

**SCHOOL COMMITTEE AGENDA  
WEDNESDAY, OCTOBER 10, 2018**

**I. Call to Order**

**II. Public Comments**

**III. Review of the Minutes**

- A. Meeting of September 12, 2018

**IV. Information/Discussion Items**

- A. Mike Gilbert, Field Director, Mass Association of School Committees
- B. Policies
  - a. Residency
  - b. Evaluation
- C. Improved Inter School Committee Communication and Coordination
- D. Husky Home Learning Pilot
- E. EDCO Articles of Agreement
- F. Preliminary Budget Presentation

**V. Communications/Correspondence**

**VI. Superintendent's Report**

**VII. Members'/Committee Reports as Needed**

**VIII. Warrants**

**IX. Action Items**

- A. Vote CPS Handbook
- B. Vote CSC Goals
- C. Vote Superintendent Goals
- D. Vote Husky Home Learning Pilot

**X. Other Business**

**XI. Citizens' Comments**

**XII. Adjourn Meeting**

Adjourn to Executive Session pursuant to MGL Chapter 30A, Section 21(a) with no intent to return to open session, for the following purposes:

**Purpose 3**, To discuss strategy with respect to collective bargaining or litigation if an open meeting may have a detrimental effect on the bargaining or litigating position of the public body; and

**Purpose 7**, To comply with, or act under the authority of, any general or special law or federal grant-in-aid requirements. Mass. Gen. Laws Ch. 39, 23B (1)-(7). G.L. c. 30A, sec. 22(g), consideration of approval of executive session minutes from previous meetings.

The agenda items listed are those that the Chair reasonably anticipates will be discussed at the meeting. Not all items listed may in fact be discussed and other items not listed may also be brought up for discussion to the extent permitted by law.

# DRAFT

**Carlisle School Committee**  
Minutes  
September 12, 2018  
Carlisle School Community Room  
7:00 PM

Present – School Committee: David Model - Chair, Christine Lear, Melynda Gambino.

Present – School Administration: James O’Shea, Superintendent; Matt Mehler, Principal; Dennet Sidell, Principal; David Flannery, Director of Facilities and Grounds; Nancy Anderson, Assistant to the Superintendent/Recording Secretary.

Meeting Documents:

|                      |                        |                      |
|----------------------|------------------------|----------------------|
| Minutes from 7/16/18 | School Committee Goals | Superintendent Goals |
| District Goals       | Enrollment Update      | Facility Update      |
| Budget Calendar      |                        |                      |

## **I. Call to Order**

Chairman David Model called the meeting to order at 7:00 pm.

## **II. Public Comment Period**

Mr. Model welcomed everyone to the meeting, and asked if any members of the public had comments. There were no comments.

## **III. Review of Minutes**

Ms. Gambino made a motion to approve the minutes of the meeting of July 16, 2018. Ms. Lear seconded the motion. All members present voted in favor of approving the minutes.

## **IV. Information/Discussion Items**

- A. **Bay State Textiles** Fundraiser – Rebecca Bromark and Emily Richardson presented on behalf of Bay State Textiles, which takes unwanted textiles. This initiative can be a new revenue stream for the PTO, as it is based on weight. The school receives 5 cents per pound of donated textiles. There are no upfront costs or fees, and no staff monitoring of the boxes. This effort can bring the community together for town wide recycling, as 95% of textiles thrown out can be recycled. Concord and CCHS are on board with same program, and 90 districts in Massachusetts participate. They require a minimum of two boxes in town. Ideally one box would be placed at school and one at the transfer station. Bay State provides weekly pickups. The PTO will provide publicity. Rebecca and Emily will monitor the school bin twice a week. The rebate payments come out regularly.

# DRAFT

Some clothing is donated, some repaired, some sold, some repurposed, and some turned into industrial cloth. The dimensions of the pick-up box are 4x4x6 feet and it holds 300-500 pounds of material. Ms. Gambino asked if there are any liability issues. Drivers are CORI checked, the company has been established for 11 years. School Committee supports this venture, as recommended by the Superintendent. No vote is required by the Committee, it is an administrative matter.

## **B. School Committee Goals**

1. Explore restructuring. Two programs will be identified by the end of the school year to explore alternative class models for middle school. Current enrollment figures indicate that elementary grades have roughly 60 students per grade, which, if they hold as the students move into middle school, would mean class sizes of 15 per students in a four-section grade.
2. Communication. Increasing individual teacher communication. Ms. Lear and Ms. Gambino will work together on this.
3. Collaborative District Leadership. The School Committee and Superintendent O'Shea will meet more often. The Committee will vote on these goals at the October meeting.

## **C. Superintendent Goals**

1. Developing a shared view of classroom observations and evaluations. Display motivation and enthusiasm toward staff.
2. Family Engagement in district programming. Parents will have input in important conversations.
3. District Improvement. 75 % of administrative meeting time to be focused on district improvement goals. Mr. Model questioned the need for 75%, said that seemed high and not sure a numeric standard is needed.
4. District Planning. Explore and come up with a few options by end of the 2018-2019 academic year, with the intention of piloting an option in the 2019-2020 academic year.

## **D. District Strategic Objectives**

Objectives remain the same, with updates to some of the sub-components. The school is moving forward with Digital Citizenship curriculum. Technology is being used to broaden student awareness of the world, and get in touch with other countries/communities. The school is evaluating the World Language program and how it will be structured moving forward. Programs in place to decrease student stress and anxiety. Progress has been made on Tier II instruction in Middle School. Paraprofessional training is being continued. Youth Risk Survey will take place this coming year. Parents will be engaged in this process as well.

# DRAFT

## E. Enrollment

The current enrollment is 608 students, PK-8. The projected enrollment from last year was accurate. Questions were posed including historically, how many students move in to town? People enjoy this town, the school is a private school size, but it's expensive to live here. Ms. Gambino asked if there is any data on students transferring to private schools? It would be interesting to explore trends, e.g. what are the factors behind a decision to opt out of Carlisle Public School? Would knowing this help the school retain students? Gambino referenced the enrollment data over time, specifically, 14 years ago there were over 800 students in school. Jim will gather and share data from past years.

## F. Summer Facility Update

David Flannery has been at the school for 50 years counting part time work. Mr. Flannery gave kudos to his summer help, particularly Robin Kepple and two high school students. Work over the summer included: classroom moves and flooring replacements (some dating back to 1987). The only remaining older tile is outside the Art room in Robbins. Ceramic tile was installed in Wilkins bathrooms. Carpet tiles were installed in the Grant Learning center. The gym apparatus was inspected for safety. There are many pending projects including tree work and the additional installation of more handicapped door operators. Mr. Flannery cited the school's use of the Green Communities Grant, which funded replacement of classroom lighting fixtures with high efficiency models. When this project is completed the school will operate with LED lighting and occupancy sensors. These changes continue to reduce our consumption; last year was the lowest consumption in the past ten years. Energy Task Force does a great job. Every dollar you save can go to education. Mr. Model is looking to review the temperature data, and asked for a proposal for a study to figure out the HVAC. Mr. Flannery said the classroom temperature is tracked every 15 minutes. Mr. Model clarified that he is asking for Mr. Flannery to propose a capital project.

## G. Budget Calendar

Mr. Model reported a meeting with the Finance Committee representative to the School. Mr. O'Shea has asked other administrators to bring forward upcoming budget challenges that they face; administrators are seeking input from faculty and staff. There will be a preliminary budget presentation to the School Committee Sat the October meeting.

## H. Student Handbook

Matt Mehler and Denet Sidell presented. The handbook was shared with the School Advisory Council (SAC) today. The revision process took five weeks. Dr. Mehler and Dr. Sidell reviewed other school handbooks and talked with other schools. The handbook is condensed and more visually appealing. The six main categories are: About Carlisle Public Schools, Daily Routines, The Whole Child, Communication, Student Code of Conduct and District Policies and Legal Responsibilities. The handbook includes hyperlinks, making it easier to access certain information. The principals will review it

# DRAFT

and update it every summer. Olweus Bullying Prevention Rules are in there, as our curriculum overviews. Dr. Mehler created a school committee page with links. The Webmaster will change the links as policies are updated. Ms. Gambino asked if a search feature could be added.

## **I. Husky Home Day Learning**

Mr. O'Shea presented. Mr. O'Shea wanted to develop a plan of home day learning after the nine school cancellations last year. A group of faculty members and administrators met over the summer, and reviewed plans from neighboring towns. The premise is that if there is a school cancellation, students can do work at home so a day does not need to be added to the end of the year. Parents were asked for feedback. The rationale is that the end of June is not optimal learning time for students and absenteeism is high too. The goal is to have a program where assignments will be prepared ahead of time, then be communicated home to students, who can work on or around that snow day. Students will have a week to return assignments. The school wants to publicize it to parents, and possibly implement it on the first snow day this year to see how it works and get feedback. The Department of Elementary and Secondary Education (DESE) set a threshold that 80% of students must participate in order for the day to be counted as a school day for students. It will be counted as a working day for teachers. Once School Committee endorses the plan, DESE accepts it. The paperwork will indicate, among other things, an overview of the plan, why we have it, and frequently asked questions. It will vary for students, with teacher specific assignments. All staff has responsibilities on that day. This website will hold all of the assignments. Once assignments are posted, students can download an assignment and work on it. Some teachers might give hard copies of assignments. There will be a meeting with faculty and parents about this in the next couple of weeks. These assignments are important and the school aims for 80% compliance. Ms. Gambino asked when the parents would be informed about this practice. Principals will address this topic on Parents Nights.

