

Newmarket School District

SAU # 31

Independent Consultancy

Newmarket Junior/Senior High School Facilities

Proposal

August 21, 2014

Submitted by:

Randy Bell, CAGS, Lead Consultant

Jane Bergeron-Beaulieu, M.Ed.

Bernard Davis, CAGS

SAU # 31
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Independent Consultancy: Junior/Senior High School Options Study
Proposal

I. PROPOSAL ABSTRACT

Achieving success for all students requires a consistent, systemic approach with an understanding that a system's improvement includes an agreed upon facilities plan. Many School districts throughout New Hampshire are facing daunting and unprecedented challenges related to fluctuating student enrollments and older facilities, increasing educational standards for all students, and the lack of state funding for building aid. The Newmarket School Board and Town Council are committed to working collaboratively to present a long term solution to the Junior/Senior high school challenges and recognize that any plan must represent value, efficiency, and cost effectiveness while providing high quality educational opportunities for the students of Newmarket.

The intent of the Independent Consultancy proposal is to conduct a review and examination of existing data that has been collected regarding the facility at Newmarket Junior/Senior High School; of the varied options that exist to resolve facilities issues; and to provide guidance and recommendations regarding possible next steps. The need for an evaluation originated with questions raised by the community, Town Council and School Board and included the request for a credible assessment of current options and how to best deliver these options to the community.

The Newmarket community is clearly divided, and in some ways bitterly divided, over the questions of whether to upgrade current facilities, build new facilities or develop a partnership of some sort with another district. The purposes of this project include providing clear and transparent information; communicating openly with all constituents, ensuring that all voices are heard; and providing recommendations designed to help build a community consensus.

After being contacted by State Senator Nancy Styles to provide assistance and recommendations to the Newmarket School District, Commissioner of Education Dr. Virginia Barry spoke with both Gail Durocher-Wentworth, Chairperson of the Newmarket School Board, and Gary Levy, Chairman of the Newmarket Town Council, in regards to a cooperative project between the Board and the Council to examine solutions to Newmarket's facilities issues. While the Department cannot provide direct assistance to school districts in these circumstances, the Commissioner recommended three individuals who might form a project

team for Newmarket. While two of those individuals were unavailable, Randy Bell agreed to form a team and develop a proposal for Newmarket to consider. Two other individuals have since been added to the team, in consultation with and support from, the Commissioner.

The consultant team presenting this proposal has an established and successful statewide presence in the field of education and a proven ability to engage the New Hampshire Department of Education and NH schools and school districts in reviewing the effectiveness and efficiency of school facilities and education programming and evaluating alternative attendance proposals. This consultant team has demonstrated proficiencies in and knowledge of the expanse of RSAs, school facilities, construction, required curriculum and best practice in regard to facilities planning. The individuals presenting this proposal have a solid history of working in collaboration with the NHDOE and school districts in a variety of key areas including but not limited to facilities planning, curriculum requirements, leadership development, and facilitation of meetings at all levels in both education and community settings. The consulting team is known for promoting collaboration, the growth and development of educators, providing quality services to school systems and for encouraging innovative and collective practices that inspire the real work of school reform in New Hampshire.

II. STUDY QUESTION, DATA COLLECTION ACTIVITIES AND PROPOSAL GOALS

This proposal details the consultant team's intent to work in collaboration with the Newmarket School Board, Town Council and Superintendent of Schools by conducting an independent review and examination of existing data that has been collected and to provide guidance and recommendations regarding possible next steps related to the Junior/Senior High School facility and additional options that may exist.

The independent consultancy will focus upon answering the following study question:

What is the most cost effective way to address facilities and educational needs for the Newmarket School District's Junior/Senior High School students? To include review and consideration of the following:

- *Renovation to existing facility*
- *New facility*
- *Partnership with other NH Districts*

As outlined in the proposal that follows, the consultants will examine the expanse of existing data to include but not limited to:

- Comparative analysis of current options available to the Newmarket School District as related to the Junior/Senior high school facilities

- Conduct a review of existing facilities proposals for the Newmarket Junior/Senior High School
- Examination of community demographics, student enrollment projections and future economic conditions in the community
- Gather stakeholder perceptions including staff, administration and school board, town council and community members

