Berlin-Boylston Regional School District
Carol L. Costello, Superintendent of Schools
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To: Berlin-Boylston Regional School Committee
From: Carol L. Costello, Superintendent of Schools
Re: Final Report - Superintendent Goals FY24
Date: May 7, 2024

Summary: From September to February, I have focused on goals as a portion of my responsibilities as Superintendent of Schools.

Evidence Key (Color Coded by Effectiveness)
Goal #1: Student Learning Goal
= Standard I (I-C, I-D, I-E)
= Standard IV (IV-A, IV-E)

Goal #1: Student Learning Goal
Instructional Leadership:
The newly formed district administrative team has worked throughout the summer to establish a Problem of Practice from which all of our goals this year are designed. These goals are intended to move us toward developing a competency-based education through which we will expand the possibilities for all students to follow a variety of pathways toward graduation and align to the vision designed in our upcoming work around the Portrait of a Graduate. The Problem of Practice is, "How do we build collective advocacy within our school system that demonstrates connected, collaborative, intentional instructional practices based on student need and teachers' expertise? In each of our action steps we will monitor how we work together, and share our strengths to improve all student learning and experiences,

Therefore, my instructional leadership goal for the 2023-2024 school year will be to meet at regularly scheduled times each week with administrators to review the following:

1. Progress on the administrative team goal of using real data for instructional improvement
2. The consistency and accountability by which each administrator effectively evaluates educators for the purpose of reaching this goal, specifically in the areas of instructional practices and assessment and, participation in classroom walkthroughs with a focus on instructional practices

Effectiveness will be measured by:

1. A record of dates and times from each weekly meeting between the administrative team and the Superintendent, including a meeting schedule and summary of those meetings
2. Evidence of a review of real data between the Superintendent and principals including: Aimsweb data, MA Comprehensive Assessment System (MCAS) data

Standards Addressed:

Standard 1: Instructional Leadership: The education leader promotes the learning and growth of all students and the success of all staff by cultivating a shared vision that makes powerful teaching and learning the central focus of schooling.

- Indicator I-C: Assessment: Ensures that all principals and administrators facilitate practices that propel personnel to use a variety of formal and informal methods and assessments to measure student learning growth, and understanding and make necessary adjustments to their practice when students are not learning. (I-C-1 - Variety of Assessment Methods; I-C-2 - Adjustments to Practice)

- Indicator I-D - Evaluation: Provides effective and timely supervision and evaluation of all staff in alignment with state regulations and contract provisions. (I-D-1: I-D-2; I-D-3)

- Indicator I-E - Data-Informed Decision Making: Uses multiple sources of evidence related to student learning, including state, district, and school assessment results and growth data, to inform school and district goals and improve organizational performance, educator effectiveness and student learning. (I-E-1)

Standard IV: Professional Culture - Promotes success for all students by nurturing and sustaining a school culture of reflective practice, high expectations, and continuous learning for staff.

- Indicator IV-A- Commitment to High Standards - Fosters a shared commitment to high standards of teaching and learning with high expectations for achievement for all, including:

  1).Mission and core values: Develops, promotes and secures staff commitment to core values that guide the development of a succinct, results-oriented mission statement and ongoing decision-making.

  2)Meetings: Plans and leads well-run and engaging meetings that have clear purpose, focus on matters of consequence, and engage participants in a thoughtful and productive series of conversations and deliberations about

important school matters. (IV-A-1 Commitment to High Standards) (IV-A-2 Mission and Core Values) (IV-A-3 Meetings)

- *Indicator IV-E. Shared Vision* - Continuously engages all stakeholders in the creation of a shared educational vision in which every student is prepared to succeed in postsecondary education and become responsible citizens and community contributors. (IV-E-1: Shared vision development)

Evidence to Date:

Administrative Team Meetings (Reflection)- February 27, 2024): The Administrative Team meets every Wednesday. To date, we have met for a total of twenty meetings, focused on multiple topics of concern including data and assessment, curriculum, instructional practices, special education, school safety, professional development, policies and procedures, and school climate.

