

# *Wachusett Regional School District*

*Holden, Paxton, Princeton, Rutland, Sterling*

July 13, 2018

To: *Wachusett Regional School District Committee*

Kenneth Mills, Chair	Robert Imber
Christina Smith, Vice-chair	Sarah LaMountain
Scott Brown	Matthew Lavoie
Thomas Curran	Linda Long-Bellil
Michael Dennis	Amy Michalowski
Anthony DiFonso	Benjamin Mitchel
Rachel Dolan	Michael Rivers
Harriet Fradellos	Asima Silva
Stephen Godbout	Megan Weeks
Maleah Gustafson	Charles Witkes
Susan Hitchcock	Adam Young

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

SUBJECT: Superintendent's Report

## Posting, Roster, and Subcommittee Assignments

The Committee is now at full membership, with the mid-June appointment by the Holden Selectboard of Maleah Gustafson, to fill a one year seat created when Robin Van Liew resigned from the Committee (attachment 1). I met with Member Gustafson and I look forward to welcoming her to the table at Monday's meeting. An updated School Committee roster is attached (attachment 2).

Attached is the updated posting of School Committee and subcommittee meetings for July, August, and September (attachment 3).

Attached is the updated listing of subcommittee assignments and School Council liaisons (attachment 4). The schools have been notified about who from the School Committee will be serving on the SIMCOs and the school principals/secretaries will reach out to members when meetings are scheduled. The Early Childhood is still in need of representation by the School Committee on their SIMCO. If a member is willing and able to serve in this capacity, please speak with Chair Mills.

---

### **Jefferson School**

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

## Update on Strategic Plan

In Deputy Berlo's report this month, you will find an update to the Strategic Plan that we have worked on over the past few weeks. This update ties back to each of the five domains and details the progress made thus far. We are pleased with what has been accomplished, and the support of the five towns for our budget has been crucial to the success of the plan. I will be reviewing this document with the Superintendent Goals and Evaluation Subcommittee when we meet Monday evening.

## Safety and Security

Member Curran and I had the opportunity to meet in late June to discuss the pathway moving forward for the recently revived Facilities and Security Subcommittee. The subcommittee will be meeting for the first time on July 23<sup>rd</sup> at which time we will have a presentation on ALICE by members of the administrative team. A presentation on ALICE at a regularly scheduled School Committee meeting will be made in either August or September.

## Full Day Kindergarten

In response to a request concerning the viability of the WRSD providing full-day kindergarten to all students, I have worked on a document which will outline my thoughts on how this might work. As there are many moving parts associated with the model I have drafted, I feel it important that we review the details associated with the plan with the Management Subcommittee in order to assist us with any questions or comments prior to a review by the full Committee.

## Hiring Process

Since our June meeting, there has been much activity as we fill vacancies created by departures of several members of the District's administrative staff.

### Director of Business and Finance

On Tuesday, June 19<sup>th</sup>, candidates for the Director of Business and Finance position were interviewed, which has resulted in my recommending to the School Committee hiring Daniel Deedy of Worcester to serve as the next Director of Business and Finance. School Committee approval of the Employment Contract between the District and Mr. Deedy is on the agenda for Monday's meeting. For your review in advance of Monday's vote, attached are a copy of the draft contract, the job description for the Director of Business and Finance, and Mr. Deedy's resume (attachments 5, 6, & 7).

### Principal Searches

As previously reported, the four principal vacancies have been filled and three of our newest building leaders began in our district on July 1<sup>st</sup> (the fourth, TPS Principal Tammy

## *Wachusett Regional School District*

Boyle, has been appointed Principal, after serving one year as Interim Principal). All new principals have put together entry plans for their first several months and we will be working closely with them as we integrate them into the WRSD.

The new Paxton Center School Principal is Shawn Rickan. Principal Rickan is a resident of Phillipston, and his most recent position was Principal/Assistant Superintendent in the Franklin County Technical School District in Greenfield.

Tammy Boyle of Leicester has been appointed Principal of TPS. Principal Boyle has been with WRSD since 2015, first serving as Assistant Principal for two years, then one year as Interim Principal.

The new Mayo Elementary School Principal is Liz Garden, a resident of Shrewsbury whose most recent administrative position was principal of the Florence Roche Elementary School in Groton.

The new Dawson Elementary School Principal is Melissa Wallace. Principal Wallace is a Wachusett resident who lives in the town of Sterling. Ms. Wallace was most recently an Assistant Principal in the Groton-Dunstable School District.

I look forward to working with this new group of building leaders.

### Director of Literacy

Also on July 1<sup>st</sup>, the District welcomed Cherie Lynne Dupont Kent as our new Director of Literacy. Ms. Dupont Kent, a resident of Auburn, joins us after serving as an Early Grades Literacy Consultant for the Massachusetts DESE supporting schools that received substantial grant funds from the state. We are excited about this new position and we look forward to the expertise Ms. Dupont Kent brings to our district.

### Director of SEL (Social Emotional Learning)

This week, I conducted interviews for the Director of SEL and came out with a very strong candidate to fill this important position. While details of this appointment are still being worked out, I am excited to know we should have very solid support in this role before the start of the 2018-2019 school year. I will keep the Committee informed as contract details are finalized.

### Interim Administrator of Special Education

I am pleased to report that effective July 1<sup>st</sup> long-time WRSD employee Lincoln Waterhouse will serve as Interim Administrator of Special Education. During this one year appointment, the District will conduct a search for a permanent Administrator of Special Education. I am appreciative to Mr. Waterhouse and our Special Education staff for being willing to step forward to guide and lead the Special Education Department for the coming year.

# *Wachusett Regional School District*

## Annual Administrative Retreat

This year's August Administrative Retreat will be held Wednesday and Thursday, August 15th and 16th (attachment 8). Along with getting our administrative team together in a casual atmosphere before the start of school, this is the opportunity for Central Office administration and school-based administrators to focus on a dedicated topic. At this year's Retreat, our administrative team will focus on school safety, implementation of ALICE District-wide, and keeping our students, staff, and buildings safe and secure for all. When the Committee meets in August, I will be able to provide a report on the Retreat.

## Fountas and Pinnell Training

On Thursday, July 12<sup>th</sup>, principals were provided with the administrative training for the Fountas and Pinnell reading program. The second phase of the program is in place, with materials already arriving at the schools throughout the District. We will keep you informed of the progress made concerning the implementation of the program.

## Website "Under Construction"

A project that is being addressed this summer is the updating of our District and school webpages. It has been many years since there was a full scale overhaul of the WRSD website, and our old web software program is no longer supported. Access to current webpages will not be interrupted during this re-working, and with the talent of those in our IT Department I am certain the move from old to new will be seamless.

## Audit Advisory Board

Chair Mills was busy reaching out to our towns and to former members of the AAB, thanking Holden representative Jim Robinson and Princeton representative Jon Fudeman for their time on the Board and informing the towns of Holden, Paxton, Princeton, Rutland of vacancies on the AAB (attachment 9).

## Assessment Billing Notice - FY19

District Treasurer Dunbar prepared and mailed First Payment Assessment Billing Notices to the towns of Paxton and Princeton, for their first quarterly payments for FY19 (attachment 10).

## Support of Local Legislators

Our local legislators continue to work for their constituents. Attached are two letters, penned and signed by members of both the Senate and the House, one letter seeking support of increase funding for Regional School Transportation and the other letter requesting forward movement on *An Act Modernizing the Foundation Budget for the 21st Century* (S.2525) (attachments 11 & 12). I think I speak for all of us when I say I am always very appreciative for the hard work, support, and commitment of members of our state government, especially our local legislators - Representative Ferguson, Representative Naughton, Senator Gobi, and Acting Senate President



## *Wachusett Regional School District*

Chandler.

### Treasurer's Update

Treasurer Dunbar has submitted the Treasurer's Update and Cash Reconciliation for May 2018. Treasurer Dunbar's reports can be found in Google as separate attachments, and as separate links in my cover email.

### 2018 MASS/MASC Joint Conference

Another reminder about the annual MASS/MASC Joint Conference, to be held November 7 - 10, 2018 in Hyannis (attachment 13). If a member wishes to attend this conference, please advise.

### Conflict of Interest Training

Most School Committee members have yet to provide evidence of completion of the online training program about the Conflict of Interest Law. You, as a School Committee member, might ask "Are you a municipal employee for conflict of interest law purposes?" The answer is "You do not have to be a full-time, paid municipal employee to be considered a municipal employee for conflict of interest purposes. Anyone performing services for a city or town or holding a municipal position, whether paid or unpaid, including full- and part-time municipal employees, elected officials, volunteers, and consultants, is a municipal employee under the conflict of interest law." The District's Human Resources office prepared a Conflict of Interest Law Summary for new employees. I've attached a copy for your information (attachment 14).

### Executive Staff Reports

- Deputy Superintendent Robert Berlo's Report to the Superintendent dated July 10, 2018 (attachment A)
- Director of Human Resources Jeff Carlson's Report to the Superintendent dated July 12, 2018 (attachment B)

### Superintendent's Correspondence

- June 12, 2018 correspondence to Dawson Elementary School teacher Carrie Koziol (Superintendent's Correspondence 1)
- June 18, 2018 correspondence from CMC (Central Massachusetts Collaborative) (Superintendent's Correspondence 2)

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 #1315

Monday, July 16, 2018  
7:00 PM

Media Center  
Wachusett Regional High School, Holden

- I. Public Hearing
- II. Chair's Opening Remarks
- III. Student Representatives' Reports
- IV. Superintendent's Report
  - A. Discussion of Report
  - B. Recommendations Requiring Action by the School Committee
    - 1. Motion: That in order to reduce interest costs on outstanding debt, the District is authorized to issue bonds or notes for the purpose of refunding all or any portion of its outstanding bonds, including the payment of any premium and accrued interest associated therewith, and all other costs incidental and related thereto, under and pursuant to Chapter 44, Section 21A and Chapter 71, Section 16(o) of the Massachusetts General Laws, or any other enabling authority.

Further: That the District Treasurer, or any other officer of the District, is authorized to file an application with the appropriate officials of The Commonwealth of Massachusetts (the "Commonwealth") to qualify under Chapter 44A of the General Laws any and all refunding bonds of the District authorized pursuant to this vote, and to provide such information and execute such documents as such officials of the Commonwealth may require in connection therewith.
    - 2. Motion: To accept the Director of Business and Finance Employment Contract, between the Wachusett Regional School District and Daniel Deedy, as presented, and to enter into an employment contract with Daniel Deedy, effective August 20, 2018 at an annual salary of \$125,000.
- V. Unfinished Business
- VI. Secretary's Report

- A. Approval of #1314 Regular Meeting Minutes of the Wachusett Regional School District Committee held on June 11, 2018 – enclosed

VII. Treasurer's Report/Financial Statements

VIII. Committee Reports

- A. Management Subcommittee (K. Mills, Chair, C. Smith, Vice-chair, T. Curran, M. Dennis, S. Hitchcock, R. Imber, M. Lavoie)
- B. Education Subcommittee (R. Imber, Chair, A. DiFonso, R. Dolan, S. LaMountain, A. Silva, C. Smith)
- C. Business/Finance Subcommittee (M. Dennis, Chair, M. Gustafson, L. Long-Bellil, B. Mitchel, C. Witkes)
- D. Legal Affairs Subcommittee (S. Hitchcock, Chair, S. Brown, Vice-chair, H. Fradellos, S. Godbout, M. Rivers)
- E. Superintendent Goals and Evaluation Subcommittee (M. Lavoie, Chair, A. Michalowski, K. Mills, M. Weeks)
- F. Audit Advisory Board (C. Witkes, Chair, B. Mitchel, Vice-chair)
- G. Facilities and Securities Subcommittee (T. Curran, Chair, M. rivers, A. Young)
- H. Ad Hoc Subcommittees
- I. Building Committees
  - 1. Mountview Building Committee
- J. School Council Reports:
  - Central Tree Middle School (M. Lavoie), Chocksett Middle School (S. Godbout), Davis Hill Elementary School (S. Brown), Dawson Elementary School (A. Young), Glenwood Elementary School (A. DiFonso), Houghton Elementary School (S. Godbout), Mayo Elementary School (T. Curran), Mountview Middle School (K. Mills), Naquag Elementary School (C. Witkes), Paxton Center School (B. Mitchel), Thomas Prince School (A. Silva), Wachusett Regional High School (A. Michalowski/C. Smith), Special Education Parent Advisory Council (A. Young), Early Childhood Center (TBD)

IX. Public Hearing

X. New Business

XI. Adjournment

WACHUSETT REGIONAL SCHOOL DISTRICT

HOLDEN ♦ PAXTON ♦ PRINCETON ♦ RUTLAND ♦ STERLING

DRAFT Minutes

Regular Meeting #1314

Monday, June 11, 2018  
7:00 PM

Media Center  
Wachusett Regional High School  
1401 Main Street, Holden

*Wachusett Regional School District Committee*

Kenneth Mills, Chair	Susan Hitchcock
Christina Smith, Vice-chair (7:35 PM)	Robert Imber
Scott Brown	Linda Long-Bellil (7:04)
Thomas Curran	Amy Michalowski
Anthony DiFonso	Charles Witkes
Rachel Dolan	Adam Young
Stephen Godbout	

*Committee Members Absent:*

Michael Dennis	Benjamin Mitchel
Harriet Fradellos	Michael Rivers
Sarah LaMountain	Asima Silva
Matthew Lavoie	Megan Weeks

*Committee Members Participating Remotely:*

None

*Administration Present:*

Darryll McCall, Superintendent of Schools  
Robert Berlo, Deputy Superintendent  
Joseph Scanlon, Director of Business and Finance  
Jeff Carlson, Director of Human Resources  
Kimberly Merrick, Administrator of Special Education  
Rebecca Petersen, Executive Secretary to the Superintendent

*Student Representatives Present:*

None

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

Chair Mills called the meeting to order at 7:03 PM. He announced the meeting is live on Channel 194 and is streaming live on HoldenTV.com.

I. Public Hearing

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

7:04 PM Member Long-Bellil joined the meeting.

II. Chair's Opening Remarks

Chair Mills took the opportunity to thank outgoing Director of Business and Finance Joseph Scanlon for his service to the District since January 2013. Chair Mills also thanked outgoing Administrator of Special Education Kim Merrick for her service to the District since July 2013.

At Chair Mills' invitation, Member Godbout spoke about a heart screening event to take place at WRHS on June 14, 2018, reporting there are still a few open appointment times.

III. Student Representatives' Reports

Chair Mills spoke in praise of this year's Student Representatives, Philip Baird and Donroy Ferdinand, and expressed the appreciation of the Committee for their serving as Student Representatives.

IV. Superintendent's Report

A. Discussion of Report

Superintendent McCall expressed his appreciation to Kim Merrick and Joe Scanlon and he wished them well in their new positions.

Superintendent McCall gave an update on hiring. He reported the Director of Business and Finance position has been reposted and he is working with the Director of Human Resources on a timeline for interviews. Superintendent McCall reported on recent discussions he has had with MARS (Massachusetts Association of Regional Schools) Assistant Director Stephen Hemman and Mr. Hemman's willingness to provide advice/counsel to the Superintendent and to the Business Office until the next Director of Business and Finance is appointed.

Superintendent McCall next reported on the filling of the Administrator of Special Education vacancy, which is a challenging position to fill. Superintendent McCall will keep the Committee informed on how this vacancy, in the short term, will be covered. He did report that a full search to fill this position may be held off until the late fall/early winter.

Superintendent McCall reported initial interviews have taken place for the next principal of Paxton Center School and final interviews are scheduled for June 20, 2018.

Superintendent McCall reported on the WRHS graduation ceremony which took place on June 7, 2018 and thanked Principal Beando and high school staff for coordinating a very well run event.

Member Michalowski asked Superintendent McCall additional questions about his plans to fill the position for the next Administrator of Special Education, expressing her concern because the Special Education Department is thinly staffed already. Other members voiced their agreement. Chair Mills encouraged the Superintendent to create an up-to-date organizational chart.

At Chair Mills' request, Director Scanlon approached the podium and explained the chargeback process, and he also explained that, per District Auditors Lynch, Malloy, Marini, chargebacks do not require School Committee approval. Member Michalowski asked Director Scanlon why funds in the Salaries, Substitutes & Stipends line are available for transfer, which Director Scanlon explained that some budgeted positions did not end up being full-year positions, some employees were hired at lower than budgeted salaries, etc. Some additional discussion ensued.

7:25 PM Vice-chair Smith joined the meeting.

B. Recommendations Requiring Action by the School Committee

Motion: To transfer \$762.45 from the Salaries, Substitutes & Stipend appropriation to the Pupil Services appropriation for the purchase of athletic supplies.

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

Vote:

*In favor:*

Kenneth Mills  
Christina Smith  
Scott Brown  
Thomas Curran  
Anthony DiFonso  
Rachel Dolan  
Stephen Godbout  
Susan Hitchcock  
Robert Imber  
Linda Long-Bellil  
Amy Michalowski  
Charles Witkes  
Adam Young

*Opposed:*

None

The motion was unanimously approved.

Motion: To authorize the Director of Business and Finance to transfer \$159,152.00 to the Instructional Supplies appropriation from the Salaries & Stipends appropriation.

(R. Imber)

(T. Curran)

Vote:

*In favor:*

Kenneth Mills  
Christina Smith  
Scott Brown  
Thomas Curran  
Anthony DiFonso  
Rachel Dolan  
Stephen Godbout  
Susan Hitchcock  
Robert Imber  
Linda Long-Bellil  
Amy Michalowski  
Charles Witkes  
Adam Young

*Opposed:*

None

The motion was unanimously approved.

Motion: To authorize the Director of Business and Finance to transfer \$33,992.00 to the Operations & Maintenance appropriation from the Salaries & Stipends appropriation.

(S. Hitchcock)

(C. Witkes)

Vote:

*In favor:*

Kenneth Mills  
Christina Smith  
Scott Brown  
Thomas Curran  
Anthony DiFonso  
Rachel Dolan  
Stephen Godbout  
Susan Hitchcock  
Robert Imber  
Linda Long-Bellil

Amy Michalowski  
Charles Witkes  
Adam Young

*Opposed:*

None

The motion was unanimously approved.

Motion: To authorize the Director of Business and Finance to transfer \$4,264.27 to the Pupil Services appropriation from the Salaries & Stipends appropriation.

(L. Long-Bellil)

(A. Young)

Vote:

*In favor:*

Kenneth Mills  
Christina Smith  
Scott Brown  
Thomas Curran  
Anthony DiFonso  
Rachel Dolan  
Stephen Godbout  
Susan Hitchcock  
Robert Imber  
Linda Long-Bellil  
Amy Michalowski  
Charles Witkes  
Adam Young

*Opposed:*

None

The motion was unanimously approved.

Motion: To authorize the Director of Business and Finance to transfer \$19,077.00 to the Other Operating Costs appropriation from the Salaries & Stipends appropriation.

(A. Young)

(S. Hitchcock)

Vote:

*In favor:*

Kenneth Mills  
Christina Smith  
Scott Brown  
Thomas Curran  
Anthony DiFonso



Rachel Dolan  
Stephen Godbout  
Susan Hitchcock  
Robert Imber  
Linda Long-Bellil  
Amy Michalowski  
Charles Witkes  
Adam Young

*Opposed:*  
None

The motion was unanimously approved.

Motion: To authorize the Wachusett Regional School District Treasurer, acting under the provisions of Massachusetts General Law, Chapter 71, Section 16(g) as amended by Chapter 134 of the Acts of 1972, to solicit proposals for borrowing funds in anticipation of revenue, for the fiscal year beginning July 1, 2018, and to issue a note or notes therefore, payable within one year, in accordance with Massachusetts General Law, Chapter 44, Section 17, with the approval of the School Committee.

VOTED: That in order to reduce interest costs on outstanding debt, the District is authorized to issue bonds or notes for the purpose of refunding all or any portion of the principal of and interest on any bonds of the District outstanding as of the date hereof, including, if any, the payment of premium and accrued interest associated therewith, and all other costs incidental and related thereto, under and pursuant to Chapter 44, Section 21A of the Massachusetts General Laws, or any other enabling authority.

FURTHER VOTED: That the District Treasurer, or any other officer of the District, is authorized to file an application with the appropriate officials of The Commonwealth of Massachusetts (the "Commonwealth") to qualify under Chapter 44A of the General Laws any and all refunding bonds or notes of the District authorized pursuant to this vote, and to provide such information and execute such documents as such officials of the Commonwealth may require in connection therewith.

(R. Imber)

(A. Young)

Chair Mills explained the purposes of the vote, which authorizes the District Treasurer to solicit proposals for borrowing, further explaining it is not anticipated the District will need to borrow funds in FY19, but if borrowing does become necessary, this action by the School Committee is the first of the two part process.

Vote:  
*In favor:*

Kenneth Mills  
Christina Smith  
Scott Brown  
Thomas Curran  
Anthony DiFonso  
Rachel Dolan  
Stephen Godbout  
Susan Hitchcock  
Robert Imber  
Linda Long-Bellil  
Amy Michalowski  
Charles Witkes  
Adam Young

*Opposed:*  
None

The motion was unanimously approved.

Motion: To award a contract to AA Transportation of Shrewsbury, MA to provide school bus transportation services to the Wachusett Regional School District for three (3) years beginning July 1, 2019 to June 30, 2020 at a total cost of \$3,945,600, from July 1, 2020 to June 30, 2021 at a total cost of \$4,063,968, and for July 1, 2021 to June 30, 2022 at a total cost of \$4,185,887, with the option to extend the contract two (2) additional years from July 1, 2022 to June 30, 2023 at a total cost of \$4,311,463 and from July 1, 2023 to June 30, 2024 at a total cost of \$4,440,807.

(R. Imber)  
(A. Young)

Chair Mills explained the School Committee cannot approve more than a three year contract and that exercising the option to continue the contract from July 1, 2022 to June 30, 2023 and July 1, 2023 to June 20, 2024 will require School Committee approval at those times. At Chair Mills' request, Director Scanlon approached the podium, spoke about the additional two year options, explaining at that time both sides (the District and AA Transportation) will have "the option" to extend. At Member Imber's inquiry, Director Scanlon confirmed AA Transportation is locked into the proposed costs for the two additional years, July 1, 2022 to June 30, 2023 and July 1, 2023 to June 20, 2024. Discussion ensued about services provided by AA Transportation, the condition of the bus fleet, etc. Comments were all positive. When asked, it was explained that AA Transportation is not guaranteed providing of transportation for field trips, etc., though most schools do contract with AA Transportation for such services. Some additional conversation took place about student transportation services.

Vote:  
*In favor:*

Kenneth Mills

Christina Smith  
Scott Brown  
Thomas Curran  
Anthony DiFonso  
Rachel Dolan  
Stephen Godbout  
Susan Hitchcock  
Robert Imber  
Linda Long-Bellil  
Amy Michalowski  
Charles Witkes  
Adam Young

*Opposed:*  
None

The motion was unanimously approved.

Motion to authorize the listed FY19 Revolving Funds in accordance with M.G.L. Ch. 44, Sect. 53E ½, to be expensed under the direction of the Superintendent of Schools (or designee), to be credited with receipts from acknowledged revenue sources, to be expended for their respective stated purposes, and not to exceed the authorized amounts.

