



Acton-Boxborough Regional
School Committee Meeting

January 10, 2019

7:00 p.m.

in the R.J. Grey Junior High Library
16 Charter Road, Acton, MA

ACTON-BOXBOROUGH REGIONAL SCHOOL COMMITTEE (ABRSC)

Library
R.J. Grey Junior High School
16 Charter Road, Acton, MA

January 10, 2019
7:00 p.m.

AGENDA

1. **Call to Order** (7:00)
2. **Chairman's Introduction** – *Diane Baum*
3. **Public Participation**
Per policy BEDH, members of the public may speak for up to 2 minutes on items not included on this agenda. Comments regarding items on the agenda should be made during that part of the meeting. Typically, the Committee/Administration will not respond to comments during public participation.
4. **Student Representatives' Update**
5. **Statement of Warrants & Approval of Minutes**– *Diane Baum*
 - 5.1. Meeting Minutes of Dec 13, 2018
6. **Superintendent's Update** – *Peter Light (brought to meeting)* (7:15)
 - 6.1. Appointment of Mr. Larry Dorey as ABRHS Principal
7. **FY20 Superintendent's Preliminary Budget** – *Peter Light* (7:20)
 - 7.1. Budget Overview including Line Item Detail – *Dave Verdolino*
 - 7.2. Transportation Update and Budget – *JD Head, Nicole Rogers - GPI (Greenman-Pedersen Inc)*
 - 7.3. Revolving Accounts Updates: Athletics (*Steve Martin*), Food Services (*Kirsten Nelson*), All Day Kindergarten (*Marie Altieri*)
 - 7.4. Acton Leadership Group (ALG) Update – *Paul Murphy*
 - 7.4.1. Materials from meeting on Jan 3, 2019 (next meeting is Jan 17)
 - 7.4.2. Approved minutes of meeting on Dec 13, 2018
 - 7.4.3. BOS/FinCom Budget Saturday Meeting Agenda - Jan 5, 2019
 - 7.5. Boxborough Leadership Forum (BLF) Update – *Tessa McKinley, Mary Brolin*
 - 7.5.1. FY20 Operating Budget Review Meeting Agenda - Jan 5, 2019
 - 7.6. ABRSC FY20 Budget Saturday Meeting Agenda - Jan 26, 2019
 - 7.7. School Committee Budget Feedback and Questions
8. **ClearGov Data Benchmarking Comparisons Demo** – *Dave Verdolino* (8:20)
https://www.abschools.org/news/what_s_new/compare_a_b_r_s_d_to_other_school_districts
9. **School Building Project Update** – *Mary Brolin* (8:30)
 - 9.1. Building Committee meeting on Jan 9 - Site Selection Decision

(extensive materials are posted on the Building Committee website at https://www.abschools.org/district/superintendent_s_office/school_capital_space_planning)

9.2 Draft Minutes of the Building Committee meeting on Dec 12, 2018

10. **FY19 School Committee Meeting Calendar** – *Diane Baum (9:00)*

- 10.1. FY20 Budget Hearing move from Feb 13th to Feb 7th meeting?
- 10.2. Combine June 6th and June 20th meetings into one meeting on June 13th?
- 10.3. FY20 School Committee Workshop Options
 - 10.3.1. Possibly June 26/27, 2019?
- 10.4. FY20 Summer ABRSC Business Meeting – Thurs, August 22, 2019 at 7 p.m.

11. **Recommendation to Approve Donations from the Friends of the Acton Libraries to the ABRSD Libraries – VOTE** – *Peter Light (9:15)*

12. **Subcommittee and Member Reports (9:20)**

- 12.1. Policy – *Amy Krishnamurthy*
 - 12.1.1. Student School Bus Behavior Expectations, File: JICC/EEAEC – Second Read – **VOTE**
 - 12.1.2. Staff Recruitment, Selection and Appointment, File: GCE – First Read
- 12.2. Capital Improvement – meeting on Dec 12 - *Adam Klein*
- 12.3. Budget –meeting on Jan 3 - *Amy Krishnamurthy*
- 12.4. Others

13. **FYI**

- 13.1. Acton and Boxborough 2019 Election Calendars
- 13.2. 2019-2020 ABRSD School Calendar, voted 12/13/18
- 13.3. Thank you to Lueders Environmental, Inc. for their donation to the ABRSD
- 13.4. This Month in the Division of Open Government

14. **Adjourn (9:30)**

Next Meetings:

- ABRSC Budget Saturday, January 26, 8:30 a.m. – 3:00 p.m. in the Junior High Library (materials posted on Jan 18)
- ABRSC Meeting, February 7, 7:00 p.m. in the Junior High Library (materials posted on Feb 1)

Posted on January 4, 2019 at 4:00 p.m.

NOTE: Materials for this meeting may be found at https://www.abschools.org/school_committee/meetings_agendas_packets_and_minutes

ACTON-BOXBOROUGH REGIONAL SCHOOL COMMITTEE (ABRSC)
DRAFT Minutes

Library
R.J. Grey Junior High School
16 Charter Road, Acton, MA

December 13, 2018
7:00 p.m.

Members Present: Diane Baum, Michael Bo, Mary Brolin, Adam Klein, Amy Krishnamurthy, Tessa McKinley, Maya Minkin (7:27 p.m.), Paul Murphy, Angie Tso, Eileen Zhang
Members Absent: Ginny Kremer
Others: Marie Altieri, Peter Light, Beth Petr, Dave Verdolino

1. The ABRSC was called to order at 7:02 p.m. by Chairperson Diane Baum.

2. **Chairman's Introduction** – *Diane Baum*

Diane Baum asked for the Committee's feedback regarding the last meeting held in the Administration Building auditorium. Comments about the auditorium included:

- comfortable, set up created better flow for the conversation
- narrow tables made members feel closer to each other, which was good
- no table legs to straddle and chairs were comfortable
- tables should be oriented so no one has their back to the speaker or screen
- could the screen be in a different location?
- acoustics were better than in the library, it can be hard to hear when it's raining there
- a member was cold, although some said it is always cold in the library
- not all members could see each other with the angle of the tables/chairs
- administrators (who sat off to the side of the Committee) thought it felt closer to the audience in a good way, although it was awkward for answering questions
- podium location in either venue is not ideal
- parking is more difficult than the Jr High
- concern was expressed by a member about the custodial cost of moving the current furniture out and bringing in the new furniture for the meeting

Comments about the Junior High library included:

- the library is a nice environment
- lighting in the library is better than the auditorium

Members were urged to separate the advantages of the new furniture from the location. A permanent screen could be installed in the auditorium but the temperature and lighting will not change. Members liked the idea of trying the new furniture in the library, although moving it from the Administration Building to the Jr High would be a lot of effort by the custodians for one meeting. A member suggested checking with the librarian. Diane will arrange another meeting in the auditorium so that members can form a second opinion.

3. **Public Participation**

Per policy BEDH, members of the public may speak for up to 2 minutes on items not included on this agenda. Comments regarding items on the agenda should be made during that part of the meeting. Typically, the Committee/Administration will not respond to comments during public participation.

Steve Ballard requested that the Committee consider zero based budgeting as part of their deliberations. He encouraged them to look at all of the lines of the budget and not just rely on the Superintendent, Deputy Superintendent and Finance Director to present their recommendations.

Danny Factor read a statement from the Green Acton Board of Directors regarding School Site Selection. They applauded the Building Committee's focus on sustainability as a chief goal. They urged members to take concerns about one site in regard to safety and environmental risks as the result of possible flooding seriously. It was noted that Acton recently passed a Sustainability policy.

4. **Student Representatives' Update**

Michael Cheng reported that not much has changed since the meeting last week. The music program had their winter concert and recent wellness activities funded by the AB United Way grant were enjoyed by everyone.

5. **Statement of Warrants & Approval of Minutes– Diane Baum**

5.1. Meeting Minutes of 12/6/18

Mary Brolin moved, Amy Krishnamurthy seconded and the minutes were approved as written.

6. **Superintendent's Update – Peter Light (oral)**

No news since the last meeting.

7. **Presentation/Discussion: School Building Project– Emily Grandstaff-Rice, Mary Brolin**

7.1. Building Site Options update

7.1.1. Community Input Survey Results – December 2018

7.1.2. November Community Forum Notes

Mary Brolin thanked everyone for the enormous amount of feedback that was received since the last meeting and the survey was done. In general there was strong support for the Gates site and including Douglas. At the meeting the night before, the Building Committee decided to go with Extension Option 1 moving the PSR Submittal Date from 1/2/19 to 2/20/19 and the MSBA Board Meeting PSR Approval Date from 2/13/19 to 4/10/19. The SD Submittal Date (7/10/19), MSBA Board Meeting Scope & Budget Date (8/28/19) and Anticipated Town Vote Date (12/2/19) would not change. There is expected to be no cost impact with this extension.

Emily Grandstaff-Rice explained that the MSBA's recent questions and comments regarding the Feasibility Study Preliminary Design Program (PDP) are a protection to be sure that the District has answered every question and considered any options that might come up. The MSBA is requesting documentation for some of the options that the Building Committee knows are not feasible. Some of the comments regarding the Education Plan will need to be revised and revoked by the School Committee.

The two sites are still viable choices, although additional wetlands have been identified and are being evaluated. Emily explained that the idea of a twin school is unusual for the MSBA and they want to ensure that they (MSBA) are funding is what they agreed to – a single school for 650 students. In the recent call, it was explained that Acton is unique in that they have school choice and it is important that they keep their two school community identities.

Mary hopes that the Building Committee will vote their site recommendation at the meeting on January 9th. She noted that members are leaning toward siting the building at Gates right now. Peter Light reported that Marie, JD, Peter and Chuck met and created a plan to get the needed information to the Building Committee by Friday January 4th, prior to their next meeting on the 9th, so members can make an informed decision. Mary would like it posted publicly on the website, similar to how School Committee materials are posted.

Emily clarified that a site will be chosen on January 9th, but not a design yet. The new wetland information at Conant does not affect the design option but could affect the building design at that site. Tessa McKinley noted that some of the comments from the MSBA on the Education Plan were similar to comments that she and Diane Baum made earlier. Bringing together two schools with different philosophies led to requests for more specific answers to questions about what some spaces would be used for. The Superintendent explained that there are 2 types of comments from the MSBA.

- Questions regarding “What is a twin school and how would the two schools function together?” are because the MSBA is used to a consolidated school model. Many of these questions will be answered directly in the document. They are a request for additional information, not changes to the Education Plan.
- Actual changes that are requested by the MSBA to the Education Plan will be shared with the School Committee.

Peter Light reported that Chuck Adam said the edited Education Plan does not need to be revoted by the School Committee, although it certainly could be. Marie Altieri suggested that the response to the PDP comments, is not revising the Education Plan so no vote would be needed for that part. When the PSR comes, an updated Education Plan will be voted.

The “Town Vote” on December 2, 2019 would be to fund the building of the new school. This would take place at concurrent town meetings in Acton and Boxborough, followed by a ballot vote the same day in both towns, because it is a debt exclusion. These dates are not set in stone but are the time frame.

Danny Factor spoke from Green Acton. They have been focused on and concerned about flooding issues which pertain to the Gates property and the 100 Year Flood Line which runs almost against the back of the proposed new building. Around the country, the frequency of storms and significant weather is increasing. He advocated that due diligence is essential around the 100 year time period. He appreciated that the Committee is meeting with the Conservation Committee.

Shawn Jennings spoke as a Douglas neighbor and parent. He is a data driven scientist and has submitted a lot of information to the Building Committee. He feels it is imperative that decisions be made based on scientific data, not anecdotes. Mary Brolin will be sure that the Green Acton and Mr. Jennings’ material is shared with the School Committee.

8. **Recommendation to Approve the FY20 ABRSD School Calendar** – Second Read –
VOTE - Marie Altieri

- 8.1. DRAFT FY20 Calendar starting after Labor Day
- 8.2. DRAFT FY20 Calendar starting before Labor Day

The Calendar Subcommittee will continue to meet and present information in the spring about the religious holidays, including the emailed request to add Russian Orthodox Christmas and Orthodox Easter to the list. This will be part of the FY21 calendar discussion.

Amy Krishnamurthy moved to approve the second calendar starting before Labor Day. Paul Murphy seconded the motion.

Discussion:

The Committee briefly explained the homework policy regarding religious holidays. Next year Christmas falls on a Wednesday. A member noted that some people would probably not like having school on Monday, December 23 and Tuesday the 24th but if we did, students would get out 2 days earlier than the proposed calendar. It was added that the days before major holidays tend to have a high number of absences. The secondary schools' Early Dismissal times will be added to the second page. Changes to the second page of the calendar do not need to be revoted.

The ABRSC unanimously **VOTED** to approve the calendar starting before Labor Day.

9. **Presentation: MCAS 2018 – Deborah Bookis**

Deborah Bookis presented on the 2 purposes and types of assessment: Diagnostic/Instructional (formative, interim, summative) and System Monitoring/Accountability (NAEP and MCAS). As stressed in the past, she emphasized that standardized tests will only be used in concert with other diverse measures to capture how well our students are doing at a given time. New Curriculum Frameworks were put in place for History and Social Science (2018), Digital Literacy and Computer Science (2016). The Arts (1999) and Comprehensive Health (1999) frameworks are currently under review by DESE.

The digital literacy and computer science framework involves how to research correctly and appropriately use the modern library. Deborah said they have begun to look at where those standards are taught well – in the classroom or in the library. There will be opportunities to weigh in regarding the health curriculum. A member said that she is excited, but exhausted listening to all that teachers are doing and she hopes that something is coming off their plates as they take on all of these new initiatives. It is hoped that coaching will be helpful. Deborah and Dawn Bentley are working on this.

The Committee discussed how the MCAS testing has changed since 2013. Michael Bo asked about the results for 5th and 8th grade. Deborah explained that some students may have missed questions because of the Science Technology Engineering transition period. This year's students will have had better alignment of the material, and in the future, the coaching and teacher support will help them as well.

Questions were also asked about an increase in the amount of reading required in test questions on the math MCAS, specifically, which has replaced visual cues over time, and how struggling readers are handling the more language based items. Dawn Bentley agreed that it is something they are working on. Members were cautioned not to compare 2015 results to those from 2018 because they are very different tests. It was noted that while we

have an ELL cohort that is growing, it is encouraging that their scores are not changing but actually improving, which is success.

Angie Tso expressed concern about the trends in grades 3-5. She asked if the District did any comparisons with other districts. Deborah responded that while MCAS is a statewide test, our district did not do the PARCC tests. Other districts have taken similar tests for a few years when AB did not so they might do a little better due to familiarity. She did look at several districts' results but the transition years have to be considered. A parent of a 5th grader said that she is excited to hear what is being done to help the students. She noted that typing was also difficult for her daughter and that aspect of the testing really slowed her down.

10. **FY20 Superintendent's Preliminary Budget – Peter Light**

10.1. Capital Plan Funding Strategy

(See extensive material posted for 12/6/18 School Committee meeting)

Capital planning continues to be a priority, per Goal #3: *Our students will have access to safe and effective learning environments*. Mr. Light explained the funding process for his recommendation to plan for a \$20M total allocation for capital projects over the next 12 years. This includes a \$7.5M bond, funded within the district's operating budget and requiring a 2/3rd vote at both Town Meetings to fund priority projects over the next several years, and an FY20 increase to the district's capital allocation by \$250K for a total of \$1.25M in the FY20 budget. The plan is to additionally increase another \$250K in the FY21 budget for a total annual allocation of \$1.5M plus 2.5% inflation going forward.

Mr. Light explained how Skanska and our Director of School Operations have been evaluating the 8,000 line items in the original \$120M Capital Improvement Plan (CIP) from the 2015 Dore and Whittier Master Plan. Of the \$120M, \$61M are from Douglas, Gates, Conant, and the Admin Building. The capital needs of two of those schools will be taken care of through the building project. The remaining \$59M has been reduced to \$23M by identifying redundancies, work completed, work that can be completed by in-house staff and other cost saving measures. When they complete their work, the \$23M will come down lower, with a goal of completing the \$23M through the bond and operating budget over the next 12 years.

In addition to developing a funding strategy for both short and longer term capital needs, the Capital Subcommittee has have been involved in finalizing the list of capital projects and prioritizing them, grouping them into actionable bundles, and identifying alternative sources for funding, e.g., through the MSBA's Accelerated Repair Program.

When asked how much the district should have in its capital line, Mr. Light said the recommendation is 1% of the assessed value of the buildings. Bringing a new school on adds a tremendous asset value to the district so that affects how much is carried forward, in this case \$2 million. The bond would not be issued for 3 years, and rates could be higher, lower or the same. Whatever happens to the interest rate between now and then will also affect construction costs.

The Committee discussed the timing of the bond. Dave Verdolino explained that over the next 3 summers is when the capital work would be done. The district wouldn't borrow money now for those first 3 summers. Short term borrowing at a much cheaper interest rate to fund these projects makes sense. When that is done, you take out the bond at that point. Peter explained that the school can create a school stabilization fund so perhaps in the spring the Committee can discuss that.

A member described the proposal as “a robust and comprehensive plan” and another as “responsible budgeting”. Diane Baum asked for more information about how the numbers were arrived at (such as the \$2 million for capital) on Budget Saturday.

John Petersen spoke from the audience, asking when the specific priorities of this budget would be brought to the School Committee. The response was on Budget Saturday (1/26/19) and also at possible joint presentations for the boards. John also asked a long term question – Acton is taxing at the levy limit, would this proposed plan eventually drive Acton into an operating override? Dave Verdolino said that the numbers will change over the next 10 years and they are subject to many things. This is a responsible plan for a pretty long period of time. Marie Altieri agreed. Mr. Light stated that as the administration looked at balancing priorities and risk, it was agreed that the capital projects that the community needs to be addressed cannot be done within the regular budget.

11. Recommendation to Approve Donations from the ABRSD PTSO, Danny’s Place Youth Services and the Town of Acton for the William James Interface Referral Service –

VOTE – *Peter Light*

Mary Brolin moved, Paul Murphy seconded and it was unanimously,

VOTED: to approve the donations for the William James Interface with gratitude.

12. Recommendation to Approve Gift from Mark Lawrence Photographers, Inc. to the R.J. Grey Junior High School to support student activities – VOTE – *Peter Light*

Angie Tso moved, Paul Murphy seconded and it was unanimously,

VOTED: to approve the gift from the Mark Lawrence Photographers, Inc. with gratitude.

13. Subcommittee and Member Reports

- 13.1. Policy – meeting on Dec 11 - *Amy Krishnamurthy*
Two policies will be brought to the January 10th School Committee meeting.
- 13.2. Capital Improvement – meeting on Dec 12 - *Adam Klein*
- 13.3. Budget – next meeting Jan 3 - *Amy Krishnamurthy*
- 13.4. Acton Leadership Group (ALG) – meeting on Dec 13 – *Paul Murphy*
 - 13.4.1. Draft minutes of meeting on Nov 29, 2018
- 13.5. Others

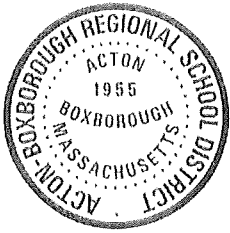
14. FYI

- 14.1. Little Free Libraries at our Carol Huebner Early Childhood Program sites –
Diane Baum highlighted this new activity.
- 14.2. Professional Learning Day, November 2018 –
Peter Light highlighted this important work and thanked the Committee for their support.

Mary Brolin moved, Paul Murphy seconded and the ABRSC adjourned at 9:55 p.m.

Respectfully submitted,
Beth Petr

List of Documents Used: see agenda



Acton-Boxborough Regional School District

15 Charter Road Acton, MA 01720

978-264-4700

www.abschools.org

Peter J. Light
Superintendent of Schools

December 20, 2018

ABRHS Students, Faculty and Families,

I am pleased to announce that after much consideration, I have appointed Mr. Larry Dorey as the permanent Principal of the Acton-Boxborough Regional High School.

Since the time I announced I was considering Mr. Dorey for this appointment, I have heard voices throughout the community articulate that he is student-focused, develops strong relationships, is willing to listen, has provided moral and ethical leadership for the school over the last several years, and has established a high degree of trust with all stakeholders. For the last six months, I have had an opportunity to observe Mr. Dorey in his current role as the Interim Principal and develop a deep understanding of his strengths as a leader. In my conversations with him over this time, he has articulated an educational vision that leverages important work around student wellness in order to continue to grow the academic program of the school in new and exciting directions.

Mr. Dorey has served in a variety of capacities over his more than 20 years of work at ABRHS and I believe he is the ideal leader to continue to grow the school's educational program in the coming years. I look forward to working with Mr. Dorey for the benefit of all of our students. Please join me in congratulating Mr. Dorey!

Sincerely,

A handwritten signature in black ink, appearing to read "Peter Light", written over a horizontal line.

Peter Light
Superintendent of Schools

Developing engaged, well-balanced learners through collaborative, caring relationships.



Acton-Boxborough Regional School District

15 Charter Road Acton, MA 01720
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Peter J. Light
Superintendent of Schools

Superintendent's Update January 10, 2019

High School Principal Update

At our last meeting, I updated you that I was considering appointing Larry Dorey as the permanent Principal of the High School. In December, I had an opportunity to meet with interested stakeholders as part of the process and I also received several emails with feedback about Mr. Dorey. I am pleased to report that after completing this process, I have appointed Mr. Dorey to the position. Prior to vacation, I sent a communication to families and staff regarding the appointment. Mr. Dorey is a student-centered leader with high emotional intelligence and integrity, and I am confident he will be an outstanding Principal for our high school. Congratulations to Mr. Dorey on this well-earned appointment.

Administration Office Art Show

We have been working with Leo Muellner, our Visual Arts Director, to host a student art exhibit in the lobby of our newly renovated space in the Administration Building. We expect the artwork to be hung over the next week. I would encourage you to stop by our offices and see the incredible work that our students do. I would like to thank Mr. Muellner, Deb Bookis, all of our art teachers, and especially our students for helping to make our space a beautiful one!

Building Project Update

The Building Committee met last night to review the most recent information regarding site options for the Douglas Elementary School project. The committee reviewed a variety of information which can be accessed on the [Building Project Website](#). After much deliberation of the options to consider for the Preferred Schematic Design submission, the committee voted unanimously to move forward with options on the Gates site for a consolidated school building with two separate educational programs for the Gates and Douglas Elementary Schools.

Over the coming month, the Building Committee will continue to evaluate whether a single or two phase project will be the most appropriate for the community. Additionally, our architect will continue to refine the design of the school prior to the next MSBA submission deadline for the Preferred Schematic Report (PSR) on February 20.

The MSBA has requested documentation that the School Committee supports consolidating the schools into one facility. At our next regular School Committee meeting on February 7, we will be

Developing engaged, well-balanced learners through collaborative, caring relationships.



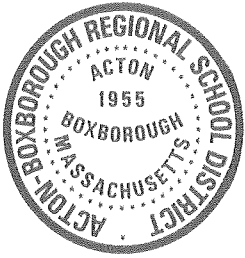
asking you to vote to support consolidating the Douglas and Gates schools into a single school building with the expectation that the schools will continue to be maintained as two distinct educational programs. The results of that vote will be submitted to the MSBA with the PSR on February 20 in support of this project.

Entry Process Update

I completed the first phase of my entry process in early December and have been reviewing data to develop my draft Report of Entry Findings. Over the next several weeks, I will be sharing the draft report with members of the leadership team in order to test and verify my findings and ensure that the report accurately reflects the work of our district. While the report is rooted in data that includes stakeholder feedback, a review of district documents and data analysis, and many hours of school and classroom observations, the findings reflect this data as seen through my professional judgement. I look forward to presenting this report to you at our February 7 meeting.

I do not want to give away too many of the ideas in the report, but I would like to share that I continue to be incredibly impressed with the work of our faculty and administrators, particularly in responding to students' social-emotional needs as well as increasing equitable opportunities for students. As a small preview of some major themes of the report, I expect to talk with you about the increasing diversity of the district, efforts to promote the most inclusive culture possible for our students, and opportunities to continue our work in supporting students' social-emotional growth and mental health. While there is much more to the report, I wanted to provide you with a small peek into what you can expect to hear about at our next meeting.

As a reminder, this report is a beginning to continued work with the leadership team and you in order to discuss my findings and to use these findings as a means to grow and expand our current district strategy for improvement. I expect that work to span throughout the Spring, Summer and into the Fall.



Acton-Boxborough Regional School District

15 Charter Road - Acton, MA 01720
www.abschools.org

Finance Department
David A. Verdolino, Director
(978) 264-4700
dverdolino@abschools.org

To: School Committee
From: Dave Verdolino
Re: Budget Detail Reports
Date: January 10, 2019

All –

You will have received electronic versions of FY2020 Recommended Budget Projection reports, as follows:

- General Fund – Revenues
- Budget Admin Responsibility Summary
- Budget Admin Responsibility Detail
- Budget Character Code Summary
- Budget Character Code Detail

A reminder that the district's budgetary accounting system categorizes expenditures both in terms of budgetary responsibility (i.e., by administrator or "Admin") and expense type (Character Code). Accompanying this brief memo are two pages that explain significant variations from my review of the Budget Admin reports; the first covering district-wide departments and the second analyzing school-based budget requests.

During the remainder of the budget season, I expect to provide additional analyses, including in response to questions that you may raise as you review these materials.

One issue to keep in mind is that the Finance department made some account reclassifications during FY2019; in our view these reclassifications improve clarity and effectiveness of financial reporting. But in the short term, there may be inconsistencies among data between years, since it was impractical to adjust historical data within the accounting system.

I will be making a brief presentation at the next meeting to summarize the changes made from the Initial Budget (presented on December 6) to the Recommended Budget (which is intended to be the one presented at Budget Saturday). I do not expect to devote any presentation time to the detailed budget reports that are included here, but will of course be available to answer questions.

Thank you for your attention and your assistance toward presenting the district's FY2020 budget.

Acton-Boxborough Regional School District

FY2020 Recommended Budget

Significant Variances by Admin Code

<u>Admin (FY2020 Recommended Budget)</u>	<u>Variance</u>
DISTRICT-WIDE DEPARTMENTS:	
01 – Superintendent (\$124,500)	Change from FY2019 Budget - \$20,000
Reduction to legal services budget based on current year actual costs.	
02 – Teaching & Learning (\$343,599)	Change from FY2019 Budget - \$13,231
Eliminated one-time (furniture) purchase in current year budget.	
03 – Finance (\$16,717,532)	Change from FY2019 Budget - \$273,481
a. Health insurance savings due to HSA and rate reduction	- \$466K
(above consists of -\$637K savings for active EEs, \$171K increase for retirees)	
b. Middlesex County Retirement assessment (6% increase)	+\$150K
c. Medicare contribution, adjust to actual trend plus new hires	+\$45K
d. Workers Compensation premium, adjust to claims trend	-\$25K
e. Debt Service costs, short-term interest associated with CIP	+\$50K
f. Minuteman Tech assessment, JHS program (4% increase)	+\$10K
04 – Personnel (\$58,754,721)	Change from FY2019 Budget \$2,254,762
Significant Personnel cost drivers are –	
a. Teachers’ contractual COLA (1.8%, plus 1.1% split year adj.) plus steps	
b. Support staff COLA (1.75%, plus steps); Administrators COLA (2.5%)	
c. 8.6 FTE new staff positions, net of cost offsets (\$450K); 15 retirements (- \$560K)	
(detailed analyses of Personnel costs and changes will be presented at Budget Saturday)	
05 – Student Services (\$7,752,514)	Change from FY2019 Budget - \$138,750
a. Reduction in OOD tuitions, based on current placements	- \$166K
b. Increase use of Circuit Breaker reserve as cost offset	- \$140K
c. CASE (OOD) transportation assessment (11% increase)	+\$152K
d. Wrap-around (family support) services contract (new)	+\$72K
06 – Educational Technology (\$693,100)	Change from FY2019 Budget \$43,900
Reclassify technology-related items requested as capital expenditures.	
07 – Operations (\$4,791,269)	Change from FY2019 Budget \$357,735
a. Increase in capital outlay through first year of proposed CIP	+\$326K
(above amount represents increase in CIP from \$1M to \$1.25M; plus \$128K budgeted at SHS and JHS in FY19; less \$50K interest)	
b. Adjust additional transp. costs added in FY19 (STE) to actual	- \$89K
c. Add two buses based on GPI Study recommendation (new)	+\$120K
08 – Music (\$87,425)	Change from FY2019 Budget \$13,389
Reclassify musical instruments requested as capital expenditures.	
15-22 – SCHOOL BUILDING-BASED BUDGETS: see Excel summary, attachment	

Acton-Boxborough Regional School District

FY2020 Recommended Budget

Significant Variances by Admin Code

SCHOOL BUILDING-BASED BUDGETS:

**Total
Variance**

Numbers are keys to chart below

- | | |
|--|-------------|
| 1. Provide Field Trip Assistance Budget to all schools (\$100 per F/R student) | \$ 57,100 |
| 2. (Elementary) Allocate 50% of Budget (with 3% inflation) on a per student basis | \$ 15,979 |
| 3. (JHS) Additional supplies and materials (3% inflation) | \$ 8,690 |
| 4. (SHS) New textbooks; increase instructional materials and maintenance supplies; student activities teacher stipends | \$ 54,588 |
| 5. (SHS & JHS) Eliminate capital outlay items included in current year budget | \$(128,000) |
| 6. (SHS, new) Anti-Defamation League "A World of Difference" program | \$ 20,000 |

Admin-Loc>	<u>15 - HS</u>	<u>16 - JH</u>	<u>17 - BL</u>	<u>18 - CO</u>	<u>19 - DO</u>	<u>20 - GA</u>	<u>21 - MC</u>	<u>22 - ME</u>
FY19 Budget	602,400	291,642	92,606	87,292	84,779	81,010	95,216	91,737
Item (above) 1	16,500	10,200	4,100	4,900	3,300	5,100	8,000	5,000
2			198	3,934	1,819	2,538	3,478	4,012
3		8,690						
4	54,588							
5	(100,000)	(28,000)						
6	20,000							
*			(204)	(1)	(1,000)		(622)	
FY20 Budget	593,488	282,532	96,700	96,125	88,898	88,648	106,072	100,749

(FYI) Proj'd. Enrollments	1837	923	464	449	405	376	520	492
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* - Minor adjustments to account for actual administrators' requests.

**Acton-Boxborough Regional School District
FY2020 Recommended Budget -
Summary of Changes from Preliminary Presentation
Presentation to SC January 10, 2019**

	<u>Preliminary Proposal (Dec. 6)</u>	<u>Budget Adjustment Amount</u>	<u>Note</u>	<u>Recommended Budget</u>
Gross Operating Budget -	\$ 91,111,306	\$ (69,195)	A	\$ 90,982,111
		\$ (60,000)	B	
Revenues and Reserve Use -				
Total Revenues	\$ 17,469,572	\$ 55,000	C	\$ 17,534,572
		\$ 10,000	D	
Appropriate E&D	\$ 450,000	\$ 60,000	E	\$ 510,000
(Budget Minus Revenues and Reserves)				
Regional Assessments -				
Acton	\$ 61,591,055	\$ (203,449)		\$ 61,387,606
Boxborough	\$ 11,600,679	\$ (50,746)		\$ 11,549,933
Total	\$ 73,191,734	\$ (254,195)		\$ 72,937,539

Notes -

A - Reduce budgeted personnel costs to reflect savings from additional staff retirements.

B - Reduce provision for additional transportation costs (from \$180K to \$120K) based on GPI Study recommendation (see E below).

C - Increase estimated Chapter 70 state aid to \$30 per student based on historical average and trends.

D - Estimate Medicaid reimbursement and Miscellaneous revenues based on historical trends.

E - Offset 50% of additional transportation costs (Note B); in following year, this will be reimbursed by state aid.

Acton-Boxborough Regional School District

FY2020 Recommended Budget - Revenue by Type

Presentation to SC January 10, 2019

Source: FY2019 Q1 Report with Est. FY2020 Budget Assumptions, including revisions

ACCOUNT DESCRIPTION	FY2018 FINAL ACTUAL	(B) FY2019 VOTED BUDGET	(P) FY2019 PROJECTED	(P) - (B) FY2019 VARIANCE	FY2020 PRELIMINARY	(R) FY2020 RECOMMENDED	(R) - (B) FY2020 BUDGET INCREASE	%
STATE AID -								
Foundation Aid (Chapter 70)	14,859,361	14,968,061	15,022,441	54,380	15,132,441	15,187,441	219,380	1.5%
Regional Transportation (Chapter 71)	1,403,006	1,337,757	1,532,131	194,374	1,907,131	1,907,131	569,374	42.6%
Regional Bonus Aid (expires FY2019)	52,691	25,000	25,000	0	0	0	-25,000	
Charter School Reimbursement Aid	20,538	32,361	30,403	-1,958	30,000	30,000	-2,361	-7.3%
REGIONAL ASSESSMENTS -								
Acton (FY18 - 83.28%; FY19 - 84.09%)	57,730,056	59,981,958	59,981,958	0	61,591,055	61,387,606	1,405,648	2.3%
Boxborough (FY18 - 16.72%; FY19 - 15.91%)	11,593,781	11,351,355	11,351,355	0	11,600,679	11,549,933	198,578	1.7%
OTHER REVENUES -								
Medicaid Reimbursement	274,691	150,000	150,000	0	190,000	200,000	50,000	33.3%
Earnings on Investments	195,668	100,000	278,676	178,676	200,000	200,000	100,000	100.0%
Rental Income	55,000	0	0	0	0	0	0	
Miscellaneous	13,340	0	1,130	1,130	10,000	10,000	10,000	100.0%
APPROPRIATED FROM E&D	450,000	775,000	775,000	0	450,000	510,000	-265,000	-34.2%
Revenue Total	86,648,133	88,721,492	89,148,094	426,602	91,111,306	90,982,111	2,260,619	2.5%

Notes re Items with significant variances -

Chapter 70 (Foundation Aid)	Assume Minimum Aid increase of \$20 \$30 per student in Foundation Budget; revision appropriate based on 8-year avg. (\$31) and current trend (FY18 & 19).
Chapter 71 (Regional Trans Aid)	Assume level-funded FY2019 Regional Trans Aid plus estimated first year of reimbursement for STE busing costs.
Medicaid Reimbursement	Continue to increase budgeted revenue consistent with recent income trend.
Earnings on Investments	Continue to increase budgeted revenue consistent with recent income trend.
Miscellaneous Revenue	Budget for nominal amount of unallocated revenue based on historical data.
Appropriated E&D	Represents "historical" usage (\$200K) plus funding of additional requirement of CIP (\$250K) offset 50% of additional trans costs based on GPI Study (\$60K).