## **J. Change in Warrant Review Designee**

We need a new designee for warrant signature.

## **V. Communications/Correspondence**

- A. Ms. Lear thanked the Mostoufi family for recording the meetings. The CSC sent out a welcome email to parents on the first day of school. Buzz blurbs will go out every month. The CSC is considering hosting a coffee in fall and in the spring. Mr. Model asked Carrie Patel, Chair of the PTO, if CSC could come to a PTO meeting. Ms. Patel invited the School Committee to any of their meetings where administrators also attend for a period of time. Ms. Patel said the beginning of each PTO meeting is open to discuss anything. Mr. Model asked whether PTO would permit the CSC to attend the start of the PTO meetings from time to time. We will post it if several members indicate interest in attending the coffee. Exact dates are to be determined.

# DRAFT

- B. Mr. O'Shea is asking for parent input on several topics. The school is hosting a coffee to gather feedback on the new student information system. There was communication from Dr. Mehler on graffiti in one of the bathrooms. Dr. Mehler penned a letter to parents, and spoke with every middle school classroom about who we are and our core values. This speaks to our continued work on inclusion and diversity and acceptance. Ms. Gambino said the letter was great and left no questions.

## VI. Superintendent's Report

Highlights of Superintendent Jim O'Shea's report included:

- "Shout out" to all summer employees
- Welcome to Matt Mehler
- Fire Department inspection
- Fire Drill
- Bus evacuation and safety talk on September 27
- Budget process underway
- Parent nights in September
- Timeline for Facility Director position – want to identify a person by mid-October allowing for some overlap
- Contract negotiations continue

## VII. Members'/Committee Reports as Needed

**Regional School Committee.** Ms. Lear communicated about upcoming coffees. There is a special Town Meeting initiated by Concord. The Carlisle meeting is October 2.

**Traffic Advisory Committee.** Ms. Gambino shared that the committee is working on grant applications to make improvements in town including adding a sidewalk from East Street to the town center and making rotary modifications including a speed limit change. Three crosswalks are being examined. The town can apply for small town assistance if the population is under 7000. Mr. Model referenced the upcoming town meeting after a warrant was approved in Concord with no opportunity for Carlisle input.

## VIII. Action Items

Ms. Lear made a motion for Melynda Gambino to be the new designee for warrant review and signature. Mr. Model seconded the motion. All members present voted in favor.

# DRAFT

## IX. Warrants

- A. Payroll Warrant #0819; \$241,010.72
- B. Payroll Warrant #0519; \$222,963.51
- C. Accounts Payable Warrant #1319; \$49,400.38
- D. Accounts Payable Warrant #0719; \$145,726.96
- E. Accounts Payable Warrant #1019; \$63,849.35
- F. Payroll Warrant #1419; \$357,124.76
- G. Accounts Payable Warrant #1619; \$28,711.78
- H. Accounts Payable Warrant #1819; \$40,982.47

## X. Other Business

## XI. Citizen's Comments

Carrie Patel, 36 Log Hill Road, posed a question about restructuring in Middle School. Middle school students have four core subjects. How will restructuring work? Mr. O'Shea will be looking for parent input to this discussion. Mr. Model noted that the quality of education will not be compromised.

## XIV. Adjourn to Executive Session pursuant to MGL Chapter 30A, Section 21(a) with no intent to return to open session, for the following purposes:

**Purpose 3, To discuss strategy with respect to collective bargaining or litigation if an open meeting may have a detrimental effect on the bargaining or litigating position of the public body, and**  
**Purpose 7, To comply with, or act under the authority of, any general or special law or federal grant-in-aid requirements. Mass. Gen. Laws Ch. 39, 23B (1)-(7). G.L. c. 30A, sec. 22(g), consideration of release of executive session minutes from previous meetings.**

Ms. Gambino made a motion to adjourn to executive session for purposes 3 and 7, with no intent to return to open session. Ms. Lear seconded the motion.  
The following votes were taken in roll call: Gambino, aye; Model, aye; Lear, aye.

The public meeting was adjourned at 9:18 pm.

Respectfully submitted,

Nancy Anderson  
Assistant to the Superintendent

A PROPOSAL FOR  
POLICY MANUAL DEVELOPMENT

Prepared for: THE CARLISLE SCHOOL COMMITTEE

Submitted by: Massachusetts Association of  
School Committees, Inc.  
One McKinley Square, 2nd Floor  
Boston, Massachusetts 02109

Telephone: (617) 523-8454  
Toll Free: 1-800-392-6023

THE MASSACHUSETTS ASSOCIATION OF SCHOOL COMMITTEES, INC., (MASC), proposes to carry out the policy manual project described below for the Carlisle School Committee, Carlisle, MA (also referred to as Committee).

PROJECT GOALS:

1. To create a well-organized and up-to-date manual of school committee policies.
2. To provide for easy referral from policies to related sections of law.
3. To identify areas requiring statements but for which policies are not documented.
4. To provide sample policy statements to assist the Committee in developing needed policies in key areas.
5. To deliver one complete policy manual customized to meet the needs of the school district and disk (limited to MASC software capabilities).

PERFORMANCE TASKS:

MASC proposes to perform the following tasks in order to meet the project goals.

1. Document search and analysis: MASC will conduct a thorough search of Committee documents to identify existing policies. This material will be analyzed for appropriateness for inclusion in the new manual. See EXHIBIT A.
2. Codification, organization and technical editing: MASC will code and organize all statements to be filed in the new manual according to the NEPN/NSBA policy classification system. MASC will provide technical editing as needed to meet the requirements of acceptable English usage. However, the editing shall not alter the meaning or substance of the policy. Legal references to pertinent state and federal statutes will be added. Gaps in policy coverage, questions, and inconsistencies will be noted.  
See EXHIBIT B.

3. Work-in-progress check: MASC will within one hundred and twenty days of receipt of materials as outlined in Exhibit A and payment of the initial deposit schedule a series of meetings with the school committee or a sub-committee of the school committee to review completed sections of the new policy manual. The exact number of meetings will be determined by the amount of review required to adopt the policy manual but shall not exceed twelve meetings. This provides an opportunity for the committee to discuss the rationale behind policy suggestions and to insure that existing policy reflects current practices and procedures in-place within the district. The Committee will keep MASC fully informed of any concerns and determinations during the term of the project. See Exhibit C.

DURATION OF PROJECT:

The services shall be carried out according to the timetable developed by MASC and the school committee. All tasks as described above can be accomplished by MASC within eighteen to twenty four months after receipt of the signed contract and after the conditions outlined in three (3) above have been met.

EXHIBIT A.

MASC is not responsible for delays caused by the school committee or its representatives in this process. MASC reserves the right to terminate the contract after thirty months of signing this agreement if the committee has failed to fulfill its responsibilities concluding with the review, approval, and adoption of the policies and regulations developed during the customized policy service project. This agreement may be modified by mutual agreement, in writing, of

both parties.

APPROVED FOR MASC BY:

---

Michael Gilbert, Field Director  
Massachusetts Association of School  
Committees, Inc.

## EXHIBIT A

### Documents to be provided by the School Committee

MASC will require two copies of the documents listed below (three if the item has print on both sides) in order to carry out the policy manual updating project.

1. School Committee policy manual.
2. Master contracts with recognized bargaining units.
3. System-wide handbooks for principals, teachers and students.
4. Current documents or handbooks that cover the following: organization charts, school transportation, purchasing procedures, staff evaluation, emergency operating plan, school calendar, use of school facilities, field trips.
5. Other documents as needed by MASC consultant.

## EXHIBIT B

### The NEPN/NSBA Policy Development System

A--FOUNDATIONS AND BASIC COMMITMENTS  
B--SCHOOL BOARD GOVERNANCE AND OPERATIONS  
C--GENERAL SCHOOL ADMINISTRATION  
D--FISCAL MANAGEMENT  
E--SUPPORT SERVICES  
F--FACILITIES DEVELOPMENT  
G--PERSONNEL  
H--NEGOTIATIONS  
I--INSTRUCTIONAL PROGRAM  
J--STUDENTS  
K--SCHOOL-COMMUNITY RELATIONS  
L--EDUCATION AGENCY RELATIONS

Each of these chapters includes its own family of terms called "descriptors" which provide suggested titles and code letters for policy statements. The coding or "tracking" of terms is by letter rather than by number. Letter encoding offers two major advantages over number encoding. First, a letter system offers more flexibility. The coder has available 26 separate letters to use compared to only 10 digits. Second, a letter system requires no decimal points. This tends to reduce the likelihood of error in reproduction and filing. Anyone who knows the ABC's will quickly grasp the logic of letter codes.

The classification system was originally developed in 1969 by a National School Boards Association Research Project supported by the U.S. Office of Education. The system, which is in wide use throughout the United States, conforms to sound principles of informational storage and retrieval, to sound principles of school governance, and also to the mandates of practicality.

## EXHIBIT C

### Project Liaison Officer

To help insure the accuracy of updated policies in the manual, the Committee should identify a knowledgeable member of the administrative staff to serve as the project liaison officer to whom MASC may refer from time to time to clarify questions of fact or actual policy or practice in the school system.

No undue time or work burden would be placed on this person.

