



AGENDA and NOTICE SCHOOL COMMITTEE MEETING

This is a remote meeting with public comment available via the meeting link.

Regular Session Meeting
Monday, September 28, 2026

LOCATION

REMOTE

Dial In: 1 301 715 8592 - Webinar ID: 891 2885 4552

Live Link: <https://us02web.zoom.us/j/89128854552>

AGENDA

7:00 p.m. - Open Regular Session

(Approximate)

- | | | |
|--|---------------------|---------|
| 1. Public Comment | | 15 Mins |
| a. At the start of each regularly scheduled School Committee meeting, community members may address the Committee. In-person attendees should sign in; remote attendees on Zoom should use the "Raise Hand" feature (in the Reactions menu, or under "More" on mobile). For remote comments, attendees must also type their full name into the Zoom name field in order to be called on. Per Policy BEDH, each speaker has up to three (3) minutes and must state their name and city/town. Public comment is not a discussion or debate, but an opportunity to share opinions on matters within the Committee's authority. Meetings are live-streamed and recorded for SudburyTV; participation constitutes consent to be recorded and broadcast. | | |
| 2. Educational and Operational Matters | (Reports) | 5 Mins |
| a. SEA Representative (Angela Spirito) | | |
| 3. Consent Calendar | (Discussion/Action) | 5 Mins |
| a. Monthly Accounts Payable and Payroll Warrants Submission | | |
| b. Minutes (07/20/26, 08/03/26 and 08/17/26) | | |
| c. FY27 METCO Budget Approval | | |
| d. FY27 Budget Reset | | |
| e. ACCEPT Q4 Report | | |
| 4. Business and Policy Matters | | |
| a. FY28 Budget Guidelines | (Discussion/Action) | 15 Mins |
| b. Approval of Superintendent Goals | (Discussion/Action) | 10 Mins |
| c. Approval of School Committee Goals | (Discussion/Action) | 30 Mins |
| d. Superintendent Search Update and Logistics | (Discussion/Action) | 10 Mins |
| e. Review Absentee Data for Calendar | (Discussion) | 10 Mins |
| f. Transportation Invitation to Bid//Bus Sustainability | (Discussion/Action) | 15 Mins |
| g. Supporting Jewish Students | (Discussion/Action) | 10 Mins |
| h. Policy BGB: Step 2 | (Discussion/Action) | 10 Mins |
| i. ACL PROTECT Act | | |
| 5. Liaison Reports | (Report) | 5 Mins |
| 6. Adjournment | | |

This listing of matters is those reasonably anticipated by the Chair, which may be discussed at the meeting. Not all items listed may in fact be discussed, and other items not listed may also be brought up for discussion to the extent permitted by law. The Chair will strive to honor timed items as best as possible.

*The next School Committee Meeting is scheduled for **Monday, October 19, 2026***

**Sudbury Public Schools
School Committee Meeting**

Date: **September 28, 2026**

- Agenda Item:** 3 - Consent Calendar
- a. Monthly Accounts Payable and Payroll Warrants Submission
 - b. Minutes (07/20/26, 08/03/26, 08/17/26 and 09/14/26)
 - c. FY27 METCO Budget Approval
 - d. FY27 Budget Reset
 - e. ACCEPT Q4 Report

Recommendation:

Motion to approve the items on Consent Calendar as presented/amended.

Background / Preparation Information:

- a. Monthly Accounts Payable and Payroll Warrants Submission –Please review and bring any questions
- b. Potential Approval of Minutes – These minutes need to be approved to be added to our website. Please review for accuracy and bring any suggested changes.
- c. FY27 METCO Budget Approval – School Committee policy states that the School Committee review and approve the METCO budget each year. Please review and bring any questions.
- d. Budget Reset (FY27) – Buck has prepared this budget reset for our review. Please review and bring any questions.
- e. ACCEPT Q4 Report – This is the Q4 report from ACCEPT that we have received slightly off schedule. Please review and bring any questions.

Attachments:

SC Monthly AP and PW
072026_Sudbury School Committee Minutes_DRAFT (1)
080326_Sudbury School Committee Minutes_DRAFT (1)
081726_Sudbury School Committee Minutes_DRAFT (1)
FY27 METCO Budget approval for SC (1)
FY27 budget reset for SC 28 Sep 26 (1)
ACCEPT FY26 Q4 Treasurers report (1) (1)
ACCEPT Q4 FY26 Executive Director quarterly memo (1)

Action: **XX** **Report:** **Discussion:** **XX**



SUDBURY PUBLIC SCHOOLS

Office of the Director of Business and Human Resources

To: School Committee

Date: 09/28/2026

RE: FY27 Accounts Payable & Payroll Warrants Processed

With the required School Committee approvals received, the following Accounts Payable Warrants and Payroll Warrants were processed for payment during the current period:

<u>Date:</u>	<u>Warrant Type:</u>	<u>Warrant #:</u>	<u>Amount \$:</u>
08/19/2026	Payroll	P/R 08/12/2026	\$ -2,426.90
08/19/2026	Payroll	P/R 08/20/2026	\$ 1,393,115.33
09/02/2026	Payroll	P/R 09/03/2026	\$1,638,210.47
09/04/2026	Payroll	P/R 09/08/2026	\$1,011.93
09/16/2026	Payroll	P/R 09/17/2026	\$1,676,281.67
08/20/2026	Accounts Payable	1304	\$96,427.12
08/20/2026	Accounts Payable	1305	\$3,337.02
08/27/2026	Accounts Payable	1306	\$210,712.86
09/03/2026	Accounts Payable	1307	\$339,731.46
09/10/2026	Accounts Payable	1308	\$141,043.52
09/17/2026	Accounts Payable	1309	\$183,038.88
09/17/2026	Accounts Payable	1310	\$1,442.83
09/24/2026	Accounts Payable	1311	\$438,305.87

Buckner Creel
Acting Director of Business and Human Resources

Sudbury School Committee
Meeting Minutes - DRAFT
July 20, 2026

Members Present:

Jessica McCready - Chair, Betsy Sues - Vice Chair, Karyn Jones and Ellen Lederer-DeFrancesco

Also Present:

Annette Doyle, Carol Cavanaugh, Buckner Creel, Eric Simms, Catherine Gleason, Ben Lake and Sandra Duran

Absent:

Julie Durgin-Sicree

Open Regular Session

Chair Jessica McCready opened the meeting at 7:01 p.m. Betsy Sues, Ellen Lederer-DeFrancesco and Jessica McCready confirmed their presence.

1. Public Comment
 - a. Jacki Sousa, Sudbury resident, shared her disappointment that the Jewish PAC wasn't listed on the agenda for tonight's meeting.
 - b. Noah Stern Weber, Sudbury resident, shared his concerns about being a Jewish family in Sudbury and how harassment has impacted his family.
 - c. Jacob Vetstein, Sudbury resident, shared his experience of antisemitism as a former student in Sudbury Public Schools.

Karyn Jones joined the meeting.

2. Chair Jessica McCready motioned to move agenda item **5b. Potential Approval of Contracts for Acting Director of Finance and Interim Assistant Superintendent** before the opening statement of the Chair. Vice Chair Betsy Sues seconded the motion.
 - a. ROLL CALL VOTE:
 - i. Ellen Lederer-DeFrancesco: Aye
 - ii. Betsy Sues: Aye
 - iii. Karyn Jones: Aye
 - iv. Jessica McCready: Aye
 1. **Vote: 4-0.** Motion carries.
 - a. A member shared their appreciation for Buck and Carol and thanked Interim Superintendent Doyle for bringing them on board.
 - i. Vice Chair Betsy Sues motioned to approve the contracts of the Acting Director of Finance and the Interim Assistant Superintendent for the term of the contract as presented/amended. Ellen Lederer-DeFrancesco seconded the motion.
 1. ROLL CALL VOTE:

2. Karyn Jones: Aye
3. Betsy Sues: Aye
4. Ellen Lederer-DeFrancesco: Aye
5. Jessica McCready: Aye
- a. **Vote: 4-0.** Motion carries

3. Opening Statement from Chair and Budget Subcommittee Chair

- a. Chair McCready shared that due to a technical glitch during the last meeting, it had to be unexpectedly canceled. Because of that, tonight is Interim Superintendent Doyle's first official School Committee meeting as Superintendent. The Committee is excited to welcome her and looks forward to working and engaging with her.
- b. She also took a moment to welcome Carol Cavanaugh, Interim Assistant Superintendent and announced that Don Sawyer, Director of Business and Human Resources is on medical leave. The Committee wishes him well and during his leave Bucker Creel will fill in in his absence.

4. District Reports

a. Educational and Operational Matters

i. Interim Superintendent

1. Mrs. Doyle introduced both Carol and Buck to the team. She shared her thanks to both of them for their help during the transition of administrations and noted they both came with high recommendations from peers.
2. The ESY and Explore summer programs are in full swing. Thanks to Laura Brande, Annya Pedreschi and Nicole Corron for running the programs and thanks to Rebecca Amaral for all her work in launching them.
3. Mrs. Doyle recently attended the M.A.S.S. Superintendent Conference and her first day as part of the NSIP program is today. She has begun working on the entry plan as part of her new position and her suggested goals, recommended by both NSIP and DESE, will be addressed in the coming weeks.

ii. Acting Business Director

1. Mr. Creel shared that his goal during Mr. Sawyer's absence is to move forward with what is currently in place.
2. The IRS changed the legal mileage reimbursement rate from .72 to .76. Mr. Creel intends to bring this change to the next School Committee meeting for formal approval.
3. He provided an update in Special and Early Education Grants noting that there was no information to share on Title grants at this time.
4. Governor Healy put a bill together that is currently in the house. If it passes, funds will be distributed to districts amongst the Commonwealth similar to Chapter 70 funds.
5. A question related to unanticipated costs related to Don's medical leave was asked.

iii. Interim Assistant Superintendent

1. Dr. Cavanaugh shared some tips to students and families on summer reading and ways in which to enjoy reading during the summer. She also shared recommendations on incorporating reading into family fun and shared resources on summer reading.

5. Consent Calendar

- a. Approval of Minutes (05/18/26 and 06/01/26)
- b. Monthly Accounts Payable and Payroll Warrants Submissions
- c. FY26 Q3 Budget Report
- d. Peter Noyes PTO Gift Approval
 - i. Clarifying questions about the Q3 report was asked.
 - ii. Vice Chair Betsy Sues motioned to approve the Consent Calendar as presented. Ellen Lederer-DeFrancesco seconded the motion.
 1. ROLL CALL VOTE:
 - a. Betsy Sues: Aye
 - b. Karyn Jones: Aye
 - c. Ellen Lederer-DeFrancesco: Aye
 - d. Jessica McCready: Aye
 - i. **Vote: 4-0.** Motion carries.

6. Business and Policy Matters

- a. MassCEC Electric School Bus Advisory Service Program
 - i. Because our transportation RFP is shared with LS, the town is investigating sustainable practices including electric vehicle buses.
 - ii. A presentation was shared by Eric Simms, Catherine Gleason and Ben Lake outlining the process and resources related to new technologies to support electric buses. It also included what a program like this can benefit.
 - iii. Questions from the Committee centered around the recommended timeline and how it could impact our work, especially as we are working on our transportation RFP this year. Questions also included how the agreement would be structured if done in conjunction with LS and whether there is a fee for the analysis?
 1. Vice Chair Betsy Sues motioned to approve the MassCEC letter of commitment as presented. Ellen Lederer-DeFrancesco seconded the motion.
 - a. ROLL CALL VOTE:
 - b. Karyn Jones: Aye
 - c. Ellen Lederer-DeFrancesco: Aye
 - d. Betsy Sues: Aye
 - e. Jessica McCready: Aye
 - i. **Vote: 4-0.** Motion carries.
- b. Budget Tiered Initiatives Overview
 - i. Ideas presented included spending on enrichment (stem and world language); supports in ELA; transportation for afterschool activities; textbook purchases; late bus for middle school students; Anti Hate Anti Bias Professional Development opportunities, administration of Central Office staffing; curriculum review timeline; maintenance and student services budgets and the METCO program.

- ii. Clarifying Questions related to the process were asked.
- c. Discussion on holding community Listening Session on Jewish student experiences, religious inclusion and belonging across Faith Communities
 - i. Due to concerns from families about issues their families are facing, Chair McCready spoke to local Rabbis about the option of holding Listening Sessions to better understand how schools can help support Jewish students.
 - ii. Discussion centered around other student incident experiences. One member shared her disagreement with the listening sessions and shared her support of a Jewish PAC.
- d. Review of School Committee Goals
 - i. The Committee reviewed the goals that each provided individually. Together they decided on three “buckets”: Communication, Fiscal Stewardship and Student Experience.
 - ii. One member suggested adding the Superintendent Search as a large goal area.
 - iii. Concerns about understanding deliverables were shared.
 - iv. A recommendation to rename the buckets speaking to the more general themes was suggested and clarification was provided that the District does have a strategic plan – called the District Improvement Plan when it was suggested to add a Strategic Plan as a goal.
- e. Superintendent Search Process
 - i. Discussion surrounded whether the Committee wants to hire a search firm and if so, what to include in the RFP for the search firm.
 - ii. Ideas included the general communication plan, the stakeholders who should have input and their framework for how they would best advise the School Committee, full scope of services, community forums, background checks, community communications and advice for when those are shared, recruiting strategy and references.
 - iii. Questions related to the selection of the search firm were asked.
 - iv. Vice Chair Betsy Sues motioned to authorize a Procurement Officer to develop and issue a written request for proposals for Superintendent Executive Search Consulting Services. Ellen Lederer-DeFrancesco seconded the motion.
 - 1. ROLL CALL VOTE
 - a. Karyn Jones: Aye
 - b. Ellen Lederer-DeFrancesco: Aye
 - c. Betsy Sues: Aye
 - d. Jessica McCready: Aye
 - i. **Vote: 4-0.** Motion carries.
- f. Combined Facilities Director
 - i. Haynes and Nixon Roof Projects Update
 - ii. Solar Panels Update
 - iii. Cafeteria Tables
 - iv. Fire Alarms

1. Ms. Duran requested approval of the surplus of cafeteria tables due to accessibility concerns. New tables have been purchased to align with compliance.
2. Vice Chair Betsy Sues motioned to approve the disposal of the surplus school owned personal property is described in the agenda packet with an estimated aggregate value of \$3000.00 and authorize disposal in accordance with Sudbury general bylaw section 721 and M.G.L c. 30B section 15. Ellen Lederer-DeFrancesco seconded the motion.
 - a. ROLL CALL VOTE:
 - i. Karyn Jones: Aye
 - ii. Ellen Lederer-DeFrancesco: Aye
 - iii. Betsy Sues: Aye
 - iv. Jessica McCreedy: Aye
 1. **Vote: 4-0.** Motion carries.
3. She reported that the solar canopy project is moving forward as expected.
4. Haynes fire alarm work has started. Materials have been delivered and vendors expect the work will be completed during the week of 8/10-8/17.
5. Roofing project updates include the demolition of the Nixon roof is scheduled for this Thursday with Haynes demolition scheduled during the week of July 27th. Additional structural reinforcement is required which will result in some days when staff cannot be in the building. There are no current concerns and the goal is for the buildings to be occupiable by September 1 with remaining work not expected to impact school operations.

7. Liaison Reports

- a. A report was provided in the packet on the LGBTQ+ PAC.
- b. Park and Rec - Chair McCreedy met with Amy Hamilton, Vivian Zeng, Laurie Eliason, and Bryant Amitrano to discuss after-school care options.
- c. Budget Subcommittee - A reorganization of the new Committee is forthcoming.
- d. Policy Subcommittee - A meeting is scheduled for August where a review of MASC policies will be considered as well as the Time Out and Restraint Policy.
- e. Questions included whether the full Committee tasks the Policy Subcommittee for policy review.
- f. Anti Hate Anti Bias Taskforce - Professional Development opportunities and potential programs that other schools run to address antisemitism are being discussed.

8. Adjournment

- a. Vice Chair Betsy Sues motioned to adjourn at 9:31 p.m. Ellen Lederer-DeFrancesco seconded the motion.
 - i. ROLL CALL VOTE:
 1. Betsy Sues: Aye
 2. Karyn Jones: Aye
 3. Ellen Lederer-DeFrancesco: Aye
 4. Jessica McCreedy: Aye
 - a. **Vote: 4-0.** Motion carries.

Respectfully Submitted,
Julie Williams
Executive Assistant to the Superintendent

Documents Reviewed During the July 20, 2026 School Committee Meeting

1. 051826_Sudbury School Committee Minutes_DRAFT
2. 060126_Sudbury School Committee Minutes_DRAFT
3. SC Meeting Warrant Summary - 061526
4. SC Agenda AP and Payroll Warrant Report for FY26 72026
5. SC Agenda AP and Payroll Warrant Report FY27 for 72026
6. FY26 3rd qtr report for SC
7. Noyes PTO Letter in Support of Calm Corner
8. PTO funding request (calm corner)
9. NOYES Gen ED Classroom Chill Zone Items Fall 2026 - Sheet1
10. 7.6.26 SPS Transportation.docx
11. SPS-Committee-memo-MassCEC-advisory-opportunity-7-15-26-letterhead
12. ACT School Bus Advisory Services Letter of Commitment
13. School Bus Contract FY23-FY25_Signed.pdf
14. 7.6.26 SPS Budget Tiered Initiatives .docx
15. 1 - 7.6.26 SPS Super Search
16. 2 - Example RFP Andover
17. 3 - 7.6.26 LS and SPS Super Search Summary
18. 4 - Westwood
19. 5 - ShrewsburyTimeline
20. 6 - Shrewsbury Screening Committee
21. 7 - Andover
22. 8 - Weston Timeline
23. School Committee surplus memo dated 7.14.2026 Curtis Cafeteria Surplus Tables
24. Town By-Law XII Town Property and Disposal of Surplus Goods
25. LGBTQ+ PAC Liaison Update

Additional Items Reviewed

1. Assistant Superintendent Report 7-6-26
2. Noyes Gift Proposal - SPS School Committee 7_20_26.pdf

Sudbury School Committee
Meeting Minutes - DRAFT
August 3, 2026

Members Present:

Betsy Sues - Vice Chair, Julie Durgin-Sicree, Karyn Jones and Ellen Lederer-DeFrancesco

Also Present:

Annette Doyle, Carol Cavanaugh, Buckner Creel, Chief Scott Nix and Sandra Duran

Absent:

Jessica McCready - Chair

Open Executive Session

Vice Chair Betsy Sues opened the meeting. Julie Durgin-Sicree, Ellen Lederer-DeFrancesco, and Betsy Sues confirmed their presence.

Julie Durgin-Sicree motioned to vote to convene in executive session and to return to open session pursuant to Massachusetts General Laws chapter 30A section 21(a) for the following purposes. Purpose 4 to discuss the deployment of security personnel or devices, or strategies with respect thereto and purpose 7 to review and approve minutes from the Sudbury School Committee executive session meetings of July 6, 2026 and July 17, 2026. Ellen Lederer-DeFrancesco seconded the motion.

ROLL CALL VOTE:

Ellen Lederer-DeFrancesco: Aye

Julie Durgin-Sicree: Aye

Betsy Sues: Aye

Vote: 3-0. Motion carries.

Julie Durgin-Sicree confirmed the committee voted to enter into executive session and to return to open session pursuant to Massachusetts General Laws chapter 30A section 21(a) for the following purposes. Purpose 4 to discuss the deployment of security personnel or devices, or strategies with respect thereto and purpose 7 to review and approve minutes from the Sudbury School Committee executive session meetings of July 6, 2026 and July 17, 2026.

Open Regular Session

Vice Chair Betsy Sues opened the regular session.

1. Public Comment
 - a. Vidya Parwani, 45 Amanda Road, Sudbury resident, asked the Committee to reconsider adding the Diwali holiday to the school calendar.
 - b. Safa Khan, Sudbury resident, thanked the School Committee for their dedication to the community and asked to reconsider adding Eid holidays to the school calendar.
2. Special Matters
 - a. School Safety Update, Chief of Police, Scott Nix
 - i. School Safety Update, Chief of Police, Scott Nix

- ii. Chief Nix provided his annual update on school safety expectations for the school year ahead. Kim Mangano is the School Resource Officer primarily assigned to LS with Jess Latini, along with support dog Rico, primarily assigned to Sudbury Public Schools.
- iii. He noted that there is a mental health clinician on staff who is available during crises and provides resources to families in need. He also took the opportunity to remind parents to please ensure their child's safety when using ebikes, and crosswalk safety.
- iv. The Committee shared their thanks to the School Resource Officers (and Rico) for their presence in our schools.
- v. Questions were raised regarding Away All Day mobile devices and lanyards used to alert emergency authorities, as well as any concerns about connecting families with their children in the event of an emergency.
- vi. A Committee member mentioned being grateful to have a social story received during an emergency at school.

3. Educational and Operational Matters

a. District Reports

- i. Acting Director of Business and Human Resources
 - 1. The town is closing its books tomorrow.
 - 2. The Governor put out a supplemental budget with Sudbury earmarked for \$50,000.00 put in place by Representative Carmine Gentile designed for Special Education.
 - 3. The Governor also put forward legislation requesting a supplemental bill for the FY27 budget. If successful, Sudbury would receive approximately \$200,000.00.
 - 4. The Committee asked when we would be notified if the supplemental bill passed.
- ii. Interim Assistant Superintendent
 - 1. Dr. Cavanaugh shared updates on current work, including homeschool plans, preparation of student learning data, the upcoming administrative retreat, finalizing mentor pairings, writing Title I and Title II grants, working with curriculum leaders, and a Boston METCO Summer Academy update.
 - 2. Questions from the Committee included the number of homeschool students we have.
- iii. Interim Superintendent
 - 1. Mrs. Doyle provided an update on the annual Say Something training program for administrators and students.
 - 2. The Explore program's last day is on Thursday. The program went well with 72 students participating.
 - 3. She is working on interviewing finalist candidates, SALT Retreat preparation, Opening Day planning, Anti Hate Anti Bias Taskforce summer work, her entry plan and connecting with Principals while monitoring building projects and attending town Capital and Budget meetings.

Karyn Jones left the meeting.

4. Consent Calendar
 - a. Appointment of School Committee Representative to Educational Collaboratives (CASE and ACCEPT)
 - b. Medication Delegation Application
 - c. Conditions of Assistance: IDEA Part B Funding Certifications
 - i. Julie Durgin-Sicree motioned to approve the Consent Calendar. Ellen Lederer-DeFrancesco seconded the motion.
 1. ROLL CALL VOTE:
 - a. Julie Durgin-Sicree: Aye
 - b. Ellen Lederer-DeFrancesco: Aye
 - c. Betsy Sues: Aye
 - i. **Vote: 3-0.** Motion carries.
5. Business and Policy Matters
 - a. Combined Facilities Director
 - i. Haynes and Nixon Roof Projects Update
 - ii. School Safety Update
 1. The Haynes fire alarm replacement project is going well with inspections planned.
 2. With today's rain, Nixon's roof leaked. The response was fast from the Contractor and the leak was stopped.
 3. Questions related to the leak were asked.
 4. An update was also provided on both the Curtis solar canopy project and school safety projects.
 5. Questions surrounding where electricity is being run from and whether the fire department has reviewed the bollards and gates was asked.
 - b. Update on Jewish PAC
 - i. This agenda item will be brought to the next meeting as we need proper documentation to fulfill the item.
 - ii. Questions surrounding whether we will have guests at the next meeting and whether it would be helpful to how we look at criteria for creating a PAC was asked.
 - c. Policy DKC - Expense Reimbursements
 - i. Without having advance notice of the mileage reimbursement rate increase, the Committee is being asked to expedite the approval of the rate.
 - ii. A recommendation to revise the wording in Policy DKC to state that the policy is approved in alignment with IRS standards will address needing to expedite an approval moving forward.
 - iii. A question regarding what qualifies for mileage reimbursement for staff was asked.
 1. Julie Durgin-Sicree motioned to dispense with the three-step process outlined in Policy BGB. Ellen Lederer-DeFrancesco seconded the motion.
 - a. ROLL CALL VOTE:

- i. Ellen Lederer-DeFrancesco: Aye
 - ii. Julie Durgin-Sicree: Aye
 - iii. Betsy Sues: Aye
 - 1. **Vote: 3-0.** Motion carries.
 - 2. Julie Durgin-Sicree motioned to approve Policy DKC as presented / amended. Ellen Lederer-DeFrancesco seconded the motion.
 - a. ROLL CALL VOTE:
 - i. Julie Durgin-Sicree: Aye
 - ii. Ellen Lederer-DeFrancesco: Aye
 - iii. Betsy Sues: Aye
 - 1. **Vote: 3-0.** Motion carries
- d. At-A-Glance Newsletter, June 2026
 - i. The Committee reviewed the Draft newsletter.
 - 1. Julie Durgin-Sicree motioned to approve the June 2026 At-A-Glance Newsletter as presented / amended. Ellen Lederer-DeFrancesco seconded the motion.
 - a. ROLL CALL VOTE:
 - i. Ellen Lederer-DeFrancesco:
 - ii. Julie Durgin-Sicree:
 - iii. Betsy Sues: Aye
 - 1. **Vote: 3-0.** Motion carries.
 - 2. Julie Durgin-Sicree motioned to distribute the June 2026 At-A-Glance Newsletter via email. Ellen Lederer-DeFrancesco seconded the motion.
 - a. ROLL CALL VOTE:
 - i. Julie Durgin-Sicree: Aye
 - ii. Ellen Lederer-DeFrancesco: Aye
 - iii. Betsy Sues: Aye
 - 1. **Vote: 3-0.** Motion carries.
- e. Combined Facilities Memorandum of Agreement
 - i. This agenda item is to reassign the role to Jessica as Chair.
 - 1. Julie Durgin-Sicree motioned to approve the Chair of the Sudbury School Committee to continue discussions regarding the Combined Facilities MOA with the Select Board Chair, Town Manager and delegates, Superintendent and delegates, and the Combined Facilities Director. Ellen Lederer-DeFrancesco seconded the motion.
 - a. ROLL CALL VOTE:
 - i. Ellen Lederer-DeFrancesco: Aye
 - ii. Julie Durgin-Sicree: Aye
 - iii. Betsy Sues: Aye
 - 1. **Vote: 3-0.** Motion carries.
- f. FY26 Q4 Report (End of Year)
 - i. Mr. Creel reviewed the end of year report with the Committee noting Circuit Breaker expenses are still being reviewed and that Year to Date transfers need approval.

1. Julie Durgin-Sicree motioned to approve the FY26 Quarter End of Year report as presented. Ellen Lederer-DeFrancesco seconded the motion.
 - a. ROLL CALL VOTE:
 - i. Julie Durgin-Sicree: Aye
 - ii. Ellen Lederer-DeFrancesco: Aye
 - iii. Betsy Sues: Aye
 1. **Vote: 3-0.** Motion carries.
2. Julie Durgin-Sicree motioned to approve the Year to Date transfers included in the report. Ellen Lederer-DeFrancesco seconded the motion.
 - a. ROLL CALL VOTE:
 - i. Julie Durgin-Sicree: Aye
 - ii. Ellen Lederer-DeFrancesco: Aye
 - iii. Betsy Sues: Aye
 1. **Vote: 3-0.** Motion carries.
- g. Update on Superintendent Search
 - i. Mr. Creel is currently working on the Scope of the RFP and researching firms to consider sending the RFP to. The Committee will be asked to review the criteria included.
 - ii. Questions from the Committee included the timeline for the selection.
6. Future Agenda Items
 - a. Members requested a Taskforce presentation from the Anti Hate Anti Bias Taskforce and how we are using digital technology in education as future agenda items.
7. Adjournment
 - a. Julie Durgin-Sicree motioned to adjourn our meeting of Monday, August 3rd at 8:56 p.m. Ellen Lederer-DeFrancesco seconded the motion.
 - i. ROLL CALL VOTE:
 1. Julie Durgin-Sicree: Aye
 2. Ellen Lederer-DeFrancesco: Aye
 3. Betsy Sues: Aye
 - a. **Vote: 3-0.** Motion carries.

Respectfully Submitted,
 Julie Williams
 Executive Assistant to the Superintendent

Documents Reviewed During the August 3, 2026 School Committee Meeting

1. Doyle_ACCEPT Collaborative Letter of Appointment_080426
2. Doyle_CASE Collaborative Letter of Appointment_080426
3. MCSR Signature Page (1)
4. ConditionsofAssistance_IDEAS Part B Funding
5. FY27 travel reimbursement rate for SC (1)
6. RedLinePolicyDKC
7. 2025–2026 School Committee At-A-Glance_ Year in Review

8. DRAFT_June 2026 At-A-Glance.docx (1)
9. FY26 4th Qtr report to SC rev
10. '26-'27 Committee Rolling Agenda

Additional Items Reviewed

1. School Committee Capital update 8.3.2026.pptx

Sudbury School Committee
Meeting Minutes - DRAFT
August 17, 2026

Members Present:

Jessica McCready - Chair, Betsy Sues - Vice Chair, Julie Durgin-Sicree, Karyn Jones and Ellen Lederer-DeFrancesco

Also Present:

Annette Doyle, Carol Cavanaugh, Buckner Creel, Jacki Sousa, Stephanie Juriansz, Katie Dineen and Sandra Duran

Open Regular Session

Chair Jessica McCready opened the meeting at 7:02 p.m. Julie Durgin-Sicree, Ellen Lederer-DeFrancesco, Betsy Sues and Jessica McCready all confirmed their remote presence.

1. Public Comment
 - a. Safa Khan, Sudbury resident, and speaking on behalf of Vidya Parwani, advocated to ask that the Committee reconsider adding Eid and Diwali to the SPS School Calendar.
 - b. Kay Bell, Sudbury resident, encouraged the School Committee to follow its established three-step process when considering changes to District policies. She also expressed concern that the Family Handbook was included on the Consent Calendar.
 - c. David Teller, Sudbury resident, shared his concerns about the restraint policy listed on the agenda.
2. Special Matters
 - a. Anti-Hate / Anti-Bias Task Force Presentation
 - i. Jacki Sousa shared a presentation outlining the need for a Jewish PAC. The presentation was shared with the Anti-Hate Anti-Bias Taskforce, which voted to bring it forward to the School Committee for consideration. The intent of the Parent Advisory Committee is to provide representation and support for Jewish families and to help ensure that they feel welcome, included, and safe within SPS.
 - ii. The presentation included data on the number of reported antisemitic incidents and bullying, information supporting the recognition and protection of Jewish students, an overview of the differences between a Taskforce and a Parent Advisory Committee, and supporting evidence for consideration of a Jewish Parent Advisory Committee.

Karyn Jones joined the meeting.

- iii. Questions from the Committee included whether the PAC should specifically be identified as a Jewish / antisemitism-focused PAC, or whether an interfaith PAC that does not prioritize a particular religion could also be considered and whether PACs should have a relationship with the Taskforce and the School Committee.
 - iv. Two members of the Committee shared their support.

