

# **SCHOOL DEPARTMENT**

Joint Report of  
School Committee  
&  
Superintendent of Schools

**Hudson Public Schools**  
**School Committee and Superintendent Joint Annual Report**  
**March 2022**

To the Citizens of Hudson:

The Hudson School Committee and the Superintendent of Schools are pleased to present their Annual Report. It is a great honor to serve our community by working together to live our mission of Delivering a World-Class Education Today for the Global Leaders of Tomorrow.

**School Committee Membership**

The May 10, 2021 Annual Town Election resulted in the election of Molly E. MacKenzie, Mark J. Terra-Salomão, Christopher P. Yates to three-year terms, and Ilan Levine for a one-year term to fill the vacancy from Dr. Rebekah Weksner who resigned on *August 22, 2020*. At the Committee's May 11, 2021 meeting, Michele Tousignant Dufour was appointed to Committee Chair, Molly E. MacKenzie was appointed as Committee Co-Chair, and Adam R. Tracy was appointed the role of Committee Secretary.

**Budget Summary**

The Hudson Public Schools is fully committed to its mission of *Delivering World-Class Education Today for the Global Leaders of Tomorrow*. With currently 81% of the school age student residents in Hudson attending the Hudson Public Schools, the District is committed to increasing the number of families that choose the Hudson Public Schools as the preferred educational opportunity for their children. This commitment is anchored in the belief that a strong portfolio of options for students and families will guide students' educational experience in our schools.

The FY23 proposed budget, in the amount of \$45,198,515, represents the expenditures anticipated for the 2022-2023 school year and it includes personnel, general expenses, and transportation costs. It also represents an increase of \$1,542,797 or 3.53% from the adopted FY22 budget of \$43,655,718. This moderate budget increase is a result of the continued Zero-Based Budget process and it includes anticipated salary increases negotiated with the Hudson Education Association, the Hudson Paraeducators Association, the Hudson School Secretaries Association, and the AFL-CIO, Local Council 93 Custodians for the 2022-2023 school year.

The total revenue for the FY23 budget is \$45,198,515 and it is comprised of Town Appropriation, Circuit Breaker, and School Choice receipts. The amounts for FY23 are \$41,562,375 in Town Appropriation (it represents a 2.75% increase from FY22 Town appropriation), \$1,016,408 in Circuit Breaker (FY22 reimbursement), and \$2,619,732 in School Choice carry-over and new revenue. The projected School Choice revenue for FY23 is \$900,000 and is based on the trend in enrollment of students who do not reside in Hudson.

The proposed FY23 budget aligns with the District's Strategic Budget Stabilization Plan, which consistently identifies steps to narrow the revenue gap by consolidating and reducing current and future expenditures. However, the impact of the pandemic on academics and social-emotional learning has exacerbated our ability control expenditures due to the overwhelming need to provide additional services and supports to students.

Additionally, the District continues to feel the impact of the 2% FY21 budget reduction in June 2020, a decrease of \$800,000. The District needs this reduction restored as well as additional revenue to sustain our level of services going forward.

The federal COVID-19 relief funds have been invaluable to the Districts' ability to navigate through COVID-19 related expenses. The acquisition of personal protection equipment, sanitization materials/equipment, upgrades to our HVAC system, purchase of Chromebooks, and it also allowed the District to acquire additional personnel to support our students.

The pandemic restrictions to in-person learning have affected how teachers teach and how students learn. The challenges ranged from mastery of core content learning to social-emotional learning, more intensely for students

who are at-risk or those who need additional support services to access the curriculum and/or to make academic progress.

The Budget Stabilization Plan has helped guide the District's steps to narrow the revenue gap associated with the School Choice balance and will continue to be a guiding instrument as we navigate future budgets. The plan also includes a five-year projection for expenditure and revenue. The sun setting of federal COVID-19 funds will significantly impact the FY25 budget. As projected, the District will require additional revenue through Town Appropriation in order to maintain the standard level of services currently in place. There is also a critical need to expand programs and services, which are associated with the increased enrollment of Multi-lingual learners and post-pandemic social, emotional learning needs. The District will continue to analyze all expenses generated by personnel, programs, and services and allocate resources as prioritized in the District Improvement Plan.

