

**Proposed Superintendent Goals: 2019-2020**

Robert A. Tremblay, Ed.D., Superintendent  
Framingham Public Schools

Revised Submission to the Framingham School Committee: September 4, 2019

**Enrollment & Facilities Planning: FRAMINGHAM HIGH SCHOOL SPACE UTILIZATION PLAN**

Following the enrollment forecasting and space study that was conducted during the 2018-2019 school year as part of the enrollment and facilities planning goal, work this year will focus more narrowly on maximizing the utilization of space at Framingham High School in order to meet the needs of the forecasted enrollment increase at the high school over the next several years.

Specific Action Steps	Timeline	Expected/Measurable Outcomes
<p>By <u>September 27, 2019</u>, I will solicit interest among high school administrators, teachers, staff, and students to participate in a working group to problem-solve space utilization at Framingham High School.</p> <p>By <u>October 11, 2019</u> the working group, including key district and high school administrators, teachers, staff, will be named and a meeting schedule will be developed.</p> <p>By <u>January 17, 2020</u> an initial space utilization plan will be developed and circulated for stakeholder feedback.</p> <p>By <u>April 10, 2020</u> the Framingham High School Space Utilization Plan will be finalized in order to ensure necessary lead time for summer project scheduling.</p>	<p>September 2019 - May 2020</p>	<ul style="list-style-type: none"> <li>● FHS Space Utilization Plan</li> <li>● Presentation(s) to FHS Staff               <ul style="list-style-type: none"> <li>○ Dates TBD</li> </ul> </li> <li>● Presentation(s) to Framingham School Committee               <ul style="list-style-type: none"> <li>○ Dates TBD</li> </ul> </li> <li>● Plan integration into FY21 budget development</li> </ul>



**Enrollment & Facilities Planning: FRAMINGHAM PUBLIC SCHOOLS LONG-TERM FACILITY PLAN**

The Framingham Public Schools long-term Capital Plan is reviewed and prioritized each year. The need for facility planning has been and continues to be a critical element of that plan. Given the previously identified school building priorities as part of the Capital Plan, changes to application guidelines for projects seeking funding from the Massachusetts School Building Authority (MSBA), the comprehensive demographic forecast that was completed during the 2018-2019 school year, and consideration of new housing developments in the community, increasing challenges with the existing inter-district school choice model, and an increasing interest in the City of Framingham as a residential destination, a longer-term school facility plan must be prepared in partnership with City officials.

Specific Action Steps	Timeline	Expected/Measurable Outcomes
By <u>May 1, 2020</u> a Long-Term Framingham Public Schools Facilities Plan will be presented to guide short- and long-term school planning and budgeting (annual operation and capital planning). The Plan will have been vetted and prioritized by school and municipal officials and elected bodies and will have been circulated for public comment to reflect broad stakeholder interest.	September 2019 - May 2020	<ul style="list-style-type: none"> <li>● Internal and External Capital Planning Meetings</li> <li>● Expanded Pre-Feasibility Study (Hemenway Elementary School)</li> <li>● Long-Term Framingham Public Schools Facilities Plan</li> </ul>

Evidence of Progress Toward Goal		
<i>Action Item</i>	<i>Chronology</i>	<i>Deliverables/Comments/Notes</i>
Current Capital Plan Review Meeting (Internal)	August 30, 2019	<ul style="list-style-type: none"> <li>● Review of current and proposed projects, funding needs, timelines</li> </ul>

**District Improvement Goal: Pre-School Expansion Research & Implementation Plan**

It is well-documented that access to high quality early education is essential to closing the achievement gap. The Massachusetts Association of School Committees (MASC) stated that children who attend high-quality preschool programs are 40% less likely to need special education services or be kept back a grade, are 30% more likely to finish high school, and twice as likely to attend college.

Recognizing that an investment in tuition-free, early (pre-Kindergarten) education will address opportunity gaps for children and families in our community while yielding improved long-term performance outcomes for students, I will continue my exploration of Pre-Kindergarten/Kindergarten Early Childhood Centers for the City of Framingham with consideration of the following elements as they relate to the overall educational and facility needs of the Framingham Public Schools (see Framingham Public Schools Long-Term Facility Plan):

1. Existing and forecasted enrollment projections and the need for additional space at each of the district’s elementary schools without having to use modular units for instruction and support services
2. Available property in the City of Framingham (collaborative effort with SIFOC and the City’s Community & Economic Development Division)
3. Potential for expanded partnerships (cost-sharing and instructional) with local post-secondary institutions that provide courses of study for aspiring teachers
4. Potential for partnerships with local non-profit organizations that provide support for expanded early childhood education

Specific Action Steps	Timeline	Expected/Measurable Outcomes
By <u>November 1, 2019</u> I will have met with the new Massachusetts Commissioner of Early Education and Care (EEC) to discuss our district’s interest in expanding access to preschool in an effort to promote increased access to early education for all students in what I ultimately envision as a universal, tuition-free program for all Framingham children.	Beginning: September 2019  <u>Note:</u> This ambitious, long-term interest will likely require the acquisition of land, construction of multiple facilities and/or access to existing buildings to be appropriately repurposed for this need, partnership with community	<ul style="list-style-type: none"> <li>● Introduction meeting with Massachusetts Commissioner of Early Education and Care (current and former)</li> <li>● Establish Visiting Team, including Rosie Alvarez and selected staff from BLOCKS &amp; selected community partners</li> </ul>

