DOVER SHERBORN
REGIONAL SCHOOL DISTRICT

FISCAL YEAR 2027
OPERATING BUDGET

Beth McCoy, Superintendent of Schools
Denny Conklin, Assistant Superintendent
Dawn Fattore, Business Administrator
Kate McCarthy, Director of Student Services

SCHOOL COMMITTEE MEMBERS

Angie Johnson, Chair
Jeff Cassidy, Vice-Chair
Kevin Crotty, Secretary
Toa Ashk, Member
Mary Lowder, Member
Lindsay Nie, Member

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EXECUTIVE SUMMARY

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The Public Schools of Dover and Sherborn
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Elizabeth M. McCoy, Superintendent
Denton Conklin, Assistant Superintendent

Dawn Fattore, Business Administrator
Kate McCarthy, Director of Student Services

TO: Dover-Sherborn Regional School Committee
FROM: Dawn Fattore, Business Administrator
DATE: December 2, 2025
RE: FY27 Operating Budget Overview– Version 1.0

Budget Assumptions

The FY27 Operating Budget was developed using the following assumptions:

a. Level enrollment with FY26 (Enrollment Projections provided in **Tab 4**)
b. Compliance with Towns' Budget Guidance (**Tab 1**)
c. Alignment with District's 2023-2028 Strategy and School Improvement Plans (**Tab 1**)
d. Continued entitlement grant awards (Summary of Anticipated Grants provided – **Tab 2**)

Financial Statistics

- Overall operating budget increase is **$1,466,342** or **5.04%**. FY26 increase was $210,151 or 0.73%; $934,351 or 3.32% excluding debt payment reduction.
- Dover's assessment increase is **$671,812** (5.12%) compared to a decrease of **$136,846** (1.03%) in FY26.
- Sherborn's assessment increase is **$733,301** (6.22%) compared to a $184,324 (1.59%) increase in FY26.

Key Budget Drivers

Enrollment

1. Estimating approximately 1,000 students attending grades 6-12. Enrollment Projections in **Tab 4.**

2. Student enrollment by member town impacts the annual assessment percentage. The FY27 operating assessment percentages reflect an increase of **0.5%** for Sherborn and a corresponding decrease of **0.5%** for Dover. This continues the trend(last seven years) of small increases each year for Sherborn.

Salaries (*increase tbd*)

3. Payroll represents approx. 68% of the operating budget with key budget drivers being:
   a. All contractual agreements will be opened for negotiations to cover FY27-FY29 - a reserve is included in the budget pending completion of negotiations.
   b. Staffing needs as outlined in **Tab 2**. No changes in FTE's from FY26.
   c. Impact of any retirements will be reflected in V2.0.

Benefits (*increase of $346,500 or 6.83%)*

4. Healthcare premium increases estimated at 15% for active employees with approximately 40% participants enrolled in high-deductible healthcare plans. We anticipate the FY27 Rates will be approved prior to the Committee's March meeting and any additional cost adjustments reflected in subsequent versions.

5. Retirees' healthcare premium increase is estimated at 12% with continued funding of a $250,000 OPEB contribution.

6. Norfolk County Retirement assessment represents actual FY27 Contribution – no increase from FY26.

Expenditures *(increase of $57,905 or 3.76%)*

7. Small increases over several budget line items as detailed in the FY26 Budget Summary in **Tab 2**.

8. Increased costs of property insurance due to claim experience and market increases.

9. Trend budgeting changes to reflect actuals including market price increases.

Transportation *(increase of $3,500 or 0.28%)*

10. Contractual increase of 5.3%, majority of increase covered by reserve included in FY26 Budget.

Buildings and Grounds *(increase of $5,000 or 0.37%)*

11. Increase in water costs from Town of Medfield to reflect prior year actuals.

12. Continuing to evaluate other utility expenses and will adjust as needed in V2.0. New electricity supply contract goes into effect this month (minimal increase) and gas supply is now being provided directly from Eversource – waiting to see the price impact. A very favorable gas supply contract ended in November. We are also seeing large increases in the delivery costs of electricity.

Revenues

Chapter 70 and Chapter 71 State Funding is used to offset Member Towns' assessments. V1.0 Budget utilizes FY26 final Cherry Sheet amounts. Preliminary FY27 information based on the Governor's Budget will be available the third week of January. Updates will be incorporated into V2.0.

New Out-of-District Assessment *(Assessment information included in Tab 3)*

As was discussed with the School Committee in September, the Department of Elementary and Secondary Education (DESE) has requested a change in our accounting for out-of-district placements in order to more accurately recognize the expenses of these placements in the appropriate district for purposes of state reporting.

Our Regional School District Agreement places the financial responsibility of these costs to the Town where the student resides, but the specific language refers to the "net costs" (costs after accounting for Circuit Breaker reimbursement) not the total costs. Historically, we have budgeted the total cost in the Towns' budgets, and none at the Region. To comply with this request, all costs of a student's placement will be recorded in the District they would attend if they were in-district and the Region will assess the "net costs" to each Town through their annual Regional Assessment of the out-of-district placements in 6th grade through the age of 22.

For this first year, it will be important to look at both pieces of the OOD budget (the Elementary budget for each Town and the Town's portion of the Region's budget) to evaluate budgetary changes. We will share this information with the Committee once all V1.0 Budgets have been presented.

Included in the Budget Packet is a summary of total estimated tuition costs/number of placements for Region aged students (6th grade -22 years old) for each Town less the estimated Circuit Breaker Reimbursement to be received by the Region in FY27 (based on FY26 costs). In addition, estimated transportation costs are also provided. The V1.0 OOD Assessment is comprised of the net tuition costs plus transportation costs. We can discuss this process further at Tuesday's meeting. We did hold a meeting with representatives from both Town Finance Committees to walk through the changes. An exhibit we used for that discussion is included in the Budget Packet for your review.

Timeline

We plan to present Version 2.0 to the Committee on **February 3rd** incorporating any new information available at that time. The joint meeting with the Warrant and Advisory Committees will take place on **February 11th**. The final version will be presented and approved on **March 3rd** following the Public Budget Hearing.

Other key budget dates include:

- Dover's Open Hearing on **March 9th** and Annual Town Meeting on **May 4th**
- Sherborn's Open Hearing on **March 21st** and Annual Town Meeting on **April 28th**.

Dover-Sherborn Regional School District

Operating Revenue Summary
FY23 - FY27

Description	FY23 Actual	FY24 Actual	FY25 Actual	FY26 Budget	FY27 Budget V1.0	$ Change	% Change	% Total
DOVER ASSESSMENT	$12,959,396	$12,954,938	$13,268,125	$13,131,279	$13,803,091	$671,812	5.12%	45.18%
SHERBORN ASSESSMENT	10,493,873	11,209,598	11,613,962	11,798,286	12,531,587	733,301	6.22%	41.02%
STATE AID CHAPTER 70	2,474,919	2,635,260	2,760,065	2,848,526	2,929,187	80,661	2.83%	9.59%
STATE AID CHAPTER 71	649,067	754,496	746,591	719,580	721,648	2,068	0.29%	2.36%
ATHLETIC FEES	253,105	254,725	244,895	284,750	284,750	0	0.00%	0.93%
HS PARKING FEES	41,273	52,500	52,500	52,500	52,500	0	0.00%	0.17%
HS ACTIVITY FEES	9,445	11,250	16,875	15,000	15,000	0	0.00%	0.05%
MS ACTIVITY FEES	8,235	8,820	9,195	7,425	7,425	0	0.00%	0.02%
BANK INTEREST	130,848	180,461	185,573	50,000	50,000	0	0.00%	0.16%
MISC	3,182	8,454	481	5,000	5,000	0	0.00%	0.02%
NON-CASH	924	0	5,368	0	0	0	0.00%	0.00%
EXCESS & DEFICENCY	110,000	160,000	230,000	175,000	150,000	(25,000)	-14.29%	0.49%
Total Operating Revenues	$27,134,267	$28,230,502	$29,133,630	$29,087,346	$30,550,188	$1,462,842	5.03%	100.00%

Based on Proposed Budget of March 4, 2025

Dover-Sherborn Regional School District

Operating Expenditure Summary
FY23 - FY27

Description	FY23 Expended	FY24 Expended	FY25 Expended	FY26 Budget	FY27 Budget V1.0	$ CHANGE	% CHANGE	% TOTAL BUDGET
SALARIES & OTHER COMPENSATION	$17,996,596	$18,661,510	$19,026,325	$19,867,751	$19,977,688	$109,937	0.55%	65.39%
BENEFITS	4,340,240	4,584,207	4,857,775	5,071,000	5,417,500	$346,500	6.83%	17.73%
OTHER EXPENDITURES	1,348,930	1,315,242	1,410,830	1,539,845	2,537,750	$997,905	64.81%	8.31% *
TRANSPORTATION	1,035,635	1,030,890	1,022,177	1,248,000	1,251,500	$3,500	0.28%	4.10%
BUILDINGS & GROUND EXPENDITURES	1,193,510	1,304,977	1,292,699	1,360,750	1,365,750	$5,000	0.37%	4.47%
Sub-total Operating	25,914,911	26,896,826	27,609,806	29,087,346	30,550,188	$1,462,842	5.03%	100.00%
DEBT SERVICE	835,200	789,400	789,400	0	0	$0	NA	0.00%
Total Operating Expenditures	$26,750,111	$27,686,226	$28,399,206	$29,087,346	$30,550,188	$1,462,842	5.03%	100.00%

