

WACHUSETT REGIONAL SCHOOL DISTRICT

HOLDEN ♦ PAXTON ♦ PRINCETON ♦ RUTLAND ♦ STERLING

Minutes

Regular Meeting #1318

Monday, October 15, 2018  
7:00 PM

Media Center  
Wachusett Regional High School  
1401 Main Street, Holden

*Wachusett Regional School District Committee*

Kenneth Mills, Chair  
Christina Smith, Vice-chair  
Scott Brown  
Thomas Curran  
Anthony DiFonso  
Rachel Dolan  
Harriet Fradellos  
Maleah Gustafson  
Susan Hitchcock

Robert Imber  
Matthew Lavoie  
Linda Long-Bellil (7:12 PM)  
Amy Michalowski  
Benjamin Mitchel  
Asima Silva  
Megan Weeks  
Charles Witkes  
Adam Young

*Committee Members Absent:*

Michael Dennis  
Stephen Godbout

Sarah LaMountain  
Michael Rivers

*Committee Members Participating Remotely:*

None

*Administration Present:*

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

*Student Representatives Present:*

Donroy Ferdinand

Rianna Massoni-Nesman

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

Chair Mills called the meeting to order at 7:05 PM. He announced the meeting is being recorded but is not being shown live.

I. Public Hearing

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

II. Chair's Opening Remarks

At Chair Mills' invitation, Superintendent McCall approached the podium and began his presentation to the Committee on a tuition-free, full-day kindergarten proposal, showing a PowerPoint which had been shared with the School Committee in the October 12, 2018 Superintendent's Report (attachment 2).

7:12 PM Member Long-Bellil joined the meeting.

At the conclusion of Superintendent McCall's presentation, members were given the opportunity to ask questions and make comments about the presentation and proposal, with many members and the Student Representatives participating in the discussion. Chair Mills asked subcommittee chairs to include tuition-free, full-day kindergarten proposal on upcoming subcommittee meeting agendas, to get feedback from the subcommittees. Member Hitchcock asked the Superintendent what he is looking for from the School Committee, which Superintendent McCall explained he is seeking direction from the School Committee about moving forward with a proposal for tuition-free, full-day kindergarten. Following further discussion, a motion was made.

Motion: The School Committee supports the proposal for tuition-free, full-day kindergarten, as presented, and directs the Superintendent to pursue further discussions with Member Towns about moving forward with this proposal.

(A. DiFonso)  
(S. Hitchcock)

More discussion took place, with questions asked about costs associated with use of modular classroom(s), what would the District's plan be if the town of Holden does not/cannot support the costs associated with modular(s) needed at Mayo Elementary School, what feedback has the Superintendent received from Town Administrators when he brought the proposal to them at a regularly scheduled Town Administrator/District meeting. Superintendent McCall reported the Town Administrators were positive about/in favor of tuition-free, full-day kindergarten. He also reported that moving forward with tuition-free, full-day kindergarten District-wide is contingent upon additional classroom space made available at Mayo Elementary School. Discussion and questions continued, with many participating. The motion on the floor was re-read.

Vote:

*In favor:*

Kenneth Mills  
Christina Smith  
Scott Brown  
Thomas Curran  
Anthony DiFonso  
Rachel Dolan

Harriet Fradellos  
Maleah Gustafson  
Susan Hitchcock  
Robert Imber  
Matthew Lavoie  
Linda Long-Bellil  
Amy Michalowski  
Benjamin Mitchel  
Asima Silva  
Megan Weeks  
Charles Witkes  
Adam Young

*Opposed:*  
None

The motion passed unanimously.

### III. Student Representatives' Reports

Student Representative Ferdinand reported on Spirit Week at WRHS, told that the Music Department's annual citrus sale is underway, and that the fall play, "Almost, Maine," will be performed at the high school the first weekend in November. Student Representative Massoni-Nesman spoke about Recycling Month, *Think Globally, Act Locally*, and fund raising being done at the high school.

### IV. Superintendent's Report

#### A. Discussion of Report

At Chair Mills' request, Superintendent McCall called members' attention to the Superintendent Goal Plan 2018-2019 and the Educator Plan Form which had been included in his Report (attachments 3 & 4). Superintendent McCall took the opportunity to thank members of the Superintendent Goals and Evaluation Subcommittee for the time and attention spent working with him on development of this year's goals. Superintendent McCall read aloud his four proposed goals. It was explained the full School Committee will be asked to vote on the Superintendent's goals at the November 5, 2018 School Committee meeting. Superintendent McCall asked members to contact him directly with feedback, questions, and comments about these proposed goals. Chair Mills asked that if members have feedback, questions, or comments they share them with the Superintendent by the end of the day October 22, 2018. Superintendent Goals and Evaluation Subcommittee Chair Lavoie explained the process used in development of these goals with the Superintendent and reported the next step will be full School Committee approval on November 5, 2018. Subcommittee Chair Lavoie further reported a mid-year review/evaluation is anticipated mid-January 2019. Some discussion about the Superintendent's proposed goals took place.

Superintendent McCall reported on the FY20 Budget Roundtable scheduled for Thursday, November 8, 2018, 6:30 PM at the Holden Senior Center. As more details are finalized, the Superintendent will keep the Committee informed.

Member Gustafson had questions about the Technology Plan, which Deputy Superintendent Berlo answered from the podium. Other members also had questions about the Technology Plan and the 1:1 Chromebook initiative throughout the District, which Deputy Superintendent Berlo answered.

8:39 PM Student Representatives Ferdinand and Massoni-Nesman left the meeting.