Through this proposal, the consultant team will work in collaboration with the Newmarket School Board, Town Council and Superintendent to attain the following goals:

- Review and assess the existing facility and programming options for the Newmarket Junior/Senior High School
- To coordinate, collect, summarize and interpret data gathered from all essential stakeholders regarding the facility and programming options for Newmarket Junior/Senior High School students
- To work collaboratively with the Town Council, and School Board in bringing forward recommendations to address facility needs of and solutions for Newmarket Junior/Senior High School students
- To provide recommendations for further action

III. DESCRIPTION OF SERVICES TO BE PROVIDED/SCOPE OF WORK

Through this proposal, the consultant team will conduct an independent review and analysis of options currently available to the Newmarket School District as related to the Junior/Senior high school facilities and the overall effectiveness and efficiency of each of those options. The consulting team will be responsible for partnering with the Newmarket School Board and the Town Council to complete the scope of work utilizing data driven and research based approaches and methodologies. In order to accomplish this, the consulting team is proposing to complete the scope of work as defined below, while maintaining ongoing communication with an appointed advisory council, and present a preliminary report no later than (TBD) to the School District and Town Council and the final report with findings and recommendations to the school board by (TBD).

Proposed Study Activities:

- Assemble an advisory committee appointed by the chairs of the School Board and Town Council to guide the work of the study
- Assess, analyze and vet the multiple facilities studies currently available to the School District

- Conduct structured interviews with school district administration, town council and school board members regarding the perceived effectiveness and efficiency of existing Junior/Senior high school facility options
- Conduct two public forums regarding the perceived effectiveness and efficiency of the existing Junior/Senior high school facilities proposals
- Examine fiscal expenditures and related cost effectiveness of the facilities proposals that have been brought forward for the Newmarket Junior/Senior High School
- Propose recommendations for consideration
- Provide a final report that will include summary of data collection activities, summary of findings, recommendations and actions necessary for the implementation of recommendations

IV. PROJECT MANAGEMENT/CONSULTANT QUALIFICATIONS

The consulting team is uniquely positioned to present this proposal due the extensive experience of the team as related to facilitation of independent consultancies, facility reviews and gathering stakeholder feedback. The consultant team brings not only a strong skill set but also a statewide perspective that is directly related to the priority areas and goals set forth in the proposal.

As part of the coordination and oversight of this project, the consultant team proposes to work in partnership with the Newmarket School Board, Town Council and Superintendent of Schools in the management and implementation of all proposed activities. It will be the responsibility of consultant team to manage all aspects of the proposal including but not limited to:

- Accountability and monitoring of all aspects of the work
- Development and implementation of all necessary protocols
- Facilitation of communication between all stakeholders
- Collecting, reviewing, maintaining and summarizing of data
- Oversight and monitoring of all reporting requirements outlined in the proposal

The project will be managed by the experienced consultant team who has in-depth knowledge and experience with Junior and Senior high school facilities, related curriculum requirements, utilization and analysis of data, as well as extensive experience in conducting independent assessments for school districts throughout New Hampshire.

The role of the lead consultant will be to oversee all proposal activities and ensure that the consulting team is responsive to the priorities of the Newmarket School Board and the Town Council. The lead consultant will serve as the primary contact to the Superintendent of Schools, School Board and Town Council, as well as be responsible for ensuring that all required data is

collected and final report submitted. The lead consultant will maintain regular communication with the School District and Town Council, oversee the work, and ensure that all requirements of the proposal are adhered to.

A second consultant will facilitate all meetings of the advisory council, public forums and other meetings as required. This is a vital function if the goals of building trust and building a community consensus are to be achieved.

A third consultant, with extensive facilities experience both on the district level and with the Department of Education, will ensure that educational specifications, Department of Education requirements, and building codes are met for any proposed facilities and will be responsible for engaging a structural engineer as needed to review current facilities.