** includes reserve for all salary contractual increases*

Based on Proposed Budget of December 2, 2025

WARRANT COMMITTEE GUIDANCE LETTER

Financial Overview:

This year, throughout the Commonwealth, towns and cities are struggling to maintain services and meet their obligations. The nature of the challenges facing our state's municipalities are detailed in a recent report from the Massachusetts Municipal Association (MMA), *A Perfect Storm: Cities and Towns Face Historic Fiscal Pressures* (https://www.mma.org/resources/a-perfect-storm-cities-and-towns-face-historic-fiscal-pressures/). The details of the challenges confronting Massachusetts municipalities are complex and are elaborated in the report from the MMA, but, briefly, annual growth in property tax revenues for each municipality is limited by statute to 2.5%, which is less than the current rate of inflation. At the same time, unrestricted state aid to towns and cities has failed to compensate for the shortfall in property tax revenue. The Town of Dover, like other towns in Massachusetts, is struggling in this context to maintain and improve constituent services while at the same time managing growth in expenditures.

While addressing these unprecedented challenges the Town of Dover is able to draw on several fiscal strengths.

- The Town has a solid tax base.
- Conservative financial management has kept our debt service obligations manageable.
- The Town has established modest stabilization funds that will help weather fluctuations in necessary expenses.
- The Town has historically maintained high levels of free cash (relative to Commonwealth guidelines) to potentially support isolated and unanticipated expenses.

But, as with other towns in Massachusetts, Dover faces a number of serious financial challenges.

- Pressing Capital Spending Needs - With aging capital equipment and deteriorating infrastructure, Dover will need a number of expensive capital purchases & capital improvements in the next several years.
- Surging Healthcare Costs - After a modest rise in healthcare premiums last year, all indications are that double digit increases in insurance premiums will be experienced by the Town in this coming fiscal year.

- Inflation - There is a high degree of uncertainty over the future rate of inflation, but Federal Reserve forecasts indicate inflation is likely to continue at a rate greater than the allowed growth in property tax revenue or the increase in state aid.
- Labor costs - The tight job market continues to hamper recruitment of core personnel. Furthermore, important labor contracts are ending and any increases will influence the FY27 budget.

Budget Guidance FY27:

In light of the aforementioned headwinds and the, higher than normal, uncertainty facing the Town, the Warrant Committee recommends a cautious approach to budgeting for FY27. Last year, Town's expenses were reduced by two one-time favorable variances to our budget: 1) final debt service payments for the Chickering School bond financing were completed; and, 2) health care premiums were unexpectedly low. We cannot rely on similar favorable variances going forward.

- **The Warrant Committee suggests that all departments evaluate FY27 budget requests relative to FY25 actual expenditures and FY26 budgets in order to identify and incorporate any significant changes based on actual expenditures.**
- **The Warrant Committee asks all departments to formulate their FY27 budgets with two goals: (1) maintain level service; and, (2) attempt to hold overall budget increases at or below 2.5%.**
- **We understand the challenge of balancing these two goals in the face of inflation for essential goods and department needs. For line items where larger increases are necessary to maintain essential services, or where costs have increased in an out-of-the-ordinary way, we ask departments to provide specific explanations to the Warrant Committee and to consider whether a decrease in another line item could offset the increase or alternative revenue sources (grants, fees, etc.) could help fund the increase.**
- **Considering the uncertainty of funding availability, we ask departments also to identify unmet community needs that should be funded if the budget pressures are less than anticipated.**
- **Likewise, the Warrant Committee also asks departments to review critically all current programs and expenditures and provide details for potential cuts/savings if there is a budget shortfall. We ask you to elaborate your plan under two situations:**
    - **Identify specific cuts/ savings if we are faced with a budget that is level funded relative to FY26**
    - **Identify specific contingency cuts/ savings if we must reduce the budget by up to 3% relative to FY26**

Process Guidance FY27:

The Warrant Committee along with the Board of Selectmen and the Town Administrator are aware of the Town's staffing challenges in recent years and the importance of creating institutional processes that can help make the budgeting process more efficient and effective. We understand that this will be a multi-year journey of incorporating best practices in

municipal government. For the upcoming year, the Warrant Committee has 2 specific priorities.

- **Increased Standardization**
  Historically there has been substantial variation in how department budgets are presented. Although we recognize each department is different, we ask that department heads work with the Town Administration to develop templates for at least a portion of their budget presentations. Members of the Warrant Committee will assist in the development of the template.
    - **In preparing your presentations we ask that, in addition to addressing each department's financial needs the department heads also answer these questions:**
      - **What important needs are not addressed in your budget proposal?**
      - **What are the greatest challenges your department faces in the next 5 years? In the next 10 years?**
      - **How do you typically identify and implement best practices/advancement in the delivery of services by your business unit?**
      - **What measures, if any, are currently utilized for assessing the value of your unit's service delivery?**

- **KPI (Key Performance Indicators)**
  The Warrant Committee believes that it is essential that the Town develop better metrics that can be used by departments and others to evaluate departmental performance in the delivery of each department's service mandates. These metrics are necessary to guide decision making about budget priorities. Departments should understand the importance of this priority and be prepared to work with the Warrant Committee, Board of Selectmen, and Town Administrator to create and measure these KPIs.

Key Dates for FY26 Operating Budgets Review

January 15, 2026	Town Administrator Overview
February 11, 2026	Joint review of Regional Schools budget with Sherborn Finance and Regional School Committee
February 10, 24, and 25, 2026	Warrant Committee Reviews of all departments/ committees
March 4, 2026	Final budget review and review of all articles and citizens' petitions
March 9, 2026	Open Hearing
May 4, 2026	Town Meeting

Please note that the above dates may change due to unforeseen circumstances, but the Warrant Committee will consult with impacted departments to ensure mutual consensus on an alternative. Please note also, that we may need to schedule follow up meetings to drill down on understanding the budget proposals.

To: Sherborn Omnibus Budget Makers and Elected Officials
From: Sherborn Advisory Committee
Date: November 7, 2025
Subject: FY2027 Omnibus Budget Guidance, Timeline, Liaisons, and Schedule

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The Advisory Committee anticipates FY2027 will be a very tight budget year. Although overall inflation has decreased significantly from its 2022 peak and is now approaching pre-pandemic levels, the ongoing effects of higher payroll, services, and other expenses continue to exert upward pressure on the FY2027 budget. Several challenging factors will impact FY2027, including new multi-year Collective Bargaining Agreements with the police union and school educators, the cost of group health insurance, and the phased-in Town obligation to fund regional dispatch. With relatively faster budget increases, the gap between our Tax Levy and the maximum allowable amount under Proposition 2-1/2 continues to narrow.

The tax rate in FY2025 was $16.58, as compared to $16.95 in FY2024. (The highest tax rate was in FY2016 at $20.57.) The average FY2025 tax bill was $18,705, slightly above $18,696 in FY2024. Tax bills are expected to rise in FY2026, as nearly $35 million of the Town's budget in FY2026 is covered by about 1,500 households.

Below is a table of past fiscal years' Omnibus budgets:

Table 1: Budget History

		Increase (Decrease)			Increase (Decrease)	
Fiscal Year	Omnibus Budget	Amount	Percent	School Budget	Amount	Percent
2020	$ 27,927,379			$ 16,854,719		
2021	$ 28,600,485	$ 673,106	2.41%	$ 16,651,628	$ (203,091)	-1.20%
2022	$ 28,797,919	$ 197,434	0.69%	$ 16,993,467	$ 341,839	2.05%
2023	$ 31,100,282	$ 2,302,363	7.99%	$ 18,133,097	$ 1,139,630	6.71%
2024	$ 32,261,341	$ 1,161,059	3.73%	$ 19,142,891	$ 1,009,794	5.57%
2025	$ 34,223,653	$ 1,962,312	6.08%	$ 19,989,072	$ 846,181	4.42%
2026	$ 35,416,730	$ 1,193,077	3.49%	$ 20,451,306	$ 462,234	2.31%

The School Budget is part of the Omnibus Budget and is provided for informational purposes.
Fiscal years 2020-2024 are actual results.
Fiscal years 2025 and 2026 are the Town Meeting-approved omnibus budgets.

Considering all these factors, the Advisory Committee intends to implement a cautious budgeting strategy for FY2027.

