PROPOSAL TO
NEW HARTFORD PUBLIC SCHOOLS
FOR A
BEST EDUCATIONAL USE OF
SCHOOL FACILITIES STUDY

New England School Development Council
28 Lord Road
Marlborough, MA 01752
www.nesdec.org

LETTER OF INTRODUCTION

September 15, 2025

Superintendent's Office
New Hartford Town Hall
530 Main Street
New Hartford, CT 06057

Dear Members of the New Hartford Board of Education:

In response to your recent request, enclosed please find NESDEC's proposal to the New Hartford Public Schools for a Best Educational Use of School Facilities Study. I have also included General Information about NESDEC and a Statement of Qualifications.

Please be assured that any aspect of this proposal is subject to modification at your request. If we can be of further assistance to you, please do not hesitate to contact me at your convenience.

We thank you for considering NESDEC for this project.

Very truly yours,

David DeRuosi, Jr., Ed.D.
Executive Director

CC: Dr. Karen LeDuc

ABOUT NESDEC

GENERAL INFORMATION ABOUT NESDEC

The New England School Development Council (NESDEC) is an organization whose general purpose is the development of high-performance schools throughout New England. NESDEC, originally established at the Harvard Graduate School of Education, is now a stand-alone, not-for-profit corporation and has been serving New England school districts since 1946. Based upon the concept of collaboration, NESDEC seeks to meet the needs of school districts by pooling resources so that many can do together what one cannot do alone.

THE NESDEC DIFFERENCE

In deciding who might best provide assistance to your district, we hope you would consider that NESDEC is a comprehensive educational organization. NESDEC represents approximately 300 cities and towns in New England and offers services to school districts in four areas:

- **Planning Services.** NESDEC offers services related to strategic planning, special education audits, dropout prevention, collaboration/shared services, short- and long-range facilities planning (including enrollment forecasting, capacity determinations, option development, etc.), as well as services related to other aspects of school district planning.

- **Executive Search.** NESDEC assists School Boards/Committees in filling Superintendent, Assistant Superintendent, Principal and other educational leadership positions.

- **Learning and Teaching.** NESDEC sponsors workshops/seminars and on-site training/coaching for school administrators, teachers, school board/committee members and others within the educational community.

- **Research and Development.** NESDEC undertakes research or development projects funded through public, foundation or corporate sources, which have a high potential for enhancing the performance of schools and school districts.

NESDEC is governed by a Board of Directors and administered by an Executive Director who is assisted by professional/support staff in the Marlborough, MA office and associate staff located throughout New England.

A not-for-profit organization, NESDEC is financed through affiliation fees, contract service fees, and grants received from public and private sources.

STATEMENT OF QUALIFICATIONS

Through its Planning office, NESDEC has been helping school districts plan for future school facility needs for over seventy-five years.

Specifically:

1. NESDEC prepares and updates approximately 280 enrollment forecasts each October. Additionally, NESDEC has prepared over 200 Community Demographic Profiles for those districts needing additional background data as a context for enrollment projections. These profiles are based on information from the U.S. Census and are updated with more recent data, interviews with municipal officials, regional planners, and others familiar with each local community being studied.

2. NESDEC has calculated the enrollment capacities of over 350 public school buildings throughout New England. Rather than depending upon a narrowly defined student to square footage calculation, NESDEC brings a unique perspective to analyzing school facility enrollment capacity by also incorporating the space requirements as influenced by educational program, student demographics, equity considerations and adequacy.

3. During the course of an educational space needs planning project, NESDEC works with educational staff and members of the community to clearly define both the educational programs currently being offered as well as those programs which the district plans to offer in the future. The available educational spaces are then analyzed in terms of their size, number, and appropriateness to offer the educational program as defined.

4. NESDEC has extensive experience in working with the full range of a community's constituencies, including city/town officials, school building committees and/or other ad hoc planning groups, school staffs, parents and other community members.

5. For decades, NESDEC has been using focus groups, open forums, surveys and facilitated interviews as vehicles to strengthen school-community partnerships by sharing data and soliciting a wide variety of citizen input/opinions/feedback in the formative stages of NESDEC studies.

