[redacted]

SCHOOL COMMITTEE WORKSHOP

Superintendent's Office **Thursday, March 2, 2017** **7:00 PM**
Administrative Building

1. **Call to Order** **7:00**
2. Superintendent's Update
3. **Consent Agenda**
   a. Warrant Sub Committee Report — Exhibit A
4. **New Business** **7:05**
   a. March-June Draft SC Meeting Calendar and Agenda Items — Exhibit B
   b. Discussion of Treasurer's Reporting Lines—Requested by J. Liebow — Exhibit C
   c. 5 Year Capital Plan Prioritization — Exhibit D
   d. Report on District, SC and Superintendent's Goal Progress — Exhibit F
5. **Vote to Adjourn** **9:30**

Secretary: Joshua Liebow, HWRSC

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

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT VOUCHER

Voucher No: 20 **Voucher Date:** 02/16/2017 Prepared By: Leslie A Davidson

Printed: 02/14/2017 04:00:01 PM

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT is hereby authorized to draw warrants against HAMILTON WENHAM REGIONAL SCHOOL DISTRICT funds for the sum of $6,719.27 on account of obligations incurred for value received in services and for materials as shown below for period July 1, 2016 to June 30, 2017 (period cannot overlap fiscal year end.)

I certify that this claim is just and correct, and the services and/or materials herein represented have been received during the period listed above. All items are properly coded and not in excess of the budget.

Donald E. Gallant — Treasurer

Leslie Davidson — Assistant Treasurer

1 — School Committee Member

2 — School Committee Member

3 — School Committee Member

Jeffrey Sands — Assistant Superintendent for Admin. and Finance

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT

Fund		Amount
001	GENERAL FUND	$6,719.27
202	REVOLVING FUNDS	$0.00
301	TITLE I	$0.00
302	94-142 IDEA 240	$0.00
304	EARLY CHILDHOOD	$0.00
402	STATE GRANTS FY EVEN YEARS	$0.00
701	CAFETERIA FUNDS	$0.00
		$6,719.27

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT VOUCHER

Voucher No: 1034 **Voucher Date:** 02/16/2017 Prepared By: Leslie Davidson

Printed: 02/14/2017 03:40:13 PM

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT is hereby authorized to draw warrants against HAMILTON WENHAM REGIONAL SCHOOL DISTRICT funds for the sum of $705,908.11 on account of obligations incurred for value received in services and for materials as shown below for period July 1, 2016 to June 30, 2017 (period cannot overlap fiscal year end.)

I certify that this claim is just and correct, and the services and/or materials herein represented have been received during the period listed above. All items are properly coded and not in excess of the budget.

Donald E. Gallant — Treasurer

Leslie Davidson — Assistant Treasurer

1 — School Committee Member

2 — School Committee Member

3 — School Committee Member

Jeffrey Sands — Assistant Superintendent for Admin. and Finance

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT

Fund		Amount
001	GENERAL FUND	$705,908.11
		$705,908.11

Created By: l.davidson **Posted By:** v.leone **Date:** 02/14/2017 15:33:39 **Page:** 1

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT VOUCHER

Voucher No: 1035 **Voucher Date:** 02/16/2017 Prepared By: Leslie A Davidson

Printed: 02/14/2017 03:54:48 PM

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT is hereby authorized to draw warrants against HAMILTON WENHAM REGIONAL SCHOOL DISTRICT funds for the sum of $76,872.13 on account of obligations incurred for value received in services and for materials as shown below for period July 1, 2016 to June 30, 2017 (period cannot overlap fiscal year end.)

I certify that this claim is just and correct, and the services and/or materials herein represented have been received during the period listed above. All items are properly coded and not in excess of the budget.

Donald E. Gallant, Treasurer

Leslie Davidson, Assistant Treasurer

1 School Committee Member

2 School Committee Member

3 School Committee Member

Jeffrey Sands, Assistant Superintendent for Admin. and Finance

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT

Fund		Amount
001	GENERAL FUND	$76,872.13
		$76,872.13

Created By: l.davidson **Posted By:** v.leone **Date:** 02/14/2017 15:49:25 **Page:** 1

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT VOUCHER

Voucher No: 21 **Voucher Date:** 03/02/2017 Prepared By: Donald Gallant

Printed: 02/28/2017 02:53:05 PM

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT is hereby authorized to draw warrants against HAMILTON WENHAM REGIONAL SCHOOL DISTRICT funds for the sum of $23,286.98 on account of obligations incurred for value received in services and for materials as shown below for period July 1, 2016 to June 30, 2017 (period cannot overlap fiscal year end.)

I certify that this claim is just and correct, and the services and/or materials herein represented have been received during the period listed above. All items are properly coded and not in excess of the budget.

Donald E. Gallant — Treasurer

Leslie Davidson — Assistant Treasurer

1 — School Committee Member

2 — School Committee Member

3 — School Committee Member

Jeffrey Sands — Assistant Superintendent for Admin. and Finance

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT

Fund		Amount
001	GENERAL FUND	$5,487.64
202	REVOLVING FUNDS	$0.00
205	ATHLETIC/EXTRA CURR REVOLVING	$17,799.34
301	TITLE I	$0.00
302	94-142 IDEA 240	$0.00
304	EARLY CHILDHOOD	$0.00
402	STATE GRANTS FY EVEN YEARS	$0.00
701	CAFETERIA FUNDS	$0.00
		$23,286.98

Created By: c.carberry **Posted By:** c.carberry **Date:** 02/28/2017 14:29:23 **Page:** 1

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT VOUCHER

Voucher No: 1036 **Voucher Date:** 02/27/2017 Prepared By: Donald Gallant

Printed: 02/28/2017 01:27:18 PM

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT is hereby authorized to draw warrants against HAMILTON WENHAM REGIONAL SCHOOL DISTRICT funds for the sum of $319,773.99 on account of obligations incurred for value received in services and for materials as shown below for period July 1, 2016 to June 30, 2017 (period cannot overlap fiscal year end.)

I certify that this claim is just and correct, and the services and/or materials herein represented have been received during the period listed above. All items are properly coded and not in excess of the budget.

Donald E. Gallant — Treasurer

Leslie Davidson — Assistant Treasurer

1 — School Committee Member

2 — School Committee Member

3 — School Committee Member

Jeffrey Sands — Assistant Superintendent for Admin. and Finance

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT

Fund		Amount
001	GENERAL FUND	$319,773.99
		$319,773.99

Created By: l.davidson **Posted By:** v.leone **Date:** 02/28/2017 13:21:54 Page: 1

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT VOUCHER

Voucher No: 1037 **Voucher Date:** 03/02/2017 Prepared By:

Printed: 02/28/2017 02:48:16 PM

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT is hereby authorized to draw warrants against HAMILTON WENHAM REGIONAL SCHOOL DISTRICT funds for the sum of $726,732.96 on account of obligations incurred for value received in services and for materials as shown below for period July 1, 2016 to June 30, 2017 (period cannot overlap fiscal year end.)