Name of Fund	Legal Citation	Authorized
Adult Education	M.G.L. Ch. 71 Sect. 71E	\$10,000
Applied Arts	M.G.L. Ch. 71 Sect. 71C	\$75,000
Athletics	M.G.L. Ch. 71 Sect. 47	\$550,000
Building Use	M.G.L. Ch. 40, Sect 3, Ch.	\$90,000
Cafeteria	(548 of Acts of 1948) [3]	\$2,000,000
Circuit Breaker	M.G.L. Ch. 71B, C.M.R.	\$2,700,000
Drivers Education	M.G.L. Ch. 71 Sect. 71C	\$160,000
ECC Tuition	M.G.L. Chapter 71: Sect.	\$170,000
Extended Day	M.G.L. Ch. 71 Sect. 71F	\$20,000
Gifts & Grants	M.G.L. Ch. 71 Sect. 47	\$215,000
Insurance Reimbursement	M.G.L. Ch. 71 Sect. 47	\$82,000
Kindergarten	M.G.L. Ch. 71 Sect. 71F	\$815,000
Locker Fees	M.G.L. Ch. 71 Sect. 47	\$25,000
Lost Books Damaged	M.G.L. Chapter 44, Section	\$15,000
Parking Fees	M.G.L. Ch. 71 Sect. 47	\$82,000
Performing Arts	M.G.L. Ch. 71 Sect. 71C	\$30,000
Program Initiatives	M.G.L. Ch. 71 Sect. 71C	\$147,000
School Choice	M.G.L. Ch. 76 Sect. 12B(O)	\$1,400,000
Summer School	M.G.L. Ch. 71 Sect. 71C	\$15,000

(A. Young)  
(L. Long-Bellil)

Chair Mills explained the intent of Revolving Funds and the amount to be authorized is the cap.

Vote:

*In favor:*

Kenneth Mills  
Christina Smith  
Scott Brown  
Thomas Curran  
Anthony DiFonso  
Rachel Dolan  
Stephen Godbout  
Susan Hitchcock  
Robert Imber  
Linda Long-Bellil  
Amy Michalowski  
Charles Witkes  
Adam Young

*Opposed:*

None

The motion was unanimously approved.

Motion: To authorize the listed FY19 Student Activity Funds in accordance with M.G.L. Ch. 71 Sect. 47, for funds belonging to the students and not to the district or school control, to be credited with receipts from acknowledged revenue sources, to be expended for their respective stated purposes, and not to exceed the authorized amounts.

Student Activity Fund	Authorized
Wachusett Reg. High	\$650,000
Dawson Elementary	\$15,000
Mountview MS	\$280,000
Mavo Elementary	\$30,000
Davis Hill Elementary	\$125,000
Paxton Center School	\$125,000
Thomas Prince School	\$125,000
Naquag Elementary	\$30,000
Central Tree MS	\$100,000
Glenwood Elementary	\$75,000
Chocksett MS	\$75,000
Houghton Elementary	\$15,000
Early Childhood Ctr.	\$15,000

(A. Young)  
(L. Long-Bellil)

Discussion about the motion on the floor began. Member Michalowski asked that the Committee be provided with an analysis of Gifts & Grants and Student Activities funds. Questions were raised about the disparity of the amounts to be authorized in the Student Activity funds, noting some schools have a high cap and

other schools have a much lower cap. Director Scanlon was asked questions about Student Activity Funds.

Vote:

*In favor:*

Kenneth Mills  
Christina Smith  
Scott Brown  
Thomas Curran  
Anthony DiFonso  
Rachel Dolan  
Stephen Godbout  
Susan Hitchcock  
Robert Imber  
Linda Long-Bellil  
Amy Michalowski  
Charles Witkes  
Adam Young

*Opposed:*

None

The motion was unanimously approved.

V. Unfinished Business

There was no unfinished business brought before the School Committee.

VI. Secretary's Report

- A. Approval of Organizational Meeting Minutes of the Wachusett Regional School District Committee held on May 24, 2018.

Motion: To approve minutes of the Organizational Meeting of the WRSDC held on May 24, 2018.

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

Vote:

*In favor:*

Kenneth Mills  
Christina Smith  
Scott Brown  
Thomas Curran  
Anthony DiFonso  
Rachel Dolan  
Stephen Godbout  
Susan Hitchcock

Linda Long-Bellil  
Amy Michalowski  
Charles Witkes

*Opposed:*  
None

*Abstained:*  
Robert Imber  
Adam Young

The minutes were approved 11-0-2.

B. Approval of 1313<sup>th</sup> Regular Meeting Minutes of the Wachusett Regional School District Committee held on May 24, 2018

Motion: To approve minutes of the regular meeting of the WRSDC held on May 24, 2018.

(T. Curran)  
(S. Hitchcock)

Vote:

*In favor:*

Kenneth Mills  
Christina Smith  
Scott Brown  
Thomas Curran  
Anthony DiFonso  
Rachel Dolan  
Stephen Godbout  
Susan Hitchcock  
Linda Long-Bellil  
Amy Michalowski  
Charles Witkes

*Opposed:*  
None

*Abstained:*  
Robert Imber  
Adam Young

The minutes were approved 11-0-2.

C. Approval of the Executive Session Minutes of the Wachusett Regional School District Committee held on May 24, 2018

Motion: To approve minutes of the executive session of the WRSDC held on May 24, 2018, to be released.

(S. Hitchcock)  
(T. Curran)

Roll call vote:

*In favor:*

Kenneth Mills  
Christina Smith  
Scott Brown  
Thomas Curran  
Anthony DiFonso  
Rachel Dolan  
Stephen Godbout  
Susan Hitchcock  
Linda Long-Bellil  
Amy Michalowski

*Opposed:*

None

*Abstained:*

Robert Imber  
Charles Witkes  
Adam Young

The minutes were approved 10-0-3.

VII. Treasurer's Report/Financial Statements

Chair Mills informed the Committee that questions regarding the Director of Business and Finance's report or the Treasurer's Report should be directed to the Superintendent.

VIII. Committee Reports

Chair Mills asked the former subcommittee chairs to report on any subcommittee activity.

A. Management Subcommittee

Chair Mills reported this subcommittee met immediately before this School Committee meeting. He announced he would be reinstituting a former subcommittee, the Facilities and Security Subcommittee. Chair Mills gave some history about this former subcommittee, which was a standing subcommittee 2013-2014 and 2014-2015. Chair Mills announced Chairs for the standing subcommittees:

Business/Finance – Member Dennis

Legal Affairs – Member Hitchcock  
Education – Member Imber  
Superintendent Goals and Evaluation – Member Lavoie  
Facilities and Security – Member Curran  
Management – Chair Mills

Chair Mills read aloud proposed subcommittee assignments and he encouraged members to attend the meetings of the subcommittees they are assigned to, for quorum purposes. Chair Mills also noted that attendance at subcommittee meetings by any School Committee members is welcome, though their presence will not count toward quorum.

Chair Mills reported on a request from the Dawson Elementary School community, seeking approval to name the school gymnasium in memory of long-time WRSD/Dawson employee Wayne Parker. Chair Mills reported the Management Subcommittee approved the request of the Dawson community. He further reported the Management Subcommittee will review the policy relating to naming rights.

B. Education Subcommittee

Subcommittee Chair Imber reported this subcommittee has not met since the last School Committee meeting. He plans to post meetings of this subcommittee for 6:00 PM the evenings of regular School Committee meetings.

8:22 PM Vice-chair Smith left the table.

C. Business/Finance Subcommittee (M. Dennis, Chair, Adam Young, Vice-chair, L. Long-Bellil, B. Mitchel, C. Witkes)

In Business/Finance Subcommittee Chair Dennis' absence, Member Witkes reported on the June 4, 2018 meeting of this subcommittee.

Chair Mills reported he will be discharging the Ad Hoc Subcommittee on Budget Sustainability, but he is asking that the Business/Finance Subcommittee continue the intent of this ad hoc subcommittee moving forward.

D. Legal Affairs Subcommittee

Subcommittee Chair Hitchcock reported this subcommittee has not met since the last School Committee meeting.

E. Superintendent Goals and Evaluation Subcommittee

Chair Lavoie reported this subcommittee has not met since the last School Committee meeting. Chair Mills encouraged this subcommittee to begin its work as soon as possible, to provide the Superintendent with direction with goals.

8:25 PM Vice-chair Smith returned to the table.



F. Audit Advisory Board

Chair Witkes reported this Board has not met since the last School Committee meeting, further reporting FY18 audit site work has begun.

G. Ad Hoc Subcommittees

1. Ad Hoc Subcommittee on Budget Sustainability

Chair Mills discharged this ad hoc subcommittee and thanked members for their time and effort while serving on this subcommittee. There was brief discussion about steps this subcommittee, as well as Superintendent McCall and Chair Mills, have taken to open discussions about fundraising, sponsorships, etc.

H. Building Committees

1. Mountview Building Committee

Superintendent McCall spoke briefly about the HVAC system at Mountview, which continues to be worked on.

I. School Council Reports:

Central Tree Middle School, Chocksett Middle School, Davis Hill Elementary School, Dawson Elementary School, Glenwood Elementary School, Houghton Elementary School, Mayo Elementary School, Mountview Middle School, Naquag Elementary School, Paxton Center School, Thomas Prince School, Wachusett Regional High School, Special Education Parent Advisory Council, Early Childhood Center

Chair Mills read aloud the assignments to serve as School Committee liaisons on SIMCOs. There are still vacancies on the Houghton Elementary School and ECC SIMCOs and interested members should speak with Chair Mills if able to serve.

Member Young – SEPAC Election of officers to be held June 12, 2018

IX. Public Hearing

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

X. New Business

Member Young reported on a concern expressed by a parent of an Early Childhood Center student, questioning why nursing coverage at the ECC will be only half days

during the summer. Member Young asked that Superintendent McCall relook at this and report back to the Committee.

Vice-chair Smith noted there will be a slot for School Committee representation on the District Wellness Committee during the coming year.

## XI. Adjournment

Motion: To adjourn.

(T. Curran)  
(S. Hitchcock)

### Vote:

#### *In favor:*

Kenneth Mills  
Christina Smith  
Scott Brown  
Thomas Curran  
Anthony DiFonso  
Rachel Dolan  
Stephen Godbout  
Susan Hitchcock  
Robert Imber  
Linda Long-Bellil  
Amy Michalowski  
Charles Witkes  
Adam Young

#### *Opposed:*

None

The motion was unanimously approved.

The Committee adjourned at 8:44 PM.

Respectfully submitted,

Darryll McCall, Ed.D.  
Superintendent of Schools

DM:rlp

#### Attachments:

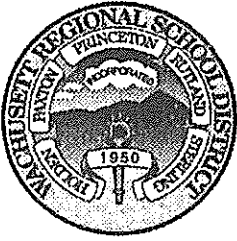
- Attachment 1 – sign-in sheets

## Attachment 1

**Monday, June 11, 2018**

[illegible]

[illegible]



Attachment 1  
July 13, 2018

# *Wachusett Regional School District*

*Holden, Paxton, Princeton, Rutland, Sterling*

*Sent electronically*

June 19, 2018

Ms. Maleah Gustafson  
63 Heather Circle  
Jefferson, MA 01522

Dear Maleah:

Welcome to the Wachusett Regional School District Committee! I am pleased to know that you have joined the School Committee and I look forward to welcoming you to the Committee at our next regular meeting on Monday, July 16<sup>th</sup>. School Committee meetings are held in the Media Center at Wachusett Regional High School (park in the front parking lot at the high school and enter the building using the door furthest to the left of the building). Meetings begin at 7:00 PM.

School Committee meetings are typically held Monday evenings. The meeting schedule for the upcoming year is attached. In advance of a School Committee meeting, my Report to the School Committee, the meeting agenda, and documents and information of interest to the Committee will be shared with you electronically by way of Google. You will be provided a Wachusett email account, which is how School Committee correspondence, as well as my Reports, will be shared with you.

I look forward to meeting with you at 1:30 tomorrow afternoon, June 20<sup>th</sup>. This will be an opportunity for us to discuss any questions you may have about your new role.

Congratulations on your appointment to represent the Town of Holden and I look forward to working with you serving the children of our district.

Sincerely yours,

Darryll McCall, Ed.D.  
Superintendent of Schools

cc: Wachusett Regional School District Committee

DM:rlp

**WACHUSETT REGIONAL DISTRICT SCHOOL COMMITTEE**  
May 2018 – May 2019

Attachment 2  
July 13, 2018

<b><u>Name</u></b>	<b><u>Term Expires</u></b>	<b><u>Home Address &amp; Phone</u></b>
Scott Brown	2020	28 Orchard Road Holden 01520 (508) 789-0711 <a href="mailto:scott_brown@wrsd.net">scott_brown@wrsd.net</a>
Thomas Curran	2019	681 Malden Street Holden 01520 (508) 829-8810 (774) 232-3800 <a href="mailto:thomas_curran@wrsd.net">thomas_curran@wrsd.net</a>
Michael Dennis	2020	15 Cypress Circle Holden 01520 (978) 853-1278 <a href="mailto:michael_dennis@wrsd.net">michael_dennis@wrsd.net</a>
Anthony DiFonso	2021	45 Vista Circle Rutland 01543 <a href="mailto:anthony_difonso@wrsd.net">anthony_difonso@wrsd.net</a>
Rachel Dolan	2021	17 Ware Road Rutland 01543 <a href="mailto:rachel_dolan@wrsd.net">rachel_dolan@wrsd.net</a>
Harriet Fradellos	2021	1 Mount View Drive Paxton 01612 (781) 626-0110 <a href="mailto:harriet_fradellos@wrsd.net">harriet_fradellos@wrsd.net</a>
Stephen Godbout	2020	56 Bean Road Sterling 01564 <a href="mailto:stephen_godbout@wrsd.net">stephen_godbout@wrsd.net</a>
Maleah Gustafson	2019	63 Heather Circle Jefferson 01522 <a href="mailto:maleah_gustafson@wrsd.net">maleah_gustafson@wrsd.net</a>
Susan Hitchcock	2020	6 Squareshire Road Sterling 01564 (978) 870-0786 <a href="mailto:susan_hitchcock@wrsd.net">susan_hitchcock@wrsd.net</a>
Robert Imber	2021	1 Clearings Way Princeton 01541 (978) 464-2344 <a href="mailto:robert_imber@wrsd.net">robert_imber@wrsd.net</a>
Sarah LaMountain	2021	30 Kilburn Road Sterling 01564 (978) 422-6707 <a href="mailto:sarah_lamountain@wrsd.net">sarah_lamountain@wrsd.net</a>
Matthew Lavoie	2019	28 Grizzly Drive Rutland 01543 (857) 891-6164 <a href="mailto:matthew_lavoie@wrsd.net">matthew_lavoie@wrsd.net</a>
Linda Long-Bellil	2021	35 Brentwood Drive Holden 01520 (508) 304-1920 <a href="mailto:linda_longbellil@wrsd.net">linda_longbellil@wrsd.net</a>

**WACHUSETT REGIONAL DISTRICT SCHOOL COMMITTEE**

May 2018 – May 2019

<b><u>Name</u></b>	<b><u>Term Expires</u></b>	<b><u>Home Address &amp; Phone</u></b>
Amy Michalowski	2020	28 Pinecroft Avenue Holden 01520 (508) 852-4051 <a href="mailto:amy_michalowski@wrsd.net">amy_michalowski@wrsd.net</a>
Kenneth Mills	2019	22 Flagler Drive Holden 01520 (774) 230-4712 <a href="mailto:kenneth_mills@wrsd.net">kenneth_mills@wrsd.net</a>
Benjamin Mitchel	2020	7 Colony Lane Paxton 01612 (508) 208-7728 <a href="mailto:benjamin_mitchel@wrsd.net">benjamin_mitchel@wrsd.net</a>
Michael Rivers	2019	3 Fox Hill Drive Sterling 01564 <a href="mailto:michael_rivers@wrsd.net">michael_rivers@wrsd.net</a>
Asima Silva	2021	75 Nelson Street Holden 01520 (508) 852-1246 <a href="mailto:asima_silva@wrsd.net">asima_silva@wrsd.net</a>
Christina Smith	2019	362 Sterling Road Jefferson 01522 (508) 468-7929 <a href="mailto:christina_smithSC@wrsd.net">christina_smithSC@wrsd.net</a>
Megan Weeks	2019	137 Wheeler Road Princeton 01541 (860)841-4809 <a href="mailto:megan_weeks@wrsd.net">megan_weeks@wrsd.net</a>
Charles Witkes	2019	19 Jackson Avenue Rutland 01543 (508) 886-0075 (508) 898-5602 (508) 948-5463 <a href="mailto:charles_witkes@wrsd.net">charles_witkes@wrsd.net</a>
Adam Young	2021	434 Shrewsbury Street Holden 01520 (774) 272-0182 <a href="mailto:adam_young@wrsd.net">adam_young@wrsd.net</a>

PLEASE POST

7/11/2018  
Page 1 of 3

---

Superintendent Goals and Evaluation Subcommittee

Monday, July 16, 2018  
6:00 p.m.

Media Center  
Wachusett Regional High School  
1401 Main Street, Holden

**AGENDA:**

- I Call to Order
- II Election of Vice-chair
- III Approval of Minutes
- IV Discuss 2018-2019 Superintendent Goal Setting Process
- V Discuss Meeting Schedule
- VI Discuss District and Superintendent Goals
- VII Discuss Review Process, including mid-year and evaluation format
- VIII Public Hearing
- IX New Business
- X Adjournment

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

---

Education Subcommittee

Monday, July 16, 2018  
6:00 p.m.

Media Center  
Wachusett Regional High School  
1401 Main Street, Holden

**AGENDA:**

- I Call to Order
- II Election of Vice-chair
- III Approval of Minutes
- IV New Business
  - Draft Policy Language (MASC templates)
    - Homeless Students: Enrollment Rights and Services
    - English Language Learners
  - Amended Policy Language (MASC template)
    - Nondiscrimination
- V Old Business
  - Amended Policy 3323 *Policy Relating to Education Home Assignments*
  - Draft Policy 3341 *Policy Relating to Education Curriculum Adoption*
  - Policy 3240 *Policy Relating to Education Ceremonies and Observances*
- 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*

---

Wachusett Regional School District Committee

Monday, July 16, 2018  
7:00 p.m.

Media Center  
Wachusett Regional High School  
1401 Main Street, Holden

**AGENDA:**

- Public Hearing
- Chair's Opening Remarks
- Student Representatives' Reports
- Superintendent's Report



- 
- Discussion of Report
  - Recommendations Requiring Action by the School Committee
    1. Motion: That in order to reduce interest costs on outstanding debt, the District is authorized to issue bonds or notes for the purpose of refunding all or any portion of its outstanding bonds, including the payment of any premium and accrued interest associated therewith, and all other costs incidental and related thereto, under and pursuant to Chapter 44, Section 21A and Chapter 71, Section 16(o) of the Massachusetts General Laws, or any other enabling authority.

Further: That the District Treasurer, or any other officer of the District, is authorized to file an application with the appropriate officials of The Commonwealth of Massachusetts (the "Commonwealth") to qualify under Chapter 44A of the General Laws any and all refunding bonds of the District authorized pursuant to this vote, and to provide such information and execute such documents as such officials of the Commonwealth may require in connection therewith.
    2. Motion: To accept the Director of Business and Finance Employment Contract, between the Wachusett Regional School District and Daniel Deedy, as presented, and to enter into an employment contract with Daniel Deedy, effective August 20, 2018 at an annual salary of \$125,000.

## Unfinished Business

## Secretary's Report

- Approval of 1314<sup>th</sup> Regular Meeting Minutes of the WRSDC held on 6/11/2018

## Treasurer's Report/Financial Statements

## Committee Reports

- Management Subcommittee
- Education Subcommittee
- Business/Finance Subcommittee
- Legal Affairs Subcommittee
- Superintendent Goals and Evaluation Subcommittee
- Audit Advisory Board
- Ad-Hoc Subcommittee
- Building Committees
  1. Mountview Building Committee

## School Council Reports

## Public Hearing

## New Business

## Adjournment

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

---

Facilities and Security Subcommittee

Monday, July 23, 2018  
6:00 p.m.

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

---

Management Subcommittee

Monday, July 30, 2018  
7:00 p.m.

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

---

---

Legal Affairs Subcommittee

Wednesday, August 8, 2018  
6:00 p.m.

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

---

Education Subcommittee

Monday, August 20, 2018  
6:00 p.m.

Media Center  
Wachusett Regional High School  
1401 Main Street, Holden

---

Wachusett Regional School District Committee

Monday, August 20, 2018  
7:00 p.m.

Media Center  
Wachusett Regional High School  
1401 Main Street, Holden

---

Education Subcommittee

September 10, 2018  
6:00 p.m.

Media Center  
Wachusett Regional High School  
1401 Main Street, Holden

---

Wachusett Regional School District Committee

Monday, September 10, 2018  
7:00 p.m.

Media Center  
Wachusett Regional High School  
1401 Main Street, Holden

**Wachusett Regional School District Committee  
Subcommittee Assignments  
2018-2019**

Attachment 4  
July 13, 2018

**Business/Finance**

Michael Dennis, Chair  
Maleah Gustafson  
Linda Long-Bellil  
Benjamin Mitchel  
Charles Witkes

**Education**

Robert Imber, Chair  
Anthony DiFonso  
Rachel Dolan  
Sarah LaMountain  
Asima Silva  
Christina Smith

**Legal Affairs**

Susan Hitchcock, Chair  
Scott Brown, Vice-chair  
Harriet Fradellos  
Stephen Godbout  
Michael Rivers

**Management**

Kenneth Mills, Chair  
Christina Smith, Vice-chair  
Thomas Curran  
Michael Dennis  
Susan Hitchcock  
Robert Imber  
Matthew Lavoie

**Superintendent Goals and Evaluation**

Matthew Lavoie, Chair  
Amy Michalowski  
Kenneth Mills  
Megan Weeks

**Facilities and Security**

Thomas Curran, Chair  
Michael Rivers  
Adam Young

WRSD By-Laws specify the Chair of the School Committee is an ex-officio member of all standing subcommittees.

