



HAMILTON-WENHAM REGIONAL SCHOOL DISTRICT

School Committee Meeting

Buker Elementary School
Multi-Purpose Room

Monday, February 13, 2017

7:00 PM

1. Call to Order 7:15
2. Pledge of Allegiance
3. Citizens' Comments 7:20
4. Chair's Report 7:30
5. Superintendent's Report 7:45
6. New Business 8:00
 - a. OPEB Presentation from Jim Powers, Powers and Sullivan
 - b. Representative Brad Hill 8:15-8:30
 - c. Bill Shields—Longmeadow Property Study Group
 - d. FY18 Budget
 - a. Summary of FY18 Budget Recommendation Exhibit A
 - b. 3 Year Forecast Exhibit B
 - e. Adopt FY18 Budget
 - f. YTD Financial Forecast Exhibit C
 - g. Report on District, School Committee & Superintendent Goal Progress for 2016-17 Exhibit D
 - h. Appoint Leslie Davidson to position of Asst. Treasurer
 - i. Donation from Hockey Booster \$4,000 Exhibit E
 - j. Donation/Grant from Hamilton Cultural Commission for fall High School Musical \$736.34 Exhibit E
 - k. Donation from Friends of Winthrop Exhibit F
 - l. Policy Review
 - a. Memorials for Deceased Students and Staff—2nd Reading Exhibit G
 - b. Policy Revision and Review—2nd Reading Exhibit H
7. Committee Reports 8:45
 - a. Communications
 - b. Planning
 - c. Policy Review
 - d. Warrant
 - e. Regional Agreement
 - f. Student Rep.
 - g. Other-School Liaisons Updates
8. Other
 - a. Topics for next meeting
9. Vote to Adjourn 9:30

Secretary: Joshua Liebow, HWRSC

DMB

Knowledge



Responsibility



Respect



Excellence

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



HAMILTON-WENHAM
REGIONAL SCHOOL DISTRICT

*FY18 Superintendent's Budget Recommendation
School Committee Presentation
February 9, 2017*

Prepared by:

Dr. Michael Harvey, Superintendent of Schools

Jeffrey D. Sands, Assistant Superintendent for Finance & Administration

Vincent Leone, Director of Accounting & Payroll

GASB 74 & 75 – Other Postemployment Benefits - OPEB

Presented by James Powers CPA

Applicable GASB Statements - New

- **Statement No. 74**
***Financial Reporting for Postemployment
Benefit Plans Other Than Pension Plans***
- Effective Date FY2017
- You need to accept Chapter 32B Section 20
- This establishes an OPEB Trust Fund

How to Accept an OPEB Trust Fund

- School Committee can vote to establish the fund
 - ◆ This is done before funds are appropriated to be transferred to this fund.
- The Treasurer is the Custodian.
- The School Committee can designate a Trustee or Board of Trustees
 - ◆ Responsible for general management and investing authority
 - ◆ The Custodian can be the Trustee
 - ◆ A retirement board can be the Board of Trustees
 - ◆ A Board of Trustees can be comprised of 5 to 13 individuals

How to Accept an OPEB Trust Fund

- The School Committee can designate a Trustee or Board of Trustees.
 - ◆ One Trustee is a current employee selected by ballot;
 - ◆ One Trustee is a current retiree selected by ballot;
 - ◆ The remainder of the Trustees are appointed by the Superintendent.
 - ◆ They will serve for terms of 3 or 5 years
- The duties and obligations of the Trustee or Board of Trustees shall be set forth in a declaration of trust.
- The School Committee has 90 days to disapprove the declaration. If not it will take effect.

How can the Funds be Invested

- Section 20(g) allows the following investments:
 - ◆ Invest in accordance with Chapter 44 Section 54 Investment in Trust Funds
 - ★ Type of investments are limited and may not be appropriate for a long-term investment strategy and use of higher discount rates.
 - ◆ School Committee can authorize investments under the Prudent Investment Rule established in Chapter 203C
 - ★ This allows for a wide range of investments that can be structured in accordance with the long-term investment strategies.
 - ◆ If a retirement board is the investing authority they will have a wide range of investments to select from.
 - ◆ The fund can be invested in the State Retiree Benefits Trust Fund.

How can the Funds be Invested

- Section 20(k) allows the District to participate in an OPEB Fund established by another governmental unit.
 - ◆ This will operate more like a pooled investment fund as all contributions, revenues and expenses for each member unit will remain separate and the net position of one member unit cannot be used to pay for another member unit's expenses.
- The School Committee can vote to authorize the Trustee or Board of Trustees to employ investment consultants and pay for their services from the OPEB Trust Fund.

How are Funds Added to or Appropriated from the Trust

- Per Section 20(i) appropriations may be made only in the annual budget submitted to the member towns for approval.
- Per Section 20(b) the School can accept gifts, grants and contributions to the Fund.
- Investment income will be credited to the Fund.
- The School Committee can vote to authorize any amounts received as a sponsor of a qualified retiree prescription drug plan to be deposited to the Fund.

How are Funds Added to or Appropriated from the Trust

- Per Section 20(h) requires any appropriation from the Trust Fund be subject to several approvals.
 - ◆ The School Committee must first approve by a two-thirds vote the transfer from the Fund to the School for the payment of retiree health insurance.
 - ◆ The Trustee or Board of Trustees must certify the funds are available.
 - ◆ The Superintendent must include the proposed transfer as a source of funds in the annual budget to be approved by the member Towns.

