New England School Development Council
28 Lord Road
Marlborough, MA 01752
www.nesdec.org

June 18, 2026

Dr. Karen Smith, Superintendent of Schools
Maranacook Area Schools/RSU #38
45 Millard Harrison Drive
Readfield, ME 04355

Dear Dr. Smith:

We are delighted with the prospect of assisting the Maranacook Area Schools/RSU #38 with a Best Educational Use of School Facilities Study and Strategic Planning Consulting Services.

Enclosed please find an Agreement for services. If the Agreement meets with your approval, please return a copy to our office with an authorized signature on page 6. We will then sign on our end and send you a copy of the fully executed Agreement.

If there are questions about the Agreement or the study, please call. We look forward to working with everyone involved.

Very truly yours,

David DeRuosi, Jr., Ed.D.
Executive Director

AGREEMENT

MARANACOOK AREA SCHOOLS/RSU #38
AND
NEW ENGLAND SCHOOL DEVELOPMENT COUNCIL
FOR A
BEST EDUCATIONAL USE OF SCHOOL FACILITIES STUDY AND
STRATEGIC PLANNING CONSULTING SERVICES

GENERAL NATURE OF THE BEST EDUCATIONAL USE OF SCHOOL FACILITIES STUDY

The Best Educational Use of School Facilities Study will include an analysis and appraisal of the present and future educational needs in relation to the public school facilities in Maranacook Area Schools/RSU #38.

The following facilities and sites will be included in this study:

- Manchester Elementary School
- Mt. Vernon Elementary School
- Readfield Elementary School
- Wayne Elementary School
- Maranacook Community Middle School
- Maranacook Community High School

BEST USE STUDY, PHASE ONE: DISTRICT STUDENT ENROLLMENT PROJECTIONS AND COMMUNITY DEMOGRAPHICS

Available enrollment and data provided by the district will be reviewed and used in developing a reasonable determination of the composition and size of future enrollments.

NESDEC will:

1. Gather and analyze federal census data (and updated estimates) on factors relevant to growth within each member community, including:
    - population size
    - household size and age composition
    - anticipated residential construction
    - recent housing sales
2. Gather and review live birth data from the Maine Department of Health and Human Services and from local municipal offices.
3. Gather and review data from real estate marketplaces and/or local realtors.
4. Interview (via telephone, email, or videoconference) municipal officials, regional planning staff, and other appropriate individuals in order to gather data on growth within the communities served by the district as measured by housing, zoning, and other factors which tend to encourage or limit growth.
5. To the extent data is available, analyze public school enrollment data for the past ten years.
6. Prepare an analysis of the factors impacting past and future enrollment.
7. Prepare a ten-year enrollment projection on a grade-by-grade and grade

combination basis.

8. Prepare an analysis of the enrollment projections including a discussion of the cohort component (modified cohort survival) methodology used in their preparation.
9. Outline the assumptions upon which the enrollment forecast is based.

BEST USE STUDY, PHASE TWO: CURRENT FACILITIES SPACE UTILIZATION ANALYSIS

The public school facilities in the District (as specified above) will be surveyed to determine the current facilities space utilization of the buildings and the building utilization to identify surpluses and shortfalls with the potential to impact the educational program. If available, building floorplans will be reviewed and analyzed. Virtual site visits will be conducted remotely via videoconference and telephone. Following the remote survey of the facilities, and on a date(s) and time(s) agreeable to the parties, a NESDEC consultant(s) will conduct an on-site assessment of each of the facilities included in this study.

The consultant will comment upon the present educational programs housed in the facilities, and will also provide general commentary regarding potential educational programs that might be housed in the facilities in the future. The consultant will confirm or adjust the district's current student capacity of each school facility and comment upon the grade levels most appropriate for each building as well as the appropriateness of the facilities to offer the educational program as envisioned by the district.