3. Educational and Operational Matters

a. District Reports

i. Acting Director of Business and Human Resources

1. Mr. Creel noted his support of the Business Office staff and their hard work.
2. Today is the bid opening for the METCO Bus RFP.

ii. Interim Assistant Superintendent

1. Dr. Cavanaugh shared an update on New Teacher Orientation noting that 19 new educators will be present. She thanked Rebecca Amaral and Liz Kerrigan for their hard work in putting the agenda together for the two day orientation.

iii. Interim Superintendent

1. Mrs. Doyle shared that all administrators are back as of today with a two day administrative retreat scheduled for later this week. Thanks to Carol Cavanaugh, Stephanie Juriansz, Buck Creel, Michael O'Brien, Shannon Famigletti, Liz Kerrigan, Bryant Amitrano, Christine Maus, Sara Harvey and Brian Menna who will be helping to lead sessions.
2. Opening Day for all staff is two weeks away. The District is excited to welcome Dr. Alex Hirshberg who will present on the impact every adult has on students, the importance of relationships and building strong connections with students. Separate sessions will be held for elementary and middle school staff.

4. Consent Calendar

a. CASE Q4 Report

b. Family Handbook FY27

c. Monthly Accounts Payable and Payroll Warrants Submission

d. Updating Dates in the Policy Subcommittee Charge

e. Minutes (06/15/2026 and 07/06/2026)

i. A member asked to pull the Family Handbook.

ii. Vice Chair Betsy Sues motioned to approve the Consent Calendar as amended. Julie Durgin-Sicree seconded the motion.

1. ROLL CALL VOTE:

- a. Karyn Jones: Aye
- b. Ellen Lederer-DeFrancesco: Aye
- c. Julie Durgin-Sicree: Aye
- d. Betsy Sues: Aye
- e. Jessica McCready: Aye

i. **Vote: 5-0.** Motion carries.

iii. Karyn Jones moves to reorder the Family Handbook until after we discuss Policy JKAA. Betsy Sues seconded the motion.

1. ROLL CALL VOTE:

- a. Karyn Jones: Aye
- b. Ellen Lederer-DeFrancesco: Aye

- c. Julie Durgin-Sicree: Aye
- d. Betsy Sues: Aye
- e. Jessica McCready: Aye
 - i. **Vote: 5-0.** Motion carries.

5. Business and Policy Matters

a. Combined Facilities Director

- i. Haynes and Nixon Roof Projects Update
- ii. Update on FY25 / FY26 Projects
 - 1. The roof projects are progressing as planned and there are no concerns about schools opening on time. The work will continue after school hours and may include weekends and holidays.
 - 2. The Haynes emergency lighting and BDA projects are going well.
 - 3. Access control work has been pushed back by one week. Large boulders have been placed at Curtis to help secure the bus parking, playground and Solar installation areas. The Noyes vestibule project is still in the design phase.
 - 4. The Curtis solar canopy work continues through the pre-design phase with installation targeted for summer 2027.
 - 5. HVAC study looking at system needs and electrification opportunities.
 - 6. Building management systems capital repairs continue to be evaluated.
 - 7. Haynes School Playground Renovation – the CPA application is opening in September. Improvement options are under consideration.
 - 8. The bus electrification initiative is under evaluation.
 - 9. A question about the smaller playground at Haynes was asked.

b. Discussion on supporting Jewish students

- i. Support was shared for exploring next steps, including reviewing other PAC charges and thinking about a structure for a Jewish PAC, with support from the Anti Hate Anti Bias Taskforce and legal counsel.

c. Review of Policies JICFB Bullying Prevention and JICK Harassment of Students

- i. These two policies are in place to protect students from bullying and harassment. A consideration to include protected classes was shared.
- ii. A recommendation to place this with the Policy Subcommittee was shared.
- iii. A request to look at policies AC and ACE to offer more clarity was shared.
 - 1. Vice Chair Betsy Sues motioned to task the Policy Subcommittee with review of policies JICFB & JICK. Julie Durgin-Sicree seconded the motion.

a. ROLL CALL VOTE:

- i. Ellen Lederer-DeFrancesco: Aye
- ii. Julie Durgin-Sicree: Aye
- iii. Karyn Jones: Aye
- iv. Betsy Sues: Aye
- v. Jessica McCready: Aye

1. **Vote: 5-0.** Motion carries.

2. Policies AC and ACE will be brought to a future agenda, as they were not on tonight's agenda.

d. Potential vote on Policy JKAA Physical Restraint of Students

- i. Stephanie Juriansz, Director of Student Services provided an update on Policy JKAA noting that the regulations addressed in this policy have been recommended by MASC and have undergone legal review. State regulations supported by DESE take effect today and the ask for this item is to discuss whether to dispense with the typical three step policy review process due to the timing of the regulations.
- ii. Members of the Committee and SEPAC shared their concerns due the quick turnaround and not enough time for policy review.
- iii. A desire to add local safeguards was shared.
- iv. Questions surrounded whether anything would prevent the District from complying with the regulations when they take effect.

1. Vice Chair Betsy Sues motioned to dispense with the three step process outlined in Policy BGB.

a. ROLL CALL VOTE:

- i. Karyn Jones: No
- ii. Betsy Sues: No
- iii. Julie Durgin-Sicree: Aye
- iv. Ellen Lederer-DeFrancesco: No
- v. Jessica McCready: Aye

1. **Vote: 2-3.** Motion does not carry.

v. Family Handbook

1. Minor changes to language as well as an update to the equity and inclusion statement were reviewed and approved.
2. A question related to AI language was asked.
3. Vice Chair Betsy Sues motioned to approve the Family Handbook as amended. Julie Durgin-Sicree seconded the motion.

a. ROLL CALL VOTE:

- i. Betsy Sues: Aye
- ii. Julie Durgin-Sicree: Aye
- iii. Karyn Jones: Aye
- iv. Ellen Lederer-DeFrancesco: Aye
- v. Jessica McCready: Aye

1. **Vote: 5-0.** Motion carries.

e. Review of Budget Tiered Initiatives

- i. The Committee reviewed ideas shared by each member.
- ii. A suggestion to add preventive maintenance as an immediate need was asked and clarification on what will be sent to administration for review was asked.

f. Potential Approval of RFP for Superintendent Search

- i. Mr. Creel shared the timeline, scope of services that will be provided, submission guidelines and the Evaluation Committee process.

- ii. Questions surrounded geographic reach, protocols if we don't find a candidate, confidentiality clause and clarity on complete services. Additional questions surrounded MASC and the makeup of the Evaluation Committee.
 1. Vice Chair Betsy Sues motioned to approve the Superintendent Search RFP as amended. Julie Durgin-Sicree seconded the motion.
 - a. ROLL CALL VOTE:
 - i. Betsy Sues: Aye
 - ii. Karyn Jones: Aye
 - iii. Ellen Lederer-DeFrancesco: Aye
 - iv. Julie Durgin-Sicree: Aye
 - v. Jessica McCready: Aye
 1. **Vote: 5-0.** Motion carries.
 2. Vice Chair Betsy Sues motioned to vote to give the Acting Director of Business and HR permission to release the RFP documents to at least three firms which normally provide superintendent search services. Ellen Lederer-DeFrancesco seconded the motion.
 3. A question on who the RFP was being sent to was asked.
 - a. ROLL CALL VOTE:
 - i. Betsy Sues: Aye
 - ii. Karyn Jones: Aye
 - iii. Ellen Lederer-DeFrancesco: Aye
 - iv. Julie Durgin-Sicree: Aye
 - v. Jessica McCready: Aye
 1. **Vote: 5-0.** Motion carries.
 4. A better understanding of who appropriately holds the role of evaluating the RFP's and a suggestion to add an administrator who has been in the District longer to the Evaluation Committee was shared.
 - a. Vice Chair Betsy Sues motioned to appoint Jessica McCready, Ellen Lederer-DeFrancesco, Buck Creel and Carol Cavanaugh to the Evaluation Committee for the Superintendent search firm RFP. Karyn Jones seconded the motion.
 - i. ROLL CALL VOTE:
 1. Ellen Lederer-DeFrancesco: Aye
 2. Betsy Sues: Aye
 3. Karyn Jones: Aye
 4. Julie Durgin-Sicree: Aye
 5. Jessica McCready: Aye
 - a. **Vote: 5-0.** Motion carries.
6. Liaison Reports
 - a. At a recent Park and Rec meeting, a question to consider working together with SPS to update and maintain the fields at Curtis was discussed.
 - b. The LGBTQ+ PAC will be present at upcoming Open House events. Their website is up to date and they are currently looking at additional events in the Fall.
 - c. The next Town Budget Group meeting is scheduled for August 31st.

7. Adjournment

- a. Vice Chair Betsy Sues motioned to adjourn the meeting at 10:22 p.m. Julie Durgin-Sicree seconded the motion.
 - i. ROLL CALL VOTE:
 - 1. Ellen Lederer-DeFrancesco: Aye
 - 2. Karyn Jones: Aye
 - 3. Julie Durgin-Sicree: Aye
 - 4. Betsy Sues: Aye
 - 5. Jessica McCready: Aye
 - a. **Vote: 5-0.** Motion carries.

Respectfully Submitted,
Julie Williams
Executive Assistant to the Superintendent

Documents Reviewed During the August 17, 2026 School Committee Meeting

- 1. Jewish PAC Presentation_6.10
- 2. CASE Q4 Update - 5.22.26
- 3. DRAFT_Family Handbook FY27 for Legal Review.docx
- 4. Monthly Accounts Payable and Payroll Warrants_081726
- 5. Policy Subcommittee Charge (2)
- 6. 061526_Sudbury School Committee Minutes_DRAFT
- 7. 070625_Sudbury School Committee Minutes_DRAFT
- 8. MEMORANDUM to SC Capital Projects Update 8.12.2026
- 9. Sudbury PAC Memo 8.13.26
- 10. J Policies.docx
- 11. Letter_School Committee Packet
- 12. DRAFT JKAA Restraint Prevention Policy (1)
- 13. School Committee Budget Priorities (Responses).xlsx - Form Responses 1
- 14. 7.6.26 SPS Budget Tiered Initiatives .docx (1)
- 15. Supt Search RFP to SC 17 Aug 26



Sudbury Public Schools

40 Fairbank Road
Sudbury, Massachusetts 01776
Phone: (978) 639-3211

Annette Doyle

Interim Superintendent of Schools

annette_doyle@sudbury.k12.ma.us

Buckner Creel

Acting Director of Business and HR

buckner_creel@sudbury.k12.ma.us

To: School Committee
From: Buckner Creel
Acting Director of Business and Human Resources

Date: July 23, 2026

Re: **FY27 METCO Budget approval**

METCO Budget For the Committee's review and applicable action, I am providing the following FY27 METCO Budget.

The METCO budget for FY27 was originally submitted to DESE for approval based on the FY26 grant, as the transportation costs were not known at the time of application. Below is the FY27 METCO grant budget in the as initial application:

Budget 6/23/2026	Narrative Description
\$ 119,305	METCO Director
\$ 40,195	Bus Monitor- Elementary
\$ 36,000	Bus Monitor- Middle School
\$ 31,564	Elementary METCO Co-ordinator- to be hired
\$ 40,511	Middle School METCO Coordinator
\$ 23,601	Extended day/year services for students at METCO Inc and Boys and Girls Club \$3540.00, Sudbury Extended Day for students before and afterschool care \$18561.00 at 3 schools, Academic Tutoring for students with Ann's Christian Learning \$1500.00
\$ 500	Student supplies for Tenacity Challenge, Family Engagement events, and classroom instruction
\$ 2,025	MDA dues \$350.00, MDA conferences \$900, IDEAS Wksp \$600, WELN \$175.00
\$ 233,697	Daily transportation for students with First Student \$232,696.80. Cell Phones for Bus Monitors \$1000.00
\$ 527,398	total grant allocation

The recent METCO bus competition resulted in increased bus prices for FY27, requiring an amendment to the METCO grant. For the Committee's information, the amended budget is below:

Budget pending amendment 9/1/2026	Amended Narrative Description
\$ 119,305.00	METCO Director
\$ 45,750.00	Bus Monitor - Elementary
\$ 36,000.00	Bus Monitor - Middle School
\$ 40,511.25	Middle School METCO Coordinator
\$ 23,601.00	Extended day/year services for students at METCO Inc and Boys and Girls Club \$3540.00, Sudbury Extended Day for students before and afterschool care \$18561.00 at 3 schools, Academic Tutoring for students with Ann's Christian Learning \$1500.00
\$ 2,448.27	Student supplies for Tenacity Challenge, Family Engagement events, and classroom instruction
\$ 2,225.00	MDA dues \$400.00, MDA conferences \$1050, IDEAS Wksp \$600, WELN \$175.00
\$ 257,557.48	Daily transportation for students with First Student \$232,696.80. Cell Phones for Bus Monitors \$1000.00
\$ 527,398.00	total grant allocation

Recommend that the School Committee VOTE to approve the FY27 METCO budget as presented.

FY28 METCO budget planning The METCO grant request for proposals (RFP) is typically not issued until the DESE proponents have sufficient information on the amount the Commonwealth Legislature will include in the upcoming fiscal year for METCO expenditures to be confident in the school district allocations. This year, the RFP for the FY27 grant was posted on 11 June 2026, with a response deadline of 26 June 26, an earlier posting date than the last several years. This posting date is the date Our application was approved on 1 July 2026.

I have every reason to believe this pattern will continue in the future. The Committee's last meeting before 30 June 2026 was on 15 June 2026, and this pattern is likely to continue as well, making the requirement to approve the METCO budget by 30 June virtually impossible. Perhaps the Committee should review Policy JFBC and determine if the June reporting requirement should be changed in some way.

Buckner Creel
Acting Business Director



Sudbury Public Schools

40 Fairbank Road
Sudbury, Massachusetts 01776
Phone: (978) 639-3211

Annette Doyle

Interim Superintendent of Schools

annette_doyle@sudbury.k12.ma.us

buckner_creel@sudbury.k12.ma.us

Buckner Creel

Acting Director of Business and HR

To: School Committee
From: Buckner Creel
Acting Director of Business and Human Resources

Date: September 21, 2026

Re: **FY27 Budget Reset**

In some past years, the new fiscal year operating (General Fund) budget has been adjusted from the budget approved by the School Committee to a revised budget, which was then loaded into the MUNIS accounting system immediately after the books for the recently-completed fiscal year were closed. I believe this is referred to as the "budget reset."

My past practice has been to load the Committee-approved budget as the initial MUNIS budget, whether the budget load occurred before or after June 30th. Accordingly, the budget currently in the MUNIS accounting system is the FY7 budget approved by the Committee last January 2026.

We are still in a startup phase, in flux, and so it is premature to consider adjusting the budget at this point. As Don has said in the past, budget transfers and adjustments will occur around the end of the 2nd Quarter report, in January 2027.

Buckner Creel

Buckner Creel
Acting Business Director



TREASURER'S REPORT TO THE BOARD OF DIRECTORS

Period Ending: June 30, 2026
Reporting Period: April 1 to June 30, 2026 (unaudited)
Date Submitted: September 14, 2026

Overview

This report is submitted pursuant to the ACCEPT Collaborative Agreement and M.G.L. c. 40, § 4E, which requires the Treasurer to receive and disburse all monies of the Collaborative and to provide regular financial reporting to the Board of Directors. All receipts, disbursements, and investments are made in accordance with Chapter 44 of the Massachusetts General Laws and Board-approved policies.

ACCEPT ended June 30, 2026 with approximately \$8.02 million in total cash and investments, including \$4.69 million in operating cash, \$1.53 million in capital reserves, and \$1.72 million in the OPEB Trust Fund.

Operating liquidity remains strong, with cash held in the operating account and in staggered certificates of deposit maturing from September 2026 through September 2027. The Capital Reserve Fund increased to \$1.53 million, supported by a \$326,898 contribution and investment earnings. The OPEB Trust Fund ended at \$1.72 million, reflecting an 11.06% year-to-date return despite a temporary unrealized market loss in March.

All warrants, payrolls, and associated support have been reviewed; all bank accounts are reconciled through **June 30, 2026**. All cash accounts were reconciled through June 30, there are no unreconciled items over 90 days, and all receipts and disbursements were processed under Board-approved *policies*. *There were no banking relationship changes during the period. This report is unaudited, and any July year-end transactions will be addressed through the annual audit process.*

As of this reporting date, the following banking relationships/changes occurred during this period: None

Quarterly Attestation: I certify that all financial transactions for the period APRIL 1 - JUNE 30 (unaudited) have been properly recorded. End of Year transactions that occurred in July are being reviewed and will be reported with the annual audit.

Respectfully Submitted,

A handwritten signature in blue ink, appearing to read "ME Normen".

Mary Ellen Normen
Treasurer,

ACCEPT Education Collaborative

CASH AND INVESTMENTS SUMMARY

All GL activity affecting cash and verified reconciliation to bank balances for all accounts has been reviewed and summarized below.

June 30, 2026

Investment Type	Balance	Maturity	Yield/ Unrealized Gain/(Loss)
Operating Account	\$ 3,509,348	Liquid	
Certificate of Deposit - [Bank]			
MutualOne 6 Month CD @ 4% maturity 9/23/2026	\$ 333,333	9/23/26	4.00%
MutualOne 9 Month CD @ 3.9% maturity 10/6/2026	\$ 333,333	10/6/26	3.90%
MutualOne 9 Month CD @ 3.4% maturity 03/26/2027	\$ 344,131	3/26/27	3.40%
MutualOne 18 Month CD 09/30/2027	\$ 173,929	9/30/27	1.70%
Total Operating Cash	\$ 4,694,075		
Donations			
Checking	\$ 77,523		
Investment Account UA			
Capital Reserve	\$ 1,530,814		2.43%
Other Post-Employment Benefits (OPEB) Trust Fund	\$ 1,715,215		11.06%
Total Cash and Investments	\$ 8,017,627		

Table 1: Cash and Investment balances by account for reporting period

Compliance Note: All investments are made in accordance with M.G.L. c. 44, §§54, 55, and 55B, prioritizing safety, liquidity, and yield. All bank deposits are within insured or properly collateralized limits per §55.

COMPLIANCE AND INTERNAL CONTROLS

- Receipts and Disbursements: All receipts and disbursements for the reporting period were made through the ACCEPT Collaborative Fund and in accordance with Board-approved warrants and purchasing policies, as required by 603 CMR 50.07.
- Bank Reconciliations: All cash accounts have been reconciled through June 30, 2026. There are no unreconciled items over 90 days.

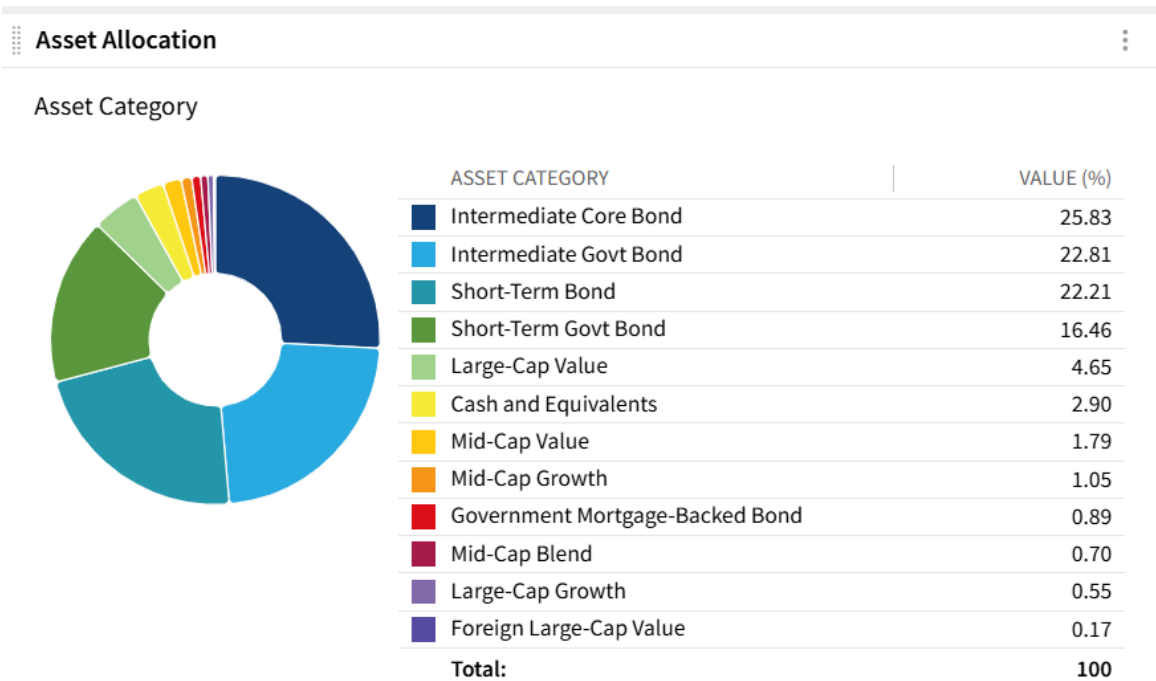
RESERVES, TRUST FUNDS, AND LONG-TERM OBLIGATIONS

Reserve Balances

Investment Tables: Transactions for Earned Interest/Dividends include Unrealized Gain/(loss)

CAPITAL RESERVE FUNDING

DATE	Transaction	TOTAL CAPITAL FUND	AUDIT/ CUMULATIVE TOTAL	OTHER	BUILDINGS	TECHNOLOGY	CLASSROOM AND OFFICE EQUIPMENT
TOTALS per Audit 2025 JUN 30		1,166,751	1,166,751	507,364	616,986	42,401	0
% Of Fund				43.49%	52.88%	3.63%	0.00%
Sep-25	Earned Interest/Dividends	16,485	1,183,236	7,069	8,596	591	0
Dec-25	Earned Interest/Dividends	13,660	1,196,896	5,871	7,140	491	0
Feb-26	Contribution	326,898	1,523,794		251,898		75,000
Mar-26	Earned Interest/Dividends	1,292	1,525,086	441	749	37	64
Jun-26	Earned Interest/Dividends	5,728	1,530,814	1,948	3,313	163	281
TOTALS:		364,063	1,530,814	522,693	888,682	43,682	75,344
% Of Fund		2.43% Return		34.14%	58.05%	2.85%	4.92%

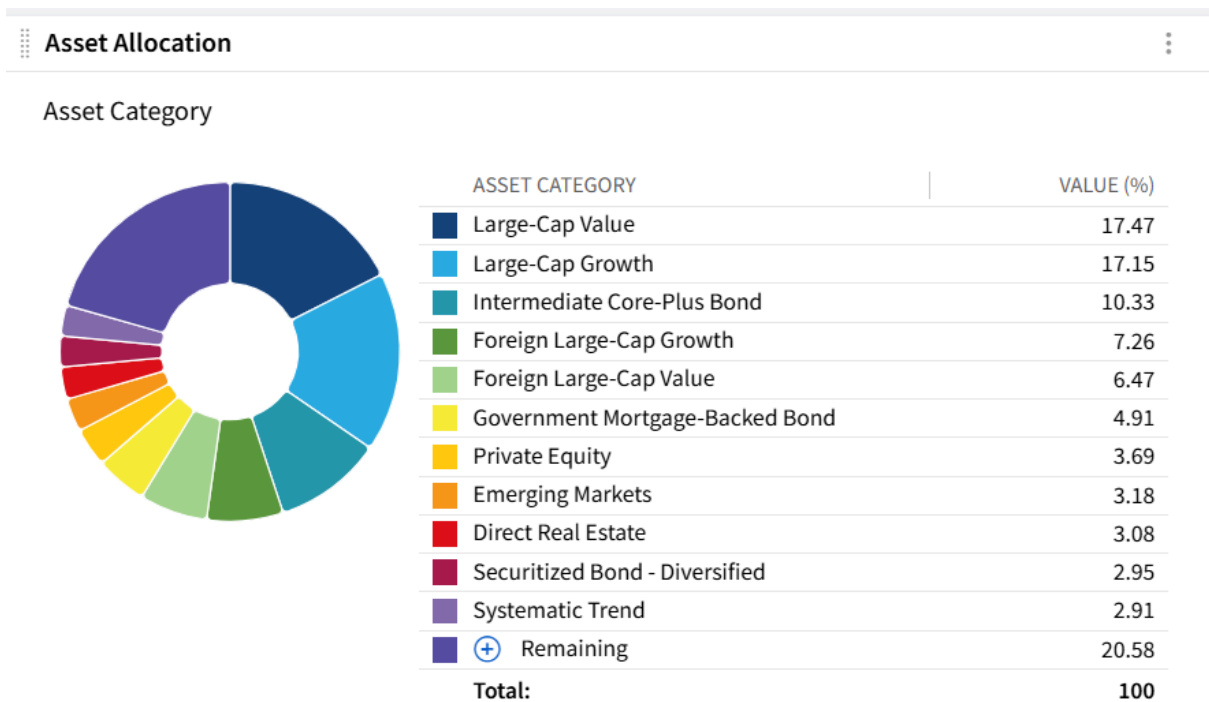


Source: Bartholomew & Company, Inc. as of 6/30/2026

Other Post Employment Benefits (OPEB) Fund

DATE	Transaction	TOTAL OPEB FUND	AUDIT/ CUMULATIVE TOTAL
TOTALS per Audit 2025 JUN 30		\$ 1,443,868.24	\$ 1,443,868.24
Sep-25	Earned Interest/Dividends	\$ 63,531.34	\$ 1,507,399.58
Dec-25	Earned Interest/Dividends	\$ 32,861.94	\$ 1,540,261.52
Feb-26	Contribution	\$ 81,724.00	\$ 1,621,985.52
Mar-26	Earned Interest/Dividends	\$ (23,630.91)	\$ 1,598,354.61
Jun-26	Earned Interest/Dividends	\$ 116,860.21	\$ 1,715,214.82
TOTALS:		\$ 271,346.58	\$ 1,715,214.82
		11.06%	return

Note: The OPEB Fund experienced an Unrealized Loss in Q3 (March 2026) due to market fluctuation.



Source: Bartholomew & Company, Inc. as of 6/30/2026



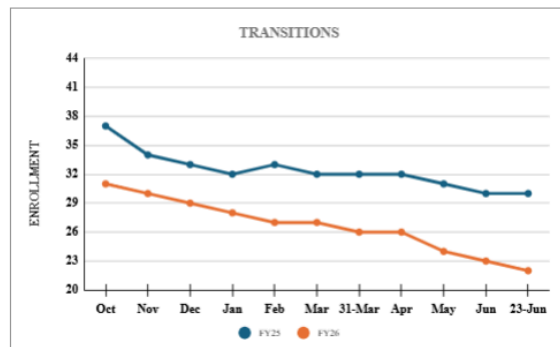
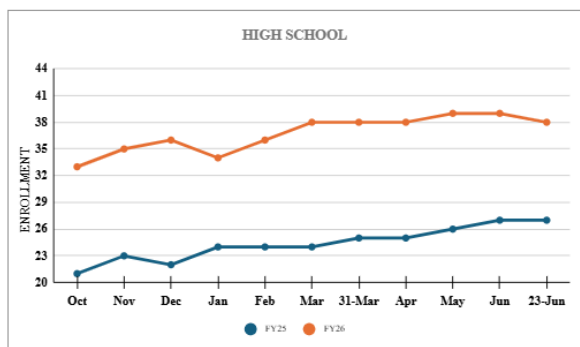
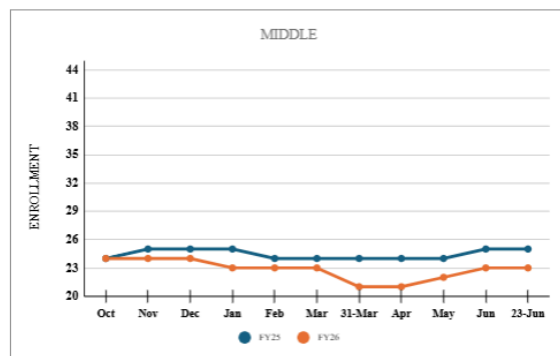
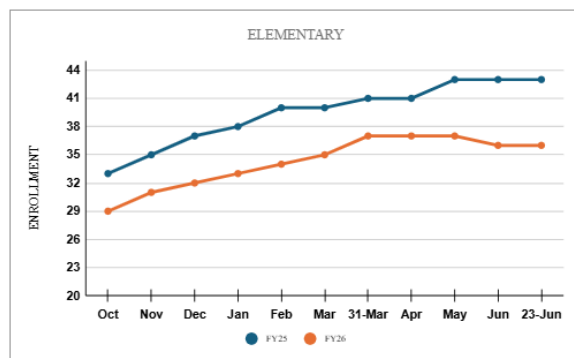
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September 21, 2026

To: ACCEPT Board of Directors
From: Kathleen M. Bernklow, Ph.D., Interim Executive Director
RE: Fourth Quarter Update from ACCEPT

In keeping with our collaborative agreement, I am providing a 4th quarter program and financial update for our organization.

Enrollment for the 4th quarter 2025-2026 school year across ACCEPT's three special education campuses (ACCEPT Natick School, ACCEPT at Medway High School. Additionally, the preponderance of 3rd grade referrals has filled all slots in the 3rd grade classroom and a waitlist has been established. As previously reported, a continued area of concern is the Transitions program. The increased number of districts establishing their own 18-22 year old programming has resulted in a year's long decline in enrollment, with aging out students not being replaced at the same rate by new, incoming students. We have recently received approval for Adult community-based day services from the Department of Developmental Services. Not only will this help the collaborative identify a new stream of revenue, it will support many of our 22 y.o.+ students for whom adult services programming is idiosyncratic at best, and completely lacking at worst. We had anticipated that 4 students would continue on in our Transitions program from our HS program so that the beginning of the FY27 numbers will be slightly higher for transitions and slightly lower for HS. Middle School enrollment in FY 26 (which includes gr. 6-7) is slightly below that of FY 25 (which included grades 6-8).



FY 26 High School enrollment has maintained numbers this quarter and will see an 11 student increase overall in FY 26. Enrollment as of 3/31/26 is 119 students, which is close to 2% over our budgeted student count of 117.

Our transportation department continues to be plagued by turnover due to difficulty in retaining drivers and not enough drivers to meet student needs. The self-operationalized model for Transportation produced a \$900K deficit that was offset through the surplus experienced by the Programming Department and FY26 ESY. The Board of Directors voted to shift the current self-operationalized transportation model to a hybrid model at the June 10, 2026 meeting. VanPool was contracted to provide transportation for all Out of District (OOD) routes while ACCEPT will provide transportation for within-district, program students (students who attend ACCEPT programs), and McKinney-Vento/Foster Care students. In all, 32 drivers and 15 monitors did not receive a successor contract. Operations have been coordinated by Eileen Christopher who has been reclassified as a Long Term Substitute Transportation Manager through June 30, 2026 and the Interim Executive Director.

Home-Based Services for the 2025-2026 school year are currently providing direct and/or consultative services to a total of 24 students across 10 different school districts. This represents an approximate 47% increase over the end of the 2024-2025 school year, when we were providing services to 17 students. We are currently unable to take anymore Home-based students due staffing constraints, and a waitlist has been established.