It is also important to note that the FY23 proposed budget accomplishments are achieved through a thorough review of the master schedule for each school, program of studies evaluation, and through the reallocation of resources. All positions, programs, and services proposed for the FY23 are funded through existing resources and funding. These new programs and services will enhance the District's ability to support all students in a holistic manner while aiming to create greater internal infrastructure post-pandemic era.

This includes the expansion of our Dual Language Program to grade 1 at Farley Elementary School. The Town of Hudson possesses a strong history and connection with the Portuguese community and our Dual Language Program will help preserve and enhance the Portuguese speaking heritage while preparing our students for the highly competitive diverse work places in the 21<sup>st</sup> century global fields of study and work.

### **FY23 Budget Process**

The District Budget Team has been engaged in the Zero-Based budget development process for the past three years. This approach is also known as a "bottom-up" process and it requires each building and central office administrator to be actively engaged in the budget process. For each budget cycle, all programs and services start at a base of zero and are funded based on student enrollment, program and service needs, and justification. The staffing levels for next year are based solely on the future (enrollment, programs, and services) and do not build upon staffing that already exists at the school. It allows the budget to be built in accordance with District goals and priorities, rather than the history of resource allocation.

The Hudson School District has experienced a steady decline in student enrollment for the past several years. The pandemic also contributed to the decline in student enrollment, including families opting to Home School their children. Although the District has experienced a decline in student enrollment over time, the cost of services and programs associated with the High Needs sub-group population (Students with Disability, Multi-lingual Learners, and Economically Disadvantaged) continues to rise. The High Needs sub-group requires specialized services and programming, beyond the core services, to successfully access the curriculum and to make effective academic progress.

The FY23 proposed budget takes into consideration the current status of student enrollment and it maintains the District's goal and priority of an average class size of 20 students. Therefore, any reallocation in personnel will not jeopardize the district's ability to maintain its goal on class size, the quality of the programs and services provided. In addition to the core content area classes, the FY23 proposed budget maintains the offerings of specials at the elementary schools, related arts at the middle schools, and elective courses at the high school.

It is also important to note that the FY23 proposed budget accomplishments are achieved through master schedule reviews, program of studies evaluation, and through the reallocation of resources. All positions and services are funded through existing resources and funding.

## Student Enrollment and Demographics

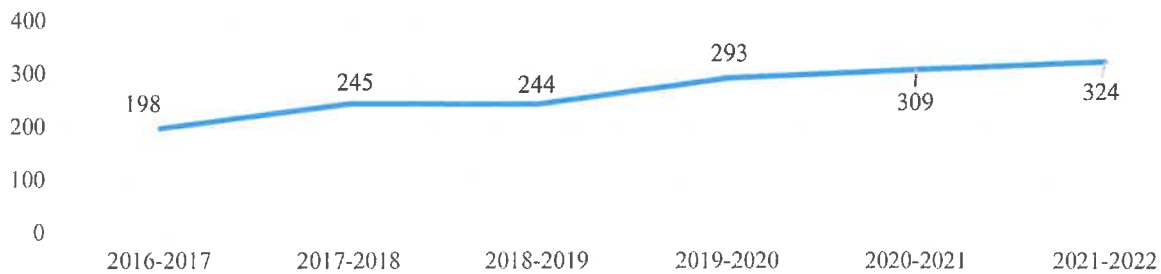
The District's certified October 1, 2021 enrollment numbers are included in the chart below:

School	Grades Served	10/1/21 Enrollment
Hudson High School	8-12	836
Quinn Middle School	5-7	547
C.A. Farley Elementary	PK-4	401
Forest Avenue Elementary	K-4	318
J.L. Mulready School	PK-4	234
<b>Total</b>		<b>2,336</b>

Student Demographic	% of District (10/1/21)
First Language not English	29.5%
English Language Learner	13.9%
Students with Disabilities	18.3%
High Needs	51.3%
Economically Disadvantaged	37.9%

