

**LEXINGTON SCHOOL COMMITTEE MEETING**  
**Tuesday, January 31, 2012**  
**Cary Memorial Building, Cary Hall Auditorium**  
**1605 Massachusetts Avenue**

- 7:00 p.m. Call to Order and Welcome:**  
Public Comment - (Written comments to be presented to the School Committee; oral presentations not to exceed three minutes.)
- 7:10 p.m. Superintendent's Announcements:**
- 7:20 p.m. Members' Reports/Members' Concerns:**
- 7:30 p.m. Agenda:**
1. Estabrook School Building Project (45 minutes)
    - a) Update on the building project
    - b) Vote on the schematic design (floor plans)
    - c) Vote on final program (square footage per room)
  2. Public Hearing on FY13 Superintendent's Recommended Budget (30 minutes)
  3. Adjustments to the FY12 and FY13 budgets (45 minutes)
    - a) Use of FY12 surplus funds: K-5 Mathematics, PreK-12 Student Services, materials for three new classrooms, furniture, Diamond ILP and hearing study
    - b) FY13 budget adjustments: rescind recommendation on Occupational Therapist (OT)/Certified Occupational Therapist Assistant (COTA) reorganization, elimination of full-day kindergarten and K-5 Instrumental Music fees, and reduce Estabrook bus fee by one-half, and elimination of some capital items
  4. Discussion of Superintendent Evaluation Process (30 minutes)
  5. Vote to Approve School Committee Minutes of January 3, 2012 (2 minutes)
  6. Vote to Approve School Committee Minutes of January 17, 2012 (2 minutes)

**The next scheduled meetings of the School Committee are as follows:**

- Saturday, February 4, 2012 - Public Hearing - 10 a.m. Cary Memorial Building, Cary Hall Auditorium, 1605 Massachusetts Avenue (FY13 Superintendent's Recommended Budget)
- Tuesday, February 7, 2012 - 7:30 p.m. Lexington Town Office Building, Selectmen's Meeting Room, 1625 Massachusetts Avenue (Regular Meeting) - *No meeting - placeholder*

*All agenda items and the order of items are approximate and subject to change.*



1/27/2012

Lexington Public Schools  
 FY12 and FY13 Budget Adjustments

Type	School or Level	Description of Request	FY12 Available Funds	FY13 Budget Adj	
<b>Unfunded Expenses</b>					
	K-5 Mathematics	Curriculum update materials	\$ 20,000		
	PreK-12 Student Services	Expenses	\$ 27,940		
	Classroom Expenses	For three new classrooms	\$ 26,000		
	Rescind Recommendation	COTA/OT reorganization		\$ 91,000	est.
			\$ 73,940	\$ 91,000	
<b>Fees</b>					
	Kindergarten	Eliminate Kindergarten Fee		\$ 378,400	
	Estabrook Buses	Reduce Estabrook Bus fee by 1/2		\$ 150,000	
	Music*	Eliminate Instrumental Music Fee			
				\$ 528,400	
<b>Capital</b>					
	Furniture	Reduce FY13 Request	\$ 100,000		
	Diamond ILP	Reduce FY13 Request	\$ 32,685		
	Hearing Study	Reduce FY13 Request	\$ 40,000		
			\$ 172,685		
<b>Total Funds Required to meet identified needs</b>			<b>\$ 246,625</b>	<b>\$ 619,400</b>	
<b>Sources of Funds</b>					
	FY13 Unallocated Revenue	Reduction in Minuteman Assessment		\$ 273,220	
	FY13 Local Receipts	Eliminate Music Fees		\$ (63,260)	
	FY13 Estabrook Bus Fees	Unallocated Funds		\$ 150,000	
	FY13 Kindergarten Fees	Unallocated Funds		\$ 150,000	
	FY13 Adjustment	Capital Technology		\$ 50,000	
	FY13 Adjustment	Capital Diamond ILP		\$ 32,685	
	FY13 Adjustment	Capital Hearing Study		\$ 40,000	
	FY12 Available Funds	Tuition Budget	\$ 246,625		
			\$ 246,625	\$ 632,645	
<b>Variance between Budget Adjustments and Sources of Funds**</b>			<b>\$ -</b>	<b>\$ (13,245)</b>	

\* Funds are already in the school budget.  
 (Eliminating the fee will reduce Town revenue.)  
 \*\* Revenues exceed expenses.