ACTON-BOXBOROUGH RSD

FY2020 Recommended Budget Assessments (With Comparative Summary from FY2019)

	Voted Budget FY2019	ACTON	BOXBOROUGH	Recomm. Budget FY2020	ACTON	BOXBOROUGH
%s represent: three-year average of K-12 student enrollment by Town - see Note A	<<	84.71%	<<		84.64%	<<
three-year average with 5% "discount" to Boxborough - see Note B	<<	88.80%	<<		89.64%	<<
EXPENDITURES INSIDE DEBT LIMIT:						
OPERATING BUDGET (OMNIBUS)	\$84,723,974	\$71,769,678	\$12,954,296	\$86,760,393	\$73,433,997	\$13,326,396
Add - Selected Components of Operating Budget not Included in Above Amount:						
OPEB TRUST FUND CONTRIBUTION	\$900,000	\$762,390	\$137,610	\$900,000	\$761,760	\$138,240
MINUTEMAN (JHS) ASSESSMENT	\$200,000	\$169,420	\$30,580	\$210,500	\$178,167	\$32,333
LOWER FIELDS CONSTRUCTION DEBT SERVICE - see Note B	\$125,318	\$111,282	\$14,036	\$98,218	\$88,043	\$10,175
CAPITAL OUTLAY - BUILDINGS & GROUNDS	\$1,000,000	\$847,100	\$152,900	\$1,250,000	\$1,058,000	\$192,000
	<u>\$86,949,292</u>	<u>\$73,659,871</u>	<u>\$13,289,421</u>	<u>\$89,219,111</u>	<u>\$75,519,966</u>	<u>\$13,699,145</u>
EXPENDITURES OUTSIDE DEBT LIMIT (AUTHORIZED PRIOR TO FULL REGIONALIZATION):						
CONSTRUCTION DEBT SERVICE (FOR JHS) - see Note B	\$379,320	\$336,836	\$42,484	\$377,720	\$338,588	\$39,132
SH CONSTRUCTION/RENOVATION DEBT SERVICE - see Note B	\$1,392,880	\$1,236,877	\$156,003	\$1,385,280	\$1,241,765	\$143,515
	<u>\$1,772,200</u>	<u>\$1,573,714</u>	<u>\$198,486</u>	<u>\$1,763,000</u>	<u>\$1,580,353</u>	<u>\$182,647</u>
GROSS DISTRICT BUDGET (ABRS D Appropriation)						
Represents 3.06% increase (FY2018>2019) and 2.55% increase (FY2019>2020)	\$88,721,492	\$75,233,584	\$13,487,908	\$90,982,111	\$77,100,320	\$13,881,791
SHARE OF DEBT SERVICE (ELEM. SCHOOLS) PAID BY TOWNS - see Note F	<u>766,552</u>	<u>\$649,346</u>	<u>\$117,206</u>	<u>749,655</u>	<u>\$634,508</u>	<u>\$115,147</u>
GROSS BUDGET-TOTAL (Total Regional Expenditures)	<u>\$89,488,044</u>	<u>\$75,882,930</u>	<u>\$13,605,113</u>	<u>\$91,731,766</u>	<u>\$77,734,828</u>	<u>\$13,996,938</u>
REVENUES AND RESERVE USE:						
CHAPTER 70 BASE AID (FY2020 est. minimum increase of \$30 pp)	\$14,968,061	\$12,679,444	\$2,288,617	\$15,187,441	\$12,854,650	\$2,332,791
CHARTER SCHOOL AID	\$32,361	\$27,413	\$4,948	\$30,000	\$25,392	\$4,608
REGIONAL SCHOOL TRANSP. (includes first year reimbursement for STE busing)	\$1,337,757	\$1,133,214	\$204,543	\$1,907,131	\$1,614,196	\$292,935
MISCELLANEOUS REVENUES - see Note C	\$275,000	\$232,953	\$42,048	\$410,000	\$347,024	\$62,976
TRANSFER FROM RESERVES (Excess & Deficiency)	\$775,000	\$656,503	\$118,498	\$510,000	\$431,664	\$78,336
E&D Transfer as a % of Gross District Operating Budget (Appropriation) >>	0.87%			0.56%		
TOTAL REVENUES AND RESERVE USE	<u>\$17,388,179</u>	<u>\$14,729,526</u>	<u>\$2,658,653</u>	<u>\$18,044,572</u>	<u>\$15,272,926</u>	<u>\$2,771,646</u>
(I) TOWN ASSESSMENTS - BEFORE REGIONAL AGREEMENT APPENDIX A	<u>\$72,099,865</u>	<u>\$61,153,404</u>	<u>\$10,946,461</u>	<u>\$73,687,194</u>	<u>\$62,461,902</u>	<u>\$11,225,292</u>
(II) RESULTING ASSESSMENT PERCENTAGE SHARES - see Note D		84.82%	15.18%		84.77%	15.23%

Note A - All budget components (expenditures, revenues and reserves) are allocated to Towns based on the respective three-year average of K-12 enrollment (the "base percentages") EXCEPT items per Note B (Section 5A, B, C).

Note B - Expenditures for debt service (issuances prior to full regionalization) are allocated to Towns based on the "base percentages" (per Note A), MINUS 5% (Boxborough) or PLUS 5% (Acton) (Section 5C).

Notes A and B - All enrollment data were derived from district's October 1 (official) enrollment reports submitted to DESE.

Note C - Represents Investment Income, Medicaid Cost Reimbursement and Other *de minimis* and non-recurring revenue; the district received Bonus Transportation Aid for 5 years, through FY2019.

Note D - Transitional rules (per Regional Agreement, Appendix A) for apportionment of district costs between Towns apply for fiscal years 2015 through 2021 (Section 5D); see resulting calculations, next page.

Separation of Capital Components from Total Assessment:	\$2,532,096	\$365,422	\$2,726,396	\$384,822
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ACTON BOXBOROUGH RSD

FY2020 Recommended Budget Assessments (With Comparative Summary from FY2019)

(Continued)

Calculation of Final Assessments Per Appendix A to Revised Regional Agreement

All parenthetical references are to Regional Agreement, Appendix A

Description	Voted Budget FY2019	ACTON	BOXBOROUGH	Recomm. Budget FY2020	ACTON	BOXBOROUGH
APPENDIX A CALCULATIONS (FY2015-2021):						
(a) BASE BUDGETS (individually fixed by FY per Section 2)	\$69,670,702	\$58,148,708	\$11,521,994			
Less -						
(b) PROJECTED BENEFITS (fixed amount for FY15-19 per Section 1)	<u>\$1,873,119</u>					
(c) PERCENTAGE SHARES (varying percentages fixed by FY per Section 3)		60.0%	40.0%			
(d) = [(b) times (c)] BENEFIT ALLOCATION TO TOWNS (per Section 4a.)		<u>\$1,123,871</u>	<u>\$749,248</u>			
(e) = [(a) minus (b) or (d)] RECALCULATED BASE BUDGET (per Section 4b.)	\$67,797,583	\$57,024,837	\$10,772,746			
(III) RECALCULATED BASE BUDGET ALLOCATION (per Section 4c)	100.00%	84.11%	15.89%			
COMPARISON OF COST ALLOCATION METHODS:						
(II above) ASSESSMENT PERCENTAGE SHARES, per previous page		84.82%	15.18%			
(IV) = [(III) minus (II)] PROPORTIONAL ASSESSMENT SHIFT		-0.71%	0.71%			
FINAL ASSESSMENT CALCULATION:						
(I above) TOWN ASSESSMENTS BEFORE APPENDIX A - see Note D	<u>\$72,099,865</u>	<u>\$61,153,404</u>	<u>\$10,946,461</u>	<u>\$73,687,194</u>	<u>\$62,461,902</u>	<u>\$11,225,292</u>
(V) = [(I) times (IV)] DIFFERENCE RESULTING FROM APPENDIX A - see Note E	FY19 Shift>>>	<u>-\$509,900</u>	<u>\$509,900</u>	FY20 Shift>>>	<u>-\$425,000</u>	<u>\$425,000</u>
(I) minus (V) FINAL ASSESSMENT PER APPENDIX A	\$72,099,865	\$60,643,504	\$11,456,361	\$73,687,194	\$62,036,902	\$11,650,292
Less - CREDIT FOR DEBT SERVICE PAID FROM TOWN BUDGETS - see Note F	<u>(766,552)</u>	<u>(661,546)</u>	<u>(105,006)</u>	<u>(749,655)</u>	<u>(649,296)</u>	<u>(100,359)</u>
NET ASSESSMENT AMOUNT DUE FROM BOTH TOWNS	<u>\$71,333,313</u>	<u>\$59,981,958</u>	<u>\$11,351,355</u>	<u>\$72,937,539</u>	<u>\$61,387,606</u>	<u>\$11,549,933</u>
		84.09%	15.91%		84.16%	15.84%
ANALYSIS OF CHANGE IN ASSESSMENT:						
PRIOR YEAR VOTED ASSESSMENT	\$69,323,837	\$57,730,056	\$11,593,781	\$71,333,313	\$59,981,958	\$11,351,355
CURRENT YEAR ASSESSMENT	<u>\$71,333,313</u>	<u>\$59,981,958</u>	<u>\$11,351,355</u>	<u>\$72,937,539</u>	<u>\$61,387,606</u>	<u>\$11,549,933</u>
INCREASE (DECREASE) FROM PRIOR YEAR (\$)	\$2,009,476	\$2,251,902	-\$242,426	\$1,604,226	\$1,405,648	\$198,578
INCREASE (DECREASE) FROM PRIOR YEAR (%)	2.90%	3.90%	-2.09%	2.25%	2.34%	1.75%

This calculation is no longer applicable after FY2019

Note E - For FY2020, the previous method of reallocating the regional assessment (see Note C) is replaced with a fixed dollar adjustment of \$425,000 (decrease to Acton, increase to Boxborough).

Note F - Amount includes allocation of elementary schools' debt service paid by each Town, consistent with prior years.

SUMMARY STATISTICS:		TOTALS	ACTON	BOXBOROUGH
Total Operating Budget Increase (FY2019>2020)	\$ >	\$2,260,619	\$1,866,735	\$393,884
	% >	2.55%	2.48%	2.92%
Change in Regional Assessment (FY2019>2020)	\$ >	\$1,604,226	\$1,405,648	\$198,578
	% >	2.25%	2.34%	1.75%
Change in Assessment Shift per Regional Agreement (FY2019>2020)			\$84,900	(\$84,900)
Change in Use of E&D Reserve (FY2019>2020)	\$ >	(\$265,000)	(\$224,839)	(\$40,162)
Change in E&D as a % of Gross Budget (Appropriation)	% >	-0.31%		

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**Acton Boxborough Regional School District
Budget Projection
General Fund - Revenues
FY 2020**

ACCOUNT	DESCRIPTION	2016 Actual & Enc	2017 Actual & Enc	2018 Actual & Enc	2019 Final Budget	2019 YTD Thru 11-30-18	2020 Recommended Budget	\$ Diff 2019 Budget	% Chg 2019 Budget
46 - Federal Revenue									
1000R14 45402	Medicaid Reimbursement	186,762	209,193	274,691	150,000	24,841	200,000	-	33.33%
	Federal Revenue	186,762	209,193	274,691	150,000	24,841	200,000	-	33.33%
47 - State Revenue									
1000R14 46801	Aid - Chapter 70	14,393,076	14,696,071	14,859,361	14,968,061	6,259,350	15,187,441	-	1.47%
1000R14 46807	Transportation - Pupil	1,430,719	1,411,898	1,403,006	1,337,757	-	1,907,131	-	42.56%
1000R14 46809	Reimbursement - Charter School	42,958	21,364	20,538	32,361	12,669	30,000	-	(7.30%)
1000R14 46811	Regional Bonus Aid	106,520	77,640	52,691	25,000	-	-	-	(100.00%)
	State Revenue	15,481,037	16,206,973	16,335,596	16,363,179	6,272,019	17,124,572	-	4.65%
48 - Assessments									
1000R14 47501	Assessment - Rgnl - Acton	53,171,008	55,547,097	57,730,056	59,981,958	24,992,485	61,387,606	-	2.34%
1000R14 47502	Assessment - Rgnl - Boxborough	11,120,240	11,503,148	11,593,781	11,351,355	4,729,731	11,549,933	-	1.75%
	Assessments	64,291,248	67,050,245	69,323,837	71,333,313	29,722,216	72,937,539	-	2.25%
49 - Other									
1000R14 48200	Earnings - On Investments	28,642	93,344	195,669	100,000	133,190	200,000	-	100.00%
1000R14 48403	Revenue - Miscellaneous	42,341	33,397	13,340	-	3,292	10,000	-	- %
1000R14 48404	Rental Income	-	67,500	55,000	-	-	-	-	- %
	Other	70,983	194,242	264,009	100,000	136,482	210,000	-	110.00%
TOTAL FUND: GENERAL FUND		80,030,029	83,660,653	86,198,133	87,946,492	36,155,558	90,472,111	-	2.87%
GRAND TOTAL:		80,030,029	83,660,653	86,198,133	87,946,492	36,155,558	90,472,111	-	2.87%

Acton Boxborough Regional School District
Budget Projection by Admin Responsibility Summary
General Fund
FY 2020

ACCOUNT	DESCRIPTION	DESE FUNC CODE	2016 Actual & Enc	2017 Actual & Enc	2018 Actual & Enc	2019 Revised Budget	2019 YTD Thru 12-31-18	2020 Recommended Budget	2020 Final Budget	\$ Diff 2019 Budget	% Chg 2019 Budget
01 - SUPERINTENDENT			96,067	218,154	156,441	144,500	50,975	124,500	-	-20,000	-13.8%
02 - ASST SUPT OF TEACH & LEARNING			320,962	343,735	366,152	386,830	224,758	373,599	-	-13,231	-3.4%
03 - FINANCE DIRECTOR			15,186,526	16,291,644	16,921,020	16,991,013	9,640,809	16,717,532	-	-273,481	-1.6%
04 - PERSONNEL / DEPUTY SUPT			49,151,071	50,849,450	52,918,267	56,499,959	54,943,409	58,754,721	-	2,254,762	4.0%
05 - STUDENT SERVICES			8,751,878	7,995,337	7,967,846	7,891,264	6,369,557	7,752,514	-	-138,750	-1.8%
06 - EDUCATIONAL TECH DIRECTOR			595,062	708,140	746,532	649,200	454,710	693,100	-	43,900	6.8%
07 - FACILITIES DIRECTOR			3,629,059	4,305,207	4,302,735	4,433,534	2,705,532	4,791,269	-	357,735	8.1%
08 - MUSIC DIRECTOR			71,343	72,984	81,006	74,036	37,561	87,425	-	13,389	18.1%
09 - ART DIRECTOR			99,295	101,779	108,408	111,729	65,741	115,080	-	3,351	3.0%
13 - ATHLETIC DIRECTOR			112,058	72,639	81,537	82,575	55,854	88,510	-	5,935	7.2%
15 - SENIOR HIGH PRINCIPAL			500,818	490,140	544,001	602,400	490,238	593,488	-	-8,912	-1.5%
16 - JUNIOR HIGH PRINCIPAL			259,020	255,738	247,734	291,642	252,097	282,532	-	-9,110	-3.1%
17 - BLANCHARD PRINCIPAL			70,092	75,825	79,223	92,606	62,702	96,700	-	4,094	4.4%
18 - CONANT PRINCIPAL			68,417	75,392	72,804	87,292	63,103	96,125	-	8,833	10.1%
19 - DOUGLAS PRINCIPAL			86,429	83,790	84,184	84,779	44,930	88,898	-	4,119	4.9%
20 - GATES PRINCIPAL			80,105	80,952	80,555	81,010	75,192	88,648	-	7,638	9.4%
21 - MCCARTHY TOWNE PRINCIPAL			85,742	86,504	85,000	95,216	74,336	106,072	-	10,856	11.4%
22 - MERRIAM PRINCIPAL			94,575	90,413	87,199	91,737	58,481	100,749	-	9,012	9.8%
39 - PHYSICAL ED/ HEALTH ED			-	27,499	30,090	30,170	19,736	30,649	-	479	1.6%
TOTAL FUND:			79,258,521	82,225,323	84,960,732	88,721,492	75,689,720	90,982,111	-	2,260,619	2.55%
GRAND TOTAL:			79,258,521	82,225,323	84,960,732	88,721,492	75,689,720	90,982,111	-	2,260,619	2.55%

**Acton Boxborough Regional School District
Budget Projection by Character Code Summary
General Fund
FY 2020**

ACCOUNT	DESCRIPTION	2016 Actual & Enc	2017 Actual & Enc	2018 Actual & Enc	2019 Revised Budget	2019 YTD Thru 12-31-18	2020 Recommended Budget	2020 Final Budget	\$ Diff 2019 Budget	% Chg 2019 Budget
Salaries, Teaching 01		32,527,166	33,752,551	34,684,015	36,836,152	36,634,025	38,498,726	-	1,662,574	4.5%
Salaries, Prin/A Pri 02		2,170,250	2,254,377	2,410,510	2,447,883	2,448,502	2,509,716	-	61,833	2.5%
Salaries, Cntrl Admn 03		1,127,878	1,216,510	1,467,558	1,306,890	1,298,207	1,327,515	-	20,625	1.6%
Salaries, Supp Staff 04		9,029,830	9,124,786	9,638,298	11,057,286	10,703,481	12,325,021	-	1,267,735	11.5%
Salaries, Athletics 05		483,412	506,230	558,340	627,874	496,300	691,197	-	63,323	10.1%
Salaries, Buildings 06		706,266	741,109	755,248	818,672	765,153	950,523	-	131,851	16.1%
Salaries, Custodial 07		1,400,065	1,502,839	1,465,529	1,559,721	1,448,009	1,576,310	-	16,589	1.1%
Salaries, Home Instr 08		2,279	2,631	956	8,500	350	-	-	(8,500)	(100.0%)
Salaries, Misc Ps 09		1,490,306	1,465,165	1,496,979	1,575,926	1,350,087	405,691	-	(1,170,235)	(74.3%)
Salaries, Subs Misc 11		52,457	81,705	58,880	71,103	41,714	62,928	-	(8,175)	(11.5%)
Salaries, Subs Instr 12		702,211	651,697	743,352	702,095	207,279	593,200	-	(108,895)	(15.5%)
Salaries, Overtime 13		223,810	226,583	251,526	233,215	171,123	186,985	-	(46,230)	(19.8%)
Stipends, Curr/Instr 14		161,350	129,909	115,704	189,500	61,765	183,399	-	(6,101)	(3.2%)
Fringes, Course Reim 15		35,867	45,424	57,827	56,000	29,607	56,000	-	-	- %
Fringes, Hlth Insur 16		8,250,345	8,300,141	8,253,656	8,072,389	4,346,680	7,432,894	-	(639,495)	(7.9%)
Fringes, H Insur Ret 17		763,386	849,365	889,010	946,579	553,645	1,120,175	-	173,596	18.3%
Fringes, Lif/Dis Ins 18		37,404	35,030	40,375	44,520	24,048	45,856	-	1,336	3.0%
Fringes, Unemplmnt 19		40,354	37,233	31,674	40,000	22,413	40,000	-	-	- %
Fringes, Workrs Comp 20		288,016	451,026	493,550	515,574	440,589	490,978	-	(24,596)	(4.8%)
Fringes, Mcrs 21		1,961,424	2,086,065	2,318,753	2,513,393	2,467,453	2,663,092	-	149,699	6.0%
Fringes, Medicare 22		755,496	815,978	812,991	827,105	309,657	872,871	-	45,766	5.5%
Contrib Opeb Trust F 23		700,000	800,000	900,000	900,000	450,000	900,000	-	-	- %
Instruct Supplies 24		967,299	1,152,624	1,258,899	1,066,471	831,706	1,268,223	-	201,752	18.9%
Instruct Textbooks 25		230,185	237,261	239,975	258,915	172,403	262,398	-	3,483	1.3%
Instruct Services 26		52,902	52,446	53,913	56,856	41,527	650,090	-	593,234	1,043.4%
Other, Cap Outlay 27		476,816	1,163,259	1,033,987	134,292	736,032	160,000	-	25,708	19.1%
Other, Capital - Cip 28		-	-	-	1,000,000	373,652	1,203,100	-	203,100	20.3%
Other, Debt Service 29		1,895,743	1,934,218	1,903,718	1,872,518	324,284	1,911,218	-	38,700	2.1%
Other, Prop/Casualty 30		164,181	116,635	129,979	152,000	160,509	160,000	-	8,000	5.3%
Other, Maint Bldg/Gr 31		944,343	942,255	1,112,124	803,945	481,558	818,445	-	14,500	1.8%
Other, Maint Equip 32		46,837	46,172	91,670	134,761	88,532	116,348	-	(18,413)	(13.7%)
Other, Legal Service 34		107,228	219,991	148,124	175,000	41,540	140,000	-	(35,000)	(20.0%)

1/4/2019
10:35:30AM

Acton Boxborough Regional School District
Budget Projection by Character Code Summary
General Fund
FY 2020

ACCOUNT	DESCRIPTION	2016 Actual & Enc	2017 Actual & Enc	2018 Actual & Enc	2019 Revised Budget	2019 YTD Thru 12-31-18	2020 Recommended Budget	2020 Final Budget	\$ Diff 2019 Budget	% Chg 2019 Budget
Other, Admin Supp 35		900,741	902,095	990,929	1,027,782	646,387	876,345	-	(151,437)	(14.7%)
Other, Athletic Supp 36		103,076	59,888	66,230	71,524	49,428	78,060	-	6,536	9.1%
Other, Custodl Supp 37		162,562	124,880	148,460	155,000	108,449	155,000	-	-	-%
Other, Sped Transp 38		1,619,628	1,650,537	1,701,945	1,624,768	328,213	1,705,000	-	80,232	4.9%
Other, Student Trans 39		804,619	764,856	818,441	1,133,022	817,555	1,162,352	-	29,330	2.6%
Other, Travel/Conf 40		107,931	128,753	150,587	236,600	116,722	218,101	-	(18,499)	(7.8%)
Other, Sped Tuition/ 41		6,075,530	5,420,204	5,366,301	5,161,531	5,331,885	4,855,000	-	(306,531)	(5.9%)
Other, Utilities 42		1,366,987	1,460,269	1,368,243	1,304,000	171,241	1,304,000	-	-	-%
Other, Telephone 43		48,211	63,751	52,923	85,751	54,247	81,055	-	(4,696)	(5.5%)
Other, Sewer 44		273,301	277,576	273,281	286,333	166,458	286,333	-	-	-%
Assessments 48		-	431,353	606,062	628,479	377,304	637,466	-	8,987	1.4%
Other 49		830	-52	208	1,567	-	500	-	(1,067)	(68.1%)
TOTAL FUND:		79,258,521	82,225,323	84,960,732	88,721,492	75,689,720	90,982,111	-	2,260,619	2.55%
GRAND TOTAL:		79,258,521	82,225,323	84,960,732	88,721,492	75,689,720	90,982,111	-	2,260,619	2.55%

7.1 FY20 Budget

Detailed Reports

are posted separately after the packet



Our **vision** is to provide high-quality educational opportunities that inspire a community of learners

WELLNESS • EQUITY • ENGAGEMENT

Our **mission** is to develop engaged, well-balanced learners through collaborative, caring relationships

FY2020 Recommended Budget and Assessment Summary

January 10, 2019

Changes to Preliminary FY2020 Budget

I. – Expenditure Changes

Preliminary Budget (Dec. 6)	\$91,111,306
	(2.69% increase)

Budget Changes:

- a. Account for additional teacher retirements before election deadline - \$69,195
- b. Reduce additional transportation expenses per study recommendation - \$60,000

Recommended Budget (Jan. 10)	\$90,982,111
	(2.55% increase)

ABRSD 3

Changes to Preliminary FY2020 Budget

II. – Revenue & Reserve Changes

A. Preliminary Revenues (Dec. 6) \$17,469,572

Estimate Changes:

- a. Assume \$30 pp Chapter 70 Aid \$ 55,000
- b. Budget estimated Misc. Revenue \$ 10,000

Revenues for Recommended Budget \$17,534,572


B. Preliminary Use of E&D (Dec. 6) \$ 450,000

Offset additional trans exp. (50% of \$120K) \$ 60,000

Use of E&D for Recommended Budget \$ 510,000

ABRSD 4

What happens to the assessment?



OK THEN WHAT?

memegenerator.net

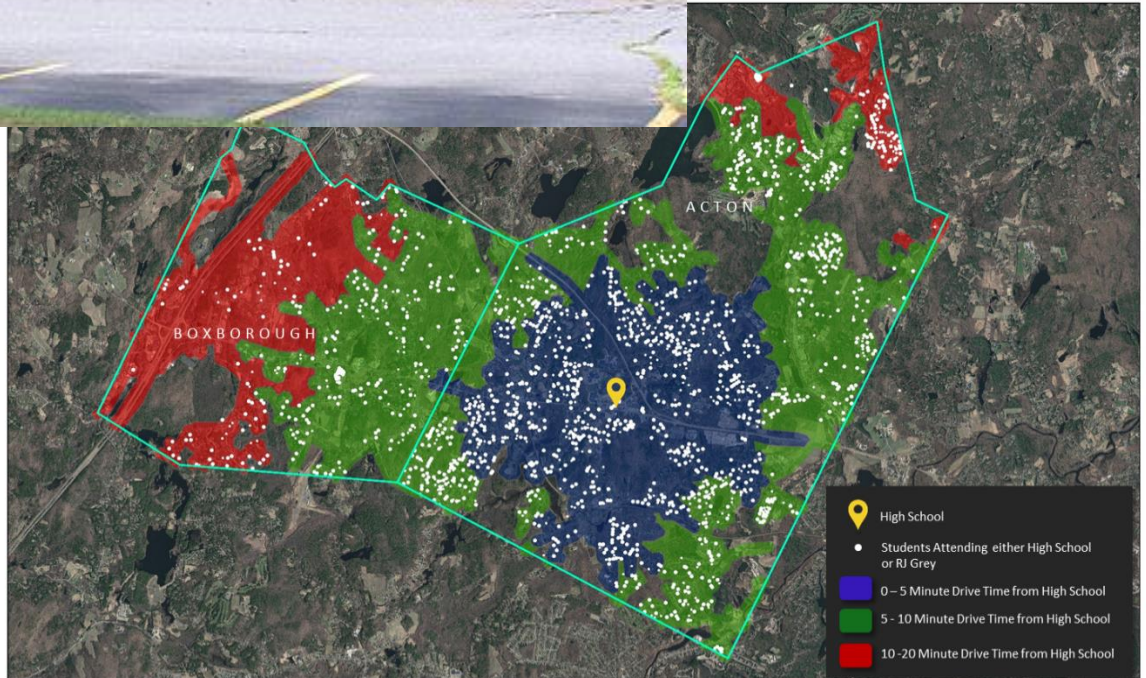
ABRS		5 5	
Recommended FY2020 Assessments			
		<u>Prelim. (12/6)</u>	<u>Recomm. (1/10)</u>
Operating Budget Request		\$91,111,306	\$90,982,111
Less - Est. Revenues		\$17,469,572	\$17,534,572
	Use of E&D Reserve	\$ 450,000	\$ 510,000
(FYI, net change from all above = \$254,195)			
Proposed Regional Assessments:			
➔ Acton –		\$61,591,055 (2.70% incr.)	\$61,387,606 (2.09% incr.)
➔ Boxborough –		\$11,600,679 (2.34% incr.)	\$11,549,933 (1.75% incr.)
Cost Shift for FY2020 per Sch. A = \$425K (A > B)			

ABRS		6 6	
Summary of FY20 Member Assessments			
As Projected Last Year –			
A - \$62.7million	B - \$12.0million	Total - \$74.7million	
(4.24% incr.)	(5.24% incr.)	(4.8% incr.)	
FY20 Preliminary Budget (December 6) –			
A - \$61.6million	B - \$11.6million	Total - \$73.2million	
(2.70% incr.)	(2.09% incr.)	(2.61% incr.)	
FY20 Recommended Budget (January 10) –			
A - \$61.4million	B - \$11.55million	Total - \$72.9million	
(2.34% incr.)	(1.75% incr.)	(2.25% incr.)	

CAVEAT

Projections are PRELIMINARY estimates; all amounts (\$ and %) are subject to change as the budget is finalized. Key dates FYI:

- ➔ 1/10/19 – Supt. Budget Recommendation
- ➔ 1/26/19 – Budget Saturday Presentation
(SC Preliminary Budget Vote)
- ➔ 2/7/19 – Superintendent Final Recommendation
- ➔ 2/13/19 – Budget Public Hearing
(SC Final Budget Vote)



Acton-Boxborough Regional School District Two-Tier Routing System Assessment — Phase III

December 2018



INTRODUCTION

Over the past two and a half years, the Acton-Boxborough Regional School District (ABRSD) has been proactive in investigating delayed high school start times as a result of the national scientific research validating the academic and health benefits of additional sleep for high school students. When altering school scheduling, much consideration must be made towards the operational and fiscal effects to the school transportation system. With the potential for school start time modifications came the opportunity for the ABRSD to assess their existing transportation practices but also an opportunity to analyze the implications of merging from a three-tier start time/routing system to a two-tier start time/routing system which has been favored in the past. As such, Greenman-Pedersen, Inc. (GPI) has been providing the ABRSD with engineering and planning services in a phased approach.

- Phase I of the ABRSD School Bus Routing Analysis examined the district’s three-tier starting time/routing system and transportation practices associated with that system as well as the potential impacts a two-tier start time/routing system would have on the students, staff, and community. GPI recommended that the ABRSD further investigate merging to a two-tier start time/routing system, with the intent that several new transportation practices and routing parameters would be introduced to the system to improve efficiency and utilization.
- Phase II implemented new transportation practices and routing parameters, as introduced in Phase I, to build and optimize a new transportation routing system utilizing the two-tier routing/start time structure. An assessment of the proposed systems’ performance measures in comparison to the ABRSD’s previous three-tier start time/routing system was conducted and it was recommended that the Acton-Boxborough Regional School District move forward with the implementation of a two-tier start time/routing structure in the upcoming school year dependent on the procurement of additional transportation resources.

As of September 2018, the ABRSD successfully converted from a three-tier start time/routing system to a two-tier start time/routing system and thus achieved a delayed high school start time to cater to the biological needs of high school students. The proposed new high school start time represents a significant adjustment to the previous start time of 7:23 AM. Phase III of the ABRSD School Bus Routing Analysis, the subject of this document, will evaluate the current operations of the two-tier system in terms of an efficiency standpoint and provide insight as to how the School District can further improve efficiency (resource allocations) and rider satisfaction (on-time performance measures and reduced ride times).

The school schedule as of the **2018-2019** school year is as follows:

Table 1. 2018-2019 District Bell Times

TIER	School	Start Time	End Time
1	RJ Grey Junior High School	8:00 AM	2:36 PM
	Acton-Boxborough Regional High School	8:07 AM	2:47 PM
2	Douglas Elementary School	8:50 AM	3:20 PM
	Gates Elementary School	8:50 AM	3:20 PM
	Blanchard Elementary School	8:50 AM	3:20 PM
	Conant Elementary School	8:50 AM	3:20 PM
	Merriam Elementary School	8:50 AM	3:20 PM
	McCarthy-Towne Elementary School	8:50 AM	3:20 PM

With the implementation of the two-tier start time/routing system, the high school experiences a 44-minute delay in start time and all elementary schools move to the same schedule as opposed to the three-tier model where elementary schools staggered in start. The consolidation of all elementary schools into one tier has allowed for families’ schedules to be more consistent for the elementary years as well as reduced stress of bus drivers who no longer have to service three constrained operating windows.

TWO-TIER EFFICIENCY RATING

Similar to that in Phase I and Phase II of the ABRSD School Bus Routing Analysis, Phase III examines the newly implemented two-tier system and looks at ridership numbers and utilization based on maximum bus capacity and district target rates. Phase III also looks at stop performance measures such as stop times, students per stop, and walk to stop parameters. GPI has also obtained planned vs actual stop information from Synovia Solutions in which data will be used to present on-time performance measures. All these parameters are described in more detail below and are compared with previous three-tier system measures to provide the ABRSD with the improvements the two-tier system has yielded where data is available.

Capacity Utilization

In Phase I of the ABRSD School Bus Routing Analysis, GPI conducted a capacity utilization study to see how efficiently the School District was utilizing their resources to transport students across three tiers. Table 2 depicts utilization rates based on full ridership within the previous three-tier start time/routing structure which reveals that transportation resources were overutilized in the high school/junior high school tier and significantly underutilized in the elementary tiers as over 60% of the elementary routes were less than half full. This was a result of the three-tier start time/routing system's inability to successfully balance trip length and ridership while operating under the "breathing in-and-out" structure.

As explained in Phase I, the intent of merging to a two-tier start-time/routing system was to pull down utilization rates in the high school/junior high school tier to a healthy rate and drive up utilization rates in the elementary tier to a healthy level. The ABRSD set district target rates at 55 student per bus at the high school/ junior high school level and 65 students per bus at the elementary level. Therefore, utilization rates based on the maximum capacity of each bus (83 seats) should be approximately 66% (55/83) for high school/junior high school tier and 78% (65/83) for elementary tier. This equates to two students per seat in the high school tier and a mixture of two/three students per seat (the youngest sitting 3 to a seat in the upfront) for the elementary tier. Since we are planning to hit district target rates, projected utilization based on target rates should ideally be 100%. However, it would be acceptable, and perhaps better planning, to have a utilization rate of about 90% to account for greater flexibility and a potential growth in the student population down the line.

Acton-Boxborough's buses can hold 83 students. It is considered bad practice to fill the entire bus as it can pose a potentially unsafe and uncomfortable experience for students. Applying industry standards, a maximum capacity of 55 students per bus (2 students per seat) was implemented for the high school tier and 65 students per bus (2/3 students per seat) for the elementary tier.

Table 3 depicts utilization rates based on full ridership for the recently implemented two-tier start time/routing system. As one can see, high school utilization is driven down to healthier rates with the addition of several new routes. Conversely, the elementary tier is now operating at a higher, healthier utilization rate. Compared to the three-tier system, there are significantly less buses in the elementary tier that are less than half full. The average number of riders assigned for high school routes has decreased to reduce overcrowding, while the average number of riders assigned for the elementary tier is nearly doubled to assure that buses are filled to their maximum potential.