6. NESDEC works routinely with architects as well as regional and state planning agencies.

7. NESDEC has a proven record of success in effectively presenting and explaining school facilities planning issues in a variety of public forums.

DESCRIPTION OF SCOPE OF WORK

GENERAL NATURE OF THE STUDY

The Best Educational Use of School Facilities Study proposed by NESDEC would include an analysis and appraisal of the present and future educational needs in relation to the public school facilities in the New Hartford Public Schools, CT.

The following facilities and sites would be included in this study:

- Ann Antolini School
- Bakerville School
- New Hartford Elementary School

SCOPE OF WORK: PHASE ONE

District Student Enrollment Projections and Community Demographics
Available enrollment and data provided by the district would be reviewed and used in developing a reasonable determination of the composition and size of future enrollments.

NESDEC would:

1. Gather and analyze federal census data (and updated estimates) on factors relevant to growth within each member community, including:
    - population size
    - household size and age composition
    - anticipated residential construction
    - recent housing sales.
2. Gather and review live birth data from the Connecticut Department of Public Health's State Vital Records Office and from local municipal offices.
3. Interview (via telephone, email, or videoconference) municipal officials, regional planning staff, selected realtors/developers, and other appropriate individuals in order to gather data on growth within the communities served by the district as measured by housing, zoning, and other factors which tend to encourage or limit growth.
4. To the extent data is available, analyze public and non-public school enrollment data for the past ten years.
5. Prepare an analysis of the factors impacting past and future enrollment.
6. Prepare a ten-year enrollment projection on a grade-by-grade and grade combination basis.
7. Prepare an analysis of the enrollment projections including a discussion of the cohort component (modified cohort survival) methodology used in their preparation.
8. Outline the assumptions upon which the enrollment forecast is based.

SCOPE OF WORK: PHASE TWO

Current Facilities Space Utilization Analysis

The public school facilities in the District (as specified above) would be surveyed to determine the current facilities space utilization of the buildings and the building utilization to identify surpluses and shortfalls with the potential to impact the educational program. If available, building floorplans would be reviewed and analyzed. Virtual site visits would be conducted remotely via videoconference and telephone. Following the remote survey of the facilities, and on a date(s) and time(s) agreeable to the parties, a NESDEC consultant(s) would conduct an on-site assessment of each of the facilities included in this study.

The consultant would comment upon the present educational programs housed in the facilities, and would also provide general commentary regarding potential educational programs that might be housed in the facilities in the future. The consultant would confirm or adjust the district's current student capacity of each school facility and comment upon the grade levels most appropriate for each building as well as the appropriateness of the facilities to offer the educational program as envisioned by the district.

Develop Options for Consideration

Options for consideration based upon the foregoing studies would be prepared. The options for consideration would provide for adequate school facilities at each educational level. Such options for consideration would, to the extent feasible, attempt to provide for the equality of educational opportunities for all children in the school district. Each option for consideration would include an objective analysis of what NESDEC considers to be the advantages and challenges associated with that alternative.

Each alternative would reference:

- projected enrollments and operational building capacities
- grade organization
- accommodation of present/proposed education programs
- facility modification/closure/construction/alternative use

Please note: This study does not include a capital asset assessment and/or technology infrastructure assessment, nor does it include a security analysis, or a comprehensive student transportation analysis.

THE PREPARATION OF THE STUDY

NESDEC would provide the staff for the conduct of the study. New Hartford Public Schools, acting through the Superintendent of Schools or a designee, would take such action as appropriate to facilitate the study. The Superintendent or designee would make necessary arrangements to:

- provide access to municipal and school reports and records;
- make available such files and summaries of data as are collected and maintained by the municipality and school system;
- provide access (likely virtual) to school buildings and classrooms; and

- designate members of the New Hartford staff to work with appropriate personnel of NESDEC.

It is understood that, in the course of this project, NESDEC may meet with municipal officials, school administration, and others as deemed appropriate in order to solicit their views and obtain their input.

Oral progress reports by telephone and/or videoconference would be made to the Superintendent and/or liaison on dates and at times to be mutually agreed upon. A copy (PDF) of the final NESDEC report would be published in a format to be determined by the NESDEC study staff. A concluding presentation of the final report of the study would be presented, via videoconference or telephone conference call, to the Superintendent or other designee, on a date and at a time deemed mutually acceptable.

