



ANDOVER SCHOOL COMMITTEE

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

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THURSDAY, NOVEMBER 3, 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 Workshop- Call To Order | 6:00PM |
| A. Agenda | |
| 1. District Strategic Roadmap | |
| 2. Three Year Workplan | |
| | |
| II. School Committee Meeting – Call to Order | 7:00 PM |
| A. Call to Order/Moment of Silence/Salute to Flag | |
| B. Recognitions/Communications | |
| C. Public Input | |
| D. Response to Public Input | |
| E. Education | |
| 1. Fine Arts Update (S. Walsh, Fine Arts K-12 Prog Coordinator) | I.O. |
| | |
| F. New Business | |
| 1. Winter Guard Program: Memo of Understanding -Andover and North Andover (S. Walsh) | A.R. |
| 2. Capital Improvement Projects (P Puzanghera, CIO) | A.R. |
| a. IT-1 Annual Staff Device Refresh | |
| b. IT-2 Annual Student Device Refresh | |
| c. IT-3 Infrastructure | |
| d. IT-4 Document Digitization | |
| | |
| 3. FY24 Preliminary Budget Calendar | I.O. |
| 4. Preliminary Budget Development Assumptions (First Reading-K Taverna) | I.O. |
| 5. School Committee – Superintendent Protocols | A.R. |
| | |
| G. Consent Agenda | A.R. |
| 1. Grants/Donations to District | |
| 2. SC Meeting Minutes – October 6, 2022 | |
| | |
| H. 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.



District Strategic Roadmap

October 2022

To be Refined by School Committee and Office of the Superintendent

<p>Mission <i>Our Core Purpose with Distinction</i></p> <p>Prepare all our students to be resilient, engaged, and compassionate community members, who are critical thinkers, collaborative problem solvers, and positive contributors to a diverse and rapidly changing society</p> <p><i>All Students Belonging, Striving, and Thriving</i></p>	<p>Core Values <i>Drivers of Our Words and Actions</i></p> <table border="1"> <thead> <tr> <th><u>Core Value</u></th> <th><u>Description</u></th> </tr> </thead> <tbody> <tr> <td>Integrity</td> <td><i>Doing the right thing, even when no one is watching</i></td> </tr> <tr> <td>Respect</td> <td><i>Treating self and others with kindness, compassion, and empathy,</i></td> </tr> <tr> <td>Partnership</td> <td><i>Collaborating with others for shared goals and aspirations</i></td> </tr> <tr> <td>Excellence</td> <td><i>Striving to do my best with high expectations</i></td> </tr> <tr> <td>Accountability</td> <td><i>Owning my actions, delivering on my promises and goals</i></td> </tr> </tbody> </table>	<u>Core Value</u>	<u>Description</u>	Integrity	<i>Doing the right thing, even when no one is watching</i>	Respect	<i>Treating self and others with kindness, compassion, and empathy,</i>	Partnership	<i>Collaborating with others for shared goals and aspirations</i>	Excellence	<i>Striving to do my best with high expectations</i>	Accountability	<i>Owning my actions, delivering on my promises and goals</i>
<u>Core Value</u>	<u>Description</u>												
Integrity	<i>Doing the right thing, even when no one is watching</i>												
Respect	<i>Treating self and others with kindness, compassion, and empathy,</i>												
Partnership	<i>Collaborating with others for shared goals and aspirations</i>												
Excellence	<i>Striving to do my best with high expectations</i>												
Accountability	<i>Owning my actions, delivering on my promises and goals</i>												
<p>Vision <i>What We Intend to Create</i></p> <p>To be the schools of choice by Andover families, in part, by:</p> <ul style="list-style-type: none"> • Students realizing their potential in who they are; in academics, arts, athletics, and service • Being a district that is unified, cohesive, aligned, and energized • Being a district staff that reflects, respects, supports, and embraces our diverse Andover families • Being the best choice to learn, to work, to belong, to serve • Effectively engaging, connecting, and communicating with all stakeholders • All students pursuing their personal and professional goals to achieve their definition of success 	<p>Strategic Directions <i>Focus of Our Continuous Improvement</i></p> <ol style="list-style-type: none"> Aligning Curriculum and Reducing Variability in Instruction and Student Engagement Improving Student Learning and Increasing Health Supports Upgrading Our Data Systems; Academic and Operations Improving Our Family and Community Connections Providing Effective Resource Management <p><i>From District 3 Year Operational Plan DRAFT</i></p>												

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2024 – FY2028**

PROJECT REQUEST: *Annual Staff Device Refresh*

IT-1

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

TM's Rec. for FY24:
Original Dept. Request: \$450,000
Submitted by: Paul J. Puzanghera, CIO
Department: Information Technology
Funding Source:
FY23 Dept. Request for FY24: \$378,245

Project Description:

This article provides personal computers (both desktop and laptop) to all Andover staff including Town knowledge workers, school knowledge workers and teachers. Devices are leased and are refreshed every four years.

Project Justification and Purpose:

This provides up to date computers for all Town and School staff. At this time all administrative and teaching staff have been issued laptop computers with full network connectivity allowing for uninterrupted operations during any future work from home (WFH) scenarios.

Cost Estimate & Timing:

See chart below for details.

Comments:

- All teacher and school laptops were refreshed in FY22. All town devices will be scheduled for their four year refresh in FY24.
- IT has elected to move away from purchasing vendor warranties and move to a self-repair model in most cases based on operating history. This has yielded a significant savings.
- Costs of certain management software is shared with IT-2.
- Town and schools have moved away from desktop versions of Microsoft Office to cloud-based Office 365 annual subscriptions. All email services have been migrated to the Microsoft cloud. This has allowed IT to wind down its investment in server and storage infrastructure to support on premise email management
- We continue to be affected by severe supply chain disruptions limiting our ability to procure new equipment and we have experienced a significant increase in device costs. Device lead times which previously were 4-6 weeks are now 6-8 months. Model selection is extremely limited.
- Instructional assistants and administrators have become more deeply dependent upon technology since the pandemic and are requiring more powerful and more modern devices than previously.
- The Town applied for CARES, ESSER and ARP and related funding which reduced some of the planned expenditures for FY22. However, these funds are no longer available leading to increased leasing costs in future years.
- Future years increased costs reflect the possibility of higher prices due to continued supply chain

challenges and higher interest rates. These assumptions will be adjusted annually.

Estimated Annual Operating/Maintenance Cost or Savings:

All annual costs are included in this article. The use of leasing is designed to ensure both productivity and long run sustainability. Under this plan the Town allocates between \$350-400 per knowledge worker per year. This provides a current laptop, monitor and docking station to each knowledge worker along with core productivity software including email, Microsoft 365, device management and antivirus.

Sustainability:

Andover IT adheres to the sustainability principles of “Reduce, Reuse, Reclaim, Recycle”. Each generation of IT devices requires lower power consumption than previous generations. When spread over the nearly 10,000 devices that we manage this reflects both a significantly reduced carbon footprint as well as considerable savings in energy annual costs.

At the end of our leases, all equipment is either returned to the vendor or sold via an auction process. All vendors are required to be Sustainable Electronics Recycling International (SERI R2) Certified with a focus on resale/reuse of existing material and parts. Responsible recycling allows 90%+ of material to be reused with only a small fraction entering the waste stream.

