



Acton-Boxborough Regional
School Committee Meeting

October 19, 2017

7:00 p.m.

at the R.J. Grey Junior High Library

ACTON-BOXBOROUGH REGIONAL SCHOOL COMMITTEE (ABRSC) MEETING

Library
R.J. Grey Junior High School

October 19, 2017
7:00 p.m.

9:25 p.m. (approx.) Executive Session

REVISED AGENDA

1. **Call to Order**
2. **Chairman's Introduction** – *Amy Krishnamurthy*
3. **Statement of Warrants & Approval of Minutes**
 - 3.1. Meeting minutes of 10/3/17
4. **Public Participation**
5. **Presentation: Gates School** – *Principal Lynne Newman (7:10)*
6. **Presentation: Acton Finance Committee** – *Steve Noone (7:20)*
 - 6.1. Point of View Document, 9/28/17
 - 6.2. School Committee presentation to Finance Committee, 10/10/17
7. **Enrollment Update** – *Marie Altieri (7:40)*
 - 7.1. October 1, 2017 Enrollment Report
 - 7.2. NESDEC Preliminary Projections
 - 7.3. NESDEC Acton and Boxborough Individual Enrollment Data
8. **Elementary School Funding Update** – *Marie Altieri (7:50)*
9. **Donations to the School District (8:20)**
 - 9.1. Recommendation to Accept FY18 Donations from the PTOs, PTSOs, PTF to the Schools – **VOTE** – *Bill McAlduff*
 - 9.2. Recommendation to Accept Grant from Danny's Place Youth Services for the A-B Community Education Summer Leadership in Training Program – **VOTE** – *Bill McAlduff*
10. **School Building Committee Update** – *Mary Brolin (8:25)*
 - 10.1. Building Committee Meeting on 10/11/17
 - 10.2. Community Forums & Materials / Slides
 - 10.3. FYI
 - 10.3.1. Special Town Meetings in Acton & Boxborough on Monday, 12/4/17 at 7:00 pm
 - 10.3.2. Building Committee's presence on social media – Please share!
 - 10.3.2.1. Twitter - [@ ABSBP](#)
 - 10.3.2.2. Instagram - [abschoolbuildingproject](#)
 - 10.3.2.3. Facebook - [abschoolbuildingproject](#)
11. **Permanent Superintendent Search Update** – *Amy Krishnamurthy (8:40)*
 - 11.1. Memo from the Superintendent Regarding Search Firm Proposals
 - 11.2. New England School Development Council (NESDEC)

- 11.3. Massachusetts Association of School Committees (MASC)
- 11.4. Hazard, Young, Attea & Associates (HYA)
- 11.5. Presentation Slides re the Search Process from ABRSC meeting 10/3/17

12. **Subcommittee Reports** (*oral*) (9:10)

- 12.1. Budget Subcommittee meeting, 10/11/17 – *Brigid Bieber*
- 12.2. Policy Subcommittee meeting, 10/11/17 – *Katie Neville*

13. **School Committee Member Reports**

14. **FYI** (9:20)

- 14.1. Donations to the School District (*\$500 or less*)
 - 14.1.1. Grant from Danny's Place Youth Services for the William James Interface
- 14.2. Acton Town Manager Search Community Forum, Thurs, 10/26/17 at 7:00 p.m. in Acton Town Hall Room 204
- 14.3. Acton Leadership Group (ALG) Meeting minutes of 9/28/17
- 14.4. No School/Delayed Opening/Emergency Release procedures and memo
- 14.5. Family Learning Series - FY18 Calendar of Presentations
 - 14.5.1. What Parents and Caregivers Can Do to Nurture Lifetime Readers, Steven Layne, Ed.D. Nov 7 at 7:00 p.m. in the ABR High School Auditorium

15. EXECUTIVE SESSION (9:25 p.m. approx.)

Motion: "that an executive session be convened under M.G.L. Chapter 30A, §21(a)(3) to conduct strategy with respect to collective bargaining or litigation." An open meeting may have a detrimental effect on the bargaining or litigating position of the Board.

16. **Adjourn**

Next Meetings:

- ABRSD Homework Policy Implementation Information Night, **October 24**, 7:00 p.m. in the Junior High Library
- ABRSC, **November 9**, 7:00 p.m. in the Junior High Library, Topics include: Annual Enrollment Presentation, Elementary Class Size Report, RJG Jr High Presentation (packet posted Nov 3)
- ABRSC, **November 16**, 7:00 p.m. in the Junior High Library, Topics include: High School Presentation, Special Education Parent Advisory Council (SpedPAC) Presentation
- Special Town Meetings in Acton and Boxborough to vote on approval of School Building Project Feasibility Study funding, **Monday, December 4**, 7:00 p.m.,

Posted on 10/13/17 at 5:00 p.m.

Reposted on 10/20/17 at 2:30 p.m. to add executive session

ACTON-BOXBOROUGH REGIONAL SCHOOL COMMITTEE (ABRSC)
DRAFT Minutes

Library
R.J. Grey Junior High School

October 3, 2017
6:30 p.m. Executive Session
7:00 p.m. (approximately) Open Meeting

Members Present: Diane Baum, Brigid Bieber, Mary Brolin, Dennis Bruce, Amy Krishnamurthy, Tessa McKinley, Maya Minkin, Paul Murphy, Kathleen Neville, Deanne O'Sullivan (6:36 p.m.), Eileen Zhang (7:00 p.m.)

Members Absent: none

Others: Marie Altieri, Dawn Bentley (6:50 p.m.), Deborah Bookis (6:50 p.m.), Bill McAlduff, Beth Petr, Dave Verdolino (6:50 p.m.),

1. The ABRSC was called to order at 6:33 p.m. by Chairperson Amy Krishnamurthy.
2. **Enter Executive Session**
At 6:33 p.m., Amy Krishnamurthy moved, Mary Brolin seconded and it was, **VOTED** by roll call: that an executive session be convened under M.G.L. Chapter 30A, §21(a)(3) to conduct strategy with respect to pending litigation. An open meeting may have a detrimental effect on the litigating position of the Board.
(YES: Baum, Bieber, Brolin, Bruce, Krishnamurthy, McKinley, Minkin, Murphy, Neville)

Amy stated that the Committee would return to Open Meeting at approximately 7:00 p.m.
3. **The ABRSC returned to Open Meeting at 6:50 p.m.**
4. **Chairman's Introduction – Amy Krishnamurthy**
 - 4.1. There was a moment of silence in memory of the recent tragedy in Las Vegas.
 - 4.2. Amy read the following statement about the student incident last week:

Late last week, a high school student reported receiving an anonymously written note containing a racially charged remark. In light of this I would like to again emphasize that our district is committed to the ideals of inclusion, human dignity and respect for others. We model this everyday as we try to live our core values of equity, wellness and engagement so that every member of our community feels safe and supported. The high school leadership team has taken this incident and engaged students in identifying what they can do today, tomorrow and this year to ensure everyone in the school is safe, cared for and respected.
5. **Statement of Warrants & Approval of Minutes**
The meeting minutes of 9/19/17 were approved as amended.
The Committee reviewed and signed the warrants. See list.
6. **Public Participation - none**
7. **Permanent Superintendent Search Process – Amy Krishnamurthy**
(Marie Altieri left the room for this discussion.)

Amy Krishnamurthy suggested to the School Committee that the Superintendent be asked to request proposals from several search firms and then the Committee could decide if they would like to consider hearing more from them, and possibly hire one for the search.

Bill McAlduff agreed that hiring a search consultant would be a good idea. He questioned whether the District has the capacity to do such a labor and time intensive search on their own at this time. It was noted that a firm was used for the previous permanent superintendent search at a cost of \$19,500. Bill offered to be the administrative support for the screening/search committee. He outlined a possible timeline taking advantage of what will be a lull in the MSBA Building Project work during December and January (assuming successful votes on 12/4/17). He suggested beginning the process for selecting a screening committee on November 30, pending search firm input.

Paul Murphy stated that after the recent interim search process, he is sure that the staff could do this search well, but it would take away from focusing on the students now that school is in session. For that reason, he agreed with using a firm. Several members agreed. Diane Baum stated that Hazard Young did the search for Concord Carlisle. Bill McAlduff said that HY is a bit different in that they do all of the initial review of materials including identifying the semifinalists and then give the list to the screening committee to interview. Bill noted that NESDEC recently provided search services to the district for the Director of Finance position. He suggested asking for proposals including a scope of services to be provided, a menu and description of the process intended to be used, and their fee structure. He stated that hiring a firm would be money well spent to be sure it is all done properly.

Mary Brolin expressed concern about the search timing because it seemed late. In her work, they lost good candidates because their process was late. She asked if proposals could be brought to the next School Committee meeting. Bill replied that they could if that is the direction the School Committee wants to go in. Mary was in support of using a search firm and moving quickly, as appropriate. Deanne O'Sullivan agreed, particularly with doing the focus groups between December 15 and January 15. Bill agreed that the timeline is tight but the consultant would be relied on to make it most productive. The Committee agreed that they need to be strategic due to the Building Project forums being done, as well as those being done for the Acton Town Manager search. Bill clarified that the purpose of the focus groups is to create a candidate profile. That profile becomes the major tool that the screening committee uses to review the applications.

Dennis Bruce asked if it is a requirement that a School Committee member be on the screening committee. Bill replied that it is the School Committee's decision who is on the search/screen committee, but he feels that it is important to have a member on this committee. It was noted that there is an obligation to have an ABEA representative on the screening committee.

Heather Harer spoke from the audience. She sat on the last two searches and urged the Committee to do due diligence about who has done previous searches and how it has worked out with each of them. She asked the Committee to take the time to interview the firms, noting that Hazard Young's process takes a lot of the control from the School Committee, and they are in it as a business. Angie Tso asked about the kinds of questions and requirements that the consultant firms can be asked. Bill McAlduff explained that there are many ways to get the information that is needed.

Amy Krishnamurthy confirmed that there was consensus from the School Committee to ask the Superintendent to request proposals from the 3 or 4 search firms so presentations and/or discussion could be scheduled for the next School Committee meeting on October 19.

8. Update on School Start Times – Marie Altieri, Bill McAlduff

Marie Altieri presented the proposed current working model found on slide 12. With this proposal the Junior High starts 30 minutes later (8:00 a.m.), the High School starts 44 minutes later (8:07 a.m.) and the elementary schools start 5 minutes earlier than their current late schedule (8:55 a.m.). The Administration plans to return for further discussion at the first December School Committee meeting and then request a vote on the proposal at the next December meeting.

The Committee appreciated all of the effort that has gone into the proposal, and the progress made on a later start time for our students. Some members urged the Administration to do more, given that 8:30 a.m. is the nationally recommended start time. It was generally agreed that the proposal was a good start and eventually the schools may be able to start later. The Committee discussed why some districts start later and end before AB (Ashland and Duxbury). Marie explained that it is due to how the High School does their scheduling. AB also has a longer lunch than most districts.

Brigid Bieber appreciated the decision timeline but expressed concern about the high cost of moving to a single tier of elementary busing to make later start times possible. She described budget decisions as always a statement of priorities. Brigid reminded the Committee that the District also has capital needs, a big building project coming up, and they have not even discussed any educational budgetary items. Because single tier busing is a big decision for the elementary schools, Brigid felt that families need to be engaged in this spending priority, to help the School Committee ultimately make their decision. Diane Baum reminded members that on the survey, the no cost option had the High School starting at 7:50 p.m. It was also mentioned that most of our comparative communities are contracting busing out. Maya Minkin was disappointed that students couldn't start after 8:00 in the morning and urged the District to be more progressive. Several members asked if our bus drivers should be paid more so we attract and retain drivers, given how hard the job here is with school choice. Marie Altieri replied that a salary survey of drivers was done last year and some good changes were made. It is only 30 hours / week and those are school weeks only so it is not a full time schedule.

Tessa McKinley felt it was significant that in the Start Time Committee survey, 56% of the PreK-12 parents/guardians and staff preferred 8:00 JH/JH start to 8:30 (slide 3). It was noted that teachers are often parents as well so if their children's district is not changing times, this could be challenging for them.

Eileen Zhang thanked JD Head for the late bus that has now been running for two weeks. This is very helpful for families. She is happy with the option that does not cost any more dollars given the building project and other things the District needs to do. Marie Altieri explained there was an option starting the Junior High/High School at 7:50 a.m. and the elementary schedule would be as late at 4:00 p.m. This would be a tradeoff if we wanted to keep the 2 tier elementary schedule (with no increased cost for transportation). If there is not enough funding to do it as proposed, the High School is the priority and this option could be considered.

Paul Murphy felt that 8:30 a.m. would be ideal but 8:07 is a good tradeoff given the budgetary impact. Deanne O'Sullivan agreed that although there are budgetary impacts, one of the District's main goals is mental health and teens' ability to handle stress, and this proposal addresses that. She encouraged the Committee to "sell it" based on the mental health benefits.

Steve Ballard spoke from the audience stating that to him the obvious solution was to consider when you remove school choice from the modeling, then start times and bus routes all improve, with no extra costs. He questioned whether families would consider giving up school choice if they saw the benefits of it, particularly if the priority is students' mental health.

9. **ABRSD 2017-2018 Goals – Second Read – VOTE to Accept – Bill McAlduff**

9.1. Slides from 9/19/17 meeting

9.2. Memo with Summary of this year's Work Focus and District Wide Goals Update

The Superintendent asked for any comments or questions that came up from the last meeting's presentation. He felt the previous Start Times presentation would be helpful information.

Diane Baum asked why the cultural and climate survey would be started at the secondary level. Dawn Bentley responded that one reason is that not all of the pieces are present at the elementary level. She agreed with Diane that because the scope of the survey is large, they will begin with this demographic. Marie added that they will also look at elementary data from other sources.

The Committee discussed how MTSS would be measured for success because there are no dates or benchmarks. Deanne O'Sullivan asked, "What are we expecting at the end of the year?" (slide 5)

Bill McAlduff explained that when the Administration put the goals together, they wanted to take a step back especially in terms of the number of action items that had specific benchmarks and measureable action items. MTSS is continuing the exploration from last year. He said that they are not sure of the specific outcomes from this year, but on some of the items, there will be periodic updates and with other pieces, there will be more work internally regarding how those updates will be provided. Bill expects that it will not just be a report that comes out in June. The administration is still trying to decide if there will be a consultant used and if so who, and whether to work with regional consultancy office. Dawn Bentley said that they will have deliverables and recommendations, but they are waiting for some information. Deanne expressed concern that the MTSS goal sounds "wishy washy" right now and she doesn't feel like it can be measured as it is written. Bill referred the Committee to the actual Long Range Strategic Plan's Goals 1 and 3, noting that they are specific with deliverables. Goal 2 regarding MTSS and in particular the equity audit, are a little obtuse and they are working through that now. This is an iterative process for this year but he feels it is important enough to include in the goals now. Bill noted Deanne's concern but is confident those concerns can be addressed through the year.

Paul Murphy asked if the district is close to implementing MTSS. Dawn Bentley replied that the district is in lots of different places regarding MTSS work right now. She explained that the senior leadership team, in consultation with the MTSS Consultants, agreed that based on

last year's work, they need to back up to prevent creating three systems of support – general education, special education, and a third system of support

A question was asked if these are the same as the Superintendent's goals and if Bill will be evaluated based on them. Bill replied that the Committee will not be formally evaluating the superintendent this year, but they will do a process midyear to give the Committee practice focusing on these goals and the district's progress. Diane Baum asked if the Committee will be evaluating based on these goals and George Batsche's data, is there something that could be included that could be used to show measurement. Bill agreed with Mary Brolin's suggestion that the document could be populated with some data after working with the goals for a period.

Brigid Bieber moved, Mary Brolin seconded and it was unanimously,
VOTED: to approve the goals for 2017 – 2018.

10. **School Building Committee Update – Mary Brolin**

10.1. Recommendation to Approve ABRSD Building Project Feasibility Study
Proposed Funding in the amount of \$1.3 million (\$710,000 after MSBA reimbursement to come from E&D) - **VOTE** – Mary Brolin

Dave Verdolino explained that the MSBA provided the suggested language, including some modification because the district plans to use E&D funds instead of borrowing. It is required by MSBA to vote the entire cost amount. The proposed motions have been reviewed and deemed acceptable by both Acton and Boxborough Town Counsels. Mary Brolin reminded the Committee that they needed to approve the amount first.

Paul Murphy moved, Deanne O'Sullivan seconded and it was unanimously
VOTED: that the ABRSC approve the amount of \$1,300,000 for the purpose of paying the costs of a feasibility study and schematic design relating to the C.T. Douglas Elementary School Statement of Interest.

Dennis Bruce moved, Brigid Bieber seconded and it was unanimously
VOTED: that the Acton-Boxborough Regional School Committee (the "District") hereby appropriates the amount of \$1,300,000 for the purpose of paying the costs of a feasibility study and schematic design relating to the C. T. Douglas Elementary School Statement of Interest, including all costs incidental or related thereto (the "Study"), said amount to be expended at the direction of the District's School Building Committee. To meet this appropriation, the District is authorized to utilize Certified Excess and Deficiency funds pursuant to Massachusetts General Laws and the Agreement for a Regional School District for the Towns of Acton and Boxborough, Massachusetts (Revised July 1, 2014). The District acknowledges that the MSBA's grant program is a non-entitlement, discretionary program based on need, as determined by the MSBA, and any costs the District incurs in excess of any grant approved by and received from the MSBA shall be the sole responsibility of the District; provided further that the amount of the use of Excess and Deficiency Funds pursuant to this vote shall be reduced by any grant amount set forth in the Feasibility Study Agreement that may be executed between the District and MSBA.

10.2. Recommendation to Approve Proposed Motion Language for the 12/4/17 Special Town Meetings' School Building Project Feasibility Study warrant article -
VOTE- Mary Brolin

Mary Brolin moved, Brigid Bieber seconded and it was unanimously

VOTED: that the form of the article for the Town Meetings of member Towns will be, “To see if the Town will approve the appropriation of \$1,300,000 from Certified Excess and Deficiency funds of the Acton-Boxborough Regional School District, for the purpose of paying the costs of a feasibility study and schematic design relating to the C. T. Douglas Elementary School Statement of Interest, including all costs incidental or related thereto (the “Study”), and for which the District may be eligible for a school construction grant from the Massachusetts School Building Authority (“MSBA”), said amount to be expended at the direction of the District’s School Building Committee. The MSBA’s grant program is a non-entitlement, discretionary program based on need, as determined by the MSBA, and any Study costs the District incurs in excess of any grant approved by and received from the MSBA shall be the sole responsibility of the District and its member municipalities. Any grant that the District may receive from the MSBA for the Study shall be as set forth the Feasibility Study Agreement that may be executed between the District and MSBA.”

10.3. Community Forums – Everyone was encouraged to share the updated flyer.

10.4. FYI

10.4.1. Building Committee Draft Minutes of 9/13/17

10.4.2. Special Town Meetings in Acton & Boxborough on Monday, 12/4/17 at 7:00 pm

11. Subcommittee Reports – Amy Krishnamurthy

11.1. The Budget & Policy Subcommittees will both meet on 10/11/17.

12. School Committee Member Reports

12.1. Acton Leadership Group (ALG) – Amy Krishnamurthy

12.1.1. Meeting materials 9/28/17

Paul Murphy asked about E&D for FY18 showing \$450,000 but it does not appear to be correct in Section B. Marie confirmed that this is an error and will be corrected.

12.2. Acton Finance Committee – Dennis Bruce

12.2.1. Point of View document, 9/28/17

Several School Committee members will go to Fincom next Tuesday night to present on the building project. Fincom asked for feedback on their POV document. Dennis Bruce suggested that Fincom be invited to present the POV to the Committee. Last year there was a tri-board meeting to discuss this document. Mary Brolin was fine if Acton Finance Committee presents to the School Committee and Boxborough Fincom could be invited to do the same. There could be a joint Acton and Boxborough Finance Committees meeting.

13. Recommendation to Accept Donation from McCarthy-Towne PTSO for a water bottle filler – VOTE – Bill McAlduff

Mary Brolin moved, Paul Murphy seconded and it was unanimously,

VOTED: to accept the donation from the McCarthy-Towne PTSO with gratitude especially because it aligns with the Committee’s policy from last year.

14. Recommendation to Accept Donation from AB Regional Parent Teacher Student Organization (ABRPTSO) for the William James Interface – VOTE – Bill McAlduff

Paul Murphy moved, Mary Brolin seconded and it was unanimously,

VOTED: to accept the donation from the ABRPTSO for the Willam James interface with gratitude.

15. **FYI**

- 15.1. Acton Board of Selectmen
 - 15.1.1. Draft New Sustainability Policy (committee comments to K. Green by Oct 20)
The Superintendent invited members to send comments to Beth within the week and they will be consolidated and included on the 10/19/17 agenda for consideration by the School Committee.
- 15.2. All-District Red Cross Fundraising Event, 9/25/17 – 10/10/17
- 15.3. Change to Members of the OPEB Trust Fund Board of Advisors memo
- 15.4. ABCHY and Safety Net combined to form AB Community Resource Network
- 15.5. Family Learning Series - FY18 Calendar of Presentations
 - 15.5.1. Raising Resilient Children in Challenging Times, Robert Evans, Ed.D. Oct 11th at 7:00 p.m. in the Jr High Auditorium

The ABRSC adjourned at 9:33 p.m.

Respectfully submitted,

Beth Petr

List of Documents Used: see agenda, list of warrants

Next Meetings:

- ABRSC, **October 19**, 7:00 p.m. in the Junior High Library, Topics include: Before & After School Elementary School Funding, Gates School Presentation (packet posted Oct 13)
- Homework Information Night, **October 24**, 7:00 p.m. in the Junior High Library
- ABRSC, **November 9**, 7:00 p.m. in the Junior High Library, Topics include: Annual Enrollment Presentation, RJG Jr High Presentation (packet posted Nov 3)



Paul P. Gates Elementary School

October 19, 2017

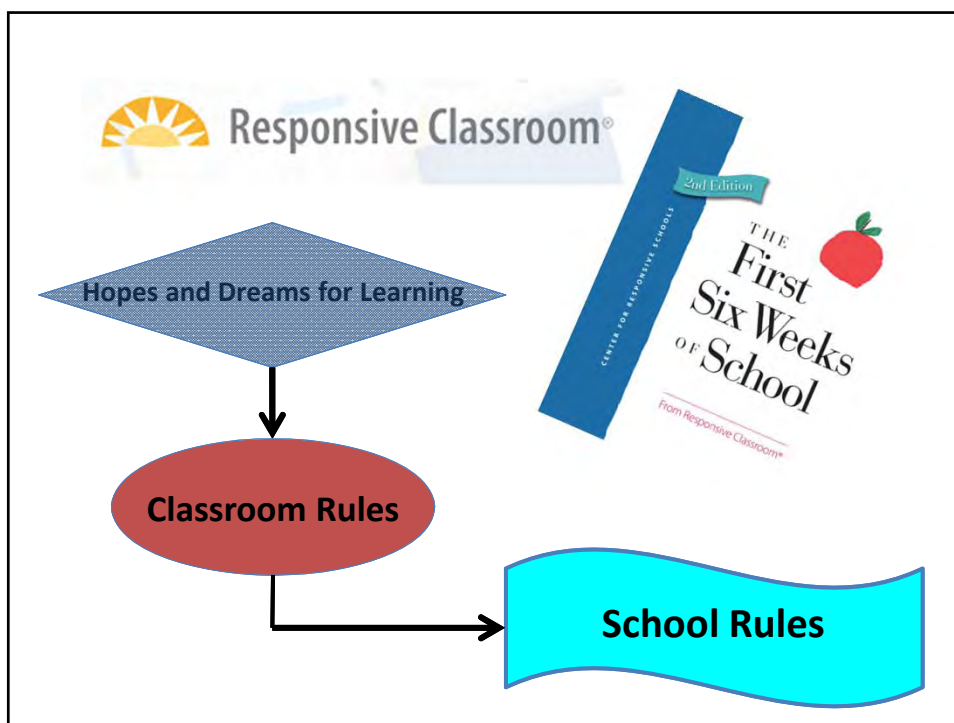
School Committee Presentation

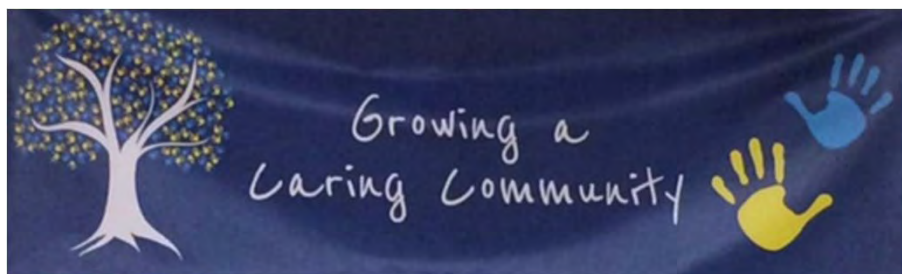


Civility, Respect & Kindness: Growing a Caring Community

STRATEGIES:

- Generate All-School Rules using the Responsive Classroom approach
- Celebrate new All-School theme: Growing a Caring Community
- Continue with Community Service & Leadership in grade six
- Promote and support All-School activities such as: student clubs, book buddies & grade level performances





- Weekly Activity Period
- Monthly School Community Meeting
- Monthly Book Buddy
- Grade 6 Community Service/Green Team
- Student Council
- Library School-wide Book Challenge
- Read for the Record
- Fun Run
- Panther Awards
- Student/Classroom Performances



Growing a Caring Community September Events

- Pep Rally
- Panther Awards
- Library Book Challenge
- All School Community Meeting





- October Events:
 - Fun Run
 - All School Community Meeting
 - Panther Awards
 - Read for the Record: Quackers by Liz Wong
 - Student Council
 - Green Team



**Civility, Respect & Kindness:
Growing a Caring Community**



Finance Committee FY19 Point of View

September 2017

1

Agenda

- State of the Town
- Concerns
- Recommendations
- Key Conclusions

2

State of the Town: Financial Status

- AAA rated by Moody's and Standard & Poor
 - We can borrow at competitive rates
- Strong tax collection rate
 - People pay taxes on time
- Demographic indicators well above state & county averages

3

State of the Town: Reserves

- We maintain funds in Reserve (rainy day) for unexpected expenditures
 - Free cash
 - Stabilization fund
 - Unused tax levy
- Reserves helps maintain our AAA rating
 - Allows us to continue to borrow at competitive rates

4

State of the Town: How We Compare

	Acton Town	Middlesex County	Massachusetts State
Median Family Income ¹	\$152,558	\$85,118	\$68,563
Median Home Value ²	\$509,500	\$414,600	\$333,100
Unemployment Rate ³	2%	2.96%	3.4%

Sources:

1. United States Census Bureau. "Income in the Past 12 Months (in 2015 Inflation-Adjusted Dollars)." American FactFinder. October 05, 2010. Accessed September 16, 2017. <https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF>
2. U. S. Census Bureau. "QuickFacts." U.S. Census Bureau QuickFacts selected: UNITED STATES. 2016. Accessed September 15, 2017. <https://www.census.gov/quickfacts/table/PST045214/2501700380/accessible>.
3. U.S. Bureau of Labor Statistics. "Unemployment Rate in Middlesex County, MA." FRED Economic Data. August 30, 2017. Accessed September 19, 2017. <https://fred.stlouisfed.org/series/MAMIDD7URN>.

5

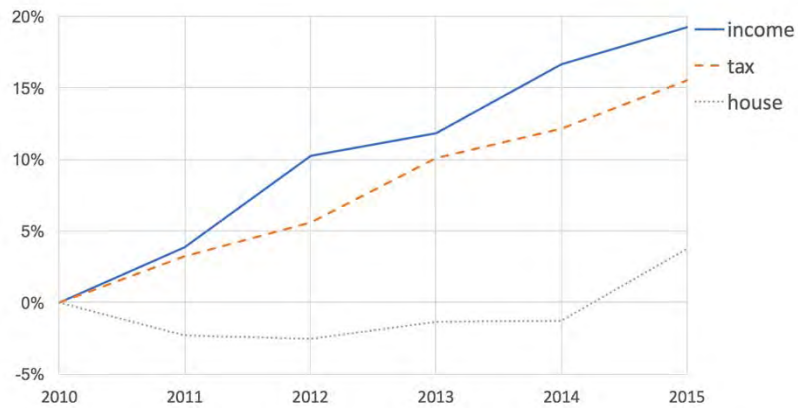
State of the Town: Tax Rate

- Acton's tax rates holding steady as a percentage of income
 - 5.73% of average family income in 2010
 - 5.55% of average family income in 2015

Equation: average family tax bill ÷ average family income

6

State of the Town: Affordability



Average Single Family Tax bill has increased by 15.52%
 Average Single Family House Value has increased by 3.81%
 Average Single Family Income has increased 19.27%

7

Agenda

- State of the Town
- **Concerns**
- Recommendations
- Key Conclusions

8

Concerns: Paying the Bills

- Taxation is limited by Proposition 2 ½
- Proposition 2 ½ allows town to tax no more than 2 ½% over previous year's property tax rate (without override vote)
 - Limits our largest source of revenue

9

Concerns: Compensation Growth

- Compensation is our largest budgetary item
 - 71.60% of next year's town budget will be salary & fringes
 - 79.05% of next year's school budget will be salary & fringes
- Recent history of compensation growth in excess of 4%
- Current compensation rate will exceed taxation capacity within 1-3 years

10

Concerns: Capital Projects

1-3 Years

- Address health and safety issues in school buildings
- Address critical repair issues in town buildings

3 - 5 Years

- Ongoing maintenance and repairs as needed

5 - 30 Years

- New twin school to replace Pre-K, and two of Gates, Douglas or Conant
- New fire station in North Acton

11

Concerns: Capital Projects - Schools

- \$4.4 million needed for immediate “health, safety, and welfare”^{*} repairs
 - fire safety measures
 - ventilation systems
 - insulation
 - etc.

^{*}Dore & Whittier, consulting architects, Feb., 2016

12

Concerns: Capital Projects - Town

- \$2.1 million needed for “critical immediate repairs”^{*} to multiple town facilities
 - Center Fire Station HVAC system
 - Transfer station roof
 - Memorial Library cooling system
 - South Fire Station cooling system
 - DPW building flooring
 - etc.

*LLB Architects, consulting architects, Jun., 2015

13

Concerns: Land Purchases

- Take a balanced approach to land purchases
 - Purchases incur costs and result in lost tax revenue
 - Purchases for open space limit residential development

14

Concerns: Reserves

- Without tax override, FY19 Budget likely to deplete Reserves
- In FY19 we are in jeopardy of being below Reserve policy minimum level
- Using Reserves to fund Operating Budget is unsustainable
 - Replenishment is less than budgeted Reserve use

15

Agenda

- State of the Town
- Concerns
- Recommendations
- Key Conclusions

16

Recommendations: Reserve Policy

- Adhere to upper and lower thresholds on the Reserves
 - Lower threshold, 5% of *municipal spending*
 - Upper threshold, 3% of *total Acton spending* including the school assessments
- Encourage using Reserves for one-time items
 - Capital needs
 - Emergencies

17

Recommendations: OPEB

Other Post-Employment Benefits

Healthcare, Life Insurance, Deferred Compensation

- Town: Continue OPEB funding at current levels
 - Acton's funding is a strength, compared to other towns
- School District: Continued emphasis on meeting OPEB obligation

18

Recommendations: Capital Projects

- Facilities should save money by using in-house resources where possible
- ABRSD should increase Capital Line Item of the Operating Budget
 - Critical in extending useful life of buildings
- Many of the existing identified repairs should be funded as ongoing maintenance
 - Facilities have been under-prioritized in recent years

19

Recommendations: Capital Projects (cont.)

- Future capital needs must be prioritized before they become critical
 - Board of Selectmen and School Committee should develop a specific, ranked list of the most pressing capital issues
 - If projects can not be funded by Operating Budget, Reserves may be used
- Each year capital needs should be presented to Annual Town Meeting, with supporting detail

20

Recommendations: Capital Projects (cont.)

- Build new twin school
 - Serves greatest number of students
 - Addresses 2 biggest liabilities (per Dore & Whittier)
- Capital improvements to buildings marked for replacement should be limited to immediate Health & Safety concerns
 - Pre-K and 2 of the elementary schools (Douglas, Gates, Conant)

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Recommendations: School Building Committee

- Maximize MSBA* reimbursement rate
 - Adhere closely to all MSBA requirements
- Strictly adhere to the MSBA guidelines for the new building construction
 - Project should not add elements beyond those agreed upon with MSBA

*Massachusetts School Building Authority

22

Recommendations: Reserves

- For FY19, we acknowledge the use of Reserves to cover budget shortfall
- In future, Reserves should be used for one time capital projects

23

Recommendation: Land Purchases

- Provide Finance Committee summary of all town held lands
- Move 53 River St. property to CPA (BoS)
 - Preferred source of funds
- Clearly identify purpose for town's continued ownership

24

Recommendations: Operating Budget

- For FY19, the Operating Budget should grow by no more than the 3% increase in revenue
- To help balance Operating Budget use 1/3 of the current, unused tax levy capacity
 - This will increase taxes by more than 2.5%, but not require an override

25

Agenda

- State of the Town
- Conclusions
- Recommendations
- Key Conclusions

26

Key Conclusions

- Overrides are coming in the next 2-5 years
 - Our capital needs for town and school facilities will require 1 or more overrides in the coming years
 - Without a change in spending, operating overrides may become necessary as well
- Borrowing should happen sooner, not later
 - Costs will likely be higher if we wait
 - Interest rates are currently near historic lows

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Appendix A

Acton				
Year	Avg Single Family Value	Average Single Family Tax Bill	Average Family Income	% of Income
2010	\$512,103	\$8,767	\$152,923	5.73%
2011	\$500,492	\$9,049	\$158,874	5.70%
2012	\$499,163	\$9,259	\$168,554	5.49%
2013	\$505,237	\$9,650	\$171,021	5.64%
2014	\$505,494	\$9,832	\$178,362	5.51%
2015	\$531,639	\$10,128	\$182,391	5.55%
2016	\$539,896	\$10,382		
2017	\$561,186	\$10,696		

Source:

Department of Local Services: MA Dept of Revenue. "Municipal Databank." Average Single Family Tax Bill. September 15, 2017. Accessed September 15, 2017. https://dls.gateway.dor.state.ma.us/reports/rdPage.aspx?rdReport=AverageSingleTaxBill_SingleFamTaxBill_MAIN

United States Census Bureau. "Income in the Past 12 Months (in 2015 Inflation-Adjusted Dollars)." American FactFinder. October 05, 2010. Accessed September 16, 2017. https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

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1



Our **vision** is to provide high-quality educational opportunities that inspire a community of learners

WELLNESS • EQUITY • ENGAGEMENT

Our **mission** is to develop engaged, well-balanced learners through collaborative, caring relationships

ABRSD Update to Acton Finance Committee

October 10, 2017

ABRSD

2

FY17 Year End Update

Revenues	+\$787k	0.9%
Expenses	+\$848k	1%
Total	\$1.65M	2%

ABRSD

3

FY17 Highlights – Revenues

- | | | | |
|--------------------|-------------|---------------------|------------------|
| 1. Total Revenue - | FY17 Actual | \$83,860,653 | |
| | FY17 Budget | <u>\$83,073,204</u> | \$787,449 |
2. State Aid favorable \$384,014 –
- Regional Transportation \$221,898 (73% received v. 60% budget)
 - Chapter 70 \$164,795 (\$55 pp Minimum Aid v. \$20 budgeted)
3. Other revenues favorable \$403,435 –
- Medicaid reimbursement \$209,193
 - Interest income \$93,344
 - Other Miscellaneous (e.g., rental income, E-Rate, etc.) \$100,897

ABRSD

4

FY17 Highlights – Expenses

- | | | | |
|-------------------------|-------------|---------------------|------------------|
| 1. Total Expenditures - | FY17 Actual | \$82,225,323 | |
| | FY17 Budget | <u>\$83,073,204</u> | \$847,881 |
2. Major Favorable Variances –
- Salaries, net \$556,305 (includes Teaching \$240K, Support \$194K)
 - Health Ins. Premiums (Active Employees and Retirees) \$443,071
 - Out-of-District (SPED) Tuitions \$263,074 (gross expense)
 - Transportation (Regular and SPED) \$291,934
 - Utilities (including Telephone) \$409,264
 - State Assessments (Choice/Charter) \$145,305
3. Major Unfavorable Variances –
- Workers Compensation Expense \$156,026
 - Capital Outlay \$636,200 (High School Concrete Proj; other capital)
 - Building/Grounds Maintenance \$209,510

ABRSD

5

Excess & Deficiency (E&D)

Certification Date	Certified E&D	Percentage of Budget
6/30/14	\$1.1M	1.4%
6/30/15	\$1.9M	2.4%
6/30/16	\$2.7M	3.3%
6/30/17	\$4M	4.6%

Notes -

Statutory E&D Limit = 5.0% of budget (\$86M) = \$4.3M

Moody's removed "negative outlook" to credit rating during FY17

ABRSD

6

FY18 Budget - Preliminary Views

1. Cherry Sheet (Final State Budget):

Additional Chapter 70	\$ 54,430
Additional Choice/Charter	\$110,877

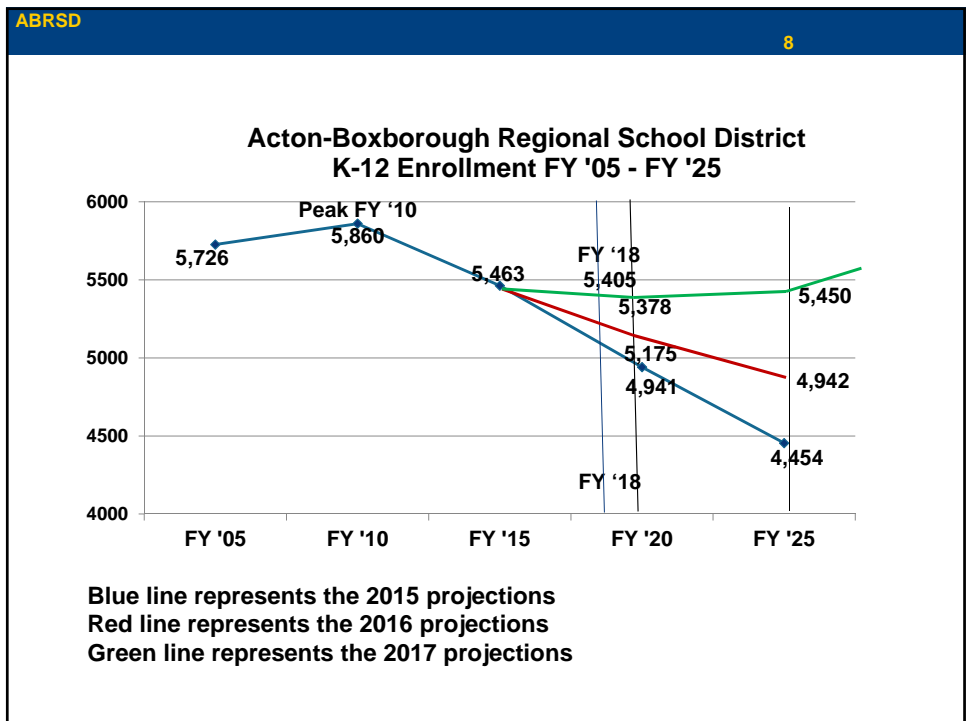
2. FY18 A-B Capital Budget (\$770,725):

Some accelerated to FY17	\$256,800
Leary Field est. project savings	\$100,000

3. Unanticipated expenses (amounts TBD):

Superintendent Contract
Office of Civil Rights Website Compliance Upgrades

ABRSD				
7				
<h2>Enrollment Update</h2>				
	2014-15	2015-16	2016-17	2017-18
K Proj	317	312	286	298
K Actual	321	299	330	353
Over Proj	+4	-13	+44	+55
Housing Sales Acton	310	400	514	326 (Jan-Sept)
Housing Sales Boxborough	85	114	116	101 (Jan-Sept)



ABRSD 9

Capital Planning

Short Term

Operating Budget
\$770k

Medium Term

Capital Improvement Plan
\$13.4M

Long Term

Building Project

ABRSD 10

Capital Planning

- Short Term Capital
Planned to increase budget by \$250k per year
Were able to increase \$500k in FY18 to \$770k

Project	Budget	Status
Leary Field	\$450k	Completed at \$330k
Blanchard Boiler	\$189k	\$100k completed in FY17
Conant Building Heaving	\$75k	
Truck	\$55k	Purchased in FY17
Available in FY18		\$275k

- Medium Term Capital - \$13.4M priority projects identified from CIP to be completed over 5-7 years through annual budget and possible bonding

ABRSD

Capital Improvement Plan – April 2017¹

SUMMARY	Critical	High Need	Energy Efficiency/ Operational Cost Savings	Subtotal
On Docket- Spring 2017 Town Mtg	\$740,750			\$740,750
Operational Budget	\$139,725	\$106,046	\$1,500	\$247,271
Roofing	\$1,390,641	\$144,923	\$0	\$1,535,564
Exterior Envelope	\$694,295	\$360,161	\$0	\$1,054,456
Site Paving and Sidewalk	\$2,777,550	\$125,210	\$0	\$2,902,760
HVAC	\$909,780	\$6,900	\$595,463	\$1,512,143
Electrical	\$284,625	\$862,500	\$172,500	\$1,319,625
Misc. Interior	\$1,253,925	\$106,519	\$0	\$1,360,444
Further Study	\$12,000	\$0	\$0	\$12,000
Pending Decisions	\$1,805,445	\$1,328,286	\$363,113	\$3,496,844
SUBTOTAL	\$10,008,736	\$3,040,546	\$1,132,575	\$14,181,857

ABRSD 12

Building Project - Dec 4 Town Mtgs

- To approve funds for the feasibility study and an owner's project manager (OPM)
- Estimated Cost = \$1.3M
- MSBA will reimburse 45.3% of these costs = \$590,000
- Acton-Boxborough is responsible for \$710,000
- Recommending use of E&D reserves to fund AB's share.
- If approved by both towns, move into module 2 feasibility study. If not approved, we need to start over with an MSBA statement of interest.