B. Recommendations Requiring Action by the School Committee

Motion: To accept donation of Baldwin piano and bench by Mr. Ralph Carlson to the Dawson Elementary School

(T. Curran)  
(L. Long-Bellil)

Vote:

*In favor:*

Kenneth Mills  
Christina Smith  
Scott Brown  
Thomas Curran  
Anthony DiFonso  
Rachel Dolan  
Harriet Fradellos  
Maleah Gustafson  
Susan Hitchcock  
Robert Imber  
Matthew Lavoie  
Linda Long-Bellil  
Amy Michalowski  
Benjamin Mitchel  
Asima Silva  
Megan Weeks  
Charles Witkes  
Adam Young

*Opposed:*

None

The motion passed unanimously.

V. Unfinished Business



In advance of making a motion to authorize the School Committee to appoint Fletcher Tilton; Brody, Hardoon, Perkins & Kesten, LLP; and Nuttall, MacAvoy & Joyce, P.C. as District Legal Counsel for the period July 1, 2018 – June 30, 2019, Chair Mills gave an overview of action and discussion by the School Committee at the September 17, 2018 meeting. Chair Mills invited Legal Affairs Subcommittee Chair Hitchcock to recap Legal Affairs Subcommittee action as they interviewed attorneys to serve as District Counsel for FY19. Subcommittee Chair Hitchcock reported on the August 13, 2018 meeting of the Legal Affairs Subcommittee when interviews of Attorney Naomi Stonberg and Attorney Joseph Bartulis were conducted. Subcommittee Chair Hitchcock voiced she and other subcommittee members would not be in support of only one firm providing legal advice for the District, for both negotiations and also “regular” legal counsel. She feels the subcommittee did its due diligence in the interview process and reported the Legal Affairs Subcommittee supports appointing Fletcher Tilton; Brody, Hardoon, Perkins & Kesten, LLP; and Nuttall, MacAvoy & Joyce, P.C. as District Legal Counsel for the period July 1, 2018 – June 30, 2019.

Motion: To authorize the School Committee to appoint Fletcher Tilton; Brody, Hardoon, Perkins & Kesten, LLP; and Nuttall, MacAvoy & Joyce, P.C. as District Legal Counsel for the period July 1, 2018 – June 30, 2019

Some additional discussion ensued.

Motion: To call the question.

(R. Imber)  
(M. Weeks)

Chair Mills explained a two-thirds majority (12 in favor) is required to pass the motion.

Vote:

*In favor:*

Christina Smith  
Scott Brown  
Thomas Curran  
Harriet Fradellos  
Maleah Gustafson  
Susan Hitchcock  
Robert Imber  
Amy Michalowski  
Benjamin Mitchel  
Megan Weeks  
Charles Witkes  
Adam Young

*Opposed:*

Kenneth Mills  
Anthony DiFonso  
Rachel Dolan  
Matthew Lavoie

Linda Long-Bellil  
Asima Silva

The motion passed 12-6.

8:57 PM Superintendent McCall left the table.

The motion on the floor was re-read. Chair Mills explained a simple majority (10 in favor) is needed to pass the motion.

Vote:

*In favor:*

Christina Smith  
Scott Brown  
Thomas Curran  
Harriet Fradellos  
Maleah Gustafson  
Susan Hitchcock  
Robert Imber  
Amy Michalowski  
Benjamin Mitchel  
Megan Weeks  
Charles Witkes  
Adam Young

*Opposed:*

Anthony DiFonso  
Rachel Dolan  
Matthew Lavoie  
Linda Long-Bellil  
Asima Silva

*Abstained:*

Kenneth Mills

The motion passed 12-5-1.

VI. Secretary's Report

- A. Approval of 1317<sup>th</sup> Regular Meeting Minutes of the Wachusett Regional School District Committee held on September 17, 2018

Motion: To approve minutes of the regular meeting of the WRSDC held on September 17, 2018.

(S. Hitchcock)  
(S. Brown)

Vote:

*In favor:*

Kenneth Mills  
Christina Smith  
Scott Brown  
Thomas Curran  
Anthony DiFonso  
Rachel Dolan  
Harriet Fradellos  
Maleah Gustafson  
Susan Hitchcock  
Robert Imber  
Matthew Lavoie  
Linda Long-Bellil  
Amy Michalowski  
Asima Silva  
Megan Weeks  
Charles Witkes

*Opposed:*

None

*Abstained:*

Benjamin Mitchel  
Adam Young

The minutes were approved 16-0-2.

9:00 PM Superintendent McCall returned to the table.

VII. Treasurer's Report/Financial Statements

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

VIII. Committee Reports

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

Chair Mills reported on the October 9, 2018 meeting of this subcommittee. He spoke about a resolution in support of full funding of public schools that the Management Subcommittee reviewed and which could go before the full School Committee for support. The Management Subcommittee will meet next on November 1, 2018.

- B. Education Subcommittee (R. Imber, Chair, C. Smith, Vice-chair, A. DiFonso, R. Dolan, S. LaMountain, L. Long-Bellil, A. Silva)

Subcommittee Chair Imber reported this subcommittee met immediately before this full Committee meeting.

Motion: To approve the second reading of Amended Policy 3895 **Policy Relating to Education Limited English Language Learners**, waiving the reading.

(R. Imber)

(L. Long-Bellil)

Vote:

*In favor:*

Kenneth Mills  
Christina Smith  
Scott Brown  
Thomas Curran  
Anthony DiFonso  
Rachel Dolan  
Harriet Fradellos  
Maleah Gustafson  
Susan Hitchcock  
Robert Imber  
Matthew Lavoie  
Linda Long-Bellil  
Amy Michalowski  
Benjamin Mitchel  
Asima Silva  
Megan Weeks  
Charles Witkes  
Adam Young

*Opposed:*

None

The motion was unanimously approved.

Motion: To approve the first reading of Draft Policy 6950 **Policy Relating to Pupil Services School-Parent/Guardian Relations**, waiving the reading.

(R. Imber)

(R. Dolan)

Member Michalowski had some questions about the expectation of staff when it comes to responding to parents. Deputy Superintendent Berlo approached the podium, discussion ensued, questions were asked and answered. Deputy Superintendent Berlo explained that due to the fact that this district receives Federal funds, a policy around school-parent relations is required and this draft policy would fulfill that requirement. Brief additional discussion ensued.