## Revenue Offsets

The Town follows a revenue sharing model that provides for the prior year appropriation, adjusted for new revenue under an allocation model of 71.6%/28.4%. This year the allocation was modified for one-time to allow the school department to receive more than its normal allocation. The agreement with the Town for FY13 is to have the School Department's base budget be reduced by the amount it received in excess (\$250,000 in unallocated revenue and \$548,198 ARRA offset transferred to the Health Insurance Account) of the revenue model. In addition, the School Department has agreed to transfer at a future Town Meeting, funds to cover the Unemployment Insurance account, should that account be in deficit as a result of School Department position consolidations or layoffs.

Funding Sources	FY 2010 Actual	FY 2011 Actual	FY2012 ATM	FY2013 REQUEST	Dollar Increase	Percent Increase
Tax Levy	\$65,017,437	\$ 69,243,526	\$ 72,894,885	\$75,515,721	\$2,620,836	3.60%
Avalon Bay Mitigation Fund			\$ 250,000	\$ 250,000		
Enterprise Funds (Indirects)						
Fees & Charges						
<b>Total 1100 Lexington Public Schools</b>	<b>\$65,017,437</b>	<b>\$69,243,526</b>	<b>\$73,144,885</b>	<b>\$75,765,721</b>	<b>\$2,620,836</b>	<b>3.58%</b>

### Changes under Review:

#### Kindergarten Fee:

The district is currently studying the cost, timing, and impact of eliminating the Kindergarten Fee. Funding will come from three sources; tax levy, Kindergarten Grant, and increased Chapter 70 funds. The timing of when funding is received is complex and needs to be planned. Chapter 70 aid is based on prior year October 1 enrollment, which means that in order for Chapter 70 funds to be impacted, students need to be reported as Full-Day Kindergarten one budget year prior to Chapter 70 funding increasing. The result of this would be an increase in the appropriation of \$378,400 with no revenue offset in year one. Chapter 70 funds would be adjusted for this change in FY14 and increase an estimated \$150,000. The current estimated net long term impact to the school department operating budget to fund full-day kindergarten the year the Chapter 70 funds increase is \$228,400. This estimate assumes the Kindergarten grant (\$230,000) currently awarded to the district continues. If the grant is discontinued, the operating budget would need to make up the lost revenue to continue the full-day program as it is currently offered.

Kindergarten Fee					
present fee	Number of students paying the full fee	Estimated revenue (FY13)	FY13 additional appropriation needed if there is no fee in FY13	Estimated FY14 Chapter 70 aid with no fee in FY13	Additional FY14 Appropriation if there is no fee
1075	352	\$ 378,400	\$ 378,400	\$ 150,000	\$ 228,400

Details regarding the Kindergarten Fee program and the Kindergarten Grant program can be found in the School Revolving Fund and School Grant Fund Summary sections of the Budget Document.



**Transportation Fee:**

The school district is reviewing the feasibility of reducing the transportation fee for Estabrook during construction. The School Committee must request between \$75,256 and \$225,768 in additional funds. If the program is to offer free transportation for all Estabrook students \$451,536 would need to be added to the School Department budget.

Fee	% Reduction	Buses	Budget	Additional Appropriation Required	Total
\$600	0	3	\$225,768		
\$450	-25%	4		\$75,256	\$301,024
\$300	-50%	5		\$150,512	\$376,280
\$0	-100%	6		\$225,768	\$451,536

Details regarding the Transportation program can be found in the 3000 Other School Services section and the School Revolving Fund sections of the Budget Document.

**Music Fee:**

The district is currently studying the cost, timing, and impact of eliminating the Music Fee. Funding will come from the tax levy. Currently all Music Fees are considered a general fund receipt and not a Special Revenue Fund. In FY12 the School Committee reduced the Music Fee after Town Meeting ended in June. The number of students participating in the program increased 20% for fourth grade and the grade 5 program did not change. The K-12 Director of Performing Arts does not anticipate additional staffing will be needed if the fee is eliminated and enrollment increases.

Music Fee			
present fee	Number of students paying the full fee	Estimated revenue (FY13)	FY13 additional appropriation needed if there is no fee in FY13
150	422	\$ 63,260	\$ 63,260

Additional details regarding the Music Fee can be found in this section under Local Receipts (page 4).