EXHIBIT D

SCHOOL COMMITTEE

|                         |             |
|-------------------------|-------------|
| <u>PROFESSIONAL FEE</u> | \$10,500.00 |
|-------------------------|-------------|

For services rendered to complete and customize  
policy service

|                                 |            |
|---------------------------------|------------|
| Upon receipt of signed contract | \$3,500.00 |
|---------------------------------|------------|

|              |            |
|--------------|------------|
| July 1, 2019 | \$3,500.00 |
|--------------|------------|

|              |            |
|--------------|------------|
| July 1, 2020 | \$3,500.00 |
|--------------|------------|

\* If the payment schedule doesn't accommodate the  
Committee's budget schedule, payment dates can  
be adjusted accordingly.

## **EXHIBIT E**

### **MASC Binder Specifications**

MASC binders are designed for use as a school policy manual. This sturdy looseleaf binder is equipped with three heavy-duty metal "D" rings; open-close boosters; fibre-sheet lifters; and a convenient agenda pocket on the inside front cover.

## **EXHIBIT F**

### **SCHOOL COMMITTEE**

If this proposal is approved, please sign and date below. Please return signed copy and initial payment to:  
Massachusetts Association of School Committees, Inc., One McKinley Square, 2nd Floor,  
Boston, MA 02109. Please retain the second copy for your records.

Accepted: \_\_\_\_\_  
(Chair) Carlisle School Committee

Date: \_\_\_\_\_

**AGREEMENT FOR PARTICIPATION IN THE MASC “POLICY21”© PROGRAM**  
**Massachusetts Association of School Committees**  
**Online Policy Services**  
**CONTRACT**

This agreement, made and entered into this 6<sup>th</sup> day of September, 2018, by and between the Massachusetts Association of School Committees (hereinafter referred to as MASC), and the Carlisle Public Schools (hereinafter referred to as School District).

This contract as written and offered by MASC, becomes null and void if not signed and returned to MASC by the School District within 90 calendar days of the date of transmission to the School District as determined by postmark of the United States Postal Service (if mailed,) date of record on a facsimile transmission (if Faxed,) date of record of an email transmission (if sent via electronic mail,) or signed and dated verification of receipt if delivered by hand.

In consideration of the mutual promises contained herein, and other valuable consideration, MASC and the School District agree as follows:

MASC agrees to publish the School District’s Policy Manual of up to 600 pages in length, in single spaced format, on a website dedicated to the School District. The site may be password protected at the request of the School District with a user name and password established and issued by MASC. It is understood that the site will be intended for access, mainly, through a standard browser via a standard PC or MAC with sufficient memory to operate the program. Should the School District manual exceed 600 pages, additional pages, in increments of 1 up to 50 pages, may be added at a cost of \$200.00 for each additional 1 - 50 page increment.

Please indicate your preference regarding **password protection**:

\_\_\_\_\_ **Yes**, please provide user name and password protection at this time.  
We understand that we may remove the password protection later if we so desire.

\_\_\_\_\_ **No**, we do not desire password protection at this time. We understand that we may add password protection of the published manual later if we so desire.

The School District Policy Manual being published on the website through this contractual agreement with MASC shall:

- Be copyrighted to MASC with full rights to the School District to use the manual for specific School District purposes, including copying, hard copy distribution, and public consumption within the School District and School District community.
- Be published with the specific understanding that the School District is prohibited from selling, distributing, for other than School District purposes, or duplicating, by any means,

for other than specific School District purposes, or profiting, in any way, from the publication of the manual on the Internet through the services of MASC.

- Contain multiple search capabilities by key word, phrase, policy number, etc.
- Display, at the request of the School District, the School District “Logo” or letterhead, names of key School District officials, and the names, if requested, of School Committee Members, and other basic School District demographic information as requested by the School District. An HTML link to the School District’s main webpage may be included at the request of the School District at no extra cost.
- Provide hot link references to legal citations from the Massachusetts General Laws.
- Allow direct printing of any document from the site without need for copying, pasting, or transcription.
- Be protected from outside “hacking” or interference insofar as current technology can make such a warranty.
- Provide redundancy through regular back-ups secured off site to be retrievable in the event of an unanticipated shutdown or natural catastrophe.

MASC shall:

- Provide unlimited changes or updates to the on-line manual per the annual hosting agreement.
- Be available to the School District by personal telephone contact for questions, concerns, or problem troubleshooting during normal business hours of MASC, Monday through Friday, or via email to **mgilbert@masc.org** during normal business hours.
- Provide, if requested, one, one-hour training session for School District staff on the use of the Policy21© service at no added cost to the School District. Additional training sessions, if requested, shall be billed at the hourly rate of \$100.00.

The School District agrees that it will:

- Provide MASC with the Board’s existing policies, if needed or requested by MASC, in a Microsoft Word format, as well as other materials, if any, as requested, by MASC within 20 days after the signing of this contract.
- Furnish administrative assistance and information to MASC as requested and in a timely manner.
- Recognize that MASC cannot offer an express or implied warranty for the services provided, and hold MASC harmless for any damages caused by any policy, contract, advice, or other consulting services rendered pursuant to this agreement.
- Understand that this contract is, initially, for a two (2) year subscription to the MASC POLICY21© service, and agrees to pay MASC for the second year’s annual “hosting fee”

even if electing to cancel participation in the POLICY21© service prior to the expiration of this agreement. Following the second subscription year, MASC reserves the right to increase the annual “hosting fee” for the third or subsequent years. Notice of any increase in the “hosting fee” will be given to the School District at least thirty (30) days before the billing comes due for the third or subsequent year(s).

- Furnish MASC with any “update” materials via email attachment, or on disk, in Microsoft Word format. Documents submitted in other than Microsoft Word format may be subject to a conversion charge as determined by MASC.
- To allow MASC to use the name of the School District for purposes of advertising or promotion of the POLICY21© service at no charge to MASC.

The MASC *basic set-up* charge, which includes the first year’s “hosting fee,” to the School District for publication of its bylaw and policy manual via the POLICY21© service is **\$3,500.00 (THREE THOUSAND, FIVE HUNDRED DOLLARS)**.

The *actual* cost charged to the School District shall also include the following:

- The School District agrees to pay MASC for addition training sessions, initial pages beyond 600, or conversion charges as per the rates quoted herein.

The *actual* cost to the School District for the POWER service will be: \$3,500.00 + (Pages beyond 600 in 1 -50 page increments) + (Additional training sessions) + (Conversion charges for non-Microsoft Word documents) = *Actual Cost*.

The School District further agrees to pay MASC according to the following schedule:

100% of the *Basic* cost (**\$3,500.00**) due upon return of this signed and dated contract unless otherwise mutually agreed. A separate invoice will be sent by MASC once this contract has been returned.

Balance of the ***Actual*** cost, if any, due within 45 days of date the School District’s manual is made accessible to the School District on the Internet via the POLICY21© service.

100% of the annual “hosting fee” for the second year of the POWER service within thirty (30) days of billing by MASC. The “hosting fee” for the second year of this agreement is set at **\$950.00 (NINE HUNDRED FIFTY DOLLARS)**. This will be billed 30 days prior to the beginning of the second year.

The parties, further, mutually agree as follows:

- The web-based manual, including exhibits and forms, pursuant to this agreement, is the work product and the sole and exclusive property of MASC, subject to copyright by MASC. The School District is granted a license to edit, copy, and use said web-based manual exclusively for its own purposes as set forth herein above.

- In the event the School District should elect to discontinue the Policy21© service beyond the initial second year of this agreement, and, later, decides to re-enroll in the POLICY21© program in a subsequent year, the School District will be required to pay MASC another set-up fee at the rate established by MASC at the time of the re-enrollment in the POLICY21© service.

In witness whereof, the parties hereto have executed this Agreement as of the date written above.

Carlisle Public Schools

Massachusetts Association of School  
Committees

By: \_\_\_\_\_

By: \_\_\_\_\_

Title: School Committee Chair

Michael J Gilbert  
Field Director

## **CARLISLE PUBLIC SCHOOL RESIDENCY POLICY**

**Policy # 05.02.1998**

**Adopted 04/28/98**

**Revised 11/17/04**

**Reviewed 10/02/07, 01/08/14**

The Carlisle School Committee has adopted the following policy regarding the residency and enrollment of students. This policy has been adopted to ensure that only families who actually reside in the Town of Carlisle have full access to a comprehensive education in the Carlisle Public Schools. Therefore, the Carlisle Public Schools has established specific requirements for proof of residency.

Pursuant to M.G.L. c. 76 §5, all children of school age who reside in the Town of Carlisle are entitled to attend the Carlisle Public Schools or Concord-Carlisle High School. When a student enrolls in the Carlisle Public Schools, the parent/guardian must provide documentation to the administration that establishes the residency of the student and/or parent. The Carlisle Public Schools may conduct an investigation into the residency of any student, either upon enrollment or thereafter, if any questions arise about the student's residency.

In order to attend the Carlisle Public Schools, a student must actually reside in the Town of Carlisle. The only exceptions are listed below. The residence of a minor child is ordinarily presumed to be the legal residence of the parent or legal guardian who has physical custody of the child. A person's "residence" is the place where the person dwells currently, with an intention to remain, and is in the town that is the core of his/her domestic, social, and civil life. In determining residency, the Carlisle Public Schools retains the right to require verifiable documentation and to investigate where a student actually resides. (Legal Reference: M.G.L. Chapter 76, Section 5).

