



HAMILTON-WENHAM REGIONAL SCHOOL DISTRICT

MEETING NOTICE

Name: School Committee Meeting
Date: Thursday, March 20, 2014
Time: 7:00 PM
Location: Buker Multi-Purpose Room
Signature: Deborah Evans, Hamilton-Wenham Regional School District Secretary

AGENDA

1. **Call to Order** 7:00
2. **Pledge of Allegiance**
3. **Citizens' Concerns** 7:05
4. **Chair's Report** 7:30
 - a. Hamilton Selectmen's Meeting Report
 - b. Wenham Selectmen Meeting on Reducing Committee Size
 - c. Feedback on SC Goals
5. **Superintendent's Report** 7:45
 - a.
6. **Consent Agenda** 7:50
 - a. Minutes of March 6, 2014 Exhibit A
7. **Committee Reports** 8:00
 - a. Audit
 - b. Facilities
 - c. Negotiations
 - d. Policy
 - e. Warrant
 - f. Student Rep.
 - g. Other
8. **New Business** 8:45
 1. Presentation from North Shore United Way
 2. Report from Collins Center on Shared Facilities Model
 3. Review of Operational Audit Progress Exhibit F & F2
 4. Acceptance of Edfund Grant to Support a Second Foreign Language for 2014-2015 Exhibit G
 5. Discussion of Proportional Representation on School Committee
9. **Old Business**
 - a. Policy (Second Readings)
 - a. Authorized Use of School-Owned Equipment Exhibit B
 - b. ~~Buildings and Grounds Inspections~~
 - c. Buildings and Grounds Security Exhibit C
 - d. Guidelines for Public Comment Exhibit D
 - e. Memorials for Deceased Students or Staff Exhibit E
9. **Vote to Adjourn** 9:30

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Hamilton-Wenham Regional School District Committee

March 6, 2014

Minutes

**CALL TO ORDER AND
PLEDGE OF ALLEGIANCE:**

Roger Kuebel opened the meeting at 7:07 p.m. in the Buker Multipurpose Room. The Committee and others present rose for the Pledge of Allegiance.

PRESENT:

Jeanise Bertrand, Sean Condon, Bill Dery, Roger Kuebel (chair), Sheila MacDonald (7:12), Larry Swartz, Bill Wilson

ALSO PRESENT:

Dr. Michael Harvey, Superintendent; Dr. Celeste Bowler, Assistant Superintendent for Learning; Jeff Sands, Assistant Superintendent for Finance & Administration

ABSENT:

Deb Evans, Barbara Lawrence

CITIZENS' CONCERNS:

Richard Boroff, 40 Moynihan Rd., Hamilton, asked the Committee and administrators about their knowledge of the PARCC test now being field tested, about another district's decision to allow families to opt out of the field texting, about their overall opinions of standardized testing, and about whether they have read a particular book, which he recommended. Dr. Harvey informed him this district will field-test the PARCC in selected grades in Winthrop and Miles River next year.

SUPERINTENDENT'S REPORT:

MRMS Principal Search update

Dr. Harvey announced that he has hired Craig Hovey, assistant principal of O'Maley Middle School in Gloucester, as principal of Miles River Middle School. He is to begin work July 1.

He announced also that retired educator Lawrence (Larry) McIlheny will act as interim principal of Cutler School while J. Clifford is on maternity leave, which is expected to be from shortly before April vacation through the end of the summer break.

Recirculate Superintendent's Goals in anticipation of mid-cycle review

He noted that the Committee would soon be doing his annual review and invited members to review to his written statement of his goals as superintendent. (They are appended to these minutes.)

Operational Audit Report Update

Dr. Harvey said he would make this report at the March 20 meeting.

CONSENT AGENDA:

Minutes of February 13, 2014
Executive Session Minutes of
January 30, 2014

L. Swartz asked to remove the executive session minutes of Jan. 30, 2014 from the consent agenda.

BILL WILSON MADE A MOTION THAT THE HW REGIONAL SCHOOL COMMITTEE APPROVE ALL OF THE REMAINING ITEMS ON THE CONSENT AGENDA. THERE CAN BE NO FURTHER DISCUSSION OR AMENDMENT OF THIS MOTION. SHEILA MACDONALD SECONDED THE MOTION. THE MOTION PASSED 7-0-0-2.

Brief discussion touched on the rationale for approving executive session minutes with all details redacted, like those of Jan. 30, and whether the full minutes would be released later. R. Kuebel said the minutes were presented because the law requires it, and the Committee could vote again to release the minutes with readable content when there is no longer a need for confidentiality. He said the redacted material is about contract negotiations.

L. Swartz recommended combining sections 1 and 2 of the minutes, which both refer to the Committee entering executive session, and asked for a correction to indicate that adjournment was from executive session. The Committee agreed, and renumbered the sections of the minutes accordingly.

BILL WILSON MADE A MOTION THAT THE HW REGIONAL SCHOOL COMMITTEE VOTE TO ACCEPT THE EXECUTIVE SESSION MINUTES OF JAN. 30 AS AMENDED. SHEILA MACDONALD SECONDED THE MOTION. THE MOTION PASSED 6-0-1-2.

COMMITTEE REPORTS:

Audit	J. Sands said he has met with the district's auditors, reviewed the management letter, and prepared a detailed response for the superintendent and Committee, which he said would be finalized by March 14.
Facilities	This group's most recently scheduled meeting was postponed.
Negotiations	A contract negotiation session took place Feb. 27 and another is scheduled for March 10.
Policy	This group's recommendations were discussed later in the meeting.
Warrant	None
Student Representative	None
Other	Dr. Harvey said the master plan demographic report is posted on website. A final draft of the visioning session report is near completion; upon its release, feedback sessions are to be scheduled. He forecast the final master plan report would be completed in early April.

Collins Center report regarding planning for a joint district-Towns department of public works is posted on the Town of Wenham website; Collins Center representatives are to report to the Committee on March 20.

OLD BUSINESS:

Review of SC 2013-2014 Goals

Members were encouraged to forward feedback to B. Wilson, who will synthesize responses as part of the Committee's review of its 2013-14 goals.

Policies—2nd Reading
Naming Facilities

S. MacDonald said the Policy Working Group made slight changes to the draft Naming Facilities Policy discussed at an earlier meeting. Members read the revised version silently before voting.

BILL WILSON MADE A MOTION THAT THE HW REGIONAL SCHOOL COMMITTEE VOTE TO APPROVE THE POLICY ON NAMING FACILITIES. SHEILA MACDONALD SECONDED THE MOTION. THE MOTION PASSED 6-1-0-2.
(Bill Dery voted no.)

Vehicle Idling—Review

BILL WILSON MADE A MOTION THAT THE HW REGIONAL SCHOOL COMMITTEE VOTE TO APPROVE THE SECOND POLICY READING OF VEHICLES IDLING. SHEILA MACDONALD SECONDED THE MOTION.

Brief discussion of this existing policy, presented unchanged at this meeting for preapproval, touched on topics including whether it is necessary to approve existing policies; slight variations between relevant state and Town laws; specifics of the draft text, including the District's jurisdiction in this matter 100' beyond the border of school property; and the case for keeping buses' or trucks' diesel engines running when they are briefly parked outside a school. L. Swartz said the Policy Working Group plans to routinely review each policy approximately every three years going forward, and if in agreement with a policy, would recommend the Committee approve it unchanged to indicate that review has taken place and support continues. B. Dery suggested review and revision of the first paragraph, which stipulates details including permitted uses, time limits for idling, and signage. L. Swartz said some language matches state statutes and/or regulations and the Committee cannot modify it.

