



Acton-Boxborough Regional
School Committee

FY17 Budget Hearing at 7:00 p.m.

followed by Business Meeting at 7:30 p.m.

February 11, 2016

at the R.J. Grey Junior High Library

ACTON-BOXBOROUGH REGIONAL SCHOOL COMMITTEE (ABRSC) MEETING
FY17 OPEN BUDGET HEARING

Library
R.J. Grey Junior High School

February 11, 2016
7:00 p.m. Open FY17 Budget Hearing
Followed by ABRSC Regular Business Meeting (7:30)

AGENDA

1. Call to Order (7:00)

*Please see material posted for 1/23/16 School Committee meeting at
<http://www.abschools.org/school-committee/meetings-agendas-packets-and-minutes>*

2. Chairmen's Introduction

3. ABRSC FY17 Budget– Glenn Brand and Clare Jeannotte

1. FY17 Final Budget Presentation
2. Revised Recommended Table of Assessments (Table 6)

4. Acton Leadership Group (ALG) Update – Kristina Rychlik

1. ALG Spreadsheet, 2/5/16

5. Acton Finance Committee Update

1. ABRSC Presentation Slides from meeting on 2/9/16
2. Answers to Finance Committee Questions from Budget Saturday (1/23/16)

6. Boxborough Leadership Forum (BLF) Update – Maria Neyland (oral)

7. Boxborough Finance Committee Update – Mary Brolin (oral)

8. Discussion and Deliberation – Kristina Rychlik

9. Recommendation to Approve Revised FY17 Acton-Boxborough Regional School District Budget and Assessments – VOTE – Glenn Brand

10. Budget Hearing is Adjourned

ABRSC Regular Business Meeting Begins
(see separate agenda)



ACTON-BOXBOROUGH REGIONAL SCHOOL DISTRICT

School Committee Public Budget
Hearing

February 11, 2016

FY17 Budget Development

- *Team Driven Approach* - wide scale involvement by administrators throughout the system that is thoughtful and collaborative
- *Comprehensive* – staff, programs and services to meet the needs of 5700 students Pre K- age 21
- *Challenging* - preparations for building the budget begins almost as soon as the school year gets underway – for a time period that is almost a year away

FY17: Building the Budget

A comment on declining enrollment and resource needs:

- The enrollment of the district is decreasing and reflects the downward trends anticipated.
- While enrollment is declining the district also receives new students each month, and other students leave. Families are more mobile.
- The composition of the current student body continues to diversify and the needs are increasing.
- In some cases successfully dealing with these changes warrants different types of fiscal resources for programs, staffing and services.

FY17: Building the Budget

Our students and families are changing:

- More socio-economically diverse; growing population of economically disadvantaged students
- More culturally diverse
- Higher percentage of special education students
- More intensive and complex mental health needs

Budget Priorities for FY17

1. Identify staffing levels that support the social, emotional, and learning needs of our increasingly diverse and complex student body
2. Complete capital and educational needs assessment
3. Review class sizes K-12 and make staffing adjustments as necessary to meet policy guidelines for class size ranges

FY17 Budget Overview

- Includes reductions in class sections where appropriate
- Moves forward with long term plan (started last year) to address large caseloads in English Language Education, Special Education and Psychological Services
- Includes increasing in-district programming for students who would otherwise go out of district

FY17 Preliminary Budget

FY16 Final Budget	\$79,749,882
FY16 Restated Budget *	\$80,296,395
FY17 Preliminary Budget	\$83,073,204
\$ Change	\$2,776,809
% Change	3.46%

* FY16 Restatement - to reclassify School Choice and Charter School Revenue offsets as expense, consistent with FY17 presentation.

FY17 Preliminary Assessment

	FY17 Budget	% Change
Preliminary Budget	\$83,073,204	3.46%
Funding Sources	\$16,022,959	0.16%
Total Assessment	\$67,050,245	4.3%
Acton Assessment	\$55,547,097	4.5%
Boxborough Assessment	\$11,503,148	3.4%

FY17 Funding Sources

- Ch. 70 flat except for \$25/pupil minimum aid
Update: Governor's budget funded Ch. 70 at \$20/pupil.
- Regional transportation at 60% – similar to 9C cut level FY15
- Regional Bonus Aid reduces 20% per year for 5 years; we are in year 3
- Use of E&D at \$200,000

State Aid FY17: **\$15,822,959**

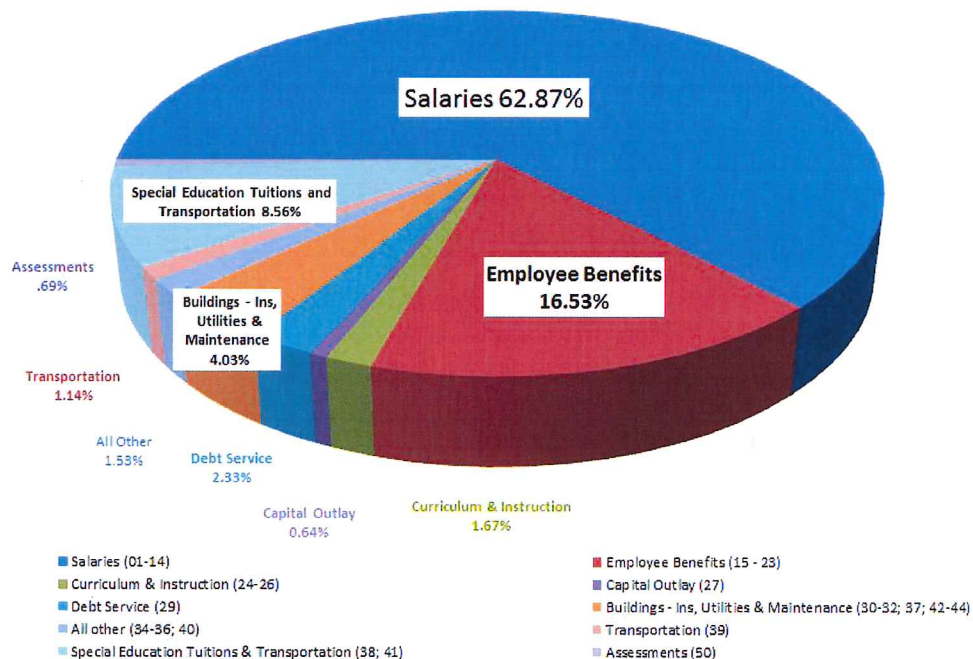
Funding sources are flat, rising 0.16% while the preliminary budget costs are rising 3.90%

	<u>FY17 Change</u>
• State Aid: Ch. 70	\$137,900
• Regional Transportation Ch.71	(\$76,283)
• Regional Bonus Aid	(\$37,200)
• Charter Reimbursement	<u>\$ 922</u>
• Total State Aid	\$ 25,339

School Debt & Bond Rating

- ABRSD Bond Rating by S&P set at AAA in March, 2014
- Savings from Prop 2½ Excluded Regional Debt passed through to taxpayers in both towns of \$1,321,225 over 10 years
- Moody's update August 2015 affirmed Aa2 rating, *but noted negative outlook due to "limited financial flexibility as a result of three consecutive years of material fund balance declines"*

ABRSD FY17 Budget



FY17 Appropriated Budget Major budget increase areas

Description	FY16	FY17	FY16 - FY17		% of total bud increase	How 3.46% is spent
			Increase \$	Increase %		
Salaries & Other Comp	50,776,545	52,228,875	1,452,330	2.9%	52.3%	1.81%
Total fringe & OPEB	13,172,836	13,735,542	562,706	4.3%	20.3%	0.70%
Sped tuition & transportation	6,798,598	7,110,212	311,614	4.6%	11.2%	0.39%
Utilities	1,630,499	1,825,133	194,634	11.9%	7.0%	0.24%
Capital & Debt	2,317,202	2,464,277	147,075	6.3%	5.3%	0.18%
Sub total	74,695,680	77,364,039	2,668,359	3.6%	96.1%	3.32%
All other	5,600,715	5,709,165	108,450	1.9%	3.9%	0.14%
Total budget	80,296,395	83,073,204	2,776,809	3.5%	100.0%	3.46%

FY17 Expenditures:

FY17 Total costs increase 3.46%

Five major areas comprise 3.32% of the 3.46%:

Increase:

\$1,452K	1.81%	Salaries
\$ 563K	0.70%	Total fringe benefits, including OPEB
\$ 312K	0.39%	Special Ed Tuitions and Transportation, net of Circuit Breaker Reimbursement
\$ 194K	0.24%	Utilities
\$ 147K	0.18%	Capital outlay and Debt Service
\$ 108K	0.14%	All other areas
\$2.776K	3.46%	Total Budget Increase FY17

Health Insurance

- Preliminary budget assumed 8% rate increase
January Health Insurance Trust meeting estimates 2% - 4%
Lowered the budget to reflect 4% estimated rates
- Active Employees
Increase \$349,886 or 4.23%
- Retiree Health
Increase \$44,755 or 4.84%
Implementation of "EGWP" effective FY16 provided significant savings in retiree health Medex rates (from \$414 to \$292 or 29.5% reduction in rates).

Special Education: FY17 Tuition

	FY 2016 Budget	FY 2017 Budget	Increase
Total Tuition	\$ 7,623,547	\$ 7,772,278	\$ 148,731
Circuit Breaker Offset	(2,353,596)	(2,489,000)	(135,404)
Net Special Ed Tuition	\$ 5,269,951	\$ 5,283,278	\$ 13,327

Special Education: FY17 Transportation

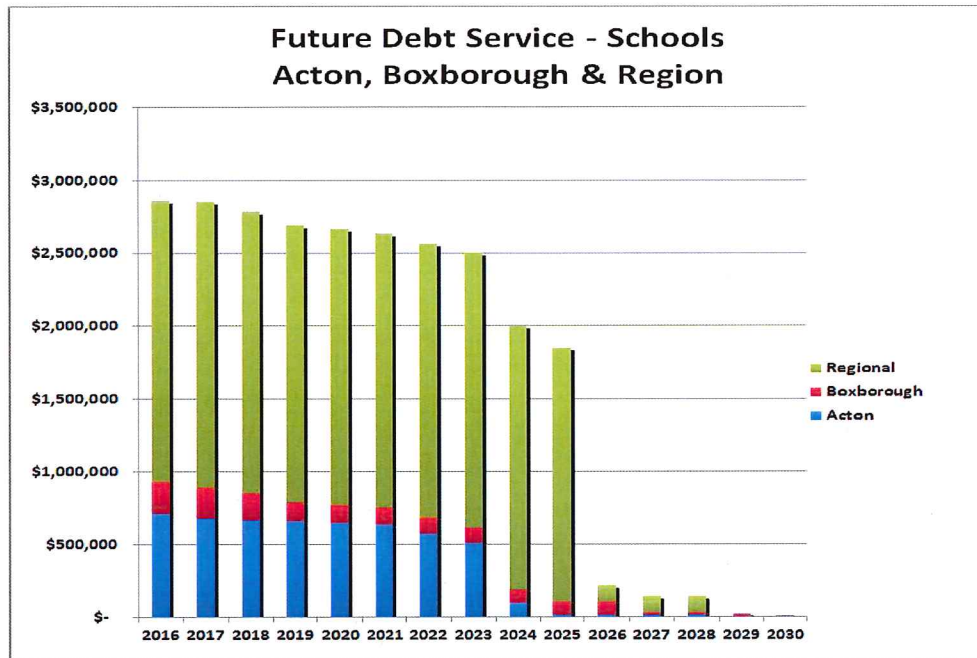
Total Increase \$298,287 or 19.5% over FY16:

- \$115,000 Private vendor transportation
- \$ 50,000 Private transportation increases for nurse and bus monitors for fragile students
- \$133,287 CASE transportation increase 9.5% - preliminary rates based on our usage 2 years ago in relation to the full collaborative.
- \$ 298,287 Total Increase

Capital Outlay – FY17 Facilities

LOCATION	DESCRIPTION	FY17 BUDGET
CENTRAL OFFICE	DORE & WHITTIER EXISTING CONDITIONS	50,000
BLANCHARD	HVAC CONTROLS	25,000
JUNIOR HIGH	FURNISH & EQUIP 2 LEARNING CENTERS	18,000
HIGH SCHOOL	CONCRETE REPLACEMENT**	25,000
MERRIAM / MCT	CARPET / TILE REPLACEMENT	10,000
CONANT	BUILDING HEAVING REPAIRS**	75,000
ADDITIONAL CAPITAL	OTHER PRIORITY NEEDS	70,000
Subtotal Facilities Capital		<u>\$ 273,000</u>
	**Ongoing evaluation	

Debt Service - FY16 to FY30



FY17 Uncertainties & Assumptions

- State Aid: Governor's Budget at \$5 less per pupil
- CASE Assessment - estimated rates: Final rates voted at 0% to 1.8% increase v. budgeted 3%
Health Insurance Trust - rates not voted yet: Reduced budget from 8% increase to 4% increase, per data presented to Health Insurance Trust. Rates to be voted late February.
- Circuit Breaker - Budgeted 68%
- Regional Transportation – Budgeted 60%

FY17 Salaries

- Overall Salary Increase for all staff is 2.86%
- Salary increase for teaching salaries is 3.39%
 - Includes new positions and reduced positions
 - Cost of contract to move all current teachers forward is 3.65%
 - 12 teacher retirements budgeted at reduced salary and includes Early Retirement Incentive
- Contracts
 - Office Support Association expires June 30, 2016
 - AFSCME Custodial/Maintenance expires June 30, 2016
 - ABEA Teachers, Counselors and Nurses expires June 30, 2017

Classroom Section Planning

	Peak	FY15	FY16	FY17	FY18	FY19	FY20
Acton K-6	108	104	103	101	98	94	90
Boxborough K-6	31	20	18	18	18	17	16
Total K-6	139	124	121	119	116	111	106

Pathways K-3 Special Ed Program

- To serve 6 preschool students as they move to Kindergarten. Without this program, the students would go out of district.
- If they went out of district, the out of district costs including transportation would be \$549,666.

Position	FTE	Salary	Health Ins	Total Cost
Special Educator	1.0	\$54,000	\$19,000	\$73,000
Behavioral Specialist (BCBA)	0.3	\$16,200		\$16,200
Occupational Therapist	0.3	\$16,200		\$16,200
Speech and Language	0.3	\$16,200		\$16,200
Shift 4 assistants from other programs		0		0
Total Staffing Costs	1.9	\$102,600	\$19,000	\$121,600

Personnel Additions - Tier 1

- Highest Priority new positions
- Continuation of multi-year plan

Position	FTE	Salary	Health Ins	Total Cost
JH Special Education Learning Center	2.0	\$108,000	\$38,000	\$146,000
ELL Teachers	1.4	\$75,600	\$19,000	\$94,600
Elementary School Psychology	0.8	\$56,000		\$56,000
Total Tier 1 Staffing Costs	4.2	\$239,600	\$57,000	\$296,600

Personnel Additions - Tier 2

- High Priority new positions included in budget
- Continuation of multi-year plan

Position	FTE	Salary	Health Ins	Total Cost
ELL Teacher	0.6	\$32,400	\$19,000	\$51,400
0.3 Speech and Language	0.3	\$24,000	\$19,000	\$43,000
0.6 Elem Special Ed Learning Center - Merriam move from 0.4 to full time	0.6	\$32,400	\$19,000	\$51,400
Finance Payroll (salary is 0.5 FTE transferred from a reduction of another position)			\$19,000	\$19,000
Phase in of Strings Program	0.4	\$21,600		\$21,600
Total Tier 2 Staffing Costs	1.9	\$110,400	\$76,000	\$186,400

Personnel Additions Summary

	FTE	Salary	Health Ins	Total
Section Reductions	-2.0	(\$93,000)	(\$38,000)	(\$131,000)
Pathways Staffing	1.9	\$102,600	\$19,000	\$121,600*
Tier 1	4.2	\$239,600	\$57,000	\$296,600
Tier 2	1.9	\$110,400	\$76,000	\$186,400
Total Personnel Changes	6.0	\$359,000	\$114,000	\$473,600

*Without the addition of the Pathways Program, we would need to include a projected increase of \$550,000 in out of district collaborative tuition costs.