I certify that this claim is just and correct, and the services and/or materials herein represented have been received during the period listed above. All items are properly coded and not in excess of the budget.

Donald E. Gallant — Treasurer

Leslie Davidson — Assistant Treasurer

1 — School Committee Member

2 — School Committee Member

3 — School Committee Member

Jeffrey Sands — Assistant Superintendent for Admin. and Finance

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT

Fund		Amount
001	GENERAL FUND	$726,732.96
		$726,732.96

Created By: l.davidson **Posted By:** v.leone **Date:** 02/28/2017 14:43:06 **Page:** 1

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT VOUCHER

Voucher No: 2274 **Voucher Date:** 01/19/2017 Prepared By: L. Capozzi

Printed: 01/23/2017 10:29:46 AM

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT is hereby authorized to draw warrants against HAMILTON WENHAM REGIONAL SCHOOL DISTRICT funds for the sum of $494.00 on account of obligations incurred for value received in services and for materials as shown below for period July 1, 2016 to June 30, 2017 (period cannot overlap fiscal year end.)

I certify that this claim is just and correct, and the services and/or materials herein represented have been received during the period listed above. All items are properly coded and not in excess of the budget.

Donald E. Gallant — Treasurer

David Polito — Assistant Treasurer

1 — School Committee Member

2 — School Committee Member

3 — School Committee Member

Jeffrey Sands — Assistant Superintendent for Admin. and Finance

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT

Fund		Amount
202	REVOLVING FUNDS	$494.00
		$494.00

Created By: capozzid **Posted By:** capozzid **Date:** 01/23/2017 10:29:34 **Page:** 1

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT VOUCHER

Voucher No: 2277 **Voucher Date:** 01/31/2017 Prepared By: D. Capozzi

Printed: 01/31/2017 01:34:27 PM

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT is hereby authorized to draw warrants against HAMILTON WENHAM REGIONAL SCHOOL DISTRICT funds for the sum of $144.14 on account of obligations incurred for value received in services and for materials as shown below for period July 1, 2016 to June 30, 2017 (period cannot overlap fiscal year end.)

I certify that this claim is just and correct, and the services and/or materials herein represented have been received during the period listed above. All items are properly coded and not in excess of the budget.

Donald E. Gallant — Treasurer

David Polito — Assistant Treasurer

1 — School Committee Member

2 — School Committee Member

3 — School Committee Member

Jeffrey Sands — Assistant Superintendent for Admin. and Finance

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT

Fund		Amount
202	REVOLVING FUNDS	$144.14
		$144.14

Created By: capozzid **Posted By:** capozzid **Date:** 01/31/2017 13:34:13 **Page:** 1

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT VOUCHER

Voucher No: 2278 **Voucher Date:** 02/02/2017 Prepared By: D. Capozzi

Printed: 02/02/2017 09:07:39 AM

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT is hereby authorized to draw warrants against HAMILTON WENHAM REGIONAL SCHOOL DISTRICT funds for the sum of $0.50 on account of obligations incurred for value received in services and for materials as shown below for period July 1, 2016 to June 30, 2017 (period cannot overlap fiscal year end.)

I certify that this claim is just and correct, and the services and/or materials herein represented have been received during the period listed above. All items are properly coded and not in excess of the budget.

Donald E. Gallant — Treasurer

David Polito — Assistant Treasurer

1 — School Committee Member

2 — School Committee Member

3 — School Committee Member

Jeffrey Sands — Assistant Superintendent for Admin. and Finance

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT

Fund		Amount
202	REVOLVING FUNDS	$0.50
		$0.50

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT VOUCHER

Voucher No: 2279 **Voucher Date:** 02/14/2017 Prepared By: D. Capozzi

Printed: 02/15/2017 09:33:20 AM

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT is hereby authorized to draw warrants against HAMILTON WENHAM REGIONAL SCHOOL DISTRICT funds for the sum of $295.00 on account of obligations incurred for value received in services and for materials as shown below for period July 1, 2016 to June 30, 2017 (period cannot overlap fiscal year end.)

I certify that this claim is just and correct, and the services and/or materials herein represented have been received during the period listed above. All items are properly coded and not in excess of the budget.

Donald E. Gallant — Treasurer

Leslie Davidson — Assistant Treasurer

1 — School Committee Member

2 — School Committee Member

3 — School Committee Member

Jeffrey Sands — Assistant Superintendent for Admin. and Finance

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT

Fund		Amount
202	REVOLVING FUNDS	$295.00
		$295.00

Created By: capozzid **Posted By:** capozzid **Date:** 02/15/2017 09:33:04 **Page:** 1

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT VOUCHER

Voucher No: 2281 **Voucher Date:** 02/17/2017 Prepared By: D. Capozzi

Printed: 02/21/2017 08:07:18 AM

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT is hereby authorized to draw warrants against HAMILTON WENHAM REGIONAL SCHOOL DISTRICT funds for the sum of $165.17 on account of obligations incurred for value received in services and for materials as shown below for period July 1, 2016 to June 30, 2017 (period cannot overlap fiscal year end.)

I certify that this claim is just and correct, and the services and/or materials herein represented have been received during the period listed above. All items are properly coded and not in excess of the budget.

Donald E. Gallant — Treasurer

Leslie Davidson — Assistant Treasurer

1 — School Committee Member

2 — School Committee Member

3 — School Committee Member

Jeffrey Sands — Assistant Superintendent for Admin. and Finance

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT

Fund		Amount
202	REVOLVING FUNDS	$165.17
		$165.17

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT VOUCHER

Voucher No: 2282 **Voucher Date:** 02/17/2017 Prepared By: D. Capozzi

Printed: 02/22/2017 09:07:52 AM

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT is hereby authorized to draw warrants against HAMILTON WENHAM REGIONAL SCHOOL DISTRICT funds for the sum of $600.00 on account of obligations incurred for value received in services and for materials as shown below for period July 1, 2016 to June 30, 2017 (period cannot overlap fiscal year end.)

I certify that this claim is just and correct, and the services and/or materials herein represented have been received during the period listed above. All items are properly coded and not in excess of the budget.

