

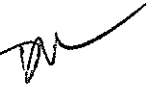
Wachusett Regional School District

Holden, Paxton, Princeton, Rutland, Sterling

December 6, 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

Attached is the updated posting of School Committee, subcommittee, and SEPAC meetings for December, January, and February (attachment 1).

Presentation to the School Committee

Deputy Superintendent Berlo and I will make a presentation on the spring 2018 next-generation MCAS results for Wachusett, and we will have the opportunity to review and discuss the results and data at the meeting. Attached is a copy of the PowerPoint, which had been prepared for presentation at the November 5th meeting, and I share it now for your review in advance of Monday's meeting (attachment 2).

Student Achievements

Soccer Champions

For the second time in the past three years, the WRHS Girls' Soccer Team won the Division 1 State Championship (attachment 3). On Saturday, November 17th, the team played Natick High School at Lynn's Manning Field and came away with a 1-0 victory. I have invited Coach David Gentlemen and all team members and assistant coaches to come to the Media Center Monday evening to allow us the opportunity to congratulate these student-athletes for their winning season (attachment 4).

Varsity Cheerleading Team Champions

The WRHS Varsity Cheerleading Team won the State Championship on Sunday, November 18th (attachment 5). The team competed at Worcester State, winning the State title and will be competing at Nationals in Texas at the end of January. I have congratulated Coach Holly Boulay and team members on this accomplishment and have invited the coaching staff and team members to a future School Committee meeting (attachment 6).

Project 351

I am pleased to announce the eighth graders from our District who will serve as the 2019 Project 351 Ambassadors representing our five middle schools:

Mountview Middle School - Gabriela Hamburger Medailleu
Paxton Center School - Aiden Havens
Thomas Prince School - Sydney Mentzer
Central Tree Middle School - Emma Jeffrey
Chocksett Middle School - Kaelin Pousland

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

These student ambassadors were selected by their principals based on an exemplary ethic of service and values of kindness, compassion, humility, and gratitude. Ambassadors represent their community for a calendar year, from January of eighth grade through December of ninth grade. Over twelve months, ambassadors are invited to develop their leadership skills through engagement at Launch and Service Day in honor of Dr. Martin Luther King, Jr., Spring Service for Cradles to Crayons, the opportunity to represent Governor Baker in hometown Memorial Day ceremonies, Leadership Reunion at Gillette Stadium, 911 tribute in support of Massachusetts Military Heroes Fund, and Fall Service campaign to end hunger through food drives in support of hometown food pantries.

I wish Aiden, Emma, Kaelin, Gabriela, and Sydney a wonderful year serving as Ambassadors and I hope the experience is positive, valuable, and meaningful. As has been done in the past, I will invite these students and their parents to a spring meeting of the Committee.

Superintendent Draft Goals

At our meeting on Monday evening, I will review my draft goals with the full Committee. These draft goals have been reviewed on several occasions with members of the Superintendent Goals and Evaluation Subcommittee and will serve as a guide for me as I work through this academic year. School Committee members have been provided the opportunity to provide input to my suggested goals and School Committee action to approve and accept these goals is on the agenda for Monday evening's meeting. Below I speak to my proposed 2018-2019 goals and I invite members to ask questions Monday evening:

Student Learning Goal:

- *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.*

The EWIS is a state-provided tool for districts to help identify students who may be at risk of not meeting important academic goals and provide data, information, and support to school-based administration to help students get back on track. This comprehensive system spans first grade through high school graduation and beyond. With this abundance of very useful and beneficial student information, our goal is to identify at-risk students as soon as possible and set specific improvement goals in order to assist all children to be successful students.

Professional Practice Goal:

- *The Superintendent will develop leadership capacity in his administrative team by facilitating at least eight 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.*

Even before the school year begins, the WRSD administrative team gathers at the August Administrative Retreat for two days of professional development, collaboration, and team building. An area of focus continues to be on supporting the WRSD Strategic Plan through consistency in goals from school to school. Building principals and District administration are together for both days, and the District's Assistant Principal team participates in the Retreat the second day. Once the school year begins, meetings of the PLT (Principal Leadership Team) and the Curriculum Team are scheduled on an every other week (+/-) basis. These Thursday morning meetings (7:45 - 10:00 AM) are the

opportunity for District administration and school principals to meet, discuss, plan, and work together as leaders of the District.

Mentoring and counseling of any person new to a position is important, and in order to have a strong school and district leadership team, it is imperative that new principals and members of our administrative team learn from our veteran staff. With three new principals, and the anticipated appointment of an Interim Principal at the Early Childhood Center, I have called upon our “veteran” principals to mentor their counterparts, to be point of contact for these new building leaders, and to help guide them during their initial year as Wachusett principals. I am grateful to our veteran principals for volunteering to serve in this role, and I look forward to watching all principals benefit from working together.

District Improvement Goals:

- *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.*

Nothing is more important than the safety and security of our students and staff. School safety has always been and continues to be of the utmost importance at the District level, at the school level, and to our public safety officials and officers. To date, 11 of our building administrators have attended the two-day ALICE Institute train-the-trainer training, and two WRHS Assistant Principals are registered to attend this training in January 2019. At the above mentioned August Administrative Retreat, our expanded administrative team took part in the online portion of ALICE training and staff throughout the District has or will take this online training in the coming months during professional development time. When this goal is approved, we will continue our work with Member Town police and fire departments in the development of EOPs for our schools and the District Central Office.

- *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.*

Educating the whole child is what we do in this district. Using the tools available through the Panorama website allows us to gather data about our students and to use this data in supporting students' growth in social-emotional learning.

I have attached draft Superintendent Goal Plan 2018-2019 and draft Educator Plan Form for you to review prior to the meeting (attachments 7 & 8).

Resolution in Support of Full Funding for Our Public Schools

Always an important topic for the Committee, District administration, and our Member Town residents and officials is funding for our schools. At Monday's meeting, the Committee will be asked to vote on a resolution in support of full funding for our schools (attachment 9). This resolution, brought to our attention by the WREA Board following their September 24th vote to

request that WRSDC adopt such a resolution, has been reviewed by the Management Subcommittee and that subcommittee recommends the full School Committee support this resolution. This motion is on the agenda for Monday's meeting.

FY20 Budget Roundtable Round-up

I wish to thank all who were involved with, participated in, and/or attended the November 8th FY20 Budget Roundtable for their interest in, commitment to, and continued support of our district (attachment 10). The discussions around the table were interesting and informative. The congeniality appreciated. And the plans and expectations of both the towns and the District to work together in the coming months to insure development of a budget that can be accepted and supported by the School Committee and the Member Towns appreciated.

Attendance at the meeting by Senator Chandler, Senator Gobi, and Representative Ferguson is much appreciated, and I am grateful to Holden Town Manager Peter Lukes for the time and attention he put into coordinating the event (attachments 11 & 12). I look forward to working with Member Town officials and our local legislators as the FY20 budget season gets underway.

Tuition-free, Full-day Kindergarten Proposal

At Monday's meeting, we will have discussion about the proposal for implementation of tuition-free, full-day kindergarten and I will be able to provide the Committee with an update following meetings and discussions I have had with town officials, the state, building principals, and District administration.

Class Size Update

In my November Report, I shared with you a class size update, based on enrollment numbers now that the year is well underway and class sizes have been solidified (at least as of this fall, since enrollment numbers are always fluid), and I am re-sharing the class size update in this Report (attachment 13). This data outlines all class sizes, by school and grade, based upon our most recent updated numbers. Policy 3510 *Class Size* recommends class sizes:

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

You will note in the attached document that there are 82 classes (red and bold) that exceed the recommended class sizes stated in Policy 3510 (attachment 14). In order to meet the recommended class size numbers, the District would need to hire 26 more teachers k – 8, and at the high school level, we would need to hire approximately 9 teachers. The dollar amount needed if this district were to hire enough teachers to stay within WRSDC policy guidelines would be approximately \$1,925,000.

MASC/MASS Joint Conference November 2018

At Monday's meeting, Vice-chair Smith, Member Gustafson, and Member Weeks will report on their attendance at the MASC/MASS Joint Conference the beginning of November. Having three WRSDC representatives attend this year's annual conference is an excellent showing for our School Committee and I look forward to hearing what they took away from the three day event. Vice-chair Smith did share an interesting slide titled "The Board and Superintendent Relationship" and I call your attention to the fifth bullet under School Board responsibilities, "Creates, review and adopts policy" (attachment 15). Our Policy Book is divided into eight "series" (1000 Series, 2000 Series, etc.) and oversight of each policy series is divvied up between the Management Subcommittee (Series 1000, 2000, 5000), the Education Subcommittee (Series 3000 and Series 6000), the Business/Finance Subcommittee (Series 4000 and Series 7000). Series 8000 (Communication/Public Relations) was previously under the purview of the Community Outreach Subcommittee. Policy development, recommendation, and review are important tasks that should be addressed by the various subcommittees on a regular basis.

Holden Garden Club

Again this year, the Holden Garden Club is generously supporting two Holden Elementary Schools, providing donations to help fund student gardening projects at each school. Holden Garden Club member and former WRSDC Chair Margaret Watson has been invited to our meeting to share a few words about how Davis Hill and Mayo Elementary Schools are using these funds in the classrooms.

Opening Negotiations

District contracts with three of our bargaining units (clerical, custodial, food service) will expire on June 30, 2019. Initial meetings with each of the groups are underway, and it is anticipated negotiating sessions will be scheduled after the first of the year.

Websites

The District I. T. Department has been busy revamping the District's website and the schools' websites, and it is anticipated these new sites will be launched this month. The updated site will be more secure and also mobile friendly. I will share the link with our updated website once it goes live. Supervisor of Information Services Barry Sclar and Network Manager Ed McAuliffe have done a great job working through this very long and arduous process over the past eight months.

Treasurer's Update

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

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 16).

Executive Staff Reports

- Deputy Superintendent Berlo’s Report to the Superintendent, dated December 3, 2018 (attachment A)
- Director of Business and Finance Deedy’s Report to the Superintendent, dated December 4, 2018 (attachment B)
- Director of Human Resources Jeff Carlson’s Report to the Superintendent, dated December 6, 2018 (attachment C)
- Interim Administrator of Special Education Lincoln Waterhouse’s Report to the Superintendent, dated December 2018 (attachment D)

Subcommittee Minutes

- Minutes of the August 8, 2018 meeting of the Legal Affairs Subcommittee (Subcommittee Minutes attachment 1)
- Minutes of the August 13, 2018 meeting of the Legal Affairs Subcommittee (Subcommittee Minutes attachment 2)
- Minutes of the October 9, 2018 meeting of the Superintendent Goals and Evaluation Subcommittee (Subcommittee Minutes attachment 3)
- Minutes of the October 22, 2018 meeting of the Facilities and Security Subcommittee (Subcommittee Minutes attachment 4)
- Minutes of the October 29, 2018 meeting of the Business/Finance Subcommittee (Subcommittee Minutes attachment 5)
- Minutes of the November 5, 2018 meeting of the Superintendent Goals and Evaluation Subcommittee (Subcommittee Minutes attachment 6)

Chair's Correspondence

- November 28, 2018 correspondence to Mr. and Mrs. Peter Singley (Chair's Correspondence 1)

Superintendent's Correspondence

- November 5, 2018 correspondence from Holden Town Manager Peter Lukes (Superintendent's Correspondence 1)

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

cc: Executive Staff
DM:rlp

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

Agenda

Regular Meeting #1320

Monday, December 10, 2018

7:00 PM

Media Center

Wachusett Regional High School, Holden

- I. Public Hearing
- II. Chair's Opening Remarks

Recognition of WRHS Girls Soccer Team – State Champions

Spring 2018 MCAS
Deputy Superintendent for Curriculum, Instruction, and Assessment Robert Berlo
- III. Student Representatives' Reports (D. Ferdinand, R. Massoni-Nesman)
- IV. Superintendent's Report
 - A. Discussion of Report
 - Report on Tuition-free, Full-day Kindergarten Proposal
 - B. Recommendations Requiring Action by the School Committee
 1. Motion: To support the Resolution for Support for Full Funding of Our Public Schools
 2. Motion: To accept donations to Davis Hill Elementary School and Mayo Elementary School from Holden Garden Club
- V. Unfinished Business
- VI. Secretary's Report
 - A. Approval of #1318 Regular Meeting Minutes of the Wachusett Regional School District Committee held on October 15, 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, C. Smith, Vice-chair, A. DiFonso, R. Dolan, S. LaMountain, L. Long-Bellil, A. Silva)

- 1. Draft Policy 6950 **Policy Relating to Pupil Services School-Parent/Guardian Relations** – second reading

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

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

- 1. Amended Policy 1312 **Policy Relating to School Committee Operation Evaluation of the Superintendent** – second reading

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

- 1. Motion: To recommend approval of the Superintendent's Goals 2018-2019

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

- G. Audit Advisory Board (C. Witkes, Chair, B. Mitchel, Vice-chair)

- 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 (M. Gustafson), Early Childhood Center (TBD)

- IX. Public Hearing

- X. New Business

- XI. Adjournment

POLICY RELATING TO PUPIL SERVICES

SCHOOL-PARENT/GUARDIAN RELATIONS

It is the goal of the Wachusett Regional School District (WRSD) to foster positive relations with parents/guardians, which encourage cooperation between the home and school in establishing and achieving common educational goals for students.

While parents/guardians are individually responsible for their children, WRSD provides for the education, safety, and well-being of students during the time they are within the supervision of school personnel. Consistent with these shared responsibilities and as appropriate to the maturity of the student, members of the school staff will consult with parents/guardians regarding student progress and achievement, methods to enhance student development, and matters of correction.

Involvement of parents/guardians in the schools is encouraged through regular communication with the school Principal and staff, parent/teacher organizations, school volunteer programs, School Councils, and other opportunities for participation in school activities and District programs.

First Reading: 10/15/18

Second Reading:

WRSDC Draft Policy 6950

POLICY RELATING TO SCHOOL COMMITTEE OPERATION

EVALUATION OF THE SUPERINTENDENT

The Wachusett Regional District School Committee (WRSDC) shall evaluate the Superintendent annually. The evaluation process shall be conducted ~~to primarily for the purpose of~~ assessing the performance of the Superintendent and shall offer an opportunity for the WRSDC to **formally review progress achieved in meeting the Goals of the District** ~~better understand and interact with the Superintendent.~~ It shall also provide guidance to the Superintendent to improve his/her performance. **The WRSDC will utilize the DESE Educator Evaluation Framework to provide written input from both individual WRSDC Members and the participation of all standing subcommittee Chairs.**

1. Prior to the evaluation cycle, ~~the Chair of the WRSDC~~ **Chair** shall provide the WRSDC ~~in writing the~~ **written** timelines for the evaluation process.
2. At the beginning of the evaluation cycle, each ~~Member of the WRSDC~~ **Member** shall receive a copy of the **DESE** blank evaluation instrument.
3. **Individual WRSDC Members shall complete the entire evaluation form according to the instrument directions, based upon the District's Strategic Plan, the District's and Superintendent's Goals, and evidence and artifacts submitted by the Superintendent. All Members shall submit the completed evaluation instrument to the WRSDC Chair by a date specified.**

~~Individual Committee Members shall complete the entire evaluation form according to the directions in the instrument and shall submit the appropriate sections to the Chair of the WRSDC by a specified date.~~

4. **The WRSDC Chair shall consider all input.**

~~The Chair of the WRSDC shall consider all input, including, as appropriate, the evaluation of the Superintendent's fulfillment of established annual goals. This information, together with comments, shall be provided to the Chair of the WRSDC.~~

5. **The Chair, with input from all subcommittee Chairs, will then consider and cull all data, including ratings and comments, and present the composite evaluation narrative to the WRSDC for approval by April 30. If the evaluation process cannot be completed by this date, a special meeting shall be held prior to the first May town election.**

~~The Chair will then compile all observations and present the completed evaluation narrative to the WRSDC no later than April 30. The Chair of the WRSDC shall compile WRSDC members' ratings and judgments regarding the Superintendent's accomplishments regarding annual goals in a composite~~

POLICY RELATING TO SCHOOL COMMITTEE OPERATION***EVALUATION OF THE SUPERINTENDENT (continued)***

~~evaluation for approval of the WRSDC by April 30. If the evaluation process cannot be completed by this date, a special meeting shall be held prior to the first May town election.~~

6. ~~All written materials~~ **The Superintendent's composite evaluation narrative shall will be considered Public Information under the Open Meeting Law.**
7. During each academic year, the WRSDC may provide three occasions for the Superintendent to discuss his/her performance during a regular meeting of the WRSDC at his/her request. WRSDC members may offer constructive suggestions at that time.
8. The evaluation of the Superintendent shall be conducted in accordance with M.G.L. c.69, §1B; c.71, §38 and Massachusetts Department of Elementary and Secondary Education Regulations 603 CMR 35.00.

First Reading:	09/26/94
Second Reading:	10/11/94

Amendment First Reading:	08/21/95
Amendment Second Reading:	09/11/95

Re-amendment First Reading:	01/24/06
Re-amendment Second Reading:	02/13/06

Re-amendment First Reading:	12/11/06
Re-amendment Second Reading:	01/08/07

Re-amendment First Reading:	01/26/09
Re-amendment Second Reading:	02/09/09

Re-amendment First Reading:	01/11/16
Re-amendment Second Reading:	02/22/16

Re-amendment First Reading:	10/15/18
Re-amendment Second Reading:	

WRSDC Amended Policy 1312

PLEASE POST

12/6/2018
Page 1 of 3

Education Subcommittee

Monday, December 10, 2018
6:00 p.m.