Deferred Personnel - Tier 3

- Priority positions **not included** in budget
- Continuation of multi-year plan - included in FY18 projections

Position	FTE	Salary	Health Ins	Total Cost
Elementary Literacy and Social Studies specialist/coach	1.0	\$65,000	\$19,000	\$84,000
Additional ELL Teacher	1.0	\$54,000	\$19,000	\$73,000
Strings Program (remaining .6 to have program in grades 4-12)	0.6	\$32,400	\$19,000	\$51,400
Additional Groundsman (Offset by savings in overtime)	1.0	\$25,000	\$19,000	\$44,000
Additional 3rd Grade section to reduce class size	1.0	\$54,000	\$19,000	\$73,000
Additional 2nd Grade at Blanchard section to split multi-grade	1.0	\$54,000	\$19,000	\$73,000



Summary & Conclusion

FY17 Preliminary Budget Summary

This budget proposal:

- Is reasonable, responsive and appropriate in meeting student needs
- Attempts to minimize the impact on taxpayers through efforts to establish newly identified resources through a phased approach
- Meets our current known contractual and legal obligations
- Centers around staffing levels deemed necessary with 78% of the total budget supporting contractual commitments

FY17 Preliminary Budget Summary

In addition:

- Includes measured enhancements to expand the level of services to meet the needs of our complex student population
- Includes calculated reductions in response to declining enrollment
- Includes a small commitment to new program growth within the performing arts
- Supports modest funding for capital improvements
- Creates the capacity to add an in-district Special Education program that allows some elementary students the chance to remain in-district

FY17 Preliminary Budget Summary

- Total proposed operating budget is \$83,073,204
- \$2,776,809 increase from FY16 or 3.46%
- Overall assessment: \$67,050,245
- Acton Assessment: \$55,547,097 or 4.5%
- Boxborough Assessment: \$11,503,148 or 3.4%

Acton-Boxborough Regional Schools

FY17 Preliminary Budget

FY'17 Superintendent Recommended Budget

Public Budget Hearing

	FY15	FY16	FY17	FY17 Preliminary v. FY16B	
	Exp & Enc Total	Revised	2/11/2016	Increase (Decrease)	
	Actual	Budget	Prelim Budget	\$	%
Salaries, Teaching - 01	31,837,610	32,879,652	33,992,708	1,113,056	3.39%
Salaries, Principals - 02	2,135,195	2,188,065	2,237,321	49,256	2.25%
Salaries, Central Administration - 03	1,135,797	1,136,219	1,195,267	59,048	5.20%
Salaries, Support Staff - 04	8,573,518	9,171,464	9,311,200	139,736	1.52%
Salaries, Athletics - 05	495,549	520,643	531,828	11,185	2.15%
Salaries, Buildings - 06	752,062	719,691	732,102	12,411	1.72%
Salaries, Custodial - 07	1,346,615	1,471,234	1,501,995	30,761	2.09%
Salaries, Home Instruction - 08	4,020	20,000	8,500	(11,500)	-57.50%
Salaries, Miscellaneous Pupil Services - 09	1,513,304	1,499,675	1,575,266	75,591	5.04%
Salaries, Subs Miscellaneous - 11	147,373	222,781	160,691	(62,090)	-27.87%
Salaries, Subs Instructional - 12	655,768	530,508	583,142	52,634	9.92%
Salaries, Overtime - 13	255,418	242,855	232,855	(10,000)	-4.12%
Stipends, Curriculum/Instruction - 14	113,557	173,758	166,000	(7,758)	-4.46%
Fringe, Course Reimbursement - 15	40,187	56,000	56,000	-	0.00%
Fringe, Health Insurance - 16	7,220,434	8,273,695	8,623,581	349,886	4.23%
Fringe, Health Insurance, Retiree - 17	780,816	924,241	968,996	44,755	4.84%
Fringe, Life/Disability Insurance - 18	47,225	38,000	40,900	2,900	7.63%
Fringe, Unemployment Insurance - 19	11,734	25,000	40,000	15,000	60.00%
Fringe, Workers Compensation - 20	272,937	348,412	295,000	(53,412)	-15.33%
Fringe, Middlesex County Retirement System - 21	1,756,208	1,961,424	2,086,065	124,641	6.35%
Fringe, Medicare - 22	732,090	846,064	825,000	(21,064)	-2.49%
Contributions, OPEB Trust Fund - 23	506,000	700,000	800,000	100,000	14.29%
Instruction Supplies - 24	990,955	1,136,075	1,048,492	(87,583)	-7.71%
Instruction Textbooks - 25	218,991	278,710	282,570	3,860	1.38%
Instructional, Library - 26	46,633	59,435	59,678	243	0.41%
Other, Capital Outlay - 27	710,570	381,459	530,059	148,600	38.96%
Other, Debt Service - 29	1,822,733	1,920,743	1,934,218	13,475	0.70%
Other, Property/Casualty - 30	102,627	106,369	110,700	4,331	4.07%
Other, Maint Buildings/Grounds - 31	695,109	717,860	734,745	16,885	2.35%
Other, Maintenance Equipment - 32	72,857	141,470	119,604	(21,866)	-15.46%
Other, Legal Service - 34	257,828	150,000	181,350	31,350	20.90%
Other, Admin Supplies - 35	836,575	829,761	914,051	84,290	10.16%
Other, Athletic Supplies - 36	138,972	53,666	57,446	3,780	7.04%
Other, Custodial Supplies - 37	124,700	157,984	157,984	-	0.00%
Other, Sped Transportation - 38	1,487,541	1,528,647	1,826,934	298,287	19.51%
Other, Student Transportation - 39	892,949	936,850	947,117	10,267	1.10%
Other, Travel, Conferences - 40	113,672	89,186	120,034	30,848	34.59%
Other, Sped Tuition - 41	5,208,139	5,269,951	5,283,278	13,327	0.25%
Other, Utilities - 42	1,391,388	1,630,499	1,825,133	194,634	11.94%
Other, Telephone - 43	83,733	124,645	110,045	(14,600)	-11.71%
Other, Sewer - 44	280,548	287,191	287,191	-	0.00%
Assessments - 48	504,301	546,513	576,658	30,145	5.52%
Other, - 49	1,405	-	1,500	1,500	0.00%
GRAND TOTAL	76,315,642	80,296,395	83,073,204	2,776,809	3.46%

FY'17 TABLE 6 -PRELIMINARY BUDGET-

PUBLIC BUDGET HEARING

February 11, 2016

TABLE 6
ACTON-BOXBOROUGH REGIONAL SCHOOL DISTRICT
Analysis of Assessments-SHOWING STATE ASSESSMENTS AS EXPENDITURES
School Year 2016-2017

	TOTAL BUDGET	ACTON	BOXBOROUGH
	2016-2017	84.80%	15.20%
		83.54%	16.46%
EXPENDITURES			
OPERATING BUDGET	\$80,095,886	\$67,921,311	\$12,174,575
OPEB TRUST FUND CONTRIBUTION	\$800,000	\$678,400	\$121,600
LOWER FIELDS CONSTRUCTION DEBT SERVICE	\$90,418	\$80,056	\$10,362
CAPITAL OUTLAY - BUILDINGS	\$243,100	\$206,149	\$36,951
TOTAL INSIDE DEBT LIMIT	\$81,229,404	\$68,885,916	\$12,343,488
EXPENDITURES OUTSIDE DEBT LIMIT (PREVIOUSLY AUTHORIZED BY REGION:)			
CONSTRUCTION DEBT SERVICE (FOR JHS & SHS/AUTHORIZED OUTSIDE PROP 2 1/2)	\$387,864	\$343,415	\$44,449
SH CONSTRUCTION/RENOVATION	\$1,455,936	\$1,289,086	\$166,850
TOTAL OUTSIDE DEBT LIMIT	\$1,843,800	\$1,632,501	\$211,299
GROSS EXPENDITURE BUDGET-PAID BY ABRSD	\$83,073,204	\$70,518,417	\$12,554,787
SHARE OF DEBT SERVICE ELEMENTARY SCHOOLS- PAID BY TOWNS	893,239	\$757,466	\$135,772
TOTAL REGIONAL DISTRICT EXPENDITURES	83,966,443	71,275,883	12,690,560
REVENUES & RESERVE USE			
CHAPTER 70 BASE AID	\$14,531,276	\$12,322,522	\$2,208,754
CHARTER SCHOOL AID	\$27,683	\$23,475	\$4,208
REGIONAL SCHOOL TRANSPORTATION	\$1,190,000	\$1,009,120	\$180,880
REGIONAL BONUS AID	\$74,000	\$62,752	\$11,248
TRANSFER FROM RESERVES (Excess & Deficiency)	\$200,000	\$169,600	\$30,400
TOTAL REVENUES AND RESERVE USE	\$16,022,959	\$13,587,469	\$2,435,490
TOWN ASSESSMENTS- BEFORE APPENDIX A & IMA	\$67,943,484	\$57,688,414	\$10,255,070

Calculation of Final Assessments Per Appendix A to Regional Agreement - FY17

Description	TOTAL	ACTON	BOXBOROUGH
Projected Total Benefit Amount	\$1,873,119		
Base Budgets	\$66,364,972	\$55,056,859	\$11,308,113
Benefit Percentage Shares		90.0%	10.0%
Share of Benefits	\$1,873,119	\$1,685,807	\$187,312
Reduce Base Budgets By Benefit Shares	\$64,491,853	\$53,371,052	\$11,120,801
Recalculated Assessment Percentages Based On Benefit Shares Applied To Base Budget	100.00%	82.76%	17.24%
Input Table 6 Result From FY17 Actual Budget (includes elementary debt paid by towns)	\$67,943,484	\$57,688,414	\$10,255,070
Assessment Percentages With Actual Budget		84.91%	15.09%
Shift In Percentage Shares		2.15%	-2.15%
Final Assessment AT FIXED ASSESSMENT % PER APPENDIX A	\$67,943,484	\$56,227,493	\$11,715,991
LESS DEBT PAID DIRECT BY TOWN- PER IMA Section 6	(893,239)	(680,396)	(212,843)
Amount due from each town	\$67,050,245	\$55,547,097	\$11,503,148

FY16 Voted Assessments	\$64,291,249	\$53,171,009	\$11,120,240
increase	2,758,996	2,376,088	382,908
%	4.3%	4.5%	3.4%

FY17 Shift:	(\$1,460,921)
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NEW ALG Plan

4.1

	Tax Recap FY15	Tax Recap FY16			Projection FY17	\$ Change	% Change	Projection FY18	Projection FY19
Municipal Funding Sources:									
Tax Levy (excluding debt exclusion)	\$ 70,450,000	\$ 73,348,000	85.27%	4.1%	\$ 77,005,952	\$3,657,952	5.0%	80,446,675	83,355,342
State Aid	\$ 1,194,000	\$ 1,476,000	1.72%		\$ 1,528,090	\$52,090	3.5%	1,559,543	1,591,781
Local Receipts	\$ 4,702,000	\$ 4,800,000	5.58%		\$ 4,840,386	\$40,386	0.8%	4,887,415	4,941,616
Debt Exclusion	\$ 2,868,000	\$ 2,835,000	3.30%		\$ 2,817,959	-\$17,041	-0.6%	2,768,612	2,538,007
SBAB Reimbursement	\$ 923,000	\$ 923,000	1.07%		\$ 923,000	\$0	0.0%	923,000	923,000
Add: Town Reserves	\$ 1,653,282	\$ 2,641,000	3.07%	59.7%	\$ 2,692,000	\$ 51,000	1.9%	2,600,000	2,600,000
Acton Total Funding Sources	\$ 81,790,282	\$ 86,023,000	100%	5.2%	\$ 89,807,387	\$ 3,784,387	4.4%	93,185,245	95,949,747

	Final Cherry Sheet	Table 6			Est Cherry Sheet	\$ Change	% Change	Est Cherry Sheet	Est Cherry Sheet
ABRSD Funding Sources:									
State AID Ch.70	\$ 14,254,476	\$ 14,393,376			\$ 14,531,276	\$137,900	1.0%		
Transportation	\$ 1,353,855	\$ 1,286,283			\$ 1,190,000	-\$76,283	-6.0%		
Regional Bonus Aid	\$ 136,900	\$ 111,200			\$ 74,000	-\$37,200	-33.5%		
Other Revenue/(Assessments)	\$ (478,491)	\$ (512,226)			\$ (548,975)	-\$36,749	7.2%		
Excess & Deficiency	\$ 300,000	\$ 200,000			\$ 200,000	\$0	0.0%		
Total	\$ 15,566,740	\$ 15,458,633			\$ 15,446,301	-\$12,332	-0.1%		

Allocation to Budgets									
Municipal Spending	\$ 31,341,000	\$ 31,955,000		2.0%	\$ 32,856,604	\$ 901,604	2.82%	\$ 34,006,585	\$ 35,196,816
ABRSD Assessment	\$ 49,690,145	\$ 53,171,000		7.0%	\$ 55,547,098	\$ 2,376,098	4.47%	\$ 58,157,812	\$ 60,891,229
Minuteman Assessment	\$ 758,000	\$ 897,000		18.3%	\$ 1,111,000	\$ 214,000	23.9%	\$ 1,211,000	\$ 1,311,000

Total Acton Spending	\$ 81,789,145	\$ 86,023,000		5.2%	\$ 89,514,702	\$ 3,491,702	4.1%	\$ 93,375,397	\$ 97,399,044
Net Position	\$ 1,137	\$ -			\$ 292,685	\$ 292,685		\$ (190,151)	\$ (1,449,298)

Annual Contributions Towards									
Long-Term OPEB liability	\$ 1,100,000	\$ 1,249,000			\$ 1,400,000			\$ 1,400,000	\$ 1,400,000

Town of Acton - Tax Impact	FY15	FY16			FY17			FY18	FY19
Tax Rate	\$ 19.05	\$ 19.23			\$ 19.43				
SF Value	\$ 531,639	\$ 539,896			\$ 556,093				
SF Tax Bill	\$ 10,127	\$ 10,384			\$ 10,803				
% Change in SF Tax Bill	3.0%	2.5%			4.0%				

2/5/16

1 of 3

Changes

2/16 11:50 AM

Location of Change (Sheet)	Subject Title	Amount	Explanation of why assumption changed	Date of Change	Proposer
<u>10/29/2015</u>					
	Added OPEB contribution line for FY15, 16, 17, 18, 19				
<u>10/30/2015</u>					
	Reduced Town spending \$1k, from \$32,731,000 to \$32,730,000 (Plan now set to \$0 to start)				
	Hooked up formulas on revenues to supporting tabs				
	Plugged local receipts \$668 to stay at \$0				
	FY17 - Changed Overlay from \$650k to \$900k	-250,000			
	FY17 - Changed New Growth from \$625k to \$875k	250,000			
	FY18 - Changed Overlay from \$650k to \$900k				
	FY18 - Changed New Growth from \$625k to \$875k				
	FY19 - Changed Overlay from \$650k to \$900k				
	FY19 - Changed New Growth from \$625k to \$875k				
<u>12/8/2015</u>					
	Recorded Minuteman FY17 preliminary assessment of \$1,110,825 from \$925,000 estimate	-186,000			
	Recorded final FY16 certified new growth at \$1,407,000 from \$900,000 FY16 estimate	507,000			
	+ 2.5% FY17 multiplier effect on \$507k	12,675			
	Net Position - December 10, 2015	333,675			
<u>12/21/2015</u>					
	Recorded Municipal FY17 spending total of \$32,856,604	-126,604			
	Recorded ABRSD FY17 spending total of \$55,919,171	294,829			
	Net Position - December 21, 2015	501,900			
<u>1/25/2016</u>					
	Change Town State Aid to 4.3% from 2.5%	21,712			
	Reduce ABRSD FY17 assessment	79,479			
	Balance 1/28/2016	603,091			
<u>1/28/2016</u>					
	Applied net position \$603,091 to reduce the tax levy	-603,091			
	Balance 1/29/2016	0			
<u>2/5/2016</u>					
	Reduce ABRSD FY17 assessment by \$292,685	292,685			

