NOTICE OF MEETING

You are hereby notified that there will be a meeting of:

Inhabitants of the Town of Greenfield:

School Committee
Special Meeting of the
Public Body: Greenfield Public Schools

Location:
Greenfield High School

Time:
6:00 p.m. - 7:00 p.m.
Monday, April 30, 2018

Call to Order

Library

Adjournment

Executive Session may be called

I. School Business Manager Interview

Topics anticipated to be discussed:

I. Library

II. Greenfield High School

III. Greenfield Public Schools

IV. School Committee

V. Special Meeting of the Public Body: Greenfield Public Schools

Please note that the list of topics was compiled prior to the time of posting.
SPECIAL MEETING OF THE
GREENFIELD PUBLIC SCHOOLS
SCHOOL COMMITTEE

Monday, April 30, 2018
6:00 p.m.

Greenfield High School Library, 21 Barr Avenue

AGENDA

I. Roll Call/Call to Order

II. Business:
   a. School Business Manager Interview - Stephen Nebirkow (30 minutes)
   b. Deliberation and vote (30 minutes)

III. Executive Session may be called

IV. Adjournment
Thank you for coming in to interview with the Greenfield Public Schools School Committee for the position of School Business Manager for the Greenfield Public Schools. We will begin by introducing the members of the School Committee (INTRODUCTIONS).

We have scheduled approx. 30 minutes for tonight’s interview. In total, there are 9 questions. To help you plan your answers, we are asking candidates to plan to spend approx. 3 minutes per question. At the end, you’ll have a chance to ask us any questions you may have.

We will ask you to begin by telling us about why you’re interested in this position.

INTRODUCTION

1. Please tell us who you are as a professional, your credentials/certifications, and why you are uniquely qualified to serve as School Business Manager for the Greenfield Public Schools.
GRANTS/REVENUE

2. Greenfield relies on Grant funding for a number of key initiatives and services. What is your experience with grants including Title I, IIA, Sped IDEA, Expanded Learning Time, etc? How do you ensure accurate and timely reporting?

SCORE: 1 2 3 4 5

MSBA

3. Greenfield is fortunate to have a beautiful new energy efficient $66 million dollar High School, reimbursed at close to 80% by the Mass School Building Authority, scheduled for completion by this Fall. In addition, we have submitted statements of interest for Accelerated Repair or Green Repair options at several of our schools. This includes a new roof at Green River School this August, and 170 new windows and energy efficient boiler at Federal Street School. In addition, Newton School is 100 years old this year and is scheduled for replacement of their roof this summer. Please outline your experience with financial oversight of school construction projects, specifically the MSBA reimbursement programs.

SCORE: 1 2 3 4 5
4) COMMUNICATION WITH COMMITTEE

The School Committee is charged with setting the annual School Department budget, and relies on the School Business Manager for timely updating and reporting of key financial information. Please describe your approach to providing information to the Committee, as well as your availability to participate fully in School Committee meetings, sub-committee meetings, and ad hoc meetings as necessary.

SCORE: 1 2 3 4 5

5) COLLABORATION

The Business Office is essential to the smooth functioning of all aspects of the school system, including the school principals, as well as Superintendent, Food Services, Transportation, and Grants, and Payroll. How do you see your role as a member of the Central Office team? Second, how does this relate to supervision and evaluation of staff that report directly to you?

SCORE: 1 2 3 4 5
NEGOTIATIONS
6) As you know, the majority of any school department budget is in salaries. Please describe your experience with collective bargaining or budgeting as it relates to contractual increases.

SCORE: 1 2 3 4 5

7) TOWN-SCHOOL COLLABORATION Please speak to your experience working with municipalities and elected officials to facilitate transparency and collaboration to the budget process.

SCORE: 1 2 3 4 5
8. AVAILABILITY
   A smooth transition is important to the Committee. If selected as the successful candidate, what would your availability be to begin, and how would you plan to work with our interim Business Manager to create a successful transition from your current role?