Table 2. THREE-TIER Capacity Utilization (Full Ridership) – Fiscal Year 2018

Tier	# of Bus Runs AM/PM	# Students Transported in Tier*	Maximum Bus Capacity (# Students)	Utilization based on maximum capacity of each bus**	District Target Rate (# Students)	Utilization based on district target rates***	# of buses less than half full (<40) assigned*	Average # of Riders Assigned****	Largest # of Riders Assigned*
AM									
HS/JHS	32	2521	83	95%	55	143%	0	79	113
Elementary	64	2186	83	41%	65	52.5%	42	32	55
Total	96								
PM									
HS/JHS	32	2521	83	95%	55	143%	0	79	113
Elementary	64	2186	83	41%	65	52.5%	42	32	55
Total	96								

* Number of students assigned/geocoded and assigned ridership per trip numbers obtained from Student List in Transfinder Acton-Boxborough 2016-2017 Production Data Source

** Utilization based on maximum bus capacity of each bus (83) = # Students Transported in Tier / (# bus runs * 83 seats per bus) x 100

*** Utilization based on district target rate (55 HS/JH) or 65 (Elemen)) = # Students Transported in Tier / (# bus runs * 55 or 65 seats per bus) x 100

**** Average # of Riders Assigned per bus = # Students Transported in Tier / # of Bus runs

Table 3. TWO-TIER Capacity Utilization (Full Ridership) – Fiscal Year 2019

Tier	# of Bus Runs AM/PM	# Students Transported in Tier*	Maximum Bus Capacity (# Students)	Utilization based on maximum capacity of each bus**	District Target Rate (# Students)	Utilization based on district target rates***	# of buses less than half full (<40) assigned*	Average # of Riders Assigned****	Largest # of Riders Assigned*
AM									
HS/JHS	40	2607	83	78.5%	55	118.5%	0	67	95
Elementary	40	2588	83	77.95%	65	99.5%	6	65	101
Total	80								
PM									
HS/JHS	40	2599	83	78.3%	55	118.1%	0	67	95
Elementary	40	2499	83	75.3%	65	96.1%	6	63	99
Total	80								

* Based off Transfinder Acton-Boxborough 2018-2019 Production Data Source

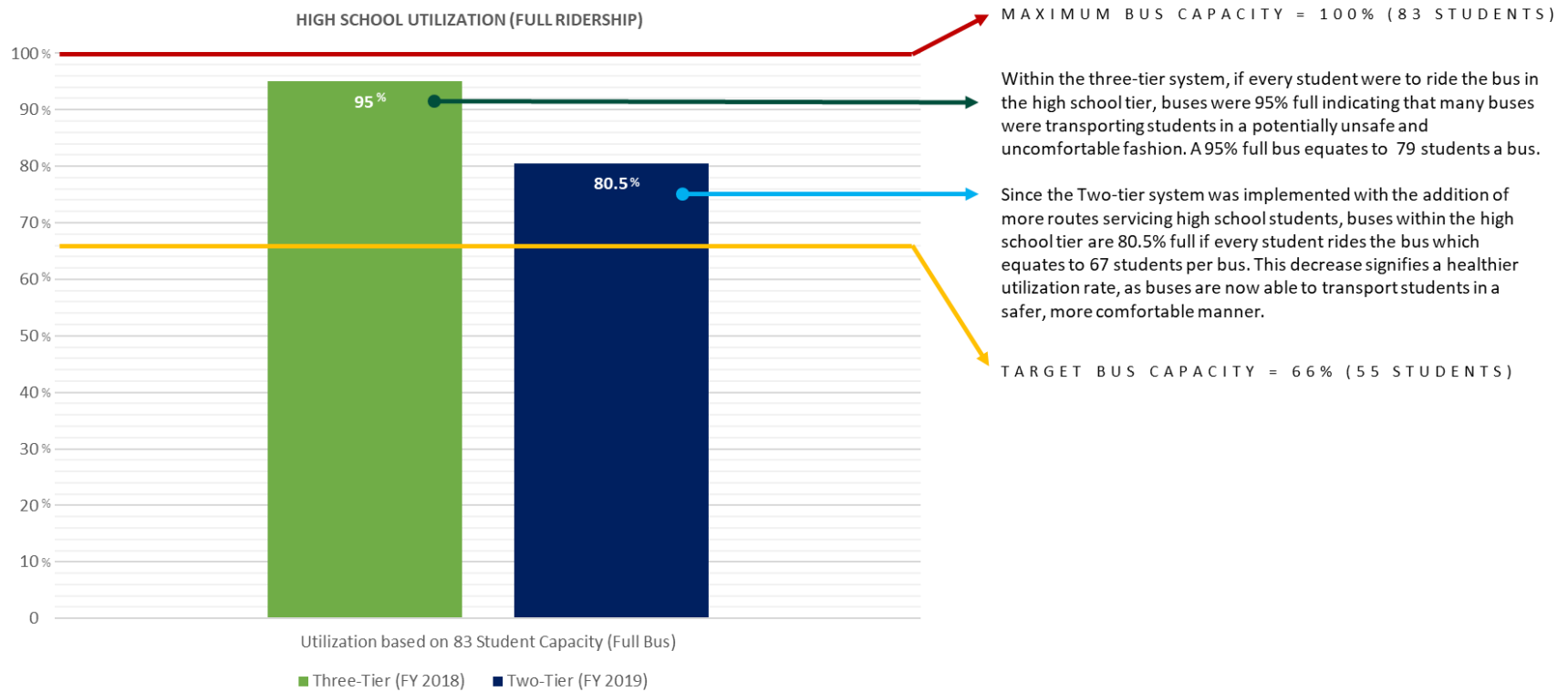


FIGURE 1- HIGH SCHOOL UTILIZATION BASED ON THE ASSUMPTION THAT EVERY TIER I STUDENT RIDES THE BUS

Figure 1 visually depicts the change in utilization (assuming full ridership) within the high school/junior high school tier from the three-tier system to the two-tier system. As one can see, **utilization is driven down to healthier utilization rates and operating more closely to target rates within the new system.** Although utilization rates in the two-tier system are still higher than target rates, this is under the assumption that every student is riding the bus. In this capacity, every student is guaranteed a seat on the bus, it just may not be a comfortable ride.

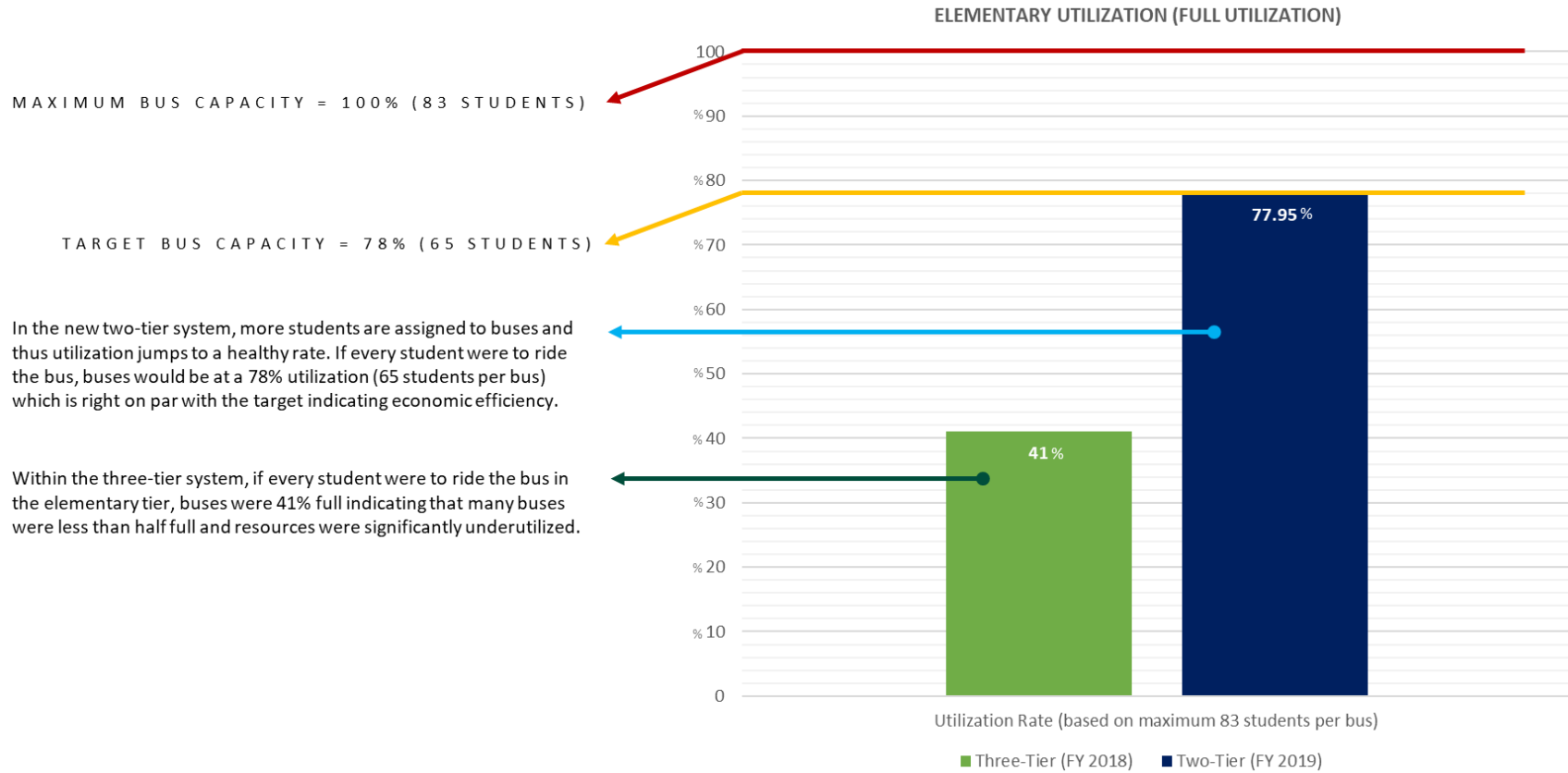


FIGURE 2- ELEMENTARY UTILIZATION BASED ON THE ASSUMPTION THAT EVERY TIER I STUDENT RIDES THE BUS

Figure 2 depicts the change in utilization (assuming full ridership) within the elementary tier from the three-tier system to the two-tier system. As one can see, utilization is increased to healthier utilization rates and operating right on par with targeted values. This indicates that the **ABRSD is operating the appropriate amount of buses to safely and efficiently service all elementary students.**

Ridership Numbers

Phase I recommended that the ABRSD plan routes based on actual ridership and the assumption that not all students will ride the bus each day. To evaluate existing ridership, a survey recently conducted by the ABRSD for the 2018-2019 year was completed over the course of a week for each route during both the AM and PM periods. GPI took a weekday average for each route as well as identified the maximum number of riders for each route over the course of the week. These numbers were then compared to the number of students assigned to each bus to better understand typical ridership throughout the system. Table 4 provides a conservative approach as it utilizes the maximum ridership for each route rather than the average over a five-day period. Data indicates that ridership is highest in the AM routes and dips off in the PM, as to be expected because of athletics and other extracurricular activities. Compared to ridership numbers when the system was operating at a three-tier level, numbers are fairly consistent with the high school tier providing service for at 65% of the students while the elementary tier provides service for about 75% of the students- indicating there hasn't been a loss in ridership since the switch.

Table 4 Assigned Students vs Ridership

School	# Students Assigned AM Route	# Students Riding the Bus**	Percent Riding Bus
Acton-Boxborough Regional High School	2540	1627	64%
RJ Grey Junior High School			
TIER 1 TOTAL	2540	1627	64%
Douglas Elementary School	738	534	72%
Gates Elementary School			
Blanchard Elementary School	438	300	68%
Conant Elementary School	1412	1048	74%
Merriam Elementary School			
McCarthy-Towne Elementary School			
TIER 2 TOTAL	2588	1882	73%
TOTAL	5128	3,509	68%

Figure 3, a visualization of Table 5, shows the change in utilization (assuming projected ridership) within the high school/junior high school tier from the three-tier system to the two-tier system. When applying the projected ridership numbers, utilization regarding maximum bus capacity is just below target and the utilization based on the district target rate of 55 seats is right on target, indicating that the ABRSD is operating an appropriate number of buses to efficiently service the high school/junior high school tier in the new two-tier system.

Figure 4, a visualization of Table 6, shows the change in utilization (assuming projected ridership) within the elementary tier from the three-tier system to the two-tier system. When applying the projected ridership numbers, utilization regarding maximum bus capacity is just below target. These numbers indicate that the ABRSD is operating an appropriate number of buses to efficiently service the elementary tier in the new two-tier system.

The system's utilization is right on par with district targets indicating that it is operating with economic efficiency.

Table 5. Two-Tier Capacity Utilization (Projected Ridership) – Fiscal Year 2018

Tier	# of Bus Runs AM/PM	# Students Transported in Tier (Projected)*	Maximum Bus Capacity (# Students)	Utilization based on maximum capacity of each bus**	District Target Rate (# Students)	Utilization based on district target rates***	# of buses less than half full (<40) assigned*	Average # of Riders Assigned****	Largest # of Riders Assigned*
AM									
HS/JHS	32	1890	83	71%	55	107%	0	79	113
Elementary	64	1970	83	37%	65	47.4%	42	32	55
Total	96								
PM									
HS/JHS	32	1890	83	71%	55	107%	0	79	113
Elementary	64	1970	83	37%	65	47.4%	42	32	55
Total	96								

* Based off Acton-Boxborough 2016-2017 Production Data Source

Table 6. Three-Tier Capacity Utilization (Projected Ridership) – Fiscal Year 2019

Tier	# of Bus Runs AM/PM	# Students Transported in Tier (Projected)*	Maximum Bus Capacity (# Students)	Utilization based on maximum capacity of each bus**	District Target Rate (# Students)	Utilization based on district target rates***	# of buses less than half full (<40) assigned*	Average # of Riders Assigned****	Largest # of Riders Assigned*
AM									
HS/JHS	40	1956	83	58.9%	55	88.9%	0	67	95
Elementary	40	2330	83	70.2%	65	89.6%	6	65	101
Total	80								
PM									
HS/JHS	40	1949	83	58.7%	55	88.6%	0	67	95
Elementary	40	2250	83	67.8%	65	86.5%	6	63	99
Total	80								

* Based off Acton-Boxborough 2018-2019 Production Data Source

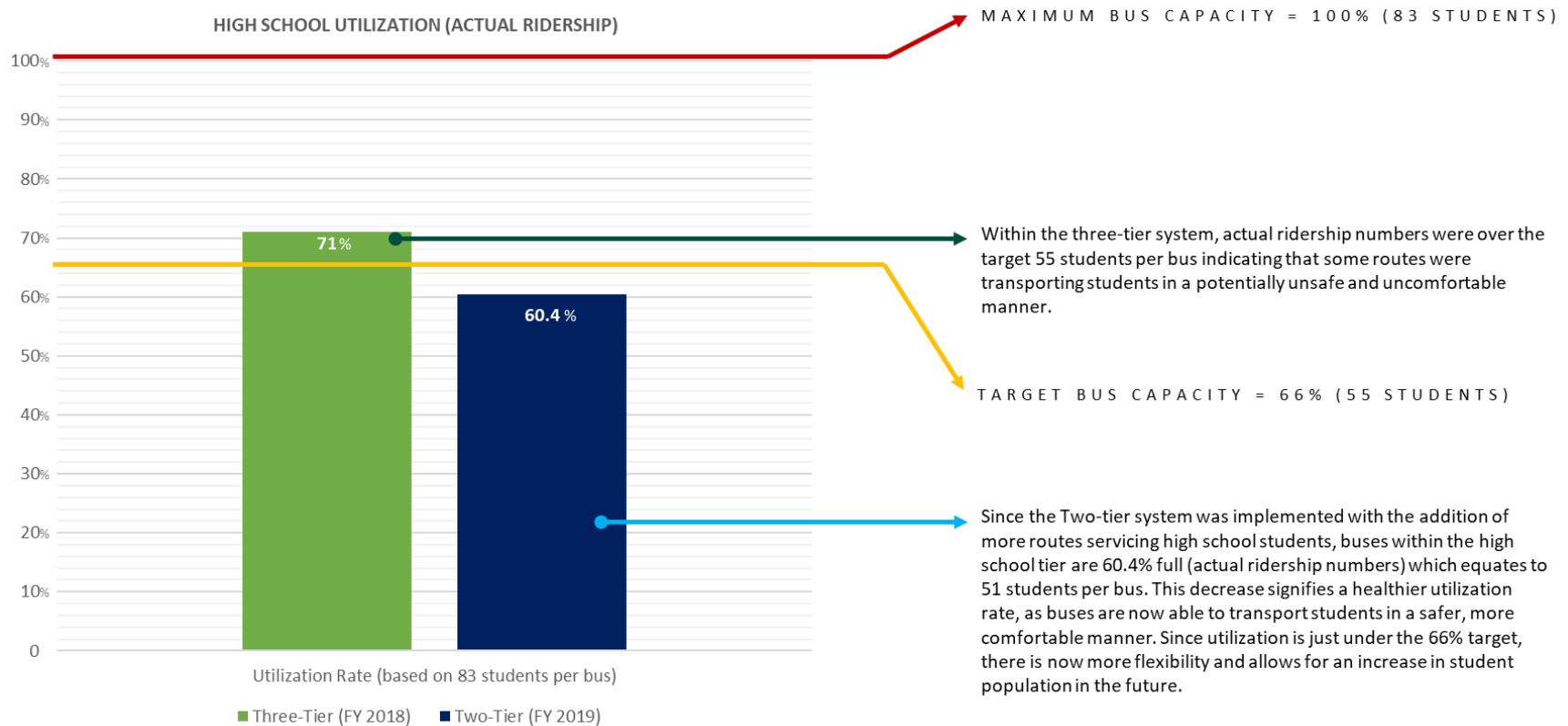


FIGURE 3- HIGH SCHOOL UTILIZATION BASED ON ACTUAL RIDERSHIP NUMBERS

Figure 3 visually depicts the change in utilization (assuming ACTUAL ridership) within the high school/junior high school tier from the three-tier system to the two-tier system. As one can see, **utilization is driven down to healthier utilization rates**. Although utilization rates in the two-tier system slightly below the target rate, this **allows for greater flexibility, a more comfortable ride for high school students, and the potential to account for student population growth in the future**.

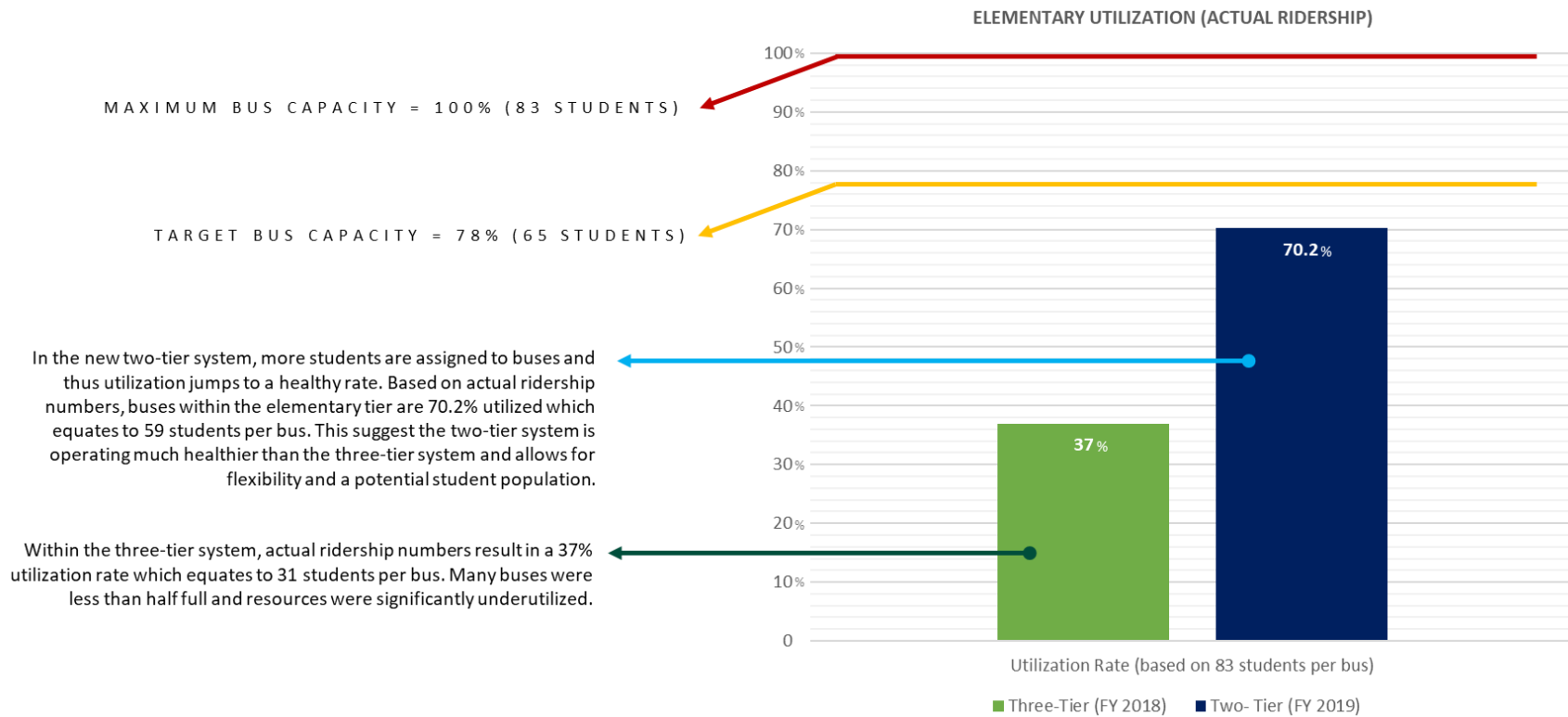


FIGURE 4- ELEMENTARY UTILIZATION BASED ON ACTUAL RIDERSHIP NUMBERS

Figure 4 visually depicts the change in utilization (assuming ACTUAL ridership) within the elementary tier from the three-tier system to the two-tier system. As one can see, **utilization is increased to healthier utilization rates**. Although utilization rates in the two-tier system slightly below the target rate, this **allows for greater flexibility, a more comfortable ride for elementary students, and the potential to account for student population growth in the future**.

Overcrowding

As previously mentioned, ridership is highest during the AM period. Therefore, GPI individually evaluated each AM route to pinpoint buses that may be experiencing overcrowding. As Table 7 indicates, routes dedicated to Blanchard and Douglas/Gates are well assigned and students experience, on average, a comfortable ride. Few routes dedicated to the high school, and Conant/Merriam/McTowne, however, are experiencing slight overcrowding.

Table 7

AM Route Group	# AM Buses	# Buses with Maximum Ridership over District Target Rate	% of Buses with Maximum Ridership over District Target Rate
High School	40	5	12.5%
Blanchard	8	0	0%
Douglas/Gates	13	0	0%
Conant/Merriam/McTowne	19	3	16%

The following routes were observed to have maximum ridership greater than the district target rates (55 student HS/JHS, 65 students elementary):

- Conant/Merriam/McTowne 03
- Conant/Merriam/McTowne 08
- Conant/Merriam/McTowne 11
- ABRHS/ RJ GREY 05
- ABRHS/ RJ GREY 07
- ABRHS/ RJ GREY 11
- ABRHS/ RJ GREY 17
- ABRHS/ RJ GREY 20

Stop Performance Measures

Perhaps the most beneficial parameter introduced, was the implementation of cluster stops. Shifting towards a cluster stop approach allows more students to be serviced within a shorter amount of time in the two-tier system. The School District has informed us that some stops initially modelled had to be relocated due to safety reasons. Based on discussions with the ABRSD Superintendent, Deputy Superintendent and Director of School Operations during the preceding phases of the study, maximum walk distances of 0.25 miles for grades K-6 and 0.50 miles for grades 7-12 were applied. These distances are measured from the sidewalk or public way in front or nearest to the student's home of residence to the nearest bus stop utilizing the existing street network. Table 8 illustrates the metrics behind the walk to stop parameter as implemented in the two-tier system. High School/Junior High School students have a target walk to stop distance of 0.50 miles although the average distance turns out to be 0.113 miles. Approximately 1.2% of the tier I student population is required to walk greater than 0.5 miles to their stop. Elementary students have a target walk to stop distance of 0.25 miles although the average distance turns out to be 0.087 miles. Approximately 6.7% of the tier II student population is required to walk greater than 0.25 miles to their stop and many of these students live in a neighborhood setting with safe sidewalks or live on a cul-de-sac road with a length longer than 0.25 miles.

Table 8. Walk to Stop Parameters

Tier	Target Walk to Stop Distance (Miles)	Average Walk to Stop Distance (Miles)	# / % of Students Over Target Limit
High School/Junior High	0.50	0.113	32 (1.2%)
Elementary	0.25	0.087	173 (6.7%)

Table 9. Cluster Stop Performance Measures

Tier	Measure	THREE-TIER	TWO-TIER
High School/Junior High	Average # Stops per Route	19.5	14.9
	Average # Students per Bus	78.78	66.64
	Average # Students per Stop	4.04	4.47
	Total Stop Time	13.6 minutes	10.78 minutes
Elementary	Average # Stops per Route	21.11	23.5
	Average # Students per Bus	33.95	62.5
	Average # Students per Stop	1.61	2.66
	Total Stop Time	13.39 minutes	16.96 minutes

Table 9 highlights the difference in total stop time between the three-tier service and the implemented two-tier system with cluster stops. In the high school tier, a greater number of cluster stops were implemented, as we can see a 24% reduction in average number of stops per route which ultimately saves an average of 2.82 minutes in stop time per route. Although the average number of stops slightly increases for the elementary tier, the average number of students per bus nearly doubles as does the number of students per stop. Therefore, it takes on average two extra stops per route within the two-tier system to service nearly double the students than in the three-tier routing system

The implementation of cluster stopping has resulted in a **24% reduction of total stops** thus reducing total stop time and ultimately resulting in an **efficient, green system.**

The introduction of cluster stops results in an overall reduction of stops per route which reduces acceleration/deceleration time for the bus and therefore reduces emissions. Having less frequent stops also improves safety. No longer are students being serviced at every driveway which inconveniences the motoring public causing them to become impatient and try to get around the bus which compromises safety.

to become impatient and try to get around the bus which compromises safety.

Time Performance Measures

Perhaps the most important of the efficiency ratings are the time performance measures. Can students and their families rely on the system to get them to school on time and home at a reasonable hour? In the two-tier system, maximum time spent on the bus is governed by the morning and afternoon operating windows as well as geographical constraints. There is a 40-minute gap between tiers in both the morning and afternoon window in which students must be serviced and travel between schools must be factored in. The preceding phases of this study implemented a 45-minute time limit for the amount any given student is on the bus. Table 10 illustrates ride times in both the AM and PM in comparison to the 45-minute maximum ride time. **Data included in Table 10 represents the planned ride times as routed in TransFinder.** AM ride time is the time it takes from the students home to that student’s school. PM ride time is the time it takes to pick up the student at their school to the time it drops off the student at home. As Table 10 indicates, most students (98%) are on the bus for less than 45 minutes during both the AM and PM routes.

98% of students are on the bus less than 45 minutes. For the 2% of students experiencing higher ride times, a high majority are serviced on cross-town buses due to school choice.

Table 10. Planned Ride Times (as routed in TransFinder)

Tier	AM Ride Time Metrics				PM Ride Time Metrics			
	Average (Mins)	Longest (Mins)	% Students Ride Time ≥ 35 Minutes	% Students Ride Time ≥ 45 Minutes	Average (Mins)	Longest (Mins)	% Students Ride Time ≥ 35 Minutes	% Students Ride Time ≥ 45 Minutes
(HS/JRHS)	17	39	1.4%	0%	20	49	4.6%	0.23% (6 students)
(Elementary)	23	52	15.3%	0.7% (20 students)	26	53	25.2%	2.9% (75 students)

To analyze actual ride times, GPI collected data from Synovia Solutions, the AVL system for the ABRSD system, which timestamps the beginning of stop loading (door opens) and the end of stop loading (door close). This assures that a student’s unloading time in the morning and loading time in the afternoon does not negatively affect ride time metrics. According to data pulled from Synovia, **all high school students are on the bus for less than 45 minutes** in both AM (time the bus leaves their AM stop to the time the bus arrives at their school) and PM (time the bus leaves their school and arrives at their PM stop) periods. In the elementary tier there are 15 students in the AM with actual ride time greater than 45 minutes and 64 students in the PM. All students with ride times greater than 45 minute are serviced on 5 specific routes, 3 of which are cross-town buses. In order to balance ridership with trip length, many of the cross-town buses must sacrifice a longer ride time to maximize economic efficiency and ensure that the overall fleet is operating at healthy utilization rates.

In order to balance ridership with trip length, many of the cross-town buses must sacrifice a longer ride time to maximize economic efficiency and ensure that the overall fleet is operating at healthy utilization rates.

GPI also briefly analyzed time from pick up to school start bell time and school dismissal bell time to drop off to assess a child’s total transportation time from bell times. To assess this, GPI took a macro level approach and analyzed the extreme condition (earliest pick-up or latest drop-off) and the average condition (average pick-up and average drop-off) for both tiers. Within Tier 1, the junior high school starts at 8:00 AM and the high school starts at 8:07 AM. The junior high school ends at 2:36 PM and the high school starts at 2:47 PM.

- High School Earliest Pick-Up Time in the AM = 7:09 AM
 - 8:00 – 7:09 = 51 Minutes (Junior High School)
 - 8:07 – 7:09 = 58 Minutes (High School)
- High School Average Pick-Up Time in the AM = 7:30 AM
 - 8:00 – 7:30 = 30 Minutes (Junior High School)
 - 8:07 – 7:30 = 37 Minutes (High School)
- High School Latest Drop-Off Time in the PM = 3:18 PM
 - 3:18 – 2:36 = 42 Minutes (Junior High School)
 - 3:18 – 2:47 = 31 Minutes (High School)
- High School Average Drop-Off Time in the PM = 3:09 PM
 - 3:09 – 2:36 = 33 Minutes (Junior High School)
 - 3:09 – 2:47 = 22 Minutes (High School)

The maximum time (earliest student pick-up in the system) from home to school bell start time is 51 minutes for junior high school students and 58 minutes for high school students.

The average home to bell start time is 30 minutes for junior high school students and 37 minutes for high school students.

The maximum time (latest student drop-off in the system) from school dismissal bell time to home is 42 minutes for junior high school students and 31 minutes for high school students.

The average school dismissal bell time to home is 33 minutes for junior high school students and 32 minutes for high school students.

The maximum time (earliest student pick-up in the system) from home to school bell start time is 1 hour, 2 minutes for elementary students. **The average home to bell start time is 33 minutes for elementary students.**

The maximum time (latest student drop-off in the system) from school dismissal bell time to home is 58 minutes for elementary students. **The average school dismissal bell time to home is 37 minutes for elementary students.**

Within tier 2, all elementary schools start at 8:50 AM and end at 3:20 PM.

- Elementary Earliest Pick-Up Time in the AM = 7:48 AM
 - $8:50 - 7:48 = 1 \text{ hour, } 2 \text{ Minutes}$
- Elementary Average Pick-Up Time in the AM = 8:17 AM
 - $8:50 - 8:17 = 33 \text{ Minutes}$
- Elementary Latest Drop-Off Time in the PM = 4:18 PM
 - $4:18 - 3:20 = 58 \text{ Minutes}$
- Elementary Average Drop-Off Time in the PM = 3:57 PM
 - $3:57 - 3:20 = 37 \text{ Minutes}$

To analyze on-time stop performance, GPI obtained data from Synovia Solutions, the AVL system for the ABRSD system. Synovia provides planned vs. actual stop time metrics to assess early, late, and on-time measures. Synovia assigns an on-time grade if the stop is completed within 5 minutes of the planned time. If the bus stops prior to 5 minutes, the stop is considered early and if the bus stops after five minutes, it's considered a late stop. In order to capture an accurate representation of the system, GPI pulled data for an entire week (November 5 – November 9, 2018, as directed by ABRSD Transportation). This ensured that the new system had been running long enough to get acclimated and all new resources had been put into service. The raw data indicated that system wide, 71.1% of stops were on-time, 18.5% stops were early, and 10.4% of the stops were late. However, this did not account for stop consistencies over time. In other words, if a stop is consistently arriving at 7:50 AM every day, then the stop time is 7:50 AM rather than the 8:00 AM planned. Therefore, GPI isolated the reported late stops and sorted by stop. If a stop was consistently stopping at the same time for at least two days, those stops were then deemed on-time. That same process was conducted for stops that originally were reported early. After checking for consistencies throughout the initial 6255 recorded stops, approximately 94.3% of stops are consistently on-time while 3.0% were reported late and 2.7% were early. Table 11 highlights the on-time performance measures of the entire system, as well as breaks down performance based on route grouping. Metrics are also broken down by AM, PM and day totals.

After checking for system-wide consistencies, approximately

94% of stops are on-time.

Overall, the system should strive for at least 80% on-time calls, providing some flexibility for unforeseen circumstances. As Table 11 highlights, overall the system is providing 94.3% on-time stops on a daily basis, which is well above the target rate. As one further analyzes the data, we can see that the system is running extremely well in the AM period, with 95.5% on-time stops and just 2.7% late stops. The success of the AM period is noteworthy as it indicates that an extremely high majority of students are

getting to school on time consistently. The AM period experiences on average 1.8% early stops, which may result in students missing the bus because they are not ready, etc. Therefore, families must adjust to an earlier stop time or the district needs to alter routes to account for lost time. Early stop times are most relevant for routes servicing the Blanchard School.

The PM period also performs well within the on-time target rate with a system wide rate of 93.2% on-time stops, 3.5% early stops and 3.3% late stops. Further analyzing the late PM stops, Table 11 indicates that most late stops are occurring in routes servicing the high school/junior high school and routes servicing Conant/Merriam/McTowne. Naturally, if the high school routes are late, it will spill over into tier 2 and cause those routes to be late. Routes within these service rings may also experience delay due to long loading times and the travel required between loading points- specifically for routes who must service students at Parker Damon, travel through the congested Kelley's Corner and then service students at Conant. The high percentage of late stops experienced for routes

servicing Conant/Merriam/McTowne indicates that perhaps these routes should be split up to service sole buildings and eliminate travel between.

Table 11. On-Time Performance Measures

System Wide Performance			
Metric	AM	PM	Day Totals
Early	1.8%	3.5%	2.7%
Late	2.7%	3.3%	3.0%
On-Time	95.5%	93.2%	94.3%
High School			
Metric	AM	PM	Day Totals
Early	1.0%	1.7%	1.4%
Late	0.6%	1.4%	97.6%
On-Time	98.4%	96.9%	1.0%
Conant/Merriam/McTowne			
Metric	AM	PM	Day Totals
Early	1.8%	3.2%	2.5%
Late	4.2%	7.6%	5.8%
On-Time	94.0%	89.2%	91.7%
Douglas/Gates			
Metric	AM	PM	Day Totals
Early	1.6%	8.0%	2.5%
Late	5.2%	3.1%	5.8%
On-Time	93.3%	88.9%	91.7%
Blanchard			
Metric	AM	PM	Day Totals
Early	5.3%	4.0%	4.6%
Late	2.3%	0.5%	1.3%
On-Time	92.4%	95.5%	94.1%

When analyzing school arrival times in comparison to the school bell start times, 3 out of 40 Tier 1 routes in the AM are arriving to school within 5 minutes of the start time. These routes include ABRHS 16, 19, and 41. For Tier 2 routes, all routes servicing Blanchard are arriving on time. Three out of 13 routes servicing Douglas/Gates saw at least two days with arrivals within 5 minutes of the start bell time. Those three routes include D/G 01, 17, and 32. For routes servicing Conant/Merriam/McTowne, seven of the nineteen routes reported arrivals within 5 minutes of the bell time. These routes include C/M/McT 03, 11, 14, 19, 31, 38 and 42. Specially, 11, 14, 19 and 31 arrive to Conant late and 3, 11, 38, and 42 arrive to Parker Damon late. This suggests that elementary school start times should be pushed back by five to 10 minutes to provide more flexibility for routes to be completed in acceptable times.

25% of AM elementary routes are arriving within 5 minutes of bell time, suggesting that the elementary tier start time should be pushed back to allow for greater flexibility in the system.

TWO-TIER EFFICIENCY RATING SUMMARY

Utilization Rates

- The high school tier is now operating at healthy utilization rates with the additional of several new routes. The district now operates enough buses to service all the demand (full ridership) if necessary.
- The elementary tier is now no longer significantly underutilized. There are significantly less buses assigned less than half full and the average assigned number of students per bus has nearly doubled to ensure that resources are being utilized to their maximum potential.
- When analyzing capacity compared to actual ridership numbers, the district is efficiently allocating their resources across the system. Utilization in both tiers is right on par with targeted rates, specifically when analyzing actual ridership.

Overcrowding

- AM routes experience some overcrowding as approximately 10% of all routes have maximum ridership exceeding the district target rate (55 HS/ 65 Elementary). It should be noted however, that there are no instances where maximum ridership is greater than 83 (maximum bus capacity).
- Most overcrowding is experienced in the ABRSH/RJ Grey and Conant/Merriam/McTowne routing groups as 12.5% and 16%, respectively, of these AM routes had maximum ridership exceed the district seat target rate, indicating that rides may be uncomfortable and additional resources may be warranted.