During these meetings, my focus is on building leadership and team capacity among our administrators as well as problem-solving issues in a collaborative manner that demonstrates a consistent thread across the grade levels. I have met separately with the middle/high school team and elementary team to discuss Aimsweb benchmark tests and MCAS results. This time enables us to dig more deeply into the impact of the results on students' learning and to plan next steps. In part, our proposed 2024-2025 calendar and the change in scheduling at Tahanto Middle/High School is driven by our efforts to provide students and staff with quality time for learning. The administrative team will make available to the School Committee their Aimsweb results and summaries between February and March 2024.

Administrative Team Meetings (Reflection) - May 7, 2024): I am very proud of the Administrative Team assembled this year. In addition to our Pupil Personnel Director, Technology Coordinator, and Finance Director, our team includes a new Superintendent of Schools, a new principal and two new assistant principals at Tahanto Regional Middle/High School, a new principal at Boylston Elementary School, and two administrators assuming new roles as Curriculum Director (6-12), and Elementary Curriculum Coordinator (K-5).

Since our retreat this summer, the team has made a commitment to meet together weekly, and we have honored that commitment. Over the past months we have built trusting relationships leading to the ability to speak freely, share different perspectives, and support one another fully. The team agendas are built by both the Superintendent and individual team members who bring forward topics for discussion and decision making. Each week, an agenda goes out to the team from the Superintendent and members may add items that are timely or worthy of discussion. Among these topics have included: data-based decision making, climate surveys, professional development, building and staff management, and short and long-term planning. We have also participated together in a book study led by our Tahanto Curriculum Director related to team

building, called *The Culture Code.* I look forward to the year ahead as we continually strengthen our team for the good of our district.

Administrative Team Meetings:

September Meetings:

September 13th - Principals/Curriculum/SPED
September 20th - Elementary followed by Middle/High School - Goal Setting
September 27th - Full Administrative Meeting

October Meetings:

October 4th - Elementary followed by Middle/High School
October 11th - Principals/Curriculum/SPED
October 25th - Elementary followed by Middle/High School

November Meetings:

November 1st - Full Administrative Meeting
November 8th - Elementary followed by Middle/High School
November 15th - Principals/Curriculum/SPED
November 29th - Elementary followed by Middle/High School

December Meetings:

December 6th - Principals/Curriculum/SPED
December 13th - Elementary followed by Middle/High School
December 20th - Principals/Curriculum/SPED

January Meetings:

January 10th - Elementary followed by Middle/High School
January 17th - Full Administrative Meeting -
January 24th - Elementary followed by Middle/High School
January 31st - Principals/Curriculum/SPED

February Meetings:

February 7th - Elementary followed by Middle/High School
February 13th - Principals/Curriculum/SPED
February 28th - Elementary followed by Middle/High School
Mid-Year Progress Report on Goals due by February 25th

March Meetings:

March 6th - Full Administrative Meeting
March 13th - Elementary followed by Middle/High School
March 20th- Principals/Curriculum/SPED
March 27th - Elementary followed by Middle/High School

April Meetings:
April 3rd - Principals/Curriculum/SPED
April 10th - Elementary followed by Middle/High School
April 24th - Principals/Curriculum/SPED

May Meetings:
May 1st - Elementary followed by Middle/High School
May 8th - Full Administrative Meeting
May 15th - Elementary followed by Middle/HIgh School
May 22nd - Principals/Curriculum/SPED

Sample Agenda on Data Discussion: From the Administrative Meeting minutes dated Wednesday, October 25th:

During our meeting, we focused on the following benchmark assessment: Aimsweb (fall results)