9:19 PM Member Mitchel left the meeting.

Vote:

*In favor:*

Kenneth Mills  
Christina Smith  
Scott Brown  
Thomas Curran  
Anthony DiFonso  
Rachel Dolan  
Harriet Fradellos  
Maleah Gustafson  
Susan Hitchcock  
Robert Imber  
Matthew Lavoie  
Linda Long-Bellil  
Asima Silva  
Megan Weeks  
Charles Witkes  
Adam Young

*Opposed:*

Amy Michalowski

The motion was approved 16-1.

Subcommittee Chair Imber reported that this subcommittee will be looking at home assignment procedures, handbook language, and consistency, or lack thereof, across the District. He also mentioned the subcommittee will be addressing the need for a policy on instructional materials, the subcommittee continues to review Policy 6631 *Policy Relating to Pupil Services Non-Discrimination*, and school recess will be on a future agenda of the Education Subcommittee.

9:26 PM Member Fradellos left the table.

Some discussion about recess at schools and homework ensued, with Deputy Superintendent Berlo approaching the podium to answer questions.

9:30 PM Member Fradellos returned to the table.

Discussion continued.

9:33 PM Member Young left the table.

9:34 PM Member Witkes left the meeting.

9:36 PM Member Young returned to the table.

9:37 PM Member Michalowski left the meeting.

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

In Subcommittee Chair Dennis' and Vice-chair Witkes' absence, Member Long-Bellil reported on the meeting of this subcommittee held immediately before this School Committee meeting. The FY19 budget, regional transportation reimbursement, and the possibility of a training on school finance were discussed at the meeting. Chair Mills noted that all members of the School Committee could benefit from a school finance training and asked that he be kept informed if such is scheduled.

- D. Legal Affairs Subcommittee (S. Hitchcock, Chair, S. Brown, Vice-chair, H. Fradellos, S. Godbout, M. Rivers)

Subcommittee Chair Hitchcock reported this subcommittee has not met since the last School Committee meeting. The subcommittee will begin to meet on a more regular basis since there are three union contracts that will expire on June 30, 2019 and negotiations need to get underway. The subcommittee will meet at 6:00 PM on November 5, 2018 to begin development of a negotiations timeline. The subcommittee will also begin review of the WRSDC By-Laws.

Amended Policy 1312 **Policy Relating to School Committee Operation Evaluation of the Superintendent** - first reading

Legal Affairs Subcommittee Chair Hitchcock reviewed the amended policy. An edit to paragraph 5 was suggested.

Motion: To edit paragraph 5 of Amended Policy 1312 **Policy Relating to School Committee Operation Evaluation of the Superintendent**, adding the words "for approval" after WRSDC in the first sentence of paragraph 5.

(R. Imber)

(L. Long-Bellil)

Vote:

*In favor:*

Kenneth Mills

Christina Smith

Scott Brown

Thomas Curran

Anthony DiFonso

Rachel Dolan

Harriet Fradellos

Maleah Gustafson

Susan Hitchcock

Robert Imber  
Matthew Lavoie  
Linda Long-Bellil  
Asima Silva  
Megan Weeks  
Adam Young

*Opposed:*  
None

The motion was unanimously approved.

Motion: To approve the first reading of Amended Policy 1312 *Policy Relating to School Committee Operation Evaluation of the Superintendent*, as edited, waiving the reading.

(S. Hitchcock)  
(T. Curran)

Vote:

*In favor:*

Kenneth Mills  
Christina Smith  
Scott Brown  
Thomas Curran  
Anthony DiFonso  
Rachel Dolan  
Harriet Fradellos  
Maleah Gustafson  
Susan Hitchcock  
Robert Imber  
Matthew Lavoie  
Linda Long-Bellil  
Asima Silva  
Megan Weeks  
Adam Young

*Opposed:*  
None

The motion was unanimously approved.

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

Subcommittee Chair Lavoie encouraged members to contact the Superintendent with input on his proposed goals. He reminded members their input should be shared by the end of the day October 22, 2018.

F. Facilities and Security Subcommittee (T. Curran, Chair, M. Rivers, Vice-chair, A. Young)

Subcommittee Chair Curran reported on the September 24, 2018 meeting of this subcommittee, and announced the subcommittee will meet next on October 22, 2018.

G. Audit Advisory Board

No report was made. Chair Mills again mentioned the need for representation on the AAB from the towns of Paxton, Princeton, and Rutland.

H. Ad Hoc Subcommittees

I. Building Committees

1. Mountview Building Committee

Superintendent McCall reported this building committee has not met recently. Chair Mills asked the Facilities and Security Subcommittee to add the condition of the fields at Mountview to a future meeting agenda.

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 (M. Gustafson), Early Childhood Center

Member Gustafson – SEPAC has not yet met, but SEPAC officers and Board members are needed

Chair Mills- Mountview Middle School

IX. Public Hearing

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

X. New Business

Vice-chair Smith noted the District is not in compliance with **Policy 6618** *Nutrition and Wellness Policy*.



## XI. Adjournment

Motion: To adjourn.

Vote:

*In favor:*

Kenneth Mills  
Christina Smith  
Scott Brown  
Thomas Curran  
Anthony DiFonso  
Rachel Dolan  
Harriet Fradellos  
Maleah Gustafson  
Susan Hitchcock  
Robert Imber  
Matthew Lavoie  
Linda Long-Bellil  
Asima Silva  
Megan Weeks  
Adam Young

*Opposed:*

None

The motion was unanimously approved.

The meeting adjourned at 9:59 PM.

