the curriculum. The focus will be on more end of units/lessons assessments that will provide evidence of mastery by students as opposed to quarterly assessments. This is ongoing.

Goal 2 - Learning Walks/Instructional Practices, which aligns to Domain 4 of the WRSD Strategic Plan, is something that has yet to be started as our professional development focus this year shifted to Understanding the Whole Teen, training in strategies for effective schooling for students with disabilities, and the instruction of students with diverse learning styles. Learning walks will be a focus in the near future.

Goal 3 - Meeting student social/emotional and health needs, which aligns to Domain 5 of the WRSD Strategic Plan. This is ongoing and the Panorama survey will be implemented after the winter break. Our focus is on the students' sense of belonging and teacher/student relationships but many other areas will be measured with the survey as well.

Goal 4 - Development of a tiered intervention system to meet all the academic needs of all students, which aligns to Domain 3 of the WRSD Strategic Plan, has made significant progress. We developed a targeted Intervention/Enrichment that meets twice a week for roughly 10 week sessions. The groups were created based on the analysis of data, ranging from MCAS scores, quarterly grades, teacher recommendations, etc. There are 4 sessions and we just completed the first session. The goal is to have students rotate each quarter and address areas of need but to also allow students to expand on something they enjoy.

Submitted by David Cornacchioli, Principal

### **Glenwood Elementary School**

The School Improvement Plan was reviewed and accepted by Glenwood SIMCO. The focus of the School Improvement Plan will be to:

- Continue to implement ALICE. All staff have been trained and have practiced evacuations, enhanced lockdowns and counter strategies. A parent information night will be held on December 5<sup>th</sup>. Rutland Fire and Police Departments will join the meeting that will include Glenwood, Naquag, and Central Tree Middle School parents. The first modified ALICE practice that will include students and staff will be held later in the spring.

- Continue to have teachers work in collaborative groups to enhance the WINN program. WINN is an effective RTI program which gives every student **What I Need Now**. The schedule allows for 30 minutes daily of targeted instruction for all students.
- Continue to develop a comprehensive plan/curriculum for social/emotional/physical health for all Glenwood students, which will lead to a 2% decrease in office referrals for behavior for each school year beginning in the 2019-2020 school year.
  - a. The Kindness Challenge, which will be led by Glenwood's 5<sup>th</sup> Grade Kindness Crew, will be implemented.
  - b. The Glenwood Pledge and the morning mindfulness exercise will be recited daily.
  - c. The Monthly Glenwood Pledge Awards will emphasize following the pledge daily.

Submitted by Karen Cappucci, Principal

### **Naquag Elementary School**

#### **Goal #1: Effective ELA Instruction & Assessment**

Implementing Fountas & Pinnell (F & P) Classroom Curriculum and BAS Assessment (Standards Include: Reading, Writing, Speaking, Listening, Language)

Naquag K - 2 educators have completed the fall Fountas & Pinnell (F & P) BAS assessment and are implementing the F & P Classroom curriculum.

Kindergarten is implementing all F & P Classroom components (year 3). First grade educators have begun implementing all components: phonics, guided reading, interactive read aloud, independent reading and writing (year 1 implementation). Second grade educators have begun interactive read aloud implementation.

#### **Goal #2: Effective Student Learning Intervention**

Response to Interventions (RTI) will be implemented and data used for student monitoring and intervention.

Naquag K - 2 educators use BAS assessments plus additional teacher data records to analyze and discuss students' progress and needed interventions. Regularly scheduled RTI meetings are held to share student concerns, discuss growth, and set two month goals/specific strategies. Naquag's Child Study Team (CST) meets weekly to discuss students below benchmark and those in need of support (academics, social and emotional, etc.).

#### **Goal #3: Social, Emotional and Health Needs**

Implementing a social, emotional and health curriculum and school support philosophy to provide strategies, interventions and a positive school environment where students feel safe, supported and accepted.

Naquag educators are implementing SEL techniques and strategies throughout the school day. All K -2 educators have received a "Positive Learning Environment - Acting With Purpose" curriculum kit (funded by a Title 4 grant). During an October faculty meeting, a speaker reviewed the Acting with Purpose Curriculum and demonstrated different components. Additional professional development is scheduled in December including classroom modeling and pre/post observation conversations.

A school-wide SEL assembly was held in October focused on the book, How Full is Your Bucket for Kids. Teachers facilitated the assembly through a PowerPoint and read aloud presentation. Follow-up activities were completed in the classroom. Naquag celebrated “World Kindness Day” on Wednesday, November 13<sup>th</sup>. Students shared notes and cards of appreciation to different Naquag staff. A SEL assembly is scheduled for December focused on the book The Mitten Tree. Teachers will share the PowerPoint presentation/read aloud and facilitate the follow-up discussion. As a coordinating activity, Naquag’s December community service project is collecting mittens and hats for those in need.

Submitted by Dixie Estes, Principal

### **Chocksett Middle School**

**Goal 1:** By June 2020 teachers will gather, analyze, and share out, baseline data from common assessments.

We continue to work as a District to develop high quality common assessments. During the November professional day sixth, seventh, and eight grade teachers developed common assessments based on the work they completed last year unpacking their power standards. Those assessments will be given this winter and teachers are scheduled to share data on the March 12, 2020 professional development half day.

**Goal 2:** 100% of students in grade 5-7 who are not meeting academic expectations in math and/or ELA will receive remedial support.

Chocksett has implemented “A Block” to start each day. Students are engaged in a variety of tasks from remediation to extensions or challenges during this time. We continue to refine our process for grouping students and evaluate our use of time to ensure our work is effective.

**Goal 3:** 100% of students will identify and consistently demonstrate school-wide expectations by June 2020.

A committee of teachers is currently reviewing our behavior expectations, and school wide behavior matrix. We plan on meeting this goal this year.

**Goal 4:** By June 2020, a well-structured advisory period, including topics/lessons, schedule, and cohorts for groupings will be established.

A committee of teachers is currently planning Advisory, with a goal of presenting an initial plan on the January 30<sup>th</sup> professional development half day. The committee is looking at content, time, and structure of the advisory period. We are on track to have a detailed plan ready to implement for the start of the 2020-2021 school year.

Submitted by Christopher LaBreck, Principal

### **Houghton Elementary School**

The Houghton SIMCO has held two meetings this year; the third meeting to be held on December 17<sup>th</sup>. Houghton’s School Improvement Plan has been an agenda item for meetings.

Principal updated the Houghton Council on Goal progress as we are in year # 3 of our three year plan.

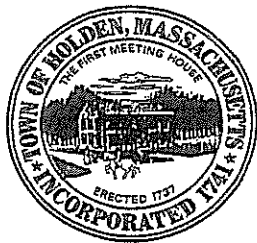
Goal # 1 ELA MCAS scores in ELA for combined grades 3 & 4. The goal called for at least an 8% increase in the percentage of children Exceeding and Meeting Expectations as compared to the year 2017. Houghton's percentages have far exceeded the 8% increase, but rather in the 15% plus range. As a result Principal Cipro reported an interest to now focus on Math MCAS in future years

Goal# 2 Establishing more diversity of children's literacy in the school library by adding 50 books on various cultures, holiday celebrations, ethnicities. Funding for these book purchases via the school's PTO. This goal was reached in two years with the addition of approximately 177 books in these categories. Book selections were conducted by the school's Library Group, made up by the Principal and grade level teacher representatives K-4. The recommended list of books came from staff and those identified in the monthly issues of the School Library Journal to which the Principal subscribes.

Goal # 3 SEL To improve upon children's self-management skills and positive outlook on school environment. Measurement tools include Grade 4 Exit Survey the administration devised. The Grade 4 Exit Survey is given to Grade 4 children in June. In addition, the school administers the District's purchased Panorama Survey given to all District students grades 3-12. School scores on both instruments illustrate positive children's outlook on all Grade 4 Exit Survey questions and designated cluster areas found in the Panorama instrument. The Principal reports this can be attributed to the school's Responsive Classroom practices, Five School Values, school Psychologist's lessons in all classrooms on bullying prevention and intervention, respect training, the establishment of "Lunch Bunch groups, her choice of classrooms to conduct mindfulness lessons, and finally consistent efforts on the part of all teachers to utilize common language and consistent social practices with children classroom to classroom, grade to grade. This will remain a SIP Goal.

Submitted by Tony Cipro, Principal





Dale T. Hickey  
TOWN CLERK

TOWN OF HOLDEN  
MASSACHUSETTS  
OFFICE OF THE TOWN CLERK

Attachment 15  
December 5, 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

*Audit Advisory Board*

Monday, May 13, 2019  
6:00 PM

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

In Attendance: Benjamin Mitchel, Chair, Ezequiel Ayala, Daniel Haynes,  
Christopher Hynes

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

I. Call to Order

AAB Chair Mitchel called the meeting to order at 6:02 PM.

II. Approval of Minutes of April 10, 2019 Meeting

Motion: To approve the minutes of the April 10, 2019 meeting of the Audit  
Advisory Board.

(E. Ayala)  
(C. Hynes)

Vote:

*In favor:*

Benjamin Mitchel  
Ezequiela Ayala  
Daniel Haynes  
Christopher Hynes

*Opposed:*

None

The minutes were unanimously approved.

III. Review of Draft Audit – FY18

Members had been provided with copies of the “final draft” audit document and  
draft findings. The documents were reviewed and discussed.



Motion: To accept the *Annual Financial Statements* and the *Governance Letter* prepared by Melanson Heath for fiscal year ended June 30, 2018, and recommend acceptance by the full School Committee.

Vote:

*In favor:*

Benjamin Mitchel

Ezequiela Ayala

Daniel Haynes

Christopher Hynes

*Opposed:*

None

The motion was unanimously approved.

IV. New Business

There was no new business brought before the AAB.

V. Old Business

There was no old business brought before the AAB.

VI. Adjournment

Motion: To adjourn.

(E. Ayala)

(C. Hynes)

The motion passed unanimously.

The meeting adjourned at 6:47 PM.

Respectfully submitted,

Daniel Deedy

Director of Business and Finance

DD:rlp

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

Monday, October 7, 2019

5:45 PM

Media Center  
Wachusett Regional High School  
1401 Main Street, Holden

Minutes

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

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

Others: Stacey Duffy, WREA

I. Call to Order

Subcommittee Chair Young called the meeting to order at 5:50 PM.

II. Minutes of September 9, 2019 Meeting

Motion: To approve the minutes of the September 9, 2019 meeting of the Facilities and Security Subcommittee.

(S. Godbout)

(L. Woodland)

The minutes were approved by consensus.

III. Schools Used as Polling Locations – Student Safety/Security

Superintendent McCall began the discussion by listing the schools used as polling sites (Davis Hill Elementary School, Mountview Middle School, PCS, TPS (recently added as Princeton's polling site), Naquag Elementary School, Chocksett/Houghton). He explained that the towns store their voting equipment at the schools, in addition to the schools being open to voters in the towns. Superintendent McCall reported the controversy of schools being used as polling sites has been a long term issue which has been and continues to be discussed with

Member Town officials. It was agreed that individualized plans should be developed for each of the school polling sites in preparation for election/voting days, and these plans should be developed after discussion and considerations by District administration (Central Office and at the school level) and the Member Town safety officials. Once these safety plans are in place, it should be communicated with parents and town residents that a plan is in place (but the actual plans should not be shared).