Media Center
Wachusett Regional High School
1401 Main Street, Holden

AGENDA:

- I Call to Order
- II Approval of Minutes
- III Amended Policy 6631 *Policy Relating to Pupil Services Non-Discrimination*
- IV Timeline for District Discussion/Review of Homework Practices
- V Amended Policy 3323 *Policy Relating to Education Home Assignments*
- VI Amended Policy 3450 *Policy Relating to Education Instructional Materials Non-Discrimination of Educational Materials*
 - MASC template
- VII School Recess
- VIII School Start Times
- IX Blizzard Bags
- X Old Business
 - Draft Policy 3341 *Policy Relating to Education Curriculum Adoption*
 - Policy 3240 *Policy Relating to Education Ceremonies and Observances*
- XI New Business
- XII 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

Legal Affairs Subcommittee

Monday, December 10, 2018
6:30 p.m.

Media Center
Wachusett Regional High School
1401 Main Street, Holden

AGENDA:

- I Call to Order
- II Approval of Minutes
- III Executive Session to discuss strategy for contract negotiations with bargaining units (Wachusett Cafeteria Association; AFSCME Council 93, Local 2885 – Custodial Employees; AFSCME, Council 93, Local 2885 – Clerical Employees), as the Chair deems a discussion in public session would have an adverse effect on the District's bargaining position, to reconvene in public session
- IV. By-Laws Review Process
- V Adjournment

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

Wachusett Regional School District Committee

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

Media Center
Wachusett Regional High School
1401 Main Street, Holden

AGENDA:

Public Hearing

Chair's Opening Remarks

Recognition of WRHS Girls Soccer Team – State Champions

Spring 2018 MCAS– Deputy Superintendent for Curriculum, Instruction, and Assessment Robert Berio

Student Representatives' Reports

Superintendent's Report

- Discussion of Report
 1. Report on Tuition-free, Full-day Kindergarten Proposal
- Recommendations Requiring Action by the School Committee
 1. Motion: To support the Resolution for Support for Full Funding of Our Public Schools
 2. Motion: To accept donations to Davis Hill Elementary School and Mayo Elementary School from Holden Garden Club

Unfinished Business

Secretary's Report

- Approval of 1318th Regular Meeting Minutes of the WRSDC held on 10/15/2018

Treasurer's Report/Financial Statements

Committee Reports

- Management Subcommittee
- Education Subcommittee
 1. Draft Policy 6950 *Policy Relating to Pupil Services School-Parent/Guardian Relations* – second reading
- Business/Finance Subcommittee
- Legal Affairs Subcommittee
 1. Amended Policy 1312 *Policy Relating to School Committee Operation Evaluation of the Superintendent* – second reading
- Superintendent Goals and Evaluation Subcommittee
 1. To recommend approval of the Superintendent's Goals 2018-2019
- Facilities and Security 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.

SEPAC Meeting

*High School Special Education Programs
and Tour of Facilities*

Tuesday, December 11, 2018
6:00 p.m.

Wachusett Regional High School
1401 Main Street, Holden

Wachusett Regional School District Committee

Monday, January 7, 2019
7:00 p.m.

Media Center
Wachusett Regional High School
1401 Main Street, Holden

Legal Affairs Subcommittee

Wednesday, January 9, 2019
6:30 p.m.

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

Facilities and Security Subcommittee

Wednesday, January 16, 2019
7:00 p.m.

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

Wachusett Regional School District Committee

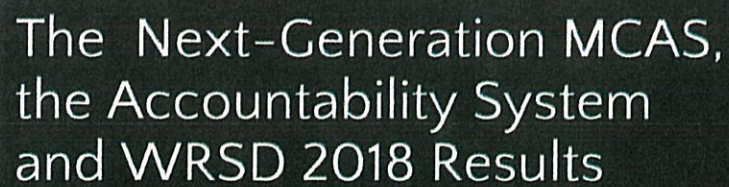
Tuesday, January 22, 2019
7:00 p.m.

Media Center
Wachusett Regional High School
1401 Main Street, Holden

Wachusett Regional School District Committee

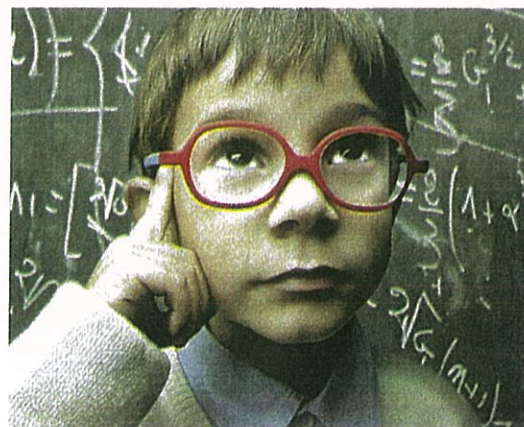
Monday, February 11, 2019
7:00 p.m.

Media Center
Wachusett Regional High School
1401 Main Street, Holden



MASSACHUSETTS DEPARTMENT OF
ELEMENTARY AND SECONDARY
EDUCATION

1. Changes to MCAS
2. Changes to DESE Accountability System
3. Overview of WRSD Results



1. Next-Generation MCAS: Performance Categories

- On the legacy MCAS, the four scoring categories were
 - Advanced
 - Proficient
 - Needs Improvement
 - Warning/Failing.
- On the next-generation MCAS, the four scoring categories are:
 - Exceeding Expectations
 - Meeting Expectations
 - Partially Meeting Expectations
 - Not Meeting Expectations.

Massachusetts Department of Elementary and Secondary Education

These new categories emphasize readiness for higher-level work at the next grade level.



1. Next-Generation MCAS: Scaled Scores

- The next-generation MCAS uses a scale of 440 to 560.
- It should not be directly compared to the legacy MCAS, which used a scale of 200–280.

Massachusetts Department of Elementary and Secondary Education

The next-generation MCAS establishes high expectations to better reflect whether students are on track for the next grade level and ultimately for college and a career.



1. Next-Generation MCAS: The Assessment

- The next-generation MCAS is a new test with a different approach to assessing student performance.
 - Next-generation results cannot be compared to prior year's.
- The first year of this new assessment was 2017.
 - In 2017, grade 8 at WRSD took the new MCAS online, the rest of the grades were paper-based.
 - In 2018, grades 3–8 at WRSD took the assessment online.
- Students in 10th grade will take the next generation MCAS for the first time this spring.



2. Accountability System: Required Indicators

ESSA requires states to include the following indicators in an accountability system:

- Academic achievement based on annual assessments in English language arts (ELA), math, & science
- A measure of student growth or progress for elementary & middle schools
- Graduation rates for high schools
- Progress in achieving English proficiency for English learners
- At least one measure of school quality or student success



2. Accountability System: Highlights

- New system has additional accountability indicators
 - Provide information about school performance & student opportunities beyond test scores
- Normative & criterion-referenced components
 - Includes accountability percentiles & progress toward targets
- Emphasis placed on districts and schools to raise the performance of each school's lowest performing students
 - In addition to the performance of the school as a whole
- Discontinuation of accountability & assistance levels 1-5
 - Replaced with accountability categories that define the progress that schools are making & the type of support they may receive from the Department



2. Accountability System: English Language Proficiency Indicator

- New indicator in 2018
- Set students on a path to achieving English language proficiency in six years
- Set targets for each English learner based on:
 - Initial ACCESS for ELLs assessment results
 - Grade
 - Years in Massachusetts
- School & district performance will be measured based on the percentage of students meeting their targets each year



2. Accountability System: Indicators for Non-High Schools

Indicator	Measure
Achievement	<ul style="list-style-type: none"> English language arts (ELA) average scaled score Mathematics average scaled score Science achievement (Composite Performance Index (CPI))
Student Growth	<ul style="list-style-type: none"> ELA mean student growth percentile (SGP) Mathematics mean SGP
English Language Proficiency	<ul style="list-style-type: none"> Progress made by students towards attaining English language proficiency (percentage of students meeting annual targets required in order to attain English proficiency in six years)
Additional Indicator(s)	<ul style="list-style-type: none"> Chronic absenteeism (percentage of students missing 10 percent or more of their days in membership)



2. Accountability System: Indicators for High Schools

Indicator	Measure
Achievement	<ul style="list-style-type: none"> English language arts (ELA) achievement (Composite Performance Index (CPI)) Mathematics achievement (CPI) Science achievement (CPI)
Student Growth	<ul style="list-style-type: none"> ELA mean student growth percentile (SGP) Mathematics mean SGP
High School Completion	<ul style="list-style-type: none"> Four-year cohort graduation rate Extended engagement rate (five-year cohort graduation rate plus the percentage of students still enrolled) Annual dropout rate
English Language Proficiency	<ul style="list-style-type: none"> Progress made by students towards attaining English language proficiency (percentage of students meeting annual targets required in order to attain English proficiency in six years)
Additional Indicator(s)	<ul style="list-style-type: none"> Chronic absenteeism (percentage of students missing 10 percent or more of their days in membership) Percentage of 11th & 12th graders completing advanced coursework (Advanced Placement, International Baccalaureate, dual enrollment courses, &/or other selected rigorous courses)



2. Accountability System: Accountability Indicators

- Will use average scaled score for the science & high school test once all tests have transitioned to Next-Generation MCAS
- Accountability data may be negatively impacted by late or inaccurate district data submissions
 - Student Information Management System (SIMS)
 - Student enrollment/subgroup membership
 - Chronic absenteeism
 - Student Course Schedule (SCS)
 - Advanced coursework completion



2. Accountability System: Setting Targets

- For 2018 reporting, targets will only be set for one year
 - Long-term targets will be set in the future
- Targets for achievement indicators will be based on the assessment performance of schools that have demonstrated improvement in the past
- Targets for non-assessment indicators will be based on analysis of past trends & reasonable expectations for improvement



2. Accountability System: Classification of Schools

Schools without required assistance or intervention (approx. 85%)			Schools requiring assistance or intervention (approx. 15%)	
Schools of recognition	Meeting targets	Partially meeting targets	Focused/targeted support	Broad/comprehensive support
Schools demonstrating high achievement, significant improvement, or high growth	Criterion-referenced target percentage 75-100	Criterion-referenced target percentage 0-74	<ul style="list-style-type: none"> • Non-comprehensive support schools with percentiles 1-10 • Schools with low graduation rate • Schools with low performing subgroups • Schools with low participation 	<ul style="list-style-type: none"> • Underperforming schools • Chronically underperforming schools
<p>2018: Performance against targets reported in 2 categories (meeting & partially meeting)</p> <p>2019: Performance against targets reported in 3 categories (meeting, partially meeting, & not meeting)</p>				

Notes:

- School percentiles & performance against targets will be reported for all schools



2. Accountability System: Classification of Districts

- Districts will be classified based on the performance of the district as a whole
 - No longer categorized based on performance of lowest performing school
- District accountability percentiles will not be calculated
- Classified based on criterion-referenced component
 - Adjustments made for low graduation rates & low assessment participation
- Board may designate a district as underperforming or chronically underperforming



2. Accountability System: Classification of Districts

Districts without required assistance or intervention

Districts requiring assistance or intervention

Meeting targets	Partially meeting targets	Focused/targeted support	Broad/comprehensive support
<p>Criterion-referenced target percentage 75-100</p> <p>2018: Performance against targets reported in 2 categories (meeting & partially meeting) 2019: Performance against targets reported in 3 categories (meeting, partially meeting, & not meeting)</p>	<p>Criterion-referenced target percentage 0-74</p>	<ul style="list-style-type: none"> • Districts with low graduation rate • Districts with low participation 	<ul style="list-style-type: none"> • Underperforming districts • Chronically underperforming districts

Notes:

- Performance against targets will be reported for all districts



3. MCAS Results: Accountability Classifications

Organization Information

DISTRICT NAME
Wachusett (07750000)
REGION
West/Central

TITLE I STATUS
Title I District
GRADES SERVED
PK,K,01,02,03,04,05,06,07,08,09,10,11,12

Accountability Information

Overall classification Not requiring assistance or intervention

School Accountability Information		About the Data
School	Accountability classification	
Central Tree Middle	Not requiring assistance or intervention	
Chocksett Middle School	Not requiring assistance or intervention	
Davis Hill Elementary	Not requiring assistance or intervention	
Dawson	Not requiring assistance or intervention	
Early Childhood Center	Insufficient data	
Glenwood Elementary School	Not requiring assistance or intervention	
Houghton Elementary	Not requiring assistance or intervention	
Leroy E. Mayo	Not requiring assistance or intervention	
Mountview Middle	Not requiring assistance or intervention	
Naugatuck Elementary School	Insufficient data	
Paxton Center	Not requiring assistance or intervention	
Thomas Prince	Not requiring assistance or intervention	
Wachusett Regional High	Not requiring assistance or intervention	



3. MCAS Results: State Trends

Students across the state performed the lowest on the following tests:

•ELA:

- Grade 7
- Grade 6
- Grade 8

•Math:

- Grade 7
- Grade 5
- Grade 6

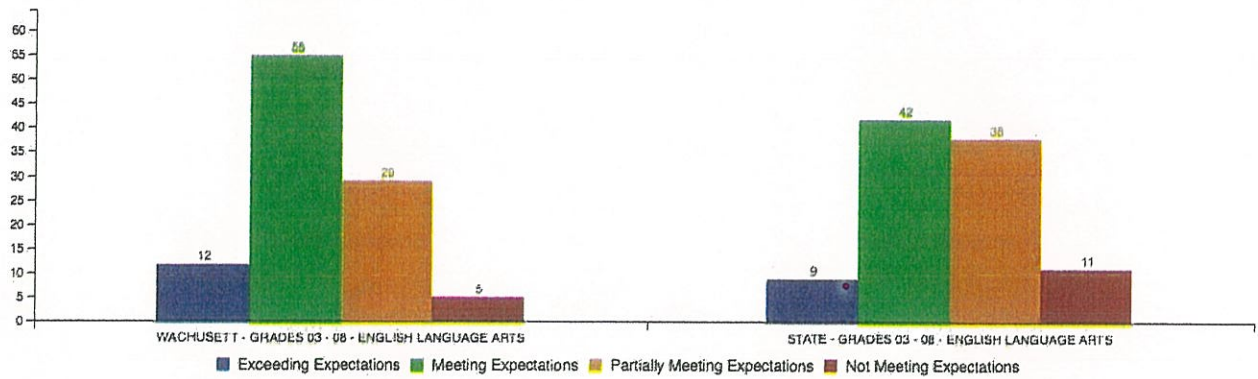


3. MCAS Results: WRSD and the State

Grade	ELA-District	ELA-State	Diff.	Math-District	Math-State	Diff.
3	507.4	502.2	+5.2	507.2	500.0	+7.2
4	505.8	501.8	+4.0	501.2	497.9	+3.3
5	506.6	501.9	+4.7	505.8	497.5	+8.3
6	512.4	501.0	+11.4	509.1	498.6	+10.5
7	509.1	497.0	+12.1	507.9	497.5	+10.4
8	506.7	499.1	+7.6	504.4	498.8	+5.6
10	99.1*	96.2*	+2.9	96.8*	89.5*	+7.3

*CPI

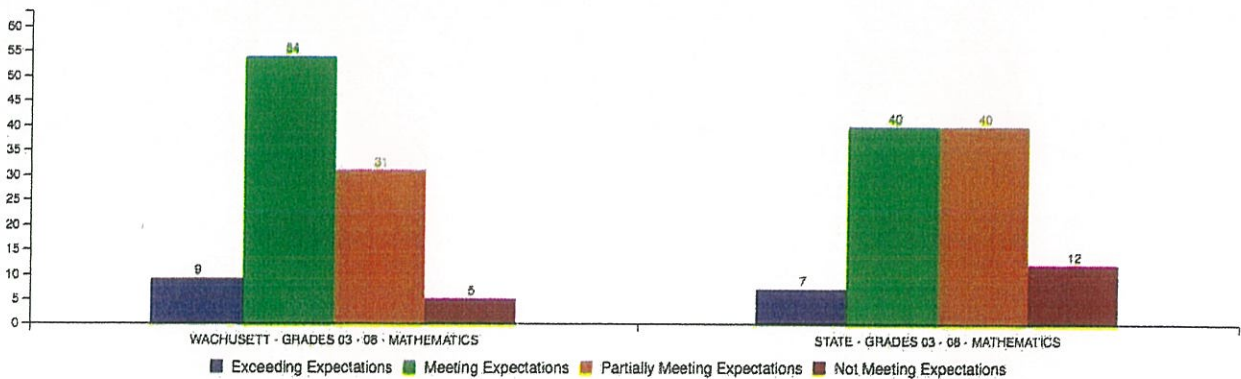
3. MCAS Results: Grades 3-8 ELA Achievement for WRSD



