

MARLBOROUGH BOARD OF EDUCATION

Regular Business Meeting

Thursday, September 24, 2026

Elmer Thienes-Mary Hall Elementary School –Library Annex

6:30 p.m.

The Marlborough Board of Education is holding its meeting in a hybrid format to allow for greater community awareness and participation. Hybrid meetings and proceedings will be recorded and posted on the District website within seven days of the meeting. The public is welcome to attend Board of Education meetings in-person, but also can view the Board meeting live via Google Meet Link: meet.google.com/hkr-hmma-grf

Persons requiring interpreters or related services are advised to call 860-295-6236 at least three (3) business days before the meeting.

Copies of the agenda enclosures are available for examination in the Superintendent's Office at 25 School Drive, Marlborough, CT during business hours: 8:00 a.m. to 4:00 p.m., Monday through Friday and are posted on the district website: <https://www.marlbrough.k12.ct.us>

NOTE TO BOARD MEMBERS:

Attendance - If you are unable to attend this meeting either in-person or remotely please call the Superintendent's Office at 860-295-6236 at least 24 hours prior to the meeting. If you plan to attend remotely, please notify the Superintendent's office 24 hours in advance of the meeting.

In a partnership of family, school and community, our mission is to educate, challenge and inspire each individual to excel and become a contributing member of society.

AGENDA

1. Call to Order and Roll Call by Chairperson
2. Pledge of Allegiance
3. Celebrations
 - Geo Bear and 911 Community Service Presentations
4. Public Comment*
5. Additions to the Agenda

Additional business may be considered at a regular meeting upon a 2/3 vote of those members of the board present and voting, per state statute.

6. Consent Agenda

Consent agenda items are considered to be routine in nature, which the Board may not need to discuss individually and may be voted on as a group. Any board member who wishes to

discuss a particular item in this section may request the Chairperson to remove it for later discussion and a separate vote if necessary.

MOTION: That the Board approve the following Consent Agenda items:

- 6.1 Minutes of 8/27/26 Regular Business Meeting (Encl. 6.1);
- 6.2 Personnel Actions – none;
- 6.3 Reports – receive and file the following document: monthly enrollment report (Encl. 6.3).

7. Oral Reports

7.1 Advisory Groups

- PTO – Paula Graef
- SAC – Paula Graef
- Operations, Wellness & Safety – John Mercier
- Board of Finance Liaison – William Guzman
- AHM – Chip Morris

7.2 Subcommittees

- Policy
- Personnel
- Communications

7.3 Chairperson

7.4 Superintendent and Administrative Team

- First Month of School Highlights
- SCIP Presentation
- The Future of Small Town Education
- Profile of the MES Learner - Timeline (Encls. 7.4A & 7.4B)
- AI Professional Development
- Screen Time in Classrooms

8. Unfinished Business

8.1 MES Facilities Project Update

9. New Business

- 9.1 Review September Financial Report (Encl. 9.1)
- 9.2 Discussion of Superintendent Goals for the 2026–2027 School Year (Encl. 9.2)
- 9.3 Discussion of Board Goals: 2026-2028 (Encl. 9.3)
- 9.4 Receive, Review, Revise and Adopt FY 2027-2028 Budget Guiding Principles (Encl. 9.4A) and Tentative Budget Timeline (Encl. 9.4B)

MOTION: That the Board accept the FY 2027-2028 Budget Guiding Principles and the Tentative Budget Timeline as presented.

- 9.5 Policy Review and Possible Action: P# 5112 - Ages of Attendance; P# 5114 - Suspension; P# 5141.3 - Immunizations; P# 5141.213 - Overdose Prevention; P# 5142 - School Safety; P# 5144.1 - Physical Restraint (Encl. 9.5)

MOTION: That the Board approve the policies as reviewed.

10. Communications

10.1 Staff Vacancy Summary (Encl. 10.1)

11. Future Meetings & Topics

- BOS All Boards Meeting, Tuesday, September 29, 2026, 7:00 p.m.-MES Cafeteria
- BOF Budget Kick-Off Meeting, Thursday, October 8, 2026; time and place TBD
- Policy Subcommittee Meeting, Thursday, October 22, 2026, 6:00 p.m.
- Next Regular Business Meeting, Thursday, October 22, 2026, 6:30 p.m.
- CABE/CAPSS Convention, November 20-21, 2026

REMINDER: Agenda suggestions for the next business meeting are due to the Chairperson or Superintendent by 12:00 noon on Tuesday, October 13, 2026.

12. Public Comment*

13. Adjournment

Members of the Marlborough community are encouraged to share their thoughts with the Board of Education and are invited to do so during this segment of the meeting. All speakers must identify themselves by name and address and limit comments to 3 minutes. The Board will not engage in dialogue with the public. Written comments to be read-aloud by the Chair can be emailed to boe@marlborough.k12.ct.us no later than 24 hours before the meeting. Those who wish to provide comment by remote means: Raise your hand using the raise hand icon at the bottom of the Google Meet screen; once called upon, unmute yourself to speak. Please mute yourself after speaking.

MARLBOROUGH BOARD OF EDUCATION
REGULAR BUSINESS MEETING MINUTES
Thursday, August 27, 2026
Elmer Thienes-Mary Hall Elementary School –Library Annex
6:30 p.m.

- 1. Call to Order and Roll Call:** Chip Morris, Chairperson, called the meeting to order at 6:32 p.m..

BOE Members Present: Chip Morris, Amy Kuhrt, Louise Concodello, William Guzman, and Jamie Smigel. Linda Earley arrived at 6:38pm.

Administration Present: Paula Graef, Principal
Jennifer Renkiewicz, Assistant Principal
John Mercier, Director of Operations

- 2. Pledge of Allegiance**

- 3. Celebrations:** Paula Graef highlighted the successful start to the new school year, noting that the transition has been smooth and that it has been wonderful to welcome Paul Smith and Jennifer Renkiewicz to the district.

- 4. Public Comment:** None

- 5. Additions to the Agenda:** Amy Kuhrt requested two additions to the agenda: Board Goals under 8.2, Unfinished Business, to continue the discussion from June; and Superintendent Goals under 9.2, New Business. The Board unanimously approved the additions. MOTION CARRIED. Linda Earley was not present for this vote.

- 6. Consent Agenda:**

- 6.1 Minutes of 6/4/26 BOE Regular Meeting, and 6/16/26 Special Meeting, 7/9/26 Special Meeting, and 8/13/26 Special Meeting;
- 6.2 Personnel Actions – none;
- 6.3 Monthly Enrollment Report.

R. Morris requested that the minutes of the 6/16/26 Special Meeting (Encl. 6.1B) be amended to reflect that Mr. White was approved as Acting Superintendent by Connecticut State Department of Education Commissioner Charlene M. Russell-Tucker on July 6, 2026.

R. Morris also requested that the minutes of the 8/13/26 Special Meeting (Encl. 6.1D) be amended to reflect that the background check for Paul Smith was completed with no issues identified, and that the Board subsequently approved Mr. Smith as Superintendent.

L. Concodello made a motion to amend the minutes of the 8/13/26 Special Meeting (Encl. 6.1D) to reflect the completion of Mr. Smith's background check. The motion was unanimously approved. **MOTION CARRIED.** Linda Earley was not present for this vote.

R. Morris made a motion to amend the minutes of the 6/16/26 Special Meeting (Encl. 6.1B) to reflect Mr. White's approval as Acting Superintendent by the Commissioner of Education. The motion was seconded by J. Smigel and unanimously approved. **MOTION CARRIED.** Linda Earley was not present for this vote.

