



# HAMILTON-WENHAM REGIONAL SCHOOL DISTRICT

## SCHOOL COMMITTEE MEETING

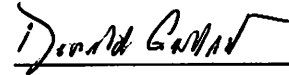
Buker Elementary School  
Multi-Purpose Room

Wednesday, July 31, 2019

6:00 PM

**AGENDA AMENDED 7.29.19  
2:50 PM**

1. Call to Order 6:00 – 7:00 PM
2. Pledge of Allegiance
3. Citizens' Comments
4. Vote to Adjourn to Executive Session for the purpose of discussing strategy relative to contract negotiations with the Assistant Superintendent for Finance & Administration and to return to open session (Executive Session Purpose #2).
5. Consent Agenda
  - a. Warrants
    - June 24, 2019 Exhibit A
    - July 19, 2019 Exhibit B
  - b. Minutes
    - June 19, 2019 Exhibit C
6. New Business
  - a. Appointment of Assistant Superintendent for Finance & Administration, Vincent Leone Exhibit I
  - b. Closing of the FY19 Budget Exhibit D
  - c. Vote Ratified Custodial Agreement Exhibit E
  - d. Football Boosters Fundraiser Exhibit F
  - e. Donation Exhibit G
    - 2019 Class Gift \$1,500
7. Superintendent's Report
  - a. Entry Plan
  - b. Appointments
  - c. Enrollment Update
  - d. Winthrop Building Project Update
8. Chair's Report
9. Capital/Financial Planning Committee
  - a. Vote Charge of Capital/Financial Planning Committee
  - b. Update regarding Longmeadow
  - c. Hamilton & Wenham Town Finance Committee Outreach
10. School Committee Workshop- Dorothy Presser of MASC as Presenter 7:00 PM Exhibit H
  - a. Reflection Activity
  - b. Review & Update School Committee Protocols
  - c. Roles & Responsibilities
- d. Vote to Adjourn 9:00 PM  
*David Polito, Chairperson HWRSC*

**HAMILTON WENHAM REGIONAL SCHOOL DISTRICT VOUCHER****Voucher No: 2743****Voucher Date: 06/24/2019****Prepared By:***Printed: 07/02/2019 12:16:57 PM*

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT is hereby authorized to draw warrants against HAMILTON WENHAM REGIONAL SCHOOL DISTRICT funds for the sum of \$88,883.99 on account of obligations incurred for value received in services and for materials as shown below for period July 1, 2018 to June 30, 2019 (period cannot overlap fiscal year end.)

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

  
Donald Gallant

District Treasurer

  
Kevin Mahoney

Assistant District Treasurer

  
Designee

School Committee Member

Jeffrey Sands

Assistant Superintendent for  
Admin. and FinanceHAMILTON WENHAM REGIONAL SCHOOL  
DISTRICT

<b>Fund</b>		<b>Amount</b>
001	GENERAL FUND	\$63,500.00
205	ATHLETIC/EXTRA CURR REVOLVING	\$10,302.53
302	94-142 IDEA 240	\$5,494.98
303	TITLE IIA	\$1,500.00
402	STATE GRANTS FY EVEN YEARS	\$7,406.48
502	PRIVATE GRANTS & GIFTS	\$680.00
		<b>\$88,883.99</b>

# HAMILTON WENHAM REGIONAL SCHOOL DISTRICT VOUCHER

Voucher No: 2742

Voucher Date: 06/24/2019

Prepared By:

*Don H. Gallant*  
Printed: 07/02/2019 12:11:06 PM

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT is hereby authorized to draw warrants against HAMILTON WENHAM REGIONAL SCHOOL DISTRICT funds for the sum of \$168,843.68 on account of obligations incurred for value received in services and for materials as shown below for period July 1, 2018 to June 30, 2019 (period cannot overlap fiscal year end.)

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

*Donald Gallant*  
Donald Gallant District Treasurer

*Kevin Mahoney*  
Kevin Mahoney Assistant District Treasurer

*Michelle E. Aggen*  
Michelle E. Aggen Designee School Committee Member

*Jeffrey Sands*  
Jeffrey Sands Assistant Superintendent for Admin. and Finance

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT

Fund		Amount
001	GENERAL FUND	\$147,157.66
100	PRIOR YEAR ENCUMBRANCES	\$6,000.00
202	REVOLVING FUNDS	\$394.00
402	STATE GRANTS FY EVEN YEARS	\$4,523.00
502	PRIVATE GRANTS & GIFTS	\$10,769.02
		<b>\$168,843.68</b>

# HAMILTON WENHAM REGIONAL SCHOOL DISTRICT VOUCHER

Voucher No: 1000

Voucher Date: 07/05/2019

Prepared By: *Donald Gallant*

Printed: 07/02/2019 02:19:10 PM

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT is hereby authorized to draw warrants against HAMILTON WENHAM REGIONAL SCHOOL DISTRICT funds for the sum of \$554,952.37 on account of obligations incurred for value received in services and for materials as shown below for period July 1, 2019 to June 30, 2020 (period cannot overlap fiscal year end.)

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

*Donald Gallant*  
Donald Gallant

District Treasurer

*Kevin Mahoney*  
Kevin Mahoney

Assistant District Treasurer

*Michelle Adams*  
Designee

School Committee Member

Jeffrey Sands

Assistant Superintendent for  
Admin. and Finance

HAMILTON WENHAM REGIONAL SCHOOL  
DISTRICT

Fund	Amount
001 GENERAL FUND	\$554,952.37
	<b>\$554,952.37</b>

# HAMILTON WENHAM REGIONAL SCHOOL DISTRICT VOUCHER

Voucher No: 1052

Voucher Date: 06/26/2019

Prepared By:

*Donald Gallant*  
Printed: 06/26/2019 08:59:29 AM

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT is hereby authorized to draw warrants against HAMILTON WENHAM REGIONAL SCHOOL DISTRICT funds for the sum of \$396,003.61 on account of obligations incurred for value received in services and for materials as shown below for period July 1, 2018 to June 30, 2019 (period cannot overlap fiscal year end.)

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

*Donald Gallant*  
Donald Gallant

District Treasurer

Kevin Mahoney  
*Kevin Mahoney*  
Designee

Assistant District Treasurer

*Michelle G. Hogan*  
School Committee Member

Jeffrey Sands

Assistant Superintendent for  
Admin. and Finance

HAMILTON WENHAM REGIONAL SCHOOL  
DISTRICT

Fund	Amount
001 GENERAL FUND	\$396,003.61
	<b>\$396,003.61</b>

# HAMILTON WENHAM REGIONAL SCHOOL DISTRICT VOUCHER

Voucher No: 2741

Voucher Date: 06/24/2019

Prepared By:

*Donald Gallant*

Printed: 07/02/2019 12:06:04 PM

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT is hereby authorized to draw warrants against HAMILTON WENHAM REGIONAL SCHOOL DISTRICT funds for the sum of \$25,772.39 on account of obligations incurred for value received in services and for materials as shown below for period July 1, 2018 to June 30, 2019 (period cannot overlap fiscal year end.)

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

*Donald Gallant*

Donald Gallant

District Treasurer

*Kevin Mahoney*

Kevin Mahoney

Assistant District Treasurer

*Michelle D. Hagan*

Designee

School Committee Member

Jeffrey Sands

Assistant Superintendent for  
Admin. and Finance

HAMILTON WENHAM REGIONAL SCHOOL  
DISTRICT

Fund		Amount
701	CAFETERIA FUNDS	\$25,772.39
		<b>\$25,772.39</b>

# HAMILTON WENHAM REGIONAL SCHOOL DISTRICT VOUCHER

Voucher No: 2800

Voucher Date: 07/05/2019

Prepared By:

*Donald Gallant*

Printed: 07/02/2019 12:22:56 PM

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT is hereby authorized to draw warrants against HAMILTON WENHAM REGIONAL SCHOOL DISTRICT funds for the sum of \$1,058,221.08 on account of obligations incurred for value received in services and for materials as shown below for period July 1, 2019 to June 30, 2020 (period cannot overlap fiscal year end.)

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

*Donald Gallant*  
Donald Gallant

District Treasurer

*Kevin Mahoney*  
Kevin Mahoney

Assistant District Treasurer

*Michelle G. Hyman*  
Designee

School Committee Member

*Vincent Leane*  
Jeffrey Sands

Assistant Superintendent for  
Admin. and Finance

On behalf of

Dir. of Acc. & Payroll

HAMILTON WENHAM REGIONAL SCHOOL  
DISTRICT

Fund		Amount
001	GENERAL FUND	\$1,043,558.08
202	REVOLVING FUNDS	\$6,944.00
301	TITLE I	\$7,650.00
402	STATE GRANTS FY EVEN YEARS	\$69.00
		<b>\$1,058,221.08</b>

# HAMILTON WENHAM REGIONAL SCHOOL DISTRICT VOUCHER

Voucher No: 1001

Voucher Date:


07/05/2019

Prepared By:

Printed: 07/02/2019 03:09:30 PM

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT is hereby authorized to draw warrants against HAMILTON WENHAM REGIONAL SCHOOL DISTRICT funds for the sum of ~~\$554,952.97~~ on account of obligations incurred for value received in services and for materials as shown below for period July 1, 2019 to June 30, 2020 (period cannot overlap fiscal year end.)

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

  
Donald Gallant

District Treasurer

  
Kevin Mahoney

Assistant District Treasurer

  
Designee

School Committee Member

Jeffrey Sands

Assistant Superintendent for  
Admin. and Finance

HAMILTON WENHAM REGIONAL SCHOOL  
DISTRICT

Fund		Amount
001	GENERAL FUND	\$ 4,487.91
100	PRIOR YEAR ENCUMBRANCES	\$ 4,844.86
202	REVOLVING FUNDS	\$ 0.00
302	94-142 IDEA 240	\$ 0.00
402	STATE GRANTS FY EVEN YEARS	\$ 299.21
701	CAFETERIA FUNDS	\$ 0.00
		<b>\$ 9,631.98</b>

Created By: d.gallant

Posted By: v.leone

Date:

7/2/2019 0:00

Page: 1



**HAMILTON WENHAM REGIONAL SCHOOL DISTRICT VOUCHER**

Voucher No: 2746

Voucher Date: 06/13/2019

Prepared By:

*W. Capozzi*  
Printed: 07/10/2019 12:14:22 PM

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT is hereby authorized to draw warrants against HAMILTON WENHAM REGIONAL SCHOOL DISTRICT funds for the sum of \$76.31 on account of obligations incurred for value received in services and for materials as shown below for period July 1, 2018 to June 30, 2019 (period cannot overlap fiscal year end.)

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

*Donald Gallant*  
Donald Gallant

District Treasurer

*Kevin Mahoney*  
Kevin Mahoney

Assistant District Treasurer

*Michelle A. Lopez*  
Designee

School Committee Member

*Jeffrey Sands*  
On Behalf of

Assistant Superintendent for  
Admin. and Finance

Dir. of Acad. Payroll

HAMILTON WENHAM REGIONAL SCHOOL  
DISTRICT

Fund		Amount
202	REVOLVING FUNDS	\$76.31
		<b>\$76.31</b>

# HAMILTON WENHAM REGIONAL SCHOOL DISTRICT VOUCHER

Voucher No: 2744

Voucher Date: 06/25/2019

Prepared By:

*W. Capozzi*  
Printed: 07/10/2019 09:31:52 AM

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT is hereby authorized to draw warrants against HAMILTON WENHAM REGIONAL SCHOOL DISTRICT funds for the sum of \$389.50 on account of obligations incurred for value received in services and for materials as shown below for period July 1, 2018 to June 30, 2019 (period cannot overlap fiscal year end.)

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

*Donald Gallant*  
Donald Gallant

District Treasurer

*Kevin Mahoney*  
Kevin Mahoney

Assistant District Treasurer

*Designee*  
Designee

*School Committee Member*  
School Committee Member

*Jeffrey Sands*  
Jeffrey Sands

Assistant Superintendent for  
Admin. and Finance

*On behalf of*  
*Dir. of Acct & Payroll*

HAMILTON WENHAM REGIONAL SCHOOL  
DISTRICT

Fund	Amount
202 REVOLVING FUNDS	\$389.50
	<b>\$389.50</b>

# HAMILTON WENHAM REGIONAL SCHOOL DISTRICT VOUCHER

Voucher No: 2745

Voucher Date: 06/25/2019

Prepared By:

*H. Capozzi*  
Printed: 07/10/2019 09:32:58 AM

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT is hereby authorized to draw warrants against HAMILTON WENHAM REGIONAL SCHOOL DISTRICT funds for the sum of \$7,590.08 on account of obligations incurred for value received in services and for materials as shown below for period July 1, 2018 to June 30, 2019 (period cannot overlap fiscal year end.)

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

*Donald Gallant*  
Donald Gallant

District Treasurer

Kevin Mahoney

Assistant District Treasurer

*Michelle St. George*  
Designee

School Committee Member

*Vincent Leane*  
Jeffrey Sands

Assistant Superintendent for  
Admin. and Finance

On behalf of  
Dir. of Acad. Payroll

HAMILTON WENHAM REGIONAL SCHOOL  
DISTRICT

Fund	Amount
202 REVOLVING FUNDS	\$7,590.08
	<b>\$7,590.08</b>

# HAMILTON WENHAM REGIONAL SCHOOL DISTRICT VOUCHER

Voucher No: 2748

Voucher Date: 06/27/2019

Prepared By:

*Donald Gallant*  
Printed: 07/17/2019 01:40:23 PM

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT is hereby authorized to draw warrants against HAMILTON WENHAM REGIONAL SCHOOL DISTRICT funds for the sum of \$42,850.10 on account of obligations incurred for value received in services and for materials as shown below for period July 1, 2018 to June 30, 2019 (period cannot overlap fiscal year end.)

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

*Donald Gallant*  
Donald Gallant

District Treasurer

*Kevin Mahoney*  
Kevin Mahoney

Assistant District Treasurer

*Michael J. Hogan*  
Designee

School Committee Member

Jeffrey Sands

Assistant Superintendent for  
Admin. and Finance

HAMILTON WENHAM REGIONAL SCHOOL  
DISTRICT

Fund		Amount
001	GENERAL FUND	\$42,451.79
202	REVOLVING FUNDS	\$395.00
402	STATE GRANTS FY EVEN YEARS	\$3.31
		<b>\$42,850.10</b>

# HAMILTON WENHAM REGIONAL SCHOOL DISTRICT VOUCHER

Voucher No: 2747

Voucher Date: 06/27/2019

Prepared By: *Donald Gallant*

Printed: 07/17/2019 01:35:56 PM

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT is hereby authorized to draw warrants against HAMILTON WENHAM REGIONAL SCHOOL DISTRICT funds for the sum of \$83,481.45 on account of obligations incurred for value received in services and for materials as shown below for period July 1, 2018 to June 30, 2019 (period cannot overlap fiscal year end.)

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

*Donald Gallant*  
Donald Gallant District Treasurer

*Kevin Mahoney*  
Kevin Mahoney Assistant District Treasurer

*Michelle G. Zayas*  
Michelle G. Zayas School Committee Member

Jeffrey Sands Assistant Superintendent for Admin. and Finance

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT

Fund		Amount
001	GENERAL FUND	\$75,411.72
202	REVOLVING FUNDS	\$252.13
205	ATHLETIC/EXTRA CURR REVOLVING	\$465.00
402	STATE GRANTS FY EVEN YEARS	\$3,254.53
502	PRIVATE GRANTS & GIFTS	\$4,098.07
		<b>\$83,481.45</b>

# HAMILTON WENHAM REGIONAL SCHOOL DISTRICT VOUCHER

Voucher No: 1003

Voucher Date: 07/19/2019

Prepared By:

*Donald Gallant*

Printed: 07/17/2019 02:11:13 PM

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT is hereby authorized to draw warrants against HAMILTON WENHAM REGIONAL SCHOOL DISTRICT funds for the sum of \$32,373.87 on account of obligations incurred for value received in services and for materials as shown below for period July 1, 2019 to June 30, 2020 (period cannot overlap fiscal year end.)

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

*Donald Gallant*  
Donald Gallant

District Treasurer

*Kevin Mahoney*  
Kevin Mahoney

Assistant District Treasurer

*Michelle G. Fagan*  
Designee

School Committee Member

Jeffrey Sands

Assistant Superintendent for  
Admin. and Finance

HAMILTON WENHAM REGIONAL SCHOOL  
DISTRICT

Fund	Amount
001 GENERAL FUND	\$32,373.87
	<b>\$32,373.87</b>

# HAMILTON WENHAM REGIONAL SCHOOL DISTRICT VOUCHER

Voucher No: 1002

Voucher Date: 07/19/2019

Prepared By:

*Donald Gallant*

Printed: 07/17/2019 02:04:25 PM

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT is hereby authorized to draw warrants against HAMILTON WENHAM REGIONAL SCHOOL DISTRICT funds for the sum of \$581,208.65 on account of obligations incurred for value received in services and for materials as shown below for period July 1, 2019 to June 30, 2020 (period cannot overlap fiscal year end.)

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

*Donald Gallant*  
Donald Gallant

District Treasurer

*Kevin Mahoney*  
Kevin Mahoney

Assistant District Treasurer

*Michelle A. Gagne*  
Designee

School Committee Member

*Jeffrey Sands*  
Jeffrey Sands

Assistant Superintendent for  
Admin. and Finance

HAMILTON WENHAM REGIONAL SCHOOL  
DISTRICT

Fund	Amount
001 GENERAL FUND	\$581,208.65
	<b>\$581,208.65</b>

# HAMILTON WENHAM REGIONAL SCHOOL DISTRICT VOUCHER

Voucher No: 2

Voucher Date: 07/19/2019

Prepared By:

*Dana A. Quinn*  
Printed: 07/17/2019 02:15:16 PM

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT is hereby authorized to draw warrants against HAMILTON WENHAM REGIONAL SCHOOL DISTRICT funds for the sum of \$10,576.88 on account of obligations incurred for value received in services and for materials as shown below for period July 1, 2019 to June 30, 2020 (period cannot overlap fiscal year end.)

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

*Donald E. Gallant*  
Donald Gallant

District Treasurer

*Kevin Mahoney*  
Kevin Mahoney  
*Michelle S. Grogan*  
Designee

Assistant District Treasurer

School Committee Member

Jeffrey Sands

Assistant Superintendent for  
Admin. and Finance

HAMILTON WENHAM REGIONAL SCHOOL  
DISTRICT

Fund		Amount
001	GENERAL FUND	\$10,576.88
100	PRIOR YEAR ENCUMBRANCES	\$0.00
202	REVOLVING FUNDS	\$0.00
302	94-142 IDEA 240	\$0.00
402	STATE GRANTS FY EVEN YEARS	\$0.00
701	CAFETERIA FUNDS	\$0.00
		<b>\$10,576.88</b>



# HAMILTON WENHAM REGIONAL SCHOOL DISTRICT VOUCHER

Voucher No: 2801

Voucher Date: 07/19/2019

Prepared By:

*Donald Gallant*  
Printed: 07/17/2019 02:37:32 PM

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT is hereby authorized to draw warrants against HAMILTON WENHAM REGIONAL SCHOOL DISTRICT funds for the sum of \$572,988.91 on account of obligations incurred for value received in services and for materials as shown below for period July 1, 2019 to June 30, 2020 (period cannot overlap fiscal year end.)

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

*Donald Gallant*  
Donald Gallant District Treasurer

*Kevin Mahoney*  
Kevin Mahoney Assistant District Treasurer

*Michelle O'Boyle*  
Designee School Committee Member

*Jeffrey Sands*  
Jeffrey Sands Assistant Superintendent for Admin. and Finance

HAMILTON WENHAM REGIONAL SCHOOL DISTRICT

Fund		Amount
001	GENERAL FUND	\$260,354.06
205	ATHLETIC/EXTRA CURR REVOLVING	\$400.00
452	CAPITAL PROJECT FY19/FY20	\$292,509.85
601	TRUST FUNDS	\$19,725.00
		<b>\$572,988.91</b>

**The Hamilton Wenham Regional School District  
School Committee Meeting  
Buker Elementary School Multi-Purpose Room  
Wednesday, June 19, 2019 7:00 PM**

**Present:**

Michelle Horgan, Assistant Secretary  
Gene Lee  
David Polito, Chairperson  
Michelle Bailey  
Peter Wolczik

**Also Present:**

Julie Kukenberger, Interim Superintendent  
Mahala Lettvin, Recording Secretary

**1. Call to Order**

David Polito calls the meeting to order at 7:08pm.

**2. Pledge of Allegiance**

All in attendance rise for the Pledge of Allegiance.

**3. Citizens' Comments**

None.

**4. Chair's Report**

- Dr. Harvey's last day Friday 06/14/2019. We wish Dr. Harvey all the best. This is also the last meeting before Donna Bunk, Assistant to the Superintendent, retires. We are grateful to Donna and all she has done for the district.
  - Michelle Bailey: met with Dr. Harvey and spoke about posting meetings, as he and Donna Bunk are the only ones trained to do so. Dr. Havey mentioned Donna would need to train someone. David Polito will reach out for status update.

**5. Superintendent's Report**

None.

**6. Consent Agenda**a. Minutes

- |                  |           |
|------------------|-----------|
| ● April 30, 2019 | Exhibit A |
| ● May 1, 2019    | Exhibit B |
| ● May 15, 2019   | Exhibit C |
| ● May 22, 2019   | Exhibit D |

b. Warrants

- |                |           |
|----------------|-----------|
| ● May 30, 2019 | Exhibit E |
|----------------|-----------|

**I MOVE THAT THE HAMILTON WENHAM REGIONAL SCHOOL COMMITTEE ACCEPT THE CONSENT AGENDA INCLUDING MINUTES FROM 04/30/2019 (EXHIBIT A), MINUTES FROM 05/01/2019 (EXHIBIT B), MINUTES FROM 05/15/2019 (EXHIBIT C), MINUTES FROM 05/22/2019 (EXHIBIT D), AND WARRANTS FROM 05/30/2019 (EXHIBIT E); THERE CAN BE NO FURTHER CHANGES TO THESE DOCUMENTS.**

**MOTION by Michelle Horgan; SECONDED by Gene Lee.  
Unanimously approved by 5 members present.**

**7. New Business**

A. Approval of Interim Superintendent Contract

Exhibit F

School Committee reviews the Interim Superintendent Contract, as detailed in Exhibit F, pages 42-47 of the [School Committee Packet](#). Dr. Kukenberger joins us this evening (in audience). David Polito explains that the contract is straightforward: 1 year contract 07/01/2019-06/30/2020; reviews details of contract that may be important including salary and per diem rate set aside for days Dr. Kukenberger comes in June 2019.

Michelle Bailey asks if we can move this agenda item after Item C, *Approve written purchase description for a search firm for the position of superintendent of Schools*, explaining the conversation she had with MASC representative Dorothy Presser regarding speed of the process, not allowing Dr. Kukenberger the chance to settle and not honoring the risk she's taken. Discussion ensues.

Clarification: Decision to be made by March 1, 2020. Detailed discussion regarding timeline outlined through contract.

Discussion regarding timeline in written purchase description, Exhibit H, not included in the original school committee packet, but added later and provided via hard copy at tonight's meeting.

Discussion regarding selecting and hiring a search firm; Dorothy Presser recommended decision delayed until March (via Michelle Bailey).

**I MOVE THAT THE HAMILTON WENHAM REGIONAL SCHOOL COMMITTEE APPROVE THE INTERIM SUPERINTENDENT CONTRACT, AS SHOWN IN EXHIBIT F.**

**MOTION by Gene Lee; SECONDED by Michelle Horgan.  
Unanimously approved by 5 members present.**

B. FY19 EOY Financial Forecast

Exhibit G

C. Approve Written Purchase Description for a Search Firm for the position of Superintendent of Schools

Exhibit H

Not included in initial packet, but provided during meeting. Michelle Bailey explains that this was based of MACO's written purchase agreement. Dorothy Presser advised that a more informal letter can be sent out, or phone calls can be made. Michelle Bailey suggests waiting until the retreat in July to complete this. Tabled for now, will address this in more detail during July retreat meeting.

Discussion: posting of Jeff Sand's job on School Spring; was this also posted to Massachusetts Association of School Business Officials, (MASBO)? David Polito will check on status, Michelle Bailey notes that the facilities director position could be listed here as well, and [Massachusetts Municipal Association \(MMA\)](#).

D. Treasurer and Asst. Treasurer Appointment

**I MOVE THAT THE HAMILTON WENHAM REGIONAL SCHOOL COMMITTEE APPOINT DON GALLANT TO THE POSITION OF DISTRICT TREASURER, AND KEVIN MAHONEY TO THE POSITION OF ASSISTANT DISTRICT TREASURER.**

**MOTION by Gene Lee; SECONDED by Michelle Horgan.  
Unanimously approved by 5 members present.**

Discussion: Don Gallant, District Treasurer, has active one year contract.

E. Policy

Exhibit I

- *First Reading of Student Transportation in Private Vehicles Policy*, as detailed on page 50 of the [School Committee Packet](#).

Michelle Bailey explains that this policy allows for a parent to transport students in their private vehicle. Parents have forms to fill out. This policy relates *only* to a coach or teacher driving a student to athletic recognition, outlining the process by which coaches or teachers may transport students.

- *Second Reading of Wellness Policy*, as detailed in pages 94-95 of the [School Committee Packet](#). Wellness guidelines produced by Wellness Committee to operationalize this policy.

**I MOVE THAT THE HAMILTON WENHAM REGIONAL SCHOOL COMMITTEE APPROVE THE WELLNESS POLICY, E5001.**

**MOTION by Michelle Horgan; SECONDED by Michelle Bailey.  
Unanimously approved by 5 members present.**

- *First Reading of Policy Section A*, as detailed in pages 51-93 of the [School Committee Packet](#). MASC has been working with Hamilton Wenham Regional School Committee. Michelle Bailey explains the changes, exclusions, additions, and why language was added where. She explains that the ultimate goal is to approve policies by section instead of individual policy, and we are now nearing completion on Section B. Section A has been completed, and we are now seeking approval.

F. Donations

Exhibit J

*Gary Domoracki \$5,000.00*

**I MOVE THAT THE HAMILTON WENHAM REGIONAL SCHOOL COMMITTEE ACCEPT THE DONATION FOR THE USE OF THE FLORIDA VACATION HOME FROM GARY DOMORACKI IN THE AMOUNT OF \$5,000.00 TO THE HIGH SCHOOL FINE ARTS DEPARTMENT.**

**MOTION by Michelle Horgan; SECONDED by Gene Lee.  
Unanimously approved by 5 members present.**

Thank you to Gary Domoracki for the generous donation of the Florida vacation home!

*EdFund SMILE Lab \$30,956.20*

**I MOVE THAT THE HAMILTON WENHAM REGIONAL SCHOOL COMMITTEE ACCEPT THE DONATION FROM THE HAMILTON WENHAM EDFUND IN THE AMOUNT OF \$30,956.20 FOR THE SMILELAB AT ELEMENTARY SCHOOLS.**

**MOTION by Michelle Horgan; SECONDED by Gene Lee.  
Unanimously approved by 5 members present.**

Thank you to EdFund for their continued support of Hamilton-Wenham education!

Michelle Horgan notes the extraordinary work and development of this program, which addresses students who may experience anxiety. Teachers will blog about this in the fall

*Friends of Cutler \$643.75*

**I MOVE THAT THE HAMILTON WENHAM REGIONAL SCHOOL COMMITTEE ACCEPT THE DONATION FROM THE FRIENDS OF CUTLER IN THE AMOUNT OF \$643.75.**

**MOTION by Michelle Horgan; SECONDED by Michelle Bailey.  
Unanimously approved by 5 members present.**

Thank you to The Friends of Cutler for their ongoing support of students!

*American Heart Association \$60.00*

**I MOVE THAT THE HAMILTON WENHAM REGIONAL SCHOOL COMMITTEE ACCEPT THE DONATION FROM THE AMERICAN HEART ASSOCIATION IN THE AMOUNT OF \$60.00 FOR CUTLER'S JUMP ROPE FOR HEART.**

**MOTION by Michelle Horgan; SECONDED by Michelle Bailey.**

**Unanimously approved by 5 members present.**

Thank you to the American Heart Association!

## **8. SubCommittee Charges/Chairs**

**Negotiations Subcommittee:** Kerry Gertz, Michelle Horgan, David Polito

*The Negotiations Subcommittee will meet with appropriate stakeholders and negotiate in good faith on behalf of the Hamilton Wenham Regional School Committee in district negotiations.*

**I MOVE THAT THE HAMILTON WENHAM REGIONAL SCHOOL COMMITTEE ACCEPT THE NEGOTIATIONS SUBCOMMITTEE CHARGE AND CHAIR AS STATED BY DAVID POLITO.**

**MOTION by Gene Lee; SECONDED by Michelle Horgan.**

**Unanimously approved by 5 members present.**

**Communications Subcommittee:** Kerry Gertz, David Polito

*The Communication Subcommittee will coordinate all communication to all outside stakeholders about the ongoing and happenings on behalf of the Hamilton-Wenham Regional School Committee.*

Discussion: authority of subcommittee to start social media groups, specifying the type and frequency of communication to be covered by subcommittee. Discussion regarding time commitment to carry out this charge effectively.