Town Manager’s Recommendation:

Fiscal Year	Dept. Request	Town Manager Recommendation
2024	\$456,238	
2025	\$450,557	
2026	\$552,665	
2027	\$544,425	
2028	\$526,846	

IT-1 Annual Staff Device Refresh							
	Device Count	Unit Cost	FY24	FY25	FY26	FY27	FY28
Town Administrative Computers							
Existing Administrative Leases			0	0	0	0	0
FY23 Town Admin Lease	15	360	5,393	5,393	5,393		
FY24 Town Admin Lease	240	360	86,296	86,296	86,296	86,296	
FY25 Town Admin Lease	15	360		5,393	5,393	5,393	5,393
FY26 Town Admin Lease	15	360			5,393	5,393	5,393
FY27 Town Admin Lease	15	360				5,393	5,393
FY28 Town Admin Lease	240	360					86,296
Repair Allowance			10,000	10,000	10,000	10,000	10,000
Town Device Subtotal			101,689	107,083	112,476	112,476	112,476
School Teacher/IA/Admin Computers							
Existing Teacher/IA Leases			173,696	155,042	8,240	0	0
FY23 Teacher Lease	25	303	7,579	7,579	7,579		
FY24 Teacher Lease	25	303	7,579	7,579	7,579	7,579	
FY25 Teacher Lease	25	303		7,579	7,579	7,579	7,579
FY26 Teacher Lease	700	303			212,214	212,214	212,214
FY27 Teacher Lease	25	303				7,579	7,579
FY26 IA Lease	120	261			31,303	31,303	31,303
Repair Allowance			25,000	25,000	25,000	25,000	25,000
School Device Subtotal			213,854	202,779	299,494	291,254	283,675
Software							
Microsoft Office 365 Town Licenses	440	158	69,620	69,620	69,620	69,620	69,620
Microsoft Office School Enterprise License	850	59	25,075	25,075	25,075	25,075	25,075
Management Software			25,000	25,000	25,000	25,000	25,000
Anti Virus Software			21,000	21,000	21,000	21,000	21,000
Software Subtotal			140,695	140,695	140,695	140,695	140,695
Total Staff Fleet CIP Request			456,238	450,557	552,665	544,425	536,846

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2024 – FY2028**

PROJECT REQUEST: *Annual Student Device Refresh*

IT-2

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

TM's Rec. for FY24:
Original Dept. Request: \$260,000
Submitted by: Paul J. Puzanghera, CIO
Department: Information Technology
Funding Source:
FY23 Dept. Request for FY24: \$576,925

Project Description:

Provides funding for all student computing needs including the iAndover 1:1 technology initiative. 100% of all Andover students now have full time, on-demand access to technology as needed. Devices are leased and replaced every four years.

Project Justification and Purpose:

The Andover program historically utilized a hybrid approach that provided in-school devices to elementary students but has allowed middle and high school students to “Bring Your Own Device” (BYOD) permitting 24x7 access to learning tools and environments. The recent COVID crisis has emphasized the rapid adoption of the so-called “blended” learning model which requires universal access to technology. The use of the BYOD model allows us to promote a full 1:1 program in a more cost-efficient manner.

Specifically:

- Grade K-1 students utilize tablet type devices (currently Apple iPads)
- Grade 2-5 students utilize an internet capable laptop (currently a cost-effective Chromebook device). Beginning in FY23 students in all grades were issued a device that they will keep for the duration of their elementary experience. This will lead to a more predictable procurement and deployment model where we acquire roughly 500 new devices solely for 2nd grade students.
- Grades 6-12 students may bring their own laptop. Middle School students are required to bring Chromebooks.
- All students with demonstrated need receive district provided devices.
- Andover provides a “rental” program that allows parents to rent a fully configured, insured Chromebook for a modest annual fee (currently \$135) in lieu of purchasing a device themselves

This article provides funding to enable all Andover students to have access to a personal computing device during the school day to:

- Provide access to desktop and web-based applications and learning platforms
- Provide a platform for moving fully to an eBooks digital format in lieu of expensive traditional paper versions
- Access new generation learning content (learning management systems, videos, audiobooks, rich multimedia content, etc.)
- Facilitate research and note-taking
- Provide assistive learning environments for special education students
- Encourage collaboration

- Create new opportunities for differentiated instruction and real time assessment

Furthermore, this article provides funding in support of special purpose devices required by music, art, engineering, photography and other unique departments. These are typically provided as fixed “labs” or in mobile carts. With the advent of the 1:1 initiative, the number of devices required for these purposes has diminished dramatically.

Cost Estimate & Timing:

See chart below for details:

- Starting in FY23 the Town began the process of moving funding from IT-1 partially away from CIP style funding and began funding on-going devices costs with a \$250,000 contribution from the school operating budget.
- IT has elected to move away from purchasing vendor warranties and move to a self-repair model based on operating history. Most of the repair costs from student machines are from “accidental damage” rather than device failure. Student repair rates are higher than for staff devices. Nonetheless, this has yielded a significant savings.
- Estimated costs include costs for configuring devices, providing protective cases, licenses as well as charging stations.
- FY24 retains some funds to extend some existing leases as needed to maximize useful life of certain devices, particularly shared classroom equipment. In FY25 and FY26 lease renewals are anticipated for Music, Art, and Science devices.
- Costs of certain management software are now shared with IT-1 as the number of student devices continues to expand.
- Moving forward Andover plans to retain a fraction of “late in life” Chromebooks from matriculating 5th grade students for use as system wide “spares” and to assist in the administration of MCAS and other standardized testing. This will extend the useful life of student equipment.
- 2020-22 was marked by severe supply chain disruptions limiting our ability to procure new equipment and a significant increase in device costs. Consequently, students are operating with older devices that are past their useful life requiring us to accelerate purchasing updated devices.
- We continue to be affected by severe supply chain disruptions limiting our ability to procure new equipment and we have experienced a significant increase in device costs. Device lead times which previously were 4-6 weeks are now 6-8 months. Model selection is extremely limited.
- The Town applied for CARES, ESSER and ARP and related funding which reduced some of the planned expenditures for FY22. However, these funds are no longer available leading to increased leasing costs in future years.
- Due to supply chain shortages, IT was unable to procure all of the planned equipment in FY21 and FY22 which reduced new leasing costs. However, this was largely offset by lease extension costs that were required as we utilized equipment beyond the planned lease dates.

Estimated Annual Operating/Maintenance Cost or Savings:
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All annual costs are included in this article. These include Microsoft Office, management software and anti-virus software.

Sustainability:

Andover IT adheres to the sustainability principles of “Reduce, Reuse, Reclaim, Recycle”. Each generation of IT devices requires lower power consumption than previous generations. When spread over the nearly 10,000 devices that we manage this reflects both a significantly reduced carbon footprint as well as considerable savings in energy annual costs.

At the end of our leases, all equipment is either returned to the vendor or sold via an auction process. All vendors are required to be Sustainable Electronics Recycling International (SERI R2) Certified with a focus on resale/reuse of existing material and parts. Responsible recycling allows 90%+ of material to be reused with only a small fraction entering the waste stream.

Town Manager’s Recommendation:

Fiscal Year	Dept. Request	Town Manager Recommendation
2024	\$257,890	
2025	\$421,908	
2026	\$370,774	
2027	\$447,250	
2028	\$472,006	