IV. Cybersecurity

Deferred

V. Road Between Naquag and CTMS - status

Superintendent McCall reported on the request by the town of Rutland, which is looking into state funds to maintain the road between the two schools, but before moving forward with that the road needs to be deemed a public road (currently it is a private road running between the two schools). Superintendent McCall reported he has had additional conversations with the Rutland Town Administrator about moving forward with this request. Once Rutland Town Counsel draws up an agreement/amendments to the Lease Agreement, the proposal can be brought before the full School Committee for action.

VI. Implementation of ALICE District-wide - status

Superintendent McCall reported the focus of the September 26, 2019 professional development half-day was implementation of ALICE school-wide/District-wide. At Superintendent McCall's September 27, 2019 monthly meeting with safety officials, there was much discussion about fire safety codes v ALICE/police and also ADA compliance. Student training of ALICE will start at the high school, which will be clearly and visibly communicated with parents and students. Superintendent McCall reported contents of GoBuckets for classrooms District-wide have been received and distributed to the schools, noting these packages were paid by grant funds. Member Godbout asked if the high school can accelerate progress on training. Superintendent McCall will bring ALICE materials to the next subcommittee meeting, for members' information and review.

VII. Capital Projects

Director Deedy has been meeting with principals about capital projects/needs, with focus on security around the schools, HVAC rooftop units that may be in need to be replaced, and school telephone systems that are in need of replacement, among other needs. Recommendations will be brought to the next subcommittee meeting for review and discussion.

VIII. Turf Field

- Update on Field

Superintendent McCall and Director Deedy reported the turf field was used for the first time on September 30<sup>th</sup>. They both reported on issues encountered with the installation of this new field, informing the subcommittee they are in discussions with District Counsel about costs associated with the late finish to this project (i.e. alternative field use, transportation to and from alternative fields, administrative costs, etc.).

- Revolving Account – Field Use

Director Deedy explained the intent of setting up a Revolving Account for Field Use. He will keep the subcommittee apprised when/if this moves forward.

Director Deedy spoke about establishment of a Capital Stabilization Fund, which would need to be voted by the full School Committee. He will keep the subcommittee apprised when/if this moves forward.

IX. SOLECT Solar Project at Rutland Schools – update

No update given.

X. Facility Concerns/Issues

Deferred

XI. Next Meeting

TBD

XII. New Business

There was no new business brought before the subcommittee.

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

The subcommittee did not adjourn to executive session.

XIV. Adjournment

Motion: To adjourn.

(L. Woodland)  
(S. Godbout)

The motion passed unanimously.

The meeting adjourned at 6:35 PM.

Respectfully submitted,

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

WACHUSETT REGIONAL SCHOOL DISTRICT

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

EDUCATION SUBCOMMITTEE

Monday, October 7, 2019  
5:45 PM

Media Center  
Wachusett Regional High School  
1401 Main Street, Holden

Minutes

In Attendance: Robert Imber, Chair, Christina Smith, Vice-chair (6:03 PM), Melissa Ayala, Sherrie Haber, Laura Kirshenbaum, Linda Long-Bellil (6:02 PM)

Absent: Asima Silva

Administration: Robert Berlo, Deputy Superintendent

Others: Megan Keller. WREA

I. Call to Order

Subcommittee Chair Imber called the meeting to order at 5:49 PM.

II. Minutes of September 16, 2019 Meeting

Motion: To approve the minutes of the September 16, 2019 meeting of the Education Subcommittee.

(L. Kirshenbaum)  
(S. Haber)

The minutes were approved by consensus.

III. Staffing Plan Update

Deputy Superintendent Berlo reviewed the draft “Staff Planning: Enrollment, Classroom Teacher Counts, and Class Size Data” spreadsheet he and Superintendent McCall have developed and continue to work on (attachment 1). Discussion ensued. Subcommittee Chair Imber asked for more detailed information relative to the grades 6 – 12 schools. Specifically, Subcommittee Chair Imber would like to see the class sizes for all middle and high school courses. After additional discussion, the subcommittee requested the following data:

- The number of school choice students at each school, by grade
- The number of in-District transfer students at each school, by grade

- The number of resident student at each school, by grade

Staffing Plan Update will continue to be an agenda item on the next Education Subcommittee meeting.

IV. Policies Relating to Students Wellness

- Policy 6433 Policy Relating to Pupil Services Substance Abuse

Deferred

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

Deferred

- Policy 6610 Policy Relating to Pupil Services Health

Deferred

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

Deferred

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

Deferred

VII. Update on Home Assignments

Deferred

VIII. Old Business

No old business was brought before the subcommittee.

IX. New Business

No new business was brought before the subcommittee.

6:38 PM Vice-chair Smith left the meeting.

X. Adjournment

Motion: To adjourn.

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

Vote:

*In favor:*

Robert Imber  
Melissa Ayala  
Sherrie Haber  
Laura Kirshenbaum  
Linda Long-Bellil

*Opposed:*

None

The motion passed unanimously.

The subcommittee will meet next at 6:00 PM Monday, November 4, 2019.

The meeting adjourned at 6:39 PM.

Respectfully submitted,

Robert Berlo  
Deputy Superintendent  
RB:rlp

**Attachments:**

Attachment 1 - Staff Planning: Enrollment, Classroom Teacher Counts, and Class Size Data



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

**MINUTES**

Management Subcommittee

Monday, October 28, 2019  
7:00 PM

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

In Attendance: Kenneth Mills, Chair, Christina Smith, Vice-chair (7:09 PM), Scott Brown, Robert Imber, Matthew Lavoie, Adam Young

Absent: Michael Dennis

Administration: Darryll McCall, Superintendent of Schools  
Robert Berlo, Deputy Superintendent

Others: Heidi Lahey, WREA

I. Call to Order

Chair Mills called the meeting to order at 7:01 PM.

II. Public Hearing

No members of the public wished to address the subcommittee.

III. Motion: To approve the minutes of the October 7, 2019 meeting.

(R. Imber)

(S. Brown)

The minutes were approved by consensus.

IV. Subcommittee Reports

Business/Finance Subcommittee Chair Dennis was not in attendance.

Legal Affairs Subcommittee Chair Brown reported this subcommittee met on October 21, 2019 and finalized review and amending of the WRSDC By-Laws. He reported action by the full School Committee on the amended By-Laws will be on the December 9, 2019 full School Committee agenda.

Education Subcommittee Chair Imber reported this subcommittee is in the process of reviewing School Committee policies that fall under the Education Subcommittee (Series 3000 and Series 6000).

Superintendent Goals and Evaluation Subcommittee Chair Lavoie reported this subcommittee has not met since the last Management Subcommittee meeting.

Facilities and Security Subcommittee Chair Young reported this subcommittee will meet next on October 29, 2019.

V. Superintendent's Contract Discussions

Chair Mills reported the newly named Ad Hoc Subcommittee to Negotiate the Superintendent's Contract met at 6:00 PM this date, and the ad hoc subcommittee will meet next on Monday, December 2, 2019, at 6:00 PM.

VI. Update on Staffing Plan – Release to Full School Committee

Superintendent McCall projected the draft Staffing Plan and reviewed the document with the subcommittee. Discussion ensued, and edits to the draft document were suggested. Superintendent McCall reported he will be making a presentation to the full School Committee about the draft Staffing Plan at the November 4, 2019 regular meeting of the School Committee. It was agreed that by the beginning of January 2020 an updated version of the Staffing Plan will include high school data as well as projections for FY26, FY27, and FY28.

VII. Holden Pupil Population Task Force

There was nothing significant to report.

VIII. Advocacy Updates

There was brief discussion about the state budget changes and actions underway at the State House, including the recently enacted legislation known as the *Student Opportunity Act* (SOA).

IX. Schedule for 2019-2020 Presentations at School Committee Meetings

Presentations at the next three full School Committees were confirmed:

November 4, 2019                      Darryll McCall, Superintendent of Schools  
*Presentation of Draft Staffing Plan*

December 9, 2019                      Robert Berlo, Deputy Superintendent  
*MCAS*

January 6, 2020  
*Initial FY20 Budget Discussions*

X. Diversity Issues in District

There was discussion on inherent biases and Superintendent McCall's goals related to education of principals and other staff.

XI. Celebrating Academic Excellence (in addition to recognition of athletic achievements)

The suggestion was made about displaying student work (art, music, academics, theater) at School Committee meetings.

XII. Old Business

- Policy 4713.1 *Audit Advisory Board*

Deferred

- Draft Policy 5263.2 *Policy Relating to Personnel Management Stipend Positions*

Deferred

- Amended Policy 3510 *Policy Relating to Education Class Size*

Deferred

- Amended Policy 1410 *Policy Relating to School Committee Operation New Member Orientation*

Deferred

- District Indicators//Discussion of types of reports, including Special Education, pertaining to District operations and services that should be brought to the School Committee for review and discussion.

It was requested that this be a standing agenda item. This will be discussed in more detail at the next subcommittee meeting.

- Posting of Subcommittee Minutes

Deferred

XIII. New Business

There was no new business brought before the subcommittee.

XIV. Adjournment

Motion: To adjourn.

(R. Imber)  
(S. Brown)

Vote:

*In favor:*

Kenneth Mills  
Christina Smith  
Scott Brown  
Robert Imber  
Matthew Lavoie  
Adam Young

*Opposed:*

None

The motion passed unanimously.

The subcommittee adjourned at 9:07 PM.

Respectfully submitted,

Adam Young, Member  
Management Subcommittee

AY:rlp

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

Tuesday, October 29, 2019

6:30 PM

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

Minutes

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

Absent: Stephen Godbout

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

Others: Honghoa Le, MASBO Student

I. Call to Order

Subcommittee Chair Young called the meeting to order at 6:30 PM.

II. Minutes of October 7, 2019 Meeting

Corrections were made to the draft minutes and approval of the October 7, 2019 minutes will be on the next Facilities and Security Subcommittee meeting agenda.

III. Schools Used as Polling Locations – Student Safety/Security

Superintendent McCall reported schools used as polling/voting locations across the District has been a concern for many years, but building principals and local safety officials are in frequent communication about school safety during days when members of the public are in and out of the schools to vote. Superintendent McCall explained use of schools for voting is a frequent topic of conversation at his monthly meetings with police and fire officials. It was suggested, at this meeting, that police presence be at both the school entrance(s) as well as in the area of the school where voting booths are set up. Subcommittee Chair Young suggested school PTA/PTO members be asked to volunteer to be present at schools during election/voting days, especially since these individuals are CORI'd. When asked,

Superintendent McCall agreed to again speak with the Sterling Town Administrator about moving voting in Sterling from the schools to the Sterling Senior Center. It was again agreed that once safety plans are in place, it should be communicated with parents and town residents that a plan is in place (but the actual plans should not be shared).

IV. Road Between Naquag and CTMS - status

Superintendent McCall reminded members of the request by the town of Rutland to have the road that runs between Naquag Elementary School and Central Tree Middle School be deemed a public road (currently it is a private road running between the two schools) in order for the town to apply for state funds to assist with maintenance of the road. Superintendent McCall reported he has been notified by Rutland Town Administrator Nicholson that town action on this request has been deferred until Rutland's Annual Town Meeting in May 2020. Steps could/should be taken in the next months to remove reference to this road from the Lease Agreement with the town of Rutland.

V. Implementation of ALICE District-wide - status

Superintendent McCall reported on a lockdown drill conducted at WRHS this date. He reported the drill lasted 20 – 25 minutes, with state police and local police present. Superintendent McCall explained an additional step of blockading/barricading of classroom doors was used during this drill, which extended the length of time the drill was underway. He further explained this additional step had been practiced by teachers during a recent Professional Development Day. Superintendent McCall walked members through the drill, explaining that students were focused and on task, closed classroom doors were checked to see if they were locked, windows were blocked, etc. Debriefing will be ongoing, with both individual and broader conversations. ALICE training will continue. Assistant Principal Michael Pratt will be invited to the next meeting of this subcommittee. Superintendent McCall will follow up with WRHS Principal Beando about discuss how students can talk about/discuss the lockdown drill experience.