Reserves

A. Beginning Reserve Position

	Y1 (generated thru For FY14 Use (generated thru FY12 close)	For FY15 Use (generated thru FY13 close)	For FY16 Use Estimated	For FY17 Use Estimated	For FY18 Use Estimated	For FY19 Use Estimated
Certified Free Cash From Last Fully Completed Fiscal Year Stabilization	# \$7,080	\$7,407	\$9,376	\$7,665	\$5,873	\$4,173
Subtotal Certified Free Cash	# \$7,080	\$7,407	\$9,376	\$7,665	\$5,873	\$4,173
NESWC Available Balance	# \$1,529	\$1,329	\$1,000	\$0	\$0	\$0
Acton Portion of Certified E&D from Last Fully Completed Fiscal Year	# \$1,538	\$1,181	\$954	\$1,522	\$1,607	\$1,692
Total- Beginning Reserve Position	# \$10,147	\$9,918	\$11,331	\$9,187	\$7,480	\$5,865

B. Actual Annual Use Of Reserves Used In Budget

	Y1 FY14	FY15 Estimated	FY16 Estimated	FY17 Estimated	FY18 Estimated	FY19 Estimated
Certified Free Cash	# \$1,326	\$385	\$1,641	\$2,692	\$2,600	\$2,600
NESWC	# \$0	\$1,328	\$1,000	\$0	\$0	\$0
Transfer Into Stabilization Fund			\$2,000			
NESWC Fund Balance Reserved for Liability						
Overlay Surplus	# \$593	\$325	\$169	\$170	\$170	\$170
Acton Portion of Certified E&D	#	\$254				
Total- Actual Annual Use of Reserves Used In Budget	# \$1,919	\$2,290	\$4,810	\$2,862	\$2,770	\$2,770
Annual Percentage Of Reserves Used to Support Annual Budget?	# 2.21%	2.50%	5.95%	2.87%	2.7%	

C. Assumption of Reserve Replenishment Generated In Prior Fiscal Year

	(thru June 30, Thru Close of FY13; (Available for FY15)	(thru June 30, 2013 close)	(thru June 30, 2014 close)	(thru June 30, 2015 close)	(thru June 30, 2016 close)	(thru June 30, 2017 close)	(thru June 30, 2018 close)
Townwide Fiscal Year Turnbacks & Excess Revenues	# \$1,653	\$2,354	\$1,930	\$900	\$900	\$900	\$900
Town Savings from Reducing Acton Portion for ABRSD By Close of FY12 (5% Cap)	# \$0	\$0	\$0	\$0	\$0	\$0	\$0
FY12 Tax Title Principal & Interest	# \$0	\$0	\$0	\$0	\$0	\$0	\$0
Unused Warrant Articles, Land Titles	# \$0	\$0	\$0	\$0	\$0	\$0	\$0
NESWC adjustment exclude TSAR from "reserves"	# (\$200)	\$0	\$0	\$0	\$0	\$0	\$0
NESWC Fund Balance Reserved for Liability	#	\$1,000	\$0	\$0	\$0	\$0	\$0
Anticipation of Returning Acton Portion of ABRSD E & D By Close of FY12 (over 5% Cap)	# \$0	\$0	\$0	\$0	\$0	\$0	\$0
ABRSD Fiscal Year Turnbacks-Acton Portion	# \$237	\$25	\$737	\$254	\$254	\$254	\$254
Total- Assumption of Reserve Replenishment	# \$1,680	\$3,379	\$2,667	\$1,154	\$1,154	\$1,154	\$1,154

D. Year End Available Balance (A Minus B Plus C)

	Thru Close of FY13; (Available for FY15)	Thru Close of FY14; (Available for FY16)	Thru Close of FY15; (Available for FY17)	Thru Close of FY16; (Available for FY18)	Thru Close of FY17; (Available for FY19)	Thru Close of FY18; (Available for FY20)
Free Cash	# \$7,407	\$9,376	\$7,665	\$5,873	\$4,173	\$2,473
NESWC	# \$1,329	\$1,000	\$0	\$0	\$0	\$0
E&D Available Balance (EST) Acton portion only	# \$1,181	\$954	\$1,522	\$1,607	\$1,692	\$1,777
Total-Year End Available Balance	# \$9,918	\$11,331	\$9,187	\$7,480	\$5,865	\$4,250
Projected Year End Available Balance As A Percentage of Annual Budget?	# 10.83%	11.88%	11.23%	8.70%	6.65%	4.55%



ACTON-BOXBOROUGH REGIONAL SCHOOL DISTRICT

Superintendent's Budget - FY17
Acton Finance Committee
February 9, 2016

Budget Priorities for FY17

1. Identify staffing levels that support the social, emotional, and learning needs of our increasingly diverse and complex student body
2. Complete capital and educational needs assessment
3. Review class sizes K-12 and make staffing adjustments as necessary to meet policy guidelines for class size ranges

3

FY17 Budget Overview

- Includes reductions in class sections where appropriate
- Moves forward with long term plan (started last year) to address large caseloads in English Language Education, Special Education and Psychological Services
- Includes increasing in-district programming for students who would otherwise go out of district

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FY17 Preliminary Budget

FY16 Final Budget	\$79,749,882
FY16 Restated Budget *	\$80,296,395
FY17 Preliminary Budget	\$83,073,204
\$ Change	\$2,776,809
% Change	3.46%

* FY16 Restatement - to reclassify School Choice and Charter School Revenue offsets as expense, consistent with FY17 presentation.

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FY17 Preliminary Assessment

	FY17 Budget	% Change
Preliminary Budget	\$83,073,204	3.46%
Funding Sources	\$16,022,959	0.16%
Total Assessment	\$67,050,245	4.3%
Acton Assessment	\$55,547,097	4.5%
Boxborough Assessment	\$11,503,148	3.4%

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FY17 Funding Sources

- Ch. 70 flat except for \$25/pupil minimum aid
Update: Governor's budget funded Ch. 70 at \$20/pupil.
- Regional transportation at 60% – similar to 9C cut level FY15
- Regional Bonus Aid reduces 20% per year for 5 years; we are in year 3
- Use of E&D at \$200,000

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State Aid FY17: **\$15,822,959**

Funding sources are flat, rising 0.16% while the preliminary budget costs are rising 3.46%

	<u>FY17 Change</u>
• State Aid: Ch. 70	\$137,900
• Regional Transportation Ch.71	(\$76,283)
• Regional Bonus Aid	(\$37,200)
• Charter Reimbursement	<u>\$ 922</u>
• Total State Aid	\$ 25,339

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School Debt & Bond Rating

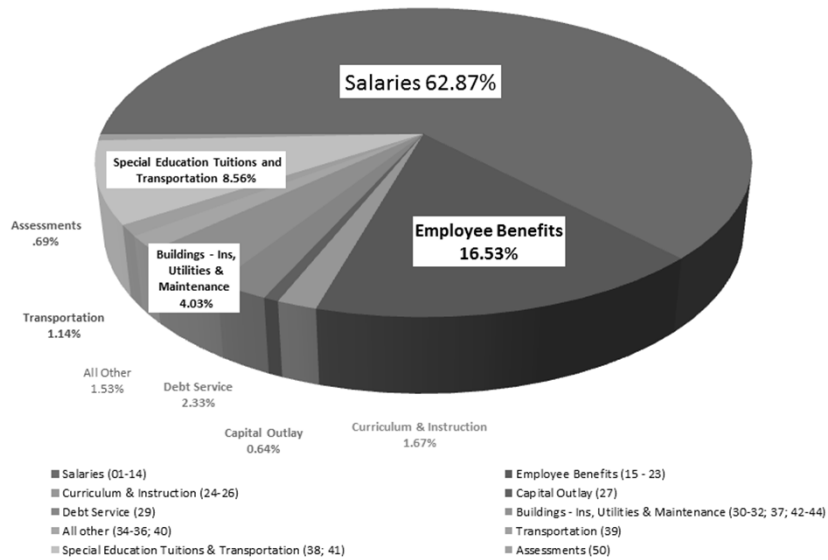
- ABRSD Bond Rating by S&P set at AAA in March, 2014
- Savings from Prop 2½ Excluded Regional Debt passed through to taxpayers in both towns of \$1,321,225 over 10 years
- Moody's update August 2015 affirmed Aa2 rating, *but noted negative outlook due to "limited financial flexibility as a result of three consecutive years of material fund balance declines"*

FY17 E&D History

E&D History					
E&D Certified					
FYE 6/30	ABRSD Budget	As of:	Amount	%	return to towns
2010	\$ 36,858,436	7/1/2009	\$ 1,545,953	4.19%	\$ 313,276
2011	\$ 38,228,410	7/1/2010	\$ 1,714,317	4.48%	
2012	\$ 38,502,351	7/1/2011	\$ 2,238,394	5.81%	
2013	\$ 39,114,804	7/1/2012	\$ 1,892,727	4.84%	
2014	\$ 41,571,900	7/1/2013	\$ 1,510,041	3.63%	
2015	\$ 76,455,123	7/1/2014	\$ 1,072,454	1.40%	
2016*	\$ 79,749,882	7/1/2015	\$ 1,800,000	2.26%	

* 2016 E&D Estimated

ABRSD FY17 Budget



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FY17 Appropriated Budget Major budget increase areas

Description	FY16	FY17	FY16 - FY17		% of total bud increase	How 3.46% is spent
			Increase \$	Increase %		
Salaries & Other Comp	50,776,545	52,228,875	1,452,330	2.9%	52.3%	1.81%
Total fringe & OPEB	13,172,836	13,735,542	562,706	4.3%	20.3%	0.70%
Sped tuition & transportation	6,798,598	7,110,212	311,614	4.6%	11.2%	0.39%
Utilities	1,630,499	1,825,133	194,634	11.9%	7.0%	0.24%
Capital & Debt	2,317,202	2,464,277	147,075	6.3%	5.3%	0.18%
Sub total	74,695,680	77,364,039	2,668,359	3.6%	96.1%	3.32%
All other	5,600,715	5,709,165	108,450	1.9%	3.9%	0.14%
Total budget	80,296,395	83,073,204	2,776,809	3.5%	100.0%	3.46%

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FY17 Expenditures:

FY17 Total costs increase 3.46%

Five major areas comprise 3.32% of the 3.46%:

Increase:

\$1,452K	1.81%	Salaries
\$ 563K	0.70%	Total fringe benefits, including OPEB
\$ 312K	0.39%	Special Ed Tuitions and Transportation, net of CB Reimbursement
\$ 194K	0.24%	Utilities
\$ 147K	0.18%	Capital outlay and Debt Service
\$ 108K	0.14%	All other areas
\$2,776K	3.46%	Total Budget increase FY17

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ABRSD OPEB History

Year	OPEB Contribution
FY13	\$236K
FY14	\$376K
FY15	\$506K
FY16	\$700K
FY17	\$800K
To date 6/30/17	\$2.618M

This amount reflects the District's commitment to funding this obligation with sustainable increases.

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Health Insurance

- Initial budget assumed 8% rate increase
January HIT meeting estimates 2% - 4%.
Lowered the budget to reflect 4% estimated rates
- Active Employees
Increase \$349,886 or 4.23%
- Retiree Health
Increase \$44,755 or 4.84%
Implementation of "EGWP" effective FY16 provided significant savings in retiree health Medex rates (from \$414 to \$292 or 29.5% reduction in rates).

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Special Education: FY17 Tuition

	FY 2016 Budget	FY 2017 Budget	Increase
Total Tuition	\$ 7,623,547	\$ 7,772,278	\$ 148,731
Circuit Breaker Offset	(2,353,596)	(2,489,000)	(135,404)
Net Special Ed Tuition	\$ 5,269,951	\$ 5,283,278	\$ 13,327

16

Special Education: FY17 Transportation

Total Increase \$298,287 or 19.5% over FY16:

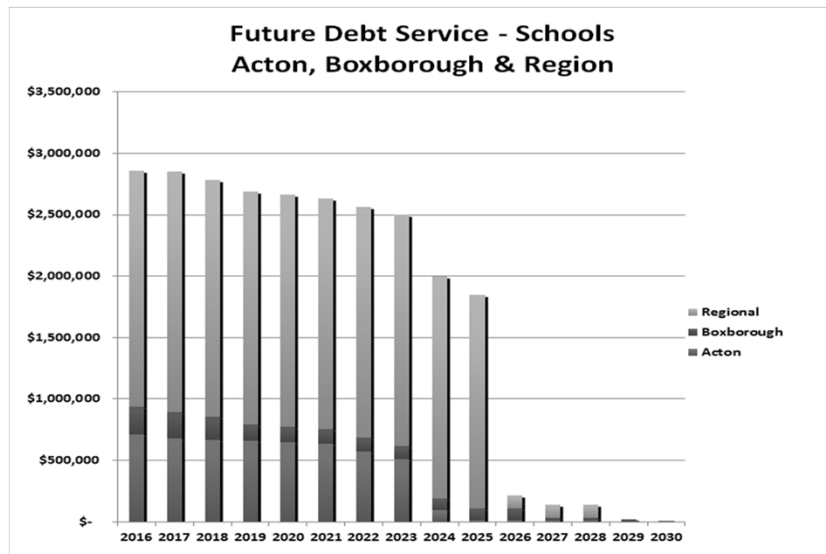
- \$115,000 Private vendor transportation
- \$ 50,000 Private Transportation increases for nurse and bus monitors for fragile students
- \$133,287 CASE transportation increase 9.5% - preliminary rates based on our usage 2 years ago in relation to the full collaborative.
- \$ 298,287 Total Increase

Capital Outlay – FY17 Facilities

LOCATION	DESCRIPTION	FY17 BUDGET
CENTRAL OFFICE	DORE & WHITTIER EXISTING CONDITIONS	50,000
BLANCHARD	HVAC CONTROLS	25,000
JUNIOR HIGH	FURNISH & EQUIP 2 LEARNING CENTERS	18,000
HIGH SCHOOL	CONCRETE REPLACEMENT**	25,000
MERRIAM / MCT	CARPET / TILE REPLACEMENT	10,000
CONANT	BUILDING HEAVING REPAIRS**	75,000
ADDITIONAL CAPITAL	OTHER PRIORITY NEEDS	70,000
Subtotal Facilities Capital		<u>\$ 273,000</u>

**Ongoing evaluation

Debt Service - FY16 to FY30



FY17 Uncertainties & Assumptions

- State Aid: Gov Budget at \$5 less per pupil
- CASE Assessment - estimated rates: Final rates voted at 0% to 1.8% increase v. budgeted 3%
- Health Insurance Trust - rates not voted yet: Reduced budget from 8% increase to 4% increase, per data presented to Health Ins Trust. Rates to be voted late February.
- Circuit Breaker - Budgeted 68%
- Regional Transportation – Budgeted 60%

FY17 Salaries

- Overall Salary Increase for all staff is 2.86%
- Salary increase for teaching salaries is 3.39%
 - Includes new positions and reduced positions
 - Cost of contract to move all current teachers forward is 3.65%
 - 12 teacher retirements budgeted at reduced salary and includes Early Retirement Incentive
- Contracts
 - Office Support Association expires June 30, 2016
 - AFSCME Custodial/Maintenance expires June 30, 2016
 - ABEA Teachers, Counselors and Nurses expires June 30, 2017

Classroom Section Planning

	Peak	FY15	FY16	FY17	FY18	FY19	FY20
Acton K-6	108	104	103	101	98	94	90
Boxborough K-6	31	20	18	18	18	17	16
Total K-6	139	124	121	119	116	111	106

Pathways K-3 Special Ed Program

- To serve 6 preschool students as they move to Kindergarten. Without this program, the students would go out of district.
- If they went out of district, the out of district costs including transportation would be \$549,666.

