



HAMILTON-WENHAM REGIONAL SCHOOL DISTRICT

SCHOOL COMMITTEE MEETING AMENDED

Buker Elementary School
Multi-Purpose Room

Wednesday, November 2, 2016

7:00 PM

1. Call to Order 7:00
2. Pledge of Allegiance
3. Citizens' Comments 7:05
4. Chair's Report 7:15
5. Superintendent's Report 7:30
6. Consent Agenda 7:45
 - a. ~~Minutes from October 20, 2016~~ Exhibit A
 - b. Field Trip Request to Pinkerton Academy Exhibit B
7. New Business 8:00
 - a. Presentation of School Improvement Plans Exhibit C
 - b. Presentation of Superintendent's Goals for 2016-17 Exhibit D
 - c. YTD Financial Report Exhibit E
 - d. SC Budget Goals Exhibit F
 - e. Audit Engagement Letter Exhibit G
 - f. Policy
 - a. School Committee By-Laws (1st Read) Exhibit H
 - b. Concussion Policy (2nd Read) Exhibit I
 - c. Cash and Investment Policy (2nd Read) Exhibit J
 - g. Grant from the HW Cultural Council for \$750 Exhibit K
8. Other 9:15
 - a. Topics for next meeting
9. Vote to Adjourn 9:30

Secretary: Michelle Bailey, HWRSC

dmb

Knowledge • Responsibility • Respect • Excellence

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 HIGH SCHOOL

775 BAY ROAD

HAMILTON, MA 01982

P: (978) 468-0400 F: (978) 468-0241

ERIC TRACY, PRINCIPAL

BRYAN MENEGONI, ASSISTANT PRINCIPAL

KRISTEN LAZZARO, GUIDANCE DIRECTOR

CRAIG GENUALDO, ATHLETIC DIRECTOR

OUT OF STATE FIELD TRIP REQUEST

To: Dr. Michael Harvey, Superintendent

From: Bryan Menegoni 

Date: October 21, 2017

Re: Field Trip Approval

We wish to have your approval to take 20 students to Pinkerton Academy in Derry, NH on December 9, 2016 for a conference about school climate and culture.

The students chosen to attend are those whom we feel are best suited to bring back what they've learned and be a role model to others to help to enhance the culture of our school. I have attached the flyer with information regarding on this leadership workshop.

There is no cost to to student to attend this workshop. The cost for transportation will be borned by the high school. Students will be asked to bring \$10 to purchase their own lunch.

Transportation to this event will be from the Salter Transportation Company. We will leave the high school at 7:00 am and return to the high school by 2:00 pm.

Myself and Dr. Kristen Lazzaro will be chaperoning this field trip.

For safety reasons I will provide Dr. Lazzaro with my cell phone number, I will have her cell phone number and will be sure Mr. Tracy and the front office know how to get in touch with us. I will have our nurse review the list of students we plan to take on the field trip to be sure we have any necessary information should any student have a medical issue we may need to watch out for.

I will review the Discipline of Students & Field Trips with the students who will be chosen for this field trip.

All supporting documentation is attached.

HWRHS Field Trip Procedures:

Teachers planning field trips must speak with the principal and obtain permission before making any arrangements. The following steps must be followed in finalizing arrangements for a school field trip.

1. Discuss plans with the Curriculum Coordinator of your Department, obtain verbal permission.
2. Discuss plans with the Principal and obtain verbal permission, complete the Field Trip Request form and return it to the Principal
3. Principal's Secretary will get quotes from the bus company and let you know the cost of the bus(es). ***Please do not call the bus company***
4. Email all staff to let them know about your field trip. Give teachers information including date and time and student names
5. At least two weeks before your field trip, collect money, submit paperwork necessary to the Principal's Secretary for deposit and she will then be able to cut a check to pay for necessary field trip expenses
6. Take your list of students to the nurses office to obtain the emergency card information on each student.
7. 2-3 days before your field trip, email staff the names of the students going on the trip once again.
8. On the day of the field trip, take attendance using your email list, make any changes based on student absences and return the list to the Assistant Principal's Secretary. Please be sure she has your cell phone number in case of an emergency.

No field trips may be scheduled during the last week of the 1st and the 3rd marking period and two weeks prior to the end of a semester. See Appendix G for more information on field trip approval procedures.

D. APPROVAL DOCUMENTATION – Domestic and International

Approval for all trips must be received prior to making any financial contractual arrangements. All field trips must be approved in writing by the appropriate authority as specified in this policy. The initial documentation to request a field trip must include:

- ☐ 1. Proposed dates and Itinerary.
- ☐ 2. Description of the process that will be used to determine student eligibility.
- ☐ 3. Estimated number of students expected and percentage of eligible students participating.
- ☐ 4. Cost per student (if applicable).
- ☐ 5. Mode of transportation and schedule.
- ☐ 6. Ratio of chaperones/teachers to students
(Recommended ratio – HS 1:10; MS 1:10 min.; Elementary 1:10 min.; International 1:6)
- ☐ 7. Description of arrangements for meals and lodging (if applicable). Accommodations will include enough rooms so that no chaperones are rooming with students.
- ☐ 8. Description of security features for transportation and accommodations.
- ☐ 9. Means of financing.
- ☐ 10. Draft copy of any contract and refund policies associated with the trip.
- ☐ 11. Draft copy of the letters to be sent to parents and guardians referencing the specifics of the trip including all of the above and any rules specific to the trip which are in addition to the HWRSD student conduct policies, student handbook rules or regulations, and the MA Interscholastic Athletic Association (MIAA) rules and regulations. For international
- ☐ 12. Discipline of Students & Field Trips (F) Section must be included in all field trips.

Hamilton-Wenham Regional School District

FIELD TRIP REQUEST

School: HW2HS Date Submitted: 10/24/16
 Faculty Sponsor: BRYAN MENSELOW, KRISTEN LAZZARO Position: Assistant Principal

I. Trip Information:

Check (✓) one:
☒ Day Academic Field Trip - ☐ In-state ☒ Out-of-state Destination: Pinkerton Academy, NH
☐ Day Extracurricular Trip - ☐ In-state ☐ Out-of-state ☐ International Destination: _____
☐ Athletics - Sport: _____
☐ Overnight Trip - In-state - ☐ Academic ☐ Extracurricular - Destination: _____
☐ Out-of-State/Domestic Day Trip - ☐ Academic ☐ Extracurricular - Destination: _____
☐ Out-of-State/Domestic Overnight Trip - ☐ Academic ☐ Extracurricular - Destination: _____
☐ International Trip (extracurricular only) - Destination: _____

Departure Date: 12/09/16 Time: 7:00 AM Return Date: 12/09/16 Time: 2:00 pm
 Number of Students Eligible: 20 Class/Group: All Grades - Student Leaders
 Faculty Sponsor: BRYAN MENSELOW, KRISTEN LAZZARO
 Other Faculty/Staff chaperones: NONE
 Other chaperones: NONE
 Mode of Transportation: Bus Number: 1
 Airlines/Flight/Ground Transportation: SALTEN

II. Estimated Expenses

1. Transportation Cost: <u>\$465</u>	6. Financial Assistance Available? Yes ☒ No
2. Admission Charges: <u>Free</u>	7. Other Sources of Funding? Yes ☒ No
3. Lodging & meals cost: <u>Students bring \$10 for lunch</u>	8. Amount Available: \$ <u>N/A</u>
4. Other (specify): <u>N/A</u>	9. Are Student Activity Funds being used? Yes ☒ No
5. Total student cost: <u>\$10 for lunch</u>	10. If yes, amount bring used: \$ <u>N/A</u>

III. Attachments

1. Copy of Parent Letter with meeting date: ☒	5. Travel Costs & Refund Policy: ☒
2. Itinerary: ☒	6. Travel Insurance Policy (if applicable): <u>N/A</u> Cost:
3. Security features for transportation & accommodations: ☒	7. Pre and Post Trip Activities: <u>N/A</u>
4. Arrangements for meals and lodging: ☒	8. Other Descriptive Information: <u>N/A</u>

IV. Approvals

Department Chairperson or Field Trip Requestor: [Signature] Date: 10/24/16
I have read the School Committee Policy H8015 on School Sponsored Field Trips and meet all policy requirements

Principal: [Signature] Date: 10/24/16
I have read the School Committee Policy H8015 on School Sponsored Field Trips and find they meet all requirements

Note: Overnight and Domestic (out-of-state) and international trips require approvals from the Superintendent and Hamilton-Wenham Regional School Committee.

Superintendent: _____ Date: _____

HWRSD Committee Action: Vote - Yes _____ No _____ Abstain _____ Date: _____

Please be sure all the information listed is included with your Field Trip Request for the Approval of the Superintendent & School Committee any incomplete requests will be returned. Refer to our website Policies "School-Sponsored Field Trips" H8015 for the complete policy; this is an excerpt from that policy.

APPROVAL DOCUMENTATION – Domestic and International

Approval for all trips must be received prior to making any financial contractual arrangements. All field trips must be approved in writing by the appropriate authority as specified in this policy. The initial documentation to request a field trip must include:

1. Proposed dates and itinerary.
 2. Description of the process that will be used to determine student eligibility.
 3. Estimated number of students expected and percentage of eligible students participating.
 4. Cost per student (if applicable).
 5. Mode of transportation and schedule.
 6. Ratio of chaperones/teachers to students
(Recommended ratio – HS 1:10; MS 1:10 min.; Elementary 1:10 min.; International 1:6)
 7. Description of arrangements for meals and lodging (if applicable). Accommodations will include enough rooms so that no chaperones are rooming with students.
 8. Description of security features for transportation and accommodations.
 9. Means of financing.
 10. Draft copy of any contract and refund policies associated with the trip.
 11. Draft copy of the letters to be sent to parents and guardians referencing the specifics of the trip including all of the above and any rules specific to the trip which are in addition to the HWRSD student conduct policies, student handbook rules or regulations, and the MA Interscholastic Athletic Association (MIAA) rules and regulations. For International field trips, the sponsoring faculty member will provide parents a copy of the State Department travel advisory and Homeland Security Alert Status for all countries to be visited.
 12. In the case of academic field trips, there must be a description of the educational alternative and mapping of that alternative for students not attending the trip, if applicable.
 13. Satisfactory Criminal Offender Record Information (CORI) check of all chaperones is required and must be on file in the Superintendent's Office.
 14. International trips must include a printout of the State Department Travel Advisory and Homeland Security Alert Status for all countries to be visited.
- Additional information may be requested from the appropriate authority prior to making a decision.
- Should external circumstances change after the initial trip approval detailed modifications to the relevant approval documentation (see above) will be required.

DISCIPLINE OF STUDENTS AND FIELD TRIPS – Domestic and International (this must be included on your permission slips for parents/guardians.

1. All Hamilton-Wenham Policies on Student Behavior, Student Handbook rules and regulations, MA Interscholastic Athletic Association (MIAA) rules and regulations, student conduct will apply and be in effect at all times for academic and extracurricular field trips.
2. If a student violates any Hamilton-Wenham student conduct policies, student handbook rules or regulations, MA Interscholastic Athletic Association (MIAA) rules and regulations, trip rules as specified, or otherwise misbehaves while on a field trip, the student will be immediately suspended from the field trip and sent back to school or home, as appropriate, by the faculty sponsor at the parent's/guardian's expense. In addition to being sent home, the individual will be subject to the consequences for the action/infracton upon his/her return to school as defined by the aforementioned student conduct policies, student handbook rules and regulations, and MA Interscholastic Athletic Association (MIAA) rules and regulations.
3. Hamilton-Wenham Policies on Student Behavior, Student Handbook rules and regulations, MA Interscholastic Athletic Association (MIAA) rules and regulations, and trip rules regarding student conduct will be given to chaperones. Chaperones shall agree to implement and enforce them; failure to do so will result in not being able to chaperone future school sponsored trips.

Jostens
RENAISSANCE
EDUCATION

**WHEN STUDENTS LEAD, CULTURE FOLLOWS.
LET'S START A REVOLUTION OF GREATNESS.**



**Friday, December 9th
8:30 AM - 12:00 PM
Pinkerton Academy Auditorium
5 Pinkerton Street
Derry, NH 03038**

Limited to 20 students per school

REGISTER

**RENEWING SCHOOL CLIMATE AND
CULTURE FOR THE 21ST CENTURY**

For 25 years, Jostens Renaissance® Education has inspired students and educators with proven ideas to renew their school climate and culture.

"Progressive and aggressive, the tour has an energy that demonstrates both a passion for — and a commitment to — positively impacting the climate of schools and their larger communities."

Principal Attendee from the 2015 tour

**A HALF-DAY EVENT TO CHANGE THE
CULTURE IN YOUR SCHOOL**

Student leaders and advisers are invited to participate in a pep-rally style, multi-school event featuring renowned youth speaker Mike Smith. Join us for inspiration from Mike and get proven ideas submitted by Renaissance educators and students across North America that can help make a positive change in the climate and culture of your school.

The day's events are provided at no charge by your local Jostens representatives. Space is very limited, so register today by simply entering the number of educators and students that will be attending.

REGISTER AT: JOSTENSRENAISSANCE.COM/TOUR



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775 BAY ROAD

HAMILTON, MA 01982

P: (978) 468-0400 F: (978) 468-0241

ERIC TRACY, PRINCIPAL

BRYAN MENEGONI, ASSISTANT PRINCIPAL

KRISTEN LAZZARO, GUIDANCE DIRECTOR

CRAIG GENUALDO, ATHLETIC DIRECTOR

<<DATE - upon approval>>

Dear Parent/Guardian,

Your student has been invited to attend a conference on leadership and school climate and culture on Friday December 9th at Pinkerton Academy in Derry, NH. We will depart from the high school at 7:00am and return at approximately 2:00pm. There is no cost for the field trip. Students should bring money to pay for lunch on the trip home.

Please complete the attached form if your student will attend and have your student return the form to me directly. Feel free to contact me if you have any questions.

Sincerely,

Bryan Menegoni



HAMILTON-WENHAM REGIONAL SCHOOL DISTRICT

Field Trip Consent & Release Form

I. Consent to Participate in Voluntary Field Trip

I, the undersigned _____ parent/legal guardian of _____ (student), a minor do hereby consent to my child's participation in a voluntary Field trip sponsored by the Hamilton-Wenham Regional School District. I am aware that my child will be traveling to

Pinkerton Academy Derry, NH on 12/9/16 at 7 AM to 2 PM
(Location) (Dates) (Times)

The mode of transportation for this field trip will be: Bus - Depart 7 AM, Return 2 PM (Please List)

My child has my permission to participate in this voluntary field trip.

I agree to release and hold harmless the Hamilton-Wenham Regional School District, the members of the School Committee and its officers, agents, and employees (herein referred to as "District") from any and all liability for personal injuries to my son/daughter or other damage to personal or property that might result in any way from his/her voluntary participation in the activity and fully release the "District" and its employees from any liability in connection with those decisions.

II. Emergency Treatment & Medication Consent

I, _____ parent/legal guardian, give permission to the
(Please Print)

Hamilton-Wenham Regional School District staff or chaperones to act on my behalf for _____
(Student's Name Print)

in the event of a medical emergency.

Are there any changes, or new information needed to the Emergency Contact Form that the School District has on file? Yes _____ No _____

If Yes (new information) _____

Will medication be required during the field trip? Yes _____ No _____

Please Describe Below:

As per the Hamilton-Wenham Regional School District Policy on Medications (H8010), students may not carry any medication (prescription and non-prescription) on a field trip. If medication is necessary, school personnel must carry the medication and dispense it to the student. Written instruction signed by the student's physician must be on file with the school. These instructions must include the diagnosis, name of medication, dosage, and time of administration. Medication must be in the original labeled container.

Knowledge • Responsibility • Respect • Excellence

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Updated 10.10.14



HAMILTON-WENHAM REGIONAL SCHOOL DISTRICT

III. Consent & Release

I further affirm that I have read this Consent & Release Form and that I understand the contents of the form. I understand that my child's participation on this trip is voluntary and that my child and I are free to choose not to participate in said field trip. By signing this form, I grant permission for school personnel to administer medication to my child as prescribed by his/her physician. I also affirm that I have decided to allow my child to participate in the voluntary school-sponsored field trip with full knowledge and acceptance of the provisions of this consent and release form. In signing this form I fully release the Hamilton-Wenham Regional School District Committee and its officers, agents, and employees (hereafter referred to as "District") from any liability in connections with those decisions and provisions:

1. That the Hamilton-Wenham Regional School District Policy on Medications will apply to a student who needs to be administered medication while on a field trip.
2. That Hamilton-Wenham Regional School District policies on student behavior and Student Handbook Rules & Regulations apply to all PK-12 field trips.
3. That the School Committee reserves the right to cancel a trip up to the departure date or to recall a trip in progress due to safety concerns or any other reason deemed appropriate by the School Committee
4. That a parent/guardian may lose any and/or all of the funds he/she/they have expended for the voluntary trip.
5. The District shall be forever held harmless for remuneration of any and/or all costs associated with this voluntary trip; and
6. The District will not be liable to anyone for personal injuries, property damage, or financial loss my child or I may suffer in voluntary Hamilton-Wenham Regional School District field trip programs.

Parent/Legal Guardian Signature

Printed Name

Date

Parent/Legal Guardian of (Student's Name)

Knowledge



Responsibility



Respect



Excellence

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.

Updated 10.10.14

EXHIBIT C

Hamilton-Wenham Regional School District
Buker, Cutler and Winthrop Schools

School Improvement Goals

2016-17

Goal

During the 2016-2017 school year, elementary teachers will work collaboratively in district grade level teams, in order to develop a high quality curriculum aligned to newly adopted transfer goals and content-area standards.