7:15 PM Subcommittee Chair Young left the table.

7:18 PM Subcommittee Chair Young returned to the table.

VI. Capital Projects

Director Deedy reviewed the 10 year projection data he has compiled, explaining the \$35,000 cap (District v Member Town financial responsibility). He noted that security cameras have been installed at main entrances at all schools, there is a need to prioritize projects and to look at long term planning. Director Deedy also spoke about some "common" capital projects (i.e. replacement of aging telephone

systems, boilers, roofs, etc.). Subcommittee Chair Young commended Director Deedy on the information, noting this is a great step forward on laying out the information and the projections. At a subcommittee meeting after the first of the year, a more detailed report will be provided to the subcommittee.

VII. Turf Field

- Update on Field

The turf field is now in use, and meetings with Field Turf have taken place. Field Turf is expected to present a plan on how to address the setbacks/delays by November 1<sup>st</sup>. Any additional work on the field will be done after the fall sports season or before/after the spring sports season, in order to avoid postponing any more activities/games. The District is waiting to sign off on field until after all matters have concluded/been settled.

- Revolving Account – Field Use

This should be a discussion by the Business/Finance Subcommittee before being brought before the full School Committee for action to create this revolving account and to set a limit. Similar should be done for creation of a Capital Stabilization Account.

VIII. Facility Concerns/Issues

Superintendent McCall did not have anything to report about the Mountview Middle School fields, which are a town of Holden responsibility.

IX. Next Meeting

TBD

X. New Business

Superintendent McCall will ask the Holden Town Manager for an update on status of a new school in Holden. This will be a standing agenda item for this subcommittee.

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

The subcommittee did not adjourn to executive session.

XII. Adjournment

Motion: To adjourn.

(L. Woodland)  
(A. Young)

The motion passed unanimously.

The meeting adjourned at 8:08 PM.

Respectfully submitted,

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



*WACHUSETT REGIONAL SCHOOL DISTRICT COMMITTEE*

*Kenneth Mills, Chair*

*1745 Main Street*

*Jefferson, MA 01522*

November 5, 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 bringing before the Committee matters of concern expressed by members of the WREA.

Sincerely yours,

A handwritten signature in dark 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

To: Wachusett Regional School District Finance Committee

From: James J. Dunbar, Treasurer

Date: December 3, 2019

Subject: Treasurer's Update – October 2019

---

I have reviewed the bank statements, bank reconciliations, and reconciling items for the month ending October 31, 2019 and feel that Treasurers cash is accurately stated.

1. The October 31, 2019 bank balances are as shown on the attached sheet.
2. The warrants funded during the month of October 2019 were as follows:

<u>Date</u>	<u>Description</u>	<u>Amount</u>
10/4	Payroll Warrant	\$ 2,108,598.81
10/4	Payroll Warrant	(496.28)
10/4	Payroll Warrant	(252.44)
10/4	Payroll Warrant	506.90
10/9	Warrant #09	1,575,099.60
10/18	Payroll Warrant	2,717,206.63
10/18	Payroll Warrant	85.69
10/21	Warrant # 10	2,876,956.40

Our excess general funds are currently earning the following rates:

MMDT	2.19%
Berkshire Bank	0.50%

**CASH RECONCILIATION OF CASHBOOK TO GENERAL LEDGER**  
**October 31, 2019**

Bank	Account #	Fund	Description	Cashbook 10/31/2019
<b>CHECKING</b>				
Eastern Bank	-7310	001	Payables reconciliation-clearing	346.95
Berkshire Bank	-4534	001	Depository Account	841,563.16
Eastern Bank	-0264	001	Payroll Reconciliation	2,126,641.70
Fidelity Bank	-1451	050	checking - Paxton	2,517.66
Leominster Credit Union	-8861	050	checking - Mountview	2,550.00
Leominster Credit Union	-8832	050	checking - Dawson	100.00
Leominster Credit Union	-8845	050	checking - Mayo	2,500.00
Leominster Credit Union	-0244	050	checking - Sterling	2,500.00
Fidelity Bank	-1444	050	checking - Thomas Prince	2,518.80
Leominster Credit Union	-8858	050	checking - Davis Hill	2,500.00
Cornerstone Bank	-9626	050	checking - Naquag	2,286.47
Cornerstone Bank	-9618	050	checking - Central Tree	2,500.00
Cornerstone Bank	-9551	050	checking - Glenwood	500.00
Leominster Credit Union	-1024	050	WRHS student activity checking	3,324.93
<b>TOTAL CHECKING</b>				<b>2,992,349.67</b>
<b>MONEY MARKET</b>				
Berkshire Bank	-2960	022	Cafeteria revolving - Sterling	10,985.63
Leominster Credit Union	-1029	050	WRHS Student Activity Revolving	338,485.35
Berkshire Bank	-3002	023	Middle School Athletic Revolving	84,041.98
TD Banknorth, NA	-1032	001	General Fund	26,777.71
Eastern Bank	-0363	001	General Fund	254,161.31
Eastern Bank Debit Card	-6672	001	General Fund	300.39
Eastern Bank Tuition	-7357	001	General Fund	29,354.08
Enterprise Bank	-3225	001	General Fund	39,812.61
Avidia Bank	-8701	001	General Fund	33,258.32
MMDT	-4707	001	Money Market	1,279,204.54
<b>TOTAL MONEY MARKET</b>				<b>2,096,381.92</b>
<b>SAVINGS</b>				
Cornerstone Bank	-0132	022	Cafeteria revolving - Naquag	5,909.46
Cornerstone Bank	-0140	022	Cafeteria revolving - CTMS	6,073.64
Cornerstone Bank	-1230	022	Cafeteria revolving - Glenwood	10,625.56
Cornerstone Bank	-3092	022	Student Activity - CTMS	8,271.71
Cornerstone Bank	-9535	022	Student Activity - Glenwood	18,721.55
Cornerstone Bank	-3117	022	Student Activity - Naquag	5,354.39
Fidelity Bank	-1908	022	Cafeteria revolving - Princeton	4,999.15
Fidelity Bank	-6479	022	Cafeteria revolving - Paxton	8,952.27
Berkshire Bank	-4569	022	Cafeteria revolving - Dawson	6,334.04
Berkshire Bank	-2944	022	Cafeteria revolving - Davis Hill	6,736.49
Berkshire Bank	-4550	022	Cafeteria revolving - Mayo	5,156.72
Berkshire Bank	-2952	022	Cafeteria revolving - Mountview	15,843.80
Berkshire Bank	-4542	022	Cafeteria revolving - WRHS	312,134.02
Berkshire Bank	-2979	029	Adult Education	72.17
Fidelity Bank	-0736	050	Student Activity Depository	31,088.01
Leominster Credit Union	-6025	050	Student Activity Revolving	130,320.39
Berkshire Bank	-2987	023	Athletic revolving	39,300.73
Berkshire Bank	-2995	023	Athletic transportation	34,446.03
<b>TOTAL SAVINGS</b>				<b>650,340.13</b>
<b>CDs (Investments)</b>				
Leominster Credit Union		60	Atlas	10,796.88
Leominster Credit Union		60	Bailey	2,134.42
Leominster Credit Union		60	Bradshaw	13,619.97
Leominster Credit Union		60	D'Errico	3,041.82
Leominster Credit Union		60	Finocchio	8,084.81
Leominster Credit Union		60	Fitzgerald	9,232.08
Leominster Credit Union		60	Green	6,764.20
Leominster Credit Union		60	Griffin	18,663.52
Leominster Credit Union		60	Hayman	3,238.89
Leominster Credit Union		60	Hewson	12,623.38
Leominster Credit Union		60	Lionett	8,142.58
Leominster Credit Union		60	Ljungberg	2,186.58
Leominster Credit Union		60	Narolan	10,904.22
Leominster Credit Union		60	Shailale	4,740.54
Leominster Credit Union		60	Tarkiainen	7,418.25
Leominster Credit Union		60	Thibodeau	12,576.85
Leominster Credit Union		60	Wachusett #2	60,301.48
Leominster Credit Union		60	Wesley	6,059.40
Leominster Credit Union		60	White	1,175.33
<b>TOTAL CDs</b>				<b>201,705.20</b>
<b>OPEB</b>				
Bartholomew and Company	-3593	70	OPEB	10,580.86
<b>TOTAL OPEB</b>				<b>10,580.86</b>
<b>TOTAL</b>				<b>5,951,357.78</b>

Adjusted Cashbook	5,951,357.78
General Ledger	5,951,357.78
Variance	0.00
General Fund Total	4,631,420.77



# Wachusett Regional School District

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

From: Robert Berlo, Deputy Superintendent

Date: November 27, 2019

Re: Deputy Superintendent's Report

## Update on the November 8<sup>th</sup> Full Day

The theme for the recent November staff development day was effective instruction. Themes were developed for all of our staff development days this year based on areas of our strategic plan we are focusing on. Effective Instruction lies in Domain 3 of the Strategic Plan, and influenced our offerings in a variety of ways. Some offerings trained staff on instructional practices (3-5 science, K-8 art, music and PE, and 9-12 staff), other offerings focused on measuring the success of instructional practices (K-2 literacy, 6-8 core content, and IEP goals), while other offerings focused on identifying exactly what we will hold all students accountable to learn (ELL, 6-8 History), which is foundational to discussing what effective instruction looks like. Both the district and the schools were involved in developing a plan for the day. The chart below details district initiatives.

Grade/Subject	Initiative	Location	Time
K-2	BAS/Literacy Support and Instructional Planning	Building-based or room 286 at Glenwood	8:00-11:00 AM
3-5	Engineering is Elementary	Mountview Cafeteria	8:00 AM-2:30 PM
ELL	ESL Curriculum Alignment	Room 217 at Mayo	8:00-11:00 AM and 11:30 AM-2:30 PM
SPED, ABA, OT/PT and Psychs	SPED Vision, eSPED training, Medicaid training, IEP Process	Chocksett Auditorium	8:00 AM-2:30 PM
Nurses	Crisis Resource Management, Functional Abdominal Pain, Communicable Disease Update	Davis Hill Conf. Room	8:00 AM-2:30 PM
9-12 Counselors	College Visits	Offsite	8:00 AM-2:30 PM

6-8 Math	Developing Common Assessments	Room E110 at WRHS	8:00 AM-2:30 PM
6-8 ELA	Developing Common Assessments	Room E102 at WRHS	8:00 AM-2:30 PM
6-8 Science	Developing an Assessment Blueprint	Room E104 at WRHS	8:00 AM-2:30 PM
6-8 World Languages	Developing an Assessment Blueprint	Room E103 at WRHS	8:00 AM-2:30 PM
6-8 History	Curriculum Alignment and Pedagogy	Room E106 at WRHS	8:00 AM-2:30 PM
K-8 Art	Content-Based Pedagogy in Art	Room 212 at Central Tree	8:00 AM-2:30 PM
K-8 Music	Content-Based Pedagogy in Music	Room C-40 (Music Room) at Dawson	8:00 AM-2:30 PM
K-8 PE and 9-12 Staff	Mental Health First Aid	WRHS	7:30 AM-2:10 PM

### **The 2019-20 Professional Development Plan: Teacher and Administrator Feedback and Priorities**

In the spring of 2019, District staff were surveyed on a variety of aspects related to professional development. The survey asked staff to identify areas where they would like to see training offered as well as asked them to evaluate a variety of practices related to professional development.