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Building Project

- A twin school for two PreK-6 elementary schools and 8 preschool classrooms
- The Gates property is the most likely site. We will continue to explore Conant or other possible sites.
- The Gates and Douglas property would be treated as a campus. The building would be built on the Gates side. Parking and playgrounds would be built on the Douglas site. A better walkable bridge would connect the two sites.
- Douglas would move into one side of the new school, and Gates would move into the second side.

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Project Cost

Estimated Cost: \$100M - \$120M

MSBA reimbursement 40% - 45% \$40M - \$54M

AB Share \$55M - \$72M

Acton Cost: \$45M - \$60M

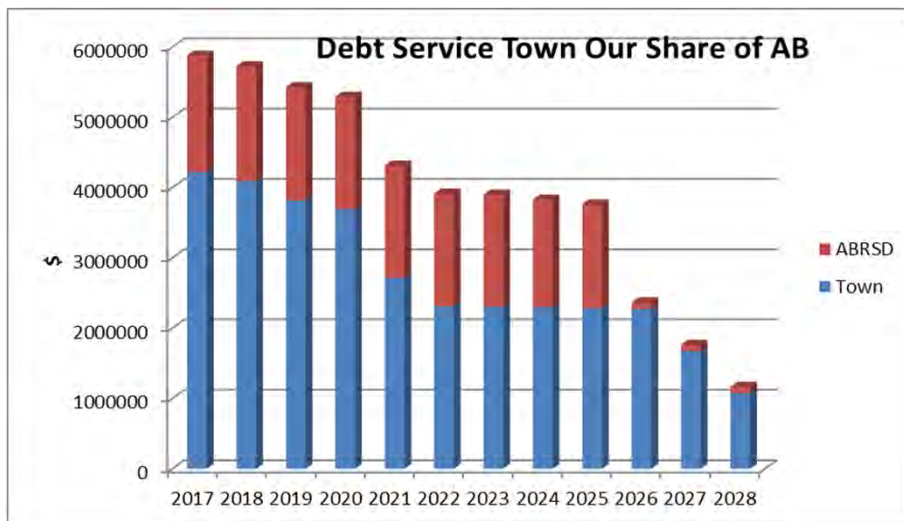
Boxborough Cost: \$10M - \$12M

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Timeline and Next Steps:

- Dec 4 Town Meeting Approve Feasibility Funds
- Feasibility 12-18 months Jan 2018 – Spring 2019
- Town Meeting Vote and Capital Override Vote in both towns to fund construction Mid to late 2019
- If approved – construction 2019 – 2021 (estimated)

Debt Service



ACTON-BOXBOROUGH REGIONAL SCHOOLS 2017-2018

Levels	Sept. 1				Oct. 1				Nov. 1				Dec. 1				Jan. 1				Feb. 1				A
	A	B (1)	C	Tot	A	B (1)	C	Tot	A	B (1)	C	Tot	A	B (1)	C	Tot	A	B (1)	C	Tot	A	B (1)	C	Tot	
Pre-school	89	21	2	112	91	25	2	118																	
Preschool Total	89	21	2	112	91	25	2	118																	
K	283	66	5	354	282	67	3	352				0				0				0				0	
1	296	41	5	342	295	41	7	343				0				0				0				0	
2	298	63	3	364	298	66	3	367				0				0				0				0	
3	334	50	5	389	330	52	6	388				0				0				0				0	
4	361	48	7	416	356	50	9	415				0				0				0				0	
5	355	59	8	422	354	58	8	420				0				0				0				0	
6	347	66	8	421	339	69	12	420				0				0				0				0	
Elem Sub Total	2274	393	41	2708	2254	403	48	2705				0				0				0				0	
OOD Pre k-6	16	3	3	22	17	3	0	20				0				0				0				0	
Elem. Total	2290	396	44	2730	2271	406	48	2725	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7	407	71	8	486	407	72	7	486				0				0				0				0	
8	405	68	5	478	406	67	5	478				0				0				0				0	
J.H.S. Total	812	139	13	964	813	139	12	964	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9	349	76	4	429	348	75	4	427				0				0				0				0	
10	367	77	7	451	365	75	7	447				0				0				0				0	
11	415	74	8	497	422	70	9	501				0				0				0				0	
12	372	81	9	462	367	76	9	452				0				0				0				0	
9-12 Ungr.	0	0	0	0	0	0	0	0				0				0				0				0	
P.G.	1	0	1	2	0	0	0	0				0				0				0				0	
H.S. Total	1504	308	29	1841	1502	296	29	1827	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Secondary Total	2316	447	42	2805	2315	435	41	2791				0				0				0				0	
OOD 7-13	58	12	0	70	60	12	0	72				0				0				0				0	
Reg. Total	2374	459	42	2875	2375	447	41	2863	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Preschool Total	89	21	2	112	91	25	2	118				0				0				0				0	
Elem Total	2290	396	44	2730	2271	406	48	2725				0				0				0				0	
Secondary Total	2374	459	42	2875	2375	447	41	2863				0				0				0				0	
Grand Total	4753	876	88	5717	4737	878	91	5706	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

A = ACTON Pre-School In D. = In District Distribution: W. McAluff D. Verdino All Principals (2)
 B = BOXBOROUGH P.G. = Post Graduates M. Altieri A. Bisewicz
 C = Choice/Staff/Tuition Ungr. = Ungraded D. Bookis K. Nelson
 J. Nichols/J. LaShomba
 S. Cunningham

Students other than Choice counted under column C:
 Staff Students -
 Tuition In Students -

Staff and Choice
In total Column
□

Actual Acton-Boxborough Grade K-6
October 1, 2017

10/13/2017
11:03 AM

Grade	Blanchard					Conant				Douglas			Gates			McCarthy				Merriam				Total	#Sec.	Avg. Size		
	57 ADK		21 AM			41 ADK		19 AM		20	18 ADK		18 AM		21	20 ADK		20 AM		40 ADK		35 AM					40 ADK	
K	20	19	18	21	78	20	21	19	60	20	18	38	20	21	41	18	20	20	17	75	20	20	20	60	352	18	19.6	
Rm	216	218	221	226	15	1	2	3	3	1	2	0	2	4	1	110	111	112	218	0	131	132	135	1	20			
Gr. 1	21	20	18	59	19	19	18	56	22	22	44	18	19	20	57	21	22	21	64	21	21	21	63	343	17	20.2		
Rm	211	213	215	18	4	5	10	0	3	5	0	3	5	6	1	310	311	312	1	133	231	334	1	21				
Gr. 2	22	20	21	63	22	23	45	21	22	21	64	21	22	22	65	22	21	22	65	22	21	22	65	367	17	21.6		
Rm	217	219	227	3	6	7	0	6	7	8	0	7	8	10	2	301	302	303	2	223	224	234	2	9				
Gr. 3	18	18	19	55	24	23	47	24	24	23	71	24	24	25	73	22	24	24	70	24	24	24	72	388	17	22.8		
25	229	231	245	11	9	17	1	9	10	11	3	9	18	20	1	313	314	315	3	230	330	331	1	20				
Gr. 4	25	25	50	24	24	25	73	24	25	24	73	25	25	50	25	23	25	73	24	24	24	24	96	415	17	24.4		
Rm	243	247	4	8	19	20	3	12	13	14	0	15	19	0	213	214	215	2	233	322	323	335	3	12				
Gr. 5	24	23	22	69	24	23	23	93	23	23	23	69	24	23	47	24	22	24	70	24	24	24	72	420	18	23.3		
Rm	118	128	130	13	14	15	16	18	1	19	20	21	0	11	17	1	210	211	212	3	232	332	333	1	19			
Gr. 6	23	26	25	74	22	23	23	68	24	21	23	68	23	23	23	69	23	23	24	70	24	23	24	71	420	18	23.3	
Rm	108	110	112	7	11	12	13	2	15	16	17	1	12	13	14	0	113	114	115	4	235	321	324	1	15			
				71				10				4				6				15				10	116			
Total	21 St Averag		21.3	448	20 Sec.		Averag	22.1	442	19 St Averag		22.5	427	18 St Averag		22.3	402	22 St Averag		22.1	487	22 St Averag		22.7	499	2705	122	22.17

71 Acton residents attend Boxborough
45 Boxborough residents attend school in Acton

Count 10/10/17

October 1st, 2017
Non-Resident
Column C Breakdown

Grade	Staff Free	Choice	Tuition In	Total Staff/ Choice/ SE	Acton	Boxborough	Boxbor		
					Residents Attending Blanchard	Residents attending Acton	ough Staff free	Choice	
K	2	1	0	3	15	5	0	1	
1	6	1	0	7	18	3	2	1	
2	3	0	0	3	3	6	0	0	
3	5	1	0	6	11	9	0	1	
4	7	2	0	9	4	8	2	2	
5	4	4	0	8	13	6	0	4	
6	7	5	0	12	7	8	1	5	
Elem. Total	34	14	0	48	71	45	5	14	
				Total Staff/ Choice/ SE					
7	6	1		7					
8	5	0		5					
Sub Total	11	1	0	12					
9	2	2	0	4					
10	3	4	0	7					
11	4	3	2	9					
12	4	4	1	9					
UG				0					
Sub Total	13	13	3	29					
Grand Total	58	28	3	89					

Rev:10/10/2017

Acton-Boxborough Regional School District
October 1, 2017

Grade	Acton	Boxborough	Non-Resident	Total
K	282	67	3	352
1	295	41	7	343
2	298	66	3	367
3	330	52	6	388
4	356	50	9	415
5	354	58	8	420
6	339	69	12	420
7	407	72	7	486
8	406	67	5	478
9	348	75	4	427
10	365	75	7	447
11	422	70	9	501
12	367	76	9	452
Ungraded				
Post-Grads				
SE				
Other				
Total	4569	838	89	5496

Acton Enrollment	4569
Boxborough Enrollment	838
Total Acton /Boxborough	5407
Acton %	84.50%
Boxborough %	15.50%
Total Percentage	100.00%

*Non-Residents include: Choice, Staff Children and Tuition-in

Rev10/10/2017

**Demographics
October 1, 2017**

School	# of Students	Asian/Pacific		African-		Caucasian		Hispanic		American Indian	
		Islander	%	American	%		%		%		%
Carol Huebner	118	54	45.76%	9	7.63%	60	50.85%	6	5.08%	0	0.00%
Total Preschool	118	54	45.76%	9	7.63%	60	50.85%	6	5.08%	0	0.00%
Blanchard	448	157	35.04%	11	2.46%	286	63.84%	15	3.35%	8	1.79%
Conant	442	294	66.52%	15	3.39%	150	33.94%	27	6.11%	0	0.00%
Douglas	427	121	28.34%	11	2.58%	325	76.11%	13	3.04%	6	1.41%
Gates	402	228	56.72%	19	4.73%	167	41.54%	21	5.22%	4	1.00%
McCarthy-Towne	487	69	14.17%	30	6.16%	405	83.16%	47	9.65%	13	2.67%
Merriam	499	111	22.24%	19	3.81%	384	76.95%	31	6.21%	2	0.40%
Total Elementary	2705	980	36.23%	105	3.88%	1717	63.48%	154	5.69%	33	1.22%
OOD	92	20	21.74%	3	3.26%	72	78.26%	5	5.43%	1	1.09%
Total OOD	92	20	21.74%	3	3.26%	72	78.26%	5	5.43%	1	1.09%
JHS	964	369	38.28%	24	2.49%	604	62.66%	34	3.53%	5	0.52%
SHS	1827	628	34.37%	37	2.03%	1219	66.72%	59	3.23%	16	0.88%
Total JHS & SHS	2791	997	35.72%	61	2.19%	1823	65.32%	93	3.33%	21	0.75%
Grand Total	5706	2051	35.94%	178	3.12%	3672	64.35%	258	4.52%	55	0.96%

Rev10/10/2017

2017-18 English Learner Numbers by Grade and by Level

School	Grade	Lvl 1	Lvl 2	Lvl 3	Lvl 4	Lvl 5	Lvl 6	Total
Blanchard	K	2	1	0	1	0	0	4
	1	3	0	1	0	0	0	4
	2	2	1	1	0	0	0	4
	3	2	0	0	0	0	0	2
	4	0	0	0	0	0	0	0
	5	0	0	2	1	0	0	3
	6	0	1	0	0	0	0	1
	TOTAL:	9	3	4	2	0	0	18
Conant	K	4	1	11	0	0	0	16
	1	3	1	6	2	0	0	12
	2	1	2	4	0	0	0	7
	3	0	0	6	4	0	0	10
	4	0	0	5	1	0	0	6
	5	0	0	2	2	0	0	4
	6	0	0	0	0	0	0	0
	TOTAL:	8	4	34	9	0	0	55
Douglas	K	2	0	1	1	0	0	4
	1	3	0	0	0	0	0	3
	2	1	1	7	1	0	0	10
	3	0	0	1	0	0	0	1
	4	1	1	2	0	0	0	4
	5	0	0	1	0	0	0	1
	6	1	0	0	0	2	0	3
	TOTAL:	8	2	12	2	2	0	26
Gates	K	0	0	2	7	5	0	14
	1	6	3	3	0	0	0	12
	2	2	0	10	1	2	0	15
	3	0	2	3	1	2	0	8
	4	0	0	4	3	0	0	7
	5	0	0	2	1	0	0	3
	6	0	0	1	1	0	0	2
	TOTAL:	8	5	25	14	9	0	61
McT	K	4	1	1	2	0	0	8
	1	3	1	0	0	0	0	4
	2	0	1	3	1	0	0	5
	3	3	2	1	1	0	0	7
	4	0	0	3	1	0	0	4
	5	1	0	1	1	0	0	3
	6	2	1	0	0	0	0	3
	TOTAL:	13	6	9	6	0	0	34
Merriam	K	1	2	2	0	0	0	5
	1	3	1	1	0	0	0	5
	2	1	1	3	0	0	0	5
	3	2	0	1	0	0	0	3
	4	2	0	6	1	2	0	11
	5	0	0	0	1	0	0	1
	6	1	1	0	1	1	0	4
	TOTAL:	10	5	13	3	3	0	34
RJGJHS	7	0	1	5	2	0	0	8
	8	3	3	2	2	1	0	10
	TOTAL:	3	4	7	4	1	0	18
ABRHS	9	0	1	1	3	0	0	5
	10	1	0	1	2	0	0	4
	11	1	1	3	0	0	0	5
	12	0	0	0	0	0	0	0
	TOTAL:	2	2	5	5	0	0	14
LEVEL TOTAL:	61	31	109	45	15	0	260	
TOTAL:								260

WIDA Performance Definitions

At the given level of English language proficiency, English language learners will process, understand, produce or use:

6- Reaching	<ul style="list-style-type: none"> specialized or technical language reflective of the content areas at grade level a variety of sentence lengths of varying linguistic complexity in extended oral or written discourse as required by the specified grade level oral or written communication in English comparable to English-proficient peers
5- Bridging	<ul style="list-style-type: none"> specialized or technical language of the content areas a variety of sentence lengths of varying linguistic complexity in extended oral or written discourse, including stories, essays or reports oral or written language approaching comparability to that of English-proficient peers when presented with grade level material
4- Expanding	<ul style="list-style-type: none"> specific and some technical language of the content areas a variety of sentence lengths of varying linguistic complexity in oral discourse or multiple, related sentences or paragraphs oral or written language with minimal phonological, syntactic or semantic errors that do not impede the overall meaning of the communication when presented with oral or written connected discourse with sensory, graphic or interactive support
3- Developing	<ul style="list-style-type: none"> general and some specific language of the content areas expanded sentences in oral interaction or written paragraphs oral or written language with phonological, syntactic or semantic errors that may impede the communication, but retain much of its meaning, when presented with oral or written, narrative or expository descriptions with sensory, graphic or interactive support
2- Beginning	<ul style="list-style-type: none"> general language related to the content areas phrases or short sentences oral or written language with phonological, syntactic, or semantic errors that often impede the meaning of the communication when presented with one- to multiple-step commands, directions, questions, or a series of statements with sensory, graphic or interactive support
1- Entering	<ul style="list-style-type: none"> pictorial or graphic representation of the language of the content areas words, phrases or chunks of language when presented with one-step commands, directions, WH-, choice or yes/no questions, or statements with sensory, graphic or interactive support oral language with phonological, syntactic, or semantic errors that often impede meaning when presented with basic oral commands, direct questions, or simple statements with sensory, graphic or interactive support

Economically Disadvantaged October 1, 2017

School	Number of Students in school	Number of Economically disadvantaged students	% of Economically disadvantaged
Blanchard	448	42	9.38%
Conant	442	48	10.86%
Douglas	427	32	7.49%
Gates	402	59	14.68%
McCarthy-Towne	487	62	12.73%
Merriam	499	45	9.02%
Total Elementary	2705	288	10.65%
		%	
JHS	964	86	8.92%
SHS	1827	155	8.48%
Total JHS & SHS	2791	241	8.63%
Grand Total	5496	529	9.63%

Rev 10/10/2017

Count Comparison 2015-2017

Levels	Oct. 1, 2015				Oct. 1, 2016				Oct. 1, 2017			
	A	B	C	Tot	A	B	C	Tot	A	B	C	Tot
<i>Preschool</i>	95	30	2	127	82	31	3	116	91	25	2	118
Preschool Total	95	30	2	127	82	31	3	116	91	25	2	118
<i>K</i>	245	49	5	299	280	43	7	330	282	67	3	352
<i>1</i>	304	46	7	357	265	55	4	324	295	41	7	343
<i>2</i>	323	42	7	372	317	48	7	372	298	66	3	367
<i>3</i>	331	54	8	393	345	43	9	397	330	52	6	388
<i>4</i>	331	64	10	405	349	55	8	412	356	50	9	415
<i>5</i>	379	56	8	443	339	64	11	414	354	58	8	420
<i>6</i>	387	62	4	453	393	63	10	466	339	69	12	420
Sub Total	2300	373	49	2722	2288	371	56	2715	2254	403	48	2705
<i>OOD K-6</i>	20	4	1	25	17	2	1	20	17	3	0	20
Pre-K/Elem Total	2320	377	50	2747	2305	373	57	2735	2271	406	48	2725
<i>7</i>	364	77	4	445	397	67	5	469	407	72	7	486
<i>8</i>	364	72	7	443	361	77	4	442	406	67	5	478
J.H.S. Total	728	149	11	888	758	144	9	911	813	139	12	964
<i>9</i>	404	78	7	489	364	77	7	448	348	75	4	427
<i>10</i>	369	78	10	457	409	75	8	492	365	75	7	447
<i>11</i>	397	79	7	483	368	77	12	457	422	70	9	501
<i>12</i>	399	73	8	480	390	73	6	469	367	76	9	452
<i>9-12 Ungr.</i>	0	0	0	0	0	1	0	1	0	0	0	0
<i>P.G.</i>	0	0	0	0	0	0	0	0	0	0	0	0
H.S. Total	1569	308	32	1909	1531	303	33	1867	1502	296	29	1827
Total JHS & HS	2297	457	43	2797	2289	447	42	2778	2315	435	41	2791
<i>OOD 7-12</i>	59	6	1	66	59	11	2	72	60	12	0	72
Sec. Total	2356	463	44	2863	2348	458	44	2850	2375	447	41	2863
Preschool Total	95	30	2	127	82	31	3	116	91	25	2	118
Elem Total	2320	377	50	2747	2305	373	57	2735	2271	406	48	2725
Sec. Total	2356	463	44	2863	2348	458	44	2850	2375	447	41	2863
Grand Total	4771	870	96	5737	4735	862	104	5701	4737	878	91	5706

REV: 10/10/2017

Three Year Comparison K through 12

Grade Year -->	<i>Gr. K-12</i> 2015	<i>Gr. K-12</i> 2016	<i>Gr. K-12</i> 2017	<i>Total</i> 3 Years	<i>Average</i> 3 Years
Acton Enrollment	4676	4653	4644	13973	4657.67
Boxborough Enrollment	840	831	853	2524	841.33
Total	5516	5484	5497	16497	5499.00
Acton %	84.77%	84.85%	84.48%	84.70%	84.70%
Boxborough %	15.23%	15.15%	15.52%	15.30%	15.30%
Total	100.00%	100.00%	100.00%	100.00%	100.00%
Source 2015 10/1 Report					
Acton	2322	2356	4676		
Boxborough	377	463	840		
	2699	2819	5516		
Source 2016 10/1 Report					
Acton	2305	2348	4653		
Boxborough	373	458	831		
	2678	2806	5484		
Source 2017 10/1 Report					
Acton	2254	2316	4644		
Boxborough	404	435	853		
	2658	2751	5497		

REV:10/10/17

Three Year Comparison 7 through 12

	<i>Gr. 7-12</i>	<i>Gr. 7-12</i>	<i>Gr. 7-12</i>	<i>Total</i>	<i>Average</i>
Year -->	2015	2016	2017	3 Years	3 Years
Acton Enrollment	2356	2348	2375	7079	2359.67
Boxborough Enrollment	463	458	447	1368	456.00
Total	2819	2806	2822	8447	2815.67
Acton %	83.58%	83.68%	84.16%	83.80%	83.80%
Boxborough %	16.42%	16.32%	15.84%	16.20%	16.20%
Total	100.00%	100.00%	100.00%	100.00%	100.00%

Rev: 10/10/17

Minuteman Applied Arts Sciences 10/1/2017

GRADE	10/10	10/11	10/12	10/13	10/14	10/15	10/16	10/17
9	7	10	3	6	6	9	6	10
10	2	7	10	2	9	8	10	8
11	9	1	5	10	1	10	10	9
12	5	7	0	7	10	2	10	6
PG	0	0	0	0	0	2	2	0
ACTON								
TOTAL	23	25	18	25	26	31	38	33
9	2	0	3	0	2	0	1	3
10	1	1	0	3	0	2	0	1
11	7	1	1	0	2	1	2	0
12	2	5	1	1	0	2	1	2
PG	0	0	0	0	0	1	1	0
BOXBOROUGH								
TOTAL	12	7	5	4	4	6	5	6
GRAND								
TOTAL	35	32	23	29	31	37	43	39

REV: 10/10/2017

Acton-Boxborough RSD, MA Historical Enrollment

School District: Acton-Boxborough RSD, MA

10/4/2017

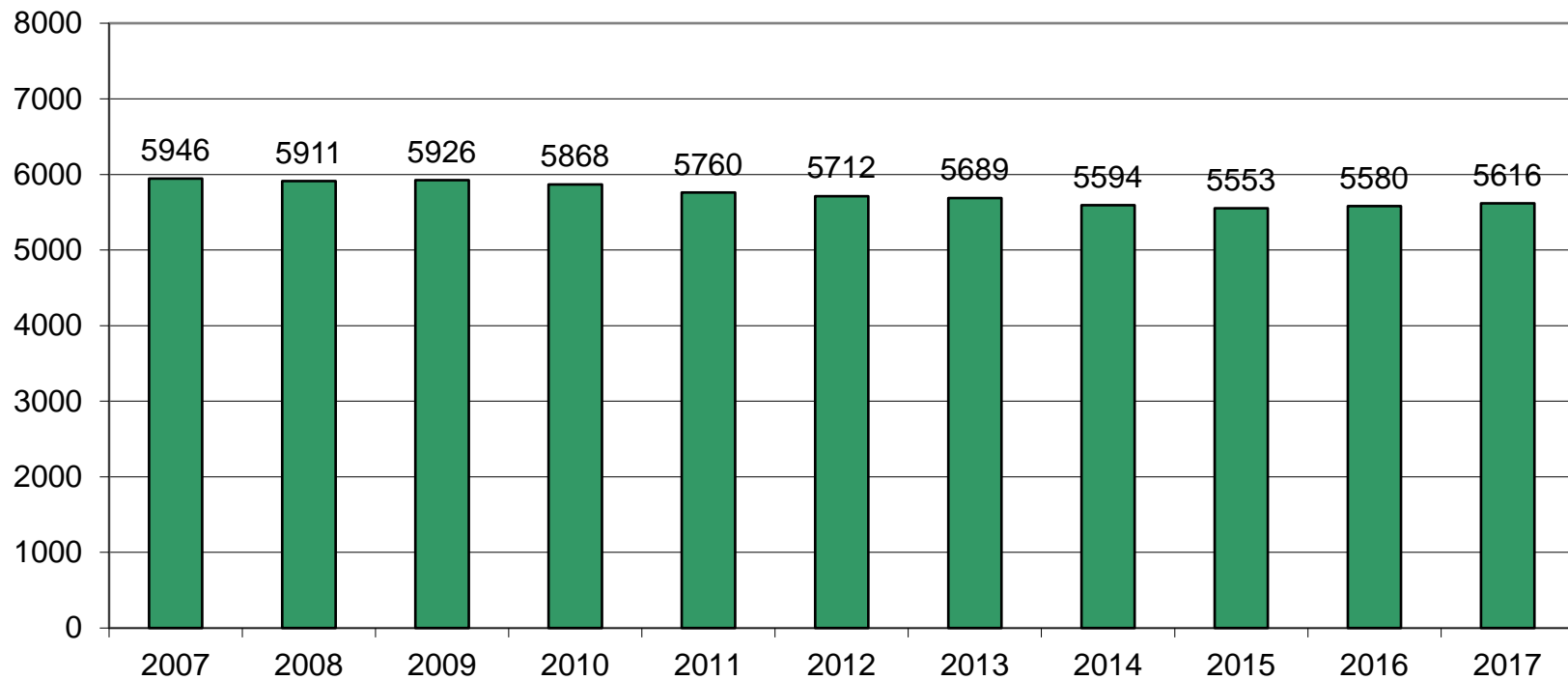
Historical Enrollment By Grade																			
Birth Year	Births	School Year	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	UNGR	K-12	PK-12
2002	303	2007-08	76	346	390	409	461	462	461	492	485	473	507	445	472	467	0	5870	5946
2003	266	2008-09	60	359	383	408	420	451	476	461	501	500	472	510	442	468	0	5851	5911
2004	291	2009-10	66	379	392	409	424	433	465	480	470	502	499	470	499	438	0	5860	5926
2005	255	2010-11	48	368	401	408	405	437	433	464	464	476	510	491	467	496	0	5820	5868
2006	242	2011-12	48	345	382	407	417	411	441	438	462	479	463	524	486	457	0	5712	5760
2007	238	2012-13	47	310	364	399	435	417	419	454	449	468	479	466	526	479	0	5665	5712
2008	218	2013-14	71	316	345	369	420	432	424	422	467	463	475	486	482	517	0	5618	5689
2009	218	2014-15	38	321	347	367	395	440	440	436	428	479	457	479	486	481	0	5556	5594
2010	217	2015-16	41	299	357	372	393	405	443	453	445	443	488	456	478	480	0	5512	5553
2011	198	2016-17	88	330	324	372	397	412	414	466	469	442	448	492	457	469	0	5492	5580
2012	195	2017-18	118	353	343	367	388	415	420	420	486	478	427	447	501	453	0	5498	5616

Historical Enrollment in Grade Combinations									
Year	PK-6	K-5	K-6	K-8	5-8	6-8	7-8	7-12	9-12
2007-08	3097	2529	3021	3979	1911	1450	958	2849	1891
2008-09	3018	2497	2958	3959	1938	1462	1001	2893	1892
2009-10	3048	2502	2982	3954	1917	1452	972	2878	1906
2010-11	2964	2452	2916	3856	1837	1404	940	2904	1964
2011-12	2889	2403	2841	3782	1820	1379	941	2871	1930
2012-13	2845	2344	2798	3715	1790	1371	917	2867	1950
2013-14	2799	2306	2728	3658	1776	1352	930	2890	1960
2014-15	2784	2310	2746	3653	1783	1343	907	2810	1903
2015-16	2763	2269	2722	3610	1784	1341	888	2790	1902
2016-17	2803	2249	2715	3626	1791	1377	911	2777	1866
2017-18	2824	2286	2706	3670	1804	1384	964	2792	1828

Historical Percentage Changes			
Year	K-12	Diff.	%
2007-08	5870	0	0.0%
2008-09	5851	-19	-0.3%
2009-10	5860	9	0.2%
2010-11	5820	-40	-0.7%
2011-12	5712	-108	-1.9%
2012-13	5665	-47	-0.8%
2013-14	5618	-47	-0.8%
2014-15	5556	-62	-1.1%
2015-16	5512	-44	-0.8%
2016-17	5492	-20	-0.4%
2017-18	5498	6	0.1%
Change		-372	-6.3%

Acton-Boxborough RSD, MA Historical Enrollment

PK-12, 2007-2017



Acton-Boxborough RSD, MA Projected Enrollment

School District: Acton-Boxborough RSD, MA

10/4/2017

Enrollment Projections By Grade*																				
Birth Year	Births		School Year	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	UNGR	K-12	PK-12
2012	195		2017-18	118	353	343	367	388	415	420	420	486	478	427	447	501	453	0	5498	5616
2013	180		2018-19	118	313	381	371	389	403	422	433	434	494	477	428	450	494	0	5489	5607
2014	198		2019-20	118	345	338	412	393	404	410	435	447	441	493	478	431	444	0	5471	5589
2015	192	(prov.)	2020-21	118	334	372	366	437	409	411	423	449	454	440	494	481	425	0	5495	5613
2016	193	(est.)	2021-22	118	335	360	403	388	454	416	424	437	456	453	441	497	475	0	5539	5657
2017	192	(est.)	2022-23	118	333	361	390	427	403	461	429	438	444	455	454	444	490	0	5529	5647
2018	191	(est.)	2023-24	118	332	359	391	414	444	410	476	443	445	443	456	457	438	0	5508	5626
2019	193	(est.)	2024-25	118	336	358	389	415	430	451	423	492	450	444	444	459	451	0	5542	5660
2020	192	(est.)	2025-26	118	334	362	387	412	431	437	465	437	500	449	445	447	453	0	5559	5677
2021	192	(est.)	2026-27	118	334	360	392	410	428	438	451	480	444	499	450	448	441	0	5575	5693
2022	192	(est.)	2027-28	118	334	360	390	416	426	435	452	466	488	443	500	453	442	0	5605	5723

*Projections should be updated annually to reflect changes in in/out-migration of families, real estate sales, residential construction, and births.