- Aimsweb fall results for each grade level
- Identification of students who need progress monitoring and how that is being addressed to ensure that these gaps are being closed. (What does the remediation piece truly looks like in the schools?)
- Tracking our students who faced the COVID years - again, what are we doing to close the gaps and how do we ensure that is happening/has happened effectively and efficiently?
- What additional factors/conditions are present in other school districts that have enabled them to successfully close the achievement gap? - Broad discussion for exploration

Sample Agenda Topic - Data Discussion: From the Administrative Meeting minutes dated Wednesday, April 24th:

1. 9:30am - Julie Spencer-Robinson from ECP – DESE offers a Professional Development opportunity called the *School Quality Measures Framework*, a data dashboard that measures and aggregates multiple indicators in schools including academics, school culture. The BBEA and administrators will discuss this option for professional development next year. During our meeting, Sally shared that she and Carol would be talking to Craig Consigli from Milford (MCIEA member) this Friday and Sally will reach out to Maynard who belongs to ECP. The Administrative team should be thinking about whether or not we would like to take advantage of this opportunity. We will be revisiting in June with the intention of adding our training to the summer retreat.

Evidence to Date: Walkthroughs (reflection) - February 27, 2024: Walkthroughs provide a formative assessment opportunity for me to visit individual schools and classrooms to observe teaching “in action.” When I do walkthroughs, I typically take our building administrator(s) with me so that we can focus on “ look fors” or areas of special interest in understanding not only

what our teachers teach, but how they teach. For example, in the fall visits, our focus was on instructional practices.

Another purpose of the walkthrough is to support our teaching staff by demonstrating interest and providing feedback on instruction related to delivering learning effectively in their content area. This can be accomplished for specific lessons, classroom and whole-school events, and professional development training. From contained experiences to larger, more visible experiences such as school assemblies and special events, I am able to observe the school culture, adherence to curriculum, making cross-curricular connections, classroom management and staff, students, and family engagement. Each of these components contribute to student success. Our administrative team must look across all of these possibilities in terms of supporting our students.

Walkthroughs are an area that I intend to increase time doing as I believe it is invaluable to our work as an administrative team. To do so, I will begin limiting "office meeting time" which has consumed much of my days this past fall and winter, and begin scheduling these specific blocks of time on my calendar.

Evidence to Date: Walkthroughs (reflection) - May 7, 2024: While it was my intention to participate in more classroom walkthroughs with administrators during the spring, I found that my time was limited to events and touring opportunities within the individual schools and classrooms on my own or in groups. This is an area on which I will continue to focus next year. It is my intention to have the administrative team "drill down" into the areas of teaching and learning using data to identify gaps in meeting learning targets as well as instructional practices. Through our monthly professional development opportunities, we will also be able to expand our ability to link content area curriculum vertically across the grade levels, target and improve instruction to our high needs students, and continue to support all learners through the development of a district-wide strategic plan.

Walkthrough Opportunities:
Tahanto:
Monday, October 30, 2023- (Focus – Instructional Practice) Middle School, Special Education, Art;
Monday, November 20, 2023 – (Focus – Instructional Practice) High School
Friday, December 22, 2023 - School Culture
Wednesday, March 20, 2024 - Showcase of Learning - Grades 6-12
Monday, March 25, 2024 - School Safety and Security
Friday, March 29, 2024 - Tour with Senator Kennedy
Wednesday, April 10, 2024 - Exhibition (Senior Class)

Boylston Elementary School:
Friday, October 13, 2023 – Grades 3,4,5 (general walkthrough)
Thursday, October 19, 2023 – Grade 3 – Reed – Mystery Reader
Tuesday, November 22, 2023- general walkthrough
Monday, December 18, 2023 - holiday festivities became roof leaks/CS, RC, MG, AS, RB, DA
Friday, December 22, 2023 - School Culture
Wednesday, March 20, 2024 - **Celebration of Learning**
Monday, March 25, 2024 - School Safety and Security

Thursday, April 4, 2024 - Coverage
Monday, April 29, 2024 - School Safety and Security (fire drill)