Donald E. Gallant — Treasurer

Leslie Davidson — Assistant Treasurer

1 — School Committee Member

2 — School Committee Member

3 — School Committee Member

Jeffrey Sands — Assistant Superintendent for Admin. and Finance

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT

Fund		Amount
202	REVOLVING FUNDS	$600.00
		$600.00

Created By: capozzid **Posted By:** capozzid **Date:** 02/22/2017 09:07:29 **Page:** 1

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT VOUCHER

Voucher No: 2283 **Voucher Date:** 03/02/2017 Prepared By: Donald Gallant

Printed: 02/28/2017 01:36:45 PM

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT is hereby authorized to draw warrants against HAMILTON WENHAM REGIONAL SCHOOL DISTRICT funds for the sum of $23,031.09 on account of obligations incurred for value received in services and for materials as shown below for period July 1, 2016 to June 30, 2017 (period cannot overlap fiscal year end.)

I certify that this claim is just and correct, and the services and/or materials herein represented have been received during the period listed above. All items are properly coded and not in excess of the budget.

Donald E. Gallant — Treasurer

Leslie Davidson — Assistant Treasurer

1 — School Committee Member

2 — School Committee Member

3 — School Committee Member

Jeffrey Sands — Assistant Superintendent for Admin. and Finance

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT

Fund		Amount
701	CAFETERIA FUNDS	$23,031.09
		$23,031.09

Created By: capozzid **Posted By:** v.leone **Date:** 02/28/2017 10:35:12 Page: 1

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT VOUCHER

Voucher No: 2284 **Voucher Date:** 03/02/2017 Prepared By:

Printed: 02/28/2017 01:43:50 PM

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT is hereby authorized to draw warrants against HAMILTON WENHAM REGIONAL SCHOOL DISTRICT funds for the sum of $427,012.33 on account of obligations incurred for value received in services and for materials as shown below for period July 1, 2016 to June 30, 2017 (period cannot overlap fiscal year end.)

I certify that this claim is just and correct, and the services and/or materials herein represented have been received during the period listed above. All items are properly coded and not in excess of the budget.

Donald E. Gallant — Treasurer

Leslie Davidson — Assistant Treasurer

1 — School Committee Member

2 — School Committee Member

5 — School Committee Member

Jeffrey Sands — Assistant Superintendent for Admin. and Finance

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT

Fund		Amount
001	GENERAL FUND	$390,532.81
202	REVOLVING FUNDS	$4,255.00
205	ATHLETIC/EXTRA CURR REVOLVING	$2,114.25
302	94-142 IDEA 240	$2,444.00
303	TITLE IIA	$1,800.00
502	PRIVATE GRANTS & GIFTS	$25,866.27
		$427,012.33

Created By: capozzid **Posted By:** v.leone **Date:** 02/28/2017 10:35:32 **Page:** 1

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT VOUCHER

Voucher No: 2285 **Voucher Date:** 03/02/2017 Prepared By:

Printed: 02/28/2017 01:52:59 PM

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT is hereby authorized to draw warrants against HAMILTON WENHAM REGIONAL SCHOOL DISTRICT funds for the sum of $169,507.42 on account of obligations incurred for value received in services and for materials as shown below for period July 1, 2016 to June 30, 2017 (period cannot overlap fiscal year end.)

I certify that this claim is just and correct, and the services and/or materials herein represented have been received during the period listed above. All items are properly coded and not in excess of the budget.

Donald E. Gallant — Treasurer

Leslie Davidson — Assistant Treasurer

1 — School Committee Member

2 — School Committee Member

3 — School Committee Member

Jeffrey Sands — Assistant Superintendent for Admin. and Finance

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT

Fund		Amount
001	GENERAL FUND	$139,612.10
202	REVOLVING FUNDS	$621.00
205	ATHLETIC/EXTRA CURR REVOLVING	$18,225.69
303	TITLE IIA	$7,920.00
402	STATE GRANTS FY EVEN YEARS	$570.13
502	PRIVATE GRANTS & GIFTS	$2,558.50
		$169,507.42

February 9	• Regional Agreement Amendment
	• Representative Brad Hill
	• Report on District, School Committee & Superintendent Goal Progress for 2016-17
	• FY18 Budget
	  o OPEB Presentation from Jim Powers, Powers and Sullivan
	  o Summary of FY18 Budget Recommendation
	  o 3 Year Forecast
	• **Adopt FY18 Budget**
	• Committee Reports
	• Report on District, SC and Superintendent Goal Progress for 2016-2017
	• Mid-Year Financial Progress Report
	• Bill Shields	

March 2	• **5 Year Capital Plan Prioritization** • **Treasurer's Reporting Lines/Job Description** • **March-June SC Calendar and Agenda Items** • **YTD Financial Forecast** • **Report on District, SC and Superintendent Goal Progress**	**Workshop Meeting at 5 School St**
March 16	• 5 Year Capital Plan Prioritization (cont.) • Committee Reports • Update from Director of Curriculum, Assessment and Instruction, Peggy McElhinney	•

	• Side letter with HWREA • Hamilton PD and Wenham PD to present the ALICE Program to the SC(?) • Accept Ch. 32B, Sect 20 • Nominations Committee		
April 1	• ***Annual Town Meetings***		
April 6	• 5 Year Capital Plan Prioritization (Final?) • Student Government Presentation • Policy Review • Report from the District Treasurer • Turf Field	•	• ***Annual Town Elections (Per Town Bylaws)***
April 12	• SC meets to Certify the Election Results	•	
April 27	• SC Reorganization – Election of Officers • SC Sub Committee Appointments	•	
May 4	• Vote to Set Last Day of School • Develop SC Goals for 2017-2018	•	

Comment [MH1]: Is this the right date?

Comment [MH2]: Student Services Report: Kathy Harris, Lisa Cheney, Preschool Coordinator, Kristen Lazzaro, Director of Guidance and Counseling

May 18	• Develop SC Goals for 2017-2018	•	**6/1 Candlelight Ceremony @ 8PM** **6/3 Graduation @ 10 AM**
June 8	• Retiree Reception 6:30 PM • Recognition of Retirees • Set SC Goals for 2017-2018 • Policy Review • Treasurer's Appointment		
June 22	• Committee Reports • SEPAC Annual Report • EOY Financial Forecast • Report on District, SC and Superintendent Goal Progress for 2016-2017		**Principals present Final SIP Reports**

Comment [MH3]: Eric Tracy, Re: Senior Capstone
Prudy Pilkanis, Re: Project Adventure

Comment [MH4]: Supt. Review?

EXHIBIT C

Hamilton-Wenham Regional School District

Title: **District Treasurer**

Reports to: Daily supervision provided by the Assistant Superintendent for Finance and Administration. Annually appointed by and reports to the Hamilton-Wenham Regional School Committee in accordance with MGL c. 71 s. 16A. An annual evaluation will be completed by Assistant Superintendent for Finance and Administration and then shared with the School Committee.

