Hamilton-Wenham Regional School District

School Committee Mtg.

TENTATIVE FY21 Budget: Leadership Team Proposal

Presented by:
Vincent Leone, Assistant Superintendent of Finance and Operations and
Julie R. Rakenberger, Ed.D. Interim Superintendent of Schools
Wednesday, January 8, 2020

Objectives for Today:

- **Share** FY21 Leadership Team's (LT) Tentative Budget Proposal
- **Clearly articulate** investment proposals and FY21 budget process
- **Start the conversation** with School Committee (SC) and vote on the FY21 LT Tentative Budget Proposal
- **Prepare to refine** our FY21 budget to maximize available resources and respond to evolving student needs



July 18, 2019: FY20 Preliminary Budget Forecast

Summary by DESE Category	FY20 Budget	FY20 YE Projection	FY20 Over/Under
Administration	$ 1,208,488	$ 1,208,488	$ -
Capital, Operations, Maintenance	$ 2,188,334	$ 2,188,334	$ -
Guidance, Counseling, Testing	$ 1,132,103	$ 1,132,103	$ -
Inst. Materials	$ 901,817	$ 901,817	$ -
Instructional Leadership	$ 3,144,508	$ 3,144,508	$ -
Insurance, Retirement, Other	$ 4,486,189	$ 4,540,265	$ (54,076)
Other Teaching Services	$ 2,589,061	$ 2,611,061	$ (22,000)
Prof. Dev.	$ 233,943	$ 233,943	$ -
Pupil Services	$ 2,596,474	$ 2,535,474	$ 61,000
Teachers	$ 12,616,826	$ 12,736,542	$ (119,716)
Tuitions	$ 3,853,666	$ 4,356,877	$ (503,211)
District Totals	$ 34,951,408	$ 35,589,411	$ (638,003)

October 16, 2019: FY20 Budget Forecast

Summary by Major Category	FY20 Budget	FY19 Expenses	FY20 Projected Expenses	FY20 Projected Balance
Administration	$ 1,208,488	$ 757,989	$ 1,036,023	$ 172,465
Capital, Operations, Maintenance	$ 2,188,334	$ 1,268,268	$ 2,188,334	$ -
Guidance, Counseling, Testing	$ 1,132,103	$ 1,107,401	$ 1,132,103	$ -
Inst. Materials	$ 901,817	$ 383,589	$ 901,817	$ -
Instructional Leadership	$ 3,144,508	$ 2,844,313	$ 3,137,641	$ 6,867
Insurance, Retirement, Other	$ 4,486,189	$ 1,904,690	$ 4,486,189	$ -
Other Teaching Services	$ 2,589,061	$ 1,819,935	$ 2,863,313	$ (274,252)
Prof. Dev.	$ 233,944	$ 66,491	$ 233,944	$ -
Pupil Services	$ 2,598,474	$ 1,952,740	$ 2,703,474	$ (107,000)
Teachers	$ 12,816,826	$ 12,904,363	$ 12,791,256	$ 925,573
Tuitions	$ 3,853,666	$ 3,891,352	$ 4,286,666	$ (433,000)
Grand Total	$ 34,953,408	$ 28,300,513	$ 35,260,758	$ (309,350)

FY20 Items Still in Motion

1. Out-of-District Placements:
   - 12 pending placement cases
     - $600,000 - $960,000
2. Health Insurance:
   - 15 more employees in FY20
     - $110,000



3. Employee Leaves (maternity/paternity, medical, etc):
   - Ongoing

Summary

Total Projected Deficit (as of 9/30/19):

- *($309,350) + ($110,000) in health benefits*

Key Actions:

- Implemented FY20 Curtailment - *in effort to conserve spending*
- Continuing to monitor student needs and impact on budget
- Ongoing communication with SC Capital/Financial Planning Subcommittee and Leadership Team
- Request SC make FY20 Budget Transfers on January 22, 2020
- Make Reconciliatory Recommendation in Early Spring prior to Town Meeting

What does this mean?

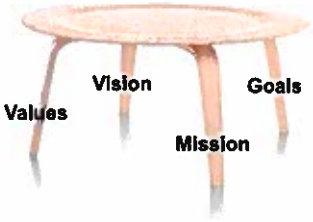
We are starting FY21 with a known 2.3% budget increase.



FY21 Tentative Budget Overview



The Foundation of Our Work



Mission: *Why do we exist?*

*"The Mission of the HWRSD is to educate our children to become young adults who are of **good character** and demonstrate **mastery of the knowledge and skills** needed to be successful members of our global economy and **engaged citizens** of the 21st Century."*

LT Budget Development Process



FY21 Tentative Budget Goals

- **Develop** a needs based, **student-centered** fiscally responsible budget
- **Prioritize** resources PreK-12
- Provide **required & appropriate** services based on student needs to encourage the best possible educational outcomes for **all**
- **Respond** to increasing enrollment demands at PreK-1
- **Maintain** existing programs and ensure student safety
- **Expand** early intervention supports and services
- **Support** 300+ employees

FY21 Budget Challenges

- Unbudgeted needs leads to a 2.3% increase over FY20 budget
- Contractual obligations requires a 4.9% increase over FY20 Budget
- Increasing PreK-1 enrollment
- Developmental, social-emotional, and behavioral needs of students require specialized services and placements
- Aging facilities and routine maintenance costs
- More needs and investment proposals than able to support

What is "Level Service"?

Level





Level



What is "Level Service"?

A **level service budget** allows the District to, for the most part, **maintain existing services and personnel**.

Our level service budget also includes includes **line item review**, resource **realignment**, and resource **reallocation** to meet current needs.

What is "Level Service"?

4.9% increase over FY20

Contractual Obligations:

- COLA @ $429,000
- Health Insurance @ $377,000
- IDEA Grant @ $367,000 (Offset by revenue)
- Contractual Step Increases @ $292,000
- Contractual Lane Changes @ $164,000
- Essex Retirement @ $62,000
- Teacher Tuition Reimbursement @ $10,000

Anaual Rate Changes:

- Utilities @ $128,000
- General Ed Transportation @$22,000
- Special Ed Transportation @$20,000
- AEDs @ $16,000

6.53% increase of FY20

2.3% increase over FY20

Current Services in FY20:

- FY20 Unbudgeted Special Ed Tuitions @ $406,000
- FY20 Unbudgeted Special Ed Transportation @ $107,000
- New Kindergarten Teacher @ $67,000
- SRO @ $57,000
- New Pre-K Teacher @ $55,000
- 1 New Spec. Edu. TA @ $41,000
- 1 Reallocated Spec. Edu. TA
- 2 New Pre-K TA's @ $67,000
- SLP 0.15 FTE increase @ $12,600
- District Treasurer @ $4,000

FY21 Level Services

	FY21 LEVEL SERVICES PROPOSED	$CHANGE from FY20	% CHANGE from FY20
BUDGET TOTALS	38,414,616	1,461,208	3.91%
	Level Services		
	Includes line item review and reallocation to meet current needs		
Non-tax revenues	6,345,328		
School portion of tax request	32,069,288	2,894,541	9.92%

FY21 Level Services Refined

	FY21 REDUCED LEVEL SERVICES BUDGET	REDUCTION	$CHANGE from FY20	% CHANGE from FY20
BUDGET TOTALS	38,352,210	(62,406)	3,400,802	9.73%
	Retirement & personnel turnover reductions			
	adjustments to account for staffing changes			
Non-tax revenues	6,345,328			
School portion of tax request	32,006,882		2,832,195	9.71%

FY21 Level Services + Required Investments

	FY21 ESSENTIAL LEVEL SERVICES BUDGET	REQUIRED INVESTMENT	$ CHANGE (from FY20 approved)	% CHANGE (from FY20 approved)
BUDGET TOTALS	39,019,605	667,395	4,068,197	11.64%
	+Required Investments (compliance, mandates, & safety)			
	respond to student needs, develop programming for incoming students			
Non-tax revenues	6,345,328			
School portion of tax request	32,674,277		3,499,530	12.00%

FY21 Level Services + Required Investments + 7.0 Kindergarten Teaching Assistants

	FY21 WITH INVESTMENT LEVEL #1	HIGH PRIORITY INVESTMENT	$ CHANGE (from FY20 approved)	% CHANGE (from FY20 approved)
BUDGET TOTALS	39,201,689	301,126	4,250,281	12.16%
	+ 7.0 FTEs Kindergarten Teaching Assistants			
	provide additional support to Kindergarten students in order to better meet their needs earlier on			
Non-tax revenues	6,345,328			
School portion of tax request	32,856,361		3,681,614	12.62%

FY21 Level Services + Required Investments + 7.0 Kindergarten Teaching Assistants + 1.0 FTE LICSW

	FY21 WITH INVESTMENT LEVEL #2	HIGH PRIORITY INVESTMENT	$ CHANGE (from FY20 approved)	% CHANGE (from FY20 approved)
BUDGET TOTALS	39,285,631	83,942	4,334,223	12.40%
	+ 1.0 FTE LICSW Social Emotional Support Counselor			
	provide district wide social emotional support including consultation, collaboration, and direct student services while connecting families, students, and staff with various			
Non-tax revenues	6,345,328			
School portion of tax request	32,940,303		3,765,556	12.91%

FY21 Level Services + Required Investments + 7.0 Kindergarten Teaching Assistants + 1.0 FTE LICSW + After school academic support

	FY21 WITH INVESTMENT LEVEL #3	HIGH PRIORITY INVESTMENT	$CHANGE from FY20 approved	% CHANGE from FY20 approved
BUDGET TOTALS	59,292,631	7,000	4,341,223	12.42%
	+ HWRHS After-school academic support program			
	support high school students who need supplemental support			
Non-tax revenues	6,345,328			
School portion of tax request	32,947,303		3,772,556	12.93%

FY21 Level Services + Required Investments + 7.0 Kindergarten Teaching Assistants + 1.0 FTE LICSW + After school academic support

	FY21 WITH INVESTMENT LEVEL #4	HIGH PRIORITY INVESTMENT	$CHANGE from FY20 approved	% CHANGE from FY20 approved
BUDGET TOTALS	59,312,712	20,081	4,361,304	12.48%
	+ 0.5 FTE SLP (add to .5 FTE)			
	more student needs			
Non-tax revenues	6,345,328			
School portion of tax request	32,967,384		3,792,637	13.00%

Additional Unmet Needs NOT Included in FY21 Tentative

Other LT Proposed Investments - deferred to FY22/future planning

Description	Proposed by	FTE	Amount
Bathroom Cleaning Equipment	FMO	0.0	$29,000
Assistant Varsity Coaches	Athletics	0.0	$48,111
Renaderon Media Equipment	HWRHS	0.0	$30,000
DW-Flex Custodian	FMO	1.0	$70,000
PD stipend $1,000 for BRYT Interdistrict trainings (was extended b	MMMS	0.0	$1,000
Life Training - Timberwood Refill	District-Wide	0.0	$18,000
~~Expanded Curriculum Support~~	~~Curriculum Dept.~~	~~0.0~~	~~$5,000~~
Replace Soccer Goals	Athletics	0.0	$5,000
Provide stipends (support training) to ILP TAs	Wellness	0.0	?
DPE Investment	SC	0.0	$250,000
Tiger Advanced Social/Emotional Classroom Training	C&I	0.0	$20,000
Long Term Technology plan - 3.0 devices	MMMS/HT	0.0	TBD
One Math & ELA MAPS teachers to cover Health and PE	Wellness Curr. Leaders	2.0	$161,000

FY21 Preliminary Operating Budget Overview

	FY19 Approved	FY20 Approved	FY21 Proposed	% Change from FY20
Operating Expenses	$33,097,866	$34,951,408	$39,312,712	12.48%
Expense Offsets	$1,203,808	$1,404,648	$1,858,438	32.31%
Revenues	$4,438,761	$4,372,013	$4,486,890	2.63%
Net Operating Budget	$27,455,297	$29,174,747	$32,967,385	13.00%

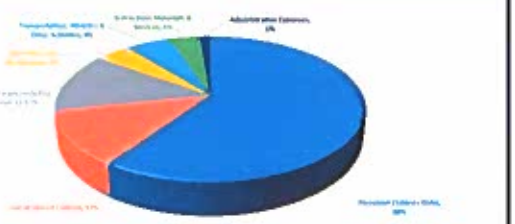
FY21 Preliminary Summary by DESE Category

Administration	$ 1,180,947	$ 1,307,495	$ 1,097,981	8.61	$ 1,208,488	7.94	$ 1,298,083	$ 89,596	7.41%
Capital, Operations, Maintenance	$ 2,272,715	$ 2,288,962	$ 2,221,673	17.86	$ 2,188,336	17.75	$ 2,792,458	$ 604,124	27.61%
Guidance, Counseling, Testing	$ 1,096,999	$ 1,067,619	$ 1,118,011	13.78	$ 1,132,103	13.78	$ 1,141,839	$ 9,736	0.86%
Inst. Materials	$ 814,330	$ 831,931	$ 870,461	-	$ 903,817	-	$ 943,533	$ 41,716	4.61%
Instructional Leadership	$ 2,847,121	$ 2,831,562	$ 3,027,285	31.23	$ 3,144,508	31.42	$ 3,064,489	$ (80,019)	-2.54%
Insurance, Retirement, Other	$ 3,563,191	$ 3,933,325	$ 4,206,515	-	$ 4,486,188	0.86	$ 5,286,222	$ 800,034	17.83%
Other Teaching Services	$ 2,124,389	$ 2,266,182	$ 2,532,491	63.56	$ 2,589,061	74.38	$ 3,253,261	$ 664,200	25.65%
Prof. Dev	$ 151,617	$ 181,488	$ 171,951	-	$ 233,966	-	$ 272,321	$ 38,376	16.40%
Pupil Services	$ 1,991,892	$ 2,059,894	$ 2,343,752	7.25	$ 2,594,674	8.97	$ 2,927,417	$ 332,943	12.75%
Teachers	$ 11,990,466	$ 11,892,878	$ 12,240,841	157.08	$ 12,838,826	161.00	$ 13,599,694	$ 942,868	7.47%
Tuitions	$ 2,949,689	$ 3,208,624	$ 3,496,378	-	$ 3,871,646	-	$ 4,771,395	$ 899,749	23.82%
Grand Total	$ 30,124,356	$ 31,468,748	$ 33,330,538	399.57	$ 34,859,468	316.05	$ 39,312,712	$ 4,361,804	12.48%

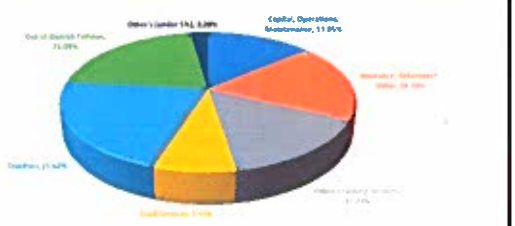
FY21 Preliminary Summary by Site

Baker Elementary School	$ 2,148,611	$ 2,247,895	$ 2,220,140	33 51	$ 2,280,580	34 62	$ 2,523,468	$ 242,888	10.65%
Cutler Elementary School	$ 2,629,299	$ 2,634,253	$ 2,730,842	38 49	$ 2,750,658	42 91	$ 2,995,906	$ 245,248	8.92%
Winthrop Elementary School	$ 3,191,230	$ 3,331,011	$ 3,434,429	55 51	$ 3,569,344	64 80	$ 4,021,198	$ 451,854	12.66%
Miles River Middle School	$ 4,075,803	$ 4,179,595	$ 4,384,171	56 12	$ 4,478,107	54 67	$ 4,858,808	$ 380,701	8.50%
Regional High School	$ 5,804,218	$ 5,879,244	$ 6,164,288	74 79	$ 6,423,343	74 68	$ 6,852,822	$ 429,480	6.69%
Athletics	$ 336,155	$ 337,990	$ 500,785	1 75	$ 578,143	1 75	$ 628,360	$ 50,217	8.67%
Central Office	$ 2,752,490	$ 2,741,309	$ 2,843,761	14 31	$ 3,067,146	14 02	$ 3,365,023	$ 297,877	9.71%
District Maintenance	$ 721,248	$ 697,181	$ 694,203	4 86	$ 696,813	4 75	$ 588,264	$ (108,549)	-14.71%
Fringe Benefits	$ 3,563,191	$ 3,933,325	$ 4,206,515	-	$ 4,486,188	0 86	$ 5,286,222	$ 800,034	17.83%
Special Education	$ 3,916,854	$ 4,804,498	$ 5,284,501	12 04	$ 5,682,237	16 04	$ 7,239,616	$ 1,557,379	27.41%
Technology	$ 814,177	$ 879,448	$ 866,264	7 00	$ 944,250	7 00	$ 951,624	$ 7,374	0.78%
District Totals	$ 30,124,356	$ 31,468,748	$ 33,330,538	399.57	$ 34,859,468	316.05	$ 39,312,712	$ 4,361,804	12.48%

Largest Budget Categories
(% of Total Spending - $39.3 million)



Largest Budget Drivers
(% of Budget Increase - $4.3 million)



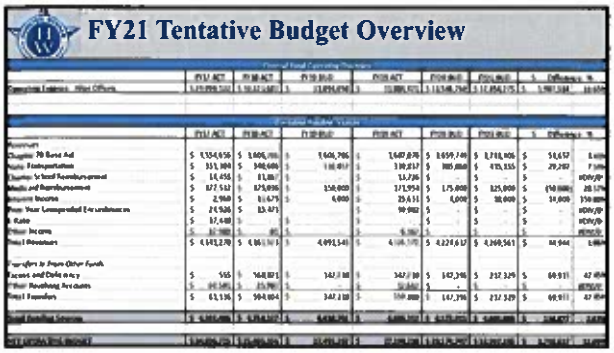
FY21 Tentative Budget Overview

FY21 Tentative Budget

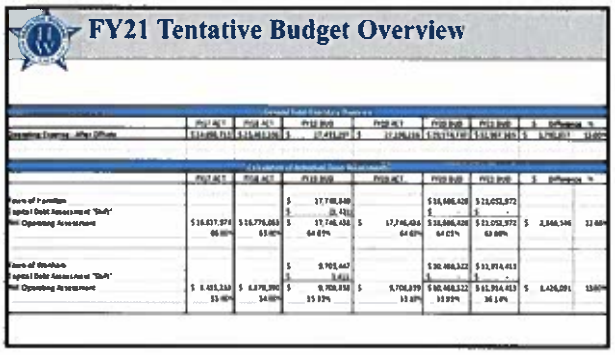
	FY17 ACT	FY18 ACT	FY19 BUD	FY19 ACT	FY20 BUD	FY20 BUD	$ Difference	%
Operating Expenses - Direct, before offsets & Overhead	$ 35,529,456	$ 37,459,748	$ 38,972,994	$ 39,013,634	$ 39,351,454	$ 39,312,710	$ (38,744)	-0.10%

	FY17 ACT	FY18 ACT	FY19 BUD	FY19 ACT	FY20 BUD	FY21 BUD	$ Difference	%
Returning Officers								
School Choice	$ 373,000	$ 343,703	$ 265,000	$ 265,000	$ 383,000	$ 423,476	$ 36,476	9.98%
Transitional Tuition	$ 72,293	$ 73,740	$ 72,648	$ 84,407	$ 72,648	$ 93,607	$ 32,959	31.02%
Special Needs Tuition	$ 36,943	$ -	$ -	$ -	$ -	$ -	$ -	#DIV/0!
Facilities Rental	$ 2,000	$ 8,463	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ -	0.00%
Special Ed Grants	$ -	$ -	$ -	$ -	$ -	$ 366,747	$ 366,747	#DIV/0!
Circuit Breaker Offset	$ 567,000	$ 824,160	$ 664,360	$ 1,094,360	$ 945,000	$ 970,604	$ 25,604	2.71%
Total Offsets	$ 1,051,236	$ 1,249,066	$ 1,004,008	$ 1,445,767	$ 1,402,648	$ 1,856,434	$ 453,786	32.35%

FY21 Tentative Budget Overview



FY21 Tentative Budget Overview



FY21 Capital Improvement Projects

Hamilton Wenham Regional School District
Fiscal Year 2021 Capital Budget Request
12/14/2019

Location	Project Name	Category	Cost
District	Security Infrastructure Improvements	Safety	$150,000.00
District	Elementary School Feasibility Study & Educational Plan	Learning Environment	Professional Services	$250,000.00
District	Classroom Furniture & Equipment	Learning Environment	Equipment	$130,000.00
HWMS	Replace Sidewalks at Middle School	Safety	Site	$110,000.00
District	Athletic Campus Improvement Project - Design/Project Services	Learning Environment	Site	$65,000.00
District	Network Infrastructure Improvement (Phase 1 of 4)	Critical Infrastructure	Equipment	$63,000.00
		FY21 Total Capital Investment		**$963,000.00**

By Category	
Safety	$260,000.00
Learning Environment	$445,000.00
Critical Infrastructure	$63,000.00

By Account Classification	
Building	$150,000.00
Site	$175,000.00
Professional Services	$250,000.00
Equipment	$183,000.00

Debt Service

Debt Service Assessment Summary					
Cutler Roof & Sweeney 2013 Projects	$ 95,000	$ 32,950	$ 127,950	$ 81,709	$ 46,241
Buker Boiler & Winthrop Boiler/Glass Projects	$ 95,000	$ 25,300	$ 120,300	$ 76,824	$ 43,476
Winthrop Sprinkler (BAN with Principal Paydown)	$ 125,000	$ 25,003	$ 150,003	$ 95,792	$ 54,211
FY21 Capital Projects	$ -	$ 15,000	$ 15,000	$ 9,579	$ 5,421
Net Assessment			$ 413,253	$ 263,903	$ 149,349

Review Next Steps in FY21 Budget Development Process

LT/SC FY21 Tentative Budget Workshops
- Part I: Tuesday, January 14, 2019 @5:00-8:00 PM
- Part II: Wednesday, January 15, 2019 @5:00-8:00 PM

SC Capital/Financial Planning Subcommittee Meetings
- Tuesday, January 21, 2020 @7:00 PM
- Tuesday, February 4, 2020 @7:00 PM

Joint FY21 Budget Meeting
- January 29, 2020 @7:00 PM
- Additional Meetings TBD

Public Hearings - @ 6:30 PM in Buker Multipurpose Rm
- #1: Wednesday, January 22, 2019
- #2: Wednesday, February 12, 2020

Town Meeting/Vote
- April 4, 2020



A LOOK *at the* BUDGET

Motion for School Committee FY21 Tentative Budget Vote

Section X: Budget of the Regional Agreement reads:

"Not less than thirty days prior to the date on which the Committee adopts its final budget for the ensuing fiscal year, the Committee shall annually prepare a tentative

Motion for the Tentative FY21 Operating Budget Vote:

Motion: The Hamilton-Wenham Regional School Committee approves a Tentative FY21 General Fund Expenditures Budget of $37,867,528. This amount includes General Fund Operating Expenses (after offsets) in the amount of $37,454,275 and General Fund Debt Service Expenses in the amount of $413,253. Furthermore, the Gross Operating Expenses of the District (before offsets) have been allocated to the DESE defined accounts according to the "Summary by DESE Category" chart included in this budget presentation.

Wonderings and Questions?



HAMILTON-WENHAM
REGIONAL SCHOOL DISTRICT

Julie R. Kukenberger, Ed. D.
Interim Superintendent of Schools

5 School Street
Wenham, MA 01984

PUBLIC HEARING NOTICE
SCHOOL CHOICE 2020-2021

A Public Hearing on SCHOOL CHOICE FOR 2020-2021 for the Hamilton-Wenham Regional School District will be held on Wednesday, January 22, 2020

The hearing will be held @ 7:00 PM in the Buker Elementary School – Multi-Purpose Room 1 School Street, Wenham, MA 01984. A regular meeting of the School Committee will directly follow the Public Hearing.

The District does not discriminate in its programs, activities or employment practices based on race, color, national origin, religion, gender, gender identity, sexual orientation, age or disability.

Hamilton-Wenham Regional School District

2019-2020 Interim Superintendent Goals

Julie R. Kukenberger, Ed. D.

Overview of the Interim Superintendent's Goals

Goal #1 - *District Improvement*: Effective Entry and Direction Setting

By May 2020, the interim superintendent will have a broad recognition by key stakeholder groups about the district's most critical needs and will have a widely understood process underway to identify the strategies and goals designed to address those needs most effectively, and the measure that will be used to assess progress.

Goal #2 - *District Improvement*: Maintain Momentum During Transition

By December 2019, the interim superintendent will have demonstrated the ability to keep the district moving forward during this year's transition in leadership by working with the School Committee, principals, and other district leaders to ensure that meaningful progress is made on critical district and school goals.

Goal #3 - *Professional Practice*: Participate in the New Superintendent Induction Program

By June 2020, develop skills in strategy development, data analysis, and instructional leadership by actively engaging in the first year of the New Superintendent Induction Program (NSIP).

Goal #4 - *Student Learning*: Analyze and Assess the Effectiveness of the District's Multi-tiered Support System

By June 2020, research and study the current structure of the HWRSD multi-tiered support system in order to understand how all student learning needs are being met and identify areas for improvement.

Hamilton-Wenham Regional School District

2019-2020 Interim Superintendent Goals

Julie R. Kukenberger, Ed. D.

Standards and Indicators for Effective Administrative Leadership

2019-2020 focus indicators are highlighted below and connected key actions and benchmarks

I. **Instructional Leadership**
   - A. Curriculum
   - B. Instruction
   - C. Assessment
   - D. Evaluation
   - E. Data-Informed Decision Making
   - F. Student Learning

II. **Management and Operations**
   - A. Environment
   - B. HR Management and Development
   - C. Scheduling & Management Information Systems
   - D. Laws, Ethics, and Policies
   - E. Fiscal Systems

III. **Family & Community Engagement**
   - A. Engagement
   - B. Sharing Responsibility
   - C. Communication
   - D. Family Concerns

IV. **Professional Culture**
   - A. Commitment to High Standards
   - B. Cultural Proficiency
   - C. Communications
   - D. Continuous Learning
   - E. Shared Vision
   - F. Managing Conflict

Evidence of Effectiveness - *this sheet is used to capture evidence of progress toward goals, standards, and indicators highlighted above*

Hamilton-Wenham Regional School District

2019-2020 Interim Superintendent Goals

Julie R. Kukenberger, Ed. D.

Goals, Key Actions, and Benchmarks

Goal #1 - *District Improvement*: Effective Entry and Direction Setting

By May 2020, the interim superintendent will have a broad recognition by key stakeholder groups about the district's most critical needs and will have a widely understood process underway to identify the strategies and goals designed to address those needs most effectively, and the measure that will be used to assess progress.

Key Actions:

- All vacancies will be filled within 30 days of posting close date.
    - Assistant Superintendent of Finance and Administration- *started July 2019*
    - Director of Facilities - *started September 1, 2019*
    - Winthrop Elementary Principal - *started August 12, 2019*
    - Executive Admin. Assistant to the Superintendent - *started August 15, 2019*
    - Human Resources, Benefits, and Payroll Administrator - *started September 1, 2019*
    - Payroll Coordinator - *position reallocated*
    - District Accountant and Payroll - *started October 3, 2019*
    - Administrative Assistant to the Assistant Superintendent of Finance - *started January 2, 2020*
    - Data Manager - *started December 2, 2019*
    - Special Education Compliance Secretary - *started January 21, 2020*
- By October 1, 2019 present to the School Committee a written Entry Plan, including types of evidence to be analyzed, stakeholders to be interviewed, assessment of instructional practices and district systems of support including financial management, human resources, and operations.
- By November 2019, all principals and department leaders will be pursuing a school or district improvement goal that has all of the attributes of a SMART goal including progress and outcome benchmarks.
- By January 2020, complete and present a report of Entry Findings - this will be evident through the FY21 Budget priorities presented through the LT Tentative Budget Recommendation and Formative Assessment conversation on January 22, 2020 .

- By May 2020, propose key strategies that improve student learning and other district systems of support.
    - ECLC Grant - Multi-tiered support system
    - Special Education Case Conferences, OOD Site Visits, Case Study Analysis
    - Elementary Data Literacy Team
- By June 2020, collaborate with school committee to identify two to five student learning and district improvement goals.
- Secure stakeholder feedback about engagement, awareness, and commitment to the strategies and goals.
    - Some of this stakeholder feedback was gathered through the Superintendent Search Process

Benchmarks:

- Entry Plan/Formative Assessment presentation completed - January 22, 2020.
- Goals presented to School Committee and shared with Leadership Team are adopted.
- Results of Fall survey and one-on-one conversations of key stakeholder groups along with school visits, attendance at events, and attendance at parent groups demonstrate engagement and situational awareness.

Goal #2 - *District Improvement*: Maintain Momentum During Transition

By December 2019, the interim superintendent will have demonstrated the ability to keep the district moving forward during this year's transition in leadership by working with the School Committee, principals, and other district leaders to ensure that meaningful progress is made on critical district and school goals.

Key Actions:

- Complete with all principals and district administrators Steps 1 and 2 of the new Educator Evaluation Cycle (Self-Assessment; Analysis, Goal Setting, and Educator Plan Development).
    - **Standard 1-D: Evaluation, Standard IV-D: Continuous Learning**
- By the end of February, complete Formative Evaluation Conferences with each principal and district leaders.

Benchmarks:

- Completed Educator Evaluation Plan (process).

- **Standard 1-D: Evaluation** - *not yet to NI/Developing*
- **Standard IV-D: Continuous Learning** - *proficient to exemplary*

- Log demonstrating at regular school visits and check-ins with principals.

Goal #3 - *Professional Practice*: Participate in the New Superintendent Induction Program

By June 2020, develop skills in strategy development, data analysis, and instructional leadership by actively engaging in the first year of the New Superintendent Induction Program (NSIP).

Key Actions:

- Attend eight daylong sessions.
- Complete all assignments.
- Consult with my assigned coach at least monthly.

Benchmarks:

- Calendar documenting attendance and contact with coach.
- Rubric rating on each assignment demonstrating proficiency.

Goal #4 - *Student Learning*: Analyze and Assess the Effectiveness of the District's Multi-tiered Support System

By June 2020, research and study the current structure of the HWRSD multi-tiered support system in order to understand how all student learning needs are being met and identify areas for improvement.

Key Actions:

- Study each out-of-district (OOD) placement to deeply understand the programmatic needs and assess the cost/benefit of developing instructional programs in house to decrease the number of OOD placements.
- Identify multiple sources of evidence related to student learning to assess the district's strengths and areas of
- Research Massachusetts Plan for Equitable Access to Excellent Educators
    - Access Student Learning Experience (SLE) Report

Benchmarks:

- During the month of October, attend Data Discussions to better understand how the district using data sources to assess the district's strengths and areas for improvement.
    - **Standard 1-E Data-Informed Decision Making** - *not yet to NI/Developing*
- By January, understand the district determined measures used as benchmark assessments
- By November 15, 2019 share SLE report with HWRSD LT and SC



FY20 Budget Forecast
As of
December 31, 2019

Summary by DESE Category	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 YTD+Enc	FY20 Curtailed Forecast	FY20 Projected Balance
Administration	$ 1,160,947	$ 1,107,495	$ 1,097,981	$ 1,208,488	$ 850,374	$ 1,066,262	$ 142,226
Capital, Operations, Maintenance	$ 2,272,715	$ 2,288,962	$ 2,221,673	$ 2,188,334	$ 1,638,680	$ 2,213,835	$ (25,501)
Guidance, Counseling, Testing	$ 1,050,124	$ 1,067,619	$ 1,118,011	$ 1,132,103	$ 1,094,482	$ 1,131,399	$ 704
Inst. Materials	$ 810,389	$ 831,931	$ 870,461	$ 901,817	$ 527,721	$ 908,127	$ (6,310)
Instructional Leadership	$ 2,847,121	$ 2,831,552	$ 3,027,285	$ 3,144,508	$ 2,896,613	$ 3,081,468	$ 63,040
Insurance, Retirement, Other	$ 3,563,191	$ 3,933,325	$ 4,206,515	$ 4,486,189	$ 2,989,696	$ 4,589,407	$ (103,219)
Other Teaching Services	$ 2,324,389	$ 2,266,182	$ 2,532,491	$ 2,589,061	$ 2,138,090	$ 2,396,044	$ 193,017
Prof. Dev.	$ 151,617	$ 181,488	$ 171,951	$ 233,944	$ 104,922	$ 234,205	$ (261)
Pupil Services	$ 1,991,892	$ 2,055,694	$ 2,343,752	$ 2,596,474	$ 2,101,608	$ 2,651,895	$ (55,422)
Teachers	$ 11,402,341	$ 11,660,843	$ 12,240,941	$ 12,616,826	$ 12,786,605	$ 12,849,896	$ (233,071)
Tuitions	$ 2,540,689	$ 3,209,626	$ 3,498,978	$ 3,853,666	$ 4,077,081	$ 4,275,472	$ (421,806)
Grand Total	$ 30,115,415	$ 31,434,715	$ 33,330,038	$ 34,951,408	$ 31,205,873	$ 35,398,011	$ (446,602)

Summary By Site & Support Program	FY17 Actual	FY18 Actual	FY19 Actual	FY20 FTE	FY20 Budget	FY20 YTD+Enc	FY20 Curtailed Forecast	FY20 Projected Balance
Buker Elementary School	$ 2,149,611	$ 2,247,695	$ 2,220,140	33.51	$ 2,280,580	$ 2,128,314	$ 2,250,466	$ 30,114
Cutler Elementary School	$ 2,629,299	$ 2,634,253	$ 2,730,842	39.49	$ 2,750,658	$ 2,588,987	$ 2,728,686	$ 21,971
Winthrop Elementary School	$ 3,187,289	$ 3,332,011	$ 3,434,478	55.51	$ 3,569,844	$ 3,489,988	$ 3,665,388	$ (95,544)
Miles River Middle School	$ 4,075,803	$ 4,179,593	$ 4,384,171	56.12	$ 4,478,107	$ 4,237,419	$ 4,417,361	$ 60,746
Regional High School	$ 5,869,216	$ 5,847,212	$ 6,164,288	74.79	$ 6,423,342	$ 6,003,152	$ 6,293,315	$ 130,027
Athletics	$ 336,155	$ 337,590	$ 500,785	1.75	$ 578,143	$ 175,375	$ 575,257	$ 2,886
Central Office	$ 2,765,107	$ 2,754,775	$ 2,856,826	14.31	$ 3,089,952	$ 2,365,463	$ 2,962,609	$ 127,343
District Maintenance	$ 796,113	$ 774,993	$ 771,345	4.86	$ 782,280	$ 609,843	$ 806,168	$ (23,888)
Fringe Benefits	$ 3,475,711	$ 3,842,648	$ 4,116,397	-	$ 4,372,016	$ 2,885,574	$ 4,459,565	$ (87,549)
Special Education	$ 3,916,834	$ 4,604,498	$ 5,284,501	12.04	$ 5,682,237	$ 5,927,813	$ 6,329,196	$ (646,959)
Technology	$ 914,277	$ 879,448	$ 866,264	7.00	$ 944,250	$ 793,946	$ 910,000	$ 34,250
District Totals	**$ 30,115,415**	**$ 31,434,715**	**$ 33,330,038**	**299.37**	**$ 34,951,408**	**$ 31,205,873**	**$ 35,398,011**	**$ (446,602)**

Buker Elementary Programs	Account #	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 FTE	FY20 Budget	FY20 YTD+Enc	FY20 Curtailed Forecast	FY20 Projected Balance
Administration									
Principal Salary	001.101.2210.1.1.090.100.5	$ 118,295	$ 121,203	$ 110,000	1.00	$ 112,750	$ 112,750	$ 112,750	$ -
Clerical Salary	001.101.2210.1.1.090.200.5	$ 49,114	$ 50,351	$ 51,508	0.91	$ 52,571	$ 57,209	$ 57,209	$ (4,638)
Contracted Services	001.101.2210.1.1.090.400.5	$ 1,275	$ 1,298	$ 2,945	-	$ 1,000	$ 225	$ 1,000	$ -
Expendable Materials	001.101.2210.1.1.090.500.5	$ 9,258	$ 12,390	$ 7,961	-	$ 10,000	$ 6,026	$ 10,000	$ -
Buker Teacher PD	001.101.2357.1.1.073.600.5		$ -	$ -	-	$ 5,150	$ -	$ 5,150	$ -
Affiliations/Conferences	001.101.2357.1.1.090.690.5	$ 858	$ 389	$ 924	-	$ 1,554	$ -	$ 1,554	$ -
Sub Total		$ 178,800	$ 185,632	$ 173,337	1.91	$ 183,025	$ 176,210	$ 187,663	$ (4,638)
Regular Ed Instruction									
Classroom Teachers Salary	001.101.2305.1.1.099.100.5	$ 891,234	$ 889,187	$ 885,411	12.00	$ 935,999	$ 929,682	$ 937,689	$ (1,690)
Specialist Teachers	001.101.2310.1.1.099.100.5	$ 159,002	$ 155,265	$ 182,092	2.50	$ 191,474	$ 189,417	$ 189,417	$ 2,057
Technology Instructor	001.101.2310.1.1.027.100.5	$ 76,408	$ 82,686	$ 90,186	1.00	$ 92,215	$ 92,215	$ 92,215	$ -
Adjustment Counselor	001.101.2710.1.1.041.100.5	$ 87,590	$ 89,736	$ 92,190	1.00	$ 59,858	$ 54,137	$ 54,137	$ 5,721
Instructional Aides	001.101.2330.1.1.093.300.5	$ 50,793	$ 52,302	$ 53,653	2.00	$ 57,736	$ 54,875	$ 54,875	$ 2,861
Noon Aides Salary	001.101.3400.1.1.080.390.5	$ 11,140	$ 11,649	$ 11,904	-	$ 14,785	$ 5,445	$ 14,785	$ -
Extended Responsibilities	001.101.2315.1.1.029.150.5	$ 9,342	$ 8,089	$ 10,345	-	$ 14,386	$ 12,136	$ 12,136	$ 2,250
Prof Salary-Extra-Curricular	001.101.3520.1.1.029.140.5	$ 1,672	$ 1,714	$ 5,238	-	$ 4,671	$ 1,797	$ 1,797	$ 2,874
Sub Total		$ 1,287,181	$ 1,290,628	$ 1,331,018	18.50	$ 1,371,124	$ 1,339,704	$ 1,357,052	$ 14,072
Special Education									
SPED Teachers	001.101.2310.2.1.099.100.5	$ 142,526	$ 153,542	$ 122,716	3.00	$ 130,156	$ 202,665	$ 202,665	$ (72,509)
Related Services- OT, PT, SLP	001.101.2320.2.1.099.100.5	$ 79,462	$ 83,228	$ 99,339	1.10	$ 87,229	$ 87,229	$ 87,229	$ -
SPED TA Salary	001.101.2330.2.1.093.300.5	$ 133,087	$ 162,728	$ 136,071	6.00	$ 152,966	$ 46,791	$ 46,791	$ 106,175
Buker SPED Non-Exp Supplies and Materials	001.101.2420.2.1.099.520.5	$ 1,920	$ -	$ 532	-	$ 2,000	$ 195	$ 2,000	$ -
Exp Materials-Buker SPED	001.101.2430.2.1.017.500.5	$ 589	$ 444	$ 281	-	$ 1,000	$ 1,203	$ 1,203	$ (203)
Sub Total		$ 357,583	$ 399,942	$ 358,939	10.10	$ 373,351	$ 338,083	$ 339,888	$ 33,463
Supplies/Materials									
Supplies Materials-Library	001.101.2415.1.1.050.500.5	$ 207	$ 190	$ 314	-	$ 250	$ 197	$ 250	$ -
Non-Exp Materials-Library	001.101.2415.1.1.050.520.5	$ 2,169	$ 3,524	$ 2,085	-	$ 2,500	$ 2,281	$ 2,500	$ -
Non-Exp Materials-Art	001.101.2420.1.1.020.520.5	$ 252	$ 229	$ 60	-	$ 250	$ 250	$ 250	$ -
Non-Exp Materials-Literacy	001.101.2420.1.1.034.520.5	$ 3,103	$ 4,981	$ 1,895	-	$ 3,000	$ 414	$ 3,000	$ -
Non-Exp Materials-Math	001.101.2420.1.1.052.520.5	$ 947	$ 216	$ -	-	$ 7,833	$ 1,935	$ 7,833	$ -
Non-Exp Materials-Math/Tech	001.101.2410.1.1.052.520.5	$ -	$ -	$ -	-	$ 1,388	$ -	$ 1,388	$ -
Non-Exp Materials-Music	001.101.2420.1.1.054.520.5	$ 500	$ 473	$ -	-	$ 500	$ 502	$ 502	$ (2)
Non-Exp Materials-PE	001.101.2420.1.1.057.520.5	$ 673	$ 353	$ 477	-	$ 500	$ -	$ 500	$ -
Non-Exp Materials-Science	001.101.2420.1.1.064.520.5	$ 448	$ 13,591	$ 48	-	$ 1,000	$ -	$ 1,000	$ -
Non-Exp Materials-Social Studies	001.101.2420.1.1.067.520.5	$ 5,564	$ -	$ 192	-	$ 200	$ 259	$ 259	$ (59)
Classroom Equipment	001.101.2420.1.1.099.610.5	$ 2,037	$ 5,415	$ 1,893	-	$ 2,000	$ 478	$ 2,000	$ -
Rental/Lease Equipment	001.101.2420.9.1.099.620.5	$ 12,051	$ 12,825	$ 13,635	-	$ 11,561	$ 5,217	$ 11,561	$ -
Exp Materials-Art	001.101.2430.1.1.020.500.5	$ 1,000	$ 1,001	$ 1,000	-	$ 1,000	$ 1,000	$ 1,000	$ -
Exp Materials-Literacy	001.101.2430.1.1.034.500.5	$ 8,997	$ 2,824	$ 4,950	-	$ 9,000	$ 1,710	$ 9,000	$ -
Exp Materials-Math	001.101.2430.1.1.052.500.5	$ 4,004	$ 4,257	$ 37,945	-	$ 4,612	$ 187	$ 4,612	$ -

Buker Elementary Programs	Account #	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 FTE	FY20 Budget	FY20 YTD+Enc	FY20 Curtailed Forecast	FY20 Projected Balance
Exp Materials-Music	001.101.2430.1.1.054.500.5	$ 200	$ -	$ -	-	$ 200	$ 194	$ 200	$ -
Exp Materials-KDG	001.101.2430.1.5.018.500.5	$ 1,973	$ 679	$ 412	-	$ 2,000	$ 1,621	$ 2,000	$ -
Exp Materials-Science	001.101.2430.1.1.064.500.5	$ 371	$ 968	$ 12,855	-	$ 12,722	$ 7,944	$ 12,722	$ -
Exp Materials-Social Studies	001.101.2430.1.1.067.500.5	$ 599	$ -	$ 684	-	$ 600	$ 616	$ 616	$ (16)
Sub Total		$ 45,096	$ 51,525	$ 78,446	-	$ 61,116	$ 24,803	$ 61,193	$ (77)
Health/Nursing Services									
School Nurse	001.101.3200.1.1.042.130.5	$ 53,460	$ 57,822	$ 62,354	1.00	$ 66,603	$ 66,603	$ 66,603	$ -
Contracted Services-Health	001.101.3200.1.1.042.400.5	$ 130	$ -	$ 177	-	$ 250	$ -	$ 250	$ -
Exp Material-Health	001.101.3200.1.1.042.500.5	$ 899	$ 572	$ 474	-	$ 1,000	$ 397	$ 1,000	$ -
Prof. Dev.-Health	001.101.3200.1.1.042.600.5	$ 846	$ 696	$ 680	-	$ 750	$ 229	$ 750	$ -
Sub Total		$ 55,335	$ 59,091	$ 63,685	1.00	$ 68,603	$ 67,230	$ 68,603	$ -
Technology									
Non-Exp Materials-Tech/Math	001.101.2451.1.1.052.520.5	$ 1,034	$ -	$ -	-	$ -	$ -	$ -	$ -
Exp Materials-Technology	001.101.2451.1.1.027.500.5	$ 2,459	$ 1,940	$ 2,329	-	$ 4,500	$ 832	$ 4,500	$ -
Non-Exp Materials-Technology	001.101.2451.1.1.027.520.5	$ 1,866	$ 6,439	$ 1,488	-	$ 6,000	$ 884	$ 6,000	$ -
Sub Total		$ 5,358	$ 8,379	$ 3,816	-	$ 10,500	$ 1,716	$ 10,500	$ -
Instructional Services Total		$ 1,929,354	$ 1,995,197	$ 2,009,240	31.51	$ 2,067,719	$ 1,947,747	$ 2,024,899	$ 42,820
Maintenance									
Custodial Salary	001.101.4110.9.1.099.320.5	$ 98,503	$ 98,546	$ 100,120	2.00	$ 103,396	$ 103,346	$ 103,346	$ 50
Custodial Clothing Allowance	001.101.4110.9.9.099.600.5	$ 474	$ 579	$ 670	-	$ 650	$ 485	$ 650	$ -
Special Projects	001.101.4220.9.1.099.430.5	$ 4,064	$ 31,577	$ -	-	$ -	$ -	$ -	$ -
Yearly Repairs	001.101.4220.9.1.099.421.5	$ 13,790	$ 13,823	$ 9,587	-	$ 15,500	$ 12,776	$ 15,500	$ -
Yearly Maintenance	001.101.4220.9.1.099.420.5	$ 17,375	$ 21,014	$ 19,265	-	$ 14,900	$ 24,998	$ 24,998	$ (10,098)
Custodial Supplies and Materials	001.101.4110.9.1.099.500.5	$ 12,132	$ 19,545	$ 13,234	-	$ 11,000	$ 13,658	$ 13,658	$ (2,658)
Sub Total		$ 146,337	$ 185,083	$ 142,877	2.00	$ 145,446	$ 155,263	$ 158,152	$ (12,706)
Utilities									
Gas Service	001.101.4120.9.1.099.670.5	$ 34,127	$ 30,107	$ 33,056	-	$ 30,107	$ 8,421	$ 30,107	$ -
Electricity	001.101.4130.9.1.099.650.5	$ 30,315	$ 28,311	$ 25,036	-	$ 28,311	$ 10,982	$ 28,311	$ -
Telephone	001.101.4130.9.1.099.680.5	$ 7,949	$ 7,831	$ 8,327	-	$ 7,831	$ 5,342	$ 7,831	$ -
Water	001.101.4130.9.1.099.690.5	$ 1,530	$ 1,167	$ 1,604	-	$ 1,167	$ 559	$ 1,167	$ -
Sub Total		$ 73,920	$ 67,416	$ 68,023	-	$ 67,416	$ 25,305	$ 67,416	$ -
Operations/Maintenance Total		$ 220,257	$ 252,498	$ 210,900	2.00	$ 212,861	$ 180,567	$ 225,567	$ (12,706)
Total:		$ 2,149,611	$ 2,247,695	$ 2,220,140	33.51	2,280,580	2,128,314	2,250,466	30,114

Cutler Elementary Programs		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 FTE	FY20 Budget	FY20 YTD+Enc	FY20 Curtailed Forecast	FY20 Projected Balance
Administration									
Principal Salary	001.102.2210.1.1.090.100.5	$ 117,945	$ 120,894	$ 123,917	1.00	$ 127,015	$ 127,015	$ 127,015	$ (0)
Clerical Salary	001.102.2210.1.1.090.200.5	$ 41,345	$ 41,048	$ 42,803	0.91	$ 44,528	$ 48,813	$ 48,813	$ (4,285)
Contracted Services	001.102.2210.1.1.090.400.5	$ 951	$ 240	$ 361	-	$ 845	$ 80	$ 845	$ -
Expendable Materials	001.102.2210.1.1.090.500.5	$ 8,528	$ 8,475	$ 7,862	-	$ 10,000	$ 7,302	$ 10,000	$ -
Cutler Teacher PD	001.102.2357.1.1.073.600.5		$ -	$ 790	-	$ 6,095	$ 1,825	$ 6,095	$ -
Affiliations/Conferences	001.102.2357.1.1.090.690.5	$ 584	$ 1,463	$ 945	-	$ 1,425	$ 624	$ 1,425	$ -
Sub Total		$ 169,353	$ 172,120	$ 176,677	1.91	$ 189,908	$ 185,659	$ 194,193	$ (4,285)
Regular Ed Instruction									
Classroom Teachers	001.102.2305.1.1.099.100.5	$ 1,030,289	$ 1,055,578	$ 1,100,043	13.00	$ 1,088,544	$ 1,056,546	$ 1,056,546	$ 31,998
Specialist Teachers	001.102.2310.1.1.099.100.5	$ 207,385	$ 205,464	$ 211,778	2.80	$ 217,845	$ 215,336	$ 215,336	$ 2,509
Contracted Services-Art	001.102.2330.1.1.020.400.5	$ -	$ -	$ -	-	$ 120	$ -	$ 120	$ -
Contracted Services-Music	001.102.2330.1.1.054.400.5	$ 200	$ 200	$ 200	-	$ 300	$ 313	$ 313	$ (13)
Technology Instructor	001.102.2310.1.1.027.100.5	$ 89,697	$ 91,883	$ 94,180	1.00	$ 93,941	$ 88,234	$ 88,234	$ 5,707
Adjustment Counselor	001.102.2710.1.1.041.100.5	$ 89,197	$ 89,922	$ 94,394	1.00	$ 93,941	$ 89,496	$ 118,675	$ (24,734)
Extended Responsibilities	001.102.2315.1.1.029.150.5	$ 9,376	$ 9,577	$ 11,608	-	$ 14,386	$ 12,136	$ 12,136	$ 2,250
Instructional Aides	001.102.2330.1.1.093.300.5	$ 64,876	$ 67,814	$ 69,822	2.56	$ 72,546	$ 72,653	$ 72,653	$ (107)
Noon Aides Salary	001.102.3400.1.1.080.390.5	$ 8,096	$ 5,629	$ 5,544	-	$ 14,785	$ 3,655	$ 14,785	$ -
Prof Salary-Extra-Curricular	001.102.3520.1.1.029.140.5	$ 1,672	$ 1,714	$ 1,700	-	$ 4,671	$ 958	$ 2,755	$ 1,916
Sub Total		$ 1,500,788	$ 1,527,781	$ 1,589,269	20.36	$ 1,601,079	$ 1,539,327	$ 1,581,553	$ 19,526
Special Education									
SPED Teachers	001.102.2310.2.1.099.100.5	$ 355,735	$ 339,725	$ 397,784	6.08	$ 391,156	$ 470,044	$ 470,044	$ (78,888)
Related Services- OT, PT, SLP	001.102.2320.2.1.099.100.5	$ 121,012	$ 37,831	$ 39,141	0.50	$ 39,650	$ 39,650	$ 39,650	$ -
SPED TA Salary	001.102.2330.2.1.093.300.5	$ 184,051	$ 228,919	$ 195,720	7.63	$ 202,857	$ 113,224	$ 113,224	$ 89,633
SPED Non-Exp Supplies and Materials	001.102.2420.2.1.099.520.5	$ 1,202	$ 875	$ 1,257	-	$ 2,000	$ 976	$ 2,000	$ -
Exp Materials-Cutler SPED	001.102.2430.2.1.017.500.5	$ 25	$ 468	$ 515	-	$ 1,000	$ 2,066	$ 2,066	$ (1,066)
Sub Total		$ 662,025	$ 607,818	$ 634,417	14.21	$ 636,663	$ 625,960	$ 626,984	$ 9,679
Supplies/Materials									
Supplies Materials-Library	001.102.2415.1.1.050.500.5	$ 1,408	$ 688	$ 212	-	$ 500	$ 200	$ 500	$ -
Non-Exp Materials-Library	001.102.2415.1.1.050.520.5	$ 2,884	$ 2,835	$ 1,753	-	$ 2,850	$ 2,844	$ 2,850	$ -
Non-Exp Materials-Art	001.102.2420.1.1.020.520.5	$ -	$ 128	$ 180	-	$ 160	$ 160	$ 160	$ -
Non-Exp Materials-Literacy	001.102.2420.1.1.034.520.5	$ 2,842	$ 5,068	$ 3,105	-	$ 4,500	$ 4,495	$ 4,500	$ -
Non-Exp Materials-Math	001.102.2420.1.1.052.520.5	$ 501	$ 267	$ 82	-	$ 7,833	$ 1,850	$ 7,833	$ -
Non-Exp Tech Materials-Math	001.102.2451.1.1.052.520.5	$ 1,867	$ -	$ -	-	$ 3,000	$ -	$ 3,000	$ -
Non-Exp Materials-Music	001.102.2420.1.1.054.520.5	$ 983	$ 512	$ 155	-	$ 250	$ 250	$ 250	$ -
Non-Exp Materials-PE	001.102.2420.1.1.057.520.5	$ 542	$ 599	$ 508	-	$ 450	$ 450	$ 450	$ -
Non-Exp Materials-Science	001.102.2420.1.1.064.520.5	$ -	$ 13,419	$ -	-	$ 300	$ 63	$ 300	$ -
Non-Exp Materials-Social Studies	001.102.2420.1.1.067.520.5	$ 144	$ 167	$ 226	-	$ 700	$ -	$ 700	$ -

Cutler Elementary Programs		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 FTE	FY20 Budget	FY20 YTD+Enc	FY20 Curtailed Forecast	FY20 Projected Balance
Classroom Equipment	001.102.2420.1.1.099.610.5	$ 10,951	$ 4,375	$ 959	-	$ 2,500	$ 2,948	$ 2,948	$ (448)
Rental/Lease Equipment	001.102.2420.9.1.099.620.5	$ 12,081	$ 10,968	$ 11,575	-	$ 11,653	$ 4,583	$ 11,653	$ -
Exp Materials-Art	001.102.2430.1.1.020.500.5	$ 930	$ 940	$ 802	-	$ 900	$ 900	$ 900	$ -
Exp Materials-Literacy	001.102.2430.1.1.034.500.5	$ 8,441	$ 6,438	$ 5,679	-	$ 3,500	$ 3,222	$ 3,500	$ -
Exp Materials-Math	001.102.2430.1.1.052.500.5	$ 4,926	$ 4,666	$ 38,833	-	$ 5,500	$ 325	$ 5,500	$ -
Exp Materials-Music	001.102.2430.1.1.054.500.5	$ 520	$ 108	$ 153	-	$ 150	$ 70	$ 150	$ -
Exp Materials-Science	001.102.2430.1.1.064.500.5	$ 303	$ 1,128	$ 12,925	-	$ 12,622	$ 7,774	$ 12,622	$ -
Exp Materials-Social Studies	001.102.2430.1.1.067.500.5	$ 284	$ 250	$ -	-	$ 650	$ -	$ 650	$ -
Exp Materials-KDG (for FDK Mats & Supp)	001.102.2430.1.5.018.500.5	$ 1,375	$ 906	$ 264	-	$ 2,000	$ 168	$ 2,000	$ -
Sub Total		$ 50,981	$ 53,461	$ 77,411	-	$ 60,018	$ 30,301	$ 60,466	$ (448)
Health/Nursing Services									
School Nurse	001.102.3200.1.1.042.130.5	$ 32,148	$ 32,950	$ 33,676	1.00	$ 34,624	$ 34,624	$ 34,624	$ -
Exp Material-Health	001.102.3200.1.1.042.500.5	$ 955	$ 1,477	$ 844	-	$ 1,200	$ 1,131	$ 1,200	$ -
Prof. Dev.-Health	001.102.3200.1.1.042.600.5	$ 109	$ 217	$ 65	-	$ 750	$ 214	$ 750	$ -
Sub Total		$ 33,213	$ 34,644	$ 34,586	1.00	$ 36,574	$ 35,969	$ 36,574	$ -
Technology									
Exp Materials-Technology	001.102.2451.1.1.027.500.5	$ 3,802	$ 2,984	$ 3,093	-	$ 4,500	$ -	$ 4,500	$ -
Non-Exp Materials-Technology	001.102.2451.1.1.027.520.5	$ 5,803	$ 7,789	$ 1,719	-	$ 6,000	$ 606	$ 6,000	$ -
Sub Total		$ 9,604	$ 10,774	$ 4,812	-	$ 10,500	$ 606	$ 10,500	$ -
Instructional Services Total		$ 2,425,963	$ 2,406,596	$ 2,517,172	37.49	$ 2,534,743	$ 2,417,823	$ 2,510,270	$ 24,472
Maintenance									
Custodial Salary	001.102.4110.9.1.099.320.5	$ 95,651	$ 97,656	$ 99,853	2.00	$ 103,396	$ 103,396	$ 103,396	$ -
Custodial Clothing Allowance	001.102.4110.9.9.099.600.5	$ 403	$ 729	$ 532	-	$ 650	$ -	$ 650	$ -
Special Projects	001.102.4220.9.1.099.430.5	$ 4,085	$ 13,728	$ -	-	$ -	$ -	$ -	$ -
Yearly Repairs	001.102.4220.9.1.099.421.5	$ 16,954	$ 12,598	$ 11,643	-	$ 15,500	$ 10,785	$ 15,500	$ -
Yearly Maintenance	001.102.4220.9.1.099.420.5	$ 17,964	$ 18,286	$ 15,177	-	$ 18,800	$ 14,450	$ 18,800	$ -
Custodial Supplies and Materials	001.102.4110.9.1.099.500.5	$ 9,302	$ 18,091	$ 15,215	-	$ 11,000	$ 13,501	$ 13,501	$ (2,501)
Sub Total		$ 144,359	$ 161,087	$ 142,420	2.00	$ 149,346	$ 142,132	$ 151,847	$ (2,501)
Utilities									
Gas Service	001.102.4120.9.1.099.670.5	$ 14,806	$ 25,185	$ 28,893	-	$ 25,185	$ 8,726	$ 25,185	$ -
Electricity	001.102.4130.9.1.099.650.5	$ 30,609	$ 29,472	$ 29,382	-	$ 29,472	$ 13,570	$ 29,472	$ -
Telephone	001.102.4130.9.1.099.680.5	$ 10,845	$ 9,670	$ 10,015	-	$ 9,670	$ 5,552	$ 9,670	$ -
Water	001.102.4130.9.1.099.690.5	$ 2,717	$ 2,242	$ 2,959	-	$ 2,242	$ 1,184	$ 2,242	$ -
Sub Total		$ 58,977	$ 66,569	$ 71,250	0.00	$ 66,569	$ 29,032	$ 66,569	$ -
Operations/Maintenance Total		$ 203,336	$ 227,656	$ 213,670	2.00	$ 215,915	$ 171,164	$ 218,416	$ (2,501)
Total:		$ 2,629,299	$ 2,634,253	$ 2,730,842	39.49	$ 2,750,658	$ 2,588,987	$ 2,728,686	$ 21,971