**I MOVE THAT THE HAMILTON WENHAM REGIONAL SCHOOL COMMITTEE ACCEPT THE COMMUNICATIONS SUBCOMMITTEE CHARGE AND CHAIR.**

**MOTION by Gene Lee; SECONDED by Michelle Horgan.**

**Unanimously approved by 5 members present.**

**Capital Planning/Finance Subcommittee:** Stacey Metternick, Gene Lee, Michelle Horgan

*Gene Lee, Chair.*

**TABLED:** Stacey Metternick has the charge written down, will review and vote for acceptance at next School Committee meeting.

**Policy & Legislative Subcommittee:** Michelle Bailey, Peter Wolczik

*The Policy Subcommittee will review, update, and/or add any policy as deemed necessary; and will maintain contact with legislative representatives.*

**I MOVE THAT THE HAMILTON WENHAM REGIONAL SCHOOL COMMITTEE ACCEPT THE POLICY SUBCOMMITTEE CHARGE AND CHAIR.**

**MOTION by Gene Lee; SECONDED by Michelle Bailey.**

**Unanimously approved by 5 members present.**

## **9. Other**

**Topics for next meeting, 07/02/2019**

Tuesday, 07/02/2019 meeting at 7:00pm

- Approval of custodian contract;

Wednesday, 07/31/2019 retreat at 7:00pm

- Possibility of meeting earlier or later to extend the 2-hour length of meeting;
- Approve line item transfers;

**10. Vote to Adjourn**

**I MOVE THAT THE HAMILTON WENHAM REGIONAL SCHOOL COMMITTEE ADJOURN  
AT 8:34 PM.**

**MOTION by Gene Lee; SECONDED by Michelle Bailey.  
Unanimously approved by 5 members present.**

*Respectfully submitted July 18, 2019 by Mahala Lettvin, Recording Secretary.*

Dear Hamilton-Wenham Regional School District School Committee,

The Hamilton-Wenham Regional School District is recognized as one of the finest school districts in the area and provides both its employees and students with ideal opportunities to learn and teach. With the change in administration, it's important to maintain practices and procedures that have allowed us to become the District we are. I would like to be considered for the position of Assistant Superintendent for Finance and Administration to help assure this transition moves forward as efficiently as possible.

Through my work as a Municipal Compliance Auditor for Sullivan, Rogers, & Company, I've built a foundation on which I've launched my long-term goals and developed a career path that ultimately has led me to apply for this position. Over my career in auditing, I was lead auditor under many A-133 & A-87 audits, as well as lead auditor on all ARRA grant funded audits. I wrote numerous Single Audit Reports and was involved in many Agreed Upon Procedures audits and End of Year Report audits. During that time, I worked with many School Business Managers across the state, the MA DESE, and the US DOE. From this position, I determined my long-term goal was to become a School Finance Leader.

After my departure from Sullivan & Rogers, I decided to seek a position under a Business Manager to better learn how to be an effective school leader and achieve my goal. With that goal in mind, I accepted a job with the Town of Stoneham Public School System and, in this position, I handled the payroll processing for the entire school department. I also acted as Human Resource Director for the schools, handling all benefit enrollments offered by the town.

I quickly grew out of my role with Stoneham and advanced my career here to Hamilton-Wenham Regional School District. Working with vendors, employees, administrators, completing my MASBO Certification, obtaining my DESE License, gaining a MCPPO Certification and enrolling in a Master's program are just a few of the things I've accomplished here.

I believe I am ready and have the capabilities to move the District forward. I'm confident that I'm qualified to handle all facets and demands of the job. My resume is enclosed for review and I can be reached at 1-781-799-0442 to discuss my qualifications and ideas in depth.

Regards,  
Vincent Leone

# Vincent Leone

---

## EDUCATION

**Worcester State University**, Worcester, MA  
Master's in Education

Present

**Merrimack College**, North Andover, MA  
Bachelor of Science in Business Administration  
Concentration: Accounting, GPA: 3.1

May 2008

**Melrose High School**, Melrose, MA  
High School Diploma, GPA: 3.9

June 2004

## TECHNICAL EXPERIENCE

**Computer:** Proficient in using Microsoft Office Word, Excel, PowerPoint, Outlook, QuickBooks, Turbo Tax, Engagement Manager, MUNIS, Infinite Visions (Budget Sense)

**Licenses:** School Business Administrator & Assistant Superintendent, All Levels, , MCPPO Certification

## WORK EXPERIENCE

**Hamilton-Wenham Regional School District**, Wenham, MA  
*DIRECTOR OF ACCOUNTING & PAYROLL*

July 1, 2015 – Present

- K-12 Public School System consisting of 5 school buildings, 1 administrative building, 350 employees, 1,800 students with an annual operating budget of \$30 million.
- Accountable for assisting with all non-instructional functions of the School District including budgeting, forecasting, financial planning & analysis, payroll, grants management, student data, general accounting, audit support, procurement, human resources, transportation, food service, technology and facilities.
- E&D calculations and certification
- School Business Administrator

**Hamilton-Wenham Regional School District**, Wenham, MA  
*DISTRICT ACCOUNTANT*

October 1, 2012 – June 30, 2015

- Responsible for assisting the District Treasurer, Payroll Administrator, and Accounts Payable Clerk in the daily operation of the business office.
- Review, post, and sign both AP and Payroll warrants
- Reconcile all insurance withholding accounts
- Monitor student activity funds
- Set user fees as well as athletic fees
- Responsible for the recording of all activity on the general ledger
- Lead contact for annual financial statement audit
- Completion and submission of annual E&D report to MA DOR & the EOYR to DESE

**Stoneham Public Schools**, Stoneham, MA  
*PAYROLL/BENEFITS COORDINATOR*

August 1, 2011 – September 30, 2012

- Ran weekly payroll for the entire school district
- Maintained account balances, forecasting, and budget processing
- Worked closely with the GIC to provide Health Insurance to school employees
- Populated deduction reports for all MTRS members
- Compiled Quarterly SPED Medicaid Reimbursements
- SPED Tuition Payment, Tracking, & Analysis
- Also acted as Human Resources Director
- Monthly Grant Expense Tracking & Reimbursement Requests

**Sullivan, Rogers & Company LLC**, Burlington, MA  
*COMPLIANCE STAFF AUDITOR*

September 1, 2008 – March 15, 2011

- Daily performance of Office of Management and Budget Circular A-133
- Knowledge of the 14 Compliance Requirements
- Audited nearly \$100 Million of funds earmarked under the American Recovery and Reinvestment Act
- Assisted in the yearly preparation of Schedule of Expenditures of Federal Awards, Reports on Internal Control Over Financial Reporting, Corrective Action Plans, & SF-SACs
- Worked with 27 Massachusetts Biotechnology & Pharmaceutical Companies, Counties, Municipalities, Regional School Districts, and Planning Councils



Massachusetts Department of  
Elementary & Secondary Education

## UNOFFICIAL LICENSE INFORMATION

**Vincent Leone**

This license information was generated by the educator from the Department's electronic licensure file, ELAR. It should not be taken as proof of current licensure or as an official record. The Department advises that verification of this information via ELAR is always necessary.

Educator: Vincent Leone

License #:

MEPID:

Original Certification Date: 12/08/2014

FIELD(LEVEL)	CATEGORY	APPLICATION TYPE	ISSUE DATE	EXPIRATION DATE
School Business Administrator (All Levels)	ACADEMIC	Initial	12/08/14	**
Superintendent/Assistant Superintendent (All Levels)	ACADEMIC	Initial	06/25/19	**
<b>** Valid for five (5) years of employment.</b>				

Please contact the Department of Elementary and Secondary Education customer service at 781-338-6600, if your license information above is incorrect or incomplete.



Massachusetts Department of  
**ELEMENTARY & SECONDARY  
EDUCATION**

To Whom It May Concern:

It is my pleasure to write to recommend Vincent Leone for a position within your organization. I have been working closely with Vinny in the Stoneham Public Schools Business Office as the Payroll and Benefit Coordinator for the past year.

Vinny has brought a level of expertise to the Business Office. He has great knowledge of school finance, especially in the areas of payroll, benefits, grant reporting and requirements, as well as budget tracking.

Vinny has completed many special projects within the office and continues to work in areas that do not directly pertain to his job duties. Some of the many projects and tasks are as follows:

- Reconfigured the payroll set-up and operational procedures to be more effective and less time consuming for our weekly and bi-weekly payroll processes.
- Brought the school district into compliance with the Massachusetts Teachers Retirement Board's reporting requirements. We were significantly deficient in this area.
- Assists with budgetary projections, including payroll and utility tracking
- Continually assists with grant tracking, compliance, and reporting

I have relied upon Vinny to assist in my office and I can confidently state that he is a very dependable person and a pleasure to work with.

Vinny has a great potential to expand into a management position within a school district. His background as a former municipal auditor in addition to the day to day experience gained through working in the Stoneham Schools Business Office would be a valuable asset for any district.

Please feel free to contact me directly should you have any questions. I may be reached at x304.

Sincerely,

Michelle Cresta  
Director of School Finance

Vincent Leone

March 17,2011

To whom it may concern:

Sullivan & Rogers Company, LLC employed Vincent Leone full-time as an auditor in our attestation division. For approximately 2.5 years he was responsible for performing audits of federal awards in compliance with requirements imposed by the Office of Management and Budget (OMB) Circular A-133. During this period, he demonstrated all the qualities that employers seek in searching for promotable employees. He has an excellent capacity to quickly grasp new theories and applications, and has always sought to gain additional responsibilities.

I have been consistently impressed by both Vincent's attitude towards his work and his performance on the job. His interpersonal and communication skills allowed him to develop productive working relationships with both our clients and our staff. Vincent has the listening and interviewing skills necessary to extract information from our audit clients while performing financial assessments. His ability to remain unflustered during frenzied periods like audit season proves his ability to work well under pressure.

It is unfortunate for Sullivan & Rogers Company, LLC that, due to economic constraints, we must reorganize our organization and lose valued employees such as Vincent. I recommend him for employment without reservation. Please let me know if you need further information.

Sincerely,

Daniel M, Sullivan, CPA  
Shareholder

William J. Hurley  
Director of Fiscal and Management Services  
(508) 647-6491

May2, 2011

To Whom It May Concern:

It is with great pleasure and a high degree of confidence that I write this letter of recommendation for Mr. Vincent Leone. I have had the distinct pleasure of working with Mr. Leone over the past three years on various audits for the Natick Public Schools, End of Year Reports and Federal Grants. In his role of audit manager for the firm of Sullivan and Rodgers, Mr. Leone has demonstrated his deep knowledge of school finance, Mass General Law, payroll and accounts payable procedures and DESE accounting regulations. He is a consummate professional who is pleasant to work with, manages people well and dedicated to his craft.

It is without hesitation that I recommend Mr. Vincent Leone for the position of Business Manager.

Please feel free to contact me if you wish to discuss Mr. Leone's talents in more detail.

Sincerely,

William J. Hurley  
Director of Fiscal and Management Services

Vincent Leone

## Attachments

Below are all attachments, including any appearing in the sections above. Click on the Attachment Title to view the file. **NOTE:** You must be online and logged in to your SchoolSpring employer account to view attachments.

Type	Title	Size
Certification	<a href="#"><u>School Business Administrator. All Levels</u></a>	33KB
Recommendation	<a href="#"><u>PETER GRAY Recommendation Letter</u></a>	261KB
Transcript	<a href="#"><u>Merrimack College Transcript</u></a>	1.5MB

## Applicant Statement & Authorization

"I certify that the facts contained in my application and any additional material submitted are true and complete to the best of my knowledge. I understand that intentional falsification of statements, incomplete or misleading information on this application or additional material will result in automatic removal of my application from further employment considerations, and, if employed, shall be grounds for immediate dismissal. When it is determined that an employee or prospective employee failed to disclose or fully disclose his or her background through misunderstanding or inadvertence, I understand that such failure will be considered a significant factor in employment or termination considerations."

"If employed, I also understand that although my employment may commence prior to the completion of the criminal records check process, continued employment would be contingent upon a satisfactory criminal records check."

"I authorize investigation of all statements contained herein. I also give permission to the references and previous employers listed on the application and any attachments to provide to you any and all information concerning my employment and any other pertinent information they may have. I agree to release all parties from all liability for any damage that may result from furnishing such information to you."

"I understand that, if offered the position, I will be required to verify my employment eligibility as required by law, including the completion of an I-9 Form."

**Digital Signature of Applicant** Vincent Leone **Date** Jul 11, 2019

**SchoolSpring ID** 437911 **Time** 07-11-2019 16:23:38 -0500 GMT

Name: Vincent E. Leone

Soc Sec #: [REDACTED]

Student ID: [REDACTED]

Date of Birth: [REDACTED]

Major1: Business Administration

Major2: blank

Class: Senior

Concl: Accounting

Conc2: No concentration

Degree: B.S. in Business Admin.

Minor1: Blank

Minor2: Blank

Degree Date: 05/18/08

Vincent E. Leone

-----  
Fall Semester 2004

BE101A	Business Enterprise I	4.00	C-			
BE107A	Intro to Bus Comp Appli	1.00	A-			
FS111A	Native American Spirituality	3.00	A			
MA103A	Intro Math For Business	4.00	A			
PH112A	Perspectives on Human Nature	3.00	D+			
	attempt	earn	pass	quality	points	gpa
ses	15.00	15.00	0.00	15.00	42.40	2.826
cum	15.00	15.00	0.00	15.00	42.40	2.826

-----  
Spring Semester 2006 (cont.)

BE227A	Legal & Ethical Support System	4.00	B+			
EC202A	Principles of Macroeconomics	3.00	B			
EE106A	Intro Elec And Electrnics	3.00	B+			
	attempt	earn	pass	quality	points	gpa
ses	14.00	14.00	0.00	14.00	44.70	3.192
cum	63.00	63.00	0.00	63.00	194.00	3.079

-----  
Spring Semester 2005

BE102A	Business Enterprise II	4.00	B
BE108A	Business Comp Applications II	1.00	B+
EN105A	Intro to College Writing	3.00	B-
MA115A	Calculus For Business	3.00	B+
RS100A	Intro to Religious Studies	3.00	B+
WS101A	Gender and Society	3.00	A

	attempt	earn	pass	quality	points	gpa
ses	17.00	17.00	0.00	17.00	55.20	3.247
cum	32.00	32.00	0.00	32.00	97.60	3.050

AC303A	Interm Accting I	4.00	A-
BE222A	Managerial Finance	2.00	A-
BE225A	Motivation & Behavior-Management	2.00	B-
BE226A	Management Information Systems	2.00	B
FA161A	Art History I	3.00	B+
RS313A	Buddhism & Islam: Body & Belief	3.00	B
Dean's List			

-----  
Fall Semester 2005

BE203A	Accounting for Business	4.00	A-
BE213A	Business Statistics	4.00	B
EC201A	Principles of Microeconomics	3.00	C+
HI326A	Hist Amer Architecture	3.00	B-
PH203A	Contemporary Moral Problems	3.00	B+

	attempt	earn	pass	quality	points	gpa
ses	17.00	17.00	0.00	17.00	51.70	3.041
cum	49.00	49.00	0.00	49.00	149.30	3.046

Spring Semester 2007					
AC304A	Intermediate Accounting II	4.00	B		
AC308A	Cost Accounting	4.00	A		
BE302A	Developing a New Business	4.00	B		
FA162A	Art Hist II: Renaiss to Pres	3.00	W		
attempt	earn	pass	quality	points	gpa
ses	12.00	12.00	0.00	12.00	38.80
cum	91.00	91.00	0.00	91.00	285.30

-----  
Spring Semester 2006

BE221A	Principles of Marketing	2.00	B
BE223A	Operations Management	2.00	B+
To be continued			

AC406A	Advanced Accounting	4.00	C+
AC407A	Taxation	4.00	C+
EE110A	Analog Fundamentals	3.00	A-
MA113A	Finite Mathematics	3.00	C
WS371A	Gender and the Law	3.00	P
To be continued			

Printed on 04/26/11

**ISSUED  
TO  
STUDENT**

REJECT DOCUMENT IF SIGNATURE BELOW IS DISTORTED

ASSOCIATE REGISTRAR

JENNIFER DISTEFANO, REGISTRAR

This officially sealed and signed transcript is printed on blue security paper with the name of the college printed in small white type across the face of the document. A raised seal is not required. When photocopied, the word VOID should appear. A BLACK ON WHITE OR A COLOR COPY SHOULD NOT BE ACCEPTED.

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Official Transcript

Page 2 of 2

Name: Vincent E. Leone

Soc Sec #: [REDACTED]

Student ID: [REDACTED]

----- Fall Semester 2007 (cont.) -----

	attempt	earn	pass	quality	points	gpa
ses	17.00	17.00	3.00	14.00	35.50	2.535
cum	108.00	108.00	3.00	105.00	320.80	3.055

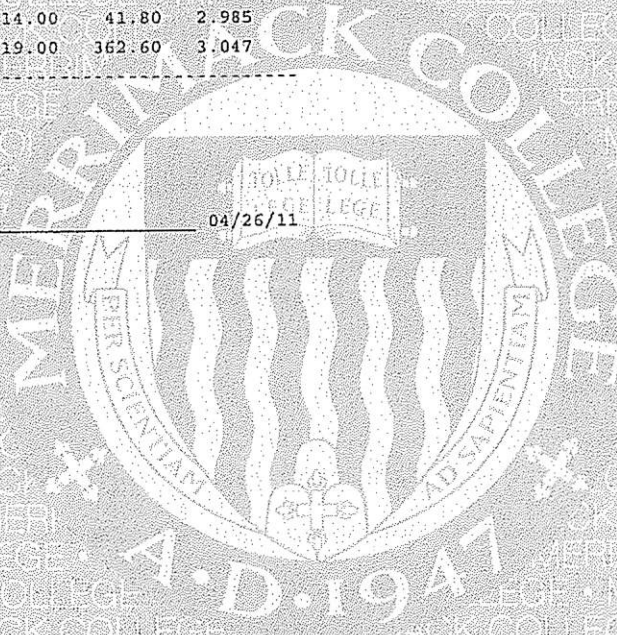
----- Spring Semester 2008 -----

AC408A	Auditing	4.00	B
BE402A	Strategic Anal. & Dec. Making	4.00	A-
EN277A	Literature and Film	3.00	P
FA162A	Art Hist II: Renaiss to Pres	3.00	C+
PL101A	Politics of the US	3.00	B-

	attempt	earn	pass	quality	points	gpa
ses	17.00	17.00	3.00	14.00	41.80	2.985
cum	125.00	125.00	6.00	119.00	362.60	3.047

End of Transcript

04/26/11



*Chloe Little*  
ASSOCIATE REGISTRAR

**ISSUED  
TO  
STUDENT**

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*Jennifer DiStefano*  
JENNIFER DISTEFANO, REGISTRAR



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# HAMILTON-WENHAM REGIONAL SCHOOL DISTRICT

## FINAL FY19 Year-end Financial Close *As of July 26, 2019*

For presentation to the School Committee on July 31, 2019

Prepared by:

Dr. Julie Kukenberger, Superintendent of Schools  
Jeffrey D. Sands, Assistant Superintendent for Finance & Administration  
Vincent Leone, Director of Accounting & Payroll



# FINAL FY19 Operating Expense Actuals (after Offsets) Overview

- Salary Costs
  - Incorporates Actual Costs and encumbrances as of 6/30/19.
- Operating Costs
  - Incorporates Actual Costs and encumbrances as of 6/30/19.

**We are pleased to report that a comprehensive Year-end Closing Process for FY19 has been completed as of July 26, 2019.**

**As a result, the District has ended the Fiscal Year \$9,594 or 0.030% favorable to Budget.**



# FINAL FY19 Operating Expense Actuals (after Offsets)

## Summary by DESE Budget Category

Summary by DESE Category		FY19	FY19	FY19
		Budget	YE Final	Over/Under
Administration		\$ 1,180,028	\$ 1,097,974	\$ 82,054
Capital, Operations, Maintenance		\$ 2,184,501	\$ 2,221,173	\$ (36,672)
Guidance, Counseling, Testing		\$ 1,110,803	\$ 1,118,011	\$ (7,208)
Inst. Materials		\$ 1,006,104	\$ 869,056	\$ 137,048
Instructional Leadership		\$ 3,082,942	\$ 3,027,285	\$ 55,656
Insurance, Retirement, Other		\$ 4,173,276	\$ 4,206,515	\$ (33,239)
Other Teaching Services		\$ 2,477,389	\$ 2,532,491	\$ (55,102)
Prof. Dev.		\$ 223,799	\$ 171,951	\$ 51,848
Pupil Services		\$ 2,437,988	\$ 2,342,252	\$ 95,737
Teachers		\$ 11,927,090	\$ 11,892,939	\$ 34,151
* Tuitions		\$ 2,090,140	\$ 2,404,818	\$ (314,678)
District Totals		\$ 31,894,058	\$ 31,884,464	\$ 9,594

\* - YE Final Actuals include an additional \$230,000 in Circuit Breaker Offset for FY19: \$864,160 was Budgeted.



## FINAL FY19 Operating Expenses Actuals (after Offsets) Proposed Budget Transfers by DESE Category

1. Transfer \$137,048 from “Inst. Materials” to “Tuitions”
2. Transfer \$95,737 from “Pupil Services” to “Tuitions”
3. Transfer \$81,894 from “Administration” to “Tuitions”
4. Transfer \$55,102 from “Instructional Leadership” to “Other Teaching Services”
5. Transfer \$36,672 from “Prof. Dev.” to “Cap., Oper., Maint.”
6. Transfer \$7,208 from “Prof. Dev.” to “Guid., Coun., Testing”
7. Transfer \$33,239 from “Teachers” to “Ins., Ret., Other”

\* - YE Final Actuals include an additional \$230,000 in Circuit Breaker Offset for FY19: \$864,160 was Budgeted.



# FINAL FY19 Operating Expense Actuals (after Offsets) Budget Transfers: Motion for School Committee Vote

## **Motion for FY19 Budget Transfers:**

Motion: The Hamilton-Wenham Regional School Committee approves the FY19 Operating Expense Budget Transfers as recommended herein by the Assistant Superintendent of Finance & Administration and as presented on the previous slide entitled “Proposed Budget Transfers by DESE Category”.

\* - YE Final Actuals include an additional \$230,000 in Circuit Breaker Offset for FY19: \$864,160 was Budgeted.



# FINAL FY19 Actuals

## Proposed Regional Transportation Transfer

Transfer \$75,173 from “Transportation Chapter 71” Revenue Account to “Regional Transportation Reimbursement Fund”. Note: \$330,837 was Budgeted in FY19 versus actual of \$406,010. \*

\* - The HWRSD School Committee voted to establish the Regional Transportation Reimbursement Fund at its regular meeting on May 7, 2015 (Approved 6-0-0).



## FINAL FY19 Actuals

### Regional Transportation Transfer: Motion for School Committee Vote

#### **Motion for the FY19 Regional Transportation Transfer:**

Motion: The Hamilton-Wenham Regional School Committee approves the FY19 Regional Transportation Transfer as recommended herein by the Assistant Superintendent of Finance & Administration and as presented on the previous slide entitle “Proposed Regional Transportation Transfer”.



# FY19 Annual Audit Update

- Our FY19 Annual Audit with Powers & Sullivan (P&S) is well underway.
- P&S was provided preliminary information during May 2019.
- P&S was on-site the week of May 20<sup>th</sup> .
- P&S will finalize their on-site review the week of July 29<sup>th</sup> .
- The District will schedule P&S to make an Audit Presentation to the School Committee during October/November 2019.
- The District will submit its E&D for certification to the MA DOR by October 31<sup>st</sup>, as required.



TENTATIVE AGREEMENT BETWEEN  
HAMILTON WENHAM REGIONAL SCHOOL DISTRICT COMMITTEE  
AND  
AFSCME COUNCIL 93 LOCAL 2905  
JUNE 24, 2019

Except as indicated herein, the agreement between the parties effective July 1, 2015 through June 30, 2018 will continue in full force and effect:

1. **Article II UNION DUES**

**Section 2.1 Union Dues Replace with the following:**

The Committee agrees to deduct Union dues from the salaries of members who authorize said deductions. It is the express intent of the parties that the provisions of this Article are subject to the following conditions:

- a. The sum which represents such yearly dues shall annually be certified to the Superintendent no later than the first workday of the fiscal year in which the dues are to be deducted. No change may be made in the amount of the annual dues to be deducted subsequent to this date.
- b. The member's authorization shall be in writing to the Superintendent and shall be valid until withdrawn. New authorizations must be submitted to the Superintendent by the second Friday of the fiscal year in order to be effective for that fiscal year; for new members hired during the year new authorizations must be submitted to the Superintendent by the second Friday following the first day of employment. Withdrawal of authorization may be made by a member upon at least sixty (60) days' notice in writing of such withdrawal of authorization to the Superintendent (with a copy of said notice to the Union) except that a notice of withdrawal of authorization filed before the second Friday of the fiscal year shall cause no payroll deductions to be made from the member's salary during said fiscal year.
- c. All members with valid authorization on the second Friday of the fiscal year are obligated for the entire amount of the annual Union dues. If a member leaves the system or withdraws this authorization before the entire amount of the annual dues has been deducted, the balance due will be deducted from the last paycheck prior to the effective day of the member leaving the system.
- d. The union agrees that it will indemnify and hold the Committee harmless from any and all liability, claim, responsibility, damage, or suit which may arise out of any action taken in connection with the terms of this Article.

- e. The provisions of this Article shall be subject to the requirements of Section 17C of Chapter 180 of the General Laws including the requirement that the District Treasurer shall be satisfied by such evidence as he/she may require that the Treasurer of the Union has given to the Union a bond, in a form approved by the Commissioner of Corporation of Taxation, for the faithful performance of his/her duties, in a sum and with such surety or sureties as are satisfactory to the District Treasurer.

2. **Article VI Wages, Hours of Work and Overtime**

Section 6.7e. Rewrite the last sentence as follows:

If the custodian(s) working at the school in question is unable or unwilling to accept the overtime detail, then the assignment will be offered to other bargaining unit members.

3. **Article XI Sick Leave:**

Replace Section 11.4 with the following:

**Section 11.4: Sick Leave Bank**

- a. All Members are eligible to participate in the Sick leave Bank (Bank).
- b. The Bank will be managed on a Contract Year basis (July 1<sup>st</sup> - June 30<sup>th</sup>).
- c. Each Member will contribute two (2) sick days per Contract Year to the Bank during the term of this Agreement beginning Year 1.
- d. A passive enrollment will occur at the beginning of each Contract Year; each Member will be automatically enrolled in the Bank unless he/she opts out as follows:
  - 1. In Year 1, a Member can opt out of the Bank by sending written notification to the Superintendent (or Designee) within two (2) weeks of the execution of this Agreement.
  - 2. In Years 2 and 3, a Member can opt out of the Bank by sending written notification to the Superintendent (or Designee) by July 15<sup>th</sup>.
  - 3. In all years, a new hire Member can opt out of the Bank by sending written notification to the Superintendent (or Designee) within two (2) weeks of their first day of employment.
  - 4. Members will not be reimbursed for prior year contributions to the Bank if they choose to opt out of the Bank in subsequent years.
- e. Any balance in the Bank that exists at the end of a Contract Year shall be automatically carried over to the next Contract Year.
- f. The Bank will be administered by the Assistant Superintendent (or Designee) and will be maintained within

the District's Accounting System which is currently BudgetSense.

- g. If the Bank becomes exhausted during any Contract Year, it shall be renewed through a passive contribution of one (1) additional sick day from all active Bank Members.
- h. Members are limited to draw a maximum of sixty (60) sick days from the Bank during their employment with the District.
- i. Members must be active participants in the Bank in order to be eligible to draw from the Bank.
- j. A Member must have exhausted all accrued sick and personal time in order to be eligible to draw from the Bank.
- k. A Member cannot access Bank benefits concurrently with Long Term Disability or other similar benefits.
- l. A Member can only access the Bank as a result of his or her own serious health condition (e.g. illness or Accident). The Bank cannot be accessed for the following reasons: birth of a child, maternity, adoption, or to care for an immediate family member (spouse, son, daughter, or parent).
- m. An Application for Sick Leave Bank Benefits must be made, in advance, and in writing to the Superintendent (or Designee) and must be accompanied by a Certification (Letter) from the Members Primary Health Care Provider. The Certification must be deemed satisfactory by the Superintendent (or Designee). If it is not satisfactory, the Superintendent (or Designee) can request that additional medical information be provided before an Application can be approved.
- n. The decision of the Superintendent (or Designee) with respect to any Application for Sick Leave Bank Benefits shall be final.

#### **4. Article XIV Clothing Allowance**

Replace with the following language and rename the Article **Clothing Allowance and Appropriate Attire**

#### **ARTICLE XIV CLOTHING ALLOWANCE AND APPROPRIATE ATTIRE**

##### **14.1 Section 14.1 Clothing Allowance**

An annual clothing allowance of \$325 will be provided to all members. Members hired after January 1<sup>st</sup> in any given year will receive a prorated allowance of \$162.50 in their first year of employment. Payments will be made upon submission of original sales receipts in connection with the purchase of work clothing including pants, shoes, outerwear, etc. All requests for reimbursement must be submitted to the Business Office by June 15<sup>th</sup> of each year. Unused balances cannot be carried over from year to year.