- Strengthening collaborative practices across all three schools by prioritizing district-wide grade level weekly meetings and using protocols and/or norms to grow our capacity for effective curriculum development and reflection.
- Develop cadre of grade level math leaders to review feedback from colleagues and plan for each set of grade level meetings.

- Apply the *Understanding by Design* model to a specific math unit at each grade level to be taught by February 2017 and reviewed by April 2017.
- Utilize the grade level collaborative groups to unpack the newly adopted 2016 MA Science and Technology/Engineering Curriculum Framework during weekly meetings in the spring of 2017.

Goal

All students will demonstrate growth, meeting or exceeding the grade level expectations in language arts and math. We will measure progress towards this growth using the following assessments: Phonological Awareness Literacy Screening, Fountas and Pinnell Benchmarks, and i-Ready.

- Administer beginning and end of year common assessments in ELA and math in grades K-5.
- Administer progress monitoring assessments as needed for targeted students not yet meeting the grade level expectation.
- Grade level data meetings held at least three times yearly to monitor student progress and plan for instructional intervention.
- Ongoing professional development in the writer's workshop model for all grade levels, including identifying shared resources and materials for each grade level.
- Foundations baseline training for all staff in grades K-3, with follow up to ensure consistency in implementation and ongoing planning.

Hamilton-Wenham Regional School District

Miles River Middle School

School Improvement Goals

2016-17

Goal

Develop and expand programming to provide increased social and emotional support to Miles River students in keeping with our middle school model.

Actions

- Expansion of Advisory class lessons tailored to each grade level
- Development of Safe Spaces at MRMS
- Expanded use of REACH (Respect, Empathy, Accountability, Community, Honesty) within school culture
- Explore options to expand extracurricular activities to include student created options.

Goal

Develop and expand programming and opportunities for technology and engineering at the middle school.

Actions

- Begin physical transformation of MRMS library computer lab into a makerspace
- integration of makerspace into middle school curriculum
- Public events (STEM Night/Science Fair)
- Exploration of other models of integrating engineering into the middle school curriculum

Goal

Support the continued implementation of the MRMS middle school model.

Actions

- Continue bi-weekly Building Leadership Team meetings
- Continued support and development of teaching teams
- Continued evaluation of schedules from other schools/districts
- Schedule adjustments as needed

Goal

Continue to explore, communicate, and implement the shifts in curriculum, instruction, assessment, and school programs and facilities necessary to prepare MRMS students to be “future ready” .

Actions

- Implement the 16-17 staff development plan at the middle school level to identify shifts in curriculum, instruction, and assessment implied by transfer goals and content standards
- Develop a shared mental model; UbD unit design skills; and capacity to operate in professional learning communities among MRMS staff
- Build on curriculum development process work begun in 15-16 through the development of model units based on the UbD process at each grade/subject level.
- Develop recommendations to the Superintendent to be incorporated into the HWRSD 5-year Capital Improvement Plan.
- Coordinate with HWRSD efforts on a design study for the renovation for the MS/HS library complex to address the needs and learning styles of 21st century learners.

Hamilton-Wenham Regional School District

Hamilton Wenham Regional High School

School Improvement Goals

2016-17

Goal 1

Educators will design and implement one UbD-based unit that is fully aligned with the transfer goals and has at least two formative assessments and one summative assessment

Actions

- Work with departmental based PLCs to identify shifts needed in instruction and assessment (Wednesdays, District PD Day in November)
- Design units with assessments
- Implement unit and assess student learning
- Make curricular and instructional adjustments based on student learning data

Goal 2

Counseling staff will identify the social and emotional needs of the student population and develop a plan to implement interventions and learning forums

Actions

- Collect and analyze student learning data
- Collect and analyze student social, emotional, and behavioral data
- Design and implement interventions to support struggling students
- Begin the design of a guidance curriculum (see Goal #1)

Goal

Continue the integration of the iPad as a learning tool for organization, collaboration, and creation while developing more student-driven opportunities

Actions

- Continue professional development both internally and externally
- Leverage the design of curriculum to increase meaningful technology integration

Goal

Educators will design and implement two EdCamp training opportunities for all faculty and staff.

Actions

- Identify HS and MS teachers who are willing to present (approx 15)
- Organize time slots/presentations
- Develop online sign up/ticketing
- Develop follow-up surveys

Goal

Develop a more robust and responsive 9th grade transition program

Actions

- Summer 2016 - team of educators developed a three day orientation program
- Monitor student performance through 2016-2017
- Utilize parents, mentors, staff, and external resources to provide support to entire 9th grade
- Collaborate with MRMS to develop readiness indicators
- Investigate models for 9th grade teaming

DRAFT Superintendent's Goals, 2016-2017

Goal #1: Student Learning Goal

Explore, communicate, and implement the shifts in curriculum, instruction, and assessment necessary in order to meet the District's Mission of preparing our students to be "Future Ready."

Key Actions

- a. Implement the 2016-2017 Staff Development plan designed to:
 - i. Identify the shifts to curriculum, assessment, and instruction that are implied by the transfer goals and content-area standards in all academic and social-emotional disciplines;
 - ii. Develop a shared mental model of what quality curriculum, assessment, and instruction look like when aligned to the transfer goals and content-area standards;
 - iii. Develop the staff's unit design skills using the Understanding by Design approach,
 - iv. Develop the staff's capacity to operate in professional learning communities.
- b. Build on the Curriculum Development Process work begun in 2015-2016 through the development of model units based on the Understanding by Design Process in Mathematics in Grades K-5 and each grade/subject level in Grades 6-12.
- c. Continue to communicate the need for improvements to curriculum, assessment and instruction to stakeholders.

Evaluation Standards

Standard I, A-C

Standard II, B

Standard III, C

Indicators of Success

- a. District Professional Development Plan
- b. Schedule of Wednesday Professional Development Afternoons
- c. Agenda for November and March Professional Development Days
- d. One Mathematics Curriculum Unit aligned to Massachusetts Standards and using UbD Process per grades K-5.
- e. One subject area curriculum unit aligned to Massachusetts Standards and using UbD Process per course in grades 9-12.
- f. Communications documents to relevant stakeholders

Goal #2: District Improvement Goal

Develop plans to ensure the facilities of the HWRSD support the District's Mission and Strategic Blueprint.

Key Actions

- a. Develop recommendations to the School Committee around the prioritization and financing of the items on the HWRSD 5-Year Capital Improvement Plan.
- b. Complete a design study for the renovation of our school libraries to reflect the need for spaces in our District that connect learners with information and facilitate the construction of knowledge.
- c. Continue to communicate the need for improvements in HWRSD School Facilities to stakeholders.

Evaluation Standards

Standard II, A & E

Standard III, C

Indicators of Success

- a. Recommendations made around prioritization of 5-Year Capital Plan Items made during budget process.
- b. School Committee adopts a revised 5-Year Capital Plan.
- c. Design study and detailed cost estimates developed for MS/HS Library and Elementary School Libraries.
- d. Communications to involved stakeholders around 5-Year Capital Plan and library redesign projects.

Goal #3: Professional Practice Goal

Continue to develop the skills of the District Leadership and my own personal leadership skillset to move the District towards its goal of developing an integrated system of curriculum, instruction and assessment.

Key Actions

- a. Mentor the new Director of Curriculum, Assessment and Instruction as she conducts her entry into the District.
- b. In conjunction with the Director of Curriculum, Assessment and Instruction, plan Leadership Team Meetings that develop the capacity of the LT to implement the 2016-2017 Staff Development Plan.
- c. Use my school visits to support building leaders as they implement District Initiatives around staff development, curriculum, assessment and instruction.
- d. Seek opportunities to further develop my own skills in managing complex change.

Evaluation Standards

Standard IV, D

Indicators of Success

- a. Reflection of my work mentoring the Director of Curriculum, Assessment and Instruction.
- b. Agenda from Leadership Team Meetings.
- c. List of dates of school visits.
- d. Enrollment in appropriate professional development opportunities.



HAMILTON-WENHAM REGIONAL SCHOOL DISTRICT

FY17 Operating Expense Forecast As of October 26, 2016

For Presentation to the School Committee on November 2, 2016

Prepared by:

Jeffrey D. Sands, Assistant Superintendent for Finance & Administration

Vincent Leone, Director of Accounting & Payroll



FY16 Operating Expense Forecast (after Offsets) *Overview & Key Assumptions*

- **Salary Costs**
 - Incorporates Actual Costs through 10/26/16 plus all known encumbrances.
 - Includes forecasted values for all Costs not automatically encumbered through June 30, 2017 including; long term substitutes, daily substitutes, overtime, etc.
- **Operating Costs**
 - Incorporates Actual Costs through 10/26/16 plus all known encumbrances.
 - Includes forecasted values for all Costs not automatically encumbered through June 30, 2017 including; school discretionary spending; transportation, out-of-district tuition, maintenance, technology, etc.

With only 25% of the School Year complete, we are currently Forecasting to end the year \$16,000 or 0.055% favorable to Budget.

With the majority of the year still ahead of us, it is likely that the Forecast will change over the course of the next 8 months.



FY16 Operating Expense Forecast (after Offsets) Summary by DESE Budget Category

Summary by DESE Category	FY17	FY17	FY17
	Budget	YE Projection	Over/Under
Administration	\$ 1,180,023	\$ 1,180,023	\$ -
Capital, Operations, Maintenance	\$ 2,242,431	\$ 2,142,431	\$ 100,000
Guidance, Counseling, Testing	\$ 1,075,072	\$ 1,075,072	\$ -
Inst. Materials	\$ 857,654	\$ 857,654	\$ -
Instructional Leadership	\$ 2,888,743	\$ 2,888,743	\$ -
Insurance, Retirement, Other	\$ 3,752,986	\$ 3,620,986	\$ 132,000
Other Teaching Services	\$ 2,309,691	\$ 2,309,691	\$ -
Prof. Dev.	\$ 168,732	\$ 168,732	\$ -
Pupil Services	\$ 2,031,224	\$ 2,001,224	\$ 30,000
Teachers	\$ 11,148,860	\$ 11,084,860	\$ 64,000
Tuitions	\$ 1,494,617	\$ 1,804,617	\$ (310,000)
District Totals	\$ 29,150,032	\$ 29,134,032	\$ 16,000



HAMILTON-WENHAM REGIONAL SCHOOL DISTRICT

DRAFT - FY18 BUDGET CALENDAR

as of October 26, 2016

OCTOBER 24, 2016	DISTRIBUTION OF OCTOBER 2016 RESIDENT ENROLLMENT DATA TO TOWNS
NOVEMBER 4, 2016	DISTRIBUTION OF FY18 BUDGET CALENDAR
NOVEMBER 4, 2016	DISTRIBUTION OF FY18 BUDGET KICK-OFF MEMO TO HWRSD BUDGET HOLDERS
NOVEMBER 7, 2016	DISTRIBUTION OF BUDGET PLANNING TEMPLATES TO HWRSD BUDGET HOLDERS
NOVEMBER 17, 2016	FY18 BUDGET PLANNING MEETING #1 WITH TOWN FINANCE COMMITTEES
DECEMBER 15, 2016	FY17 BUDGET RECOMMENDATION TO SCHOOL COMMITTEE
JANUARY 5, 2017	SCHOOL COMMITTEE ADOPTS TENTATIVE FY18 BUDGET
JANUARY 6, 2017	HWRSD MAILES TENTATIVE FY18 BUDGET TO TOWNS
JANUARY 6, 2017	HWRSD ADVERTISES FY18 BUDGET PUBLIC HEARING
JANUARY 19, 2017	HWRSD CONDUCTS FY18 BUDGET PUBLIC HEARING
JANUARY XX, 2017	FY18 BUDGET PLANNING MEETING #2 WITH TOWN FINANCE COMMITTEES
FEBRUARY 2, 2017	SCHOOL COMMITTEE ADOPTS FY18 BUDGET
APRIL 1, 2017	ANNUAL TOWN MEETINGS

Link to the FY17 Budget Documents/Right click to open hyperlink

<http://hamilton.ccsct.com/page.cfm?p=2129#>



Hamilton-Wenham RSD, MA Historical Enrollment

School District: Hamilton-Wenham RSD, MA

12/10/2015

Historical Enrollment By Grade																			
Birth Year	Births	School Year	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	UNGR	K-12	PK-12
2000	133	2005-06	24	118	138	138	149	176	169	183	154	181	155	145	165	138	0	2009	2033
2001	146	2006-07	34	143	129	140	141	148	174	170	178	154	161	149	147	157	0	1991	2025
2002	156	2007-08	29	125	141	130	146	144	146	165	166	177	139	163	147	143	0	1932	1961
2003	149	2008-09	33	124	132	145	135	147	144	144	166	158	168	135	167	149	0	1914	1947
2004	127	2009-10	19	127	133	135	151	133	148	142	143	172	144	165	139	157	0	1889	1908
2005	142	2010-11	11	132	125	132	144	155	134	150	144	141	154	138	156	134	0	1839	1850
2006	123	2011-12	20	101	131	127	137	149	148	135	149	142	148	161	143	152	2	1825	1845
2007	133	2012-13	28	120	106	139	134	137	146	156	138	148	134	145	162	141	0	1806	1834
2008	114	2013-14	23	120	121	119	133	135	139	142	154	141	132	129	144	158	0	1767	1790
2009	119	2014-15	18	142	128	123	121	135	135	136	139	153	128	128	129	136	0	1733	1751
2010	112	2015-16	28	119	146	123	129	125	140	132	135	135	143	128	125	127	0	1707	1735

Historical Enrollment in Grade Combinations									
Year	PK-5	K-5	K-6	K-8	5-8	6-8	7-8	7-12	9-12
2005-06	912	888	1071	1406	687	518	335	938	603
2006-07	909	875	1045	1377	676	502	332	946	614
2007-08	861	832	997	1340	654	508	343	935	592
2008-09	860	827	971	1295	612	468	324	943	619
2009-10	846	827	969	1284	605	457	315	920	605
2010-11	833	822	972	1257	569	435	285	867	582
2011-12	813	793	928	1219	574	426	291	895	604
2012-13	810	782	938	1224	588	442	286	868	582
2013-14	790	767	909	1204	576	437	295	858	563
2014-15	802	784	920	1212	563	428	292	813	521
2015-16	810	782	914	1184	542	402	270	793	523

Historical Percentage Changes			
Year	K-12	Diff.	%
2005-06	2009	0	0.0%
2006-07	1991	-18	-0.9%
2007-08	1932	-59	-3.0%
2008-09	1914	-18	-0.9%
2009-10	1889	-25	-1.3%
2010-11	1839	-50	-2.6%
2011-12	1825	-14	-0.8%
2012-13	1806	-19	-1.0%
2013-14	1767	-39	-2.2%
2014-15	1733	-34	-1.9%
2015-16	1707	-26	-1.5%
Change		-302	-15.0%

Hamilton-Wenham RSD, MA Historical Enrollment

PK-12, 2005-2015



Hamilton-Wenham RSD, MA Projected Enrollment

School District: Hamilton-Wenham RSD, MA

12/10/2015

Enrollment Projections By Grade*																				
Birth Year	Births		School Year	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	UNGR	K-12	PK-12
2010	112		2015-16	28	119	146	123	129	125	140	132	135	135	143	128	125	127	0	1707	1735
2011	106		2016-17	29	116	123	152	125	131	127	137	130	134	123	140	126	120	0	1684	1713
2012	123		2017-18	31	133	120	128	153	128	133	124	135	129	122	121	139	123	0	1688	1719
2013	110		2018-19	32	119	138	125	130	156	131	130	123	134	118	120	119	135	0	1678	1710
2014	110		2019-20	34	119	123	144	127	133	160	130	128	122	122	116	119	116	0	1659	1693
2015	112	(est.)	2020-21	35	121	123	128	146	130	136	157	128	127	111	120	114	115	0	1656	1691
2016	112	(est.)	2021-22	37	122	125	128	130	149	133	134	155	128	116	109	119	111	0	1659	1696
2017	113	(est.)	2022-23	38	122	126	130	130	133	153	132	132	155	118	114	108	115	0	1668	1706
2018	112	(est.)	2023-24	40	121	126	131	132	133	136	151	130	132	142	117	113	104	0	1668	1708
2019	112	(est.)	2024-25	41	121	125	131	133	135	136	133	149	130	121	140	115	109	0	1678	1719
2020	112	(est.)	2025-26	43	121	125	130	133	136	138	134	131	149	120	119	138	113	0	1687	1730

*Projections should be updated on an annual basis.