Winthrop Elementary Programs		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 FTE	FY20 Budget	FY20 YTD+Enc	FY20 Curtailed Forecast	FY20 Projected Balance
Administration									
Principal Salary	001.103.2210.1.1.090.100.5	$ 117,761	$ 120,706	$ 123,724	1.00	$ 126,817	$ 113,862	$ 113,862	$ 12,955
Clerical Salary	001.103.2210.1.1.090.200.5	$ 48,489	$ 49,726	$ 50,883	0.91	$ 51,946	$ 56,584	$ 56,584	$ (4,638)
Contracted Services	001.103.2210.1.1.090.400.5	$ 767	$ 719	$ 615	-	$ 1,300	$ 36	$ 1,300	$ -
Expendable Materials	001.103.2210.1.1.090.500.5	$ 10,261	$ 10,356	$ 9,858	-	$ 10,000	$ 8,588	$ 10,000	$ -
Winthrop Teacher PD	001.103.2357.1.1.073.600.5		$ -	$ 1,816	-	$ 7,475	$ 408	$ 7,475	$ -
Affiliations/Conferences	001.103.2357.1.1.090.690.5	$ 1,204	$ 214	$ 874	-	$ 2,000	$ 649	$ 2,000	$ -
Sub Total		$ 178,481	$ 181,721	$ 187,771	1.91	$ 199,538	$ 180,127	$ 191,221	$ 8,317
Regular Ed Instruction									
Classroom Teachers	001.103.2305.1.1.099.100.5	$ 965,719	$ 1,005,211	$ 1,029,397	13.00	$ 1,081,472	$ 1,135,725	$ 1,140,157	$ (58,685)
Specialist Teachers	001.103.2310.1.1.099.100.5	$ 229,847	$ 234,412	$ 246,986	2.80	$ 254,481	$ 253,663	$ 253,663	$ 819
Technology Instructor	001.103.2310.1.1.027.100.5	$ 84,054	$ 89,236	$ 91,467	1.00	$ 93,941	$ 93,525	$ 93,525	$ 416
Adjustment Counselor	001.103.2710.1.1.041.100.5	$ 53,071	$ 57,113	$ 65,532	1.00	$ 70,027	$ 57,013	$ 57,013	$ 13,014
Instructional Aides	001.103.2330.1.1.093.300.5	$ 64,396	$ 64,900	$ 65,813	2.50	$ 70,334	$ 68,158	$ 68,158	$ 2,177
Extended Responsibilities	001.103.2315.1.1.029.150.5	$ 9,342	$ 9,577	$ 11,870	-	$ 14,386	$ 12,136	$ 12,136	$ 2,250
Noon Aides Salary	001.103.3400.1.1.080.390.5	$ 13,479	$ 14,255	$ 14,325	-	$ 19,714	$ 5,295	$ 19,714	$ -
Prof Salary-Extra-Curricular	001.103.3520.1.1.029.140.5	$ 4,538	$ 1,714	$ 1,757	-	$ 4,671	$ 2,755	$ 2,755	$ 1,916
Sub Total		$ 1,424,446	$ 1,476,417	$ 1,527,147	20.30	$ 1,609,026	$ 1,628,269	$ 1,647,120	$ (38,093)
Special Education									
Preschool Team Chair Salary	001.103.2315.2.1.099.100.5	$ 8,295	$ 8,595	$ 4,492	0.20	$ 8,465	$ 2,068	$ 8,465	$ -
SPED Teachers	001.103.2310.2.1.099.100.5	$ 355,853	$ 424,326	$ 436,599	6.00	$ 460,782	$ 464,257	$ 464,257	$ (3,475)
SPED Preschool Teachers	001.103.2305.2.6.016.100.5	$ 148,884	$ 152,574	$ 154,687	2.00	$ 167,533	$ 198,161	$ 198,161	$ (30,628)
SPED Preschool TA Salary	001.103.2330.2.6.016.300.5	$ 57,915	$ 61,733	$ 65,198	3.19	$ 69,216	$ 85,980	$ 98,435	$ (29,219)
Related Services- OT, PT, SLP	001.103.2320.2.1.099.100.5	$ 233,898	$ 270,423	$ 281,465	3.90	$ 291,581	$ 291,581	$ 291,581	$ -
SPED TA Salary	001.103.2330.2.1.093.300.5	$ 406,053	$ 376,111	$ 367,369	15.00	$ 387,185	$ 354,587	$ 385,797	$ 1,388
SPED Non-Exp Supplies and Materials	001.103.2420.2.1.099.520.5	$ 4,157	$ 1,928	$ 5,313	-	$ 7,200	$ 2,816	$ 7,200	$ -
Exp Materials-Winthrop SPED PreK	001.103.2430.2.6.016.500.5	$ -	$ 4,770	$ 1,405	-	$ -	$ 1,346	$ 1,346	$ (1,346)
Exp Materials-Winthrop SPED	001.103.2430.2.1.017.500.5	$ 1,695	$ 1,432	$ 2,204	-	$ 3,800	$ 3,460	$ 3,800	$ -
Sub Total		$ 1,216,749	$ 1,301,892	$ 1,318,732	30.29	$ 1,395,762	$ 1,404,256	$ 1,459,043	$ (63,281)
Supplies/Materials									
Supplies Materials-Library	001.103.2415.1.1.050.500.5	$ 247	$ 222	$ 628	-	$ 400	$ -	$ 400	$ -
Non-Exp Materials-Library	001.103.2415.1.1.050.520.5	$ 3,043	$ 2,832	$ 2,471	-	$ 3,000	$ 231	$ 3,000	$ -
Non-Exp Materials-Art	001.103.2420.1.1.020.520.5	$ 192	$ 357	$ 224	-	$ 250	$ 247	$ 250	$ -
Non-Exp Materials-Literacy	001.103.2420.1.1.034.520.5	$ 4,412	$ 7,148	$ 5,459	-	$ 4,500	$ 4,896	$ 4,896	$ (396)
Non-Exp Materials-Math	001.103.2420.1.1.052.520.5	$ 2,340	$ 1,041	$ 3,096	-	$ 9,333	$ 2,870	$ 9,333	$ -
Non-Exp Tech Materials-Math	001.103.2451.1.1.052.520.5	$ 1,318	$ -	$ -	-	$ 1,118	$ -	$ 1,118	$ -
Non-Exp Materials-Music	001.103.2420.1.1.054.520.5	$ 514	$ 503	$ 523	-	$ 500	$ 164	$ 500	$ -
Non-Exp Materials-PE	001.103.2420.1.1.057.520.5	$ 512	$ 504	$ 504	-	$ 500	$ 357	$ 500	$ -
Non-Exp Materials-Science	001.103.2420.1.1.064.520.5	$ 598	$ 13,571	$ 438	-	$ 500	$ -	$ 500	$ -
Non-Exp Materials-Social Studies	001.103.2420.1.1.067.520.5	$ 250	$ 556	$ 295	-	$ 200	$ 209	$ 209	$ (9)

Winthrop Elementary Programs		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 FTE	FY20 Budget	FY20 YTD+Enc	FY20 Curtailed Forecast	FY20 Projected Balance
Classroom Equipment	001.103.2420.1.1.099.610.5	$ 18,683	$ 14,949	$ 6,308	-	$ 5,000	$ 4,921	$ 5,000	$ -
Rental/Lease Equipment	001.103.2420.9.1.099.620.5	$ 13,831	$ 10,747	$ 10,939	-	$ 10,708	$ 4,329	$ 10,708	$ -
Exp Materials-Art	001.103.2430.1.1.020.500.5	$ 1,016	$ 982	$ 1,008	-	$ 1,000	$ 892	$ 1,000	$ -
Exp Materials-Literacy	001.103.2430.1.1.034.500.5	$ 9,353	$ 3,556	$ 3,000	-	$ 3,500	$ 3,101	$ 3,500	$ -
Exp Materials-Math	001.103.2430.1.1.052.500.5	$ 5,790	$ 5,215	$ 39,333	-	$ 6,000	$ 163	$ 6,000	$ -
Exp Materials-Music	001.103.2430.1.1.054.500.5	$ 141	$ 101	$ 157	-	$ 150	$ 157	$ 157	$ (7)
Exp Materials-Science	001.103.2430.1.1.064.500.5	$ 605	$ 631	$ 13,137	-	$ 13,222	$ 8,610	$ 13,222	$ -
Exp Materials-Social Studies	001.103.2430.1.1.067.500.5	$ 603	$ 874	$ 629	-	$ 600	$ 304	$ 600	$ -
Exp Materials-KDG (for FDK Mats & Supp)	001.103.2430.1.5.018.500.5	$ 2,911	$ 3,717	$ 3,339	-	$ 3,000	$ 2,822	$ 3,000	$ -
Sub Total		$ 66,357	$ 67,508	$ 91,488	-	$ 63,481	$ 34,272	$ 63,893	$ (411)
Health/Nursing Services									
School Nurse	001.103.3200.1.1.042.130.5	$ 65,833	$ 67,479	$ 69,327	1.00	$ 70,722	$ 70,722	$ 70,722	$ -
Contracted Services-Health	001.103.3200.1.1.042.400.5	$ 155	$ -	$ -	-	$ 250	$ -	$ 250	$ -
Exp Material-Health	001.103.3200.1.1.042.500.5	$ 1,205	$ 786	$ 574	-	$ 1,200	$ 808	$ 1,200	$ -
Prof. Dev.-Health	001.103.3200.1.1.042.600.5	$ 349	$ 168	$ 65	-	$ 750	$ 351	$ 750	$ -
Sub Total		$ 67,542	$ 68,433	$ 69,966	1.00	$ 72,922	$ 71,881	$ 72,922	$ -
Technology									
Exp Materials-Technology	001.103.2451.1.1.027.500.5	$ 3,290	$ 3,640	$ 4,575	-	$ 4,500	$ 2,192	$ 4,500	$ -
Non-Exp Materials-Technology	001.103.2451.1.1.027.520.5	$ 2,003	$ 4,782	$ 840	-	$ 6,000	$ -	$ 6,000	$ -
Sub Total		$ 5,292	$ 8,422	$ 5,415	-	$ 10,500	$ 2,192	$ 10,500	$ -
Instructional Services Total		$ 2,958,867	$ 3,104,393	$ 3,200,518	53.51	$ 3,351,230	$ 3,320,996	$ 3,444,698	$ (93,469)
Maintenance									
Custodial Salary	001.103.4110.9.1.099.320.5	$ 95,651	$ 97,656	$ 100,090	2.00	$ 103,396	$ 103,396	$ 103,396	$ -
Custodial Clothing Allowance	001.103.4110.9.9.099.600.5	$ 812	$ 814	$ 869	-	$ 650	$ -	$ 650	$ -
Special Projects	001.103.4220.9.1.099.430.5	$ 4,813	$ 4,879	$ -	-	$ -	$ -	$ -	$ -
Yearly Repairs	001.103.4220.9.1.099.421.5	$ 21,239	$ 13,838	$ 24,706	-	$ 15,500	$ 7,068	$ 15,500	$ -
Yearly Maintenance	001.103.4220.9.1.099.420.5	$ 15,938	$ 15,790	$ 15,266	-	$ 16,400	$ 13,673	$ 16,400	$ -
Custodial Supplies and Materials	001.103.4110.9.1.099.500.5	$ 12,690	$ 22,972	$ 11,196	-	$ 11,000	$ 13,075	$ 13,075	$ (2,075)
Sub Total		$ 151,142	$ 155,949	$ 152,126	2.00	$ 146,946	$ 137,212	$ 149,021	$ (2,075)
Utilities									
Gas Service	001.103.4120.9.1.099.670.5	$ 24,531	$ 23,211	$ 29,369	-	$ 23,211	$ 6,995	$ 23,211	$ -
Electricity	001.103.4130.9.1.099.650.5	$ 37,635	$ 34,781	$ 37,615	-	$ 34,781	$ 16,847	$ 34,781	$ -
Telephone	001.103.4130.9.1.099.680.5	$ 11,649	$ 10,561	$ 10,897	-	$ 10,561	$ 6,196	$ 10,561	$ -
Water	001.103.4130.9.1.099.690.5	$ 3,465	$ 3,115	$ 3,953	-	$ 3,115	$ 1,741	$ 3,115	$ -
Sub Total		$ 77,280	$ 71,669	$ 81,834	-	$ 71,669	$ 31,779	$ 71,669	$ -
Operations/Maintenance Total		$ 228,422	$ 227,617	$ 233,960	2.00	$ 218,614	$ 168,992	$ 220,689	$ (2,075)
Total:		$ 3,187,289	$ 3,332,011	$ 3,434,478	55.51	$ 3,569,844	$ 3,489,988	$ 3,665,388	$ (95,544)

Miles River MS Programs		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 FTE	FY20 Budget	FY20 YTD+Enc	FY20 Curtailed Forecast	FY20 Projected Balance
Administration									
Principal Salary	001.200.2210.1.2.090.100.5	$ 200,669	$ 216,000	$ 221,400	2.00	$ 226,935	$ 226,936	$ 226,936	$ (1)
Clerical Salary	001.200.2210.1.2.090.200.5	$ 64,929	$ 66,956	$ 67,471	1.27	$ 71,897	$ 62,820	$ 71,604	$ 293
Contracted Services	001.200.2210.1.2.090.400.5	$ 2,337	$ 2,850	$ 2,907	-	$ 2,500	$ 1,975	$ 2,500	$ -
Expendable Materials	001.200.2210.1.2.090.500.5	$ 27,792	$ 22,860	$ 16,750	-	$ 15,000	$ 10,561	$ 15,000	$ -
PD-Principals	001.200.2357.1.2.090.600.5	$ 1,024	$ 1,038	$ 509	-	$ 2,400	$ 364	$ 2,400	$ -
Affiliations/Conferences	001.200.2357.1.2.090.690.5	$ 1,908	$ -	$ 295	-	$ 1,500	$ 625	$ 1,500	$ -
Sub Total		$ 298,660	$ 309,705	$ 309,331	3.27	$ 320,232	$ 303,281	$ 319,940	$ 292
Regular Ed Instruction									
Staffing									
Classroom Teachers	001.200.2305.1.2.099.100.5	$ 2,117,692	$ 2,273,040	$ 2,354,473	29.80	$ 2,410,907	$ 2,425,107	$ 2,425,107	$ (14,200)
Specialist Teachers	001.200.2310.1.2.099.100.5	$ 44,348	$ -	$ 5,820	-	$ -	$ -	$ -	$ -
Contracted Services-Music	001.200.2330.1.2.054.400.5	$ 1,498	$ 1,319	$ 1,262	-	$ 1,520	$ 320	$ 1,520	$ -
Contracted Services-Science	001.200.2330.1.2.064.400.5	$ 611	$ 660	$ -	-	$ 750	$ 660	$ 750	$ -
Librarian	001.200.2340.1.2.050.100.5	$ 42,027	$ 43,078	$ 88,239	1.00	$ 90,225	$ 90,225	$ 90,225	$ -
Library Aide	001.200.2340.1.2.050.300.5	$ 21,279	$ 8,522	$ -	-	$ -	$ -	$ -	$ -
Prof Salary-Extra-Responsibilities	001.200.2315.1.2.029.150.5	$ 22,153	$ 22,708	$ 21,602	-	$ 31,540	$ 24,046	$ 24,046	$ 7,494
Xtra Curr Salary	001.200.3520.1.2.029.140.5	$ 24,607	$ 25,874	$ 26,523	-	$ 30,318	$ 30,318	$ 30,318	$ -
Sub Total-Reg Ed Staffing		$ 2,274,216	$ 2,375,201	$ 2,497,919	30.80	$ 2,565,260	$ 2,570,676	$ 2,571,966	$ (6,706)
Professional Development									
PD-English	001.200.2357.1.2.034.600.5	$ 260	$ -	$ 1,026	-	$ 1,100	$ 810	$ 1,100	$ -
PD-FL	001.200.2357.1.2.036.600.5	$ 918	$ 2,767	$ 1,144	-	$ 1,150	$ 1,263	$ 1,263	$ (113)
PD-Guidance	001.200.2357.1.2.041.600.5	$ 280	$ 858	$ 528	-	$ 500	$ 408	$ 500	$ -
PD-Health/Cons Sci	001.200.2357.1.2.044.600.5	$ 404	$ 75	$ -	-	$ -	$ -	$ -	$ -
PD-Library	001.200.2357.1.2.050.600.5	$ 312	$ 75	$ 250	-	$ 250	$ -	$ 250	$ -
PD-Math	001.200.2357.1.2.052.600.5	$ 765	$ 394	$ -	-	$ 1,250	$ -	$ 1,250	$ -
PD-Fine Arts	001.200.2357.1.2.054.600.5	$ 414	$ 401	$ 1,441	-	$ 1,050	$ 561	$ 1,050	$ -
PD-PE	001.200.2357.1.2.057.600.5	$ 225	$ 780	$ 424	-	$ 500	$ -	$ 500	$ -
PD-Science	001.200.2357.1.2.064.600.5	$ 1,185	$ 71	$ 675	-	$ 1,000	$ 966	$ 1,000	$ -
PD-SPED	001.200.2357.2.2.500.600.5		$ -	$ -	-	$ 2,512	$ 495	$ 2,512	$ -
PD-Social Studies	001.200.2357.1.2.067.600.5	$ 245	$ 896	$ 125	-	$ 1,150	$ -	$ 1,150	$ -
Sub Total--PD		$ 5,009	$ 6,317	$ 5,614	-	$ 10,462	$ 4,503	$ 10,575	$ (113)
Student Support Services									
Guidance Counselor	001.200.2710.1.2.041.100.5	$ 121,961	$ 131,998	$ 141,868	2.00	$ 151,350	$ 151,350	$ 151,350	$ -
MS Guidance Exp Supplies	001.200.2710.1.2.041.500.5	$ 86	$ 407	$ 226	-	$ 400	$ 216	$ 400	$ -
Sub Total		$ 122,047	$ 132,405	$ 142,094	2.00	$ 151,750	$ 151,566	$ 151,750	$ -
Special Education									
MS Director of SPED	001.200.2315.2.2.099.100.5	$ 47,278	$ 47,500	$ 50,000	0.50	$ 51,250	$ 51,250	$ 51,250	$ -
SPED Specialist Teachers Salary	001.200.2310.2.2.099.100.5	$ 540,915	$ 514,972	$ 573,881	8.10	$ 584,885	$ 659,315	$ 659,315	$ (74,430)

Miles River MS Programs		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 FTE	FY20 Budget	FY20 YTD+Enc	FY20 Curtailed Forecast	FY20 Projected Balance
Related Services- OT, PT, SLP	001.200.2320.2.2.099.100.5	$ 66,142	$ 39,859	$ 38,603	0.45	$ 39,335	$ -	$ -	$ 39,335
SPED TA Salary	001.200.2330.2.2.093.300.5	$ 228,921	$ 240,150	$ 191,926	7.00	$ 196,190	$ 92,944	$ 92,944	$ 103,246
MS Intensive Learning Program Other Exp	001.200.2440.2.2.074.600.5	$ 60	$ 1,450	$ 185	-	$ 2,000	$ -	$ 2,000	$ -
SPED Non-Exp Supplies and Materials	001.200.2420.2.2.099.520.5	$ 6,405	$ 114	$ 2,499	-	$ 3,700	$ 318	$ 3,700	$ -
SPED Exp Supplies	001.200.2430.2.2.099.500.5	$ 928	$ 2,929	$ 3,221	-	$ 2,800	$ 171	$ 2,800	$ -
Sub Total		$ 890,649	$ 846,974	$ 860,314	16.05	$ 880,160	$ 803,997	$ 812,009	$ 68,151
Supplies/Materials									
Textbooks-English	001.200.2410.1.2.034.520.5	$ 2,184	$ 1,759	$ 1,800	-	$ 2,200	$ 693	$ 2,200	$ -
Supplies Materials-Library	001.200.2415.1.2.050.500.5	$ 949	$ 1,782	$ 2,822	-	$ 1,000	$ 226	$ 1,000	$ -
Non-Exp Materials-Library	001.200.2453.1.2.050.520.5	$ 4,972	$ 3,752	$ 4,655	-	$ 5,000	$ 4,099	$ 5,000	$ -
Non-Exp Materials-English	001.200.2420.1.2.034.520.5	$ 257	$ 479	$ 392	-	$ 480	$ 44	$ 480	$ -
Non-Exp Materials-Math	001.200.2420.1.2.052.520.5	$ -	$ -	$ -	-	$ 18,000	$ 18,489	$ 18,489	$ (489)
Non-Exp Materials-Music	001.200.2420.1.2.054.520.5	$ 376	$ 493	$ 279	-	$ 500	$ -	$ 500	$ -
Non-Exp Materials-Science	001.200.2420.1.2.064.520.5	$ -	$ 24,954	$ -	-	$ 2,000	$ -	$ 2,000	$ -
Rental/Lease Equipment	001.200.2420.9.2.099.620.5	$ 26,907	$ 26,874	$ 25,182	-	$ 25,266	$ 9,522	$ 25,266	$ -
Exp Materials-Art	001.200.2430.1.2.020.500.5	$ 5,668	$ 6,406	$ 5,651	-	$ 6,900	$ 6,777	$ 6,900	$ -
Exp Materials-Drama	001.200.2430.1.2.030.500.5	$ 1,794	$ 1,719	$ 691	-	$ 2,000	$ 506	$ 2,000	$ -
Exp Materials-English	001.200.2430.1.2.034.500.5	$ 1,470	$ 3,469	$ 3,598	-	$ 3,500	$ 2,128	$ 3,500	$ -
Exp Materials-World Language	001.200.2430.1.2.036.500.5	$ 2,994	$ 3,200	$ 3,075	-	$ 4,000	$ 559	$ 4,000	$ -
Exp Materials-MS Band	001.200.2430.1.2.039.500.5	$ 1,300	$ 1,385	$ 553	-	$ 1,300	$ 1,452	$ 1,452	$ (152)
Exp Materials-HCS	001.200.2430.1.2.044.500.5	$ 1,811	$ 1,632	$ 1,950	-	$ 2,000	$ 142	$ 2,000	$ -
Exp Materials-Math	001.200.2430.1.2.052.500.5	$ 4,948	$ 3,583	$ 40,835	-	$ 4,000	$ 4,075	$ 4,075	$ (75)
Exp Materials-Music	001.200.2430.1.2.054.500.5	$ 2,390	$ 2,322	$ 2,818	-	$ 2,400	$ 1,932	$ 2,400	$ -
Exp Materials-Reading	001.200.2430.1.2.061.500.5	$ 468	$ 502	$ 224	-	$ 500	$ 146	$ 500	$ -
Exp Materials-PE	001.200.2430.1.2.057.500.5	$ 3,246	$ 4,337	$ 3,201	-	$ 3,200	$ 2,595	$ 3,200	$ -
Exp Materials-Science	001.200.2430.1.2.064.500.5	$ 7,897	$ 5,346	$ 24,252	-	$ 26,333	$ 14,448	$ 26,333	$ -
Exp Materials-Social Studies	001.200.2430.1.2.067.500.5	$ 1,484	$ 2,707	$ 1,602	-	$ 2,305	$ 2,466	$ 2,466	$ (161)
Sub Total		$ 71,114	$ 96,701	$ 123,579	-	$ 112,884	$ 70,299	$ 113,762	$ (878)
Health/Nursing Services									
School Nurse	001.200.3200.1.2.042.130.5	$ 50,395	$ 56,455	$ 58,857	1.00	$ 62,738	$ 62,738	$ 62,738	$ -
Contracted Services-Health	001.200.3200.1.2.042.400.5	$ -	$ 79	$ 472	-	$ 250	$ -	$ 250	$ -
Exp Material-Health	001.200.3200.1.2.042.500.5	$ 1,773	$ 1,893	$ 444	-	$ 1,000	$ 477	$ 1,000	$ -
Prof. Dev.-Health	001.200.3200.1.2.042.600.5	$ 900	$ 749	$ 270	-	$ 750	$ 479	$ 750	$ -
Sub Total		$ 53,068	$ 59,176	$ 60,043	1.00	$ 64,738	$ 63,695	$ 64,738	$ -
Technology									
Exp Materials-Tech AV	001.200.2451.1.2.021.500.5	$ 1,638	$ 4,666	$ 2,466	-	$ 6,656	$ 239	$ 6,656	$ -
Sub Total		$ 1,638	$ 4,666	$ 2,466	-	$ 6,656	$ 239	$ 6,656	$ -
Instructional Services Total		$ 3,716,401	$ 3,831,145	$ 4,001,359	53.12	$ 4,112,142	$ 3,968,256	$ 4,051,396	$ 60,746

Miles River MS Programs		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 FTE	FY20 Budget	FY20 YTD+Enc	FY20 Curtailed Forecast	FY20 Projected Balance
Maintenance									
Custodial Salary	001.200.4110.9.2.099.320.5	$ 128,434	$ 141,282	$ 147,722	3.00	$ 152,610	$ 152,610	$ 152,610	$ -
Custodial Clothing Allowance	001.200.4110.9.9.099.600.5	$ 947	$ 1,621	$ 1,284	-	$ 975	$ 650	$ 975	$ -
Custodial Supplies and Materials	001.200.4110.9.2.099.500.5	$ 12,112	$ 29,392	$ 26,148	-	$ 18,000	$ 15,700	$ 18,000	$ -
Special Projects	001.200.4220.9.2.099.430.5	$ 9,798	$ -	$ -	-	$ -	$ -	$ -	$ -
Yearly Repairs	001.200.4220.9.2.099.421.5	$ 32,825	$ 14,682	$ 15,278	-	$ 25,500	$ 10,477	$ 25,500	$ -
Yearly Maintenance	001.200.4220.9.2.099.420.5	$ 25,677	$ 17,640	$ 24,338	-	$ 25,050	$ 21,534	$ 25,050	$ -
Sub Total		$ 209,793	$ 204,618	$ 214,770	3.00	$ 222,135	$ 200,970	$ 222,135	$ -
Utilities									
Gas Service	001.200.4120.9.2.099.670.5	$ 41,279	$ 45,132	$ 56,340	-	$ 45,132	$ 15,802	$ 45,132	$ -
Electricity	001.200.4130.9.2.099.650.5	$ 93,511	$ 86,021	$ 98,998	-	$ 86,021	$ 45,834	$ 86,021	$ -
Telephone	001.200.4130.9.2.099.680.5	$ 10,337	$ 8,097	$ 7,643	-	$ 8,097	$ 4,375	$ 8,097	$ -
Water	001.200.4130.9.2.099.690.5	$ 4,482	$ 4,581	$ 5,060	-	$ 4,581	$ 2,181	$ 4,581	$ -
Sub Total		$ 149,609	$ 143,830	$ 168,042	-	$ 143,830	$ 68,193	$ 143,830	$ -
Operations/Maintenance Total		$ 359,402	$ 348,448	$ 382,811	3.00	$ 365,965	$ 269,162	$ 365,965	$ -
Total:		$ 4,075,803	$ 4,179,593	$ 4,384,171	56.12	$ 4,478,107	$ 4,237,419	$ 4,417,361	$ 60,746

Hamilton-Wenham RHS Programs		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 FTE	FY20 Budget	FY20 YTD+Enc	FY20 Curtailed Forecast	FY20 Projected Balance
Administration									
Principal Salary	001.300.2210.1.3.090.100.5	$ 248,527	$ 259,742	$ 261,111	2.00	$ 267,639	$ 267,640	$ 267,640	$ (1)
Clerical Salary	001.300.2210.1.3.090.200.5	$ 116,449	$ 120,700	$ 124,375	2.50	$ 128,004	$ 128,004	$ 128,004	$ -
Contracted Services	001.300.2210.1.3.090.400.5	$ 97,949	$ 76,780	$ 71,592	-	$ 72,425	$ 72,778	$ 72,778	$ (353)
Expendable Materials	001.300.2210.1.3.090.500.5	$ 25,638	$ 22,936	$ 19,787	-	$ 20,045	$ 20,329	$ 20,329	$ (284)
PD-Principals Other Salaries	001.300.2357.1.3.090.190.5	$ 3,330	$ 3,570	$ -	-	$ -	$ -	$ -	$ -
PD-Principals	001.300.2357.1.3.090.600.5	$ 17,756	$ 30,819	$ 723	-	$ 1,000	$ 800	$ 1,000	$ -
Affiliations/Conferences	001.300.2357.1.3.090.690.5	$ 6,225	$ 6,665	$ 6,867	-	$ 6,765	$ 2,815	$ 6,765	$ -
Sub Total		$ 515,874	$ 521,213	$ 484,455	4.50	$ 495,878	$ 492,366	$ 496,516	$ (638)
Regular Ed Instruction									
Staffing									
Classroom Teachers	001.300.2305.1.3.099.100.5	$ 3,454,548	$ 3,503,971	$ 3,617,826	44.40	$ 3,739,823	$ 3,718,949	$ 3,738,247	$ 1,575
Salary-Department Heads	001.300.2220.1.3.099.110.5	$ 63,944	$ 65,340	$ 67,183	-	$ 68,698	$ 61,474	$ 68,698	$ -
Contracted Services-Health/FCS	001.300.2330.1.3.044.400.5	$ -	$ -	$ 435	-	$ 400	$ -	$ 400	$ -
Contracted Services-Fine Arts	001.300.2330.1.3.054.400.5	$ 1,520	$ 1,552	$ 1,580	-	$ 1,520	$ 959	$ 1,520	$ -
Contracted Services-Health/PE	001.300.2330.1.3.057.400.5	$ 1,114	$ 726	$ 861	-	$ 1,100	$ 929	$ 1,100	$ -
Contracted Services-Science	001.300.2330.1.3.064.400.5	$ 1,354	$ 1,288	$ 1,678	-	$ 2,000	$ 400	$ 2,000	$ -
Contracted Services-Library	001.300.2415.1.3.050.400.5	$ 1,500	$ 834	$ 1,335	-	$ 1,500	$ 1,500	$ 1,500	$ -
Librarian	001.300.2340.1.3.050.100.5	$ 42,027	$ 43,078	$ 88,449	1.00	$ 90,225	$ 90,225	$ 90,225	$ -
Other Professional Salaries	001.300.2440.1.3.075.300.5	$ -	$ -	$ -	-	$ 630	$ -	$ 630	$ -
Extra Curricular Activities	001.300.3520.1.3.029.140.5	$ 41,703	$ 39,294	$ 42,294	-	$ 55,529	$ 49,999	$ 55,529	$ -
Prof Salary-Extra-Responsibilities	001.300.2315.1.3.029.150.5	$ 12,693	$ 6,429	$ 10,839	-	$ 16,261	$ 12,989	$ 16,261	$ -
Library Aide	001.300.2340.1.3.050.300.5	$ 21,279	$ 8,522	$ -	-	$ -	$ -	$ -	$ -
Sub Total-Reg Ed Staffing		$ 3,641,681	$ 3,671,034	$ 3,832,480	45.40	$ 3,977,685	$ 3,937,424	$ 3,976,109	$ 1,575
Professional Development									
PD-Art	001.300.2357.1.3.020.600.5	$ 1,073	$ 1,112	$ 1,104	-	$ 1,200	$ 823	$ 1,200	$ -
PD-English	001.300.2357.1.3.034.600.5	$ -	$ 577	$ 1,085	-	$ 1,750	$ 140	$ 1,750	$ -
PD-Social Studies	001.300.2357.1.3.067.600.5	$ 2,311	$ 4,376	$ 522	-	$ 1,750	$ 545	$ 1,750	$ -
PD-FL	001.300.2357.1.3.036.600.5	$ 3,150	$ 1,710	$ 3,016	-	$ 1,400	$ 479	$ 1,400	$ -
PD-Guidance	001.300.2357.1.3.041.600.5	$ 1,439	$ 1,300	$ 1,000	-	$ 1,000	$ 1,125	$ 1,125	$ (125)
PD-Health/Cons Sci	001.300.2357.1.3.044.600.5	$ -	$ 426	$ -	-	$ -	$ -	$ -	$ -
PD-Library	001.300.2357.1.3.050.600.5	$ 500	$ 445	$ 206	-	$ 250	$ -	$ 250	$ -
PD-Math	001.300.2357.1.3.052.600.5	$ 1,179	$ 995	$ 993	-	$ 2,000	$ 370	$ 2,000	$ -
PD-Health/PE	001.300.2357.1.3.057.600.5	$ 1,827	$ 4,487	$ 980	-	$ 1,000	$ 434	$ 1,000	$ -
PD-SPED	001.300.2357.2.3.500.600.5		$ -	$ -	-	$ 2,153	$ 1,184	$ 2,153	$ -
PD-Science	001.300.2357.1.3.064.600.5	$ 2,721	$ 295	$ 1,813	-	$ 2,000	$ 1,680	$ 2,000	$ -
Sub Total--PD		$ 14,199	$ 15,723	$ 10,719	-	$ 14,503	$ 6,780	$ 14,628	$ (125)
Student Support Services									
Guidance Counselor	001.300.2710.1.3.041.100.5	$ 308,881	$ 299,065	$ 309,612	4.00	$ 333,790	$ 318,635	$ 321,732	$ 12,058
Salary-Department Heads	001.300.2710.1.3.041.110.5	$ 3,186	$ -	$ -	-	$ -	$ -	$ -	$ -
RHS Guidance Clerical	001.300.2710.1.3.041.200.5	$ 37,252	$ 38,256	$ 39,276	0.78	$ 40,345	$ 40,328	$ 40,328	$ 16
Contracted Services-Guidance	001.300.2710.1.3.041.400.5	$ 7,475	$ 6,400	$ 6,359	-	$ 6,400	$ 5,861	$ 6,400	$ -
HS Guidance Non-Exp Supplies	001.300.2710.1.3.041.520.5	$ 487	$ 514	$ 500	-	$ 500	$ 486	$ 500	$ -

Hamilton-Wenham RHS Programs		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 FTE	FY20 Budget	FY20 YTD+Enc	FY20 Curtailed Forecast	FY20 Projected Balance
HS Guidance Exp Supplies	001.300.2710.1.3.041.500.5	$ 2,391	$ 2,500	$ 2,483	-	$ 2,500	$ 2,386	$ 2,500	$ -
Sub Total		$ 359,672	$ 346,735	$ 358,230	4.78	$ 383,534	$ 367,696	$ 371,461	$ 12,074
Special Education									
Department Chair Salary	001.300.2315.2.3.099.100.5	$ 47,278	$ 47,500	$ 50,000	0.50	$ 51,250	$ 51,250	$ 51,250	$ -
SPED Specialist Teachers Salary	001.300.2310.2.3.099.100.5	$ 368,890	$ 350,098	$ 572,798	8.00	$ 607,067	$ 491,576	$ 519,755	$ 87,312
Related Services- OT, PT, SLP	001.300.2320.2.3.099.100.5	$ 9,150	$ 9,378	$ 9,613	0.11	$ 9,829	$ -	$ -	$ 9,829
SPED TA Salary	001.300.2330.2.3.093.300.5	$ 30,503	$ 10,822	$ 123,932	6.00	$ 141,723	$ 131,400	$ 131,400	$ 10,322
HS Intensive Learning Program Other Exp	001.300.2440.2.3.074.600.5	$ 1,430	$ -	$ 809	-	$ 2,350	$ 609	$ 2,350	$ -
SPED Non-Exp Supplies and Materials	001.300.2420.2.3.099.520.5	$ 1,256	$ -	$ 1,103	-	$ 130	$ -	$ 130	$ -
SPED Exp Supplies	001.300.2430.2.3.099.500.5	$ 1,159	$ 995	$ 2,067	-	$ 3,100	$ 232	$ 3,100	$ -
Sub Total		$ 459,666	$ 418,794	$ 760,321	14.61	$ 815,449	$ 675,067	$ 707,985	$ 107,463
STAY Program									
STAY Teacher Salary	001.300.2305.1.3.051.100.5	$ 63,957	$ 69,268	$ -	-	$ -	$ -	$ -	$ -
STAY TA Salary	001.300.2330.1.3.051.300.5	$ 35,272	$ 32,246	$ -	-	$ -	$ -	$ -	$ -
Sub Total		$ 99,229	$ 101,514	$ -	0.00	$ -	$ -	$ -	$ -
Textbooks									
Textbooks-English	001.300.2410.1.3.034.520.5	$ 5,468	$ 10,946	$ 8,946	-	$ 10,950	$ 2,604	$ 10,950	$ -
Textbooks World Language	001.300.2410.1.3.036.520.5	$ 12	$ 3,542	$ 2,193	-	$ 2,800	$ 1,302	$ 2,800	$ -
Textbooks-Art	001.300.2410.1.3.020.520.5	$ 852	$ 776	$ 798	-	$ 850	$ 840	$ 850	$ -
Textbooks-Math/Tech	001.300.2410.1.3.052.520.5	$ 7,706	$ 1,399	$ 805	-	$ 1,500	$ -	$ 1,500	$ -
Textbooks-Social Studies	001.300.2410.1.3.067.520.5	$ 963	$ 1,549	$ 620	-	$ 2,600	$ 178	$ 2,600	$ -
Textbooks-Science	001.300.2410.1.3.064.520.5	$ 11,649	$ 3,321	$ 3,030	-	$ 3,195	$ 415	$ 3,195	$ -
Sub Total		$ 26,649	$ 21,532	$ 16,391	-	$ 21,895	$ 5,339	$ 21,895	$ -
Supplies/Materials									
Supplies Materials-Library	001.300.2415.1.3.050.500.5	$ 714	$ 588	$ 668	-	$ 550	$ 318	$ 550	$ -
Non-Exp Materials-Library	001.300.2415.1.3.050.520.5	$ 7,079	$ 6,840	$ 6,895	-	$ 8,000	$ 7,921	$ 8,000	$ -
Non-Exp Materials-Art	001.300.2420.1.3.020.520.5	$ 5,850	$ 5,780	$ 5,883	-	$ 5,900	$ 2,148	$ 5,900	$ -
Non-Exp Materials-TECH/BUSINESS	001.300.2420.1.3.025.520.5	$ 3,774	$ -	$ -	-	$ -	$ -	$ -	$ -
Non-Exp Materials-English	001.300.2420.1.3.034.520.5	$ 60	$ 191	$ 235	-	$ 200	$ 204	$ 204	$ (4)
Non- Exp Materials-Music/Drama	001.300.2451.1.3.054.520.5	$ 788	$ 786	$ 759	-	$ 800	$ 1,378	$ 1,378	$ (578)
Non-Exp Materials-World Language	001.300.2420.1.3.036.520.5	$ 315	$ 230	$ 28	-	$ 315	$ -	$ 315	$ -
Non-Exp Materials-Health/FCS	001.300.2420.1.3.044.520.5	$ 400	$ 704	$ 484	-	$ 500	$ 43	$ 500	$ -
Non-Exp Materials-Math	001.300.2420.1.3.052.520.5	$ 149	$ 204	$ 340	-	$ 165	$ -	$ 165	$ -
Non-Exp Materials-Fine Arts	001.300.2420.1.3.054.520.5	$ 3,731	$ 3,722	$ 3,750	-	$ 4,000	$ 3,921	$ 4,000	$ -
Non-Exp Materials-Health Sci/PE	001.300.2420.1.3.057.520.5	$ 3,041	$ 515	$ 1,694	-	$ 2,150	$ 2,097	$ 2,150	$ -
Non-Exp Materials-Social Studies	001.300.2420.1.3.067.520.5	$ -	$ 330	$ -	-	$ 375	$ 204	$ 375	$ -
Non-Exp Materials-Science	001.300.2420.1.3.064.520.5	$ 11,760	$ 13,600	$ 10,972	-	$ 11,000	$ 7,446	$ 11,000	$ -
Rental/Lease Equipment	001.300.2420.9.3.099.620.5	$ 27,469	$ 27,091	$ 26,813	-	$ 26,437	$ 11,470	$ 26,437	$ -
Exp Materials-Art	001.300.2430.1.3.020.500.5	$ 8,737	$ 8,694	$ 8,642	-	$ 8,800	$ 8,983	$ 8,983	$ (183)
Exp Materials-TECH/BUSINESS	001.300.2430.1.3.025.500.5	$ 2,877	$ -	$ -	-	$ -	$ -	$ -	$ -
Exp Materials-English	001.300.2430.1.3.034.500.5	$ 93	$ 1,523	$ 1,099	-	$ 1,375	$ 580	$ 1,375	$ -
Exp Materials-World Language	001.300.2430.1.3.036.500.5	$ 2,400	$ 1,537	$ 1,531	-	$ 2,400	$ 1,382	$ 2,400	$ -
Exp Materials-HCS	001.300.2430.1.3.044.500.5	$ 690	$ 3,028	$ 3,021	-	$ 3,000	$ 2,154	$ 3,000	$ -

Hamilton-Wenham RHS Programs		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 FTE	FY20 Budget	FY20 YTD+Enc	FY20 Curtailed Forecast	FY20 Projected Balance
Exp Materials-Math	001.300.2430.1.3.052.500.5	$ 1,129	$ 1,338	$ 1,327	-	$ 1,350	$ 1,145	$ 1,350	$ -
Exp Materials-Fine Arts	001.300.2430.1.3.054.500.5	$ 2,392	$ 2,381	$ 1,361	-	$ 2,466	$ 2,861	$ 2,861	$ (395)
Exp Materials-PE	001.300.2430.1.3.057.500.5	$ 7,966	$ 4,248	$ 2,338	-	$ 2,500	$ 1,830	$ 2,500	$ -
Exp Materials-Science / Science Fair	001.300.2430.1.3.064.500.5	$ 17,483	$ 15,521	$ 15,398	-	$ 15,800	$ 12,318	$ 15,800	$ -
Exp Materials-Social Studies	001.300.2430.1.3.067.500.5	$ 183	$ 1,856	$ 1,216	-	$ 1,250	$ 1,351	$ 1,351	$ (101)
Exp Materials-Tech Arts	001.300.2451.1.3.020.520.5	$ 3,198	$ 3,185	$ 3,526	-	$ 3,200	$ 3,181	$ 3,200	$ -
Sub Total		$ 112,277	$ 103,890	$ 97,979	-	$ 102,533	$ 72,936	$ 103,794	$ (1,261)
Health/Nursing Services									
School Nurse	001.300.3200.1.3.042.130.5	$ 94,855	$ 101,662	$ 109,495	1.50	$ 116,951	$ 106,013	$ 106,013	$ 10,939
Contracted Services Health	001.300.3200.1.3.042.400.5	$ 130	$ -	$ -	-	$ 400	$ -	$ 400	$ -
Exp Material-Health	001.300.3200.1.3.042.500.5	$ 1,228	$ 1,063	$ 1,280	-	$ 1,600	$ 1,273	$ 1,600	$ -
Non-Exp Materials-Health	001.300.3200.1.3.042.520.5	$ 210	$ 90	$ -	-	$ 600	$ -	$ 600	$ -
Prof. Dev.-Health	001.300.3200.1.3.042.600.5	$ 625	$ 426	$ 631	-	$ 750	$ -	$ 750	$ -
Sub Total		$ 97,048	$ 103,241	$ 111,406	1.50	$ 120,301	$ 107,286	$ 109,363	$ 10,939
Technology									
Exp Materials-Tech AV	001.300.2430.1.3.027.500.5	$ 4,193	$ -	$ 4,343	-	$ 5,000	$ 1,100	$ 5,000	$ -
Non-Exp Materials-Tech	001.300.2420.1.3.027.520.5	$ 1,027	$ 10,512	$ 5,053	-	$ 5,000	$ 1,400	$ 5,000	$ -
Sub Total		$ 5,220	$ 10,512	$ 9,395	-	$ 10,000	$ 2,500	$ 10,000	$ -
Instructional Services Total		$ 5,331,516	$ 5,314,188	$ 5,681,378	70.79	$ 5,941,778	$ 5,667,394	$ 5,811,750	$ 130,027
Maintenance									
Custodial Salary	001.300.4110.9.3.099.320.5	$ 178,168	$ 187,782	$ 192,442	4.00	$ 198,806	$ 198,806	$ 198,806	$ -
Custodial Clothing Allowance	001.300.4110.9.9.099.600.5	$ 1,609	$ 1,427	$ 1,285	-	$ 1,300	$ 387	$ 1,300	$ -
Custodial Supplies and Materials	001.300.4110.9.3.099.500.5	$ 18,867	$ 28,794	$ 35,409	-	$ 22,000	$ 17,407	$ 22,000	$ -
Special Projects	001.300.4220.9.3.099.430.5	$ 8,125	$ 32,685	$ -	-	$ -	$ -	$ -	$ -
Yearly Repairs	001.300.4220.9.3.099.421.5	$ 70,425	$ 41,545	$ 38,143	-	$ 39,100	$ 23,749	$ 39,100	$ -
Yearly Maintenance	001.300.4220.9.3.099.420.5	$ 33,486	$ 27,911	$ 37,773	-	$ 36,450	$ 24,330	$ 36,450	$ -
Sub Total		$ 310,680	$ 320,145	$ 305,051	4.00	$ 297,656	$ 264,679	$ 297,656	$ -
Utilities									
Gas Service	001.300.4120.9.3.099.670.5	$ 61,904	$ 67,698	$ 56,440	-	$ 57,544	$ 15,802	$ 57,544	$ -
Electricity	001.300.4130.9.3.099.650.5	$ 140,308	$ 125,431	$ 102,000	-	$ 106,617	$ 45,834	$ 106,617	$ -
Telephone	001.300.4130.9.3.099.680.5	$ 18,807	$ 15,168	$ 14,360	-	$ 15,168	$ 7,262	$ 15,168	$ -
Water	001.300.4130.9.3.099.690.5	$ 6,001	$ 4,581	$ 5,060	-	$ 4,581	$ 2,181	$ 4,581	$ -
Sub Total		$ 227,020	$ 212,879	$ 177,859	-	$ 183,909	$ 71,080	$ 183,909	$ -
Operations/Maintenance Total		$ 537,700	$ 533,024	$ 482,911	4.00	$ 481,565	$ 335,759	$ 481,565	$ -
Total:		$ 5,869,216	$ 5,847,212	$ 6,164,288	74.79	$ 6,423,342	$ 6,003,152	$ 6,293,315	$ 130,027

District Athletics Programs		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 FTE	FY20 Budget	FY20 YTD+Enc	FY20 Curtailed Forecast	FY20 Projected Balance
Officials & Other Personnel	001.300.3510.1.3.022.470.5	$ 1,625	$ 1,783	$ 5,455	-	$ 8,612	$ 2,800	$ 8,612	$ -
Supplies	001.300.3510.1.3.022.500.5	$ 3,676	$ 4,045	$ 547	-	$ 4,300	$ 562	$ 4,300	$ -
Transportation/Contract Services	001.300.3510.1.3.022.400.5	$ 61,159	$ 47,887	$ 53,041	-	$ 59,250	$ 38,226	$ 59,250	$ -
SalaryDirector	001.300.3510.1.3.022.100.5	$ 95,284	$ 97,667	$ 100,109	1.00	$ 102,612	$ 102,612	$ 102,612	$ (0)
Salary Secretary	001.300.3510.1.3.022.200.5	$ 30,601	$ 28,017	$ 32,150	0.75	$ 33,614	$ 30,727	$ 30,727	$ 2,887
Salary Summer Nurse	001.300.3510.1.3.022.390.5	$ 2,880	$ 1,085	$ -	-	$ 750	$ 60	$ 750	$ -
Other incl League & MIAA	001.300.3510.1.3.022.600.5	$ 1,367	$ 743	$ 1,028	-	$ 1,200	$ 388	$ 1,200	$ -
User Fee Reduction & Scholarships	001.300.3510.1.3.022.603.5	$ 139,564	$ 156,363	$ 308,456	-	$ 367,806	$ -	$ 367,806	$ -
Athletics Total		$ 336,155	$ 337,590	$ 500,785	1.75	$ 578,143	$ 175,375	$ 575,257	$ 2,886

Hamilton-Wenham Central Office Programs		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 FTE	FY20 Budget	FY20 YTD+Enc	FY20 Curtailed Forecast	FY20 Projected Balance
School Committee									
Clerical/SC	001.400.1110.9.9.000.200.5	$ 3,150	$ 3,470	$ 5,010	0.10	$ 3,690	$ 1,940	$ 5,010	$ (1,320)
Contracted Services/SC	001.400.1110.9.9.000.400.5	$ 5,052	$ 12,045	$ 9,681	-	$ 10,000	$ 3,680	$ 18,680	$ (8,680)
Supplies/Matertials--SC	001.400.1110.9.9.000.500.5	$ 172	$ 229	$ 468	-	$ 4,000	$ 99	$ 4,000	$ -
Cont Serv Legal and SC	001.400.1430.9.9.000.450.5	$ 13,040	$ 23,510	$ 9,350	-	$ 15,000	$ 5,670	$ 15,000	$ -
OT Exp/SC	001.400.1110.9.9.000.600.5	$ 11,982	$ 14,182	$ 14,421	-	$ 12,000	$ 8,157	$ 12,000	$ -
Sub Total		$ 33,396	$ 53,437	$ 38,929	0.10	$ 44,690	$ 19,547	$ 54,690	$ (10,000)
Superintendent's Office									
Supt's Salary	001.400.1210.9.9.000.100.5	$ 179,476	$ 183,963	$ 193,639	1.00	$ 193,277	$ 178,000	$ 178,000	$ 15,277
Sick Day Buy Back	001.400.1210.9.9.000.190.5	$ 16,928	$ 12,923	$ 645	-	$ 25,848	$ 26,028	$ 26,028	$ (180)
Clerical/Supt Office Salary	001.400.1210.9.9.000.200.5	$ 61,750	$ 63,413	$ 70,904	1.00	$ 66,904	$ 66,423	$ 66,423	$ 481
Contracted Services-Supt Office	001.400.1210.9.9.000.400.5	$ 69,517	$ 22,632	$ 4,582	-	$ 20,700	$ 1,019	$ 20,700	$ -
Supplies and Materials-Supt Office	001.400.1210.9.9.000.500.5	$ 13,139	$ 10,525	$ 9,445	-	$ 5,000	$ 5,034	$ 5,034	$ (34)
Non Expt Supt Office	001.400.1210.9.9.000.520.5	$ 28,738	$ 140	$ 924	-	$ 25,000	$ -	$ 7,000	$ 18,000
PD, Travel, Affil. Supt Office	001.400.1210.9.9.000.600.5	$ 17,906	$ 15,845	$ 12,662	-	$ 13,206	$ 10,615	$ 13,206	$ -
Admin PD	001.400.1210.9.9.000.640.5	$ 21,699	$ 7,210	$ 11,814	-	$ 22,000	$ 11,390	$ 22,000	$ -
Sub Total		$ 409,153	$ 316,651	$ 304,613	2.00	$ 371,935	$ 298,510	$ 338,392	$ 33,544
Business Office									
Affiliations/Conferences Business Off	001.400.1410.0.9.000.600.5	$ 1,195	$ 4,178	$ 1,805	-	$ 5,500	$ 4,610	$ 5,500	$ -
Rental/Lease Equipment	001.400.1410.9.9.000.620.5	$ 9,479	$ 8,908	$ 8,806	-	$ 8,027	$ 3,974	$ 8,027	$ -
Sal Prof Bus & Fin Asst. Supt	001.400.1410.9.9.026.100.5	$ 150,000	$ 157,500	$ 161,438	1.00	$ 165,474	$ 148,060	$ 148,060	$ 17,413
Sal Cler Business and Finance	001.400.1410.9.9.026.200.5	$ 319,444	$ 320,237	$ 339,773	4.40	$ 343,741	$ 213,244	$ 231,983	$ 111,758
Human Resources	001.400.1420.9.9.024.100.5	$ 54,340	$ 49,443	$ 50,683	0.66	$ 51,950	$ 66,795	$ 66,795	$ (14,845)
Human Resources Assistant	001.400.1420.9.9.024.200.5	$ -	$ -	$ 10,650	0.45	$ 19,188	$ 4,387	$ 4,387	$ 14,801
Human Resources Other Expenses	001.400.1420.9.9.024.600.5	$ 506	$ 449	$ -	-	$ 462	$ 400	$ 462	$ -
Cont Serv Bus and Finance	001.400.1410.9.9.026.400.5	$ 103,250	$ 99,534	$ 64,640	-	$ 97,000	$ 53,922	$ 97,000	$ -
Exp Materials Bus and Fin	001.400.1410.9.9.026.500.5	$ 19,140	$ 11,271	$ 17,039	-	$ 15,000	$ 3,562	$ 15,000	$ -
Non Exp Materials Bus and Fin	001.400.1410.9.9.026.520.5	$ 902	$ -	$ 20,728	-	$ 22,000	$ -	$ 11,000	$ 11,000
Other Exp Bus and Fin	001.400.1410.9.9.026.600.5	$ 4,583	$ 3,878	$ 6,665	-	$ 5,000	$ 5,298	$ 5,298	$ (298)
Sub Total-Business		$ 662,839	$ 655,398	$ 682,228	6.51	$ 733,342	$ 504,253	$ 593,513	$ 139,829
Other Office Expenses									
PD-Office Personnel	001.400.1410.9.9.099.600.5	$ 3,032	$ 1,499	$ 794	-	$ 9,000	$ 729	$ 4,000	$ 5,000
PD-Office Personnel Salary	001.400.1410.9.9.099.300.5	$ 4,750	$ 2,250	$ 1,500	-	$ 9,000	$ 750	$ 5,750	$ 3,250
Admin Tech Cont Serv	001.400.1450.9.9.027.400.5	$ 520	$ -	$ -	-	$ 520	$ -	$ -	$ 520
Sub Total		$ 8,302	$ 3,749	$ 2,294	-	$ 18,520	$ 1,479	$ 9,750	$ 8,770
Curriculum and Instruction									
Sal Asst. Supt. C & I	001.400.2110.9.9.073.100.5	$ 120,000	$ 123,000	$ 126,075	1.00	$ 129,227	$ 129,227	$ 129,227	$ (0)
Sal Clerical C and I	001.400.2110.9.9.073.200.5	$ 49,973	$ 51,288	$ 52,545	1.00	$ 53,834	$ 53,834	$ 53,834	$ -
EXP Mat C & I	001.400.2110.9.9.073.500.5	$ 2,022	$ 133	$ 14,443	-	$ 1,300	$ 34	$ 1,300	$ -
Non EXP Mat C & I	001.400.2110.9.9.073.520.5	$ 201	$ -	$ 3,394	-	$ 16,000	$ 4,143	$ 16,000	$ -
C & I Other Expenses	001.400.2110.9.9.027.600.5	$ 61	$ 25	$ 99	-	$ 3,456	$ -	$ 3,456	$ -
Affiliations and Conf -C& I	001.400.2110.9.9.073.690.5	$ 230	$ 210	$ 200	-	$ 1,100	$ 124	$ 1,100	$ -
Curriculum Coordinators	001.400.2315.9.9.099.100.5	$ 126,330	$ 167,690	$ 171,883	1.75	$ 176,180	$ 176,181	$ 176,181	$ (1)

Hamilton-Wenham Central Office Programs		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 FTE	FY20 Budget	FY20 YTD+Enc	FY20 Curtailed Forecast	FY20 Projected Balance
Sub Total		$ 298,817	$ 342,346	$ 368,639	3.75	$ 381,097	$ 363,543	$ 381,098	$ (1)
Section 504									
504 Tutor Aide Salary	001.400.2330.9.9.099.300.5	$ 3,360	$ 4,133	$ 2,528	-	$ -	$ -	$ -	$ -
504 Tutor Cont. Services	001.400.2330.9.9.099.400.5	$ 7,777	$ 795	$ 690	-	$ 6,500	$ 2,640	$ 6,500	$ -
Sub Total		$ 11,137	$ 4,928	$ 3,218	-	$ 6,500	$ 2,640	$ 6,500	$ -
Substitute Salaries									
Substitute Salary	001.400.2325.9.9.092.300.5	$ 188,494	$ 193,268	$ 249,717	-	$ 190,250	$ 72,131	$ 190,250	$ -
Sub Total		$ 188,494	$ 193,268	$ 249,717	-	$ 190,250	$ 72,131	$ 190,250	$ -
ELL									
ELL Eval Salary/Stipends	001.400.2330.9.9.046.300.5	$ 36,811	$ 36,390	$ 36,638	0.95	$ 42,066	$ 13,223	$ 42,066	$ -
ELL Cont Services	001.400.2330.9.9.046.400.5	$ 1,605	$ -	$ -	-	$ -	$ -	$ -	$ -
ELL Supplies	001.400.2430.1.9.046.500.5	$ -	$ 98	$ 320	-	$ 2,000	$ 245	$ 2,000	$ -
ELL Other Expense	001.400.2357.9.9.046.600.5	$ -	$ -	$ -	-	$ 1,000	$ -	$ 1,000	$ -
Sub Total		$ 38,416	$ 36,488	$ 36,958	0.95	$ 45,066	$ 13,468	$ 45,066	$ -
Curriculum and Instruction									
Summer WKSP C & I Salaries	001.400.2353.9.9.089.100.5	$ 14,550	$ 13,415	$ 15,945	-	$ 20,250	$ 12,887	$ 20,250	$ -
C & I Salaries PD Other Salaries	001.400.2353.9.9.099.300.5	$ -	$ 81	$ 1,503	-	$ 317	$ 340	$ 340	$ (23)
Substitutes Salary P/D	001.400.2355.9.9.092.300.5	$ 29,175	$ 28,193	$ 30,388	-	$ 31,500	$ 13,748	$ 31,500	$ -
Prof Dev C & I	001.400.2357.9.9.073.600.5	$ 20,590	$ 39,606	$ 42,527	-	$ 42,673	$ 24,464	$ 42,673	$ -
PD C & I Contracted Services	001.400.2357.9.9.088.400.5	$ 9,453	$ 7,580	$ 4,340	-	$ 10,000	$ 4,336	$ 10,000	$ -
PD Course Reimb-Teachers	001.400.2357.9.9.099.603.5	$ 17,571	$ 20,212	$ 30,000	-	$ 40,000	$ 17,858	$ 40,000	$ -
PD Course Reimb-Teachers Assts.	001.400.2357.9.9.099.604.5	$ 650	$ 1,600	$ 3,360	-	$ 6,000	$ -	$ 6,000	$ -
District Extended Responsibilities	001.400.2315.9.9.029.160.5	$ 32,525	$ 32,765	$ 34,594	-	$ 45,591	$ 35,090	$ 35,090	$ 10,501
C & I Contracted Services	001.400.2430.0.9.000.400.5	$ -	$ 2,420	$ 8,000	-	$ 6,590	$ -	$ 6,590	$ -
Sub Total		$ 124,514	$ 145,871	$ 170,656	-	$ 202,921	$ 108,723	$ 192,443	$ 10,478
Guidance K-12									
Guidance K-12 Salaries	001.400.2710.9.9.041.100.5	$ 105,000	$ 107,625	$ 110,316	1.00	$ 113,074	$ 113,074	$ 113,074	$ (0)
Sub Total		$ 105,000	$ 107,625	$ 110,316	1.00	$ 113,074	$ 113,074	$ 113,074	$ (0)
Health/Nursing Services									
District Physician	001.400.3200.9.9.042.400.5	$ 2,500	$ 2,500	$ 2,500	-	$ 2,500	$ 715	$ 2,500	$ -
Food Services	001.400.3400.9.9.080.300.5	$ 45,976	$ 8,105	$ -	-	$ 35,000	$ 285	$ 35,000	$ -
Sub Total		$ 48,476	$ 10,605	$ 2,500	-	$ 37,500	$ 1,000	$ 37,500	$ -
Transportation									
Student Transportation Coordinator	001.400.3300.9.9.099.100.5	$ -	$ -	$ 5,200	-	$ -	$ 5,330	$ 5,330	$ (5,330)
Student Transportation-Regular Ed	001.400.3300.1.9.099.410.5	$ 709,103	$ 738,783	$ 764,219	-	$ 828,880	$ 806,530	$ 828,880	$ -
Sub Total		$ 709,103	$ 738,783	$ 769,419	-	$ 828,880	$ 811,860	$ 834,210	$ (5,330)
Crossing Guards									
Crossing Guards Salary	001.400.5550.1.9.099.350.5	$ 12,617	$ 12,865	$ 13,065	-	$ 22,806	$ 5,983	$ 22,806	$ -
Sub Total		$ 12,617	$ 12,865	$ 13,065	-	$ 22,806	$ 5,983	$ 22,806	$ -
Out of District Tuition									
Out of District Non-Special Ed	001.400.9400.1.3.051.400.5	$ -	$ 14,541	$ -	-	$ -	$ -	$ -	$ -
School Choice OUT	001.400.9110.1.3.099.400.5	$ 98,499	$ 98,665	$ 80,204	-	$ 93,370	$ 47,840	$ 141,904	$ (48,534)
Tuition to Charter Schools	001.400.9120.1.9.099.400.5	$ 16,344	$ 19,554	$ 24,070	-	$ -	$ 1,412	$ 1,412	$ (1,412)