The major areas of focus for training, as identified by the survey, are presented below, ranked by the % of respondents that chose each area. The top 5 areas from each group will be included in the 2019-20 District professional development plan.

#### **Top Ranking Areas for Staff**

- 1. Content Specific Training (a priority with 64% of respondents)**
- 2. Social/Emotional Learning (50%)**
- 3. Providing effective interventions and monitoring student progress (41%)**
- 4. Effective Instructional Strategies (39%)**
- 5. Differentiating Instruction (37%)**
6. Teaching Students with Disabilities (33%)
7. Teaching Gifted and Talented Students (32%)
8. Integrating Technology into Instruction (28%)

#### **Top Ranking Areas for Administration**

- 1. Meeting diverse needs and differentiating instruction (a priority with 61% of respondents)**
- 2. Using data to inform instructional decisions and adjustments to practice (57%)**
- 3. Meeting the social and emotional needs of students (43%)**



- 3. Difficult conversations/conflict resolution (43%)
- 5. Variety of assessments/Common formative assessments (36%)
- 5. Budget Development (36%)
- 7. Effective instructional strategies and practices (32%)
- 7. Providing meaningful observation feedback (32%)

#### Responses to PD Questions

The survey also asked respondents to rate how much they agreed or disagreed with various statements relating to professional learning practices in the District. The number who chose Agree or Strongly Agree on the survey were summed together in the table below. To measure progress, this year's responses were compared to responses from two years ago. Blue indicates 75% or more of respondents agreeing with the statement; Red indicates 45% or less agreeing.

Questions from Teaching Staff Survey	2017	2019	Difference
1. PD offerings align to school and district goals	83.3%	86.0%	+2.7%
2. Sufficient resources are available to meet PD needs	36.4%	55.4%	+19.0%
3. Enough PD time provided during the year to meet needs	71.5%	73.9%	+2.4%
4. Release days allow for beneficial PD to occur	64.4%	68.8%	+4.4%
5. PD is differentiated to meet my needs	40.6%	61.5%	+20.9%
6. PD deepens my content knowledge	26.4%	58.7%	+32.3%
7. PD encourages me to reflect on my practice	67.4%	76.7%	+9.3%
8. Follow up to PD is provided	27.8%	42.0%	+14.2%
9. PD provides opportunities to collaborate with colleagues	48.3%	47.1%	-1.2%
10. All PD is evaluated and results communicated	28.2%	32.8%	+4.6%
11. PD enhances my knowledge of meeting diverse needs	48.6%	66.4%	+17.8%
12. PD enhances my ability to improve student learning	61.3%	71.5%	+10.2%
13. I have been trained to examine student work w/colleagues	43.6%	48.9%	+5.3%
14. I have been trained to analyze data and make adjustments	50.0%	56.9%	+6.9%



Questions from Admin PD Survey	2017	2019	Difference
1. PD opportunities are aligned to school and district goals	87.5%	96.4%	+8.9%
2. Sufficient resources are available to meet my PD needs	45.8%	60.7%	+14.9%
3. Enough PD time provided during the year to meet my PD needs	68.0%	71.5%	+3.5%
4. The current PLT/Curriculum meeting format allows for beneficial PD to occur	85.0%	75.0%	-10.0%
5. The current summer retreat format allows for beneficial PD to occur	88.5%	78.6%	-9.9%
6. PD is differentiated to meet my needs	61.9%	50.0%	-11.9%
7. PD encourages me to reflect on my practice	100%	96.5%	-3.5%
8. PD provides opportunities to collaborate with colleagues	87.5%	71.4%	-16.1%
9. All PD is evaluated and results communicated	68.7%	77.8%	+9.1%
10. PD enhances my knowledge of teaching strategies that meet student needs	69.9%	74.1%	+4.2%
11. PD enhances my ability to provide feedback to staff	73.9%	96.4%	+22.5%
12. I have been trained to examine student work w/colleagues	40.0%	67.9%	+27.9%
13. I have been trained to analyze data and make adjustments	60.0%	59.3%	-0.7

From both tables, areas of focus that emerge are:

- Providing sufficient resources to meet staff PD needs
- Differentiating training to better meet staff needs
- Providing more structured opportunities to collaborate with colleagues
- Providing more follow-up and ongoing support to training initiatives
- Training staff on examining student work with colleagues, and
- Making adjustments to practice based on examinations of data

These and other issues are being looked at closely by the District Professional Development Committee, which is made up of representatives from the WREA and the administration. The November update from the PD Committee can be accessed at <https://www.smores.com/4s0pg-professional-development-committee>.



Attachment B  
December 5, 2019

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

TO: Darryll McCall, Superintendent of Schools

FROM: Daniel Deedy, Director of Business and Finance

RE: December Monthly Report

DATE: December 5, 2019

Attached please find my monthly report for December 2019. This report reflects the information that was prepared for the December 2, 2019 Business and Finance Subcommittee Meeting that was cancelled. I am happy to answer any questions.

Attachments

**Jefferson School**  
1745 Main Street  
Jefferson, MA 01522  
Telephone: (508) 829-1670 Facsimile: (508) 829-1679  
[www.wrsd.net](http://www.wrsd.net)



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

*Business/Finance Subcommittee*

Monday, December 2, 2019  
7:00 PM

Curriculum Center  
District Central Office  
1745 Main Street, Jefferson

*Agenda*

- I. Call to Order
- II. Approval of Minutes of October 2, 2019 and October 28, 2019 Meetings
- III. Medicaid Update
- IV. FY20 Budget
  - FY20 Budget Report
  - FY20 Revenue Budget Report
  - Grant(s) Update
- V. FY21 Budget Schedule
- VI. Discussion and Overview – Development of WRSD Annual Report
- VII. School Use Fees
- VIII. Draft Policy -- Fixed Assets
- IX. Creation of Two New Revolving Funds – Facility Use and Stabilization
- X. Policy Review  
Policy 4323.2 Policy Relating to Budget/Finance Bidding Requirements
- XI. Next Meeting
- XII. Adjournment

*Business/Finance Subcommittee*

Monday, December 2, 2019 – **MEETING CANCELLED**  
7:00 PM

Superintendent's Conference Room  
1745 Main Street, Jefferson

**Executive Summary**

- I. **Call to Order:**
- II. **Approval of Minutes of October 2, 2019 and October 28, 2019 Meeting:** The Minutes from the October 28, 2019 Meeting will be reviewed.
- III. **Medicaid Update:** Administration will review costs that reflect the reduction in FY18 Medicaid revenue which resulted in the Medicaid revenue shortfall impacting FY19 and FY20. Also, at the request of the Committee from our October 28 meeting, the District has prepared a brief summary of time spent on Medicaid billing. Please see **ATTACHMENT A**.
- IV. **FY20 Budget Update:**
  - ✓ **FY20 Expense Budget Report:** **ATTACHMENT B** is a copy of an Expense Budget Report by Appropriation dated November 26, 2019. Administration will speak to this report Monday evening.
  - ✓ **FY20 Expense Budget Report, DESE Function Code:** **ATTACHMENT C** is a copy of an Expense Budget Report per the DESE Function Code also dated November 26, 2019. This report shows more detail relative to the activity in the General Fund. Administration will review this on Monday evening.
  - ✓ **FY20 Revenue Budget Report also dated November 22, 2019.** **ATTACHMENT D** are the Revenue Budget Projections. Mr. Deedy will speak to this report Monday evening. **ATTACHMENT E** is the same report, converted to EXCEL, which projects revenues for the balance of FY20.
  - ✓ **FY20 Grants Update:** **ATTACHMENT F** is a copy of the District's grants status. This report was compiled from the DESE on the DESE on November 6, 2019. Administration will speak to this Monday evening.
- V. **FY21 Budget Schedule:** **ATTACHMENT G** is a copy of the FY21 budget schedule. Administration shares this with the committee for informational purposes.
- VI. **Discussion and Overview – Development of WRSD Annual Report:** This item was requested by the Chair and will be discussed Monday 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. This discussion is a continuation of previous discussions in FY19 as noted on the dated material **ATTACHMENT I** is a summary of responses solicited by the Business Office to stakeholders relative to potential rate changes as requested by the Committee last spring.

- VIII. **Fixed Asset Policy:** This item was added to the agenda in response to the field work being conducted by the Melanson Heath, the District's auditors, for FY19. Administration is in the process of identifying a policy that meets the auditors needs and ultimately, is approved by the School Committee.
- IX. **Creation of New Revolving Funds – Facility Use and Stabilization:**  
**ATTACHMENT J** is a DESE Advisory on the creation of a district Stabilization for a regional school district. This agenda item refers to a discussion amongst the School Committee last spring. Administration will speak to this Monday evening.  
**ATTACHMENT K** is a copy of MGL. Section 71 E regarding receipts for a Facility Use Revolving Fund. This attachment also includes a guide printed from the Department of Revenue regarding the establishment of Revolving Funds and their use.
- X. **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 L** is a copy of the District's current policy. **ATTACHMENT M** is a copy of the procurement thresholds per the Office of the Inspector General, July 2018.
- XI. **Next Meeting:**
- XII. **Adjournment:**

## ATTACHMENT A

### Sampling of Time on Medicaid Billing from an Occupational Therapist

"Dear Dan,

*I wanted to follow up and give you some information on how long Medicaid documentation has taken myself and my COTA. At the end of the year last year, she and I spent two full work days documenting Medicaid sessions for the previous 90 days for approx. 25 children each (we document our own sessions).*

*Today I had the chance to complete Medicaid documentation on the children I am seeing this year. I documented sessions from the beginning of the school year (September) through today's date for 12 children. I worked on Medicaid from 9:00 - 9:30, from 12:00 - 12:45, and from 1:30 - 2:45 today. I had this chance today as I was supposed to attend a meeting in the afternoon that was canceled. Normally, I do not have this large of an amount of time to document. My COTA has worked on documenting for the same number of children here at Houghton/Chocksett in the mornings this week and last week; I can obtain actual information on how long she has spent so far this year if you like. I want to note that I have not yet completed the new paperwork required for Medicaid eligible children, as we are still working out the details of those forms."*

# Attachment B



11/26/2019 16:44  
9820ddee

Wachusett Regional School District  
FY20 BUDGET REPORT APPROPRIATION 11.26

P 1  
glytdbud

FOR 2020 13

	ORIGINAL APPROP	TRANFRS/ ADJSTMTS	REVISED BUDGET	YTD EXPENDED	ENC/REQ	AVAILABLE BUDGET	PCT USED
1 SALARIES & STIPENDS	62,064,715	0	62,064,715	16,322,305.00	45,038,920.30	703,489.70	98.9%
2 BENEFITS & INSURANCE	15,054,973	0	15,054,973	8,741,401.36	6,362,098.08	-48,526.44	100.3%
3 INSTRUCTIONAL SUPPORT	3,322,090	0	3,322,090	1,854,834.08	767,660.33	699,595.59	78.9%
4 OPERATIONS & MAINTENANCE	3,606,166	0	3,606,166	1,010,339.48	2,312,909.60	282,916.92	92.2%
5 PUPIL SERVICES	51,241	0	51,241	47,620.25	15,753.10	-12,132.35	123.7%
6 SPECIAL ED TUITIONS	3,123,545	0	3,123,545	1,231,036.57	1,598,221.19	294,287.24	90.6%
7 OTHER OPERATING COSTS	1,196,956	0	1,196,956	401,617.00	771,948.00	23,391.00	98.0%
8 TRANSPORTATION	6,919,413	0	6,919,413	2,086,278.46	4,911,509.40	-78,374.86	101.1%
9 DEBT SERVICE	2,497,106	0	2,497,106	2,038,228.13	198,578.13	260,299.74	89.6%
GRAND TOTAL	97,836,205	0	97,836,205	33,733,660.33	61,977,598.13	2,124,946.54	97.8%