Based on an estimate of births

Based on children already born

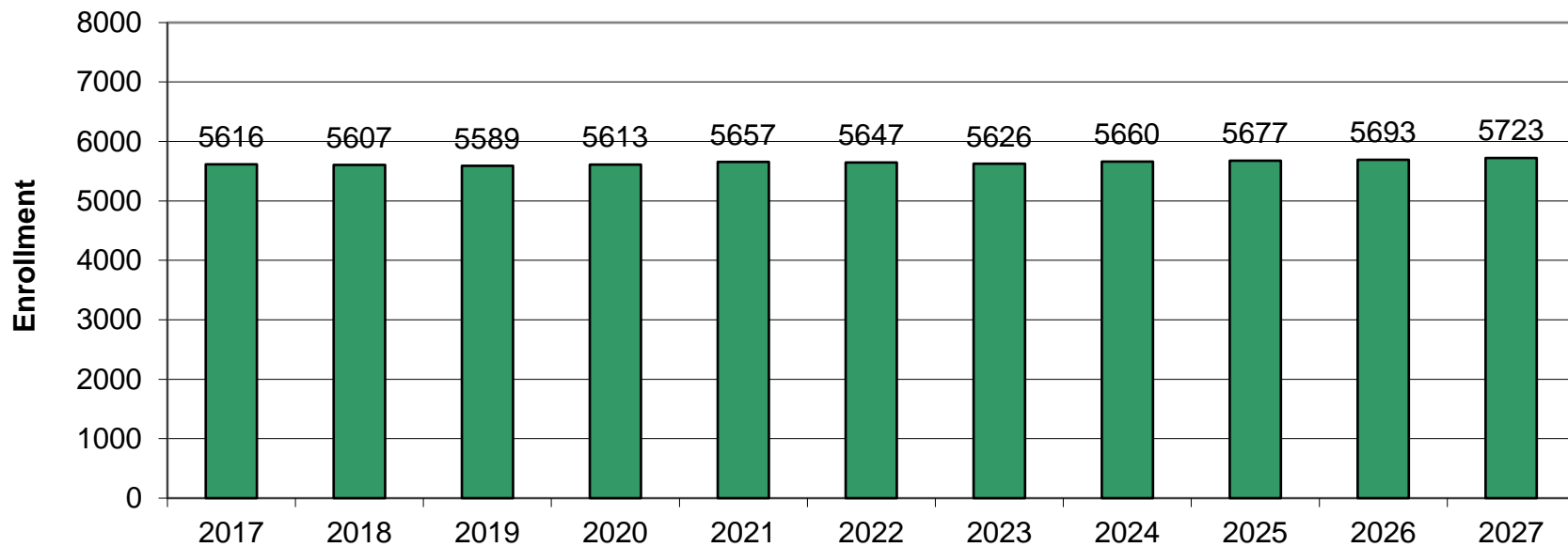
Based on students already enrolled

Projected Enrollment in Grade Combinations*									
Year	PK-6	K-5	K-6	K-8	5-8	6-8	7-8	7-12	9-12
2017-18	2824	2286	2706	3670	1804	1384	964	2792	1828
2018-19	2830	2279	2712	3640	1783	1361	928	2777	1849
2019-20	2855	2302	2737	3625	1733	1323	888	2734	1846
2020-21	2870	2329	2752	3655	1737	1326	903	2743	1840
2021-22	2898	2356	2780	3673	1733	1317	893	2759	1866
2022-23	2922	2375	2804	3686	1772	1311	882	2725	1843
2023-24	2944	2350	2826	3714	1774	1364	888	2682	1794
2024-25	2920	2379	2802	3744	1816	1365	942	2740	1798
2025-26	2946	2363	2828	3765	1839	1402	937	2731	1794
2026-27	2931	2362	2813	3737	1813	1375	924	2762	1838
2027-28	2931	2361	2813	3767	1841	1406	954	2792	1838

Projected Percentage Changes			
Year	K-12	Diff.	%
2017-18	5498	0	0.0%
2018-19	5489	-9	-0.2%
2019-20	5471	-18	-0.3%
2020-21	5495	24	0.4%
2021-22	5539	44	0.8%
2022-23	5529	-10	-0.2%
2023-24	5508	-21	-0.4%
2024-25	5542	34	0.6%
2025-26	5559	17	0.3%
2026-27	5575	16	0.3%
2027-28	5605	30	0.5%
Change		107	1.9%

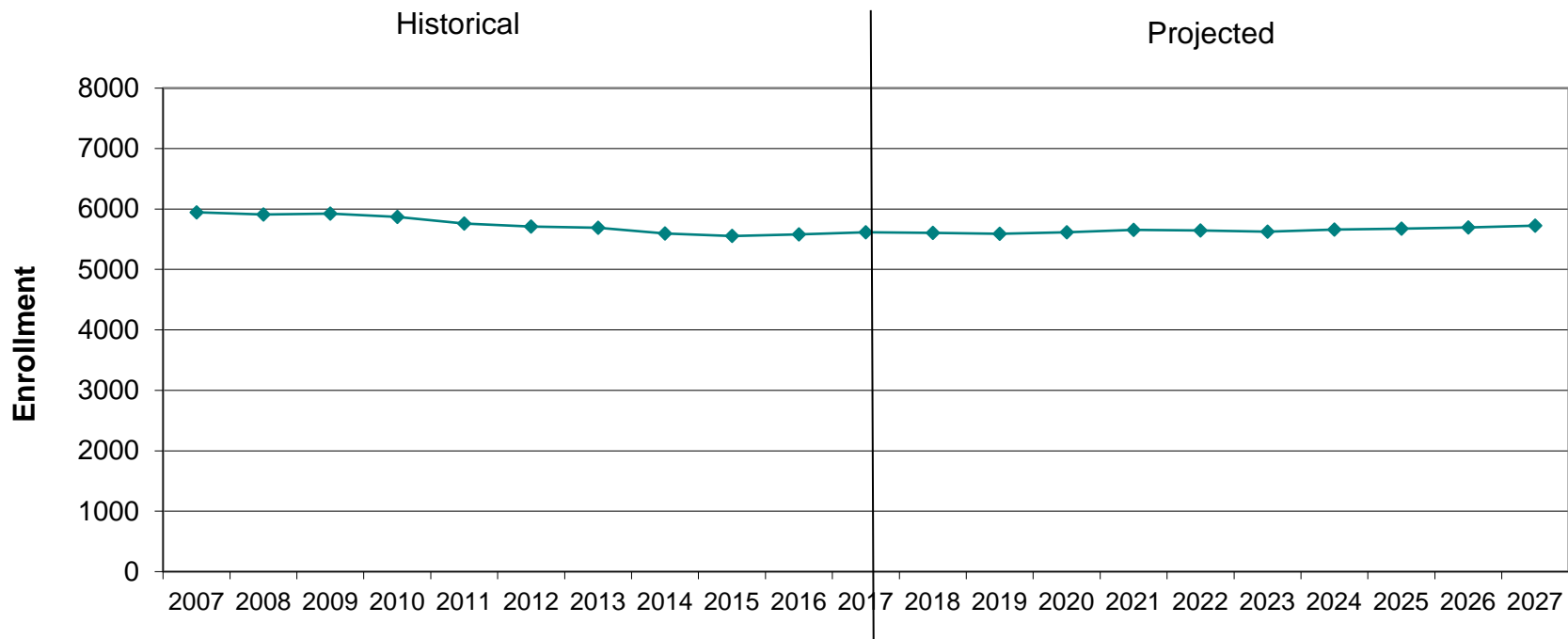
Acton-Boxborough RSD, MA Projected Enrollment

PK-12 TO 2027 Based On Data Through School Year 2017-18

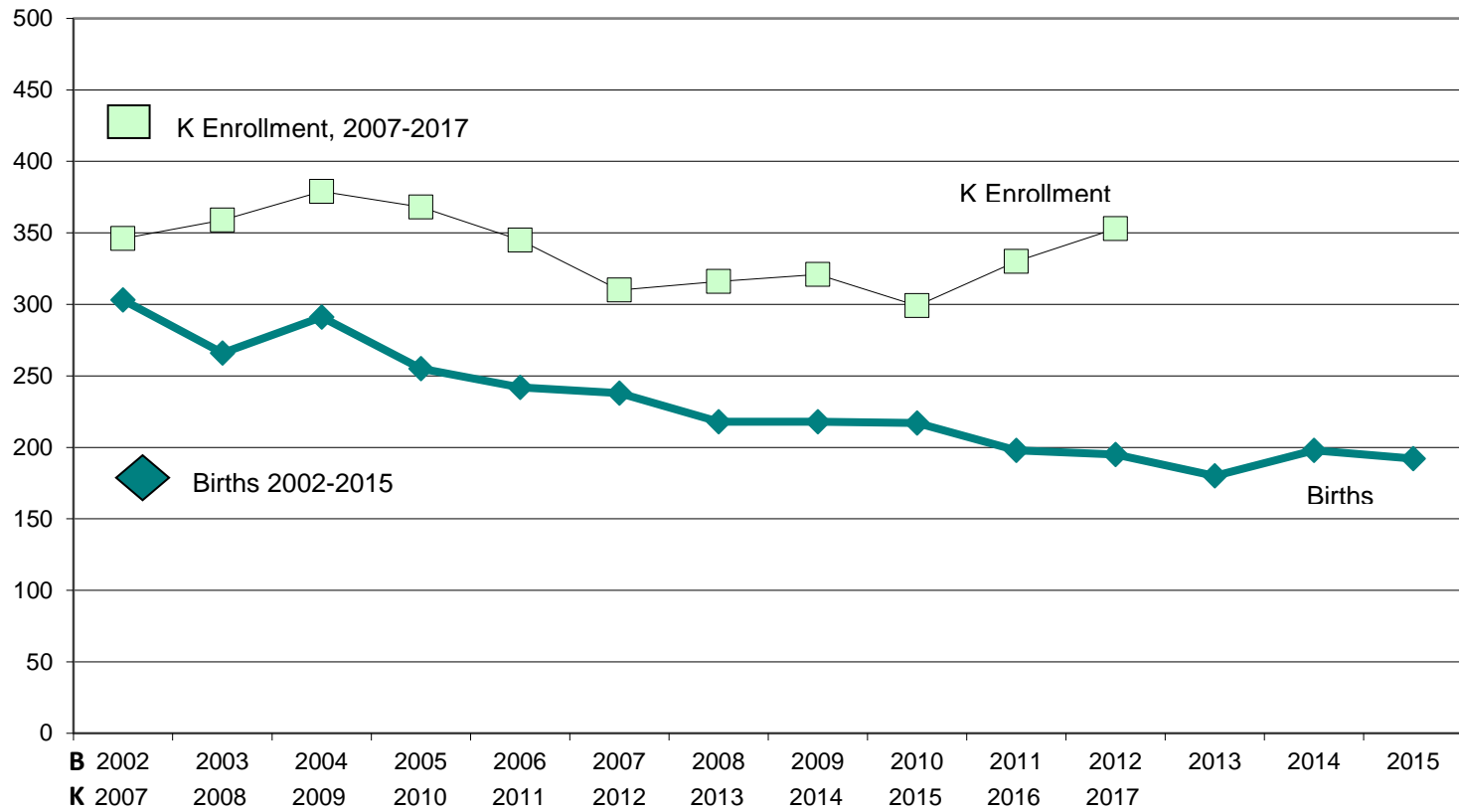


Acton-Boxborough RSD, MA Historical & Projected Enrollment

PK-12, 2007-2027



Acton-Boxborough RSD, MA Birth-to-Kindergarten Relationship



Acton-Boxborough RSD, MA Additional Data

Building Permits Issued		
Year	Single-Family	Multi-Units
2005	58A, 16B	0
2013	83A, 7B	10A
2014	87A	4B
2015	55A, 11B	4A, 244B
2016	64A, 3B	244B
2017	17A, 1B to Jul.	1B to Oct. 3rd

Source: HUD and Building Department

Enrollment History		
Year	Voc-Tech 9-12 Total	Non-Public K-12 Total
2005-06	44	171
2013-14	29	157
2014-15	n/a	185
2015-16	38	n/a
2016-17	43	n/a
2017-18	37	n/a

Residents in Non-Public Independent and Parochial Schools (General Education)														
Enrollments as of Oct. 1	K	1	2	3	4	5	6	7	8	9	10	11	12	K-12 TOTAL
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

K-12 Home-Schooled Students	
2017	27

K-12 Residents "Choiced-out" or in Charter or Magnet Schools	
2017	23

K-12 Special Education Outplaced Students	
2017	92

K-12 Choiced-In, Tuitioned-In, & Other Non-Residents	
2017	28

The above data were used to assist in the preparation of the enrollment projections. If additional demographic work is needed, please contact our office.

Acton, MA Historical Enrollment

School District: Acton, MA

10/16/2017

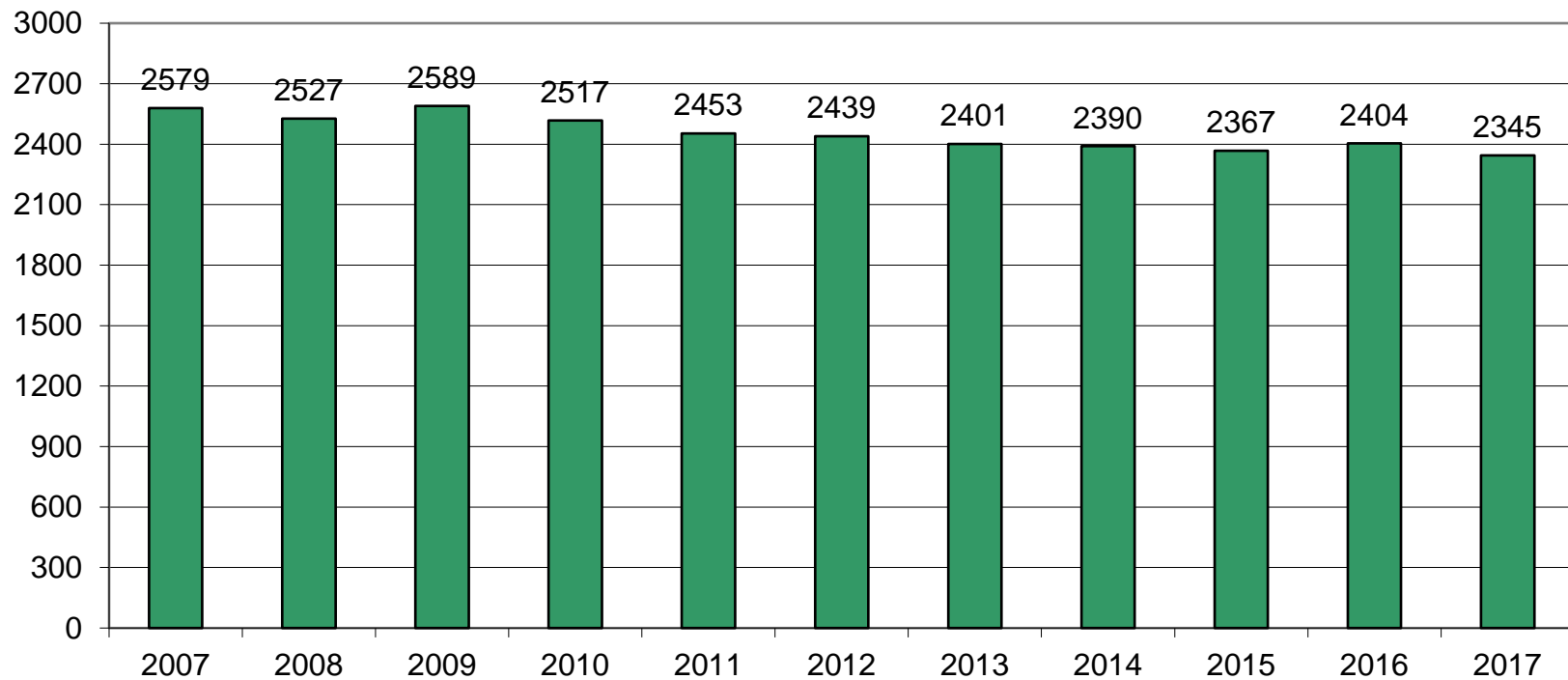
Historical Enrollment By Grade																			
Birth Year	Births	School Year	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	UNGR	K-6	PK-6
2002	244	2007-08	65	292	320	340	389	394	382	397	0	0	0	0	0	0	0	2514	2579
2003	224	2008-09	46	301	326	336	349	381	404	384	0	0	0	0	0	0	0	2481	2527
2004	234	2009-10	58	334	333	349	358	359	391	407	0	0	0	0	0	0	0	2531	2589
2005	207	2010-11	41	320	347	342	344	369	360	394	0	0	0	0	0	0	0	2476	2517
2006	194	2011-12	40	294	333	354	351	369	361	361	0	0	0	0	0	0	0	2413	2453
2007	187	2012-13	40	267	312	348	382	354	354	382	0	0	0	0	0	0	0	2399	2439
2008	180	2013-14	49	281	302	316	365	375	355	358	0	0	0	0	0	0	0	2352	2401
2009	179	2014-15	29	282	308	318	330	383	382	358	0	0	0	0	0	0	0	2361	2390
2010	179	2015-16	34	250	309	328	335	335	385	391	0	0	0	0	0	0	0	2333	2367
2011	165	2016-17	82	284	269	322	350	353	344	400	0	0	0	0	0	0	0	2322	2404
2012	162	2017-18	91	282	295	298	330	356	354	339	0	0	0	0	0	0	0	2254	2345

Historical Enrollment in Grade Combinations									
Year	K-4	K-5	K-6	K-8	5-8	6-8	7-8	7-12	9-12
2007-08	1735	2117	2514	0	0	0	0	0	0
2008-09	1693	2097	2481	0	0	0	0	0	0
2009-10	1733	2124	2531	0	0	0	0	0	0
2010-11	1722	2082	2476	0	0	0	0	0	0
2011-12	1683	2052	2413	0	0	0	0	0	0
2012-13	1663	2017	2399	0	0	0	0	0	0
2013-14	1639	1994	2352	0	0	0	0	0	0
2014-15	1621	2003	2361	0	0	0	0	0	0
2015-16	1557	1942	2333	0	0	0	0	0	0
2016-17	1578	1922	2322	0	0	0	0	0	0
2017-18	1561	1915	2254	0	0	0	0	0	0

Historical Percentage Changes			
Year	K-6	Diff.	%
2007-08	2514	0	0.0%
2008-09	2481	-33	-1.3%
2009-10	2531	50	2.0%
2010-11	2476	-55	-2.2%
2011-12	2413	-63	-2.5%
2012-13	2399	-14	-0.6%
2013-14	2352	-47	-2.0%
2014-15	2361	9	0.4%
2015-16	2333	-28	-1.2%
2016-17	2322	-11	-0.5%
2017-18	2254	-68	-2.9%
Change		-260	-10.3%

Acton, MA Historical Enrollment

PK-6, 2007-2017



Acton, MA Projected Enrollment

School District: Acton, MA

10/16/2017

Enrollment Projections By Grade*																				
Birth Year	Births		School Year	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	UNGR	K-6	PK-6
2012	162		2017-18	91	282	295	298	330	356	354	339	0	0	0	0	0	0	0	2254	2345
2013	139		2018-19	92	239	302	316	312	339	360	360	0	0	0	0	0	0	0	2228	2320
2014	172		2019-20	93	296	256	324	331	321	343	366	0	0	0	0	0	0	0	2237	2330
2015	150		2020-21	94	258	317	274	340	340	325	348	0	0	0	0	0	0	0	2202	2296
2016	158	(est.)	2021-22	95	271	276	340	287	350	344	330	0	0	0	0	0	0	0	2198	2293
2017	156	(est.)	2022-23	96	269	290	296	356	295	354	350	0	0	0	0	0	0	0	2210	2306
2018	155	(est.)	2023-24	97	267	288	311	310	366	298	360	0	0	0	0	0	0	0	2200	2297
2019	158	(est.)	2024-25	98	272	286	309	326	319	370	303	0	0	0	0	0	0	0	2185	2283
2020	155	(est.)	2025-26	99	267	291	306	324	335	323	376	0	0	0	0	0	0	0	2222	2321
2021	156	(est.)	2026-27	100	269	286	312	321	333	339	328	0	0	0	0	0	0	0	2188	2288
2022	156	(est.)	2027-28	101	269	288	306	327	330	337	344	0	0	0	0	0	0	0	2201	2302

*Projections should be updated annually to reflect changes in in/out-migration of families, real estate sales, residential construction, and births.

Based on an estimate of births

Based on children already born

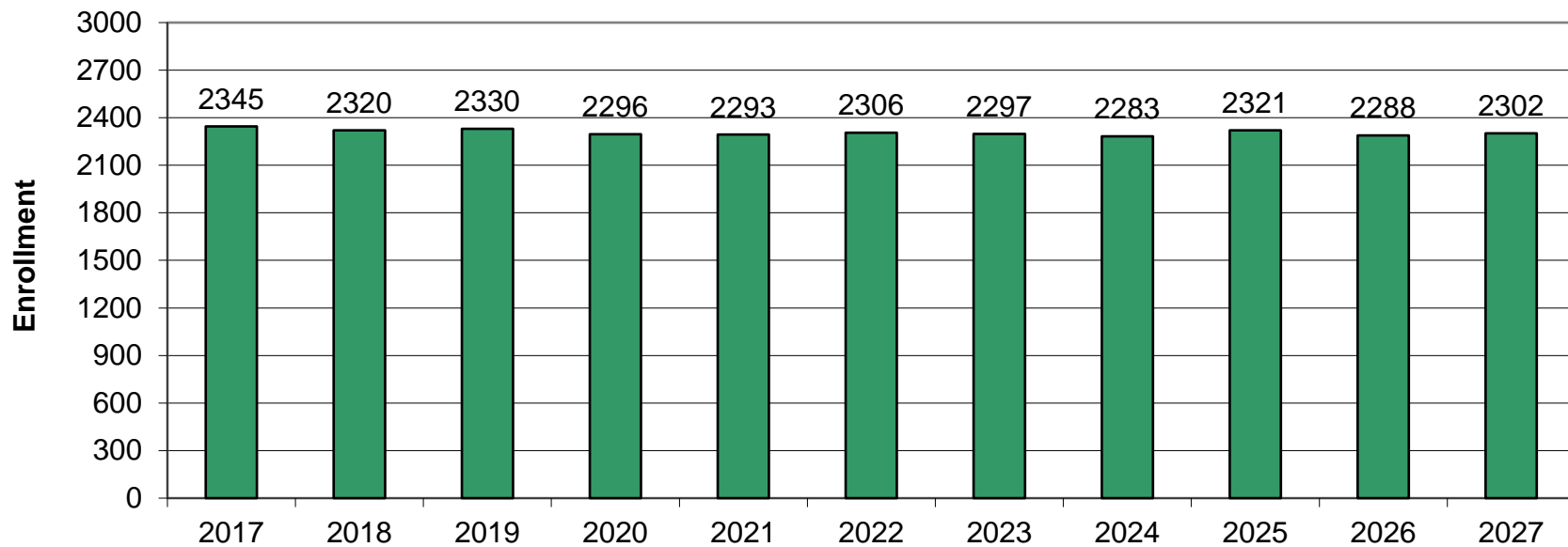
Based on students already enrolled

Projected Enrollment in Grade Combinations*									
Year	K-4	K-5	K-6	K-8	5-8	6-8	7-8	7-12	9-12
2017-18	1561	1915	2254	0	0	0	0	0	0
2018-19	1508	1868	2228	0	0	0	0	0	0
2019-20	1528	1871	2237	0	0	0	0	0	0
2020-21	1529	1854	2202	0	0	0	0	0	0
2021-22	1524	1868	2198	0	0	0	0	0	0
2022-23	1506	1860	2210	0	0	0	0	0	0
2023-24	1542	1840	2200	0	0	0	0	0	0
2024-25	1512	1882	2185	0	0	0	0	0	0
2025-26	1523	1846	2222	0	0	0	0	0	0
2026-27	1521	1860	2188	0	0	0	0	0	0
2027-28	1520	1857	2201	0	0	0	0	0	0

Projected Percentage Changes			
Year	K-6	Diff.	%
2017-18	2254	0	0.0%
2018-19	2228	-26	-1.2%
2019-20	2237	9	0.4%
2020-21	2202	-35	-1.6%
2021-22	2198	-4	-0.2%
2022-23	2210	12	0.5%
2023-24	2200	-10	-0.5%
2024-25	2185	-15	-0.7%
2025-26	2222	37	1.7%
2026-27	2188	-34	-1.5%
2027-28	2201	13	0.6%
Change		-53	-2.4%

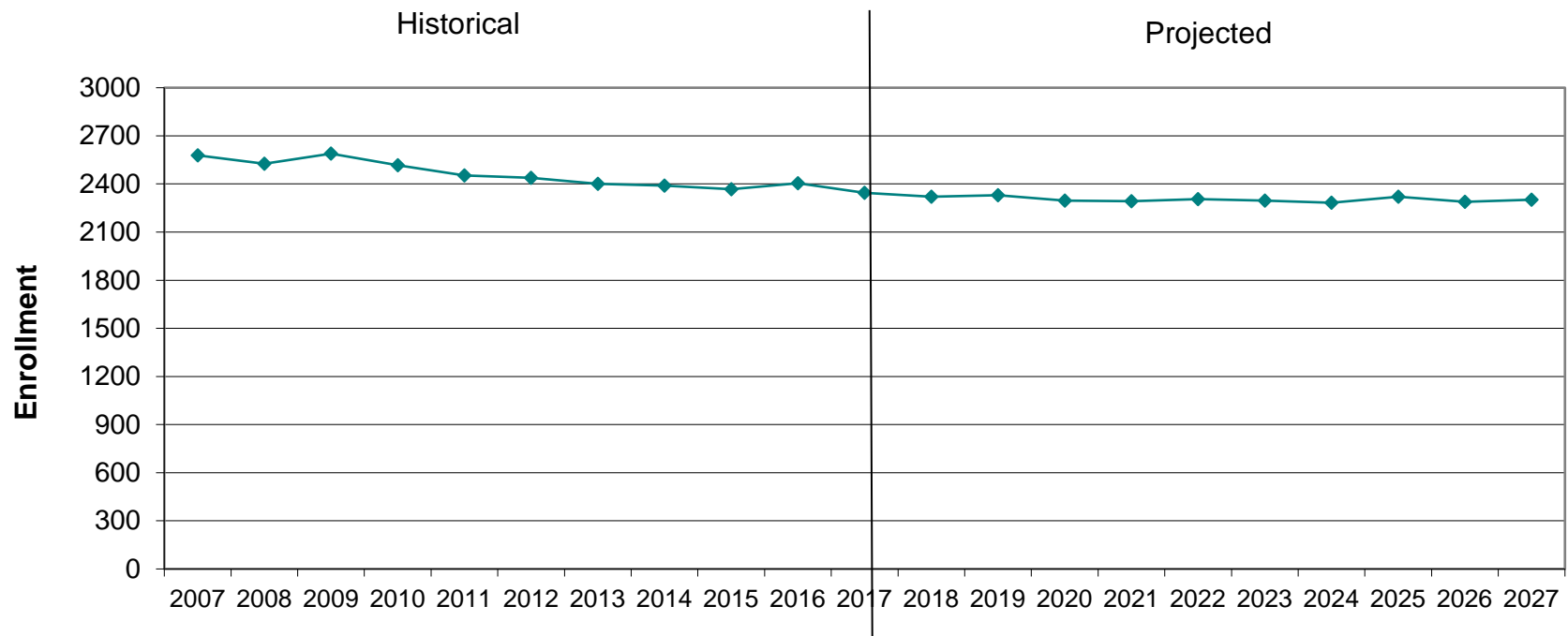
Acton, MA Projected Enrollment

PK-6 TO 2027 Based On Data Through School Year 2017-18

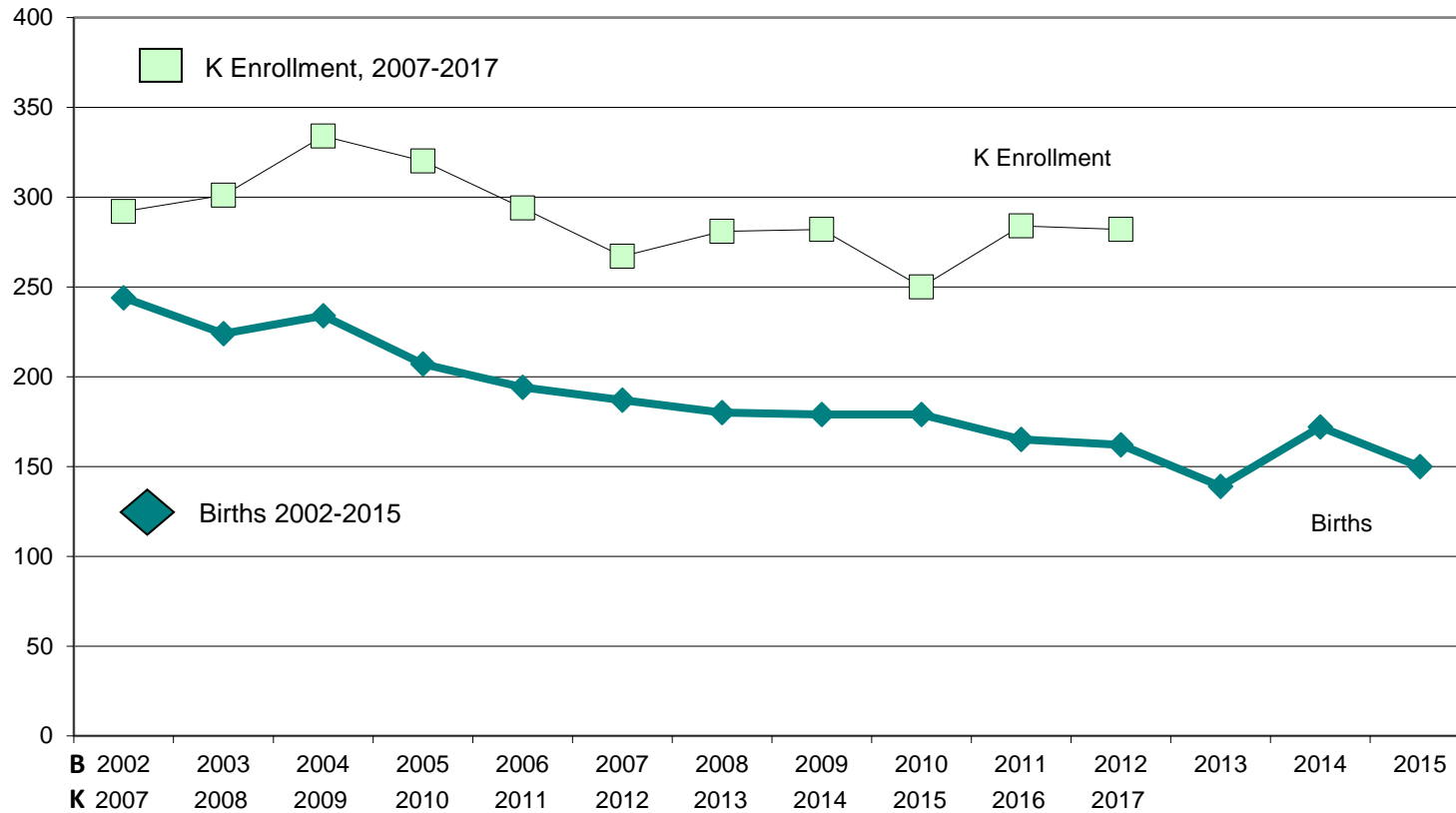


Acton, MA Historical & Projected Enrollment

PK-6, 2007-2027



Acton, MA Birth-to-Kindergarten Relationship



Acton, MA Additional Data

Building Permits Issued		
Year	Single-Family	Multi-Units
2005	58	0
2013	77	10
2014	87	0
2015	55	4
2016	64	0
2017	17 to Apr 31	0

Source: HUD and Building Department

Enrollment History		
Year	Voc-Tech 9-12 Total	Non-Public K-12 Total
2005-06	33	150
2013-14	25	157
2014-15	n/a	n/a
2015-16	29	n/a
2016-17	28	n/a
2017-18	33	n/a

Residents in Non-Public Independent and Parochial Schools (General Education)														
Enrollments as of Oct. 1	K	1	2	3	4	5	6	7	8	9	10	11	12	K-12 TOTAL
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

K-12 Home-Schooled Students	
2017	21

K-12 Residents "Choiced-out" or in Charter or Magnet Schools	
2017	18

K-12 Special Education Outplaced Students	
2017	77

K-12 Choiced-In, Tuitioned-In, & Other Non-Residents	
2017	0

The above data were used to assist in the preparation of the enrollment projections. If additional demographic work is needed, please contact our office.

Boxborough, MA Historical Enrollment

School District: **Boxborough, MA**

10/16/2017

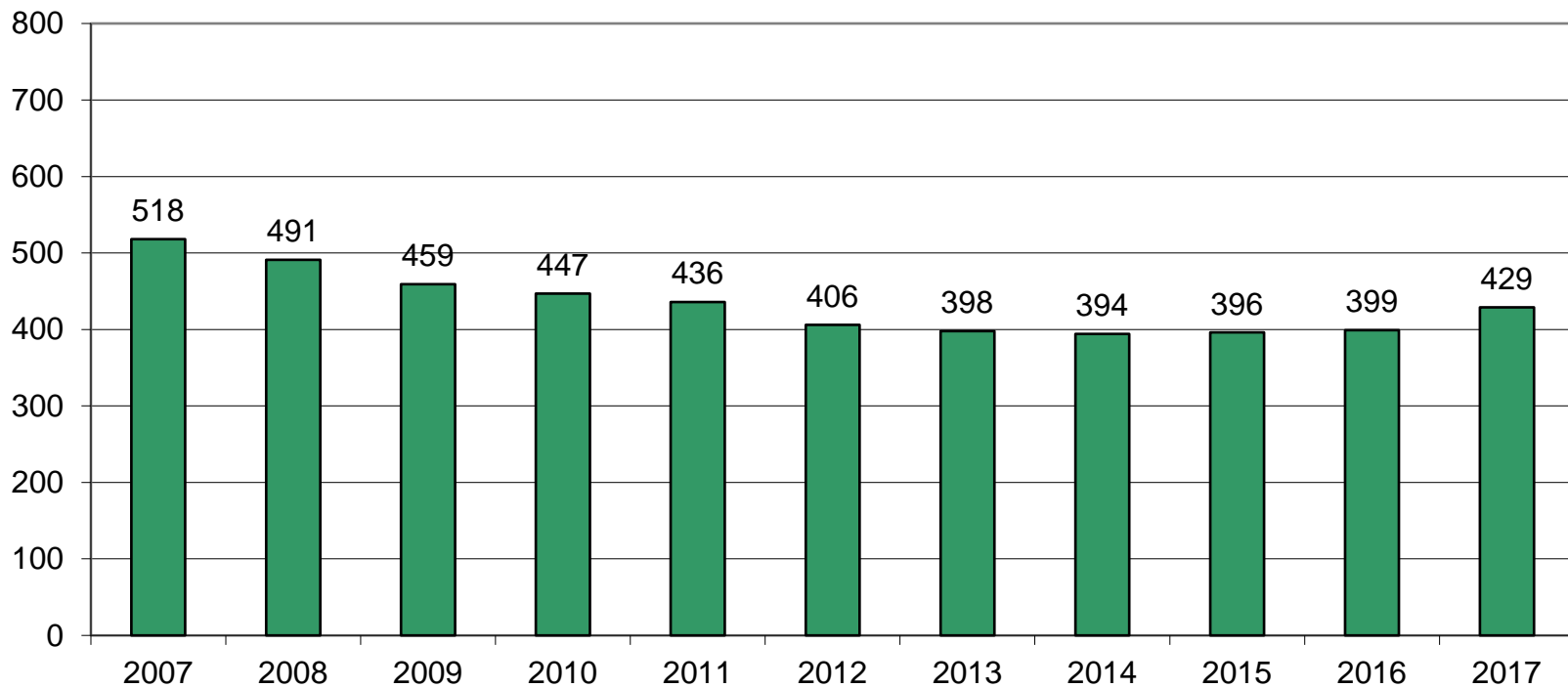
Historical Enrollment By Grade																			
Birth Year	Births	School Year	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	UNGR	K-6	PK-6
2002	59	2007-08	11	54	70	69	72	68	79	95	0	0	0	0	0	0	0	507	518
2003	42	2008-09	14	58	57	72	71	70	72	77	0	0	0	0	0	0	0	477	491
2004	57	2009-10	8	45	59	60	66	74	74	73	0	0	0	0	0	0	0	451	459
2005	48	2010-11	7	48	54	66	61	68	73	70	0	0	0	0	0	0	0	440	447
2006	48	2011-12	8	51	49	53	66	60	72	77	0	0	0	0	0	0	0	428	436
2007	51	2012-13	7	43	52	51	53	63	65	72	0	0	0	0	0	0	0	399	406
2008	38	2013-14	22	35	43	53	55	57	69	64	0	0	0	0	0	0	0	376	398
2009	39	2014-15	9	39	39	49	65	57	58	78	0	0	0	0	0	0	0	385	394
2010	38	2015-16	7	49	48	44	58	70	58	62	0	0	0	0	0	0	0	389	396
2011	33	2016-17	6	46	55	50	47	59	70	66	0	0	0	0	0	0	0	393	399
2012	33	2017-18	25	68	41	66	52	50	58	69	0	0	0	0	0	0	0	404	429

Historical Enrollment in Grade Combinations									
Year	K-4	K-5	K-6	K-8	5-8	6-8	7-8	7-12	9-12
2007-08	333	412	507	0	0	0	0	0	0
2008-09	328	400	477	0	0	0	0	0	0
2009-10	304	378	451	0	0	0	0	0	0
2010-11	297	370	440	0	0	0	0	0	0
2011-12	279	351	428	0	0	0	0	0	0
2012-13	262	327	399	0	0	0	0	0	0
2013-14	243	312	376	0	0	0	0	0	0
2014-15	249	307	385	0	0	0	0	0	0
2015-16	269	327	389	0	0	0	0	0	0
2016-17	257	327	393	0	0	0	0	0	0
2017-18	277	335	404	0	0	0	0	0	0

Historical Percentage Changes			
Year	K-6	Diff.	%
2007-08	507	0	0.0%
2008-09	477	-30	-5.9%
2009-10	451	-26	-5.5%
2010-11	440	-11	-2.4%
2011-12	428	-12	-2.7%
2012-13	399	-29	-6.8%
2013-14	376	-23	-5.8%
2014-15	385	9	2.4%
2015-16	389	4	1.0%
2016-17	393	4	1.0%
2017-18	404	11	2.8%
Change		-103	-20.3%

Boxborough, MA Historical Enrollment

PK-6, 2007-2017



Boxborough, MA Projected Enrollment

School District: **Boxborough, MA**

10/16/2017

Enrollment Projections By Grade*																					
Birth Year	Births		School Year	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	UNGR	K-6	PK-6	
2012	33		2017-18	25	68	41	66	52	50	58	69	0	0	0	0	0	0	0	0	404	429
2013	41		2018-19	26	75	74	46	72	55	50	62	0	0	0	0	0	0	0	434	460	
2014	26		2019-20	27	56	81	83	50	76	55	53	0	0	0	0	0	0	0	454	481	
2015	42		2020-21	28	66	61	91	91	53	76	59	0	0	0	0	0	0	0	497	525	
2016	35	(est.)	2021-22	29	55	71	69	100	96	53	81	0	0	0	0	0	0	0	525	554	
2017	35	(est.)	2022-23	30	56	59	80	76	105	96	56	0	0	0	0	0	0	0	528	558	
2018	36	(est.)	2023-24	31	57	61	66	88	80	105	102	0	0	0	0	0	0	0	559	590	
2019	35	(est.)	2024-25	32	55	62	69	72	93	80	112	0	0	0	0	0	0	0	543	575	
2020	37	(est.)	2025-26	33	58	59	70	76	76	93	85	0	0	0	0	0	0	0	517	550	
2021	36	(est.)	2026-27	34	56	63	66	77	80	76	99	0	0	0	0	0	0	0	517	551	
2022	36	(est.)	2027-28	35	56	61	71	72	81	80	81	0	0	0	0	0	0	0	502	537	

*Projections should be updated annually to reflect changes in in/out-migration of families, real estate sales, residential construction, and births.