SCORE:  1  2  3  4  5

9. QUESTIONS & CLOSING

   We have ____ minutes remaining. Do you have any brief questions for us?

Again, on behalf of the Committee, we’d like to thank your interest in the position of School Business Manager for the Greenfield Public Schools. We recognize that you are in the middle of your own very busy role at a busy time of year, and appreciate that you have made this a priority this evening. The Committee will be deliberating this evening and expect to inform candidates as soon as possible.

CANDIDATE OVERALL SCORE:  1  2  3  4  5
OVERALL COMMENTS:
<table>
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<tr>
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<tbody>
<tr>
<td><strong>Name</strong></td>
<td>Stephen Nembirkow</td>
</tr>
<tr>
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**Career Information**

| **Highest Degree** | Doctorate |
| **Credits Beyond Degree** | None |
| **Date Available To Start** | January 30, 2018 |

**Currently under contract?** Yes

If yes, where? Mohawk Hawlemont Regional

**Eligible to work in US without sponsorship?** Yes

**Additional Information**

| **Referral Source** | SchoolSpring.com |

**Job Posting Information**

| **Job Title** | School Business Manager |
| **Job ID** | 2823213 |
Dear Search Committee:

I am privileged to confidentially submit my credentials for your review. I have been a district leader and central office administrator for over seventeen years. During that time I have amassed a wealth of experience in all aspects of school operations and school finance. Some of the skills and accomplishments I would bring to the position of Business Administrator are:

• Significant experience in creating and defending a student-centered budget built on district priorities and student needs.
• Member of the five-person district leadership team that has guided the district and set policy.
• Expertise in multiple areas of school operations.
• Significant experience in managing Food Service, Transportation, Maintenance, School Construction and Collective Bargaining Agreements.
• Ability to negotiate, mediate, and build relationships with staff and community.
• Knowledge of the many issues and regulations that impact school operations.
• Expertise in a wide variety of personnel issues including termination, discipline, and grievances.
• Extensive experience working with stakeholders to develop and achieve shared goals.
• Lead negotiator for all bargaining units.
• Record of responsible and thoughtful decision making that considers consequences and student impact.

The above bullet points are some of the skills and knowledge I would bring to the position. I am happy to further explore these points and my desire to lessen my commute and work in a municipal/city environment.

Very truly yours,

Stephen N. Nembirkow

Stephen Nembirkow
Stephen Nembirkow

Education

University of Tennessee, Knoxville
Knoxville, Tennessee
Doctor of Jurisprudence
Major: Law
Attended August 1996 to May 1999
Degree conferred May 1999

University of Tennessee, Knoxville
Knoxville, Tennessee
Bachelor of Business Administration
Major: Finance
Attended August 1990 to August 1994
Degree conferred August 1994

Experience

Mohawk Hawlemont Regional Schools
Finance Director
Shelburne Falls, MA

Supervisor: Michael Buoniconti
Experience Type: Public School, Full-time
It is OK to contact this employer

Bristol Public Schools
Business Administrator
Bristol Ct

Supervisor: Dr. Ellen Solek
Experience Type: Public School, Full-time
It is OK to contact this employer

Chicopee Public Schools
Director of Budget & Human Resources
Chicopee MA
Cabinet Level Position responsible for all Human Resource, Recruitment, and Financial Functions - See Attached Resume

LEADERSHIP
Provide guidance, oversight and advice to district principals and administrators on a wide variety of student and operational issues.

Member of the superintendent’s executive team which is limited to the top four district administrators.

Active participant in school committee executive sessions by answering questions and making recommendations. The only administrator required to attend every executive session.

Over 15 years of experience in working with the school committee on a broad range of issues.

Effectively manage two major administrative functions. My current position is a combination of the School Business Administrator and Assistant Superintendent for Personnel. The position was consolidated after the retirement of the Assistant Superintendent for Personnel.

Lead the district in all financial and operational affairs crossing function areas from curriculum to staffing to student issues.