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

## Attachment C



11/26/2019 16:28  
9820ddee

Wachusett Regional School District  
FY20 BUDGET REPORT DESE FC 11.26.19

P 1  
glytdbud

FOR 2020 13

	ORIGINAL APPROP	TRANFRS/ ADJSTMTS	REVISED BUDGET	YTD EXPENDED	ENC/REQ	AVAILABLE BUDGET	PCT USED
001 GENERAL FUND							
1110 SCHOOL COMMITTEE	12,314	0	12,314	2,864.80	10,807.40	-1,358.20	111.0%
1210 SUPERINTENDENT	278,972	5,049	284,021	114,736.29	168,058.70	1,226.39	99.6%
1220 ASSISTANT SUPERINTENDENT	144,840	0	144,840	57,692.30	92,307.70	-5,160.00	103.6%
1230 OTHER DIST-WIDE ADMINISTRATION	490,833	-83,171	407,662	161,870.96	271,109.20	-25,317.79	106.2%
1410 BUSINESS & FINANCE	562,800	28	562,828	248,612.02	324,686.31	-10,469.95	101.9%
1420 HUMAN RESOURCES & BENEFITS	304,064	-9,615	294,449	123,560.34	152,682.02	18,207.01	93.8%
1430 LEGAL SERVICE FOR SCH COM	74,540	0	74,540	26,503.75	40,496.25	7,540.00	89.9%
1450 DIST-WIDE INFORM MGMT & TECH	392,874	0	392,874	225,379.18	90,541.06	76,953.76	80.4%
2110 CURRICULUM DIRECTORS (SUPERV)	873,995	-220,457	653,538	295,971.66	317,583.19	39,983.15	93.9%
2120 DEPARTMENT HEADS (NON-SUPERV)	104,437	0	104,437	24,839.16	82,797.17	-3,199.33	103.1%
2200 PAYROLL (BUDGET)	663,701	-663,507	194	.00	.00	194.00	.0%
2210 SCHOOL LEADERSHIP-BUILDING	3,989,269	87,088	4,076,357	1,316,192.48	2,790,891.68	-30,727.66	100.8%
2220 SCHOOL CUR/DEPT HEAD-BUILDING	283,587	0	283,587	91,309.12	196,653.86	-4,375.98	101.5%
2250 SCHOOL BUILDING TECHNOLOGY	2,358	0	2,358	2,712.00	.00	-354.00	115.0%
2305 TEACHERS, CLASSROOM	37,588,451	861,508	38,449,959	8,922,397.14	29,518,878.82	8,683.04	100.0%
2320 MEDICAL/THERAPEUTIC SERVICES	2,397,847	80,088	2,477,935	547,021.14	1,611,235.46	319,678.40	87.1%
2324 SUBSTITUTE TEACHER LONG TERM	65,354	0	65,354	19,938.00	.00	45,416.00	30.5%
2325 SUBSTITUTE TEACHERS	466,799	0	466,799	129,125.99	.00	337,673.01	27.7%
2330 NON-CLERICAL PARAPROFESSIONALS	7,073,681	-273,665	6,800,016	2,210,600.43	4,691,494.66	-102,079.09	101.5%
2340 LIBRARIANS & MEDIA CENTER DIR	99,223	0	99,223	24,736.50	76,142.90	-1,656.40	101.7%
2355 SUB FOR TEACHER @ PD	607	0	607	.00	.00	607.00	.0%
2356 PROF DEV TEACHER EXPENSES	175,748	0	175,748	52,702.16	16,646.41	106,399.43	39.5%
2358 PROF DEV CONTRACTED SERVICES	3,717	0	3,717	2,999.14	580.00	137.86	96.3%
2410 TEXTBOOKS & RELATED MATERIALS	709,121	18,806	727,927	622,785.57	5,632.90	99,508.58	86.3%
2415 OTHER INSTRUCTIONAL MATERIALS	16,475	0	16,475	5,704.18	239.52	10,531.30	36.1%
2420 INSTRUCTIONAL EQUIPMENT	2,034	0	2,034	2,500.00	.00	-466.00	122.9%
2430 GENERAL SUPPLIES	317,111	1,894	319,005	185,691.90	39,763.35	93,549.70	70.7%
2440 OTHER INSTRUCTIONAL SERVICES	3,060	0	3,060	444.99	.00	2,615.01	14.5%
2451 CLASSROOM INSTRUCTIONAL TECHNO	254,716	0	254,716	250,426.02	329.25	3,960.73	98.4%
2710 GUIDANCE & ADJUST COUNSELORS	913,993	38,575	952,568	250,655.06	736,961.51	-35,048.57	103.7%
2720 TESTING & ASSESSMENT	4,688	0	4,688	4,673.72	200.00	-185.72	104.0%
2800 PSYCHOLOGICAL SERVICES	1,308,844	0	1,308,844	308,106.27	988,716.93	12,020.80	99.1%
3200 MEDICAL/HEALTH SERVICES	1,139,445	25,828	1,165,273	321,237.90	831,879.95	12,155.15	99.0%
3300 TRANSPORTATION SERVICES	6,919,413	0	6,919,413	2,086,278.46	4,911,509.40	-78,374.86	101.1%
3400 FOOD SERVICES	41,282	0	41,282	10,818.62	30,304.04	159.34	99.6%
3510 ATHLETICS	604,962	0	604,962	113,220.00	205,960.77	285,781.23	52.8%
3520 OTHER STUDENT ACTIVITIES	73,277	0	73,277	.00	48,385.27	24,891.73	66.0%
3600 SCHOOL SECURITY	39,869	0	39,869	10,000.00	40,000.00	-10,131.00	125.4%
4110 CUSTODIAL SERVICES	2,787,220	148,479	2,935,699	1,087,179.58	1,683,008.27	165,510.66	94.4%
4120 HEATING OF BUILDINGS	887,531	0	887,531	155,254.56	728,568.59	3,707.85	99.6%



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Wachusett Regional School District  
FY20 BUDGET REPORT DESE FC 11.26.19

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FOR 2020 13

	ORIGINAL APPROP	TRANFRS/ ADJSTMTS	REVISED BUDGET	YTD EXPENDED	ENC/REQ	AVAILABLE BUDGET	PCT USED
4130 UTILITY SERVICES	1,403,760	0	1,403,760	381,293.67	1,022,444.33	22.00	100.0%
4210 MAINTENANCE OF GROUNDS	428,794	38,009	466,803	77,239.68	310,872.23	78,691.09	83.1%
4220 MAINTENANCE OF BUILDINGS	768,335	-47,668	720,667	326,586.70	231,446.54	162,633.75	77.4%
4230 MAINTENANCE OF EQUIPMENT	11,331	0	11,331	212.86	833.54	10,284.60	9.2%
4300 EXTRAORDINARY MAINTENANCE	219,003	-7,270	211,734	80,951.96	145,964.09	-15,182.55	107.2%
4400 NETWORKING & TELECOMMUNICATIONS	574,596	0	574,596	221,546.30	354,473.58	-1,423.88	100.2%
4450 TECHNOLOGY MAINTENANCE	142,421	0	142,421	80,205.29	58,183.11	4,032.60	97.2%
5100 EMPLOYER RETIREMENT CONTRIB	2,831,947	-634,398	2,197,549	2,187,734.72	.00	9,814.28	99.6%
5150 EMPLOYEE SEPARATION COSTS	33,412	0	33,412	12,130.03	.00	21,281.97	36.3%
5200 INSURANCE FOR ACTIVE EMPLOYEES	9,318,536	805,945	10,124,481	5,139,269.22	5,079,881.93	-94,670.15	100.9%
5250 INSURANCE FOR RETIRED EMPLOYEE	2,634,387	-171,547	2,462,840	1,058,017.49	1,282,216.15	122,606.36	95.0%
5260 OTHER NON EMPLOYEE INSURANCE	234,758	0	234,758	350,207.00	.00	-115,449.00	149.2%
5300 RENTAL-LEASE EQUIPMENT	260,001	0	260,001	108,770.48	150,833.55	396.97	99.8%
5350 RENTAL-LEASE BUILDINGS	5	0	5	5.00	.00	.00	100.0%
5500 OTHER FIXED CHARGES	45,087	0	45,087	7,948.80	35,471.04	1,667.16	96.3%
5550 CROSSING GUARDS	39,178	0	39,178	13,923.04	31,178.18	-5,923.22	115.1%
8100 DEBT RETIREMENT/SCH CONST	1,935,000	0	1,935,000	1,770,000.00	.00	165,000.00	91.5%
8200 DEBT SERVICE/SCH CONST	562,106	0	562,106	268,228.13	198,578.13	95,299.74	83.0%
9100 TUITION TO MASS SCHOOLS	1,311,531	-536,579	774,952	196,988.94	391,688.02	186,275.04	76.0%
9110 SCHOOL CHOICE TUITION	704,657	0	704,657	259,472.00	445,185.00	.00	100.0%
9120 TUITION TO MA CHARTER SCHOOLS	468,903	0	468,903	142,140.00	326,763.00	.00	100.0%
9300 TUITION TO NON-PUBLIC SCHOOLS	1,547,703	536,579	2,084,282	1,001,023.93	1,103,098.07	-19,840.00	101.0%
9400 TUITION TO COLLABORATIVES	287,702	0	287,702	33,023.70	103,435.10	151,243.20	47.4%
TOTAL GENERAL FUND	97,836,205	0	97,836,205	33,733,660.33	61,977,598.13	2,124,946.54	97.8%

GRAND TOTAL	97,836,205	0	97,836,205	33,733,660.33	61,977,598.13	2,124,946.54	97.8%
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## Attachment D



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Wachusett Regional School District  
FY20 REVENUE BUDGET REPORT 11.22.19

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FOR 2020 13

	ORIGINAL ESTIM REV	ESTIM REV ADJUSTMTS	REVISED EST REV	ACTUAL YTD REVENUE	REMAINING REVENUE	PCT COLL
001 GENERAL FUND						
001 401412 GF MIN LOCAL CONT -	0	-19,225,254	-19,225,254	-4,806,313.50	-14,418,940.50	25.0%
001 401412 GF MIN LOCAL CONT -	0	-4,397,455	-4,397,455	-2,198,726.50	-2,198,726.50	50.0%
001 401414 GF MIN LOCAL CONT -	0	-3,565,466	-3,565,466	-1,782,733.00	-1,782,733.00	50.0%
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 401424 GF OPER - PAXTON	0	-1,466,595	-1,466,595	-733,297.50	-733,297.50	50.0%
001 401424 GF OPER - PRINCETON	0	-948,577	-948,577	-474,289.00	-474,289.00	50.0%
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 - HQ	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	-221,264.00	-221,264.00	50.0%
001 401434 GF TRANS ASSESS - PR	0	-286,222	-286,222	-143,111.00	-143,111.00	50.0%
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	-118,718.00	-118,718.00	50.0%
001 401444 GF DEBT ASSESS - PRIN	0	-153,566	-153,566	-76,783.00	-76,783.00	50.0%
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	-9,488,032.00	-19,012,583.00	33.3%
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	-22,218.00	-11,035.00	66.8%
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	-33,938.21	12,933.21	161.6%
001 401462 GF REVENUE - MISCELL	0	-439,250	-439,250	-17,635.82	-421,614.18	4.0%
001 401464 GF REVENUE - INSUR R	0	0	0	.00	.00	.0%
001 401466 GF PREMIUM - FAN	0	0	0	.00	.00	.0%
001 401468 GF REVENUE - MSBA RE	0	0	0	.00	.00	.0%
001 497100 GF REV - TRANSFER IN	0	0	0	.00	.00	.0%
AFC784 401466 GF PREM - REV ANT	0	0	0	.00	.00	.0%
TOTAL GENERAL FUND	0	-97,836,205	-97,836,205	-28,817,890.03	-69,018,314.97	29.5%
TOTAL REVENUES	0	-97,836,205	-97,836,205	-28,817,890.03	-69,018,314.97	
GRAND TOTAL	0	-97,836,205	-97,836,205	-28,817,890.03	-69,018,314.97	29.5%