**Audit Advisory Board**

Charles Witkes, Chair  
Benjamin Mitchel, Vice-chair

**School Council Liaisons**

Central Tree Middle School – Matthew Lavoie  
Chocksett Middle School – Stephen Godbout  
Davis Hill Elementary School – Scott Brown  
Dawson Elementary School – Adam Young  
Glenwood Elementary School – Anthony DiFonso  
Houghton Elementary School – Stephen Godbout  
Mayo Elementary School – Thomas Curran

Mountview Middle School – Kenneth Mills  
Naquag Elementary School – Charles Witkes  
Paxton Center School – Benjamin Mitchel  
Thomas Prince School – Asima Silva  
WRHS – Amy Michalowski/Christina Smith  
Special Ed. Parent Advisory Council – Adam Young  
ECC – TBD

**Wachusett Regional School District  
Director of Business and Finance  
Employment Contract**

This Agreement is made effective August 20, 2018 by and between the Wachusett Regional School District Committee on behalf of the **WACHUSETT REGIONAL SCHOOL DISTRICT**, hereinafter referred to as the "District", and **Daniel F. Deedy**. In consideration of the promises herein contained, the parties hereto mutually agree as follows:

**EMPLOYMENT:** The District hereby employs Daniel F. Deedy as Director of Business and Finance, hereinafter referred to as the "Director," and the Director hereby accepts employment on the following terms and conditions:

**TERM:** This Agreement will remain in full force from August 20, 2018 to June 30, 2021.

- 1) **COMPENSATION:** The Director shall be paid an annual salary of \$125,000 for the first year of this agreement. During the first partial year, the salary will be pro-rated. Each year during which this contract is in effect the Superintendent of Schools and the Director shall meet by June 1<sup>st</sup> for the purposes of reviewing the Director's salary for the following fiscal year. Subsequent increases in salary shall be granted, upon achievement of performance goals and an evaluation deemed to be satisfactory.
- 2) **DUTIES:** The Director shall faithfully and effectively perform the duties contained in the job description of Director of Business and Finance. The Director recognizes that his responsibilities and conduct are not determined by prescribed hours and conditions and will perform the directed and implied duties of his position as determined by the Superintendent and will expend the time and effort necessary to effectively achieve the goals and purposes of the Wachusett Regional School District. The duties as established by Superintendent shall include, but not be limited to the items set forth in the Job Description, which is attached hereto as Addendum A and incorporated herein by reference.
- 3) **CERTIFICATION:** The Director shall possess and maintain a valid Educator's License from the Commonwealth of Massachusetts as a School Business Administrator.
- 4) **GOALS AND OBJECTIVES:** By May 15<sup>th</sup> of each year, the Superintendent and the Director shall establish goals and objectives for the next fiscal year. Said goals and objectives shall be in writing, approved by the Superintendent, and be among the criteria by which the Director is evaluated and compensated as hereafter provided.
- 5) **EVALUATION:** The Superintendent will conduct the evaluation of the Director with input from the Business/Finance Subcommittee. Each year, by November 1<sup>st</sup>, the Business/Finance Subcommittee will complete a questionnaire that will serve as the vehicle for subcommittee input. The annual evaluation will be shared with the full School Committee no later than December 31<sup>st</sup>.

- 6) **PROFESSIONAL ACTIVITIES:** The Director may, subject to the Superintendent's approval, accept speaking, writing, lecturing, or other engagements of a professional nature including taking of courses, provided they do not distract or derogate from the duties of the Director.
- 7) **REIMBURSEMENT FOR EXPENSES:** The District shall reimburse the Director for all authorized expenses reasonably incurred in the performance of duties under this contract. Such expenses shall include, but not be limited to, costs of ground transportation and authorized expenses relative to attendance at appropriate local, state, and national meetings or conferences or attendance at courses, seminars, or other activities approved by the School Committee. The District shall reimburse the Director for all approved travel on behalf of the District for which he uses his personal vehicle at a rate established by the School Committee.
- 8) **FRINGE BENEFITS:**
- (a) Health, Life, and Retirement: The Director shall be entitled to all health, life, and retirement benefits provided Wachusett administrators;
  - (b) Sick Leave: The Director shall be entitled to sick leave in an amount equal to fifteen (15) days per year. Sick leave may accumulate up to 180 days. The Superintendent has the right in his/her discretion to grant additional sick leave in the event of a major or catastrophic illness or disability. Within a month after his return from an absence, the Superintendent may request the Director to verify by a doctor's certificate the listing of an absence as a charge against sick leave. The cost of such certificate is to be paid by the District.
  - (c) Personal Leave: The Director shall be entitled to three (3) days of personal leave, with the prior approval of the Superintendent, in each contract year. Such leave shall not be cumulative;
  - (d) Annual Vacation: The Director shall receive twenty (20) working days as annual vacation scheduled with the prior approval of the Superintendent, exclusive of legal holidays.
  - (e) Bereavement Leave: The Director shall be entitled to five (5) bereavement days in each instance of the death of a member of his immediate family.
- 9) **TERMINATION:** The Director shall fulfill all aspects of this contract, and the Superintendent reserves the right to suspend or discharge the Director for good cause, which is defined as any ground which is put forward by the District in good faith and which is not arbitrary, irrational, unreasonable, or irrelevant.

- 10) **NOTICE OF TERMINATION:** In the event the District or the Director desires to terminate this contract before the term of service has expired, either party may do so by giving at least ninety (90) days written notice to the Superintendent.

If termination occurs prior to June 30<sup>th</sup>, the vacation award will be prorated for that year, based upon the proportion of time actually worked by the Director. If any excess vacation days have already been used, the Director will compensate the District for them.

- 11) **INDEPENDENT MEDICAL EXAMINATION:** The District reserves the right to require the Director to have an independent medical examination.
- 12) **ENTIRE AGREEMENT:** This contract embodies the whole agreement between the District and the Director and there are no inducements, promises, terms, conditions, or obligations made or entered into by either party other than those contained herein.
- 13) **INVALIDITY:** If any paragraph or part of this contract shall be held invalid by a court of competent jurisdiction, it shall not affect the remainder of said agreement, but said remainder shall be binding and effective against all parties.

In witness whereof the parties have hereunto signed and sealed this Agreement and a duplicate thereof this \_\_\_\_\_ day of July, 2018 to be effective on August 20, 2018.

\_\_\_\_\_  
Daniel F. Deedy  
Director of Business and Finance

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

\_\_\_\_\_  
Kenneth Mills  
Chair, Wachusett Regional School  
District Committee

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

# **Wachusett Regional School District**

## **EXECUTIVE STAFF**

### **JOB DESCRIPTION**

#### **TITLE:**

Director of Business and Finance

#### **QUALIFICATIONS:**

The Director of Business and Finance will possess a Bachelor's Degree although a Master's Degree is preferred and at least five years of experience in a business/financial management position or related field. The Director of Business and Finance will possess particular experience in the areas of budget and financial management, plant operations, office systems and procedures, and procurement. The Director of Business and Finance will possess other qualities of academic, business, professional and personal experience as the School Committee may find appropriate and acceptable.

#### **REPORTS TO:**

The Superintendent of Schools on a day to day basis (and to the School Committee under special circumstances or responsibilities described below).

#### **PERFORMANCE EVALUATION:**

The Director of Business and Finance will be evaluated in narrative form based on the goals and objectives established by the Director of Business and Finance and the Superintendent with input from the School Committee. The Business/Finance Subcommittee will complete a questionnaire that will serve as the vehicle for their input. The annual evaluation will be shared with the full School Committee.

#### **REPRESENTATION STATUS:**

Individual Employment Contract with the District.

#### **JOB RESPONSIBILITIES:**

The Director of Business and Finance is the chief financial manager of the District. As a member of the Executive Staff, he/she will provide leadership for the School District, represent the Superintendent as appropriate at official school

and community functions, inform the Superintendent of changes in trends, laws, rules or regulations in his/her area of expertise, and provide reports to the Business/Finance Subcommittee and the Superintendent of his/her activities and as requested. The Director of Business and Finance in conjunction with the School Committee and Superintendent shall develop annual job goals that will become part of the criteria used to evaluate the Director of Business and Finance.

The responsibilities of the Director of Business and Finance shall include but not be limited to

1. Oversee the daily financial operation of the District to include providing leadership and expertise to ensure that the system of internal financial controls are effective, and efficiently safeguard the assets of the District and provide accurate and timely financial information as required by the District.
2. Direct the business affairs of the District, including the areas of financial management, transportation, procurement, facility and building operations.

*Accounting* – Direct financial accounting, management and reporting in accordance with Government Accounting Standards Board (GASB). Supervises the Assistant Comptroller in monitoring school based accounting such as Student Activity accounts.

*Budget* – Assist the Superintendent, who by policy (P4100 Policy Relating to Budget/Finance Budget) acts as the Budget Officer, in budget preparation, budget presentation and budget administration.

- Recommend to the Superintendent quarterly requests for transfers of funds between budgeted appropriation categories, said requests being considered by the School Committee at the recommendation of the Superintendent (P4161 Policy Relating to Budget/Finance Reporting and Transferring Between Appropriation Categories) to ensure all state and federal laws and regulations are strictly followed.
- Responsible for long-term budget planning.

*Town Assessment Payments* – Assist the Treasurer who by policy (P4211 Policy Relating to Budget/Finance Town Assessment Payments) prepares billing notices to assess Member Towns for each town's proportional part of the District's school budget.

*Purchasing* – Administers the process of procurement and assists the Superintendent, who by contract acts as Chief Procurement



Officer, as part of the budget authorization process, to expend District funds for materials, equipment, supplies and services. Serves as the Superintendent's designee in the day-to-day capacity of Chief Procurement Officer. In this role the Director of Business and Finance shall coordinate and direct bidding, purchasing and inventory control for the District.

*Warrants* – Supervise the warrant process. Train appropriate School Committee members in their roles in the warrant process. Prepare periodic reports directly to the School Committee as requested by full the School Committee on employee reimbursements and other payments.

*Accounts Payable and Payroll* – Manages the accounts payable and payroll functions.

*Reports* – Prepare periodic financial reports through the Superintendent utilizing District financial software systems to the School Committee (P4714 Policy Relating to Budget/Finance Periodic Financial Reports). Prepare special financial reports directly to the School Committee as may be requested by full School Committee. Responsible for the preparation and submittal of financial reports as required by Federal, State and local agencies. Provide the District with financial information, analysis and recommendations to serve as the basis of operating and capital expenditure decisions.

*Audit* – Assist the Audit Advisory Board in conduct of all independent, professional audits.

*Internal Controls* – Responsible for maintenance of financial controls for expenditures and revenues, including grants, capital and revolving funds, special and general revenue funds, and student activity accounts. Insure that adequate internal accounting control exists to properly safeguard the District's assets. Report to School Committee and Superintendent findings of inadequate controls or possibilities of fraud. In instances where suspicion or findings of possible fraud involves Superintendent, the Director of Business and Finance will report directly to Chair of the School Committee.

*Buildings & Grounds* – Assist the Superintendent to establish procedures and employ such means as may be necessary to provide accurate information to the nature, condition, location and value of all property used by the District. Assist Principals to properly care, maintain and clean District buildings, grounds and

equipment. Oversee the management of all facilities, including negotiating and supervising contractors regarding construction and major repairs to District facilities and buildings. Supervise the Facility Manager K-8.

*Inventory Control* – Responsible for the maintenance of inventory control and fixed assets records.

*Transportation* – Responsible for the management of the District's Pupil Transportation Contract in accordance with federal, state and local regulations.

*Maintenance of Records* – Oversees the maintenance of necessary records, including contracts, financial accounts, budgets, audits, purchasing, federal, state and local reports.

*Intergovernmental Relations* – Responsible for interacting with and maintaining professional relationships the Massachusetts Department of Education, Department of Revenue, and School Building Authority, and all pertinent Member Towns' boards and officials.

3. Conduct other business and finance staff duties and responsibilities as directed by the Business/Finance Subcommittee and the Superintendent, including attending School Committee meetings, subcommittee meetings, and Town Meetings requested or required by the Superintendent.

## **SUPERVISES**

Finance Manager  
Facility Manager K-8  
Supervisor of School Nutrition  
Clerical Staff as assigned  
Other support staff as assigned

Approved by:

\_\_\_\_\_

Date: 5/21/2018

Attachment 7  
July 13, 2018

Jeffrey Carlson, Director of Human Resources  
Wachusett Regional School District  
1745 Main Street  
Jefferson, Massachusetts 01522

Dear Mr. Carlson,

Thank you for the opportunity to apply for the position of Director of Business and Finance for the Wachusett Regional School District. I believe my professional experiences as the Director of Finance and Operations/School Business Administrator in several districts including Auburn, Leominster, Southbridge and most recently the Leicester Public Schools, make me qualified for this position.

As you can see from the enclosed resume, I have demonstrated experience in financial management within the public sector. This includes the management of multi-million dollar budgets consisting of state and federal dollars, purchasing, payroll and the development and implementation of grants. During the summer of 2015, I co-authored the grants management template for urban school districts. This template is a requirement for the administration and management of all federal grants such as Title I and SPED IDEA. I formerly served as a director on the MASBO Board of Directors (term expired in May 2018). I negotiated a contract for our out of district special education transportation services while employed in the Leominster Public Schools that realized a savings of approximately \$100,000 over the term of the three-year contract. I have participated in school building projects including building rehabilitation projects and accelerated building projects. Through the years, I have gained invaluable knowledge in identifying the necessary and successful traits for polished communication as well as sound financial management. I have engaged in systems and processes that provided optimal service delivery to students and adults yet remained sensitive to the availability of public dollars.

I welcome the opportunity to meet with your search committee to discuss my candidacy as the Director of Business and Finance for the Wachusett Regional School District.

Sincerely,

Daniel F. Deedy

# Daniel Francis Deedy

223 June Street Worcester, Massachusetts 01602  
508-798-8089 [dandeedy@charter.net](mailto:dandeedy@charter.net)

## ***Education***

---

### **Worcester State College**

Worcester, Massachusetts  
Master of Science

**Major:** Non Profit Management

**GPA:** 3.700

Attended January 1992 to May 1998

Degree conferred May 1998

### **College of the Holy Cross**

Worcester, Massachusetts  
Bachelor of Arts

**Major:** English

**GPA:** 2.400

Attended September 1976 to May 1980

Degree conferred May 1980

## ***Experience***

---

### **Leicester Public Schools**

Jul 2017 - Present

Director of Finance and Operations

Leicester, Massachusetts

Chief Financial Officer of the District. Provided leadership as member of Executive Staff. Duties included the following:

- Managed daily financial operation of the District.
- Directed the business affairs of the District including financial management and procurement.
- Assisted the Superintendent in budget preparation, budget presentations and budget administration.
- Administered procurement.
- Supervised the warrant process. Prepared periodic reports as necessary.
- Assisted in financial audits.
- Coordinated the writing and implementation of grants
- Assisted with contract negotiations of union contracts.
- Served as liaison to union memberships.
- Served as member of Town's Building Committee for the Leicester Middle School Building Project.
- Chair of the OPM (Owner's Project Manager) Subcommittee.

**Supervisor:** Dr. Marilyn Tencza (508-892-7040)

**Experience Type:** Public School, Part-time

Please **do not** contact this employer

### **Southbridge Public Schools**

Jul 2016 - Jun 2017

Director of Finance and Operations

Southbridge, Massachusetts

Managed district's finances and operations including food service, facility and operations, transportation and procurement. Also served as a member of the Receiver/Superintendent's leadership team. Duties included the following

- Initiated zero-based budget program for the development of the FY18 budget.
- Managed the district's finances including the General Fund, Revolving Funds, grants and private donations.
- Monitored budget allocations, expenditures, fund balances and related financial activities.
- Compiled data for the purpose of analyzing issues and making programmatic decisions.
- Managed student transportation services.
- Coordinated contracts for consultants providing professional development in the district.
- Facilitated meetings and workshops, e.g. financial procedures, for the purpose of identifying issues, developing recommendations, and supporting staff.
- Assisted with the on-boarding process of new hires.
- Developed a financial procedures manual for key stakeholders.
- Served as chair of the School/Town Safety and Security taskforce.
- Coordinated highly successful ALICE Training.
- Directed facility rental agreements.
- Served as liaison to various union memberships.
- Managed the District's 403(b) program.

**Reason for leaving:** Potential re-structuring by the DESE

**Supervisor:** Dr. Jessica huizenga (508-764-5415)

**Experience Type:** Public School, Full-time

Please **do not** contact this employer

### **Leominster Public Schools**

Jun 2013 - Jun 2016

School Business Administrator

Leominster, MA

Responsible and accountable for the daily and long range management and oversight of district finances, school bus transportation and food services.

General responsibilities included the following:

- Providing high quality financial services and exceptional customer services to all district stakeholders.
- Providing comprehensive oversight of district finances including payroll, accounts payable and receivables, financial management and reporting, budget process development and preparation, grants management and reporting, procurement, and district, state and federal financial reporting.
- Managing the financial operations of the school system.
- Assisting and advising the superintendent and school committee and other district administrators on all issues related to the business and financial affairs of the district.
- Assisting the superintendent in the preparation of fiscal year budgets and financial reports for efficient and effective operation of the school system.
- Implementing a financial control system that provided monthly accounting of all revenue and expenditures, summary financial statements and detailed analysis of budget variances.
- Coordinating multi-year forecasting of revenue, expense and other data as guidance for the district.
- Developing operating financial guidelines for the district level administrators to assist in the reporting and monitoring of operating expenditures.
- Overseeing the procurement process in conjunction with the city procurement function.
- Supervising payroll and accounts payable functions.
- Managing the contracted school bus transportation operation and contracted food service operation within the district.

**Reason for leaving:** Approached about becoming a member of the Receiver's team for the Southbridge Public Schools as part of the state-operated school district in April 2016.

**Supervisor:** Mr. James Jolicoeur (978-534-7700)

**Experience Type:** Public School, Full-time

Please **do not** contact this employer

**Auburn Public Schools**

Aug 2005 - Jun 2013

School Business Manager

Auburn, MA

- Planned, organized and directed the business and financial operation of the District which provided the best educational services for students with the financial resources available.
- Organized and maintained effective business procedures for the District.
- Supervised the management of the financial affairs of the District.
- Assisted the Superintendent in the development of the annual budget.
- Managed budget expenditures and income for the District through a well-developed program of accounting adequate to record in detail all money and credit transactions.
- Supervised and examined the payrolls for all school employees and other bills and accounts involving the receipts and disbursement of funds.
- Reviewed and approved the purchasing of supplies, material and services.
- Arranged for the internal auditing of school accounts.
- Served as a liaison with the auditor on fiscal matters.
- Managed the District's real-estate and insurance programs.
- Designed and implemented strong internal controls.
- Provided understandable and accurate presentations on all fiscal matters to town officials, town boards, school committee and the general public.
- Assisted the Superintendent and the School Committee in negotiations and was responsible for all financial information for negotiations.
- Interpreted the financial concerns of the District to the community.
- Managed the District's transportation contracts.
- Prepared bid documents for numerous goods and services.
- Wrote and managed grant expenditures.

**Reason for leaving:** Professional advancement.  
**Supervisor:** Dr. Maryellen Brunelle (508-832-7755)  
**Experience Type:** Public School, Full-time  
It is **OK** to contact this employer

**Education Collaborative for Greater Boston**

Jul 1994 - Jul 2005

Contract Manager for Habilitative Services Project  
Brookline MA

- Responsible for personnel/ fiscal management, program operations/ development, and inter/intra agency communication.
- Duties included recruitment, supervision, and performance evaluation of staff, as well as organization of staff training and chairing staff meetings.
- Developed and managed multi-million dollar budgets.
- Approved project payroll.
- Controlled all expenditures.
- Processed monthly and quarterly fiscal reports.
- Developed grants that targeted State money.
- Assumed sole responsibility for interfacing with funding agency, local, state, and federal agencies, and advisory groups.
- Collaborated with funding agency to review and update project services.
- Supervised both professional and para-professional staff in conjunction with Clinical Directors.

**Reason for leaving:** Accepted position as a School Business Administrator with the Auburn Public Schools.

**Supervisor:** Nancy Slater (617-738-5600)

**Experience Type:** Other, Full-time

It is **OK** to contact this employer

**Greater Lawrence Educational Collaborative**

Sep 1987 - Jun 1994

Program Supervisor for BIS Programs Statewide  
Methuen, MA

- Successfully managed a 3.3 million dollar budget. Supervised Special Education programs under contract with the Massachusetts Department of Education, Bureau of Institutional Schools (BIS) now called Educational Services in Institutional Settings (ESIS).
- Developed contract budget amendments.
- Completed monthly and quarterly fiscal reports.
- Controlled all expenditures, and processed invoices for payment.
- Developed new program initiatives with two state agencies.
- Coordinated capital projects in excess of \$100,000.00.
- Supervised professional and paraprofessional staff, and assisted in personnel performance evaluations.
- Developed and communicated policy standards.
- Evaluated statewide special education services/programs.
- Encouraged staff to utilize 'site-based' management.

**Reason for leaving:** Accepted opportunity to return to Education Collaborative for Greater Boston.

**Supervisor:** Dr. Craig Stanley (978-685-3000)

**Experience Type:** Other, Full-time

It is **OK** to contact this employer

**Education Collaborative for Greater Boston**

Jan 1982 - Sep 1987

Program Coordinator, Gaebler School Program

Brookline MA

- Assisted Principal/Director with the coordination of services and resources to students enrolled in the Gaebler School Program, a psychiatric institution for Special Needs students located in Waltham, MA. This facility has since closed.
- Assisted in the preparation of budgets.
- Designed contract specifications for the provision of goods and services to students with disabilities.
- Supervised the operation of a community-based physical plant.
- Assisted in the development and writing of a staff manual.
- Chaired several committees, and taught orientation/ training classes for new staff.

**Reason for leaving:** Accepted an opportunity with the Greater Lawrence Educational Collaborative to advance my professional career.

**Supervisor:** Miriam Schwartz (617-738-5600)

**Experience Type:** Other, Full-time

It is **OK** to contact this employer

***Mr. Daniel F. Deedy***

---

Community and Professional Service

1. Past Treasurer of the Ted Williams Little League Board of Directors, Worcester, MA
2. Past Member of the Pastoral Council of Blessed Sacrament Parish, Worcester, MA.
3. Past President of the St. Peter's Parish Youth Basketball Program (Worcester, MA) serving 560 youth from Worcester and the surrounding community, Worcester, MA
4. Member of the Holy Cross Club of Greater Worcester, Worcester, MA
5. Member of the Knight's of Columbus, Alhambra Council, Worcester, MA

***MCPPO***

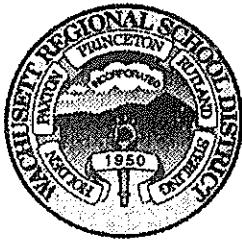
---

Participated in and successfully completed three courses of study of the MCPPO Program sponsored by the Office of the Massachusetts Inspector General, October 2011 through April 2012. Passed all examinations. Documentation of successful completion of three courses available. Documentation acceptable for three (3) years.

Initiated the renewal process in October 2014. Successfully completed one course offering.

Appointed Chief Procurement Officer for the Southbridge Public Schools by the Town Manager in the 2016-2017 school year. Documentation on file with the Office of the Inspector General. Completed one-day Contract Administration class in May 2018. Documentation available.






## *Wachusett Regional School District*

*Holden, Paxton, Princeton, Rutland, Sterling*

**To:** District Administrators

**From:** Darryll McCall  
Superintendent of Schools 

**Date:** June 28, 2018

**Subject:** Annual Administrative Retreat

---

I hope that the end of the school year was uneventful and you are looking forward to enjoying some well-deserved down time. Although I do not want to cut short your summer break, I do want to provide you with the dates of the annual Administrative Retreat. This year District administrators will gather together on **Wednesday and Thursday, August 15 & 16**. These meetings will be held in the Media Center at Wachusett Regional High School.