Stop Performance Measures

- A high majority of students (approximately 96%) fall with designated target walk to stop distances. The average walk to stop distance (in miles) is 0.113 miles and 0.087 miles for the high school and elementary tiers, respectively. Both averages are well below maximum thresholds designated by the ABRSD.
- The introduction of cluster stops resulted in an overall reduction of 26.6% of stops from the three-tier system to the two-tier system. This represents a significant reduction in greenhouse gas emissions as buses less frequently need to accelerate and decelerate to provide door to door service.
- In the high school tier, a greater number of cluster stops were implemented, as we can see a 24% reduction in the average number of stops per route. This results in an average saving of 2.82 minutes of stop time per routes.
- Within the elementary tier, it now takes an average of extra two stops in comparison to the three-tier system, to service nearly double the students per route- indicating a significant time savings and increase in utilization.

On-Time Performance- Ride Times

- All students in the high school tier experience ride times less than 45 minutes in the AM period. A small percentage (0.23%) have ride times greater than 45 minutes in the PM period.
- Approximately 0.7% and 2.9% of elementary students experience ride times greater than 45 minutes in the AM and PM periods, respectively.
- 95% of high school students already experience ride times less than 35 minutes.
- 75% of elementary students already experience ride times less than 35 minutes.

On-Time Performance- Stop Times

- Overall, the system is operating well above the 80% on-call target rate, experiencing on average 94.1% on-call stops, 2.7% early stops, and 3.1% late stops.
- When analyzing school arrival times in comparison to the school bell start times, 3 out of 40 Tier 1 routes in the AM are arriving to school within 5 minutes of the start time. These routes include ABRHS 16, 19, and 41.
- For Tier 2 routes, all routes servicing Blanchard are arriving on time. Three out 13 routes servicing Douglas/Gates saw at least two days with arrivals within 5 minutes of the start bell time. Those three routes

include D/G 01, 17, and 32. For routes servicing Conant/Merriam/McTowne, seven of the nineteen routes reported arrivals within 5 minutes of the bell time. These routes include C/M/McT 03, 11, 14, 19, 31, 38 and 42. Specially, 11, 14, 19 and 31 arrive to Conant late and 3, 11, 38, and 42 arrive to Parker Damon late. This suggests that elementary school start times should be pushed back by five to 10 minutes to provide more flexibility for routes to be completed in acceptable times.

IMPROVING SYSTEM WIDE EFFICIENCY

With the intention of improving efficiency system wide, The ABRSD Transportation Department requested that GPI investigate the following:

1. Should the Conant/Merriam/McTowne routing group be separated to service the Parker Damon building (Merriam/McTowne) and the Conant Elementary School independently? What benefits would it reap? What additional resources would be required to implement the change?
2. In Phase I & II of the study, the maximum ride time was set to be 45 minutes. In hopes to provide greater rider satisfaction, the ABRSD wants to explore what resources would be required to decrease the maximum ride time to 35 minutes.
3. If the ABRSD were to acquire an additional bus tomorrow, where in the system would it be most beneficial? What about if there two additional buses available?

The following section of this document explores each of the potential efficiency improvements and the resources required to implement them.

Conant/Merriam/McTowne Route Separation

According to the efficiency rating in the previous section of this report, the system, overall, is operating fairly well, hovering around projected target rates. However, routes within the Conant/Merriam/McTowne routing group are experiencing some efficiency issues. Most of the overcrowding experienced throughout the system, is occurring in the Conant/Merriam/McTowne routing group as 16% of these AM routes had maximum ridership exceed the 65-seat target rate, indicating that rides may be uncomfortable at times for some students. The efficiency rating exercise also revealed 36.8% of routes servicing Conant/Merriam/McTowne are arriving within 5 minutes of the school start time, likely attributed to the need to service two loading points and the traffic congestion between the two loading points. Therefore, should these routes be broken up to service the Parker Damon building and the Conant Elementary School independently?

What resources would be required to implement the separation?

As the system exists today, the Conant/Merriam/McTowne routing group operates 19 vehicles during both the AM and PM periods. For the 2018-2019 school year, there are 1414 students assigned bus routes for these three schools combined- 430 of which attend Conant and 984 of which attend either Merriam or McTowne. At a minimum, to plan for actual ridership, 7 buses would be required to service all Conant students while 15 buses would be required to service all Merriam/McTowne students- resulting in an additional 3 buses and drivers. *However, one must continue to balance ridership with travel time and distance.*

In a previous version of Phase II of the study, GPI had originally looked at the number of buses required to service students separate of Conant and Parker Damon, with the implementation of cluster stops. In this scenario, 7 buses were required to service Conant students (350 assigned) and 12 buses were required to service Parker Damon students (725 assigned). With interpolation, the required number of buses to efficiently balance ridership with travel time/distance in the new school year is 9 buses for Conant and 17 buses for Parker Damon.

The separation of Conant/Merriam/McTowne routes would result in an additional 7 buses and 7 drivers to the overall system to efficiently service all students attending these respective schools.

What would the separation yield in terms of benefits to the system?

- By separating the routes, there are no longer two loading points which reduces not only loading time but also the time it takes to travel between the two loading points. Therefore, routes servicing these schools could potentially see a reduction in ride time.
- There are a few routes that have a high number of assigned riders to maximize utilization of the buses. If the routes were to separate, the number of assigned riders per bus would decrease and thus alleviate overcrowding. When calculating a utilization rate based on full ridership for the proposed 27 buses it would require to efficiently service all Conant, Merriam and McTowne students, the fleet for these schools would be 63%/81% utilized (maximum bus capacity/district target rate). The utilization of this fleet when considering actual projected ridership would be 57%/73% (maximum bus capacity/district target rate), indicating that the fleet will be slightly underutilized but provides a buffer for increases in enrollment over the years.

Would the separation hurt the system?

- Providing independent service results in the addition of 7 buses and drivers to the fleet. By applying similar values used in Phase I and Phase II of the report, total first year costs would result to **\$483,300.00** (\$302,000.00 personnel costs and \$181,300.00 bus costs) which would be reduced to approximately **\$239,720.00** after reimbursement in the second operating year.

Table 12. Cost Implications of Conant/Merriam/McTowne Route Separation

Personnel Costs			
	Units	Cost	Total
Salary 30 Hours (Could possibly reduce to 25 hours)	7	\$30,000	\$210,000
Health Insurance	7	\$11,000	\$77,000
Workers Comp/Unemployment		\$15,000	\$15,000
Total Personnel Costs			\$302,000
Bus Costs			
Bus Lease	7	\$13,500	\$94,500
Gas/Fuel Costs	7	\$5,500	\$38,500
Maintenance& Miscellaneous	7	\$3,000	\$21,000
Property & Liability	7	\$2,800	\$19,600
Bus Storage	7	\$1,100	\$7,700
Total Bus Costs			\$181,300
Total Costs of Single Tier Busing (First Year 2018-2019)			
Total Personnel Costs			\$302,000
Total Bus & Maint Costs			\$181,300
Total Costs First Year (2018-2019)			\$483,300
Budgetary Costs After Reimbursement (Starting in 2nd Year 2019-2020)			
Total Costs of Single Tier Busing			\$483,300
Costs Eligible for Reimbursement	70%	Number of Students over 1.5 miles	\$338,310
Estimated Reimbursement available 2nd year (2019-2020)	72%	Reimbursement of Eligible Costs	\$243,583.20
Cost of single tier busing after reimbursement (starting in 2019-2020)			\$239,716.80

- Since the high school is operating well and doesn't necessarily warrant additional resources, this would mean that these 7 additional buses would only be in use for two of the total four operating windows- significantly cutting back utilization systemwide. This will likely make it more difficult to contract bus drivers as well.
- By separating the Conant and Parker Damon building to be serviced independently, multiple buses are being routed through neighborhoods. Since all elementary tiers are serviced within the same tier and school choice results in students from all different schools living in the same neighborhood, any given neighborhood could see up to 4 buses within the same operating window (1 bus allocated towards Blanchard, 1 bus allocated towards Conant, 1 bus allocated towards Douglas/Gates and 1 bus allocated towards Merriam/McTowne). This may result in route bunching and making it difficult for drivers to maneuver around each other. Special care would be required to stagger routes within neighborhoods.
- In a combined approach, there is a greater chance of implementing cluster stops and thus reducing the total number of stops and trips required to supply the demand (thus ultimately reducing greenhouse gas emissions). Conversely, in a separated scenario, there is less of a density of students per school in neighborhoods at which point the system can operate in two different ways. The first would be to assign students to hit utilization rates which would require a greater number of students, thus total stop time and travel time between these stops. The second is to assign students to minimize the ride times in which not as many students would be assigned per bus, thus resulting in poor utilization of resources.

What should the ABRSD do?

Clearly, there are advantages and disadvantages to both scenarios. Ultimately, the ABRSD needs to balance utilization with ride times- which has been the challenge all along. When utilization excels, it hurts ride times and when ride times are decreased, it hurts utilization. There is simply too much ground to cover within the school choice district. **GPI suggests that the Conant/Merriam/McTowne routes stay combined to maximize utilization through the fleet system wide.** If routes were to separate, the district would essentially move back towards running an inefficient system.

Ultimately, the ABRSD needs to balance utilization with ride times- which has been the challenge all along. When utilization excels, it hurts ride times and when ride times are decreased, it hurts utilization. There is simply too much ground to cover within the school choice district.

Maximum Ride Time Reduction Analysis

In hopes to provide greater rider satisfaction, the ABRSD wants to explore what resources would be required to decrease the maximum ride time from 45 minutes to 35 minutes. As the system is currently operating, 95% of high school students already experience ride times less than 35 minutes while 75% of elementary students already experience ride times less than 35 minutes, as depicted in Table 10. When analyzing routes between the AM and PM routes, students who experience long AM ride times typically have a very short PM ride time while students with short AM ride times typically experience long PM ride times.

What resources would be required to implement the separation?

When we look at how the system previously operated in the 2017-2018 school year, ride times in the elementary tier were consistently below 35 minutes, with the exception of a few students on cross-town buses. Within the 2017-2018 school year, the ABRSD was running a total of 64 buses to service all elementary students within the 35-minute window which as Table 2 indicates resulted in significant underutilization of resources. This is attributed to the geographical constraints and school choice district. In order to achieve ride times less than 35 minutes for all students, the number of students assigned per bus would require reduction and routes would need to be scaled

back to reduce the number of stops per route. Students cut would need to be reassigned- which results in an increase in buses.

There are currently 148, 173, and 269 students in the Blanchard, Douglas/Gates and Conant/Merriam/McTowne routing groups that experience ride times greater than 35 minutes, respectively. To efficiently service all students under 35 minutes within the elementary tier, **10 additional buses would be required**. There are currently 100 students in the high school tier that experience ride times greater than 35 minutes which would require 2 additional buses to run to achieve the new target ride times. By applying similar values used in Phase I and Phase II of the report, the total first year costs for an addition of 10 buses would result to approximately **\$684,00.00** (\$425,000.00 personnel costs and **\$259,000.00** bus costs) which would be reduced to approximately **\$339,270.00** after reimbursement in the second operating year.

Table 13. Cost Implications of Maximum Ride Time Adjustment

Personnel Costs			
	Units	Cost	Total
Salary 30 Hours (Could possibly reduce to 25 hours)	10	\$30,000	\$300,000
Health Insurance	10	\$11,000	\$110,000
Workers Comp/Unemployment		\$15,000	\$15,000
Total Personnel Costs			\$425,000
Bus Costs			
Bus Lease	10	\$13,500	\$135,000
Gas/Fuel Costs	10	\$5,500	\$55,000
Maintenance& Miscellaneous	10	\$3,000	\$30,000
Property & Liability	10	\$2,800	\$28,000
Bus Storage	10	\$1,100	\$11,000
Total Bus Costs			\$259,000
Total Costs of Single Tier Busing (First Year 2018-2019)			
Total Personnel Costs			\$425,000
Total Bus & Maint Costs			\$259,000
Total Costs First Year (2018-2019)			\$684,000
Budgetary Costs After Reimbursement (Starting in 2nd Year 2019-2020)			
Total Costs of Single Tier Busing			\$684,000
Costs Eligible for Reimbursement	70%	Number of Students over 1.5 miles	\$478,800
Estimated Reimbursement available 2nd year (2019-2020)	72%	Reimbursement of Eligible Costs	\$344,736
Cost of single tier busing after reimbursement (starting in 2019-2020)			\$339,264

In order to reduce the maximum ride time of 45 minutes to 35 minutes for all students, an additional 10 buses and 10 drivers would be required.

What is the benefit of reducing the maximum ride time limit to 35 minutes?

- Students will experience shorter ride times.
- Greater flexibility between routes and thus less stress for drivers.

What is the disadvantage of reducing the maximum ride time limit to 35 minutes?

- This results in an increase in transportation budget for both personnel and bus costs.
- This significantly hurts system wide utilization as 8 of the 10 new buses would only be required during the elementary tier, meaning they wouldn't be running for two of the four operating windows.
- This results in a significant underutilization of the fleet within the elementary tier as more buses are required to service the same number of students.
- It significantly increases the number to stops required to service the demand within a 35-minute window as geography itself limits the number of students that can be assigned per bus.

What should the ABRSD do?

GPI recommends that the ABRSD **keep the district ride time at 45 minutes**. In our opinion, it is a better cost-benefit ratio system wide. When we look at total daily time a student is on the bus (AM ride time + PM ride time), currently only 5% are on the bus greater than 60 minutes in the elementary tier and less than 1% in the high school tier. In comparison to other school districts in the country, many maximum ride times each way are 60 minutes, so although

GPI recommends that the ABRSD **keep the district ride time at 45 minutes**. In our opinion, it is a better cost-benefit ratio system wide. When we look at total daily time a student is on the bus (AM ride time + PM ride time), currently only 5% are on the bus greater than 60 minutes in the elementary tier and less than 1% in the high school tier.

some students transport greater than 35 minutes in one direction, very few are on the bus for greater than an hour daily. This indicates that the ABRSD provides an efficient fleet regardless of the geographic constraints they must overcome.

Additional Resource Allocation

It was also requested of GPI to identify areas in which additional resources should be allocated. If one new bus and driver were available tomorrow, where should that bus be put into service, and likewise if there were two new buses. **Throughout the entirety of this document, we have identified the Conant/Merriam/McTowne routing group as a source of inefficiency. Therefore, GPI recommends that 2 additional buses be directed towards that routing group.** These additional resources should also be utilized in the high school tier as well to further improve ride times and make sure that buses aren't just sitting during an operating window.

We looked at a number of factors to determine where exactly the buses should be put into service including routes experiencing ride times greater than 45 minutes, routes with a high number of stops, routes close in proximity servicing high density of students, and routes in which ridership is exceeding district target rates. When combining these factors, there are two groups in which an additional bus would alleviate overcrowding and reduce ride times. The first group is for routes servicing the quadrant mostly north of Route 2 and south of Nagog Hill Road and west of Route 27. The routes currently servicing this area are CMM24, CMM38, and CMM41. Adding an additional bus to help service the high

Additional resources are warranted in areas with a high density of students to help alleviate overcrowding and reduce ride times, especially for routes that fall within 5-10 minute drive time service areas.

density of Conant, Merriam, McTowne students in this area will help alleviate overcrowding and reduce ride times. In this isolated segment, the ABRSD may want to test separating the routes based on the different schools since this area is within a 5-10 minute drive time service area.

The other area in which an additional bus would be beneficial is southeast Acton where routing becomes difficult because of the rail line. Routes currently servicing this area include CMM8, CMM11, CMM14, and CMM37. Adding an additional bus to help service the high density of Conant, Merriam, McTowne students in this area will help alleviate overcrowding and reduce ride times.

Current utilization rates (operating 19 buses) when considering full ridership within the Conant/ Merriam/ McTowne routing group are 90%/114% (maximum bus capacity/district target rate) and 81%/103% (maximum bus capacity/district target rate) for projected ridership. With the addition of 2 more buses to the routing group for a total of 21 buses, utilization would be 81%/103% (maximum bus capacity/district target rate) for full ridership and 73%/93% (maximum bus capacity/district target rate) for projected ridership which indicates a reduction in overcrowding and is likely to reduce ride times for several of the routes identified above.



ACTON - BOXBOROUGH REGIONAL SCHOOL DISTRICT BUS ROUTE OPTIMIZATION PHASE III

THURSDAY JANUARY 10, 2019



Engineering | Design | Planning | Construction Management

RECAP ON PREVIOUS PHASES

PHASE I

High school/Junior High School Tier was **OVERUTILIZED**

There are currently not enough buses to safely service all of the students enrolled in the high school and junior high school. Since utilization rates are above 100%, additional buses will be required to service high school/junior high school tier at a healthy utilization rate.

Elementary Tier was **UNDERUTILIZED**

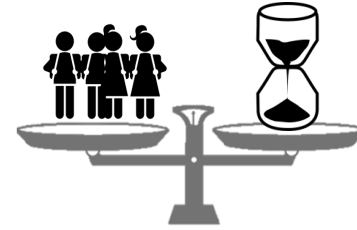
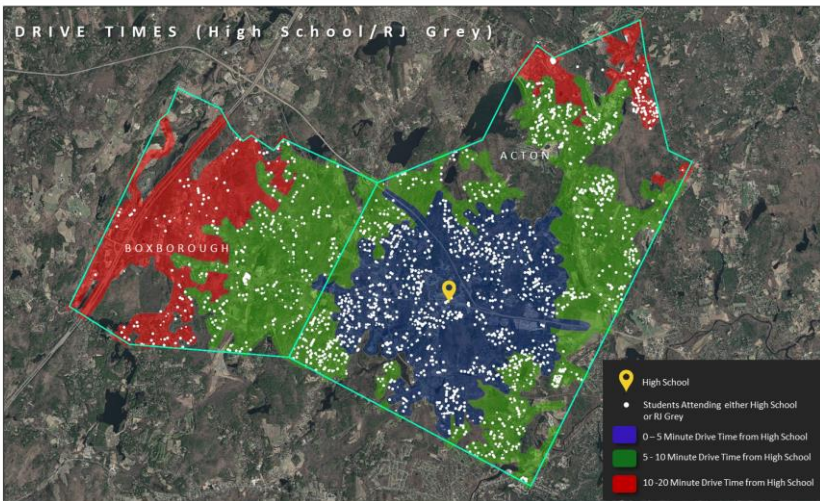
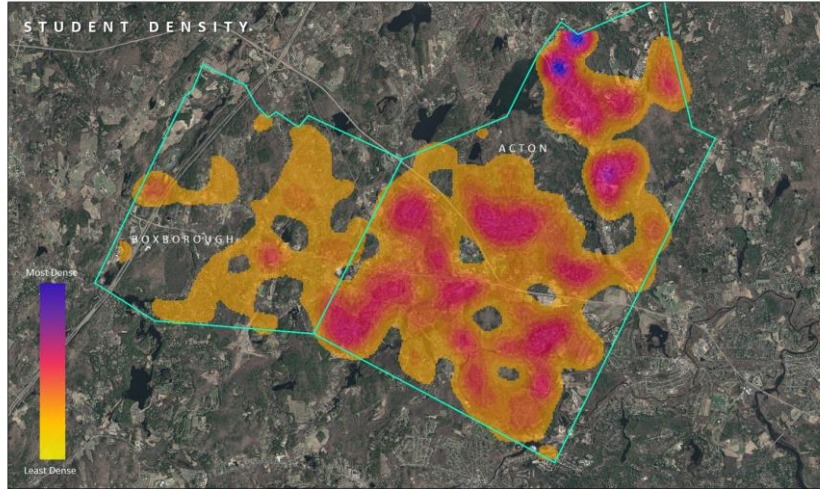
Both Tier 2 and Tier 3 require a greater number of buses to service half of the students than that of Tier 1. Once again, this is due to the existing “breathing” structure of transportation routing network as well as the need to balance both ridership and trip length. Over 60% of the elementary morning runs are assigned less than 40 students, suggesting that there are more buses than necessary to service elementary children and that these trips need to be optimized to gain greater efficiency.



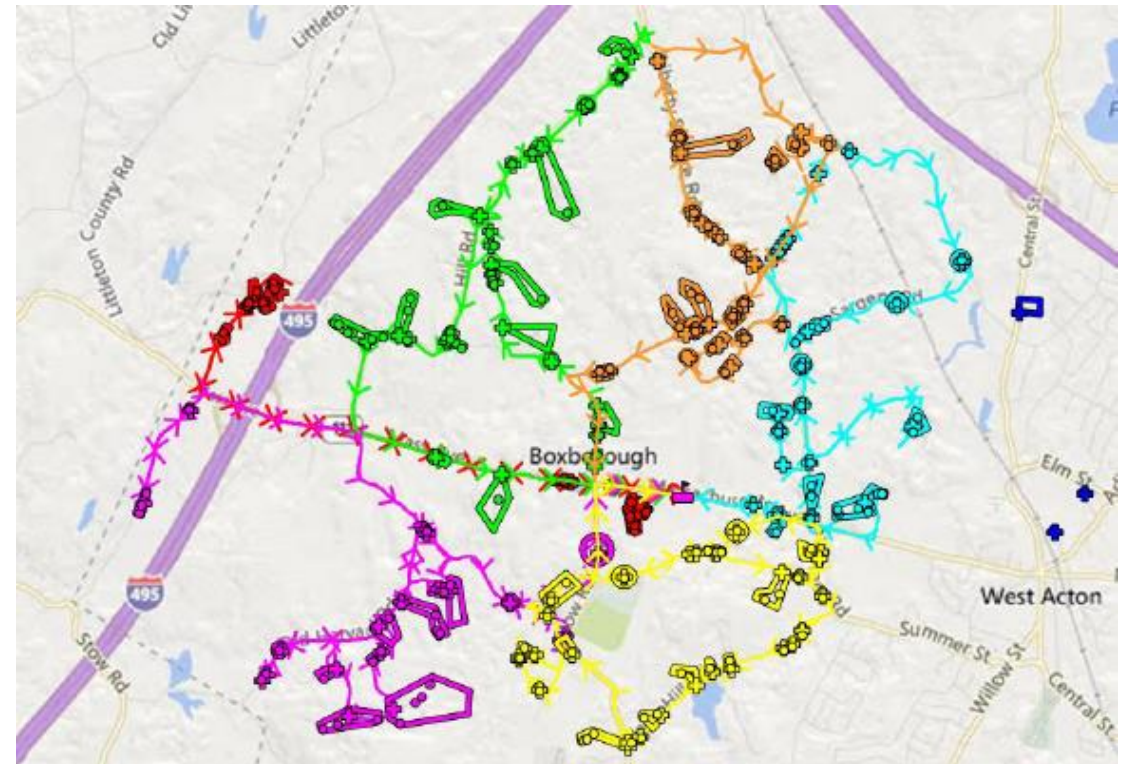
PROPOSED TRANSPORTATION PRACTICES TO IMPLEMENT:

1. Planning based on actual ridership
2. Removal of Cul-de-sac Service
3. Walk zones
4. “Cluster” stop approach
5. Maximum # of students assigned per bus
6. Trip Length and Pick-up/Drop-off Window

PHASE II



CREATE ROUTES IN TRANSFINDER UTILIZING PROPOSED TRANSPORTATION PRACTICES



2018-2019 TWO-TIER EFFICIENCY RATING

CAPACITY UTILIZATION

Acton-Boxborough's buses can hold 83 students. However, it is considered bad practice to fill the entire bus as it can pose a *potentially unsafe and uncomfortable* experience for students.

HIGH SCHOOL/MIDDLE SCHOOL TIER

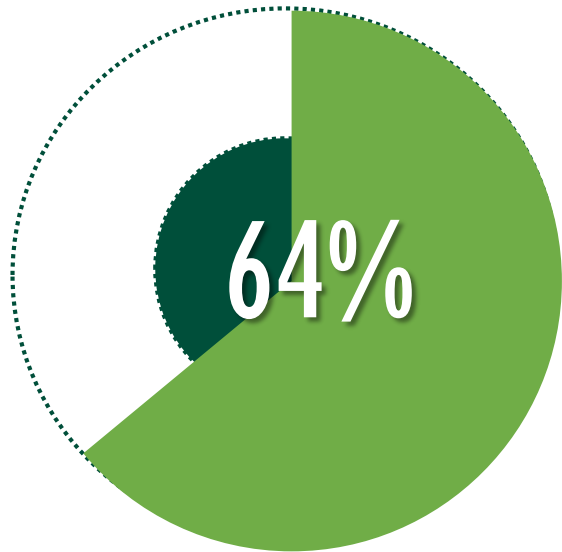
- Maximum capacity = **55** students per bus (2 students per seat)
- $55/83 = 66\%$ Target Utilization

ELEMENTARY TIER

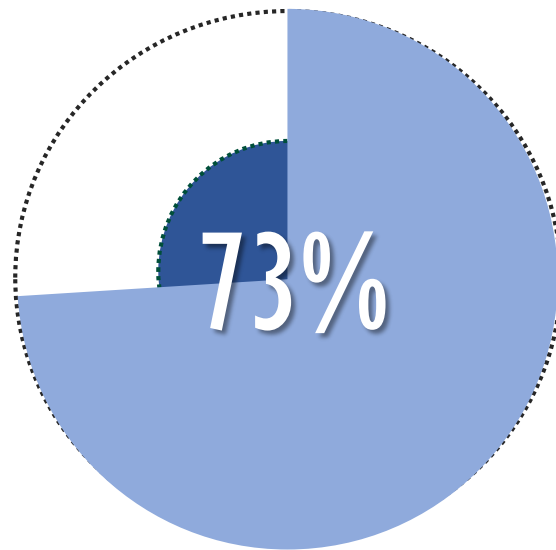
- Maximum capacity = **65** students per bus (2/3 students per bus)
- $65/83 = 78\%$ Target Utilization

2019 RIDERSHIP NUMBERS

TIER 1

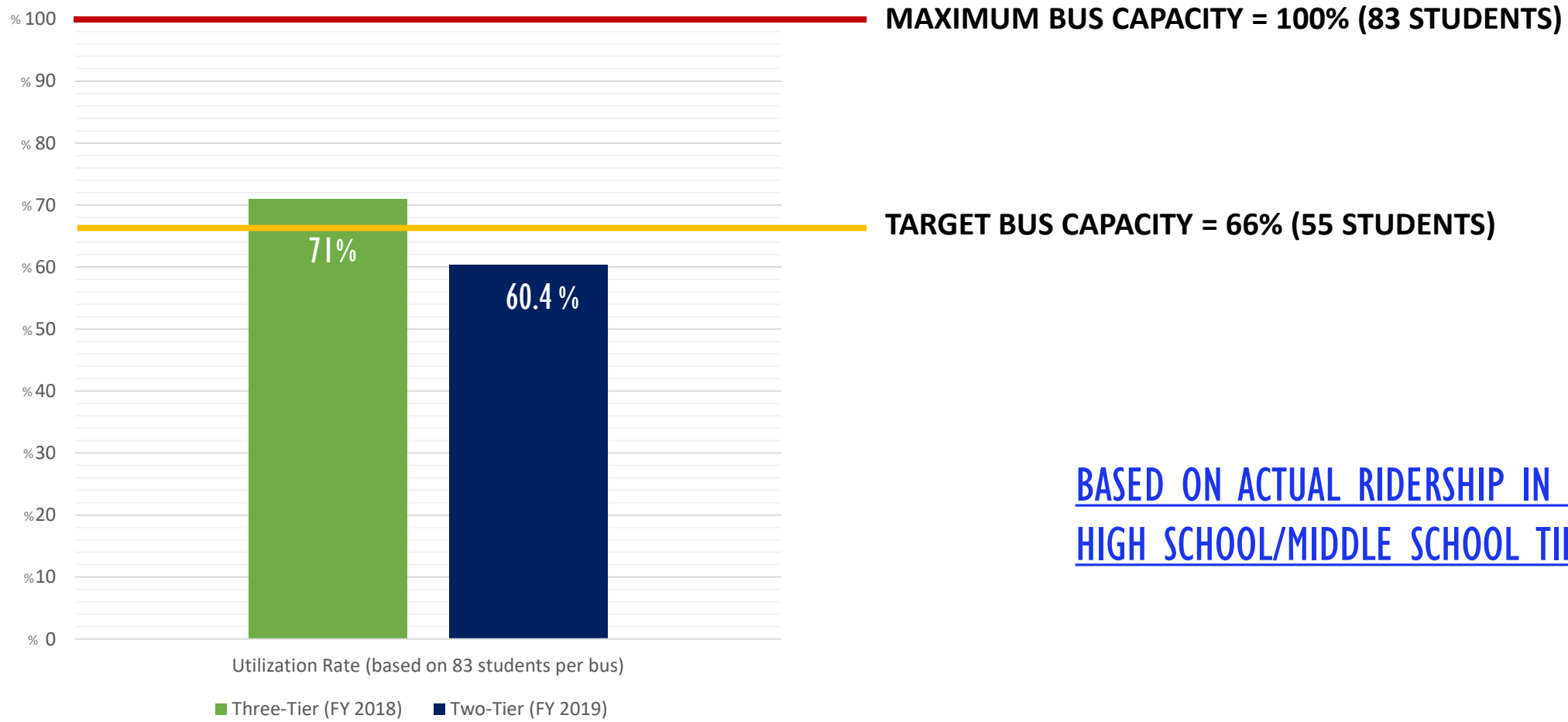


TIER 2



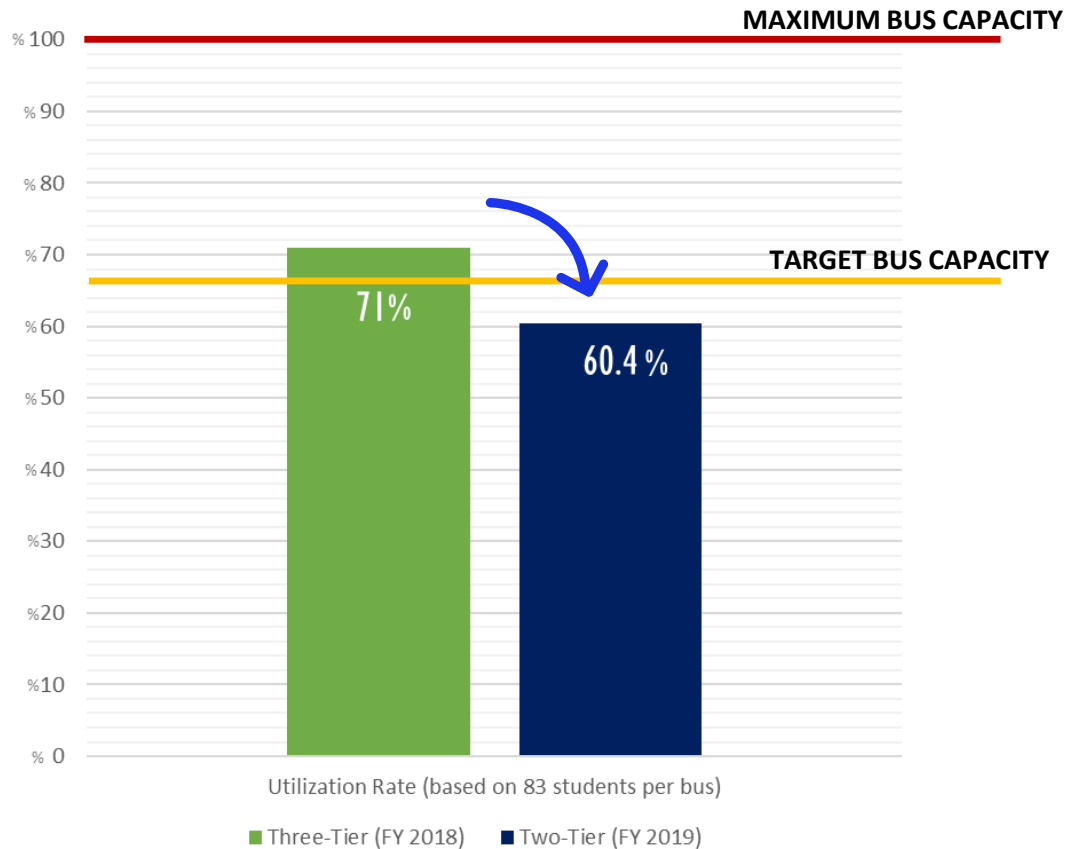
Compared to ridership numbers when the system was operating at a three-tier level, numbers are fairly consistent- indicating there **hasn't been a loss in ridership** since with switch.

CAPACITY UTILIZATION- ACTUAL RIDERSHIP (HIGH SCHOOL)



BASED ON ACTUAL RIDERSHIP IN THE HIGH SCHOOL/MIDDLE SCHOOL TIER...

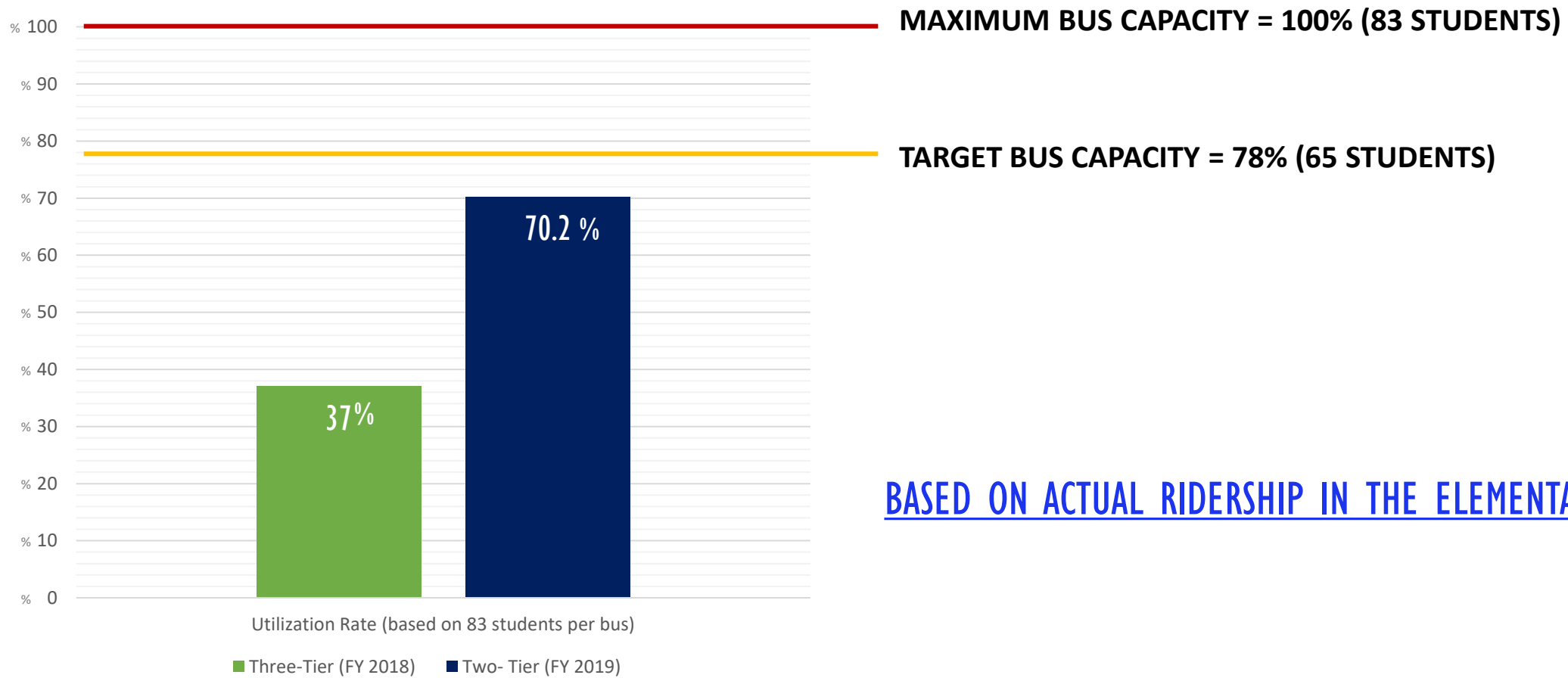
CAPACITY UTILIZATION- ACTUAL RIDERSHIP (HIGH SCHOOL)



What does this tell us...