THE MOTION PASSED 6-1-0-2. (Bill Dery voted no.)

(The policies are appended to these minutes.)

NEW BUSINESS:

Budget: Briefing on Saturday meeting

L. Swartz reported that at its March 1 meeting, the Hamilton Finance Committee voted 4–0 to support a District budget only to 4% over the forecasted expenditures for this year. He noted that the budget

approved by the Committee is 4.6% over forecast. R. Kuebel said that at a joint meeting on February 12, representatives of the two Towns expressed nearly unanimous support for the district budget as approved; he said Wenham's FinCom and selectmen indicate they still support it, and the Hamilton Town Manager indicates the Hamilton selectmen do, too. He said he would attend the Hamilton Board of Selectmen meeting on March 10 to advocate for support for the budget.

Discuss revising District goals to incorporate MCAS level 1, etc.

Dr. Bowler gave a PowerPoint presentation on a new initiative called Project Success 2027, which she and Dr. Harvey created in response to the Committee chair's request that the administration formulate a plan to improve student achievement and move the entire district to a "level 1" rating as measured by student performance on the MCAS. (The PowerPoint slides are appended to these minutes.) She said data would be gathered on all incoming kindergartners starting with those entering in fall 2014, and data gathered by regular assessments thereafter would be employed to target daily instruction to meet each student's specific needs, with a goal of all the students in the fall 2014 entering group becoming proficient in reading by third grade (2017). Assessment and analysis would continue through grade 12. Her presentation and discussion that followed touched on topics including uncertainty about whether MCAS may soon be replaced with another widely-used assessment; the rationale for starting with kindergartners, and with reading; options for training all teachers in strategies for differentiated instruction; whether focusing efforts on low-achieving students may mean other students may suffer; what constitutes proficiency in reading; and options for alternative class groups, such as multi-age K-1 classes or organizing reading groups of students with the same profile who are in different grades. Dr. Bowler discussed the dynamic between assessment and instruction, and the kindergarten assessment being piloted this year to provide a baseline. R. Kuebel said the district should educate students in a way that whatever measure is used they will come out at the top.

2015 School Calendar

Dr. Harvey presented two options for a 2014-15 school year calendar (who are appended to these minutes) and summarized their pros and cons. Discussion touched on topics including his proposal to schedule a teacher workshop day (on which students do not attend school) on election day 2014 so voting at Winthrop Elementary would not disrupt a school day; and educational issues regarding starting before or after Labor Day, and regarding continuing school into late June. He recommended starting school before Labor Day, as has been District practice for some years, and said teachers and the leadership team agree. Several members commented that as students they would not like that schedule. B. Dery asked whether the Committee could create a school calendar that scheduled school days on some federal holidays; Dr. Harvey said the Committee could, but R. Kuebel noted that this could not be changed within a contract. Discussion also touched on whether a difference of several days in the school year starting date

would significantly impact the schedule for facilities projects during the summer break.

BILL WILSON MADE A MOTION THAT THE HW REGIONAL SCHOOL COMMITTEE VOTE TO APPROVE THE BEFORE LABOR DAY G1 SCHOOL CALENDAR FOR 2015. SHEILA MACDONALD SECONDED THE MOTION. THE MOTION PASSED 6-1-0-2. (J. Bertrand voted no.)

Members of the leadership team said replacement of the "glass curtain" at the front of Winthrop school has been rescheduled from summer 2014 to summer 2015 because the turn-around time for manufacture and delivery of the units is unexpectedly long, and the district cannot bid the job this spring in time to for installation before school resumes for fall 2014. The job is to be bid in October 2014 so units can be ordered in time for delivery in June 2015 for installation during summer break. J. Sands said funding would roll over; at R. Kuebel's request, he said he would check with the district's auditors to confirm that delaying the project would have no adverse financial impact.

J. Sands reported bids and specs were posted on the day of this meeting for the Buker and Winthrop boiler projects and the projects are on schedule.

Reserve Funds Policy

The Committee discussed the existing policy on reserve funds (which is appended to these minutes). J. Sands said the Committee and administrators have spent much time on this issue this year and recommended the Committee resolve soon whether to alter the policy. Discussion touched on topics including what should take place if the district receives more state funds than anticipated, or if spending efficiencies transpire during a budget year; whether such funds could be used for projects the Committee did not include in the budget, but would have liked to; and how frequently the district office recalculates the anticipated end of year balance. J. Sands said he would draft a policy for Committee consideration.

Policies—1st Reading

S. MacDonald explained the Policy Working Group's draft policies (which are appended to these minutes).

Authorized Use of School-Owned Equipment

This draft expresses the Committee's wish to be of assistance to other Town departments and community organizations, and leaves to the superintendent's discretion specific decisions about whether to authorize loans of equipment to them, or to staff/students who want to borrow equipment for district-related use. S. MacDonald said liability would be covered by district insurance. The superintendent would establish proper controls and users would be responsible for returning items in the same conditions as at the time of release for use.

Building & Grounds Inspections

This draft policy states that principals and head custodians shall conduct safety inspections of at least 10 specified structures, facilities and equipment at least once per semester and report and make recommendations to the Assistant Superintendent for Finance and Administration. B. Dery said municipal boards of health and fire departments would be better qualified to perform inspections the draft policy mentions, and already do some of them routinely; he recommended tabling the proposed policy. He noted that this policy is safety-oriented, and said a handbook should be developed that would create a schedule of preventive maintenance inspections.

Building & Grounds Security

This draft policy states that the superintendent will assure that reasonable procedures are in place to maximize security of buildings and occupants, including maintenance of a secure building and protection from hazards related to fire and to electrical, plumbing and heating equipment. L. Swartz acknowledged that the language is general and said the Policy Working Group expects the state will soon issue regulations the District would be required to follow; in the meantime, this proposed policy would put it on the record that the Committee recognizes the need for building and grounds facility. R. Kuebel suggested amendment of the draft to say procedures would ensure, not maximize, security.

Memorials for Deceased Students or Staff

This draft was reworked after prior discussion by the Committee; the updated version would limit memorials on District sites to either living memorials (trees or shrubs), or perpetual awards or scholarships. Permanent memorials of other types that already are in place could be removed only by a vote of the Committee.

Guidelines for Public Comment

This draft policy would limit public comment to 20 minutes per Committee meeting, limit each speaker's time to 3 minutes, specify the length of time during which public comment would be accepted during the Committee's meetings, state the range of topics, and require Committee members to direct through the chair any queries for clarification. It also would establish a process for requesting in advance to make a presentation to the Committee. The draft specifies steps to be taken if an individual is disruptive, and states that the Committee will not hear personal complaints about personnel or any member of the school committee, which it states should in most circumstances be dealt with through administrative channels.

Motion Regarding 2014 Use of E&D Funds

R. Kuebel said that although in February, Town boards indicated they do not want excess FY14 funds returned all at once, they have reconsidered and reached a consensus requesting the District transfer the funds during the current fiscal year. (Letters from both boards of selectmen are appended to these minutes.)