**TO: Mass Colleagues**

**FROM: Tom Scott, MASS Executive Director**

**SUBJECT: FY13 Education Budget Release 1-25-12**

**DESE releases calculations for Chapter 70 Aid and Spending Requirements**

“Pursuant to section 6 of chapter 70 of the General Laws, the Commissioner of Elementary and Secondary Education is issuing the preliminary estimates of Chapter 70 school aid and net school spending requirements for FY13. These estimates are based on House 2, Governor Patrick's proposed state budget for the coming fiscal year.”

- The proposal increases aid from \$3.991 billion to **\$4.136 billion**, an increase of **\$145 million or 3.6 percent**.
- **Every operating district receives at least the same amount as in FY12**,
  - **Foundation Aid Increases:** 114 operating districts receive increases so that they can keep pace with increases in their foundation budgets.
  - **Held to FY 2012 Aid Amounts:** 213 or about two-thirds of the Commonwealth's 327 operating school districts receive the same amount of aid as in FY12.
- **Local Contribution above Municipality's Targetare adjusted:** The aggregate wealth model used in the formula since FY07 continues to be in effect. For municipalities with required contributions above their targets, the requirement is reduced by **15%** of the gap.
- **Foundation budgets** are raised by an **inflation factor of 3.65 percent**.
- **Enrollment fell by 0.3 percent** although 122 districts saw increases of as much as ten percent.
- **Regional Schools:** Monomoy is a new K-12 regional school district comprising Chatham and Harwich. The Southwick-Tolland K-12 regional school district welcomes Granville as a new member.

**DESE School Finance Summary of FY13 Release of Preliminary Estimates**

	FY12	FY13	Change	Pct Chg
Enrollment	937,303	934,747	-2,556	-0.27%
Foundation budget	9,119,340,580	9,466,564,000	347,223,420	3.81%
Required district contribution	5,413,602,268	5,582,107,230	168,504,962	3.11%
Chapter 70 aid	<del>3,990,504,093</del>	<del>4,135,782,960</del>	145,278,867	3.64%
Required net school spending (NSS)	9,404,106,361	9,717,890,190	313,783,829	3.34%

These are preliminary estimates and are subject to change in the legislative process.

The Department of Revenue has posted FY 2013 Local Aid Estimates

“The FY2013 local aid estimates based on Governor Deval Patrick’ budget proposal have been posted to the Division of Local Services’ web site at the link below:

<http://www.mass.gov/dor/local-officials/municipal-data-and-financial-management/cherry-sheets/>

The Governor’s budget proposal recommends funding FY2013 Chapter 70 at \$4.136 billion or \$145.3 million higher than FY2012. The Governor’s budget also recommends increasing funding for Veterans’ Benefits by \$6.8 million, and funding most other cherry sheet accounts at the FY2012 level.

It is important for local officials to remember that the local aid estimates are preliminary and are subject to change as the legislative process unfolds.

Please note that Charter School and School Choice assessments may change significantly when updated to reflect spring enrollment data and final tuition rates.

The Department of Elementary and Secondary Education (ESE) has published the Chapter 70 aid calculations, minimum contributions and net school spending requirements on the Office of School Finance website at:”

[http://finance1.doe.mass.edu/chapter70/chapter\\_13p.html](http://finance1.doe.mass.edu/chapter70/chapter_13p.html)

Preliminary estimates indicated that the Special Education Circuit Breaker is proposed a level funding at \$ 213 million.

Regional Transportation reimbursement is proposed as level at \$ 43.5 million.

After a further view a more detail analysis of specific funding line items will follow.



**Annual Evaluation of the Superintendent  
By the Lexington School Committee**

*For the period from July 1, 2010 to January 1, 2012*

**Superintendent: Dr. Paul Ash**

*This document is an evaluation rubric for the 18-month goals set for July 1, 2010 - January 1, 2012  
and approved by the School Committee on November 2, 2010.*

**School Committee Members**

Mary Ann Stewart, Chair

Alessandro Alessandrini, Vice-Chair

Margaret Coppe

Jessie Steigerwald

Bonnie Brodner

**Signature**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Date of completion:**

\_\_\_\_\_

**A. Meeting of Annual Goals** *If a goal directly ties to annual job performance, the evaluation section where it can be found is listed in parentheses.*