Based on an estimate of births

Based on children already born

Based on students already enrolled

Projected Enrollment in Grade Combinations*									
Year	PK-5	K-5	K-6	K-8	5-8	6-8	7-8	7-12	9-12
2015-16	810	782	914	1184	542	402	270	793	523
2016-17	803	774	911	1175	528	401	264	773	509
2017-18	826	795	919	1183	521	388	264	769	505
2018-19	831	799	929	1186	518	387	257	749	492
2019-20	840	806	936	1186	540	380	250	723	473
2020-21	819	784	941	1196	548	412	255	715	460
2021-22	824	787	921	1204	550	417	283	738	455
2022-23	832	794	926	1213	572	419	287	742	455
2023-24	819	779	930	1192	549	413	262	738	476
2024-25	822	781	914	1193	548	412	279	764	485
2025-26	826	783	917	1197	552	414	280	770	490

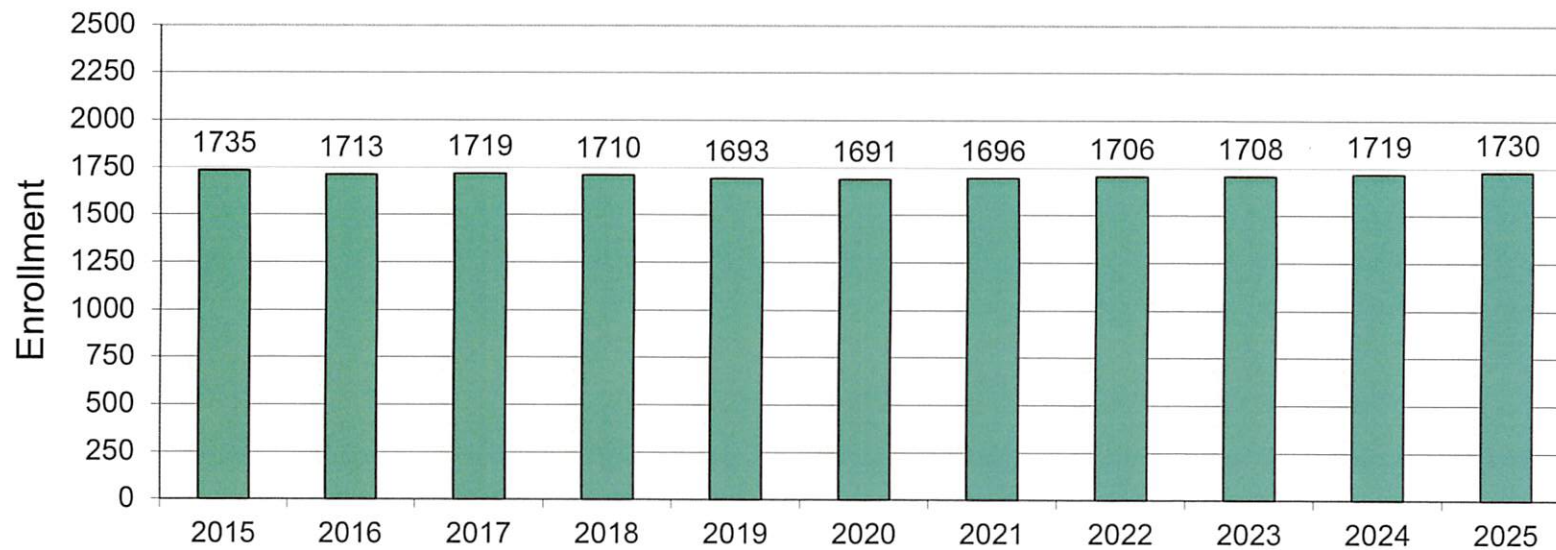
See "Reliability of Enrollment Projections" section of accompanying letter.

Projections are more reliable for Years #1-5 in the future than for Years #6 and beyond.

Projected Percentage Changes			
Year	K-12	Diff.	%
2015-16	1707	0	0.0%
2016-17	1684	-23	-1.3%
2017-18	1688	4	0.2%
2018-19	1678	-10	-0.6%
2019-20	1659	-19	-1.1%
2020-21	1656	-3	-0.2%
2021-22	1659	3	0.2%
2022-23	1668	9	0.5%
2023-24	1668	0	0.0%
2024-25	1678	10	0.6%
2025-26	1687	9	0.5%
Change		-20	-1.2%

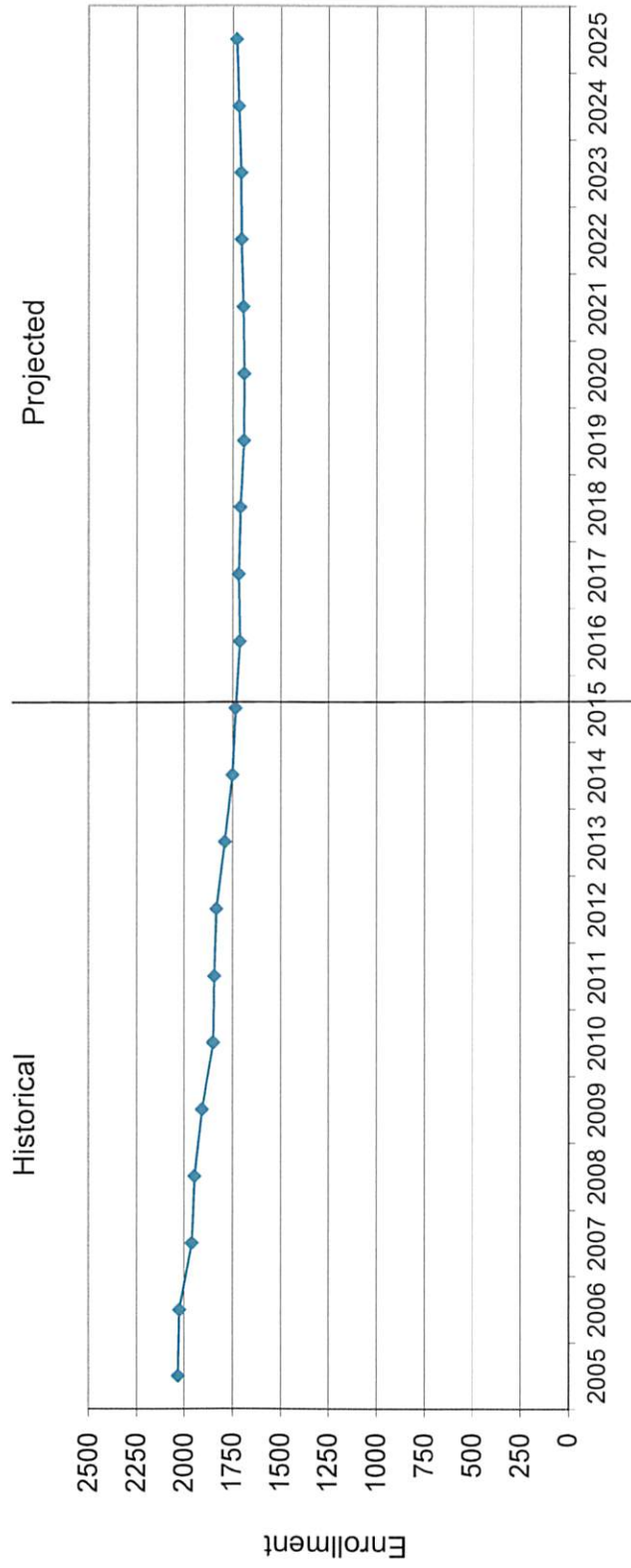
Hamilton-Wenham RSD, MA Projected Enrollment

PK-12 TO 2025 Based On Data Through School Year 2015-16

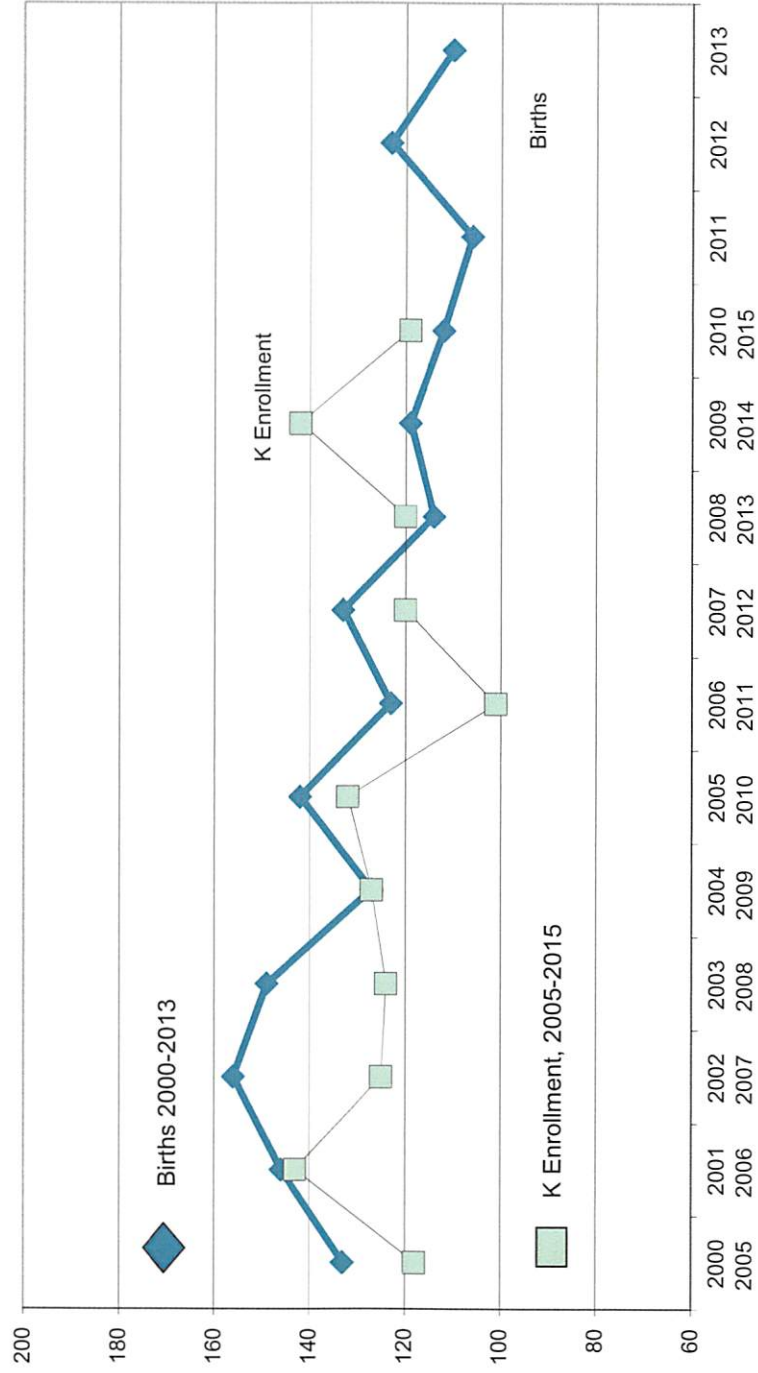


Hamilton-Wenham RSD, MA Historical & Projected Enrollment

PK-12, 2005-2025



Hamilton-Wenham RSD, MA Birth-to-Kindergarten Relationship



Hamilton, MA Historical Enrollment

School District: Hamilton, MA

11/24/2015

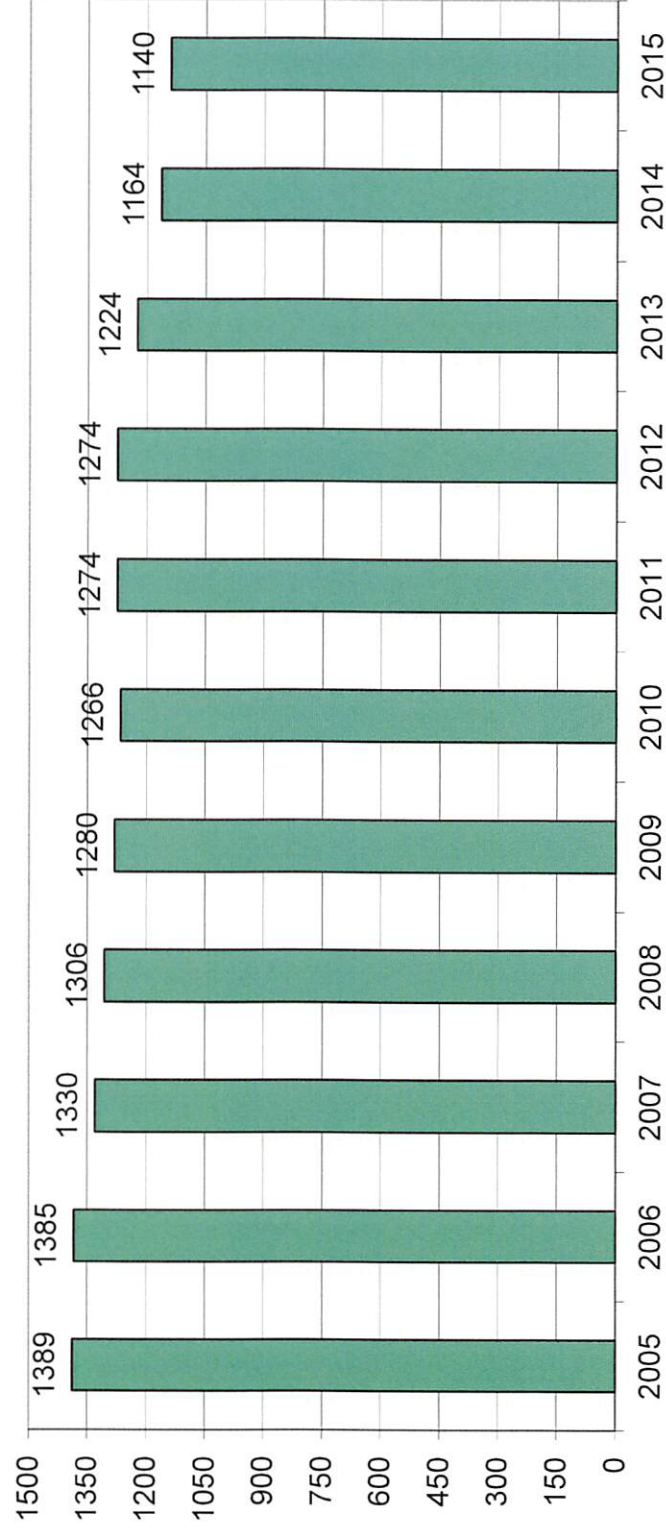
Historical Enrollment By Grade																			
Birth Year	Births	School Year	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	UNGR	K-12	PK-12
2000	102	2005-06	16	76	94	82	100	125	118	122	95	127	110	104	121	99	0	1373	1389
2001	103	2006-07	22	103	88	95	86	99	122	121	119	95	112	105	105	113	0	1363	1385
2002	118	2007-08	24	81	100	85	101	88	98	115	116	119	86	112	101	104	0	1306	1330
2003	107	2008-09	25	86	83	102	91	103	90	94	116	110	108	84	114	100	0	1281	1306
2004	86	2009-10	14	80	93	87	107	92	104	87	94	121	100	109	86	106	0	1266	1280
2005	110	2010-11	6	109	79	94	91	110	91	108	89	96	111	98	101	83	0	1260	1266
2006	93	2011-12	14	77	102	80	97	92	105	89	108	90	102	116	101	99	2	1260	1274
2007	100	2012-13	23	90	80	101	83	102	89	106	91	106	86	105	112	100	0	1251	1274
2008	93	2013-14	18	80	89	87	97	84	98	86	107	93	93	79	106	107	0	1206	1224
2009	91	2014-15	15	98	75	86	86	95	84	91	83	104	80	88	80	99	0	1149	1164
2010	89	2015-16	24	81	98	72	89	87	95	81	92	81	98	80	86	76	0	1116	1140

Historical Enrollment in Grade Combinations									
Year	PK-5	K-5	K-6	K-8	5-8	6-8	7-8	7-12	9-12
2005-06	611	595	717	939	462	344	222	656	434
2006-07	615	593	714	928	457	335	214	649	435
2007-08	577	553	668	903	448	350	235	638	403
2008-09	580	555	649	875	410	320	226	632	406
2009-10	577	563	650	865	406	302	215	616	401
2010-11	580	574	682	867	384	293	185	578	393
2011-12	567	553	642	840	392	287	198	616	418
2012-13	568	545	651	848	392	303	197	600	403
2013-14	553	535	621	821	384	286	200	585	385
2014-15	539	524	615	802	362	278	187	534	347
2015-16	546	522	603	776	349	254	173	513	340

Historical Percentage Changes			
Year	K-12	Diff.	%
2005-06	1373	0	0.0%
2006-07	1363	-10	-0.7%
2007-08	1306	-57	-4.2%
2008-09	1281	-25	-1.9%
2009-10	1266	-15	-1.2%
2010-11	1260	-6	-0.5%
2011-12	1260	0	0.0%
2012-13	1251	-9	-0.7%
2013-14	1206	-45	-3.6%
2014-15	1149	-57	-4.7%
2015-16	1116	-33	-2.9%
Change		-257	-18.7%

Hamilton, MA Historical Enrollment

PK-12, 2005-2015



Hamilton, MA Projected Enrollment

School District: Hamilton, MA

11/24/2015

Enrollment Projections By Grade*																				
Birth Year	Births		School Year	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	UNGR	K-12	PK-12
2010	89		2015-16	24	81	98	72	89	87	95	81	92	81	98	80	86	76	0	1116	1140
2011	80		2016-17	24	76	79	98	72	89	86	91	81	91	72	94	80	81	0	1090	1114
2012	96		2017-18	25	91	74	79	97	72	88	82	91	80	81	69	94	76	0	1074	1099
2013	87		2018-19	25	83	89	74	79	97	71	84	82	90	71	78	69	89	0	1056	1081
2014	86		2019-20	26	82	81	89	74	79	96	68	84	81	80	68	78	65	0	1025	1051
2015	88	(est.)	2020-21	26	83	80	81	89	74	78	91	68	83	72	77	68	74	0	1018	1044
2016	87	(est.)	2021-22	27	83	81	80	81	89	73	74	91	67	74	69	77	64	0	1003	1030
2017	89	(est.)	2022-23	27	84	81	81	80	81	88	70	74	90	60	71	69	73	0	1002	1029
2018	87	(est.)	2023-24	28	83	82	81	81	80	80	84	70	73	80	58	71	65	0	988	1016
2019	87	(est.)	2024-25	28	83	81	82	81	81	79	76	84	69	65	77	58	67	0	983	1011
2020	88	(est.)	2025-26	29	83	81	81	82	81	80	75	76	83	62	62	77	55	0	978	1007

*Projections should be updated on an annual basis.