Respectfully submitted,

Darryll McCall, Ed.D.  
Superintendent of Schools

DM:rlp

Attachments:

- Attachment 1 – Sign-in sheets
- Attachment 2 – Tuition-free, Full-day Kindergarten Proposal
- Attachment 3 – Superintendent Goal Plan 2018-2019
- Attachment 4 – Educator Plan Form

## Attachment 1

**Regular Meeting**  
**Monday, October 15, 2018**

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

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**WACHUSETT REGIONAL SCHOOL DISTRICT COMMITTEE**  
**Regular Meeting**  
**Monday, October 15, 2018**

PLEASE **PRINT** YOUR NAME AND YOUR TOWN

[illegible]

# Full-Day Kindergarten Proposal

Presentation to the WRSDC  
October 15, 2018



# Background

## Why do we not yet have tuition-free full-day k?

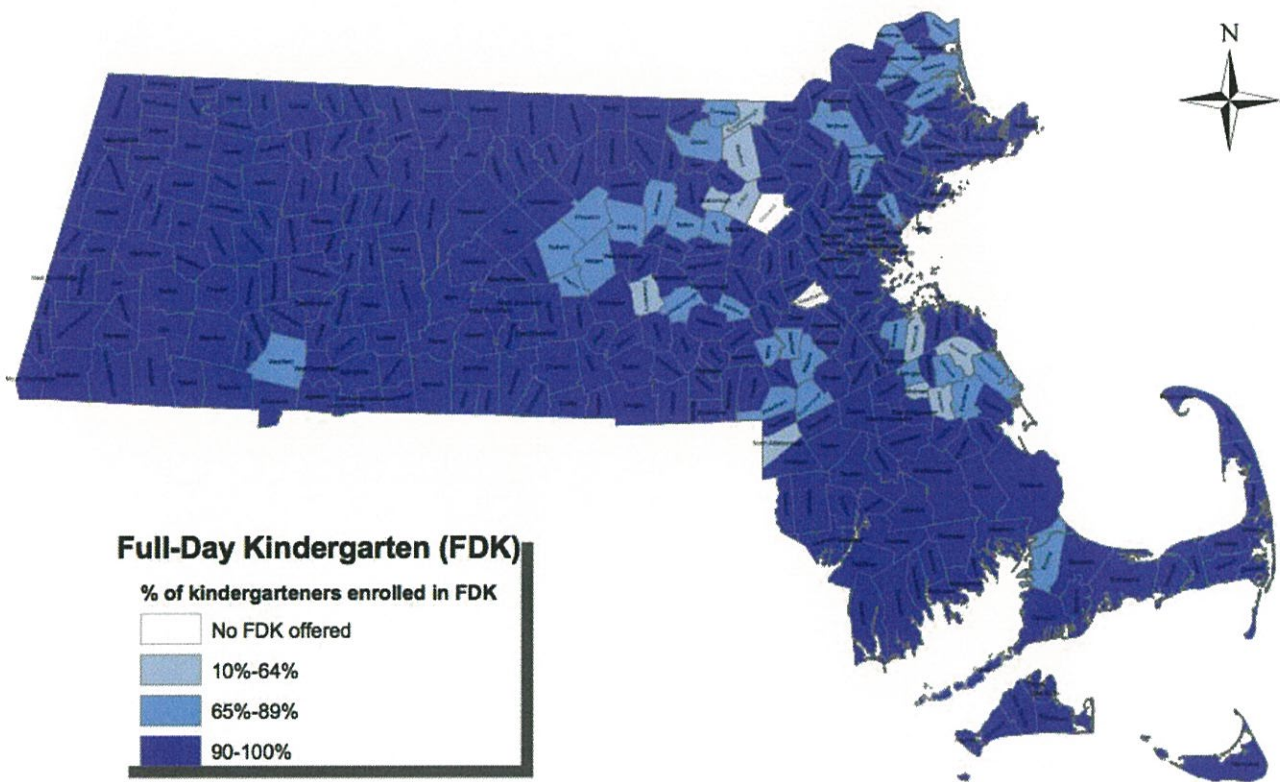
- Classroom Space
  - Holden currently lacks sufficient classroom space to house free full-day k for all of its students
- Funding
  - The District would have one fiscal year without tuition and before additional Chapter 70 funding increase

## Massachusetts Kindergarten Statistics 2017-18

● Kindergarten enrollment	66,014
● # of students in full-day k	63,229
● # of students in half-day k	2,785
● # of districts offering full-day k	317
● # of districts not offering full-day k	2
● # of districts charging tuition for FDK	45
● # of districts offering tuition free FDK	272

- K information from [Strategies for Children](#)





\*Statewide, 95.8% of public school kindergarten students are enrolled in full-day kindergarten.

\*City/town estimates based on enrollment in corresponding school districts.