IT-2 Annual Student Device Refresh

	Device Count	Unit Cost	FY24	FY25	FY26	FY27	FY28
K-1 1:1 Devices							
Existing iPad Leases			117,665	93,635	59,243	0	0
FY24 Apple iPad Lease Extension	120	75	9,000	9,000	9,000	9,000	9,000
FY25 Apple iPad Lease	400	115		46,137	46,137	46,137	46,137
FY26 Apple iPad Lease	0	115			0	0	0
FY27 Apple iPad Lease	980	115				113,036	113,036
FY28 Apple iPad Lease	0	115					0
Elementary/MS 1:1 Devices							
Existing Chromebook Leases			111,637	101,938	49,819	0	0
FY24 Chromebook Lease	500	131	65,568	65,568	65,568	65,568	65,568
FY25 Chromebook Lease	500	131		65,568	65,568	65,568	65,568
FY26 Chromebook Lease	500	131			65,568	65,568	65,568
FY27 Chromebook Lease	500	131				65,568	65,568
FY28 Chromebook Lease	500	131					65,568
FY25 Chromebook Lease Buyout (MCAS/Spares)	500	75		37,500			
FY27 Chromebook Lease Buyout (MCAS/Spares)	500	75				37,500	
Middle and High School 1:1 Rental Program							
Existing Rental Leases			17,500	17,500	17,500	0	0
FY24 Rental Lease	200	144	28,765	28,765	28,765	28,765	28,765
FY25 Rental Lease	200	144		28,765	28,765	28,765	28,765
FY26 Rental Lease	200	144			28,765	28,765	28,765
FY27 Rental Lease	200	144				28,765	28,765
FY28 Rental Lease	200	144					28,765
Family Contribution			(46,265)	(75,030)	(103,796)	(115,061)	(143,826)
Net Rental Program Subtotal			0	0	0	0	0
1:1 Program Subtotal			303,870	419,345	360,902	467,944	496,012
School Specific Requests (Labs and Shared Equipment)							
Existing Special Equipment Leases			37,496	37,496	37,496	0	0
FY24 Special Equipment Extensions (Music/Fine Arts)			30,000				
FY24 Special Equipment Lease			9,849	9,849	9,849	9,849	
FY25 Special Equipment Lease				88,269	88,269	88,269	88,269
FY26 Special Equipment Lease					17,400	17,400	17,400
FY27 Special Equipment Lease						17,400	17,400
FY28 Special Equipment Lease							17,400
School Specific Requests Subtotal			77,345	135,614	153,014	132,919	140,469
Repair Allowance			48,000	48,000	48,000	48,000	48,000
Software							
Microsoft Office 365 School Enterprise License	850	59	50,150	50,150	50,150	50,150	50,150
Management Software (JAMF)			14,400	14,400	14,400	14,400	14,400
Google Licenses for BYOD	500	35	17,500	17,500	17,500	17,500	17,500
AntiVirus Software			6,000	6,000	6,000	6,000	6,000
Software Subtotal			88,050	88,050	88,050	88,050	88,050
Total Student Fleet CIP Request (Before Adjustments)			517,265	691,010	649,967	736,913	772,531
Money Transferred from School Operations Budget			(259,375)	(269,102)	(279,193)	(289,663)	(300,525)
Total Student Fleet CIP Request			257,890	421,908	370,774	447,250	472,006

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2024 – FY2028**

PROJECT REQUEST: *IT Infrastructure*

IT-3

Department Priority Ranking: 3
(1 = highest, 2 = second highest, etc.)

TM's Rec. for FY23:
Original Dept. Request: \$850,000
Submitted by: Paul J. Puzanghera, CIO
Department: Information Technology
Funding Source:
FY23 Dept. Request for FY24: \$1,032,500

Project Description:

This project contains funding for all IT infrastructure including both hardware and software platforms that are shared by all Town and School departments.

Project Justification and Purpose:

IT proposes to undertake a number of significant enhancement projects in FY24. The most critical projects include:

- **Improved Collaboration** – The recent pandemic has accelerated transition to more virtual and collaboration intensive work. On both the town and school side this requires universal availability of video conferencing capabilities in all of our small and medium conference facilities. Further, the increased desire for citizen transparency through remote meetings of public boards requires significant renovation of our larger public meeting spaces to accommodate real time, interactive experiences. The largest expense is for a substantial update of the Emergency Operations Center at the Public Safety complex to provide real time collaboration and monitoring of emergency events. This proposal is advanced on behalf of the town's Emergency Management Working Group (EMWG)
- **Classroom Modernization** – The current classroom video technology is now 9 years old and we propose a three-year refresh cycle for Andover High and the Middle Schools as the existing projectors become end of life. We expect to introduce touch sensitive, interactive displays and video conferencing capabilities that will allow students to engage in vastly more immersive experiences and to facilitate more economical sharing of resources across buildings and districts.
- **Network Refresh** – Our original wireless infrastructure is now 9 years old and is no longer eligible for on-going support and maintenance, including on-going security enhancements. Current access points are limited to supporting the 802.11n (Wi-Fi 4) standard from 2009. This article provides funding for a multiyear program to upgrade core and edge switching infrastructure as well migrating access points to current standards.
- **Cyber Security** – The increasingly hostile cyber environment that we face requires us to increase our investment in cyber security hardware, software and practices. With the increasing assault on municipalities it is imperative that we provide more aggressive defensive strategies, in particular, moving to new classes of hardware and software that rely on modern Artificial Intelligence (AI) analysis rather than more traditional static defenses. We must also invest in our staff since our human capital represent our most vulnerable asset.

Cost Estimate & Timing:

See chart below for more details.

Estimated Annual Operating/Maintenance Cost or Savings:

On-going cybersecurity enhancements are required to enable us to maintain our cyber liability insurances which mitigates the economic consequences of ransomware or similar attacks.

The enhanced use of video conferencing technology will reduce the amount of interbuilding travel for meetings, increasing productivity.

Sustainability:

The enhanced use of video conferencing technology will reduce the energy expended on travel by staff, students and vendors.

Town Manager's Recommendation:

Fiscal Year	Dept. Request	Town Manager Recommendation
2024	\$847,500	
2025	\$1,455,000	
2026	\$482,500	
2027	\$42,500	
2028	\$22,500	

IT-3 IT Infrastructure					
Project Description	FY24	FY25	FY26	FY27	FY28
Multimedia/AV Projects					
Update Public Safety Conference Rooms Audio Visual Capabilities	125,000				
Digital Signage	30,000	30,000	30,000		
Update "Huddle" rooms. Provide video conferencing capabilities, projectors	50,000	50,000			
Classroom Modernization					
Projector Refresh (FY24: AHS, FY25: WHM/WMS/DMS/BAN. FY26 HPE/SAN/SOU)	270,000	330,000	210,000		
Deployment of classroom based video conferencing and broadcasting. Pilot 1 room in each school	25,000	200,000	200,000		
Data Center Refresh/Cloud Transition					
Firewall Refresh		75,000			
Water Treatment Plant Server Security Upgrades	75,000				
Network Refresh					
Access Point Refresh and Version Upgrade (Replace 100/200 Series)	160,000				
Access Point Refresh (Replace 300 Series)		262,500			
Edge Switch Refresh		160,000			
Core Switch Refresh	80,000				
Software Platforms					
Cyber Security Upgrades					
Security Audit and upgrades	10,000				
Unified Communications					
Refresh servers or move to fully cloud based voice capabilities		275,000			
Maintenance					
Wiring Maintenance/Expansion	10,000	10,000	10,000	10,000	10,000
Batteries			20,000	20,000	
UPS Refresh		80,000			
Handset Replacement/Expansion	2,500	2,500	2,500	2,500	2,500
Intercoms/Speakers	10,000	10,000	10,000	10,000	10,000
Total Infrastructure CIP Request	847,500	1,485,000	482,500	42,500	22,500

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2024 – FY2028**

PROJECT REQUEST: *Document Digitization*

IT-4

Department Priority Ranking: 3
(1 = highest, 2 = second highest, etc.)

TM's Rec. for FY24:
Original Dept. Request: \$307,000
Submitted by: Paul J. Puzanghera, CIO
Paul Materazzo
Donna Walsh
Thomas Howard
Jessica Porter
Department: Information Technology
CD&P
Finance
School HR
Town HR

Funding Source:
FY23 Dept. Request for FY24: None

Project Description:

CD&P was funded to conduct a digital records study to develop the framework to determine a target Enterprise Content Management (ECM) platform. In collaboration with the IT Department CD&P has started a pilot program to develop to an ECM platform for records management software, which will facilitate the scanning and indexing of all documents within CD&P and allow for them to be retrievable online. The process will increase transparency as volumes of public records will become available to the public, while increasing staff efficiency when retrieving, searching, collating and refiling records. Since the enactment of the new public records law CD&P has been overwhelmed with public records requests and has increased since FY19.

