



## ANDOVER SCHOOL COMMITTEE

**SC ROOM Key:** *I.O. = Information Only; A.R. = Action Request*

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**THURSDAY, OCTOBER 20, 2022**  
**SCHOOL COMMITTEE CONFERENCE ROOM**

\*\* Please note that public comment – either during the Public Input agenda item or on specific agenda topics – should follow School Committee [policy BEDH](#) *Public Comment at School Committee Meetings* and [policy BEDH-E](#) *Guidelines for Public Comment*, including limiting remarks to 3 minutes.\*\*

- |  |                |
|--|----------------|
| I. School Committee Meeting – Call to Order                            | <b>7:00 PM</b> |
| A. Call to Order/Moment of Silence/Salute to Flag                      |                |
| B. Recognitions/Communications   |                |
| C. Public Input  |                |
| D. Response to Public Input  |                |
| E. Education   |                |
| 1. MCAS Data Analysis (Dr. Riley, J. DiCarlo, S. Rancourt)             | I.O.           |
| F. New Business (K Taverna)  |                |
| 1. Capital Improvement Projects (J. Nicosia, K. Taverna)               | A.R.           |
| a. SCH-1 School Wide Maintenance Program                               |                |
| b. SCH-2 School Projects by Building                                   |                |
| c. SCH-5 Major School Projects   |                |
| d. FAC-3 Town and School Security Projects                             |                |
| e. FAC-7 Town/School Energy Initiatives                                |                |
| 2. School Safety Practices and Next Steps (Det. M. Higginbottom)       |                |
| a. School Security Assessment Contract Award – Guidepost Solutions LLC | A.R.           |
| 3. Financials – September  | I.O.           |
| 4. New District On Line Payment Process                                | A.R.           |
| G. Continuing Business   |                |
| 1. Superintendent Evaluation Process and Goals (Second Reading)        | A.R.           |
| 2. APS 2023-2024 School Calendar (Second Reading)                      | A.R.           |
| 3. Policies KF and KF-R: Community Use of Facilities (Second Reading)  | A.R.           |
| H. Consent Agenda  | A.R.           |
| 1. Grants/Donations to District  |                |
| 2. SC Meeting Minutes  |                |
| I. Adjournment   |                |

*This is the SC posted agenda for the upcoming meeting to the best of our knowledge at the time of posting; however, other agenda items may arise; therefore, the SC reserves the right to discuss additional items if merited.*

*The mission of the Andover Public Schools, in partnership with the entire Andover community, is to educate by engaging and inspiring, students to develop as self-reliant, responsible citizens who are thinkers, problem solvers, and contributors prepared to participate in an evolving global society.*

# ANDOVER PUBLIC SCHOOLS



# ANDOVER PUBLIC SCHOOLS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2024 – FY2028

**PROJECT REQUEST:** *School-Wide Maintenance Program*

**SCH-1**

**Department Priority Ranking: 1**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY24:**  
**Original Dept. Request:** \$950,000  
**Submitted by:** Magda Parvey, Ed.D./  
Janet Nicosia, Director  
**Department:** School and Facilities Depts.  
**Funding Source:** General Fund Revenue  
**FY23 Dept. Request for FY24:** \$905,000

<b>Project Description:</b>
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	Priority	FY2024	FY2025	FY2026	FY2027	FY2028
504 & IEP Compliance (Individual Educational Plan)	1	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
ADA Compliance (Accessibility)	1	\$55,000	\$55,000	\$60,000	\$60,000	\$60,000
Asbestos survey and remediation	1	\$45,000	\$50,000	\$50,000	\$55,000	\$55,000
Building Envelope/roofing maintenance and repairs	1	\$40,000	\$40,000	\$45,000	\$45,000	\$50,000
Carpet and flooring replacement	1	\$60,000	\$60,000	\$60,000	\$65,000	\$65,000
Door and door hardware and installation	1	\$30,000	\$30,000	\$35,000	\$35,000	\$35,000
Electrical upgrades for new technology	1	\$30,000	\$35,000	\$35,000	\$40,000	\$40,000
Engineering	1	\$55,000	\$60,000	\$60,000	\$65,000	\$65,000
Energy conservation	1	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Fence and guardrail repairs	1	\$45,000	\$45,000	\$50,000	\$50,000	\$55,000
Furniture replacement	1	\$35,000	\$35,000	\$40,000	\$40,000	\$45,000
HVAC/Energy Management upgrades	1	\$50,000	\$55,000	\$55,000	\$60,000	\$65,000
Landscaping	1	\$25,000	\$25,000	\$30,000	\$30,000	\$30,000
Lead and Copper testing and remediation	1	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Painting and parking lot striping	1	\$50,000	\$60,000	\$60,000	\$65,000	\$65,000
Plumbing upgrades	1	\$30,000	\$30,000	\$35,000	\$35,000	\$40,000
Refinish gymnasium and stage floors	1	\$25,000	\$30,000	\$30,000	\$35,000	\$35,000
Restroom renovations	1	\$55,000	\$55,000	\$60,000	\$60,000	\$65,000

## ANDOVER PUBLIC SCHOOLS

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School playgrounds maintenance	1	\$30,000	\$35,000	\$35,000	\$40,000	\$40,000
Security system upgrades	1	\$85,000	\$85,000	\$90,000	\$90,000	\$95,000
Sidewalk repairs and replacements	1	\$80,000	\$85,000	\$85,000	\$90,000	\$90,000
Smoke Detector and Fire Alarm Repairs	1	\$30,000	\$35,000	\$35,000	\$40,000	\$40,000
<b>Totals</b>		<b>\$950,000</b>	<b>\$1,000,000</b>	<b>\$1,045,000</b>	<b>\$1,095,000</b>	<b>\$1,130,000</b>

<b>Project Justification and Purpose:</b>
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504 & IEP Compliance (Individual Educational Plan) – (Mandated IEP Building Modifications) – Funds are requested to provide building modifications on an as-needed basis when a staff member, or a student’s IEP plan, requires upgrades or modifications to the classrooms or offices to provide reasonable accommodations. These needs come up without advance notice and require immediate attention.

ADA Compliance – Funds are requested to address accessibility requirements.

Asbestos Survey and Remediation – Funds are requested to continue compliance with the AHERA law and asbestos removal.

Building Envelope/Roofing maintenance and repairs – Funds are requested for the maintenance and minor repairs to building envelope systems.

Carpet and Flooring Replacement – Funds are requested to replace carpeting and flooring as needed.

Door and Door Hardware Replacement – Funds are requested to continue the ongoing program of replacing aging interior and exterior doors and door hardware.

Electrical Upgrades for New Technology – Funds are requested to provide additional electrical outlets and power to service additional needs, driven by new technology in our schools.

Engineering – Funds are requested for professional engineering fees to implement capital projects.

Energy Conservation – Funds are requested to implement minor energy conservation upgrades.

Fence and Guardrail Repairs – Fences and guardrails on school sites frequently sustain damage during the year. Funds are requested for repair or replacement as necessary, and to install new fences when the need arises.

Furniture Replacement – Funds are requested to begin replacing aging furniture at the schools.

HVAC/Energy Management Upgrades – Funds are requested to upgrade heating, ventilating and air conditioning equipment, and control system components.

Landscaping, BMP maintenance – Ongoing maintenance and improvement program for landscaped areas and storm water features at School buildings.

# ANDOVER PUBLIC SCHOOLS

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Lead and Copper testing and remediation – Funds are requested for ongoing testing for lead and copper in drinking water.

Painting and Parking Lot Striping – Funds are requested for painting and parking lot striping.

Plumbing Upgrades – Funds are requested to upgrade plumbing fixtures.

Refinishing Gymnasium and Stage Floors - Funds are requested to screen and refinish approximately 92,626 square feet of gymnasium and stage floors.

Restroom Renovations – Funds are requested to renovate existing restrooms.

School Playgrounds Maintenance – Funds are requested to replace and repair playground structures and surfaces.

Security System Upgrades – Funds are requested to upgrade and repair school security system equipment, which include cameras systems, badge access controls, keyless entry mechanisms, electronic locks and burglar alarms.

Sidewalk Repairs and Replacements – Funds are requested to repair or replace sidewalks.

Smoke Detector and Fire Alarm repairs – Funding is requested for the ongoing repair and replacement of smoke detectors and fire alarm systems.

<b>Cost Estimate &amp; Timing:</b>
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<b>Estimated Annual Operating/Maintenance Cost or Savings:</b>
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<b>Sustainability:</b>
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Sustainability in construction involves “cradle to grave” consideration of the environmental impact of our maintenance and construction activities. We consider from the “cradle” the source and materials selection of low emissions, recycled and local materials, to the “grave” analysis of whether materials used can be recycled at the end of their useful life. Examples of Sustainability decisions in SCH-1 include: low VOC paint and carpeting, all water-based paints, water-based adhesives, recycled rubber playground surfacing, locally sourced engineered wood fiber, and our use of construction materials waste stream where recyclable materials are separated. Also, energy efficiency upgrades in lighting and HVAC systems, including heat pumps and LED lighting, and the safe removal and disposal of hazardous materials like asbestos, lead, and mercury.

<b>Town Manager’s Recommendation:</b>
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## ANDOVER PUBLIC SCHOOLS

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<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2024</b>	\$950,000	
<b>2025</b>	\$1,000,000	
<b>2026</b>	\$1,045,000	
<b>2027</b>	\$1,095,000	
<b>2028</b>	\$1,130,000	

# ANDOVER PUBLIC SCHOOLS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2024 – FY2028

**PROJECT REQUEST: *School – Projects by Building***

**SCH-2**

**Department Priority Ranking: 1**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY24:**  
**Original Dept. Request:** \$388,000  
**Submitted by:** Magda Parvey, Ed.D./  
 Janet Nicosia, Director  
**Department:** School and Facilities Depts.  
**Funding Source:** General Fund Revenue  
**FY23 Dept. Request for FY24:** \$948,000

<b>Project Description:</b>
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	Priority	FY2024	FY2025	FY2026	FY2027	FY2028
Andover High restroom renovations		\$28,000	\$29,500	\$31,000	\$32,500	\$34,000
Andover High carpet/flooring replacement		\$50,000	\$50,000	\$50,000	\$60,000	\$60,000
Andover High classroom renovations; flooring, paint, ceilings, lighting		\$40,000	\$45,000	\$45,000	\$45,000	\$50,000
Andover High School-Collins Center replace electrical panel			\$60,000			
Andover High Band Room Cabinets				\$100,000		
Andover High Tennis Court shade structure		\$25,000				
Doherty Middle restroom renovations		\$55,000	\$60,000	\$60,000	\$65,000	\$65,000
Doherty Middle rubber floor replacement in adaptive gym			\$70,000			
Doherty Middle furniture replacements; desks, chairs, lab tables, stools		\$55,000	\$55,000	\$60,000	\$60,000	\$65,000
Doherty paint gym and complete acoustic tiles				\$65,000		
Doherty Middle add high velocity fans to gym				\$50,000		
Doherty Middle classroom cabinetry replacements			\$50,000	\$50,000	\$50,000	\$50,000

## ANDOVER PUBLIC SCHOOLS

Doherty Middle replace cafeteria floor			\$75,000			
Sanborn Elementary classroom counters replacements		\$35,000	\$40,000	\$40,000	\$45,000	\$45,000
School Administration restroom renovations					\$60,000	\$60,000
South Elementary bathroom renovations.		\$50,000	\$55,000	\$55,000	\$60,000	\$60,000
South Elementary cafeteria floor vinyl planking			\$75,000			
West Middle door replacements			\$25,000	\$25,000	\$25,000	\$25,000
West Middle window replacements			\$30,000	\$30,000	\$30,000	\$30,000
West Middle cabinetry upgrade		\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
West Middle restroom renovation			\$60,000	\$60,000	\$60,000	\$60,000
Wood Hill/High Plain add expansion joints to floor			\$50,000	\$50,000		
Wood Hill/High Plain kitchen roll down door replace with solid door				\$60,000		
Wood Hill/High Plain library carpet replacement					\$50,000	
Wood Hill/High Plain Phase 1; reconfigure parking entrance and sidewalk					\$100,000	
Wood Hill/High Plain concrete repairs at back of building, add trees and landscape in basketball area			\$150,000			
<b>Totals</b>		<b>\$388,000</b>	<b>\$1,029,500</b>	<b>\$881,000</b>	<b>\$792,500</b>	<b>\$654,000</b>

### **Project Justification and Purpose:**

Andover High School restroom renovations – Funds are requested to continue renovating one restroom each year.