Position	FTE	Salary	Health Ins	Total Cost
Special Educator	1.0	\$54,000	\$19,000	\$73,000
Behavioral Specialist (BCBA)	0.3	\$16,200		\$16,200
Occupational Therapist	0.3	\$16,200		\$16,200
Speech and Language	0.3	\$16,200		\$16,200
Shift 4 assistants from other programs		0		0
Total Staffing Costs	1.9	\$102,600	\$19,000	\$121,600

Personnel Additions - Tier 1

- Highest Priority new positions
- Continuation of multi-year plan

Position	FTE	Salary	Health Ins	Total Cost
JH Special Education Learning Center	2.0	\$108,000	\$38,000	\$146,000
ELL Teachers	1.4	\$75,600	\$19,000	\$94,600
Elementary School Psychology	0.8	\$56,000		\$56,000
Total Tier 1 Staffing Costs	4.2	\$239,600	\$57,000	\$296,600

Personnel Additions - Tier 2

- High Priority new positions included in budget
- Continuation of multi-year plan

Position	FTE	Salary	Health Ins	Total Cost
ELL Teacher	0.6	\$32,400	\$19,000	\$51,400
0.3 Speech and Language	0.3	\$24,000	\$19,000	\$43,000
0.6 Elem Special Ed Learning Center - Merriam move from 0.4 to full time	0.6	\$32,400	\$19,000	\$51,400
Finance Payroll (salary is 0.5 FTE transferred from a reduction of another position)			\$19,000	\$19,000
Phase in of Strings Program	0.4	\$21,600		\$21,600
Total Tier 2 Staffing Costs	1.9	\$110,400	\$76,000	\$186,400

Personnel Additions Summary

	FTE	Salary	Health Ins	Total
Section Reductions	-2.0	(\$93,000)	(\$38,000)	(\$131,000)
Pathways Staffing	1.9	\$102,600	\$19,000	\$121,600*
Tier 1	4.2	\$239,600	\$57,000	\$296,600
Tier 2	1.9	\$110,400	\$76,000	\$186,400
Total Personnel Changes	6.0	\$359,000	\$114,000	\$473,600

***Without the addition of the Pathways Program, we would need to include a projected increase of \$550,000 in out of district collaborative tuition costs.**

Deferred Personnel - Tier 3

- Priority positions **not included** in budget
- Continuation of multi-year plan - included in FY18 projections

Position	FTE	Salary	Health Ins	Total Cost
Elementary Literacy and Social Studies specialist/coach	1.0	\$65,000	\$19,000	\$84,000
Additional ELL Teacher	1.0	\$54,000	\$19,000	\$73,000
Strings Program (remaining .6 to have program in grades 4-12)	0.6	\$32,400	\$19,000	\$51,400
Additional Groundsman (Offset by savings in overtime)	1.0	\$25,000	\$19,000	\$44,000
Additional 3rd Grade section to reduce class size	1.0	\$54,000	\$19,000	\$73,000
Additional 2nd Grade at Blanchard section to split multi-grade	1.0	\$54,000	\$19,000	\$73,000



Summary & Conclusion

FY17 Preliminary Budget Summary

This budget proposal:

- Is reasonable, responsive and appropriate in meeting student needs
- Attempts to minimize the impact on taxpayers through efforts to establish newly identified resources through a phased approach
- Meets our current known contractual and legal obligations
- Centers around staffing levels deemed necessary with 78% of the total budget supporting contractual commitments

FY17 Preliminary Budget Summary

In addition:

- Includes measured enhancements to expand the level of services to meet the needs of our complex student population
- Includes calculated reductions in response to declining enrollment
- Includes a small commitment to new program growth within the performing arts
- Supports modest funding for capital improvements
- Creates the capacity to add an in-district Special Education program that allows some elementary students the chance to remain in-district

FY17 Preliminary Budget Summary

- Total proposed operating budget is \$83,073,204
- \$2,776,809 increase from FY16 or 3.46%
- Overall assessment: \$67,050,245
- Acton Assessment: \$55,547,097 or 4.5%
- Boxborough Assessment: \$11,503,148 or 3.4%

- We appreciate your support

Office of the Superintendent
Acton-Boxborough Regional School District
16 Charter Road
Acton, MA 01720
978-264-4700
www.abschools.org

Prior to the FY17 Budget Saturday presentation on 1/23/16, the District Administration received a number of questions from the Acton Finance Committee. Please see our responses below.

Regards,
Glenn Brand
Superintendent of Schools
2/9/16

Q1: As I understand it, part of the planned 2017 facilities study was paid for in FY 16 with unspent funds from other categories. Why was this sum not taken out of the proposed FY 17 budget?

A: With the increased interest at multiple levels regarding capital planning, and encouragement from a variety of School Committee and town leaders to explore options that there might be to begin the study as quickly as possible, the administration put forth a recommendation to the School Committee to consider allowing us to use available funds from the current FY16 budget. They supported this direction and this will allow the study to culminate about six months sooner than anticipated. The Committee supports retaining this \$70K in FY17 to address other capital priorities given that we had close to \$1 million in needs identified.

Q2: The proposed Acton assessment is \$55.8 million. A few years ago when K-12 regionalization was proposed, the School Committee projected an Acton assessment that was \$1.6 million dollars lower for FY 17. Why were the projections so in error?

A: Those estimates were made two to three years ago and they were preliminary projections. In particular, they overestimated the state aid that actually materialized. In addition, some unforeseen expenses, such as Middlesex Retirement, were not anticipated.

Q3: The table on comparable communities shows that comparably sized (by number of pupils) school programs in Belmont, Winchester, and Westford achieve quite good student results, but they spend \$1,000 to \$1,500 less per pupil. Has the administration looked to these communities to see what cost saving practices AB might adopt?

The administration most certainly looks with interest to learn about best practices in other districts. We have not, however, specifically looked at these purely in an economical comparative sense for a number of reasons. Each and every district is quite distinct and the

actual necessary costs for towns as compared to regional settings differ significantly. While the end-of-year financial reporting system that DESE has in place attempts to quantify total related costs from town sectors in their contribution to the overall operation of the district, it is not possible to entirely capture these all. For example, in some towns all of the utilities and even the custodial services fall under the town expense side and they fund these expenses. But in some cases, a custodian employed by the town could both serve part-time to help clean a school and then clean the fire station as well. Thus, total costs can never completely and accurately show up on the DESE reporting sheets.

Q4: Community Education and the Driving School have reserves equal to 50 % of those of the District E and D, and do not appear to pay rent or utilities. Why shouldn't these programs pay additional indirect charges?

A: Community Education actually pays quite a bit of district expenses including second shift custodians at many schools. We will look to explore charging utilities there in the future but we have been using funds for various staffing and capital needs.

Q5: Since E and D funds are used to reduce assessments, why shouldn't some of Community Education and the Driving School reserves be used to reduce assessments?

The revenue from these funds are restricted in that they are not able to be used for purposes other than to support the operations of the programs and/or contribute to direct costs for their use of building (i.e. capital replacement and related purchases).

Q6: Further to Bob's question on per pupil spending - according to the breakdowns on the DESE FY14 per pupil spending, Westford spends 40% on Classroom Specialist Teachers while Acton spends 36% and AB spends 34% in the same category. For Administration, Westford spends 3% while Acton spends 5% and AB spends 4%. The comparable State Averages are 37.5% and 3.4% respectively. Why do we spend less than the state average % on Classroom and specialist teachers? Why do we spend more than the state average on administration?

There is no specific answer that the administration could provide to this question without having the time to thoroughly review every aspect of their organization and all staffing assignments from top to bottom. However, variations in class sizes, the level of curriculum leadership provided throughout a district to support teachers, local decisions to have such positions as assistant principals are all examples of the kinds of things that can significantly alter the costs.

Q7: Acton's growth in education costs has outstripped the growth in tax levy in the five years between FY12 and FY17 (see below). Given the traditional 70 30 split of tax revenue, a gap of \$3,205,356 or \$641,071 per year occurs.

	FY 12	FY17B	% Year Growth
APS	\$ 26,113,719		
Less Chap 70	\$ (5,188,231)		
	\$ 20,925,488		
ABRSD Assessment	\$ 25,096,678	\$ 55,919,171	
Total	\$ 46,022,166	\$ 55,919,171	\$ 9,897,005
Acton Tax Levy	\$ 66,680,454	\$ 76,239,952	\$ 9,559,498
70/30 Split			
Schools	\$ 46,676,318	\$ 53,367,966	\$ 6,691,649
Gap			\$ 3,205,356
			\$ 641,071

Do the Schools have plans to reduce costs in line with revenue growth?

Revenue is projected to be flat and increased costs that are associated with providing the necessary and appropriate services to deal with our growing student population outstrip the ability to level fund increases in expenses. Plans to mirror the revenue would necessitate significant cuts to currently provided services including class size changes that would not comply with current class size policy set by the School Committee.

The reality is that this is a problem faced state-wide by districts that are only receiving minimal aid growth in Chapter 70.

Q8: Do the schools plan to participate with the Town in another round of Coalition Bargaining on Health Insurance Costs?

A: We did bring back the Health Insurance Working Group last spring to implement significant savings to retiree health insurance. We are talking with the town about bringing the groups back in the next few months.

Q9: What was the total number of sick days used by certified staff in the past 3 years?

	<i>Number of Cert Staff</i>	<i>Sick Days</i>	<i>Long Term Sick (Maternity/Medical)</i>
2014-2015	451	2310	961
2013-2014	455	2268	538
			<i>(Includes Boxborough due to the merging of attendance systems July 1, 2013)</i>
2012-2013	408	1994	610 <i>(Does not include Boxborough)</i>

Q10: I would like to know the breakdown of class segment size. Rather than just an average, I would like to know, for example, that there are three segments of class x at school y and in each segment there are #,#,#, of students.

This information has been previously provided by the administration to Jason Cole and monthly updates are included in each School Committee packet.

Q11: Second question is more of a philosophical one - given the projection of declining student enrollment, what changes do the schools anticipate making? When determining staffing/teaching levels, how many years in advance do they have to estimate and as a result of that do they have to rely upon projections?

I believe that the administration has provided a response to this through specifically the budget presentation on Budget Saturday. The information shared provided an established plan to reduce elementary sections in a corresponding way to declines in enrollment if the projections hold to what is anticipated.

Office of the Superintendent
Acton-Boxborough Regional School District
(978) 264-4700
<http://www.abschools.org>

TO: Acton-Boxborough Regional School Committee
FROM: Glenn Brand, Superintendent
DATE: February 11, 2016
RE: Recommendation for FY'17 Acton-Boxborough Regional School District
Budget and Assessments

Recommendation for FY'17 Acton-Boxborough Regional School District Budget and Assessments

MOTION: that the total appropriation for the Acton-Boxborough Regional School District for the fiscal year of July 1, 2016 through June 30, 2017 be set at \$83,073,204, and that member towns be assessed in accordance with the Education Reform Law and the terms of the Regional Agreement and amendments thereto as follows: Acton \$55,547,097, Boxborough \$11,503,148, remainder to be accounted for by the Anticipated Chapter 70 Aid in the amount of \$14,531,276, Anticipated Charter School Aid in the amount of \$27,683, Anticipated Regional Bonus Aid in the amount of \$74,000, Anticipated Chapter 71, Section 16C Transportation Aid, in the amount of \$1,190,000, and a transfer from E&D Reserves in the amount of \$200,000.

ACTON-BOXBOROUGH REGIONAL SCHOOL COMMITTEE (ABRSC) MEETING

Library
R.J. Grey Junior High School

February 11, 2016
7:00 p.m. Open FY17 Budget Hearing
7:30 p.m. ABRSC Regular Business Meeting

AGENDA

The ABRSC will be called to order at 7:00 p.m. for the FY17 Budget Hearing (*see separate agenda*). The ABRSC Regular Business Meeting will begin at 7:30 p.m. or following the Hearing, whichever is later.

1. **Chairman's Introduction** – Annual Spring Town Elections
2. **Statement of Warrant & Approval of Minutes**
 - 2.1. ABRSC Meeting of 2/4/16
3. **Public Participation**
4. **Superintendent's Mid Cycle Goal Review** – *Glenn Brand*
 - 4.1. DESE Model Evaluation Process for Superintendents, pages 6 & 7
 - 4.2. Superintendent's Memo
5. **Recommendation to Revise FY17 School Calendar - Possible No School on Tuesday 10/11/16 and Addition of Early Dismissal Days** – Second Reading - **VOTE** – *Glenn Brand* (due to no school scheduled for 10/10/16 and 10/12/16)
6. **Draft ABRSC Letter to Commissioner Chester re Conflict between DESE's Recommendation for March Vacation Week and Standardized Testing Schedules** – *Maya Minkin, Kathleen Neville*
7. **Assistant Superintendent of Student Services Search Update** – *Marie Altieri (oral)*
8. **ABRSD Capital Study Update** – *Glenn Brand (oral)*
9. **Subcommittee Reports**
 - 9.1. Budget – *Maria Neyland (oral)*
10. **School Committee Member Reports**
 - 10.1. Acton Leadership Group (ALG) – *Kristina Rychlik, Paul Murphy*
 - 10.1.1. Minutes of meeting on 1/28/16 (REVISED)
 - 10.1.2. Materials from meeting on 2/9/16
 - 10.2. Boxborough Leadership Forum (BLF) – *Maria Neyland*
 - 10.3. Health Insurance Trust (HIT)– *Mary Brolin*
 - 10.4. Acton Finance Committee – *Kristina Rychlik, Deanne O'Sullivan*
 - 10.5. Acton Board of Selectmen – *Mike Coppolino, Paul Murphy*
 - 10.6. Boxborough Finance Committee- *Mary Brolin*
 - 10.7. Boxborough Board of Selectmen – *Maria Neyland, Brigid Bieber*
 - 10.8. Minuteman Technical Vocational School (MMT) Update – *Diane Baum*
 - 10.8.1. Boxborough Special Town Meeting – February 24

See warrant: <http://www.boxborough-ma.gov/home/urgent-alerts/special-town-meeting-wednesday-feb-24-2016>

- 10.9. Informational Meeting: Tues, **Feb 9 at 7 p.m.** in Sargent Library, Boxborough
PTO/PTSO/PTF Co-Chairs– *Deanne O’Sullivan*

11. **Superintendent’s Report/Updates** – *Glenn Brand (oral)*

12. **FOR YOUR INFORMATION**

- 12.1. January Discipline Reports – ABRHS and RJGJHS
12.2. Monthly Student Enrollment, February 1, 2016

NEXT MEETINGS:

- Feb 24 Boxborough Special Town Meeting re Minuteman Tech School
Mar 3 ABRSC Meeting 7:00 p.m. in the Jr High Library
Mar 17 ABRSC Meeting 7:00 p.m. in the Jr High Library (*School Choice Public Hearing*)

SUPERINTENDENT’S COMMUNITY MEETING:

- Tuesday, Feb 23 at 7:00 p.m. in the Acton Memorial Library

Dr. Brand welcomes any and all members of our Acton-Boxborough community to the second of his evening forums. Topics will include the FY17 School Budget, the extensive Capital Study being done for the School District, the revision of the District's Strategic Plan and anything else that people would like to discuss.

