

Superintendent Goals: 2019-2020

Approved by the Framingham School Committee: September 4, 2019

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

Superintendent's Mid-Cycle Report to the Framingham School Committee: December 18, 2019

Superintendent's End-of-Cycle Report to the Framingham School Committee: June 17, 2020

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, and students, 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"> ● FHS Space Utilization Plan ● Presentation(s) to FHS Staff <ul style="list-style-type: none"> ○ Dates TBD ● Presentation(s) to Framingham School Committee <ul style="list-style-type: none"> ○ Dates TBD ● Plan integration into FY21 budget development

Enrollment & Facilities Planning: FRAMINGHAM HIGH SCHOOL SPACE UTILIZATION PLAN

Evidence of Progress Toward Goal		
Action Item	Chronology	Deliverables/Comments/Notes
TBA Architects was initially engaged by the City of Framingham Public Schools in 2017 to review general space utilization of Framingham High School (FHS) - grades 9-12 - to prepare a high level conceptual plan for the potential interior reconfigurations and additions to accommodate steadily increasing enrollment.	May 23, 2017	<ul style="list-style-type: none"> Draft prepared for review by Framingham Public Schools
Phase II of the Space Needs Study at FHS was conducted by TBA Architects and presented during the 2018-2019 school year. This study provides more detailed information about how to maximize the space available at Framingham High School.	May 1, 2019	<ul style="list-style-type: none"> Presentation to Framingham School Committee
Meeting with C. Banach, FHS Principal, to discuss working group membership and process for solicitation of staff and student interest	September 4, 2019	<ul style="list-style-type: none"> Identification of Working Group membership and solicitation of staff and student participation
Email sent to FHS administrators, staff, and students	September 24, 2019	<ul style="list-style-type: none"> Solicitation of interest from FHS school community
Deadline for Working Group applications	October 4, 2019	
Working Group application review	October 7, 2019	<ul style="list-style-type: none"> Review of applications with A. Ludes, Assistant Superintendent for Secondary Education; L. Lynch, Executive Director of Finance & Operations; M. Torti, Director of Buildings & Grounds; S. Penrod, Director of Safety & Security;
Notification (via email) re: FHS Space Utilization Working Group member selection	October 11, 2019	<ul style="list-style-type: none"> Students: # 2 Staff Members: # 9

		<ul style="list-style-type: none"> ● School Administrators: # 2 ● District Administrators: # 4 ● School Committee Members: # 2 ● Community Members: # 1 ● Consultants: 1
Development of Meeting Schedule & Resource Google Drive	October 11, 2019	
FHS Space Utilization Meeting	October 31, 2019 2:15pm-3:15pm	<ul style="list-style-type: none"> ● Welcome & Information Session with TBA Architects
FHS Space Utilization Meeting	January 13, 2020 2:30pm-5:00pm	<ul style="list-style-type: none"> ● In-depth discussion and FHS facility planning with TBA Architects
FHS Space Utilization Meeting	January 27, 2020 2:30pm-5:00pm	
FHS Space Utilization Meeting	February 10, 2020 2:30pm-5:00pm	
FHS Space Utilization Meeting	February 27, 2020 2:30pm-5:00pm	
FHS Space Utilization Meeting	March 9, 2020 2:30pm-5:00pm	
FHS Space Utilization Meeting	March 23, 2020 2:30pm-5:00pm	
FHS Space Utilization Meeting	April 6, 2020 2:30pm-5:00pm	
Draft of FHS Space Utilization Plan Finalized	Before January 17, 2020	
Circulation of Draft Plan for Stakeholder Feedback	Before January 17, 2020	
FHS Space Utilization Plan Finalized	April 10, 2020	
Presentation to Framingham School Committee	TBD	

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"> Internal and External Capital Planning Meetings Expanded Pre-Feasibility Study (Hemenway Elementary School) Long-Term Framingham Public Schools Facilities Plan

