



HAMILTON-WENHAM REGIONAL SCHOOL DISTRICT

Buker Elementary School
Multi-Purpose Room

Thursday, May 1, 2014

7:00 PM

1. **Call to Order** 7:00
2. **Pledge of Allegiance**
3. **Citizens' Concerns** 7:05
4. **Chair's Report** 7:30
 - a. Update on discussion with Hamilton BOS
 - b. SEPAC presentation 5.15.14
5. **Superintendent's Report** 7:45
 - a. Common Core Presentation from Celeste Bowler on 5.15.14
 - b. Discussion on MCAS vs PARCC test for 2015
6. **Consent Agenda** 7:50
 - a. Minutes from April 17th meeting Exhibit A
7. **Committee Reports** 8:00
 - a. Audit
 - b. Facilities
 - c. Negotiations
 - d. Policy
 - e. Warrant
 - f. Student Rep.
 - g. Other
 - h.
8. **Old Business** 8:15
 - a. Policies 2nd Reading
 - i. Student Transportation in Private Vehicles Exhibit B
9. **New Business** 8:45
 - a. 1>1 I-Pad Update by Eric Tracy Exhibit K
 - b. Update on last year's audit by J. Sands Exhibit C
 - c. Discussion of E&D reserve and treatment of excess State Revenue
 - d. Creation of Sub Committees Exhibit L
 - e. Policies 1st Reading
 - i. Passing a school bus on school property while loading or discharging students Exhibit D
 - ii. Bonded Employees Exhibit E
 - iii. Food Service program Exhibit F
 - iv. Food Services Management Exhibit G
 - v. Recycled Product Procurement Exhibit H
 - vi. Energy conservation Exhibit I
 - vii. Free & Reduced Lunch Cost Exhibit J
10. **Vote to Adjourn** 9:30

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Hamilton-Wenham Regional School District Committee

April 17, 2014

Minutes

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

Dr. Michael Harvey opened the meeting at 7:03 p.m. in the Buker Multipurpose Room. The Committee and others present rose for the Pledge of Allegiance.

PRESENT:

Jeanise Bertrand, Bill Dery, Deb Evans, Barbara Lawrence, Sheila MacDonald, Stacey Metternick

ALSO PRESENT:

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

ABSENT:

Roger Kuebel, Larry Swartz

NEW BUSINESS:

Election of SC Chair, Vice Chair, Secretary and Assistant Treasurer

Dr. Harvey welcomed Stacey Metternick, who was recently elected to the Committee. Acting as temporary chair pending the annual post-election reorganization of the Committee, Dr. Harvey called on the Committee to elect its officers for 2014-15.

DEB EVANS NOMINATED BILL WILSON FOR CHAIRPERSON OF THE HW REGIONAL SCHOOL DISTRICT. SHEILA MACDONALD SECONDED THE NOMINATION. THE MOTION PASSED 7-0-0-2.

BARBARA LAWRENCE NOMINATED SHEILA MACDONALD FOR VICE CHAIR OF THE HW REGIONAL SCHOOL DISTRICT. JEANISE BERTRAND SECONDED THE NOMINATION. THE MOTION PASSED 7-0-0-2.

BILL WILSON NOMINATED DEB EVANS FOR SECRETARY OF THE HW REGIONAL SCHOOL DISTRICT. SHEILA MACDONALD SECONDED THE MOTION. THE MOTION PASSED 7-0-0-2.

SHEILA MACDONALD NOMINATED JEANISE BERTRAND FOR ASSISTANT SECRETARY OF THE HW REGIONAL SCHOOL DISTRICT. BARBARA LAWRENCE SECONDED THE MOTION. THE MOTION PASSED 7-0-0-2.

BARBARA LAWRENCE NOMINATED SHEILA MACDONALD FOR ASSISTANT TREASURER OF THE HW REGIONAL SCHOOL DISTRICT. DEB EVANS SECONDED THE MOTION. THE MOTION PASSED 7-0-0-2.

CITIZENS' CONCERNS:

Elaine Appel (Linden St., Hamilton) urged the Committee to resist misguided external mandates, to seek input about important proposals from the ground up, and not to lock the district into a top-heavy administration or what she described as an unproven, expensive iPad leasing program.

OLD BUSINESS:**Curriculum Leader Reorganization**

Dr. Harvey gave a PowerPoint presentation of a revised proposal to reorganize the curricular administration staff, which was scaled back from the original proposal, in response to feedback from faculty and others since his presentation of the original proposal at a previous Committee meeting. (The slides are appended to these minutes.) The revised proposal would create elementary curriculum coordinator positions for English language arts, math, and special education for the 2014-15 school year. He said discussion would continue about whether to make changes in 2015-16 to administrative positions related to grades 6-12. His presentation and additional information provided by Dr. Bowler touched on the roles of the proposed curriculum administrators; data about HWRSD elementary schools' ranking on state math tests, and variation between the three schools; the existing math coach position and its influence on math learning; and the proposed responsibilities of an elementary special education coordinator. Committee members' comments touched on topics including the Committee goal for the district to improve MCAS scores; teacher evaluation under the new state-mandated system; and whether adding a special education coordinator would improve things for students.