Hamilton-Wenham Central Office Programs		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 FTE	FY20 Budget	FY20 YTD+Enc	FY20 Curtailed Forecast	FY20 Projected Balance
Sub Total		$ 114,843	$ 132,760	$ 104,274	-	$ 93,370	$ 49,252	$ 143,316	$ (49,946)
District Administration Total		**$ 2,765,107**	**$ 2,754,775**	**$ 2,856,826**	**14.31**	**$ 3,089,952**	**$ 2,365,463**	**$ 2,962,609**	**$ 127,343**

District Maintenance Programs		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 FTE	FY20 Budget	FY20 YTD+Enc	FY20 Curtailed Forecast	FY20 Projected Balance
Maintenance-Admin									
Salary Maintenance Director & Staff	001.400.4110.9.9.000.100.5	$ 84,050	$ 86,152	$ 100,000	1.00	$ 102,500	$ 105,329	$ 105,329	$ (2,829)
Maint Director & Staff Clothing	001.400.4110.9.9.000.190.5	$ 1,000	$ 1,000	$ 1,000	-	$ 1,000	$ -	$ 1,000	$ -
Salary/Clerical Facilities	001.400.4110.9.9.000.200.5	$ 29,596	$ 28,527	$ 28,102	0.86	$ 38,914	$ 20,191	$ 38,914	$ -
Custodial OT Salary (incl Summer Interns)	001.400.4110.9.9.000.320.5	$ 112,417	$ 112,373	$ 107,429	-	$ 82,000	$ 67,301	$ 112,000	$ (30,000)
Maint Director Affiliations	001.400.4110.0.9.000.600.5	$ -	$ -	$ -	-	$ -	$ 250	$ 250	$ (250)
Custodial Other Expense	001.400.4110.9.9.000.600.5	$ 4,609	$ 4,425	$ 4,351	-	$ 4,500	$ 3,456	$ 4,500	$ -
Sub Total		$ 231,672	$ 232,478	$ 240,881	1.86	$ 228,914	$ 196,526	$ 261,993	$ (33,079)
Utilities									
District Gas Service	001.400.4120.9.9.000.670.5	$ 10,143	$ 11,835	$ 13,029	-	$ 11,835	$ 4,913	$ 11,835	$ -
District Electric	001.400.4130.9.9.000.650.5	$ 11,873	$ 10,531	$ 10,385	-	$ 10,531	$ 4,580	$ 10,531	$ -
District Telephone	001.400.4130.9.9.000.680.5	$ 7,632	$ 7,061	$ 7,521	-	$ 7,061	$ 5,050	$ 7,061	$ -
District Water	001.400.4130.9.9.000.690.5	$ 4,406	$ 429	$ 1,050	-	$ 429	$ 408	$ 429	$ -
Sub Total		$ 34,054	$ 29,855	$ 31,985	-	$ 29,855	$ 14,951	$ 29,855	$ -
Maintenance									
Maintenance Staff	001.400.4220.9.9.000.300.5	$ 156,481	$ 154,589	$ 153,653	3.00	$ 172,545	$ 146,488	$ 146,488	$ 26,057
District Repairs	001.400.4220.9.9.000.421.5	$ 30,181	$ 34,569	$ 19,143	-	$ 45,000	$ 3,311	$ 45,000	$ -
District Maintenance	001.400.4220.9.9.000.400.5	$ 260,161	$ 240,740	$ 240,354	-	$ 205,500	$ 146,105	$ 205,500	$ -
Admin. Repairs	001.400.4220.9.9.099.421.5	$ 4,203	$ 1,956	$ 4,295	-	$ 6,250	$ 275	$ 6,250	$ -
Admin. Maintenance	001.400.4220.9.9.099.500.5	$ 4,498	$ 2,994	$ 3,981	-	$ 2,850	$ 4,046	$ 4,046	$ (1,196)
Property/Liability/Casualty/Sports Insurance	001.400.5260.9.9.000.484.5	$ 74,864	$ 77,812	$ 77,053	-	$ 91,367	$ 82,470	$ 91,367	$ -
Rental/Lease Equipment	001.400.5300.9.9.099.600.5	$ -	$ -	$ -	-	$ -	$ 15,669	$ 15,669	$ (15,669)
Sub Total		$ 530,387	$ 512,660	$ 498,479	3.00	$ 523,511	$ 398,365	$ 514,320	$ 9,191
Operations/Maintenance Total		$ 796,113	$ 774,993	$ 771,345	4.86	$ 782,280	$ 609,843	$ 806,168	$ (23,888)

Fringe Benefits		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 FTE	FY20 Budget	FY20 YTD+Enc	FY20 Curtailed Forecast	FY20 Projected Balance
403B Matching Funds	001.400.5100.9.9.000.401.5	$ 31,025	$ 30,755	$ 31,190	-	$ 42,000	$ 37,000	$ 37,000	$ 5,000
Cont Serv Retirement (Essex)	001.400.5100.9.9.000.410.5	$ 823,009	$ 866,990	$ 908,291	-	$ 986,641	$ 976,599	$ 976,599	$ 10,042
Cont Serv Medicare Tax	001.400.5100.9.9.000.490.5	$ 275,063	$ 279,677	$ 295,596	-	$ 301,726	$ 163,317	$ 301,726	$ -
Cont Serv SS Tax	001.400.5100.9.9.000.491.5	$ 48,800	$ 57,092	$ 52,340	-	$ 59,983	$ 25,078	$ 59,983	$ -
Cont Serv Unemployment	001.400.5200.9.9.000.400.5	$ 18,241	$ 34,058	$ 44,975	-	$ 25,000	$ 19,941	$ 25,000	$ -
Cont Serv Group Life INS	001.400.5200.9.9.000.481.5	$ 6,836	$ 6,624	$ 6,521	-	$ 8,000	$ 3,397	$ 8,000	$ -
Cont Serv. Workmans Comp	001.400.5200.9.9.000.485.5	$ 86,542	$ 104,110	$ 130,130	-	$ 136,147	$ 139,325	$ 139,325	$ (3,178)
Cont Serv. Retiree Life Insurance	001.400.5250.9.9.000.481.5	$ 371	$ 434	$ 355	-	$ 600	$ 178	$ 600	$ -
District Share Health INS	001.400.5200.9.9.000.482.5	$ 1,579,694	$ 1,728,317	$ 1,922,994	-	$ 1,983,714	$ 1,124,622	$ 2,084,043	$ (100,329)
Cont Serv. Medicare Supp.	001.400.5250.9.9.000.483.5	$ 327,717	$ 434,768	$ 441,942	-	$ 497,649	$ 251,990	$ 521,072	$ (23,422)
Health Insurance - Food Services	001.400.5200.9.9.001.482.5	$ 55,305	$ 44,150	$ 46,715	-	$ 49,607	$ 25,965	$ 48,810	$ 797
Cont Serv. Retiree's Full Plans	001.400.5250.9.9.001.483.5	$ 223,108	$ 255,672	$ 235,348	-	$ 280,949	$ 118,162	$ 257,408	$ 23,541
Total		$ 3,475,711	$ 3,842,648	$ 4,116,397	-	$ 4,372,016	$ 2,885,574	$ 4,459,565	$ (87,549)

Special Education Programs		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 FTE	FY20 Budget	FY20 YTD+Enc	FY20 Curtailed Forecast	FY20 Projected Balance
Administration									
SPED Director Salary	001.500.2110.2.9.091.100.5	$ 145,267	$ 127,778	$ 136,325	1.00	$ 139,733	$ 139,734	$ 139,734	$ (1)
Clerical SPED Salary	001.500.2110.2.9.091.200.5	$ 107,206	$ 110,747	$ 109,299	2.77	$ 116,095	$ 88,117	$ 116,095	$ -
SPED Elementary Coordinator	001.500.2315.2.1.099.100.5	$ 102,500	$ 105,063	$ 186,508	2.00	$ 193,991	$ 148,290	$ 193,991	$ -
Legal Settlements Con Serv	001.500.1435.2.9.091.450.5	$ 47,258	$ 78,260	$ 69,917	-	$ 40,000	$ 26,585	$ 69,917	$ (29,917)
Affiliations/Conferences	001.500.2357.2.9.091.690.5	$ 975	$ 600	$ -	-	$ 975	$ 218	$ 975	$ -
PD SPED	001.500.2357.2.9.099.600.5	$ 6,555	$ 4,003	$ 13,813	-	$ 20,900	$ 11,678	$ 20,900	$ -
Sub Total		$ 409,762	$ 426,451	$ 515,862	5.77	$ 511,694	$ 414,622	$ 541,612	$ (29,918)
Out of District									
Collaborative Membership	001.500.2110.2.9.091.480.5	$ 10,450	$ 10,000	$ 10,150	-	$ 15,000	$ 10,000	$ 10,000	$ 5,000
SPED State Assessment	001.500.9100.2.3.099.400.5	$ 10,724	$ -	$ 27,942	-	$ 17,457	$ -	$ 17,457	$ -
Contracted Serv Other Public School	001.500.9100.2.9.099.400.5	$ 151,053	$ 182,409	$ 58,513	-	$ 178,184	$ 228,518	$ 201,470	$ (23,286)
Contracted Serv Out-of-State School	001.500.9200.2.9.099.400.5	$ 204,599	$ 207,429	$ 307,462	-	$ 348,213	$ 386,600	$ 386,599	$ (38,386)
Contracted Serv Privt Schools	001.500.9300.2.9.099.400.5	$ 1,659,135	$ 2,098,453	$ 2,207,049	-	$ 2,628,776	$ 2,892,876	$ 3,039,670	$ (410,894)
Contracted Serv Collaboratives	001.500.9400.2.9.099.400.5	$ 400,335	$ 588,575	$ 793,739	-	$ 587,666	$ 519,835	$ 486,960	$ 100,706
Sub Total		$ 2,436,296	$ 3,086,866	$ 3,404,854	-	$ 3,775,296	$ 4,037,829	$ 4,142,156	$ (366,860)
Supplies/Materials									
Expl Materials--SP NDS SUPV	001.500.2110.2.9.091.500.5	$ 2,386	$ 2,420	$ 2,944	-	$ 4,000	$ 3,431	$ 4,000	$ -
NON Exp Materials--SP Needs SUPV	001.500.2110.2.9.091.520.5	$ 2,237	$ 218	$ 2,168	-	$ 9,500	$ 28	$ 9,500	$ -
EXP MATL TECH SUPV	001.500.2250.2.9.091.500.5	$ 2,249	$ 1,739	$ 6,581	-	$ 2,500	$ 1,153	$ 2,500	$ -
NON-EXP MATL TECH SUPV	001.500.2250.2.9.091.520.5	$ 1,117	$ 3,460	$ 4,490	-	$ 4,000	$ 1,511	$ 4,000	$ -
NON-EXP MATL SPEECH	001.500.2420.2.9.056.520.5	$ 1,610	$ 231	$ 661	-	$ 2,310	$ -	$ 2,310	$ -
OT/PT NON EXP Materials	001.500.2420.2.9.070.520.5	$ 699	$ 475	$ 120	-	$ 350	$ 300	$ 350	$ -
Rental/Lease Equipment	001.500.2420.2.9.099.620.5	$ 6,387	$ 5,330	$ 5,613	-	$ 5,153	$ 2,413	$ 5,153	$ -
EXP Materials/Speech	001.500.2430.2.9.056.500.5	$ 1,052	$ 230	$ 783	-	$ 300	$ 920	$ 920	$ (620)
OT/PT Supplies and Materials	001.500.2430.2.9.070.500.5	$ 1,009	$ 228	$ 1,378	-	$ 1,500	$ 521	$ 1,500	$ -
EXP Materials/Psych	001.500.2800.2.9.099.500.5	$ 5,850	$ 8,328	$ 9,390	-	$ 4,570	$ 8,107	$ 8,107	$ (3,537)
Non Exp Materials--Psych	001.500.2800.2.9.099.520.5	$ 592	$ -	$ 1,117	-	$ 3,790	$ -	$ 3,790	$ -
Sub Total		$ 25,188	$ 22,660	$ 35,244	-	$ 37,973	$ 18,384	$ 42,130	$ (4,157)
Summer Programs									
SPED Summer Prog Other Prof Salary	001.500.2305.2.1.077.190.5	$ 66,535	$ 67,819	$ 67,713	-	$ 68,725	$ 81,088	$ 81,088	$ (12,363)
Summer Program Contracted Services	001.500.2330.2.1.077.400.5	$ 14,785	$ 4,250	$ 28,959	-	$ 15,000	$ 18,039	$ 18,039	$ (3,039)
SPED Summer Prog Sup and Materials	001.500.2430.2.1.077.500.5	$ 58	$ -	$ 322	-	$ 400	$ 89	$ 400	$ -
Sub Total		$ 81,378	$ 72,069	$ 96,993	-	$ 84,125	$ 99,216	$ 99,526	$ (15,401)
Prof. Salaries									
Home Services/Tutoring Teachers Salary	001.500.2310.2.9.099.100.5	$ 8,823	$ 2,584	$ 770	-	$ 5,880	$ 2,505	$ 5,880	$ -
SPED Tech Coordinator	001.500.2310.2.9.045.100.5	$ -	$ -	$ 4,335	0.60	$ -	$ 18,596	$ 18,596	$ (18,596)

Special Education Programs		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 FTE	FY20 Budget	FY20 YTD+Enc	FY20 Curtailed Forecast	FY20 Projected Balance
Related Services OT, PT, SLP Salaries	001.500.2320.2.9.099.100.5	$ 87,447	$ 89,633	$ 142,453	2.00	$ 173,240	$ 183,485	$ 231,918	$ (58,678)
Related Services Aides Salary	001.500.2330.2.9.070.300.5	$ 25,011	$ 27,725	$ 25,900	0.67	$ 29,131	$ 2,774	$ 2,774	$ 26,357
Home Services/Tutoring Aides Salary	001.500.2330.2.9.093.300.5	$ 4,466	$ 1,973	$ 5,829	-	$ 10,000	$ 10,891	$ 21,783	$ (11,783)
SPED Instructional Travel	001.500.2440.2.9.500.600.5	$ -	$ 153	$ 472	-	$ 1,170	$ 440	$ 1,170	$ -
SAL Psychologists	001.500.2800.2.9.099.100.5	$ 227,105	$ 235,755	$ 244,748	3.00	$ 251,559	$ 253,393	$ 253,393	$ (1,834)
Sub Total		$ 352,851	$ 357,823	$ 424,506	6.27	$ 470,980	$ 472,085	$ 535,514	$ (64,534)
Contracted Services									
SPED Contracted Services	001.500.2110.2.9.070.400.5	$ 67,772	$ 33,177	$ 62,424	-	$ 43,662	$ 5,448	$ 43,662	$ -
Contracted Services	001.500.2320.2.9.070.400.5	$ 56,194	$ 60,628	$ 119,412	-	$ 116,338	$ 211,805	$ 211,805	$ (95,467)
Sub Total		$ 123,966	$ 93,805	$ 181,836	-	$ 160,000	$ 217,253	$ 255,467	$ (95,467)
SPED Transportation									
Student Transportation/SPED	001.500.3300.2.9.099.400.5	$ 485,044	$ 542,287	$ 622,077	-	$ 639,669	$ 667,091	$ 710,291	$ (70,622)
Sub Total		$ 485,044	$ 542,287	$ 622,077	-	$ 639,669	$ 667,091	$ 710,291	$ (70,622)
Utilities									
Telephone Service	001.500.4130.2.9.099.680.5	$ 2,349	$ 2,537	$ 3,129	-	$ 2,500	$ 1,333	$ 2,500	$ -
Sub Total		$ 2,349	$ 2,537	$ 3,129	-	$ 2,500	$ 1,333	$ 2,500	$ -
Total		$ 3,916,834	$ 4,604,498	$ 5,284,501	12.04	$ 5,682,237	$ 5,927,813	$ 6,329,196	$ (646,959)

Technology Programs		FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 FTE	FY20 Budget	FY20 YTD+Enc	FY20 Curtailed Forecast	FY20 Projected Balance
Administration									
Tech Coord Salary	001.400.2250.9.9.099.100.5	$ 121,768	$ 124,813	$ 127,934	1.00	$ 131,132	$ 131,133	$ 131,133	$ (1)
Tech Other Personnel Salary	001.400.2250.9.9.027.190.5	$ 301,087	$ 309,134	$ 321,066	6.00	$ 340,328	$ 306,036	$ 306,036	$ 34,292
Computer Tech Maint other SAL	001.400.2451.9.9.027.300.5	$ -	$ -	$ -	-	$ -	$ -	$ -	$ -
Tech Travel	001.400.2250.9.9.027.601.5	$ -	$ -	$ -	-	$ -	$ -	$ -	$ -
Sub Total		$ 423,441	$ 438,645	$ 449,537	7.00	$ 472,410	$ 437,926	$ 438,119	$ 34,292
Network									
Network Infrastructure	001.400.2451.9.9.027.522.5	$ 45,343	$ -	$ -	-	$ 12,324	$ 260	$ 12,324	$ -
Sub Total		$ 45,343	$ -	$ -	-	$ 12,324	$ 260	$ 12,324	$ -
Hardware									
System and Computer Hardware	001.400.2451.9.9.027.529.5	$ 201,106	$ 215,844	$ 164,220	-	$ 146,920	$ 115,421	$ 146,920	$ -
Sub Total		$ 201,106	$ 215,844	$ 164,220	-	$ 146,920	$ 115,421	$ 146,920	$ -
Professional Development									
Other Exp Tech Training	001.400.2451.9.9.027.600.5	$ 14,999	$ 12,632	$ 11,414	-	$ 4,500	$ 12,600	$ 15,100	$ (10,600)
MassQue Conference for 5 staff members	001.400.2451.9.9.027.600.5	$ -	$ -	$ -	-	$ 2,500	$ -	$ -	$ 2,500
Aspen User Group Meeting	001.400.2451.9.9.027.600.5	$ -	$ -	$ -	-	$ 2,600	$ -	$ -	$ 2,600
Aspen Onsite Training	001.400.2451.9.9.027.600.5	$ -	$ -	$ -	-	$ 3,500	$ -	$ -	$ 3,500
ISTE Conference	001.400.2451.9.9.027.600.5	$ -	$ -	$ -	-	$ 1,500	$ -	$ -	$ 1,500
Travel	001.400.2451.9.9.027.600.5	$ -	$ -	$ -	-	$ 500	$ -	$ -	$ 500
Sub Total		$ 14,999	$ 12,632	$ 11,414	-	$ 15,100	$ 12,600	$ 15,100	$ -
Contracted Service									
Onsite Email Maintenance	001.400.2250.9.9.099.400.5	$ 113,759	$ 76,344	$ 98,396	-	$ -	$ 94,081	$ 94,081	$ (94,081)
Server & Storage Maintenance	001.400.2250.9.9.099.400.5	$ -	$ -	$ -	-	$ 3,040	$ -	$ -	$ 3,040
Managed Print Service (Printer Toner)	001.400.2250.9.9.099.400.5	$ -	$ -	$ -	-	$ 30,000	$ -	$ -	$ 30,000
General onsite Technical Assistance	001.400.2250.9.9.099.400.5	$ -	$ -	$ -	-	$ 55,000	$ -	$ -	$ 55,000
Aspen Customizations	001.400.2250.9.9.099.400.5	$ -	$ -	$ -	-	$ 6,000	$ -	$ -	$ 6,000
Aspen SIS Standard Conversion	001.400.2250.9.9.099.400.5	$ -	$ -	$ -	-	$ -	$ -	$ -	$ -
Sub Total		$ 113,759	$ 76,344	$ 98,396	-	$ 94,040	$ 94,081	$ 94,081	$ (41)
Software									
Technology Software	001.400.2451.9.9.027.400.5	$ 115,630	$ 135,983	$ 142,698	-	$ 203,456	$ 133,659	$ 203,456	$ -
Sub Total		$ 115,630	$ 135,983	$ 142,698	-	$ 203,456	$ 133,659	$ 203,456	$ -
Total		$ 914,277	$ 879,448	$ 866,264	7.00	$ 944,250	$ 793,946	$ 910,000	$ 34,250

Town of Wenham

Town Hall
138 Main Street
Wenham, MA 01984

Board of Selectmen and Town Administrator

TEL 978-468-5520 x2 FAX 978-468-8014

January 8, 2020

Michelle Bailey, Vice Chair
Hamilton-Wenham Regional School Committee
5 School Street
Wenham, MA 01984

Dear Ms. Bailey

I would like to be considered for as one of the four community member at large positions on the Screening Committee to help the School Committee select the next Superintendent for the Hamilton-Wenham Regional School District.

As Town Administrator for Wenham, it is vitally important that the next Superintendent be a collaborator with elected and appointed officials from both communities of Wenham and Hamilton. In addition, I am fully aware of the confidentiality necessary with such an important hire for the future of the Hamilton-Wenham School District. I believe my expertise in hiring department heads, most notably the Chief of Police for the Town of Littleton, will serve as an asset to the School Committee so they can select the best choice for our District. For that particular hire, we also used a recruitment and assessment firm to guide the process in order for the Board of Selectmen to ultimately make the right selection for Littleton.

If necessary, I would be more than happy to discuss my qualifications with you and the entire School Committee.

Sincerely,

Anthony M. Ansaldi, Jr.
Town Administrator
Town of Wenham

JAN 6 PM 4:2

[redacted]

Mrs. Michelle Bailey

Hamilton-Wenham Regional School District

5 School Street, Wenham MA 01984

Dear Michelle,

I am most interested in joining the Advisory Screening Committee. I apply under the community member at large category.

As a member of the committee, I offer wide-ranging and long experience in the fields of education and public administration, that would be beneficial in accurately assessing the candidates. Aspects of my own background that could assist the committee include master of public administration and master of education degrees; key areas for a prospective superintendent. I have long experience assessing personnel performance and in the leadership requirements of large organizations. I have actual in-school experience, observing school administration while teaching in high school. I have had much broader practice in the education field, having taught internationally, at college level, utilizing high-tech simulation, in-flight, and in a joint general-special education classroom, all beneficial to assess a candidate's background and their proposed future plans for the school district. I have been involved in local Town of Wenham government and have experience in federal government administration.

I have confirmed my schedule is clear for the committee meeting dates of 11, 24, 25, and 27 February and 02 and 03 March.

Thank you for your consideration.

Gary Cheeseman

Gary Cheeseman

Letter of interest

Catherine Harrison
Fri 1/3/2020 4:14 PM
To: Bailey, Michelle <M.Bailey@hwschools.net>

Dear Ms. Bailey,

I am interested in participating as a community member on the superintendent search screening committee.

I believe my experiences provide a unique fit, especially regarding a proven strong interest in the school district, teamwork, and maintaining confidentiality.

My qualification for this committee include:

- 15 years on the Hamilton Wenham Regional School Committee -- several years as chair and working with 3 different superintendents
- 2 children who have attended the Hamilton Wenham Regional School District from kindergarten through high school graduation
- participation in 1 superintendent screening committee and 1 principal search
- past member and chair of Wenham Finance and Advisory Committee
- member and past chair of Wenham Board of Selectmen (Note: Although I am presently a member of the Wenham Board of Selectmen, I would be participating in the superintendent search as a private citizen. I would not be representing the Board of Selectmen in any capacity)
- board member/officer of various other organizations—Friends of Cutler School, Wenham Village Improvement Society, H-W League of Women Voters, and Chorus North Shore

Thank you for considering my participation on this committee. I am available for the listed meetings. Please let me know if you need any further information.

Catherine Harrison

Screening Committee for the Superintendent Search

Bill Melville <admin@hwcam.org>

Thu 1/2/2020 8:16 AM

To: Bailey, Michelle <M.Bailey@hwschools.net>

Michelle,
Consider this as my letter of interest as a volunteer for the Screening Committee for the Superintendent Search. As both an employee of the district (HWRHS) and the Executive Director of HWCAM I believe I could provide valuable input into the Superintendent selection.

Regards

Bill Melville

Executive Director
Hamilton-Wenham Community Access and Media Inc.
Channel 8, 22 and 99 Comcast
35, 36 and 37 Verizon
775 Bay Rd.
Hamilton, MA 01982
Phone: 978-468-1320
www.hwcam.org



[redacted]

January 10, 2020

Hello Michelle,

Please accept this letter of interest in serving on the Screening Committee for the Superintendent search as a community member at large.

I have been in education over 25 years. My areas of interest and expertise are in special education and mathematics education. We have lived in town over 14 years and both of my children attended our public schools (Winthrop, Miles River, HWRHS). I am currently a member of our high school faculty (for the last 7 years), however I believe that my knowledge base is best represented as a member of the community.

As a member of our community, I see the important role that our schools play in impacting the life and vibrancy of our community. We are a desirable town for families with young children because of the strengths of our schools. However the minimal tax base of our towns puts restrictions on our school and municipal budgets.

My goals for our next superintendent include finding someone who can co-create a vision with our community. A vision is one thing, however we also need someone who can create action steps for bringing that vision to fruition within the unique constraints of our communities.

I would be happy to devote my time to this task. Please let me know if there is any other information I can provide you.

Sincerely,
Jennifer Sauriol, Ph.D.

[redacted]

January 8, 2020

Hi Michelle, David and Members of the School Committee. I'd like to submit my letter of interest as a member of the Screening Committee for the Superintendent search. I bring a passion for education, significant experience working with the School District, and a long history of volunteer work in the Hamilton Wenham Communities.

I'd like to submit my interest in one of three categories: Father of a 10th grader, Father of an 8th grader or community member at large. Below you'll find a list of my qualifications and experience as a 17 year resident of Wenham.

- Wenham Historic District Commission. Member as a Real Estate Agent in 2006-2008
- HWLL Board Member 2015-2017. HWLL coach from 2010-2018
- Town of Wenham volunteer: 375 Anniversary Celebration, Memorial Day and July 4th parades, various events with HW Fire and Police
- President and Board Member. Christ Church Parish Day School. 2010-2012
- Coach. HW Youth Basketball. 2013, 2015-2019
- Coach, NE Flag Football. 2014-2019
- Volunteer, HW Open Space and Recreation Plan
- Volunteer, The Community House of Hamilton Wenham. 2012-2015
- HW School Committee Applicant: 2014
- Volunteer, EdFund Annual Christmas Tree Sale. 2014-2017

In the past 15 years, I've invested a significant amount of time in Education. I was Director of Marketing for Cape Cod Academy and have volunteered for my high school for the past 30 years as Class Correspondent (30 years) and Class Agent (10 years). Last year my high school class broke the record for Annual Fund Giving with a 67% participation rate.

Also, as a Father of a son with an IEP, I have worked very closely with the Special Education Program for the past six years. I know how this process works, and bring a unique and specific skill set in understanding this essential program.

In closing, I'm an active and engaged member of the community with significant and deep relationships with a *diverse* group of residents, officials and volunteers of our two towns. I look forward to the opportunity to work with you to find a Superintendent worthy of this important role for our town's children.

Warm Regards,

Tyson Goodridge

Julian Myers

[redacted]

January 7, 2020

Michelle Bailey
c/o Hamilton-Wenham Regional School District
5 School Street
Wenham, MA 01984
M.Bailey@hwschools.net

Dear HWRSD Committee Members:

I am excited to submit my letter of interest to serve on the Superintendent Search Advisory Committee for the Hamilton-Wenham Regional School District (HWRSD) as a parent representative. I am the proud mother of a son in the 7th grade at Miles River Middle School. I am employed as an educational administrator at the state university level and I have served for the past twenty years in various roles supporting students and programs in elementary, middle, and secondary schools as well as in community based educational organizations.

I embrace a holistic, developmental approach to support students' learning outcomes and academic success which aligns with the mission and vision of the HWRSD. The district's dedication to its mission *to educate our children to become young adults who are of good character and demonstrate mastery of the knowledge and skills needed to be successful members of our global economy and engaged citizens of the 21st Century* is evident daily in the work of the faculty and staff. Strong leadership of the district is critical to implementing effective curriculum and to the establishment of a climate of respect and learning in each school in the district. Students and teachers benefit from a strong superintendent to guide and support the district's mission and goals.

Furthermore, my background provides a rich appreciation for the HWRSD core beliefs. I have served a diverse range of students in secondary and higher education settings for the past twenty years and will leverage my background experience if given the opportunity to serve in this role. My philosophy is student-centered, and I have strong insight into student needs and resources important to academic, personal, and career success. I strongly believe that every child deserves to learn in a safe, accessible, supportive environment that celebrates their individual, developing selves.

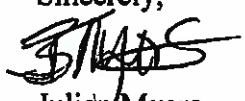
Through administration, advising and program coordinating (early childhood/elementary/middle school/special education) roles I understand the importance of utilizing Department of Elementary and Secondary Education (DESE) best practices for student success such as approaches that lead to deeper learning. I also understand the importance of reflection, as educators look critically at their teaching philosophies, their approaches to meet the

needs of each individual student as well as the classroom and school communities as a whole. It is paramount to engage all students in collaborative, hands-on learning and to support teachers in designing tasks to ignite students' interest in learning. My ability to utilize DESE best practices in supporting students combined with my ability to think creatively and independently will be an asset in selecting the superintendent.

In my current position as the Assistant Director for Student Retention and Services at Salem State University, I have demonstrated my ability to make independent and sound judgments in accordance with established university policies and procedures. For example, when advising students, I often have difficult conversations around academic and university policies and consequences. I've also demonstrated the ability to effectively and efficiently gather information through examining student files and collaborating with other offices to draw conclusions and resolve student problems. These skills and experiences will be valuable in supporting the search process. My experience in facilitating research, analyzing data and drawing conclusions for recommendations will be beneficial in this group.

I hope to bring my enthusiasm, broad skill set, experience working with students, teachers, and schools, innovative ideas, and continued commitment to HWRSD to the advisory committee. Thank you for your consideration of my letter of interest to serve.

Sincerely,



Julian Myers

Letter of Interest

Kristin Crockett [redacted]
Wed 1/8/2020 2:29 PM

To: Bailey, Michelle <M.Bailey@hwschools.net>

Dear Michelle,

I am writing to express my interest in serving on the Screening Committee for the HW Superintendent search. I have been a resident of Hamilton Wenham for approximately 10 years, and have 3 children in the district – 2 at Buker, and one at Miles River. I would be interested in representing either elementary or middle school parents, or as a community member at large. I believe that I would be a strong addition to the Screening Committee for a couple of reasons. As a community member, I have been engaged and involved as a volunteer in various community and school related groups. I have served on the board of the Friends of Buker, as well as on the Buker School Building Committee. I have served the town of Wenham as a Board Member and the Coordinator of the Tea House Program for the Wenham Village Improvement Society. I have served as troop leader for Girl Scouts, and have been active in a number of other groups. I believe that I have a strong understanding of our two town's wants and needs, as well as the culture of our community. Professionally, I am a municipal department head in a neighboring community, and therefore understand the intricacies of the hiring process within the public sector. I am available for all dates, with the possible exceptions of Monday, February 24. I am scheduled to fly back into Boston with an arrival time of 5:15 at Logan. My availability for this meeting would depend on the scheduled time, and the punctuality of the flight.

Thank you for your consideration.

Sincerely,
Kristin Crockett

Essex Council on Aging Director
[redacted]

Please note: My regularly scheduled hours are Monday, Thursday, and Friday from 9AM to 1PM.
The Massachusetts Attorney General has determined that emails to and from this account are a public record.

January 8, 2020

Ms. Michelle Bailey
c/o Hamilton-Wenham Regional School District
5 School Street
Wenham, MA 01984

Dear Ms. Bailey:

I submit this letter to express my interest in serving on the Screening Committee for the new Superintendent of Hamilton Wenham Regional School District. I am currently a resident of Wenham and have two children in the school system- one at Miles River (Grade 8) and one at Buker (Grade 5). Our children have been in the Hamilton Wenham schools since 2012.

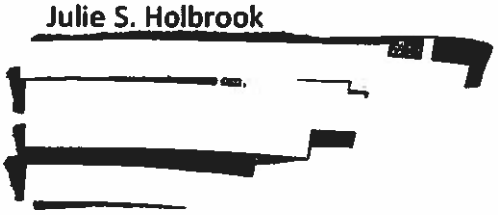
As an educator, parent, and homeowner, I am wholly invested in ensuring that the schools in Hamilton Wenham remain strong and I believe they can be even stronger if we select a Superintendent with vision and the ability to lead. Our schools face ongoing challenges, ranging from infrastructure to safety to athletics. Let's take advantage of the opportunity to identify and select the person who can best face these challenges going forward- someone who can think critically, objectively, and creatively about solutions to our most-pressing issues.

I hold a B.A. from Boston College and an M.Ed. from Boston University and currently work at the Harvard John A. Paulson School of Engineering and Applied Sciences as the Director of Graduate Admissions. I have spent my professional career in education administration, focusing on student services. My experiences have taught me invaluable lessons about achieving goals within an educational setting. I have learned how to engage various constituencies to coalesce around a goal and then how to support the goal operationally.

I have a deep understanding of what it takes to build consensus with a large group of people and subsequently implement policies and activities that positively impact the student experience and ultimately, the mission of the organization. I hope to bring this skill set to the Superintendent search.

Best wishes,

Julie S. Holbrook



Ann Krantz
[redacted]

January 10, 2020

Hamilton Wenham Regional School Committee
5 School Street
Wenham, MA 01984

Dear Mr. Polito, Ms. Bailey and School Committee members,

I am submitting this letter of interest to be considered for the Screening Committee to assist in the selection of the next Superintendent of Hamilton Wenham Schools. My professional experience as an executive recruiter combined with my more recent experience as a licensed School Counselor in a public school would make me a valuable member of the committee. With one daughter in fourth grade at Cutler Elementary and one in sixth grade at Miles River Middle School, I have a strong commitment to seeing our public schools thrive and desire to use my skills and experience to help in any way that I can. I would be excited to represent either the Elementary or Middle School levels for the Search Committee.

As a corporate recruiter for 15 years, I have extensive experience interviewing and assessing candidates across many disciplines. Consulting with business leaders, I developed and implemented national recruitment strategies for companies in the Financial Services industry, including PwC and MFS Investment Management. Throughout my career, I have sourced candidates and conducted interviews to assess not only the tangible, quantitative skills of a candidate, but also their personal characteristics and fit within a specific role and organization. My work in recruitment and human resources allowed me to develop very strong communication and consultative skills as well as experience working as part of a team.

My interest in education and passion for helping students drove me to return to school and pursue a career in School Counseling. I earned my Master's degree in School Counseling in 2017 from Salem State University, completed an internship at Masconomet Regional High School and was hired for a long term substitute position as the School Counselor at Masconoment Regional Middle School. As a School Counselor, I support students academically, socially, and emotionally. During my time at Masco I learned how crucial it is to collaborate with students, parents, and teachers to create an environment that allows each student to succeed. Building relationships with all constituencies within the school community - students, teachers and administrators, and parents- gave me the understanding and context I needed to help students navigate academic and social emotional challenges.

As a parent, I can relate to and understand the concerns of parents for their children. As an educator, I know the importance of collaboration within the academic environment. And as a

counselor, I understand the importance of implementing evidence based programming that addresses the developmental and social emotional needs of students from Kindergarten through High School.

I have always been a strong believer in the importance of education in helping individuals reach professional goals and shaping who they are and how they can give back to the world. I've been involved in the Hamilton Wenham Schools as a volunteer since my first child entered kindergarten at Cutler Elementary, and have had a wonderful experience with the schools here. I would love to see strong leadership at the Superintendent level advance progressive, evidence based initiatives that will prepare the students of Hamilton Wenham Regional School District, including my two daughters, for their futures!

Thank you for your time and consideration, and for all you to for the Hamilton Wenham School District.

Sincerely,

Ann Krantz

January 10, 2020

Dear David and Michelle,

I am writing to express my interest in serving as a parent representative on the Hamilton-Wenham Regional School District Superintendent Screening Committee. I have one daughter in 4th grade at Cutler Elementary School and another daughter in 6th grade at the Miles River Middle School. I would be happy to represent either of these schools on the Committee. As a bit of background, I have been a part of the Hamilton-Wenham Regional School District as a parent for the past 7 years. My husband and I intend to have our daughters remain in the HWRSD through high school, so I have a committed interest in being a part of the Screening Committee to undertake the important work of finding our next Superintendent. I feel I would be a strong addition to the Screening Committee because of both my professional background in education policy as well as my perspective of the HWRSD through various leadership roles I've had as a parent at Cutler Elementary School.

I have a strong passion for ensuring that all students, regardless of race, ethnicity, or income status, receive a high-quality education that inspires them to be lifelong learners and prepares them to be successful in college and careers. This passion led me after college to teach in the Boston Public Schools, which proved to be a transformative learning experience. In order to have a broader impact, I decided to pursue a Masters in Public Policy at the Harvard Kennedy School, with a specialization in education policy. Afterwards, I worked for 5 years at Education Resource Strategies, a nonprofit consulting firm that supports school districts nationally in ensuring their resources--time, people, and money--are all aligned to their priorities. This experience provided me with an understanding of the common challenges districts face in how they allocate resources to their priorities as well as some best practices to replicate and amplify. Experiencing some of the challenges of working to influence change as a consultant from outside a district, I decided to pursue a position within the Boston Public Schools to work toward change from within. For the past six and a half years, I have worked as Senior Strategist within the Office of Human Capital, leading key initiatives to ensure they are data-driven, strategic in their implementation, and aligned with the priorities of the district. During my 6-year tenure, I have also served under four Superintendents. Directly experiencing this turnover in leadership has provided me with a unique perspective on the key characteristics a superintendent needs in order to guide change in pursuit of a world class education for our students.

As a parent of school-aged children, my professional and personal worlds come together as I think about the changes necessary for continued growth within the Hamilton-Wenham Regional School District. Over the past seven years, I have taken an active role within my daughters' education and the support of Cutler School's work more broadly. For the past five years I served as the Chair of the Cultural Enrichment Committee, leading a team of parents to bring meaningful learning opportunities and experiences to Cutler students. Additionally, for the past three years I have enjoyed being a member of the Cutler School Council. This role has given me an opportunity to participate in developing our school's improvement goals and focus for the year, as well as collaboratively looking at school data and discussing which strategies will help meet the identified goals. Through my involvement on the Cutler School Council, I have learned about district initiatives, curriculum development, priorities for teachers'

professional development time on Wednesday afternoons, and many important programs and efforts undertaken by Cutler faculty to ensure our students feel known and connected to the school. This experience has given me insight into the strengths and areas of growth of the HWRSD. We are at a critical juncture within the school district to choose a strong superintendent to take our district to the next level.

I believe my professional background as well as my deep commitment to the Hamilton-Wenham Regional School District gives me an important lens to bring to the Screening Committee. I am happy to answer any questions or provide any additional information you may need.

Best regards,

Nicole Ireland

JAN 7 PM12:21

Ms. Michelle Bailey
Chairperson, Hamilton-Wenham Regional School Committee

January 5, 2020

Dear Ms. Bailey and members of the School Committee,

First off, I would like to thank the school committee for the decision to involve parents and community members in the search for the new superintendent. I believe you are laying the groundwork for a comprehensive and effective search that will result in a strong leader for our district. I see this as a unique opportunity to help shape my children's education. To that end, I would like to be considered for the elementary school, or middle school representative.

Besides being a parent to three girls in the district (grades 3, 5 & 7), I have an extensive background in education. I have worked in both public and private settings, ranging in roles from a 2nd grade teacher to a math specialist to a private tutor to a sewing instructor. I have also served on the principals' council at the Cutler School and have been very involved in the Friends of Cutler. Throughout my time in education, whatever my role, I always see the most success when my students feel safe, respected and accepted. I hope for this for all students of HWRSD.

I would be honored to be among the group given the task to find the new superintendent for Hamilton-Wenham Regional School District. Among other things, I believe our new leader should possess:

- Vision: to predict the necessary skills to help our school community approach this new decade with confidence in our world as it changes
- Interpersonal skills: to connect with all students, parents and school staff in an effective manner, proving that a person in a position of power can be approachable and reasonable
- Courage: to follow through on conversations with staff, students and parents, keeping all situations transparent
- Organization: to deal with matters in an efficient and concise manner
- Business sense: to remain fiscally responsible while staying true to our district's excellent standards

I look forward to this exciting transition for our district. Ideally, we will have a diverse pool of candidates that will make it difficult to choose the best of the best. I believe I would be beneficial to the search, as I would offer an open mind and a strong perspective. Regardless of that, I wish the school committee the best of luck in this important decision.

Thank you for your consideration!

Sincerely,

Patti McCullough

HWRS School Committee

Attn: Michelle Bailey:

This letter serves as notice of my desire to join the Screening Committee for the New Superintendent.

Although I am an active member of the community I would like to join as a Parent representative for either the 5th or 7th grade. My wife Sarah and I specifically moved to Hamilton in 2010 to attend the wonderful school district that we have. With my daughters in 5th and 7th grade and between different school we have a wide range of history and experience within the district.

My primary objective is to work with the team to build consensus in finding a superintendent that can both be sensitive to the strong history and background within our district, but also bring us forward with creative plans for learning, improving the student experience, and modernizing our facilities.

As our daughter have both very different learning styles, we passionately understand the need for each student to have the opportunity to find a correct environment to learn and succeed. I think my experience as both a parent and community member will help fill an important role in the screening committee.

In addition, my profession is running the construction division of a Boston Based construction management firm. My daily activities include managing a team of 60 people including searching and hiring of new employees.

My Community Involvement is listed below

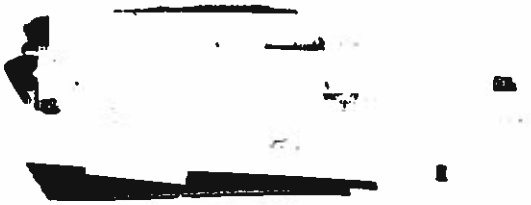
1. Managed construction for Friends of Patton Playground Committee
2. Past Member of Planning Board
3. Past Member of Affordable Housing Trust
4. Current Selectmen
5. Member of Town Manager Search Committee
6. Member of Library Director Search Committee

I understand the value of attending all meetings and will make myself available as needed

Please contact me with any questions and thank you for your consideration

Thank you

Bill Olson



Superintendent Search Committee

Leah Guenther-Sutermeister [redacted]
Thu 1/9/2020 5:49 PM

To: Bailey, Michelle <M.Bailey@hwschools.net>

Good Evening Ms. Bailey,

Please allow this communication serve as a letter of intention regarding my hopes to serve on the Superintendent Search Committee.

Personally, I have two children, one currently a third grader at Cutler School and the second entering Kindergarten in the Fall. I am currently serving on school council working closely with Jenn Clifford. Also, an active member of The Friends of Cutler. Professionally, I have worked in the insurance industry for the past 15 years. I am task oriented and have high level analytical skills.

I believe, we as a district, need the right Superintendent to guide our district along the best path and clearly have a vested interest in this process as my children's education and our school district is one of my utmost priorities.

Your time and consideration is greatly appreciated. I looking forward to future communications with you.

Sincerely,
Leah Guenther-Sutermeister

January 10, 2020

Michelle Bailey, Vice Chair
c/o Hamilton-Wenham Regional School District
5 School Street
Wenham, MA 01984

Dear Ms. Bailey,

I am writing to express my interest in serving on the Screening Committee as part of the Hamilton-Wenham Superintendent search process.. I have two daughters currently at Buker Elementary School, with one entering Miles River in the fall, and I welcome the opportunity to engage in the process that will impact their educational experience.

I also have a deep interest in educational issues as for the last 20+ years my career has been in higher education, where I have held management and leadership positions at Boston University and Harvard University, all of which encompassed responsibilities in human resource management and recruitment. I have managed and led extensive faculty and staff recruitment efforts, and have served on panels to hire Associate Deans, Department Chairs, and other leadership positions. I have also taught at the graduate school level and advised students on resume writing and interview skills.

I am fully accustomed to managing and maintaining confidentiality, and I have spent the majority of my career working in teams and/or leading teams in complex environments. I am happy to provide any other information that would be useful.

Thank you for your consideration of my interest.

Best,

Deirdre Pierotti

Re: Superintendent Search

Ani M Sarkisian
Fri 1/10/2020 10:45 AM

To: Bailey, Michelle <M.Bailey@hwschools.net>

Dear Michelle,

As today is the deadline for submitting a letter of interest to be a part of the search for a superintendent, I was looking over my letter to make sure I had my ducks in a row and I realized I didn't give you any information about why I want to be a part of this and why I would be a good candidate. My son is in kindergarten and we have 12 years in the Hamilton Wenham School District ahead of us, it would be such a gift to be a part of shaping his education. My professional background is quite varied, I studied philosophy at NYU and have worked in the music business in New York and Ireland as well as non-governmental organizations in Armenia and Kosovo. Right now I'm working in Essex for The Bubble Factory as their public relations coordinator. While it may sound all over the map, the through line is communication and cooperation. Whether planning a music festival or implementing strategies to promote craftwork made by village women to empower them and create income, my job is to listen to my colleagues so we can work together and problem solve.

My son is part of the special education program at the Winthrop School and I have been astounded by the tireless efforts of Joanne Coughlin and her dedicated team. I have always been interested in theories of education and like to stay informed about research and studies that tell us more about how a child's mind grows and learns. It would be an honor to be a part of finding someone who will play such a role in ushering our kids to adulthood.

Thanks very much, I look forward to hearing from you!

Warmly,
Ani Sarkisian
978 810 7536

On Wed, Jan 8, 2020 at 8:45 PM Ani M Sarkisian <anisarkisian@gmail.com> wrote:

> Dear Michelle,
>
> I'd love to part of the Superintendent Search Committee! My son, Finn, is a kindergartner at Winthrop School, it would be wonderful to help find the person who will be helping to shape his education. Is there any other information you need? I've checked the dates provided and I can be there for all the meetings.
>
> Please let me know if there's anything else you need from me!
>
> Warmly,

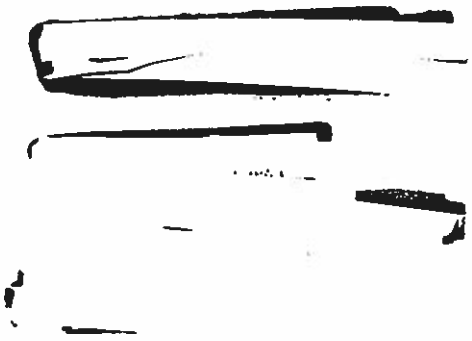
Parent Grade 5 screening committee member

Jeremy Standring
Thu 1/2/2020 4:57 PM
To: Bailey, Michelle <M.Bailey@hwschools.net>

Good evening Mr. Polito & Mrs. Bailey,

My name is Jeremy Standring, I am a new resident here in Hamilton MA and my son attends 5th grade at Winthrop Elementary school. I would like to be considered as a parent on the Screening committee for our new superintendent. I am a 18 year E7 Military member, currently awaiting my retirement papers and have opened up a very successful Youth Sports Photography Company based out of my Home studio. I have strong core values, and exceptional interviewing skills, trained both in the military and private sectors in interrogation and interviewing. We moved to this wonderful community to be apart of a military friendly small town, and for the highly rated schools. I would like to help keep our schools amongst the top rated in the state, by electing in a superintendent who is has the potential to keep our schools and kids safe and well educated. Due to my demanding military and civilian work schedule, I am not always available to volunteer at my sons school, but I will schedule around the important dates you have sent over if it means finding the right candidate for the position. Thank you very much for your consideration for this very important position.

Jeremy Standring
"Photography Artist"



Candidates for Screening Committee

Name	Constituency	Secondary Constituency
Anthony Ansaldi	Community (Wenham TA)	
Gary Cheeseman	Community (Resident)	
Catherine Harrison	Community (Resident)	
William Melville	Community (HWCam)	HWRHS Staff
Jennifer Sauriol	Community (Resident)	HWRHS Staff
Tyson Goodridge	High School Parent	Middle School
Julian Meyers-Brown	Middle School	
Kristin Crockett	Middle School	Elementary
Julie Holbrook	Middle School	Elementary
Ann Krantz	Middle School	Elementary
Nicole Ireland	Middle School	Elementary
Patti McCullough	Middle School	Elementary
Bill Olson * received late	Middle School	Elementary & Community (Resident)
Leah Guenther-Sutermeister	Elementary	
Deirdre Pierotti	Elementary	
Ani Sarkisian	Elementary	
Jeremy Standring	Elementary	

Re: Screening Committee for Superintendent Kotch, John
<J.Kotch@hwschools.net> Mon 1/6/2020 8:07 AM

To: Polito, David <D. Polito@hwschools.net>; Bailey, Michelle <M.Bailey@hwschools.net>; Leone, Vincent <v.leone@hwschools.net> Hi All,

The following people have asked to be on the Screening Committee:

Elementary: Mary Adamik Kathy O'Shea

Comment: Both have tremendous experience in our district. Mary has also served on many negotiation committees and has therefore worked with Superintendents and School Committees more closely over her career.

Middle School: Catherine Frost

Comment: She is an excellent choice and the only choice! She was a student at our school, a past VP of the Education Association and has worked with Administrators in various capacities in that role.

High School; Maija Scarpaci

Bill Melville Kristen Borges

Comment: All 3 know our school well, with Bill and Kristen having much more experience in our district. Bill, in his role for the local Cable station, has a good understanding of School Committee meetings. Kristen is a Team Leader, has the longest tenure of the 3 as well as experience in other

districts, which can be very valuable. She has also had to work with Administrators more directly in her role as Team Leader.

As I mentioned in my previous email, I feel it is very important that I be part of the Screening Committee as well. I have more experience than the vast majority of people in the district as not only an employee, but in dealings with numerous Administrators, School Committees and Superintendents as the Association President. Therefore, I can add a comprehensive view that would represent our employees in totality as well as institutional history that no one else would be able to provide.

Thank you and feel free to contact me either via email, a phone call (best to call my cell at or in a meeting if you wish to discuss further.

Thanks,

John

From: Kotch, John Sent: Friday, January 3, 2020 2:24 PM To: Polito, David <D.Polito@hwschools.net>; Bailey, Michelle

<M.Bailey@hwschools.net>; Leone, Vincent <v.leone@hwschools.net> Subject: Screening Committee for Superintendent

Hi All,

First of all, I will forward to you the names of any interested teachers on Monday, as I wanted to give people more time following the Winter Break.

Secondly I was thinking more about the make up of the Screening Committee and have had numerous discussions with people about it as well. A couple of thoughts come to mind:

- There are 7 community members (4 "at large" and 3 parents), yet only 3 teachers.
- The people most affected by a Superintendent choice (teachers) are least represented because of this structure.
- This is disproportionate and although we definitely want community members, they should not comprise the majority of the committee.

Recommendations

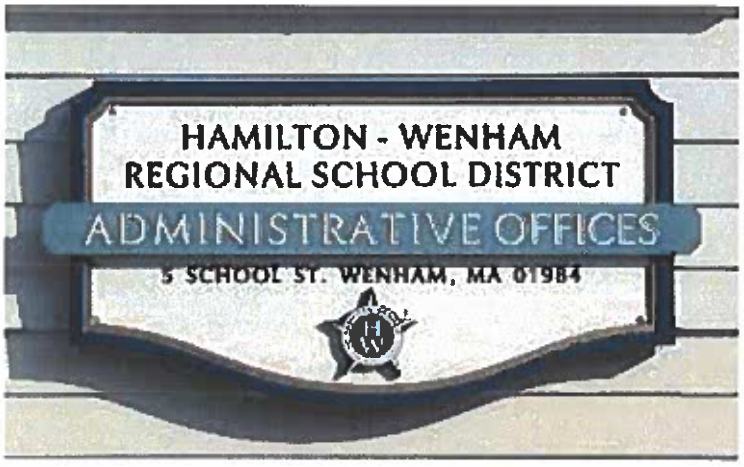
1. Keep the 3 parents, one from each level. 2. Have less (pick a number!) "at large" community members. After all, the parents are already "community members" so why do we need 4 more? 3. Stay with 3 teachers, one from each level. 4. Add the Association President to the Committee. I realize that this is recommending myself! However, I have 25 years experience at HW (also, both of my children attended this school and I am a Curriculum Leader) and as Union President, I have worked with the numerous Superintendents, Administrators and School Committees over the years in everything from personnel issues to contract negotiations. Originally, I did not plan on being on the Committee, but I feel that my experience is important in this process and I can add insight and institutional history as needed.

I will be more than happy to discuss this in person with anyone. I just want to be absolutely certain that we fully represent the Hamilton-Wenham School District most appropriately as we go through this process.

Thanks,
John

REQUEST FOR QUOTES FOR FINANCIAL ACCOUNT AUDIT

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT



FOR THE FISCAL YEARS ENDING JUNE 30, 2020 THROUGH 2022

Request for Quotes for Financial Account Audit

Hamilton Wenham Regional School District

June 30, 2020 through 2022

Powers & Sullivan, LLC
Certified Public Accountants

100 Quannapowitt Parkway, Suite 101
Wakefield, MA 01880

Contact Person: Francis J. Serreti, CPA

Telephone: 781-914-1700

Fax: 781-914-1701

Email: fserreti@powersandsullivan.com

Website: www.powersandsullivan.com

Date: January 6, 2020

TABLE OF CONTENTS

Transmittal Letter 1

Our Practice 4

Independence 4

License to Practice 4

Firm Qualifications and Experience 5

Team Qualifications and Experience 8

Our Clients 16

Audit Scope and Approach 20

Compensation 23

Additional Information 25

Appendix A 28

Appendix B 29

Powers & Sullivan, LLC
Certified Public Accountants

100 Quannapowitt Parkway
Suite 101
Wakefield, MA 01880
T. 781-914-1700
F. 781-914-1701
www.powersandsullivan.com

TRANSMITTAL LETTER

January 6, 2020

Hamilton Wenham Regional School District
5 School Street
Wenham, MA 01984

To the Honorable School Committee:

We appreciate the opportunity to submit this quote to render independent financial audit services to the Hamilton Wenham Regional School District (the "District") for the fiscal years ending June 30, 2020, through 2022.

The objective of this quote is to provide the Hamilton Wenham Regional School District with an overview of our firm's experience, knowledge and leadership in serving our governmental clients. We have designed this quote to the meet the criteria that is typically enumerated in Regional School Requests for Quotes.

It is our belief that we are uniquely qualified to perform these services. Although there are many other firms that may bid on this engagement, we believe we can separate ourselves from the others for the following reasons:

- We currently provide the services requested by the District to twelve other regional school districts, five charter schools, two collaborative schools, over fifty municipal school districts and one college.

- We support Massachusetts School District's through our participation, as exhibitors, at the Massachusetts Association of School Superintendents Executive Institute and the Massachusetts Association of School Business Officials annual trade show.

- We support the governmental audit community by taking the lead in addressing the many changing aspects of governmental auditing and financial reporting in Massachusetts. This is evidenced by the fact that our firm does not wait on the sidelines to see how things develop but take a proactive approach.

  For instance:

  - We played a major role in working with the Department of Elementary and Secondary Education to change the End of Year Pupil and Financial Report's Agreed-Upon Procedures compliance supplement to conform to the Standards Established by the American Institute of Certified Public Accountants.

  - We worked exclusively with the Massachusetts School Building Authority (MSBA) to assist them write the audit requirements and compliance supplement. We invested over two hundred hours of partner and manager time in this project at no cost to the MSBA.

- James Powers currently serves on the Board of Directors of the Massachusetts Society of Certified Public Accountants.
- Previous chairpersons of the Massachusetts Society of Certified Public Accountants Government Accounting and Auditing Committee have been Reneé Davis, Francis Serreti, and James Powers of our firm.

- Our management team includes seven partners, two managers and two supervisors, all of whom have between 10 and 35 years of experience dedicated to governmental auditing. This deep bench strength provides you with assurance that your needs will be met. We propose to have Francis Serreti as the engagement partner and James Powers as the concurring partner.
- We would also like to offer the option of a partner rotation to provide the District with a "Fresh Look" for the on-site management team. We believe some continuity is warranted for the purpose of reviewing all reports issued which is done by the concurring partner. James can continue in this role, or if you prefer, Francis could also fill this position. We are very flexible in staffing our management team and offer the District the ability to decide which two partners will serve the District. The team selected will remain assigned to your engagement through the duration of this contract and any extensions.

- We selectively choose which clients to bid on and evaluate our ability to meet both the needs of the new client and our existing clients. We constantly assess the time commitment requirements of the partners, managers and the rest of our Team so that existing clients are not adversely affected. We have a Resource Coordinator who is responsible for working with our management team to realistically determine our schedule for the upcoming year. We have included time for the District's audit in our schedule for FY2020 to ensure that your audit will be completed timely.

We further assert:

- You will receive friendly, courteous and timely service. You will be respected and not taken for granted.
- We will update you throughout the year on any emerging issues.

We will comply with all of the scope of services requirements listed in the District's Request for Quotes for Financial Account Audit. Please see the "Audit Scope and Approach" section of this quote for more detailed information.

We submit this quote with the anticipation that our qualifications will allow us to be selected again as your auditor. Should you need clarification on any of the information contained herein, we would be pleased to meet with you to discuss any item. We fully understand the work to be done and we are fully committed to performing the work within your required timeline.