Leader of several initiatives to streamline operations, create efficiencies, and reduce paperwork.

Regularly attend statewide administrator and superintendent’s meetings to keep up to date on current issues.

Reason for leaving: Higher paying opportunity in Connecticut

Supervisor: Superintendent Richard Rege

Experience Type: Public School, Full-time

It is OK to contact this employer

Hampden Wilbraham Regional Schools
Director of Business Operations
Wilbraham MA

HUMAN RESOURCES

Responsible for all aspects of District Human Resources and duties as Chief Financial Officer.

Principal negotiator for all district bargaining units employing a collaborative approach focusing on value creation rather than value taking.

Responsible for identifying and filling district personnel needs in accordance with school committee and collective bargaining requirements.

Responsible for the recruitment and onboarding approximately 150 new staff members each year.

Responsible for transferring more than 100 staff members each year due to student needs.

Sole responsibility for ensuring that staffing and budget are a unified, real-time function and not two departments which operate independently.

Negotiated the DESE required teacher evaluation system without significant changes from the model language.

Successfully implemented the DESE evaluation system through the adoption of a web-based tracking system and professional development.

Arbitrator of union grievances, both formal and informal. Throughout my term as the Human Resources Director, formal grievances are generally less than ten per year.

Responsible for dismissals, non-renewal, discipline of staff, certification status, highly qualified status, waivers, professional status, salary placement, workers compensation, unemployment, FMLA, insurance, and accruals.

Low turnover of teaching staff with an emphasis on diversity recruitment.

Extensive use of student teaching program and substitute teacher program to evaluate prospective teachers.

Assist principles in creating a link between student achievement and hiring.

Less than three teacher non-renewals each year for performance issues.

Strong partnership with area colleges to attract student teachers, new teachers, and substitute teachers.

Advertised positions generally generate between 50 and 100 applicants.
Partnerships with local colleges to offer professional development and discounted Masters Degree Programs.

Reason for leaving: Take Position in Chicopee
Supervisor: Dr. Paul Gagliardiucci (Retired)
Experience Type: Public School, Full-time
It is OK to contact this employer

Longmeadow Public Schools
Director of Business Operations
Longmeadow MA
Executive level position responsible for financial operations, human resources, food service, maintenance, construction, and information technology.

FINANCIAL
- Development, presentation, and defense of multiple district budgets that focus on students, teaching, and learning.
- Excellent understanding of the Massachusetts School Funding Formula, mechanisms that trigger funding and how the local tax base contributes to overall district funding.
- Knowledge of school finance laws including METCO, residency, transportation, school choice, circuit breaker, revolving accounts, student fees, city/town chargebacks, procurement, and school building.
- Proven ability to work with and build relationships across a multitude of stakeholders and departments.
- Positively impacted school and city departmental relations to a point where cooperation is routine.
- Instituted a program of technology renewal through long-term capital budgeting and leasing.
- Understanding of technology and how technology can be leveraged to create efficiencies.
- Periodic budget review for early identification of issues.
- Ability to create user-friendly reports and analysis for review by administration and school committee.
- Knowledge of the DESE account structure and DESE reporting.
- Understanding of grant funding and how grants factor into the overall budget.
- Experience in administering district IT Department, Food Service Department, Maintenance, and Transportation.
- Oversight of all payroll functions and accounts payable functions.
- Extensive knowledge of Massachusetts public purchasing laws.
- Forecasting of revenues and expenses using trends and historical data.

Reason for leaving: Take Position in Hampden Wilbraham
Supervisor: Dr. Thomas McGarry (Retired)
Experience Type: Public School, Full-time
It is OK to contact this employer

Chicopee Public Schools
Business Manager
Chicopee MA
Responsible for all financial operations.