School HR and Town HR have paper-based files they manage containing Employee Personnel files. They need easy access to this information to respond to requests on Personnel matters. These files are confidential in nature and will be secured as such. The same ECM platform for records management software, which will facilitate the scanning and indexing of all documents within School HR and Town HR and allow for them to be retrievable online for HR staffs.

Finance has paper-based files they manage containing Assessor Property and Street cards; Attendance records; Payroll and Bond Contracts, Bank Statements, Cash Receipts. Many of these files are confidential in nature and will be secured as such. We will utilize the same ECM platform for records management software, which will facilitate the scanning and indexing of all documents within Finance and allow for them to be retrievable online for Finance staffs. Where possible, public access is planned for Assessor Property and Street information.

An ECM system holds digital images of records and provides access to staff and the public. The ECM system will eliminate of paper storage and handling of these records. It will increase the efficiency of the office staff and enables us to provide the information to the public in a quick and timely manner.

It is anticipated that over time, many additional Town and School departments will utilize this same

platform to complete the digitization of existing records.

Project Justification and Purpose:

The IT Department has taken the lead in this effort in identifying a technology solution that we are using for the pilot of records management of Health and Conservation files. During FY22 IT, in partnership with CD&P, evaluated a number of content management solutions and decided to pilot the use of LaserFiche, a comprehensive system used by a substantial number of peer Commonwealth communities. We also engaged the services of a records management consultant and digitization firm to review existing historical paper records and prepare estimates of digitization costs. In the first half of FY23, the content management platform will be configured and roughly 25% of CD&P records will be converted as a pilot. This pilot was funded with existing funds from previous CIP investments.

Phase II of this project, scheduled to begin in FY24, will continue the expansion of this program and complete the conversion of CD&P records along with records for both the Town and the School Human Resource departments. These funds are entirely for the conversion of existing paper documents into scanned and indexed paper documents.

This project has several key objectives:

Move to Paperless – Going forward all CD&P will be natively digital. Applicants for permits will be strongly encouraged to submit electronic versions of documents, plans etc. and any paper submissions will be digitized real time.

Staff Productivity – Staff time will no longer be wasted retrieving and assembling paper documents from multiple sources scattered across multiple locations

Citizen Transparency – All records will be available on a near real-time basis for on-line searching and retrieval. No need to visit town hall, pay reproduction fees or wait for answers – all documents will be available through the town website.

Retrievability – As documents are scanned, sophisticated optical character recognition combined with manual recording will make all of these documents searchable both through the provided document retrieval software along with standard search engines. Simply typing in an address or the name of an establishment will retrieve all matching records.

Repurposing of storage space – Paper files consume thousands of square feet of prime town real estate that limit staff productivity and limit space available for citizen interaction. Transitioning these records to digital will ease the significant overcrowding in town and school buildings and reduce the pressure for costly renovations or expansion.

Safety – There is no backup for existing paper record. Water, fire or pest born contamination can easily eradicate 100+ years of crucial town history. Electronic preservation will ensure the ongoing safety of these crucial documents.

FY24-27 funding is being requested to support expansion of this project for the additional departments. The project will also examine whether application and permitting fees should be increased for the continuation of scanning records as new plans and projects are submitted.

Cost Estimate & Timing:

See details below.

Estimated Annual Operating/Maintenance Cost or Savings:

Savings will be achieved by:

- Improving staff productivity. Eliminating wasted hours retrieving documents to satisfy citizen requests
- Improving citizen productivity. All requests can be satisfied directly by the requester from their home eliminating visits to town hall, reproduction costs, etc.
- Reducing usage of storage space eliminating needs for future building renovation and expansion

Sustainability:

Reducing the dependency on paper documents and reproduction of documents will reduce consumption of paper, energy, etc.

Town Manager's Recommendation:

Fiscal Year	Dept. Request	Town Manager Recommendation
2024	\$307,000	
2025	\$297,000	
2026	\$270,000	
2027		
2028		

IT-4 Document Digitization					
	FY24	FY25	FY26	FY27	FY28
CDP&P					
Conservation/health/Zoning	157,000				
Planning/health		197,000			
Building			270,000		
Town and School HR	100,000	100,000			
Town Finance	50,000				
Total Digitization Costs	307,000	297,000	270,000	0	0

Andover Public Schools
FY2024 Operating Budget Planning Calendar
Dates subject to change

2022	Actions
July - September	Begin work on FY2024-FY2028 CIP Requests/ Asst. Super. Meets with principals/Supt. as needed
July 28	Finance Director issued CIP forms
September 9	APS CIP Due to Budget & Finance Director
October 6 (11:00 am-2:00 pm)	Review of CIP Requests with Town Manager- Schools -Super and Assistant-Robb Center
October 20- 7 pm	SC Business Meeting- Review CIP Requests
November 3- 7 pm	SC Business Meeting- Review draft assumptions and budget planning calendar
November 10	TM Releases Recommended FY2023 CIP
November 14	TM Issues FY2024 Operating Budget Request Form & Instructions
November 16	Supt/Asst. Supt "Budget Kickoff" Meeting with SAT
November 17- 7 pm	SC Business Meeting
November 21	FY2024 CIP Public Hearing-Town Mgr. & Select Board
November 30- 7 pm	SC Business Meeting
December- Week of the 5th	Superintendent & Assistant for Finance review school budget requests and meet w/individual LT members as needed
December 7	Tri-Board Meeting to review CIP, Prelim FY2024 Projections - Tentative
December 15- 7 pm	SC Business Meeting - Superintendents Preliminary Budget Presentation - Tentative
December 30	FY2024 Operating Town Budget Requests submitted to Town Manager
2023	Actions
January 5- 7 pm	SC Business Meeting
January 6	Town/School sponsored Warrant Articles submitted to Town Manager
January 10- 7 pm	SC Business Meeting/Budget Meeting - Tentative
January 12- 7 pm	SC Business Meeting/Budget Meeting - Tentative
January 19- 7 pm	SC Business Meeting- SC Vote Preliminary FY24 Budget - Tentative
January 20	SC FY2024 Town Meeting Requested Budget Submission
January 20	Town Meeting Warrant Closes
February 2- 7 pm	SC Business Meeting
February 3	Town Manager's Recommended Budget Released
February 16- 7 pm	SC Business Meeting
March 3- 7 pm- tentative	SC Business Meeting/Public Hearing/FY2024 Budget vote
March 8	School FY2024 Operating Budget Presentation to Tri-Board
March 16	SC Business Meeting- FY24 Budget Public Hearing - Tentative
March 21	Annual Town Election

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School Committee Priorities

The School Committee budget should reflect the priorities that address the needs of Andover students and schools. These priorities should provide direction to administrators and guide staff in developing budget recommendations. In addition, the priorities should guide the School Committee in its deliberations related to the budget planning process.

The budget should reflect the following priorities, in relative order. The School Committee may sometimes choose to fund items addressing lower priorities over items that may be a higher priority. While difficult, such choices must occasionally be made to ensure no priority is neglected. All budget discussions and decisions should utilize data driven dialogue.

1. The District's mission, values and goals;
2. The need for highly qualified staff teaching within the established class size policy;
3. The ongoing refinement of curriculum, instruction, and assessment practices;
4. The need to develop and maintain educational resources, technology infrastructure, and school facilities that support student learning and meet District goals.