Andover High School carpet/flooring replacement – Funds are requested to replace carpeting and other flooring within the school.

Andover High School classroom renovations – Funds are requested for classroom renovations such as flooring, painting, ceiling replacements and lighting upgrades.



## ANDOVER PUBLIC SCHOOLS

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Andover High School Collins Center – Funds are requested to replace the electrical panel in the Collins Center.

Andover High School Band Room cabinets – Funds will be requested to replace the equipment storage cabinets in the Band Room at Andover High School.

Andover High School Tennis Courts shade structure – Funds are requested to install a shade structure at the tennis courts.

Doherty Middle School restroom renovations – Funds are requested to continue renovating one restroom each year.

Doherty Middle School rubber floor replacement – Funds are requested to replace the rubber floor in the adaptive gymnasium.

Doherty Middle School furniture replacement – Funds are requested to replace desks, chairs, lab tables and stools. The existing furnishings are quite old and have been repaired many times.

Doherty Middle School gym improvements – Funds will be requested to paint the gymnasium and complete installation of acoustic wall panels.

Doherty Middle School add high velocity fans to gymnasium – Funds will be requested to add high velocity fans to improve air circulation in the gymnasium.

Doherty Middle School classroom cabinetry replacements – Cabinetry in the classrooms at Doherty Middle School are aged and in need of replacement. Funding is requested to begin a classroom cabinetry replacement project.

Doherty Middle School cafeteria floor replacement – Funds will be requested to replace the floor in the cafeteria.

Sanborn Elementary School classroom counters replacements – Funds are requested to replace the countertops in classrooms at Sanborn Elementary School. These replacements will be phased over a number of years until complete.

School Administration restrooms – Funds will be requested to renovate the restrooms on the second and third floors of the Central Offices building. These restrooms are heavily used and are worn and dated.

South Elementary School restroom renovations – The restrooms at South Elementary are in need of upgrades. Funds are requested to renovate two restrooms per year.

South Elementary School cafeteria floor replacement – Funds are requested to replace the existing flooring in the cafeteria with new vinyl planking.

West Middle School door replacements – Funds will be requested to begin a program of replacing doors at West Middle School over the course of several years. This project is expected to commence in FY2025.

West Middle School window replacements – Funds will be requested to begin a multi-phased project of replacing the windows at West Middle School.

West Middle School classroom cabinetry replacements – Cabinetry in the classrooms at West Middle School are aged and in need of replacement. Funding is requested to begin a classroom cabinetry

# ANDOVER PUBLIC SCHOOLS

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replacement project.

West Middle School restroom renovations – Funds will be requested to begin a program of renovating one restroom each year.

Wood Hill/High Plain add expansion joints to floor – Funds will be requested to add expansion joints to VCT flooring where cracking occurs.

Wood Hill/High Plain replace kitchen roll down door with solid door – Funds will be requested to replace the roll down door in the kitchen, which is an open grate style, with a solid door to create a sound barrier.

Wood Hill/High Plain library carpet replacement – Funds will be requested to replace the carpeting in the Wood Hill/High Plain library.

Wood Hill/High Plain create additional parking – Phase one: – Funds will be requested to reconfigure a parking lot entrance and entry sidewalk as phase one of a two phase approach to create additional parking.

Wood Hill/High Plain concrete repair and landscaping – Funds will be requested to make repairs to the concrete at the back of the building, as well as to landscape the basketball court area, including the planting of trees.

<b>Cost Estimate &amp; Timing:</b>
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<b>Estimated Annual Operating/Maintenance Cost or Savings:</b>
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<b>Sustainability:</b>
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Sustainability in construction involves “cradle to grave” consideration of the environmental impact of our maintenance and construction activities. We consider from the “cradle” the source and materials selection of low emissions, recycled and local materials, to the “grave” analysis of whether materials used can be recycled at the end of their useful life.

<b>Town Manager’s Recommendation:</b>
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Fiscal Year	Dept. Request	Town Manager Recommendation
2024	\$388,000	
2025	\$1,029,500	
2026	\$881,000	
2027	\$792,500	
2028	\$654,000	

# ANDOVER PUBLIC SCHOOLS

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## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2024 – FY2028

**PROJECT REQUEST: *Major School Projects***

**SCH-5**

**Department Priority Ranking: 1**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY24:**  
**Original Dept. Request:** \$1,125,000  
**Submitted by:** Magda Parvey, Ed.D./  
 Janet Nicosia, Director  
**Department:** School and Facilities Depts.  
**Funding Source:** General Fund Borrowing  
**FY23 Dept. Request for FY24:** \$2,900,000

<b>Project Description:</b>
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	Priority	FY2024	FY2025	FY2026	FY2027	FY2028
Andover High Central Heating Plant upgrade or temp boiler hookups		\$150,000				
Andover High Collins Center auditorium seating upgrades				\$300,000		
Andover High flooring abatement and replacement				\$150,000		
Andover High powerwash, seal and paint Field House metal roof		\$100,000				
Bancroft School motorized gymnasium wall			\$250,000			
Bancroft School change field to turf field		\$600,000				
Bancroft rubberize two playground surfaces					\$600,000	
Doherty Middle replacement of air handlers in the main building			\$400,000			
Doherty Middle wall unit heaters						\$80,000
Doherty Middle replace ceilings and lighting in hallways and second floor, remove slats.			\$250,000			
Doherty Middle repointing, power washing and masonry sealing.			\$150,000			

## ANDOVER PUBLIC SCHOOLS

Doherty Middle audit for air conditioning. Design, and estimate construction.					\$100,000	
DMS accessibility upgrades to the biology and chemistry labs.					\$150,000	
Sanborn Elementary HVAC replacement to heat pumps, possible geothermal for net zero system			\$7,000,000			
Sanborn Elementary demolition and removal of modular classrooms			\$150,000			
Sanborn Elementary construct ADA accessible ramp to rear field			\$50,000		\$400,000	
Sanborn Elementary School new playground. Design, then construction.			\$100,000		\$1,000,000	
Sanborn Elementary replace remaining concrete walkways				\$200,000		
Sanborn locker replacement						\$300,000
School Administration windows replacement. Design, and estimate construction.						\$150,000
School Administration rubber stair treads and ADA handrails						\$800,000
School-wide code compliance for school sprinkler systems. Feasibility then estimate construction.			\$50,000		\$5,000,000	
South Elementary School paving & concrete			\$800,000		\$900,000	
South Elementary concrete and masonry repairs, cleaning and sealing; walls, sills, sidewalk and entry			\$175,000			
South renovate teachers' lounge and adjoining areas: flooring, paint, ceiling, cabinetry, lighting.			\$100,000			
South Elementary lockers replacement						\$200,000

## ANDOVER PUBLIC SCHOOLS

South Elementary playgrounds. Design, then construct.					\$100,000	\$1,000,000
South Elementary masonry cleaning, paint metal at gym		\$125,000				
West Middle Partial Air Conditioning Construction				\$4,000,000		
West Middle Air Conditioning in cafeteria						\$600,000
West Middle Hart room HVAC			\$400,000			
West Middle renovation of office, counters and HVAC			\$600,000			
West Middle porous pavement fire road				\$250,000		
West Middle exterior masonry front plaza redevelopment/reconstruction		\$150,000				
West Middle science room renovations. Design, then construction.			\$100,000	\$1,000,000		
Wood Hill/High Plain expand artificial turf						\$100,000
<b>Totals</b>		<b>\$1,125,000</b>	<b>\$10,575,000</b>	<b>\$5,900,000</b>	<b>\$8,250,000</b>	<b>\$3,230,000</b>

### Project Justification and Purpose:

Andover High School Central Heating Plant – Funds are requested to make improvements to the existing heating system including temporary boiler hookups.

Andover High School Collins Center seating upgrades – Funds will be requested to replace the worn seating in the Collins Center auditorium.

Andover High School flooring abatement and replacements – Funds will be requested to abate and replace flooring in areas of expansion joints in various corridors throughout the school.

Andover High School Field House – Funds are requested to power wash, seal and paint the metal roof on the Andover High School Field House.

Bancroft Elementary School motorized gymnasium wall – Funds will be requested to replace the manual divider wall with a motorized divider wall. The existing divider wall is difficult to operate and often gets stuck.

## ANDOVER PUBLIC SCHOOLS

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Bancroft Elementary School artificial turf – Funds are requested to replace the existing sports field with artificial turf.

Bancroft Elementary School playgrounds – Funds will be requested to install rubber surfacing on two of the playgrounds at Bancroft Elementary school.

Doherty Middle School Replacement of six main air handlers in the main building – Funds will be requested to replace these units, which are original equipment from construction of the building.

Doherty Middle School wall unit heaters – Funds will be requested to replace wall unit heaters.

Doherty Middle School ceilings and lighting replacements – Funds will be requested to remove the slatted ceilings and replace them, along with the lighting in the second floor hallways.

Doherty Middle School masonry maintenance – Funds will be requested to repoint, power wash and seal the exterior masonry at Doherty Middle School.

Doherty Middle School audit for air conditioning – Funds will be requested for an air conditioning audit and design. Future funding will be requested for the construction phase of this project.

Doherty Middle School accessibility upgrades – Funds will be requested to bring the biology and chemistry labs into compliance with the Americans with Disabilities Act.

Sanborn Elementary construction for new heating and air conditioning – Design funds were approved in FY2021 for new heating and air conditioning. Construction funds will be requested in a future CIP.

Sanborn Elementary School demolition and removal of the modular classrooms – The modular building was installed in the year 2000 as a temporary structure and has reached the end of its useful life. Funds will be requested to demolish and remove this building.

Sanborn Elementary ADA accessible ramp to rear field – Funds are requested to design, then construct an ADA compliant ramp to access the rear field.

Sanborn Elementary new playground – Funds will be requested to construct a new ADA compliant playground at the school.

Sanborn Elementary walkways replacement – Funds will be requested to replace the remaining concrete walkways at Sanborn Elementary school.

Sanborn Elementary lockers replacement – Funds will be requested to replace the student lockers at Sanborn School. The current lockers have reached the end of their useful purpose.

School Administration building windows replacement – Funds will be requested for design, then construction of a window replacement project in the Central Offices building second and third floors. The first-floor windows were replaced during The Robb Center renovation.

School Administration building stairwells improvements – Funds will be requested to install ADA compliant handrails in the stairwells in the School Administration building, as well as to retread the existing stairways with new rubber treads.

## ANDOVER PUBLIC SCHOOLS

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School-wide code compliance – Funds are requested to remedy code compliance issues in Andover school buildings by installing, or making necessary improvements to sprinkler systems district wide.

South Elementary School paving – Funds are requested to phase in site redevelopment at South School. The project is phased due to the scheduling complexity in the school which houses summer programs.