Reason for leaving: Take Position in Longmeadow
Supervisor: Barbara Cove (Retired)
Experience Type: Public School, Full-time

Stephen Nembirkow
It is OK to contact this employer

Affiliations
MA Bar, MASBO, MASPA,
Transcripts

No transcripts provided by Stephen Nembirkow
Test Scores

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Certifications

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NOTE: You must be online to view attached certification documents.

Language Skills

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<th>Speaking</th>
<th>Reading</th>
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<td>English</td>
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**Fluent** - Applicant has a comprehensive understanding of all words, concepts, and nuances of the language.

**Moderate** - Applicant can conduct a conversation (either spoken or written) and effectively communicate, understanding the vast majority of words and concepts.

**Basic** - Applicant understands some or many words and concepts. Speaking: applicant can communicate using the language and visual aides. Reading: applicant can identify some words and themes. Writing: applicant can communicate with simple words and phrases.

**None** - Applicant has no skill with the ability.
Extracurricular Activities

Below are activities this applicant is willing and qualified to lead as a coach, supervisor or other role listed.

- Academic Teams
- Athletic Director
- Athletic Trainer
- Band
- Baseball
- Basketball
- Cheerleading
- Chess
- Chorus
- Class Advisor
- Club Advisor
- Crew/Rowing
- Cross Country
- Dance Teams
- Debate
- Diving
- Drama
- Drill Teams
- Fencing
- Field Hockey
- Flying
- Football
- Golf
- Gymnastics
- Hockey
- Lacrosse
- Marching Band
- Model United Nations
- Newspaper/Journalism
- Photography
- Polo
- PTA
- Robotics
- Rugby
- Sailing
- Shooting
- Skiing
- Sky Diving
- Soccer
- Softball
- Speech
- Student Government
- Surfing
- Swimming
- Tennis
- Track and Field
- Video/Film Production
- Volleyball
- Water Polo
- Wrestling
- Yearbook

References

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<th>Relation: Other</th>
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<tr>
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Stephen Nembirkow
Attachments

Below are all attachments, including any appearing in the sections above. Click on the Attachment Title to view the file. NOTE: You must be online and logged in to your SchoolSpring employer account to view attachments.

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Applicant Statement & Authorization

"I certify that the facts contained in my application and any additional material submitted are true and complete to the best of my knowledge. I understand that intentional falsification of statements, incomplete or misleading information on this application or additional material will result in automatic removal of my application from further employment considerations, and, if employed, shall be grounds for immediate dismissal. When it is determined that an employee or prospective employee failed to disclose or fully disclose his or her background through misunderstanding or inadvertence, I understand that such failure will be considered a significant factor in employment or termination considerations."

"If employed, I also understand that although my employment may commence prior to the completion of the criminal records check process, continued employment would be contingent upon a satisfactory criminal records check."

"I authorize investigation of all statements contained herein. I also give permission to the references and previous employers listed on the application and any attachments to provide to you any and all information concerning my employment and any other pertinent information they may have. I agree to release all parties from all liability for any damage that may result from furnishing such information to you."

"I understand that, if offered the position, I will be required to verify my employment eligibility as required by law, including the completion of an I-9 Form."

Digital Signature of Applicant  Stephen Nembirkow  Date  Apr 6, 2018

SchoolSpring ID  4086422  Time  04-06-2018 12:45:20 -0500 GMT
UNOFFICIAL LICENSE INFORMATION

This license information was generated by the educator from the Department's electronic licensure file, ELAR. It should not be taken as proof of current licensure or as an official record. The Department advises that verification of this information via ELAR is always necessary.

Educator: Stephen N Nembirkow
MEPID: 51512862

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** Valid for five (5) years of employment.

Please contact the Department of Elementary and Secondary Education customer service at 781-338-6600, if your license information above is incorrect or incomplete.
November 18, 2016

To Whom It Concerns:

It is a pleasure to write this letter of recommendation for Stephen Nembirkow. I have worked closely with Mr. Nembirkow for the past five years. In my work with over 95 New England school districts I have seldom had the opportunity to work with a person of Mr. Nembirkow's talent. Below I have highlighted some of the reasons I hold Mr. Nembirkow in such high regard.