ACTON-BOXBOROUGH REGIONAL SCHOOL COMMITTEE (ABRSC) MEETING
DRAFT MINUTES

Library
R.J. Grey Junior High School

February 4, 2016
7:00 p.m.

Members Present: Diane Baum, Brigid Bieber, Mary Brolin, Michael Coppolino, Amy Krishnamurthy, Maya Minkin (left at 9:00 p.m.), Paul Murphy, Kathleen Neville, Maria Neyland, Deanne O’ Sullivan (7:50 p.m.), Kristina Rychlik

Members Absent: none

Others: Marie Altieri, Marilyn Bisbicos, Deborah Bookis, Clare Jeannotte, Glenn Brand, Beth Petr, Lee Dore and Associates from Dore and Whittier

1. The ABRSC was called to order at 7:02 p.m. by Chairwoman, Kristina Rychlik.
2. **Chairman’s Introduction** – Annual Spring Town Elections
3. The Chair informed the Committee that three people have pulled papers from Acton for the two School Committee seats: Kristina Rychlik, Ms. Frances Cook and Ms. Yi Zhang.
4. **Statement of Warrant & Approval of Minutes**
 - 4.1. The minutes of meetings on 1/23/16 and 1/14/16 were approved by the Committee.
 - 4.2. Warrants #16-015PR dated 1/21/16 in the amount of \$2,378,834.83, #16-016 dated 1/28/16 in the amount of \$3,383,990.22 and #16-016PR dated 2/4/16 in the amount of \$1,949,772.81 were signed by the Committee.
5. **Public Participation** - none
6. **ABRSD Capital Study Report** – Glenn Brand, Lee Dore and Associates from Dore & Whittier
 - 6.1. Phase I: Existing Conditions Study Final Report Slides (*Report to be brought to meeting*)
 - 6.1.1. Executive Summary & Introduction and Background
 - 6.2. District Capital Study Phase II Memo
 - 6.3. School Capital and Space Planning Committee Memo (*from 1/14/16 meeting*)
 - 6.4. <http://www.abschools.org/district/school-capital-and-space-planning>

Lee Dore presented the Master Plan, Phase I: Site and Building Assessments Final Presentation. Over the previous months, he and his team evaluated the physical condition of each building and site. They presented their recommendations with prioritization and cost estimates for repair or replacement. A Capital Improvement Plan (CIP) is prioritized by “immediate needs” (1-2 years), “short term needs” (3-6 years) and “long term needs” (7+ years). A comprehensive Plan was presented totaling \$120,200,650. Phase I took place from July 2015 – December 2015.

Lee then presented a Phase II Study Overview - Educational Visioning and Master Plan Study, that will run from February – November 2016.

Dr. Brand described Phase II’s two new groups, to be overseen by Dore & Whittier. The “Working Group”’s 12 members will meet every two weeks. They will not make specific long term decisions. The “Visioning Team” will consist of 78 members who will meet for three full day sessions on March 18, April 28 and September 15. They are charged with providing feedback/recommendations that will inform the building, renovation, and repair of the school buildings to provide modern learning spaces for decades to come.

The Committee discussed the MA School Building Authority (MSBA) process. Lee explained that applying to get on the MSBA list for reimbursement consideration is not a commitment, although there must be a focus on level. They want to work with school districts to find the best solution to their school building needs so there is some flexibility on the schools' part after applying.

Dollars in the study have not been adjusted for inflation. They are consistent dollars and every year will have to be refigured. All costs are assumed the District went out to bid, although some of the work could probably be done in house, saving some money.

Regarding triggers that would mean a building would have to be entirely brought up to code, when doing work "piecemeal", a 3 – 5 year time period must be considered to see if a trigger is set off.

Looking at slide #20, "Capital Improvement Plan – Overview", Kristina confirmed that anything in the immediate category, that the district includes in the FY17 budget now is not included in this total. Lee confirmed that these are renovation costs, not replacement costs. The estimates include upgrades to lighting and plumbing as the years go on to get better efficiency as technology changes.

Lee stated that the approximate cost for building a new school is \$400 per square foot, however state reimbursement may bring that down by 50%. The state has certain caps for reimbursement so the details must be very carefully reviewed. The current assessed value of the Douglas School is \$6 million so the trigger will be hit quickly. The same is true for Conant and Gates.

Brigid Bieber asked what the down side of getting in line with the MSBA now could be, when the District has just begun the study. Lee said that he does not see a down side. It is open enrollment to submit a Statement of Interest until April 8. He feels that the District has sufficient need to begin that process to be considered for the funding reimbursement. The process takes years. The MSBA will require that a priority project be chosen, not all 4 schools at once. Gary Kushner (Boxborough Finance Committee) asked if the Blanchard roof and windows are included as high priority because they were going to do that work fairly soon. JD said that Dore & Whittier's full report would be posted soon and he will check that.

Dr. Brand stated that this work will help in developing a district wide Master Plan. This Report tells us what needs to be fixed, but it is not a Master Plan. The Master Plan will link together the Phase I Working Group and Phase II Visioning. Mary Brolin stated that it is great that there are student reps on these committees. Jason Cole (Acton Finance Committee) asked if these two groups replace the Capital Committee. They do not. They are in addition.

In response to Mary Brolin's question of whether the School Committee should consider getting on the MSBA list now, Dr. Brand will respond at the Feb 11 School Committee meeting after talking to Lee Dore.

7. **FY17 Final Budget Recommendation** – Glenn Brand, Clare Jeannotte

See material posted for meeting on 1/23/16: <http://www.abschools.org/school-committee/meetings-agendas-packets-and-minutes>

7.1. Memo re Release of the Governor's Budget and Expenditure Changes – Clare Jeannotte

6.3.2 MASC Legislative Bulletin from Stephen J. Finnegan, 1/28/16

Clare Jeannotte reviewed the Governor's budget stating that Chapter 70 funding only went up 1.6% which is smallest amount in years. She noted how it is to work with a negative inflation factor when costs like health insurance and others are going up. Most categories are level funded, including transportation and circuit breaker. She will keep the budget assumptions as is. Regarding expenditure changes, CASE tuition is increasing 1.8% instead of 3% so that is favorable. A revised Table 6 is in

the packet. Due to more accurate assessments now compared to Budget Saturday (due to timing), she will submit a new vote motion for the February 11 School Committee meeting.

In response to being asked how the HIT rate could be decreased from and 8% increase to a 4%, Mary Brolin stated that now there is data. The 8% assumed by HIT was being conservative in November (with almost no claims yet for the new school year at that time). Now they have the data for the calculations. Last year was an 11% increase. Town of Acton is also changing their rate to 4% and all are comfortable. Mary agrees with Clare's approach. Mary will check with Peter before the meeting on February 11th to confirm that there are no surprises regarding this.

7.2. Questions, Comments, Input from Budget Saturday Presentations (*oral*)

7.2.1. Financial Community Comparables Study Suggestion – *Michael Coppolino*

Dr. Brand has been working on answers to some of the Finance Committees' questions and will distribution them to School Committee as soon as possible.

Following up to his suggestion at Budget Saturday, Mike Coppolino suggested that the District look at three towns that spend more than ABRSD and three towns that spend less. He asked for assistance from the Finance Committees, and others. He does think it would be appropriate to just rely on Regional Financial Task Force. He hopes to have a report in time for the Summer workshop. He feels it should involve more than just looking at the DESE website. Contacting other School Committees could be a good first step.

Paul Murphy asked if an intern could be used. Kristina Rychlik stated that everyone has a lot on their plates right now, so an intern might be a good idea. Maria Neyland asked if the Committee has the "bandwidth" to do this. She doesn't feel non School Committee and School Administrators should be in this group. She wants to see it start with the summer workshop. She suggested that someone could confirm what Administrators and staff are doing now related to this task, discuss that at the workshop, and then decide how/if it should move forward. Brigid Bieber suggested that a High School senior might like to do it in the spring, although someone would have to manage them.

Mike Coppolino offered to spearhead the activity. He will come back to School Committee with the towns that he proposes to use for their approval. He thinks a finance committee member from each town and a community member from each town could do it. He will provide a report with the data to act on or not at a future School Committee meeting.

Clare Jeannotte stressed the importance of having someone who understands the end of year reports be part of this group, or advise this group, to avoid misinterpretations. Mary Brolin agreed strongly, citing OPEB and Health Insurance as two examples of how things can be very different from District to District. Maria Neyland expressed concern that Clare would have to work with the group on this, and she does not have the time right now to do that. Diane Baum thought that the group would review the DESE website for pupil costs, then look at key things that are different in the communities and then look at best practices. She agrees that the summer timeframe is best.

It was the sense of the Committee that Mike Coppolino would put together a proposal for the Committee for them to consider at a future meeting.

7.3. FY17 ABRSD Budget and Assessments voted on 1/23/16

A revision will be brought to School Committee on February 11.

8. **FY16 Second Quarter Report** – *Clare Jeannotte*

Clare Jeannotte reported that the financial status is good at this point in the school year. The usual areas including special education transportation and tuition are being monitored. Legal resources are

also being watched. She thanked the members of the Acton and Boxborough Finance Committees for attending the meeting.

9. **Recommendation to Revise FY17 School Calendar - Possible No School on Tuesday 10/11/16 and Addition of Early Dismissal Days** – First Reading – *Glenn Brand*

The Administration proposed that the Committee consider making Tuesday 10/11/16 a no school day because the FY17 School Calendar (voted 11/19/15) has no school on 10/10/16 (Columbus Day) and 10/12/16 (Yom Kippur). The assumption is that many families will keep their children out of school on 10/11/16 to take advantage of 5 consecutive days off.

The Administration considered making 10/11/16 a professional development day for staff only, but with a very heavy Election Day expected on 11/8/16 that is a definite professional day and having the other two professional days before school starts has worked very well in the past.

Marie Altieri noted that the early release days are also being proposed and the School Committee is asked to approve them as well.

Amy Krishnamurthy agreed with the proposal. Kathleen Neville disapproved of any additional days off especially for the High School's Advanced Placement classes. It is also hard for working parents to take a day off like this for childcare. This is particularly true if it makes the last day of school a Monday, as this would. Maria Neyland agreed with Kathleen, and expressed frustration about taking another day off and adding it to the end of June, given the three no school days the District has due to religious holidays. Maria is against the proposal unless the date is made a professional day. Mary Brolin asked if the Administration had considered taking a day or two off of the February or April vacation. They had not. She stated that having the last day of school on Monday, February 19th would not be an educational day.

Dr. Brand appreciated the feedback. The Presidential Election Day in November could not be considered for a school day with students because the Jr High and Conant are polling places.

Regarding the early dismissal for parent conferences, Kristina Rychlik has received complaints that these are only scheduled during the day. The teachers' contract says conferences can be formally scheduled for an evening if teachers are paid for an additional day. Most schools are fairly flexible about scheduling conferences now.

When asked how the staff feels about the proposal, Marie Altieri offered to survey them, but they have talked with Principals and Cabinet Members about this already.

10. **MCAS 2016 Testing Changes** – *Deborah Bookis*

Deborah Bookis reviewed the changes as outlined in a memo that she received on 1/8/16. The Spring 2016 MCAS tests in grades 3-8 ELA and mathematics will be augmented by a limited number of PARCC items to help make statewide comparisons easier and offer students and staff a change to experience PARCC items.

Kristina Rychlik mentioned an email that was just sent to the Committee from Scott Smyers (see FYI). He asked for the School Committee to respond to Acton parents (who passed a resolution against more testing) and the MA Teachers Association (MTA)'s strong stance promoting opting out/refusing testing and the action at the State House. Kristina stated that the School Committee has clearly expressed sentiment against over testing. She will craft a response for the Committee to consider at their next meeting.

Paul Murphy is concerned that MCAS 2.0 will start to look like the PARCC tests. Brigid Bieber agreed. She reviewed the link in the email and is very concerned about testing overload. She advocated for the Committee to encourage a love for learning and only measure/test what is necessary. She wants to focus on the Budget and Town Meeting right now, although she appreciated the email and the information in the links. Maria Neyland is not sure the Committee can take a stand on the opting out issue. She appreciated the email and agrees that the Committee has already gone over the issue.

11. Assistant Superintendent of Student Services Search Update – Marie Altieri

11.1. Announcement of Finalists

11.2. Schedule/Community Forum on Monday, Feb 8 at 7:00 p.m. in the Jr High Library

Marie Altieri reported that the Committee was pleased with the candidate pool and three finalists. She encouraged the public to attend the community forum to meet them on February 8th.

12. Kindergarten Registration Update – Marie Altieri

Marie Altieri updated the Committee. An online registration process is being used for the first time in March. The General Information Session was held on January 12 and was very successful.

13. Subcommittee Reports

13.1. Budget – *Maria Neyland reported that at their meeting on 1/27/16, they discussed the FY17 proposed budget, Phase II of the Existing Conditions Study and the Audit Services Contract.*

13.2. Policy –

13.2.1. **Minutes**, File: BEDG – Second Reading – **VOTE** - *Brigid Bieber*

Mary Brolin move, Amy Krishnamurthy seconded and it was unanimously, **VOTED**: to approve the Minutes policy as presented.

13.2.2. **Physical Restraint of Students**, File: JKAA - *Bonnie Bisbicos*

This will be taken up at the 3/3/16 School Committee meeting.

13.3. School Liaison Updates (*oral*)

Maria Neyland reported that Blanchard is having an auction on May 14.

14. CONSENT AGENDA: Glenn Brand

14.1. Recommendation to Accept Exxon Mobil Educational Alliance Math & Science Grant of \$500 from the West Acton Mobil Mart to the Gates School – **VOTE**

14.2. Recommendation to Accept Alliance Energy LLC Grant of \$500 from the East Acton Mobil to the R.J. Grey Junior High School - **VOTE**

14.3. Recommendation to Accept Gift from Target Field Trips/Scholarship America of \$700 to the Conant School – **VOTE**

14.4. Recommendation to Accept Acton Boxborough Cultural Council Grant of \$500 and the MA Cultural Council STARS Residency Grant of \$2,500 to the Gates School – **VOTE**

14.5. Recommendation to Accept Gift from the Patterson Family Foundation/Scholastic Reading Club of \$3,000 to the Blanchard School - **VOTE**

Kristina Rychlik moved, Mary Brolin seconded and it was unanimously,

VOTED: to approve the Consent Agenda as proposed.

15. School Committee Member Reports

15.1. Acton Leadership Group (ALG) – *Kristina Rychlik*

15.1.1. Minutes of meeting on 1/7/16 (revised 1/25/16)

15.1.2. Materials from meeting on 1/28/16

15.1.2.1. Charge of the Town of Acton Capital Improvement Planning Committee

Kristina reported that the Town asked if the schools would participate and she said they would. They will bring the results of the School District's study from Dore and Whittier.

