



# Wilmington Public Schools

# Substitute Teacher Handbook

## 2025-2026



### **Policy of Non-Discrimination**

It is the policy of the Wilmington Public Schools not to discriminate on the basis of race, color, sex, religion, national origin, ethnicity, sexual orientation, gender identity, homelessness, age and/or disability, and any other class or characteristic protected by law in its educational programs, services, activities, or employment practices. Inquiries regarding the application of the Wilmington Public Schools' non-discrimination policy may be referred to: Alice Brown-LeGrand, Director of Student Support Services.

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**Wilmington Public Schools**  
**Central Administration**  
District Information

**Dr. David Thomson**  
Interim Superintendent of Schools

**Christine Elliott**  
Assistant Superintendent, Curriculum and Staff Development

**Keree Simmons**  
Director of Administration and Finance

**Lauren Celi**  
Assistant Director of Administration and Finance

**Christine Murray**  
Director of Student Support Services

**Andrea Stern Armstrong**  
Director of Human Resources

**Angel Cartagena**  
Director of Technology and Digital Learning

**Wilmington School Committee**

**Jesse Fennelly, Chairperson**  
**Jennifer Bryson, Vice-Chairperson**  
**Stephen Turner, Secretary**  
**David Ragsdale**  
**Michael Mercaldi**  
**Nicholas Golden**  
**Rebecca Lord**

## Welcome

Substitute teachers are a highly valued part of the Wilmington Public Schools community. Substitutes assist us with providing the necessary coverage, continuity, and care in the absence of a permanent teacher. In addition, committed and reliable substitutes ensure that Wilmington Public Schools are providing a high quality educational experience for all students. This handbook contains pertinent information that is intended to be a resource to help make your entry into the Wilmington School community a positive experience for all – substitute teacher, regular staff, and students alike. We hope this handbook is useful and you will utilize it as a resource during your assignments. Knowing these details in advance may allow you to enjoy the day to day experiences of substitute teaching and any challenges that you may encounter. Welcome to the Wilmington Public Schools.

You can find up-to-date general and school specific information on our website:  
[www.wpsk12.com](http://www.wpsk12.com)

## Vision

The Wilmington Public Schools, in conjunction with the community, provides an inclusive, respectful, and collaborative learning environment where all stakeholders are engaged in the development of the whole child.

## Mission

The mission of the Wilmington Public Schools is to educate and develop students academically, socially, and emotionally to be active, civic-minded contributors to our global society.

The Wildcat **Circle of Values** consist of:



## School Directory

### **Central Office (Roman House)**

Dr. David Thomson, Interim Superintendent of Schools  
Christine Elliott, Assistant Superintendent of Curriculum &  
Staff Development

Keree Simmons, Director of Administration  
& Finance

Lauren Celi, Assistant Director of Administration  
& Finance

Andrea Stern Armstrong, Director of Human Resources  
161 Church Street

Michele Orso, Payroll and Benefits Specialist  
Wilmington, MA 01887  
978-694-6000 Fax: 978-694-6005

Christine Murray  
Director of Student Support Services  
Wildwood School  
219 Middlesex Avenue  
Wilmington, MA 01887  
978-694-6032

Angel Cartagena  
Director of Technology & Digital Learning  
Office of Information Technology  
Wilmington High School  
978-694-6071

Gina Haerer, CARES Coordinator  
North Intermediate School  
320 Salem Street  
Wilmington, MA 01887  
978-284-6111

Mary Palen, School Food Services Administrator  
Wilmington High School  
978-694-6064

Rebecca Brown, R.N., Coordinator of Nursing Services  
Wilmington High School  
978-694-6060

Dennis Ingram, Director of Athletics  
Wilmington High School  
978-694-6060

### **Curriculum Team Leaders**

Carlos-Luis Brown, World Languages

Mollie Dickerson, Guidance

Mia Parviainen, ELA

Kyle Wescott, Math

Julie Kim, Science

Matthew Hackett, Social Studies

Colleen Billings, ELL

### **Liaisons**

Ms. Jordan Buckland Physical Education & Health, 978-694-6060

Ms. Courtney deLeyer, Visual Arts, 978-694-6050

Mr. Michael Ferrara, Performing Arts, 978-694-6060

### **Boutwell School**

Kristen Walsh, Principal  
17 Boutwell Street  
Wilmington, MA 01887  
978-694-6070