The principal at each school will verify the telephone number and home addresses of all students annually. If there is any change in residency status, the parent(s)/guardian(s) will be required to notify the principal in the school where the child is enrolled within five (5) business days of the change of address. The Carlisle Public Schools reserves the right to request additional documents and/or to conduct an investigation; therefore, the district may enlist the services of a Residency Officer/Investigator to verify a family's residency. If a determination is made that the student does not actually reside in the Town of Carlisle, the student's enrollment will be terminated immediately, and the Town of Carlisle may choose to seek tuition reimbursement from the student's parent or legal guardian (Legal Reference: M.G.L. Chapter 76, Section 5). A parent, legal guardian, or student who has reached the age of majority (18), may appeal this determination of ineligibility for enrollment to the Superintendent of Schools, whose decision shall be final.

**Pursuant to M.G.L. c. 71 §37L, the parent/guardian or the student him/herself is required to bring a copy of the student's complete school record from previous school districts. The administration will assist the parent/guardian or the student in obtaining a complete school record.**

The Residency Requirements shall be waived with respect to the following students:

- New students whose families are building a primary residence in the Town of Carlisle, provided that the new construction has completed the Town of Carlisle insulation

inspection by August 1 of that year. For all other new students with new construction, a Town of Carlisle occupancy permit is required for enrollment.

- New students whose families are purchasing an existing primary residence in Carlisle, if the family has a signed and accepted Purchase and Sale Agreement, a signed statement from bank officer that a mortgage has been approved (if applicable), and a closing has been scheduled for a date no later than Oct. 1 of that year.
- New students whose families will be renting a primary residence in Carlisle, if they have a signed lease with evidence of financial commitment, and an occupancy date no later than October 1 of that year.
- Students who fall under the McKinney-Vento Homeless Assistance Act. A homeless student temporarily residing in Carlisle may be immediately enrolled, even without records typically required for enrollment.
- Students whose parents are divorced or separated and share physical custody, provided one custodial parent remains a resident of the Town of Carlisle and the student resides with the parent who resides in the Town of Carlisle. Investigation of residency in these circumstances may include consideration of the number of nights the student spends in Carlisle, analysis of where the student resides pursuant to any custody arrangement, and the center of the student's domestic, social, and civic life. (Please note that legal documentation must be provided to school office.)
- Students whose families are moving from one residence to another within Carlisle or are renovating their current Carlisle residence, and must briefly reside elsewhere during the transition period, if the family has a house under construction or renovation in Carlisle and if they can provide documentation that they will be moving back into Carlisle in the near future.
- New students who have moved with a parent/guardian to a residence in Carlisle that is owned by a family member. In such case, the homeowner must submit a letter addressed to the Superintendent of Schools and state the homeowner's intent to house the new student at his or her Carlisle residence, including the anticipated duration of time.
- Students whose families move out of town after April 1 may complete that school year in Carlisle.

These exceptions shall apply as listed above, provided that, during all of these transition periods, transportation to and from another town is the physical and financial responsibility of the family, and families must notify the Superintendent of Schools in writing in advance of any address changes.

**Carlisle School Committee**  
**Policy on the Evaluation of Administration, Faculty and Staff of the Carlisle**  
**Public Schools**  
**Policy #10.02.1997**  
**Adopted 3/4/97**  
**Reviewed/Reaffirmed 01-05-2005, 12-01-2010, Revised 2-11-14**

It is the intent of the Carlisle School Committee to evaluate the performance of the Superintendent of Schools annually, and to direct that the Superintendent or his/her designee evaluate all other administration, faculty and staff of the Carlisle Public Schools each year.

It is further intended that the procedures followed in accomplishing said administration, faculty and staff evaluations conforms to the most current version of the Carlisle School Committee approved or adopted plans, as follows:

For Faculty, the "Carlisle Public Schools Faculty Evaluation Plan," as detailed in the Carlisle Teachers Association Contract Appendix A approved by the School Committee on June 13, 2013.

For Administration, 603 CMR 35:00 with procedures outlined by the MA Department of Elementary and Secondary Education.

For Staff, the "Policy for Non-Contractual Service Personnel," specifically the section entitled *Performance Reviews and Salary Increases*.

## **Husky Home Day Learning Project Implementation Plan**

The following implementation plan has been agreed upon by the faculty, administration and parents serving on the HHD Oversight Committee.

Once adopted by the Carlisle School Committee the first subsequent school cancellation due to snow/weather will be a HHDL day.

After the first HHD the HHD oversight committee will assess the success of the day through surveys to faculty, staff, parents, and students. This assessment should take approximately 2 weeks.

During the assessment period, after the first HHD, any school cancellations will be traditional 'snow days'.

Feedback from the first HHD implementation will be analyzed by the HHD oversight group.

If it is determined to have been a success, or if minor adjustments need to be made, the necessary steps will be taken, and the next two (2) subsequent school cancellation days would be HHL days.

If it is determined that the HHD was not successful the oversight group will take the necessary steps to reevaluate the program. During this time all school cancellation days will be traditional 'snow days', until the oversight committee feels confident that the significant problems have been addressed and we are ready to attempt implementation again, at which time it will be communicated out to faculty, staff, parents and students.

If the initial implementation of the HHDL program is successful, we will have HHL Days up to a total of three (3) after which subsequent school cancellations would be traditional 'snow days' until we reach a total of three (3) traditional 'snow days', at which point we would again implement the HHDL.



# Carlisle Public Schools

83 School Street Carlisle, MA 01741 Phone: 978-369-6550 Fax: 978-371-2400

?

*Academic Excellence*

*Creativity*

*Respect*

*Responsibility*

?

## **Memorandum of Agreement between the Carlisle School Committee and the Carlisle Teachers' Association for the Husky Home Day Learning Pilot 2018-2019**

The Carlisle School Committee ("Committee") and the Carlisle Teachers' Association ("Association") have been actively pursuing innovative approaches to addressing the educational challenges brought forth by school cancellations due to weather and the extension of the school year due to such cancellation. To that end the "Husky Home Day Learning" project creates opportunities for students to continue to progress on their studies during school cancellations.

The Committee and Association prefer to have students interacting in person with highly qualified educators and engaging in mutual learning with other students. The parties recognize that the decision to cancel school is not made easily and rely on the Superintendent to consult with both town officials and other school districts. That will not change with this project. Providing students extended learning opportunities over the winter that are relevant to current units of study and have clear expectations for outcomes will be more meaningful for students than what may occur in late June. Moreover, 21<sup>st</sup> century students will most likely engage in some degree of online and/or blended learning in college, and many will eventually work in a "distance" environment from home, satellite offices, or while traveling. Extended learning opportunities help students acquire the necessary personal skills and work habits for this type of learning and work.

NOW, THEREFORE, the Committee and the Association hereby agree as follows:

1. Husky Home Day Learning will be a pilot program from the date of this Agreement until April 1, 2019.
2. The following will clarify the expectations of unit members during school cancellation days:
  - a. **"Office hours"**: Each unit member will be required to provide two (2) hours of posted "office hours" during the unit member's regularly scheduled school hours. The "office hours" do not have to be consecutive.
  - b. **Posting Assignments**: Assignments may be posted at any time, but no later than 9:00 AM on the morning of the cancellation. Assignments need to be high quality, aligned to the standards in the content, and focused on continued student progress toward expected outcomes.

- c. **Personal Day Use:** A unit member shall have the choice of either cancelling the personal day or continuing with the previously scheduled personal day. If the unit member decides to cancel the personal day, notice via e-mail needs to be provided to the Superintendent's Office. If the unit member decides to continue with the personal day, the unit member needs to provide notice to students and post assignments that would have been provided by the substitute teacher to students.
  - d. **Sick Day Use:** A unit member who is taking a sick day shall follow the same procedure as on a typical sick day by notifying the appropriate person(s). The unit member needs to provide notice to students and post assignments that would have been provided by the substitute teacher to students.
  - e. **Loss of Electricity:** If a unit member loses electricity, every effort will be made by the unit member to contact the member's principal. The principal will then inform the unit member's students of the assignment (if not already posted) and that the unit member will not be available for office hours.
3. This Memorandum of Agreement shall not serve as a precedent. Any violation of this memorandum of agreement shall be pursued through the grievance and arbitration provisions of the collective bargaining agreement between the parties.

---

Carlisle School Committee

---

Carlisle Teachers' Association

---

Date

---

Date

## EDCO Collaborative Articles of Agreement

This agreement replaces the agreement  
dated 7.1.2017.

Colleen Dolan 9/4/2017 10:21 PM

**Deleted:** 5.19.15

This agreement is effective  
as of July 1, TBD.