<p>By <u>January 1, 2020</u> an FPS Visiting Team will have been assembled and will have visited at least (3) early childhood programs in Massachusetts and (3) early childhood programs outside of Massachusetts to gain insight into program options.</p> <p>By <u>March 1, 2020</u> I will have evaluated facility and/or land options available in the City of Framingham to accommodate early childhood program expansion and will have included that information in the Framingham Public Schools Long-Term Facility Plan.</p>	<p>stakeholders, and access to funding opportunities beyond the school and capital budget in order to realize this long-term vision.</p>	<ul style="list-style-type: none"> <li>• FPS Early Childhood Educator Discussion Forum (suggested from Summer Office Hours meeting)</li> </ul>
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<b>Evidence of Progress Toward Goal</b>		
<i>Action Item</i>	<i>Chronology</i>	<i>Deliverables/Comments/Notes</i>
School Visits		<ul style="list-style-type: none"> <li>• See School Visits Summary below</li> </ul>
Current Capital Plan Review Meeting (Internal)	August 30, 2019	<ul style="list-style-type: none"> <li>• Review of current and proposed projects, funding needs, timelines</li> </ul>
Internal Planning Meetings		<ul style="list-style-type: none"> <li>• Stakeholder Input</li> <li>• Collaboration Opportunities</li> <li>• Financial Planning Solutions</li> <li>• Public/Private Partnerships</li> <li>• Professional Development Potential</li> </ul>
Stakeholder Meetings		
Community Partners Meetings		

**District Improvement Goal: Pre-School Expansion Research & Implementation Plan**

**School Visits Summary**

School/District	Grades	Address	Contact Information
The Friendship School <i>Waterford, CT</i>	PreK/Kindergarten	24 Rope Ferry Rd Waterford, CT 06385	Ms. Andrea Simmons, Principal Email: <a href="mailto:asimmons@thefriendshipschool.org">asimmons@thefriendshipschool.org</a> Telephone: (860) 447-4049
Wilmington Public Schools Early Childhood Centers <i>Wilmington, MA</i>	PreK/Kindergarten	161 Church Street Wilmington, MA 01887	Dr. Brian Reagan, Assistant Superintendent of Curriculum and Staff Development Email: <a href="mailto:brian.reagan@wpsk12.com">brian.reagan@wpsk12.com</a> Telephone: (978) 694-6000
East Providence Public Schools <i>East Providence, RI</i>	PreK/Kindergarten	East Providence School District 145 Taunton Avenue East Providence, RI 02914	Dr. Celeste Bowler, Assistant Superintendent Email: <a href="mailto:cbowler@epschoolsri.com">cbowler@epschoolsri.com</a> Telephone: (401) 383-2224
Early Childhood Education Center <i>Dedham, MA</i>	PreK/Kindergarten	1100 High Street Dedham, MA 02026	Mr. Michael Welch, Superintendent of Schools Email: <a href="mailto:mwelch@dedham.k12.ma.us">mwelch@dedham.k12.ma.us</a> Telephone: (781) 310-1000

**Professional Practice Goal: Framingham Public Schools Strategic Plan Development (2020-2023)**

The Framingham Public Schools district leadership team will be using the Massachusetts Planning and Implementation Framework ([Planning for Success](#)) model with facilitated training beginning at our Summer 2019 Leadership Team Retreat and into the 2019-2020 school year to develop the next iteration of the Framingham Public Schools multi-year Strategic Plan. Planning for Success (PFS) is an inclusive, hands-on planning process designed to build district and school capacity and coherence while also building community understanding and support. This goal directly impacts both student learning and my own professional practice as I will be a learner in this work along with my colleagues with the support of our Planning For Success consultant.

Specific Action Steps	Timeline	Expected/Measurable Outcomes
By <u>September 18, 2019</u> , I will present a schedule for stakeholder input to present to the Framingham School Committee as part of the Planning for Success (PFS) model.	September 2019 - May 2020	<ul style="list-style-type: none"> <li>• Shared understanding of Planning for Success (PFS) Model through professional development with Lori Likis, Planning for Success consultant</li> <li>• Written schedule of next steps in the PFS model to be carried out in the Framingham Public Schools and greater Framingham community</li> </ul>

Evidence of Progress Toward Goal		
<i>Action Item</i>	<i>Chronology</i>	<i>Deliverables/Comments/Notes</i>
<a href="#">FPS Leadership Team Retreat</a>	August 15-16, 2019	<ul style="list-style-type: none"> <li>• Shared understanding of Planning for Success (PFS) Model</li> </ul>
		<ul style="list-style-type: none"> <li>• Presentations &amp; Stakeholder Input Meetings</li> <li>• Presentation(s) to Framingham School Committee</li> <li>• Plan integration into FY21 budget development</li> </ul>

**Student Learning Goal: Attendance**

Chronic absenteeism in the Framingham Public Schools is defined as missing ten percent or more of days enrolled for any reason, including excused and unexcused absences. Based on a 180-day school year, a student enrolled for the entire year who misses 18 days or more is chronically absent

In the Framingham Public Schools, our principals are held accountable to meeting specific absenteeism thresholds for each of their schools. Similarly, the Commonwealth of Massachusetts sets targets for school districts as part of the accountability rating for schools and districts. **For the 2019-2020 school year, 90% of Framingham Public School students (K-12) will attend school more than 90% of their days enrolled during the academic year.** This goal exceeds the current targets set by the Massachusetts Department of Elementary and Secondary Education and, if realized, would ensure that our students are afforded increased engagement opportunities with their teachers which would reasonably lead to improved performance outcomes for our district.

Specific Action Steps	Timeline	Expected/Measurable Outcomes
Attendance Campaign	September 2019 - May 2020	<ul style="list-style-type: none"> <li>• Social Media Campaign</li> <li>• Check-ins with Principals and follow-up attendance monitoring</li> </ul>

Evidence of Progress Toward Goal		
Action Item	Chronology	Deliverables/Comments/Notes
Attendance Campaign	September 2019 - May 2020	