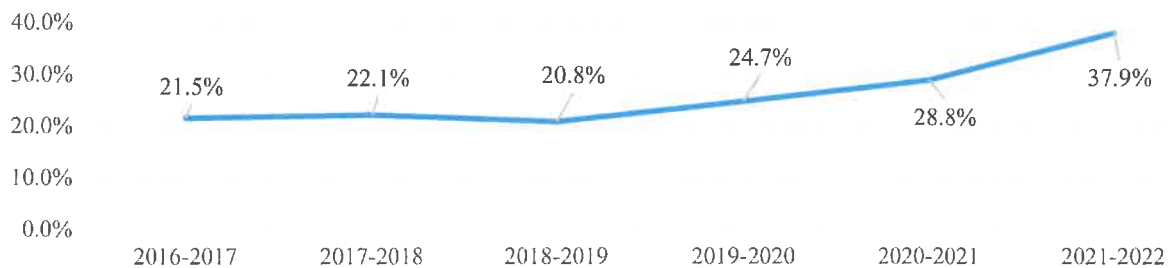
ELL Enrollment



Students With Disabilities



Economically Disadvantaged Students\*



\*Massachusetts Department of Elementary and Secondary Education

## School Committee Subcommittee Reports

### **Budget Sub-Committee**

Description: All School Committee members are part of this Subcommittee. The goal of the Subcommittee is to work through the annual budget details with the Superintendent and the District Budget Team. The final budget is voted on during School Committee meetings and ultimately presented to the Board of Selectmen and Finance Committee before it is presented at Town Meeting for approval. The Committee, Superintendent, and District Budget Team participated in Resource Allocation and Prioritization sessions in February of 2022 to analyze the FY23 Budget proposal and to prioritize budget requests. The FY23 Budget was approved by the School Committee on March 22, 2022 and submitted to the Town on March 23, 2022.

#### **1. Policy Sub-Committee**

Description: Work with the Superintendent to review the District Policy Manual and determine which policies should be updated, introduced, and/or removed. Once the desired changes are identified, the Superintendent and/or Subcommittee draft and review the changes, which are ultimately presented to the full School Committee for approval.

#### **2. Strategic Goals Subcommittee**

Description: Develops recommendations related to strategic topics identified by the School Committee. This can include things such as the School Committee strategic goals, action items related to the strategic goals, and facilitating meetings with the community related to some topics being addressed by the Subcommittee. The Committee has adopted the 2018-2021 Strategic Goals, which aligned with the District Improvement Plan. The Strategic Goals continue to be in effect through June 2023.

Goal 1: Achieve continuous improvement in the academic and social growth of ALL students.

Goal 2: Provide a safe and supporting environment for our students and staff.

Goal 3: Promote a collaborative relationship with the community and all stakeholders through effective communication and transparency.

Goal 4: Encourage progressive development and innovation in our professional practice at all levels within the district.

Goal 5: Develop a financially stable and fiscally responsible budget that is responsive to the needs of the district.

#### **3. Superintendent's Evaluation Subcommittee**

Description: Oversees the annual Superintendent evaluation process, which includes developing goals for the coming year and evaluating performance against the prior year's goals. The Subcommittee presents this information each year to the full School Committee for approval. They met in October 2021 to evaluate the Superintendent's goals. The Mid-Cycle Goals Progress Report was subsequently submitted to the School Committee for review and approval.

### **Contract Negotiation Teams**

The Committee engaged in contract negotiations with the Teachers and Paraeducators unions in FY22. The negotiations produced a three-year contract for the FY23.

### **District Improvement Plan:**

The District Leadership Team revised the District Improvement Plan during the 2021-2022 school year. The document below identifies our mission, vision, and core values and delineates four strategic goals to guide and support the work being developed by each member of the Hudson school community.

<b>DISTRICT IMPROVEMENT PLAN 2021-2022</b>	
<b>Mission</b>	Delivering World-Class Education Today for the Global Leaders of Tomorrow
<b>Our Values</b>	We create a culture of: <b>Excellence</b> - We work with integrity and hold ourselves accountable for exemplary service, outcomes, and interactions. <b>Strong Relationships</b> - We build a strong sense of community based on clear communication and partnerships.