##### **14.2 New Section: Appropriate Attire**

The District will provide each member with five (5) tee shirts, five (5) collared shirts, and two (2) sweatshirts annually, When necessary the District will provide additional tee shirts The District will also provide each member with one (1) winter coat, one (1) pair of winter gloves, and one (1) knit hat every three (3) years. All shirts and sweatshirts will be embossed with a HWRS D logo. Color schemes of District provided clothing as well as District logos will be determined by District Administration. Members will be required to wear District provided clothing when in the employment of the District; no exceptions. Work pants must be clean and appropriate for a public school setting (e.g. jeans, Dickies, Carhartt) and must be in good condition with no obvious rips or stains. Footwear must be clean and appropriate for the role and setting and must be in good condition. In the event there is disagreement between a Member and a Principal and/or Director of Facilities regarding the appropriateness of attire or footwear, the Assistant Superintendent shall decide. Shorts will only be permitted May through September.

5. **Article XV Professional Development and Safety Training**

Add the following Section 15.1

**New Section: Safety and Training 15.1**

All members will participate in and successfully complete the training programs planned by the District in the areas of health & safety, cleaning, maintenance, equipment usage, and building management. The cost of all training programs will be borne by the District. The Director of Facilities and Maintenance shall propose all training programs which shall be approved in advance and in writing by the Assistant Superintendent.

6. **Article XVI. Holidays**

Add the following section to Section 16.1 and revise the last sentence in Section 16.1 as follows:

Members will be provided half-day holidays on the Wednesday before Thanksgiving, Christmas Eve and New Year's Eve. If additional holidays are added to the school calendar by the School Committee and/or the Superintendent, they will be observed as paid holidays by the bargaining unit members.

6.

7. **Article XVII Vacations**

Revise Section 17.1 (g) as follows:

In the summer or school vacation periods, at the middle and high schools no more than two custodians can be on vacation at the same time.

8. **Article 20 Health Insurance**

**Section 20.1 Insurance** Replace with the following:

The parties agree to continue bargaining health insurance benefits and plan design pursuant to MGL c32B, Section 19.

The Committee will reimburse members on HMO Plans for the first 50% of their deductible: \$500 for members with individual coverage and \$1,000 with family coverage. The HPHC Health Reimbursement Account (HRA) claims process will automatically provide payment to the provider within two business days of receiving the claim. An electric file will be sent to the HRA vendor weekly. Members will not be required to submit paperwork. In addition, members currently enrolled in the Lo Option plan will be compensated with \$100. Members enrolled in the Point of Service and Preferred Provider Option plans will not be eligible for the Health Reimbursement Account (HRA) referenced above.

8. Add the following **Article XXII** and renumber subsequent articles

**Article XXII Performance Evaluations**

22.1 The Union and the Committee will negotiate job descriptions which will be agreed to no later than December 31 2019.

22.2. New employees are considered to be "employees at will" during the first year of employment herein referred to Probationary Period (see Section 9.2). The Committee may discharge an employee during this Probationary Period with or without cause. Any such action shall not be the basis of a grievance.

After the Probationary Period, members are considered full employees of the District and will be evaluated according to the system described herein. Members will be evaluated by their supervisor/principal/director, who shall be employed outside of the Union. Generally, building-based custodians will be evaluated by the building principal in collaboration with the Director of Facilities and Grounds and maintenance personnel by the Director of Facilities and Grounds. The evaluation will be ongoing and will be based on observations of the employee's performance relative to the specific requirements of the employee's position. By June 1 of each year, each member will receive at least one formal written evaluation that includes a recommendation on his or her employment status for the following year. The document (instrument) used for the evaluation will be mutually agreed upon by the Union and the School Committee.

2. If a member has received an overall rating of "Needs Improvement," the member will be put on an Improvement Plan. Said Improvement Plan will have specific guidelines regarding the performance improvements required and the timelines to demonstrate these improvements. The Improvement Plan will be in place for 6 months. If, at the midway point of the improvement plan, the employee demonstrates a level of acceptable proficiency as defined by the evaluator, the improvement plan may be terminated at the discretion of the evaluator. If, after 6 months, the member has not demonstrated improvement, the member may be Subject to discipline / up to and including termination of employment.

Improvement Plan Details:

An Improvement Plan is for those Employees that have received an overall rating of "Needs Improvement" on their Annual Performance Review.

An employee on an Improvement Plan shall work with their Evaluator. The Evaluator is responsible for providing the employee with guidance and assistance in accessing the resources and professional development outlined in the Improvement Plan.

The Improvement Plan shall define the problem(s) of practice identified through the observations and evaluation and detail the improvement goals to be met, the activities the employee must complete to demonstrate improvement and the assistance to be provided by to the employee by the District.

The Improvement Plan process shall include:

- Within ten (10) school days of notification to the Employee that the Employee is being placed on an Improvement Plan, the Evaluator shall schedule a meeting with the Employee to discuss the Improvement Plan. The Evaluator will develop the Improvement Plan, which will include the provision of specific assistance to the Employee.
- The Employee may request that a representative of the Union attend the meeting(s).
- The Union President will be informed that an Employee has been placed on an Improvement Plan and will be provided with the name of the Employee and the time of all meetings.

The Improvement Plan shall:

- Define the improvement goals directly related to the performance standard(s), that must be improved;
- Describe the activities and work products the Employee must complete as a means of improving performance;
- Describe the assistance/resources, be it financial or otherwise, that the District will make available to the Employee;
- Articulate the measurable outcomes that will be accepted as evidence of improvement;
- Detail the timeline for completion of each component of the Plan, including at a minimum a mid-cycle formative assessment report of the relevant standard(s);
- Identify the individuals assigned to assist the Employee which must include minimally the Supervising Evaluator; and
- Include the signatures of the Employee and Evaluator.

A copy of the signed Plan shall be provided to the Employee. The Employee's signature indicates that the Employee received the Improvement Plan in a timely fashion. The signature does not indicate agreement or disagreement with its contents.

Decision on the Employee's status at the conclusion of the Improvement Plan.

One of two decisions must be made at the conclusion of the Improvement Plan.

- If the Evaluator determines that the Employee has not made substantial progress toward proficiency and that the Employee's practice remains at the level of unsatisfactory, the Evaluator shall recommend to the Superintendent that the Employee be disciplined, up to and including termination from employment.

If the employee disagrees with the recommendation to be dismissed, he/she has the right to follow the grievance procedure.

9. Revised number **Article XXIII The Contract**

Revise as follows:

This Agreement shall become effective as of the first day of July 2018 and remain in full force and effect until June 30, 2021, and thereafter from year to year unless terminated by notice in writing given to either party to the other on or before February 1 prior to the expiration of the above stated period or any subsequent year of the existence of the Agreement.

Agreed to this \_\_\_\_\_ day of June 2019 by the Hamilton-Wenham Regional School District Committee by its chairperson and by the American Federation of State County and Municipal Employees (AFSCME) LOCAL 2905 BY ITS REPRESENTATIVE.

\_\_\_\_\_  
David Polito  
Hamilton-Wenham Regional  
School Committee

\_\_\_\_\_  
Frank G. Crinna III  
Representative  
AFSCME Local 2905

\_\_\_\_\_  
Sean Cronin  
Chapter Chairperson Council 93

10. **APPENNDIX A SALARY SCHEDULES**

Increase all salary schedules as follows:

1. Effective July 1, 2018 2.5%. This COLA increase in addition to any retroactive pay for the 2018-2019 school year will be included in each member's paycheck within two (2) pay periods of the execution of the new Contract.
2. Effective July 1, 2019 2.5% increase
3. Effective July 1, 2020 2.25% increase

Add the following;

If a bargaining unit member holds a Massachusetts License for Electrician, Plumber, Refrigeration, or Unrestricted Sheet Metal, he shall receive an annual stipend of \$1000.



			<b>Appendix A</b>						
			<b><u>Schedule for Custodial Salaries: 2018-2019</u></b>						
			<b><u>Year 1 - July 1, 2018 - June 30, 2019 (Reflects 2.5%)</u></b>						
<b><u>Custodian</u></b>									
			<b>Regular</b>			<b>Overtime</b>			<b>Double</b>
Year 0-1			\$ 18.73			\$ 28.10			\$ 37.46
Year 1+			\$ 21.50			\$ 32.25			\$ 43.00
<b><u>Head Custodian/Maintenance Technician/Maintenance Working Forman*</u></b>									
			<b>Regular</b>			<b>Overtime</b>			<b>Double</b>
Year 0-1			\$ 22.16			\$ 33.24			\$ 44.32
Year 1+			\$ 25.22			\$ 37.83			\$ 50.44
* - The Maintenance Working Forman shall receive an annual stipend equal to \$10,000 paid in equal installments over the course of the Fiscal Year									
If a bargaining unit member holds a Massachusetts License for Electrician, Plumber, Refrigeration, or Unrestricted Sheet Metal, he shall receive an annual stipend of \$1000.									
*-If a Bargaining Unit Member holds a Mass License for Electricity, Plumbing, Refrigeration or Unrestricted Sheet Metal, the Bargaining Unit Member shall receive an annual stipend of \$1,000 paid in equal installments over the course of the Fiscal Year									
			<b>Appendix B</b>						
			<b><u>Schedule for 2nd &amp; 3rd Shift Differential</u></b>						
			<b><u>Year 1 - July 1, 2018 - June 30, 2019 (Reflects 2.5%)</u></b>						
An additional \$1.40 per hour will be added to the appropriate wage for each hour worked for that custodian who has one-half or more of his/her regular duty performed before 8:00 a.m. or after 3:00 p.m.									

			<b>Appendix C</b>						
			<b><u>Schedule for Custodial Salaries: 2019-2020</u></b>						
			<b><u>Year 2 - July 1, 2019 - June 30, 2020 (Reflects 2.5%)</u></b>						
<b><u>Custodian</u></b>									
			<b>Regular</b>			<b>Overtime</b>			<b>Double</b>
Year 0-1			\$ 19.20			\$ 28.80			\$ 38.40
Year 1+			\$ 22.04			\$ 33.06			\$ 44.08
<b><u>Head Custodian/Maintenance Technician/Maintenance Working Forman*</u></b>									
			<b>Regular</b>			<b>Overtime</b>			<b>Double</b>
Year 0-1			\$ 22.71			\$ 34.07			\$ 45.42
Year 1+			\$ 25.85			\$ 38.78			\$ 51.70
* - The Maintenance Working Forman shall receive an annual stipend equal to \$10,000 paid in equal installments over the course of the Fiscal Year									
*-If a Bargaining Unit Member holds a Mass License for Electricity, Plumbing, Refrigeration or Unrestricted Sheet Metal, the Bargaining Unit Member shall receive an annual stipend of \$1,000 paid in equal installments over the course of the Fiscal Year									
			<b>Appendix D</b>						
			<b><u>Schedule for 2nd &amp; 3rd Shift Differential</u></b>						
			<b><u>Year 2 - July 1, 2019 - June 30, 2020 (Reflects 2.5%)</u></b>						
An additional \$1.44 per hour will be added to the appropriate wage for each hour worked for that custodian who has one-half or more of his/her regular duty performed before 8:00 a.m. or after 3:00 p.m.									

			<b>Appendix E</b>						
			<b><u>Schedule for Custodial Salaries: 2020-2021</u></b>						
			<b><u>Year 3 - July 1, 2020 - June 30, 2021 (Reflects 2.25%)</u></b>						
<b><u>Custodian</u></b>									
			<b>Regular</b>			<b>Overtime</b>			<b>Double</b>
Year 0-1			\$ 19.63			\$ 29.45			\$ 39.26
Year 1+			\$ 22.54			\$ 33.81			\$ 45.08
<b><u>Head Custodian/Maintenance Technician/Maintenance Working Forman*</u></b>									
			<b>Regular</b>			<b>Overtime</b>			<b>Double</b>
Year 0-1			\$ 23.22			\$ 34.83			\$ 46.44
Year 1+			\$ 26.43			\$ 39.65			\$ 52.86
* - The Maintenance Working Forman shall receive an annual stipend equal to \$10,000 paid in equal installments over the course of the Fiscal Year									
*-If a Bargaining Unit Member holds a Mass License for Electricity, Plumbing, Refrigeration or Unrestricted Sheet Metal, the Bargaining Unit Member shall receive an annual stipend of \$1,000 paid in equal installments over the course of the Fiscal Year									
			<b>Appendix F</b>						
			<b><u>Schedule for 2nd &amp; 3rd Shift Differential</u></b>						
			<b><u>Year 3 - July 1, 2020 - June 30, 2021 (Reflects 2.25%)</u></b>						
An additional \$1.47 per hour will be added to the appropriate wage for each hour worked for that custodian who has one-half or more of his/her regular duty performed before 8:00 a.m. or after 3:00 p.m.									

# AGREEMENT

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HAMILTON-WENHAM REGIONAL SCHOOL  
DISTRICT COMMITTEE (HWRSD)

AND THE

AMERICAN FEDERATION OF STATE, COUNTY,  
AND MUNICIPAL EMPLOYEES (AFSCME)  
AFL-CIO, STATE COUNCIL 93, LOCAL 2905

JULY 1, 2015 –JUNE 30 2018

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## **AGREEMENT**

This Agreement entered into by the Hamilton-Wenham Regional School District Committee (hereinafter referred to as the "Committee") and American Federation of State, County and Municipal Employees, AFL-CIO, State Council 93, Local 2905 (hereinafter referred to as the "Union").

### **PREAMBLE: INTENT AND PURPOSE**

It is the intention of the parties hereto that this Agreement provide an orderly collective bargaining relationship between the Committee and the Union; the establishment of an equitable procedure for the resolution of differences, and the establishment of rates of pay, hours of work, and other conditions of employment.

### **ARTICLE I: RECOGNITION**

#### **1.1**

The Committee recognizes the Union as the sole and exclusive bargaining agent for the purpose of collective bargaining respecting wages, hours, and other conditions of employment for all regular full-time custodians and maintenance employees, but excluding all teachers, teaching assistants and office personnel employees, cafeteria employees, administrative employees and all other employees of the Committee.

#### **1.2     *Definition***

Unless otherwise indicated by the context, the term "employee" when used herein shall refer to any of the employees covered by this Agreement. The term "employee" shall refer to any permanent employee who is normally scheduled to work a minimum of twenty (20) hours per week, and whose entire salary and benefits are paid from the school department budget.

### **ARTICLE II UNION DUES/AGENCY SERVICE FEE**

#### **2.1**

Subject to the terms and conditions of M.G.L. Chapter 150E, Section 12, and the rules and regulations of the State Labor Relations Commission in connection therewith, Bargaining Unit employees who do not choose to become members of AFSCME Council 93, AFL-CIO, Local 2905, and to maintain their membership in good standing shall be required, as a condition of employment during the life of this Agreement, to pay Local 2905, in or after the thirtieth (30th) day following the beginning of their employment or the effective date of this Agreement, whichever is later; and Agency Service Fee in amount equal to the amount required to become a member and remain a member in good standing of Local 2905 and its affiliates to or from which membership dues or per



capita fees are paid or received.

Authorization for Payroll Deduction:

By  
Last Name First Name Middle Name  
To  
Employer Department  
Effective  
Date

I hereby request and authorize you to deduct from my earnings the Union membership initiation fee, assessments, and, to be deducted biweekly, an amount established by the Union as dues. The amount deducted shall be paid to the Treasurer of the Union.

These deductions may be terminated by me by giving you a sixty (60) days' written notice in advance or upon termination of my employment.

Signed: \_\_\_\_\_

Address:

**ARTICLE III:  
RIGHTS OF EMPLOYEES**

**3.1 Bulletin Board**

The Committee shall provide space on one bulletin board per building to the Union provided that the use of such boards is restricted to notices of Union meetings and social events.

**3.2 Annual Notices:**

The Office of the Superintendent will provide annual notices to all custodians, listing use of sick, personal, and vacation days.

**3.3 Resignation**

Employees covered under the terms of these working conditions must give thirty (30) days written notice of intent to resign. Such notice will be submitted to the Superintendent of Schools with a copy to the principal to which the employee is

assigned. The Superintendent, at his/her discretion, may waive the thirty (30) day notice requirement.

### **3.4 Retirement**

Employees covered under the terms of these working conditions are encouraged to notify the Superintendent, in writing, of his/her intent to retire by December 1.

### **3.5 Personnel File**

An employee shall have the right to review the contents of his/her personnel folder.

## **ARTICLE IV: CONDITIONS OF EMPLOYMENT**

### **4.1 Lack of Work**

In the event an employee reports to his/her place of work at his/her regularly scheduled time and is sent home for lack of work, he/she shall be paid for his/her normal daily hours at the rate to which he/she would be entitled for his/her shift.

### **4.2 Pre-employment Physical Exam**

Effective July 1, 2008 a pre-employment physical examination shall be required for all new custodians. The school district's physician shall perform the pre-employment exam.

### **4.3 Legal Conflict**

Should any provisions of this Agreement be found by court order to be in violation of any applicable Federal or State Law, all other provisions of this Agreement shall remain in force and effect for the duration of this Agreement.

### **4.4 State of Emergency**

The District considers all custodial and maintenance staff covered by this agreement to be 'emergency personnel.' In the event that a State of Emergency is declared by the Commonwealth of MA, all unit members are expected to make all reasonable effort to report to work if called upon by the Superintendent or his/her designee. Any emergency response covered by this section shall be paid at a minimum of three (3) hours at Double rates per Appendix A.

### **4.5 Substitutes**

The Hamilton-Wenham Regional School District will do its best to develop a list of pre-qualified individuals who can be called upon on an as needed basis to work when employees are out. The Committee has agreed to place an ad in a local newspaper during the month of July 2008 seeking said substitutes.

#### **4.6 Third Shift**

The budget will fund the cost of supplying communications (i.e. cell phones) for each custodian working the late night/early morning shift.

#### **4.7 Access to Premises**

Only authorized representatives of the Union shall have reasonable access to the Committee's premises during normal day time business hours for the purpose of conferring with authorized representatives of the Committee or with the steward and/or employees in connection with the administration of this Agreement. Such representative shall make an appointment with the Superintendent or his/her designee in advance of such visits, indicating the nature of his/her business, the employees he/she wishes to see and the approximate amount of time needed. Under no circumstances shall such discussions interfere with the completion of an employee's duties.

### **ARTICLE V: MANAGEMENT RIGHTS**

#### **5.1**

In recognition of the fact that the laws of the Commonwealth of Massachusetts vest in the Committee responsibility to the people of the Towns of Hamilton and Wenham for the quality of education in, and the efficient and economical operation of the Hamilton-Wenham Regional School District, it is herein agreed that, as to every matter expressly not covered by this Agreement and except as specifically and directly modified, amended, or abridged by express language in a specific provision of this Agreement, the Committee retains exclusively to itself all rights and powers that it has or may hereafter be granted by law or by the rules and regulations of any pertinent agency of the Commonwealth and may lawfully exercise the same at its discretion without such being made the subject of a grievance or unfair labor practice charge.

### **ARTICLE VI WAGES, HOURS OF WORK, AND OVERTIME**

#### **6.1 Hours of Work**

The normal workweek shall be forty (40) hours consisting of five (5) consecutive days of eight (8) hours each day.

#### **6.2 Paid, Duty-Free Lunch**

Custodians will receive a thirty (30) minute lunch – fifteen (15) minutes of that lunch will be paid. The workday for full-time custodians will be eight (8) hours and fifteen (15) minutes.

### **6.3 Rest Periods**

All employees' work schedule shall provide for a ten (10) minute rest period during each half (1/2) shift. The rest period shall occur at a time designated by the supervisor.

### **6.4 Wage Rate**

Hourly wage rates in effect during the life of this Agreement are shown in Appendix A, "Schedule for Custodial Salaries", which is attached to and made part of this Agreement.

### **6.5 Differential**

The differential rates in effect during the life of this Agreement are shown in Appendix B, "Schedule for Differential", which is attached to and made part of this Agreement. The differential applies to full time and part time "fixed schedule" employees only. Differential does not apply to substitutes.

### **6.6 Hourly Rate for Head Custodian**

- a.** The hourly rate for the head custodian at each school must be at least 10% higher than the hourly rate for a regular custodian, including the shift differential.
- b.** The hourly rate for the Head Custodian in effect during the life of this Agreement is shown in Appendix A, "Schedule for Custodial Salaries", which is attached to and made part of this Agreement

### **6.7 Overtime**

- a.** Premium pay for overtime will be paid at the rate of time and one-half (1½) the employee's regular straight time hourly rate for the hours actually worked in excess of eight (8) hours in any one day or forty (40) hours in his/her work week. Premium pay for overtime work shall not be pyramided. For purposes of this section, an employee's workday shall be the twenty-four (24) hour period commencing at the start of his/her normal scheduled shift.
- b.** All overtime is paid in accordance with the fair labor standard, which is overtime paid after one works 40 hour in a week.
- c.** Any work performed on holidays/Sundays shall be paid at the rate of twice the employee's regular straight time hourly rate for outside organizations requiring the services of a Hamilton-Wenham custodian.
- d.** Overtime will be evenly distributed to members of the bargaining unit. The Committee may require bargaining unit members to work a reasonable amount of overtime, as determined by the Director of Facility and Maintenance.

- e. Overtime involving duties normally and customarily performed by the custodial staff in a particular school will first be assigned/offered to custodians working at the school in question. If the custodian(s) working at the school in question is unable or unwilling to accept the overtime detail, then the assignment will be offered to other bargaining unit members who ordinarily and customarily perform said work.
- f. The Director of Facilities and Maintenance, working in conjunction with a Head Custodian, a School Principal, and/or the Maintenance Foreman, (all) when applicable, is responsible for assigning all Custodial and Maintenance Staff overtime across the District. All overtime must be approved in advance by the Director of Facilities and Maintenance or his/her designee.

## **6.8**

An employee who is called back to work after having left his/her normal place of work at the conclusion of his/her normal work day or is called in to work on his/her scheduled day off, including any holiday listed in Section 8.1, shall receive a minimum of three (3) hours pay.

## **ARTICLE VII: COMPLAINT PROCEDURE**

### **7.1**

In order to address, in a timely manner, problems and/or concerns regarding the workplace, a custodian who has an issue should first report his/her concern to the head custodian in his/her building. In the High School/Middle School complex, the Head Custodian could then bring the issue to the attention of the Director of Facilities and Maintenance to assist with the resolution. If the issue remains unresolved, the Head Custodian or Director would then involve the Assistant Superintendent in an attempt to avoid the Grievance Process. If a satisfactory solution has not been reached, the custodian would need to initiate the Grievance Process.

## **ARTICLE VIII: GRIEVANCE AND ARBITRATION PROCEDURE**

### **8.1**

The purpose of this Article is to establish a procedure for the settlement of disputes that may arise between the parties involving the interpretation and/or application of a specific provision of this Agreement. A "grievance" shall mean a complaint that as to an employee the Committee has interpreted and applied this Agreement in violation of a specific provision hereof. Except for grievances that are expressly excluded from the grievance procedure by other provisions of this Agreement, all grievances shall be handled as follows:

**Step 1:** The aggrieved employee shall first present the grievance to the Principal of the building to which the employee is assigned within ten (10)

working days following the event forming the basis for the grievance. A representative of the Union may be present at this meeting.

**Step 2:** If the matter is not settled as a result of the discussion with the Principal, the grievance shall be reduced to writing, citing the specific provisions alleged to have been violated, and presenting to the Assistant Superintendent within five (5) working days following the discussion with the Principal. The Assistant Superintendent shall hear the grievance within five (5) working days after the grievance has been presented at this step and shall respond in writing to the union within ten (10) working days following such hearing.

**Step 3:** If the grievance is not settled at Step 2 it shall be presented, in writing, to the Superintendent of Schools within five (5) working days following receipt of the written response from the Assistant Superintendent. The Superintendent shall hear the grievance within ten (10) working days after the grievance has been presented at this step and shall respond in writing within ten (10) working days after the hearing.

**Step 4:** If the grievance is not settled at Step 3, it shall be presented to the Committee in writing at the next regular meeting of the Committee following receipt of the written response from the Superintendent. The Committee, or a duly appointed subcommittee, shall hear the grievance within thirty (30) working days after the grievance has been presented at this step and shall respond in writing within fifteen (15) working days of having such hearing.

**Step 5:** If the grievance is not settled at Step 4, the Union may, within thirty (30) working days after receipt of the written response of the Committee, submit the grievance to arbitration by referring the matter to the American Arbitration Association for the selection of an arbitrator in accordance with the rules then obtaining of said Association applicable to voluntary labor arbitrations.

Any arbitration hereunder shall be conducted in accordance with the then current rules of the American Arbitration Association applicable to labor arbitrations, subject to the provisions of this Agreement. The function of the arbitrator is to determine the interpretation and application of specific provisions of this Agreement. There shall be no right in arbitration to obtain, and no arbitrator shall have any authority or power to award or determine any change in, modification or alteration of, addition to, or detracting from, any of the provisions of this Agreement. In reaching his/her decision, the arbitrator shall be subject to the principle that there are no restrictions intended on the rights or authority of the Committee other than those expressly set forth herein. The arbitrator may or may not make his/her award retroactive as the equities of the case may require. The decision of the arbitrator, if within the scope of his/her authority and power under this Agreement, shall be final and binding upon the Committee, the Union and the employee who initiated the grievance. The expense of the arbitrator's services and the proceedings shall be borne equally by the Committee and the Union.

## **8.2 Time Limits**

The time limits provided for in this Article are conditions precedent for the filing and processing of grievances under this Article. Any such time limit may be extended in a particular case by mutual agreement, provided such extension is set forth in writing and signed by the party for whose benefit the time limit was established. If it is not possible to refer the grievance at any step within the applicable time limits due to the absence of the appropriate representative of the Committee, the grievance may be referred to the next step. If a grievance is not referred to the next step in the grievance procedure within the applicable time limit it shall be considered as settled on the basis of the last answer given.

## **8.3**

Any grievance involving the discharge of an employee may be presented initially at Step 3 within ten (10) working days following the notice of discharge.

# **ARTICLE IX: SENIORITY**

## **9.1 Definition**

An employee's seniority shall be defined as being equal to his/her length of continuous employment by the Committee unbroken by and of the reasons specified in Section 4.4. Any period of continuous employment by the Hamilton-Wenham Regional School District Committee immediately preceding employment by the Committee shall be considered in computing an employee's seniority.

## **9.2 Probationary Period**

Newly hired employees and employees hired after they have lost their seniority shall have no seniority status until they have completed a probationary period of one (1) year. The Committee may discharge or lay off any employee, with or without just cause, during his/her probationary period and such action shall not be the basis for a grievance under this Agreement. Upon completion of his/her probationary period, the employee's seniority shall date from the date of his/her hire. Days lost from work because of sickness or accident during the probationary period shall not be considered in computing said one (1) year period, but shall not break the consecutive period.

## **9.3 Layoff, Transfers, Promotions, and Demotions**

- A.** In the event that the Committee shall decide to lay off, transfer, promote, or demote employees, the Committee will make its decision on the basis of the employee's qualifications such as ability, experience, physical condition, training, skill and other relevant qualifications. When two (2) or more employees' qualifications are considered equal by the Committee, the Committee will then give preference to the employee with the greatest seniority.
- B.** **Job Posting and Bidding:** Whenever a vacancy in a bargaining unit position occurs, a notice of such vacancy shall be posted in each of the buildings as far

in advance of the appointment as is reasonably possible. Such notice shall set forth the building location, hours, and a brief description of the position. Any employees who wish to fill such vacancy shall notify the Assistant Superintendent within five (5) working days after notice of such vacancy is posted. Consideration shall be given to each employee who applies, except that the provisions of this subsection shall in no way limit the Committee's right to seek applicants from any other source.

#### **9.4     *Loss of Seniority***

An employee shall lose his/her seniority if he/she:

- a.    quits or resigns
- b.    is discharged, terminated, or retired by the Committee
- c.    fails to report to work upon recall from a layoff immediately, if available, but in any event within seventy-two (72) hours after receipt of notice of recall; or
- d.    is absent from work for any reason, including layoff for a continuous period equal to his/her seniority, not to exceed one (1) year.

### **ARTICLE X: UNION REPRESENTATIVES & ACTIVITY**

#### **10.1**

The Union may designate three (3) employees to serve as stewards and shall notify the Committee of their names and identify the buildings(s) each represents.

#### **10.2**

The Committee agrees to allow representatives of the American Federation of State, County, & Municipal Employees, AFL-CIO, State Council 93, Local 2905 to enter the school premises to confer with employees during lunch breaks or after work hours as long as care is used not to disrupt the work school schedule and approval is obtained in advance from the Superintendent or his/her designee.

### **ARTICLE XI: SICK LEAVE, SICK LEAVE BANK & 403(b) PLAN**

#### **11.1     *Sick Leave***

Employees will be provided eighteen (18) sick days per year and a 180 day cap for sick leave buyback.

#### **11.2**

Sick leave shall be granted only in the event of sickness or injury to an employee. In the event of sickness or injury, the Principal or Superintendent may require a physician's certificate as to such sickness or injury.



### **11.3 Sick Leave Credits**

Whatever sick leave credits an employee may have at the effective date of this Agreement shall be retained.