BILL WILSON MADE A MOTION THAT THE HW REGIONAL SCHOOL COMMITTEE VOTE TO RETURN \$1,519,443 OR

100% OF THE DISTRICT'S FY13 CERTIFIED EXCESS AND DEFICIENCY TO THE TOWNS IN THE FORM OF A REDUCTION TO THEIR FY2014 ASSESSMENTS. THE AMOUNTS TO BE RETURNED TO THE TOWNS OF HAMILTON AND WENHAM ARE \$1,048,263.73 AND \$471,179.27 RESPECTIVELY. THE DISTRICT'S ASSISTANT SUPERINTENDENT OF FINANCE RECOMMENDS THAT THESE AMOUNTS BE SPREAD EQUALLY OVER THE FINAL THREE (3) MONTHS OF THE FISCAL YEAR; APRIL 2014, MAY 2014 AND JUNE 2014. THE DISTRICT TREASURER SHALL DETERMINE THE EXACT AMOUNTS APPORTIONED TO EACH TOWN, BY MONTH, AND SHALL CERTIFY SUCH AMOUNTS TO THE RESPECTIVE TREASURERS OF EACH TOWN WITHIN 10 DAYS OF THIS DATE. SHEILA MACDONALD SECONDED THE MOTION.

J. Bertrand asked why the district does not return funds to the Towns by check; J. Sands made a case for the current system of reducing the monthly assessments that the Towns pay to the district. Discussion also touched on topics including the jump that would later take place in the assessment; perception of that in Town government and among citizens; and the total sum the District has returned to the Towns over four years.

THE MOTION PASSED 7-0-0-2.

VOTE TO ADJOURN:

BILL DERY MADE A MOTION THAT THE HW REGIONAL SCHOOL COMMITTEE VOTE TO ADJOURN. THE MOTION PASSED 7-0-0-2.

The meeting adjourned at 9:08 p.m.

**DOCUMENTS AND EXHIBITS
USED AT THIS MEETING:**

Superintendent's Goals, dated Oct. 3, 2013 (3 pages)
School Committee Goals 2013-2014 (approved 10.3.13) (4 pages)
Policies presented for second reading: Naming Facilities, Vehicle Idling (2 pages)
Project Success 2027 PowerPoint presentation (6 slides)
2014-2015 School Calendar draft options G1 and G2 (2 pages)
Reserve Funds Policy (1 page)
Policies presented for first reading: Authorized Use of School-Owned Equipment, Building & Grounds Inspections, Memorials for Deceased Students or Staff, Guidelines for Public Comment (6 pages)
Letter from Wenham Board of Selectmen to HWRSC dated Feb. 25, 2014 re return of funds from Excess and Deficiency (2 pages)
Letter from Hamilton Board of Selectmen to HWRSC dated March 3, 2014 re return of funds from Excess and Deficiency (1 page)

Respectfully submitted,
Ann Sierks Smith

NUMBER	RECOMMENDATION <i>DISTRICT OFFICE (15)</i>	STATUS	RESPONSIBLE	Comments
2-1	Work on strengthening the relationship between HWRSD school administrators and teachers regarding the School Committee's important role in governance and leadership.	Under Review	Superintendent	Needs clarification.
2-2	Revise the School Committee meeting agenda so that it includes a consent agenda/ information items and action items.	Complete	Superintendent/SC	Consent agenda part of regular SC agenda.
2-3	Expand the online agendas to include handouts and related documents that are provided to the School Committee.	Complete	Superintendent/SC	All agendas and handouts appear on website.
2-4	Create and implement a form for use with each agenda item which requires action by the HWRSD School Committee.	Complete	Superintendent/SC	SC Chair identifies action items in Minutes.
2-5	Implement a yearly self-evaluation by the HWRSD School Committee	Complete	SC	SC Goals annually developed, implemented and reviewed.
2-6	Conduct a comprehensive review of all policies of the HWRSD School Committee.	In Process	SC	Policy WG is completing review and update of policy manual.
2-7	Develop a comprehensive Administrative Procedures Manual that contains administrative procedures, and which can be used by school and central office administrators to ensure consistency among staff.	In Process	SC and District Leadership Team.	Will be completed after SC Policy Review
2-8	Assign the Assistant Superintendent for Administration and Finance as the administrative liaison for policy development.	Rejected		

2-9	Modify the span of control of the Assistant Superintendent for Administration and Finance, staff both the middle school and high school with a principal, and delete the assistant principal at the middle school.	Complete/Partially Rejected		Rejected deletion of MS Asst. Principal position. Otherwise accepted.
2-10	Improve teacher relations with the administration by creating a Teacher Advisory Council.	Under Review	Superintendent	Need to clearly delineate lines of communication.
2-11	Continue to submit weekly updates to School Committee members on a weekly basis preferably the same day each week (e.g., Friday Report).	Complete	Superintendent	SC updated during Superintendent's Report
2-12	Provide minutes, as well as a follow-up and monitoring system, as component parts of the Leadership Team process	Complete	Superintendent	Included as part of LC process.
2-13	Create a performance-based central office evaluation system.	Complete	Superintendent	CO Positions are evaluated annually.
2-14	Expedite plans to develop a Strategic Plan and District Improvement Plan, as required by state law	Complete	Superintendent/SC	Strategic Blueprint and District Improvement Plan complete.
2-15	Involve students in supporting the HWRSD Edfund.	Under Review		Needs clarification.

Status	
Complete	8
Rejected	2
In Process	2
Under Review	3
Total	15

HUMAN RESOURCES (18)				
NUMBER	RECOMMENDATION	STATUS	RESPONSIBLE	Comments
3-1	Explore the possibility of hiring a shared Human Resources Administrator with the Town of Hamilton and the Town of Wenham to provide centralized leadership for the personnel function.	Complete	Superintendent/SC	Complete for HWRSD. Not currently shared.
3-2	Re-title the Administrative Assistant's position to more accurately reflect the large concentration of her duties in the personnel operation.	Complete	Superintendent	HR Director has assumed personnel roles for District.
3-3	Develop a mission and vision statement as well as performance goals for the human resources operation in the Hamilton-Wenham Regional School District	In process	HR Director	HR Director will develop.
3-4	Develop key performance indicators, monitor performance results on a quarterly or semiannual basis, and provide an annual report of accomplishments for the human resources function.	In process	HR Director	Will be part of 3-3 above.
3-5	Using available online personnel policy guides, develop and adopt a comprehensive set of personnel policies.	Complete	Superintendent/SC	Done through SC review of Policy Manual.
3-6	Develop written internal practices, procedures, and workflow processes, and develop a plan for the annual review and revision of personnel procedures	In process	HR Director	Will be done by HR Director.

3-7	Develop a policy and administrative procedure on central office and school-based personnel records that ensures security of access, confidentiality, consistency of contents, legal compliance, and a process for purging of these records	In process	HR Director	Planned in Management Letter Response.
3-8	Utilize the district's multi-function copier/scanner and implement a scanning process for HWRSD personnel records.	Under review	HR Director	Will determine feasibility in developing 3-6.
3-9	Implement a plan focused on increasing recruitment and retention of qualified employees.	Rejected		Need rationale. Turnover rates do not seem to be abnormally high, nor is attracting candidates a problem.
3-10	Conduct an exit survey for each departing employee for the purpose of analyzing and improving retention strategies in the Hamilton-Wenham Regional School District.	In process	HR Director	Will be part of 3-6 above.
3-11	Develop an Employee Handbook with explanations of and references to relevant policy and procedural information for employees	In process	HR Director	Handbook is being completed by Asst Supt for Learning and HR Director
3-12	Create a formal plan and schedule for regular review and maintenance of the Compensation and Classification Plan for the Hamilton-Wenham Regional School District.	In process	Asst. Supt. For Admin and Finance and HR Director	Asst. Supt for Admin and Finance and HR Director will conduct salary reviews.
3-13	Explore the possibility of expanding the teacher step plan to alleviate compression at the top end of the 12-step series.	In process	SC	Previous contract added M+75 Column. Will continue to explore through negotiations.
3-14	Review, revise, and create job class descriptions that accurately reflect HWRSD job duties and requirements with consistent and legally defensible content	In process	HR Director	HR Director will develop.

