

Essex Finance Committee
December 10, 2014
7:00 pm
Manchester-Essex Regional High School

Members Present: Richard Ross, Justin Bourgette, Mark McKenna and Jeff Soulard

1. Transfers

The Committee approved the attached transfer by unanimous vote.

2. Attend Budget Hearing for Manchester- Essex Regional School District

Preliminary FY16 MERSD Budget is attached

3. Old Business

None

4. New Business

None

5. Public Comment

None

REQUEST FOR A RESERVE FUND TRANSFER

Requests are to be made and transfers voted BEFORE any expenditure is incurred.
Please submit only one copy.

To: FINANCE COMMITTEE, Town of Essex:

REQUEST FOR A TRANSFER FROM ACCOUNT #

1100.2.131.5785.00

Title Finance Committee Reserve Fund

1. Amount Requested \$ 2,563.60

2. To be transferred to account # 1100.1.161.5110.00

Title Town Clerk Salary

3. Purpose the amount requested will be used for:

To fund the Town Clerk's Salary line item to support a part time staff member who averages 4 hours per week. PT Salary range: \$21-96-\$24.65 per hour x 16 hours = \$351.36-394.40/ month.
For the duration of FY15 (6.5 months) @ high end of range \$394.40 x 6.5 = \$2,563.60

4. This expenditure is extraordinary and/or unforeseen for the following reasons:

The Town Clerk and Treasurer/Collector's office shared a part time clerk for +/- 4 hours per week for office coverage for immediate legal needs (ie, Meeting postings/compliance with the Open Meeting Law, burial permits, voter registration).
The Tres/Collectors Office has relayed to the Town Clerk that they no longer can support a shared position, leaving the Town Clerk with a void to fill to when not in the office to stay in compliance with any legal necessities that cannot wait.

Date 12/04/2014

Signed

Christy Dugan

Department Town Clerk

Date of meeting 12 /10 /14

vote: Yes No

Transfer voted in the sum of \$ 2563.60

Transfer disapproved _____

FINANCE COMMITTEE

[Signature]

Jeffrey Souland
[Signature]



OFFICE OF THE TOWN CLERK

Christina J. Wright · Town Clerk · Notary Public · CWright@EssexMA.org · www.EssexMA.org
30 Martin Street, Essex, MA 01929-1235 | Office (978) 768-7111 | Facsimile (978) 768-2505

Job Posting: Town Clerk's Assistant

Hours: Average of four hours per week to assist the Town Clerk during busy seasons and to ensure the office is staffed while the Town Clerk is absent from the office. Hours may fluctuate with the busyness of the season.

Wage: \$21.96-\$24.65 per hour; wage shall be commensurate with experience. *This position shall be subject to the availability of funds.*

Major duties: The Office of the Town Clerk is seeking applications for the position of Town Clerk's Assistant. This position is responsible for skilled administrative support in assisting the Town Clerk discharge the duties of the office, including but not limited to preparing and managing vital records, voter lists, licenses, street lists and permits, answering/forwarding phone calls to appropriate departments, legal postings and providing various services within the Town Clerk Office. Knowledge of Town Clerks operations and office functions is preferred. Successful candidates will possess excellent verbal, communication, customer service, and computer/database skills; and be proficient/extremely accurate in record keeping.

Qualifications: High school diploma and some municipal experience preferred. Knowledge of Microsoft Works programs is a necessity.

This posting shall be open until December 17, 2014 or until the position is filled, whichever occurs later.

Full job description available by contacting the Town Clerk's Office.

Please forward the Town of Essex employment application along with resume and references to:

Office of the Town Clerk

c/o Christina J. Wright.

By mail: 30 Martin Street, Essex, MA 01929

By email: cwright@essexma.org

By fax: 978-768-2505

Posted: 12/4/2014, 12/5/2014, 12/8/2014, 12/9/2014, 12/10/2014, 12/11/2014, 12/12/2014, 12/15/2014, 12/16/2014 & 12/17/2014.

ADDITIONAL FY-16 BUDGET OPTIONS UNDER CONSIDERATION BY MERSDSC

<u>Expenses</u>			Yr/Yr Increase	
	FY-15	FY-16	\$ Inc.	% Inc.
Salaries	\$14,495,195	\$14,893,200	\$398,005	2.7%
Expenses	\$7,060,160	\$7,318,005	\$257,845	3.7%
Total Operating Spending - Carry-Forward	\$21,555,355	\$22,211,205	\$655,849	3.0%
Revenue				
State Aid	\$2,858,344	\$2,840,036	(\$18,308)	-0.6%
Other Misc. Revenue (Fees, Interest, etc.)	\$75,000	\$43,000	(\$32,000)	-42.7%
Reserves	\$200,000	\$200,000	\$0	0.0%
Non-Assessment Revenue	\$3,133,344	\$3,083,036	(\$50,308)	-1.6%
Manchester	\$11,756,951	\$12,207,621	\$450,671	3.8%
Essex	\$6,665,060	\$6,920,547	\$255,487	3.8%
Total Carry-Forward Assessment	\$18,422,011	\$19,128,168	\$706,158	3.8%
Total Carry-Forward Revenue	\$21,555,355	\$22,211,205	\$655,850	3.0%

Additional Proposals	% of Prior Yr Assessment			
Discontinue Use of Reserves as Revenue Source	\$0	\$700,000	\$700,000	3.8%
Reinstate FY-15 Cuts to Educational Program	\$0	\$250,000	\$250,000	1.4%
Address High Priority Needs	\$0	\$150,000	\$150,000	0.8%
Stabilize for Continual Program Improvement	\$0	\$150,000	\$150,000	0.8%
Total Additional Funding for Consideration	\$0	\$1,250,000	\$1,250,000	6.8%
Carry-Forward Assessment	\$18,422,011	\$19,128,168	\$706,158	3.8%
Additional Assessments for Consideration by MERSDSC	\$0	\$1,250,000	\$1,250,000	6.8%
Total Potential Assessment Increase	\$18,422,011	\$20,378,168	\$1,956,158	10.6%

NOTES:

The FY-16 Carry-Forward Budget shows a spending increase of 3.0%. Due to a slight anticipated reduction in State Aid and other non-assessment revenues, the anticipated assessment increase to the towns for this carry-forward option is 3.8%.

Additional options for consideration could add between 2.3% and 4.9% in incremental spending increases. This would bring total FY-16 spending increases to 7.9%.

**In assessment terms, these options would add 3.8% to 6.8% to the increase in town funding, for a total of up to 10.6% assessment increase vs. FY-15. The difference between spending and assessment increase in this case relates to the "Discontinuing Use of Reserves as a Revenue Source" option, which will increase funding required from the town but not change spending by the same amount.

Added General % of Prior Fund Spending Year Spending

\$500,000	2.3% **
\$250,000	1.2%
\$150,000	0.7%
\$150,000	0.7%
\$1,050,000	4.9%
\$22,211,205	3.0% Carry-Forward Spending
\$1,050,000	4.9% Additional Spending under by Consideration MERSDSC
\$23,261,205	7.9% Total Potential Spending Increase

FY 16 Tentative Budget Summary

	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Actual	FY 13 Actual	FY 14 Budget	FY 14 Actual	FY 15 Budget	FY 16 Budget	\$ Change	% Change
Expenses											
Operating Budget											
Salaries	\$11,455,772	\$11,771,901	\$11,980,273	\$12,552,154	\$13,583,019	\$14,330,162	\$14,252,337	\$14,495,195	\$14,893,200	\$398,005	2.7%
Expenses	\$6,105,132	\$6,074,140	\$6,699,739	\$6,497,237	\$6,235,061	\$6,519,496	\$6,532,962	\$7,060,160	\$7,318,005	\$257,845	3.7%
Transfer to Stabilization	\$130,000	\$0	\$0	\$0	\$197,423		\$0	\$0	\$0	\$0	
Total Operating Spending	\$17,690,903	\$17,846,041	\$18,680,011	\$19,049,391	\$20,015,504	\$20,849,658	\$20,785,299	\$21,555,355	\$22,211,205	\$655,849	3.0%
Yr/Yr Increase (excl. stabilization)		0.9%	4.7%	2.0%	5.1%	4.2%	3.8%	3.7%	3.0%		
Revenue											
Other Sources											
Chapter 70	\$1,537,696	\$1,684,043	\$1,585,661	\$2,106,931	\$2,642,035	\$2,762,035	\$2,762,035	\$2,813,718	\$2,789,036	(\$24,682)	-0.9%
School Choice Out	(\$73,235)	(\$73,235)	(\$51,978)	(\$40,972)	(\$47,584)	(\$51,374)	(\$42,642)	(\$51,374)	(\$45,000)	\$6,374	-12.4%
Transportation	\$173,214	\$113,122	\$132,970	\$125,929	\$96,204	\$100,000	\$99,454	\$96,000	\$96,000	\$0	0.0%
Other Sources	\$41,609	\$61,291	\$126,051	\$23,318	\$77,293	\$25,000	\$26,599	\$55,000	\$38,000	(\$17,000)	-30.9%
Bank Interest	\$300,183	\$91,280	\$30,325	\$16,650	\$5,311	\$20,000	\$5,002	\$20,000	\$5,000	(\$15,000)	-75.0%
Excess & Deficiency	\$0	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$0	0.0%
Total Other Sources	\$1,979,467	\$1,876,501	\$2,023,029	\$2,431,856	\$2,973,258	\$3,055,661	\$3,050,448	\$3,133,344	\$3,083,036	(\$50,308)	-1.6%
Operating Assessment											
Manchester	\$9,660,235	\$10,185,775	\$10,638,906	\$10,638,906	\$10,906,880	\$11,317,664	\$11,317,664	\$11,756,951	\$12,207,621	\$450,671	3.8%
Essex	\$5,685,093	\$5,954,035	\$6,146,496	\$6,176,729	\$6,329,146	\$6,481,083	\$6,481,083	\$6,665,060	\$6,920,547	\$255,487	3.8%
Total Operating Assessment	\$15,345,328	\$16,139,810	\$16,785,402	\$16,815,635	\$17,236,025	\$17,798,747	\$17,798,747	\$18,422,011	\$19,128,168	\$706,158	3.8%
Yr/Yr Increase		5.18%	4.00%	0.18%	2.50%	3.26%	3.26%	3.50%	3.83%		
Total Operating Revenue	\$17,324,795	\$18,016,311	\$18,808,431	\$19,247,491	\$20,209,284	\$20,854,408	\$20,785,299	\$21,555,355	\$22,211,205	\$655,849	3.0%
Operating Assessment %											
Manchester	62.95%	63.11%	63.38%	63.27%	63.28%	63.59%	63.59%	63.82%	63.82%		
Essex	37.05%	36.89%	36.62%	36.73%	36.72%	36.41%	36.41%	36.18%	36.18%		
Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%		