Based on an estimate of births

Based on children already born

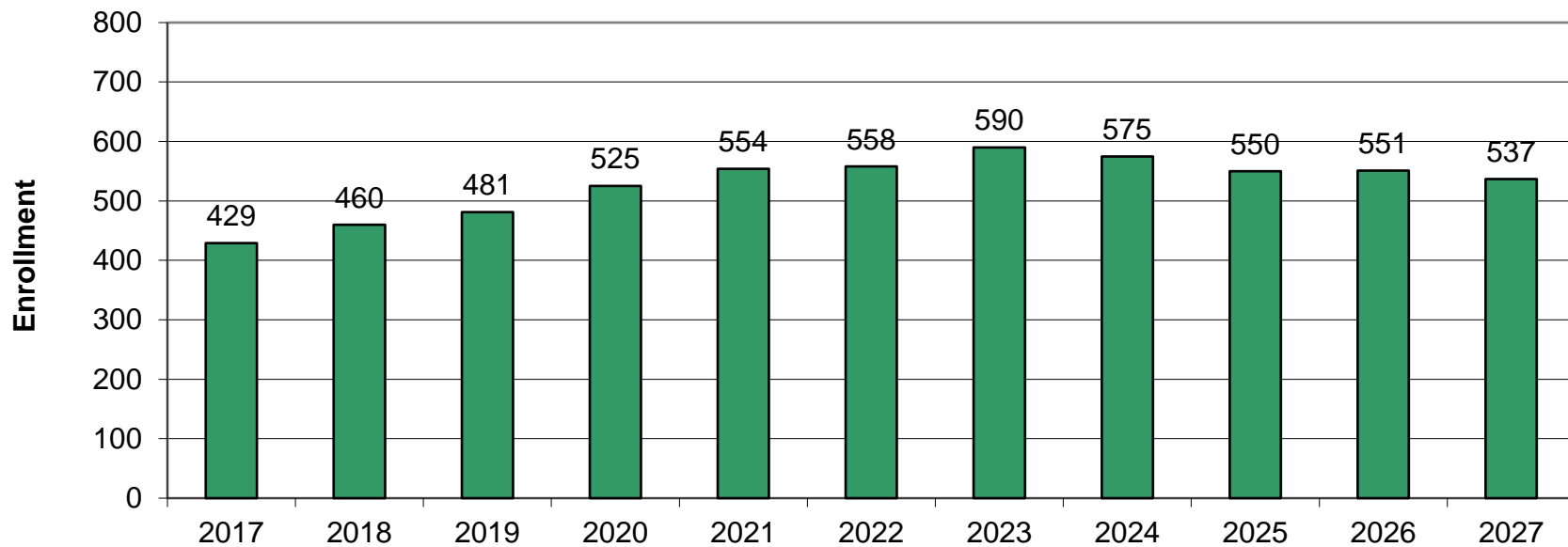
Based on students already enrolled

Projected Enrollment in Grade Combinations*									
Year	K-4	K-5	K-6	K-8	5-8	6-8	7-8	7-12	9-12
2017-18	277	335	404	0	0	0	0	0	0
2018-19	322	372	434	0	0	0	0	0	0
2019-20	346	401	454	0	0	0	0	0	0
2020-21	362	438	497	0	0	0	0	0	0
2021-22	391	444	525	0	0	0	0	0	0
2022-23	376	472	528	0	0	0	0	0	0
2023-24	352	457	559	0	0	0	0	0	0
2024-25	351	431	543	0	0	0	0	0	0
2025-26	339	432	517	0	0	0	0	0	0
2026-27	342	418	517	0	0	0	0	0	0
2027-28	341	421	502	0	0	0	0	0	0

Projected Percentage Changes			
Year	K-6	Diff.	%
2017-18	404	0	0.0%
2018-19	434	30	7.4%
2019-20	454	20	4.6%
2020-21	497	43	9.5%
2021-22	525	28	5.6%
2022-23	528	3	0.6%
2023-24	559	31	5.9%
2024-25	543	-16	-2.9%
2025-26	517	-26	-4.8%
2026-27	517	0	0.0%
2027-28	502	-15	-2.9%
Change		98	24.3%

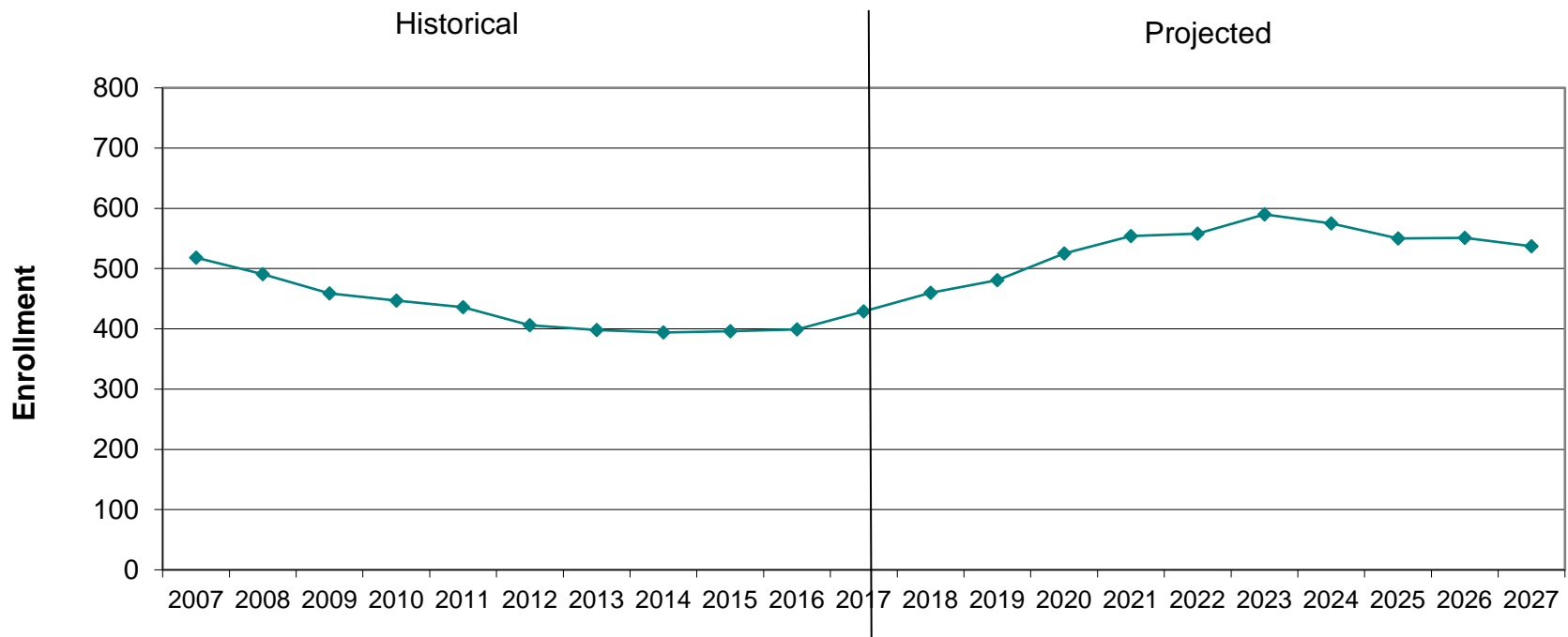
Boxborough, MA Projected Enrollment

PK-6 TO 2027 Based On Data Through School Year 2017-18

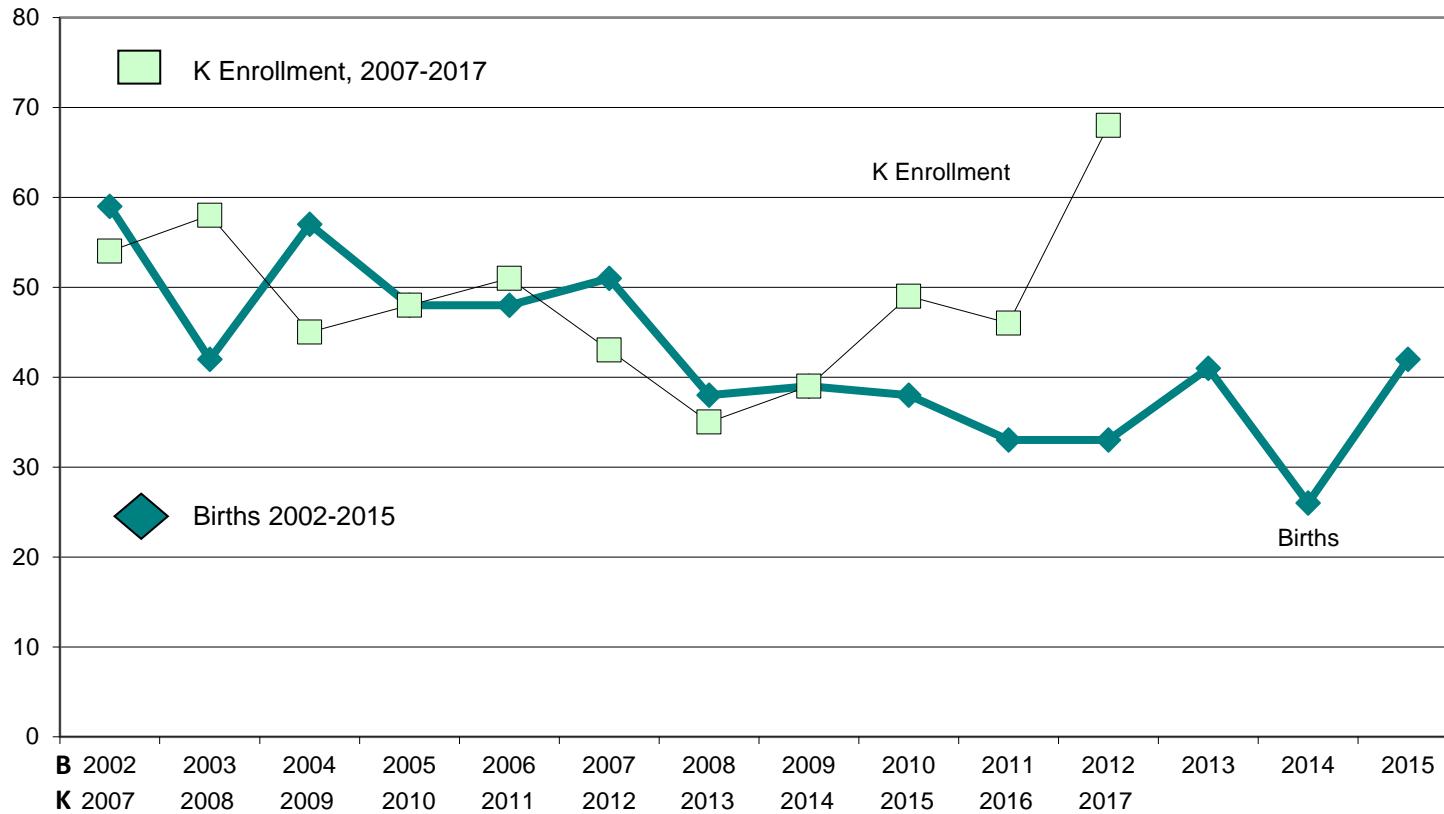


Boxborough, MA Historical & Projected Enrollment

PK-6, 2007-2027



Boxborough, MA Birth-to-Kindergarten Relationship



Boxborough, MA Additional Data

Building Permits Issued		
Year	Single-Family	Multi-Units
2005	16	0
2013	5	0
2014	4	0
2015	11	244
2016	3	244
2017	3 to Aug 31	0

Source: HUD and Building Department

Enrollment History		
Year	Voc-Tech 9-12 Total	Non-Public K-12 Total
2005-06	11	21 = K-6
2013-14	25	157
2014-15	n/a	n/a
2015-16	5	28
2016-17	4	n/a
2017-18	4	n/a

Residents in Non-Public Independent and Parochial Schools (General Education)														
Enrollments as of Oct. 1	K	1	2	3	4	5	6	7	8	9	10	11	12	K-12 TOTAL
	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

K-12 Home-Schooled Students	
2017	6

K-12 Residents "Choiced-out" or in Charter or Magnet Schools	
2017	5

K-12 Special Education Outplaced Students	
2017	15

K-12 Choiced-In, Tuitioned-In, & Other Non-Residents	
2017	28

The above data were used to assist in the preparation of the enrollment projections. If additional demographic work is needed, please contact our office.

1



Our **vision** is to provide high-quality educational opportunities that inspire a community of learners

WELLNESS • EQUITY • ENGAGEMENT

Our **mission** is to develop engaged, well-balanced learners through collaborative, caring relationships

Elementary School Funding

October 19, 2017

ABRSD

2

Timeline

- September 2016 – Goal of examining school funding at the elementary level approved by School Committee
- 2016-2017 – Elementary school principals and members of Senior Leadership Team met throughout the year
- June 2017 – Report, included in School Committee packet, describes original goals, strategies and outcomes of evaluation
- 2017-2018 Final Decision By School Committee
Implementation plans by administration and Community Education

Goal and Strategies

- Review use of regular education classroom assistants
- Clarify role, purpose, appropriate level of distribution across school settings
- Review funding mechanisms districtwide that provide financial resources to the elementary schools
- Provide more equity across elementary schools

Outcomes

- Clear districtwide vision of regular education classroom support staff for teaching and learning across all elementary schools
- Coherent set of procedures that establish appropriate allocation of classroom assistants by building
- Analysis of funding streams and their contributions to staff and programs
- Recommendations to be considered that respond to notable inequities in assistant staffing

Elements of Report

- Overview and Recent History
- Review of Funding Data
- Recommendations

Overview and Recent History

- Longstanding history of regular education classroom assistants at elementary level. PTOs have contributed towards assistants in Acton for 25+ years.
- Unique aspects to deployment of these resources:
 - No policies or guidelines to determine total numbers
 - A variety of funding sources, including appropriated budget, PTO contributions, Before & After School Programs/Community Education
- In 2011, former Superintendent Mills recommended increasing share of appropriated budget and decreasing reliance on PTO funding
- Blanchard has a different history – staff positions funded only through appropriated budget

Review of Funding Data / Findings

- Total of about \$1.15 million for regular education classroom assistants in 2016-17. This has doubled since 2009.
- Average of about \$82,000 per school from ABRSD operating budget to support equivalent of six (6) positions/school at 19 hours each
- Range of funds contributed by PTOs in 2016-17:
\$0 at Blanchard
About \$95,000 at Merriam
- Wide range of funding from Before & After School Programs

Before and After School Programs

- Community Ed ran the first before and after school childcare program “Extended Day” for any K-6 elementary students in the district starting in 1978. It still runs in the Admin Building.
- The first school-based before and after school program was originally developed at Douglas and then Merriam 15 years ago as a way to provide needed before and after school care for families within the school, and also to fund programs important to those schools
- When the other schools wanted to add Before and After School Care, we decided it should be run through Community Education. Comm Ed began running programs at Gates, Conant, and McT 8 – 10 years ago.
- Blanchard originally had a program run by Comm Ed, and then decided to run it themselves before regionalization. Blanchard continues to run a school-based before and after school program.

Before and After School Programs

- Douglas, Merriam, and Blanchard continue to run their own programs and use surplus funds for daytime classroom assistants.
- Community Ed runs programs at the Admin Building, Gates and Conant. 75% of any surplus is divided evenly between Gates, Conant and McT for funding of classroom assistants.
- The tuition for these programs can only be used for costs of the programs. Utilities is an appropriate use of the money since utilities are used to support the before and after school programs.

School Based Funding for Personnel

2016-2017											
	Lunch/ Recess	Lunch/ Recess Hours	District Funding For Assistants	District Funded Hours	PTO Funds	PTO Funded Hours	Before- After School Funds	Before- After Funded Hours	Total Funding	Total FTE	Total Hours
Blanchard	\$29,259	40.5	\$79,471	114	\$0	0	\$57,620	94	\$166,350	8.3	249
Conant	\$27,600	40.5	\$81,900	116	\$24,711	35	\$44,607	67	\$178,818	8.6	259
Douglas	\$28,082	39	\$83,614	116	\$33,594	42	\$138,694	191	\$283,984	12.9	388
Gates	\$28,373	40.5	\$79,965	111	\$31,130	47	\$31,130	43	\$170,598	8.0	241
McI	\$28,276	38	\$80,475	118	\$72,928	84	\$28,403	38	\$210,082	9.3	278
Merriam	\$26,142	36	\$88,288	127	\$96,354	138	\$97,080	115	\$307,864	13.9	416
Totals:	\$167,732	234.5	\$493,713	701	\$258,717	346	\$397,534	548	\$1,317,696	61	1,829
Ave per school	\$27,955	39	\$82,286	117	\$43,120	58	\$66,256	91	\$219,616	10	305

ABRSD

11

School Based Funding for Personnel

	District Funding For Assistants	PTO Funds	Before-After School Funds		Total Funding	District Budget Percentage	PTO Percentage
FY '09	\$132,581	\$286,180	\$191,549		\$610,310	22%	47%
FY '10	\$135,186	\$313,339	\$231,124		\$679,649	20%	46%
FY '11	\$136,804	\$328,214	\$327,255		\$792,273	17%	41%
FY '12	\$263,330	\$335,513	\$352,902		\$951,745	28%	35%
FY '13	\$371,330	\$245,523	\$316,810		\$933,663	40%	26%
FY '14	\$380,000	\$247,172	\$444,867		\$1,072,039	35%	23%
FY '15	\$475,000	\$244,089	\$497,279		\$1,216,368	39%	20%
FY '16	\$490,382	\$267,045	\$485,197		\$1,242,624	39%	21%
FY '17	\$493,713	\$258,717	\$397,534		\$1,149,964	42%	24%

ABRSD

12

Position Statement

- Resulted from ongoing meetings held throughout the year with elementary principals and Central Office administration
- Completion of a collective review led to a joint, mutually agreed upon statement

Position Statement

“Based upon a comprehensive review of the funding sources for elementary classroom assistants across the district by elementary principals and Central Office Administration, it is agreed that the current funding model represents a structural issue that the district needs to remedy. The current model to fund classroom assistants includes funding sources from: the appropriated budget, Before & After School Programs/Community Education, and PTO funds. This current funding model has led to inequity in the personnel resources that support teaching and learning across elementary grades and schools and this needs to be addressed.”

Recommendations

- Recommendations emerged from discussions with elementary principals and Central Office administrators
- If adopted, recommendations would go into effect during the 2018-19 school year

Recommendation 1: Restructure Community Education Program

- Move all Before & After School Programs into Community Education division
- Benefits include:
 - Consistency in programming, fees and salaries
 - Possibility of reinvesting surplus funds into the district
 - Remedies the current issue of using Before & After School Program funds to pay for classroom assistants
 - Community Ed will pay directly for utilities
Money previously used to pay for utilities will be permanently moved into the classroom assistant budget

Recommendation 2: Standardize Assignment of Regular Ed Classroom Assistants

- Targeted level of regular education classroom assistants available to each school based on total number of classroom sections
- Number of assistants to be adjusted as sections expand or contract
- At current funding level, each school could fund one 12-hour assistant in every classroom (Grades 1-6) plus one 19-hour math assistant per school

ABRSD 17

Additional Recommendations

- Develop clear expectations of role and purpose of classroom assistants; clarify this with classroom teachers
- Clarify and agree upon exact positions unique to each elementary school program
- Continue conversations about PTO funding of staff deemed necessary to support philosophical approach in each school; relevant policy should be reviewed/developed by School Committee
- Budget Subcommittee and School Committee should continue to review policies for contribution of funds from PTOs to support programs/services

ABRSD 18

New Funding Model

	Total District	Each School
Lunch/Recess	\$170,000	\$28,000
Appropriated Budget	\$500,000	\$83,000
Before/After School	\$360,000	\$60,000
Total New Model	\$1,030,000	\$171,000
Total Prior Model	\$670,000	\$111,000

- Each school will be provided with district funding for one 12 hour assistant in each classroom grades 1-6 (in addition to full time K)
- Lunch and recess will be covered by the classroom assistant
- PTOs may still contribute money for additional staffing



DISCUSSION AND QUESTIONS

**School Based Funding for Personnel
2016-2017**

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School Based Funding for Personnel

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10/13/17



Luther Conant School

80 Taylor Road

Acton, MA 01720

978-266-2550 www.conant.ab.mec.edu

Damian J. Sugrue Principal ~ Abigail C. Dressler Assistant Principal



William McAlduff
Interim Superintendent of Schools
Acton-Boxborough Regional School District
Charter Road
Acton, MA 01720


October 12, 2017

Dear Superintendent McAlduff:

The Luther Conant School PTO has generously offered a gift of \$23,864.22 which when added to the leftover amount of \$1,135.78 from the 16-17 school year will equal \$25,000 to be used towards the salaries of classroom assistants for the 2017-2018 school year. I ask that you present this request for acceptance of this gift on behalf of the Luther Conant School at an upcoming School Committee meeting and apply the funds to the proper salary account. Thank you!

Very Truly Yours,

Damian J. Sugrue
Principal

DOUGLAS  SCHOOL
PTO

October 10, 2017

Mr. William McAlduff
Acting Superintendent
Acton-Boxborough Regional School District
Charter Road
Acton, MA 01720

Dear Mr. McAlduff:

On behalf of the C.T. Douglas School PTO, please accept this gift of **\$35,781** to the Acton-Boxborough Regional School District for funding in the 2017–2018 school year of teaching assistants, library staff, and a writing assistant.

We would not be able to support these expenses without the generosity of our parents and the community. We do not take this generosity lightly. Nevertheless, we feel that our budget is realistic for the coming year, and we are very happy to be able to contribute to making Douglas such a special place for our children.

Sincerely,

Tracey Zachary & Amber Harvey
Douglas PTO Co-chairs, 2017–2018

cc: Dr. Chris Whitbeck; Sharen Crooks; Andrew Chase, PTO Treasurer



Acton-Boxborough Regional School District

Paul P. Gates School

75 Spruce St.
Acton MA 01720
Ph. 978-266-2570
gates.abschools.org



Lynne Newman
Principal

Date: Tuesday, September 26, 2017

To: Acton-Boxborough School Committee

William McAlduff, Superintendent of Schools

From: Lynne Newman, Paul P. Gates Elementary School Principal

Dear Mr. McAlduff,

We would like to request the acceptance of the gift of money from the Gates School PTO in the amount of \$25,000. Please combine this gift with the unused PTO funds of \$715.57 from the 2016-17 school year for a total of \$25,715.57. This amount has been designated for classroom assistants, including the media assistant, for the 2017-2018 school year.

I hope you will present this request for acceptance of this year's PTO total gift of \$25,715.57 to the Acton Boxborough Regional School District School Committee at their next regularly scheduled meeting.

Please let us know if you have any questions.

Sincerely,

Lynne Newman

McCarthy-Towne School
Acton-Boxborough Regional School District
11 Charter Road, Acton, Massachusetts 01720
Telephone: 978 -264-3377, FAX: 978-264-4098

Mr. William McAlduff
Superintendent of Schools
16 Charter Road
Acton Public Schools
Acton, MA 01720

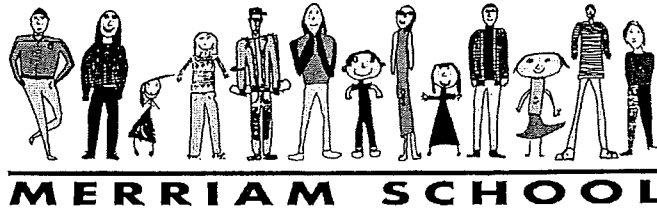
September 22, 2017

Dear Mr. McAlduff,

On behalf of the McCarthy-Towne PTSO, please accept this gift of \$71,000.00 to the Acton Boxborough Regional School District for the funding of teaching assistants for the 2017-2018 school year. Please combine this gift with \$1,660.15 of unused PTSO funds from the 2016-2017 school year for a total of \$72,660.15.

Sincerely yours,

David Krane
Principal
McCarthy-Towne School



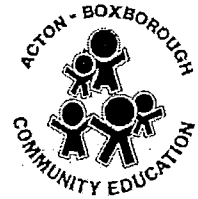
11 Charter Road, Acton, MA 01720 (978) 264-3371

To: Superintendent William McAlduff
From: Ed Kaufman, Merriam Principal
Shirlee Stein, PTO Treasurer
Date: September 18, 2017
Subject: Donation of PTO Funds

The Merriam PTO would like to request that the School Committee accept this gift of \$88,000 to cover our contribution to fund salaries for classroom assistants (grades 1-6) from September 2017 – June 2018. With a carryover balance of \$8398.32 the total available will be \$96,398.32.



Acton-Boxborough Regional School District
Community Education
15 Charter Road, Acton, MA 01720
978-266-2525 fax: 978-266-2540
www.abce.abschools.org



9.2

Erin O'Brien Bettez, Director
ebettez@abschools.org

To: Acton-Boxborough Regional School Committee
From: Erin Bettez
Date: October 12, 2017
RE: Grant Monies Received by A-B Community Education

I am so pleased to share that Bernadette Keegan, who runs our Summer Day Program, sought and received a grant from Danny's Place Youth Services again this year. Attached please find a check for \$4,000.

This generous award was given to support our summer Leader-In-Training Program for students in grades 7 & 8. The course follows a 4-H curriculum and is designed to give young leaders experience in several key areas such as positive communication, managing resources and people, making good decisions, and working with groups. The funds support program staff.

We are thrilled to have received these funds from Danny's Place and appreciate their commitment to empowering the youth of Acton and Boxborough.

Our Mission is to prepare all students to attain their full potential as life-long learners, critical thinkers, and productive citizens of our diverse community and global society.



ACTON-BOXBOROUGH
SCHOOL BUILDING
PROJECT



SAVE THE DATE

December 4, 2017

Special Town Meetings 7:00 PM
in Acton and Boxborough

The purpose of these meetings is to vote on a feasibility study for a proposed new Pre-K - 6 twin elementary school building in partnership with the Massachusetts School Building Authority (MSBA)

Please attend: 12-4-17, 7PM
-Acton Meeting @ ABRHS
-Boxborough Meeting @
Blanchard Memorial

Informational Forums Listed Below

BUILDING THE FUTURE OF OUR SCHOOL DISTRICT



@_ABSBP



@abschoolbuildingproject



Acton-Boxborough School Building Project

Tues, Oct 17 @ 7:00pm - Douglas
Wed, Oct 25 @ 12:00pm - Acton Library
Thurs, Oct 26 @ 7:00pm - Boxborough Library
Sat, Oct 28 @ 10:00am - Douglas
Mon, Nov 6 @ 12:30pm - Acton Senior Center
Mon, Nov 13 @ 7:00pm - Gates
Wed, Nov 29 @ 12:00pm - Boxborough
Senior/Community Center
Wed, Nov 29 @ 7:00pm - Conant
Sat, Dec 2 @ 10:00am - Douglas



For more information visit abschools.org or email abbuilding@abschools.org

The Acton-Boxborough Regional School Building Project

The Need...

The district underwent a two year Master Planning process which identified capital needs for all eight schools. Built between 1965 and 1970, the Gates, Conant, and Douglas buildings were determined to be the schools most in need of repair and the most overcrowded. The district submitted a request to the Massachusetts School Building Authority (MSBA), and was one of only 17 districts in the state approved for reimbursement out of 87 that applied. The MSBA agreed that the schools are significantly overcrowded and that the facilities must be updated. On February 15, 2017, Douglas was approved by the MSBA for invitation into the "Eligibility Period" for an elementary school building project. The district has planned a solution which will replace both Douglas and Gates and the district's preschool program.

Built in 1965, Douglas School issues include...

- Americans with Disabilities Act (ADA) non-compliance
 - The entire lower level is only accessible through an exterior ramp
 - Doorways lack the required clearance
- Douglas was designed for 270 students and currently serves 429 students.
 - Special education programs share a temporary modular classroom which can only be accessed through the cafeteria,
 - Student services (English language learning, occupational therapy, physical therapy, reading support, etc) are provided in the hallways and cafeteria,
 - "Temporary" modularity, purchased to provide much needed space, have long surpassed their useful life.

The Plan...

The proposed plan is to build a twin elementary school to replace the Douglas and Gates elementary schools, which are 50+ years old and have never been renovated. Space in the new twin school will also be built for the district preschool, which is currently located in the 60-year old district Administration Building.

The preferred location of the new twin school would be on the Gates property with Conant as a possible alternative site. It will be built next to the existing school which will continue operating during construction. If it is built on the Gates site, the old Douglas and Gates buildings will be removed to make room for parking and playgrounds. The Douglas and Gates property will be treated as a single campus with a walkway between them.

The Vote...

On **December 4, 2017, 7:00 pm**, Acton and Boxborough voters will be asked to approve funds to conduct a Feasibility Study for the new school. The cost of the study will be \$1.3 million. The MSBA will reimburse 45.3%, or \$590,000. If the Town Meetings approve the feasibility funds, the remaining \$710,000 will be paid using the existing School District Reserve Fund.

The feasibility study is expected to last 18 months. The result will be a selected site, plan for the twin school, and a solid cost estimate to bring to the two communities for approval in 2019.

Full Project cost estimate ranges:

- Estimated range: \$100 to \$120 million
- State reimbursement estimated at 40% - 45% (\$40 to \$54 million)
 - Estimated Acton share: \$45 to \$60 million
 - Estimated Boxborough share: \$10 to \$12 million

To learn more about the proposed school building project, please attend an informational forum, or see website: www.abschools.org.

Please attend Town Meeting on December 4, 2017 at 7:00 pm!

AB Building Project Frequently Asked Questions (FAQs)
Design Option Questions

READ ME FIRST

Questions from Fall 2017 Community Information Forums

General Questions from Master Plan Review

Site-related Questions from Master Plan Review

Process Questions from Master Plan Review

Cost Questions from Master Plan Review

READ ME FIRST

This frequently asked question file contains questions and answers from the Fall 2017 community information forums as well as some relevant Q&A from Master Plan review forums held in in the Spring of 2017. If you have a question that is not answered here, please send an email to ABBuilding@abschools.org. We will be happy to answer your questions and add them to this file.

Questions from Fall 2017 Community Information Forums

Q: What will the feasibility funds be used for?

A: We arrived at \$1.3 after a thorough analysis is the MSBA's database of actual costs from previous building projects, and with careful consideration with our consultants, Dore and Whittier. Extensive cost data can be found [here](#), and the Elementary School Feasibility numbers can be found [here](#).

For reference, our building will serve a population upwards of 950 students. The Feasibility Phase will include a number of studies including geotechnical surveys, wetlands delineation, site survey, and traffic studies. A portion of the Feasibility funds will go to the selected Owner's Project Manager who will manage the process, and to the selected architectural firm for preliminary work.

Finally, we must have a contingency in place in case the feasibility studies indicate that the Gates site is unacceptable. In this case, studies will need to be conducted for a second location. All of this is wrapped into the initial ask of \$1.3M, with the hope that the our preferred site will work out. All unused funds will roll-over into the next phase of the project.

Q: Where can I find the forecasted enrollment numbers?

A: While enrollment for the district has decreased by 400 students from the peak in 2010, enrollment has started to increase again at the lower grades, and it is expected to go back up in the next few years. Additionally, enrollment has changed the last couple of years with Kindergarten enrollment 44 more than projection last year and 55 more than projection this year. We believe this is due to a rapid increase in housing sales in Acton and Boxborough.

Some examples of overcrowding include three special education programs sharing a modular which can only be accessed through the cafeteria; student services (English language learning, occupational therapy, physical therapy, reading support, etc) being provided in hallways and on the cafeteria stage.

General Questions from Master Plan Review

Q: What will happen to Douglas and Gates if a new twin school is built next to the Gates School?

A: The school will be built near the current softball field, and we believe that Gates will be able to remain in session until the new school is complete. Once the new school is open, we would tear down Douglas and Gates to make room for parking and playground space for the new school. We will treat the current Douglas and Gates properties as a campus with parking and play space on both sides and a walkway connecting them.

Q: Where will Central Office Administration go?

A: In our current options under consideration, our Central Office Administration would remain in the Administration building, also known as the "Old Merriam Building." However, this is the oldest of our operating buildings and has significant issues as well, so along with any new building or renovation project for our elementary schools, renovations or a future move will be planned for the Administration building as well.

Q: Will there be space for Universal All Day Kindergarten (ADK)?

A: Yes, all options provide space for potential implementation of Universal All Day Kindergarten, whether or not there is an Early Childhood Center as a part of the option.

Q: How many people make use of the AB Pre-K program? What is the enrollment of Kindergarten?

A: We currently have about 120 Pre-K students, approximately half of whom have special needs. Our K enrollment for 2017-2018 is currently approximately 355 students.

Q: Does Blanchard have space constraints?

A: Yes. All of the classrooms at Blanchard are full and the enrollment is growing. There will need to be some consolidation of current programmatic spaces to add classrooms over time.

Site-related Questions from Master Plan Review

Q: If the new school building is built on the Gates property, what happens to the current Douglas building and site property? What will the effect be on those who currently are walkers to Douglas?

A: We will tear down the current Douglas School to make room for parking and playgrounds for the new school on the Gates property. One idea is to consider the current Douglas and Gates property as a campus, and use the Douglas property to support the new school building with additional parking and recreation facilities. The two properties would need to be made more accessible to one another, perhaps by a larger walkway between them. Refining plans for use of that property will be part of the work that will occur during the feasibility phase. Those students that are currently considered "walkers" to Douglas may still be considered walkers to a new building on the Gates property; it will be taken under consideration during the design phase.

Q: Can you build on the Douglas site?

A: Possibly, but unlikely. With the exception of the building location, the majority of the Douglas site is located in the floodplain. Our current plan is a scenario where there is a new twin school built on the Gates property and parking and fields located on the Douglas property.

Q: West Acton is densely populated; what would traffic be like at the current Gates school location if we build a new twin school there?

A: At this point, traffic studies showing the impact of a new school or school(s) on the current Gates property have not been conducted. The feasibility phase will include a study of the impact of increased traffic there. However, the new school would include about as many students as Gates and Douglas had together at their peak.

Q: Why are we not building a new school on empty land in Acton or Boxborough; wouldn't it be easier?

A: Up to this point, we have considered building sites currently owned by the Town of Acton and The Acton-Boxborough Regional School District. There may be possible alternative sites, though it is unlikely given the available parcels. It would be difficult to locate the new twin school in Boxborough and still achieve the "Hometown Guarantee",

Q: Who owns the properties now?

A: The Acton-Boxborough Regional School District owns the current buildings and all of the schools' property.

Q: Has there been consideration given to all of the utility needs of a large building on the current properties?

A: It is part of our considerations. In-depth utility studies will be performed during the feasibility phase.

Process Questions from Master Plan Review

Q: You applied for MSBA funding and were accepted for Douglas. Did you apply for the other buildings?

A: Yes, we applied initially for Douglas, Gates and Conant. We were required to choose a priority project and we chose Douglas. Douglas was selected by the MSBA to enter the "Eligibility Period" for a proposed school. Douglas was one of 17 projects selected out of 87 submitted. It is important to note that MSBA will only reimburse one project at a time. Since our proposed solution is for a twin school, we will receive MSBA reimbursement for the entire twin building.

Q: Why does it take seven years to build a new school?

A: It doesn't take seven years to build a new school, but the process start to finish does average 6-7 years when you look at the experience of other districts in Massachusetts. We are already about 2 years in as of November 2017. The feasibility study is projected to take until the middle of calendar year 2019, and then both towns will need to vote construction funds. Construction could take 1-1/2 to 2 years, and contingency time is built in. If the towns approve the feasibility study funds on December 4, 2017 and then the construction funds in 2019, we would anticipate completion of the project in 2021 or 2022.

Q: If you had to pick what needs are more acute, are they maintenance or educational space?

A: We would have to say educational space; there are many instances where services are being provided in our schools in subpar space, particularly in the area of special needs services and English Language Learner Education (ELE) services. Our students and their needs have changed a great deal in the 50 years since Douglas, Gates and Conant were built.

Q: Do you have to knock a building down to build a new one? Do you need to move students out during construction?

A: No. In our current preferred option, we can fit a new building in the available space without knocking down the existing building. We will not have to vacate the entire building during construction of a new building.

Q: Will schools still be in session when significant renovations are happening?

A: Yes, construction will happen while school is in session, because with our current preferred option, the new building is constructed outside of the current building footprint.

Q: Are the enrollment projections going to be updated to reflect the new construction in the towns?

A: Yes. As part of the process of working with MSBA, we will update our enrollment projections; they will account for new construction in both Acton and Boxborough as well as many other factors. That work is due to be completed by October, 2017.

Cost Questions from Master Plan Review

Q: Is it possible to identify the tax bill impact of these options?

A: We have not yet identified how this work would affect an individual's tax bill in Acton or Boxborough. That will be done moving forward as we work with our two towns' Boards of Selectmen and Finance Committees and as we have more information from our design and feasibility work. The intention is to plan these as projects that voters in both towns can be comfortable supporting.