### **North Intermediate School**

Amy Iascone, Interim Principal  
320 Salem Street  
Wilmington, MA 01887  
978-694-6040

### **Shawsheen Elementary School**

Lisa King, Principal  
Kevin Welch, Assistant Principal  
298 Shawsheen Avenue  
Wilmington, MA 01887  
978-694-6030

### **West Intermediate School**

Michael Walsh, Principal  
22 Carter Lane  
Wilmington, MA 01887  
978-694-6050

### **Wildwood School**

Kate Bissell, Principal  
25 Carter Lane (WMS)  
Wilmington, MA 01887  
978-694-6010

### **Wilmington High School**

Ryan Gendron, Principal  
Jonathan Merenda, Assistant Principal  
Mark Staffier, Assistant Principal  
159 Church Street  
Wilmington, MA 01887  
978-694-6074

### **Wilmington Middle School**

Brian Caira, Principal  
Daniel Faircloth, Assistant Principal  
Craig Murray, Assistant Principal  
25 Carter Lane  
Wilmington, MA 01887  
978-694-6080

### **Woburn Street School**

Stacey Scott, Principal  
Alena Jewett, Assistant Principal  
227 Woburn Street  
Wilmington, MA 01887  
978-694-6020

### **Specialists**

Melissa Bettencourt, Elementary Literacy Coordinator,  
978-694-6020

Michelle LeVesque, K-5 STEM Coordinator,  
978-694-6040

## 2025/2026 School Calendar

Aug./ Sept. 2025						
Su	Mo	Tu	We	Th	Fr	Sa
24	25	26	27	28	29	30
31	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

October 2025						
Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

November 2025						
Su	Mo	Tu	We	Th	Fr	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

December 2025						
Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	*5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

January 2026						
Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

February 2026						
Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5 <sup>o</sup>	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28

March 2026						
Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19*	20	21
22	23	24	25	26	27	28
29	30	31				

April 2026						
Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

May 2026						
Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

June 2026						
Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				
2						

**Notable Dates:**

- 8/27/2025 First Day of School for Grades 1-12
- 8/29/2025- NO School
- 9/2/2025 First Day of School for Boutwell & Wildwood
- 9/24/2025 Early Release- Building-Based Professional Development Time
- 10/29/2025 Early Release- Curriculum Improvement Time
- 11/26/2024 Early Release
- 11/28/2025- NO School/Offices Closed
- 1/28/2026 Early Release- Curriculum Improvement Time
- 3/11/2026 Early Release- Curriculum Improvement Time
- 4/3/2026 NO School
- 5/6/2026 Early Release- Curriculum Improvement Time
- 6/15/2026 Last Day of School if **NO** snow days used/ Early Release
- 6/23/2026 Last Day of School if **ALL** snow days used/ Early Release

**Parent Teacher Conferences:**

- \*Grade K-5: 12/4/2025 and 3/19/2026- \*Early Release Days for K-5 Schools Only
- Pre-School: 12/5/2025 and 5/15/2026
- oMiddle School: 11/20/2025 and 2/5/2026- oEarly Release Days for WMS Only
- High School: 11/20/2025

	No School: Prof. Development
	Day Holiday: Schools & Office
	No School
	Early Dismissal

Sep 1, 2025 Labor Day Oct. 13, 2025 Columbus Day Nov. 11, 2025 Veterans Day Nov. 27, 2025 Thanksgiving Day Dec 25, 2025 Christmas Day	Jan. 1, 2026 New Year's Day Jan 19, 2026 Martin L. King Jr. Day Feb 16, 2026 Presidents' Day April 20, 2026 Patriots' Day May 25, 2026 Memorial Day Jun 19, 2026 Juneteenth	Winter Break 12/22/25-1/2/26 Feb. Break 2/16/26-2/20/26 April Break 4/20/26-4/24/26
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## School Hours