Thank you for the opportunity to bid on this engagement. I can assure you that our team will do everything in its power to provide the District with the highest level of service, energy, commitment and experience. **We want to retain the District as a valued client.**

Very truly yours,



Francis J. Serreti, CPA
Partner

Our Practice

Powers & Sullivan, LLC specializes in providing audit and consulting services to Massachusetts governments. We currently service a combined client base of over 100 clients including school districts, cities, towns, counties, authorities, retirement systems and state agencies. Because we have chosen to specialize in the governmental sector, we understand governmental operations at a very detailed level and, accordingly, have developed the expertise required to properly service a municipal entity. Such experience has directly translated into an efficient audit engagement, accurate reports and a clear, concise management letter that makes practical recommendations for enhancing your operations and internal control structure. At Powers & Sullivan, LLC we believe the role of an auditor goes beyond just an examination of the accounts. We expect our clients to rely on us for guidance related to reporting, municipal finance, systems automation and internal controls, to name a few. This expanded level of service comes at no additional cost and is included as part of the quoted audit fee.

Independence

In light of the recent developments in the accounting and auditing profession increased focus on independence is an important issue the District must evaluate. As part of our quality control procedures, subjected to peer review, the completion of a "Client Acceptance" form is mandatory. We have completed this form as it relates to the District before we completed this quote.

This form is designed to determine independence as defined by auditing standards generally accepted in the United States of America and Government Auditing Standards, - Standards for Audit of Governmental Organizations, Programs, Activities, and Functions, 1994 edition, issued by the Comptroller General of the United States. The GAO has recently amended its Independence Standards and we have applied these new standards to the District.

Based on the results of our evaluation, we can serve the District as your independent auditor.

License to Practice

We are licensed to practice in the Commonwealth of Massachusetts. Our partners and managers are Certified Public Accountants also licensed by the Commonwealth. We are members in good standing of the Massachusetts Board of Public Accountancy, American Institute of Certified Public Accountants, the Massachusetts Society of Certified Public Accountants and the Government Finance Officers Association.

We have been in business for 30 years and hereby confirm we are financially stable.

FIRM QUALIFICATIONS AND EXPERIENCE

We specialize in providing audit and consulting services to governmental clients and all professionals are part of our governmental audit team. We have practiced in Massachusetts as Powers & Sullivan, LLC since 1989. Our partners combined have over 100 years of audit experience of which a significant portion has been devoted to public sector auditing and consulting. Each of our 25+ full-time professionals complete over 10 different governmental audits each year and our continuing education program is designed to keep them current on new governmental pronouncements. We meet all requirements related to peer review and continuing education of the AICPA and the Commonwealth of Massachusetts.

Our firm's objective is to maintain a leadership position in the Massachusetts municipal market. We accomplish this by providing personal service to our current client base with experienced partners and managers. Our management team is active in helping guide and educate the municipal community in the ever-changing governmental accounting landscape. Our clients appreciate this level of commitment and we believe they derive significant added value from our service.

This depth of experience allows us to complete audit engagements in a cost-efficient manner that is less disruptive to our client's day-to-day operations. Our goal is to service our clients in a manner that will develop a continuing relationship.

Commitment to Service

Powers & Sullivan, LLC prides itself in being able to service our clients for both their independent audit and management consulting needs. We continue to provide educational seminars for our clients as new issues emerge. We own audiovisual equipment including a state-of-the-art LCD projector, portable sound system with hands-free wireless microphones, a large portable projection screen and all supporting equipment. Over the past several years we have conducted seminars dealing with matters such as GASB 45, GASB 54, GASB 63, GASB 65, GASB 67, GASB 68, GASB 74, GASB 75, SAS 99, SAS 112, and Fraud Risk Assessment and are continually present as speakers at Accountant's, Treasurer's and Administrator's, and MASBO conferences held throughout the Commonwealth.

The reason we mention this is to emphasize that our commitment to you does not end with the audit. We want to be an important source of new information to you and to your fellow school districts in Massachusetts.

Selected services include, but are not limited to, the following:

- Implementing automated financial reporting and accounting systems
- Development of internal control procedures
- Administrative reviews of cash management, data processing, insurance, manpower evaluation, purchasing, accounting and management reporting
- End-of-Year and Financial Report compliance reviews
- Student Activity compliance reviews
- Certification of E&D

Commitment to Massachusetts

As previously mentioned, we are a Massachusetts based firm committed to servicing governmental clients located in Massachusetts. Consistent with that strategy, we are equally committed to supporting the Massachusetts economy at both the state and local level. Such a commitment is evident by the following conditions and policies:

- Our office is located in Wakefield, Massachusetts.
- 100% of wages paid to our staff is subject to Massachusetts income, unemployment and universal health insurance taxes.
- All computer equipment, office furniture, supplies, utilities, etc. are purchased from Massachusetts' vendors. Accordingly, the costs associated with these purchases are influenced by the overall economic conditions prevalent in the Commonwealth, including prevailing wage rates and the assessment of sales tax on in-state purchases. Exceptions to this policy occur only when sole source products are not available locally.
- We focus our recruiting efforts to students attending Massachusetts Colleges and Universities. We have developed strong relationships with both state and private colleges to provide students with full time employment, cooperative education opportunities and career counseling.
- We established the Powers & Sullivan, LLC Educational Foundation at UMass Lowell for the benefit of the accounting department and its students. To date the fund has provided scholarships to many accounting students and totals almost $100,000.

Commitment to Excellence

Powers & Sullivan, LLC is committed to maintaining its professional excellence in providing quality services to our clients. Accordingly, we are a member of the American Institute of Certified Public Accountants. Membership requires that we pass a peer review of our quality control standards.

Our last Peer Review, that is available for distribution, was conducted by the CPA firm of D.E. Rodrigues & Company, Inc., and was completed on May 15, 2017. In this and all our previous peer reviews we received unqualified opinions and we anticipate a similar result for our next report. This means that the system of quality control for our accounting and auditing practice has been designed to meet the requirements of the quality control standards for an accounting and auditing practice established by the AICPA and conformed to professional standards. Since we are mainly a governmental practice, our peer reviews have always included specific reviews of our governmental single audits. A copy of our peer review report is included in Appendix B to this quote.

We have developed and implemented a **Quality Control System** that is prescribed by the AICPA. This includes a Quality Control Manual that is distributed to all employees, which documents our internal systems and processes. The following sections are contained in our 35 page document:

1. Leadership Responsibilities for Quality
    a. Promote a culture of quality
    b. Dedicate sufficient resources to maintain quality
    c. Establish a formal code of conduct
    d. Establish a positive work environment
2. Relevant Ethical Requirements
    a. Establish the fundamental principles of professional ethics
        i. Responsibilities
        ii. Public Interest
        iii. Integrity
        iv. Objectivity and Independence
        v. Due care
        vi. Scope and nature of Services
3. Client Acceptance and Continuance
    a. Annual evaluation of all engagements that considers the client's integrity, the engagement risks, our ability to complete the engagement, and whether we can comply with legal and ethical requirements.
4. Human Resources System
    a. Recruitment and hiring
    b. Determine capabilities and competencies
    c. Assignment of engagement teams
    d. Professional development
    e. Performance evaluation, compensation and advancement
5. Engagement Performance
    a. Engagement performance and documentation
    b. Engagement quality control review
    c. Consultation and differences of opinion
6. Monitoring of the Quality Control System
    a. An annual internal inspection program to monitor compliance with the system is completed

We have had several field reviews of our audits as part of the State Auditor's Single Audit Compliance procedures that resulted in no findings or deficiencies. Our single audit work product is subject to external review by federal granting agencies. This occurs on a regular basis and we have never received any negative comment about the quality of our work.

There has never been any disciplinary action or legal proceedings taken against our firm or any member of our firm by regulatory bodies or professional organizations.

Our membership also requires our staff to receive a minimum of 20 hours of continuing professional education (CPE) per year and 80 hours within each two-year period. *Governmental Auditing Standards*, issued by the Comptroller General of the United States, requires staff members who perform governmental audits to complete a minimum of 24 hours of their CPE requirement in subjects directly related to the government and to government auditing. We affirm that each staff member assigned to this engagement will have met these requirements.

TEAM QUALIFICATIONS AND EXPERIENCE

We are a regional firm that is built on serving Massachusetts school districts and municipalities for the past 30 years. Our management team is comprised of seven partners and two managers who spend over 98% of their time auditing Massachusetts entities. All (except our technology manager) are certified public accountants; two partners have over 30 years of experience, four partners have over 20 years of experience, one partner has over fifteen years of experience and the two managers have over ten years of experience. This deep bench strength sets us apart from our competitors and you can be comfortable knowing that your needs will be serviced throughout the year.

Our firm is comprised of 29 team members. We have been fortunate to retain the majority of our key staff for several years, and we have retained the same management team for over 20 years. We have recently expanded our audit team by hiring several college graduates.

The following section of the quote is structured to provide additional information that we believe would be relevant to the District in selecting your next audit firm.

We will briefly describe our experience that can be considered highly advantageous for the District.

1. Experience of Audit Firm – *To be considered highly advantageous, the audit firm would be expected to have audited at least ten Massachusetts entities for each of the past five years.* For fiscal 2019, our firm completed 21 school audits, 67 municipal audits and over 50 End-of-Year Financial Report (EOYR) engagements conducted in accordance with the Massachusetts Department of Elementary and Secondary Education's compliance supplement.

2. Audit Manager/Partner Level Experience – *To be considered highly advantageous, the audit manager/partner assigned to the audit should have 10 or more years of experience auditing Massachusetts municipalities.* We propose to have James Powers (over 30 years of experience) and Francis Serreti (over 20 years of experience) as your partners.

3. Ability to Provide Advice and Guidance Within the Proposed Audit Fee. – *To be considered highly advantageous, the Proposer must provide information in the quote demonstrating that they will be available throughout the year to answer questions and provide consulting services as necessary.* We consider client communication to be very important. Not only do we have a strict policy of never screening calls at our office, we will provide you with our cell phone numbers and if we are unable to answer your call as it comes in, we will return your phone calls within 24 hours.

4. Audit Firm Experience in Conducting End-of-Year Financial Report Audits– *In order to be considered highly advantageous, the proposer must demonstrate that the audit firm has at least three years of experience completing EOYR Audits.* We played a major role in working with the Department of Elementary and Secondary Education (DESE) to change the EOYR Compliance Supplement to conform to the standards established by the American Institute of Certified Public Accountants. Since fiscal 2000, the initial year that these audits were required by the DESE, we have annually completed more than fifty EOYR engagements.

5. Audit Firm Experience in Conducting Federal Audits– *In order to be considered highly advantageous, the proposer must demonstrate that they have at least three years of experience completing Federal Audits.* Our firm has been conducting Single Audits since 1990. For fiscal 2019, our firm completed over fifty single audits as noted in the "Our Client" section of this quote.

6. Approach to the Audit – *To be considered highly advantageous, a proposer would need to demonstrate a complete understanding of the work to be performed, have an efficient audit plan, properly supervise audit staff, and realistically budget the hours required to complete the audit.* We have focused our business on serving Massachusetts districts and municipalities and are committed to doing so in the future. We have developed an audit approach that allows us to conduct very efficient high-quality audits. Details on our audit approach are discussed in the "Audit Scope and Approach" section of this quote.

7. Auditor Level of Experience. – *To be considered highly advantageous, the Proposer's firm would employ a minimum of 3 CPA's who have at least three years of experience auditing Massachusetts municipalities.* Powers & Sullivan, LLC has 12 CPA's with experience ranging from 3 – 35 years. Several others have passed the exam and are pending certification once they complete 150 credit hours of education.

8. Experience in Working with Municipalities – *To be considered highly advantageous the Proposer must possess more than five (5) years of experience working with Massachusetts municipalities.* For each of the last 30 years, over 98% of our revenues have been generated from services provided to Massachusetts governments and school districts.

9. Quality of Written Response to Request for Quotes, Including Responsiveness and Clarity and Approach to the Project – *To be considered highly advantageous the proposer must submit a quote that is concise, informative and highly detailed. The quote must reflect that the firm is able to perform in a manner acceptable to the District and the reviewer must be completely convinced about the proposer's ability to provide the contracted services as required by the District.* Our quote has been formatted to meet the requirements included in typical Regional School RFQ's as well as to provide additional information that we feel will allow you to make your best evaluation of our ability to meet the District's needs.

10. Availability to Complete Contracted Services per the Proposed Schedule – *In order to be considered highly advantageous, the Proposer must be able to complete the services within the agreed-upon timeline.* We have completed numerous audits of school districts and local governments. We do not miss deadlines. This is because we have developed an internal control system that properly trains our team members on how to audit governmental entities. Our quote highlights our plan to accomplish the tasks in a manner that will meet your timelines.

11. Professional Quality Control Program – *In order to be considered highly advantageous, the proposer must have a quality control program that will ensure that the District's audit is conducted in accordance with the highest professional standards.* We utilize the PPC suite of products from Thomson Reuters as audit tools to ensure compliance with the most

recent auditing standards and risk assessment standards. In addition, we have developed company-wide training and an internal audit review process to ensure the highest quality audits. The success of this system is demonstrated in our Peer Review results as well as in our success in assisting clients in receiving awards for excellence in financial reporting on their CAFR's.

12. Independence and Ethical Behavior – *In order to be considered highly advantageous, the proposer would need to confirm that the firm or any member of the firm has not been disciplined by any regulatory body; and that the firm and the principals are members in good standing with the American Institute of Certified Public Accountants (AICPA) and the Massachusetts Board of Public Accountancy.* No member of our firm has been disciplined by any regulatory body and the firm and all principals are members in good standing with both the AICPA and the Massachusetts Board of Public Accountancy.

13. References. – *To be considered highly advantageous a Proposer must provide adequate references.* We have provided three references and can provide additional references if needed to complete your evaluation.

We have tried to briefly address typical evaluation criteria and believe we have demonstrated our ability to provide quality services to the District. We do encourage you to contact our clients in order to satisfy yourselves that the quality of our services matches the quantity.

Key Team Members

What follows next are the resumes of our management team. We hope that you will see that their experience demonstrates a complete understanding of the process, in real life, of how financial statements are audited and prepared, which we believe integral to successfully complete the engagement.

James E. Powers, CPA, Governmental Engagement Partner, is the partner-in-charge of the governmental audit practice, which comprises over 98% of the firm's revenue. He has over 35 years of municipal audit experience, which began as an accountant with the City of Boston's Auditor's Office in 1978. He was employed by Touché Ross for several years until early 1987 as an audit manager with client responsibilities that included the Commonwealth of Massachusetts and local municipalities. In April of 1987 he founded the certified public accounting firm of Powers & Company that serviced several Massachusetts municipalities.

Mr. Powers' experience in providing services to local governments for the past 35+ years has given him the knowledge that you will find to be an invaluable resource. He has the ability to identify problem areas and assist in developing and implementing practical solutions to these problems. He is knowledgeable in UMAS and GAAP methods of accounting and is familiar with the software programs used by Massachusetts cities, towns, districts and agencies.

Mr. Powers has been committed to improving the auditing, accounting and financial reporting of Massachusetts cities and towns. Over the years, Mr. Powers has volunteered his time to conduct over 200 seminars for the Massachusetts Financial Community on a variety of accounting and auditing subjects. He was the primary author of the Massachusetts Department of Revenue's publication *A Practical Guide for Implementation of GASB Statement 34 for Massachusetts Local Governments – July 1, 2001.* The DOR produced and distributed approximately 2,000 copies of this publication.

He is currently serving on the Board of Directors of the Massachusetts Society of Certified Public Accountants; he was the past chairperson for the Massachusetts Society of Certified Public Accountants Governmental Accounting and Auditing Committee; he is a member of the American Institute of Certified Public Accountants (AICPA); and is a member of the Government Finance Officers Association (GFOA). Mr. Powers is a member of the GFOA's Special Review Committee, a nationwide pool of CAFR reviewers. In this capacity, he is responsible for determining if CAFR's submitted to the GFOA are either awarded or denied the Certificate of Achievement for Excellence in Financial Reporting.

Reneé Davis, CPA, MBA, Governmental Engagement Partner, Ms. Davis has over 20 years of municipal audit experience with Powers & Sullivan and was admitted as a partner in 2008. Ms. Davis has spent 100% of her accounting and auditing career involved with Massachusetts municipalities, schools, districts and other governmental entities. She obtained her license to practice as a certified public accountant and her MBA degree while at Powers & Sullivan.

Ms. Davis' experience in providing service to local governments has given her the knowledge that is a valuable resource to her clients. She has the ability to identify problem areas and assist in developing and implementing practical solutions to these problems. She is knowledgeable in Statutory, UMAS and GAAP methods of accounting and is familiar with the software programs used by Massachusetts cities, towns, districts and agencies.

As stated earlier, the firm has been auditing over 20 CAFR's each of the last several years. Ms. Davis has developed an expertise on the preparation and review of these financial reports. As part of our quality control procedures, a complete review of the CAFR must be done before the report is issued. Ms. Davis is responsible to review our more complicated CAFR's.

She is responsible for maintaining the firm's continuing education program. As such, she is responsible to develop the firm-wide and individual plans for our staff. She develops, with Michael Nelligan, our internal governmental training sessions. She also is a very active speaker at governmental seminars for the Massachusetts Society of Certified Public Accountants along with the Massachusetts Financial Community. Ms. Davis was the key person from our firm to assist in the development of the Massachusetts School Building Authority's (MSBA) audit guidelines.

She is a member of the Massachusetts Society of Certified Public Accountants, the American Institute of Certified Public Accountants, the Massachusetts Government Finance Officers Association and the Association of Governmental Accountants. Reneé served a two-year term as the chairperson for the Massachusetts Society of Certified Public Accountant's Governmental Auditors Auditing Committee. Reneé served on the Board of Directors for the Massachusetts Society of Certified Public Accountants.

Craig Peacock, CPA, MST, Governmental Engagement Partner, Mr. Peacock has been with the firm for over 20 years and has performed over 150 comprehensive single audit and consulting engagements for Massachusetts' governments. He obtained his license to practice as a certified public accountant and his MST while at Powers & Sullivan. He was promoted to manager in 2001 and admitted as a partner in July 2010. His primary responsibility is to provide services to our governmental clients and his secondary responsibility is to manage our tax and commercial practices.

Mr. Peacock's experience in providing service to local governments has given him the knowledge that is a valuable resource to his clients. He prides himself in being very attentive to his client's needs and has demonstrated the ability to assist them throughout the year. His engagements are planned well in advance of the field work and his clients are well informed as to the expectations of both parties. He is knowledgeable in UMAS and GAAP methods of accounting and is familiar with the software programs used by Massachusetts cities, towns, districts and agencies.

As stated earlier, the firm has been auditing over 20 CAFR's each of the last several years. Mr. Peacock has been responsible for the submission of many government CAFR's to the GFOA for their award program. He is also a member of our quality control team that is responsible for reviewing CAFR's before they are submitted to the GFOA.

He is responsible for conducting many of the firm's internal governmental training sessions. Craig provides guidance to our staff on all tax related matters along with providing the initial technical advice on new governmental standards. Some of his larger clients include Brookline, Lowell, Somerville, Plymouth, Abington and Belmont.

He is a member of the Massachusetts Society of Certified Public Accountants (MSCPA), the American Institute of Certified Public Accountants, the Massachusetts Government Finance Officers Association and the Association of Governmental Accountants.

Michael Nelligan, CPA, Governmental Engagement Partner, Mr. Nelligan has over 35 years of audit, accounting and management experience which began in 1981. Mike began his career as an auditor with Grant Thornton in Boston, Massachusetts in 1981. During his 7 years with Grant Thornton, he rose to the level of Audit Manager with a client base of governments, public utilities, public universities, manufacturing, retail, hospitals, wholesale distributors and various non-profit organizations. These entities ranged from start-ups to large publicly traded companies. In 1988, Mike accepted the position of CFO with an east coast wholesale distribution firm where he managed all aspects of the company's operations. After the sale of the company in 2002, Michael joined Powers & Sullivan and currently audits many cities and towns, municipal utilities and nonprofit organizations.

Mr. Nelligan's experience in providing audit services and working for commercial entities has given him the unique perspective of being responsible for being both the auditor and auditee. The practical experience of running a business, performing audits and working with municipalities provides you with a significant knowledge base that can provide practical solutions to problems. He is knowledgeable in UMAS and GAAP methods of accounting and is familiar with the software programs used by Massachusetts cities, towns, districts and agencies.

Michael is responsible for maintaining the firm's continuing education program. As such, he is responsible to develop the firm-wide and individual plans for our staff. He develops, with Reneé Davis, our internal governmental training sessions. He also is a very active speaker at governmental seminars for the Massachusetts Society of Certified Public Accountants along with the Massachusetts Financial Community.

Some of his larger clients include Springfield, Mansfield, Braintree, and Marshfield.

He is a member of the American Institute of Certified Public Accountants, the Massachusetts Society of Certified Public Accounts, the Association of Government Accountants and the Massachusetts Government Finance Officers Association.

Francis Serreti, CPA, Governmental Engagement Partner, Mr. Serreti has been with the firm for over 20 years and has performed over 150 comprehensive single audit and consulting engagements for Massachusetts' governments. He obtained his license to practice as a certified public accountant while at Powers & Sullivan. He was promoted to manager in 2001 and admitted as a partner in July 2012.

Mr. Serreti's experience in providing service to local governments has given him the knowledge that is a valuable resource to his clients. He prides himself in being very attentive to his client's needs and has demonstrated the ability to assist them throughout the year. His engagements are planned well in advance of the field work and his clients are well informed as to the expectations of both parties. He is knowledgeable in UMAS and GAAP methods of accounting and is familiar with the software programs used by Massachusetts cities, towns, districts and agencies.

As stated earlier, the firm has been auditing over 20 CAFR's each of the last several years. Mr. Serreti has been responsible for the submission of several CAFR's to the GFOA for their award program. He is also a member of our quality control team that is responsible for reviewing CAFR's before they are submitted to the GFOA.

He is responsible for conducting many of the firm's internal governmental training sessions. Francis works directly with Todd Jurczyk to manage all of the engagements conducted in accordance with the Massachusetts Department of Elementary and Secondary Education's (ESE) Compliance Supplement applicable to Massachusetts School Districts to the End-of-Year Financial Report. The firm completes over fifty of these engagements each year. Some of his larger clients include Haverhill, Everett, Woburn, Andover, North Andover and Wakefield.

He is a member of the Massachusetts Society of Certified Public Accountants (MSCPA), the American Institute of Certified Public Accountants, the Massachusetts Government Finance Officers Association and the Association of Governmental Accountants. Francis has recently served as the chairperson of the MSCPA Government Accounting and Auditing Committee.

Todd Jurczyk, CPA, Governmental Engagement Partner, Mr. Jurczyk has over 20 years of governmental auditing and accounting experience. He started his governmental experience with the Fiscal Management Office of Massachusetts Department of Transportation (formerly the Massachusetts Highway Department "MHD") in 1997. While at MHD he was a member of the Commonwealth's GASB 34 implementation team; responsible for capital asset accounting; responsible for the accounting of major construction projects; responsible for compliance with federal grants; responsible for auditing the compliance of contracts with procurement laws; and was the liaison between MHD, the Comptroller's Office and the external auditors. He passed all parts of the certified public accountant's exam while at MHD. The experience at MHD has made Todd very knowledgeable in compliance auditing and specifically proficient at conducting Single Audits. He joined Powers & Sullivan in 2003, became a licensed CPA in 2006 and was promoted to our management team in July 2007 as a supervisor and was admitted as a partner in July 2018.

Todd spends 100% of his time working on our governmental clients. Todd is substantially responsible for several large-scale single audit engagements including Revere, Springfield and Quincy. Other clients of his include, North Attleborough Electric Light, Saugus, Rowley, Somerset, the Somerset Health Plan Group and Oak Bluffs.

Todd works directly with Mr. Serreti to manage all of the engagements conducted in accordance with the Massachusetts Department of Elementary and Secondary Education's Compliance Supplement applicable to Massachusetts School Districts End-of-Year Financial Report. The firm completes over fifty of these engagements each year.

Todd is also a member of our quality control team responsible for reviewing CAFR's prior to submittal to the GFOA award program. He is responsible for the audit of three clients that prepare CAFR's. He is part of our team that establishes our auditing procedures and is our training instructor for auditing requirements under Uniform Guidance and the Single Audit Act. He is a member of the Massachusetts Society of Certified Public Accountants and the American Institute of Certified Public Accountants.

Romina Mameli, Partner, Director of Audit Technology, Ms. Mameli has over 16 years of governmental auditing and accounting experience with Powers & Sullivan. In addition to her auditing responsibilities, Romina manages virtually all aspects of our audit technology. This includes keeping our systems technically up-to-date with all of the most recent financial reporting and auditing requirements. This includes communicating with vendors who provide these services to make sure that we are continually current with our procedures. She also ensures that our personnel are adequately trained in utilizing the technology and that we have state-of-the-art servers and laptop computers available to access the information.

Romina is a member of our quality control team responsible for reviewing CAFR's prior to submittal to the GFOA award program. She is also part of our team that establishes our auditing procedures and an in-house instructor for general government auditing requirements. Some of her largest clients include Barnstable, Braintree, Peabody, Dedham, Arlington, Duxbury, and Scituate.

Kyle Warne, CPA, Governmental Manager, Mr. Warne has over 10 years of governmental auditing and accounting experience with Powers & Sullivan. He obtained his license to practice as a certified public accountant while at Powers & Sullivan and was promoted to our management team several years ago.

Kyle has spent 100% of his time at Powers & Sullivan working on our governmental clients. We have assigned him the responsibility to be part of the management team of several of our largest and complex clients. He has performed well in this management role and our clients are more than satisfied with his performance. He has demonstrated his ability to manage large and complex engagements with positive results. Some of his largest clients include Haverhill, Lawrence, Andover, North Andover, Cohasset, and Mansfield.

Kyle is a member of our quality control team responsible for reviewing CAFR's prior to submittal to the GFOA award program. He is part of our team that establishes our auditing procedures and an in-house instructor for general government auditing requirements. He is a member of the Massachusetts Society of Certified Public Accountants and the American Institute of Certified Public Accountants.

Rebecca Gamsby, CPA, Governmental Manager, Ms. Gamsby has over 10 years of municipal audit experience. Ms. Gamsby began her career as a municipal auditor with a CPA firm based out of New Hampshire where she obtained her license to practice as a certified public accountant. Prior to joining Powers & Sullivan in 2018, her auditing career focused on Massachusetts, New Hampshire, and Vermont municipalities.

Rebecca has spent 100% of her time at Powers & Sullivan working on our Massachusetts governmental clients. She prides herself on being very attentive to her client's needs and has demonstrated the ability to assist them throughout the year. She is knowledgeable in UMAS and GAAP methods of accounting and is familiar with the software programs used by Massachusetts cities and towns. Some of her larger clients include Braintree, Dedham, Lowell, Salem and Springfield.

Rebecca is a member of our quality control team responsible for reviewing CAFR's prior to submittal to the GFOA award program. She is also part of our team that establishes our auditing procedures and an in-house instructor for general government auditing requirements. She is a member of the Massachusetts Society of Certified Public Accountants.

Other Staffing Matters

As stated earlier, we propose the management team of Francis Serreti and James Powers to be assigned to the engagement for the entire term. For the other staff assigned to the engagement we will assign an audit senior who has completed at least 10 single audit engagements and assistants as needed. All of our staff are college graduates and are working towards the goal of becoming Certified Public Accountants.

In order to keep all team members up-to-date on governmental auditing the firm conducts a mandatory multiple day training session in June each year that relates only to governmental auditing. They are also required to attend governmental seminars sponsored by professional organizations. We have a mentoring program where all members are teamed up with a manager to assist in their professional and personal development. Finally, periodic formal review sessions are conducted throughout the year that evaluate their performance and set goals for the next period.

CERTIFICATE OF ACHIEVEMENT FOR EXCELLENCE IN FINANCIAL REPORTING

The certificate is presented by the Government Finance Officers Association (GFOA) to governments whose Comprehensive Annual Financial Report (CAFR) achieves the highest standards in government accounting and financial reporting. Below is a listing of our clients who have received the award.

During fiscal year 2018 we submitted the following CAFR's to the GFOA:

Town of Andover	Town of Barnstable	City of Salem	Town of Marblehead
Town of Arlington	City of Beverly	Town of Harwich	Town of Westwood
Town of Braintree	Town of Burlington	City of Somerville	Town of Marshfield
Town of Cohasset	Town of Dedham	City of Springfield	Town of Mansfield

Town of Duxbury	City of Everett	Town of Wellesley	Town of Scituate
Town of North Andover	City of Revere	Town of Sudbury	
Lower Pioneer Valley Educational Collaborative		Town of Manchester By the Sea	

OUR CLIENTS

We have listed references for whom we have provided services similar to those requested. As for the clients listed in the accompanying chart for which we have not provided reference information, please feel free to contact them directly or contact us and we will provide that information.

BLUE HILLS REGIONAL TECHNICAL SCHOOL

We have been engaged to perform audit services for the Blue Hills Regional Technical School since FY2005. We have completed the compliance engagements for the End of Year Pupil and Financial Report as well as the year-end reporting package for the Department of Revenue (DOR). We have also assisted in year-end IPEDS reporting. Mr. Serreti is the engagement partner to the District.

Reference: Mr. Steven Moore 781-828-5800
Assistant Superintendent for Business and Personnel

MANCHESTER ESSEX REGIONAL SCHOOL DISTRICT

We have been engaged to perform audit services for the Manchester Essex Regional School District since FY2001. We have completed the compliance engagements for the End of Year Pupil and Financial Report for each fiscal year as well as the year-end reporting package for the Department of Revenue (DOR). Mr. Serreti is the engagement Partner to the District.

Reference: Mr. Avi Urbas 978-526-4919
Director of Finance

WHITTIER REGIONAL VOCATIONAL TECHNICAL HIGH SCHOOL

We have been engaged to perform audit services for the Whittier Regional Vocational Technical High School since 2012. We have completed the Compliance engagements for the End of Year Pupil and Financial Report for each audit year. Mr. Serreti and Mr. Warne are the engagement management team to the District.

Reference: Ms. Kara Kosmes 978-373-4101
Business Manager

The schedules that follow are intended to provide a snapshot of our client base and the scope of services provided to them.

	Schools	Audit Services	ESE Engagement	Years of Service	Total Revenues	Total Single Audit	CAFR
1	Blue Hills Regional Technical School	X	X	5-10	$ 23,000,000	$ 2,000,000	
2	Berlin-Boylston Regional School District	X	X	1-3	$ 15,600,000	$ -	
3	Cambridge Community Charter School	X	X	5-10	$ 7,000,000	$ -	
4	Diman Regional Vocational Technical High School	X	X	1-3	$ 27,000,000	$ 1,800,000	
5	Francis Parker Charter School	X		5-10	$ 5,000,000	$ -	
6	Hamilton-Wenham Regional School District	X	X	1-5	$ 35,000,000	$ 700,000	
7	Lincoln-Sudbury Regional School District	X	X	5-10	$ 34,000,000	$ 500,000	
8	Lower Pioneer Valley Educational Collaborative	X		1-5	$ 24,000,000	$ -	X
9	Manchester Essex Regional School District	X	X	5-10	$ 28,000,000	$ 1,000,000	
10	Martha's Vineyard Charter School	X	X	5-10	$ 4,000,000	$ -	
11	Nashoba Regional School District	X	X	5-10	$ 54,000,000	$ 2,000,000	
12	North Middlesex Regional School District	X	X	1-5	$ 56,000,000	$ 2,000,000	
13	Pentucket Regional School District	X	X	1-5	$ 46,000,000	$ 1,000,000	
14	Pioneer Valley Performing Arts Charter Public School	X		1-5	$ 7,000,000	$ -	
15	Quabbin Regional School District	X	X	5-10	$ 39,000,000	$ 1,000,000	
16	Quincy College	X		5-10	$ 22,000,000	$ -	
17	Salem Community Charter School	X	X	1-5	$ 1,000,000	$ -	
18	South Shore Educational Collaborative	X		1-5	$ 19,000,000	$ -	
19	Southwick-Tolland-Granville Regional School District	X	X	1-5	$ 29,000,000	$ 1,000,000	
20	Tantasqua Regional School District	X	X	5-10	$ 32,000,000	$ 2,000,000	
21	Whittier Regional Vocational Technical High School	X	X	1-5	$ 26,000,000	$ 1,000,000	

Cities & Towns over $100 Million in Revenue

		Audit Services	DESE Engagement	Years of Service	Total Revenues	Total Single Audit	CAFR
1	Springfield	X	X	5-10	$ 837,000,000	$ 119,000,000	X
2	Lowell	X	X	over 10	$ 410,000,000	$ 39,000,000	
3	Quincy	X	X	5-10	$ 392,000,000	$ 18,000,000	
4	Lawrence	X	X	5-10	$ 335,000,000	$ 35,000,000	
5	Brookline	X	X	over 10	$ 286,000,000	$ 6,000,000	
6	Somerville	X	X	over 10	$ 267,000,000	$ 13,000,000	X
7	Haverhill	X	X	5-10	$ 264,000,000	$ 10,000,000	
8	Plymouth	X	X	5-10	$ 250,000,000	$ 8,000,000	
9	Peabody	X	X	over 10	$ 242,000,000	$ 8,000,000	
10	Braintree	X	X	5-10	$ 231,000,000	$ 3,000,000	X
11	Wellesley	X	X	5-10	$ 226,000,000	$ 2,000,000	X
12	Everett	X	X	1-5	$ 223,000,000	$ 10,000,000	X
13	Revere	X	X	1-5	$ 214,000,000	$ 13,000,000	X
14	Salem	X	X	5-10	$ 210,000,000	$ 13,000,000	X
15	Andover	X	X	over 10	$ 198,000,000	$ 3,000,000	X
16	Barnstable	X	X	over 10	$ 193,000,000	$ 9,000,000	X
17	Billerica	X	X	over 10	$ 186,000,000	$ 3,000,000	
18	Arlington	X	X	over 10	$ 179,000,000	$ 6,000,000	X
19	Beverly	X	X	over 10	$ 165,000,000	$ 8,000,000	X
20	Woburn	X	X	over 10	$ 156,000,000	$ 3,000,000	
21	Burlington	X	X	over 10	$ 156,000,000	$ 2,000,000	X
22	Belmont	X	X	5 - 10	$ 152,000,000	$ 2,000,000	
23	Chelmsford	X	X	over 10	$ 149,000,000	$ 2,000,000	
24	Mansfield	X	X	1-5	$ 145,000,000	$ 2,000,000	X
25	Tewksbury	X	X	over 10	$ 141,000,000	$ 2,000,000	
26	Milton	X	X	over 10	$ 126,000,000	$ 2,000,000	
27	North Andover	X	X	1-5	$ 124,000,000	$ 2,000,000	X
28	Marshfield	X	X	1-5	$ 120,000,000	$ 3,000,000	X
29	Dedham	X	X	1-5	$ 120,000,000	$ 2,000,000	X
30	Sudbury	X	X	1-5	$ 111,000,000	$ 1,000,000	X
31	Marblehead	X	X	over 10	$ 109,000,000	$ 1,000,000	X
32	Melrose	X	X	over 10	$ 108,000,000	$ 3,000,000	
33	Agawam	X	X	over 10	$ 107,000,000	$ 3,000,000	
34	Duxbury	X	X	over 10	$ 107,000,000	$ 1,000,000	X
35	Westwood	X	X	over 10	$ 105,000,000	$ 2,000,000	X
36	Saugus	X	X	1-5	$ 103,000,000	$ 2,000,000	
37	Ipswich	X	X	1-5	$ 101,000,000	$ 1,000,000	
38	Weston	X	X	1-5	$ 101,000,000	$ 1,000,000	

Cities & Towns under $100 Million in Revenue

	Audit Services	ESE Engagement	Years of Service	Total Revenues	Total Single Audit	CAFR
39 Greenfield	X	X	1-5	$ 90,000,000	$ 3,000,000	
40 Wareham	X	X	5-10	$ 85,000,000	$ 4,000,000	
41 Scituate	X	X	1-5	$ 84,000,000	$ 1,000,000	X
42 Yarmouth	X		1-5	$ 82,000,000	$ 1,000,000	
43 Wakefield	X	X	over 10	$ 75,000,000	$ 2,000,000	
44 Harwich	X	X	1-5	$ 70,000,000	$ -	X
45 Somerset	X	X	5-10	$ 66,000,000	$ 1,000,000	
46 Medfield	X	X	1-5	$ 62,000,000	$ 1,000,000	
47 Winthrop	X	X	1-5	$ 62,000,000	$ 2,000,000	
48 Abington	X	X	over 10	$ 54,000,000	$ 1,000,000	
49 Cohasset	X	X	1-5	$ 51,000,000	$ 1,000,000	X
50 Carver	X	X	1-5	$ 41,000,000	$ 2,000,000	
51 Georgetown	X	X	over 10	$ 39,000,000	$ 1,000,000	
52 Orleans	X	X	1-5	$ 38,000,000	$ -	
53 Lunenburg	X	X	1-5	$ 37,000,000	$ 1,000,000	
54 Rockport	X	X	over 10	$ 34,000,000	$ -	
55 Monson	X	X	over 10	$ 32,000,000	$ 2,000,000	
56 Oak Bluffs	X		over 10	$ 29,000,000	$ 1,000,000	
57 Mancester-By-The-Sea	X		1-5	$ 29,000,000	$ -	X
58 Orange	X	X	5-10	$ 25,000,000	$ 3,000,000	
59 Rehoboth	X		5-10	24,000,000	$ -	
60 Rowley	X		over 10	$ 23,000,000	$ -	
61 Boxborough	X	X	5-10	$ 22,000,000	$ -	
62 Groveland	X	X	over 10	$ 21,000,000	$ -	
63 Lancaster	X	X	1-5	$ 21,000,000	$ -	
64 Wellfleet	X		1-5	$ 20,000,000	$ -	
65 Wenham	X	X	5-10	$ 16,000,000	$ -	
66 Barre	X		1-5	$ 13,000,000	$ -	
67 Chilmark	X		over 10	$ 10,000,000	$ -	

AUDIT SCOPE AND APPROACH

We will provide a Comprehensive Audit of the Hamilton Wenham Regional School District's basic financial statements for the fiscal years ending June 30, 2020 through 2022. Our examinations will be conducted in accordance with auditing standards generally accepted in the United States of America, *Government Auditing Standards*, issued by the Comptroller General of the United States: and the audit requirements of Title 2 US *Code of Federal Regulations* Part 2000, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance).

We will also complete the Department of Elementary and Secondary Education's Agreed-Upon Procedures engagements for the District's End of Year Report.

ELECTRONIC WORK PRODUCT

Our audit process is paperless. Our firm prepares all audit working papers, trial balances, report preparation and other work products electronically. All Team Members are assigned lap-top computers that are networked in the field and supported by laser printers and scanners. We will download your trial balance directly to our audit software and use it to prepare the financial statements. We will provide you with a hard and electronic copy of relevant working papers and reporting schedules at the end of the engagement. To ensure data security when transferring files electronically with Powers & Sullivan, we utilize a Portal that allows you to transfer and receive files securely and to control access to your financial records.

Powers & Sullivan, LLC follows a risk-based auditing approach by utilizing the most up to date auditing tools provided by PPC. These audit programs and planning documents are tailored to meet each client's specific needs for the completion of an efficient financial and compliance audit.

- **Initial Planning and Prelim Field Work** - This involves meeting with management at least one month prior to the beginning of preliminary field work to address areas of concern, changes in operations, personnel, systems, etc. During this phase of the audit we will begin the audit of the operating budget, long and short-term debt, OPEB, net pension liability, test transactions for compliance with policies and procedures and perform the Single Audit (if applicable).

- **Year End Work Field Work** – Year-end field work will begin in early August. This involves analytical procedures and substantive test of the financial statements. Analytical Procedures are procedures used in the evaluation of the comparison of financial information to the expectations developed by the auditor. Substantive tests include the audit of significant assets and liability balances (i.e. cash and warrants payable) and test and verify the accuracy of revenues and expenses.

- **Conclusion of the Audit** - All draft reports will be reviewed with District Representatives and the final audit and management letter will be ready to present to the School Committee immediately at the conclusion of the audit.

Information Required from the District

In the normal course of an audit a client will prepare documents that will be supplied to us. What your staff will find is that most of what we require will be forwarding us documents and reconciliations they have prepared in the course of performing their day-to-day duties. We prefer to receive these documents in electronic format through our secure Portal so that scanning and copying is eliminated.

We use an Audit Manual and a checklist, which we provide you in advance, that we tailor to each specific engagement. Within the manual is a control list that identifies information needed for the audit. In summary, what we need from you are your ledgers; support for all balance sheet accounts; support for all financial statement adjustments; and have available support for transactions we may select for testing.

Work-plan and Timeline

The following section provides additional information on our audit process for the financial statements and the single audit (if applicable).

1. We normally complete our preliminary work in the spring. This work will include our audit planning, an analysis of the budget, debt and other liability accounts such as net pension liability, OPEB, transaction testing, Single Audit compliance testing, and updating the template for the basic financial statements. We will also work with the District to identify any reporting deficiencies that could result in an audit opinion modification. Through our experience, we have found that doing this early in the process provides ample time to correct any deficiencies that may be noted and helps to prevent delays in issuing the audit reports.

2. The year-end work will occur in early August and involves performing substantive testing and report preparation. We anticipate issuing draft audit reports within two to four weeks of completing our fieldwork and the final reports can be issued once management has taken responsibility for and approved issuance of the reports.

3. Our audit process will assess the risk of each audit area and design tests that are specific to you. Our statistical testing primarily relates to the single audit and internal control verification. The sample size can range from 5 to 100 based on the control being tested.

4. Our testing for compliance is done as part of the Single Audit along with our substantive audit. The sample is drawn from all possible transactions but normally will include Single Audit transactions to complete dual testing as allowed by the Single Audit Act. We normally stratify the sample by specifically selecting significant dollar value transactions and randomly select others.

5. We do extensive analytical testing to support our substantive tests. We measure budget-to-actual revenue and expenditure reports for all budgeted funds. Capital Projects are measured against the capital plan and appropriations. We complete a multi-year analysis of all funds, assets, liabilities and fund balances. Our audit software runs reports that highlight variances over a set dollar and percentage for further analytical work.

6. We complete a paperless engagement which requires that we receive all ledgers, transactions, trial balances and similar reports electronically. We use these reports to complete the financial statements directly from your ledgers and complete a significant amount of testing by having all transactions readily available for testing.

7. As noted earlier, we will assign an on-site engagement partner, concurring partner, and senior auditor and assistants, as needed.

8. We will document key transaction processing for receipts, revenues and receivables, payroll, expenses, refunds, purchasing, journal entries, and similar items. This documentation includes all related processes and approvals that can effect a transaction. Each year during Phase 1 of the audit we update our permanent files, with your assistance, for any changes. We use this understanding to plan our audit procedures.

9. In our permanent files, we also maintain copies of all by-laws that complement the Department of Revenue regulations, Massachusetts General Laws and Special Legislation. We read significant grant requirements and contracts.

10. At the end of each year, we will provide your financial management team a complete analysis of all balances in the financial statements. It will be in the form of a crosswalk from your ledgers plus all financial adjusting entries to the amounts presented on your financial statements. This will be provided in both hard copy and electronic form.

11. We believe the role of an auditor goes beyond just an examination of the accounts. We expect our clients to rely on us for guidance related to reporting, municipal finance, systems automation and internal controls. We will be available to attend all necessary meetings and will work with the District to assure that all GASB requirements are met. This expanded level of service comes at no additional cost and is included as part of the audit fee.

Expected Roles and Responsibilities of Assigned Audit Staff

The staffing proposed for the District will have Francis Serreti as the Engagement Partner, James Powers as the Concurring Partner, a Senior Auditor and an Audit Assistant, as necessary. Below we will briefly explain each of major members' roles and responsibilities.

- The Engagement Partner is ultimately responsible for the completion of all aspects of the engagement and signing the audit opinions. He will review all reports and workpapers; complete the planning of the engagement; discuss the implication of all new GASB statements; be available to officials to answer any questions; attend any meeting requested. He ensures the audit was completed in accordance with government auditing standards and that the financial statements are in accordance with generally accepted accounting principles.

- The Concurring Partner is primarily responsible for assuring the engagements meets the quality standards of the firm. He will review the financial statements, management letter and single audit reports and review work papers deemed to be critical risk elements.

- The Manger and/or Senior Auditor will work closely with the client to gather the information needed to complete each audit section. They complete the more complex audit sections for review by the Engagement Partner.

- The Staff Assistant's primary responsibilities are to complete the base-line audit procedures appropriate to their experience level. Their work is closely supervised by the Senior Auditor.

Timing of DESE Engagement

We will complete the End-of-Year Financial Report Compliance review in accordance with guidelines established by the Department of Elementary and Secondary Education. We anticipate this process to take approximately 30 hours. This report is due by the end of March after the close of each year. We will complete this engagement during the January to March time period.

Identification of Anticipated Potential Audit Problems

We do not anticipate any significant audit problems. We have reviewed your financial statements and are familiar with auditing the governmental funds reported. If a major problem does occur, we will work with District management to allocate our resources to resolve the issue. If the problem is so significant that it cannot be resolved in a timely manner, we would request a meeting to discuss the issue and a possible solution.

COMPENSATION

We recognize, in today's environment particularly, the importance of controlling our costs in order that our fees are kept at a reasonable level to the District and competitive with other firms. As a means of controlling our costs, we plan the engagement carefully, using as a basis our study and evaluation of the Hamilton Wenham Regional School District's existing system of internal control. We then budget hours for each section of the engagement. As the examination progresses, we will constantly monitor our time input against the original budget. In utilizing this system of engagement management, we believe we can give the Hamilton Wenham Regional School District solid assurance that deadlines will be met, and costs minimized.

Our all-inclusive fee is $28,500 per fiscal year to conduct the Hamilton Wenham Regional School District audit and the Massachusetts Department of Education End-of-Year Financial Report agreed-upon procedures engagement.

Our fee is $25,000 per fiscal year to conduct the Hamilton Wenham Regional School District audit engagement. The price quoted includes the cost of all labor, materials, insurance, and all other necessary expenses to fulfill the

conditions of the contract. This quote is valid for a period of ninety days. Hamilton Wenham Regional School District will be responsible for the cost of obtaining outside audit confirmations, primarily related to banks, where many banks are now charging for this service.

Our fee for the Massachusetts Department of Education End-of-Year Financial Report agreed-upon procedures engagement will be $3,500 per fiscal year. This quote is valid for a period of ninety days.

Included in this fee is our assurance that the Hamilton Wenham Regional School District will continue to meet the requirements of the GASB 34 reporting model and that we will be available throughout the year to assist you with matters that will come to bear in dealing with new GASB pronouncements and other municipal finance issues.

We believe it is in your best interest to select the firm it feels will best serve its needs. If after evaluating our qualifications, the Hamilton Wenham Regional School District decides our firm is best suited to meet these needs but, due to budgetary constraints, is considering another firm based only on a lower proposed fee, we are willing to negotiate a final fee. As with all our business dealings, we attempt to propose a fee that is fair. Our proposed fee includes a full range of services which other firms may not have included such as attendance at meetings by partners after the audit is completed, general year-round consulting on business issues and other services. If you need further clarification, we would appreciate the opportunity to explain our fee structure in detail.

Our estimated number of hours, by staff level, for each component of the engagement is based on our past experience with the District and similar Massachusetts' school District's. Our quote is based on a blended hourly rate of $120 per hour and the estimated hours are reflected in the table below.

Staff Level	General Audit	DESE EOYR	Total Estimated Hours
Partner.....	40	5	45
Senior.....	90	15	105
Assistants.....	80	10	90
Total.....	210	30	240

ADDITIONAL INFORMATION

Information Technology and Cyber Security

As part of our audit planning, we propose to conduct an IT and Cyber Security review as part of our risk assessment.

We are very familiar with the software used by Massachusetts School Districts and usually we have found that if used as designed provides for adequate internal controls. However, our IT review is designed to evaluate whether the information systems are safeguarding information assets, maintain data integrity, and are operating effectively.

Cyber Security is a new serious threat to most communities that unfortunately has not always been properly addressed by management. Throughout an organization's normal course of business comes the need to collect, transmit, and store extensive amounts of personal information, both in paper and electronic form, relating to residents, vendors and employees. The use of technology has become a driver in helping organizations stay current and succeed. However, the sharing and compilation of this information lends itself to increasing the organization's vulnerability to either a cyber-attack or a security breach.

Management must be aware of the risks associated with the collection of this personal information and be diligent in implementing the proper policies and procedures to help to expose these risks. While impossible for an organization to eliminate all risks associated with a cyber security attack, an organization can take a variety of steps to mitigate its exposure, satisfy governance responsibilities and help to minimize the impact of any attack that occurs.

Although this is usually not a significant risk from a financial statement audit perspective, we believe that we can add value to the audit engagement by completing a review of the District's cybersecurity risk management program.

We will work with IT to conduct these reviews during our planning process and communicate our findings and recommendations to help you make improvements to your internal controls.

Audit Technology Advances

Similar to our clients, the audit process is constantly evolving, and we are changing our processes with the technology advances. We began the audit automation process back in 2000 with the purchase of hardware and software to automate our audits and the preparation of governmental financial statements to be in compliance with GASB Statement 34. Part of our business model is to constantly evaluate our audit process and take advantage of these new audit techniques. We have found that this is mutually beneficial to ourselves and our clients as we become more efficient and our clients receive a more effective and meaningful audit.

We use state-of-the-art software from **Wolters Kluwer, CCH Access Portal**, to protect our client's data through the use of a **Client Portal**. All data is transferred using a **Secure File Transfer Protocol (SFTP)** that transmits encrypted files between us.

We use the Checkpoint software from Thompson Reuters for our audit software. Their **Smart Practice Aids for Audits of State and Local Governments** along with the **Smart Practice Aids for Single Audits** provides us with the flexibility to complete all of the risk assessments that are tailored to each client. The software provides a standardized approach to a governmental audit but allows for auditor judgment to create an audit program that is the right fit for each client. This area is one example where technology and our experience and knowledge of Massachusetts' governmental finance provides for a seamless integration in the audit planning and assessment process.

We use **CCH ProSystem fx Suite** for our audit engagement software. We have been completing paperless audits since 2000 and continue to realize the benefits of making the change long before many of our competitors. This software allows us to manage the entire engagement in real-time and allows for our audit team to access the working papers at anytime from anywhere we have internet access securely. There is a true seamless integration between the audit working papers, trial balance software and report preparation. We can complete a multitude of analytical audit tests and reports directly from the trial balance software which automatically includes these tests in audit working papers.

New GASB Pronouncements

As part of our basic service, we will discuss any new standards well in advance of its implementation date and assist in your preparation. The next significant GASB's are described below.

GASB Statement No. 84, Fiduciary Activities – This statement provides guidance regarding the identification of fiduciary activities for accounting and financial reporting purposes and how those activities should be reported. It is required to be implemented in fiscal 2020.

GASB Statement No. 87, Leases – This statement will require changes to the manner in which leases are accounted. Assets acquired under a capital lease will now be recognized as an asset type separate from the traditional capital asset account type. Leases previously reported as operating leases may be required to be accounted for as a capital lease. It is required to be implemented in fiscal 2021.

GASB Statement No. 89, Accounting for Interest Cost Incurred before the End of a Construction Period – This statement establishes accounting requirements for interest costs incurred before the end of a construction period. It is required to be implemented in fiscal 2021.

GASB Statement No. 90, Majority Equity Interests – an amendment of GASB Statements No. 14 and No. 61 – This statement addresses the financial statement reporting requirements pertaining to a governmental entity's majority equity investments in a legally separate organization. The state also addresses the relevance of financial statement information for certain component units. It is required to be implemented in fiscal 2020.

GASB Statement No. 91, Conduit Debt Obligations – This statement addresses the financial statement reporting requirements pertaining to a governmental entity's conduit debt obligations. It is required to be implemented in fiscal 2022.

It will be important for management to gain an understanding of how these statements will impact the financial statements for the purposes of explaining the changes to users.

APPENDIX A

The following is intended to share our vision of our future relationship with the District.



"Coming together is a beginning, staying together is progress, and working together is success"

- Henry Ford

"Opportunity is missed by most people because it is dressed in overalls and looks like work"

- Thomas Edison

"The achievements of an organization are the results of the combined effort of each individual."

- Vince Lombardi

We share the above quotes with you because it symbolizes our core beliefs that:

1. We will always conduct ourselves in a manner that works towards the long-term success of Powers & Sullivan AND the District,
2. We will always be willing to "don the overalls" and work for you and with you,
3. We will continue to provide a group of experienced and dedicated professionals to compliment your Team so that the combined effort will result in the achievements both of our organizations desire.

APPENDIX B

The following documents have been included:

1. Attachment A – Certificate of Non-Collusion and Certification of Tax Compliance

2. Attachment B – System Review Report (Peer Review)

Hamilton Wenham Regional School District
Request for Quotes for Financial Account Audit

CERTIFICATION OF NON-COLLUSION and CERTIFICTION OF TAX COMPLIANCE,

As required under **Chapter 687 of the Acts of 1989**, all vendors must certify to the following by signing this page in the space indicated below.

CERTIFICATON OF NON-COLLUSION

Pursuant to **M.G.L. ch.30B, s10**, the undersigned hereby certifies, under penalties of perjury that this quote or proposal has been made and submitted in good faith and without fraud or collusion with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club or other organization, entity, or group of individuals.

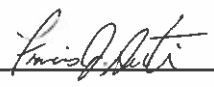
CERTIFICATION OF TAX COMPLIANCE

Pursuant to **M.G.L. Ch.62C, s49A**, I hereby certify, under penalties of perjury that to my best knowledge and belief that I, the undersigned, has filed all state tax returns and paid all state taxes required by law.

Social Security Number or Federal I.D. Number: 27-3857113

Company Name Powers & Sullivan, LLC

Representative Francis J. Serreti Title Partner

Signature  Date January 6, 2020

D.E. Rodrigues & Company, Inc.

Certified Public Accountants

215 Pleasant St. Fl. 4 – PO Box 3634
Fall River, Massachusetts 02722

Tel: (508)679-6079 (508)999-0020
Fax: (508)672-4938

Report on the Firm's System of Quality Control

To Powers & Sullivan, LLC, CPAs and the Peer Review Committee of the
Massachusetts Society of CPAs:

We have reviewed the system of quality control for the accounting and auditing practice of Powers & Sullivan, LLC, CPAs (the Firm) in effect for the year ended September 30, 2016. Our peer review was conducted in accordance with the Standards for Performing and Reporting on Peer Reviews established by the Peer Review Board of the American Institute of Certified Public Accountants (Standards).

A summary of the nature, objectives, scope, limitations of, and the procedures performed in a System Review as described in the Standards may be found at www.aicpa.org/prsummary. The summary also includes an explanation of how engagements identified as not performed or reported in conformity with applicable professional standards, if any, are evaluated by a peer reviewer to determine a peer review rating.

Firm's Responsibility
The Firm is responsible for designing a system of quality control and complying with it to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. The Firm is also responsible for evaluating actions to promptly remediate engagements deemed as not performed or reported in conformity with professional standards, when appropriate, and for remediating weaknesses in its system of quality control, if any.

Peer Reviewer's Responsibility
Our responsibility is to express an opinion on the design of the system of quality control and the Firm's compliance therewith based on our review.

Required Selections and Considerations
Engagements selected for review included engagements performed under *Government Auditing Standards*, including audits under the Single Audit Act. As a part of our peer review, we considered reviews by regulatory entities as communicated by the Firm, if applicable, in determining the nature and extent of our procedures.

Opinion
In our opinion, the system of quality control for the accounting and auditing practice of Powers & Sullivan, LLC, CPAs in effect for the year ended September 30, 2016, has been suitably designed and complied with to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. Firms can receive a rating of *pass*, *pass with deficiency (ies)* or *fail*. Powers & Sullivan, LLC, CPAs has received a peer review rating of *pass*.

D.E. Rodrigues & Company, Inc.

May 15, 2017

HAMILTON-WENHAM REGIONAL SCHOOL DISTRICT PROPOSAL FOR INDEPENDENT AUDITING SERVICES

Submission Date:
January 6, 2020

Contact:
Scott C. McIntire, CPA
Principal
Melanson Heath
10 New England Business Center Drive, Suite 107
Andover, Massachusetts 01810
1.800.282.2440 ext. 2153
melansonheath.com

MELANSONHEATH
ACCOUNTANTS • AUDITORS

MELANSONHEATH
ACCOUNTANTS • AUDITORS

10 New England Business Center Dr. • Suite 107
Andover, MA 01810
(978) 749-0005
Melansonheath.com

Additional Offices:
Nashua, NH
Manchester, NH
Greenfield, MA
Ellsworth, ME

January 6, 2020

Vincent Leone, Assistant Superintendent
of Finance and Administration
5 School Street
Wenham, MA 01984

Dear Assistant Superintendent Leone:

We are pleased to present our proposal to perform audit services for the Hamilton-Wenham Regional School District.

Melanson Heath specializes in performing audit and consulting services for Massachusetts cities, towns, districts, and counties. We currently perform audit services to over 150 local governments, many similar in size and complexity to the Hamilton-Wenham Regional School District.

We offer our 40-year working knowledge of governmental organizations to the Hamilton-Wenham Regional School District. As your auditors, you will have access to unparalleled professional services and responsiveness. We take pride in being on the cutting-edge of the accounting and auditing profession, and will keep you apprised of the ever-changing accounting and reporting guidelines that affect governmental organizations.

Officer Participation and Experienced Staff

A major advantage of hiring our firm is the high level of principal participation. Ed Boyd, CPA, will personally manage the engagement. Ed and his team have performed school district audits for many years and have a reputation for providing their clients with the resources and technical assistance to upgrade and improve their accounting and internal controls procedures. They will also be available year-round to answer questions and provide assistance on topics of interest to the District.

Availability

We are always available on a year-round basis by phone or e-mail to answer your questions, and will do our best to return phone calls/e-mails within 24 hours.

We look forward to establishing our professional relationship with the Hamilton-Wenham Regional School District. If you have any questions regarding this proposal, please call.