GASB 74

- The OPEB Trust's financial statements are included as part of the audited financial statements.
- The accounting and disclosures are substantially the same as Pension Trusts implemented in FY2015 through GASB 67.
- Additional note disclosures include:
 - ◆ Information about the components of the net OPEB liability and related ratios, including the OPEB plan's fiduciary net position as a percentage of the total OPEB liability
 - ◆ Significant assumptions and other inputs used to measure the total OPEB liability and information about the sensitivity of the measurement of the net OPEB liability to changes in the discount rate and changes in the healthcare cost trend rate.

GASB 74

- New Required Supplementary Information is presented for the 10 most recent years.
 - ◆ Sources of changes in the net OPEB liability
 - ◆ Information about the components of the net OPEB liability and related ratios, including the OPEB plan's fiduciary net position as a percentage of the total OPEB liability, and the net OPEB liability as a percentage of covered-employee payroll.
 - ◆ Actuarially determined contributions, contributions and related ratios
- RSI also requires explanations of changes of benefit terms, change in covered member and the use of different assumptions.

Applicable GASB Statements - New

- **Statement No. 75**
***Accounting and Financial Reporting for
Postemployment Benefits Other Than
Pensions***
- Effective Date FY2018
- This replaces GASB 45

GASB 75

- This GASB deals with how employers record the Net OPEB Liability, deferred inflows/outflows, note disclosures, and required supplementary information.
- This is similar to what everyone went through in FY15 when you implemented GASB 68 on Pensions.
- Your OPEB plans will be Single Employer Plan.

GASB 75

- Single employers are those whose employees/retirees are provided with defined benefit OPEB through single-employer OPEB plans.
- The employer has greater control over the benefits offered and contribution rates. Unlike Pension Plans the School can significantly change the Total OPEB Liability with Plan Design changes.

How will the new standards impact future financial statements?

- The new standards uses a service based model to calculate the total OPEB liability to **Record** on the financial statements.
- What that means is that the Actuary will calculate the Total Liability as of the measurement date which relates to the present value of all benefits earned to be paid in future periods.
- They will reduce the Total Liability by the assets held in Trust to come up with the Net Liability.

How will the new standards impact future financial statements?

- One of the assumptions used by the actuary to calculate the Total OPEB Liability is the discount rate.
- It is so important that the new standards require a note disclosure of the Sensitivity a change in discount rate will have on the Net OPEB Liability. The difference of just 1% higher or lower is significant.
- How you invest determines the rate.

How will the new standards impact future financial statements?

- The discount rate should be the single rate that reflects the following:
 - ◆ a. The long-term expected rate of return on OPEB plan investments that are expected to be used to finance the payment of benefits, to the extent that
 - ★ (1) the OPEB plan's fiduciary net position is projected to be sufficient to make projected benefit payments and
 - ★ (2) OPEB plan assets are expected to be invested using a strategy to achieve that return
 - ◆ b. A yield or index rate for 20-year, tax-exempt general obligation municipal bonds with an average rating of AA/Aa or higher, to the extent that the conditions in (a) are not met.

How will the new standards impact future financial statements?

- The new standards requires the use of a risk free discount rate equal to a AA rated municipal 20 year bond as the starting point. This rate has been hovering around 3.0% recently.
- The actuary will complete an analysis that will determine if the Trust Assets will run out of money in the future. This is called the crossover point.

How will the new standards impact future financial statements?

- The date when the crossover point is reached is the date the lower rate is used. If a Community did not have a qualified trust the discount rate used is the low rate.
- If a qualified trust is used then the Actuary will calculate a blended discount rate.
- We expect in most cases the blended rate will be lower than the current blended rates.
- This has the potential to increase the liability significantly.

Pay-as-you-go Compared to Pre-Funding

- The following two slides are from the June 30, 2016 OPEB Actuarial Valuation that compares the Unfunded Liability if the pay-as-you-go method is used to the pre-funding method by making annual contributions to the OPEB Trust Fund over a 30 year period.
- If the District fully funds the liability the discount rate will change from 3.5% to 7.0% and the Unfunded Liability will be lowered from \$25,337,907 to \$15,591,240 (a \$9,746,667 reduction or 38.4%).
- To achieve this a level payment to the OPEB Trust of \$764,800 must be made for each of the next 30 years.
- At this point the Assets in the OPEB Trust will equal the Actuarial Accrued Liability (Fully Funded).
- Under the pay-as-you-go Method the Unfunded Liability will grow to \$123,376,695 with no assets in the OPEB Trust.
- A total additional investment of \$22,944,000 will save \$123,376,695.