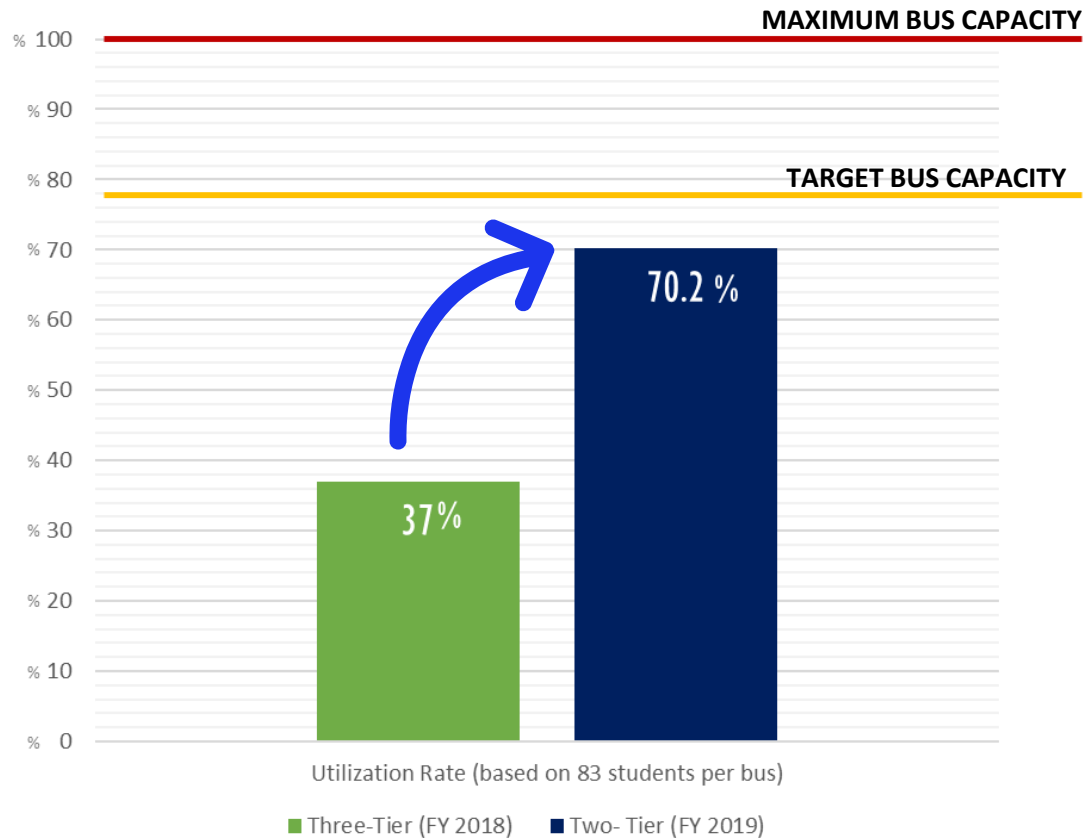
1. Utilization is **driven down to healthier utilization rates** and operating more closely to target rates within the new two-tier system.
2. Although utilization rate in the new two-tier system is slightly below the target rate, this allows for **greater flexibility**, a more **comfortable ride for high school** students, and the potential to account for **student population growth** in the future.

CAPACITY UTILIZATION- ACTUAL RIDERSHIP (ELEMENTARY)



BASED ON ACTUAL RIDERSHIP IN THE ELEMENTARY TIER...

CAPACITY UTILIZATION- ACTUAL RIDERSHIP (ELEMENTARY)



What does this tell us...

1. Utilization is **driven UP to healthier utilization rates** and operating right at the target rate within the new two-tier system.
2. Although the utilization rate in the new two-tier system is below the target rate, this allows for **greater flexibility**, a **more comfortable ride** for elementary students, and the potential to account for **student population growth** in the future.



The system's utilization is right on par with district targets indicating that it is operating with **ECONOMIC EFFICIENCY.**

STOP PERFORMANCE MEASURES

1. Implemented a Walk to Stop Policy
2. Implemented a Cluster Stop Approach



STOP PERFORMANCE MEASURES- WALK TO STOP METRICS

I. Implemented a Walk to Stop Policy

Tier	Target Walk to Stop Distance (Miles)	Average Walk to Stop Distance (Miles)	# / % of Students Over Target Limit
High School/Junior High	0.50	0.113	32 (1.2%)
Elementary	0.25	0.087	173 (6.7%)

STOP PERFORMANCE MEASURES- CLUSTER STOP METRICS

2. Implemented a Cluster Stop Approach

Tier	Measure	THREE-TIER	TWO-TIER
High School/Junior High	Average # Stops per Route	19.5	14.9
	Average # Students per Bus	78.78	66.64
	Average # Students per Stop	4.04	4.47
	Total Stop Time	13.6 minutes	10.78 minutes
Elementary	Average # Stops per Route	21.11	23.5
	Average # Students per Bus	33.95	62.5
	Average # Students per Stop	1.61	2.66
	Total Stop Time	13.39 minutes	16.96 minutes

The implementation of cluster stopping has resulted in a **24% reduction of total stops** thus reducing total stop time and ultimately resulting in a more *economically efficient and greener system.*

TIME PERFORMANCE MEASURES



45 MINUTE MAXIMUM RIDE TIME

TIME PERFORMANCE MEASURES- TIME ON BUS



Tier	AM Ride Time Metrics				PM Ride Time Metrics			
	Average (Mins)	Longest (Mins)	% Students Ride Time ≥ 35 Minutes	% Students Ride Time ≥ 45 Minutes	Average (Mins)	Longest (Mins)	% Students Ride Time ≥ 35 Minutes	% Students Ride Time ≥ 45 Minutes
(HS/JRHS)	17	39	1.4%	0%	20	49	4.6%	0.23% (6 students)
(Elementary)	23	52	15.3%	0.7% (20 students)	26	53	25.2%	2.9% (75 students)

98%

of students are on the bus for less than 45 minutes. For the 2% of students experiencing higher ride times, a high majority are serviced on cross-town buses due to school choice.

TIME PERFORMANCE MEASURES- HOME TO BELL, BELL TO HOME



Tier	Average AM Pick-Up Time	Average Home to Bell Length	Average PM Drop-Off Time	Average Bell to Home Length
High School/ Middle School	7:30 AM	37 Minutes	3:09 PM	33 Minutes
Elementary School	8:17 AM	33 minutes	3:57 PM	37 Minutes

TIME PERFORMANCE MEASURES- ON-TIME STOPS



System Wide Performance			
Metric	AM	PM	Day Totals
Early	1.8%	3.5%	2.7%
Late	2.7%	3.3%	3.0%
On-Time	95.5%	93.2%	94.3%
High School			
Metric	AM	PM	Day Totals
Early	1.0%	1.7%	1.4%
Late	0.6%	1.4%	97.6%
On-Time	98.4%	96.9%	1.0%
Conant/Merriam/McTowne			
Metric	AM	PM	Day Totals
Early	1.8%	3.2%	2.5%
Late	4.2%	7.6%	5.8%
On-Time	94.0%	89.2%	91.7%
Douglas/Gates			
Metric	AM	PM	Day Totals
Early	1.6%	8.0%	2.5%
Late	5.2%	3.1%	5.8%
On-Time	93.3%	88.9%	91.7%
Blanchard			
Metric	AM	PM	Day Totals
Early	5.3%	4.0%	4.6%
Late	2.3%	0.5%	1.3%
On-Time	92.4%	95.5%	94.1%

After checking for system-wide consistencies, approximately **94%** of stops are reported on-time, indicating the system is operationally **reliable**

TIME PERFORMANCE MEASURES- SCHOOL ARRIVAL

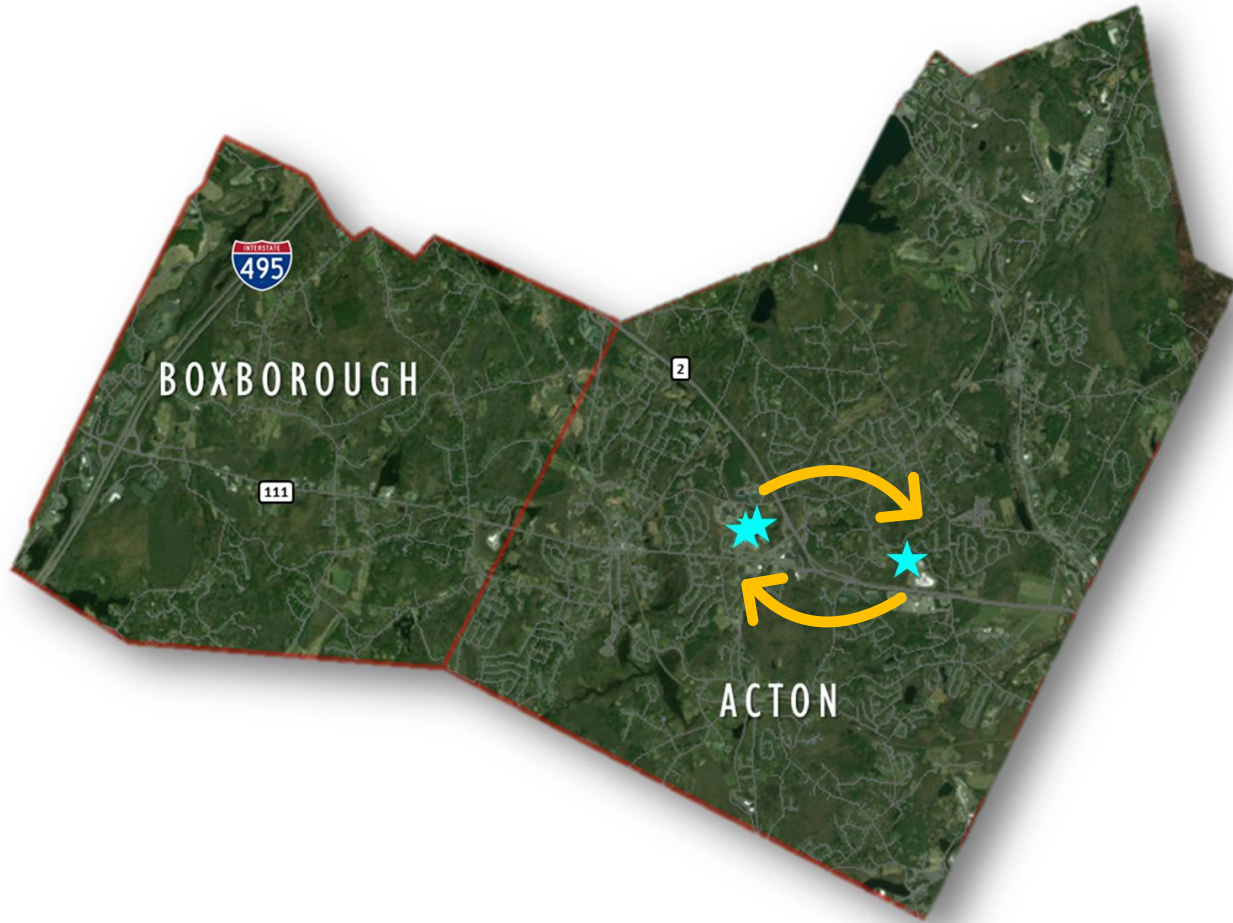


25%

of AM elementary routes are arriving within 5 minutes of bell time (between 8:45 AM and 8:50 AM), suggesting that the **elementary tier should be pushed back** to allow for greater flexibility in the system.

IMPROVING SYSTEM WIDE EFFICIENCY

CONANT/MERRIAM/McTOWNE ROUTE SEPARATION



- Travel time between schools- In an ideal scenario, travel times between schools is **13 MINUTES**
- 16% of AM routes have ridership exceeding the 65 student target rate
- 37% of AM routes arriving within 5 minutes of bell time

CONANT/MERRIAM/McTOWNE ROUTE SEPARATION

- Currently 19 buses servicing the combined routing group
- To effectively balance ridership with travel time/distance, the required number of buses is 9 for Conant and 17 for Parker Damon- resulting in 26 total buses.
- This results in an additional 7 buses and 7 drivers to the fleet.



CONANT/MERRIAM/McTOWNE ROUTE SEPARATION

Total increase of **\$483,300.00** to the transportation and personnel budget in the first year of operation (2019-2020)

State provides reimbursement for regional transportation costs for all students who reside more than 1.5 miles from the school they attend.

The state reimbursement for these additional transportation costs are estimated to be \$243,583.00, leaving **\$293,716.00** to be covered in the ongoing school operating budget. (2020 +)

Personnel Costs			
	Units	Cost	Total
Salary 30 Hours (Could possibly reduce to 25 hours)	7	\$30,000	\$210,000
Health Insurance	7	\$11,000	\$77,000
Workers Comp/Unemployment		\$15,000	\$15,000
Total Personnel Costs			\$302,000
Bus Costs			
Bus Lease	7	\$13,500	\$94,500
Gas/Fuel Costs	7	\$5,500	\$38,500
Maintenance & Miscellaneous	7	\$3,000	\$21,000
Property & Liability	7	\$2,800	\$19,600
Bus Storage	7	\$1,100	\$7,700
Total Bus Costs			\$181,300
Total Costs of Single Tier Busing (First Year 2018-2019)			
Total Personnel Costs			\$302,000
Total Bus & Maint Costs			\$181,300
Total Costs First Year (2018-2019)			\$483,300
Budgetary Costs After Reimbursement (Starting in 2nd Year 2019-2020)			
Total Costs of Single Tier Busing			\$483,300
Costs Eligible for Reimbursement	70%	Number of Students over 1.5 miles	\$338,310
Estimated Reimbursement available 2nd year (2019-2020)	72%	Reimbursement of Eligible Costs	\$243,583.20
Cost of single tier busing after reimbursement (starting in 2019-2020)			\$239,716.80

CONANT/MERRIAM/McTOWNE ROUTE SEPARATION

POTENTIAL BENEFITS

- There are no longer two loading points which reduces not only loading time but also the time it takes to travel between schools. Therefore, routes servicing these schools could potentially see a reduction in ride times.
- Number of assigned riders per bus would likely decrease thus alleviating overcrowding.

DISADVANTAGES

- Significant cost associated with the addition of 7 buses and 7 drivers to the system.
- Since the high school is operating well and doesn't necessarily warrant additional resources, this would mean that these 7 additional buses would only be in use for two of the total four operating windows- significantly cutting back utilization systemwide. This will likely make it more difficult to contract bus drivers as well.
- Multiple buses being routed through the same neighborhood
- In a separated scenario, there is less of a density of students per school in neighborhoods at which point the system can operate in two different ways. The first would be to assign students to hit utilization rates which would require a greater number of students, thus total stop time and travel time between these stops. The second is to assign students to minimize the ride times in which not as many students would be assigned per bus, thus resulting in poor utilization of resources.

CONANT/MERRIAM/McTOWNE ROUTE SEPARATION

GPI suggests that the Conant/Merriam/McTowne routes **stay combined** to maximize utilization through the fleet system wide. Ultimately, the ABRSD needs to *balance utilization with ride times*- which has been the challenge all along. When utilization excels, it hurts ride times and when ride times are decreased, it hurts utilization.

There is simply too much ground to cover within the school choice district.

MAXIMUM RIDE TIME REDUCTION ANALYSIS

45 Minute maximum ride time



35 Minute maximum ride time

- 98% of all students have ride times less than 45 minutes
- 95% of high school tier students already experience ride times less than 35 minutes
- 75% of elementary tier students already experience ride times less than 35 minutes

MAXIMUM RIDE TIME REDUCTION ANALYSIS

- In order to reduce the maximum ride time of 45 minutes to 35 minutes for all students, **an additional 10 buses and 10 drivers** would be required (under the assumption that Conant/Merriam/McTowne continues combined routing)



MAXIMUM RIDE TIME REDUCTION ANALYSIS

Total increase of **\$684,000.00** to the transportation and personnel budget in the first year of operation (2019-2020)

State provides reimbursement for regional transportation costs for all students who reside more than 1.5 miles from the school they attend.

The state reimbursement for these additional transportation costs are estimated to be \$344,736.00, leaving **\$339,264.00** to be covered in the ongoing school operating budget. (2020 +)

Personnel Costs			
	Units	Cost	Total
Salary 30 Hours (Could possibly reduce to 25 hours)	10	\$30,000	\$300,000
Health Insurance	10	\$11,000	\$110,000
Workers Comp/Unemployment		\$15,000	\$15,000
Total Personnel Costs			\$425,000
Bus Costs			
Bus Lease	10	\$13,500	\$135,000
Gas/Fuel Costs	10	\$5,500	\$55,000
Maintenance & Miscellaneous	10	\$3,000	\$30,000
Property & Liability	10	\$2,800	\$28,000
Bus Storage	10	\$1,100	\$11,000
Total Bus Costs			\$259,000
Total Costs of Single Tier Busing (First Year 2018-2019)			
Total Personnel Costs			\$425,000
Total Bus & Maint Costs			\$259,000
Total Costs First Year (2018-2019)			\$684,000
Budgetary Costs After Reimbursement (Starting in 2nd Year 2019-2020)			
Total Costs of Single Tier Busing			\$684,000
Costs Eligible for Reimbursement	70%	Number of Students over 1.5 miles	\$478,800
Estimated Reimbursement available 2nd year (2019-2020)	72%	Reimbursement of Eligible Costs	\$344,736
Cost of single tier busing after reimbursement (starting in 2019-2020)			\$339,264

MAXIMUM RIDE TIME REDUCTION ANALYSIS

POTENTIAL BENEFITS

- Students will experience shorter ride times.
- Greater flexibility between routes and thus less stress for drivers.

DISADVANTAGES

- This results in an increase in transportation budget for both personnel and bus costs.
- This significantly hurts system wide utilization as 8 of the 10 new buses would only be required during the elementary tier, meaning they wouldn't be running for two of the four operating windows.
- This results in a significant underutilization of the fleet within the elementary tier as more buses are required to service the same number of students.
- It significantly increases the number of stops required to service the demand within a 35-minute window as geography itself limits the number of students that can be assigned per bus.

MAXIMUM RIDE TIME REDUCTION ANALYSIS

When selecting a reasonable maximum ride time for students, the ABRSD must **balance student well-being and operational efficiency with the district's unique open enrollment platform**. In comparison to other school districts across the country which practice a 60 minute maximum ride time, **a 45 minute maximum ride time seems reasonable given the school choice aspect of the district**. However, should the committee decide otherwise, additional resources will be warranted to efficiently service students within the reduced time frame.

ADDITIONAL RESOURCE ALLOCATION

**If one new bus and driver were available tomorrow, where should that bus be put into service?
And likewise if there were two new buses.**






The Conant/Merriam/McTowne routing group has been identified as a source of inefficiency.

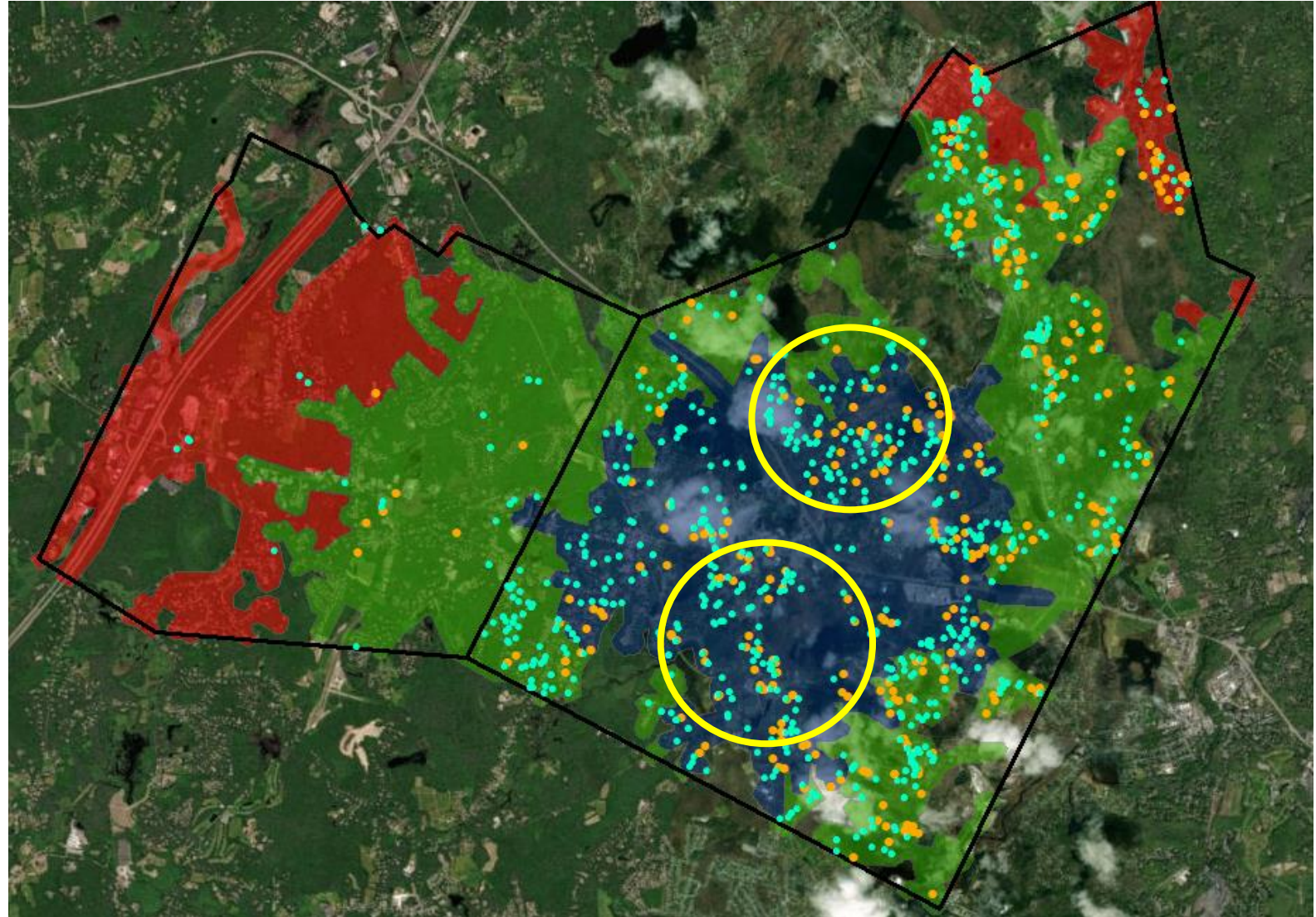
- Travel time between schools- In an ideal scenario, travel time between schools is 13 minutes.
- 16% of AM routes have ridership exceeding the 65 student target rate
- 37% of AM routes are arriving within 5 minutes of bell time (between 8:45 AM and 8:50 AM)

Therefore, it is recommended that additional resources be allocated towards the Conant/Merriam/McTowne routing group. But where?

ADDITIONAL RESOURCE ALLOCATION

Additional resources are warranted in areas with a **high density** of students to help alleviate overcrowding and reduce ride times, especially for routes that fall within **0-5 minute drive time** service areas (blue). Routes within the blue area can then be separated to **independently** service Conant and Parker Damon.

-  0-5 Minute Drive Time (One-Way)
-  5-10 Minute Drive Time (One-Way)
-  10-20 Minute Drive Time (One-Way)
-  Merriam/McTowne Student
-  Conant Student



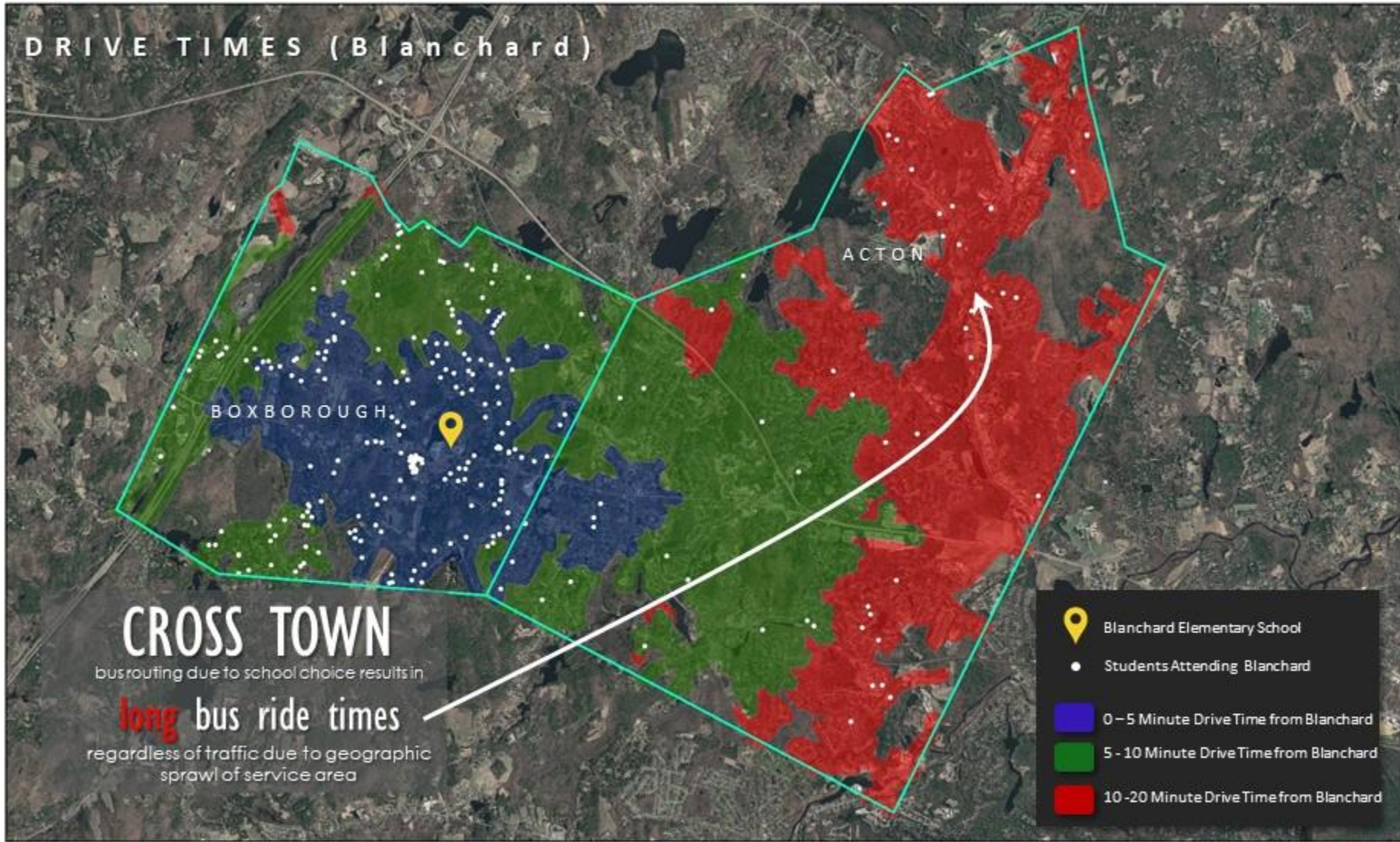
QUESTIONS & DISCUSSION






GPI

Many Talents One Firm

DRIVE TIMES (Blanchard)

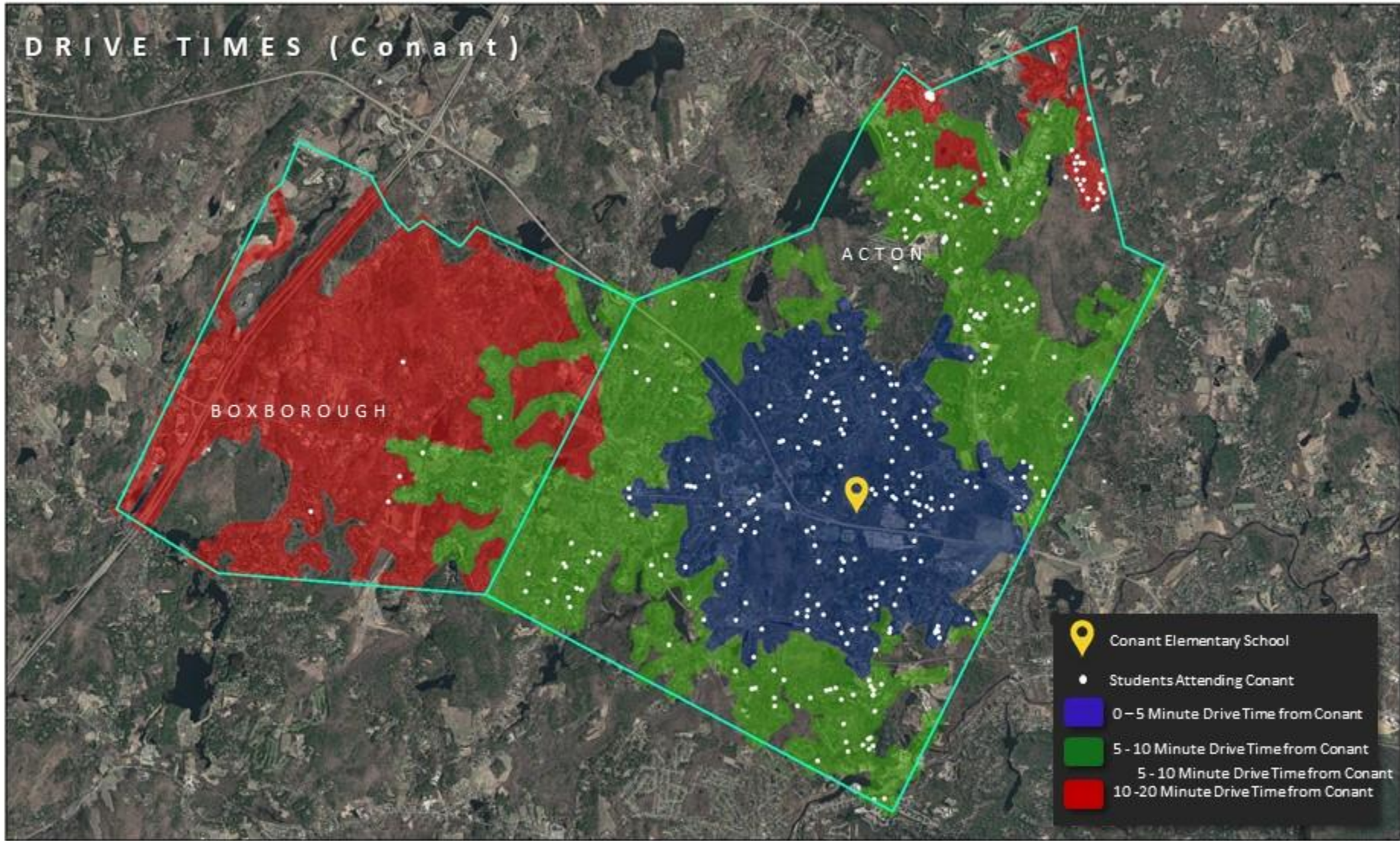







CROSS TOWN
bus routing due to school choice results in
long bus ride times
regardless of traffic due to geographic sprawl of service area

-  Blanchard Elementary School
-  Students Attending Blanchard
-  0 - 5 Minute Drive Time from Blanchard
-  5 - 10 Minute Drive Time from Blanchard
-  10 - 20 Minute Drive Time from Blanchard



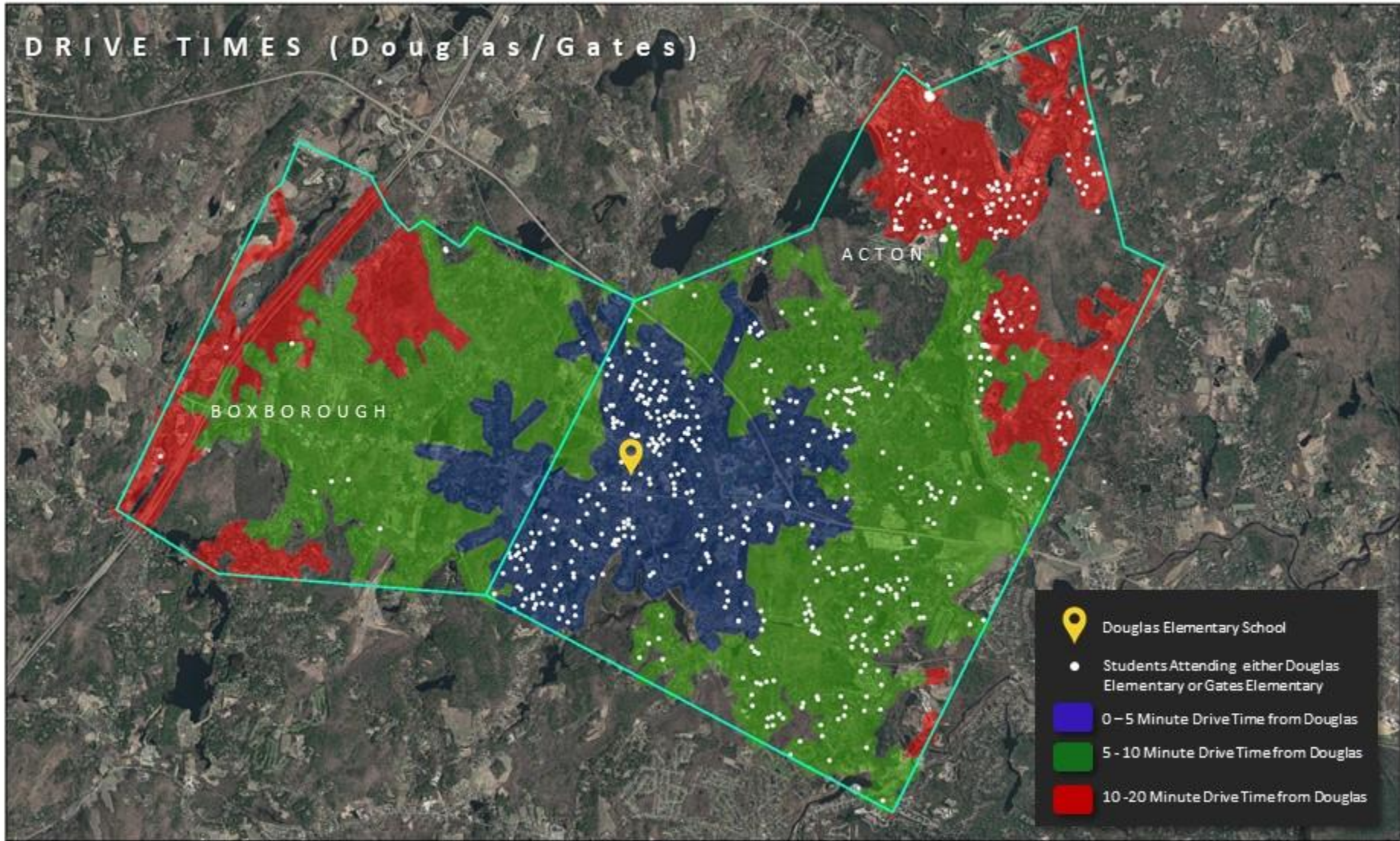
DRIVE TIMES (Conant)



-  Conant Elementary School
-  Students Attending Conant
-  0 - 5 Minute Drive Time from Conant
-  5 - 10 Minute Drive Time from Conant
-  10 - 20 Minute Drive Time from Conant