\*Source: Massachusetts Department of Elementary and Secondary Education

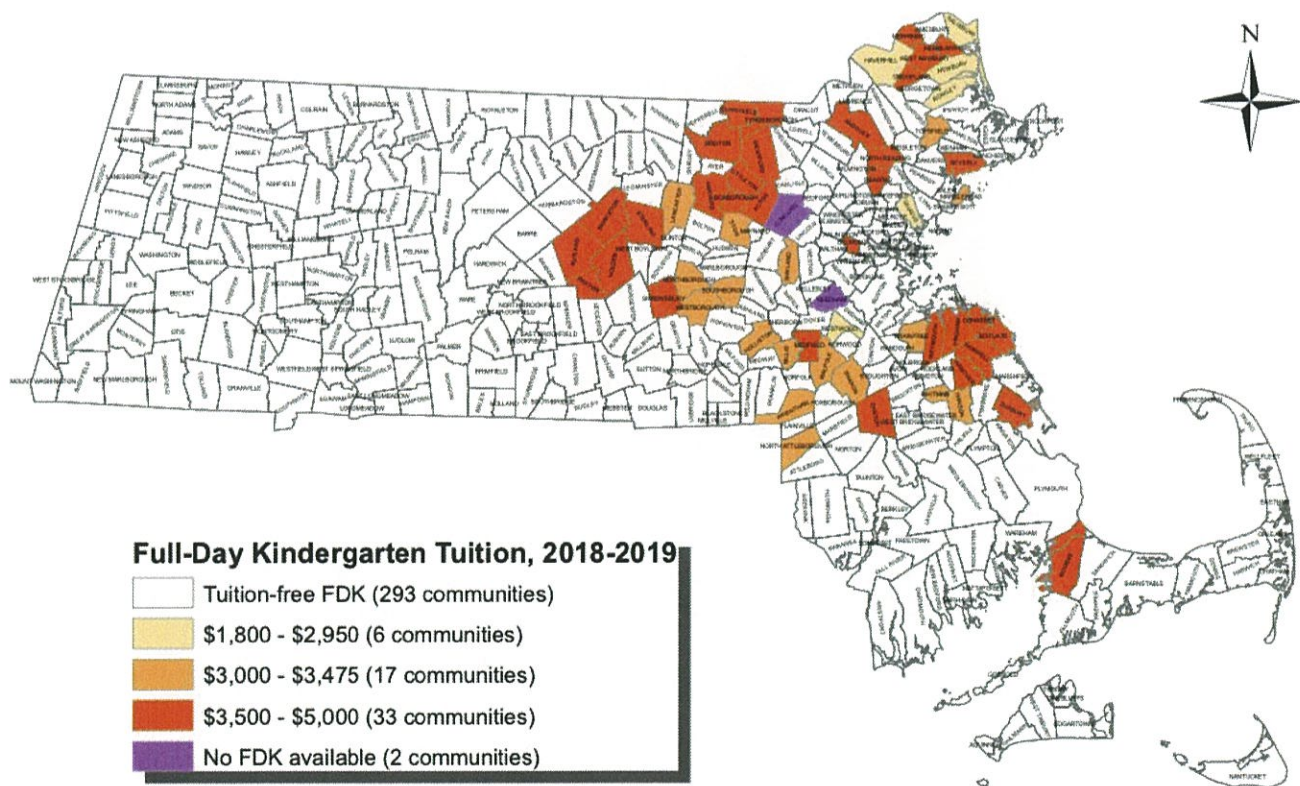


## Tuition Based Full Day Kindergarten

- The WRSD has offered tuition-based full-day k for 10 years
- There is a lottery for available slots
- FY19 - There are currently 307 full-day kindergarten students
- FY19 - There are currently 154 half-day kindergarten students
- 95.8% of all k students statewide attend full-day k

## Tuition Based Full Day Kindergarten

- Of the 307 full-day kindergarten students:
  - 41 students are free full-day k based upon special education needs or free and reduced meals.
- With tuition of \$3,500 per student, tuition generates \$931,000 annually:
  - The funds generated through tuitions offsets the full time salaries for teachers/paraprofessionals who would typically be .5 FTE.



45 school districts (serving 56 cities and towns) charge tuition for full-day kindergarten. Average annual tuition is \$3,538. Statewide, 95.8% of public school kindergarten students are enrolled in full-day kindergarten.  
Source: Strategies for Children tuition analysis, June 2018.

# Tuition Based Full-Day Kindergarten

- All five towns offer tuition-based full-day kindergarten:
  - Davis Hill - 3 classes
  - Dawson - 3 classes
  - Mayo - 2 classes
  - Naquag - 3 classes
  - Houghton - 2 classes
  - Paxton Center - 2 k classrooms comprised of full and half day
  - Thomas Prince - 2 k classrooms comprised of full and half day



# Rationale

## Benefits of Full-Day Kindergarten

- More learning occurs in both literacy and math
  - Across all grade levels, academic expectations for students have increased, including kindergarten students to meet challenging benchmarks for literacy and math.
- A student attending full-day k receives the equivalent of approximately 1 month extra of learning in literacy and math

## Benefits of Full-Day Kindergarten

- There is sufficient time for exploratory experiences
- Students develop more independence around their learning
- More opportunities for supporting students in areas such as Social Emotional Learning -
  - More time spent supporting students' abilities to manage the social and emotional skills needed to be successful in a classroom.