	<b>Educating the Whole Child</b> - We recognize students as unique individuals and frame decisions with all students in mind.
<b>Vision</b>	Every student feels nurtured, challenged, and confident to embrace the future.
<i>Are the foundation of the...</i>	
<b>Theory of Action</b>	If all Hudson Public Schools personnel work collaboratively to educate the whole child, then all students will succeed and become productive citizens.
<i>Which leads to the development of the...</i>	
<b>Strategic Objectives</b>	<p><b>1. High Quality Instructional Practices</b> - Build capacity at all District levels to ensure that every educator and administrator are utilizing high-leverage practices to support outstanding teaching and learning experiences for ALL students, every day.</p> <p><b>2. Educating the Whole Child</b> - Provide rigorous, inclusive academic and social emotional learning experiences to ensure ALL students succeed academically.</p> <p><b>3. Innovative Educational Practices</b> - Ensure that ALL students are exposed to, and engaged in, innovative and challenging academic courses and programs.</p> <p><b>4. Climate and Culture</b> - Develop a culture that promotes equity, eliminates opportunity gaps, and empowers students and adults to build strong relationships, psychological safety, and mutual accountability.</p>
<i>Which will be achieved by the...</i>	
<b>Strategic Priorities</b>	<p><b>High Quality Instructional Practices</b></p> <p>1.1 Build capacity through the effective use of data in a reflective cycle of inquiry. 1.2 Build experiences that demonstrate diverse, student-centered, instructional practices.</p> <p><b>Educating the Whole Child</b></p> <p>2.1 Establish a social – emotional curriculum to ensure a positive learning community at each school. 2.2 Implement the District’s MTSS Framework to support the academic success of all students.</p> <p><b>Innovative Educational Practices</b></p> <p>3.1 Define and expand K-12 Pathways that ensure rigorous learning experiences for all students. 3.2 Expand district-wide capacity and application of the 1:1 technology. 3.3 Engage in a cycle of curriculum refinement.</p> <p><b>Climate and Culture</b></p> <p>4.1 Build a strong community among all stakeholders. 4.3 Strengthen the effectiveness of the district’s Leadership Team.</p>
<i>For which you set...</i>	
<b>Outcomes</b>	<p><b>High Quality Instructional Practices</b> - By 2022, 100% of our teaching staff will monitor the use of data at the classroom and school level to ensure the establishment of a positive culture of data inquiry.</p> <p><b>Educating the Whole Child</b> - By 2022, 100% of our teaching and support personnel will expand their knowledge and build capacity in appropriate social-emotional practices to support all students.</p> <p><b>Innovative Educational Practices</b> - By 2022, 100% of our curriculum will be refined and expanded to include technology integration and diverse learner sections.</p> <p><b>Climate and Culture</b> - By 2022, the district will have completed a district-wide equity assessment and identified areas for strategic action steps.</p>

## Student Achievement

In 2021, Hudson’s students achieved rates of proficiency on the College Board’s SAT (Scholastic Aptitude Test). Hudson students are exceeding the State and National averages on the Reading SAT and exceeding the National Average on the Math SAT.

### 2020-2021 SAT Test Scores

2020-2021 School Year	Hudson High School	State Average
Reading/Writing SAT	569	591
Math SAT	551	593

## 2021 Advanced Placement Participation and Performance

Subject	Tests Taken	HHS % Score 1-2	HHS % Score 3-5
World History: Modern	1	0.00	100.0
English Language Comp	21	33.0	67.0
English Lit Comp	13	77.0	23.0
Spanish Lang.	10	20.0	80.0
Govt. & Politics: U.S.	15	53.0	47.0
History: U.S.	35	57.0	43.0
Psychology	23	52.0	48.0
Calculus AB	4	75.0	25.0
Calculus BC	8	25.0	75.0
Statistics	8	37.0	63.0
Biology	13	31.0	69.0
Chemistry	5	60.0	40.0
Physics C: Mech	6	33.0	67.0
Physics 1	16	81.0	19.0
Computer Science A	1	0.00	100.00

\*The College Board – AP Exams 2020 Student Score Distributions

### Class of 2021 Post Graduation Plans

There were 145 graduates in the Class of 2021. Their identified plans after they graduated from Hudson High School break down into the following categories.

4 Year College or University	2 Year College	Trade or Vocational School	Military Service	Employment
66%	10%	2%	3.5%	18.5%

### 2021-2022 Hudson High School National Honor Society & HHS National Junior Honor Society Induction Recipients:

There was no induction ceremony held in 2020, so the students last year were celebrated based upon grade as opposed to NHS/NJHS as some of the students would have been previously.