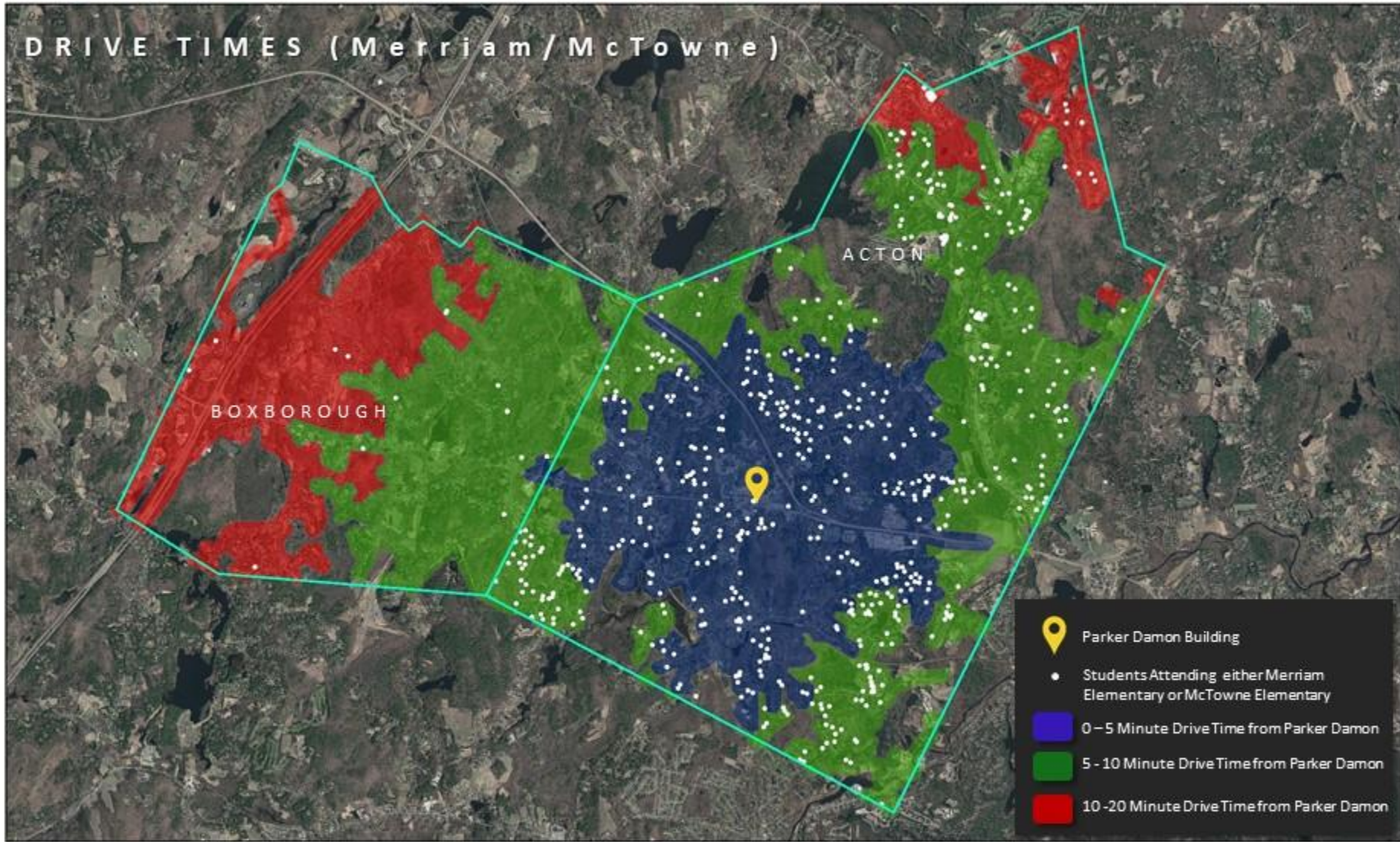







DRIVE TIMES (Douglas/Gates)



0 0.375 0.75 1.5 2.25 3 Miles

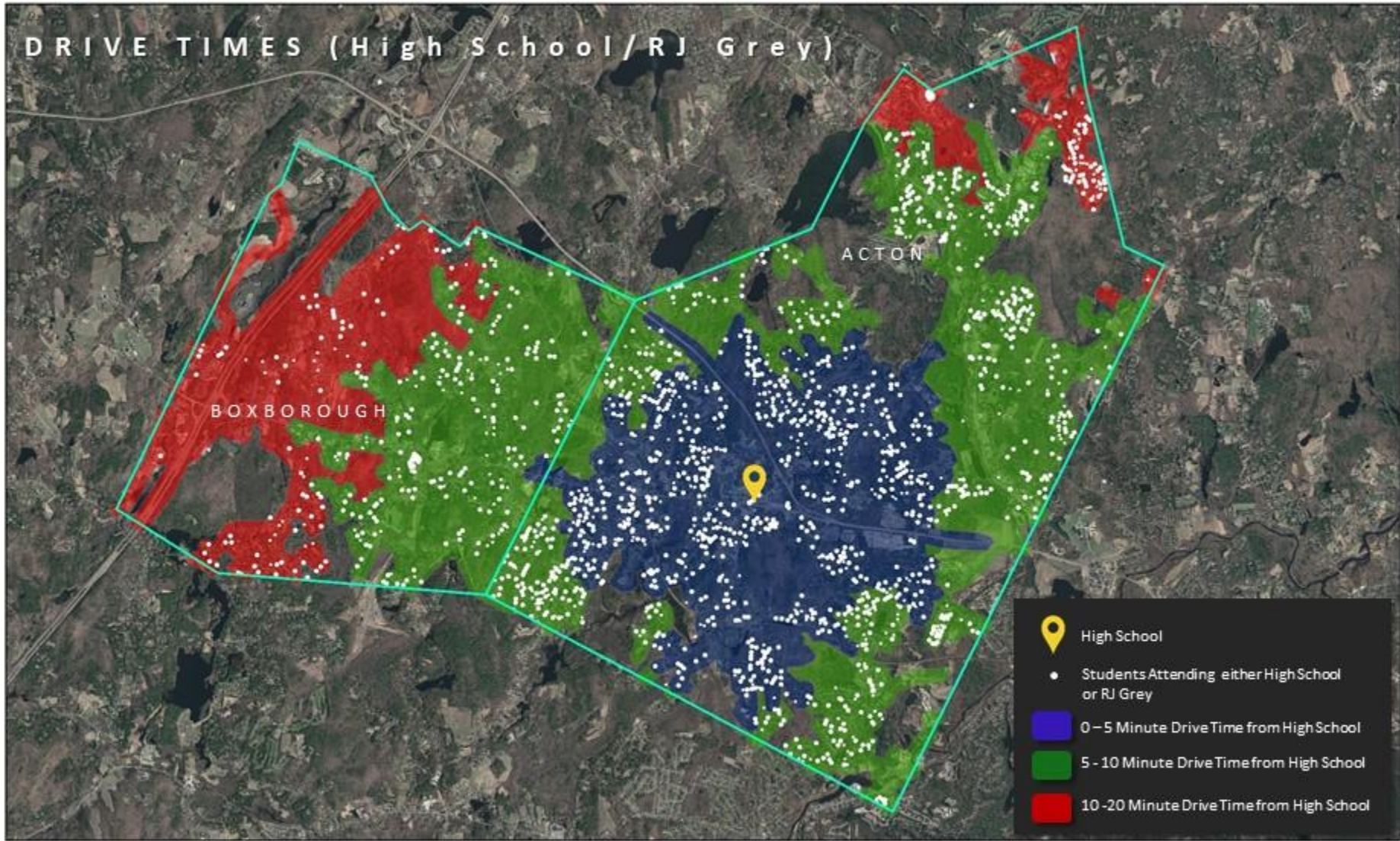
DRIVE TIMES (Merriam/McTowne)



-  Parker Damon Building
-  Students Attending either Merriam Elementary or McTowne Elementary
-  0 - 5 Minute Drive Time from Parker Damon
-  5 - 10 Minute Drive Time from Parker Damon
-  10 - 20 Minute Drive Time from Parker Damon



DRIVE TIMES (High School/RJ Grey)



0 0.375 0.75 1.5 2.25 3 Miles



ACTON-BOXBOROUGH REGIONAL SCHOOL DISTRICT

Steve Martin
ABRSD Director of Athletics

Presentation to the School Committee
1/10/2019

Start of This Year:

- Participation is up by 27 students in the fall (588 total students)
- Waivers are up
 - 20 to 44 in the fall
- Difference of 3 paying students +\$750
- Participation has been going down by 5% year to year.
 - Fall is up by 2.9%. Waivers are up 120%
 - Winter is up by 11% (415 Students)
Waivers still coming in.

Revenue this year

- Revenue is up for athletic fees= \$750 Fall
- Gate fees are down as of 12/1/18 = \$6,756 Fall.
- ABSAP gifts are down \$1,000.
- Gifts will decline as boosters are not paying assistant coaches as they have been in the past.

Next Year:

- I recommend that our fee stay the same for next year as we are at a good level
- Last year you approved step 2 of a 3 tier increase in the appropriated budget to expand our coaching staff and have assistants at all varsity level sports that did not currently have one. This year we were able to add 6 assistant coaches and next year I would like to do the same for step 3 of 3 in this process for a similar amount.

Next Year (Cont):

- For next year I would like to add two teams to our mix. Neither are MIAA sports but are recognized by the National Federation of State High School Associations (NFHS)
 - Esports- 60 Students interested-Working with a young lady on her senior project for this.
 - Fencing-20 Students interested-Much higher cost due to rental space, equipment, and experienced coaches.

	FY16 Actual	FY 17 Actual	FY 18 Actual
ABSAF	46,000	50,000	42,000
Gate	55,690	58,238	51,505
Fees	344,650	405,498	397,597
Gifts	22,510	19,355	20,087
Appropriated	587,065	603,003	637,373
Total Revenue	1,055,915	1,136,094	1,148,562
Salary Appropriated	483,412	506,230	558,340
Operating Appropriated	111,919	71,121	77,300
Salary Revolving	212,653	211,241	209,465
Operating revolving	203,331	229,562	230,181
Revolving Officials	53,910	51,308	51,411
Total Expenses	1,065,225	1,069,462	1,126,699
End of year Balance	-9320.86	66,632.30	21,864.38

FY 19	19 Projected (current projection)	Actual (so far) through 12/31
ABSASF	\$41,000	\$41,000
Gate	\$58,000	\$21,297
Fees (No expected decrease)	\$395,000	\$184,927
Gifts	\$15,000	\$1,060
Appropriated	\$710,449	\$301,104
Total Revenue	<u>\$1,219,449</u>	<u>\$549,388</u>
Salary Appropriated	\$627,874	\$246,027
Operating Appropriated	\$82,575	\$55,077
Salary Revolving	\$211,752	\$70,250
Operating revolving	\$258,960	\$65,647
Revolving Officials	\$58,200	\$25,216
Total Expenses	<u>\$1,239,361</u>	<u>\$462,217</u>
End of year Balance	-\$19,912.00	\$87,171



Discussion and Questions



FOOD SERVICES DEPARTMENT

Kirsten Nelson
Director of Food Services
School Committee Meeting 1/10/2019

Mission

- Our mission is to serve high quality, nutritious lunches in a comfortable, welcoming environment in all of our schools.



Overview

- The lunch program consists of seven on-site kitchens
- We serve hot lunches daily in all of the schools
- All schools now offer Breakfast
- We serve lunches to extended day students each Thursday
- We provide lunches for the Victor School in Acton
- Very clean kitchens – Board of Health inspector says our kitchens are the cleanest around
- Hard working staff
- We are the busiest restaurant in Town!
- Recipient of the Healthier US School Challenge award for our elementary schools

New Initiatives

- Recycling and Composting is now happening at 7 out of 8 schools



- Local Sustainable Fish is being offered at the High School
- Lunch is offered once a week at the Admin. Building
- We are now on Twitter - follow us @ABFoodservices1
- New look to our menus in January!
- New menu items being offered

Local Sustainable Fish at ABRHS



Day 1:
We served 65 pounds of fish and now we are up to 95 pounds of fish!!

Mass. Farm to School

- Every year we participate in the Farm to School Program
- These students are husking corn for the menu at Conant



Cooking Club

- We offer two sessions each year
- Deb Rimpas, Jean Tibbetts and Kirsten Nelson are the advisors for the Cooking Club at the RJ Grey Junior High



Other Services Provided

- Catering for School Events
- Monthly specials such as soups, quiche and breads offered to staff
- Boar's Head deli meat sliced to order for staff on the go!
- Bag lunches for field trips
- Opening Day Cookout for 7th grade students



Food Tastings & Collaborative Purchasing

- We are part of the Mass Buying Group
- Currently we bid with 54 other school districts
- We conduct taste tests for all of our different items with students



Food Service Website

- Our website can be found at www.abschools.org
- We post our menus
- Information pertaining to free and reduced meal pricing
- Lunch prices
- SchoolCafe information
- Pictures of lunches, celebrity guest servers, etc.
- The fun times we have with our students in health class developing recipes



Point of Sale



- System allows students to pay cash or debit their lunch account
- Parents/guardians can add to their student accounts by cash/check or with a credit card payment through the portal, SchoolCafe
- NEW ability to transfer money between accounts
- Food Services generates weekly emails for all balances below \$5.00 (not including \$0 balances)
- A la carte restrictions are available through SchoolCafe
- A mobile app is available for parents/guardians through SchoolCafe to make payments, view student purchases and apply for free and reduced lunch
- We track our inventory and orders through the point of sale system

Lunch Prices

Year	HS and RJG	Elementary	
2012-2013	\$2.20	\$2.50	
2013-2014	\$2.75	\$2.75	Regionalization with Blanchard
2014-2015	\$2.75	\$2.75	
2015-2016	\$2.75	\$2.75	
2016-2017	\$2.75	\$2.75	
2017-2018	\$2.75	\$2.75	
2018-2019	\$2.75	\$2.75	

The High School and the Junior High have tiered lunch pricing to \$4.00. (Examples - Smoothie lunch is \$3.25, Salad lunch is \$3.50-\$3.75, Boar's Head deli sandwich is \$3.50-\$3.75, Fish is \$4.00)

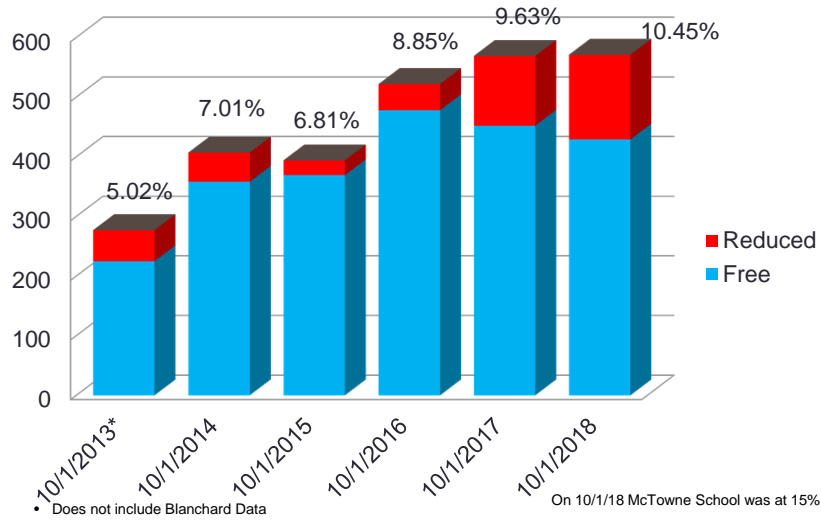
Paid Lunch Equity

- Each year we review our prices to make sure we are in line with the Paid Lunch Equity.
- Our current average lunch price is \$2.89. The rates for FY 2019-2020 Paid Lunch Equity have not yet been released.

Free and Reduced Eligibility

- Food Services accepts manual applications from families as well as online applications.
- We run a Virtual Gateway match once a month (the minimum requirement is 3 times a year).
- We manually match for siblings and blended families with different names but the same address. We extend the eligibility to those siblings we find through the manual match process.

Student Eligibility



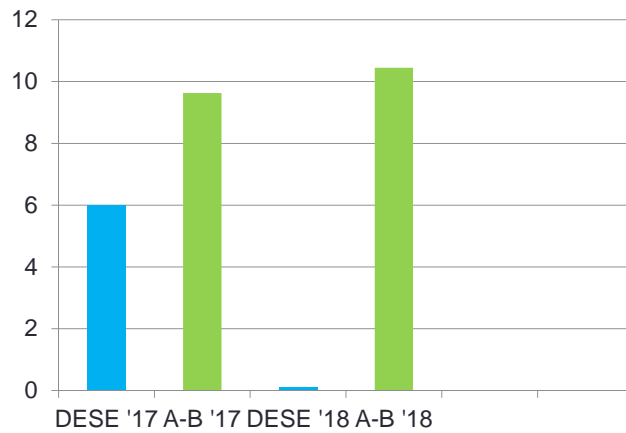
HOUSEHOLD SIZE	Free Meals (130%)					Reduced Price Meals (185%)				
	YEAR	MONTH	Twice per Month	Every Two Weeks	WEEK	YEAR	MONTH	Twice per Month	Every Two Weeks	WEEK
1	\$15,782	\$1,316	\$658	\$607	\$304	\$22,459	\$1,872	\$936	\$864	\$432
2	21,398	1,784	892	823	412	30,451	2,538	1,269	1,172	586
3	27,014	2,252	1,126	1,039	520	38,443	3,204	1,602	1,479	740
4	32,630	2,720	1,360	1,255	628	46,435	3,870	1,935	1,786	893
5	38,246	3,188	1,594	1,471	736	54,427	4,536	2,268	2,094	1,047
6	43,862	3,656	1,828	1,687	844	62,419	5,202	2,601	2,401	1,201
7	49,478	4,124	2,062	1,903	952	70,411	5,868	2,934	2,709	1,355
8	55,094	4,592	2,296	2,119	1,060	78,403	6,534	3,267	3,016	1,508
Each additional family member, add	+5,616	+468	+234	+216	+108	+7,992	+666	+333	+308	+154

Economically Disadvantaged

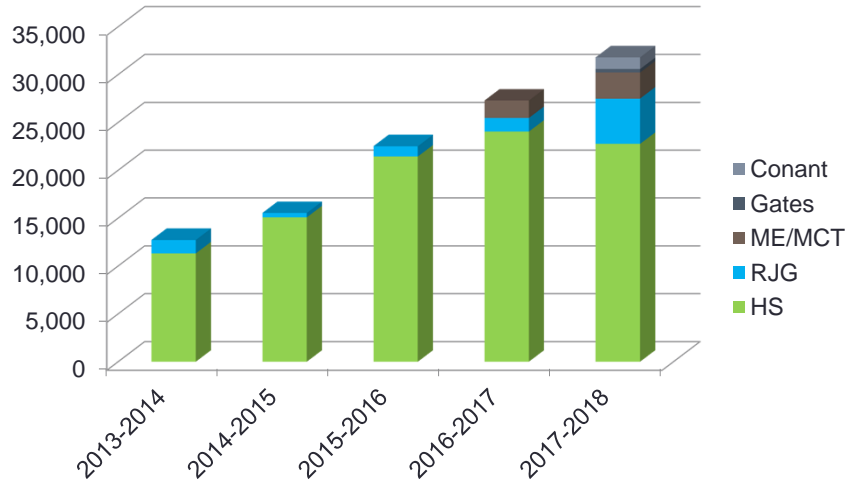
- DESE collaborates with Executive Office of Health and Human Services to match all enrolled students against the Direct Certification database
- Match students that are participating in SNAP, TAFDC, foster care or Mass Health (up to 130% of poverty)
- Match is run three times a year (October 1, March 1 and end of year)
- Result is a student by student classification of “economically disadvantaged” status
- For these reasons our Free and Reduced Eligibility numbers are higher than Economically Disadvantaged numbers from the state

DESE Reported Economically Disadvantaged versus Free and Reduced

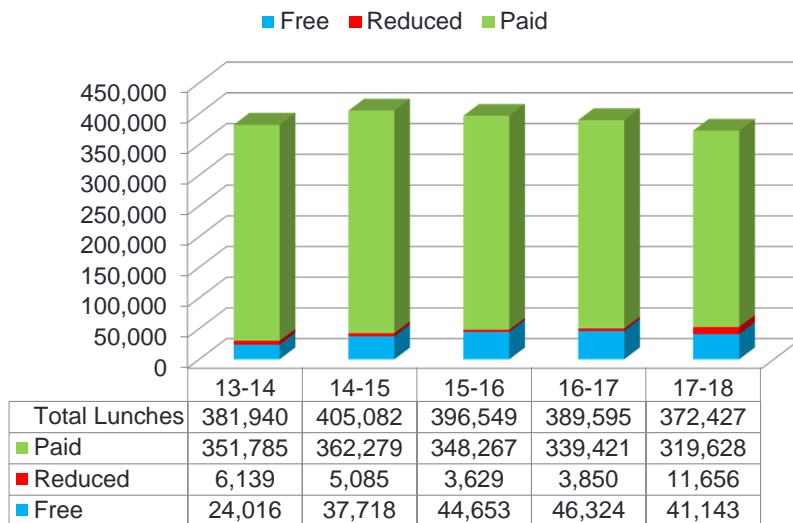
(DESE '18 data not available yet)



Breakfast Counts



Reimbursable Lunch Counts



Equipment

Year	Equipment Purchases	Equipment Repairs
2015-2016 (FY16)	\$8,883	\$23,561
2016-2017 (FY17)	\$30,828	\$21,056
2017-2018 (FY18)	\$11,915	\$18,200
2018-Present (November)	\$4,378	\$8,021

Receipts and Expenses

June 30, 2017

Receipts	\$ 1,782,427
Expenses	\$ 1,727,163
Prepayments/Liability	\$ 164,701
Fund Balance*	\$ 696,257

June 30, 2018

Receipts	\$ 1,728,584
Expenses	\$ 1,745,732
Prepayments/Liability	\$ 163,775
Fund Balance*	\$ 680,040

Current Debt for lunch accounts \$3,300.00

*Does not include account prepayments

FY16-FY18 Food Service Comparison

	FY16	FY17	FY18
Starting Fund Balance	\$596,326.48	\$650,635.91	\$696,262.86
Ending Fund Balance	\$650,635.91	\$696,257.12	\$680,040.98
Change to Fund Balance	\$54,309.43	\$45,621.21	(\$16,221.88)

Fund Balance

- Our current fund balance as of 11/30/18 is \$664,145.12
- We have \$75k-\$100k earmarked for the High School Café Renovation.
- The DESE recommends we have a total of three months operating expenses available in our fund balance which we do have.
- **Recommendation:** At this time we are recommending no lunch price increase. We will wait to see what the new Paid Lunch Equity Rate will be for the upcoming year and evaluate at that time.

New Café Renovation at A-B High School



Looking ahead...

- Start conversations about possibly offering lunch on Elementary Early Release days
- Interactive Menus
- New Menu items
- High School: Grab and Go / Order in advance

School Lunch Super Hero Award 2018
Jean Tibbetts RJ Grey Junior High Café Manager



It takes a Partnership

- Parents/Guardians
- Faculty and Staff
- Our motto is: A well fed child is ready to learn.



**Thank you for letting us serve your
children each day!**



Acton-Boxborough Regional School District
Office of the Deputy Superintendent
16 Charter Road Acton, MA 01720
978-264-4700 x 3209 fax: 978-264-3340
www.abschools.org

7.3.3

Marie Altieri
Deputy Superintendent

To: Acton-Boxborough Regional School Committee
From: Marie Altieri, Deputy Superintendent
Date: January 4, 2019
Re: All Day Kindergarten

Please see the attached information related to the All Day Kindergarten budget and revolving account. The first page shows FY18, FY19, and FY20 Budget revenues, expenses, profit and fund balance. The remaining pages show additional details about the expenses and the number of students in All Day Kindergarten in each school.

In FY19, we have six Half Day Kindergartens (one at each school), and eleven All Day Kindergartens (3 at Blanchard, 2 at McT, Merriam, and Conant, and 1 at Douglas and Gates). In FY20, we will also have eleven All Day Kindergartens, only we will shift one from Blanchard to Douglas. So in FY 20, there will be 2 All Day Kindergartens at all schools except for Gates, which will have 1 due to space.

There have been some questions about whether or not the district would consider moving to no-fee All Day Kindergarten for all students. We have put together an estimate of the total costs. It would cost about \$1.3 million to move from our current system to district-funded full All Day Kindergarten. In previous years, the district was not able to consider this because there was not enough space. As we have reduced the number of Kindergartens in some schools, and if there is approval of a new building, the district could consider this at some point in the future if funds allowed. We will gather some information about parental requests and preferences, student distribution, and other information over the next 6-9 months, and we will report back to the School Committee about whether or not this should be a priority to study next year. If the district decided to move towards full All Day Kindergarten, it would likely need to be a multi-year phase in.

A summary of the All Day K budget and revolving account will be presented at the January 10th School Committee meeting. I am happy to answer any questions you may have.

Marie Altieri
Deputy Superintendent

ADK Budget and Expenses

	FY 18	FY19 Projection	FY20 Budget
Revenues	\$816,488	\$909,000	\$940,500
Expenses	\$856,739	\$901,266	\$920,865
Profit	-\$40,251	\$7,734	\$19,635

FY17 Fund Bal	FY 18	FY 19	FY 20
\$378,674	\$338,423	\$346,157	\$365,792

Enrollment Numbers	FY14	FY15	FY16	FY17	FY18	FY19 Oct	FY 20 Budget
Blanchard		29	33	46	60	51	40
Conant	20	20	23	36	41	42	40
Douglas	41	40	36	29	20	21	40
Gates	21	40	35	21	21	22	20
McCarthy-Towne	42	38	37	43	40	42	40
Merriam	20	38	36	42	39	41	40
Totals	144	159	200	217	221	219	220

FY18 starting Balance **\$338,423**

FY19 Projected Revenue 19.5 students per class
at \$4500 per year

Students

Blanchard (3 ADK)	58	\$261,000
Conant (2 ADK)	39	\$175,500
Douglas (1 ADK)	19	\$85,500
Gates (1 ADK)	19	\$85,500
McT (2 ADK)	39	\$175,500
Merriam (2 ADK)	39	\$175,500
Estimated Revenue	213	\$958,500
Scholarship Est. 11 scholarships		-\$49,500
Projected revenue		\$909,000

FY19 Projected Expenses

Head Teachers	\$457,627
Assistants	\$309,578
Total Salaries	\$767,205
Supplies 11 @ \$2300 6@\$600	\$28,900
Admin Costs	\$39,563
Health costs	\$55,598
Software	\$10,000
Total Projected Expenses	\$901,266

FY19 Projected Profit/Loss \$7,734

Projected Fund Balance June 2019 **\$346,157**

FY19 starting Balance \$346,157

FY20 Projected Revenue 20 students per class
at \$4500 per year

	# Students	
Blanchard (2 ADK)	40	\$180,000
Conant (2 ADK)	40	\$180,000
Douglas (2 ADK)	40	\$180,000
Gates (1 ADK)	20	\$90,000
McT (2 ADK)	40	\$180,000
Merriam (2 ADK)	40	\$180,000
Estimated Revenue	220	\$990,000
Scholarship Est. 11 scholarships		-\$49,500
Projected revenue		\$940,500

FY20 Projected Expenses

Head Teachers	\$479,780
Assistants	\$308,818
Total Salaries	\$788,598
Supplies 11 @ \$2300 6@\$600	\$28,900
Admin Costs	\$40,546
Health costs	\$52,821
Software	\$10,000
Total Projected Expenses	\$920,865

FY20 Projected Profit/Loss \$19,635

Projected Fund Balance June 2019 **\$365,792**

ABRSD ADK SPECIAL REVENUE FUND

10/2/2018

	FY17 ACTUAL	FY18 ACTUAL	FY19 YTD Expense Through 10/2/2018	FY19 ENCUMBRANCES Through 10/2/2018	FY19 Revised Budget	FY20 BUDGET REQUEST
3406 ADK REVOLVING						
Beginning Balance	\$96,525.00	\$378,674.03	\$338,423.14		\$338,423.14	\$346,156.74
Fund Balance Transfers	\$122,176.90					
Revenues In:						
3406R916 43709 ADK REVOLVING FEES - ADK CONANT	\$183,900.00	\$152,097.77	\$47,808.00		175,500.00	180000
3406R916 43726 ADK REVOLVING CN ADK SCHOLARSHIPS	\$0.00	\$0.00	\$0.00		(9,000.00)	-9000
3406R916 43727 ADK REVOLVING CN ADK BAD DEBT	\$0.00	\$0.00	\$0.00		-	
3406R917 43709 ADK REVOLVING FEES - ADK DOUGLAS	\$127,800.00	\$79,200.00	\$24,975.25		85,500.00	180000
3406R917 43726 ADK REVOLVING DO ADK SCHOLARSHIPS	\$0.00	\$0.00	\$0.00		(4,500.00)	-9000
3406R917 43727 ADK REVOLVING DO ADK BAD DEBT	\$0.00	\$0.00	\$0.00		-	
3406R918 43709 ADK REVOLVING FEES - ADK GATES	\$103,000.00	\$74,600.00	\$22,500.50		85,500.00	90000
3406R918 43726 ADK REVOLVING GA ADK SCHOLARSHIPS	\$0.00	\$0.00	\$0.00		(4,500.00)	-4500
3406R918 43727 ADK REVOLVING GA ADK BAD DEBT	\$0.00	\$0.00	\$0.00		-	
3406R919 43709 ADK REVOLVING FEES - ADK MC TOWNE	\$164,925.00	\$157,671.00	\$49,575.00		175,500.00	180000
3406R919 43726 ADK REVOLVING McT ADK SCHOLARSHIPS	\$0.00	\$0.00	\$0.00		(9,000.00)	-9000
3406R919 43727 ADK REVOLVING McT ADK BAD DEBT	\$0.00	\$0.00	\$0.00		-	
3406R920 43709 ADK REVOLVING FEES - ADK MERRIAM	\$191,610.00	\$144,300.00	\$48,513.00		175,500.00	180000
3406R920 43726 ADK REVOLVING ME ADK SCHOLARSHIPS	\$0.00	\$0.00	\$0.00		(9,000.00)	-9000
3406R920 43727 ADK REVOLVING ME ADK BAD DEBT	\$0.00	\$0.00	\$0.00		-	
3406R930 43709 ADK REVOLVING FEES - ADK BLANCHARD	\$185,770.30	\$208,619.00	\$77,157.00		261,000.00	180000
3406R930 43726 ADK REVOLVING BL ADK SCHOLARSHIPS	\$0.00	\$0.00	\$0.00		(13,500.00)	-9000
3406R930 43727 ADK REVOLVING BL ADK BAD DEBT	\$0.00	\$0.00	\$0.00		-	
Total Revenues In:	\$957,005.30	\$816,487.77	\$270,528.75		\$909,000.00	\$940,500.00
Expenses Out:						
34069001 514002 ADK REVOLVING ADMIN - PROGRAM	\$37,662.56	\$38,597.99	\$10,609.06	\$28,947.48	39,563.00	40546
34069002 524131 ADK REVOLVING SOFTWARE	\$10,000.00	\$10,000.00	\$0.00	\$0.00	10,000.00	10000
34069003 570010 ADK INS - HPHC - ACTIVE	\$0.00	\$55,598.40	\$11,737.20	\$0.00	55,598.40	35214
34069003 570018 ADK INS - NWBC - ACTIVE	\$0.00	\$0.00	\$5,868.60	\$0.00	-	17607
34069192 516001 ADK REVOLVING ADK PARA/AIDES - MC TOWNE	\$54,363.42	\$51,308.82	\$3,676.66	\$0.00	55,356.00	55900
34069202 516001 ADK REVOLVING ADK PARS/AIDES - MERRIAM	\$51,665.34	\$52,098.78	\$3,943.47	\$0.00	56,871.00	59319
34069302 516001 ADK REVOLVING ADK PARA/AIDES - BLANCHARD	\$50,819.67	\$76,645.41	\$5,610.26	\$76,635.64	82,161.00	55168
34069162 516001 ADK REVOLVING ADK PARA/AIDES - CONANT	\$48,735.02	\$50,143.66	\$4,217.62	\$48,787.58	52,963.00	55235
34069172 516001 ADK REVOLVING ADK PARA/AIDES - DOUGLAS	\$60,994.80	\$32,839.70	\$2,238.86	\$25,679.59	35,422.00	55928
34069182 516001 ADK REVOLVING ADK PARA/AIDES - GATES	\$24,328.98	\$24,504.03	\$1,838.33	\$0.00	26,805.00	27268
34069171 516062 ADK REVOLVING ADK TEACHER - DOUGLAS	\$87,808.79	\$45,569.60	\$3,614.92	\$43,379.08	46,994.00	97209
34069181 516062 ADK REVOLVING ADK TEACHER - GATES	\$42,236.50	\$43,297.00	\$3,468.32	\$41,619.69	45,088.00	46758
34069161 516062 ADK REVOLVING ADK TEACHER - CONANT	\$87,388.20	\$90,311.70	\$7,179.06	\$86,148.46	93,328.00	96835
34069191 516062 ADK REVOLVING ADK TEACHER - MC TOWNE	\$57,369.50	\$52,246.20	\$5,008.52	\$60,102.00	65,111.00	69940
34069201 516062 ADK REVOLVING ADK TEACHER - MERRIAM	\$73,293.20	\$76,247.00	\$6,144.78	\$73,737.23	79,882.00	84409
34069301 516062 ADK REVOLVING ADK TEACHER - BLANCHARD	\$73,113.00	\$122,025.00	\$10,643.38	\$116,580.13	127,224.00	84628
34069193 543045 ADK REVOLVING ADK SUPPLIES/MATERIALS -MCTOWN	\$5,200.00	\$9,260.91	\$3,661.79	\$480.00	5,200.00	5200
34069303 543045 ADK REVOLVING ADK SUPPL/MATERIALS-BLANCHARD	\$3,661.85	\$5,767.25	\$525.63	\$958.36	7,500.00	5200
34069203 543045 ADK REVOLVING ADK SUPPLIES/MATERIALS/MERRIAM	\$13,632.02	\$4,455.87	\$93.75	\$703.47	5,200.00	5200
34069183 543045 ADK REVOLVING ADK SUPPLIES/MATERIALS - GATES	\$2,910.95	\$2,872.52	\$0.00	\$510.73	2,900.00	2900
34069173 543045 ADK REVOLVING ADK SUPPLIES/MATERIALS-DOUGLAS	\$4,583.14	\$2,894.45	\$240.79	\$420.67	2,900.00	5200
34069163 543045 ADK REVOLVING ADK SUPPLIES/MATERIES - CONANT	\$4,078.58	\$5,481.29	\$939.60	\$21.21	5,200.00	5200
34069206 543006 ADK REVOLVING ADK EQUIPMENT - TECHNOLOGY - MERRIAM	\$0.00	\$4,573.08	\$0.00	\$0.00	-	0
34069205 587009 ADK REVOLVING ADK OUTLAY REPL EQUIP - MERRIAM	\$3,187.65	\$0.00	\$0.00	\$0.00	-	0
Total Expenses Out:	\$797,033.17	\$856,738.66	\$91,260.60	\$604,711.32	\$901,266.40	\$920,864.00
Year End Balance	\$378,674.03	\$338,423.14			\$346,156.74	\$365,792.74

1



Our **vision** is to provide high-quality educational opportunities that inspire a community of learners

WELLNESS • EQUITY • ENGAGEMENT

Our **mission** is to develop engaged, well-balanced learners through collaborative, caring relationships