R. Morris made a motion to approve the amended Consent Agenda items 6.1 – 6.3, including the revisions noted above, seconded by A. Kuhrt. Unanimously approved. MOTION CARRIED. Linda Earley was not present for this vote.

7. Oral Reports:

7.1 Advisory Groups

- **PTO** – Paula Graef reported that the principals met with the PTO co-presidents over the summer to review planned events and discuss plans for the upcoming school year. The next PTO meeting is scheduled for September 14, 2026.
- **SAC** – Paula Graef reported that there was no meeting in August. The next meeting will be held in September, with the date to be determined.
- **Operations, Wellness & Safety** – John Mercier deferred his report to avoid duplication with his Operations report later in the meeting.
- **Board of Finance Liaison** – William Guzman reported that the Board of Finance held two meetings over the summer. At the July 20, 2026 meeting, Tony Genovese was introduced as the Town's new Finance Director. At the August 17, 2026 meeting, Mr. Genovese reported that the 2024-25 audit was nearing completion. The Board of Finance also discussed the start of the 2025-26 audit, with completion anticipated in April 2027.
- **AHM** – Chip Morris reported that AHM (<https://ahmyouth.org>) provides mental health and positive youth development services, programs, and events for children, youth, and families in Andover, Hebron, Marlborough, and Columbia. He highlighted upcoming QPR and Narcan training sessions scheduled for September, October, and November, as well as the Dancing with the Stars fundraiser scheduled for September 19, 2026, at the RHAM Auditorium with tickets still available. Chip also shared that AHM's **HERE4YOU** podcast is now available on YouTube and Spotify.

7.2 Subcommittees:

- Policy Committee - None
- Personnel - None
- Communications - None

7.3 Chairperson: Chip Morris acknowledged and thanked the MES custodial staff, Marlborough Department of Public Works, teachers, administrators, and other professionals for their efforts in preparing the building for the new school year and ensuring it was in excellent condition. He also recognized the Popsicles on the Playground event, the End of Summer Reading event at the library, and the Meet and Greet held prior to the start of school.

Chip expressed his appreciation to everyone who worked throughout the summer to prepare the building and grounds. He also thanked Dr. Mary Broderick for her work with the Superintendent Search Committee throughout the search process and expressed the Board's enthusiasm for the selection of Paul Smith as Superintendent.

- 7.4 Superintendent and Administrative Team:** Paul Smith reported that the Connecticut State Department of Education (CSDE) confirmed receipt of Marlborough Public Schools' 2026-27 Leader and Educator Evaluation and Support Plan (ESP) Checklist, indicating the continued use of the most recent CSDE-approved ESP for the 2026-27 school year.

Paul also informed the Board that the District would be updating the authorized signers on three Liberty Bank accounts. The following individuals will be removed as authorized signers: Holly Hageman, Dan White, Kim Kelly, and Kristen Trahan.

The following updates to authorized signers will be made:

Paul Smith, Superintendent of Schools, will be added as an authorized signer to all three accounts: Food Service Account, Grant Account and the Student Activity Account

Michele Demicco will be added as an authorized signer on the Food Service Account and Grant Account.

Paula Graef and Jennifer Renkiewicz will be added as authorized signers on the Student Activity Account.

- **School Opening/Summer Work Update**

- **Extended School Year (ESY)** - Paula Graef reported that the 2026 Extended School Year (ESY) program served 20 students in Grades K–5 and ran for four weeks, Monday through Thursday. The majority of staff were MES employees, including teachers, related service providers, paraeducators, and two Registered Behavior Technicians (RBTs). Related services included speech-language pathology, occupational therapy, physical therapy, and school psychology/BCBA services. The primary goal of ESY is to minimize significant regression of skills during the summer break, and the 2026 program successfully met this goal.
- **Summer Professional Development and Curriculum Work** - Staff worked throughout the summer to refine literacy pacing and assessments, update writing pacing guides and rubrics, review and select Interim Assessment Blocks (IABs) for administration, and become familiar with the new math curriculum materials. In preparation for the transition from four teachers to three teachers in Grade 6, staff worked to integrate social studies into science and ELA units. The Essential Arts team also continued to revise and update curriculum.

- **Opening of School Preparations and Events** - Jennifer Renkiewicz reported that the Meet and Greet was a great success, with strong attendance and many students and families were excited to visit their classrooms before the first day of school. She noted that the event helped contribute to a smooth and successful first day of school.
Paula also reported on a change to the literacy schedule that provides classroom teachers and literacy specialists with dedicated one-on-one collaboration time every two weeks. The time will be used to review student data, discuss student needs, and co-plan instruction.
- **Summer Building Projects/Facilities Update** - John Mercier provided the Board and community members with a detailed list of the completed 2026 summer projects. He reviewed the facilities, technology and food service projects which included preparation and installation of the grant-funded greenhouse; completion of the southwest two-story egress and Community Room drainage project; building, grounds, and playground maintenance; flooring and classroom cleaning; boiler, generator, HVAC, roof, plumbing, fire safety, and elevator maintenance and inspections; and various repairs and upgrades throughout the school.

Technology projects included configuring new Chromebooks; network, Wi-Fi, security, door access, and camera system upgrades; software and licensing renewals; and updates to PowerSchool, testing platforms, and other online systems.

Food Service projects included implementation and configuration of the new LINQ point-of-sale and parent self-service system; coordination with RHAM and the State of Connecticut regarding food service operations; annual kitchen inspections and maintenance; and replacement of the large coffee brewer/filling station.

- **Summary of Education-Related Legislation Enacted in the 2026 Regular Session** - Paul Smith reviewed Enclosure 7.4, which provided brief details on eight policies requiring minor wording adjustments to reflect legislative changes. He noted that the last policy listed on page 1 should be Policy 5141.213, not 5141.231. The policies will be brought to the Policy Committee in September for review. Three of the 8 need more guidance from the state before an action is taken

8. Unfinished Business:

- 8.1 Discuss and Review FY 2025-26 Year-End Financial Report and Financial Transfers** - Paul Smith informed the Board that the closeout for the 2025-26 fiscal year is expected to show a surplus of \$48,486.45. This surplus is anticipated to be deposited into the 2% Fund following the completion of the FY26 audit.

Paul Smith also reviewed the FY26 transfers for Board approval.

Louise Concodello noted that on Enclosure 8.1B the last line stating “Total Fiscal Year 2024” should be changed to “Total Fiscal Year 2026”.

L. Early made a motion that the Board approve the FY 2025-26 financial transfers as presented with the final balance of \$48,486.45, seconded by W. Guzman. Unanimously approved. MOTION CARRIED.

- 8.2 Board Goals** - The Board Chair distributed the current 2024–2026 Board Goals, along with a draft of proposed Board Goals for 2026–2028 and a draft of the Superintendent Goals shared by Paul Smith. Paul explained that he would like to align the Superintendent’s Goals 2026-27 with the Board Goals so that both are working toward the same priorities. He noted that his draft Superintendent Goals are organized around the same four categories identified in the draft Board Goals. The Superintendent Goals will support and complement the Board Goals.

Chip Morris requested that each Board member submit any goals, ideas, or suggestions they would like considered by Thursday, September 17th.

The Board agreed to table the discussion and revisit the Board and Superintendent Goals at the next Board meeting.

- 8.3 MES Facilities Project Update** - William Guzman reported that eight proposals were received for the Owners Project Manager position. The next meeting is scheduled for Tuesday, September 8th, at 6:00 p.m. in the MES Library to review the proposals, vote on one or two companies to invite for interviews, and establish a schedule of regular meetings moving forward.