Capital Projects (New MS/HS)	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Actual	FY 13 Actual	FY 14 Budget	FY 14 Actual	FY 15 Budget	FY 16 Budget	\$ Change	% Change
Short Term Debt/Interest	\$422,639	\$92,097	\$19,889	\$58,333	\$17,000	\$0	\$0	\$0	\$0	0	NM
Long Term Debt/Interest	\$2,018,750	\$1,983,750	\$2,394,167	\$2,326,250	\$2,292,308	\$2,457,490	\$2,457,490	\$2,409,450	\$2,360,500	(48,040)	-2.1%
Total Capital Expense	\$2,441,389	\$2,075,847	\$2,414,056	\$2,384,583	\$2,309,308	\$2,457,490	\$2,457,490	\$2,409,450	\$2,360,500	(\$48,040)	-2.0%
Manchester Capital Assessment		\$1,365,996	\$1,603,052	\$1,571,668	\$1,772,822	\$1,772,822	\$1,630,860	\$1,598,794	\$1,566,122	(32,066)	-1.8%
Essex Capital Assessment		\$668,837	\$796,814	\$781,361	\$882,337	\$882,337	\$811,358	\$795,384	\$779,106	(15,974)	-1.8%
Reserve for Reduction of Future Debt			\$14,190	\$31,555	\$13,049	\$13,049	\$15,272	\$15,272	\$15,272	0	0.0%
Total Capital Revenue		\$2,034,833	\$2,414,056	\$2,384,583	\$2,668,208	\$2,668,208	\$2,457,490	\$2,409,450	\$2,360,500	(\$48,040)	-2.0%

FY 16 Tentative Budget

DOE CODE	FY 11 Actual	FY 12 Actual	FY 13 Actual	FY 14 Budget	FY 14 Actual	FY 15 Budget	FY 16 Tentative	\$ Change	% Change	% of Op. Budget
1000 Administration										
Salaries	\$462,364	\$448,502	\$472,535	\$504,884	\$496,542	\$549,022	\$560,326	\$11,304	2.1%	
Expenses	\$131,745	\$148,446	\$207,482	\$232,416	\$204,936	\$207,000	\$231,750	\$24,750	12.0%	
Total	\$594,109	\$596,949	\$680,018	\$737,300	\$701,478	\$756,022	\$792,076	\$36,054	4.8%	3.5%
2000 Instructional Services										
Salaries	\$10,396,952	\$11,002,429	\$11,924,643	\$12,540,259	\$12,490,144	\$12,804,023	\$13,164,478	\$360,455	2.8%	
Expenses	\$806,333	\$990,960	\$821,657	\$976,605	\$876,210	\$966,995	\$989,236	\$22,241	2.3%	
Total	\$11,203,285	\$11,993,389	\$12,746,300	\$13,516,864	\$13,366,354	\$13,771,018	\$14,153,714	\$382,696	2.8%	63.9%
3000 Other Student Services										
Salaries	\$555,957	\$540,954	\$606,771	\$669,084	\$678,298	\$680,926	\$690,597	\$9,671	1.4%	
Expenses	\$684,567	\$555,367	\$647,551	\$786,975	\$703,139	\$770,300	\$806,877	\$36,577	4.7%	
Total	\$1,240,524	\$1,096,321	\$1,254,322	\$1,456,059	\$1,381,436	\$1,451,226	\$1,497,474	\$46,248	3.2%	6.7%
4000 Operation and Maintenance										
Salaries	\$541,219	\$540,269	\$552,101	\$595,935	\$566,097	\$441,225	\$389,820	(\$51,404)	-11.7%	
Expenses	\$986,233	\$992,032	\$1,155,452	\$1,105,000	\$1,169,863	\$1,199,480	\$1,199,480	\$0	0.0%	
Total	\$1,527,452	\$1,532,301	\$1,707,553	\$1,700,935	\$1,735,960	\$1,640,705	\$1,589,300	(\$51,404)	-3.1%	7.6%
5000 Fixed Charges (Insurance)										
Salaries	\$23,780	\$20,000	\$26,970	\$20,000	\$21,256	\$20,000	\$20,000	\$0	0.0%	
Expenses	\$2,790,763	\$2,621,499	\$2,636,608	\$2,654,655	\$2,952,614	\$2,938,291	\$3,037,333	\$99,042	3.4%	
Total	\$2,814,543	\$2,641,499	\$2,663,578	\$2,674,655	\$2,973,869	\$2,958,291	\$3,057,333	\$99,042	3.3%	13.7%
9000 Programs with Other School Districts										
Salaries	\$0	\$0	\$0	\$0	\$0	\$0	\$67,979	\$67,979	NM	
Expenses	\$1,300,099	\$1,188,933	\$766,311	\$763,846	\$626,201	\$928,094	\$751,329	(\$176,765)	-19.0%	
Total	\$1,300,099	\$1,188,933	\$766,311	\$763,846	\$626,201	\$928,094	\$819,308	(\$108,786)	-11.7%	4.3%
Transfer to OPEB Trust	\$0	\$0	\$0	\$0	\$0	\$50,000	\$302,000	\$252,000	504.0%	
Transfer to Stabilization	\$0	\$0	\$197,423	\$0	\$0	\$0	\$0	\$0	NM	1.4%
Total Salaries	\$11,980,273	\$12,552,154	\$13,583,019	\$14,330,162	\$14,252,337	\$14,495,195	\$14,893,200	\$398,005	2.7%	67.2%
Total Expenses	\$6,699,739	\$6,497,237	\$6,432,484	\$6,519,496	\$6,532,962	\$7,060,160	\$7,318,005	\$257,845	3.7%	32.8%
Total Operating	\$18,680,011	\$19,049,391	\$20,015,504	\$20,849,658	\$20,785,299	\$21,555,355	\$22,211,205	\$655,849	3.0%	100.0%
Capital Projects (New MS/HS)										
Short Term Debt/Interest	\$19,889	\$58,333	\$17,000	\$0	\$0	\$0	\$0	\$0	NM	
Long Term Debt/Interest	\$2,394,167	\$2,326,250	\$2,292,308	\$2,457,490	\$2,457,490	\$2,409,450	\$2,360,500	(\$48,040)	-2.1%	
Cost of BAN/Bond Issuance			\$38,035							
Total Capital	\$2,414,056	\$2,384,583	\$2,347,343	\$2,457,490	\$2,457,490	\$2,409,450	\$2,360,500	(\$48,040)	-2.0%	

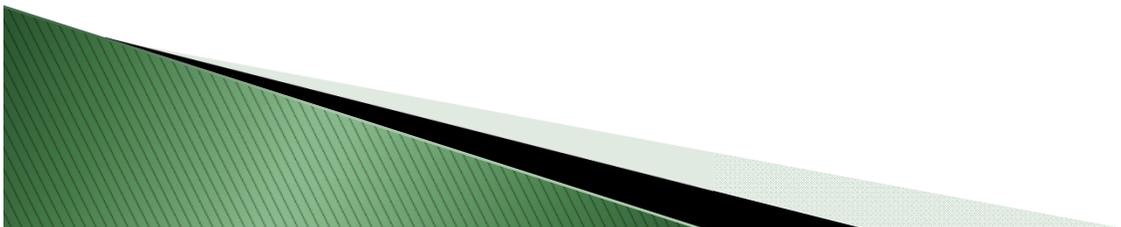
FY16 MERSD Budget

Educating all students, instilling a passion for life-long learning, and encouraging both local and global citizenship!



Welcome!

- ▶ Welcoming Remarks – Linda Crosby
- ▶ FY16 Budget Presentation
 - Background & Objectives
 - Budget Details
- ▶ Public Input – Your Comments & Questions!



MERSD Strategic Plan

- ▶ Multi-Year Program and Financial Plan
- ▶ Primary Goal – Teaching All Learners
 - *Balancing Student Achievement & Whole Child Needs*
 - *Helping every student find an individual pathway to success*
- ▶ Making the Grade



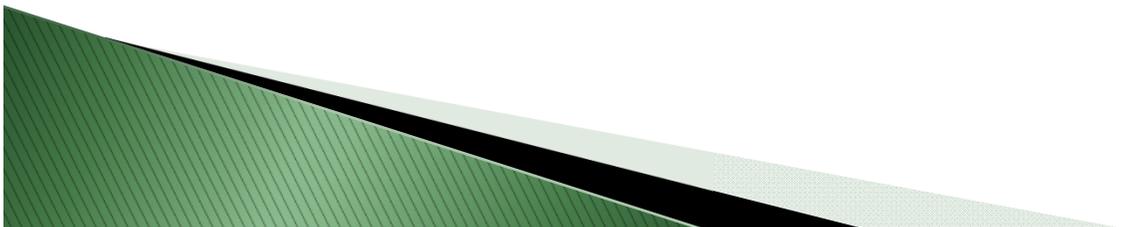
Track Record of Fiscal Responsibility

- ▶ Over past four years, annual increase to towns has averaged just 2.35% per year
- ▶ No operational override since 2005
- ▶ MERSD absorbed a loss of \$450K annual School Choice revenue
- ▶ Closed OPEB gap by \$1.6 million per year
 - No need for extra funding from Towns
- ▶ MERSD currently represents:
 - 45.4% of MBTS spending down from 48.4% in FY-11
 - 45.9% of Essex spending, stable over same period



MERSD Budget Challenges

- ▶ Enrollment increase of 24% (281 students)
- ▶ Aging and crowded elementary facilities
- ▶ Lack of resources to address needs