BEST USE STUDY, PHASE THREE: DEVELOP OPTIONS FOR CONSIDERATION

Options for consideration based upon the foregoing studies will be prepared. The options for consideration will provide for adequate school facilities at each educational level. Such options for consideration will, to the extent feasible, attempt to provide for the equality of educational opportunities for all children in the school district. Each option for consideration will include an objective analysis of what NESDEC considers to be the advantages and challenges associated with that alternative.

Each alternative will reference:

- projected enrollments and operational building capacities
- grade organization
- accommodation of present/proposed education programs
- facility modification/closure/construction/alternative use

Please note: This study does not include a capital asset assessment and/or technology infrastructure assessment, nor does it include a security analysis, or a comprehensive student transportation analysis.

THE PREPARATION OF THE BEST USE STUDY

NESDEC will provide the staff for the conduct of the study. Maranacook Area Schools/RSU #38, acting through the Superintendent of Schools or a designee, will take such action as appropriate to facilitate the study. The Superintendent or designee will make necessary arrangements to:

- provide access to municipal and school reports and records;
- make available such files and summaries of data as are collected and maintained by the municipality and school system;
- provide access (likely virtual) to school buildings and classrooms; and

- designate members of the RSU #38 staff to work with appropriate personnel of NESDEC.

It is understood that, in the course of this project, NESDEC may meet with municipal officials, school administration, and others as deemed appropriate in order to solicit their views and obtain their input.

Oral progress reports by telephone and/or videoconference will be made to the Superintendent and/or liaison on dates and at times to be mutually agreed upon. A copy (PDF) of the final NESDEC report will be published in a format to be determined by the NESDEC study staff.

A concluding presentation of the final report of the study will be presented, via videoconference or telephone conference call, to the Superintendent or other designee, on a date and at a time deemed mutually acceptable.

BEST USE PROJECT DESIGN FLEXIBILITY

While the preceding describes a typical "Best Use Study", it should be noted that the process is flexible and can be varied to meet the needs of the District with respect to cost, timeline and scope. NESDEC is happy to discuss the planning process in order to tailor it to the district's expectations.

GENERAL NATURE OF STRATEGIC PLANNING CONSULTING SERVICES

Maranacook Area Schools/RSU #38 wishes to create a Strategic Plan to maintain and enhance the delivery of high quality, comprehensive educational services, and to serve as a benchmark for the improvement of the school district.

A good strategic plan, by definition, should have value for all its stakeholders. It should build a shared vision for the entire district. It should garner broad-based support throughout the district and in the community, and it should increase the likelihood of success for the district's schools and its students. In addition, the plan should enable the district to be responsive to a dynamic and changing environment. A successful planning process should afford the district the opportunity to prepare responses to change in a thoughtful way, especially if the planning is done in an open and inclusive environment.

The NESDEC model builds upon the basic premise that strategic planning leads to strategic thinking, and strategic thinking, in turn, promotes strategic leadership. Like any other planning, the measure of its success would be how much of the plan actually finds its way into practice. Thus, the challenge in the strategic planning process would be the creation of a manageable document that would not only capture people's imaginations, but would also prompt people into action.

STRATEGIC PLANNING SCOPE OF WORK

NESDEC will provide a consultant who will do the following:

1. **Informational meeting with Superintendent**
   The NESDEC consultant will meet with the superintendent to discuss the full scope of work. This meeting is designed to discuss with superintendent the desired outcomes for the process, status and context of the district, and any budget or time constraints.

The goal of this meeting is to allow the superintendent to work with the NESDEC consultant to develop an understanding of the role of the ***District Liaison***, the level of community outreach, and the amount of district representation that will be needed to support the project.

2. **Assist in Identifying Roles and in the Development of Planning Process Schedule**
   a. NESDEC will assist in identifying the participants in the planning process and their respective roles on the ***District Leadership Team*** and ***Community Planning Team.*** The role and responsibilities of a district liaison should be discussed. The district liaison will be the main contact for the NESDEC consultant. At this time discussion on methods to recruit members to the various teams should be discussed. The structure of the planning process will determine the composition of the team that conducts the planning and how that team interacts with the district or school leadership team. There are as many ways to structure the planning process and the planning team as there are districts and schools. The Planning Team is involved in various stages of the planning process.
   b. The NESDEC consultant, upon the identification of District Liaison and Leadership Team, will meet with the Superintendent, Liaison and District Leadership Team to develop an event schedule for the entire strategic planning process. This schedule will include major tasks in the planning process and will delineate the responsibilities for the various components of the process.