B. Wilson invited public comment.

Susan Lucia (Porter St., Wenham and a teacher at Cutler Elementary) spoke highly of the current math coach; said teachers deserve credit for increased student achievement in math; said the current curriculum leader positions and math coach positions are effective; and said the district has good and helpful administrators but does not need more. She also said most elementary teachers learned of this proposal on the day of this meeting, or just a few days before it.

Charlie Pepper (Meyer Rd., Hamilton) said hiring more administrators to collect data to align curriculum with the common core risks losing some of the "magic of teaching." He suggested the Committee consult other districts about their stance on the common core.

Ruth Collins (Blueberry Lane, Hamilton) said a strength of the American educational system is that it helps student become innovative, critical, nonliteral thinkers, and said if HWRSD becomes a test-centered administratively heavy district that would change. She

asked whether the proposed restructuring would cut any teaching positions.

Ariana MacDonough (Rust St., Hamilton) noted the data Dr. Harvey presented was from a single year, and said that if it is critical to the decision, data showing trends over multiple years should be offered. She asked why teachers were not informed or consulted earlier.

Michelle Bailey (Remington Rd., Wenham) said the current system of having a special education teacher in each building serve part time as the chair for that school allows them to establish close relationships with parents and to know the students well.

Deb Clapp (teacher at HWRHS) agreed more data would be helpful and asked how much the positions would cost and where in the already-approved 2014-15 budget the funds would be transferred from.

Bridgid O'Donnell (105 Main St. and a teacher at Winthrop Elementary) spoke about how elementary teachers currently work together to improve instructional practice, and how they work with the math coach. She suggested hiring a curriculum writer would be more constructive than adding curriculum administrators.

(22 Perkins St., Hamilton) said decisions that might reduce teaching staff should not be made based on a few test scores; she said the real measure of how current 3rd and 4th graders are doing will be the outcome when they leave high school for college.

David McGeney, who identified himself as a member of the Peabody School Committee and said he was invited to this meeting by C. Pepler, spoke critically about the common core and said Massachusetts has lowered standards to accommodate it. He encouraged Committee members to learn a lot about the common core and PARCC test.

B. Wilson asked whether others wished to speak; no one responded. He closed the public comment period.

Committee members' comments touched on topics including student opinion about the common core; state mandates regarding alignment with the core, and staff evaluation; the district's standardized test results; and anticipated advantages of the proposed reorganization.

SHEILA MACDONALD MADE A MOTION THAT THE HW REGIONAL SCHOOL COMMITTEE VOTE TO APPROVE THE CREATION OF THE POSITIONS OF ELEMENTARY ENGLISH LANGUAGE ARTS AND MATH EDUCATION COORDINATORS AS PRESENTED IN THE ATTACHED JOB

DESCRIPTIONS. BARBARA LAWRENCE SECONDED THE MOTION.

Further comments by Committee members addressed topics including letters the Committee received from interested parties, and that deficiencies have evolved over time and must be corrected for students to do as well as possible

Kathy O'Shea (Howard St., Hamilton, and a teacher at Buker Elementary) spoke from the audience and said teachers were not asked what they need in their classrooms. She suggested additional teaching assistants would be more helpful than additional administrators.

Jenny Beauregard (Hamilton Ave., Hamilton) spoke from the audience and expressed concern about data driven analysis and supervisory authority over teachers.

S. MacDonald said the three elementary principals have been asking for three years for these positions. She asked K. O'Shea whether during that time span, principals talked with teachers about the idea. K. O'Shea said they did not; S. Lucia said at a meeting on the day of this meeting at Cutler, 80 percent of teachers were unaware of it.

THE MOTION PASSED 6-0-1-2. (S. Metternick abstained.)

SHEILA MACDONALD MADE A MOTION THAT THE HW REGIONAL SCHOOL COMMITTEE VOTE TO APPROVE THE CREATION OF THE POSITION OF SPECIAL EDUCATION COORDINATOR AS PRESENTED IN THE ATTACHED JOB DESCRIPTIONS. BARBARA LAWRENCE SECONDED THE MOTION.

Discussion touched on the perceived deficiency that led to this proposal, anticipated benefits, and budgetary impact (which Dr. Harvey said would be neutral).

THE MOTION PASSED 5-0-2-2. (B. Dery and S. Metternick abstained.)

A citizen who did not identify herself spoke from the audience and urged the Committee to become conversant with issues around the common core, and expressed dismay that public comment at the meeting did not cause any Committee members to suggest further deliberation before voting.

CONSENT AGENDA:
Minutes of April 3, 2014

SHEILA MACDONALD MADE A MOTION THAT THE HW REGIONAL SCHOOL COMMITTEE VOTE TO APROVE ALL OF THE REMAINING ITEMS ON THE CONSENT AGENDA. THERE CAN BE NO FURTHER DISCUSSION OR

AMENDMENT OF THIS MOTION. BARBARA LAWRENCE SECONDED THE MOTION. THE MOTION PASSED 6-0-1-2. (S. Metternick abstained.)

COMMITTEE REPORTS:

None; instead, the Committee discussed what subcommittees to appoint for 2014-15 (see below).