South Elementary School concrete and masonry repairs – Funds are requested to complete concrete and masonry repairs, cleaning and sealing to the walls, sills, sidewalks and entry at South Elementary school.

South Elementary School teachers' lounge renovation – Funds are requested to make necessary improvements, including flooring, paint, ceiling, cabinetry and lighting to the teachers' lounge and adjoining areas at South Elementary school.

South Elementary School lockers – Funds will be requested to replace the student lockers at South Elementary School. The current lockers have reached the end of their useful purpose.

South Elementary playgrounds – Funds will be requested to construct new ADA compliant playgrounds at South Elementary school.

South Elementary School masonry cleaning, paint metal – Funds are requested to clean the masonry and metal, and paint the metal at the gym.

West Middle School air conditioning – Funds will be requested for the construction phase of a partial air conditioning project at West Middle School.

West Middle School cafeteria air conditioning – Future funding will be requested to air condition the cafeteria portion of West Middle School.

West Middle School Hart Room air conditioning – Funds are requested to install air conditioning in the Hart Room at West Middle School.

West Middle School main office renovation – Funds will be requested for the construction phase of the West Middle school office renovation. FY2023 funding for the design phase of this two-phase project was approved at Town Meeting 2022. HVAC improvements will be included in this project.

West Middle School porous pavement – Funds will be requested to replace the porous pavement fire road.

West Middle School front plaza masonry reconstruction – Funds are requested to redevelop and reconstruct the exterior masonry at the front plaza at West Middle School.

West Middle science room renovations – Funds are requested for the design to renovate the West Middle school science room. This will be a two-phase project with design, then construction to follow two years later to allow adequate time for the design phase.

Wood Hill/High Plain playground – Funds will be requested to replace and expand the artificial turf area of the playground at Wood Hill Middle/High Plain Elementary.

<b>Cost Estimate &amp; Timing:</b>
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# ANDOVER PUBLIC SCHOOLS

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**Estimated Annual Operating/Maintenance Cost or Savings:**

**Sustainability:**

Sustainability in construction involves “cradle to grave” consideration of the environmental impact of our maintenance and construction activities. We consider from the “cradle” the source and materials selection of low emissions, recycled and local materials, to the “grave” analysis of whether materials used can be recycled at the end of their useful life.

**Town Manager’s Recommendation:**

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
2024	\$1,125,000	
2025	\$10,575,000	
2026	\$5,900,000	
2027	\$8,250,000	
2028	\$3,230,000	



# FACILITIES

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2024 – FY2028

**PROJECT REQUEST:** *Town and School Security Projects*

**FAC-3**

**Department Priority Ranking: 1**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY24:**  
**Original Dept. Request:** \$130,000  
**Submitted by:** Janet Nicosia, Director  
**Department:** Department of Facilities  
**Funding Source:** General Fund Revenue  
**FY23 Dept. Request for FY24:** \$290,000

<b>Project Description:</b>
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Town Project Description:	Priority	FY2024	FY2025	FY2026	FY2027	FY2028
Deyermond Field camera installations			\$100,000			
Old Town Hall security upgrades					\$100,000	
Playstead Ballfield and Track camera installations				\$90,000		
Town Offices camera installations and upgrades.		\$30,000				
Upgrade of Access Control system server and software						\$250,000
<b>Total Town</b>		<b>\$30,000</b>	<b>\$100,000</b>	<b>\$90,000</b>	<b>\$100,000</b>	<b>\$250,000</b>

School Project Description:	Priority	FY2024	FY2025	FY2026	FY2027	FY2028
School Entrance Renovations at Doherty and West Middle Schools		\$100,000	\$100,000	\$100,000		
Upgrade of Access Control system server and software						\$250,000
Multi-School Security Camera Upgrades-Schools to digital (WMS, South, Sanborn)			\$50,000	\$50,000	\$50,000	
<b>Total Schools</b>		<b>\$100,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$50,000</b>	<b>\$250,000</b>

<b>Total Town and School Combined</b>	<b>\$130,000</b>	<b>\$250,000</b>	<b>\$240,000</b>	<b>\$150,000</b>	<b>\$500,000</b>
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# FACILITIES

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## **Project Justification and Purpose:**

Deyermund Field security camera installations – Funds will be requested to install security cameras at the Deyermund Field, at the request of the Town and Andover Police Department. The area is difficult to monitor. Fiber will need to be run to the space through conduit, and cameras and recording devices will need to be installed.

Old Town Hall security upgrades – Funds will be requested to upgrade the card access readers, burglar alarm, and interior cameras at the Old Town Hall and Andover Town House.

Playstead Ballfield and Track camera installations – Funds will be requested to install long range cameras to monitor the area.

Town Offices security camera upgrades – Funds are requested to upgrade the existing cameras at the Town Offices building.

Town Offices Finance Office entry enclosure – Funds will be requested to enclose the Finance Office entry area in the Town Offices building.

Upgrade of the Access Control system server and software – Funds will be requested to upgrade the Access Control system server and software to keep pace with expanded use in our Town and School buildings and with changing technology. Funding for this project is being requested equally from both the Town and School departments.

School Entrance Renovations – Andover Public School buildings are undergoing a comprehensive program of security upgrades and renovations. The new entrance vestibules that have been installed at several of our school buildings are an example of the security enhancements being undertaken to keep our school buildings safe. Funds are requested to continue constructing these high priority security vestibules throughout our school system.

Security Camera Upgrades-Schools to digital – Funds will be requested to continue the upgrade of the interior camera security systems in Andover schools. The upgrades include new NVR digital recording systems and cameras at West Middle School and ongoing security component replacements.

## **Cost Estimate & Timing:**

## **Estimated Annual Operating/Maintenance Cost or Savings:**

## **Sustainability:**

School entrance renovations are designed to capture heat and cold air prior to it entering the school. Systems are properly balanced to help insulate the interior spaces of the school while providing added security.

## **Town Manager's Recommendation:**

## FACILITIES

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<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
2024	\$130,000	
2025	\$250,000	
2026	\$240,000	
2027	\$150,000	
2028	\$500,000	

# FACILITIES

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2024 – FY2028

**PROJECT REQUEST:** *Town / School Energy Initiatives*

**FAC-7**

**Department Priority Ranking: 1**  
(1 = highest, 2 = second highest, etc.)

**TM's Rec. for FY24:**  
**Original Dept. Request:** \$505,000  
**Submitted by:** Janet Nicosia, Director  
**Department:** Department of Facilities  
**Funding Source:** General Fund Borrowing / Revenue  
**FY23 Dept. Request for FY24:** \$1,230,000

<b>Project Description:</b>
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Town	Priority	FY2024	FY2025	FY2026	FY2027	FY2028
Memorial Hall Library LED Atrium lighting		\$120,000				
Memorial Hall Library, replace chiller with more efficient unit					\$200,000	
Public Safety Add EV charger		\$35,000				
Public Safety Center - LED retrofit			\$95,000	\$95,000		
<b>Total Town</b>		<b>\$155,000</b>	<b>\$95,000</b>	<b>\$95,000</b>	<b>\$200,000</b>	<b>\$0</b>

Schools	Priority	FY2024	FY2025	FY2026	FY2027	FY2028
AHS Collins Center - Install New Roof Top Units				\$500,000		
Doherty Middle School - Window replacements, Phase 1 & 2 (Green Repair-Phase 1 only)		\$350,000	\$350,000			
Doherty Middle School - Convert auditorium lighting to LED technology			\$115,000			
Doherty Middle School - Upgrade Gym ventilation				\$300,000		
West Middle - Retrofit lighting to LED			\$150,000			
West Middle - Retrofit Auditorium lighting to LED				\$120,000		
Wood Hill/High Plain replace boilers design then construction				\$80,000		\$800,000
<b>Total Schools</b>		<b>\$350,000</b>	<b>\$615,000</b>	<b>\$1,000,000</b>	<b>\$0</b>	<b>\$800,000</b>

# FACILITIES

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<b>Total Combined</b>	<b>\$505,000</b>	<b>\$710,000</b>	<b>\$1,095,000</b>	<b>\$200,000</b>	<b>\$800,000</b>
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<b>Project Justification and Purpose:</b>
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Memorial Hall Library LED lighting – Funds are requested to install energy efficient LED technology lighting in the atrium at Memorial Hall Library.

Memorial Hall Library air conditioning – Funds will be requested to replace the chiller at Memorial Hall Library with a more energy efficient unit.

Public Safety Center EV charging station – Funds are requested to install an EV charging station at the Public Safety Center.

Public Safety Center LED lighting – Funds will be requested to retrofit the lighting in the Public Safety Center with more energy efficient LED technology.

Andover High School Collins Center installation of new roof top units – Funds will be requested to replace the roof top units at the Collins Center. The units are more than 20 years old and it is expected that we will be able to receive utility incentives to retrofit them with higher efficiency units.

Doherty Middle School window replacements – Funds are requested for phase one of a two phased window replacement project for Doherty Middle School. Under the Green Repair program, the Town may be eligible for matching funds.

Doherty Middle School auditorium lighting conversion to LED – Funds will be requested to convert the auditorium lighting to more efficient LED technology.

Doherty Middle School gymnasium ventilation and exhaust– Funds will be requested to replace a 40-year old fan with a more powerful and variable speed fan, which will be linked to the energy management system and will use the CO2 sensor to maintain sufficient ventilation. Gyms are used intermittently and there is energy savings when sensors are added to detect occupancy and air quality.

West Middle School LED lighting – Funds will be requested to retrofit the current fluorescent lighting at West Middle School with energy efficient LED fixtures. The new fixtures will be fit with occupancy sensing so that lights will shut off when areas are unoccupied.

West Middle School Auditorium LED lighting – Funds will be requested to retrofit the lighting in the West Middle School auditorium with energy efficient LED fixtures.

Wood Hill/High Plain boilers replacements – Funds will be requested to replace the boilers at Wood Hill/High Plain with high efficiency boilers.

*NOTE: Andover Energy Division may apply for grants and/or incentives to fund the cost, or reduce the cost, of some of the projects identified above.*

# FACILITIES

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<b>Cost Estimate &amp; Timing:</b>
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<b>Estimated Annual Operating/Maintenance Cost or Savings:</b>
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<b>Sustainability:</b>
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Memorial Hall atrium lighting will be LED technology and incorporate daylight sensors to dim the lights when sufficient light is provided from the atrium windows. Doherty Middle School windows are old and inefficient. This funding will be used to leverage a Green Building Repair grant application next year to begin to replace windows in phases.

<b>Town Manager's Recommendation:</b>
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<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2024</b>	\$505,000	
<b>2025</b>	\$710,000	
<b>2026</b>	\$1,095,000	
<b>2027</b>	\$200,000	
<b>2028</b>	\$800,000	

# ANDOVER PUBLIC SCHOOLS

Town of ANDOVER

## **(GOODS / SERVICES)**

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DATE: \_\_\_\_\_

This Contract is entered into on, or as of, this date by and between the Town of Andover (the “Town”), and

Guidepost Solutions, LLC  
67 South Bedford Street, Suite 400W  
Boston, MA 01803  
5140-648-5903

1. This is a Contract for the procurement of the following: School Security Assessment Services. RFP # 650/010/23.
2. The Contract price to be paid to the Contractor by the Town of Andover is: \$63,800.00.
3. Payment will be made as follows: Within 30 days of detailed invoice
4. Definitions
  - 4.1 Acceptance: All Contracts require proper acceptance of the described goods or services by the Town of Andover. Proper acceptance shall be understood to include inspection of goods and certification of acceptable performance for services by authorized representatives of the Town to ensure that the goods or services are complete and are as specified in the Contract.
  - 4.2 Contract Documents: All documents relative to the Contract including (where used) Invitation to Bid, Request for Proposals, Instructions to Bidders/Proposers, Proposal Form, General Conditions, Supplementary General Conditions, General Specifications, Other Specifications included in Project Manual, Drawings, and all Addenda issued during the bidding period or proposal. The Contract documents are complementary, and what is called for by any one shall be as binding as if called for by all. The intention of the document is to include all labor and materials, equipment and transportation necessary for the proper performance of the Contract.
  - 4.3 The Contractor: The “other party” to any Contract with the Town. This term shall (as the sense and particular Contract so require) include Vendor, Contractor,

Engineer, or other label used to identify the other party in the particular Contract. Use of the term “Contractor” shall be understood to refer to any other such label used. The Contractor’s relationship to the Town is that of an independent contractor and not that of an agent or employee of the Town. There is no relationship of employment or agency between the Town and the Contractor and neither party shall have or exercise any control or direction over the method by which the other performs its work or functions aside from such control or directions as provided in this Contract which the parties view as consistent with their independent contractor relationships.