School Committee Budget Assumptions

The budget is developed with certain assumptions and priorities by the School Committee. For example, the budget reflects the assumption that the school district will meet all federal, state and local mandated programs and requirements. Thus, the budget should include sufficient resources and funding to meet contractual obligations, mandated programs, and high school accreditation standards, including but not limited to:

- *Special Education: Federal - IDEA & MA General Law 71B & 603 CMR 28.00*
- *English Language Learners (ELL)*
- *Section 504 and Americans with Disabilities Act (ADA)*
- *MA Education Reform Act of 1993*
- *Next Gen MCAS*
- *Educator Evaluation System*
- *Every Student Succeeds Act (ESSA)*
- *Mandates required by state, federal, local and DESE regarding COVID-19.*

Budget Operating Guidelines: FTE Changes

School Committee policy prescribes the process for staffing adjustments and how the Committee and Superintendent make FTE additions or changes after Town Meeting.

Adopted by the School Committee with a 5-0 vote on August 30, 2018.

- *The needs of a school system change constantly throughout the school year for a variety of reasons, including personnel actions (e.g., unexpected retirements, long-term leaves), enrollment increases, or educational requirements (including special education needs). As a result, the Superintendent needs the discretion to adjust resources as needs change. The Superintendent can make these adjustments without School Committee approval as long as he/she is not creating an entirely new*

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position, stays within budgetary limits, and does not need to transfer funds between the salary and expense accounts. (See Policies DB, DBJ and GCA.)

- *To ensure full disclosure on resource adjustments, the Superintendent should provide routine updates on these adjustments at School Committee meetings including, in an appropriate level of detail and with appropriate supporting documentation, a description of those resource adjustments made or to be made, the reasons for those adjustments, and, when resources are added, the source of funding. (See Policy DBJ.)*
- *When a particular resource adjustment may prove controversial, the Superintendent is encouraged to brief the School Committee on that adjustment prior to it taking effect.*

Guidelines for Budget Requests

There are two levels of funding requests within the School Committee's budget: Base Budget requests and Strategic Plan Program Improvement Budget requests.

Level Service Budget

The **Level Service Budget** allows us to deliver a varied level of services to the schools from the approved FY2023 budget, including the current school programs, staffing, class sizes, and services as well as contractual increases, compliance requirements and enrollment that affect the level of services that we are delivering today. The level service budget includes:

- A. All program components and staffing included in the FY2022 and FY2023 operating budgets.
- B. Statutory or regulatory mandates and accreditation requirements.
- C. Personnel step, longevity, and collective bargaining increases (including cost of living).
- D. Increases under other existing contracts and for unsettled labor contracts will be made for potential increases and retroactive payments.
- E. In 2019 we publicly bid transportation for regular education, mid-day K, SPED in-district, out-of-district, summer and extracurricular transportation. When calculating the FY2024 transportation costs for these services we will be using contract rates for regular education, and extracurricular transportation, SPED in-district, out-of-district and SPED summer programs. As of FY2021, Transportation for Mid-day K is no longer required.

Expenditures - Staff and Programs

- A. **Staff and Programs** – Budget for services with the understanding that we will consider equal-cost substitutions in the recommended budget with all assumptions clearly defined.
 1. **Classroom Teacher** – The district will budget new full-time teachers at M-8 on the FY2023 Salary Scale.
 2. **Instructional Assistant** – The district will budget new full-time teaching assistants at Step-1 on the assistant's FY2023 salary schedule.
 3. Budget **contract settlements** for contracts under negotiation, including retroactive payments.
 4. **Student Services Summer Programs** –We anticipate continued increased costs for summer programming due to annual increases in teacher salaries, contracted services, and

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consultation fees. The Office of Special Educational Programs (OSEP) and DESE require school districts to consider additional IEP services for special education students and recovery support services for all students pursuant to school closures caused by COVID-19. In addition, COVID-19 compensatory services must be considered for all students with special needs as well as other high-need students such as students who are homeless, in DCF custody, or learning English. This requirement has increased the number of students participating in summer programming. It is anticipated these services will continue through the summer of 2023.

- B. **Legal mandates and high school accreditation requirements are met.** – This includes special education, Section 504 and ADA, English Language Learners, MA Ed Reform Act, Next Gen MCAS, NEASC and Educator Evaluation.
- C. **Professional staffing guidelines are met to address** class size policy, enrollment shifts, and legal needs.
- D. **Alternatives that will provide services in more cost-effective ways** e.g. build more in-house capacity to avoid some special education out-of-district costs, reorganize current organizational structure; reduce energy consumption; explore less expensive means of purchasing some products, services, etc..
- E. **Technology** – Budget for special education adaptive technology is not included in the technology CIP. Technology and internet connectivity are a key component to the future of student learning.
- F. **Professional Development**-This work will be provided district-wide as recommended by the Assistant Superintendent for Teaching and Learning to support the implementation of high-quality professional development with the goal of improving teacher practice and student outcomes for teachers and administrators in 21st century learning environments. High quality professional development conforms to best practices in research, relates to educators' assignments and professional responsibilities, and conforms to the Massachusetts Standards for Professional Development. (<https://www.doe.mass.edu/pd/standards.html>)
- G. **Textbooks** – The district will fund any *replacement textbooks* (and those needed for enrollment shifts) through the school instruction accounts and/or lost book accounts. Funds for *new textbook adoptions* and the *conversion to digital text* subscriptions are included in the district textbook account. As of FY2020 the school department's operating budget absorbed all related textbook expenditures and, as such, will be included in the FY2024 operating budget.
- H. **General and Instructional Supplies** – General and Instructional Supply line items will be calculated to reflect the most current enrollment numbers and current costs including inflationary pressures when possible.
- I. **Projected PK – 5 Consumables** – Using the most current enrollment numbers, administration will analyze projected consumable costs for literacy, reading, writing, math, science and other curricular areas; for example programs such as “Foundations”, K-5 DIBELS, FOSS Science, and Eureka math²v programs. Line-item adjustments will be made as necessary for FY2024 projected costs e.g. change in student performance data.

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J. **User Fees** - A student who is a member of a household that meets income eligibility guidelines may be eligible for family financial assistance including a user fee reduction. Please see the Andover Public Schools website for information related to eligibility.

1. **HS Athletics** –User fees for FY2023 will be set at \$450 per student with a family maximum of \$900; unless otherwise determined by the School Committee.
 - a. **2. HS Parking Fees** –At the High School, estimated parking fee revenue will be budgeted at \$59,000. The parking fee will remain at \$200; unless otherwise determined by the School Committee.
 - b. **3. MS Extra-curricular Activities** –As part of the FY2023 budget process the School Committee approved the elimination of middle school student activity fees which will continue for the 2023-2024 school year; unless otherwise determined by the School Committee.
 - c. **4. Bus Transportation Fees** -Budget bus transportation fee at \$200 with a family maximum of \$400 as adopted as part of the FY2023 budget process; unless otherwise determined by the School Committee.

Contractual Obligations – Transportation

- A. **Regular Education Transportation** - In June of 2019 the district awarded a three-year transportation contract with a two-year option to extend. The FY2024 regular education transportation budget will be based upon that contract, with approval of the School Committee, to exercise year two of a two-year option to extend.
- B. **McKinney-Vento Homeless Act** - Over the past few years the cost to transport homeless students has varied between \$15,000 and \$65,000. Based on the historical costs and uncertainty of this line item the recommendation is to continue to fund Homeless transportation at \$65,000.
- C. **Foster Care Students - Every Student Succeeds Act (ESSA)** - In a memorandum dated January 18, 2018, the Commissioner of Education provided an update on Massachusetts' efforts to ensure educational access and stability for children in foster care as required by the Federal Every Student Succeeds Act (ESSA) and the 2008 Fostering Connections to Success and Increasing Adoptions Act of 2008 (Fostering Connections Act). The goal was to help school districts implement ESSA by providing joint guidance that supplements the US Department of Education's Non-Regulatory Guidance.

During the FY2020 school year we incurred an unbudgeted expense of \$12,496 related to Foster Care transportation. In FY2021 the District created a new account for Foster Care Transportation and funded the account at \$20,000. Prior to the establishment of the account, transportation of foster care students was funded out of the regular transportation budget. The FY2024 recommendation is to continue funding this line item at \$20,000.