NEW BUSINESS:

Appointment of Members to Sub Committees

The Committee discussed which subcommittees to appoint for 2014-15. Members postponed a decision, and appointments; B. Wilson said he would consult members by email regarding subcommittees on which they would prefer to serve, and priorities for 2014-15. Discussion touched on topics including the roles of the Committee and administrators; whether some subcommittees create more work for administrators, as J. Sands suggested; whether to revive a communications subcommittee and/or policy subcommittee; disbanding the audit subcommittee and instead having representative from the Committee participate in milestone meetings with auditors; and the legal need for a negotiations subcommittee and, when state-funded capital projects are in process, a building committee.

School Liaisons for 2014-15

Members volunteered to serve as Committee liaisons to specific schools.

Vote on Last Official Day of School

SHEILA MACDONALD MADE A MOTION THAT THE HW REGIONAL SCHOOL COMMITTEE VOTE TO APPROVE THE OFFICIAL LAST DAY OF SCHOOL TO BE JUNE 19, 2014 AS A HALF DAY. BARBARA LAWRENCE SECONDED THE MOTION. THE MOTION PASSED 7-0-0-2.

Vote to Accept Grant Monies from Edfund

Grant documents with details of the four grants below are appended to these minutes.

Hydroponic Garden

SHEILA MACDONALD MADE A MOTION THAT THE HW REGIONAL SCHOOL COMMITTEE VOTE TO ACCEPT \$2,022.40 FROM THE EDFUND FOR THE HYDROPONIC GARDEN. JEANISE BERTRAND SECONDED THE MOTION.

Dr. Harvey said the Miles River life skills teacher proposed this grant to create a garden to promote healthy eating and sustainable agriculture. Questions touched on whether there would be recurring costs and whether the teacher who proposed this grant has related expertise.

THE MOTION PASSED 7-0-0-2.

Chromebooks & Carts - MRMS

SHEILA MACDONALD MADE A MOTION THAT THE HW REGIONAL SCHOOL COMMITTEE VOTE TO ACCEPT \$18,546 FROM THE EDFUND FOR THE MRMS

**CHROMEBOOKS AND CARTS. JEANISE BERTRAND
SECONDED THE MOTION.**

This grant would be used to purchase 50 Chromebooks and 2 carts to move them between classrooms. Students would use them for writing. Questions and discussion touched on topics including whether there would be peripheral costs; the schedule for roll-out; why these devices were chosen; the process in the district before a grant proposal is submitted to the Edfund, and the capacity of the tech staff to handle additional tech requests; and whether it is efficient to have students use both Chromebooks and iPads.

THE MOTION PASSED 7-0-0-2.

Cyberbullying Presentation

**SHEILA MACDONALD MADE A MOTION THAT THE HW
REGIONAL SCHOOL COMMITTEE VOTE TO ACCEPT
\$2,000 FROM THE EDFUND FOR A PRESENTATION ON
CYBERBULLYING. JEANISE BERTRAND SECONDED THE
MOTION. THE MOTION PASSED 7-0-0-2.**

Elementary School iPads

**SHEILA MACDONALD MADE A MOTION THAT THE HW
REGIONAL SCHOOL COMMITTEE VOTE TO ACCEPT
\$53,089 FROM THE EDFUND FOR ELEMENTARY SCHOOL
IPADS. JEANISE BERTRAND SECONDED THE MOTION.**

The grant would be used to purchase 30 iPads for each of the elementary schools (total 90) plus charging stations, for use by grade 3-5 classrooms; iPads for the earlier grades were funded in the budget. Discussion touched on topics including training teachers to integrate the devices into instruction, and whether teachers are enthusiastic.

THE MOTION PASSED 7-0-0-2.

OLD BUSINESS:

Policy: Second Readings

B. Lawrence briefly described minor changes made to policy drafts following discussion at an earlier meeting.

Emergency Closings

**SHEILA MACDONALD MADE A MOTION THAT THE HW
REGIONAL SCHOOL COMMITTEE VOTE TO APPROVE
THE EMERGENCY CLOSINGS POLICY AS PRESENTED.
DEB EVANS SECONDED THE MOTION. THE MOTION
PASSED 7-0-0-2.**

School Bus Safety Program

This policy would take effect in July to avoid introducing new procedures during the current school year.

**SHEILA MACDONALD MADE A MOTION THAT THE HW
REGIONAL SCHOOL COMMITTEE VOTE TO APPROVE
THE SCHOOL BUS SAFETY PROGRAM POLICY AS**

PRESENTED. DEB EVANS SECONDED THE MOTION. THE MOTION PASSED 7-0-0-2.

Student Conduct on School Buses

SHEILA MACDONAALD MADE A MOTION THAT THE HW REGIONAL SCHOOL COMMITTEE VOTE TO APPROVE THE STUDENT CONDUCT ON SCHOOL BUSES POLICY AS PRESENTED. STACEY METTERNICK SECONDED THE MOTION. THE MOTION PASSED 7-0-0-2.

Student Transportation Services

SHEILA MACDONAALD MADE A MOTION THAT THE HW REGIONAL SCHOOL COMMITTEE VOTE TO APPROVE THE STUDENT TRANSPORTATION SERVICES POLICY AS PRESENTED. DEB EVANS SECONDED THE MOTION. THE MOTION PASSED 7-0-0-2.

VOTE TO ADJOURN:

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

The meeting adjourned at 9:44 p.m.