Massachusetts Department of Elementary and Secondary Education



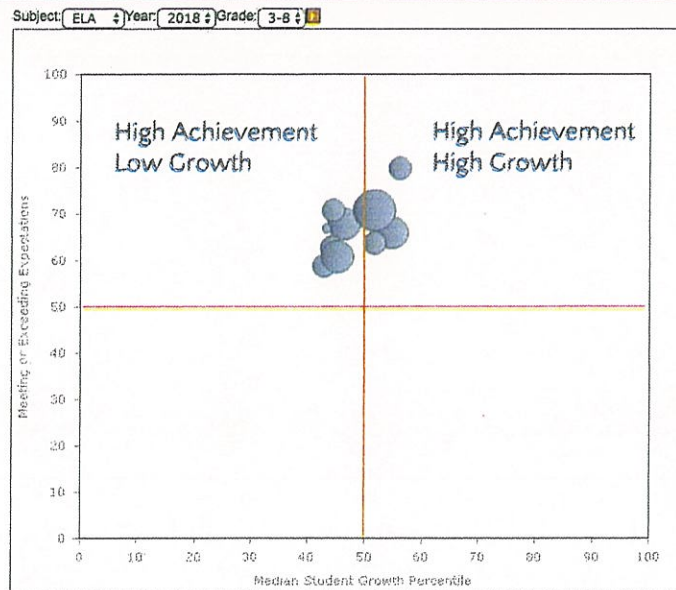
3. MCAS Results: Grades 3-8 Math Achievement for WRSD



Massachusetts Department of Elementary and Secondary Education



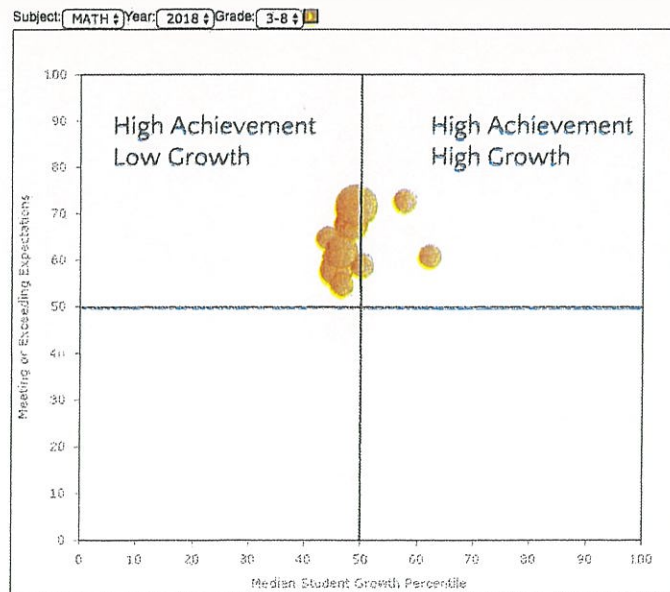
3. MCAS Results: Grades 3-8 ELA Growth for WRSD



Massachusetts Department of Elementary and Secondary Education



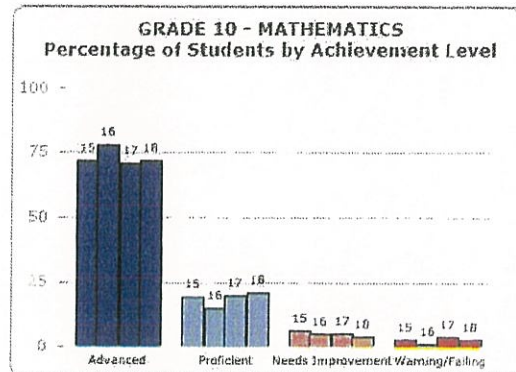
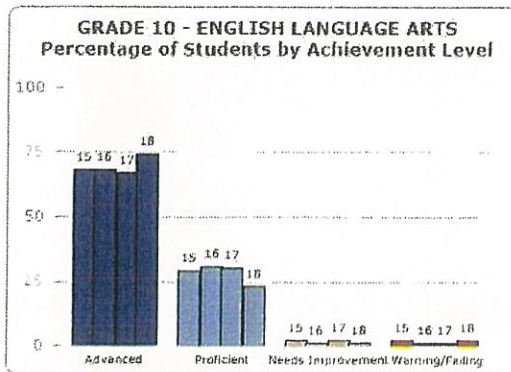
3. MCAS Results: Grades 3-8 Math Growth for WRSD



Massachusetts Department of Elementary and Secondary Education



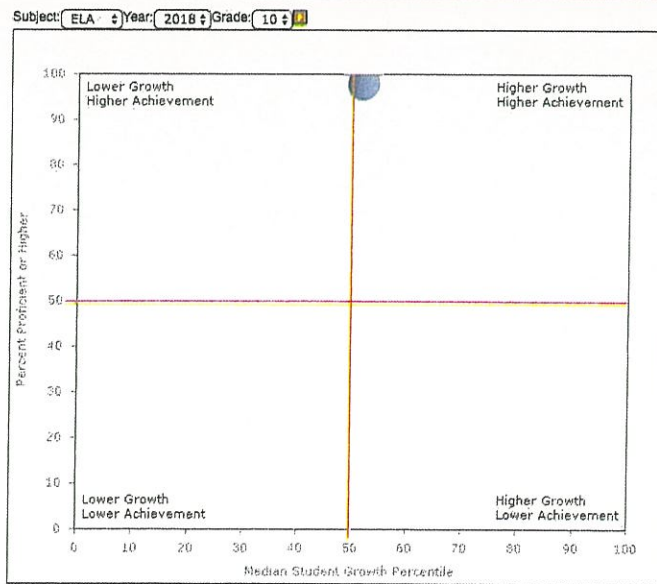
3. MCAS Results: Grade 10 ELA & Math Achievement for WRSD



Massachusetts Department of Elementary and Secondary Education



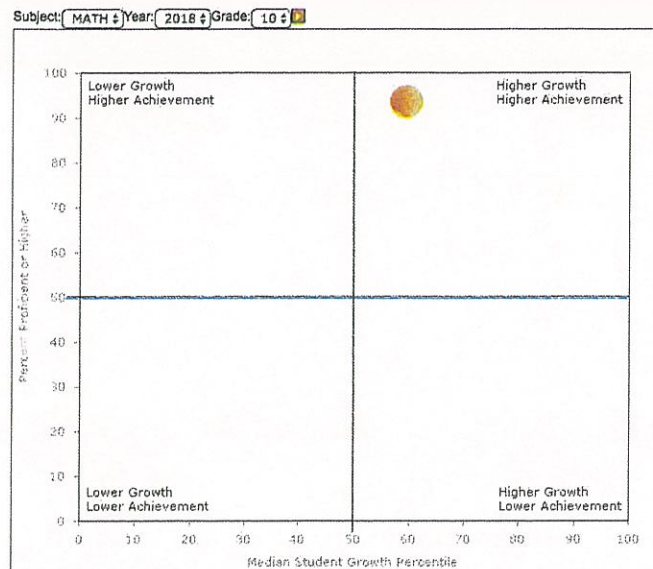
3. MCAS Results: Grade 10 ELA Growth for WRSD



Massachusetts Department of Elementary and Secondary Education



3. MCAS Results: Grade 10 ELA Growth for WRSD



Massachusetts Department of Elementary and Secondary Education



3. MCAS Results: District Support Plan

- Examine 2018 MCAS results to:
 - Identify areas of lower than expected performance for the aggregate and for subgroups (high needs, students with disabilities)
 - Identify areas of lower than state average growth for the aggregate and for subgroups
- Identify “at-risk” students for each grade level
- Establish learning goals for at risk students
- Monitor student progress
- Revise goals/supports

Massachusetts Department of Elementary and Secondary Education



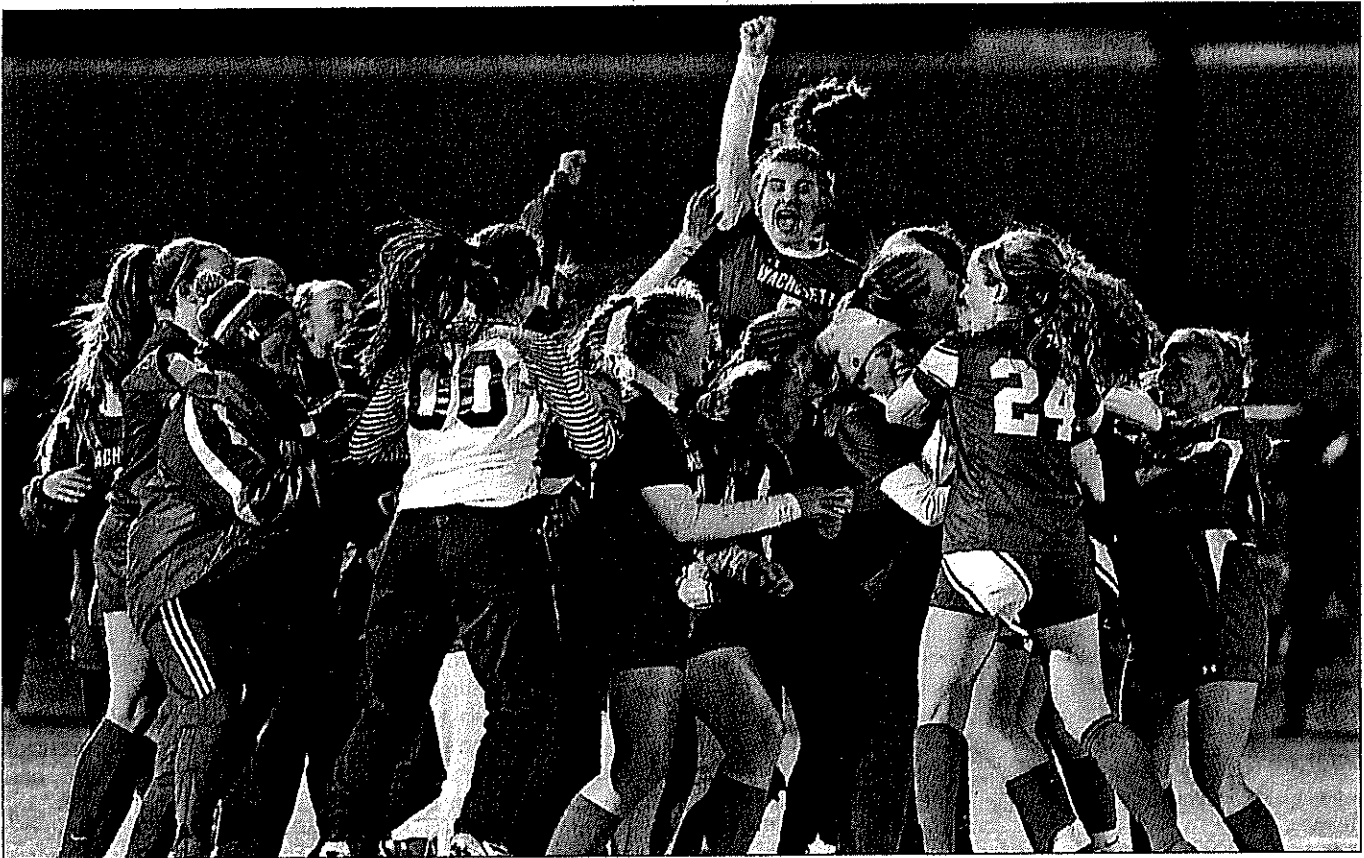
The Landmark

Serving Holden, Paxton, Princeton, Rutland and Sterling

Thursday, November 22, 2018

Volume 60, No. 47 | TheLandmark.com | \$1.25

Division 1 State Champions



Wachusett players celebrate their double overtime, double shootout, win over Natick in the MA Division 1 State Final, played at Manning Field on Nov. 17, 2018. [T&G STAFF/STEVE LANAVA]

It took eight rounds of penalty kicks that were preceded by two grueling overtime sessions, but the Wachusett Regional High Girls' Soccer Team came out on top with a 1-0 victory marking the team's second consecutive Division 1 State Championship on Nov. 17.

Girls' Soccer Team wins Division 1 State Championship

By John Orrell

sports@thelandmark.com

It took eight rounds of penalty kicks that were preceded by two grueling overtime sessions, but in the end it was senior Co-Captain Nichole Vernon's laser-like shot that found the back of the net to give the Wachusett Regional High girls' soccer team a 1-0 victory and the team's second consecutive Division 1 State Championship.

The Mountaineer girls (20-1-2) locked horns with Natick High on Nov. 17 at Lynn's Manning Field and the excitement and suspense were nearly off the charts throughout the contest. Both squads had chances to pull off the win in regulation and overtimes but came up short.

Wachusett emerged victorious one year ago with a knock-down, drag-down battle versus Westford Academy that ended in double overtime with a 2-1 win for the 2017 Division 1 State Championship. The triumph brought the crown back to WRHS, the school's first since defeating Notre Dame Academy of Hingham by the same 2-1 score in 2001.

110 scoreless minutes elapsed before the playoff format dictated the outcome to be chosen by penalty kicks before Vernon's boot ended it at 6-5 in eight rounds. Wachusett goalkeeper Emma Hickey had a monster night stopping 11 shots



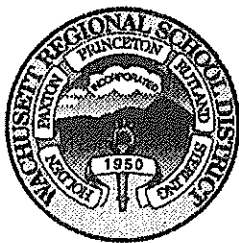
From left: Wachusett's Katie Quinn, Maddie Wilde and Jenny Stone celebrate their double overtime, double shootout victory over Natick in the MA Division 1 State Final, played at Manning Field on Nov. 17, 2018. [T&G STAFF/STEVE LANAVA]

in regulation and overtimes before saving her best for the tension-packed shootout. It was the Redhawks (15-3-5) first appearance in a State title game as it also was for freshman keeper Allison Jeter who was equally sharp versus the Mountaineer attack.

Wachusett advanced to the State Finals with a 4-1 semi-final victory over Western Champion West Springfield in arctic-like conditions at Assabet Valley Regional Technical High School on Nov. 14. Senior co-captain Katie Quinn notched the hat trick with a three-goal performance while Maddie Wilde added another to lift Wachusett past the Terriers

and on to a shot at the title.

Members of the Division 1 State champion 2018 Wachusett Regional High girls' varsity soccer team are seniors Charlotte Gridley, Abby Head, Marissa Jacob, Vy Nguyen, Trish Pallotta, Katie Quinn, Taylor Rotti, Madison Starkey, Alexis Stone, Jenny Stone, Nichole Vernon, Riley Wasiuk, Maddie Wilde; juniors Kahind Giwa, Taaye Giwa, Sydney McGhee, Alexis Roy, Amyah Santana, Emma Hickey; sophomores Olivia Berglund, Avery Bierfeldt, Maggie Kelley, Emily O'Brien, Brooke Panarello, Maria Piscione, Jillian Stone, Emma Croce and freshman Regina Pallotta.



Wachusett Regional School District

Holden, Paxton, Princeton, Rutland, Sterling

November 21, 2018

Mr. David Gentleman
P. O. Box 926
Rutland, MA 01543

Dear Coach Gentleman and members of the Girls' Soccer Team:

CONGRATULATIONS Girls' Soccer Division 1 State Champions! What a season you have had, with the final victory Saturday night against Natick High School in Lynn. On behalf of the District and the School Committee, please accept our heartfelt hardy congratulations for a job well done ---- the second year in a row! Your hard work, talent, knowledge of the game, team spirit, and grit have resulted in triumph and success. We are proud of you and you should all be very proud of yourselves.

We invite all team members and coaching staff to the December 10th meeting of the Wachusett Regional School District Committee to give the Committee, District administration, and the public the opportunity to extend our congratulations on this impressive accomplishment. School Committee meetings begin at 7:00 PM and are held in the Media Center at WRHS. We would like to introduce this year's champions at the start of the meeting.

We look forward to personally congratulating this championship team on December 10th.