Projected Cash Flows (Open Group) – pay-as-you-go Approach

Total Medical & Life Insurance - pay-as-you-go funding - 3.50% discount rate

Fiscal Year	I. Total Actuarial Accrued Liability ("AAL") as of July 1	II. Plan Assets as of July 1	III. Unfunded Accrued Actuarial Liability ("UAAAL") [I. - II.]	IV. Normal Cost	V. Expected Amortization	VI. Interest on Net OPEB Obligation (Asset)	VII. Adjustment to ARC	VIII. Amortization of Actuarial (Gain) / Loss	IX. Expected Annual OPEB Expense [IV. + V. + VI. + VII. + VIII.]	X. OPEB Obligation (Asset) as of June 30	XI. Employer Share of Premiums / Claims	XII. Excess Employer Payments (beyond claims)
2016	25,337,907	0	25,337,907	1,221,307	1,331,385	552,905	(878,421)	200,320	2,427,496	17,530,238	694,549	0
2017	26,769,929	0	26,769,929	1,302,974	1,331,385	613,558	(920,910)	242,809	2,569,816	19,351,939	748,115	0
2018	28,281,154	0	28,281,154	1,387,157	1,331,385	677,318	(1,016,609)	338,508	2,717,759	21,275,852	793,846	0
2019	29,885,072	0	29,885,072	1,462,262	1,331,385	744,655	(1,117,678)	439,577	2,860,201	23,309,759	826,294	0
2020	31,589,276	0	31,589,276	1,538,824	1,331,385	815,842	(1,224,524)	546,423	3,007,950	25,460,293	857,416	0
2021	33,400,157	0	33,400,157	1,612,951	1,331,385	891,110	(1,337,498)	659,397	3,157,345	27,713,692	903,946	0
2022	35,302,984	0	35,302,984	1,695,010	1,331,385	969,979	(1,455,875)	777,774	3,318,273	30,074,051	957,914	0
2023	37,301,482	0	37,301,482	1,788,484	1,331,385	1,052,592	(1,579,871)	901,770	3,494,360	32,549,537	1,018,874	0
2024	39,403,581	0	39,403,581	1,879,279	1,331,385	1,139,234	(1,709,915)	1,031,814	3,671,797	35,115,608	1,105,726	0
2025	41,583,334	0	41,583,334	1,972,518	1,331,385	1,229,047	(1,844,717)	1,166,616	3,854,849	37,791,462	1,178,995	0
2026	43,860,044	0	43,860,044	2,069,296	1,331,385	1,322,701	(1,985,288)	1,307,187	4,045,281	40,582,024	1,254,719	0
2027	46,238,234	0	46,238,234	2,173,069	1,331,385	1,420,371	(2,131,882)	1,453,781	4,246,724	43,493,574	1,335,174	0
2028	48,723,793	0	48,723,793	2,280,881	1,331,385	1,522,275	(2,284,834)	1,606,733	4,456,440	46,533,262	1,416,752	0
2029	51,323,499	0	51,323,499	2,394,731	1,331,385	1,628,664	(2,444,518)	1,766,417	4,676,679	49,718,364	1,491,577	0
2030	54,054,585	0	54,054,585	2,511,900	1,331,385	1,740,143	(2,611,839)	1,933,738	4,905,327	53,033,657	1,590,034	0
2031	56,900,626	0	56,900,626	2,636,817	1,331,385	1,856,178	(2,786,000)	2,107,899	5,146,279	56,515,161	1,664,775	0
2032	59,898,210	0	59,898,210	2,768,188	1,331,385	1,978,030	(2,968,893)	2,290,792	5,399,502	60,147,043	1,767,620	0
2033	63,030,235	0	63,030,235	2,910,759	1,331,385	2,105,146	(3,159,686)	2,481,585	5,669,189	63,961,535	1,854,697	0
2034	66,329,318	0	66,329,318	3,055,274	1,331,385	2,238,654	(3,360,071)	2,681,970	5,947,212	67,952,107	1,956,640	0
2035	69,787,930	0	69,787,930	3,208,448	1,331,385	2,378,324	(3,569,706)	2,891,605	6,240,056	72,171,847	2,020,316	0
2036	73,460,223	0	73,460,223	3,362,859	1,331,385	2,526,015	(3,791,381)	3,113,280	6,542,158	76,597,095	2,116,910	0
2037	77,320,890	0	77,320,890	3,536,068	1,331,385	2,680,899	(4,023,852)	3,345,751	6,870,251	81,289,391	2,177,955	0
2038	81,432,768	0	81,432,768	3,709,883	1,331,385	2,845,129	(4,270,350)	3,592,249	7,208,296	86,206,633	2,291,054	0
2039	85,751,403	0	85,751,403	3,901,482	0	3,017,231	(4,528,666)	3,850,565	6,240,612	90,026,153	2,421,092	0
2040	90,284,907	0	90,284,907	4,093,733	0	3,150,916	(4,729,316)	4,051,215	6,566,548	94,075,450	2,517,251	0
2041	95,076,537	0	95,076,537	4,306,887	0	3,292,640	(4,942,036)	4,263,935	6,921,426	98,358,966	2,637,910	0
2042	100,131,608	0	100,131,608	4,525,304	0	3,442,564	(5,167,061)	4,488,960	7,289,767	102,887,747	2,760,986	0
2043	105,462,284	0	105,462,284	4,758,440	0	3,601,071	(5,404,970)	4,726,869	7,681,410	107,685,924	2,883,233	0
2044	111,094,304	0	111,094,304	5,001,132	0	3,769,008	(5,657,032)	4,978,931	8,092,039	112,781,216	2,996,747	0
2045	117,057,143	0	117,057,143	5,251,381	0	3,947,342	(5,924,700)	5,246,599	8,520,622	118,197,850	3,103,988	0
2046	123,376,696	0	123,376,696	5,520,680	0	4,136,925	(6,209,252)	6,209,252	9,657,605	124,643,343	3,212,112	0
2047	130,084,249	0	130,084,249	5,802,818	0	4,362,516	(6,547,850)	6,547,850	10,165,334	131,455,335	3,353,342	0



Projected Cash Flows (Open Group) – Funded Approach

Total Medical & Life Insurance - Funding over 30 years at 7.00% discount rate increasing at 0.00% per year