Qualification: The Treasurer shall possess substantial professional experience with and fluency in the laws and procedures that govern municipal and school finance in the Commonwealth of Massachusetts. The Treasurer shall have a bachelor's degree in accounting or finance and should possess excellent computer skills.

Job Goal: The Treasurer's primary function is to provide oversight and supervision of all receipts, disbursements and investments of the HWRSD in accordance with Massachusetts General Law and District policy.

Performance Responsibilities:

- Responsible for all cash receipts and deposits of the District, including student activity accounts and gate receipts.
- Responsible for all disbursements of the District, including the approval of accounts payable and payroll warrants. Responsible for signing all District checks.
- Responsible for processing all transfers between District accounts, including student activity accounts.
- Responsible for the investment of all District funds in accordance with relevant Massachusetts General Laws and District policies, including Scholarship and Trust funds.
- Maintain banking relationships for all District accounts.
- Maintain and reconcile cash books for all District accounts.
- Responsible for monitoring cash flow and for preparing cash flow projections.
- Annually certify assessment amounts apportioned to member Towns in accordance with MGL c. 71 s. 16B and the Hamilton-Wenham Regional District Agreement.
- Support Annual Audit process.
- Responsible for maintaining and submitting Massachusetts School Building Authority project financial data as required.

- Coordinate all District borrowing and related work with bond advisors, bond counsel, and bond rating agencies as necessary.
- Train and supervise the Assistant Treasurer. The Assistant Treasurer shall perform the duties of the Treasurer in his/her absence in accordance with MGL c. 71 s. 16A.
- Provide semi-annual reports to the School Committee regarding Treasury function operations, including but not limited to reporting regarding Cash & Investments of the District in accordance with District Policy.
- Shall give bond annually for the faithful performance of his/her duties in a form approved by the MA DOR (MGL c. 40 s.35) and District Policy.
- Shall be responsible for any other duties as assigned by the Assistant Superintendent needed to perform the treasury functions of the District.
- Shall be present at Warrant Committee meetings to answer questions on warrants and put report together needed for School Committee Meetings.

Hamilton Wenham Regional School District

5 Year Capital* Improvement Program Summary as of February 9, 2017

Department	Project	Location	Total Est Cost	FY18	FY19	FY20	FY21	FY22
Fac & Grds	New Roof	HS	3,000,000	-	-	-	-	3,000,000
Fac & Grds	Building Energy Management Systems	Elem Schools	210,000	-	-	-	-	210,000
Fac & Grds	Replace Recalled Sprinkler Heads	HS / MS	37,500	-	-	18,750	18,750	-
Fac & Grds	Replace Classroom Sinks, Countertops & Water bubblers	Elem Schools	61,000	-	21,000	20,000	20,000	-
Fac & Grds	Waste Water Treatment Plant	District	100,000	20,000	20,000	20,000	20,000	20,000
Fac & Grds	Repair, refinish & reline Gymnasium Floors	District	60,000	-	-	-	30,000	30,000
Fac & Grds	Building Fire Suppression System	Win	600,000	-	600,000	-	-	-
Fac & Grds	Install Keyless Entryway Swipecard Systems	District	35,000	-	-	35,000	-	-
Fac & Grds	Install Exterior Surveillance Cameras	District	30,000	-	-	30,000	-	-
Fac & Grds	Install Main Entry & Main Office Interior Surveillance Cameras	District	25,000	-	-	25,000	-	-
Fac & Grds	Interior Classroom & Hallway Painting	Cut	30,000	-	-	30,000	-	-
Fac & Grds	Replace Classroom Carpets with Tile (6)	Cut	30,000	15,000	15,000	-	-	-
Fac & Grds	Classroom Shades	Cut, Buk, HS & MS	135,000	-	-	40,000	60,000	35,000
Fac & Grds	Emergency Generator	Buk & Admin Bldg	40,000	-	-	-	-	40,000
Fac & Grds	Autoscrubbers (4) & Floor Burnishers (1)	District	70,000	-	15,000	25,000	15,000	15,000
Fac & Grds	Replace flooring in HS Fitness Center	HS	15,000	-	-	-	-	15,000
Fac & Grds	Equipment for HS Fitness Center	HS	20,000	-	20,000	-	-	-
Fac & Grds	Replace Rear Roof at Buker	Buk	50,000	20,000	30,000	-	-	-
Fac & Grds	Install ADA Accessible Concrete Exterior Wheelchair Ramp	Winthrop	10,000	10,000	-	-	-	-
Fac & Grds	Install ADA Accessible Handicap Lifts/Ramps for school stages	Win & Buk	30,000	-	30,000	-	-	-
Fac & Grds	Project Adventure Course Upgrades	HS / MS	15,000	-	-	15,000	-	-
Fac & Grds	Replace front sidewalks at Middle School	MRMS	60,000	-	-	-	-	60,000
Fac & Grds	Replace Ceiling Tiles in Primary Wing Classrooms & Hallway	Winthrop	10,000	-	-	10,000	-	
Fac & Grds	Repair sidewalks and curbing at Admin Bldg	Admin	15,000	-	-	15,000	-	
Fac & Grds	Upgrade, repair and install Intercom systems	Various	24,000	-	-	24,000	-	
Fac & Grds	Kiln	HS	11,500	11,500	-	-	-	
Fac & Grds	Replace Sound System in gymnasium	HS / MS	20,000	-	20,000	-	-	
Fac & Grds	Classroom Furniture (1 Class)	HS	15,000	15,000	-	-	-	-
Fac & Grds	Buker Playground	Buker	10,000	10,000	-	-	-	-
Tech	iPads for Students on Scholarship and F&RL	District	87,500	17,500	17,500	17,500	17,500	17,500
Tech	Classroom Hardware Refresh 4 year cycle (iPads)	District	301,000	21,000	42,000	105,000	70,000	63,000
Tech	Classroom Hardware Refresh 7 year cycle (Laptops & Labs)	District	295,785	33,480	47,470	68,450	92,430	53,955
Tech	Classroom Chromebooks 4 year cycle	District	36,000	-	18,000	-	18,000	-
Tech	Classroom Chromebooks (MRMS New)	District	18,000	-	18,000	-	-	-
Tech	Upgrade Wireless Access Points including wiring	District	49,920	-	-	49,920	-	-
Tech	Replace Phone System with new VoIP System	HS / MS	47,000	-	-	-	-	47,000
Tech	Replace Backup Server / Services	District	52,000	-	52,000	-	-	-
Tech	Replace VMWare Server and Licenses	District	113,000	-	-	113,000	-	-
Tech	Replace Network Area Storage Arrays	District	207,000	-	-	-	207,000	-
Tech	Replace Network IDF	District	72,000	-	-	-	-	72,000
Tech	Replace Classroom SMARTBoards, Projectors, etc	District	260,512	37,216	74,432	74,432	74,432	-
Tech	Upgrade Auditorium Theatrical Electrical Systems	HS	75,000	-	75,000	-	-	-