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

HW Edfund project grant applications and grant acknowledgements
(14 pages)
FY15 & FY16 Reorganization Plan PowerPoint presentation (April
17, 2014 revised version) (6 slides)
Job descriptions for 3 proposed curriculum coordinator positions (8
pages)
Massachusetts Association of School Committees information sheet,
Authority Responsibility and Actions of the School Committee
(7 pages)
Draft policies: Emergency Closings, Student Transportation Services,
School Bus Safety Program, Student Conduct on School Buses
(4 pages)

Respectfully submitted,
Ann Sierks Smith

HAMILTON-WENHAM REGIONAL SCHOOL DISTRICT
WENHAM, MA

EXHIBIT B

H8022

STUDENT TRANSPORTATION IN PRIVATE VEHICLES

School buses will be used for the transportation of students participating in co-curricular or extracurricular activities. However, when buses are not available, transportation in private vehicles may be permitted to take students to or from school activities that fall within the academic day or extend the school day provided all of the following conditions are met:

1. The activity has the approval of the Superintendent or his or her designee.
2. The owner of the vehicle being used in transporting students has filed evidence with the Superintendent of personal liability insurance coverage on the vehicle in the amounts of \$100,000 - \$300,000 or more.
3. The parents/guardians of students to be transported in this manner has been fully informed as to this means of transportation and signed a statement to this effect.
4. The driver is over the age of 21.

January 26, 2010 May 22, 2012 May 22, 2012 MASC

Policy Review: 1st Reading: April 3, 2014
2nd Reading

Policy Adopted:

Vote:

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

1:1 Learning Timeline

The following is a history of the processes and events that are part of the implementation of the 1:1 learning program.

10-11

Wireless network grant from the Edfund awarded to the MS/HS

11-12

March 2012 - Idea proposed to faculty - iPads for all teachers

April 2012 - Wireless network goes online

May 2012 - Presentation made to Edfund - iPads for teachers - tabled for next year

12-13

October 2012 - parent technology night about the wireless network and expectations for students to bring their own devices to school

Nov 2012 - teachers visit Grafton High School

December 2012 - 1:1 learning grant awarded to high school by the Edfund

Jan 2013 - parent technology night about the use of the flipped classroom model

Jan 2013 - teachers visit Beverly High School

Jan 2013 - 1:1 learning grant accepted by school committee

Feb 2013 - 1:1 learning committee established - meets twice per month through June

Feb 2013 - teachers visit Burlington High School

Feb 2013 - iPad pilot discussed at 8th grade parent night

March 2013 - teachers invited to participate in the pilot program

March 2013 - faculty discussed 1:1 pilot during Wednesday professional development

April 2013 - invitation extended to families to participate in the 1:1 learning pilot

April 2013 - students chosen for 1:1 learning pilot through lottery

April 2013 - meeting with families in the 1:1 learning pilot

April 2013 - teachers in the 1:1 learning pilot receive devices and two days of professional development

Summer 2013 - pilot teachers work on curriculum writing

13-14

August 2013 - students in 1:1 learning pilot receive iPads

August 2013 - school begins; pilot students attend classes

September 2013 - students, parents, and teachers surveyed about their perceptions of the pilot program

September 2013 - Edfund grant awarded for iPad workstations

October 2013 - Edfund grant awarded for Exolab microscope camera for iPads

October 2013 - 6-12 curriculum leaders unanimously support 1:1 learning for all 9th and 10th graders in 2014-2015

November 2013 - team of teachers attends iPad Summit in Boston, a global conference for the integration of technology

November 2013-May 2014 - ongoing discussions with Apple about device and lease options

December 2013 - 1:1 learning update at faculty meeting

December 2013 - 1:1 learning program implementation plan sent to teachers

December 2013 - 1:1 learning program proposed to school committee

January 2014 - 1:1 implementation timeline presented to teachers; iPad teachers present their experiences to the faculty; faculty-wide discussion

January-February 2014 - all teachers receive iPads

February 2014 - 1:1 learning page created in Aspen as a resource for teachers

February 2014 - FY15 budget approved by school committee; includes funding for 1:1 learning program

March 2014 - focus groups with middle school and high school parents about the 1:1 program

March 2014 - first iPad professional development course begins, taught by HW teachers

March 2014 - update on 1:1 progress at faculty meeting

March 2014 - team of teachers attends advanced iPad workshop at Holy Cross

April 2014 - parent meeting for 1:1 learning

April 2014 - FY15 budget approved at Town meetings; includes funding for 1:1 learning

April 2014 - second iPad professional development course begins

April 2014 - team of teachers attends the New England 1:1 Summit in Burlington



Audit & Management Letter Update

School Committee Meeting

May 1, 2014

Prepared by:

Jeffrey D. Sands, Assistant Superintendent for Finance & Administration



Audit for Year Ended June 30, 2013 (FY13)

Powers & Sullivan, L.L.P. performed their last audit of the Hamilton Wenham Regional School District (District) as of and for the year ended our June 30, 2013 (FY13). On October 8, 2013, Powers & Sullivan issued their Independent Auditor's Report as well as their [Management Letter](#) to the District's School Committee.



What is a Management Letter?

Generally accepted auditing standards established by the American Institute of Certified Public Accountants govern the way auditors plan, conduct and report the results of an Audit. The results of a financial statement audit are reported by the Auditor to a company's management by issuing an Opinion Letter. The [Management Letter](#), also known as the internal control letter, is the mechanism the Auditor uses to communicate deficiencies and weaknesses in a company's organizational structure. A Management Letter is issued to communicate the status of an entity's internal control system. In this report, the Auditor details areas in a company's organization where a misstatement in the financial statements would likely occur. The Management Letter identifies material weaknesses and "other" matters in an entity's internal control. The letter identifies problem areas and may include recommendations on how to either improve or eliminate a specific weakness or deficiency.