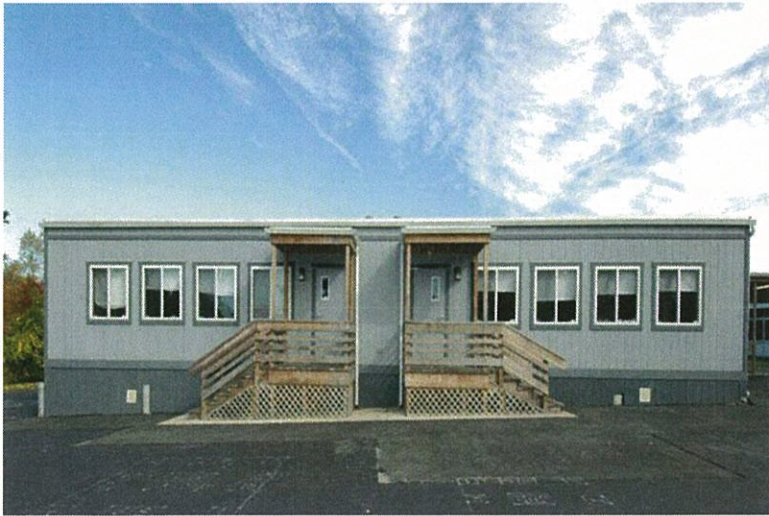
# Proposal - Modular Classrooms



## Full-Day Kindergarten

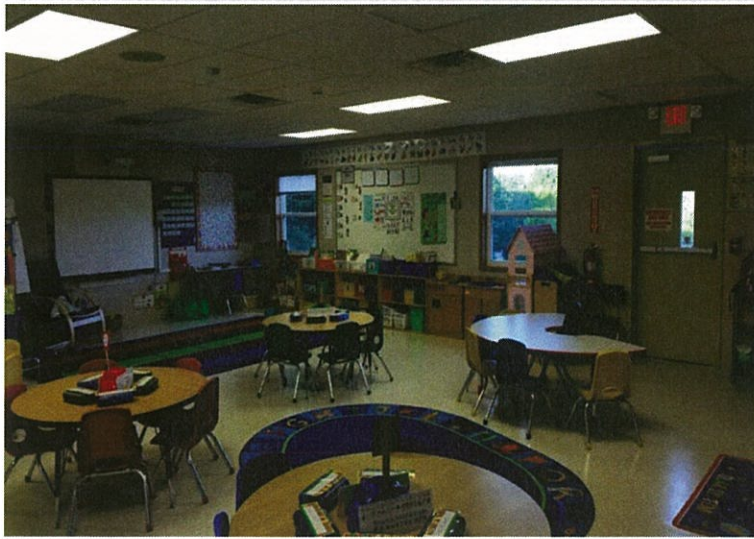
- Modular classroom learning spaces at Mayo Elementary to accommodate full-day k and paid for by Holden
- Two Modular classrooms could be temporarily placed at Mayo until a plan of action around the pupil projection is defined
- Mayo reclaims its Music room which is now used as a full-day k classroom

## Full-Day Kindergarten - Modular classes





## Full-Day Kindergarten - Modular classes



# Projected costs



## Full-Day Kindergarten Projected Costs

- Teacher salaries would need to move from the Kindergarten Revolving Account into the operating budget
- Additional k teaching staff - 3 FTE's
- Additional k paraprofessional staff - 3 FTE's
- Additional funding for new classroom materials, furniture, etc.

## Full-Day Kindergarten Projected Costs

- Using current enrollment figures, the District would need to hire 3 more full time kindergarten teachers bringing the total to 26 FTE's at an additional cost of approximately \$162,000 in salary totals
- In addition to teachers, the District would also need to add 3 paraprofessionals for an additional cost of approximately \$48,600 in salary totals
- Benefits for 6 new staff would be approximately \$74,000



## Full-Day Kindergarten Projected Costs

With the addition of tuition-free full-day kindergarten, the Chapter 70 funding from the state would increase the year following implementation -- **FY21**

- Currently the District receives partial Chapter 70 funding for kindergarten students
  - For FY19, the WRSD's Foundation Budget is based upon 353 half day students and 41 full day students

# Full-Day Kindergarten Projected Costs

## Chapter 70 Foundation Formula:

- Full-day kindergarten student = \$7,716
- Half-day kindergarten student = \$3,858
- Full-day tuition kindergarten student = \$3,858

## Full-Day Kindergarten Projected Costs

- The cost associated with the addition of the full-day kindergarten staff to the salary line would eventually be offset by the increase in Chapter 70 funding
- The difference in the Foundation rate for half-day and full-day for Wachusett is \$3,858 for FY19
- Based upon FY19 numbers, the District would receive additional funding of approximately \$1,361,874
- Chapter 70 increase translates into money from both state and local funds

## Full-Day Kindergarten Projected Costs

- One time costs associated with initial implementation:
  - Salaries and Benefits:               \*\$1,215,600
  - Materials:                                 \$60,000

**Approximate Total :           \$1,275,600 for FY20**

\*This amount includes the \$931,000 in salaries that would have been covered by tuition

- FY21 will see an increase in Chapter 70 funding of approximately \$1,300,000



# Full-Day Kindergarten Projected Costs

Impact on Chapter 70 Funding with implementation of full-day k

- Currently, 4 of 5 Member Districts are at their Target Share with respect to their required local contribution
- Assuming adding the half-day student increase proportionately across Member Towns using FY19 data, 4 or 5 Member Towns new Target Contribution would not change
- Princeton's Required Contribution would increase an additional \$48,000
- Why? Princeton is currently under their Target Share

Next steps



## Work with the town of Holden

- Discuss the concept of modular classrooms at Mayo
- If supported, define a timeline for the project
- Work with town officials on completion of the project

## How might the WRSD afford this financially?

- Three options for implementation:
  - Add to the budget request from WRSDC for FY20
  - Utilize Excess & Deficiency
  - Create a separate warrant article for Town Meetings

## How might we afford this financially?

- Additional option - Three year tuition reduction:
  - Reduce tuition over 3 years so that the tuition is no longer a necessary part of the budget
  - Chapter 70 funds would increase at the end of this process
  - Less of an initial budget issue, but the process is prolonged, and learning is delayed

## Full-Day Kindergarten

- This is a temporary fix:

Holden will require an addition to an existing school or a new building in the next several years to accommodate the projected increase in student population



# Equal Learning

All students in Wachusett will  
benefit from attending  
tuition-free full-day k





“Early childhood education is the key to  
the betterment of society ”

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- Maria Montessori

Thank you



## Superintendent Goal Plan 2018-2019 - DRAFT 10/15/2018

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

Primary Evaluator—Name/Title: WRSDC

Check all that apply<sup>1</sup>:    ☒ Proposed Goals    ☐ Final Goals    Date: 10/15/18

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

<b>Student Learning Goal</b> <i>Check whether goal is individual or team;  write team name if applicable.</i>	<b>Professional Practice Goal</b> <i>Check whether goal is individual or team;  write team name if applicable.</i>
<p>Individual  <input checked="" type="checkbox"/> Team:</p> <ul style="list-style-type: none"> <li>- By June 2019, 100% of principals will utilize the Early Warning Indicator System (EWIS), with the superintendent leading district administrators to identify characteristics that will determine whether students are at-risk. Data protocol will be developed by the superintendent to be used for identification of, plan development for, and assessment of improvements in the performance of these students.</li> </ul> <p><b>Rationale</b> - At-risk students represent a demographic that requires defined support. The District must define data protocols in order to build capacity to support these students.  <b>Alignment</b> - This goal aligns with Domains 2 and 3 of the WRSD Strategic Plan and Standard 1: Instructional Leadership</p>	<p><input checked="" type="checkbox"/> Individual  Team:</p> <ul style="list-style-type: none"> <li>- The superintendent will develop leadership capacity in his administrative team by facilitating at least 8 administrative leadership meetings that focus on consistency of practice, vision for success, and support of the WRSD Strategic Plan. By June 2019 he will also develop an induction program for each category of administrators (principal, assistant principal, central office) to increase the confidence and success of new administrators to the district.</li> </ul> <p><b>Rationale</b> - With 3 new principals and 3 new Central Office administrators, it is necessary for support to be provided to these critical positions. This induction program will be leveraged into a more formal development program in future years.  <b>Alignment</b> - This goal aligns with Domain 1 of the WRSD Strategic Plan and Standard I: Instructional Leadership and Standard IV: Professional Culture.</p>

