

Section 3

Administrative Characteristics of the Region



SHIRLEY SCHOOL DISTRICT

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ADMINISTRATIVE CHARACTERISTICS OF THE REGION

Organization Chart Aligned to Mission, Objectives, and Core Values

- Central Office
 - Superintendent – 1 (currently 3)
 - Administrative Assistant – 1 (currently 3)
 - Assistant Superintendent for Curriculum/Instruction, Professional Development & Grants – 1 (currently 2 Directors)
 - Technology Integration Specialist – 1 (currently 0)
 - Administrative Assistant - 1 (currently 0)
 - Director of Pupil Services – 1 (currently 3 Directors of Special Education)
 - Coordinator of Specialized Services – 1 (currently 0)
 - I.E.P. Coordinator – 1 (2 Team Chairpersons)
 - Special Programs Coordinator – 1 (currently 0)
 - Administrative Assistant – 3 (currently 3)
 - Director of Finance – 1 (currently 2*)
 - Treasurer – 1 (currently 0)
 - Accounts Payable/Receivable Specialist – 1 (currently 3)
 - Coordinator of Food Services – 1 (currently 1)
 - Administrative Assistant – 1 (currently 0)
 - Coordinator of Facilities/Grounds & Transportation – 1 (currently 2.5)
 - Administrative Assistant – 1 (currently 0)
 - HR/Benefits Specialist – 1 (currently 2)
 - Payroll Specialist – 1 (currently 2*)
 - Director of Technology – 1 (currently 2)
 - System Administrator – 1 (currently 1)
 - Technology Specialists – 3 (currently 3)
 - Data Manager – SIMS/EPIMS – 1 (currently 1.5)

- Building Level – Principals
 - Lunenburg Primary School – 1 (currently 1) + 2 Administrative Assistants (currently 1)
 - Lura A. White (Elementary) School [at current Middle School in Shirley] – 1 (currently 1) + 2 Administrative Assistants (currently 1)
 - Page-Hilltop Elementary School [Ayer] – 1 (currently 1) + 1 Assistant Principal (currently 1) + 2 Administrative Assistants (currently 2)
 - TC Passios Elementary School [Lunenburg] – 1 (currently 1) + 2 Administrative Assistants (currently 1)
 - Ayer-Shirley Middle School [Ayer] – 1 Principal (currently 1 in Shirley) + 1 Assistant Principal (currently 1 in Ayer) + 2 Administrative Assistants (currently 3)
 - Turkey Hill Middle School [Lunenburg] – 1 (currently 1) + 1 Assistant Principal (currently 1) + 2 Administrative Assistants (currently 1)
 - Ayer-Lunenburg-Shirley High School – 1 Principal (currently 2) & 2 Assistant Principals (currently 2) + 5 Administrative Assistants (currently 5)
 - Director of Athletics & Activities 1 (currently 1) + .5 Administrative Assistant (currently 0)

* Finance & payroll functions for Lunenburg Public Schools currently provided by Town Hall personnel.

- Summary of Administrative Positions
 - Central Office
 - Professional = 13 (currently 19)
 - Support = 13 (currently 14)
 - Building Level
 - Professional = 12 (currently 11)
 - Support = 17.5 (currently 16)
 - Total FTEs
 - Professional = 25 (currently 30)
 - Support = 30.5 (currently 30)

Recruitment Strategy and Strategy for Transitional Operation and Oversight

The assumption is being made that the regional school district will officially begin on July 1, 2010 after votes at each annual town meeting in May/June 2009. If this assumption is accurate, the 2009-10 school year should see the election of a Regional School Committee and then the appointment of a Regional Superintendent. This Superintendent should oversee the recruitment and appointments of the other Central

Office and building level staff; some of whom could officially be hired during the 2009-10 school year and some to begin on July 1, 2010. All Central Office and building level administrative and support staff must be hired by July 1, 2010. This timetable may only be feasible with significant State resources. Without State assistance, the regional beginning on July 1, 2011 may be more realistic.

The new Regional Superintendent and that person's staff will work cooperatively with current administrators and support staff during this transition period. All current administrators, teaching and support staff in each of the participating districts will be given due consideration for any appropriately equivalent positions. By law, all current teachers will be hired in the Region, given appropriate and available positions.

A variety of recruitment strategies will be used. An on-line recruiting source could be used in the general recruiting effort. This process will be aided by general advertising in the Boston Globe, regional, and local papers. A resource like NESDEC could be used for the Superintendent and possibly any administrative positions. In addition to the traditional recruiting methods, other means will be utilized like job fairs, on campus recruiting, M.A.S.S. and E.S.E. job boards plus the M.A.S.S, M.A.S.C. etc. web sites, especially for the superintendent and other administrators. [The new Regional School Committee must realize that there are currently excellent administrators in the three districts who should be given every consideration for positions within the new regional.]

Comprehensive Transportation Plans and Economies

Currently Shirley students are transported to both Ayer and Lunenburg High Schools. This information will be helpful as transportation arrangements are made for the regional school district.

These three school districts are currently considering concurrently bidding individual transportation contracts for the 2009-10 school year with the intent of securing a single provider. [Currently the three districts have three separate transportation providers.]