15.2. Health Insurance Trust (HIT)– *Mary Brolin*

- 15.2.1. Independent Auditor's Final Report: Financial Statements & Management's Discussion and Analysis for Years ended 6/30/15 and 6/30/14 (replaces Draft in Binder Tab 20)
 - 15.3. Acton Finance Committee – Kristina attended on Jan 26. MMT and the Acton Community Senior Center were on the agenda. The Schools will be presenting next Tuesday night.
 - 15.4. Acton Board of Selectmen – Mike Coppolino
 - 15.5. Boxborough Finance Committee- Mary Brolin will meet with the FinCom soon.
 - 15.6. Boxborough Board of Selectmen – Maria Neyland reported that Boxborough 2030 presented to BOS and Planning Board and their Plan was accepted and is on their website. She thanked Town Planner Adam Duchesneau.
 - 15.7. Minuteman Technical Vocational School (MMT) Update – Diane Baum reported that the New Agreement was passed decidedly at the Acton Special Town Meeting February 2.
 - 15.7.1. Boxborough Special Town Meeting – February 24
Informational Meeting: Tues, **Feb 9 at 7 p.m.** in Sargent Library, Boxborough
Questions may come up depending on whether Boxborough votes to withdraw or not, and it might need to be discussed with the School Committee. It is unclear at this time.
- 16. Superintendent's Report/Updates – Glenn Brand**
- 16.1. Interschool Council
The first meeting is on March 1, followed by May 2. Dr. Brand proposes to use this group for two way communication, to seek newsworthy items from each of their schools. He hopes to meet 4 times next year.
 - 16.2. Superintendent's Wellness Committee (*oral*)
This group is focused on student wellbeing and health specifically related to sleep. They are also subdivided into committees and will bring recommendations re school start times in the middle of April.
 - 16.3. Superintendent's Safety Task Force (*oral*)
This Task Force has representation from all schools and our police. It is large but divided into 3 subcommittees. The alternative lockdown committee, including Officer Keith Campbell and Jr High Assistant Principal, Jim Marcotte recommended to Dr. Brand that the district pursue the ALICE program for the safety of our students and staff. He supports this recommendation without reservation and it will be implemented over the next couple of months. Community Forums will take place as well as training for staff and students. The program will be rolled out in the fall. Mike Coppolino participated in this training a few years ago at his school district and he supports it. This will allow us to align our whole district with one program. Blanchard has used it for a number of years. Maria Neyland is on this subcommittee and encouraged people to attend the forums.

The ABRSC adjourned at 10:00 p.m.

Respectfully submitted,
Beth Petr

List of Documents Used: See agenda

The Model Evaluation Process for Superintendents

Standards, Indicators, and Rubric

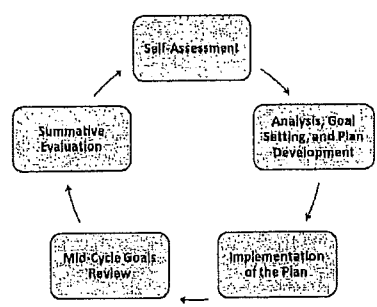
This Implementation Guide contains Standards and Indicators of effective superintendent practice that are based on the Standards and Indicators of effective administrative leadership practice detailed in the regulations.⁵ As required by the regulations, the Standards and Indicators have been turned into a rubric that specifies the elements of each indicator and then describes the elements at four levels of performance: *Unsatisfactory*, *Needs Improvement*, *Proficient*, and *Exemplary*.

A rubric is a critical component of the regulations, required for every educator. Rubrics are a tool for making explicit and specific the behaviors and actions present at each level of performance. They can foster constructive dialogue about performance expectations and how to improve practice. Used well, the rubrics prompt careful analysis, thoughtful discussion and constructive feedback. They may need to be adapted to match the job responsibilities of superintendents in large districts in which other district administrators may be directly responsible for some functions that in smaller districts are performed directly by the superintendent. These and other differences in local context can be explored in the discussion of the rubric. It should be noted that the superintendent can use the rubric as the starting point for developing expectations for assistant superintendents and other district-level administrators since many of the Indicators and elements appropriate for superintendents also are appropriate expectations for other district administrators. Collective bargaining is required in the case of evaluation of administrators not employed under individual employment contracts, as are superintendents, principals and some district administrators.

Annual Five-Step Cycle of Continuous Improvement

This Implementation Guide is organized around the five-step cycle required for all educators, a centerpiece of the new regulations designed to have all educators play a more active, engaged role in their professional growth and development.

Under the regulations, evaluation is an annual process beginning with self-assessment and concluding with summative evaluation and rating of the educator's impact on student learning. It also is a continuous improvement process in which evidence from the summative evaluation and rating of impact on learning become important sources of information for the superintendent's self-assessment and the district's subsequent goal setting.



⁵ CMR 35.05 requires districts to have a system for evaluating superintendents that "reflects the purposes" in the regulation and "adapts the Standards and Indicators for Effective Administrative Leadership and the procedures" in the regulation to the role of superintendent.

For superintendent evaluation in the Model System, the annual cycle includes the following:

- **Cycle Step 1: Superintendent's Self-Assessment.** The superintendent conducts a self-assessment using the performance Standards and rubric, data about student learning, past progress on district goals (when available), the prior year's evaluation and rating, and other relevant evidence. Based on that assessment, the superintendent identifies at least two goals to propose to the school committee: one related to improving his or her own professional practice and one related to improving student learning.
- **Cycle Step 2: Analysis, Goal Setting, and Plan Development.** During a public meeting, the school committee and superintendent review the proposed goals, key strategies, and benchmarks of progress⁶. In consultation with the superintendent and with the objective of achieving mutual agreement, the committee revises, as needed, and adopts at least one professional practice and one student learning goal.

In addition, the superintendent and school committee develop two to four district improvement goals with key strategies and benchmarks. Once adopted, the professional practice, student learning, and district improvement goals—with their key strategies and benchmarks of progress—become the Superintendent's Annual Plan. The plan serves as a basis for assessing the superintendent's performance.⁷

- **Cycle Step 3: Superintendent Plan Implementation and Collection of Evidence.** The superintendent implements the Superintendent's Plan, with assistance from the committee, as appropriate; school committee members and the superintendent individually collect evidence of progress on goals and performance against the Standards.
- **Cycle Step 4: Mid-Cycle Goals Review.** At a mid-cycle public meeting (or series of meetings), the superintendent reports on progress being made on the goals in the Superintendent's Annual Plan. The school committee reviews the report, offers feedback, and discusses progress and possible mid-cycle adjustments with the superintendent.
- **Cycle Step 5: End-of-Cycle and Summative Evaluation Reports.** The superintendent prepares an End-of-Cycle Report on progress toward each goal and performance against the Standards. In a public meeting, the school committee completes a performance review and End-of-Cycle Summative Evaluation Report assessing attainment of the goals and the superintendent's performance against the Standards (see Appendix E for step-by-step details of conducting the End-of-Cycle Summative Review).

Committees can determine when the annual cycle starts. For example, many will want the superintendent to start the self-assessment process in the summer so that Step 2 in the cycle can begin at a summer retreat or at a school committee meeting in the early fall. Others may want to be able to set district goals in the spring, so they may want Step 1 of the cycle to begin in the late winter.

⁶ Pursuant to the revised Open Meeting Law (c. 28, s. 18 2009), this component of the Superintendent evaluation and others, where noted, must take place in a public meeting. Further detail is provided in Appendix J of this Guide.

⁷ The Superintendent's Annual Plan is not the same as the District Improvement Plan described in MGL CMR 69 11. One or more of the district improvement goals that appear in the superintendent's plan also may appear in the district plan, but the superintendent's plan is not intended to include every goal the school committee has identified in its district plan. Instead, the superintendent's plan identifies the three to six goals that will carry the most weight in assessing the superintendent's performance in that year. That said, school committees and superintendents are encouraged to coordinate these two planning processes.

Office of the Superintendent
Acton-Boxborough Regional School District
16 Charter Road
Acton, MA 01720
www.abschools.org

To: Acton-Boxborough Regional School Committee
From: Glenn A. Brand, Ed.D.
Date: February 5, 2016
Re: Superintendent Mid-Year Review

As we approach the mid-point of the year I welcome the opportunity to provide an update to the Committee as well as the communities of Acton and Boxborough regarding progress on my 2015-16 goals to date.

As you will recall, I presented these goals to you back in September and sought your formal approval by-way of your vote. The development of these goals is consistent with the required evaluation system for school superintendents in the state of Massachusetts under the Department of Elementary and Secondary Education (DESE's) model evaluation system for educator evaluation.

Below you will find a brief update regarding work on these goals and where related activity is at as of this point in the year.

The information that follows is intended to serve as a "progress report" of my work-to-date in these areas. I will provide a more thorough report on the status of these goals later in the school year. Collectively, the assessment of my progress on these goals serves as one piece of data in support of your overall evaluation of my performance as the Superintendent of Schools for the Acton-Boxborough Regional School District.

I look forward to the opportunity of discussing these goals with you at your regularly scheduled meeting on February 11.

**Superintendent's Performance Goal Report – Mid Cycle Review
 Glenn A. Brand, Ed.D.
 February, 2016**

PROFESSIONAL PRACTICE GOAL #1:

MASS/DESE New Superintendent Induction Program (NSIP) - during the 2015-16 school year I will participate in year two of the three year NSIP program.

<i>Original Strategies Outlined</i>	<i>Status</i>
Attend all content days over the course of the school year and complete all assignments.	<ul style="list-style-type: none"> • Attended full day workshop sessions on September 17 & November 19.
Complete as many 'coaching' days/sessions as possible with Dr. Kingston.	<ul style="list-style-type: none"> • Dr. Kingston visits the district in a "coaching capacity" where he observes meetings, visits classrooms with me and meets one-on-one • Visits are usually two-hour blocks of time • Dates of his visits to the district have included 09/22; 10/21; 11/17; 12/21; 01/12; 01/29

Reflections & Comments:

This first goal centers entirely around my participation in the second year of the New Superintendent Induction Program. This program, jointly supported by the Massachusetts Association of School Superintendents (MASS) as well as the Department of Elementary and Secondary Education (DESE) has been designed to specifically support those new to the school superintendent role.

Although the program this year includes fewer face-to-face meetings as well as a reduced number of "coaching" days in-district, it remains a valuable program in its provision of useful leadership related tools and the opportunity to cultivate a strong network of colleagues in the superintendency role.

PROFESSIONAL PRACTICE GOAL #2:

Meeting Management & Productivity – during the course of the upcoming school year, I will work towards improving my direct efforts in maximizing productivity of leadership team meetings through focusing on meeting planning, execution and follow-up strategies.

<i>Original Strategies Outlined</i>	<i>Status</i>
Explore various management and leadership readings to learn about strategies associated with highly effective meeting management.	<ul style="list-style-type: none"> • Reading current book “Meeting Wise: Making the Most of Collaborative Time for Educators”
Introduce and explore the use of various strategies within meetings.	<ul style="list-style-type: none"> • Begin to experiment with a variety of feedback mechanisms, protocols
Create an online portal that allows for the collection of relevant meeting agendas, minutes and action plans.	<ul style="list-style-type: none"> • Google site has been created for internal use by members of the School Leadership Team (SLT) to track documents, maintain minutes and agendas etc.
Gather feedback at both the midway and end of the year to help inform the overall degree of success.	<ul style="list-style-type: none"> • Survey to go out to SLT members week of February 8

Reflections & Comments:

My work in this area is ongoing as I continue to try and balance meeting time with supporting all of the necessary work that administratively we need to attend to. The SLT team (Cabinet and Principals), consisting of 17 people in total, meets regularly for two (2) meetings a month scheduled for two (2) hours. With the considerable work ongoing at the district and building level, there is a constant need to carefully balance the time and attention that can be appropriately given to certain agenda items.

I will continue to explore various ways to gather feedback around what works best to maximize our time together, opportunities for feedback and the chance to be reflective over those most timely and important items that need to be dealt with in our meetings.

STUDENT LEARNING GOAL:

Student Support Services – in conjunction with the Interim Director of Pupil Services, Director of Special Education and Assistant Superintendent for Teaching and Learning, I will coordinate a review of our district’s student support services practices across each of our schools related to the services students PreK-12 receive in both our regular and special educational settings. Using the framework of the *Massachusetts Tiered System of Supports* (MTSS) this review will more closely examine the following:

- The current approaches taken to the modification of the curriculum within the regular education setting including a focus on the use of the district and school curriculum accommodation plan (s);
- A review of the strengths, weaknesses and overall satisfaction with our teacher-assistance teams (TATs);
- The district’s current capacity for supporting inclusionary practices of students with specialized needs within the regular educational setting.

<i>Original Strategies Outlined</i>	<i>Status</i>
Develop an ad hoc committee to: Develop a methodology for assessing the current supports and interventions in the district in our schools.	See Notes Below
Study and review the current state of curriculum accommodation planning and identify recommendations for improvements.	See Notes Below
Gather and examine current data with our TATs including a focus on their strengths, weaknesses and overall satisfaction.	See Notes below
Develop an effective way in which to understand the state of inclusionary practices throughout the district and what is needed in order to further support the inclusion of students with specialized needs in the regular educational setting.	See Notes below

Reflections & Comments:

Based upon further discussion and consideration with Dr. Marilyn Bisbicos (Interim Director of Student Services) and Ms. Mary Emmons (Director of Special Education), the decision was made to take the specific approach of creating two (2) separate working groups.

Group I: Inclusionary Practices and Interventions

This group is being lead by Ms. Emmons and includes 16 educators and administrators from throughout the district. The level of interest in coming together to begin to focus on this area was truly wonderful and would seem to serve as a testament to the commitment that so many in the district have in terms of this work.

The overarching foundation that serves as central to the purpose of this group's work is to examine ways to address the needs of our increasing high needs population through the identification of strategies and practices in providing support for all students within the classroom setting.

This group recently had its first meeting on January 27 where materials were handed out about RTI and MA Tiered System of Support (MTSS). The group is also creating a list of questions to ask some of our like towns. Three more meetings are scheduled and the group will look to further investigate inclusionary practices.

Group II: Child Study Working Group

The second working group, led by Dr. Bisbicos, will be targeted around examining our district's child study teams in all schools. Their first meeting is scheduled for February 8 and includes a cross section of staff representing school administrators, teachers and psychologists.

DISTRICT IMPROVEMENT GOAL #1

District Strategic Plan - by the end of the current school year I will oversee the development of a new strategic plan for the district that clearly sets out our priorities for the next three years.

<i>Original Strategies Outlined</i>	<i>Status</i>
Continue to work with the District Leadership Team (DLT) on identifying emergent priorities from the Superintendent's Entry Plan Report.	<ul style="list-style-type: none"> • DLT meetings dedicated in support of this work thus far include December 9 and February 10. • Future DLT meetings to advance this work include March 16, May 4, June 15 and August 10 & 11
Develop a plan to engage first the faculty and staff and then the broader community in the vetting process of identifying priorities.	<ul style="list-style-type: none"> • Established a strategic planning group to help facilitate the process • Meetings have been held on December 1 & 16; January 12 & 20; February 2 • Volunteers members include Sinikka Gary (ABRHS), Lynne Laramie (District), Deb Bookis (District) and Chris Whitbeck (Douglas Elementary School)
Hold a variety of community forums that allow for input into the priorities and emerging strategic objectives.	<ul style="list-style-type: none"> • TBD
Construct the district's new strategic plan that includes expectations around district & school alignment, strategic initiatives and forms of measurement and evaluation	<ul style="list-style-type: none"> • Ongoing

Reflections & Comments:

Previous experience in different school districts, alongside an understanding of the process taken last time in this district, has led me to believe that the best opportunity to develop a robust strategic plan is when those most directly

involved with implementing the plan have the opportunity for input and engagement.

To this end, I have decided to structure a strategic planning process that begins with the members of the District Leadership Team (or DLT). The DLT, consisting of all building and district staff who serve in a leadership role and who have direct links to every staff member of the district, have begun the process of developing the central tenants of our future plan. Work to date includes time spend developing our core beliefs, mission and vision as a school system.