<sup>1</sup> If proposed goals change during Plan Development, edits may be recorded directly on original sheet or revised goal may be recorded on a new sheet. If proposed goals are approved as written, a separate sheet is not required.

<p align="center"><b>District Improvement Goal</b>  <i>Check whether goal is individual or team;  write team name if applicable.</i></p>	<p align="center"><b>District Improvement Goal</b>  <i>Check whether goal is individual or team;  write team name if applicable.</i></p>
<p>Individual  X Team:</p> <ul style="list-style-type: none"> <li>- By July 2019, ALICE training will be provided at all schools, with at least 80% of staff to be trained within year 1 of a three year roll-out and a comprehensive Emergency Operation Plan (EOP) will be developed for all schools.</li> </ul> <p><b>Rationale</b> - The safety of our students and staff remains at the forefront of our planning. The ALICE program will be rolled out to staff this year and next, with a goal of having all staff trained by the end of 2020.</p> <p><b>Alignment</b> - This goal aligns with Domains 2 and 5 of the WRSD Strategic Plan and Standard I: Instructional Leadership, Standard II: Management and Operations and Standard IV: Professional Culture.</p>	<p>Individual  X Team:</p> <ul style="list-style-type: none"> <li>- By June 2019, create a protocol by which every school has a consistent approach to working with the Panorama data associated with students sense of belonging.</li> </ul> <p><b>Rationale</b> - After analyzing Panorama data, it has been noted that responses for students, particularly in grades 6 through 12, were below those of their peers nationally.</p> <p><b>Alignment</b> - This goal aligns with Domains 2 and 5 of the WRSD Strategic Plan and Standard 1: Instructional Leadership and Standard III: Family and Community Engagement.</p>

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



**Educator Plan Form DRAFT** (10/15/2018)

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

Primary Evaluator—Name/Title: WRSDC

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

Individual

x Team:

- By June 2019, 100% of principals will utilize the Early Warning Indicator System (EWIS), with the superintendent leading district administrators to identify characteristics that will determine whether students are at-risk. Data protocol will be developed by the superintendent to be used for identification of, plan development for, and assessment of improvements in the performance of these students.

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

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

Action	Supports/Resources from School/District <sup>1</sup>	Timeline or Frequency
<ul style="list-style-type: none"> <li>At-risk students are identified</li> </ul>	<ul style="list-style-type: none"> <li>School administrative team</li> <li>Superintendent/District level administration</li> <li>Teachers</li> </ul>	<ul style="list-style-type: none"> <li>9/2018</li> </ul>
<ul style="list-style-type: none"> <li>Teams meets to define outcomes for the year</li> </ul>	<ul style="list-style-type: none"> <li>School administrative team</li> <li>Superintendent/District level administration</li> <li>Teachers</li> </ul>	<ul style="list-style-type: none"> <li>10/2018 - ongoing</li> </ul>
<ul style="list-style-type: none"> <li>At-risk students are assessed to establish baseline</li> </ul>	<ul style="list-style-type: none"> <li>School administrative team</li> <li>Superintendent/District level administration</li> <li>Teachers</li> </ul>	<ul style="list-style-type: none"> <li>10/2018</li> </ul>



<ul style="list-style-type: none"> <li>• At-risk students, when appropriate, have formative assessment.</li> </ul>	<ul style="list-style-type: none"> <li>• School administrative team</li> <li>• District level administration</li> <li>• Teachers</li> </ul>	<ul style="list-style-type: none"> <li>• 1/2019</li> </ul>
<ul style="list-style-type: none"> <li>• Teams meets to assess mid-year growth and makes modifications as needed.</li> </ul>	<ul style="list-style-type: none"> <li>• School administrative team</li> <li>• District level administration</li> <li>• Teachers</li> </ul>	<ul style="list-style-type: none"> <li>• 2/2019</li> </ul>
<ul style="list-style-type: none"> <li>• At-risk students, when appropriate, have summative assessment.</li> </ul>	<ul style="list-style-type: none"> <li>• School administrative team</li> <li>• District level administration</li> <li>• Teachers</li> </ul>	<ul style="list-style-type: none"> <li>• 5/2019</li> </ul>

\*Additional detail may be attached if needed.

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

## Educator Plan Form

### Professional Practice Goal

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

☒ Individual

☐ Team:

The superintendent will develop leadership capacity in his administrative team by facilitating at least 8 administrative leadership meetings that focus on consistency of practice, vision for success, and support of the WRSD Strategic Plan. By June 2019 he will also develop an induction program for each category of administrators (principal, assistant principal, central office) to increase the confidence and success of new administrators to the district.