3-15	Refine and unify the performance evaluation instruments for non-instructional employees, and implement a true performance management system that has established goals and objectives for documenting and improving employee performance.	In process	Asst. Supt. For Admin and Finance and HR Director	In Process. Asst. Supt. For Admin and Finance and HR Director will review current process and recommend changes.
3-16	Develop and implement an employee performance assessment training program for managers and other supervisors.	Complete	District leadership	Leadership team regularly conducts evaluation training.
3-17	Seek to negotiate flexibility of compensation practices and policies at the next negotiating opportunity between the district and its various collective bargaining groups	In process	SC	Ongoing through negotiations.
3-18	Begin the communication process with union leaders to discuss the possible need to extend existing contracts as depicted by the "Tentative Agreement Between The HWRSD and the Hamilton-Wenham Regional Education Association" one-year contract extension.	Complete	District Leadership/SC	Successor agreement reached.

Status	
Complete	5
Rejected	1
In Process	11
Under Review	1
Total	18

NUMBER	FINANCIAL MANAGEMENT (19) RECOMMENDATION	STATUS	RESPONSIBLE	MMH Comments 3/1/14
4-1	Develop a policy on the Excess and Deficient (E&D) account to establish a minimum account balance, provide specific guidance on what the funds can be used for, and require routine status reports to the School Committee.	In process	SC	SC is currently reevaluating policy developed in 2012-2013.
4-2	Prepare quarterly financial reports for special revenue and revolving funds and accounts	In process	Assistant Superintendent for Admin and Finance	Financial reports currently only summarize General Fund. Will be expanded.
4-3	Implement additional shared services opportunities with the towns of Hamilton and Wenham to reduce cost and increase efficiencies.	In process	Superintendent/SC	Currently exploring shared services in Facilities Maintenance, HR and Technology.
4-4	Establish a policy that does not allow accounts to be negative, hold managers accountable for expending only funds available, and take action to correct the negative fund balances.	In process	SC	Part of SC Fiscal Policies and Management Letter response.
4-5	Develop and document a cost methodology to be used when calculating fees, and identify and allocate indirect costs to activities that charge fees.	In process	District Leadership/SC	Part of Management Letter response.
4-6	Adopt a formal policy for tracking and periodically reporting on the status of report/audit recommendations made to the Hamilton-Wenham Regional School District.	Under Review	Superintendent/SC	Need clarification.

4-7	Identify all critical functions performed by finance staff, and document procedures in a comprehensive procedures manual.	In process	Assistant Superintendent	Part of Management Letter response.
4-8	Develop a user manual for school and department staff, to assist them in completing finance and budget-related duties, and provide periodic training.	Rejected		Training will be completed as needed.
4-9	Examine budget trends and identify areas where expenditures have increased at higher than average rates, determine the reason for the increases, and determine how the trends can be reversed. Establish budget targets for all functions and do not allow expenditures to exceed state average increases.	In process	Superintendent/SC	Ongoing as part of annual budget process.
4-10	Establish a budget control system where schools and departments are held accountable for their budgets, develop a budget adjustment policy that provides guidance as to when budget adjustments are to be prepared, and document adjustments requiring School Committee's approval in minutes.	Complete	District Leadership	Complete and ongoing.
4-11	Improve the district's budget information, compile data into a comprehensive budget document, and use guidance from national associations to continually improve the budget document.	Complete	District Leadership/SC	Budget Documents are prepared and distributed.

4-12	Create user-friendly formats for monthly budget reports that provide summary and easily understood financial reports for the School Committee, and train Committee members on how to interpret the information.	Complete	Assistant Superintendent	Complete and ongoing.
4-13	Develop a process to determine the impact on class sizes for School Choice students in the years subsequent to their initial enrollment and present results to the School Committee.	In process	District Leadership	SC has directed Superintendent on School Choice enrollment.
4-14	Revise purchasing procedures to allow principals and department heads to purchase small dollar items without requiring pre-approval.	Rejected	Assistant Superintendent	Agree with rejection. Contrary to effective financial controls.
4-15	Implement a purchasing card program to increase efficiencies in the purchasing and payment processes in Hamilton-Wenham Regional School District.	Rejected	Assistant Superintendent	Agree with rejection. Contrary to effective financial controls.
4-16	Review the Treasurer's bank reconciliations to ensure that bank accounts continue to be reconciled in a timely manner.	In process	Assistant Superintendent	Part of Management Letter response.
4-17	Track fixed assets acquired with district funds, and develop a fixed asset policy.	In process	Assistant Superintendent	Policy completed. Technology asset tracking system is being implemented.

4-18	Develop a policy requiring competitive proposals for professional independent auditing services at a designated interval of at least every five years.	Complete	Assistant Superintendent	
4-19	Ensure that the process to establish selection criteria for local banking services is completed and proposals solicited.	Complete	Assistant Superintendent	

Status	
Complete	5
Rejected	3
In Process	10
Under Review	1
Total	19

EDUCATIONAL SERVICES (21)				
NUMBER	RECOMMENDATION	STATUS	RESPONSIBLE	MMH Comments 3/1/14
5-1	Develop a communications plan to provide all instructional staff timely information on district leadership plans.	Under review	Superintendent	Need clarification.
5-2	Schedule regular meetings of school resource staff with central office leaders to maintain a uniform focus on curricular and instructional priorities.	In process	Asst. Supt. For Learning	Need clarification.
5-3	Develop a plan and timeline for the evaluation of educational programs and services.	In process	Asst. Supt. For Learning	Under development
5-4	Identify and replicate those successful processes, procedures, and practices where standards-driven curriculum is operationalized and student performance is improving.	In process	Asst. Supt. For Learning	
5-5	Develop policies guiding instructional programs, evaluation, and curricular issues.	In process	SC	Part of Policy Manual review
5-6	Continue to monitor revenues verses expenses for School Choice students to maintain a balance.	Complete	Supt./SC	Choice Report presented and discussed. Review is ongoing.
5-7	Ensure that School Improvement Plans are developed in compliance with timelines set by the State of Massachusetts, have specific accountability practices embedded, and include three-year as well as annual goals	Complete	Leadership Team	SIP presented at SC meeting in October 2013.
5-8	Standardize and reduce teacher planning time.	In process	SC	Can only be addressed through contract negotiations.