### **11.4 Sick Leave Bank**

Bargaining unit members employed for three (3) years or more will be entitled to contribute a minimum of two (2) days per year to the sick bank. The maximum number of days in the bank shall be one hundred and eighty (180) sick leave days. The sick bank will be maintained in the Superintendent's Office. Those desiring to use the sick bank must have used all of their accumulated sick leave, provide sufficient medical documentation of a serious medical illness or injury, and make a request in writing to the Superintendent to borrow days from the sick bank. A member is only eligible to use sixty (60) days for the same illness or injury. Only members who contribute will be allowed to borrow from the bank.

### **11.5 403(b) Plan**

The School Committee will match the first two hundred and fifty dollars (\$250.00) contributed by each employee. The School Committee will not be responsible for any administrative costs relating to this program and the only legal responsibility related to the 403(b) Plan will be to transmit the contribution to the appropriate vendor or vendors.

## **ARTICLE XII: WORKERS' COMPENSATION**

### **12.0 Workers' Compensation**

The Committee shall provide Workers' Compensation Insurance in the event of industrial accidents. Employees eligible for or receiving benefits under this policy shall not be entitled to paid sick leave under Section 10.1.

## **ARTICLE XIII: TRAVEL REIMBURSEMENT**

### **13.0 Travel Reimbursement**

Day custodians will be reimbursed for travel at IRS rate using for those times their vehicle is used to transport items or to conduct school related business. The reimbursements must be pre-approved by the building principals. Custodians must submit requests for travel reimbursement on the District Reimbursement form as per our auditors.

**ARTICLE XIV:  
CLOTHING ALLOWANCE**

**14.0 Clothing Allowance**

All current and new custodial association members will be provided with, **at District expense**, the following articles of clothing:

Three (3) T-shirts; one (1) sweatshirt annually; one (1) pair of winter work gloves; one (1) knitted hat for winter use and one (1) coat every three (3) years. The T-shirts and sweatshirt will have a silk-screened system emblem; the work coat will have an embroidered emblem.

***Custodial Association*** members who have **completed one full year of employment** shall be entitled to an annual clothing allowance as described herein. Said allowance shall be used to purchase work related clothing or work shoes.

Payment will be made upon receipt of a copy of the sales slip for the purchase of work cloths or work shoe(s). Purchases must be made between July 1<sup>st</sup> and June 1st of the school year, and the receipt must be received by the Superintendent's Office not later than June 15<sup>th</sup> of the current year.

For the term of this agreement the clothing allowance shall be up to \$325.00

**ARTICLE XV:  
PROFESSIONAL DEVELOPMENT & TRAINING**

**15.0 PD & Training**

A total of \$1,500 will be budgeted annually for custodian training. The amount is a total sum for the unit and is available on a "first come-first serve" basis. Further, requests shall be submitted to the Director of Facilities and Maintenance for approval: all training shall be directly related to the custodian's job description.

**ARTICLE XVI:  
HOLIDAYS**

**16.1 Paid Holidays:**

The following legal holidays in the Commonwealth of Massachusetts shall be observed as paid holidays for employees:

New Year's Day  
Martin Luther King Day  
Washington's Birthday  
Patriot's Day  
Memorial Day

Labor Day  
Columbus Day  
Veteran's Day  
Thanksgiving Day  
Day after Thanksgiving

Independence Day

Christmas Day  
Good Friday

If additional holidays are added to the school calendar by the school committee, then they will be observed as paid holidays for employees.

### **16.2**

The District agrees to provide one (1) floating holiday per year that can be used at any time with the prior approval of the Director of Facilities/Maintenance and Building Principal, if applicable. All floating holiday requests shall be made at least two (2) weeks in advance of the requested day off.

### **16.3**

For each of the days observed as a paid holiday under this Agreement, an employee shall receive holiday pay equal to his/her regular straight time hourly rate. Should any of the holidays listed in Section 8.2 occur on an employee's scheduled day off, the employee shall be granted another day off on his/her next scheduled working day except that should school be in session on the next scheduled working day, the employee will be granted an additional day off in lieu of such holiday. This additional day will be granted on a day when school is not in session. The building principal with the custodian, will determine the exact date. In order for an employee to receive holiday pay under this provision, he/she must work his/her normally scheduled working day next proceeding, and his/her normally scheduled working day next following the holiday. For purposes of this section, an employee shall be treated as having worked his/her normally scheduled working day if he/she received sick leave, funeral leave or jury duty pay for such day. If a holiday occurs during an employee's vacation period, he/she shall receive holiday pay for that day in lieu of vacation pay, provided the employee satisfies the conditions of this section and shall receive an additional day's vacation with pay.

## **ARTICLE XVII: VACATION**

### **17.1 Vacation**

- a. Employees with Seniority of Less than One Year:** - During the first year of employment, a custodian will be entitled to one (1) day per month up to a total of ten (10) days.
- b.** All custodians will complete the "Request for Leave" form indicating "Vacation" no later than three (3) weeks prior to vacation and will receive a reply from his/her supervisor/ principal/director within one (1) week.
- c.** All vacation time must be approved by the immediate supervisor, principal, or director and will be granted based upon the needs of the school.
- d. *With the exception of a three (3) week period prior to the start of a***

***new school year***, custodians may take one (1) week vacation leave at any time during the school year. However, two custodians in the same school will not be granted vacation at the same time. The supervisor will endeavor to grant vacations for the period requested except when conflicts with other employee vacations create a lack of staff or would interfere with the normal operation of the school.

- e. It is recommended that all custodians work with their principal and/or head custodian to plan, as far in advance as possible, the schedule of their use of vacation day(s).
- f. Upon termination of employment the employee shall be paid vacation pay prorated according to the number of months worked since the preceding July 1, as bears to twelve. If termination is caused by death, payment of unused vacation shall be made to the employee's estate.
- g. In the summer, at the middle and high schools, no more than two (2) custodians can be on vacation at the same time.
- h. In the summer, at the elementary school, no more than one (1) custodian can be on vacation at the same time.
- i. The supervisor's, principal's, or director's decision regarding vacation leave is non-grievable and non-arbitrable.

## **17.2 Number of Vacation Days**

- a. An employee in the Committee's employ of June 30 whose seniority as of that date is one (1) year or more will be entitled as of said June 30 to a paid vacation in accordance with the following schedule:

<u>Seniority on June 30</u>	<u>Number of Paid Vacation Days</u>
1 year	10 vacation days
5 years	15 vacation days
10 years	20 vacation days
13 years	21 vacation days
15 years	22 vacation days
17 years	23 vacation days
19 years	24 vacation days
20 years	25 vacation days

- b. A week's vacation pay shall be equal to forty (40) times the employee's regular straight time hourly rate.

For the purpose of this Article, all vacation time must be approved in advance by the immediate supervisor, principal, or director and vacation leave will be granted based upon the needs of the school. The supervisor's, principal's or director's decision regarding vacation leave is non-grievable and non-arbitral.

### **17.3 Carrying Over Vacation Days**

Members may carry over up to five (5) vacation days to the next fiscal year if requested in writing to the Superintendent and with the approval of the employee's supervisor by June 1. In situations where workload demands make it unfeasible to utilize all accrued vacation, the Superintendent, or his designee, may grant the member permission to carry over up to an additional 5 days of vacation. Vacation carryover in any one year shall not exceed 10 days.

## **ARTICLE XVIII: LEAVES OF ABSENCE**

### **18.1 Personal Leave**

- a.** Each Custodian who works a minimum of a 20 hour week will be granted two (2) days' non-cumulative personal leave for the purpose of transacting or attending to imperative legal business, household, family, or other matters. Personal leave will not be granted to extend a vacation or holiday period.
- b.** Additional days may be granted upon the recommendation of the principal and at the discretion of the Superintendent.
- c.** Except in instances of hardship, written requests for such leave will be made to the principal at least 48 hours in advance with the reason for requesting such leave.
- d.** A member may carry over one additional personal day for a total of three days in the subsequent fiscal year. A member must provide notice on or before May 1<sup>st</sup> as to whether he/she intends to carry over a personal day.

### **18.2 Bereavement Leave**

- a.** Up to five (5) extra days per year for death in the immediate household or immediate family of such Union member, or the death of another close significant person to the Union member. Notification of the need for such leave shall be made to the Superintendent.
- b.** Additional consecutive days may be granted upon request with approval of the Superintendent for the following reasons: travel, distance and time, legal matter, religious reasons, delayed funeral or for any other unforeseen circumstances. However, the determination of the Superintendent concerning such additional days shall not be subject to the grievance and arbitration procedures of this Agreement.

### **18.3 Family Illness**

Employees may use up to five (5) days of sick leave per year for family illness.

### **18.4 Religious Leave**

- a.** Each employee will be granted non-cumulative, paid leave for the purpose of

attending to religious obligations. Such leave will not exceed three days per school year.

- b.** Pursuant to the District's Religious Observances Policy; employees must complete and submit the District "Request for Leave" form noting "religious observances" to his/her immediate supervisor.

#### **18.5 Parental Leave**

- a.** A member of the bargaining unit who has completed three (3) or more months (90 calendar days) of continuous and unbroken service within the system shall be eligible for parental leave, as described in the sections below of this article, if the member of the bargaining unit provides to the Superintendent or his/her designee written notice at least two (2) weeks in advance of the expected departure date and of the intention to return to employment in the system.
- b.** Pursuant to Massachusetts General Laws, Chapter 149, Section 105D, each employee shall be entitled to up to eight (8) weeks of parental leave without pay for the purpose of giving birth or for the placement of a child under the age of 18, or 23 if the child is mentally or physically disabled, for adoption with the employee who is adopting or intending to adopt a child. If there are two employees employed by the District, they will only be entitled to eight (8) weeks of parental leave in the aggregate for the birth or adoption of the same child.
- c.** Additionally, under the Family Medical Leave Act (FMLA), an employee who has completed one full year in the District, shall be entitled to an additional four (4) weeks leave (for a total of twelve weeks leave) beyond the eight (8) weeks granted under MGL, Chapter 149, section 105D for the purpose of giving birth or adoption. If the employee has not completed one full year in the District, s/he is only entitled to an eight (8) week leave.
- d.** Upon receipt of a doctor's letter verifying disability periods due to pregnancy and childbirth that certifies the length of time the employee will be disabled, an employee is eligible to use accumulated sick days towards the leave. The remaining portion of the leave will be unpaid.
- e.** The employee, upon completion of parental leave, shall be restored to the position s/he held when the leave commenced or a substantially equivalent position.

#### **18.7 Unpaid Leave**

- a.** Any custodian whose personal illness extends beyond the period compensated by sick leave will be granted a leave of absence without pay for up to six (6) months in accordance with Massachusetts General Laws. Such requests must be made to the principal, with final approval granted by the Superintendent.
- b.** A leave of absence without pay for six (6) months will be granted for the purpose of caring for an ill spouse, parent, child or sibling, as well as for other relative(s) provided he/she/they reside in the Custodian's household and who is/are dependent upon the Custodian for care. Such requests must be made to the principal, with final approval granted by the Superintendent.

## **18.8 Military Leave**

Any employee, who enlists or is drafted into the military service of the United States, or in an auxiliary corps connected therewith, is granted a leave of absence without pay. In accordance with MGL Chapter 708 of the Acts of 1941, of the Acts of 1943, Chapter 367 of the Acts of 1947, and Uniformed Service Employment and Reemployment Rights Act of 1994 (USERRA), members and former members of the U.S. armed forces (active and reserves) have the right to return to the position he/she held before military service. Upon written request to the Superintendent of Schools within five years (total) after the termination of such service, the employee shall be reinstated or reemployed in the same or similar office or position held by him/her at the time of enlistment or conscription, provided that if so required by the Superintendent of Schools, he/she files the certificate of a registered physician that he/she is not disabled or incapacitated from performing the duties of office or position. Upon his/her immediate return, his/her salary shall be the same he/she would have received had the period before his/her military service had been spent in the Hamilton-Wenham Regional School District.

**a. Notice:**

The employee (or responsible officer from military unit) must give advance notice to the Superintendent before leaving for active duty. Notice can be oral or in writing, but one can best protect one's rights by sending a letter by certified mail, or having the Superintendent sign a copy of the letter, acknowledging receipt.

**b. Duration:**

The employee can be gone from his/her position for up to five years (total). Any absences from the HWRSD protected under previous law count towards the total. Most periodic and Special Reserve and National Guard training does not count towards the five-year total.

**c. Prompt Return to Work:**

If the employee has been gone up to 30 days, the employee must report to work on the first workday which begins after safe travel time from the duty site plus eight hours to rest.

If the employee has been gone 31 to 180 days, the employee must apply in writing for work within fourteen (14) days after completing military service.

If the employee has been gone 181 days or more, the employee must apply in writing for work within ninety (90) days.

## **ARTICLE XIX: JURY DUTY**

### **19.1**

The Committee agrees to pay the difference between an employee's normal week's wages and compensation received while serving on jury duty. In order to qualify for such compensation the employee shall furnish satisfactory evidence from the Clerk of

Courts as to jury duty compensation. In the event that jury duty is concluded early on any day, the employee will be expected to report back to work, providing that he/she can work a reasonable amount of time.

## **ARTICLE XX: INSURANCE**

### **20.1 Insurance**

A health insurance plan and a group term life insurance policy in the amount of \$20,000 are available to all active employees of the Hamilton-Wenham Regional School District, at the time that they enter employment and/or upon the reopening date of said plans. The District will pay 60% of the total monthly cost of said plans. Health insurance benefits are available to dependents (up to age of 26) of members of the bargaining unit in accordance with the applicable state and federal statutes. The group insurance plans of the District shall be procured and administered in accordance with the Massachusetts General Laws.

**Health Insurance Best Buy Option** – Effective July 1, 2011, the current Hi and Lo options Harvard Pilgrim Health Care HMO plans will be replaced with the Harvard Pilgrim Best Buy \$500 Option Plan. The committee will reimburse members for the first 50% of their deductible; \$500 for members with individual coverage and \$1,000 with family coverage. The HPHC Health Reimbursement Account (HRA) claims process will automatically provide payment to the provider within two business days of receiving the claim. An electronic file will be sent to the HRA vendor weekly. Members will not be required to submit paperwork. In addition, members currently enrolled in the Lo Option plan will be compensated with \$100. The Harvard pilgrim Best Buy \$500 Option Plan includes the following plan design:

- Office visits \$0 or \$20 co-payment
- \$500 individual and \$1,000 family deductible
- Emergency Room co-payment of \$100 after the deductible is met
- Preventative care covered in full with no deductible
- Prescription drugs: generic, \$15 co-payment; preferred brand, \$25 co-payment; non-preferred brand, \$40 co-payment; mail order is three months for one co-payment

The Harvard Pilgrim Health Care Point of Service plan and Preferred Provider Option Plan will continue as a health insurance option for members. Both plans offer in-network and out of network benefits with the in-network (HPHC) contracted providers) paid after member co-pays.

Plan design co-payments include the following:

- Office visits for \$0 or \$20
- If members utilize out of network providers, there is a \$250 calendar year deductible for individuals and \$500 for families with 20% cost sharing for most services.
- Emergency room co-payment of \$100



- Prescription drugs: generic, \$15 co-payment; preferred brand, \$25 co-payment; non-preferred brand, \$40 co-payment; mail order is three months for one co-payment.

Members enrolled in the Point of Service and Preferred Provider Option plans will not be eligible for the Health Reimbursement Account (HRA) referenced above.

## **20.2 Insurance for Employees on Unpaid Leave**

Employees on unpaid leaves of absence may continue group insurance coverage as provided by the Committee to members of this bargaining unit by paying the full premium cost.

## **ARTICLE XXI: STRIKES AND LOCKOUTS**

### **21.1**

During the term of this Agreement and any extension or renewal thereof, there shall be no strikes, walkouts, work stoppages, lockouts, picketing, banners, or advertisements of other interferences with the activities of the Committee.

### **21.2**

The Committee may impose disciplinary action, including discharge, upon any or all of the employees involved in a violation of this Article. Such action by the Committee shall not be subject to the grievance and arbitration provisions of this Agreement except as to the questions of whether or not the employees who were disciplined in fact participated in, encouraged, or were responsible for such violation.

**ARTICLE XXII:  
THE CONTRACT**

This Agreement shall become effective as of the first day of July 2015, and remain in full force and effect until June 30, 2018, and thereafter from year to year unless terminated by notice in writing given by either party to the other on or before February 1 prior to the expiration of the above stated period or any subsequent year of the existence of this Agreement.

Agreed to this 6<sup>th</sup> day of November 2015 by the Hamilton-Wenham Regional School District Committee by its chairperson and by the American Federation of State, County and Municipal Employees (AFSCME), Local 2905 by its Representative

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Lawrence Swartz  
Hamilton-Wenham Regional School  
Committee

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Frank G. Cirinna III  
Representative  
AFSCME Local 2905

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Sean McCrea  
Chapter Chairperson, Council #93

**Appendix A:  
Schedule for Custodial Salaries: 2015-2018**

**Year 1 - July 1, 2015 - June 30, 2016**

**Custodian**

	<b>Regular</b>	<b>Overtime</b>	<b>Double</b>
<b>Year 0-1</b>	\$17.39	\$26.09	\$34.78
<b>Year 1 +</b>	\$19.97	\$29.96	\$39.94

**Head Custodian/Maintenance Technician/Maintenance Working Foreman\***

	<b>Regular</b>	<b>Overtime</b>	<b>Double</b>
<b>Year 0-1</b>	\$20.58	\$30.87	\$41.16
<b>Year 1 +</b>	\$23.41	\$35.12	\$46.82

\* - The Maintenance Working Foreman shall receive an annual stipend equal to \$10,000 paid in equal installments over the course of the Fiscal Year.

**Year 2 - July 1, 2016 - June 30, 2017**

**Custodian**

	<b>Regular</b>	<b>Overtime</b>	<b>Double</b>
<b>Year 0-1</b>	\$17.82	\$26.73	\$35.64
<b>Year 1 +</b>	\$20.47	\$30.71	40.94

**Head Custodian/Maintenance Technician/Maintenance Working Foreman\***

	<b>Regular</b>	<b>Overtime</b>	<b>Double</b>
<b>Year 0-1</b>	\$21.09	\$31.64	\$42.18
<b>Year 1 +</b>	\$24.00	\$36.00	\$48.00

\* - The Maintenance Working Foreman shall receive an annual stipend equal to \$10,000 paid in equal installments over the course of the Fiscal Year.

**Year 3 - July 1, 2017 - June 30, 2018**

**Custodian**

	<b>Regular</b>	<b>Overtime</b>	<b>Double</b>
<b>Year 0-1</b>	\$18.27	\$27.41	\$36.54
<b>Year 1 +</b>	\$20.98	\$31.47	\$41.96

**Head Custodian/Maintenance Technician/Maintenance Working Foreman\***

	<b>Regular</b>	<b>Overtime</b>	<b>Double</b>
<b>Year 0-1</b>	\$21.62	\$32.43	\$43.24
<b>Year 1 +</b>	\$24.60	\$36.90	\$49.20

\* - The Maintenance Working Foreman shall receive an annual stipend equal to \$10,000 paid in equal installments over the course of the Fiscal Year.

Thank you Donna and Craig.

I have a list of last year's sponsors that I have attached. We had over 50 sponsors last year and are hoping to push that to over 60 this year!

The sponsors are basically local businesses in HW or businesses owned by HW residents/parents of players, etc.

I expect that many would be the same, but we won't know until we solicit, and as Craig said I am holding off on that until after the 8/1 meeting.

I have extra copies of last year's program that I was planning on bringing to the meeting as well.

On the banners I need to do some research on vendors and cost, but anticipate banners in the size range of 3' x 6' or 4' x 8 that would fit on the fence around the field adjacent to the snack shack. I anticipate some of the larger businesses would go for that option, maybe Institute for Savings, Hamilton House of Pizza, some of the local realtors, etc. My understanding is that it is easy to customize banners with graphics and logos so that each company could design its own banner. I expect it would look similar to the banners that are hung by the little league in the outfield at Cheeseman field.

I hope this is helpful, thank you for your assistance!

Jim Moynihan

15 Walnut
Agile North Physical Therapy
AMG Educational Consultants
Anthony & Dodge, P.C.
Beverly Bank
Big Game Outfitters
Bonne Bouche Caterers
Cellar Door
<b>CM&amp;B</b>
Community Package Store
Connolly's Pharmacy
Crown Trophy
Deb Evans, J Barrett Realty
Denis Curran Electrical
Dunkin Donuts Hamilton
Essex Pizza
Feather's Med Spa
Foundation for Continuing Education
<b>Goddard, Scuteri &amp; Delaney</b>
Guyer Group
Hamilton House Of Pizza
Hamilton Wenham Generals Youth Football
Heney & Associates, LLC
<b>High-Tech Electrical Contractors, Inc.</b>
Hogan Tire
Home-Aide Care Solutions, Inc.
HoneyComb
Institution for Savings
J Barrett Realty
Joe Maher Realty
Johnson O'Connor Feron & Carucci LLP
Knudsen, Burbridge & Manchur, P.C.
Kristin Kelly, J Barrett Realty
Leslie Ray Insurance
Lisa J. Murray, DMD
Locksmyths
Mathnasium
Meadowbrook Farms
Mojo Cold Brewed Coffee, Inc
New England Flag Football
<b>Nick's Roast Beef</b>
North Shore Flag Football League, Inc.
Paul Gamber, DMD
People's United Bank
Singing Flower
Sports Stop

Stifel
The American BBQ
Timeless Interiors
Todds Sporting Goods
Tymann LLC - Law & Compliance
United Healthcare
Ward's Hair Co.



# HAMILTON-WENHAM REGIONAL HIGH SCHOOL

775 BAY ROAD SOUTH HAMILTON MA 01982 • TEL. 978-468-0400

ERIC TRACY  
PRINCIPAL

BRYAN MENEGONI  
ASSISTANT PRINCIPAL

## Memo

To: Julie Kukenberger

From: Eric Tracy, Principal

Date: June 26, 2019

Re: Class of 2019 Class Gift

The Class of 2019 has given the high school a 5-foot propane grill for use at the concession stand and social events. The cost of the grill was \$1,500.00.

It is my understanding the School Committee needs to approve this gift. Would you please put this on the next School Committee meeting agenda?

Thank You!



# Randolph School Committee

## Member Handbook

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### *Randolph Public Schools*

Randolph, Massachusetts



*Appendix of calendars begin on page 18*

Adopted: September 2015

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*\*\* (This handbook is revised each by start of school year)*

## **Vision Statement**

### **Our Vision**

Each Randolph student will demonstrate a high level of achievement in a safe and respectful environment that honors diversity.

## **SCHOOL COMMITTEE MEMBER QUALIFICATIONS/OATH OF OFFICE**

In order to serve on the School Committee, an individual must be a registered voter in the town from which he/she is elected or appointed and must take an oath of office as required by law.

From the Town Clerk, newly qualified Committee members, by law, receive and sign a receipt for a copy of the Massachusetts open meeting law governing the conduct of Committee meetings in general and Executive Sessions in particular.

Membership on a School Committee is not limited to race, color, sex, religion, national origin, or sexual orientation.

## **SCHOOL COMMITTEE OFFICERS**

### **Duties of the Chairperson**

The Chairperson of the School Committee has the same powers as any other member of the Committee to vote upon all measures coming before it, to offer resolutions and to discuss questions. He/she will perform those duties that are consistent with his/her office and those required by law, state regulations and this Committee. In carrying out these responsibilities, the Chairperson will:

- Sign the instruments, acts and orders necessary to carry out state requirements and the will of the Committee;
- Consult with the Superintendent in the planning of the Committee's agendas;
- Confer with the Superintendent on crucial matters that may occur between Committee meetings;
- Appoint subcommittees, subject to Committee approval;
- Call special meetings of the Committee as is necessary;
- Act as the public spokesman for the Committee at all times except as this responsibility is specifically delegated to others;
- Hold lead responsibility for the orderly conduct of all Committee meetings.

As the presiding officer at all meetings of the Committee, the Chairperson will:

- Call the meeting to order at the appointed time;
- Announce the business to come before the Committee in its proper order;
- Enforce the Committee's policies relating to the order of business and the conduct of meetings;
- Recognize persons who desire to speak, and protect the speaker who has the floor from disturbance or interference;
- Explain what the effect of a motion would be if this is not clear to members;
- Restrict discussion to the question when a motion is before the Committee;
- Answer all parliamentary inquiries;
- Put motions to a vote, stating definitely and clearly the vote and result thereof.

### **Duties of the Vice-Chairperson**

The Vice-Chairperson of the Committee will act in the absence of the Chairperson as the presiding officer of the Committee and will perform such other duties as may be delegated or assigned to him/her.

## **SCHOOL COMMITTEE MEMBER AUTHORITY**

### **Authority**

Because all powers of the School Committee derived from State laws are granted in terms of action as a group, members of the School Committee have authority only when acting as a committee legally in session.

The School Committee will not be bound in any way by any statement or action on the part of an individual member except when such statement or action is a result of specific instructions of the Committee.

No member of the Committee, by virtue of his/her office, will exercise any administrative responsibility with respect to the schools or command the services of any school employee.

The School Committee will function as a body and all policy decisions and other matters, as required by law, will be settled by an official vote of the Committee sitting in formal session.

### **Duties**

The duties and obligations of the individual Committee member may be enumerated as follows:

- To become familiar with the General Laws of the Commonwealth relating to education and School Committee operations, regulations of the Massachusetts Board of Education, policies and procedures of this School Committee and school department;
- To keep abreast of new laws and the latest trends in education;
- To have a general knowledge of the goals, objectives and programs of the town's public schools;
- To work effectively with other Committee members without trying either to dominate the Committee or neglect his share of the work;

- To respect the privileged communication that exists in executive sessions by maintaining strict confidentiality on matters discussed in these sessions, except that which becomes part of the public record, once it has been approved for release;
- To vote and act in Committee impartially for the good of the students;
- To accept the will of the majority vote in all cases, and to remember that he/she is one of a team and must abide by, and carry out, all Committee decisions once they are made;
- To represent the Committee and the schools to the public in a way that promotes interest and support;
- To refer questions and complaints to the Superintendent's Office;
- To comply with the accepted code of ethics for School Committee members.

### **NEW SCHOOL COMMITTEE MEMBER ORIENTATION**

In accordance with the requirements of Massachusetts General Law Chapter 71, Section 36A as amended on December 24th, 2002, each new School Committee member elected to the Randolph School Committee is required to complete, within one year of their election or appointment, at least eight hours of orientation training. This orientation shall include, but is not limited to, a review of School Finance, the Open Meeting Law, Public Records Law, Conflict of Interest Law, Special Education Law, Collective Bargaining, School Leadership Standards and Evaluations, and the Roles and Responsibilities of School Committee Members.

The School Committee and Superintendent shall assist each new member to understand the Committee's functions, policies and procedures of the Committee as soon after election as possible. Each new member shall be given the following materials:

- A copy of the School Committee policy manual;
- A copy of the Open Meeting Law;
- A copy of the Conflict of Interest Regulations;
- A copy of the district's budget;
- Collective bargaining agreements and contracts;
- Student and staff handbooks.

Each new member shall also receive any other materials the Chair and/or the Superintendent determine to be necessary.

The Chair and/or Superintendent shall also clarify policy:

- Arranging visits to schools or administrative offices;
- Requesting information regarding school district operations;
- Responding to community requests/complaints concerning staff or programs;
- Handling confidential information.

Whether appointed or elected, new members should be advised that they are also members of the Massachusetts Association of School Committees, Inc. and should be encouraged to utilize the services and resources MASC provides by attending meetings or workshops specifically

designed for new Committee members. Their expenses at these meetings or workshops will be reimbursed in accordance with established School Committee policy.

## **SCHOOL COMMITTEE PROFESSIONAL DEVELOPMENT**

### **School Committee Conferences, Conventions and Workshops**

To provide continuing in-service training and development for its members, the School Committee encourages the participation of all members at appropriate School Committee conferences, workshops and conventions. However, in order to control both the investment of time and funds necessary to implement this policy, the Committee establishes these principles and procedures for its guidance:

1. The Committee will periodically decide which meetings appear to be most promising in terms of producing direct and indirect benefits to the school system. At least annually, the Committee will identify those new ideas or procedures and/or cost benefits that can be ascribed to participation at such meetings.
2. Funds for participation at such meetings will be budgeted for on an annual basis. When funds are limited, the Committee will designate which of its members would be the most appropriate to participate at a given meeting.
3. Reimbursement to Committee members for their travel expenses will be in accordance with the travel expense policy for staff members.
4. When a conference, convention or workshop is not attended by the full Committee, those who do participate will be requested to share information, recommendations and materials acquired at the meeting.

## **ROLES AND RESPONSIBILITIES OF A SCHOOL COMMITTEE**

### **Goals**

GOAL 1 – Evaluate the Superintendent’s performance based on personal and professional learning goals, as well as DESE standards, through a formative evaluation by February and conduct a public, summative evaluation by June.

GOAL 2 – Ensure that the FY budget adequately supports the district mission, vision and goals through a regular review of weekly expense warrants as well as budget reports, and take appropriate actions.

GOAL 3 – Support the Superintendent in the development of a school district culture which results in improved student achievement for all students.

GOAL 4 – Professional Practice.

### **Expenditures Guidelines**

All School Committee expenditures must receive approval from the Chair. The Superintendent would then approve requests and submit to the Finance Office for reimbursement.