The Advisory Committee recommends a 3.25% COLA for employees not covered by Collective Bargaining Agreements. (Employees covered by such agreements will receive salary adjustments according to those respective agreements.) This 3.25% proposal will be presented at the 2027

Annual Town Meeting. It is slightly higher than the 2.8% Social Security COLA effective January 1, 2026, and falls within the 3.0% to 3.5% range recommended by the Personnel Board. Additionally, it closely aligns with both the Consumer Price Index for All Urban Consumers (CPI-U) increase of 3.0% and the Boston-Cambridge-Newton, MA, all items CPI-U increase of 3.3%, for the twelve months ending September 2025. To compare, COLAs were 2.5% for FY2026, 3.5% for FY2025, 4.5% for FY2024, 4.0% for FY2023, and 2.0% in previous years.

Regarding budget guidance, we ask budget makers to submit flat budgets and to base FY2027 operational expenses (excluding salaries) on the FY2026 budgets. Please review your department's current year-to-date expenditures to identify any significant differences compared to your FY2026 budget. For line items requiring increases to maintain essential services or where costs have unexpectedly risen, we request that budget makers provide specific justifications to the Select Board and the Advisory Committee and, whenever possible, propose offsetting decreases in other line items.

The Advisory Committee also urges budget makers to consider possible organizational changes or budget cuts to reduce costs. After the initial budget review in January 2026, the Advisory Committee may revisit the guidance and offer additional recommendations. Therefore, it is advisable for budget makers to be prepared for that possibility.

The Advisory Committee looks forward to discussing details with the Town Administrator and budget makers to ensure essential services are maintained and the Town's overall costs and tax rate are managed as effectively as possible.

Capital budget requests should be submitted in accordance with the Capital Budget Committee's guidance letter and *presented to the Advisory Committee during the same meeting as the operating budgets.* The Advisory Committee requests that budget makers provide an update on their capital projects approved at the 2025 Annual Town Meeting.

To: Sherborn Omnibus Budget Makers and Elected Officials
From: Sherborn Advisory Committee
Date: November 7, 2025
Subject: FY2027 Omnibus Budget Guidance, Timeline, Liaisons, and Schedule

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Timeline

- **December 5, 2025**: FY2027 budgets are due to the Town Administrator and Finance Director.
- **Weeks of December 8-19, 2025**: Budget makers meet with Town Administrator and Finance Director.
- **December 31, 2025**: Budgets transmitted to the Select Board and Advisory Committee.
- **January through March 2026:** Advisory budget review meetings. Please review the attached schedule.
- **March 21, 2026**: Advisory Public Hearing (continuation March 23, if necessary)
- **April 28, 2026**: Annual Town Meeting (continuation April 30, if necessary)

Questions about FY2027 budgets should be directed to the Town Administrator, Finance Director, or the Advisory Committee chair or liaisons. A list of Department liaisons is attached.

Sincerely,

Sherborn Advisory Committee
Stephen Bonder (Chair), Nora Lynch Smith (Vice Chair), Laura Howenstine, Adam Nee, Paul Pilotte, George Pucci, Divya Raghavan Molloy, Alexander Ritchie, and Penn Young

DOVER-SHERBORN PUBLIC SCHOOLS
DISTRICT STRATEGY 2023 - 2028

VISION

We will distinguish ourselves through innovative teaching and learning experiences that inspire all students to pursue their individual passion for learning and excellence while we continue to be a nationally recognized, high-performing school system.

MISSION

The Dover-Sherborn Schools share in the mission to inspire, challenge and support all students as they discover and pursue their full potential.

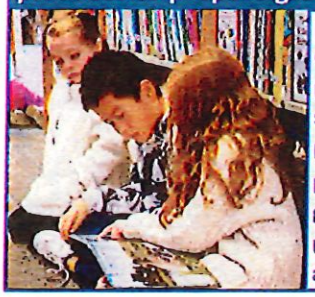
THEORY OF ACTION

IF we are able to successfully inspire, challenge, and provide the necessary supports for all of our students, THEN they will be equipped with the tools necessary to achieve their fullest potential in a rapidly changing world.

CORE VALUES

COMMITMENT TO COMMUNITY • EQUITY AND EXCELLENCE • RESPECT AND DIGNITY • CLIMATE OF CARE

EXCELLENCE & INNOVATION IN LEARNING - Maintain academic excellence and rigor while adapting practices to prepare graduates for success in a rapidly changing world.



- Develop a district-wide vision for teaching and learning grounded in practices that promote the attainment of 21st century skills and competencies.
- Further actualize the District's Portrait of a Graduate including methods for classroom application and measures of student growth and mastery.
- Revise the curriculum to engage all students as active learners in relevant, standards-based content and resources.
- Identify a comprehensive set of data points to monitor student, school and District growth relative to established goals and benchmarks.
- Update the District's Technology Plan to support the development of students' digital and media literacy skills within a continuously evolving landscape.

CHALLENGE & SUPPORT ALL STUDENTS - Enhance programming to ensure all students are able to achieve their full potential within a supportive learning environment.



- Identify essential content and skills within each grade level and content area to ensure a rigorous continuum of learning for all students.
- Expand educators' repertoire of inclusive practices, including Universal Design for Learning, differentiation and co-teaching.
- Further establish a multi-tiered system (MTSS) of assessment tools, data structures and intervention programs to support and monitor student growth and achievement.
- Promote a positive school culture whereby all students feel valued and experience a strong sense of belonging.
- Clarify community expectations within and across buildings, integrating restorative practices as a means to promote reflection and repair.

PROFESSIONAL LEARNING & GROWTH - Expand opportunities for professional growth and collaboration among educators in support of the District's vision for teaching and learning.



- Examine the current leadership model to ensure adequate instructional support to achieve the District's vision for 21st century teaching and learning.
- Provide differentiated professional learning opportunities for educators to deepen knowledge and improve practice in priority areas.
- Strengthen the supervision and evaluation process to ensure constructive and targeted feedback for all staff relative to individual, school and district goals.
- Increase efforts to recruit, support and retain highly qualified diverse educators.

FAMILY & COMMUNITY ENGAGEMENT - Engage families and community members in the strategic pursuit of a shared vision and mission.



- Streamline platforms and practices to ensure timely, effective systems of communication between home and school.
- Maintain open and transparent dialogue relative to District goals and practices.
- Increase opportunities for all families to participate in school activities and community events.
- Enhance the METCO experience by expanding program opportunities and strengthening relationships between Dover, Sherborn and Boston families.

SAFE & SUSTAINABLE SPACES - Evaluate and update facilities to ensure safe, sufficient and sustainable spaces amidst a changing educational and environmental landscape.



- Continue to update systems, structures and protocols to ensure the safety of students and staff.
- Analyze current space usage and identify efficiencies or additional resources required to provide high quality programming.
- Redesign learning spaces to promote student inquiry, creative design and collaborative problem solving in support of 21st century learning.
- Enhance sustainability efforts relative to green infrastructure and resource management.

#WEareDS



Approved 09.12.23

The Public Schools of Dover and Sherborn District Strategy 2023-2028

Dover Sherborn Middle School IMPROVEMENT PLAN

2025-2026

DISTRICT VISION

We will distinguish ourselves through innovative teaching and learning experiences that inspire all students to pursue their individual passion for learning and excellence while we continue to be a nationally recognized, high-performing school system.

MISSION

The Dover Sherborn Schools share in the mission to inspire, challenge and support all students as they discover and pursue their full potential.

THEORY OF ACTION

If we are able to successfully inspire, challenge, and provide the necessary support for all of our students, ***then*** they will be equipped with the tools necessary to achieve their fullest potential in a rapidly changing society.

CORE VALUES

COMMITMENT TO COMMUNITY • EQUITY AND EXCELLENCE • RESPECT AND DIGNITY • CLIMATE OF CARE

STRATEGIC OBJECTIVES 2023-2028

EXCELLENCE & INNOVATION IN LEARNING
Maintain academic excellence and rigor while adapting practices to prepare graduates for success in a rapidly changing world.

CHALLENGE & SUPPORT ALL STUDENTS
Enhance programming to ensure all students are able to achieve their full potential within a supportive learning environment.

PROFESSIONAL LEARNING & GROWTH
Expand opportunities for professional growth and collaboration among educators in support of the District's vision for teaching and learning.

FAMILY & COMMUNITY ENGAGEMENT
Engage families and community members in the strategic pursuit of a shared vision and mission.

The Public Schools of Dover and Sherborn District Strategy 2023-2028

Dover Sherborn Middle School IMPROVEMENT PLAN

2025-2026

SAFE & SUSTAINABLE SPACES
Evaluate and update facilities to ensure safe, sufficient and sustainable spaces amidst a changing educational and environmental landscape.

DISTRICT GOALS 2024-25 (TB Updated)
Best Practices Further implement the District's 9 Best Practices to engage students as active learners in the development of skills depicted in the Dover-Sherborn Portrait of a Graduate.
Student Voice Elevate student voice as a means to increase students' sense of belonging and inform classroom, school and district policy and practice.
Communication Strategy Streamline tools and strategies to improve communication and increase collaboration with families and the community.

SCHOOL IMPROVEMENT GOAL 1: Expand opportunities for professional growth & collaboration among educators in support of the District's vision for teaching and learning.