Fiscal Year	I. Total Actuarial Accrued Liability ("AAL") as of July 1	II. Plan Assets as of July 1	III. Unfunded Accrued Actuarial Liability ("UAAL") [I. - II.]	IV. Normal Cost	V. Expected Amortization	VI. Interest on Net OPEB Obligation (Asset)	VII. Adjustment to ARC	VIII. Amortization of Actuarial (Gain) / Loss	IX. Expected Annual OPEB Expense [IV. + V. + VI. + VII. + VIII.]	X. OPEB Obligation (Asset) as of June 30	XI. Employer Share of Premiums / Claims	XII. Annual Funding / (Payments)
2016	15,591,240	0	15,591,240	492,476	1,784,616	1,105,810	(1,189,763)	(446,873)	1,746,266	16,084,208	694,549	764,800
2017	16,466,409	764,800	15,701,609	525,037	1,784,616	1,125,895	(1,211,372)	(425,264)	1,798,912	16,370,205	748,115	764,800
2018	17,380,363	1,583,136	15,797,227	557,989	1,784,616	1,145,914	(1,232,912)	(403,724)	1,851,883	16,663,442	793,846	764,800
2019	18,344,623	2,458,756	15,885,867	587,428	1,784,616	1,166,441	(1,254,997)	(381,639)	1,901,849	16,974,197	826,294	764,800
2020	19,373,162	3,395,669	15,977,493	617,177	1,784,616	1,188,194	(1,278,401)	(358,235)	1,953,351	17,305,332	857,416	764,800
2021	20,472,227	4,398,166	16,074,061	645,588	1,784,616	1,211,373	(1,303,341)	(333,295)	2,004,941	17,641,527	903,946	764,800
2022	21,628,841	5,470,838	16,158,003	677,322	1,784,616	1,234,907	(1,328,661)	(307,975)	2,060,209	17,979,022	957,914	764,800
2023	22,842,627	6,618,597	16,224,030	712,960	1,784,616	1,258,531	(1,354,080)	(282,556)	2,119,471	18,314,819	1,018,874	764,800
2024	24,114,283	7,846,699	16,267,584	747,278	1,784,616	1,282,038	(1,379,369)	(257,267)	2,177,296	18,621,589	1,105,726	764,800
2025	25,418,743	9,160,768	16,257,975	782,196	1,784,616	1,303,512	(1,402,474)	(234,162)	2,233,688	18,911,482	1,178,995	764,800
2026	26,773,480	10,566,822	16,206,658	818,143	1,784,616	1,323,804	(1,424,307)	(212,329)	2,289,927	19,181,890	1,254,719	764,800
2027	28,180,486	12,071,300	16,109,186	856,503	1,784,616	1,342,732	(1,444,672)	(191,964)	2,347,215	19,429,131	1,335,174	764,800
2028	29,640,942	13,681,091	15,959,851	896,419	1,784,616	1,360,039	(1,463,294)	(173,342)	2,404,438	19,652,017	1,416,752	764,800
2029	31,159,052	15,403,567	15,755,485	938,891	1,784,616	1,375,641	(1,480,079)	(156,557)	2,462,512	19,858,152	1,491,577	764,800
2030	32,748,811	17,246,617	15,502,194	982,529	1,784,616	1,390,071	(1,495,605)	(141,031)	2,520,580	20,023,898	1,590,034	764,800
2031	34,391,195	19,218,680	15,172,515	1,028,538	1,784,616	1,401,673	(1,508,087)	(128,549)	2,578,191	20,172,514	1,664,775	764,800
2032	36,117,806	21,328,788	14,789,018	1,077,143	1,784,616	1,412,076	(1,519,281)	(117,355)	2,637,199	20,277,293	1,767,620	764,800
2033	37,907,242	23,586,603	14,320,639	1,130,302	1,784,616	1,419,410	(1,527,172)	(109,464)	2,697,692	20,355,488	1,854,697	764,800
2034	39,785,647	26,002,465	13,783,182	1,184,076	1,784,616	1,424,883	(1,533,061)	(103,575)	2,756,939	20,390,987	1,956,640	764,800
2035	41,743,997	28,587,438	13,156,559	1,240,897	1,784,616	1,427,369	(1,535,735)	(100,901)	2,816,246	20,422,117	2,020,316	764,800
2036	43,832,098	31,353,359	12,478,739	1,297,813	1,784,616	1,429,549	(1,538,079)	(98,557)	2,875,342	20,415,749	2,116,910	764,800
2037	46,023,910	34,312,894	11,711,016	1,362,209	1,784,616	1,429,102	(1,537,600)	(99,036)	2,939,291	20,412,285	2,177,955	764,800
2038	48,372,737	37,479,597	10,893,140	1,426,520	1,784,616	1,428,859	(1,537,339)	(99,297)	3,003,359	20,359,790	2,291,054	764,800
2039	50,833,777	40,867,969	9,965,808	1,497,795	0	1,425,185	(1,533,385)	(103,251)	1,286,344	18,460,242	2,421,092	764,800
2040	53,404,214	44,493,527	8,910,687	1,569,050	0	1,292,216	(1,390,322)	(243,562)	1,227,382	16,405,573	2,517,251	764,800
2041	56,127,934	48,372,874	7,755,060	1,648,164	0	1,148,391	(1,235,576)	(395,085)	1,165,894	14,168,757	2,637,910	764,800
2042	58,997,863	52,523,775	6,474,088	1,729,049	0	991,813	(1,067,111)	(560,357)	1,093,394	11,736,365	2,760,986	764,800
2043	62,023,541	56,965,239	5,058,302	1,815,203	0	821,546	(883,918)	(740,387)	1,012,444	9,100,776	2,883,233	764,800
2044	65,222,397	61,717,606	3,504,791	1,904,661	0	637,054	(685,419)	(935,755)	920,541	6,259,770	2,996,747	764,800
2045	68,619,434	66,802,638	1,816,796	1,996,711	0	438,184	(471,451)	(1,146,627)	816,817	3,207,799	3,103,988	764,800
2046	72,238,008	72,243,623	(5,615)	2,095,810	0	224,545	(241,594)	269,192	2,347,953	2,349,255	3,212,112	(5,615)
2047	76,100,227	77,295,062	(1,194,835)	2,199,457	0	164,448	(176,933)	209,121	2,396,093	2,586,841	3,353,342	(1,194,835)

Most Confusing Issue

- You do not have to change the pay-as-you-go funding.
- Only MGL changes will require this.
- For OPEB, each community has the option to start funding the liability or they can do nothing.
- Some communities are setting aside money for this which can be viewed as positive.
- You do not have to fully fund the liability and can chose a lower amount to reduce the unfunded liability.
- Your decisions will drive the accounting.