Evidence of Progress Toward Goal		
Action Item	Chronology	Deliverables/Comments/Notes
Meeting with Christine Long, Framingham Planning Board Chair, to discuss long-term Framingham Public Schools facilities needs and capital planning	August 29, 2019	<ul style="list-style-type: none"> Discuss long-term Framingham Public Schools facilities needs and capital planning
Current Capital Plan Review Meeting with L. Lynch and M. Torti	August 30, 2019	<ul style="list-style-type: none"> Review of current and proposed projects, funding needs, timelines
Meeting and community tour with Amanda Loomis, Framingham Planning Board	September 23, 2019	<ul style="list-style-type: none"> Framingham Tour & Discussion

Administrator, to discuss Framingham Public Schools facilities needs and capital planning		
Community Conversation: <i>Critical Look at Infrastructure Meeting</i>	September 24, 2019	<ul style="list-style-type: none"> • Invitation by Mayor Spicer for school and municipal infrastructure to be explained to the greater Framingham community
Meeting with Executive Director of Finance & Operations, Director of Buildings & Grounds, and TBA Architects	TBD: January 2020 (prior to scheduled meeting on January 28th)	<ul style="list-style-type: none"> • Discuss existing pre-k structure and programming including enrollment and demographic data
Meeting with Executive Director of Finance & Operations, Director of Buildings & Grounds, PreK Expansion Study Group, and TBA Architects	January 28, 2020	<ul style="list-style-type: none"> • Hemenway Pre-Feasibility Discussion
Meeting with Executive Director of Finance & Operations, Director of Buildings & Grounds	TBD: February 2020	<ul style="list-style-type: none"> • Planning Meeting
Meeting with Senior Leadership Team	TBD: February 2020	<ul style="list-style-type: none"> • Planning Meeting
Workshop with Framingham School Committee	TBD: During FY21 Budget Workshop (re: Facilities)	<ul style="list-style-type: none"> • Short and long-term planning with School Committee and determination of stakeholder inputs
Community Conversations: FPS Long-Term Facility Planning	March 2020	<ul style="list-style-type: none"> • Discussions with SIFOC, City Council, City Planning Department & Other Stakeholders (TBD)
Presentation to Framingham School Committee	TBD: April 2020	

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
<p>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.</p>	<p>Beginning: September 2019</p> <p><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</p>	<ul style="list-style-type: none"> ● Introduction meeting with Massachusetts Commissioner of Early Education and Care (current and former) ● Establish Visiting Team, including Rosie Alvarez and selected staff from BLOCKS & selected community partners

<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>need, partnership with community 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"> • FPS Early Childhood Educator Discussion Forum (suggested from Summer Office Hours meeting)
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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"> • Review of current and proposed projects, funding needs, timelines
Meeting with R. Alvarez, Director of Early Childhood Education, to discuss working group membership and process for solicitation of staff participation in PreK/Kindergarten site visits and future planning	September 3, 2019	<ul style="list-style-type: none"> • Identification of Working Group membership and plan for solicitation of staff participation
Email sent to Preschool and Kindergarten Staff to participate on the FPS PreK Expansion Study Group	September 24, 2019	<ul style="list-style-type: none"> • Solicitation of interest from early childhood educators
Deadline for PreK Expansion Study Group	October 4, 2019	
PreK Expansion Study Group Application Review	October 7, 2019	<ul style="list-style-type: none"> • Identification of PreK Expansion Study Group Membership
Notification (via email) re: PreK Expansion Study Group Member Selection	October 15, 2019	<ul style="list-style-type: none"> • Staff Members (PreK): # 5 • Staff Members (K): # 3 • School Administrators: # 1 • District Administrators: # 8