Project Personnel (resumes included in appendix):

Lead Consultant:

Randy Bell, M.Ed., CAGS

Randy earned his BA from the University of NH with double majors in History and Education. He also completed a Master's Degree and Certificate of Advanced Graduate Studies in Educational Administration from the University, as well as completing an additional year of advanced work in Educational Leadership at Teacher's College, Columbia University. In over 50 years of public school service, Randy has been a teacher, principal, assistant superintendent, and for 23 years superintendent of schools. During those years, he also worked for 10 years as the Director of the Advanced Studies Program at St. Paul's School, and as the Associate Executive Director of the NH School Boards Association. He has just retired from his latest position as a regional liaison with the NH Department of Education. Randy has extensive experience with facilities development and bond issues, school law, tuition arrangements and school finance. He has conducted studies for various school districts, and his publications include work on school finance in NH and in defining educational adequacy.

Assisting Consultants:

Jane Bergeron-Beaulieu, M.Ed.

Jane earned her BS from Keene State College with a dual major of special and elementary education and received her Master's Degree in School Administration and Supervision from Notre Dame College. During her 27 years in education Jane has gained practical experience as special education teacher, special education administrator, assistant principal and middle school principal. In addition, for two years, Jane served as a special education consultant to the American School of Kuwait where she was responsible for the development and design of

special education programming, and hiring and supervision of staff. As an education consultant for 25 years, Jane's work centers around special education, school improvement, systems change, leadership and research based strategies for improving student performance. Jane has had extensive training in coaching and mentoring, serves as a facilitator for several statewide initiatives and is currently an adjunct faculty member at Plymouth State University and Southern New Hampshire University. Jane is a resident of Litchfield, NH.

Bernie Davis, CAGS

Bernie received his BA in history from the University of Cincinnati, a Master's Degree in Instruction and Administration from the University of New Hampshire, and a Certificate of Advanced Graduate Studies from Boston University. While serving in the Army, Bernie also earned a Certificate of Advanced Fiscal Management, and later completed a second Bachelor's Degree in Accounting from Franklin Pierce College. Professionally, Bernie has been a history teacher, school principal, business administrator and assistant superintendent of schools, as well as working for two years in the private sector. Since his retirement from full-time work, Bernie has served as a consultant to the NH Department of Education, in the Bureau of School Approval and Facilities Management, and as a Project Administrator in SAU #46. He has worked directly on numerous facilities projects and has been a valuable resource to innumerable school districts. He is universally respected by his colleagues and by those school districts he has helped. He is well versed in the myriad legal and legislative issues surrounding facilities development, fiscal requirements, facilities construction and maintenance, and budgetary management.

V. TIMELINE

The following is a listing of major steps that will be completed for the project and an estimated date of completion. The following is a "sample" timeline that would proceed from the notification of approval by the Newmarket School District and Town Council:

Process Steps	Date of Completion
(a) Receive authorization to proceed	
(b) Meet* with Central Office Staff, School Board and Town Council	
— Define and secure data for research	
— Secure and review relevant data	
— Select Advisory committee, define role, schedule meetings	
— As appropriate, informal visitation to Newmarket Junior/Senior High School	
(c) Review written artifacts and develop plan for stakeholder input	
(d) Conduct structured interviews and public forums	
(e) Analyze findings and begin report writing	

- (f) Preliminary report to Administration and Town Council
- (g) Final report submitted

*Lead consultant will meet with the Newmarket School District Administration, School Board and Town Council upon reasonable requests to provide consultancy progress and provide feedback

VI. COMPLETION OF STUDY

The study, as defined above will commence upon notification of acceptance of the proposal. Notification, however, must be received no later than August 21, 2014 in order to keep the proposed draft work schedule.

VII. BUDGET DETAIL

The full fee for completion of all aspects of the study will range between \$20,000- 30,000 (all costs included), depending upon the depth of examination that will be requested by the School Board and Town Council. The hiring of Michael Martin as Superintendent of Schools may reduce some of the consultation requirements, due to his own level of expertise, but it is clear that this process and timeline exceeds what any single individual could fulfill.

After discussion with the School Board and Town Council, and approval of this project, a detailed budget will be submitted for a separate vote for approval.

Should the consultant team or the school district/town council determine that additional time beyond what is currently anticipated is necessary to complete the project, the district/town council and the consultant team will agree to an addendum whereby additional costs will be decided. This should become necessary only if the scope of the project is expanded.

VIII. CONCLUDING STATEMENTS

The parameters of the study will require working with the Newmarket School District and Town Council for completion of all consultation activities and is brought forth to support the Newmarket School District in improving achievement results for all children, and specifically those at the Junior and Senior High School Levels.