October 8, 2013 Management Letter Findings

Material Weaknesses - Deficiencies that may reasonably lead to misstatements

- Three (3) specific areas identified
- Two (2) remain OPEN
- One (1) has been resolved per Powers & Sullivan

“Other” Matters – Opportunities to strengthen internal controls and efficiencies

- Twelve (12) specific areas identified
- Seven (7) remain OPEN
- Five (5) have been resolved per Powers & Sullivan

On March 14, 2014, the District’s Assistant Superintendent of Finance and Administration, issued a detailed response Letter to Superintendent Harvey and the School Committee which outlined the District’s Plan to address all “open” issues (9) over the next 6 to 9 months (See attached Letter). This Plan was discussed and reviewed (in advance) with representatives from Powers & Sullivan.



Summary of OPEN Issues & Next Steps

- 1.) ABSENCE OF CASH RECONCILIATION PROCEDURES (Material Weakness)
- 2.) LACK OF PROPER SEGREGATION OF DUTIES (Material Weakness)
- 3.) ACCOUNTING POLICIES AND PROCEDURES MANUAL (Other Matter)
- 4.) PRESCHOOL AND KINDERGARTEN REVOLVING FUNDS (Other Matter)
- 5.) DEVELOP PROCEDURES CONCERNING COMPUTER PASSWORDS (Other Matter)
- 6.) ACCOUNTING FOR SCHOOL CHOICE AND OTHER REVOLVING FUNDS (Other Matter)
- 7.) BUDGETARY LINE-ITEM TRANSFERS (Other Matter)
- 8.) PERSONNEL EARNINGS RECORDS (Other Matter)
- 9.) FUTURE GASB STATEMENTS FOR PENSION AND OPEB (Other Matter)

A detailed Plan and Timeline has been developed to address each of the OPEN items identified in the October 8, 2013 Management Letter (Listed Above). The School Committee will be updated, in writing, once per quarter regarding the status of the Plan.

The FY14 Audit Process (for year ended June 30, 2014) Kick-off Meeting with Powers & Sullivan is scheduled for Friday, May 2, 2014.



HAMILTON-WENHAM REGIONAL SCHOOL DISTRICT

March 14, 2014

Dear Superintendent Harvey and Members of the School Committee:

The purpose of this letter is to provide you with a written response to the issues identified in the Management Letter dated October 8, 2013 and to outline for you what steps the District will take to correct them. The scope of this document is limited to only those Material Weaknesses and Other Matters identified in the Letter as requiring further action. Please note that on Monday, March 3rd I met for several hours with Frank Serreti and Jim Powers from Powers and Sullivan to discuss their findings and to ask for their clarification on a number of issues; I also asked Frank to review this Response Letter (which he did) to ensure that the District was on the same page with our Audit Firm going forward.

ABSENCE OF CASH RECONCILIATION PROCEDURES (Material Weakness)

P&S Recommendation: We continue to recommend that the Treasurer utilize the BudgetSense cash reconciliation features so that accurate and up-to-date bank reconciliations and outstanding checklists can be generated by the system. We believe that the integrated cash reconciliation features offer a more standardized and efficient approach to the reconciliation process.

District Update March 2014: The District will assess the current ("As Is") state of cash reconciliation procedures for all bank accounts by June 30, 2014. Based on the findings of the "As Is" assessment, the District will develop standardized procedures for cash reconciliations; the District will also develop a plan to fully transition all bank accounts to the BudgetSense Reconciliation Module by August 31, 2014, inclusive of the District's payroll account which was specifically identified as a Material Weakness in the Management Letter. In the event additional BudgetSense training and/or additional accounting or audit support is needed, the District will identify these gaps as part of its "As Is" assessment and will plan for these items in its implementation strategy as appropriate. Under the direction of the Assistant Superintendent of Finance and Administration, the District Treasurer will develop a detailed set of month-end, quarter-end, and year-end Check Lists in an effort to standardize and streamline the cash reconciliation process. Once these Check Lists have been developed and we have fully transitioned to the BudgetSense Module, the District Treasurer will be required to reconcile all bank accounts monthly and the District Accountant will be responsible for reviewing all bank reconciliations with the District Treasurer on a quarterly basis.

LACK OF PROPER SEGREGATION OF DUTIES (Material Weakness)

P&S Recommendation: We recommend that the District conduct a thorough review of user access with the goal of limiting access to sensitive data that is not necessary for an employee to perform their assigned roles and responsibilities. We also recommend that the District consider segregating the responsibility of maintaining payroll and vendor master files from the responsibility of processing invoices and preparing warrants and processing checks for payment. If this is not considered feasible, we would recommend that the District consider implementing monthly procedures that require monitoring of payroll and vendor change logs to ensure that all changes are valid and have been properly approved.