Sincerely,

Darryll McCall, Ed.D.
Superintendent of Schools

cc: Wachusett Regional School District Committee
William Beando, Principal, WRHS
Jennifer Lynch, Curriculum Specialist – Athletics

DM:rlp

SPORTS

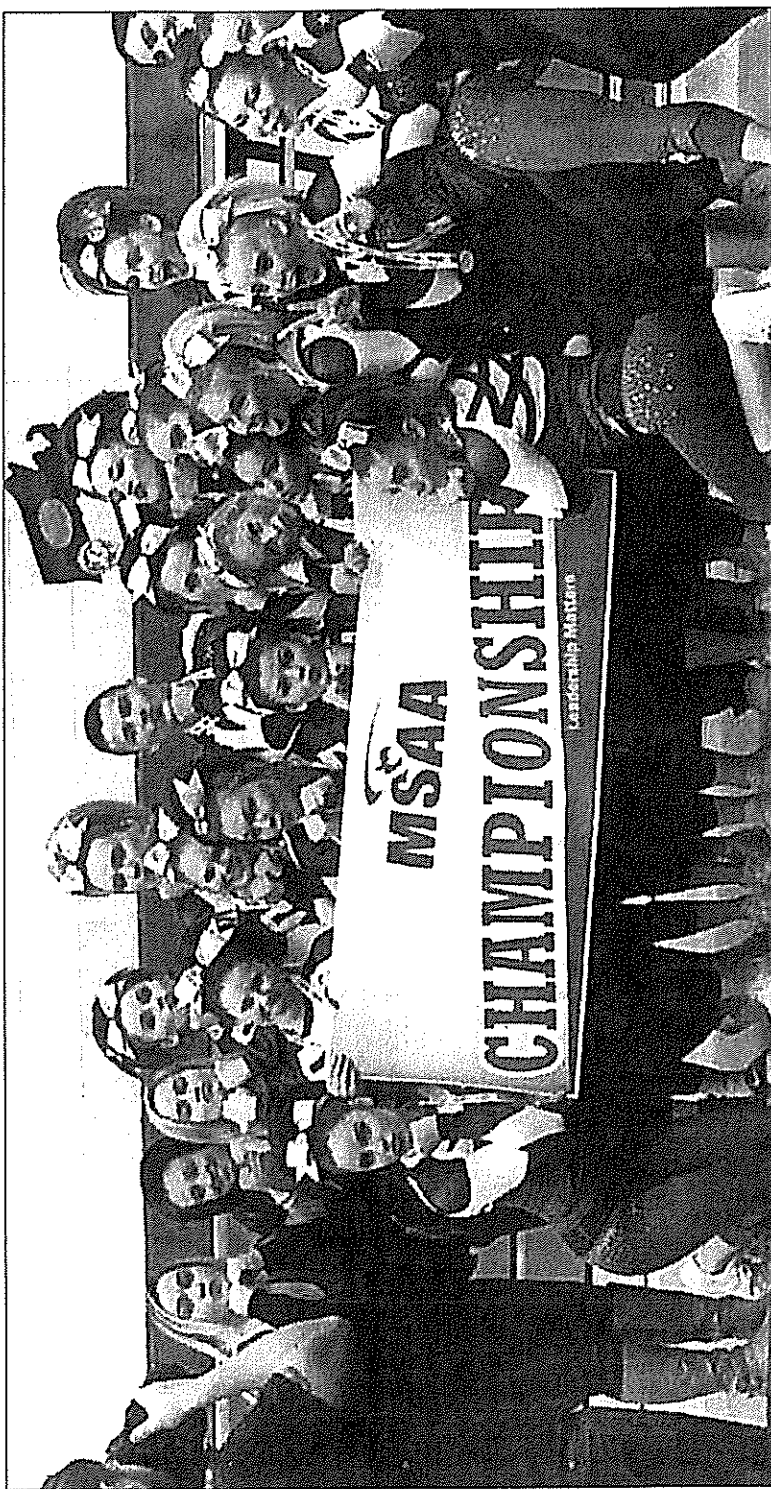
WRHS Varsity Cheer wins State Championship

The Wachusett Regional High School's Varsity Cheerleading team won the State Championship on Nov. 18 at Worcester State.

Head Coach Holly Boulay said the team is currently "undefeated" with three titles this year: League Champions, District Champions and State Champions.

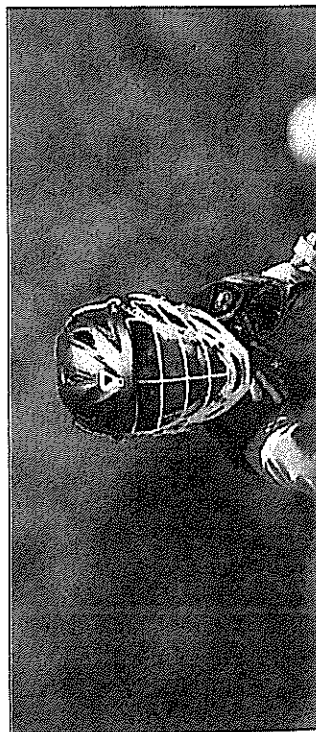
"We actually are going to [be] one of the most prestigious high schools at Nationals in Dallas Texas at the end of January!" Boulay said.

The team includes: Riley Butman (Captain), Emma Connolly (Captain), Erin Foley (Captain), Amari Mangrum, Mikayla Sargent, Sarah Piscoine, Abby Palmgren, Amelia Mateychuck, Jourdan Stuart, Celia Callahan, Rachel Barr, Maeghen Hackett, Brooke Kazanovich, Bella Wnek, Juan Rojas, Sophie Letendre, Felicia Brownell, Lilly Clemente, Olivia Rodriguez, Jessica Furtado and Emmah Francese.



Victory for WRHS Varsity Cheerleading. Head Coach Holly Boulay said the team has been undefeated this season and is poised for greatness at upcoming Nationals in Dallas, Texas. [SUBMITTED PHOTO]

Wachusett Youth Lacrosse player selected for All-State Tour Team



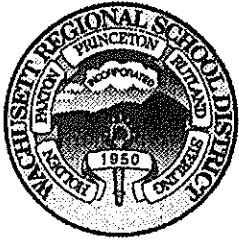
The Mass Bay Youth Lacrosse League (MBYLL), comprised of youth lacrosse teams from 125 town lacrosse programs, recently announced their selection of 45 players to represent Massachusetts at the Orlando Lacrosse Open in December. Frankie Smith, an 8th grader from Holden who has played in the Wachusett

tryouts held on two days in August, the release states. MBYLL engaged a professional lacrosse organization to undertake an objective evaluation of each player during tryout sessions, and team selections were announced in September.

Smith, an honors student at Mountview Middle School, earned a spot as a Colonials

first formed in 2014 to represent Massachusetts youth lacrosse at the FIL World Championships Festival Tournament in Denver, CO. MBYLL has brought back the Colonials to travel to Florida to play at the Orlando Lacrosse Open at the Omni Championsgate Resort on December 1st and 2nd.

"The Mass Bay Colonials is



Attachment 6
December 7, 2018

Wachusett Regional School District

Holden, Paxton, Princeton, Rutland, Sterling

November 30, 2018

Ms. Holly Boulay
50 Gerard Drive
Fitchburg, MA 01420

Dear Coach Boulay and members of the Varsity Cheerleading Team:

CONGRATULATIONS Varsity Cheerleading State Champions! What a season you have had, with the final victory winning the State Championship on November 18th. On behalf of the District and the School Committee, please accept our congratulations on this accomplishment, and our best wishes when you compete at Nationals in Texas in January. We are proud of you and you should all be very proud of yourselves.

We would like to invite all team members and coaching staff to a future meeting of the Wachusett Regional School District Committee to give the Committee, District administration, and the public the opportunity to extend our congratulations on your accomplishment. School Committee meetings begin at 7:00 PM and are held in the Media Center at WRHS. The team would be introduced at the start of the meeting. The School Committee will meet twice in January – Monday, January 7th, and Tuesday, January 22nd. If either of those dates would be a convenient time for the team and coaches to come to a School Committee meeting, please let us know so we can include your attendance on the meeting agenda.

Sincerely,

Darryll McCall, Ed.D.
Superintendent of Schools

cc: Wachusett Regional School District Committee
William Beando, Principal, WRHS
Jennifer Lynch, Curriculum Specialist – Athletics

DM:rlp

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 apply¹: ☒ 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.

Student Learning Goal <i>Check whether goal is individual or team; write team name if applicable.</i>	Professional Practice Goal <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">- 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. <p>Rationale - 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. Alignment - 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">- 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. <p>Rationale - 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. Alignment - This goal aligns with Domain 1 of the WRSD Strategic Plan and Standard I: Instructional Leadership and Standard IV: Professional Culture.</p>

¹ 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>District Improvement Goal <i>Check whether goal is individual or team; write team name if applicable.</i></p>	<p>District Improvement Goal <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"> - 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. <p>Rationale - 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>Alignment - 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"> - 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. <p>Rationale - 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>Alignment - 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 ¹	Timeline or Frequency
<ul style="list-style-type: none">• At-risk students are identified	<ul style="list-style-type: none">• School administrative team• Superintendent/District level administration• Teachers	<ul style="list-style-type: none">• 9/2018
<ul style="list-style-type: none">• Teams meets to define outcomes for the year	<ul style="list-style-type: none">• School administrative team• Superintendent/District level administration• Teachers	<ul style="list-style-type: none">• 10/2018 - ongoing
<ul style="list-style-type: none">• At-risk students are assessed to establish baseline	<ul style="list-style-type: none">• School administrative team• Superintendent/District level administration• Teachers	<ul style="list-style-type: none">• 10/2018

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

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

¹ 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"> • 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. • Meet with new administrators to assist with integration into the WRSD. • 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. • Plan assessed through administrator feedback (including pre- and post-intervention assessment), defined, and organized for future implementation 	<ul style="list-style-type: none"> • DESE materials • School administrators • Superintendent/District level administration • DESE materials • School administrators • Superintendent/District level administration • School administrators • Superintendent/District level administration • School administrators • Superintendent/District level administration 	<ul style="list-style-type: none"> • 10/2018 - ongoing • 10/2018 - ongoing • 10/2018 - ongoing • 5/19
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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 ¹	Timeline or Frequency
<ul style="list-style-type: none">• Meet with ALICE trained administrative team	<ul style="list-style-type: none">• Review materials• School administrators• Superintendent/District level administration	<ul style="list-style-type: none">• 8/2018
<ul style="list-style-type: none">• Meet with local emergency officials	<ul style="list-style-type: none">• Superintendent/District level administration• Review materials	<ul style="list-style-type: none">• 8/2018
<ul style="list-style-type: none">• Administrators participate in ALICE online training	<ul style="list-style-type: none">• School administrators• Superintendent/District level administration	<ul style="list-style-type: none">• 8/2018
<ul style="list-style-type: none">• School administrators are trained as trainers.	<ul style="list-style-type: none">• Building principals	<ul style="list-style-type: none">• 10/2018

<ul style="list-style-type: none"> • School administrators conduct training with building staff • Emergency Operation Plans are defined for each school 	<ul style="list-style-type: none"> • School administrators • School staff • School administrators • Superintendent/District level administration • Local emergency officials 	<ul style="list-style-type: none"> • ongoing • 6/2019
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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 ¹	Timeline or Frequency
<ul style="list-style-type: none">• Review of Panorama data	<ul style="list-style-type: none">• Superintendent/District level administration• School administration• Teachers• Director of SEL	<ul style="list-style-type: none">• 09/2018
<ul style="list-style-type: none">• Goals are established for individual buildings	<ul style="list-style-type: none">• Superintendent/District level administration• School administration• Teachers• Director of SEL	<ul style="list-style-type: none">• 10/2018
<ul style="list-style-type: none">• School based support teams meet to create action plan to address areas of focus in Panorama data	<ul style="list-style-type: none">• School administration• Teachers• Director of SEL	<ul style="list-style-type: none">• 11/2018

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

Resolution in Support of Full Funding for Our Public Schools

WHEREAS, free public schools available to all students without exception are foundational to our democracy and are required by the state constitution; and

WHEREAS, all of our students, no matter where they live, deserve high-quality public schools that teach the whole child and provide them with a rich school experience that addresses their academic, social and emotional needs;

WHEREAS, the state's foundation budget formula, which determines state aid to each district, has been woefully out of date for years, thereby underfunding our districts by more than \$1 billion a year for essential educational services; and

WHEREAS, an updated foundation budget formula would bring Wachusett Regional School District up to \$2,970,143 in additional state aid each year, allowing this district to move closer to providing all students with the education to which they are entitled as residents of the Commonwealth; and

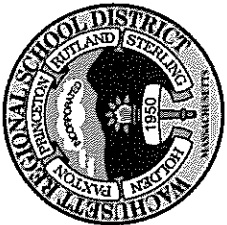
WHEREAS, the Legislature failed to pass any foundation budget legislation in the last session, leaving districts, educators and students without the funds necessary to support the schools our students deserve in every district in the state;

THEREFORE, be it resolved that the Wachusett Regional School District Committee urges the Legislature to approve and fully fund a new foundation budget formula by May 1, 2019.

Wachusett Regional School District Committee

Kenneth Mills, Chair, WRSDC

12/10/2018



FY 2020 Budget Roundtable

Thursday, November 8, 2018

6:30 PM

**Holden Senior Center
1130 Main Street, Holden**



FY 2020 Budget Roundtable

Wachusett Regional School District Wachusett Regional School District Committee

Town of Holden

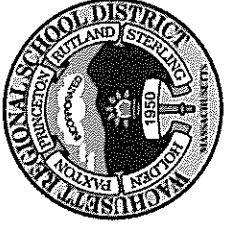
Town of Paxton

Town of Princeton

Town of Rutland

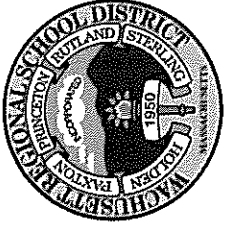
Town of Sterling

State Representatives



FY 2020 Budget Roundtable

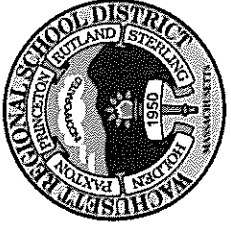
The District has held budget roundtables for the last several years and these meetings have been regularly attended by local state legislators, Selectboard members, Finance/Advisory Committee members, Town Administrators, School Committee members, District administration, and teacher representatives



FY 2020 Budget Roundtable

WRSD Strategic Plan - Five Domains

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



FY 2019 Budget Successes

Thank You!

- Programs
 - Grades 3 - 5 Language-based Classroom
 - BRYT (Bridge for Resilient Youth in Transition) Program at WRHS
 - Transition Learning Program at WRHS
- Second year of 1:1 Chromebook program (grades 9-10)
- Staff Chromebooks
- PreK-12 Textbook Plan
- Classroom support (Director of Literacy, Director of Social Emotional Learning and Guidance)
- School Safety (ALICE training, *CrisisGo*)



FY 2020 Budget Drivers

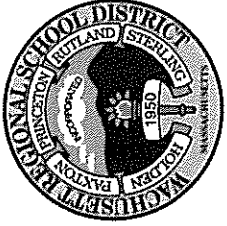
- Tuition-free, full-day kindergarten
- Implementation of Fountas and Pinnell - Grade 2
- Continuation of 1:1 Chromebook initiative at WRHS
- Turf field at high school
- Class size
- Facilities (Operations & Maintenance)
- Employee Benefits



FY 2020 Budget Roundtable

FY20 Administrative Areas of Focus

- Tuition-free, full-day kindergarten
Short-term cost/long-term benefit
- Provide Instructional Materials and Technology
Insufficient funding adversely impacts student learning
- Expand Social and Emotional Support for Students
Well adjusted students perform better in the classroom and beyond
- Begin to Replace Aged Athletic Fields at WRHS
Turf (immediate need), track, and tennis courts (future projects)



FY 2020 Budget Roundtable FY20 Town Discussion Points

- Percentage increase
- Line Item Budget
- OPEB (Other Post-Employment Benefits) Liability
- Capital Improvement Plan
- Educational Plan



FY 2020 Budget Roundtable

Budget Timeline Milestones

November 2018

- October 1 counts certified by DESE

December 2018

- School Committee Budget Retreat (TBD)

January 2019

- House I Budget released

February 2019

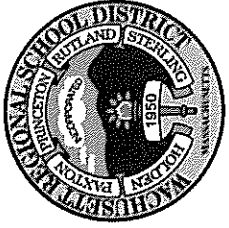
- Initial District Budget developed using House I Budget
- Budget Community Forums conducted

March 2019

- FY20 Budget Public Hearing
- School Committee approves budget and assessments, and Member Towns are notified

May 2019

- Annual Town Meetings



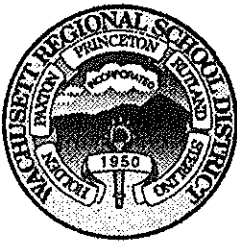
FY 2020 Budget Roundtable Open Forum

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



FY 2020 Budget Roundtable

Thank You



Wachusett Regional School District

Holden, Paxton, Princeton, Rutland, Sterling

November 9, 2018

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

Dear Peter:

On behalf of the Wachusett Regional School District and the School Committee, I want to extend our thanks for all the time and attention you put into helping to organize last evening's FY20 Budget Roundtable. Your offer to again hold the meeting at the Holden Senior Center is appreciated, and the room set-up worked out perfectly. I also want to extend thanks to Wendy Brouillette for her assistance with the meeting details.

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

The budget season has just begun. We have much work ahead of us, but I am heartened to know that town and school officials are willing to work together in the best interest of students and residents of Holden, Paxton, Princeton, Rutland, and Sterling.

Sincerely,

Darryll McCall, Ed.D.
Superintendent of Schools

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

DM:rlp



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

November 15, 2018

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

Dear Senator Chandler:

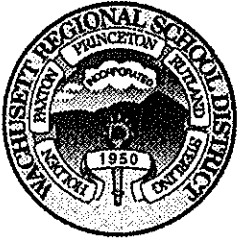
On behalf of the Wachusett Regional School District and the School Committee, I want to extend our thanks for attending this year's Budget Roundtable held on November 8th. As always, your positive attitude and strong support of this district are much appreciated. I feel the discussions that flowed around the table were informative, insightful, useful, and collegial. I look forward to working with officials from the five Member Towns as we all strive to build budgets that can support what is best for our municipalities and our schools, while at the same time keeping in mind the personal financial obligations of our Member Town residents. We also look forward to continuing the open dialogue with you and other legislators as the budget season unfolds.