All Day Kindergarten Update

January 10, 2019

ABRSD

2

All Day K by School 2018 - 2019

School	Total Kindergarten Sections	Sections of ADK	Sections of Half Day K	All Students	Students Attending ADK
Blanchard	4	3	1	70	51
Conant	3	2	1	59	42
Douglas	2	1	1	41	21
Gates	2	1	1	39	22
McCarthy-Towne	3	2	1	62	42
Merriam	3	2	1	59	41
Total Elementary	17	11	6	330	219

66.3% attending ADK

ABRSD 3

All Day K by School 2019 - 2020

School	Total Kindergarten Sections	Sections of ADK	Sections of Half Day K	All Students	Students Attending ADK
Blanchard	3	2	1	60	40
Conant	3	2	1	60	40
Douglas	3	2	1	60	40
Gates	2	1	1	40	20
McCarthy-Towne	3	2	1	60	40
Merriam	3	2	1	60	40
Total Elementary	17	11	6	340	220

64.7% projected ADK

ABRSD 4

All Day K Enrollment History

School Year	Total Enrolled	Total Placed in All Day K	% Students Attending All Day K	Number of All Day K Classrooms
2018-2019	330	219	66%	11
2017-2018	350	221	63%	11
2016-2017	330	217	66%	11
2015-2016	299	200	67%	10
2014-2015	321	159	49%	9

ABRSD			
5			
All Day K Financial Overview			
	FY18	FY19 Projection	FY20 Budget
Revenues	\$816,488	\$909,000	\$940,500
Expenses	\$856,739	\$901,266	\$920,865
Profit	\$-40,251	\$ 7,734	\$19,635
Fund Balance	\$338,423	\$346,157	\$365,792

ABRSD			
6			
Universal no-fee All Day K			
<ul style="list-style-type: none"> • The district has not done a full study in the past due to space and budget limitations. • Over the next six months, we could gather some information so we can consider whether or not to set a goal for 2019-2020 to study the pros and cons of a gradual move to universal no-fee all day Kindergarten • Some Considerations – <ul style="list-style-type: none"> ○ Equity – makeup of half-day and full-day classes by subgroups (economically disadvantaged, English learners, gender, race) ○ Performance studies (reviewed in 2015) ○ Parent preference – why do families pick HDK, why ADK? ○ Teacher feedback ○ Cost along with other budget priorities ○ Others 			


ABRSD 7

Cost for Universal No-Fee All Day K

FY20 Expenses	\$920,815
Costs to move half-day staff to full day	\$278,070
Profit	\$1,198,885
Fund Balance	\$338,423

- We are not aware of any grants available for All Day K
- Estimated CH70 aid increase would only be about \$5,000

8



DISCUSSION AND QUESTIONS

TOWN OF ACTON

Acton Leadership Group

January 3, 2019

7:00 PM

Francis Faulkner Room

Room 204

Acton Town Hall

Agenda Topics

- | | |
|---|---------------------------------|
| 1. Approval of Minutes from December 13, 2018 | All |
| 2. FY19 Updates | John Mangiaratti
Peter Light |
| 3. Review of Spreadsheet | Marie Altieri |
| 4. Public Comment | |
| 5. Adjourn | |

Next Meeting February 7, 2019 at 7:30 AM

Town of Acton Multi-Year Financial Model

Prepared by the Board of Selectmen, School Committee, and Finance Committee

3-Jan-19

WORKING DOCUMENT NOT FINAL

<u>Summary</u>	<u>Tax Recap FY18</u>	<u>Tax Recap FY19</u>	<u>Projection FY20</u>	<u>Projection FY21</u>
Municipal Funding Sources:				
Tax Levy (excluding debt exclusion)	79,832,757	83,232,563	86,497,027	89,176,953
State Aid	1,319,399	1,345,108	1,358,559	1,372,145
Local Receipts	5,185,066	5,510,104	5,562,104	5,617,725
Debt Exclusion	2,768,612	2,538,007	2,512,627	2,494,464
SBAB Reimbursement	923,000	923,000	923,000	923,000
Add: Town Reserves	<u>2,483,800</u>	<u>2,382,722</u>	<u>1,300,000</u>	<u>1,300,000</u>
Acton Total Funding Sources	92,512,635	95,931,504	98,153,317	100,884,286
<u>Allocation to Budgets</u>				
Municipal Spending	\$ 33,709,649	\$ 34,565,022	\$ 35,861,539	\$ 36,936,693
Percent change year-to-year	3.22%	2.54%	3.75%	3.00%
ABRSD Assessment	\$ 57,730,056	\$ 59,981,959	\$ 61,591,055	\$ 65,029,998
Percent change year-to-year	3.93%	3.90%	2.68%	5.58%
Minuteman Operating Budget	\$ 1,072,929	\$ 1,114,235	\$ 1,177,430	\$ 1,277,430
Minuteman Building Project Debt		\$ 189,579	\$ 284,414	\$ 296,296
Total Minuteman Assessment	\$ 1,072,929	\$ 1,303,814	\$ 1,461,844	\$ 1,573,726
Percent change year-to-year	7.55%	21.52%	12.12%	7.65%
Total Acton Spending	\$ 92,512,634	\$ 95,850,795	\$ 98,914,438	\$ 103,540,417
Net Position	\$ 0	\$ 80,709	\$ (761,121)	\$ (2,656,130)

<u>Table 6 Data</u>	<u>FY18 ABRSD Revenues</u>	<u>FY19 ABRSD Revenues</u>	<u>FY20 ABRSD Revenues</u>	<u>FY21 ABRSD Revenues</u>
<u>ABRSD Funding Sources:</u>				
State AID Ch.70	14,804,931	14,968,061	15,140,000	15,280,000
Transportation	1,307,373	1,337,757	1,700,000	1,762,900
Regional Bonus Aid & Misc Revenue	179,000	275,000	275,000	275,000
Charter School Aid	25,350	32,361	35,000	35,000
Excess & Deficiency	450,000	775,000	200,000	200,000
Total	\$ 16,766,654	\$ 17,388,179	\$ 17,350,000	\$ 17,552,900

Additional OPEB Contribution	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
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<u>Town of Acton - Tax Impact</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>
Total Valuation ('000s)	\$ 4,308,187	\$ 4,437,432	\$ 4,570,555	\$ 4,707,672
Tax Rate	\$ 19.38	\$ 19.37	\$ 19.55	\$ 19.60
SF Value	\$ 566,279	\$ 584,315	\$ 601,844	\$ 619,900
% Change in SF Value			\$ -	\$ -
SF Tax Bill	\$ 10,976	\$ 11,318	\$ 11,765	\$ 12,150
% Change in SF Tax Bill	2.60%	3.12%	3.95%	3.27%
\$ Change in SF Tax Bill	\$ 279	\$ 342	\$ 447	\$ 385

WORKING DOCUMENT NOT FINAL

1/11/19
7.4.2

ALG Minutes, December 13, 2018

Room 204, Acton Town Hall; 7:30 AM

Present: Bart Wendell, facilitator; Katie Green & Joan Gardner, BoS; Paul Murphy & Diane Baum, SC; Jason Cole, FC; John Mangiaratti, Peter Light, Steve Barrett & Marie Altieri, staff. Absent: Roland Bourdon.

Audience: Mark Hald, Asst. Town Manager; Brian McMullen, Asst. Assessor & Asst. finance director; Dave Verdolino, Region's finance director; John Peterson, HIT (Health Insurance Trust) board & Charlie Kadlec

1. Approval of Oct 19 Minutes

John asked that the minutes be changed to show a clear record that he was delegated to write the letter for the OML (Open Meeting Law)complaints.

John also asked that the 6/28/18; 9/27/18 and 10/25/18 minutes be amended to show the time and place of the meeting and to change "extra information" to documents.

It was agreed that these changes would be made and the minutes resubmitted

2. Discussion of response to OML violations

Katie: He did not file with in the 30 days; we have responded with updated minutes ; we do not consider working by consensus as a violation of the OML

Bart: When I use consensus here it's a total agreement—I'm not sure that should be translated into votes.

Katie: It's been alleged that what we do here binds the other boards but that's not what this group does. There are only two of the board members here; we go_back to the BoS, for confirmation

Bart: The consensus is an agreement that you'll take it back to the whole boards for agreement

Diane: Shall we consider a brief mission statement?

Jason: We are a subset of our committees and not a quorum. The less formal we make it the better.

Katie: Shall we delegate the Town Manager to answer complaints 11-13?

Bart: Is there an agreement that we hand off the OML response to the Town Manager? There was no disagreement.

3. FY 19

John Mangiaratti & Peter Light

John: We have been working closely with the Town Departments to keep the spending where it should be. There are no issues.

Peter: We are on track; there are no changes; we are waiting for the info on the revenues

4. Review of Spreadsheet

Steve Barrett & Marie Altieri

Steve: First page has the tax levy & reserves. We can see the review of the metric chart that shows the changes from meeting to meeting. We have been busy doing the final numbers for the recap sheet. Our meeting with the DOR went fine. The tax rate was set by the BoS at \$19.37; SFT \$584k. Our new growth number was off which will flow through next year's levy; \$800k came in as \$655K. There is a change in the overlay from \$900K-\$700K; the change in the percentage for the schools budget us \$938K. We are pulling the budget numbers together and will have FY 20 ready for review next meeting.

Marie: We will present the budget on Thursday. The caveat is that there will be a one-year shift when we finalize the end of the regional agreement and have the first year of enrollment based divisions. There will be \$425K relief for Acton.

Our goal is to reduce the reliance on reserves; this plan has \$1.3m use but there is a \$700k deficit. The savings has come from the changes in HIT.

Bart: questions?

Steve explained the use of the overlay fund.

Bart: is now the time to talk about the \$700K?

Katie: we need to wait until we have more information on state aid and have had a chance to review the Town Manager's budget.

Jason: I've been around for a long time but this is the best deficit I've seen we should wait for the state numbers.

Marie: the school committee needs to vote on a budget in mid-February. Perhaps we can half [the deficit] between the town and the school.

5. FinCom POV(Point of View)

Jason

We need to wait until Monday---after the Town manager's budget.

6. Preliminary Consensus on FY 20 Reserves

Steve: If you go by the big picture, we have the tax levy, state aid and local fees. All the numbers for FY 20 are estimates—we can use \$700K from overlay and new growth estimates may increase to \$750 from FY 19 \$655 .

Marie: Our biggest outside revenue source is Ch.70. We have put \$20K /student in the budget. It may go up to \$50K---but it's better to be conservative. We have worked hard to tighten the revenues and do not expect there will be large turn-backs next year.

Bart: So shall we go with the numbers we have now? No one objected.

7. Capital planning

John: The capital plans will be part if the budget presentation on Monday and follow the selectmen's goals.

Peter: The school committee has reviewed the capital plans which will need \$10-\$15m but the SC has been able only to allot \$1m. So we need to step back and see what we can accomplish. We will be running plans on parallel paths; we will be bonding in the operating budget which will get us an increase of \$7-\$7.5m. We have \$250K for capital this year. We need to \$1.25m for FY 20 and more for ensuing years. The plan calls for a 2.5% annual increase in spending .

Jason: In presented the bonding idea to other on the FC and got the personal sense that they agreed.

Marie: We have asked the town to put a placeholder on the warrant.

Katie: The warrant will open on Monday

Peter: MSBA (Mass School Building Assistance) has asked for more documentation. They are not familiar with the twin school concept; they want us to look for additional sites. The building committee meeting was postponed; July 10th is the date for the preferred schematics; we have been honing in on Gates as it seems to be favored by the community; there are wetlands problems at Conant; there will be an official vote Jan 23. We expect to have the costs, state percentages , and tax costs by August 28.

John: The town voted for a North Acton fire station but we have not selected a designer; perhaps we will have something in early 2019.

Jason: will we have the fire station as well as the schools?

John: That's a consideration.

Diane: We started on the capital plan in 2015. I'm really happy with the plan and we are headed in a good direction.

8 Public

Charlie: Do you intend to get back any of the appropriations from warrant articles that are completed?

SB: The accountant reviews all the past articles every year and those that are finished, we close out.

Charlie: An observation: the levy does not go up for the school capital projects. The money is made up by the town---taxpayers. The reserves should be used for a tax reduction.

Adjourned 8:35

Jason suggested that the next meeting be an evening one.

There was a discussion on the differences in the time and it was stated that there was an earlier agreement that there would be a switch between 7:30 AM and PM.

Bart: Jan 3 will be 7:30 PM; Feb 7 & 28 7:30 AM

Next meeting will be Jan 3 at 7:30 PM

Additional documents: Agenda; Recap sheet & Town of Acton Multi-year Financial model (aka spreadsheet)

Ann Chang

**TOWN OF ACTON
BOARD OF SELECTMEN
and
FINANCE COMMITTEE
Special Meeting
Budget Saturday**

January 5, 2019
8:00 AM
Acton Town Hall
Francis Faulkner Hearing Room 204

8:00 AM Meeting start

- General Overview - Opening comments
- Veterans Services
- Transportation
- Acton Memorial Library
- Public Works
 - Municipal Properties/Green Advisory Board
 - Highway/Transfer Station & Recycling
 - Engineering

9:15AM Break

- Nursing
- Land Use & Economic Development
 - Building/Commission on Disability
 - Planning/Zoning Board of Appeals
 - Health
 - Natural Resources/Cemetery
 - Celebrations
- Human Resources
- Town Manager
- Emergency Management
- Information Technology
- Town Meeting

10:40 AM Break

- Council on Aging
- West Acton Library
- Fire
- Police
 - Dispatch
 - Animal Control
- Finance
 - Town Clerk/Elections
 - Accounting (Comptroller)
 - Assessor
 - Collector
 - Finance Director

12:30 PM Closing Comments

Reasonable accommodations for people with disabilities are available upon request. Include a description of the accommodation you will need, including as much detail as you can and include a way we can contact you if we need more information. Please allow advance notice. Send an e-mail to manager@acton-ma.gov or call the Town Manager's Office (978) 929-6611.

**Operating Budget Review Schedule/Agenda for Fiscal Year 2020
Saturday, January 5, 2019**

With Select Board and Finance Committee 8:30 a.m.

Sargent Memorial Library, Meeting Room

427 Massachusetts Avenue, Boxborough

Department or Committee	Time
Fiscal Year 2020 Town Operating Budget Update and Overview	8:30 a.m.
Administrative Budget Changes (TA Office, Council on Aging, Veteran's Services, Information Technology, Facilities, Employee Benefits, etc.)	9:15 a.m.
Public Works - Includes Administration, Transfer Station, Snow and Ice and Cemetery	9:45 a.m.
Police/Dispatch	10:15 a.m.
Fire Department	10:45 a.m.
Acton Boxborough Regional School District	11:00 a.m.
Vocational High Schools - Minuteman, Assabet and Nashoba	11:45 a.m.
Meeting Wrap Up - Discussion of other supplemental departmental requests and other Select Board/Finance Committee questions/follow-up items	12:00 p.m.
Meeting Adjourns	12:30 p.m.



Our **vision** is to provide high-quality educational opportunities that inspire a community of learners

WELLNESS • EQUITY • ENGAGEMENT

Our **mission** is to develop engaged, well-balanced learners through collaborative, caring relationships

**Acton-Boxborough Regional School Committee (ABRSC)
FY20 Budget Saturday Meeting Agenda**

Library
R.J. Grey Junior High School
16 Charter Road, Acton, MA

Saturday, January 26, 2019
8:30 a.m.

(times are approximate)

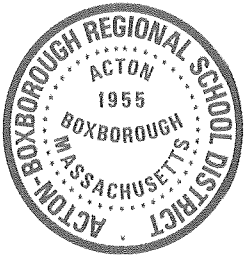
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- | | |
|---------------|--|
| 8:15-8:30 | Arrival and Coffee |
| 8:30 - 8:40 | Welcome and Introductions from the Chairperson and Superintendent |
| 8:40 - 8:55 | Budgetary Vision and Alignment with District Goals |
| 8:55 - 9:30 | Budget Overview |
| 9:30 - 10:00 | Questions |
| 10:00 - 10:15 | Break |
| 10:15 - 10:50 | Goal 1 - Student Social-Emotional Needs |
| 10:50 - 11:10 | Questions |
| 11:10 - 11:50 | Goal 2 - Equitable Opportunities to Learn |
| 11:50 - 12:10 | Questions |
| 12:10 - 12:50 | Lunch |
| 12:50 - 1:30 | Goal 3 - Access to Safe and Effective Learning Environments |
| 1:30 - 2:00 | Questions |
| 2:00 - 2:45 | School Committee Discussion and Preliminary FY20 Budget VOTE |

2:45 - 3:00 **Wrap-Up**

3:00 **Adjourn**

The School Committee will vote on a final budget by 2/15/19.

Materials are posted at <http://www.abschools.org/school-committee/meetings-agendas-packets-and-minutes>



Acton-Boxborough Regional School District

15 Charter Road - Acton, MA 01720
www.abschools.org

Finance Department
David A. Verdolino, Director
(978) 264-4700
dverdolino@abschools.org

To: School Committee
From: Dave Verdolino
Re: Clear Gov
Date: January 10, 2019

All –

You may be aware that the district purchased a software product called “ClearGov” to make district data (including peer comparisons) more easily available to the public from the ABRSD website. The link to the ClearGov data benchmarking comparison tool is shown in the News section of the district website’s Home page. Accompanying this brief memo I have attached a printout that represents the Overview presentation from the ClearGov site, as a visual aid.

What is ClearGov? It is a data analysis tool that accumulates data from publicly-available sources (chiefly DESE) and makes them available for analysis by government officials and members of the general public. One can look at a number of financial and operational data points for a particular district (e.g., the printout I provided with this memo) and, likely of greater interest, comparisons among districts identified as a peer group of comparable communities. In fact, one of the peer groups that has already been defined in A-B’s ClearGov template is the list previously identified by the region’s former Comparable Communities Committee.

I gave a fairly brief demonstration of how to navigate the ClearGov site to the Budget Subcommittee last week, and will do a very quick demo at the January 10 SC meeting, simply intended to introduce members to ClearGov and whet appetites for its potential use. In that regard, the accompanying pages are meant to familiarize you with the “look” of the material that you will encounter using ClearGov.

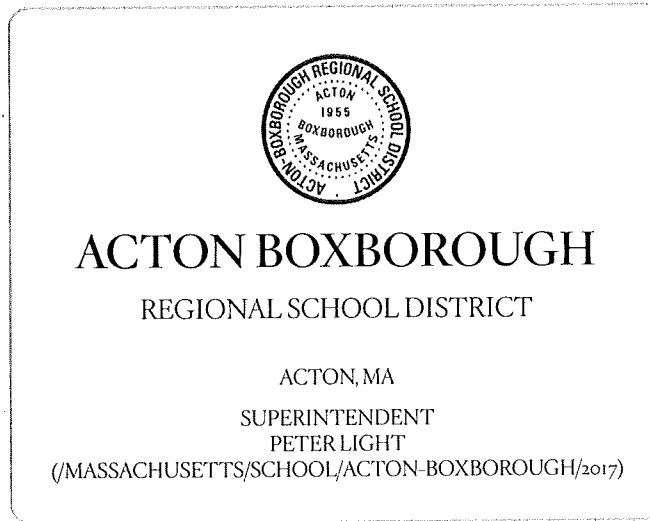
Over time, I expect that this service will prove to be a valuable means of assisting school leadership in demonstrating transparency and accountability in our district’s results...not just financial, but with respect to performance measurements as well. To date, including this memo and what will be two brief presentations to SC members, we have only scratched the surface.

Join a live Q&A presentation with Governor Martin O'Malley on the New Realities of Public Leadership > (<https://app.livestorm.co/cleargov/public-leadership-gov-martin-omalley>)

Find Your Town or School



(/)



[Overview \(/massachusetts/school/acton-boxborough/2017\)](/massachusetts/school/acton-boxborough/2017)

[Funding \(/massachusetts/school/acton-boxborough/2017/revenue\)](/massachusetts/school/acton-boxborough/2017/revenue)

[Expenditures \(/massachusetts/school/acton-boxborough/2017/expenditures\)](/massachusetts/school/acton-boxborough/2017/expenditures)

[Students \(/massachusetts/school/acton-boxborough/2017/students\)](/massachusetts/school/acton-boxborough/2017/students)

[Employees \(/massachusetts/school/acton-boxborough/2017/staffing\)](/massachusetts/school/acton-boxborough/2017/staffing)

[Test Scores \(/massachusetts/school/acton-boxborough/2017/performance\)](/massachusetts/school/acton-boxborough/2017/performance)

[State Aid \(/massachusetts/school/acton-boxborough/2017/state-aid\)](/massachusetts/school/acton-boxborough/2017/state-aid)

acton-
(</massachusetts/school/acton-boxborough/2015>)
)
(</massachusetts/school/acton-boxborough/2015>)

SNAPSHOT

5,588

Students*



750

Employees*

VIEW BREAKDOWN

(/MASSACHUSETTS/SCHOOL/ACTON-BOXBOROUGH/2017/STUDENTS)

* Enrollment snapshot as of October 1st of the school year.

VIEW BREAKDOWN

(/MASSACHUSETTS/SCHOOL/ACTON-BOXBOROUGH/2017/STAFFING)

* The total staffing includes only the positions tracked in the the state's Education Personnel Information Management System. It excludes positions such as custodians, cafeteria workers, and bus drivers.

Find Your Town or School

FINANCES



(/)

Fund: Governmental Funds



TOTAL SPEND \$89.5M

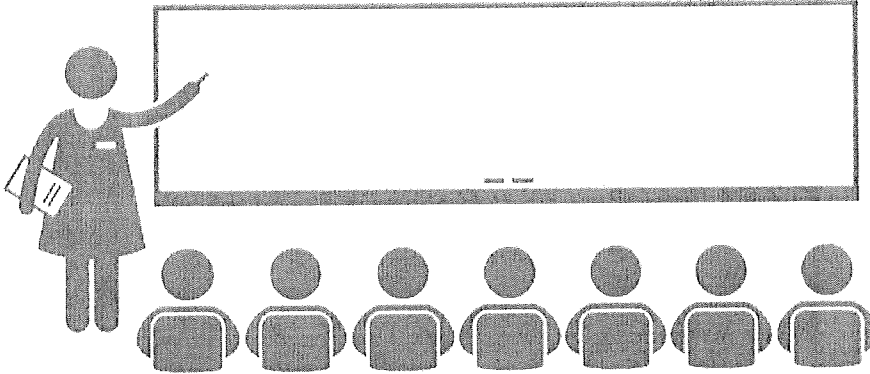
[VIEW FUNDING SOURCE DETAIL \(/MASSACHUSETTS/SCHOOL/ACTON-BOXBOROUGH/2017/REVENUE\)](#)

[VIEW EXPENDITURE DETAIL \(/MASSACHUSETTS/SCHOOL/ACTON-BOXBOROUGH/2017/EXPENDITURES\)](#)

EXPENDITURE

OPERATING

ALL EXPENDITURES



\$15,283

Expenditure per Student figure includes all related costs to the education systems including health care and retirement benefits. As such, these figures may differ from expenditures reported in the budget since these costs may be reported elsewhere.

**Data Source: Department of Elementary and Secondary Education*

CAPITAL OUTLAY

\$565

Find Your Town or School



(/) VIEW BREAKDOWN (/MASSACHUSETTS/SCHOOL/ACTON-BOXBOROUGH/2017/CAPITAL-AND-DEBT-SERVICE/EXPENDITURES)

▼ **68%** LOWER THAN SIMILAR DISTRICTS

view analysis [\(/massachusetts/school/acton-boxborough/2017/financials/capital-and-debt-service/expenditures/benchmarking?perperson=true&prefix=%24&postfix=false&subcategories=23992\)](/massachusetts/school/acton-boxborough/2017/financials/capital-and-debt-service/expenditures/benchmarking?perperson=true&prefix=%24&postfix=false&subcategories=23992)
Capital outlay and debt expenditures includes all major expenses to acquire, construct, maintain, repair, and/or upgrade capital assets such as land, buildings, technology, and equipment, including financing costs.

PERFORMANCE

School district performance based on student performance is exceedingly difficult to measure as many factors outside the district's and teachers' influence impacts performance. As such, ClearGov presents standard, quantifiable metrics that can provide a general baseline for school district performance.

1,307

Average SAT Score

96.6%

Graduate High School

93.9%

Go to College

▲ **8%** HIGHER THAN SIMILAR DISTRICTS

view analysis [\(/massachusetts/school/acton-boxborough/2017/sat/sat-scores/benchmarking?perperson=false&prefix=false&postfix=false&subcategories=1402\)](/massachusetts/school/acton-boxborough/2017/sat/sat-scores/benchmarking?perperson=false&prefix=false&postfix=false&subcategories=1402)

▼ **0%** LOWER THAN SIMILAR DISTRICTS

view analysis [\(/massachusetts/school/acton-boxborough/2017/graduation/high-school-graduate-who-go-to-college/benchmarking?perperson=false&prefix=false&postfix=%25&subcategories=1402\)](/massachusetts/school/acton-boxborough/2017/graduation/high-school-graduate-who-go-to-college/benchmarking?perperson=false&prefix=false&postfix=%25&subcategories=1402)

▲ **1%** HIGHER THAN SIMILAR DISTRICTS

view analysis [\(/massachusetts/school/acton-boxborough/2017/graduation/students-who-go-to-college/benchmarking?perperson=false&prefix=false&postfix=%25&subcategories=1402\)](/massachusetts/school/acton-boxborough/2017/graduation/students-who-go-to-college/benchmarking?perperson=false&prefix=false&postfix=%25&subcategories=1402)

VIEW MORE PERFORMANCE METRICS (/MASSACHUSETTS/SCHOOL/ACTON-BOXBOROUGH/2017/PERFORMANCE)

STATE AID

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Acton Boxborough Regional School District (per student)

Find Your Town or School

(/)



Peer Average (per student)



State Average (per student)



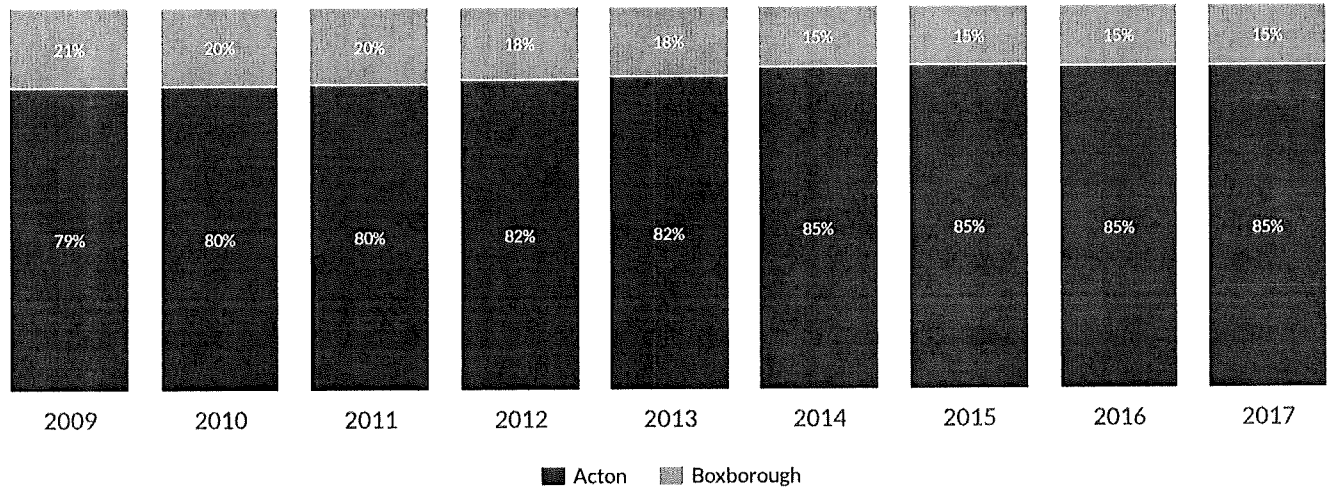
\$19,036,369

Total State Aid Funding

VIEW BREAKDOWN
(/MASSACHUSETTS/SCHOOL/ACTON-BOXBOROUGH/2017/STATE-AID)

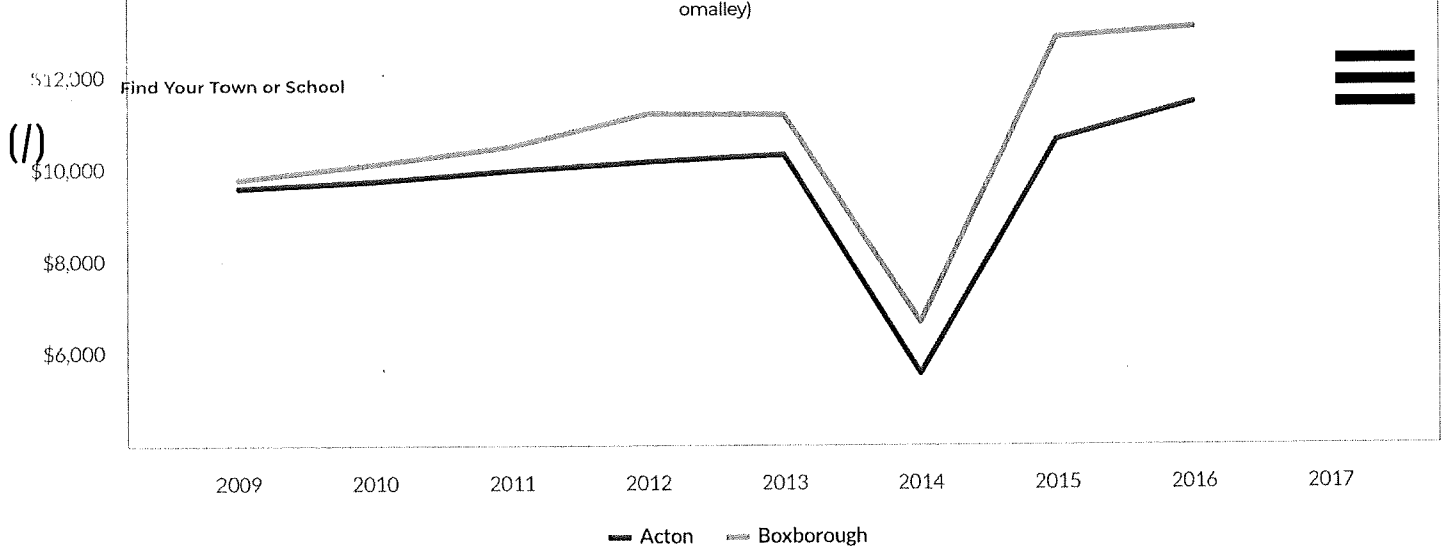
SOURCE

STUDENT SOURCE OVER TIME



FINANCIAL CONTRIBUTION PER STUDENT OVER TIME

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SIMILAR COMMUNITIES TO EXPLORE

Massachusetts State Budget (<https://www.cleargov.com/massachusetts/state>)

Sudbury School Budget (<https://www.cleargov.com/massachusetts/school/sudbury>)

Nashoba School Budget (<https://www.cleargov.com/massachusetts/school/nashoba>)

Harvard School Budget (<https://www.cleargov.com/massachusetts/school/harvard>)

Milton School Budget (<https://www.cleargov.com/massachusetts/school/milton>)

Concord School Budget (<https://www.cleargov.com/massachusetts/school/concord>)

Needham School Budget (<https://www.cleargov.com/massachusetts/school/needham>)

Marblehead School Budget (<https://www.cleargov.com/massachusetts/school/marblehead>)

Concord Carlisle School Budget (<https://www.cleargov.com/massachusetts/school/concord-carlisle>)

Belmont School Budget (<https://www.cleargov.com/massachusetts/school/belmont>)

Dedham School Budget (<https://www.cleargov.com/massachusetts/school/dedham>)

Hingham School Budget (<https://www.cleargov.com/massachusetts/school/hingham>)

Reading School Budget (<https://www.cleargov.com/massachusetts/school/reading>)

Wellesley School Budget (<https://www.cleargov.com/massachusetts/school/wellesley>)

Westford School Budget (<https://www.cleargov.com/massachusetts/school/westford>)

Weston School Budget (<https://www.cleargov.com/massachusetts/school/weston>)

Wilmington School Budget (<https://www.cleargov.com/massachusetts/school/wilmington>)

Winchester School Budget (<https://www.cleargov.com/massachusetts/school/winchester>)

Lincoln Sudbury School Budget (<https://www.cleargov.com/massachusetts/school/lincoln-sudbury>)

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ACTON-BOXBOROUGH REGIONAL SCHOOL DISTRICT
School Building Committee (SBC) Draft Minutes

R. J. Grey Library
 16 Charter Road, Acton, MA 01720

December 12, 2018
 7:00 p.m.

Members Present: Mary Brolin; Adam Klein; Amy Krishnamurthy; Maya Minkin; Peter Light; Marie Altieri; Peter Berry; Jason Cole; Dennis Bruce; Becca Edson; Bob Evans (*arr 7:30pm*); Bill Hart; JD Head; Gary Kushner; Lynne Newman; Maria Neyland; Katie Raymond; Mac Reid; Chris Whitbeck (*arr 7:15pm*).

Members Absent: None.

Other: Karen Coll; Kate Crosby, ABRSD Energy Manager; Representatives from Skanska: Chuck Adam, Victoria Clifford, Sovathya Sar; Representative from Arrowstreet: Emily Grandstaff-Rice, Larry Spang; members of the public.

1. The meeting was called to order at 7:01pm.

Although not on the agenda, in the interest of approving and posting minutes as quickly as possible, the committee decided to vote on the minutes of the previous meeting. Adam Klein moved, Maria Neyland seconded, and the minutes of the November 14, 2018 meeting were unanimously approved as written.

2. Continued Presentations on Site Options for Gates and Conant sites and Committee Discussion

- a. Test Pits Observations

Several test pits were drilled on the Gates and Conant properties to conduct preliminary tests for groundwater and other constraints on the sites, as well as a perc test on the Gates site. JD Head said that organic fill was found on both properties from prior use; for example, there was once an apple orchard on the Gates property, so the tests uncovered peat and other debris, which would need to be removed. Of the three pits at Gates, the one furthest from the brook was, surprisingly, the one with the most significant water problem; at the other two pits closer to the brook and the boardwalk, excavators were able to dig to a depth of 12 feet. At Conant, excavators were also able to dig to a depth of 12 feet, and found that ledge was not a major issue but that there was a lot of fine, powdery silt, starting at a depth of 4-5 feet, which would need to be removed. The findings are preliminary, but we will get final results soon. Mary Brolin will distribute the report prior to the next meeting.

- b. Previous Traffic Study Observations

JD reviewed slides of prior traffic assessments done for transportation planning. One map of student population densities showed a pocket of density in West Acton, with another pocket on the north side of Route 2 closer to Conant. In the past 10 years, there has also been a lot of development in North Acton. The other map showed that there were sections of Boxborough and North Acton that could face significant drive times to the Douglas/Gates area.

- c. Wetlands Updates

Subcontractors looking at wetlands areas on the Gates and Conant sites identified some areas not previously flagged on the town's Geographic Information System (GIS) map, which will have to be confirmed. New areas of wetlands identified on the Conant site, which doesn't border a body of water, are considered isolated wetlands and are subject to federal, state and local jurisdictions. Potential

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WELLNESS - EQUITY - ENGAGEMENT

waivers to build within the wetlands boundaries will be discussed with Acton's Natural Resources Director.