FY18 Budget

Superintendent's Recommendation

Level Service Budget

What Does “Level Service” Mean?

Level Service is a continuation of the current programs, services and staffing of the District.

For FY18, this represents (vs FY17B):

- An increase to our Gross Operating Expenses (Before Offsets) of \$1,237,092 or 4.10%
- and*
- An increase in the Total Assessment to the Towns of \$339,057 or 1.3%



FY18 Budget: Level Service

Key Assumptions

- **Salary Costs**

- Incorporates a 2.5% COLA increase for all personnel.
- Incorporates all other contractual salary obligations (e.g. STEPs).
- Reduction of 4.0 FTE's and \$225K in salary costs.
- Incorporates Retirement and Other Staff Replacement salary savings of \$187K.
- Level funds all Grants as compared to FY17.

- **Operating Costs**

- No new Services or Programs.
- Level funds the majority of operating account categories.
- Exceptions to level funding include, most notably:
 - Out-of-District Tuition Costs increasing by 35.0% or \$717K
 - Special Ed Transportation Costs increasing by 15.6% or \$65K
 - Essex Retirement Pension Fund increasing by 5.4% or \$45K
 - Healthcare Premiums increasing by 5.9% or \$137K
 - OPEB Trust Fund increasing by 100% or \$40K
 - Capital Projects reducing by 32.7% or <\$102K>

- **Excess & Deficiency**

- \$569K in Certified E&D being used “to reduce the amount to be raised by assessment by the member Towns during the ensuing Annual Budget Process” (Policy D4021)



FY18 Budget – District Totals

Level Service Net Assessment Budget

Total Expenses					
	FY16 BUD	FY17 BUD	FY18 BUD	Difference	
General Operating Expense (Before Offsets)	\$ 29,343,112	\$ 30,166,532	\$ 31,403,624	\$ 1,237,092	4.10%
Expense Offsets	\$ 1,013,510	\$ 1,016,500	\$ 1,203,808	\$ 187,308	18.43%
General Operating Expenses (After Offsets)	\$ 28,329,602	\$ 29,150,032	\$ 30,199,816	\$ 1,049,784	3.60%
Debt Service Expense	\$ 1,993,488	\$ 2,129,250	\$ 2,092,860	\$ (36,390)	-1.71%
TOTAL EXPENDITURES	\$ 30,323,089	\$ 31,279,282	\$ 32,292,676	\$ 1,013,394	3.24%
Total Funding Sources					
	FY16 BUD	FY17 BUD	FY18 BUD	Difference	
<i>Revenues</i>					
Chapter 70-Base Aid	\$ 3,413,341	\$ 3,457,966	\$ 3,554,656	\$ 96,690	2.8%
MSBA Debt Service Reimbursement	\$ 1,132,065	\$ 1,132,065	\$ 1,132,065	\$ -	0.0%
State Transportation Reimbursement	\$ 290,000	\$ 331,304	\$ 340,686	\$ 9,382	2.8%
Medicaid Reimbursement	\$ 85,000	\$ 85,000	\$ 85,000	\$ -	0.0%
Interest Income	\$ 4,000	\$ 4,000	\$ 4,000	\$ -	0.0%
Prior Year Unexpended Encumbrances	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Other Non-recurring Income (Including Transp)	\$ -	\$ -	\$ -	\$ -	#DIV/0!
Total Revenues	\$ 4,924,406	\$ 5,010,335	\$ 5,116,407	\$ 106,072	2.1%
<i>Transfers In From Other Funds</i>					
Excess and Deficiency	\$ 395,781	\$ 555	\$ 568,821	\$ 568,266	102329.9%
Total Transfers	\$ 395,781	\$ 555	\$ 568,821	\$ 568,266	102329.9%
Total Funding Sources	\$ 5,320,187	\$ 5,010,890	\$ 5,685,228	\$ 674,338	13.5%
Total Expenditures	\$ 30,323,089	\$ 31,279,282	\$ 32,292,676	\$ 1,013,394	3.2%
Less Total Funding Sources	\$ 5,320,187	\$ 5,010,890	\$ 5,685,228	\$ 674,338	13.5%
NET ASSESSMENT including Debt Service	\$ 25,002,902	\$ 26,268,391	\$ 26,607,448	\$ 339,057	1.3%
Total Town Assessments					
	FY16 BUD	FY17 BUD	FY18 BUD	Difference	
Hamilton	\$ 16,991,972	\$ 17,494,749	\$ 17,401,271	\$ (93,478)	-0.5%
Wenham	\$ 8,010,930	\$ 8,773,643	\$ 9,206,177	\$ 432,534	27 4.9%
NET ASSESSMENT including Debt Service	\$ 25,002,902	\$ 26,268,391	\$ 26,607,448	\$ 339,057	1.3%



FY18 Budget

By School & Support Program

The chart below depicts the allocation of our FY18 Gross Operating Expenses, before Offsets, by Budget Office.