TIMELINE OF THE STUDY

This project can be completed within six to eight months of the signing of an agreement or other agreed upon commencement date, contingent upon school vacation schedules; availability of school personnel, municipal officials, and other stakeholders; and availability of municipal and district documents and information.

NESDEC has consistently met deadlines for all project work. We invite verification from our references.

PROJECT DESIGN FLEXIBILITY

While the preceding describes a typical "Best Use Study", it should be noted that the process is flexible and can be varied to meet the needs of the District with respect to cost, timeline and scope. NESDEC would be happy to discuss the planning process in order to tailor it to the district's expectations.

NESDEC AFFILIATION

At the present time, New Hartford Public Schools is not an affiliate of NESDEC. However, if awarded the contract for this project, NESDEC would grant affiliate status at no charge for one year (a value of $1,480 based on approximately 400 students). This would entitle the district to NESDEC affiliation and benefits through Fiscal Year 2025-26 including discounts on all fee-based services, free enrollment projections, free Special Education Trend Report services, professional publications, and discounts on professional development through our partner providers.

COST PROPOSAL

COST

The project fee for New Hartford Public Schools for the study detailed in this proposal would be **$15,650.**

Billing Schedule

One-third of the fee, $5,216, would be due at the signing of an agreement. One-third of the fee, $5,216, would be due and payable at a mutually agreeable midpoint for the project. The remaining one-third of the fee, $5,218, would be due and payable within 30 days of the completion and submission of the final report.

Additional Scope

Additional scope of work, if requested by the district and agreed to in advance by NESDEC, would be conducted at a cost of **$195 per consultant hour**, plus reasonable expenses.

This estimate will remain in effect through December 15, 2025.

NESDEC PROJECT TEAM

Karen LeDuc, Ph.D., Senior Staff Associate

Dr. Karen LeDuc is an experienced educator with a demonstrated history of working in primary/secondary education and higher education. Her major areas of expertise are Planning and Management, Curriculum Design and Review, Educational Technology, Instructional Design, and Leadership. She is a strong business development professional with a Ph.D. focused in Educational Studies from Lesley University. Prior to her work with NESDEC, she served as the Assistant Superintendent for Teaching and Learning for the Public Schools of Dover and Sherborn (MA) and Assistant Superintendent of the Natick, Massachusetts Public Schools. She previously served the Framingham schools as a reading specialist, literacy and math teacher and mathematics curriculum coordinator. Dr. LeDuc has also taught as an adjunct professor at Framingham State University, Lesley University and Fitchburg State University.

Christopher Malone, M.Ed., CAGS, Senior Staff Associate

Christopher Malone has been an educator for over 25 years. Prior to his work with NESDEC, he served as the Superintendent of Tewksbury Public Schools and Assistant Superintendent of the Revere Public Schools, both in Massachusetts. He also served the Revere schools as a middle school principal, a dean of students at the high school, and a Student Services Specialist, and the Beverly, MA Public Schools as an assistant principal at Beverly High School. His work in three school districts and in differing administrative roles has strengthened his understanding of complex educational matters such as budgeting and state mandated testing. Before his work with Massachusetts K-12 public schools, he spent three years working with the Mentor Shelter in Somerville through the Massachusetts Department of Youth Services, and five years as a Captain in the United States Army. He received a Bachelor of Science in Crime, Law and Delinquency from Suffolk University, a Master of Education from the University of Massachusetts Lowell, and a Certificate of Advanced Graduate Study in Educational Leadership from Salem State University.

Judith Paolucci, Ph.D., Staff Associate

Judy Paolucci has been an educator for over 30 years. Before her work with NESDEC, Dr. Paolucci served as the superintendent of Smithfield Public Schools, in Smithfield, RI, from which she recently retired. Previously, she served as the superintendent in Yarmouth, Maine and in Leicester, Massachusetts and as the assistant superintendent in Narragansett, Rhode Island. Prior to administrative positions, she taught middle and high school chemistry and general science. Dr. Paolucci earned a BS in Chemistry from Rhode Island College, an MA in Environmental Studies from Brown University, and a Ph.D. in Education from the University of Rhode Island and currently serves as an adjunct professor at Johnson and Wales University. Her blog, "Super Scoop," has been recognized by AASA several times on their "Best of the Blog" page. In accordance with Albert Einstein's sentiment, "a day without learning is a day wasted", in her last year as superintendent, Judy enrolled in the Association for Learning Environment's Advanced Academy to become an Accredited Learning Environment Planner in order to help architects and districts envision new school facilities that are inspirational places to learn and teach.