Colleen Dolan 4/12/2018 8:26 AM

**Deleted:** 2017

## CONTENTS

|                                                                                           |    |
|-------------------------------------------------------------------------------------------|----|
| PREAMBLE / AUTHORIZATION / DEFINITIONS                                                    | 1  |
| ARTICLE I: MEMBERSHIP                                                                     | 1  |
| ARTICLE II: MISSION, OBJECTIVES, FOCUS, AND PURPOSE                                       | 2  |
| ARTICLE III: PROGRAMS AND SERVICES TO BE OFFERED                                          | 3  |
| ARTICLE IV: GOVERNANCE                                                                    | 4  |
| ARTICLE V: INDEMNIFICATION                                                                | 5  |
| ARTICLE VI: CONDITIONS OF MEMBERSHIP                                                      | 6  |
| ARTICLE VII: POWERS AND DUTIES OF THE BOARD AND<br>APPOINTED REPRESENTATIVES TO THE BOARD | 7  |
| ARTICLE VIII: FINANCIAL                                                                   | 9  |
| ARTICLE IX: METHOD OF TERMINATION                                                         | 13 |
| ARTICLE X: METHOD OF WITHDRAWAL                                                           | 14 |
| ARTICLE XI: PROCEDURE FOR ADMITTING NEW MEMBERS                                           | 15 |
| ARTICLE XII: PROCEDURE FOR AMENDING AGREEMENT                                             | 16 |
| ARTICLE XIII: NON-DISCRIMINATION PRACTICES                                                | 16 |
| APPROVALS:                                                                                | 17 |

## PREAMBLE / AUTHORIZATION

This document constitutes the Collaborative Agreement of EDCO Collaborative, established pursuant to the provisions of Chapter 40, Section 4E of the General Laws of the Commonwealth of Massachusetts and acts or amendments thereof as they may from time to time be enacted by the legislature, and 603CMR 50.00. This Collaborative Agreement shall not be effective until approved by the Member School Committees and Member Charter School Boards as indicated on the signatory page, and the Massachusetts Board of Elementary and Secondary Education. This agreement replaces the agreement dated May 19, 2015 as most recently amended on July 1, ~~TBD~~, entered into by and between the Member School Committees and Member Charter School Boards listed in Article I (herein, "Member Districts").

Colleen Dolan 4/12/2018 8:27 AM

Deleted: 201

Colleen Dolan 9/4/2017 10:23 PM

Deleted: 7

## DEFINITIONS

Commissioner – The Commissioner of the Massachusetts Department of Elementary and Secondary Education

Board – Board of Directors of EDCO Collaborative comprised of Superintendents, School Committee Members, or Charter School Board Members voted by Member Districts

EDCO Collaborative Administrator – Member of EDCO Collaborative's Leadership Team including central office directors (i.e. Executive Director, Associate Executive Director, Business Administrator, Chief Financial Officer, Director of Informational Technology, Director of Seefurth Education Center) and EDCO Collaborative program directors

## ARTICLE I: MEMBERSHIP

The membership of EDCO Collaborative as of the effective date of this agreement, includes the School Committees and Charter School Boards from the following districts, as indicated by the signatures of the Chairs of the School Committees and Charter School Boards:

1. School Committee for the Acton-Boxborough Regional School District
2. School Committee for the Arlington Public Schools
3. School Committee for the Bedford Public Schools
4. School Committee for the Belmont Public Schools
5. School Committee for the Brookline Public Schools
6. School Committee for the Carlisle Public Schools
7. School Committee for the Concord Public Schools
8. School Committee for the Concord-Carlisle Regional School District
9. School Committee for the Lexington Public Schools
10. School Committee for the Lincoln Public Schools
11. School Committee for the Lincoln-Sudbury Regional School District

12. School Committee for the Newton Public Schools
13. School Committee for the Sudbury Public Schools
14. School Committee for the Waltham Public Schools
15. School Committee for the Watertown Public Schools
16. School Committee for the Weston Public Schools

Colleen Dolan 9/4/2017 10:21 PM

**Deleted:** <#>School Committee for the  
Winchester Public Schools

## ARTICLE II: MISSION, OBJECTIVES, FOCUS, AND PURPOSES

### A. Mission of EDCO Collaborative:

The mission of EDCO Collaborative is to cooperatively develop and deliver high quality and cost-effective programs and services for students, school districts, partner organizations and communities; to improve education through inter-district and inter-agency collaboration; and to enhance equity, intercultural understanding and equal opportunity in education.

### B. Objectives of EDCO Collaborative:

1. To provide day programs and other services for students with low-incidence disabilities in the least restrictive environment consistent with MGL c. 40 § 4E and 603 CMR 50.00
2. To provide day programs and services for at-risk students
3. To provide therapeutic services for adults with disabilities in collaboration with the Department of Developmental Services and /or other agencies
4. To offer quality professional learning opportunities to general and special education teachers and administrators, related service providers, School Committees, and Charter School Boards
5. To explore and pursue grants and other funding to support identified needs of the Member Districts and community
6. To offer cooperative and regional programs and/or services to help Member Districts maximize cost efficiency and program effectiveness through a collaborative effort

### C. Focus of EDCO Collaborative:

1. Programs and services for students and adults with disabilities and at-risk students
2. Professional learning
3. Pupil transportation
4. Support of initiatives from the Department of Elementary and Secondary Education
5. Cooperative planning and delivery of services to meet the needs of the Member Districts

D. Purpose of EDCO Collaborative:

The purpose of EDCO Collaborative is to provide programs and services for students with disabilities and at-risk students, to provide therapeutic services for adults with disabilities in collaboration with the Department of Developmental Disabilities and / or other agencies, to provide professional learning opportunities to educators based on best practice, to enhance equity, intercultural understanding and equal opportunity in education and to provide other high quality cost-effective services to meet the changing needs of Member Districts. The Collaborative, therefore, exists to conduct educational programs and services which shall complement and strengthen the programs of Member Districts and community partners and increase educational opportunities for children when it is determined that such programs and services can most effectively and economically be provided on a collaborative basis. The foregoing purpose includes the authority of the Collaborative, acting through its Board, to contract with corporations, individuals, associations, agencies, and/or any other entities in order to obtain and provide services for Member Districts. In addition, the Collaborative will continue to increase and expand its level of service in general education, special education, professional learning and training opportunities, research and development of innovative programs, and in any such area determined to be a need by the Member Districts.

Notwithstanding any other provision of these articles, the Collaborative is organized exclusively for educational purposes, as specified in Section 501(c) (3) of the Internal Revenue Code, and shall not carry on any activities not permitted to be carried on by any entity exempt from Federal income tax under Section 501 (c) (3) of the Internal Revenue Code.

No substantial part of the activities of the Collaborative shall be carrying on of propaganda, or otherwise attempting to influence legislation, or participating in, or intervening in (including the publication or distribution of statements), any political campaign on behalf of any candidate for public office.

### **ARTICLE III: PROGRAMS AND SERVICES TO BE OFFERED**

To complement the educational programs and services of the Member Districts in a cost-effective manner, EDCO Collaborative will offer the following:

1. Day school programs and related services for students with disabilities
2. Alternative programs for at-risk students
3. Therapeutic services for adults in collaboration with the Department of Developmental Disabilities and/or other agencies
4. Clinical evaluations
5. Professional learning opportunities
6. Financial management services

7. Pupil transportation

8. Other Member District services

The above list is not all-inclusive. The Board, acting at the request of the Executive Director and/or Member Districts, may consider and approve other programs and services to be provided by the Collaborative so long as such programs or services are in the best interest of the Member Districts, and are not inconsistent with M.G.L. c. 40, § 4E and 603 CMR § 50.00, as amended from time to time.

#### **ARTICLE IV: GOVERNANCE**

Each Member District executing this Agreement shall annually appoint the Superintendent of Schools or one School Committee Member or Charter School Board Member as a voting member of the Collaborative Board. An appointee of the Commissioner shall be a voting member of the Collaborative Board.

The Board shall provide overall management and supervision of the Collaborative. No employee of the Collaborative may serve on the Board.

The Board shall meet at least six times each fiscal year. The schedule will be determined by the Board Chairperson in collaboration with the Executive Director. Special meetings may be called for special purposes by the Executive Director with consent of the Board Chairperson or by the Board Chairperson him/herself. Meetings will be posted in accordance with M.G.L. c. 30A §§ 18-25.

A quorum for conducting business shall consist of a simple majority of the Board. A quorum is not needed to close the meeting. In order to pass any motion, a majority vote of Board Members present shall be required, except that a vote to terminate the Collaborative shall be approved in accordance with Article IX of this agreement.

The Executive Director, or designee, will act as Secretary to the Board. The Executive Director shall attend all Board meetings but shall not be entitled to a vote.

The Board shall, annually at the first meeting of the fiscal year, organize itself by electing a Chairperson and Vice-chairperson. The Chairperson may appoint standing committees and /or advisory committees of the Board as will facilitate the work of the Board.

Each Board Member shall be responsible for providing the following information to the representative's Member District in accordance with the provisions of M.G.L. c. 40, § 4E and 603 CMR 50.00, et seq.

1. Quarterly information and updates to the Member District, at an open meeting, on collaborative activities, including, but not limited to, the programs and services provided by the collaborative
2. A copy of the Collaborative agreement and any amendments
3. A copy of the annual budget and tuition rate
4. A copy of the annual report and financial audit

5. Notification of applications for real estate mortgages
6. A copy of any capital plan approved by the Board
7. Any additional information as may be requested by a vote of the Member District
8. Any additional information as may be required in M.G.L. Ch. 40 § 4E, 603 CMR § 50.00, et seq. and any amendments thereto

Using its authority to establish standing committees to advise the Board in its annual business, the Board of the EDCO Collaborative shall establish an Advisory Council to the Board to meet concurrently with the Board and to provide guidance to the Board in its decisions. The Advisory Council to the Board shall consist of a Superintendent, School Committee person or Charter School Board person from each Member District, whoever is not serving currently on the Board, who shall be appointed annually by the Member District. The Advisory Council Member may receive Board materials, participate in Board discussions, and be appointed to Standing Committees of the Board. Advisory Council Members have no voting privileges on the Board.