A. Meeting of Annual Goals	Excellent		Satisfactory		Fails to meet expectations	
	7	6	5	4	3	2
1. Ensures that academic, social and emotional needs of students are identified and matched with appropriate and effective curriculum and instructional experiences						
a. Curriculum review	7	6	5	4	3	2
b. Assessment of programs – (Sect. C)	7	6	5	4	3	2
c. MCAS review – (Sect. C)	7	6	5	4	3	2
d. K-5 Literacy initiative	7	6	5	4	3	2
e. Process to identify student needs and deliver services	7	6	5	4	3	2
2. Ensures that the faculty and staff are of high quality, and are enabled and supported to perform at the highest professional level						
a. Support professional development – (Sect. F)	7	6	5	4	3	2
b. Implement a more effective hiring process	7	6	5	4	3	2
3. Obtain and manage financial resources						
a. Work with PBC on the Bowman, Bridge, and Estabrook projects	7	6	5	4	3	2
b. Develop a 5-year capital plan	7	6	5	4	3	2
c. Improve facilities maintenance	7	6	5	4	3	2

d. Develop a cost-effective administrative structure	7	6	5	4	3	2	1
e. Negotiate contractual settlements that are fair and appropriate within the financial means of the Town – (Sect. F)	7	6	5	4	3	2	1

**B. Relationship with the School Committee**

*The School Committee relies on the Superintendent in order to make informed decisions that will affect the quality of education for Lexington's children receiving public school education. In order to promote a climate of mutual respect and trust, a professional working relationship should be maintained. It is expected that the Superintendent will support and implement School Committee policies and directives, and effectively communicate these to the students, staff, and members of the community.*

B. Relationship with the School Committee	Excellent		Satisfactory		Fails to meet expectations	
	7	6	5	4		
1. Interprets, supports, and executes the intent of all School Committee policies.	7	6	5	4	2	1
2. Keeps the School Committee informed on issues, needs and operation of the School District.	7	6	5	4	2	1
3. Gives a recommendation to the School Committee on items requiring School Committee action, based on thorough research and analysis.	7	6	5	4	2	1
4. In collaboration with the chair, helps establish clear direction for School Committee meetings, and provides to School Committee agendas and support materials in a timely fashion to allow for informed policy formation and decision-making.	7	6	5	4	2	1
5. Maintains a professional working relationship with the School Committee.	7	6	5	4	2	1
6. Seeks and accepts constructive criticism from members of the School Committee.	7	6	5	4	2	1
7. Remains impartial toward the School Committee; treats all Committee members alike.	7	6	5	4	2	1

### C. Educational Leadership

*Educational decisions must address the needs of all students. The Superintendent should keep abreast of the latest research and developments in the field of education. Curriculum evaluation and development, professional evaluation and development, and student assessment should all be considered in the formulation of short and long-range goals and objectives.*

C. Educational Leadership	Excellent		Satisfactory		Fails to meet expectations	
	7	6	5	4	3	2
1. Provides direction to principals in leading the learning in their schools and holds them accountable for improving teaching, learning, and achievement.						1
2. Ensures current principles and best practices are implemented, based on data collection and on research to foster effective classroom instruction and educational decisions.						1
3. Holds principals, teachers and staff accountable for having high and appropriate standards for every student and for helping students to meet them.						1
4. Works with principals, teachers and staff to supervise and evaluate their performance, using well-defined performance standards, and identifies with them areas for growth.						1
5. Aligns instruction and assessment with state and federal frameworks and with community standards that reflect high standards for learning.						1
6. Works to improve MCAS and other standardized test scores for each school and each student sub-group within the district.						1
7. Challenges the educational community to raise expectation of students' capacity for learning.						1
8. In collaboration with the School Committee, develops the mission and vision statements for the district.						1

**D. General Management**

*The Superintendent has the responsibility for the efficient and effective operation of the school system. With the School Committee, the Superintendent develops goals and objectives that provide the framework and directions for successful leadership and management. It is important that the Superintendent is familiar with the state and federal laws, Department of Elementary and Secondary Education regulations, School Committee policy, and community values and expectations.*

D. General Management	Excellent		Satisfactory		Fails to meet expectations	
	7	6	5	4	3	2
1. Implements the mission and vision statements within the context of the District's strategic plan (when developed).						1
2. Exercises effective organizational skills based on research and best practices.						1
3. Models ethical behavior, interacts with others in a professional manner, and accepts responsibility for his/her own action.						1
4. Works to develop and maintain a trusting relationship with employees, School Committee and the community.						1
5. Ensures a safe environment for all students and employees, including emergency procedures						1