Sincerely,

Melanson Heath
Accountants • Auditors

Scott C. McIntire, CPA
Principal
smcintire@melansonheath.com

Edward Boyd, CPA
Principal
eboyd@melansonheath.com

MELANSONHEATH
ACCOUNTANTS • AUDITORS

CONTENTS

PROFESSIONAL EXPERIENCE 5
Resources 5
Governmental Services Department 5
Project Management 6
Risk-Based Audit Approach 6
Experienced Staff 7
Quality Control System 7
Management Letter 8
Technical Resources 8
GASB Pronouncement Experience 8
Uniform Municipal Accounting System (UMAS) Course 8
Involvement in Professional Organizations 8
Paperless Technology 9
Data Security 9
Our Governmental-Related Audit Experience 9
References 9
Your Audit Team 10
Scott C. McIntire, CPA *10*
Edward Boyd, CPA *11*
Sara Corduck *12*
Zach Nowlan *13*
Clayton Morin *14*
Peer Review 16

APPROACH AND PLAN 17
Responsibilities to the Hamilton-Wenham Regional School District 17
Audit Approach 17
Deliverables to You 19
Proposal Fee 19
Estimated Hours and Rates 20
Summary of Recent Government Audit Experience 21

PROFESSIONAL EXPERIENCE

Resources

Melanson Heath is a regional CPA firm that specializes in governmental auditing and consulting, and has been rated one of the top firms in New England in 2015 through 2019 by *Accounting Today*. We are the 13th largest non-national CPA firm in New England. In addition to audit, we also provide accounting, tax, fraud and forensic, and advisory services. We currently have 16 principals, 15 managers, and over 90 staff. Our offices are located in Andover and Greenfield, Massachusetts, Manchester and Nashua, New Hampshire, and Ellsworth, Maine. We have grown our firm over the last 40 years by providing attentive and proactive service to our clients, and by delivering those services in an effective and efficient manner. We provide a team of dedicated professionals and strategic alliances focused on client service. Our goal is to become your business partner and provide timely and helpful services to you.

Governmental Services Department

Our Governmental Services Department includes 8 principals and a staff of 60 that work exclusively on governmental audits, which provides us with the capacity and depth not only to audit your organization, but also to lend our expertise as a resource. Most of our 8 governmental principals have over 20 years of auditing experience and their own particular area of expertise including: preparation of Comprehensive Annual Financial Reports (CAFRs), risk assessment, Governmental Accounting Standards Board (GASB) pronouncements, fraud and forensics, federal financial aid auditing, and Office of Management and Budget (OMB) single audit compliance. Our expertise in these various disciplines means that we are uniquely qualified to perform the services that you need.

Our Firm's continued success and growth in the governmental services area is the result of closely monitoring the following specific goals and objectives that have been implemented by our Governmental Services Department over the last 40 years:

- Provide a high level of officer participation and supervision in all audits.
- Provide for officer and staff availability to our clients throughout the year.
- Provide technical expertise unsurpassed in the industry.
- Provide highly experienced staff that thoroughly understands the uniqueness of governmental accounting and auditing.
- Develop procedures to provide quality audit services in an efficient and cost-effective manner.
- Provide quality recommendations and training to our clients to simplify and improve their accounting records and internal controls.
- Provide a timely service and minimize disruptions to clients' staff.

- Implement internal quality control steps to ensure our work product meets the highest standards of quality and accuracy.

We have stayed focused on implementing these goals over the years, which has resulted in our current leadership role in the governmental arena.

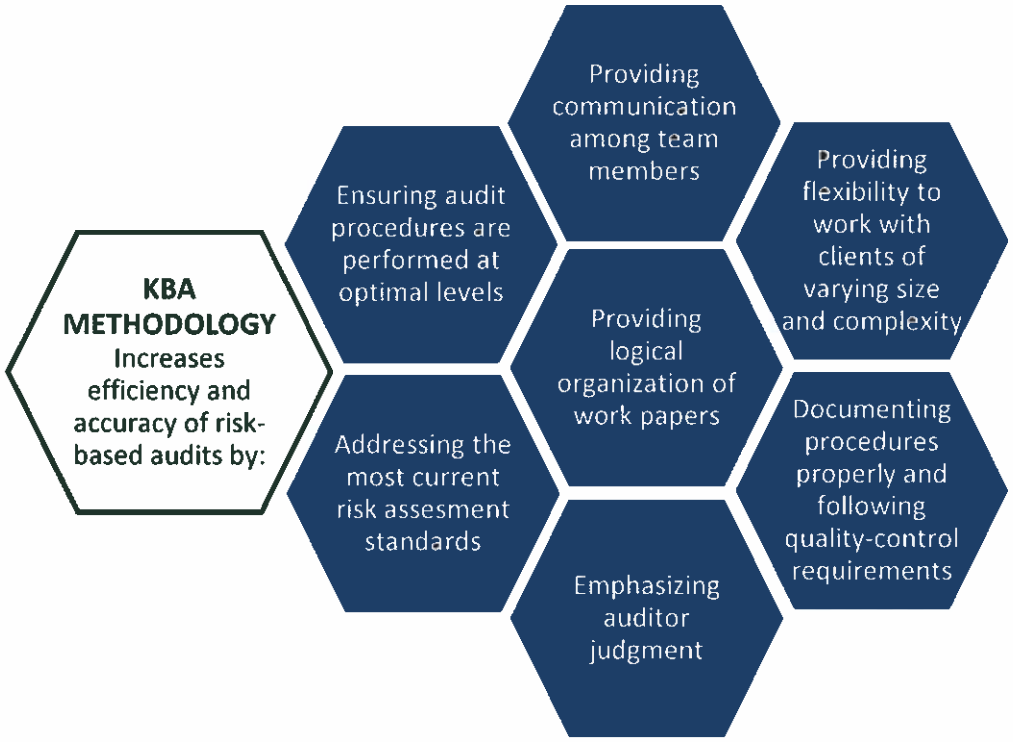
Project Management

We stress proper planning in all of our engagements. Once awarded the engagement, we will immediately begin to work with you to specifically determine goals and objectives that will ensure a successful and timely audit. Together we will prioritize and develop a timeline with clear and concise milestones and deadlines. We will obtain an in-depth understanding of audit risks specific to your organization. With proper planning, issues will be identified early in the audit process which will contribute to the efficiency and timeliness of the audit.

During our interim fieldwork, we will assess your entity-level controls and control activities; we will test the effectiveness of controls and perform walk-throughs of important transactional cycles as part of the risk assessment process in accordance with the most recent auditing standards. We will pay particular attention to areas that we consider to be high audit risks in controls over financial reporting. Lastly, we will identify issues that need clarification or additional research as early as possible to facilitate the organized and timely performance of the audit and reporting processes.

Risk-Based Audit Approach

At Melanson Heath, we utilize the Knowledge Based Audit (KBA) methodology. The KBA methodology is a risk-based audit process, developed from the latest risk assessment standards. The KBA methodology was created by auditors, for auditors, and has passed AICPA Peer Review. This methodology helps our auditors plan and produce higher-quality audits that both minimize compliance risk and maximize effectiveness and efficiency. The KBA methodology focuses on changes in risk from the prior year, to help ensure that we are neither under-auditing nor over-auditing.



Although the risk assessment standards have been published for several years, peer reviewers still find that many auditing professionals have not truly implemented a risk-based auditing approach. If these firms are also using older audit programs and methodologies that do not adequately address risk, or if they are using new technology to generate the audit programs similar to what they have used in the past, deficiencies are more common.

Experienced Staff

The members of our team have extensive governmental experience in financial audit, accounting, and federal compliance issues. Principals and managers in our firm typically have in excess of 20 years of audit, accounting, and compliance experience. Our audit staff averages over 5 years of full-time audit and consulting experience. We have very low turnover of personnel, which means that you will generally be assigned the same audit personnel each year, without having to "re-train" new auditors. The principals and senior management of your audit team will be closely involved in your audit to ensure that you get the answers you need, when you need them, and to facilitate continuity of service.

Quality Control System

We have developed a very detailed quality control system within our firm to deliver our services at the highest level. All work is closely supervised. For more than 30 years, we have undergone rigorous peer reviews that have resulted in the highest level of compliance. All of our peer

reviews, including our most recent (see page 16), concluded with our receiving the best rating possible. This process furthers our efforts to provide the highest level of quality to our audits.

Management Letters

We view management letters as not only a requirement of auditing standards, but also as a mechanism to communicate ways to improve controls and efficiencies over financial systems and reporting. We encourage management to include responses to our comments in the final management letter document.

Technical Resources

Melanson Heath has been a leader in the accounting and auditing profession for over 40 years. We are proactive when new accounting and auditing standards are published, and as such, we implement many standards in advance of the required date. When new accounting and audit pronouncements are introduced, our firm leads the way in working with clients by guiding them through their implementation of the sometimes-complex issues.

GASB Pronouncement Experience

Our Firm has always played a leadership role in advising clients of upcoming accounting standards. We look forward to assisting your District with implementing GASB 84.

Uniform Municipal Accounting System (UMAS) Course

The Firm also provides governmental accounting training programs free of charge to our clients, including our three-day Uniform Municipal Accounting System (UMAS) accounting course. The course has been offered annually for over 30 years and has been attended by hundreds of Massachusetts government employees. Topics of the course include: Fund Accounting, Chart of Accounts, Recording Transactions, Reporting Requirements, Statutory Responsibilities, Budget Process, Forms, Entries, and more.

Involvement in Professional Organizations

In order to keep abreast with the ever-changing accounting and auditing pronouncements, and other timely issues, we maintain an active role in the following professional organizations:

- American Institute of CPAs (AICPA)
- AICPA Government Audit Quality Center
- AICPA G400 Group (largest 500 CPA firms in USA)
- AICPA Private Companies Practice Section (PCPS)
- Massachusetts Society of Certified Public Accountants (MSCPA)
- Massachusetts Auditors and Accountants Association
- Massachusetts Government Finance Officers Association
- Government Finance Officers Association

Paperless Technology

Melanson Heath employs advanced technology to organize, store, protect, and communicate data to and from our clients. We employ accounting-specific applications that allow us to organize and track all audit data in an electronic (i.e., "paperless") environment. All of the data we store and utilize is backed up on a specific schedule that includes additional "offsite" secure storage for disaster recovery purposes.

Our audit staff utilizes laptop computers and paperless audit engagement software to maximize engagement efficiencies. Much of the information we request from you will be transmitted to us electronically through our secure portal.

Data Security

All computers that are utilized outside our offices have encrypted hard drives to prevent unauthorized access in case of theft. All remote connectivity used by Melanson Heath employees is encrypted. Furthermore, Melanson Heath has the ability to send emails that contain sensitive data in an encrypted format. Finally, we employ a secure web-based portal that allows for the secure transfer of data between our offices and our clients.

Our Governmental-Related Audit Experience

The following is a list of the most significant engagements we have performed over the last five years that are similar to the Hamilton-Wenham Regional School District:

References

Listed below are the names of individuals from cities we have audited and provided consulting services for. We are proud of our reputation and invite you to discuss our qualifications with them.

Concord-Carlisle Regional School District
Mr. Ian Rhames, Assistant Business Manager
978-341-2490, x8125

Ayer Shirley Regional School District
Mr. William Plunkett, Finance Director
978-772-8600, x1510

Southeastern Regional School District
Mr. Mark Morris, School Business Administrator
508-230-1222

Greater Lawrence Technical School
Ms. Maria Silva, School Business Administrator
978-651-2718

Your Audit Team



Scott C. McIntire, CPA
Principal

Mr. McIntire is a Principal of Melanson Heath's Governmental Services Department and has been with the firm since 1988. He is a Certified Public Accountant.

Mr. McIntire has over 30 years of governmental accounting and auditing experience and manages over 40 audits annually, including several municipal and international airports. He prepares 11 Comprehensive Annual Financial Reports (CAFRs) annually and evaluates CAFRs throughout the country as a member of the Government Finance Officers Association's Special Review Committee.

Participation in the Hamilton-Wenham Regional School District Audit

Mr. McIntire will be the Quality Control Principal for the Hamilton-Wenham Regional School District audit. Along with Mr. Boyd, he will be a key contact person for the District's audit.

Education:

Bachelor of Science, Accounting
Plymouth State University

Professional Memberships:

- American Institute of Certified Public Accountants (AICPA)
- MA Government Finance Officers Association
- MA Municipal Accountants and Auditors Association
- NESGFOA Special review Committee for CAFRs
- NH Government Finance Officers Association

Community Involvement:

- Volunteer coach of girls' youth and high school lacrosse for 15 years

Speaking Engagements & Seminars:

- Attends AICPA Governmental Auditing Conference
- Speaker at various Governmental Accounting organizations and municipal consulting services



Edward Boyd, CPA
Principal

Edward Boyd, CPA, is a Principal of Melanson Heath's Governmental Services Department and has been with the firm since 2007. He is a Certified Public Accountant

Mr. Boyd's experience has focused on governmental financial statement audits, OMB A-133/Uniform Guidance single audits, and other special projects. His audit experience includes over 20 Massachusetts cities and towns, as well as audits of Comprehensive Annual Financial Reports (CAFRs).

Education:
Bachelor of Science, Accounting
Southern NH University
Cum Laude

Professional Memberships:
- American Institute of Certified Public Accountants (AICPA)
- MA Society of CPAs
- NH Society of CPAs
- New England Government Finance Offers Association

Speaking Engagements & Seminars:
- Has presented GASB updates

Participation in the Hamilton-Wenham Regional School District Audit
Mr. Boyd will serve as the Principal in charge of the Hamilton-Wenham Regional School District audit. Along with Mr. McIntire, he will be a key contact person for the District's audit.



Education:
Bachelor of Business Administration, Accounting
UMass Amherst
Cum Laude

Professional Memberships:
- MA Society of CPAs
- Association of Certified Fraud Examiners

Sara Corduck
Audit Supervisor

Ms. Corduck is an Audit Supervisor in the Governmental Services Department of Melanson Heath and has been with the Firm since 2002.

Ms. Corduck has worked on governmental financial statement audits, Uniform Guidance single audits, student activity fund audits, as well as forensic audits, and other special projects, including Massachusetts School Building Authority compliance audits and school operational audits. Ms. Corduck currently manages all of the Massachusetts Department of Elementary and Secondary Education Compliance Supplement for Massachusetts School District End-of-Year Pupil and Financial Report engagements for the firm.

Participation in the Hamilton-Wenham Regional School District Audit

Ms. Corduck will serve as a Supervisor in the Hamilton-Wenham Regional School District audit.



Education:
Bachelor of Science, Accounting
Lasell College

Professional Memberships:
- MA Society of CPAs
- NH Society of CPAs

Zach Nowlan
Audit Supervisor

Mr. Nowlan is an Audit Supervisor in the Governmental Services Department of Melanson Heath and has been with the Firm since 2015.

Mr. Nowlan has worked on governmental financial statement audits, OMB Circular A-133 single audits, end of year reports, contributory retirement system audits, student activity fund audits, and other special projects.

Participation in the Hamilton-Wenham Regional School District Audit
Mr. Nowlan will serve as a Supervisor in the Hamilton-Wenham Regional School District audit.



Education:
Master of Science Professional Accountancy
Southern NH University
Bachelor of Science, Accounting
Southern NH University

Professional Memberships:
- NH Society of CPAs

Clayton Morin
Senior Staff Auditor

Mr. Morin is a Staff Accountant in the Governmental Services Department of Melanson Heath and has been with the Firm since 2016.

Participation in the Hamilton-Wenham Regional School District Audit
Mr. Morin will serve as the Senior Staff Auditor in the Hamilton-Wenham Regional School District audit.

Peer Review

Every three years Melanson Heath undergoes an in-depth peer review process, which includes an evaluation of our audit quality control system and review of sample governmental audit work papers and financial statements. The results of our peer reviews have always resulted in a "clean opinion" with no exceptions. This is the best result possible from a peer review.

Our most recent peer review report is presented on the following page.

TELLING & HILLMAN, P.C.

ACCOUNTANTS • AUDITORS
5 PARK STREET – MIDDLEBURY, VT 05753

PHONE: (802) 388-3311
WEB: WWW.TELLING.INFO

Report on the Firm's System of Quality Control

July 13, 2018

To the Owners of Melanson Heath
and the Peer Review Committee of New England Peer Review Inc.

We have reviewed the system of quality control for the accounting and auditing practice of Melanson Heath (the firm) in effect for the year ended March 31, 2018. Our peer review was conducted in accordance with the Standards for Performing and Reporting on Peer Reviews established by the Peer Review Board of the American Institute of Certified Public Accountants (Standards).

A summary of the nature, objectives, scope, limitations of, and the procedures performed in a System Review as described in the Standards may be found at www.aicpa.org/prsummary. The summary also includes an explanation of how engagements identified as not performed or reported in conformity with applicable professional standards, if any, are evaluated by a peer reviewer to determine a peer review rating.

Firm's Responsibility

The firm is responsible for designing a system of quality control and complying with it to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. The firm is also responsible for evaluating actions to promptly remediate engagements deemed as not performed or reported in conformity with professional standards, when appropriate, and for remediating weaknesses in its system of quality control, if any.

Peer Reviewer's Responsibility

Our responsibility is to express an opinion on the design of the system of quality control and the firm's compliance therewith based on our review.

Required Selections and Considerations

Engagements selected for review included engagements performed under *Governmental Auditing Standards*, including compliance audit under the Single Audit Act; and audits of employee benefit plans.

As a part of our peer review, we considered reviews by regulatory entities as communicated by the firm, if applicable, in determining the nature and extent of our procedures.

Opinion

In our opinion, the system of quality control for the accounting and auditing practice of Melanson Heath in effect for the year ended March 31, 2018, has been suitably designed and complied with to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. Firms can receive a rating of *pass*, *pass with deficiency(ies)*, or *fail*. Melanson Heath has received a peer review rating of *pass*.

Telling & Hillman, P.C.

Telling & Hillman, P.C.

APPROACH AND PLAN

Responsibilities to the Hamilton-Wenham Regional School District

The objective of the audit is to obtain reasonable, but not absolute, assurance whether your financial statements as a whole are free from material misstatement, whether due to fraud or error. Reasonable assurance is a high level of assurance and requires us to plan and perform the audit so that audit risk will be limited to an appropriately low level.

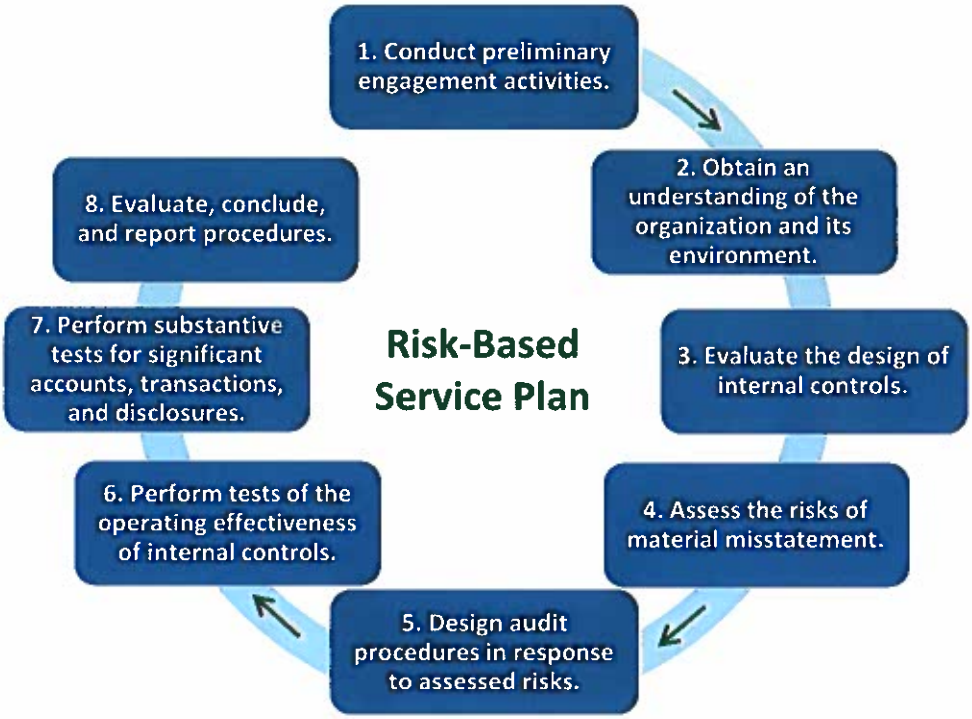
Our audit will include examining, on a test basis, evidence supporting the amounts and disclosures in your financial statements, and therefore, will involve judgement about the number of transactions to be examined and the areas to be tested. We then will plan and perform the audit to obtain reasonable, rather than absolute, assurance about whether the financial statements are free of material misstatement.

Audit Approach

We will utilize a risk-based audit methodology that emphasizes using knowledge of the Hamilton-Wenham Regional School District to make risk assessments required in connection with the financial statement audit. All audits are risk-based to some extent because an auditor does not test 100% of the transactions of an entity. The more accurately an auditor assesses an entity's risks of material misstatement, the more likely the auditor will be to direct audit effort to those areas expected to contain risks of material misstatement, whether due to error or fraud, and the more assurance the auditor has that the procedures performed in response to the risk assessments will detect material misstatements. Therefore, the primary drivers of our audit will be:

- Obtaining an understanding of the Hamilton-Wenham Regional School District and its environment, including internal control, sufficient to accurately assess the risks of material misstatement and provide a basis for designing and implementing responses to the assessed risks of material misstatement.
- Obtaining sufficient appropriate audit evidence about whether material misstatements exist, through designing and performing audit procedures that are responsive to the risks of material misstatement.
- Forming an opinion on your financial statements based on conclusions drawn from the audit evidence obtained.

Our risk-based service plan for the audit of your financial statements includes the following eight steps:



The understanding obtained in each process affects the decisions made in the next step. Although most steps in the methodology are performed sequentially, an audit is not a linear process. We will reconsider decisions made in an earlier process based on evidence obtained in later stages of the audit.

In general, our knowledge and understanding of the Hamilton-Wenham Regional School District should flow through the above eight processes and affect the audit as follows:

- Knowledge gained from preliminary engagement activities and the determination of materiality is used to customize the audit plan for risk assessment procedures.
- Knowledge gained from risk assessment and other procedures, such as preliminary analytical procedures, is used to identify and assess the risks of material misstatement.
- Knowledge gained from risk assessment procedures and the identification of risks of material misstatement is used to customize the audit plan for further audit procedures.
- Evidence gained from further audit procedures is evaluated to determine whether audit risk has been reduced to an appropriately low level, and the appropriate auditor's report is issued.

During our audit, we may perform sampling in order to evaluate some characteristic of a balance or class of transactions, or to obtain audit evidence. The sampling performed may be

either non-statistical or statistical, and may be used for tests of controls, substantive tests, and dual-purpose tests.

Deliverables to You

We will provide the following deliverables to the Hamilton-Wenham Regional School District:

Financial Audit

- Independent auditors' report and basic financial statements.
- A management letter of comments and recommendations related to the financial statements and other matters coming to our attention during the financial audit.
- Governance letter documenting the results of the audit.
- Single audit reports, if applicable.
- Agreed-upon Procedures report on the District's End of Year Report.

Communications

- Periodic communication with the District to discuss the status and progress of the audit.
- Formal presentation of the results of the audit and content of the management letter with the School Committee.
- Electronic and bound copies of reports, as requested – to be printed after acceptance of the audit.

Proposal Fee

Fiscal Year	Basic Financial Statement Audit	End of Year Report Procedures	Total
FY-2020	$26,000	$3,500	$29,500
FY-2021	$26,000	3,500	29,500
FY-2022	$26,000	3,500	29,500
Total	$78,000	$10,500	$88,500

Estimated Hours and Rates

	Hourly Rate	Hours	Fee
Staff	80	95	$7,600
Senior	90	75	6,750
Supervisors	115	70	8,050
Principals	240	30	7,200
			29,600
		Rounding	(100)
			$29,500

Summary of Recent Government Audit Experience

	Years Audited	Other Services*
Massachusetts		
School Districts:		
Adams-Cheshire Regional School District	2008-2019	EOY, SA
Amherst-Pelham Regional School District	2016-2019	EOY, SA, SAF
Ashburnham-Westminster Regional School District	1992-2019	EOY, SA, SAF
Athol-Royalston Regional School District	1986-2019	EOY, SA, SAF
Ayer-Shirley Regional School District	2011-2019	EOY, SA, SAF
Berkshire Hills Regional School District	2016-2019	EOY, SA, SAF
Cape Cod Regional Vocational Technical District	2014-2019	EOY, SA, SAF
Concord-Carlisle Regional School District	1998-2019	EOY, SAF
Dighton-Rehoboth Regional School District	2015-2019	EOY, SA
Erving Regional School District	1995-2011	EOY
Farmington River Regional School District	2016-2019	EOY
Franklin County Technical School District	1986-2019	EOY, SA
Gateway Regional School District	2016-2019	EOY, SA, SAF
Gill-Montague Regional School District	1987-2019	EOY, SA, SAF
Greater Lawrence Technical School	1992-2019	EOY, SA, SAF
Greater Lowell Regional Vocational Technical School District	1994-2019	EOY, SA, SAF
Groton-Dunstable Regional School District	1997-2019	EOY, Forensic, SA, SAF
Hamilton-Wenham Regional School District	1987-2010	EOY, SA
Hampden-Wilbraham Regional School District	2016-2019	EOY, SA, SAF
Hawlemont Regional School District	1999-2019	EOY
Mahar Regional School District	2015-2019	EOY, SA
Minuteman Regional Vocational Technical High School	2008-2019	CRS, EOY, SA, SAF
Mohawk Trail Regional School District	1999-2004, 2009-2019	EOY, SA, SAF
Montachusett Regional School District	1997-2019	EOY, SA
Nashoba Regional School District	2017-2019	EOY, SA, SAF
New Salem-Wendell Union School District	1994-2017	EOY
North Middlesex Regional School District	1988-1993, 2000-2010	EOY, SA
Old Rochester Regional School District	2013-2019	EOY, SA
Pathfinder Regional School District	1989-2019	EOY, SA, SAF
Pioneer Valley Regional School District	2015-2019	EOY, SA, SAF
Quaboag Regional School District	2016-2019	EOY, SA

	Years Audited	Other Services*
Southeastern Regional Vocational School District	2000-2002, 2014-2019	EOY, SA, SAF
Spencer-East Brookfield Regional School District	2015-2019	EOY, SA
Wachusett Regional School District	1989-1996, 2006	EOY, SA
Whittier Regional Vocational Technical School District	2005-2011	EOY, SA
Cities:		
City of Amesbury	1999-2019	CRS, EOY, SA, SAF, AUP
City of Everett	2004-2012	CRS, EOY, SA
City of Fitchburg	1993-2019	CRS, EOY, Forensic, SA
City of Gardner	2014-2019	AUP, EOY, SA
Town of Greenfield (City Government)	1985-2017	AUP, CRS, EOY, SA, SAF
City of Holyoke	1989-2019	AUP, CRS, EOY, Forensic, SA, SAF
City of Lawrence	2000-2008	CRS, SA
City of Leominster	1993-2019	CRS, EOY, SA, SAF
City of Lynn	2005-2019	AUP, CRS, EOY, SA
City of Medford	1988-2016	AUP, CRS, EOY, Forensic, SA
City of Methuen	1989-2019	AUP, CRS, EOY, SA, SAF
City of Newburyport	2004-2019	AUP, CRS, EOY, SA, SAF
City of Quincy	2002-2007	CRS, EOYR
City of Revere	1999-2011	CRS, EOY, SA, SAF
City of Springfield	1995-2004	CRS, EOY, SA
Town of Watertown (City Government)	1993-2019	CRS, EOY, SA, SAF
Town of West Springfield (City Government)	1989-2019	CRS, EOY, SA
Town of Weymouth (City Government)	2010-2019	EOY, SA
Towns:		
Town of Acushnet	2017-2019	
Town of Amherst	1994-1996, 1998-2019	EOY, SA
Town of Ashby	2000-2019	
Town of Ashland	2006-2019	EOY, SA, SAF
Town of Athol	1989-2019	CRS, SA
Town of Becket	2005, 2010, 2012-2019	AUP, SA
Town of Belmont	2001-2012	EOY, SAF
Town of Bernardston	2008, 2011, 2016	AUP
Town of Blackstone	2009-2017	AUP
Town of Blandford	1996-1997, 1999, 2003-2011	

	Years Audited	Other Services*
Town of Bolton	2017-2019	
Town of Bourne	1994-2007	
Town of Boxford	2005-2019	
Town of Boylston	2002-2007, 2013-2019	
Town of Chelmsford	2011-2013	EOY, SA
Town of Cheshire	1992-1993, 1999-2002	
Town of Chester	2003-2007	SA
Town of Concord (CAFR)	1998-2019	CRS, EOY, SA
Town of Danvers (CAFR)	1995-2019	CRS, EOY, SA
Town of Dartmouth	2012-2019	EOY, SA
Town of Douglas	2007-2019	EOY, SA, SAF
Town of Dover	1993-2019	
Town of Dracut (CAFR)	1987-2019	EOY, SA
Town of Easton	2000-2019	EOY, SA
Town of Egremont	2013	AUP
Town of Fairhaven	2012-2019	CRS, AUP, EOY, SA, SAF
Town of Framingham	1992-2017	CRS, EOY, SA
Town of Franklin	2005-2019	AUP, EOY, SA, SAF
Town of Great Barrington	1993-2017	
Town of Hadley	2011-2019	EOY
Town of Hanover (CAFR)	2010-2019	EOY, Forensic, SA
Town of Hardwick	2012-2017	AUP
Town of Hinsdale	2004-2013	
Town of Holbrook	1995-2006, 2008-2016	EOY, SA, SAF
Town of Hudson	1989-1991, 1995-2019	EOY, SA, SAF
Town of Ipswich	1991-2005	
Town of Kingston	1995-2019	AUP
Town of Lee	1989-2012	EOY, SA
Town of Lexington	1999-2019	CRS, EOY, Forensic, SAF
Town of Longmeadow (CAFR)	2017-2019	SA
Town of Ludlow	1993-1996, 1998-2019	EOY, SA, SAF
Town of Lunenburg	1985-2004	
Town of Lynnfield	1997-2019	EOY, SA, SAF
Town of Manchester-by-the Sea	2005-2008	
Town of Maynard	2006-2012	CRS, EOY, SA
Town of Medfield	2001-2008	SA
Town of Medway	1994-2019	SA

	Years Audited	Other Services*
Town of Millis	2005-2019	AUP, EOY, SA, SAF
Town of Middleborough	2005	SA
Town of Millbury	2004-2009, 2016-2019	AUP, EOY, SA
Town of Montague	1986-2019	CRS, SA
Town of Monterey	2005, 2009, 2012	
Town of Montgomery	2007, 2009, 2011	
Town of Needham	1994-2019	CRS, EOY, SA, SAF
Town of North Attleborough	2008-2014	CRS, SA
Town of Norwell (CAFR)	2007-2019	AUP, EOY, SA, SAF
Town of Norwood	2004-2019	CRS, EOY, SA
Town of Oak Bluffs	2014	AUP
Town of Randolph	2012-2019	SA
Town of Reading	2003-2019	CRS, EOY, SA, SAF
Town of Royalston	2015-2019	SA
Town of Rowe	2012	
Town of Rutland	1998-2012, 2014-2019	AUP
Town of Saugus	2003-2011	AUP, CRS, EOY, SA
Town of Sharon	2001-2019	EOY, SA, SAF
Town of Sheffield	2001-2019	SA
Town of Shelburne	2014-2019	SA
Town of Sherborn	2002-2019	SAF
Town of Southampton	1998-2000, 2009-2019	AUP, SA
Town of Southbridge	2002-2008, 2016-2019	AUP, CRS, EOY, SA
Town of Stoneham	1997-2008	CRS, EOY, SA, SAF
Town of Sutton	2000-2005, 2009-2019	AUP, EOY, Forensic, SA
Town of Swansea	2001-2003	
Town of Templeton	2002-2012	SA
Town of Townsend	2011-2019	
Town of Uxbridge	2005-2016	EOY, SA
Town of Wayland (CAFR)	2011-2019	EOY, SA, SAF
Town of Webster	2000-2003	
Town of West Boylston	2000-2016	EOY, SA
Town of West Bridgewater	1989-2002	
Town of Westford	1988-2019	AUP, EOY, Forensic, SA, SAF
Town of Weston	2002-2013	EOY, SA, SAF
Town of Whitman	2007-2019	Forensic
Town of Wilbraham	1994-2019	AUP, SA

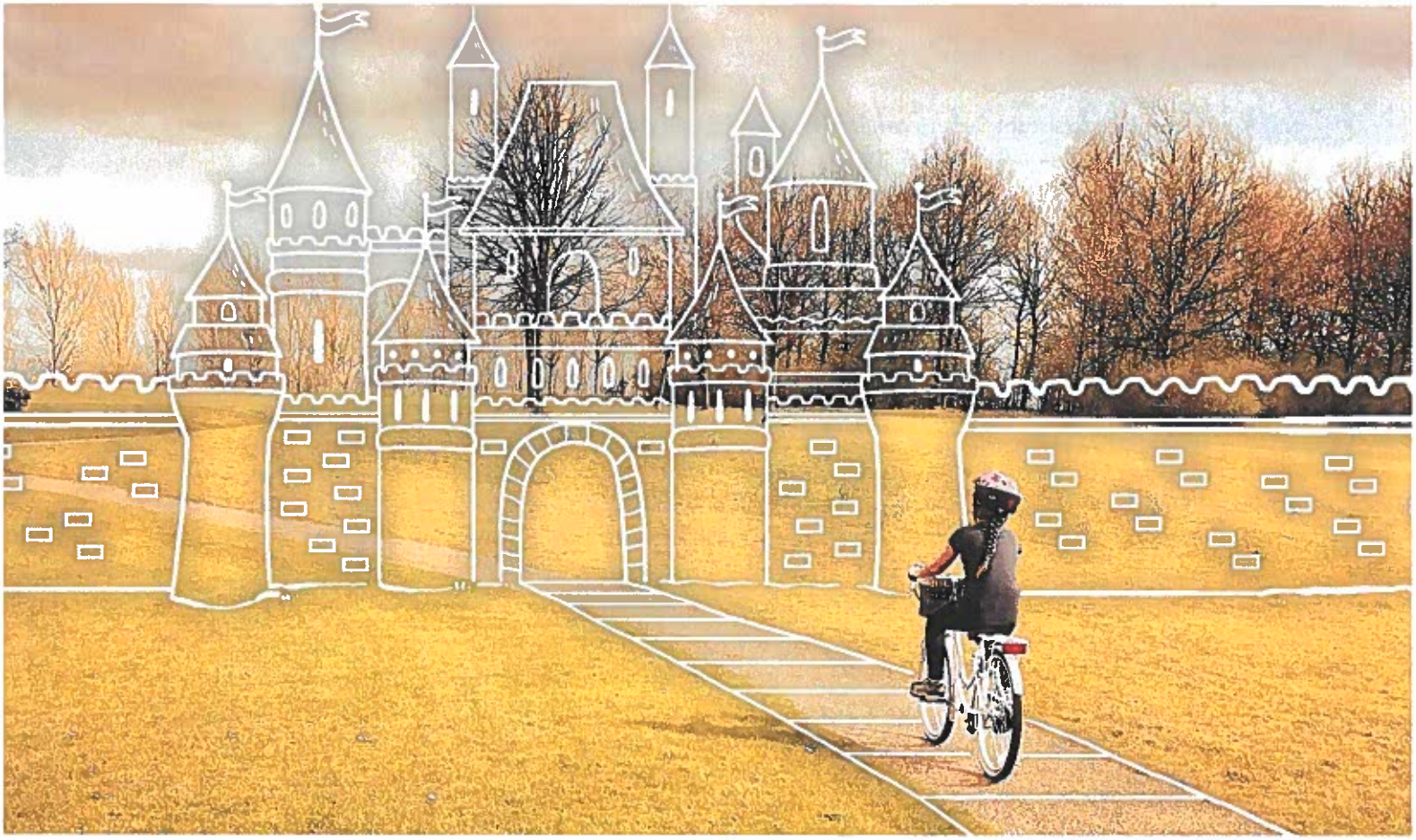
	Years Audited	Other Services*
Town of Williamsburg	2005-2019	
Town of Millis	2005-2019	AUP, EOY, SA, SAF
Town of Middleborough	2005	SA
Town of Millbury	2004-2009, 2016-2019	AUP, EOY, SA
Town of Montague	1986-2019	CRS, SA
Town of Monterey	2005, 2009, 2012	
Town of Montgomery	2007, 2009, 2011	
Town of Needham	1994-2019	CRS, EOY, SA, SAF
Town of North Attleborough	2008-2014	CRS, SA
Town of Norwell (CAFR)	2007-2019	AUP, EOY, SA, SAF
Town of Norwood	2004-2019	CRS, EOY, SA
Town of Oak Bluffs	2014	AUP
Town of Randolph	2012-2019	SA
Town of Reading	2003-2019	CRS, EOY, SA, SAF
Town of Royalston	2015-2019	SA
Town of Rowe	2012	
Town of Rutland	1998-2012, 2014-2019	AUP
Town of Saugus	2003-2011	AUP, CRS, EOY, SA
Town of Sharon	2001-2019	EOY, SA, SAF
Town of Sheffield	2001-2019	SA
Town of Shelburne	2014-2019	SA
Town of Sherborn	2002-2019	SAF
Town of Southampton	1998-2000, 2009-2019	AUP, SA
Town of Southbridge	2002-2008, 2016-2019	AUP, CRS, EOY, SA
Town of Stoneham	1997-2008	CRS, EOY, SA, SAF
Town of Sutton	2000-2005, 2009-2019	AUP, EOY, Forensic, SA
Town of Swansea	2001-2003	
Town of Templeton	2002-2012	SA
Town of Townsend	2011-2019	
Town of Uxbridge	2005-2016	EOY, SA
Town of Wayland (CAFR)	2011-2019	EOY, SA, SAF
Town of Webster	2000-2003	
Town of West Boylston	2000-2016	EOY, SA
Town of West Bridgewater	1989-2002	
Town of Westford	1988-2019	AUP, EOY, Forensic, SA, SAF
Town of Weston	2002-2013	EOY, SA, SAF
Town of Whitman	2007-2019	Forensic

	Years Audited	Other Services*
Town of Wilbraham	1994-2019	AUP, SA
Town of Williamsburg	2005-2019	
Electric Enterprise Divisions:		
Cohasset Water & Sewer	2008-2010	
Concord Municipal Light Plant	2013-2018	
Danvers Electric Division	1995-2018	
Littleton Electric & Water Department	2005-2009	
Norwood Electric Department	2004-2018	
Peabody Municipal Light Plant	1994-2018	
Reading Municipal Light Plant	2003-2018	Special Projects
South Hadley Electric Department	2015-2017	
Templeton Electric Department	2017-2018	
Wakefield Municipal Gas and Light Department	2000-2018	SA
Wakefield Municipal Cooperative Corporation	2013-2018	
Other Governmental Organizations:		
Bondsville Fire and Water District	1993-2019	
Bourne, MA Landfill	1999-2007	
Berkshire County Retirement System	2014-2017	
CASE Collaborative	2002-2019	
Dedham-Westwood Water District	2008-2019	
Franklin-Hampshire Employment and Training Consortium	1986-2019	SA
Franklin Regional Retirement System	2010-2011, 2013-2018	
Lanesboro Village Fire & Water	2011-2012	
Lexington Housing Assistance Board	2012-2019	
Lynn Water & Sewer	2012-2014	
Martha's Vineyard Municipal Airport	2001-2002	
Merrimack Valley Nutrition Project	2005-2014	SA
Natick Water & Sewer	2003-2005	
Pioneer Valley Planning Commission	1990-2018	SA
Salem-Beverly Water Supply Board	2000-2019	
Southeastern Regional Planning/Economic Dev. District	2016-2019	SA
Springfield Redevelopment Authority	1996-2019	SA
Springfield Water and Sewer Commission (CAFR)	1998-2019	
Templeton Water Department	2017-2019	
Turners Falls Fire and Water District	1988-1992, 1994-2019	

	Years Audited	Other Services*
Wayland-Sudbury Septage Treatment Facility	2002-2009	
Counties:		
Franklin Regional Council of Governments	1998-2019	SA
Hampshire Council of Governments	2000-2019	
Plymouth County	2006-2019	

Other Services*
CRS = Contributory retirement system audit
EOY = Agreed upon procedures for school department end-of-year report
SA = Single audit
SAF = Agreed upon procedures for school student activity funds
AUP = Other agreed upon procedures

Create Opportunities



Quote to Provide Audit Services To:

Hamilton-Wenham Regional School District

Prepared by:
Matthew S. Hunt, CPA, Principal
matt.hunt@claconnect.com
direct 781-402-6307 | mobile 774-509-4536

CLAconnect.com

WEALTH ADVISORY

OUTSOURCING

AUDIT, TAX, AND CONSULTING

CLA (CliftonLarsonAllen LLP)
131 Hartwell Avenue, Suite 300
Lexington, MA 02421
781-402-6300 | fax 781-402-6350
CLAconnect.com

December 31, 2019

Mr. Vincent Leone, Assistant Superintendent of Finance and Administration
Hamilton-Wenham Regional School District
5 School Street
Wenham, MA 01984

Dear Mr. Leone:

Thank you for inviting us to provide a quote for audit services. We are confident that our extensive government experience, bolstered by our value-add philosophy and depth of resources, will make CLA the best choice for the Hamilton-Wenham Regional School District ("District").

CLA believes that your audit firm must ***add value*** and go above and beyond just the issuance of standard reports. As one of the nation's leading professional services firms, and one of the largest firms who specialize in governments, CLA has the experience and service capacity to be a trusted, long-term business partner.

The following differentiators set us apart from the competition:

- ***Specialized Government Insight and Resources.*** CLA is one of the nation's top CPA firms and one of the largest firms that specialize in the government industry. In addition to your local team with a wealth of experience serving Massachusetts governments, the District will also benefit from access to one of the country's most knowledgeable pools of resources, serving over 2,700 government clients nationwide.

- ***Fresh Perspective.*** By engaging CLA, the District will benefit from a "fresh look" at its business operations, information systems, and financial and risk management policies and procedures. We are confident that our industry experience will bring the District new ideas, creative approaches, and fresh opportunities to meet the financial challenges facing the District.

- ***Create Opportunities.*** CLA exists to create opportunities for our clients, our people, and our communities through industry-focused audit, tax, wealth advisory, outsourcing, and consulting services. Our broad professional services allow us to serve clients in a variety of ways.

CLA looks forward to building a valuable and lasting relationship with the District. I offer my personal commitment to providing the District with the best resources and services available. Should you have any questions, please do not hesitate to contact me at 781-402-6307 or email at matt.hunt@CLAconnect.com.

Sincerely,
CliftonLarsonAllen LLP

Matthew S. Hunt, CPA
Principal

A member of Nexia International

Table of Contents

Company Information 1

Qualifications and Experience of the Firm 2

- Massachusetts Government Industry Experience 2
- Single Audit Experience 4
- Peer Review 4

Proposed Engagement Team 5

Professional References 6

Work Plan 7

First Year Transition 12

Cost Proposal 13

Appendix A: Engagement Team Resumes 14

Appendix B: Peer Review Report 20

©2019 CliftonLarsonAllen LLP

Company Information

CLA exists to create opportunities for our clients, our people, and our communities through industry-focused audit, tax, consulting, outsourcing and wealth advisory services. Our broad professional services allow us to serve clients more completely throughout an organization's lifetime.

Established on January 2, 2012, CLA continues the legacy of quality, service, and experience that Clifton Gunderson LLP and LarsonAllen LLP built over more than 60 years. The joint firm is unique in the industry due to its deep industry specialization, seamless integrated capabilities and career-building strategy.

Our professionals are immersed in the industries they serve and have specialized knowledge of their operating and regulatory environments. With more than 6,100 people, more than 120 U.S. locations, and a global affiliation, we bring a wide array of approaches to help clients in all markets, foreign and domestic.

CLA has one of the largest governmental audit and consulting practices in the country, serving more than 2,700 governmental clients nationwide. Public sector clients represent approximately one-quarter of all firm-wide revenue, and each of the government services team members are thoroughly versed in the issues critical to complex governmental entities.

Our professionals have deep, technical experience in serving governmental entities. As a professional service firm experienced in serving state and local units of government, we are very aware of the financial and legal compliance requirements that government officials are faced with daily. This creates complexities and service issues within a unique operational and regulatory environment. Because of our experience, we have become adept at providing our clients with insights in this environment not typical of other professional service firms.

HISTORY

60+ years in business

FISCALLY STRONG

$1.1 billion in revenue



LOCATION

More than **120** locations nationwide

NATIONAL

Among the nations' leading professional services firm

6,100+ employees

RESOURCES

including **600+** state and local government professionals

INDUSTRY DRIVEN

We serve

2,700+

Governmental entities

©2019 CliftonLarsonAllen LLP

Qualifications and Experience of the Firm

Massachusetts Government Industry Experience

CLA understands and appreciates Massachusetts governmental organizations like no other firm. CLA has a team of professionals in our Lexington office that focus 100% of their efforts in the government industry. Our government services team specifically chose to work in this industry. As such, our people are passionate about they do and eager to exceed your expectations both now and well into the future.

Members of your engagement team currently audit approximately ***50 governmental organizations in Massachusetts***. The principals and staff of CLA have extensive experience auditing financial statements presented in accordance with Generally Accepted Accounting Principles (GAAP) for governmental entities. Our experience results in high quality full disclosure financial statements and an effective and efficient audit.

Below is a complete list of Massachusetts governments we have audited in the past five years:

Government Name	Years Audited
Martha's Vineyard Regional High School	2003-Present
Up-Island Regional School District	2003-Present
Whitman-Hanson School District	2014-Present
Town of Hamilton	2005-Present
City of Brockton	2014-Present
City of Chelsea	2003-2018
City of Fall River	2013-2018
City of Newton	2004-Present
City of Waltham	2012-Present
City of Worcester	2005-Present
Town of Bedford	2010-Present
Town of Berlin	2003-Present
Town of Bourne	2008-Present
Town of Carlisle	2003-Present
Town of Dennis	2004-Present
Town of Eastham	2004-Present
Town of Edgartown	2007-Present
Town of Essex	2003-Present
Town of Hingham	2018-Present
Town of Mashpee	2003-Present
Town of Nahant	2004-Present

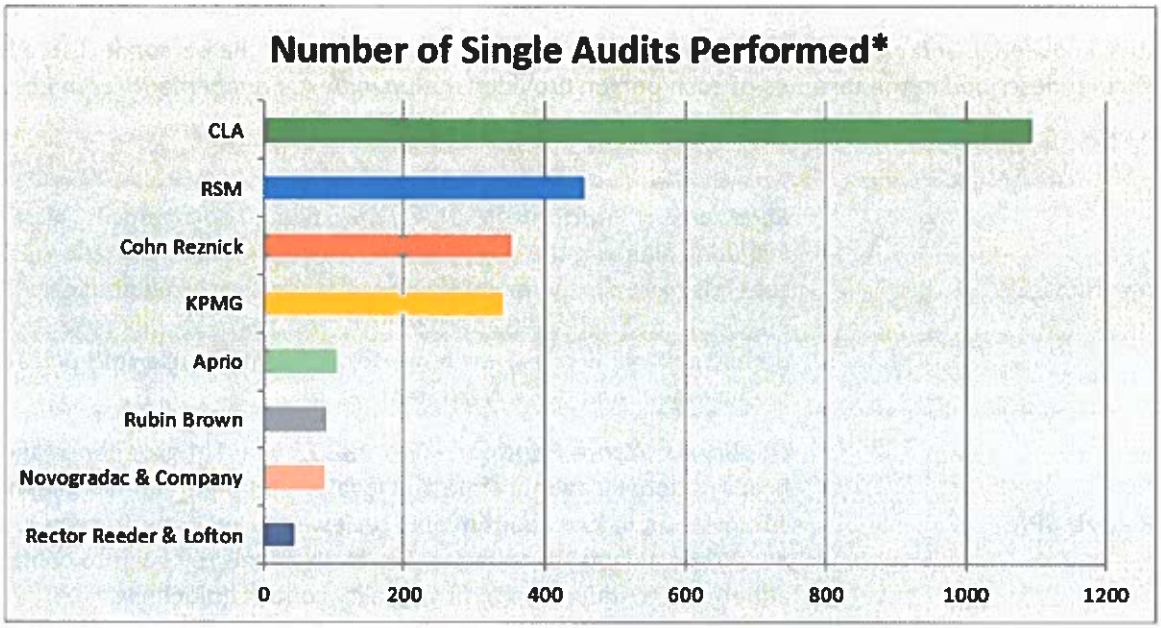
©2019 CliftonLarsonAllen LLP

Government Name	Years Audited
Town of Natick	2008-Present
Town of Norfolk	2003-Present
Town of Provincetown	2013-Present
Town of Stoneham	2018-Present
Town of Sudbury	2003-2016
Town of Swampscott	2004-Present
Town of Swansea	2004-Present
Town of Truro	2004-2016
Town of Winchester	2003-Present
Boston Housing Authority	2018-Present
Boston Public Health Commission	2015-Present
Boston Public Library	2012-Present
Brockton Area Transit Authority	2017-Present
Cambridge Housing Authority	2015-Present
Cape Light Compact	2009-Present
DCU Center	2012-Present
Dukes County OPEB Trust	2015-Present
Massachusetts Convention Center Authority	2008-2018
Massachusetts General Court	2009-Present
MassHousing Affordable Housing Trust	2017-Present
MassHousing OPEB Trust	2011-Present
MassHousing Single Audit	2017-Present
MassHousing Retirement System	2007-Present
Massachusetts Water Resource Authority (MWRA)	2017-Present
MWRA OPEB Trust	2017-Present
MWRA Retirement System	2012-Present
Worcester Redevelopment Authority	2010-Present
Worcester Retirement System	2004-Present
Worcester Regional Retirement System	2014-Present

©2019 CliftonLarsonAllen LLP

Single Audit Experience

The chart below illustrates CLA's experience in serving organizations that receive federal funds and demonstrates our firm's dedication to serving the government and nonprofit industry. **CLA performs the largest number of single audits in the United States!** We audited nearly **$53 billion dollars in federal funds in 2017**.



**The information for the firms above was pulled from the Federal Audit Clearinghouse for audits with fiscal year ends between January 1, 2017 – December 31, 2017.*

Single audit resource center (SARC) award

CLA received the Single Audit Resource Center (SARC) Award for Excellence in Knowledge, Value, and Overall Client Satisfaction. SARC's award recognizes audit firms that provide an outstanding service to their clients based on feedback received from an independent survey in June 2018.

SA RC Single Audit Resource Center

The survey queried 10,762 nonprofit and government entities about the knowledge of their auditors, the value of their service, and overall satisfaction with their 2017 fiscal year-end audit. The SARC award demonstrates CLA's dedication to serving the government and nonprofit industry and maintaining the most stringent regulatory requirements in those sectors.

Peer Review

Our most recent peer review, conducted under American Institute of Certified Public Accountants (AICPA) guidelines expressed a rating of **pass**, which is the most positive report a firm can receive. When a CPA firm receives a report with a peer review rating of pass, the peer reviewer has concluded that nothing came to his or her attention that the CPA firm's work was not performed and reported on in conformity with applicable professional standards in all material respects. As you will see in our peer review report, we met all acceptable practice standards, and complied within the parameters as established by the regulatory body of the AICPA. We value this process and our membership in the AICPA, and we are proud of this accomplishment and its strong evidence of our commitment to technical excellence.

The full report is provided in *Appendix B: Peer Review Report*. As you can see from the report, **no deficiencies** were identified by the reviewers.

©2019 CliftonLarsonAllen LLP

Proposed Engagement Team

CLA has provided the table below to show the proposed engagement team for providing services to the District. The team members have performed numerous engagements of this nature and will commit the resources necessary to provide top quality service throughout the engagement.

The relative knowledge and experience in government accounting and auditing for the personnel listed in the table is further described in the resumes of each person provided in *Appendix A: Engagement Team Resumes*.

Engagement Team Member	Role and Responsibility
Matthew Hunt, CPA	***Engagement Principal*** – Matt will have overall engagement responsibility including planning the engagement, developing the audit approach, supervising staff, and maintaining client contact throughout the engagement. Matt is responsible for total client satisfaction through the deployment of all required resources and continuous communication with management and the engagement team.
Chris Rogers, CPA	***Quality Assurance Principal*** – Chris has 25 years of experience and is our firm's national leader in state and local government. In this role, he will complete an independent quality review of all work performed and of all audit reports prior to issuance. The focus of this review is to confirm adherence to industry and firm quality control guidelines.
Jennifer Cook, CPA	***Engagement Manager*** – Jennifer will act as the lead manager on the engagement. In this role, she will assist the engagement principal with planning the engagement and performing complex audit areas. She will perform a technical review of all work performed and is responsible for the review of all reports.
Joel Eshleman, CISA, CIA	***Information Security Manager*** – Joel will assist the audit team in documenting and evaluating general computer controls and Information Technology (IT) application controls.
Kayla Larsen, CPA	***Senior Associate*** – Kayla will be responsible for the day to day activities for this engagement, including the supervision of all staff assigned.

Additional Staff - We will assign additional staff to your engagement based on your needs and their experience providing services to state and local governments. The staff assigned to your team will be from our Lexington, MA office with state and local government as their industry focus at CLA.

IT & Risk Management – Value-Added Service

CLA believes that a good audit yields substantial information for management and is a valuable tool in recognizing opportunities and identifying areas that can be strengthened. In that regard, we have assigned an experienced Information Technology (IT) manager to the District's audit. The IT manager's role in the audit will be to perform a review of Information Systems (IS) controls. For IS-related controls that we deem to be deficient, we will communicate our findings and will provide recommendations to improve internal controls.

Including an IT professional on the District's audit is a value-added service that is not offered by all firms.

©2019 CliftonLarsonAllen LLP

Professional References

CLA offers its clients the best of two worlds — a firm with national public sector experience, complemented by a local team dedicated to accessibility and responsiveness. We are pleased to provide you with the following references who can describe their experience in greater detail.

Martha's Vineyard Regional High School	
Client Contact	Mr. Mark Friedman, Finance Manager
Phone Number	508-693-1033 x112
E-mail	mfriedman@mvyps.org

Up-Island Regional School District	
Client Contact	Ms. Amy Tierney, School Business Administrator
Phone Number	508-693-2007 x12
E-mail	atierney@mvyps.org

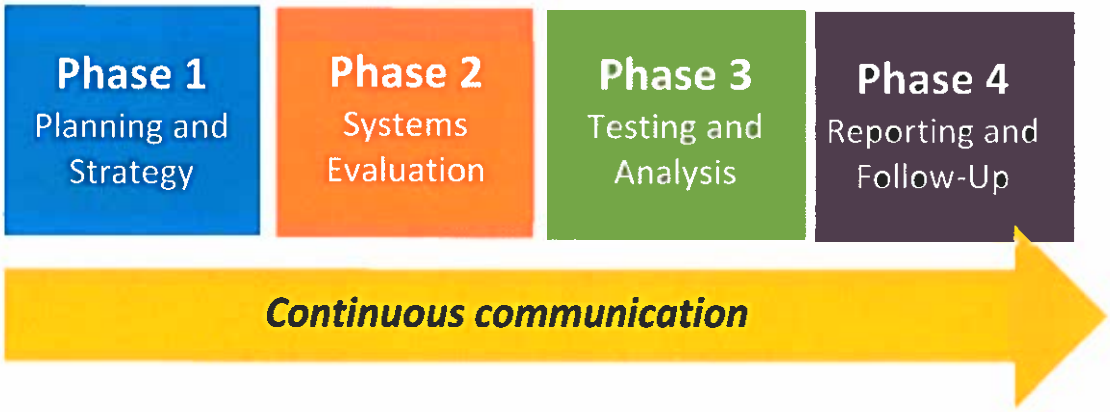
Whitman-Hanson Regional School District	
Client Contact	Ms. Mary Jo Lipson, Accountant
Phone Number	781-618-7426
E-mail	MaryJo.Lipson@whrsd.k12.ma.us

©2019 CliftonLarsonAllen LLP

Work Plan

CLA is one of the few firms that have developed its own proprietary audit programs. Most firms use canned, off-the-shelf audit programs, which limits their flexibility in determining what procedures they can and cannot perform because they must follow the audit methodology they have purchased. Our audit teams are able to customize our audit programs to address the specific risks and unique characteristics of your operations.

We will conduct our financial statement audit in four primary phases, as shown below:



Methodology. *Our audit is performed based on a **risk-based approach**. We conduct our audits under the concept of "understanding the entity." This concept is based fundamentally on the fact that the District is unique. By understanding the District, we gain the necessary perspective for performing an effective audit. Our audit approach places particular emphasis on the planning phase to ensure maximum efficiency and effectiveness.*

Commitment to Communication with Management

We are committed to ongoing communication throughout the engagement. Continual communication starts when an engagement letter is issued, continues until the completion or closeout of an engagement and throughout the remainder of the year. We believe effective communication is critical to a successful engagement. This communication includes the exchange of ideas and advice as changes are considered or implemented by the entity or the accounting profession.

Our communication plan includes, at minimum, planning meetings, status meetings during the engagement and a presentation of the final reports to management and governance.

©2019 CliftonLarsonAllen LLP

Phase 1: Planning and Strategy

When performing an audit, we are sensitive to and understanding of the fact that we report to those charged with governance. We maintain objectivity and independence in order to be able to issue our audit opinions. We will act within our philosophy of total client service, maintain the professional relationship refined with management, and fulfill our responsibilities with the utmost professionalism.

The main objective of the planning phase is to identify significant areas and design efficient audit procedures. We will accomplish our planning by following the methodology below:

- Conduct an entrance meeting with the District – Our engagement team will meet with the District personnel to mutually agree on an outline of responsibilities and timeframes. The agenda will include but not be limited to the following:
  - Establish audit approach and timing schedule
  - Assistance to be provided by the District personnel
  - Application of generally accepted accounting principles
  - Initial audit concerns
  - Concerns of the District's management
  - Establishment of report parameters and timetables
  - Progress reporting process
  - Establish principal contacts
- Gain an understanding of the operations of the District, including any changes in its organization, management style, and internal and external factors influencing the operating environment. We will utilize reference materials such as the budget and related materials, organizational charts, manuals and programs, financial, and other management information systems
- Identify significant accounts and accounting applications, critical audit areas, significant provisions of laws and regulations, and relevant controls over operations
- Determine the likelihood of effective Information Systems (IS) - related controls
- Perform a preliminary overall risk assessment
- Confirm protocol for meeting with and requesting information from relevant staff
- Establish a timetable for the fieldwork phase of the audit
- Determine a protocol for using TeamMate, our data extraction and analysis software, to facilitate timely receipt and analysis of reports from management
- Compile an initial comprehensive list of items to be prepared by the District, and establish mutually agreed upon deadlines

We will document our planning through preparation of the following:

- ✓ **Entity Profile.** This profile will help us gain an understanding of the District activities, organizational structure, services, management, key employees and regulatory requirements.
- ✓ **Preliminary Analytical Procedures.** These procedures will assist in planning the nature, timing and extent of auditing procedures that will be used to obtain evidential matter. They will focus on enhancing our understanding of the financial results, and will be used to identify any significant transactions and events that have occurred since the last audit date, as well as to identify any areas that may represent specific risks relevant to the audit.
- ✓ **General Risk Analysis.** This will contain our overall audit plan, including materiality calculations, fraud risk assessments, overall audit risk assessments, effects of our IS assessment, timing, staffing, client assistance, a listing of significant provisions of laws and regulations and other key planning considerations.