District Update March 2014: The District will conduct a thorough review of all BudgetSense user access profiles and will develop a new User Access Profile Model by August 31, 2014 which will base each approved user's access profile on their assigned role/responsibility within the District. Under the direction of the Assistant Superintendent of Finance and Administration, the District Accountant and District IT Director will operationalize this new model by December 31,

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HAMILTON-WENHAM REGIONAL SCHOOL DISTRICT

2014. Once in place, the IT Director will be responsible for assigning/revising user access profiles in BudgetSense at the direction of the Assistant Superintendent.

The District does not believe that the recommendation of segregating the responsibilities of maintaining payroll and vendor master files is feasible given the limited number of resources assigned to the District's Business Office. Therefore, as an alternative solution, the District will develop a series of payroll and vendor "Exception Reports" that will be prepared and reviewed by the District Accountant on a monthly basis and included as a specific item on the Monthly Closing Checklist (see below).

ACCOUNTING POLICIES AND PROCEDURES MANUAL (Other Matter)

P&S Recommendation: We continue to recommend that the District develop month-end and year end-closing checklists to facilitate the closing process.

District Update March 2014: The District will develop detailed month-end, quarter-end, and year-end Check Lists in an effort to standardize, streamline and facilitate the Closing Process. The targeted completion date for finalizing this item is June 30, 2014. Additionally, we will prepare a detailed Year-end Closing Memo and Timeline that will be distributed throughout the District sometime in early June (each year). Under the direction of the Assistant Superintendent of Finance and Administration, the District Accountant and District Treasurer will share the day-to-day responsibilities for completing the tasks as outlined on the various Check Lists.

PRESCHOOL AND KINDERGARTEN REVOLVING FUNDS (Other Matter)

P&S Recommendation: We recommend that the District develop specific policies and procedures with regards to the allocation of direct and indirect costs to the revolving funds. This will ensure that expenditures are consistently charged to the program and will enable the District to properly set rates to cover the anticipated costs.

District Update March 2014: The District will develop standardized procedures for consistently charging costs directly to Revolving Funds as appropriate. These procedures will be put into practice for FY15, beginning July 1, 2014. Under the direction of the Assistant Superintendent of Finance and Administration, the District Accountant will have the day-to-day responsibility for ensuring that the District is in compliance with these new procedures and for completing any related tasks as provided for on the various Closing Checklists (see above). Although it will not be finalized until the FY15 Budget is approved by Town Meeting on April 5, 2014, it is our expectation that Full Day Kindergarten will be fully funded by the District beginning in FY15 and as a result the Kindergarten Revolving Fund will be closed indefinitely.

DEVELOP PROCEDURES CONCERNING COMPUTER PASSWORDS (Other Matter)

P&S Recommendation: We continue to recommend that the District adopt policies and procedures concerning the assignment, modification, and deletion of user passwords. Passwords should be changed at least once every six months. Written policies and procedures will help to ensure that password assignments, deletions, and modifications are performed in a manner consistent with management's intentions.

District Update March 2014: The District will develop standardized procedures regarding the assignment, modification, and deletion of user passwords as it relates to general network logon, Outlook email, BudgetSense, and ASPEN X2.

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HAMILTON-WENHAM REGIONAL SCHOOL DISTRICT

These procedures will be put into practice for FY15, beginning July 1, 2014. Under the direction of the Assistant Superintendent of Finance and Administration, the District's IT Director will have the day-to-day responsibility for operationalizing these new procedures and for assigning access to the various systems.

ACCOUNTING FOR SCHOOL CHOICE AND OTHER REVOLVING FUNDS (Other Matter)

P&S Recommendation: Consistent with the fiscal 2014 budget presentation and proper revolving fund accounting, we recommend that the District charge future expenditures directly to the revolving funds as an offset to the general fund operating budget.

District Update March 2014: The District will develop standardized procedures for consistently charging costs directly to Revolving Funds as appropriate, including the School Choice Fund. When developing these procedures, the District will take into careful consideration DESE's "Advisory Memorandum on Financial Administration of the School Choice Program". These procedures will be put into practice for FY15, beginning July 1, 2014. Under the direction of the Assistant Superintendent of Finance and Administration, the District Accountant will have the day-to-day responsibility for ensuring that the District is in compliance with these new procedures and for completing any related tasks as provided for on the various Closing Checklists (see above).

BUDGETARY LINE-ITEM TRANSFERS (Other Matter)

P&S Recommendation: We continue to recommend that the District implement procedures that will require line-item transfers to be made prior to approving an encumbrance or paying an invoice if the balance in the appropriation is not sufficient to cover the cost of the purchase. The accounting system has built in controls that can be setup to prevent encumbrances from being approved and invoices from being paid if sufficient balances are not available in an appropriation. We recommend that the District utilize these controls. The implementation of budgetary controls is critical to maintaining the integrity of the District's budgetary process. As budgets are refined, it is even more important that these controls are in place because it will provide management with the ability to effectively manage and control spending within the constraints of what has been appropriated.

District Update March 2014: The District agrees that implementing budget controls is critical to maintaining the integrity of the budgetary process; certain controls, including policies, procedures, and accounting system built-in work flow already exist and are currently being utilized. The District also agrees that leveraging our accounting systems built-in controls to their fullest extent as well as implementing sound process and procedures across the District (e.g., Purchase Order Process) will position the District to improve how it tracks and monitors its finances going forward. As a first step, the District will assess the current ("As Is") state of controls, policies, and procedures by August 31, 2014. Based on the findings of the "As Is" assessment, the District will develop a plan to improve upon its current practices with the goal of more effectively managing spending within the context of the approved School Committee budget appropriation. A specific timeline for developing this plan will be provided in the next update in July 2014.