		<ul style="list-style-type: none"> • School Committee Members: # 1 • Community Members: # 4
Development of Meeting Schedule & Resource Google Drive	October 28, 2019	
PreK Expansion Study Group Initial Meeting	October 28, 2019	<ul style="list-style-type: none"> • Stakeholder Input • Collaboration Opportunities • Financial Planning Solutions • Public/Private Partnerships • Professional Development Potential
Meeting with T. Weber, former Early Education & Care (EEC) Commissioner	November 15, 2019 February 6, 2019	<ul style="list-style-type: none"> • Discussion about the history of early childhood expansion opportunities in Massachusetts and future windows of opportunity
PreK Expansion Study Group Meeting	November 26, 2019	
Meeting with Early Education & Care (EEC) Commissioner, EEC Cmr. Aigner-Treworgy	December 18, 2019	<ul style="list-style-type: none"> • Discussion about the history of early childhood expansion opportunities in Massachusetts and future windows of opportunity
PreK Expansion Study Group Meeting	January 13, 2020	<ul style="list-style-type: none"> • Capuano Early Childhood Center (Somerville) site visit debrief • Early Childhood Education Center (Dedham) site visit planning
School Visits	2019-2020 - As Scheduled	<ul style="list-style-type: none"> • See School Visits Summary & Schedule
Community Partners Meetings	TBD	<ul style="list-style-type: none"> • Childcare Provider Forum

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

School Visits Summary

School/District	Grades	Address	Contact Information	Visit Date
The Friendship School <i>Waterford, CT</i>	PreK/Kindergarten	24 Rope Ferry Rd Waterford, CT 06385	Ms. Andrea Simmons, Principal Email: asimmons@thefriendshipschool.org Telephone: (860) 447-4049	May 2-3, 2019 <i>Superintendent Only - NEASC Visiting Member</i>
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: brian.reagan@wpsk12.com Telephone: (978) 694-6000	May 13, 2019 <i>Superintendent Only</i>
Capuano Early Childhood Center <i>Somerville, MA</i>	PreK/Kindergarten	150 Glen Street, Somerville, MA 02145	Ms. Lisa Kun, Director of Early Education Email: lkun@k12.somerville.ma.us Telephone: (617) 625-6600 x 3656	December 5, 2019 <i>PreK Expansion Study Group</i>
Early Childhood Education Center <i>Dedham, MA</i>	PreK/Kindergarten	1100 High Street Dedham, MA 02026	Mr. Michael Welch, Superintendent of Schools Email: mwelch@dedham.k12.ma.us Telephone: (781) 310-1000	January 24, 2020 <i>PreK Expansion Study Group</i>
Rollins Early Childhood Center	PreK/Kindergarten	451 Howard Street, Lawrence, MA 01841	Ms. Maura Bradley Email: maura.bradley@lawrence.k12.ma.us Telephone: 978-722-8190	TBD: R. Alvarez to schedule <i>PreK Expansion Study Group</i>
East Providence Public Schools <i>East Providence, RI</i>	PreK/Kindergarten	East Providence School District	Dr. Celeste Bowler, Assistant Superintendent Email: cbowler@epschoolsri.com	TBD <i>PreK Expansion Study Group</i>

		145 Taunton Avenue East Providence, RI 02914	Telephone: (401) 383-2224	
Westborough Early Childhood Center/Westborough Public Schools Preschool Program <i>Westborough, MA</i>	PreK/Kindergarten	111 East Main Street Westborough, MA 01581	Ms. Amber Bock Email: Bocka@westboroughk12.org Telephone: (508) 836-7750	TBD <i>PreK Expansion Study Group</i>

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 (visioning) 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"> • Shared understanding of Planning for Success (PFS) Model through professional development with Lori Likis, Planning for Success consultant • Written schedule of next steps in the PFS model to be carried out in the Framingham Public Schools and greater Framingham community