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## Attachment E

OBJ	ACCOUNT	ACCOUNT DESCRIPTION	ORIGINAL	ESTIM REV	BUDGET ADJ	REVISED ESTIM	ACTUAL YTD	REMAINING	NOTES
			ESTIM REV	ADJ		REV	REVENUE	REVENUE	
401412	001-00-000-000-0000-0-401412-	GF MIN LOCAL CONT - HOLDEN	0	-19,225,254.00		-19,225,254.00	-4,806,313.50	-14,418,940.50	
401413	001-00-000-000-0000-0-401413-	GF MIN LOCAL CONT - PAXTON	0	-4,397,455.00		-4,397,455.00	-2,198,726.50	-2,198,728.50	
401414	001-00-000-000-0000-0-401414-	GF MIN LOCAL CONT - PRI	0	-3,565,466.00		-3,565,466.00	-1,782,733.00	-1,782,733.00	
401415	001-00-000-000-0000-0-401415-	GF MIN LOCAL CONT - RUTLAND	0	-7,226,608.00		-7,226,608.00	-1,806,652.00	-5,419,956.00	
401416	001-00-000-000-0000-0-401416-	GF MIN LOCAL CONT - STERLING	0	-8,220,062.00		-8,220,062.00	-2,055,015.75	-6,165,046.25	
401422	001-00-000-000-0000-0-401422-	GF OPER - HOLDEN	0	-7,306,064.00		-7,306,064.00	-1,826,516.50	-5,479,547.50	
401423	001-00-000-000-0000-0-401423-	GF OPER - PAXTON	0	-1,466,595.00		-1,466,595.00	-733,297.50	-733,297.50	
401424	001-00-000-000-0000-0-401424-	GF OPER - PRINCETON	0	-948,577.00		-948,577.00	-474,289.00	-474,288.00	
401425	001-00-000-000-0000-0-401425-	GF OPER - RUTLAND	0	-3,614,910.00		-3,614,910.00	-903,727.50	-2,711,182.50	
401426	001-00-000-000-0000-0-401426-	GF OPER - STERLING	0	-2,377,050.00		-2,377,050.00	-594,262.75	-1,782,787.25	
401432	001-00-000-000-0000-0-401432-	GF TRANS ASSESS - HOLDEN	0	-2,204,518.00		-2,204,518.00	-551,129.50	-1,653,388.50	
401433	001-00-000-000-0000-0-401433-	GF TRANS ASSESS - PAXTON	0	-442,528.00		-442,528.00	-221,264.00	-221,264.00	
401434	001-00-000-000-0000-0-401434-	GF TRANS ASSESS - PRINCETON	0	-286,222.00		-286,222.00	-143,111.00	-143,111.00	
401435	001-00-000-000-0000-0-401435-	GF TRANS ASSESS - RUTLAND	0	-1,090,756.00		-1,090,756.00	-272,689.00	-818,067.00	
401436	001-00-000-000-0000-0-401436-	GF TRANS ASSESS - STERLING	0	-717,246.00		-717,246.00	-179,311.50	-537,934.50	
401442	001-00-000-000-0000-0-401442-	GF DEBT ASSESS- HOLDEN	0	-1,089,974.00		-1,089,974.00	-272,493.50	-817,480.50	
401443	001-00-000-000-0000-0-401443-	GF DEBT ASSESS- PAXTON	0	-237,436.00		-237,436.00	-118,718.00	-118,718.00	
401444	001-00-000-000-0000-0-401444-	GF DEBT ASSESS- PRINCETON	0	-153,566.00		-153,566.00	-76,783.00	-76,783.00	
401445	001-00-000-000-0000-0-401445-	GF DEBT ASSESS- RUTLAND	0	-587,031.00		-587,031.00	-146,757.50	-440,273.50	
401446	001-00-000-000-0000-0-401446-	GF DEBT ASSESS- STERLING	0	-369,100.00		-369,100.00	-92,275.00	-276,825.00	
401450	001-00-000-000-0000-0-401450-	GF CHAP 70 - REG SCHOOL AID	0	-28,500,615.00	147,220.00	-28,647,835.00	-9,488,032.00	-19,159,803.00	
401451	001-00-000-000-0000-0-401451-	GF CHAP 71 - REG SCHOOL TRANS	0	-2,178,143.00	285,955.00	-2,464,098.00	0.00	-2,464,098.00	See note 1
401452	001-00-000-000-0000-0-401452-	GF CHAP 70 - CHARTER REIMBURSE	0	-33,253.00	50,992.00	-84,245.00	-22,218.00	-62,027.00	
401455	001-00-000-000-0000-0-401455-	GF - MEDICAID	0	-1,137,521.00	(537,521.00)	-600,000.00	0.00	-600,000.00	
401460	001-00-000-000-0000-0-401460-	GF INTEREST	0	-21,005.00	28,995.00	-50,000.00	-33,938.21	-16,061.79	
401462	001-00-000-000-0000-0-401462-	GF REVENUE - MISCELLANEOUS	0	-439,250.00	(239,250.00)	-200,000.00	-17,635.82	-182,364.18	
Total 001 GENERAL FUND			0	-97,836,205.00	(263,609.00)	-97,572,596.00	-28,817,890.03	-68,754,705.97	
Revenue Total			0	-97,836,205.00	(263,609.00)	-97,572,596.00	-28,817,890.03	-68,754,705.97	

## Attachment F

Massachusetts Department of Elementary & Secondary Education  
FY19 & FY20 Claim Status Report as of 11/6/19

District	select LEA from dropdown								
	Wachusett								
LEA Code	FY	Account	Fund Name	Grant Award	Claimed as of 11/6/19	Available to Claim as of 11/6/19	% Available to Claim as of 11/6/19		
0775	2019	140-217758-2019-0775	Title II	\$113,943	\$64,394	\$49,549	43.5%		
		180-217759-2019-0775	Title III	\$16,742	\$15,204	\$1,538	9.2%		
		240-217760-2019-0775	SPED IDEA	\$1,644,056	\$1,627,013	\$17,043	1.0%		
		262-217761-2019-0775	SPED Early Childhood	\$63,114	\$63,114	\$0	0.0%		
		305-217762-2019-0775	Title I	\$247,541	\$246,271	\$1,270	0.5%		
		309-217763-2019-0775	Title IV	\$32,610	\$31,113	\$1,497	4.6%		
	2020	140-299613-2020-0775	Title II	\$112,075	\$11,207	\$100,868	90.0%		
		180-299535-2020-0775	Title III	\$17,852	\$1,785	\$16,067	90.0%		
		240-299615-2020-0775	SPED IDEA	\$1,649,665	\$164,966	\$1,484,699	90.0%		
		262-299616-2020-0775	SPED Early Childhood	\$64,332	\$6,433	\$57,899	90.0%		
		305-299617-2020-0775	Title I	\$267,292	\$26,729	\$240,563	90.0%		
		309-299614-2020-0775	Title IV	\$16,688	\$1,668	\$15,020	90.0%		
0775 Total				\$4,245,910	\$2,259,897	\$1,986,013	0.0%		

WACHUSETT REGIONAL SCHOOL DISTRICT  
FISCAL YEAR 2021  
BUDGET CALENDAR

Attachment G

Date	Task	Responsible Party
September, 2019	Initiate Discussions on CIP with Leadership Team	Director of Business and Finance, Director of Facilities, Leadership Team
October, 2019	CIP Documents due	Director of Business and Finance, Director of Facilities, Leadership Team
November, 2019	FY21 Budget Kickoff With Leadership Team and Directors	Superintendent, Director of Business and Finance, Leadership Team
November 7, 2018	FY21 Budget Roundtable	Superintendent, Director of Business and Finance, Towns
December, 2019	Ongoing FY21 Budget Development with Leadership Team & Directors	Superintendent, Director of Business and Finance, Leadership Team
December, 2019	FY21 Budget Round Table Discussions	Superintendent, Director of Business and Finance, School Committee
December 20, 2019	FY21 Draft Budgets Due to Director of Business and Finance @ 4:00 pm	Superintendent, Director of Business and Finance, Leadership Team
January, 2020	Develop Initial Revenue Projections for FY21 Budget	Director of Business and Finance
January, 2020	Governor's House I Budget Released	Director of Business and Finance
January, 2020	FY21 Budget Round Table Discussions, if necessary	Superintendent, Director of Business and Finance, School Committee
February, 2020	FY21 Budget Community Forums, Various Locations	Superintendent, Director of Business and Finance, School Committee
February, 2020	FY21 Budget Updated -- Salary, Expense, Transportation and Revenues	Director of Business and Finance
February, 2020	FY21 Budget Meetings with Town FinCom's and BOS	Superintendent, Director of Business and Finance
March, 2020	FY21 Budget Assessments Finalized	Director of Business and Finance
March, 2020	FY21 Budget Public Hearing	Superintendent, Director of Business and Finance, School Committee
March, 2020	FY21 Budget approved by School Committee	Superintendent, Director of Business and Finance, School Committee
March, 2020	FY21 House Ways and Means Budget Released; Adjust revenues if necessary	Director of Business and Finance
April, 2020	FY21 Senate Ways and Means Budget Released; Adjust revenues if necessary	Director of Business and Finance
April, 2020	FY21 Budget Updated As Needed; Prepared for Town Meetings	Superintendent, Director of Business and Finance
May, 2020	House & Senate Compromise Committee Convenes to Discuss FY21 State Budget	Director of Business and Finance
May, 2020	Annual Town Meetings	Superintendent, Director of Business and Finance
June, 2020	FY21 Budget Entered into MUNIS	Director of Business and Finance
June, 2020	FY21 School Operating Budget Opens: Building Staff Begin To Enter Supply and Services Requisitions	Leadership Team and Secretary's
July 1, 2020	FY21 Begins	Superintendent, Director of Business and Finance, Leadership Team

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Draft

**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

FEEDBACK FROM BUILDING USERS REGARDING POTENTIAL RATE INCREASE					
BUILDING USERS	Contact Person	Contact Phone #	Contact email	Usage Dates	Reason
<b>Wachusett Basketball Travel League (girls)</b> Response:	Dawn Sulmasy		<a href="mailto:newdawnnutrition@yahoo.com">newdawnnutrition@yahoo.com</a>		School TP
<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>				

<b>Rutland Indoor Soccer Team</b>	Drew Weymouth	508-735-3513	<a href="mailto:weymouthd@gmail.com">weymouthd@gmail.com</a>	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.					
<b>Rutland Indoor Soccer Team</b>	Ken Lebetkin	508-981-6494	<a href="mailto:kletbetkin@gmail.com">kletbetkin@gmail.com</a>	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.					
<b>Central Flight LLC Basketball</b>	Tim Jones		<a href="mailto:centralflightcf@gmail.com">centralflightcf@gmail.com</a>			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.					
<b>Wachusett Basketball Travel League</b>	George Vinton		<a href="mailto:gvinton@ford.com">gvinton@ford.com</a>			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.					