9. New Business:

- 9.1 Review August Financial Report** - No report at this time.
9.2 Superintendent Goals - Superintendent Goals were discussed in conjunction with the Board Goals under Agenda Item **8.2**. The Board will revisit the goals at the September Board meeting.

10. Communications:

- 10.1 Monthly Staff Vacancy Report** - Submitted
10.2 2026-27 Staff Listing- Submitted

11. Future Meetings & Topics:

- Policy Committee Meeting, Thursday, September 24 2026, 5:45 p.m.
- Next Regular Business Meeting, Thursday, September 24, 2026, 6:30 p.m.
- All Boards Meeting, Tuesday, September 29, 2026
- CABE/CAPSS Convention, November 20-21, 2026

12. Public Comment:

Hal Whitney, 20 Ogden Lord Road - asked when the Board anticipates the Building Project will begin. He expressed concern about the delay in completing the audits and how this may affect bonding for the major building project.

Carmen Howe, 65 Emily Rd - PTO Co-President, commended the building maintenance staff, teachers, and Board of Education for their hard work over the summer, noting that the building looks “sparkling.” She expressed her appreciation for everyone’s efforts and said she looks forward to the upcoming school year and continuing a great partnership with the school and Board.

Carmen also clarified that the PTO’s first meeting will be Monday, September 14th, and that PTO meetings will now be held on Mondays.

13. Adjournment:

A.Kuhrt made a motion to adjourn the meeting at 7:31 p.m., seconded by J. Smigel. Unanimously approved. MOTION CARRIED

Respectfully Submitted,
Carmela Monte

September 1, 2026

GRAND TOTAL	468
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Help shape Our Profile of the Learner

At Marlborough Elementary School, we believe that a great education includes developing students as a whole person. The **MES Profile of the Learner** will be a shared statement of the skills, mindsets, and character traits we want every student to carry with them long after they leave our classrooms. We hope to give teachers, families, and students a common language for what matters most. The Profile of the Learner will guide how we teach, what we celebrate, and how we grow together as a school community.

Right now, we're building that Profile — and we need your voice to do it. Below are two lists: one covering academic and cognitive skills (how students think, reason, and learn), and one covering character and dispositions (how students engage with themselves, others, and the world). These lists are intentionally broad — think of them as a menu, not a final answer.

The first step in the development of the Profile is to choose your top 5 priorities from each of the two lists. Teachers, parents, and community members will get a link to a Google Survey on Friday, September 25 to indicate your choices. Focus on the skills and traits you believe are most essential for our students to develop by the time they leave our school. Your choices — combined with input from other families, teachers, and community members — will directly shape the final Profile of the Learner that guides our school for years to come.

Academic & Cognitive Skills	Character & Dispositions
☐ Critical Thinking ☐ Problem-Solving ☐ Analytical / Logical Reasoning ☐ Creativity & Innovation ☐ Communication: Written & Oral ☐ Collaboration & Teamwork ☐ Mathematical & Scientific Reasoning ☐ Scientific Inquiry ☐ Research Skills ☐ Information Literacy (evaluating sources) ☐ Digital & Technology Literacy ☐ Public Speaking & Presentation ☐ Organization & Planning ☐ Time Management ☐ Goal Setting ☐ Self-Directed / Independent Learning ☐ Decision-Making ☐ Design Thinking ☐ Civic Literacy & Citizenship ☐ Global Awareness ☐ Artistic & Creative Expression ☐ Conflict Resolution ☐ Leadership ☐ Applying Strategies Flexibly ☐ Metacognition & Self-Reflection ☐ Environmental & Sustainability Literacy ☐ <i>You will be able to add skills not listed here, as well</i>	☐ Curiosity ☐ Perseverance / Grit ☐ Resilience ☐ Growth Mindset ☐ Empathy ☐ Kindness / Compassion ☐ Respect ☐ Responsibility ☐ Integrity & Honesty ☐ Self-Awareness ☐ Confidence ☐ Humility ☐ Open-Mindedness ☐ Gratitude ☐ Optimism ☐ Courage & Willingness to Take Risks ☐ Initiative & Determination ☐ Work Ethic & Diligence ☐ Patience ☐ Trustworthiness ☐ Independence ☐ Cooperative Spirit ☐ Flexibility & Adaptability ☐ Enthusiasm for Learning ☐ Generosity ☐ Sense of Wonder ☐ <i>You will be able to add skills not listed here, as well</i>

After the final skills and dispositions are selected, they will be translated into clear, student-friendly language appropriate for elementary learners.

Marlborough Elementary Profile of the Learner — Community Survey

Structure formatted for direct entry into **Google Forms**

Form Title

Help Shape Our Profile of the Learner — Marlborough Elementary School

Form Description

Marlborough Elementary is developing a Profile of the Learner — a shared statement of the skills and dispositions (habits of mind and character) we want every student to build from Pre-K through Grade 6. Your input will directly shape which skills and dispositions we include. This survey takes about 3-5 minutes.

Section 1: About You

(Section title in Forms: "About You")

Q1. Which best describes you? (Multiple choice, required)

- Teacher/Staff member
- Parent/Guardian
- Community member
- Other: _____

Q2. If you selected Teacher/Staff, what grade level(s) do you work with? (Checkboxes — set to "Show if Q1 = Teacher/Staff")

- Pre-K
 - K-2
 - 3-4
 - 5-6
 - Specialist/Other
-

Section 2: Skills

(Section title in Forms: "Skills")

Instructions text box (add above the question): "Below is a list of academic and cognitive skills. Please select the 5 that you believe are MOST important for Marlborough Elementary students to develop."

Q3. Which skills matter most? (Select 5) (Checkboxes, required — in Forms, use "Response validation" to limit selections if desired)

- ☐ Critical Thinking
- ☐ Problem-Solving
- ☐ Analytical / Logical Reasoning
- ☐ Creativity & Innovation
- ☐ Communication: Written & Oral
- ☐ Collaboration & Teamwork
- ☐ Mathematical & Scientific Reasoning
- ☐ Scientific Inquiry
- ☐ Research Skills
- ☐ Information Literacy (evaluating sources)
- ☐ Digital & Technology Literacy
- ☐ Public Speaking & Presentation
- ☐ Organization & Planning
- ☐ Time Management
- ☐ Goal Setting
- ☐ Self-Directed / Independent Learning
- ☐ Decision-Making
- ☐ Design Thinking
- ☐ Civic Literacy & Citizenship
- ☐ Global Awareness
- ☐ Artistic & Creative Expression
- ☐ Conflict Resolution
- ☐ Leadership
- ☐ Applying Strategies Flexibly
- ☐ Metacognition & Self-Reflection
- ☐ Environmental & Sustainability Literacy

Q4. Is there a skill not listed above that you think is essential? (Optional) (Short answer)

Section 3: Dispositions

(Section title in Forms: "Dispositions")

Instructions text box (add above the question): "Below is a list of dispositions — habits of mind and character traits. Please select the 5 that you believe are MOST important for Marlborough Elementary students to develop."