ACCEPT has partnered with outside Directors/Asst. Superintendents to implement the Leading Forward Academy for Student Services. This Academy combines leadership development, mentorship, and coaching with practical and authentic tasks such as writing a comprehensive entry plan and presenting the plan and its results; collaboration and project management/planning; the intersection of Bullying, Harassment and Title IX and how to support building leadership during investigations; understanding multilingual students and the impact of multi-language learning on assessment; managing out of district caseloads; budgeting; data analysis; and program evaluation. Additionally, the mandated full day workshops will be revised into half day workshops with more of the content being available through online platforms. We held our first meeting on June 4th where Martha Baaken/Weston provided Circuit Breaker training for attendees. The feedback was overwhelmingly positive from participants.

The Treasurer's FY26 Q4 report indicates that the Collaborative continues to maintain excellent cash reserves, both in cash on-hand, CD's, and investment accounts. The two investment accounts continue to grow as expected. The Operating Cash, at just over \$3.5 million as of June 30, 2026 and the balance of the 4 CD's which total just over \$1.1 million puts our operating cash total at just under \$4.7 million. Bank reconciliation reports are up to date and are being signed and dated monthly by the Treasurer. Additionally, payments to MTRS and the state retirement system are up to date and Federal and State taxes are being paid timely with each payroll process. Please see APPENDIX A for more detailed financial revenue and expenses information for FY 2026 Q4.

APPENDIX A

FY 2026 Q4 FINANCIAL REVENUE AND EXPENSES

Summary:

Overall, FY26 revenue decreased by approximately \$279,000, or 1.6%, compared with FY25, while total expenses decreased by approximately \$324,000, or 2.0%.

Department-level expense comparisons are significantly affected by a change in how administrative costs were reported. In FY26, administrative costs were allocated across the operating departments, whereas in FY25 those costs were largely reported within the Admin department. This accounts for much of the 88.5% decrease in reported Admin expenses and contributes to the increases reflected across Programs, Transportation, and other departments. As a result, year-over-year changes in individual department expenses should be interpreted in the context of this allocation change rather than solely as changes in underlying spending.

Beyond the allocation impact, notable changes include a 26.4% decline in Transportation revenue, partially offset by revenue growth in Programs, ESY, Home Based, and ELI.

Personnel Expenses:

Total wages increased by approximately \$381,000, or 3.3%, from \$11.68 million in FY25 to \$12.06 million in FY26.

Total benefit costs increased by approximately \$98,000, or 10.6%, from \$928,000 in FY25 to \$1.03 million in FY26.

FY26 v FY25 Revenue Comparison

Department	FY26	FY25	Change	%
Programs	10,454,058	9,780,458	673,600	6.9%
Transportation	3,574,222	4,853,890	(1,279,668)	-26.4%
ESY (Summer)	1,244,476	1,106,850	137,626	12.4%
Home Based	516,904	366,412	150,492	41.1%
ELI	313,621	238,680	74,941	31.4%
Prof. Development	243,562	313,873	(70,311)	-22.4%
Medicaid	222,415	210,038	12,377	5.9%
VHS	132,255	115,420	16,835	14.6%
Admin	98,700	93,392	5,308	5.7%
Total	16,800,213	17,079,013	(278,800)	-1.6%

FY26 v FY25 Expense Comparison

Department	FY26	FY25	Change	%
Programs	8,901,908	8,259,263	642,645	7.8%
Transportation	4,817,115	4,179,971	637,144	15.2%
ESY (Summer)	778,140	712,444	65,696	9.2%
Home Based	449,756	314,799	134,957	42.9%
Prof. Development	322,737	240,791	81,946	34.0%
ELI	318,256	223,058	95,198	42.7%
Admin	261,466	2,280,027	(2,018,561)	-88.5%
Medicaid	150,193	146,861	3,332	2.3%
VHS	117,615	84,340	33,275	39.5%
Total	16,117,186	16,441,554	(324,368)	-2.0%

**Sudbury Public Schools
School Committee Meeting**

Date: September 28, 2026

Agenda Item: 4a - Budget Guidelines

Recommendation:

Motion to approve the FY28 Budget Guidelines as presented/amended.

Background / Preparation Information:

The Budget Subcommittee prepared these guidelines for the district to use when preparing the Budget for the committee. You will find three documents in the packet for this item: 1. a memo from Karyn, 2. the FY28 draft guidelines, and 3. The FY27 budget guidelines approved last year. The FY27 guidelines are included since they are referenced in Karyn's memo. Please review these materials and bring any questions or suggestions for edits of the FY28 guidelines.

Attachments:

- 1-Memo Regarding FY28 Budget Guidelines (1)
- 2-Memo Regarding Budget Guidelines - Administration Input FY27 (1)
- 3-SudburySchoolCommitteeFY27BudgetGuidelines (1) (1)
- 4-DRAFT Sudbury Public Schools School Committee FY28 Budget Guidelines (1)

Action: XX **Report:** **Discussion:** XX

TO: Sudbury School Committee
FROM: Karyn Jones, Budget Subcommittee
DATE: September 4, 2026
RE: FY28 School Committee Budget Guidelines

At its September 4, 2026 meeting, the Budget Subcommittee voted to recommend the attached FY28 School Committee Budget Guidelines to the full School Committee for approval.

Background

Last year, the School Committee developed Budget Guidelines in response to concerns from the FY26 budget process that discussion of the Committee's ideas and initiatives occurred too late to allow sufficient time for meaningful discussion and analysis. The Director of Business and Human Resources supported establishing the guidelines as an early step in the budget process and as a tool for the Committee to communicate to the administration both the areas it wanted considered and the information and analysis it would need as part of the budget presentation.

The FY27 Budget Guidelines were approved on September 8, 2025. This provided the administration with advance notice of the Committee's priorities and information needs before budget development was well underway. The Committee recognized that development of the budget and Budget Book is a significant undertaking involving administrators, principals, and other staff across the District. Establishing these expectations early was intended to be proactive: giving the administration sufficient time to develop the requested information and reducing the need for significant last-minute requests, while ensuring the Committee had the information necessary to effectively evaluate the budget, understand trade-offs, and fulfill its budget oversight responsibilities.

FY28 Updates

The Budget Subcommittee used the FY27 Guidelines as a starting point and updated them based on the FY27 budget process and the Committee's areas of interest for FY28.

The most significant addition is a "Building Upon FY27" section. The FY27 budget included important investments and contractual obligations, but it also required reductions and alternative funding strategies to remain within available resources. The FY27 Budget Book specifically identified staffing and other reductions and described the use of Circuit Breaker and the Building Use Revolving Fund as incorporating "measured risk" into the budget through the use of one-time resources.

The Budget Subcommittee felt this was important context to carry into FY28. Budget development does not begin with a blank slate each year. Prior-year reductions, temporary funding decisions, financial risks, and needs identified but not funded all affect the choices available in the following year. The new section therefore summarizes significant FY27 decisions, including staffing and other reductions, changes to summer programming, use of one-time resources, and areas identified for continued review or potential future investment.

As was done last year, Committee members also submitted areas they would like examined through the FY28 budget process. These have been summarized under broader areas including staffing and student need; curriculum and program planning; student access and educational opportunity; administrative and operational capacity; facilities and capital planning; METCO and grant-supported programs; and District reviews and long-range planning. Inclusion in the guidelines does not indicate that an initiative has been approved or will receive funding; it identifies areas where the Committee is seeking information to inform later prioritization¹.

The FY28 Guidelines also strengthen expectations for multi-year planning and budget presentation, including distinguishing recurring structural costs, one-time expenditures, recurring costs supported by potentially unstable funding, and programs or services affected by expiring temporary funding.

Recommendation

The Budget Subcommittee recommends approval of the FY28 School Committee Budget Guidelines. The intent is to provide early direction to the administration, carry forward relevant context from FY27, and ensure that both the administration and School Committee have the information necessary to understand needs, risks, trade-offs, and longer-term implications as FY28 budget discussions begin.

Resources

- **FY27 Budget Book:**
<https://www.sudbury.k12.ma.us/about-our-district/business-and-finance>
- **School Committee FY27 Budget Guidelines:**
<chrome-extension://hbgjioklmpbldmemlmbkfcckopochbgjpl/https://resources.finalsite.net/images/v1757420496/sudburyk12maus/oyiefedwpzoxfgxffqkq/SudburySchoolCommitteeFY27BudgetGuidelines.pdf>

¹ The Budget Subcommittee does not yet have clarity on the process being used this year to review the initiatives submitted by Committee members, including whether all submitted items are being considered through the administration/SALT workshop process or whether an additional review or prioritization step is planned. In the absence of that clarity, we attempted to capture all submitted initiatives within broader categories so they would remain visible at this stage. We recognize that the full Committee may wish to revise this section once the process is clarified. The Subcommittee did not want to delay the Guidelines while awaiting that clarification, particularly because the administration emphasized last year the importance of receiving the Committee's guidance in August/early September to allow sufficient time to prepare information for the budget process.

TO: School Committee
FROM: Annette Doyle, Interim Superintendent
Buck Creel, Acting Director of Business and Human Resources
RE: FY28 Budget Guidelines Draft
DATE: September 28, 2026

At the September 4, 2026 Budget Subcommittee meeting, the FY28 Budget Guidelines draft was discussed and moved forward for consideration of the full School Committee. At the request of the Budget Subcommittee, the Acting Director of Business and Human Resources and I joined the meeting after this topic was discussed.

We offer the following for your consideration:

1. The FY27 Budget Guidelines provide appropriate guidance within reasonable parameters. The FY28 Budget Guidelines extend beyond what is feasible to provide in the very short budget timeline requested by the School Committee and in light of a part-time Acting Director of Business and Human Resources. We recommend maintaining the FY27 Budget Guidelines and updating the initiatives at the end, as needed.
2. In Section 2, Paragraph 3, Circuit Breaker and Building Use Revolving Funds are referred to as “one time” funding; however, this is not accurate. We know the Circuit Breaker funding in advance and this is built into the budget and must be used in the budget year it is allocated. It’s a known part of the budget. This paragraph doesn’t seem to reflect the way we build our budget.
3. In Section 3, Number 4, the request is to analyze, where appropriate, to “similarly situated districts.” It is unlikely that we will have the time necessary to cost compare with other districts. This appears in other places as well and may not be possible this year.
4. The Budget Development Process, Section 4, is repetitive in places and a bit confusing. We suggest maintaining the FY27 Budget Development Process language, which is more clear and concise.
5. The budget for capital planning is separate from the operational budget. We are not clear why it was added in Section 5E. Also, there are many new initiatives listed in this section that are different from the FY27 initiatives. Researching each of these would take considerable time. We recommend selecting the top few priorities.
6. Section 6 asks us to provide a 3-year outlook which may not be possible right now. Buck will be drafting two FY28 budgets (with and without an override). We recommend this be the primary focus and top priority.

We have an exceptional situation this year with an Interim Superintendent, Interim Assistant Superintendent and a part-time Acting Director of Business and Human Resources. The immediate priorities are that the Acting Director completes the comprehensive and time-consuming FY26 End-of-Year report due September 30, partner with L-S on the transportation RFP, and develop the FY28 budget in two scenarios. These are the current essentials. Thank you for your understanding and consideration.



Sudbury Public Schools

School Committee FY27 Budget Guidelines

1. Purpose

The FY27 Budget Guidelines outline the principles, process, and priorities that will guide the development of Sudbury Public Schools' budget. They are designed to ensure that every dollar spent advances our mission, supports our core values, and delivers measurable benefits for students, while maintaining fiscal responsibility and transparency to the community.

2. Guiding Principles

The FY27 budget will be developed in alignment with these guiding principles:

1. **Student-Centered Decision Making** – Budget decisions will be grounded in what is best for students, preserving class size guidelines, ensuring safe and supportive learning environments, and investing in enrichment, intervention, and support services that meet diverse needs.
2. **Equity, Inclusion, and Access** – Resources will be allocated through an equity lens to ensure fair access to high-quality instruction and support for every student.
3. **Alignment with Core Priorities** – Every budget line should clearly support the district's core educational values, compliance obligations, and School Committee-identified priorities.
4. **Fiscal Stewardship and Sustainability** – The district will meet contractual and legal obligations, reallocate resources where appropriate, pursue non-tax revenue sources, and evaluate both short- and long-term fiscal impacts before committing to new investments.
5. **Transparency and Accountability** – Budget development, presentation, and monitoring will be conducted openly, with plain-language explanations of assumptions, trade-offs, risks, and how budget decisions tie to student outcomes.

3. Budget Development Process

The budget will be developed through a process that is transparent, data-informed, and aligned to district priorities:

3.1 Public Calendar and Participation – Publish and maintain a budget calendar that includes all statutory requirements, School Council consultation with building administration, and opportunities for community input.

3.2 Priority-Based and Tiered Budgeting – Clearly define core (required), level-service, and strategic priority tiers. Link each proposed expenditure to core priorities and measurable student outcomes.

3.3 Data-Informed Decision Making – Use enrollment trends, class size data, state staffing guidelines, program evaluations, cost analyses, and student performance data to guide resource allocation.

3.4 Multi-Year Planning – Provide three-year projections for enrollment, revenue, staffing, operating costs, and capital needs to inform sustainable decision-making.

3.5 Full Cost Accounting – When recommending new programs or positions, include all associated costs (benefits, training, materials, space, technology) — not just salaries.

3.6 Scenario Modeling – Present at least three scenarios:

- **Level Service** (maintaining current operations, which should be within guidance on state staffing and Sudbury Public Schools class size guidelines)
 - **Targeted Enhancements** (aligned to identified priorities; priorities are set in November through our budget process)
 - **Fiscally Constrained** (within tighter parameters)
- Each scenario should include impacts and potential funding sources.

4. Budget Structure

To promote clarity and accountability, the budget document should:

4.1 Separate **Level Service** and **Priority Initiatives** expenditures.

4.2 Detail **Grants, Revolving Funds, and Other Revenue Sources**, including an accounting of the **Circuit Breaker** and how it supports operating and capital expenses.

4.3 Provide clear narratives linking each budget section to priorities and intended outcomes.

4.4 Include historical spending comparisons and variance explanations.

5. Initiative Review and Cost Expectations

The School Committee will prioritize initiatives in collaboration with district leadership. For each initiative, the administration should provide:

5.1 **Short- and Long-Term Cost Estimates** in a consistent format.

5.2 **Funding Source Identification** (tax levy, grants, revolving funds, partnerships).

5.3 **Peer District Research** and evidence of impact.

5.4 **Implementation Timeline** with milestones.

5.5 **Potential Impact on Student Outcomes** (academic growth, social-emotional health, inclusion).

School Committee Initiatives for FY27 Budget Review & Prioritization

a) **Co-Taught Classrooms** – Review program models in peer districts; evaluate potential to improve inclusion and outcomes given increased student needs reported by Student Services; provide full cost estimates, training needs, and service delivery changes.

b) **Elementary World Language / Program Alternatives** – Review current once-per-week Spanish model and compare to research-based benchmarks; consider alternative uses of instructional time (e.g., project-based learning, coding/robotics, enrichment); provide models, costs, and impacts.

c) **Early Mental Health Screenings** – Explore age-appropriate screening tools for early grades, including kindergarten; identify implementation needs, training, privacy considerations, and potential impacts.

d) **Compliance with Staffing and Class Size Guidelines** – Compare current staffing levels in all roles (nurses, counselors, psychologists, special educators, classroom teachers) against state requirements and best practice guidelines; identify gaps, costs to close them, and implications for safety, compliance, and student learning.

e) **Instructional Models, Curriculum, and Program Review** - Establish a cycle of internal self-studies and external expert reviews of major curricular and support areas. Internal reviews would identify strengths and areas for improvement; external reviews would provide independent recommendations. The district will develop cost models for both the review process and potential implementation needs to inform budget prioritization.

School Committee Initiatives for the FY27 Budget Review will be prioritized with the administration's recommendations in November.

6. Additional Recommendations

Ensure the budget book expands detail on:

- Circuit breaker roll-forward
- Level service vs. priority initiatives
- Enrollment trends and class size impacts
- Staffing changes and funding sources
- Contract agreement impacts
- Complete funding summary
- Capital planning priorities



Sudbury Public Schools

School Committee FY28 Budget Guidelines

Approved **DATE**

1. Purpose

The FY28 Budget Guidelines establish the School Committee's priorities and expectations for development of the Sudbury Public Schools FY28 budget and long-range financial plan. The FY28 budget should build upon the FY27 budget process and clearly connect student needs, District priorities, prior-year budget decisions, current programs and services, and the resources necessary to support them.

Budget recommendations should be data-informed, fiscally responsible, and transparent about both immediate and long-term financial impacts. The goal is to provide the School Committee and community with a clear understanding of the District's educational needs, financial commitments, emerging risks, and anticipated investments.

2. Building Upon FY27

The FY27 budget maintained important investments in student support, special education, curriculum implementation, instructional programming, and staffing necessary to respond to enrollment and student needs. It also required reductions, alternative funding strategies, and difficult choices.

Among the FY27 budget decisions were reductions in staffing and other expenditures and the proposed elimination of the SMILE and Explore summer programs. Additional funding subsequently provided a one-year bridge that allowed Explore programming to continue in FY27. SMILE was not continued, and Explore is not anticipated to continue in FY28.

The FY27 budget also incorporated measured financial risk through the use of one-time resources, including Circuit Breaker and the Building Use Revolving Fund, to support the operating budget and avoid additional reductions or a larger recurring funding request. While these strategies provided short-term budget relief, they reduced resources otherwise available to respond to unanticipated costs and increased reliance on nonrecurring funding. This is particularly important in special education, where unexpected placements or other significant costs can arise after the operating budget is established and before future Circuit Breaker reimbursement is available.

The FY27 process also identified areas requiring continued review or potential future investment, including staffing and caseloads, nursing coverage, curriculum and program review, professional learning and curriculum leadership, World Language programming, and resources necessary to respond to changing student needs.

FY28 budget development should therefore provide continuity from the prior year's work rather than begin with a new set of priorities in isolation. This should include consideration of the risks carried forward from FY27 and whether additional mechanisms, including a Special Education Stabilization Fund, should be explored to provide greater protection against extraordinary or unanticipated costs.

3. Guiding Principles

The FY28 budget should be developed according to the following principles:

1. **Student Need and Educational Impact** - Resources should be aligned with demonstrated student needs and support effective implementation of the District's curricula, programs, interventions, and student services
2. **Equity, Inclusion, and Access** - Students should have equitable access to high-quality instruction, intervention, support services, enrichment, and educational opportunities across schools and grade levels.
3. **Fiscal Stewardship and Sustainability** - The district will meet contractual and legal obligations, reallocate resources where appropriate, pursue non-tax revenue sources, and evaluate both short- and long-term fiscal impacts before committing to new investments.
4. **Evidence and Evaluation** - Significant recommendations should be supported by relevant student, enrollment, staffing, program, operational, and financial data and, where appropriate, recognized standards or comparison with similarly situated districts.
5. **Transparency and Long-Range Planning** - The budget should clearly identify significant assumptions, trade-offs, reductions, one-time funding, known future obligations, and the anticipated impact of major budget decisions.

4. Budget Development Process

1. **Public Calendar and Participation** - Publish and maintain a budget calendar that includes all statutory requirements, School Council consultation with building administration, and opportunities for community input.
2. **Priority-Based and Tiered Budgeting** - Clearly define Level Service/Required Costs, Recommended Strategic Investments, and Other Identified Needs/Future Priorities. Link each proposed expenditure to core priorities and measurable student outcomes.
3. **Data-Informed Decision Making** - Use enrollment trends, class size data, state staffing guidelines, program evaluations, cost analyses, and student performance data to guide resource allocation.
4. **Multi-Year Planning** - Budget decisions should be informed by three-year financial projections as outlined in Section 6.
5. **Full Cost Accounting** - When recommending new programs or positions, include all associated costs (benefits, training, materials, space, technology), not just salaries.
6. **Scenario Modeling** – Present at least three scenarios:
 - a. **Level Service** (maintaining current operations, which should be within guidance on state staffing and Sudbury Public Schools class size guidelines)
 - b. **Targeted Enhancements** (aligned to identified priorities; priorities are set in November through our budget process)
 - c. **Fiscally Constrained** (within tighter parameters)Each scenario should include impacts and potential funding sources.
7. **To promote clarity and accountability, the budget document should:**
 - a. **Level Service/Required Costs, Recommended Strategic Investments, and Other Identified Needs/Future Priorities.**
 - b. Detail Grants, Revolving Funds, and Other Revenue Sources, including an accounting of the Circuit Breaker and how it supports operating and capital expenses.
 - c. Provide clear narratives linking each budget section to priorities and intended outcomes.
 - d. Include historical spending comparisons and variance explanations.
8. **Initiative Review and Prioritization** - The School Committee and Administration will work collaboratively to prioritize initiatives. For each initiative, the administration will provide:

- a. **Short and Long-Term Cost Estimates** in a consistent format.
 - b. **Funding Source Identification** (grants, revolving funds, partnerships, etc.).
 - c. **Peer District Research** and evidence of impact.
 - d. **Implementation Timeline** with milestones.
 - e. **Potential Impact of Student Outcomes** (academic growth, social-emotional health, inclusion)
1. Separate Level Service and Priority Initiatives expenditures.
 2. Detail Grants, Revolving Funds, and Other Revenue Sources, including an accounting of the Circuit Breaker and how it supports operating and capital expenses.
 3. Provide clear narratives linking each budget section to priorities and intended outcomes
 4. Include historical spending comparisons and variance explanations.

The School Committee and Administration will work collaboratively with each other to prioritize initiatives. For each initiative, the administration will provide:

1. **Short- and Long-Term Cost Estimates** in a consistent format.
2. **Funding Source Identification** (tax levy, grants, revolving funds, partnerships).
3. **Peer District Research** and evidence of impact.
4. **Implementation Timeline** with milestones.
5. **Potential Impact on Student Outcomes** (academic growth, social-emotional health, inclusion)

5. School Committee Initiatives for FY28 Budget Review & Prioritization

A. Staffing, Caseloads, Class Size, and Student Need

Evaluate whether staffing levels, class sizes, and caseloads are appropriately aligned with enrollment, demonstrated student needs, and the requirements of District curricula, interventions, special education services, and student supports. The analysis should consider relevant enrollment, class-size, caseload, service-delivery, program implementation, and student outcome data. Where gaps exist between current capacity and identified student or program needs, identify the need and any associated resource implications. The analysis should also consider whether assumptions underlying significant FY27 staffing reductions remain appropriate for FY28.

B. Curriculum, Instruction, and Program Planning

Present a multi-year approach to the review, adoption, implementation, and replacement of District curricula and significant instructional programs, including core academics, World Language, and Specials/Unified Arts. Identify significant anticipated reviews, implementation needs, staffing or scheduling implications, and future costs, as well as the status of curriculum or program reviews carried forward from FY27.

C. Student Access and Educational Opportunity

Review whether current staffing, scheduling, course capacity, and program structures provide students with equitable and meaningful access to District educational opportunities.

This should include consideration of middle school Unified Arts access and course repetition, intervention and student support services, summer and enrichment programming, and other identified barriers to student access. Where limitations are identified, indicate whether they can be addressed operationally or may require FY28 or future-year resources.

D. Administrative and Operational Capacity

Evaluate whether District and Central Office administrative capacity is appropriately structured and sufficiently resourced to meet the District's financial, human resources, procurement, public records,

compliance, grants, contracts, and other operational responsibilities. The review should focus on functions and workload rather than presupposing a particular position and may include comparison with similarly situated districts.

E. Facilities and Capital Planning

Connect annual operating-budget decisions for routine and preventive maintenance with the District's multi-year capital plan. Identify significant maintenance needs, deferred maintenance, replacement cycles, and opportunities where preventive investment may extend the useful life of District assets or reduce future capital costs.

F. METCO and Grant-Supported Programs

Review whether grant funding and existing District resources are sufficient to implement established program goals and provide intended student supports.

For METCO, identify the proposed program budget, grant assumptions, prior-year goals and outcomes, significant program or staffing needs, and any areas where supplemental operating-budget support should be considered. Identify other significant programs or positions supported through grants where a reduction or expiration of funding could create a future operating-budget obligation.

G. District Reviews and Long-Range Planning

Develop a proposed multi-year approach for significant periodic District reviews, assessments, and planning processes. This may include curriculum and program reviews, equity and school-climate assessments, special education, accessibility, technology/cybersecurity, safety, organizational reviews, and comprehensive strategic planning. Identify anticipated timing and significant costs so these needs can be incorporated into long-range financial planning.

6. Multi-Year Financial Planning

The FY28 budget should include updated projections for at least FY28 through FY30 and identify known or reasonably anticipated cost pressures, including enrollment and staffing, contractual obligations, special education and student supports, curriculum, technology, transportation, facilities, grants, and other significant future obligations.

The forecast should clearly distinguish among:

- recurring structural costs;
- one-time expenditures;
- recurring costs supported by one-time or potentially unstable funding; and
- programs, positions, or services known to be changing or ending because temporary funding expires.

7. Budget Presentation

Consistent with the Budget Development Process, the Superintendent's Recommended Budget should present recommendations within the following categories:

1. **Level Service / Required Costs** - Resources necessary to maintain ongoing programs and services and meet contractual, legal, enrollment, class-size, and demonstrated student needs. Programs, positions, or services ending because temporary or bridge funding has expired should be separately identified rather than simply disappearing from the FY28 baseline.
2. **Recommended Strategic Investments** - New, restored, or expanded resources recommended to address identified needs, improve student outcomes, strengthen District operations, or advance District priorities.

3. **Other Identified Needs / Future Priorities** - Needs identified through the budget process that are not recommended for FY28 funding but should remain visible for future planning.

For significant additions, restorations, reductions, eliminations, or deferrals, the administration should identify the rationale, anticipated impact, future-year financial implications, and significant consequences or risks associated with the recommendation.

Where reductions are recommended, the anticipated effect on students, staffing, programs, services, or District operations should be clearly identified.

8. Overall Budget Objective

The School Committee recognizes that the District must balance educational needs with available financial resources and that not every identified need can be funded in a single fiscal year.

The FY28 budget process should provide a clear understanding of:

- what is necessary to maintain current services;
- what was reduced or eliminated in FY27;
- what was temporarily preserved and will expire;
- where demonstrated needs or capacity gaps remain;
- what significant costs are anticipated in future years; and
- the educational, operational, and financial implications of significant budget choices.

The objective is a transparent and sustainable multi-year approach in which prior-year decisions remain visible, emerging needs are supported by evidence, and both the immediate and longer-term consequences of budget decisions can be understood.

9. Additional Recommendations

Ensure the budget book expands detail on:

- Circuit breaker roll-forward
- Level service vs. priority initiatives
- Enrollment trends and class size impacts
- Staffing changes and funding sources
- Contract agreement impacts
- Complete funding summary
- Capital planning priorities

**Sudbury Public Schools
School Committee Meeting**

Date: **September 28, 2026**

Agenda Item: 4b - Approval of Superintendent Goals

Recommendation:

Motion to approve the Interim Superintendent Goals as presented/amended.

Background / Preparation Information:

In our last meeting Annette reviewed her goals with us. In this meeting we will briefly review her goals and potentially vote on them. One of the goals is participation in the NSIP program, described to us in the last meeting. One member of the Committee asked that I include information in the packet outlining the School Committee's approval of the Interim Superintendents participation in NSIP. I have therefore included the language from the Superintendent's contract on that topic. Please review the information in the packet and bring any questions or feedback on the goals you may have.

Attachments:

Interim Superintendent Goals FY27 - DRAFT (1) (1)
Year 1 Superintendent Goals - Recommended by DESE (1) (1) (1)
ContractLanguage.docx (1)

Action: **XX** **Report:** **Discussion:** **XX**

Interim Superintendent Goals FY27 DRAFT

Goal 1: Effective Entry and Direction Setting

By late spring, the district will have broad recognition by key stakeholder groups about the district's most critical needs and will have a widely understood process underway to identify the strategies and goals that will address those needs most effectively, and the measures that will be used to assess progress.

Key Actions

1. By the end of September, present to the School Committee a written **Entry Plan**, including (a) types of evidence to be analyzed, (b) stakeholders to be interviewed, (c) methods for assessing instructional practice, (d) process to be used to identify any access and achievement gaps, (e) methods for assessing district systems of support including financial management, human resources, and operations.
2. By April, complete and present a **Report of Entry Findings** that (a) synthesizes evidence, (b) identifies strengths of the system and the most critical areas of the system that require further inquiry, (c) identifies next steps for study.
3. By May, launch a process to engage key stakeholders in identifying key strategies to improve student learning and other district systems of support.

Benchmarks

1. Presentations completed on schedule
2. Strategy development process launched

Goal 2: Maintaining Momentum During the Transition

Keep the district moving forward during this year's transition in leadership by working with principals and other district leaders to ensure that meaningful progress is made on critical district and school goals.

Key Actions

1. By October 30, 2026, review and establish student learning goals, professional practice, and district/school improvement goals with all principals and administrators.

2. By April 1, complete Formative Evaluation conferences with each principal and district administrators the superintendent supervises.
3. By May, complete at least 5 school visits to each school.
4. By June 30, analyze progress on goals and complete Summative Evaluation Reports for all supervisees.

Benchmarks

1. Completed Educator Evaluation Plans
2. Log or notes demonstrating at least 5 visits per school
3. Analysis of Summative Evaluation Reports demonstrates “meets” or “exceeds” rating on 75 percent of principal and district administrator goals

Goal 3: (Professional Practice) New Superintendent Induction Program

Develop skills in strategy development, data analysis, and instructional leadership by actively engaging in the first year of the New Superintendent Induction Program.

Key Actions

1. Attend eight day-long sessions.
2. Complete NSIP assignments.
3. Meet with the assigned coach at least monthly.

Benchmarks

1. The calendar documents attendance and contact with the coach
2. Verification from NSIP that the superintendent actively engaged in the first year of the program

Appendix E: What Changes in the Process and Timelines Should Be Considered for New Superintendents?

The evaluation process for superintendents who are new to the district or who have been promoted from within need not be substantially different from the process used for superintendents who have served more than one year in the district. One modification related to goal setting is worth considering.

Most new superintendents in Massachusetts will be participating in the three-year New Superintendent Induction Program (NSIP). Launched in 2010 by ESE and MASS in collaboration with MASC, NSIP supports superintendents to be effective instructional leaders, build strong relationships with their school committees and union leaders, and develop high-functioning leadership teams of district administrators and principals. They are supported to spend a considerable portion of the first year working with key stakeholders—including, of course, the school committee—to examine district needs and develop a coherent, widely understood strategy and goals for addressing them. The goals established for the superintendent's first year need to take into account the timetable for that work and, at the same time, ensure forward momentum on important ongoing improvement efforts at the school and district levels.

To that end, the following three goals can serve as starting points for the superintendent and school committee as they collaborate to develop the goals to be included in the Superintendent's Annual Plan for the superintendent's first year.¹¹ The first two are district improvement goals. The third is a goal related to the superintendent's own professional practice.

Goal 1: Effective Entry and Direction Setting. By late spring, the district will have broad recognition by key stakeholder groups about the district's most critical needs and will have a widely-understood process underway to identify the strategies and goals that will address those needs most effectively, and the measures that will be used to assess progress.