In the coming weeks DLT members, who hold central ties to each and every staff member in the district, will begin to bring to staff these draft statements for feedback, input and suggestions. Following this process, members of the School Committee and our Acton and Boxborough community will also be engaged as well to gather feedback.

DISTRICT IMPROVEMENT GOAL #2

Focus on Future School Needs – Establish a transparent process that helps identify and create a broader understanding of the short and long-term capital and building-related needs both within the district and at the municipal/town level.

<i>Original Strategies Outlined</i>	<i>Status</i>
Form an inter-town and school district committee that will become the Future School Needs Committee.	<ul style="list-style-type: none"> • School Capital & Space Planning Committee formed in early January • Includes representation from the School Committee, towns and administration • First meeting planned for February 25
Arrange for a number of presentations from the firm completing the district's Existing Conditions Study at both School Committee and other community-based meetings.	<ul style="list-style-type: none"> • School Facilities Assessment Progress Presentation made on November 19, 2015 • Final Presentation Phase I made on February 4, 2016
Establish a specific section on the district's website that provides for the collection of information related to this area.	<ul style="list-style-type: none"> • Section of website operational and found at http://www.abschools.org/district/school-capital-and-space-planning

Reflections & Comments:

This particular goal has ended up requiring far more additional time and attention than originally planned. This is in direct relationship to the fact that we are now progressing directly from Phase I into Phase II and beginning this work now as opposed to waiting until July, 2016 as originally anticipated. It is the most appropriate place to be for the district given the wide array of capital and building related needs that we have. However, gearing up for the second phase, including assembling groups, meeting with the consultants and administrative team etc. has all taken considerable time that was not anticipated back in September when these overall goals were originally planned. As a result, on balance, this goal is receiving the most amount of attention right now given the accelerated timeline that the district is on.

Office of the Superintendent
Acton-Boxborough Regional School District
16 Charter Road
Acton, MA 01720
www.abschools.org

To: Acton-Boxborough Regional School Committee members
From: Glenn A. Brand
Date: January 29, 2016
Re: 2016-17 School Calendar

As you know, the Committee approved the 2016-17 school calendar on 11/19/15. After further consideration by the administration, I would ask you to consider an amendment to the calendar as it currently stands, as well as approval of the Early Dismissal days for Professional Learning and Parent Conferences.

Background:

Within the month of October the approved 2016-17 calendar includes:

- Monday, October 10 – No school for Columbus Day holiday
- Tuesday, October 11 - Full school day
- Wednesday, October 12 - No school for Yom Kippur religious holiday

The administration recognizes that this reflects a particular period of time that includes numerous stops and starts for both families and students. Consideration was given to other possible solutions with the conclusion that the only way to impact this dilemma would be to have October 11 as a no-school day. This would mean making the 11th either a professional day for staff only (students would not attend), or making the 11th a no-school day that would not count toward the required 180 instructional days.

Option I: Change the Professional Days

There are two constraints to this possible solution:

- i) The calendar currently includes a professional day at the very beginning of school just prior to when students return. Having this additional day for teachers proved to be incredibly beneficial for a number of reasons and building principals expressed a strong desire to maintain this day. I support these views and concur as to the value that this provides in beginning the school year.

- ii) The calendar also includes a second professional day on national Election Day in November. Altering this day and having school open would be very problematic. Two of our school buildings are Acton voting sites. Having school in session with the anticipated large turnout from citizens coming in to vote, including traffic and parking congestion, is not a good option for a number of reasons. I maintain that school should remain closed on November 8th.

Option II: Make October a No-School Day

Given the constraints with the professional day, the administration also considered making October 11th a no-school day. This would be a day in which neither students nor staff would be in attendance and it would therefore not count as one of our 180 instructional days.

In turn, this option would necessitate adding a day to the end of the school year calendar making the last day Monday, June 19th.

There are no contractual issues that would be associated with this proposal.

Recommendations:

Given the overall consideration, I would like to recommend to the Committee that consideration be given to amending the voted calendar as follows:

- i. October 11 would become a no-school day and all students and 10-month staff would not attend.
- ii. The 180th day would be added to the end of the school calendar which would make the last official day of school (without snow days) Monday, June 19th.

I would respectfully ask the Committee to consider this proposal which would revise the calendar approved on 11/19/15. Of course, an option certainly could include not taking any action and leaving the calendar as it currently is voted.

I would also ask the Committee to approve the proposed early dismissal days for Professional Learning (Sept 22, Dec 15 for elementary students only, Feb 2 and Apr 6), as well as parent conferences (Elementary on Oct 27 and Nov 10, Jr High on Dec 15 and 20 and Jan 5), similar to last year.

If there is no significant opposition to this recommendation, I would respectfully ask that the Committee approve this amendment at the regular scheduled Committee meeting on Thursday, February 11.

Acton-Boxborough Regional School District
SCHOOL CALENDAR, 2016-2017
Bold Underlined Dates = No School Days

Elementary Schools will dismiss early on the 1st and 3rd Thursdays of each month, except 9/1/16

Sept.	M	T	W	T	F
	29	30	31	1	2
	5	6	7	8	9
	12	13	14	15	16
	19	20	21	22	23
	26	27	28	29	30

Teachers' mtgs. – Aug 29 & 30
 Schools Open – Aug 31
 Labor Day – Sept 2 & 5
 *K-12 Early Dis for Prof L. Sept 22
 School Days - 21

Oct.	M	T	W	T	F
	3	4	5	6	7
	10	11	12	13	14
	17	18	19	20	21
	24	25	26	27	28
	31				

NO SCHOOL – OCT 11???
 Rosh Hashanah – Oct 3
 Columbus Day – Oct 10
 Yom Kippur – Oct 12
 Elem Early Dis for Confs – Oct 27
 School Days – 18-17

Nov.	M	T	W	T	F
		1	2	3	4
	7	8	9	10	11
	14	15	16	17	18
	21	22	23	24	25
	28	29	30		

Prof. Day - Nov. 8 (no school/students)
 Elem Early Dis for Confs – Nov 10
 Veterans Day - Nov 11
 Half Day – Nov 23
 Thanksgiving Recess - Nov 24 & 25
 School Days - 18

Dec.	M	T	W	T	F
				1	2
	5	6	7	8	9
	12	13	14	15	16
	19	20	21	22	23
	26	27	28	29	30

*Elem Early Dis for Prof L. – Dec 15
 Jr High Early Dis for Confs – Dec 15 & 20
 Winter Recess - Dec. 26 – Jan 2
 School Days - 17

Jan.	M	T	W	T	F
	2	3	4	5	6
	9	10	11	12	13
	16	17	18	19	20
	23	24	25	26	27
	30	31			

Schools Open - Jan 3
 JH Early Dis for Confs – Jan 5
 Martin Luther King Day - Jan 16
 Kindergarten Change-over - TBD
 School Days - 20

Feb.	M	T	W	T	F
			1	2	3
	6	7	8	9	10
	13	14	15	16	17
	20	21	22	23	24
	27	28			

*K-12 Early Dis for Prof L. – Feb 2
 Presidents' Day - Feb 20
 Winter Recess - Feb 20-24
 School Days – 15

Mar.	M	T	W	T	F
			1	2	3
	6	7	8	9	10
	13	14	15	16	17
	20	21	22	23	24
	27	28	29	30	31

HS Late Start **only for students NOT taking MCAS-March TBD**
 School Days - 23

Apr.	M	T	W	T	F
					1
	3	4	5	6	7
	10	11	12	13	14
	17	18	19	20	21
	24	25	26	27	28

*K-12 Early Dis for Prof L. – Apr 6
 Good Friday – April 14
 Patriots Day – Apr 17
 Spring Recess - Apr 17-21
 School Days - 14

May	M	T	W	T	F
	1	2	3	4	5
	8	9	10	11	12
	15	16	17	18	19
	22	23	24	25	26
	29	30	31		

HS Late Start **only for students NOT taking MCAS-May TBD**
 Memorial Day – May 29
 School Days - 22

June	M	T	W	T	F
				1	2
	5	6	7	8	9
	12	13	14	15	16
	19	20	21	22	23

Graduation – June 2
 Last day – June 19 (no snow days)
 (June 26 if 5 snow days used)
 School Days – 13
Total Days = 180

Note: See attached DESE list for some major religious holidays.
 * Professional Learning for Staff Early Dismiss: Sept 22, Dec 15(elem), Feb 2, Apr 6

No School and Delayed Opening Announcements air on TV Channels 4, 5 and 7 and radio stations WBZ and WEIM. See postings at <http://abschools.org>

Acton Town Meeting begins April X, 2017. Boxborough Meeting begins May X, 2017.

Acton-Boxborough Regional School Committee Meetings are held twice a month. See <http://www.abschools.org/school-committee> for more information.

Draft 6.

Dear Commissioner Chester,

The Acton Boxborough Regional School Committee is interested in exploring alternative options for our school calendar. In considering alternatives to February and April vacations as recommended by DESE, we note the inherent conflict with the current statewide standardized testing schedule. With possible upcoming sweeping changes in statewide standardized testing and the interest of some districts to adapt new vacation schedules, such as one week in March, now is the time to consider change.

Currently DESE recommends flexibility and autonomy for districts to set their calendars yet builds in constraints that pose significant challenges for any change. On its website DESE suggests that "in order to build in flexibility and ensure that all students receive the teaching and learning time to which they are entitled we strongly recommend that school officials consider taking the following actions to facilitate meeting the 180-day school year and student learning time requirements...schedule a one week vacation in March instead of week long vacations in February and April." (DESE Education Laws and Regulations Policy School Day and Structured Student Learning Time Requirements).

Despite the DESE recommendations, the dates for standardized testing are released long after most districts have set their calendar for the following year. Furthermore, the traditional MCAS schedule prohibits flexibility for vacation alternatives due to the numerous test dates throughout the school year. In particular, March is a month of heavy testing thus directly negating the March vacation recommendation by DESE.

We ask that DESE take action to empower districts to have more flexibility in choosing the best course for our students and families. Your comments and suggestions are welcome as we try to move forward with this issue in our district.

Yours in Education,

The Acton Boxborough Regional School District Committee

Present: Peter Ashton, facilitator; Paul Murphy & Kristina Rychlik, SC; Mike Majors & Margaret Busse, FC; Peter Berry, BoS; Steve Ledoux, Glenn Brand Marie Altieri & Steve Barrett, Staff. Absent: Katie Green.

Audience: Janet Adachi & Franny Osman, BoS; Clare Jeannotte & Brian McMullen, Staff; Charlie Kadlec

Extra Information: Charge of the Capital Planning Improvement Committee; ALG spreadsheet

Minutes accepted

2. Update of FY 16 revenues

Steve L: things are on course; luckily we have had no snow. At the MMA meeting it was announced that House I has a 3.4% increase in local aid and Chapter 70 is fully funded. "I'm not sure what that means." There is supposed to be more in the budget for regional voc. tech education

Glenn: so far things are tracking as expected. We started to look at projections for FY17 at budget Saturday.

Kristina: I've heard that Ch. 70 is not fully funded.

Marie: the preliminary numbers show that we will get \$20/student rather than the \$25/student we got last year. That represents a \$28k difference. We are expecting a \$28k positive from CASE. It's hoped that the legislature will return Ch. 70 to the \$25 level

Clare: The trend for Chapter 70 is 3% increase for FY 14; 3.3% for FY 15; 2.5% FY 16 and 1.6% FY17.

3. Review of spreadsheet

Steve B: Marie and I have had some productive meetings. You can see on page two the listing of the changes we have made since 10/29 through 1/25. The revenue assumption from the last meeting has changed: we now have a net \$603k positive

Marie went to the reserves page where she said that they had done a lot of updating and review.

This is the last year for NESWC funds. The three-year running totals for reserves are: FY 14 \$1.7M; FY 15 \$3.3M; FY 16 \$2.6M (prior plans have the town's replenishment at \$600k) FY 17-19 \$900k (estimate) we have added the assessment at 84% which is Acton's portion.

We consider the projections to be on the conservative side. We expect \$900k in free cash from the town and \$300k from E&D.

Looking at the total operating budgets when have FYs 14-16 11% of reserve; FY 17 8.7%; FY 128 7% and FY19 4%. The net position for FY 17 is a \$603k positive with \$2.6M of free cash and \$200k of E&D. for FY

18 there is a \$496k deficit and FY 19 a \$1.7M. These numbers can easily be fixed by reducing budgets and an increase in revenues. FY 18 & 19 are very early projections.

Our question right now is how we are going to distribute the \$603k; to the tax levy or reserves?

Margaret: Why are you going out only two years?

SB: we have to wait for the FC to be certified.

Margaret: is the Walker land included.

SB: those funds were taken from the stabilization fund. The DOR does not count stabilization funds in the reserves but Moody's does.

Margaret asked how the reserves were replenished and if there was a history for this replenishment. Steve said that the basic number was the total town valuation and that the replenishments had little to do with the budget. That there were reserves were replenished due to increases in fees and other non-budgetary items.

Margaret asked if taxpayers were paying for the replenishment of the reserves by having a too high tax bill and if it would not be better to lower the taxes

Marie: we are now in what I would call "budget light" and the level of turn backs will diminish. The reserves will be replenished by one-time events. I do not think it's prudent to not have increases every year.

Margaret: My biggest concern is that we are over budgeting in order to get turn backs so we will have reserves. I agree it's prudent to be conservative [in spending] but it is also prudent to not over tax.

Peter B: the charts are helpful in giving us a history of the reserves. I know there are revenues, such as tax titles which we cannot predict but otherwise the predictions seem to be quite good.

Margaret: The heart of the problem is the one-timer payments or is there a trend in the increase of revenues. I just think we should step back and look at the philosophy of building up the reserves and then spending it. I think we are shortchanging the tax payers. I would like to understand this one-time trend.

SB: we cannot budget for a tax title. The DOR does not allow us to budget \$1/4M to \$750k a year.

Steve L: the DOR makes base the tax rate on the amount used the year before---that in itself forces us to be conservative.

Kristina: is the Walker money out? If we sell the walker property will the money come back?

Steve L: the Walker money came from the stabilization fund. We have replenished that fund from free cash.

Peter B: there has been no decision on the use or the sale of the Walker property.

Kristina: I appreciate all the work you have done and now see that you have put the threat of an override to bed.

Peter B: The only real variable in budgeted receipts from year to year is local receipts. The amount of anticipated real estate taxes to be collected is predictable. The recent increases in revenue over budgeted have been increased collections from local excise taxes, as well as from one-time revenues, such as tax titles collected. DOR requires that the Town budget for an increase based on the prior year % increase. (2%FY 14 to FY15) DOR does not allow the Town to budget for one-time unanticipated revenues such as collecting on overdue tax title. Budgeting based on hoping to receive revenue from a one-time source could be a disaster.

The Town spent approximately \$190k below budget in FY15. This represents approximately .6% of the \$31,341,000 budget. That is a tribute to the Town's responsible spending, as well as its ability to accurately budget. The \$190k was added to free cash. Other additions to free cash included collections on tax titles and an increase in local receipts above the budgeted amount.

SB: The first quarter of excise tax is \$2.8M and our total for last year was \$3.2M This year it looks as if it's going to be higher---we will get our largest component in a few weeks.

There was some more discussion on reserves and a reiteration that DOR does not count stabilization funds as reserves but the rating agencies do.

4. Use of reserves

Peter A: last time you were directed to go back to your boards to take a position on the use of the \$600K to reduce the levy or add to the reserves.