Q5. Which dispositions matter most? (Select 5) (Checkboxes, required)

- ☐ Curiosity
- ☐ Perseverance / Grit
- ☐ Resilience
- ☐ Growth Mindset
- ☐ Empathy
- ☐ Kindness / Compassion
- ☐ Respect
- ☐ Responsibility
- ☐ Integrity & Honesty
- ☐ Self-Awareness
- ☐ Confidence
- ☐ Humility
- ☐ Open-Mindedness
- ☐ Gratitude
- ☐ Optimism
- ☐ Courage & Willingness to Take Risks
- ☐ Initiative & Determination
- ☐ Work Ethic & Diligence
- ☐ Patience
- ☐ Trustworthiness
- ☐ Independence
- ☐ Cooperative Spirit
- ☐ Flexibility & Adaptability
- ☐ Enthusiasm for Learning
- ☐ Generosity
- ☐ Sense of Wonder

Q6. Is there a disposition not listed above that you think is essential? (Optional) (Short answer)

Section 4: Final Thoughts

(Section title in Forms: "Final Thoughts")

Q7. May we contact you for further input as this work continues? If so, please share your email. (Short answer, optional)

Setup Notes for Building This in Google Forms

1. Limiting to 5 selections: Google Forms checkboxes don't natively cap the number of selections. Options:
 - Add response validation isn't available for checkboxes, so instead add bold instruction text and trust respondents, OR
 - Convert Q3/Q5 to two questions each ("Select your top 3" then "Select your next 2") to softly enforce the limit, OR
 - Use a linked Google Sheet + Apps Script validation if you want to hard-enforce it (more setup work).
2. Sections: Use Forms' built-in "Add section" feature (the two-rectangle icon in the toolbar) to break the survey into the 4 sections above — this also lets you add branching logic for Q2.
3. Required questions: Toggle "Required" (bottom-right of each question) for Q1, Q3, and Q5.
4. Distribution: Consider sending separate form links (or a hidden "role" pre-fill) for teachers vs. parents vs. community if you want to analyze results by group later — Q1 already captures this within one form if you'd rather keep it simple.

2026-2027 General Fund September 2026 Summary

- **Salaries (51111-51190)**
 - For fiscal year 2027 our total budget in our salary accounts is \$6,543,877 which is about 70% of our total budget. Salary accounts include certified and non-certified, related services, and sub wages. To start the fiscal year, we are forecasting a deficit in our salary accounts of (\$59,456.18). This includes forecasted amounts in our sub accounts so this amount could change as we progress through the year.
- **Benefits (52005-52060)**
 - Benefits include medical, dental, vision, life, and long term disability insurance. This object code also includes employer taxes, tuition reimbursements, unemployment, workers' compensation, and pension benefits. Our total budget in this object code is \$1,386,511 which is 15% of our total budget. For our September update, we anticipate a deficit in these accounts of (\$74,238). The deficit is due to our Health Insurance line where we had some unanticipated changes in enrollments.
- **Professional Services (53140-53260)**
 - Professional services are in the 3000 object codes. Professional services are budgeted items such as professional development for staff, contracted services, and purchased services. Some examples of purchased services or contracted services are our annual audit costs, attorney fees, Occupational and Physical Therapy, school medical advisor, medicaid reimbursements, Behavioral Analysts, Social Worker services, Psych services, and diagnostic evals. Our total budget in Professional Services is \$171,486 which is about 2% of our overall budget. We start the year anticipating a deficit of (\$3,193.82) due to our forecasted amounts, but this could change as we move through the year.
- **Plant Operations (54160-54520)**
 - All of the 4000 object codes refer to plant operations and utilities. Items coded here would be electricity, maintenance agreements, facility repairs, and trash removal. Our budget for this fiscal year is \$357,909 which is about 4% of our budget. For our September update, we are forecasting a reserve of \$40,179.20. We are watching expenditures in these accounts closely and will make any necessary adjustments in the forecast as we progress through the year.
- **Transportation / Tuition / Insurance / Communication (55000-55170)**
 - The 5000 object codes cover contracted transportation, tuition, insurance (Property, liability, cyber, etc.), printing and binding, postage, telephone, and advertising. Our total budget in these object codes for this fiscal year is \$552,587 which is about 6% of our overall budget. To start the fiscal year, we are forecasting a deficit in these accounts of (\$71,165.34). This deficit is due to unanticipated tuition and transportation.
- **Supplies (56080-56904)**
 - Supply accounts will be found in the 6000 object codes. Supplies can be for instructional supplies, office supplies, nurse supplies, custodial supplies, building supplies including Heat, transportation supplies such as gas and diesel, library books, and textbooks. Our budget in our supply accounts is \$298,439 for this fiscal year. This is about 3% of our overall budget. For the September update, we are forecasting a reserve of \$33,305.99.
- **Dues & Fees (58900)**
 - All dues and fees accounts are coded in the 8000 object codes. Dues and Fees are for memberships to professional organizations and for conference fees. Our total budget for this fiscal year in our Dues & Fees accounts is \$16,375 which is less than 1% of our overall budget. We anticipate fully spending these accounts.

Overall, our total spent for FY27 is \$1,333,019.46 which is 14% of our total budget of \$9,327,184. We are currently forecasting a deficit of (\$134,668.15).