4.4 Date of Substantial Performance: The date when the work is sufficiently complete, the services are performed, or the goods delivered, in accordance with Contract documents, as modified by approved Amendments and Change Orders.

4.5 Goods: Goods, Supplies or Materials.

4.6 Sub-Contractor: Those having a direct Contract with the Contractor. The term includes one who furnished material worked to a special design according to the Drawings or Specifications of this work, but does not include one who merely furnishes material not so worked.

4.7 Work: The services or materials contracted for, or both.

## 5. Term of Contract and Time for Performance

This Contract shall be fully performed by the Contractor in accordance with the provisions of the Contract Documents on or before January 31, 2023, unless extended pursuant to a provision for extension contained in the Contract documents at the sole discretion of the Town, and not subject to assent by the Contractor, and subject to the availability and appropriation of funds as certified by the Town Accountant. The time limits stated in the Contract documents are of the essence of the Contract.

## 6. Subject to Appropriation

Notwithstanding anything in the Contract documents to the contrary, any and all payments which the Town is required to make under this Contract shall be subject to appropriation or other availability of funds as certified by the Town Accountant. The Town may immediately terminate or suspend this Agreement without liability on the part of the Town for damages, penalties or other charges in the event the appropriation(s) funding this Agreement is terminated or reduced to an amount which will be insufficient to support anticipated future obligations under this Agreement.

## 7. Permits and Approvals

Permits, Licenses, Approvals and all other legal or administrative prerequisites to its performance of the Contract shall be secured and paid for by the Contractor.



## 8. Termination and Default

8.1 Without Cause. The Town may terminate this Contract at its sole discretion on seven (7) calendar days notice when in the best interests of the Town by providing notice to the Contractor, which shall be in writing and shall be deemed delivered and received when given in person to the Contractor, or when received by fax, express mail, certified mail return receipt requested, regular mail postage prepaid or delivered by any other appropriate method evidencing actual receipt by the Contractor. Upon termination without cause, Contractor will be paid for services rendered to the date of termination.

8.2 For Cause. If the Contractor is determined by the Town to be in default of any term or condition of this Contract, the Town may terminate this Contract on seven (7) days notice by providing notice to the Contractor, which shall be in writing and shall be deemed delivered and received when given in person to the Contractor, or when received by fax, express mail, certified mail return receipt requested, regular mail postage prepaid or delivered by any other appropriate method evidencing actual receipt by the Contractor.

8.3 Default. The following shall constitute events of a default under the Contract:

- 1) any material misrepresentation made by the Contractor to the Town; 2) any failure to perform any of its obligations under this Contract including, but not limited to the following: (i) failure to commence performance of this Contract at the time specified in this Contract due to a reason or circumstance within the Contractor's reasonable control, (ii) failure to perform this Contract with sufficient personnel and equipment or with sufficient material to ensure the completion of this Contract within the specified time due to a reason or circumstance within the Contractor's reasonable control, (iii) failure to perform this Contract in a manner reasonably satisfactory to the Town, (iv) failure to promptly re-perform within a reasonable time the services that were rejected by the Town as unsatisfactory, or erroneous, (v) discontinuance of the services for reasons not beyond the Contractor's reasonable control, (vi) failure to comply with a material term of this Contract, including, but not limited to, the provision of insurance and non-discrimination, (vii) any other acts specifically and expressly stated in this Contract as constituting a basis for termination of this Contract, and (viii) failure to comply with any and all requirements of federal or state law and/or regulations, and Town bylaws and/or regulations.

## 9. The Contractor's Breach and the Town's Remedies

Failure of the Contractor to comply with any of the terms or conditions of this Contract shall be deemed a material breach of this Contract, and the Town of Andover shall have all the rights and remedies provided in the Contract documents, the right to cancel, terminate, or suspend the Contract in whole or in part, the right to maintain any and all actions at law or in equity or other proceedings with respect to a breach of this Contract, including damages and specific performance, and the right to select among the remedies available to it by all of the above.

From any sums due to the Contractor for services, the Town may keep the whole or any part of the amount for expenses, losses and damages incurred by the Town as a consequence of procuring services as a result of any failure, omission or mistake of the Contractor in providing services as provided in this Contract.

10. Statutory Compliance

10.1 This Contract will be construed and governed by the provisions of applicable federal, state and local laws and regulations; and wherever any provision of the Contract or Contract documents shall conflict with any provision or requirement of federal, state or local law or regulation, then the provisions of law and regulation shall control. Where applicable to the Contract, the provisions of the Massachusetts General Laws are incorporated by reference into this Contract, including, but not limited to, the following:

M.G.L. Chapter 30B – Procurement of Goods and Services.

M.G.L. Chapter 30, Sec. 39, *et seq*: - Public Works Contracts.

M.G.L. Chapter 149, Section 44A, *et seq*: Public Buildings Contracts.

10.2 Wherever applicable law mandates the inclusion of any term and provision into a municipal contract, this Section shall be understood to import such term or provision into this Contract. To whatever extent any provision of this Contract shall be inconsistent with any law or regulation limiting the power or liability of cities and towns, such law or regulation shall control.

10.3 The Contractor shall give all notices and comply with all laws and regulations bearing on the performance of the Contract. If the Contractor performs the Contract in violation of any applicable law or regulation, the Contractor shall bear all costs arising therefrom.

10.4 The Contractor shall keep itself fully informed of all existing and future State and National Laws and Municipal By-laws and Regulations and of all orders and decrees of any bodies or tribunals having jurisdiction in any manner affecting those engaged or employed in the work, of the materials used in the work or in any way affecting the conduct of the work. If any discrepancy or inconsistency is discovered in the Drawings, Specifications, Scope of Business or Contract for this work in violation of any such law, by-law, regulation, order or decree, it shall forthwith report the same in writing to the Town. It shall, at all times, itself observe and comply with all such existing and future laws, by-laws, regulations, orders and decrees; and shall protect and indemnify the Town of Andover, and its duly appointed agents against any claim or liability arising from or based on any violation whether by him or its agents, employees or subcontractors of any such law, by-law, regulation or decree.

11. Conflict of Interest

Both the Town and the Contractor acknowledge the provisions of the State Conflict of Interest Law (General Laws Chapter 268A), and this Contract expressly prohibits any activity which shall constitute a violation of that law. The Contractor shall be deemed to have investigated the application of M.G.L. c. 268A to the performance of this Contract; and by executing the Contract documents the Contractor certifies to the Town that neither it nor its agents, employees, or subcontractors are thereby in violation of General Laws Chapter 268A.

12. Certification of Tax Compliance

This Contract must include a certification of tax compliance by the Contractor, as required by General Laws Chapter 62C, Section 49A (Requirement of Tax Compliance by All Contractors Providing Goods, Services, or Real Estate Space to the Commonwealth or Subdivision).

13. Affirmative Action; Non-Discrimination

The Contractor will carry out the obligations of this Contract in full compliance with all of the requirements imposed by or pursuant to General Laws Chapter 151B (Law Against Discrimination) and any executive orders, rules, regulations, and requirements of the Commonwealth of Massachusetts as they may from time to time be amended.

The Contractor shall comply with all federal and state laws, rules and regulations promoting fair employment practices or prohibiting employment discrimination and unfair labor practices and shall not discriminate in the hiring of any applicant for employment nor shall any qualified employee be demoted, discharged or otherwise subject to discrimination in the tenure, position, promotional opportunities, wages, benefits or terms and conditions of their employment because of race, color, national origin, ancestry, age, sex, religion, disability, handicap, sexual orientation or for exercising any rights afforded by law.

14. Condition of Enforceability Against the Town

This Contract is only binding upon, and enforceable against, the Town if: (1) the Contract is signed by the Town Manager or its designee; and (2) endorsed with approval by the Town Accountant as to appropriation or availability of funds; and (3) endorsed with approval by the Town Counsel as to form.

15. Corporate Contractor

If the Contractor is a corporation, it shall endorse upon this Contract (or attach hereto) its Clerk's Certificate or if a Limited Liability Corporation, a Manager's Certificate or

other documentation satisfactory to the Town certifying the corporate capacity and authority of the party signing this Contract for the corporation. Such certificate shall be accompanied by a letter or other instrument stating that such authority continues in full force and effect as of the date the Contract is executed by the Contractor. This Contract shall not be enforceable against the Town of Andover unless and until the Contractor complies with this section.

16. Liability of Public Officials

To the full extent permitted by law, no official, employee, agent or representative of the Town of Andover shall be individually or personally liable on any obligation of the Town under this Contract.

17. Indemnification

To the fullest extent permitted by law, the Contractor shall indemnify, defend and save harmless the Town, its officers, attorneys, agents and employees from and against any and all damages, liabilities, actions, suits, proceedings, claims, demands, losses costs, expenses, recoveries and judgments of every nature and description (including reasonable attorneys' fees) brought or recovered against them that may arise in whole or in part out of or in connection with the work being performed or to be performed, or out of any act or omission by the Contractor, its employees, agents, subcontractors, material men, or anyone directly or indirectly employed by any of them or anyone for whose acts any of them may be liable, regardless of whether or not it is caused in part by any party indemnified hereunder. The Contractor further agrees to reimburse the Town for damage to its property caused by Contractor, its employees, agents, subcontractors or material men, and anyone directly or indirectly employed by any of them or anyone for whose acts any of them may be liable, including damages caused by his, its or their use of faulty, defective or unsuitable material or equipment regardless of whether or not it is caused in part by any party indemnified hereunder. The existence of insurance shall in no way limit the scope of the Contractor's indemnification under this Contract.

In any and all claims against the Town or any of their agents or employees by any employee of the Contractor, any Subcontractor, anyone directly or indirectly employed by any of them or anyone for whose acts any of them may be liable, the indemnification obligation under this paragraph shall not be limited in any way by any limitation on the amount or type of damages, compensation or benefits payable by or for the Contractor or any Subcontractor under Workmen's Compensation Acts, disability benefit acts or other employee benefit acts.

The duty to defend, indemnify and hold harmless shall immediately accrue and be owing upon the utterance of such a claim by any person or entity regardless of merit and shall not be dependent upon a finding of negligence or any other finding of fact at trial. The duty to defend shall be absolute and shall not be defeated or in any way undermined by the utterance of claims

not covered by this Contract.

The intent of the Specifications regarding insurance is to specify minimum coverage and minimum limits of liability acceptable under the Contract. However, it shall be the Contractor's responsibility to purchase and maintain insurance of such character and in such amounts as will adequately protect it and the Town from and against all claims, damages, losses and expenses resulting from exposure to any casualty liability in the performance of the Work.