Items for reimbursement may include printing materials and supplies, conference-related costs (e.g., travel, lodging, meals and mileage).

### **Budget Planning**

The major portion of income for the operation of the public schools is derived from local property taxes, and the School Committee will attempt to protect the valid interest of the taxpayers. However, the first priority in the development of an annual budget will be the educational welfare of the children in our schools.

Budget decisions reflect the attitude and philosophy of those charged with the responsibility for educational decision-making. Therefore, a sound budget development process must be established to ensure that the annual operating budget accurately reflects this school system's goals and objectives.

In the budget planning process for the school system, the School Committee will strive to:

1. Engage in thorough advance planning, with the Superintendent and community involvement, in order to develop budgets and guide expenditures in a manner that will achieve the greatest educational returns and contributions to the educational program in relation to dollars expended.
2. Establish levels of funding that will provide high quality education for all our students.
3. Use the best available techniques for budget development and management.

The Superintendent will have overall responsibility for budget preparation, including the construction of, and adherence to, a budget calendar.

### **Evaluation of the Superintendent**

The Superintendent is formally evaluated once a year and may also receive an informal evaluation at six months. The annual goals are the basis for the review. The annual goals are set each year by the School Committee in partnership with the Superintendent.

Starting in 2012, Massachusetts public school systems introduced a new educator evaluation system for teachers, other full-time professional educators, principals, administrators and Superintendents. The Superintendent is responsible for overseeing the evaluations for the administrators and principals. The School Committee is responsible for evaluating the Superintendent.

Through the year, the Superintendent gathers evidence of his/her performance based upon the annual goals established prior to the start of the school year. Additionally, School Committee members are responsible for gathering information based on their observations, feedback and other appropriate sources as evidence of the Superintendent's performance.

### **Negotiation**

The School Committee is responsible for negotiations with recognized employee bargaining units. However, because of the expertise and time required for negotiations, the Committee may

hire a negotiator to bargain in good faith with recognized bargaining units to help assure that mutually satisfactory agreements on wages, hours and other terms and conditions of employment will be developed.

The School Committee will appoint the negotiator, and the fee or salary for his services will be established in accordance with the law at the time of appointment.

The duties of the negotiator will be as follows:

1. To negotiate in good faith with recognized bargaining units to arrive at a mutually satisfactory agreement on wages, hours and working conditions of employees represented by the units.
  - a. The negotiator may recommend members of the administration to serve on the negotiation team. They will not be members of any unit that negotiates with the Committee, and their participation in negotiations must be recommended by the Superintendent and approved by the Committee.
  - b. He/she will direct accumulation of necessary data needed for negotiations, such as comparative information.
  - c. He/she will follow guidelines set forth by the Committee as to acceptable agreements and will report on the progress of negotiations.
  - d. He/she will make recommendations to the Committee as to acceptable agreements.
2. The negotiator will interpret the signed negotiated contracts to administrators and may be called upon to offer advice on various aspects of contract administration during the terms of the contracts with employee organizations.

### **School Committee Self Evaluation**

In order to be a more effective and efficient organization, the School Committee will annually perform a self-evaluation with results discussed at the next scheduled School Committee Workshop Meeting. The MASC self-evaluation document will be used to review overarching goals and protocols.

### **Hiring Responsibilities**

The Randolph School Committee is responsible for the development of policies and of the following personnel:

- Superintendent;
- Business Manager (upon recommendation of the Superintendent).

## **RANDOLPH SCHOOL COMMITTEE PROTOCOLS**

### **Who We Represent**

- We will strive to represent common interests of Randolph school children. We will make decisions that are best for students in all cases: “All MEANS All.”



- The School Committee will conduct its business in a manner accessible to the public, and in accordance with the Open Meeting Law.
- We respect the need for all Committee members to have adequate time to prepare for meetings. Meeting materials related to action items will be submitted in time to be included in committee meeting packets.
- A quarterly agenda will be developed and provided to the School Committee in advance of each cycle.
- We shall conduct business through a set agenda that is tied to district goals. Emerging items shall be addressed in subsequent meetings through planned agenda items unless it is determined by the School Committee Chairperson that it would be detrimental to delay the issue until a subsequent meeting. Requests to add items to an agenda shall be made to the Superintendent, the School Committee Chairperson or presiding officer in accordance with the law.
- We shall attend meetings well-prepared to discuss issues on the agenda and to participate in efficient decision-making while exhibiting professional conduct and behavior.
- We adopt Roberts Rules of Order as our guide.
- We shall respect staff, community members, students and fellow board members at all times, even in times of disagreement.
- We shall respect the start time for all scheduled meetings. Any member who will be late or absent shall notify the Chair in advance.

#### **How We Communicate**

- The Superintendent and the School Committee recognize the importance of proactive communication. If School Committee members have questions or concerns, they agree to contact the Superintendent well in advance of a meeting. They agree that there will be no surprises.
- We shall channel requests for information through the Superintendent and/or the School Committee Chairperson or Vice Chairperson rather than directly to district staff.
- We shall provide full disclosure of information and not withhold information from other members.
- We shall advocate for the public schools and public education as ambassadors of the school system by promoting support for public education, spreading the news of our success and recognizing our shortcomings.
- While we recognize the Chairperson as the official voice of the School Committee, individual members may express their views and opinions to the media and the community, but should be stated as such.
- The Superintendent and the School Committee recognize the importance of working collaboratively with town officials to improve our schools.

#### **How We Will Improve**

- All new School Committee members will attend a MASC orientation session.
- All members will be open to continued personal growth through participating in School Committee Workshop and training opportunities.
- We shall develop and maintain a district new member orientation package and program.

- We shall review, revise and reaffirm operating protocols whenever there is a change in membership of the School Committee.

### **What Are Our Limits of Power**

- The School Committee shall exercise leadership in vision, planning, policy, budgeting, evaluation and advocacy of the school district.
- It is the Superintendent's responsibility to oversee personnel issues and to manage the day-to-day operations of the school district. It is the School Committee's responsibility to evaluate the Superintendent's effectiveness in these matters.
- We shall refer any important questions or concerns received from members of the community to the Superintendent for further investigation. The Superintendent shall provide committee members with his/her response.
- We shall not make any independent commitments or take any independent actions that may compromise the School Committee as a whole. We shall recognize that authority rests with the decision of the School Committee.
- We shall not use our positions for personal or partisan gain.

### **What Happens When Things Go Wrong**

- We shall work together to clarify and restate discussions in order to strive for full understanding.
- We recognize the importance of honoring our agreed upon operating protocols and we agree to take responsibility for reminding one another when we get off track.

## **SUB COMMITTEES**

### **Sub-Committees of the School Committee**

The School Committee will have no standing committees. It may, however, establish special subcommittees at its annual organizational meeting. These subcommittees may be created for a specific purpose and to make recommendations for Committee action.

1. The subcommittee will be established through action of the School Committee.
2. The subcommittee will be provided with a list of its functions and duties.
3. The subcommittee may make recommendations for Committee action, but it may not act for the School Committee.
4. The School Committee Chairperson and Superintendent will be *ex-officio* members of all special subcommittees.
5. All ad-hoc subcommittees will be dissolved by the Committee upon completion of its assignment, or it may be dissolved by a vote of the Committee at any time.

### **List of Sub-Committees:**

Budget Sub-Committee  
 Policy Sub-Committee  
 Education Facility Sub-Committee  
 Screening Committee for Administrative Positions  
 Negotiation Sub-Committee  
 Ad-hoc Sub-Committee

## **SCHOOL COMMITTEE MEETINGS**

The School Committee will transact all business at official meetings of the Committee. These may be either regular or special meetings, defined as follows:

1. Regular meeting: the usual official legal action meeting, held regularly;
2. Special meeting: an official legal action meeting called between scheduled regular meetings to consider specific topics.

The Randolph School Committee will hold public meetings on a regular basis, customarily the first and third Thursday of every month. Executive session will customarily be held at the conclusion of the public meeting; however at the Chairperson's discretion Executive Session can be held before meetings as well. In case of conflict, the Committee will reschedule any meeting based on the availability of the members.

**See Appendix of Calendars starting from page 18**

## **AGENDA FORMAT**

The Chairperson of the School Committee, conferring with the Superintendent, will arrange the order of items on meeting agendas so that the Committee can accomplish its business as expeditiously as possible. The particular order may vary from meeting to meeting in keeping with the business at hand.

The Committee will follow the order of business established by the agenda except as it votes to rearrange the order for the convenience of visitors, individuals appearing before the Committee or to expedite Committee business.

Items of business may be suggested by any School Committee member, staff member or citizen. The inclusion of such items, however, will be at the discretion of the Chairperson of the Committee. A staff member who wishes to have a topic scheduled on the agenda should submit the request through the Superintendent. The agenda will also provide for time when any citizen who wishes may speak briefly before the School Committee for a limited time of three minutes unless otherwise noted by the Chairperson.

The agenda, together with supporting materials, will be distributed to School Committee members three to five (3-5) days prior to the meeting to permit adequate time to prepare for the meeting. If the distribution of the agenda and supporting materials is not possible within the time constraint referenced above, the Chairperson of the School Committee shall have the discretion to waive this requirement in the best interests of the Committee.

Agendas will be posted and made available to the press.

## **SAMPLE AGENDA:**

**FINAL**  
**RANDOLPH PUBLIC SCHOOLS**  
**OFFICE OF THE SUPERINTENDENT**  
**RANDOLPH SCHOOL COMMITTEE**  
**THURSDAY – June 4, 2015 – RCMS, 7:00-9:00 PM**  
**COMMITTEE ACTION**

### **7:00 PM**

1. PLEDGE OF ALLEGIANCE
2. ACKNOWLEDGEMENTS – This is the time of the meeting where Committee members can share the good things they have witnessed in the district.
3. SUPERINTENDENT’S REPORT
  - June 4th End-of-Year Update
4. COMMUNITY SPEAKS -- (SPEAKERS LIMITED TO 3 MINUTES)
5. SUPERINTENDENT EVALUATION
6. TOWN COUNCIL UPDATE
7. CHAIR REPORT
8. SUB-COMMITTEE UPDATES
  - Report Policy First reading for:
    - (1) Field Trip Participation
    - (2) Discipline - The State Mandated Change
9. **ACTION ITEMS**
  - A. Approval of Donation:

### **CONSENT ITEMS**

- A. Approval of Minutes:
- B. Approval of Expense Warrants: \$295,479.33 May 22, 2015

### **ADJOURNMENT**

**NEXT MEETING:** June 18, 2015 – DESE Presentation

*“The listing of matters is of those reasonably anticipated by the Chair which may 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.”*

# **SAMPLE AGENDA INCLUDING EXECUTIVE SESSION:**

**FINAL**

RANDOLPH PUBLIC SCHOOLS

OFFICE OF THE SUPERINTENDENT

RANDOLPH SCHOOL COMMITTEE WORKSHOP MEETING

**THURSDAY – June 25, 2015 – Administration Bldg. Conf. Rm, 7:00-9:00 PM**

**7:00-8:15 PM**

1. SUPERINTENDENT'S REPORT

- Staffing Update and Vacancies

2. REVIEW SCHOOL COMMITTEE ACCOMPLISHED GOALS

- (Please review the following goals and come prepared)

**GOAL 1**

*Evaluate the Superintendent's performance based on personal and professional learning goals, as well as DESE standards, through a formative evaluation by February 2015 and conduct a public, summative evaluation by July 2015.*

**GOAL 2**

*Ensure that the FY16 budget adequately supports the district mission, vision, and goals through a regular review of weekly expense warrants as well as budget reports, and take appropriate actions.*

**GOAL 3**

*Support the Superintendent in the development of a school district culture which results in improved student achievement for all students.*

**GOAL 4**

*Professional Practice*

3. DISCUSSION ON SCHOOL COMMITTEE AND RPS YEAR-END SCHOOL REPORT

- (Presentation to the community – August)

4. REPORT FROM THE CHAIR

- Discussion on the School Committee Secretary
- July 16 – SC Workshop Meeting
- School Committee role in promoting schools

**8:15-9:00 PM**

*EXECUTIVE SESSION: Pursuant to M.G.L. c. 30A, Section 21(a)(3) to discuss strategy with respect to collective bargaining with the REA, as an open meeting may have a detrimental effect on the bargaining position of the Committee as so declared by the Chair.*

1. DISCUSS SUPERINTENDENT'S CONTRACT
2. DISCUSSION ON MAINTENANCE AND CLERICAL CONTRACTS

ADJOURNMENT

NEXT MEETING: July 16, 2015 (SC Workshop Meeting)

*"The listing of matters is of those reasonably anticipated by the Chair which may 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."*

6/22/15

## **Public Participation at School Committee Meetings**

All regular and special meetings of the School Committee shall be open to the public. Executive Sessions will be held only as prescribed by the Statutes of the Commonwealth of Massachusetts. The School Committee desires citizens of the District to attend its meetings so that they may become better acquainted with the operations and the programs of our local public schools. In addition, the Committee would like the opportunity to hear the wishes and ideas of the public. In order that all citizens who wish to be heard before the Committee have a chance and to ensure the ability of the Committee to conduct the District's business in an orderly manner, the following rules and procedures are adopted:

1. During each regularly scheduled School Committee meeting, individuals or group representatives will be invited to address the Committee. The Chairperson shall determine the length of the public participation segment.
2. Speakers will be allowed three (3) minutes to present their material. The presiding Chairperson may permit extension of this time limit.
3. Improper conduct and remarks will not be allowed. Defamatory or abusive remarks are always out of order. If a speaker persists in improper conduct or remarks, the Chairperson may terminate that individual's privilege of address.
4. All remarks will be addressed through the Chairperson of the meeting.
5. Speakers may offer such objective criticisms of the school operations and programs as concern them, but in public session the committee will not hear personal complaints of school personnel nor against any member of the School Community. Under most circumstances, administrative channels are the proper means for disposition of legitimate complaints involving staff members.
7. Written comments longer than three (3) minutes may be presented to the School Committee before or after the meeting for their review and consideration at an appropriate time.

## **Types of Meetings**

### **Regular Meeting**

The Committee regularly uses two types of meetings. The first meeting of the month is a business meeting for official legal actions and presentations. This meeting is televised on the public television channels. The second meeting of the month is conducted at one of the schools located in the district and may or may not be televised.

### **Executive Session**

All meetings of the School Committee are open to the public and media. However, the Committee has the right to convene in a closed Executive Session when allowed by law.

### **Sub-Committee Meetings**

The Sub-Committee meetings are open to the public and media, and they are scheduled prior to a regular meeting.

### **School Committee Workshop Meeting**

The Committee generally schedules the Workshop Meeting on a Thursday, and the meeting is open to the public and media and is not normally televised.

## OPEN MEETING LAW

There are four main sections under the Open Meeting Law:

- Open Meeting Law
- Public Participation
- Remote Participation
- Executive Session

School Committee meetings are subject to the Massachusetts Open Meeting Law, MGL c30A, §19 and must be open to the public. The statute defines a meeting as “a deliberation by public body with respect to any matter within the body’s jurisdiction.”

The School Committee, as a public body, must provide notice to the public at least 48 hours in advance, except in emergencies, but excluding Saturdays, Sundays and legal holidays.

## ORGANIZATIONAL CHART 2015-2016

### Superintendent of Schools

Thomas Anderson

### School Committee Members:

Ida Gordon, Chair

Bruce Pontbriand, Vice Chair

Abdi Ibrahim

Emmanuel Mecha

Paul Meoni, Town Council Representative

Rebecca M. Robateau

Keith Wortzman



## **RPS SCHOOLS IN THE DISTRICT**

### **ELEMENTARY SCHOOLS**

Margaret L. Donovan School  
123 Reed Street, Randolph, MA 02368  
781-961-6248

John F. Kennedy School  
20 Hurley Drive, Randolph, MA 02368  
781-961-3246

Elizabeth G. Lyons Elementary School  
60 Vesey Road, Randolph, MA 02368  
781-961-6252

Martin E. Young School  
30 Lou Courtney Drive, Randolph, MA 02368  
781-961-6256

### **MIDDLE SCHOOL**

Randolph Community Middle School  
225 High Street, Randolph, MA 02368  
781-961-6243

### **HIGH SCHOOL**

Randolph High School  
70 Memorial Parkway, Randolph, MA 02368  
781-961-6220

# Appendix

**Randolph Public Schools**  
Office of the Superintendent  
**SCHOOL COMMITTEE MEETINGS**  
RCTV Studio, Randolph High School, 7:00-9:00pm  
{Unless otherwise noted}

## 2015-2016

**EDITED: AUGUST 13, 2015 (\*denotes a change)**

### 2015

August 20, 2015 (Re-org) – TV Agenda

**\*September 3, 2015 (Workshop Meeting)**

September 8, 2015 – (SC/TC Joint Meeting – Town Hall - 7-8:30pm)

**\*September 10, 2015**

October 8, 2015 (RCMS)

**\*October 15 (SC Open House)**

**\*November 5 (Superintendent - RPS Overview)**

**\*November 12, 2015**

December 10, 2015 (Donovan ES)

**\*December 17 (Workshop / Sub-**

**Committees)**

### 2016

January 14, 2016

January 28, 2016 – (Lyons ES)

February 11, 2016 – (Young ES)

**\*February 25 (Workshop / Sub-**

**Committee)**

March 10, 2016

March 24, 2016 (RHS)

April 14, 2016 – Budget (tentative)

**\*May 12, 2016**

**\*May 26, 2016 (JFK ES)**

**\*June 9, 2016**

**\*June 23, 2016**

*#(Community meetings will be held at each School as a follow-up to the ED Facilities Plan).*

*#(Non SC meeting dates will still be used for Sub-Committee meetings or Workshops as needed).*

AUGUST 2015: 0 DAYS				
M	T	W	T	F
3	4	5	6	7
10	11	12	13	14
17	18	19	20	21
24	25	26	27	28
31				
31 TEACHERS/STAFF REPORT				

SEPTEMBER: 17 DAYS				
M	T	W	T	F
7	8	9	10	11
14	15	16	17	18
21	22	23	24	25
28	29	30		
1 SCHOOL OPENS – GR. 1-9				
2 SCHOOL OPENS – GR. 10-12				
8 K & PRE-K OPEN				

OCTOBER: 21 DAYS				
M	T	W	T	F
5	6	7	8	9
12	13	14	15	16
19	20	21	22	23
26	27	28	29	30

NOVEMBER: 17 DAYS				
M	T	W	T	F
2	3	4	5	6
9	10	11	12	13
16	17	18	19	20
23	24	25	26	27
30				
13 2 <sup>nd</sup> Quarter (RHS/RCMS)				

DECEMBER: 17 DAYS				
M	T	W	T	F
7	8	9	10	11
14	15	16	17	18
21	22	23	24	25
28	29	30	31	
8 2 <sup>nd</sup> SEMESTER (ELEM)				

JANUARY, 2016: 19 DAYS				
M	T	W	T	F
4	5	6	7	8
11	12	13	14	15
18	19	20	21	22
25	26	27	28	29
29 3 <sup>rd</sup> QUARTER (RHS/RCMS)				

FEBRUARY: 16 DAYS				
M	T	W	T	F
1	2	3	4	5
8	9	10	11	12
15	16	17	18	19
22	23	24	25	26
29				

MARCH: 22 DAYS				
M	T	W	T	F
7	8	9	10	11
14	15	16	17	18
21	22	23	24	25
28	29	30	31	
18 3 <sup>rd</sup> SEMESTER (ELEM)				

APRIL: 16 DAYS				
M	T	W	T	F
4	5	6	7	8
11	12	13	14	15
18	19	20	21	22
25	26	27	28	29
11 4 <sup>th</sup> QUARTER RHS/RCMS)				

MAY: 21 DAYS				
M	T	W	T	F
2	3	4	5	6
9	10	11	12	13
16	17	18	19	20
23	24	25	26	27
30	31			

JUNE: 14 DAYS				
M	T	W	T	F
6	7	8	9	10
13	14	15	16	17
20	21	22	23	24
27	28	29	30	
1 LAST DAY FOR SENIORS				
5 GRADUATION				
20 180 <sup>TH</sup> DAY FOR STUDENTS				
27 185 <sup>TH</sup> SCHOOL DAY				

The School Calendar will be adjusted so that school shall be in session 180 days for students, and, in accordance with the teachers' contract, 182 days for staff.

- No School for all – Holidays/School Vacations
  All Day Professional Development for Staff/No Students
  Early Dismiss Days
  Half-day Parent-Teacher

**\*December 2-3 and February 24-25 will be half-day Parent-Teacher Days, starting at 12:30pm until 8:00pm.**

National Holidays & No School Days					
Sept. 4	No School	Oct. 12	Columbus Day	Dec 6	Hanukkah begins
Sept. 7	Labor Day	Nov. 3	Prof. Dev. Day	Dec. 14	Hanukkah ends
Sept. 14-15	Rosh Hashanah	Nov. 11	Veterans Day	Dec. 24–Jan. 1	Holiday Recess
Sept. 23	Yom Kippur	Nov. 26-27	Thanksgiving	Jan. 18	Martin Luther King Day
				Feb. 15-19	Winter Recess
				March 25	Good Friday
				April 18	Patriots Day
				April 18-22	Spring Recess
				May 30	Memorial Day

#### Major Religious and Cultural Holidays

As a multi-cultural school district, we would like to acknowledge the following days as special for some of our community members:

Sept. 14-15*	Rosh Hashanah	Dec. 6*-14**	Hanukkah (*begins at sunset, **ends at nightfall)	March 25	Good Friday
Sept. 23*	Yom Kippur	Dec. 25	Christmas	March 27	Easter
Sept. 24	Eid al-Adha	Dec. 26-Jan. 1	Kwanzaa	April 23*	Passover Begins
Sept. 28	Sukkoth	Jan. 1	New Year's Day	April 29	Orthodox Good Friday
Oct. 5	Simchat Torah	Jan. 6	Three Kings Day	May 1	Orthodox Easter
Nov. 11	Diwali	Feb. 8	Chinese New Year	June 12	Shavuot

\*Observance of Jewish and Islamic holidays begins at sundown of the preceding day.

# Role of the Chair

A Guide for Present and Future  
School Committee Chairs



masc

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Boston, MA 02109

## Preface

The Massachusetts Association of School Committees is very pleased to provide this important publication on the role of the chair as part of its District Governance Support Project. We have specifically tailored this to both current and aspiring chairs because it is important to prepare the next generation of leadership. For many communities, the school committee chair is the face of the school district. Skillful chairs have guided their school committees guiding the members through difficult debate, leading in perilous economic times, tackling challenging issues, and mentoring new members.

In preparing this document, we have been fortunate to have the benefit of experience from the staff of MASC who represent more than 100 years of service on and for school committees. The work of the District Governance Support Project was funded in part through a grant from the Race to the Top program and with the support of the Massachusetts Department of Elementary and Secondary Education.

In addition to those listed, we are also grateful to MASC Field Directors James Hardy, Michael Gilbert and Patricia Correia who contributed to the development of this publication and to former MASC President Joseph Santos of Ludlow who inspired the first professional development program for school committee chairs.

### The Roles and Responsibilities of the School Committee Chair

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This publication was prepared in collaboration with the Department of Elementary and Secondary Education (DESE) District Governance Support Project.

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## INTRODUCTION

"Servant of the Assembly," "First among equals," "Chief Volunteer." These are some of the descriptions of Board Chairs. John Carver, renowned expert on board governance, describes the job of chair as one that "requires skilled handling of group process, an ability to lead a group fairly but firmly, to confront and even to welcome its diversity and to adhere to agreed-upon rules for board conduct." ("Boards That Make a Difference" p.144).

Clearly, being chair of a school committee involves much more than presiding over meetings. It takes time, attention to detail, leadership skills, interpersonal skills, communications skills and knowledge of the legal obligations of the board. Chairing a public board, such as a school committee, has a unique set of challenges. Meetings take place in public and Open Meeting Laws restrict communications that take place between meetings. Since members are chosen by voters, philosophies and concerns of members can vary greatly, but opportunities to converse and get to know fellow committee members is limited. While the committee must act as one, constituents have unlimited access to individual members and often don't fully understand an individual committee member's limited power. Some responsibilities are defined by law, but the grey area that exists between law and practice is vast. An effective chair can successfully lead the committee to surmount these challenges, focus on student achievement and accomplish the mission, vision and goals of the district.

The overarching mission of every school committee is "continuous improvement in student achievement", according to the National School Boards Association. Further, effective school committees play a critical role in supporting student achievement in their districts. While this may seem intuitively obvious to those who observe school committees in action, research on the governing practices of school committees has also confirmed this observation.

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NSBA's research arm, the Center for Public Education has identified eight traits of highly effective school boards that positively impact student achievement:

1. Effective school boards commit to a vision of high expectations for student achievement and quality instruction and define clear goals toward that vision.
2. Effective school boards have strong shared beliefs and values about what is possible for students and their ability to learn, and of the system and its ability to teach all children at high levels.
3. Effective school boards are accountability driven, spending less time on operational issues and more time focused on policies to improve student achievement.
4. Effective school boards have a collaborative relationship with staff and the community and establish a strong communications structure to inform and engage both internal and external stakeholders in setting and achieving district goals.
5. Effective school boards are data savvy: they embrace and monitor data, even when the information is negative, and use it to drive continuous improvement.
6. Effective school boards align and sustain resources, such as professional development, to meet district goals. Effective boards see a responsibility to maintain high standards even in the midst of budget challenges.
7. Effective school boards lead as a united team with the superintendent, each from their respective roles, with strong collaboration and mutual trust.
8. Effective school boards take part in team development and training, sometimes with their superintendents, to build shared knowledge, values and commitments for their improvement efforts.

**Chairs play a critical role in ensuring that their committees adhere to the district's mission by guiding and focusing the committee's work.** An effective committee must have the trust and respect of staff and community, and chairs must gain the respect and trust of colleagues in order to lead the committee to success.

This handbook is designed to provide information and guidance to school committee chairs so they can build the knowledge and skills necessary to be effective in their roles.



## THE CHAIR AS A LEADER

As “first among equals,” the chair is responsible to the committee, not the other way around. The chair has only the authority granted to him or her by colleagues. Remember, according to *Robert’s Rules of Order*, the chair is the “Servant of the Assembly, not its Master.” A successful chair will remember the advice: “Lead as you would be led.”

Beyond running effective meetings, **the chair has the responsibility to guide the committee’s work.** Working with the superintendent, the chair plays a key role in keeping the committee organized and focused on the district mission, vision and goals. It is also the responsibility of the chair to ensure that the committee stays organized around regular yearly tasks.

In addition to efficiently guiding the committee’s work, a good chair works to make the committee successful. This means, in essence, working to make every member successful. Members who feel valued, who feel their strengths and interests are being put to good use and who feel they are being treated fairly will be more willing and able to focus on the work of the committee. Most members will appreciate working on a committee where leadership is shared rather than residing solely with the chair. It is up to the chair to organize the committee’s work to make the best use of the strengths different committee members have to offer. **Effectively, then, the chair can help the committee be greater than the sum of its parts.**

## OPERATING PROTOCOLS/SELF-EVALUATION

Effective school committees work to build trust and take time to develop as a team with the superintendent. Taking the time to discuss and agree upon expectations of HOW the team will work together will allow members to concentrate on WHAT needs to be accomplished. Discussing how to navigate the many grey areas that exist before they become issues will prevent problems that get in the way of focusing on student achievement. One way to do this is to agree upon a set of **Operating Protocols** that guide how the committee and superintendent team will work together.

A good chair works to make the committee successful. This means, in essence, working to make every member successful.

Taking the time to discuss and agree upon expectations of **HOW** the team will work together will allow members to concentrate on **WHAT** needs to be accomplished.

Operating Protocols cover the following topics:

- Who the school committee represents
- How it will conduct business
- How it will communicate
- How it will improve
- What are the limits of power
- What happens when things go wrong

Some sample protocols are in the Appendix.

The school committee needs to take responsibility for itself – for how well it has governed, conducted meetings, built relationships, and accomplished its own goals, etc. **The chair can oversee a periodic self-evaluation so the committee can reflect on its collective work and each individual can reflect on his/her own work.** An annual workshop, in addition to working on goals, can provide the opportunity for this reflection and discussion. In addition, a workshop held soon after a committee has reorganized can become a time to orient new members. It also provides the opportunity to review and, if appropriate, revise the **Operating Protocols**.

Operating Protocols cover areas of school committee operations/relationships both at and outside of meetings. While the chair certainly has a large responsibility to ensure that the work of the committee at meetings runs smoothly and stays on target, **the chair has a responsibility outside the meeting room** as well. Members come to the committee with different interests, different philosophical viewpoints, different skills and different communication styles. Somehow, all these differences must combine to create a synergy if the committee is to be productive. The alternative is a committee where differences get in the way and nothing gets done. The skillful chair can work with members to mentor them and to help resolve differences or other factors that are getting in the way of productive work.

Operating Protocols can provide a basis for talking with members if problems arise. While there are no fixed rules in dealing with members who make thoughtful debate, principled dissent, collaboration, unity and effective meetings difficult, **a thoughtful chair could be an important mentor and guide to such potentially disruptive individuals.** Superintendents can often be helpful in giving guidance, but may be reluctant to intervene. A chair who makes sure every committee member's opinion is heard and valued will go a long way

Operating protocols can provide a basis for talking with members if problems arise.

toward ensuring that committee members stay focused on the work at hand rather than becoming distracted by interpersonal bickering and personal agendas.