#### **ARTICLE V: INDEMNIFICATION**

Neither the Executive Director nor any Board Member nor any Advisory Council Member nor any EDCO Collaborative administrator shall be liable to the Collaborative or to any Member District thereof for any act or omission of the Executive Director or any Board or Advisory Council Member or be held personally liable in connection with the affairs of the Collaborative except only liability arising out of his own willful misfeasance, bad faith, gross negligence or reckless disregard of duty to the Collaborative or its Member Districts.

Neither the Executive Director nor any Board Member nor any Advisory Council Member nor any EDCO Collaborative administrator shall be personally liable for any debt, claim, demand, judgment, decree, liability or obligation of any kind of, against, or with respect to the Collaborative or arising out of any action taken or omitted for or on behalf of the Collaborative and the Collaborative shall be solely liable therefore and resort shall be had exclusively to the Collaborative property for the payment or performance thereof and each Board or Advisory Council Member, Member District and any Executive Director shall be entitled to full indemnity and full reimbursement out of Collaborative property, including, without limitation, fees and disbursements of counsel, if, contrary to the provisions hereof, such Board or Advisory Council Member, Executive Director or Member District shall be held personally liable. Any person dealing with the Collaborative shall be informed of the indemnification contained herein and, where the Board deems it appropriate, documents or instruments executed by or by authority of the Board shall contain reference hereto.

The Executive Director and his/her legal representatives and each Board and Advisory Council Member and his/her legal representatives and each Member District and its legal representatives shall be indemnified by the Collaborative against all liabilities and expenses, exclusive of amounts paid to the Collaborative, including

judgments, fines, penalties, amounts paid in settlement and counsel fees, incurred in reasonable settlement of any action, suit or proceeding to which such Board Member, Member District or Collaborative Administrator or his/its legal representatives may be made a party or otherwise involved by reason of his/its capacity as Board or Advisory Council Member, Executive Director, Member District, or Collaborative Administrator except only liabilities and expenses arising out of his/its own willful misfeasance, bad faith, gross negligence or reckless disregard of duty to the Collaborative as final adjudged in such action or, in the event of settlement or termination of such action without final adjudication, as determined by independent counsel for the Collaborative. Said right of indemnification shall be in addition to any other rights to which such Board or Advisory Council Member, Collaborative Director or Administrator or Member District may be entitled as a matter of law or which may be lawfully granted to him/it.

#### **ARTICLE VI: CONDITIONS OF MEMBERSHIP**

Each Member District shall have the following rights and responsibilities as a member of EDCO Collaborative:

1. Each Board Member shall be entitled to a vote, which cannot be delegated to any other individual.
2. Each Board Member must attend training required by the Department of Elementary and Secondary Education as outlined in M.G.L. Ch. 40, § 4E; 603 CMR 50.05 and 603 CMR 50.12(3). Should a Board Member fail to complete the required training within the timelines set in law and regulations, notice will be given to the appointing Member District. Should the Board Member fail to complete the training within a reasonable time frame following notice to the appointing Member District, the Member District shall automatically become an inactive member of the Board, shall not count towards a quorum, and shall not have voting rights on the Board, but shall continue to have all other rights and obligations of membership. The Member District shall become an active Member and voting rights shall be reinstated once the Board Member completes the training or the Member District appoints a new representative.
3. No Board Member shall serve as a Collaborative Administrator or on the board of directors or as an employee of a related for-profit or non-profit organization.
4. No Board Member shall receive an additional salary or stipend for his/her service on the Board.
5. Each Member District shall contribute a membership assessment in accordance with Article VIII.

#### **ARTICLE VII: POWERS AND DUTIES OF THE BOARD AND APPOINTED REPRESENTATIVES TO THE BOARD**

EDCO Collaborative shall exist as a public entity.

The Board shall be vested with the authority to enter into agreements with Member Districts, non-member districts, charter schools or other collaboratives to establish mutually beneficial programs and services or pricing arrangements.

The Board shall be responsible for the following, consistent with the requirements of law, regulation, and Article VIII of this agreement:

1. Ensuring adherence to this Agreement and progress toward achieving the purpose and objectives set forth in the Agreement
2. Determining the cost-effectiveness of programs and services offered by the Collaborative
3. Determining the appropriateness and cost-effectiveness of any borrowing, loans or mortgage
4. Approving all expenditures, including contracts, borrowing, and the purchase and sale of real estate
5. Ensuring an annual report for the previous fiscal year be prepared and submitted to the Commissioner and Chair of each Member District no later than January 1 of each year
6. Ensuring that an independent financial audit is completed annually and submitted to the Chair of each Member District, the Commissioner, and the State Auditor no later than January 1 of each year
7. The Board may delegate to the Treasurer the causing of an audit. The Board shall have all the powers and duties conferred and imposed upon educational collaborative boards by law and conferred and imposed upon it by this Agreement and such other additional powers and duties as are specified in M.G.L. c. 40, §4E, 603 CMR 50.00 and any amendments thereof, or as may be specified in any other applicable general or special law. The Board may adopt by-laws consistent with law and regulations and with this Agreement to govern the day-to-day operation or other appropriate matters of the Collaborative. If a particular matter is not covered by such a document, then any such matter will be handled, as the Board deems appropriate by a vote of the Board Members present and voting. It is the function and responsibility of the Board to formulate policy for the Collaborative and to ensure compliance with applicable state and federal laws and regulations, including M.G.L. c. 40, § 4E and 603 CMR 50.00. The Board shall review the effectiveness of such policies to ensure currency and appropriateness, and may establish a subcommittee to make recommendations to the Board concerning such policies.
8. The Board may establish subcommittees such as an Executive Subcommittee and a Finance and Administration Subcommittee to expedite the work of the Board and to provide guidance and support in managing the essential functions and business of the Collaborative.
9. The Board shall hire all employees of the Collaborative and ensure that all employees possess the necessary and required credentials and approvals, to the extent applicable, including those required by M.G.L. c. 71, § 38G and 603 CMR 7.00, M.G.L. c. 74 and 603 CMR 4.00, and all acts and regulations amendatory thereof.
10. The Board shall appoint the Executive Director, Business Administrator, Treasurer and at least one registered nurse, and oversee the operation of the Collaborative to the end that the educational needs of students enrolled in Collaborative programs, as well as the goals of any cooperative program of the Collaborative, are met in an effective and economical way. The Board will ensure there is segregation of duties among the

Executive Director, Business Administrator, and Treasurer.

11. The Board shall have the authority to borrow money for any purpose consistent with law, regulations, and Article VIII of this Agreement, including, but not limited to, to meet ongoing payroll obligations, to finance the purchase and/or lease of any real or personal property, including equipment, land and/or a building(s) (including portables), and/or to finance any renovation, reconstruction and/or construction of any real property. The Board shall be responsible for ensuring that any borrowing, loans, or mortgages are cost-effective and necessary to carry out the purposes for which the Collaborative is established, in the best interest of the Collaborative and its Member Districts, and consistent with the terms of this agreement.

12. The Executive Director shall have the day to day responsibility for all activities of the Collaborative, shall be responsible for overseeing all of its programs, shall be responsible for implementing the policies and by-laws, if any, and for developing procedures consistent with the policies of the Board. The Board may delegate the Executive Director to supervise and discipline personnel to the extent permitted by applicable law and regulation. In addition, the Executive Director shall have the authority granted by M.G.L. c.40, §4E and any amendments thereto. The Board shall complete an annual evaluation of the Executive Director in accordance with 603 CMR 50.06(2).

13. The Executive Director shall be charged with maintaining a website for the Collaborative in accordance with M.G.L. c. 40 § 4E. Said website shall include a list of Board Members, copies of Board Meeting minutes, a copy of the Collaborative Agreement and any amendments to the Agreement, a copy of the annual independent audit, a copy of the Annual Report required by 603 CMR 50.08, and contact information for the Collaborative and key Collaborative staff members.

14. The Board shall appoint a Business Administrator subject to M.G.L. Chapter 41, Sec. 52 who shall have such powers and responsibilities determined by the Board in its approved job description. Said duties are similar to those of a town accountant and are consistent with 603 CMR 50.00. The Board shall ensure that an annual evaluation of the Business Administrator occur in accordance with 603 CMR 50.06(3). The Business Manager may not be the Treasurer of the Collaborative.

15. The Treasurer who shall have such powers and responsibilities as determined by the Board and as stipulated in the Board approved job description, consistent with 603CMR 50.00. The Board shall annually evaluate the Treasurer's performance and effectiveness. No Collaborative employee or appointed representative to the Board may serve concurrently as the Treasurer. The Treasurer shall report directly to the Board.

## **ARTICLE VIII: FINANCIAL**

### **A. Financial Terms:**

The Board may enter into contracts to obtain the funds necessary to carry out the purpose for which the Collaborative was established.

The Collaborative is subject to M.G.L. c. 30B for the procurement of goods and services.

B. Collaborative Fund:

1. The Board shall establish and manage a fund to be known as the EDCO Collaborative Fund, herein, "the Fund".
2. The Fund shall be the depository of all monies paid by Member Districts and non-member districts and all grants, gifts, or contracts from the federal government, state government, charitable foundations, private corporations, or any other source; all such monies shall be paid directly to the Board and deposited in the Fund.
3. The Treasurer, subject to the direction of the Board, shall receive and disburse all money belonging to the Collaborative without further appropriation.
4. The Board must approve all payments through designated signatories voted by the Board.
5. The Treasurer may make appropriate investments of funds of the Collaborative not immediately necessary for operations, consistent with M.G.L. c. 44, § 55B.