Marlborough Elementary School September FY27 Update

9/16/2026

Object Code	Budget	Transfers	Adj Budget	YTD Expended	Encumbered	Balance	Forecasted Adjustment	Forecasted Balance
Salary								
51111 - Admin	\$ 413,964.00	\$ -	\$ 413,964.00	\$ 92,374.96	\$ 349,231.94	\$ (27,642.90)	\$ (31,748.36)	\$ 4,105.46
51112 - Teacher	\$ 4,365,616.00	\$ -	\$ 4,365,616.00	\$ 359,206.14	\$ 4,224,611.94	\$ (218,202.08)	\$ (211,702.30)	\$ (6,499.78)
51113 - Stipend	\$ 3,856.00	\$ -	\$ 3,856.00	\$ -	\$ -	\$ 3,856.00	\$ 3,856.00	\$ -
51114 - Curriculum	\$ 5,500.00	\$ -	\$ 5,500.00	\$ 3,059.24	\$ -	\$ 2,440.76	\$ 2,440.76	\$ -
51115 - Teacher Subs	\$ 58,969.00	\$ -	\$ 58,969.00	\$ 1,440.00	\$ -	\$ 57,529.00	\$ 57,529.00	\$ -
51116 - Sick Day Payout	\$ 26,534.00	\$ -	\$ 26,534.00	\$ -	\$ -	\$ 26,534.00	\$ -	\$ 26,534.00
51118 - Summer School Teacher	\$ 15,475.00	\$ -	\$ 15,475.00	\$ 8,361.75	\$ -	\$ 7,113.25	\$ -	\$ 7,113.25
51120 - OT/PT - Related Services	\$ 72,772.00	\$ -	\$ 72,772.00	\$ 2,470.15	\$ 35,943.60	\$ 34,358.25	\$ 34,360.19	\$ (1.94)
51123 - Office Support	\$ 351,924.00	\$ -	\$ 351,924.00	\$ 108,042.25	\$ 490,062.56	\$ (246,180.81)	\$ (244,897.81)	\$ (1,283.00)
51124 - Paraprofessionals	\$ 609,219.00	\$ -	\$ 609,219.00	\$ 48,912.23	\$ 766,484.40	\$ (206,177.63)	\$ (108,831.94)	\$ (97,345.69)
51125 - Custodian	\$ 355,148.00	\$ -	\$ 355,148.00	\$ 69,572.42	\$ 131,209.47	\$ 154,366.11	\$ 143,616.91	\$ 10,749.20
51126 - Nurse	\$ 78,203.00	\$ -	\$ 78,203.00	\$ 6,566.26	\$ 84,975.00	\$ (13,338.26)	\$ (13,338.51)	\$ 0.25
51127 - Tech Coordinator	\$ 78,692.00	\$ -	\$ 78,692.00	\$ -	\$ -	\$ 78,692.00	\$ 78,691.50	\$ 0.50
51128 - Summer Paraprofessional	\$ 5,314.00	\$ -	\$ 5,314.00	\$ 8,142.43	\$ -	\$ (2,828.43)	\$ -	\$ (2,828.43)
51129 - Subs - Non Certified	\$ 23,630.00	\$ -	\$ 23,630.00	\$ 660.00	\$ -	\$ 22,970.00	\$ 22,970.00	\$ -
51190 - Constables	\$ 79,061.00	\$ -	\$ 79,061.00	\$ -	\$ -	\$ 79,061.00	\$ 79,061.00	\$ -
Total Salary	\$ 6,543,877.00	\$ -	\$ 6,543,877.00	\$ 708,807.83	\$ 6,082,518.91	\$ (247,449.74)	\$ (187,993.56)	\$ (59,456.18)
Benefits								
52005 - SS/Med	\$ 183,659.00	\$ -	\$ 183,659.00	\$ 23,341.28	\$ -	\$ 160,317.72	\$ 168,537.05	\$ (8,219.33)
52012 - Pension	\$ 69,077.00	\$ -	\$ 69,077.00	\$ 12,703.33	\$ -	\$ 56,373.67	\$ 55,422.31	\$ 951.36
52000 - Health Insurance	\$ 1,053,720.00	\$ -	\$ 1,053,720.00	\$ 312,468.90	\$ -	\$ 741,251.10	\$ 816,950.37	\$ (75,699.27)
52025 - LTD/Life Insurance	\$ 20,798.00	\$ -	\$ 20,798.00	\$ 4,508.94	\$ -	\$ 16,289.06	\$ 16,289.06	\$ -
52027 - GAS845	\$ 6,100.00	\$ -	\$ 6,100.00	\$ -	\$ -	\$ 6,100.00	\$ 6,100.00	\$ -
52035 - Unemployment Compensation	\$ 8,600.00	\$ -	\$ 8,600.00	\$ -	\$ -	\$ 8,600.00	\$ -	\$ 8,600.00
52040 - Workers' Comp	\$ 36,557.00	\$ -	\$ 36,557.00	\$ 39,354.88	\$ -	\$ (2,797.88)	\$ (2,927.12)	\$ 129.24
52060 - Tuition	\$ 8,000.00	\$ -	\$ 8,000.00	\$ -	\$ -	\$ 8,000.00	\$ 8,000.00	\$ -
Total Benefits	\$ 1,386,511.00	\$ -	\$ 1,386,511.00	\$ 392,377.33	\$ -	\$ 994,133.67	\$ 1,068,371.67	\$ (74,238.00)
Professional Services								
53140 - Audit	\$ 20,000.00	\$ -	\$ 20,000.00	\$ -	\$ -	\$ 20,000.00	\$ 23,000.00	\$ (3,000.00)
53180 - School Physicians	\$ 1,000.00	\$ -	\$ 1,000.00	\$ -	\$ -	\$ 1,000.00	\$ 700.00	\$ 300.00
53190 - OT/PT	\$ 59,096.00	\$ -	\$ 59,096.00	\$ -	\$ -	\$ 59,096.00	\$ 59,096.00	\$ -
53200 - Consultant	\$ 17,950.00	\$ -	\$ 17,950.00	\$ 1,500.00	\$ -	\$ 16,450.00	\$ 16,450.00	\$ -
53210 - Legal Consult	\$ 14,400.00	\$ -	\$ 14,400.00	\$ 1,053.00	\$ -	\$ 13,347.00	\$ 13,347.00	\$ -

Marlborough Elementary School September FY27 Update

9/16/2026

Object Code	Budget	Transfers	Adj Budget	YTD Expended	Encumbered	Balance	Forecasted Adjustment	Forecasted Balance
53240 - Professional Development	\$ 7,675.00	\$ -	\$ 7,675.00	\$ 750.00	\$ -	\$ 6,925.00	\$ 6,925.00	\$ -
53260 - AHM Youth Services	\$ 51,365.00	\$ -	\$ 51,365.00	\$ 25,929.41	\$ -	\$ 25,435.59	\$ 25,929.41	\$ (493.82)
Total Professional Services	\$ 171,486.00	\$ -	\$ 171,486.00	\$ 29,232.41	\$ -	\$ 142,253.59	\$ 145,447.41	\$ (3,193.82)
Property Services								
54160-70, 54325-40 - Utility Services	\$ 179,819.00	\$ -	\$ 179,819.00	\$ 23,428.23	\$ -	\$ 156,390.77	\$ 156,390.77	\$ -
54XXX - Contracted Repair Services	\$ 178,090.00	\$ -	\$ 178,090.00	\$ 72,265.05	\$ -	\$ 105,824.95	\$ 65,645.75	\$ 40,179.20
Total Property Services	\$ 357,909.00	\$ -	\$ 357,909.00	\$ 95,693.28	\$ -	\$ 262,215.72	\$ 222,036.52	\$ 40,179.20
Purchased Services								
55000 - Telephone	\$ 7,404.00	\$ -	\$ 7,404.00	\$ 1,975.79	\$ -	\$ 5,428.21	\$ 5,428.21	\$ -
55005 - Email / Webhosting	\$ 16,000.00	\$ -	\$ 16,000.00	\$ 7,898.00	\$ -	\$ 8,102.00	\$ 8,102.00	\$ -
55110 - Advertising & Legal Notices	\$ 1,100.00	\$ -	\$ 1,100.00	\$ 780.00	\$ -	\$ 320.00	\$ -	\$ 320.00
55120 - Tuition	\$ 63,000.00	\$ -	\$ 63,000.00	\$ 2,031.50	\$ -	\$ 60,968.50	\$ 108,830.57	\$ (47,862.07)
55125 - Magnet School Tuition	\$ 11,062.00	\$ -	\$ 11,062.00	\$ -	\$ -	\$ 11,062.00	\$ 11,062.00	\$ -
55130 - Postage	\$ 3,900.00	\$ -	\$ 3,900.00	\$ 1,263.87	\$ -	\$ 2,636.13	\$ 2,636.13	\$ -
55140 - Property & Liability Insurance	\$ 43,645.00	\$ -	\$ 43,645.00	\$ -	\$ -	\$ 43,645.00	\$ 41,040.00	\$ 2,605.00
55160 - Student Regular Transportation	\$ 280,397.00	\$ -	\$ 280,397.00	\$ -	\$ -	\$ 280,397.00	\$ 280,397.00	\$ -
55170 - Special Ed Transportation	\$ 126,079.00	\$ -	\$ 126,079.00	\$ 8,504.33	\$ -	\$ 117,574.67	\$ 143,802.94	\$ (26,228.27)
Total Purchased Services	\$ 552,587.00	\$ -	\$ 552,587.00	\$ 22,453.49	\$ -	\$ 530,133.51	\$ 601,298.85	\$ (71,165.34)
Supplies								
56080 - Heat	\$ 69,177.00	\$ -	\$ 69,177.00	\$ -	\$ -	\$ 69,177.00	\$ 69,177.00	\$ -
56090 - Diesel & Gasoline	\$ 30,443.00	\$ -	\$ 30,443.00	\$ 643.31	\$ -	\$ 29,799.69	\$ 29,799.69	\$ -
56095 - Propane	\$ 1,200.00	\$ -	\$ 1,200.00	\$ -	\$ -	\$ 1,200.00	\$ -	\$ 1,200.00
56111 - Instructional Supplies	\$ 68,000.00	\$ -	\$ 68,000.00	\$ 19,561.72	\$ 3,178.46	\$ 45,259.82	\$ 33,944.87	\$ 11,314.96
56113 - Technology Supplies	\$ 10,000.00	\$ -	\$ 10,000.00	\$ 6,936.68	\$ -	\$ 3,063.32	\$ 2,297.49	\$ 765.83
56211 - Instructional Technology	\$ 26,207.00	\$ -	\$ 26,207.00	\$ 23,674.16	\$ 3,383.00	\$ (850.16)	\$ -	\$ (850.16)
56410 - Textbooks	\$ 29,312.00	\$ -	\$ 29,312.00	\$ 8,250.57	\$ 785.02	\$ 20,276.41	\$ 10,276.41	\$ 10,000.00
56421 - Library Books	\$ 5,300.00	\$ -	\$ 5,300.00	\$ -	\$ 206.27	\$ 5,093.73	\$ 3,820.30	\$ 1,273.43
56901 - Office Supplies	\$ 4,000.00	\$ -	\$ 4,000.00	\$ 895.06	\$ 37.90	\$ 3,067.04	\$ 2,300.28	\$ 766.76
56902 - Health Office Supplies	\$ 5,300.00	\$ -	\$ 5,300.00	\$ 1,800.00	\$ -	\$ 3,500.00	\$ 3,500.00	\$ -
56903 - Other Supplies	\$ 2,500.00	\$ -	\$ 2,500.00	\$ -	\$ -	\$ 2,500.00	\$ -	\$ 2,500.00
56904 - Custodial Supplies	\$ 47,000.00	\$ -	\$ 47,000.00	\$ 15,324.13	\$ -	\$ 31,675.87	\$ 25,340.70	\$ 6,335.17
Total Supplies	\$ 298,439.00	\$ -	\$ 298,439.00	\$ 77,085.63	\$ 7,590.65	\$ 213,762.72	\$ 180,456.73	\$ 33,305.99