Seven Hills Wheelman Bicycling Club	Karen Pare	508-450-7281	<a href="mailto:karen_pare@charter.net">karen_pare@charter.net</a>	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	<a href="mailto:wachusett youthcheer@gmail.com">wachusett youthcheer@gmail.com</a>	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		<a href="mailto:tomc3434@gmail.com">tomc3434@gmail.com</a>			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		<a href="mailto:jpaaci@msn.com">jpaaci@msn.com</a>			TP



[illegible]

## **Advisory on Regional School District Stabilization Funds**

G.L. c.71, s.16 G ½ provides for the establishment of stabilization funds by regional school districts. This law was recently amended, by St. 2010, c.188, s.58, to clarify the approvals necessary to make expenditures from these funds.

Establishment and use of a stabilization fund should be based on the district's long range capital plan. A regional school district stabilization fund may be established through a majority vote of the school committee and with the approval of a majority of the local appropriating authorities of the member municipalities. Member municipalities must take a specific vote to authorize establishment of the fund.

Once established, the school committee may include a line item in each year's annual budget to appropriate monies into the stabilization fund. This line item is part of the annual school committee budget and does not require a separate vote by the member municipalities. The amount to be appropriated to the stabilization fund is included in each member municipality's assessment and is apportioned based on the regional agreement methodology for apportioning capital costs. The amount budgeted in any year may not exceed five percent of the aggregate amount assessed to the member municipalities for the preceding fiscal year. A larger amount may be budgeted only if approved by the Director of Accounts in the Department of Revenue's Division of Local Services. At no time, however, may the aggregate fund balance exceed five percent of the combined equalized valuations of the member municipalities. The regional school district treasurer is the custodian of the stabilization fund and any interest earned must be added to and become a part of the fund.

Because appropriations into a stabilization fund are a form of capital budgeting, the regional school committee does not have authority to increase or decrease the amount appropriated for the year once the district budget has been approved. On July 1 (or upon approval of the budget if later), the amount appropriated and shown in the budget is credited to the fund. After the annual budget has been approved, the school committee may increase the amount in the stabilization account through the use of excess and deficiency funds or through an additional assessment to member municipalities only by amending its approved budget. Such an amendment must be approved in accordance with CMR 41.05 (5).

Annual appropriations into a stabilization fund should not be reported as an expenditure on the End of Year Financial Report. The appropriations represent revenue to the district and should be reported on Schedule 2 as a capital assessment to the member districts.

Advisory on Regional School District Stabilization Funds  
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In any given year, expenditures from the fund may be authorized by a vote of two-thirds of all the members of the regional school committee. If the funds are to be used for a purpose for which the district is permitted to borrow, no further approval is required. These purposes are listed in G.L. c.71, s.16(d), and generally encompass what are considered capital costs. If the funds are to be used for any other purpose (for example, to cover unexpected increases in operating costs), then the approval of the Director of Accounts is also required.

Expenditures are made directly from the stabilization fund; a transfer into the general fund is not required. Expenditures should be reported on the End of Year Financial Report as an additional appropriation of the school committee.

Unexpended balances in amounts authorized for expenditures close to the stabilization fund when the project or purpose is completed. The unexpended balance of the fund at the end of a fiscal year carries over to the succeeding fiscal year. Balances in the stabilization fund are not part of the district's general fund and do not impact the district's excess and deficiency calculation. However, if the Director of Accounts determines that an annual appropriation into the stabilization fund, or the aggregate balance of the fund, exceeds the applicable statutory limit, the Director may take appropriate action, including but not limited to closing any amount in excess of that limit to the district's general fund. A report of the fund balance and any withdrawals or additions must be prepared annually and presented to the member municipalities.

Questions about this advisory should be directed to Christine Lynch, director of school governance, at 781-338-6520 or [clynch@doe.mass.edu](mailto:clynch@doe.mass.edu) .



## Attachment J

**Part I** ADMINISTRATION OF THE GOVERNMENT**Title XII** EDUCATION**Chapter 71** PUBLIC SCHOOLS**Section** STABILIZATION FUND**16G1/2**

Section 16G1/2. A regional school district may, upon a majority vote of all the members of the regional district school committee and, with the approval of a majority of the local appropriating authorities of the member municipalities, establish a stabilization fund and may, in any year, include in its annual budget for deposit in the stabilization fund an amount not exceeding five per cent of the aggregate amount apportioned to the member municipalities for the preceding fiscal year or such larger amount as may be approved by the commissioner of elementary and secondary education. The aggregate amount in the fund at any time shall not exceed five per cent of the combined equalized valuations of the member municipalities. Any interest shall be added to and become a part of the fund. The annual report submitted to the member municipalities pursuant to clause (k) of section sixteen shall include a statement of the balance in the stabilization fund and all additions to and withdrawals from the fund during the period covered by such report.

The treasurer of the regional school district shall be the custodian of such fund and may deposit or invest the fund in such deposits or investments as are legal for the deposit or investment of revenue funds of the district or in such securities as are legal for the investment of funds of savings banks under the laws of the commonwealth.

The stabilization fund may be appropriated by vote of two-thirds of all of the members of the regional district school committee for any purpose for which regional school districts may borrow money or for such other district purpose as the commissioner of elementary and secondary education may approve.

This section shall also apply to any regional school district established under the provisions of a special law.

## Attachment K

**Part I** ADMINISTRATION OF THE GOVERNMENT**Title XII** EDUCATION**Chapter 71** PUBLIC SCHOOLS**Section 71E** APPROPRIATIONS FOR AND EXPENDITURE OF RECEIPTS  
FROM ADULT EDUCATION AND CONTINUING EDUCATION  
PROGRAMS

Section 71E. In any city, town or regional school district that accepts this section, all monies received by the school committee in connection with the conduct of adult education and continuing education programs, including, but not limited to: (1) adult physical fitness programs conducted under section 71B; (2) summer school programs and enrichment programs, authorized by the school committee and in connection with the use of school property under section 71; and (3) including parking fees, shall be deposited with the treasurer of the city, town or regional school district and held as separate accounts. The receipts held in such a separate account may be expended by the school committee without further appropriation for the purposes of the program or programs from which the receipts held in such account were derived or, in the case of the use of school property account, for expenses incurred in making school property available for such use, notwithstanding section 53 of chapter 44.

A city, town or regional school district may appropriate funds for the conduct of any such program or for expenses incurred in making school property available for such use, which funds shall be expended by the school committee in addition to funds provided from other sources.

Acceptance in a city or town shall be in the manner provided in section 4 of chapter 4 and in a regional school district by vote of the regional school committee. In a city, town or regional school district that accepts this paragraph, said city, town or district may rescind its original acceptance every third year thereafter.

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## REVOLVING FUNDS FOR SCHOOL DEPARTMENT PROGRAMS

The purpose of this chart is to provide general information about revolving funds allowed by Massachusetts law. It is not designed to address all questions or issues about the listed funds. Nothing contained in the chart changes the laws that authorize and govern these funds.

A revolving fund separately accounts for specific revenues and earmarks them for expenditure by a board or officer without appropriation for particular purposes to support the activity, program or service that generated the revenues. Typically, revolving funds are authorized by state law for programs or services with expenses that (1) fluctuate with demand and (2) can be matched with the fees, charges or other revenues collected during the year.

The board or officer with authority to spend from a revolving fund can only incur liabilities and spend from the available, unspent and unencumbered balance of actual collections.

REVOLVING FUND	LOCAL ACCEPTANCE	TOWN MEETING/ CITY COUNCIL ACTION	DEPARTMENT/ ACTIVITIES	MUNICIPAL SALARIES	CAPITAL ITEMS/ DEBT SERVICE	STATUTORY SPENDING CEILING	REVENUE SOURCE	INTEREST	FUND BALANCE	OTHER ACCOUNTING PROCEDURES	REPORTS	OTHER
ADULT AND CONTINUING EDUCATION G.L.c. 71, § 71E	YES IN REGIONAL SCHOOL DISTRICT BY VOTE OF THE SCHOOL COMMITTEE	NONE	ADULT EDUCATION AND CONTINUING EDUCATION, ADULT PHYSICAL FITNESS, SUMMER SCHOOL AND ENRICHMENT PROGRAMS	YES	NOT PROHIBITED	NONE	PARTICIPATION FEES AND PROGRAM RECEIPTS	GENERAL FUND	CARRIES FORWARD TO NEXT FY	SEPARATE FUNDS FOR ADULT PROGRAMS AND SUMMER SCHOOL AND ENRICHMENT PROGRAMS		
COMMUNITY SCHOOLS G.L.c. 71, § 71C	NO	NONE	MATERIALS AND EQUIPMENT FOR COMMUNITY SCHOOL PROGRAMS	NO	PROGRAM EQUIPMENT	\$10,000	PARTICIPATION FEES AND PROGRAM RECEIPTS	GENERAL FUND	CARRIES FORWARD TO NEXT FY			
CULINARY ARTS G.L.c. 71, § 17A	YES IN REGIONAL SCHOOL DISTRICT BY VOTE OF THE SCHOOL COMMITTEE AND A MAJORITY OF MEMBER CITY OR TOWN SELECTBOARDS OR CITY COUNCILS	NONE	CULINARY ARTS PROGRAMS	NO	PROGRAM EQUIPMENT	\$15,000 TOTAL \$5,000 IN EQUIPMENT PURCHASES	SALE OF CULINARY PROGRAM PRODUCTS	GENERAL FUND	CARRIES FORWARD TO NEXT FY	FY RECEIPTS OVER \$15,000 CREDITED TO GENERAL FUND	ANNUAL AUDIT BY TREASURER TO SCHOOL COMMITTEE, MAYOR OR CITY MANAGER, AND CITY COUNCIL, SELECTBOARD OR TOWN MANAGER COPY TO BOA (SCHEDULE A)	