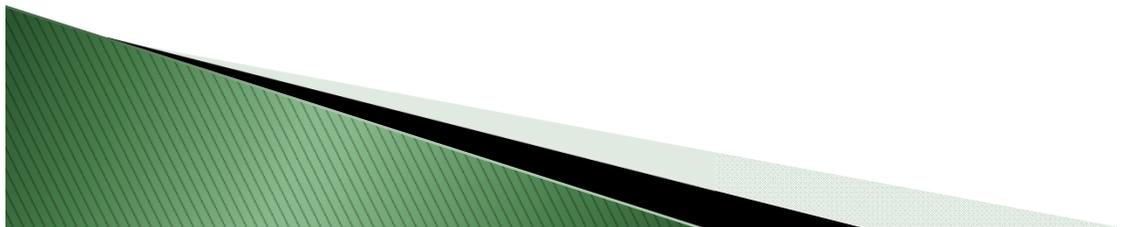
Resident Enrollment Growth

2014–2015 Resident Enrollment = 1433

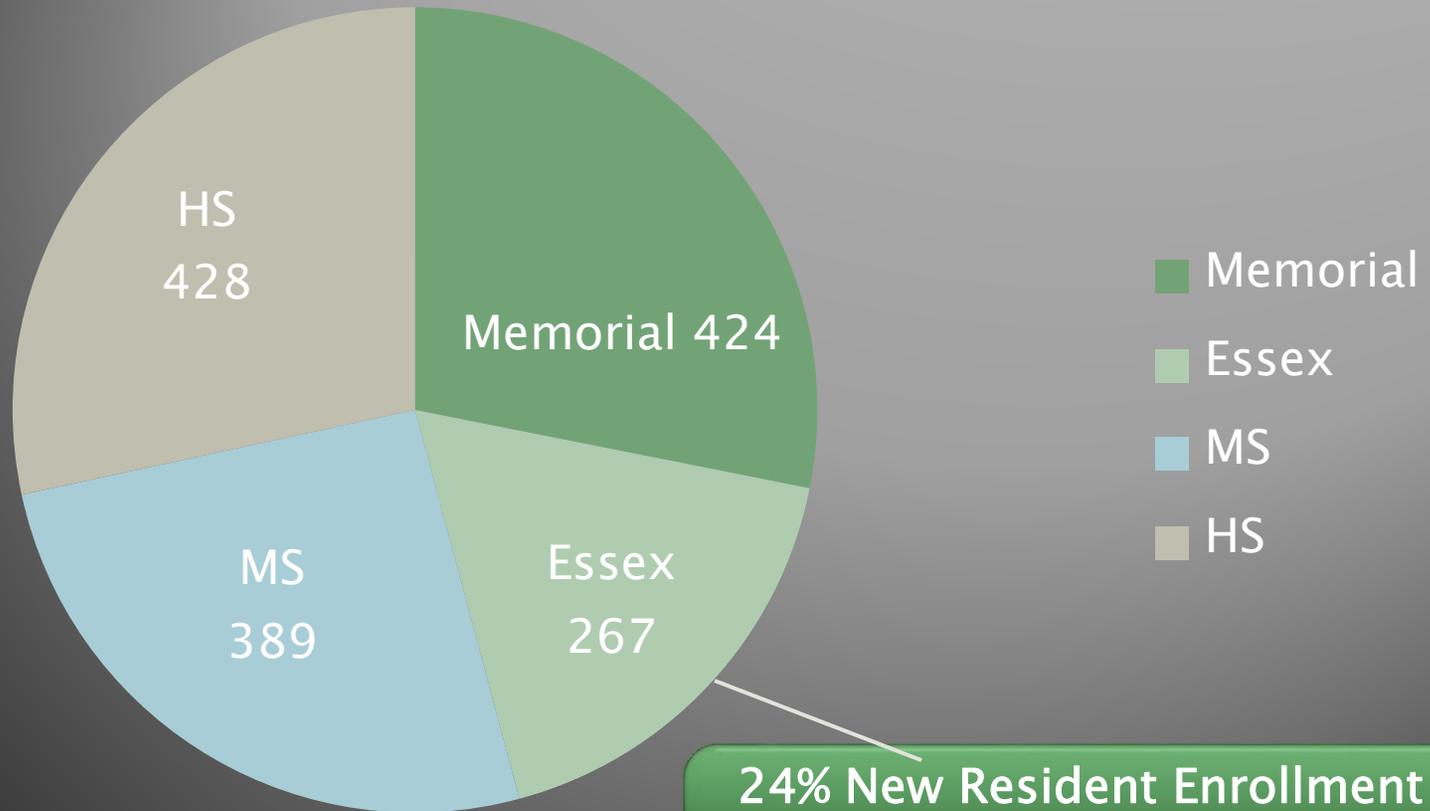
24% New
Resident
Students
Since 2007



Resident
Enrollment
Size Prior to
2007

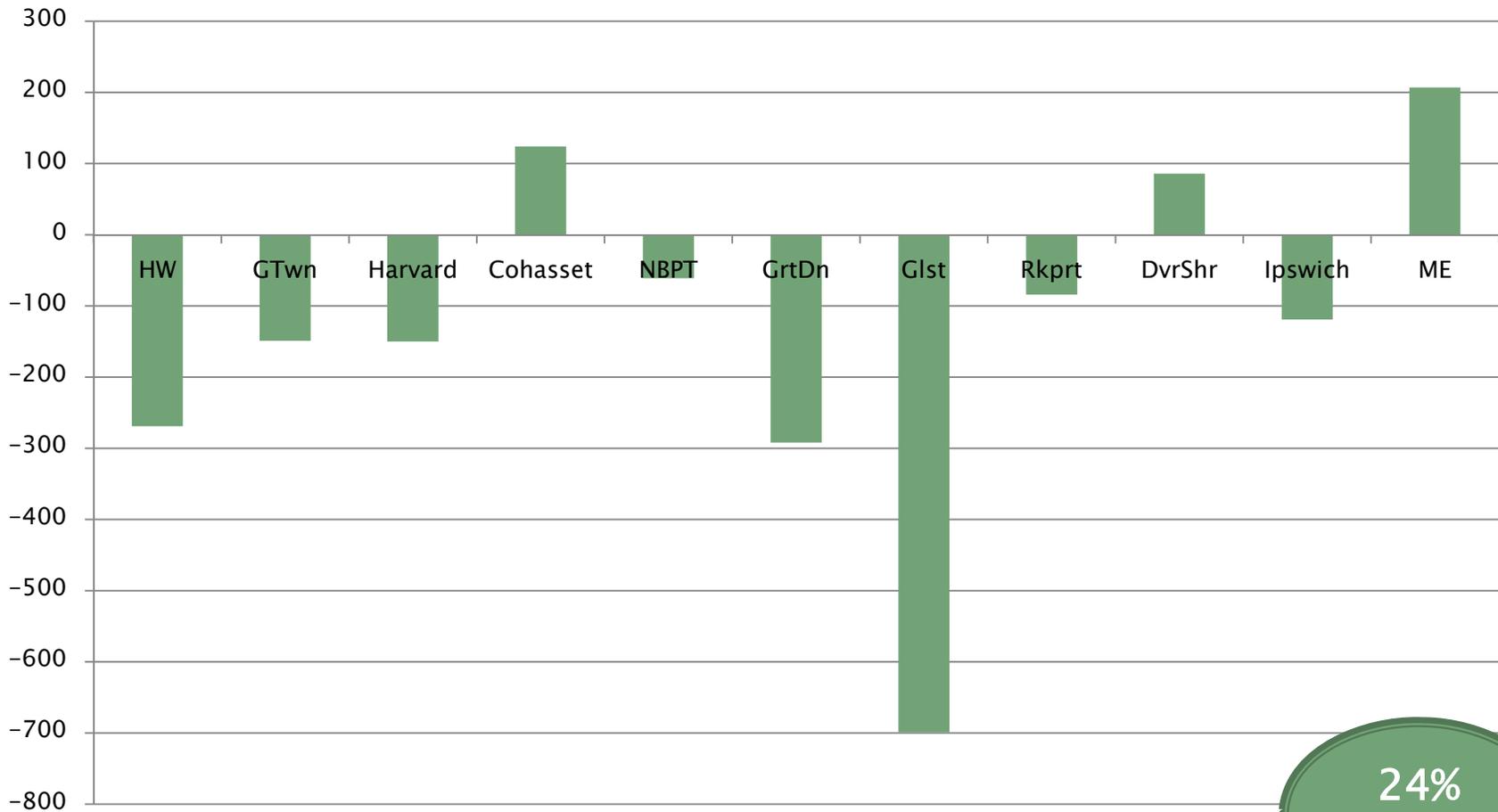


FY14 Enrollment by School

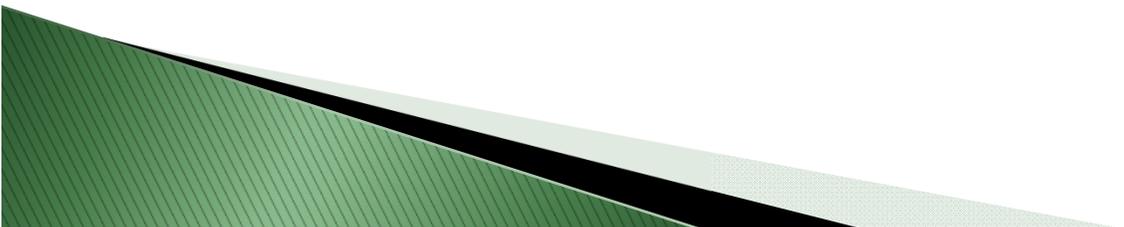


24% New Resident Enrollment
=
Size of EES

Change in Enrollment from 2007

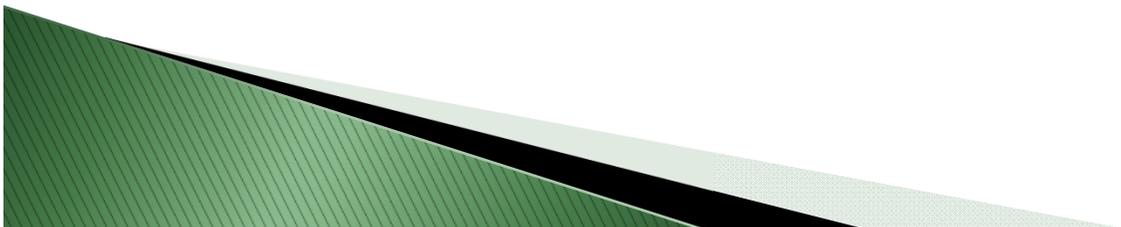


24%
Growth



Why MERSD Needs Increased Town Funding

- ▶ Recognize 24% increase in resident enrollment
 - MBTS assessment per pupil declined 0.1%/yr. since 2008
 - Essex assessment per pupil increased 0.6%/yr. since 2008
- ▶ Stop the depletion of MERSD reserves
 - \$700,000 annually to support Operational Budget
- ▶ Reinstate cuts made to instructional staff
- ▶ Regain momentum in execution of strategic plan