On day one, we are planning for the **Principals and Central Office administration** to meet the morning of August 15<sup>th</sup> (8:30 AM – 12:00 noon). At noon time the **expanded administrative team** (all who are receiving this notice) will gather for lunch to be provided in the high school cafeteria, followed by the afternoon session of professional development revolving around school safety, implementation of ALICE District-wide, security and wellbeing of our students, staff, and schools. On day two (Thursday, August 16<sup>th</sup>), the **expanded administrative team** will meet for the entire day (8:30 AM – 3:30 PM).

Please mark your calendars for this Retreat. I am looking forward to organizing and facilitating this Retreat and as details are finalized, I will keep you updated. The agendas for the days will be shared with you at the beginning of August.

If you have any questions or concerns, please feel free to contact me. I look forward to seeing you in August. Enjoy the summer!

DM/rfp

Attachment 9  
July 13, 2018

*WACHUSETT REGIONAL SCHOOL DISTRICT COMMITTEE*

*Kenneth Mills, Chair  
1745 Main Street  
Jefferson, MA 01522*

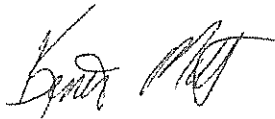
July 9, 2018

Mr. James Robinson  
98 Newell Road  
Holden, MA 01520

Dear Mr. Robinson:

On behalf of the Wachusett Regional School District Committee and District administration, I thank you very much for the time you served on the Audit Advisory Board, representing the Town of Holden.

Sincerely yours,

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

Kenneth Mills, Chair  
Wachusett Regional School District Committee

cc: Wachusett Regional School District Committee  
Charles Witkes, Chair, Audit Advisory Board  
Peter Lukes, Holden Town Manager  
Darryll McCall, Superintendent of Schools

KM:rlp

James S. Robinson  
98 Newell Road  
Holden, MA 01520

June 28, 2018

Mr. Kenneth Mills  
Chairman, Wachusett Regional School District Committee  
c/o Wachusett Regional School District  
Holden, MA 01520

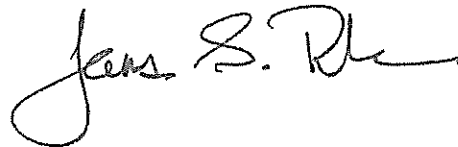
Dear Mr. Mills,

My wife and I will be relocating out of state in the coming months which will keep me from being able to continue to serve on the WRSD Audit Advisory Board. Thereby, I hereby resign from the WRSD Audit Advisory Board effective June 30, 2018.

I have enjoyed participating on the Audit Advisory Board and see it as a valuable component of the District's financial review process.

I offer my best wishes for the continued success of the Wachusett Regional School District.

Sincerely,

A handwritten signature in black ink, appearing to read "James S. Robinson". The signature is fluid and cursive, with the first name "James" written in a larger, more prominent script than the last name "Robinson".

*WACHUSETT REGIONAL SCHOOL DISTRICT COMMITTEE*

*Kenneth Mills, Chair  
1745 Main Street  
Jefferson, MA 01522*

July 9, 2018

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

Dear Mr. Lukes:


The Audit Advisory Board of the Wachusett Regional School District Committee is a seven member board, consisting of representatives from the five Member Towns and two School Committee members. Appointments to the Audit Advisory Board are for three years, on a rotating basis. Holden resident James Robinson served on this board for four years. Mr. Robinson recently notified me of his resignation from the AAB due to relocating with his family.

In order to bring the Audit Advisory Board to full membership, we are in need of a Holden resident to serve on the Board. I am hoping that you, your Selectboard, or the Finance Committee might be able to recommend a candidate to represent your town on the Audit Advisory Board. Your assistance with this request will be much appreciated.

I can be reached at [kenneth\\_mills@wrsd.net](mailto:kenneth_mills@wrsd.net) should you or a possible candidate have questions or wish to discuss this appointment. I have enclosed a copy of WRSDC Policy 4713.1 Audit Advisory Board for your information.

Thank you very much for your attention to this request.

Sincerely yours,



Kenneth Mills, Chair  
Wachusett Regional School District Committee

cc: Wachusett Regional School District Committee  
Charles Witkes, Chair, Audit Advisory Board  
Darryll McCall, Superintendent of Schools

Enclosure  
KM:rlp

*WACHUSETT REGIONAL SCHOOL DISTRICT COMMITTEE*

*Kenneth Mills, Chair*

*1745 Main Street*

*Jefferson, MA 01522*

June 27, 2018

Mrs. Carol Riches  
Paxton Town Administrator  
697 Pleasant Street  
Paxton, MA 01612

Dear Mrs. Riches:


The Audit Advisory Board of the Wachusett Regional School District Committee is a seven member board, consisting of representatives from the five Member Towns and two School Committee members. Appointments to the Audit Advisory Board are for three years, on a rotating basis. The town of Paxton has not been represented on the AAB since Mr. Eugene Fradellos' term expired in June of 2017.

In order to bring the Audit Advisory Board to full membership, we are in need of a Paxton resident to serve on the Board. I am hoping that you, your Selectboard, or the Finance Committee might be able to recommend a candidate to represent your town on the Audit Advisory Board. Your assistance with this request will be much appreciated.

I can be reached at [kenneth\\_mills@wrsd.net](mailto:kenneth_mills@wrsd.net) should you or a possible candidate have questions or wish to discuss this appointment. I have enclosed a copy of WRSDC Policy 4713.1 Audit Advisory Board for your information.

Thank you very much for your attention to this request.

Sincerely yours,



Kenneth Mills, Chair  
Wachusett Regional School District Committee

cc: Wachusett Regional School District Committee  
Charles Witkes, Chair, Audit Advisory Board  
Darryll McCall, Superintendent of Schools

Enclosure  
KM:rlp

*WACHUSETT REGIONAL SCHOOL DISTRICT COMMITTEE*

*Kenneth Mills, Chair*

*1745 Main Street*

*Jefferson, MA 01522*

June 27, 2018

Mr. Jon Fudeman  
P. O. Box 284  
Princeton, MA 01541

Dear Mr. Fudeman:

On behalf of the Wachusett Regional School District Committee and District administration, I thank you very much for the time you served on the Audit Advisory Board, representing the Town of Princeton.

Sincerely yours,

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

Kenneth Mills, Chair  
Wachusett Regional School District Committee

cc: Wachusett Regional School District Committee  
Charles Witkes, Chair, Audit Advisory Board  
Nina Nazarian, Princeton Town Administrator  
Darryll McCall, Superintendent of Schools

KM:rlp

*WACHUSETT REGIONAL SCHOOL DISTRICT COMMITTEE*

*Kenneth Mills, Chair*

*1745 Main Street*

*Jefferson, MA 01522*

June 27, 2018

Ms. Nina Nazarian  
Princeton Town Administrator  
6 Town Hall Drive  
Princeton, MA 01541

Dear Ms. Nazarian:

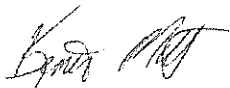
The Audit Advisory Board of the Wachusett Regional School District Committee is a seven member board, consisting of representatives from the five Member Towns and two School Committee members. Appointments to the Audit Advisory Board are for three years, on a rotating basis. Holden resident and former Selectboard member Jon Fudeman served on the AAB for over a year, representing the town of Princeton. Mr. Fudeman's term expires the end of this month.

In order to bring the Audit Advisory Board to full membership, we are in need of a Princeton resident to serve on the Board. I have been informed that Princeton is in the process of recruiting a candidate to represent your town on the Audit Advisory Board. Your assistance with this need is much appreciated.

I can be reached at [kenneth\\_mills@wrsd.net](mailto:kenneth_mills@wrsd.net) should you or a possible candidate have questions or wish to discuss this appointment. I have enclosed a copy of WRSDC Policy 4713.1 Audit Advisory Board for your information.

Thank you very much for your attention to this request.

Sincerely yours,



Kenneth Mills, Chair  
Wachusett Regional School District Committee

cc: Wachusett Regional School District Committee  
Charles Witkes, Chair, Audit Advisory Board  
Darryll McCall, Superintendent of Schools

Enclosure  
KM:rlp

*WACHUSETT REGIONAL SCHOOL DISTRICT COMMITTEE*

*Kenneth Mills, Chair*

*1745 Main Street*

*Jefferson, MA 01522*

June 27, 2018

Ms. Margaret Nartowicz  
Rutland Town Administrator  
246 Main Street  
Rutland, MA 01543

Dear Ms. Nartowicz:

The Audit Advisory Board of the Wachusett Regional School District Committee is a seven member board, consisting of representatives from the five Member Towns and two School Committee members. Appointments to the Audit Advisory Board are for three years, on a rotating basis. Since September 2017 Rutland has been represented on the AAB by Rutland Town Accountant Daniel Haynes.

In order to bring the Audit Advisory Board to full membership, we are in need of a Rutland resident to serve on the Board. I am hoping that you, your Selectboard, or the Finance Committee might be able to recommend a candidate to represent your town on the Audit Advisory Board. Your assistance with this request will be much appreciated.

I can be reached at [kenneth\\_mills@wrsd.net](mailto:kenneth_mills@wrsd.net) should you or a possible candidate have questions or wish to discuss this appointment. I have enclosed a copy of WRSDC Policy 4713.1 Audit Advisory Board for your information.

Thank you very much for your attention to this request.

Sincerely yours,

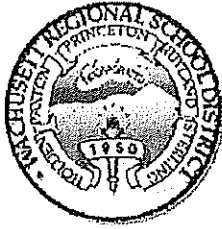


Kenneth Mills, Chair  
Wachusett Regional School District Committee

cc: Wachusett Regional School District Committee  
Charles Witkes, Chair, Audit Advisory Board  
Darryll McCall, Superintendent of Schools

Enclosure  
KM:rlp





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

*Office of the Treasurer*

June 14, 2018

Ms. Kim Peloquin, Treasurer  
Town of Paxton  
697 Pleasant Street  
Paxton, MA 01612

RE: First Payment Assessment Billing Notice – FY19

Dear Ms. Peloquin:

In accordance with the Wachusett Regional School District Regional Agreement, the receipt of the Town of Paxton's first of four installment payments of the FY19 assessment is due July 1, 2018. The amount of the payment is \$1,578,365.

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.

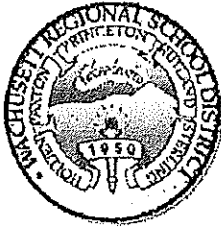
Sincerely,

James J. Dunbar  
Treasurer

cc: Darryll McCall, Ed. D., Superintendent of Schools  
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*

June 14, 2018

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

RE: First Payment Assessment Billing Notice – FY19

Dear Mr. Dunbar:

In accordance with the Wachusett Regional School District Regional Agreement, the receipt of the Town of Princeton's first of four installment payments of the FY19 assessment is due July 1, 2018. The amount of the payment is \$1,215,968.

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.

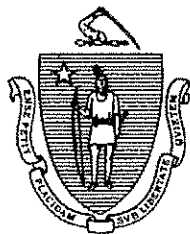
Sincerely,

James J. Dunbar  
Treasurer

cc: Darryll McCall, Ed. D., Superintendent of Schools  
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)



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

The Honorable Jeffrey Sánchez  
Chair, House Committee on Ways and Means  
State House, Room 243  
Boston, MA 02133

The Honorable Karen E. Spilka  
Chair, Senate Committee on Ways and Means  
State House, Room 212  
Boston, MA 02133

The Honorable Stephen Kulik  
Vice Chair, House Committee on Ways and Means  
State House, Room 238  
Boston, MA 02133

The Honorable Joan B. Lovely  
Vice Chair, Senate Committee on Ways and Means  
State House, Room 413-A  
Boston, MA 02133

The Honorable Todd M. Smola  
State House, Room 124  
Boston, MA 02133

The Honorable Viriato M. DeMacedo  
State House, Room 313-C  
Boston, MA 02133

June 11, 2018

Dear Honorable Conferees:

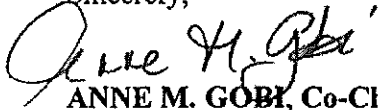
As you begin the task of conferencing the Senate and House versions of the budget, we respectfully request that you increase the funding for Regional School Transportation to \$68,878,679, as adopted by the Senate during budget deliberations. As members of the Regional Schools Caucus, we know firsthand the unique financial issues that plague regional schools. Regional school transportation costs are mandated by law at 100% but have been funded at that level only once. While full reimbursement is the eventual goal, the 80% reimbursement amount included in the Senate budget will go a long way in helping our regional school districts plan for the upcoming school year.

As was detailed in Auditor Suzanne Bump's report last October, state reimbursement remains a top concern for districts across the commonwealth. Costs associated with transportation in a regional school district represent a significant portion of a district's budget because of the geographical footprint associated with bus routes across numerous communities, often with low population densities. The mandate that regional school districts are required to transport all students to and from their homes places a significant financial burden on school districts, made especially difficult with reimbursement rates fluctuating from year to year. Over the years, regional school districts have made every effort to cut transportation costs and operate as efficiently as possible. It is the state's responsibility to fulfill its promise to cities and towns that have regionalized their school districts.

The undersigned respectfully request that the Conference Committee adopt the Senate language for line item 7035-0006. We thank you for your time and dedicated commitment to the difficult task ahead of you. If we can be of any additional assistance please do not hesitate to contact us.

---

Sincerely,



**ANNE M. GOBI, Co-Chair**

*State Senator*

*Worcester, Hampden, Hampshire and Middlesex*



**KIMBERLY N. FERGUSON, Co-Chair**

*State Representative*


*1<sup>st</sup> Worcester District*



**BRIAN M. ASHE**

*State Representative*

*2<sup>nd</sup> Hampden District*



**DONALD R. BERTHIAUME, JR.**

*State Representative*

*5<sup>th</sup> Worcester District*



**WILLIAM L. CROCKER, JR.**

*State Representative*

*2<sup>nd</sup> Barnstable District*



**JULIAN CYR**

*State Senator*

*Cape and Islands*



**SHAWN DOOLEY**

*State Representative*

*9<sup>th</sup> Norfolk District*



**PETER J. DURANT**

*State Representative*

*6<sup>th</sup> Worcester District*



**CAROLYN C. DYKEMA**

*State Representative*

*8<sup>th</sup> Middlesex District*



**RYAN C. FATTMAN**

*State Senator*

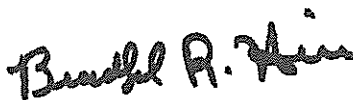
*Worcester and Norfolk*



**SOLOMON GOLDSTEIN-ROSE**

*State Representative*

*3<sup>rd</sup> Hampshire District*



**BRADFORD R. HILL**

*State Representative*

*4<sup>th</sup> Essex District*



**ADAM G. HINDS**

*State Senator*

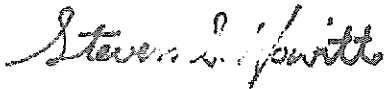
*Berkshire, Hampshire, Franklin and Hampden*



**KATE HOGAN**

*State Representative*

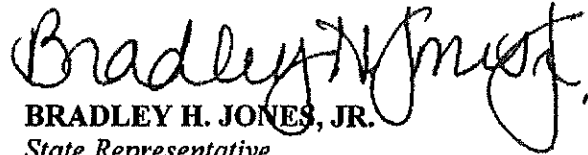
*3<sup>rd</sup> Middlesex District*



**STEVEN S. HOWITT**

*State Representative*

*4<sup>th</sup> Bristol District*



**BRADLEY H. JONES, JR.**

*State Representative*

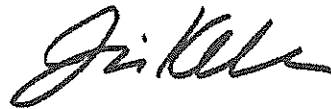
*20<sup>th</sup> Middlesex District*



**HANNAH KANE**

*State Representative*

*11<sup>th</sup> Worcester District*



**JAMES M. KELCOURSE**

*State Representative*

*1<sup>st</sup> Essex District*



**KEVIN J. KUROS**

*State Representative*

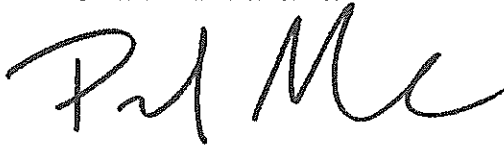
*8<sup>th</sup> Worcester District*



**ERIC P. LESSER**

*State Senator*

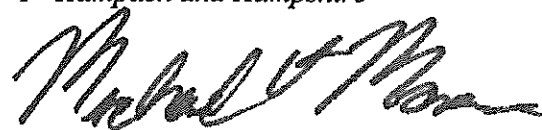
*1<sup>st</sup> Hampden and Hampshire*



**PAUL W. MARK**

*State Representative*

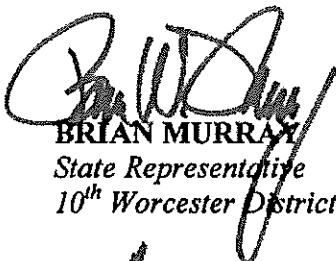
*2<sup>nd</sup> Berkshire District*



**MICHAEL O. MOORE**

*State Senator*


*2<sup>nd</sup> Worcester*



**BRIAN MURRAY**

*State Representative*

*10<sup>th</sup> Worcester District*



**KATHLEEN O'CONNOR IVES**

*State Senator*

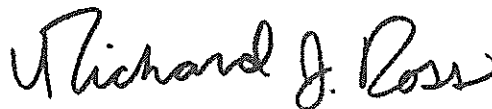
*1<sup>st</sup> Essex*



**ANGELO J. PUPPOLO, JR.**

*State Representative*

*12<sup>th</sup> Hampden District*



**RICHARD J. ROSS**

*State Senator*

*Norfolk, Bristol and Middlesex*



**BRUCE E. TARR**

*State Senator*

*1<sup>st</sup> Essex and Middlesex*



**TIMOTHY R. WHELAN**

*State Representative*

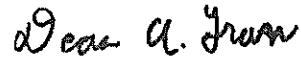
*1<sup>st</sup> Barnstable District*



**DAVID K. MURADIAN, JR.**

*State Representative*

*9<sup>th</sup> Worcester District*



**DEAN A. TRAN**

*State Senator*

*Worcester and Middlesex*



**SUSANNAH M. WHIPPS**

*State Representative*

*2<sup>nd</sup> Franklin District*

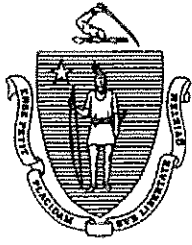


**JONATHAN D. ZLOTNIK**

*State Representative*

*Second Worcester District*

---



AARON VEGA  
STATE REPRESENTATIVE  
5th HAMPDEN DISTRICT

June 13, 2018

The Honorable William C. Galvin  
Chair, House Committee on Rules  
State House, Room 166  
Boston, MA, 02133

Dear Chairman Galvin:

We write to request that the House Committee on Rules report favorably on *An Act Modernizing the Foundation Budget for the 21<sup>st</sup> Century* (S.2525) and bring the bill to the House floor expeditiously.

As you know well, school district budgets across the state have experienced steady erosion over the nearly two decades since Chapter 70 was fully implemented. Between FY02 and FY18, Chapter 70 funding declined by nearly 9% when adjusted for inflation. As a result, we are seeing larger class sizes, fewer wraparound services, and a reduction or elimination of access to foreign languages, arts, and extracurricular activities, despite our constitutional responsibility to "cherish" our education system.

This is particularly acute in districts that do not have the local wealth to subsidize the state's underfunding and has resulted in our having among the worst achievement gaps in the country. But even in cities and towns with the local tax base to make up the shortfalls, municipalities must shift their resources from other priorities like affordable housing, public safety, elder services, and transportation. This under-resourcing of our schools is now threatening the priorities our constituents far beyond the walls of a classroom.

In response to years of advocacy from school districts, parents, educators, and students, the Legislature established the Foundation Budget Review Commission (FBRC) to recommend improvements to the current formula. This bill directly reflects those bipartisan, unanimous recommendations and will modernize our foundation budget with regard to special education students, low-income students, English learners, and employee and retiree healthcare costs.

The consensus around this bill is something that hasn't been seen in decades, and every legislative session we wait to enact this bill means another two classes of students who finish their school careers without ever having access to the resources they deserve. We urge you to report the bill out as soon as possible, so that we may finally—25 years into Education Reform—ensure that our investment in our schools matches our expectations of our schools.

CC: The Honorable Robert DeLeo, Speaker of the House of Representatives  
Chairman Jeffrey Sánchez, House Committee on Ways and Means

Sincerely,

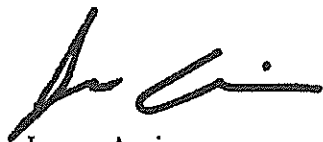
A handwritten signature in black ink, appearing to read "Aaron Vega".

Aaron Vega  
State Representative

A handwritten signature in black ink, appearing to read "Sean Garballey".