A self-evaluation can be conducted using a committee's own Operating Protocols or a different tool. Using the committee's protocols, individual members can rate the extent to which each protocol was met on a scale to set the basis for starting a discussion. Looking both at areas where there is agreement that protocols need work and areas where members have differing viewpoints can lead to conversations about how to improve or how to alter the protocols to better serve the committee.

Other tools for self-evaluation are available from MASC and may be particularly useful if a committee has not yet established Operating Protocols. A governance rubric, based on the District Governance Program is included in the Appendix. No matter what tool is used, the value of a self-evaluation lies in the opportunity to reflect on how the committee is working together and what it might do to improve.

The value of a self-evaluation lies in the opportunity to reflect on how the committee is working together and what it might do to improve.

## GOAL SETTING

Setting goals has several components. The first is articulating the mission, vision and overarching goals (sometimes referred to as a strategic plan, strategic objectives or district improvement plan) for the district. The committee has a role in ensuring that goals set in school improvement plans and other district goal-setting documents are aligned to the overall district goals. Secondly, the committee must ensure that shorter range, specific goals are in place to move the district ever closer to achieving its vision. This involves setting the SMART goals\* for the superintendent and setting SMART goals for what the committee hopes to achieve in the short term. For the committee, this may involve policy work, deciding how resources in the district, particularly in the budget, can be best leveraged to set the district on the right course, or what changes to seek in a contract negotiation. These specific, SMART goals for both the superintendent and the committee should include key actions and benchmarks.

The committee must ensure that shorter range, specific goals are in place to move the district ever closer to achieving its vision.

**With the superintendent, the chair should plan adequate time for the committee to have these discussions.** It is up to the committee

\* SMART goals are Specific, Measurable, Attainable, Realistic, and Timely.

to ensure that goal-setting is done with integrity and that the longer term goals reflect the community's vision and values. The shorter term goals should be also SMART and should help drive the district toward achieving the articulated vision.

Often, a workshop or retreat—at least annually—will allow time for the school committee and superintendent to have these in-depth discussions and for everyone to have ample input to reach consensus. A workshop often takes place in a less formal setting than a regular business meeting, allowing for a more free-flowing dialogue. While the workshop is a posted public meeting, it need not be a time when decisions are finalized, but rather when information is exchanged that may lead to a formal decision at a later time. In the case of the superintendent evaluation, the information from the workshop may go to a subcommittee that will work with the superintendent to draft SMART goals for consideration by the full committee.

### MONITORING PROGRESS

After goals have been set, the committee has a responsibility to monitor the progress toward the goals. **The chair can keep the committee organized around monitoring progress and routine tasks by working with the superintendent to develop a year-long agenda.** The key actions and benchmarks in the superintendent and committee SMART goals can provide a guide to scheduling the presentations on student achievement and goals throughout the year. A year-long agenda gives committee members the opportunity to convey questions well in advance of presentations and it gives presenters ample time to prepare. In addition, a year-long agenda can help keep track of annual “administrative” tasks of the committee, such as handbook approvals, public hearings, policy review, superintendent evaluation and budget development. Having a year-long agenda tied to district goals and addressing concerns will remind committee members that their concerns have a place on the agenda at the appropriate time. It also helps ensure that everyone's voice is heard and that all committee members have input into the direction of the committee and the district.

Effective school committees are accountability driven and use data to monitor progress. Often data on student achievement comes to the committee in the form of presentations at school committee meetings. Using goal documents, the chair can work with the superintendent to develop a schedule of academic presentations that inform both the committee and the community about the progress toward the goals

It is up to the committee to ensure that goal-setting is done with integrity and that the longer term goals reflect the community's vision and values.

A year-long agenda gives committee members the opportunity to convey questions well in advance of presentations and it gives presenters ample time to prepare.

and about the process of continuous improvement in the district. Presentations can also inform the committee of what future actions may be needed to jump-start or continue progress.

## PROFESSIONAL DEVELOPMENT

Committee members need a certain base of knowledge in order to be effective. This includes a working knowledge of the school district—the organization, the programs and curriculum, the budget, data to monitor progress, and other factors. It also includes a knowledge of the laws and regulations related to education and the work of the committee. And, further, it includes keeping current on developments in education and in state and federal legislation that may affect the district. Knowledge of the school district is often gained from presentations at school committee meetings. Other information comes from outside sources, such as MASC. **A chair can help members develop the skills and knowledge they need by mentoring new members, or asking other members to take on the role of mentor.** S/he can also encourage members to attend conferences and events to build knowledge, such as MASC conferences and training events and MASC Division Meetings. The chair can invite state legislators to meetings to present information on relevant state activities and to help the legislators understand the needs and challenges of the district.

## BETWEEN MEETINGS

Beyond simply running the meetings, the chair has a significant role to play between meetings. Often, this is where the communication and interpersonal skills of the chair come into play. The chair can facilitate communications between members and the superintendent, can assist members in getting information they need to make decisions and can help build relationships, or rebuild them if things go awry. **The ability to ask questions, to listen and to understand communication styles can be invaluable tools to a school committee chair.** In addition, the ability to explain the roles and responsibilities of the committee vs. those of the superintendent and to keep members true to their operating protocols is important.

**The chair often has the responsibility for making sure that information flows to the appropriate parties between meetings.** Information exchange can take different forms and have different levels of urgency. Members may need to be informed of a critical incident in a timely way. The superintendent may need to be informed of parent

Effective school committees are accountability driven and use data to monitor progress.

Committee members need a certain base of knowledge in order to be effective.

A chair can help members develop the skills and knowledge they need by mentoring new members, or asking other members to take on the role of mentor.

or constituent concerns. The chair can help ensure that member requests for information get to the superintendent and receive a proper response.

Often, the chair has information that the rest of the committee is not privy to. The superintendent may use the chair as a sounding board for potential or upcoming decisions that s/he is not yet ready to present to the full committee. The superintendent may inform the chair of a developing situation concerning staff or students that is confidential. For example, a superintendent may know that an administrator will be resigning, but doesn't want to let others know until the written resignation is in hand. As with many other aspects of chairing a committee, there are not many hard and fast rules about conveying information. In general, though, respecting confidentiality and avoiding surprises are important. There are times when the chair may be the conduit for communication and times when s/he is a gatekeeper. Discussions with the full committee about roles and responsibilities, as well as discussions about expectations can help both the chair and superintendent develop a good sense of what information members of the governance team expect and feel is important so they can act accordingly.

Respecting confidentiality and avoiding surprises are important.

## EFFECTIVE AND EFFICIENT MEETINGS

It is up to the chair to work with the superintendent on planning meetings that focus on student achievement and goals. But, that's just one part of running an efficient meeting.

Efficient meetings start with a well-planned agenda. A good meeting will include a range of items such as academic presentations, monitoring progress toward goals and administrative matters. A clear agenda will let people know what topics will be considered, the outcome expected for each item and any next steps that will occur. For example, whether an item is a matter for information, for discussion or for a formal vote. Some committees find it helpful to note anticipated times for discussion to help keep the meeting on track.

Most often, the chair will work with the superintendent to plan the agenda, however, the agenda belongs to the committee. Members may request that items be placed on the agenda. If a chair does not feel the item is appropriate for the requested agenda, s/he may suggest a better time to address the item based on topics on the year-long

A clear agenda will let people know what topics will be considered and the outcome expected for each item.

agenda, or explain the rationale for keeping it off. The committee can



override the chair, by majority vote, to place an item on the agenda.

The Open Meeting Law requires that, when a meeting is posted, a summary of the items that “the chair reasonably anticipates” being discussed be included in the posting. If something new arises after the posting, the summary can be amended; it is not subject to the 48-hour advance notice. If something arises that the chair did not reasonably anticipate, it would not be a violation of the Open Meeting Law to discuss the topic.

Effective school committees have varied and purposeful meetings focused on student achievement. The agenda should reflect this emphasis. Handling routine items through a consent agenda is one way to clear time for meaningful discussion on student achievement related topics.

#### MEETING POINTERS

**The chair sets the tone for the meeting.** Most certainly, being well-prepared and well-organized is important. Making sure attendees feel welcome and know what to expect is important as well. Members should have done their homework before the meeting and be prepared to discuss and act upon the items that come before the committee. This will help the meeting flow efficiently. And, while rules are important, the chair should remain flexible enough so that the meeting isn’t too technically managed or doesn’t give the impression that the meeting is more about order than about outcome.

Committees generally have a set of rules they follow to facilitate an effective meeting. Often, this is *Roberts Rules of Order Newly Revised* or some variation. Smaller committees are very often more relaxed in applying *Roberts Rules*, but a set of agreed-upon procedures is necessary for an orderly meeting. At a minimum, the chair should follow the agenda unless there is a good reason to depart from it and enforce the rule that only the speaker recognized by the chair has the floor. In addition, the chair should make certain that everyone who wants the opportunity to speak has the opportunity to do so before others speak again.

In conducting the meeting, there are a few pointers, gathered by MASC in working with school committee chairs, which can be helpful in ensuring a successful meeting:

- Chairs need to be cautious about taking liberties with procedures for

Effective school committees have varied and purposeful meetings focused on student achievement.

Members should have done their homework before the meeting and be prepared to discuss and act upon the items that come before the committee.

him/herself. Doing so invites others to do the same.

- The chair can sometimes expedite action by declaring consensus on a matter to move the meeting along. For example, the chair can state: “Without objection we will declare the minutes approved; proceed to the next agenda item; take an item out of order; or close public comment.”

At the same time, a chair should be cautious of declaring unanimity when members truly want to express their opinion and record their votes.

- Similarly, chairs should avoid “dead air time” at meetings. Once people have had a chance to voice their opinion, the chair should move the discussion along rather than allowing the opportunity for repetitious or unnecessary comment.

## PRESENTATIONS

Academic presentations by administrators or district staff are an integral part of school committee business. They help keep the committee and the public informed of the ongoing work of the district. Presentations are also an important tool for the school committee in monitoring the progress of district goals. It can also serve to keep the community apprised of the activities, progress and needs of the schools. Successful presentations provide the committee with the information it needs to evaluate progress toward the district’s goals.

Academic presentations are an integral part of school committee business. They help keep the committee and the public informed of the ongoing work of the district.

**The chair plays a key role in making sure presentations are substantive and make good use of the committee’s time.** To expedite and help ensure that presentations are as efficient and informative as possible, the chair might want to share some important guidelines with presenters in advance. Presenters should have clear direction on the information the committee would like to hear and the questions it would like answered so that the committee gets the information it needs to assess progress. Clear guidelines also prevent time being spent providing the committee with information that is not relevant to what they want to hear about. Some committees have developed outlines to give guidance to presenters for meaningful and well-targeted presentations. A sample outline can be found in the Appendix.

The chair can also work with the superintendent to provide members with materials for presentations in advance, most often in the meeting packet. When members can prepare in advance, presenters can use



their time to highlight the important materials and allow more time for discussion.

## PUBLIC PARTICIPATION

Public participation at school committee meetings may take several different forms. It can range from a public comment period at a regular school committee meeting to public hearings to public forums to meetings following a critical event. There are some similarities and some differences in how these various meetings are handled.

Some general guidelines for when the public is addressing the committee include:

The chair should set a welcoming tone for the meeting and make sure people are aware of the information they need regarding the purpose of the meeting, protocols, time frame and speakers. **The chair should also make attendees aware that confidentiality must be respected and that speakers cannot disclose private information.** This includes:

- Confidential information about a particular student – including the speaker’s own child.
- Confidential information related to personnel.
- Health or medical information protected as confidential.
- Rumor presented as fact that compromises the privacy rights of stakeholders.

**It is the responsibility of the chair to protect confidentiality should a speaker begins to violate it.**

The public should also be aware of whether or not the committee will be responding to comments and questions. At times, it may be best to allow people to speak without a response from the committee or superintendent.

## PUBLIC COMMENT

A school committee meeting is a meeting in public, not a public meeting. Therefore, the public can only participate with the permission of the chair. A public comment period as a standing agenda item, however, fosters community engagement and can provide the committee with some valuable feedback.

Committees have various guidelines for public comment. Whatever

The public should be aware of whether or not the committee will be responding to comments and questions.

A school committee meeting is a meeting in public, not a public meeting.

protocols a committee follows, it is often helpful to include them on the agenda. MASC's recommended guidelines for public comment periods are included in the Appendix.

## PUBLIC HEARINGS

Public hearings usually deal with a particular subject, often a timely matter of interest. They may be in response to a recent crisis or local issue. Annually the school committee will also conduct one or more public hearings on the budget. Sometimes, committees host hearings on controversial issues such as school closings, redistricting or other topics that affect many people.

Public hearings often begin with a welcome and introduction, explanation of the purpose of the meeting, protocols and timelines and other information that attendees need to know. **The chair should also explain the timeframe for the meeting, who will speak, when public discussion will take place and what present and future outcomes might be.** It may also be appropriate to provide a background or summary of the meeting topic. For example, if the public deals with a proposal to redistrict the schools, the superintendent might explain the planning process, groups involved, information gathered and preliminary actions prior to the meeting.

The chair has a special challenge during these meetings to build credibility for the committee, establish an orderly process for discussion, engage the public and keep the focus on the matter at hand. The chair also has a responsibility to diffuse tension or anxieties. When the topic of a public meeting is controversial or emotionally charged, the chair must often deal not only with the efficiency of the meeting, but also possible misinformation. **Veteran chairs and town meeting moderators advise their colleagues to remain calm at all times and think carefully about how what they say or do may be perceived by the audience in the meeting room or by those viewing on local cable.** A chair can also help diffuse tension by assuring the public that there will be ample opportunity to participate and by encouraging all to follow the appropriate procedure for speaking and responding.

No matter how large the meeting or how controversial the issue, if a meeting is run fairly, the public generally accepts the rules and guidance of the chair. Even if a decision is made after the meeting, the public is more likely to accept it if the chair is effectively impartial.

## A MINUTE ON MINUTES

When the topic of a public meeting is controversial or emotionally charged, the chair must often deal not only with the efficiency of the meeting, but also possible misinformation.

At times, minutes can become a point of contention for school committees. Members may want to make sure their comments are reflected in the minutes, make sure their name appears prominently in the minutes or wish to revise the minutes for various other reasons. The chair, working with the recording secretary, can help diffuse this issue by having a good understanding of what minutes should contain.

Minutes must include “the date, time and place of the meeting, names of all committee members present or absent, a summary of the discussions on each subject, a list of documents and other exhibits used at the meeting, the decisions made and the actions taken at each meeting including the record of all votes.” (MGL Chapter 30A, Section 22) School committee minutes generally also list others present at the meeting including the superintendent and other district faculty and staff members. When members of the public speak during public comment period, their names should be in the record.

Minutes are not, however, a verbatim transcript of the meeting. **The minutes should be a summary that allows a reasonable person to understand what was discussed at a meeting.** If a member wants to make sure that his/her comments are recorded s/he should, when speaking at the meeting, state “I would like the record to reflect...” Sample meeting minutes that summarize discussions without individual member comments are in the Appendix.

Minutes are not a verbatim transcript of the meeting.

School committees can use subcommittees to make more efficient use of their time.

## SUBCOMMITTEES

School committees can use subcommittees to make more efficient use of their time. The most common subcommittees are Budget; Policy; Buildings and Grounds; Negotiations; and Personnel. Ad hoc subcommittees that address particular issues are often created as well.

Subcommittees can do preliminary work and bring recommendations to the full committee. For example, a Policy subcommittee can work with administrators to write or revise policies and bring the recommended policies to the full committee for adoption. An ad hoc subcommittee on redistricting can hold public forums and gather data to bring back to the full committee with a recommended action.

**Most commonly, the chair appoints members to subcommittees with the approval of the full committee.** This is a way to share leadership

among committee members and to effectively engage the strengths and interests of members. The chair should also ensure that the responsibility of each subcommittee is clearly defined as well as the expectation for reporting back to the full committee. MASC's sample policies regarding subcommittees can be found in the Appendix.

## LEGAL COUNSEL

School committees engage legal counsel for a variety of purposes including general education law, collective bargaining, special education, bonding and construction matters and special litigation. Often, different lawyers are retained for different purposes. The superintendent will need access to counsel for various confidential personnel matters and other matters that fall under his/her management. In these instances, there will be information that cannot be shared with the committee. While the superintendent will need access, it is important to remember that the attorney works for and represents the school committee. This means that in matters that may involve the school committee and the superintendent, counsel represents and acts on behalf of the committee.

In matters that may involve the school committee and the superintendent, counsel represents and acts on behalf of the committee.

**Generally, committee access to counsel is through the chair.** Unlimited access to the school committee attorney can result in significant legal expense. For that reason, someone must manage access to the attorney. MASC recommends that school committee members go through the chair before receiving authorization to call the committee's attorney.

## OPEN MEETING & PUBLIC RECORDS LAWS

The chair and the superintendent should be familiar with the Open Meeting Law to ensure it is appropriately followed by the committee. The chair can play a key role in helping committee members avoid running afoul of the law.

Everyone on the committee should be aware of the definition of a "deliberation" and avoid deliberating on public business outside of a meeting. Deliberation should occur only when a quorum is present at a properly posted meeting of the committee. The committee should also have a clear understanding of the appropriate use of email for administrative purposes, the dangers of the "reply all" button on email and the pitfalls of serial deliberations. **The committee and superintendent should have developed protocols for email responses to consti-**

Everyone on the committee should be aware of the definition of a "deliberation" and avoid deliberating on public business outside of a meeting.

**uents to avoid violating the Open Meeting Law.** (A copy of the open meeting law definition of “deliberation” is included in the Appendix.)

At the beginning of the meeting, the chair should determine if anyone is recording the meeting. Reporters often use a recording device as well as taking notes. Anyone who is recording the meeting should let the chair know that they are doing so. The chair must announce if the meeting is being recorded and/or broadcast.

**The chair should be aware of the reasons for holding an Executive Session and the limitations on the discussions that can occur in Executive Session.** The chair must also know the procedure for entering into Executive Session and remember that all votes taken in Executive Session must be roll call votes. A checklist of the reasons for an Executive Session is included in the Appendix.

Periodically, or at least annually, the chair and superintendent should review Executive Session minutes and release those for which there is no longer a reason to keep them confidential. There are some minutes which should remain confidential even if it seems the business is concluded. For example, even though contract negotiations have been completed, minutes may contain information or strategies that will be relevant in the next negotiation. A committee would not want the union to have this information. There may also be minutes where some information needs to be redacted to protect privacy or minutes that will never be appropriate to release. A hearing involving a student discipline issue would be one such example.

Most often, the secretary for the school committee or superintendent will take responsibility for posting meetings and subcommittee meetings. The chair should also keep the secretary informed of any additional meetings that might arise so that nothing is unintentionally overlooked. Workshops should be posted as open meetings.

### **THE CHAIR AS SPOKESPERSON**

Most often, the chair is the spokesperson for the school committee and represents the committee at certain school events. **In dealing with the media and with the public, it is important to remember that the chair represents the committee and not his or her own views.** The chair can explain the votes and decisions the committee has made and the rationale behind those votes. S/he can talk about ongoing

There are some minutes which should remain confidential even if it seems the business is concluded.

committee work, but should be wary of making predictions about outcomes. Some pointers on facing the media are included in the Appendix.

## **FINAL WORDS**

School committees have the responsibility to represent the vision and values of the community as they work toward continuous improvement of student achievement within their district. The chair, the “Servant of the Assembly,” has the responsibility of guiding the committee’s work—not a small or a simple task. We hope this guide provides chairs with helpful information as they fulfill their roles. Please feel free to contact MASCC for any additional information or resources.

# APPENDIX

- What Protocols Cover
  - Sample Operating Protocols
    - Governance Rubric
- Guidelines for Staff Reports to the School Committee
  - Policies for Public Comment Period
    - Policies for Subcommittees
      - Sample Meeting Minutes
  - What Constitutes a Deliberation
  - The Ten Purposes for Executive Session
  - Checklist for Entering Executive Session
- Facing the Media: A Guide to Your Pending Interview
  - Simplified Chart of Parliamentary Procedure

## **District Governance Support Project**

### **What Protocols Cover**

#### **Who the Board Represents**

- The board of directors will represent the needs and interests of all the students in the district.
- We will strive to represent common interests rather than factions. We will make decisions that are best for students in all cases: *all* means *all*.
- We will advocate for the [ ] Public Schools and public education. We readily accept our roles as ambassadors of the school systems, promoting support for public education and spreading the news of our success.

#### **How it will conduct business**

- The board will conduct its business through a set agenda. Emerging items will be addressed in subsequent meetings through agenda items.
- We acknowledge that a School Committee meeting is a meeting of the School Committee that is held in public—not a public meeting, and we will make every effort to ensure that the Committee meetings are effective and efficient
- We will base our decisions upon available facts, vote our convictions, avoid bias, and uphold and support the decisions of the majority of the School Committee once a decision is made.
- The Board will debate the issues, not one another.
- We will build trusting relationships.
- We will respect staff and fellow board members at all times.
- We will work to build trust between and among SC members and the sup by treating everyone with dignity and respect, even in times of disagreement

#### **How it will communicate**

- The Superintendent and the School Committee recognize the importance of proactive communication and agree that there will be no surprises. If SC members have questions or concerns, they agree to contact the Superintendent well in advance of a meeting.
- SC members will channel requests for information through the superintendent and School Committee Chair rather than directly to staff. The Superintendent will ensure that each member has equal access to this information.
- We will recognize a single official “voice” of the board.



## **How it will improve**

- The board will provide continuing education opportunities and support to each other.
- School Committee members agree to participate in formal training organized by the superintendent and the School Committee chairperson ....
- All new SC members will be assigned a SC mentor and will participate in a SC orientation session.
- We will model continuous learning in our roles as members of the governance team.

## **What are the limits of power**

- It is the responsibility of the Superintendent to oversee the hiring evaluation and handling of personnel issues; it is the responsibility of the Committee to evaluate the Superintendent's effectiveness in these matters.
- We will recognize that authority rests only with the majority decisions of the SC and will make no independent commitments or take any independent actions that may compromise the School Committee as a whole.
- We will follow the chain of command and direct others to do the same. Personnel complaints and concerns will be directed to the superintendent.
- We will not use our positions for personal or partisan gain.

## **What happens when things go wrong**

- Board members will work together to clarify and restate discussions in order to strive for full understanding.
- We recognize the importance of honoring our agreed upon [operating principles] and we agree to take responsibility for reminding one another when we get off track.
- We will maintain fidelity to these commitments and will be held accountable by our fellow School Committee members should any one of us fail to live up to these commitments. If a SC members or superintendent violates any of the above mentioned commitments in any way, he/she will be referred to the Chair.



# TEWKSBURY SCHOOL COMMITTEE

## *PROTOCOLS*

**F**or the purpose of enhancing teamwork among members of the School Committee and between our School Committee and administration, we, the members of the Tewksbury School Committee, do hereby publicly commit ourselves collectively and individually to the following operating protocols:

1. The School Committee will represent the needs and interests of **ALL** the children in our district.
2. The School Committee will lead by example and work to build trust. We agree to avoid words and actions that create a negative impression of an individual, the School Committee, or the district. While we encourage debate and differing points of view, we will speak with care and respect.
3. Surprises to the School Committee or the superintendent will be the exception, not the rule. We agree to ask the School Committee Chair or the Superintendent to place an item on the agenda instead of bringing it up unexpectedly at a meeting.
4. The School Committee will help establish the vision, create policies and assure accountability. The Superintendent will manage the schools and staff.
5. The School Committee will speak to the issues on the agenda, not engage in inappropriate debate. Facts and information needed from the administration will be referred to the Superintendent.
6. Communications between staff and the School Committee are encouraged. School Committee requests of staff are to be directed to the Superintendent.
7. All personnel complaints and criticisms received by the School Committee or its individual members will be directed to the Superintendent.
8. The School Committee will encourage others to follow the district Chain of Communication policy.
9. The School Committee will consider research, best practice, public input and financial impacts in their decision making.
10. The Superintendent is the Chief Executive Officer responsible for the day-to-day operations of the district and for advising the School Committee on items that come before it.
11. When executive sessions are held, School Committee Members will honor the confidentiality of the discussions.
12. The School Committee and Superintendent will facilitate goal setting for the school district.
13. Individual School Committee Members do not have authority. Only the School Committee as a whole has authority. We agree that an individual School Committee Member will not take unilateral action.
14. When School Committee Members attend meetings of other committees or boards as liaisons from the School Committee, they will be speaking as individuals and not for the Committee except when reporting a decision of the majority of the School Committee.

**School Committee/Superintendent Operating Protocols  
2014-2015**

As elected members of the Lynnfield School Committee, we, including the Superintendent, accept the high honor and trust that has been placed in us to ensure that the students of the district receive the best education possible. In accepting this role we hold the pursuit of that goal as our sacred duty. To that end, we hereby commit to the following in the conduct of our business. We will:

**Demonstrate professional and collegial relations with one another.**

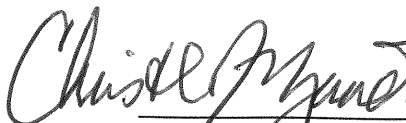
- Maintain trust and mutual respect between and among School Committee members, the Superintendent and the administration by treating everyone with dignity and respect, even in times of disagreement;
- Base our decisions on available facts, vote our convictions, avoid bias, and uphold and support the decisions of the majority of the School Committee once a decision is made;
- Recognize that authority rests only with majority decisions of the School Committee and will make no independent commitments or take any independent actions that may compromise the School Committee as a whole;
- Agree that our positions will not be used for personal or partisan gain;
- Acknowledge that a School Committee meeting is a business meeting that is held in public – not a public meeting. We will make every effort to ensure that the meetings are effective and efficient;
- Respect the leadership roles of the School Committee Chair and Superintendent;

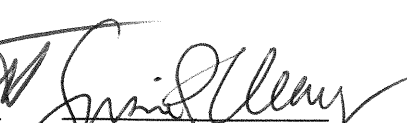
**Dedicate ourselves to establishing and maintaining effective communication.**

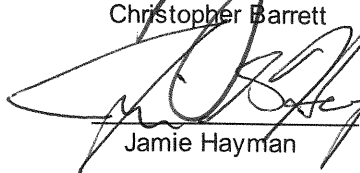
- Channel requests for information, reports and data through the Superintendent and the School Committee chair rather than directly to staff. The Superintendent will ensure that each member has equal access to this information in a timely manner;
- Recognize the importance of proactive communication and agree that there will be no surprises. If School Committee members have questions or concerns, they agree to contact the Superintendent well in advance of a meeting;
- Maintain the confidentiality of privileged information and respect the Open Meeting Law;
- Refer constituent concerns and complaints to the appropriate person within the district chain of communication;
- Recognize the importance of working collaboratively with town officials to improve our schools and actively seek ways to enlist their support for our efforts;
- Recognize the importance of honoring our norms and beliefs and we agree to take responsibility for respectfully reminding one another when we get off track;

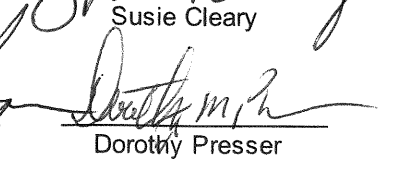
**Support the educational welfare and well-being of all students**


- Establish a vision, create policies and assure accountability to sustain continuous improvement in teaching and learning, leaving the day to day operations to the Superintendent and staff;
- Represent the needs, interests and achievement of all students in the district and place these above all else in the decisions we make;
- Clearly define success and accountability for the School Committee, Superintendent, staff and students

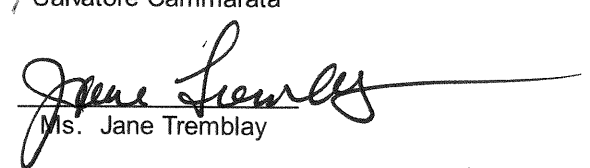
  
Christopher Barrett

  
Susie Cleary

  
Jamie Hayman

  
Dorothy Presser

  
Salvatore Cammarata

  
Ms. Jane Tremblay

## Governance Rubric for Continuous Improvement

	1	2	3	4
Goals	The district has no annual goals for improving student outcomes.	The SUP and the SC have agreed on goals for the district but they are not discussed that often. The goals may not have been voted on by the full board.	The SC and SUP have agreed, and voted on goals and they are posted on the website. Once a year they are used by the SC to evaluate the SUP	The SC and SUP have agreed on goals and the SUP has used them in creating an improvement strategy for the district. The goals are a frequent topic of discussion in the school community, and at SC meetings, where they often drive budget decisions and other policies.
Operating Protocols	Individual members and the SUP communicate separately based on personal relationships and prior traditions. Some members may feel left out; or speak negatively in public about each members and the board's decisions.	Because of some tension on the board, the superintendent and some members of the SC have talked about making some rules for working together, but they may not be written down and have not come to a vote.	The SUP and the SC Chair have developed some guidelines for how the SC and SUP will work and communicate with each other and with the public. Not all members follow them, however, and this sometimes causes problems.	The SC and the SUP have agreed to, and put in writing, operating protocols for the board and they are followed most of the time. Periodically, the SC and SUP come together to talk about how they are working and to make adjustments. Problems are addressed in private conversations or in informal workshops or retreats. The level of trust between members and the superintendent is high.
Meetings	Meetings are not well planned, are long and sometimes contentious. Very little time is spent talking about student achievement. Members feel free to bring up new proposals at meetings, surprising other members and the SUP. Some members dominate and meetings often get "stuck" due to personal agendas.	In general, the SUP and SC Chair set the agenda and surprises are kept to a minimum. However, when there is a major improvement initiative, meetings can be long and contentious. Engaging the community in the decision, while desired, is not typical.	The SUP and SC have an agreement on how the agenda will be set, and student outcomes are often discussed. The SUP will schedule a special meeting if he/she needs to discuss a major initiative in advance of a major decision.	Meeting agendas are set well in advance and often feature a presentation related to the school district's improvement agenda. Difficult decisions are often discussed in informal meetings well before votes. The SC and SUP work together to include the community in major decisions, and make use of task forces and other joint committees to explore options.
Monitoring	The SC is only aware of the district's progress in student outcomes when the SUP informs them. The data that is presented is limited or random and there is no clarity about which data or measures should be a priority.	The SC and the SUP review state test scores once a year as well as data that individual members may be interested in, but there is little sense how these numbers connect to district improvement initiatives and the SC has few means for holding the SUP accountable for student outcomes.	The SC and SUP periodically review student outcome data when working on the budget or at evaluation time. There is general agreement on what data is important to track.	The SC and SUP have agreed on a set of measures to judge the success of the superintendent's strategy and other goals the community has for its students. These are made easily assessable in a "data dashboard" or similar means, and meeting agendas are planned to periodically review data and to discuss progress. When the time comes to evaluate the SUP, the SC has a clear sense on what has been accomplished and what has not; and why.
Community Engagement	Decisions are made in a vacuum. There is no public comment period, public engagement or other opportunity for the community members and stakeholders to engage the SC. There is little or no interest in feedback from others.	The SC has authorized strategies for feedback, including public forums, public comment periods and district climate surveys. Policies on public input are clear and accessible.	The SC uses feedback to inform budget, policy and planning. Regularly avenues for communication are scheduled, promoted and conducted in a way to encourage public input and follow-up, especially around big decisions.	The community expects and appreciates that the SC will engage stakeholders and other citizens in discussion and in search of feedback to make important decisions. There is a communication plan or policy and the district enjoys a positive image in the community.