<i>School</i>	<i>Hours</i>	<i>Time</i>
Boutwell	8:00 – 2:35	5 hrs. 30 min.
Wildwood*	7:30 - 2:05	5 hrs. 30 min.
Shawsheen	8:30 - 3:00	6 hrs. 20 min.
Woburn Street	8:55 - 3:30	6 hrs. 20 min.
North Intermediate	8:55 - 3:30	6 hrs. 20 min.
West Intermediate	8:30 - 3:00	6 hrs. 20 min.
Middle	7:55 – 2:30	6 hrs. 25 min.
High	8:00 - 2:35	6 hrs. 30 min.
<b>Preschool Only**</b>		
Boutwell Pre-School	8:35 – 11:05	11:45 - 2:15
Wildwood Pre-School	7:45 – 10:15	10:50 – 1:20

\* All Wildwood classrooms will be located at the Wilmington Middle School and West Intermediate School. The specific locations of Wildwood Staff is indicated by @West or @WMS following the staff members last name, i.e. Andrea Armstrong @ WMS.

\*\* Preschool classes are Monday – Thursday only, no classes on Friday.

## **Closing of School and Delayed openings**

In cases of inclement weather or other emergencies, cancellations and delayed openings will be posted on the district and school websites, ReadySub announcement and the local news stations.

In the event of a delayed opening, school will be postponed by 2 hours. All activities in the schools will continue as usual, including the same dismissal time.

## **Substitute Teacher Assignments**

During the 2025/2026 school year Wilmington Public Schools will once again be partnering with ReadySub, an online substitute teacher management system. As Wilmington Public Schools continues this partnership with ReadySub, we have now fully transitioned to ReadySub for all schools.

As a substitute with the Wilmington Public Schools, you will receive an introductory email from ReadySub requesting that you follow the instructions to register and fully activate your account. Once you have registered in the ReadySub system and fully created your account you will begin to receive emails (or texts and calls depending on the communication system you select with ReadySub) indicating absences that need to be filled.

Below are some helpful links to assist you with becoming familiar with ReadySub.

[Quick Start Guide](#)

[Substitute User Guide](#)

[Getting Started Video for Substitutes.](#)

If you need assistance with registering for ReadySub, please contact Andrea Stern Armstrong, Director of Human Resources, at 978- 694- 6000 Option #3 or [andrea.armstrong@wpsk12.com](mailto:andrea.armstrong@wpsk12.com) or Jennifer Contrada, Central Office Support Assistant, at 1-978- 694- 6000 Option 0 # or [jennifer.contrada@wpsk12.com](mailto:jennifer.contrada@wpsk12.com).

## Pay Rates

### **Day – to – Day Substitute:**

Substitute Educational Assistant or Teacher without a Bachelor's Degree - **\$110/day**

Substitute Teacher with a Bachelor's Degree or DESE Certification - **\$120/day**

*Premium Pay Day: Monday and Friday's: **\$10 additional/day***

### **Long Term Assignments:**

### **Bachelor's Degree**

31 – 59 Days in Same Assignment

**\$130/day**

**\$140/day**

60 – 89 Days in Same Assignment

**\$150/day**

**\$160/day**

90 or More Days in Same Assignment

**\$307.00/day**  
(Bachelor's Step 1)

**LPN Substitute Pay Rate:** \$100/day

**CNA Pay Rate:** \$108/day

**Nurse Pay Rate:** \$200/day

## **Prohibition against smoking, alcohol, and drugs**

Schools are smoke-free environments. Smoking is not allowed by anyone in school buildings or on school grounds under penalty of fine.

Alcoholic beverages and drugs are prohibited at all schools, on all school grounds and at all school activities.

## **Confidentiality**

All families and students deserve privacy in matters that are sensitive to them. The general rule is to be discreet and, if necessary, report matters directly to the teacher or an administrator in the school.

State and federal laws and regulations regarding student records prohibit all school personnel, including substitute teachers, from sharing any information about a student or the class, such as academic performance, behavioral issues, or medical information with other students, parents or other people not part of the student's teaching team in school or out.