Sincerely,

Darryll McCall, Ed.D.
Superintendent of Schools

cc: Wachusett Regional School District Committee

DM:rlp



Wachusett Regional School District

Holden, Paxton, Princeton, Rutland, Sterling

November 15, 2018

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

Dear Kim:

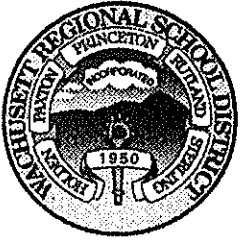
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Sincerely,

Darryll McCall, Ed.D.
Superintendent of Schools

cc: Wachusett Regional School District Committee

DM:rlp



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

November 15, 2018

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

Dear Senator Gobi:

On behalf of the Wachusett Regional School District and the School Committee, I want to extend our thanks for attending this year's Budget Roundtable held on November 8th. As always, your positive attitude and strong support of this district are much appreciated. I feel the discussions that flowed around the table were informative, insightful, useful, and collegial. I look forward to working with officials from the five Member Towns as we all strive to build budgets that can support what is best for our municipalities and our schools, while at the same time keeping in mind the personal financial obligations of our Member Town residents. We also look forward to continuing the open dialogue with you and other legislators as the budget season unfolds.

Sincerely,

Darryll McCall, Ed.D.
Superintendent of Schools

cc: Wachusett Regional School District Committee

DM:rlp

* Half day Kindergarten classes

POLICY RELATING TO EDUCATION

CLASS SIZE

The Wachusett Regional District School Committee, having high expectations for both students and teachers, recognizes the correlation between class size and achievement.

Class size shall promote maximum student achievement. In all cases safety concerns shall be paramount in determining class size. The Wachusett Regional School Committee recognizes the importance of the availability of room space, the grade level of the students and financial resources in a given fiscal year in determining suitable class size.

The following are Class Size Guidelines:

K-2

The recommended maximum class size for Kindergarten through grade 2 is 19 students.

Grades 3 – 5

The recommended maximum class size for grades three through five is 22 students.

Middle School

The recommended maximum class size for academic classes is 23 students.

High School

The recommended maximum class size for academic classes is 23 students.

Courses in music, drama, physical education, and non-academic subjects are excluded from the provisions of this policy.

The number of students assigned to any class shall not exceed the number of seats in the classroom, the number of stations in a laboratory or art room, or the number of computer stations in a computer or learning laboratory.

In special circumstances including, but not limited to, advanced placement courses, fieldwork, clinical experience, cooperative education, special needs or developmental education, or in the implementation of programs under federal or state regulations, the provisions of this policy shall not apply.

First Reading: 02/23/04
Second Reading: 03/08/04

WRSDC Policy 3510

Printed: 06/06/05

The Board and Superintendent Relationship

Be cautious of crossing the center line

School Board

- ☐ Governs: Guides, directs
- ☐ Decides what
- ☐ Requests information
- ☐ Considers issues
- ☐ Creates, review and adopts policy
- ☐ Reviews and approves plans
- ☐ Monitors progress
- ☐ Contracts with personnel
- ☐ Approves evaluation criteria and procedures
- ☐ Reviews and approves budget
- ☐ Represents public interests

Superintendent

- ☐ Administers: Operates, manages
- ☐ Decides how
- ☐ Seeks and provides information
- ☐ Provides recommendations
- ☐ Recommends and carries out policy
- ☐ Implements plans
- ☐ Reports progress
- ☐ Supervises hiring process and practices
- ☐ Supervises and evaluates personnel
- ☐ Formulates budget
- ☐ Acts in public interest

Summary of the Conflict of Interest Law for Municipal Employees

Attachment 16
December 7, 2018

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

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

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

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

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

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 a 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's 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 development 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 of 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 also apply for building and related permits on behalf of someone else and be paid for doing so, unless he works for the permitting agency, or an agency which regulates the permitting agency.

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

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

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

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

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

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

LEGAL AFFAIRS SUBCOMMITTEE

Wednesday, August 8, 2018

6:00 PM

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

Minutes

Subcommittee Members: Susan Hitchcock, Chair, Scott Brown, Vice-chair, Michael Rivers

Absent: Harriet Fradellos, Stephen Godbout

Administration: Jeff Carlson, Director of Human Resources

I. Call to Order

Subcommittee Chair Hitchcock called the meeting to order at 6:00 PM.

II. Approval of Minutes

Motion: To approve the minutes of the January 8, 2018 meeting of the Legal Affairs Subcommittee.

(M. Rivers)
(S. Brown)

The minutes were approved by consensus.

Motion: To approve the minutes of the January 8, 2018 Executive Session of the Legal Affairs Subcommittee, to be released.

(M. Rivers)
(S. Brown)

Roll call vote:

In favor:

Susan Hitchcock
Scott Brown
Michael Rivers

Opposed:

None

The minutes were approved 3-0.

Motion: To approve the minutes of the February 12, 2018 meeting of the Legal Affairs Subcommittee.

(S. Brown)
(M. Rivers)

The minutes were approved by consensus.

Motion: To approve the minutes of the February 12, 2018 Executive Session of the Legal Affairs Subcommittee, to be released.

(S. Brown)
(M. Rivers)

Roll call vote:

In favor:

Susan Hitchcock
Scott Brown
Michael Rivers

Opposed:

None

The minutes were approved 3-0.

Motion: To approve the minutes of the March 26, 2018 meeting of the Legal Affairs Subcommittee.

(S. Brown)
(M. Rivers)

The minutes were approved by consensus.

Motion: To approve the minutes of the March 26, 2018 Executive Session of the Legal Affairs Subcommittee, to be released.

(S. Brown)
(M. Rivers)

Roll call vote:

In favor:

Susan Hitchcock
Scott Brown
Michael Rivers

Opposed:

None

The minutes were approved 3-0.

Motion: To approve the minutes of the April 9, 2018 meeting of the Legal Affairs Subcommittee.

(M. Rivers)
(S. Brown)

The minutes were approved by consensus.

Motion: To approve the minutes of the April 9, 2018 Executive Session of the Legal Affairs Subcommittee, to be released.

(S. Brown)
(M. Rivers)

Roll call vote:

In favor:

Susan Hitchcock
Scott Brown
Michael Rivers

Opposed:

None

The minutes were approved 3-0.

Motion: To approve the minutes of the July 10, 2018 meeting of the Legal Affairs Subcommittee.

(S. Brown)
(M. Rivers)

The minutes were approved by consensus.

Member Rivers made the observation that while attachments should be listed on executive session minutes, the actual documents are not to be a part of the approved executive session minutes.

III. Process to be Used to Recommend the District's Legal Counsel

Members were provided with a hard copy of background information provided by Joseph Bartulis of Fletcher Tilton and Naomi Stonberg (attachments 1 & 2). Members requested that the two attorneys who submitted proposals (Bartulis and Stonberg) be asked about travel expenses, and members are also curious about Attorney Stonberg's commitment to serve this district moving forward. Additionally, members will ask about experience with similar sized districts these law firms represent (student population, budget, etc.). There was also discussion about legal services provided by Attorney Matthew MacAvoy and why he/his firm had not submitted a proposal. Director Carlson explained Attorney MacAvoy has provided legal advice in the Special Education area for many years, the Superintendent is very confident in Attorney MacAvoy's services and wishes to continue using him in this specific area.

Members were also provided with a copy of Policy 1340 School District Counsel (attachment 3). There was some discussion about possible amendments to the current policy, including language to reflect that annual District Counsel appointments, which might be done by the Superintendent, should be reviewed by a larger body (i.e. the Legal Affairs Subcommittee) on a three year cycle.

IV. Review of Janus Decision – Discuss Procedures to Implement in Order to be in Compliance

Brief discussion ensued.

V. Review of Legal Bills and Health Insurance

Members were provided with an up-to-date accounting of FY18 legal expenses.

Vice-chair Brown asked that Director Carlson investigate the status of an unfair labor charge brought against Member Brown in connection with ratification of the contract with the teachers' union.

The status of two sections of the 2018-2021 WREA contract (Article 12: Climate, Culture and Morale; and Article 14: Working Conditions, Section 2), which have action deadlines listed in the ratified contract. Members inquired if this is something that should be reviewed by the Legal Affairs Subcommittee or will this be addressed/followed through otherwise.

VI. Adjournment

Motion: To adjourn.

Vote:

In favor:

Susan Hitchcock
Scott Brown
Michael Rivers

Opposed:

None

The motion was unanimously approved.

The meeting adjourned at 7:00 PM.

Respectfully submitted,

Jeff Carlson
Director of Human Resources
JC:rlp

Attachments:

- August 3, 2018 Memorandum from Fletcher Tilton (attachment 1)
- August 8, 2018 Correspondence from Brody, Hardoon, Perkins & Kesten (attachment 2)
- WRSDC Policy 1340 (attachment 3)

WACHUSETT REGIONAL SCHOOL DISTRICT

HOLDEN ♦ PAXTON ♦ PRINCETON ♦ RUTLAND ♦ STERLING

LEGAL AFFAIRS SUBCOMMITTEE

Monday, August 13, 2018

6:00 PM

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

Minutes

Subcommittee Members: Susan Hitchcock, Chair, Scott Brown, Vice-chair, Harriet Fradellos

Absent: Stephen Godbout, Michael Rivers

Administration: Darryll McCall, Superintendent
Jeff Carlson, Director of Human Resources

Others: Joseph Bartulis, Esq.
Jennifer Lee, WREA

Remote Participant: Naomi Stonberg, Esq.

I. Call to Order

Subcommittee Chair Hitchcock called the meeting to order at 6:00 PM. Members briefly reviewed items to be addressed by this subcommittee (General Ed law, policy review and development, negotiations/WREA contract (culture/climate review; harassment/diversity issues)).

II. Interviews – District Counsel

At 6:05 PM a phone call was placed to Attorney Naomi Stonberg and a conference call/remote interview began. Attorney Stonberg gave a brief overview of her experience and areas of expertise. The conference call with Attorney Stonberg concluded at 6:25 PM.

At 6:45 PM Attorney Joseph Bartulis joined the meeting and his interview began. Attorney Bartulis gave a brief overview of his experience and areas of expertise. The interview of Attorney Bartulis concluded at 7:10 PM.

III. Recommendation for District Legal Counsel

Discussion of the two interviews began. Superintendent McCall also spoke about the qualifications of Matthew MacAvoy of the firm Nuttall, MacAvoy & Joyce, P.C., explaining that Attorney MacAvoy has provided WRSD with legal support in

the area of Special Education for the past many years and Superintendent McCall strongly recommends continuation of this relationship.

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

(S. Brown)
(H. Fradellos)

Vote:

In favor:

Susan Hitchcock
Scott Brown
Harriet Fradellos

Opposed:

None

The motion was unanimously approved.

IV. Adjournment

Motion: To adjourn.

Vote:

In favor:

Susan Hitchcock
Scott Brown
Harriet Fradellos

Opposed:

None

The motion was unanimously approved.

The meeting adjourned at 7:30 PM.

Respectfully submitted,

Jeff Carlson
Director of Human Resources
JC:rlp

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

MINUTES

Tuesday, October 9, 2018
6:00 PM

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

In Attendance: Matthew Lavoie, Chair, Amy Michalowski, Vice-chair, Kenneth Mills, Megan Weeks (6:10 PM)

Administration: Darryll McCall

Others: Mary Shepherd, WREA

I. Call to Order

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

II. Approval of Minutes

Motion: To approve the minutes of the September 17, 2018 meeting of the Superintendent Goals and Evaluation Subcommittee.

(K. Mills)

(A. Michalowski)

The minutes were approved by consensus.

III. Review and Approval of Superintendent Goals 2018 - 2019

Discussion ensued concerning the timelines for the full School Committee to vote on the Superintendent's 2018-2019 goals. It was agreed that Superintendent McCall will speak to his proposed goals in his Superintendent's Report for the October 15, 2018 meeting, including the proposed goals as an attachment to the Report. All School Committee members will be encouraged to reach out directly to the Superintendent with questions, comments, and input about the proposed goals, and the full School Committee will vote on the goals at the November 5, 2018 School Committee meeting. If members have questions, comments, and/or

input to share with the Superintendent, they will be asked to provide such by the end of the day October 22, 2018.

The subcommittee reviewed the proposed goals and discussion took place, with some minor edits being made.

IV. Next Meeting

The date for the next meeting was not determined.

V. Old Business

There was no old business brought before the subcommittee.

VI. New Business

There was no new business brought before the subcommittee.

VII. Adjournment

Motion: To adjourn.

(M. Weeks)

(K. Mills)

Vote:

In favor:

Matthew Lavoie
Amy Michalowski
Kenneth Mills
Megan Weeks

Opposed:

None

The motion was unanimously approved.

The meeting adjourned at 7:11 PM.

Respectfully submitted,

Darryll McCall, Ed.D.
Superintendent of Schools

DM:rlp

Attachments:

- Superintendent Goal Plan 2018-2019 DRAFT (attachment 1)

- Educator Plan Form DRAFT (attachment 2)

Superintendent Goal Plan 2018-2019 - DRAFT 10/15/2018Educator—Name/Title: Darryll McCall, Ed.D, SuperintendentPrimary Evaluator—Name/Title: WRSDCCheck all that apply¹: ☒ 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.

Student Learning Goal <i>Check whether goal is individual or team; write team name if applicable.</i>	Professional Practice Goal <i>Check whether goal is individual or team; write team name if applicable.</i>
<p>Individual X Team:</p> <ul style="list-style-type: none"> - 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. <p>Rationale - 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. Alignment - This goal aligns with Domains 2 and 3 of the WRSD Strategic Plan and Standard 1: Instructional Leadership</p>	<p>X Individual Team:</p> <ul style="list-style-type: none"> - 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. <p>Rationale - 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. Alignment - This goal aligns with Domain 1 of the WRSD Strategic Plan and Standard I: Instructional Leadership and Standard IV: Professional Culture.</p>

¹ 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">District Improvement Goal <i>Check whether goal is individual or team; write team name if applicable.</i></p>	<p align="center">District Improvement Goal <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"> - 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. <p>Rationale - 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. Alignment - 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"> - 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. <p>Rationale - 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. Alignment - 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 ¹	Timeline or Frequency
<ul style="list-style-type: none"> • At-risk students are identified 	<ul style="list-style-type: none"> • School administrative team • Superintendent/District level administration • Teachers 	<ul style="list-style-type: none"> • 9/2018
<ul style="list-style-type: none"> • Teams meets to define outcomes for the year 	<ul style="list-style-type: none"> • School administrative team • Superintendent/District level administration • Teachers 	<ul style="list-style-type: none"> • 10/2018 - ongoing
<ul style="list-style-type: none"> • At-risk students are assessed to establish baseline 	<ul style="list-style-type: none"> • School administrative team • Superintendent/District level administration • Teachers 	<ul style="list-style-type: none"> • 10/2018

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

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

¹ 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"> • 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. • Meet with new administrators to assist with integration into the WRSD. • 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. • Plan assessed through administrator feedback (including pre- and post-intervention assessment), defined, and organized for future implementation 	<ul style="list-style-type: none"> • DESE materials • School administrators • Superintendent/District level administration • DESE materials • School administrators • Superintendent/District level administration • School administrators • Superintendent/District level administration • School administrators • Superintendent/District level administration 	<ul style="list-style-type: none"> • 10/2018 - ongoing • 10/2018 - ongoing • 10/2018 - ongoing • 5/19
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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 ¹	Timeline or Frequency
<ul style="list-style-type: none">• Meet with ALICE trained administrative team	<ul style="list-style-type: none">• Review materials• School administrators• Superintendent/District level administration	<ul style="list-style-type: none">• 8/2018
<ul style="list-style-type: none">• Meet with local emergency officials	<ul style="list-style-type: none">• Superintendent/District level administration• Review materials	<ul style="list-style-type: none">• 8/2018
<ul style="list-style-type: none">• Administrators participate in ALICE online training	<ul style="list-style-type: none">• School administrators• Superintendent/District level administration	<ul style="list-style-type: none">• 8/2018
<ul style="list-style-type: none">• School administrators are trained as trainers.	<ul style="list-style-type: none">• Building principals	<ul style="list-style-type: none">• 10/2018

<ul style="list-style-type: none"> • School administrators conduct training with building staff • Emergency Operation Plans are defined for each school 	<ul style="list-style-type: none"> • School administrators • School staff • School administrators • Superintendent/District level administration • Local emergency officials 	<ul style="list-style-type: none"> • ongoing • 6/2019
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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 ¹	Timeline or Frequency
<ul style="list-style-type: none">• Review of Panorama data	<ul style="list-style-type: none">• Superintendent/District level administration• School administration• Teachers• Director of SEL	<ul style="list-style-type: none">• 09/2018
<ul style="list-style-type: none">• Goals are established for individual buildings	<ul style="list-style-type: none">• Superintendent/District level administration• School administration• Teachers• Director of SEL	<ul style="list-style-type: none">• 10/2018
<ul style="list-style-type: none">• School based support teams meet to create action plan to address areas of focus in Panorama data	<ul style="list-style-type: none">• School administration• Teachers• Director of SEL	<ul style="list-style-type: none">• 11/2018

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

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

Monday, October 22, 2018

7:00 PM

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

Minutes

In Attendance: Thomas Curran, Chair, Michael Rivers, Vice-chair, Adam Young

Administration: Darryll McCall, Daniel Deedy

Others: Karen Cappucci, Principal, Glenwood Elementary School
Stacey Duffy, WREA

I. Call to Order

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

II. Minutes of September 24, 2018 Meeting

Motion: To approve the minutes of the September 24, 2018 meeting of the Facilities and Security Subcommittee.