PERSONNEL EARNINGS RECORDS (Other Matter)

P&S Recommendation: We recommend that the District implement policies and procedures to ensure that all employee files include personnel earnings records as stated in the Municipal Records Retention Manual.

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

District Update March 2014: The District will develop standardized procedures regarding the maintenance and upkeep of all Personnel Files including the standardization of all required documentation relating to personnel earnings (e.g., Offer Letters, STEP and Degree changes impacting base salary, stipends, etc.). These procedures will be put into practice for FY15, beginning July 1, 2014. Additionally, the District will develop a detailed Personnel File Checklist in an effort to standardize and streamline our Records Retention Program. Under the direction of the Assistant Superintendent of Finance and Administration, the District's Director of Human Resources will have the day-to-day responsibility for ensuring compliance with these new procedures and for maintaining all Personnel Files.

FUTURE GOVERNMENT ACCOUNTING STANDARDS BOARD (GASB) STATEMENTS FOR PENSION AND OPEB (Other Matter)

P&S Recommendation: We recommend that management begin to study and evaluate these changes for financial statement reporting and disclosure purposes, and to formulate plans to meet with your actuaries and financial advisers as more information becomes available. You may also want to consider how and when this information should be communicated to your member communities and other financial statement users.

District Update March 2014: In preparation for this year's Audit, the District has engaged the services of Odyssey Advisors to update the actuarial valuation of the District's Other Postemployment Benefits (OPEB) Plan for the fiscal year ending June 30, 2014 in accordance with Statement No. 45 of the Government Accounting Standards Board (GASB 45); this was completed on February 24, 2014. On March 3, 2014, the Assistant Superintendent of Finance and Administration Jeff Sands discussed this matter with Frank Serreti and Jim Powers from Powers and Sullivan. At that time, Jeff was advised that there were no additional actions required on the District's part at this time.

As you know, it is important that we take our response to the Management Letter seriously and that we address and correct any and all open issues. I am confident that we can accomplish this task within the timeline describe above so long as this initiative remains a priority for the District. My next update will be provided to you by July 31, 2014. In the interim, if you should have any questions regarding any of the details provided herein please do not hesitate to call me directly at 978-626-0827 or email me at j.sands@hwschools.net.

In closing, I wanted to let you know that we have scheduled the Annual Audit Kick-off Meeting for the year-ended June 30, 2014 with Powers & Sullivan for early May 2014. During this initial meeting, my expectation is that we will develop an audit framework, work plan, and timeline that will be discussed further with the School Committee as appropriate.

Sincerely,

Jeffrey D. Sands
Assistant Superintendent of Finance and Administration
Hamilton Wenham Regional School District

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Subject Area	Member Name	Non School Committee Member	Charge	End Date	Additional Comments
Facilities/Building	Bill Dery, Barbara Lawrence, Jeanise Bertrand	Eric Lustig?	One school committee member required to be a designee on a building committee. School committee has general charge of school buildings as it relates to Maintenance and upkeep.		
Policy	Barbara Lawrence, Sheila MacDonald, Larry Swartz	Sean Condon?	Create Policy for District		Keep existing members
Negotiations	Roger Kuebel, Larry Swartz, Bill Wilson, Deb Evans	Mike lombardo.	Negotiate District contracts	Teachers contract Complete	
Audit	Bill Wilson, Roger Kuebel		Manage Audit relationship with Auditors: Understand Field work sampling, issues and remediations.		1 person Liason
Warrant	Sheila MacDonald, Jeanise Bertrand		Review and sign invoices		
Communications - NEW?	Deb Evans, Stacey Metternick,		Facilitate communication of the school committee's work to the HW community at large.		All members can be drafted to support.
Legislative -NEW?	Stacey Metternick	Ann Minois ?	Provide updates on important legislative changes and dates of meetings.		

School Liasons 2014-2015	<u>Member 1</u>	<u>Member 2</u>	Charge	Term	Comments
Buker	Jeanise Bertrand			1 yr	Attend Friends meetings and other school functions
Cutler	Bill Wilson			1 yr	Attend Friends meetings and other school functions
Winthrop	Barbara Lawrence			1 yr	Attend Friends meetings and other school functions
Miles River MS.	Stacey Metternick			1 yr	Attend Friends meetings and other school functions
Regional HS	Deb Evans			1 yr	Attend Friends meetings and other school functions

HAMILTON-WENHAM REGIONAL SCHOOL DISTRICT
WENHAM, MA

EXHIBIT D

PASSING A SCHOOL BUS ON SCHOOL PROPERTY WHILE IT IS LOADING OR DISCHARGING
STUDENTS

While school buses or vehicles designated as such are loading or discharging students in school yards, the driver will illuminate the flashing red lights.

While these lights are on, no vehicle is permitted to pass the school bus or buses.

Staff members and bus drivers are not allowed to direct vehicles to pass school buses while the flashing red lights are illuminated.

In the event that a police officer or Registry of Motor Vehicles officer is present, the bus driver at the direction of the on-site officer may shut off the flashing red lights. The officer may direct vehicle traffic to pass a bus while it is loading or discharging students. This is the only time vehicles are allowed to pass a school bus while it is loading or discharging students.