Key Actions

1. By mid-August, present to the school committee a written **Entry Plan**, including (a) types of evidence to be analyzed, (b) stakeholders to be interviewed, (c) methods for assessing instructional practice, d) processes to be used to identify any access and achievement gaps, and (e) methods for assessing district systems of support including financial management, human resources, and operations.
2. By February, complete and present a **Report of Entry Findings** that (a) synthesizes evidence collected, (b) identifies strengths of the system and the most critical areas for improvement that require further inquiry, and (c) identifies next steps for study.
3. By May, launch a process to engage key stakeholders in identifying key strategies to improve student learning and other district systems of support.

Benchmarks

1. Presentations completed on schedule (process).
2. Strategy Development process launched (process).
3. Results of spring survey of key leaders including administrators, teacher leaders, school committee, and union leaders) demonstrate awareness (90 percent) and engagement (75 percent) in the entry process and confidence (75 percent) that the Report of Entry Findings captured important insights about the state of the district and the issues that most require attention.

Goal 2: Maintaining Momentum During the Transition. Keep the district moving forward during this year's transition in leadership by working with principals and other district leaders to ensure that meaningful progress is made on critical district and school goals.

Key Actions

1. By October 15, review and establish student learning, professional practice and district/school improvement goals with all principals and district administrators.
2. By March 1, complete Formative Evaluation conferences with each principal and district administrator the superintendent supervises.
3. By late spring, conduct at least three school visits to each school .¹²
4. By June 30, analyze progress on goals and complete Summative Evaluation Reports for all supervisees.

Benchmarks

1. Completed Educator Evaluation Plans (process).
2. Log or notes demonstrating at least three visits per school (process).
3. Analysis of Summative Evaluation Reports demonstrates "meets" or "exceeds" rating on 75 percent of principal and district administrator goals (outcome).

Goal 3: (Professional Practice) New Superintendent Induction Program. Develop skills in strategy development, data analysis, and instructional leadership by actively engaging in the first year of the New Superintendent Induction Program.

Key Actions

1. Attend eight day-long sessions.
2. Complete all NSIP assignments.
3. Meet with assigned coach at least monthly.

Benchmarks

1. Calendar documents attendance and contact with coach (process).
2. Verification from NSIP that superintendent actively engaged in first year of the program (process and outcome).

The following is an excerpt from the contract for the Interim Superintendent. It is taken from page 5, section 6.2 and outlines information that was discussed in our last meeting regarding Annette's participation in NSIP.

6.2. The District shall pay the cost for the Interim Superintendent's membership in the Massachusetts Association of School Superintendents ("M.A.S.S.") and the American Superintendents' Association ("AASA"). The Committee further agrees to pay the cost for the Interim Superintendent to attend the M.A.S.S. summer Executive Institute and the joint M.A.S.S./MASC conference in the fall of 2026, along with the reasonable cost of food and lodging. In addition, the Parties agree that the Interim Superintendent may participate in and the District will fund her participation in the New Superintendent Induction Program ("NSIP") offered by M.A.S.S. or such other mentoring as mutually agreed by the Superintendent and Committee

**Sudbury Public Schools
School Committee Meeting**

Date: September 28, 2026

Agenda Item: 4c - Approval of School Committee Goals

Recommendation:

Motion to approve (name of goal) as presented/amended

Background / Preparation Information:

At our last meeting we ended our discussion of goals saying we would bring back the common ideas for a last discussion. In this meeting we will be finalizing our goals and potentially voting on them. The packet contains a document in which the chair collated the ideas discussed in the Sept 14th meeting as well as the goals from one committee member. The chair did not receive goals from any other member and so they are not included in the packet. Please review the documents and bring any questions, edits or suggestions. We will discuss this item for 30 minutes in the meeting.

Attachments:

DraftGoalsforPacket.docx (1)

Sudbury_School_Committee_Goals Sues .docx (1)

Action: XX **Report:** **Discussion:** XX

Sudbury School Committee Goal Setting Template

Goal Area: Community Engagement	Goal: The School Committee will establish and sustain a structured, inclusive community engagement framework that ensures meaningful participation from families, students, educators and administrators to increase trust, collaboration and support for student success.			
Strategic Actions	Who is Responsible (Full, Sub, Etc.)	Outcomes & Deliverables (Evidence & Data)	Mid-Year Targets	EOY Deliverable (s)
Increase visibility in the community	Various members at sub-quorum levels	-Attend social and academic events at the schools	-Discuss hosting tables at Open Houses in future years - Attend sporting events/cultural nights one per school	-Host a table at Sudbury Pride -Attend ECMS Theater Club performance (These are very specific, we could say "events")
Hear from members of the community	2 members of the committee	Host listening sessions/office hours in person or on-line		Two listening sessions Report for full committee Recommendations for changes for next year based on community feedback
Pilot options for digital communication with community	Individual members	-Send out Why, What and Expected Changes after High Interest Votes -High Five graphic on website -Key Dates coming up	2 high five graphics on website Key dates through February on website and in Principal emails Why What as needed	2 additional high five graphics Key dates through Town Meeting on website and Principal Emails Why What as needed
Update the website to include high interest areas	Individual members	Budget section Votes section Important dates section	Point person/people assigned to specific sections of website	Website is updated

Goal Area:	Goal:			
Superintendent Search	To work with a search firm to conduct a transparent search guided by stakeholders to appoint a highly qualified, collaborative superintendent who will lead the district in advancing academic excellence			
Strategic Actions	Who is Responsible (Full, Sub, Etc.)	Outcomes & Deliverables (Evidence & Data)	Mid-Year Deliverable(s)	EOY Deliverable (s)
Set up Screening Committee	Full Committee	Screening Committee is composed of various stakeholders in town	Screening Committee has all its members and has met when appropriate	
Generate and Post Position Statement	Collins Center, Jessica, Betsy	Job ad finalized based on input from multiple stakeholders	Position posted late Sept to early October	
Conduct Candidate Interviews	Screening Committee Full School Committee, members of the Town and District	Interviews conducted List of Finalists sent to full School Committee Full School Committee and other stakeholders interview along School Committee makes final decision	Late October 2026 Interviews finished November 2026	
Superintendent hired	Full School Committee	Job offered to best finalist candidate Contract negotiated Chair signs contract	Contract signed January 2027	

Goal Area:	Goal:			
Collaboration with Stakeholders	Foster meaningful, transparent and ongoing collaboration with stakeholders including members of Town government, district budget leaders and the administration.			
Strategic Actions	Who is Responsible (Full, Sub, Etc.)	Outcomes & Deliverables (Evidence & Data)	Mid-Year Deliverable(s)	EOY Deliverable (s)
Review policies that may be out of sync with current practice	Individuals review	Review policy book with an eye to understand differences in practice and policy Meet and vote as a full committee to	Identification of policies needing review Full Committee votes to take up for review or keep as is	Remaining policies reviewed and acted upon by full committee Document sent to district noting any change in policy, what practices to keep/change, etc.

	Full committee	determine if we want to change the policies to reflect current practice or enforce policy	2 policies reviewed	
Communication with Town Manager leading up to and during budget season	Budget sub OR School Committee chair and vice chair	- Meet with Town Manager and Assistant Town Manager to review budget concerns and needs Communicate the ideal timeline for SC Receive ideal timeline/process from Town Discuss best options for both groups		Meetings complete Draft document for committee approval to use subsequent years Vote on draft document Publish document on new budget section in website
Work with Director of Finance and Interim Superintendent to review budget process	Full Committee	Prepare suitable timeline for all parties Make a list of stakeholders the committee would like to hear input as they prepare budget Hear from stakeholders that will inform the school committee of their budget needs (or make a list this year?)		Publish information on website in new budget section

2025-2026 Sudbury School Committee Goal Setting Template

Goal Area: Community Engagement	Goal: To increase visibility			
Strategic Actions	Who is Responsible (Full, Sub, Etc.)	Outcomes & Deliverables (Evidence & Data)	Mid-Year Deliverable(s)	EOY Deliverable (s)

Background on Educational Goal Setting

To: Members of the Sudbury School Committee
From: Betsy Sues
Date: September 21, 2026
Re: Background on the School Committee's role in setting educational and curriculum-related goals

This memo provides background on the School Committee's role in setting educational and curriculum-related goals.

State law and the division of responsibilities

[Massachusetts General Laws chapter 71, section 37](#) says:

"The school committee in each city and town and each regional school district shall have the power to select and to terminate the superintendent, shall review and approve budgets for public education in the district, and shall establish educational goals and policies for the schools in the district consistent with the requirements of law and statewide goals and standards established by the board of education."

Section 37 assigns the Committee three core responsibilities in the same sentence: selecting the Superintendent, reviewing and approving the budget, and establishing educational goals and policies. The statute uses the word "shall" and requires the goals and policies to be consistent with state law and statewide standards. Educational goals may therefore address curriculum and student outcomes at the system level.

The same chapter also makes the Superintendent's role clear. [Section 59](#) says that a superintendent *"shall manage the system in a fashion consistent with state law and the policy determinations of that school committee."*

DESE's [Advisory on School Governance](#) describes the same basic division. The Committee makes policy and establishes priorities. The Superintendent advises the Committee and manages the schools. Specific choices about materials, instruction, staffing, and implementation generally belong to the administration.

In practice, the Committee may identify a systemwide educational priority, request information about outcomes and needs, and consider the Superintendent's recommendation. The Superintendent and staff determine how the work is carried out.

Connection to the budget

Educational and curriculum goals often have budget implications. Costs may include print materials, workbooks, licenses, devices, screening tools, professional development, coaching, curriculum-development time, and additional staff support. Information about the educational need and available options gives context to later budget requests.

Using the goal-setting process to identify these questions can give the Committee context for later budget decisions. It does not commit the Committee to a particular program, purchase, or level of spending.

Recent Sudbury goals

The Committee has adopted goals involving curriculum, student outcomes, and related data in three of the last four school years:

- [2025–2026 — Teaching, Learning, and Technology](#). The goal said the Committee would support, evaluate, and monitor curriculum and classroom technology through presentations from district leaders, review of student outcome data, and policy updates. The action items included monitoring K–5 EL Education implementation, evaluating the Grade 6 EL pilot and next steps, and reviewing Grade 7 math and the compacted 7/8 pathway. Responsibility was assigned jointly to the School Committee and Superintendent. The goal was adopted August 4, 2025; the mid-year update was approved January 20, 2026; and the end-of-year update was approved May 18, 2026.

- [2023–2024 — Student Achievement.](#) The Committee said it would make data-informed decisions by reviewing assessment and benchmark data used to monitor student achievement and growth. Action steps included reviewing disaggregated MCAS data across grades and student groups and making sure budget decisions were data informed.
- [2022–2023 — Student Achievement.](#) The Committee and Superintendent were to identify and document expectations for assessment and benchmark data used to monitor achievement and growth. Action steps included gathering examples from peer districts and holding Committee workshops on benchmarking tools.

Examples from other Massachusetts districts

Other Massachusetts districts show school committees setting educational priorities and receiving detailed information about literacy, curriculum, implementation, and outcomes:

- [Shrewsbury.](#) The School Committee unanimously approved the 2025–2026 District Strategic Goals on October 15, 2025. One goal called for continued EL Education implementation in kindergarten through Grade 6 and full implementation in Grades 7 and 8. The action steps addressed curriculum and pacing fidelity, common assessment guidance by grade, and professional learning to strengthen Tier 1 instruction. Related measures called for 10 percent fewer students qualifying for literacy intervention and at least a 10 percent increase in K–8 students meeting the Star Reading benchmark.
- [Hopkinton.](#) At its June 18, 2026 meeting, the School Committee received information concerning a districtwide elementary literacy pilot. The example shows a committee using public meeting time to understand a major literacy initiative.
- [Wayland.](#) Minutes from June 11, 2025 record a detailed K–3 literacy presentation covering a pending state early-literacy grant application, curricula available for selection, a six-person Literacy Launch Team's planned four-day institute, coaching opportunities, current practices, and a timeline targeting September 2026 implementation.
- [Foxborough.](#) The district's approved 2025–2026 goals separate School District Goals from School Committee Functions and Responsibilities. Under Student Success, they call for annual presentation and use of achievement data and annual progress reporting through the district's curriculum review cycle. The district explains that each review's findings, multi-year timeline, and proposed budget are presented to the Committee.
- [Lowell.](#) Lowell's official 2024–2025 goals document identifies improving academics and student achievement at every school as Goal 1. Its ELA and literacy work includes evaluating program and material effectiveness, effects on student learning and language acquisition, instructional coherence, EL Education pilots, and a PreK–8 audit with recommendations.
- [Weston.](#) The Committee received progress updates on the district's literacy-curriculum review, including teacher feedback that staff were open to the new materials but sometimes disliked their technical nature. It later received the administration's recommendation to adopt EL Education K–5 and discussed implementation, educator support, success measures, and budget needs. On June 16, 2025, the Committee unanimously approved a district action plan containing literacy implementation and outcome targets.

Governance and administration

A curriculum-related Committee goal may address systemwide priorities, student outcomes, reporting, policy, and budget information. Administrative responsibilities include:

- select a curriculum, program, vendor, application, or device;
- set lesson plans, pacing, schedules, teaching methods, or day-to-day classroom practice;
- set the administrative process for reviewing implementation;
- prescribe particular professional-development sessions, providers, or staff assignments; or
- direct or evaluate the work of individual employees.

Goals Submitted for Discussion for School Year 2026–2027

Goals summary

Goal	Summary goal	Key deliverables
1. Literacy	Understand where literacy needs are greatest and how the core curriculum and additional supports are serving students.	Cohort and intervention data; curriculum, phonics, and implementation review; anonymous educator feedback; materials gap analysis; and the Superintendent's recommendation with costs.
2. Instructional technology	Understand how devices and digital tools are used, the value they provide, and the mix of resources and support that would best serve teaching and learning.	Technology inventory and use report; family, staff, and student survey; review of print and digital materials and one-to-one devices; and budget, support, and policy options.

Goal 1 Literacy Learning Curriculum and Student Support

Purpose

Develop a shared picture of how the K–8 literacy program is serving students, with particular attention to K–3 foundational reading and English learners. The goal is to understand where needs are greatest, how additional support and the core curriculum are working in practice, and what next steps the Superintendent recommends.

Curriculum, instruction, staffing, and implementation remain administrative responsibilities. The Committee would use the resulting information for budget, policy, and systemwide oversight.

Deliverables

1. A clear picture of student need and outcomes

A districtwide analysis of literacy need and outcomes across K–8. It should show the number and percentage of students at, above, and below benchmark by grade, school, cohort, and student group, with appropriate privacy protections. Where the data allow, the analysis should follow cohorts as they move from one grade to the next and compare Sudbury's results with appropriate peer or state results.

2. Additional supports and student progress

An analysis of what happens after a student is identified as needing literacy support beyond the core program. It should explain the entry and exit criteria; how many students qualify and how many actually receive support; how long it takes for support to begin; the type, frequency, intensity, and duration of support, including push-in and pull-out models; and whether staffing, scheduling, or service capacity limits timely access. Analysis should include percentage of students that exit additional support needs.

3. Curriculum implementation and phonics

A system-level description of the universal, or Tier 1, ELA program received by all students. It should explain what is used in each grade, how the curriculum is working in practice, what educators commonly supplement or adapt, and why. The purpose is to learn from districtwide experience and identify useful supports, not to evaluate individual teachers.

4. Educator experience

A summary of candid feedback from classroom teachers, reading specialists, interventionists, and English learner educators. The feedback may be gathered through an anonymous survey or through a confidential listening session using an agreed labor-relations process. The Committee should receive common themes and overall response information, not raw comments or information that could identify an individual employee.

5. A comparison of current materials and available updates

A comparison of the curriculum editions, components, and materials now in use with the most recent version and other reasonable options identified by the administration. The comparison should note any meaningful differences or gaps in content or sequence, phonics and foundational skills, accessibility and universal design, supports for English learners, assessment and progress monitoring, print and digital materials, alignment between core and intervention programs, and implementation support.

6. Superintendent recommendation and cost

A prioritized recommendation based on the findings above. It should identify the curriculum, staffing, professional-development, coaching, assessment, or material investments the Superintendent believes would best address the documented needs, while making clear which steps are most important and which could wait.

Goal 2 Instructional Technology Understanding and Planning

Purpose

Develop a shared, districtwide picture of how instructional technology is selected, used, supported, and funded. The goal is to understand which tools and devices students and teachers use, the value they provide, how privacy and accessibility are addressed, how experiences vary among schools or grades, and what families, staff, and students think about the choices ahead.

The information would support future budget and policy discussions. Decisions about specific tools and classroom implementation remain with the administration.

Deliverables

1. A districtwide technology inventory and explanation of the review process

An inventory of software, platforms, and devices used with students, organized by school and grade where practical and/or plan for when this will be implemented. It should identify the instructional purpose of each item; whether it is a core resource, supplemental program, accommodation, or classroom utility; annual and multi-year costs; overlapping licenses or tools; who approved it; whether a student-data privacy agreement is in place; what student information it collects and how that information is handled; whether accessibility was reviewed; and what evidence supports its educational value, including whether that evidence is independent of the vendor.

2. A report on actual device use

Communicate measured information on student use of district devices, reported by school and grade to SPS families. The report should explain what the district can and cannot reliably measure and should not identify individual students or teachers.

3. A focused survey of families, staff, and students

A broadly distributed survey designed with input from administrators, educators, families, and students. Family questions should cover the print, digital, and hands-on balance; one-to-one and take-home devices; homework; accessibility; privacy; a parent dashboard; and budget priorities. Staff questions should cover instructional value, overlap, workload, grade-level device models, non-digital alternatives, and needed support. Student questions should address learning value, focus, usability, accessibility, the mix of activities, and device use at home. Results should report response rates and protect individual privacy.

The survey report should identify areas of broad agreement, meaningful differences among groups or schools, and questions that require more study. Raw responses should not be presented in a way that identifies an individual student, family, or staff member. Data will be used to inform budgetary questions related to purchase of technology.

**Sudbury Public Schools
School Committee Meeting**

Date: September 28, 2026

Agenda Item: 4d - Superintendent Search Update and Logistics

Recommendation:

Motion to delegate Betsy Sues and Jessica McCready to work with Carol Cavanaugh to solicit Screening Committee members and develop the Community Survey.

Background / Preparation Information:

I have talked with Mary Aicardi from the Collins Center to understand our next steps in the search for our next superintendent. She provided me with a lot of good information and drafted a memo that is included in the packet. You can see some of the dates need to be adjusted but otherwise include our next steps. She recommended that Betsy and I work with the Assistant Superintendent to solicit members of the screening committee and work on the community survey. She also mentioned that Marie Altieri from the Collins Center will be in touch with each School Committee member individually to gather information about the Profile the Screening Committee will use to narrow down the applicants. Please review the documents in the packet and bring your questions. If you have ideas for categories for members of the Screening Committee please bring those as well. Betsy and Jessica will note everyone's suggestions. I have added some example Screening Committees from districts that recently hired a superintendent.

Attachments:

CollinsCenter 9-23-26.docx (1)
Shrewsbury Screening Committee
Westwood
Andover

Action: XX **Report:** **Discussion:** XX



EDWARD J. COLLINS, JR. CENTER FOR PUBLIC MANAGEMENT
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SUMMARY

School Committee Interviews. The Collins Center Project Team will conduct individual 30 minute zoom or phone interviews with each School Committee member. Marie Altieri, Associate, will be reaching out to schedule the interviews in the next days. The goal is to have all the interviews conducted by October 7, 2026.

Superintendent Position Posting. The position vacancy announcement will be posted by [REDACTED].

Screening Committee: The Assistant Superintendent will work with the Chair and the Vice Chair as a Working Group and will have the responsibility of coordinating the recommendation of the size and composition of the Screening/Interview Committee that will form a recommendation to the Full School Committee for vote on October 14, 2026.

The Center suggests the Working Group meet as soon as possible, to discuss process so that the Screening Committee opportunity, responsibility, and timeline can be conveyed and interested and available people can express interest. (hoping for Tues. 9/29 for the meeting)

The Project Team recommends the opportunity to serve be sent through the Districts typical means to reach as many people as possible. It is recommended interested people should complete a google survey of why they are interested, why they would be a good member of the Screening Committee, and confirm their availability.

If a Google Form or Survey is used, compiling the information will be easier and a simple Table could be created to help facilitate the discussion and deliberation process.

A sample outreach message to solicit interest follows:

The School Committee seeks interested people to serve on the School Superintendent Screen Committee. The role and the responsibilities of the Screening Committee is to work with the Collins Center for Public Management, the consultants hired by the School Committee. The work of the Screening Committee is to:

- *review applications to determine which should be invited for a preliminary confidential interview;*
- *develop questions, working with the consultants, based on the position profile;*
- *interview selected candidates; and*
- *determine which candidates should be moved to the reference phase and become potential finalists. (the School Committee determines finalists)*

Once all applications are received, the Working Group will recommend a slate of people to be appointed to the Screening Committee by vote of the School Committee. The goal is to have a well-balanced Screening Committee representing multiple constituencies, lenses, and viewpoints.

It is anticipated the meeting dates REQUIRED of all Screening Committee members will be in late April through mid-May – late May. Meetings will be in the evening, typically between 6pm and 9:00PM. All materials will be transmitted electronically through a confidential link. Other than a planning/organizational meeting, or possibly a meeting to determine questions, which can be via Zoom, meetings to determine which candidates to interview, and the actual interviews will be in person. You must include your availability in your submission of interest.

Once all applications are received, and the Working Group has made recommendations, the School Committee will determine the members of the Screening Committee on October 14, 2026. The goal is to have a well-balanced Screening Committee representing multiple constituencies, lenses, and viewpoints.

Thank you for considering volunteering for this important role.

Some ideas for consideration in both the composition and the deliberations. By the time people submit their interest in volunteering, we may be able to pinpoint the exact dates we are looking at for meetings. Once they apply, we may be able to do a quick availability check for the specific dates to be sure the people selected are in fact available. The concern is getting the word out sooner rather than later. Having the specific dates may not be productive in the outreach. We can discuss this.

Public and Staff Input Survey: The Project Team will create a simple survey to be published by the District to solicit input from the public and the staff or any other stakeholders. It is the Project Teams understanding the survey will be published in different languages and will be anonymous. The questions will be:

1. Describe yourself: choice of parent/guardian of current student staff, Educator; Administrator; Paraprofessional; Facilities; resident, business owner, other
2. How would you characterize your priority reasons for wanting to serve on the Screening Committee? (Parent; Special Education; LGBTQ; Anti-Defamation; PTO, Athletics, Music, Curriculum, Vocational Education, ...
3. What are the top three things that should be celebrated about the Sudbury Public Schools?
4. What are the top three challenges?
5. What are the top three challenges facing the next Superintendent?
6. What are the top three characteristics in your idea of the ideal Superintendent?

The Project Team will summarize the survey results. Individual comments will not be identified. The summary will be provided to the School Committee and the Screening Committee.

Anticipated Date: As soon as possible. The Project Team will work with the District on the logistics of posting the survey. The survey link will be for a Collins Center response. Any translation needs will be coordinated directly with the designated translator, as needed. The deadline for the input survey will be October 15, 2026.

Screening Committee Kick Off Meeting: The first meeting could be via Zoom. At this meeting the Screening Committee is informed about the details of the process, the Charge to the Committee, their role, confidentiality, no social media searches, methodology to be used, feedback survey, process for interviews and questions, etc. (Late October?)

Screening Committee Charge

The School Committee will be asked to vote on a "Screening Committee Charge". The Charge is used to provide clarity on the roles and responsibilities of the Screening Committee members. A recommended Screening Committee Charge is attached at the end of this document. (voted 10/14/26)

Below is the recommended Screening Committee Charge

Screening Committee Charge

1. The Screening Committee shall work collaboratively with the staff of the Collins Center for Public Management to screen applicants, create appropriate interview questions, conduct initial interviews and recommend candidates to be moved to the next phase in the process and potentially become finalists.
2. The Screening Committee is instructed not to interview any candidates as a “courtesy.” Only candidates who are determined to be qualified shall be interviewed.
3. In carrying out its work the Screening Committee will utilize the Position Profile as approved by the School Committee and the advice of the Collins Center staff to guide its actions.
4. The Screening Committee shall maintain the names and any information about candidates in strict confidence. The Screening Committee **shall not attempt** to research candidates through any means during the work of the Screening Committee, including contacting friends, searching the internet, etc.
5. The names forwarded to the School Committee for consideration shall be voted as an unranked slate of candidates.
6. The names of people interviewed must remain confidential throughout and beyond the Screening Committee process and only the names of those to be interviewed by the School Committee will become public.
7. No member of the Screening Committee will comment on any aspect of the process to anyone, including employees, the public or the media.
8. The Screening Committee Chair shall be the liaison to the Collins Center.



**Shrewsbury Public Schools
Superintendent Search Screening Committee**

Ken Almeida	Director of World Languages
Erin Boucher	Chair, School Committee
Amy Clouter	Assistant Superintendent for Curriculum, Instruction, & Assessment
Ashish Cowlagi	Parent, High School Level
Kelly Finneran	Grade 4 Teacher, Coolidge School
Sandra Fryc	School Committee
Brian L'Heureux	Information Technology Project Manager
Christina Manos	Director of English Language Education
Amara Mahmood	Parent, Middle School Level
Beth McCollum	Executive Assistant to the Superintendent
Shawna Powers	Director of Instructional Technology & Media Services
Kelly Seddiki	Executive Director of Human Resources
Nicole Torres	Parent, Preschool/Elementary Level


[DISTRICT](#) [HIGH SCHOOL](#) [MIDDLE SCHOOL](#) [PRE K-5](#) [PROGRAMS](#) [EMPLOYMENT](#) [QUICK LINKS](#)
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District

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School Committee

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Superintendent Search Subcommittee



Creation of the Search Committee

In December 2022, the Westwood School Committee began the process of hiring a new Superintendent.

Consultant:

In January 2023, the School Committee engaged James Hardy, Field Director for the Massachusetts Association of School Committees ([MASC](#)), to serve as an independent consultant to assist with the recruiting process. Mr. Hardy has been a member of the MASC staff for over twenty-five years and has been lead consultant on more than five dozen superintendent searches.

Search Committee:

In communications to both District parents/guardians and District faculty and staff, the School Committee sought out community representatives to serve on the Superintendent Search Committee, which would screen applications, conduct initial interviews, and recommend several candidates to the School Committee as finalists. The members of the Search Committee are as follows:

Tony Mullin, Co-Chair -- Member, School Committee

Maya Plotkin, Co-Chair -- Member, School Committee

Rob Gotti -- Westwood Select Board

Lateefah Franck -- Director of Equity, Integration & Community Partnerships

Amy Davenport -- Principal, Westwood High School

Kristen Evans -- Principal, Sheehan School

Tien-lih Chen -- Teacher, Deerfield School

Justyne Collier - Teacher, Thurston Middle School

Alison Donahue -- Teacher, Westwood High School

Emily Kessel -- Teacher, Hanlon School

Orla Averill -- Parent

Theresa Laham -- Parent

Brian Regan -- Parent

Liz Volpe -- Parent

Riley Harrington -- WHS Student

2023 Timeline

March 1 -- Applications due

Week of March 6 -- Semi Finalists selected

Week of March 13 -- Semi Finalist interviews/finalists selected by Search Committee

Week of March 20 -- Finalist interviews with School Committee and community site visits

Week of March 27 -- New superintendent selected

July 1 -- Start date for new superintendent

Communications

[2023-3-24 Superintendent Search Committee Update](#)

[2023-3-22 Superintendent Search Committee Update](#)

[2023-3-20 Superintendent Search Committee Update](#)

[2023-1-11 Superintendent Search Committee Update](#)

[2022-12-19 Superintendent Search Committee Update](#)

Meeting Postings

[2023-3-7 Meeting \(Minutes\)](#)

[2023-3-13 Meeting \(Minutes\)](#)

[2023-3-14 Meeting \(Minutes\)](#)

[2023-3-15 Meeting \(Minutes\)](#)

[2023-3-16 Meeting \(Minutes\)](#)

[2023-3-17 Meeting \(if needed\) \(Minutes\)](#)

[2023-3-22 Interview](#)

[2023-3-23 Interview](#)

[2023-3-24 Interview](#)

[2023-3-27 Deliberation](#) : [Link to livestream](#)

Finalists

[Ian P. Kelly, Ed.D., Interim Superintendent, Dedham Public Schools](#)

[Rebecca H. Kidwell, Assistant Superintendent for Curriculum, Instruction, Assessment, & Professional Development, Rockland Public Schools](#)

[Timothy P. Piwowar, Superintendent, Billerica Public Schools](#)

Community Forum Live Streams

[Timothy Piwowar](#)

[Rebecca Kidwell](#)

[Ian Kelly](#)

Candidate Interviews with School Committee

[Ian Kelly](#)

[Rebecca Kidwell](#)

[Timothy Piwowar](#)

Questions?

If you have any questions, please reach out to [Harley Pease](#), Executive Assistant to the Superintendent at hpeace@westwood.k12.ma.us.

District Office

220 Nahatan Street
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[Directions](#)

Westwood High School

200 Nahatan Street
Westwood, MA 02090
Phone:781-326-7500
ext.3301
Fax:781-461-8561
[Directions](#)

Thurston Middle School

850 High Street
Westwood, MA 02090
Phone:781-326-7500
ext.2336
Fax:781-326-2709
[Directions](#)

Downey School

250 Downey Street
Westwood, MA 02090
Phone:781-326-7500
ext.8386
Fax:781-329-7642
[Directions](#)



Martha Jones School

80 Martha Jones Road
Westwood, MA 02090
Phone:781-326-7500
ext.7422
Fax:781-255-9277
[Directions](#)

Pine Hill School

790 Gay Street
Westwood, MA 02090
Phone:781-326-7500
ext.8424
Fax:781-326-2702
[Directions](#)

Sheehan School

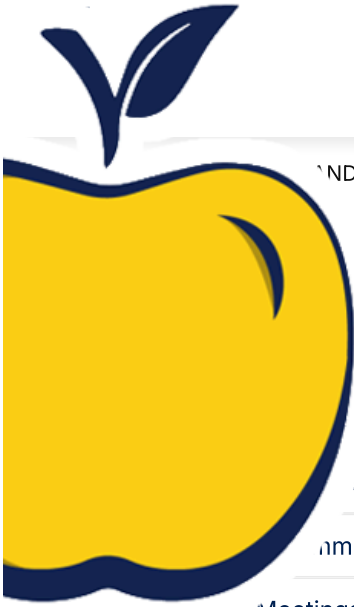
549 Pond Street
Westwood, MA 02090
Phone:781-326-7500
ext.7100
Fax:781-769-8046
[Directions](#)

Westwood Integrated PreSchool

200 Nahatan Street
Westwood, MA 02090
Phone:781-326-7500
ext.5113
Fax:781-461-9782
[Directions](#)

Select Language | ▼





ANDOVER PUBL
SCHOOL COMMITTEE // APS SUPERINTENDENT SEARCH

ANDOVER
PUBLIC SCHOOLS
Massachusetts

Community E

Meetings - Agendas, Presentations, Videos, and Minutes

Informal Forums for 2025-26 School Year

Policy Manual

Budget Information

Superintendent's Office

Subcommittees & Work Groups

Superintendent & School Committee Protocols

West Elementary & Shawsheen Preschool Building Project

Andover High School Improvement Project

APS Superintendent Search

The School Committee is pleased to announce that **Keith Taverna** has been appointed as the next superintendent of Andover Public Schools. [Mr. Taverna](#) brings more than 17 years of experience in public education and a demonstrated commitment to student achievement and community engagement.