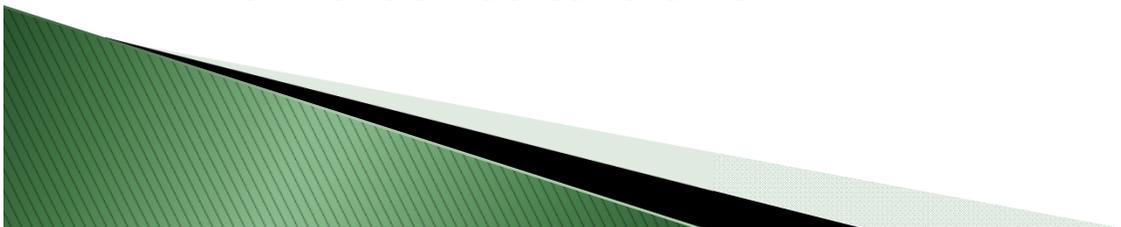


FY16 Budget Overview

➤➤ 3 Spending Plans Considered

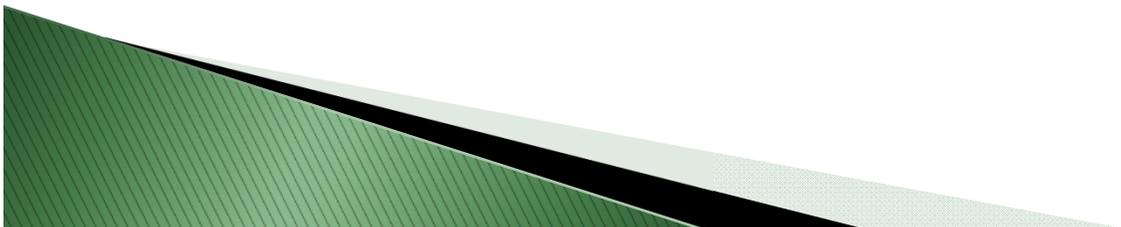
Budget Highlights: Spending

- General Fund budget = \$22.2M
 - Up 3.0% from FY-15 budget
 - 3.0% increase in line w/multi-year budget model
- Personnel portion = \$14.9M
 - Up 2.7%
 - Assumes 1.5% cost-of-living adjustment (COLA) plus cost of steps/columns
- Non-personnel expenses = \$7.3M
 - Up 3.7%
 - Primarily from health care offset by reductions in out-of-district tuitions



Spending Detail: FY16 Assumptions

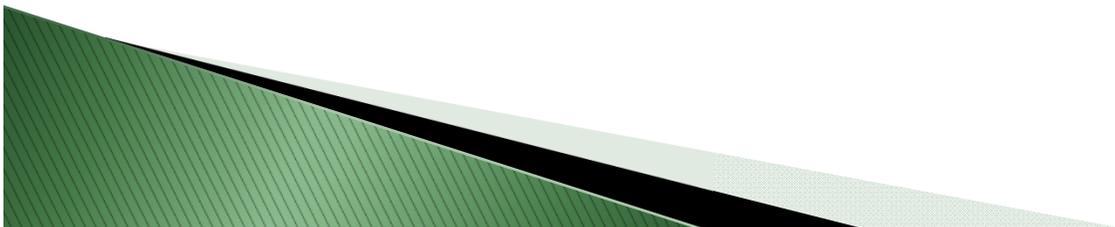
- ▶ **Four categories make up 91% of MERSD spending:**
 - **Personnel:** 1.5% COLA w/new teachers' contract, steps/columns, no new positions
 - **Insurance & Pension:** 7% rate increase + growth in retiree headcount. Savings from health insurance restructuring to fund OPEB trust
 - **Maintenance:** No change from FY-15 reduced capital spending
 - **OOD Tuitions:** Savings from graduations + continued benefit from investment in 'in-district' programs



Carry-Forward Budget By Category

Expense Category	FY15	FY16	% FY16 Spending	Inc. vs .FY15 \$	Inc. vs .FY15 %
<u>Instructional Services</u>	\$13,771	\$14,154	63.7%	\$383	2.7%
<u>Insurance & Pension</u>	\$3,008	\$3,359	15.1%	\$351	10.4%
<u>Operations/Maintenance</u>	\$1,641	\$1,589	7.2%	(\$51)	-3.2%
<u>Transp./Athletics/Activities</u>	\$1,451	\$1,497	6.7%	\$46	3.1%
<u>Out-of-District Tuitions</u>	\$928	\$819	3.7%	(\$109)	-13.3%
<u>Administration</u>	\$756	\$792	3.6%	\$36	4.6%
Total	\$21,555	\$22,211	100%	\$656	3.0%

**Figures in millions*



Budget Highlights: Revenue

- ▶ Town assessments pressured upwards by slight reduction in other revenues
 - 1% est. decline in Chapter 70 State Aid, based on resident enrollment changes in current year
 - Interest income, Medicaid reimbursement also down
 - Assume no change in School Choice enrollment
- ▶ Initial 3.8% increase to Towns consistent with multi-year budget model
- ▶ Eliminating reliance on reserves would add an additional 3.8% to the Carry Forward assessment
 - Reserve funding, as budgeted, will be depleted by FY-17

FY16 Budget Options

Options	Total MERSD Budget	Dollar Increase from FY15	Spending increase vs FY15	Town Revenue Required	Assessment increase to Towns
Level Services	\$23,111,205	\$655,850	2.9%	\$706,000	3.8%
Eliminate Use of Reserves	\$23,111,205	\$655,850	2.9%	+\$700,000	+3.8%
Reinstate FY15 Cuts	\$23,361,205	\$905,850	4.0%	+\$250,000	+1.4%
High Priority Needs	\$23,511,205	\$1,055,850	4.7%	+\$150,000	+0.8%
Stabilize /Continual Imp.	\$23,661,205	\$1,205,850	5.4%	+\$150,000	+0.8%

Stabilize & Position for Continual Improvement	Address High Priority Needs	Reinstate FY15 Losses	Eliminate Use of Reserves	Annual Growth
\$23,661,205	\$23,511,205	\$23,361,205	\$23,111,205	
5 Teachers – Support Class Size 1 Technology Support \$40,000 Maintenance Support \$100,000 Small Capital	4.0 Teachers Support Class Size \$40,000 Maintenance Support \$60,000 Small Capital	2.0 Teachers Support Class Size \$40,000 Maintenance Support \$60,000 Small Capital	Level Services	Reduction of Services
Eliminate the use of reserves	Eliminate the use of reserves	Eliminate the use of reserves	Eliminate use of reserves	Requires use of reserves or reduction in program/staffing
Reduce MS Class Size	Reduce MS Class Size	Support MS class size /Limited	Maintains current staffing	Elimination of 4–6 Teachers
Advance deferred maintenance	Advance deferred maintenance	Advance deferred maintenance	Internal reorganization to deploy resources to the highest need areas	Increase user fees 10% in FY16 w/ automatic 2.5–3% annual increase
Advance deferred tech purchases (ipad/laptops)	Advance deferred tech purchases (ipad/laptops)	Advance deferred tech purchases (ipad/laptops)	MS Class Size 27–28	MS Class Size 27–28
Manage enrollment spikes	Manage enrollment spikes		Elem Class Size 25	Elem Class Size 25
MHS Digital Learning Specialist	MHS Digital Learning Specialist		Defer annual maintenance	Reduction HS elective program
Elem. Math Specialist			Defer annual tech Inv.	Defer annual maintenance
District-wide Technician			Defer annual PD & Curric inv.	Defer annual tech Inv.
MHS Prev. Maintenance			No program development	Defer annual PD & Curric inv.
				No program development
Investing	Increasing Capacity	Targeted	Status Quo	Decline
				
			<i>Increasing Flexibility to Address Needs and Support Investment in Program Development</i>	

Currently Under Consideration

Stabilize & Position for Continual Improvement	Address High Priority Needs	Reinstate FY15 Losses
\$23,661,205	\$23,511,205	\$23,361,205
5 Teachers – Support Class Size 1 Technology Support \$40,000 Maintenance Support \$100,000 Small Capital	4.0 Teachers Support Class Size \$40,000 Maintenance Support \$60,000 Small Capital	2.0 Teachers Support Class Size \$40,000 Maintenance Support \$60,000 Small Capital
Eliminate the use of reserves Reduce MS Class Size Advance deferred maintenance Advance deferred tech purchases (ipad/laptops) Manage enrollment spikes MHS Digital Learning Specialist Elem. Math Specialist District-wide Technician MHS Prev. Maintenance	Eliminate the use of reserves Reduce MS Class Size Advance deferred maintenance Advance deferred tech purchases (ipad/laptops) Manage enrollment spikes MHS Digital Learning Specialist	Eliminate the use of reserves Support MS class size /Limited Advance deferred maintenance Advance deferred tech purchases (ipad/laptops)
Investing	Increasing Capacity	Targeted
		
<i>Increasing Flexibility to Address Needs and Support Investment in Program Development</i>		

Reduction & Level Services Options

Eliminate Use of Reserves	Annual Growth
\$23,111,205	
Level Services	Reduction of Services
<p>Eliminate use of reserves</p> <p>Maintains current staffing</p> <p>Internal reorganization to deploy resources to the highest need areas</p> <p>MS Class Size 27-28</p> <p>Elem Class Size 25</p> <p>Defer annual maintenance</p> <p>Defer annual tech Inv.</p> <p>Defer annual PD & Curric inv.</p> <p>No program development</p>	<p>Requires use of reserves or reduction in program/staffing</p> <p>Elimination of 4-6 Teachers</p> <p>Increase user fees 10% in FY16 w/ automatic 2.5-3% annual increase</p> <p>MS Class Size 27-28</p> <p>Elem Class Size 25</p> <p>Reduction HS elective program</p> <p>Defer annual maintenance</p> <p>Defer annual tech Inv.</p> <p>Defer annual PD & Curric inv.</p> <p>No program development</p>
Status Quo	Decline
	

Multi-Year Outlook – Stabilization Budget

	FY-14	FY-15	FY-16	FY-17	FY-18	FY-19	FY-20
Personnel (Heads & Rate)	\$14,317	\$14,480	\$15,268	\$15,803	\$16,356	\$16,928	\$17,521
Yr/Yr Growth	5.2%	1.1%	5.4%	3.5%	3.5%	3.5%	3.5%
Expenses	\$7,509	\$7,975	\$8,393	\$8,687	\$8,991	\$9,305	\$9,631
Yr/Yr Growth	8.0%	6.2%	5.2%	3.5%	3.5%	3.5%	3.5%
Total Spending	\$21,826	\$22,455	\$23,661	\$24,489	\$25,346	\$26,234	\$27,152
\$ Growth		\$629	\$1,206	\$828	\$857	\$887	\$918
Total Growth	6.1%	2.9%	5.4%	3.5%	3.5%	3.5%	3.5%
State Aid	\$2,811	\$2,858	\$2,840	\$2,883	\$2,926	\$2,970	\$3,014
Yr/Yr Growth	4.5%	1.7%	-0.6%	1.5%	1.5%	1.5%	1.5%
Fees & Other	\$45	\$75	\$43	\$43	\$47	\$47	\$47
Yr/Yr Growth	-45.5%	66.7%	-42.7%	0.0%	10.0%	0.0%	0.0%
S. Choice: Annual Revenue	\$479	\$400	\$400	\$400	\$400	\$400	\$400
Yr/Yr Growth	-6.4%	-16.6%	0.0%	0.0%	0.0%	0.0%	0.0%
Reserves: Choice, E&D	\$693	\$700	\$0	\$0	\$0	\$0	\$0
Yr/Yr Growth	319.7%	1.1%	-100.0%	NM	NM	NM	NM
Town Assessments	\$17,799	\$18,422	\$20,378	\$21,164	\$21,973	\$22,817	\$23,690
Yr/Yr Growth	4.0%	3.5%	10.6%	3.9%	3.8%	3.8%	3.8%
Total Revenue	\$21,826	\$22,455	\$23,661	\$24,489	\$25,346	\$26,234	\$27,152
Total Growth	6.1%	2.9%	5.4%	3.5%	3.5%	3.5%	3.5%