5-9	Increase the HWRSD student to teacher ratio towards the peer district average	In process	SC/District Leadership	
5-10	Compare special education staffing in light of programs offered for HWRSD peer school districts to determine equivalency	In process	SC/ District Leadership	
5-11	Eliminate stipends for activities such as bus duty and substitute calling.	In process	SC	Can only be addressed through contract negotiations.
5-12	Continue to implement paraprofessional study recommendations, clarify the roles of paraprofessionals assigned through the IEP process, and determine the rationale for paraprofessional assignments.	In process	Leadership Team	
5-13	Create processes that ensure consistency of technology in HWRSD schools.	In process		Part of Tech Plan
5-14	Develop procedures, forms, and training for Student Assistance Teams to ensure consistency of identification and services for all students in the district.	In process	Leadership Team	
5-15	Agenda immediately, for School Committee action, a discussion of the need for parameters for decision making that will explicitly identify ways to balance the need to consider overall student welfare along with the public's desires.	Complete		SC has engaged in training with MASC to define their role in District Governance

5-16	Convene a group of teachers, parents, and administrators to examine factors that may impact graduation and dropout rates of HWRSD special education students and, as needed, develop strategies to ameliorate these factors.	Rejected		Dropout Rates are consistent with State and Peer District Rates.
5-17	Remove responsibility for attendance from all nurses, eliminate one nursing position, and assign responsibility for the two smallest elementary schools to one nurse.	Rejected		Currently in compliance with nurse-student ratios. Aspen can now make attendance calls.
5-18	Examine the tasks currently conducted by the School Psychologist, Adjustment Counselor, and Behavior Specialist regarding their work responsibilities, and consider adding a Guidance Counselor to the middle school staff.	Complete	District Leadership	Added one MS Counselor.
5-19	Use the National Staff Development Council (NSDC) standards and guidelines as a basis for a comprehensive instructional professional development plan, and ensure that a professional development committee includes non-instructional and low incidence staff members	In process	Asst. Supt. For Learning	Developing a Staff Development Handbook
5-20	Re-examine the way HWRSD rewards teachers for national board certification, and consider changing it to a set stipend that is the same for every teacher and paid for a reduced period of time.	In process	SC	Negotiations

5-21	Develop processes that create a two-way feedback channel between schools and the central office regarding Wednesday afternoon professional development and curriculum meetings.	Complete	Leadership Team	LT develops annual plan for Wednesday afternoon work.
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Status	
Complete	5
Rejected	2
In Process	13
Under Review	1
Total	21

FACILITIES (14)				
NUMBER	RECOMMENDATION	STATUS	RESPONSIBLE	MMH Comments 3/1/14
6-1	Prepare and implement a five-year facilities master planning process in the Hamilton-Wenham Regional School District.	In process	SC	Priority for FY14/15
6-2	Include a thorough and exhaustive schedule of preventive maintenance actions that must be funded and completed as part of the Five-Year Facilities Master Plan.	In process	SC	Part of 6-1
6-3	Include full ADA compliance in the initial formulation of the Five-Year Facilities Master Plan as described in Recommendation 6-1.	In process	SC	Part of 6-1
6-4	Renovate the high school auditorium at the earliest possible opportunity.	Complete	Facilities Assessment Steering Committee	Done in summer of 2012
6-5	Perform energy retrofits under a performance contract with an Energy Service Company (ESCO), and incorporate the actions in the Five-Year Facilities Master Plan.	In process	Asst. Supt. For Admin and Finance	Retrofits are ongoing.
6-6	Commit firmly and by formal resolution to a plan of action that preserves operations at all three elementary schools.	In process	SC	Master Plan is currently examining
6-7	Maintain the HWRSD elementary school grade distribution and configuration as it currently exists.	In process	SC	Master Plan is currently examining
6-8	Relocate the district administration to the high school and terminate the lease of the Center Building.	In process	SC	Master Plan is currently examining

6-9	Develop a set of contemporary and official HWRSD policies for facilities planning, design, construction, use and management.	Complete	SC	Policy Manual review
6-10	Create a proper chart of maintenance categories and accounts for budgeting and spending purposes.	Complete	Assistant Superintendent	Part of FY15 Budget Boook
6-11	Make a firm commitment to a minimum funding of building maintenance and repair in HWRSD at two percent of building replacement cost.	In process	SC	Current Budget Proposal seeks to address.
6-12	Pursue proactively the district's constructive, beneficial, and appropriate participation in the process currently being pursued with the eventual goal of merging the Departments of Public Works of both Towns.	In process	SC/District Leadership	Collins Center Report.
6-13	Select and implement a computerized maintenance management system (CMMS).	In process	SC/District Leadership	Collins Center Report.
6-14	Seek the advice of a facilities use vendor (e.g., SchoolDude) to determine best strategies for raising the income from community use of school facilities.	Under Review	SC/District Leadership	Collins Center Report.

Status	
Complete	3
Rejected	0
In Process	10
Under Review	1
Total	14

FOOD SERVICES (12)				
NUMBER	RECOMMENDATION	STATUS	RESPONSIBLE	MMH Comments 3/1/14
7-1	Readdress the HWRSD wellness policy, procedures, and overall program.	In process	District Leadership	Wellness Committee is examining
7-2	Actively use all aspects of the National Food Service Management Institute's six quality performance management measurements.	Complete		
7-3	Develop and implement a formal plan for improving productivity at schools that meets the established minimum range of Meals per Labor Hour (MPLH).	Under Review	Director of Food Services	
7-4	Align all cashier physical placements at end of cafeteria line to maximize efficiency	Under Review	Director of Food Services	
7-5	Purchase a Point of Sale (POS) software system to improve efficiency and operational effectiveness.	Complete	Director of Food Services	
7-6	Develop an action plan to increase student participation.	Under Review	Director of Food Services	
7-7	Consolidate food service operations on the high school and middle school campuses.	Rejected		
7-8	Coordinate efforts with the Friends organizations to develop community volunteers for lunchrooms	Rejected		
7-9	Pursue planned and focused efforts to increase participation rates by a minimum of five percent per year cummulatively for five years	Under Review	Director of Food Services	Need clarification.
7-10	Create, implement, and report results of a formal evaluation process to annually review the food services operation versus outsourcing alternatives	Under Review	Assistant Superintendent	

7-11	Add additional food service vending machines to the middle school campus.	Under Review	Director of Food Services	
7-12	Identify indirect and unreported costs, and apply valid costs and charges to the HWRSD food service operation	Complete	Asst. Supt. For Admin. And Finance	

Status	
Complete	3
Rejected	2
In Process	1
Under Review	6
Total	12

TRANSPORTATION (9)				
NUMBER	RECOMMENDATION	STATUS	RESPONSIBLE	MMH Comments 3/1/14
8-1	Establish one consistent formal point of contact for SALTER transportation services	Complete	Assistant Superintendent	
8-2	Formally reconcile annual transportation routes prior to communicating to stakeholders.	Complete		Done in late August priro to publishing routes.
8-3	Update the HWRSD student transportation policy and submit accurate data to the State	In process	SC/District Leadership	Part of Policy Manual review.
8-4	Document hazardous route criteria in HWRSD for official records.	Under review	Assistant Superintendent	
8-5	Establish quarterly reporting from SALTER Transportation to HWRSD on key performance indicators.	Under review	Assistant Superintendent	Needs clarification.
8-6	Review, monitor, and implement all reporting requirements authorized in the SALTER bid specifications and contract.	Under review	Assistant Superintendent	Needs clarification.
8-7	Accurately document and report reimbursable verses non-reimbursable students for the State's End-of-Year Report.	Complete	Assistant Superintendent	
8-8	Conduct a formal documented review and analysis of special education transportation	Complete	Director, Student Services	In-District Special Education Transportation outsourced to contractor.