During the FY2024 budget process the District will be working with the Executive Office of

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Health and Human Services (EOHHS), Department of Elementary and Secondary Education (DESE) and the Department of Children and Families (DCF) to enter into a Memorandum of Understanding to allow the District to complete transportation claiming under the Every Student Succeeds Act - Title IV-E. By entering into the MoU and a subsequent Town Meeting article, the District will become eligible for a reimbursement of a portion of these funds to help offset the FY2025 budget.

- D. **Special Education Out-of-District & Summer Transportation** - In 2019 we publicly bid transportation for SPED Out-of-District and summer transportation. The FY2024 SPED Out-of-District & Summer Transportation budget will be based upon that contract, with approval of the School Committee, to exercise year two of a two-year option to extend
- E. **Special Education In-District & Summer Transportation** - In 2019 we publicly bid transportation for SPED In-District and summer transportation. The term of this contract was negotiated as a five-year agreement. When determining the FY2024 transportation costs, it will be based upon the year five rates.
- F. **Extracurricular, Field Trips and Athletic Transportation** - In June of 2019 the district awarded a three-year transportation contract with a two-year option to extend. The FY2024 budget for Extracurricular, Field Trips and Athletic transportation will be based upon that contract, with approval of the School Committee, to exercise year two of a two-year option to extend.

Contractual Obligations – FY24 Salary Projections

- A. **Collective bargaining contracts-** For the FY2024 year, the collective bargaining agreements (CBAs) are under various states of settlement. The union representing Teachers, Occupational Therapists, Physical Therapists and Nurses, Instructional Assistants and Administrators will be under active negotiations. Wage reopeners are included in the CBA's for employees in the Custodians, Food Services, and Administrative Assistants unions. Personnel expenses will be budgeted to include a reasonable pay increase for these employees in FY2024, as determined by School Committee bargaining strategy. Bargaining agreements will be budgeted at a reasonable increase plus retroactive payments.
- B. **Individual contracts and non union employees** - A modest increase will be built into the budget for these individual positions.
- C. **Substitute Teacher Pay – Per the School Committee approved rate for the 2022-2023 school year the rates budgeted shall be:**
- Substitute Teachers who are retired Andover Teachers, the rate is \$120/day
 - Substitute Teachers who have a minimum of a bachelor's degree, the rate is \$105/Day
 - Substitute teachers who have not completed a bachelor's degree, the rate is \$90/Day
 - If the district employs building-based substitute teachers, the rate is \$130/day.

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- D. **Substitute Nurse Pay** - In an attempt to continue to be competitive with industry pay scales, the substitute nurse pay for RN's will continue at \$400/day.

Fixed Costs: Utilities

- A. **Natural Gas** – In consultation with Sustainability, Plant & Facilities the FY2024 natural gas budget for all schools will reflect a 5% increase over FY2023.
- B. **Oil/Generator Fuel** – In consultation with Sustainability, Plant & Facilities the FY2024 oil/generator fuel budget for all schools will reflect a 5% increase over FY2023.
- C. **Electricity** – In consultation with Sustainability, Plant & Facilities the FY2024 electricity budget for all schools will reflect a 13% increase over FY2023.

Custodial Supplies & Materials

- A. The budget will use historical data and current trends for costs increases.

Unfunded Mandates –

- A. **English Language Learners** – This is budgeted based on known students at the time of budget submittal. The regulations require all teachers to utilize the World Class Instructional Design and Assessment standards. Each student has unique needs that must be addressed according to these standards. Providing sufficient dollars for staffing, professional development, resources, and programmatic needs ensures that the department is equipped to offer a high-quality English Language Learning Program. The Department of Elementary and Secondary Education expects that the district will adhere to guidelines outlined in the August, 2016, *Guidance on Identification, Assessment, Placement and Reclassification of English Learners*.
- B. **MA Ed Reform Act** – This is budgeted using known students needing MCAS support and remediation or Educational Proficiency Plans (EPP-high school only) at the time of budget submittal. (MGL c.71).
- C. **DESE Proportionate Share Services for Students with Disabilities** - Effective in 2019 DESE has advised that annually, all districts with private schools or home-schooled students within their geographic boundaries must calculate proportionate share, demonstrate upon request that they have spent the required amount of IDEA grant funds on eligible students who are privately enrolled and educated in the district, and submit the Proportionate Share Forms for both the 240 and 262 grants to DESE.

Districts are required to conduct a variety of activities related to provision of proportionate share special education services for students who are privately enrolled. These activities include consultation, child find, evaluation and determination of eligibility, determination of the proportionate share amount, expenditure of the proportionate share, development of services plans, and provision of services either directly or through contracts.

Massachusetts defines this population more broadly than the Federal IDEA regulations require. As a result, our obligations for IDEA set-asides are double what they would be under Federal regulations. Student Services is currently working through each individual case.

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Revenue Items

- A. **State Aid: Chapter 70**- FY2023 Chapter 70 revenue is \$12,167,131, an increase of \$330,000 over FY2022. The Governor is expected to release his FY2024 proposal on January 2023.
- B. **State Aid: SPED Circuit Breaker** - The final Circuit Breaker (CB) reimbursement for FY2022 and projected FY2023 totaled \$2,449,611 and \$2,019,743 respectively. It's important to note that in addition to reimbursement for SPED instruction and tuition expenses, the total reimbursement included SPED transportation reimbursement.

Tuition Based Programs

- A. **Special Needs Tuition** – The district offers a SPED vocational program called Transitional Opportunities Program or TOPs for identified students ages 18-22. Andover and North Andover currently have students enrolled. A Memorandum of Agreement allows the parties to share the annual staffing and operating costs at a 50/50 split.

Out of district tuitions for special education private school students will be increased at the inflationary rate as approved by the Commonwealth of Massachusetts Operational Services Division (OSD). Current projections which are still under review by the Commonwealth of Massachusetts and in discussion with various professional organizations including the Massachusetts Associations of School Superintendents (MASS) is 14% Private school tuitions will also be subject to program reconstruction rates as approved by OSD.

- B. **Early Childhood Tuition: Preschool Peer Partner** – For FY2024 the per student tuition will be set at:
 - a. 5 days \$5,265 FD/\$4,265 HD
 - b. 4 days \$4,538 FD/\$3,538 HD
 - c. 3 days \$4,115 FD/\$3,115 HD
 - d. 2 days \$2,350 HD/ FD not an option unless otherwise approved by the School Committee.

Andover Public Schools School Committee/Superintendent Operating Protocols

Purpose and Objectives: Supporting the educational welfare and well-being of ALL students

The Superintendent and the School Committee represent the needs, interests, and achievement of ALL students in APS and place the collective good of students above all others in decision-making, while remaining within the limitations of Annual Town Meeting's approved school department budget.

The School Committee seeks and supports solutions in its vision, planning, policymaking, budget development, communication, student advocacy, and Superintendent evaluation that will provide the greatest benefit to APS students.

Standards of Conduct: Demonstrating professional and collegial relations

Maintain trust and mutual respect between and among School Committee members, the Superintendent, the administration, faculty and staff by treating everyone with dignity and respect, even in times of disagreement.

Base Committee decisions on available facts, vote convictions, avoid bias, and recognize that authority rests **solely** with Committee decisions and that individual Committee members do not hold any authority.

Standards of Operation: Effective communication, understanding responsibilities & honoring boundaries

Maintain the confidentiality of Executive Session and respect the Open Meeting Law.

Make every effort to ensure that Committee meetings are effective and efficient, conducting business through a set agenda, and attending meetings prepared to address agenda items.

Acknowledge that a School Committee meeting is a meeting of the Committee that is **held in public and not a public meeting**, although welcoming to community member attendance and participation in the meeting during public input.