18. Workers Compensation Insurance

The Contractor shall provide by insurance for the payment of compensation and the furnishing of other benefits under Chapter 152 of the General Laws of Massachusetts (The Worker's Compensation Act) to all employees of the Contractor who are subject to the provisions of Chapter 152 of the General Laws of Massachusetts.

Failure to provide and continue in force such insurance during the period of this Contract shall be deemed a material breach of this Contract, shall operate as an immediate termination thereof, and the Contractor shall indemnify the Town for all losses, claims, and actions resulting from the failure to provide the insurance required by this Article.

The Contractor shall furnish to the Town evidence of such insurance prior to the execution of this Contract in a form satisfactory to the Town before the same shall be binding on the parties thereto, except if specifically waived by the Town.

**18.1 The Contractor further understands and agrees that in rendering services to the town under this Contract that the Contractor is an independent contractor and not an employee of the Town, that the Contractor is not covered by the Town's Workers' Compensation, or liability insurance, that the Contractor shall not make any claim against the Town, its officers, agents and employees and that the Contractor indemnifies, holds harmless, and releases the Town from any claims of the Contractor or of any other party that may arise in whole or in part out of or in connection with the work being performed by the Contractor.**

19. Documents, Materials, Etc.

Any materials, reports, information, data, etc. given to or prepared or assembled by the Contractor under this Contract are to be kept confidential and shall not be made available to any individual or organization by the Contractor (except agents, servants, or employees of the Contractor) without the prior written approval of the Town, except as otherwise required by law. The Contractor shall comply with the provisions of Chapter 66 and Chapter 66A of the General Laws of Massachusetts as they relates to public documents, and all other state and federal laws and regulations relating to confidentiality, security, privacy and use of confidential data.

Any materials produced in whole or in part under this Contract shall not be subject to copyright, except by the Town, in the United States or any other country. The Town shall have unrestricted authority to, without payment of any royalty, commission, or additional fee of any type or nature, publicly disclose, reproduce, distribute and otherwise use, and authorize others to use, in whole or in part, any reports, data or other materials prepared under this Contract.

All data, reports, programs, software, equipment, furnishings, and any other documentation or product paid for by the Town shall vest in the Town. The Contractor shall at all times, during or after termination of this Contract, obtain the prior written approval of the Town before making any statement bearing on the work performed or data collected under this Contract to the press or issues any material for publication through any medium.

20. Confidentiality

The Contractor shall comply with M.G.L. ch. 66A if the Contractor becomes a “holder” of “personal data”. The Contractor shall also protect the physical security and restrict any access to personal or other Town data in the Contractor’s possession, or used by the Contractor in the performance of this Contract, which shall include, but is not limited to the Town’s public records, documents, files, software, equipment or systems.

21. Record-Keeping and Retention, Inspection of Records

The Contractor shall maintain records, books, files and other data as specified in this Contract and in such detail as shall properly substantiate claims for payment under this Contract, for a minimum retention period of seven (7) years beginning on the first day after the final payment under this Contract, or such longer period as is necessary for the resolution of any litigation, claim, negotiation, audit or other inquiry involving this Contract. The Town shall have access during the Contractor’s regular business hours and upon reasonable prior notice, to such records, including on-site reviews and reproduction of such records at a reasonable expense.

22. Assignment

The Contractor shall not assign or delegate, in whole or in part or otherwise transfer any liability, responsibility, obligation, duty or interest under this Contract without the written approval of the Town.

23. Subcontracting By Contractor

Any subcontract entered into by the Contractor for the purposes of fulfilling the obligations under this Contract must be in writing, authorized in advance by the Town and shall be consistent with and subject to the provisions of this Contract. Subcontracts will not relieve or discharge the Contractor from any duty, obligation, responsibility or liability arising under this Contract. The Town is entitled to copies of all subcontracts and shall not be bound by any provisions contained in a subcontract to which it is not a party.

24. Risk of Loss

The Contractor shall bear the risk of loss for any Contractor materials used for this Contract and for all deliveries, Town personal or other data which is in the possession of the Contractor or used by the Contractor in the performance of this Contract until possession, ownership and full legal title to the deliverables are transferred to and accepted by the Town.

25. Minimum Wage/Prevailing Wage

The Contractor will carry out the obligations of this Contract in full compliance with all of the requirements imposed by or pursuant to General Laws Chapter 151, §1, *et seq.* (Minimum Wage Law) and any executive orders, rules, regulations, and requirements of the Commonwealth of Massachusetts as they may from time to time be amended. The Contractor will at all times comply with the wage rates as determined by the Commissioner of the Department of Labor and Industries, under the provisions of General Laws Chapter 149, 26 to 27D (Prevailing Wage Law), as shall be in force and as amended. The Contractor will, in addition to any other submissions required by the Prevailing Wage Law, submit certified weekly payrolls to the Town with the information described in General Laws Chapter 149, §27B.

26. Audit, Inspection and Recordkeeping

At any time during normal business hours, and as often as the Town may deem it reasonably necessary, there shall be available in the office of the Contractor for the purpose of audit, examination, and/or to make excerpts or transcript all records, contracts, invoices, materials, payrolls, records of personnel, conditions of employment and other data relating to all matters covered by this Agreement.

27. Payment

The Town agrees to make all reasonable efforts to pay to the Contractor the sum set forth in the Contractor's bid or proposal within thirty (30) days of receipt of an invoice detailing the work completed and acceptance from the Town of the work completed.

28. Waiver and Amendment

Amendments, or waivers of any additional term, condition, covenant, duty or obligation contained in this Contract may be made only by written amendment executed by all signatories to the original Contract, prior to the effective date of the amendment.

To the extent allowed by law, any conditions, duties, and obligations contained in this Contract may be waived only by written agreement by both parties.

Forbearance or indulgence in any form or manner by a party shall not be construed as a waiver, nor in any manner limit the legal or equitable remedies available to that party. No waiver by either party of any default or breach shall constitute a waiver of any subsequent default or breach of a similar or different matter.

29. Forum and Choice of Law

This Contract and any performance herein shall be governed by and be construed in accordance with the laws of the Commonwealth of Massachusetts. Any and all proceedings or actions relating to subject matter herein shall be brought and maintained in the courts of the Commonwealth of Massachusetts, which shall have exclusive jurisdiction thereof. This paragraph shall not be construed to limit any other legal rights of the parties.

30. Notices

Any notice permitted or required under the provisions of this Contract to be given or served by either of the parties hereto upon the other party hereto shall be in writing and signed in the name or on the behalf of the party giving or serving the same. Notice shall be deemed to have been received at the time of actual service or three (3) business days after the date of a certified or registered mailing properly addressed. Notice to the Contractor shall be deemed sufficient if sent to the address set forth in the Contract and to the Town of Andover by being sent to the Town Manager, Town Hall, 36 Bartlet Street, Andover, Massachusetts 01810.

31. Binding on Successors

This Contract shall be binding upon the Contractor, its assigns, transferees, and/or successors in interest (and where not corporate, the heirs and estate of the Contractor).

32. Complete Contract



This instrument, together with its endorsed supplements, and the other components of the contract documents, constitutes the entire contract between the parties, with no agreements other than those incorporated herein.

33. Contractor Certifications

- 33.1 By signing this contract, the Contractor certifies under the penalties of perjury that pursuant to General Laws Chapter 62C sec. 49A, the Contractor has filed all state tax returns, paid all taxes and complied with all laws of the Commonwealth relating to taxes; and that pursuant to General Laws Chapter 151A, sec. 19A, the Contractor has complied with all laws of the Commonwealth relating to contributions and payments in lieu of contributions.
- 33.2 By signing this contract, the Contractor certifies under the penalties of perjury that this contract has been obtained in good faith and without collusion or fraud with any other person. As such in this certification, the word “person” shall mean any natural person, business, partnership, corporation, union, committee, client or other organization, entity or group of individuals.
- 33.3 Qualifications. The Contractor certifies it is qualified and shall at all times remain qualified to perform this Contract, that performance shall be timely and meet or exceed industry standards for the performance required, including obtaining requisite licenses, registrations, permits, resources for performance, and sufficient professional, liability, and other appropriate insurance to cover the performance. If the Contractor is a business, the Contractor certifies that it is listed under the Secretary of State’s website as licensed to do business in Massachusetts, as required by law.
- 33.4 Business Ethics and Fraud, Waste and Abuse Prevention. The Contractor certifies that performance under this Contract, in addition to meeting the terms of the Contract, will be made using ethical business standards and good stewardship of taxpayer and other public funding and resources to prevent fraud, waste and abuse.
- 33.5 Debarment. The Contractor certifies that neither it nor any of its subcontractors are currently debarred or suspended by the federal or state government under any law or regulations including, Executive Order 147, M.G.L. ch. 29, §29F, M.G.L. ch. 30, §39R, M.G.L. ch. 149, §27C, M.G.L. ch. 149, §44C, M.G.L. ch. 149, §148B and M.G.L. ch. 152, §25C.

34. Additional Provisions:

34.1 Applicable to Contracts for the Procurement of Goods

- 34.1.1 “Goods” shall mean Goods, Supplies, or Materials, as described in the Contract.

34.1.2 Change Orders:

Change orders may not increase the quantity of services by more than twenty-five (25.0%) percent, in compliance with Massachusetts General Laws Chapter 30B, §13.

This Contract for purchase includes the following delivery, installation or setup requirements:

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34.2 Applicable to Contracts for Services

34.2.1 “Services” shall mean furnishing of labor, time, or effort by the Contractor. This term shall not include employment agreements, collective bargaining agreements, or grant agreements.

34.2.2 Change Orders:

Change orders for contracts subject to Massachusetts General laws Chapter 30B may not increase the total contract price by more than twenty-five (25%) per cent and shall be, in compliance with General Laws Chapter 30B, §13.

34.2.3 Minimum Wage/Prevailing Wage:

The Contractor will carry out the obligations of this Contract in full compliance with all of the requirements imposed by or pursuant to General Laws Chapter 151, §1, *et seq.* (Minimum Wage Law) and any executive orders, rules, regulations, and requirements of the Commonwealth of Massachusetts as they may from time to time be amended. The Contractor will at all times comply with the wage rates as determined by the Commissioner of the Department of Labor and Industries, under the provisions of General Laws Chapter 149, 26 to 27D (Prevailing Wage Law), as shall be in force and as amended. The Contractor will, in addition to any other submissions required by the Prevailing Wage Law, submit certified weekly payrolls to the Town with the information described in General Laws Chapter 149, §27B.