8-9	Revise the job description of the Director of Student Services to include responsibilities for special education transportation.	Complete	Superintendent	
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Status	
Complete	5
Rejected	0
In Process	1
Under Review	3
Total	9

TECHNOLOGY (13)				
NUMBER	RECOMMENDATION	STATUS	RESPONSIBLE	MMH Comments 3/1/14
9-1	Eliminate the district's relationship with the external contractor	Complete	Assistant Superintendent	
9-2	Hire a half-time Computer Support Technician who would report to the HWRSD Technology Coordinator.	Complete	Assistant Superintendent	Hired full-time technician in FY14.
9-3	Create an IT organizational infrastructure to formalize responsibilities, reporting relationships, and work flows to encourage consistency and accountability in technology.	Complete	Assistant Superintendent, District Technology Coordinator	Tech Aides are now district-wide positions. Work order system has been implemented.
9-4	Create a Technology Planning Committee comprised of leaders from across the district to assess future IT needs	Under Review	Assistant Superintendent, District Technology Coordinator	See 9-5
9-5	Prepare a comprehensive multi-year Technology Plan which focuses on strategy and more fully explore areas where the present plan either excludes or provides no strategic direction.	In process	Assistant Superintendent, District Technology Coordinator	Priority for FY14/15
9-6	Develop a disaster recovery plan to address critical systems in the event of interruption of service.	In process	Assistant Superintendent, District Technology Coordinator	Will be included in 9-5.
9-7	Create a Technology Procedures Manual.	In process	Assistant Superintendent, District Technology Coordinator	Will be included in 9-5.
9-8	Develop and implement performance measures for assessing administrative and instructional technology outcomes.	In process	Assistant Superintendent, District Technology Coordinator	Will be included in 9-5.
9-9	Analyze a help desk ticket tracking system for the Hamilton-Wenham Regional School District.	Complete	District Technolgoey Coordinator	Implemented in FY14

9-10	Develop a more detailed technology training expectation for HWRSD staff.	In process	District Technolgoy Coordinator/Director, Educational Services	Will be included in 9-5.
9-11	Incorporate technology storage needs into facility revision plans to accommodate the specific demands of technology maintenance and safe keeping.	In process	District Technolgoy Coordinator/Director, Educational Services	Will be included in 9-5.
9-12	Develop and implement a Preventative Maintenance Checklist as a foundation for a districtwide annual maintenance plan for HWRSD computers.	In process	District Technolgoy Coordinator/Director, Educational Services	Will be included in 9-5.
9-13	Develop a detailed technology inventory matrix which lists individual components, serial numbers, and item locations	Complete	District Technology Coordinator	To be maintained as part of Tech Plan.

Status	
Complete	5
Rejected	0
In Process	7
Under Review	1
Total	13

ATHLETICS (4)

NUMBER	RECOMMENDATION	STATUS	RESPONSIBLE	MMH Comments 3/1/14
10-1	Develop and maintain annual comparative data related to stipends in peer school districts.	Under Review	SC/Leadership Team	Negotiations
10-2	Evaluate the gate receipt process annually and make recommendations as appropriate.	Complete	Athletic Director/Treasurer	
10-3	Develop a formal annual performance report on Athletics for the School Committee.	Under Review	Athletic Director	
10-4	Maintain a full-time Athletic Director in the Hamilton-Wenham Regional School District	Complete	Superintendent/SC	

Status	
Complete	2
Rejected	0
In Process	0
Under Review	2
Total	4

Operational Audit Update

March 20, 2014



3/20/2014

1

Evergreen Audit Report

- Audit study began in September of 2010
- Audit Report Completed in January 2011



125 Findings presented in nine major areas:

- District Administration and Governance
- Human Resources Management
- Financial Management
- Educational Service Delivery
- Facilities
- Food Service
- Transportation
- Technology Management
- Athletic and Extracurricular

3/20/2014

2

Status on All Findings



Status	#
Complete	41
Rejected	10
In Process	55
Under Review	19
<u>Total</u>	<u>125</u>

3/20/2014

3

District Administration and Governance



- 8/15 Total Recommendations Complete
- Major Recommendations--
 - 2-3 Expand the online agendas to include handouts and related documents that are provided to the School Committee.--Complete
 - 2-5 Implement a yearly self-evaluation by the HWRSD School Committee.—Complete
 - 2-6 Completely revise the HWRSD Policy Manual.—In Process
 - 2-7 Develop a comprehensive Administrative Procedures Manual that contains administrative procedures, and which can be used by school and central office administrators to ensure consistency.—In Process
 - 2-9 Modify the span of control of the Assistant Superintendent for Administration and Finance, staff both the middle school and high school with a principal, and delete the assistant principal at the middle school.—Partial Completion

3/20/2014

4

Human Resource Management



- 5/18 Total Recommendations Complete
- Major Recommendations
 - 3-1 Explore the possibility of hiring a shared Human Resources Administrator with the Town of Hamilton and the Town of Wenham to provide centralized leadership for the personnel function.—Complete
 - 3-2 Re-title the Administrative Assistant's position to more accurately reflect the large concentration of her duties in the personnel operation.—Complete
 - 3-3 Develop a mission and vision statement as well as performance goals for the human resources operation in the Hamilton-Wenham Regional School District.—In Process
 - 3-4 Develop key performance indicators, monitor performance results on a quarterly or semiannual basis, and provide an annual report of accomplishments for the human resources function.—In Process

3/20/2014

5

Human Resources (contd.)



- 3-5 Using available online personnel policy guides, develop and adopt a comprehensive set of personnel policies.—Complete
- 3-6 Develop written internal practices, procedures, and workflow processes, and develop a plan for the annual review and revision of personnel procedures.—In Process
- 3-9 Implement a plan focused on increasing recruitment and retention of qualified employees.—Rejected
- 3-11 Develop an Employee Handbook with explanations of and references to relevant policy and procedural information for employees.—In Process
- 3-13 Explore the possibility of expanding the teacher step plan to alleviate compression at the top end of the 12-step series.—In Process
- 3-14 Review, revise, and create job class descriptions that accurately reflect HWRSD job duties and requirements with consistent and legally defensible content.—In Process

3/20/2014

6

Financial Management



- 5 of 19 Recommendations Complete
- Major Recommendations:
 - 4-2 Prepare quarterly financial reports for special revenue and revolving funds and accounts.—[In Process](#)
 - 4-3 Implement additional shared services opportunities with the towns of Hamilton and Wenham to reduce cost and increase efficiencies.—[In Process](#)
 - 4-4 Establish a policy that does not allow accounts to be negative, hold managers accountable for expending only funds available, and take action to correct the negative fund balances.—[In Process](#)
 - Develop and document a cost methodology to be used when calculating fees, and identify and allocate indirect costs to activities that charge fees.—[In Process](#)

3/20/2014

7

Financial Management



- 4-6 Adopt a formal policy for tracking and periodically reporting on the status of report/audit recommendations made to the Hamilton-Wenham Regional School District.—[Under Review](#)
- 4-9 Examine budget trends and identify areas where expenditures have increased at higher than average rates, determine the reason for the increases, and determine how the trends can be reversed. Establish budget targets for all functions and do not allow expenditures to exceed state average increases.—[In Process](#)
- 4-10 Establish a budget control system where schools and departments are held accountable for their budgets, develop a budget adjustment policy that provides guidance as to when budget adjustments are to be prepared, and document adjustments requiring School Committee's approval in minutes.—[Complete](#)