Mr. Taverna had successfully led the district as interim superintendent since February, following the departure of Dr. Magda Parvey. A key member of the APS leadership team, Mr. Taverna joined APS in 2022 as the assistant superintendent of Finance and Administration.



Mr. Taverna holds a master's degree in Business Administration from Clark University and is licensed as a Superintendent/Assistant Superintendent by the Massachusetts Department of Elementary and Secondary Education.

His appointment follows a comprehensive and inclusive search process that began in early 2026 and attracted 36 applicants. The process included extensive community outreach through focus groups, informal forums, surveys, and opportunities for stakeholders to meet with finalists. This engagement ensured the selected candidate reflects the priorities and values of the Andover Public Schools community.

Following tonight's vote, the School Committee will begin contract negotiations with Mr. Taverna. His anticipated start date as the permanent superintendent is July 1, 2026.

The School Committee extends its sincere appreciation to the APS community and the members of the Screening Committee whose time, insight, and dedication were instrumental in shaping a thoughtful and successful search process.



APS Superintendent Search Finalists

Brad Crozier - School Committee Superin
Andover Public Schools



Watch on

Keith Taverna - School Committee Superi
Andover Public Schools



Watch on



[Brad Crozier Resume](#)



[Keith Taverna Resume](#)

Superintendent Search Timeline

January - March 2026:

- **January 12th:** Dr. Parvey announced her [resignation from the district](#)
- **January 15th:** School Committee meets in Executive Session and Open Session and [appoints Assistant Superintendent of Finance and Administration Keith Taverna as Interim Superintendent from March 2 -](#)

June 30, 2026.

- **January 30th:** [School Committee meets with Town and Schools Purchasing Agent](#), Theresa Peznola, to discuss and vote on submitting a Request for Proposals (RFP) for a Search Firm
- **February 12/February 26th:** RFP opens/closes
- **March 10th:** School Committee [votes unanimously to select New England School Development Council \(NESDEC\)](#) as firm to conduct the APS superintendent search
- **March 26th:** NESDEC attends their first School Committee meeting to review timeline, screening committee composition, and process
- **March 30th:** NESDEC advertises position & recruitment process through **April 29, 2026**
- **March 31st - April 10th:** Online survey for APS staff, students, families and Andover community

April 2026

- **Week of April 13th:** NESDEC conducts focus groups/interviews and develops candidate profile
- **Informal Forums - April 11th & 14th**
- **April 24th:** NESDEC presents [candidate profile](#) for School Committee approval

May 2026

- **May 18th:** APS Screening Committee recommends finalist candidates to School Committee
- **May 21st:** Finalists announced

June 2026

- **June 8th:** "Day in the District" visit with Mr. Crozier
- **June 9th:** "Day in the District" visit with Mr. Taverna
- **June 11th:** Finalist Interviews
- **June 13th:** School Committee Informal Forum
- **June 15th:** School Committee Meeting - Superintendent Selection

Background

In January 2026, the Andover School Committee began discussions regarding a comprehensive search process for a permanent superintendent, with the goal of appointing a new superintendent by July 1, 2026. This process will include extensive feedback and engagement with the community.

In March, following a "Request for Proposal" (RFP) process, the Committee voted to approve the New England School Development Council ([NESDEC](#)) to support the district in its executive search process. For over seven decades, NESDEC has assisted school boards and committees in identifying and selecting outstanding leaders who align with the community's vision and values.

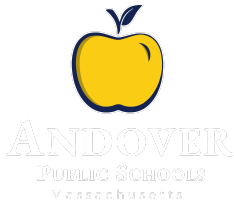
The School Committee's goal is for the profile of a successful candidate to be determined with input from the Andover community, including parents/guardians, students, educators, administrators, staff and the community at large.

Superintendent Search Screening Committee**Documents of Interest**

School Committee Members	Shauna Murray, Jake Tamarkin
---------------------------------	------------------------------

Community Members	Glen Stump, Beth Dunne
Principals	Matthew Fox (West Middle), Sarah Leveque (High Plain)
Staff/Elementary	Tricia Xavier
Staff/Middle	Emily Thompson
Staff/High School	Lindsey L'Ecuyer
Instructional Assistant	Karen Torres
APS Central Office	Nicole Kieser
APS Human Resources	George Puddister
Town of Andover	Brittany Lavoie

- NESDEC - [Job Description and Application](#)
- [School Committee Search Update](#) - April 16, 2026
- [APS Candidate Search Profile](#) - April 27, 2026



Andover Public
Schools
30 Whittier Court
Andover, MA 01810
Phone: (978) 247-
7000

Schools

Andover Public
Schools

Andover High
School

Doherty Middle
School

West Middle
School

Wood Hill Middle
School

Bancroft
Elementary School

High Plain
Elementary School

Sanborn
Elementary School

South Elementary
School

West Elementary
School

Shawsheen
Preschool

Employment

Community

Andover TV

Stay Connected



**Sudbury Public Schools
School Committee Meeting**

Date: September 28, 2026

Agenda Item: 4e - Review Absentee Data for Calendar

Recommendation:

Background / Preparation Information:

Last year we decided as a committee to include a review of absenteeism as part of our yearly approval of the school calendar. Michael O'Brien collected the data you see in the packet: student and staff absentee rates broken down by school for every day of the school year. Widely observed holidays are broken out. This highlight does not include any Jewish holidays because we already have those days as no school days. Please review the data with a lens to how you would like the calendar to appear. Annette will take our comments and prepare options for us for our October 14th meeting.

Attachments:

Staff Absence Summary Report (1)
Student Absence Summary Report - 2026-09-09

Action:	Report:	Discussion:	XX
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Staff Absence Summary Report

Generated on 9/9/2026

Analytical Reports

YEAR-ROUND AVERAGE

37.1

Absences per day

SCHOOL YEAR AVERAGE

44.5

(Sept 1 - Jun 15)

Absences per day

Top 10 Days Highest Absences

DATE	TOTAL ABSENCES	BREAKDOWN BY SCHOOL
5/15/2026	88	Ephraim Curtis Middle School: 48 Peter Noyes Elementary School: 16 Josiah Haynes Elementary School: 8 Israel Loring Elementary School: 7 General John Nixon Elementary School: 6 Central Office: 3
6/5/2026	86	Ephraim Curtis Middle School: 30 Josiah Haynes Elementary School: 17 Peter Noyes Elementary School: 16 Israel Loring Elementary School: 9 General John Nixon Elementary School: 8 Central Office: 6
6/12/2026	85	Israel Loring Elementary School: 21 Josiah Haynes Elementary School: 17

DATE	TOTAL ABSENCES	BREAKDOWN BY SCHOOL
		Peter Noyes Elementary School: 16 Ephraim Curtis Middle School: 15 General John Nixon Elementary School: 11 Central Office: 5
6/4/2026	79	Ephraim Curtis Middle School: 33 Israel Loring Elementary School: 14 Josiah Haynes Elementary School: 10 Peter Noyes Elementary School: 9 General John Nixon Elementary School: 7 Central Office: 6
5/13/2026	75	Ephraim Curtis Middle School: 39 Peter Noyes Elementary School: 14 General John Nixon Elementary School: 7 Israel Loring Elementary School: 6 Central Office: 5 Josiah Haynes Elementary School: 4
5/29/2026	75	Ephraim Curtis Middle School: 18 Josiah Haynes Elementary School: 17 Peter Noyes Elementary School: 16 General John Nixon Elementary School: 11 Israel Loring Elementary School: 8 Central Office: 5
5/1/2026	73	Israel Loring Elementary School: 16 General John Nixon Elementary School: 15 Ephraim Curtis Middle School: 15 Josiah Haynes Elementary School: 11 Peter Noyes Elementary School: 9 Central Office: 7
5/12/2026	73	Ephraim Curtis Middle School: 42 Peter Noyes Elementary School: 9 Josiah Haynes Elementary School: 9 Israel Loring Elementary School: 8 General John Nixon Elementary School: 4 Central Office: 1
5/14/2026	73	Ephraim Curtis Middle School: 42 Peter Noyes Elementary School: 10 Israel Loring Elementary School: 7

DATE	TOTAL ABSENCES	BREAKDOWN BY SCHOOL
		Josiah Haynes Elementary School: 6 General John Nixon Elementary School: 6 Central Office: 2
12/12/2025	70	Ephraim Curtis Middle School: 20 Peter Noyes Elementary School: 15 Josiah Haynes Elementary School: 12 Israel Loring Elementary School: 11 General John Nixon Elementary School: 7 Central Office: 5



Cultural Holidays Absences

Checking against Eid al-Fitr, Eid al-Adha, Diwali, and Chinese New Year (2020-2040 dates).

HOLIDAY	DATE	TOTAL ABSENCES	BREAKDOWN BY SCHOOL
Diwali	10/21/2025	40	Israel Loring Elementary School: 11 Josiah Haynes Elementary School: 10 Ephraim Curtis Middle School: 8 Peter Noyes Elementary School: 5 Central Office: 4 General John Nixon Elementary School: 2
Chinese New Year	2/17/2026	11	Central Office: 4 Ephraim Curtis Middle School: 4 Josiah Haynes Elementary School: 1 Peter Noyes Elementary School: 1 Israel Loring Elementary School: 1
Eid al-Fitr	3/20/2026	67	Ephraim Curtis Middle School: 14 Israel Loring Elementary School: 12 Peter Noyes Elementary School: 11 General John Nixon Elementary School: 10 Central Office: 10 Josiah Haynes Elementary School: 10

HOLIDAY	DATE	TOTAL ABSENCES	BREAKDOWN BY SCHOOL
Eid al-Adha	5/27/2026	62	Ephraim Curtis Middle School: 14 Peter Noyes Elementary School: 13 General John Nixon Elementary School: 12 Josiah Haynes Elementary School: 10 Israel Loring Elementary School: 7 Central Office: 6

Summary by Day

DATE 	TOTAL ABSENCES 	SUBS NEEDED 	BY SCHOOL	BY TYPE
7/1/2025	7	0 Needed	Central Office: 3 Peter Noyes Elementary School: 2 Ephraim Curtis Middle School: 1 Israel Loring Elementary School: 1	Vacation: 7
7/2/2025	12	0 Needed	Central Office: 5 Peter Noyes Elementary School: 2 General John Nixon Elementary School: 2 Josiah Haynes Elementary School: 1 Ephraim Curtis Middle School: 1 Israel Loring Elementary School: 1	Vacation: 9 Personal Leave: 2 Sick Leave: 1
7/3/2025	14	0 Needed	Central Office: 6 Peter Noyes Elementary School: 2 Ephraim Curtis Middle School: 2 General John Nixon Elementary School: 2 Josiah Haynes Elementary School: 1 Israel Loring Elementary School: 1	Vacation: 10 Sick Leave: 3 Personal Leave: 1
7/7/2025	8	0 Needed	Central Office: 3 Ephraim Curtis Middle School: 2 Peter Noyes Elementary School: 1 Israel Loring Elementary School: 1 General John Nixon Elementary School: 1	Vacation: 8

DATE 	TOTAL ABSENCES 	SUBS NEEDED 	BY SCHOOL	BY TYPE
7/8/2025	5	0 Needed	Central Office: 3 Peter Noyes Elementary School: 1 General John Nixon Elementary School: 1	Vacation: 4 Sick Leave: 1
7/9/2025	7	0 Needed	Central Office: 2 Peter Noyes Elementary School: 1 Israel Loring Elementary School: 1 Josiah Haynes Elementary School: 1 General John Nixon Elementary School: 1 Ephraim Curtis Middle School: 1	Vacation: 4 Sick Leave: 3
7/10/2025	6	0 Needed	Ephraim Curtis Middle School: 3 Peter Noyes Elementary School: 1 Josiah Haynes Elementary School: 1 General John Nixon Elementary School: 1	Vacation: 5 Sick Leave: 1
7/11/2025	7	0 Needed	Central Office: 2 Peter Noyes Elementary School: 2 Israel Loring Elementary School: 1 Josiah Haynes Elementary School: 1 General John Nixon Elementary School: 1	Vacation: 6 Sick Leave: 1
7/14/2025	4	0 Needed	Peter Noyes Elementary School: 1 Israel Loring Elementary School: 1 Josiah Haynes Elementary School: 1 Ephraim Curtis Middle School: 1	Vacation: 3 Personal Leave: 1

DATE 	TOTAL ABSENCES 	SUBS NEEDED 	BY SCHOOL	BY TYPE
7/15/2025	6	0 Needed	Peter Noyes Elementary School: 2 Ephraim Curtis Middle School: 2 Israel Loring Elementary School: 1 Josiah Haynes Elementary School: 1	Vacation: 4 Personal Leave: 2
7/16/2025	8	0 Needed	Central Office: 3 Peter Noyes Elementary School: 2 Israel Loring Elementary School: 1 Josiah Haynes Elementary School: 1 Ephraim Curtis Middle School: 1	Vacation: 6 Personal Leave: 1 Sick Leave: 1
7/17/2025	6	0 Needed	Ephraim Curtis Middle School: 3 Central Office: 2 Israel Loring Elementary School: 1	Vacation: 5 Sick Leave: 1
7/18/2025	6	0 Needed	Central Office: 3 Ephraim Curtis Middle School: 2 Josiah Haynes Elementary School: 1	Vacation: 5 Personal Leave: 1
7/21/2025	5	0 Needed	Central Office: 4 Josiah Haynes Elementary School: 1	Vacation: 4 Sick Leave: 1
7/22/2025	7	0 Needed	Central Office: 4 Josiah Haynes Elementary School: 1 Ephraim Curtis Middle School: 1 Israel Loring Elementary School: 1	Vacation: 6 Sick Leave: 1

DATE 	TOTAL ABSENCES 	SUBS NEEDED 	BY SCHOOL	BY TYPE
7/23/2025	9	0 Needed	Central Office: 7 Josiah Haynes Elementary School: 1 Ephraim Curtis Middle School: 1	Vacation: 4 Sick Leave: 3 Personal Leave: 2
7/24/2025	9	0 Needed	Central Office: 7 Peter Noyes Elementary School: 1 Ephraim Curtis Middle School: 1	Vacation: 5 Personal Leave: 2 Sick Leave: 2
7/25/2025	9	0 Needed	Central Office: 5 Josiah Haynes Elementary School: 2 Ephraim Curtis Middle School: 2	Vacation: 6 Sick Leave: 3
7/28/2025	8	0 Needed	Central Office: 4 Josiah Haynes Elementary School: 1 Israel Loring Elementary School: 1 Peter Noyes Elementary School: 1 Ephraim Curtis Middle School: 1	Vacation: 6 Personal Leave: 1 Sick Leave: 1
7/29/2025	7	0 Needed	Central Office: 5 Josiah Haynes Elementary School: 1 Peter Noyes Elementary School: 1	Vacation: 5 Sick Leave: 1 Personal Leave: 1
7/30/2025	9	0 Needed	Central Office: 3 Josiah Haynes Elementary School: 2 Israel Loring Elementary School: 2 Peter Noyes Elementary School: 1 Ephraim Curtis Middle School: 1	Vacation: 5 Personal Leave: 4

DATE 	TOTAL ABSENCES 	SUBS NEEDED 	BY SCHOOL	BY TYPE
7/31/2025	10	0 Needed	Central Office: 4 Ephraim Curtis Middle School: 3 Josiah Haynes Elementary School: 1 Israel Loring Elementary School: 1 Peter Noyes Elementary School: 1	Vacation: 5 Sick Leave: 3 Personal Leave: 2
8/1/2025	6	0 Needed	Ephraim Curtis Middle School: 2 Central Office: 2 Israel Loring Elementary School: 1 Peter Noyes Elementary School: 1	Personal Leave: 2 Sick Leave: 2 Vacation: 2
8/4/2025	10	0 Needed	Central Office: 5 Ephraim Curtis Middle School: 3 Josiah Haynes Elementary School: 1 Israel Loring Elementary School: 1	Vacation: 6 Sick Leave: 3 Personal Leave: 1
8/5/2025	8	0 Needed	Central Office: 5 Ephraim Curtis Middle School: 2 Israel Loring Elementary School: 1	Vacation: 7 Sick Leave: 1
8/6/2025	9	0 Needed	Central Office: 5 Ephraim Curtis Middle School: 3 Israel Loring Elementary School: 1	Vacation: 7 Personal Leave: 1 Sick Leave: 1

DATE 	TOTAL ABSENCES 	SUBS NEEDED 	BY SCHOOL	BY TYPE
8/7/2025	10	0 Needed	Central Office: 6 Ephraim Curtis Middle School: 2 Peter Noyes Elementary School: 1 Israel Loring Elementary School: 1	Vacation: 8 Personal Leave: 1 Sick Leave: 1
8/8/2025	11	0 Needed	Central Office: 6 Ephraim Curtis Middle School: 3 Peter Noyes Elementary School: 1 Israel Loring Elementary School: 1	Vacation: 10 Personal Leave: 1
8/11/2025	7	0 Needed	Central Office: 3 Israel Loring Elementary School: 2 Ephraim Curtis Middle School: 2	Vacation: 4 Sick Leave: 3
8/12/2025	10	0 Needed	Central Office: 4 Ephraim Curtis Middle School: 3 Israel Loring Elementary School: 2 General John Nixon Elementary School: 1	Sick Leave: 6 Vacation: 4
8/13/2025	8	0 Needed	Central Office: 3 Israel Loring Elementary School: 2 Ephraim Curtis Middle School: 2 Peter Noyes Elementary School: 1	Vacation: 3 Sick Leave: 3 Personal Leave: 2

DATE 	TOTAL ABSENCES 	SUBS NEEDED 	BY SCHOOL	BY TYPE
8/14/2025	7	0 Needed	Israel Loring Elementary School: 3 Central Office: 2 Peter Noyes Elementary School: 1 Josiah Haynes Elementary School: 1	Vacation: 3 Sick Leave: 3 Personal Leave: 1
8/15/2025	10	0 Needed	Central Office: 4 Josiah Haynes Elementary School: 2 Israel Loring Elementary School: 2 Peter Noyes Elementary School: 1 Ephraim Curtis Middle School: 1	Vacation: 6 Sick Leave: 3 Personal Leave: 1
8/18/2025	4	0 Needed	Central Office: 2 Peter Noyes Elementary School: 1 Israel Loring Elementary School: 1	Vacation: 3 Sick Leave: 1
8/19/2025	7	0 Needed	Central Office: 2 Ephraim Curtis Middle School: 2 Peter Noyes Elementary School: 1 Israel Loring Elementary School: 1 Josiah Haynes Elementary School: 1	Vacation: 4 Sick Leave: 2 Personal Leave: 1
8/20/2025	8	0 Needed	Israel Loring Elementary School: 2 Ephraim Curtis Middle School: 2 Central Office: 2 Peter Noyes Elementary School: 1 General John Nixon Elementary School: 1	Vacation: 4 Sick Leave: 3 Personal Leave: 1

DATE 	TOTAL ABSENCES 	SUBS NEEDED 	BY SCHOOL	BY TYPE
8/21/2025	5	0 Needed	Peter Noyes Elementary School: 2 Israel Loring Elementary School: 1 Ephraim Curtis Middle School: 1 Central Office: 1	Vacation: 2 Sick Leave: 2 Personal Leave: 1
8/22/2025	6	0 Needed	Ephraim Curtis Middle School: 3 Peter Noyes Elementary School: 1 Israel Loring Elementary School: 1 Central Office: 1	Vacation: 2 Sick Leave: 2 Personal Leave: 2
8/25/2025	12	6 Needed	Ephraim Curtis Middle School: 6 Peter Noyes Elementary School: 3 Israel Loring Elementary School: 2 Central Office: 1	Sick Leave: 7 Personal Leave: 3 Jury Duty: 1 Vacation: 1
8/26/2025	11	4 Needed	Ephraim Curtis Middle School: 4 Israel Loring Elementary School: 2 Josiah Haynes Elementary School: 2 General John Nixon Elementary School: 1 Central Office: 1 Peter Noyes Elementary School: 1	Sick Leave: 7 Personal Leave: 3 Vacation: 1
8/27/2025	10	4 Needed	Israel Loring Elementary School: 3 Peter Noyes Elementary School: 3 Ephraim Curtis Middle School: 3 Central Office: 1	Sick Leave: 8 Personal Leave: 1 Vacation: 1

DATE 	TOTAL ABSENCES 	SUBS NEEDED 	BY SCHOOL	BY TYPE
8/28/2025	16	7 Needed	Ephraim Curtis Middle School: 6 Israel Loring Elementary School: 3 Central Office: 3 Peter Noyes Elementary School: 2 Josiah Haynes Elementary School: 2	Sick Leave: 11 Personal Leave: 2 Vacation: 2 Professional Development: 1
8/29/2025	27	8 Needed	Ephraim Curtis Middle School: 8 Peter Noyes Elementary School: 5 Israel Loring Elementary School: 4 Central Office: 4 Josiah Haynes Elementary School: 4 General John Nixon Elementary School: 2	Sick Leave: 15 Personal Leave: 8 Vacation: 3 LOA: 1
9/2/2025	22	11 Needed	Ephraim Curtis Middle School: 8 Israel Loring Elementary School: 7 Peter Noyes Elementary School: 4 Central Office: 2 General John Nixon Elementary School: 1	Sick Leave: 18 Personal Leave: 3 LOA: 1
9/3/2025	28	14 Needed	Ephraim Curtis Middle School: 9 Peter Noyes Elementary School: 5 Israel Loring Elementary School: 5 Josiah Haynes Elementary School: 5 General John Nixon Elementary School: 3 Central Office: 1	Sick Leave: 21 Personal Leave: 4 Bereavement: 2 LOA: 1
9/4/2025	23	6 Needed	Ephraim Curtis Middle School: 6	Sick Leave: 16 Personal Leave: 5

DATE	TOTAL ABSENCES	SUBS NEEDED	BY SCHOOL	BY TYPE
			Israel Loring Elementary School: 5 Central Office: 4 Peter Noyes Elementary School: 4 Josiah Haynes Elementary School: 2 General John Nixon Elementary School: 2	LOA: 1 Bereavement: 1
9/5/2025	31	9 Needed	Ephraim Curtis Middle School: 9 Josiah Haynes Elementary School: 7 Israel Loring Elementary School: 6 General John Nixon Elementary School: 4 Central Office: 3 Peter Noyes Elementary School: 2	Sick Leave: 18 Personal Leave: 9 Bereavement: 2 LOA: 1 Vacation: 1
9/8/2025	31	8 Needed	Ephraim Curtis Middle School: 10 Peter Noyes Elementary School: 7 Israel Loring Elementary School: 6 Josiah Haynes Elementary School: 5 General John Nixon Elementary School: 3	Sick Leave: 22 Personal Leave: 6 Bereavement: 2 LOA: 1
9/9/2025	27	10 Needed	Ephraim Curtis Middle School: 7 General John Nixon Elementary School: 7 Peter Noyes Elementary School: 4 Josiah Haynes Elementary School: 3 Israel Loring Elementary School: 3 Central Office: 3	Sick Leave: 20 Personal Leave: 5 LOA: 1 Serious Fam Illness: 1
9/10/2025	33	15 Needed	Ephraim Curtis Middle School: 17	Sick Leave: 28 Personal Leave: 2

DATE	TOTAL ABSENCES	SUBS NEEDED	BY SCHOOL	BY TYPE
			General John Nixon Elementary School: 5 Peter Noyes Elementary School: 4 Israel Loring Elementary School: 4 Central Office: 2 Josiah Haynes Elementary School: 1	LOA: 1 Vacation: 1 Serious Fam Illness: 1
9/11/2025	39	12 Needed	Ephraim Curtis Middle School: 15 Peter Noyes Elementary School: 7 General John Nixon Elementary School: 6 Israel Loring Elementary School: 5 Josiah Haynes Elementary School: 3 Central Office: 3	Sick Leave: 26 Personal Leave: 7 Bereavement: 3 LOA: 1 Professional Development: 1 Serious Fam Illness: 1
9/12/2025	43	14 Needed	Ephraim Curtis Middle School: 20 Israel Loring Elementary School: 6 Peter Noyes Elementary School: 5 Central Office: 4 General John Nixon Elementary School: 4 Josiah Haynes Elementary School: 4	Sick Leave: 25 Personal Leave: 14 Bereavement: 2 LOA: 1 Professional Development: 1
9/15/2025	31	11 Needed	Ephraim Curtis Middle School: 16 Israel Loring Elementary School: 5 Peter Noyes Elementary School: 5 Central Office: 3 Josiah Haynes Elementary School: 2	Sick Leave: 22 Personal Leave: 7 LOA: 1 Bereavement: 1
9/16/2025	29	13 Needed	Ephraim Curtis Middle School: 12	Sick Leave: 20 Personal Leave: 5

DATE	TOTAL ABSENCES	SUBS NEEDED	BY SCHOOL	BY TYPE
			Peter Noyes Elementary School: 5 Israel Loring Elementary School: 5 Josiah Haynes Elementary School: 3 Central Office: 3 General John Nixon Elementary School: 1	Professional Development: 1 LOA: 1 Bereavement: 1 Vacation: 1
9/17/2025	34	17 Needed	Ephraim Curtis Middle School: 9 Israel Loring Elementary School: 7 Peter Noyes Elementary School: 7 General John Nixon Elementary School: 6 Central Office: 3 Josiah Haynes Elementary School: 2	Sick Leave: 25 Personal Leave: 6 Professional Development: 1 LOA: 1 Bereavement: 1
9/18/2025	36	13 Needed	Ephraim Curtis Middle School: 10 Israel Loring Elementary School: 8 Josiah Haynes Elementary School: 6 Peter Noyes Elementary School: 6 Central Office: 5 General John Nixon Elementary School: 1	Sick Leave: 23 Personal Leave: 7 Professional Development: 3 LOA: 1 Serious Fam Illness: 1 Bereavement: 1
9/19/2025	48	25 Needed	Ephraim Curtis Middle School: 13 Israel Loring Elementary School: 10 Josiah Haynes Elementary School: 9 Peter Noyes Elementary School: 7 General John Nixon Elementary School: 6 Central Office: 3	Sick Leave: 26 Personal Leave: 13 Bereavement: 4 Vacation: 3 Other (without pay): 1 LOA: 1

DATE 	TOTAL ABSENCES 	SUBS NEEDED 	BY SCHOOL	BY TYPE
9/22/2025	35	10 Needed	Ephraim Curtis Middle School: 14 Josiah Haynes Elementary School: 6 Central Office: 5 Israel Loring Elementary School: 5 Peter Noyes Elementary School: 4 General John Nixon Elementary School: 1	Sick Leave: 25 Personal Leave: 4 Bereavement: 3 Vacation: 1 Other (without pay): 1 LOA: 1
9/24/2025	35	16 Needed	Ephraim Curtis Middle School: 13 Israel Loring Elementary School: 6 Peter Noyes Elementary School: 6 Josiah Haynes Elementary School: 5 General John Nixon Elementary School: 4 Central Office: 1	Sick Leave: 22 Personal Leave: 9 Other (without pay): 1 LOA: 1 Bereavement: 1 Professional Development: 1
9/25/2025	34	15 Needed	Ephraim Curtis Middle School: 9 General John Nixon Elementary School: 7 Peter Noyes Elementary School: 7 Israel Loring Elementary School: 5 Central Office: 3 Josiah Haynes Elementary School: 3	Sick Leave: 28 Personal Leave: 3 TEST: 1 LOA: 1 Bereavement: 1

DATE 	TOTAL ABSENCES 	SUBS NEEDED 	BY SCHOOL	BY TYPE
9/26/2025	48	23 Needed	Ephraim Curtis Middle School: 16 Israel Loring Elementary School: 10 General John Nixon Elementary School: 9 Peter Noyes Elementary School: 5 Josiah Haynes Elementary School: 4 Central Office: 4	Sick Leave: 21 Personal Leave: 21 Bereavement: 2 Professional Development: 2 TEST: 1 LOA: 1
9/29/2025	32	14 Needed	Ephraim Curtis Middle School: 13 Peter Noyes Elementary School: 5 General John Nixon Elementary School: 4 Israel Loring Elementary School: 4 Josiah Haynes Elementary School: 4 Central Office: 2	Sick Leave: 21 Personal Leave: 7 Bereavement: 2 TEST: 1 LOA: 1
9/30/2025	29	13 Needed	Ephraim Curtis Middle School: 11 General John Nixon Elementary School: 7 Israel Loring Elementary School: 5 Peter Noyes Elementary School: 3 Central Office: 2 Josiah Haynes Elementary School: 1	Sick Leave: 20 Personal Leave: 4 Professional Development: 2 TEST: 1 LOA: 1 Bereavement: 1

DATE 	TOTAL ABSENCES 	SUBS NEEDED 	BY SCHOOL	BY TYPE
10/1/2025	24	16 Needed	Ephraim Curtis Middle School: 13 General John Nixon Elementary School: 3 Peter Noyes Elementary School: 3 Central Office: 2 Israel Loring Elementary School: 2 Josiah Haynes Elementary School: 1	Sick Leave: 13 Personal Leave: 5 Bereavement: 2 Vacation: 1 TEST: 1 LOA: 1 Professional Development: 1
10/3/2025	50	22 Needed	Ephraim Curtis Middle School: 18 Israel Loring Elementary School: 8 Peter Noyes Elementary School: 7 Josiah Haynes Elementary School: 6 Central Office: 6 General John Nixon Elementary School: 5	Sick Leave: 29 Personal Leave: 15 Bereavement: 2 Vacation: 2 LOA: 1 Other (without pay): 1
10/6/2025	39	18 Needed	Ephraim Curtis Middle School: 11 Israel Loring Elementary School: 10 Peter Noyes Elementary School: 8 Josiah Haynes Elementary School: 5 General John Nixon Elementary School: 4 Central Office: 1	Sick Leave: 30 Personal Leave: 6 Vacation: 1 LOA: 1 Bereavement: 1
10/7/2025	28	14 Needed	Ephraim Curtis Middle School: 14 Peter Noyes Elementary School: 7 Israel Loring Elementary School: 4 General John Nixon Elementary School: 2 Josiah Haynes Elementary School: 1	Sick Leave: 22 Personal Leave: 5 LOA: 1

DATE 	TOTAL ABSENCES 	SUBS NEEDED 	BY SCHOOL	BY TYPE
10/8/2025	51	19 Needed	General John Nixon Elementary School: 20 Ephraim Curtis Middle School: 17 Israel Loring Elementary School: 7 Peter Noyes Elementary School: 3 Central Office: 2 Josiah Haynes Elementary School: 2	Sick Leave: 31 Personal Leave: 13 Professional Development: 4 Vacation: 1 LOA: 1 Jury Duty: 1
10/9/2025	36	9 Needed	Ephraim Curtis Middle School: 14 Peter Noyes Elementary School: 7 Josiah Haynes Elementary School: 5 Israel Loring Elementary School: 4 Central Office: 3 General John Nixon Elementary School: 3	Sick Leave: 20 Personal Leave: 12 Vacation: 1 LOA: 1 Serious Fam Illness: 1 Bereavement: 1
10/10/2025	43	12 Needed	Ephraim Curtis Middle School: 14 Peter Noyes Elementary School: 10 General John Nixon Elementary School: 7 Israel Loring Elementary School: 5 Josiah Haynes Elementary School: 4 Central Office: 3	Sick Leave: 27 Personal Leave: 10 Vacation: 2 LOA: 1 Bereavement: 1 Serious Fam Illness: 1 Professional Development: 1