1. Mr. Nembirkow effectively carries out the operation of two major departments for the school district, finance and human resources. I spent seven years as the assistant superintendent for human resources in Brookline, MA which is a district with comparable enrollment to Chicopee. In Brookline we had two assistant superintendents, one for finance and one for human resources, leading the departments that Mr. Nembirkow leads on his own. I therefore marvel at Mr. Nembirkow's ability to lead these two major district departments with such a high level of success.

2. Mr. Nembirkow has developed the confidence of the principals. Having myself been a principal for seven years and having supervised principals for another seven years I know that gaining their confidence is not an easy task. Mr. Nembirkow has skillfully balanced the need to hold principals accountable in the areas of budget, teacher and administrator evaluation, and general school leadership, while continuing to be seen by them as supportive of their work.

3. Mr. Nembirkow has administered a complex and multi-faceted budget. Chicopee is a city in which 65% of the students live below the poverty line. As a result, the district budget is made up of a number of federal and state grants as well as local tax revenues. Obtaining and managing these various grant programs in ways that remain in compliance with state and local accountability requirements is difficult. Doing this in a way that insures all funds achieve their maximum benefit in enhancing student achievement requires a person who is both a highly organized budget manager and a visionary educational leader.

4. I have had the good fortune to visit every school in the Chicopee Public Schools on multiple occasions. The breadth of programs provided for this complex student body is a model for city schools. The success of these programs is reflected in the achievement of the students despite the disadvantages faced by many. In these years of tight budgets maintaining these vital programs requires skillful and efficient fiscal management.

Embedded Professional Development that results in Permanent, Positive Change
5. Mr. Nembirkow has effectively coordinated the implementation of the new educator evaluation model. He has done this with full buy-in and collaboration from the local teachers and administrators union, the Chicopee Educators Association. I have seen him work with two union presidents and the regional MTA union's consultant. In these interactions he has used his considerable interpersonal skills to maintain their trust and confidence while ensuring that the district maintains the management discretion needed to run an efficient operation focused on student well being and student achievement.

6. Mr. Nembirkow also brings a set of skills that are unique among candidates for central office positions. Mr. Nembirkow has a law degree. This training and experience provides the district with a set of skills that most districts can only achieve with expensive outside contracts for legal services.

In all the districts with which I work Mr. Nembirkow is the only central administrator who has such a high level of knowledge and experience in human resources, finance, and the law. At a time when district budgets are 80% to 85% contained in the salary and benefits line item, having a finance person with significant human resources expertise or a human resources person with significant finance experience is indeed rare. For these and the other reasons I listed above I highly recommend Mr. Nembirkow for a central office position in your school district.

Please do not hesitate to contact me at the phone number above or by my cell phone ( ) if you have any further questions related to his extensive qualifications.

Sincerely,

[Signature]

William B. Ribas, Ph.D., President
Ribas Associates and Publications, Inc.
November 15, 2016

To Whom It May Concern:

It is with great pleasure that I write this letter of recommendation for Stephen Nembirkow. I have been a principal for the past 32 years in the Chicopee Public School system and I have worked with many different Directors of Budget and Human Resources personnel. I do not hesitate to say that Mr. Nembirkow stands head and shoulders above all the personnel that have preceded him.

For the past 14 years Mr. Nembirkow has taken a 90 million dollar budget that floundered aimlessly and has made the entire budget transparent to all administrators in the system. All principals are given a detailed breakdown of their staffs, their salaries, and other costs of running their buildings. Previously, administration was not privy to this information and we were operating in the dark. Please review Mr. Nembirkow’s latest budget that he makes available to all administration. His open communication has instilled in all administrators that we are part of the budget process. Every administrator does not hesitate to call Mr. Nembirkow with concerns or asking his advice.