34.2.4 Insurance:

The Contractor shall obtain and maintain the following insurance:

- 34.2.4.1 Workers Compensation Insurance of the scope and amount required by the laws of the Commonwealth of Massachusetts.
- 34.2.4.2 **Broad Form Commercial General Liability coverage with limits of at least \$1 Million per occurrence and \$2 Million aggregate, and which shall cover bodily injury, death, or property damage arising out of the work.**
- 34.2.4.3 **Automobile Liability Coverage, including coverage for owned, hired, or borrowed vehicles with limits of at least \$1 Million per person, and \$1 Million per combined single limit.**
- 34.2.4.4 **The intent of the Specifications regarding insurance is to specify minimum coverage and minimum limits of liability acceptable under the Contract. However, it shall be the Contractor's responsibility to purchase and maintain insurance of such character and in such amounts as will adequately protect it and the Town from and against all claims, damages, losses and expenses resulting from exposure to any casualty liability in the performance of the work.**
- 34.2.4.5 **All required insurance shall be certified by a duly authorized representative of the insurers on the Certificate of Insurance form incorporated into and made a part of this agreement. Properly executed certificates and endorsements acceptable to the Town signifying adequate coverage in effect in accordance with the requirements of this Contract for the duration of the contract must be submitted to the Town prior to execution of this Contract by the Town, with renewal certificates and endorsements issued not less than 30 days prior to expiration of a policy period. The Contractor shall submit copies of all policies to the Town within 7 days of such a request. All insurance carriers shall be authorized by the Massachusetts Commissioner of Insurance to do business in the Commonwealth of Massachusetts..**
- 34.2.4.6 **The Town and its employees and officials shall be named as an additional insured on the above referenced liability policies, with the exception of Workers Compensation, and the Contractor's insurance shall be primary and non-contributory with respect to any other coverage available to additional insureds.. The cost of**

**such insurance, including required endorsements or amendments, shall be the sole responsibility of the Contractor. .**

**Contractual liability must recognize the indemnities contained in this Agreement..**

**34.2.4.7 Coverages are to be maintained for a period of   3   years after final payment.**

**34.2.4.8 The Contractor shall maintain all required insurance in full force and effect as required by this Contract or the Contractor shall be in material breach hereof.**

**34.2.4.9 The above referenced liability policies shall include a Waiver of Subrogation in favor of the Town.**

IN WITNESS WHEREOF the parties have hereto and to two other identical instruments set forth their hands the day and year first above written.

THE TOWN

THE CONTRACTOR

\_\_\_\_\_  
Purchasing Agent                      Date

\_\_\_\_\_  
Company Name

\_\_\_\_\_  
Superintendent                      Date  
Andover Public Schools

\_\_\_\_\_  
Signature                                      Date

\_\_\_\_\_  
Print Name & Title

Federal Identification  
No.: \_\_\_\_\_

\_\_\_\_\_  
CERTIFICATION AS TO AVAILABILITY OF FUNDS:  
APS Accountant                      Date





Nick Heywood, PMP  
Associate Vice President, Technology Design  
**Guidepost Solutions LLC**  
67 South Bedford Street, Suite 400W  
Boston, MA 01803  
510.648.5903 (M)  
nheywood@guidepostsolutions.com



**Request for Proposal (RFP) NO. 650/010/23**

# ANDOVER PUBLIC SCHOOLS PRICE PROPOSAL SCHOOL SECURITY ASSESSMENT SERVICES - ORIGINAL

**September 15, 2022**

**Submitted to:**

Theresa Peznola  
Purchasing Agent  
Town of Andover – Andover Public Schools  
36 Bartlet Street, Andover, MA 01810

**WE ARE YOUR GUIDEPOST.**

**Andover Public Schools**  
30 Whittier Court  
Andover, MA 01810  
(978) 247-7000

**Price-Proposal Form A**

<b>TOTAL CONTRACT PRICE:</b>
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<b>Assessment and Recommendations</b> Andover High School	\$ <u>9,750</u>
<b>Assessment and Recommendations</b> Doherty Middle School	\$ <u>6,250</u>
<b>Assessment and Recommendations</b> West Middle School	\$ <u>6,250</u>
<b>Assessment and Recommendations</b> Wood Hill Middle School	\$ <u>6,250</u>
<b>Assessment and Recommendations</b> Bancroft Elementary School	\$ <u>6,100</u>
<b>Assessment and Recommendations</b> High Plain Elementary School	\$ <u>6,100</u>
<b>Assessment and Recommendations</b> Sanborn Elementary School	\$ <u>6,100</u>
<b>Assessment and Recommendations</b> Shawsheen Preschool	\$ <u>4,800</u>
<b>Assessment and Recommendations</b> South Elementary School	\$ <u>6,100</u>
<b>Assessment and Recommendations</b> West Elementary School	\$ <u>6,100</u>
<b>TOTAL CONTRACT PRICE</b>	\$ <u>63,800</u>

**PROPOSER INFORMATION**

Company Name:

Guidepost Solutions LLC

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Name, Title, and Signature of Person Authorized to Sign Proposal: \_\_\_\_\_

Nick Heywood, PMP, Associate Vice President

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Address:

67 South Bedford Street, Suite 400W, Boston, MA 01803

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Telephone:

510.648.5903

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E-Mail nheywood@guidepostsolutions.com

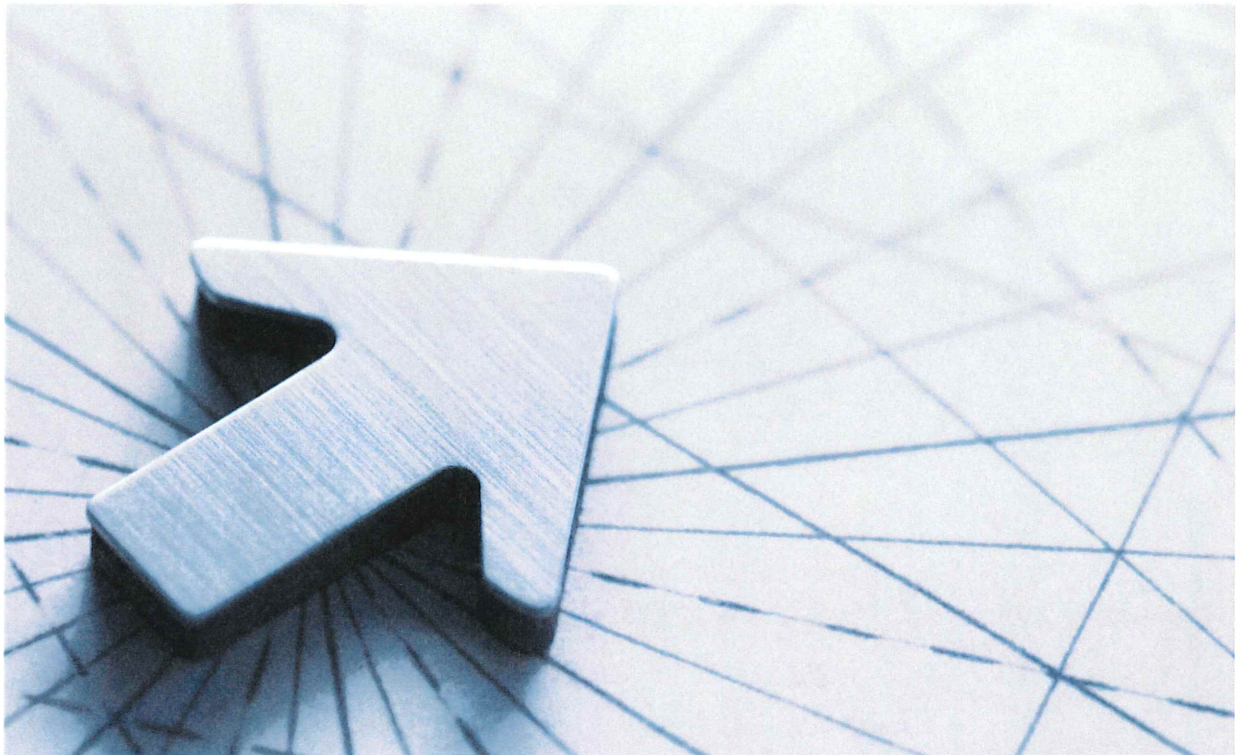
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Date: September 13, 2022

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Bogotá  
Boston  
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Dallas  
Honolulu  
London  
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New York  
Palm Beach  
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## WE ARE YOUR GUIDEPOST.

Guidepost Solutions offers global investigations, compliance, monitoring, and security and technology consulting solutions that keep you moving forward. Whether you are facing a challenge or pursuing an opportunity, our team of experts provides leadership and strategic guidance to address your needs.

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**NICK HEYWOOD, PMP**

Associate Vice President

510.648.5903 (M)

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# Electronic Payment Options

School Committee: 10/20/2022



## Current Activities Accepting Online Payments / Proposed Plan:

<b>eFunds: electronic check and credit card</b>		
<b>Current Activities:</b>		
Bus Pass	\$200/\$400 family cap	Bus transportation to and from school
Athletics	\$450/\$900 family cap	To participate in sports
Chromebook Rentals	\$130 grades 6-12	Yearly rental of chromebooks
Summer Math Programs	Cost varies depending on program	Summer math enrichment programs
Preschool Peer Program Tuition	Cost varies based on number of and hours students attend	Tuition payment for peer partners in the integrated preschool
Advanced Placement Exam	\$100	Fees to cover advanced placement exams and proctors
Senior Class Activities	Cost varies depending on activity	Activity fees to cover cost of senior class field trips and activities
Seal of Biliteracy	\$16	Fees to cover cost of exam
Senior Class Regalia	\$20	Fees to cover the cost of senior cap and gown for graduation
AHS Yearbook	\$100	Fees to cover the cost of production and purchase of yearbook
PSAT	\$36	Fees to cover cost of PSAT exam and proctors

Middle School End of Year Activities	Cost varies depending on activity	Fees to cover the costs of middle school end of year field trips and activities
Middle School Theater Performances	Cost varies depending on activity	Tickets to theater performances
Food Services	Varies	Meal charges for extra breakfast, extra lunch, and a la carte items. Meal charges for school lunch when universal free lunch is not funded
<b>Proposed additional activities through eFunds:</b>		
MS Jazz Band	\$125	Fee to cover materials, supplies and music
MS A Cappella	\$125	Fee to cover materials, supplies and music
Elementary Primo Orchestra	\$125	Fee to cover materials, supplies and music
MS Chamber Orchestra	\$125	Fee to cover materials, supplies and music
Elementary All-District Band	\$125	Fee to cover materials, supplies and music
Junior / Senior District Music Audition	\$15	Fees to cover registration for audition
Junior / Senior District Music Registration	\$25	Fees to cover registration for participation in Districts
HS Ceramics	\$15	Fees to cover cost of materials
HS Photography	\$40	Fees to cover cost of materials
HS Advanced Photography	\$50	Fees to cover cost of materials
Reed Club (Band 4-12)	\$20	Fees to cover cost of materials

HS Musical Show	\$200	Fees to cover costumes, t-shirts, cast party and operational costs
HS Winter Drama Show	\$100-\$200	Fees to cover costumes, t-shirts, cast party and operational costs
HS Spring Drama Show	\$100-\$200	Fees to cover costumes, t-shirts, cast party and operational costs
MS Music Show	\$150	Fees to cover costumes, t-shirts, cast party and operational costs
HS Parking Fees	\$200	Parking fees
<b>Go Fan: Credit card only</b>		
Tickets to sporting events	\$7.00 per ticket 2021-2022 \$6.00 per ticket 2022-2023 *Price was adjusted to reflect increased cost to families, please see proposed fee structure moving forward below*	Tickets to sporting events
<b>Showtix4u: Credit card only</b>		
High school theater performance	Prices vary by performance	Tickets for high school theater performances
<b>Ticket Leap: Credit card only* - will be transitioned to Showtix4u</b>		
High school Show Choir events	Prices vary by performance*	Tickets to Show Choir events
<b>Paypal: Credit card and electronic check** - will be transitioned to eFunds</b>		

High Plain after school enrichment programs	Varies depending on class	Fees for Learning Leaps after school enrichment program
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Additional online payment systems which are utilized for other activities are done through outside groups which are not the Districts fiscal responsibility - i.e. school PTO's or booster groups, MIAA, etc..

\*Ticket Leap fee structure is \$1 + 2% per transaction + an additional 3% credit card processing fee

\*\*Paypal processing fee \$.30 + 2.9% per transaction

**Fee Structures:**

The proposed fee structure below will be utilized moving forward. Electronic payment is offered as a convenience to families and is often the preferred payment method. All convenience fees associated with online payment options will be paid for by parents/guardians/guests. The District does not benefit financially from convenience fees, these fees are paid directly to vendors offering the online payment option. Fee free payment options will be available for all district events and fees.\*\*

Athletic ticket price and structure will be changed at the conclusion of the Fall season (11/21/2022).