All regional school transportation is being reimbursed from the State at the rate of 85-95%. Currently the three districts are expending slightly over \$1M to transport all children. One incentive from DoE that will be explored is the need for pre-imburement for transportation. That is, there will be a need for up-front transportation monies in order to pay for the increased costs of transportation in the region during the first year of its existence.

Purchasing and Bidding Strategies

Ayer, Lunenburg and Shirley will be sharing a Director of Food Services beginning July 2008. This person will be purchasing many food products collectively in order to save resources. This will continue in this and other areas in the regional school district.

Currently, all three districts have joined, or are exploring, collaborative energy bids. This kind of regional and collective bidding will be done for the region for all utilities, supplies and materials as well as food.

Plan for Technology Integration to Support Administrative and Educational Operations

The first step will be to appoint a Director of Technology. This person will spearhead the consolidation of the three districts' technology into one integrated system. A plan will be developed to ensure the coordination of software, hardware and the technology curriculum.

Currently, both Ayer and Lunenburg use the Munis financial system. Shirley uses Budget Sense. The current Technology System Administrators of the three systems should begin meeting during the 2008-9 school year to compare Five-Year Technology Plans and discuss any software and hardware purchasing to hopefully begin working and planning with common goals.

Inventory and Plan for Use of all Educational Facilities under the Jurisdiction of the Various School Committees Current and Proposed

- Pre-K → 5
 - Page-Hilltop School [Ayer] (Pre-K → 5) – some short-term to long-term systems overhaul needs (i.e., HVAC/boilers/unit ventilators; roofs; windows)
 - Primary School [Lunenburg] (Pre-K → 2) – new; does not need anything
 - TC Passions Elementary School [Lunenburg] (3 → 5) – fairly good condition; may need some renovation (e.g. roof) within ten years
 - Center School [Shirley] (not currently in use) – 2 or 3 room school; decent condition; could use new windows and unit ventilators
 - Lura A. White (Elementary) School [Shirley] (Pre-K → 4) – in need of total renovation or replacement

- Grades 6 → 8
 - Ayer Middle/Senior High School (6 → 8) – some short-term to long-term systems overhaul needs (e.g., HVAC/boilers/unit ventilators; windows; science labs)
 - Turkey Hill Middle School [Lunenburg] (6 → 8) – should be OK for 10 years without significant renovation; may need new ventilation units
 - Shirley Middle School (5 – 8) – 4 years old; does not need anything at this time; if this building becomes a pre-K → 5 building, there will need to be some minor retrofitting
- Grades 9 → 12
 - Ayer Middle/Senior High School [see above]
 - Lunenburg High School (9 → 12) – in need of immediate and total renovation or replacement
 - Assumption of new state-of-the-art high school

Long Range School Construction Plan

The current plan as discussed by the Regional Planning Committee:

- All pre-kindergarten to grade 5 students will be guaranteed to be educated in their own communities. That does not preclude the possibility that students in these grades could opt to attend an elementary school in another community if there is space.
- All grade 6 – 8 Ayer and Shirley students will attend middle school in Ayer. This could happen at the beginning of the regional during the 2010-11 school year. Lunenburg grade 6 – 8 students will continue in the Turkey Hill Middle School in Lunenburg.
- All grade 9 – 12 students from all three communities will attend a newly built high school. As this will take several years to accomplish, the regional will operate for several years with high schools continuing in Ayer and Lunenburg and Shirley students given a choice of which to attend. The location of this new high school is undetermined, although it has been discussed that the logical location may be in Shirley as the geographic center of the region.

Assuming this configuration:

- Ayer
 - No immediate construction needed
 - Some renovations of both Page-Hilltop and secondary school within 10 years
- Lunenburg
 - May need some short-term renovations to high school

- Some renovations of the Turkey Hill Middle School within 10 years
- Shirley
 - May need some minor retro-fitting to the current middle school to convert it to an elementary school
- New regional high school

Potential Construction Site for a High School

Shirley is the geographic center of the proposed region. One possible location is adjacent to the Shirley Middle School on land which is currently part of Devens. This possibility has been broached with MassDevelopment. The land is flat and there is plenty of room for a building and playing fields.

Another possibility which has not been discussed could be the current sight of the Lura A. White (Elementary) School. Shirley elementary students moving to the current Shirley Middle School would allow the Lura A. White School to be demolished and a new high school to be built on that sight. There is adequate land for a new high school. There may not be enough land for adequate playing fields at this location.

Work with MSBA to Advance Application for Funding for High School

Meetings between members of the Regional Planning Board and the district administrators with members of the MSBA (Massachusetts School Building Authority) have taken place on two occasions. One meeting took place in Shirley and one at MSBA offices in Boston. Additionally, each of the three districts have submitted Statements of Interest, although none of them is for a new regional high school.

The MSBA is very interested in Ayer, Lunenburg and Shirley becoming a region. It will consolidate renovation and building plans and therefore decrease the overall resource requests from the three districts. As soon as the Regional Planning Board comes to consensus, additional proposals will be made to the MSBA. A final proposal for a new regional high school cannot be made until the communities have officially voted to participate in the region.

6/25/08