APPENDIX:

Resumes: Randy Bell
Jane Bergeron-Beaulieu
Bernard Davis

PHILIP D. BELL
4 Cabot Lane
Bedford, NH 03110
Phone (603) 848-8305
Email bellp@comcast.net

RESUMÉ

EDUCATION

1964 <i>BA</i>	University of New Hampshire <i>History</i>	Durham, NH
1969 <i>M.Ed.</i>	University of New Hampshire <i>School Administration</i>	Durham, NH
1979 <i>C.A.G.S.</i>	University of New Hampshire <i>School Administration</i>	Durham, NH
1980 <i>Sabbatical</i>	Teachers College, Columbia University <i>School Administration</i>	New York, NY

PROFESSIONAL EXPERIENCE

1963-66 <i>History Teacher</i>	Somersworth High School	Somersworth, NH
1966-67 <i>Assistant Director, Upward Bound</i>	University of New Hampshire	Durham, NH
1967-69 <i>Principal</i>	Nute High School	Milton, NH
1969-79 <i>Director, Advanced Studies Program</i>	St. Paul's School	Concord, NH
1979-80 <i>Sabbatical</i>	Teachers College, Columbia University	New York, NY
1980-86 <i>Associate Executive Director</i> <i>Legislative Liaison</i>	NH School Boards Association	Durham, NH
1980-86 <i>Part Time Lecturer - Department of Education</i>	University of New Hampshire	Durham, NH
1986-89 <i>Assistant Superintendent of Schools</i>	SAU #29	Keene, NH
1989-1999 <i>Superintendent of Schools</i>	SAU #46	Penacook, NH

1999-2012 SAU #27 / #81
Superintendent of Schools

Hudson, NH

1997-2012 Plymouth State College
Adjunct Faculty

Plymouth, NH

2012-2014 NH Department of Education
Regional Liaison

PUBLICATIONS

Co-author, "Pathways to the Superintendency" - Article for the American Educational Research Association- 1981

"An Analysis of School Finance in New Hampshire" - A report for the Plaintiff School Districts in *Jesseman v. New Hampshire*- 1983

"A Comparison of Educational Opportunities in Fourteen New Hampshire School Districts" - A report for the Plaintiff Districts in *Jesseman v. New Hampshire*- 1983

"Not Bad For Six Weeks – A Study of the Advanced Studies Program" - A study for the Geraldine R. Dodge Foundation- 1984

"Contract Language to Avoid/Achieve: A Guide for School District Collective Bargaining" - Prepared for the New Hampshire School Boards Association- 1984

Special Education Studies for the Timberlane, Amherst, Goffstown, and Keene School Districts- 1984-85

"A Framework for Defining Educational Adequacy in New Hampshire" - A report for the New Hampshire School Administrators Association- 1998