Policy Review: 1st Reading: May 1, 2014
2nd Reading

Policy Adopted:

Vote:

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

HAMILTON-WENHAM REGIONAL SCHOOL DISTRICT
WENHAM, MA

EXHIBIT E
D4025

BONDED EMPLOYEES AND OFFICERS

The District Treasurer and Assistant Treasurer shall be bonded in their individual capacities. The cost of these bonds shall be paid by the District.

The District shall maintain a blanket-bond under its general insurance policy for all other employees. The cost of this blanket bond shall be paid by the District.

LEGAL REFS: M.G.L. 40:5; 71:16A

HAMILTON-WENHAM REGIONAL SCHOOL DISTRICT
WENHAM, MA

EXHIBIT F

FOOD SERVICE PROGRAM

The District shall maintain a food service program to provide well-balanced meals to all its students. The District participates in the National School Lunch Program to provide free and reduced price lunches to eligible students. The Superintendent shall ensure that the food services program conforms to all applicable federal and state laws and regulations and that notice of program eligibility guidelines and applications for free and reduced price meals are made available to all members of the school community.

The Nursing Coordinator will work with the Food Services Supervisor to accommodate those students with documented dietary restrictions who have a nursing health care plan.

Legal References:

National School Lunch Act, 42 USC 1751-1769, as amended

Child Nutrition Act 42 USC 1771-1791, as amended M.G.L.; 69:1C;

71:72

Policy Review: 1st Reading:

2nd Reading

Policy Adopted:

Vote:

Chairperson, HWRSD School Committee: Roger Kuebel

(Original Signature on file in the Superintendent's Office)

HAMILTON-WENHAM REGIONAL SCHOOL DISTRICT
WENHAM, MA

EXHIBIT G

FOOD SERVICE MANAGEMENT

The District will employ appropriate personnel to manage the operation of the food service program in accordance with state and local laws and regulations.

The Food/Service Director shall assign personnel and other resources as required to provide cafeterias at each school that serve lunches to students as required by state laws and regulations. He/she shall also develop procedures and accounting practices to ensure that the food services program receives maximum financial assistance from state and federal sources so that costs to students can be kept at a minimum.

Charges shall be consistent with state laws and regulations to make the school lunch program as self-supportive as possible.

Policy Review: 1st Reading:
2nd Reading

Policy Adopted:

Vote:

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

HAMILTON-WENHAM REGIONAL SCHOOL DISTRICT
WENHAM, MA

EXHIBIT H

RECYCLED PRODUCT PROCUREMENT

In recognition of the need to make more efficient use of our natural resources, create markets for the materials collected in recycling programs, reduce solid waste volume and disposal costs, and serve as a model for private and public institutions, the Triton Regional School District is committed to purchasing products which are environmentally preferable and/or made of recycled materials whenever such products meet quality requirements and are available at reasonable prices and terms.

To the maximum extent practicable, the following standards should be adhered to:

For all purchases of printing and writing paper for in-house use or custom printed materials by professional printers, including copier paper, offset paper, forms, stationary, envelopes, tablets, notepads and file folders, the minimum content standards shall be no less than 30% post-consumer recycled materials to meet the current state and federal minimum standards.

The District shall ensure that all contracts for printing require the inclusion of an imprint identifying the recycled content of paper whenever practicable, along with the recycling symbol.

Policy Review: 1st Reading: May 1, 2014
2nd Reading

Policy Adopted:

Vote:

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

HAMILTON-WENHAM REGIONAL SCHOOL DISTRICT
WENHAM, MA

EXHIBIT I

ENERGY CONSERVATION

The District shall promote the wise use of energy, water and other natural resources. To this end, the District shall:

1. Support conservation and efficiency in the use of electricity, gas, oil, water and other resources;
2. Maintain and enhance present resource conservation measures;
3. Develop initiatives to make infrastructure improvements that take advantage of technological advances to conserve resources;
4. Work to educate staff and students about the benefits of and opportunities for resource conservation and the use of alternative sources of energy.

Policy Review: 1st Reading: May 1, 2014
2nd Reading

Policy Adopted:

Vote:

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

HAMILTON-WENHAM REGIONAL SCHOOL DISTRICT
WENHAM, MA

EXHIBIT J

FREE AND REDUCED COST LUNCH

The District will take part in the National School Lunch Program and other food programs that may become available to assure that all children in the District receive proper nourishment.

In accordance with guidelines for participation in these programs, and in accordance with the wishes of the Committees, no child whom a teacher believes is improperly nourished will be denied a lunch or other food simply because proper application has not yet been received from his parents/guardians.

As required by state and federal regulations, the School Committee approves a policy statement pertaining to eligibility for free milk, free meals, and reduced price meals.

LEGAL REFS:

National School Lunch Act, as amended (42 USC 1751-1760) Child Nutrition Act of 1966

P.L. 89-642, 80 Stat. 885, as amended

M.G.L. 15:1G; 15:1L; 69:1C; 71:72

January 26, 2010 May 22, 2012 May 22, 2012 MASC

Policy Review: 1st Reading: May 1, 2014

2nd Reading

Policy Adopted:

Vote:

Chairperson, HWRSD School Committee: Roger Kuebel

(Original Signature on file in the Superintendent's Office)