Based on an estimate of births

Based on children already born

Based on students already enrolled

Projected Enrollment in Grade Combinations*									
Year	PK-5	K-5	K-6	K-8	5-8	6-8	7-8	7-12	9-12
2015-16	546	522	603	776	349	254	173	513	340
2016-17	524	500	591	763	349	263	172	499	327
2017-18	526	501	583	754	341	253	171	491	320
2018-19	518	493	577	749	327	256	172	479	307
2019-20	527	501	569	734	329	233	165	456	291
2020-21	511	485	576	727	320	242	151	442	291
2021-22	514	487	561	719	305	232	158	442	284
2022-23	522	495	565	729	322	234	164	437	273
2023-24	515	487	571	714	307	227	143	417	274
2024-25	515	487	563	716	308	229	153	420	267
2025-26	517	488	563	722	314	234	159	415	256

Projected Percentage Changes			
Year	K-12	Diff.	%
2015-16	1116	0	0.0%
2016-17	1090	-26	-2.3%
2017-18	1074	-16	-1.5%
2018-19	1056	-18	-1.7%
2019-20	1025	-31	-2.9%
2020-21	1018	-7	-0.7%
2021-22	1003	-15	-1.5%
2022-23	1002	-1	-0.1%
2023-24	988	-14	-1.4%
2024-25	983	-5	-0.5%
2025-26	978	-5	-0.5%
Change		-138	-12.4%

See "Reliability of Enrollment Projections" section of accompanying letter.
Projections are more reliable for Years #1-5 in the future than for Years #6 and beyond.



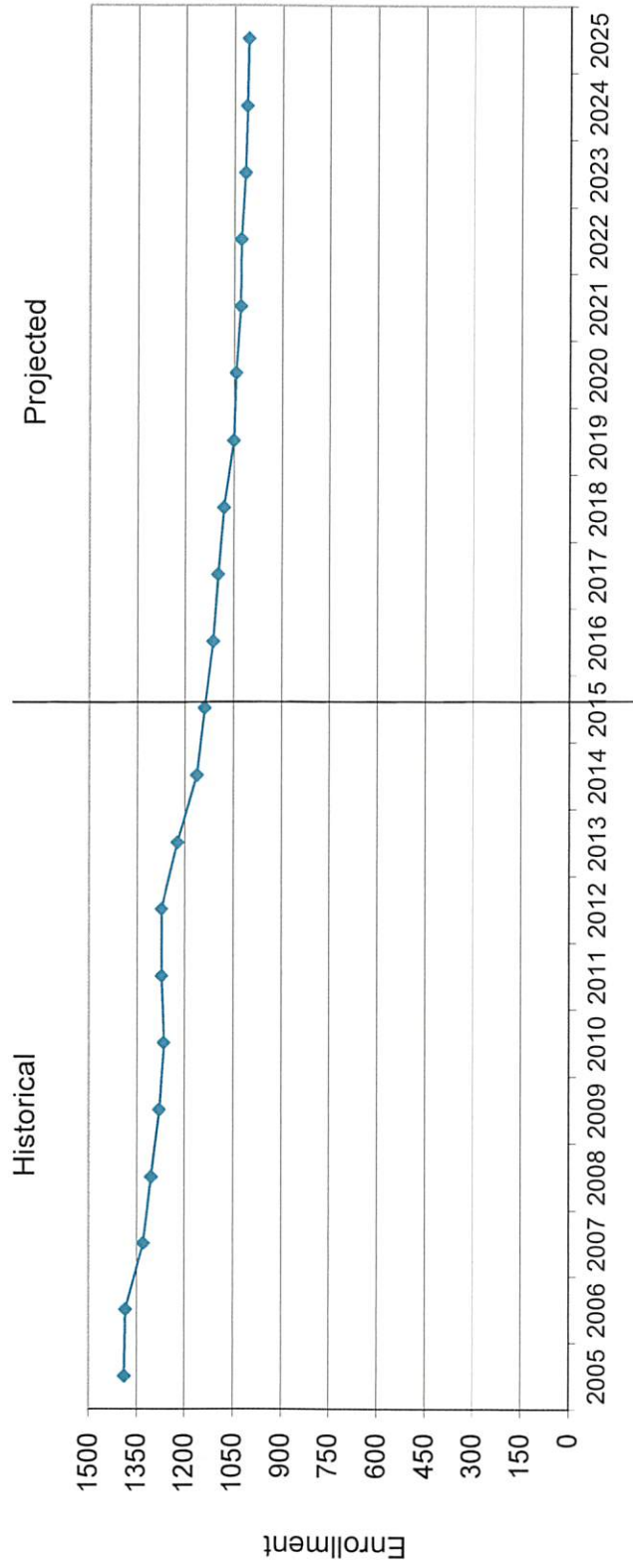
Hamilton, MA Projected Enrollment

PK-12 TO 2025 Based On Data Through School Year 2015-16

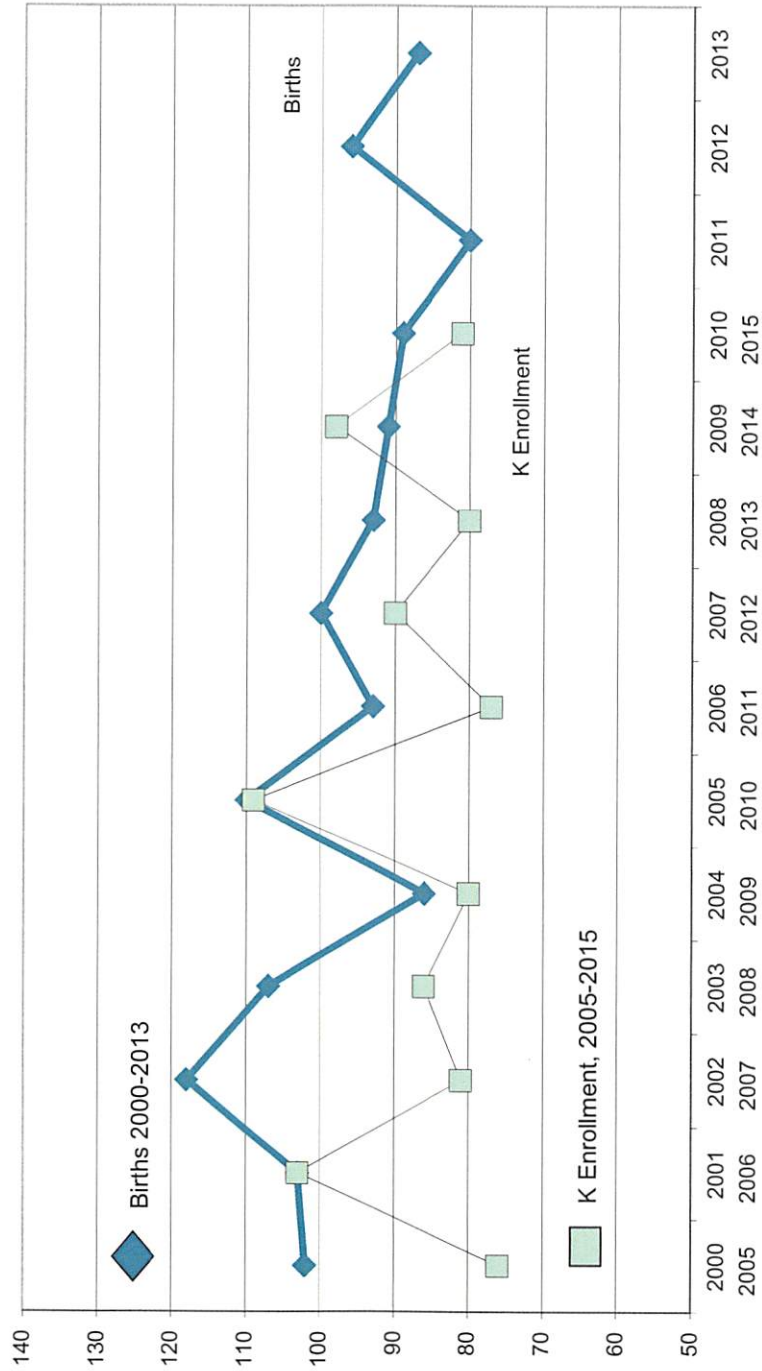


Hamilton, MA Historical & Projected Enrollment

PK-12, 2005-2025



Hamilton, MA Birth-to-Kindergarten Relationship



Hamilton, MA Additional Data

Building Permits Issued		
Year	Single-Family	Multi-Units
2005	3	0
2011	1	0
2012	3	0
2013	10	0
2014	5	0
2015	2 to Oct 31	0

Source: HUD and Building Department

Enrollment History		
Year	Voc-Tech 9-12 Total	Non-Public K-12 Total
2005-06	3	244
2011-12	9	237
2012-13	6	187
2013-14	9	196
2014-15	12	230
2015-16	15	221

Residents in Non-Public Independent and Parochial Schools (General Education)														
Enrollments as of Oct. 1	K	1	2	3	4	5	6	7	8	9	10	11	12	K-12 TOTAL
	15	14	16	16	23	15	18	11	12	16	21	25	19	221

K-12 Home-Schooled Students	
2015	38

K-12 Residents "Choiced-out" or in Charter or Magnet Schools	
2015	2

K-12 Special Education Outplaced Students	
2015	17

K-12 Choiced-In, Tuitioned-In, & Other Non-Residents	
2015	93

The above data were used to assist in the preparation of the enrollment projections. If additional demographic work is needed, please contact our office.

Wenham, MA Historical Enrollment

School District: Wenham, MA

12/10/2015

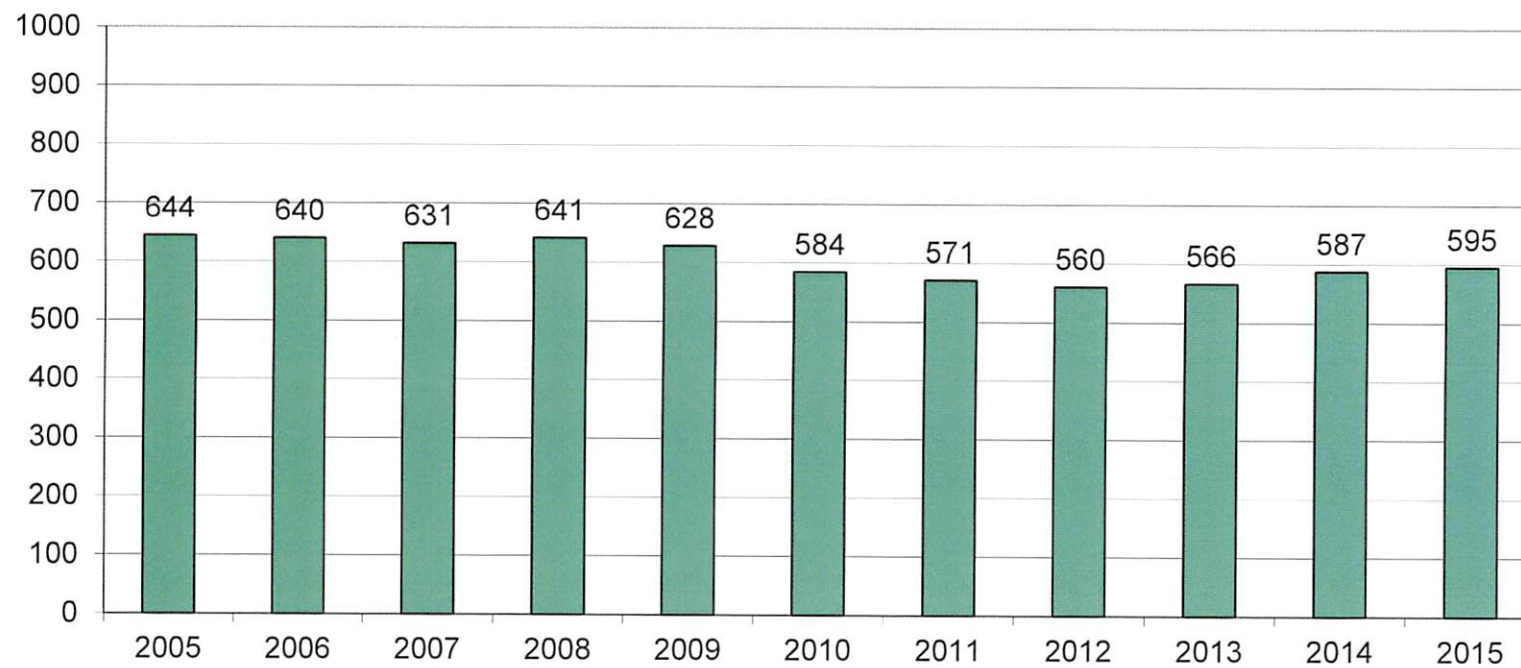
Historical Enrollment By Grade																			
Birth Year	Births	School Year	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	UNGR	K-12	PK-12
2000	31	2005-06	8	42	44	56	49	51	51	61	59	54	45	41	44	39	0	636	644
2001	43	2006-07	12	40	41	45	55	49	52	49	59	59	49	44	42	44	0	628	640
2002	38	2007-08	5	44	41	45	45	56	48	50	50	58	53	51	46	39	0	626	631
2003	42	2008-09	8	38	49	43	44	44	54	50	50	48	60	51	53	49	0	633	641
2004	41	2009-10	5	47	40	48	44	41	44	55	49	51	44	56	53	51	0	623	628
2005	32	2010-11	5	23	46	38	53	45	43	42	55	45	43	40	55	51	0	579	584
2006	30	2011-12	6	24	29	47	40	57	43	46	41	52	46	45	42	53	0	565	571
2007	33	2012-13	5	30	26	38	51	35	57	50	47	42	48	40	50	41	0	555	560
2008	21	2013-14	5	40	32	32	36	51	41	56	47	48	39	50	38	51	0	561	566
2009	28	2014-15	3	44	53	37	35	40	51	45	56	49	48	40	49	37	0	584	587
2010	23	2015-16	4	38	48	51	40	38	45	51	43	54	45	48	39	51	0	591	595

Historical Enrollment in Grade Combinations									
Year	PK-5	K-5	K-6	K-8	5-8	6-8	7-8	7-12	9-12
2005-06	301	293	354	467	225	174	113	282	169
2006-07	294	282	331	449	219	167	118	297	179
2007-08	284	279	329	437	206	158	108	297	189
2008-09	280	272	322	420	202	148	98	311	213
2009-10	269	264	319	419	199	155	100	304	204
2010-11	253	248	290	390	185	142	100	289	189
2011-12	246	240	286	379	182	139	93	279	186
2012-13	242	237	287	376	196	139	89	268	179
2013-14	237	232	288	383	192	151	95	273	178
2014-15	263	260	305	410	201	150	105	279	174
2015-16	264	260	311	408	193	148	97	280	183

Historical Percentage Changes			
Year	K-12	Diff.	%
2005-06	636	0	0.0%
2006-07	628	-8	-1.3%
2007-08	626	-2	-0.3%
2008-09	633	7	1.1%
2009-10	623	-10	-1.6%
2010-11	579	-44	-7.1%
2011-12	565	-14	-2.4%
2012-13	555	-10	-1.8%
2013-14	561	6	1.1%
2014-15	584	23	4.1%
2015-16	591	7	1.2%
Change		-45	-7.1%

Wenham, MA Historical Enrollment

PK-12, 2005-2015



Wenham, MA Projected Enrollment

School District: Wenham, MA

12/10/2015

Enrollment Projections By Grade*																				
Birth Year	Births		School Year	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	UNGR	K-12	PK-12
2010	23		2015-16	4	38	48	51	40	38	45	51	43	54	45	48	39	51	0	591	595
2011	26		2016-17	5	40	44	54	53	42	41	46	49	43	51	46	46	39	0	594	599
2012	27		2017-18	6	42	46	49	56	56	45	42	44	49	41	52	45	47	0	614	620
2013	23		2018-19	7	36	49	51	51	59	60	46	41	44	47	42	50	46	0	622	629
2014	24		2019-20	8	37	42	55	53	54	64	62	44	41	42	48	41	51	0	634	642
2015	25	(est.)	2020-21	9	38	43	47	57	56	58	66	60	44	39	43	46	41	0	638	647
2016	25	(est.)	2021-22	10	39	44	48	49	60	60	60	64	61	42	40	42	47	0	656	666
2017	25	(est.)	2022-23	11	38	45	49	50	52	65	62	58	65	58	43	39	42	0	666	677
2018	24	(est.)	2023-24	12	38	44	50	51	53	56	67	60	59	62	59	42	39	0	680	692
2019	24	(est.)	2024-25	13	38	44	49	52	54	57	57	65	61	56	63	57	42	0	695	708
2020	25	(est.)	2025-26	14	38	44	49	51	55	58	59	55	66	58	57	61	58	0	709	723

*Projections should be updated on an annual basis.