Berlin Memorial School
Tuesday, October 17, 2023 – Grades K,1,2 – *Fundations, ELA*
Tuesday, October 24, 2023 - Science Instruction on Circuits – B. Sheikh
Tuesday, November 21, 2023 – general walkthrough
Wednesday, December 6, 2023 - grades K-3 walkthrough w/Campbell & Sykes (instructional practice)
Friday, December 15, 2023 - Safety check after morning fire alarm/evacuation
Thursday, December 21, 2023 - School Culture
Wednesday, March 20, 2024 - Celebration of Learning
Tuesday, April 30, 2024 - Walkthrough & Meeting

Professional Development Day Walkthroughs
Thursday, December 7, 2023 - walkthrough in elementary schools and TAH re: PD offerings
Friday, January 12, 2024 - walkthroughs at TAH (SPED IEP training; Elementary - Science and Literacy workshops
Wednesday, March 20, 2024 - Celebration of Learning - District Event
Friday, March 29, 2024 - Tour with Senator Kennedy

Goal #2: District Improvement Goal
Community Engagement: Community outreach in both towns is essential to building partnerships and relationships that serve our students, staff and families, as well as honor our commitment to our towns and communities who support us. This goal will focus on continued and broader community outreach.

By June 2024, the Superintendent will have demonstrated community outreach through attendance at school and community meetings, organizations, and events in both Boylston and Berlin.

Effectiveness will be measured by:
- Attendance and participation at each Parent/Teacher Organization meeting at least once during the year
- Attendance and participation at least one SEPAC meeting during the year
- Attendance and participation at least one community event in each town during the year
- Attendance and participation at least one municipal meeting in each town during the year
- Facilitation of at least one Berlin-Boylston Crisis Team Meeting
- Attendance at least one athletic event in the district

Standards Addressed:
Standard III: Family and Community Engagement - Promotes the learning and growth of all students and the success of all staff through effective partnerships with families, community organizations, and other stakeholders that support the mission of the school and district.

- Indicator III-A: Engagement - Welcomes and encourages every family to become active participants in the classroom and school community. (II-A-2: Community and Stakeholder Engagement)

- Indicator III-D: Family Concerns - Addresses family concerns in an equitable, effective, and efficient manner. (III-D-1)

Standard IV: Professional Culture - Promotes success for all students by nurturing and sustaining a school culture of reflective practice, high expectations, and continuous learning for staff.

- Indicator IV-C: Communications - Demonstrates strong interpersonal, written, and verbal communication skills (IV-C-1 Communication Skills) (IV-E-1: Shared Vision Development)

Goal #2: District Improvement Goal

= Standard III (III-A, III-D)

= Standard IV (IV-C)

Evidence to Date:

Superintendent Attendance at School/Town Events (Reflection) - February 27, 2024

Community engagement is essential to the role of Superintendent of Schools. It is always an honor to attend meetings and events focused on students, school, families and community. During this first half of the school year, I have made an attempt to reach out in a variety of different ways by "showing up" and serving as a visible representation of our school district. During these varied meetings, parents and community members have an opportunity to ask questions, express concerns, and seek support. In this way, I hope that all of these stakeholders know that I have been committed to what is best for our district and that I have served each of these constituents with respect and a desire to build relationships and partnerships.

Superintendent Attendance at School/Town Events (Reflection) - May 7, 2024

During this portion of the school year, I continued to maintain visibility throughout the district at meetings and events held among the schools. In the past few months, my attention has been focused on our annual school budget and numerous meetings with our budget subcommittee and town representatives in preparation for the Town Meeting on May 6, 2024. As we move toward the end of the school year, it is also my intention to attend games being held in-district before the spring seasons come to a close.