ACTION STEPS	PERSON(S) RESPONSIBLE	ANTICIPATED OUTCOMES & EVIDENCE
Continuation of our DSMS Best Practices 2.0. Provide space/time for professional opportunities for peer observations, collaboration and share outs.	Principal, Assistant Principal, Curriculum Leaders	Departmental & interdepartmental peer observations for '25-'26. Staff/department meeting direct PD and regular professional share outs.
Infuse, elevate and acknowledge our work around the DS Portrait of a Graduate	Principal, Assistant Principal, Team & Curriculum Leaders	Highlighting/Showcase current student-work that shows POG competencies. Adjustments to teaching and assessment reflect POG competencies.
Continue to grow and enhance our MTSS WIN block for both home-base WINs and Intervention WINs.	Principal, Assistant Principal, Team & Curriculum Leaders, ELA/Math Specialists, Teacher Interventionists	Using our Win Working Group's feedback around staff needs -provide the structure/support needed to ensure continued success and student engagement.

The Public Schools of Dover and Sherborn District Strategy 2023-2028

Dover Sherborn Middle School IMPROVEMENT PLAN

2025-2026

SCHOOL IMPROVEMENT GOAL 2: Refine and further implement district-wide routines, policies and systems that foster safe and supportive school environments for all students and staff.

ACTION STEPS	PERSON(S) RESPONSIBLE	ANTICIPATED OUTCOMES & EVIDENCE
Create a school community (staff, students, families) conversation and focus on Executive Functioning. Understanding, implementing and growing.	Principal, Assistant Principal, Team & Curriculum Leaders,	Establishment of a DSMS *Executive Function Focus Group* composed of staff who have specialty and interest in EF. This group will inform both the short-term and long-term EF plan for DSMS. Parent/Caregiver education.
Review, reflect and design next steps around the Challenge Success "I wish" data.	Central Admin, Principal, Asst. Principal, Guidance Staff, Team Leaders, Curriculum Leaders, all staff	Data points of: staff reflection & action, attendance, school refusal and Panorama survey results.
Continue to prioritize, implement and grow our restorative responses to student behavior.	Principal, Assistant Principal, Guidance staff	Collaboration with students, staff and families around student behaviors. A reduction in repeat behaviors. Implementation of revised Region Student Handbook

The Public Schools of Dover and Sherborn District Strategy 2023-2028

Dover Sherborn Middle School IMPROVEMENT PLAN

2025-2026

SCHOOL IMPROVEMENT GOAL 3: Maintain academic excellence & rigor while adapting practices to prepare graduates for success in a rapidly changing world. Continue to refine, grow and adapt our MTSS to current student needs and data.

ACTION STEPS	PERSON(S) RESPONSIBLE	ANTICIPATED OUTCOMES & EVIDENCE
Continue to develop, grow/support the role and capacity of our Literacy and Math specialists along with supporting teacher-interventionists in their roles.	Principal, Assistant Principal, Reading & Math Specialist, Asst. Superintendent Teacher Interventionists	Student data: IXL, MCAS, Team Data/Input, Open Architects Reflection/input from staff working directly within these roles.
Refine and enhance our MTSS WIN block for both home-base WINs and Intervention WINs.	Principal, Assistant Principal, Team & Curriculum Leaders, ELA/Math Specialists, Teacher Interventionists	Using our Win Working Group's feedback (students/staff) and family feedback and looking at data sources-implement adjustments that ensure continued success and student engagement.

SCHOOL IMPROVEMENT GOAL 4: Ensure that our buildings and grounds support strong instructional and extracurricular programs to meet the needs of our students and staff.

ACTION STEPS	PERSON(S) RESPONSIBLE	ANTICIPATED OUTCOMES & EVIDENCE
Utilize open spaces to be more community/collaborative for student-work/class gathering spaces including Intervention space. Grow our break/recess offerings for student social interactions.	Principal, Assistant Principal	Input from stakeholders re: needs Volume of use for community/collaborative space. Install 4-square courts and purchase indoor/outdoor equipment games based on student feedback.

The Public Schools of Dover and Sherborn Strategic Plan 2023-2028

Dover-Sherborn High School Improvement Plan 2025-2026

District Vision
We will distinguish ourselves through innovative teaching and learning experiences that inspire all students to pursue their individual passion for learning and excellence while we continue to be a nationally recognized, high-performing school system.
District Mission
The Dover Sherborn Schools share in the mission to inspire, challenge and support all students as they discover and pursue their full potential.
District Theory of Action
If we are able to successfully inspire, challenge, and provide the necessary support for all of our students, ***then*** they will be equipped with the tools necessary to achieve their fullest potential in a rapidly changing society.
District Core Values
The Dover Sherborn Schools commit to the following Core Values: **Commitment to Community** **Equity and Excellence** **Respect and Dignity** **Climate of Care**

Dover-Sherborn Strategic Objectives 2023-2028

Resource Allocation, Attainment, and Efficiency	Further Strengthen Partnerships with Families and Communities	Ensure World Class Curriculum, Instruction, and Assessment	Ensure the Health and Wellbeing of Staff and Students	Maintain and Ensure Safe, Secure, State of the Art Facilities
In an effort to provide the highest quality education in the most efficient and productive manner possible, evaluate district practices and protocols for securing and managing human and capital resources.	In an effort to broaden collaborative school relations with the parent and greater communities of Dover, Sherborn and Boston, , seek to strategically improve communications through the use of the latest technology and varied platforms, enhanced "professional development" for families and community members, and further develop relationships with community partners.	Given the complexities and diversification of the world, the shifting economic dynamic associated with globalization, and expansion of technology we will renew our focus on the offerings, programs, and learning experiences available in the Public Schools of Dover and Sherborn. We will seek to maintain our level of excellence, remain highly competitive, and continue to adapt to those best practices and offerings that will best prepare our graduates for success in the rapidly changing 21st century.	Through a commitment to student well-being both social-emotionally and physically, we will more deeply assess the learning experiences for our students. We will ensure program enhancements where necessary and a revision of policies or structures that may be hindering healthy student development. Recognizing that our teachers remain vital to the success of our system, we will respond to the increasing pressures on teachers, while seeking to strengthen their health and wellbeing through professional development and other focused efforts.	Ensure that all Dover Sherborn students are educated in safe and secure facilities that provide quality classroom, meeting, special education, and storage spaces, meeting reflective of the needs of the 21st Century learner.

Dover-Sherborn District Goals 2025-2026

Setting a Strategic Path - Establish a shared vision for teaching and learning that engages students as active learners in the development of skills depicted in the Dover Sherborn Portrait of a Graduate
Student well being- *Nurture a positive school culture and strong sense of belonging as a means to improve academic and social-emotional outcomes for all students.*
Communication- *Refine communication strategies relative to district goals and practices as a means to increase transparency and build trust with families and the community.*

School Improvement Goal 1: Create and implement a new library design that will enhance the opportunities for students and staff to create and collaborate			
District Strategic Objective	**Action Step**	**Person(s) Responsible**	**Evidence of Effectiveness**

Ensure World Class Curriculum, Instruction, and Assessment ***Maintain and Ensure Safe, Secure, State of the Art Facilities***	The School library is the heart and soul of our school. With upcoming renovations to the current space, this is an excellent opportunity to enhance and expand the use of the library in a way that supports teaching and learning, creates supportive spaces for student and staff collaboration and enables our students to infuse greater technology into their student experience. Research and purchase furniture and equipment that will maximize the opportunities to collaborate. ***UPDATE-Due to unforeseen delays the actual construction of new spaces will not take place until the summer of 2026.**	Librarian High School Administration Instructional Technology Select teachers District Business Manager	*Newly created instructional spaces, along with small breakout rooms will provide students and staff with additional areas to work and produce academic products. An Interdisciplinary course that puts student centered learning at the forefront, will be accessing this space as part of their instructional experience. The development of a maker space where students can use current technology to explore and create. Redesign of a laptop sign out where students can access the web as well as their Google classroom to complete assignments and conduct research

School Improvement Goal 2: *DSHS will continue to refine and expand our co-teaching models in the academic areas of Social Studies, English, Mathematics and Science*

District Strategic Objective	Action Step	Rationale	Person(s) Responsible	Evidence of Effectiveness

Ensure World Class Curriculum, Instruction, and Assessment Given the complexities and diversification of the world, the changing economic dynamic, and expansion of technology we must ensure that the offerings, programs, and experiences available in the Public Schools of Dover and Sherborn are maintaining their excellence, highly competitive, and remaining adaptive to best prepare our graduates for success in their post-secondary lives.	After one full year of co teaching, we will be expanding our co teaching courses to a second course in English, Math, science and Social Studies.	Co teaching opportunities bring together the skills of general education teachers with that of special educators who understand proper modification and can help differentiate instruction so that all students in the general education classes can access the curriculum	Administration, Department Chairs, Special Educator Director, Co teaching teachers	Students will become more aware of the nine best practices. Connections will be made from the nine best practices to the tenants of the Portrait of a DS graduate. Students will have greater supports in order to access the general education curriculum
	Additional training will be provided for all co teachers and new co teachers will have additional common prep time to design modify and implement instructional activities and assessments that will provide all students with access to the full curriculum	When teachers work together across regular education and special education, they can significantly add to the success of response to intervention and other methods of assessing, identifying and teaching a wide range of students.	Administration Student Support Services Classroom teachers/Some Special Education staff	Positive feedback from student surveys. Students meeting and exceeding educational goals Positive collaboration among co teachers to support all students
	Teachers will continue to use the nine best practices as their focus when delivering instruction and creating assessments. This year we will examine high impact strategies that enhance the student experience and direct more of the implementation to the students rather than from the teacher to the students.	All students learn differently and there are numerous strategies that can assist students in creating a level playing field for learning. We are focused on high impact activities that allow students to maximize their personal opportunities for high level learning and	Administration, Department Heads, full faculty	Feedback from faculty as to key strategies used for student success Student survey feedback to learn what strategies students used and how this helped them show mastery of a topic.