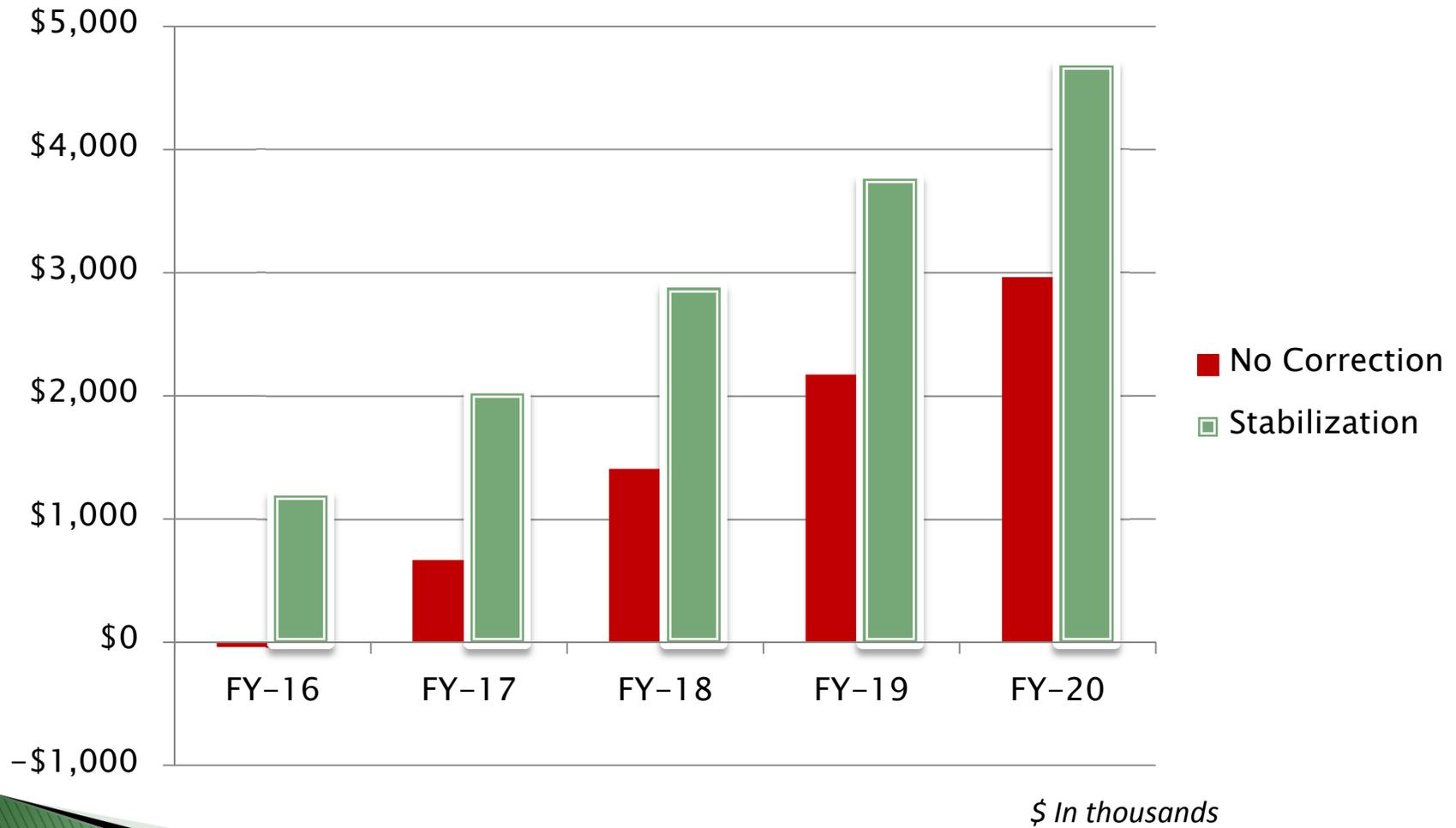
\$ In thousands

Multi-Year Outlook – No Revenue Correction

	FY-14	FY-15	FY-16	FY-17	FY-18	FY-19	FY-20
Personnel (Heads & Rate)	\$14,317	\$14,480	\$14,443	\$14,903	\$15,378	\$15,871	\$16,379
Yr/Yr Growth	5.2%	1.1%	-0.3%	3.2%	3.2%	3.2%	3.2%
Expenses	\$7,509	\$7,975	\$7,973	\$8,225	\$8,489	\$8,760	\$9,042
Yr/Yr Growth	8.0%	6.2%	0.0%	3.2%	3.2%	3.2%	3.2%
Total Spending	\$21,826	\$22,455	\$22,416	\$23,128	\$23,867	\$24,632	\$25,421
\$ Growth		\$629	-\$39	\$712	\$738	\$765	\$789
Total Growth	6.1%	2.9%	-0.2%	3.2%	3.2%	3.2%	3.2%
State Aid	\$2,811	\$2,858	\$2,840	\$2,883	\$2,926	\$2,970	\$3,014
Yr/Yr Growth	4.5%	1.7%	-0.6%	1.5%	1.5%	1.5%	1.5%
Fees & Other	\$45	\$75	\$47	\$48	\$50	\$55	\$56
Yr/Yr Growth	-45.5%	66.7%	-36.9%	2.5%	2.5%	10.0%	2.5%
S. Choice: Annual Revenue	\$479	\$400	\$400	\$400	\$400	\$400	\$400
Yr/Yr Growth	-6.4%	-16.6%	0.0%	0.0%	0.0%	0.0%	0.0%
Reserves: Choice, E&D	\$693	\$700	\$0	\$0	\$0	\$0	\$0
Yr/Yr Growth	319.7%	1.1%	-100.0%	NM	NM	NM	NM
Town Assessments	\$17,799	\$18,422	\$19,128	\$19,798	\$20,491	\$21,208	\$21,950
Yr/Yr Growth	4.0%	3.5%	3.8%	3.5%	3.5%	3.5%	3.5%
Total Revenue	\$21,826	\$22,455	\$22,416	\$23,129	\$23,866	\$24,632	\$25,420
Total Growth	6.1%	2.9%	-0.2%	3.2%	3.2%	3.2%	3.2%

\$ In thousands

Opportunity Cost – Spending Growth Over Time



Elementary Facilities Outlook

Scenario 1

Essex & Memorial Simultaneous Projects

- ▶ MSBA Acceptance Fall 2015
- ▶ Spring 2016 Feasibility Study
 - Est. Cost \$500,000
- Spring 2017 Project Vote
 - Overall project est. \$40 million
 - MSBA funding estimate 32%
 - MBTS projected cost – 18.1m
 - Essex projected cost – 9.1m
- ▶ 2020 Project Completion

Elementary Facilities Outlook

Scenario 2

Essex & Memorial Separate Projects

Phase 1

- ▶ MSBA Acceptance Fall 2015
- ▶ Spring 2016 Feasibility Study
 - Est. Cost \$500,000
- Spring 2017 Project Vote
 - Overall project est. \$25million
 - MSBA funding estimate 32%
 - Est. Cost MBTS – 10.8m
 - Essex projected cost – 6.2m
- ▶ 2020 Project Completion

Phase 2

- ▶ Project 2 - MSBA Acceptance Fall 2021
- ▶ Spring 2022 Feasibility Study
 - Est. Cost \$500,000
- Spring 2023 Project Vote
 - Overall project est. \$15million
 - MSBA funding estimate 32%
 - Est. Cost MBTS – 6.5m
 - Essex projected cost – 3.7m
- ▶ 2026 Project Completion

Public Input

➤➤ Your Comments & Questions!

Supporting Information

»» MERSD FY16 Budget Detail

Budget Detail – Instructional Services

- ▶ Represents 64% of MERSD budget and 58% of increase in FY-16 Tentative Budget
- ▶ \$383K projected increase (2.7%) consists primarily of:
 - Est. 1% increase for step, column advancements
 - 1.5% COLA
 - 0.4 Full-Time Equivalent (FTE) new staff to replace expiring grant for pilot in-district special ed. program
 - Increased set-aside for long-term substitutes to address potential medical/maternity leaves.



Budget Detail – Insurance & Pensions

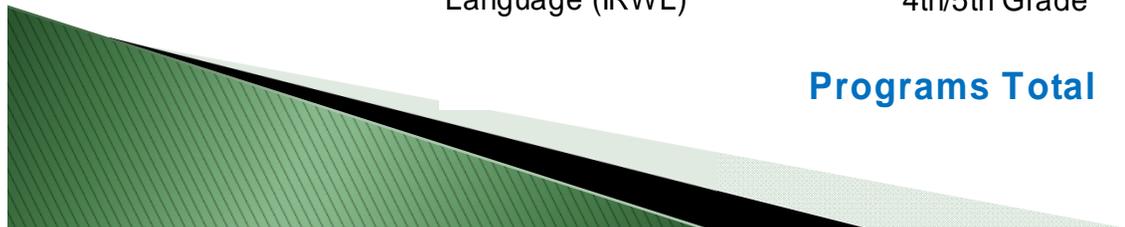
- ▶ Major components: health insurance for employees and retirees, pension contribution, unemployment and liability insurance.
- ▶ 10.4% increase (\$351K) reflects impact of negotiated agreement to restructure health benefits and increase pre-funding of retiree health (OPEB).
 - 7% assume cost from Medical Trend, per insurance broker
 - District-wide migration to less costly higher co-pay plan in FY-16
 - Change to 75/25 contribution splits (District/Employee) from 80/20. New employees will be at 70/30.
 - Changes reduce annual OPEB gap from \$1.8 million to projected \$235K. Remaining gap to be addressed through increased funding over time.
 - Minimum \$250K new funds into trust for OPEB but actual total could be far higher, pending final health insurance quote
- ▶ 7% (\$37K) required increase in pension
 - contribution on path to full funding.



Budget Detail – Out of District

- ▶ Significant reduction in out-of-district (OOD) tuitions (19%)
- ▶ Program Development continues to benefit students. Significant cost avoidance vs. alternative of outplacement.