Evidence of Progress Toward Goal		
<i>Action Item</i>	<i>Chronology</i>	<i>Deliverables/Comments/Notes</i>
FPS Leadership Team Retreat	August 15-16, 2019	<ul style="list-style-type: none"> • Shared understanding of Planning for Success (PFS) Model
Planning for Success (PFS) Visioning Sessions	September-December <i>*see detailed schedule below</i>	<ul style="list-style-type: none"> • Stakeholder Input Meetings
Invitation to FPS Staff to participate as a member of the Strategic Planning Team as part of the “Weekly Why”	September 27, 2019	<ul style="list-style-type: none"> • Message sent with applicable links to PFS model, facilitator biography, and Strategic Planning Team application

Strategic Planning Team Applications Due	October 4, 2019	<ul style="list-style-type: none"> • Identification of a representative Strategic Planning Team to guide the visioning work
Notification (via email) re: Strategic Planning Team member selection	November 21, 2019 *Extended from October 11, 2019 due to limited stakeholder response	
Leadership Team Retreat #2	October 30, 2019	<ul style="list-style-type: none"> • District leaders present data for review; Root Cause analysis
Planning Team Retreat #1	December 17, 2019	<ul style="list-style-type: none"> • Introductions and overview; Role of the Planning Team; Visioning for the future; Designing the community engagement process
Leadership Team Retreat #3	January 22, 2020	<ul style="list-style-type: none"> • Synthesize vision feedback to identify common themes
Planning Team Retreat #2	February 4, 2020	<ul style="list-style-type: none"> • Synthesize vision feedback to identify common themes draft strategic objectives
Leadership Team Retreat #4	March 5, 2020	<ul style="list-style-type: none"> • Draft strategic initiatives and outcome measures
Planning Team Retreat #3	March 10, 2020	<ul style="list-style-type: none"> • Review/revise strategic objectives and strategic initiatives outcome measures
Leadership Team Retreat #5	March 25, 2020	<ul style="list-style-type: none"> • Review draft plan revisions; create mission, vision, core values
Planning Team Retreat #4	April 14, 2020	<ul style="list-style-type: none"> • Conduct quality plan review and refine plan as necessary; finalize community feedback process
Leadership Team Retreat #6	May 7, 2020	<ul style="list-style-type: none"> • Final plan revisions; review/finalize outcome measures

Planning for Success (PFS) Visioning Schedule

<i>Activity</i>	<i>Chronology</i>	<i>Deliverables/Comments/Notes</i>
Potter Road Elementary School	September 26, 2019	School Council
Thayer Campus/FHS	October 2 & 3, 2019	Staff Meeting
Barbieri Elementary School	October 7, 2019	Staff meeting
Brophy Elementary School	October 7, 2019	School Council
Dunning Elementary School	October 7, 2019	Staff Meeting
Fuller Middle School	October 7, 2019	Faculty Meeting
Stapleton Elementary School	October 7, 2019	Staff Meeting
Walsh Middle School	October 7, 2019	Staff Meeting
Walsh Middle School	October 7, 2019	School Council
Wilson Elementary School	October 7, 2019	PTO
Wilson Elementary School	October 7, 2019	Staff Meeting
Walsh Middle School	October 8, 2019	PTO
McCarthy Elementary School	October 10, 2019	PTO
Potter Road Elementary School	October 15, 2019	PTO
Barbieri Elementary School	October 16, 2019	PTO
Juniper Hill/BLOCKS	October 16, 2019	PTO
Stapleton Elementary School	October 16, 2019	PTO
Dunning Elementary School	October 16, 2016	PTO Meeting
PfS Visioning with PTO Presidents	October 17, 2019	Back-to-the-Future Protocol
Fuller Middle School	October 21, 2019	School Council
Fuller Middle School	October 21, 2019	PTO