 Based on an estimate of births

 Based on children already born

 Based on students already enrolled

Projected Enrollment in Grade Combinations*									
Year	PK-5	K-5	K-6	K-8	5-8	6-8	7-8	7-12	9-12
2015-16	264	260	311	408	193	148	97	280	183
2016-17	279	274	320	412	179	138	92	274	182
2017-18	300	294	336	429	180	135	93	278	185
2018-19	313	306	352	437	191	131	85	270	185
2019-20	313	305	367	452	211	147	85	267	182
2020-21	308	299	365	469	228	170	104	273	169
2021-22	310	300	360	485	245	185	125	296	171
2022-23	310	299	361	484	250	185	123	305	182
2023-24	304	292	359	478	242	186	119	321	202
2024-25	307	294	351	477	240	183	126	344	218
2025-26	309	295	354	475	238	180	121	355	234

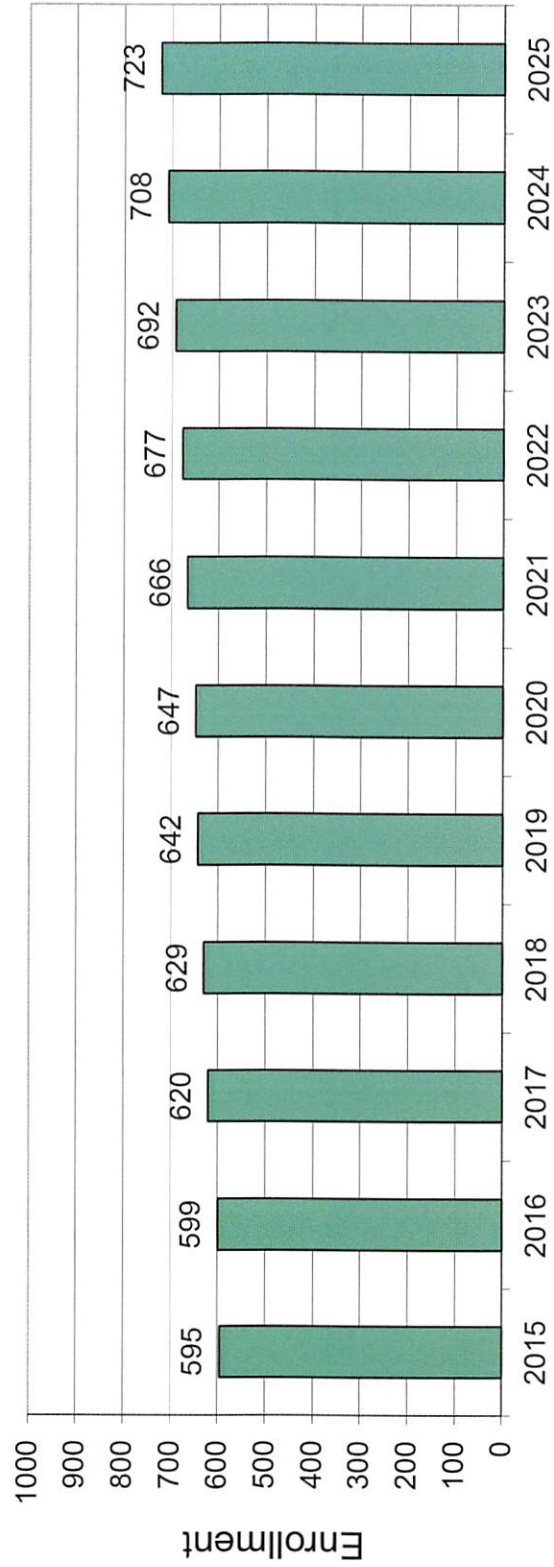
See "Reliability of Enrollment Projections" section of accompanying letter.

Projections are more reliable for Years #1-5 in the future than for Years #6 and beyond.

Projected Percentage Changes			
Year	K-12	Diff.	%
2015-16	591	0	0.0%
2016-17	594	3	0.5%
2017-18	614	20	3.4%
2018-19	622	8	1.3%
2019-20	634	12	1.9%
2020-21	638	4	0.6%
2021-22	656	18	2.8%
2022-23	666	10	1.5%
2023-24	680	14	2.1%
2024-25	695	15	2.2%
2025-26	709	14	2.0%
Change	118		20.0%

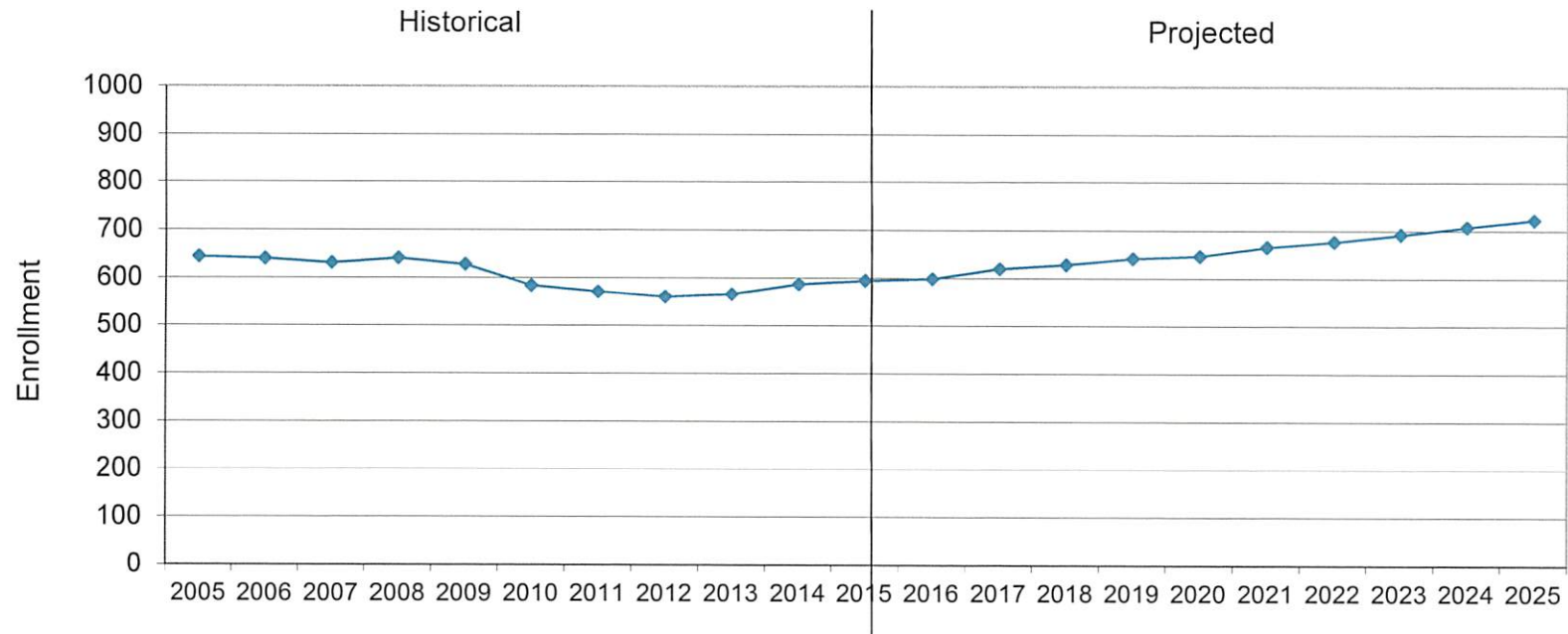
Wenham, MA Projected Enrollment

PK-12 TO 2025 Based On Data Through School Year 2015-16

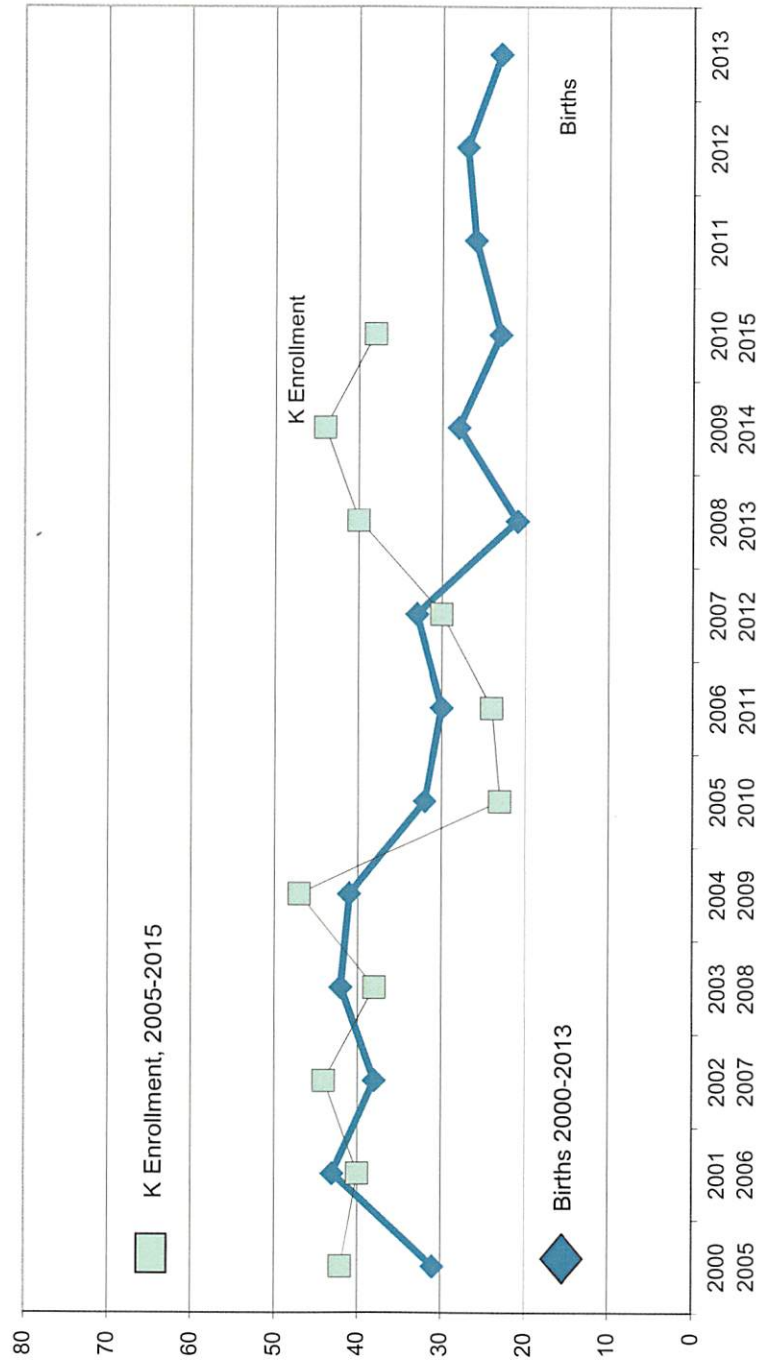


Wenham, MA Historical & Projected Enrollment

PK-12, 2005-2025



Wenham, MA Birth-to-Kindergarten Relationship



Wenham, MA Additional Data

Building Permits Issued		
Year	Single-Family	Multi-Units
2005	3	0
2011	1	0
2012	2	0
2013	6	0
2014	6	0
2015	3 to Oct 31	2 to Oct 31

Source: HUD and Building Department

Enrollment History		
Year	Voc-Tech 9-12 Total	Non-Public K-12 Total
2005-06	n/a	140
2011-12	6	158
2012-13	7	154
2013-14	8	149
2014-15	8	134
2015-16	10	121

Residents in Non-Public Independent and Parochial Schools (General Education)														
Enrollments as of Oct. 1	K	1	2	3	4	5	6	7	8	9	10	11	12	K-12 TOTAL
	4	5	2	8	6	11	13	12	15	9	16	10	10	121

K-12 Home-Schooled Students	
2015	10

K-12 Residents "Choiced-out" or in Charter or Magnet Schools	
2015	7

K-12 Special Education Outplaced Students	
2015	16

K-12 Choiced-In, Tuitioned-In, & Other Non-Residents	
2015	0

The above data were used to assist in the preparation of the enrollment projections. If additional demographic work is needed, please contact our office.

**HAMILTON-WENHAM REGIONAL SCHOOL DISTRICT
RESIDENT ENROLLMENT BY TOWN: Final 10/24/16
as of October 1, 2016***

	Resident/Member	Hamilton	Wenham
K-12			
Buker	255	58	197
Cutler	254	214	40
Winthrop	260	227	33
MRMS	401	260	141
HWRHS	508	322	186
SUBTOTAL:	1678	1081	597

	Resident/Member	Hamilton	Wenham
PreK			
SPED	13	10	3
SUBTOTAL:	13	10	3

	Resident/Member	Hamilton	Wenham
Out of District Placements	33	23	10
SUBTOTAL:	33	23	10

TOTAL RESIDENT**	1724	1114	610
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* - Enrollment Data as of Monday, October 3, 2016 per DESE Instructions

** - Does not include Choice (71), Resident Tuitioned-In PreK (18), and Non-Resident Tuitioned- In PreK thru 12 Students (2)

HAMILTON-WENHAM REGIONAL SCHOOL DISTRICT
 FINAL 10/24/16: RESIDENT ENROLLMENT BY TOWN
 FOR USE IN BUDGETARY APPORTIONMENT CALCULATIONS

	TOTAL	HAMILTON	WENHAM
10/1/2016	1,724	1,114	610
10/1/2015	1,754	1,147	607
10/1/2014	1,765	1,168	597
3 Year AVG:		65.40%	34.60%
PR YR 3 Year AVG:		66.60%	33.40%
Change:		-1.20%	1.20%

Hamilton Wenham Regional School District

Historic Data: Resident Student Enrollment

Final October 24, 2016

Resident Student Enrollments as of October 1st:

	<u>Hamilton</u>	<u>Wenham</u>	<u>District</u>
10/1/2004	1,455	642	2,097
10/1/2005	1,391	644	2,035
10/1/2006	1,372	634	2,006
10/1/2007	1,330	632	1,962
10/1/2008	1,306	641	1,947
10/1/2009	1,280	628	1,908
10/1/2010	1,267	584	1,851
10/1/2011	1,274	571	1,845
10/1/2012	1,274	560	1,834
10/1/2013	1,224	571	1,795
10/1/2014	1,168	597	1,765
10/1/2015	1,147	607	1,754
10/1/2016	1,114	610	1,724

Trailing 3 Year % Actual (Current Method):

10/1/2016 (FY18B)	65.40%	34.60%
10/1/2015 (FY17B)	66.60%	33.40%
10/1/2014 (FY16B)	67.96%	32.04%
10/1/2013 (FY15B)	68.91%	31.09%
10/1/2012 (FY14B)	68.99%	31.01%
10/1/2011 (FY13B)	68.18%	31.82%
10/1/2010 (FY12B)	67.53%	32.47%
10/1/2009 (FY11B)	67.32%	32.68%
10/1/2008 (FY10B)	67.76%	32.24%
10/1/2007 (FY09B)	68.18%	31.82%
10/1/2006 (FY08B)	68.72%	31.28%

Powers & Sullivan, LLC

Certified Public Accountants



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Wakefield, MA 01880
T. 781-914-1700
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www.powersandsullivan.com

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

We are pleased to confirm our understanding of the services we are to provide the Hamilton-Wenham Regional School District for the fiscal years ended June 30, 2017, 2018 and 2019. We will apply the agreed-upon procedures as outlined in the Commonwealth of Massachusetts Department of Elementary and Secondary Education (DESE) Compliance Supplement for Massachusetts School Districts Agreed-Upon Procedures Engagements (DESE Compliance Supplement) to the District's End-of-Year Financial Report (EOYR) for the fiscal years ended June 30, 2017, 2018 and 2019. This engagement is solely to assist the District with determining its compliance with DESE reporting requirements in relation to the District's EOYR. This engagement will be completed in the January – March time period and the final report issued by March 31st.

Our engagement to apply agreed-upon procedures will be conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants. The sufficiency of the procedures is solely the responsibility of the District. Consequently, we make no representation regarding the sufficiency of the procedures described in the DESE Compliance Supplement.

Because the agreed-upon procedures described in the DESE Compliance Supplement do not constitute an examination, we will not express an opinion on the information we obtain. In addition, we have no obligation to perform any procedures beyond those listed in the DESE Compliance Supplement.

You are responsible for selecting the criteria of our services and determining that such criteria are appropriate for your purposes. You are also responsible for all management decisions and functions, for designating an individual with suitable skill, knowledge, or experience to oversee our services, and for evaluating the adequacy and results of those services and accepting responsibility for them.

We will complete the agreed-upon procedure engagement in accordance with the DESE Compliance Supplement for each year. Our fee for these services will be \$3,500 per year.

We appreciate the opportunity to be of service to the Hamilton-Wenham Regional School District and believe this letter accurately summarizes the significant terms of our engagement. If management agrees with the terms of our engagement as described in this letter, please sign the enclosed copy and return it to us.

Very truly yours,

Powers & Sullivan, LLC

RESPONSE:

This letter correctly sets forth the understanding of the Hamilton-Wenham Regional School District.

By: _____

Date: _____

Powers & Sullivan, LLC

Certified Public Accountants



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We are pleased to confirm our understanding of the services we are to provide the Hamilton-Wenham Regional School District for the fiscal years ended June 30, 2017, 2018 and 2019. We will audit the financial statements of the governmental activities, each major fund, and the aggregate remaining fund information, which collectively comprise the basic financial statements, of the Hamilton-Wenham Regional School District as of and for the fiscal years ended June 30, 2017, 2018 and 2019. Accounting standards generally accepted in the United States of America provide for certain required supplementary information (RSI), such as management's discussion and analysis (MD&A), to supplement the District's basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. As part of our engagement, we will apply certain limited procedures to the District's RSI in accordance with auditing standards generally accepted in the United States of America. These limited procedures will consist of inquiries of management regarding the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We will not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance. The following RSI is required by generally accepted accounting principles and will be subjected to certain limited procedures, but will not be audited:

- 1) Management's Discussion and Analysis
- 2) General Fund Budgetary Comparison Schedule
- 3) Retirement System Schedules
- 4) Other Postemployment Benefit Plan Schedules

We have also been engaged to report on supplementary information other than RSI that accompanies the Hamilton-Wenham Regional School District's financial statements. We will subject the following supplementary information to the auditing procedures applied in our audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America, and we will provide an opinion on it in relation to the financial statements as a whole:

- 1) Combining Fund Statements

Audit Objectives

The objective of our audit is the expression of opinions as to whether your financial statements are fairly presented, in all material respects, in conformity with U.S. generally accepted accounting principles and to report on the fairness of the supplementary information referred to in the second paragraph when considered in relation to the financial statements as a whole. The objective also includes reporting on—

- Internal control over financial reporting and compliance with provisions of laws, regulations, contracts, and award agreements, noncompliance with which could have a material effect on the financial statements in accordance with *Government Auditing Standards*.
- Internal control over compliance related to major programs and an opinion (or disclaimer of opinion) on compliance with federal statutes, regulations, and the terms and conditions of federal awards that could have a direct and material effect on each major program in accordance with the Single Audit Act Amendments of 1996 and Title 2 U.S. *Code of Federal Regulations* (CFR) Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance).