ADDITIONAL PROFESSIONAL ACTIVITIES

President of New Hampshire School Administrators Association (NHSAA)- 1996-1997

Chairman of NHSAA's Education Reform Task Force- 1997-1999

Chairman of Advisory Committee to the Advanced Studies Program- 1998-2001

Chairman of Governors Task Force on Tenure Reform- 1998-1999

NH Superintendent of the Year- 1998

Southeast Regional Educational Service Center, Executive Board- 1999-2012

Nashua Adult Learning Center, Executive Board- 2000-2003

Hudson/Litchfield Rotary Club- 2002-Present

Chairman of NHSAA South Central Regional Association- 2007-08

Member of NH Task Force I & II, on Educator Effectiveness- 2010-13

Member NH SCEE (State Consortium on Educator Effectiveness) Team- 2011-present

Trustee- Wediko Children's Services- 2012-present

Member- North Country Education Services Executive Board- present

VITA

BERNARD R. DAVIS

Address	187 Pine Street – Apt #2, Contoocook, New Hampshire 03229 (603) 848-1766
Specialized Education	Bachelor of Science Field: Accounting FRANKLIN PIERCE COLLEGE 1984
	Certificate of Advanced Fiscal Studies Field: Fiscal Management UNITED STATES ARMY 1963
General Education	Certificate of Advanced Graduate Studies Field: Administration and Supervision BOSTON UNIVERSITY 1971
	Master of Arts Field: Instruction and Administration UNIVERSITY OF NEW HAMPSHIRE 1968
	Bachelor of Arts Field: History UNIVERSITY OF CINCINNATI 1962
Administrative Experience	NH DOE – Bureau of School Approval & Facilities Management Concord, New Hampshire 03301 CONSULTANT 2002-Present
	SCHOOL ADMINISTRATIVE UNIT #46 Penacook, New Hampshire 03303 PROJECTS ADMINISTRATOR/CONSULTANT 1998-2003 2003-Present
	SCHOOL ADMINISTRATIVE UNIT #46 Penacook, New Hampshire 03303 ASSISTANT SUPERINTENDENT 1991-1998
	CREATIVE INTERIORS Amherst, New Hampshire PROJECT MANAGER 1989-1991

SCHOOL ADMINISTRATIVE UNIT #18
Franklin, New Hampshire 03235
BUSINESS ADMINISTRATOR
1984-1989

SCHOOL ADMINISTRATIVE UNIT #44
Farmington, New Hampshire 03835
ASSISTANT SUPERINTENDENT
1977-1984

MASCOMA VALLEY REGIONAL SCHOOL DISTRICT
Canaan, New Hampshire 03741
PRINCIPAL, Mascoma Valley Regional High School
1976-1977

NATIONAL ASSOC. OF SECONDARY SCHOOL PRINCIPALS
Reston, Virginia 22090
RESEARCH ASSOCIATE
1975-1976

HILLSBORO-DEERING COOPERATIVE SCHOOL DISTRICT
Hillsboro, New Hampshire 03244
PRINCIPAL, Hillsboro-Deering High School
1973-1975

HOOKSETT SCHOOL DISTRICT
Hooksett, New Hampshire 03106
PRINCIPAL, Memorial Junior High School
1968-1973

TIMBERLANE REGIONAL SCHOOL DISTRICT
Plaistow, New Hampshire
TEACHER, Timberlane Regional High School
1967-1968

Military
Experience

UNITED STATES ARMY
Tcxoa, Korca, Pennsylvania, Vietnam
OFFICER – Training, Personnel, Supply, Maintenance
1962-1966

Honors

Distinguished Service Award, NHASBO 1997-1998, 1998-1999
Distinguished Service Award, NHSAA 1996-1997

Honor Graduate

Franklin Pierce – 1984
Boston University – 1971
University of Cincinnati - 1962

Legion of Valor Bronze Cross of Achievement
University of Cincinnati – 1961

Jane M. Bergeron-Beaulieu

75 Charles Bancroft Highway ♦ Litchfield NH 03052 ♦ jbergero@seresc.net

Home (603) 598-4533 ♦ Cell (603) 494-1149

Profile

Motivated visionary leader who is passionate about helping others grow to reach their fullest potential, who values intellectual growth, continued education, the opportunity to be of service, and has an affinity for working with educational communities at local, state and national levels.

Organized and efficient educator with proven ability for systemic thinking, collaborative goal setting, establishing nonnegotiable expectations for accountability, using data to inform decisions and successful fiscal management of budgets and statewide initiatives.

Effective and skilled communicator who listens and observes with empathy, has strong written and verbal presentation skills, the ability to solicit and promote partnerships, successfully work with a wide range of stakeholders from diverse backgrounds and the ability to foster healthy organizational culture.

Flexible and versatile individual with strong people orientation able to maintain a sense of humor and diplomacy in demanding environments, excellent team building skills, ability to inspire and motivate and easily adapt to the changing needs of organizations.

Professional Skills

- ♦ Shared Leadership
- ♦ High Degree of Integrity
- ♦ Motivated and Confident
- ♦ Values Cultural Diversity
- ♦ Organized and Articulate
- ♦ Encourages Constructive Challenge

Professional Experience

2009-Present Adjunct Faculty Member and Supervisor of Student Teachers

Plymouth State University, Southern New Hampshire University, and
Granite State College

1991-Present Education Consultant

New Hampshire Department of Education, Lakes Region Liaison

Represent the NHDOE in the Lakes Region as:

- Communicator/Networker
- Relationship manager
- Problem solver
- Promoter and supporter in the implementation of large scale NHDOE Initiatives
- Professional developer in the areas of leadership, teacher supervision/evaluation/special education, common core curriculum standards, use of data