Program	Grade Level	OOD Avoided	(Less: Cost of Program)	Net Savings
Social & Academic Integrated Learning (SAIL)	Middle School	\$345,655	(\$112,665)	\$232,990
Intensive Reading & Written Language (IRWL)	Middle School	\$304,200	(\$126,729)	\$177,471
Intensive Reading & Written Language (IRWL)	4th/5th Grade	\$400,600	(\$125,508)	\$275,092
Programs Total		\$1,050,455	(\$364,902)	\$685,553



Budget Detail – Operations/Maintenance

- ▶ 7.2% of total spending in FY-16
- ▶ Carry-forward budget level funds non-personnel Operations/Maintenance expenses
 - Maintains clean, safe buildings, but defers major new investments
 - 12% decrease in personnel from restructuring clerical and increased benefit of evening custodial outsourcing
- ▶ Expanded effort budget options would help to increase spending on facilities, prior to community decisions on elementary buildings
 - Larger (\$100K+) items (e.g., roof, windows, HVAC replacement) await future building project as costs are too large to be addressed within any year's operating budget



Budget Detail – Other Services

- ▶ Expenses related to transportation, athletics, and extra-curricular activities.
 - 6.7% of total budget spending in FY-16.
- ▶ 1.4% increase (\$10K) in personnel costs related to contractual increases
- ▶ \$36K (4.7%) increase in expenses, primarily related to out-of-district transportation
 - Assumes no user fee increase for Athletics, and no change to Athletics funding split between General Fund (57%) and fees/gate receipts (43%).
 - Evaluating new fee structure from current year



Budget Detail – Administrative

- ▶ Expenses related to school committee, superintendent and business office
 - Excludes principals and offices of district curriculum/student services directors
- ▶ Represents 3.6% of total spending.
- ▶ Personnel costs up \$11K (2.1%) due to COLA, steps.
- ▶ Expenses up \$25K, including one-time legal expense for upcoming negotiations.



MERSD Reserves Through Time

Ending Reserve Balance	Actual						UnAudited	Forecast		
	FY-08	FY-09	FY-10	FY-11	FY-12	FY-13	FY-14	FY-15*	FY-16**	FY-17**
School Choice	\$662,406	\$1,016,365	\$1,295,864	\$1,616,835	\$1,609,000	\$1,441,056	\$1,297,143	\$797,143	\$224,082	\$0
Stabilization	\$132,265	\$252,290	\$167,290	\$167,290	\$163,610	\$75,743	\$161,448	\$161,448	\$161,448	\$161,448
Unassigned Fund Balance	\$166,675	\$340,391	\$436,557	\$416,160	\$453,638	\$541,505	\$326,939	\$126,939	\$0	\$0
Total	\$961,346	\$1,609,046	\$1,899,711	\$2,200,285	\$2,226,248	\$2,058,304	\$1,785,529	\$1,085,529	\$385,529	\$161,448
% of Budget¹	5.1%	9.3%	10.6%	11.7%	11.6%	10.6%	8.6%	5.0%		

¹ Guideline for AAA bond rating: reserve balance = 10% of budget

*if spent as budgeted

**w/no change to budgeting of reserves

Budget vs. Actual

Budgeted Reserve Use	\$0	\$0	\$200,000	\$600,000	\$600,000	\$600,000	\$700,000	\$700,000	\$0	\$0
Actual Reserve Use	\$0	\$0	\$0	\$0	\$7,835	\$167,944	\$338,913	TBD	TBD	TBD
Used - % of Budgeted	NM	NM	0.0%	0.0%	1.3%	28.0%	48.4%			

School Choice reserves increased through FY-12 due to rapid Ch. 70 growth for enrollment and spending limits during lost override year. Budgetary savings in health insurance and out-of-district tuitions also contributed.

Beginning in FY-13, reserves were used to accommodate a slow down in Ch. 70, a decline in School Choice enrollment, extra teachers to manage class size, diversification of student body, and security upgrades.

As noted, reserve spending in recent years has been well below budget, but the trend appears to be changing.

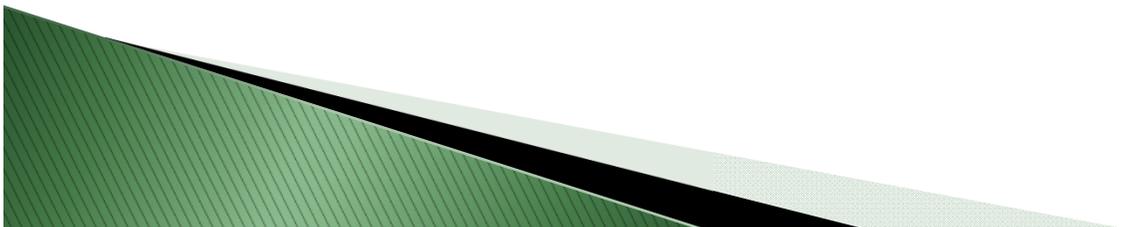


Carry-Forward Budget By Category

Expense Category	<i>(in thousands \$)</i>			Inc. vs. FY-15	
	FY-15	FY-16	% of FY-16 Spending	\$	%
Instructional Services	\$13,771	\$14,154	63.7%	\$383	2.7%
Insurance & Pension	\$3,008	\$3,359	15.1%	\$351	10.4%
Maintenance	\$1,641	\$1,589	7.2%	(\$51)	-3.2%
Transp./Athletics/Activities	\$1,451	\$1,497	6.7%	\$46	3.1%
Out-of-District Tuitions	\$928	\$819	3.7%	(\$109)	-13.3%
Administration	\$756	\$792	3.6%	\$36	4.6%
Total	\$21,555	\$22,211	100.0%	\$656	3.0%

Efficiencies / CUTs

FY12	FY 13	FY 14
<ul style="list-style-type: none"> ▪ Central Office Admin Assistant Reorganization ▪ Elimination of PK Director ▪ MHS Psych/Team Chair Restructure 	<ul style="list-style-type: none"> ▪ Elementary Guidance/Psych Reorganization ▪ MS/HS Admin Staff Restructure ▪ Examined/Resolved Cost Benefit of MHS principal structure ▪ Consolidate PreK ▪ Utilization of Building Use Revenue to offset Facilities Support Staff 	<ul style="list-style-type: none"> ▪ Outsourcing of Elem. Evening Custodial (4 layoffs) ▪ Teacher Reduction thru attrition FTE (2.0) ▪ Elimination financial support for out of state student travel ▪ 10% Reduction in Supplies Budgets ▪ Increase Athletics Fees ▪ Introduction of Transportation Fee
Investments Yield Operational Efficiencies and Financial Returns		
FY12	FY13	FY14
Aspen X2	Facilities Upgrades to Memorial School	Security Upgrade of Elementary School
CIC Grant Revenues \$250,000 yielding \$650, 000 in cost avoidance		

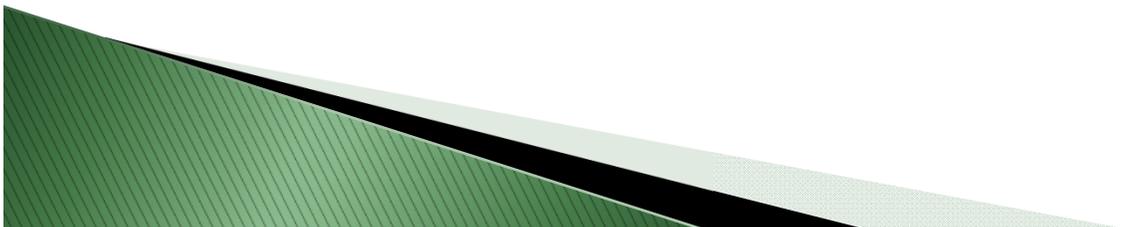


Supporting Information

»» OPEB Roadmap

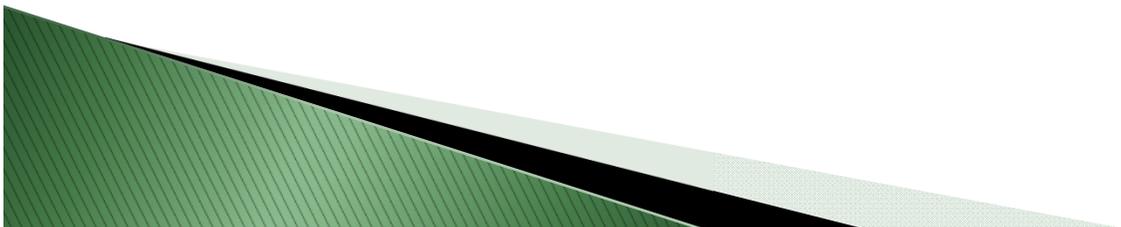
What Options Are Available?

- Broadly, MERSD's OPEB challenge requires changes on both sides of the equation: *costs and funding*
- Cost of benefits must be reduced to avoid crowding out of educational program
 - MERSD's current benefits program is generous compared to comparable districts
 - Restructuring options could shift portion of costs to future retirees
 - Some changes must be collectively bargained
- Increased, recurring funding must be set aside in the annual budget as well
 - Restructuring benefits cannot close the entire gap
 - Additional funding signals commitment to important employee benefit



Proposed Roadmap Components

1. Take steps within MERSD's control to reduce costs
 - Municipal Health Reform (MHR) law allows MERSD to change plan design outside of the negotiation process
 - Lowers long-term OPEB liability (and annual costs) by up to 10%
 - If budget held flat, savings could go into trust, closing gap further
 - Solves only 1 / 3 of OPEB gap; \$1.2 million annual gap would remain
2. Negotiate cost reductions that must be bargained by law
 - Contribution rate changes for retirees and/or spouses could lower gap by addition 50-60%
 - If possible, exempt current retirees and those near to retirement
 - Ideally, allow META choice between options of equal value as well
3. Increase budget funds over time to close remaining gap
 - Aim for 5-10 year time frame to gradually ramp up pre-funding investment, provided other budgetary priorities can be met as well



Closing the OPEB Gap

► Potential roadmap(s) towards full funding:

Amount Needed to Fully Fund	\$2,318,685
Current Annual Budget, Retiree Health	\$560,000
Shortfall	\$1,758,685

These changes can be made unilaterally

Migrate to Benchmark Plan	(\$231,869) <i>Assumed 10% reduction in Amount to Fully Fund</i>
Use savings to fund OPEB	(\$280,000) <i>If benchmark plan adopted by active employees as well</i>
Adjusted Shortfall	\$1,246,817

Collective bargaining required

	Shortfall
<u>Additional Options*:</u>	<u>Reduction</u>
Future retirees at 70/30	(\$829,584)
Future retirees at 60/40	(\$924,504) <i>* Assumes contribution changes only for active employees <60 years old or <55 w/20+ years of service</i>
Future retiree spouses at 50/50	(\$747,314)
Future retiree spouses pay 100%	(\$1,039,283)

Remaining shortfall of \$200–300K could be addressed via gradual (i.e., multi-year) increase in budgeted funding

Estimated savings of "Additional Options" calculated by Sherman Actuarial Services