(A. Young)
(M. Rivers)

The minutes were approved unanimously.

III. Update on Security Cameras

With no objection, the meeting agenda was amended adding an update on security cameras to the agenda.

Director Deedy provided information on the status of security camera plans and the potential for applying for grant funds.

IV. Tuition-free, Full-day Kindergarten

At the request of Chair Mills, following Superintendent McCall's presentation to the full School Committee on October 15, 2018, all subcommittees are being asked to consider and provide input about implementation of tuition-free, full-day kindergarten in the Wachusett district. Discussion ensued which included the need to be mindful of security and safety considerations, the pros and cons of connecting a modular structure to a school, general discussion of modular classrooms.

V. Implementation of ALICE District-wide

Superintendent McCall reported that eight District administrators attended two days of ALICE train-the-trainer training the first part of October. These eight principals along with the three administrators (Cappucci, LaBreck, Pratt) who received similar training in the spring of 2018 bring the total of ALICE trainers to eleven. Superintendent McCall did note that some principals, who did not participate in training in the spring or in October, had already attended such training before joining the Wachusett staff.

- Funding of ALICE
- Light-block curtains

Reviewed and discussed benefits of light-block curtains.

VI. *CrisisGo*

There was discussion of the need to ensure full rollout with local police dispatch.

VII. School Resource Officer/Memorandum of Understanding

Superintendent McCall reported two members of the Holden Police Department are currently participating in Basic School Resource Officer training, a 40 hour course. It is expected that one of the two officers will be assigned as the School Resource Office (SRO) at WRHS once this training is completed.

VIII. Traffic at WRHS, 1401 Main Street, Holden

Some discussion about parking issues at the high school.

IX. Facility Concerns/Issues

- Sidewalks at high school

While there is some crumbling of some sidewalks at the high school, there does not appear a danger associated with this.

- School fields

The problem with ticks on the Glenwood Elementary School property was discussed.

- Rutland (Glenwood)
- Mountview

The fields at Mountview Middle School were properly designed and installed, but the abundant amount of rain the last months has resulted in very wet, and sometimes unusable, fields.

- Classrooms for full-day kindergarten at Mayo Elementary School

Discussed earlier when talking about tuition-free, full-day kindergarten.

- Environmental sustainability

X. Holden Population Study

Still waiting for official release of study.

XI. Next Meeting

The subcommittee will meet next on Tuesday, December 4, 2018, at 7:00 PM.

XII. New Business

Add capital projects to future agenda.

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

The subcommittee did not adjourn to executive session.

XIV. Adjournment

Motion: To adjourn.

(M. Rivers)
(A. Young)

The motion passed unanimously.

The meeting adjourned at 8:43 PM.

Respectfully submitted,

Daniel Deedy
Director of Business and Finance

DD:rlp

WACHUSETT REGIONAL SCHOOL DISTRICT

HOLDEN ♦ PAXTON ♦ PRINCETON ♦ RUTLAND ♦ STERLING

MINUTES

Business/Finance Subcommittee

Monday, October 29, 2018
7:00 PM

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

In Attendance: Michael Dennis, Chair, Charles Witkes, Vice-chair, Maleah Gustafson, Linda Long-Bellil (7:02 PM)

Member Absent: Benjamin Mitchel

Administration: Darryll McCall, Daniel Deedy

I. Call to Order

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

II. Approval of Minutes of October 15, 2018

Motion: To approve the minutes of the October 15, 2018 meeting of the Business/Finance Subcommittee.

(M. Gustafson)
(C. Witkes)

The minutes were approved by consensus, with Chair Dennis abstaining.

7:02 PM Member Long-Bellil joined the meeting.

III. FY19 Budget

- Budget Transfers

Director Deedy spoke about anticipated budget transfers, within appropriations, focusing on some transfers in the salary lines/appropriation.

There was discussion about special education tuitions and the subcommittee asked to be kept apprised on the status of this budget.

IV. Tuition-free, Full-day Kindergarten Proposal

At School Committee Chair Mills' request following full Committee support of pursuing this proposal, all subcommittees were asked to include the tuition-free, full-day kindergarten proposal on an agenda for subcommittee input. There was general discussion about the

proposal, as well as discussion about the costs associated with modular classroom(s).

Superintendent McCall and Director Deedy reported on a phone conversation this date with representatives of Williams Scotsman, modular space providers. Director Deedy is expecting Williams Scotsman to provide him with a proposal for modular unit(s) at Mayo Elementary School.

V. Proposed Price Changes for School Lunch in FY20

Director Deedy provided an overview of proposed increases in breakfast and lunch charges, expecting these increased to go into effect next school year. There was also discussion about increasing charges for breakfast and lunch, for staff, with the possible implementation sooner than the next school year.

VI. OPEB (Other Post-Employment Benefits)

Deferred.

VII. Approval of Draft FY20 Budget Calendar

Members again reviewed the FY20 budget calendar and deeper review and discussion took place (attachment 1).

Motion: To approve the FY20 budget calendar, as presented.

Vote:

In favor:

Michael Dennis
Charles Witkes
Meleah Gustafson
Linda Long-Bellil

Opposed:

None

The motion passed unanimously.

VIII. Budget Roundtable with Member Towns

Members were reminded this now annual meeting will be held Thursday, November 8, 2018, 6:30 PM, at the Holden Senior Center. Senator Chandler, Senator Tran, and Representative Ferguson plan to attend the roundtable.

IX. Next Meeting

Due to a Special Town Meeting in the town of Holden on Monday, December 3, 2018, a previously scheduled meeting of the Business/Finance Subcommittee cannot be held on that date. The next meeting of this subcommittee to be determined.

X. Old Business

- Open Purchase Orders
- Training for members of the Business/Finance Subcommittee

XI. New Business

There was no new business brought before the subcommittee.

XII. Adjournment

Motion: To adjourn.

(L. Long-Bellil)
(C. Witkes)

Vote:

In favor:

Michael Dennis
Charles Witkes
Maleah Gustafson
Linda Long-Bellil

Opposed:

None

The motion passed unanimously.

The meeting adjourned at 8:21 PM.

Respectfully submitted,

Charles Witkes, Vice-chair
CW/rlp

Attachments:

- Attachment 1 – FY20 Budget Calendar

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

MINUTES

Monday, November 5, 2018
6:45 PM

Media Center
Wachusett Regional High School
1401 Main Street, Holden

In Attendance: Matthew Lavoie, Chair, Amy Michalowski, Vice-chair, Kenneth Mills

Absent: Megan Weeks

Administration: Darryll McCall (6:48 PM)

Others: Mary Shepherd, WREA

I. Call to Order

Chair Lavoie called the meeting to order at 6:45 PM.

II. Approval of Minutes

Motion: To approve the minutes of the October 9, 2018 meeting of the Superintendent Goals and Evaluation Subcommittee.

(A. Michalowski)
(K. Mills)

The minutes were approved by consensus.

III. Tuition-free, Full-day Kindergarten Proposal

At Chair Mill's request, all subcommittees have included this topic on a meeting agenda, in order to provide the full Committee with input about pursuing implementation of tuition-free, full-day kindergarten. Members at the table discussed this briefly, and all are in support of Superintendent McCall and District administration moving ahead with discussions with Member Town officials about this proposal, seeking information about installation of modular classroom(s) at Mayo Elementary School, and gathering other data and details to move ahead.

IV. Next Meeting

The date for the next meeting was not determined.

V. Old Business

There was no old business brought before the subcommittee.

VI. New Business

Approval of Minutes

Motion: To approve the minutes of this meeting, November 5, 2018, of the Superintendent Goals and Evaluation Subcommittee.

(K. Mills)

(A. Michalowski)

The minutes were approved by consensus.

VII. Adjournment

Motion: To adjourn.

(K. Mills)

(A. Michalowski)

Vote:

In favor:

Matthew Lavoie
Amy Michalowski
Kenneth Mills

Opposed:

None

The motion was unanimously approved.

The meeting adjourned at 6:54 PM.

Respectfully submitted,

Matthew Lavoie, Chair
Superintendent Goals and Evaluation Subcommittee
ML:rlp

WACHUSETT REGIONAL SCHOOL DISTRICT COMMITTEE

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

November 28, 2018

Mr. and Mrs. Peter Singley
18 Preservation Lane
Holden, MA 01520

Dear Mr. and Mrs. Singley:

I am writing in response to your email of November 14, 2018. Given that the specific nature of your complaint involves personnel issues and concerns related to student academic records, it is more appropriate that a substantive response comes from District administration, as they are not at liberty to share details of this case with School Committee members. I am enclosing copies of WRSDC Policy 8150 and Policy 8151 with regard to the process for complaints about District personnel.

The School Committee discusses matters of policy, including those relating to special education. Policy 1500, which is also enclosed, describes the line between policy, which we develop and oversee, and procedure, which is the responsibility of the administration. I encourage you to engage with the School Committee in dialogue, including at the public address portions of the School Committee meeting, about how changes in policy could better serve the students and families of the District. If you wish to address the School Committee in public, I am enclosing the Guidelines for Public Hearing.

Sincerely yours,



Kenneth Mills, Chair
Wachusett Regional School District Committee

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

KM:rlp

POLICY RELATING TO SCHOOL COMMITTEE OPERATION

DEFINITION OF POLICY AND REGULATIONS

- I. The Wachusett Regional District School Committee determines policy providing directions for administrative decisions for administrators and staff members in the daily operations of the District and the schools. Policies provide the parameters within which the District functions and create the governance structure for school district decisions. Procedures and regulations are the result of administrative implementations of duly created policies

- II. Policies shall be posted in their entirety on the District website and shall be made available to the community via other methods of communication as appropriate. As appropriate, and/or upon request, District administration shall make known to the Wachusett Regional District School Committee and the general public those administrative decisions, procedures and regulations that convert policy into action.

- III. The Federal Laws and Regulations, Massachusetts General Laws, Regulations of the Department of Elementary and Secondary Education, the Wachusett District Regional Agreement, and the School Committee By-laws provide the legal framework under which the Wachusett Regional District School Committee and the District operate in the formulation and implementation of policy.

First Reading:	09/12/94
Second Reading:	09/26/94

Amendment First Reading:	02/08/99
Amendment Second Reading:	03/08/99

Re-amendment First Reading:	02/09/09
Re-amendment Second Reading:	02/23/09

WRDSC Policy 1500

POLICY RELATING TO COMMUNICATION/PUBLIC RELATIONS

COMPLAINTS FROM THE COMMUNITY

The School Committee welcomes constructive feedback concerning the operation of the Wachusett Regional School District.

All complaints made to School Committee members shall be brought promptly to the attention of the Superintendent who will address the problem. School Committee members shall be informed of resolutions when privacy issues are not compromised.

Complaints made regarding the Superintendent shall be referred directly to the School Committee chair.

First Reading:	09/12/94
Second Reading:	09/26/94

Amendment First Reading:	03/13/06
Amendment Second Reading:	03/27/06

Re-Amendment First Reading:	04/23/07
Re-Amendment Second Reading:	05/23/07

Re-Amendment First Reading:	11/23/09
Re-Amendment Second Reading:	12/14/09

WRDSC Policy 8150

POLICY RELATING TO COMMUNICATION/PUBLIC RELATIONS

COMPLAINTS ABOUT DISTRICT PERSONNEL

The Wachusett Regional School Committee establishes the following to ensure that any complaint about District personnel is given respectful attention while maintaining the integrity of the educational program. "Complaint" in this case will be restricted in meaning to criticism of particular school employees by a citizen of the school district which includes or implies a demand for action by school authorities. Other comments and/or suggestions will be referred informally to affected personnel.

Any employee who receives a complaint should try to resolve the complaint through direct personal contact. If the complaint remains unresolved, the employee will refer the complainant to the building principal. The principal shall notify the employee of the complaint and will try to resolve the issue directly with the complainant at the building level.

If the complainant is not satisfied with the resolution at the building level, the complaint shall be directed to the Superintendent or his/her designee. The Superintendent or his/her designee will discuss the complaint with the complainant and will then address the issue with the appropriate personnel. The decision of the Superintendent is final.

If the complaint regards a principal, the complainant may refer the complaint directly to the Superintendent.

Additional information regarding complaints against personnel is included in the respective collectively bargained agreements.

First Reading: 08/11/97

Second Reading: 09/08/97

Amendment First Reading: 03/22/10

Amendment Second Reading: 04/12/10

WRSDC Policy 8151

Guidelines for Public Hearing

The Wachusett Regional School District Committee welcomes community input through a public hearing session scheduled at its regular meetings. Thoughtful and constructive public commentary is invaluable to the Committee as it strives better to serve its schools and their students.

Please follow these guidelines:

1. Please state your name and address, and indicate the purpose of your remarks.
2. An individual may speak for up to three minutes. The public hearing session may be closed at the end of 20 minutes as established by School Committee By-Laws.
3. Any member of the public may address the School Committee during the second Public Hearing session.
4. The public hearing is an opportunity to present your concerns and opinions to the Wachusett Regional School District Committee. It is not a dialogue. The Chair may make a response at the conclusion of the speaker's comments or recognize the Superintendent to do the same. Members may ask clarifying questions through the Chair.
5. Please direct your remarks to the Committee as a whole. Do not address individual members or approach members of the Committee.
6. Individuals may address topics on the agenda, items specified for public comment, or items within the scope of responsibility of the School Committee. The Chair shall rule out of order any individual who fails to honor the guidelines or who addresses a matter inappropriate for public comment.
7. Public Hearings are conducted in accordance with Robert's Rules of Order.
8. Permission to speak is granted by the Chair under the provisions of M.G.L. Chapter 39, Section 23C, which also establishes the Chair's authority to maintain order. If a speaker must be called to order, the Chair will issue a warning. If this warning goes unheeded, the speaker will be directed to withdraw.
9. A group of citizens appearing at a meeting to express favor for or opposition to a particular agenda item should designate one member of the group as spokesperson to be heard on the topic. Other members of the group may be heard if they feel that they can contribute additional information regarding the topic.
10. You are encouraged to hand the secretary a written transcript of your remarks, which will be appended to the minutes of this meeting and become part of the public record.
11. Within a few days you will receive a letter from the Chair of the Committee or an official of the District telling you how your concerns will be addressed.

Speakers should understand that oral and/or written statements are part of the public record.

Thank you for your time and participation.

The Wachusett Regional School District Committee
Amended by the School Committee 6/23/2014



Town of Holden MASSACHUSETTS

Peter M. Lukes, Esq
Town Manager

November 5, 2018

Dear Superintendent McCall and
Members of the Wachusett Regional School District Committee,

Our Board of Selectmen and Finance Committee have come to a consensus regarding requests that we would like the Wachusett Regional School District to address prior to formulating our municipal budget for Fiscal Year 2020.

We feel that these requests are fair and reasonable to our municipality, taxpayers, students and the School District. The budget process between the WRSD and municipalities within the Wachusett District has been acrimonious at times during past years, but if we work together to resolve some very basic issues prior to the sprint to Annual Town Meetings, it could be beneficial to everyone involved. We do a disservice to our residents, students, teachers and parents when we fail to recognize the need for transparency, collaboration, and equity among our sometimes varying interests. In this vein, we are hoping to reach out and express some simple suggestions to make all of our operations more efficient.

The requests are as follows:

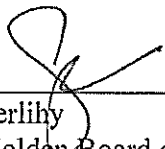
- 1.) WRSD present a budget for FY 2020 that contains no more than a 3.5% increase in overall operational spending.
- 2.) WRSD produce a line item budget, similar to the Quabbin Regional School District budget found here <http://www.qrsd.org/wp-content/uploads/2018/02/FY19-Line-Item-Budget-PP2.pdf>
This request would further ask that the line items be presented for both FY 2019 and FY 2020.
- 3.) WRSD identify the amount of their current OPEB liability and present a long term plan to address said liability.
- 4.) WRSD prepare and present a five year capital plan as well as a ten year capital plan specific to major construction projects.

5.) WRSD prepare a five year projection listing educational goals for projects that would fall within the operational budget, including estimated costs if available.

Respectfully,

A handwritten signature in cursive script, appearing to read "Peter M. Lukes", with a long horizontal flourish extending to the right.

Peter M. Lukes
Town Manager

A handwritten signature in cursive script, appearing to read "Geraldine Herlihy", with a large loop at the top and a horizontal flourish.

Geraldine Herlihy
Chairman, Holden Board of Selectmen

David S. White, Sr
Chairman, Holden Finance Committee

To: Wachusett Regional School District Finance Committee

From: James J. Dunbar, Treasurer

Date: November 26, 2018

Subject: Treasurer's Update – September, 2018

I have reviewed the bank statements, bank reconciliations, and reconciling items for the month ending September 30, 2018 and feel that Treasurers cash is accurately stated.