## **Mandated Reporting of Suspected Child Abuse or Neglect**

Under Massachusetts law (M.G.L. chapter 119 §51A) certain individuals, including those employed in a public school "to care for or work with a child," are deemed "mandated reporters." Mandated reporters are required under penalty of law to report orally and in writing to the Commonwealth's Department of Children and Families any instance of what the school employee, in her/his professional judgment, believes to be an instance of child abuse, including sexual abuse or neglect. A fine of not more than \$1,000.00 may be imposed by the Commonwealth on a mandated reporter who fails to make the necessary report to D.C.F.

Under §51A a school employee, including a substitute teacher, who believes that a child is abused or neglected can satisfy her / his legal obligation to make a Department of Children and Families- report by reporting the concern immediately to the person in charge of the school where the employee works. Therefore, any substitute teacher in the Wilmington Public School District who believes that a student in one of the district's schools or programs is or may be the victim of abuse or neglect should immediately report any suspected abuse or neglect directly to the Principal, Assistant Principal or Director under whose direction the substitute teacher is working.

## **Reporting Suspected Bullying**

Massachusetts state law and district policy MANDATES the reporting of suspected bullying to the principal (or assistant principal). Bullying is defined as any behavior that is harmful to another and that is repeated and involves a power imbalance. Bullying includes verbal and physical behavior and exclusion. If you suspect bullying, do NOT attempt to get the students together to "work it out."

## Emergency Procedures

Safety is our first responsibility. Which means that advance planning for emergencies and disasters is essential to provide for the safety of students and staff. Be prepared for emergency situations by getting acquainted with building specific procedures. Know where the building exits are located, as well as become familiar with the emergency procedures and evacuation maps located inside and outside the classroom. Make sure that you have reviewed the emergency procedures that are in the substitute folder and familiarize yourself with the area(s) outside of the classrooms in which your students will be using.

Be sure to check the substitute folder for any notes about students with medical conditions. Keep track of your students at all times. Never leave your students alone. If you need to go to the bathroom or leave for some reason when you are with your class, call the front office for help.

### A.L.I.C.E. Procedures

**A.L.i.C.E** is the protocol adopted by the Wilmington Public Schools in the unlikely event of an armed intruder into one of our buildings. **A.L.i.C.E** is an acronym for:

**Alert** – inform people of the threat, giving as much information as possible

**Lockdown** – Students and Staff can choose to lockdown and barricade the room that they are in if they determine that it is not safe to evacuate

**Inform** – pass on as much information as possible to others and to First Responders, including contacting 911

**Counter** – an effort of last resort, if an armed intruder is able to get into the space that they are in; students are being trained to use every effort to stop the intruder instead of being passive victims

**Evacuate** – If it is safe to do so, all are encouraged to evacuate the building, and remove themselves from the threat

**A.L.i.C.E** is **NOT** meant to be a check list of things to do. It is a list of choices we are offering our students and staff in order to stay safe in the highly unlikely event of an armed intruder. Some may **choose** to evacuate, and some may choose to lockdown and barricade. Others may be forced to counter if an armed intruder is able to enter the space they are in. **A.L.i.C.E** is about giving people choices.

### Fire Drills

Specific directions are posted in each room. In case of a fire drill, exit quickly, quietly, and in an orderly manner to your designated area. As a reminder, attendance should be taken once you are lined up outside. Report any missing students to an administrator. Classes will remain outside until the signal to return is given.

Multiple fire drills will be held each year.

## Wilmington Public Schools' Substitute Teachers Expectations

- Arrive 15 - 20 minutes prior to the start time of the school your assignment is located
- Carry out the instructions and lesson plans left by the teacher
- Prepare required records to include attendance and lunch
- Perform non-teaching duties that have been assigned to the regular teacher which may include playground supervision, lunch supervision, hall duty and other responsibilities
- Maintain control of the classroom in a respectful and safe manner
- Report discipline problems to building administrator
- Practice professional ethics in all relationships with students, parents, guardians and teachers
- Leave detailed notes of what was completed in each assigned class for the regular teacher. Include any pertinent information concerning procedures used or assignments made
- Never leave students unattended in a classroom
- Report accidents to the office
- If there are preparation times in the Substitute's schedule, the substitute teacher should contact the office to see if she/he is needed elsewhere in the building. Substitute Teachers are expected to be on-site all day unless arrangements were made ahead of time with the school principal
- Do not use your cell phone or tablet device in the presence of students