Marlborough Elementary School September FY27 Update

9/16/2026

Object Code	Budget	Transfers	Adj Budget	YTD Expended	Encumbered	Balance	Forecasted Adjustment	Forecasted Balance
Equipment								
57301 - Instructional Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
57390 - Non-Instructional Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Dues & Fees								
58900 - Dues & Fees	\$ 16,375.00	\$ -	\$ 16,375.00	\$ 7,369.49	\$ 100.00	\$ 8,905.51	\$ 9,005.51	\$ (100.00)
Total Dues & Fees	\$ 16,375.00	\$ -	\$ 16,375.00	\$ 7,369.49	\$ 100.00	\$ 8,905.51	\$ 9,005.51	\$ (100.00)
Total Fiscal Year 2027	\$ 9,327,184.00	\$ -	\$ 9,327,184.00	\$ 1,333,019.46	\$ 6,090,209.56	\$ 1,903,954.98	\$ 2,038,623.13	\$ (134,668.15)



1. Communication and Community Engagement

- Share a weekly publication (*Highlights*) with the Board of Education that informs the Board members of non-confidential happenings involving the school and the Superintendent of Schools.

Impact: All Board members will have access to timely information directly from the Superintendent creating transparency and common knowledge among Board members.

- Share a weekly publication (*Weekly Update*) with the Board, all school personnel, families, and interested community members that details school events and happenings, along with pertinent information and educational articles.

Impact: All school personnel and families will have access to timely information directly from the Superintendent connecting and engaging staff and families in school activities and initiatives.

- Create opportunities for informal meetings with members of the school community (staff, parents, and interested community members) including Coffee and Chat mornings and other “sit-downs” at the convenience of parents.

Impact: Families and community members will have direct access to the Superintendent of Schools allowing visitors to receive and share accurate information creating transparency and common knowledge in the community.

- Establish connections with the Board of Selectmen, the Board of Finance, Parks and Recreation, and AHM Youth and Family Services

Impact: Create a strong connection between the school and town committees and local organizations, knowing that budgeting and programming rely on town support.

- Plan for “Budget Conversations” with staff, members of the school community, and interested community members, particularly at the start of the budgeting process that specifically looks for input as to programs and other items that should be included in the budget.

Impact: Early budget conversations and opportunities for input will create transparency and open participation at the very start of the budgeting process. Open conversations throughout the budget process lead to knowledge and support throughout the vetting of the budget.

- Enhance the presence of the school district using social media through the efforts of the Central Office.

Impact: Ensure that posting and communications show the community a strong return on investment (ROI) for use in future budget presentations to ensure support from the public including successful referenda.

- Update the school district website to be a dynamic representation of the school and its programs.

Impact: Promote the success of the school district, create ease of access to documents, and establish transparency of other important information. (There may be budgeting requirements to update the website.)

2. Student Growth and Learning – The Profile of the MES Learner

- Develop and administer a community-wide survey to identify the skills and dispositions the MES community considers most important for the MES learner.

Impact: This process will elevate the priorities of MES teachers, families, and community members by identifying the future-ready skills they value most for students.

- Facilitate community-wide workshops to review survey data and identify the essential skills and dispositions for the MES learner.

Impact: A broad range of stakeholders will help narrow the suggestions and identify the essential skills and dispositions that define the MES learner.

- Convene a coalition of staff, parents, Board of Education members, town officials, and business leaders to review survey results and define the final competencies comprising the skills and dispositions of the MES learner.

Impact: A broad range of voices will continue to shape the development of the Profile of the MES Learner.

- Select a representative group to define each chosen competency with specific, actionable, and student-centered behavioral indicators.

Impact: Each skill and disposition will include clear “I can...” statements written from the student perspective to support understanding and implementation.

- Share a draft of the document with the school community and invite feedback through meetings with the Superintendent and online feedback opportunities.

Impact: Community feedback will help ensure the document reflects the input of the school community and builds a shared sense of ownership among stakeholders.

- Review the MES Mission and Vision, preparing the entire package of mission, vision, Profile of the Learner, and “I can...” statements as **Marlborough 2035 – Tomorrow’s Future Today**.

Impact: The goal is to develop learning experiences that help students find and develop a purpose or purpose mindset to make a difference in the world.

- Celebrate and publicize the completion with Board approval, publicity, and a list of next steps for implementation.

Impact: Broad acceptance and publicity of this future-facing document will enhance the school’s reputation among parents and the community, serving as a guidepost for educational and economic decision making.

- As time allows in 2026–2027, develop profiles for MES educators and the MES Board of Education that align with the Profile of the MES Learner

Impact: Aligning educator and Board profiles with the learner vision will clarify the adult competencies, mindsets, and behaviors needed to support student success. (This may be a continued goal in 2027-2028)

3. Organizational Leadership and Operations

- Develop a multi-year comprehensive district **Strategic Plan** with the Board of Education (with four sections: Student Learning and Well-Being; Educator & Leadership Development and Capacity; Operational Efficiency; Enhancing District Infrastructure), serving as a guide for decision-making for budgeting and planning.

Impact: A well-crafted strategic plan provides a unified direction, aligns limited resources, and establishes clear accountability to maximize student success.

- Review/audit safety operations and security features across the school and grounds to strengthen protection for students, staff, and visitors. Revise the **Emergency Operations Manual and School Security Appendices** to ensure clear, consistent emergency responses (to be based on guidance, terminology, standardized responses, and evaluation templates by the Center for School Safety and Crisis Prevention as dictated in Public Act 26-1, Sections 44-47).

Impact: Review and enhance operations to assist school personnel and emergency officials in providing assistance during drills and emergency procedures, as well as providing the safest possible environment for school personnel, students, and visitors. (There may be budgeting requirements to implement some of the recommended safety features.)

- Conduct a Technology Needs Assessment to enhance functionality, efficiency, and security. In addition, the assessment should provide a direction for future budgeting.

Impact: Reduce the gap between current technology tools and actual learning goals, protect network security, and plan for future needs and opportunities.