**E. Budget Management**

*The School Committee has the responsibility of studying and approving the budget, and the Superintendent has the responsibility to present that budget to the School Committee in a manner that promotes their full understanding. The budget should take into consideration the needs of the entire system based on a formal assessment process. The need to promote the school system and gather community support for school finances is an integral part of the budget process.*

E. Budget Management	Excellent		Satisfactory		Fails to meet expectations		
	7	6	5	4	3	2	
1. Develops a budgeting system that is clear and concise, using a model determined in collaboration with the Finance Office.	7	6	5	4	3	2	1
2. Involves staff in budget preparation and setting priorities.	7	6	5	4	3	2	1
3. Works collaboratively with Town Manager and the appropriate Boards, Commissions, and Committees to ensure the financial needs of the schools are clearly understood and aligned with other town needs.	7	6	5	4	3	2	1
4. Works with the School Committee to make budget documents available to the School Committee and the public in a timely fashion.	7	6	5	4	3	2	1
5. Explains and advocates for the school budget to the School Committee, Town Meeting, and the public.	7	6	5	4	3	2	1
6. Manages the school budget and ensures adequate internal controls and accounting practices.	7	6	5	4	3	2	1
7. Implements and follows meaningful financial reporting system, e.g., provides clear and concise budget status summaries to the School Committee on a quarterly basis.	7	6	5	4	3	2	1

**F. Personnel Management**

*The Superintendent is responsible, either directly or indirectly, for the hiring of all school personnel. Personnel decisions should be approached in a non-discriminatory and impartial manner. The Superintendent should foster an environment conducive to good teaching and should be alert to issues that affect staff morale. The Superintendent should develop and lead a meaningful staff evaluation program, and should provide professional development opportunities that meet the needs of staff. The School Committee should be kept informed in appropriate matters of collective bargaining, performance standards, professional development, and grievances.*

F. Personnel Management	Excellent		Satisfactory			Fails to meet expectations	
	7	6	5	4	3	2	1
1. Models and promotes an inclusive atmosphere of mutual respect throughout the school system.	7	6	5	4	3	2	1
2. Develops and encourages practices that continue to increase the diversity of the staff and supports that diversity.	7	6	5	4	3	2	1
3. Is responsible for a professional development plan based upon the needs of the District and aligned with the goal of improving curriculum and instruction.	7	6	5	4	3	2	1
4. Serves as a resource to the School Committee on matters of collective bargaining.	7	6	5	4	3	2	1
5. Ensures that all staff supervision and evaluation procedures are developed and carried out on a regular basis.	7	6	5	4	3	2	1
6. Demonstrates in hiring practices a thorough knowledge and understanding of personnel and financial needs of the District.	7	6	5	4	3	2	1
7. Effectively uses team approach to solving problems.	7	6	5	4	3	2	1
8. Builds employee job satisfaction through listening,	7	6	5	4	3	2	1



encouragement and appreciation of good performance.										
---	--	--	--	--	--	--	--	--	--	--

**G. Communications and Public Relations**

*Public awareness is vital for the support of education in Lexington. The Superintendent should ensure that staff, students, parents, and the community are kept informed of the mission, the needs, and the accomplishments of the school system. A strong, open and positive posture is needed in building public support.*

G. Communications and Public Relations	Excellent		Satisfactory		Fails to meet expectations		
	7	6	5	4	3	2	
1. Fosters mutual trust and collaboration within the District, and between the schools and the community.	7	6	5	4	3	2	1
2. Works to improve internal and external communications.	7	6	5	4	3	2	1
3. Ensures that timely communication on important matters is provided to parents.	7	6	5	4	3	2	1
4. Works collaboratively with parent/teacher organizations, site councils, and other school groups, sharing ideas, and promoting mutually beneficial projects.	7	6	5	4	3	2	1
5. Establishes an outreach to diverse groups within the community.	7	6	5	4	3	2	1
6. Is visible to the community, gaining support for the schools.	7	6	5	4	3	2	1
7. Handles media relations skillfully.	7	6	5	4	3	2	1