\*\*Massachusetts Interscholastic Athletic Association postseason events and ticket sales are collected directly by MIAA. Currently MIAA only accepts online payments for these events.

**eFunds:**

Parents/guardians pay the full cost of convenience fee

Electronic check:

\$1.50 per transaction - multiple items can be processed at the same time for one set fee

Debit / credit card:

\$2.95 per \$100 of transaction total

Typical fees seen by parents / guardians:

0-\$100 fee is \$2.95

\$101-\$200 fee is \$5.90

\$201-\$300 fee is \$8.85

\$301-\$400 fee is \$11.80

\$401-\$500 fee is \$14.75 etc.

\*\*\*\*Please note parents / guardians must create an account to be eligible to pay by electronic check, if the parent / guardian process payment "as a guest", the electronic check option is not available\*\*\*\*

Fees can be adjusted by the vendor on a yearly basis, annual vote by SC to address changes

**Go Fan:**

\$1.00 per ticket

\*\*Ticket prices were decreased for the 2022-2023 Fall season to offset this cost to families. To have District alignment around convenience fees, this practice will sunset at the end of the Fall season and ticket prices will revert back to their 2021-2022 cost. In person, fee free payment options will remain for future events.

**Showtix4u:**

\$.95 per ticket + 3.5% credit card processing fee

School Committee Notes: Per the school committee policy, SC must vote to approve all fees which families pay. In our review, we can not find record of the SC voting fees for online payment processing in the past. Attached is a summary of current online payment options as well as proposed options moving forward with associated fee structures. Fee free payment options will be in place for all events/fees which the District is fiscally responsible.

Vote Motion: I move that the Andover School Committee vote to approve the fee structure associated with the online payment methods for revenue collected in support of student activities and events as outlined.

**Superintendent's Goals for 2022-23 School Year**  
*1st reading - October 6, 2022*

Category	Goal	DESE's Superintendent Leadership Standards & Indicators	Description/ Action Steps
Professional Practice	Attend the M.A.S.S. REDI Foundation District Leader Learning Series to begin developing the essential work of building and sustaining cultures of belonging, equity, diversity and inclusion in APS	<p><b>Management and Operations</b>  <b>II-A (Environment):</b> Develops and executes effective plans, procedures, routines and operational systems to address a full range of safety, health, emotional, and social needs.</p> <hr/> <p><b>Professional Culture</b>  <b>IV-A (Commitment to High Standards):</b> Fosters a shared commitment to high standards of service, teaching, and learning with high expectations for all.</p> <p><b>IV-B (Cultural Proficiency):</b> Ensures that policies and practices enable staff members and students to interact effectively in a culturally diverse environment in which students' backgrounds, identities, strengths, and challenges are respected.</p>	<p>The Massachusetts Association of School Superintendents (M.A.S.S.) Racial, Equity, Diversity and Inclusion Strategy (REDI) work is to develop and implement a long-term, state-wide, superintendent-driven strategy to address the systemic and cultural barriers in our schools that prevent so many students and adults from knowing they, too, belong and will thrive.</p> <p>M.A.S.S. is offering a course titled Foundations: District Leader Learning Series which is designed to:</p> <ul style="list-style-type: none"> <li>● Provide best practice to identify and recommend common frameworks and resources</li> <li>● Support development of district strategies built on district core values and integrate with district improvement plans</li> <li>● Customize supports for implementation depending on stage of work and community context – with emphasis on facilitated peer networks of support for superintendents and assistant superintendents</li> </ul> <p>There will be three all-day, in-person gatherings for learning and sharing to establish the foundational framework for REDI work. Attendance at each session is required for participation. Sessions will take place from 8:30-3:30 on:</p> <ul style="list-style-type: none"> <li>● October 4, 2022</li> <li>● October 27, 2022</li> <li>● December 1, 2022</li> <li>● Several follow up remote sessions in the spring</li> <li>● There will be a fourth in person session day April 27th, a “capstone” session.</li> </ul> <p>Other action steps to support this goal will be:</p> <ul style="list-style-type: none"> <li>● Begin the process for launching a district wide equity audit.</li> <li>● Continue to meet with our students including our DEI Student Advisory Council to hear their insights, concerns and suggestions</li> </ul>
Student Learning	Assess current district SEL practices, systems and resources K-12 and begin	<p><b>Instructional Leadership</b>  <b>I-B (Instruction):</b> Ensures that practices in all settings reflect high expectations regarding content and quality of effort</p>	<p>APS will continue our partnership with the Yale Center for Emotional Intelligence (YCEI). We will analyze the results of the surveys conducted on SEL and the well-being of the APS school community in the 2021-2022 school year to develop</p>

Category	Goal	DESE's Superintendent Leadership Standards & Indicators	Description/ Action Steps
	<p><b>preliminary implementation of a district wide SEL plan.</b></p>	<p>and work, engage all students, and are personalized to accommodate diverse learning styles, needs, interests and levels of readiness.</p> <hr/> <p><b><u>Management and Operations</u></b>  <b>II-A (Environment):</b> Develops and executes effective plans, procedures, routines and operational systems to address a full range of safety, health, emotional, and social needs.</p> <hr/> <p><b><u>Family and Community</u></b>  <b>III-A (Engagement):</b> Actively ensures that all families are welcome members in the classroom and school community and can contribute to the effectiveness of the classroom, school, district, and community.</p> <hr/> <p><b><u>Professional Culture</u></b>  <b>IV-B (Cultural Proficiency):</b> Ensures that policies and practices enable staff members and students to interact effectively in a culturally diverse environment in which students' backgrounds, identities, strengths, and challenges are respected.</p>	<p>appropriate next steps under the guidance of our new SEL Coordinator. We will begin developing a district wide K-12 SEL implementation plan which will be a phased in approach.</p> <p>Overseeing of additional pieces of SEL work, such as:</p> <ul style="list-style-type: none"> <li>● Implementation of a common approach to supporting students, families and teachers through the middle school guidance counselor role</li> <li>● Initiate steps to build SEL/RULER steering committee</li> <li>● Assist in SEL Arts grant</li> <li>● Survey APS teachers to understand the uses and consistency of Responsive classroom practices.</li> <li>● Orient to Effective School Solutions (ESS) program</li> <li>● Begin to organize SEL course</li> <li>● Introductions to all district administrators and conduct individual school listening sessions</li> <li>● Introductions to all District support Mental Health staff and conduct listening sessions</li> </ul>
<p><b>Student Learning</b></p>	<p><b>Using data to drive instruction and inform district priorities which include consistency in the supervision and evaluation process</b></p>	<p><b><u>Instructional Leadership</u></b>  <b>I-B (Instruction):</b> Ensures that practices in all settings reflect high expectations regarding content and quality of effort and work, engage all students, and are personalized to accommodate diverse learning styles, needs, interests and levels of readiness.  <b>I-E (Data-Informed Decision Making):</b> Uses multiple sources of evidence related to student learning - including state, district, and school assessment results and growth data- to inform school and district goals and improve organizational performance, educator effectiveness, and student learning.  <b><u>Management and Operations</u></b>  <b>II- E (Fiscal Systems):</b> Develops a budget that supports the</p>	<p>The APS team will participate in a series of Data Wise training sessions offered by Dr. Adam Parrott-Sheffer out of Harvard University. He is a certified Data Wise coach, Data Wise advisory board member, Data Wise equity team member, and strategy advisor to Harvard's Data Wise Project. Adam currently serves as the co-chair of the Data Wise in Action institute.</p> <p>APS' work this year will accomplish the following objectives:</p> <ul style="list-style-type: none"> <li>● Improve the knowledge and skills of all Andover Public School leadership team members for data literacy through the Data Wise ACE Habits of Mind.</li> <li>● Empower all Andover Public School district team members to use the Data Wise improvement process, customized for local conditions, to utilize robust data sources and improve the impact of their work.</li> <li>● Develop the skills of the Andover Public School leadership team to</li> </ul>



Category	Goal	DESE's Superintendent Leadership Standards & Indicators	Description/ Action Steps
		<p>district's vision, mission and goals; allocates and manages expenditures consistent with district and school-level goals and available resources.</p>	<p>organize their teams for collaborative work through effective meeting practices and increase their team member's individual and collective effectiveness through data-informed coaching and coach skill development.</p> <ul style="list-style-type: none"> <li>● Build coherence across all of Andover Public Schools improvement practices in order to improve organizational practices and structures in service of its mission and vision.</li> <li>● Continue to develop a common language to describe rigorous and quality instruction through ongoing partnerships with the Institute for Learning (IFL) and Weston Kieschnick.</li> <li>● Build consistency and coherence through teacher observation, supervision and evaluation responsibilities to improve student achievement and close achievement gaps. Training sessions led by Carol Gregory from Ribas Associates: <ul style="list-style-type: none"> <li>○ September 27, 2022</li> <li>○ November 1, 2022</li> <li>○ November 29, 2022</li> <li>○ January 31, 2023,</li> <li>○ March 7, 2023</li> <li>○ April 25, 2023</li> </ul> </li> <li>● Participate in Data Wise training sessions on: <ul style="list-style-type: none"> <li>- October 5th &amp; 6th</li> <li>- Feb 28th &amp; Mar 1st</li> <li>- Virtual Monthly Meetings</li> </ul> </li> </ul> <p>Under the leadership and guidance of our new Assistant Superintendent of Finance and Administration, APS will develop a budget process that analyzes our priorities and uses multiple data points to inform budget priorities.</p>

Category	Goal	DESE's Superintendent Leadership Standards & Indicators	Description/ Action Steps
District Improvement	Development of and initial implementation of the district strategic plan for ongoing improvement	<p><b><u>Management &amp; Operations</u></b>  <b>II-A (Environment):</b> Develops and executes effective plans, procedures, routines and operational systems to address a full range of safety, health, emotional, and social needs.</p> <hr/> <p><b><u>Professional Culture</u></b>  <b>IV- A (Commitment to High Standards):</b> Fosters a shared commitment to high standards of service, teaching, and learning with high expectations for all.</p> <p><b>IV-E (Shared Vision):</b> Successfully and continuously engages all stakeholders in the creation of a shared educational vision in which every student is prepared to succeed in postsecondary education and become a responsible citizen and global contributor.</p>	<p>A strategic plan identifies initiatives in many areas of district operations and takes a broad, incremental approach to improvement. In partnership with Teamworks International APS has started the critical work of planning for ongoing improvement across several areas of district operations with focus on excellence in management and excellence in governance</p> <p>Actions steps related to this goal are:</p> <ul style="list-style-type: none"> <li>● Coordinate October 24-25, 2022 workshops for principals, district cabinet and School Committee with TeamWorks Intl. to continue strategic planning work</li> <li>● Coordinate late winter refinement session with administrators and TeamWorks Intl. in preparation for SC approval of the strategic plan</li> <li>● Update the union leadership on the strategic planning process during monthly meetings</li> <li>● Socialize the strategic plan in the broader Andover community</li> </ul>