Source: District Governance Support Project, Massachusetts Association of School Committee

## Guidelines for Staff Reports to the School Committee

### Melrose School Committee

Below you will find guiding questions to be considered when creating a presentation to the School Committee. Where possible, please work the answers to these questions directly into your presentation

**1. Define the issue or question.** What is the key question for which we are seeking answers? What is the core problem we are trying to solve? How does it relate to our district goals or student achievement?

**2. Provide brief overview/background information.** What are our current practices in this area? What is working? What are the challenges? Are there deadlines involved? What data do we have to show this?

**3. Provide recommendations.** What changes are being proposed? What alternatives are there? Who will be involved? What would be the timeline?

**4. Provide budget implications.** How much will this change cost or save? How can we demonstrate that this action is an effective use of resources?

**5. Provide a statement of impact.** How will this action improve student achievement/student behavior? How will it impact our climate/culture? How will it help us achieve our goals? How will we measure the impact?

**6. Identify potential policy implications.** Do we need to add, change or remove policies or procedures to take this action?

**7. Plan a succinct, timed, and explicit presentation.** Make effective use of slides. Assume that the audience has read and understands your slides and all provided information, so you do not need to repeat it. Who will speak to the topic? How long has been allotted for the presentation? What kind of questions can be anticipated? How long has been allotted for questions and answers?

**All presentations are due to the Superintendent's Office two weeks prior to the actual school meeting presentation. Please send the presentation as an electronic file in case revisions need to be made.**

Adapted From **The Essential School Board Book**, Walser (2009) p. 83

Feb 26, 2014

## **PUBLIC PARTICIPATION AT SCHOOL COMMITTEE MEETINGS**

All regular and special meetings of the School Committee shall be open to the public. Executive sessions will be held only as prescribed by the Statutes of the Commonwealth of Massachusetts.

The School Committee desires citizens of the District to attend its meetings so that they may become better acquainted with the operations and the programs of our local public schools. In addition, the Committee would like the opportunity to hear the wishes and ideas of the public.

In order that all citizens who wish to be heard before the Committee have a chance and to ensure the ability of the Committee to conduct the District's business in an orderly manner, the following rules and procedures are adopted:

1. At the start of each regularly scheduled School Committee meeting, individuals or group representatives will be invited to address the Committee. The Chairperson shall determine the length of the public participation segment.
2. Speakers will be allowed three (3) minutes to present their material. The presiding Chairperson may permit extension of this time limit.
3. Topics for discussion must be limited to those items listed on the School Committee meeting agenda for that evening.
4. Improper conduct and remarks will not be allowed. Defamatory or abusive remarks are always out of order. If a speaker persists in improper conduct or remarks, the Chairperson may terminate that individual's privilege of address.
5. All remarks will be addressed through the Chairperson of the meeting.
6. Speakers may offer such objective criticisms of the school operations and programs as concern them, but in public session the Committee will not hear personal complaints of school personnel nor against any member of the school community. Under most circumstances, administrative channels are the proper means for disposition of legitimate complaints involving staff members.
7. Written comments longer than three (3) minutes may be presented to the Committee before or after the meeting for the Committee members' review and consideration at an appropriate time.

SOURCE: MASC

## **GUIDELINES FOR PUBLIC COMMENT**

A School Committee Meeting is a meeting of a government body at which members of the body deliberate over public business. We welcome the attendance of members of the school district community to view your School Committee as it conducts its regular business meeting.

Massachusetts General Laws Chapter 30A Section 20(f) governs public participation at open meetings covering all public bodies.

### ***Chapter 30A:20 [Notice, Remote Participation, Public Participation, Certification]***

*(f) No person shall address a meeting of a public body without permission of the chair, and all persons shall, at the request of the chair, be silent. No person shall disrupt the proceedings of a meeting of a public body. If, after clear warning from the chair, a person continues to disrupt the proceedings, the chair may order the person to withdraw from the meeting and if the person does not withdraw, the chair may authorize a constable or other officer to remove the person from the meeting.*

The School Committee believes that the school district community should have an opportunity to comment to the Committee on issues that affect the school district and are within the scope of the Committee's responsibilities. Therefore the Committee has set aside a period of time at each School Committee meeting to hear from the public. In addition, if the Committee believes that an issue requires a dialogue with the school district community, the Committee may schedule a separate public hearing on that issue.

Any citizen who wishes to make a presentation to the School Committee on an item which is of interest to him/her and within the scope of the Committee's responsibilities may request to be placed on the agenda for a particular meeting. Such request should be in writing and should be received by the Superintendent of Schools at least one week prior to the date of the meeting. Such request should contain background statements which would explain the scope and intent of the agenda item. The Chair of the Committee works with the Superintendent to formulate the meeting agendas. Together they will determine whether or not to place an item on the agenda and if the item is to be taken up they will also determine when to place an item on the agenda and all parameters to be required of the presenter.

Here are the general rules for the Committee's public comment period:

1. Public Comment shall be for a period of 20 minutes and shall generally follow the opening of the meeting. The Committee reserves the right to rearrange its agenda to accommodate scheduled presenters.
2. Any citizen wishing to speak before the Committee shall identify themselves by name and address and shall speak for no longer than 3 minutes. No citizen may speak more

than once without permission of the Chair. All citizens shall speak to the full Committee through the Chair and shall not address individual members or administrators.

3. Individuals may address topics on the agenda, items specified for public comment, or items within the scope of responsibility of the School Committee. The Chair shall rule out of order any individual who fails to honor the guidelines or who addresses a matter inappropriate for public comment.

4. Any Committee member may direct questions to the speaker through the Chair in order to clarify comments of the speaker.

SOURCE: MASC



## SUBCOMMITTEES OF THE SCHOOL COMMITTEE

The School Committee shall appoint members to subcommittees at their annual organizational meeting for a period of one year. These subcommittees may be created for a specific purpose and to make recommendations for Committee action.

1. The subcommittee will be established through action of the Committee.
2. The Committee chairperson, subject to approval by the Committee, will appoint the subcommittee chairperson and its members.
3. The subcommittee will be provided with a list of its functions and duties.
4. The subcommittee may make recommendations for Committee action, but it may not act for the School Committee.
5. All subcommittees of the School Committee are subject to the provisions of the Open Meeting Law.

SOURCE: MASC

LEGAL REF.: M.G.L. 30A:18-25

CROSS REF.: BEC, Executive Sessions

**NOTE: Include in this category statements on Committees made up of School Committee members (but not advisory committees to the School Committee).**

**The cross reference on the above policy is to a related policy in this manual. The open meeting law, and its exceptions, applies to both School Committee meetings and meetings of the subcommittees of the School Committee; thus this cross-reference is necessary.**

**If School Committee policy permits standing subcommittees, the current standing subcommittees should be included in the policy, and regulations may be needed on their duties and operations. Or, the duties of specific Committees sometimes are included as an informational document coded BDE-E.**

## **ADVISORY COMMITTEES TO THE SCHOOL COMMITTEE**

The following general policies will govern the appointment and functioning of advisory committees to the School Committee other than the student advisory committee, which is governed by the terms of the Massachusetts General Laws.

1. Advisory committees may be created by the School Committee to serve as task forces for special purposes or to provide continuing consultation in a particular area of activity. However, there will be no standing overall advisory committee to the School Committee.
2. If an advisory committee is required by state or federal law, its composition and appointment will meet all the guidelines established for that particular type of committee.
3. The composition of task forces and any other advisory committees will be broadly representative and take into consideration the specific tasks assigned to the committee. Members of the professional staff may be appointed to the committee as members or consultants, as found desirable.
4. Appointments to such committees will be made by the Committee; appointment of staff members to such committees will be made by the School Committee upon recommendation of the Superintendent.
5. Tenure of committee members will be one year only unless the member is reappointed.
6. Each committee will be clearly instructed as to:
  - a. The length of time each member is being asked to serve.
  - b. The assignment the School Committee wishes the committee to fulfill and the extent and limitations of its responsibilities.
  - c. The resources the School Committee will provide.
  - d. The approximate dates on which the School Committee wishes to receive major reports.
  - e. School Committee policies governing citizens, committees and the relationship of these committees to the School Committee as a whole, individual School Committee members, the Superintendent, and other members of the professional staff.
  - f. Responsibilities for the release of information to the press.
7. Recommendations of committees will be based upon research and fact.
8. The School Committee possesses certain legal powers and prerogatives that cannot be delegated or surrendered to others. Therefore, all recommendations of an advisory committee must be submitted to the School Committee.

9. Advisory committees created under this policy are subject to the provisions of the Open Meeting Law.

The Committee will have the sole power to dissolve any of its advisory committees and will reserve the right to exercise this power at any time during the life of any committee.

SOURCE: MASC

LEGAL REF.: M.G.L. 30A:18-25

CROSS REF.: JIB, Student Involvement in Decision-making

**NOTE: This category is for filing a general policy on advisory committees made up entirely or largely of non-school personnel. Supporting regulations may be needed.**

**If there is a general staff advisory committee for making all types of recommendations to the School Committee, statements about the advisory committee would be filed in ABB (Also GBB), Staff Involvement in Decision making. However, statements about staff committees that function in special areas, or groups composed only of administrators, are better filed elsewhere and cross referenced from here or from ABB, as appropriate.**

**The cross reference on the above policy is to a closely related topic, which pertains to the student advisory committee required by law.**

## **What constitutes a deliberation?**

The Open Meeting Law defines deliberation as "an oral or written communication through any medium, including electronic mail, between or among a quorum of a public body on any public business within its jurisdiction." Distribution of a meeting agenda, scheduling or procedural information, or reports or documents that may be discussed at a meeting is often helpful to public body members when preparing for upcoming meetings and will generally not constitute deliberation, provided that when these materials are distributed no member of the public body expresses an opinion on matters within the body's jurisdiction.

To be a deliberation, the communication must involve a quorum of the public body. A quorum is usually a simple majority of the members of a public body. Thus, a communication among fewer than a quorum of the members of a public body will not be a deliberation, unless there are multiple communications among the members of the public body that together constitute communication among a quorum of members. Courts have held that the Open Meeting Law applies when members of a public body communicate in a manner that seeks to evade the application of the law. Thus, in some circumstances, communications between two members of a public body, when taken together with other communications, may be a deliberation. Note also that the expression of an opinion on matters within the body's jurisdiction to a quorum of a public body is a deliberation, even if no other public body member responds.

[www.mass.gov/ago/openmeeting](http://www.mass.gov/ago/openmeeting).

# The Ten Purposes for Executive Session

The law states ten specific Purposes for which an executive session may be held, and emphasizes that these are the only purposes for which a public body may enter executive session.

The ten Purposes for which a public body may vote to hold an executive session are:

**1. To discuss the reputation, character, physical condition or mental health, rather than professional competence, of an individual, or to discuss the discipline or dismissal of, or complaints or charges brought against, a public officer, employee, staff member or individual. The individual to be discussed in such executive session shall be notified in writing by the public body at least 48 hours prior to the proposed executive session; provided, however, that notification may be waived upon written agreement of the parties.**

This Purpose is designed to protect the rights and reputation of individuals. Nevertheless, it appears that where a public body is discussing an employee evaluation, considering applicants for a position, or discussing the qualifications of any individual, these discussions should be held in open session to the extent that the discussion deals with issues other than the reputation, character, health, or any complaints or charges against the individual. An executive session called for this Purpose triggers certain rights on the part of an individual who is the subject of the discussion. The individual's right to choose to have this discussion in an open meeting takes precedence over the right of the public body to go into executive session.

While the imposition of disciplinary sanctions by a public body on an individual fits within this Purpose, this Purpose does not apply if, for example, the public body is deciding whether to lay off a large number of employees because of budgetary constraints.

**2. To conduct strategy sessions in preparation for negotiations with nonunion personnel or to conduct collective bargaining sessions or contract negotiations with nonunion personnel;**

**Collective Bargaining Sessions:** These include not only the bargaining sessions, but also include grievance hearings that are required by a collective bargaining agreement.

While a public body may agree on terms with individual non-union personnel in executive session, the final vote to execute such agreements must be taken by the public body in open session. In contrast, a public body may approve final terms and execute a collective bargaining agreement with a union in executive session, but should promptly disclose the agreement in open session following its execution.

**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 the chair so declares;**

**Collective Bargaining Strategy:** Discussions with respect to collective bargaining strategy include discussion of proposals for wage and benefit packages or working conditions for union employees. The public body, if challenged, has the burden of proving that an open meeting might have a detrimental effect on its bargaining position. The showing that must be made is that an open discussion *may* have a

detrimental effect on the collective bargaining process; the body is not required to demonstrate or specify a definite harm that would have arisen. At the time the executive session is proposed and voted on, the chair must state on the record that having the discussion in an open session may be detrimental to the public body's bargaining or litigating position.

**Litigation Strategy:** Discussions concerning strategy with respect to ongoing litigation obviously fit within this Purpose, but only if an open meeting may have a detrimental effect on the litigating position of the public body. Discussions relating to potential litigation are not covered by this exemption unless that litigation is clearly and imminently threatened or otherwise demonstrably likely. That a person is represented by counsel and supports a position adverse to the public body's does not by itself mean that litigation is imminently threatened or likely. Nor does the fact that a newspaper reports a party has threatened to sue necessarily mean imminent litigation.

**Note:** A public body's discussions with its counsel do not automatically fall under this or any other Purpose for holding an executive session.

**4. To discuss the deployment of security personnel or devices, or strategies with respect thereto;**

**5. To investigate charges of criminal misconduct or to consider the filing of criminal complaints;**

This Purpose permits an executive session to investigate charges of criminal misconduct and to consider the filing of criminal complaints. Thus, it primarily involves discussions that would precede the formal criminal process in court. Purpose 1 is related, in that it permits an executive session to discuss certain complaints or charges, which may include criminal complaints or charges, but only those that have already been brought. Also, unlike Purpose 5, Purpose 1 confers certain rights of participation on the individual involved, as well as the right for the individual to insist that the discussion occur in open session. To the limited extent that there is overlap between Purposes 1 and 5, a public body has discretion to choose which Purpose to invoke when going into executive session.

**6. To consider the purchase, exchange, lease or value of real property if the chair declares that an open meeting may have a detrimental effect on the negotiating position of the public body;**

Under this Purpose, as with the collective bargaining and litigation Purpose, an executive session may only be held where an open meeting may have a detrimental impact on the body's negotiating position with a third party. At the time that the executive session is proposed and voted on, the chair must state on the record that having the discussion in an open session may be detrimental to the public body's negotiating position.

**7. To comply with, or act under the authority of, any general or special law or federal grant-in-aid requirements;**

There may be provisions in state statutes or federal grants that require or specifically allow a public body to consider a particular issue in a closed session. Before entering executive session under this purpose, the public body must cite the specific law or federal grant-in-aid requirement that necessitates confidentiality.

**8. To consider or interview applicants for employment or appointment by a preliminary screening committee if the chair declares that an open meeting will have a detrimental effect in obtaining qualified applicants; provided, however, that this clause shall not apply to any meeting, including meetings of a preliminary screening committee, to consider and interview applicants who have passed a prior preliminary screening;**

This Purpose permits a hiring subcommittee of a public body or a preliminary screening committee to conduct the initial screening process in executive session. This Purpose does not apply to any stage in the hiring process after the screening committee or subcommittee votes to recommend candidates to its parent body, however it may include multiple rounds of interviews by the screening committee aimed at narrowing the group of applicants down to finalists. At the time that the executive session is proposed and voted on, the chair must state on the record that having the discussion in an open session will be detrimental to the public body's ability to attract qualified applicants for the position. If the public body opts to convene a preliminary screening committee, the committee must contain fewer than a quorum of the members of the parent public body. The committee may also contain members who are not members of the parent public body.

Note that a public body is not required to create a preliminary screening committee to consider or interview applicants. However, if the body chooses to conduct the review of applicants itself, it may not do so in executive session.

**9. To meet or confer with a mediator, as defined in section 23C of chapter 233, with respect to any litigation or decision on any public business within its jurisdiction involving another party, group or entity, provided that:**

(i) any decision to participate in mediation shall be made in an open session and the parties, issues involved and purpose of the mediation shall be disclosed; and

(ii) no action shall be taken by any public body with respect to those issues which are the subject of the mediation without deliberation and approval for such action at an open session.

**10. To discuss trade secrets or confidential, competitively-sensitive or other proprietary information that has been provided under the following circumstances:**

a. in the course of activities conducted by a governmental body as an energy supplier under a license granted by the department of public utilities pursuant to [G.L. c. 164 § 1F](#);

b. in the course of activities conducted as a municipal aggregator under [G.L. c. 164 § 134](#); or

c. in the course of activities conducted by a cooperative consisting of governmental entities organized pursuant to [G.L. c. 164 § 136](#); and

d. when such governmental body, municipal aggregator or cooperative determines that such disclosure will adversely affect its ability to conduct business in relation to other entities making, selling or distributing electric power and energy.

# **Public Body Checklist for Creating and Approving Meeting Minutes**

Issued by the Attorney General's Division of Open Government – March 12, 2013

- ☐ Minutes must accurately set forth the date, time, place of the meeting, and a list of the members present or absent. G.L. c. 30A, § 22(a).
- ☐ Minutes must include an accurate summary of the discussion of each subject. See G.L. c. 30A, § 22(a). The summary does not need to be a transcript, but should provide enough detail so that a member of the public who did not attend the meeting could read the minutes and understand what occurred and how the public body arrived at its decisions.
- ☐ The minutes must include a record of all the decisions made and the actions taken at each meeting, including a record of all votes. G.L. c. 30A, § 22(a).
- ☐ The minutes must include a list of all of the documents and other exhibits used by the public body during the meeting. G.L. c. 30A, § 22(a). Documents and exhibits used at the meeting are part of the official record of the session, but do not need to be physically attached to the minutes. See G.L. c. 30A, §§ 22(d), (e).
- ☐ If one or more public body members participated remotely in the meeting, the minutes must include the name(s) of the individual(s) participating remotely, and their reason(s) under 940 CMR 29.10(5) for remote participation. 940 CMR 29.10(7)(b).
- ☐ If one or more public body members participated remotely in the meeting, the minutes must record all votes as roll call votes. 940 CMR 29.10(7)(c).
- ☐ Executive session minutes must record all votes as roll call votes. G.L. c. 30A, § 22(b).
- ☐ The minutes must be approved in a timely manner. G.L. c. 30A, § 22(c). Generally, this should occur at the next meeting of the public body.

**Note that this checklist is intended as an educational guide, and does not constitute proof of compliance with the Open Meeting Law. Checklists are updated periodically, so please confirm that you are using the most current version. For questions, please contact the Attorney General's Division of Open Government at 617-963-2540 or via email at [openmeeting@state.ma.us](mailto:openmeeting@state.ma.us). For more information on the Open Meeting Law, please visit [www.mass.gov/ago/openmeeting](http://www.mass.gov/ago/openmeeting).**



### III. FACING THE MEDIA: A GUIDE TO YOUR PENDING INTERVIEW

#### BEFORE YOUR INTERVIEW

##### **Embed in your brain:**

**"Don't get into a fight with anyone who buys ink by the barrel"**

**"Avoid a mud slinging contest with a pig. You both end up a mess, but the pig likes it."**

1. Know your message. Remember why this interview is important and know your content and goals for the interview.
2. Do your homework. Know your stuff. Make sure you are comfortable with your talking points, background information, issue content, and knotty problems.
3. Make sure this interviewer is credible. Is this a real newspaper, internet or broadcast media reporter with access to a publication, credible site, broadcast outlet, or wire service? How wide an audience will see, hear, or read your comments?
4. Know something about who is going to interview you. Have you ever interviewed with this person before? Does this person know you or the issues? Does this person have a reputation for fairness or surprises, accuracy or careless with the facts, or careful vs. sloppy work?
5. When you meet with or first speak to the interviewer, address them by name; cite your familiarity with their work if you know it.
6. Know the rules of the interview and how your interview might be used. For example, will you air live? Are there topics that are not to be discussed? Is the interview focused only on one or more specific points?
7. ALWAYS remain courteous and calm. You are not the interviewer's boss - so do not try to give orders to the interviewer. You may not like the consequences.
8. If you are not the appropriate person for an interview, direct the interviewer to another source who is more appropriate. Sometimes, interviewers will seek out inexperienced people who will make mistakes and say things that make for a better story even if it damages the interviewees or their organizations.
9. If you have time, practice the answers you want to give. Take a walk and respond out loud to various questions; anticipate difficult questions; ask colleagues to help work out responses to difficult questions that you will not want to take but must.
10. Remember that the interviewer probably knows a lot less than you do about the subject and will be looking to you to educate not only the audience, but the interviewer.

## DURING YOUR INTERVIEW

1. Take advantage of any opportunity to repeat your message and present your issues the way you want to do.
2. Don't necessarily wait for an opportunity to present your message - lead the discussion in the direction you want it to go. Use the interviewer's questions to build a track to your key points.
3. Listen closely to the questions you are asked.
4. Be clear and concise, confident and comfortable.
5. Be particularly careful choosing your words, especially at first. Listeners will pay more attention to the first part of your answer before deciding whether to continue to pay attention to you.
6. Remember that your audience is not the interviewer but the reader, listener, or viewer. They do not know the issues, terms, lingo, or insider language that you do.
7. Remember that your attitude is just as important as the content of your answer. Remain positive and confident.
8. When you've made your point, stop talking.
9. If you don't know the answer, say so. **DO NOT MAKE SOMETHING UP.** Tell the reporter that you will get back to them with the correct information or a person who can provide it.
- 10 Because the interviewer may not know what to ask, assist the interviewer by offering helpful information that advances your point of view.

### Interview Strategies and Techniques

Watch out for some of the following problems that interviewers can toss at you.

#### Loaded Questions

An interviewer asks you a loaded question such as "Aren't you all just afraid of high standards because you can't meet them?"

Respond with an affirmative rather than acquiescing to the negative. "We welcome high standards - we try to build them into all our collective bargaining agreements. This isn't about high standards, it's about treating students fairly."

#### Loaded Preface

An interviewer prefaces a question with a longer set of assumptions masquerading as facts. "Survey after survey has demonstrated that the public wants standardized testing in place. All over the country, people are demanding testing

Provided as a service of

**Massachusetts Association of School Committees**

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## Simplified Chart of Parliamentary Motions

Motion	Debatable	Amendable	Vote Required
8. Adjourn	No	No	Majority
7. Recess	No	Yes	Majority
6. Close debate	No	No	2/3
5. Postpone definitely	Yes	Yes	Majority
4. Refer to committee	Yes	Yes	Majority
3. Amend the amendment	Yes	No	Majority
2. Amend or substitute	Yes	Yes	Majority
1. Main motion (resolution)	Yes	Yes	Majority
Reconsider	Yes	No	Majority
Rescind	Yes	Yes	Majority (with notice)
<b>Motions dealing with general conduct of meeting</b>			
No order of precedence			
Point of order	No	No	None
Parliamentary inquiry	No	No	None
Appeal from the decision of the chair	Yes	No	Majority
Division of the assembly	No	No	None
Suspend the rules	No	No	2/3
Divide a motion	No	Yes	Majority
Withdraw or modify a motion	No	No	Majority

From *Notes and Comments on Roberts' Rules*, by Jon Ericson

# Chart of Parliamentary Motions

Motion	Requires second	Debatable	Amendable	Vote required
<b>Privileged motions</b>				
14. Fix the time to which to adjourn	Yes	No	Yes	Majority
13. Adjourn	Yes	No	No	Majority
12. Recess	Yes	No	Yes	Majority
11. Raise a question of privilege	No	No	No	None
10. Call for the orders of the day	No	No	No	None
<b>Subsidiary motions</b>				
9. Lay on the table	Yes	No	No	Majority
8. Call for the previous question	Yes	No	No	2/3
7. Limit or extend limits of debate	Yes	No	Yes	2/3
6. Postpone definitely	Yes	Yes	Yes	Majority
5. Refer to committee	Yes	Yes	Yes	Majority
4. Amend the amendment	Yes	Yes	No	Majority
3. Amend or substitute	Yes	Yes	Yes	Majority
2. Postpone indefinitely	Yes	Yes	No	Majority
<b>Main motions</b>				
1. Original				
Main motion (resolution)	Yes	Yes	Yes	Majority
Bring a question again				
Reconsider	Yes	Yes	No	Majority
Take from the table	Yes	No	No	Majority
Rescind	Yes	Yes	Yes	Majority (with notice)
<b>Incidental motions</b> (no order of precedence)				
Parliamentary inquiry	No	No	No	None
Point of order	No	No	No	None
Appeal from decision of the chair	Yes	Yes	No	Majority
Division of an assembly	No	No	No	None
Suspend the rules	Yes	No	No	2/3
Modify or withdraw a motion	No	No	No	Majority
Divide a motion	Yes	No	Yes	Majority
Point of information	No	No	No	None
Create a blank	Yes	No	No	Majority
Object to consideration	No	No	No	2/3

# **MASSACHUSETTS ASSOCIATION OF SCHOOL COMMITTEES**

## **Best Practices Regarding Subcommittees of the School Committee**

### **What is a subcommittee?**

A subcommittee is a subset of school committee members, less than a quorum, that meets with a particular objective related to the work of the full committee. Subcommittees can be supported by members of the administration that may routinely attend subcommittee meetings. However, only the school committee members are voting members of the subcommittee.

Many school committees have subcommittees that routinely meet, such as a Policy Subcommittee or a Budget & Finance Subcommittee. Committees can also have ad hoc subcommittees that tackle a particular task and are discontinued when the work is complete.

Most School Committees have Policy BDE in their policy manual, which outlines the creation and, in very general terms, the responsibilities of subcommittees.

### **What is an Advisory Committee?**

An advisory committee is different than a subcommittee. Subcommittees are composed only of school committee members. Advisory committees, on the other hand, are formed by the school committee and contain membership of non-school committee members, such as parents, community members and faculty. They are generally formed for a specific purpose and are dissolved when the purpose is complete.

A superintendent search committee is one example of an advisory committee. Another might be a committee formed to study late start times and bring a recommendation to the school committee.

Using an advisory committee allows for a structured way to engage the community. It is also a way to utilize the expertise of people outside the committee on a particular topic.

Most school committees have Policy BDF in their policy manual, which defines the purpose of advisory committees.

### **What is a Committee of the Whole?**

A Committee of the Whole is, essentially, a subcommittee made up of the full committee. School committees sometimes choose to take advantage of this procedural tool to allow the full committee to participate in discussion on a particular topic, such as the budget. The Chair of a Committee of the Whole is not typically the Chair of the school committee, allowing for additional members to take a leadership role. This tool is most often used by urban districts.

### **What is the purpose of a subcommittee?**

In the broadest sense, the purpose of a subcommittee is to help the full committee make the most efficient use of its time. A subcommittee can also serve other purposes, such as distributing leadership among the committee members and developing leadership capacity. It can allow members to participate in areas of particular interest or expertise. And, it can help members develop knowledge and expertise in areas they may not be familiar with.