Although Mr. Nembirkow has made major changes in the budget process with computerized programs for reporting staff hours and ordering books and supplies, he has made greater improvements in the human resource department. Never before did administrators have the backing and the source of knowledge regarding all school personnel contracts. Chicopee now has uniform policies and practices in place when dealing with grievances, staff hiring and firing and contract issues. As an administrator it is comforting to know that you can call him with any concerns and he gets back to you immediately with the way we’ll proceed with the concerns. I have yet to meet anyone that is so knowledgeable regarding school law, staff contracts and budgets. He has gone as far as having administrators make recommendations for new contracts, as well as having administrators be on the contract negotiation teams.

I am pleased that Mr. Nembirkow is pursuing a career in another system but from past experiences I fear that the luxury of having Mr. Nembirkow’s expertise around cannot be duplicated. Chicopee’s loss is definitely the new systems gain.

Please feel free to call so I can further expand on Mr. Nembirkow’s job performance, his ability to work with his peers, and his honest and trusted character.

Sincerely,

Norman A. Burgess
Principal
To Whom It May Concern:

I am pleased to provide a recommendation for Steve Nembirdow, whom I have known for many years. He served as the Chicopee Public Schools Director of Budget and Human Resources during most the time I was the Massachusetts Teachers Association Consultant for the Chicopee school employees.

Steve possesses wonderful interpersonal relationship skills which serve him well as Director of Finance and Human Resources. He is always professional and represents the School System administration very well in grievance hearings, negotiations and labor management committees. There were very few grievances that went to the school committee or arbitration during my time as union representative because the union and I knew Steve would work very hard to find a resolution acceptable to both sides. It required us to take the same open-minded attitude.

Additionally, in his role as Budget Director, Steve always provided timely and accurate information requested by the union. I was impressed with his skill of long term budget planning. Steve gave the School Committee, administration and staff long-term projections regarding state aid, federal grants, staffing patterns and building maintenance costs that proved to be very accurate.

There is no question Steve is professional and well qualified for the position he is seeking.

I highly recommend him based on his professional skills as well as his character and integrity.

Please feel free to contact me if you need more information.

Sincerely,

Frederick M. Doherty, Esq.
Stephen N. Nembirkow, JD

Business Administrator, Human Resources Director and Massachusetts Licensed Attorney with over fifteen years of experience in team performance, team leadership, finance, budgeting, budget forecasting, technology integration, payroll, labor relations, human resources management, negotiations, compensation, policy design, insurance, technology integration, recruiting, retention and evaluation.

CORE COMPETENCIES

- Complex Budgeting
- Budget Forecasting
- Grants Administration
- Student Centered Budgeting
- Analytics
- MUNIS/Infinite Visions
- Business Intelligence
- Building Renovation and Maintenance
- Special Education Funding
- Transportation and Residency
- Procurement
- Relationship Building
- Lead Negotiator
- Collective Bargaining
- Arbitration
- Contract Administration and Interpretation
- Professional & Support Staff Evaluation
- Grievance Resolution
- Employment Law
- Labor Relations
- Collaborative Negotiating
- MCAD
- Unemployment
- Workers Comp

WORK HISTORY

- August 2017 to Present – Mohawk & Hawlemon Regional Schools – Director of Finance and Business Operations
- February 2017 to August 2017 – City of Bristol Board of Education – District Business Administrator
- August 2006 to February 2017 – Chicopee Public Schools – Director of Finance and Human Resources
- August 2004 to August 2006 – Hampden Wilbraham Regional Schools – Director of Business Operations
- March 2002 to August 2004 – Longmeadow Public Schools – Director of Business Operations
- December 1999 to March 2002 – Chicopee Public Schools – Finance Manager

PROFESSIONAL EXPERIENCE

LEADERSHIP

- Provide administrative oversight on a wide variety of operational, financial, legal and human resource issues.
- Regularly attend and active participant in board meetings and executive sessions. Executive Team Member.
- Effectively managed two major administrative functions – Human Resources and Financial. This consolidation has been successful due to my background in law and finance, organization skills and leadership ability.