Hamilton Wenham Regional School District

5 Year Capital* Improvement Program Summary as of February 9, 2017

Department	Project	Location	Total Est Cost	FY18	FY19	FY20	FY21	FY22
Tech	Replace Auditorium Lighting Control Console	HS	17,000	-	17,000	-	-	-
Tech	Auditorium HD Projector, Projection Screen & Monitors	HS	50,000	-	50,000	-	-	-
Tech	Install redundant line for Internet Connectivity	District	32,000	-	32,000	-	-	-
Food Svc	Kitchen Equipment	District	373,576	-	43,628	149,597	115,107	65,243
	Total Recommended:		**6,856,293**	**210,696**	**1,258,030**	**885,649**	**758,219**	**3,743,698**
Master Plan	Architect & Design Fees (Master Plan)	District	25,000	-	25,000	-	-	-
Master Plan	Classroom Furniture (Master Plan)	District	800,000	-	800,000	-	-	-
Master Plan	HS/MS Library Media Center Renovation (Master Plan)	HS / MS	1,000,000	-	-	1,000,000	-	-
Master Plan	MS Maker Spaces Renovation (Master Plan)	MS	300,000	-	-	-	300,000	-
Master Plan	Elementary Library Media Center Renovations (Master Plan)	Elem Schools	300,000	-	-	-	300,000	-
	Subtotal Master Plan:		**2,425,000**	**-**	**825,000**	**1,000,000**	**600,000**	**-**
Athletics	Turf Fields: Track & Field	District	3,939,067	-	-	-	-	3,939,067
Athletics	Turf Fields: Combination Baseball Field	District	3,505,499	-	-	-	-	3,505,499
Athletics	Turf Fields: Entrance Improvements & Amenities	District	2,024,928	-	-	-	-	2,024,928
	Totals:		**$ 18,750,787**	**$ 210,696**	**$ 2,083,030**	**$ 1,885,649**	**$ 1,358,219**	**$ 13,213,192**

- A "green" shaded entry in FY18 denotes the expense has been incorporated into the FY18 Operating Budget Recommendation.

* - Tangible assets or projects that cost at least $10,000 and have a useful life of at least 5 years.

Note - The final principal and interest payment for the HS/MS Project is due in May 2019. Net annual Debt Service Expense Costs associated with that Project are ~$714,000 .

Hamilton Wenham Regional School District

5 Year Capital* Improvement Program Summary as of February 9, 2017

Department	Project	Location	Total Est Cost	FY18	FY19	FY20	FY21	FY22
Fac & Grds	New Roof	HS	3,000,000	-	-	-	-	3,000,000
Fac & Grds	Building Energy Management Systems	Elem Schools	210,000	-	-	-	-	210,000
Fac & Grds	Replace Recalled Sprinkler Heads	HS / MS	37,500	-	-	18,750	18,750	-
Fac & Grds	Replace Classroom Sinks, Countertops & Water bubblers	Elem Schools	61,000	-	21,000	20,000	20,000	-
Fac & Grds	Waste Water Treatment Plant	District	100,000	20,000	20,000	20,000	20,000	20,000
Fac & Grds	Repair, refinish & reline Gymnasium Floors	District	60,000	-	-	-	30,000	30,000
Fac & Grds	Building Fire Suppression System	Win	600,000	-	600,000	-	-	-
Fac & Grds	Install Keyless Entryway Swipecard Systems	District	35,000	-	-	35,000	-	-
Fac & Grds	Install Exterior Surveillance Cameras	District	30,000	-	-	30,000	-	-
Fac & Grds	Install Main Entry & Main Office Interior Surveillance Cameras	District	25,000	-	-	25,000	-	-
Fac & Grds	Interior Classroom & Hallway Painting	Cut	30,000	-	-	30,000	-	-
Fac & Grds	Replace Classroom Carpets with Tile (6)	Cut	30,000	15,000	15,000	-	-	-
Fac & Grds	Classroom Shades	Cut, Buk, HS & MS	135,000	-	-	40,000	60,000	35,000
Fac & Grds	Emergency Generator	Buk & Admin Bldg	40,000	-	-	-	-	40,000
Fac & Grds	Autoscrubbers (4) & Floor Burnishers (1)	District	70,000	-	15,000	25,000	15,000	15,000
Fac & Grds	Replace flooring in HS Fitness Center	HS	15,000	-	-	-	-	15,000
Fac & Grds	Equipment for HS Fitness Center	HS	20,000	-	20,000	-	-	-
Fac & Grds	Replace Rear Roof at Buker	Buk	50,000	20,000	30,000	-	-	-
Fac & Grds	Install ADA Accessible Concrete Exterior Wheelchair Ramp	Winthrop	10,000	10,000	-	-	-	-
Fac & Grds	Install ADA Accessible Handicap Lifts/Ramps for school stages	Win & Buk	30,000	-	30,000	-	-	-
Fac & Grds	Project Adventure Course Upgrades	HS / MS	15,000	-	-	15,000	-	-
Fac & Grds	Replace front sidewalks at Middle School	MRMS	60,000	-	-	-	-	60,000
Fac & Grds	Replace Ceiling Tiles in Primary Wing Classrooms & Hallway	Winthrop	10,000	-	-	10,000	-	
Fac & Grds	Repair sidewalks and curbing at Admin Bldg	Admin	15,000	-	-	15,000	-	
Fac & Grds	Upgrade, repair and install Intercom systems	Various	24,000	-	-	24,000	-	
Fac & Grds	Kiln	HS	11,500	11,500	-	-	-	
Fac & Grds	Replace Sound System in gymnasium	HS / MS	20,000	-	20,000	-	-	
Fac & Grds	Classroom Furniture (1 Class)	HS	15,000	15,000	-	-	-	-
Fac & Grds	Buker Playground	Buker	10,000	10,000	-	-	-	-
Tech	iPads for Students on Scholarship and F&RL	District	87,500	17,500	17,500	17,500	17,500	17,500
Tech	Classroom Hardware Refresh 4 year cycle (iPads)	District	301,000	21,000	42,000	105,000	70,000	63,000
Tech	Classroom Hardware Refresh 7 year cycle (Laptops & Labs)	District	295,785	33,480	47,470	68,450	92,430	53,955
Tech	Classroom Chromebooks 4 year cycle	District	36,000	-	18,000	-	18,000	-
Tech	Classroom Chromebooks (MRMS New)	District	18,000	-	18,000	-	-	-
Tech	Upgrade Wireless Access Points including wiring	District	49,920	-	-	49,920	-	-
Tech	Replace Phone System with new VoIP System	HS / MS	47,000	-	-	-	-	47,000
Tech	Replace Backup Server / Services	District	52,000	-	52,000	-	-	-
Tech	Replace VMWare Server and Licenses	District	113,000	-	-	113,000	-	-
Tech	Replace Network Area Storage Arrays	District	207,000	-	-	-	207,000	-
Tech	Replace Network IDF	District	72,000	-	-	-	-	72,000
Tech	Replace Classroom SMARTBoards, Projectors, etc	District	260,512	37,216	74,432	74,432	74,432	-
Tech	Upgrade Auditorium Theatrical Electrical Systems	HS	75,000	-	75,000	-	-	-
Tech	Replace Auditorium Lighting Control Console	HS	17,000	-	17,000	-	-	-
Tech	Auditorium HD Projector, Projection Screen & Monitors	HS	50,000	-	50,000	-	-	-
Tech	Install redundant line for Internet Connectivity	District	32,000	-	32,000	-	-	-
Food Svc	Kitchen Equipment	District	373,575	-	43,628	149,597	115,107	65,243