Berlin Memorial School
Tuesday, September 12, 2023 – Berlin Night at the WooSox game
Wednesday, October 15, 2023 – L.I.N.K. Meeting
Friday, October 20, 2023. Berlin L.I.N.K. fundraiser – Corn Maze at Schartner Farms
Tuesday, October 31, 2023 – Halloween Parade
Wednesday, December 20, 2023 - L.I.N.K. Winter Wonderland After-school Event
Thursday, December 21, 2023 - Winter Holiday Concert (band and chorus)
Thursday, February 1, 2024 - Berlin Memorial School Coffee Chat
Wednesday, February 14, 2024 - Berlin Patriotic Assembly
Monday, March 4, 2024 - Community Reading Day
Thursday, April 4, 2024 - Berlin L.I.N.K. Meeting
Wednesday, May 1, 2024 - Berlin L.I.N.K. Parent Forum on the FY25 Budget

Boylston Elementary School
Tuesday, October 10, 2023 – Community Leader Interview with first graders
Tuesday, October 31, 2023 – Halloween Parade
Thursday, November 2, 2023 – Boylston PTO Meeting
Wednesday, December 6, 2023 - Boylston School Council Meeting
Friday, December 22, 2023 - Winter Holiday Concert (band and chorus)
Tuesday, January 30, 2024 - Boylston Elementary School Coffee Chat
Monday, March 4, 2024 - Community Reading Day

Tahanto Regional Middle/High School
Thursday, October 26, 2023 – Tahanto Fall Festival/Haunted Hallway
Thursday, November 23, 2023 – Tahanto Football Game (Thanksgiving) vs. Maynard
Wednesday, November 29, 2024 - Lions Football Super Bowl - Gillette Stadium
Wednesday, December 13, 2023 - Tahanto PTO meeting
Thursday, December 14, 2023 - Tahanto Chorus Concert
Saturday, December 16, 2023 - TAH (Lions) Football Parade, West Boylston
Wednesday, January 24, 2024 - TAH School Council Meeting
Tuesday, February 6, 2024 - Tahanto Coffee Chat
Tuesday, February 6, 2024 - Middle School boys' basketball game & senior girls basketball game
Sunday, March 24, 2024 - Grief Counseling
Thursday, May 2, 2024 - Tahanto Chorus Concert
Tuesday, May 7, 2024 - Tahanto Art Show
Wednesday/Thursday, May 8 & 9 - Tahanto Middle & High School Band Concerts - pending

District
Monday, September 18, 2023 – SEPAC Meet and Greet with Administrative Team
Thursday, September 28, 2023 - Berlin-Boylston Crisis Committee – Reunification Planning for Boylston (Tahanto and Boylston Elementary School)
Saturday, January 7, 2024 - Worcester Railers Game - BBRSD Elementary Chorus sings National Anthem & God Bless America
Monday, February 12, 2024 - SEPAC meeting

Town of Boylston
Friday, September 15, 2023 – CREST Technology – Anniversary event (20 years)
Monday, November 6, 2023 – School Resource Officer, Boylston Board of Selectmen

Thursday, November 16, 2023 – Hazard Mitigation Plan Meeting – Kickoff with the central MA Regional Planning Commission (CMRPC)
Monday, February 12, 2024 - Boylston Finance Committee
Thursday, February 15, 2025 - Coffee Chat at Boylston Library
Thursday, January 18, 2024 - Hazard Mitigation Plan Meeting - CMRPC
Thursday, February 15, 2025 - Coffee Chat at Boylston Library
Thursday, March 28, 2024 - Hazard Mitigation Plan Meeting - CMRPC

Town of Berlin
Wednesday, September 27, 2023 – 19 Carter Coffee Hour
Wednesday, January 3, 2024 - 19 Carter Coffee Hour
Thursday February 8, 2024 - Coffee Chat at Berlin Library

Joint Town Meetings
Tuesday, October 24, 2023 – Joint meeting with town selectboards, finance committees and town administrators
Wednesday, December 13, 2023 – Berlin Finance Committee
Monday, January 29, 2024 - Boylston Selectboard Committee
Monday, February 12, 2024 - Boylston Finance Committee
Monday, April 22, 2024 - Boylston Board of Selectmen