Sean Garballey  
State Representative

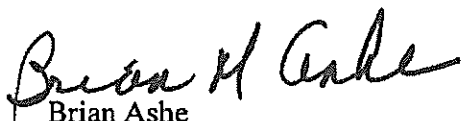
Committees:  
Vice Chair, Children, Families and Persons with Disabilities  
Higher Education  
Labor and Workforce Development  
Marijuana Policy  
STATE HOUSE, ROOM 146  
TEL (617) 722-2011  
Aaron.Vega@MAhouse.gov



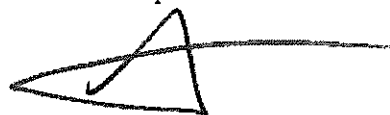
James Arciero  
State Representative



Linda Campbell  
State Representative



Brian Ashe  
State Representative



Evandro Carvalho  
State Representative



Cory Atkins  
State Representative




Tackey Chan  
State Representative



Ruth Balser  
State Representative



Mike Connolly  
State Representative



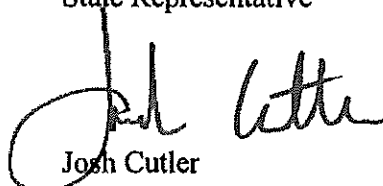
Christine Barber  
State Representative



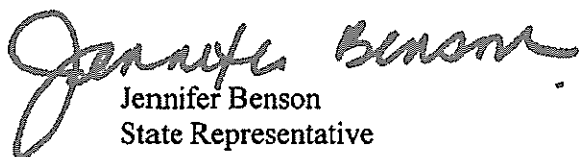
William Crocker  
State Representative



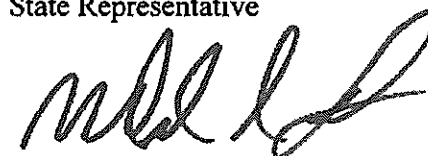
John Barrett  
State Representative



Josh Cutler  
State Representative



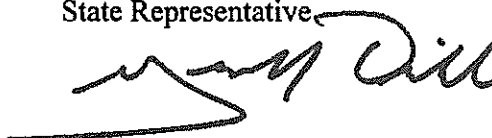
Jennifer Benson  
State Representative



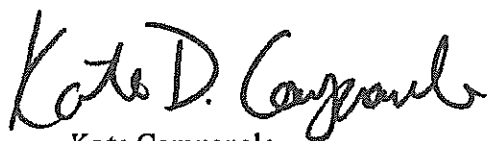
Michael Day  
State Representative



Paul Brodeur  
State Representative



Geoff Diehl  
State Representative

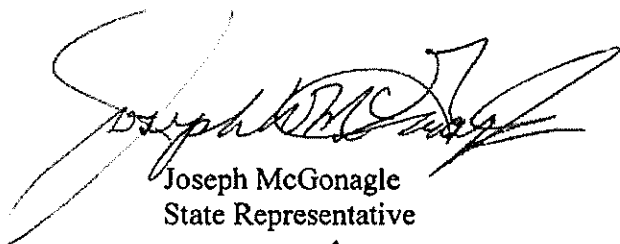


Kate Campanale  
State Representative

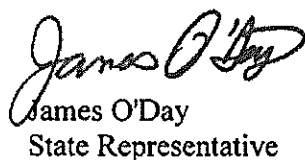


Diana DiZoglio  
State Representative

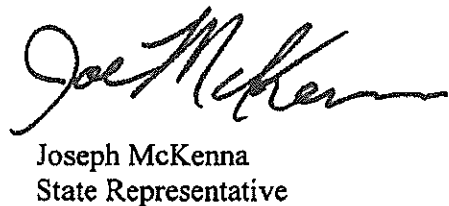




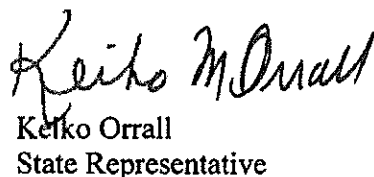
Joseph McGonagle  
State Representative



James O'Day  
State Representative



Joseph McKenna  
State Representative




Kelko Orrall  
State Representative



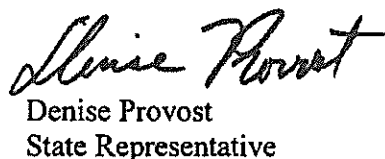
Joan Meschino  
State Representative



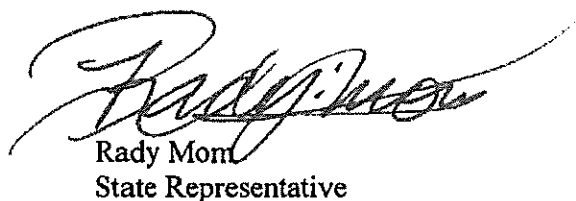
Smitty Pignatelli  
State Representative



Leonard Mirra  
State Representative



Denise Provost  
State Representative



Rady Morn  
State Representative



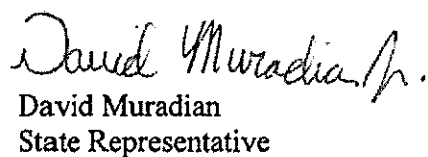
Angelo Puppola  
State Representative



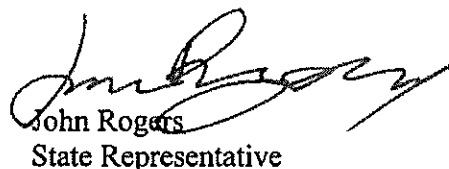
Frank Moran  
State Representative



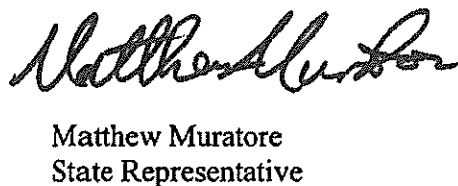
David Rogers  
State Representative



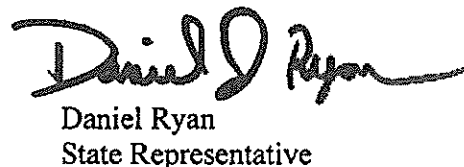
David Muradian  
State Representative



John Rogers  
State Representative



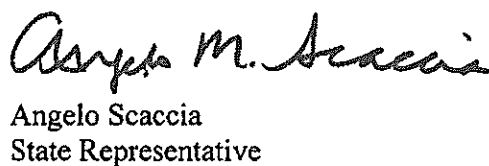
Matthew Muratore  
State Representative




Daniel Ryan  
State Representative

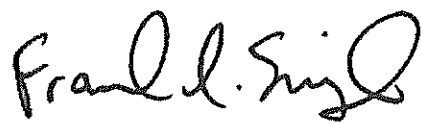



Brian Murray  
State Representative

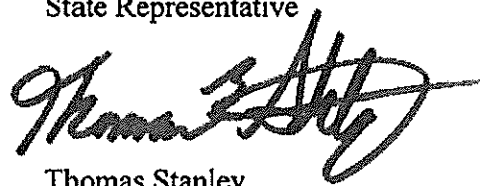


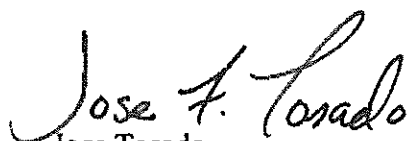
Angelo Scaccia  
State Representative

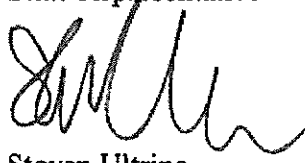
  
John Scibak  
State Representative

  
Frank Smizik  
State Representative


  
Todd Smola  
State Representative


  
Thomas Stanley  
State Representative

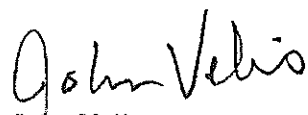
  
Jose Tosado  
State Representative

  
Steven Ultrino  
State Representative

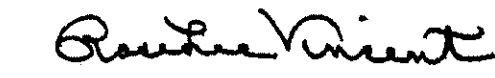
  
Andres Vargas  
State Representative

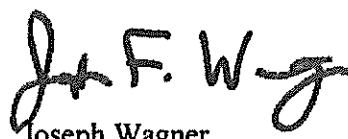
  
Kay Khan  
State Representative


  
Harold Naughton  
State Representative


  
John Velis  
State Representative

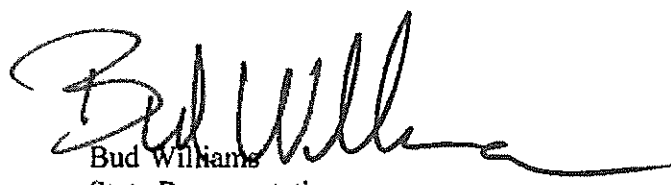
  
Jack Lewis  
State Representative

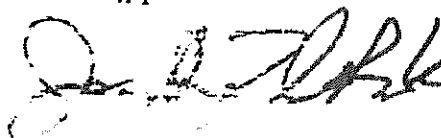
  
RoseLee Vincent  
State Representative

  
Joseph Wagner  
State Representative

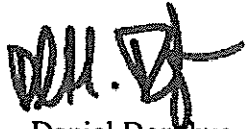
  
Thomas Walsh  
State Representative

  
Susannah Whipps  
State Representative

  
Bud Williams  
State Representative

  
Jonathan Zlotnik  
State Representative

  
Paul Tucker  
State Representative



Daniel Donahue  
State Representative



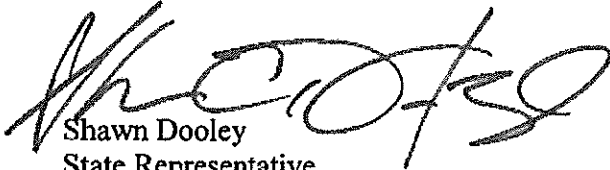
Denise Garlick  
State Representative



Chynah Tyler  
State Representative



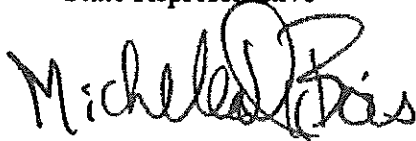
Colleen Garry  
State Representative



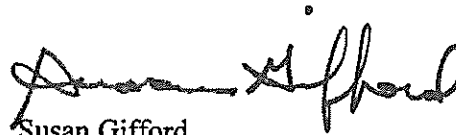
Shawn Dooley  
State Representative



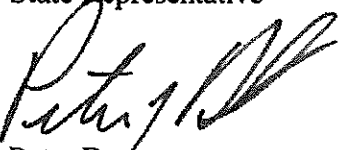
Carmine Gentile  
State Representative



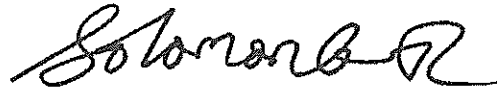
Michelle DuBois  
State Representative



Susan Gifford  
State Representative



Peter Durant  
State Representative



Solomon Goldstein-Rose  
State Representative



Lori Ehrlich  
State Representative



Carlos Gonzalez  
State Representative



Tricia Farley-Bouvier  
State Representative



Kenneth Gordon  
State Representative



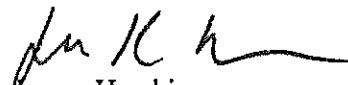
Kimberly Ferguson  
State Representative



Danielle Gregoire  
State Representative



Paul Frost  
State Representative



James Hawkins  
State Representative



Stephen Hay  
State Representative




Jonathan Hecht  
State Representative




Natalie Higgins  
State Representative



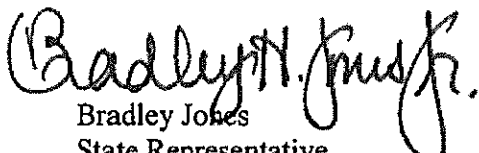
Bradford Hill  
State Representative



Russell Holmes  
State Representative



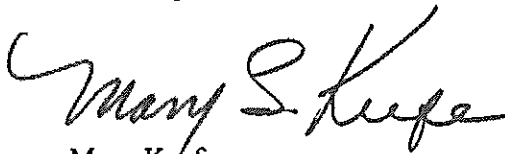
Steven Howitt  
State Representative



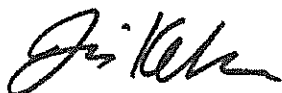
Bradley Jones  
State Representative




Hannah Kane  
State Representative



Mary Keefe  
State Representative



James Kelcourse  
State Representative




Robert Koczera  
State Representative



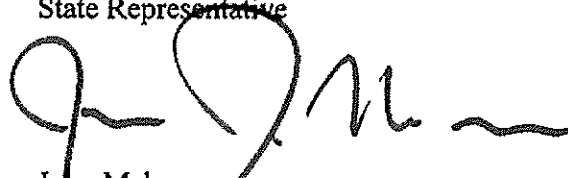
Kevin Kuros  
State Representative



Jay Livingstone  
State Representative



Adrian Madaro  
State Representative



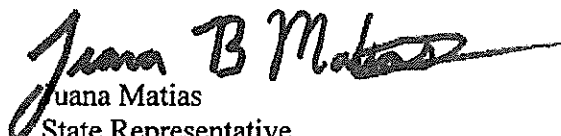
John Mahoney  
State Representative



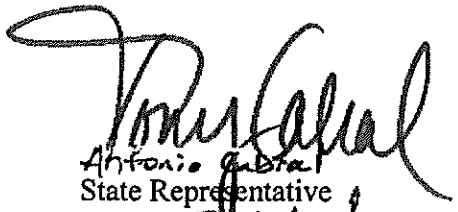
Elizabeth Malia  
State Representative

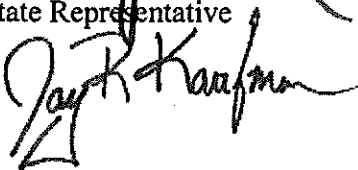


Paul Mark  
State Representative



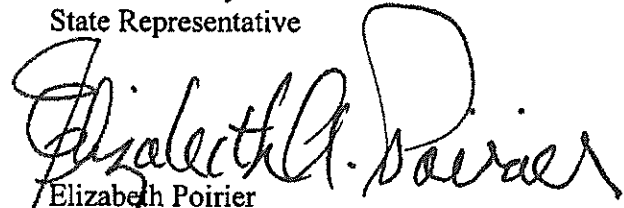
Juana Matias  
State Representative

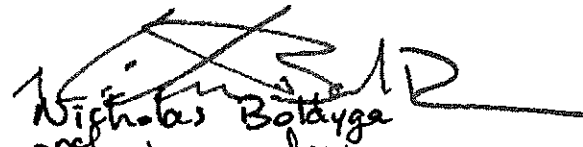
  
Tony Cabral  
State Representative

  
Jay Kaufman  
State Representative



Paul McMurtry  
State Representative

  
Elizabeth Poirier  
State Representative

  
Nicholas Botayga  
3rd Hampden  
State Representative

Attachment 13  
July 13, 2018



Massachusetts Association of School Committees  
Massachusetts Association of School Superintendents



To: Massachusetts School Committee Members and Superintendents

From: Glenn Koocher, MASC Executive Director  
Tom Scott, MASS Executive Director

Date: June 6, 2018

Re: Special "End of Year" Conference Savings

Although the 2018 Joint Conference is still a couple of months away, the MASC and MASS Board of Directors want to make it as advantageous as possible for you and your colleagues to attend the 2018 program in Hyannis (November 7-10). We know that the end of the fiscal year presents an opportunity for considerable savings by registering early and thereby using current year funds.

With the fiscal and regulatory challenges confronting school districts this year, we are offering a special opportunity for school leaders to register for the joint conference on/before July 15, 2018 at a special "End of Year Reduced Rate" of \$395.00 per registration (standard registration is \$495.00). You can register easily online ([www.masc.org](http://www.masc.org)) or by fax (617-742-4125).

This special registration rate is **NON-REFUNDABLE**, but we will allow you to transfer the registration to one of your colleagues should you be unable to attend.

So sign up now to take advantage of this special end-of-year opportunity. The savings will go a long way to help ease the financial challenges you face and the more than seventy workshops, panels, special sessions and targeted strands on social and emotional learning; fiscal and cost-savings issues; the impact of poverty on student achievement; college and career pathways; labor relations strategies and educator evaluations and contracting; plus legal and legislative updates that will give you the information you need to move your district forward in this era of tight budgets and expanded regulatory requirements.

### **REGISTER BEFORE July 15.**

Forms for conference registration, meals and hotel accommodations are enclosed. PLEASE NOTE THAT THE HOTEL RESERVATION FORM MUST BE FAXED DIRECTLY TO THE HOTEL (508-778-6039). You can also mail the form with a check to the Resort and Conference Center at Hyannis, 35 Scudder Avenue, Hyannis, MA 02601.

**Please call MASC (617-523-8454) if you have any questions about the program or registration.**

# MASC/MASS 2018 JOINT CONFERENCE

## PROGRAM AND PANEL SESSIONS

---

### GUEST SPEAKERS

Jeffrey Riley, Commissioner  
Department of Elementary and Secondary Education

Dr. Mark Brackett, Director  
Yale University Center for Emotional Intelligence

Jim Braude, broadcast journalist/commentator

Post-election keynote panel, speakers to be determined

Dr. Laurie Leshin, President, Worcester Polytechnic Institute (invited)

Others to be announced

---



### PROGRAM AND PANEL SESSIONS

- Fostering Mindfulness
- Managing on demand GIG workers in schools
- Promoting Equity
- Immersing Learners in Virtual Reality
- Unique Financial Challenges and Opportunities for Regional
- Looking for a Leader
- Basics of Policy
- New Superintendent Induction Program
- Planning for Success
- Community Engagement
- Four Pillars to Create Successful School Cultures
- Supporting Students in Uncertain Times
- Responding to Student Threats of Violence through Collaboration
- Financing our Future (MASBO)
- Strategic Planning for the 21st Century
- Personalized Learning
- Coaching for Change
- Relational Trust and SEL
- Community Engagement: Focus on Equity
- OPEB: What Districts Need to Know about Retirement Benefits
- MTSS Blueprint: Constructing Tiers for Student Success
- NEASC: New Priorities and Initiatives
- Why Purchasing Matters (and what happens when it goes wrong)
- The Role of the Arts in Student Achievement
- Regional Schools Update
- District Governance

(over)

SPECIAL ENHANCED  
SATURDAY PROGRAM

- Virtual Learning Experiences for All
- Very Early Education
- Chapter 70: The Basics
- Increasing your Organization Effectiveness
- School and Hospital Collaboration
- Financial Literacy for School Leaders
- Goal Setting
- Resource Allocation: Using RADAR in Your Budgeting and Planning
- Vocational/Technical/Agricultural Best Practices
- The New Bilingual Law
- Social-Emotional Learning to Enhance Student Achievement
- School Budgets
- Special Education Update
- ESSA Evidence-based Interventions
- Municipal Collaboration
- MIAA Mission and Core Values
- Cyber Liability and Your District
- School Law 101
- School Law 201
- Families in Crisis
- Crisis Communications
- Role of the Chair/Efficient Meetings
- Trauma Sensitive Schools
- Student Health and its Relation to Student Achievement
- Blizzard Bags
- High School Start Times
- Parliamentary Procedures
- Superintendent Evaluation
- Partner with Your Business Manager to Stay Focused on Student Achievement
- Organizing District
- Global STEM: Artificial Intelligence and Deep Learning
- Student Vaping
- New Member Orientation
- Transforming Underperforming Schools
- Linking SEL to Quality After-School Care



FRIDAY-SATURDAY NEW  
MEMBER ORIENTATION

---

#### OTHER EVENTS OF NOTE

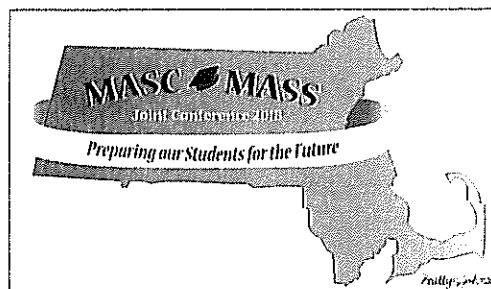
- COSCAP Friday Program
  - MASC Delegate Assembly: THIS YEAR ON FRIDAY
  - Keynote Dinner
  - Exhibit Hall and Reception with Exhibitors
  - Sponsor-Partner Showcase
  - MASS Business Meeting
  - MASC Division Meetings
  - Awards/Life Member Banquet
-



Special "End of Year" Conference Savings  
**MASC/MASS JOINT CONFERENCE 2018**

November 7-10  
Resort & Conference Center, Hyannis

**SAVE NOW BEFORE JULY 15**



*The 2018 Joint Conference logo was designed by  
Kaitlyn Johnson, a junior at Auburn High School.*

REGISTER BEFORE JULY 15: \$395.00

☒ Full conference: Wednesday-Saturday (after July 15: \$495.00)

ACCOMMODATIONS: Must be made with the hotel; see separate form enclosed.

MEALS: Must be purchased through MASC. (Deadline for meal purchase: October 18, 2018)

<input type="checkbox"/> Keynote Dinner	Wednesday, November 7	7:00pm	# of tickets ____ @ \$65/each
<input type="checkbox"/> Network/Buffer Lunch	Thursday, November 8	12:15pm	# of tickets ____ @ \$35/each
<input type="checkbox"/> Presidents' Reception Dinner	Thursday, November 8	6:30pm	# of tickets ____ @ \$60/each
<input type="checkbox"/> Leadership Lunch	Friday, November 9	12:00pm	# of tickets ____ @ \$45/each
<input type="checkbox"/> Awards/Life Member Banquet	Friday, November 9	7:00pm	# of tickets ____ @ \$60/each
<input type="checkbox"/> Student Voices Lunch	Saturday November 10	Noon	# of tickets ____ @ \$25/each

**PAYMENT METHOD:**

☐ Payment enclosed    ☐ Bill school district    ☐ Purchase order # \_\_\_\_\_

(make check payable to MASC) Please note that a \$15.00 charge may be assessed for excessive changes.

Name: \_\_\_\_\_ Nickname for badge: \_\_\_\_\_

School district/company: \_\_\_\_\_

Billing address: \_\_\_\_\_

Email: \_\_\_\_\_

Special accommodation needs: \_\_\_\_\_

☐ school committee member    ☐ superintendent    ☐ other \_\_\_\_\_ (please specify)

---

**SAVE TIME - REGISTER ONLINE AT: [masc.org/2018conference](http://masc.org/2018conference)**

---

**NOTE:** This special rate is nonrefundable but we will allow you to substitute one of your colleagues on the registration should you be unable to attend. To take advantage of this special low rate, you must register before July 15, 2018.

The Resort & Conference Center at Hyannis  
35 Scudder Avenue, Hyannis, MA 02601 Phone: (866) 828-9111 or (508) 775-7775

### HOTEL REGISTRATION FORM

**MASC/MASS JOINT CONFERENCE** November 7-10, 2018

**This year to Reserve your Guest Room - ALL Attendees may EITHER:**  
**EMAIL or FAX this Reservation form OR Reserve your guest room ONLINE.**

**Email THE FORM to:** [stay@capecodresortandconference.com](mailto:stay@capecodresortandconference.com)

**Fax THE FORM** to the Hotel Reservations Department at **508-778-6039**

This form must be received prior to October 6, 2018. (Any changes to your reservation must be made by submitting a revised form. Please note change and mark form as "REVISED" to avoid duplicate reservations.)

\_\_\_\_\_ \$109.00 Per room, PER NIGHT, Single/Double Occupancy - plus 11.7% Tax

\_\_\_\_\_ \$129.00 Triple Occ. – plus tax \_\_\_\_\_ \$149.00 Per room Quad Occ. – plus tax

Based on availability, the group rate is available 3 days pre and 3 days post conference.

NAME(S) \_\_\_\_\_

ARRIVAL DATE: \_\_\_\_\_ DEPARTURE DATE: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

CITY: \_\_\_\_\_ STATE: \_\_\_\_\_

ZIP CODE: \_\_\_\_\_ COUNTRY: \_\_\_\_\_

DAY TELEPHONE: \_\_\_\_\_ CELL PHONE: \_\_\_\_\_

E-MAIL ADDRESS (REQUIRED): \_\_\_\_\_ FAX: \_\_\_\_\_

CREDIT CARD: \_\_\_\_\_ CREDIT CARD NUMBER: \_\_\_\_\_

EXP DATE: \_\_\_\_\_ SIGNATURE: \_\_\_\_\_

A **one night's deposit** is required to reserve your guest room. Credit cards will be charged a one night room and tax when the form is received in our office. The block of guest rooms and special group rate is being held until **October 6, 2018**. The hotel will sell out and rooms are on a first come, first serve basis. We encourage you to make your reservations early. Once the hotel is sold out, we can recommend an overflow hotel. A Confirmation will be emailed back to you once the reservation and deposit has been completed.

**RESERVATION POLICIES** If an individual reservation is cancelled 14 days or more prior to arrival, the deposit will be refunded less a \$15 service charge. If an individual reservation is cancelled within 13 days or less prior to arrival, or you do not arrive on the specified arrival date, the reservations are cancelled for ALL nights and the deposit is forfeited. If you do not show up for your reservations, your reservations drop out of the system, and is not automatically reinstated. A 24 hour notice is required for early departures, otherwise, a full one night's room and tax will be charged. All rooms are NON-Smoking. **CHECK-IN TIME AFTER 3:00 PM -- CHECK-OUT TIME BY 11:00 AM**  
Please make checks payable to the Resort and Conference Center at Hyannis or include the credit card information when filling out this form.