Mike: Looking at the tax bill there is an increase of 5%/SFR. The reserves seem to be at an appropriate level, we think it should go to reduce the levy

Margaret: there was a general sense that it should be used to reduce the levy but there is concern that we do not know the extent of the costs for the senior center or Minuteman.

Kristina: If it is applied to reduce the tax levy, what would be the effect on the tax bill?

SB: it would go from a 4.8% increase to 4%.

Kristina: there were split opinions at the recent FinCom meeting I attended. When the SC discussed the issue, it was felt that it was not appropriate for the Region to take a position on Acton's tax bill. Personally I think it is better to use to reduce the tax bill. People will understand that more than the reserves.

Peter B: the BoS voted to use it to reduce the tax bill.

Mike suggested that for next meeting the group be given a history of the tax bills going back for 10 years

Steve B. Said that the tax voted at Town Meeting could be less than what the final was. Margaret suggested that Steve also develop a history of the delta between the two.

Peter A. Suggested that ALG plan and the tax recap be added to the agenda for the next meeting

5. Review of proposal for Capital improvements

SB: the town has gone through a review of the facilities needs and made a formal capital plan with proposals for payment from operating budget, borrowing and debt exclusion.

Steve L: produced a memo for the charge of a committee for capital improvement planning.

First part is a listing of seven members Town Manager or designee; Superintendent or designee; a member from the board of selectmen, finance committee and school committee along with the finance directors of the town and schools.

The committee will study proposals from both the town and schools of; projects costing more than \$100,000. The committee will also prepare an inventory of the facilities and major capital equipment; establish a priority list. And the Town Manager will develop a budget for the capital projects...

Everyone thought that this was a good idea. The region is going through a similar study of their facilities; it was decided that the same people would be on both committees to best share information... The schools will also do a priority listing of their facilities and bring the information to this new committee.

Marie: the schools have already started their review of the facilities and Phase I will be ready on Feb. 4 with Phase II expected in the fall.

Glenn: The SC will get the report on the existing conditions next week. We will put the report on the web. For Phase II we wanted wider community participation. We are looking for people with a history of building construction in town as well as people with civil and construction engineering experience.

6. Minuteman Tech

Steve L: the Town Meeting is on Feb. 2 and will be on the regional agreement. The changes will make it easier for member towns to get out of the region (potentially there are seven who want to withdraw); adds capital payments for the tuition paying students; and it will make it more attractive for new members to join. There is a good FAQ on the MMT Superintendent's website.

Peter B: The Governor has stated his support for Voc. Tech schools.

Steve L: at the ATM there will be a vote to fund the construction. If we don't get it passed, the region is likely to lose the MSBA funds which is \$41M.

Margaret suggested that Acton could not afford Minuteman and noted that Boxboro had done and in depth study of alternative Voc. Tech schools and wondered if the Acton school committee was going to do the same. She also asked if the students could not be brought back into AB.

Kristina noted that years ago when the high school was being renovated there was an agreement that AB could not house the Voc. Tech students nor give them the education they needed. Acton has been very happy with MMT and we think they have provided our students with a good education. When Boxboro considered leaving they did evaluate other options.

Glenn: there is a critical need for such education and MMT is doing a good job. There has been concern that if Boxboro does leave what will happen to the MMT program in AB's 7th and 8th grades. But we have researched that and believe that we can the program as is.

Marie: not all Voc. Tech Schools are the same. The education offered is specialized and thus more expensive than a regular high school. MMT is the highest rated Voc Tech School in the state. It is a very good option for our students.

Margaret: I'm disappointed that Acton is not evaluating the options of becoming a non member like Boxboro. It costs a lot more per student and there are reasons that seven towns are thinking of leaving. It's important for the town to go through the rigor of an analysis.

This discussion was not solved. Those on the FC were for the analysis while those on the SC felt that MMT was the best choice for the Acton students.

7. Public

Janet: I went to a meeting of MMT last night and learned that 1/2 of our students are SPED which is another reason for the increase in the costs. There are a lot of issues with Voc. Tech education but it's not a straightforward as just looking at the costs. You have to be careful when comparing MMT with Assabet and Nashoba. MMT offers more courses and has far more students going on the college and post-secondary education. One of the towns, Sudbury has always been unhappy, it's not clear exactly why. But Acton has been satisfied.

Charlie: Tax bill: last time the change was 5.6% now you have it at 4.8% and the levy has not changed.

SB: it's the effect of new growth

Charlie: if the 4.8% is correct, I'm all for using the 600k to reduce the levy but it's still too high. Inflation is \$0

The actual tax increase relates to the timing. Acton's town meeting is in April where we vote what to spend. But between April and December, when the tax rate is set, there can be lots of changes. Not many will notice the decrease but thank you for going in the right direction.

I know the DOR has limits but it does not tell us how much reserves we can use. The DOR does not tell us about over budgeting.

Adjourned 8:55

Peter Ashton said that Bart would be here for the next meeting on Feb.9

Ann Chang

To: Glenn Brand
 From: Larry Dorey
 Re: Discipline Report for January, 2016
 Date: 1/31/2016

There were 26 discipline referrals to the administration during the month of January, 2016. This total is up from 13 last year. 12 students were suspended this month, while there were 4 students suspended during January, 2015

Suspensions for January, 2016

Infraction	2012	2013	2014	2015	2016
Alcohol Use		2			
Disruptive/Uncooperative Behavior	1				
Drug Use (other)	2				
Fighting	2				
Insubordination					2
Leaving School Grounds	1				
Marijuana Possession	3			2	6
Marijuana Sale	2				
Marijuana Use	5				1
Non Compliance W/Rules					3
Physical Assault				2	
Sexual Harassment		1			
Threatening	2	2			
Total	18	5	0	4	12

A list of all infractions for the month of January, 2016 appears on the backside of this page.

c: JoAnn Campbell

Other Infractions for January, 2016

Infraction	2012	2013	2014	2015	2016
Academic Integrity		1			
Alcohol Use		2			
Bus Discipline Issue		1			
C.H. Alcohol		2			2
C.H. Drugs			2		
Disrespectful	1		5	1	
Disruptive/Uncooperative Behavior	5	2	3	3	
Drug Possession				2	
Drug Use (other)	2				
Fighting	2				
Harassment	6				8
Insubordination					2
Leaving School Grounds	6			4	
Marijuana Possession	3				6
Marijuana Sale	2				
Marijuana Use	5				1
Non Compliance w/school rules	2				3
Other	3	2		1	
Out of School Issue		1			1
Parking Violation	1	1			
Physical Assault	1			2	
Sexual Harassment		1			
Tardy		4	2		1
Threatening	2	2			
Truancy	4	9	4		2
Total	45	28	16	13	26

R.J. Grey Junior High School

To: Dr. Glenn Brand
 From: Allison Warren and Jim Marcotte
 Re: Discipline Report for January 2016
 Date: February 5, 2016

There were 4 discipline referrals/concerns (including requests from teachers for assistance) reported to the Administration during the month of January. There were 0 suspensions this past month..

	<u>Jan-11</u>	<u>Jan-12</u>	<u>Jan-13</u>	<u>Jan-14</u>	<u>Jan-15</u>	<u>Jan-16</u>
<i>Total Discipline Referrals Reported</i>	11	16	24	13	9	4

	<u>Jan-11</u>	<u>Jan-12</u>	<u>Jan-13</u>	<u>Jan-14</u>	<u>Jan-15</u>	<u>Jan-16</u>
Total Suspensions	2	2	2	1	0	0
Alcohol Use						
Defacing property/vandalism	1					
Drug-related incident	1					
fighting						
harassment (non-sexual)		1	1			
inappropriate/disruptive/disrespectful behavior		1				
physical aggression				1		
sexual harassment						
stealing						
threatening			1			

	<u>Jan-11</u>	<u>Jan-12</u>	<u>Jan-13</u>	<u>Jan-14</u>	<u>Jan - 15</u>	<u>Jan-16</u>
Total Other Infractions	9	14	22	12	9	4
abusive language/profanity		2				
alcohol use/possession						
bus discipline		1	5			
Academic Integrity					1	
class/school truancies		1		1		
computer violation						1
disruptive behavior (classroom, cafeteria, hallway)	7	6	2	4	3	1
harassment (non-sexual)/bullying/teasing		3	9	3	1	1
non-compliance with school rules	1	1	6	3	4	
out of school issue						
physical aggression	1			1		
sexual harassment						1

The referrals/concerns generally were quickly resolved and no further intervention was required.

MONTHLY ENROLLMENT

12.2

ACTON-BOXBOROUGH REGIONAL SCHOOLS 2015-2016

Levels	Sept. 1				Oct. 1				Nov. 1				Dec. 1				Jan. 1				Feb. 1			
	A	B(1)	C	Tot	A	B(1)	C	Tot	A	B(1)	C	Tot	A	B(1)	C	Tot	A	B(1)	C	Tot	A	B(1)	C	Tot
K	250	49	5	304	245	49	5	299	248	49	5	302	247	49	5	301	246	49	5	300	246	49	5	300
1	304	46	7	357	304	46	7	357	305	46	6	357	305	47	6	358	304	46	6	356	304	47	6	357
2	324	44	7	375	323	42	7	372	325	40	7	372	325	42	7	374	328	41	7	376	328	41	7	376
3	335	54	8	397	331	54	8	393	333	55	8	396	336	55	8	399	337	56	8	401	339	57	8	404
4	332	67	10	409	331	64	10	405	333	64	10	407	335	64	10	409	334	63	10	407	334	63	10	407
5	383	58	8	449	379	56	8	443	380	58	8	446	383	57	8	448	381	57	8	446	379	59	8	446
6	388	64	4	456	387	62	4	453	387	62	4	453	387	62	4	453	387	62	4	453	387	62	4	453
In D. Pre-sch. Clrm	34	7	0	41	34	7	0	41	33	10	0	43	33	10	0	43	33	10	0	43	34	11	0	45
In D. Pre-sch. Itnt	13	1	0	14	13	1	0	14	15	1	0	16	15	1	0	16	15	1	0	16	16	2	0	18
OOD Pre-sch	1	0	0	1	1	0	0	1	1	0	0	1	1	0	0	1	1	0	0	1	2	0	0	2
O.D. SPED K-6	20	4	1	25	20	4	1	25	20	4	1	25	20	4	1	25	20	4	1	25	20	4	1	25
Elem. Total	2384	394	50	2828	2368	385	50	2803	2380	389	49	2818	2387	391	49	2827	2386	389	49	2824	2389	395	49	2833
7	364	77	4	445	364	77	4	445	362	77	4	443	362	77	4	443	362	76	4	442	364	76	4	444
8	363	72	7	442	364	72	7	443	363	72	7	442	363	72	7	442	362	74	7	443	361	73	7	441
J.H.S. Total	727	149	11	887	728	149	11	888	725	149	11	885	725	149	11	885	724	150	11	885	725	149	11	885
9	405	78	7	490	404	78	7	489	406	79	7	492	403	79	7	489	403	79	7	489	403	79	7	489
10	372	77	8	457	369	78	10	457	369	78	10	457	365	78	8	451	365	78	10	453	364	78	10	452
11	398	74	7	479	397	79	7	483	392	75	8	475	393	74	7	474	392	74	8	474	391	75	8	474
12	404	73	8	485	399	73	8	480	398	73	8	479	398	73	8	479	397	73	8	478	397	72	8	477
9-12 Ungr.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
P.G.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
H.S. Total Secondary	1579	302	30	1911	1569	308	32	1909	1565	305	33	1903	1559	304	30	1893	1557	304	33	1894	1555	304	33	1892
Total O.D. SPED 7-12	2306	451	41	2798	2297	457	43	2797	2290	454	44	2788	2284	453	41	2778	2281	454	44	2779	2280	453	44	2777
	61	7	1	69	59	6	1	66	59	6	1	66	58	6	1	65	58	6	1	65	61	6	1	68
Reg. Total	2367	458	42	2867	2356	463	44	2863	2349	460	45	2854	2342	459	42	2843	2339	460	45	2844	2341	459	45	2845
Elem Total Secondary	2384	394	50	2828	2368	385	50	2803	2380	389	49	2818	2387	391	49	2827	2386	389	49	2824	2389	395	49	2833
Total	2367	458	42	2867	2356	463	44	2863	2349	460	45	2854	2342	459	42	2843	2339	460	45	2844	2341	459	45	2845
Grand Total	4751	852	92	5695	4724	848	94	5666	4729	849	94	5672	4729	850	91	5670	4725	849	94	5668	4730	854	94	5678

A = ACTON Pre-School = SPED In D. = In Distr Distribution:
 B = BOXBOROUGH P.G. = Post Graduates
 C = Choice/Staff/Tuitic Ungr. = Ungraded
 O.D. = SPED Out of District

G. Brand
 M. Altieri
 D. Bookis
 C. Jeannotte
 A. Bisewicz
 K. Nelson
 E. Weiner
 S. Cunningham

All Principals (2)

Students other than Choice counted under column C:
 Staff Students -
 Tuition In Students -
 Sped Tuition in Students

Actual Acton-Boxborough Grade K-6
February 1, 2016

Grade	Blanchard			Conant			Douglas				Gates				McCarthy-Town				Merriam				Incoming	Total	#Sec.	Avg. Size			
	33 ADK 14 AM			23 ADK 13 AM																									
K	22	24	46	19	17	36	18	17	18	53	18	17	18	53	19	19	19	57	18	18	19	55	0	300	16	18.8			
Rm	216	218	1	2	1	1	2	1	44	0	4	2A	2P	2	111	110	112	1	132	131A	131P	0	5						
Gr. 1	23	25	48	21	22	43	23	23	23	69	21	22	22	65	22	23	22	67	21	22	22	65	0	357	16	22.3			
Rm	213	211	7	5	4	1	5	4	3	2	3	5	6	1	310	312	311	2	231	133	334	2	15						
Gr. 2	23	22	45	24	23	24	71	24	23	24	71	23	24	47	23	23	23	69	24	24	24	72	0	375	16	23.4			
Rm	227	219	4	6	8	7	0	7	6	8	0	8	10	0	301	302	303	2	234	224	323	0	6						
Gr. 3	21	22	20	63	25	24	23	72	24	25	25	74	24	23	47	24	25	25	74	25	25	24	74	0	404	17	23.8		
25	229	226	231	8	9	10	20	1	9	10	11	0	7	9	2	313	314	315	3	230	330	331	0	14					
Gr. 4	24	22	24	70	23	22	23	68	23	23	23	69	23	23	23	69	21	22	23	66	23	21	21	65	0	407	18	22.6	
Rm	245	243	247	6	17	19	18	1	12	14	13	1	18	19	20	0	213	214	215	2	223	322	233	0	10				
Gr. 5	22	21	22	65	23	24	23	70	25	24	24	73	24	24	23	71	24	25	25	74	23	24	23	23	93	0	446	19	23.5
Rm	118	130	128	8	16	15	14	2	21	20	19	0	11	15	17	0	210	211	212	2	232	333	135	235	0	12			
Gr. 6	20	23	21	64	25	25	25	75	24	25	25	74	24	25	25	74	24	24	25	73	24	23	23	23	93	0	453	19	23.8
Rm	110	112	108	8	13	12	11	2	16	17	15	0	12	13	14	1	113	114	115	0	321	332	335	324	3	14			
			42				8					3				6				12				5	76				
Total	18 St Average 22.3 401			19 St Average 24.2 435			21 St Average 26.8 483				19 St Average 23.7 426				21 St Average 26.7 480				23 St Average 28.7 517				0	2742	121	22.66			
Range	20	25		17	25		17	25		17	25		17	25		19	25		18	25					17	25			

42 Acton residents attend Boxborough

34 Boxborough residents attend school in Acton

Feb count 2/3/16