Recognize the importance of proactive communication and agree that there will be no surprises for the Committee or the Superintendent.

Recognize that it is the Superintendent's responsibility to manage the day-to-day operations of the district including personnel. Constituent concerns and complaints will be referred to the appropriate person within the district chain of command. The Superintendent will keep the School Committee informed of their responses. It is not the role of the School Committee or any of its members to resolve issues.

Respect the leadership roles of the School Committee Chair and the Superintendent. The School Committee Chair and/or their designee and the Superintendent will represent the positions of the School Committee and the district respectively to the media and other public bodies.

Approved- November 4, 2021, School Committee meeting

Recognize the importance of working collaboratively with town officials to improve our schools and actively seek ways to enlist their support of Committee efforts.

Routine requests for information by individual School Committee members should be made through the Superintendent and not directly to staff unless previously decided and defined. If a request requires moderate to extensive work, the requesting School Committee member should bring the request to the Committee Chair for consideration by the Committee. The Superintendent will ensure that each member has equal access to responsive information.

ANDOVER SCHOOL COMMITTEE MINUTES

October 6, 2022

MEMBERS PRESENT: S. McCready, Chair
L. Conoscenti

T. Spruce, Vice Chair
S. Wright (remotely)

MEMBERS ABSENT E. DiCesaro
OTHERS PRESENT: M. Parvey, Superintendent
K. Taverna, Assistant Superintendent of Finance and Administration
J. Riley, Assistant Superintendent for Teaching and Learning
Sophia Miele, SGA student representative

I. **Call to Order** – Ms. McCready, Chair, called the Regular Meeting of the School Committee of October 6, 2022, to order at 7:00pm, in the School Committee Conference Room.

A. **Call to Order/Moment of Silence/Salute the Flag**

B. **Recognitions/Communications**

Dr. Parvey visited Bancroft School, West Middle School, West Elementary School, Andover High School, Wood Hill Middle School and open houses at Andover High School and Shawsheen Pre-School. Dr. Parvey reviewed the meetings and committees she met with since the last School Committee meeting.

Dr. Parvey held office hours on October 3, 2022 and will have office hours on November 9, 2022 virtually at 6:00pm.

Professional development at Andover High School included Weston Kieschnick as a guest speaker. Eureka Math training continues and the High School professional development consisted of various workshops to choose from while the Middle School held professional development by department. A Eureka Math workshop was held on October 4, 2022 for elementary families and 40 families attended.

Dr. Riley walked through various classrooms to observe hi-tech strategies and work flow. Professional development for all evaluators in the district was held and this is a year long program. Data Wise training is ongoing to better understand and how to use the data collected and how to effect change with that data. Dr. Riley met with the Andover High School DEI Council and will update the School Committee at a later date. MTSS Model, tier 1, 2 and 3 and SEL work will help the schools to know where the resources are and what is available. MTSS Model is a year long project. Dr. Riley thanked the Eureka Math teachers for the workshops. The next workshop will be held virtually on October 12, 2022 at noon and on October 19, 2022 at 6:30pm in person.

Mr. Taverna attended the Capital Improvement Plan meeting today and is finalizing the FY24 projects. The interviews are done and vendor selected for the Security Assessment review. Mr. Taverna is visiting one school per month at lunchtime to visit the cafeterias,

talk with the students and observe staff and services. He visited Bancroft Elementary and spoke with the students.

Ms. Spruce informed the School Committee that the next School Committee informal forum will be virtual on October 12, 2022 at 7:00pm and registration is required to attend and the Zoom link will be provided.

Dr. Conoscenti provided an update from the last Andover High School Building Committee meeting. A community meeting will be held on November 10, 2022 at Memorial Hall Library to obtain community input about the project. Owners Project Manager RFP's are being reviewed in order to hire an Owners Project Manager for the project.

Sophia Miele, SGA Student Representative stated that the Student Government Association interviewed the SRO and welcomed him. The main foyer of the High School will be decorated for Halloween.

Ms. McCready provided an update on the West Elementary/Shawsheen Pre-School project. The building committee met September 25, 2022 and the decision was made to recommend to the Select Board that they call a Special Town Meeting to seek additional appropriations for the project. The Select Board did schedule the Special Town Meeting for December 1, 2022 at 7:00pm. The budget deficit is due to the bids received being 14% over budget. A Tri-Board meeting is scheduled with the building committee for October 19, 2022 at 7:00pm at Memorial Hall Library. This meeting is open to the public. Ms. McCready added that the project is being very well run and economic factors, materials cost, and labor shortages are driving the bids. There will be public outreach and updates provided as well as a presentation to the Finance Committee.

Ms. Spruce added that the building committee reviewed other avenues to address the deficit before going to a Special Town Meeting to ask for additional funds. This same scenario is happening all over the state for school building projects. Economical and international factors are impacting the budget.

A town wide PTO meeting was held and the role of the School Committee was explained. Ms. McCready offered all PTOs the opportunity to invite a School Committee member to attend future PTO meetings.

Ms. McCready thanked Principal Caitlin Brown and Andover High School staff for the well run open house and welcoming the parents to Andover High School.

C. Public Input

None

D. Response

None

E. Education

1. Enrollment

Dr. Parvey reviewed the preliminary enrollment which is at 5,599 students as of October 1, 2022. She reviewed enrollment numbers per school in the district. There are currently 34 home schooled students. The attrition from 8th grade to 9th grade was 89 students.

2. School Improvement Plan

Carolyn Fawcett, Interim Principal at Sanborn Elementary School and Pamela Lathrop, Principal at High Plain Elementary presented the Elementary School Improvement Plan. They presented the Mission and Vision Statements of the Andover Elementary Schools. They will be working on three goals this year. Goal one is implementing the Eureka Math program across all elementary classrooms with consistency and cohesion. Goal two is implementing systemic phonemic and phonics awareness practice to ensure all kindergarten students receive explicit, multisensory, structured language instruction in both whole group and small group learning. Goal three is the use of content-based coaching to establish a consistent, systematic and coherent content-focused coaching to support professional discourse, rigorous planning and continuous reflection to ensure student learning and outcomes in content areas.

Ms. Spruce asked if the ELA goal will be implemented only in kindergarten or all elementary levels. Response: It will be started in kindergarten then expand to all elementary levels.

Progress monitoring will be done by the use of the DIBELS program. The program was reviewed as to math assessments and the Eureka math has many assessments which will also be utilized.

Dr. Riley thanked the Elementary Principals for working collaboratively to produce these goals.

Timothy Corkery, Principal at West Middle School presented the Middle School Improvement Plan, starting with the Mission and Vision Statement. Goal one is to develop school-based systems and structures by June, 2023 which consists of an agreed upon new middle school schedule that better meets the developmental and academic needs of the middle school students. Improvement benchmarks and strategies to achieve this goal were reviewed. Goal two is to examine the instructional core to develop a timely and efficient use of the MTSS process between identification of need and provision of support to student need. A multi-tiered system of support will be used for better consistency and better support for these students. There are currently different processes in place to support struggling students. Benchmarks and strategies to achieve this goal were reviewed.

Mr. Wright asked how the schedule changes will be communicated to the parents. School Committee updates and parent outreach will include information about the schedule changes.

Caitlin Brown, Principal Andover High School, presented Andover High School Improvement Plan, including core values and beliefs of Andover High School. Goal one is examining the instructional core. Andover High School leadership will measure and increase student learning and engagement through the use of at least three high effective instructional strategies in classroom instruction. Some students feel disengaged and do not believe the curriculum reflects their values. The benchmarks and strategies to achieve this

goal were reviewed. Goal two is to achieve consistent and coherent curriculum by improving documentation of the scope and sequences to be more transparent. At-A-Glance and Scope and Sequence documents will be produced by June, 2023 as the first steps. The benchmarks and strategies and activities to achieve this goal were reviewed. Goal three is to identify and implement research based instructional approaches to nurture social emotional learning and act intentionally to improve school climate. Inconsistency in individual experiences during the COVID pandemic and a return to a more consistent, predictable experience has resulted in a need to focus on further development of social emotional competencies. The benchmarks and strategies and activities to achieve this goal were reviewed.