**Overall Evaluation**

Overall Performance – please add any comments	Excellent		Satisfactory		Fails to meet expectations		
	7	6	5	4	3	2	1
<b>A. Meeting of Annual Goals</b>						2	1
<b>B. Relationship with the School Committee</b>	7	6	5	4	3	2	1
<b>C. Educational Leadership</b>	7	6	5	4	3	2	1
<b>D. General Management</b>	7	6	5	4	3	2	1
<b>E. Budget Management</b>	7	6	5	4	3	2	1
<b>F. Personnel Management</b>	7	6	5	4	3	2	1
<b>G. Communications and Public Relations</b>	7	6	5	4	3	2	1
<b>Overall rating:</b>							



# 1. Invitation to provide feedback for the Lexington Superintendent's Evaluation

The Lexington School Committee is conducting an evaluation of the Superintendent and invites your input. The Superintendent and the School Committee have collaborated in creating this document. While the School Committee strives to evaluate the Superintendent annually, periodically we wish to solicit input from various stakeholders so we may better evaluate specific areas of the Superintendent's performance. Stakeholders include those who are supervised by the Superintendent, who serve in leadership positions in the district, parents, community members and others who have interacted with the Superintendent on a regular basis over the past year. Your input will help us provide constructive feedback to the Superintendent and will promote ongoing improvements in our school system.

Answers to this survey are completely anonymous and will only be read by the School Committee Chair, Mary Ann Stewart, and the Vice-Chair, Alessandro Alessandrini. No one will be able to identify who has responded to this survey.

Please complete this survey as soon as possible no later than/by DATE (1 week window).

Your comments are valuable and most welcome. The process of improving requires that we work on those areas that have less than satisfactory results, and that we also build on our strengths.

There are four sections in this survey. Answer only the questions you wish to answer.

N/A means you do not have applicable experience to provide an answer.

7 is Excellent.

4 is Satisfactory.

1 is Unsatisfactory.

Thank you for taking the time to share your observations.

## 1. Optional: Tell us about your role in the Lexington Public Schools. Check all that apply.

I am a classroom teacher.

I provide educational services or instruction to students in multiple classrooms.

I am a principal, assistant principal, or other administrator based in one school.

I am an administrator with

responsibilities in multiple schools.

I am directly supervised by the Superintendent.

2. If you work with students, please indicate whether they attend:

- Preschool
- Elementary School
- Middle School
- High School
- Multiple levels within LPS

## 2. Superintendent / Educational Leadership for Lexington Public Schools

Educational Leadership - 3 Questions

Educational leadership promotes caring and trusting relationships with staff. Educational leadership promotes collaboration at all levels to support the education of each individual student. The Superintendent builds capacity in the district to increase skills and the knowledge-base of principals, administrators and staff to be as effective as possible in promoting growth for all learners. The Superintendent remains abreast of the latest research and developments in the field of education. Curriculum evaluation and development, professional evaluation and development, and student assessment should all be considered in the formulation of short and long-range goals and objectives.

1. Holds principals, teachers and staff accountable for having high and appropriate standards for every student and for helping students meet them.

Γ NA Γ 7 Γ 6 Γ 5 Γ 4 Γ 3 Γ 2 Γ 1

Other (please specify)

2. Challenges the educational community to raise expectation of students' capacity for learning.

Γ 7 Γ 6 Γ 5 Γ 4 Γ 3 Γ 2 Γ 1  
Other (please specify)

3. Connects the district's vision with specific and attainable goals for each individual school.

N/A     7     6     5     4     3     2     1  
 Other (please specify)

### 3. Superintendent / General Management

General Management Section

The Superintendent has the responsibility for the efficient and effective operation of the school system. With the School Committee, the Superintendent develops goals and objectives that provide the framework and directions for successful leadership and management. It is important that the Superintendent is familiar with the state and federal laws, Department of Education regulations, School Committee policy, and community values and expectations.

#### 1. Please evaluate the Superintendent's performance in these six areas of General Management

N/A    7 (Excellent)    6    5    4 (Satisfactory)    3    2 (Unsatisfactory)    1

Effectively monitors district goals. Provides effective and clear communication to all stakeholders on district initiatives, including academic goals, budgets and capital needs.

Provides autonomy to principals to lead their schools, but expects alignment on district goals and use of resources for professional development.

Exercises effective organizational skills based on research and best practices.

Models ethical behavior,

N/A    7 (Excellent)    6    5    4 (Satisfactory)    3    2 (Unsatisfactory)    1

interacts with others in a professional manner, and accepts responsibility for his/her own action.

Works to develop and maintain a trusting relationship with employees, School Committee and the community.