©2019 CliftonLarsonAllen LLP

- ✓ **Account Risk Analysis.** This document will contain the audit plan for the financial statements, including risk assessment and the extent and nature of testing by assertion.
- ✓ **Assurance Information Exchange.** CLA utilizes a secure web-based application to request and obtain documents necessary to complete client engagements. This application allows clients to view detailed information, including due dates for all of the items CLA is requesting. Additionally, clients have the ability to attach electronic files and add commentary related to the document requests directly on the application. The following is a link to our brief tutorial on Assurance Information Exchange. https://www.youtube.com/watch?v=obcoLovjHaw

One of the key elements in the planning of this audit engagement will be the heavy involvement of principals and managers. We will clearly communicate any issues in a timely manner, and will be in constant contact with the District as to what we are finding and where we expect it will lead.

We will develop our audit programs during this phase. Utilizing the information we have gathered and the risks identified we will produce an audit program specifically tailored to the District. This program will detail by major section the nature and types of tests to be performed. We view our programs as living documents, subject to change as conditions warrant.

Phase 2: Systems Evaluation

During the systems evaluation phase, we will gain an understanding of the internal control structure of the District for financial accounting and relevant operations. Next, we will identify control objectives for each type of control that is material to the financial statements, and then identify and gain an understanding of the relevant control policies and procedures that effectively achieve the control objectives. Finally, we will determine the nature, timing, and extent of our control testing and perform tests of controls. This phase of the audit will include testing of certain key internal controls:

- Electronic data, including general and application controls reviews and various user controls
- Financial reporting and compliance with laws and regulations

We will test controls over certain key cycles. One audit efficiency initiative is to rely heavily on internal controls when appropriate, and to creatively look at internal control testing to make it as efficient as possible. This means not routinely performing detailed tests of transactions using large samples. We first seek to identify key controls, and then identify possible testing through alternative methods, such as observation, interviews, and re-performance. These tests serve not only to gather evidence about the existence and effectiveness of internal control for purposes of assessing control risk, but also to gather evidence about the reasonableness of an account balance.

We will also develop our internal control tests to assess the compliance with certain provisions of laws, regulations, contracts, and grants for which noncompliance could have a direct and material effect on the determination of financial statement amounts. Our use of multi-purpose tests allows us to provide a more efficient audit without sacrificing quality. We will finalize our audit programs during this phase. We will also provide an updated Prepared by Client Listing based on our test results and our anticipated substantive testing.

©2019 CliftonLarsonAllen LLP

Our assessment of internal controls will determine whether the District has established and maintained internal controls to provide reasonable assurance that the following objectives are met:

- Transactions are properly recorded, processed, and summarized to permit the preparation of reliable financial statements and to maintain accountability over assets
- Assets are safeguarded against loss from unauthorized acquisition, use, or disposition
- Transactions are executed in accordance with laws and regulations that could have a direct and material effect on the financial statements

During the internal control phase, we will also perform a review of general and application Information Systems (IS) controls for the applications that are significant to financial statements to conclude whether IS general controls are properly designed and operating effectively, and consider application controls as part of the internal control assessment in the financial statement audit. Our strategy for the IS review of the applications will involve reviewing all of the general control activities, including the computerized and manual processes. We will determine the scope of work by applying the concepts of materiality and risk assessment to effectively reduce examination inefficiencies. When planning this examination, we will gain an understanding of the District's operations by reviewing its current controls and control objectives as documented, and will also review prior years' audit work and the status of corrective actions.

Based on our preliminary review, we will perform an initial risk assessment of each critical element in each general control category, as well as an overall assessment of each control category. We will then proceed to assess the significant computer-related controls.

For IS-related controls that we deem to be ineffectively designed or not operating as intended, we will gather sufficient evidence to support appropriate findings and will provide recommendations to improve internal controls. For those IS controls that we deem to be effectively designed, we will perform testing to determine if they are operating as intended through a combination of procedures, including observation, inquiry, inspection, and re-performance.

Phase 3: Testing and Analysis

The extent of our substantive testing will be based on results of our internal control tests. It has been our experience that governmental entities, like the District, often have a system of internal controls that, with appropriately designed tests and correlation to account balances, can be used to limit the extent of account balance substantiation testing.

Audit sampling will be used only in those situations where it is the most effective method of testing. Before deciding to sample, we will consider all possible approaches and audit techniques. Items where, in our judgment, acceptance of some sampling risk is not justified will be examined 100 percent. These may include unusual items or items for which potential misstatements could individually equal or exceed tolerable error.

After identifying individually significant or unusual items, we will decide on the audit approach for the remaining balance of items by considering tolerable error and audit risk. This may include (1) testing a sample of the remaining balance; (2) lowering the previously determined threshold for individually significant items to increase the percent of coverage of the account balance; or (3) applying analytical procedures to the remaining balance. When we elect to sample balances, we will use TeamMate to efficiently control and select our samples.

©2019 CliftonLarsonAllen LLP

Our work papers during this phase will clearly document our work as outlined in our audit programs. We will also provide the District with status reports during the course of the audit fieldwork. As in all phases of the audit, we will be in communication with the District to determine that all identified issues are resolved in a timely manner. We will also hold a final exit conference with the District to summarize the results of our fieldwork and review significant findings.

Phase 4: Reporting and Follow-Up

Reports to management will include oral and/or written reports regarding:

- Independent Auditors' Report
- Independent Auditors' Report on Internal Control over financial reporting and on compliance and other matters based on an audit of Financial Statements Performed in Accordance with *Government Auditing Standards*
- Management Letter
- Written Communication to Those Charged with Governance, which includes the following areas:
  - Our responsibility under auditing standards generally accepted in the United States of America
  - Changes in significant accounting policies or their application
  - Unusual transactions
  - Management judgments and accounting estimates
  - Significant audit adjustments
  - Other information in documents containing the audited financial statements
  - Disagreements with the District
  - The District 's consultations with other accountants
  - Major issues discussed with management prior to retention
  - Difficulties encountered in performing the audit
  - Fraud or illegal acts

Once the final reviews of working papers and financial statements are completed, which is a process that actually starts while the fieldwork is in process, our opinion, the financial statements and management letter will be issued.

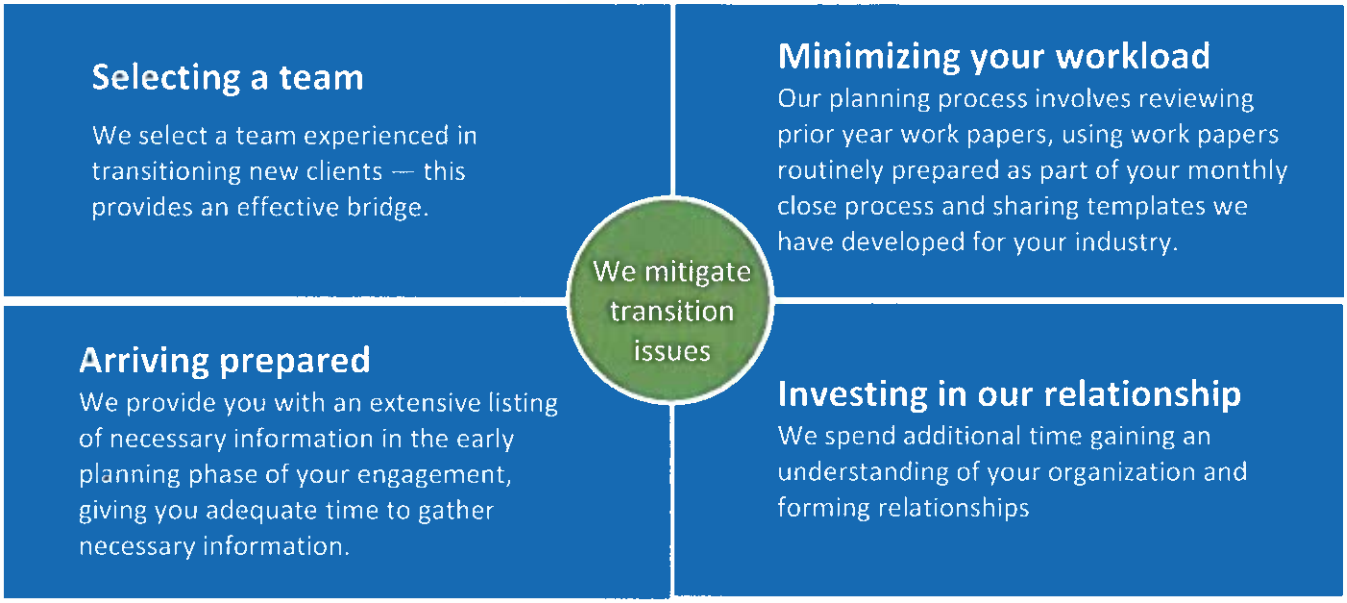
The District will be provided a draft of any comments that we propose to include in the management letter, enabling you to review the comments for accuracy prior to final release. Any items that come to our attention that are not what we consider major items may be discussed verbally with management and not included in the management letter. Our management letter will include items noted during our analysis of your operations.

We will also make a formal presentation of the results of the audit to those charged with governance of the District, if requested.

©2019 CliftonLarsonAllen LLP

First Year Transition

An area of concern that is commonly encountered during transition to new engagements is the start-up time required to familiarize ourselves with your operations. As shown below, we mitigate transition issues.



Upon appointment as auditors, we will initiate a planning meeting with the appropriate officials and personnel. This meeting will take place shortly after we are notified about your selection. The purpose of the meeting will be to:

- Review our approach and roles, and solicit comments and concerns;
- Schedule work;
- Establish key meeting and reporting dates; and
- Review the audit requirements.

A simple transition — We recognize changing accounting firms presents an opportunity as well as a challenge. Our approach deliberately and effectively minimizes the impact of transition.

Our approach to transition includes:

- A well-structured, experienced engagement team
- More intensive involvement by principals and managers in the transition
- Careful and complete communications at all levels of the team to resolve issues and concerns
- User-friendly audit tools
- Use of review of prior auditor's workpapers as a way to gather pertinent historical accounting information and documents to limit your team's time in producing them for us

©2019 CliftonLarsonAllen LLP

Cost Proposal

Our fees are based on the timely delivery of services provided, the experience of personnel assigned to the engagement, and our commitment to meeting your deadlines. Our proposed fees are effective for at least ninety (90) days before a contract is executed.

CLA's proposed fees below are ***all-inclusive, fixed fees***. Our fees include all out-of-pocket costs, such as technology, travel, clerical and any other indirect costs. Fees are not calculated based on actual hours multiplied by hourly rates by staff. As a frame of reference, CLA estimates the annual audit at approximately 225 hours and the annual EOYR agreed-upon procedures at approximately 40 hours.

Fiscal Year	General Audit*	EOYR Agreed Upon Procedures	Total
2020	$24,000	$4,000	**$28,000**
2021	$24,000	$4,000	**$28,000**
2022	$24,000	$4,000	**$28,000**
Total	**$72,000**	**$12,000**	**$84,000**

* Assumes the District will not meet the federal award expenditure requirements of a "Single Audit"

Our last word on fees — we are committed to serving you. Therefore, if fees are a deciding factor in your selection of a professional services firm, we would appreciate the opportunity to discuss our audit plan.

At CLA, it's more than just getting the job done.

©2019 CliftonLarsonAllen LLP

Appendix A: Engagement Team Resumes

©2019 CliftonLarsonAllen LLP

Matthew S. Hunt, CPA



CLA (CliftonLarsonAllen LLP)

Engagement Principal
Lexington, Massachusetts

781-402-6307
matt.hunt@CLAconnect.com

Profile

Matthew has 20 years of experience in public accounting dedicated to providing governmental financial reporting, auditing and consulting services to Massachusetts governments. He has performed, managed and/or reviewed hundreds of Single Audits and Yellow Book Audits for Massachusetts governments.

Matthew is responsible for developing, implementing and maintaining firm standards for conducting and reporting on governmental audits. He is also responsible for staying abreast of new professional pronouncements and providing the communication and appropriate training to firm and client personnel.

Matthew is actively involved in the both the accounting and auditing industry as a whole, as well as the state and local government industry. He has served on the Board of Directors of the Massachusetts Society of CPA's (MSCPA). He also has served as a member of the volunteer Special Review Committee for the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting Program. Matthew has also conducted speaking engagements for groups such as the MSCPA and the Massachusetts Municipal Accountants and Auditors Association.

Technical experience

- Governmental GAAP
- U.S. Generally Accepted Auditing Standards and Government Auditing Standards
- Uniform Guidance
- Financial Reporting

Education and professional involvement

- Bachelor of Science in accounting from University of Massachusetts, Lowell (Valedictorian, 1998)
- Certified Public Accountant
- American Institute of Certified Public Accountants, Member
- Massachusetts Society of CPAs Governmental Accounting and Auditing Committee, Member
- Massachusetts Municipal Association, Member

Key relevant clients

- ***Martha's Vineyard Regional High School***
- ***Up-Island Regional School District***
- ***Whitman-Hanson Regional School District***
- ***Town of Hamilton***
- City of Chelsea
- City of Newton
- City of Worcester
- Town of Bedford
- Town of Carlisle
- Town of Dennis
- Town of Eastham
- Town of Mashpee
- Town of Norfolk
- Town of Provincetown
- Town of Sudbury
- Town of Winchester
- Barnstable County
- Boston Public Library
- Worcester Regional Retirement System
- Worcester Retirement System

©2019 CliftonLarsonAllen LLP

Christian J. Rogers, CPA



CLA (CliftonLarsonAllen LLP)

Managing Principal State & Local Government 781-402-6314
Lexington, Massachusetts chris.rogers@CLAconnect.com

Profile

Chris has 25 years of experience providing auditing, financial reporting and consulting services to governments in the Commonwealth of Massachusetts and Vermont. He has served as the principal-in-charge on hundreds of government audit engagements. Prior to joining CLA in 2014, Chris served as the co-founder of Sullivan, Rogers & Company LLC, whose sole focus was providing exemplary services to governmental units. During this time, his partners and staff provided assurance and consulting services to more than 80 government entities and earned a trustworthy reputation as a premier governmental assurance and consulting firm.

Chris co-authored the Massachusetts Department of Revenue's (Division of Local Services, Bureau of Accounts) publication titled, *A Practical Guide for Implementation of Governmental Accounting Standards Board Statement 34 for Massachusetts Local Governments*. In addition, Chris has provided various seminars on a number of topics within the accounting industry.

Technical experience

- Governmental GAAP
- U.S. Generally Accepted Auditing Standards (GAAS)
- *Government Auditing Standards*
- Uniform Guidance
- Financial Reporting (including CAFR's)
- Internal controls

Education and professional involvement

- Bachelors of Science in Accounting, Quinnipiac University
- Certified Public Accountant (Massachusetts and Vermont)
- American Institute of Certified Public Accountants, Member
- Massachusetts Society of Certified Public Accountants, Member
- Association of Government Accountants, Member
- Government Finance Officers Association, Member
- Massachusetts Government Finance Officers Association, Member

Key relevant clients

- ***Martha's Vineyard Regional High School***
- ***Up-Island Regional School District***
- ***Town of Hamilton***
- City of Brockton
- City of Waltham
- Boston Housing Authority
- Massachusetts Water Resources Authority (MWRA)

©2019 CliftonLarsonAllen LLP

Jennifer Cook, CPA

CLA (CliftonLarsonAllen LLP)
Signing Director



Profile

Jennifer has over 10 years of auditing experience. She specializes in governmental auditing and accounting with an emphasis on state and local governments. She manages, plans, and performs her engagements with an astute knowledge of the governmental accounting and auditing standards. Jenn also has extensive experience with the standards required by the federal single audit, including with for-profit and non-profit health care agencies.

Technical experience

- Governmental GAAP (GASB)
- Non-Profit/For Profit GAAP (FASB)
- U.S. General Accepted Auditing Standards (GAAS)
- *Government Auditing Standards*
- Uniform Guidance
- Financial Reporting
- Internal Controls

Education and professional involvement

- Bachelors of science in accounting from Bryant University
- Certified Public Accountant
- American Institute of Certified Public Accountants, Member
- Massachusetts Society of Certified Public Accountants, Member

Key relevant clients

- ***Martha's Vineyard Regional High School***
- ***Up-Island Regional School District***
- ***Whitman-Hanson Regional School District***
- City of Brockton
- City of Newton
- City of Waltham
- Town of Natick
- Town of Provincetown
- Boston Housing Authority
- Boston Public Health Commission
- Cambridge Housing Authority
- Massachusetts Water Resources Authority (MWRA)

©2019 CliftonLarsonAllen LLP

Joel Eshleman, CISA, CIA



CLA (CliftonLarsonAllen LLP)
Engagement Director

Profile

Joel is an engagement director within the specialty advisory services group and has more than 18 years of experience and is a leader of information technology audit and attestations teams serving assurance clients. His experience includes eight years with CliftonLarsonAllen and five years with a Big 4 firm performing information technology, business process and control, and third-party reporting reviews. Additionally, he has extensive experience with internal control assessments within financial institutions. Joel is responsible for managing the performance and reporting of SSAE 18, previously SAS 70, in a wide range of industries; including financial institutions, government services, healthcare, data center operations, and call center hosting. Beyond his experience in third-party reporting, Joel has experience with assessing internal controls in student loan agencies, state and local government units, financial institutions, and higher education institutions.

Technical experience

- State and local government
- Commercial
- Nonprofit entities
- Employee benefit plans
- Led SSAE 18 engagements for Xerox, Pennsylvania Municipal Retirement System, Linebarger Goggan Blair & Sampson, Interactive Intelligence, Viverea, among others.
- Led internal controls assessments, both business process and information technology, for New Jersey Higher Education Student Assistance Authority, Pennsylvania State System of Higher Education, West Virginia Higher Education Policy Commission, Haverford College, State of Pennsylvania, and Maryland Transportation Authority.
- Assisted clients with SAP system design implementations in the government, manufacturing, and entertainment industries, specifically working with implementation of control monitoring tools.
- Has significant experience in effectively coordinating and directing complex projects ensuring completion with strict regard for client specifications, time and budgetary constraints and the development of numerous risk services offerings including:
    - SSAE18 assurance engagements
    - ERP controls assessments and utilizations
    - Served as the project manager for information technology (IT) control audits, service organization audits, business advisory projects, internal audit projects, and data analytics
    - Current state assessments, including inefficiency and process improvement identification
    - Future state design and process reengineering and implementation

Education and professional involvement

- Bachelors of science in accounting from York College of Pennsylvania, City, State
- American Institute of Certified Public Accountants
- Certified Information Security Auditor
- Certified Internal Auditor

©2019 CliftonLarsonAllen LLP

Kayla Larsen, CPA



CLA (CliftonLarsonAllen LLP)

Senior Associate
Lexington, Massachusetts

Profile

Kayla has four years of experience specializing in providing auditing and accounting services to governmental entities throughout the Commonwealth of Massachusetts. During this time, she has performed approximately 50 audits and assurance engagements throughout the Commonwealth. She performs her duties with an astute knowledge of the governmental accounting and auditing standards, as well as the standards required by the federal single audit.

Technical experience

- Governmental GAAP
- U.S. Generally Accepted Auditing Standards (GAAS)
- Governmental Auditing Standards
- Financial Reporting
- Uniform Guidance

Education and professional involvement

- Bachelors of Science in Business Administration with a concentration in Accounting
- Masters of Science in Accountancy
- American Institute of Certified Public Accountants
- Certified Public Accountant in the state of Massachusetts

Key relevant clients

- ***Martha's Vineyard Regional High School***
- ***Up-Island Regional School District***
- ***Whitman-Hanson Regional School District***
- City of Brockton
- City of Chelsea
- City of Fall River
- City of Newton
- City of Waltham
- City of Worcester
- Town of Bedford
- Town of Essex
- Town of Norfolk
- Town of Stoneham
- Town of Winchester
- Massachusetts Water Resource Authority

©2019 CliftonLarsonAllen LLP

Appendix B: Peer Review Report

©2019 CliftonLarsonAllen LLP

In the most recent peer review report we received a rating of *pass*, which is the most positive report a firm can receive. We are proud of this accomplishment and its strong evidence of our commitment to technical excellence and quality service. The full report is provided on the following page.

In addition to an external peer review, we have implemented an intensive internal quality control system to provide reasonable assurance that the firm and our personnel comply with professional standards and applicable legal and regulatory requirements. Our quality control system includes the following:

- A quality control document that dictates the quality control policies of our firm. In many cases, these policies exceed the requirements of standard setters and regulatory bodies. Firm leadership promotes and demonstrates a culture of quality that is pervasive throughout the firm's operations. To monitor our adherence to our policies and procedures, and to foster quality and accuracy in our services, internal inspections are performed annually.
- Quality control standards as prescribed by the AICPA. The engagement principal is involved in the planning, fieldwork, and post-fieldwork review. In addition, an appropriately experienced professional performs a risk-based second review of the engagement prior to issuance of the reports.
- Hiring decisions and professional development programs designed so personnel possess the competence, capabilities, and commitment to ethical principles, including independence, integrity, and objectivity, to perform our services with due professional care.
- An annual internal inspection program to monitor compliance with CLA's quality control policies. Work papers from a representative sample of engagements are reviewed and improvements to our practices and processes are made, if necessary, based on the results of the internal inspection.
- Strict adherence to the AICPA's rules of professional conduct, which specifically require maintaining the confidentiality of client records and information. Privacy and trust are implicit in the accounting profession, and CLA strives to act in a way that will honor the public trust.
- A requirement that all single audit engagements be reviewed by a designated single audit reviewer, thereby confirming we are in compliance with the standards set forth in *Uniform Guidance*.

©2019 CliftonLarsonAllen LLP

Cherry Bekaert LLP
CPAs & Advisors

System Review Report

To the Principals of CliftonLarsonAllen LLP
and the AICPA National Peer Review Committee

We have reviewed the system of quality control for the accounting and auditing practice of CliftonLarsonAllen LLP (the "firm") applicable to engagements not subject to PCAOB permanent inspection in effect for the year ended July 31, 2016. Our peer review was conducted in accordance with the Standards for Performing and Reporting on Peer Reviews established by the Peer Review Board of the American Institute of Certified Public Accountants. As a part of our peer review, we considered reviews by regulatory entities, if applicable, in determining the nature and extent of our procedures. The firm is responsible for designing a system of quality control and complying with it to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. Our responsibility is to express an opinion on the design of the system of quality control and the firm's compliance therewith based on our review. The nature, objectives, scope, limitations of, and the procedures performed in a System Review are described in the standards at www.aicpa.org/prsummary.

As required by the standards, engagements selected for review included engagements performed under *Government Auditing Standards*, audits of employee benefit plans, audits performed under FDICIA, and examinations of service organizations [Service Organizations Control (SOC) 1 and SOC 2 engagements].

In our opinion, the system of quality control for the accounting and auditing practice of CliftonLarsonAllen LLP applicable to engagements not subject to PCAOB permanent inspection in effect for the year ended July 31, 2016, has been suitably designed and complied with to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. Firms can receive a rating of pass, pass with deficiency(ies) or fail. CliftonLarsonAllen LLP has received a peer review rating of pass.

Cherry Bekaert LLP

Cherry Bekaert LLP
November 21, 2016

©2019 CliftonLarsonAllen LLP

HAMILTON-WENHAM
REGIONAL SCHOOL DISTRICT
5 SCHOOL STREET, WENHAM, MA 01984 · TEL. 978-468-5310

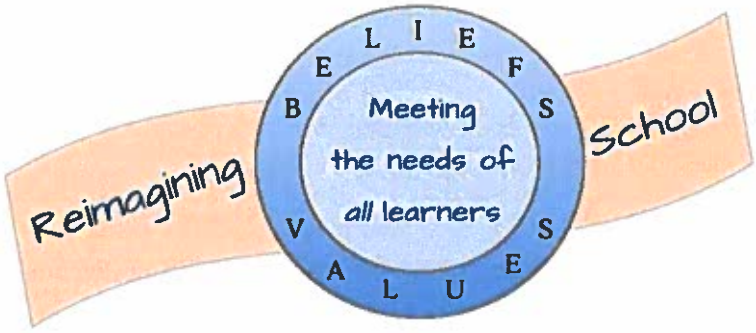
2020-2021 Tentative School Committee Meeting Schedule

The Hamilton-Wenham Regional School District School Committee meets on the 1st and 3rd Wednesday of each month @ 7:00 p.m. unless otherwise noted in the Buker Multi-Purpose Room located at 1 School Street, Wenham, MA 01984

Wednesday, July 1, 2020	
Wednesday, July 28, 2020	
Wednesday, August 5, 2020	
Wednesday, August 19, 2020	
Wednesday, September 2, 2020	
Wednesday, September 16, 2020	
Wednesday, October 7, 2020	
Wednesday, October 21, 2020	
Wednesday, November 4, 2020	
Wednesday, November 18, 2020	
Wednesday, December 2, 2020	
Wednesday, December 16, 2020	
Wednesday, January 6, 2021	SC Adopts FY22 Tentative Budget Proposal
Wednesday, January 20, 2021	
Wednesday, February 3, 2021	
Wednesday, February 10, 2021	(2nd Wednesday due to vacation) SC Adopts FY22 Final Budget
Wednesday, March 3, 2021	
Wednesday, March 17, 2021	
Saturday, April 3, 2021	Annual Town Meeting
Wednesday, April 7, 2021	
Thursday, April 8, 2021	Annual Town Election
Wednesday, April 14, 2021	(2nd Wednesday due to vacation) Reorganization Meeting
Wednesday, May 5, 2021	
Wednesday, May 19, 2021	
Wednesday, June 2, 2021	
Wednesday, June 16, 2021	

Making the Vision a Reality

What future do we want to create?



Strategic Objective #1

DEFINE our shared ***Beliefs about Learning*** *to develop our* ***Mission and Vision.***

Strategic Objective #2:	*Strategic Objective #3:*	*Strategic Objective #4:*
ALIGN our ***professional practices*** to our ***Beliefs about Learning, Mission, and Vision.***	**INNOVATE** to **SUPPORT** ***modern learning.***	**ENGAGE** the ***HWRSD Community*** as partners in achieving our ***Mission.***

HWRSD Theory of Action

If we define our shared "Beliefs about Learning," Mission and Vision, align our practices to our "Beliefs," innovate to support modern learning and engage the community as partners in achieving our Mission, then we will ensure all graduates of the Hamilton-Wenham Regional School District demonstrate character, exhibit resilience, communicate and collaborate effectively, are critical thinkers and problem solvers and are local and global leaders.

The Portrait of the Graduate

The bottom-line goal of education is transfer. The point of school is not to simply excel in each class, but to be able to use one's learning in other settings. Learning priorities are established by long-term performance goals—what it is we want students, in the end, to be able to do with what they have learned. Over the past seven years, the faculty of the HWRSD has explored the question, "What do students need to know and be able to do in order to be successful" and created this "Portrait of the Graduate" to define the knowledge, skills, and dispositions all students need for future success.

HWRSD Portrait of the Graduate: Overarching Transfer Goals Adopted January 28, 2016

All Graduates of the HWRSD Will Be Able to Independently Use Their Learning to:

Demonstrate Character
Build positive personal relationships and make responsible choices that are physically, socially, emotionally, and intellectually sound.

Exhibit Resilience
Persevere in facing the challenges and taking the risks integral to owning one's learning process.

Communicate and Collaborate
Utilize effective and varied methods of communication and collaboration for different purposes and audiences.

Problem Solve and Think Critically
Demonstrate critical and creative thinking in order to make informed decisions, draw conclusions, and solve problems.

Lead Locally and Globally
Consider and evaluate multiple historical and cultural perspectives to lead empathetically, respectfully, and responsibly in the local and global community.

The Hamilton-Wenham Regional School District does not discriminate in its programs, activities or employment practices based on age, race, color, national origin, religion, gender, sexual orientation or disability.

Strategic Objective #1 We will define our shared *Beliefs about Learning* to develop our Mission and Vision.	**Strategic Initiatives:** • Engage all stakeholders to develop a shared understanding of our "Beliefs about Learning" in the HWRSD. • Expand our definition of "success for all learners" through the development of our "Beliefs about Learning" document. • Craft a new Mission and Vision Statement for the HWRSD based on our "Beliefs about Learning. • Intentionally develop a process for continual revision and ongoing refinement.
Strategic Objective #2: We will ensure our professional practices are aligned to our *Beliefs about Learning, Mission, and Vision.*	**Strategic Initiatives:** • Align curriculum to our "HWRSD Beliefs about Learning" to ensure that all students can demonstrate the "Portrait of the Graduate" competencies. • Develop assessments designed to measure student progress towards demonstrating the "Portrait of the Graduate" competencies and aligned to our "Beliefs about Learning." • Implement instructional and social-emotional practices that are aligned to our "Beliefs about Learning" and are designed to ensure students demonstrate our "Portrait of the Graduate" competencies. • Develop a tiered system of supports aligned to our "Beliefs about Learning" that ensures the success of all learners in demonstrating our "Portrait of the Graduate" competencies. • Review current HWRSD practices to ensure they are aligned with our "Beliefs about Learning" and support students in demonstrating our "Portrait of the Graduate" competencies.
Strategic Objective #3: We will innovate to support modern learning.	**Strategic Initiatives:** • Design professional development programs to support adult learning of the skills and competencies necessary to align our professional practices to our "Beliefs about Learning." • Reimagine educational spaces to support modern learning. • Leverage technology to support learning "anytime, anywhere." • Support risk-taking in teaching and learning practice.
Strategic Objective #4: We will engage the HWRSD Community as partners in achieving our Mission.	**Strategic Initiatives:** • Engage the community to support innovation and sustain change in our schools through the development of our "Beliefs about Learning" document. • Educate the community around the changes in teaching and learning required to support the HWRSD Mission. • Improve school and classroom to home communication regarding our progress in aligning our professional practices to our "Beliefs about Learning." • Leverage community resources to create opportunities for students to solve real-world problems and present to authentic audiences.

The Hamilton-Wenham Regional School District does not discriminate in its programs, activities or employment practices based on age, race, color, national origin, religion, gender, sexual orientation or disability.

Carleo, Janell

From: Gallant, Don
Sent: Wednesday, January 15, 2020 12:04 PM
To: Carleo, Janell
Subject: Thurston Foods

Janelle:

The District has received a check in the amount of $150.00 from Thurston Foods in support of the District's "Winter Gathering" event.

Donald E Gallant
Treasurer
Hamilton-Wenham Regional School District

Carleo, Janell

From: Brockenbrough, Donna
Sent: Wednesday, January 15, 2020 1:58 PM
To: Carleo, Janell
Cc: Shediac, Carolyn
Subject: FOW

Dear Janell,

Winthrop Elementary School was given check #2265 from the Friends of Winthrop in the amount of $860 for a field trip for Grade 5 to attend *A Christmas Carol* at the North Shore Music Theatre.

Thank you,

Donna Brockenbrough
Administrative Assistant
Winthrop Elementary School
325 Bay Road
So. Hamilton, MA 01982
978-468-5340

Dear Parents and Guardians,

Flu season is upon us. This letter is to provide you with information on how to prevent the spread of flu in our community. Colds and influenza(flu) are the most contagious during the first 48 hours. Please keep your children at home if they experience flu or cold symptoms. Serious flu-related complications are rare, but could result in hospitalization. Here are a few highlights to keep you and your family healthy.

- **Wash your hands often!** It is the number one way to prevent the spread of illness. In particular, remind your children to wash their hands before eating, after touching their nose or mouth, and after using the bathroom. We would recommend that everyone wash their hands when returning home from public places and bring hand sanitizer with you when you go out.
- **Don't touch the "T Zone:"** That's your eyes, nose and mouth. These moist mucous membrane areas are prime entry sources for all sorts of infectious entities.
- **Get your Flu Shot:** It is not too late to get your flu shot. The flu shot can prevent the spread of the flu, and also reduces the severity of the flu and the risk for hospitalization. By protecting yourself, you are also protecting those who are more vulnerable to complications from the flu.
- **Keep your children home if they are displaying signs of illness:** The CDC recommends that you stay home for at least 24 hours, and be fever free.

If you have any questions, please do not hesitate to contact us. Below please find some additional resources on the Flu.

Sincerely,

Lea Tabenkin, BSN, RN, NCSN
Gwen McDonald, BSN, RN
Maribeth Ting, BSN, MSN, RN, NCSN
Jessica Baker, BSN, RN, NCSN
Lisa Druskat, BSN, RN, NCSN
Lynn Nardella, LPN

A flu guide for parents:
https://www.cdc.gov/flu/pdf/freeresources/family/flu-guide-for-parents-2018.pdf
Massachusetts Department of Public Health weekly flu update:
https://www.mass.gov/info-details/weekly-flu-report-january-3-2020
CDC website for additional flu information:
http://www.cdc.gov/flu/

File: CA

ADMINISTRATION OF THE ORGANIZATION

It is the intent of the Committee that the District employs qualified personnel to administer the school system efficiently and to require the Superintendent to organize the administration in a manner that will make clear the functions of each position and the relationships among them.

The Superintendent will establish clear lines of communication, both vertically and horizontally, and will form any staff councils or committees needed to provide for efficient conduct of District business. In order to engage in this process in an orderly and effective fashion, each individual and group will be given particular, clear-cut responsibilities. Channels of communication will be established so that the recommendations and decisions of each group can be heard and reviewed by the administrative officer concerned and, where appropriate, by the Superintendent and the Committee.

The organization and administration of the District will balance responsibility with commensurate authority, subject to the reserved legal powers of the Committee. This means that a staff member, when assigned a responsibility or a position, will be given the authority to make the decisions necessary to perform the assigned tasks.

For the District to operate effectively, each administrative officer will be responsible and accountable for making a plan of development for all staff assigned to their area of operation.

File: CB

REGIONAL SCHOOL SUPERINTENDENT

The Committee shall employ a Superintendent of Schools and fix their compensation. The Superintendent shall act in accordance with Mass. General Laws and shall perform such other duties consistent with this section as the Committee may determine. They shall also prepare such reports as may be required by the State Dept. of Elementary and Secondary Education and shall submit materials for the Committee's annual report to the selectmen of the member towns in sufficient time for printing in the annual reports of the member municipalities.

LEGAL REFS: M.G.L. 71:59, 72:3

File: CBD

SUPERINTENDENT'S CONTRACT

The Committee, upon the appointment of a candidate to be Superintendent will enter into a written contract with the Superintendent which will meet the requirements of law and will protect the rights of both the Committee and the Superintendent. In accordance with said contract or, in the absence of specific contract language, by vote of the members, the Committee may choose to negotiate a successor contract with an incumbent Superintendent.

LEGAL REFS.: M.G.L. 71:41; 71:42

File: CBI

EVALUATION OF THE SUPERINTENDENT

Evaluation can serve the purpose of helping educators and educational leaders continually improve their practice.

Through evaluation of the Superintendent, the School Committee will strive to accomplish the following:

1. Ensure the efforts of the Superintendent are focused on district goals and the standards of professional practice established by state regulation are met by the Superintendent.

2. Ensure all Committee members and the Superintendent are in agreement and clear on the role of the Superintendent and the immediate priorities among their responsibilities.

3. Provide excellence in administrative leadership of the school district.

4. Develop a respectful and productive working relationship between the School Committee and Superintendent.

The School Committee and Superintendent will periodically develop a set of performance objectives based on the needs of the school district and in keeping with state regulations for evaluation of the Superintendent. The Superintendent's performance will be reviewed in accordance with specified goals and standards. Additional objectives will be established according to the evaluation cycle agreed upon with the Superintendent.

All School Committee discussion and deliberation related to the Superintendent's performance evaluation shall be conducted in open session in accordance with the open meeting law.

LEGAL REF: M.G.L. 30A:18-25
603CMR35:00

LINE AND STAFF RELATIONS

The School Committee expects the Superintendent to establish clear understandings on the part of all personnel of the working relationships in the school district.

Personnel will be expected to refer matters requiring administrative action to the administrator to whom they are responsible. The administrator will refer such matters to the next higher administrative authority when necessary.

It is expected that the established lines of authority will serve most purposes. But all personnel will have the right to appeal any decision made by an administrative officer through established grievance procedures.

Additionally, lines of authority do not restrict in any way the cooperative, sensible working together of all staff members at all levels in order to develop the best possible school programs and services. The established lines of authority represent direction of authority and responsibility; when the staff is working together, the lines represent avenues for a two-way flow of ideas to improve the program and operations of the school district.

ADMINISTRATIVE COUNCILS, CABINETS AND COMMITTEES

The Superintendent may establish such permanent or temporary councils, cabinets and committees as they deem necessary for assuring staff participation in decision making, for implementing policies and procedures and for the improvement of the educational program.

Functioning in an advisory capacity, all councils, cabinets and committees created by the Superintendent may make recommendations for submission to the School Committee through the Superintendent. Such groups will exercise no inherent authority. Authority for establishing policy remains with the Committee and authority for implementing policy remains with the Superintendent.

The membership, composition and responsibilities of administrative councils, cabinets and committees will be defined by the Superintendent and may be changed at their discretion. However, the School Committee wishes to be kept informed of the establishment and dissolution of these groups as well as their membership and their purpose.

Expenses incurred by such groups for consultative services, materials, and any investigative travel will be paid by the school district, but only within budgetary allotments and when approved in advance by the Superintendent.

PRINCIPALS

Principals are the educational administrators and managers of their schools. Principals, subject to the supervision and direction of the Superintendent, supervise the operation and management of their school and property and evaluate all building level staff.

Each Principal, working in conjunction with the School Council, will develop and implement appropriate guidelines and standards for student behavior and staff conduct to ensure a safe, supportive learning environment. All such guidelines will be consistent with District policies, state law and procedures of the Massachusetts Department of Elementary and Secondary Education.

Each Principal will work cooperatively with other District administrators to ensure equity among schools and consistency of curriculum development and delivery.

The duties of Principals are defined in their contracts of employment, District policies, state law and procedures of the Massachusetts Department of Elementary and Secondary Education. The job descriptions for these positions are on file in the Superintendent's office.

LEGAL REF: MGL 71:41; 71:59B

POLICY IMPLEMENTATION

The Superintendent has responsibility for carrying out the policies established by each Committee through written procedures.

The policies developed by the Committee and the procedures developed to implement policy are designed to increase the effectiveness and efficiency of the District. Consequently, it is expected that all employees and students will carry them out.

Administrators and supervisors are responsible for informing staff members in their schools, departments, or divisions of existing policies and procedures and for seeing that they are implemented in the spirit intended.

DEVELOPMENT OF PROCEDURES

The Superintendent will be responsible for specifying required actions and designing the detailed procedures under which the District will operate in accordance with Committee policy. These detailed procedures will be designed to implement policies, goals, and objectives of the Committee and will be one of the means by which the District are governed.

In the development of procedures, the Superintendent may involve at the planning stage those who would be affected by the procedures, including staff members, students, parents/guardians, and the public. The Superintendent must weigh with care the advice given by representatives of staff, student, and community organizations. Theywill inform the Committee of such advice when presenting pertinent reports of procedures and in presenting procedures for Committee approval.

As long as the Superintendent operates within the guidelines of policy adopted by the Committee, they may issue procedures without prior Committee approval unless Committee action is required by law, or the Committee has specifically asked that certain types of procedures be approved, or the Superintendent recommends Committee approval in light of strong community attitudes or probable staff reactions.

PROCEDURES DISSEMINATION

It will be the responsibility of the Superintendent to see that the procedures are developed to implement the Committee's policies and administer the District.

A procedure concerning a particular group or groups in the District will be distributed to the group(s) prior to the effective date of the regulation when feasible.

File: CHCA

APPROVAL OF HANDBOOKS AND DIRECTIVES

The law directs that in each school building containing the grades nine to twelve, inclusive, the Principal, in consultation with the school council, shall prepare and distribute to each student a handbook setting forth the rules pertaining to conduct of students. The school council shall review the handbook each spring to consider changes in the disciplinary policy to take effect in September.

It is essential that the contents of all handbooks conform to School Committee policies. It is also important that all handbooks bearing the name of the school district or one of its schools be of a quality that reflects credit on the school department. Therefore, the Committee expects handbooks requiring approval to be approved prior to publication by the Committee and/or the Superintendent.

Committee approval will be necessary for any handbooks that pertain to required standards of conduct for employees or students so that their contents may be accorded the status of Committee-approved policy or regulation. The Superintendent will use their judgment as to whether other specific handbooks need Committee approval; however, all handbooks published will be made available to the Committee for informational purposes.

LEGAL REFS.: M.G.L. 71:37H

File: CHCA-E

APPROVAL OF HANDBOOKS AND DIRECTIVES

Notwithstanding any general or special law to the contrary all student handbooks shall contain the following provisions:

1. Any student who is found on school premises or at school-sponsored or school related events, including athletic games, in possession of a dangerous weapon or a controlled substance, may be subject to expulsion from school by the Principal.

2. Any student who assaults any employee of the School District may be subject to expulsion from school by the Principal.

3. Any student who is charged with a violation of either (1) or (2) above shall be notified in writing of their opportunity for a hearing, provided, however that the student may have representation, along with the opportunity to present evidence and witnesses at said hearing before the Principal. After said hearing the Principal may decide to suspend rather than expel a student.

4. Any student who has been expelled shall have the right to appeal to the Superintendent.

5. When a student is expelled under the provisions listed above and applies for admission to another school for acceptance, the Superintendent of the sending school shall notify the Superintendent of the receiving school of the reasons for the pupil's expulsion.

LEGAL REFS.: M.G.L. 71:37H

ADMINISTRATION IN POLICY ABSENCE

When action must be taken within the school district where the Committee has provided no guides for administrative action, the Superintendent will have the power to act. The Superintendent's decisions, however, will be subject to review by the Committee.

File: CL

ADMINISTRATIVE REPORTS

The School Committee will require reports from the Superintendent concerning conditions of efficiency and needs of the schools.

School building administrators will be required to keep such records and make reports as the Superintendent may direct or require.

Upon receipt of the Superintendent's reports, the Committee will take steps to appraise the effectiveness with which the schools are achieving the educational purposes of the school district.

Because statistical information often has a time value, each administrator will give careful consideration to all procedures related to reports, accounting, and general business matters that are required for the administration of the school program and will make accurate and prompt return on scheduled dates of all required statistical and other information.

REGIONAL SCHOOL DISTRICT ANNUAL REPORT

An annual report covering the diversified activities of the school district and the administration's recommendations for their improvement will be prepared by the Superintendent and presented to the School Committee. Upon Committee approval, the report shall be submitted to each member community and will be made available to the public and used as one means for informing parents/guardians and citizens, the Commissioner of Education, and others of the programs and conditions of the District's schools. Said report shall contain a detailed financial statement, a statement showing the method which computes the annual charges against each town, and any other information regarding the operation of the School District as may be necessary.

Established by law and Committee policy.

LEGAL REFS.: M.G.L. 72:4
M.G.L. 71:16(k)

File: CA

ADMINISTRATION OF THE ORGANIZATION

It is the intent of the Committee that the District employs qualified personnel to administer the school system efficiently and to require the Superintendent to organize the administration in a manner that will make clear the functions of each position and the relationships among them.

The Superintendent will establish clear lines of communication, both vertically and horizontally, and will form any staff councils or committees needed to provide for efficient conduct of District business. In order to engage in this process in an orderly and effective fashion, each individual and group will be given particular, clear-cut responsibilities. Channels of communication will be established so that the recommendations and decisions of each group can be heard and reviewed by the administrative officer concerned and, where appropriate, by the Superintendent and the Committee.

The organization and administration of the District will balance responsibility with commensurate authority, subject to the reserved legal powers of the Committee. This means that a staff member, when assigned a responsibility or a position, will be given the authority to make the decisions necessary to perform the assigned tasks.

For the District to operate effectively, each administrative officer will be responsible and accountable for making a plan of development for all staff assigned to his/her area of operation.

~~Adopted: 3/7/13~~
~~Reviewed: 4/12/18~~

~~*Note: The MASC Reference Manual replaces "his/her" with "their"*~~

~~SOURCE: Hamilton-Wenham~~

File: CB

REGIONAL SCHOOL SUPERINTENDENT

The Committee shall employ a Superintendent of Schools and fix his/her compensation. The Superintendent shall act in accordance with General Laws, Chapter 71, Section 59, and shall perform such other duties consistent with this section as the Committee may determine. He/she shall also prepare such reports as may be required by the U.S. Department of Education, Massachusetts Board of Education, and the Commonwealth's Department of Elementary and Secondary Education, and shall submit materials for the Committee's annual reports to the selectmen of the member towns in sufficient time for printing in the annual reports of the member municipalities.

Except as provided by law or regulation, the Superintendent, in his/her discretion, may delegate to other school personnel the exercise of any powers and the discharge of any duties imposed upon the Superintendent by these policies or by vote of the Committee. The delegation of power or duty, however, shall not relieve the Superintendent of responsibility for the action taken under such delegation.

LEGAL REFS: M.G.L. 71:59, 72:3

Adopted: 3/7/13
Reviewed: 4/12/18

SOURCE: Hamilton-Wenham

File: CB

REGIONAL SCHOOL SUPERINTENDENT

The Committee shall employ a Superintendent of Schools and fix their compensation. The Superintendent shall act in accordance with Mass. General Laws and shall perform such other duties consistent with this section as the Committee may determine. They shall also prepare such reports as may be required by the State Dept. of Elementary and Secondary Education and shall submit materials for the Committee's annual report to ~~the Mayors of member cities and~~ the selectmen of the member towns in sufficient time for printing in the annual reports of the member municipalities.

~~SOURCE: MASC July 2016~~

LEGAL REFS: M.G.L. 71:59, 72:3

~~File: CBD~~

Formatted: Right

~~SUPERINTENDENT'S CONTRACT~~

~~The Committee, upon the appointment of a candidate or upon reappointment of the incumbent Superintendent, will enter into a written contract with the Superintendent, which will meet the requirements of law and will protect the rights of both the Committee and the Superintendent.~~

~~LEGAL REFS: M.G.L. 71:41, 71:42~~

~~Adopted: 3/7/13~~
~~Reviewed: 4/12/18~~

~~SOURCE: Hamilton-Wenham~~

File: CBD

SUPERINTENDENT'S CONTRACT

Formatted: Left

The Committee, upon the appointment of a candidate to be Superintendent will enter into a written contract with the Superintendent which will meet the requirements of law and will protect the rights of both the Committee and the Superintendent. In accordance with said contract or, in the absence of specific contract language, by vote of the members, the Committee may choose to negotiate a successor contract with an incumbent Superintendent.

~~SOURCE: MASC July 2016~~

LEGAL REFS.: M.G.L. 71:41; 71:42

~~NOTE: Under the laws of the Commonwealth, the School Committee may award a contract to a Superintendent of schools for a period not to exceed six years.~~

~~File: CBI~~

~~EVALUATION OF THE SUPERINTENDENT~~

~~Through evaluation of the Superintendent, the Committee and the Superintendent will strive to:~~

1. ~~Work to develop annual goals based on the District's Strategic Plan.~~
2. ~~Clarify for the Superintendent his/her role in the school system and the immediate priorities among his/her responsibilities as mutually agreed upon.~~
3. ~~Develop a professional working relationship.~~
4. ~~Assure administrative leadership of excellence for the School District.~~
5. ~~The Superintendent's evaluation will be in conducted in accordance with 603 CMR 35.00 - 35.10.~~

~~The Committee will annually develop with the Superintendent a set of performance objectives based on the needs of the school system. The Superintendent's performance will be reviewed in accordance with these specified goals. Additional objectives will be established at intervals agreed upon with the Superintendent.~~

~~Adopted: 3/7/13~~
~~Reviewed: 4/12/18~~

~~SOURCE: Hamilton Wenham~~

Formatted: Right
Formatted: Normal, Right, No bullets or numbering
Formatted: Right
Formatted: Normal, Right, No bullets or numbering
Formatted: Right
Formatted: Normal, Right, No bullets or numbering
Formatted: Right
Formatted: Normal, Right, No bullets or numbering
Formatted: Right
Formatted: Normal, Right, No bullets or numbering
Formatted: Right

File: CBI

EVALUATION OF THE SUPERINTENDENT

Evaluation can serve the purpose of helping educators and educational leaders continually improve their practice.

Through evaluation of the Superintendent, the School Committee will strive to accomplish the following:

1. Ensure the efforts of the Superintendent are focused on district goals and the standards of professional practice established by state regulation are met by the Superintendent.
2. Ensure all Committee members and the Superintendent are in agreement and clear on the role of the Superintendent and the immediate priorities among their responsibilities.
3. Provide excellence in administrative leadership of the school district.
4. Develop a respectful and productive working relationship between the School Committee and Superintendent.

The School Committee and Superintendent will periodically develop a set of performance objectives based on the needs of the school district and in keeping with state regulations for evaluation of the Superintendent. The Superintendent's performance will be reviewed in accordance with specified goals and standards. Additional objectives will be established according to the evaluation cycle agreed upon with the Superintendent.

All School Committee discussion and deliberation related to the Superintendent's performance evaluation shall be conducted in open session in accordance with the open meeting law.

~~SOURCE: MASC July 2016~~

LEGAL REF: M.G.L. 30A:18-25
603CMR35:00

File: CCB

Formatted: Right

LINES OF RESPONSIBILITY/ORGANIZATIONAL CHART

The Superintendent has the responsibility to organize the administration of the District to insure appropriate supervision and accountability and provide for the efficient conduct of business throughout the system. The lines of responsibility within the system will be clearly delineated in an organizational chart prepared by the Superintendent for review by the Committee. A copy of the organizational chart is available at the Superintendent's office.

The Superintendent will ensure that positions required by state law are filled. Where state law requires that a position be appointed or approved by the School Committee, the Superintendent will ensure that such appointment or approval is appropriately obtained.

Staff members will be expected to refer matters requiring administrative action to the administrator to whom they are responsible. The administrator overseeing the immediate area will take appropriate action. If the issue cannot be resolved, the administrator or the staff member can refer such matters to the next higher administrative level.

LEGAL REFS.: M.G.L. 71:59

Adopted: 3/7/13
Reviewed: 4/12/18

SOURCE: Hamilton-Wenham

File: CCB

LINE AND STAFF RELATIONS

The School Committee expects the Superintendent to establish clear understandings on the part of all personnel of the working relationships in the school district.

Personnel will be expected to refer matters requiring administrative action to the administrator to whom they are responsible. The administrator will refer such matters to the next higher administrative authority when necessary.

It is expected that the established lines of authority will serve most purposes. But all personnel will have the right to appeal any decision made by an administrative officer through established grievance procedures.

Additionally, lines of authority do not restrict in any way the cooperative, sensible working together of all staff members at all levels in order to develop the best possible school programs and services. The established lines of authority represent direction of authority and responsibility; when the staff is working together, the lines represent avenues for a two-way flow of ideas to improve the program and operations of the school district.

~~SOURCE: MASC~~

~~File: CE~~

Formatted: Right

~~ADMINISTRATIVE COUNCILS AND COMMITTEES~~

~~The Superintendent may establish such permanent or temporary councils and committees as he/she deems necessary for assuring staff participation in decision making, for implementing policies and procedures and for the improvement of the educational program.~~

~~Functioning in an advisory capacity, all councils, and committees created by the Superintendent may make recommendations for submission to the Committee through the Superintendent.~~

~~Such groups will exercise no inherent authority. Authority for establishing policy remains with the Committee and authority for implementing policy remains with the Superintendent.~~

~~All councils and sub-committees created by the Superintendent function in an advisory capacity.~~

~~The membership, composition, and responsibilities of administrative councils, cabinets, and committees will be defined by the Superintendent and may be changed at his/her discretion. However, the Committee will be kept informed of the establishment and dissolution of these groups as well as their membership and their purpose.~~

~~Pre-Approved expenses incurred by such groups for consultative services, materials, and any investigative travel will be paid by the District.~~

~~Adopted: 3/7/13~~
~~Reviewed: 4/12/18~~

~~SOURCE: Hamilton-Wenham~~

File: CE

ADMINISTRATIVE COUNCILS, CABINETS AND COMMITTEES

The Superintendent may establish such permanent or temporary councils, cabinets and committees as they deem necessary for assuring staff participation in decision making, for implementing policies and procedures and for the improvement of the educational program.

Functioning in an advisory capacity, all councils, cabinets and committees created by the Superintendent may make recommendations for submission to the School Committee through the Superintendent. Such groups will exercise no inherent authority. Authority for establishing policy remains with the Committee and authority for implementing policy remains with the Superintendent.

The membership, composition and responsibilities of administrative councils, cabinets and committees will be defined by the Superintendent and may be changed at their discretion. However, the School Committee wishes to be kept informed of the establishment and dissolution of these groups as well as their membership and their purpose.

Expenses incurred by such groups for consultative services, materials, and any investigative travel will be paid by the school district, but only within budgetary allotments and when approved in advance by the Superintendent.

~~SOURCE: MASC July 2016~~

File: CFA

PRINCIPALS

Principals are the educational administrators and managers of their schools. Principals, subject to the supervision and direction of the Superintendent, supervise the operation and management of their school and property and evaluate all building level staff.

Each Principal, working in conjunction with the ~~local advisory~~ School eCouncil, will develop and implement appropriate guidelines and standards for student behavior and staff conduct to ensure a safe, supportive learning environment. All such guidelines will be consistent with District policies, state law and procedures of the Massachusetts Department of Elementary and Secondary Education.

Each Principal will work cooperatively with other District administrators to ensure equity among schools and consistency of curriculum development and delivery.

The duties of Principals are defined in their contracts of employment, District policies, state law and procedures of the Massachusetts Department of Elementary and Secondary Education. The job descriptions for these positions are on file in the Superintendent's office.

LEGAL REF: MGL 71:41; 71:59B

~~Adopted: 3/7/13~~
~~Reviewed: 4/12/18~~

~~SOURCE: Hamilton-Wenham~~

File: CH

POLICY IMPLEMENTATION

The Superintendent has responsibility for carrying out the policies established by each Committee through written procedures.

The policies developed by the Committee and the procedures developed to implement policy are designed to increase the effectiveness and efficiency of the District. Consequently, it is expected that all employees and students will carry them out.

Administrators and supervisors are responsible for informing staff members in their schools, departments, or divisions of existing policies and procedures and for seeing that they are implemented in the spirit intended.

~~Adopted: 3/7/13~~
~~Reviewed: 4/12/18~~

~~SOURCE: MASC/Hamilton-Wenham~~

File: CHA

DEVELOPMENT OF PROCEDURES

The Superintendent will be responsible for specifying required actions and designing the detailed procedures under which the District will operate in accordance with Committee policy. These detailed procedures will be designed to implement policies, goals, and objectives of the Committee and will be one of the means by which the District are governed.

In the development of procedures, the Superintendent may involve at the planning stage those who would be affected by the procedures, including staff members, students, parents/guardians, and the public. He/she must weigh with care the advice given by representatives of staff, student, and community organizations. He/she will inform the Committee of such advice when presenting pertinent reports of procedures and in presenting procedures for Committee approval.

As long as the Superintendent operates within the guidelines of policy adopted by the Committee, he/she may issue procedures without prior Committee approval unless Committee action is required by law, or the Committee has specifically asked that certain types of procedures be approved, or the Superintendent recommends Committee approval in light of strong community attitudes or probable staff reactions.

~~Adopted: 3/7/13~~
~~Reviewed: 4/12/18~~

~~*Note: The MASC Reference Manual replaces "he/she" with "they."*~~

~~SOURCE: Hamilton-Wenham~~

Hamilton-Wenham Regional School District

File: CHAA

RULES PERTAINING TO STAFF AND STUDENT CONDUCT

Under Massachusetts law, the Superintendent is required to publish "rules and procedures pertaining to the conduct of teachers and students which have been adopted." (Codes of discipline, as well as procedures used to develop such codes shall be filed with the Department of Elementary and Secondary Education for information purposes only.) Standards of conduct will be included in staff and student handbooks. These handbooks will be reviewed and approved annually by the School Councils. The Superintendent will annually review staff and student handbooks to ensure they are consistent with District policies and provide the School Committee with a report on any handbook changes.

LEGAL REFS: M.G.L. 71:37H

Adopted: 3/7/13
Reviewed: 9/26/18

SOURCE: Hamilton-Wenham

File: CHC

PROCEDURES DISSEMINATION

It will be the responsibility of the Superintendent to see that the procedures are developed to implement the Committee's policies and administer the District, ~~are appropriately coded and included as procedures in the District's Policy Manual.~~

A procedure concerning a particular group or groups in the District will be distributed to the group(s) prior to the effective date of the regulation when feasible.

~~Adopted: 3/7/13~~
~~Reviewed: 4/12/18~~

~~SOURCE: MASC/Hamilton-Wenham~~

Hamilton-Wenham Regional School District

File: CHCA

APPROVAL OF HANDBOOKS AND DIRECTIVES

The law directs that in each school building containing the grades nine to twelve, inclusive, the Principal, in consultation with the school council, shall prepare and distribute to each student a handbook setting forth the rules pertaining to conduct of students. The school council shall review the handbook each spring to consider changes in the disciplinary policy to take effect in September.

It is essential that the contents of all handbooks conform to School Committee policies. It is also important that all handbooks bearing the name of the school district or one of its schools be of a quality that reflects credit on the school department. Therefore, the Committee expects handbooks requiring approval to be approved prior to publication by the Committee and/or the Superintendent.

Committee approval will be necessary for any handbooks that pertain to required standards of conduct for employees or students so that their contents may be accorded the status of Committee-approved policy or regulation. The Superintendent will use their judgment as to whether other specific handbooks need Committee approval; however, all handbooks published will be made available to the Committee for informational purposes.

~~SOURCE: MASC~~

LEGAL REFS.: M.G.L. 71:37H

~~NOTE: Refer to the policy coded BGD for another example of how School Committees incorporate the requirements of M.G.L. 71:37H into policy statements.~~

File: CHCA-E

APPROVAL OF HANDBOOKS AND DIRECTIVES

Notwithstanding any general or special law to the contrary all student handbooks shall contain the following provisions:

1. Any student who is found on school premises or at school-sponsored or school related events, including athletic games, in possession of a dangerous weapon or a controlled substance, may be subject to expulsion from school by the Principal.

2. Any student who assaults any employee of the School District may be subject to expulsion from school by the Principal.

3. Any student who is charged with a violation of either (1) or (2) above shall be notified in writing of their opportunity for a hearing, provided, however that the student may have representation, along with the opportunity to present evidence and witnesses at said hearing before the Principal. After said hearing the Principal may decide to suspend rather than expel a student.

4. Any student who has been expelled shall have the right to appeal to the Superintendent.

5. When a student is expelled under the provisions listed above and applies for admission to another school for acceptance, the Superintendent of the sending school shall notify the Superintendent of the receiving school of the reasons for the pupil's expulsion.

