

Twelve Parcels on Tuesday

Facilitator note: The skill is noticing when a countable proxy replaces the actual goal - and fixing it without throwing away the real gains the proxy earned. Keep the frame on the two columns: the chart was never wrong about stops; it was silent about visits. The coordinator affirms actions anyone can copy (the brought chart, the honest sentence "I was just not paying it," the written route page), and nobody ranks volunteers - Raya's knock-drop phase is treated as a stage, not a crime, and Feiga gets the cheap version of the same lesson. Do not let this become "efficiency is bad" (the quick drops are the right answer for eight of twelve stops) or "metrics are lies" (the numbers are real; the column was missing). Students are not asked to disclose real shortcuts they have taken; Activity 7 is a fictional case.

Teacher answer key

1. STOPS climbs from twelve to eighteen across the knock-drop weeks; VISITS falls from twelve to almost zero; they open like scissors from the same twelve, "like they planned it." The gap shows the trade was total - every gained stop was paid for with a visit. Adding a column beats burning the chart because the stops data is real and still needed (the trays are "half the point"); the fix is measuring the right things, not refusing to measure.
2. The three words reveal that the parcel had become the whole visit - "Like the parcel is what came" - which is the exact inversion of the coordinator's "anyone can drive a tray." Not picturing Golda's face matters because it is measurable proof of the missing column: six weeks of successful deliveries produced zero relationship, which is the thing the route exists to build.
3. The easy version would have cost six waiting-list seniors their suppers - "throws away six real kitchens to save her conscience" - and would have treated the trays (a real good) as the enemy. Her plan protects both halves: quick drops where family is around, protected visits where nobody is, and a second volunteer so the expanded coverage survives her conscience.
4. (a) $50 + (12 \times 8) = 146$ minutes, just under two and a half hours. (b) 50 minutes. (c) 100 minutes is two knock-drop routes: 24 stops. What it leaves out: the visit - the calculation treats the recipient as a location, and at 24 stops nobody is seen at all. Steps shown.
5. The seniors paid it, in visits - in the minutes of being seen that the route existed to deliver. Golda's "Oh. It's here." is the receipt: the cost did not disappear when Raya's chart got beautiful; it moved to the people with the least power to object.
6. Open. The chart should show the left column climbing (twelve to eighteen), the right column falling (twelve to near zero), and the split. Strong captions quote "The parcel is the excuse. The visit is the delivery." or "the chart is perfect, and it measures the wrong thing." Any honest rendering counts.
7. Sample: Column - "Perri adds a QUESTION column: one thing each boy said about the story." Sentence - "Pages are what you count; talking is what you tutor." Change - "Next session she

stops two pages early and asks the quiet boy which character he would send the story's letter to." All three parts, with names, counts; wording may vary.

8. PARCEL row 1 columns 1-6; ROUTE row 2 columns 1-5; VISITS row 3 columns 1-6; DOORBELL row 4 columns 1-8; TUESDAY row 5 columns 1-7; CHART row 6 columns 1-5; WINDOW row 7 columns 1-6; STAIRS row 8 columns 1-6. The left column counts PARCELS better and better (accept PARCEL; ROUTE or STOPS with reasoning); the right column finally measures VISITS.