Our **vision** is to provide high-quality educational opportunities that inspire a community of learners

WELLNESS • EQUITY • ENGAGEMENT

Our **mission** is to develop engaged, well-balanced learners through collaborative, caring relationships

School Building Project Presentation

Fall 2017



School Building Project

- Dec 4 Town Meetings in Acton and Boxborough to request funds for a feasibility study for a school building project
- Two-year Master Planning process resulted in a recommendation to build a twin school to replace two elementary schools and the Acton preschool
- AB has been invited into the state eligibility period for a school building project to include the Douglas elementary school
- Presentation will review process to date, facility and space needs, timelines, and cost estimates

ABRSD **3**

Master Planning Process

Phase 1 2015-2016

- Completed review of all 8 school facilities
- Developed Capital Improvement plan
- Identified Douglas, Gates, Conant in need of renovation/replacement and overcrowded

Phase 2 Feb 2016 - Dec 2016

- Conducted Educational Visioning – 80 stakeholders
- Identified 7 possible building project options
- Held 12 Forums, focus groups, surveys, review

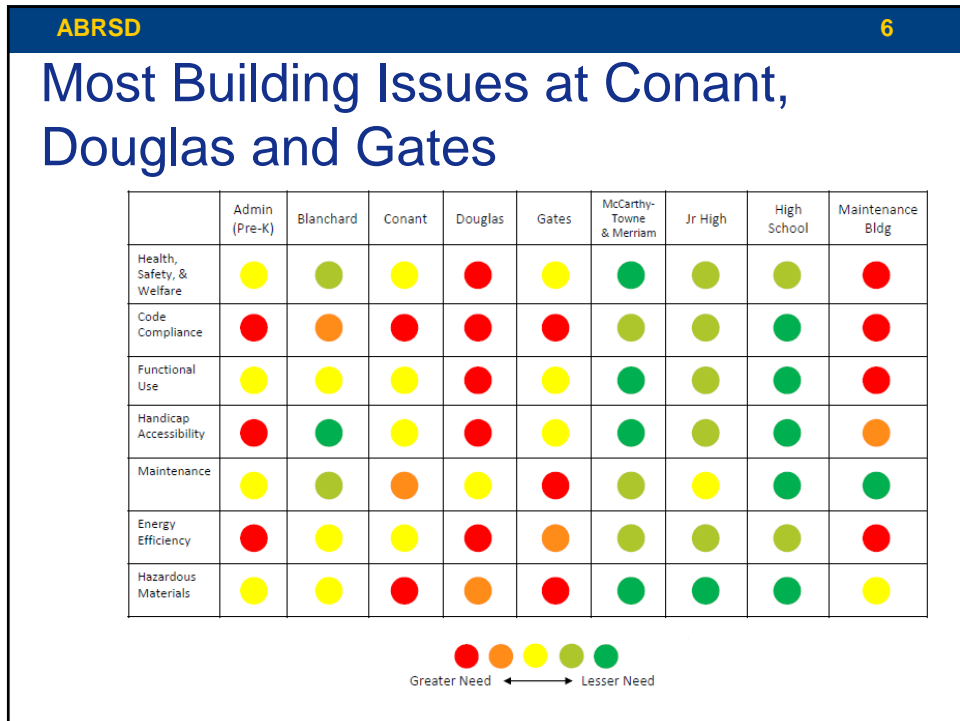
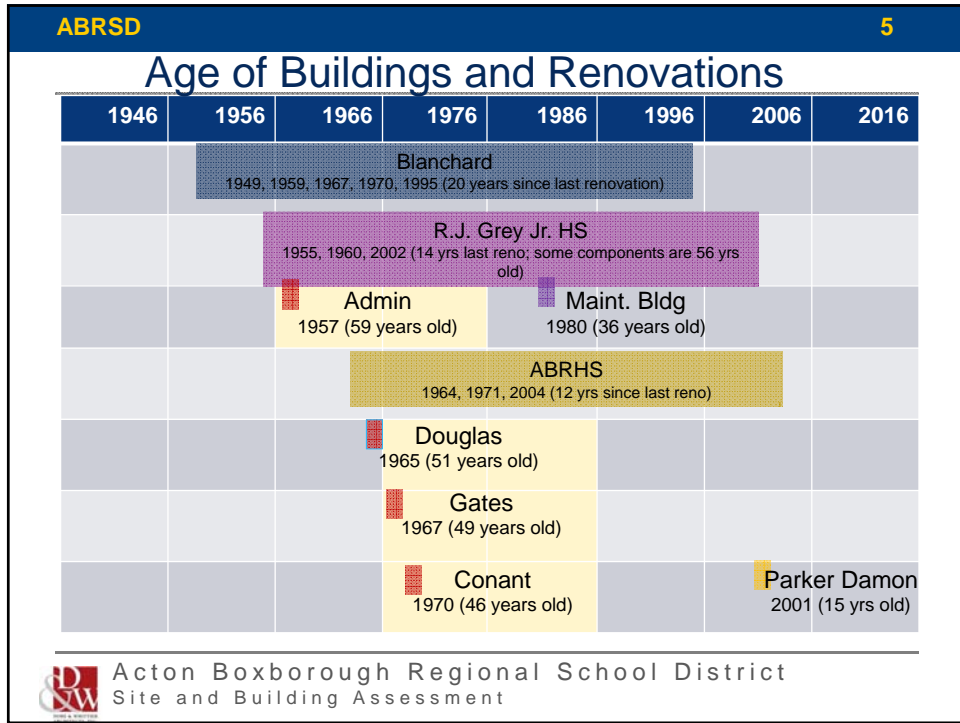
Option review and recommendations 2017

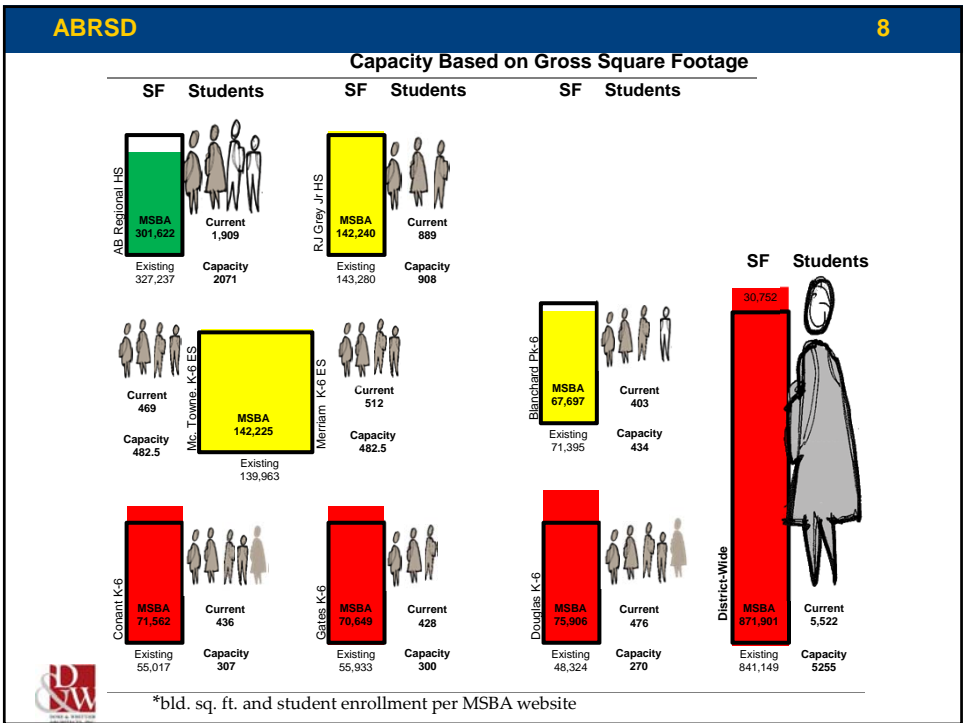
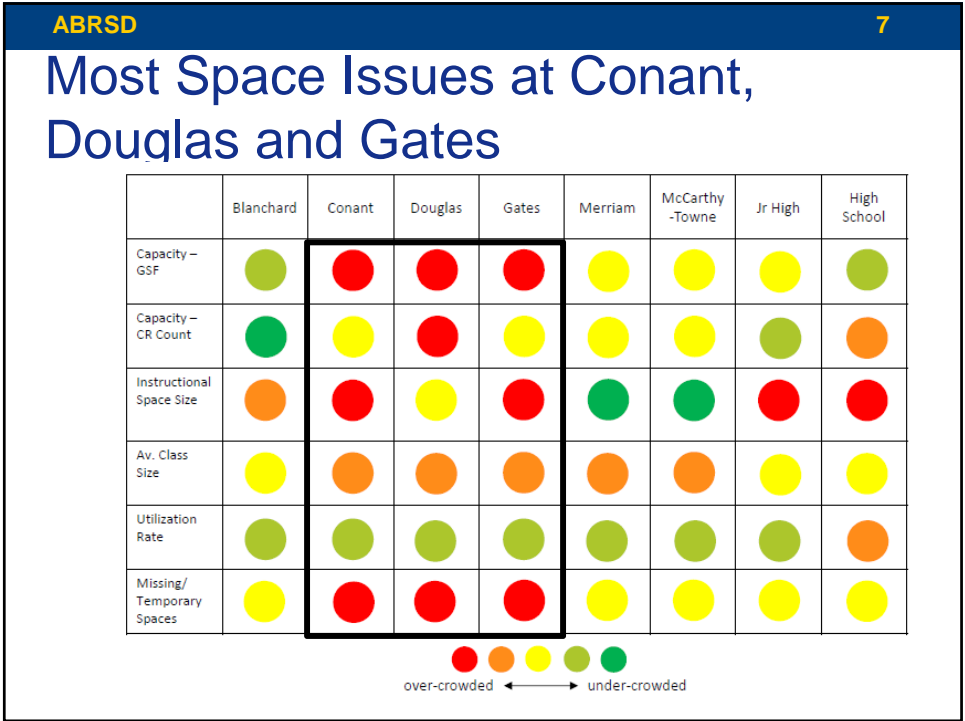
- Invited into Formal MSBA Process
- Established Building Committee
- Identified Preferred Option

ABRSD **4**

School Buildings Evaluated

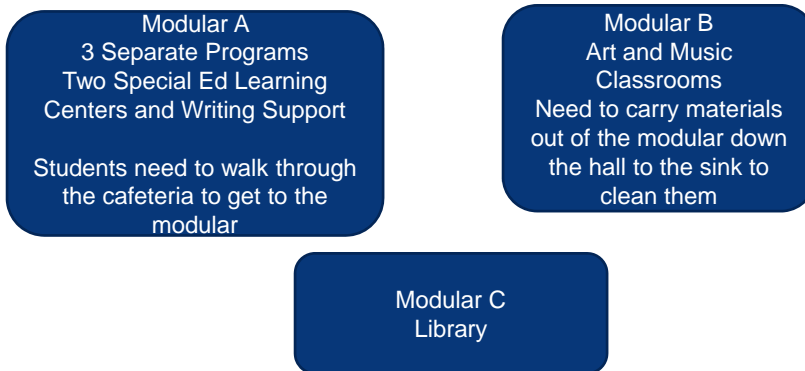
 R.J. Grey Jr. High School	 Parker Damon	 Blanchard
 Acton-Boxborough Regional High School	 Admin Building	 Conant
	 Gates	 Douglas





Douglas Space and Facilities Issues

- 3 Modulars/Temporary Classrooms
 - “New” modular is 11 years old
 - 2 old modulars are 21 years old



Douglas Space & Facilities

- Built in 1965; roof replaced but otherwise no major renovations
- Two story building – not accessible
Students & staff in wheelchairs & equipment on wheels have to go outside, around building to change floors
- Modulars have aged out and need to come off-line or be replaced soon
- Capacity=270 students – Need space for 450-500 students
Has 18 classrooms – Need 27 classrooms
Has no small group instructional spaces



Gates/Conant Space and Facilities

- Built in 1967 (Gates) and 1970 (Conant)
No major renovations
- Each has 3 - 4 large special education programs in one open classroom
- Capacity=300 students each – Need space for 450-500
Have 20 classrooms Need 27 classrooms
No small group instructional spaces

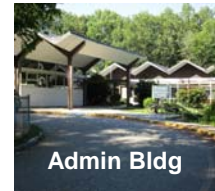


Conant

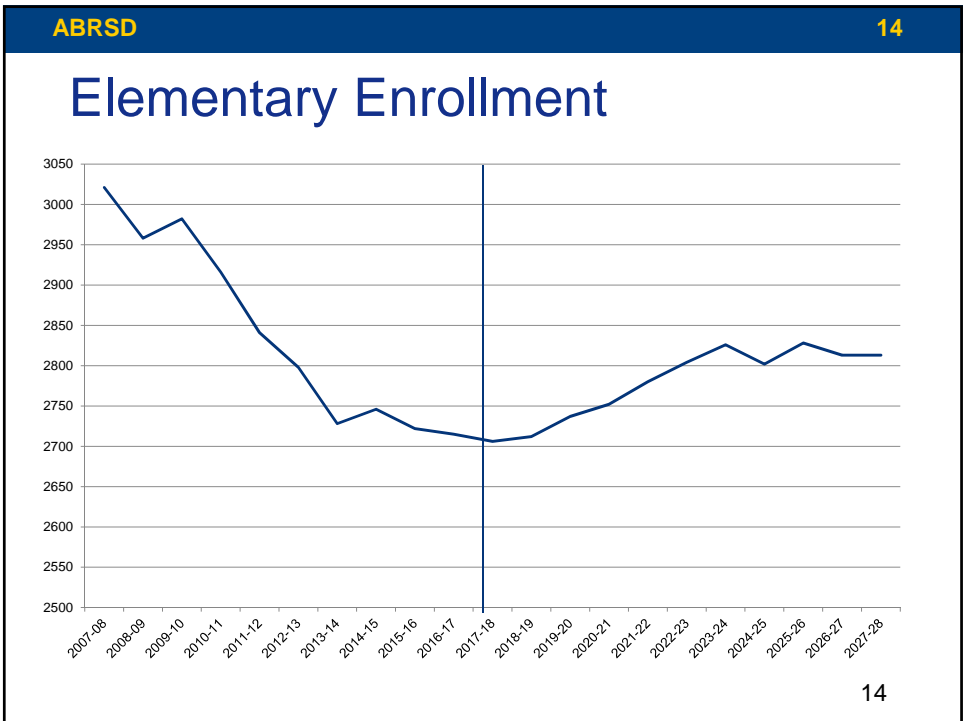
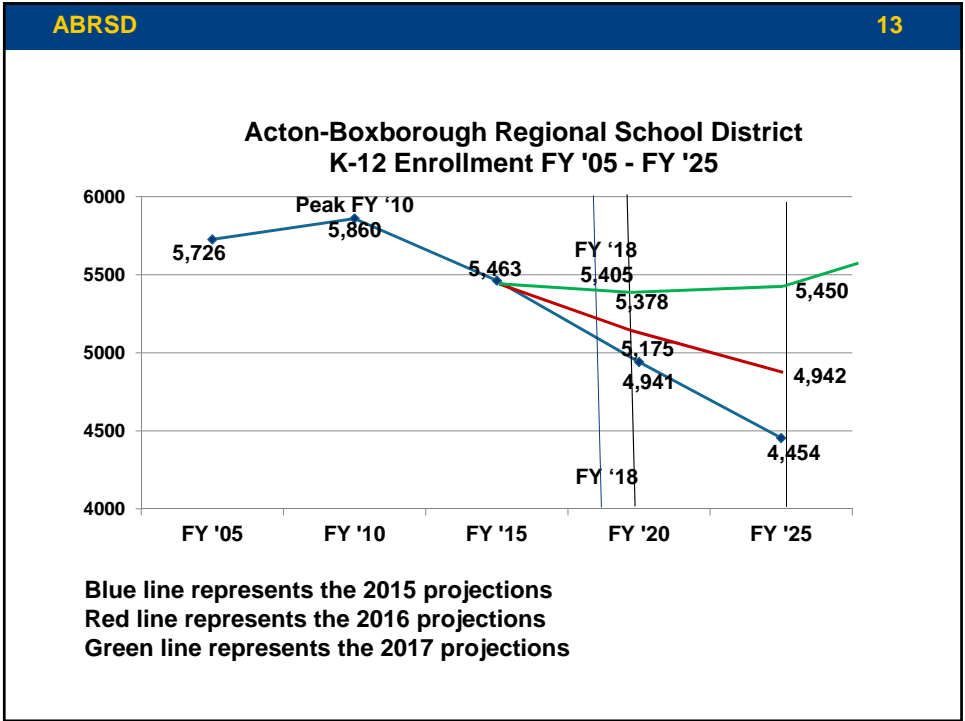
- Each currently serving 50-60 English Learners in small groups in small offices

Early Childhood Program

- Required program to serve special ed students ages 3-5 plus tuition students
- Currently have 115 student in 5 classrooms in Acton and 2 classrooms in Boxborough
- The Acton classrooms are in the Administration Building built in 1957 – formerly Merriam School; Merriam vacated to move to the new twin school in 2002.
- Not accessible; some classrooms downstairs. No other students or programs. No access to art, music or P.E.



Admin Bldg



Demographic Changes

- 280 English Learners – need space to work with small groups
- Classrooms to keep high needs students in-district
- Need small group spaces for Speech/Language, Occupational Therapy, Physical Therapy, Reading Support, Counseling, Psychology
- 10% of our students are economically disadvantaged
- Working families need before and after school care

Project Description

- A twin school for two PreK-6 elementary schools
- The Gates property is the most likely site. We will explore Conant or other possible sites as needed
- The Gates and Douglas property would be treated as a campus
 - School would be built on the Gates site
 - Parking and playgrounds would be built on the Douglas site
 - A better walkable bridge would connect the two sites
- Douglas would move into one side of the new school, and Gates would move into the other side

Project Description

- Each school would have enough classrooms to support 3 classrooms at each grade level including:
 - 21 K-6 Classrooms
 - Art and Music Classrooms
 - Special Education Classrooms
 - Small group instructional spaces (English language, reading, counseling, speech and language, OT/PT)
- 8 preschool classrooms would be built with support services for preschool special education students such as speech and language, occupational, and physical therapy
- Preschool students would also have access to art, music, and physical education in the elementary schools

Twin School on Gates Property

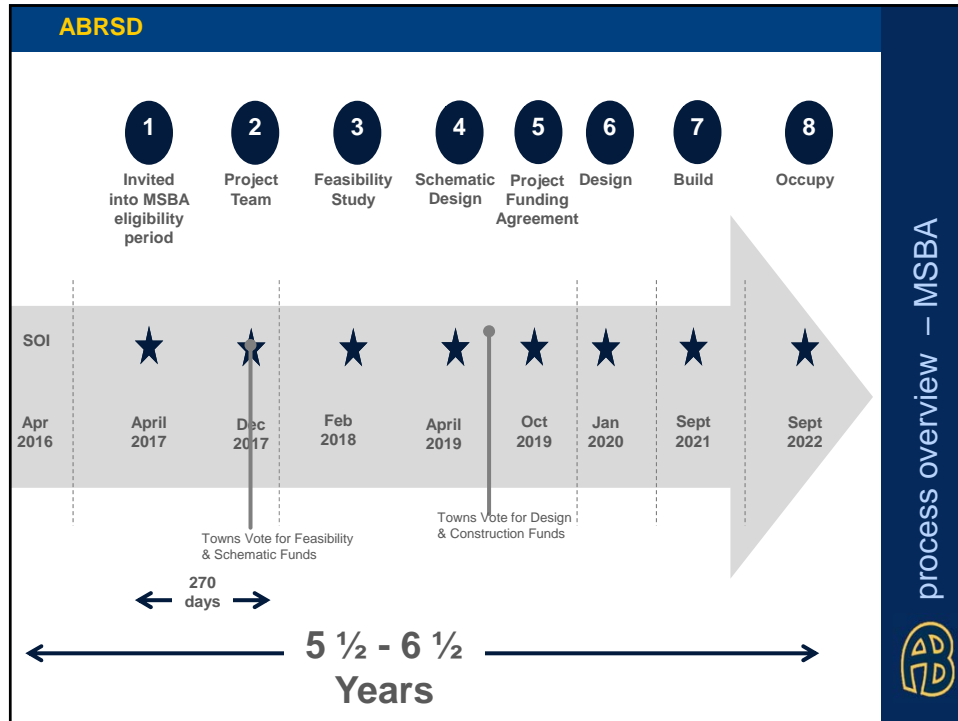


Benefits of a new school

- Provides space for overflow from all schools
- Gates and Douglas could grow back to three-section schools
- Appropriate educational spaces – English learners, special education, art, music, library, etc.
- Would not need to spend money to replace old modular or make repairs
- Takes advantage of state reimbursement and low interest rates

Additional Capital Planning

- MSBA will only reimburse one project at a time. This allows us to solve the issues of two elementary schools and the preschool with one approved reimbursable project (the Douglas “Statement of Interest”)
- District can submit request for Conant renovation/replacement when this project is complete
- District will continue to complete capital projects from Capital Improvement Plan for Blanchard, Merriam, McCarthy-Towne, Jr. High and High School; \$14 million in capital projects identified to be completed over the next 5-7 years



ABRSD 22

Special Town Meeting Dec 4

- Request funds for a feasibility study for school building project
- On February 15, the Massachusetts School Building Authority (MSBA) voted to approve ABRSD’s Douglas School Statement of Interest to enter an “Eligibility Period” for an elementary school building project
- AB was one of 17 schools invited in out of 87 applicants; it is a highly competitive selection process
- MSBA will provide 45.3% reimbursement if the two towns approve funds for the feasibility study in December

December 4 Town Meetings

- Vote whether to approve funds for the feasibility study, designer services and an owner's project manager (OPM)
- Estimated Cost = \$1.3M
- MSBA will reimburse 45.3% of these costs = \$590,000
- Acton-Boxborough is responsible for \$710,000
- Money will come from the district's E&D reserves fund; This is similar to a town's free cash and will not increase costs/taxes to either town

Project Cost

Dore and Whittier Estimated Cost: \$100M - \$120M

MSBA reimbursement 40% - 45% \$40M - \$54M

Estimated AB Share \$55M - \$72M

Estimated Acton Share*: \$45M - \$60M

Estimated Boxborough Share*: \$10M - \$12M

*The AB Regional Agreement specifies that Acton and Boxborough each pay a share proportional to the number of students enrolled in the district from each town. Currently enrollment is approximately 85% Acton and 15% Boxborough

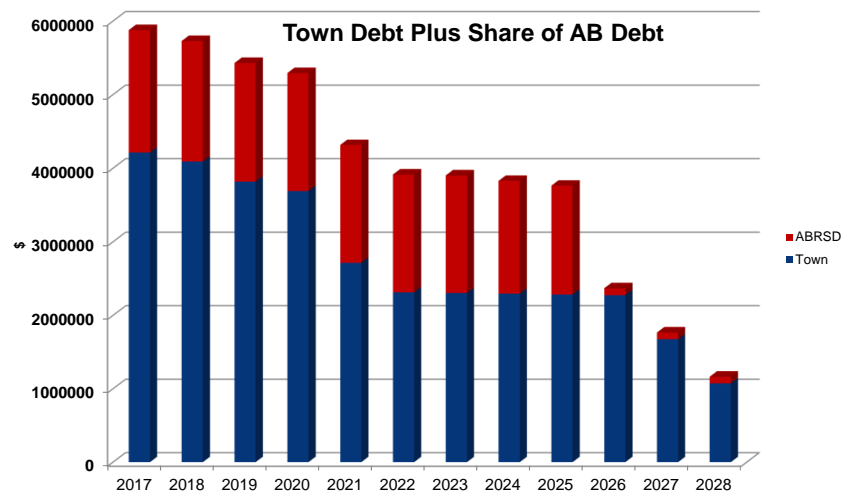
How much would it cost to just repair the buildings?

- The MSBA timeline says we need a positive vote in both towns by December 2017. If we don't, we start over with the MSBA approval process and submit a new statement of interest
- If we can't secure approval for a new building with MSBA reimbursement of 40% - 45%, we will have to complete the capital improvement plan (CIP) repairs with only district money – 10 year lifespan, no additional space

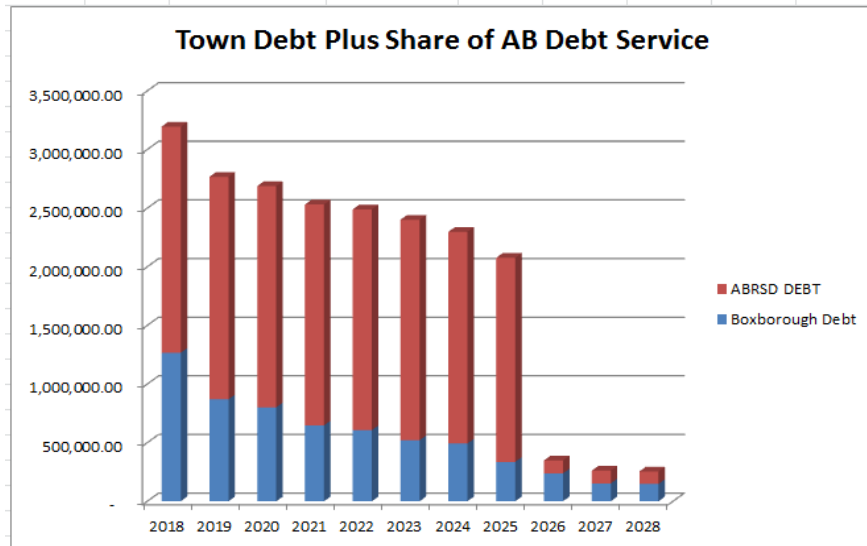
CIP Douglas	\$18M
CIP Gates	\$15M
CIP Preschool/Admin Building	\$13M

For \$55M - \$72M we will have a new building (50 year lifespan) with adequate space for our students

Current Debt Service – Acton



Current Debt Service – Boxborough



Please Vote on December 4th





DISCUSSION AND QUESTIONS



Acton-Boxborough Regional School District
Superintendent's Office
16 Charter Road
Acton, MA 01720
978-264-4700 www.abschools.org

William H. McAlduff, Jr.
Interim Superintendent of Schools

Memo To: Acton-Boxborough Regional School Committee
From: Bill McAlduff
Re: Superintendent Search Proposals
Date: October 13, 2017

At the last School Committee meeting you authorized me to request proposals from organizations that provide superintendent search consulting services to school committees. As a result, five such organizations were sent a request for proposal. A copy of the request for proposal letter is enclosed.

The organizations that were solicited for proposals:

- New England School Development Council (NESDEC)
- Massachusetts Association of School Committees (MASC)
- Future Management Solutions, In. (FMS)
- Hazard, Young, Attea & Associates (HYA)
- Ray & Associates

Of the five organizations two were non-responsive as they did not provide proposals. NESDEC, MASC, and HYA were responsive and their proposals are enclosed. Please review the scope of services for each proposal for a more clear understanding of the services they propose.

In reviewing each of the proposals I note the following:

- Scope of services were fairly similar in that all three generally provide for
 - Initial consultation where timelines and search details are discussed
 - A process for engaging staff and community for feedback and the creation of a candidate profile
 - a warranty to certain degrees
 - guidance and assistance in preparing for the interview process
 - guidance and assistance in contract preparation



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- The screening process was notably different
 - NESDEC provides the opportunity for all candidate materials to be viewed by the screening committee
 - MASC recommends a screening process conducted by their lead consultant and two “other” professionals and recommends candidates for further screening and an initial interview by the screening committee
 - HYA’s preferred process is for their Team to interview candidates, conduct reference checks and present a slate of candidates for initial interviews

Each organization provided cost proposals related to their services in conducting a search. The total cost of services includes various categories of cost. Each organization proposes a “basic services” fee as described in their proposals. In addition, each organization provides costs related to expenses, travel, printing, and advertising, among others. I have attempted below to provide a comparative summary for the costs of each proposal. In some of the categories the consultant proposes a range of cost. My totals take into account the upper range of those services. Please review the proposals for more complete cost information.

	<u>NESDEC</u>	<u>MASC</u>	<u>HYA</u>
Basic Fee	\$11,600	\$9,500	\$23,500
Expenses (“up to” or fixed)	\$ 2,960 (fixed)	\$2,500 (up to)	\$ 500 (est.)
Advertising (range)	<u>\$805-2555</u>	<u>\$1800-4000</u>	<u>\$1950-5000</u>
Totals:	\$17,115	\$16,000	\$29,000

In reviewing the references and previous search histories provided it is noted that both NESDEC and MASC have conducted many searches in Massachusetts during the past five years. In reviewing the HYA proposal I counted five (5) Massachusetts searches they have conducted during the same time frame.

The goal for this agenda item is for the School Committee to discuss the three proposals in an effort to either identify one of the three consultants the committee would prefer to work with or determine if you want one, two or all three to come to a future meeting so you have



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the opportunity to interview them and then make a decision on which organization to work with.

The former Acton-Boxborough (7-12) Regional School Committee worked with MASC on a superintendent search that was completed in early 2009. To my knowledge neither NESDEC nor HYA have conducted a superintendent search in the district previously. However, NESDEC was the search consultant that the district used earlier this year in conducting the successful Director of Finance search process.

Thank you.



Acton-Boxborough Regional School District
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978-264-4700 www.abschools.org

William H. McAlduff, Jr.
Interim Superintendent of Schools

To:

From: William H. McAlduff, Jr.

Re: Request for Proposal

Date: October 4, 2017

I am writing on behalf of the Acton-Boxborough Regional School Committee. They have authorized me to solicit proposals from Executive Search Firms and other organizations that provide superintendent search services for school committees.

Proposals should at a minimum contain a scope of services, a description of the process utilized by your organization and a fee for said services. Our deadline for accepting proposals is 12:00 pm on Thursday October 12, 2017. I hope that you will be interested in our search. If not, I would kindly ask you to respond as such to me.

Thank you.



New England School Development Council

28 Lord Road, Marlborough, MA 01752 ▶ Tel: 508-481-9444 ▶ www.nesdec.org

October 5, 2017

Acton-Boxborough Regional School District
Attn: Mr. William McAlduff, Interim Superintendent
16 Charter Road
Acton, MA 01720

Dear Mr. McAlduff and Members of the Acton-Boxborough Regional School Committee:

I am pleased to respond to your request for information relative to assisting in the search for a Superintendent for the Acton-Boxborough Regional School District. **As a NESDEC affiliate, your district is entitled to a 20% discount on our search services.**

The enclosed proposal outlines our search process. I hope this information will give you an idea of the scope and breadth of a **NESDEC Search**. As you review our proposal, you will note that some items may require greater specification after the search begins, e.g., where to advertise, the number of initial interviews or finalists. These specifications would be made through discussion with and approval of the School Committee.

In deciding who might best provide assistance to your district, we hope you would consider that NESDEC is a comprehensive educational organization. We do much more than **Executive Searches**. NESDEC's **Professional Development** offerings attract many educators annually; our **Planning** work includes enrollment projections for over 300 school districts as well as many other facility, staffing and specialized studies across New England; and our **Research and Development** efforts have resulted in several national publications on the topic of improving student achievement.

NESDEC distinguishes itself in another important way. Headquartered in New England since 1946, NESDEC has gained a deep understanding of the advantages, challenges, and cultural demands associated with being an educational leader in the region. In addition, as a result of NESDEC's longtime association with the National School Development Council (NSDC), the firm has a well-developed capacity to network, recruit and attract talented applicants on a nationwide basis.

We are committed to an effective search process that will provide Acton-Boxborough RSD with a Superintendent who will meet the needs and expectations of the School Committee and the communities. We thank you for considering NESDEC to assist in your district's upcoming search.

Very truly yours,

Arthur L. Bettencourt, Ed.D.
Executive Director

Member:





New England School Development Council

28 Lord Road, Marlborough, MA 01752 • Tel: 508-481-9444 • www.nesdec.org

**PROPOSAL
TO THE
ACTON-BOXBOROUGH REGIONAL SCHOOL DISTRICT
FOR
SUPERINTENDENT SEARCH SERVICES**

OCTOBER 2017

TECHNICAL PROPOSAL

**New England School Development Council
28 Lord Road
Marlborough, MA 01752
508-481-9444
nesdec@nesdec.org
www.nesdec.org**

Member:



ABOUT NESDEC

OVERVIEW OF NESDEC'S SEARCH ASSISTANCE

The New England School Development Council (NESDEC) is pleased to submit this proposal to the Acton-Boxborough Regional School District describing the services we would provide in a superintendent search.

NESDEC's search assistance includes several components designed to attract well-qualified candidates.

- An announcement process, which includes print and electronic communication with our exclusive regional and national networks.
- An active regional and national recruitment component designed to provide high-performing candidates.
- A consultant team supported by a region-wide search staff with direct experience as a Superintendent of Schools.
- A formal follow-up process, which includes an Entry Planning consultation for the new Superintendent, and the options of a fee-based Superintendent/School Committee retreat and/or Executive Coaching support for the new Superintendent.

QUALIFICATIONS

Originally established at the Harvard Graduate School of Education, NESDEC, now a stand-alone, not-for-profit corporation, has been serving New England school districts since 1946. NESDEC's Executive Search Program was started with the specific objective of broadening the base of high-quality candidates available to school systems when they need to fill an administrative vacancy. Since the inception of the program, we have conducted well over five hundred successful executive searches throughout New England.

In deciding who might best provide assistance, we hope you would consider that NESDEC is a comprehensive educational organization. In addition to executive searches, we offer services in the areas of planning and management, professional development, and research and development.

EXECUTIVE SEARCH TAILORED TO DISTRICT

Each NESDEC executive search is designed around the client's specific needs and expectations. Before initiating an executive search, NESDEC recommends that the first order of business is meeting with the School Committee to ensure that all the elements of the search expected by the Committee are included and that the timeline is constructed so as to accommodate the agreed-upon search activities.

PROPOSER'S APPROACH AND PLAN

The Scope of Services would be provided by a Search Team comprised of Senior Search Associates Dr. Sally Dias and Dr. Anthony Bent, and Executive Director Dr. Arthur L. Bettencourt (resumes attached), who would do the following:

A. DEVELOP A SCHEDULE FOR THE SUPERINTENDENT SEARCH

The NESDEC consultant(s) would meet with the School Committee to develop an event schedule/timeline for the entire process. This schedule would detail the major tasks in the search process and delineate the respective responsibilities of the consultant(s) and the School Committee.

B. PUBLICIZE VACANCY

1. NESDEC would prepare a personalized informational letter (one page) describing the position, the communities, and the school district. The School Committee and/or a representative would provide the input for the letter and would approve the final copy. The letter and any additional contents would fit into a regular No. 10 business envelope (4 1/8" X 9 1/2"), up to one ounce total weight. NESDEC would have the letter printed on school district or NESDEC stationery as selected by the School Committee. (See our Cost Proposal for information on the option of a printed, personalized, color brochure.)
2. NESDEC would prepare a customized application form which would include a permission statement for release and verification of records.
3. NESDEC would mail the informational letter announcing the vacancy and requesting nominations to the **NESDEC/NSDC (National School Development Council)** Recruiting Network including:
 - Superintendents and assistant superintendents in Massachusetts
 - Member communities of the New England School Development Council
 - Superintendents and assistant superintendents in selected school districts throughout New England, New York, New Jersey and Pennsylvania with characteristics similar to Acton-Boxborough RSD
 - Executive Directors of study councils (like NESDEC) affiliated with the National School Development Council
 - Placement offices of colleges and universities throughout the nation that prepare school administrators
 - Selected educational leadership professors throughout New England
 - Other colleges and institutions as suggested by the School Committee
 - Officers of the Suburban School Superintendents (National)
 - Selected Executive Directors of state superintendent and school board associations in the United States
 - Selected educational leaders across the nation

C. ADVERTISING

1. NESDEC would place an advertisement on SchoolSpring. This online, national advertisement would run for approximately 30 days and would be included at no additional cost to the District.
2. NESDEC would discuss with the School Committee options for advertising the vacancy in selected venues. Please refer to our Cost Proposal for fee-based advertising options.
3. NESDEC would prepare newspaper copy for use in advertisements as directed by the School Committee, if requested.

D. ELECTRONIC OUTREACH

1. NESDEC would announce the vacancy and provide information through the NESDEC website, www.nesdec.org. The application would be available online as well.
2. NESDEC would announce the vacancy and provide information through the National School Development Council website, www.nsdcc.us, giving the announcement additional national exposure.
3. NESDEC would place announcements in assorted superintendent/school board association websites.
4. NESDEC would prepare a customized electronic announcement of the vacancy and send it via email to:
 - member communities of the New England School Development Council
 - superintendents and assistant superintendents in Massachusetts
 - selected New England, New York, New Jersey and Pennsylvania superintendents in school districts with similar characteristics to Acton-Boxborough RSD
 - other selected members of the NESDEC/NSDC National Recruiting Network

E. REGIONAL AND NATIONAL RECRUITMENT OF CANDIDATES

Using its proprietary network, NESDEC recruits at the state, regional and national levels. Although NESDEC is a nationally recognized search firm, our national reach is further enhanced through our association with the National School Development Council (NSDC).

Recruitment Strategies

NESDEC would actively recruit candidates for the position from its network of educational leaders representing school study councils nationwide, urban and suburban school superintendents, professors of educational administration and national professional associations.

NESDEC's entire search consultant staff would actively collaborate in the identification of candidates for recruitment within their region and nationwide. Many of our consultants have

been and continue to be part of the Suburban School Superintendents (SSS), a select group of suburban school superintendents who serve top-performing school districts in the country.

NESDEC's Executive Director, Dr. Arthur L. Bettencourt, sits on the Board of Directors of the National School Development Council and has served as the organization's president. Dr. Bettencourt would actively communicate with the NSDC regarding the vacancy, further enhancing NESDEC's nationwide recruiting efforts.

F. CONDUCT A COMMUNITY-WIDE NEEDS ASSESSMENT

1. NESDEC would meet with the School Committee to develop a plan for assessing the needs of the system as seen by a cross-section of staff, students, parents and other community groups determined by the School Committee.
2. NESDEC consultant(s) would meet with school/community representatives in up to six focus groups as determined by the School Committee to receive their input regarding the new Superintendent. If requested by the School Committee, the focus groups would be augmented through interviews of selected officials, educational leaders, citizens and others in the communities, and/or an electronic survey of selected stakeholders.
3. The consultant(s) would submit a written report to the School Committee based on the above needs assessment with respect to the characteristics sought in a new Superintendent.

G. ASSIST IN SCREENING APPLICATIONS

1. The consultant(s) would develop with the School Committee a process for the screening of candidates. Since there are several alternatives, the process can be tailored to meet the needs of the School Committee.
2. If a Screening Committee is to be used, NESDEC would suggest various models and membership for the Committee.

H. ASSIST IN INTERVIEWS OF CANDIDATES

1. The consultant(s) would conduct a workshop with the School Committee/Screening Committee to assist them in the interviewing and selection process. The consultant(s) would assist in the preparation of questions, in the development of rating scales, and in the planning of interviewing techniques.
2. NESDEC would arrange the interview schedules and provide the School Committee/Screening Committee with dossiers on each of the candidates. Although the consultant(s) would not attend the interviews, they would be available to debrief with the liaison and the candidates after each round of interviews. The consultant(s) would continue to assist during the interview process, as requested.
3. Once the School Committee/Screening Committee has determined the finalists, the consultant(s) would conduct credential verification and additional reference checks and

would assist members of the School Committee in making independent reference checks.

4. NESDEC would assist with arrangements for finalists' interviews and in developing a schedule for the finalists' visits to your school district. The consultant(s) would also be available to facilitate a meeting of the School Committee after the finalists' interviews, if requested.
5. NESDEC would assist with arrangements for a visit by representatives of the School Committee to the finalists' present school districts or institutions.
6. NESDEC would assist the School Committee in the final selection process, as requested, including the development of an "Agreement in Principle" with each of the finalists to discuss the terms and conditions of an offer before the selection.

I. ADMINISTER ALL SEARCH DETAILS

1. During the application process, NESDEC would respond to questions from interested candidates and send them the informational letter and application as requested.
2. NESDEC would receive all applications at its headquarters.
3. NESDEC would create and maintain candidate files.
4. NESDEC would check all the applications to determine they are complete, and if not complete, follow up with the potential candidate so that all material might be received by the closing date.
5. NESDEC would communicate with unsuccessful candidates at appropriate stages during the search process. Once the School Committee has selected the new Superintendent, we would send letters to all the unsuccessful candidates and other groups in our network announcing the School Committee's choice.

J. MAINTAIN ON-GOING COMMUNICATION WITH THE SCHOOL COMMITTEE

Our intent is to keep the School Committee informed about what is occurring at each stage of the search process.

The consultant(s) would meet with the School Committee/Screening Committee as needed throughout the search. We would communicate regularly by telephone and/or email and would provide progress reports to the School Committee Chairperson and/or the designated liaison.

K. FOLLOW-UP

1. NESDEC would assist with initial contract arrangements between the new Superintendent and the School Committee, if requested.
2. NESDEC would invite the new Superintendent to meet with one of our consultants to discuss the transition process particularly as it relates to his/her Entry Plan.

L. SEARCH DESIGN FLEXIBILITY

Please note that NESDEC has the capacity to design a search around the School Committee's specific needs in order to accommodate such things as: desired timeline, degree of community involvement, and/or cost.

M. LANGUAGE TRANSLATION SERVICES

Please note: This proposal does not include language translation services of any kind. It is assumed that this type of assistance will be the responsibility of the District/municipalities.

N. WARRANTY

The search would be deemed completed upon the appointment of the new Superintendent to the position. If, after due consideration, the School Committee determines that it does not wish to appoint any of the candidates who have applied for the position, NESDEC would conduct a follow-up search for the same position and would provide consulting and support services at no cost except for advertising and search related expenses.

If a candidate chosen as the result of a NESDEC executive search should leave the position either voluntarily or involuntarily for any reason other than retirement or a transfer/appointment in the school system or transfer/appointment to a position in the municipalities within a two-year period of the initial appointment date, NESDEC would provide free of charge consulting and support services comparable to those of the initial search, on a one-time basis, exclusive of advertising and related expenses, to conduct a new search for the same position; provided that, at the time, the District has maintained active status as a NESDEC affiliate.

O. NESDEC AFFILIATION

As a NESDEC affiliate, the Acton-Boxborough Regional School District is entitled to a 20% discount on our search services.

NESDEC EXECUTIVE SEARCH TEAM

Sally L. Dias, Ed.D. Senior Staff Associate, Planning and Executive Search

Dr. Sally Dias has a variety of experiences in education, industry and state government. Currently, she is an educational consultant and has worked with school districts for both the Department of Elementary and Secondary Education and for SchoolWorks, LLC. Dr. Dias was the Vice President for Programs and Partnerships in Education and Director of the Carolyn A. Lynch Institute at Emmanuel College. She served as Superintendent of Schools in Watertown, MA and in Lynnfield, MA. She served as Vice President and then President of the Massachusetts Association of School Superintendents. Other experiences include MA Department of Education Regional Center Director, physics and mathematics teacher, and physicist with the Avco Everett Research Labs. Dr. Dias has also taught at Emmanuel College, Lesley College and Harvard Graduate School of Education, and is currently a member of the Board of Trustees for the Museum of Science and Fenway High School, a pilot school in Boston. She holds an A.B. from Emmanuel College, M.Ed. from Northeastern University and Ed.D. from Boston University.

Anthony J. Bent, Ed.D. Senior Staff Associate, Planning and Executive Search

Dr. Anthony Bent received his Bachelor's, Master's and Doctorate degrees from Boston College. He served as a Superintendent of Schools for the Shrewsbury School District for 15 years and, recently, as an Interim Superintendent for two school districts in Massachusetts. He has held several administrative positions in public schools, including Director of Curriculum and Instruction (K-12). While serving as a superintendent, Dr. Bent oversaw four new school facility projects. Dr. Bent is also active in the coaching of area superintendents for the Massachusetts Association of School Superintendents.