C. Borrowing, Loans, and Mortgages:

The Board may authorize the borrowing of funds or enter into short-term or long-term agreements or mortgages, and acquire or improve real property to support Collaborative operations, subject to the following procedures:

1. All borrowing, loans, and mortgages shall be discussed at a public meeting of the Board.
2. The Board shall investigate options related to the terms of borrowing, loans, and mortgages in order to determine that the terms related to any borrowing, loans and mortgages are the most favorable available at the time of the application.
3. The Board shall be responsible for ensuring that the borrowing, loans, and mortgages are necessary to carry out the purposes for which the Collaborative is established, in the best interest of the Collaborative and its Member Districts and consistent with the terms of this agreement.
4. In the event that such borrowing, loan or mortgage is for the acquisition or improvement of real property:
  - a. The Board shall discuss its intent to apply for a real estate mortgage at a public meeting of the Board prior to the meeting of the Collaborative Board at which the final vote is taken.
  - b. The Board shall provide notice to each Member District within thirty (30) calendar days of applying for real estate mortgages.
  - c. The Board shall approve such action by a majority vote.

D. Surplus Funds:

Unexpended general funds, as defined in 603 CMR 50.00, at the end of the fiscal year plus any previous year's surplus funds, as determined through the financial statements, will be considered cumulative surplus. (603 CMR 50.07 (9)) The determination of cumulative surplus shall not include funds deposited in a capital reserve as provided for in 603 CMR 50.07(10), funds deposited in trust in accordance with M.G.L. c. 32B, § 20, and any amounts prepaid for tuition or services in accordance with M.G.L. c. 40, § 4E.

1. The Board will retain no more than 25 percent in cumulative surplus, in accordance with 603 CMR 50.03(5)(b)10.
2. On an annual basis, after the Board has discussed the audit results of the previous fiscal year, the Board shall determine and approve, by majority vote, the final dollar amount of the cumulative surplus.
3. The Board shall determine whether such final dollar amount of surplus funds is within the established 25 percent limit, and whether the funds will be retained by the Collaborative or whether all or some portion will be refunded to the Member Districts or credited to support programs and services offered to Member Districts.
4. Retained surplus may be used to support the budget in future years at the discretion of the Board.
5. Surplus funds will be distributed in proportional shares using the *Enrollment Assessment* formula articulated under Annual Member Assessment.

E. Development of the Collaborative Budget:

The Board shall annually determine the Collaborative budget consistent with the timelines, terms, and requirements in M.G.L. c. 40, § 4E, regulations promulgated by the Board of Elementary and Secondary Education, and this agreement.

By May 15 of each year, the Executive Director shall propose a budget for the upcoming fiscal year to the Board. The Board shall hold a public hearing on the proposed budget prior to its adoption at a public meeting. The Board shall adopt the final budget by an affirmative majority vote at a subsequent meeting no earlier than ten (10) working days after the Board meeting at which the Collaborative budget was first proposed but no later than June 15 of the preceding fiscal year. Adoption of the budget shall require a majority vote Board.

1. The proposed budget shall contain all planned financial activity for the upcoming fiscal year.
2. Expenditures from grant funds, trust funds and other funds not designated as general funds that by law may be expended by the Board without further appropriation shall be segregated in the budget.
3. The proposed budget shall be classified into such line items as the Board shall determine.
4. Capital: Capital is defined as fixed assets, including real property, with a unit cost of \$5,000 and a useful life of one year or more, debt payments and deposits into capital reserve. All capital costs to support collaborative operations will be included in the budget. Capital costs will be included in the calculation of the annual membership assessments, tuition rates, or fees for services, depending on the program(s) which the capital cost(s) will benefit.

The Board may create a capital reserve fund to support costs associated with the acquisition, maintenance, and improvement of fixed assets, including real property, pursuant to a capital plan.

- a. The establishment of a capital reserve fund shall be subject to the approval of two-thirds of the Member Districts.
- b. Deposits into the capital reserve shall be proposed and approved through the budget process, based on needs determined in the capital plan.
- c. In the event that the purpose for which the capital reserve was created requires modification, the collaborative Board shall revise its capital plan and provide notice to all member districts. If the member district does not vote to disapprove the revised capital plan within a 45-day period, that member district shall be deemed to have approved the revised capital plan. Two-thirds (2/3) approval of the Member Districts is required to revise the capital plan.
- d. By an affirmative vote of 2/3 of the Board members, the Board may vote to charge a capital assessment for capital costs not funded through the above process or not funded from available capital reserves. This capital assessment will be determined using the Enrollment Assessment formula previously articulated below under Annual Member Assessment.

Revenues of the Collaborative shall be derived from the following sources:

F. Program Tuition: The tuition for each program shall be determined based on the projected enrollment in each program, and the cost of operating the program including salaries, benefits, overhead, and fixed costs, and program supplies and materials. Cost estimates are divided by the projected number of students to determine tuition rate. Rates are recommended by the Executive Director and approved by the Board.

Non-member districts will be charged a surcharge, not to exceed twenty (20) percent over the cost for Member Districts, to support administrative and overhead costs. The Board may waive or decrease the percentage of the surcharge or fee charged to non-member districts when doing so is determined to be in the best interest of the Collaborative.

G. Annual Membership Assessment: Member Districts shall, on July 1 of each year, be assessed an amount determined annually by the Board to offset a portion of the administrative and overhead costs of the Collaborative. The annual membership assessment will be determined using two parts. Part one is entitled *Basic Assessment* and is assigned based on school district grade configuration i.e., K-8, K-12, 9-12. It is used to offset the cost of services such as administrative roundtables. The second part entitled *Enrollment Assessment* is a formula based on the total number of students enrolled in the Member District as of October 1 of the prior calendar year (as published on the Department of Elementary and Secondary Education website, "Enrollment Data"). It is used to offset the cost of providing services such as professional learning opportunities. The two parts are added together to determine the total annual membership assessment.

H. Fees for Services: Fees for services offered by the Collaborative, as determined by the Executive Director and approved by the Board, shall be assessed to Member and Non-member districts. Fees for services shall be determined based on the projected number of users and the cost of providing services including salaries, benefits, overhead, and fixed costs, and program supplies and materials. Non-member districts will be charged a surcharge, not to exceed twenty (20) percent over the cost for Member Districts, to support administrative and overhead costs. The Board shall establish the surcharge or fee annually based on the total administrative and overhead cost of the Collaborative and may waive or decrease the percentage of the surcharge or fee when doing so is determined to be in the best interest of the Collaborative.

I. Gifts, Grants and Contributions: The Board may, from time to time, accept gifts, grants or contributions from governmental and private sources, whether in cash or in kind, which will further the purposes of the Collaborative. Revenues and expenses from grants and contracts are included in the budget presented to the Board for approval, i.e., contract with the Department of Developmental Disabilities to provide therapeutic services for adults. The Treasurer shall certify and transmit the budget and the tuition rates, membership assessment and fees-for-service for the upcoming fiscal year to each Member District not later than June 30 of the preceding fiscal year.

1. Member Districts and non-member districts shall be invoiced monthly for tuitions and fees for service.

Payments are due within thirty (30) days of receipt of the invoice.

2. Member Districts shall be invoiced annually for the membership assessment. Payments are due within sixty (60) days.

3. Procedure for Amending the Budget: In the event it becomes necessary to amend the budget, the following procedure shall apply:

- a. All budget amendments shall be proposed at a public meeting of the Board, and must be approved by a majority vote of the Board to take effect. Budget amendments shall be proposed as needed. When the need for a budget amendment is determined, the amendment will first be proposed by EDCO Collaborative administration to the Finance and Administration Subcommittee for consideration and a recommendation to the full Board. Amendments and the recommendation of the Finance and Administration Subcommittee will be presented for a Board vote at the next Board meeting.
- b. Any amendment to the budget that results in an increase in the tuition rates, the membership assessment or fees-for-service shall adhere to the following procedures:
  - i. All Board members shall, within ten (10) working days of the public meeting at which the amendment was first proposed, report to their Member Districts the content of the proposed amendment.

- ii. All amendments shall be voted on by the Board at a second public Board meeting no earlier than thirty (30) working days after the Board meeting at which the amendment was first proposed; adoption shall require a majority vote.
  - iii. The Treasurer shall certify and transmit the amended tuition rates, membership assessment and fees-for-service to each Member District not later than ten (10) working days following the affirmative vote of the Board.
  - c. The Board has the authority to reduce tuition rates, membership assessment, and fees-for-service to Member Districts and non-member districts when doing so is determined to be in the best interest of the Collaborative.
4. No part of the net earnings of the collaborative shall inure to the benefit of any member of the Board, Collaborative Administrators, or any private individual (except that reasonable compensation may be paid for services rendered to or for the Collaborative by a private individual who is not a Board Member or Collaborative Administrator). No Board Member or Collaborative Administrator shall be entitled to share in the distribution of any of the assets upon dissolution of the Collaborative.

#### **ARTICLE IX: METHOD OF TERMINATION**

A Member District may request that the Board initiate proceedings to terminate the EDCO Collaborative agreement by giving notice to all other Member Districts and the executive director at least twelve (12) months before the end of the current fiscal year.

Within thirty (30) days of a request that the Board initiate termination proceedings, the Board shall discuss the request to terminate the collaborative and determine next steps. A two-thirds (2/3) vote of the Board is required in order to initiate termination proceedings. Should the Board vote to initiate termination proceedings, notice must be provided to all Member Districts within ten (10) working days of such vote.