The *Government Auditing Standards* report on internal control over financial reporting and on compliance and other matters will include a paragraph that states that (1) the purpose of the report is solely to describe the scope of testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance, and (2) the report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. The Uniform Guidance report on internal control over compliance will include a paragraph that states that the purpose of the report on internal control over compliance is solely to describe the scope of testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Both reports will state that the report is not suitable for any other purpose.

Our audit will be conducted in accordance with auditing standards generally accepted in the United States of America; the standards for financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; the Single Audit Act Amendments of 1996; and the provisions of the Uniform Guidance, and will include tests of accounting records, a determination of major program(s) in accordance with the Uniform Guidance, and other procedures we consider necessary to enable us to express such opinions. We will issue written reports upon completion of our single audit. Our reports will be addressed to the School Committee of the Hamilton-Wenham Regional School District. We cannot provide assurance that unmodified opinions will be expressed. Circumstances may arise in which it is necessary for us to modify our opinions or add emphasis-of-matter or other-matter paragraphs. If our opinions on the financial statements or the single audit compliance opinions are other than unmodified, we will discuss the reasons with you in advance. If, for any reason, we are unable to complete the audit or are unable to form or have not formed opinions, we may decline to express opinions or issue reports, or we may withdraw from this engagement.

Audit Procedures—General

An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements; therefore, our audit will involve judgment about the number of transactions to be examined and the areas to be tested. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall

presentation of the financial statements. We will plan and perform the audit to obtain reasonable rather than absolute assurance about whether the financial statements are free of material misstatement, whether from (1) errors, (2) fraudulent financial reporting, (3) misappropriation of assets, or (4) violations of laws or governmental regulations that are attributable to the government or to acts by management or employees acting on behalf of the government. Because the determination of abuse is subjective, *Government Auditing Standards* do not expect auditors to provide reasonable assurance of detecting abuse.

Because of the inherent limitations of an audit, combined with the inherent limitations of internal control, and because we will not perform a detailed examination of all transactions, there is a risk that material misstatements or noncompliance may exist and not be detected by us, even though the audit is properly planned and performed in accordance with U.S. generally accepted auditing standards and *Government Auditing Standards*. In addition, an audit is not designed to detect immaterial misstatements or violations of laws or governmental regulations that do not have a direct and material effect on the financial statements or major programs. However, we will inform the appropriate level of management of any material errors, any fraudulent financial reporting, or misappropriation of assets that come to our attention. We will also inform the appropriate level of management of any violations of laws or governmental regulations that come to our attention, unless clearly inconsequential, and of any material abuse that comes to our attention. We will include such matters in the reports required for a single audit. Our responsibility as auditors is limited to the period covered by our audit and does not extend to any later periods for which we are not engaged as auditors.

Our procedures will include tests of documentary evidence supporting the transactions recorded in the accounts, and may include tests of the physical existence of inventories, and direct confirmation of receivables and certain other assets and liabilities by correspondence with selected individuals, funding sources, creditors, and financial institutions. We will request written representations from your attorneys as part of the engagement, and they may bill you for responding to this inquiry. At the conclusion of our audit, we will require certain written representations from you about your responsibilities for the financial statements; schedule of expenditures of federal awards; federal award programs; compliance with laws, regulations, contracts, and grant agreements; and other responsibilities required by generally accepted auditing standards.

Audit Procedures—Internal Control

Our audit will include obtaining an understanding of the government and its environment, including internal control, sufficient to assess the risks of material misstatement of the financial statements and to design the nature, timing, and extent of further audit procedures. Tests of controls may be performed to test the effectiveness of certain controls that we consider relevant to preventing and detecting errors and fraud that are material to the financial statements and to preventing and detecting misstatements resulting from illegal acts and other noncompliance matters that have a direct and material effect on the financial statements. Our tests, if performed, will be less in scope than would be necessary to render an opinion on internal control and, accordingly, no opinion will be expressed in our report on internal control issued pursuant to *Government Auditing Standards*.

As required by the Uniform Guidance, we will perform tests of controls over compliance to evaluate the effectiveness of the design and operation of controls that we consider relevant to preventing or detecting material noncompliance with compliance requirements applicable to each major federal award program. However, our tests will be less in scope than would be necessary to render an opinion on those controls and, accordingly, no opinion will be expressed in our report on internal control issued pursuant to the Uniform Guidance.

An audit is not designed to provide assurance on internal control or to identify significant deficiencies or material weaknesses. However, during the audit, we will communicate to management and those charged with governance internal control related matters that are required to be communicated under AICPA professional standards, *Government Auditing Standards*, and the Uniform Guidance.

Audit Procedures—Compliance

As part of obtaining reasonable assurance about whether the financial statements are free of material misstatement, we will perform tests of the Hamilton-Wenham Regional School District's compliance with provisions of applicable laws, regulations, contracts, and agreements, including grant agreements. However, the objective of those procedures will not be to provide an opinion on overall compliance and we will not express such an opinion in our report on compliance issued pursuant to *Government Auditing Standards*.

The Uniform Guidance requires that we also plan and perform the audit to obtain reasonable assurance about whether the auditee has complied with applicable federal statutes, regulations, and the terms and conditions of federal awards applicable to major programs. Our procedures will consist of tests of transactions and other applicable procedures described in the OMB *Compliance Supplement* for the types of compliance requirements that could have a direct and material effect on each of the Hamilton-Wenham Regional School District's major programs. The purpose of these procedures will be to express an opinion on the Hamilton-Wenham Regional School District's compliance with requirements applicable to each of its major programs in our report on compliance issued pursuant to the Uniform Guidance.

Other Services

We will also assist in preparing the financial statements, schedule of expenditures of federal awards, and related notes of the Hamilton-Wenham Regional School District in conformity with U.S. generally accepted accounting principles and the Uniform Guidance based on information provided by you. These nonaudit services do not constitute an audit under *Government Auditing Standards* and such services will not be conducted in accordance with *Government Auditing Standards*.

Management Responsibilities

Management is responsible for (1) establishing and maintaining effective internal controls, including internal controls over federal awards, and for evaluating and monitoring ongoing activities, to help ensure that appropriate goals and objectives are met; (2) following laws and regulations; (3) ensuring that there is reasonable assurance that government programs are administered in compliance with compliance requirements; and (4) ensuring that management and financial information is reliable and properly reported. Management is also responsible for implementing systems designed to achieve compliance with applicable laws, regulations, contracts, and grant agreements. You are also responsible for the selection and application of accounting principles; for the preparation and fair presentation of the financial statements, schedule of expenditures of federal awards, and all accompanying information in conformity with U.S. generally accepted accounting principles; and for compliance with applicable laws and regulations (including federal statutes) and the provisions of contracts and grant agreements (including award agreements).

Management is also responsible for making all financial records and related information available to us and for the accuracy and completeness of that information. You are also responsible for providing us with (1) access to all

information of which you are aware that is relevant to the preparation and fair presentation of the financial statements, (2) access to personnel, accounts, books, records, supporting documentation, and other information as needed to perform an audit under the Uniform Guidance, (3) additional information that we may request for the purpose of the audit, and (4) unrestricted access to persons within the government from whom we determine it necessary to obtain audit evidence.

Your responsibilities also include identifying significant contractor relationships in which the contractor has responsibility for program compliance and for the accuracy and completeness of that information. Your responsibilities include adjusting the financial statements to correct material misstatements and confirming to us in the management representation letter that the effects of any uncorrected misstatements aggregated by us during the current engagement and pertaining to the latest period presented are immaterial, both individually and in the aggregate, to the financial statements taken as a whole.

You are responsible for the design and implementation of programs and controls to prevent and detect fraud, and for informing us about all known or suspected fraud affecting the government involving (1) management, (2) employees who have significant roles in internal control, and (3) others where the fraud could have a material effect on the financial statements. Your responsibilities include informing us of your knowledge of any allegations of fraud or suspected fraud affecting the government received in communications from employees, former employees, grantors, regulators, or others. In addition, you are responsible for identifying and ensuring that the government complies with applicable laws, regulations, contracts, agreements, and grants. Management is also responsible for taking timely and appropriate steps to remedy fraud and noncompliance with provisions of laws, regulations, contracts, and grant agreements, or abuse that we report. Additionally, as required by the Uniform Guidance, it is management's responsibility to evaluate and monitor noncompliance with federal statutes, regulations, and the terms and conditions of federal awards; take prompt action when instances of noncompliance are identified including noncompliance identified in audit findings; promptly follow up and take corrective action on reported audit findings; and prepare a summary schedule of prior audit findings and a separate corrective action plan. The summary schedule of prior audit findings should be available for our review on May 30th of each year.

You are responsible for identifying all federal awards received and understanding and complying with the compliance requirements and for the preparation of the schedule of expenditures of federal awards (including notes and noncash assistance received) in conformity with the Uniform Guidance. You agree to include our report on the schedule of expenditures of federal awards in any document that contains and indicates that we have reported on the schedule of expenditures of federal awards. You also agree to make the audited financial statements readily available to intended users of the schedule of expenditures of federal awards no later than the date the schedule of expenditures of federal awards is issued with our report thereon. Your responsibilities include acknowledging to us in the written representation letter that (1) you are responsible for presentation of the schedule of expenditures of federal awards in accordance with the Uniform Guidance; (2) you believe the schedule of expenditures of federal awards, including its form and content, is stated fairly in accordance with the Uniform Guidance; (3) the methods of measurement or presentation have not changed from those used in the prior period (or, if they have changed, the reasons for such changes); and (4) you have disclosed to us any significant assumptions or interpretations underlying the measurement or presentation of the schedule of expenditures of federal awards.

You are also responsible for the preparation of the other supplementary information, which we have been engaged to report on, in conformity with U.S. generally accepted accounting principles. You agree to include our report on

the supplementary information in any document that contains, and indicates that we have reported on, the supplementary information. You also agree to include the audited financial statements with any presentation of the supplementary information that includes our report thereon. Your responsibilities include acknowledging to us in the written representation letter that (1) you are responsible for presentation of the supplementary information in accordance with GAAP; (2) you believe the supplementary information, including its form and content, is fairly presented in accordance with GAAP; (3) the methods of measurement or presentation have not changed from those used in the prior period (or, if they have changed, the reasons for such changes); and (4) you have disclosed to us any significant assumptions or interpretations underlying the measurement or presentation of the supplementary information.

Management is responsible for establishing and maintaining a process for tracking the status of audit findings and recommendations. Management is also responsible for identifying and providing report copies of previous financial audits, attestation engagements, performance audits, or other studies related to the objectives discussed in the Audit Objectives section of this letter. This responsibility includes relaying to us corrective actions taken to address significant findings and recommendations resulting from those audits, attestation engagements, performance audits, or studies. You are also responsible for providing management's views on our current findings, conclusions, and recommendations, as well as your planned corrective actions, for the report, and for the timing and format for providing that information.

You agree to assume all management responsibilities relating to the financial statements, schedule of expenditures of federal awards, and related notes, and any other nonaudit services we provide. You will be required to acknowledge in the management representation letter our assistance with preparation of the financial statements, schedule of expenditures of federal awards, and related notes and that you have reviewed and approved the financial statements, schedule of expenditures of federal awards, and related notes prior to their issuance and have accepted responsibility for them. Further, you agree to oversee the nonaudit services by designating an individual, preferably from senior management, with suitable skill, knowledge, or experience; evaluate the adequacy and results of those services; and accept responsibility for them.

Audit Administration, Fees and Timing

We understand that we will work with your employees to prepare all cash, accounts receivable or other confirmations we request and will locate any invoices selected by us for testing. We will meet with your employees each year to discuss the information we will need you to complete in order for us to conduct the audit.

At the conclusion of the engagement, we will complete the appropriate sections of the Data Collection Form that summarizes our audit findings. It is management's responsibility to electronically submit the reporting package (including financial statements, schedule of expenditures of federal awards, summary schedule of prior audit findings, auditors' reports, and corrective action plan) along with the Data Collection Form to the federal audit clearinghouse. We will coordinate with you the electronic submission and certification. If applicable, we will provide copies of our report for you to include with the reporting package you will submit to pass-through entities. The Data Collection Form and the reporting package must be submitted within the earlier of 30 calendar days after receipt of the auditor's reports or nine months after the end of the audit period.

We will provide copies of our reports to the Hamilton-Wenham Regional School District; however, management is responsible for distribution of the reports and the financial statements. Unless restricted by law or regulation, or

containing privileged and confidential information, copies of our reports are to be made available for public inspection.

The audit documentation for this engagement is the property of Powers & Sullivan, LLC and constitutes confidential information. However, subject to applicable laws and regulations, audit documentation and appropriate individuals will be made available upon request and in a timely manner to the applicable cognizant or oversight agency for audit or its designee, a federal agency providing direct or indirect funding, or the U.S. Government Accountability Office for purposes of a quality review of the audit, to resolve audit findings, or to carry out oversight responsibilities. We will notify you of any such request. If requested, access to such audit documentation will be provided under the supervision of Powers & Sullivan, LLC personnel. Furthermore, upon request, we may provide copies of selected audit documentation to the aforementioned parties. These parties may intend, or decide, to distribute the copies or information contained therein to others, including other governmental agencies.

The audit documentation for this engagement will be retained for a minimum of five years after the report release date or for any additional period requested by the applicable cognizant or oversight agency for audit, or Pass-through Entity. If we are aware that a federal awarding agency, pass-through entity, or auditee is contesting an audit finding, we will contact the party(ies) contesting the audit finding for guidance prior to destroying the audit documentation.

Our fixed fee for the audit of the Hamilton-Wenham Regional School District's Basic Financial Statements and federal Single Audit will be \$25,000 per fiscal year. These fees include out-of-pocket costs such as report reproduction, typing, postage, travel, copies, telephone, etc. Any fees charged for bank and similar confirmations or responses from legal representatives are the sole responsibility of the Hamilton-Wenham Regional School District. Our invoices for these fees will be rendered each month as work progresses and are payable on presentation. The above fee is based on anticipated cooperation from your personnel and the assumption that unexpected circumstances will not be encountered during the audit. If significant additional time is necessary, we will discuss it with you and arrive at a new fee estimate before we incur the additional costs.

The Hamilton-Wenham Regional School District and Powers & Sullivan, LLC can agree to extend these services for Fiscal Year 2020 and beyond at the previous year's rate plus 2.5% or both parties can agree to negotiate a new rate. If the services are extended this engagement letter will remain in effect.

In the event we are requested or authorized by the Hamilton-Wenham Regional School District or required by government regulation, subpoena, or other legal process to produce our working papers or our personnel, the Hamilton-Wenham Regional School District will, so long as we are not party to the proceeding in which the information is sought, reimburse us for our professional time and expenses, as well as the fees and expenses of our counsel, incurred in responding to such a request.

Government Auditing Standards require that we provide you with a copy of our most recent external peer review report and any letter of comment, and any subsequent peer review reports and letters of comment received during the period of the contract. Our peer review report can be viewed at www.powersandsullivan.com.

We appreciate the opportunity to be of service to the Hamilton-Wenham Regional School District and believe this letter accurately summarizes the significant terms of our engagement. If you agree with the terms of our engagement as described in this letter, please sign the enclosed copy and return it to us.

Very truly yours,

Powers & Sullivan, LLC

RESPONSE:

This letter correctly sets forth the understanding of the Hamilton-Wenham Regional School District.

By: _____

Date: _____

HAMILTON-WENHAM REGIONAL SCHOOL DISTRICT

- BY-LAWS -

ARTICLE I

POWERS AND DUTIES

The regional district school committee, hereinafter called the "Committee", shall have the powers, duties and limitations imposed upon it by law and by the District Agreement, which shall take precedence over any inconsistent provisions of these by-laws. The Committee shall at all times be guided by the best interests of the entire District and shall act in a fair and equitable manner. The Committee shall be open to comments and suggestions from and maintain liaison with officials of the towns of Hamilton and Wenham and shall conduct its affairs in an open and ethical manner, being careful not to disenfranchise any member of the Committee or resident of the member towns.

In carrying out its responsibilities, the Committee shall act as a legislative body, delegating executive functions to the Superintendent of Schools. It shall act as a committee of the whole. Individual members shall make no commitment for the Committee except when commissioned to do so by the Committee.

Deleted: The Committee shall be concerned primarily with matters of policy.

ARTICLE II

COMMITTEE ORGANIZATION AND OFFICERS

The Committee shall organize in each year at its first regular meeting following the annual district election and shall elect and appoint its officers in accordance with the provisions of the District Agreement. The Committee shall by majority vote make such additional internal appointments and assign responsibilities as it desires. Vacancies among the elected or appointed officials of the Committee may be filled by the Committee at any time. Incapacity shall be determined by a 2/3 vote of the Committee as a whole.

- A. Chairperson - The chairperson shall be and perform the duties of the chairman as prescribed in Chapter 71, Section 16A of the General Laws and the District Agreement, shall preside at all Committee meetings, shall sign for the District legal documents and contracts which have been authorized by the Committee and shall perform such other duties as the Committee may determine. The chairperson shall be entitled to vote on all matters.

At public presentations and at meetings with town officials or others at which the chairperson is present in his or her official capacity, the chairperson shall not represent or advocate any position other than the majority Committee position.