Arthur L. Bettencourt, Ed.D. Executive Director

Dr. Bettencourt received his B.A. from Salem State College, his Master's degree from Tufts University, and his Doctorate from Boston University. He served as a Superintendent of Schools in Massachusetts for twenty-one years. Prior to working as a Superintendent, he held several administrative positions in public schools. Dr. Bettencourt has been a Lecturer at Simmons College in Boston, Massachusetts, and is active in the training and preparation of educators at the graduate level. He also served on the Boston University Pre-k-12 Educational Advisory Board. Dr. Bettencourt has offered numerous professional development workshops in school governance, planning and organizational development, leadership entry, career path development, and curriculum design. While serving as a superintendent, Dr. Bettencourt administered several school construction and renovation projects at both the elementary and secondary levels. He is on the Board of Directors of the National School Development Council and is a past-president of the organization. He is also on the editorial board of the *Journal for Leadership and Instruction*, a peer-reviewed, international research journal for educational professionals. Dr. Bettencourt coordinates all of NESDEC's executive search and planning projects, and has worked for the firm since 2004.

SALLY L. DIAS, Ed.D.
85 Bigelow Road
West Newton, MA 02465

EDUCATION:

Doctorate, Educational Administration

Boston University
Department of System Development and Adaptation

Masters in Education, Secondary Education

Northeastern University
Physics and Mathematics

Bachelor of Arts

Emmanuel College
Physics Major, Mathematics Minor

**PROFESSIONAL
EXPERIENCE:**

Field Consultant

New England School Development Council

Level 4 Plan Manager; Level 3 Planning Specialist

Leadership/Schoolworks, LLC, Beverly, MA

Level 4 District Plan Monitor

Massachusetts DESE, Malden, MA

Vice President for Programs and Partnerships in Education

Director of the Carolyn A. Lynch Institute

Emmanuel College, Boston, MA

Superintendent of Schools

Watertown Public Schools, Watertown, MA

Superintendent of Schools

Lynnfield Public Schools, Lynnfield, MA

**Director, Central Massachusetts Regional Education
Center; Project Director for Ch. 622, Bureau of Equal Ed.
Opportunity**

Massachusetts Department of Education

Instructor

Harvard University Graduate School of Education, Cambridge, MA

Instructor

Lesley College Graduate School, Cambridge, MA

Instructor

Emmanuel College, Boston, MA

ANTHONY J. BENT, Ed.D.
23 Princeton Road
Wellesley, MA 02482

EDUCATION:

Doctorate

Administration, Boston College, Boston, MA

Master of Arts, Teaching

Education and Spanish, Boston College

Bachelor of Arts

Political Science and Spanish, Boston College

**PROFESSIONAL
EXPERIENCE:**

Staff Associate

New England School Development Council

Interim Superintendent

Leominster Public Schools, Leominster, Massachusetts

Interim Superintendent

Masconomet Regional School District, Topsfield, Massachusetts

Superintendent of Schools

Shrewsbury Public Schools, Shrewsbury, Massachusetts

Director, Curriculum and Instruction (K-12)

Director, Personnel/Professional Development

Watertown Public Schools, Watertown, Massachusetts

Coordinator of Foreign Languages (4-12)

Lexington Public Schools, Lexington, Massachusetts

Interim Assistant Superintendent

Lexington Public Schools, Lexington, Massachusetts

Department Head, Foreign Languages

Newton South High School, Newton Centre, Massachusetts

Spanish Teacher

Wellesley High School, Wellesley, Massachusetts

ARTHUR L. BETTENCOURT, Ed.D.
148 Union Street
Norfolk, MA 02056

EDUCATION:

Doctorate

Boston University, Boston, MA
Educational Leadership

Master of Education

Tufts University, Medford, MA

Bachelor of Arts

Salem State College, Salem, MA
Biology

**PROFESSIONAL
EXPERIENCE:**

Executive Director

New England School Development Council

Lecturer

Simmons College, Boston, MA

Executive Search Consultant

New England School Development Council

Superintendent of Schools

Medway Public Schools, Medway, MA

Superintendent of Schools

Supervisory Union No. 47
Bolton and Stow, MA

Principal, Assistant Principal

Dover Public Schools
Dover, NH

Science Department Curriculum Associate (Chair)

Weeks Junior High School
Newton Public Schools
Newton, MA

Science Teacher

Weeks Junior High School
Newton Public Schools
Newton, MA

**A PARTIAL LIST OF RECENT NEW ENGLAND SEARCHES
CONDUCTED BY NESDEC**

BILLERICA, MA – SUPERINTENDENT

Billerica Town Hall, Room 215 978-528-7918
365 Boston Road
Billerica, MA 01821
Maryanne Laurendeau, School Committee

BLACKSTONE-MILLVILLE RSD, MA – SUPERINTENDENT

175 Lincoln Street 508-883-4400
Blackstone, MA 0150
Diane Robin, School Committee 508-883-0062
Erin Vinacco, School Committee 774-460-0046

BROOKLYN, CT – SUPERINTENDENT

119 Gorman Road 860-774-9153
Brooklyn, CT 06234
Aimee Genna, Chair, Board of Education

CANTON, MA – SUPERINTENDENT

960 Washington Street 781-821-5060
Canton, MA 02021
Barry Nectow, Business Administrator 781-821-5060 X1245

DEDHAM, MA – SUPERINTENDENT

100 Whiting Avenue 781-310-1000
Dedham, MA 02026
Mayanne Briggs, School Committee 617-969-6200 x251

DOVER-SHERBORN, MA – SUPERINTENDENT

157 Farm Street 508-785-0036
Dover, MA 02030
Dana White, Vice-Chair, Dover-Sherborn Regional School Committee

EASTON, MA – SUPERINTENDENT

50 Oliver Street, P.O. Box 359 508-230-3200
North Easton, MA 02356
Colleen Less, School Committee 508-238-6147

ELLINGTON, CT – SUPERINTENDENT

47 Main Street 860-896-2300
Ellington, CT 06029
Daniel Keune, Board of Education

FRAMINGHAM, MA – SUPERINTENDENT

73 Mount Wayte Avenue 508-626-9118
Framingham, MA 01702
Dr. Edward Gotgart, Former Supt. 617-913-4353

GROTON-DUNSTABLE RSD, MA – SUPERINTENDENT

145 Main Street 978-448-5505
Groton, MA 01450
Marlena Gilbert, School Committee

HAMILTON-WENHAM RSD, MA – SUPERINTENDENT

5 School Street 978-468-5310
Wenham, MA 01984
Roger Kuebel, School Committee 978-468-0668

HOPKINTON, MA – SUPERINTENDENT

89 Hayden Rowe Street 508-417-9360
Hopkinton, MA 01748
Nancy Burdick, School Committee

IPSWICH, MA – SUPERINTENDENT

1 Lord Square 978-356-2935
Ipswich, MA 01938
Mr. Carl Nysten, Chair, School Committee

KILLINGLY, CT – SUPERINTENDENT

79 Westfield Avenue 860-576-5740
Killingly, CT 06239
Jennifer Thompson, Chairperson, Board of Education

MASCONOMET RSD, MA – SUPERINTENDENT

20 Endicott Road 978-887-2323
Topsfield, MA 01983
Linda Richards, School Committee 978-863-5188
John Spencer, School Committee 978-887-6829

MAYNARD, MA – SUPERINTENDENT

12 Bancroft Street 978-897-2222
Maynard, MA 01754
Mary Brannelly, School Committee

MSAD #51/RSU #51, ME – SUPERINTENDENT

357 Tuttle Road 207-829-5555
Cumberland Center, ME 04021
Karen Campbell, Chair, Board of Directors

NORTHAMPTON, MA – SUPERINTENDENT

212 Main Street 413-587-1331
Northampton, MA 01060
Edward Zuchowski, Vice Chairperson, School Committee and
David J. Narkewicz, Mayor of Northampton

NORTH MIDDLESEX RSD, MA – SUPERINTENDENT

45 Main Street 978-597-8713
Pepperell, MA 01463
Susan Robbins, School Committee

NORTH SMITHFIELD, RI – SUPERINTENDENT

83 Green Street 401-769-5492
Slatersville, RI 02876
Merredythe Nadeau, School Committee

NORWELL, MA – SUPERINTENDENT

322 Main Street 781-659-8800
Norwell, MA 02061
Amy Koch, School Committee

PRESTON, CT – SUPERINTENDENT

325 Shetucket Turnpike 860-889-6098
Preston, CT 06365
Dr. Sean Nugent, Chair, Board of Education

SAUGUS, MA – SUPERINTENDENT

23 Main Street 781-231-5000
Saugus, MA 01906
Peter Manoogian, School Committee 781-820-5690

SAU #14, EPPING, NH – SUPERINTENDENT

213 Main Street 603-679-8003
Epping, NH 03042
David Mylott, School Board

SAU #41, HOLLIS-BROOKLINE, NH – SUPERINTENDENT

4 Lund Lane 603-324-5999
Hollis, NH 03049
Krista Whalen, Search Liaison

SCARBOROUGH, ME - SUPERINTENDENT

259 US Route 1 207-730-4100
Scarborough, ME 04074
Ms. Donna Beeley, Chair, Board of Education

SCITUATE, MA – SUPERINTENDENT

606 Chief Justice Cushing Highway 781-545-8759
Scituate, MA 02066
Janet Taylor, Chair, School Committee

SHARON, MA – SUPERINTENDENT

75 Mountain Street 781-784-1570
Sharon, MA 02067
Marcy Kaplan, Chair, School Committee

SMITHFIELD, RI – SUPERINTENDENT

49 Farnum Pike 401-231-6606
Smithfield, RI 02917
Mr. Sean Clough, Chair, School Committee 401-233-0727

SUDBURY, MA – SUPERINTENDENT

40 Fairbank Road 978-443-1058
Sudbury, MA 01776
Susan Iuliano, School Committee

SUTTON, MA – SUPERINTENDENT

383 Boston Road 508-865-9270
Sutton, MA 01590
Liisa Locurto, School Committee

WAYLAND, MA – SUPERINTENDENT

41 Cochituate Road 508-358-7728
Wayland, MA 01778
Jeanne Downs, School Committee

WESTERLY, RI – SUPERINTENDENT

23 Highland Avenue 401-315-1516
Westerly, RI 02891
Diane Bowdy, Chair, School Committee



New England School Development Council

28 Lord Road, Marlborough, MA 01752 ➤ Tel: 508-481-9444 ➤ www.nesdec.org

**PROPOSAL
TO THE
ACTON-BOXBOROUGH REGIONAL SCHOOL DISTRICT
FOR
SUPERINTENDENT SEARCH SERVICES**

OCTOBER 2017

COST PROPOSAL

**New England School Development Council
28 Lord Road
Marlborough, MA 01752
508-481-9444
nesdec@nesdec.org
www.nesdec.org**

Member:



NSDC

National School Development Council

FEES AND EXPENSES

1. Professional Consulting Fee

The professional consulting fee includes not only the services specifically described in our Technical Proposal, but also the secretarial and clerical services performed at the NESDEC office. Our professional fee to the Acton-Boxborough Regional School District for an Executive Search as described in this proposal would be:

Fixed Consulting Fee: \$11,600 (\$14,500 less the 20% NESDEC affiliate discount of \$2,900)

2. Search Related Expenses

Search related expenses, which must be borne by the School Committee, include: printing, photocopying, telephone, postage, consultant travel expenses and consumable supplies. The fixed cost of these expenses would be:

Fixed Expenses: \$2,960

3. Fee-Based Advertising

Fee-based advertising varies from search to search and is determined by the School Committee in consultation with NESDEC. The district would be invoiced at cost upon placement of the advertisement(s).

Estimated Cost: TBD (see next page for fee-based advertising recommendations)

TOTAL COST OF SEARCH

Fixed Consulting Fee	\$11,600
Fixed Expenses	\$2,960
TOTAL	\$14,560
Fee-Based Advertising	To Be Determined

Expenses related to candidate travel, as determined by the School Committee or its designee, are billed to the District/School Committee. NESDEC can assist in the development of a budget for this item if requested.

This price quote will remain in effect through January 2, 2018

INVOICING SCHEDULE

One-half of the fixed consulting fee, \$5,800, would be due and payable within 15 days of the signing of the agreement. One-half of the fixed consulting fee, \$5,800, would be due and payable within 30 days of the presentation of the dossiers (H-2).

Search related expenses of \$2,960 described above would be billed in four monthly installments of \$740. Fee-based advertising costs would be invoiced and due upon placement of the ads.

TYPICAL FEE-BASED ADVERTISING CAMPAIGN

The following fee-based advertising is typical for a search of this type (based on factors such as district size and geographic location) and, if approved, would be invoiced at cost.

1. We would place an advertisement in "Top School Jobs," the online advertising service of *Education Week*. This national advertisement would run for approximately 30 days.
Cost: \$395

2. We would place an announcement in the "Job Bulletin" section of the American Association of School Administrators (AASA) website. This online, national announcement would run for approximately 30 days.
Cost: \$410

3. **(OPTIONAL; FOR CONSIDERATION)** We would place a hardcopy advertisement in *Education Week*, which would run for one week.
Cost: approximately \$1,750, billed at cost

Total Fee-Based Advertising: approximately \$805 (not including Education Week advertisement; billed at cost)

ADDITIONAL FEE-BASED OPTIONS

In addition to the services detailed in this search proposal, NESDEC has the capacity to offer supplementary fee-based options at discounted rates, if purchased as part of the search. (If these options are purchased independently of the search, the discounted rates quoted below do not apply.)

1. Search Brochure

NESDEC would prepare a personalized brochure describing the position, the communities and the school district. The School Committee and/or representatives would provide the input for the brochure and would approve the final copy. NESDEC would have the brochure printed in a color, format and style selected by the School Committee.

Additional cost: \$1,450

2. Additional Focus Groups

Focus groups beyond those detailed in the proposal could be arranged.

Additional cost: \$365 per group

3. Team/Governance Retreat and Follow-up

The search consultant(s) or one of NESDEC's team-building consultants would conduct a half-day workshop with the new Superintendent and the School Committee. The goal of the workshop and follow-up would be to build the foundation for an effective and collaborative approach to school district governance.

Additional cost: \$1,250

4. Long-term Executive Coaching

NESDEC has the capacity to provide sustained coaching services for the new Superintendent. These fee-based services vary in length and are tailored to meet the needs of the new Superintendent and the district.

Additional cost: Quote furnished upon request

Superintendent Search Information
And Cost Proposal
and
Alternative – No Cost Services (Pg. 14)

for the
Acton Boxborough
Regional School Committee

Submitted by

Massachusetts Association of School
Committees

October 2, 2017

INTRODUCTION

This is the response to the invitation to present a proposal to the Acton-Boxborough Regional School Committee for consulting services for a superintendent search.

Please note that MASC welcomes the opportunity to provide the Acton-Boxborough Regional School Committee with a presentation on the overall scope of issues related to a superintendent search and respond to the School Committee's questions in order to prepare for the process.

In addition, should the School Committee elect to conduct its own search, MASC also provides extensive and invaluable services to our member school districts without any fee, helping to ensure a complete, competent, and successful search.

MASSACHUSETTS ASSOCIATION OF SCHOOL COMMITTEES

The Massachusetts Association of School Committees (MASC) submits this proposal. MASC is located at One McKinley Square, Boston, MA 02109. For the purposes of this proposal, the lead search consultants will be MASC Executive Director Glenn Koocher and Field Director Michael Gilbert. They will personally manage all aspects of the search process and will, subject to unavoidable schedule conflicts, be present during the meetings, interviews, and all other sessions related to the search. In addition, they will be available to the school committee or search committee at any time.

MASC has managed a number of recent superintendent searches. MASC has considerable experience supporting school districts engaged in searches. Mr. Hardy and Mr. Koocher can be reached at or through the following:

Phone: 617-733-0497 (Koocher Cell);
 508-277-6011 (Gilbert Cell)
 617-523-8454 (Boston Office)

MASC Fax: 617-742-4125

E-Mail: gkoocher@masc.org mgilbert@masc.org

All MASC Field Staff can be reached through the Boston Office or via cell phone. The MASC web site provides an updated list of all staff cell phone contact numbers should you wish to contact them at any time.

PROPOSAL FOR SUPERINTENDENT SEARCH CONSULTING SERVICES

I. INTRODUCTION

The Massachusetts Association of School Committees is pleased to have the opportunity to present a proposal for its search services to the School Committee.

The cumulative experience of sixty years served on School Committees by MASC staff together with the expertise of professionals in educational administration will be available to address the needs of your community and your schools as you seek a Superintendent of Schools.

MASC has designed its Search Service to offer maximum flexibility to the Committee and to ensure that the Committee has full management of the decision-making process. MASC does the "legwork" associated with the search so the Superintendent Search Committee and School Committee can concentrate on the most critical steps in the search: interviewing the most qualified applicants and selecting the next Superintendent.

II. MASC SEARCH SERVICES

MASC is prepared to fulfill every requirement specified in the request for proposals, meeting or exceeding all requirements¹

¹ MASC is prepared to fulfill every requirement specified in the request for proposals, meeting or exceeding all requirements¹

- a. Search Committee Orientation. MASC provides an extensive search committee briefing (outline attached).
- b. Focus Groups. MASC, at the discretion of the School Committee, will conduct focus groups at each school level (often at each school), and holds separate meetings with community stakeholders, teachers, administrators, and central office personnel.
- c. As an option or in addition to focus groups, we have the electronic survey capacity to identify community issues and priorities.
- d. Focus Group Summaries. MASC will compile focus group or survey report summaries as requested to help School Committee get a good sense of needs, priorities and stakeholder opinion. Samples are available upon request.
- e. Developing Leadership Criteria. MASC works with the School Committee to take the results of the focus group and to meld them with the board's priorities to develop leadership criteria. MASC is part of the MA DoE Leadership Project and has access to several samples as well.
- f. Profiles and Realistic Candidate Qualifications. MASC has many models and has demonstrated a well established capability of defining candidate qualifications in collaboration with the School Committee.
- g. Competitive Salary Ranges. MASC provides each member with an up to date statewide salary survey. In addition, we have other resources related to contracting and other compensation benefits.
- h. Recommended Budget. MASC has submitted to your School Committee its comprehensive guide "Looking for a Leader" that gives a full perspective on the search process and potential costs and all aspects of superintendent searching.
- i. Reference Checking. MASC assists districts with reference checks or works with the School Committee to conduct reference checking as directed. We also have resources for reference checking and site visits.
- j. Question Development. MASC shares its resources and guides to question development and has several dozen

Each step of the search process for your next Superintendent must be carefully planned to meet the needs and expectations of the Superintendent Search Committee. Generally, the MASC Search Service consists of the following elements:

A. General Consultation

During the initial visit with the Superintendent Search Committee, the MASC consultant will discuss options with the Committee and explain the MASC Search Service in detail. Specific items to be covered at that time include:

- A vision of the school committee as it begins its search to set guidelines for all phases of the search, including:
 - Assessment of the search environment.
 - Analysis of the district needs and goals.
- Planning a timetable;
- Defining the scope of the search, superintendent qualifications, community and staff involvement, including use of a Search Committee;
- Requirements of the public records and open meeting statutes;
- Requirements for certification in Massachusetts;
- Contractual details and other concerns that the Committee wishes to address.
- Assisting in the public information component of your search.

Throughout the search, the MASC staff consultant will provide regular updates on the progress of the search and will be available at all times to provide general consultation and answer questions.

models of questions from which the search committee or school committee can craft its questions.

- k. Resume Screening. MASC will train the search committee or school committee to screen resumes and assist them in doing so. In addition, we will review and screen candidates and provide a recommended list of initial candidates for screening and interview at the discretion of the search or school committee.
- k. Recommending Finalists. MASC will guide the search committee or school committee in identifying its finalists.
- l. Verifying Credentials. This is a routine part of the application process. In addition, credentials must be thoroughly verified prior to the finalist stage.
- m. Background Checks. MASC conducts thorough background checks as a routine part of a search process.
- n. Attend First and Last Interview Sessions. It is generally expected that the search consultant will attend all interview sessions, acting as a liaison between the candidates and the committee(s).
- o. Establish Contract Parameters. MASC provides not only on site guidance and technical assistance, but has a resource document with an inventory of items that may be included in a contract proposal.

B. Announcement of Vacancy

MASC is in an excellent position to announce the vacancy nationwide. The network of organizations and services that MASC will contact via first class mail and/or web site postings to announce the vacancy includes, but is not limited to:

- More than 900 superintendents and assistant superintendents on our distribution lists.
- Vocational and technical school administrators.
- All state school boards associations and state superintendent associations.
- National School Boards Association.
- National Association of Superintendent Searchers.
- College and university placement offices that offer advanced degree programs in educationally related fields.
- Announcements in MASC and MASS publications.

In addition, the Committee may wish to place advertisements in local or regional newspapers and other publications such as Education Week and local and regional outlets.

Working with the Committee, MASC will develop, design and print an application form and a brochure to advertise the vacancy and outline application procedures. Copies of the brochure and the application form will be sent to all the organizations listed above and to all persons who indicate an interest in applying for the position. Copies of all such materials will be available to the Committee.

C. Recruitment

MASC will recruit candidates actively through its network of professional associations, academic institutions, colleges and universities, personal contacts, media, and advertising in addition to responding to candidate inquiries. Complete packages of information about the search will be distributed to a list that can be extended to more than 1,200 members of the professional educational community. In addition, MASC will work with the School Committee to develop the advertisement copy and promotional information as noted above and below.

All candidates are provided with information to reach the search consultant at any time, including cell and home phone numbers.

D. Application Processing

Each person who inquires about the position will receive an application form, a brochure indicating the qualifications required for the position and providing information about the community and the school system, and a document listing the requirements for Massachusetts's certification as a superintendent.

A complete application file includes the following:

- A completed application form

- An up-to-date resume
- A copy of the applicant's Massachusetts certification for the position of superintendent or evidence that the applicant is eligible for Massachusetts certification and has an application on file with the Department of Education. ***These documents must be received by MASC or be postmarked on or before the announced deadline.***
- A university placement file or other transcript, credit and degree documentation;
- Three current letters of reference.

Files of all applicants to be interviewed by the Committee will be provided to the Committee for use during the interviewing and reference-checking process. Throughout the application process, the Committee will be updated regularly.

III. COMMUNITY AND STAFF INVOLVEMENT

If the Committee is interested in involving staff and the community in recommending the qualities and strengths that the Committee should seek in a new superintendent, the consultant will discuss with the Committee the form that such involvement might take and the extent of the consultant's participation in this phase of the search.

MASC will conduct focus groups for faculty, parents, students, the other community stakeholders and the public at large and compile a report to help guide the process, define the credentials and profile of your next superintendent, and identify the priorities of the people who will work with your new leader.

In addition, MASC has the capacity to offer community members an opportunity to respond electronically via an on-line survey instrument which has often been preferable to live focus groups.

MASC will also orient the School Committee and/or the Search Committee to the full extent of their responsibilities and with detailed presentations on their roles.

IV. SCREENING PROCESS: SELECTION OF SEMI-FINALISTS

MASC will screen candidates and rate them and may call upon a screening committee composed of two persons selected from a cadre of qualified professionals and the MASC lead consultant. They will screen the applications based upon the criteria determined by the Committee and recommend candidates for further screening and an initial interview by the Search Committee or School Committee. The consultant will deliver the files of those selected as semi-finalists to the appropriate Committee, notify the unsuccessful applicants, and will attend all interviews if it is the wish of the Committee that MASC do so. (It is generally expected and anticipated that the search consultant will attend all interviews and screening sessions.)

Should a search committee be used, following the initial interview, the consultant will present the names and files of those selected as finalists to the School Committee.

Prior to the finalist interviews, the consultant will meet with the Committee to establish an interview schedule, to discuss the interview process and to assist in selecting and developing questions.

V. THE FINAL SELECTION

Following selection of the finalists, the consultant will notify those semi-finalists who were not selected and will schedule finalists' interviews.

The consultant will assist the Committee at its discretion in in-depth reference checks and with the scheduling of visits to the finalists' communities. MASC has special resource material for the reference checking process.

The consultant will notify the successful applicant and the unsuccessful finalists.

The Committee will probably wish to involve its legal counsel in contract discussions. However, MASC will also assist in contract negotiations with the prospective superintendent and provide resources to the Superintendent Search Committee and School Committee as their needs require.

VI. FOLLOW-UP

After the Superintendent has had the opportunity to become acclimated to his/her new situation, MASC will be available to conduct a workshop for the Committee, the Superintendent and those administrators selected for participation by the Committee. This session deals with the Roles and Responsibilities of the Committee and the Administration and with other issues that the Committee might wish to address. The workshop will be scheduled at the convenience of the Superintendent School Committee and Administration.

MASC will work with the School Committee and superintendent as part of your association membership to engage in professional development, support, and resource network to ensure that your superintendent becomes a successful leader. This commitment is ongoing from year to year.

Should the individual retained as superintendent fail to complete two years of service to the district, MASC will assume responsibilities of re-instituting the search process at no additional charge to the School Committee.

VII. COST PROPOSAL

The total cost of the superintendent search consultancy includes three elements: the process that includes professional services, consultant expenses, postage and collateral material preparation, and advertising.

A. Search Process and Consulting Services

\$ 9,500 (includes all staff, labor and consulting services) for MASC Member Districts.

B. Expenses

1. Consultant's travel, telephone, and similar incidental expenses are charged to the Committee up to a maximum of \$1,500. This is generally limited to mileage reimbursement at the IRS approved rate which is currently (2017) 53,5 cents per mile.
2. Printing and postage are charged to the Committee at actual production and postage costs without markup. An accounting of expenses will be provided to the Committee.

Total liability for expenses covered under sections 1 and 2 above will not exceed \$2,500.

3. The School Committee will reimburse MASC for the cost of advertising chosen at the discretion of the Committee. MASC will place the advertising and design the advertisement copy as part of its professional service (above) and bill the Committee directly for its exact costs, without any markup but including any agency discount. (See below.)
4. The School Committee will be responsible for reimbursing at its discretion candidates who are invited to the district for interviews or site visits and for its own travel to site visits of candidates' home districts.

C. Advertising

Since the cost of advertising can vary greatly depending on the publications that the Committee selects for its announcement of the vacancy, paid advertising is billed to the Committee at the actual cost of the ads. Ads in the Springfield Union, or in the Sunday Boston Globe or Education Week could cost approximately \$2,800 to \$4,000 depending on size. The Committee will be provided with copies of the bills and advertisements.

WHY SHOULD MASSACHUSETTS ASSOCIATION OF SCHOOL COMMITTEE MEMBERS RETAIN MASC AS THEIR SEARCH CONSULTANT?

MASC prioritizes "customer service" to its members. That means:

- MASC has worked collaboratively and successfully with vocational and technical school districts.
- You always have fast and direct access to your MASC staff (including office, e-mail, cell phone, and home phone information).
- The search is adapted to meet your requirements and preferences. You get the search services you want, and not the search process someone has decided you should have.
- You will know your search consultant because they're full-time employees of MASC and work with you throughout the year.
- MASC staff are "in the building" with you at every phase of the search, including working with the search committee, question development, resume screening, all interviews, and, subject to the desire of the school committee, deliberations.
- MASC has extensive and invaluable resource materials to assist you in every phase of your search including: selecting and orienting your search committee, recruiting, question development, parliamentary procedures, processes for candidate screening, site visiting, formally electing a superintendent, and transitioning.

MASC serves your search committee in the same way with a successful track record of orientating and supporting this group to help you find the best candidates.

MASC is your association and represents you, your district, and your interests.

Our search staff have all served on School Committees and understand how board members relate to the search process. While we recruit actively and welcome respectfully all candidates for your superintendency, each MASC search generates a fresh and independently recruited group. We do not maintain a "stable" of candidates whom we impose on School Committees, nor do we exclude candidates who are outside our circle of contacts. Many interested candidates maintain active contact with MASC throughout the year.

- MASC's panel of reviewers also includes respected and experienced educators who can assist you in screening candidates. However, the School Committee (and search committee) have access to all applications and support materials at all times to ensure that you will have final say on their decisions.

MASC has been conducting successful superintendent searches for more than 35 years.

We work directly with most of the state's School Committees and superintendents and collaborate with the National School Boards Association and the National Association of Superintendent Searchers (MASC's staff are all active members of NASS.)

- MASC works with you to analyze your needs, conduct community focus groups, and develop a report to help you determine the best process, credentials, background, and candidate profile for your superintendency.
- MASC has a track record of recruiting superior candidates to meet your school system's needs so you can hire the kind of superintendent you want, not the candidate someone has decided you should have.

When your search is concluded, MASC continues to serve you as it has since 1947.

We don't disappear when the new superintendent is hired, nor do we use the search process as a vehicle to generate subsequent consulting services. MASC works with you and your new superintendent to ensure the success of the search process and the continued success of your School Committee and school district.

MASC has the resources in-house to assist you and to help manage expenses:

The success of your search relies more on the diligence of your search team than on the money you spend. We know how tight budgets are and we work with you to manage your search costs.

- MASC's staff is part of your search team. They include experienced search consultants who have served on School Committees and who understand how important the superintendent/School Committee relationship is. They're also experienced in the administrative, procedural, public relations, communications, and political aspects your job – experience that is invaluable during a superintendent search and work year-round.
- Our communications director leads the editorial and creative arts team that includes our full-time graphic designer to ensure that you have direct contact with the team and speedy turn-around of the brochures, advertising copy, and materials you need.
- MASC works with our advertising agency to secure timely ad space where you want it and imposes no service charges or mark-up.

MASC recruits nationally and actively from pools of qualified candidates, working collaboratively with the 52-member roster of National School Boards Association and 50 state superintendent organizations.

- MASC cultivates relationships with both institutional and professional sources to recruit outstanding candidates and maintains a large distribution list and contact list to help spread the news of your position, identify potential candidates, collaborate with institutions of higher education that train school administrators, and advertise nationally.

MASC works with you throughout the search process to the contracting and settling-in stages.

MASC is with you at every step and provides many "added value" components to its professional services. Our staff have demonstrated experience in:

- Complying with and interpreting the Open Meeting Law, procedural requirements, rules of order, and other technical process questions.
- Providing School Committees with guidance on some of the intricate steps for administrative procedure, parliamentary process, community relations, communications strategies and working with the media, and advising the chair on meeting strategies.
- Maintaining confidentiality.
- Guiding you through unexpected developments.
- Developing the kinds of interview questions that get candidates to think, reveal themselves, and demonstrate competence.
- Maintaining contact with candidates throughout the process and providing them with timely information and decisions.
- Checking references with our counterparts in the NSBA member network.
- Resources for arranging site visits to see the people you want to see.
- Identifying the key components of employment contracts and assisting you in negotiation

MASC SEARCH CONSULTANT TEAM WORKING FOR YOU

Glenn Koocher, M.P.A., Executive Director

Mr. Koocher supervises all superintendent searches and frequently leads community focus groups. In addition, he recently conducted, as lead consultant, the superintendent searches for Acton Boxborough, Arlington, Granby, Haverhill, Randolph, Leominster, Marlborough, Middleborough, Minuteman Technical School District, Nantucket, Pembroke, Silver Lake, Southeast Regional, Southern Middlesex Technical District, Springfield, Tantasqua, Wachusett Regional, Norwood, Watertown, Peabody and Winthrop. He served for 12 years on the Cambridge School Committee.

James Hardy, M.P.P., Field Director/Search Consultant

Mr. Hardy, a former member of the East Bridgewater School Committee, has been a member of the MASC staff for twelve years. He is a former president of the National Association of Superintendent Searchers. Hardy has been the lead consultant on more than five dozen superintendent searches and has been consultant to Mansfield, Martha's Vineyard, Dartmouth, Greater New Bedford Vocational and Pembroke in 2016-17. He is also MASC's Policy Director (Bio is attached.).

Michael Gilbert, Field Director/Search Consultant, Northeast MA

Mr. Gilbert has an extensive background in training, technology, government relations, and policy which he also directs for MASC. He founded the MASC Listserv, is currently directing searches in Ayer-Shirley Regional and Wilmington, and has directed several searches, most recently Pentucket, Stoneham, Amesbury, and Ashland since joining MASC in 1996. Mr. Gilbert is a Framingham native and former member of the Holliston School Committee and the Whittier Vocational Technical School Committee. Mr. Gilbert served a combined 20 years as a School Committee member. (Bio attached.)

Patricia Correia, Field Director/Search Consultant

A twelve year veteran of the Springfield School Committee, Ms. Correia joined the MASC staff in 1996. She is experienced in the full range of field services work and has managed more than thirty searches in Central and Western Massachusetts in addition to facilitating MASC's Training and Development services. (Bio is attached.)

Jenifer Handy, Communications Director

Ms. Handy has been a member of the MASC staff for 27 years and directs communications and publications operations. She is directly accessible to districts for developing print materials, including brochures, advertizing, and press releases and collaborates on media and superintendent searches.

Kari MacCormack, Graphic Designer

Ms. MacCormack has been MASC's Graphic Designer for nine years. She is responsible for the design and "look" of all MASC publications and printed materials for superintendent searches.

Tracy Novick, Field Director, Social Media

Ms. Novick joined MASC in 2016 as a field director with special focus on member services and social media. Ms. Novick has worked on Superintendent Searches and led several sessions and seminars in social media, advocacy, and community outreach and is a former member of the Worcester School Committee.

Nanette Olsen, Superintendent Search Coordinator

Ms. Olsen will be among the first contacts with MASC for your candidates. As the administrative staff person responsible for managing the flow of information, mailings, tracking candidate applications, and following up on any search detail, she is MASC's principal in-house search coordinator.

Dorothy Presser, Field Director/District Governance

Ms. Presser is a 17 year school committee veteran who was the principal developer of the MA District Governance Support Project that provides professional development to elected board members on strategies to improve student achievement. She also works on superintendent searches and policy services in addition to a leading role on public policy development.

MASC RECRUITING RESOURCES FOR SCHOOL COMMITTEES

DIRECT MAIL AND OUTREACH:

- 1,200 Person Recruitment List maintained by MASC.
- Extensive List of New England and Regional School Superintendents
- National Association of Superintendent Searchers (MASC is the state's only member superintendent search organization.)
 - National School Boards Association and the 52 State and Territorial Affiliates
 - Particular attention to NY, CT, PA, NH and New England Superintendents and Retirees.
- American Association of School Administrators and the State Association Network
- Career and Placement Offices of Private and Public Colleges and Universities that Train Superintendents
- Graduate School Program Administrators who train superintendents
- Urban Superintendent's Network
- Foundations that Support Public Education
- Councils of Urban Boards of Education
- Associations Representing Principals and Special Education Administrators

PERSONAL RECRUITMENT²:

- MASC and other members of the NSBA state association network regularly discuss the pool of interested candidates, including recent retirees who are eager to serve in other states for 5-10 years.
- Direct contacts with prospective superintendent candidates who are identified from:
 - MASC extensive relationships
 - School Board Associations extensive relationships
 - References from graduate schools and professional contacts.

RECOMMENDED MEDIA:

- Education Week (read by 55-60,000 aspiring administrators weekly)
- Local Media as Directed
- NY Times, Boston Globe (On line advertising is more cost efficient than print advertising.)

REFERENCES:

The School Committee should feel free to contact the school committees of any district listed on the list of completed searches.

² MASC does not maintain a "stable" of candidates who are automatically pooled as potential candidates for every client district. We do have extensive personal and professional relationships with education professionals who include current and aspiring superintendents, candidates who have expressed interest in MA superintendencies, previous MA superintendency candidates and others. These contacts include most Massachusetts superintendents and Assistant Superintendents and many out of state professionals.

MASC MEMBER SERVICES FOR SUPERINTENDENT SEARCHES
No-Fee Technical Assistance Services to School Committees

Should your district elect to oversee its own search using technical assistance from MASC, the following services would be provided without fee. Mailing and advertising charges are assessed only if MASC has to pay a printer or postage for your materials. There are no labor charges.

Technical assistance to:

- Assess your capacity to conduct your own search, identify processes, set timelines, review the marketplace for candidates, and help with many other elements.
- Posting on the MASC web site.
- Distribution of your vacancy to other state school boards associations' web sites under the umbrella of the National School Boards Association federation.
- Distribution of your search materials to extensive MASC recruitment data base. (District pays only print and postage costs.)
- Graphic Design Assistance to prepare your printer ready brochure and collateral materials such as the application form.
- Posting of on-line superintendent search survey for on-line focus group.
- Recommendations for appropriate paid advertising.
- Design and placement of your media advertisements. (Districts must pay cost of advertising as charged by media outlet.)
- Orientation of your Search Committee.
- Assistance in developing questions for candidates at various stages, including question analysis.
- Guidance on adhering to the MA Open Meeting Law.
- Assist you in preparing for a site visits.
- Telephone access for questions.
- Other services by request, subject to availability of staff.