DATE 	TOTAL ABSENCES 	SUBS NEEDED 	BY SCHOOL	BY TYPE
10/14/2025	42	16 Needed	Ephraim Curtis Middle School: 14 Peter Noyes Elementary School: 9 Josiah Haynes Elementary School: 6 General John Nixon Elementary School: 5 Central Office: 4 Israel Loring Elementary School: 4	Sick Leave: 31 Personal Leave: 5 Jury Duty: 2 Vacation: 2 LOA: 1 Serious Fam Illness: 1
10/15/2025	32	16 Needed	Ephraim Curtis Middle School: 15 Peter Noyes Elementary School: 8 Israel Loring Elementary School: 4 General John Nixon Elementary School: 2 Central Office: 2 Josiah Haynes Elementary School: 1	Sick Leave: 24 Personal Leave: 4 Professional Development: 1 LOA: 1 Jury Duty: 1 Serious Fam Illness: 1
10/16/2025	45	16 Needed	Ephraim Curtis Middle School: 10 Israel Loring Elementary School: 9 Peter Noyes Elementary School: 9 Central Office: 6 General John Nixon Elementary School: 6 Josiah Haynes Elementary School: 5	Sick Leave: 28 Personal Leave: 10 Professional Development: 4 LOA: 1 Jury Duty: 1 Serious Fam Illness: 1

DATE 	TOTAL ABSENCES 	SUBS NEEDED 	BY SCHOOL	BY TYPE
10/17/2025	56	24 Needed	Ephraim Curtis Middle School: 15 Peter Noyes Elementary School: 14 Israel Loring Elementary School: 14 Josiah Haynes Elementary School: 6 Central Office: 4 General John Nixon Elementary School: 3	Sick Leave: 28 Personal Leave: 25 Bereavement: 2 LOA: 1
10/20/2025	54	19 Needed	Josiah Haynes Elementary School: 13 Ephraim Curtis Middle School: 13 Peter Noyes Elementary School: 9 Israel Loring Elementary School: 8 General John Nixon Elementary School: 7 Central Office: 4	Sick Leave: 32 Personal Leave: 16 Vacation: 2 LOA: 1 Professional Development: 1 Jury Duty: 1 Bereavement: 1
10/21/2025	40	12 Needed	Israel Loring Elementary School: 11 Josiah Haynes Elementary School: 10 Ephraim Curtis Middle School: 8 Peter Noyes Elementary School: 5 Central Office: 4 General John Nixon Elementary School: 2	Sick Leave: 28 Personal Leave: 6 Professional Development: 2 Vacation: 1 LOA: 1 Jury Duty: 1 Bereavement: 1

DATE 	TOTAL ABSENCES 	SUBS NEEDED 	BY SCHOOL	BY TYPE
10/22/2025	46	19 Needed	Ephraim Curtis Middle School: 15 General John Nixon Elementary School: 9 Peter Noyes Elementary School: 7 Israel Loring Elementary School: 7 Central Office: 5 Josiah Haynes Elementary School: 3	Sick Leave: 34 Personal Leave: 6 Bereavement: 2 Vacation: 1 LOA: 1 Professional Development: 1 Jury Duty: 1
10/23/2025	43	17 Needed	Israel Loring Elementary School: 12 Peter Noyes Elementary School: 11 Ephraim Curtis Middle School: 10 General John Nixon Elementary School: 4 Josiah Haynes Elementary School: 3 Central Office: 3	Sick Leave: 24 Personal Leave: 11 Professional Development: 5 Vacation: 1 LOA: 1 Bereavement: 1
10/24/2025	68	31 Needed	Ephraim Curtis Middle School: 17 Israel Loring Elementary School: 15 General John Nixon Elementary School: 14 Peter Noyes Elementary School: 13 Josiah Haynes Elementary School: 6 Central Office: 3	Sick Leave: 31 Personal Leave: 29 Professional Development: 3 Vacation: 2 Bereavement: 2 LOA: 1

DATE 	TOTAL ABSENCES 	SUBS NEEDED 	BY SCHOOL	BY TYPE
10/27/2025	60	18 Needed	Ephraim Curtis Middle School: 23 General John Nixon Elementary School: 11 Israel Loring Elementary School: 11 Peter Noyes Elementary School: 8 Josiah Haynes Elementary School: 5 Central Office: 2	Sick Leave: 41 Personal Leave: 15 Vacation: 1 LOA: 1 Jury Duty: 1 Ser Fam III: 1
10/28/2025	51	23 Needed	Ephraim Curtis Middle School: 18 Israel Loring Elementary School: 14 Peter Noyes Elementary School: 7 General John Nixon Elementary School: 5 Josiah Haynes Elementary School: 5 Central Office: 2	Sick Leave: 34 Professional Development: 7 Personal Leave: 6 Vacation: 2 LOA: 1 Ser Fam III: 1
10/29/2025	49	22 Needed	Ephraim Curtis Middle School: 15 Peter Noyes Elementary School: 15 Israel Loring Elementary School: 10 Josiah Haynes Elementary School: 4 General John Nixon Elementary School: 3 Central Office: 2	Sick Leave: 31 Personal Leave: 10 Professional Development: 6 LOA: 1 Ser Fam III: 1

DATE 	TOTAL ABSENCES 	SUBS NEEDED 	BY SCHOOL	BY TYPE
10/30/2025	38	11 Needed	Ephraim Curtis Middle School: 14 Josiah Haynes Elementary School: 7 Israel Loring Elementary School: 5 Central Office: 5 General John Nixon Elementary School: 4 Peter Noyes Elementary School: 3	Sick Leave: 27 Personal Leave: 9 LOA: 1 Bereavement: 1
10/31/2025	54	23 Needed	Ephraim Curtis Middle School: 14 Peter Noyes Elementary School: 11 General John Nixon Elementary School: 10 Israel Loring Elementary School: 9 Josiah Haynes Elementary School: 6 Central Office: 4	Sick Leave: 30 Personal Leave: 22 LOA: 1 Bereavement: 1
11/3/2025	51	24 Needed	Ephraim Curtis Middle School: 17 Peter Noyes Elementary School: 12 Israel Loring Elementary School: 9 General John Nixon Elementary School: 7 Josiah Haynes Elementary School: 5 Central Office: 1	Sick Leave: 31 Personal Leave: 13 Professional Development: 4 Bereavement: 2 LOA: 1

DATE 	TOTAL ABSENCES 	SUBS NEEDED 	BY SCHOOL	BY TYPE
11/4/2025	55	26 Needed	Ephraim Curtis Middle School: 16 Josiah Haynes Elementary School: 11 Israel Loring Elementary School: 10 Peter Noyes Elementary School: 10 General John Nixon Elementary School: 5 Central Office: 3	Sick Leave: 31 Personal Leave: 13 Professional Development: 9 LOA: 1 Bereavement: 1
11/5/2025	31	12 Needed	Ephraim Curtis Middle School: 12 Josiah Haynes Elementary School: 7 Peter Noyes Elementary School: 5 Israel Loring Elementary School: 4 Central Office: 3	Sick Leave: 22 Personal Leave: 4 Professional Development: 2 Bereavement: 2 LOA: 1
11/6/2025	43	25 Needed	Ephraim Curtis Middle School: 14 Peter Noyes Elementary School: 10 Israel Loring Elementary School: 8 General John Nixon Elementary School: 6 Josiah Haynes Elementary School: 3 Central Office: 2	Sick Leave: 32 Personal Leave: 8 LOA: 1 Bereavement: 1 Professional Development: 1
11/7/2025	54	30 Needed	Israel Loring Elementary School: 15 Ephraim Curtis Middle School: 13 Peter Noyes Elementary School: 10 General John Nixon Elementary School: 8 Josiah Haynes Elementary School: 5 Central Office: 3	Personal Leave: 28 Sick Leave: 23 Bereavement: 1 Vacation: 1 LOA: 1

DATE 	TOTAL ABSENCES 	SUBS NEEDED 	BY SCHOOL	BY TYPE
11/10/2025	59	27 Needed	Ephraim Curtis Middle School: 14 Peter Noyes Elementary School: 14 Israel Loring Elementary School: 13 Josiah Haynes Elementary School: 6 General John Nixon Elementary School: 6 Central Office: 6	Sick Leave: 32 Personal Leave: 17 Professional Development: 6 Vacation: 3 LOA: 1
11/12/2025	22	11 Needed	Ephraim Curtis Middle School: 8 General John Nixon Elementary School: 5 Peter Noyes Elementary School: 4 Israel Loring Elementary School: 2 Central Office: 2 Josiah Haynes Elementary School: 1	Sick Leave: 16 Personal Leave: 4 Vacation: 1 LOA: 1
11/13/2025	40	14 Needed	Ephraim Curtis Middle School: 12 Peter Noyes Elementary School: 9 Israel Loring Elementary School: 8 General John Nixon Elementary School: 6 Central Office: 3 Josiah Haynes Elementary School: 2	Sick Leave: 29 Personal Leave: 9 Vacation: 1 LOA: 1

DATE 	TOTAL ABSENCES 	SUBS NEEDED 	BY SCHOOL	BY TYPE
11/14/2025	50	20 Needed	Ephraim Curtis Middle School: 15 Israel Loring Elementary School: 11 Peter Noyes Elementary School: 9 General John Nixon Elementary School: 7 Josiah Haynes Elementary School: 6 Central Office: 2	Sick Leave: 24 Personal Leave: 22 Professional Development: 2 Vacation: 1 LOA: 1
11/17/2025	54	25 Needed	Ephraim Curtis Middle School: 21 Peter Noyes Elementary School: 13 Israel Loring Elementary School: 6 General John Nixon Elementary School: 5 Josiah Haynes Elementary School: 5 Central Office: 4	Sick Leave: 35 Personal Leave: 14 Bereavement: 2 Vacation: 1 Professional Development: 1 LOA: 1
11/18/2025	36	17 Needed	Ephraim Curtis Middle School: 13 Central Office: 5 Peter Noyes Elementary School: 5 Josiah Haynes Elementary School: 5 Israel Loring Elementary School: 4 General John Nixon Elementary School: 4	Sick Leave: 29 Personal Leave: 6 LOA: 1

DATE 	TOTAL ABSENCES 	SUBS NEEDED 	BY SCHOOL	BY TYPE
11/19/2025	27	9 Needed	Ephraim Curtis Middle School: 9 Israel Loring Elementary School: 5 Josiah Haynes Elementary School: 4 Peter Noyes Elementary School: 3 General John Nixon Elementary School: 3 Central Office: 3	Sick Leave: 18 Personal Leave: 7 Bereavement: 1 LOA: 1
11/20/2025	48	17 Needed	Ephraim Curtis Middle School: 14 Israel Loring Elementary School: 10 Peter Noyes Elementary School: 9 General John Nixon Elementary School: 7 Josiah Haynes Elementary School: 6 Central Office: 2	Sick Leave: 36 Personal Leave: 6 Professional Development: 2 Bereavement: 2 Vacation: 1 LOA: 1
11/21/2025	51	23 Needed	Ephraim Curtis Middle School: 13 Peter Noyes Elementary School: 11 Josiah Haynes Elementary School: 11 Israel Loring Elementary School: 7 Central Office: 5 General John Nixon Elementary School: 4	Sick Leave: 31 Personal Leave: 15 Professional Development: 2 Bereavement: 1 Vacation: 1 LOA: 1

DATE 	TOTAL ABSENCES 	SUBS NEEDED 	BY SCHOOL	BY TYPE
11/24/2025	39	15 Needed	Ephraim Curtis Middle School: 12 Israel Loring Elementary School: 10 Josiah Haynes Elementary School: 6 General John Nixon Elementary School: 4 Central Office: 4 Peter Noyes Elementary School: 3	Sick Leave: 26 Personal Leave: 10 Vacation: 2 LOA: 1
11/25/2025	34	17 Needed	Ephraim Curtis Middle School: 13 Peter Noyes Elementary School: 8 General John Nixon Elementary School: 5 Josiah Haynes Elementary School: 4 Israel Loring Elementary School: 3 Central Office: 1	Sick Leave: 29 Personal Leave: 4 LOA: 1
11/26/2025	32	11 Needed	Ephraim Curtis Middle School: 10 Josiah Haynes Elementary School: 7 Central Office: 6 Israel Loring Elementary School: 4 General John Nixon Elementary School: 3 Peter Noyes Elementary School: 2	Sick Leave: 25 Personal Leave: 4 Vacation: 2 LOA: 1

DATE ▾	TOTAL ABSENCES ▾	SUBS NEEDED ▾	BY SCHOOL	BY TYPE
12/1/2025	43	19 Needed	Ephraim Curtis Middle School: 18 Peter Noyes Elementary School: 10 Israel Loring Elementary School: 8 Josiah Haynes Elementary School: 3 General John Nixon Elementary School: 2 Central Office: 2	Sick Leave: 35 Personal Leave: 6 Vacation: 1 Jury Duty: 1
12/2/2025	49	19 Needed	Ephraim Curtis Middle School: 19 Josiah Haynes Elementary School: 8 Peter Noyes Elementary School: 7 Israel Loring Elementary School: 7 General John Nixon Elementary School: 4 Central Office: 4	Sick Leave: 37 Personal Leave: 12
12/3/2025	55	23 Needed	Ephraim Curtis Middle School: 17 Peter Noyes Elementary School: 9 General John Nixon Elementary School: 9 Josiah Haynes Elementary School: 9 Israel Loring Elementary School: 7 Central Office: 4	Sick Leave: 45 Personal Leave: 8 Bereavement: 1 Vacation: 1

DATE 	TOTAL ABSENCES 	SUBS NEEDED 	BY SCHOOL	BY TYPE
12/4/2025	51	20 Needed	Ephraim Curtis Middle School: 18 Israel Loring Elementary School: 12 Peter Noyes Elementary School: 8 Josiah Haynes Elementary School: 5 General John Nixon Elementary School: 5 Central Office: 3	Sick Leave: 37 Professional Development: 7 Personal Leave: 6 Bereavement: 1
12/5/2025	65	28 Needed	Ephraim Curtis Middle School: 17 Peter Noyes Elementary School: 14 General John Nixon Elementary School: 11 Israel Loring Elementary School: 10 Josiah Haynes Elementary School: 9 Central Office: 4	Sick Leave: 34 Personal Leave: 28 Professional Development: 2 Bereavement: 1
12/8/2025	40	19 Needed	Ephraim Curtis Middle School: 15 Israel Loring Elementary School: 7 Peter Noyes Elementary School: 5 Josiah Haynes Elementary School: 5 General John Nixon Elementary School: 4 Central Office: 4	Sick Leave: 28 Personal Leave: 10 Vacation: 1 Bereavement: 1

DATE	TOTAL ABSENCES	SUBS NEEDED	BY SCHOOL	BY TYPE
12/9/2025	39	16 Needed	Ephraim Curtis Middle School: 14 Josiah Haynes Elementary School: 8 Israel Loring Elementary School: 5 General John Nixon Elementary School: 4 Peter Noyes Elementary School: 4 Central Office: 4	Sick Leave: 28 Personal Leave: 8 Bereavement: 2 Vacation: 1
12/10/2025	47	23 Needed	Ephraim Curtis Middle School: 13 Israel Loring Elementary School: 9 Peter Noyes Elementary School: 8 Josiah Haynes Elementary School: 8 General John Nixon Elementary School: 7 Central Office: 2	Sick Leave: 34 Personal Leave: 9 Vacation: 2 LOA: 1 Professional Development: 1
12/11/2025	44	14 Needed	Josiah Haynes Elementary School: 12 Ephraim Curtis Middle School: 11 Peter Noyes Elementary School: 9 Israel Loring Elementary School: 6 General John Nixon Elementary School: 4 Central Office: 2	Sick Leave: 31 Personal Leave: 8 Bereavement: 2 Vacation: 2 LOA: 1

DATE 	TOTAL ABSENCES 	SUBS NEEDED 	BY SCHOOL	BY TYPE
12/12/2025	70	26 Needed	Ephraim Curtis Middle School: 20 Peter Noyes Elementary School: 15 Josiah Haynes Elementary School: 12 Israel Loring Elementary School: 11 General John Nixon Elementary School: 7 Central Office: 5	Sick Leave: 38 Personal Leave: 27 Bereavement: 3 LOA: 1 Vacation: 1
12/15/2025	52	21 Needed	Ephraim Curtis Middle School: 16 Israel Loring Elementary School: 11 Josiah Haynes Elementary School: 9 Peter Noyes Elementary School: 7 General John Nixon Elementary School: 7 Central Office: 2	Sick Leave: 39 Personal Leave: 10 Vacation: 2 LOA: 1
12/16/2025	50	25 Needed	Ephraim Curtis Middle School: 19 Peter Noyes Elementary School: 11 General John Nixon Elementary School: 6 Josiah Haynes Elementary School: 5 Israel Loring Elementary School: 5 Central Office: 4	Sick Leave: 28 Personal Leave: 16 Professional Development: 3 Vacation: 2 LOA: 1

DATE 	TOTAL ABSENCES 	SUBS NEEDED 	BY SCHOOL	BY TYPE
12/17/2025	46	22 Needed	Peter Noyes Elementary School: 11 Ephraim Curtis Middle School: 11 Israel Loring Elementary School: 9 Josiah Haynes Elementary School: 7 General John Nixon Elementary School: 7 Central Office: 1	Sick Leave: 29 Personal Leave: 13 Professional Development: 2 LOA: 1 Vacation: 1
12/18/2025	48	15 Needed	Ephraim Curtis Middle School: 14 Israel Loring Elementary School: 11 Peter Noyes Elementary School: 9 Josiah Haynes Elementary School: 8 General John Nixon Elementary School: 4 Central Office: 2	Sick Leave: 28 Personal Leave: 16 Bereavement: 1 LOA: 1 Vacation: 1 Ser Fam III: 1
12/19/2025	64	25 Needed	Ephraim Curtis Middle School: 17 Peter Noyes Elementary School: 13 Israel Loring Elementary School: 12 Josiah Haynes Elementary School: 10 General John Nixon Elementary School: 7 Central Office: 5	Sick Leave: 32 Personal Leave: 27 Vacation: 2 Bereavement: 1 LOA: 1 Other (without pay): 1

DATE 	TOTAL ABSENCES 	SUBS NEEDED 	BY SCHOOL	BY TYPE
12/22/2025	50	15 Needed	Ephraim Curtis Middle School: 14 Israel Loring Elementary School: 12 General John Nixon Elementary School: 7 Josiah Haynes Elementary School: 7 Peter Noyes Elementary School: 6 Central Office: 4	Sick Leave: 37 Personal Leave: 10 Other (without pay): 2 LOA: 1
12/23/2025	55	18 Needed	Ephraim Curtis Middle School: 19 General John Nixon Elementary School: 9 Josiah Haynes Elementary School: 9 Peter Noyes Elementary School: 7 Israel Loring Elementary School: 6 Central Office: 5	Sick Leave: 38 Personal Leave: 12 Vacation: 2 Other (without pay): 1 LOA: 1 Bereavement: 1
12/26/2025	22	0 Needed	Central Office: 10 Peter Noyes Elementary School: 4 Ephraim Curtis Middle School: 4 Josiah Haynes Elementary School: 2 Israel Loring Elementary School: 1 General John Nixon Elementary School: 1	Vacation: 19 Personal Leave: 2 Sick Leave: 1
12/29/2025	17	0 Needed	Central Office: 8 Ephraim Curtis Middle School: 4 Josiah Haynes Elementary School: 2 Peter Noyes Elementary School: 2 Israel Loring Elementary School: 1	Vacation: 13 Sick Leave: 3 Personal Leave: 1

DATE 	TOTAL ABSENCES 	SUBS NEEDED 	BY SCHOOL	BY TYPE
12/30/2025	15	0 Needed	Central Office: 7 Ephraim Curtis Middle School: 4 Peter Noyes Elementary School: 2 Josiah Haynes Elementary School: 1 Israel Loring Elementary School: 1	Vacation: 14 Sick Leave: 1
12/31/2025	4	0 Needed	Central Office: 2 Israel Loring Elementary School: 1 Peter Noyes Elementary School: 1	Vacation: 3 Sick Leave: 1
1/2/2026	17	0 Needed	Central Office: 6 Ephraim Curtis Middle School: 4 Josiah Haynes Elementary School: 3 Peter Noyes Elementary School: 2 Israel Loring Elementary School: 2	Vacation: 14 Sick Leave: 3
1/5/2026	36	14 Needed	Ephraim Curtis Middle School: 10 Peter Noyes Elementary School: 6 Central Office: 6 Josiah Haynes Elementary School: 5 General John Nixon Elementary School: 5 Israel Loring Elementary School: 4	Sick Leave: 26 Personal Leave: 5 Vacation: 2 Bereavement: 2 LOA: 1
1/6/2026	45	17 Needed	Ephraim Curtis Middle School: 10 Josiah Haynes Elementary School: 10 Peter Noyes Elementary School: 7 General John Nixon Elementary School: 7	Sick Leave: 34 Personal Leave: 8 LOA: 1 Vacation: 1 Bereavement: 1

DATE	TOTAL ABSENCES	SUBS NEEDED	BY SCHOOL	BY TYPE
			Israel Loring Elementary School: 6 Central Office: 5	
1/7/2026	62	30 Needed	Ephraim Curtis Middle School: 22 Israel Loring Elementary School: 13 Josiah Haynes Elementary School: 8 Central Office: 7 Peter Noyes Elementary School: 6 General John Nixon Elementary School: 6	Sick Leave: 45 Personal Leave: 13 Vacation: 2 LOA: 1 Bereavement: 1
1/8/2026	55	22 Needed	Ephraim Curtis Middle School: 15 Israel Loring Elementary School: 14 Central Office: 8 Peter Noyes Elementary School: 7 General John Nixon Elementary School: 6 Josiah Haynes Elementary School: 5	Sick Leave: 47 Personal Leave: 4 Professional Development: 1 LOA: 1 Vacation: 1 Bereavement: 1
1/9/2026	58	30 Needed	Ephraim Curtis Middle School: 15 Israel Loring Elementary School: 11 General John Nixon Elementary School: 10 Peter Noyes Elementary School: 8 Central Office: 8 Josiah Haynes Elementary School: 6	Sick Leave: 46 Personal Leave: 8 LOA: 1 Vacation: 1 Bereavement: 1 Professional Development: 1
1/12/2026	52	23 Needed	Ephraim Curtis Middle School: 12 General John Nixon Elementary School: 9 Peter Noyes Elementary School: 8	Sick Leave: 42 Personal Leave: 8 LOA: 1 Bereavement: 1

DATE 	TOTAL ABSENCES 	SUBS NEEDED 	BY SCHOOL	BY TYPE
			Israel Loring Elementary School: 8 Josiah Haynes Elementary School: 8 Central Office: 7	
1/13/2026	43	17 Needed	Ephraim Curtis Middle School: 11 Israel Loring Elementary School: 9 Josiah Haynes Elementary School: 9 Central Office: 6 Peter Noyes Elementary School: 5 General John Nixon Elementary School: 3	Sick Leave: 37 Personal Leave: 3 Professional Development: 2 LOA: 1
1/14/2026	48	30 Needed	Ephraim Curtis Middle School: 14 Peter Noyes Elementary School: 10 Josiah Haynes Elementary School: 8 Israel Loring Elementary School: 8 Central Office: 5 General John Nixon Elementary School: 3	Sick Leave: 36 Personal Leave: 9 LOA: 1 Professional Development: 1 Vacation: 1
1/15/2026	46	19 Needed	Josiah Haynes Elementary School: 14 Peter Noyes Elementary School: 11 Israel Loring Elementary School: 8 Ephraim Curtis Middle School: 6 General John Nixon Elementary School: 4 Central Office: 3	Sick Leave: 36 Personal Leave: 8 Professional Development: 1 LOA: 1
1/16/2026	48	19 Needed	Josiah Haynes Elementary School: 13 Israel Loring Elementary School: 10	Sick Leave: 39 Personal Leave: 7 LOA: 1 Vacation: 1

DATE	TOTAL ABSENCES	SUBS NEEDED	BY SCHOOL	BY TYPE
			Ephraim Curtis Middle School: 9 Peter Noyes Elementary School: 6 General John Nixon Elementary School: 5 Central Office: 5	
1/20/2026	44	20 Needed	Josiah Haynes Elementary School: 12 Ephraim Curtis Middle School: 9 Israel Loring Elementary School: 7 Peter Noyes Elementary School: 7 General John Nixon Elementary School: 6 Central Office: 3	Sick Leave: 37 Personal Leave: 5 LOA: 1 Vacation: 1
1/21/2026	47	20 Needed	Ephraim Curtis Middle School: 13 Josiah Haynes Elementary School: 10 Israel Loring Elementary School: 10 General John Nixon Elementary School: 6 Peter Noyes Elementary School: 5 Central Office: 3	Sick Leave: 38 Personal Leave: 7 Jury Duty: 1 LOA: 1
1/22/2026	42	23 Needed	Ephraim Curtis Middle School: 10 Israel Loring Elementary School: 9 Josiah Haynes Elementary School: 8 Peter Noyes Elementary School: 8 General John Nixon Elementary School: 5 Central Office: 2	Sick Leave: 27 Personal Leave: 12 Bereavement: 2 LOA: 1
1/23/2026	57	31 Needed	Ephraim Curtis Middle School: 17	Sick Leave: 28 Personal Leave: 25

DATE	TOTAL ABSENCES	SUBS NEEDED	BY SCHOOL	BY TYPE
			Israel Loring Elementary School: 11 Peter Noyes Elementary School: 9 General John Nixon Elementary School: 9 Josiah Haynes Elementary School: 9 Central Office: 2	Professional Development: 2 LOA: 1 Vacation: 1
1/26/2026	8	2 Needed	Josiah Haynes Elementary School: 4 Ephraim Curtis Middle School: 2 Israel Loring Elementary School: 1 General John Nixon Elementary School: 1	Sick Leave: 3 Vacation: 3 LOA: 1 Personal Leave: 1
1/27/2026	44	20 Needed	Ephraim Curtis Middle School: 15 Josiah Haynes Elementary School: 13 General John Nixon Elementary School: 8 Peter Noyes Elementary School: 6 Central Office: 2	Sick Leave: 34 Personal Leave: 9 Vacation: 1
1/28/2026	38	25 Needed	Ephraim Curtis Middle School: 12 General John Nixon Elementary School: 11 Israel Loring Elementary School: 6 Josiah Haynes Elementary School: 4 Peter Noyes Elementary School: 4 Central Office: 1	Sick Leave: 33 Personal Leave: 4 LOA: 1
1/29/2026	39	22 Needed	Josiah Haynes Elementary School: 11 Ephraim Curtis Middle School: 10 Peter Noyes Elementary School: 7	Sick Leave: 25 Personal Leave: 9 Jury Duty: 2 LOA: 1 Professional Development: 1

DATE 	TOTAL ABSENCES 	SUBS NEEDED 	BY SCHOOL	BY TYPE
			General John Nixon Elementary School: 7 Israel Loring Elementary School: 3 Central Office: 1	Vacation: 1
1/30/2026	51	25 Needed	Ephraim Curtis Middle School: 20 Peter Noyes Elementary School: 13 Josiah Haynes Elementary School: 7 Israel Loring Elementary School: 5 Central Office: 4 General John Nixon Elementary School: 2	Sick Leave: 31 Personal Leave: 16 LOA: 1 Bereavement: 1 Vacation: 1 Jury Duty: 1
2/2/2026	43	20 Needed	Ephraim Curtis Middle School: 12 Peter Noyes Elementary School: 10 Josiah Haynes Elementary School: 10 General John Nixon Elementary School: 6 Israel Loring Elementary School: 3 Central Office: 2	Sick Leave: 33 Personal Leave: 9 LOA: 1
2/3/2026	38	19 Needed	Ephraim Curtis Middle School: 10 Josiah Haynes Elementary School: 9 Peter Noyes Elementary School: 7 Israel Loring Elementary School: 6 General John Nixon Elementary School: 5 Central Office: 1	Sick Leave: 29 Personal Leave: 7 LOA: 1 Bereavement: 1

DATE ▾	TOTAL ABSENCES ▾	SUBS NEEDED ▾	BY SCHOOL	BY TYPE
2/4/2026	57	31 Needed	Ephraim Curtis Middle School: 18 Peter Noyes Elementary School: 11 Josiah Haynes Elementary School: 9 General John Nixon Elementary School: 9 Israel Loring Elementary School: 8 Central Office: 2	Sick Leave: 33 Professional Development: 14 Personal Leave: 9 LOA: 1
2/5/2026	43	18 Needed	Josiah Haynes Elementary School: 11 Ephraim Curtis Middle School: 11 General John Nixon Elementary School: 8 Peter Noyes Elementary School: 6 Israel Loring Elementary School: 6 Central Office: 1	Sick Leave: 33 Personal Leave: 8 LOA: 1 Jury Duty: 1
2/6/2026	45	23 Needed	Josiah Haynes Elementary School: 10 Ephraim Curtis Middle School: 10 Israel Loring Elementary School: 9 General John Nixon Elementary School: 8 Peter Noyes Elementary School: 6 Central Office: 2	Sick Leave: 28 Personal Leave: 14 LOA: 1 Vacation: 1 Serious Fam Illness: 1

DATE ▾	TOTAL ABSENCES ▾	SUBS NEEDED ▾	BY SCHOOL	BY TYPE
2/9/2026	52	21 Needed	Ephraim Curtis Middle School: 13 Peter Noyes Elementary School: 11 Josiah Haynes Elementary School: 9 General John Nixon Elementary School: 9 Israel Loring Elementary School: 8 Central Office: 2	Sick Leave: 35 Personal Leave: 12 LOA: 2 Bereavement: 2 Vacation: 1
2/10/2026	39	19 Needed	Ephraim Curtis Middle School: 13 Josiah Haynes Elementary School: 8 Israel Loring Elementary School: 7 Peter Noyes Elementary School: 6 General John Nixon Elementary School: 3 Central Office: 2	Sick Leave: 30 Personal Leave: 6 LOA: 2 Bereavement: 1
2/11/2026	35	17 Needed	Ephraim Curtis Middle School: 12 Josiah Haynes Elementary School: 9 Peter Noyes Elementary School: 6 Israel Loring Elementary School: 6 Central Office: 1 General John Nixon Elementary School: 1	Sick Leave: 29 LOA: 2 Personal Leave: 2 Vacation: 1 Bereavement: 1