- B. Vice-Chairperson - The Vice-Chairperson shall exercise the powers and perform the duties of the Chairperson in the absence or incapacity of the Chairperson. Incapacity shall be determined by a 2/3 vote of the Committee as a whole.

- C. Secretary - The secretary shall be responsible for the accuracy of the record of all School Committee business. However, the actual recording, preparation and distribution of minutes may be delegated to the Clerk for the School Committee. The Secretary shall perform the duties specified in the District Agreement and required by law and shall faithfully attest to the actions of the Committee as required.

Deleted:

- D. Assistant Secretary - The assistant secretary shall exercise the powers and perform the duties of the secretary in the absence or incapacity of the secretary.

- E. Treasurer - The treasurer, who need not be a member of the Committee, shall be appointed annually by the School Committee, The Treasurer shall receive all monies paid to the District or the Committee, and shall deposit the same in such banks as authorized by the Committee. He/she shall also pay out money in such amounts as have been approved by the Committee and shall render reports of all receipts and disbursements. The treasurer shall sign approved bonds and notes of the District as required by law. He/she will perform all duties required by the

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Deleted: The treasurer is responsible for and maintain a general review of the financial activities of the Assistant Superintendent of Finance and Administration including the procedures for the control and accounting of the district's funds

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EXHIBIT H

Regional Agreement. The treasurer shall countersign along with the assistant treasurer all checks in the amount of \$100,000 or greater. The Treasurer may be compensated by the District. The Treasurer shall be bonded in accordance with the laws of the Commonwealth of Massachusetts.

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F. Assistant Treasurer - The assistant treasurer shall act in the absence of the treasurer. In accordance with general accounting practices, the assistant treasurer may authorize and sign checks for operating expenses of the district. The assistant treasurer shall countersign along with the treasurer all checks in the amount of \$100,000 or greater. The assistant treasurer shall be bonded in accordance with the laws of the Commonwealth of Massachusetts. In the absence of the treasurer, the assistant treasurer shall perform the duties of the treasurer and shall have the powers and be subject to the requirements and penalties applicable to the treasurer.

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G. Superintendent of Schools - The superintendent of schools shall act as the executive officer of the Committee. In addition to the duties as specified by law and by the position description adopted by the Committee, the superintendent shall maintain the permanent records of the Committee and shall be custodian of the district seal.

ARTICLE III WORKING GROUP ORGANIZATION

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Special working groups, which may include non-Committee members, may be organized with the approval of the Committee to advise the Committee but shall not determine policy or act without the authority of the Committee. Working groups shall be authorized annually with a specific charge.

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The appointment of working group members shall be made annually by majority vote of the Committee.

ARTICLE IV

MEETINGS

Regular meetings will normally be held on the first and third Thursdays of every month at such times and places as the Committee shall from time to time determine. Regular meetings falling on holidays will not be held unless the Committee votes to do so, in which event the meeting shall be held on a date on which the Committee may lawfully act. Notice of all meetings shall be given in accordance with the provisions of M.G. L. c. 30A, Sec. 18-25. In addition to the notice required by law, notice of any change in the time, place or date of regular meeting shall be communicated by the Secretary or designee to any members of the Committee who may have been absent from the meeting at which such change was made. ▾

Special meetings may be called by the chairperson and the superintendent acting jointly and shall be called by either of them upon the request of three members. In addition to the notice required by law, a notice of all special meetings shall be given to each member of the Committee at least 48 hours prior to the time scheduled for the meeting. Under emergency situations, special meetings may be held with less than 48 hours notice provided that 2/3 of all the members of the Committee agree and are present at such special meeting.

Notice of every special meeting shall indicate the matters to be considered thereat and no other business shall be acted upon thereat, except by a 2/3 vote of those members present.

The agenda and approved minutes of open sessions of all Committee meetings shall be public documents and open for inspection by the public as required by law. They shall be distributed to such other persons as the committee from time to time determines.

All votes taken in Executive Session shall be recorded roll call votes and shall be part of the record of the Executive Sessions. Minutes of Executive Sessions shall be

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included with Minutes made available to Committee Members at the next regular School Committee Meeting and shall be approved at such meeting, with all copies returned to the Superintendent. The records of any Executive Session shall remain confidential only as long as publication of such records would defeat the purpose of the Executive Session and shall be made available to the public thereafter. At a minimum, all Executive Session minutes shall be reviewed in November and March to determine which, if any, may be made available to the public.

Any meeting of the Committee may be adjourned to any succeeding day by vote of a majority of the Committee in attendance of the meeting.

ARTICLE V

QUORUM

A quorum for the transaction of business shall be a majority of the members of the Committee. A number less than a majority may adjourn.

ARTICLE VI SCHOOL COMMITTEE MEETINGS -- AGENDA, ORDER, AND CONDUCT OF BUSINESS

The agenda and supporting information shall be prepared by the superintendent, in consultation with the chairperson, and shall be provided to each committee member sufficiently in advance of the meeting to allow for study. Any committee member may place an item on the agenda by notifying the Superintendent or Chairperson in advance of its being assembled for distribution.

The agenda shall show all tabled and principal pending items.

Deleted: Bills and warrants shall be approved by the Treasurer or Assistant Treasurer and two other members of the Committee evidenced by their signatures thereon. If both the Treasurer and Assistant Treasurer are absent or unable to approve them; then the bills and warrants must be approved by a majority of the members of the Committee evidenced by their signature thereon.¶

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The superintendent shall be given the opportunity to make recommendations on all issues to be voted upon by the Committee.

The regular meetings of the School Committee should include:

- Call to Order
- Opportunity for Public Comment
- Reports & Communications
- Old Business
- New Business
- Approval of Minutes
- Adjournment

The chairperson shall have the authority to deviate from the normal order of business in order to give priority time to items and to accommodate guests. Any such decision or other parliamentary decision by the chair may be overruled by a majority of the Committee present.

The minutes of the meeting shall include the Aye and Nay votes and abstentions on the items voted on. Names of those voting in the minority and abstaining shall be so recorded on all main motions and amendments to main motions. There shall be no votes by secret ballot.

No item not on the agenda, except for brief informative comments, may be introduced for Committee action unless agreed to by 2/3 vote of those present.

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Robert's Rules of Order shall govern the Committee proceedings except when those rules are in conflict with these by-laws.

ARTICLE VII AMENDMENTS

These By-Laws may be amended by a vote of the majority of the Committee as a whole at a regular or special meeting of the Committee, provided notice in writing of the particular change proposed has been mailed to each member at least seven days prior to the regular or special meeting at which the proposed amendment is to be acted upon.

ARTICLE VIII SEVERABILITY

If any article or section of any article of these by-laws is declared unconstitutional or illegal by any court, or if disapproved by any state authority having jurisdiction, the validity of the remaining provisions of these by-laws shall not be affected thereby.

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Adopted: 06.05.97; 06.19.97; 04.08.10

Amended: April 8, 2010

EXHIBIT I

HEAD INJURIES AND CONCUSSIONS

The Hamilton-Wenham Regional School District seeks to prevent concussions and provide a safe return to activity for all students after an injury, particularly a head injury. In order to effectively and consistently manage these injuries, the HWRSD will abide by the following procedures, developed to comply with the Massachusetts General Law Ch. 111, §222 and 105 CMR 201.000 regarding students who incur head injuries while involved in extracurricular athletic activities, including but not limited to interscholastic sports. The law mandates that all MIAA schools develop regulations to implement the policies specified in the law including: 1. educating coaches, athletes and their parents about concussions, 2. the documentation of student athlete's past head injuries, and 3. requirements for taking a student athlete out of play or practice, and certification for "return to play." These procedures are designed to ensure that concussed athletes are identified, treated and referred appropriately, receive follow-up care and necessary academic assistance, and are fully recovered prior to returning to athletic activity. The procedures herein will be administered by the High School Athletic Director and the High School Nurse under the direction of the High School Principal.

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This mandatory sports' head injury and concussion awareness program needed to be implemented beginning with the 2010-11 school year and has been updated on October 10, 2016.¶
The law mandates that all MIAA schools develop regulations to implement the policies specified in the law including: 1. educating coaches, athletes and their parents about concussions, 2. the documentation of student athlete's past head injuries, 3. requirements for taking a student athlete out of play or practice, and certification for "return to play."

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The Hamilton Wenham Regional High School plan for compliance with MGL Ch. 111, §222 and 105 CMR 201.000

I. EDUCATING: (201.007)

a. Prior to each athletic season, the athletic department will issue a parent communication, and post information on-line regarding the date of the Mandatory Pre-Season Athletic Meeting. Handouts will be available and discussion will take place in the general assembly to detail information about Concussion Education available at www.cdc.gov/concussions/signssymptoms.html or http://www.nfhslearn.com/electiveDetail.aspx?courseID=15000

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b. The athletic department will be responsible for communicating with parents with limited English proficiency.

c. At the mandatory meeting, prior to each season, the athletic director will verbally remind all parents and students to go online to educate themselves on concussions.

d. As provided within the online parent consent form to participate in athletics, each parent and student will sign off that they have been made aware of how to obtain the online concussion information and have reviewed the information.

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e. The athletic department requires our coaches and trainers to take the National Federation of High Schools' online course yearly and submit certificate of completion.

f. Documentation of updated physical examination must be submitted prior to participation. An up-to-date physical will be defined as the student having a physical within thirteen months of any given point during the season. An out of date physical will render the student-athlete ineligible to participate in practices or games.

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II. COLLECTING HISTORY: (201.006)

a. The online registration will include a mandatory section that stipulates any student athlete with a previous head injury file that information with the athletic trainer prior to the start of the season. When a student-athlete's registration information states there have been two or more concussions in their past, extra medical clearance related to specifically to head injuries will be required.

b. The online registration will include a mandatory section that stipulates that parents are required to provide any information on previous head injuries.

c. A trainer will review a report of all online submissions for previous head injuries for doctor's clearance.

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d. The Athletic Director (through Family ID) will compile the list of noted previous head injuries and provide to each coach and the Head Trainer.

e. The Athletic Director will be responsible to contact parents who do not complete medical forms prior to the student athlete's participation.

III. HEAD INJURY DURING PARTICIPATION: (201.006)

- a. The HWRHS coaches, trainer and high school nurse will be educated to understand the following policy for game/practice situations: If a student has suffered, or is suspected of having suffered, a concussion during a game or practice, the student **MUST** be removed from play. The law is clear that a student who may have signs or symptoms of a concussion may not return to the same game or practice. It also requires that student-athletes be certified for return to play by a physician. Documentation for return to play must be given to the nurse as well as to the athletic director and trainer.
- b. The coach will communicate the nature of the injury directly to the parent in person or by phone immediately after the practice or competition in which a student has been removed from play for a head injury, suspected concussion, signs and symptoms of a concussion or loss of consciousness. The coach must also provide this information in to the parent, whether by paper or electronic format, by the end of the next business day.
- c. The coach or his or her designee will communicate, by the end of the next business day, with the athletic director and school nurse that the students has been removed from practice or competition for a head injury, suspected concussion, signs and symptoms of a concussion, or loss of consciousness.
- d. The nurse will notify the guidance department and the administration, and the guidance counselor will contact the teachers of the student-athlete. The guidance counselor will be the point person to communicate between parents and teachers. Guidance will also provide assistance, if necessary, to families with limited English proficiency.
 - i. When a student is suspected of having sustained a concussion, the trainer will fill out the Department of Public Health "Report of Head Injury During Sports Season Form" and provide this form to the Athletic Director and Nurse.
 - ii. When the school trainer is not present at the game or practice, the team's Head Coach will fill out the Department of Public Health "Report of Head Injury During Sports Season Form" and provide this form to the Athletic Director and Nurse.
- e. At the time of a head injury, the trainer will record the incident on the appropriate state form.
- f. At the end of the year, the athletic director will utilize the compiled information to submit all information collected to the state as required by law.

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IV. PROTOCOL FOR RETURN TO PLAY: (201.010 (E) (1))

- a. Each student who is removed from practice or competition and subsequently diagnosed with a concussion will have a written graduated reentry plan for return to full academic and extracurricular activities. The written plan shall include instructions for students, parents and school personnel as provided in 105 CMR 201.010.

- b. A doctor must provide medical clearance for full return to academics and return to play.
- c. Gradual re-entry to academics: The school nurse, guidance counselor and administrators will determine if assistance is required and begin the process of implementing any necessary accommodations for a return to academics.
- d. Once a student-athlete receives a doctor's clearance for full return to academics and return to play:
 - i. The nurse will forward the Medical Clearance and Authorization Form to the guidance counselor to distribute to teachers for appropriate academic participation
 - ii. The student-athlete must then complete no less than a five-day graduated return to play program as directed by the athletic trainer. If he/she shows no recurrence of symptoms, the athlete may return to athletic participation.

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c. Anytime a student-athlete shows signs or symptoms during the graduated return to play program, the student must stop the program immediately and remain inactive for twenty-four hours. The graduated re-entry process would then begin again at day one. If signs or symptoms appear again, the student must stop immediately and see a doctor for additional written clearance to be able to resume the return to play program.

d. This plan is an individualized plan and alterations may be made as deemed necessary per the athletic trainer in conjunction with the overseeing physician.

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Record Maintenance:

The school, consistent with any applicable state and federal law, shall maintain the following records for 3 years or at a minimum until the student graduates:

- Signature verifying completion of annual training (On-Line Reporting through Family ID)
- Department pre-participation head injury/concussion reporting forms (On-Line Reporting through Family ID)
- Department report of head injury during sports season forms
- Department post_sports related head injury medical clearance and authorization forms
- Graduated re-entry plans for return to full academic and extra curricular activities

This information can also be found in the athletic handbook which can be found on the athletic tab of the Hamilton-Wenham Regional High School website, www.hwschools.net.

Penalties, including but not limited to, personal sanctions and forfeitures of games, may be incurred for failing to comply with the school district's policy on head injuries.

Review and revision of the protocol established for head injuries and concussions will be completed every two years by the following committee; athletic director, school nurse, athletic trainer, director of guidance and the high school associate principal. This group will advise the Superintendent of any

Created on 10/31/2016 11:32:00 AM-REVISED 2/2/2012 and again on 10/10/2016

| necessary changes to this policy. The next review date is **September 20, 2018** or as required by state law.

EXHIBIT J

Hamilton-Wenham Regional School District

Draft – Cash & Investment Policy

Statement of Purpose:

The purpose of this document is to specify the policies and guidelines that provide for the prudent and productive investment of District funds.

The Hamilton-Wenham School District authorizes the Treasurer to act as the custodian and investment officer of District funds and to invest the following funds in accordance with this policy, the provisions of Massachusetts General Laws ("MGL") Chapter 44, Section 55 and other applicable state statutes.

The District Treasurer is the custodian and investment officer for the following funds:

- General Fund
- Special Revenue and Agency Funds
- Capital Projects and Debt Service Funds
- State and Federal Grants Fund*
- Scholarship Funds
- Trust Funds
- Any other funds deemed to be public funds for the Hamilton-Wenham Regional School District

*The investment procedures of grant funds are subject to grant or contractual terms.

Section I.

The Investment of General Funds, Special Revenue Funds, and Capital Projects Funds

A. Scope

This section of the policy applies only to short term operating funds such as general funds, special revenue funds, bond proceeds and capital project funds. Section two will deal with any other funds with special circumstances such as scholarship funds.

B. Objectives

MGL Chapter 44, section 55B requires the District Treasurer to invest all public funds except those required to be kept uninvested for purposes of immediate distribution. Modern banking systems enable the District Treasurer to maintain even these funds in interest bearing form until the date a disbursement order clears through the banking system.

The state law further requires that invested funds are to be placed at the highest possible rate of interest reasonably available, taking into account the acceptable levels of safety, liquidity and yield. Therefore, these guidelines are intended to further the objective of securing the highest reasonable return available that is consistent with safety of principal while meeting the daily cash requirements for the operation of the District.

- **Safety** of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that requires the preservation of capital through the mitigation of credit risk and interest rate risk. These risks shall be mitigated by the diversification and prudent selection of investment instruments, and choice of depository. Credit risk is the risk of loss due to the failure of the security issuer or backer. Interest rate risk is the risk that the market value of the security will fall due to changes in general interest rates.

- **Liquidity** is the next most important objective. The overall investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. Since all possible cash demands cannot be anticipated, the Treasurer shall attempt to carry out investment activities in a manner that provides for meeting unusual or unexpected cash demands without requiring the liquidation of investments that could result in forfeiture of accrued interest earnings, and loss of principal in some cases.
- **Yield** is the third, and last, objective. Investments shall be undertaken so as to achieve a fair market average rate of return, taking into account safety and liquidity constraints as well as all legal requirements.

C. Investment Instruments

Public investments in Massachusetts are not protected through provisions in State law. Therefore, they are largely uncollateralized. Many banking institutions are willing to put up collateral, albeit at a cost to the entity resulting in a lower interest rate. The Treasurer negotiates for the highest rates possible, consistent with safety principles. All investments must be included in the Massachusetts List of Legal Investments pursuant to M.G.L. Chapter 167, Section 15A.