Ensures a safe environment for all students and employees, including emergency procedures

Other (please specify)

**2. Please evaluate the Superintendent's performance in these areas:**

N/A    7 (Excellent)    6    5    4 (Satisfactory)    3    2 (Unsatisfactory)    1

Develops and executes sound personnel procedures and practices for the school district.

Models and promotes an inclusive atmosphere of mutual respect throughout the school system.

Develops and encourages practices that continue to increase the diversity of the staff and supports that diversity.



N/A

7 (Excellent)

6

5

4  
(Satisfactory)

3

2  
(Unsatisfactory)

1

Is responsible for a professional development plan based upon the needs of the District and aligned with the goal of improving curriculum, instruction and student learning

Serves as a resource to the School Committee on matters of collective bargaining.

Ensures that all staff supervision and evaluation procedures are developed and carried out on a regular basis.

Demonstrates in hiring practices a thorough knowledge and understanding of personnel and financial needs of the District.

Effectively uses team approach to solving problems.

Builds employee job satisfaction through listening, encouragement and appreciation of good performance.

Other (please specify)

## 4. Superintendent - Budget Management

The School Committee has the responsibility of studying and approving the budget, and the Superintendent has the responsibility to present that budget to the School Committee in a manner that promotes their full understanding. The budget should take into consideration the needs of the entire system based on a formal assessment process. The need to promote the school system and gather community support for school finances is an integral part of the budget process.

### 1. Aspects of Budget Management

The Superintendent is responsible for preparing and implementing the annual school budget to serve the interests of all students. Please evaluate the Superintendent's performance in these areas:

N/A	7 (Excellent)	6	5	4 (Satisfactory)	3	2 (Unsatisfactory)	1
-----	---------------	---	---	------------------	---	--------------------	---

Explains and advocates for the school budget to the School Committee, Town Meeting, and the public.

Manages the school budget and ensures adequate internal controls and accounting practices.

Works collaboratively with Town Manager and the appropriate Boards, Commissions, and Committees to ensure the financial needs of the schools are clearly understood and aligned with other town needs.

Other (please specify)

## 5. Superintendent - Communications and Public Relations

Public awareness is vital for the support of education in Lexington. The Superintendent should ensure that staff, students, parents, and the community are kept informed of the mission, the needs, and the accomplishments of the school system. A strong, open and positive posture is needed in building public support.

### 1. Aspects of Community Relations

N/A	7 (Excellent)	6	5	4 (Satisfactory)	3	2 (Unsatisfactory)	1
-----	---------------	---	---	------------------	---	--------------------	---

Fosters mutual trust and collaboration within the District, and between the schools and the community.

Works to improve internal and external communications.

Ensures that timely communication on important matters is provided to parents.

Works collaboratively with parent/teacher organizations, specifically with the PTAs, PTOs and PTSA, and with other school groups, sharing ideas and promoting beneficial projects.

Works collaboratively with Site-Based School Councils and provides members with the data necessary to perform their function.

Establishes an outreach to

N/A    7 (Excellent)    6    5    4 (Satisfactory)    3    2 (Unsatisfactory)    1

diverse groups within the community.

Is visible to the community, gaining support for the schools.

Handles media relations skillfully.

Other (please specify)

27 January 2012

Dr. Paul Ash  
Superintendent of Schools  
Town of Lexington  
146 Maple Street  
Lexington, MA 02420

Reference: **Estabrook Elementary School**  
Lexington, MA

Subject: MSBA Schematic Design Option

Dear Dr. Ash:

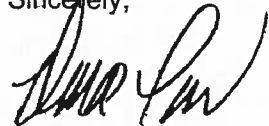
In anticipation of the Schematic Design Package to be submitted to the Massachusetts School Building Authority on February 2, 2012, we request the Lexington School Committee formally approve the following:

**New Estabrook Elementary School**

Net Program Area: 59,080 SF  
Gross Square Footage: 91,840 SF  
Delivery Method: CM@Risk  
Green Certification: LEED-S Silver Certification

We look forward to working with the MSBA over the next few weeks to mutually agree to a Project Funding Agreement which will establish the total reimbursement rate including incentive points from MSBA to the Town of Lexington.

Sincerely,



Donna DiNisco-Crawford  
DiNISCO DESIGN

DJC/sc

Enclosures: Floor plans dated 01/26/2012  
MSBA Proposed Space Summary dated 01/26/2012

Cc: Patrick Goddard, Director of Public Facilities