Prior to termination, the Board shall:

1. Cause a final fiscal audit of the Collaborative to be performed, including an accounting of all assets and liabilities (debts and obligations) of the Collaborative and proposed disposition of the same. A copy shall be made available to each Member District and to the Department of Elementary and Secondary Education.
2. Determine the fair market value of all assets of the Collaborative.
3. Determine the process for appropriate disposition of state and federal funds, equipment, and supplies.
4. Determine which Member District(s) will maintain fiscal, employee, and program records.
5. Determine the means for meeting all liabilities (debts and obligations) of the Collaborative, including obligations for post-employment benefits.
6. The Collaborative must meet all liabilities before any monies are distributed to the Member Districts.

7. Distribute surplus or reserve funds in proportional shares using the *Enrollment Assessment* formula previously articulated above under Annual Member Assessment.
8. Return individual student records to their respective school district.
9. Assets shall be sold and monies distributed in proportional shares using the *Enrollment Assessment* formula previously articulated above under Annual Member Assessment.
10. The Executive Director shall notify the Department of Elementary and Secondary Education in writing at least one hundred eighty (180) days before such termination.
11. The Board shall notify the Department of Elementary and Secondary Education of the official termination date and submit documentation required by 603 CMR 50.11 to the Department.

#### **ARTICLE X: METHOD OF WITHDRAWAL**

1. A Member District may withdraw from the Collaborative as of July 1st in any year provided that such district provides written notice to the Executive Director of the Collaborative and the Board of such intent by July 1st of the prior year with an effective date of July 1st for the withdrawal. Upon receipt of such notice, the Collaborative Agreement must be amended (see Article XII) and approved, first, by the Board, then, by a majority of the Member Districts, and finally, by the Board of Elementary and Secondary Education, and provided that the Board of Elementary and Secondary Education has approved the withdrawal by April 30th of the fiscal year in which the withdrawal is to occur.
2. Written notification of a Member District's intent to withdraw from the Collaborative at the end of a fiscal year shall include the following:
  - a. Notification addressed to the chair of the Board and the Executive Director that the Member District has voted to withdraw from the Collaborative with the effective date of withdrawal; and
  - b. A copy of the minutes from the School Committee or Charter School Board meeting at which the Member District voted to withdraw from the Collaborative.
3. An amendment to this Agreement shall be prepared to reflect changes in the Agreement caused as a result of the change in membership of the Collaborative.
4. Upon withdrawal, a former Member District shall not be entitled to any assets or a portion of any assets of the Collaborative, including any surplus funds that may have been carried over from prior years and any reserve funds that may have been established by the Board.
5. The withdrawing Member District must fulfill all of its financial obligations and commitments to the Collaborative.
6. A School Committee or Charter School Board that has withdrawn from the Collaborative will continue to be

liable to the Collaborative for its proportional share of liabilities and any debts, claims, demands, or judgments against the Collaborative, incurred during said School Committee's or Charter School Board's membership. or which were the responsibility of the Collaborative when that member school committee or charter school board became a member. Such proportional share is determined by the *Enrollment Assessment* formula previously articulated above under Annual Member Assessment.

7. Upon withdrawal, the withdrawing Member District will be reimbursed any funds prepaid to the Collaborative by the Member District for tuition or services under M.G.L. c. 40, § 4E.
8. The withdrawal of any Member District(s) at any time shall not affect the status of this Agreement and the same shall remain in full force and effect until specifically changed or amended consistent with Article XII.
9. If, after the withdrawal of a Member District (s), less than two Member Districts remain, the Collaborative Board will initiate termination proceedings as provided in Article IX.

#### **ARTICLE XI: PROCEDURE FOR ADMITTING NEW MEMBER DISTRICTS**

Any School Committee or Charter School Board may seek to become a Member District of the Collaborative upon a majority vote of the Board and provided that the Collaborative Agreement is amended (see Article XII) and approved by a majority of the Member Districts and the Board of Elementary and Secondary Education.

1. At least 180 days prior to the beginning of a new fiscal year, the prospective Member District shall submit in writing to the chair of the Board and the Executive Director its request to join the Collaborative.
2. Upon receipt of the prospective member district's request to join, the Board will consider the request.
3. Upon a majority affirmative vote of the Board, this Agreement shall be amended to add the new Member District.
4. The votes for approval may provide for the deferral of the admission of a new Member District until July 1 of the subsequent fiscal year.
5. The admission of a new Member District to the Collaborative shall become effective only after the execution and delivery by the current Member Districts and the applicant School Committee or Charter School Board of an amendment to this Agreement agreeing to be bound by all the terms and conditions thereof, and approval by the Board of Elementary and Secondary Education.
6. A School Committee or Charter School Board may be admitted to the Collaborative as of July 1st of any fiscal year provided that all required approvals, including that of Member Districts, and the Board of Elementary and Secondary Education, are obtained by the preceding April 30th of the fiscal year prior to the fiscal year in which the new Member District is to be admitted to the Collaborative. If all steps for admission have been completed with the exception of approval of the Board of Elementary and Secondary Education, the new Member District may participate in meetings of the Board and receive other benefits of membership as determined by the Board,

except that the new Member District may not vote on any matter.

7. Following the approval for admission to the Collaborative and continuing until the actual date of such admission, the School Committee or Charter School Board may designate a non-voting representative to the Board.

#### **ARTICLE XII: PROCEDURE FOR AMENDING THE AGREEMENT**

This Agreement may be amended from time to time as needed, pursuant to the following procedure:

1. Any Member District, Board Member, or the Collaborative Executive Director may initiate a proposal for amendment of this Agreement.
2. The proposed amendment shall be presented in writing to the Secretary of the Board no less than ten (10) days prior to a meeting of the Board at which it shall first be read.
3. The proposed amendment shall be read a second time at the regular meeting next subsequent to its first majority reading, at which time it may be approved by a vote of the Board Members present and voting.
4. If approved by the Board, the proposed amendment shall then be submitted to Member Districts. If approved by a simple majority of Member Districts, the proposed amendment shall be submitted for approval to the Board of Elementary and Secondary Education. If approved by the Board of Elementary and Secondary Education, the proposed amendment shall become effective.

#### **ARTICLE XIII: NON-DISCRIMINATION PRACTICES**

EDCO Collaborative does not discriminate on the basis of race, color, religion, national origin, pregnancy and related conditions, gender, gender identity, sexual orientation, marital/civil union status, ancestry, place of birth, age, citizenship status, veteran status, political affiliation, or disability, in the administration of its educational policies, administrative policies, scholarship or loan programs, athletic and other school administered programs or in employment. The Board's policy of nondiscrimination will extend to students, applicants, staff, the general public, and individuals with whom it does business.

This Collaborative Agreement shall not be effective until approved by the Member Districts as indicated on the signatory page, and the Massachusetts Board of Elementary and Secondary Education. The Agreement is authorized by a vote of each of the Member Districts and signed by the Chairperson of each Member District.

## School Committee Goals 2018-2019

### **Explore Restructuring**

With the Carlisle School enrollment projected to be declining at the middle school level for the foreseeable future, and with the financial pressures from the town, the School committee would like to explore possible models for restructuring resources and refining processes in order to meet the needs of students while staying within the existing budgetary restraints. Our goal would be to have two or more possible options identified by the end of the 2018-2019 school year with the intention of piloting a component in 2019-2020.

### **Communication**

The School Committee would like to focus on improving communication among district constituents and further engage members of the broader Carlisle Community. Strategies for meeting this goal could include acting upon the School Advisory Council's survey and recommendations, increasing individual teacher communication with families, and broadening family and community engagement and dialogue.

### **Collaborative District Leadership**

With the purpose of further strengthening the collaboration between the School Committee and the Superintendent of Schools, the Committee members are committed to collaborating more closely with the Superintendent on a one to one basis with more frequency.



# Carlisle Public Schools

83 School Street Carlisle, MA 01741 Phone: 978-369-6550 Fax: 978-371-2400

## Superintendent Goals 2018-2019

### Student Development Goal

Support our new Middle School Principal Matt Mehler in his new supervisory role and ensure a shared vision of excellence in instructional practices and student achievement in the classroom among our Instructional Leadership Team (Middle School Principal, Elementary Principal, Student Services Director, and Superintendent). This will be measured by a high level of consistency on format, breadth and depth of classroom observation document and feedback, and 100% adherence with the Carlisle Educator Evaluation Process.

### Family Engagement/Professional Practice Goal

More effectively engage parents, families, and community members in the work of the district by providing opportunities for them to participate in conversations about district programming and contemporary educational issues, and by providing opportunities for the community to share feedback and perspectives on critical topics which the district is working on. Such topics would include but not be limited to *alternative structured learning time*, *student information systems*, *exploration of restructuring models for the middle school* and *participation in the national youth risk survey*.

### District Improvement Goal/Professional Practice

During the 2018-2019 school year I will work to devote a significant amount of administrative meeting time (Admin Team, Instructional Leadership Team) to district improvement goals, and I will improve my use of appropriate strategies to actively engage administrators in developing and sharing ways to effectively implement those goals at the school level.

### District Planning Goal

Working with my administrative team, faculty, staff and parents I will explore possible models for restructuring resources at the middle school level and refining processes in grades PreK-8 in order to meet the needs of students while also addressing declining enrollments and staying within the existing budgetary restraints. My goal would be to identify a number possible options by the end of the 2018-2019 school year with the intention of piloting a component in 2019-2020.