Summary By Site & Support Program	FY16	FY17	FY18	Change FY17 to FY18	
	Budget	Budget	Budget	\$	%
Buker Elementary School	\$ 2,156,495	\$ 2,167,398	\$ 2,178,581	\$ 11,184	0.52%
Cutler Elementary School	\$ 2,598,053	\$ 2,603,293	\$ 2,675,546	\$ 72,253	2.78%
Winthrop Elementary School	\$ 3,106,488	\$ 3,074,550	\$ 3,308,681	\$ 234,131	7.62%
Miles River Middle School	\$ 4,083,899	\$ 4,206,134	\$ 4,276,412	\$ 70,279	1.67%
Regional High School	\$ 6,046,714	\$ 6,110,037	\$ 5,927,421	\$ (182,615)	-2.99%
Athletics	\$ 333,342	\$ 351,555	\$ 355,117	\$ 3,562	1.01%
Central Office	\$ 2,645,805	\$ 2,807,236	\$ 2,816,551	\$ 9,315	0.33%
District Maintenance	\$ 678,052	\$ 717,134	\$ 737,163	\$ 20,028	2.79%
Fringe Benefits	\$ 3,592,913	\$ 3,666,908	\$ 3,879,383	\$ 212,475	5.79%
Special Education	\$ 3,147,437	\$ 3,561,314	\$ 4,350,007	\$ 788,693	22.15%
Technology	\$ 953,912	\$ 900,974	\$ 898,761	\$ (2,213)	-0.25%
District Totals	\$ 29,343,112	\$ 30,166,532	\$ 31,403,624	\$ 1,237,092	4.10%



FY18 Budget

Summary by DESE Category

The chart below depicts the allocation of our FY18 Gross Operating Expenses, before Offsets, by DESE Category.

Summary	FY16	FY17	FY18	Change FY17 to FY18	
by DESE Category	Budget	Budget	Budget	\$	%
Administration	\$ 1,110,289	\$ 1,180,023	\$ 1,135,489	\$ (44,534)	-3.77%
Capital, Operations, Maintenance	\$ 2,086,511	\$ 2,244,431	\$ 2,228,122	\$ (16,309)	-0.73%
Guidance, Counseling, Testing	\$ 1,083,836	\$ 1,075,072	\$ 1,065,718	\$ (9,354)	-0.87%
Inst. Materials	\$ 862,226	\$ 857,654	\$ 873,876	\$ 16,222	1.89%
Instructional Leadership	\$ 2,761,900	\$ 2,884,573	\$ 2,931,318	\$ 46,745	1.62%
Insurance, Retirement, Other	\$ 3,674,250	\$ 3,752,986	\$ 3,978,971	\$ 225,986	6.02%
Other Teaching Services	\$ 2,315,311	\$ 2,309,691	\$ 2,408,619	\$ 98,928	4.28%
Prof. Dev.	\$ 161,752	\$ 172,902	\$ 209,594	\$ 36,692	21.22%
Pupil Services	\$ 1,844,779	\$ 2,031,224	\$ 2,080,527	\$ 49,303	2.43%
Teachers	\$ 11,467,723	\$ 11,596,360	\$ 11,695,832	\$ 99,472	0.86%
Tuitions	\$ 1,974,534	\$ 2,061,617	\$ 2,795,559	\$ 733,942	35.60%
Grand Total	\$ 29,343,112	\$ 30,166,532	\$ 31,403,624	\$ 1,237,092	4.10%



FY18 Budget

Motions for School Committee Budget Vote

Motion for the FY18 Operating Budget Vote:

Motion: The Hamilton-Wenham Regional School Committee approves an FY18 Total General Fund Expenditures Budget of \$32,292,676. This amount includes General Fund Operating Expenses (after Offsets) in the amount of \$30,199,816 and General Fund Debt Service Expenses in the amount of \$2,092,860.

Furthermore, the Gross Operating Expenses of the District (before Offsets) have been allocated to the DESE-defined Accounts according to the “Summary by DESE Category” chart included in this Budget Presentation dated 2/09/2017.

Motion for the FY18 Budget Assessment:

Motion: The Hamilton-Wenham Regional School Committee votes to assess the Towns of Hamilton and Wenham a combined total of \$26,607,448 as the amount necessary to operate and maintain the District, as well as pay debt service, for FY18. The District’s Assistant Superintendent shall determine the amount apportioned to each Town, and the District’s Treasurer shall certify such amounts to the respective Treasurers of each Town within 30 days of this date.



3 Year Forecast Model (FY18 – FY20)

Net Operating Expenses

	(A)	(B)	(C)	(D)	FY18 vs FY17	(B vs A)	FY19 vs FY18	(C vs B)	FY20 vs FY19	(D vs C)
	FY17 Budget	FY18 Budget	FY19 Forecast	FY20 Forecast	\$ Change	% Change	\$ Change	% Change	\$ Change	% Change
Base Salary	\$ 18,895,522	\$ 19,199,536	\$ 19,743,084	\$ 20,300,221	\$ 304,014	1.6%	\$ 543,548	2.8%	\$ 557,137	2.8%
Other Salary	\$ 606,568	\$ 613,150	\$ 628,479	\$ 644,191	\$ 6,582	1.1%	\$ 15,329	2.5%	\$ 15,712	2.5%
Other Operating Expenses incl OPEB	\$ 6,997,534	\$ 7,751,555	\$ 8,009,944	\$ 8,874,101	\$ 754,021	10.8%	\$ 258,389	3.3%	\$ 864,157	10.8%
Fringe incl Health Care	\$ 3,666,908	\$ 3,839,383	\$ 4,031,352	\$ 4,232,920	\$ 172,475	4.7%	\$ 191,969	5.0%	\$ 201,568	5.0%
Gross Operating Expenses:	\$ 30,166,532	\$ 31,403,624	\$ 32,412,859	\$ 34,051,433	\$ 1,237,092	4.1%	\$ 1,009,235	3.2%	\$ 1,638,574	5.1%
Operating Offsets	(1,016,500)	(1,203,808)	(1,203,808)	(1,203,808)	(187,308)	18.4%	-	0.0%	-	0.0%
Operating Expenses excluding Debt	\$ 29,150,032	\$ 30,199,816	\$ 31,209,051	\$ 32,847,625	\$ 1,049,784	3.6%	\$ 1,009,235	3.3%	\$ 1,638,574	5.3%
Debt Service Expense	2,129,250	2,092,860	2,092,860	1,378,860	(36,390)	-1.7%	-	0.0%	(714,000)	-34.1%
Net Operating Expenses including Debt	\$ 31,279,282	\$ 32,292,676	\$ 33,301,911	\$ 34,226,485	\$ 1,013,394	3.2%	\$ 1,009,235	3.1%	\$ 924,574	2.8%
Key Indicators:										
# of Students Enrolled at October 1st	1,815	1,790	1,765	1,740	(25)	-1.4%	(25)	-1.4%	(25)	-1.4%
Net Operating Expense per Student	\$ 17,234	\$ 18,041	\$ 18,868	\$ 19,670	\$ 807	4.7%	\$ 827	4.6%	\$ 802	4.3%
Student to Teacher Ratio	10.15	10.18	10.15	10.12	0.03	N/A	(0.03)	N/A	(0.03)	N/A
Student to Teacher + TA Ratio	7.86	7.87	7.87	7.86	0.01	N/A	(0.01)	N/A	31 (0.01)	N/A