Portrait of a Graduate Meetings (including parents, teachers, community members, administrators from Boylston and Berlin):
Tuesday, November 7, 2024
Tuesday, December 5, 2024
Tuesday, February 6, 2024
Tuesday, March 5, 2024
Thursday, April 11, 2024

Evidence to Date:
Superintendent Written Communication to School and Broader Communities - February 27, 2024
In addition to physical community engagement opportunities, I also send a weekly newsletter that features our Central Office administrators and myself to our families, staff, and town websites. I have also invited a Tahanto student to serve as our Central Office liaison. The senior student, Lilian Sydow, collects events across the schools and integrates them into our newsletter so that families can see and, perhaps, choose to attend events across the schools and district. Lilian has also published a commentary and is expected to do a second one soon.

Superintendent Written Communication to School and Broader Communities - May 7, 2024
I have continued my weekly newsletter and ongoing, timely communication to the public as necessary through emails and school messenger notifications. My newsletter pieces have addressed a range of topics that promote the District and its individual schools as well as provide information about topics such as the budget and mental health concerns. School

Messenger is used as the platform to feed both the newsletter and inclement weather condition updates to the public.

Goal #3: Professional Practice Goal

As a first "official" year Superintendent, my goal for the 2023-2024 school year is to strengthen my understanding of the operation of a regional school as it pertains to policy and budget.
Action Steps Addressed: The Superintendent and mentor will focus on the following areas demonstrating evidence of professional growth in: regional school systems; budget processes
I will maintain a log of meetings and discussions with my mentor based on these topics as well as issues that arise throughout the year including personnel matters, and communication with stakeholders.

Effectiveness will be measured by:

- A list of meeting dates and discussion topics addressed, and resources consulted as related to regional schools and budgetary processes
- Evidence of workshops, trainings, etc. focused on areas of budget and regional schools

Standards Addressed:

Standard II: Management & Operations - Promotes the learning and growth of all students and the success of all staff by ensuring a safe, efficient, and effective learning environment, using resources to implement appropriate curriculum, staffing and scheduling.

- Indicator II-E: Fiscal Systems - Develops a budget that supports the district's vision, mission, and goals; allocates and manages expenditures consistent with district/school-level goals and available resources. (II-E-1. Fiscal Systems)

Standard IV: Professional Culture - Promotes success for all students by nurturing and sustaining a school culture of reflective practice, high expectations, and continuous learning for staff.

- Indicator IV-A- Commitment to High Standards - Fosters a shared commitment to high standards of teaching and learning with high expectations for achievement for all, including:
  Mission and core values: Develops, promotes and secures staff commitment to core values that guide the development of a succinct, results-oriented mission statement and ongoing decision-making.

  Meetings: Plans and leads well-run and engaging meetings that have clear purpose, focus on matters of consequence, and engage participants in a thoughtful and productive series of conversations and deliberations about important school matters. (IV-A-1 Commitment to High Standards) (IV-A-2 Mission and Core Values) (IV-A-3 Meetings)

- Indicator IV-D. Continuous Learning - Develops and nurtures a culture in which staff members are reflective about their practice and use student data, current research, best practices and theory to continuously adapt instruction and achieve improved results. Models these behaviors in the administrator's own practice. (IV-D-2)

Goal #3: Professional Practice Goal

= Standard II (II-E)

= Standard IV (IV-A, IV-D)

Evidence to date:

Budgeting/Finance (Reflection) - February 27, 2024: Understanding the nuances of the budget process can be a challenge to a new Superintendent. In my previous role as Assistant Superintendent, I focused primarily on fiscal areas such as grants and curriculum. The work with my mentor and the Massachusetts Regional School Association (MARS) members has provided an important opportunity to gain a better understanding of the budget as it relates to regional school districts and my responsibilities as a fiscal leader to our school committee and town boards and committees. At this point of the year, I believe that I have made progress toward proficiency and will continue to avail myself of opportunities to expand my understanding.