Hamilton Wenham Regional School District

5 Year Capital* Improvement Program Summary as of February 9, 2017

Department	Project	Location	Total Est Cost	FY18	FY19	FY20	FY21	FY22
	Total Recommended:		**6,856,292**	**210,696**	**1,258,030**	**885,649**	**758,219**	**3,743,698**
Master Plan	Architect & Design Fees (Master Plan)	District	25,000	-	25,000	-	-	-
Master Plan	Classroom Furniture (Master Plan)	District	800,000	-	800,000	-	-	-
Master Plan	HS/MS Library Media Center Renovation (Master Plan)	HS / MS	1,000,000	-	-	1,000,000	-	-
Master Plan	MS Maker Spaces Renovation (Master Plan)	MS	300,000	-	-	-	300,000	-
Master Plan	Elementary Library Media Center Renovations (Master Plan)	Elem Schools	300,000	-	-	-	300,000	-
	Subtotal Master Plan:		**2,425,000**	**-**	**825,000**	**1,000,000**	**600,000**	**-**
Athletics	Turf Fields: Track & Field	District	3,939,067	-	-	-	-	3,939,067
Athletics	Turf Fields: Combination Baseball Field	District	3,505,499	-	-	-	-	3,505,499
Athletics	Turf Fields: Entrance Improvements & Amenities	District	2,024,928	-	-	-	-	2,024,928
	Totals:		**$ 18,750,786**	**$ 210,696**	**$ 2,083,030**	**$ 1,885,649**	**$ 1,358,219**	**$ 13,213,192**

- A "green" shaded entry in FY18 denotes the expense has been incorporated into the FY18 Operating Budget Recommendation.

* - Tangible assets or projects that cost at least $10,000 and have a useful life of at least 5 years.

Note - The final principal and interest payment for the HS/MS Project is due in May 2019. Net annual Debt Service Expense Costs associated with that Project are ~$714,000 .

Department	Project	Location	Total Est Cost	FY18	Category
Fac & Grds	Install ADA Accessible Concrete Exterior Wheelchair Ramp	Winthrop	10,000	10,000	Accessibility
Fac & Grds	Install ADA Accessible Handicap Lifts/Ramps for school stages	Win & Buk	30,000	-	Accessibility
		Total	40,000		

Department	Project	Location	Total Est Cost	FY18	Category
Fac & Grds	Replace Classroom Sinks, Countertops & Water bubblers	Elem Schools	61,000	-	Cosmetic Infrastructure
Fac & Grds	Repair, refinish & reline Gymnasium Floors	District	60,000	-	Cosmetic Infrastructure
Fac & Grds	Interior Classroom & Hallway Painting	Cut	30,000	-	Cosmetic Infrastructure
Fac & Grds	Replace Classroom Carpets with Tile (6)	Cut	30,000	15,000	Cosmetic Infrastructure
Fac & Grds	Classroom Shades	Cut, Buk, HS & MS	135,000	-	Cosmetic Infrastructure
Fac & Grds	Autoscrubbers (4) & Floor Burnishers (1)	District	70,000	-	Cosmetic Infrastructure
Fac & Grds	Replace flooring in HS Fitness Center	HS	15,000	-	Cosmetic Infrastructure
Fac & Grds	Replace Ceiling Tiles in Primary Wing Classrooms & Hallway	Winthrop	10,000	-	Cosmetic Infrastructure
		Total	411,000		

Department	Project	Location	Total Est Cost	FY18	Category
Fac & Grds	Building Energy Management Systems	Elem Schools	210,000	-	Critical Infrastructure
Fac & Grds	Waste Water Treatment Plant	District	100,000	20,000	Critical Infrastructure
Fac & Grds	Replace Rear Roof at Buker	Buk	50,000	20,000	Critical Infrastructure
Fac & Grds	Classroom Furniture (1 Class)	HS	15,000	15,000	Critical Infrastructure
Tech	Upgrade Wireless Access Points including wiring	District	49,920	-	Critical Infrastructure
Tech	Replace Phone System with new VoIP System	HS / MS	47,000	-	Critical Infrastructure
Tech	Replace Backup Server / Services	District	52,000	-	Critical Infrastructure
Tech	Replace VMWare Server and Licenses	District	113,000	-	Critical Infrastructure
Tech	Replace Network Area Storage Arrays	District	207,000	-	Critical Infrastructure
Tech	Replace Network IDF	District	72,000	-	Critical Infrastructure
Tech	Upgrade Auditorium Theatrical Electrical Systems	HS	75,000	-	Critical Infrastructure
Tech	Install redundant line for Internet Connectivity	District	32,000	-	Critical Infrastructure
Food Svc	Kitchen Equipment	District	373,575	-	Critical Infrastructure
Fac & Grds	New Roof	HS	3,000,000	-	
		Total	4,396,495		