1. The September 30, 2018 bank balances are as shown on the attached sheet.
2. The warrants funded during the month of September 2018 were as follows:

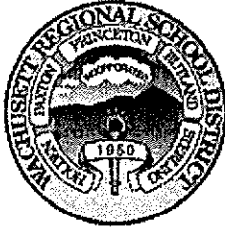
<u>Date</u>	<u>Description</u>	<u>Amount</u>
9/7	Payroll Warrant	\$ 2,102,980.72
9/7	Payroll Warrant	(632.49)
9/7	Payroll Warrant	1,811.34
9/17	Warrant #6	4,306,375.77
9/19	Warrant #7	1,980.04
9/21	Payroll Warrant	2,543,075.11
9/24	Payroll Warrant	2,066.97

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
September 30, 2018

Bank	Account #	Fund	Description	Cashbook 9/30/2018
CHECKING				
Eastern Bank	-7310	001	Payables reconciliation-clearing	267.25
Berkshire Bank	-4534	001	Depository Account	1,003,507.11
Eastern Bank	-0264	001	Payroll Reconciliation	136.20
Fidelity Bank	-1451	050	checking - Paxton	2,514.85
Loominster Credit Union	-8861	050	checking - Mountview	2,550.00
Loominster Credit Union	-8832	050	checking - Dawson	100.00
Loominster Credit Union	-8845	050	checking - Mayo	2,500.00
Loominster Credit Union	-0244	050	checking - Sterling	2,500.00
Fidelity Bank	-1444	050	checking - Thomas Prince	2,516.22
Loominster 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
Loominster Credit Union	-1024	050	WRHS student activity checking	3,324.93
TOTAL CHECKING				1,027,703.03
MONEY MARKET				
Berkshire Bank	-2960	022	Cafeteria revolving - Sterling	18,095.25
Loominster Credit Union	-1029	050	WRHS Student Activity Revolving	242,514.93
Berkshire Bank	-3002	023	Middle School Athletic Revolving	146,230.51
TD Banknorth, NA	-1032	001	General Fund	26,705.19
Eastern Bank	-0263	001	General Fund	8,136,980.02
Eastern Bank Debit Card	-6672	001	General Fund	508.81
Eastern Bank Tuition	-7357	001	General Fund	286,143.28
Enterprise Bank	-3225	001	General Fund	39,726.41
Avidian Bank	-8701	001	General Fund	33,142.12
MMDT	-4707	001	Money Market	6,087.96
TOTAL MONEY MARKET				8,936,054.48
SAVINGS				
Cornerstone Bank	-0132	022	Cafeteria revolving - Naquag	6,077.74
Cornerstone Bank	-0140	022	Cafeteria revolving - CTMS	15,550.86
Cornerstone Bank	-1230	022	Cafeteria revolving - Glenwood	10,425.08
Cornerstone Bank	-3092	022	Student Activity - CTMS	21,090.34
Cornerstone Bank	-9535	022	Student Activity - Glenwood	14,107.12
Cornerstone Bank	-3117	022	Student Activity - Naquag	1,169.58
Fidelity Bank	-1908	022	Cafeteria revolving - Princeton	11,445.74
Fidelity Bank	-6479	022	Cafeteria revolving - Paxton	8,058.49
Berkshire Bank	-4569	022	Cafeteria revolving - Dawson	11,013.45
Berkshire Bank	-2944	022	Cafeteria revolving - Davis Hill	10,466.00
Berkshire Bank	-4550	022	Cafeteria revolving - Mayo	10,172.98
Berkshire Bank	-2952	022	Cafeteria revolving - Mountview	34,386.41
Berkshire Bank	-4542	022	Cafeteria revolving - WRHS	403,641.00
Berkshire Bank	-2979	029	Adult Education	71.78
Fidelity Bank	-0736	050	Student Activity Depository	34,498.44
Loominster Credit Union	-6025	050	Student Activity Revolving	146,833.65
Berkshire Bank	-2987	023	Athletic revolving	96,605.35
Berkshire Bank	-2995	023	Athletic transportation	114,414.50
TOTAL SAVINGS				950,028.51
CDs (Investments)				
Loominster Credit Union		60	Atlas	10,794.03
Loominster Credit Union		60	Bailey	2,133.11
Loominster Credit Union		60	Bradshaw	14,465.92
Loominster Credit Union		60	D'Errico	3,506.66
Loominster Credit Union		60	Finoecchio	8,084.05
Loominster Credit Union		60	Fitzgerald	9,229.86
Loominster Credit Union		60	Green	6,761.65
Loominster Credit Union		60	Griffin	18,662.07
Loominster Credit Union		60	Hayman	3,236.55
Loominster Credit Union		60	Hewson	13,486.66
Loominster Credit Union		60	Lionett	8,141.24
Loominster Credit Union		60	Ljungberg	2,184.75
Loominster Credit Union		60	Naroian	10,900.31
Loominster Credit Union		60	Shailale	4,738.20
Loominster Credit Union		60	Tarkainen	7,414.18
Loominster Credit Union		60	Thibodeau	4,525.04
Loominster Credit Union		60	Wachusett #2	59,704.90
Loominster Credit Union		60	Wesley	6,058.83
Loominster Credit Union		60	White	1,173.61
TOTAL CDs				195,201.62
OPEB				
Bartholomew and Company	-3593	70	OPEB	10,142.18
TOTAL OPEB				10,142.18
TOTAL				11,119,129.82
Adjusted Cashbook				11,119,129.82
General Ledger				11,119,129.82
Variance				0.00
General Fund Total				9,533,124.35



Wachusett Regional School District

Holden, Paxton, Princeton, Rutland, Sterling

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

From: Robert Berlo, Deputy Superintendent

Date: December 3, 2018

Re: Deputy Superintendent's Report

Update on the upcoming DESE Program Reviews

The Department of Elementary and Secondary Education now conducts required reviews of each district across the state every six years. Wachusett is scheduled for our onsite review this January. This review will focus on several programs, such as Special Education, Civil Rights, English Language Learner (ELL), Educational Stability, compliance with the Every Student Succeeds Act (ESSA), as well as a review of our state and federal grants (specifically, Title I, Title II, and Title IV grants).

The program review process has several steps. The first step is the District Self-Assessment, which includes submission of evidence of how we are meeting state and federal policies, laws and regulations.

The district submitted our Self-Assessment in early October of this year. This contained evidence on 35 different topics. It should be noted that each topic contained anywhere from 1-9 subtopics, so some of the evidence submitted was rather substantial.

The Self-Assessment is followed up with notification of the type of review for each area, either an onsite review or a remote review, often referred to as a desk review. Our onsite and desk reviews will occur the week of January 7th, 2019.

The DESE reviews for Special Education and Civil Rights will be onsite and include an examination of student records as well as staff interviews. The ELL, Educational Stability and ESSA reviews will be desk reviews, with district personnel being available to answer any questions or provide additional information by phone and/or email.

The onsite/desk reviews are followed up with a notification of any findings of non-compliance and the resultant corrective action, including a deadline for re-submission of evidence of compliance.

In this new system, all districts will receive a special education mid-cycle review every three years on any identified areas of non-compliance.

As a result of ESSA, the state is required to regularly monitor all federal grant programs that documents how the district is administering and implementing Title I, Part A, Title II, Part A, and Title IV, Part A grant programs. This requires districts to assemble documentation that proves that the federal programs focus on improving student academic achievement as well as follows statutory and regulatory requirements.

There are 34 different topics or areas that the district needs to provide evidence on, some of which are more involved than others. These range from a needs assessment, to sharing local policies and procedures, to an examination of student learning experience data with a plan of how the district will address any inequities.

All federal grant information is due to DESE by January 18, 2019. The DESE will review this information and report back to districts in spring or 2019. If there are any findings of non-compliance, follow-up due is required from districts by October of 2019.

It should be noted that an impact to the School Committee of this review and compliance process has been the push this fall to have some of the education policies updated as well as the introduction of some new policies.



Wachusett Regional School District

Holden, Paxton, Princeton, Rutland, Sterling

TO: Darryll McCall, Superintendent of Schools

FROM: Daniel Deedy, Director of Business and Finance

RE: Monthly Report

DATE: December 4, 2018

A handwritten signature in blue ink, consisting of the letters "DD" inside a circular flourish.

Attached please find my monthly report for December 2018. I am happy to answer any questions here.

Attachments

December 2018 Monthly Report
Executive Summary

1. FY19 Budget:

FY19 Budget Report. I've included a budget report dated December 4, 2018 which shows an available balance \$364,580.06. As stated in last month's report, this balance does not reflect a number of reclassifications that will be done in the next several months whereby charges such as tuitions and health insurance are moved from the General Fund to Circuit Breaker and School Choice.

FY19 Revenues: I've included two (2) Revenue Reports for Period 4. The first report reflects year to day receipts for FY19 through period 4. As a point of reference, I included an FY18 Revenue Report also through period 4. FY19 revenues as of this writing, are aligned with FY18 revenues for the same period.

2. FY19 Revolving and Fiduciary Funds:

Attached is a copy of the FY19 Revolving and Fiduciary Funds through October 2018. Cafeteria Revolving Funds are in deficit pending future reimbursements through the School Lunch program. See the discussion below regarding potential price increases. School Choice revenues as noted in a previous report, are also being used to re-classify health insurance expenditures.

3. Tuition-Free, Full-Day Kindergarten Proposal:

As part of the process of implementing tuition-free, full day kindergarten in FY2020 school year, I have included current Kindergarten teachers into my salary projections for FY20. Those projections will also include the three (3) new teachers and three (3) new paras associated with this program.

4. Proposed Price Changes for School Lunch in FY20:

I presented Mrs. Barton's request to the Business/Finance Subcommittee on November 26. I included an analysis of the revenues and expenditures for FY18 as part of that discussion. I continue to work with Business/Finance on this topic. I am preparing an analysis for our next subcommittee meeting.

5. FY20 Oil Procurement:

The District participated in the French River Education Center (FREC) oil procurement once again for FY20. Unfortunately, FREC had only one vendor respond to the IFB -- Santa Energy. Their bid was rejected by the School Business Officials present including myself. Santa Energy was deemed unresponsive per MGL Chapter 30B due to the addition of an Appendix detailing possible additional fees and charges, therefore not submitting a fixed price as outlined in the IFB. Consequently, their bid was rejected in total. A second procurement will be conducted. The dates are Dec. 20, 2018 - January 3, 2019. Bids will be opened on January 3, 2019 at noon with award prior to 1:00 PM on January 3, 2019.

6. Treasurer's Report: Attached is a copy of Treasurer Dunbar's report for the period ending September 2018.

7. MASBO Mentorship Program:

I convened a second meeting with my staff on Monday November 19. I included Mr. David Verdolino, SBA in Acton-Boxboro, former MASBO executive director and member of the Foundation Budget Review Commission to discuss the Foundation Budget and the work of the Foundation Budget Review Commission.

8. WRHS Turf Field Replacement: I had preliminary discussions with the District's Treasurer, Mr. James Dunbar and Mary Carney of Hilltop Securities. We discussed the impact of a potential borrowing for the turf field replacement at WRHS. We used \$600,000.00 as the potential loan repayment. This was the figure used by the District last spring. My research this fall shows that figure is a good figure to use as an estimate.



12/04/2018 16:19
9820ddee

Wachusett Regional School District
FY19 BUDGET REPORT 12.4.18

P 1
glytdbud

FOR 2019 99

	ORIGINAL APPROP	TRANFRS/ ADJSTMTS	REVISED BUDGET	YTD EXPENDED	ENC/REQ	AVAILABLE BUDGET	PCT USED
1 SALARIES & STIPENDS	59,582,718	0	59,582,718	17,984,778.64	40,705,582.59	892,356.85	98.5%
2 BENEFITS & INSURANCE	14,566,115	0	14,566,115	8,631,689.46	6,229,926.48	-295,500.94	102.0%
3 INSTRUCTIONAL SUPPORT	3,089,977	-150	3,089,827	1,747,299.27	896,328.07	446,199.81	85.6%
4 OPERATIONS & MAINTENANCE	3,474,472	0	3,474,472	962,902.31	2,294,801.44	216,768.02	93.8%
5 PUPIL SERVICES	63,035	150	63,185	33,166.00	14,929.01	15,089.99	76.1%
6 SPECIAL ED TUITIONS	2,913,244	0	2,913,244	1,323,633.63	3,186,342.13	-1,596,731.76	154.8%
7 OTHER OPERATING COSTS	1,205,101	0	1,205,101	376,737.00	.00	828,364.00	31.3%
8 TRANSPORTATION	6,840,933	0	6,840,933	2,040,420.65	4,937,528.13	-137,015.78	102.0%
9 DEBT SERVICE	2,473,856	0	2,473,856	802,928.13	1,675,878.00	-4,950.13	100.2%
GRAND TOTAL	94,209,451	0	94,209,451	33,903,555.09	59,941,315.85	364,580.06	99.6%

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



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Wachusett Regional School District
FY19 REVENUES THROUGH PERIOD 4 12.4.18

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FOR 2019 04

	ORIGINAL ESTIM REV	ESTIM REV ADJSTMTS	REVISED EST REV	ACTUAL YTD REVENUE	REMAINING REVENUE	PCT COLL
001 GENERAL FUND						
401412 ASSESSMENT REV-MLC-HOL	-18,233,370	0	-18,233,370	-4,558,342.50	-13,675,027.50	25.0%
401413 ASSESSMENT REV-MLC-PAX	-4,217,007	0	-4,217,007	-2,108,503.50	-2,108,503.50	50.0%
401414 ASSESSMENT REV-MLC-PRI	-3,481,413	0	-3,481,413	-1,740,706.50	-1,740,706.50	50.0%
401415 ASSESSMENT REV-MLC-RUT	-6,954,143	0	-6,954,143	-1,738,535.75	-5,215,607.25	25.0%
401416 ASSESSMENT REV-MLC-STE	-7,944,064	0	-7,944,064	-1,986,016.00	-5,958,048.00	25.0%
401422 ASSESSMENT REV-OPER-HOL	-6,787,692	0	-6,787,692	-1,696,923.00	-5,090,769.00	25.0%
401423 ASSESSMENT REV-OPER-PAX	-1,427,545	0	-1,427,545	-713,772.50	-713,772.50	50.0%
401424 ASSESSMENT REV-OPER-PRI	-932,016	0	-932,016	-466,008.00	-466,008.00	50.0%
401425 ASSESSMENT REV-OPER-RUT	-3,472,920	0	-3,472,920	-868,230.00	-2,604,690.00	25.0%
401426 ASSESSMENT REV-OPER-STE	-2,332,149	0	-2,332,149	-583,037.25	-1,749,111.75	25.0%
401432 TRANS ASSESS-HOLDEN	-2,004,018	0	-2,004,018	-501,004.50	-1,503,013.50	25.0%
401433 TRANS ASSESS-PAXTON	-421,473	0	-421,473	-210,736.00	-210,737.00	50.0%
401434 TRANS ASSESS-PRINCETON	-275,171	0	-275,171	-137,585.50	-137,585.50	50.0%
401435 TRANS ASSESS-RUTLAND	-1,025,355	0	-1,025,355	-256,338.75	-769,016.25	25.0%
401436 TRANS ASSESS-STERLING	-688,551	0	-688,551	-172,137.75	-516,413.25	25.0%
401442 DEBT ASSESS-HOLDEN	-1,061,967	0	-1,061,967	-265,492.00	-796,475.00	25.0%
401443 DEBT ASSESS-PAXTON	-247,436	0	-247,436	-123,718.00	-123,718.00	50.0%
401444 DEBT ASSESS-PRINCETON	-175,270	0	-175,270	-87,636.00	-87,634.00	50.0%
401445 DEBT ASSESS-RUTLAND	-610,209	0	-610,209	-152,552.50	-457,656.50	25.0%
401446 DEBT ASSESS-STERLING	-378,975	0	-378,975	-94,744.00	-284,231.00	25.0%
401450 CHAPT 70-REGIONAL SCHOOL AID	-27,472,242	0	-27,472,242	-9,233,064.00	-18,239,178.00	33.6%
401451 CHAPT 71-REGIONAL SCHOOL TRA	-2,426,365	0	-2,426,365	.00	-2,426,365.00	.0%
401452 CHAPT 70-CHARTER REIMBURSE	-50,578	0	-50,578	-11,030.00	-39,548.00	21.8%
401454 TXFR-UNRESERVED E&D	-150,000	0	-150,000	.00	-150,000.00	.0%
401455 MEDICAID	-987,523	0	-987,523	-241,077.94	-746,445.06	24.4%
401460 INTEREST	-12,750	0	-12,750	-15,900.22	3,150.22	124.7%
401462 MISC REVENUE	-439,250	0	-439,250	-90,975.14	-348,274.86	20.7%
TOTAL GENERAL FUND	-94,209,452	0	-94,209,452	-28,054,067.30	-66,155,384.70	29.8%
GRAND TOTAL	-94,209,452	0	-94,209,452	-28,054,067.30	-66,155,384.70	29.8%

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Wachusett Regional School District
FY18 REVENUE BR THROUGH PERIOD 4