**TO RESERVE YOUR ROOM ONLINE:** <http://www.capecodresortandconference.com>

In order to ensure the group rate, please follow the steps below:

1. Check Availability/Book Online
2. Click on "Number of Adults"
3. Click on "Add Code"
4. Click on "Discount Code"
5. Click on "Group Attendee"
6. In Blank Box put the MASC/MASS Group code: **MASC18**
7. "Add" and "Update Guests & Rooms" (Continue through process.)

# Summary of the Conflict of Interest Law for Municipal Employees

Attachment 14  
July 13, 2018

This summary of the conflict of interest law, General Laws chapter 268A, is intended to help municipal employees understand how the 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 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.

## II. On-the-job restrictions.

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

A bribe is anything of value corruptly received by a municipal employee in exchange for the employee being influenced in his official actions. Giving, offering, receiving, or asking for a bribe is illegal.

Bribes are more serious than illegal gifts because they involve corrupt intent. In other words, the municipal employee intends to sell his office by agreeing to do or not do some official act, and the giver intends to influence him to do so. Bribes of any value are illegal.

### (b) Gifts and gratuities. Asking for or accepting a gift because of your official position, or because of something you can do or have done in your official position, is prohibited. (See Sections 3, 23(b)(2), and 26)

Municipal employees may not accept gifts and gratuities valued at \$50 or more given to influence their official actions or because of their official position. Accepting a gift intended to reward past official action or to bring about future official action is illegal, as is giving such gifts. Accepting a gift given to you because of the municipal position you hold is also illegal. Meals, entertainment event tickets,

golf, gift baskets, and payment of travel expenses can all be illegal gifts if given in connection with official action or position, as can anything worth \$50 or more. A number of smaller gifts together worth \$50 or more may also violate these sections.

**Example of violation:** A town administrator accepts reduced rental payments from developers.

**Example of violation:** A developer offers a ski trip to a school district employee who oversees the developer's work for the school district.

**Regulatory exemptions.** There are situations in which a municipal employee's receipt of a gift does not present a genuine risk of conflict of interest, and may in fact advance the public interest. The Commission has created exemptions permitting giving and receiving gifts in these situations. One commonly used exemption permits municipal employees to accept payment of travel-related expenses when doing so advances a public purpose. Another commonly used exemption permits municipal employees to accept payment of costs involved in attendance at educational and training programs. Other exemptions are listed on the Commission website.

**Example where there is no violation:** A fire truck manufacturer offers to pay the travel expenses of a fire chief to a trade show where the chief can examine various kinds of fire-fighting equipment that the town may purchase. The chief fills out a disclosure form and obtains prior approval from his appointing authority.

**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 financial interest in a matter, you may not participate. The financial interest must be direct and immediate or reasonably foreseeable to create a conflict. Financial interests which are remote, speculative, or not sufficiently identifiable do not create conflicts.

**Example of violation:** A school committee member's wife is a teacher in the town's public schools. The school committee member votes on the budget line item for teachers' salaries.

**Example of violation:** A member of a town affordable housing committee is also the director of a non-profit housing developer corporation. The non-profit makes an application to the committee, and the member/director participates in the discussion.

**Example:** A planning board member lives next door to property where a developer plans to construct a new building. Because the planning board member owns abutting property, he is presumed to have a financial interest in the matter. He cannot participate unless he provides the State Ethics Commission with an opinion from a qualified independent appraiser that the new construction will not affect his financial interest.

In many cases, where not otherwise required to participate, a municipal employee may comply with the law by simply not participating in the particular matter in which she has a financial interest. She need not give a reason for not participating.

There are several exemptions to this section of the law. An appointed municipal employee may file a written disclosure about the financial interest with his appointing authority, and seek permission to participate notwithstanding the conflict. The appointing authority may grant written permission if she determines that the financial interest in question is not so substantial that it is likely to affect the integrity of his services to the municipality. Participating without disclosing the financial interest is a violation. Elected employees cannot use the disclosure procedure because they have no appointing authority.

**Example where there is no violation:** An appointed member of the town zoning advisory committee, which will review and recommend changes to the town's by-laws with regard to a commercial district, is a partner at a company that owns commercial property in the district. Prior to participating in any committee discussions, the member files a disclosure with the zoning board or appeals that appointed him to his position, and that board gives him a written determination authorizing his participation, despite his company's financial interest. There is no violation.

There is also an exemption for both appointed and elected employees where the employee's task is to address a matter of general policy and the employee's financial interest is shared with a substantial portion (generally 10% or more) of the town's population, such as, for instance, a financial interest in real estate tax rates or municipal utility rates.

**(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 employee, whether elected or appointed, can avoid violating this provision by making a public disclosure of the facts. An appointed employee must make the disclosure in writing to his appointing official.

*Example where there is no violation:* A developer who is the cousin of the chair of the conservation commission has filed an application with the commission. A reasonable person could conclude that the chair might favor her cousin. The chair files a written disclosure with her appointing authority explaining her relationship with her cousin prior to the meeting at which the application will be considered. There is no violation of Sec. 23(b)(3).

**(g) Confidential information. Improperly disclosing or personally using confidential information obtained through your job is prohibited. (See Section 23(c))**

Municipal employees may not improperly disclose confidential information, or make personal use of non-public information they acquired in the course of their official duties to further their personal interests.

### III. After-hours restrictions.

**(a) Taking a second paid job that conflicts with the duties of your municipal job is prohibited. (See Section 23(b)(1))**

A municipal employee may not accept other paid employment if the responsibilities of the second job are incompatible with his or her municipal job.

*Example:* A police officer may not work as a paid private security guard in the town where he serves because the demands of his private employment would conflict with his duties as a police officer.

**(b) Divided loyalties. Receiving pay from anyone other than the city or town to work on a matter involving the city or town is prohibited. Acting as agent or attorney for anyone other than the city or town in a matter involving the city or town is also prohibited whether or not you are paid. (See Sec. 17)**

Because cities and towns are entitled to the undivided loyalty of their employees, a municipal employee may not be paid by other people and organizations in relation to a matter if the city or town has an interest in the matter. In addition, a municipal employee may not act on behalf of other people and organizations or act as an attorney for other people and organizations in which the town has an interest. Acting as agent includes 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 apply for building and related permits on behalf of someone else and be paid for doing so, unless he works for the permitting agency, 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 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"; selectmen 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 committee, or the school department, on behalf of a client because he has official responsibility for any matter that comes before the school committee. This is still the case even if he has recused himself from participating in the matter in his official capacity.

*Example:* A member who sits as an alternate on the conservation commission is a special municipal employee. Under town by-laws he only has official responsibility for matters assigned to him. He may represent a resident who wants to file an application with the conservation commission as long as the matter is not assigned to him and he will not participate in it.

**(c) Inside track. Being paid by your city or town, directly or indirectly, under some second arrangement in addition to your job is prohibited, unless an exemption applies. (See Section 20)**

A municipal employee generally may not have a financial interest in a municipal contract, including a second municipal job. A municipal employee is also generally prohibited from having an indirect financial interest in a contract that the city or town has with someone else. This provision is intended to prevent municipal employees from having an "inside track" to further financial opportunities.

**Example of violation:** Legal counsel to the town housing authority becomes the acting executive director of the authority, and is paid in both positions.

**Example of violation:** A selectman buys a surplus truck from the town DPW.

**Example of violation:** A full-time secretary for the board of health wants to have a second paid job working part-time for the town library. She will violate Section 20 unless she can meet the requirements of an exemption.

**Example of violation:** A city councilor wants to work for a non-profit that receives funding under a contract with her city. Unless she can satisfy the requirements of an exemption under Section 20, she cannot take the job.

There are numerous exemptions. A municipal employee may hold multiple unpaid or elected positions. Some exemptions apply only to special municipal employees. Specific exemptions may cover serving as an unpaid volunteer in a second town position, housing related benefits, public safety positions, certain elected positions, small towns, and other specific situations. Please call the Ethics Commission's Legal Division for advice about a specific situation.

#### 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.



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

Partners of municipal employees and former municipal employees are also subject to restrictions under the conflict of interest law. If a municipal employee participated in a matter, or if he has official responsibility for a matter, then his partner may not act on behalf of anyone other than the municipality or provide services as an attorney to anyone but the city or town in relation to the matter.

*Example:* While serving on a city's historic district commission, an architect reviewed an application to get landmark status for a building. His partners at his architecture firm may not prepare and sign plans for the owner of the building or otherwise act on the owner's behalf in relation to the application for landmark status. In addition, because the architect has official responsibility as a commissioner for every matter that comes before the commission, his partners may not communicate with the commission or otherwise act on behalf of any client on any matter that comes before the commission during the time that the architect serves on the commission.

*Example:* A former town counsel joins a law firm as a partner. Because she litigated a lawsuit for the town, her new partners cannot represent any private clients in the lawsuit for one year after her job with the town ended.

\* \* \* \* \*

This summary is not intended to be legal advice and, because it is a summary, it does not mention every provision of the conflict of interest law that may apply in a particular situation. Our website, <http://www.mass.gov/ethics> contains further information about how the law applies in many situations. You can also contact the Commission's Legal Division via our website, by telephone, or by letter. Our contact information is at the top of this document. Click on the Public Education and Communications Division link on the left hand side under DEPARTMENTS & DIVISIONS, then click on the link for the Online Training Program.

Version 4: Revised November 24, 2010

\* \* \* \* \*

---

TOWN OF HOLDEN

CONFLICT OF INTEREST LAW SUMMARY

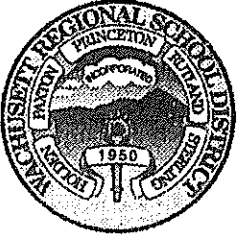
ACKNOWLEDGMENT OF RECEIPT

I, \_\_\_\_\_ hereby acknowledge that I  
(first and last name)

received a copy of the Summary of the Conflict of Interest Law for Municipal Employees

on \_\_\_\_\_  
(date)

*Municipal employees should complete this Acknowledgment of Receipt, detach it, and return it to the Town Clerk's Office, 1196 Main Street, Holden, MA 01520.*



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

June 12, 2018

Ms. Carrie Koziol  
Dawson Elementary School  
155 Salisbury Street  
Holden, MA 01520

Dear Ms. Koziol:

On June 11, 2018, the Management Subcommittee of the School Committee met and reviewed the request of the Dawson Elementary School community to name the Dawson school gymnasium in memory of Wayne Parker, long-time District employee and beloved Dawson School custodian. I am pleased to inform you that this request is supported by the School Committee and the Dawson community can move forward with honoring Wayne in this special way.

I wish you and your Dawson colleagues a successful conclusion to this school year and may the summer break be restful and relaxing.

Sincerely,

A handwritten signature in dark ink, appearing to be "Darryll McCall", written over a horizontal line.

Darryll McCall, Ed.D.  
Superintendent of Schools

cc: Wachusett Regional School District Committee  
Shannon Bischoff, Interim Principal  
Melissa Wallace, Principal-elect

DM:rlp



Wachusett Regional School District  
1745 Main St.  
Jefferson, MA 01522  
Mr. Kenneth Mills, WRSD School Committee Chair  
Dr. Darryll McCall, WRSD Superintendent  
Dr. Kim Merrick, WRSD Administrator of Special Education

June 18, 2018

Greetings WRSD School Committee and Administrative Team:

On behalf of the Central Massachusetts School Board of Directors, it gives me great pleasure to reach out to you and ask your wonderful school district to consider becoming a member of the Central Massachusetts Collaborative. The Board of Directors voted last week, June 14, 2018, to extend membership offers to join CMC to area non-member districts who already send multiple students to the Central Massachusetts Collaborative. CMC currently has only two member districts, Worcester and Webster, yet we are the largest direct student service educational collaborative in Massachusetts, serving over 600 students a year in 184,000 sf of state-of-the art, 21<sup>st</sup> Century classrooms, vocational programs and integrated student services. Since officially becoming a member of CMC requires a 180-day notice, we are starting to meet with districts now so that we expand Collaborative membership to either three, five or seven total members, depending on the response from these districts. At present, each current non-member district that joins as a member of CMC would benefit from a 15% out of district tuition reduction as well as being a voting member who will be able to determine future CMC tuition rates for member and non-member districts. As of this mailing, WRSD has three (3) students placed at CMC (with another intake pending) so the applied 15% discount would minimally be a savings of \$ 25,830.00 per year that would increase with additional students taking advantage of CMC's exceptional programs and services.

Please let me know as soon as possible if you are interested in pursuing membership to CMC and I will be happy to present to your school committee, administrative team or other educational community stakeholders. Moreover, we would love to have potential member districts come visit us during our summer program at 14 New Bond St., Worcester MA----beginning next week, so that you can observe our facility and program and meet with our administrators and summer staff.

Looking forward to working closely with you for years to come!

Sincerely,

  
Michael C. Tempesta

14 New Bond Street, Worcester MA 01606  
Phone: 508-538-9100 Fax: 508-854-1689  
[www.cmsec.org](http://www.cmsec.org)



BOD approved - 3.27.18

**2018-2019 Non-Member Tuition  
(does NOT include Webster)**

<u>SCHOOL/PROGRAM</u>	<u>10-MONTH COMPONENT</u>	<u>DAILY RATE</u>	<u>SUMMER</u>
CENTRAL MA ACADEMY	\$48,571	\$269.84	\$3,785
CENTRAL MA PREP	\$48,571	\$269.84	\$3,785
ROBERT H. GODDARD ACADEMY	\$48,571	\$269.84	\$3,785
THRIVE Program	\$61,817	\$343.43	\$5,425
HARTWELL LEARNING CENTER	\$48,571	\$269.84	\$3,785
45 Day Assessment Center		\$292.00	
WOODWARD DAY SCHOOL	\$36,585	\$203.25	N/A

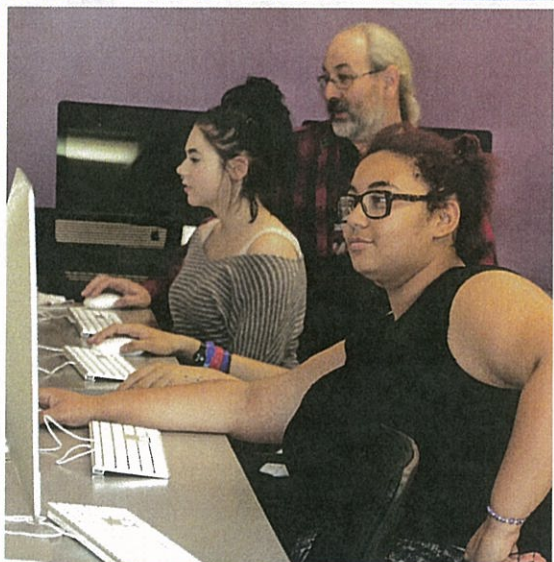
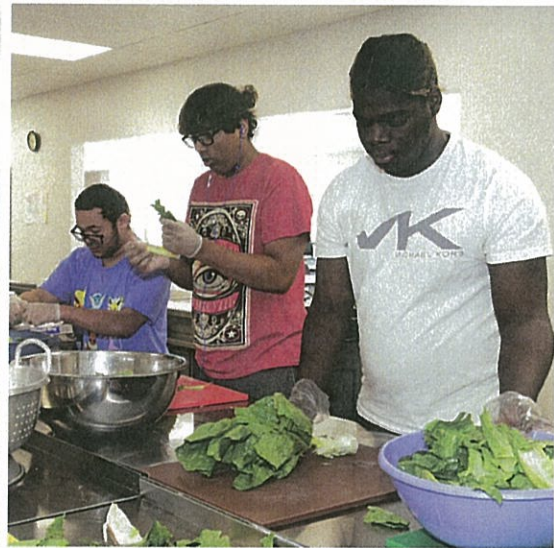
\*\*\*\*\*

**Instructional Assistant rates for students whose IEP requires a 1:1.**

10-MONTH EMPLOYMENT AGREEMENT	\$231/day
SUMMER STIPEND	\$146/day

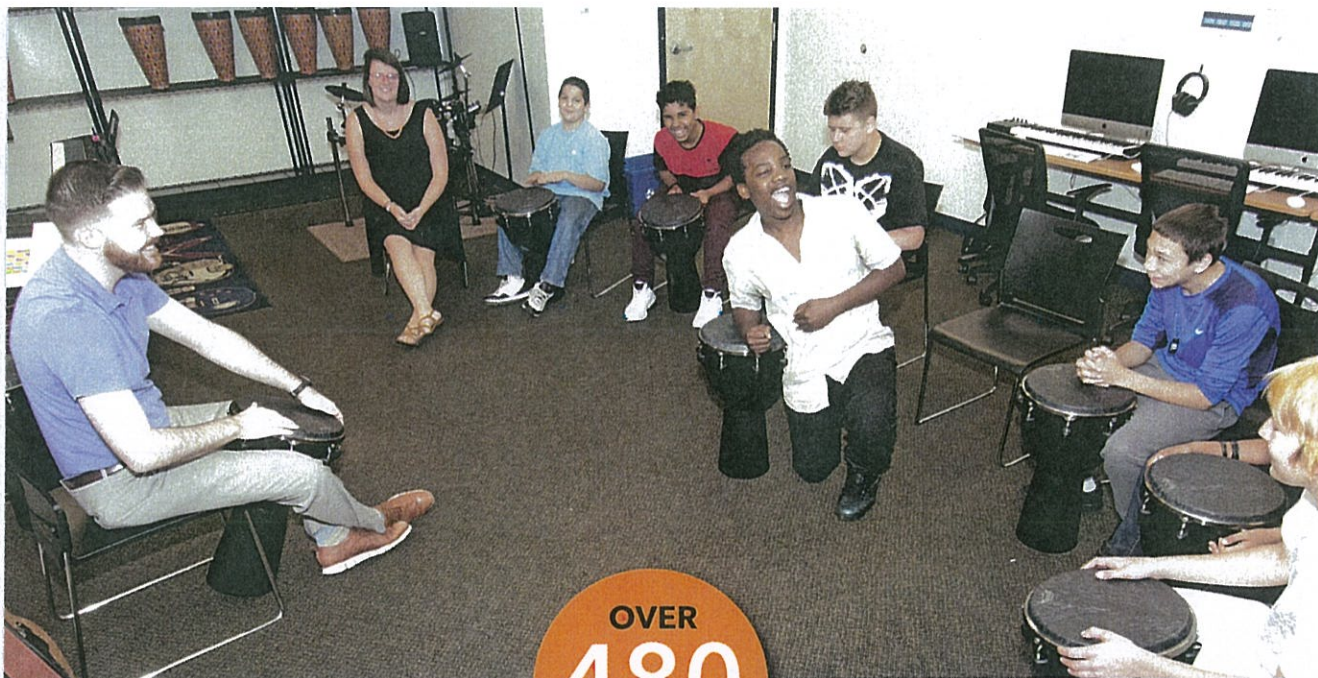


# Fostering Life-long Success for all Learners

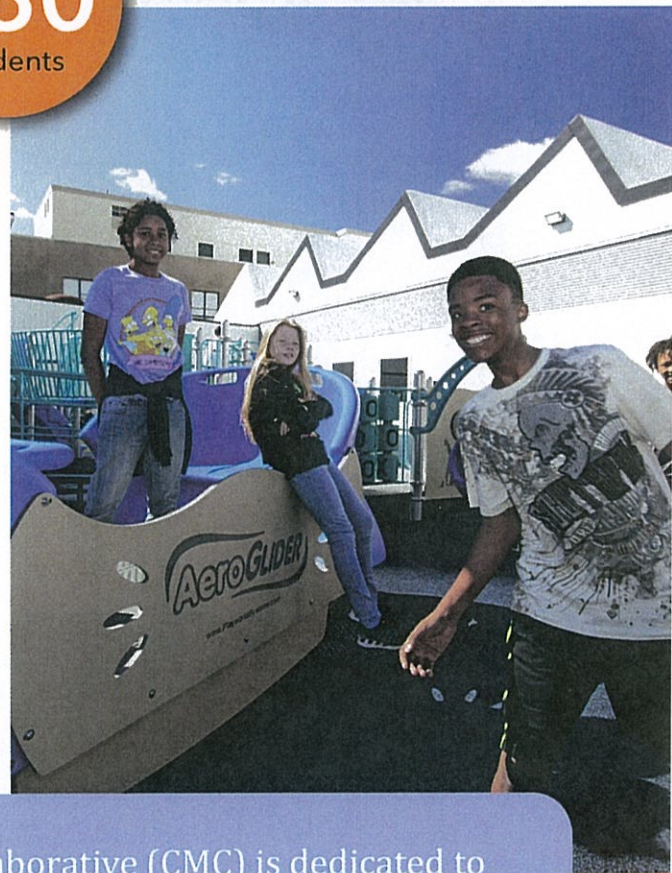


[www.cmsec.org](http://www.cmsec.org)





OVER  
**480**  
students



Central Massachusetts Collaborative (CMC) is dedicated to uniting parents, educators, and the community to service the academic, behavioral, and social/emotional (SEL) needs of children and young adults. Our purpose is to create a path so that each of our students can find academic and personal success regardless of the challenges they face.



## PARTNERSHIPS FOR PROGRESS

CMC has forged partnerships with key organizations, companies, and academia to develop programming that meets the needs of our students. **We would like to thank our partners for without them we would not be able to provide the top-quality, educational programs on which our communities have grown to rely.**

AdCare Hospital of Worcester, Inc.  
Assumption College  
(BCBA, Counseling and  
Special Education Programs)  
Community Healthlink, Inc. (CHL)  
Country Bank  
Friendly House  
Genesis Club, Inc. of Worcester  
Harvard Pilgrim Health Care  
(HPHC)  
Hillyard, Inc.  
Kettle Brook Golf Club  
Liberty Property Management, LLC  
MCPHS University

Millbury Savings Bank  
New England Center for Children  
(NECC)  
Niche Hospitality Group  
Phoenix Multisport  
Polar Beverages  
Recovery Centers of America  
Reynolds Center  
Safeway Luxury Transportation  
Spectrum Health Systems  
Spencer Savings Bank  
St. Bernard's Church  
St. Spyridon  
Greek Orthodox Cathedral

Sunrise Behavior Health Clinic  
The Be Like Brit Foundation  
The Boynton Restaurant  
The Cleaning Resource  
The Manor  
Toys for Tots  
UMASS Medical School Library  
Wachusett Country Club  
Worcester County District  
Attorney's Office  
WORK, Inc.  
YOU, Inc.

OVER  
**30**  
communities  
served

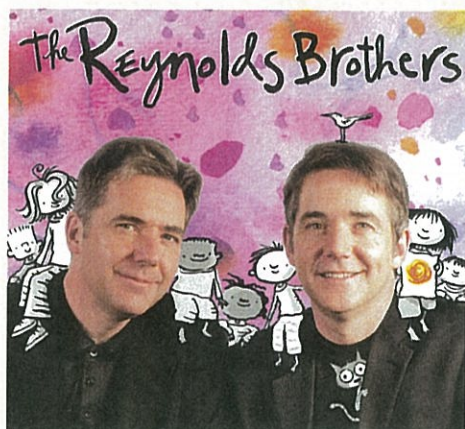


**CMC Board of Directors** (pictured from left to right)

Beverly Tefft, *Director of Finance and Operations*  
Michael Tempesta, *Executive Director*  
Maureen Binienda, *Superintendent of Worcester Public Schools*  
Bryanna Carrion, *Administrative Assistant to the Executive Director*  
Michael Kelly, *Program Director for Robert Goddard Academy*  
Ruthann Goguen, *Superintendent of Webster Public Schools*

We strive to build capacity, create opportunity, and enhance the quality of educational, clinical, and therapeutic services to children with individual needs in Central Massachusetts from ages 4-22 with comprehensive vocational programming and job coaching for students transitioning to adulthood. By partnering with community districts, we can provide quality, specialized education while maintaining cost-effective solutions that bolster students' self-determination, independence, and academic achievement.