DATE	TOTAL ABSENCES	SUBS NEEDED	BY SCHOOL	BY TYPE
2/12/2026	36	14 Needed	Ephraim Curtis Middle School: 12 Israel Loring Elementary School: 6 Peter Noyes Elementary School: 6 Josiah Haynes Elementary School: 6 General John Nixon Elementary School: 4 Central Office: 2	Sick Leave: 27 Personal Leave: 6 LOA: 2 Bereavement: 1
2/13/2026	44	17 Needed	Josiah Haynes Elementary School: 10 Israel Loring Elementary School: 9 Peter Noyes Elementary School: 8 Ephraim Curtis Middle School: 7 General John Nixon Elementary School: 7 Central Office: 3	Sick Leave: 27 Personal Leave: 10 LOA: 2 Bereavement: 2 Vacation: 2 Ser Fam III: 1
2/17/2026	11	0 Needed	Central Office: 4 Ephraim Curtis Middle School: 4 Josiah Haynes Elementary School: 1 Peter Noyes Elementary School: 1 Israel Loring Elementary School: 1	Vacation: 9 Sick Leave: 2
2/18/2026	11	0 Needed	Central Office: 5 Ephraim Curtis Middle School: 3 Josiah Haynes Elementary School: 1 Peter Noyes Elementary School: 1 Israel Loring Elementary School: 1	Vacation: 11
2/19/2026	14	0 Needed	Central Office: 5	Vacation: 10 Sick Leave: 3

DATE	TOTAL ABSENCES	SUBS NEEDED	BY SCHOOL	BY TYPE
			Ephraim Curtis Middle School: 4 Josiah Haynes Elementary School: 2 Peter Noyes Elementary School: 1 General John Nixon Elementary School: 1 Israel Loring Elementary School: 1	Personal Leave: 1
2/20/2026	15	0 Needed	Central Office: 9 Josiah Haynes Elementary School: 2 Ephraim Curtis Middle School: 2 Peter Noyes Elementary School: 1 Israel Loring Elementary School: 1	Vacation: 13 Personal Leave: 1 Sick Leave: 1
2/25/2026	45	31 Needed	Ephraim Curtis Middle School: 11 General John Nixon Elementary School: 10 Josiah Haynes Elementary School: 9 Peter Noyes Elementary School: 7 Israel Loring Elementary School: 5 Central Office: 3	Sick Leave: 30 Personal Leave: 13 LOA: 2
2/26/2026	43	20 Needed	Ephraim Curtis Middle School: 13 General John Nixon Elementary School: 8 Israel Loring Elementary School: 7 Josiah Haynes Elementary School: 7 Peter Noyes Elementary School: 5 Central Office: 3	Sick Leave: 28 Personal Leave: 11 Professional Development: 2 LOA: 2
2/27/2026	43	18 Needed	Peter Noyes Elementary School: 11	Sick Leave: 26 Personal Leave: 13

DATE 	TOTAL ABSENCES 	SUBS NEEDED 	BY SCHOOL	BY TYPE
			Ephraim Curtis Middle School: 11 General John Nixon Elementary School: 8 Josiah Haynes Elementary School: 6 Israel Loring Elementary School: 4 Central Office: 2 Sudbury Public Schools: 1	LOA: 2 Professional Development: 2
3/2/2026	51	26 Needed	Ephraim Curtis Middle School: 15 Peter Noyes Elementary School: 13 Josiah Haynes Elementary School: 11 Israel Loring Elementary School: 7 Central Office: 3 General John Nixon Elementary School: 2	Sick Leave: 34 Personal Leave: 12 Bereavement: 2 LOA: 2 Jury Duty: 1
3/3/2026	43	20 Needed	Peter Noyes Elementary School: 11 Ephraim Curtis Middle School: 9 Israel Loring Elementary School: 8 Josiah Haynes Elementary School: 7 General John Nixon Elementary School: 5 Central Office: 3	Sick Leave: 30 Personal Leave: 8 Bereavement: 2 LOA: 2 Professional Development: 1
3/4/2026	38	15 Needed	Ephraim Curtis Middle School: 10 Josiah Haynes Elementary School: 8 General John Nixon Elementary School: 7 Peter Noyes Elementary School: 5 Central Office: 4 Israel Loring Elementary School: 4	Sick Leave: 26 Personal Leave: 8 LOA: 2 Vacation: 1 Bereavement: 1

DATE 	TOTAL ABSENCES 	SUBS NEEDED 	BY SCHOOL	BY TYPE
3/5/2026	43	22 Needed	General John Nixon Elementary School: 11 Ephraim Curtis Middle School: 11 Peter Noyes Elementary School: 8 Josiah Haynes Elementary School: 6 Israel Loring Elementary School: 5 Central Office: 2	Sick Leave: 34 Personal Leave: 5 LOA: 2 Vacation: 1 Bereavement: 1
3/6/2026	69	31 Needed	Ephraim Curtis Middle School: 21 Peter Noyes Elementary School: 15 General John Nixon Elementary School: 13 Josiah Haynes Elementary School: 10 Israel Loring Elementary School: 7 Central Office: 3	Sick Leave: 45 Personal Leave: 19 LOA: 2 Vacation: 1 Professional Development: 1 Bereavement: 1
3/9/2026	52	23 Needed	Josiah Haynes Elementary School: 13 Ephraim Curtis Middle School: 12 General John Nixon Elementary School: 11 Peter Noyes Elementary School: 10 Israel Loring Elementary School: 6	Sick Leave: 34 Personal Leave: 12 LOA: 2 Bereavement: 2 Vacation: 1 Jury Duty: 1
3/10/2026	60	27 Needed	Ephraim Curtis Middle School: 19 Josiah Haynes Elementary School: 14 Peter Noyes Elementary School: 11 Israel Loring Elementary School: 8 General John Nixon Elementary School: 6 Central Office: 2	Sick Leave: 38 Personal Leave: 15 Vacation: 3 LOA: 2 Bereavement: 2

DATE	TOTAL ABSENCES	SUBS NEEDED	BY SCHOOL	BY TYPE
3/11/2026	44	20 Needed	Ephraim Curtis Middle School: 19 Peter Noyes Elementary School: 7 Josiah Haynes Elementary School: 7 General John Nixon Elementary School: 6 Israel Loring Elementary School: 4 Central Office: 1	Sick Leave: 23 Personal Leave: 13 Professional Development: 3 LOA: 2 Vacation: 2 Bereavement: 1
3/12/2026	38	22 Needed	Peter Noyes Elementary School: 9 Ephraim Curtis Middle School: 9 General John Nixon Elementary School: 8 Josiah Haynes Elementary School: 7 Israel Loring Elementary School: 5	Sick Leave: 24 Personal Leave: 9 Bereavement: 3 LOA: 2
3/13/2026	57	26 Needed	Ephraim Curtis Middle School: 16 Peter Noyes Elementary School: 12 Israel Loring Elementary School: 10 Josiah Haynes Elementary School: 9 General John Nixon Elementary School: 7 Central Office: 3	Sick Leave: 28 Personal Leave: 24 LOA: 2 Bereavement: 2 Professional Development: 1
3/16/2026	57	26 Needed	Ephraim Curtis Middle School: 20 Josiah Haynes Elementary School: 11 Peter Noyes Elementary School: 10 Israel Loring Elementary School: 9 Central Office: 5 General John Nixon Elementary School: 2	Sick Leave: 37 Personal Leave: 13 Bereavement: 3 Vacation: 2 LOA: 2

DATE	TOTAL ABSENCES	SUBS NEEDED	BY SCHOOL	BY TYPE
3/17/2026	48	18 Needed	Peter Noyes Elementary School: 12 Ephraim Curtis Middle School: 9 Israel Loring Elementary School: 8 General John Nixon Elementary School: 7 Josiah Haynes Elementary School: 7 Central Office: 5	Sick Leave: 28 Personal Leave: 13 Bereavement: 3 Vacation: 2 LOA: 2
3/18/2026	39	16 Needed	Peter Noyes Elementary School: 8 Ephraim Curtis Middle School: 8 Central Office: 6 Josiah Haynes Elementary School: 6 General John Nixon Elementary School: 6 Israel Loring Elementary School: 5	Sick Leave: 21 Personal Leave: 11 Vacation: 2 LOA: 2 Jury Duty: 1 Bereavement: 1 Professional Development: 1
3/19/2026	49	19 Needed	Israel Loring Elementary School: 11 Ephraim Curtis Middle School: 10 Josiah Haynes Elementary School: 9 Peter Noyes Elementary School: 7 Central Office: 6 General John Nixon Elementary School: 6	Sick Leave: 30 Personal Leave: 10 Professional Development: 3 Vacation: 2 LOA: 2 Bereavement: 1 Jury Duty: 1

DATE	TOTAL ABSENCES	SUBS NEEDED	BY SCHOOL	BY TYPE
3/20/2026	67	26 Needed	Ephraim Curtis Middle School: 14 Israel Loring Elementary School: 12 Peter Noyes Elementary School: 11 General John Nixon Elementary School: 10 Central Office: 10 Josiah Haynes Elementary School: 10	Sick Leave: 33 Personal Leave: 29 Vacation: 3 LOA: 2
3/23/2026	57	25 Needed	Ephraim Curtis Middle School: 12 Peter Noyes Elementary School: 11 Josiah Haynes Elementary School: 11 Israel Loring Elementary School: 10 General John Nixon Elementary School: 7 Central Office: 6	Sick Leave: 39 Personal Leave: 9 Vacation: 3 Professional Development: 2 LOA: 2 Other (without pay): 1 Bereavement: 1
3/24/2026	56	23 Needed	Peter Noyes Elementary School: 15 Ephraim Curtis Middle School: 12 Israel Loring Elementary School: 9 Central Office: 7 Josiah Haynes Elementary School: 7 General John Nixon Elementary School: 5 Sudbury Public Schools: 1	Sick Leave: 40 Personal Leave: 9 Vacation: 3 LOA: 2 Other (without pay): 1 Jury Duty: 1
3/25/2026	46	14 Needed	Peter Noyes Elementary School: 11 Israel Loring Elementary School: 10 Ephraim Curtis Middle School: 8 General John Nixon Elementary School: 8 Central Office: 6	Sick Leave: 31 Personal Leave: 10 Vacation: 2 LOA: 2 Other (without pay): 1

DATE	TOTAL ABSENCES	SUBS NEEDED	BY SCHOOL	BY TYPE
			Josiah Haynes Elementary School: 2 Sudbury Public Schools: 1	
3/26/2026	62	32 Needed	Ephraim Curtis Middle School: 15 Israel Loring Elementary School: 12 Josiah Haynes Elementary School: 10 General John Nixon Elementary School: 9 Peter Noyes Elementary School: 9 Central Office: 7	Sick Leave: 30 Personal Leave: 25 Vacation: 2 LOA: 2 Other (without pay): 1 Bereavement: 1 Professional Development: 1
3/27/2026	68	39 Needed	Ephraim Curtis Middle School: 17 Peter Noyes Elementary School: 16 Israel Loring Elementary School: 13 General John Nixon Elementary School: 9 Josiah Haynes Elementary School: 8 Central Office: 5	Sick Leave: 43 Personal Leave: 18 Vacation: 3 LOA: 2 Bereavement: 1 Professional Development: 1
3/30/2026	53	24 Needed	Peter Noyes Elementary School: 16 Ephraim Curtis Middle School: 12 Josiah Haynes Elementary School: 10 Israel Loring Elementary School: 9 General John Nixon Elementary School: 3 Central Office: 3	Sick Leave: 34 Personal Leave: 10 Vacation: 3 LOA: 2 Professional Development: 2 Jury Duty: 1 Bereavement: 1
3/31/2026	45	21 Needed	Ephraim Curtis Middle School: 13 Israel Loring Elementary School: 9 Peter Noyes Elementary School: 7	Sick Leave: 30 Personal Leave: 12 LOA: 1 Bereavement: 1 Vacation: 1

DATE ▾	TOTAL ABSENCES ▾	SUBS NEEDED ▾	BY SCHOOL	BY TYPE
			Josiah Haynes Elementary School: 7 General John Nixon Elementary School: 5 Central Office: 4	
4/1/2026	36	24 Needed	Ephraim Curtis Middle School: 13 Peter Noyes Elementary School: 10 Israel Loring Elementary School: 5 Josiah Haynes Elementary School: 4 General John Nixon Elementary School: 3 Central Office: 1	Sick Leave: 22 Personal Leave: 11 Vacation: 2 LOA: 1
4/2/2026	34	19 Needed	Ephraim Curtis Middle School: 8 Peter Noyes Elementary School: 8 Josiah Haynes Elementary School: 7 General John Nixon Elementary School: 5 Israel Loring Elementary School: 4 Central Office: 2	Sick Leave: 27 Personal Leave: 5 LOA: 1 Vacation: 1
4/6/2026	41	17 Needed	Josiah Haynes Elementary School: 10 Ephraim Curtis Middle School: 8 Peter Noyes Elementary School: 8 Israel Loring Elementary School: 8 General John Nixon Elementary School: 5 Central Office: 2	Sick Leave: 33 Personal Leave: 6 LOA: 1 Bereavement: 1
4/7/2026	37	21 Needed	Peter Noyes Elementary School: 13 Ephraim Curtis Middle School: 10	Sick Leave: 29 Personal Leave: 6 LOA: 1 Bereavement: 1

DATE	TOTAL ABSENCES	SUBS NEEDED	BY SCHOOL	BY TYPE
			Josiah Haynes Elementary School: 5 Israel Loring Elementary School: 5 General John Nixon Elementary School: 3 Central Office: 1	
4/8/2026	45	30 Needed	Ephraim Curtis Middle School: 15 General John Nixon Elementary School: 11 Israel Loring Elementary School: 6 Peter Noyes Elementary School: 5 Josiah Haynes Elementary School: 5 Central Office: 3	Sick Leave: 28 Personal Leave: 11 Professional Development: 2 LOA: 1 Vacation: 1 Jury Duty: 1 Bereavement: 1
4/9/2026	28	16 Needed	Israel Loring Elementary School: 7 Ephraim Curtis Middle School: 6 Josiah Haynes Elementary School: 6 Peter Noyes Elementary School: 5 Central Office: 2 General John Nixon Elementary School: 2	Sick Leave: 20 Personal Leave: 5 LOA: 2 Vacation: 1
4/10/2026	45	20 Needed	Ephraim Curtis Middle School: 11 Josiah Haynes Elementary School: 9 Peter Noyes Elementary School: 9 Israel Loring Elementary School: 6 General John Nixon Elementary School: 6 Central Office: 4	Sick Leave: 22 Personal Leave: 18 Vacation: 3 LOA: 2
4/13/2026	41	20 Needed	Ephraim Curtis Middle School: 16	Sick Leave: 22 Professional Development: 10

DATE	TOTAL ABSENCES	SUBS NEEDED	BY SCHOOL	BY TYPE
			Peter Noyes Elementary School: 8 Josiah Haynes Elementary School: 6 General John Nixon Elementary School: 5 Israel Loring Elementary School: 5 Central Office: 1	Personal Leave: 4 Vacation: 2 LOA: 2 Bereavement: 1
4/14/2026	46	22 Needed	Ephraim Curtis Middle School: 18 Peter Noyes Elementary School: 10 Josiah Haynes Elementary School: 6 General John Nixon Elementary School: 5 Central Office: 4 Israel Loring Elementary School: 3	Sick Leave: 28 Personal Leave: 12 Vacation: 3 LOA: 2 Bereavement: 1
4/15/2026	46	21 Needed	Josiah Haynes Elementary School: 11 Ephraim Curtis Middle School: 9 Israel Loring Elementary School: 8 General John Nixon Elementary School: 8 Peter Noyes Elementary School: 7 Central Office: 3	Sick Leave: 26 Personal Leave: 10 Professional Development: 4 Vacation: 2 Bereavement: 2 LOA: 2
4/16/2026	47	19 Needed	Peter Noyes Elementary School: 14 Ephraim Curtis Middle School: 10 Israel Loring Elementary School: 8 General John Nixon Elementary School: 6 Central Office: 5 Josiah Haynes Elementary School: 4	Sick Leave: 27 Personal Leave: 11 Vacation: 4 Professional Development: 2 LOA: 2 Bereavement: 1

DATE 	TOTAL ABSENCES 	SUBS NEEDED 	BY SCHOOL	BY TYPE
4/17/2026	42	18 Needed	Ephraim Curtis Middle School: 11 General John Nixon Elementary School: 8 Peter Noyes Elementary School: 8 Central Office: 6 Josiah Haynes Elementary School: 6 Israel Loring Elementary School: 3	Sick Leave: 25 Personal Leave: 10 Vacation: 4 LOA: 2 Bereavement: 1
4/21/2026	10	0 Needed	Central Office: 6 Ephraim Curtis Middle School: 2 Peter Noyes Elementary School: 1 Israel Loring Elementary School: 1	Vacation: 9 Sick Leave: 1
4/22/2026	10	0 Needed	Central Office: 5 Ephraim Curtis Middle School: 3 Peter Noyes Elementary School: 1 Israel Loring Elementary School: 1	Vacation: 10
4/23/2026	14	0 Needed	Central Office: 8 Ephraim Curtis Middle School: 3 Peter Noyes Elementary School: 1 Josiah Haynes Elementary School: 1 Israel Loring Elementary School: 1	Vacation: 11 Personal Leave: 2 Sick Leave: 1
4/24/2026	16	0 Needed	Central Office: 7 Ephraim Curtis Middle School: 5 Peter Noyes Elementary School: 2 Josiah Haynes Elementary School: 1	Vacation: 15 Sick Leave: 1

DATE ▾	TOTAL ABSENCES ▾	SUBS NEEDED ▾	BY SCHOOL	BY TYPE
			Israel Loring Elementary School: 1	
4/27/2026	30	12 Needed	Israel Loring Elementary School: 8 Peter Noyes Elementary School: 8 Josiah Haynes Elementary School: 6 General John Nixon Elementary School: 4 Ephraim Curtis Middle School: 3 Central Office: 1	Sick Leave: 22 Personal Leave: 4 LOA: 2 Vacation: 2
4/28/2026	36	17 Needed	Josiah Haynes Elementary School: 10 Ephraim Curtis Middle School: 10 Peter Noyes Elementary School: 7 General John Nixon Elementary School: 4 Israel Loring Elementary School: 4 Central Office: 1	Sick Leave: 22 Personal Leave: 9 LOA: 2 Vacation: 2 Bereavement: 1
4/29/2026	32	18 Needed	Israel Loring Elementary School: 10 Ephraim Curtis Middle School: 6 General John Nixon Elementary School: 6 Josiah Haynes Elementary School: 6 Central Office: 2 Peter Noyes Elementary School: 2	Sick Leave: 20 Personal Leave: 8 LOA: 2 Vacation: 2
4/30/2026	44	18 Needed	Josiah Haynes Elementary School: 10 Israel Loring Elementary School: 9 Ephraim Curtis Middle School: 9 General John Nixon Elementary School: 7	Sick Leave: 28 Personal Leave: 12 LOA: 2 Vacation: 2

DATE	TOTAL ABSENCES	SUBS NEEDED	BY SCHOOL	BY TYPE
			Peter Noyes Elementary School: 7 Sudbury Public Schools: 1 Central Office: 1	
5/1/2026	73	26 Needed	Israel Loring Elementary School: 16 General John Nixon Elementary School: 15 Ephraim Curtis Middle School: 15 Josiah Haynes Elementary School: 11 Peter Noyes Elementary School: 9 Central Office: 7	Personal Leave: 34 Sick Leave: 28 Vacation: 7 LOA: 2 Other (without pay): 1 Bereavement: 1
5/4/2026	49	24 Needed	Ephraim Curtis Middle School: 12 Josiah Haynes Elementary School: 11 Israel Loring Elementary School: 10 Peter Noyes Elementary School: 8 General John Nixon Elementary School: 7 Central Office: 1	Sick Leave: 33 Personal Leave: 11 LOA: 2 Vacation: 2 Professional Development: 1
5/5/2026	41	22 Needed	Josiah Haynes Elementary School: 11 General John Nixon Elementary School: 8 Ephraim Curtis Middle School: 7 Peter Noyes Elementary School: 7 Israel Loring Elementary School: 5 Central Office: 3	Sick Leave: 25 Personal Leave: 11 LOA: 2 Professional Development: 2 Vacation: 1

DATE 	TOTAL ABSENCES 	SUBS NEEDED 	BY SCHOOL	BY TYPE
5/6/2026	34	15 Needed	Josiah Haynes Elementary School: 8 Peter Noyes Elementary School: 7 Israel Loring Elementary School: 7 Ephraim Curtis Middle School: 5 General John Nixon Elementary School: 4 Central Office: 3	Sick Leave: 15 Personal Leave: 14 Vacation: 2 LOA: 2 Professional Development: 1
5/7/2026	41	18 Needed	Ephraim Curtis Middle School: 11 Israel Loring Elementary School: 9 Peter Noyes Elementary School: 7 General John Nixon Elementary School: 6 Josiah Haynes Elementary School: 6 Central Office: 2	Sick Leave: 19 Personal Leave: 18 LOA: 2 Vacation: 1 Jury Duty: 1
5/8/2026	53	24 Needed	Israel Loring Elementary School: 13 Peter Noyes Elementary School: 11 Josiah Haynes Elementary School: 9 Ephraim Curtis Middle School: 8 Central Office: 7 General John Nixon Elementary School: 5	Personal Leave: 32 Sick Leave: 14 LOA: 2 Professional Development: 2 Vacation: 2 Other (without pay): 1

DATE 	TOTAL ABSENCES 	SUBS NEEDED 	BY SCHOOL	BY TYPE
5/11/2026	47	21 Needed	Ephraim Curtis Middle School: 15 Josiah Haynes Elementary School: 8 Peter Noyes Elementary School: 8 Israel Loring Elementary School: 7 Central Office: 5 General John Nixon Elementary School: 4	Sick Leave: 19 Personal Leave: 19 Professional Development: 6 LOA: 2 Vacation: 1
5/12/2026	73	43 Needed	Ephraim Curtis Middle School: 42 Peter Noyes Elementary School: 9 Josiah Haynes Elementary School: 9 Israel Loring Elementary School: 8 General John Nixon Elementary School: 4 Central Office: 1	Sick Leave: 29 Professional Development: 29 Personal Leave: 12 LOA: 2 Vacation: 1
5/13/2026	75	41 Needed	Ephraim Curtis Middle School: 39 Peter Noyes Elementary School: 14 General John Nixon Elementary School: 7 Israel Loring Elementary School: 6 Central Office: 5 Josiah Haynes Elementary School: 4	Professional Development: 29 Sick Leave: 28 Personal Leave: 13 Vacation: 3 LOA: 2

DATE 	TOTAL ABSENCES 	SUBS NEEDED 	BY SCHOOL	BY TYPE
5/14/2026	73	36 Needed	Ephraim Curtis Middle School: 42 Peter Noyes Elementary School: 10 Israel Loring Elementary School: 7 Josiah Haynes Elementary School: 6 General John Nixon Elementary School: 6 Central Office: 2	Professional Development: 29 Sick Leave: 20 Personal Leave: 19 Vacation: 3 LOA: 2
5/15/2026	88	47 Needed	Ephraim Curtis Middle School: 48 Peter Noyes Elementary School: 16 Josiah Haynes Elementary School: 8 Israel Loring Elementary School: 7 General John Nixon Elementary School: 6 Central Office: 3	Personal Leave: 34 Professional Development: 29 Sick Leave: 19 Vacation: 4 LOA: 2
5/18/2026	60	32 Needed	Josiah Haynes Elementary School: 16 Ephraim Curtis Middle School: 15 Israel Loring Elementary School: 12 Peter Noyes Elementary School: 10 General John Nixon Elementary School: 6 Central Office: 1	Sick Leave: 32 Personal Leave: 21 Bereavement: 2 LOA: 2 Jury Duty: 1 Vacation: 1 Professional Development: 1

DATE	TOTAL ABSENCES	SUBS NEEDED	BY SCHOOL	BY TYPE
5/19/2026	54	25 Needed	Ephraim Curtis Middle School: 15 Josiah Haynes Elementary School: 13 Peter Noyes Elementary School: 10 Israel Loring Elementary School: 8 General John Nixon Elementary School: 5 Central Office: 3	Sick Leave: 32 Personal Leave: 15 Bereavement: 3 LOA: 2 Professional Development: 1 Other (without pay): 1
5/20/2026	45	26 Needed	Ephraim Curtis Middle School: 13 Israel Loring Elementary School: 10 General John Nixon Elementary School: 7 Josiah Haynes Elementary School: 7 Peter Noyes Elementary School: 4 Central Office: 4	Personal Leave: 19 Sick Leave: 16 Vacation: 3 Bereavement: 2 LOA: 2 Professional Development: 2 Other (without pay): 1
5/21/2026	51	22 Needed	Ephraim Curtis Middle School: 16 Israel Loring Elementary School: 10 Peter Noyes Elementary School: 8 Central Office: 8 Josiah Haynes Elementary School: 7 General John Nixon Elementary School: 2	Sick Leave: 23 Personal Leave: 16 Vacation: 5 Bereavement: 3 LOA: 2 Professional Development: 2

DATE	TOTAL ABSENCES	SUBS NEEDED	BY SCHOOL	BY TYPE
5/22/2026	59	27 Needed	Ephraim Curtis Middle School: 17 Peter Noyes Elementary School: 14 Josiah Haynes Elementary School: 9 Israel Loring Elementary School: 9 General John Nixon Elementary School: 6 Central Office: 4	Sick Leave: 27 Personal Leave: 20 Vacation: 6 Bereavement: 2 LOA: 2 Ser Fam III: 1 Jury Duty: 1
5/26/2026	54	19 Needed	Ephraim Curtis Middle School: 16 Peter Noyes Elementary School: 10 Israel Loring Elementary School: 8 Central Office: 7 General John Nixon Elementary School: 7 Josiah Haynes Elementary School: 6	Sick Leave: 30 Personal Leave: 13 Vacation: 5 LOA: 2 Professional Development: 1 Bereavement: 1 Ser Fam III: 1 TEST: 1
5/27/2026	62	26 Needed	Ephraim Curtis Middle School: 14 Peter Noyes Elementary School: 13 General John Nixon Elementary School: 12 Josiah Haynes Elementary School: 10 Israel Loring Elementary School: 7 Central Office: 6	Sick Leave: 27 Personal Leave: 21 Professional Development: 6 Vacation: 4 LOA: 2 Ser Fam III: 1 Bereavement: 1

DATE	TOTAL ABSENCES	SUBS NEEDED	BY SCHOOL	BY TYPE
5/28/2026	70	30 Needed	Josiah Haynes Elementary School: 17 Ephraim Curtis Middle School: 16 Peter Noyes Elementary School: 12 General John Nixon Elementary School: 11 Israel Loring Elementary School: 11 Central Office: 3	Sick Leave: 35 Personal Leave: 25 Professional Development: 5 LOA: 2 Vacation: 2 Ser Fam III: 1
5/29/2026	75	33 Needed	Ephraim Curtis Middle School: 18 Josiah Haynes Elementary School: 17 Peter Noyes Elementary School: 16 General John Nixon Elementary School: 11 Israel Loring Elementary School: 8 Central Office: 5	Sick Leave: 37 Personal Leave: 32 LOA: 2 Vacation: 2 Ser Fam III: 1 Professional Development: 1
6/1/2026	58	20 Needed	Ephraim Curtis Middle School: 20 Israel Loring Elementary School: 10 Josiah Haynes Elementary School: 9 Peter Noyes Elementary School: 7 Central Office: 6 General John Nixon Elementary School: 6	Sick Leave: 25 Personal Leave: 24 Professional Development: 3 Vacation: 3 LOA: 2 Jury Duty: 1

DATE 	TOTAL ABSENCES 	SUBS NEEDED 	BY SCHOOL	BY TYPE
6/2/2026	53	22 Needed	Peter Noyes Elementary School: 12 Ephraim Curtis Middle School: 12 Josiah Haynes Elementary School: 12 General John Nixon Elementary School: 9 Israel Loring Elementary School: 6 Central Office: 2	Sick Leave: 25 Personal Leave: 22 Vacation: 2 LOA: 2 Jury Duty: 1 Bereavement: 1
6/3/2026	48	24 Needed	Ephraim Curtis Middle School: 14 Peter Noyes Elementary School: 12 General John Nixon Elementary School: 8 Israel Loring Elementary School: 7 Josiah Haynes Elementary School: 6 Central Office: 1	Sick Leave: 24 Personal Leave: 20 LOA: 2 Vacation: 1 Bereavement: 1
6/4/2026	79	42 Needed	Ephraim Curtis Middle School: 33 Israel Loring Elementary School: 14 Josiah Haynes Elementary School: 10 Peter Noyes Elementary School: 9 General John Nixon Elementary School: 7 Central Office: 6	Sick Leave: 31 Personal Leave: 26 Professional Development: 18 Vacation: 2 LOA: 2

DATE 	TOTAL ABSENCES 	SUBS NEEDED 	BY SCHOOL	BY TYPE
6/5/2026	86	43 Needed	Ephraim Curtis Middle School: 30 Josiah Haynes Elementary School: 17 Peter Noyes Elementary School: 16 Israel Loring Elementary School: 9 General John Nixon Elementary School: 8 Central Office: 6	Personal Leave: 43 Sick Leave: 33 Vacation: 6 LOA: 2 Ser Fam III: 1 Professional Development: 1
6/8/2026	59	28 Needed	Israel Loring Elementary School: 16 Peter Noyes Elementary School: 11 Ephraim Curtis Middle School: 11 Josiah Haynes Elementary School: 11 General John Nixon Elementary School: 6 Central Office: 4	Sick Leave: 30 Personal Leave: 23 Vacation: 3 LOA: 2 Ser Fam III: 1
6/9/2026	39	18 Needed	Peter Noyes Elementary School: 11 Ephraim Curtis Middle School: 8 General John Nixon Elementary School: 7 Josiah Haynes Elementary School: 6 Israel Loring Elementary School: 5 Central Office: 2	Personal Leave: 19 Sick Leave: 16 LOA: 2 Vacation: 1 Professional Development: 1

DATE 	TOTAL ABSENCES 	SUBS NEEDED 	BY SCHOOL	BY TYPE
6/10/2026	50	26 Needed	Peter Noyes Elementary School: 14 Ephraim Curtis Middle School: 11 Josiah Haynes Elementary School: 10 Israel Loring Elementary School: 7 General John Nixon Elementary School: 6 Central Office: 2	Sick Leave: 23 Personal Leave: 21 Vacation: 3 LOA: 2 Bereavement: 1
6/11/2026	41	17 Needed	Ephraim Curtis Middle School: 17 Josiah Haynes Elementary School: 8 Peter Noyes Elementary School: 6 Central Office: 5 Israel Loring Elementary School: 3 General John Nixon Elementary School: 2	Sick Leave: 19 Personal Leave: 13 Vacation: 4 Bereavement: 2 LOA: 2 Other (without pay): 1
6/12/2026	85	36 Needed	Israel Loring Elementary School: 21 Josiah Haynes Elementary School: 17 Peter Noyes Elementary School: 16 Ephraim Curtis Middle School: 15 General John Nixon Elementary School: 11 Central Office: 5	Personal Leave: 46 Sick Leave: 32 Vacation: 4 LOA: 2 Ser Fam III: 1
6/15/2026	50	22 Needed	Israel Loring Elementary School: 13 Ephraim Curtis Middle School: 12 Josiah Haynes Elementary School: 11 Peter Noyes Elementary School: 5 Central Office: 4 General John Nixon Elementary School: 4	Sick Leave: 23 Personal Leave: 22 Vacation: 3 LOA: 2

DATE ▾	TOTAL ABSENCES ▾	SUBS NEEDED ▾	BY SCHOOL	BY TYPE
Sudbury Public Schools: 1				
6/16/2026	37	15 Needed	Ephraim Curtis Middle School: 12 Peter Noyes Elementary School: 8 Josiah Haynes Elementary School: 7 Israel Loring Elementary School: 4 General John Nixon Elementary School: 3 Central Office: 3	Personal Leave: 21 Sick Leave: 13 Vacation: 3
6/17/2026	39	17 Needed	Ephraim Curtis Middle School: 11 Peter Noyes Elementary School: 9 Israel Loring Elementary School: 7 General John Nixon Elementary School: 7 Josiah Haynes Elementary School: 3 Central Office: 2	Personal Leave: 19 Sick Leave: 17 Vacation: 3
6/18/2026	18	8 Needed	Ephraim Curtis Middle School: 6 Josiah Haynes Elementary School: 4 Central Office: 3 Israel Loring Elementary School: 2 Peter Noyes Elementary School: 2 General John Nixon Elementary School: 1	Personal Leave: 7 Sick Leave: 6 Vacation: 5
6/22/2026	11	3 Needed	Central Office: 4 Ephraim Curtis Middle School: 4 Israel Loring Elementary School: 3	Vacation: 6 Sick Leave: 5

DATE 	TOTAL ABSENCES 	SUBS NEEDED 	BY SCHOOL	BY TYPE
6/23/2026	8	0 Needed	Central Office: 3 Ephraim Curtis Middle School: 3 General John Nixon Elementary School: 1 Peter Noyes Elementary School: 1	Vacation: 7 Personal Leave: 1
6/24/2026	12	0 Needed	Central Office: 5 Josiah Haynes Elementary School: 2 Ephraim Curtis Middle School: 2 General John Nixon Elementary School: 1 Peter Noyes Elementary School: 1 Israel Loring Elementary School: 1	Vacation: 8 Personal Leave: 3 Bereavement: 1
6/25/2026	12	0 Needed	Central Office: 6 Ephraim Curtis Middle School: 3 Josiah Haynes Elementary School: 2 Peter Noyes Elementary School: 1	Vacation: 6 Personal Leave: 5 Sick Leave: 1
6/26/2026	21	0 Needed	Central Office: 12 Ephraim Curtis Middle School: 4 Josiah Haynes Elementary School: 2 General John Nixon Elementary School: 2 Peter Noyes Elementary School: 1	Vacation: 11 Personal Leave: 8 Sick Leave: 2
6/29/2026	14	0 Needed	Central Office: 8 Ephraim Curtis Middle School: 2 Israel Loring Elementary School: 1 Josiah Haynes Elementary School: 1	Vacation: 10 Personal Leave: 2 Sick Leave: 2

DATE ▾	TOTAL ABSENCES ▾	SUBS NEEDED ▾	BY SCHOOL	BY TYPE
			General John Nixon Elementary School: 1 Peter Noyes Elementary School: 1	
6/30/2026	17	0 Needed	Central Office: 10 Josiah Haynes Elementary School: 2 Ephraim Curtis Middle School: 2 Israel Loring Elementary School: 1 General John Nixon Elementary School: 1 Peter Noyes Elementary School: 1	Vacation: 11 Personal Leave: 5 Sick Leave: 1



Student Absence Summary Report

Generated on 9/9/2026



Analytical Reports

SCHOOL YEAR AVERAGE

97.4

(Sept 1 - Jun 15)

Absences per day



Top 10 Highest Absence Days

DATE	TOTAL ABSENCES
12/23/2025	465
11/26/2025	395
12/22/2025	350
4/17/2026	321
2/13/2026	267
1/27/2026	189
11/25/2025	180
3/20/2026	180

DATE	TOTAL ABSENCES
1/16/2026	175
6/18/2026	175



Cultural Holidays Check

Cross-referenced against major cultural holidays.