Category	Goal	DESE's Superintendent Leadership Standards & Indicators	Description/ Action Steps
District Improvement	Ensure two-way, respectful and consistent communication and engagement across the district, with families, and the Andover Public Schools Community while continuing to seek diverse ways to continuously engage our community	<p><b><u>Family and Community Engagement</u></b></p> <p><b>III-A (Engagement):</b> Actively ensures that all families are welcome members of the classroom and school community and can contribute to the effectiveness of the classroom, school, district and community.</p> <p><b>III-C (Communication):</b> Engages in regular, two-way, culturally proficient communication with families and community stakeholders about student learning and performance.</p> <p><b>III-D (Family Concerns):</b> Addresses family and community concerns in an equitable, effective, and efficient manner</p> <hr/> <p><b><u>Professional Culture</u></b></p> <p><b>IV-F (Managing Conflict):</b> Employs strategies for responding to disagreement and dissent, constructively resolving conflict and building consensus throughout a district or school community.</p>	<p>During the entry process, consistent communication, trust and engagement were identified as areas in need of improvement. Building trusting and collaborative relationships with key stakeholders through visibility, regular meetings and intentional opportunities for engagement has been a focus. Effective, honest, timely and open communication continue to be a priority. The development of plans to operationalize communications protocols and processes within our schools and district wide have been developed and we are now assessing their effectiveness.</p> <p>To assess the effectiveness of our communications protocol:</p> <ul style="list-style-type: none"> <li>● Seek input from families and the community regarding how the tools have been working</li> <li>● Conduct a brief survey to determine “customer satisfaction”</li> <li>● Continue to conduct office hours and focus groups for our families</li> <li>● Ask participants of office hours and focus groups for feedback on communication from the district</li> <li>● Continue to build partnerships with community groups</li> </ul>

Goal	Evidence of Progress - (Mid-Year)	Evidence of Completion (Final)
<b>REDI Foundations Training on Equity</b>	<ul style="list-style-type: none"> <li>● Attended first REDI session on October 4, 2022</li> </ul>	
<b>Assess current district SEL practices, systems and resources K-12 and begin preliminary implementation of a district wide SEL plan</b>	<p>To begin assessing the current state of SEL in APS the following activities have been conducted by the SEL coordinator has:</p> <ul style="list-style-type: none"> <li>● visited all elementary schools to date except Shawsheen</li> <li>● Met with elementary, middle and high school principals, assistant principals</li> <li>● Met with various specials teachers and some social workers at elementary level</li> <li>● Observed a sampling of Morning Meetings</li> <li>● Walk through elementary SEL Music/Art classrooms</li> <li>● Met with middle school guidance counselors and social workers</li> <li>● Visited middle school advisory blocks</li> <li>● Met with Albert Pless, Town of Andover DEI Director</li> <li>● Started planning SBIRT and BIMAS-2 Screening with Dr. Fielding , Joe Yarid, Donna Ruzeckas, and Rita Casper</li> <li>● Met with program coordinators</li> <li>● Scheduled a meeting with high school and middle schools guidance counselors on October 5th, 2022</li> <li>● Scheduled a meeting with secondary social workers on October 7, 2022</li> <li>● Facilitating course <i>SEL for the Secondary Classroom</i> for AHS Professional Learning Group on October 12, 2022</li> <li>● Met with Dr. Chris Cipriano from Yale Center for Emotional Intelligence (YCEI) to connect to the work that APS has started</li> </ul>	
<b>Using data to drive instruction and inform district priorities which include consistency in the supervision and evaluation process</b>	<ul style="list-style-type: none"> <li>● First Data Wise learning session held on October 5 &amp; 6, 2022</li> <li>● First session of Teacher Evaluation with Carol Gregory from Ribas Associates: September 27, 2022</li> </ul>	
<b>Development and initial implementation of Strategic Plan</b>	<ul style="list-style-type: none"> <li>● 2022 Administrative Retreat Facilitated by Dennis Cheesebrow August 15-17, 2022 to begin development of district strategic plan</li> </ul>	
<b>Communication and Engagement</b>	<ul style="list-style-type: none"> <li>● Presentation and Implementation of Communication Protocols</li> <li>● Well attended Superintendent's Office Hours which resumed October 3, 2022</li> <li>● Weekly visits to schools to observe and discuss instruction in classrooms with building leaders</li> </ul>	SC Presentation - September 15, 2022 principals

Goal	Evidence of Progress - (Mid-Year)	Evidence of Completion (Final)
	<ul style="list-style-type: none"><li>• Participation in events such as school open house activities and assemblies</li></ul>	

## Andover Public Schools 2023-2024 School Year

August 2023						
Su	M	Tu	W	Th	F	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

September 2023						
Su	M	Tu	W	Th	F	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

October 2023						
Su	M	Tu	W	Th	F	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

November 2023						
Su	M	Tu	W	Th	F	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

December 2023						
Su	M	Tu	W	Th	F	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

January 2024						
Su	M	Tu	W	Th	F	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

February 2024						
Su	M	Tu	W	Th	F	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29		

March 2024						
Su	M	Tu	W	Th	F	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

April 2024						
Su	M	Tu	W	Th	F	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

May 2024						
Su	M	Tu	W	Th	F	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

June 2024						
Su	M	Tu	W	Th	F	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

July 2024						
Su	M	Tu	W	Th	F	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

- Aug 28:** Teachers Return
- Aug 30:** Gr 1-12 Students First Day
- Sep 5:** PreK-Kindergarten Students First Day

No Classes-Federal, State  
Holidays and school recess

- Sep. 4:** Labor Day
- Oct. 9:** Fall Recess
- Nov. 3:** K conferences only (no classes)
- Nov. 6:** Teacher PD & Parent Teacher Conferences – all district - no classes

- Nov. 23-24:** Thanksgiving Recess
- Dec. 25-Jan 1:** Holiday Recess
- Jan 15:** Martin Luther King Day-no classes
- Feb. 19-23:** Presidents Day/Winter Recess
- Apr. 16-20:** Patriots' Day/Spring Recess
- May 28:** Memorial Day
- June 19:** Juneteenth

📅 Early Release Day

- Oct. 20:** Early Release Day
- Nov. 22:** Early Release Day
- Dec 8:** Early Release Day
- Jan 26:** Early Release Day
- Mar 9:** Early Release Day
- May 4:** Early Release Day

- June 10:** Last Day w/o storm days
- June 17:** Last Day w/5 storm days

## 2023-2024 Andover Public Schools Calendar

Andover Public Schools serves children from many different religious and ethnic backgrounds, and a goal of the APS *Theory of Action* is to create safe, caring, and culturally responsive classrooms and schools. With that in mind, district policy IMDC "[Accommodation for Religious and Ethnic Observances](#)" describes the handling of absences and event scheduling on days which require additional consideration. The School Committee recognizes the list below may not include all holidays observed by Andover families, but there has been an attempt to identify the major ones.

### 2023-2024 APS Religious and Ethnic Observances

Holiday	Date
<i>Muharram*</i>	<i>Wednesday, July 19, 2023</i>
<b>APS classes begin for students (grades 1-12) on Wednesday, August 30, 2023</b> <i>Preschool &amp; Kindergarten students begin classes on Tuesday, September 5, 2023</i>	
Rosh Hashanah* (day 1)	Saturday, September 16, 2023
Rosh Hashanah* (day 2)	Sunday, September 17, 2023
Samvatsari	Tuesday, September 19, 2023
Ganesha Chaturthi	Tuesday, September 19, 2023
Yom Kippur*	Monday, September 25, 2023
First Day of Sukkot*	Saturday, September 30, 2023
Navaratri	Sunday, October 15, 2023
Dasera/ Dussehra	Monday, October 23, 2023
Diwali	Sunday, November 12, 2023
Chanukah/ Hanukkah* (day 1)	Friday, December 8, 2023
Christmas Eve	Sunday, December 24, 2023
Christmas Day	Monday, December 25, 2023
Kwanzaa (day 1)	Tuesday, December 26, 2023
Epiphany	Saturday, January 6, 2024
Orthodox Christmas	Sunday, January 7, 2024
Isra & Miraj *	Wednesday, February 7, 2024
Lunar New Year	Saturday, February 10, 2024
Ramadan*	Monday, March 11, 2024
Palm Sunday	Sunday, March 24, 2024
Holi *	Monday, March 25, 2024
Good Friday	Friday, March 29, 2024
Easter Sunday	Sunday, March 31, 2024
Laylat al-Qadr	Saturday, April 6, 2024
Eid al-Fitr*	Wednesday, April 10, 2024
Passover* (day 1)	Tuesday, April 23, 2024
Orthodox Good Friday	Friday, May 3, 2024
Orthodox Easter Sunday	Sunday, May 5, 2024
Vesak Day	Thursday, May 23, 2024
Shavuot*	Wednesday, June 12, 2024
Hajj (5 days) *	Saturday, June 15, 2024
Eid al-Adha*	Monday, June 17, 2024
<b>Last day of classes is June 10, 2024 (no storm days), June 17, 2024 (with 5 storm days)</b>	
<i>Islamic New Year</i>	<i>July 7, 2024</i>
<i>Muharram*</i>	<i>July 17, 2024</i>

## **File: KF - COMMUNITY USE OF SCHOOL FACILITIES**

It is the School Committee's desire that maximum use of school property be enjoyed by the townspeople. It is the Committee's intent that such use will maintain safe conditions and preserve the property for school program use.

Use of school buildings and other facilities by organizations will be permitted only when a worthy educational, civic, or charitable purpose will be served; or a substantial group of citizens from the community will be benefited.

School facilities will be used according to the regulations recommended by the Superintendent and approved by the School Committee and the rental fee schedules approved by the School Committee or the Town of Andover, as applicable.

Permission for the use of facilities must be obtained through the Town of Andover, where applications are available for this purpose.

### Eligibility

School facilities will be available for the following:

1. Public school activities
2. Parent-teacher activities
3. Official town public hearings and political activities
4. Meetings and activities sponsored by the School Committee and school personnel
5. Parks and playgrounds activities
6. Local nonprofit and noncommercial organization activities
7. The activities of other organizations when approved by the Town of Andover

### School and Town Preference

The priority given requests for use of school facilities will be as follows:

1. School activities
2. Town meetings and elections over other community activities
3. Parks and playgrounds

SOURCE: MASC

CROSS REFERENCE: KF-R

LEGAL REFS.: M.G.L. [71:71](#); [71:71B](#); [272:40A](#)

**NOTE: A brief policy on Community Use of School Facilities suffices when it is implemented by fairly extensive regulations approved by the School Committee. Many policies, however, also contain the basic principles that govern the use of facilities by outside groups.**



**File: KF-R - COMMUNITY USE OF SCHOOL FACILITIES**

The use of school buildings, grounds, equipment, and facilities will be authorized by the Town of Andover in conformity with the following regulations, which have been approved by the Town.

1. Requests for the use of school facilities will be made through the Town of Andover at least 14 days prior to the date of use and cleared with the building Principal.
2. School facilities may not be used for individual, private, or commercial purposes; separate criteria are established for The Collins Center at Andover High School.
3. School-related groups will be permitted reasonable use of school facilities without charge.
4. All activities must be under competent adult supervision approved by the Town of Andover, and the building Principal. In all cases, an assigned school employee will be present. The group using the facilities will be responsible for payment to repair any damage to the building or equipment incurred during the group's use.
5. Groups receiving permission are restricted to the dates and hours approved and to the building area, facilities, and equipment specified, unless requested changes are approved by the Town of Andover.
6. Groups receiving permission are responsible at all times for the observance of fire and safety requirements.
7. Smoking and alcohol possession or consumption within school buildings or on school grounds is not permitted.
8. Proper liability insurance is required of all groups given permission to use school facilities.
9. The School Committee and Town of Andover reserves the right to cancel any permission granted.

SOURCE: MASC

CROSS REFERENCE: KF

**NOTE: Although many regulations in this category include the fee schedule for use of various facilities, it is recommended that such schedules be included in the policy manual as an exhibit document coded KG-E because of their changing nature.**

**This is an area in which the School Committee needs to officially approve regulations. There may be additional procedural regulations that are purely administrative.**