Mary Malone, Ed.D., Staff Associate

Dr. Mary Malone comes to NESDEC with extensive experience in the field of education. Her career has spanned both private and public schools in urban, suburban, and regional school districts in Massachusetts. She has served students, teachers, and the school community at large in varied positions: English Language Arts teacher, school counselor, assistant principal, principal, assistant superintendent, and superintendent. Dr. Malone has facilitated workshops relevant to both teachers and administrators throughout her career. She currently coaches novice administrators and is an adjunct professor teaching in CAGS Educational Leadership and School Counseling Programs.

David DeRuosi, Ed.D., Executive Director

David DeRuosi holds a Bachelor of Science degree in Speech and Hearing from Northeastern University, a master's degree in School Administration from Salem State University, and a doctorate in Urban Leadership from the University of Massachusetts Boston. Prior to his work with NESDEC, Dr. DeRuosi spent 34 years in the field of education. Dr. DeRuosi began his career as a moderate special needs teacher in Winthrop, MA, then moved on to Salem, MA where he taught a behavioral self-contained classroom and worked with the Massachusetts District Attorney's Office to start a conflict resolution program in the Salem Public Schools. His move into administration began by serving as Vice Principal in the cities of Chelsea and Revere, Principal of Revere High School, and as Assistant Superintendent of Pupil Personnel Services in Revere Public Schools. He then served as Superintendent of Schools in both Malden and Saugus, MA, and most recently as Interim Superintendent in the Raymond School District (SAU #33) in New Hampshire. In addition to his role as superintendent, Dr. DeRuosi has been a presenter at conferences on topics ranging from conflict resolution, negotiations, and trauma's impact on students, to leadership and creating and sustaining change.

KAREN LEDUC, Ph.D.
111 Myrtle Street
Ashland, MA 01721

EDUCATION:

Doctor of Philosophy
Lesley University, Boston, MA
Educational Studies

Master of Education
Lesley College, Boston, MA
Curriculum and Instruction

Bachelor of Arts
Framingham State College, Framingham, MA
Elementary Education

PROFESSIONAL EXPERIENCE, K-12:

New England School Development Council
Senior Staff Associate, Planning/Management

The Education Cooperative
Coordinator of TEC Administrator Leadership and Licensure Program

Public Schools of Dover and Sherborn, MA
Assistant Superintendent

Natick Public Schools
Assistant Superintendent

Framingham Public Schools
Mathematics Curriculum Coordinator
Literacy Specialist
Educator (Literacy and Mathematics; Title I Teacher)

PROFESSIONAL EXPERIENCE, HIGHER EDUCATION:

Framingham State University
Associate Professor

Lesley University
Adjunct Professor

CHRISTOPHER J. MALONE, M.Ed., CAGS
7 Damon Street
Danvers, MA 01923

EDUCATION:

Certificate of Advanced Graduate Study
Salem State University, MA
Educational Leadership

Master of Education
University of Massachusetts at Lowell

Bachelor of Science
Suffolk University, MA
Crime Law and Delinquency

PROFESSIONAL EXPERIENCE:

Staff Associate, Planning and Management
New England School Development Council

Superintendent of Schools
Tewksbury Public Schools
Tewksbury, MA

Assistant Superintendent of Schools, Pupil Personnel Services
Principal, Susan B. Anthony Middle School
Dean of Students
Student Services Specialist
Revere Public Schools
Revere, MA

Assistant Principal, Beverly High School
Beverly Public Schools
Beverly, MA

Elementary Coordinator
The Gifford School
Weston, MA

Supervisor/Consultant
Mentor Shelter
Somerville, MA

Captain
United States Army

ASSOCIATIONS:

Massachusetts Association of School Superintendents (MASS); American Association of School Administrators (AASA); Massachusetts Administrators of Special Education (ASE); Merrimack Valley Superintendents Roundtable; North Shore Superintendents Roundtable; Urban Superintendents Roundtable

JUDITH PAOLUCCI, PH.D.
24 Golf Ridge Drive
Sutton, MA 01590

EDUCATION:

Doctor of Philosophy
University of Rhode Island/Rhode Island College, RI
Education

Master of Arts
Brown University, RI
Environmental Studies

Bachelor of Science
Rhode Island College, RI
Chemistry

PROFESSIONAL EXPERIENCE:

Staff Associate
New England School Development Council

Interim Superintendent of Schools
North Kingstown Public Schools, North Kingstown, RI

Superintendent of Schools
Smithfield Public Schools, Smithfield, RI
Leicester Public Schools, Leicester, MA
Yarmouth School Department, Yarmouth, ME

Assistant Superintendent
Narragansett School System, Narragansett, RI

Executive Director
Science Curriculum Coordinator
Coventry Public Schools, Coventry, RI

Science Teacher
South Kingstown High School, Wakefield, RI
Mount Pleasant High School, Providence, RI

Adjunct Professor
Johnson & Wales University, Providence, RI
Rhode Island College and University of Rhode Island

ASSOCIATIONS: American Association of School Administrators; Officer of the New England School Development Council, Clerk; Rhode Island School Superintendents Association; Association for Learning Environments

AWARDS: Rhode Island College Alumni Honor Roll Award; National Board Certification, Adolescent and Young Adulthood Science; Sizer Fellowship; American Association of University Women Eleanor Roosevelt Fellowship; New England Science Teachers Award

MARY E. MALONE, Ed.D.
5 Chipper Lane
Haverhill, MA 01832

EDUCATION:

Doctor of Education
Nova Southeastern University
Fort Lauderdale, FL

Master of Education in Secondary School Counseling and Guidance
Salem State University
Salem, MA

Bachelor of Science in Education
Salem State University
Salem, MA

PROFESSIONAL EXPERIENCE:

Staff Associate
New England School Development Council

Superintendent of Schools
Ayer Shirley Regional School District
Ayer, MA

Assistant Superintendent
Title I Director & Grant Manager
Principal, Interim Principal, Assistant Principal, Guidance Counselor
Consentino School, Haverhill Public Schools, Haverhill, MA

Instructor
Nettle School, Haverhill Public Schools, Haverhill, MA
Sacred Heart School, Bradford, MA
Holy Trinity School, Lawrence, MA

President
Girl Power USA Finishing Center
Haverhill, MA

HIGHER ED EXPERIENCE:

Adjunct Professor
Admissions Committee
Adjunct Online Course Developer
Merrimack College
North Andover, MA

Adjunct Professor
Field-based Research Supervisor
American International College
Springfield, MA

DAVID DERUOSI, Jr., Ed.D.
16 Seabrook Road
Salisbury, MA 01952

EDUCATION:

Doctor of Education
University of Massachusetts Boston, MA
Leadership in Urban Schools

Master of Education
Salem State College, MA
School Administration

Bachelor of Science
Northeastern University, MA
Speech and Hearing

PROFESSIONAL EXPERIENCE:

Executive Director
Associate Director
New England School Development Council

Interim Superintendent of Schools
Raymond School District (SAU #33)
Raymond, NH

Superintendent of Schools
Saugus Public Schools
Saugus, MA

Superintendent of Schools
Malden Public Schools
Malden, MA

Assistant Superintendent of Pupil Personnel Services
Principal, Revere High School
Assistant Principal, Beachmont School
Assistant Principal, Garfield School
Revere Public Schools
Revere, MA

Assistant Principal, Williams Middle School
Chelsea Public Schools
Chelsea, MA

Conflict Intervention Coordinator, Collins Middle School
Special Education Teacher, Middle School West
Salem Public Schools
Salem, MA

Special Education Teacher, Winthrop Middle School
Winthrop Public Schools
Winthrop, MA

REFERENCES (PARTIAL LIST)