Certain costs to the district may be unavoidable. They include:

Printing and Mailing of Promotional Materials:

Printing of Brochure (Depending upon size, color, etc.)	\$ 800- \$1,200
Postal Distribution to MASC Recruiting List	\$ 700 (postage only)

Media/Advertising Costs:

Education Week –National Education Publication -	\$ 1,900
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Minority Media Opportunities, as charged by the publication

REFERENCES

Marti Morrison
Former Chair
Marshfield School Committee

Rae-Ann Trifulo
Chair, Narragansett Regional School Committee

Margeaux Weber
Chair, Barnstable School Committee

Sampling of MASC Searches and Superintendents Selected over the Past Two Years

Watertown – Diane Galdston
Stoneham – John Macero
Webster – Ruthann Petruno Goguen
Hudson – Marco Rodrigues
Greenfield – Jordana Harper
Fall River – Mathew Malone
Malden – John Oteiri
Barnstable - Meg Mayo-Brown
Waltham – Drew Echelson
Narragansett Regional – Christopher Casavant
Braintree – Frank Hackett
Dighton-Rehoboth – Anthony Azar
Hopedale – Karen Crebase
Marshfield – Jeffrey W. Granatino
Ayer-Shirley – Mary Malone
Nashoba Regional District – Brooke Clenchy
Amesbury – Gary Reese
Lowell – Salah Khalfoui

Technical Assistance to Districts Managing Their Own Searches:

Andover – Sheldon Berman
Belmont – John Phelan
Clinton – Stephen Meyer
Norwood – David Thomson

SAMPLE TIMELINE – CAN BE EXPEDITED IF DESIRED WITH SHORTER PHASES

KEY DECISIONS

- Designated Liaisons
- Selection Criteria
 - Criteria
 - Qualifications
 - Timeline
 - Submission Deadline
- Compensation
- Collateral Materials – Incl. Text for Brochure
- Advertising
- Special Instructions
- Focus Groups and Surveys
- Search Committee
 - Number
 - Membership
 - School Committee Participation
- Recommendations to School Committee
- Site Visits
- Public Interviews
- Vote to Hire

Superintendent –TIMELINE (Sample)

October	Authorization to Start – Planning Begins
Mid-October	Selection Criteria and Initial Decisions Made
Mid-October	Advertising Approved and Placed Collateral Material Approved
Oct.-Nov	Focus Groups and Surveys Conducted On Line Survey Open
Oct. 16, 2017 (Week of)	Advertisements Appear, Applications Available Search Committee Appointed
Prior to November 17	Search Committee Oriented and Trained
Mid- Nov.	Focus Groups and Survey Report Provided
November 17	<u>Search Closes</u> – Applications Provided to Search Committee
Through 12/15/17	Initial Screening and Interviews
Week of January 2	Search Committee Reports to School Committee Recommended Candidates
January	Site Visits and Public Interviews
February 12	Vote to Hire



Acton-Boxborough Regional
School District
Superintendent Search Proposal

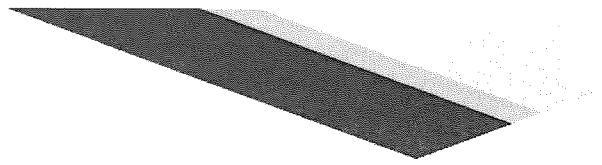


HYA Executive Search
Hazard, Young, Attea & Associates



HYA Executive Search

Hazard, Young, Attea & Associates



October 10, 2017

Ms. Amy Krishnamurthy, School Committee Chair
Acton-Boxborough Regional School District
16 Charter Road
Acton, Massachusetts 01720

Dear Members of the Acton-Boxborough Regional School District School Committee:

Thank you for the opportunity to present this overview of the services that Hazard, Young, Attea & Associates, (HYA) can provide to the Acton-Boxborough Regional School District in your search for a new Superintendent. Why is HYA exceptional amongst educational search firms? We believe it is due to the following factors:

NATIONAL REACH – LOCAL KNOWLEDGE: We have conducted over 1200 searches and are represented by associates across the nation. We have also conducted searches for more than half of the member districts of the Council of Great City Schools and 47 of the 100 largest districts in the country.

THE COMMITTEE PORTAL: Communication and organization are critical to successful searches. Our web-based delivery system gives the Committee anytime, anywhere access to all documents regarding the search. Whether through a tablet, smart phone, laptop or desktop computer, the Committee and the search Associates have confidential access to all information associated with the search in an organized, transparent, and timely manner.

RESEARCH BASED COMMUNITY ENGAGEMENT: HYA's community engagement process and online survey employ research-based approaches to identifying the goals, needs, and priorities of the school system along with the desired characteristics of its next leader. The survey was developed based on research on effective leadership.

MORE THAN A BACKGROUND CHECK – EXECUTIVE DUE DILIGENCE: HYA's comprehensive and expanded background checks are completed by independent third-party investigators and include an executive summary allowing for an analysis of findings, not simply dozens of articles and documents for Committee members to read.

The following is our technical proposal. Additionally, the brochure entitled, HYA Signature Search Process, defines a prototypical search, but please know that HYA customizes each search to the District's and Committee's specific needs and wishes.

Sincerely,

Dr. William H. Adams, East Coast Regional President
Hazard, Young, Attea & Associates
HYA Executive Search Division of ECRA Group, Inc.

www.ecragroup.com

ECRA Group, Inc.
1475 E. Woodfield Rd., 14th Floor
Schaumburg, IL 60173
(847) 318-0072

East Coast Regional Office
Jersey City, NJ

West Coast Regional Office
Palo Alto, CA



INTRODUCTION

Hazard, Young, Attea and Associates, (HYA) Proposes to conduct a national search for talented and highly qualified candidates for the position of superintendent of Schools for Acton-Boxborough Regional School District (hereinafter referred to as ABRSD).

Information on our firm and the search process are detailed under separate cover titled *HYA Signature Search Process*. This document serves to clearly outline the specific services, deliverables and costs proposed for Acton-Boxborough Regional School District.

SCOPE OF SERVICES

Full descriptions of each phase in our search process are available in our *HYA Signature Search Process* brochure. HYA shall provide the following services and deliverables.



Engage Phase

- Conduct a Planning Meeting with the Committee and provide a summary of said meeting which will detail the timeline and steps of the search process and decisions made by the Committee;
- Survey community constituents electronically and provide a report of findings;
- Provide for up to four individual consultant days for interviews, focus groups, and/or town hall meetings to gather in-person input from constituent groups as decided by the Committee; additional days are billed at \$1000/day;
- Present a *Leadership Profile Report* to the Committee, and propose *Desired Characteristics* based on the data from the survey, interviews with district and community representatives and other material made available to the associates;



Recruit Phase

- Prepare and place advertisements as selected and paid for by the Committee;
- Recruit and contact candidates utilizing national networks;
- Correspond with candidates regarding the search process, timeline, *Leadership Profile Report* and *Desired Characteristics*;
- Interview candidates;
- Conduct reference checks;
- Identify best qualified candidates;
- Prepare application materials of selected slate of candidates for Committee consideration;



Select Phase

- Present a slate of candidates, the number of candidates to be determined by the Committee with a recommendation from HYA;
- Conduct the Interview Workshop and provide materials and protocol to ensure informative effective Committee interviews;
- Schedule interviews for the Committee with selected semi-finalists and finalists;
- Facilitate Committee discussion to narrow candidate pool after each round of interviews;
- Coordinate and provide third party, independent investigative background check(s) of candidates as selected and paid for by the Committee;



Transition Phase

- Communicate with all unsuccessful candidates at the close of the search and the appointment of the new Superintendent;
- Hold a debriefing meeting with the new Superintendent and Committee regarding information learned throughout the search process;
- Offer other transition services to be considered by the Committee and if desired, paid for by the Committee.



FEES

In consideration for Services, the District will pay to ECRA/Hazard, Young, Attea and Associates:

- A. Consulting Fee for the search in the amount of \$23,500. This fee is due in three installments
 - 50% will be invoiced upon execution of the contract/agreement and completion of the Planning Meeting
 - 25% will be invoiced upon presentation of the Leadership Profile Report
 - 25% will be invoiced upon presentation of the slate
- B. Based on past experience, HYA has designed advertising packages to maximize exposure for the vacancy. The Committee will choose the package that best suits their needs. The cost ranges from \$1950 - \$5000. See Appendix A in the HYA Signature Search Process for additional details.
- C. Background checks/Executive Due Diligence Services as selected by the Committee. The cost ranges from \$1105 - \$1950 per candidate. See Appendix B of the HYA Signature Search Process brochure for investigative procedures and options.
- D. Printing and Postage; HYA is a green corporation whereby all documents related to the search will be provided via a Committee portal. If the Committee wishes to have hard copies, 3% of the Consulting Fee will be added to the agreement as an additional fee to cover the costs associated with printing, binding and shipping all materials.
- E. The Community and Leadership Profile Survey is offered in English and Spanish. If the district wishes to offer the survey in additional languages, the fee is \$315 per language. Please allow up to two weeks for translation.

Reimbursable Expenses

Expenses related to travel of the candidates and consultants will be borne by the Committee. HYA directs its associates and candidates to utilize the United States General Service Administration (GSA) guidelines (<http://www.gsa.gov>) for business travel in their given area. Mileage reimbursement is based on current IRS guidelines.



Optional Transition Services

The transition Phase consists of assisting the Committee and new Superintendent to assure a successful transition. HYA associates will meet with the new Superintendent and Committee leadership regarding the information learned throughout the search process. In particular, the *Community and Leadership Profile Survey Report*. HYA offers additional Transition Services, please see appendix C of *HYA Signature Search Process* brochure for a listing of transition services.

- \$3000 Board Governance Workshop
- \$5000 Board Goal Setting and Superintendent Evaluation
- \$15,000 Comprehensive First Year Support (includes Governance Workshop and Board Goal Setting and Superintendent Evaluation)

Other transition services quoted based on student population.

THE SEARCH TEAM

HYA assigns an individual management team to each executive search that it conducts. Upon the concurrence of the Committee, HYA proposes the following search team for ABRSD.

HYA Associate	Cell Phone	Email
Brenda Finn	413-221-0343	brendaf@maia.org
Don Macrino	860-625-5536	dmacrino@saint-bernard.com

Executive oversight for each search is provided by the regional president,

Name: Dr. William H. Adams

Contact: 609-471-4046

The Director of Operations, Therese Meyer, serves as project manager and can be reached at 847-318-0072 and theresemeyer@ecragroup.com



GUARANTEES

Fixed Price

Throughout the search process the consultants will be available to counsel with the Committee about the search. The consultants will assist the Committee until the Committee determines it has found the appropriate candidate for the position.

Non-Solicitation of Selected Candidate

The Superintendent appointed with HYA's assistance will not be presented to another Committee as a candidate if it would result in the Superintendent leaving the District within five (5) years of employment unless the Committee provides written authorization to HYA that they may do so.

Two-Year Window

If the Superintendent departs from the position during the first year under any circumstances or within two (2) years if a majority of the Committee is still in place, HYA will conduct a new search for the Committee for no additional consulting fee.

Price Match

HYA will agree to match the price of any competitive bid as long as the bid is for a comparable level of services and support (both time and process).



REFERENCES

HYA's reputation for effectiveness and integrity is extremely important. The following references were chosen because the Committee worked with the HYA consultant(s) being proposed for the search or because the district has a similar demographic profile to the district. The reference contact information includes the Committee President of the District. In addition to the references listed below, an extensive list of national searches our firm has completed since 2012 is attached.

District Name and State	Reference Name	Contact Information
Cambridge Public Schools (MA)	Barbara Allen	617.349.6441
Carlisle Public Schools (MA)	Melissa McMorrow	978.369.6550
Lexington Public Schools (MA)	Margaret Coppe	mcoppe@sch.ci.lexington.ma.us
Marlborough Schools (MA)	Arthur Vigeant	508.460.3552
Somerville Public Schools (MA)	Paul Bockelman	617.833.8883

BRENDA FINN

EDUCATION

Ed.D.	University of Massachusetts Amherst, MA
M.A.	Middlebury College, Middlebury, VT
M.Ed.	University of Massachusetts Amherst, MA
B.A.	University of Massachusetts Amherst, MA

PROFESSIONAL EXPERIENCE

2016-Present	Associate, Hazard, Young, Attea & Associates (II)
2008-Present	Educational Consultant/Mentor to Superintendents & Principals, NH And MA
2003-2008	Superintendent, Concord Public Schools & Concord-Carlisle Regional School District (MA)
2000-2003	Superintendent, Gill-Montague Regional School District (MA)
2009-2015	Founding Principal, Strategic Consultant Massachusetts International Academy (MA)
1997-2000	Vice President-Academic Affairs, CVTC, State of Wisconsin Technical College System (WI)
1991-1997	Principal and Associate Principal, Memorial High School, Eau Claire Area School District (WI) Principal and Associate Principal, Sonora High School, Fullerton Joint Union School District (CA)
1975-1991	Teaching & Counseling Experience, Longmeadow High School (Longmeadow Public Schools, MA); Franklin Junior-Senior High School (Franklin Public Schools, NH), American Nicaraguan School (Managua, Nicaragua)

PROFESSIONAL ACHIEVEMENTS

Member, Chamber of Commerce Business Education Committee, Marlborough, MA, 2009 to present
Presenter, Harvard University Graduate School of Education, May 2014, Global STEM Education Center
Member of the Massachusetts Association of School Superintendents, Global Education/21st Century Skills Committee, 2008 to 2014
Member of national/regional educator delegations to China (2014, 2006, 2005) and to Japan (2005); visiting educator to China, 2010 & 2009
Program evaluator on site visits for NEASC, WASC, NCACS
Presenter, University of Massachusetts, regarding the need for flexibility, transparency, and nimbleness in implementing study programs for students
Presenter, Massachusetts Association of School Committees/Massachusetts Association of School Superintendents Conference, speaking to topic of expanding student options
Member of the Massachusetts School Superintendents Professional Development Committee, 2001-2008, designing state professional development and annual conference for public school educators
Recipient of Eau Claire (WI) Chamber of Commerce Business/Education Award, 2000, 1999
Presenter, American Educational Research Association (AERA) annual conference, Chicago, 1997. Coalition for School Improvement annual conference, Chicago, 1996. Wisconsin Association for Supervision and Curriculum Development (WASCO) regional conference, Eau Claire, 1996
Guest lecturer on subjects of educational leadership, instruction, and cultural diversity, University of Wisconsin, School of Education, Eau Claire, 1994-2000
Eau Claire Excellence in Education Educator Award, 1995
Danforth Program for School Leadership Fellowship, 1988-91; University of Massachusetts Amherst
National Endowment for the Humanities (NEH) Independent Study Program Fellowship, 1988 Awarded grant to pursue independent scholarship on the Old Testament
National Endowment for the Humanities (NEH) Summer Seminar Fellowship, 1987; studied the poetry of William Carlos Williams and John Berryman focusing on the modern autobiographical epic
Longmeadow Teacher Award, 1984, 1985, 1990. Longmeadow Education Association Award, 1985
Danforth Fellowship for Rural Teachers Program, Middlebury College, 1978, 1979. Culminated in MA

PUBLICATIONS

Co-author. *Acculturation in the Cognitive Style of Laotian Hmong Students in the United States*. In Annual Editions: Multicultural Education, 1998, 99/2000, 188-194. Guilford, CT: Dushkin/McGraw-Hill.
Co-author. *The Effects of Cultural Experience on the Cognitive Style of Laotian Students in the US*. Current Issues in Asian Pacific American Education, 171-183. South El Monte, CA: Pacific Asia Press.
Co-Editor. *Matters of Consequence: Reflections of Ralph Tyler on Education and Learning in a Democracy*. Amherst, MA: University of Massachusetts.
Co-author. *Hmong Students' Learning Style: A Follow-up Report*. WI School News, 52(4), 8-12.
Author. *Gangbangers on the Educational Fringes*, Equity & Excellence in Educ., 1996, 29(1), 68-76

DONALD MACRINO

EDUCATION

M.A. Sacred Heart University
B.A. Eastern CT State University

EXPERIENCE

2015- Associate, Hazard, Young, Attea & Associates, IL
2014- Headmaster, Saint Bernard School
2013-2014 Interim Principal, Wheeler Middle School High School
2013-2013 Interim Principal, Veteran's Memorial School
1997-2013 Principal of Waterford High School, Waterford High School, CT
1995-1998 Assistant Principal, Clark Lane Middle School, CT
1973-1995 Dean of Students, Teacher of English, New London High School, CT

PROFESSIONAL AFFILIATIONS

Connecticut Association of Schools (CAS)
Executive Board, Eligibility Review Board, Critical Issues

National Association of Secondary School Principals (NASSP)
Executive Board, Finance Committee

New England Association of Schools and Colleges (NEASC)
Assistant Chair Visiting Committee

Governor's Red Tape committee

OTHER AFFILIATIONS

Diocesan Review Board Diocese of Norwich, CT
Title: Chairman

St. Joseph's Church New London, CT
Title: Parish Council Chair, School Board Member

Sons of Italy New London, CT
Title: President (former)

City Council New London, CT
Title: City Councilman

WILLIAM H. ADAMS

EDUCATION

Ed.D.	Rutgers University, New Brunswick, NJ
M.A.	Rowan University, Glassboro, NJ
B.A.	Rowan University, Glassboro, NJ

EXPERIENCE

2014 – Present	East Coast Regional President, Hazard, Young, Attea & Associates
2006 – 2014	Ray & Associates, Cedar Rapids, IA
1987	New Jersey Regional Day School at Mannington
1986 – Present	CEO and Principal Consultant, W.H. Adams & Associates, LLC, Naples, FL
1984 – 1988	Radey & Fuller Associates, Cherry Hill, NJ
1982	US Department of Education, Title VI Grant
1977	NJ Council on Vocational Education, Trenton, NJ
1973 – 2008	Superintendent of Schools, Salem County Vocational Technical Schools, Woodstown, NJ
1969 – 1973	High School Principal , Camden County Vocational Technical Schools, Pennsauken, NJ

AWARDS

AASA Distinguished Service Award, 2010
NJASA Designated Superintendent Emeritus, 2009
National School Boards American School First Place MAGNA Award, 2008
New Jersey Association of School Administrators Distinguished Service Award, 2005
New Jersey Superintendent of the Year, 1994
AASA James R. Kirkpatrick Legislative Award for testimony before the US Senate, House and GAO, 1991
Rutgers University Graduate School of Education “Distinguished Alumni Award”, 1992
Executive Educator, formerly published by the National School Boards Association, Top 100 School Administrators in North America, 1980

PROFESSIONAL ACTIVITIES

National Center for Educational Research and Technology (NCERT) – Board of Directors (2007-13)
AASA Corporate Advisement Team (2006)
AASA Publications Review Board (2006 – present)
American Association of School Administrators Executive Committee (1998–01 & 2004–07)
Salem County One Stop Management Team for the Cumberland/Salem Workforce Investment Act (2000 – 2008)
New Jersey Association of School Administrators
Treasurer (1994 – 1995)
Secretary (1995 – 1996)
President-Elect (1996 – 1997)
President (1997 – 1998)
AASA Legislative Corps (1990 - present)
State Advisory Council for the Gifted and Talented (1984–87)
N.J. Commissioner’s Advisory Council for the Handicapped (1978–86), Chairperson (1978–82)

**SELECT HYA SUPERINTENDENT SEARCH HISTORY
WITH REFERENCES**

2017

0 – 2,500 Students	2,501 – 5,000 Students	5,001 – 7,500 Students	7,501 - 20,000 Students	20,001+ Students
<p>Bexley City SD (OH) 2,274 Students, K-12 Melissa LaCroix Melissa.Lacroix@bexleyschools.org</p> <p>Richland SD88 (IL) 915 Students, K-8 Julie Starasinich 815.690.0674</p>	<p>Beacon City Schools (NY) 3,600 Students, K-12 Meredith Heuer 917.447.6562 boeheuer@beaconk12.org</p> <p>Chappaqua Central SD (NY) 4,000 Students, K-12 Allison Gardner 914.4009.7696 algardner@ccsd.ws</p> <p>Hunterdon Central Regional HS (NJ) 2,990 Students, 9-12 Deborah Labbadia 908.616.8588</p> <p>Madison SD (NJ) 2,604 Students, K-12 Lisa Ellis 201.400.2349 lellis444@aol.com</p> <p>Manhasset Union Free SD (NY) 3,300 Students, K-12 Regina Rule 914.602.1483 regina761@optimum.net</p> <p>Pelham Public Schools (NY) 2,800 Students, K-12 Madeline Smith 646.209.5213 msmith@pelhamschools.org</p> <p>Rescue Union SD (CA) 3,766 Students, PK-8 Nancy Brownell, 916.769.7417</p> <p>Rye City SD (NY) 3,384 Students, K-12 Katy Keohane Glassberg glassberg.katy@ryeschools.org</p>		<p>El Rancho USD (CA) 8,800 students, PK-12 Dr. Aurora Villon, 562.965.8636</p> <p>L'Anse Creuse PS (MI) 12,000 Students, K-12 Amy Servial 586.822.9302. amyservial@gmail.com Dr. Terri Spencer 248.520.0334 tmsedd@gmail.com</p> <p>Richland SD (WA) 13,400 Students, K-12 Rick Jansons, 509.528.3488 rick.jansons@rsd.edu</p> <p>Sequoia Union HSD (CA) 9,000 Students, 9-12 Carrie DuBois, cdubois@cbnocal.com</p>	<p>Fairfax County PS (VA) 183,000 students, PK-12 Sandy Evans, 571.423.1083</p> <p>Midland ISD (TX) 25,000 Students, PK-12 Rick Davis 432.683.6686</p> <p>Portland Public Schools (OR) 49,200 students, PK-12 Amy Kohnstamm 503.913.3945</p>



**SELECT HYA SUPERINTENDENT SEARCH HISTORY
WITH REFERENCES**

2016

0 – 2,500 Students	2,501 – 5,000 Students	5,001 – 7,500 Students	7,501 - 20,000 Students	20,001+ Students
<p>Brisbane SD (CA) 450 students, TK-8 Leo Tingin 415.269.4149 ltingin@brisbanesd.org</p> <p>Carlisle Public Schools (MA) 620 students PK-8 Melissa McMorrow 978.369.6550</p> <p>CCSD 89 – Glen Ellyn (IL) 2,000 students PK-8 Mike Nelson 773.469.7750</p> <p>Gravenstein Union SD (CA) 748 students K-8 Jim Horn 707.823.1052</p> <p>Harvey School District 152 (IL) 2,300 students PK-8 Gloria Johnson gjohnson@harvey152.org</p> <p>Soquel Union Elementary SD (CA) 1,900 students PK-8 Judy McGooden 408.818.1263</p> <p>Woodbridge School District (CT) 780 students, PK-6 Margaret Hamilton, 203.494.7591 mannham@sbcglobal.net</p>	<p>Bedford Central School District (NY) 3,600 students K-12 Jennifer Gerken 914.262.3526</p> <p>Jefferson UHSD (CA) 5,000 students 9-12 Rosie Tejada 415.250.5123</p> <p>Laguna Beach USD (CA) 3,037 students K-12 Carol Normandin 949.497.7700 ext. 5202</p> <p>Minooka Community HSD #111 (IL) 2,700 students 9-12 Mike Brozovich mbrozovich@mchs.net</p> <p>New Albany-Plain Local SD (OH) 4,882 students PK-12 Debra Kalinosky dkalinosky@earthlink.net</p> <p>Walnut Creek ESD (CA) 3,600 students K-8 Katie Peña 925.287.0494</p>	<p>Westport Public Schools (CT) 5,770 students PK-12 Michael Gordon 203.255.2244</p>	<p>Campbell Union HSD (CA) 8,000 students 9 - 12 Linda Goytia 408.230.7414</p> <p>Carlsbad USD (CA) 11,000 students, K-12 Claudine Jones 760.331.5000</p> <p>Fairfield Public Schools (CT) 10,000 students PK-12 Philip Dwyer dwyer_philip@yahoo.com</p> <p>Manchester School District (NH) 15,000 Students PK-12 Debra Langton 603.669.8338</p> <p>Santa Barbara Unified SD (CA) 15,500 students PK-12 Kate Parker kparker@sbunified.org</p> <p>Stamford SD (CT) 16,000 students K-12 Geoff Alswanger 203.968.0233</p>	<p>Beaverton School District (OR) 40,725 students K-12 Anne Bryan 503.679.5040</p> <p>Blue Valley SD 229 (KS) 22,000 students PK-12 Mike Seitz 913.226.7765</p> <p>Houston ISD (TX) 215,000 students PK-12 Manuel Rodriguez 713.498.5649</p> <p>Humble ISD (TX) 41,000 students PK-12 Robert Sitton 281.450.2472</p> <p>Los Angeles USD (CA) 640,000 students PK-12 Steve Zimmer 213.241.6387</p> <p>Northwest ISD (TX) 21,000 students PK-12 Mark Schluter 817.948.6425 Josh Wright 682.472.1846</p> <p>Phoenix Union HSD (AZ) 27,000 students 9-12 Lela Alston 602.278.2002</p> <p>Providence PSD (RI) 24,000 students PK-12 Nicholas Hemond 401.453.8600</p> <p>Santa Ana Unified SD (CA) 56,000 students PK-12 John Palacio 714.542.0589</p>



**SELECT HYA SUPERINTENDENT SEARCH HISTORY
WITH REFERENCES**

2015

0 – 2,500 Students	2,501 – 5,000 Students	5,001 – 7,500 Students	7,501 - 20,000 Students	20,001+ Students
Galt Joint Union High SD (CA) 2,300 students 9-12 Terry Parker Owning 209.810.0720	City Schools of Decatur (GA) 4,200 students PK-12 Annie Caiola 404.371.3601	Cambridge Public Schools (MA) 7,000 students PK-12 Mayor David Maher 303.249.6575 Barbara Allen 617.349.6441 ballen@cpsd.us	Bridgewater-Raritan RSD (NJ) 8,800 students K-12 Ann Marie Mead 732.216.7268 amead@brrsd.k12.nj.us	Boston Public Schools (MA) 57,300 students PK-12 Michael O'Neill 617.947.2967
Highland Falls-Fort Montgomery CSD (NY) 1,000 students K-12 Anne Lawless 914.588.0384	Fayetteville-Manlius Central SD (NY) 4,420 students K-12 Marissa Joy Mims 315.682.3231	CCSD 62 – Des Plaines (IL) 5,200 students PK-8 Stephanie Duckmann 847.824.1136	Franklin Township PS (NJ) 8,300 students PK-12 Edward Potosnak 732.745.1866	Colorado Association of School Executive (CO) Executive Director Diana Sirko 970.618.1829
Northbrook/Glenview SD 30 (IL) 1,130 K-8 students Chuck Gitles 847.498.4190 cgitles@district30.org	Freeport School District 145 (IL) 4,187 students PK-12 Janice Crutchfield janice.crutchfield@fsd145.org	Centinela Valley Union HSD (CA) 6,600 students 9-12 Hugo M. Rojas II 310.263.3200	Jefferson County Schools (WV) 9,000 students PK-12 Scott Sudduth scottsud@gmail.com	Eugene School District 4J (OR) 16,000 students K-12 Jim Torrey 541.790.7707
Rockridge CUSD #300 (IL) 1,100 students PK-12 Jeff Widdop 309.793.8001	Mahopac Central School District (NY) 5,000 students K-12 Michael Sclafani 914.939.1256	Flint Community Schools (MI) 7,000 students PK-12 Isaiah Oliver 810.210.6823 isaiah.m.oliver@gmail.com	Montgomery County PS (VA) 9,500 students PK-12 James Lyons 540-831-9864 joeylyons@mcps.org	Montgomery County PS (MD) 154,000 students PK-12 Mike Durso 240.401.0674
Salem Elementary SD111 (IL) 970 students PK-8 Terry Barnfield 618.267.0514		Hudson School District #2611 (WI) 5,600 students K-12 Jamie Johnson 751.381.7105	Orleans Parish School Board (LA) 11,000 students PK-12 Nolan Marshall, Jr. 504.460.1496	Sioux Falls School District (SD) 23,000 students PK-12 Kent Alberty 605.941.3740
Saratoga Union School District (CA) 2,100 students K-8 Arati Nagaraj 408.656.9137		Oak Park Elementary SD 97 (IL) 5,900 students PK-8 Bob Spatz bspatz@op97.org	San Mateo-Foster City SD (CA) 12,000 students PK-8 Audrey Ng 626.862.4582	
Trevor-Wilmot Consolidated SD (WI) 565 students PK-8 Tom Steiner 262.862.2356		Pemberton Township Schools (NJ) 5,000 students 9-12 Sandy Glawson glawson@pemb.org	South San Francisco USD (CA) 9,375 students PK-12 Rosa Acosta 650.754.3672	
		Union Elementary SD (CA) 5,000 students K-8 Sheila Billings 408.888.3268	West Allis-West Milwaukee SD (WI) 9,877 students PK-12 Patricia Kerhin 414.604.3000	

SELECT HYA SUPERINTENDENT SEARCH HISTORY WITH REFERENCES

2014

0 – 2,500 Students	2,501 – 5,000 Students	5,001 – 7,500 Students	7,501 - 20,000 Students	20,001+ Students
Clarke County Schools (VA) 1,950 students PK-12 Janet Creager Alger 540.664.1163	Asheville City Schools (NC) 4,081 students PK-12 Jacquelyn Hallum 828.258.8118	Accomack County Schools (VA) 5,200 students PK-12 Ronnie Holden 757.710.1830	City SD of New Rochelle (NY) 11,600 students PK-12 David Lacher 914.671.2171	Loudoun County Schools (VA) 70,000 students PK-12 Eric Homberger 571.291.5685
Green Brook Township PS (NJ) 930 students K-8 James Benscoter benscoter@gbtps.org	Katonah-Lewisboro SD (NY) 3,200 students K-12 Marjorie Schiff 516.972.3614	Baldwin Union Free SD (NY) 5,000 students K-12 Mary Jo O'Hagan 516.589.2994 ohaganmaryjo@gmail.com	Eanes ISD (TX) 7,803 students K-12 Rob Hargett 512.415.4656 rhargett@eanesisd.net	Virginia Beach City PS (VA) 70,259 students K-12 Dan Edwards 757.263.1016
Haldane Central School District (NY) 883 students K-12 Jennifer Daly 917.450.1630	North Plainfield School District (NJ) 3,152 students K-12 Linda Bond-Nelson 908.922.0377	Cleveland Heights-University Heights City School District (OH) 5,800 students PK-12 Ron Register 216.403.4708 r_register@chuh.org	East Brunswick PS (NJ) 8,309 students K-12 Brad Cohen 732.613.6700	
Maple Dale-Indian Hill SD (WI) 500 students K-8 Chris Soyke 414.540.4092	Princeton Public Schools (NJ) 3,800 students PK-12 Timothy Quinn 609.921.0428	Evanston-Skokie SD 65 (IL) 7,082 students PK-8 Traci Quattrocki 847.859.8005	Portsmouth Public Schools (VA) 15,200 students PK-12 James Bridgeford 757.434.2567	
Moffat County SD RE-1 (CO) 2,402 students PK-12 J.B. Chapman 970.846.2671	Somerville Public Schools (MA) 4,987 students PK-12 Paul Bockelman 617.833.8883	Lexington Public Schools (MA) 6,600 students PK-12 Margaret Coppe mcoppe@sch.ci.lexington.ma.us	Rowland Unified SD (CA) 14,000 students K-12 Heidi Gallegos heidigallegos@gmail.com	
Palos CCSD 118 (IL) 1,882 students PK-8 Sheila Pacholski 312.835.3589	Summit Public Schools (NJ) 4,100 students K-12 Celia Colbert 908.399.6131	Linn-Mar Community SD (IA) 7,000 Students PK-12 Tim Isenberg, tisenberg@linnmar.k12.ia.us	Shoreline District #412 (WA) 9,000 students PK-12 Mike Jacobs or Debi Ehrlichman 206.393.6111	
Ross Valley School District (CA) 2,200 students PK-8 Anne Capron 415.686.2926	Wilton Public Schools (CT) 4,320 students PK-12 Bruce Likly 203.722.6474	Parsippany-Troy Hills SD (NJ) 7,300 students PK-12 Fran Orthwien 973.263.7200 orthweinr@aol.com	Toms River Regional Schools (NJ) 17,000 students K-12 Joseph Torrone jtorrone@trschoos.com	
Roselle School District #12 (IL) 690 students K-8 Lisa Mondo 630.240.1709		Ridgefield Public Schools (CT) 5,500 students K-12 Austin Drukker 203.894.5550		
		Woodstock CUSD 200 (IL) 6,145 students PK-12 Paul Meyer 815.337.2503		



**SELECT HYA SUPERINTENDENT SEARCH HISTORY
WITH REFERENCES**

2013

0 – 2,500 Students	2,501 – 5,000 Students	5,001 – 7,500 Students	7,501 - 20,000 Students	20,001+ Students
<p>Fox Point-Bayside Schools (WI) 500 students PK-8 Deb Friberg deb_friberg@hotmail.com</p> <p>High Point Regional HS District (NJ) 800 Students 9-12 Paul Derin 973.875.7205</p> <p>Nicolet High School (WI) 1,300 students 9-12 Marilyn Franklin 414.352.1180</p> <p>Portola Valley School District (CA) 700 students PK-8 Jocelyn Swisher 650.851.1777</p> <p>Public Schools of the Tarrytowns (NY) 2,100 students PK-12 Mimi Godwin 914.564.9621</p> <p>Secaucus School District (NJ) 2,190 students PK-12 Jack McStowe jmcstowe@sboe.us</p> <p>Sunnybrook SD 171 (IL) 1,015 students K-8 Lance Lape 708.895.7790</p> <p>Tuckahoe Union Free SD (NY) 1,100 students K-12 Julio Urbina 212.239.3030</p> <p>Watchung Hills Regional HS (NJ) 2,068 students 9-12 Robert Horowitz 732.563.1122</p>	<p>Belmont-Redwood Shores SD (CA) 3,600 students K-8 Robert Tashjian 650.520.5354</p> <p>Monona Grove School District (WI) 3,121 students PK-12 Susan Fox 608.222.5015</p> <p>Tukwila School District (WA) 2,920 students K-12 Mark Wahlstrom wahlseaa@yahoo.com</p>	<p>Oconomowoc Area Schools (WI) 5,100 students PK-12 Don Wiemer 262.490.0804</p> <p>Passaic City SD (NJ) 7,000 students PK-12 Byron Bostos 973.470.5500</p> <p>Piscataway Twp Schools (NJ) 7,200 students K-12 Tom Mosier tmosier@pway.org</p> <p>Shaker Heights City Schools (OH) 5,500 students K-12 Annette Sutherland 216.991.8573</p> <p>St John the Baptist Parish SD (LA) 6,253 students PK-12 Gerald Keller 504.628.5277</p> <p>Syosset Central SD (NY) 6,527 students K-12 Michael Cohen 516.567.7780 mcgrateful@gmail.com</p>	<p>Alvord Unified SD (CA) 19,812 students K-12 Art Kaspereen artjr@gmail.com</p> <p>Decatur Public Schools (IL) 9,000 students PK-12 Brian Hodges 217.877.8901</p> <p>Portage Public Schools (MI) 8,700 students K-12 Robert Snyder 269.381.3585</p> <p>San Leandro Unified SD (CA) 8,800 students K-12 Diana J. Prola 510.483.0744</p>	<p>Fairfax County Schools (VA) 186,000 students PK-12 Ilryong Moon 703.409.0270</p> <p>Fort Bend ISD (TX) 69,000 students PK-12 Jim Rice 832.563.2942</p> <p>Indianapolis Public Schools (IN) 30,000 students PK-12 Diane Arnold 317.679.8844</p> <p>Jersey City Public Schools (NJ) 26,000 students PK-12 Suzanne Mack 201.344.7599</p> <p>Round Rock ISD (TX) 47,328 students PK-12 Catherine Hanna 512.731.6604</p> <p>Stafford County PS (VA) 27,463 students PK-12 Stephanie Johnson 540.295.0233 johnsonsj@staffordschools.net</p>

HYA looks forward to the possibility of working with the Committee and assisting with the selection of a new leader. Please contact HYA at 847-318-0072 or at hya@ecragroup.com with questions or requests for additional information.

ECRA Group, Inc.

1475 E. Woodfield Rd., 14th Floor
Schaumburg, IL 60173
(847) 318-0072

East Coast Regional office

Jersey City, NJ

West Coast Regional office

Palo Alto, CA

WWW.ECRAGROUP.COM



HYA Signature Search Process



HYA Executive Search
Hazard, Young, Attea & Associates

The HYA Difference

National Reach – Local Focus

Established in 1987, Hazard, Young, Attea & Associates (HYA) is one of the oldest and largest search firms having assisted more than 1000 school boards select exceptionally talented leadership in school systems across the nation, large and small, urban and rural. HYA's reputation and experience make it one of the preeminent school search firms in the nation and a standard which others often emulate. HYA Associates are located across the country to conveniently serve clients and are thus uniquely qualified to bring local - as well as national - perspectives, knowledge, experience, and connections to each search.

The Board Portal

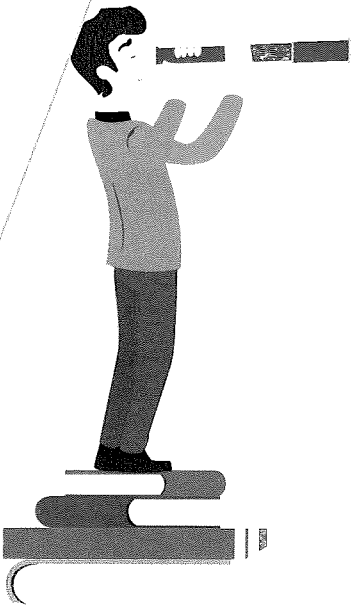
Communication and organization are critical to successful searches. Our web-based delivery system gives the Board anytime, anywhere access to all documents regarding the search. Whether through a tablet, smart phone, laptop or desktop computer, the Board and the search Associates have confidential access to all information associated with the search in an organized, transparent, and timely manner.

Executive Oversight

Every HYA search has executive oversight by a Regional President, and HYA's Director of Operations serves as project manager to ensure all details are carefully managed. HYA has professionally staffed offices, a technological infrastructure, and a staff of full-time employees. Our tech team serves as a resource to school districts for linking the online community survey and other search materials to their website. These resources make HYA capable of responding to Board's requests in a very timely fashion.

Research Based

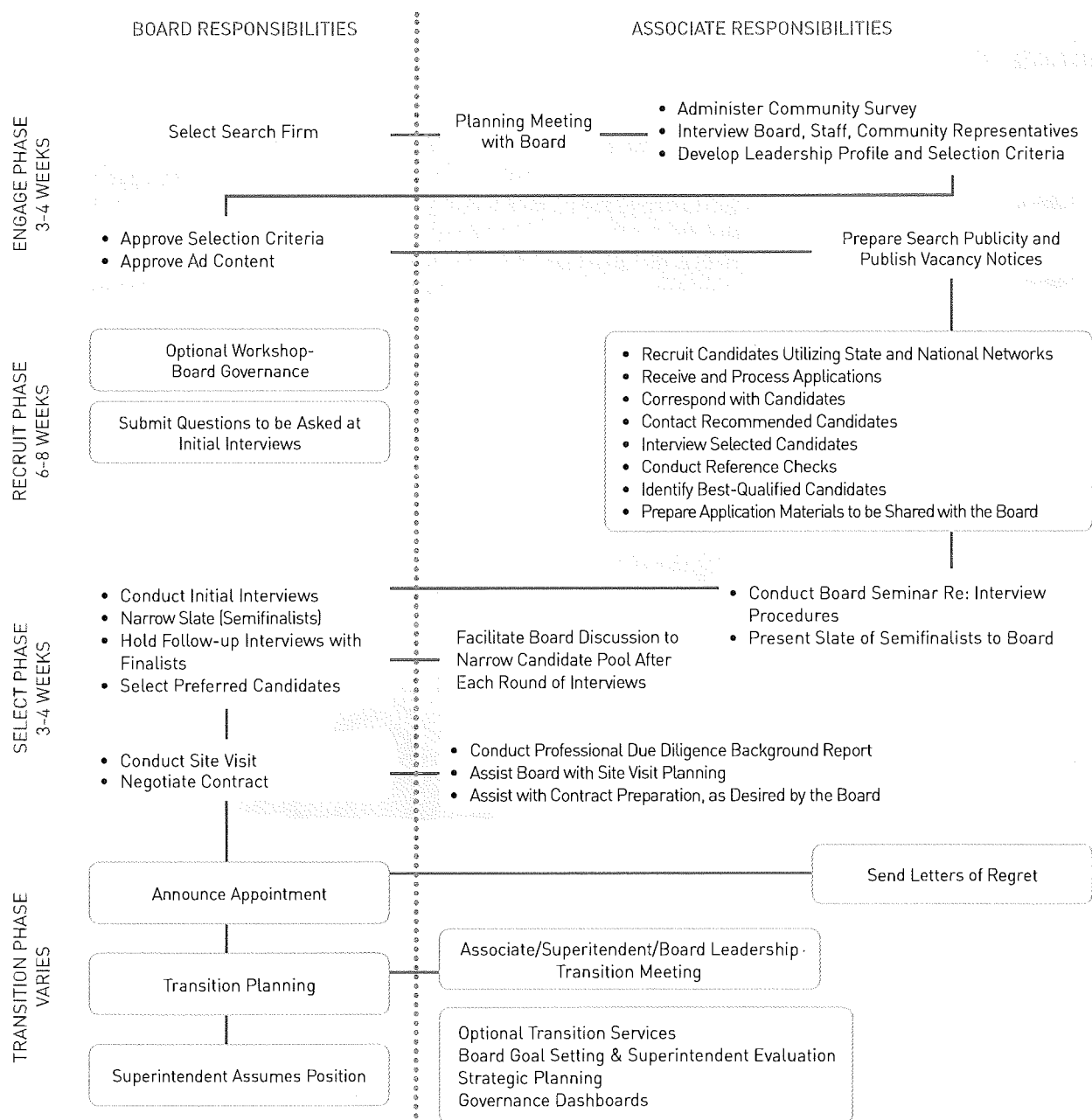
HYA is the leadership division of ECRA group, a premier research and analytics firm with over 35 years of experience supporting school districts in improving student outcomes. HYA's community engagement process and online survey employ research-based approaches to identifying the goals, needs, and priorities of the school system along with the desired characteristics of its next leader. The survey was developed based on research on effective leadership. The resulting Community and Leadership Profile Survey Report provides information on the current state of the District, essential information the Board will use in the selection process and the new leader can use day one of employment. Furthermore, by blending consulting, professional service, and technology, HYA/ECRA group offers transition services and an analytics infrastructure to help the Board and their new leader better understand the interrelationships among school functions, and the impact of decisions and expenditures on student outcomes.