The Treasurer may invest in the following instruments:

- Massachusetts State pooled fund: **Unlimited amounts** (Pool is liquid)
- U. S. Treasuries that will be held to maturity: **Unlimited amounts (Up to one year maturity from date of purchase)**
- U.S. Agency obligations that will be held to maturity. **Unlimited amounts (Up to one year maturity from date of purchase)**
- Bank accounts or Certificates of Deposit ("CDs") **(Up to one year)** which are fully collateralized through a third party agreement: **Unlimited Amounts**
- Bank accounts and CDs **(Up to one year)** insured by F.D.I.C. **up to the coverage limit**. All bank accounts and CDs in one institution are considered in the aggregate for the insurance coverage limit. In some cases Banking Institutions carry additional insurance, Depository Insurance Fund (D.I.F.): Contact banking representative for amounts of coverage.
- **Unsecured bank deposits** of any kind such as other checking, savings, money market, or Certificates of Deposit accounts at Banks that do not fit the above categories. These investments are subject to the following limitations: **No more than 5% of an institution's assets and no more than 25% of the District's cash may be comprised of unsecured bank deposits**. This percentage may be increased for not more than 30 days during times of heavy collection or in anticipation of large payments that will be made by the District in the near future. These payments may be for such items as debt service payment or regional school assessments. Their credit worthiness will be tracked by Veribanc, or other bank credit worthiness reporting systems. They will be diversified as much as possible. CDs will be purchased for no more than one year and will be reviewed frequently.
- **Money Market Mutual Funds** that are registered with the Securities and Exchange Commission that have received the highest possible rating from at least one nationally recognized statistical rating organization and as otherwise referenced in the MGL, Chapter 44 Section 55.

D. Risk Tolerance

- **Credit Risk**
 - Credit risk" is the risk that an issuer or other counterparty to an investment will not fulfill its obligations.

The District will manage credit risk several ways. There will be no limit to the amount of United States Treasury and United States Government Agency obligations.

In regards to other investments, the District will only purchase investment grade securities with a high concentration in securities rated A or better.

The District may invest in the Massachusetts Municipal Depository Trust (MMDT) with no limit to the amount of funds placed in the fund.

- **Custodial Risk**

- The "custodial credit risk" for *deposits* is the risk that, in the event of the failure of a depository financial institution, the District will not be able to recover deposits or will not be able to recover collateral securities that are in the possession of an outside party. The custodial credit risk for *investments* is the risk that, in the event of the failure of the counterparty to a transaction, the District will not be able to recover the value of investment or collateral securities that are in the possession of an outside party.

The District will review the financial institution's financial statements and the background of the brokerage house and broker/dealer (Advisor). The intent of this qualification is to limit the District's exposure to only those institutions with a proven financial strength, capital adequacy of the firm, and overall affirmative reputation in the municipal industry.

Further, all securities not held directly by the District, will be held in the District's name and tax identification number by a third-party custodian approved by the Treasurer and evidenced by safekeeping receipts showing individual CUSIP numbers for each security.

- **Concentration of Credit Risk**
 - "Concentration of credit risk" is the risk of loss attributed to the magnitude of a government's investment in a single issuer.

The District will minimize concentration of credit risk by diversifying the investment portfolio so that the impact of potential losses from any one type of security or issuer will be minimized.

- **Interest Rate Risk**
 - "Interest rate risk" is the risk that changes in interest rates will adversely affect the fair value of an investment.

The District will manage interest rate risk by managing duration in the account.

- **Foreign Currency Risk**
 - "Foreign currency risk" is the risk that changes in foreign monetary exchange rates will adversely affect the fair value of an investment or a deposit.

The District will not invest in any instrument exposed to foreign currency risk.

E. Diversification

Diversification should be interpreted in two ways: in terms of maturity as well as instrument type and issuer. The diversification concept should include prohibition against over concentration of maturities, as well as concentration in a specific institution. With the exception of U.S. Treasury obligations or investments fully collateralized by U.S. Treasuries or agencies, and State pools (MMDT), no more than 10% of the District's investments shall be invested in a single financial institution.

F. Authorization

The Treasurer has authority to invest District funds, subject to the statutes of the Commonwealth Massachusetts General Law Chapter 44 Section 55,55A, & 55B.

G. Ethics

The Treasurer shall refrain from any personal activity that may conflict with the proper execution of the investment program or which could impair or appear to impair ability to make impartial investment decisions. The Treasurer shall disclose to the School Committee any material financial interest in financial institutions that do business with the District. The Treasurer shall also disclose any large personal financial investment positions or loans that could be related to the performance of the District's investments.

H. Relationship with Financial Institutions

Financial institutions should be selected first and foremost with regard to their financial soundness and stability. Brokers should be recognized, reputable dealers and members of the Financial Industry Regulatory Authority (FINRA).

The Treasurer should request the banking institution's Veribanc rating from all of the banking institutions that are working with the District on a semi-annual basis.

When using the Veribanc Rating Service the Treasurer may invest in such banks that show a green rating in a particular report. If a rating is yellow the Treasurer should contact the appropriate banking institution and request in writing an explanation of the change in rating and the expected time table for it to be changed to green.

If for a second report such rating is not green, the Treasurer should consider removing all funds that are not collateralized, or carries y some form of depositors insurance.

If a rating moves to red all money should be immediately collateralized or covered by some form of depositors insurance or be removed from the banking institution.

The Treasurer shall require any brokerage houses and broker/dealers wishing to do business with the District to supply the following information to the Treasurer on an annual basis:

- Audited financial statements
- If acting as a Registered Investment Advisor, copy of their Form ADV Part II
- Proof of FINRA membership
- A statement that the Advisor has read the District's Investment Policy and will comply with it on an annual basis
- Proof of credit worthiness (minimum standards: at least five years in operation and a minimum capital of 10 million dollars)

I. Reporting Requirements

On a semi-annual basis, a report containing the following information will be prepared by the Treasurer and distributed to the Superintendent, the Assistant Superintendent for Finance and Administration, and the Director of Accounting. The report will include the following information, as a minimum requirement:

- A listing of the individual accounts and individual securities held at the end of the reporting period.
- A listing of the short-term investment portfolio by security type and maturity to ensure compliance with the diversification and maturity guidelines established in the "Diversification" section of this Policy.
- A summary of the income earned on a monthly basis and year-to-date basis shall be reported.
- The Treasurer shall include in the report a brief statement of general market and economic conditions and other factors that may affect the District's cash position.
- The report should demonstrate the degree of compliance with the tenets set forth in this Policy.

J. Restrictions

MGL Chapter 44, Section 55 sets forth several restrictions that the Treasurer must be aware of when making investment selections.

- A Treasurer shall not at any one time have on deposit in a bank or trust company an amount exceeding 60% of the capital and surplus of such bank or trust company, or banking company, unless satisfactory security is given to it by such bank or trust company, or banking company for such excess.
- The Treasurer shall not make a deposit in any bank, trust company or banking company with which he is, or for any time during the three years immediately preceding the date of any such deposit was associated as an officer or employee.
- All securities shall have a maturity from date of purchase of one year or less.
- Purchases under an agreement with a trust company, national bank or Banking Company to repurchase at not less than original purchase price of said securities on a fixed date shall not exceed ninety days.

J. Legal References

M.G.L. Chapter 44, Section 55

M.G.L. Chapter 44, Section 55A

M.G.L. Chapter 44, Section 55B

M.G.L. Chapter 203C

M.G.L. Chapter 167, Section 15A

Section II.

The Investment of Trust Funds and Stabilization Funds

A. Scope

This Policy applies to all accounts that are designated as Scholarship or Trust Funds. These funds include all accounts that are received as scholarships and perpetual care receipts.

All accounts will be maintained separately receiving their proportionate interest and any realized and unrealized gains or losses. The account will be established as a pooled investment portfolio unless otherwise stated. Any additional accounts will be maintained in this same manner.

B. Authority

MGL Chapter 44, section 54 pertains to the investment of Trust Funds. All trust funds shall fall under the control of the District Treasurer unless otherwise provided or directed by the donor.

C. Objective

MGL, Chapter 44, section 55B requires the District Treasurer to invest all public funds except those required to be kept uninvested for purposes of immediate distribution.

This section also requires that invested funds are to be placed at the highest possible rate of interest reasonably available, taking into account the acceptable levels of safety, liquidity and yield. Therefore, these guidelines are intended to further the objective of securing the highest reasonable return available that is consistent with the safety of principal while meeting the daily cash requirements for the operation of the District.

- **Safety** of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that requires the preservation of capital through the mitigation of credit risk and interest rate risk. These risks shall be mitigated by the diversification and prudent selection of investment instruments, and choice of depository. Credit risk is the risk of loss due to the failure of the security issuer or backer. Interest rate risk is the risk that the market value of the security will fall due to changes in general interest rates.
- **Liquidity** is the next most important objective. The overall investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. Since all possible cash demands cannot be anticipated, the treasurer shall attempt to carry out investment activities in a manner that provides for meeting unusual or unexpected cash demands without requiring the liquidation of investments that could result in forfeiture of accrued interest earnings, and loss of principal in some cases.
- **Yield** is the third, and last, objective. Investments shall be undertaken so as to achieve a fair market average rate of return, taking into account safety and liquidity constraints as well as all legal requirements.

D. Investment Instruments

District funds should be deposited into savings banks or trust companies incorporated under the laws of the Commonwealth, banking companies incorporated under the laws of the Commonwealth which are members of the Federal Deposit Insurance Corporation, or national banks, or invested in participation units in a combined investment fund under section thirty-eight A of chapter twenty-nine, or in paid-up shares and accounts of and in co-operative banks, or in shares of savings and loan associations or in share or savings deposits of federal savings and loan associations doing business in the commonwealth.

Additionally the District may invest such funds in securities, other than mortgages or collateral loans, which are legal for the investment of funds of savings banks under the laws of the commonwealth; provided, that not more than fifteen percent (15%) of any such trust funds shall be invested in bank stocks and insurance company stocks, nor shall more than one and one-half percent (1 ½%) of such funds be invested in the stock of any one bank or insurance company. All investments must be represented by the Massachusetts List of Legal Investments pursuant to M.G.L. Chapter 167, Section 15A.

The Treasurer may invest in the following instruments:

- U. S. Treasuries that maybe sold prior to maturity: **Unlimited amounts (With no limit to the length of maturity from date of purchase)**

Comment [ns1]: This section of the law appears to apply only to trust funds held by cities and towns. We should check with the Department of Revenue to determine whether they have ruled on whether this statute applies to regional school districts.

From NS: It does not.

Deleted: MGL Chapter 44 section 54 states that

Deleted: money

- U.S. Agency obligations that may be sold prior to maturity. **Unlimited amounts (With no limit to the length of maturity from date of purchase)**
- Bank accounts or Certificates of Deposit ("CDs") **Unlimited amounts (With no limit to the length of maturity from date of purchase)**, which is fully collateralized through a third party agreement:
- Bank accounts and CDs **(With no limit to the length of maturity from date of purchase)** fully insured by F.D.I.C. and in some cases also Depository Insurance Fund of Massachusetts (D.I.F.): All bank accounts and CDs in one institution are considered in the aggregate to receive the insurance coverage limit.
- **Unsecured bank deposits** of any kind such as other checking, savings, money market, or Certificates of Deposit accounts at Banks that do not fit the above categories. These investments are subject to the following limitations: These investments **will be limited to no more than 5% of an institution's assets and no more than 25% of the District's cash**. Their credit worthiness will be tracked by Veribanc, or other bank credit worthiness reporting systems. They will be diversified as much as possible. CDs will be purchased with no limit to the length of maturity from the date of purchase and will be reviewed frequently.
- Common and preferred stock that are listed in the **List of Legal Investments**.
- Investment Funds that are listed in the **List of Legal Investments**.
- All other items not separately identified here that are listed in the **List of Legal Investments**.

E. Risk Tolerance

- **Credit Risk**
 - Credit risk is the risk that an issuer or other counterparty to an investment will not fulfill its obligations.

The District will manage credit risk several ways. There will be no limit to the amount of United States Treasury and United States Government Agency obligations.

In regards to other investments the District will only purchase investment grade securities with a high concentration in securities rated A or better.

The District may invest in the Massachusetts Municipal Depository Trust (MMDT) with no limit to the amount of funds placed in the fund.

The District may place funds in banking institutions as stated in Section D of this Cash and Investment Policy.

- **Custodial Risk**
 - The custodial credit risk for deposits is the risk that, in the event of the failure of a depository financial institution, a government will not be able to recover deposits or will not be able to recover collateral securities that are in the possession of an outside party. The custodial credit risk for investments is the risk that, in the event of the failure of the counterparty to a transaction, a government will not be able to recover the value of investment or collateral securities that are in the possession of an outside party.

The District will review the financial institution's financial statements and the background of the sales representative. The intent of this qualification is to limit the District's exposure to only those institutions with a proven financial strength, capital adequacy of the firm, and overall affirmative reputation in the municipal industry.

Further, all securities not held directly by the District, will be held in the District's name and tax identification number by a third party custodian approved by the Treasurer and evidenced by safekeeping receipts showing individual CUSIP numbers for each security.

- **Concentration of Credit Risk**
 - "Concentration of credit risk" is the risk of loss attributed to the magnitude of a government's investment in a single issuer.

The District will minimize concentration of credit risk by diversifying the investment portfolio so that the impact of potential losses from any one type of security or issuer will be minimized.

- **Interest Rate Risk**
 - "Interest rate risk" is the risk that changes in interest rates will adversely affect the fair value of an investment.

The District will manage interest rate risk by managing duration in the account.

- o **Foreign Currency Risk**

- "Foreign currency risk" is the risk that changes in foreign monetary exchange rates will adversely affect the fair value of an investment or a deposit.

The District will not invest in any instrument exposed to foreign currency risk.

F. Standards of Care

The standard of prudence to be used by the Treasurer shall be the "Prudent Person" standard and shall be applied in the context of managing an overall portfolio. The Treasurer acting in accordance with written procedures and this Policy, and exercising reasonable due diligence, shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided the purchases and sale of securities is carried out in accordance with the terms of this Policy.

Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs; not for speculation, but for investment considering the probable safety of their capital as well as the probable income to be derived. Compliance by the Treasurer with the terms of this Policy shall constitute "good faith" and the "exercise of care" within the meaning of MGL Chapter 44 Section 55A, which refers to the liability of the Treasurer for losses due to bankruptcy.

G. Diversification

Diversification should be interpreted in two ways: in terms of maturity as well as instrument type and issuer. The diversification concept should include prohibition against over concentration of maturities, as well as concentration in a specific institution, with the exception of U.S. Treasury obligations or investments fully collateralized by U.S. Treasuries or agency obligations.

H. Ethics

The Treasurer shall refrain from any personal activity that may conflict with the proper execution of the investment program or which could impair or appear to impair his/her ability to make impartial investment decisions. The Treasurer shall disclose to the School Committee any material financial interest in financial institutions that do business with the District. The Treasurer shall also disclose any large personal financial investment positions or loans that could be related to the performance of the District's investments.

I. Relationship with Financial Institutions

Financial institutions should be selected first and foremost with regard to their financial soundness and stability. Brokers should be recognized, reputable dealers.

The Treasurer shall require any brokerage houses and broker/dealers, wishing to do business with the District, to supply the following information to the Treasurer:

- Audited financial statements
- If acting as a Registered Investment Adviser, yearly copy of their SEC Form ADV Part II
- Proof of FINRA membership
- A statement that the Advisor has read the District Cash and Investment Policy and will comply with it on an annual basis

J. Reporting Requirements

On a semi-annual basis, a report containing the following information will be prepared by the Treasurer and distributed to the Superintendent, and/or Business Manager, as appropriate. The report will include the following information, as a minimum requirement:

- A listing of the individual accounts and individual securities held at the end of the reporting period.
- A listing of the short-term investment portfolio by security type and maturity to ensure compliance with the diversification and maturity guidelines established in the "Diversification" section of this Policy.
- A summary of the income earned on a monthly basis and year-to-date basis shall be reported.
- The Treasurer shall include in the report a brief statement of general market and economic conditions and other factors that may affect the District's cash position.
- The report should demonstrate the degree of compliance with the tenets set forth in the Policy.

K. Legal References

M.G.L. Chapter 44, Section 55
M.G.L. Chapter 44, Section 55A
M.G.L. Chapter 44, Section 55B
M.G.L. Chapter 203C
M.G.L. Chapter 167, Section 15A



Hamilton-Wenham Cultural Council
P.O. Box 429
Hamilton MA 01936-0429

28 October 2016

TO: Hamilton-Wenham Regional School District, c/o Ms Burnett:

The Hamilton-Wenham Cultural Council is pleased to inform you that your application for funding has received final approval in the amount of \$750 to support the Fall 2016 musical production at HWRHS.

Grants are made on a reimbursement basis only. Once your program has been completed, please send your completed form and documentation to the address above.

In addition to your reimbursement form, please include:

- Invoices, receipts, or paid bills
- Evidence that the event took place and was credited as promised (programs, news clippings, press releases, photos, programs, etc.)

Neglecting to include these items will delay your payment. Reimbursement will take approximately one month.

You have one year from the date of this letter to submit a request for reimbursement. Failure to meet that deadline will result in the loss of funds. If you need additional time to complete your project, your request for an extension must be made in writing, explaining the need for additional time. Grant recipients also need the Council's written permission to make changes to their projects. Project modifications must be requested in writing, and the modification should not significantly alter the original purpose of the approved application. Extension and modification requests are reviewed on a case-by-case basis and are not automatically granted.

You are required to acknowledge the financial support of the Hamilton-Wenham Cultural or the Massachusetts Cultural Council in published materials and announcements about your project. *Please carefully review the attached document regarding credit and publicity requirements.* This credit is required by the MCC and failure to comply may jeopardize future funding.

According to IRS guidelines the grant money you receive is considered taxable income. Please keep the award letter and check stub as a record of the award for your taxes.

There were many worthwhile applications for funding and only a select few were funded during this grant cycle. We wish you success and thank you for your efforts on behalf of our community. Please call or email if you have any questions.

Sincerely,

Charlotte Lidrbauch
Hamilton-Wenham Cultural Council Member
978-810-5453 Lidrbauch@verizon.net

Enclosures: Reimbursement Form, Grantee Credit and Publicity Requirements