School Improvement Goal 3: *Greater teacher collaboration across all disciplines using the district's nine best practices*				
District Strategic Objective	**Action Step**	**Rationale**	**Person(s) Responsible**	**Evidence of Effectiveness**
Ensure World Class Curriculum, Instruction, and Assessment	Create professional development activities during faculty time, some half days and during our full day professional development in November to share exemplars of the nine best practices including high impact strategies that puts students at the center of their own learning.	In department head discussions throughout this past year, teachers and administrators discussed the need to share the nine best practices across all departments as a way to increase use of the nine best practices as well as examining new and creative ways to deliver instruction	Administration Department Chairs and full faculty	Professional developments activities that showcase exemplar examples of high impact learning from the nine best practices. Faculty feedback from surveys indicating positive learning from these opportunities More consistent observations of teaching implementing the nine best practices and high impact strategies in their everyday instruction.
	The Social Studies Department will engage in work this summer as well as during early release days in the 2025-2026 school year to create shifts in the World History and United States History in order to engage students in more modern world and United States history.	With a shift in the scope and sequence of Social Studies in grades 6-8, it is also imperative that the High School shifts some of their instructional content in order to engage students in understanding history of the world and our country over the last fifty years.	Administration Social Studies Department Head, Assistant Superintendent and members of the High School Social Studies department.	Elimination of some units of study. More content that is post 1970. Instruction in modern World and US History throughout all courses.

School Improvement Goal # 4: *Student Sense of Belonging- To foster a school environment where students feel a sense of belonging and connectedness, while also promoting safe behaviors and attitudes towards alcohol and drugs among the student body.*				
District Strategic Objective	**Action Step**	**Rationale**	**Person(s) Responsible**	**Evidence of Effectiveness**

Further Strengthen Partnerships with Families and Communities In an effort to broaden collaborative school relations with the parent and greater communities of Dover and Sherborn, seek to strategically improve communications through the use of the latest technology and varied platforms, enhanced "professional development" for families and community members, and further develop relationships with community partners.	Organize regular school-wide events that celebrate diversity, inclusion, and unity, such as club activities, talent shows, club/activity fairs, ice cream socials, sports tournaments, movie events and community service projects/field trips. - Encourage parents to actively participate in school activities, volunteer opportunities, and parent-teacher associations to strengthen the school-home partnership. Examine ways to increase student involvement across our various clubs, sports and organizations .	Through discussions with parents, students, faculty, local community members and all other stakeholders, there is still a need to increase overall spirit and connectedness within many of our extracurricular and club programs.	Administration, Athletics Department Guidance Department Performing Arts Department Full faculty Teacher Advisors PTO School Council Activity Advisors SPAN DS	Creating School Wide opportunities for students to get together outside of the school day to increase student spirit for their school as well as a greater understanding of each other Increased activities across the entire school year that bring students together Increased participation in clubs and activities Increased attendance at drama, music and sporting events through the school year Decrease in data (Metro west Youth Risk Survey) of students using alcohol and drugs as a means to cope with stress or the reason to gather with friends. Regularly assess student perceptions of belonging, connectedness, and attitudes towards alcohol and drugs through surveys, focus groups, and anonymous and general reporting mechanisms.

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OPERATING BUDGET

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Dover-Sherborn Regional School District

FY23-FY27 Operating Expense Summary

	FY23 Actual	FY24 Actual	FY25 Actual	FY26 Budget	FY27 Budget V1.0	$ Change	% Change
SCHOOL COMMITTEE	22,424	23,435	21,000	21,630	21,630	0	0.00%
SUPERINTENDENT	200,449	204,834	210,562	216,828	220,871	4,043	1.86%
FINANCE & HUMAN RESOURCES	187,535	232,055	172,783	222,329	213,833	(8,496)	-3.82%
DISTRICTWIDE INFORMATION MGMT	234,724	236,056	244,735	252,077	259,883	7,806	3.10%
SPED/GUIDANCE ADMINISTRATION	562,637	498,840	504,728	519,869	518,245	(1,624)	-0.31%
SCHOOL LEADERSHIP - BUILDING	731,637	750,205	746,726	785,462	779,197	(6,265)	-0.80%
ACADEMIC LEADERS	146,869	150,643	153,966	157,379	157,380	1	0.00%
EDUCATORS, CLASSROOM	10,037,716	10,464,442	10,838,493	11,320,612	11,355,753	35,141	0.31%
EDUCATORS, SPED	1,777,839	1,926,676	1,927,877	2,013,471	2,018,146	4,675	0.23%
SUBSTITUTES	230,007	192,333	236,151	121,300	121,300	0	0.00%
EDUCATIONAL ASSISTANTS,SPED	561,778	558,283	370,779	517,649	538,950	21,301	4.11%
LIBRARIANS	242,730	247,696	255,106	202,722	236,450	33,728	16.64%
BUILDING BASED PD	38,138	39,455	39,038	38,250	38,250	0	0.00%
GUIDANCE	1,138,653	1,195,885	1,280,127	1,341,947	1,350,684	8,737	0.65%
PSYCHOLOGICAL SERVICES	182,217	190,291	199,273	208,654	208,654	0	0.00%
MEDICAL / HEALTH SERVICES	227,662	239,525	262,714	275,549	288,527	12,978	4.71%
ATHLETICS	509,212	509,438	536,987	567,612	567,612	0	0.00%
OTHER STUDENT ACTIVITIES	179,681	191,069	205,919	218,000	218,000	0	0.00%
CUSTODIAL & GROUNDS SERVICES	784,689	810,349	819,360	866,410	864,323	(2,088)	-0.24%
TOTAL SALARIES	**$ 17,996,596**	**$ 18,661,510**	**$ 19,026,325**	**$19,867,751**	**$19,977,688**	**$109,936**	**0.55%**
EXPENDITURES							
SCHOOL COMMITTEE/CONT. RESERVE	37,936	46,610	35,503	44,500	984,500	940,000	NA
SUPERINTENDENT	56,760	69,009	76,646	90,000	94,000	4,000	4.44%
LEGAL SERVICES	55,928	32,668	60,209	38,000	38,000	0	0.00%
DISTRICTWIDE INFO MGMT	96,722	101,778	127,200	106,500	106,500	0	0.00%
SCHOOL LEADERSHIP - BUILDING	66,184	65,609	91,001	91,300	91,300	0	0.00%
GENERAL ED OTHER	18,140	26,074	27,239	23,600	23,400	(200)	-0.85%
SPED SERVICES/SUPPLIES	62,252	58,275	49,250	71,500	80,500	9,000	12.59%
LIBRARIES & MEDIA CENTER	4,670	2,990	5,518	4,775	4,775	0	0.00%
COURSE REIMBURSEMENT/PD	69,084	79,193	90,092	92,900	92,900	0	0.00%
TEXTBOOKS & RELATED SOFTWARE	76,319	80,021	95,158	110,950	114,200	3,250	2.93%
LIBRARY INSTRUCTIONAL MATERIAL	26,514	28,352	25,903	29,800	29,800	0	0.00%
INSTRUCTIONAL EQUIPMENT	62,317	57,823	78,477	74,100	76,100	2,000	2.70%
GENERAL SUPPLIES	151,732	138,497	144,549	162,850	160,050	(2,800)	-1.72%
OTHER INSTRUCTIONAL SERVICES	22,724	23,020	16,683	20,700	20,700	0	0.00%
CLASSROOM INSTRUCTIONAL TECH.	182,747	131,016	164,286	188,570	203,000	14,430	7.65%
GUIDANCE	24,184	32,225	39,173	35,600	44,525	8,925	25.07%
MEDICAL / HEALTH SERVICES	5,090	7,797	6,996	6,500	6,500	0	0.00%
TRANSPORTATION SERVICES	1,035,635	1,030,890	1,022,177	1,248,000	1,251,500	3,500	0.28%
ATHLETICS	234,622	233,950	218,893	210,500	215,000	4,500	2.14%
CUSTODIAL SERVICES	57,343	49,952	58,535	58,000	58,000	0	0.00%
MAINTENANCE OF BUILDINGS	502,908	642,676	616,543	598,000	598,000	0	0.00%
MAINTENANCE OF GROUNDS	59,551	60,471	54,693	63,000	63,000	0	0.00%
UTILITIES	573,708	551,879	562,929	641,750	646,750	5,000	0.78%
ER RETIREMENT CONTRIBUTION	789,211	837,459	836,241	845,000	833,500	(11,500)	-1.36%
ER INSURANCE ACTIVE EMPLOYEES	2,711,299	2,951,546	3,166,694	3,336,000	3,654,000	318,000	9.53%
ER INSURANCE RETIRED EMPLOYEES	839,730	795,202	854,840	890,000	930,000	40,000	4.49%
OTHER NON EMPLOYEE INSURANCE	95,005	100,334	123,254	137,200	152,000	14,800	10.79%
LONG TERM DEBT RETIREMENT	790,000	760,000	710,000	0	0	0	0.00%
LONG TERM DEBT SERVICE	45,200	29,400	14,200	0	0	0	0.00%
TOTAL EXPENDITURES	**$8,753,514**	**$9,024,716**	**$9,372,882**	**$9,219,595**	**$10,572,500**	**$1,352,905**	**14.67%**
TOTAL OPERATING	**$26,750,111**	**$27,686,226**	**$28,399,206**	**$29,087,346**	**$30,550,188**	**$1,462,842**	**5.03%**