More Than a Background Check – Executive Due Diligence

HYA's comprehensive and expanded background checks are completed by independent third-party investigators and include an executive summary allowing for an analysis of findings, not simply dozens of articles and documents for Board members to read. The investigative procedures are comprehensive and thorough with a focus on the public school landscape - well beyond what constituents could produce through a simple internet search. This includes on-site research of primary source documents at relevant county court houses for civil and criminal record history. Additionally news and social media investigations provide a better understanding of a candidate's leadership style, public relations skills, and reputation.

HYA Signature Search Process





01/2018

- Review of the current search process
- Engage with the community
- Develop a leadership profile
- Develop selection criteria
- Engage with the community
- Interview candidates
- Select a candidate

The Four Phases of HYA's Signature Search

The process outlined represents a prototypical search. Upon selection, the Associates will meet with the Board to discuss this process and modify it to meet the Board's unique needs. The following is a description of each phase in the search:



Engage

The Engage phase consists of designing and planning a process of engaging the Board and stakeholders through interviews, online surveys (available in world languages), and focus groups. Information from these interactions assists the Board in developing a leadership profile and selection criteria that match the priorities of the community and that meet the unique needs of the local district. This disciplined, inclusive and research-based approach ensures all stakeholders have the opportunity to be a part of the search process and provides valuable feedback about the school district based on HYA's local research and professional understanding of the district's standing in the broader marketplace. In an effort to be fully transparent to the community, an internet link is provided to the HYA website which details the search process and the vacancy announcement.





Recruit

The Recruit phase consists of leveraging HYA's extensive national network of Associates across multiple offices and incorporating advertising strategies (as selected and paid for by the Board pursuant to Appendix A) that results in the identification and recruitment of exceptionally talented leaders. HYA can also recruit non-traditional candidates, i.e. executives that have worked in business, military, private or public sector. HYA works in close partnership with state and national organizations with numerous Associates serving on those Boards.



Select

The Select phase consists of providing the Board with a slate of candidates that were interviewed by HYA Associates using the Leadership Profile established by the Board. HYA Associates are committed to spending the necessary time and energy on the details to find the right candidates to bring to the Board. The search team then facilitates the Board interviews and appointment process including reviewing candidates' references. HYA's ability to gain important background information regarding candidates - beyond what appears on an individual's resume - is a unique and distinguishing characteristic of HYA, and is attributable to the integrity of the firm, Associates, and the vast networks of professional relationships built through years in the education field. A workshop on interviewing and construction of interview questions is facilitated by the Associates for the Board. Executive due diligence including formal background and media checks complete the Select phase (as selected and paid for by the Board pursuant to Appendix B).



Transition

The Transition phase consists of assisting the Board and new Superintendent to assure a successful transition. Appointing a new leader is the first step toward accomplishing organizational and student goals for success. Included in the search fee is a transition meeting with the new Superintendent and representative(s) of the Board regarding the information learned throughout the search process, in particular, the Community and Leadership Profile Survey. Additional transition services are available (as selected and paid for by the Board pursuant to Appendix C).

The Search Team

Presently, HYA is represented by Associates across the United States who assist with the firm's mission to provide proactive, thorough and quality assistance to School Boards in need of identifying and recruiting highly qualified executives for superintendentcies and other administrative positions. HYA Associates bring extensive executive search experience and broad educational backgrounds to its practice. Through continuing involvement in school and university work, HYA Associates are aware of current educational issues and have strong relationships with educational leaders and opinion-makers in administrative leadership and management. HYA is committed to engaging a diverse and gender balanced cadre of Associates. Among HYA Associates are members of NABSE (National Alliance of Black School Educations) and ALAS (Association of Latino Administrators and Supervisors).

HYA assigns an individual management team to each executive search that it conducts. Associates assume direct responsibility for the search and coordinate the activities of all individuals engaged in the project. In addition to the Associates assigned to the search, all nation-wide Associates in the firm are tasked with identifying prospective candidates. Board members will receive the business, home and cell phone numbers, as well as the email addresses of the Associates.

HYA has professionally staffed offices, a technological infrastructure and a full-time employed staff; thus, HYA is capable to respond to any request the Board may have on the Board's time schedule. Finally, each search has executive oversight by a Regional President and HYA's Director of Operations serves as project manager to ensure no detail is overlooked. HYA's office staff, which is highly knowledgeable and pleased to assist at any time, is available to the Board from 9:00 a.m. to 5:00 p.m. CST, Monday through Friday.

HYA believes that communication and organization are critical to successful searches. Our delivery system gives the Board anytime, anywhere access to all documents regarding the search. HYA has adopted a green process whereby all materials are delivered via a dedicated search portal so the Board and its Associates can have confidential access to all information associated with the search in an organized and timely manner.

All materials are delivered via a dedicated search portal giving the Board immediate and organized access to all information

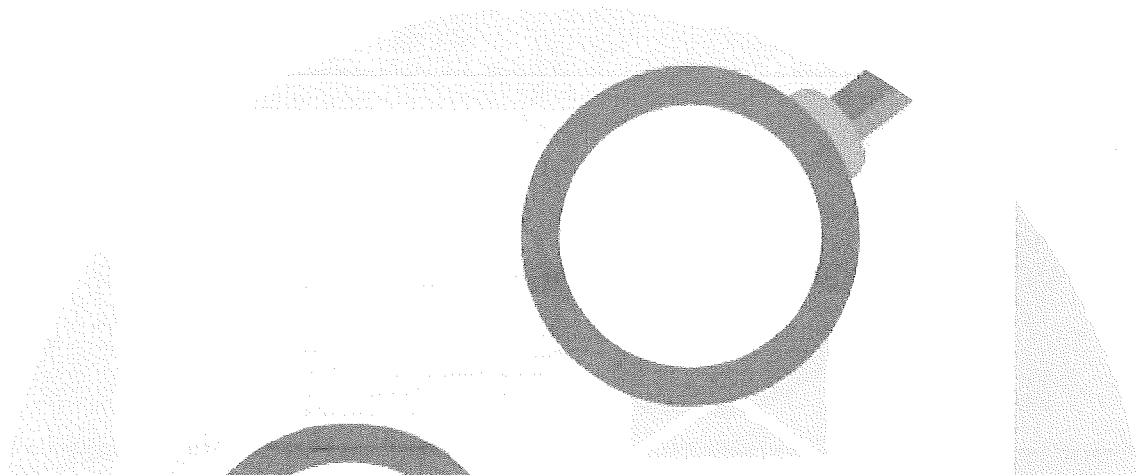
Appendices

- A Advertising Services
- B Executive Due Diligence
- C Transition Services

Advertising Services

HYA Associates work with their clients to consider the many approaches to advertising vacant position(s). The HYA staff creates and coordinates all advertisements at the Board's direction. The National Plan ensures exposure in the most frequently read print, e-publication journals, and job boards of educational leaders across the country. HYA has created other more focused advertisement options for the Board to consider as add-ons to the National Plan, including state and region-specific options. Whatever the Board chooses, HYA staff will write, place, and coordinate all the details.

Package 1	Package 2	Package 3
HYA group print ad in Ed Week	Two HYA group print ads in Ed Week	Monthly HYA group print ad in Ed Week for length of search
Online listing on EdWeek's TopSchoolJobs site for 30 days	Online listing on EdWeek's TopSchoolJobs site for 30 days	Dedicated District specific print ad in Ed Week
Online Showcased ad on EdWeek and TopSchoolJobs homepages for 7 days	Online Showcased ad on EdWeek and TopSchoolJobs homepages for 7 days	Online listing on EdWeek's TopSchoolJobs site for 30 days
Online listing on AASA's site for 30 days	Online listing on AASA's site for 30 days	Online Showcased ad on EdWeek and TopSchoolJobs homepages for 7 days
Posted on ECRA, Twitter, and LinkedIn	Online Spotlight and Preferred upgrades on AASA's Site for 30 days	Online listing on AASA's site for 30 days
	Posted on ECRA, Twitter, and LinkedIn	Online Spotlight, Preferred, and Featured upgrades on AASA's Site for 30 days
		Posted on ECRA, Twitter, and LinkedIn



Options to Complement the Advertising Packages

(Choose as many as desired.)

Careerbuilder Network	ALAS & NABSE	LinkedIn
Careerbuilder ad, linked to ASCD job ramp (Association for Supervision and Curriculum Development) for 30 days	Association of Latino Administrators and Superintendents (ALAS) for 6 weeks online, push on ALAS apps	LinkedIn listing for 30 days
	National Association of Black School Educators (NABSE) for 30 days	

Regional Packages

(Choose one of the following.)

California	Northeast	State Specific
2 advertisements (5X4) in EdCal/ACSA (Association of CA School Administrators), print and e-publication	NJASA (New Jersey Association of School Administrators)	Three state association advertisements as decided by the associate and the board
CALSA (CA Association of Latino Superintendents and Administrators) online advertisement for 90 days	NYSCOSS (New York State Council of School Superintendent) online and newsletter	Posted on ECRA, Twitter, and LinkedIn
CAAASA (CA Association of African American Superintendents and Administrators) online advertisement	CAPSS (Connecticut Association of Public School Superintendents)	
Posted on ECRA, Twitter, and LinkedIn	Posted on ECRA, Twitter, and LinkedIn	

Executive Due Diligence

HYA incorporates executive due diligence in the search process. The comprehensive and expanded background checks are completed by independent third-party investigators and include an executive summary allowing for an analysis of findings, not simply dozens of articles and documents for Board members to read. The investigative procedures are comprehensive and thorough with a focus on the public school landscape - well beyond what constituents will produce through a simple internet search. This includes on-site research of primary source documents at relevant county court houses for criminal record history. Each background search requires 7-10 working days to complete.

Two packages are offered. The Comprehensive Package includes a news and social media analysis. The news media investigation provides a better understanding of a candidate's leadership style, public relations skills and priorities. The news media investigation draws upon over 28,000 specialized publications and 900 newswires in 200 countries and includes 30 years of credible archived information. Special focus is given to publications in communities where the candidate has lived or worked. The social media review includes a review of text and images on sites such as Twitter, LinkedIn, personal blogs and industry websites. The analysis provides a summary of candidate generated activity with highlights of negative alerts.

The Basic package was designed in response to requests for a simpler cabinet or principal position background check; it does not include the news and social media analysis.

	Comprehensive	Basic
Personal Profile Summary	x	x
Social Security Trace	x	x
County Criminal Record History	x	x
Federal Criminal Record History	x	x
County Civil Record History	x	x
Department of Motor Vehicles License Information	x	x
Education (Degree) Verification	x	x
Transunion Credit Report	x	x
Investigation of all Aliases Identified within Past 7 Years	x	x
Investigation of all Jurisdictions of Residence, Education, and Employment within Past 7 Years	x	x
University and Academic Program Accreditation	x	x
National Criminal Record History	x	x
National Sex Offender Search	x	x
Executive Summary	x	x
News Media Review (5 year timeframe and up to 20 relevant articles)	x	
Social Media Review	x	

Transition Services

HYA offers optional transition services that would benefit Boards and new Superintendents during the transition period and the Superintendent's first year in the school district.

Board Governance Workshop

The Board Governance Workshop requires 3-4 hours and provides the Board the opportunity to clarify the respective roles of the Board and the Superintendent. The workshop addresses the concepts of trusteeship, governance, management, continuous improvement and systematic change. Developing and maintaining effective Board-Superintendent relations, the need for long and short range planning, consensus decision-making, and other components of successful Board service are also discussed at this workshop.

Board Goal Setting & Superintendent Evaluation

To develop and maintain effective Board-Superintendent relations and provide the Board with an opportunity to determine what it desires to have the Superintendent achieve during his/her first two years in the position, goals and the evaluation process must be codified and understood with great clarity. The evaluation process should reinforce the concept of continuous improvement, and should monitor the achievement of the Board's goals. Processes and instruments for performance evaluation will be provided.

Comprehensive First Year Support

This service includes both the Board Governance Workshop and the Board Goal Setting & Superintendent Evaluation service in addition to ongoing mentoring for the new Superintendent. The mentoring relationship will be designed with the HYA Associate and the new Superintendent with input from the Board. There is a focus on monitoring progress towards attainment of Board goals and facilitation of the Superintendent's first year evaluation.

Strategic Planning

Improving student outcomes begins with a clear and compelling vision for student success. When a new leader is appointed, a clear and concise strategic plan helps guide decisions and ensures energy is directed toward advancing the priorities of the community as directed by the Board. A disciplined strategic planning process allows school systems to engage stakeholders, build a consensus around what matters, and channel resources accordingly in order to ensure a maximum return on investments. A disciplined strategic planning process provides clarity of purpose as well as a structure to align the organization, its structures, and its policies. This service is typically a 3-6 month engagement.

Governance Dashboards

Governance dashboards help to facilitate, launch, and govern implementation of the district's strategic plan and give meaningful data for the Board to evaluate the impact and return on investment that strategic goals are having on student achievement, financial, and other system outcomes. The strategic dashboard provides a framework for the Board and Superintendent to communicate the priorities and progress of the school system to the community. This service is a continued service from year to year.

HYA looks forward to the possibility of working with the Board and assisting with the selection of a new leader. Please contact HYA at 847-318-0072 or at hya@ecragroup.com with questions or requests for additional information.

ECRA Group, Inc.

1475 E. Woodfield Rd., 14th Floor
Schaumburg, IL 60173
(847) 318-0072

East Coast Regional office

Jersey City, NJ

West Coast Regional office

Palo Alto, CA

WWW.ECRAGROUP.COM



Our **vision** is to provide high-quality educational opportunities that inspire a community of learners

WELLNESS • EQUITY • ENGAGEMENT

Our **mission** is to develop engaged, well-balanced learners through collaborative, caring relationships

Permanent Superintendent Search Process

**ABRSD School Committee Meeting
October 3, 2017**

Search Options

1. District Conducts Search
 - SC and District staff
 - Labor and time intensive
 - District capacity (?)
2. District Hires Consultant
 - Professional and experienced
 - Recruitment, Focus Groups, Process
 - SC focus on human resource aspect

Consultant Option

- Timeline/schedule development
- Advertising development
- Active recruitment
- Community needs assessment
- Candidate profile
- Interview training
- Screening Committee workshop
- Other: screening committee make-up, application review, salary parameters etc.
- SC liaisons and Administration liaison

Consultant Procurement

- For Services with an expected cost between \$10,000 - \$50,000
 - procurement requires 3 written proposals
 - SC can determine who to send requests to
 - does not require public advertising
- In Massachusetts 3 Organizations ****
 - NESDEC
 - MASC
 - Future Management Systems
 - HYA Associates ****

Consultant Procurement

- Anticipated Cost Range for AB Search
 - \$12,000 - \$20,000

- Qualifications/Needs Based Process
 - not “low bid”
 - proposal that best meets district’s needs and SC’s judgment regarding qualifications

Possible Timeline

- *Nov. 9 Consultants present to SC
- *Nov. 16 SC votes on consultant
- *Nov. 30 Consultant overview
 - timeline; begin process for selecting screening comm
- *Dec 14 SC approves advertising & vacancy announcement
- Dec 15 - Jan 19
 - Consultant conducts focus groups:
 - 7-12 staff; PK-6 staff; parents/guardians; community; school administration; SC; students (?)
- Dec 18 Ad and announcement released

* Current School Comm Meetings

Possible Timeline

- *Jan 11 Screening Committee approved
- Jan 19 Application deadline
- Jan 22 – Jan 25
Screening Committee Workshop
- Jan 29 – Feb 14
Candidates interviewed by Screening Comm
- *Feb 15 Finalist slate presented to SC
- Feb 26 – Mar 5
SC interviews finalists*
- *Mar 15 SC votes to appoint Superintendent

** Current School Comm Meetings*

**Acton-Boxborough Regional School District**

15 Charter Road Acton, MA 01720
978-264-4700 www.abschools.org

Dawn G. Bentley, Ed.D.*Assistant Superintendent for Student Services*

Date: October 5, 2017
To: Acton-Boxborough Regional School Committee
From: Dawn Bentley, Assistant Superintendent for Student Services
Re: Danny's Place Youth Services Donation for the William James Interface

We are pleased to inform you that Danny's Place Youth Services has awarded the District with a \$500 grant to support the William James Interface, a referral service for parents, students, educators, and community.

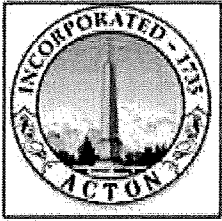
The William James Interface Referral Services (WJIRS) is an initiative of the William James College's Richard and Joan Freedman Center. The service makes available a wide range of valuable resources related to mental health and wellness for the benefit of the general public – children, adults and families – as well as educators and mental health professionals. The annual subscription for the WJIRS is \$12,500.

In addition to maintaining an extensive, frequently updated website of available resources, WJIRS provides a free, confidential mental health and wellness help line Monday through Friday, 9AM-5PM, at 888-244-6843 x1411. This is a free, confidential referral service for our community. Callers are matched with licensed mental health providers that meet the location, insurance, and specialty needs of the caller. Each referral is provided with follow-up assistance.

We are grateful to accept this gracious grant in the amount of \$500 from Danny's Place Youth Services to support the continuation of the William James Interface referral service.

Sent on behalf of the Town Manager Search Committee:

14.2



Town Manager Search Committee

Town of Acton, MA

The Town Manager Search Committee, appointed by the Board of Selectmen, is ramping up its search for the next Town Manager to succeed Steven Ledoux, who will be retiring in June 2018. The Town Manager, with the Board of Selectmen, provides executive leadership for the Town of Acton. The Town Manager is responsible for the management of all Town departments and oversees all budgetary, financial, and personnel administration activities of the Town.

We are inviting residents, organizations and business leaders to participate in a community outreach forum which will be held on:

Thursday, October 26th from 7:00pm - 9:00pm in Room 204, Acton Town Hall

In this outreach session, we would like to hear from the community on the major issues and challenges that you think the Town is facing and express the qualities, education and back ground experience that the community would like to see in the next Town Manager.

If you are unable to attend but would like to send in your thoughts, please do contact us at **TMSC@acton-ma.gov**

We hope to see you on October 26th!

Sincerely,

Members of the Town Manager Search Committee-

Pat Clifford
Mary Ann Ashton
Jon Benson
Mike Gowing
Charlie Kadlec
Xuan Kong
Steve Noone
Sahana Purohit
Nancy Tavernier

ALG Minutes September 28, 2017

Present: Bart Wendell, Facilitator; Paul Murphy & Amy Krishnamurthy, SC; Janet Adachi & Katie Green, BoS; Steve Noone & Jason Cole, FC; Steve Ledoux, Bill McAlduff, Steve Barrett & Marie Altieri, Staff.
Audience: Mark Hald, Asst Town Manager; Peter Ashton, Town Moderator; Dennis Bruce, School committee; Dave Verdolino, School finance director; Clare Jeannotte, former finance director; Charlie Kadlec, public.

Bart had people go around the table and introduce themselves

Extra Info: Finance Committee POV & multi-year financial model

1. Minutes accepted with corrections

2. FY17 year end

SL: It was a good year. We have @ 1% in turn-back which is @ \$334K. We have been able to pay of the \$139K for snow and ice; good news from DMV @\$100K than estimated; meals tax is \$85K. We are about \$800K to the good on revenue. The records have gone to the DOR and we expect them to be back in 30-45 days. The big expenses have been in the legal due to the church suit and Concord water.

SN: do we have an estimate for free cash?

SB: \$3-\$3.5m

Bill Mc: the first lesson I have learned is to have my information in greater detail. FY 17 has been favorable for the district. Revenues have exceeded by \$800K and expenses are below @850K

Marie: we have had a positive position for healthcare; transportation reimbursement was positive and there were adjustments in SPED. We are readjusting for next year and so the estimate will be closer.

3. Certification of E&D---\$4.8m

4. Spreadsheet

SB: There is still a deficit in FY19. We have a \$142k increase in DMV; a \$15K increase in investment income. Due to the municipal modernization act, we are now able to combine bad debts and do not have to cover every abatement in one year and can use some to fund veteran's costs. There is an increase in the meals tax and a \$232K placeholder has been made for Minuteman.

There were questions about Minuteman and the projected costs. The \$1.4m for FY19 includes the \$252K in debt service. Costs are still being worked out. It's not clear what the assessment will be and when they will go out to bond for the new building.

Marie: MM debt service should go into a separate line. For the region there will be a 5.85% increase in Acton's assessment due to the transition of the savings arrangements for the initial period of regionalization.

SB: from the reserve sheet we have estimates of: certification of free cash \$3.2m; \$2m stabilization fund; \$4m E&D; bottom line \$8.7m these are just preliminary numbers.

5. Minuteman Capital

SL: we are looking at \$250k for 20 years. There are now 10 towns in the district and seven of the 10 have passed debt exclusions. Acton, Lexington and Needham have not, as yet.

SN: the FC in general thinks we should wait for other capital projects. MM will just be another item on what seems to be a long capital list.

Katie: if we “eat the expenses” for one year then the FC will have to raise the use of reserves

Bart: when is the last date on the calendar to make a decision on an override?

SN: By Oct 1

Bart: the implication is that the next meeting is when the decision will be made

SN: operating override for MM is not a big deal.

Marie: we need lots of advance notice for an override. People view capital differently from operating. People are more likely to vote for MM; fire station and schools.

6. School building at STM

Marie: The STM is DEC 4 and we expect to ask for design and feasibility funds. The estimated cost is \$1.3m and it is covered by MSBA who will reimburse at 45.3%. That makes it \$590K leaving \$710K which we expect to take from E&D. Both communities have to have the STM on the same night and ask permission to take the funds from E&D. WE are expecting to do feasibilities on a twin school Gates/Douglas or Conant/Douglas. We also expect to move the pre-school out of the administration building.

There will be a forum on October 17 to discuss the project.

SN: What’s driving the project differences is the perking.

Marie: it’s important to note that we have spent two years but have not yet done the feasibility. We have to be careful, the site could be Conant.

Janet: The West Acton Sewer Committee will be looking at waste water treatment on the school campus in the absence of sewers.

Marie: The preliminary costs for the Douglas /Gates campus does include on site sewerage.

SN: At STM are you going to carry two options?

Marie: yes the feasibility will determine the better site.

SN: what are you going to tell the parents of the 3rd school?

Marie: we have a capital improvement report with short, medium and long term projects

Jason: what about the health and safety needs?

Marie: those are included.

Jason we’ve hear that before

B. Mc: the budget does address health and safety needs. There are over 400 line items

7. FinCom POV

SN: the purpose of the POV is to get the FC’s thinking out in front of the budget process due to the STM, the POV is early. This is meant to be the opening of the budget discussion. As a town we are in good shape with the expected tax levy, the stabilization fund and the reserves. The tax rate as a percentage of family income is only 5% on average.

Our major concerns are compensation rates and coming capital projects. The town capital committee is short of school members. Another concern is the land purchases—we must

redevelop the school properties; we have lots of open space already and we have used reserves, not in the budget process, to buy more and we'd like to see the Walker property monetized.

Jason: we should have a study of what we do own and if Arlington Street is ever going to be used for school purposes.

Janet: We need to agree on the need to inventory the scattered municipal properties other than conservation lands. The 53 River Street committee is still not fully formed so it will be a while before the proposed use of the parcel is ready for an application for CPA funds to "reimburse" the town for the purchase price.

SN: Our operating budget is growing by 3% a year and we use 1/3 of the tax levy on compensation. We see bigger debt in FY20. The nightmare scenario is to have capital and operating borrowing at the same TM. We will be taking this POV on the road to get needed feed-back.

Janet: The town has used less than budgeted and also replenish reserves. It's my understanding from the Finance Dept. that the replenishment is no longer as robust, and we do need to discuss trying to control the depleting reserves. The changing trend is a reason for concern.

Paul: I was on this committee two years ago and at every meeting we were told that the use of reserves has to stop even though there has been an increase in reserves. I think we need more data on the use of reserves.

SN: We used \$1.8m for the Walker property and \$1m for the River Street property out of reserves.

Bart: is there someone to defend the uses?

SN: if I look at the reserve tab we have free cash in FY 17 at \$9.376m and in FY 19 it's \$5.270. You cannot argue that we are not using reserves. The data supports the use.

Janet: the next agenda should include reserves and the trends. The town finance department should show those numbers and the trends.

8. Public Comment

Charlie: I would like to see actuals---at least the FY 17 actuals. It's not the tax of the percentages of family income that is important it's the dollar number. If we are having budget increases of 4-4.3% getting an override passed is very problematical.

Marie: I just wanted to announce that today is Clare's last day. She worked very hard in getting transparency in the budget and budget process. We thank her for her hard work and wish her well in her next position.

Clare: I just came in to say good bye to everyone. And say that the collaboration you have is so good it should be used in every work place.

Adjourned 8:45

Next meeting October 26

Ann Chang



Acton-Boxborough Regional School District
Superintendent's Office
 16 Charter Road
 Acton, MA 01720
 978-264-4700 www.abschools.org

William H. McAlduff, Jr.
Interim Superintendent of Schools

To: Parents and Guardians
From: William McAlduff, Interim Superintendent of Schools
Date: October 2017
Re: No School, Delayed Opening & Emergency Release Procedures

Our goal as a school system is to ensure that our school campuses and facilities are safe for students to attend each day. While every effort will be made to achieve this goal, there will be times when conditions beyond our control, including weather and/or environmental factors, might force a decision to release school early, delay the opening of school or cancel school altogether. This information is provided in an effort to clarify the plans that will take effect under these circumstances.

The Decision-Making Process

The Superintendent is responsible for deciding when to cancel, delay or close our schools. This decision-making process, however, is influenced by a number of factors including consultation with the Departments of Public Works in Acton and Boxborough, local public safety officials and our own facilities and transportation offices. The Superintendent will make every effort to make a determination by 5:30 a.m. regarding any school closure or delays for the day.

Communication

If schools are closed or delayed, the information will be disseminated through the following means:

- District website (www.abschools.org)
- The district's automated system that places calls to home and cell phone numbers provided to PowerSchool
- Local media including Channel 4 WBZ; Channel 5 WCVB; Channel 7 WHDH; Channel 10 NBC Boston; and FOX 25.

If you would like to change your contact information, including phone number(s) and/or email, or if you would like to opt out of the automated notifications, please update your information in the PowerSchool Parent Portal at <https://absis.ab.mec.edu>

School Closure

If the decision is made to cancel school for the day a "No School" announcement will be made and all schools and programs within the Acton-Boxborough Regional School System will be closed. Our automated notification system will be used to contact home and cell phones provided by parents/guardians through PowerSchool by 6:00 a.m.

If a "No School" decision is made then the following will apply:

- All classes PreK-12 and school activities will be canceled for the day, unless otherwise notified. This will include all before and after school activities, sports and extra-curricular events.
- All after school and evening meetings will be cancelled unless an exception is made.
- All Community Education programs will be cancelled.
- Transportation of students to out-of-district schools will be cancelled when the Acton-Boxborough Regional School District is closed.
- All offices will be closed.

Delayed-Opening Announcement

If extra time is deemed necessary to safely clear roads and sidewalks, a decision will be made to shorten the day through a "Delayed-Opening." Once this decision is made, either a "1-Hour" or "2-Hour" Delayed-Opening will be announced.

Under such conditions, the following will apply:

- Transportation will begin their schedules and pick-up times as close to the delayed time of opening as possible. For example, if a bus run begins at 6:45 a.m. on a regular school day and a two-hour delay is called, that bus will then aim to pick-up students at 8:45 a.m.
- Schools will be dismissed at their regular times.
- Meals will be served at their regular times in the cafeteria.
- Kindergarten AM sessions will be cancelled.
- PM and All Day sessions at the Carol Huebner Early Childhood Program-Acton Site will begin at 12:30. PM and All Day sessions at the Boxborough Site will begin at 12:15. For both sites, AM sessions will be cancelled.
- Community Education Extended Day will open on a delayed schedule. All after-school activities and programs will operate under their normal schedule.
- School offices will open either one or two hours later depending on the delay announced.

Emergency Release

Once students arrive at school and the buildings are open, every effort will be made to operate a normal schedule and release students at the normally scheduled time. However, in the event of severe weather or other emergency conditions, it may be necessary for the Acton-Boxborough Regional Schools to release students before the end of the school day. If such a decision needs to be made then the automated notification system will be used to alert parents and guardians.

Please have a plan in place with your child who might arrive home early on these unusual occasions.

Acton-Boxborough Regional School District

2017-2018 Family Learning Series

for Parents, Caregivers and Community Members

What Parents and Caregivers Can Do To Nurture Lifetime Readers



with Dr. Steven Layne

In an age where children have far more choices of what to do with their time than they once did, what can parents do to instill a love of reading? How can you keep those same kids reading throughout the grades, and how do you reignite interest in reading for a child who seems to have forgotten all about books? These questions and more are addressed with practical suggestions and solutions in this parent/caregiver education workshop.

Dr. Steven Layne serves as Professor of Literacy Education at Judson University in Elgin, IL, where we directs the university's masters and doctoral programs in Literacy Education. Dr. Layne's research and writing focus on the affective domain. His work has been recognized with awards from the Milken Foundation, The National Council of Teachers of English, and the International Literacy Association.

November 7, 2017 7:00-8:30 PM

ABRHS Auditorium






Please visit <http://abschools.org/families/family-learning> for more information and to confirm locations.

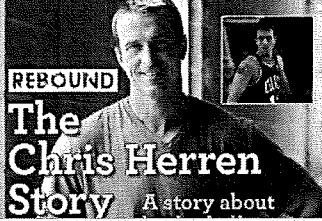

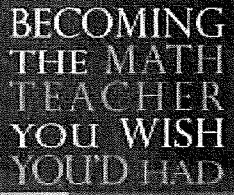


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PosterMyWall.com


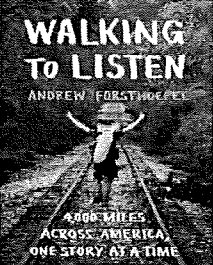



2017-2018 ABRSD Family Learning Series

Building Resilience: Mindset, Mindfulness & Movement

For parents/caregivers and community members

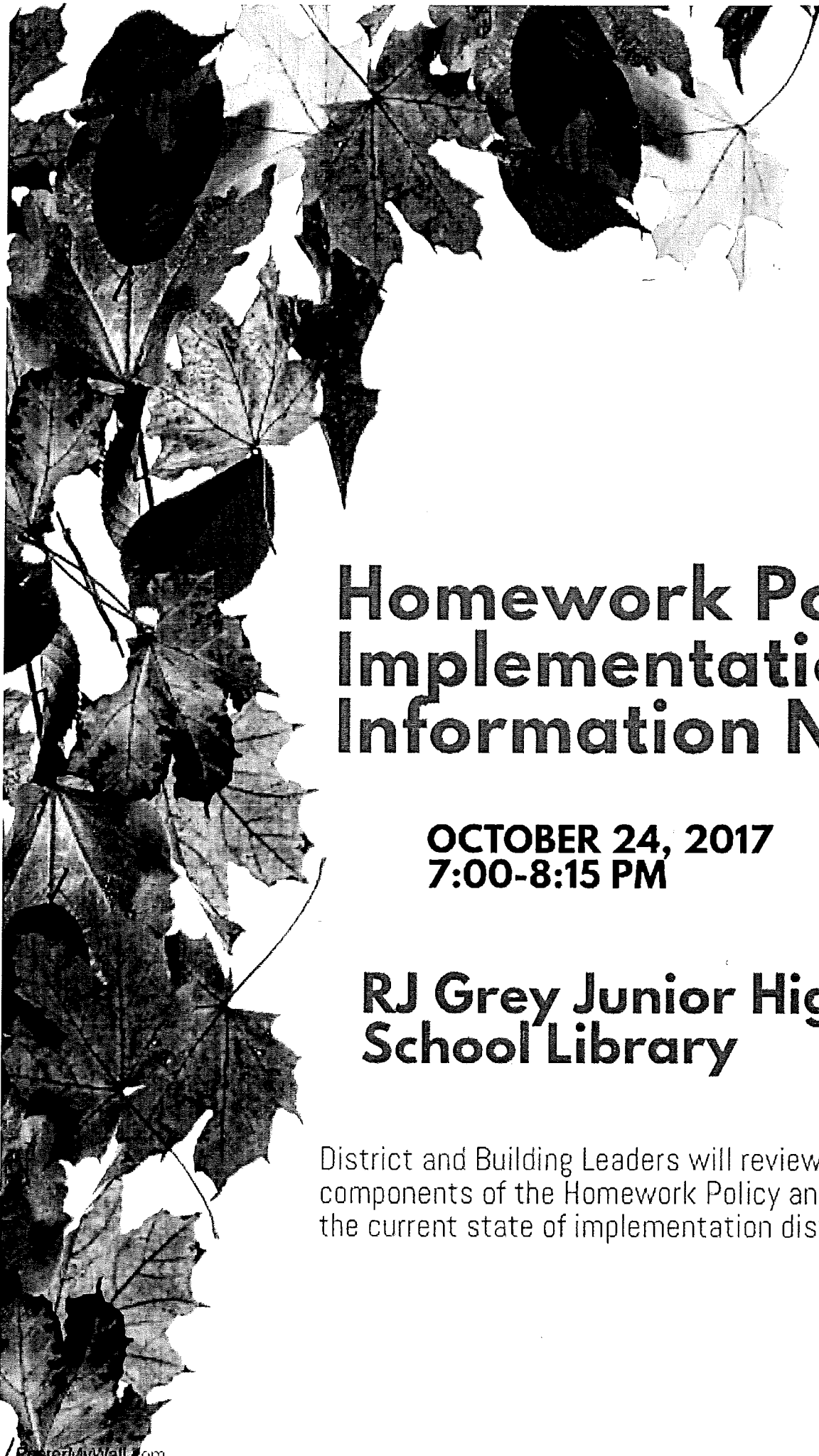
  <p style="text-align: center;">Resilient Schools: Helping School Communities Manage Stress and Learn Lifelong Resiliency Skills</p> <p style="text-align: center;">Rana Chudnofsky, Ed.M.</p> <p style="text-align: center;">9.12.17 ABRHS Auditorium 7-8:30PM</p>	 <p style="text-align: center;">Robert Evans, Ed.D.</p> <p style="text-align: center;">Executive Director The Human Relations Service Wellesley, MA</p> <p style="text-align: center;">Raising Resilient Children in Challenging Times</p> <p style="text-align: center;">Robert Evans, Ed.D</p> <p style="text-align: center;">10.11.17 JH Auditorium 7-8:30 PM</p>	  <p style="text-align: center;">What Parents and Caregivers Can Do to Nurture Lifetime Readers</p> <p style="text-align: center;">Steven Layne, Ed.D</p> <p style="text-align: center;">11.7.17 ABRHS Auditorium 7-8:30 PM</p>
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 <p style="text-align: center;">REBOUND: The Chris Herren Story</p> <p style="text-align: center;">Chris Herren</p> <p style="text-align: center;">11.20.17 ABRHS Auditorium 7-8:30 PM</p>	  <p style="text-align: center;">Mathematics and Mindset</p> <p style="text-align: center;">Tracy Johnston Zager</p> <p style="text-align: center;">12.14.17 ABRHS Auditorium 7-8:30 PM</p>	  <p style="text-align: center;">Attunement & Somatic Regulation: A Body Based Approach Toward Increasing Understanding & Resilience</p> <p style="text-align: center;">Heather Finn, LICSW</p> <p style="text-align: center;">2.6.18 ABRHS Auditorium 7-8:30 PM</p>
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  <p style="text-align: center;">The Missing Medicine: Listening as a Practice in Healing & Transformation</p> <p style="text-align: center;">Andrew Forsthoefel</p> <p style="text-align: center;">Students grades 9-12 welcome to attend 3.7.18 JH Auditorium 7-8:30 PM</p>	 <p style="text-align: center;">DR. ANTHONY RAO</p> <p style="text-align: center;">Movement</p> <p style="text-align: center;">Anthony Rao, PhD</p> <p style="text-align: center;">4.10.18 ABRHS Auditorium 7-8:30 PM</p>	  <p style="text-align: center;">Perfectionism</p> <p style="text-align: center;">Lisa Coyne, PhD</p> <p style="text-align: center;">May TBD ABRHS Auditorium 7-8:30 PM Students grades 6-12 welcome to attend</p>
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Please visit <http://www.abschools.org/families/family-learning> for more information and to confirm locations.



Homework Policy Implementation Information Night

**OCTOBER 24, 2017
7:00-8:15 PM**

**RJ Grey Junior High
School Library**

District and Building Leaders will review the components of the Homework Policy and share the current state of implementation district-wide.