REVOLVING FUND	LOCAL ACCEPTANCE	TOWN MEETING/ CITY COUNCIL ACTION	DEPARTMENT/ ACTIVITIES	MUNICIPAL SALARIES	CAPITAL ITEMS/ DEBT SERVICE	STATUTORY SPENDING CEILING	REVENUE SOURCE	INTEREST	FUND BALANCE	OTHER ACCOUNTING PROCEDURES	REPORTS	OTHER
NON-RESIDENT STUDENT TUITION G.L.c. 71, § 71F G.L.c. 71, § 16D <sup>1/2</sup>	YES IN CITY OR TOWN NO IN REGIONAL SCHOOL DISTRICT	NONE	EDUCATION EXPENSES OF NON-RESIDENT AND FOSTER CARE CHILDREN ENROLLED IN SCHOOL	YES	INSTRUCTIONAL EQUIPMENT THAT COULD BE FUNDED FROM SCHOOL BUDGET**	NONE	NON-RESIDENT TUITION PAYMENTS AND STATE REIMBURSEMENTS FOR FOSTER CARE CHILDREN	GENERAL FUND	CARRIES FORWARD TO NEXT FY			
SCHOOL BUS ADVERTISING c. 184, § 197 OF THE ACTS OF 2002	NO	NONE	EDUCATION EXPENSES	YES	INSTRUCTIONAL EQUIPMENT THAT COULD BE FUNDED FROM SCHOOL BUDGET**	NONE	SALE OF ADVERTISING SPACE ON SCHOOL BUSES	GENERAL FUND	CARRIES FORWARD TO NEXT FY			SALE OF SPACE MUST BE OVERSEEN BY GOVERNING BOARD APPOINTED BY SCHOOL COMMITTEE AND IS SUBJECT TO STATUTORY STANDARDS
SCHOOL CHOICE TUITION G.L.c. 76, § 12B(a)	NO	NONE	EDUCATION EXPENSES	YES	INSTRUCTIONAL EQUIPMENT THAT COULD BE FUNDED FROM SCHOOL BUDGET**	NONE	SCHOOL CHOICE TUITION PAYMENTS AND FEDERAL, STATE OR OTHER PAYMENTS, GIFTS AND GRANTS	GENERAL FUNDS	CARRIES FORWARD TO NEXT FY			
SCHOOL EXTENDED SERVICES G.L.c. 71, § 26C	NO	NONE	EXTENDED SCHOOL SERVICES FOR CHILDREN	YES	NOT PROHIBITED	NONE	PROGRAM FEES, FEDERAL FUNDS, OTHER GRANTS, GIFTS, DONATIONS	GENERAL FUND	CARRIES FORWARD TO NEXT FY			PROGRAMS MUST BE APPROVED BY COMMISSIONER OF ELEMENTARY AND SECONDARY EDUCATION (DESE)
SCHOOL LUNCH c. 54B OF THE ACTS OF 1948, AS AMENDED BY c. 650, § 196B	NO	NONE	OPERATION OF SCHOOL LUNCH PROGRAMS	YES	PROGRAM EQUIPMENT	NONE	FEES FROM SALES OF LUNCH AND OTHER MEALS, SCHOOL LUNCH GRANT FUNDS	REVOLVING FUND	CARRIES FORWARD TO NEXT FY	MUST COMPLY WITH PRESCRIBED FEDERAL AND STATE REPORTING AND AUDITING REQUIREMENTS		

\*\* Refers to equipment used in instruction that school committee may fund within its annual appropriation and generally considered "Instructional Equipment" under DESE end of year financial reporting guidelines



Bureau of Municipal Finance Law  
As of November 7, 2016

REVOLVING FUND	LOCAL ACCEPTANCE	TOWN MEETING/ CITY COUNCIL ACTION	DEPARTMENT/ ACTIVITIES	MUNICIPAL SALARIES	CAPITAL ITEMS/ DEBT SERVICE	STATUTORY SPENDING CEILING	REVENUE SOURCE	INTEREST	FUND BALANCE	OTHER ACCOUNTING PROCEDURES	REPORTS	OTHER
SCHOOL RENTAL G.L.c.40, §3 G.L.c.71, §18(i)	NO, BUT PROVISION PERMITTING USE OF FUNDS FOR ANY FACILITY AND FUND CARRY OVER APPLIES ONLY IN CITY OR TOWN AND REQUIRES ACCEPTANCE (SEE DEPARTMENT/ ACTIVITIES; FUND BALANCE)	NONE	UPKEEP OF RENTED FACILITY OR SPACE, INCLUDING CUSTODIAL COSTS, UTILITIES, ORDINARY REPAIRS AND MAINTENANCE.  MAY BE USED FOR UPKEEP OF ANY SCHOOL FACILITY IF CITY OR TOWN HAS ACCEPTED PROVISION SO PERMITTING	YES	NOT PROHIBITED	NONE	RENTAL PAYMENTS FROM LESSEES OF SURPLUS OR SURPLUS SPACE IN SCHOOL IN USE	GENERAL FUND	CLOSES TO GENERAL FUND AT END OF FY. UNLESS CITY/TOWN HAS ACCEPTED PROVISION PERMITTING CARRY OVER TO NEXT FY  CLOSES TO EXCESS AND DEFICIENCY IN REGIONAL SCHOOL DISTRICT			LEASING OF SURPLUS SPACE IN SCHOOL IN USE MUST BE APPROVED BY DESE
STUDENT ATHLETICS AND ACTIVITIES G.L.c.71, §47	NO	NONE	SCHOOL COMMITTEE SPONSORED ATHLETIC AND EXTRACURRICULAR PROGRAMS, AWARDS, EQUIPMENT AND FACILITIES	YES	PROGRAM EQUIPMENT AND FACILITIES	NONE	PARTICIPATION FEES AND PROGRAM RECEIPTS	GENERAL FUND	CARRIES FORWARD TO NEXT FY			USE OF FUND FOR OUT-OF-STATE TRAVEL EXPENSES REQUIRES APPROVAL OF MAYOR OR SELECTBOARD
STUDENT ACTIVITY AGENCY G.L.c.71, §47	NO	NONE	SCHOOL COMMITTEE AUTHORIZED STUDENT ACTIVITIES	NOT APPLICABLE	NOT APPLICABLE	NONE	STUDENT ACTIVITY RECEIPTS	AGENCY ACCOUNT	CARRIES FORWARD TO NEXT FY	PRINCIPAL AUTHORIZED BY SCHOOL COMMITTEE TO RECEIVE STUDENT ACTIVITY AGENCY MONIES MUST TURN OVER TO TREASURER FOR DEPOSIT INTO STUDENT ACTIVITY AGENCY CHECKING ACCOUNT	ANNUAL AUDIT BASED ON PROCEDURES AGREED TO BY SCHOOL COMMITTEE AND AUDITOR, AND DESE GUIDELINES	SCHOOL COMMITTEE MAY AUTHORIZE PRINCIPAL TO SPEND MONIES IN STUDENT ACTIVITY AGENCY CHECKING ACCOUNT FOR STUDENT ACTIVITIES. PRINCIPAL MUST BE BONDED IN AMOUNT FIXED BY TREASURER AND MUST FOLLOW ADMINISTRATIVE PROCEDURES ESTABLISHED BY TREASURER OR ACCOUNTING OFFICER  SCHOOL COMMITTEE (1) FIXES MAXIMUM BALANCE ON DEPOSIT IN CHECKING ACCOUNT. (2) TRANSFERS THROUGH WARRANT PROCESS INITIAL FUNDS FROM AGENCY ACCOUNT INTO CHECKING ACCOUNT FOR TREASURER TO REPLENISH PERIODICALLY



Bureau of Municipal Finance Law  
As of November 7, 2016

REVOLVING FUND	LOCAL ACCEPTANCE	TOWN MEETING/ CITY COUNCIL ACTION	DEPARTMENT/ ACTIVITIES	MUNICIPAL SALARIES	CAPITAL ITEMS/ DEBT SERVICE	STATUTORY SPENDING CEILING	REVENUE SOURCE	INTEREST	FUND BALANCE	OTHER ACCOUNTING PROCEDURES	REPORTS	OTHER
USE OF SCHOOL PROPERTY G.L.c. 71, § 71E	YES IN REGIONAL SCHOOL DISTRICT BY VOTE OF THE SCHOOL COMMITTEE	NONE	EXPENSES OF MAKING FACILITY AVAILABLE, INCLUDING ADDITIONAL CUSTODIAL COSTS, UTILITIES, ORDINARY REPAIRS AND MAINTENANCE	YES	NOT PROHIBITED	NONE	FEES AND CHARGES FOR USE OF FACILITY  SCHOOL PARKING FEES	GENERAL FUND	CARRIES FORWARD TO NEXT FY			USE OF SCHOOL FACILITIES BY INDIVIDUALS, GROUPS, ORGANIZATIONS FOR CIVIC, SOCIAL, EDUCATIONAL RECREATIONAL PURPOSES GOVERNED BY SCHOOL COMMITTEE POLICIES ESTABLISHED UNDER G.L.c. 71, § 71
VOCATIONAL EDUCATION G.L.c. 74, § 14B	YES IN REGIONAL SCHOOL DISTRICT BY VOTE OF THE SCHOOL COMMITTEE AND A MAJORITY OF MEMBER CITY OR TOWN SELECTBOARDS OR CITY COUNCILS	NONE	CULINARY ARTS, HOME ECONOMIC AND OTHER VOCATIONAL- TECHNICAL SCHOOL PROGRAMS	NO	PROGRAM EQUIPMENT	NONE	SALE OF PROGRAM PRODUCTS AND SERVICES	GENERAL FUND	CARRIES FORWARD TO NEXT FY		ANNUAL REPORT BY SCHOOL SUPERINTENDENT TO MAYOR OR CITY MANAGER AND CITY COUNCIL SELECTBOARD OR TOWN MANAGER  COPY TO BOA (SCHEDULE A)	



**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 M

**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."

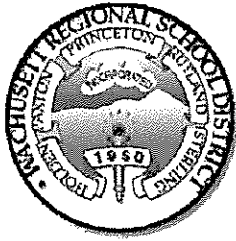
<sup>2</sup> M.G.L. c. 30B, § 4, as amended by Chapter 218 of the Acts of 2016.

<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."



# *Wachusett Regional School District*

*Holden, Paxton, Princeton, Rutland, Sterling*

**To:** Darryll McCall  
Superintendent of Schools

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

**Re:** November, 2019 Activity Report

**Date:** Wednesday, December 4, 2019

## **1. Personnel**

- *A Chemistry Teacher position at the High School has been posted.*
- *A Middle School Math Grade 7/8 position at Paxton Center School has been posted.*
- *A Human Resources Administrative Assistant- Benefits position has been posted.*
- *The School Nurse position at Naquag Elementary School has been filled.*
- *The School Secretary vacancy at Dawson Elementary School has been filled.*
- *Two High School Secretarial vacancies have been filled.*

## **2. Collective Bargaining**

- *The Legal Affairs subcommittee and District personnel are preparing for upcoming negotiations. We hope to schedule our first meetings in January, 2020.*

### **3. Health Insurance**

- *Retired District employees will soon be receiving information on the new senior plan rates effective January, 2020.*
- *Health Reimbursement Account reimbursements for November, 2019 are being processed.*
- *The PEC group is meeting on December 9, 2019, to discuss the upcoming health insurance renewal bid process scheduled for January, 2020.*
- *A Blue Cross and Blue Shield wellness affiliate will be conducting biometric screenings for staff in December and January.*

### **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.*

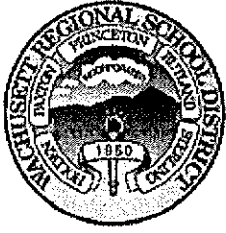
### **5. Teacher/ Administrator Licensure**

- *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. Currently this involves projecting employee compensation and benefit costs for FY 21.*

*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 December 2019

## **Entry Plan Progress**

I continue to be engaged in many Listening and Visioning meetings in schools with faculty and building leadership. We are having robust conversations. 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.

## **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.

## **Extended School Year 2020**

Following a survey to parents of children with Special Needs, it has been determined that the best course of action will be to keep the summer programming consistent with previous years. Eligibility for these programs is determined annually and is based on the individual child's needs and retention of skills. If a parent has questions or concerns, they can contact their child's team.

## **Professional Development on Nov. 8th, 2019**

A full day of training for all available Special Education teachers, related service providers, and Special Education Team Chairs was held at Chocksett Middle School. We heard from Attorney Cat Lyons regarding IEP issues, IEP process, and compliance. She offered many helpful tips and fielded questions from the audience.

After lunch we entered a web-based presentation from Esped/Frontline which is our current data management tool for Special Education. We explored functions that have not been used before and asked many questions that deepened our understanding of the applications of this programming tool.