4. Culture and Climate

- Prioritize mental health and wellness across the school community by expanding the district's understanding of "duty of care" to include student wellness and by promoting efforts that support staff well-being.

Impact: Ensure that student and staff wellness is at the forefront of daily efforts and is considered among the highest priorities of the school district through communication and programming, as well as calling attention to issues of mental health and wellness to alert parents and the school community to provide early attention and resources to avoid critical issues with students.

- Support a school culture where compassion is the cornerstone of education, guiding every interaction, strengthening relationships, and inspiring each learner to feel valued, supported, and ready to thrive.

Communications from the Superintendent's Office will stress that:

- each learner is distinctive and irreplaceable; and
- each learner is welcome as they are and that they are valued.

Communications from the Superintendent's Office will aim to build resilience to promote compassionate and courageous students who, as a result, thrive in their school community.

Impact: Compassion in education creates safe learning spaces, improves student well-being, and boosts academic success. Resilient students are better equipped to handle challenges, both academic and personal, while compassionate students foster a supportive environment where everyone feels valued and included.



Note: The four topic headings align with the DRAFT Superintendent Goals.

The bullet points are suggestions for consideration, meant to serve as a starting point for conversation.

1. Communication and Community Engagement

Goal: Strengthen transparent, two-way communication among the Board, school staff, families, and the broader community.

- Implement a consistent communication protocol including newsletters, social media, and Board updates to keep stakeholders informed about decisions, initiatives, safety priorities, strategic planning, mission and vision work, and the budget.
- Strengthen partnerships with town boards to build support for facility improvements, including safety enhancements and the roof/HVAC project.
- Expand opportunities for public input through community forums and listening sessions during the budget process and ensure budget documents and related information are easy to access.

2. Student Growth and Learning – The Profile of the MES Learner

Goal: Ensure that all students demonstrate measurable academic growth and develop the skills and dispositions needed for success in secondary school, postsecondary education, and careers.

- Monitor progress and outcomes from the Strategic Continuous Improvement Plan through periodic public reports. (Repeat from 2024–26)
- Work collaboratively with the Superintendent as an effective leadership team to align priorities around the success and achievement of all students. (Repeat from 2024–26)
- Support professional development in instructional practices and the implementation of high-quality curriculum aligned with district programs and initiatives.
- Support and participate in district efforts to develop the **Profile of the MES Learner** and review the district mission and vision, as a foundation of **Marlborough 2035 – Tomorrow's Future Today**.
- Support and participate in district efforts to develop profiles for MES educators and the MES Board of Education that align with the Profile of the MES Learner.

3. Organizational Leadership and Operations

Goal: Ensure effective governance and operational systems that support district goals.

- Partner with the Superintendent to develop a district **Strategic Plan** organized around four areas: student learning and well-being; educator and leadership development and capacity; operational efficiency; and enhanced district infrastructure. Use the plan to guide budgeting, planning, and decision-making.
- Oversee a safety audit of the school and grounds to inform planning, infrastructure maintenance, and investments that support safe, functional learning environments.
- Oversee a Technology Needs Assessment to improve hardware functionality, operational efficiency, and network security, while supporting infrastructure planning and maintenance for safe, functional learning environments.
- Support superintendent evaluation and leadership development aligned with Board-adopted priorities.
- Review and update Board policies on a regular cycle to ensure legal compliance and alignment with best practices.
- Maintain recruitment, retention, and professional development strategies for staff as a Board priority.
- Ensure that new Board of Education members receive a comprehensive orientation to assist them in understanding the Board's functions, policies, and procedures and the operation of the school district, including the assignment of veteran members to mentor new members. (Repeat from 2024-26)
- Encourage professional development opportunities for sitting Board of Education members including the CABE Conference, legislative updates, and training sessions.

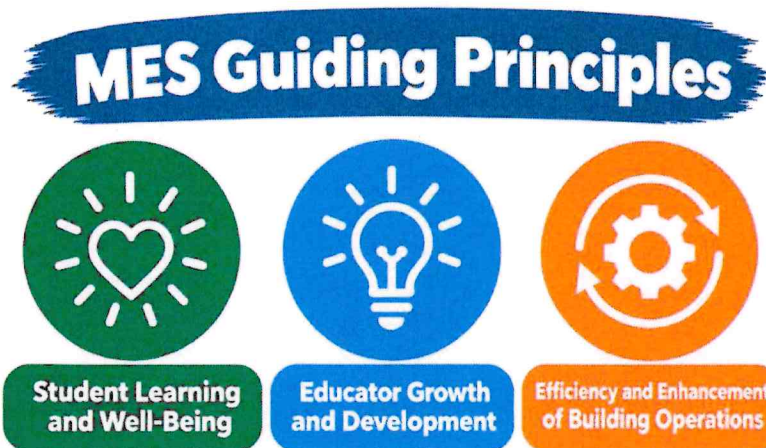
4. Culture and Climate

Goal: Foster a safe, inclusive, and positive culture across all schools for students, staff, and families.

- Recognize and celebrate students and staff who act as exemplars of kindness and compassion at public meetings and other appropriate forums.
- Act as advocates for mental health and wellness across the school community by expanding opportunities for student wellness and promoting efforts that support staff well-being.
- Support a school culture where compassion is the cornerstone of education, guiding every interaction, strengthening relationships, and inspiring each learner to feel valued, supported, and ready to thrive.

MARLBOROUGH PUBLIC SCHOOLS

FY28 Budget Development



Student Learning and Well-Being

Expectations:

1. Advance academic growth for every student by ensuring mastery of essential content, skills, and competencies.
2. Support students' social and emotional well-being as a foundation for engagement, learning, and achievement.
3. Create inclusive learning environments that value diverse perspectives, mutual respect, and cultural understanding.
4. Strengthen family communication and community partnerships to support student learning, well-being, and success.

Budget Impacts:

- Maintain appropriate class sizes based on enrollment figures and direct resources toward instructional investments with clear, measurable impact.
- Invest in early academic, behavioral, and social-emotional supports that reduce the need for higher-cost interventions over time.
- Align funding with proven instructional practices at MES and in other high-performing districts.
- Explore partnerships within Region 8 communities to expand capacity, share resources, and offset district costs.

Educator Growth and Development

Expectations:

1. Recruit, develop, and retain high-quality staff who are aligned with district values and priorities.
2. Develop an annual school continuous improvement plan that is founded on highly effective programs and practices.
3. Invest in ongoing professional learning that advances evidence-based practice, innovation, and measurable instructional impact.
4. Utilize collaborative, data-informed systems and processes to guide resource decisions and instructional practices.

Budget Impacts:

- Maintain staffing levels that are responsive to enrollment trends, class-size guidelines, and student needs.
- Use a continuous cycle of program evaluation to identify high-value programs that demonstrate strong outcomes and a clear return on investment.
- Fund essential staff training and targeted professional learning that strengthen instructional practice and elevate staff performance.
- Improve resource efficiency in order to expand student opportunities and strengthen program offerings.
- Ensure budget requests account for staff contractual obligations and related compensation requirements.

Efficiency and Enhancement of Building Operations

Expectations:

1. Maintain safe facilities and design safety protocols that support learning and staff effectiveness.
2. Advance facility improvements through a forward-looking Master Capital Plan that prioritizes long-term value and sustainability.
3. Strengthen technology infrastructure, equipment, and software to support secure, and efficient learning environments.
4. Implement streamlined operational systems that improve service delivery, accountability, and resource efficiency.