#### Grade 9 Inductees:

Samuel-Diogo Almeida, Michael Atwater, Chase Bolduc, Steven Candiloro, Allyson Cassidy, Lauren Chagnon, Lila Chaves, Taylor Coyne, Alyssa Davis, Samantha DelGizzi, Olivia Downin, Amelia Dufour, Kelsie Figueiredo, Savannah Gao, Isabella Holt, Avani Kashalikar, Erica Korowski, Audrey Lenox, Leila Mullahy, Addison Murphy, Thuy-Tien Nguyen, Riley O’Sullivan, Hailey Pearlstein, Lila Rice, David Rosengard, Livianna Sousa, Angela Tenaglia, Olivia Tenaglia, Marley Wallingford

#### Grade 10 Inductees:

Cassia Andrade, Kaya Bairos, Sean Bigos, Maria Borges, Lauren Bowler, Grace Breton, Taylor Bruce, Ashley Bryan, Adrianna Buckley, Taylor Chaves, Marissa Figueiredo, Olivia Foo, Elyse Frechette, Haley Gould, Gemma Grant, Anna Helble, William Jackson, Madison Kiley, Jacob Leonardo, Robert Long, Caleb Luz, Jessica MacDonald, Ty Mullahy, Maia Nicolosi, Kathleen O’Malley, Maria Luiza Pedrosa, Daniel Reagan, Jaelon Resendes, Madeline Scafidi, Kendra Slater, Eve Sperdelozzi, Aidan Vaillancourt, Morgan Weatherbee,

#### Grade 11 Inductees:

Raquel Almeida, Rose Andrade, Anne Atwater, Emilie Baker, Caitlin Cassidy, Kate Champeau, Lily Charbonneau, Haley Chaves, Lily Clardy, Lauren Cole, Brendan Coyne, Allison Davis, Brianna Devlin, Lina Fossile, Katherine Haufe, Jillian Johannes, Emma Keledjian, Sara Korowski, Sophia Landry, Ainsley Majer, Griffin Majer, Grace

Masciarelli, Abigail Maston, Kathryn Mattocks, Sarah McDowell, Natalie Mollica, Riley Nanartowich, Alicia Ouellette, Chiara Sarkis, Lauren Schiavone, Charles Togneri, Benjamin Vartabedian, Abigail Woodcome, Rianne Wyckstrom,

**Grade 12 Inductees:**

Thomas Billings, James Bonnell, Alyssa Bowler, Hunter Brassard, Isabela Cail, Lily Clardy, Alex Colleoni-Pimenta, Audrey De Zutter, Gianna Deveney, Molly Fahey, Emily Figueiredo, Brady Gardner, Abigail Genova, Emily Genova, Faith Harlow, Mackenzie Hay, Veronica Hayward-Mildish, Amanda Howe, Julie Kuhn, Ilan Levine, Allison Maki, Jake Marrazzo, Michael Peckham, Melissa Perry, Julia Stukonis, Riley Turner

**Recognition of Retirees**

The District would like to recognize the following employees, whom retired in June 2021, for their dedication and service to the students of Hudson: Christa Alexander (20.5 years), Susan Anderson (13.5 years), Leonard Belli (10 years), Laura Bertonassi (22 years), Michelle Bouffard-Gebo (23 years), Patricia Boyle (18 years), Scott Burnham (28 years), Ann Cleary (6.5 years), George Colello (12 years), Susan DiCenso (20 years), Dierdre D'Urso (16 years), Cynthia Fensin (18 years), Denise Hayes (3 years), Nancy Hudson (15 years), Patricia Lange (18 years), Linda Leveille-Ventura (23 years), Wayne Miller (25 years), Lisa O'Brien (13 years), Gayle O'Bryan (28 years), Maureen Parker (35 years), Julie Snyder (20 years), Kathryn Stewart (32 years), Melony Walker (20 years), and Barbara Weaver (26 years).

Respectfully submitted,

Michele Tousignant Dufour, Chair

Molly E. MacKenzie, Vice Chair

Adam R. Tracy, Secretary

Ilan T. Levine

Steven C. Smith

Mark J. Terra-Salomão

Christopher Yates

Dr. Marco C. Rodrigues, Superintendent



Hudson Cultural Council  
2021-2022  
Annual Report

The Hudson Cultural Council (HCC), appointed by the Board of Selectmen, was formed in 1983 in response to the creation of the arts lottery in Massachusetts. The Hudson Cultural Council is part of a network of 329 Local Cultural Councils (LCC) serving all 351 cities and towns in the Commonwealth. The LCC Program is the largest grassroots cultural funding network in the nation, supporting programs that include everything from artists to nonprofit cultural organizations, field trips, lectures, festivals and dance performances to expand access, improve education, promote diversity, and encourage excellence in the arts, humanities, and sciences. The state legislature provides an annual appropriation to the Massachusetts Cultural Council (MCC), a state agency, which then allocates funds to each community. In addition to the state funds, the Town of Hudson also allots funds to the HCC. The HCC's role is to survey Hudson's cultural needs and interests, and to determine how public funds allocated by the Town and by the MCC will be dispensed.