~~SOURCE: MASC~~

LEGAL REFS.: M.G.L. 71:37H

File: CHD

Formatted: Right

ADMINISTRATIVE RESPONSIBILITY IN THE ABSENCE OF COMMITTEE POLICY

The Superintendent shall have the authority to implement action within the District if an emergency situation should develop for which the Committee has provided no administrative guidelines. However, the Superintendent's decision shall be brought to the attention of the Committee at its next regular meeting. In each instance the Superintendent shall notify the School Committee Chair as soon as possible.

Adopted: 3/7/13
Reviewed: 4/12/18

SOURCE: Hamilton-Wenham

File: CHD

ADMINISTRATION IN POLICY ABSENCE

When action must be taken within the school district where the Committee has provided no guides for administrative action, the Superintendent will have the power to act. The Superintendent's decisions, however, will be subject to review by the Committee.

~~SOURCE: MASC~~

File: CK

Formatted: Right

CONSULTANTS

Consultants and other appropriate resource personnel may be used to augment the District's personnel when needed and recommended by the Superintendent of Schools, and consistent with the School Committee approved budget. When appropriate, consultants and resource personnel should be CORI checked.

Adopted: 2/6/14
Reviewed:

SOURCE: Hamilton-Wenham

File: CL

ADMINISTRATIVE REPORTS

ADOPT, 8/21/2019, but rephrase last paragraph
HOLD

The School Committee will require reports from the Superintendent concerning conditions of efficiency and needs of the schools.

School building administrators will be required to keep such records and make reports as the Superintendent may direct or require.

Upon receipt of the Superintendent's reports, the Committee will take steps to appraise the effectiveness with which the schools are achieving the educational purposes of the school district.

Because statistical information often has a time value, each administrator will give careful consideration to all procedures related to reports, accounting, and general business matters that are required for the administration of the school program and will make accurate and prompt return on scheduled dates of all required statistical and other information.

SOURCE: MASC

File: CM

Formatted: Right

SCHOOL DISTRICT ANNUAL REPORT

The Committee and Superintendent will submit an annual report to each of the member towns, containing a detailed financial statement, and a statement showing the method by which annual charges assessed against each town were computed, together with such additional information relating to the operation and maintenance of such school or schools as may be deemed necessary by the District Committee or by the selectmen of any member town.

Upon Committee approval, the report will be made available to the public and used as one means for informing parents and citizens, the Commissioner of Education, and others of the programs and conditions of the District's schools.

LEGAL REFS.: M.G.L. Ch. 71:16 (k); 71:4

Adopted: 3/7/13
Reviewed: 4/12/18

SOURCE: Hamilton-Wenham

File: CM

REGIONAL SCHOOL DISTRICT ANNUAL REPORT

An annual report covering the diversified activities of the school district and the administration's recommendations for their improvement will be prepared by the Superintendent and presented to the School Committee. Upon Committee approval, the report shall be submitted to each member community and will be made available to the public and used as one means for informing parents/guardians and citizens, the Commissioner of Education, and others of the programs and conditions of the District's schools. Said report shall contain a detailed financial statement, a statement showing the method which computes the annual charges against each town, and any other information regarding the operation of the School District as may be necessary.

Established by law and Committee policy

~~SOURCE: MASC~~

LEGAL REFS.: M.G.L. 72:4
M.G.L. 71:16(k)

Hamilton-Wenham Regional School District

SAFETY PROGRAM

The District is entrusted with providing a safe and healthy learning environment and will take into account a wide range of possible threats and hazards that may impact the school community.

Within a reasonable time period, the District will comply with safety requirements established by governmental authorities and expect that its staff will adhere to recommended safety practices.

The Superintendent will have overall responsibility for the safety program of the District. The Superintendent will ensure that appropriate staff members are kept informed of current state and local requirements relating to fire prevention, civil defense, sanitation, public health, and occupational safety.

The practice of safety will also be considered a facet of the instructional program of the schools. Instruction will be provided in accident prevention as well as fire prevention; emergency procedures; and bus safety.

LEGAL REF.: M.G.L. 71:55C
603 CMR 36.00

PEST MANAGEMENT

I. Policy

The Hamilton-Wenham Regional School District is committed to providing a safe and properly maintained environment for all staff, students and visitors. To achieve this end, the School District will implement integrated pest management procedures for its buildings and grounds.

The integrated pest management procedures shall include implementation of appropriate prevention and control strategies, notification of certain pesticide and herbicide uses, record keeping, education and evaluation.

Integrated pest management procedures will determine when to control pests and what method of control to choose. Strategies for managing pest populations will be influenced by the pest species, location and whether and at what population level its presence poses a threat to people, property or the environment. The full range of action alternatives, including no action, will always be considered.

Overview and Goals

a) The Superintendent and the Director of Facilities shall develop and implement an integrated pest management program.
b) An integrated pest management program is a pest control approach that emphasizes using a balanced combination of tactics (cultural, mechanical, biological, chemical) to reduce pests to a tolerable level while using pesticides and herbicides as a last resort to minimize health, environmental and economic risks.
c) Pesticides and herbicides will be used only as a last resort, based on a review of all other available options.
d) The integrated pest management program shall strive to:
    1. Reduce any potential human health hazard.
    2. Reduce loss or damage to school structures or property.
    3. Minimize the risk of pests from spreading in the community.
    4. Enhance the quality of facility use for school and community.
    5. Minimize health, environmental and economic risks.

Restrictions on Use of Pesticides and Herbicides

a) When pesticides or herbicides are used, they must be classified as an EPA Category III or IV. Application of any pesticide or herbicide may be performed only by certified applicators.
b) Application of pesticides and herbicides may only be accomplished during a school break or when the building will be clear of students for at least 48 hours.

Notification of Pesticide and Herbicide Use

a) When pesticides or herbicides are used outdoors, notice of their use will be provided to parents, staff and students and will also be posted in a common area.

b) When pesticides and herbicides are used in a building, the site will provide a 48-hour pre-notification in the form of posting the product name, purpose, application date, time and method and the Material Safety Data Sheet on all entrance doors. A contact person will also be listed.

c) In the event of an EPA registered pesticide or herbicide application in or around a building site during the school year or summer session, a notice (including the product name, purpose, contact person, and application date, time and method), will be sent home in writing with students in the affected building at least 5 days prior to application.

Record Keeping

a) The District will keep a record of pesticides and herbicides used, amounts and locations of treatments and will keep any Material Safety Data Sheets, product labels and manufacturer information on ingredients related to the application of the pesticides or herbicides.

b) All records of pesticides and herbicides used and correspondence will be available for public review upon notice and during normal school hours.

Staff Responsibilities and Education

a) Designated staff (School Nutrition, Buildings and Grounds, etc.) will participate in sanitation and pest exclusion procedure appropriate to their roles. For example: keeping doors closed, repairing cracks, removing food waste within 12 hours, keeping lids on garbage receptacles and keeping vegetation properly out.

b) Ongoing education of all appropriate District staff will be a priority to ensure a safe and clean environment.

II. Policy Review and Revision

This policy and its procedures will be reviewed every two years for compliance with state and federal law. Review and revision of these policies and procedures shall occur as needed, but at least every two years.

LEGAL REFS.: M.G.L. 71:68; 132B

File: EBB

FIRST AID

The district attempts to provide a safe environment. If an accident or sudden illness occurs, school personnel will administer first aid and, if warranted, call emergency medical services. In the case of illness that may include an infectious disease the school physician shall be notified in accordance with law.

First aid is defined as the immediate and temporary care given in case of an accident or sudden illness,

which enables the child to be taken safely home or to a physician. It does not include diagnosis or treatment. Any care beyond first aid will not be given.

At each school, procedures will be developed for the proper handling of an injury to, or sudden illness of, a child or staff member. These will be made known to the staff and will incorporate the following requirements:

1. The school nurse or another trained person will be responsible for administering first aid.

2. When the nature of an illness or an injury appears in any way serious, every effort will be made to contact the parent/guardian and/or family physician immediately.

3 In extreme emergencies, the school nurse, school physician or Principal may make arrangements for immediate transport to a hospital of injured or ill students, contacting parent or guardian in advance if at all possible.

4 The teacher or other staff member to whom a child is responsible at the time an accident occurs will make out a report on an official form providing details about the accident. This will be required for every accident for which first aid is given.

5 All accidents to students and staff members will be reported as soon as possible to the Superintendent and, if the Superintendent deems appropriate, to the School Committee.

LEGAL REFS.: M.G.L. 71:55A; 71:56

CROSS REF.: JLC, Student Health Services and Requirements

File: EBBBG – RECODE TO SECTION G (GBGBA)

File: EBC

EMERGENCY PLANS

Advance planning for emergencies and disasters is essential to provide for the safety of students and staff; it also strengthens the morale of all concerned to know that plans exist and that students and staff have been trained in carrying out the plans.

The Superintendent will develop and maintain plans that meet the requirements of state law for preparedness in case of fire, civil emergencies, and natural disasters.

The Superintendent shall develop, in consultation with school nurses, school physicians, athletic coaches, trainers, and local police, fire and emergency personnel, an Emergency Medical Response Plan for each school in the district. Each Plan shall include:

1. A method establishing a rapid communications system linking all parts of the school campus, including outdoor facilities, to local Emergency Medical Services along with protocols to clarify when EMS and other emergency contacts will be called.

2. A determination of EMS response times to any location on the campus.

3. A list of relevant contacts with telephone numbers and a protocol indicating when each person shall be called, including names of experts to help with post-event support.

4. A method to efficiently direct EMS personnel to any location on campus, including the location of available rescue equipment.

5. Safety precautions to prevent injuries in classrooms and on the school campus.

6. A method of providing access to training in CPR and first aid for teachers, athletic coaches, trainers, and other school staff which may include CPR training for High School students; provided that School Committees may opt out of instruction in CPR pursuant to Section 1 of Chapter 71.

7. In the event the school possesses Automated External Defibrillators (AEDs), the location of all available AEDs, whether the location is fixed or portable, and a list of personnel trained in its use.

The Superintendent shall annually review the response sequence with local police and fire officials. Plans shall be submitted to local police and fire officials and the DESE at least every 3 years by September 1 or when changes occur. Plans must be updated in the case of new construction or other physical changes to the school campus.

Building Principals will meet all requirements for conducting fire drills and Emergency Response drills (at least once per year) to give students practice in moving with orderly dispatch to designated areas under emergency conditions, and the staff practice in carrying out their assigned responsibilities for building evacuation.

SOURCE: MASC August 2015

LEGAL REF: M.G.L. 69:8A
Section 363 of Chapter 159 of the Acts of 2000

CROSS REF.: EBCD, Emergency Closings
JL, Student Welfare

File: EBCD

EMERGENCY CLOSINGS

The Superintendent or his or her designee may close the schools or dismiss them early in the event of hazardous weather or other emergencies that threaten the health or safety of students and personnel. While it may be prudent, under certain circumstances, to excuse all students from attending school, to delay the opening hour or to dismiss students early, the Superintendent or his or her designee has the responsibility to see that as much of the administrative, supervisory and operational activity is continued as may be possible. Therefore, if conditions affect only a single school, only that school will be closed.

In making the decision to close schools, the Superintendent or his or her designee will consider many factors, including the following principle ones relating to the fundamental concern for the safety and health of the children:

1. Weather conditions, both existing and predicted.

2. Driving, traffic, and parking conditions affecting public and private transportation facilities.

3. Actual occurrence or imminent possibility of any emergency condition that would make the operation of schools difficult or dangerous.

4. Inability of teaching personnel to report for duty, which might result in inadequate supervision of students.

   If parents or guardians choose to keep their child or children home because of weather conditions when school is open, students will be counted as absent.

After appropriate consultations by the Superintendent or his or her designee, students, parents/guardians and staff will be informed early in each school year of the procedures that will be used to notify them in case of emergency closings.

LEGAL REFS: M.G.L. 71:4; 71:4A

EMERGENCY CLOSINGS

The Superintendent may close the schools or dismiss them early in the event of hazardous weather or other emergencies that threaten the health or safety of students and personnel. While it may be prudent, under certain circumstances, to excuse all students from attending school, to delay the opening hour or to dismiss students early, the Superintendent has the responsibility to see that as much of the administrative, supervisory and operational activity is continued as may be possible. Therefore, if conditions affect only a single school, only that school will be closed.

In making the decision to close schools, the Superintendent will consider many factors, including the following principle ones relating to the fundamental concern for the safety and health of the children:

1. Weather conditions, both existing and predicted.

2. Driving, traffic, and parking conditions affecting public and private transportation facilities.

3. Actual occurrence or imminent possibility of any emergency condition that would make the operation of schools difficult or dangerous.

4. Inability of teaching personnel to report for duty, which might result in inadequate supervision of students.

The Superintendent will weigh these factors and take action to close the schools only after consultation with public works and public safety authorities and with school officials from neighboring towns. Students, parents/guardians and staff will be informed early in each school year of the procedures that will be used to notify them in case of emergency closings. When schools are closed for emergency reasons, staff members will comply with School Committee policy in reporting for work.

SOURCE: MASC

LEGAL REFS.: M.G.L. 71:4; 71:4A

File: EC

BUILDINGS AND GROUNDS MANAGEMENT

The Regional School District Committee's most important function is to provide for the education of children, and it recognizes that the education of children is dependent upon many factors, including a proper physical environment that is safe, clean, sanitary, and as comfortable and convenient as the facilities will permit or the use requires.

The supervision over the care and safekeeping of property used by the school department will be the general responsibility of the Superintendent-Director. They will work with member communities, as necessary, to develop a comprehensive and well-defined plan for the proper maintenance, cleanliness, and safekeeping of all school buildings and grounds to ensure that the school is equally well maintained, equipped, and staffed.

The Superintendent-Director will establish procedures and employ such means as may be necessary to provide accurate information in regard to the nature, condition, location, and value of all property used by the school department; to safeguard the property against loss, damage, or undue depreciation; to recover and restore to usefulness any property that may be lost, stolen or damaged; and to do all things necessary to ensure the proper maintenance, cleanliness, and safekeeping of school property.

Within the school, the building administrator will be responsible for proper care, maintenance, and cleanliness of building, equipment and grounds.

LEGAL REF.: M.G.L. 71:68

File: ECA

BUILDINGS AND GROUNDS SECURITY

Public school buildings and grounds are one of the greatest investments of the town. It is deemed in the best interest of the school department and town to protect the investment adequately.

Security should mean not only maintenance of a secure (locked) building, but protection from fire hazards and faulty equipment, and safe practices in the use of electrical, plumbing, and heating equipment. The Committee expects close cooperation with fire and law enforcement departments and with insurance company inspectors.

Access to school buildings and grounds outside of regular school hours will be limited to personnel whose work requires it. An adequate key control system will be established, which will limit access to buildings to authorized personnel and will safeguard against the chance of entrance to buildings by unauthorized persons.

Funds and valuable records will be kept in a safe place and under lock and key.

Protective devices designed to be used as safeguards against illegal entry and vandalism will be installed when appropriate to the individual situation. Employment of security personnel may be approved in situations where special risks are involved.

File: ECAC

VANDALISM

The School Committee recognizes that acts of vandalism committed against public and private property are costly and require positive action through educational programs. Consequently, the Committee will support various programs aimed at reducing the amount of vandalism.

Every citizen of the town, staff members, students, and members of the police department are urged by the School Committee to cooperate in reporting any incidents of vandalism to property under control of the school department, and the name(s) of the person or persons believed to be responsible. Each employee will report to the Principal of the school every incident of vandalism known to them and, if known, the names of those responsible.

The Superintendent is authorized to sign a criminal complaint and to press the charges against perpetrators of vandalism against school property, and is further authorized to delegate, as they see fit, authority to sign such complaints and to press charges.

Parents/guardians and students will be made aware of the legal implications involved. Reimbursement will be sought for all or part of any damages.

File: ECAF

SECURITY CAMERAS IN SCHOOLS

The School Committee works to maintain a safe and secure environment for its students, staff, visitors, and facilities. Security means more than having locks and making certain that doors are locked at the proper times. Security also means minimizing fire hazards, reducing the possibility of faulty equipment, keeping records and valuables in a safe place, protection against vandalism and burglary, the prosecution of vandals, and developing crisis plans.

School facilities and their contents, constitute one of the greatest investments of the community. The School Committee believes it to be in the best interest of students and taxpayers for the district to exert every reasonable means to protect the investment adequately.

In pursuit of this objective, the School Committee authorizes the use of security cameras in school district buildings and on its property to ensure the health, welfare and safety of all students, staff and visitors, to deter theft, vandalism and other negative behavior, to safeguard district buildings, grounds and equipment, and to monitor unauthorized individuals in or on school property. Security cameras may be used in locations as deemed appropriate by the Superintendent of Schools in consultation with school officials as well as local law enforcement and emergency response agencies. They may be used in any area, inside or outside of school buildings where there is no reasonable expectation of privacy.

The district shall notify students and staff through student and employee handbooks and appropriate signage that security cameras have been installed and may be used at any time. Students or staff identified on security cameras in violation of School Committee policies will be subject to disciplinary action.

The Superintendent shall ensure that proper procedures are in place and are followed regarding use, viewing, disclosure, retention, disposal and security of video recordings or photographs from security cameras in accordance with applicable laws and regulations. A video recording used for security purposes in school district buildings and/or on school property shall be the sole property of the school district. All video recordings will be stored in their original format and secured to avoid tampering and to ensure confidentiality in accordance with applicable laws and regulations. Access to video recordings from security cameras shall be limited to school administrators (Superintendent/designee, School Principal/designee). Law enforcement and emergency response officials shall be granted access to video recordings or the security system after giving prior notice to the School Superintendent/designee.

The Superintendent may, from time to time, issue further guidance that is consistent with current laws and this policy.

File: ECF

ENERGY CONSERVATION

The District shall promote the wise use of energy, water and other natural resources. To this end, the District shall:

1. Support conservation and efficiency in the use of electricity, gas, oil, water and other resources;

2. Maintain and enhance present resource conservation measures;

3. Develop initiatives to make infrastructure improvements that take advantage of technological advances to conserve resources;

4. Work to educate staff and students about the benefits of and opportunities for resource conservation and the use of alternative sources of energy.

File: EDC

AUTHORIZED USE OF SCHOOL-OWNED EQUIPMENT

The School Committee wishes to be of assistance, whenever possible, to other town departments and community organizations. Permission to use school equipment may be granted by the Superintendent or their designee upon request by responsible parties or organizations.

School equipment may be used by staff members when the use is related to their school employment and by students when the equipment is to be used in connection with their studies or extracurricular activities.

Proper controls will be established by the Superintendent or their designee to ensure the user's responsibility for, and return of, all school equipment in the same condition as it was when it was released for use.

STUDENT TRANSPORTATION SERVICES

The major purpose of the school district's transportation services is to aid students in getting to and from school in an efficient, safe, and economical manner.

The school district may contract for transportation services. The School Committee will award contracts on a competitive bid basis. Bus contractors and taxi contractors, who will be held responsible for the safe operation of school buses, will comply with all applicable state laws and regulations, including but not limited to:

1. Specifications for school bus design and equipment
2. Inspection of buses
3. Qualifications and examinations of bus drivers
4. Driving regulations
5. Small vehicle requirements, if applicable
6. Insurance coverage
7. Adherence to local regulations and directives as specified in bid contracts

The Superintendent, working with the bus contractor and other appropriate administrators, will be responsible for establishing bus schedules, routes, stops, and all other matters relative to the transportation program.

LEGAL REFS.: M.G.L. 40:5; 71:7A, B and C; 71:37D; 71:48A; 71:68; 71:71A; 71B:4; 71B:5; 71B:8; 74:8A; 76:1; 76:12Bi; 76:14; 71:16C

CROSS REF.: EEAA, Walkers and Riders

STUDENT TRANSPORTATION

The transportation policy of this District is aimed at providing a safe and efficient way of transporting all of our students to and from school. Given the rural nature of the towns of Hamilton and Wenham, and that several direct routes to the district's school lack sidewalks, the Hamilton-Wenham Regional School District will provide transportation services in compliance to both statutory requirements and the Hamilton-Wenham Regional School District Agreement.

Policy

1. The Hamilton-Wenham Regional School District will provide transportation services to students if the distance from their residence and the school or the nearest bus stop exceeds the following guidelines:

Grade Level	Distance to School or Bus Stop
K - 2	1/2 mile
3 - 5	3/4 mile
6 - 8	1 mile
9 - 12	1.25 mile

2. Transportation will be provided at the expense of the Hamilton-Wenham Regional School District.

3. Whenever any student must walk one-quarter of a mile or more on a direct route to school that does not have sidewalks, the District may furnish transportation if the situation is considered hazardous. Students who are unable to walk to school for physical or other reasons may be provided with transportation upon a physician's recommendation or such a recommendation which is included as part of a student's, Individual Educational or 504 Plan.

4. If a student wishes to be transported a different destination, requiring a change of bus route, he/she must receive prior permission from his/her school office as the District needs to determine the availability of space on a particular bus.

5. The safety of all student bus rides is of prime importance. Students are charged with the responsibility of conduct which will result in safe transportation, respect for school personnel and respect for other students. Rules for student behavior on buses will be published and enforced.

File: EEAE

SCHOOL BUS SAFETY PROGRAM

The safety and welfare of student riders will be the first consideration in all matters pertaining to transportation. Safety precautions will include the following:

1. Children will be instructed as to the proper procedure for boarding and exiting from a school bus and in proper and safe conduct while aboard.

2. Emergency evacuation drills will be conducted at least twice a year to acquaint student riders with procedures in emergency situations.

3. All vehicles used to transport children will be inspected periodically for conformance with state and federal safety requirements.

4. Classroom instruction on school bus safety will be provided.

5. School bus safety instructions for students and parents will be provided each year in all student handbooks.

LEGAL REFS.: M.G.L. 90:7b as amended by Ch. 246 Acts of 1986
M.G.L. 90:1 et seq.; 713:2; 713:7L
Highway Safety Program Standard No. 17

BUS DRIVER EXAMINATION AND TRAINING

The School Committee will reserve the right to approve or disapprove persons employed by the bus contractor to drive school transportation vehicles.

1. Courteous and careful drivers will be required.

2. Each driver will file with school officials a medical certificate and proof of freedom from tuberculosis.

3. Only persons who are properly licensed by the state and have completed the driver-training program will be permitted to drive school buses.

4. The contractor will furnish the School Committee with a list of names of drivers and their safety records for the last three years.

5. The contractor will notify school officials as soon as possible of any change of bus drivers.

LEGAL REFS.: M.G.L. 90:7B; 90:8A; 90:8A ½

DRUG AND ALCOHOL TESTING FOR SCHOOL BUS AND COMMERCIAL VEHICLE DRIVERS

The District shall adhere to federal law and Department of Transportation regulations requiring a drug and alcohol-testing program for school bus drivers and commercial vehicle drivers. Such testing will be conducted for five different situations: pre-employment, randomly, following an accident, following an authorization to return to duty, and upon reasonable suspicion that a driver is under the influence of alcohol or using drugs.

The District will comply with Department of Transportation protocols regarding the collection and testing necessary to establish whether alcohol or drugs are present in the driver's system, and regulations will be established for the steps to be taken in the event that test results are positive.

This program shall comply with the requirements of Federal law and regulations. The Superintendent or designees shall adopt and enact procedures consistent with the federal regulations, defining the circumstances and procedures for testing.

LEGAL REFS.: 49 U.S.C. sec. 2717 et seq. (Omnibus Transportation Employee Testing Act of 1991)
49 C.F.R. Part 40 Procedures for Transportation Workplace and Drug and Alcohol Testing Programs
49C.F.R. Part 382 Controlled Substance and Alcohol Use and Testing
49 C.F.R. Part 391 Qualification of Drivers

File: EEAEC (also JICC)

STUDENT CONDUCT ON SCHOOL BUSES

The School Committee and its staff share with students and parents/guardians the responsibility for student safety during transportation to and from school. The authority for enforcing School Committee requirements of student conduct on buses will rest with the Principal.

To ensure the safety of all students who ride in buses, it may occasionally be necessary to revoke the privilege of transportation from a student who abuses this privilege. Parents/guardians of children whose behavior and misconduct on school buses endangers the health, safety, and welfare of other riders will be notified that their children face the loss of transportation privileges.

STUDENT TRANSPORTATION IN PRIVATE VEHICLES

School buses will be used for the transportation of students participating in co-curricular or extracurricular activities. However, when buses are not available, transportation in private vehicles driven by district staff or employees may be permitted to take students to or from school activities that fall within the academic day or extend the school day provided all of the following conditions are met:

1. Transportation for the activity has the prior approval of the Superintendent or his or her designee.

2. The owner of the vehicle being used in transporting students has filed evidence with the Superintendent that the vehicle is registered with the appropriate state Department of Motor Vehicles and the driver has a valid driver's license.

3. The parents/guardians of students to be transported in this manner has been fully informed as to this means of transportation and signed a statement to this effect.

MOTOR VEHICLE IDLING ON SCHOOL GROUNDS

No motor vehicle operator shall cause or allow any motor vehicle operated by him or her on school grounds to idle unnecessarily, except for any of the following reasons: traffic conditions; queuing at a school for the purpose of picking up or discharging students; turbo-charged diesel engine cool down or warm up; maintenance of appropriate temperature for school buses when accepting or discharging passengers not to exceed three minutes in any fifteen minute period or one minute in any fifteen minute period for other motor vehicles; for circumstances involving safety or emergencies and for servicing or repairing motor vehicles; and as these exceptions are more completely described in the below referenced regulations. The term "school grounds" shall mean in, on or within 100 feet of the real property of the school whether or not it is in session, and shall include any athletic field or facility and any playground used for school purposes or functions which is owned by the municipality or school district, regardless of proximity to a school building, as well as any parking lot appurtenant to such school athletic field, facility or playground. Reasonable efforts shall be made by the district to identify by signage all known and actual air intake systems, which may be within 100 feet of an idling motor vehicle. A motor vehicle operator shall not idle a motor within 100 feet of such air intake system, unless the_____School District has determined that alternative locations block traffic, impair student safety or are not cost effective.

The Hamilton-Wenham Regional School District shall erect and maintain in a conspicuous location on school grounds "NO IDLING" signage as described below. All such signage shall contain appropriate sized font so as to be visible from a distance of 50 feet.

NO IDLING
PENALTIES OF $100 FOR FIRST OFFENSE AND $500
FOR SECOND AND SUBSEQUENT OFFENSES
M.G.L. C. 90, § 16B AND 540 CMR 27.00

It shall be the responsibility of the school administration to ensure that each school bus driver employed by the_____School District and not by a school bus contractor shall, upon employment and at least once per year thereafter, sign a document acknowledging the receipt of copies of M.G.L. c. 90, § 16B and 540 CMR 27.00. The prohibitions contained in M.G.L. c. 90, § 16B shall be enforced by state or local law enforcement agencies.

LEGAL REFS.: M.G.L. c. 71:37H, c. 90:16B and 540 CMR 27.00

VEHICLE USE

Purpose: To inform all town employees using town owned vehicles of the requirements to use energy and other resources efficiently in order to minimize the cost of operations and to protect and preserve the natural environment. This policy also addresses criteria for vehicle replacement and acquisition.

Policy: It is the policy of Hamilton/ Wenham to continually improve the cost effectiveness and energy efficiency of all town owned vehicles.

Responsibility: It shall be the responsibility of each town's Facilities and Public Works Managers and the HWRSD Facilities Manager to follow this policy and shall be enforced by the Chief Administrative Officer of each entity and /or their designee.

Regarding:

Vehicle Purchases: In accordance with the Green Communities Act, all non-exempt vehicles shall be replaced with vehicles that meet the fuel efficiency ratings* below and as updated by Massachusetts Department of Energy Resources Green Communities Program. The towns will purchase only fuel - efficient vehicles for municipal /school use whenever such vehicles are commercially available and practicable.

- 2 wheel drive car: 29 MPG
- 4 wheel drive car: 24 MPG
- 2 wheel drive small pick up truck: 21 MPG
- 4 wheel drive small pick up truck: 19 MPG
- 2 wheel drive standard pick up truck: 17 MPG
- 4 wheel drive standard pick up truck: 16 MPG
- 2 wheel drive sport utility vehicle: 21 MPG
- 4 wheel drive sport utility vehicle: 18MPG

* Fuel efficiency ratings are derived from a combination of 43% city and 57% highway miles calculated in accordance with the Green Communities Guidance Policy.

Additionally, a cost /benefit analysis will be required before the purchase of all vehicles to include "right sizing", operational needs assessment, cost effectiveness, highest possible fuel efficiency, and a Life Cycle Assessment (LCA.), which will help minimize life cycle costs. A LCA is an investigation and evaluation of the environmental impacts of a given product or service caused or necessitated by its existence.

Vehicle Idling: Town vehicles shall not be left idling when parked or standing unless the engine is required to run power auxiliary functions or as required for proper and efficient use. *All areas around school entrances have been designated as Idle Free Zones. No vehicle, city owned or otherwise, may idle in these areas.*

Hamilton/Wenham will reinforce operator awareness to reduce idling time and to adopt conservation driving habits, when feasible, such as gradual acceleration and strict adherence to speed limits.

Maintenance: Preventative maintenance shall be performed as scheduled and on time to ensure optimal vehicle operation. All vehicles will be inspected monthly to insure proper tire pressure, and oil and coolant levels. The town will purchase ecological products for all vehicles when available and cost efficient. All hazardous materials such as waste oil, lubricants, antifreeze and batteries safely through environmentally responsible practices.

Annual Vehicle Inventory, Monitoring and Verification: The Town Administrator/ Manager shall annually provide the Boards of Selectmen and the CMC with a complete inventory of vehicles, fuel usages, fuel efficiency savings and purchasing plans for the next year. The goal is to reduce energy use /cost by 10% for the next two years and 5% for the following three years.

Employee Programs: Employees will be encouraged to utilize carpools, bicycling, walking, telecommuting and other commuting alternatives whenever possible. The towns will provide necessary means for securing bicycles and preferred parking for carpools and vehicles utilizing hybrid or renewable energy technology.

Employees Suggestions Program: In recognition that each employee is knowledgeable about his or her particular job and is in the best position to make valuable suggestions toward our objective of energy efficiency, employee suggestions concerning energy efficiency will be welcomed and given serious consideration.

Legal Ref: In compliance with Green Community Initiate Criterion 4
https://www.mass.gov/guides/becoming-a-designated-green-community

FREE AND REDUCED COST LUNCH

The District will take part in the National School Lunch Program and other food programs that may become available to assure that all children in the District receive proper nourishment.

In accordance with guidelines for participation in these programs, and in accordance with the wishes of the Committees, no child whom a teacher believes is improperly nourished will be denied a lunch, a healthy snack or other food simply because proper application has not yet been received from his parents/guardians.

As required by state and federal regulations, the School Committee approves a policy statement pertaining to eligibility for free milk, free meals, and reduced price meals.

LEGAL REFS: 42 U.S. Code-Chapter 13-School Lunch Programs, §§ 1751 – 1769 j, as amended
42 U.S. Code-Chapter 13A-Child Nutrition, §§ 1771-1793, as amended
M.G.L. 15:1G; 69:1C; 71:72

File: EFD

MEAL CHARGE POLICY

The School Committee is committed to providing students with healthy, nutritious meals each day so they can focus on school work, while also maintaining the financial integrity of meal programs and minimizing any impact on students with meal charges. However, unpaid meal charges place a large financial burden on the school district, as food services is a self-supporting entity within the district. The purpose of this policy is to ensure compliance with federal reporting requirements of the USDA Child Nutrition Program, as well as provide oversight and accountability for the collection of outstanding student meal balances.

The provisions of this policy pertain to regular priced school meals only. The School Committee will provide a regular meal to students who forget or lose their lunch money.

Meal Charges and Balances

Students will pay for meals at the regular rate approved by the School Committee and for their meal status (regular, reduced-price, or free) each day. Payment options will be delineated in student handbooks and provided to parents/guardians of incoming students. After the balance reaches zero and enters the negative, students will not be allowed to purchase a la carte items including but not limited to a second entrée, snack, ice cream, or an additional beverage. The student will still be allowed to take a meal, and that meal will continue to be charged to the account at the standard lunch rate based on their meal status. The parent/guardian is responsible for any meal charges incurred. If there is a financial hardship, a parent/guardian should contact food services directly to discuss payment options such as an individualized repayment plan.

Payments

Parents/Guardians are responsible for all meal payments to the food service program. Notices of low or deficit balances will be sent directly to parent/guardians via email or regular postal mail at regular intervals during the school year. At no time shall any staff member give payment notices to students unless that student is known to be an emancipated minor who is fully responsible for themselves or over the age of 18. If parents/guardians have issues with student purchases they should contact food services for assistance.

Parents/Guardians may pay for meals in advance. Further details are available on the school district webpage and in student handbooks. Funds should be maintained in accounts to minimize the possibility that a child may be without meal money on any given day. Any remaining funds for a particular student, whether positive or negative, will be carried over to the next school year.

All school cafeterias possess computerized point of sale/cash register systems that maintain records of all monies deposited and spent for each student and those records are available to parents/guardians by setting up an online account (see student handbooks for more details) or by speaking with the school's

food service manager. The point of sale system is designed to prevent direct identification of a student's meal status. Parents/guardians will receive automated low-balance emails or mailed notices weekly, if applicable. If notices do not result in payment, parents/guardians will receive a phone call from food services. If the phone call does not result in payment the food service manager shall turn the account over to the business office.

Refunds

Refunds for withdrawn and/or graduating students require a written request (email, postal, or in person) for a refund of any money remaining in their account to be submitted. Graduating students also have the option to transfer funds to a sibling's account or to donate to a student in need with a written request.

Delinquent Accounts/Collections

Failure of a parent or guardian to maintain reasonably current accounts may result in a referral to the Superintendent for their review. The Superintendent shall ensure that there are appropriate and effective collection procedures and internal controls within the school district's business office that meet the requirements of law.

If a student is without meal money on a consistent basis, the administration may investigate the situation more closely and take further action as needed. If financial hardship exists, parents/guardians and families are encouraged to apply for free or reduced price lunches for their child. Each school handbook shall contain detailed instructions for family assistance.

Policy Communications

This policy shall be communicated to all staff and families at the beginning of each school year and to families transferring to the district during the year.

LEGAL REFS: MGL 71:72; USDA School Meal Program Guidelines May 2017

CROSS REFS: JQ, Student Fees, Fines & Charges

PROPERTY INSURANCE PROGRAM

The Superintendent shall ensure that adequate property and liability insurance is annually reviewed as well as maintained on behalf of the School District.

File: EB

SAFETY PROGRAM

The District is entrusted with providing a safe and healthy learning environment and will take into account a wide range of possible threats and hazards that may impact the school community.

Within a reasonable time period, the District will comply with safety requirements established by governmental authorities and expect that its staff will adhere to recommended safety practices.

The Superintendent will have overall responsibility for the safety program of the District. The Superintendent will ensure that appropriate staff members are kept informed of current state and local requirements relating to fire prevention, civil defense, sanitation, public health, and occupational safety.

The practice of safety will also be considered a facet of the instructional program of the schools. Instruction will be provided in accident prevention as well as fire prevention; emergency procedures; and bus safety.

LEGAL REF.: M.G.L. 71:55C
603 CMR 36.00

~~Adopted: 2/6/14~~
~~Reviewed:~~

~~SOURCE: Hamilton Wenham~~

File: EB

SAFETY PROGRAM

Accidents are undesirable, unplanned occurrences that can result in tragic consequences--bodily harm, loss of school time, property damage, legal action, and even fatality. The School Committee will guard against such occurrences by taking precautions to protect the safety of all students, employees, visitors and others present on school property or at school-sponsored events.

The Committee will comply with safety requirements established by governmental authorities and will insist that its staff adhere to recommended safety practices as these pertain, for example, to the school plant, special areas of instruction, student transportation, school sports and occupational safety.

The practice of safety will also be considered a facet of the instructional program of the schools. Instruction will include accident prevention as well as fire prevention; emergency procedures; traffic, bicycle, and pedestrian safety.

The Superintendent will have overall responsibility for the safety program of the school district. It will be the responsibility of the Superintendent to see that appropriate staff members are kept informed of current state and local requirements relating to fire prevention, civil defense, sanitation, public health, and occupational safety.

Efforts directed toward the prevention of accidents will succeed only to the degree that all staff members recognize that preventing accidents is a daily operational responsibility.

SOURCE: MASC August 2016

LEGAL REF.: M.G.L. 71:55C
603 CMR 36:00

CROSS REFS.: EEAE, School Bus Safety Program
GBGB, Staff Personal Security and Safety
IHAM, Health Education
JLI, Student Safety

NOTE: In addition to the subcategories of code EB (all of these file locations relate to safety) there are several other places in the NEPN classification system where policies pertaining to safety may be filed, as indicated by the cross references above.

PEST MANAGEMENT

I. Policy

The Hamilton-Wenham Regional School District is committed to providing a safe and properly maintained environment for all staff, students and visitors. To achieve this end, the School District will implement integrated pest management procedures for its buildings and grounds.

The integrated pest management procedures shall include implementation of appropriate prevention and control strategies, notification of certain pesticide and herbicide uses, record keeping, education and evaluation.

Integrated pest management procedures will determine when to control pests and what method of control to choose. Strategies for managing pest populations will be influenced by the pest species, location and whether and at what population level its presence poses a threat to people, property or the environment. The full range of action alternatives, including no action, will always be considered.

Overview and Goals

a) The Superintendent and the Director of Facilities shall develop and implement an integrated pest management program.
b) An integrated pest management program is a pest control approach that emphasizes using a balanced combination of tactics (cultural, mechanical, biological, chemical) to reduce pests to a tolerable level while using pesticides and herbicides as a last resort to minimize health, environmental and economic risks.
c) Pesticides and herbicides will be used only as a last resort, based on a review of all other available options.
d) The integrated pest management program shall strive to:
   1. Reduce any potential human health hazard.
   2. Reduce loss or damage to school structures or property.
   3. Minimize the risk of pests from spreading in the community.
   4. Enhance the quality of facility use for school and community.
   5. Minimize health, environmental and economic risks.

Restrictions on Use of Pesticides and Herbicides

a) When pesticides or herbicides are used, they must be classified as an EPA Category III or IV. Application of any pesticide or herbicide may be performed only by certified applicators.
b) Application of pesticides and herbicides may only be accomplished during a school break or when the building will be clear of students for at least 48 hours.

Notification of Pesticide and Herbicide Use

a) When pesticides or herbicides are used outdoors, notice of their use will be provided to parents, staff and students and will also be posted in a common area.

b) When pesticides and herbicides are used in a building, the site will provide a 48-hour pre-notification in the form of posting the product name, purpose, application date, time and method and the Material Safety Data Sheet on all entrance doors. A contact person will also be listed.

c) In the event of an EPA registered pesticide or herbicide application in or around a building site during the school year or summer session, a notice (including the product name, purpose, contact person, and application date, time and method), will be sent home in writing with students in the affected building at least 5 days prior to application.

Record Keeping

a) The District will keep a record of pesticides and herbicides used, amounts and locations of treatments and will keep any Material Safety Data Sheets, product labels and manufacturer information on ingredients related to the application of the pesticides or herbicides.

b) All records of pesticides and herbicides used and correspondence will be available for public review upon notice and during normal school hours.

Staff Responsibilities and Education

a) Designated staff (School Nutrition, Buildings and Grounds, etc.) will participate in sanitation and pest exclusion procedure appropriate to their roles. For example: keeping doors closed, repairing cracks, removing food waste within 12 hours, keeping lids on garbage receptacles and keeping vegetation properly out.

b) Ongoing education of all appropriate District staff will be a priority to ensure a safe and clean environment.

II. Policy Review and Revision

This policy and its procedures will be reviewed every two years for compliance with state and federal law. Review and revision of these policies and procedures shall occur as needed, but at least every two years.

LEGAL REFS.: M.G.L. 71:68; 132B

~~Chapter 85 of the Acts of 2000~~
~~An Act to Protect Children and Families from Harmful Pesticides."~~

~~*Note: The MASC Reference Manual updates the legal references as shown below:*~~

~~LEGAL REF.: M.G.L. 71:68; 132B~~

~~Adopted: 1/22/04~~

~~Reviewed: 4/12/18~~
~~SOURCE: Hamilton-Wenham~~

Hamilton-Wenham Regional School District

Formatted: Not Highlight

Formatted: Indent: Left: 0", First line: 0"

Formatted: Not Highlight

File: EBB

FIRST AID

The district attempts to provide a safe environment. If an accident or sudden illness occurs, school personnel will administer first aid and, if warranted, call emergency medical services. In the case of illness that may include an infectious disease the school physician shall be notified in accordance with law.

First aid is defined as the immediate and temporary care given in case of an accident or sudden illness, which enables the child to be taken safely home or to a physician. It does not include diagnosis or treatment. Any care beyond first aid will not be given.

At each school, procedures will be developed for the proper handling of an injury to, or sudden illness of, a child or staff member. These will be made known to the staff and will incorporate the following requirements:

1. The school nurse or another trained person will be responsible for administering first aid.
2. When the nature of an illness or an injury appears in any way serious, every effort will be made to contact the parent/guardian and/or family physician immediately.
3. In extreme emergencies, the school nurse, school physician or Principal may make arrangements for immediate transport to a hospital of injured or ill students, contacting parent or guardian in advance if at all possible.
4. The teacher or other staff member to whom a child is responsible at the time an accident occurs will make out a report on an official form providing details about the accident. This will be required for every accident for which first aid is given.
5. All accidents to students and staff members will be reported as soon as possible to the Superintendent and, if the Superintendent deems appropriate, to the School Committee.

~~SOURCE: MASC August 2016~~

LEGAL REFS.: M.G.L. 71:55A; 71:56

CROSS REF.: JLC, Student Health Services and Requirements

File: EBBBG – RECODE TO SECTION G (GBGBA)

~~STAFF ACCIDENT REPORTS~~

~~The School Committee expects the Superintendent to have a procedure in place that informs staff members of their rights and obligations should an accident or injury occur during working hours.~~

~~PLEASE NOTE:~~

~~All school personnel who receive any kind of injury on the school premises are required to file a written report of said accident within 24 hours. Forms for this purpose are available at the office of each Principal. Failure to follow this procedure may jeopardize eligibility for Workmen's Compensation. Specific instructions for documenting and filing a workman's compensation claim are located in the Nursing Department Policy and Procedure Manual found in each nursing office and front office of a school.~~

~~Adopted: 2/6/14~~
~~Reviewed:~~

~~SOURCE: Hamilton-Wenham~~

File: EBC

EMERGENCY PLANS

Advance planning for emergencies and disasters is essential to provide for the safety of students and staff; it also strengthens the morale of all concerned to know that plans exist and that students and staff have been trained in carrying out the plans.

The Superintendent will develop and maintain plans that meet the requirements of state law for preparedness in case of fire, civil emergencies, and natural disasters.

The Superintendent shall develop, in consultation with school nurses, school physicians, athletic coaches, trainers, and local police, fire and emergency personnel, an Emergency Medical Response Plan for each school in the district. Each Plan shall include:

1. A method establishing a rapid communications system linking all parts of the school campus, including outdoor facilities, to local Emergency Medical Services along with protocols to clarify when EMS and other emergency contacts will be called.

2. A determination of EMS response times to any location on the campus.

3. A list of relevant contacts with telephone numbers and a protocol indicating when each person shall be called, including names of experts to help with post-event support.

4. A method to efficiently direct EMS personnel to any location on campus, including the location of available rescue equipment.

5. Safety precautions to prevent injuries in classrooms and on the school campus.

6. A method of providing access to training in CPR and first aid for teachers, athletic coaches, trainers, and other school staff which may include CPR training for High School students; provided that School Committees may opt out of instruction in CPR pursuant to Section 1 of Chapter 71.

7. In the event the school possesses Automated External Defibrillators (AEDs), the location of all available AEDs, whether the location is fixed or portable, and a list of personnel trained in its use.

The Superintendent shall annually review the response sequence with local police and fire officials. Plans shall be submitted to local police and fire officials and the DESE at least every 3 years by September 1 or when changes occur. Plans must be updated in the case of new construction or other physical changes to the school campus.

Building Principals will meet all requirements for conducting fire drills and Emergency Response drills (at least once per year) to give students practice in moving with orderly dispatch to designated areas under emergency conditions, and the staff practice in carrying out their assigned responsibilities for building evacuation.

SOURCE: MASC August 2015

LEGAL REF: M.G.L. 69:8A
Section 363 of Chapter 159 of the Acts of 2000

CROSS REF.: EBCD, Emergency Closings
JL, Student Welfare
JLC, Student Health Services and Requirements

Hamilton-Wenham Regional School District

File: EBCD

EMERGENCY CLOSINGS

The Superintendent or his or her designee may close the schools or dismiss them early in the event of hazardous weather or other emergencies that threaten the health or safety of students and personnel. While it may be prudent, under certain circumstances, to excuse all students from attending school, to delay the opening hour or to dismiss students early, the Superintendent or his or her designee has the responsibility to see that as much of the administrative, supervisory and operational activity is continued as may be possible. Therefore, if conditions affect only a single school, only that school will be closed.

In making the decision to close schools, the Superintendent or his or her designee will consider many factors, including the following principl~~cal~~ ones relating to the fundamental concern for the safety and health of the children:

1. Weather conditions, both existing and predicted.
2. Driving, traffic, and parking conditions affecting public and private transportation facilities.
3. Actual occurrence or imminent possibility of any emergency condition that would make the operation of schools difficult or dangerous.
4. Inability of teaching personnel to report for duty, which might result in inadequate supervision of students.

~~5.~~ If parents or guardians choose to keep their child or children home because of weather conditions when school is open, students will be counted as absent, ~~although the District understands that the parents' or guardians' decision may be prudent.~~

Formatted: Indent: Left: 0.5", No bullets or

After appropriate consultations by the Superintendent or his or her designee, students, parents/guardians and staff will be informed early in each school year of the procedures that will be used to notify them in case of emergency closings.

LEGAL REFS: M.G.L. 71:4; 71:4A

~~Adopted: 10/2/11~~
~~Reviewed:4/12/18~~

~~SOURCE: Hamilton-Wenham~~

Hamilton-Wenham Regional School District

File: EBCD

EMERGENCY CLOSINGS

The Superintendent may close the schools or dismiss them early in the event of hazardous weather or other emergencies that threaten the health or safety of students and personnel. While it may be prudent, under certain circumstances, to excuse all students from attending school, to delay the opening hour or to dismiss students early, the Superintendent has the responsibility to see that as much of the administrative, supervisory and operational activity is continued as may be possible. Therefore, if conditions affect only a single school, only that school will be closed.

In making the decision to close schools, the Superintendent will consider many factors, including the following principle ones relating to the fundamental concern for the safety and health of the children:

1. Weather conditions, both existing and predicted.
2. Driving, traffic, and parking conditions affecting public and private transportation facilities.
3. Actual occurrence or imminent possibility of any emergency condition that would make the operation of schools difficult or dangerous.
4. Inability of teaching personnel to report for duty, which might result in inadequate supervision of students.

The Superintendent will weigh these factors and take action to close the schools only after consultation with public works and public safety authorities and with school officials from neighboring towns. Students, parents/guardians and staff will be informed early in each school year of the procedures that will be used to notify them in case of emergency closings. When schools are closed for emergency reasons, staff members will comply with School Committee policy in reporting for work.

SOURCE: MASC

LEGAL REFS.: M.G.L. 71:4; 71:4A

File: EBCG

Formatted: Right

EMERGENCY RESPONSE

I. Policy

The Hamilton-Wenham Regional School District will have plans in place to respond quickly and appropriately to crisis situations within the schools. Examples of a crisis could include, but are not limited to, criminal acts, disease epidemics, physical injury or death, presence of intruders on school premises, or natural disaster.

The Superintendent shall ensure that proper procedures are in place for all schools. This includes appropriate training, establishment of emergency response teams, consultation and cooperation with community agencies, and publication of emergency procedures.

The Hamilton-Wenham Regional School District shall have, and annually update, a crisis response manual. Following any crisis incident, the administration shall review the effectiveness of the response and if necessary make changes and notify the School Committee.

II Review and Revision

Review and revision of this policy shall occur as needed, but at least every two years.

LEGAL REFS.: Section 363 of Chapter 159 of the Acts of 2000 – Multi-Hazard evacuation plans
Section 1 of Chapter 77 of the Acts of 2012 – Medical emergency response plans

Formatted: Right, Indent: Left: 0", First line: 0"

Formatted: Right

Adopted: 10/18/12
Reviewed:4/12/18

SOURCE: Hamilton-Wenham

File: EC

BUILDINGS AND GROUNDS MANAGEMENT

The Regional School District Committee's most important function is to provide for the education of children, and it recognizes that the education of children is dependent upon many factors, including a proper physical environment that is safe, clean, sanitary, and as comfortable and convenient as the facilities will permit or the use requires.

The supervision over the care and safekeeping of property used by the school department will be the general responsibility of the Superintendent-Director. They will work with member communities, as necessary, to develop a comprehensive and well-defined plan for the proper maintenance, cleanliness, and safekeeping of all school buildings and grounds to ensure that the school is equally well maintained, equipped, and staffed.

The Superintendent-Director will establish procedures and employ such means as may be necessary to provide accurate information in regard to the nature, condition, location, and value of all property used by the school department; to safeguard the property against loss, damage, or undue depreciation; to recover and restore to usefulness any property that may be lost, stolen or damaged; and to do all things necessary to ensure the proper maintenance, cleanliness, and safekeeping of school property.

Within the school, the building administrator will be responsible for proper care, maintenance, and cleanliness of building, equipment and grounds.

LEGAL REF.: M.G.L. 71:68

~~SOURCE: MASC~~

File: ECA

Formatted: Right

BUILDINGS AND GROUNDS SECURITY

The Superintendent and his or her designee will assure that reasonable procedures are in place to ensure the security of the buildings and occupants at all times

Security requires not only maintenance of a secure building, but protection from fire hazards and faulty equipment, and safe practices in the use of electrical, plumbing, and heating equipment. The School Committee expects the District to cooperate with fire and law enforcement departments and with insurance company inspectors.

Adopted: 3/20/14
Reviewed:

SOURCE: Hamilton-Wenham

File: ECA

BUILDINGS AND GROUNDS SECURITY

Public school buildings and grounds are one of the greatest investments of the town. It is deemed in the best interest of the school department and town to protect the investment adequately.

Security should mean not only maintenance of a secure (locked) building, but protection from fire hazards and faulty equipment, and safe practices in the use of electrical, plumbing, and heating equipment. The Committee expects close cooperation with fire and law enforcement departments and with insurance company inspectors.

Access to school buildings and grounds outside of regular school hours will be limited to personnel whose work requires it. An adequate key control system will be established, which will limit access to buildings to authorized personnel and will safeguard against the chance of entrance to buildings by unauthorized persons.

Funds and valuable records will be kept in a safe place and under lock and key.

Protective devices designed to be used as safeguards against illegal entry and vandalism will be installed when appropriate to the individual situation. Employment of security personnel may be approved in situations where special risks are involved.

~~SOURCE: MASC August 2016~~

File: ECAC

VANDALISM

The School Committee recognizes that acts of vandalism committed against public and private property are costly and require positive action through educational programs. Consequently, the Committee will support various programs aimed at reducing the amount of vandalism.

Every citizen of the town, staff members, students, and members of the police department are urged by the School Committee to cooperate in reporting any incidents of vandalism to property under control of the school department, and the name(s) of the person or persons believed to be responsible. Each employee will report to the Principal of the school every incident of vandalism known to them and, if known, the names of those responsible.

The Superintendent is authorized to sign a criminal complaint and to press the charges against perpetrators of vandalism against school property, and is further authorized to delegate, as they see fit, authority to sign such complaints and to press charges.

Parents/guardians and students will be made aware of the legal implications involved. Reimbursement will be sought for all or part of any damages.

~~SOURCE: MASC~~

File: ECAF

SECURITY CAMERAS IN SCHOOLS

The School Committee works to maintain a safe and secure environment for its students, staff, visitors, and facilities. Security means more than having locks and making certain that doors are locked at the proper times. Security also means minimizing fire hazards, reducing the possibility of faulty equipment, keeping records and valuables in a safe place, protection against vandalism and burglary, the prosecution of vandals, and developing crisis plans.

School facilities and their contents, constitute one of the greatest investments of the community. The School Committee believes it to be in the best interest of students and taxpayers for the district to exert every reasonable means to protect the investment adequately.

In pursuit of this objective, the School Committee authorizes the use of security cameras in school district buildings and on its property to ensure the health, welfare and safety of all students, staff and visitors, to deter theft, vandalism and other negative behavior, to safeguard district buildings, grounds and equipment, and to monitor unauthorized individuals in or on school property. Security cameras may be used in locations as deemed appropriate by the Superintendent of Schools in consultation with school officials as well as local law enforcement and emergency response agencies. They may be used in any area, inside or outside of school buildings where there is no reasonable expectation of privacy.

The district shall notify students and staff through student and employee handbooks and appropriate signage that security cameras have been installed and may be used at any time. Students or staff identified on security cameras in violation of School Committee policies will be subject to disciplinary action.

The Superintendent shall ensure that proper procedures are in place and are followed regarding use, viewing, disclosure, retention, disposal and security of video recordings or photographs from security cameras in accordance with applicable laws and regulations. A video recording used for security purposes in school district buildings and/or on school property shall be the sole property of the school district. All video recordings will be stored in their original format and secured to avoid tampering and to ensure confidentiality in accordance with applicable laws and regulations. Access to video recordings from security cameras shall be limited to school administrators (Superintendent/designee, School Principal/designee). Law enforcement and emergency response officials shall be granted access to video recordings or the security system after giving prior notice to the School Superintendent/designee.

The Superintendent may, from time to time, issue further guidance that is consistent with current laws and this policy.

~~SOURCE: MASC~~

~~Adopted: August 2015~~

Hamilton-Wenham Regional School District

File: ECF

ENERGY CONSERVATION

The District shall promote the wise use of energy, water and other natural resources. To this end, the District shall:

1. Support conservation and efficiency in the use of electricity, gas, oil, water and other resources;
2. Maintain and enhance present resource conservation measures;
3. Develop initiatives to make infrastructure improvements that take advantage of technological advances to conserve resources;
4. Work to educate staff and students about the benefits of and opportunities for resource conservation and the use of alternative sources of energy.

~~Adopted: 6/5/14~~
~~Reviewed:~~

~~SOURCE: Hamilton-Wenham~~

File: EDB

MAINTENANCE AND CONTROL OF EQUIPMENT

The Superintendent shall ensure that equipment, including any vehicles owned by the School District, is periodically inspected and maintained in good working order. The Superintendent may place reasonable restrictions on equipment use.

Adopted: 1/6/14
Reviewed:

SOURCE: Hamilton-Wenham

File: EDC

AUTHORIZED USE OF SCHOOL-OWNED EQUIPMENT

The School Committee wishes to be of assistance, whenever possible, to other town departments and community organizations. Permission to use school equipment may be granted by the Superintendent or their ~~his/her~~ designee upon request by responsible parties or organizations.

School equipment may be used by staff members when the use is related to their school employment and by students when the equipment is to be used in connection with their studies or extracurricular activities.

Proper controls will be established by the Superintendent or their ~~his or her~~ designee to ensure the user's responsibility for, and return of, all school equipment in the same condition as it was when it was released for use.

~~*Note: The MASC Reference does not include the highlighted "or his or her designee", but if it did, it would read "or their designee" as the Reference Manual uses the third person plural as a standard*~~

~~Adopted: 3/20/14~~
~~Reviewed:~~

~~SOURCE: Hamilton-Wenham~~

Formatted: Not Highlight

Formatted: Not Highlight

Formatted: Not Highlight

File: EDD

MAINTENANCE RECORDS

To assure compliance with equipment contracts, the School Committee expects the Superintendent to establish procedures for maintaining adequate maintenance records.

Such records shall be kept in accordance with State and local laws and regulations and with good management practice.

Adopted: 1/6/14
Reviewed:

SOURCE: Hamilton-Wenham

File: EEA

STUDENT TRANSPORTATION SERVICES

The major purpose of the District's transportation service is to aid students in getting to and from school in an efficient, safe, and economical manner.

The District contracts for transportation services. Contracts are awarded on a competitive bid basis by the District. Bus contractors and taxi contractors, who will be held responsible for the safe operation of transportation services, will comply with all applicable state laws and regulations, including but not limited to: governing buses, drivers, inspections and licensing.

The Superintendent or his or her designee, working with the bus contractor and other appropriate administrators, will be responsible for establishing bus schedules, routes, stops, and all other matters relative to the transportation program.

LEGAL REFS: M.G.L. 71:7A, B and C; 71:68; 71B:5; 71B:8; 74:8A; 76:1; 76:12B1
603 CMR 51.00 (Criminal History Checks for School Employees)
M.G.L. Chapter 71, § 38R
McKinney-Vento Homeless Assistance Act

Adopted: 1/26/10
Reviewed: 4/17/14

SOURCE: Hamilton-Wenham

File: EEA

STUDENT TRANSPORTATION SERVICES

The major purpose of the school district's transportation services is to aid students in getting to and from school in an efficient, safe, and economical manner.

The school district ~~will~~ may contract for transportation services. The School Committee will award contracts on a competitive bid basis. Bus contractors and taxi contractors, who will be held responsible for the safe operation of school buses, will comply with all applicable state laws and regulations, including but not limited to:

1. Specifications for school bus design and equipment
2. Inspection of buses
3. Qualifications and examinations of bus drivers
4. Driving regulations
5. Small vehicle requirements, if applicable
6. Insurance coverage
7. Adherence to local regulations and directives as specified in bid contracts

The Superintendent, working with the bus contractor and other appropriate administrators, will be responsible for establishing bus schedules, routes, stops, and all other matters relative to the transportation program.

~~SOURCE: MASC~~

LEGAL REFS.: M.G.L. 40:5; 71:7A, B and C; 71:37D; 71:48A; 71:68; 71:71A; 71B:4; 71B:5; 71B:8; 74:8A; 76:1; 76:12Bi; 76:14; 71:16C

CROSS REF.: EEAA, Walkers and Riders

~~NOTE: For additional information, refer to Guidelines to School Transportation Services in Massachusetts, published by the Department of Education in 1975.~~

~~NOTE: Regional school districts should refer to M.G.L. 71:16C before formulating a policy in this area.~~

~~Special publications that offer procedures and informational details can be referred to as a source of additional information, as in the policy above.~~

File: EEAA

STUDENT TRANSPORTATION

The transportation policy of this District is aimed at providing a safe and efficient way of transporting all of our students to and from school. Given the rural nature of the towns of Hamilton and Wenham, and that several direct routes to the district's school lack sidewalks, the Hamilton-Wenham Regional School District will provide transportation services in compliance to both statutory requirements and the Hamilton-Wenham Regional School District Agreement.