FY18 Budget

Timeline & Next Steps

- November 17, 2016: FY18 Budget Meeting #1 with Finance Committees
- December 15, 2016: Superintendent's FY18 Budget Recommendation to SC
- December 19, 2016: Superintendent's FY18 Budget Recommendation Book to SC
- January 5, 2017: FY17 Budget Discussion Continued
 - Special Education
 - Maintenance, Custodial & Facilities
 - Technology
- January 5, 2017: School Committee Adopts Tentative FY18 Budget
- January 6, 2017: Mail Tentative FY18 Budget to Towns
- January 19, 2017: Conduct Public Hearing on FY18 Budget
- January 19, 2017: FY18 Budget Discussion Continued
 - Middle School
 - High School
 - Athletics
- January 26, 2017: FY18 Budget Meeting #2 with Finance Committees
- February 2, 2017: FY18 Budget Discussion Continued
 - Buker Playground
 - Master Plan Update
 - Summary of Administrator Requests (Not in Budget; New Capital)
- February 9, 2017: FY18 Budget Discussion Concluded
 - OPEB (Discussion to be led by Jim Powers, Partner at Powers & Sullivan)
 - 3 Year Financial Model
- February 9, 2017: School Committee votes to Adopt FY18 Budget
- April 1, 2017: Hamilton and Wenham Annual Town Meetings

Hamilton Wenham Regional School District
5 Year Capital* Improvement Program Summary as of February 9, 2017

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

Hamilton Wenham Regional School District
5 Year Capital* Improvement Program Summary as of February 9, 2017

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

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

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

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



HAMILTON-WENHAM REGIONAL SCHOOL DISTRICT

FY17 Operating Expense Forecast As of January 31, 2017

For Presentation to the School Committee on February 9, 2017

Prepared by:

Jeffrey D. Sands, Assistant Superintendent for Finance & Administration

Vincent Leone, Director of Accounting & Payroll



FY17 Operating Expense Forecast (after Offsets) Overview & *Key Assumptions*

- Salary Costs
 - Incorporates Actual Costs through 01/31/17 plus all known encumbrances.
 - Includes forecasted values for all Costs not automatically encumbered through June 30, 2017 including; long term substitutes, daily substitutes, overtime, etc.
- Operating Costs
 - Incorporates Actual Costs through 01/31/17 plus all known encumbrances.
 - Includes forecasted values for all Costs not automatically encumbered through June 30, 2017 including; school discretionary spending; transportation, out-of-district tuition, maintenance, technology, etc.

We are currently Forecasting to end the year \$10,000 or 0.05% favorable to Budget.

With nearly 50% of the school year still ahead of us, it is likely that the Forecast will change over the course of the next 5 months.



FY17 Operating Expense Forecast (after Offsets)

Summary by DESE Budget Category

Summary by DESE Category		FY17	FY17	FY17
		Budget	YE Projection	Over/Under
Administration		\$ 1,180,023	\$ 1,180,023	\$ -
Capital, Operations, Maintenance		\$ 2,242,431	\$ 2,182,431	\$ 60,000
Guidance, Counseling, Testing		\$ 1,075,072	\$ 1,075,072	\$ -
Inst. Materials		\$ 857,654	\$ 857,654	\$ -
Instructional Leadership		\$ 2,884,573	\$ 2,854,573	\$ 30,000
Insurance, Retirement, Other		\$ 3,752,986	\$ 3,552,986	\$ 200,000
Other Teaching Services		\$ 2,309,691	\$ 2,309,691	\$ -
Prof. Dev.		\$ 172,902	\$ 172,902	\$ -
Pupil Services		\$ 2,031,224	\$ 2,021,224	\$ 10,000
Teachers		\$ 11,148,860	\$ 11,028,860	\$ 120,000
Tuitions		\$ 1,494,617	\$ 1,904,617	\$ (410,000)
District Totals		\$ 29,150,032	\$ 29,140,032	\$ 10,000

Superintendent's Goals, 2016-2017

Goal #1: Student Learning Goal

Explore, communicate, and implement the shifts in curriculum, instruction, and assessment necessary in order to meet the District's Mission of preparing our students to be "Future Ready."