FINANCIAL

- Developed and monitored budgets in excess of $100 Million and management of over $10 Million in grants.
- Development, presentation, and defense of multiple district budgets that focus on students, teaching and learning.
- Excellent understanding of the Chapter 70 funding formula, mechanisms that trigger funding within the Chapter 70 formula and how the local tax base contributes to overall district funding.
- Current and past experience with regional districts, regional budgeting, assessments, bonding and financing.
- Positively impacted departmental and city relations to a point where cooperation is routine.
- Instituted a program of technology renewal through long-term capital budgeting and leasing.
- Implemented technology that was leveraged to create efficiencies.
- Created budget diagnostics and dashboard for early identification of issues.
- Developed user-friendly reports and analysis for review by administration and School Board.
- Forecasting of revenues and expenses using trend and historical data and Business Intelligence Tools.
- Oversight of all payroll functions, accounts payable and receivables.
- Oversight and management of IT Department, Food Service Department, Maintenance, and Transportation.
- Significant experience with grant, federal and state reporting.
- Collaborative budget development with Superintendent, School Board and Principals.
- Budget expressed in a simple format that provides sufficient detail for analysis and questions.
- Able to defend and provide rationale for all budget line items.
- Ability to communicate the budget details, needs and rationale to the School Board, Citizens and other stakeholders.
FINANCIAL DATA

- Tableau interactive data visualization and dashboard creation.
- Business Intelligence to answer ad hoc questions and inform data driven decisions.
- Excel analysis and data manipulation.
- Significant experience with MUNIS, MUNIS Cubes, General Ledger, Payroll, HR, budget development.
- SQL queries and databases.

LABOR RELATIONS & HUMAN RESOURCES

- Lead negotiator for nine bargaining units employing a collaborative bargaining approach focusing on value creation.
- Develop and analyze negotiation proposals, counter proposals and costs.
- Arbitrator of union grievances, both formal and informal.
- Responsible for dismissals, non-renewal, discipline, certification status, highly qualified status, waivers, salary placement, workers compensation, unemployment, FMLA, insurance, and accruals.
- Advise administration on contract administration, interpretation, discipline, grievance and all other labor matters.
- Regularly meet with union and union members to discuss grievances, working conditions and employment issues.
- Experience with MCAD/EEOC, Unemployment, Workers Compensation, and Insurance Plan Design.
- Recruiting emphasis on an applicant pool that is qualified, diverse and sufficient in number.
- Responsible for needs analysis and transferring multiple staff to meet operational goals.
- Established a system ensuring human resources and budget are a unified real-time function.
- Negotiated a new professional evaluation system that ties measurable outcomes, feedback, observation, personal reflection, and collaborative goals to an overall performance rating. An unsatisfactory performance rating linked to a short-term improvement plan resulting in remediation or separation.
- Implemented the new professional evaluation system through training, professional development, feedback and the adoption of a App-Based evaluation tracking system.
- Collaborate with area colleges to attract and recruit professional staff.
- Developed and implemented a new employee training and orientation program.

EDUCATION

The University of Tennessee, Knoxville – Doctor of Jurisprudence
The University of Tennessee, Knoxville – Bachelor of Science Finance

CERTIFICATIONS & LICENSES

MA Certification: #426833, School Business, Superintendent, Assistant Superintendent, Middle/High Principal, SPED Dir.
Massachusetts Bar: BBO# 693088

OTHER PROFESSIONAL ACTIVITIES

- Framingham State University - Adjunct Professor – Human Resources, School Finance, School Law
- The Reading Institute, Williamstown MA - Developed Curriculum and Instructor of School Law and School Finance
- Harvard Program on Negotiations & MIT Executive Education in Negotiations
  - Over 80 hours of training in interest based negotiations and mediation: Negotiation & Leadership, Dealing with Difficult Conversations, Mediating Disputes, and Psychology of Negotiations