3/20/2014

8

Financial Management



- 4-11 Improve the district's budget information, compile data into a comprehensive budget document, and use guidance from national associations to continually improve the budget document.—Complete
- 4-12 Create user-friendly formats for monthly budget reports that provide summary and easily understood financial reports for the School Committee, and train Committee members on how to interpret the information.—Complete
- 4-18 Develop a policy requiring competitive proposals for professional independent auditing.—Complete

3/20/2014

9

Educational Services



- 5 of 21 Recommendations Completed
- Major Findings:
 - 5-2 Schedule regular meetings of school resource staff with central office leaders to maintain a uniform focus on curricular and instructional priorities.—In Process
 - 5-3 Develop a plan and timeline for the evaluation of educational programs and services.—In Process
 - 5-5 Develop policies guiding instructional programs, evaluation, and curricular issues.—In Process
 - 5-7 Ensure that School Improvement Plans are developed in compliance with timelines set by the State of Massachusetts, have specific accountability practices embedded, and include three-year as well as annual goals.—Complete

3/20/2014

10

Educational Services



- 5-8 Standardize and reduce teacher planning time.—[In Process](#)
- 5-9 Increase the HWRSD student to teacher ratio towards the peer district average.—[In Process](#)
- 5-10 Compare special education staffing in light of programs offered for HWRSD peer school districts to determine equivalency.—[In Process](#)
- 5-11 Eliminate stipends for activities such as bus duty and substitute calling.—[In Process](#)
- 5-13 Create processes that ensure consistency of technology in HWRSD schools.—[In Process](#)

3/20/2014

11

Educational Services



- 5-16 Convene a group of teachers, parents, and administrators to examine factors that may impact graduation and dropout rates of HWRSD special education students and, as needed, develop strategies to ameliorate these factors.—[Rejected](#)
- 5-19 Use the National Staff Development Council (NSDC) standards and guidelines as a basis for a comprehensive instructional professional development plan, and ensure that a professional development committee includes non-instructional and low incidence staff members.—[In Process](#)
- 5-20 Re-examine the way HWRSD rewards teachers for national board certification, and consider changing it to a set stipend that is the same for every teacher and paid for a reduced period of time.—[In Process](#)

3/20/2014

12

Facilities



- 3 of 14 Total Recommendations Complete
- Major Findings
 - 6-1 Prepare and implement a five-year facilities master planning process in the Hamilton-Wenham Regional School District.—[In Process](#)
 - 6-2 Include a thorough and exhaustive schedule of preventive maintenance actions that must be funded and completed as part of the Five-Year Facilities Master Plan.—[In Process](#)
 - 6-4 Renovate the high school auditorium at the earliest possible opportunity.—[Complete](#)
 - Maintain the HWRSD elementary school grade distribution and configuration as it currently exists.—[In Process](#)

3/20/2014

13

Facilities



- 6-8 Relocate the district administration to the high school and terminate the lease of the Center Building.—[In Process](#)
- Create a proper chart of maintenance categories and accounts for budgeting and spending purposes.—[Complete](#)
- Develop a set of contemporary and official HWRSD policies for facilities planning, design, construction, use and management.—[Complete](#)
- Make a firm commitment to a minimum funding of building maintenance and repair in HWRSD at two percent of building replacement cost.—[In Process](#)

3/20/2014

14

Food Services



- 3 of 12 Total Recommendations Complete
- Major Findings
 - 7-2 Actively use all aspects of the National Food Service Management Institute's six quality performance management measurements. **Complete**
 - 7-3 Develop and implement a formal plan for improving productivity at schools that meets the established minimum range of Meals per Labor Hour (MPLH). Under Review
 - 7-5 Purchase a Point of Sale (POS) software system to improve efficiency and operational effectiveness.—**Complete**
 - 7-6 Develop an action plan to increase student participation. Under Review
 - 7-7 Consolidate food service operations on the high school and middle school campuses.—**Rejected**
 - 7-10 Create, implement, and report results of a formal evaluation process to annually review the food services operation versus outsourcing alternatives. Under Review

3/20/2014

15

Transportation



- 5 of 9 Total Recommendations Complete
- Major Findings:
 - 8-2 Formally reconcile annual transportation routes prior to communicating to stakeholders.—**Complete**
 - 8-3 Update the HWRSD student transportation policy.—**In Process**
 - 8-4 Document hazardous route criteria in HWRSD for official records.—**In Process**
 - 8-5 Establish quarterly reporting from SALTER Transportation to HWRSD on key performance indicators.—Under Review
 - 8-6 Review, monitor, and implement all reporting requirements authorized in the SALTER bid specifications and contract.—Under Review
 - 8-7 Accurately document and report reimbursable versus non-reimbursable students for the State's End-of-Year Report.—**Complete**
 - 8-8 Conduct a formal documented review and analysis of special education transportation.—**Complete**

3/20/2014

16

Technology



- 6 of 13 Total Recommendations Complete
- Major Findings:
 - 9-1 Eliminate the district's relationship with the external contractor.—Complete
 - 9-2 Hire a half-time Computer Support Technician who would report to the HWRSD Technology Coordinator.—Complete
 - 9-3 Create an IT organizational infrastructure to formalize responsibilities, reporting relationships, and work flows to encourage consistency and accountability in technology.—Complete

3/20/2014

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Technology

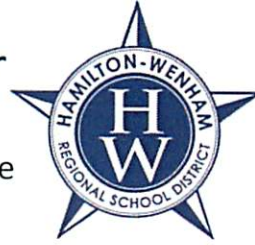


- 9-4 Create a Technology Planning Committee comprised of leaders from across the district to assess future IT needs.—Under Review
- 9-5 Prepare a comprehensive multi-year Technology Plan which focuses on strategy and more fully explore areas where the present plan either excludes or provides no strategic direction.—In Process
- 9-6 Develop a disaster recovery plan to address critical systems in the event of interruption of service.—In Process
- 9-7 Create a Technology Procedures Manual.—In Process
- 9-10 Develop a more detailed technology training expectation for HWRSD staff.—In Process

3/20/2014

18

Athletics and Extracurricular



- 2 of 4 Total Recommendations Complete
- Major Findings:
 - 10-1 Develop and maintain annual comparative data related to stipends in peer school districts.—Under Review
 - 10-2 Evaluate the gate receipt process annually and make recommendations as appropriate.--Complete
 - 10-3 Develop a formal annual performance report on Athletics for the School Committee.—Under Review
 - 10-4 Maintain a full-time Athletic Director in the Hamilton-Wenham Regional School District.—Complete

Grant: Expansion of Foreign Language Offerings
Schools requesting: Miles River, HWRHS

This grant will serve as “seed money” to expand the Foreign Language offerings at Miles River Middle School and Hamilton-Wenham Regional High School. Our current plan is to begin by restructuring the Foreign Language Program in Grade 6 to provide all students with ½ a year of Spanish and ½ year of a still to be determined second language. This will begin in September of 2014. We will then offer students the option of taking the second language full-time in September of 2015, and continue to expand the second language upwards in subsequent years. We will also supplement the current HWRHS Spanish program with online offerings from Middlebury Interactive Languages. This will allow us to provide an interim option for students to take a language other than Spanish while we are building the second language program.