Supporting Information

»» Enrollment Data

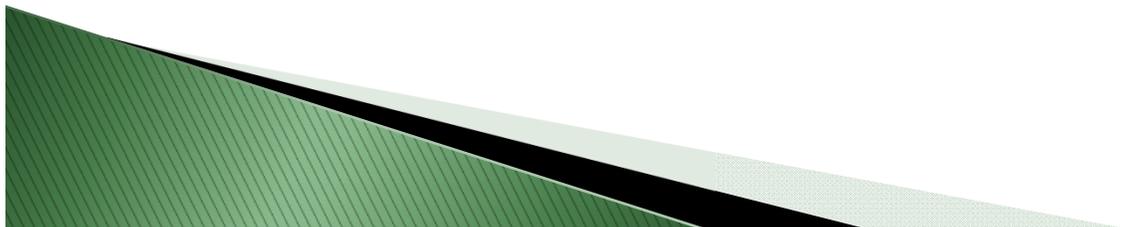
Resident Enrollment Growth

2014–2015 Enrollment = 1433

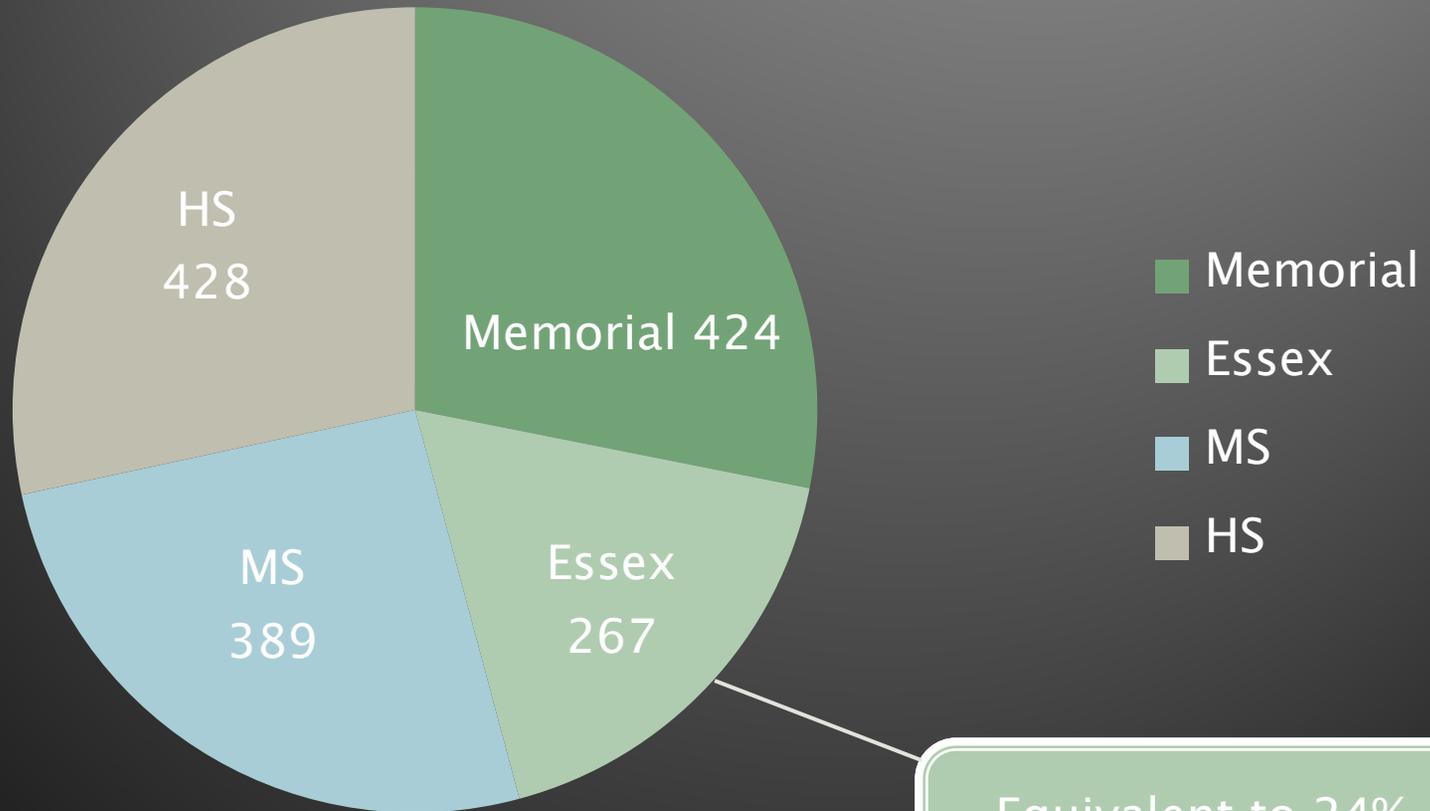
24% New
Resident
Students
Since 2007



Avg
Enrollment
Size Prior
2007



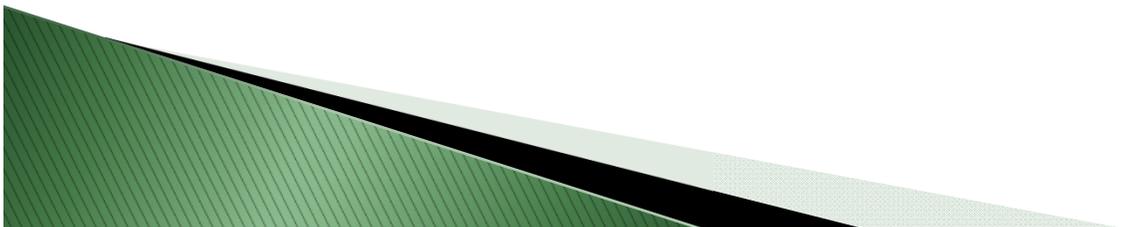
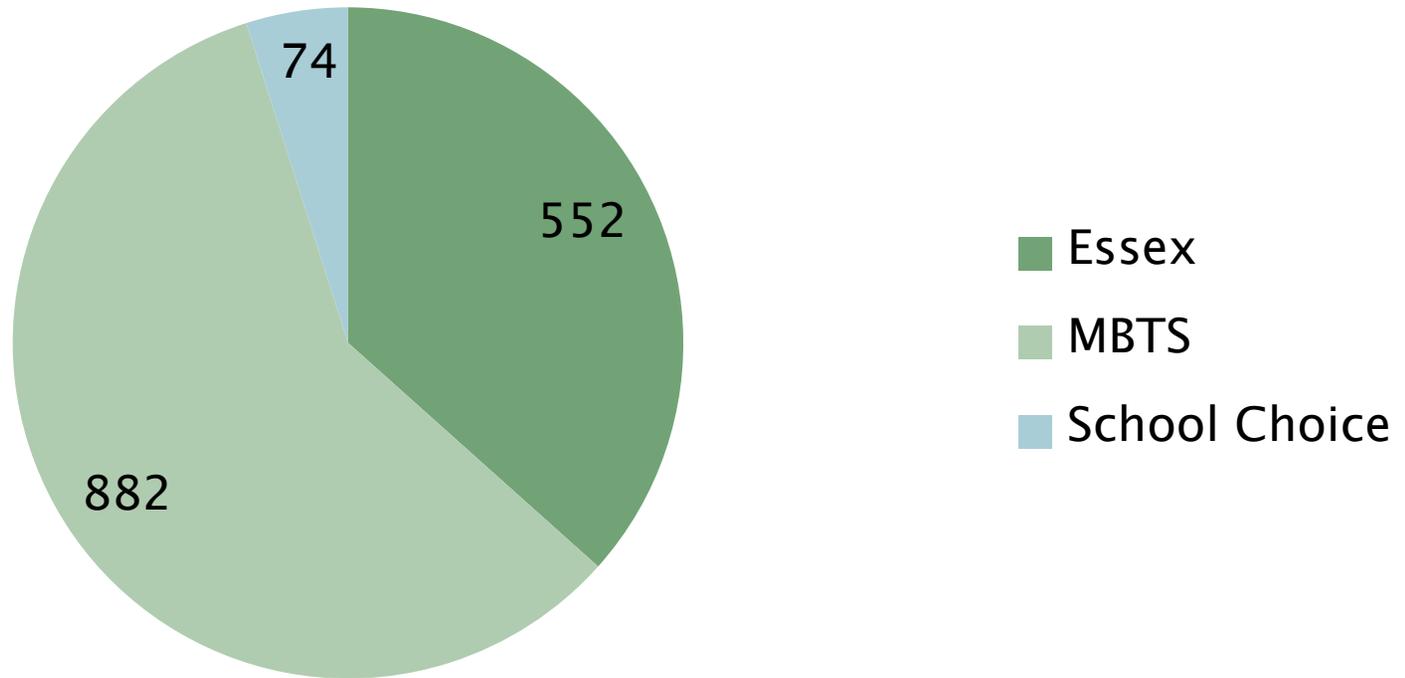
FY14 Enrollment by School