Southeastern Regional Education Service Center, Inc.(SERESC), Bedford, NH

Leadership and oversight in developing and implementing NHDOE Special Education Program Approval and Improvement Process:

- Establishment of strategic planning, goal setting and monitoring of the project
- Supervision and provision of support to management team of nine consultants
- Developed and maintained a strong partnership with the New Hampshire Department of Education, SAUs and Private Special Education Schools in interpreting and analyzing state and federal special education laws and regulations
- Grant writing, planning, administering of all aspects of project
- Budget development, fiscal accountability for \$750,000 annual grant
- Provide support and consultation to SAUs and NH Private Special Education Schools
- Author and developer of all NHDOE Special Education Program Approval Handbooks, and related program approval materials
- Coach and mentor to special education directors
- Provision of consultation to private and public schools in the development of alternative schools
- Maintain and oversee special education compliance data for the New Hampshire Department of Education

Additional SERESC Consultation, facilitation and oversight to several statewide initiatives:

- Member of SERESC Leadership Team: Co-Facilitator of Mission/Vision Development
- Coordinator, and Lead Consultant to Harvard University: Instructional Rounds
- STEM Advisory Council Lead Consultant
- School Improvement Grant (SIG) Coordination, Leadership Coach and Restructuring Coordinator
- Program Evaluations, Strategic Planning, Leadership Training, Retreat Facilitator
- Charter School Evaluations
- Director, DHHS Standardization Project
- Director, SERESC Lab School
- Co-Director SERESC Project RISE
- SINI/DINI Facilitator
- Director, NHDOE Education Surrogate Parent Program
- Best Schools Initiative Facilitator

1991-2007

Education Consultant to Child Health Services (CHS), Manchester NH

Provided support, consultation to pediatricians, social workers, families related to education issues. Acted as liaison to Manchester School District and CHS, providing consultation to staff and administration, student and classroom observations, acted as a resource to the schools and CHS

1985-1991

Principal/Assistant Principal/Special Education Coordinator

Frisbee Middle School, Kittery, Maine; Jaffrey-Rindge Middle School, Con-Val School District, NH, Henry W. Moore Elementary School, Candia, NH

Instructional leader responsible for developing, implementation and oversight of curriculum, instruction and assessment, supervision and evaluation of all staff, budget development, oversight of all aspects of special education, established and maintained positive school and community relations

1983-1985

American School of Kuwait, Kuwait,

Special Education Consultant, responsible for design of special education programming, budget development, recruitment of staff, professional development,

consultation to staff and administration as well as direct instruction to students with disabilities.

1979-1983 **Henry W. Moore Elementary School, Candia, NH**
Resource Room Specialist/Special Education Coordinator

Presentations

Guest Presenter:

New Hampshire Department of Education
Various NH School Districts
Attorney General's Conference on Child Abuse and Neglect
New England League of Middle Schools
New Hampshire Association of School Administrators
New Hampshire Special Education Administrators Association
New Hampshire Peer Assisted Leadership Program, Trainer

Education

Notre Dame College, 1986

M.Ed. School Administration and Supervision

Keene State College, 1979

B.S. Special Education and Elementary Education; Minor in English

Certifications: Principal K-12, Special Education Administrator, Elementary Education K-8, and General Special Education, K-12

Professional Affiliations

New Hampshire Staff Development Council, Past President and Board of Directors
Learning Forward (formerly National Staff Development Council)
New Hampshire School Administrators' Association
New Hampshire Association of Special Education Administrators
Phi Delta Kappa
Association of Supervision and Curriculum and Development

Recognition and Honors

New Hampshire School Building Authority, appointed by Governors Shaheen, Benson and Lynch
Offered position as Education Advisor to Governor Shaheen
Recognition Award: Dedication to Child Health Services

Public Service

Litchfield Historical Society
Litchfield Women's Club, Past President
Waterville Valley Athletic and Improvement Association, Secretary, Board of Directors
Tyler Spring Townhouse Association, Waterville Valley, Board of Directors, Past President
Margret A. Rey Arts and Science Center, Waterville Valley, Member
Waterville Valley Adaptive Ski Program, Sponsor