Framingham High School	October 23, 2019	PTBO (Parent Teacher Booster Organization)
Framingham High School	October 23, 2019	School Council
Cameron Middle School	October 24, 2019	Staff Meeting
King Elementary School	October 24, 2019	School Council
Brophy Elementary School	October 25, 2019	PTO
Hemenway Elementary School	October 28, 2019	School Council
PfS Visioning with Framingham Rotary Club	October 28, 2019	Monthly Meeting
Cameron Middle School	October 30, 2019	School Council
Brophy Elementary School	November 4, 2019	Staff Meeting
McCarthy Elementary School	November 4, 2019	Staff Meeting
King Elementary School	November 4, 2019	Staff Meeting
Cameron Middle School	November 5, 2019	PTO Meeting
Framingham High School	November 5, 2019	Faculty Meeting
Hemenway Elementary School	November 6, 2019	PTO Meeting
King Elementary School	November 6 , 2019	PTO
Hemenway Elementary School	November 14, 2019	Staff Meeting
Juniper Hill/BLOCKS	November 18, 2019	Staff Meeting
McCarthy Elementary School	November 20, 2019	School Council
PfS Visioning with Framingham School Committee, Mayor, City Council, SIFOC	TBD	Workshop

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"> • Social Media Campaign • Check-ins with Principals and follow-up attendance monitoring

Evidence of Progress Toward Goal		
Action Item	Chronology	Deliverables/Comments/Notes
Attendance Campaign	September 2019 - May 2020	<ul style="list-style-type: none"> • Website expansion
Attendance Message to FPS Families	October 1, 2019	<ul style="list-style-type: none"> • Letter to families (with translations) to encourage school attendance
Data Meetings (Elementary & Secondary)	October 16, 2019 November 6, 2019 November 13, 2019 December 4, 2019 December 11, 2019	<ul style="list-style-type: none"> • Student absences are reviewed by Assistant Superintendents and Principals

	January 8, 2020 January 15, 2020 February 5, 2020 February 12, 2020 March 4, 2020 March 11, 2020 April 1, 2020 April 8, 2020 May 13, 2020 May 20, 2020	
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Goal (re-stated): **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.**

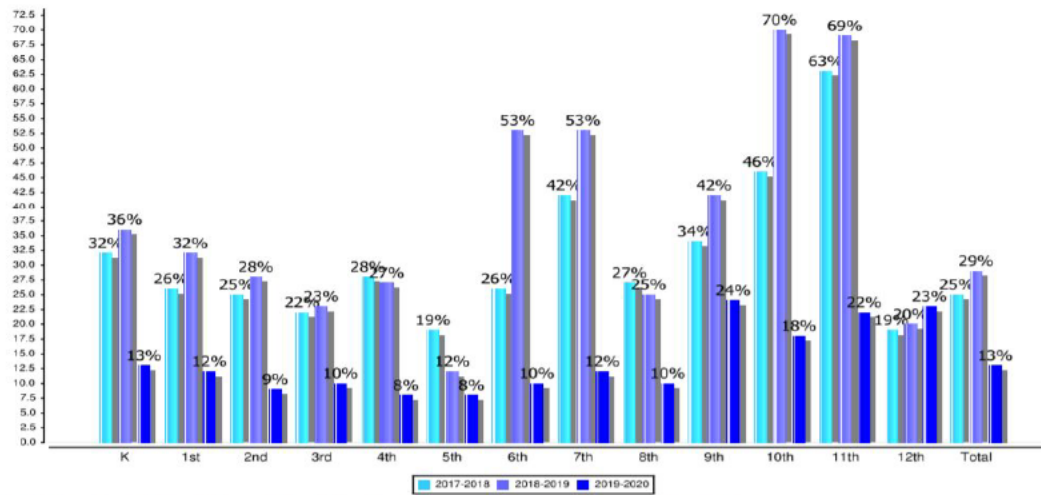
Goal Status as of December 11, 2019: 13% of students in the district currently have 10% absences or more for their enrollment period. Which translates to 87% of students having 90% attendance or better.

Chronic Absence Percentages by Grade Level

December 11, 2019

August 1 to December 11

Gender: All
Zip code: All



**Includes all students with membership days for date range selected. Chronic absences is being absent 10% or more of the membership days.