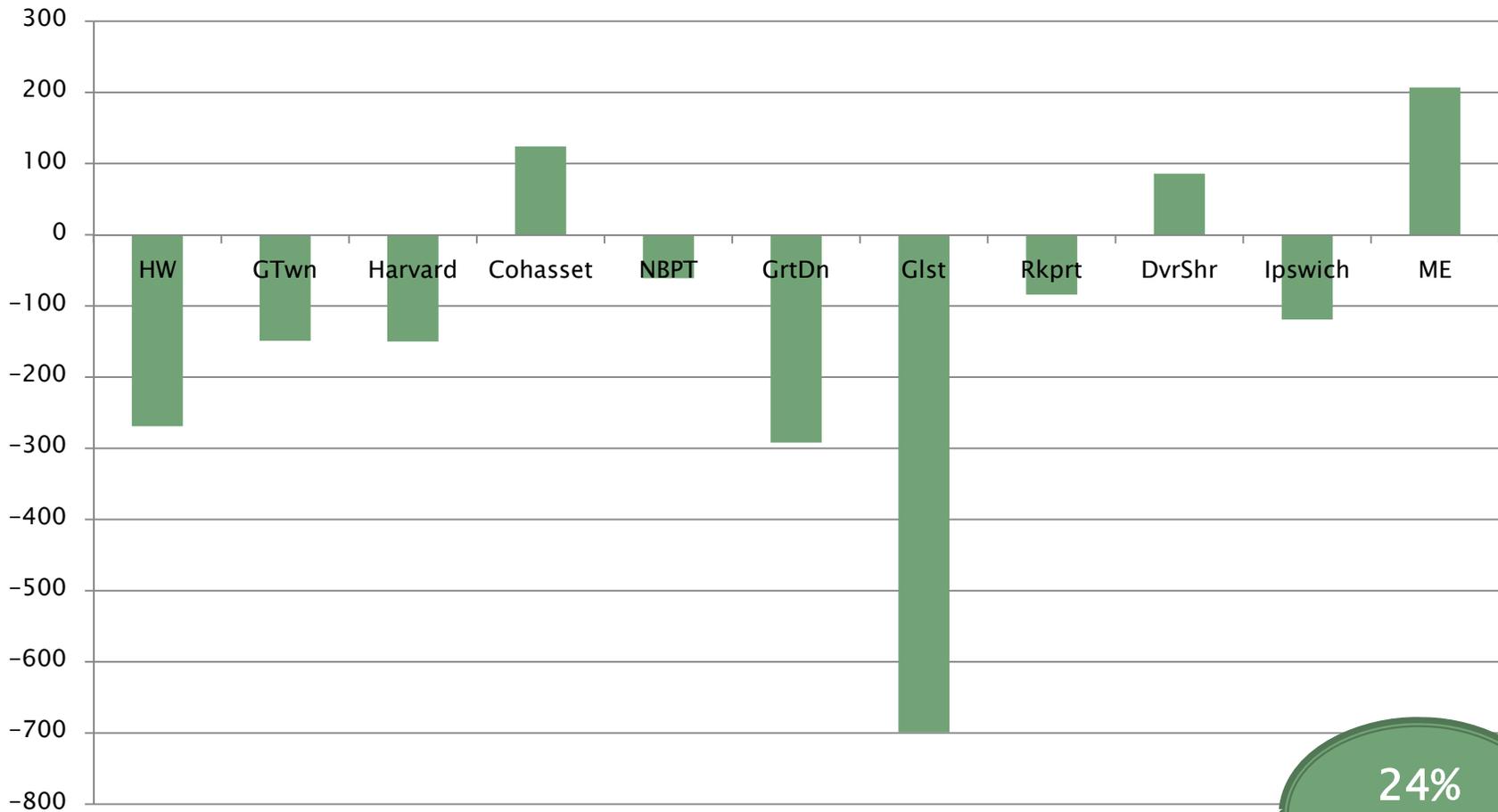
Equivalent to 24% Enrollment Increase

FY14 Enrollment by Town

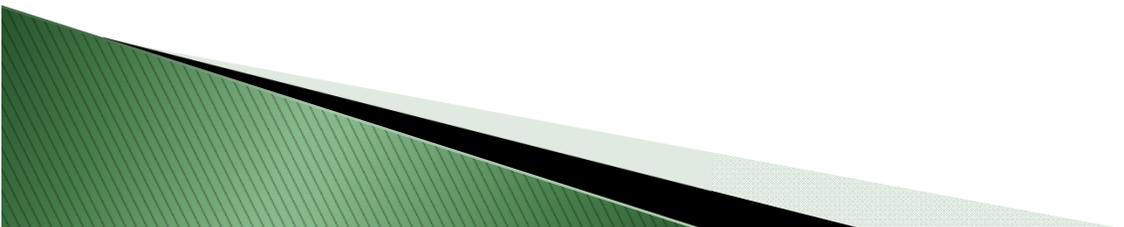
Resident Enrollment



Change in Enrollment from 2007



24%
Growth



Supporting Information

»» Per Pupil Expenditure

FY13 Per Pupil Expenditure Comparables

DART Districts	PPE FY13	Cape Ann League	PPE FY13
HAMILTON		ROCKPORT	15,876.57
WENHAM	15,056.82	HAMILTON WENHAM	15,056.82
HARVARD	14,690.69	GLOUCESTER	14,489.03
MERSD	14,317.33	BOXFORD	14,381.80
COHASSET	13,478.43	MANCHESTER ESSEX	14,317.33
NEWBURYPORT	13,427.91	TOPSFIELD	14,176.05
NORWELL	13,332.88	TRITON	13,451.08
KING PHILIP	12,854.91	NEWBURYPORT	13,427.91
GROTON		MASCONOMET	13,373.55
DUNSTABLE	12,848.90	AMESBURY	13,036.27
MEDWAY	12,431.93	MIDDLETON	12,720.29
TYNGSBOROUGH	12,086.12	PENTUCKET	12,327.19
GEORGETOWN	11,056.35	IPSWICH	11,943.73
		GEORGETOWN	11,056.35

FY13 Per Pupil Expenditure Comparables

BBJ High Performing Districts	PPE FY13
CONCORD CARLISLE	20,801.81
WESTON	20,579.34
LINCOLN SUDBURY	18,303.51
CARLISLE	17,280.26
WELLESLEY	17,232.44
NEWTON	17,140.83
DOVER SHERBORN	17,122.94
LEXINGTON	16,811.51
CONCORD	16,274.46
WAYLAND	16,176.94
WESTWOOD	14,826.90
HARVARD	14,690.69
SHARON	14,659.39
ANDOVER	14,376.66
NEEDHAM	14,319.83
MANCHESTER ESSEX	14,317.33
WESTBOROUGH	14,305.51
ACTON BOXBOROUGH	13,962.25
NORTHBORO SOUTHBORO	13,698.39
SUDBURY	13,425.85
NASHOBA	13,107.10
BELMONT	12,659.15
ARLINGTON	12,545.75
WINCHESTER	12,380.46
MEDFIELD	12,321.00
WESTFORD	11,838.20
HINGHAM	11,430.23

Boston Magazine District w/ High Performing High Schools	PPE FY13
CONCORD CARLISLE	20,801.81
WESTON	20,579.34
LINCOLN SUDBURY	18,303.51
WELLESLEY	17,232.44
NEWTON	17,140.83
DOVER SHERBORN	17,122.94
BEDFORD	16,992.92
BROOKLINE	16,924.12
LEXINGTON	16,811.51
WAYLAND	16,176.94
WESTWOOD	14,826.90
SHARON	14,659.39
ANDOVER	14,376.66
NEEDHAM	14,319.83
MANCHESTER ESSEX	14,317.33
ACTON BOXBOROUGH	13,962.25
HOPKINTON	13,005.16
BELMONT	12,659.15
ARLINGTON	12,545.75
DUXBURY	12,497.40
WINCHESTER	12,380.46
MEDFIELD	12,321.00
WESTFORD	11,838.20
HINGHAM	11,430.23

Sample of Teacher Salary Rankings – *Boston Business Journal*

Masco	20
Rockport	45
Hamilton Wenham	52
Newburyport	61
Triton	73
Lynnfield	83
Swampscott	88
Amesbury	89
Topsfield	90
Winchester	106
Boxford	107
Danvers	127
Salem	134
MERSD	138
Gloucester	148
Ipswich	151
Beverly	300

Elementary Facilities Outlook

Scenario 1 Essex & Memorial Simultaneous Projects

- ▶ MSBA Acceptance Fall 2015
- ▶ Spring 2016 Feasibility Study
 - Est. Cost \$500,000
- Spring 2017 Project Vote
 - Overall project est. \$25million
 - MSBA funding estimate 32%
 - Est. Cost MBTS – 10.8m
 - Essex projected cost – 6.2m

Scenario 2 Essex & Memorial Separate Projects

- ▶ MSBA Acceptance Fall 2015
- ▶ Spring 2016 Feasibility Study
 - Est. Cost \$500,000
- Spring 2017 Project Vote
 - Overall project est. \$25million
 - MSBA funding estimate 32%
 - Est. Cost MBTS – 10.8m
 - Essex projected cost – 6.2m
- ▶ 2020 Project Completion
- ▶ 2021 Begin Cycle – Project 2

Elementary Facilities Outlook

Scenario 1

Essex & Memorial Simultaneous Projects

- ▶ MSBA Acceptance Fall 2015
- ▶ Spring 2016 Feasibility Study
 - Est. Cost \$500,000
- Spring 2017 Project Vote
 - Overall project est. \$40 million
 - MSBA funding estimate 32%
 - MBTS projected cost – 18.1m
 - Essex projected cost – 9.1m
- ▶ 2020 Project Completion

Elementary Facilities Outlook

Scenario 2

Essex & Memorial Separate Projects

Phase 1

- ▶ MSBA Acceptance Fall 2015
- ▶ Spring 2016 Feasibility Study
 - Est. Cost \$500,000
- Spring 2017 Project Vote
 - Overall project est. \$25million
 - MSBA funding estimate 32%
 - Est. Cost MBTS – 10.8m
 - Essex projected cost – 6.2m
- ▶ 2020 Project Completion

Phase 2

- ▶ Project 2 - MSBA Acceptance Fall 2021
- ▶ Spring 2022 Feasibility Study
 - Est. Cost \$500,000
- Spring 2023 Project Vote
 - Overall project est. \$15million
 - MSBA funding estimate 32%
 - Est. Cost MBTS – 6.5m
 - Essex projected cost – 3.7m
- ▶ 2026 Project Completion

Supporting Information

»» Strategic Planning

State of the Union

- ▶ Top 10% of school districts in MA with MERHS achieving National Ranking.
- ▶ National AP Honor Roll District
- ▶ State & Nationally Recognized Extra-Curricular Programs in Debate, DECA, STEM, Environmental Studies
- ▶ Championship Athletics Teams - division and state championship teams in Field Hockey, Tennis, Sailing, X-Country, and Soccer
- ▶ State & Regionally recognized arts and music programs
- ▶ MA Community Innovation Challenge Grant spotlight district for dyslexia programming and savings to taxpayers (\$685,000)
- ▶ Collaboratively addressed
- ▶ High performing faculty and leadership team providing professional development, serving as officers, and representing MERSD regionally and statewide – MASC, MASS, MASBO, DESE Principal Advisory, Northeast Consortium, EdCamp Boston, Orton-Gillingham, Endicott College and more.



Strategic Planning Progress

- ▶ Shifting from building foundations for change to implementing the vision.
- ▶ Significant progress toward our goal of reaching all learners
- ▶ Established a foundation from which to move forward in better serving the needs of the whole child.
- ▶ Forward Thinking – Growth Mindset
 - Cohesion of the leadership team focused goal setting, capacity building, and improvement
 - Cultivating an environment that facilitates the increasing pace of change in education
- ▶ Institutionalized practices of seeking efficiencies and short and long-term fiscal responsibility



Strategic Planning Progress Report

► Highlights

- Increased alignment and collaboration around shared vision
- Success at Reaching all Learners
 - Increased opportunities for middle child
 - PD aligned with district goals and focused on differentiation of instruction
 - Specialized program development to reach broad array of learning needs
 - Programs are financially beneficial to the district
- Student Achievement continues to improve
 - Traditional Measures: MCAS, AP, SAT/ACT
 - Non-Traditional: Athletics, Arts, Humanities
 - Implementation of RtI Shows positive gains
 - Cohort growth by grade level
 - Reduction of referrals



District Improvement Plan Progress Report

► Highlights

- Long-term budget planning is in place
 - Roadmap to address long-term liabilities
 - Multi-Year budget projections allow us to plan more effectively
- Annual process for identifying efficiencies / cost savings
- Strong Community Partnerships developing
- Regional, State, and National Recognition of MERSD programs



District Plan

- ▶ Mission, Vision and Core Values of Strategic Plan provide the structure
- ▶ Seeks to provide district road map
- ▶ Informs development of school and educator plans
- ▶ Living Document