Dover-Sherborn Regional Schools
FY27 Budget
Summary of Staffing

General Education – 99.6 FTEs

- **57.0** High School Educators *(Post-FY26 Budget reduction of .2 FTE for WL)*
- **42.6** Middle School Educators *(Post-FY26 Budget increase of .2 FTE for ML)*

Special Education – 43.2 FTEs

- **19.2** Educators
- **2.0** Psychologists
- **22.0** EAs – 7 funded by Special Ed. Grant; 1 partially funded by Title I Grant

Building Administration – 9 FTEs

- **5.6** Principals, Assistant Principals and SPED Coordinators
- **3.4** Administrative Assistants

Guidance – 15.6 FTEs

- **1.0** Guidance Director
- **7.0** Guidance Counselors
- **3.0** Adjustment Counselors
- **2.0** DS Bridge Program
- **2.6** Administrative Assistants

Support Services – 6.6 FTEs

- **2.0** Librarians
- **2.6** Nurses
- **2.0** Athletic Director/Athletic Trainer & Assistant

Custodial and Grounds Staff – 12 FTEs

- **4.0** Head Custodians/Head Groundskeeper/Evening Supervisor
- **7.0** Custodians (primarily evening staff)
- **1.0** Grounds Staff

Central Office Support – 8.3 FTEs

- Allocation of shared services for Superintendent, Assistant Superintendent, Student Services, Business Office, Facilities, and IT personnel

Dover-Sherborn Regional School District
FY27 Budget
Summary of Anticipated Grants

IDEA- SPED 240 Grant

- Funds salaries of special educational assistants
- Receive annually based on SPED demographics
- FY26 grant is **$273,604** *($11,765 restricted to support private school IEP students)*
-

Title I Grant

- Funds used for Title I staff coverage, professional development and instructional materials
- Receive annually if low income % exceeds 2%
- FY26 grant is **$35,884**

Title IIA Grant

- Funds used to cover cost of mentoring program
- Receive annually
- FY26 grant is **$14,232**

Title IVA – ESSA Grant

- Funds to build capacity and ensure that all students have access to a high quality educational experience
- Priorities are to support safe and healthy students and support effective use of technology
- FY26 grant is **$10,000**

METCO Grant (*covers all Districts*)

- Funds cost of METCO Director, transportation costs including bus monitor and other miscellaneous operating expenses for all three districts
- Receive annually based on our participation in the program
- FY26 grant is **$373,966**

Circuit Breaker

- Reimburses in-district SPED costs for individual students whose education costs exceeds required threshold
- Based on prior year operating expenses
- Funds used to cover primarily special education assistants and other specific student related costs
- FY26 reimbursement, based on FY25 expenditure filing is **$7,400**

Nursing Grant (*covers all Districts*)

- Partial funding of Nurse Leader stipend, coverage for screenings/other district staffing nursing needs and professional development
- FY26 grant is **$21,550**

Town of Dover
OOD Placements 6th-22 yrs
Projections for FY27 net costs

Est. FY27 Tuition for **15** placements	$2,225,000
less Est FY26 Circuit Breaker Reimbursement	(1,200,000)
Est FY27 Tuition costs,net	$1,025,000
Est. FY27 Transportation costs	$350,000
Total Est FY27 OOD Net Costs Assessment	$1,375,000

Town of Dover
OOD Placements PreK-22 yrs
FY27 Budgeted Costs

	Total Budgeted	# of Placements
Dover School Budget, gross	$245,000	less than 3
Region Budget, net costs	$1,375,000	15
Total FY27 Budgeted	**$1,620,000**	
Total FY26 Budgeted, gross	**$2,552,000**	

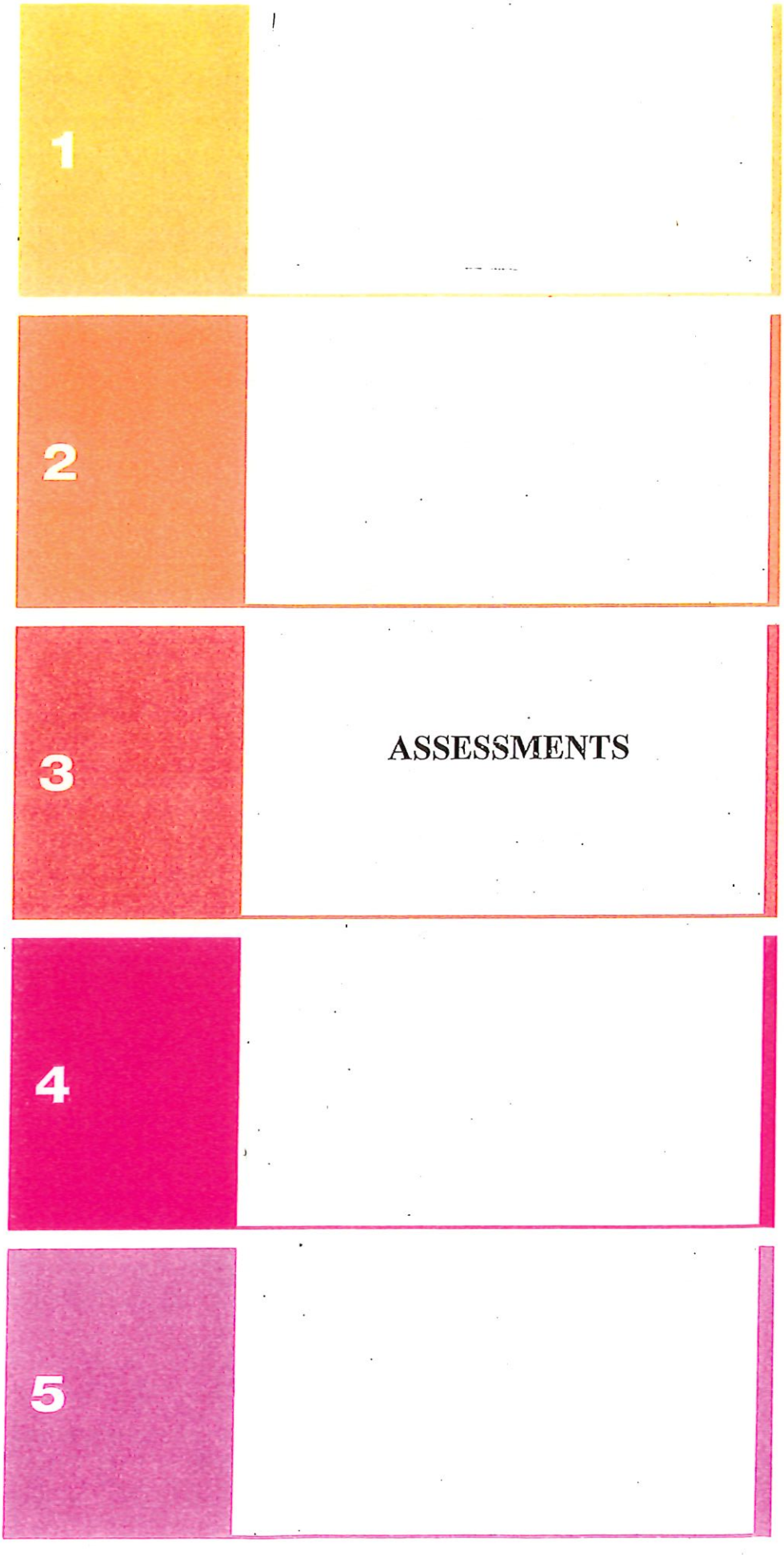
Town of Sherborn
OOD Placements 6th-22 yrs
Projections for FY27 net costs