The total cost of the grant would be \$90,000, funded in two installments of \$45,000/year. The annual grant costs consist of two parts:

- (i) \$30,000 in course materials, curriculum enhancement, and professional development for staff to support the creation of a second foreign language option for students
- (ii) \$15,000 to fund the introduction of Middlebury Initiative's online language courses

A decision on which foreign language will be offered as an option has yet to be made, but a recent survey of parents has indicated that French is the preferred option. To support the final decision, the district is looking into a variety of sources of information, including surveying neighboring schools, including private schools, as to which languages they currently offer, examining the candidate pool of available foreign language teachers and identifying third party research firms that have data on the most frequently required languages in the workplace.

To provide more language choices, the Middlebury Interactive online courses would allow approximately 40 students per semester to take courses in four available foreign languages: French, Chinese, German or Latin. The High School is running a free pilot of the Middlebury courseware in the second semester of the 2013-2014 school year. So far, the feedback has been very positive from students in these courses.

The grant would initially benefit all 6th graders in Year 1. It may also be used to support a section of the second language offering at HWRHS as well. The program would then expand to all 7th graders in Year 2, 8th graders in Year 3, etc. The Edfund would fund the first two years' costs only, with the first installment due sometime in the spring of 2014. Funds would be used to purchase classroom materials, to support staff training and the development of curriculum materials. This will ensure that the grant will have lasting impact that will far exceed two years.

HAMILTON-WENHAM REGIONAL SCHOOL DISTRICT
WENHAM, MA

EXHIBIT B
F6021

AUTHORIZED USE OF SCHOOL-OWNED EQUIPMENT

The School Committee wishes to be of assistance, whenever possible, to other town departments and community organizations. Permission to use school equipment may be granted by the Superintendent or his/her designee upon request by responsible parties or organizations.

School equipment may be used by staff members when the use is related to their school employment and by students when the equipment is to be used in connection with their studies or extracurricular activities.

Proper controls will be established by the Superintendent or his or her designee to ensure the user's responsibility for, and return of, all school equipment in the same condition as it was when it was released for use.

MASC

Policy Review: 1st Reading: March 6, 2014
2nd Reading

Policy Adopted:

Vote:

Chairperson, HWRSD School Committee: Roger Kuebel
(Original Signature on file in the Superintendent's Office)

HAMILTON-WENHAM REGIONAL SCHOOL DISTRICT
WENHAM, MA

EXHIBIT C
F6019

BUILDINGS AND GROUNDS SECURITY

The Superintendent and his or her designee will assure that reasonable procedures are in place to maximize security of the buildings and occupants at all times

Security requires not only maintenance of a secure building, but protection from fire hazards and faulty equipment, and safe practices in the use of electrical, plumbing, and heating equipment. The School Committee expects the District to cooperate with fire and law enforcement departments and with insurance company inspectors.

MASC

Policy Review: 1st Reading: March 6, 2014
2nd Reading

Policy Adopted:

Vote:

Chairperson, HWRSD School Committee: Roger Kuebel
(Original Signature on file in the Superintendent's Office)

HAMILTON-WENHAM REGIONAL SCHOOL DISTRICT
WENHAM, MA

EXHIBIT D
B2010

GUIDELINES FOR PUBLIC COMMENT

General

All regular and special meetings of the School Committee shall be open to the public. These meetings are business meetings held in public settings. The public is excluded from valid executive sessions pursuant to the Open Meeting Law.

The School Committee will generally set aside a period of time at each regular meeting to hear from the public about issues that affect the District and are within the scope of the School Committee's responsibilities. Special meetings will generally not include such period of time unless specifically called to solicit public input.

If the School Committee believes that an issue requires a dialogue with the District community, the School Committee may schedule a separate public hearing on that open issue.

The School Committee welcomes individuals in the District to attend its open meetings so that they may become better acquainted with the operations and programs of our local public schools. However, pursuant to M.G.L. Chapter 30A Section 20(f), an individual is not permitted to disrupt a meeting of a public body and at the request of the chair, all members of the public shall remain silent. If, after clear warning, person continues to be disruptive, the chair may order the individual to leave the meeting and, if the person does not leave, the chair may authorize a constable or other officer to remove the person.

Written Request to Make a Presentation Before the School Committee

Any individual, who wishes to make a presentation to the School Committee on an item that is within the scope of the Committee's responsibilities, may request that item be placed on the agenda for a particular meeting. Such request should be in writing and should be received by the Superintendent of Schools at least one week prior to the date of the meeting. Such request should contain background statements that explain the scope and intent of the agenda item. The Chair of the Committee and the Superintendent will determine whether or not to place an item on the agenda and, if the item is to be taken up, they will also determine where to place an item on the agenda and all parameters to be required of the presenter.

If a group of individual's wishes to make a presentation to the School Committee on an item that is within the scope of the School Committee's responsibilities, it should designate one member of the group to act as the spokesperson and follow the above procedure.

Policy Review: 1st Reading: March 6, 2014
2nd Reading

Policy Adopted:

Vote:

Chairperson, HWRSD School Committee: Roger Kuebel
(Original Signature on file in the Superintendent's Office)

HAMILTON-WENHAM REGIONAL SCHOOL DISTRICT
WENHAM, MA

Public Comment

1. Public comment shall be for a period of not more than 20 minutes and shall generally follow the opening of the meeting. It is within the Chairman's authority to recognize one spokesperson for each group who wishes to speak. The School Committee reserves the right to rearrange its agenda to accommodate scheduled presenters.
2. Individuals wishing to speak before the Committee shall identify themselves by name and address and shall speak for no longer than 3 minutes unless specifically authorized by the Chair. No person may speak more than once without permission of the Chair. All persons shall speak to the full Committee through the Chair and shall not address individual members of the School Committee or administrators.
3. Individuals may address topics on the agenda, items specified for public comment, or items within the scope of responsibility of the School Committee. The Chair shall rule out of order any individual who fails to honor the guidelines or who addresses a matter inappropriate for public comment.
4. Any Committee member may direct questions to the speaker through the Chair in order to clarify comments of the speaker.
5. Individuals may offer such objective criticisms of the school operations and programs that concern them, but in public session the School Committee will not hear personal complaints of school personnel nor against any member of the school community. Under most circumstances, administrative channels are the proper means for disposition of legitimate complaints involving staff members.

SOURCE: MASC

Policy Review: 1st Reading: March 6, 2014
2nd Reading

Policy Adopted:

Vote:

Chairperson, HWRSD School Committee: Roger Kuebel
(Original Signature on file in the Superintendent's Office)

HAMILTON-WENHAM REGIONAL SCHOOL DISTRICT
WENHAM, MA

EXHIBIT E
B2011

MEMORIALS FOR DECEASED STUDENTS OR STAFF

The School Committee recognizes that the death of a student or member of the staff is deeply felt by the school community. As places designed primarily to support learning, however, school sites should not serve as permanent memorials for students or staff.

Permanent memorials for deceased students or staff shall be limited in form to a living memorial or to perpetual awards or scholarships.

Any permanent memorials in existence before this policy was adopted can only be removed by a vote of the School Committee.

Policy Review: 1st Reading: March 6, 2014
2nd Reading

Policy Adopted:

Vote:

Chairperson, HWRSD School Committee: Roger Kuebel
(Original Signature on file in the Superintendent's Office)