Ms. Spruce agreed consistency and engagement are important and asked Ms. Brown to let the School Committee know if there would be a budget impact for budget planning. She also asked to keep the class size manageable.

Ms. McCready supported H Block being more consistent.

Georgianne Kerr, of 5 York Street is excited about the Elementary School Goals. She is concerned with making sure students have access to Calculus and asked that writing and grammar be the next goals.

Kerry Costello, Andover High School, stated that the change in the Middle School schedule will take time to implement.

F. New Business

1. Field Trip to Italy. Brian Shea presented the details of the trip to take place during April vacation 2023 for 10th and 11th grade students. The all-inclusive cost is \$4,329, which includes flight, hotel, breakfast, dinner and educational tools and trip insurance. A \$95 deposit is required with a payment plan available to families, however there is no financial assistance available at this time. Mr. Taverna stated that he could help with some financial assistance if income guideline documentation is submitted.

Dr. Conoscenti moved to approve the proposed extracurricular trip to Italy April 12, 2023 through April 21, 2023 in accordance with the provisions set forth in the Andover School Committee Policy entitled “APS School Sponsored Trip and Student Travel Policy”; it was seconded by Ms. Spruce and passed unanimously 4-0 on a Rollcall Vote:

S. Wright – yes

L. Conoscenti – yes

T. Spruce – yes

S. McCready - yes

2. 2023-2024 School Year APS Calendar. Feedback on the proposed calendar included: There is no election day in 2023; Veteran’s Day falls on Saturday in 2023 and a Saturday holiday normally are not observed on Friday. Fall recess in 2023 begins on 10/9 with a day off, however 10/13 is a half day, can the half day be moved to 10/20 or 10/27. Dr. Conoscenti added that there is a scheduled half-day on 6/7, however if there are no snow days, school will end on Tuesday the following week.
3. Student Activity Accounts. Mr. Taverna asked the School Committee to vote to approve closure and adjustments to certain Student Activity Accounts. The descriptions of the accounts have been updated. Accounts with no activity over 3 years are to be closed and money transferred to other student activity accounts. Mr. Taverna reviewed the accounts. Core accounts can be kept open.

Mr. Wright asked if ensemble groups are included. Student enrichment fees are paid into the student account to pay for the stipend and supplies.

Ms. Spruce moved to approve all student activity account descriptions for FY 2023 as presented by the Business Office; it was seconded by Dr. Conoscenti and unanimously approved 4-0 on a Rollcall Vote:

S. Wright – yes
T. Spruce – yes
L. Conoscenti – yes
S. McCready - yes

Dr. Conoscenti moved to approve all student activity account limits for FY2023 as presented by the Business Office; it was seconded by Ms. Spruce and unanimously approved 4-0 on a Rollcall vote:

S. Wright – yes
T. Spruce – yes
L. Conoscenti – yes
S. McCready - yes

Ms. Spruce moved to approve FY2023 transfer of funds from inactive student activity accounts to accounts designated by the respective principals at Bancroft Elementary, Sanborn Elementary, Shawsheen Pre-School, South Elementary, High Plain Elementary, West Elementary, Doherty Middle School, West Middle School, Wood Hill Middle School and Andover High School as presented by the Business Office; it was seconded by Dr. Conoscenti and unanimously approved 4-0 on a Rollcall vote:

S. Wright – yes
T. Spruce – yes
L. Conoscenti – yes
S. McCready - yes

4.3 First Reading of Policies KF and KF-R: Community Use of Facilities. Ms. Spruce advised that Policy KF is the Community Use of Facilities and Policy KF-R is procedures for how the district shares school facilities with other groups. These policies are recommended by MAC in to secure LEED certification for the West Elementary/Shawsheen Pre-school project. LEED is a green building rating system and will allow the Town to receive an extra 1% reimbursement from MSBA.

4. Superintendent Evaluation and Goals. Ms. McCready reviewed DESE’s 5 step superintendent evaluation process which includes self-assessment; analysis; goal setting; plan development; plan implementation and evidence collection; and formative assessment and evaluation. There is a 3-step plan implementation ongoing throughout the year.

DESE Best Practice is a one year cycle of review for Superintendents in the first three years of their role in the district. This includes goal recommendations, professional development, student learning, district wide improvement and evidence of progress for each goal. The focus indicators were reviewed by Ms. McCready. The timeline for the evaluation process was reviewed.

Dr. Parvey presented the Superintendent Goals to the School Committee.

Goal one is a Professional Practice Goal for Dr. Parvey to attend the MASS REDI Foundation District Leader Learning Series to begin developing the essential work of building and sustaining cultures of belonging, equity, diversity and inclusion in Andover Public Schools.

Goal two is a Student Learning Goal to assess the current district SEL practices, systems and resources K-12 and begin preliminary implementation of a district wide SEL plan. The goal proposes taking a staggered approach implementing in kindergarten first then expanding to all elementary schools.

Goal three is a Student Learning Goal focused on the use of data to drive instruction and inform district priorities and decision-making including consistency in the supervision and evaluation process.

Goal four is a District Improvement Goal to develop and begin to implement the Andover Public Schools strategic plan for ongoing improvement.

Goal five is a District Improvement Goal of communication and engagement to ensure two-way, respectful and consistent communication across the district, with families, and with the Andover Public Schools Community while continuing to seek diverse ways to continuously engage our community.

Ms. Spruce asked if educational equity and recruiting a diverse staff was part of the first goal. Dr. Parvey responded that she is assessing where the district is to determine the next steps. Getting applicants is a challenge and our district does not receive diverse applicants. Human Resources has sent postings to more diverse places, job fairs, etc. to get a more diverse pool of applicants.

Dr. Conoscenti added that collecting data is not enough, we need to figure out the why and this will take time. She suggested using data points for the budget process.

Mr. Wright stated that there are groups that help families in the district that can assist with “meeting families where they are at”.

Ms. Spruce would like to find a way to add community members without students in the district to the mailing list to keep them informed.

Ms. McCready acknowledged that these are labor intensive goals and the Superintendent is listening to what people are asking for. There are many other improvements happening while these goals are being moved forward, for example, connectivity, communications protocol document, etc.

Public Input Re: Goals

Kerry Costello, Andover High School, supports the Student Learning Goals.

Bonnie Zahorik, 172 North Main Street, asked that midyear goals be added as evidence of progress and that DEI Advisory Committee updates be included in the School Committee updates. She supports the use of vocal data usage.

G. Consent Agenda

Minutes from
September 15, 2022, meeting.

Dr. Conoscenti moved to approve the Consent Agenda as presented; it was seconded by Ms. Spruce and passed unanimously by on a 4-0 Rollcall vote.

S. Wright – yes

L. Conoscenti – yes

T. Spruce – yes

S. McCready - yes

Ms. Spruce moved to Adjourn the Andover School Committee Meeting, it was seconded by Dr. Conoscenti and passed unanimously on a 4-0 Rollcall vote.

S. Wright – yes

L. Conoscenti – yes

T. Spruce – yes

S. McCready - yes

The meeting adjourned at 9:45pm.

Submitted By: _____
Lynn Viselli, Recording Secretary

Approved _____
Date

Per the Massachusetts Open Meeting Law, the following is a list of documents that were either distributed to the Andover School Committee before the meeting in the packet or at the meeting.

1. Agenda
2. Policy Manual Sections KF and KF-R
3. Consent Agenda
4. School Improvement Plans for Elementary, Middle and High School
5. Superintendent's Goals
6. Student Activity Accounts