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

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

Action	Supports/Resources from School/District <sup>1</sup>	Timeline or Frequency
<ul style="list-style-type: none"><li>Meet with all district administrators to establish consistent goals</li></ul>	<ul style="list-style-type: none"><li>Superintendent/District level administration</li></ul>	<ul style="list-style-type: none"><li>08/2018</li></ul>
<ul style="list-style-type: none"><li>Monthly meetings with Principal Leadership Team (PLT)</li></ul>	<ul style="list-style-type: none"><li>Superintendent/District level administration</li></ul>	<ul style="list-style-type: none"><li>09/2018 - ongoing</li></ul>
<ul style="list-style-type: none"><li>Assignment of all first year administrators to a mentor</li></ul>	<ul style="list-style-type: none"><li>School administrators</li><li>Superintendent/District level administration</li><li>DESE materials</li></ul>	<ul style="list-style-type: none"><li>10/2018</li></ul>
<ul style="list-style-type: none"><li>Assignment of a support team that shall consist of a mentor and an</li></ul>	<ul style="list-style-type: none"><li>School administrators</li><li>Superintendent/District level administration</li></ul>	<ul style="list-style-type: none"><li>10/2018 - ongoing</li></ul>

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

<p>administrator qualified to evaluate administrators.</p> <ul style="list-style-type: none"> <li>• Provision for adequate time for the mentor and beginning administrator to engage in professional conversations on learning and teaching as well as building leadership capacity within the school community and other appropriate mentoring activities.</li> <li>• Meet with new administrators to assist with integration into the WRSD.</li> <li>• Provision for adequate time and resources to learn how to use effective methods of personnel selection, supervision, and evaluation that are included in the Professional Standards for Administrators.</li> <li>• Plan assessed through administrator feedback (including pre- and post-intervention assessment), defined, and organized for future implementation</li> </ul>	<ul style="list-style-type: none"> <li>• DESE materials</li> <li>• School administrators</li> <li>• Superintendent/District level administration</li> <li>• DESE materials</li> <li>• School administrators</li> <li>• Superintendent/District level administration</li> <li>• School administrators</li> <li>• Superintendent/District level administration</li> <li>• School administrators</li> <li>• Superintendent/District level administration</li> </ul>	<ul style="list-style-type: none"> <li>• 10/2018 - ongoing</li> <li>• 10/2018 - ongoing</li> <li>• 10/2018 - ongoing</li> <li>• 5/19</li> </ul>
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## Educator Plan Form

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

Primary Evaluator—Name/Title: WRSDC

### District Improvement

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

Individual

x Team:

- By July 2019, ALICE training will be provided at all schools, with at least 80% trained within year 1 of a three year roll-out and a comprehensive Emergency Operation Plan (EOP) will be developed for all schools.

### District Improvement Goal: Planned Activities

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

Action	Supports/Resources from School/District <sup>1</sup>	Timeline or Frequency
<ul style="list-style-type: none"><li>• Meet with ALICE trained administrative team</li></ul>	<ul style="list-style-type: none"><li>• Review materials</li><li>• School administrators</li><li>• Superintendent/District level administration</li></ul>	<ul style="list-style-type: none"><li>• 8/2018</li></ul>
<ul style="list-style-type: none"><li>• Meet with local emergency officials</li></ul>	<ul style="list-style-type: none"><li>• Superintendent/District level administration</li><li>• Review materials</li></ul>	<ul style="list-style-type: none"><li>• 8/2018</li></ul>
<ul style="list-style-type: none"><li>• Administrators participate in ALICE online training</li></ul>	<ul style="list-style-type: none"><li>• School administrators</li><li>• Superintendent/District level administration</li></ul>	<ul style="list-style-type: none"><li>• 8/2018</li></ul>
<ul style="list-style-type: none"><li>• School administrators are trained as trainers.</li></ul>	<ul style="list-style-type: none"><li>• Building principals</li></ul>	<ul style="list-style-type: none"><li>• 10/2018</li></ul>

<ul style="list-style-type: none"> <li>• School administrators conduct training with building staff</li> <li>• Emergency Operation Plans are defined for each school</li> </ul>	<ul style="list-style-type: none"> <li>• School administrators</li> <li>• School staff</li> <li>• School administrators</li> <li>• Superintendent/District level administration</li> <li>• Local emergency officials</li> </ul>	<ul style="list-style-type: none"> <li>• ongoing</li> <li>• 6/2019</li> </ul>
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\*Additional detail may be attached if needed.



## Educator Plan Form

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

Primary Evaluator—Name/Title: WRSDC

### District Improvement

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

Individual

x Team:

- By June 2019, a protocol will be created by which every school has a consistent approach to working with the Panorama data associated with students' sense of belonging.

### District Improvement Goal: Planned Activities

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

Action	Supports/Resources from School/District <sup>1</sup>	Timeline or Frequency
<ul style="list-style-type: none"><li>Review of Panorama data</li></ul>	<ul style="list-style-type: none"><li>Superintendent/District level administration</li><li>School administration</li><li>Teachers</li><li>Director of SEL</li></ul>	<ul style="list-style-type: none"><li>09/2018</li></ul>
<ul style="list-style-type: none"><li>Goals are established for individual buildings</li></ul>	<ul style="list-style-type: none"><li>Superintendent/District level administration</li><li>School administration</li><li>Teachers</li><li>Director of SEL</li></ul>	<ul style="list-style-type: none"><li>10/2018</li></ul>
<ul style="list-style-type: none"><li>School based support teams meet to create action plan to address areas of focus in Panorama data</li></ul>	<ul style="list-style-type: none"><li>School administration</li><li>Teachers</li><li>Director of SEL</li></ul>	<ul style="list-style-type: none"><li>11/2018</li></ul>

<ul style="list-style-type: none"> <li>• School based teams meet on an ongoing basis to assess progress</li> <li>• Students participate in the Panorama survey</li> <li>• Student data reviewed and protocol defined</li> </ul>	<ul style="list-style-type: none"> <li>• School administration</li> <li>• Teachers</li> <li>• Director of SEL</li> <li>• Students</li> <li>• School administration</li> <li>• Teachers</li> <li>• Director of SEL</li> <li>• Superintendent/District level administration</li> </ul>	<ul style="list-style-type: none"> <li>• 11/2018 - ongoing</li> <li>• 5/2019</li> <li>• 6/2019</li> </ul>
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\*Additional detail may be attached if needed.

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

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

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

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