Decisions about which activities to support are made at the community level by a board of municipally appointed volunteers. The current active members of the Hudson Cultural Council are: Lawrence Fine, Peter Fiske, Lindsay Kelkres, Ellen Kisslinger, Cheryl Lombardo, Patricia Luoto, Doris Monteiro, Debbie Papa, Stephanie Plourde-Simard and Donna Specian.

Each fall the HCC reviews grant applications from individuals and groups proposing a variety of cultural offerings. Award recommendations are based on proposed projects' eligibility, the availability of funds, and Hudson's particular needs and interests. As part of the FY '22 grant allocation process the Council approved grants for organizations to use both in-person and virtual platforms in accordance with guidelines established in 2020 by MCC due to the Covid-19 pandemic.

The amount to be awarded for FY'22 was \$14,500 (\$3500 from the Town of Hudson; remainder from MCC). There were 31 grant application requests totaling \$31,200 to be considered.

Grants were awarded to these 17 recipients during the 2021-2022 Grant Cycle:

Assabet Valley Camera Club: Close Up and Macro Imaging Using Unconventional Lenses and Photographing Birds—From Portrait to Flight

Assabet Valley Chamber of Commerce: Market Music

Assabet Valley Mastersingers: Concert Season

C. A. Farley Elementary School: Culturally Diverse Assemblies

Discovery Museums: Open Door Connections

Forest Avenue Elementary School: Performance Arts & Music Applied to Poetry Appreciation

Howard Newman for the Hudson Senior Center: Musical Baseball Show

Hudson Division of Recreation: 2022 Summer Concert Series

Hudson Public Library: Step into History and Culture!

Hudson Public Library, Children's Room: STEAM Engineering with Jay Mankita

Henry Lappen for a Hudson Division of Recreation event: Henry the Juggler

Mercedes Murphy: Hudson Art Fest (HART—Holding Hands and Rising Up through the Arts)

Nashoba Symphonic Band: Nashoba Symphonic Band

Sounds of Stow: Sounds of Stow 2021-2022 Concert Season

Symphony Pro Musica: SPM 2021-2022 Season

Virginia Thurston Healing Garden: Visual Arts Therapy

Matt York for the Hudson Public Library: Songs and Stories – The Highwaymen

The HCC evaluates grant applications based on the following criteria:

1. Maximum impact (largest number of Hudson residents of all ages served, including the ratio of dollars spent to the number served).
2. Preference given to grants serving Hudson residents, and to programming by Hudson-based organizations and institutions. This could include but is not limited to the arts, nature, science and environmental education projects.
3. Community-wide events such as, but not limited to concerts, festivals, art shows, etc.
4. Programs which take place inside the town of Hudson.
5. Under-represented or marginalized communities or cultural disciplines in the Hudson community.
6. Collaborative projects between local cultural groups and community organizations.
7. New applicants and/or projects.
8. Applicant's track record: whether the applicant's prior HCC-funded project was (a) completed according to the original grant application (b) was successful, and (c) the applicant completed the required paperwork in order to access their grant funds in a timely manner.

The Hudson Cultural Council will be conducting its annual survey in the spring/summer, and will seek grant applications again in the fall. For local guidelines and complete information on the HCC see [www.hudsonculturalcouncil.org](http://www.hudsonculturalcouncil.org) or contact the council via email at [HUDSONCULTURALCOUNCIL@GMAIL.COM](mailto:HUDSONCULTURALCOUNCIL@GMAIL.COM). Application forms and more information about the Local Cultural Council Program are available online at [www.mass-culture.org](http://www.mass-culture.org). Online applications will be available September 1, 2022 and will be due October 15.

Respectfully submitted,

Patricia K. Luoto, Co-chair  
Donna Specian, Co-chair