2022

SAU #8 – Concord, NH
38 Liberty Street, Concord, NH 03301
Kathleen Murphy, Superintendent of Schools
603-225-0811
kmurphy@sau8.org

Greenfield Public Schools
141 Davis Street, Greenfield, MA 01301
Dr. Christine DeBarge, Superintendent of Schools
413-772-1326
chrdeb1@gpsk12.org

Canton Public Schools
4 Market Street, Suite 100, Canton, CT 06019
Kevin D. Case, Superintendent of Schools
860-693-7704, ext. 5003
kcase@cantonschools.org

Farmington Public Schools
1 Monteith Drive, Farmington CT 06032
Kathleen C. Greider, Superintendent of Schools
860-673-8270
greiderk@fpsct.org

2021

Avon Public Schools
1 Patrick Clark Drive, Avon, MA 02322
Christine Godino, Superintendent of Schools
508-588-0230
cgodino@avon.k12.ma.us

Millis Public Schools
245 Plain Street, Millis, MA 02054
Robert Mullaney, Superintendent of Schools
508-376-7000
rmullaney@millisschools.org

2020

Addison Northwest School District
11 Main Street, Suite B100, Vergennes, VT 05491
Sheila M. Soule, Superintendent of Schools
802-877-3332 X2101
ssoule@anwsd.org

Mount Abraham Unified School District
72 Munsill Avenue Suite 601, Bristol, VT 05443
Patrick J. Reen, Superintendent of Schools
802-453- 6943
patrick.reen@mausd.org

MSAD #58
1401 Rangeley Road, Phillips, ME 04966
Todd Sanders, Superintendent of Schools
207-639-2086 X 5300
tsanders@msad58.org

RSU #40
1070 Heald Highway, Union, ME 04862
Steve Nolan, Superintendent of Schools
207-785-2277

2019

Plymouth Public Schools
27 North Harwinton Avenue, Terryville, CT 06786
Brian Falcone, Superintendent of Schools
860-314-4784

Dighton-Rehoboth Regional School District
2700 Regional Road, North Dighton, MA 02764
Dr. Anthony Azar, Former Superintendent of Schools (Current: Bill Runey)
508-252-5000 X5134
bruney@drregional.org

West Boylston School District
125 Crescent Street, West Boylston, MA 01583
Richard A. Meagher, Superintendent of Schools
508-835-2917 X 1207
richardmeagher@wbschools.com
link to best use study

2018

Gorham School District
75 South Street Suite 2, Gorham, ME 04038
Heather Perry, Superintendent of Schools
207-222-1012
heather.perry@gorhamschools.org

Milford Public Schools
31 West Fountain Street, Milford, MA 01757
Dr. Kevin McIntyre, Superintendent of Schools
508-478-1101
kmcintyre@milfordma.com

SAU #17, Sanborn Regional School District
51 Church Street, P.O. Box 429, Kingston, NH 03848
Thomas Ambrose, Superintendent of Schools
(603) 642-3688 x 222
tambrose@sau17.net

Springfield Public Schools (Elementary Schools Only)
1550 Main Street, Springfield, MA 01103
Daniel Warwick, Superintendent of Schools
413-787-7100
warwickd@springfieldpublicschools.com

Wilton Public Schools
P.O. Box 277, Wilton, CT 06897
Dr. Kevin J. Smith, Superintendent of Schools
203-762-3381 X 8318
kevin.smith@wiltonps.org

2017

Easton Public Schools
Easton, Redding, Region 9 School Districts
654 Morehouse Road, PO Box 500, Easton, CT 06612
Dr. Jason McKinnon, Superintendent of Schools
203-261-2513
jmckinnon@er9.org

North Attleborough Public Schools
Woodcock Administration Building, 6 Morse Street, North Attleborough, MA 02760
Dr. John Antonucci, Superintendent of Schools
508-643-2100
jantonucci@naschools.net

Seekonk Public Schools
25 Water Lane, Seekonk, MA 02771
Dr. Rich Drolet, Superintendent of Schools
508-399-5106
droletr@seekonkschools.org

Southwick Tolland Granville Regional School District
86 Powder Mill Road, Southwick, MA 01077
Jennifer C. Willard, Superintendent of Schools
413-569-5391
superintendent@stgrsd.org