### General Tips for Substitutes

- Be in the classroom when the students arrive
- Greet the students and introduce yourself
- Always dress neatly, professionally, and comfortably
- Upon arrival introduce yourself to the Administrative Assistants for pertinent information, i.e. administrators' names, a map of the school, a list of faculty, and a copy of the school's rules and procedures
- Introduce yourself to other teachers

### When you arrive:

- Arrive as early as possible and check in with the school Administrative Assistant upon arrival
- Check the teacher's mailbox for announcements and attendance sheets
- Review the substitute teacher folder carefully for any accommodations, health care plans, and/or **student allergy information**
- Review the substitute teacher folder and if necessary, ask the school Administrative Assistant or neighboring teacher to help you fill in any missing information
- Locate the emergency exits
- Review the day's lesson plans and locate needed materials
- Write assignments on the Whiteboard where applicable and required
- Have an activity ready for students to do as soon as they enter the room

### Moving through the day:

- As students arrive, take attendance and report it to the office
- Learn the names of as many students as possible.
- Follow the teacher's lesson plans as closely as possible. Supplement with your own activities only after the assigned work is done
- Let only one student out of class at a time, with a hall pass
- Take notes throughout the day about incidents you want to share with the classroom teacher
- Any physical misbehaviors, bullying, defiance, or significant incidents MUST be reported by the substitute teacher to an administrator as soon as possible

### Before you depart:

- Ensure all of your students have departed the classroom.
- Complete a detailed note for the teacher (changes to lesson plan, assignments given for the following day (per the lesson plan), student conduct (positive and negative)
- Return the room to the condition it was in when you arrived. Close and lock windows.
- Return Audio Visual equipment to its proper place

### Classroom Management Tips:

- Use a pleasant but firm approach to quickly establish rapport with students
- Adhere to the established routine
- Uphold school rules and regulations
- Do not release a student from school without permission of an administrator
- Acquaint yourself with at least one of the teachers in adjoining classrooms
- Be cautious about administering punishments. If you need help in handling a discipline problem, contact the office
- Use the seating chart if one is available
- Be fair and consistent
- Recognize the importance of every student
- Refer extreme discipline problems to the building principal

## **Where to Get Help**

Please call the front office for assistance to avoid potential issues. Principals and other school administrators would much rather have you reach out for assistance than to find out later that there were issues that could have been prevented.

In addition to administrators, nearby teachers at the same grade level are wonderful sources of information, particularly if you have a question about a lesson, you will be teaching or if you are having trouble locating materials you need for a lesson.

## **Educational Assistants**

In order to meet the needs of all students, some classes have Educational Assistants to assist students with special needs and students with accommodation plans. They may also be able to help with other students depending on the caseload in the class. It will be noted in the teacher's plans if an Educational Assistant is coming into the classroom to support a student(s). Educational Assistants can be a great resource for getting to know the students, the classroom and school routines. If you do not know something, please ask the Educational Assistant.

## **End of the Day Responsibilities**

### Communication with the Classroom Teacher

Please leave a note for the classroom teacher telling her/him about the day. Many teachers have a form in the red substitute folder with the information they desire. The note does not need to be lengthy, but should include the following:

- Work completed by the class in all subject areas
- Any changes to the lesson plan (particularly lessons which were not completed)
- Assignments given for the following day. These should be in accordance with the teacher's lesson plan
- General conduct report regarding how the class behaved, citing students who were especially cooperative or uncooperative. Please remember, teachers and administration do appreciate having reports on students who have performed exceptionally well in any area

The note(s) should be left in the teacher's substitute folder at the end of the school day.

### Communicating with an Administrator

Any physical misbehaviors, bullying, defiance, or significant incidents MUST be reported by the substitute teacher to an administrator BEFORE the substitute teacher leaves for the day.

### Organizing the Classroom

The substitute teacher is expected to leave the room in the same order and condition as it was when she/he arrived. Leave all papers and any other pertinent information for the teacher on the teacher's desk.

### Sign Out Procedure

All substitute teachers are required to return their badges and sign out in the front office at the end of the work day.