Est. FY27 Tuition for **10** placements	$1,200,000
less Est FY26 Circuit Breaker Reimbursement	(400,000)
Est FY27 Tuition costs,net	$800,000
Est. FY27 Transportation costs	$325,000
Total Est FY27 OOD Net Costs Assessment	$1,125,000

Town of Sherborn
OOD Placements PreK-22 yrs
FY27 Budgeted Costs

	Total Budgeted	# of Placements
Estimated Sherborn School Budget, net of CB	$400,000	4
Region Budget, net costs	$1,125,000	10
Total FY27 Budgeted	**$1,525,000**	
Total FY26 Budgeted, net of CB	**$1,149,000**	

Sample Out-of-District Student Cost Calculation			
Explanation of "Net Costs" referred to in Regional Agreement			
		Net costs to Town	
Student A Tuition to OOD School	**100,000.00**		
FY26 Claim Threshold set by DESE	(53,431.00)	53,431.00	Base amount covered by District/Town, not eligible for reimbursement
Net eligible for CB* Reimbursement	46,569.00		
CB Tuition Reimbursement @ 75% (State Mandated % is 75)	34,926.75		
Remaining 25% not reimbursed		11,642.25	
Transportation Costs	**25,000.00**		
Potential Reimbursement @ 60% (State Mandated % is 75)**	15,000.00		
Remaining 40 % not reimbursed		10,000.00	
		$75,073.25	Total OOD cost assessed to Town, will be added to In-District Assessment
Summary of Financial Responsibility of Total Claim (Tuition & Transp.)	**125,000.00**		
Net costs - owed by Town	75,073.25		
CB Reimbursement - Region's portion	49,926.75		
* Circuit Breaker reimbursement represents funds provided by the State to offset costs of out-of-district tuition/transportation costs			
FY26 Reimbursement is based on FY25 actual activity/expenses			
** Using average of past reimbursement %'s - fairly new State initiative that is not guaranteed to be fully funded at this time			


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ASSESSMENTS
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Detailed Breakdown of Assessments
Statutory Method FY27

	Operating %	Debt* %	Minimum Local Contribution	Amounts over MLC	Non-NSS Transp.	Subtotal	Minus E & D	Subtotal Assessment	Debt	FY27 Preliminary Assessment
Dover	52.20%	53.65%	6,606,488	6,621,586	653,321	13,881,395	(78,305)	13,803,091	-	13,803,091
Sherborn	47.80%	46.35%	5,942,404	6,062,700	598,179	12,603,283	(71,695)	12,531,587	-	12,531,587
	1	1	12,548,892	12,684,286	1,251,500	26,484,678	(150,000)	26,334,678	-	26,334,678

** to be updated in V2.0*

Budget Overview	Projected Revenues:	
	Member Assessments	26,334,678
	E & D	150,000
	State Funding/Local Receipts	3,705,835
	Revolving Account Offsets	359,675
	Total Projected Revenues	30,550,188
	Total Budget Appropriations	30,550,188

Assessments		FY26	FY27	Difference	%
Operating					
	Dover	13,131,279	13,803,091	671,812	5.12%
	Sherborn	11,798,286	12,531,587	733,301	6.22%
		24,929,565	26,334,678	1,405,113	5.64%
OOD					
	Dover	-	1,375,000	1,375,000	100.00%
	Sherborn	-	1,125,000	1,125,000	100.00%
		-	2,500,000	2,500,000	100.00%
Total					
	Dover	13,131,279	15,178,091	2,046,812	15.59%
	Sherborn	11,798,286	13,656,587	1,858,301	15.75%
		24,929,565	28,834,678	3,905,113	15.66%

Budgets **Percentage Increases**	FY26	FY27	Difference	%
Operating	29,087,346	30,550,188	1,462,842	5.03%
OOD		2,500,000	2,500,000	100.00%
Total	29,087,346	33,050,188	3,962,842	13.62%

Enrollments as of November 1st current FY

FY Budget	Dover	Operating Assessment	Sherborn	Operating Assessment	Total
2017	637	54.82%	525	45.18%	1162
2018	641	55.59%	512	44.41%	1153
2019	651	55.64%	519	44.36%	1170
2020	662	56.63%	507	43.37%	1169
2021	654	55.56%	523	44.44%	1177
2022	635	54.93%	521	45.07%	1156
2023	628	54.80%	518	45.20%	1146
2024	603	53.55%	523	46.45%	1126
2025	577	53.18%	508	46.82%	1085
2026	556	52.70%	499	47.30%	1055
2027	**545**	**52.20%**	**499**	**47.80%**	**1044**

Assumptions:

Chapter 70/71 is FY26 Actuals - V2.0 will include Governor's FY26 Budget - Prelim. Cherry Sheet
MLC is FY26 amounts as of July, 2025
E&D Utilization $150,000 (V1.0)

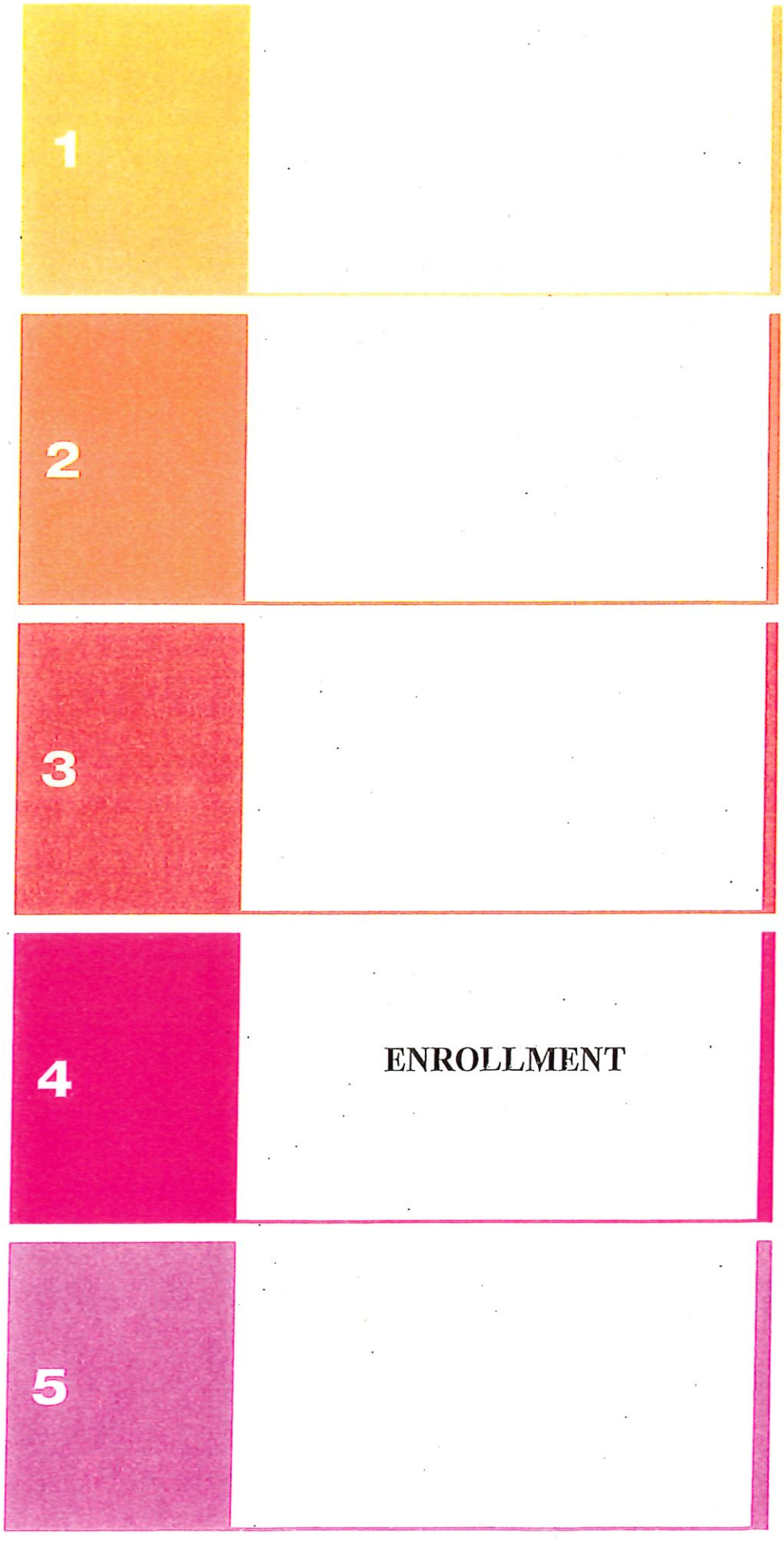
VERSION 1.0 Presented December 2, 2025

Detail of State Funding/Local Receipts
FY27

Chapter 70	$	2,929,187
Chapter 71		721,648
Interest Income		50,000
Miscellaneous		5,000
	$	**3,705,835**