Budgeting/Finance (Reflection) - May 7, 2024: As I look back over the past year, I recognize the growth that I have made in this area, not only in developing a better understanding of budgets and the budget process, but of the unique laws that govern regional school districts, town meeting procedures and protocols, and the importance of ongoing communication and collaboration. Going into this next year and with two budget seasons behind me, I feel confident as a leader in this area and in contributing to improved ways of working with our towns and our school committee. In the next school year, my intention is to work more closely with my administrative team to develop and support their understanding of the budget process.

Superintendent Mentor Meetings

Mentor: Sheila Muir, Superintendent of Quabbin Regional School District (ret.)
2023-2024
Summary of Discussions

1. Thursday, August 3, 2023 – Initial Meeting on goal setting, specifically budget process, introduction of Central Office staff

2. Tuesday, September 26, 2023 – Review of draft goals; request to host a MARS workshop with our School Committee on the budget process

3. Thursday, October 19, 2023 – Final preparations for MARS workshop

4. Tuesday, October 24, 2023 – MARS workshop with School Committee

5. Wednesday, November 8, 2023 – MASC/MASS Conference:
   Attended MARS workshop, *Addressing the Unique Challenges of Regional Schools:* "Revenue analysis, budget planning and management, and transportation in regional districts are often different compared with municipal districts. Learn how to address those unique challenges to deploy efficiencies that result in greater availability of time and money for direct services to students."
   Attended follow-up session hosted by MARS
   Met with mentor to discuss budget progress to date

6. Tuesday, November 14, 2023 – Phone call with Steve Hemmen (MARS) to discuss preparations for the November workshop with the School Committee. The conversation included a review of the powerpoint and other materials that would be addressed at the workshop.

7. Friday, November 17, 2023 – In-person meeting with Steve Hemmen, Megan Grill, and Nancy Konisky – discussion of specific budget "vocabulary", i.e. levies and assessments; review of draft letter to town; finalize plans for MARS workshop

8. Monday, November 27, 2023 - Phone Conversation w/Steve Hemmen to review MARS presentation and SC letter to Town

9. Tuesday, November 28, 2023 – MARS workshop with School Committee

10. Monday, December 18, 2023 - Zoom meeting with Steve Hemmen to continued correspondence with Berlin Finance Committee related to Berlin request to receive operational budget

11. Tuesday, December 19, 2023 - Phone conversation with Sheila Muir to discuss next steps for District/School Committee related to the budget

12. Thursday, January 4, 2024 - Phone mentor meeting with Sheila Muir - discussion about annual audit; Quabbin invited the auditor to meet with the audit subcommittee once the audit was completed, and then had the auditor present to the school committee at the meeting that evening. This is something I would like to begin doing this year. It benefits us, not only from learning whether or not our financial statements are well-maintained, but also teaches us more about how to best look at our finances and plan more effectively.

13. Tuesday, January 30th at 11:30am - Participated in the MARS Virtual Workshop: Understanding the Governor's Budget, featuring MARS presenters

14. March 7, 2024 - (Mentor Meeting) Understanding Excess & Deficiency and How to Apply It (see document entitled 2023 - guidance)

15. March 8, 2024 - MARS Consultation on Budget (Zoom) - Steve Hemman with Meagan Grill and Nancy Konisky

16. Friday, April 26, 2024 - Sheila Muir - Town Meeting Budget - Steps to follow during Town Meeting Meagan Grill, Carol Costello

17. Thursday, May 2, 2024 - Sheila Muir - Preparation of speech before the Berlin Town Meeting and Town Meeting Discussion

18. Thursday, May 2, 2024 - Town Meeting Discussion and budget - Sheila Muir, Meagan Grill, Steven Hemman, Julie Lee

19. Numerous phone conversations with Steve Hemman, MARS representative, who has worked with our Finance Director, School Committee Chair and myself on budget, assessments, regional school budget process and the MSBA grant.