Subcommittee often help with efficiency by doing preliminary work and reporting back to the full committee. For example, a Policy Subcommittee may work with the administrators to recommend changes or additions to the policy manual. This is much more efficient than trying to craft or edit policy at the committee table during a business meeting.

In order for subcommittees to be effective, they must have clearly defined roles and responsibilities. A subcommittee that meets without clear objectives wastes the time of its members. There is also the risk that subcommittees without clear objectives will start to pursue their own projects, which may not be in keeping with the will of the full committee.

Another caution in creating subcommittees is to make sure that the work they are doing is within the purview of the school committee.

Subcommittees cannot take any actions on their own. They can only bring recommendations to the full committee for approval.

### **How does communication flow between the subcommittee and the full school committee?**

Minutes of subcommittee meetings should be made available to the full school committee. Any recommendations of the subcommittee should be clear, in writing and reflected in the subcommittee minutes.

The full committee agenda should, as appropriate, have a section to receive any reports and recommendations from the subcommittees. And, the full committee should take up any recommendations that require action by the full board.

In some instances, a proposal that comes before the full committee is referred to a subcommittee for further study and a recommendation back to the school committee. This can be an efficient way to study a proposal. However, care should be taken so that this doesn't become a bureaucratic procedure that bounces proposals back and forth while forestalling a resolution.

### **How are subcommittees established?**

Subcommittees are generally established in the district by-laws or policy manuals and with a vote of the School Committee. These documents may describe the number of members on the subcommittee. It should also be clear who appoints the members of the subcommittees and how the subcommittee chairs are appointed (usually either by the Chair of the parent body or by the members of the subcommittee.)

### **How many subcommittees do you need?**

There is no “right” number. In part, it depends on the size of the full committee. A smaller committee generally will make less use of subcommittees than a larger one. A five member committee, for example, may well be able to have efficient discussions about budget development and monitoring as a full committee, while a committee of nine or more may find it more beneficial to delegate some of this responsibility to a small group to have the in-depth discussions and then report back to the entire committee.

Policy review and development, on the other hand, may nearly always benefit from the editing work being done in a smaller group.

Having too many subcommittees can make the workings of the school committee less, rather than more efficient. This may necessitate extra meetings both for committee members and for members of the administration.

### **What subcommittees do you need?**

There is no hard-and-fast rule. The most common subcommittees are Policy, Budget and Facilities.

Typical definitions of roles and responsibilities might look something like this:

**Policy** – Regular review of the policy manual to ensure policies stay up-to-date. Review policy changes recommended by the Superintendent. Review policy updates from MASC to ensure policies are edited, added or deleted as necessary. In all cases, recommend appropriate changes to the Committee.

**Budget** – Review warrants and recommend action to the Committee. Preview Superintendent’s budget recommendation and work with Superintendent during budget development to bring recommendation to full committee. (On a regional committee, a Warrant Subcommittee can have the authority to approve warrants.)

**Facilities** – Keep the full committee apprised of the state of the buildings and grounds, and make recommendations for addressing maintenance and space concerns.

**Negotiations** – With direction from the Committee, conduct negotiations with various collective bargaining units. Keep the Committee apprised of progress and recommend final agreements.

**Personnel**- Along with the superintendent, develop job descriptions and salary recommendations. Make recommendations to the full committee regarding staffing, especially as the budget is developed. Take the lead in working with the superintendent to draft the superintendent evaluation document.

## **Open Meeting Law**

Under the Massachusetts Open Meeting Law, all subcommittees and advisory committees of the school committee are considered public bodies and must abide by the requirements of the OML. This means that meetings must be properly posted, held in public and accessible to the public, deliberations cannot take place outside of a properly posted meeting and minutes of the meeting must be kept.

Remember, for small two-member subcommittees, this means the subcommittee meeting can't take place at the coffee shop or at someone's home. It means that phone conversations or emails to accomplish the work of the committee are out-of-bounds. Particularly for small subcommittees, awareness and adherence to the OML is important.

### **Can members of the school committee who are not on the subcommittee attend the meetings?**

Yes. Subcommittee meetings are public meetings. However, when members of the school committee who are not on the subcommittee attend, they must attend as members of the public. They should not sit at the table, but rather in the seating area designated for the public. They may not participate in the discussion in any other way than any member of the public would. This means they would listen to the meeting and ask questions or make comments only when recognized by the Chair of the subcommittee.

School committee policies should specify if the School Committee Chair is an *ex officio* member of subcommittees. This practice occurs occasionally in some districts. If so, and if the chair plans on attending or participating, the School Committee policy or rules should specify how this affects the quorum. Attention must be paid to how the meeting is posted to avoid any violations of the Open Meeting Law.



## MASC Model Policies Related to Subcommittees

### Section B – Board Governance and Operations

#### **BDE - SUBCOMMITTEES OF THE SCHOOL COMMITTEE**

The School Committee shall appoint members to subcommittees at their annual organizational meeting for a period of one year. These subcommittees may be created for a specific purpose and to make recommendations for Committee action.

1. The subcommittee will be established through action of the Committee.
2. The Committee chairperson, subject to approval by the Committee, will appoint the subcommittee chairperson and its members.
3. The subcommittee will be provided with a list of its functions and duties.
4. The subcommittee may make recommendations for Committee action, but it may not act for the School Committee.
5. All subcommittees of the School Committee are subject to the provisions of the Open Meeting Law.

SOURCE: MASC

LEGAL REF.: M.G.L. [30A:18](#)-25

CROSS REF.: [BEC](#), Executive Sessions

**File: BDF - ADVISORY COMMITTEES TO THE SCHOOL COMMITTEE**

The following general policies will govern the appointment and functioning of advisory committees to the School Committee other than the student advisory committee, which is governed by the terms of the Massachusetts General Laws.

1. Advisory committees may be created by the School Committee to serve as task forces for special purposes or to provide continuing consultation in a particular area of activity. However, there will be no standing overall advisory committee to the School Committee.
2. If an advisory committee is required by state or federal law, its composition and appointment will meet all the guidelines established for that particular type of committee.
3. The composition of task forces and any other advisory committees will be broadly representative and take into consideration the specific tasks assigned to the committee. Members of the professional staff may be appointed to the committee as members or consultants, as found desirable.
4. Appointments to such committees will be made by the Committee; appointment of staff members to such committees will be made by the School Committee upon recommendation of the Superintendent.
5. Tenure of committee members will be one year only unless the member is reappointed.
6. Each committee will be clearly instructed as to:
  - a. The length of time each member is being asked to serve.
  - b. The assignment the School Committee wishes the committee to fulfill and the extent and limitations of its responsibilities.
  - c. The resources the School Committee will provide.
  - d. The approximate dates on which the School Committee wishes to receive major reports.
  - e. School Committee policies governing citizens, committees and the relationship of these committees to the School Committee as a whole, individual School Committee members, the Superintendent, and other members of the professional staff.
  - f. Responsibilities for the release of information to the press.
7. Recommendations of committees will be based upon research and fact.
8. The School Committee possesses certain legal powers and prerogatives that cannot be delegated or surrendered to others. Therefore, all recommendations of an advisory committee must be submitted to the School Committee.

9. Advisory committees created under this policy are subject to the provisions of the Open Meeting Law.

The Committee will have the sole power to dissolve any of its advisory committees and will reserve the right to exercise this power at any time during the life of any committee.

SOURCE: MASC

LEGAL REF.: M.G.L. [30A:18](#)-25

CROSS REF.: [JIB](#), Student Involvement in Decision-making

## SECTION 1

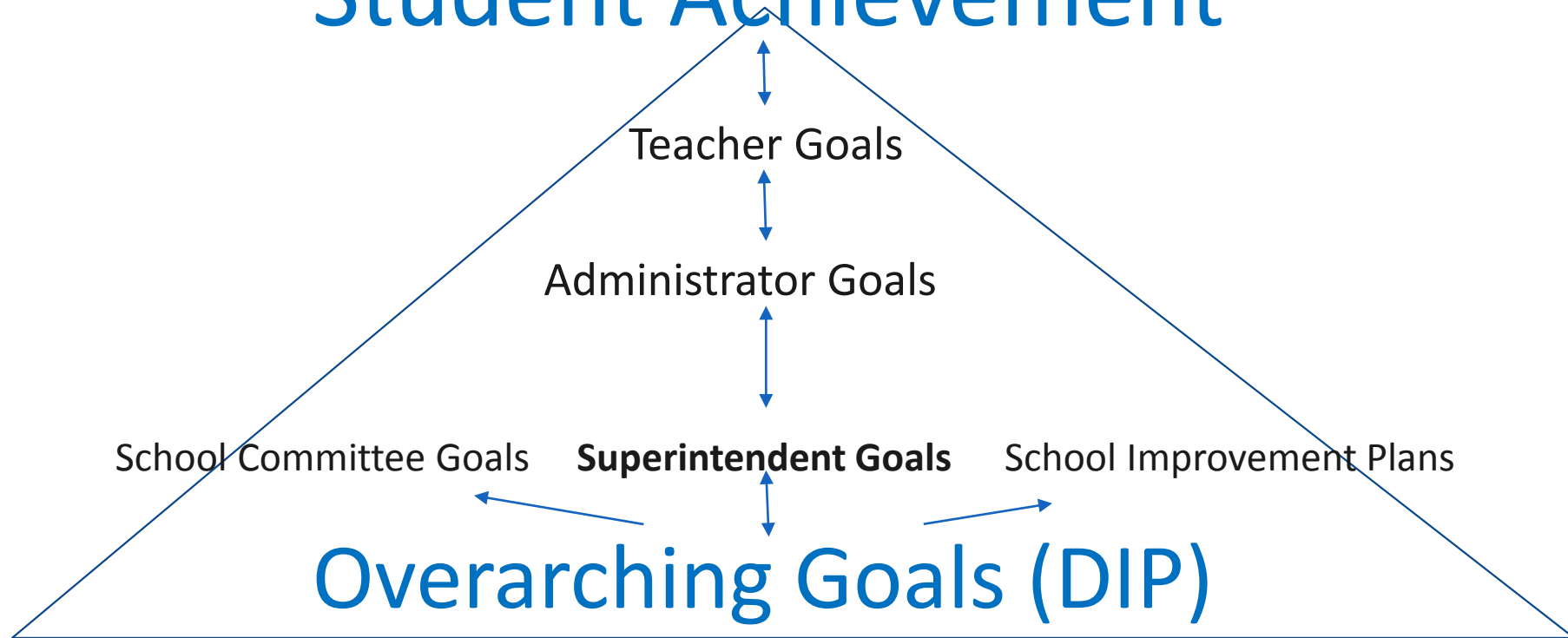
# Evaluating the Superintendent

Charting the Course



# Goal Alignment

## Student Achievement





# Superintendent Evaluation

- Part of the evaluation system for all educators
  - Makes educator evaluation more effective and linked to student achievement
  - Strategy for improving educator professional practice
  - Links multiple criteria to measuring educator success
- MA Board of Elementary and Secondary Education requires some elements
- All districts must implement



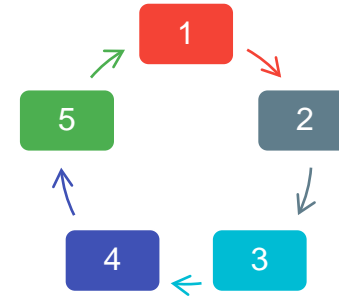
# What We Need to Know About Superintendent Evaluation

- ✓ Requires greater attention to evaluation
- ✓ Components may be new to many school committees
- ✓ Annual evaluations are required in most cases
- ✓ A standard format must be used, with the flexibility to adapt tool to district needs



# Three Key Components

## 1. Five step cycle



## 2. Two part tool



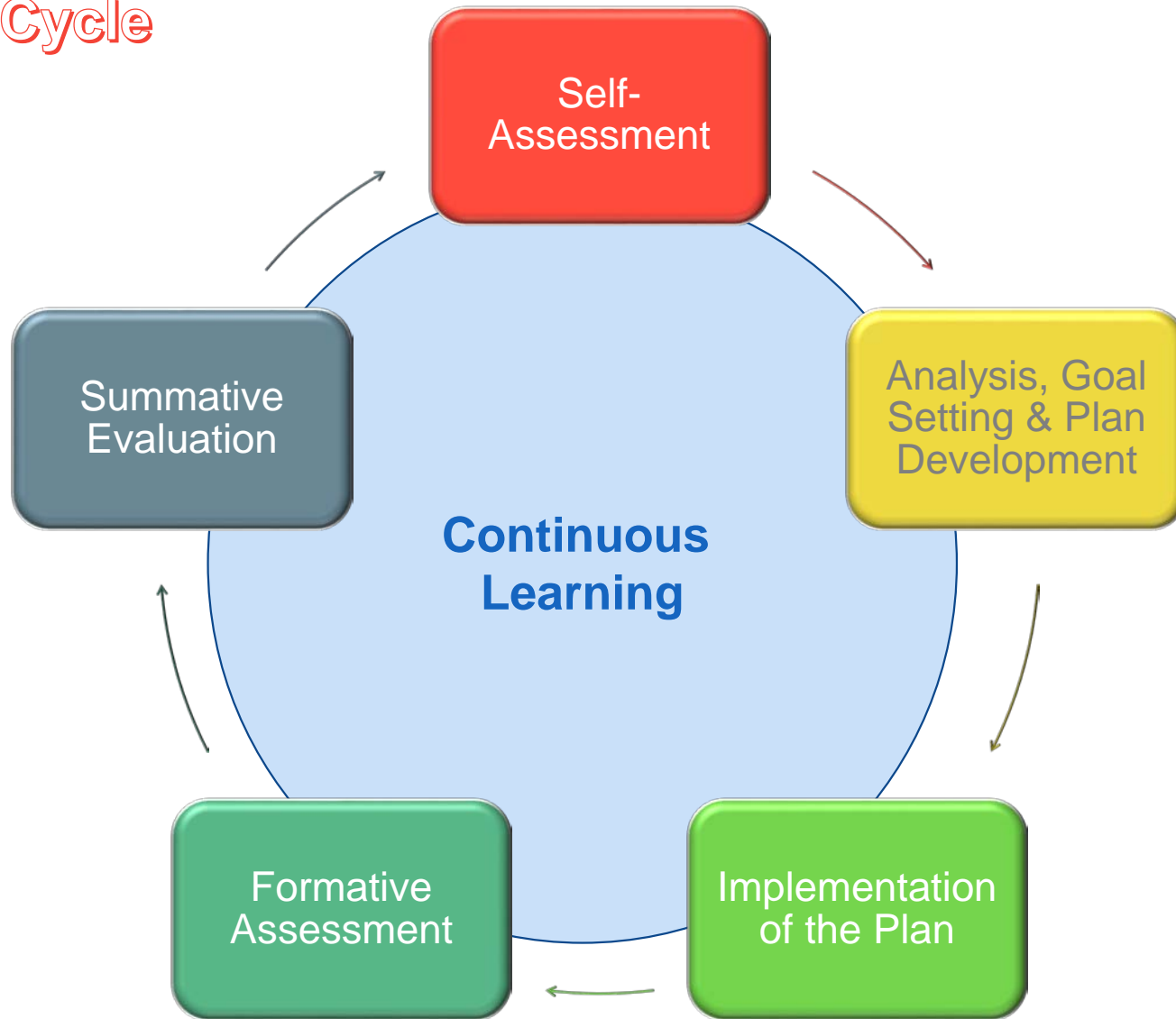
## 3. Multi-part Rating System







## 5 Step Cycle





# Evaluation Tool: Part 1

## SMART Goals

- ✓ **S**pecific \* Strategic
- ✓ **M**easurable
- ✓ **A**ction-oriented
- ✓ **R**igorous, Realistic & Result-focused
- ✓ **T**imed & Tracked

SMART Goals have:

- ✓ Key Actions
- ✓ Benchmarks

## Goal Areas

- Professional Practice
- Student Learning
- District Improvement



# Evaluation Tool: Part 2

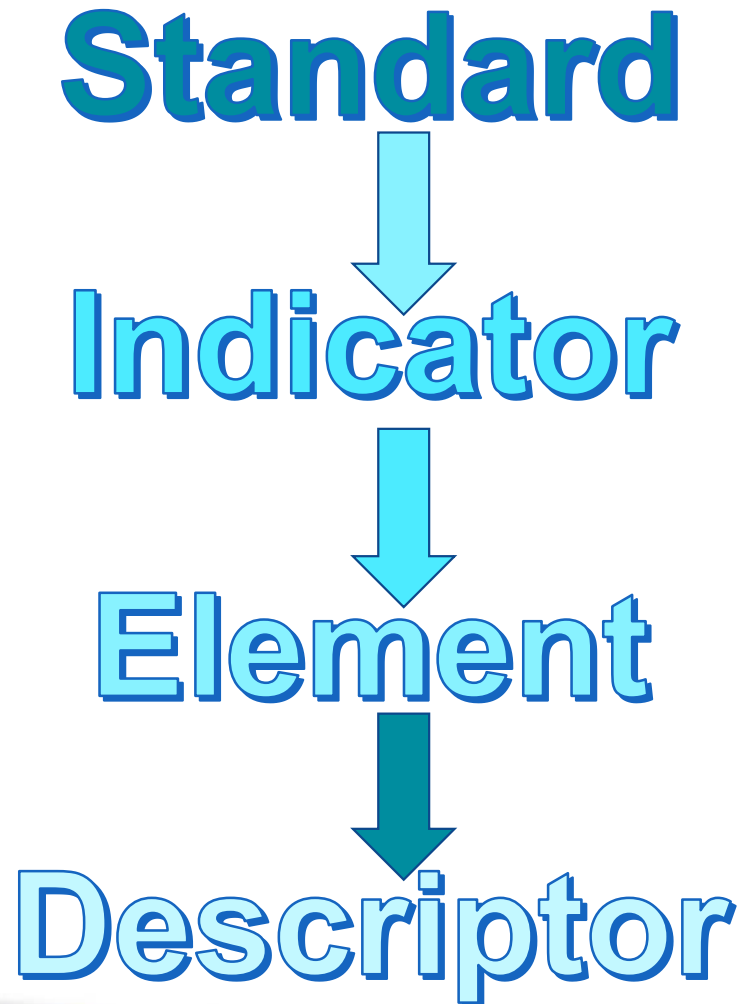
## **STANDARDS AND INDICATORS OF EFFECTIVE PROFESSIONAL PRACTICE**

- Instructional Leadership
- Management and Operations
- Family & Community Engagement
- Professional Culture

Source: DESE Educator Evaluation Regulations



# Structure of the Rubric: A Continuum of Professional Practice





# Standard I:

## Instructional Leadership

- **Indicator I-A: Curriculum:** Ensures that all instructional staff design effective and rigorous standards-based units of instruction consisting of well-structured lessons with measurable outcomes.

I-A. Elements	Unsatisfactory	Needs Improvement	Proficient	Exemplary
I-A-1. Standards-Based Unit Design	Does not set the expectation that administrators use effective strategies for ensuring development of well-designed standards-based units, provide adequate resources or support for this activity, and/or monitor or assess progress.	Provides limited training and/or support to administrators to employ effective strategies for ensuring well-designed standards-based units. May sometimes monitor and assess progress and provide feedback.	Provides support and assistance for administrators to learn and employ effective strategies for ensuring that educators and educator teams design standards-based units with measurable outcomes and challenging tasks requiring higher-order thinking. Frequently monitors and assesses progress, providing feedback as necessary.	Empowers administrators to employ strategies that empower staff to create rigorous standards-based units of instruction that are aligned across grade levels and content areas. Continually monitors and assesses progress, provides feedback, and connects administrators to additional supports as needed. Is able to model this element.



# RATING SYSTEM

## SUMMATIVE PERFORMANCE RATING ON:

### GOALS:

- ✓ *Exceeded*
- ✓ *Met*
- ✓ *Significant Progress*
- ✓ *Some Progress*
- ✓ *Did Not Meet*

### STANDARDS:

- ✓ *Exemplary*
- ✓ *Proficient*
- ✓ *Needs Improvement*
- ✓ *Unsatisfactory*

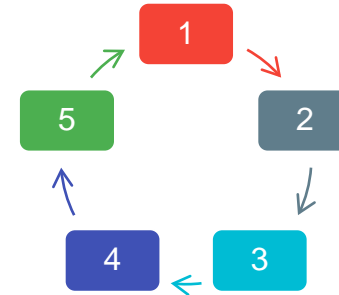
OVERALL SUMMATIVE RATING: *Exemplary, Proficient, Needs Improvement, Unsatisfactory*



# Three Key Components

## 1. Five step cycle

Self-Assessment, Goal Setting,  
Implementation, Mid-cycle Review



## 2. Two part tool

SMART Goals &  
Performance Rubric

Part 1 - Goals

Part 2 - Standards

## 3. Multi-part Rating System

Rating on Goals, Standards & Summative Rating





# How Does it Work?





# Analysis, Goal Setting & Plan Development

## STEP 1: Draft Superintendent Goals

- ✓ Work with the Superintendent
- ✓ Superintendent may recommend goals
- ✓ Consider using a subcommittee to begin work
- ✓ School Committee has final approval
- ✓ Remember – Goals should be SMART



# Analysis, Goal Setting & Plan Development

## Documents to consider:

- ✓ District Strategy
- ✓ School Improvement Plans
- ✓ Superintendent Self-Assessment



# Connection

Superintendent's goals are:

- Explicitly tied to district instructional strategy
- Focused, cohesive
- A multi-year framework



*Instructional Strategy 2017 - 2020*

**VISION**

WPS graduates are confident, lifelong learners who are respectful and caring members of their community.

**MISSION**

To prepare students for college, career, and community by providing **rich and challenging curriculum, high quality instruction**, and educational experiences that meet their **individual needs and interests**.

Objectives	2017-18 Initiatives
<b>Quality Teaching</b>	<ol style="list-style-type: none"> <li>1. Provide quality, meaningful feedback to all educators to foster continuous educator growth.</li> <li>2. Offer job-embedded, collaborative, teacher-led professional development experiences, including PLCs, Learning Labs, and coaching.</li> <li>3. Build the capacity of each school with five high-leverage instructional practices from Standard 2: Learning Expectations, Meeting Diverse Needs, Student Engagement, Checking for Understanding, and Growth Mindset.</li> </ol>
<b>Rigorous Curriculum</b>	<ol style="list-style-type: none"> <li>4. Implement consistent, high quality, standards-aligned curriculum and assessments in ELA, Math, and Science.</li> <li>5. Review and research World Language frameworks and curriculum to make recommendations for 2018-19.</li> <li>6. Integrate 21<sup>st</sup> c. digital learning tools to enrich and personalize the student learning experience.</li> </ol>
<b>Individualized Student Learning</b>	<ol style="list-style-type: none"> <li>7. Identify target Student Growth Measures to inform teaching and drive school and district goals.</li> <li>8. Develop effective inclusive practices, using tiered strategies to meet the diverse academic and social/emotional needs of all students.</li> <li>9. Implement new Social Emotional Health &amp; Learning Strategy.</li> </ol>

*We recognize the importance of Instructional Leadership Teams at all levels of the system for their voice, ownership, and leadership in the effective implementation and outcomes of this Strategy.*

**CORE VALUES**

*Our Clarity of Purpose: Inspire the Love of Learning*  
*Our Culture of Practice: Respectful and Caring*

# Analysis, Goal Setting & Plan Development

## Key Questions:

- What will be the **OUTCOME** of each goal?
- How will we know the **OUTCOME** has been achieved?



# Outcomes

- Often confused with “outputs”: did they accomplish the task?
- **Outcomes** = how will the actions/behaviors of people change or how will their performance improve as a result of an initiative?

*Provide example:*

- *Teacher PLCs*



# Create Evaluation Document

Work with Superintendent to draft goals

- ✓ Can use subcommittee to begin work
- ✓ School Committee has final approval

Identify Standards, Indicators and Elements from Rubric

- ✓ All Standards must be evaluated

Decide on Weighting of Standards

**Discuss Artifacts of Evidence**



# Analysis, Goal Setting & Plan Development

## STEP 2: Identify Standards, Indicators and Elements from the rubric

- It is not necessary to evaluate every Standard, Indicator and Element
- Pick a limited number of elements that are most related to the agreed-upon goals
- Remember that every Standard must be evaluated

# Analysis, Goal Setting & Plan Development

## STEP 3: Discuss Artifacts of Evidence

- ✓ What will help us understand the progress on the goal?
- ✓ What presentations during the year will help keep us informed?

# Evidence

- Multiple measures of student growth
- What artifacts or evidence, beyond test scores, can be used to demonstrate student learning and growth?

*Provide examples:*

- *Artifacts of student growth to include qualitative data*



# Document Development Checklist

- ✓ **Agree on Goals**
  - ✓ Think about OUTCOMES
- ✓ **Agree on applicable Elements in Rubric**
  - ✓ Not too many
- ✓ **Determine weighting of Standards**
  - ✓ Does any area need special attention?
- ✓ **Discuss Evidence**
  - ✓ What will help the Committee understand the work?
- ✓ **Create Year-Long Agenda**
  - ✓ Monitor progress throughout the year, not just at the end



# Required vs. Optional

## REQUIRED

- 4 SMART Goals in 3 areas
  - District Improvement
  - Student Learning
  - Professional Practice
- Ratings on all 4 Standards
  - Instructional Leadership
  - Management & Operations
  - Family & Community Engagement
  - Professional Culture
- Overall Summative Rating

## OPTIONAL

- Do not need to use all Elements & Indicators
- Can weight Standards differently
- Timing of Evaluation cycle
- How Evaluation is used
- Process for completing evaluation



# Completing the Evaluation

1. Committee members complete individual evaluations
  - Superintendent self-assessment
  - Portfolio of evidence
  - Form to complete evaluation
2. Composite Evaluation prepared
  - Chair or Designee
  - Subcommittee
  - *Discuss process for preparation*
3. Discussed and voted on by full Committee at a public meeting

# DESE Links

- Superintendent Rubric:
  - [http://www.doe.mass.edu/edeval/model/PartIII\\_AppxA.pdf](http://www.doe.mass.edu/edeval/model/PartIII_AppxA.pdf)
- Evaluation Form Template:
  - <http://www.doe.mass.edu/edeval/resources/evalforms/EndCycle-SumEvalReport-supt.pdf>



2018-2019 School Committee Protocols  
 School Committee/Superintendent Operating Protocols  
 Hamilton Wenham Regional School District

The primary objective of the School Committee is to improve student achievement. Members of the School will abide by the following protocols as individuals and as a committee.

- Members of the Committee will make no independent commitments or take any independent actions that relate to the School District. When School Committee members attend meetings of other committees or boards, they will speak as individuals. They may only speak for the Committee when designated to represent the Committee.
- The Superintendent and the School Committee represent the needs and interests of all students in the district and place the students' interests above all others in their decisions, while remaining within the limitations of a voter-approved budget.
- School Committee members will establish a vision, create policy, approve a budget and assure accountability to sustain continuous improvement in teaching, learning and facilities. Members agree to leave the day-to-day operations, including business transactions, to the superintendent and staff. Members of the School Committee recognize that authority rests only with the majority in its decisions.
- School Committee members will channel requests for information, reports and data through the Superintendent and the School Committee Chair rather than to staff. The Superintendent will ensure that each member of the committee has equal access to this information in a timely manner. Recognizing the importance of proactive communication and avoiding surprises, School Committee members will, whenever possible, contact the School Committee Chair and/or the Superintendent in advance of a meeting if they have questions or concerns about an agenda item, or will ask the chair at least 48 hours prior to a meeting that an item be placed on an agenda.
- School Committee members will attend meetings on time and be well-prepared to discuss agenda items. While at meetings, members will stay focused on the agenda items and will not engage in communication outside of the agenda item being discussed. When making decisions, School Committee members will keep an open mind, utilizing the best information available including: research, best practices, public input and financial considerations. Members will debate issues and not each other. Members will analyze carefully and debate fully, whenever necessary, prior to making decisions.
- Administration will endeavor to make materials for School Committee Meetings available the Friday before the meeting. The School Committee will recognize that some circumstances will not always make this possible. In any event, we recognize that having background materials available for School Committee Members is a best practice.
- School Committee members will vote according to their convictions will avoid bias and will uphold and support the decisions of the majority of the Committee once a decision has been made. Positions will not be used for personal or partisan gain.

- All members will maintain the confidentiality of privileged information and will respect the Open Meeting Law.
- Members will refer constituent concerns and complaints, including issues relating to District personnel, to the Superintendent or the School Committee Chair.
- A School Committee meeting is a business meeting that is held in public – not a public meeting. The committee values communication between all stakeholders of the community and will make every effort to ensure meetings are effective and efficient. Comments made at a meeting that are not part of the agenda will be tabled to a future meeting.
- The School Committee recognizes the importance of working collaboratively with town officials and actively seeking their support to improve the District.
- The School Committee will demonstrate professional and collegial relations with one another. To this end, members will work to maintain trust and mutual respect between and among each other, the Superintendent and the administration by treating everyone with dignity and respect, even in time of disagreement.
- Recognizing the importance of honoring these protocols, members will respectfully remind each other when they get off track.

#### Signatures

Stacey Metternick

David Polito

Jeanise Bertrand

Kerry Gertz

Gene Lee

Peter Wolczik

Michelle Bailey

Michael Harvey

Jeffrey Sands