Policy

1. The Hamilton-Wenham Regional School District will provide transportation services to students if the distance from their residence and the school or the nearest bus stop exceeds the following guidelines:

Grade Level	Distance to School or Bus Stop
K - 2	1/2 mile
3 - 5	3/4 mile
6 - 8	1 mile
9 - 12	1.25 mile

2. Transportation will be provided at the expense of the Hamilton-Wenham Regional School District.

~~3. During those times that kindergarten students are dismissed separately from other elementary students, the District will make every attempt to provide transportation to an area as close as possible to that student's destination.~~

~~5.~~3. Whenever any student must walk one-quarter of a mile or more on a direct route to school that does not have sidewalks, the District may furnish transportation if the situation is considered hazardous. Students who are unable to walk to school for physical or other reasons may be provided with transportation upon a physician's recommendation or such a recommendation which is included as part of a student's, Individual Educational or 504 Plan.

~~6.~~4. If a student wishes to be transported a different destination, requiring a change of bus route, he/she must receive prior permission from his/her school office as the District needs to determine the availability of space on a particular bus.

~~7.~~5. The safety of all student bus rides is of prime importance. Students are charged with the responsibility of conduct which will result in safe transportation, respect for school personnel and respect for other students. Rules for student behavior on buses will be published and enforced.

File: EEAA

Procedures and Financial Implications

- This policy will be distributed to all the parents or guardians of all children upon their entering the district.

1. There are financial implications associated with this policy. The cost of transporting students is tied to the contractual agreements negotiated with the transportation company(ies) used by the District.

Sources and Review

This policy replaces the "Transportation Policy" adopted by the School Committee on June 17, 1982. Text for the current policy was drawn from M.G. L. c. 71 & 16C, which addresses transportation by regional school districts, the Hamilton Wenham Regional School District Agreement Document, and review of current practices within the District.

This policy should be reevaluated by the School Committee's Policy Subcommittee very three years.

Adopted: 6/17/82
Reviewed: 2/18/99

SOURCE: Hamilton-Wenham

File: EEAA

WALKERS AND RIDERS

Students will be entitled to transportation to and from school at the expense of the public schools when such transportation conforms to applicable provisions of the Massachusetts General Laws. Reimbursement to the school district for transportation costs is given by the Commonwealth, subject to appropriation, only for (a) students living at least one and one half miles from school, (b) students who live more than one mile from the nearest bus stop, and (c) students with special needs for whom transportation must be provided.

Additionally, the Committee will provide transportation for students as follows:

Kindergarten: All students, except those living in immediate proximity to the school, as determined by the Superintendent.

Grades 1 - 3: Students living more than one mile from school.

Grades 4 - 6: Students living more than one and one half miles from school.

Grades 7 -12: Students living more than two miles from school.

Exceptions to these guidelines may be made at the discretion of the Superintendent. This will apply particularly to any student who must travel in a hazardous area to and from school. These students will be transported regardless of the mileage limits listed.

SOURCE: MASC August 2016

LEGAL REFS.: M.G.L. 40:5; 71:7A; 71:68; 71B:5

CROSS REF.: EEA, Student Transportation Services

NOTE: The cross reference is to a related policy in this manual. Depending on the content of a policy on walkers and riders, additional legal references may be necessary. Only the most important references were cited above. Review the legal citations at EEA for possible addition to any local policy adopted at this code.

File: EEAB

Formatted: Right

TRANSPORTATION FOR STUDENTS ELIGIBLE FOR SPECIAL EDUCATION SERVICES

The Office of the Director of Student Services coordinates Special Education students' transportation needs and services. The determination about transportation and services is part of a special education student's annual Team Meeting. The Team will make all decisions in full compliance with state and federal regulations for specific requirements of team transportation determination.

The Superintendent shall seek reimbursement for transportation costs from the Commonwealth to the full extent allowed by law.

LEGAL REF.: 603 CMR 28.05(5)

Adopted: 6/19/14
Reviewed:

SOURCE: Hamilton-Wenham

File: EEAE

SCHOOL BUS SAFETY PROGRAM

The safety and welfare of student riders will be the first consideration in all matters pertaining to transportation. Safety precautions will include the following:

0. Children will be instructed as to the proper procedure for boarding and exiting from a school bus and in proper and safe conduct while aboard.

0. Emergency evacuation drills will be conducted at least twice a year, preferably in the afternoon, to acquaint student riders with procedures in emergency situations. The District will conduct practice in front and rear door evacuations, at the start of the school year after routes are established and consistent. Drills will be conducted again during the spring.

0. All vehicles used to transport children will be inspected periodically for conformance with state and federal safety requirements.

0. As required by state law, classroom instruction on school bus safety will be provided three times per year. This instruction should cover all topics discussed in the "Safe Riders Handbook" and should take place the first week of the school year, the period between the month of September and January, and the period between the month of January and the end of the school year.

0. School bus safety instructions for students and parents will be provided each year in all student handbooks.

LEGAL REFS.: M.G.L. 90:1 et seq.;
Highway Safety Program Standard No. 17: Pupil Transportation Safety

Adopted: 4/17/14
Reviewed:

SOURCE: Hamilton-Wenham

Hamilton-Wenham Regional School District

File: EEAE

SCHOOL BUS SAFETY PROGRAM

The safety and welfare of student riders will be the first consideration in all matters pertaining to transportation. Safety precautions will include the following:

1. Children will be instructed as to the proper procedure for boarding and exiting from a school bus and in proper and safe conduct while aboard.

2. Emergency evacuation drills will be conducted at least twice a year to acquaint student riders with procedures in emergency situations.

3. All vehicles used to transport children will be inspected periodically for conformance with state and federal safety requirements.

4. Classroom instruction on school bus safety will be provided.

5. School bus safety instructions for students and parents will be provided each year in all student handbooks.

Formatted: Indent: Left: 0", First line: 0"

~~SOURCE: MASC~~

LEGAL REFS.: M.G.L. 90:7b as amended by Ch. 246 Acts of 1986
M.G.L. 90:1 et seq.; 713:2; 713:7L
Highway Safety Program Standard No. 17

File: EEAEA

BUS DRIVER EXAMINATION AND TRAINING

The School Committee will reserve the right to approve or disapprove persons employed by the bus contractor to drive school transportation vehicles.

1. Courteous and careful drivers will be required.
2. Each driver will file with school officials a medical certificate and proof of freedom from tuberculosis.
3. Only persons who are properly licensed by the state and have completed the driver-training program will be permitted to drive school buses.
4. The contractor will furnish the School Committee with a list of names of drivers and their safety records for the last three years.
5. The contractor will notify school officials as soon as possible of any change of bus drivers.

~~SOURCE: MASC August 2016~~

LEGAL REFS.: M.G.L. 90:7B; 90:8A; 90:8A ½

File: EEAEA-1

DRUG AND ALCOHOL TESTING FOR SCHOOL BUS AND COMMERCIAL VEHICLE DRIVERS

The District shall adhere to federal law and Department of Transportation regulations requiring a drug and alcohol-testing program for school bus drivers and commercial vehicle drivers. Such testing will be conducted for five different situations: pre-employment, randomly, following an accident, following an authorization to return to duty, and upon reasonable suspicion that a driver is under the influence of alcohol or using drugs.

The District will comply with Department of Transportation protocols regarding the collection and testing necessary to establish whether alcohol or drugs are present in the driver's system, and regulations will be established for the steps to be taken in the event that test results are positive.

This program shall comply with the requirements of Federal law and regulations. The Superintendent or designees shall adopt and enact procedures consistent with the federal regulations, defining the circumstances and procedures for testing.

~~SOURCE: MASC August 2016~~

LEGAL REFS.: 49 U.S.C. sec. 2717 et seq. (Omnibus Transportation Employee Testing Act of 1991)
49 C.F.R. Part 40 Procedures for Transportation Workplace and Drug and Alcohol Testing Programs
49C.F.R. Part 382 Controlled Substance and Alcohol Use and Testing
49 C.F.R. Part 391 Qualification of Drivers

File: EEAEC (also JICC)

STUDENT CONDUCT ON SCHOOL BUSES

The School Committee and its staff share with students and parents/guardians the responsibility for student safety during transportation to and from school. The authority for enforcing School Committee requirements of student conduct on buses will rest with the Principal.

To ensure the safety of all students who ride in buses, it may occasionally be necessary to revoke the privilege of transportation from a student who abuses this privilege. Parents/guardians of children whose behavior and misconduct on school buses endangers the health, safety, and welfare of other riders will be notified that their children face the loss of transportation privileges. ~~in accordance with regulations approved by the School Committee.~~

~~SOURCE: MASC~~

~~NOTE: The coding of this statement indicates that the identical policy is filed in the J (Student) section.~~

File: EEAEF

Formatted: Right

PASSING A SCHOOL BUS ON SCHOOL PROPERTY WHILE IT IS LOADING OR DISCHARGING STUDENTS

While school buses or vehicles designated as such are loading or discharging students in school yards, the driver will illuminate the flashing red lights.

While these lights are on, no vehicle is permitted to pass the school bus or buses.

Staff members and bus drivers are not allowed to direct vehicles to pass school buses while the flashing red lights are illuminated.

In the event that a police officer or Registry of Motor Vehicles officer is present, the bus driver at the direction of the on-site officer may shut off the flashing red lights. The officer may direct vehicle traffic to pass a bus while it is loading or discharging students. This is the only time vehicles are allowed to pass a school bus while it is loading or discharging students.

Adopted: 6/5/14
Reviewed:

SOURCE: Hamilton-Wenham

File: EEAG

STUDENT TRANSPORTATION IN PRIVATE VEHICLES

School buses will be used for the transportation of students participating in co-curricular or extracurricular activities. However, when buses are not available, transportation in private vehicles driven by district staff or employees may be permitted to take students to or from school activities that fall within the academic day or extend the school day provided all of the following conditions are met:

1. Transportation for ~~T~~the activity has the prior approval of the Superintendent or his or her designee.

2. The owner of the vehicle being used in transporting students has filed evidence with the Superintendent that the vehicle is registered with the ~~Massachusetts~~ appropriate state Department of Motor Vehicles and the driver has a valid driver's license.

3. The parents/guardians of students to be transported in this manner has been fully informed as to this means of transportation and signed a statement to this effect.

Formatted: Font color: Auto

Formatted: Font color: Black

Formatted: Left, Indent: Left: 0.5", No bullets or numbering

~~Adopted: 9/18/14~~
~~Reviewed:~~

~~SOURCE: Hamilton-Wenham~~

File: EEAG

STUDENT TRANSPORTATION IN PRIVATE VEHICLES

School buses will be used for the transportation of students participating in co-curricular or extracurricular activities. However, when buses are not available, private vehicles may be permitted to transport students to or from school activities that fall within the academic day or extend the school day provided all of the following conditions are met:

1. The activity has the approval of the Superintendent of Schools.

2. The owner of the vehicle being used in transporting students must file evidence with the Superintendent of personal liability insurance coverage on the vehicle in the amounts of $100,000 - $300,000 or more.

3. The parents/guardians of students to be transported in this manner will be fully informed as to this means of transportation and will sign a statement to this effect.

SOURCE: MASC

File: EEAJ

VEHICLE IDLING ON SCHOOL GROUNDS POLICY

No motor vehicle operator shall cause or allow any motor vehicle operated by him or her on school grounds to idle unnecessarily, except for any of the following reasons: traffic conditions; queuing at a school for the purpose of picking up or discharging students; turbo charged diesel engine cool down or warm up; maintenance of appropriate temperature for school buses when accepting or discharging passengers not to exceed three minutes in any fifteen minute period or one minute in any fifteen minute period for other motor vehicles; for circumstances involving safety or emergencies and for servicing or repairing motor vehicles; and as these exceptions are more completely described in the below referenced regulations. The term "school grounds" shall mean in, on or within 100 feet of the real property of the school whether or not it is in session, and shall include any athletic field or facility and any playground used for school purposes or functions which is owned by the municipality or school district, regardless of proximity to a school building, as well as any parking lot appurtenant to such school athletic field, facility or playground. Reasonable efforts shall be made by the district to identify by signage all known and actual air intake systems, which may be within 100 feet of an idling motor vehicle. A motor vehicle operator shall not idle a motor within 100 feet of such air intake system, unless the Hamilton Wenham Regional School District has determined that alternative locations block traffic, impair student safety or are not cost effective.

The Hamilton-Wenham Regional School District shall erect and maintain in a conspicuous location on school grounds "No Idling" signage as described below. All such signage shall contain appropriate sized font so as to be visible from a distance of 50 feet. The wording on the signage shall be in accordance with M.G.L. C. 90, § 16B and 540 CMR 27.00

It shall be the responsibility of the school administration to ensure that each school bus driver employed by the Hamilton-Wenham Regional School District and not by a school bus contractor shall, upon employment and at least once per year thereafter, sign a document acknowledging the receipt of copies of M.G.L. c. 90, § 16B and 540 CMR 27.00. The prohibitions contained in M.G.L. c. 90, § 16B shall be enforced by state or local law enforcement agencies.

Policy Review and Revision

Review and revision of these policies and procedures shall occur as needed, but at least every two years.

LEGAL REFS.: M.G.L. c. 71:37H, c. 90:16B
540 CMR 27.00

Adopted: 5/6/10
Reviewed: 3/6/14

SOURCE: Hamilton-Wenham

Hamilton-Wenham Regional School District

File: EEAJ

MOTOR VEHICLE IDLING ON SCHOOL GROUNDS

No motor vehicle operator shall cause or allow any motor vehicle operated by him or her on school grounds to idle unnecessarily, except for any of the following reasons: traffic conditions; queuing at a school for the purpose of picking up or discharging students; turbo-charged diesel engine cool down or warm up; maintenance of appropriate temperature for school buses when accepting or discharging passengers not to exceed three minutes in any fifteen minute period or one minute in any fifteen minute period for other motor vehicles; for circumstances involving safety or emergencies and for servicing or repairing motor vehicles; and as these exceptions are more completely described in the below referenced regulations. The term "school grounds" shall mean in, on or within 100 feet of the real property of the school whether or not it is in session, and shall include any athletic field or facility and any playground used for school purposes or functions which is owned by the municipality or school district, regardless of proximity to a school building, as well as any parking lot appurtenant to such school athletic field, facility or playground. Reasonable efforts shall be made by the district to identify by signage all known and actual air intake systems, which may be within 100 feet of an idling motor vehicle. A motor vehicle operator shall not idle a motor within 100 feet of such air intake system, unless the_____School District has determined that alternative locations block traffic, impair student safety or are not cost effective.

The Hamilton-Wenham Regional School District shall erect and maintain in a conspicuous location on school grounds "NO IDLING" signage as described below. All such signage shall contain appropriate sized font so as to be visible from a distance of 50 feet.

NO IDLING
PENALTIES OF $100 FOR FIRST OFFENSE AND $500
FOR SECOND AND SUBSEQUENT OFFENSES
M.G.L. C. 90, § 16B AND 540 CMR 27.00

It shall be the responsibility of the school administration to ensure that each school bus driver employed by the_____School District and not by a school bus contractor shall, upon employment and at least once per year thereafter, sign a document acknowledging the receipt of copies of M.G.L. c. 90, § 16B and 540 CMR 27.00. The prohibitions contained in M.G.L. c. 90, § 16B shall be enforced by state or local law enforcement agencies.

LEGAL REFS.: M.G.L. c. 71:37H, c. 90:16B and 540 CMR 27.00

~~SOURCE: MASC 2010~~

Hamilton-Wenham Regional School District

File: EEBA

VEHICLE USE

Purpose: To inform all town employees using town owned vehicles of the requirements to use energy and other resources efficiently in order to minimize the cost of operations and to protect and preserve the natural environment. This policy also addresses criteria for vehicle replacement and acquisition.

Policy: It is the policy of Hamilton/ Wenham to continually improve the cost effectiveness and energy efficiency of all town owned vehicles.

Responsibility: It shall be the responsibility of each town's Facilities and Public Works Managers and the HWRSD Facilities Manager to follow this policy and shall be enforced by the Chief Administrative Officer of each entity and /or their designee.

Regarding:

Vehicle Purchases: In accordance with the Green Communities Act, all non-exempt vehicles shall be replaced with vehicles that meet the fuel efficiency ratings* below and as updated by Massachusetts Department of Energy Resources Green Communities Program. The towns will purchase only fuel - efficient vehicles for municipal /school use whenever such vehicles are commercially available and practicable.

- 2 wheel drive car: 29 MPG
- 4 wheel drive car: 24 MPG
- 2 wheel drive small pick up truck: 21 MPG
- 4 wheel drive small pick up truck: 19 MPG
- 2 wheel drive standard pick up truck: 17 MPG
- 4 wheel drive standard pick up truck: 16 MPG
- 2 wheel drive sport utility vehicle: 21 MPG
- 4 wheel drive sport utility vehicle: 18MPG

* Fuel efficiency ratings are derived from a combination of 43% city and 57% highway miles calculated in accordance with the Green Communities Guidance Policy.

Additionally, a cost /benefit analysis will be required before the purchase of all vehicles to include "right sizing", operational needs assessment, cost effectiveness, highest possible fuel efficiency, and a Life Cycle Assessment (LCA.), which will help minimize life cycle costs. A LCA is an investigation and evaluation of the environmental impacts of a given product or service caused or necessitated by its existence.

Vehicle Idling: Town vehicles shall not be left idling when parked or standing unless the engine is required to run power auxiliary functions or as required for proper and efficient use. *All areas around school entrances have been designated as Idle Free Zones. No vehicle, city owned or otherwise, may idle in these areas.*

Hamilton/Wenham will reinforce operator awareness to reduce idling time and to adopt conservation driving habits, when feasible, such as gradual acceleration and strict adherence to speed limits.

Maintenance: Preventative maintenance shall be performed as scheduled and on time to ensure optimal vehicle operation. All vehicles will be inspected monthly to insure proper tire pressure, and oil and coolant levels. The town will purchase ecological products for all vehicles when available and cost efficient. All hazardous materials such as waste oil, lubricants, antifreeze and batteries safely through environmentally responsible practices.

Annual Vehicle Inventory, Monitoring and Verification: The Town Administrator/ Manager shall annually provide the Boards of Selectmen and the CMC with a complete inventory of vehicles, fuel usages, fuel efficiency savings and purchasing plans for the next year. The goal is to reduce energy use /cost by 10% for the next two years and 5% for the following three years.

Employee Programs: Employees will be encouraged to utilize carpools, bicycling, walking, telecommuting and other commuting alternatives whenever possible. The towns will provide necessary means for securing bicycles and preferred parking for carpools and vehicles utilizing hybrid or renewable energy technology.

Employees Suggestions Program: In recognition that each employee is knowledgeable about his or her particular job and is in the best position to make valuable suggestions toward our objective of energy efficiency, employee suggestions concerning energy efficiency will be welcomed and given serious consideration.

Legal Ref: In compliance with Green Community Initiate Criterion 4
https://www.mass.gov/guides/becoming-a-designated-green-community

~~Adopted: 2/27/12~~
~~Reviewed:~~

~~SOURCE: Hamilton-Wenham~~

File: EF

FOOD SERVICE PROGRAM

The District shall maintain a food service program to provide well-balanced meals to all its students. The District participates in the National School Lunch Program to provide free and reduced price lunches to eligible students. The Superintendent shall ensure that the food services program conforms to all applicable federal and state laws and regulations and that notice of program eligibility guidelines and applications for free and reduced price meals are made available to all members of the school community.

The Nursing Coordinator will work with the Food Services Supervisor to accommodate those students with documented dietary restrictions who have a nursing health care plan.

LEGAL REFS.: 42 U.S. Code – Chapter 13 – School Lunch Programs, §§ 1751 j, as amended
42 U.S. code – Chapter 13A – Child Nutrition, §§ 1771-1793, as amended
Child Nutrition Programs administered by MA DESE

Adopted: 6/5/14
Reviewed:

SOURCE: Hamilton-Wenham

File: EF-1

FOOD SERVICE MANAGEMENT

The District will employ appropriate personnel to manage the operation of the food service program in accordance with state and local laws and regulations.

The Food/Service Director shall assign personnel and other resources as required to provide cafeterias at each school that serve lunches to students as required by state laws and regulations. He/she shall also develop procedures and accounting practices to ensure that the food services program receives maximum financial assistance from state and federal sources so that costs to students can be kept at a minimum.

Charges shall be consistent with state laws and regulations to make the school lunch program as self-supportive as possible.

Adopted: 6/5/14
Reviewed:

SOURCE: Hamilton-Wenham

File: EFC

FREE AND REDUCED COST LUNCH

The District will take part in the National School Lunch Program and other food programs that may become available to assure that all children in the District receive proper nourishment.

In accordance with guidelines for participation in these programs, and in accordance with the wishes of the Committees, no child whom a teacher believes is improperly nourished will be denied a lunch, a healthy snack or other food simply because proper application has not yet been received from his parents/guardians.

As required by state and federal regulations, the School Committee approves a policy statement pertaining to eligibility for free milk, free meals, and reduced price meals.

LEGAL REFS: 42 U.S. Code-Chapter 13-School Lunch Programs, §§ 1751 – 1769 j, as amended
42 U.S. Code-Chapter 13A-Child Nutrition, §§ 1771-1793, as amended
M.G.L. 15:1G; 69:1C; 71:72

~~Adopted: 6/5/14~~
~~Reviewed:~~

~~SOURCE: Hamilton-Wenham~~

File: EFC

FREE AND REDUCED PRICE FOOD SERVICES

The school district will take part in the National School Lunch Program and other food programs that may become available to assure that all children in the schools receive proper nourishment.

In accordance with guidelines for participation in these programs, and in accordance with the wishes of the Committee, no child who a teacher believes is improperly nourished will be denied a free lunch or other food simply because proper application has not been received from their parents or guardians.

As required by state and federal regulations, the School Committee approves this policy statement pertaining to eligibility for free milk, free meals, and reduced price meals.

SOURCE: MASC August 2016

LEGAL REFS.: National School Lunch Act, as amended (42 USC 1751-1760)
Child Nutrition Act of 1966
P.L. 89-642, 80 Stat. 885, as amended
M.G.L. 15:1G; 15:1L; 69:1C; 71:72

File: EFD

MEAL CHARGE POLICY

The School Committee is committed to providing students with healthy, nutritious meals each day so they can focus on school work, while also maintaining the financial integrity of meal programs and minimizing any impact on students with meal charges. However, unpaid meal charges place a large financial burden on the school district, as food services is a self-supporting entity within the district. The purpose of this policy is to ensure compliance with federal reporting requirements of the USDA Child Nutrition Program, as well as provide oversight and accountability for the collection of outstanding student meal balances.

The provisions of this policy pertain to regular priced school meals only. The School Committee will provide a regular meal to students who forget or lose their lunch money.

Meal Charges and Balances

Students will pay for meals at the regular rate approved by the School Committee and for their meal status (regular, reduced-price, or free) each day. Payment options will be delineated in student handbooks and provided to parents/guardians of incoming students. After the balance reaches zero and enters the negative, students will not be allowed to purchase a la carte items including but not limited to a second entrée, snack, ice cream, or an additional beverage. The student will still be allowed to take a meal, and that meal will continue to be charged to the account at the standard lunch rate based on their meal status. The parent/guardian is responsible for any meal charges incurred. If there is a financial hardship, a parent/guardian should contact food services directly to discuss payment options such as an individualized repayment plan.

Payments

Parents/Guardians are responsible for all meal payments to the food service program. Notices of low or deficit balances will be sent directly to parent/guardians via email or regular postal mail at regular intervals during the school year. At no time shall any staff member give payment notices to students unless that student is known to be an emancipated minor who is fully responsible for themselves or over the age of 18. If parents/guardians have issues with student purchases they should contact food services for assistance.

Parents/Guardians may pay for meals in advance. Further details are available on the school district webpage and in student handbooks. Funds should be maintained in accounts to minimize the possibility that a child may be without meal money on any given day. Any remaining funds for a particular student, whether positive or negative, will be carried over to the next school year.

All school cafeterias possess computerized point of sale/cash register systems that maintain records of all monies deposited and spent for each student and those records are available to parents/guardians by setting up an online account (see student handbooks for more details) or by speaking with the school's

food service manager. The point of sale system is designed to prevent direct identification of a student's meal status. Parents/guardians will receive automated low-balance emails or mailed notices weekly, if applicable. If notices do not result in payment, parents/guardians will receive a phone call from food services. If the phone call does not result in payment the food service manager shall turn the account over to the business office.

Refunds

Refunds for withdrawn and/or graduating students require a written request (email, postal, or in person) for a refund of any money remaining in their account to be submitted. Graduating students also have the option to transfer funds to a sibling's account or to donate to a student in need with a written request.

Delinquent Accounts/Collections

Failure of a parent or guardian to maintain reasonably current accounts may result in a referral to the Superintendent for their review. The Superintendent shall ensure that there are appropriate and effective collection procedures and internal controls within the school district's business office that meet the requirements of law.

If a student is without meal money on a consistent basis, the administration may investigate the situation more closely and take further action as needed. If financial hardship exists, parents/guardians and families are encouraged to apply for free or reduced price lunches for their child. Each school handbook shall contain detailed instructions for family assistance.

Policy Communications

This policy shall be communicated to all staff and families at the beginning of each school year and to families transferring to the district during the year.

LEGAL REFS: MGL 71:72; USDA School Meal Program Guidelines May 2017

CROSS REFS: JQ, Student Fees, Fines & Charges

~~SOURCE: MASC July 2018~~

File: EIA

PROPERTY INSURANCE PROGRAM

The Superintendent shall ensure that adequate property and liability insurance is annually reviewed as well as maintained on behalf of the School District.

~~Adopted: 1/6/14~~
~~Reviewed:~~

~~SOURCE: Hamilton-Wenham~~

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT VOUCHER

Voucher No: 16 **Voucher Date:** 01/17/2020 Prepared By: Donald Gallant

Printed: 01/15/2020 12:45:49 PM

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT is hereby authorized to draw warrants against HAMILTON WENHAM REGIONAL SCHOOL DISTRICT funds for the sum of $4,761.53 on account of obligations incurred for value received in services and for materials as shown below for period July 1, 2019 to June 30, 2020 (period cannot overlap fiscal year end.)

I certify that this claim is just and correct, and the services and/or materials herein represented have been received during the period listed above. All items are properly coded and not in excess of the budget.

Donald Gallant — District Treasurer

Kevin Mahoney — Assistant District Treasurer

Designee — School Committee Member

Vincent Leone — Assistant Super. of Fin. & Admin.

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT

Fund		Amount
001	GENERAL FUND	$4,139.80
202	REVOLVING FUNDS	$0.00
205	ATHLETIC/EXTRA CURR REVOLVING	$27.70
301	TITLE I	$491.01
302	94-142 IDEA 240	$0.00
304	EARLY CHILDHOOD	$0.00
402	STATE GRANTS FY EVEN YEARS	$0.00
701	CAFETERIA FUNDS	$103.02
		$4,761.53

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT VOUCHER

Voucher No: 1033 **Voucher Date:** 01/17/2020 Prepared By: Donald Gallant

Printed: 01/15/2020 12:36:11 PM

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT is hereby authorized to draw warrants against HAMILTON WENHAM REGIONAL SCHOOL DISTRICT funds for the sum of $780,840.49 on account of obligations incurred for value received in services and for materials as shown below for period July 1, 2019 to June 30, 2020 (period cannot overlap fiscal year end.)

I certify that this claim is just and correct, and the services and/or materials herein represented have been received during the period listed above. All items are properly coded and not in excess of the budget.

Donald Gallant — District Treasurer

Kevin Mahoney — Assistant District Treasurer

Designee — School Committee Member

Vincent Leone — Assistant Super. of Fin. & Admin.

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT

Fund		Amount
001	GENERAL FUND	$780,840.49
		$780,840.49

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT VOUCHER

Voucher No: 2858 **Voucher Date:** 01/17/2020 Prepared By:

Printed: 01/15/2020 01:11:42 PM

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT is hereby authorized to draw warrants against HAMILTON WENHAM REGIONAL SCHOOL DISTRICT funds for the sum of $19,941.49 on account of obligations incurred for value received in services and for materials as shown below for period July 1, 2019 to June 30, 2020 (period cannot overlap fiscal year end.)

I certify that this claim is just and correct, and the services and/or materials herein represented have been received during the period listed above. All items are properly coded and not in excess of the budget.

Donald Gallant — District Treasurer

Kevin Mahoney — Assistant District Treasurer

Designee — School Committee Member

Vincent Leone — Assistant Super. of Fin. & Admin.

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT

Fund		Amount
701	CAFETERIA FUNDS	$19,941.49
		$19,941.49

Created By: capozzid **Posted By:** v.leone **Date:** 01/15/2020 12:51:39 Page: 1

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT VOUCHER

Voucher No: 2859 **Voucher Date:** 01/17/2020 Prepared By: Donald Gallant

Printed: 01/15/2020 01:19:59 PM

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT is hereby authorized to draw warrants against HAMILTON WENHAM REGIONAL SCHOOL DISTRICT funds for the sum of $64,469.10 on account of obligations incurred for value received in services and for materials as shown below for period July 1, 2019 to June 30, 2020 (period cannot overlap fiscal year end.)

I certify that this claim is just and correct, and the services and/or materials herein represented have been received during the period listed above. All items are properly coded and not in excess of the budget.

Donald Gallant — District Treasurer

Kevin Mahoney — Assistant District Treasurer

Designee — School Committee Member

Vincent Leone — Assistant Super. of Fin. & Admin.

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT

Fund		Amount
001	GENERAL FUND	$44,339.26
202	REVOLVING FUNDS	$851.51
205	ATHLETIC/EXTRA CURR REVOLVING	$6,705.28
502	PRIVATE GRANTS & GIFTS	$12,573.05
		$64,469.10

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT VOUCHER

Voucher No: 2860 **Voucher Date:** 01/17/2020 Prepared By: Donald Gallant

Printed: 01/15/2020 01:30:48 PM

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT is hereby authorized to draw warrants against HAMILTON WENHAM REGIONAL SCHOOL DISTRICT funds for the sum of $86,375.86 on account of obligations incurred for value received in services and for materials as shown below for period July 1, 2019 to June 30, 2020 (period cannot overlap fiscal year end.)

I certify that this claim is just and correct, and the services and/or materials herein represented have been received during the period listed above. All items are properly coded and not in excess of the budget.

Donald Gallant — District Treasurer

Kevin Mahoney — Assistant District Treasurer

Designee — School Committee Member

Vincent Leone — Assistant Super. of Fin. & Admin.

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT

Fund		Amount
001	GENERAL FUND	$73,781.98
202	REVOLVING FUNDS	$840.00
205	ATHLETIC/EXTRA CURR REVOLVING	$11,642.00
402	STATE GRANTS FY EVEN YEARS	$55.95
701	CAFETERIA FUNDS	$55.93
		$86,375.86

Created By: capozzid **Posted By:** v.leone **Date:** 01/15/2020 12:52:21 **Page:** 1

The Hamilton Wenham Regional School District
School Committee Meeting
Buker Elementary School Multi-Purpose Room
Wednesday, November 6, 2019 7:00 PM

Present:
Gene Lee
David Polito, Chairperson
Michelle Bailey
Stacey Metternick, Secretary
Peter Wolczik

Also Present:
Vincent Leone, Assistant Superintendent to Finance & Administration
Mahala Lettvin, Recording Secretary (arrival at 7:26pm)

1) Call to Order 7:00 PM
David Polito calls the meeting to order at 7:03 pm.

2) Pledge of Allegiance
All in attendance rise for the Pledge of Allegiance.

3) Citizens' Comments
None.

4) New Business
a. Donations
- *HW Hockey Boosters Donation* Exhibit

Craig Genualdo, *Athletic Director*, explains that approximately 4-5 years ago, the District agreed to pay for athletic uniforms to relieve the burden to parents/Boosters. The Hockey initially purchased uniforms, however, the team has expanded and needs uniforms to accommodate larger players. The Boosters have generously agreed to donate funds to meet this need.

I MOVE THAT THE HAMILTON WENHAM REGIONAL SCHOOL COMMITTEE ACCEPT THE HW HOCKEY BOOSTERS DONATION IN THE AMOUNT OF $1,800.00 FOR THE PURPOSES OF ORDERING 12 NEW HOCKEY JERSEYS.

MOTION by Stacey Metternick; SECONDED by Gene Lee.
Unanimously approved by 5 members present.

Thank you to the Hockey Boosters for this generous donation!
Craig Genualdo will ensure that the next School Committee meeting agenda includes an item regarding hockey fundraising, as the topic did not appear on tonight's agenda.

- *Science from Scientist Grant* Exhibit

I MOVE THAT THE HAMILTON WENHAM REGIONAL SCHOOL COMMITTEE ACCEPT THE DONATION FROM NEW ENGLAND BIOLABS TO CUTLER SCHOOL IN THE AMOUNT OF $7,500.00 FOR THE 4TH AND 5TH GRADE STUDENTS TO EXPERIENCE 9 SCIENCE LESSONS FROM THE SCIENCE BY SCIENTISTS PROGRAM THROUGHOUT THE 2019/2020 SCHOOL YEAR.

MOTION by Stacey Metternick; SECONDED by Gene Lee.
Unanimously approved by 5 members present.
Thank you to New England Biolabs for this generous gift to Cutler students, and thank you to Cutler parent Alicia Bielik, of New England Biolabs!

5) Vote to Adjourn to Executive Session for the purpose of discussing pending litigation and to return to open session (Executive Session Purpose #3).

I MOVE THAT THE HAMILTON WENHAM REGIONAL SCHOOL COMMITTEE ADJOURN TO EXECUTIVE SESSION FOR THE PURPOSE OF DISCUSSING PENDING LITIGATION AND TO RETURN TO OPEN SESSION (EXECUTIVE SESSION PURPOSE #3).

MOTION by David Polito;
Peter Wolczik: Yes
Stacey Metternick: Yes;
Michelle Bailey: Yes;
Gene Lee: Yes;
David Polito: Yes;
Unanimously approved via roll call vote.

School Committee returns to Open Session at 8:19 pm.

6) Superintendent's Report

A. Student Services Presentation *by Stacy Bucyk; Director of Student Services* Exhibit

Stacy Bucyk, M.Ed., *Director of Student Services,* reviews the Student Services Overview FY20 presentation, as detailed in the Exhibit. Ms. Bucyk's presentation covers the following topics:

- Increasing demand for specialized student services;
- Remaining fiscally responsible while meeting increased needs;
- Programmatic and staffing strategy;
- Educating the whole child/ holistic approach;
- District Responsibility;
- Special Education Population:
  - Enrollment data - comparative analysis;
  - 20 new Special Education students this year, with prior years averaging about 8-13;
- Referral and evaluation rates:
  - Increase in referrals over the past 3 years;
  - Most common classification throughout District;
- Necessary support for student success:
  - Staffing; Contracted services; Transportation; Extended School Year; Extended Day; Professional Development; Tuition;
- Considerations while making student-centered decisions:
  - Needs met; maximized services; psychical space usage; best interest of students;
- Review of program populations at each school, including Preschool, Therapeutic Learning Center, Language Based Program, Intensive Learning Program (ILP, Center for Academic and Social Emotional Learning (CASEL) Intensive learning - Academic Support (IL-AS), Academic Support;
  - Ms. Bucyk provides a detailed explanation of offering programs at the different schools, and the needs met by doing so;
- Out-Of-District tuition projection: review 5 years of data showing amount budgeted versus actual amounts;
- Supporting increased demands:
  - Continuous monitoring of student needs;
  - Review of added staff, programs, etc to the schools;
  - Expanding in house programming;
  - HWRSD made significant investments in FY19, as detailed in Ms. Bucyk's presentation;
- Next Steps:
  - Review Language Based Programs;
  - Case review and analysis of approximately 6 Out-Of-District student files to inform future strategy;

Collaboration and close communication with families and SEPAC;
Staffing and Professional Development;
Tiered systems of support;
Consideration of a Reserve Fund

Presentation ends; Ms. Bucyk notes that she is happy to take questions following the SEPAC presentation.

B. SEPAC Introductions and Yearly Calendar of Events Exhibit

Lindsay Whitman and Becky Bonefant, co-chairs of SEPAC present to School Committee, as detailed in Exhibit. SEPAC has remained dormant for a few years, however both Ms. Whitman and Ms. Bonefant are working to reinvigorate the group

- Goals for 2019-2020:
  - Regular membership meetings and informal gatherings;
  - Filling executive and non-executive roles;
  - Creating necessary infrastructure;
- Progress to Date
  - 3 of the 4 officer positions filled;
  - Survey membership for possible presentations/workshops;
  - Held initial membership meeting and Parents Rights Workshop;
  - Regular meetings between co-chairs and Stacy Bucyk;
  - Reviewed & updated by-laws;
  - Informational flyer for dissemination;
- Discussion questions:

As a renewed advisory committee to SC, how can we best work with the School Committee and the Hamilton Wenham District to foster communication, discussion, and input into special education in the district?

- Opportunities;
- Concerns to be addressed;

Do you have any specific questions for us now about special education in the H-W district?

Mr. Leone inquires as to how SEPAC advertises. SEPAC depends largely on word of mouth advertising, and working collaboratively with the Friends groups. Ms. Whitman notes that she has also asked that Buker include SEPAC marketing in their communications. SEPAC attends Back to School Nights, EdFund events, etc. Mr. Leone suggests SEPAC hang flyers on bulletin boards, including the board located in the Central Office. Further discussion regarding SEPAC attending Town Meetings, advocacy for District Budget, and help explaining the Out-of-District fluctuations to the townspeople.

School Committee and Ms. Bucyk thank SEPAC co-chairs, Lindsay Whitman and Becky Bonefant for their continuous hard work.

Ms. Bucyk opens the floor to take questions regarding her presentation.
Ms. Metternick inquires about the 2020 increase in School Choice students, with Ms. Bucyk explaining that this year, there were 11 School Choice students with IEPS. She further notes that this number is significantly higher than previous years, which average 2 - 3 students.

Ms. Metternick asks if other districts refer to Hamilton-Wenham, with Ms. Bucyk explaining that School Choice is entirely parent led, and is not district driven.

Ms. Metternick asks for details surrounding the therapeutic program available at the High School. Ms. Bucyk explains that there was a growing need to address behavioral and emotional issues, and a program was needed to encourage engagement.

Discussion surrounding the High School program formerly known as "Life Skills" or "Skills". Ms. Bucyk notes this program has not been in existence during her time in her position.

Ms. Metternick asks about costs associated with contracted services and whether in-house services would result in savings. Ms. Bucyk explains that many services are in-house, but ABA and CBA services are currently contracted out. Ms. Bucyk opines that bringing services internally would be a great benefit.

Ms. Metternick asks for details around Student Services generating cost savings for the budget, with Ms. Bucyk explaining that all details are being considered but she is not able to answer at this time.

Ms. Bailey asks if there are any noticeable trends on grade levels or schools that make referrals for evaluations. Ms. Bucyk responds that data was not broken down in this way, though, she notes the majority of referrals come from the elementary level.

Mr. Leone asks if the case analysis involving 6 OUt-of-District students has happened in prior years. Ms. Bucyk explains that, to her knowledge, this is the first time engaging in a case analysis. She further explains that the students are chosen based on their need for language/therapeutic services.

Ms. Bailey asks for details surrounding the Tier 1 Approach. Discussion regarding this approach and identifying students that require specialized services.

C. October 1, 2019 Enrollment Report - FY21 Enrollment Assessment Exhibit

Mr. Leone presents information regarding most recent enrollment data, and FY21 enrollment assessment, as detailed in the Exhibit. Mr. Leone notes that this information was distributed to both towns on 10/30/2019.

7) New Business, Continued

A. Resignation of School Committee Member, Kerry Gertz Exhibit

Kerry Gertz provided her resignation via a 10/30/2019 email to David Polito, as shown in Exhibit. Mr. Polito notes that he has been in contact with regional counsel to determine the process to fill the School Committee vacancy. Discussion regarding Town involvement in this process. Mr. Polito expresses his gratitude for Ms. Gertz's time on the committee.

Ms. Bailey states she is uncomfortable leaving this issue unresolved, inquiring as to whether Dr. Kukenberger will manage correspondence and other necessary components of this process. Discussion regarding roles and responsibilities, with a passionate discussion on the process and whether it has changed based on previous actions of the School Committee.

I MOVE THAT THE HAMILTON WENHAM REGIONAL SCHOOL COMMITTEE ASK DR. JULIE KUKENBERGER TO SEND OUT A MESSAGE REGARDING THE SCHOOL COMMITTEE VACANCY VIA ASPEN AND TO NOTIFY THE HAMILTON BOARD OF SELECTMEN OF THE SCHOOL COMMITTEE'S INTENTION TO RECEIVE LETTERS OF INTEREST IN THE SCHOOL COMMITTEE VACANCY; FURTHER THAT THE HAMILTON WENHAM REGIONAL SCHOOL COMMITTEE SET 12/02/2019 AS THE DEADLINE TO RECEIVE ALL SUCH LETTERS OF INTEREST; AND FURTHER, THAT THE HAMILTON WENHAM REGIONAL SCHOOL COMMITTEE INSTRUCT DR. KUKENBERGER TO ENGAGE IN COMMUNICATIONS WITH THE HAMILTON BOARD OF SELECTMEN IN ORDER TO SCHEDULE A JOINT MEETING AFTER 12/04/2019 TO INTERVIEW CANDIDATES.

MOTION by Michelle Bailey; SECONDED by Stacey Metternick.
Discussion: level of involvement needed from the Town of Hamilton. After a lively discussion, the majority of members agree that it would be best to set a deadline for letters, and then work jointly with Hamilton in interviewing and selecting candidates.
Approved by 4 members; Opposed by 1 member, David Polito.
MOTION PASSES.

B. Appoint School Committee Vice Chairperson

I MOVE THAT THE HAMILTON WENHAM REGIONAL SCHOOL COMMITTEE APPOINT MICHELLE BAILEY TO THE ROLE OF THE HAMILTON WENHAM REGIONAL SCHOOL COMMITTEE VICE CHAIRPERSON AS OF 11/06/2019.

MOTION by Peter Wolczik; SECONDED by Stacey Metternick.
Michelle Bailey accepts the nomination.
Discussion: Mr. Lee notes that historically, the Chair and Vice-Chair has been split between Hamilton and Wenham.
Unanimously approved by 5 members present.

C. Search Firm Finalists Exhibit

Mr. Leone explains that on October 18, 2019, the Hamilton-Wenham Regional School District published a *Request for Quotes to Provide Executive Search Consultation Services for the Position of Superintendent of Schools*. Two firms responded to the RFQ:

1. National School Development Council (NSDC)
2. Massachusetts Association of School Committees (MASC)

School Committee members discuss the interview process, with all members feeling confident in appointing Vincent Leone and Michelle Bailey to conduct interviews and bring recommendations back to the School Committee.

I MOVE THAT THE HAMILTON WENHAM REGIONAL SCHOOL COMMITTEE APPROVE VINCENT LEONE AND MICHELLE BAILEY TO INTERVIEW THE SEARCH FIRM FINALISTS AND COME BACK TO THE SCHOOL COMMITTEE WITH A RECOMMENDATION.

MOTION by Stacey Metternick; SECONDED by Peter Wolczik.
Unanimously approved by 5 members present.

8) Chair's Report

A. 2019-2020 School Committee Goals Exhibit

Mr. Polito though not certain why this topic has appeared, opens the floor to discussion on this matter. Discussion regarding new process of evaluating superintendent progress: the Formative Assessment evaluation to be completed by 12/01/2019. Lengthy discussion surrounding the need for formative assessment training, etc. Dorothy Presser will attend a meeting in order to present overview and training on this assessment process.

9) Committee Reports

A. Capital/Financial Planning Committee

a. *Letter to MSBA Regarding the SOI* Exhibit

Thomas Geary, *Director of Maintenance, Facilities, and Operations*, has provided input on this letter, which reinforces the District's desire to pursue funding for Cutler and Winthrop athletic fields.
Mr. Lee reports: updates from the Capital/Financial Planning Committee:

- Joint meeting with Town BOS/FINCOMS was held on Tuesday, 10/29/19. The joint meeting allowed the towns and schools to establish norms regarding collaborative budget process. Mr. Lee and Ms. Metternick review norms established and goals of continued collaboration. Discussion regarding communication about meetings, those invited to attend the meeting, etc.

I MOVE THAT THE HAMILTON WENHAM REGIONAL SCHOOL COMMITTEE VOTE TO APPROVE THE MSBA LETTER REGARDING THE DISTRICT'S STATEMENT OF INTEREST FOR CUTLER AND WINTHROP ELEMENTARY SCHOOLS.

MOTION by Stacey Metternick; SECONDED by Gene Lee.
Discussion: clarify details of the letter.
Unanimously approved by 5 members present.

B. Policy Committee

Nothing to report, but subcommittee continues to meet.

10) Consent Agenda

A. Warrants — Exhibit

- Voucher No. 2827
- Voucher No. 2826
- Voucher No. 2825
- Voucher No. 1019
- Voucher No. 1020
- Voucher No. 9
- Voucher No. 2828
- Voucher No. 2829
- Voucher No. 2830

B. Executive Session Minutes: 10/02/2019 — Exhibit

I MOVE THAT THE HAMILTON WENHAM REGIONAL SCHOOL COMMITTEE ACCEPT THE CONSENT AGENDA AS STATED; THERE CAN BE NO CHANGES.

MOTION by Stacey Metternick; SECONDED by Gene Lee.
Unanimously approved by 5 members present.

11) Other

A. Topics for future meetings

Next School Committee meeting: Wednesday, 11/20/2019.

- Dorothy Presser (tentatively scheduled for 6:30pm) to train on formative assessment process for Superintendent evaluation;
- Leadership Team workshop;
- Address e-mail from Marty Cook regarding football field;
- Discussion regarding consideration of alternative audit firms.

12) Vote to Adjourn

I MOVE THAT THE HAMILTON WENHAM REGIONAL SCHOOL COMMITTEE ADJOURN AT 10:16 PM.

MOTION by Stacey Metternick; SECONDED by Gene Lee.
Unanimously approved by 5 members present.

Respectfully submitted November 14, 2019 by Mahala Lettvin, Recording Secretary.

The Hamilton Wenham Regional School District
School Committee Meeting
Buker Elementary School Multi-Purpose Room
Wednesday, November 20, 2019 7:00 PM

Present:

Gene Lee
Michelle Horgan
Michelle Bailey, Vice Chairperson
David Polito, Chairperson
Stacey Metternick, Secretary
Peter Wolczik

Also Present:

Julie Kukenberger, Interim Superintendent
Vincent Leone, Assistant Superintendent to Finance & Administration
Mahala Lettvin, Recording Secretary
Thomas Kaine, Student Government Representative

1) Call to Order 7:00 PM

David Polito calls the meeting to order at 7:09 pm.

2) Pledge of Allegiance

All in attendance rise for the Pledge of Allegiance.

3) Citizens' Comments

None.

4) New Business

a. DECA Students Update

DECA students update the School Committee on DECA activities, community involvement, goal progress, events planning, and the schedule of events this year.

- *DECA State Career Development Conference*

I MOVE THAT THE HAMILTON WENHAM REGIONAL SCHOOL COMMITTEE APPROVE THE OVERNIGHT FIELD TRIP TO THE DECA STATE CAREER DEVELOPMENT CONFERENCE IN BOSTON, MASSACHUSETTS, FROM 02/27/20 - 02/29/20.

MOTION by Stacey Metternick; SECONDED by Michelle Horgan.
Unanimously approved by 5 members present (Gene Lee absent).

- *DECA ICDC International Career Development Conference*

I MOVE THAT THE HAMILTON WENHAM REGIONAL SCHOOL COMMITTEE APPROVE THE OUT-OF-STATE DECA FIELD TRIP TO THE ICDC, INTERNATIONAL CAREER DEVELOPMENT CONFERENCE IN NASHVILLE, TENNESSEE, FROM 04/29/20 - 05/04/20.

MOTION by Stacey Metternick; SECONDED by Michelle Horgan.
Unanimously approved by 5 members present (Gene Lee absent).

5) Superintendent's Report

A. Strategic Blueprint - *What is Learning?* Facilitated by the *HWRSD Leadership Team*

Dr. Kukenberger introduces tonight's workshop, the second of a three part workshop designed to help inform the School Committee and larger community about the District's Strategic Blueprint. Dr. Kukenberger turns introduction over to Jennifer Clifford, Cutler School Principal, and Mary Adamik, Cutler Grade 2 Teacher.

Tonight's workshop will encourage thinking about the future of the community, education, students, and families.

- Review of workshop #1 - exploration of the *future of education,* as well as strategies aligning to the changing economy;
- Tonight's workshop focuses on *defining education/learning*. Finding a common definition is crucial in order to establish a set of core beliefs and a shared language;
- Small groups comprised of School Committee members, teachers, students, and members of the District leadership team will discuss beliefs about learning. The agenda follows:
    - Small discussion groups;
    - Activities (2) centered around defining learning;
    - Discuss connections between Workshop #1 - the future we want to create - and Workshop #2 - defining education;

Workshop attendees consider the following:

- *How do you learn?*
    - Think about one or two of your most memorable learning experiences...
        - Why do you remember it?
        - Did you learn this yourself, or did someone teach you?
        - What was the type of experience?
        - What was the environment?
    - What are the key characteristics that defined an important learning experience?
        - What does deep and powerful learning look like?
        - What conditions need to be present?

During small group discussion, group facilitators enter common themes and topics on bit.ly/hwsc1120.

- *Identifying beliefs:*
    - Participants consider what "*learning is...*" and "*learning is not...*" creating Post-Its;
    - Post-Its are assembled on labeled poster boards: who, what, where, when, why & how;
    - Small groups disperse to one of the posters to explore the ideas and then writing a statement or two to consolidate those ideas. Statements are then shared:

Who: Learning is for people of all ages but it is not the same for everyone. Learning is enhanced with others.
What: Learning is an engaging and sometimes fun inquiry-based process connected to the real world resulting in a deep and authentic understanding that you can apply to new situations (and can remember the next day!).
Where: Learning happens everywhere, not just at school!
When: Learning is lifelong and happens at any time and any place. Learning is unpredictable and spontaneous and always evolving.
Why: We learn because pursuing our interests and passions is satisfying and we can creatively apply new knowledge and skills while problem solving and developing ourselves.
How: Learning is a personal, fun, engaging, and creative process that is challenging but supported.

Jen Clifford, Cutler School Principal, provides a wrap up of Workshop #2, reviewing learning environments and commonly held beliefs and values surrounding learning/education.

B. MASC/MASS Joint Conference

6) New Business, Continued

A. Award of Academic Excellence from Massachusetts Association of School Superintendent to Ava Halstead

Dr. Kukenberger asked Mr. Tracy to think about a student who exemplified all around learning and leadership. Ava Halstead was awarded this Academic Excellence from the Massachusetts Association of School Superintendents.

Ava Halstead, present this evening, extends her gratitude for receiving such an honor. Ava mentions her peers who are supportive and as hard working, as well as the supportive and engaging community of Hamilton-Wenham - instrumental to her success.

B. EdFund Grant Project Donation

I MOVE THAT THE HAMILTON WENHAM REGIONAL SCHOOL COMMITTEE ACCEPT THE GRANT PROJECT DONATION FROM HAMILTON-WENHAM EDFUND FOR THE SUPREMA REALSCAN G-10 LIVE SCAN.

MOTION by Stacey Metternick; SECONDED by Michelle Horgan.
Unanimously approved by 6 members present.

Thank you EdFund for the continued support of Hamilton-Wenham schools, and to the teachers who are creative and passionate in developing projects like these!

C. Superintendent Search Firm Approval

Michelle Bailey reports that she and Vincent Leone met with both the National School Development Council (NSDC) and the Massachusetts Association of School Committees (MASC) and mutually determined that MASC would best fit the district's needs for a Superintendent Search Firm. Ms. Bailey requests that the School Committee approve the $10,500.00.

David Polito thanks Michelle Bailey and Vincent Leone for their work on this matter.

I MOVE THAT THE HAMILTON WENHAM REGIONAL SCHOOL COMMITTEE ACCEPT THE RECOMMENDATION TO APPOINTS MASC TO CONDUCT THE DISTRICT'S SEARCH FOR PERMANENT SUPERINTENDENT AND TO ALLOCATE $10,500.00 FOR THIS PURPOSE.

MOTION by Stacey Metternick; SECONDED by Michelle Horgan.
Unanimously approved by 5 members present.

Michelle Bailey notes that the School Committee will need to allocate about an hour at the next meeting to allow Dorothy Presser time to provide and review a packet to the School Committee. School Committee members are tasked with determining the set up of the district profile and how the search will proceed. School Committee agrees to a 6:30pm start time at the next meeting to allow for discussion before Dorothy Presser arrives.

D. Girls Basketball Boosters Donation for funding a half- time assistant coach & request for approval for advertising Team Sponsors

Craig Genualdo, Athletic Director, refers to the sample brochure/advertisement, and explains that funds raised are directed to the assistant coach (receives a reasonable stipend), banquet, etc.

I MOVE THAT THE HAMILTON WENHAM REGIONAL SCHOOL COMMITTEE ACCEPT THE DONATION FROM THE GIRLS BASKETBALL BOOSTERS' IN THE AMOUNT OF $1,400.00 FOR THE PURPOSES OF FUNDING A HALF-TIME ASSISTANT COACH.

MOTION by Stacey Metternick; SECONDED by Michelle Horgan.
Unanimously approved by 6 members present.

I MOVE THAT THE HAMILTON WENHAM REGIONAL SCHOOL COMMITTEE APPROVE THE ADVERTISING FOR TEAM SPONSORS FOR THE GIRLS BASKETBALL BOOSTER REQUEST.

MOTION by Stacey Metternick; SECONDED by Michelle Horgan.

Unanimously approved by 6 members present.

E. Boy's Ice Hockey Program Fundraiser

I MOVE THAT THE HAMILTON WENHAM REGIONAL SCHOOL COMMITTEE ACCEPT THE BOYS ICE HOCKEY PROGRAM FUNDRAISER.

MOTION by Stacey Metternick; SECONDED by Michelle Horgan.
Michelle Bailey requests that a copy of the program is provided to the School Committee upon completion, with Mr. Genualdo agreeing to do so. David Polito takes a moment to extend gratitude to the generous donors, who often appear more than once on the list of donors.
Unanimously approved by 5 members present.

7) Chair's Report

Brief discussion regarding application process for open School Committee seat as well as anticipated involvement from the Hamilton Selectmen.

8) Committee Reports

A. Student Representative

Dr. Kukenberger reports that Student Representative, Thomas Kaine needs to leave meetings by 9:00pm. Dr. Kukenberger and Mr. Tracey have spoken with Thomas about his vision for the student report, which is forthcoming.

B. Capital/Financial Planning Committee

Gene Lee reports that the Capital/Financial Planning Committee met last night, 11/19/2019,which included discussion regarding the MOU, Turf project, TURF committee, and a report from Athletic Director Craig Genualdo surrounding the field conditions and economic impacts associated with moving practices/competitions.The subcommittee also discussed prioritization of the larger capital project lists alongside Thomas Geary, *Director of Maintenance, Facilities, and Operations*. Next Capital/Financial Subcommittee meeting is scheduled for 12/11/2019 and will include an update from Mr. Geary on the capital list prioritization.

Discussion regarding the capital budget, with Dr. Kukenberger stating that she and Mr. Leone will present more details in presentations to the School Committee during the 12/18/2019 meeting.

Brief discussion regarding involvement from the Hamilton Capital Committee, and communication strategy moving forward.

Stacey Metternick states that she has been keeping the Wenham FINCOM and BOS updated about their meetings.

Dr. Kukenberger states that following approval of the tentative budget, another joint meeting will be scheduled.

C. Policy Subcommittee

Michelle Bailey reports that the Policy Subcommittee has completed 2 sections of policy review. Next sections to be approved include C, E, and F.

9) Consent Agenda

A. Warrants

- Voucher No. 2834
- Voucher No. 2835
- Voucher No. 2833
- Voucher No. 2831
- Voucher No. 2832

- Voucher No. 1022
- Voucher No. 1023
- Voucher No. 10

B. Vote to approve prior meeting minutes:
- October 16, 2019
- November 6, 2019

Michelle Bailey requests to pull 11/06/2019 minutes.

I MOVE THAT THE HAMILTON WENHAM REGIONAL SCHOOL COMMITTEE ACCEPT THE CONSENT AGENDA AS STATED, EXCLUDING THE MINUTES FROM NOVEMBER 6, 2019; THERE CAN BE NO CHANGES.

MOTION by Stacey Metternick; SECONDED by Michelle Horgan.
Discussion: Michelle Bailey invites David Polito to alter minutes to reflect his understanding of Dorothy Presser's scheduled visit at 6:30pm on 11/20/2019. There is prolonged discussion surrounding the language in minutes, and Committee members' understandings of the issue.

Stacey Metternick notes two topics unaddressed: (1) Marty Cook email; and (2) alternative audit firms, that should be addressed at future meetings (listed in "Topics for Next Meeting" section of the minutes to be approved).

Discussion regarding audit firms and email from Marty Cook. Discussion regarding responsibilities of School Committee members and responsibilities of management/leadership team, with Gene Lee clarifying that Craig Genualdo handled the concerns outlined in Mr. Cook's email. The School Committee will now need to confirm that follow up has happened. Dr. Kukenberger will write a response and send it to Mr. Cook.
Unanimously approved by 6 members present.

I MOVE THAT THE HAMILTON WENHAM REGIONAL SCHOOL COMMITTEE ACCEPT THE MINUTES FROM NOVEMBER 6, 2019 AS IS; THERE CAN BE NO CHANGES.

MOTION by Stacey Metternick; SECONDED by Michelle Horgan.
Unanimously approved by 6 members present.

I MOVE THAT THE HAMILTON WENHAM REGIONAL SCHOOL COMMITTEE APPROVE VINCENT LEONE, ASSISTANT SUPERINTENDENT TO FINANCE & ADMINISTRATION, TO SEEK QUOTES FOR AUDIT FIRMS.

MOTION by Stacey Metternick; SECONDED by Michelle Horgan.
Unanimously approved by 6 members present.

10) Other

A. Topics for future meetings:

Next School Committee meeting: Wednesday, 12/04/2019.
- The next meeting will begin at 6:30pm;
- Dorothy Presser attends to discuss search process;
- Negotiations Subcommittee - difficulties with 2 member subcommittee and filling the seat on the School Committee;
- Wellness Fair report;
- Mr. Tracy presentation on course catalogue advertisements and course offerings. Dr. Kukenberger states she has this data and will compile it to share with the School Committee;
- Enrollment update and class analysis.

11) Vote to Adjourn

I MOVE THAT THE HAMILTON WENHAM REGIONAL SCHOOL COMMITTEE ADJOURN AT 9:25 PM.

MOTION by Stacey Metternick; SECONDED by Michelle Horgan.
Unanimously approved by 6 members present.

Respectfully submitted January 14, 2019 by Mahala Lettvin, Recording Secretary.