Department	Project	Location	Total Est Cost	FY18	Category
Fac & Grds	Project Adventure Course Upgrades	HS / MS	15,000	-	Educational Program
Fac & Grds	Kiln	HS	11,500	11,500	Educational Program
Fac & Grds	Replace Sound System in gymnasium	HS / MS	20,000	-	Educational Program
Tech	iPads for Students on Scholarship and F&RL	District	87,500	17,500	Educational Program
Tech	Classroom Hardware Refresh 4 year cycle (iPads)	District	301,000	21,000	Educational Program
Tech	Classroom Hardware Refresh 7 year cycle (Laptops & Labs)	District	295,785	33,480	Educational Program
Tech	Classroom Chromebooks 4 year cycle	District	36,000	-	Educational Program
Tech	Classroom Chromebooks (MRMS New)	District	18,000	-	Educational Program
Tech	Replace Classroom SMARTBoards, Projectors, etc	District	260,512	37,216	Educational Program
Tech	Replace Auditorium Lighting Control Console	HS	17,000	-	Educational Program
Tech	Auditorium HD Projector, Projection Screen & Monitors	HS	50,000	-	Educational Program
Master Plan	Architect & Design Fees (Master Plan)	District	25,000		Educational Program
Master Plan	Classroom Furniture (Master Plan)	District	800,000		Educational Program
Master Plan	HS/MS Library Media Center Renovation (Master Plan)	HS / MS	1,000,000		Educational Program
Master Plan	MS Maker Spaces Renovation (Master Plan)	MS	300,000		Educational Program
Master Plan	Elementary Library Media Center Renovations (Master Plan)	Elem Schools	300,000		Educational Program
Fac & Grds	Equipment for HS Fitness Center	HS	20,000	-	Educational Program
			3,557,297		

Department	Project	Location	Total Est Cost	FY18	Priority	Category
Fac & Grds	Buker Playground	Buker	$ 10,000	$ 10,000		Recreation
Athletics	Turf Fields: Track & Field	District	$ 3,939,067	-		Recreation
Athletics	Turf Fields: Combination Baseball Field	District	$ 3,505,499	-		Recreation
Athletics	Turf Fields: Entrance Improvements & Amenities	District	$ 2,024,928	-		Recreation
			$ 9,479,494			

Department	Project	Location	Total Est Cost	FY18	Category	Funding Source	FY19
Fac & Grds	Replace Recalled Sprinkler Heads	HS / MS	37,500	-	Safety		
Fac & Grds	Building Fire Suppression System	Win	600,000	-	Safety	Debt Exclusion	600,000
Fac & Grds	Install Keyless Entryway Swipecard Systems	District	35,000	-	Safety		
Fac & Grds	Install Exterior Surveillance Cameras	District	30,000	-	Safety		
Fac & Grds	Install Main Entry & Main Office Interior Surveillance Cameras	District	25,000	-	Safety		
Fac & Grds	Emergency Generator	Buk & Admin Bldg	40,000	-	Safety		
Fac & Grds	Replace front sidewalks at Middle School	MRMS	60,000	-	Safety		
Fac & Grds	Repair sidewalks and curbing at Admin Bldg	Admin	15,000	-	Safety		
Fac & Grds	Upgrade, repair and install Intercom systems	Various	24,000	-	Safety		
			866,500				

HAMILTON-WENHAM
REGIONAL SCHOOL DISTRICT

Mission, Vision and Core Beliefs

***Mission*:** is a statement of purpose and defines the fundamental charge of the system. It is more general in nature and may, in fact, apply to other similar institutions. For example, all public schools have the same fundamental responsibilities. Therefore, they may share similar missions.

HWRSD Mission Statement

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

***Vision statement*:** describes the desired state of the system in the next five years. It is more specific in nature. It is an expression of possibility, yet based enough in reality to be achievable. Its purpose is to inspire those involved and interested individuals to help it become a reality. It provides the basis from which the school system determines the priorities and establishes targets for performance in the next five years; that is, yearly district and School Improvement Plan (SIP) goals result directly from the vision.

Vision Statement for the HWRSD for 2013-2018

Through the development of an integrated, data-responsive system of curriculum, instruction, assessment and professional development, the Hamilton-Wenham Regional School District will be a world-class learning organization that graduates students who are well-prepared to meet the post-secondary challenges of the 21st Century economy and are engaged members of our global society.

Motto of the HWRSD:

Knowledge • Respect • Responsibility • Excellence

HAMILTON-WENHAM
REGIONAL SCHOOL DISTRICT

Core beliefs: are the values that professionals in an organization draw from. Unlike the vision, which may change every few years, core beliefs are the philosophies that guide our day-to-day work.

HWRSD Statement of Core Beliefs

1. **We believe in high standards for all students.**
2. **We believe successful members of our global economy and engaged citizens of the 21st Century are effective communicators, collaborative, critical thinkers, and problem-solvers.**
3. **We believe engaged citizens of the 21st Century demonstrate respect for themselves, other people and their cultures, and our environment.**
4. **We believe in our shared responsibility to develop the whole child, including academic abilities and physical and emotional well-being.**
5. **We believe students can demonstrate success in a variety of ways.**
6. **We believe all students learn resilience and confidence through learning in an environment that provides a balance of support and challenge.**
7. **We believe learning is a lifelong pursuit that neither begins nor ends with one's formal education.**
8. **We believe education is the key to continuing the democratic ideals of our Nation.**

HAMILTON-WENHAM
REGIONAL SCHOOL DISTRICT

Theory of Action Strategic Blueprint, 2013-2018

Through the development of an integrated, data-responsive system of curriculum, instruction, assessment and professional development, the Hamilton-Wenham Regional School District will be a world-class learning organization that graduates students who are well-prepared to meet the post-secondary challenges of the 21st Century economy and are engaged members of our global society.

The Instructional Core	**Human Resource Development**	**Organizational Development**
Strategic Vision: To develop a data-informed system of curriculum, instruction and assessment that is student-centered, rigorous and meets the needs of all learners.	**Strategic Vision:** To train all members of the district in the effective use of data to improve student learning.	**Strategic Vision:** To design systems that support the collection, analysis and dissemination of data to improve student achievement.
Strategic Objectives	**Strategic Objectives**	**Strategic Objectives**
<u>Curriculum Objective</u> Priority #1. To complete the documentation of the curriculum with PK-12 and horizontal articulation, clearly identified, standards-based mastery objectives aligned with the Common Core and a focus on knowledge, skills and abilities students will need to be successful in the 21st Century. Priority #2. To develop a process for regular review and updating of curriculum documents, and unit and lesson plans based on student assessment data.	<u>Professional Development Objective</u> Priority #1. To establish an annual robust professional development program based on the creation of professional learning teams, who through the analysis of student assessment data, define and solve problems of instructional practice. <u>Evaluation System Objective</u> Priority #1. To fully integrate the new Educator Evaluation System as a means for educators to document successes in the use of data to improve student learning.	<u>Strategic Planning Objective</u> Priority #1. To complete the preparation of a Strategic Plan including, the development of processes for the accomplishment of the goals laid out in the plan, and the review and the revision of this Plan. Priority #2. To develop a comprehensive Technology Plan that improves the efficiency of district systems and procedures in the collection, organization, and dissemination of data. Priority #3. To develop comprehensive long and short range plans for school facilities and a preventative maintenance plan to ensure these