Key Actions

- a. Implement the 2016-2017 Staff Development plan designed to:
 - i. Identify the shifts to curriculum, assessment, and instruction that are implied by the transfer goals and content-area standards in all academic and social-emotional disciplines;
 - ii. Develop a shared mental model of what quality curriculum, assessment, and instruction look like when aligned to the transfer goals and content-area standards;
 - iii. Develop the staff's unit design skills using the Understanding by Design approach,
 - iv. Develop the staff's capacity to operate in professional learning communities.
- b. Build on the Curriculum Development Process work begun in 2015-2016 through the development of model units based on the Understanding by Design Process in Mathematics in Grades K-5 and each grade/subject level in Grades 6-12.
- c. Continue to communicate the need for improvements to curriculum, assessment and instruction to stakeholders.

Evaluation Standards

Standard I, A-C

Standard II, B, C

Standard III, C

Indicators of Success

- a. District Professional Development Plan
- b. Schedule of Wednesday Professional Development Afternoons
- c. Agenda for November and March Professional Development Days
- d. One Mathematics Curriculum Unit aligned to Massachusetts Standards and using UbD Process per grades K-5.
- e. One subject area curriculum unit aligned to Massachusetts Standards and using UbD Process per course in grades 9-12.
- f. Communications documents to relevant stakeholders

Progress Report on Goal #1

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

Goal #2: District Improvement Goal

Develop plans to ensure the facilities of the HWRSD support the District's Mission and Strategic Blueprint.

Key Actions

- a. Develop recommendations to the School Committee around the prioritization and financing of the items on the HWRSD 5-Year Capital Improvement Plan.
- b. Complete a design study for the renovation of our school libraries to reflect the need for spaces in our District that connect learners with information and facilitate the construction of knowledge.
- c. Continue to communicate the need for improvements in HWRSD School Facilities to stakeholders.

Evaluation Standards

Standard II, A & E

Standard III, C

Indicators of Success

- a. Recommendations made around prioritization of 5-Year Capital Plan Items made during budget process.
- b. School Committee adopts a revised 5-Year Capital Plan.
- c. Design study and detailed cost estimates developed for MS/HS Library and Elementary School Libraries.
- d. Communications to involved stakeholders around 5-Year Capital Plan and library redesign projects.

Progress Report on Goal #2

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

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

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

Goal #3: Professional Practice Goal

Continue to develop the skills of the District Leadership and my own personal leadership skillset to move the District towards its goal of developing an integrated system of curriculum, instruction and assessment.

Key Actions

- a. Mentor the new Director of Curriculum, Assessment and Instruction as she conducts her entry into the District.
- b. In conjunction with the Director of Curriculum, Assessment and Instruction, plan Leadership Team Meetings that develop the capacity of the LT to implement the 2016-2017 Staff Development Plan.
- c. Use my school visits to support building leaders as they implement District Initiatives around staff development, curriculum, assessment and instruction.
- d. Seek opportunities to further develop my own skills in managing complex change.

Evaluation Standards

Standard I, D

Standard IV, D

Indicators of Success

- a. Reflection of my work mentoring the Director of Curriculum, Assessment and Instruction.
- b. Agenda from Leadership Team Meetings.
- c. List of dates of school visits.
- d. Enrollment in appropriate professional development opportunities.

Progress Report on Goal #3

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

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

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

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

School Committee Goals 2016-2017

1. Budget
 - a. Advocate for a budget that calls for educational excellence while being mindful of the fiscal constraints of the communities.
2. Capital Plan
 - a. Develop an implementation and financing strategy for the Capital plan, including the Master Plan, Operational Items and Turf Field Plan with the involvement of major stakeholders.
3. Update the Regional Agreement
 - a. Develop an updated version of the Regional Agreement that addresses apportionment and other minor items to present to approval at Town Meeting for spring of 2017.
4. Policy Review Process
 - a. Develop a documented and approved process for regular review and update of the District Policy Manual.

February 9th SC Meeting Donation Information

Received From:	Hockey Boosters	\$4,000
	defrays cost of user fee	

Received From:	Hamilton Cultural Commission	\$736.34
	Grant/Donation for Fall High School Musical	

Members of the School Committee,

The Friends of Winthrop wish to support the Winthrop teachers with a staff room makeover. The work will be done by a team of parent volunteers and is scheduled to be completed 2/11 and 2/12.

We would like to gift the following previously purchased items to the School Committee for use in this project:

- 3 dining tables (\$129 each)
- 16 padded folding chairs (\$79 per pack of 4)
- 2 slipper chairs (\$108 each)
- 1 loveseat (\$150)
- 1 bathroom light fixture (\$25)

The total approximate cost for these items is \$1200. Thank you for your time and consideration.

Jenn Broyles

Friends of Winthrop co-chair

HAMILTON-WENHAM REGIONAL SCHOOL DISTRICT
WENHAM, MA

B2011

MEMORIALS FOR DECEASED STUDENTS OR STAFF

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

Permanent memorials for deceased students or staff shall be limited in form to a living memorial or to perpetual awards or scholarships. A living memorial shall be defined as one supported financially and with action by the community. It will be at the School Committee's discretion whether a memorial will be continued.

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

EXHIBIT H**POLICY REVISION AND REVIEW**

In an effort to keep its written policies up to date so that they can be used consistently as a basis for School Committee action and administrative decision, the Committee will review its policies in accordance with the following approved procedure:

Policies will be reviewed on a three-year cycle. In the first year, Policy Sections “A” through “D” will be reviewed. In the second year, Policy Sections “E,” “F,” “G” and “I” will be reviewed. “Section H” will be reviewed in the third year. This procedure will not prevent the Committee from reviewing individual policies out of this sequence when the need arises.

The Committee will evaluate how the policies have been executed by the school staff and will weigh the results. It will rely on the school staff, students, and the community for providing evidence of the effect of the policies it has adopted.

The Superintendent is given the continuing commission of calling to the Committee's attention all policies that are out of date or for other reason appear to need revision.

SOURCE: MASC