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FOR 2018 04

	ORIGINAL ESTIM REV	ESTIM REV ADJSTMTS	REVISED EST REV	ACTUAL YTD REVENUE	REMAINING REVENUE	PCT COLL
001 GENERAL FUND						
0000 UNDESIGNATED						
001 401412 GF MIN LOCAL CONT - HOL	-17,626,751	0	-17,626,751	-4,406,688.00	-13,220,063.00	25.0%*
001 401413 GF MIN LOCAL CONT - PAX	-4,120,925	0	-4,120,925	-2,060,462.50	-2,060,462.50	50.0%
001 401414 GF MIN LOCAL CONT - PRI	-3,456,189	0	-3,456,189	-1,728,094.50	-1,728,094.50	50.0%
001 401415 GF MIN LOCAL CONT - RUT	-7,016,724	0	-7,016,724	-1,754,181.25	-5,262,542.75	25.0%*
001 401416 GF MIN LOCAL CONT - STE	-8,145,271	0	-8,145,271	-4,072,636.00	-4,072,636.00	50.0%
001 401422 GF OPER - HOLDEN	-5,633,755	0	-5,633,755	-1,408,438.75	-4,225,316.25	25.0%*
001 401423 GF OPER - PAXTON	-1,216,241	0	-1,216,241	-608,120.50	-608,120.50	50.0%
001 401424 GF OPER - PRINCETON	-779,155	0	-779,155	-389,577.50	-389,577.50	50.0%
001 401425 GF OPER - RUTLAND	-2,890,301	0	-2,890,301	-722,575.25	-2,167,725.75	25.0%*
001 401426 GF OPER - STERLING	-2,017,855	0	-2,017,855	-1,008,928.00	-1,008,927.00	50.0%
001 401432 GF TRANS ASSESS - HOLDE	-1,884,700	0	-1,884,700	-471,175.00	-1,413,525.00	25.0%*
001 401433 GF TRANS ASSESS - PAXTO	-406,878	0	-406,878	-203,439.00	-203,438.90	50.0%
001 401434 GF TRANS ASSESS - PRINC	-260,656	0	-260,656	-130,328.00	-130,328.10	50.0%
001 401435 GF TRANS ASSESS - RUTLA	-966,913	0	-966,913	-241,728.25	-725,184.65	25.0%*
001 401436 GF TRANS ASSESS - STERL	-675,047	0	-675,047	-337,523.50	-337,523.90	50.0%
001 401442 GF DEBT ASSESS - HOLDEN	-1,043,605	0	-1,043,605	-260,901.25	-782,703.75	25.0%*
001 401443 GF DEBT ASSESS - PAXTON	-254,750	0	-254,750	-127,374.00	-127,375.50	50.0%
001 401444 GF DEBT ASSESS - PRINCET	-174,357	0	-174,357	-87,178.00	-87,178.70	50.0%
001 401445 GF DEBT ASSESS - RUTLAND	-633,937	0	-633,937	-158,484.25	-475,452.95	25.0%*
001 401446 GF DEBT ASSESS - STERLIN	-404,245	0	-404,245	-202,122.50	-202,122.60	50.0%
001 401450 GF CHAP 70 - REG SCHOOL	-26,970,138	0	-26,970,138	-8,948,384.00	-18,021,754.00	33.2%*
001 401451 GF CHAP 71 - REG SCHOOL	-2,221,659	0	-2,221,659	.00	-2,221,659.00	.0%
001 401452 GF CHAP 70 - CHARTER RE	-65,830	0	-65,830	-15,293.00	-50,537.00	23.2%*
001 401453 GF TXFR - SCHOOL CHOICE	0	0	0	.00	.00	.0%
001 401454 GF TXFR - UNRESERVED R&	-150,000	0	-150,000	.00	-150,000.00	.0%
001 401455 GF - MEDICAID	-897,747	0	-897,747	-182,636.57	-715,110.43	20.3%*
001 401460 GF INTEREST	-25,500	0	-25,500	-4,144.58	-21,355.42	16.3%*
001 401462 GF REVENUE - MISCELLANE	-439,250	0	-439,250	-63,747.27	-375,502.73	14.5%*
001 401464 GF REVENUE - INSR REIM	0	0	0	.00	.00	.0%
001 401466 GF PREMIUM - RAN	0	0	0	.00	.00	.0%
001 401468 GF REVENUE - MSBA REIMR	0	0	0	.00	.00	.0%
001 497100 GF REV - TRANSFER IN	0	0	0	.00	.00	.0%
TOTAL UNDESIGNATED	-90,378,379	0	-90,378,379	-29,594,161.42	-60,784,217.08	32.7%
5400 SHORT-TERM INTEREST						
AFC784 401466 GF PREM - REV ANTICI	0	0	0	.00	.00	.0%
TOTAL SHORT-TERM INTEREST	0	0	0	.00	.00	.0%



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Wachusett Regional School District
FY18 REVENUE BR THROUGH PERIOD 4

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FOR 2018 04

	ORIGINAL ESTIM REV	ESTIM REV ADJSTMTS	REVISED EST REV	ACTUAL YTD REVENUE	REMAINING REVENUE	PCT COLL
TOTAL GENERAL FUND	-90,378,379	0	-90,378,379	-29,594,161.42	-60,784,217.08	32.7%
TOTAL REVENUES	-90,378,379	0	-90,378,379	-29,594,161.42	-60,784,217.08	
GRAND TOTAL	-90,378,379	0	-90,378,379	-29,594,161.42	-60,784,217.08	32.7%

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WACHUSETT REGIONAL SCHOOL DISTRICT

OCTOBER 2018

GOVERNMENTAL FUNDS, FIDUCIARY FUNDS CASH & FUND BALANCES REPORT

FUND/ FUNC	FUND NAME	CASH BALANCE					ENCUMBERED	ENDING CASH BALANCE	ENDING FUND BALANCE
		YEAR TO DATE							
		REVENUE	EXPENDED	BEG BAL	REVENUE	EXPENDED			
022	CAFETERIA	254,102.55	183,523.99	2,589.36	511,853.48	333,095.84	658,684.64	(477,337.64)	
023	ATHLETIC	57,780.87	42,776.09	135,682.50	158,220.76	80,887.72	191,195.41	21,820.13	
027/101	KINDERGARTEN	83,445.17	54,884.09	370,352.82	381,270.60	109,768.00	573,039.62	68,815.80	
027/510	APPLIED ARTS	4,308.00	7,679.53	33,620.07	28,655.00	11,374.18	52,332.21	(1,431.32)	
027/511	BUILDING USE	8,305.00	4,589.94	62,529.02	15,045.00	21,211.05	348.00	56,014.97	
027/512	DAMAGED PROPERTY			5,864.92	0.00	336.87	3,110.80	2,417.25	
027/514	DRIVER EDUCATION	4,641.50	13,907.66	65,459.36	49,365.13	47,627.58	11,892.98	55,303.93	
027/515	EQUIP REPAIRS			0.00	0.00	0.00		0.00	
027/516	GIFTS & GRANTS	3,475.00	5,833.33	70,111.14	19,174.55	31,543.31	19,203.65	38,538.73	
027/517	LOST BOOKS	340.00	900.35	14,467.22	2,735.12	1,821.39	723.03	14,657.92	
027/518	PARKING	815.00	2,023.76	60,420.15	53,534.00	2,415.76	74,510.26	37,028.13	
027/519	PERFORMING ARTS		23.65	3,996.05	252.00	828.65	2,377.00	1,042.40	
027/520	SCHOOL TECHNOLOGY			0.00	0.00	0.00		0.00	
027/522	SUMMER SCHOOL			4,961.29	0.00	0.00		4,961.29	
027/524	LOCKER FEES		750.34	17,413.64	1,779.00	750.34		18,442.30	
027/151	STERLING EXTENDED DAY			282.48	0.00	0.00		282.48	
027/151	PRINCETON EXTENDED DAY	3,109.00	3,282.00	14,535.08	6,969.00	6,097.95		15,406.13	
027/151	DAVIS HILL EXTENDED DAY			0.00	0.00	0.00		0.00	
028/000	ECC TUITION	12,125.00	7,860.78	150,944.66	16,226.55	31,518.29	19,651.98	116,000.94	
028/550	SCHOOL CHOICE	67,977.00	67,977.00	0.00	172,619.00	120,298.00		52,321.00	
028/551	CIRCUIT BREAKER	651,057.00	651,057.00	(809,738.00)	1,460,795.00	651,057.00		0.00	
028/554	INSURANCE REIMBURSEMENTS			0.00	0.00	0.00		0.00	
029	ADULT EDUCATION	0.03		71.69	0.12	0.00		71.81	
040	PROGRAM INITIATIVES	9,470.00	7,076.68	82,030.99	58,710.00	41,651.04	99,089.95	93,259.13	
050	STUDENT ACTIVITIES	107,305.83	42,738.08	435,621.83	221,166.17	125,423.71	43,552.78	487,811.51	
060	TRUST FUND/SCHOLARSHIPS			195,201.62	0.00	0.00		195,201.62	
TOTALS		1,268,257.55	1,096,884.27	916,417.89	3,158,370.48	1,617,706.68	1,656,453.18	800,628.51	

To: Wachusett Regional School District Finance Committee

From: James J. Dunbar, Treasurer

Date: November 26, 2018

Subject: Treasurer's Update – September, 2018

I have reviewed the bank statements, bank reconciliations, and reconciling items for the month ending September 30, 2018 and feel that Treasurers cash is accurately stated.

1. The September 30, 2018 bank balances are as shown on the attached sheet.
2. The warrants funded during the month of September 2018 were as follows:

<u>Date</u>	<u>Description</u>	<u>Amount</u>
9/7	Payroll Warrant	\$ 2,102,980.72
9/7	Payroll Warrant	(632.49)
9/7	Payroll Warrant	1,811.34
9/17	Warrant #6	4,306,375.77
9/19	Warrant #7	1,980.04
9/21	Payroll Warrant	2,543,075.11
9/24	Payroll Warrant	2,066.97

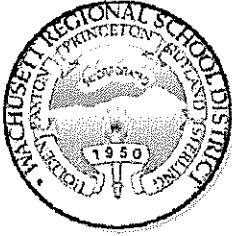
Our excess general funds are currently earning the following rates:

Commerce Bank	0.50%
Avidia Bank	0.15%

CASH RECONCILIATION OF CASHBOOK TO GENERAL LEDGER

September 30, 2018

Bank	Account #	Fund	Description	Cashbook 9/30/2018
CHECKING				
Eastern Bank	-7310	001	Payables reconciliation-clearing	267.25
Berkshire Bank	-4534	001	Depository Account	1,003,507.11
Eastern Bank	-0264	001	Payroll Reconciliation	136.20
Fidelity Bank	-1451	050	checking - Paxton	2,514.85
Loominster Credit Union	-8861	050	checking - Mountview	2,550.00
Loominster Credit Union	-8832	050	checking - Dawson	100.00
Loominster Credit Union	-8845	050	checking - Mayo	2,500.00
Loominster Credit Union	-0244	050	checking - Sterling	2,500.00
Fidelity Bank	-1444	050	checking - Thomas Prince	2,516.22
Loominster 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
Loominster Credit Union	-1024	050	WRHS student activity checking	3,324.93
TOTAL CHECKING				1,027,703.03
MONEY MARKET				
Berkshire Bank	-2960	022	Cafeteria revolving - Sterling	18,095.25
Loominster Credit Union	-1029	050	WRHS Student Activity Revolving	242,514.93
Berkshire Bank	-3002	023	Middle School Athletic Revolving	146,230.51
TD Banknorth, NA	-1032	001	General Fund	26,705.19
Eastern Bank	-0363	001	General Fund	8,136,900.02
Eastern Bank Debit Card	-6672	001	General Fund	508.81
Eastern Bank Tuition	-7357	001	General Fund	286,143.28
Enterprise Bank	-3225	001	General Fund	39,726.41
Avidia Bank	-8701	001	General Fund	33,142.12
MMDT	-4707	001	Money Market	6,087.96
TOTAL MONEY MARKET				8,936,054.48
SAVINGS				
Cornerstone Bank	-0132	022	Cafeteria revolving - Naquag	6,077.74
Cornerstone Bank	-0140	022	Cafeteria revolving - CTMS	15,550.86
Cornerstone Bank	-1230	022	Cafeteria revolving - Glenwood	10,425.08
Cornerstone Bank	-3092	022	Student Activity - CTMS	21,090.34
Cornerstone Bank	-9535	022	Student Activity - Glenwood	14,107.12
Cornerstone Bank	-3117	022	Student Activity - Naquag	1,169.58
Fidelity Bank	-1908	022	Cafeteria revolving - Princeton	11,445.74
Fidelity Bank	-6479	022	Cafeteria revolving - Paxton	8,058.49
Berkshire Bank	-4569	022	Cafeteria revolving - Dawson	11,013.45
Berkshire Bank	-2944	022	Cafeteria revolving - Davis Hill	10,466.00
Berkshire Bank	-4550	022	Cafeteria revolving - Mayo	10,172.98
Berkshire Bank	-2952	022	Cafeteria revolving - Mountview	34,386.41
Berkshire Bank	-4542	022	Cafeteria revolving - WRHS	403,641.00
Berkshire Bank	-2979	029	Adult Education	71.78
Fidelity Bank	-0736	050	Student Activity Depository	34,498.44
Loominster Credit Union	-6025	050	Student Activity Revolving	146,833.65
Berkshire Bank	-2987	023	Athletic revolving	96,605.35
Berkshire Bank	-2995	023	Athletic transportation	114,414.50
TOTAL SAVINGS				950,028.51
CDs (Investments)				
Loominster Credit Union		60	Atlas	10,794.03
Loominster Credit Union		60	Bailey	2,133.11
Loominster Credit Union		60	Bradshaw	14,465.92
Loominster Credit Union		60	D'Errico	3,506.66
Loominster Credit Union		60	Finocchio	8,084.05
Loominster Credit Union		60	Fitzgerald	9,229.86
Loominster Credit Union		60	Green	6,761.65
Loominster Credit Union		60	Griffin	18,662.07
Loominster Credit Union		60	Hayman	3,236.55
Loominster Credit Union		60	Hewson	13,486.66
Loominster Credit Union		60	Lionett	8,141.24
Loominster Credit Union		60	Ljungberg	2,184.75
Loominster Credit Union		60	Naroian	10,900.31
Loominster Credit Union		60	Shailale	4,738.20
Loominster Credit Union		60	Tarkiainen	7,414.18
Loominster Credit Union		60	Thibodeau	4,525.04
Loominster Credit Union		60	Wachusett #2	59,704.90
Loominster Credit Union		60	Wesley	6,058.83
Loominster Credit Union		60	White	1,173.61
TOTAL CDs				195,201.62
OPEB				
Bartholomew and Company	-3593	70	OPEB	10,142.18
TOTAL OPEB				10,142.18
TOTAL				11,119,129.82
Adjusted Cashbook				11,119,129.82
General Ledger				11,119,129.82
Variance				0.00
General Fund Total				9,533,124.35



Wachusett Regional School

district

Holden, Paxton, Princeton, Rutland, Sterling

To: Darryll McCall
Superintendent of Schools

From: Jeff Carlson
Director of Human Resources

Re: November, 2018 Activity Report

Date: Thursday, December 6, 2018

1. Personnel

- *The Senior Custodian position at Paxton Center School has been filled.*
- *The Central Tree Middle School Special Education Teacher position has been filled.*
- *The Interim Principal position at the Early Childhood Center has been filled.*
- *Paraprofessional vacancies at Houghton Elementary School and Mountview Middle School have been filled.*
- *A Recess Monitor position at Mayo Elementary has been filled.*
- *ABA/PA vacancies at the Early Childhood Center and High School have been filled.*
- *An Adjustment Counselor position at the High School has been posted and a candidate has been identified.*

2. Collective Bargaining

- *The Legal Affairs sub-committee met on November 27th and has scheduled preliminary bargaining meetings on December 6th with the Clerical and Custodial bargaining units and December 12th with the Café*

group. We have another Legal Affairs subcommittee meeting scheduled for 6:30PM before the December 10th School Committee meeting.

3. Health Insurance

- *Retired District employees have received information on the new senior plan rates effective January 1, 2019.*
- *The PEC group is meeting on December 17th to discuss the upcoming health insurance renewal bid process scheduled for January, 2019. We will also review recent claims experience of the District and provide an HRA update.*

4. Fingerprinting update

- *Morpho Trust the state finger printing vendor continues to fingerprint all new hires and existing staff. We have not experienced any delays with new staff getting fingerprint appointments.*

5. Teacher/ Administrator Licensure

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

6. Human Resources / Business Office Meetings

- *The Director continues to work closely with the Business and Finance Director on issues impacting our two departments. This involves working collaboratively on the implementation of the FY 19 budget and starting preparations for the FY 20 budget.*

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

Special Education- School Committee Report

Submitted by: Lincoln Waterhouse, Interim Administrator of Special Education
December 2018

The After School Sports Program for students with disabilities has now begun. 20 students in grades K-5 and 25 students in grades 6-post grad have signed up. Our coaches have already had the students engaging in floor hockey designed in a way to allow all students to participate and enjoy the experience of being on a team. Soccer and Basketball are planned to start soon. This year we have had more student volunteers from our high school than ever before helping the students with the most significant disabilities fully participate. This is the 3rd year of this program and it continues to bring smiles to the faces of everyone there playing, watching, and helping.

The new 3-5 Language based classroom in Paxton has now enrolled 9 students that are experiencing the benefit of a program that has been designed to meet the needs of students who have Language Based Learning Disabilities. Through intensive multi-sensory reading, writing, and math instruction these students are able to meet with greater success than ever before.

The new Therapeutic Transition Learning Center at the High School is now serving over 26 students who have been identified with disabilities that impact their social/emotional functioning and hinder their ability to make academic progress. With a combination of small class size, the opportunity to build relationships, intensive therapeutic support and activities designed to increase motivation and participation, these students are feeling success in areas they have not felt successful in before.