Assessment Objective Priority #1. To create a rigorous and relevant student assessment system, including formative and summative assessments, standardized and district-determined measures that will give teachers, parents and students meaningful feedback regarding the progress of both individual students and the entire district in meeting the standards of the curriculum. Instruction Objective Priority #1. To develop a common model of standards-based instruction for the District that incorporates current research regarding student learning and the results of student assessment data. Priority #2. To develop a system that allows teachers to use the results of student assessment data to tailor their instruction to the needs of their learners. Structures to Support All Students Objective Priority #1. To review the student pre-referral process and to develop a tiered system of supports to address the needs of at-risk learners and students with identified special needs. Priority #2. To develop a District Curriculum Accommodation Plan that clearly articulates the	Administration Objective Priority #1. To provide leadership team meetings and retreats that support the work of the district and develop the leadership capacity of the team to guide a school improvement program rooted in the use of data to guide decisions. School Committee Objective Priority #1. To provide an annual program of professional development to instruct School Committee Members in the effective use of data to develop policies and annual budgets that support the improvement of student learning in the District.	assets will continue to support high-quality instruction. Structures to Support the Instructional Core Objective Priority #1. To complete the School Committee Policy Manual and develop the related administrative procedures and a process for the ongoing review and updating of these Policies and procedures to ensure decisions in the District are focused on improving student learning. Priority #2. To review and refine the staffing patterns and organizational structures in the District in order to maximize their impact on student learning. Priority #3. To create an annual budget development process that articulates the priorities of the District and communicates these priorities to all members of the school communities.

research-based instructional practices that will be implemented to assist all learners throughout the District.		

EXHIBIT F

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, C
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

Progress Report on Goal #1

We've made great progress to date on Goal #1. The Professional Development Calendar was developed over the summer. All Wednesday afternoon PD sessions in the elementary schools and almost all sessions at the middle/high school have been dedicated to developing teachers' capacity to write unit plans using the Understanding by Design Model. UbD has a three-phase process. Teachers are currently wrapping up "Stage 1: Identify Desired Results" and are moving into "Stage 2: Determine Assessment Evidence." After completing Stage 2, teachers will then move to "Stage 3: Plan Learning Experiences and Instruction." They will then "pilot," or test their unit in the classroom and use the results of their pilot to meet with colleagues to review student work and to discuss revisions to their units. The November professional development day was also dedicated to UbD work as will the March PD day. We are still on target to have one completed unit per grade in Mathematics for Grades K-5 and one per course in grades 6-12 by the end of the year. While we've done quite a bit of communicating with faculty and the leadership team about the details of the development of UbD units, I feel I could do more in the way of parent communication around this work and will do so in the coming months.

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.

Progress Report on Goal #2
The prioritization of items in the Five-Year Capital Plan has also been identified as a goal of the School Committee. Recommendations for Capital Items to be completed in FY18 are currently listed in the Superintendent's Budget Recommendation for FY18. However, the number of items was limited due to the financial constraints of Wenham for FY18. I am currently planning on dedicating the SC Meeting on March 2nd, as well as a substantial portion of the March 16th and April 6th School Committee Meetings to working on this goal. During this process, I would like to have the School Committee develop their list of priorities in the context of the Mission, and Vision of the HWRSD. We discussed the Capital Plan with the members of the Hamilton and Wenham Finance Committees and Boards of Selectmen at our January 29th Meeting. This sharing of information needs to continue once the SC has decided on its priorities so that the Towns and the School Committee can work collaboratively to schedule the phasing of the School District and Town Projects.

We are also currently in the progress of moving the Master Plan forward. As per this evening's presentation, we issued a Request for Qualifications on December 21st. This RFQ was sent to 11 local design firms. We received four responses to this RFQ by the posted deadline of January 27th. Our Designer Selection Team, consisting of six members of the leadership team are currently evaluating these proposals and

will meet early next week to select finalists. We are scheduled to have the finalists make a presentation to the Selection Team and visit the schools by March 10th and plan on selecting a designer by March 17th. Once a design firm is selected, we will be inviting members of the District Staff and interested community members to meet with the designers to share their vision for the school library spaces.

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 I, D
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.

Progress Report on Goal #3
As a Leadership Team, we continue to work towards an integrated system of curriculum, assessment and instruction. Director of Curriculum, Assessment and Instruction Peggy McElhinney has been a wonderful addition to the Leadership Team. She and I have met regularly throughout the year to plan our staff development initiatives, troubleshoot problem areas, and to address identified weaknesses in our programs. I have found that I have been able to learn a lot from Peggy through our conversations.

Through Peggy's direction, we have been able to use our Leadership Team Meetings to develop the capacity of our administrators to lead the Understanding by Design curriculum revision process. Most recently, we used the Monday, January 30 Leadership Team Meeting, which also included the 6-12 Curriculum Leaders to review an Understanding by Design Rubric for assessing unit plans. We then reviewed two of our own units that are in progress in light of the standards in this rubric. Leadership Team Meetings held earlier this year have incorporated the use of group protocols, or structured discussions, to assist us in working through identified problems. We have also dedicated a session to developing our skills in understanding the change process and participatory decision-making.

I've tried to focus my school visits and conversations with building principals around the progress of our curriculum revision work. I feel, however, that this is always a balancing act between assisting principals with the everyday issues that they face in leading their buildings and reminding them not to loose sight of the larger curriculum work that is happening in all of our schools. I feel I need to re-focus my attention in this area.

In regards to my own personal learning, I have continued to meet regularly with the North Shore Superintendent's Roundtable. This group holds regular seminars on relevant topics for superintendents. The group recently held a legislative breakfast, where we shared concerns and solutions with our local legislators. The NSSRT has also held meetings on social-emotional learning of students, the next-generation MCAS test, educator evaluation, and incorporating maker-spaces into school programs. I've also been trying to identify a professional conference to attend this year, but have run into scheduling conflicts. For example, the American Association of School Superintendents' Conference is on March 2-4, which is a SC meeting night The Association of Supervision and Curriculum Development Conference is March 25-27. I may be able to attend this, but I'm concerned it is the week leading up to Town Meeting. I am also looking into the Harvard Institute for Superintendents and School Leaders, which is held from May 14th through the 17th.

School Committee Goals 2016-2017

1. Budget
    a. Advocate for a budget that calls for educational excellence while being mindful of the fiscal constraints of the communities.

2. Capital Plan
    a. Develop an implementation and financing strategy for the Capital plan, including the Master Plan, Operational Items and Turf Field Plan with the involvement of major stakeholders.

3. Update the Regional Agreement
    a. Develop an updated version of the Regional Agreement that addresses apportionment and other minor items to present to approval at Town Meeting for spring of 2017.

4. Policy Review Process
    a. Develop a documented and approved process for regular review and update of the District Policy Manual.