## CMC Partners with the Reynolds Center for Teaching, Learning and Creating



The Reynolds Center is dedicated to ensuring that all learners develop the vision, confidence, knowledge and skills needed to move their own lives forward. We inspire students to use their talents, strengths and energy to make their communities and the world a better place. Through partnership with Reynolds TLC and Fablevision Studios, CMC students, as well as Worcester area students, will learn design, animation, STEAM-related robotics and engineering projects (MakerFab), painting and drawing and other creative "ish" projects!

reynolds  
center  
**TLC**  
teaching, learning, creating

FableVision



# CMC Builds New Opportunities for All Students

Come and explore our new, state-of-the-art facility. This building, combined with our exceptional programming for the 500+ students that we service from over 30 communities in Massachusetts, was built for our students, their families, and the communities we serve. We strive for success for all of our students and firmly believe that with the right programming and support, every student has a chance to thrive and succeed in school and in their lives beyond.

**120,000**  
sq ft  
BUILDING



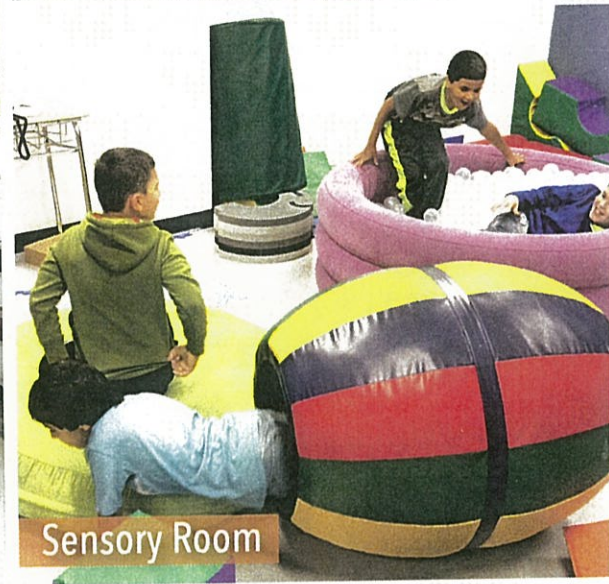
Exterior Courtyard



Playground



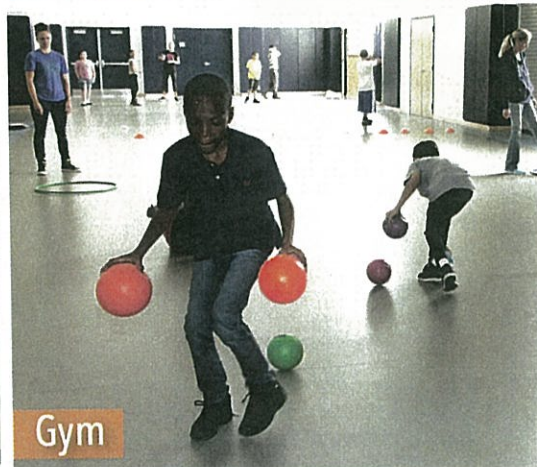
Art Rooms



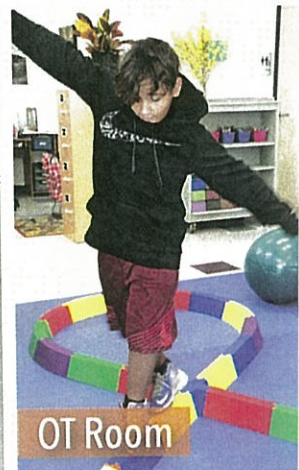
Sensory Room



Exercise Room



Gym



OT Room





Active Room



Music

## Building a Path to Adulthood through Vocational Training

CMC has partnered with leading members and local businesses in our community to offer vocational training opportunities for our students. We believe this is essential to lead them toward productive and meaningful adult lives. Whether they wish to enter the world of higher education or future employment, our goal is to give them experiences that get them active in their community and teach them employability skills that can lead to success as they move toward adulthood. Some of our vocational programs include: Culinary, Custodial, Multi-media print shop, TV/video production, and Horticultural/landscape science.



Media Studio & Print Shop



TV/Video Production



Culinary



Custodial





# CREATING AN ENVIRONMENT FOR GROWTH AND ACHIEVEMENT

## Hartwell Learning Center

GRADES K-5

The Hartwell Learning Center (HLC) is a highly structured, therapeutic day school program for students in grades K through 5. Our small classroom size, low student-to-staff ratios, and our school-wide positive behavior supports and interventions allow us to maintain the highest educational standards while addressing the individual needs of our students. School-based individual and group counseling, case management, and crisis intervention programs complement our focused academic instruction. Through our Therapeutic Support Program, Adapted Learning Program and 45-Day Assessment Center we focus on improving academic, social/emotional, and coping skills while providing our students with a safe, consistent, and positive learning environment in which they can grow and succeed.

- Academics aligned to the MA Curriculum Frameworks and Common Core state standards
- Small class sizes: 8 students: 1 teacher: 3 instructional assistants
- Full-time Master level clinicians and BCBA
- School-wide PBIS
- Sensory Rooms and Sensory Interventions



*At Hartwell, we believe  
in our education,  
each other, and  
a peaceful learning  
environment*



Therapeutic



Jessica Pitsillides, Director • [jpitsillides@cmsec.org](mailto:jpitsillides@cmsec.org) • 508-538-9104  
14 New Bond Street • Worcester, MA 01606






# FORMING PARTNERSHIPS TO PROVIDE LASTING CHANGE

## THRIVE GRADES K-12

CMC utilizes the curriculum developed by the New England Center for Children (NECC) to provide evidence-based educational instruction for students diagnosed with Autism and related disabilities in grades K-12. THRIVE provides students with a highly-structured learning approach that is systematic and data-driven. Using behavior interventions centered around positive reinforcement throughout the school day, students achieve academic and social success. THRIVE offers students:

- Dedicated, compassionate, and highly-trained staff comprised of: special education teachers, instructional assistants, and Board Certified Behavior Analysts
- Access to ACE® ABA Software System
- Functional communication training, social skills training, and vocational opportunities
- High student-to-staff ratio: on average 8 students, 1 special education teacher, and 7 instructional assistants

## Compassionate



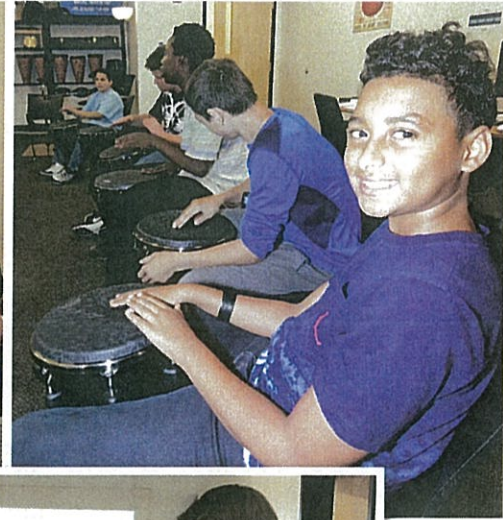
THRIVE is a Transition program to Help students Reach Independence through Vocational Experiences. THRIVE provides individualized instruction based on the principles of Applied Behavior Analysis using evidence-based educational resources from the New England Center for Children's Autism Curriculum Encyclopedia (ACE). THRIVE considers each student's unique skills and learning style to promote academic and social/emotional growth.



ABA

Elizabeth Pinzino, Director • [epinzino@cmsec.org](mailto:epinzino@cmsec.org) • 508-538-9105  
14 New Bond Street • Worcester, MA 01606





## Central MA Prep

### GRADES 7-8

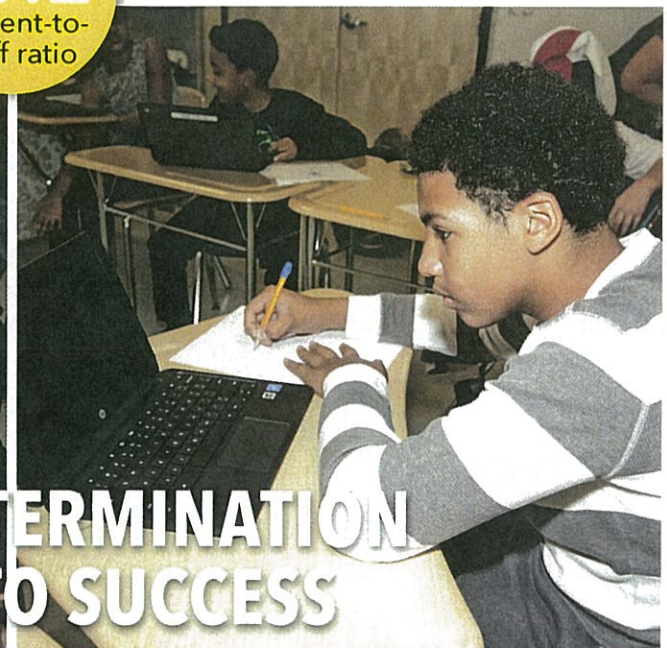
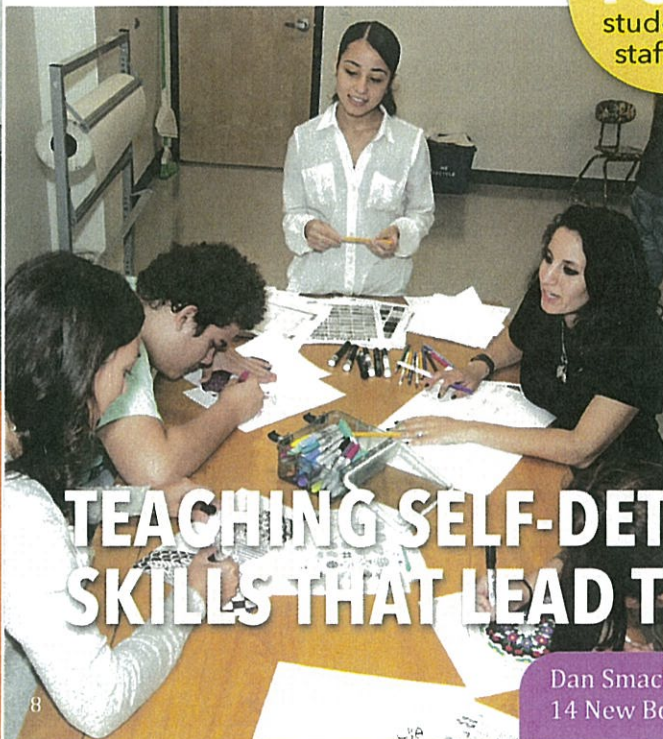
Central MA Prep (CMP) is dedicated to educating students in grades 7 and 8 with emotional and behavioral disorders. Students are prepared for the social and academic expectations of high school through the provision of a positive and predictable environment. Within a therapeutic milieu that includes counseling services, low student-to-staff ratios (10:2), and effective use of coping skills, students start to develop the self-determination skills necessary to help navigate the transition from middle to high school.



- MCAS track and MCAS alternative track
- Partners with programs like The Be Like Brit Foundation
- Therapeutic environment for individualized attention

*Inclusive*

**10:2**  
student-to-staff ratio



**TEACHING SELF-DETERMINATION  
SKILLS THAT LEAD TO SUCCESS**

Dan Smachetti, Director • [dsmachetti@cmsec.org](mailto:dsmachetti@cmsec.org) • 508-538-9103  
14 New Bond Street • Worcester, MA 01606





# PROMOTING A SAFE AND HEALTHY LIFESTYLE THROUGH CARE AND SUPPORT

**High Staff**  
to student  
ratio

## Robert H. Goddard Academy

**GRADES 9-12**

The programs of the Robert H. Goddard Academy (RGA) meet the social, emotional, academic, and post-secondary challenges of our diverse student population. RGA students receive academic instruction, group counseling, emotional/behavioral support, pre-vocational training, social skills training, case management, and crisis intervention. Our programs operate with Positive Behavioral Interventions and Supports (PBIS) and a predictable learning environment. We believe that success comes from creating a safe learning environment built on mutual respect, hard work and understanding.

Our program includes:

- GTP - Goddard Technical Program (functional academics, MCAS track, and career development, on-site job training as well as clinical support)
- TSP Blue / TSP Yellow - Therapeutic School Program. (Rigorous academic expectations, clinical support, behavioral support, college and career preparation)

Michael Kelly, Director • [mkelly@cmsec.org](mailto:mkelly@cmsec.org) • 508-538-9101  
14 New Bond Street • Worcester, MA 01606

## Central MA Academy

**GRADES 6-12**

Central MA Academy (CMA) is a therapeutic day school offering highly-structured, educational programs, along with targeted services to special education students in grades 6-12. Our students join the CMA community with a variety of needs including social, emotional, and behavioral issues. The driving force behind CMA's mission is the belief that all students can be successful. Staff at CMA takes pride in providing support and guidance to help our students achieve success. Our student-to-staff ratio (12:2 maximum) creates an ideal environment of trust for academic and emotional support throughout the school day. Ultimately, our goal is to nurture well-developed and driven youth who complete high school with valuable skills they will use beyond their time in the classroom to accomplish their personal and professional goals.



## ACHIEVING SUCCESS FOR ALL STUDENTS

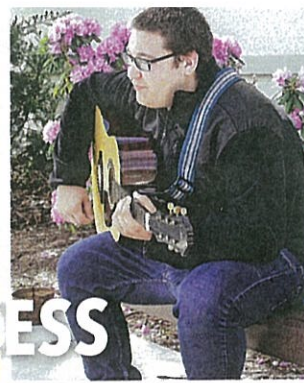
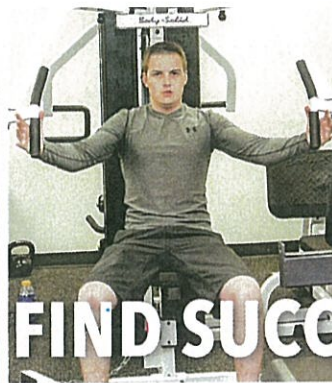
- Service Learning Projects within the community
- Vocational and jobs training
- Positive Behavioral Interventions and Supports (PBIS)
- Credit Recovery
- Summer program
- Transitional programming for students with mental health issues

**Service learning**

Ann Ortiz, Director • [aortiz@cmsec.org](mailto:aortiz@cmsec.org) • 508-459-5426  
20 Rockdale Street • Worcester, MA 01606

**Interactive**





# BELIEVING THAT EVERY STUDENT CAN FIND SUCCESS

## Woodward Day School GRADES 6-12

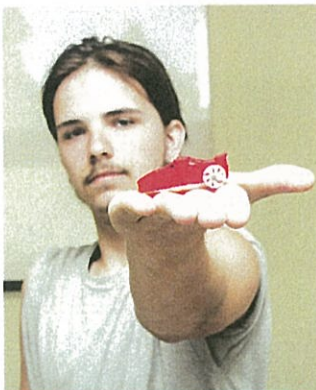
The Woodward Day School (WDS) is a transitional alternative school operating in two separate sites. We provide small, structured learning environments (8:1 student-to-staff ratio) to students who have been excluded from their home schools under MGL 37H or have a pending felony charge and are suspended under MGL 37H 1/2 or MGL 37H 3/4. Our motto is, "You can't change your past, but you can change your future!"

WDS's mission is based on the premise that all students can learn. The staff defines and measures learning through the academic, social, and emotional growth of our regular and special education student population. Students at WDS receive a comprehensive education with a strong academic focus in a safe, nurturing, respectful, and healthy environment.

### Guiding principles:

- Model and expect mutual respect
- Maintain high academic expectations for all students
- Treat every student equally, and as unique individuals
- Identify student's needs, modify curriculum, adapt instruction to enhance and support the learning process
- Emphasize pro-social skills and character education

STEM



Teresa O'Neill, Site Coordinator  
toneill@cmsec.org • 508-799-3513  
190 Fremont Street • Worcester, MA 01606

## Recovery High School GRADES 9-12

Adventure programming

Rockdale Recovery High School (RRHS) is a public school where students have the opportunity to earn a high school diploma while supported in their recovery from alcohol and drug dependency and abuse. Our students come from 13 communities, including Worcester, Holden, Upton, Westborough, Webster, Northborough, Paxton, and Haverhill.

Enrollment at RRHS is voluntary, however students must have a diagnosis of a substance use disorder and be committed to their own recovery. Our curriculum is rigorous, aligned with the Massachusetts Frameworks, and provides all of the features required for a high school diploma. Our senior Capstone Project reflects the students' work in the community, giving back in the spirit of recovery. Our students are pleased to earn a diploma from their home community high school. Most of our students are college bound, and their interests range from art, to medicine, to criminal justice, to auto mechanics, and beyond. All of our seniors currently have post-secondary plans that include a commitment to recovery.

Our school is unique in that we are able to provide ongoing recovery support throughout the day:

- A full time recovery clinician is available for any student in immediate need
- A community counselor is with us two days per week for 1:1 counseling
- Two 12-step meetings/week are provided
- Four group meetings/week focus on the social/emotional pieces of recovery
- Elective courses include social media, forensic science, kickboxing, yoga, culinary arts, and service learning

MaryEllen McGorry, Principal  
mmcgorry@cmsec.org • 508-538-9102  
14 New Bond Street • Worcester, MA 01606

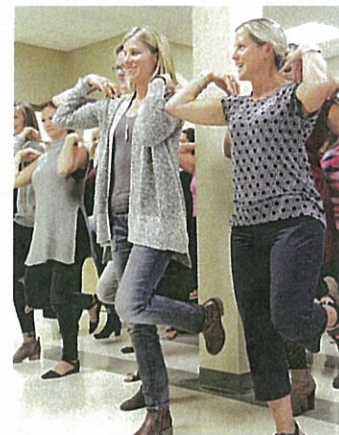




## Clinical Services

CMC provides an array of clinical and consultative services to schools to help support students with social emotional and behavioral issues. Our staff has extensive experience supporting students with complex profiles. Therapeutic supports are individualized, strength-based and developmentally appropriate. Our clinical staff provides:

- Therapeutic educational support, case management, crisis intervention, and school-based counseling
- Group work covering themes such as conflict resolution, preparing for adulthood, social skills, effective coping strategies, and affect regulation
- Consultation to classroom teachers and professional staff



Dr. Jean Lindquist Grady, Director • [jlgrady@cmsec.org](mailto:jlgrady@cmsec.org) • 508-538-9100  
14 New Bond Street • Worcester, MA 01606

## Professional Development

CMC recognizes that student progress and achievement is directly linked to excellence in teaching. We're committed to providing our teachers with the skills they need to manage, instruct, and help lead our students toward success in the classroom and beyond. We offer a full range of professional development courses and seminars including:

- ABA/Autism Consultation Services
- ABA/BCBA Home Services
- Affect Regulation Skills
- Brain-based Learning
- Crisis Prevention Institute (CPI)
- DESE LEAP Trainings
- Google Apps for Education
- Neurodevelopmental Delays and Brain-based Strategies
- OT/PT Consultation and Services
- Positive Behavior Interventions and Supports (PBIS)
- PsyD Level Clinical Consultation Services
- Social Emotional Learning (SEL)
- Technology Audits and Consulting
- Vocational Training and Community Partnerships

over  
**220**  
faculty & staff  
members



*Dedicated* —





## Are you ready to “DREAM BIG” with the Central Massachusetts Collaborative?

Please inquire about our incredible programs  
that support and celebrate all student learning styles!

For more information contact  
**Michael C. Tempesta, Executive Director at**  
**508-538-9100 or [mtempesta@cmsec.org](mailto:mtempesta@cmsec.org)**

**Central Massachusetts Collaborative**  
Michael Tempesta, Executive Director  
[mtempesta@cmsec.org](mailto:mtempesta@cmsec.org)  
508-538-9100

**Central Massachusetts Collaborative**  
Leo Brehm, Director of Technology  
[lbrehm@cmsec.org](mailto:lbrehm@cmsec.org)  
508-538-9100

**Central MA Academy**  
Ann Ortiz, Director  
[aortiz@cmsec.org](mailto:aortiz@cmsec.org)  
508-459-5426

**Central MA Prep**  
Dan Smachetti, Director  
[dsmachetti@cmsec.org](mailto:dsmachetti@cmsec.org)  
508-538-9103

**Clinical Services**  
Dr. Jean Lindquist Grady, Director  
[jlgrady@cmsec.org](mailto:jlgrady@cmsec.org)  
508-538-9100

**Hartwell Learning Center**  
Jessica Pitsillides, Director  
[jpitsillides@cmsec.org](mailto:jpitsillides@cmsec.org)  
508-538-9104

**Robert H. Goddard Academy**  
Michael Kelly, Director  
[mkelley@cmsec.org](mailto:mkelley@cmsec.org)  
508-538-9101

**Rockdale Recovery High School**  
MaryEllen McGorry, Principal  
[mmcgorry@cmsec.org](mailto:mmcgorry@cmsec.org)  
508-538-9102

**THRIVE**  
Elizabeth Pinzino, Director  
[epinzino@cmsec.org](mailto:epinzino@cmsec.org)  
508-538-9105

**Woodward Day School Fremont**  
Teresa O'Neill, Site Coordinator  
[toneill@cmsec.org](mailto:toneill@cmsec.org)  
508-799-3513

**Woodward Day School McKeon**  
Lisa Roberts, Site Coordinator  
[lroberts@cmsec.org](mailto:lroberts@cmsec.org)  
508-792-9373

### Central Massachusetts Collaborative

14 New Bond Street • Worcester, MA 01606  
508-538-9100 • [www.cmsec.org](http://www.cmsec.org)





## *Wachusett Regional School District*

*Holden, Paxton, Princeton, Rutland, Sterling*

July 10, 2018

To: Darryll McCall, Ed.D., Superintendent of Schools  
From: Robert Berlo, Deputy Superintendent

Re: Deputy Superintendent's Report

This month my report will update members on progress we have made over the past year on meeting the goals outlined in our Strategic Plan.

1. Leadership, Governance and Communication	
1A. Establish and communicate a clearly defined set of goals and strategic objectives to guide district and school improvement initiatives.	
1A.1 Leaders establish clear and common goals that support school and district improvement	<ul style="list-style-type: none"><li>All school improvement plans (SIPs) reviewed by district for common format, language, and for clarity</li></ul>
1A.1.1 SIP's aligned to support district goals	<ul style="list-style-type: none"><li>Focus of Summer 2017 Admin Retreat</li><li>Revised SIP's shared with SC in Fall of 2017</li><li><b>Goal is met</b> with ongoing revisions to plans expected annually</li></ul>
1A.1.2 Goals include facilities (where applicable)	<ul style="list-style-type: none"><li>Facility plans for each building are now in place</li></ul>
1A.2 Leaders use a variety of data sources to identify priority initiatives.	<ul style="list-style-type: none"><li>Parent feedback is used to establish Title 1 and ELL goals</li><li>Student, staff, and community feedback is used to develop and evaluate priority initiatives for curriculum, technology and PD plans</li></ul>
1A.3 Goals relative to district and school improvement clearly communicated to the community, parents and town officials	<ul style="list-style-type: none"><li>Technology Plan, Textbook Plan, and Professional Development Plan were shared with the School Committee, mentioned in budget presentations, and posted to our website</li><li>Parents evaluated the 2017-18 ELL and Title 1 program goals</li><li>School Improvement Plans were shared with each school community</li></ul>
1B. 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.	