Detail of Revolving Account Offsets
FY27

Revolving Fund Revenues			
Athletics	$	284,750	*Athletic Fees (est. 850 participants)*
Activites		22,425	*HS / MS activity fees 165 MS, 200 HS (1/3)*
Parking		52,500	*Parking Fees (175 Parking stickers)*
RTRF		0	*Regional Trans*
	$	**359,675**	


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ENROLLMENT
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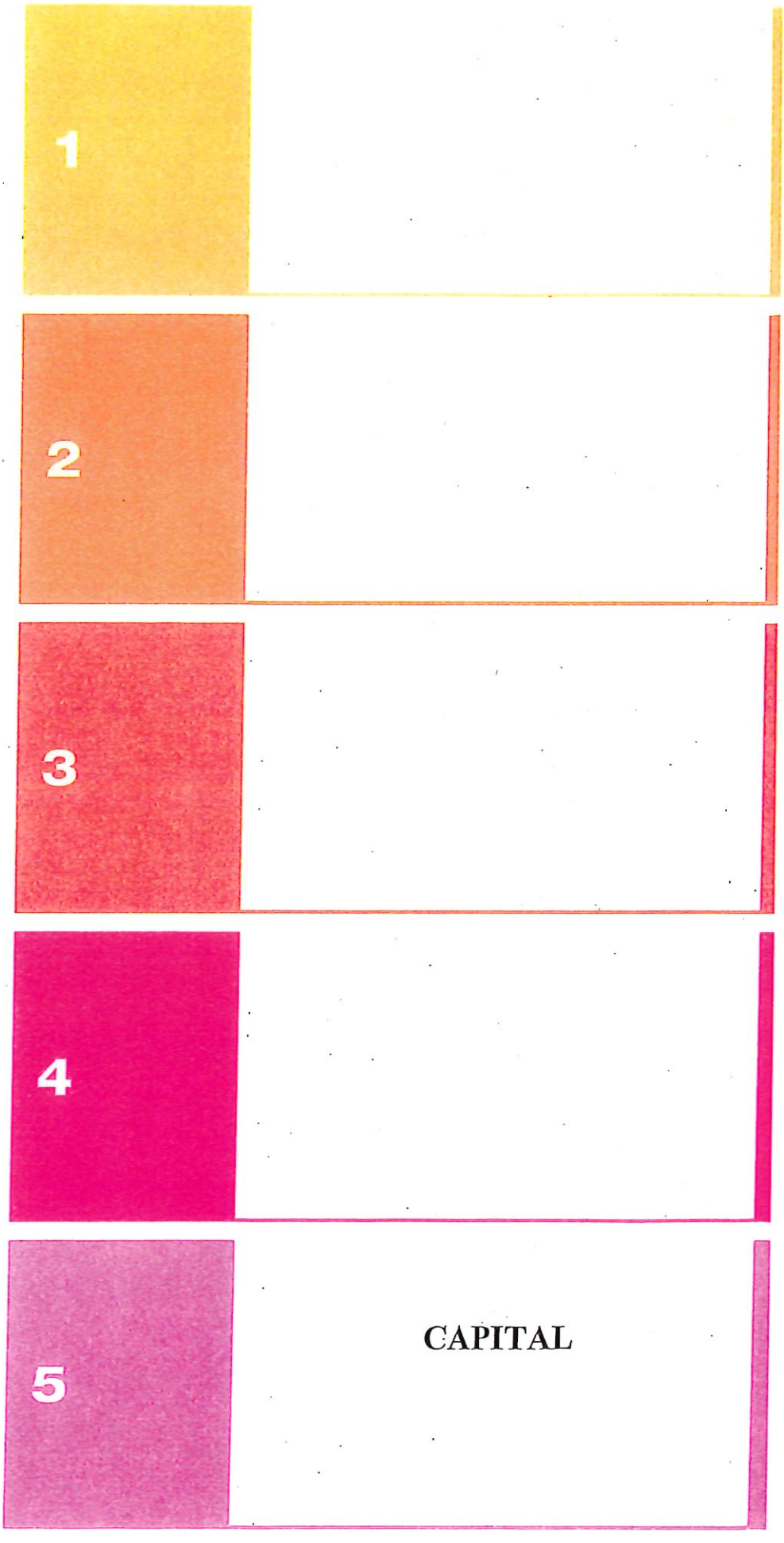
Dover-Sherborn Middle and High School
Ten-Year Enrollment History and Five-Year Projections
October 1, 2025 - Actual

Year	5	6	7	8	9	10	11	12	MS Total	HS Total	REG. Total
2016-17	162	172	174	177	173	154	167	158	522	664	1,186
2017-18	175	168	178	182	180	172	152	162	523	652	1,175
2018-19	170	173	174	177	179	178	168	154	528	666	1,194
2019-20	153	187	164	176	172	168	174	166	524	679	1,203
2020-21	152	161	187	163	176	161	164	169	527	680	1,207
2021-22	170	160	159	185	173	177	153	163	511	670	1,181
2022-23	140	172	153	157	186	158	177	150	482	671	1,153
2023-24	157	138	169	154	140	180	156	174	461	650	1,111
2024-25	174	163	140	168	139	139	178	152	471	608	1,079
2025-26	133	168	151	140	164	135	136	179	459	614	1,073

Projections:											
3-Year Rate		100%	97%	100%	92%	98%	98%	99%	MS Proj.	HS Proj.	Reg. Proj.
	Grade 5	6	7	8	9	10	11	12	Total	Total	Total
2026-27	169	**133**	**164**	**151**	**129**	**160**	**133**	**134**	**447**	**557**	**1,004**
2027-28	155	168	129	164	139	126	158	131	461	555	1,016
2028-29	122	154	164	129	151	136	124	156	448	568	1,016
2029-30	131	122	151	164	119	148	134	123	436	524	960
2030-31	143	131	118	151	152	117	146	133	400	546	946

Projections:											
1-Year Rate		97%	93%	100%	98%	97%	98%	101%	MS Proj.	HS Proj.	Reg. Proj.
	Grade 5	6	7	8	9	10	11	12	Total	Total	Total
2026-27	169	**128**	**156**	**151**	**137**	**159**	**132**	**137**	**435**	**565**	**1,000**

DSHS October 1 Enrollment 2025						
Grade	Dover	Sherborn	Boston	Total		
9	83	80	1	164		
10	72	61	2	135		
11	60	73	3	136		
12	87	87	5	179		
Total	**302**	**301**	**11**	**614**		
DSHS November 1 Enrollment 2025						
Grade	Dover	Sherborn	Boston	Total		
9	82	80	1	163		
10	75	59	2	136		
11	61	70	3	134		
12	84	90	5	179		
Total	**302**	**299**	**11**	**612**		
DS Middle School October 1 Enrollment 2025						
Grade	**Boston**	**Dover**	**Sherborn**	**Totals**		
6	4	90	74	168		
7	7	77	67	151		
8	5	76	59	140		
Total	**16**	**243**	**200**	**459**		
DS Middle School November 1 Enrollment 2025						
Grade	**Boston**	**Dover**	**Sherborn**	**Totals**		
6	3	90	74	167		
7	7	77	67	151		
8	5	76	59	140		
Total	**16**	**243**	**200**	**459**		


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CAPITAL

DOVER-SHERBORN REGIONAL SCHOOL DISTRICT
FY27 CAPITAL PLAN w/ years 2028-2032
November 4,2025 V1.0

#	Capital Item Requested	Location	Addition/ Replacement?	2027	2028	2029	2030	2031	2032	NOTES
	Roof/Skylights/Remove Planetarium	HS	restore	$2,000,000						Planning to do a restoration process versus complete replacement (process used for MS and Lindquist)
	Rooftop Air Handling unit (HVAC - 4 units)	Lindquist	replace (2002)		$1,500,000					Lindquist RTUs - varying sizes from 20 to 60-tons
	Rooftop Air Handling Unit (HVAC)	MS	replace (2003)		$200,000					Unit serving Administration Suite (20-ton)
	AAON Rooftop units (2)	HS	replace (2002)		$170,000					Units serving the Gymnasium Locker Rooms
	AAON Rooftop units (3)	MS	replace (2003)			$300,000				Units serving Library, Choral and Music Rooms (two 10-ton and one 15-ton)
	Restroom Renovations	Region	replace			$250,000	$150,000			Updates as needed - faucets/dryers/lighting/etc.
	Classroom Floors	MS	replace			$200,000	$200,000	$200,000	$200,000	Replace VCT tiles with Altro Quartz tiles
	Paving	Campus	replace			$200,000	$260,000			Campus-wide
	Boilers	MS/HS	replace					$500,000		Five Boilers between HS and MS
	TOTALS			$2,000,000	$1,870,000	$950,000	$610,000	$700,000	$200,000	

Other Future Projects to discuss:
Wastewater Treatment Plan - requested a 20-year capital plan engineering study
Campus-wide - carpet replacement in Admin Suites, Central Office and HS Lobbies
Replacement/Upgrade of Tennis Courts