3. **Develop a Profile of the Present State of the District and Vision Work**
   a. NESDEC, working with the ***District Leadership Team***, will review prior studies and selected documents from the district that will be used to support the planning and decision-making process.
   b. NESDEC will facilitate a review and analysis of district wide data and information identify the district's strengths, weaknesses, opportunities and challenges.
   c. NESDEC, working with superintendent, will plan the composition, participant makeup and number of the focus groups to be conducted during this process, thus creating the ***Community Planning Team***.
   d. Using the ***Back to the Future Protocol***, the NESDEC consultant will encourage focus group participants to envision the district in the future and compare it to its current state. This protocol allows for the review and discussion of the district's strengths, as well as the challenges and/or areas in need of attention, to determine the relative priorities in planning for the future.
   e. Data review is ongoing during the visioning work being done and will be incorporated and shared with the Community Planning Team.

4. **Development of Strategic Objectives**
   a. With the assistance of the NESDEC consultant, the District Leadership Planning Team will begin the process of looking for themes, using the data collected from the preliminary document review and feedback from focus groups and determining which of the themes stand out.
   b. With the assistance of the NESDEC consultant, the Community Planning Team will analyze the feedback from the visioning work conducted in the variety of focus groups for themes that surface.

5. **Developing Strategic Initiatives**
   a. The NESDEC consultant will conduct a workshop with the Superintendent and the District Planning Team to assist in drafting the strategic initiatives and outcomes.
   b. The District Leadership Team will review the strategic objectives and begin the process of asking the question: **How do we get there?**

6. **Development of Vision Statement, Mission Statement, Core Values, and Theory of Action**

   The NESDEC consultant will facilitate small groups that will be conducted simultaneously during one District Planning Team meeting, with opportunities to further refine and revise if desired.

7. **Developing Outcomes Measures**
   a. NESDEC consultant will facilitate small groups focused on one objective to address the question: **Which outcomes are most meaningful and will best measure results for this objective?**
   b. The team can then review the outcomes proposed for all objectives and address the question: **What combination of outcomes will best measure success in achieving your vision?**

8. **Final Document**

   The NESDEC consultant, working with District Leadership Team, will create and share the final document with stakeholders.

TIMELINE OF THE STUDY

This combined project (Best Use Study and Strategic Planning Consulting) can be completed within six to eight months of the signing of an agreement or other agreed upon commencement date, contingent upon school vacation schedules; availability of school personnel, municipal officials, and other stakeholders; and availability of municipal and district documents and information.

NESDEC has consistently met deadlines for all project work. We invite verification from our references.

NESDEC AFFILIATION

Maranacook Area Schools/RSU #38 is a NESDEC affiliate and, therefore, entitled to a **20%** discount on our consulting fee.

COST

The project fee for Maranacook Area Schools/RSU #38 for the study detailed in this Agreement will be **$31,720** ($39,650 less the 20% NESDEC affiliate discount of $7,930).

Billing Schedule

One-fourth of the fee, $7,930, will be due at the signing of an agreement. The remaining three-fourths (three payments of $7,930 each) will be due and payable on upon completion of milestones that will be determined after conferring with the Superintendent and agreed to in advance by NESDEC.

Additional Scope
Additional scope of work, if requested by the district and agreed to in advance by NESDEC, would be conducted at a cost of **$195 per consultant hour**, plus reasonable expenses.

SIGNATURES

In order to accept and approve the work described above, an authorized official signs below.

For Maranacook Area Schools/RSU #38:

Karen S. Smith — Superintendent of Schools

Signature **Title**

6.18.26

Date

For the New England School Development Council:

David DeRuosi, Jr., Ed.D. **Executive Director**

6/25/26

Date