We can use a section of wetlands that is less than an acre, but the area must be duplicated elsewhere or we would pay a fee. Emily Grandstaff-Rice showed a diagram of the site that delineates the 200-foot boundary; anything between the 100-200 foot boundaries has to be approved by the Acton Conservation Commission. Proposals for the Conant site were predicated on expansion of the current septic system but the septic field is located within the wetlands boundaries. We would also need to ensure that the soil was of adequate quality to install a septic. If we don't build a new building at Conant, we can leave the existing septic where it is even though it doesn't meet current guidelines. There is also a stream running through the Conant site, Mary's Brook, most of which is intermittent, but part is designated as a river and is protected. The area on the Conant site where we could build a new twin school is getting smaller.

Emily reviewed slides of the Gates and Conant sites, showing potential building locations. The diagrams included schemes for single-phase and 2-phase construction, with program spaces delineated. She noted that increasing the energy efficiency of a building often results in a smaller footprint but also less daylight. They are trying to orient classrooms to the north and south as much as possible for the best quality of daylight; for classrooms that receive a lot of low winter sunlight, glare could be reduced with blinds or different types of glass. There are a number of goals common to all schemes including, among other things, multiple entries, separation of the preschool from other areas, connections to the outdoors and minimizing traffic conflicts. Building in a single phase on either site while the existing school is operational presents constraints. The decision of single-phase versus 2-phase construction should be part of the Preferred Schematic Report (PSR); we don't know the cost differential yet.

Reviewing slides of the Conant site, Emily noted that the original design for single-phase construction would overlap wetlands. It might be possible to relocate some of the isolated wetlands, allowing more flexibility but, given the constraints, this plan seems increasingly infeasible. Even with a 2-phase construction process, it is unclear that the building would fit outside of the wetlands areas, and it would require approval of setbacks.

Committee members discussed the various designs, focusing on the options to build on the Gates site. Becca Edson was concerned about Gates students being in a school next to a construction zone followed by occupying part of the new building while the other part was under construction. Emily noted that a 2-phase process would add about a year to the construction. In response to a question from Adam Klein about where playgrounds would be located, Larry Spang said an effort would be made not to use the area between parking lots and the building for playground or other uses. In all of the Gates schemes, the plan is to have two softball fields on the Douglas site. Designers also need to keep security issues in mind, including visual access for police and fire.

3. Public Input

Questions and comments from the public focused on a few topics:

Wetlands and flood plains – The consultants were asked to clarify where the buildings would be located relative to wetlands and flood plains. The test pits didn't reveal any worrisome new information about wetlands on the Gates property although they might be a little bit wider than previously thought. The test pits filled with water in areas where perc tests were planned so the tests couldn't be performed; another section of the property did perc. The corner of the current Douglas school sits within the wetlands boundary. Another question was about water runoff and whether parking could be built beneath the new

building. Chuck said that hydrology studies of water runoff would be performed at a later time; Emily noted that underground parking is very expensive.

Sustainability – A member of the community group Green Acton read a statement from the board, applauding the building committee’s goal of maximizing sustainability and urging the committee to address the risks of flooding and climate change. Another community member discussed data he had sent to the committee showing that global warming could decrease snowfalls and potentially mitigate flooding over time by evening out precipitation through the year compared with concentrated snowmelt in the spring; he also said that an anticipated 13% increase in major storms won’t significantly alter the borders of the flood plains on the school properties. A community member commented that increased bus traffic to a single site could result in longer idling times, with a negative impact on the sustainability goal; Emily said that state law prohibits buses and cars from idling. The suggestion was made that the building committee work with the Conservation Commission, a citizens body with significant expertise, on issues such as mitigation of flood plain areas and zoning waivers and variances.

Traffic – JD Head was asked to clarify the traffic study slides. He noted that traffic wouldn’t change much at Gates if that site were selected, but the additional traffic at Conant would likely have a negative impact on the surrounding area. The consultants were asked if additional traffic studies would be done and how they would be performed. Emily said that traffic counts are typically done at a later stage in a project. The first step is to run scenarios based on existing data. Larry Spang added that they look at the existing conditions and assess the impact of a school on intersections and other roadways.

Geography – In response to a question, Mary Brolin said that the committee had looked at the geography of the two towns. Most of the new growth in the region has been in the northern end of North Acton; neither of the two sites under consideration really addresses the distance to that area. A community member expressed a concern that, if additional land were needed, it might be taken by eminent domain.

Cost – a number of questions were raised about the cost of the project, including:

~Would the MSBA fund the demolition of the Douglas school? Is there a cost advantage to putting the new building on the Gates site and using the Douglas property for fields and parking? Chuck Adam said that if we use the Gates property, the demolition of Douglas would be included in the reimbursable project cost if we need the space for school-related use; however, the MSBA limits reimbursement for site costs to 8% of the total and this project will definitely exceed that limit so whether or not the demolition is reimbursable won’t change the cost to the district. Mary said that one question raised by the MSBA was what we planned to do with the Douglas building.

~Would the committee consider eliminating the preschool to reduce the size and cost of the building and to increase space for playgrounds and other uses? Mary said that the MSBA would reimburse the cost of preschool space if it is part of an elementary school but not as a separate school. Peter Light said that a variety of ideas for reducing the footprint had been discussed but noted that any delays would increase construction costs.

~Will we have adequate cost information prior to making any decisions? Yes.

In response to a question, Mary said that the MSBA’s feedback on our PDP and other materials would be posted on the district website by December 13th.

4. Community Forum Report

Mary provided an overview of comments and questions received during the community forums held on November 27th and 29th. Logistical questions were raised related to the building process and costs,

wetlands constraints, sustainability goals, traffic concerns and other issues. Several forum attendees expressed support for keeping Douglas in West Acton. A number of children walk to Douglas, which is viewed as an integral part of the West Acton residential and commercial neighborhood. A summary of the feedback will be posted on the district website.

Adam Klein was pleased to see so much community input, at the forums, through the online survey, and from comments emailed to the committee. Marie Altieri found the survey results and reading through the emails powerful and persuasive, saying that a key takeaway was that Douglas and West Acton families feel very strongly about the school's location. Chris Whitbeck said that we should assume there are even more people who feel passionately about the location than the large number of emails and other responses received. Mary was disappointed that we hadn't gotten more survey responses from Conant and Gates families and suggested posting information about the building project on neighborhood information sharing sites. Maya Minkin applauded the desire of people for a school they could walk to, but wondered if we might be missing concerns of people from North Acton, especially regarding the length of the bus rides, and whether locating the twin school on the Conant site could help mitigate some of that.

Committee members discussed the two sites under consideration for the twin school, Gates and Conant. Given new information about wetlands on the Conant site, combined with feedback from the public, several committee members said they were now leaning in favor of building on the Gates property despite the constraints with that site.

Members then discussed the choice between single-phase and two-phase construction. Chuck showed some very preliminary cost estimates of the difference between one- and two-phase construction. While single-phase is somewhat less costly, building in two phases allows much more flexibility in use of the site and building design. Jason Cole said that the cost differential was relatively small and should be weighed against other considerations. Maria Neyland said that it could be worth paying some additional amount for the flexibility to build a better building. Chuck said that alternative scenarios would be assessed and costs would be estimated for all options, including moving students to an offsite location; this would enable us to raze the current building and use the entire site in a single phase construction process. An offsite location, including any required modifications, is not reimbursable by the MSBA but it could shorten the construction time. We might have to request state approval to move students to a non-school building.

5. Survey Update

Mary briefly reviewed results from the online survey. Of the 967 responses, 80% were parents of children ages preK through Grade 12, and 98% were aware or somewhat aware of the building project. The majority of respondents showed a preference for locating the new twin school on the Gates site (61%); when asked specifically to choose between the Gates and Conant locations, 12% preferred Conant and 27% were neutral about the location. Complete survey results will be posted on the district website.

6. PDP Comments from MSBA

The MSBA has responded to the Preliminary Design Program (PDP) submitted in November with a number of questions and required revisions. Addressing these issues will take time and likely impact our schedule. The original plan was to finalize the PDP, including responses to MSBA questions, and submit the PSR with our preferred site by January 2nd. The MSBA has suggested delaying the PSR submittal so we have time to revise the PDP. We could extend the PSR submission until February 20th and still keep to our goal of having the MSBA board review our SD/budget at their August 28th meeting.

Committee members discussed the project schedule. Chuck Adam outlined three alternative schedule options:

1. Keep to the current plan of submitting the PSR on January 2, 2019, and submitting the Schematic Design (SD) and budget on July 10, 2019, with a target of getting MSBA approval at their August 28, 2019 meeting.
2. Extend the PSR submittal date to February 20, 2019, while keeping to the July 10th SD/budget submittal date. This would give us more time to fully develop cost and site data for the PSR and to respond to questions raised about the PDP submitted in November while still keeping to the longer term schedule.
3. Extend the entire schedule, submitting the PSR in February, the SD/budget on September 11, 2019, and targeting October 30, 2019 for MSBA approval.

The consultants suggested that we accept the MSBA's offered delay; we don't need to decide on a date for the SD/budget submission yet. Most members felt comfortable delaying the PSR submission until February 10th as long as the SD/budget was still submitted on July 10th. The benefits of taking more time with the PSR are that it would enable us to gather additional information on traffic flows, site issues and cost estimates to incorporate into the report, as well as to absorb the community's feedback and be sure we're being responsive to that. Marie Neyland was concerned that, if the SD/budget submission was subsequently delayed until September, it could put a Fall 2019 Special Town Meeting in jeopardy.

Jason Cole expressed concern about delays in our deadlines this early in the process. Chuck said that, even if the PSR submission date is extended until February, we are still on track to meet our overall time frame and are unlikely to miss the July deadline for submitting the SD/budget. Marie Altieri reminded the committee that the initial schedule was very aggressive. The PDP was a very large report and it would be very difficult to respond to all of the MSBA's comments on it by January 2nd. Maria added that we've been moving as quickly as possible but we need to take the time to make a thoughtful decision on important issues like our preferred site. Katie Raymond said that we should clarify specific milestones for the next several meetings, such as the wetlands reports and the results of perc tests. Peter Light said that as soon as we have a preferred site approval, we can move forward on the next phase of the process, the development of the schematic design and budget, MSBA Module 4.

Mary and Adam agreed that we should put the work into ensuring that we have a high quality PSR submission. JD Head said that more information about phasing options and the impact on the existing schools and students would be helpful in developing the PSR. Chuck said that more cost information would be available well in advance of the February submission date, and he noted that, even if we slow the process down, the consultant fees for Skanska and Arrowstreet won't change. Peter Light said that the MSBA typically doesn't fund twin schools but are willing to work with Acton-Boxborough; however, they will need a lot of justification for doing so rather than building one school, either a single school addition/renovation or merging two schools into one. They want to hear about our past twin school experience and how it has worked.

Mary Brolin asked the committee if there was a consensus to revise the schedule to Option #2, delaying the PSR submission until February 20th while keeping the rest of the original schedule. By a show of hands, the majority of the committee agreed to this revised schedule.

With the delay in submitting the PSR, members asked whether the committee should still meet on December 19th, which had been scheduled to vote on that report. Would there be enough additional information to make the meeting worthwhile, and could we be ready to vote on a preferred site? Emily and Chuck said that, while some assumptions could be made, it was unlikely that there would be much

additional information on traffic or costs by that date, even with the site test reports that are due December 14th.

Members agreed that the December 19th meeting was no longer necessary and will be cancelled. Mary asked if committee members would be able to meet twice a month through June. The committee will meet as scheduled on January 9, 2019 with a plan to vote on a preferred site. Karen Coll will send out a revised schedule of bimonthly meetings on the 2nd and 4th Wednesday of each month but avoiding conflicts and vacation weeks. Chuck will develop a list of topics to be discussed at each meeting over the next few months.

Members asked whether the decision about phasing of the construction process had to be made before selecting a preferred site. Information about the cost of relocating students offsite during construction won't be available before the February 20th deadline. While the Gates site appears preferable at this point, Chuck said that the consultants would continue evaluating all options outlined by the MSBA. Marie added that we can begin educational outreach to the community in the early fall, prior to the Special Town Meeting, even if we delay submission of the SD/budget until September 11, 2019, which would delay the MSBA board review until October 30th.

7. Invoice Approval – Arrowstreet and Skanska Invoices – There were no invoices to approve at this meeting.
8. Maria Neyland moved, Becca Edson seconded, and the meeting was adjourned at 10:05pm.

Respectfully submitted,
Karen Coll

Documents Used:

Minutes of November 14, 2018 School Building Committee Meeting
November 2018 Community Forum Notes
Community Survey Summary Results
SBC Schedule Options

Next Building Committee Meetings (all in RJ Grey Library unless otherwise noted):

January 9, 2019
January 30, 2019
February 12, 2019 (*Note: this is a Tuesday*)
February 27, 2019
March 13, 2019
March 27, 2019
April 10, 2019
April 24, 2019 (*in Administration building room 13*)
May 8, 2019
May 29, 2019
June 12, 2019
June 26, 2019

ACTON-BOXBOROUGH REGIONAL SCHOOL COMMITTEE MEETINGS
2018-2019

Acton-Boxborough Regional School Committee meetings are usually held on the first and third Thursdays of the month, at 7:00 p.m. in the R.J. Grey Junior High School Library. Materials are posted at <http://www.abschools.org/school-committee/meetings-agendas-packets-and-minutes> usually on the Friday night prior to each meeting. Meeting agendas are posted at least 48 hours prior at www.abschools.org

Annual Workshop: Monday, July 16 at 5:00 p.m.

Summer Business Meeting: Thursday, August 23, 2018 at 7:00 p.m.

September 6
September 20

October 4
October 18

November 1 (*MASC Annual Meeting is Nov 7-9*)
November 15

December 6
December ~~20~~ 13

January 10
January 26 (Sat) **School Committee Budget Saturday**
(Preliminary Budget must be prepared at least 20 days prior to final Budget Adoption.)

February 7
February 13 (Wed) **Open Budget Hearing**-required by law
(Final Budget must be adopted not later than 45 days prior to start of Acton Town Meeting, 4/1/19 . 45 days = 2/xx/17)

March 7
March 21

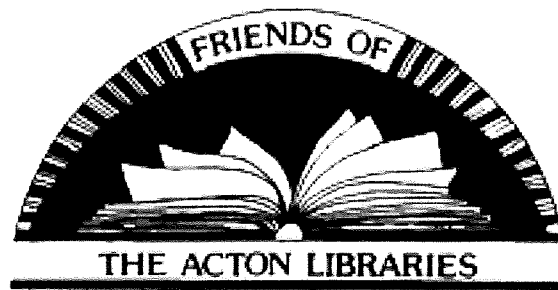
April 11

May 9
May 23

June 6
June 20

Summer Business Meeting: Thursday, August 22, 2019 at 7:00 p.m.

Note: Acton Town Meeting begins April 1, 2019. Boxborough Town Meeting begins May 13, 2019.
5/25/18 <http://www.abschools.org/school-committee>



December 8, 2018

Dr. Peter Light
Acton Boxborough Regional Schools
16 Charter Road
Acton, MA 01720

Dear Dr. Light:

The Board of the Friends of the Acton Libraries are pleased to be able to donate a total of \$13,000 to the School Libraries of the Acton-Boxborough Regional School System. Your letter was very much appreciated so we had an idea of the needs of the libraries but without specific amounts for the various projects, we have decided to allocate equal amounts to each of the six Acton elementary school libraries and slightly larger amounts to both the Junior and Senior High Schools as follows:

Acton-Boxborough Regional High School \$ 2,700
Acton-Boxborough Regional Junior High School \$1,900
Acton Elementary Schools \$1,400 each (6 schools)

If you have any questions or we can be of any assistance to the libraries in the months ahead, you may contact me by email at paulamwalsh@hotmail.com, or in care of the Acton Memorial Library at 486 Main Street.

We appreciate all that you and all members of the school staff do for our students and wish you all Happy Holidays.

Sincerely,

A handwritten signature in cursive script that reads "Paula Walsh". The signature is written in black ink and is positioned above the printed name and title.

Paula Walsh
Co-Chair, Friends of the Acton Libraries

File: JICC (also EEAEC)

DRAFT for First Read 11/15/18
Second Read 1/10/19

~~STUDENT CONDUCT ON SCHOOL BUSES~~

STUDENT SCHOOL BUS BEHAVIOR EXPECTATIONS

~~The School District and their staff share with students and parents the responsibility for student safety during transportation to and from school. The authority for enforcing School Committee requirements of student conduct on buses will rest with the Principal.~~

When riding the bus, the safety and welfare of students in the ABRSD is the first consideration in all matters pertaining to transportation. The While responsibility for student safety during transportation to and from school is shared between District staff, parents/guardians, and students, students using District transportation must understand that they are under the jurisdiction of the District from the time they board until they exit the bus. Appropriate conduct is expected during transport to and from school, field trips and extra-curricular activities and any other time on the school bus.

~~Student school bus behavior expectations (EEAEC-R and JICC-R) are provided to students and families and posted on the District website. Building Principals are responsible for enforcing school bus behavior expectations.~~

The Superintendent (or his/her designee) develops the procedures that govern school bus conduct and these are posted on the District website. Building Principals, together with bus drivers, are responsible for ensuring that students adhere to school bus behavior expectations.

To ensure the safety of all students who ride the bus, it may occasionally be necessary to revoke ~~the privilege of~~ transportation services from a student ~~who abuses this privilege.~~

Parents/guardians of children whose behavior ~~and misconduct~~ on school buses endangers the health, safety, and or welfare of other riders will be notified that their child(ren) face the loss of transportation privileges. ~~in accordance with regulations approved by the School District~~

STUDENT SCHOOL BUS BEHAVIOR EXPECTATIONS

When riding the bus, the safety and welfare of students in the ABRSD is the first consideration in all matters pertaining to transportation. While responsibility for student safety during transportation to and from school is shared between District staff, parents/guardians, and students, students using District transportation must understand that they are under the jurisdiction of the District from the time they board until they exit the bus. Appropriate conduct is expected during transport to and from school, field trips and extra-curricular activities and any other time on the school bus.

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To ensure the safety of all students who ride the bus, it may occasionally be necessary to revoke transportation services from a student. Parents/guardians of children whose behavior on school buses endangers the health, safety, or welfare of other riders will be notified that their child(ren) face the loss of transportation privileges.

File: GCE

First Read 1/10/19

**PROFESSIONAL STAFF RECRUITMENT, SELECTION
AND APPOINTMENT**

The Acton-Boxborough Regional School Committee seeks to hire and retain the most qualified ~~persons-candidates~~ for all positions in the school district.

The Superintendent or designee shall be responsible for ensuring that every effort is made to attract the most qualified candidates. Efforts will be made to balance and maintain experience levels ~~in consideration of~~ when considering applications for vacant positions. The Principal and/or the Superintendent shall have the final decision in hiring of all staff.

Criteria for employment include:

- Appropriate education and certification/eligibility for certification waiver
- Previous positive experience in a relevant role
- High level of academic achievement which demonstrates strengths in the area for which the candidate is being considered
- Ability or potential to meet the performance standards of the school district
- Personal characteristics, such as
 - ~~Sensitivity to the needs of children~~ Student-centered
 - ~~Concern for others~~ Empathy and compassion
 - Collaboration
 - Organizational skills
 - Initiative
 - Creativity
 - Integrity
 - Flexibility

Applications of all candidates shall be given equal consideration without regard to race, color, sex, sexual orientation, gender identity, religion, disability, age, active military/veteran status, ancestry, or national or ethnic origin ~~race, religion, national origin, age, sex, marital status, or handicapping conditions. Administrative action~~ The Hiring process shall be ~~taken~~ designed to encourage the application of qualified ~~minority~~ candidates of color for all vacancies.

School Committee members may not hold a paid position in the school district. Applications for positions in the school district shall not be considered from members of the immediate family of School Committee Members, Central Office, administrators Superintendent or Assistant Superintendents, or Principals. For purposes of this policy, "immediate family" is defined as spouses, siblings, children, parents or in-laws as outlined in the MA General Laws Conflict of Interest Law, Chapter 268A. The only exception to this will be part-time positions within Community Education.

CROSS REF.: ADDA, C.O.R.I. Requirements

STAFF RECRUITMENT, SELECTION AND APPOINTMENT

The Acton-Boxborough Regional School Committee seeks to hire and retain the most qualified candidates for all positions in the school district.

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- Appropriate education and certification/eligibility for certification waiver
- Previous positive experience in a relevant role
- High level of academic achievement which demonstrates strengths in the area for which the candidate is being considered
- Ability or potential to meet the performance standards of the school district
- Personal characteristics, such as
 - Student-centered
 - Empathy and compassion
 - Collaboration
 - Organizational skills
 - Initiative
 - Creativity
 - Integrity
 - Flexibility

Applications of all candidates shall be given equal consideration without regard to race, color, sex, sexual orientation, gender identity, religion, disability, age, active military/veteran status, ancestry, or national or ethnic origin. The hiring process shall be designed to encourage the application of qualified candidates of color for all vacancies.

School Committee members may not hold a paid position in the school district. Applications for positions in the school district shall not be considered from members of the immediate family of School Committee Members, Superintendent or Assistant Superintendents, or Principals. For purposes of this policy, "immediate family" is defined as spouses, siblings, children, parents or in-laws as outlined in the MA General Laws Conflict of Interest Law, Chapter 268A. The only exception to this will be part-time positions within Community Education.

CROSS REF.: ADDA, C.O.R.I. Requirements

PROFESSIONAL STAFF RECRUITMENT, SELECTION AND APPOINTMENT

The Acton and Acton-Boxborough School Committees seek to hire and retain the most qualified persons for the school districts.

The Superintendent shall be responsible for ensuring that every effort is made to attract the most qualified candidates. Efforts will be made to balance and maintain experience levels in consideration of applications for vacant positions.

Criteria for employment include:

- Appropriate education and certification/eligibility for certification waiver
- High level of academic achievement which demonstrates strengths in the area for which the candidate is being considered
- Ability or potential to meet the performance standards of the school district
- Personal characteristics, such as
 - Sensitivity to the needs of children
 - Concern for others
 - Organizational skills
 - Initiative
 - Creativity

Applications of all candidates shall be given equal consideration without regard to race, religion, national origin, age, sex, marital status, or handicapping conditions. Administrative action shall be taken to encourage the application of qualified minority candidates for all vacancies.

School Committee members may not hold a paid position in the school district(s) they represent. Applications shall not be considered from members of the immediate family of Central Office, administrators or principals.

CROSS REF.: ADDA, C.O.R.I. Requirements

TOWN OF ACTON 2019 ELECTION CALENDAR

Annual Town Election is Tuesday, March 26, 2019

Annual Town Meeting is Monday, April 1, 2019

Last day to obtain nomination papers February 1, 2019

Last day to file nomination papers with Board of Registrars February 5, 2019

Last day to object / withdraw February 21, 2019

Last day to register voters March 6, 2019

Last day to post town warrant March 12, 2019

TOWN OFFICIALS TO BE ELECTED IN 2019 - TERM OF OFFICE

Moderator

1 Member - 1 year term

Acton Board of Selectmen

2 Members - 3 year term

School Committee

2 Members - 3 year term

Trustees Memorial Library

1 Member - 3 year term

Water Supply District of Acton

1 Commissioner - 3 year term

TRUSTEES - TO BE ELECTED AT ANNUAL TOWN MEETING MUST BE NOMINATED AT TOWN MEETING

Temporary Moderator

1 Member - 1 year term

Trustees, West Acton Citizen's Library

1 Member - 3 year term

Trustees, Charlotte Goodnow Fund

3 Members - 3 year term

Trustees, Elizabeth White Fund

1 Member - 3 year term

Trustees, New Fireman's Relief Fund Acton

1 Member - 3 year term



BOXBOROUGH TOWN CLERK
29 Middle Road, Boxborough, Massachusetts 01719
Phone: (978) 264-1727 · Fax: (978) 264-3127
emarkiewicz@boxborough-ma.gov

Boxborough 2019 Election Calendar

Currently there is only one election planned for 2019—the annual town election.

Annual Town Meeting: Monday, May 13

Annual Town Election: Monday, May 21

January 14: Nomination papers for town offices available in the Town Clerk's office. The following offices will be on the ballot:

- **Select Board**, 3-year term, 1 seat
- **Board of Health**, 3-year term, 1 seat
- **Library Trustees**, 3-year term, 2 seats
- **Planning Board**, 3-year term, 2 seats
- **Planning Board**, 1-year term, 1 seat
- **School Committee**, 3-year term, 1 seat
- **Constable**, 3-year term, 1 seat
- **Moderator**, 1-year term, 1 seat
- **Town Clerk**, 3-year term, 1 seat

April 2: Last day to file nomination papers with the Board of Registers/Town Clerk in order to be on the ballot for the May 21 Annual Town Election. Papers are due in the Town Clerk's office by 5:00pm. A minimum of 25 signatures is required.

April 23: Last day to register to vote in order to be eligible to vote at Annual Town Meeting and the Annual Town Election. The Town Clerk's office will be open from 9:00am-8:00pm on that day.

May 13: Annual Town Meeting begins at 7:00pm at the Blanchard Memorial School gym.

May 21: Annual Town Election. Polls open at Boxborough Town Hall from 7:00am – 8:00pm.

Acton-Boxborough Regional School District

SCHOOL CALENDAR, 2019-2020

Bold BOXED Dates = No School Days / ELEMENTARY EARLY DISMISSAL IS EVERY THURSDAY AFTERNOON

Sept.	M	T	W	T	F
26	27	28	29	30	
<u>2</u>	3	4	5	6	
9	10	11	12	13	
16	17	18	19	20	
23	24	25	26	27	
<u>30</u>					

Teachers' meetings – Aug 26 & 27
 Schools Open – Aug 28
 No School – Fri, Aug 30
 Labor Day – Sept 2
 Rosh Hashanah – Sept 30
 School Days - 21

Oct.	M	T	W	T	F
		1	2	3	4
7	8	<u>9</u>	10	11	
<u>14</u>	15	16	17	18	
21	22	23	24	25	
28	29	30	31		

Yom Kippur - Oct 9
 Columbus Day – Oct 14
 **7-12 Early Release for Prof L. –
 School Days – 21

Nov.	M	T	W	T	F
					1
4	<u>5</u>	6	7	8	
<u>11</u>	12	13	14	15	
18	19	20	21	22	
25	26	27	<u>28</u>	<u>29</u>	

Professional Day – Nov 5
 Veterans Day – Nov 11
 Early Release Day – Nov 27
 Thanksgiving Recess – Nov 28 & 29
 School Days - 17

Dec.	M	T	W	T	F
2	3	4	5	6	
9	10	11	12	13	
16	17	18	19	20	
<u>23</u>	<u>24</u>	<u>25</u>	<u>26</u>	<u>27</u>	

Jr High Early Release Confs –
 Winter Recess - Dec. 23 – Jan 1
 School Days - 15

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

Schools Open - Jan 2
 JH Early Release – to be determined
 Martin Luther King Day - Jan 20
 School Days - 21

Feb.	M	T	W	T	F
3	4	5	6	7	
10	11	12	13	14	
<u>17</u>	<u>18</u>	<u>19</u>	<u>20</u>	<u>21</u>	
24	25	26	27	28	

**7-12 Early Release for Prof L. –
 Presidents' Day - Feb 17
 Winter Recess - Feb 17-21
 School Days – 15

Mar.	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				

HS Late Start **only for students NOT taking MCAS** – to be determined
 School Days - 22

Apr.	M	T	W	T	F
			1	2	3
6	7	8	9	<u>10</u>	
13	14	15	16	17	
<u>20</u>	<u>21</u>	<u>22</u>	<u>23</u>	<u>24</u>	
27	28	29	30		

Good Friday – Apr 10
 Patriots Day – Apr 20
 Spring Recess - Apr 20-24
 **7-12 Early Release for Prof L. –
 School Days - 16

May	M	T	W	T	F
					1
4	5	6	7	8	
11	12	13	14	15	
18	19	20	21	22	
<u>25</u>	26	27	28	29	

HS Late Start **only for students NOT taking MCAS**- to be determined
 Memorial Day - May 25
 School Days - 20

June	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				

Graduation – June 5
 Last day/Early Release– June 16 (180 days)
 Last day if 5 snow days– June 23 (185 days)
 *School could be extended to June 30 if >5 days
 School Days – 12
Total Days = 180

Some major religious and cultural holidays are found on page 2 and underlined here.

** Professional Learning for JH/HS Staff - Early Dismissal, date to be determined

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 1, 2019. Boxborough Meeting begins May 13, 2019.

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

Acton-Boxborough Regional School District
SCHOOL CALENDAR, 2019-2020

Major Religious and Cultural Holidays

(some are school days, some are not)

August 10 -11	Eid al-Adha
September 30 - Oct 1	Rosh Hashanah
October 9	Yom Kippur
October 27	Diwali
December 22 - 30	Chanuka
December 25	Christmas
December 26 - Jan 1	Kwanzaa
January 25	Lunar New Year
April 10	Good Friday
April 8 - 16	Passover
April 12	Easter
April 23 – May 23	Ramadan
May 24	Eid al-Fitr

The observance of both Jewish and Muslim holidays begins at sundown of the preceding day. Please see policy IMD (School Ceremonies and Religious Holiday Observances) and policy ACD (Acknowledging Religious Holidays) on the school website for more information at: <http://www.abschools.org/school-committee/policies>

2019 - 2020 School Start Times

Carol Huebner Early Childhood Programs:

Monday – Thursday
Morning Session 8:30 – 11:15 am
Afternoon Session 12:15 – 3:00 pm
All-Day Session 8:30 am – 3:00 pm

All Elementary Schools:

8:50 am – 3:20 pm
Thursdays 12:50 pm dismissal

Secondary Schools:

AB Regional High School 8:07 am – 2:47 pm
High School early dismissal 11:06 am

R.J. Grey Junior High School 8:00 am – 2:36 pm
Junior High early dismissal 11:18 am

Direct School Phone Numbers:

Blanchard: 978-263-4569
Conant: 978-266-2550
Douglas: 978-266-2560
Gates: 978-266-2570
McCarthy-Towne: 978-264-3377
Merriam: 978-264-3371
All Other Schools: 978-264-4700



LUEDERS

13.3

ENVIRONMENTAL, INC.

December 10, 2018

Mr. Peter Light, Superintendent
Town of Acton-Boxborough RSD
15 Charter Road
Acton, MA 01720

Dear Mr. Light,

In appreciation of all of the clients we are privileged to service in Acton-Boxborough RSD, we would like to make this donation to the Acton-Boxborough RSD School Department. Lueders Environmental is a Lawn, Tree & Shrub care company specializing in science based environmentally sound approaches and attentive customer service.

Contributing to your school department is a way we can give back to the Acton-Boxborough RSD communities for considering us the company of choice. I always hope that in supporting education, other companies will join us. Please use these funds in any way you deem appropriate.

Sincerely,

Michael Lueders
President

MEL/cll
Enclosure



Beth Petr <bpetr@abschools.org>

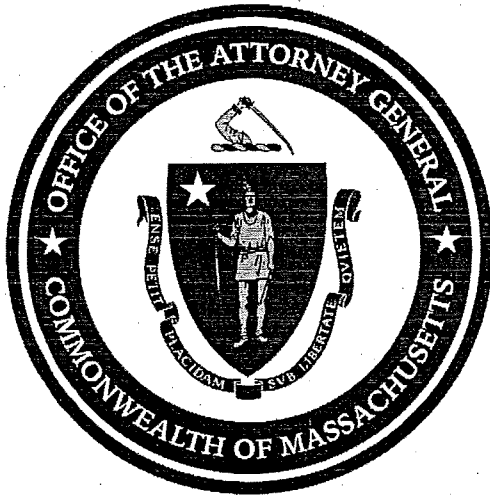
This Month in the Division of Open Government

2 messages

Attorney General's Division of Open Government <OpenMeeting@state.ma.us>
Reply-To: Attorney General's Division of Open Government <OpenMeeting@state.ma.us>
To: bpetr@abschools.org

Fri, Dec 21, 2018 at 9:16 AM

[View this email in your browser](#)



This Month in the Division of Open Government

December 2018

Good morning,

We are writing today to share updates from the Attorney General's Division of Open Government.

Included in this month's edition:

- Training Opportunities
- Guidance Spotlight: Notice Posting and Holidays

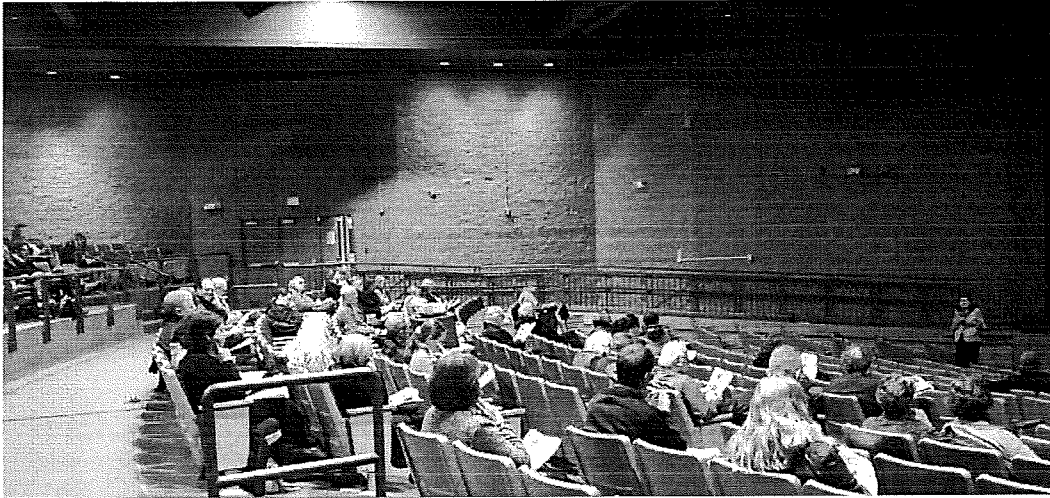
Please pass along the information below to your constituencies and to anyone else who might be interested.

As always, you are welcome to contact us at (617) 963-2540 or OpenMeeting@State.MA.US with any Open Meeting Law questions.

In partnership,

The Attorney General's Division of Open Government

Training Opportunities



HARVARD, November 15: Assistant Attorney General Hanne Rush conducts an Open Meeting Law Training

Thank you to Natick, Orange, Winchester, Spencer, and Harvard for hosting us this fall. We will be scheduling our spring regional trainings after the new year. Keep an eye on our [training website](#) for information about future sessions.

Guidance Spotlight:
Notice Posting and Holidays

With the winter holidays approaching, please keep in mind that the Open Meeting Law requires public bodies to post notice at least 48 hours in advance of meetings, excluding Saturdays, Sundays and **legal holidays**. G.L. c. 30A, § 20(b).

A list of legal holidays remaining in 2018 and upcoming in 2019 can be found below. Please note that Christmas Eve and New Years Eve are not legal holidays. If town offices are closed on Christmas Eve, New Years Eve, or other weekdays that are not legal holidays, these days may still be counted toward the 48 hour notice posting period. However, **legal holidays may not be counted**.

For additional guidance on meeting notices, please refer to our [frequently asked questions](#).

Legal Holidays

December 25, 2018 September 2, 2019

January 1, 2019	October 14, 2019
January 21, 2019	November 11, 2019
February 18, 2019	November 28, 2019
May 27, 2019	December 25, 2019
July 4, 2019	

As always, you are welcome to contact us at (617) 963-2540 or OpenMeeting@State.MA.US for additional Open Meeting Law guidance.



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To: AB School Committee <abrsc@abschools.org>

Fri, Dec 21, 2018 at 9:21 AM

fyi
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