Budget Impacts:

- Budget annually for safety needs, preventive maintenance, and eligible grant-funded facility enhancements.
- Fund capital projects through a coordinated, multi-year plan developed in collaboration with town partners.
- Plan for recurring technology investments in infrastructure, equipment, software, and cybersecurity.
- Prioritize annual maintenance and repair needs to preserve safe, effective, and well-functioning facilities.
- Account for market factors that affect utilities, transportation, heating oil, diesel fuel, gasoline, and other operating costs.



Involvement

- The Superintendent will seek budget input from staff, parents, and community members.
- The Superintendent will provide multiple opportunities for public participation, including public meetings, informal coffee hours, and individual meetings throughout the budget process.
- The Superintendent will review current school programs in relation to present and future needs and use that review to establish clear budget priorities for the upcoming fiscal year.
- The Board of Education, with input from the school community, will develop a five-year Strategic Plan for 2027–2032 to guide budget planning and decision-making. The plan will focus on communication and community engagement, student growth and learning, organizational leadership and operations, and culture and climate.

Communications

- The Superintendent will provide consistent budget updates through multiple communication channels, including weekly messages, the district website, Facebook updates, informal coffee meetings, and formal opportunities for staff and parent input.
- Initial budget recommendations and subsequent revisions will be shared with the community throughout the process to support review, questions, and feedback.
- All Board of Education budget decisions will be made during public meetings, ensuring that community members have opportunities to attend, ask questions, and provide input before decisions are finalized.

Partnership

- The Superintendent and Board of Education will collaborate with the MES Building Committee, Board of Finance, Town Manager, Board of Selectmen, and other town partners to plan and support critical building projects.
- The Superintendents will identify and pursue alternate funding sources, state-supported programming, grants, and other revenue opportunities.
- The Board of Education will strengthen partnerships with local organizations, Region 8 schools, and community groups to support district initiatives and extend available resources.



Staffing

➡ **+1 additional staff based on maintenance of class size, impact of no increase shown below...**

	2026-2027			ANTICIPATED 2027-2028		
	Students	Classroom Teachers	Class Size	Students	Classroom Teachers	Class Size
PK3	15			TBD		
PK4	28	2		TBD	2	
Kindergarten	59	4	14.8	62*	4	15.5
Grade 1	53	3	17.7	59	4	14.8
Grade 2	66	4	16.5	53	3	17.7
Grade 3	55	3	18.3	66	3/4	22.0/16.5
Grade 4	56	3	18.7	55	3	18.3
Grade 5	72	4	18.0	56	3	18.7
Grade 6	59	3	19.7	72	4	18.0
	463	27		466	27/28	

* Projections by New England School Development Council (NESDEC)

Class-Size Priorities and Staffing Implications

The district prioritizes class sizes below 16 in the early grades and below 20 in the upper grades. Because a larger kindergarten class is anticipated and smaller classes are desired in Grades 1 and 2, the district may need to fund one additional certified teacher. This increase could be avoided if one grade level is staffed with one fewer teacher in 2027–28 than in 2026–27.

No changes in certified staff numbers in essential arts or specialists & related services. No retirements anticipated.

➡ **Possible reduction of 2.0 Paraeducators**

Paraeducator union negotiations to take place in Winter 2027. Possible reduction based on 6th grade student population being greater than needs of incoming class. There are currently 21 paraeducators who serve as one-to-one support, one-to-two support, or academic/classroom support.

High Confidence in stability

Benefits - Insurance

The Region 8 consortium has added the East Hampton School System to the group. It is the hope that the increase in membership will drive down costs to keep the annual increase well below the figure of 21% that was a major driver in the 2026-27 budget. There is not enough information currently to make a prediction. The consortium will commit to a placeholder figure in December/January,

Low Confidence in stability

Operations & Supplies

Anticipated priorities in 2027-28:

- Math Textbooks (EnVision Math) – Year 2 of 2
- Student Chromebook replacements
- Teacher laptop replacements
- Classroom TouchView Board replacements
- Sound System for Stage/Community Room
- Outside and Indoor Door repairs/replacements
- Safety laminate covering over all ground floor glass*

* **HIGH-PRIORITY SAFETY INITIATIVE** – Safety laminate is essential for all ground floor glass. The school has awaited additional grant funding from the state to complete this initiative; however, that funding has shifted to non-profit institutions not including schools. This will be a high-priority capital project for the summer of 2027. If grant funding becomes available, the project would be eligible for funding.

High Confidence in stability

MARLBOROUGH BOARD OF EDUCATION FY 2027-28 BUDGET DEVELOPMENT TIMELINE

DATE	TASK/TOPIC
September 24, 2026	BOE adopts Budget Guiding Principles and Budget Development Timeline
October 8, 2026 6:30 P.M. <i>Tentative</i>	BOF Budget Kickoff Meeting attended by Superintendent and BOE representatives
October 1, 2026 – November 13, 2026	Building level budget development
November 16, 2026 – December 4, 2026	Building Principals, Director of Operations, Special Education Director and Business Manager review budget figures with Superintendent, and continue to work with the Superintendent to prepare the DRAFT Proposed Budget.
November 19, 2026	Superintendent solicits BOE and community input regarding the FY 2027–28 budget during Public Comment at the regular BOE meeting.
December 17, 2026	Superintendent reviews FY 2027–28 budget factors and solicits BOE and community input during Public Comment at the regular BOE meeting.
January 21, 2027 <i>Tentative</i>	BOE Regular Meeting: Superintendent presents the DRAFT Proposed Budget (Operating Budget and Capital Plan) & posts it to the school district website. Board conducts analysis of the DRAFT Proposed Budget.
January 28, 2027 <i>Tentative</i>	BOE Regular Meeting: BOE continues analysis of Proposed Budget as needed. BOE adopts its FY28 budget.
February 8, 2027 <i>Tentative</i>	BOE Budget Presentation to BOF (Town Hall)
March 1-8, 2027 <i>Tentative</i>	BOF reviews Town and BOE budgets – Discussion and Adjustments
March <i>Tentative</i>	BOE meets to make adjustments, if needed following any BOF budget action at either Regular BOE Meeting(s) or Special Meeting(s).
March 15, 2027 <i>Tentative</i>	BOE transmits its final budget to BOF
April 5, 2027 <i>Tentative</i>	Last day for BOF to finalize/adopt budget
April 19, 2027 <i>Tentative</i>	Town of Marlborough Public Hearing on FY 2027-28 budgets (MES Cafeteria)
May 3, 2027	Second Town of Marlborough Public Hearing on FY 2027-28 budgets (MES Cafeteria)
May 4, 2027	Town of Marlborough Referendum on FY 2027-28 budget (MES Community Room)
May 13, 2027 <i>Tentative</i>	Board of Education votes to adopt final FY 2027-28 budget as approved by Referendum vote

1. Additional meetings may be scheduled following any action by the Board of Finance
2. The timeline is based on the Charter so that the Board of Finance receives the Board of Education budget at least 60 days before the first public hearing.

Marlborough Public Schools BOE Policy Subcommittee

September 24, 2026

Policy Number(s) & Bylaw	Policy Topic	Current MES Policy	Optional, Recommended or Mandated	Notes
P# 5112	Ages of Attendance	YES	Mandated	legislative update
P# 5114	Suspension	YES	Mandated	legislative update - see pages (d), (l), (z), (aa), R(b), R(h)
P# 5141.3	Immunizations	YES	Recommended	legislative update
P# 5141.213	Overdose Prevention	YES	Mandated	legislative update
P# 5142	School Safety: Preparation, Response, and After Action	YES	Recommended	legislative update - School Safety Plan addition: Interaction with Federal Immigration Authority
P# 5144.1	Physical Restraint	YES	Mandated	legislative update - see pages (d), (g) R(i), R(k)

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