1B.1 Prepare a budget aligned with School Improvement Plans and strategic initiatives with a shared vision of district-level priorities	<ul style="list-style-type: none"> <li>Textbook Plan (actually a Curriculum Renewal Plan), Technology Plan and Professional Development Plan have all been designed based on School Improvement Plans and district-level priorities</li> </ul>
1B.2 Budget addresses facility and technology needs in order to support effective instruction	<ul style="list-style-type: none"> <li>FY17, FY18, and FY19 budget have supported the Technology Plan</li> <li>Upgrades to and expansion of our wireless networks have been made with help from all our local communities, the school budget and competitive grants</li> </ul>
1B.3 Develop a budget that meets prioritized district needs that can also be supported by the member towns	<ul style="list-style-type: none"> <li>The FY19 Budget passed all 5 member towns and includes funding for our Technology and Textbook Plans</li> </ul>
1B.4 Report budget goals and initiatives to stakeholders in a timely manner	<ul style="list-style-type: none"> <li>Goals are reported through the annual budget book, online through the district website, and through in-person meetings with member town officials</li> </ul>
1C. Ensure that relevant information is communicated out to community stakeholders and is easily understood.	
1C.1 Identify all stakeholders in a tiered system of communication	<ul style="list-style-type: none"> <li>WREA members will join with district leadership to form a new PD Steering Committee to examine staff PD feedback and identify recommendations for future PD offerings</li> </ul>
1C.2 Leaders communicate goals and strategic objectives to all stakeholders via multiple modalities (web/meetings)	<ul style="list-style-type: none"> <li>Title 1 Parent Advisory surveys as well as a parent meetings were used to communicate goals and strategic objectives</li> <li>ELL Parent Advisory Council was used to communicate and revise goals</li> </ul>
1C.3 Leaders communicate progress toward goals and objectives	<ul style="list-style-type: none"> <li>Updates to all School Improvement Plans were reported to the School Committee in the fall of 2017</li> </ul>
<b>2. Aligned Curriculum</b>	
2A. Develop a consistently implemented and vertically aligned Pre K- 12 Curriculum.	
2A.1 Develop a dynamic and clearly articulated PK-12 curriculum with a focus on vertical alignment	<ul style="list-style-type: none"> <li>Our priority has been math and ELA, with K-8 priority standards developed in the fall of 2017 for both subjects and work begun on the same for grades 9-12</li> <li>Part of the math vertical alignment includes a DESE approved way to accelerate students through the MS curriculum to Alg. 1, which was piloted at Thomas Prince School this past year</li> <li>Work is in progress for science with 6-12 priority standards in development, work on 4-5 scheduled for July 2018, 2-3 for July 2019, and K-1 for July 2020.</li> <li>Technology standards are being examined as part of our science curriculum work.</li> </ul>



	<ul style="list-style-type: none"> <li>• An plan to transition to the new History and Social Studies curriculum frameworks will be developed this summer at the DESE Civics Education Institute in July</li> <li>• Our World Language offerings are being reviewed and a parent survey will occur in the fall of 2018 to identify which three or four languages the district will focus on in future years</li> <li>• Our PE/Health curriculum is being reviewed and updated as we transition to a Wellness model</li> <li>• Our K-8 art and music curricula are being examined, with a focus on student mastery of select priority skills/concepts at each grade level. National arts standards are being used to guide our work here</li> </ul>
2A.1.1 Unpack district priority standards with instructional staff to define grade level expectations	<ul style="list-style-type: none"> <li>• Work has begun in two of the schools in math; more formal work will occur this year on this topic and expand to include ELA</li> </ul>
2A.1.2 Monitor curriculum implementation to ensure consistency across and between grade levels	<ul style="list-style-type: none"> <li>• The implementation of Fountas and Pinnell Classroom (our early literacy program) has been closely monitored via staff feedback, classroom visits, and Kindergarten grade level meetings <ul style="list-style-type: none"> <li>○ Principal training on FPC will occur this summer (July 12th) and will help empower school-based administration to more closely monitor program implementation.</li> <li>○ Hiring of the new Director of Literacy is essential to providing classroom-level coaching, support and future monitoring of FPC implementation across the district</li> </ul> </li> <li>• Math training has been set up for FY19 (and will also occur in FY20). This will be supported and followed up by our K-8 Curriculum Supervisor who will be primarily supporting math and science with the Dir. of Literacy now on board</li> </ul>
2A.2 Use common assessments within schools and across schools to measure progress toward grade level expectations	<ul style="list-style-type: none"> <li>• The Benchmark Assessment System (BAS) is replacing our use of AIMSweb and DRA to measure student progress and set student learning goals</li> <li>• As priority standards are developed in grades 9-12, current common assessments will be revised to measure student progress towards these targets</li> </ul>
2A.3 Establish a curriculum renewal cycle with budget implications	<ul style="list-style-type: none"> <li>• Created a nine-year textbook plan (actually a Curriculum Renewal Plan) which was supported by the FY19 budget. <b>This goal has been met</b></li> </ul>
2B. Develop common, well-defined learning outcomes with a focus on depth of understanding and critical thinking across all grades and content areas.	
2B.1 Develop benchmark assessments based on priority learning outcomes to evaluate instructional programs and student growth.	<ul style="list-style-type: none"> <li>• The Benchmark Assessment System (BAS) is replacing our use of AIMSweb and DRA to evaluate instructional programs and student growth</li> <li>• Established common assessments in grades 9-12 are</li> </ul>

	<p>being revised to measure student progress towards priority standards and to evaluate instructional programs</p> <ul style="list-style-type: none"> <li>Benchmark assessments in elementary math, grade 4-12 science, K-8 art and K-8 music will be developed in FY19</li> </ul>
2B.2 Identify mastery-level learning outcomes and define mastery/proficiency at each grade level and for each subject	<ul style="list-style-type: none"> <li>Work will begin on this for elementary math, Kindergarten literacy, and for World Languages</li> </ul>
2B.2.1 Match curriculum expectations with individual student learning needs	<ul style="list-style-type: none"> <li>This goal is supported through our ongoing professional development on Differentiated Instruction, training in Guided Reading, using the BAS to set individual goals and monitor progress, and through our ELL student goal setting process</li> </ul>
<b>3. Effective Instruction</b>	
3A. Implement evidence-based, high quality instructional practices focused on critical thinking, creativity, and collaboration.	
3A.1 Instructional staff engage in ongoing, focused discussion and collaborative reflection on the effectiveness of instructional practices	<ul style="list-style-type: none"> <li>Work has begun on this strategic initiative through our training of school leadership teams on Professional Learning Communities (PLC). This work began last spring and will continue through the 2018-19 school year with face-to-face training, a book study, and individualized training through online training</li> </ul>
3A.1.1 Identify effective instruction based upon data trends/ priority learning standards	<ul style="list-style-type: none"> <li>High school data team has been examining student-learning needs for the past two years. They are developing priority-learning standards to focus their efforts.</li> <li>The district examined MCAS and benchmark data for trends and patterns in student learning</li> <li>Ongoing PD for staff and school leaders in working collaboratively to examine data that identifies effective instruction will occur in 2018-19</li> </ul>
3A.2 Instructional staff differentiate core instruction and assessment to meet the diverse needs of all learners	<ul style="list-style-type: none"> <li>Training on differentiated instruction has been offered to PreK-12 staff for the past two years. PD focused on specific subjects will be offered in 2018-19</li> <li>Sheltered English Immersion training will continue to be offered to staff in the coming years</li> </ul>
3A.2.1 Define and support effective differentiation	<ul style="list-style-type: none"> <li>Work on this is expected to begin in 2019</li> </ul>
3B. Systematically measure, analyze, and act upon student learning data.	
3B.1 Staff will be trained to examine and evaluate student work to plan and adjust instruction, and evaluate	<ul style="list-style-type: none"> <li>Our PLC training of school leadership teams supports staff to work collaboratively to examine student work</li> </ul>

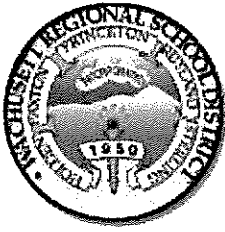


student learning	
3B.2 Staff will examine student data to evaluate and monitor student learning and evaluate instructional practices	<ul style="list-style-type: none"> <li>• Work on this strategic initiative has taken on a variety of forms: <ul style="list-style-type: none"> <li>○ Ongoing training of district staff and school leaders on examining data collaboratively</li> <li>○ High school data team</li> <li>○ District and school MCAS analysis</li> <li>○ Training on Screening, Brief Intervention, and Referral to Treatment (SBIRT) for substance abuse by middle and high school students</li> <li>○ Panorama Social-Emotional Learning survey</li> <li>○ Signs of Suicide screening</li> </ul> </li> </ul>
3B.3 Instructional staff develop assessments and evaluate student work based on a common understanding of mastery level learning outcomes	<ul style="list-style-type: none"> <li>• Work on this strategic initiative is schedule to begin this year</li> </ul>
3B.4 Students consistently receive constructive, targeted feedback as well as guidance on how to improve	<ul style="list-style-type: none"> <li>• Work to support this initiative has begun across the district in Kindergarten with the use of the BAS and will move into grade 1 this year</li> </ul>
3C. Staff regularly use technology to support student learning, enhance student engagement, and work toward developing innovative instructional practices.	
3C.1 Ensure that the level of technology and infrastructure is sufficient to meet student instructional needs	<ul style="list-style-type: none"> <li>• Wireless infrastructure has been expanded/upgraded across the district schools and offices <ul style="list-style-type: none"> <li>○ Work to expand the high school wireless network is occurring this summer</li> <li>○ Naquag and the ECC still need to be addressed</li> </ul> </li> <li>• Our throughput to the Internet has been expanded and network demand is closely monitored in-house in case we need to expand this connection to meet our needs</li> <li>• This goal is ongoing, but the bulk of the work here is done</li> </ul>
3C.2 Support and train staff in integrating technology into the classroom environment that supports and engages students	<ul style="list-style-type: none"> <li>• The district has offered a wide variety of training to staff over the past year and individual teachers have provided training to peers at the school level</li> <li>• The district provided training on using social media in today's school</li> <li>• Funds from our Title IIA federal grant need to focus on improving teacher quality and have been party used this past year to support summer curriculum work to incorporate technology into instructional practices</li> <li>• Our May 14th PD Day included a variety of technology offerings covering many subjects and topics</li> </ul>
3C.2.1 Establish district wide and building based PLC's to research, pilot, and share best practices	<ul style="list-style-type: none"> <li>• Staff from across the district have shared effective uses of technology at staff meetings, at building-based PD days, and at district-wide PD events</li> </ul>

3C.3 Use technology to prepare students to be successful global citizens	<ul style="list-style-type: none"> <li>Work on this initiative is occurring primarily across grades 6-9 where students have access to Chromebooks at a ratio of 1:1 (or close to it)</li> </ul>
<b>4. Professional Development &amp; Structures for Collaboration</b>	
4A. Professional development includes high-quality job-embedded professional development aligned with district, school, and educator goals.	
4A.1 PD opportunities are specific, ongoing, and include a plan for support during initial stages of implementation	<ul style="list-style-type: none"> <li>The district Professional Development Plan is based on input collected annually from staff</li> <li>PD to support our early literacy initiative is spread out over two years and includes classroom level support by our Director of Literacy</li> <li>PLC PD for school leaders is occurring over two years, and includes a book study and online support via Solution Tree's Global Network</li> <li>Math training will continue for at least the next two years and will follow the model established this year with whole group instruction, a model lesson and then a debrief. Support and coaching between sessions will be provided by our K-8 Curriculum Supervisor</li> <li>ELL and SPED PD have provided staff with PD that meets recertification requirements</li> </ul>
4A.2 Educators align goals with district and school goals and PD provided to support district/school goals	<ul style="list-style-type: none"> <li>Although ongoing, significant progress has been made here, more work is still needed. Staff have begun to align goals, and school administration has been trained to provide meaningful support and feedback to staff in developing goals that are SMART.</li> </ul>
4A.3 Professional development will be supported annually through the budget process	<ul style="list-style-type: none"> <li>Through the annual budget, teaching staff (WREA members) are provided with a \$400 allocation to pay for or offset the cost of professional development identified by the teacher</li> <li>The local budget partly supports administrator and school safety training</li> <li>Grants still play an important part in funding the training needs of the district</li> </ul>
4B. Systems, structures, and protocols are in place and used to guide collaborative discussions to improve implementation of the curriculum and instructional practices.	
4B.1 Provide training to building based teams on how to follow and use a team process and protocols	<ul style="list-style-type: none"> <li>Our training of school leadership teams on Professional Learning Communities support this goal. This two-year training initiative includes online support and training as well as a book study</li> </ul>
4B.2 Monitor implementation process and make adjustments based upon student learning data	<ul style="list-style-type: none"> <li>Work on this strategic initiative is scheduled to begin later this year</li> </ul>
4C. Professional development and structures for collaboration are evaluated for their effect on raising student achievement.	



4C.1 Use survey data on an annual basis to monitor staff needs, training implementation, and progress of strategic initiatives	<ul style="list-style-type: none"> <li>• Staff feedback is used to monitor staff needs, evaluate professional development, and update goals</li> <li>• This initiative, although ongoing, has mostly been met</li> </ul>
4C.2 Monitor implementation process and make adjustments based upon student learning data	<ul style="list-style-type: none"> <li>• This initiative is scheduled to begin next year.</li> </ul>
<b>5. Students' Social, Emotional and Health Needs</b>	
5A. Build an understanding of social, emotional and physical health as factors affecting learning.	
5A.1 Identify effective research based practices that promote student health	<ul style="list-style-type: none"> <li>• Effective, research-based practices were used in deciding to adopt the Signs of Suicide program and in developing the Suicide Prevention Protocol</li> </ul>
5A.1.1 Develop a system of support	<ul style="list-style-type: none"> <li>• Work here has begun, primarily in the area of suicide awareness and prevention. Parent trainings in all middle schools and the high school have occurred, and lessons have been added to the middle and high school health curricula to train students in this area</li> </ul>
5A.2 Educate all staff regarding student social, emotional and physical elements that impact learning	<ul style="list-style-type: none"> <li>• Social-Emotional Learning has been one of the priority topics when pulling together the May full PD day for the district over the past two-years</li> </ul>
5B. Engage families and the community in a partnership to increase the district's capacity to address students' social, and emotional health needs.	
5B.1 Educate parents and the community regarding social, emotional and physical elements that impact learning through the use of developmentally appropriate dialogue	<ul style="list-style-type: none"> <li>• School leaders were trained in using social media to better reach parents and to more readily share information this past year</li> </ul>
5B.2 Maintain consistent protocols and communication across all district schools	<ul style="list-style-type: none"> <li>• The Suicide Prevention Protocol is a first step in this area, and with the addition of the Director of SEL/Guidance, more progress on all SEL priority initiatives is expected</li> </ul>
5B.3 Enlist local support agencies to provide wrap-around services	<ul style="list-style-type: none"> <li>• The district has worked very closely with area health and safety departments, including participation in local tabletop safety drills sponsored by the district and the Holden Fire Department</li> <li>• The district secured Interface Referral Services for grades 9-12 to ensure that students SEL needs are better being met</li> <li>• In addition, the district is supporting student SEL needs by using Educere virtual education opportunities and online credit recovery portal</li> </ul>



## *Wachusett Regional School District*

*Holden, Paxton, Princeton, Rutland, Sterling*

**To:** Darryll McCall  
Superintendent of Schools

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

**Re:** June, 2018 Activity Report

**Date:** Thursday, July 12, 2018

### **1. Personnel**

- *The Paxton Center School Principal position has been filled.*
- *The Director of Literacy position has been filled.*
- *A Director of Business and Finance candidate has been identified.*
- *Art, Science, Math and School Psychologist vacancies have been filled at the High School.*
- *Summer Custodian positions have all been filled and staff have been assigned their buildings.*
- *Spanish Teacher positions at the Thomas Prince School and Central Tree Middle School have been filled.*
- *A Middle Counselor position at Paxton Center School has been filled.*
- *Elementary Teaching positions at Dawson and Thomas Prince have been filled.*
- *Human Resource staff have begun working with Payroll on implementation of the FY 19 salaries for our union and non-union employee groups.*



## **2. Collective Bargaining**

- *The WREA and ABA/PA integrated contracts are complete and signatures are being obtained. These will be posted on the District website soon.*
- *The Director is working with the Paraprofessional bargaining unit on completing an integrated Contract.*
- *The Director is working with District Legal Counsel in formulating our response to the recent Janus decision from the US Supreme Court.*

## **2. Health Insurance**

- *The Director will be assembling an agenda for the first PEC meeting in October, 2018. This will involve preliminary discussions about the impact of recent claims experience on future rates and an update on the HRA.*

## **3. Fingerprinting update**

- *Morpho Trust the state finger printing vendor continues to fingerprint all new hires and existing staff. We anticipate there may be delays as we approach the height of hiring season for School Districts.*

## **4. Teacher/ Administrator Licensure**

- *The Director continues to work with staff on licensing issues – assisting with the advancements and renewal of licenses as needed. This often involves communicating directly with DESE on individual cases and expediting licenses. The Director will also be working with those staff requiring Waivers.*

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

- *The Director continues to work closely with the Director of Business and Finance on issues impacting our two departments. This involves working collaboratively on closing out FY 18 and work on implementation of the FY 19 budget.*

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

To: Wachusett Regional School District Finance Committee

From: James J. Dunbar, Treasurer

Date: July 10, 2018

Subject: Treasurer's Update – May 2018

---

I have reviewed the bank statements, bank reconciliations, and reconciling items for the month ending May 31, 2018 and feel that Treasurers cash is accurately stated.

1. The May 31, 2018 bank balances are as shown on the attached sheet.
2. The warrants funded during the month of May 2018 were as follows:

<u>Date</u>	<u>Description</u>	<u>Amount</u>
5/4	Payroll Warrant	\$ 1,901,785.97
5/7	Warrant #29	996,406.07
5/18	Payroll Warrant	2,744,383.76
5/24	Warrant #30	2,551,571.27

Our excess general funds are currently earning the following rates:

Commerce Bank	0.50%
Avidia Bank	0.15%

**CASH RECONCILIATION OF CASHBOOK TO GENERAL LEDGER**  
**May 31, 2018**

Bank	Account #	Fund	Description	Cashbook 5/31/2018
<b>CHECKING</b>				
Eastern Bank	-7310	001	Payables reconciliation-clearing	305.46
Berkshire Bank	-4534	001	Depository Account	2,471,685.42
Eastern Bank	-0264	001	Payroll Reconciliation	2,024,924.14
Fidelity Bank	-1451	050	checking - Paxton	2,513.95
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	2,515.44
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>4,520,705.81</b>
<b>MONEY MARKET</b>				
Berkshire Bank	-2960	022	Cafeteria revolving - Sterling	10,230.37
Leominster Credit Union	-1029	050	WRHS Student Activity Revolving	284,244.49
Berkshire Bank	-3002	023	Middle School Athletic Revolving	124,479.15
TD Banknorth, NA	-1032	001	General Fund	26,682.88
Eastern Bank	-0363	001	General Fund	7,778,662.43
Eastern Bank Debit Card	-6672	001	General Fund	58.66
Eastern Bank Tuition	-7357	001	General Fund	181,470.70
Enterprise Bank	-3225	001	General Fund	39,699.89
Avidia Bank	-8701	001	General Fund	33,103.37
MMMT	-1707	001	Money Market	6,043.64
<b>TOTAL MONEY MARKET</b>				<b>8,484,675.58</b>
<b>SAVINGS</b>				
Cornerstone Bank	-0132	022	Cafeteria revolving - Naquag	2,075.50
Cornerstone Bank	-0140	022	Cafeteria revolving - CTMS	8,869.00
Cornerstone Bank	-1230	022	Cafeteria revolving - Glenwood	6,438.51
Cornerstone Bank	-3092	022	Student Activity - CTMS	20,909.93
Cornerstone Bank	-9535	022	Student Activity - Glenwood	15,441.04
Cornerstone Bank	-3117	022	Student Activity - Naquag	9,065.84
Fidelity Bank	-1908	022	Cafeteria revolving - Princeton	6,557.87
Fidelity Bank	-6479	022	Cafeteria revolving - Paxton	2,888.04
Berkshire Bank	-4569	022	Cafeteria revolving - Dawson	6,946.42
Berkshire Bank	-2944	022	Cafeteria revolving - Davis Hill	6,301.14
Berkshire Bank	-4550	022	Cafeteria revolving - Mayo	5,214.29
Berkshire Bank	-2952	022	Cafeteria revolving - Mountview	21,147.08
Berkshire Bank	-4542	022	Cafeteria revolving - WRHS	245,842.84
Berkshire Bank	-2979	029	Adult Education	71.66
Fidelity Bank	-0736	050	Student Activity Depository	98,557.60
Leominster Credit Union	-6025	050	Student Activity Revolving	150,721.78
Berkshire Bank	-2987	023	Athletic revolving	92,745.74
Berkshire Bank	-2995	023	Athletic transportation	62,849.00
<b>TOTAL SAVINGS</b>				<b>762,643.28</b>
<b>CDs (Investments)</b>				
Leominster Credit Union		60	Atlas	10,794.03
Leominster Credit Union		60	Bailey	2,133.11
Leominster Credit Union		60	Bradshaw	14,465.92
Leominster Credit Union		60	D'Errico	3,506.66
Leominster Credit Union		60	Finocchio	8,084.05
Leominster Credit Union		60	Fitzgerald	9,229.86
Leominster Credit Union		60	Green	6,761.65
Leominster Credit Union		60	Griffin	18,662.07
Leominster Credit Union		60	Hayman	3,236.55
Leominster Credit Union		60	Hewson	13,486.66
Leominster Credit Union		60	Lionett	8,141.24
Leominster Credit Union		60	Ljungberg	2,184.75
Leominster Credit Union		60	Naroian	10,900.31
Leominster Credit Union		60	Shailale	4,738.20
Leominster Credit Union		60	Tarkkanen	7,414.18
Leominster Credit Union		60	Thibodeau	4,525.04
Leominster Credit Union		60	Wachusett #2	59,704.90
Leominster Credit Union		60	Wesley	6,058.83
Leominster Credit Union		60	White	1,173.61
<b>TOTAL CDs</b>				<b>195,201.62</b>
<b>TOTAL</b>				<b>13,963,226.29</b>
Adjusted Cashbook				13,963,226.29
General Ledger				13,963,226.29
Variance				0.00
General Fund Total				12,562,636.59