HOLIDAY	DATE	ABSENCES
Diwali	10/20/2025	83
Diwali	10/21/2025	67
Eid al-Fitr	3/20/2026	180
Eid al-Adha	5/27/2026	85



Comprehensive Summary by Day

DATE 	TOTAL ABSENCES 	BREAKDOWN BY SCHOOL	BREAKDOWN BY TYPE
8/27/2025	42	Ephraim Curtis Middle School: 13 Israel Loring School: 10 Peter Noyes School: 8 General John Nixon School: 6 Josiah Haynes School: 5	Excused Absence: 18 Unexcused Absence: 24 Tardy: 3 Dismissal: 7
8/28/2025	27	Ephraim Curtis Middle School: 9 Israel Loring School: 7 Peter Noyes School: 5 Josiah Haynes School: 5 General John Nixon School: 1	Excused Absence: 11 Unexcused Absence: 16 Tardy: 12 Dismissal: 15
8/29/2025	69	Ephraim Curtis Middle School: 23 Peter Noyes School: 18 Israel Loring School: 10 General John Nixon School: 10 Josiah Haynes School: 8	Excused Absence: 33 Unexcused Absence: 36 Tardy: 15 Dismissal: 36
9/2/2025	48	Peter Noyes School: 15 Ephraim Curtis Middle School: 15 Josiah Haynes School: 8 Israel Loring School: 6 General John Nixon School: 4	Excused Absence: 38 Unexcused Absence: 10 Tardy: 21 Dismissal: 29
9/3/2025	52	Ephraim Curtis Middle School: 20 Peter Noyes School: 11 Israel Loring School: 9 General John Nixon School: 8 Josiah Haynes School: 4	Excused Absence: 45 Unexcused Absence: 7 Tardy: 44 Dismissal: 30
9/4/2025	42	Ephraim Curtis Middle School: 12 Peter Noyes School: 11 Josiah Haynes School: 8 General John Nixon School: 6 Israel Loring School: 5	Excused Absence: 34 Unexcused Absence: 8 Tardy: 48 Dismissal: 29

DATE	TOTAL ABSENCES	BREAKDOWN BY SCHOOL	BREAKDOWN BY TYPE
9/5/2025	63	Ephraim Curtis Middle School: 23 Peter Noyes School: 18 Israel Loring School: 8 Josiah Haynes School: 7 General John Nixon School: 7	Excused Absence: 48 Unexcused Absence: 15 Tardy: 32 Dismissal: 40
9/8/2025	56	Ephraim Curtis Middle School: 20 Peter Noyes School: 16 Israel Loring School: 12 Josiah Haynes School: 4 General John Nixon School: 4	Excused Absence: 47 Unexcused Absence: 9 Tardy: 35 Dismissal: 41
9/9/2025	50	Ephraim Curtis Middle School: 21 Israel Loring School: 10 General John Nixon School: 8 Peter Noyes School: 8 Josiah Haynes School: 3	Excused Absence: 48 Unexcused Absence: 2 Tardy: 31 Dismissal: 28
9/10/2025	62	Ephraim Curtis Middle School: 26 Israel Loring School: 11 Josiah Haynes School: 10 General John Nixon School: 8 Peter Noyes School: 7	Excused Absence: 57 Unexcused Absence: 5 Tardy: 39 Dismissal: 15
9/11/2025	41	Ephraim Curtis Middle School: 19 Peter Noyes School: 9 Josiah Haynes School: 6 General John Nixon School: 5 Israel Loring School: 2	Excused Absence: 34 Unexcused Absence: 7 Tardy: 36 Dismissal: 26
9/12/2025	53	Ephraim Curtis Middle School: 19 General John Nixon School: 13 Josiah Haynes School: 9 Israel Loring School: 7 Peter Noyes School: 5	Excused Absence: 41 Unexcused Absence: 12 Tardy: 40 Dismissal: 36
9/15/2025	56	Ephraim Curtis Middle School: 18 Peter Noyes School: 16 Israel Loring School: 10 General John Nixon School: 8 Josiah Haynes School: 4	Excused Absence: 51 Unexcused Absence: 5 Tardy: 58 Dismissal: 49

DATE	TOTAL ABSENCES	BREAKDOWN BY SCHOOL	BREAKDOWN BY TYPE
9/16/2025	41	Ephraim Curtis Middle School: 21 Israel Loring School: 8 Josiah Haynes School: 5 General John Nixon School: 4 Peter Noyes School: 3	Excused Absence: 39 Unexcused Absence: 2 Tardy: 48 Dismissal: 49
9/17/2025	37	Ephraim Curtis Middle School: 17 Peter Noyes School: 9 Israel Loring School: 4 General John Nixon School: 4 Josiah Haynes School: 3	Excused Absence: 34 Unexcused Absence: 3 Tardy: 34 Dismissal: 42
9/18/2025	65	Ephraim Curtis Middle School: 34 Peter Noyes School: 11 General John Nixon School: 9 Israel Loring School: 6 Josiah Haynes School: 5	Excused Absence: 49 Unexcused Absence: 16 Tardy: 42 Dismissal: 41
9/19/2025	64	Ephraim Curtis Middle School: 32 Peter Noyes School: 10 Josiah Haynes School: 9 Israel Loring School: 7 General John Nixon School: 6	Excused Absence: 37 Unexcused Absence: 27 Tardy: 32 Dismissal: 33
9/22/2025	69	Ephraim Curtis Middle School: 28 Peter Noyes School: 18 Israel Loring School: 10 General John Nixon School: 7 Josiah Haynes School: 6	Excused Absence: 36 Unexcused Absence: 33 Tardy: 57 Dismissal: 43
9/24/2025	77	Ephraim Curtis Middle School: 26 Israel Loring School: 18 Peter Noyes School: 14 General John Nixon School: 11 Josiah Haynes School: 8	Excused Absence: 55 Unexcused Absence: 22 Tardy: 39 Dismissal: 10
9/25/2025	67	Ephraim Curtis Middle School: 27 Peter Noyes School: 16 Josiah Haynes School: 10 Israel Loring School: 7 General John Nixon School: 7	Excused Absence: 45 Unexcused Absence: 22 Tardy: 46 Dismissal: 32

DATE	TOTAL ABSENCES	BREAKDOWN BY SCHOOL	BREAKDOWN BY TYPE
9/26/2025	66	Ephraim Curtis Middle School: 30 Josiah Haynes School: 14 Israel Loring School: 10 General John Nixon School: 7 Peter Noyes School: 5	Excused Absence: 39 Unexcused Absence: 27 Tardy: 47 Dismissal: 45
9/29/2025	65	Ephraim Curtis Middle School: 22 Peter Noyes School: 15 General John Nixon School: 14 Israel Loring School: 9 Josiah Haynes School: 5	Excused Absence: 48 Unexcused Absence: 17 Tardy: 44 Dismissal: 37
9/30/2025	56	Ephraim Curtis Middle School: 16 General John Nixon School: 11 Peter Noyes School: 11 Josiah Haynes School: 9 Israel Loring School: 9	Excused Absence: 42 Unexcused Absence: 14 Tardy: 69 Dismissal: 47
10/1/2025	45	Ephraim Curtis Middle School: 17 Peter Noyes School: 9 Josiah Haynes School: 8 General John Nixon School: 6 Israel Loring School: 5	Excused Absence: 28 Unexcused Absence: 17 Tardy: 55 Dismissal: 57
10/3/2025	111	Ephraim Curtis Middle School: 49 General John Nixon School: 19 Josiah Haynes School: 18 Peter Noyes School: 15 Israel Loring School: 10	Excused Absence: 58 Unexcused Absence: 53 Tardy: 62 Dismissal: 42
10/6/2025	44	Ephraim Curtis Middle School: 13 Peter Noyes School: 12 General John Nixon School: 9 Josiah Haynes School: 6 Israel Loring School: 4	Excused Absence: 34 Unexcused Absence: 10 Tardy: 47 Dismissal: 33
10/7/2025	45	Ephraim Curtis Middle School: 15 Israel Loring School: 12 Peter Noyes School: 7 Josiah Haynes School: 6 General John Nixon School: 5	Excused Absence: 37 Unexcused Absence: 8 Tardy: 54 Dismissal: 42

DATE	TOTAL ABSENCES	BREAKDOWN BY SCHOOL	BREAKDOWN BY TYPE
10/8/2025	50	Ephraim Curtis Middle School: 17 Peter Noyes School: 10 General John Nixon School: 9 Josiah Haynes School: 8 Israel Loring School: 6	Excused Absence: 37 Unexcused Absence: 13 Tardy: 34 Dismissal: 18
10/9/2025	52	Ephraim Curtis Middle School: 14 Peter Noyes School: 12 Israel Loring School: 11 General John Nixon School: 8 Josiah Haynes School: 7	Excused Absence: 35 Unexcused Absence: 17 Tardy: 56 Dismissal: 20
10/10/2025	87	Ephraim Curtis Middle School: 25 Peter Noyes School: 24 Israel Loring School: 17 Josiah Haynes School: 13 General John Nixon School: 8	Excused Absence: 33 Unexcused Absence: 54 Tardy: 44 Dismissal: 48
10/14/2025	80	Ephraim Curtis Middle School: 26 Peter Noyes School: 25 Israel Loring School: 13 Josiah Haynes School: 10 General John Nixon School: 6	Excused Absence: 52 Unexcused Absence: 28 Tardy: 67 Dismissal: 34
10/15/2025	48	Ephraim Curtis Middle School: 15 Peter Noyes School: 14 General John Nixon School: 10 Josiah Haynes School: 6 Israel Loring School: 3	Excused Absence: 40 Unexcused Absence: 8 Tardy: 47 Dismissal: 33
10/16/2025	45	Peter Noyes School: 17 Ephraim Curtis Middle School: 13 General John Nixon School: 7 Josiah Haynes School: 5 Israel Loring School: 3	Excused Absence: 34 Unexcused Absence: 11 Tardy: 64 Dismissal: 39
10/17/2025	78	Ephraim Curtis Middle School: 24 Peter Noyes School: 21 Israel Loring School: 14 Josiah Haynes School: 11 General John Nixon School: 8	Excused Absence: 51 Unexcused Absence: 27 Tardy: 37 Dismissal: 52

DATE	TOTAL ABSENCES	BREAKDOWN BY SCHOOL	BREAKDOWN BY TYPE
10/20/2025	83	Ephraim Curtis Middle School: 29 Peter Noyes School: 18 Israel Loring School: 17 General John Nixon School: 10 Josiah Haynes School: 9	Excused Absence: 71 Unexcused Absence: 12 Tardy: 73 Dismissal: 43
10/21/2025	67	Ephraim Curtis Middle School: 21 Peter Noyes School: 21 Israel Loring School: 10 Josiah Haynes School: 9 General John Nixon School: 6	Excused Absence: 49 Unexcused Absence: 18 Tardy: 71 Dismissal: 33
10/22/2025	73	Ephraim Curtis Middle School: 29 Peter Noyes School: 13 Israel Loring School: 12 General John Nixon School: 12 Josiah Haynes School: 7	Excused Absence: 53 Unexcused Absence: 20 Tardy: 41 Dismissal: 26
10/23/2025	73	Israel Loring School: 25 Peter Noyes School: 20 Ephraim Curtis Middle School: 17 General John Nixon School: 6 Josiah Haynes School: 5	Excused Absence: 54 Unexcused Absence: 19 Tardy: 42 Dismissal: 29
10/24/2025	89	Peter Noyes School: 25 Ephraim Curtis Middle School: 23 Israel Loring School: 22 General John Nixon School: 11 Josiah Haynes School: 8	Excused Absence: 50 Unexcused Absence: 39 Tardy: 40 Dismissal: 57
10/27/2025	96	Israel Loring School: 29 Ephraim Curtis Middle School: 27 Peter Noyes School: 20 General John Nixon School: 12 Josiah Haynes School: 8	Excused Absence: 83 Unexcused Absence: 13 Tardy: 87 Dismissal: 54
10/28/2025	66	Israel Loring School: 25 Ephraim Curtis Middle School: 20 General John Nixon School: 7 Peter Noyes School: 7 Josiah Haynes School: 7	Excused Absence: 60 Unexcused Absence: 6 Tardy: 65 Dismissal: 32

DATE	TOTAL ABSENCES	BREAKDOWN BY SCHOOL	BREAKDOWN BY TYPE
10/29/2025	61	Ephraim Curtis Middle School: 24 Israel Loring School: 19 General John Nixon School: 9 Peter Noyes School: 8 Josiah Haynes School: 1	Excused Absence: 56 Unexcused Absence: 5 Tardy: 66 Dismissal: 45
10/30/2025	61	Israel Loring School: 16 Ephraim Curtis Middle School: 15 Peter Noyes School: 14 General John Nixon School: 12 Josiah Haynes School: 4	Excused Absence: 51 Unexcused Absence: 10 Tardy: 53 Dismissal: 35
10/31/2025	62	General John Nixon School: 15 Ephraim Curtis Middle School: 14 Peter Noyes School: 14 Israel Loring School: 11 Josiah Haynes School: 8	Excused Absence: 35 Unexcused Absence: 27 Tardy: 39 Dismissal: 30
11/3/2025	92	Ephraim Curtis Middle School: 31 Peter Noyes School: 24 General John Nixon School: 14 Josiah Haynes School: 13 Israel Loring School: 10	Excused Absence: 73 Unexcused Absence: 19 Tardy: 49 Dismissal: 38
11/4/2025	72	Peter Noyes School: 21 Ephraim Curtis Middle School: 20 General John Nixon School: 11 Israel Loring School: 10 Josiah Haynes School: 10	Excused Absence: 56 Unexcused Absence: 16 Tardy: 45 Dismissal: 48
11/5/2025	68	Ephraim Curtis Middle School: 25 Peter Noyes School: 19 Israel Loring School: 9 Josiah Haynes School: 9 General John Nixon School: 6	Excused Absence: 52 Unexcused Absence: 16 Tardy: 21 Dismissal: 15
11/6/2025	84	Ephraim Curtis Middle School: 25 Peter Noyes School: 18 Israel Loring School: 17 General John Nixon School: 13 Josiah Haynes School: 11	Excused Absence: 61 Unexcused Absence: 23 Tardy: 53 Dismissal: 48

DATE	TOTAL ABSENCES	BREAKDOWN BY SCHOOL	BREAKDOWN BY TYPE
11/7/2025	112	Ephraim Curtis Middle School: 40 Peter Noyes School: 23 Israel Loring School: 20 Josiah Haynes School: 15 General John Nixon School: 14	Excused Absence: 74 Unexcused Absence: 38 Tardy: 47 Dismissal: 45
11/10/2025	122	Ephraim Curtis Middle School: 51 Peter Noyes School: 29 General John Nixon School: 17 Israel Loring School: 13 Josiah Haynes School: 12	Excused Absence: 72 Unexcused Absence: 50 Tardy: 71 Dismissal: 53
11/12/2025	69	Ephraim Curtis Middle School: 30 Peter Noyes School: 15 Israel Loring School: 12 General John Nixon School: 8 Josiah Haynes School: 4	Excused Absence: 50 Unexcused Absence: 19 Tardy: 47 Dismissal: 10
11/13/2025	70	Ephraim Curtis Middle School: 30 Peter Noyes School: 13 Josiah Haynes School: 11 Israel Loring School: 9 General John Nixon School: 7	Excused Absence: 57 Unexcused Absence: 13 Tardy: 63 Dismissal: 50
11/14/2025	90	Ephraim Curtis Middle School: 30 General John Nixon School: 17 Peter Noyes School: 17 Josiah Haynes School: 14 Israel Loring School: 12	Excused Absence: 58 Unexcused Absence: 32 Tardy: 31 Dismissal: 55
11/17/2025	89	Ephraim Curtis Middle School: 34 General John Nixon School: 20 Peter Noyes School: 16 Josiah Haynes School: 13 Israel Loring School: 6	Excused Absence: 60 Unexcused Absence: 29 Tardy: 68 Dismissal: 54
11/18/2025	89	Ephraim Curtis Middle School: 38 General John Nixon School: 16 Josiah Haynes School: 14 Peter Noyes School: 11 Israel Loring School: 10	Excused Absence: 60 Unexcused Absence: 29 Tardy: 47 Dismissal: 27

DATE	TOTAL ABSENCES	BREAKDOWN BY SCHOOL	BREAKDOWN BY TYPE
11/19/2025	97	Ephraim Curtis Middle School: 41 Peter Noyes School: 20 General John Nixon School: 15 Josiah Haynes School: 13 Israel Loring School: 8	Excused Absence: 63 Unexcused Absence: 34 Tardy: 45 Dismissal: 13
11/20/2025	77	Ephraim Curtis Middle School: 28 General John Nixon School: 18 Peter Noyes School: 13 Josiah Haynes School: 12 Israel Loring School: 6	Excused Absence: 49 Unexcused Absence: 28 Tardy: 56 Dismissal: 44
11/21/2025	113	Ephraim Curtis Middle School: 46 Josiah Haynes School: 21 General John Nixon School: 19 Peter Noyes School: 19 Israel Loring School: 8	Excused Absence: 53 Unexcused Absence: 60 Tardy: 55 Dismissal: 44
11/24/2025	159	Ephraim Curtis Middle School: 44 Peter Noyes School: 36 General John Nixon School: 31 Israel Loring School: 25 Josiah Haynes School: 23	Excused Absence: 76 Unexcused Absence: 83 Tardy: 61 Dismissal: 44
11/25/2025	180	Ephraim Curtis Middle School: 56 Peter Noyes School: 39 Josiah Haynes School: 32 General John Nixon School: 30 Israel Loring School: 23	Excused Absence: 57 Unexcused Absence: 123 Tardy: 53 Dismissal: 50
11/26/2025	395	Ephraim Curtis Middle School: 138 Peter Noyes School: 91 Josiah Haynes School: 71 General John Nixon School: 52 Israel Loring School: 43	Excused Absence: 86 Unexcused Absence: 309 Tardy: 27 Dismissal: 29
12/1/2025	113	Peter Noyes School: 40 Ephraim Curtis Middle School: 35 Josiah Haynes School: 18 General John Nixon School: 12 Israel Loring School: 8	Excused Absence: 74 Unexcused Absence: 39 Tardy: 77 Dismissal: 36

DATE	TOTAL ABSENCES	BREAKDOWN BY SCHOOL	BREAKDOWN BY TYPE
12/2/2025	113	Peter Noyes School: 41 Ephraim Curtis Middle School: 38 Josiah Haynes School: 13 Israel Loring School: 11 General John Nixon School: 10	Excused Absence: 81 Unexcused Absence: 32 Tardy: 67 Dismissal: 34
12/3/2025	72	Ephraim Curtis Middle School: 33 Peter Noyes School: 21 General John Nixon School: 9 Josiah Haynes School: 5 Israel Loring School: 4	Excused Absence: 58 Unexcused Absence: 14 Tardy: 46 Dismissal: 41
12/4/2025	81	Ephraim Curtis Middle School: 35 Peter Noyes School: 19 General John Nixon School: 12 Israel Loring School: 9 Josiah Haynes School: 6	Excused Absence: 61 Unexcused Absence: 20 Tardy: 58 Dismissal: 44
12/5/2025	133	Ephraim Curtis Middle School: 63 Peter Noyes School: 33 Israel Loring School: 18 General John Nixon School: 12 Josiah Haynes School: 7	Excused Absence: 87 Unexcused Absence: 46 Tardy: 60 Dismissal: 41
12/8/2025	88	Ephraim Curtis Middle School: 25 Peter Noyes School: 23 Josiah Haynes School: 15 General John Nixon School: 13 Israel Loring School: 12	Excused Absence: 66 Unexcused Absence: 22 Tardy: 67 Dismissal: 39
12/9/2025	73	Ephraim Curtis Middle School: 22 Peter Noyes School: 14 General John Nixon School: 14 Josiah Haynes School: 13 Israel Loring School: 10	Excused Absence: 53 Unexcused Absence: 20 Tardy: 58 Dismissal: 43
12/10/2025	94	Ephraim Curtis Middle School: 30 Josiah Haynes School: 19 Peter Noyes School: 17 Israel Loring School: 15 General John Nixon School: 13	Excused Absence: 67 Unexcused Absence: 27 Tardy: 31 Dismissal: 14

DATE	TOTAL ABSENCES	BREAKDOWN BY SCHOOL	BREAKDOWN BY TYPE
12/11/2025	77	Ephraim Curtis Middle School: 25 Israel Loring School: 15 Josiah Haynes School: 13 General John Nixon School: 12 Peter Noyes School: 12	Excused Absence: 56 Unexcused Absence: 21 Tardy: 67 Dismissal: 45
12/12/2025	110	Ephraim Curtis Middle School: 45 Peter Noyes School: 21 Israel Loring School: 16 Josiah Haynes School: 15 General John Nixon School: 13	Excused Absence: 66 Unexcused Absence: 44 Tardy: 43 Dismissal: 58
12/15/2025	140	Peter Noyes School: 34 Josiah Haynes School: 33 Ephraim Curtis Middle School: 33 Israel Loring School: 25 General John Nixon School: 15	Excused Absence: 104 Unexcused Absence: 36 Tardy: 84 Dismissal: 54
12/16/2025	113	Josiah Haynes School: 32 Ephraim Curtis Middle School: 26 Peter Noyes School: 25 Israel Loring School: 17 General John Nixon School: 13	Excused Absence: 82 Unexcused Absence: 31 Tardy: 46 Dismissal: 51
12/17/2025	100	Ephraim Curtis Middle School: 27 Josiah Haynes School: 22 Israel Loring School: 21 Peter Noyes School: 19 General John Nixon School: 11	Excused Absence: 68 Unexcused Absence: 32 Tardy: 53 Dismissal: 58
12/18/2025	124	Ephraim Curtis Middle School: 39 Israel Loring School: 30 Peter Noyes School: 27 Josiah Haynes School: 19 General John Nixon School: 9	Excused Absence: 78 Unexcused Absence: 46 Tardy: 52 Dismissal: 47
12/19/2025	157	Ephraim Curtis Middle School: 51 Israel Loring School: 43 Peter Noyes School: 33 Josiah Haynes School: 19 General John Nixon School: 11	Excused Absence: 87 Unexcused Absence: 70 Tardy: 55 Dismissal: 61

DATE	TOTAL ABSENCES	BREAKDOWN BY SCHOOL	BREAKDOWN BY TYPE
12/22/2025	350	Ephraim Curtis Middle School: 140 Peter Noyes School: 65 General John Nixon School: 58 Israel Loring School: 46 Josiah Haynes School: 41	Excused Absence: 158 Unexcused Absence: 192 Tardy: 67 Dismissal: 48
12/23/2025	465	Ephraim Curtis Middle School: 211 Peter Noyes School: 79 General John Nixon School: 70 Josiah Haynes School: 53 Israel Loring School: 52	Excused Absence: 192 Unexcused Absence: 273 Tardy: 59 Dismissal: 61
1/5/2026	129	Ephraim Curtis Middle School: 43 Peter Noyes School: 34 Josiah Haynes School: 22 General John Nixon School: 19 Israel Loring School: 11	Excused Absence: 62 Unexcused Absence: 67 Tardy: 40 Dismissal: 25
1/6/2026	111	Ephraim Curtis Middle School: 36 Peter Noyes School: 29 General John Nixon School: 24 Josiah Haynes School: 13 Israel Loring School: 9	Excused Absence: 59 Unexcused Absence: 52 Tardy: 65 Dismissal: 38
1/7/2026	105	Ephraim Curtis Middle School: 30 General John Nixon School: 22 Peter Noyes School: 22 Josiah Haynes School: 20 Israel Loring School: 11	Excused Absence: 65 Unexcused Absence: 40 Tardy: 75 Dismissal: 47
1/8/2026	102	Ephraim Curtis Middle School: 38 Peter Noyes School: 26 General John Nixon School: 16 Josiah Haynes School: 13 Israel Loring School: 9	Excused Absence: 64 Unexcused Absence: 38 Tardy: 76 Dismissal: 45
1/9/2026	129	Ephraim Curtis Middle School: 46 Peter Noyes School: 32 General John Nixon School: 23 Josiah Haynes School: 15 Israel Loring School: 13	Excused Absence: 96 Unexcused Absence: 33 Tardy: 55 Dismissal: 50

DATE	TOTAL ABSENCES	BREAKDOWN BY SCHOOL	BREAKDOWN BY TYPE
1/12/2026	116	Peter Noyes School: 41 Ephraim Curtis Middle School: 38 Josiah Haynes School: 17 General John Nixon School: 12 Israel Loring School: 8	Excused Absence: 91 Unexcused Absence: 25 Tardy: 73 Dismissal: 50
1/13/2026	112	Ephraim Curtis Middle School: 37 Peter Noyes School: 34 General John Nixon School: 16 Josiah Haynes School: 15 Israel Loring School: 10	Excused Absence: 96 Unexcused Absence: 16 Tardy: 43 Dismissal: 47
1/14/2026	104	Ephraim Curtis Middle School: 28 Peter Noyes School: 27 Israel Loring School: 21 General John Nixon School: 15 Josiah Haynes School: 13	Excused Absence: 82 Unexcused Absence: 22 Tardy: 47 Dismissal: 16
1/15/2026	115	Ephraim Curtis Middle School: 40 Peter Noyes School: 26 Josiah Haynes School: 21 Israel Loring School: 16 General John Nixon School: 12	Excused Absence: 85 Unexcused Absence: 30 Tardy: 66 Dismissal: 37
1/16/2026	175	Ephraim Curtis Middle School: 62 Peter Noyes School: 35 Josiah Haynes School: 29 Israel Loring School: 25 General John Nixon School: 24	Excused Absence: 91 Unexcused Absence: 84 Tardy: 51 Dismissal: 83
1/20/2026	96	Ephraim Curtis Middle School: 31 Peter Noyes School: 21 Josiah Haynes School: 18 Israel Loring School: 16 General John Nixon School: 10	Excused Absence: 73 Unexcused Absence: 23 Tardy: 72 Dismissal: 45
1/21/2026	63	Ephraim Curtis Middle School: 24 Peter Noyes School: 12 Josiah Haynes School: 11 General John Nixon School: 8 Israel Loring School: 8	Excused Absence: 51 Unexcused Absence: 12 Tardy: 43 Dismissal: 51

DATE	TOTAL ABSENCES	BREAKDOWN BY SCHOOL	BREAKDOWN BY TYPE
1/22/2026	96	Ephraim Curtis Middle School: 43 Peter Noyes School: 19 General John Nixon School: 16 Israel Loring School: 9 Josiah Haynes School: 9	Excused Absence: 80 Unexcused Absence: 16 Tardy: 56 Dismissal: 33
1/23/2026	124	Ephraim Curtis Middle School: 57 Peter Noyes School: 25 Josiah Haynes School: 17 Israel Loring School: 13 General John Nixon School: 12	Excused Absence: 76 Unexcused Absence: 48 Tardy: 55 Dismissal: 42
1/26/2026	2	Peter Noyes School: 2	Unexcused Absence: 2
1/27/2026	189	Ephraim Curtis Middle School: 91 Peter Noyes School: 38 General John Nixon School: 34 Josiah Haynes School: 26	Excused Absence: 124 Unexcused Absence: 65 Tardy: 33 Dismissal: 30
1/29/2026	101	Ephraim Curtis Middle School: 32 Peter Noyes School: 21 Josiah Haynes School: 17 Israel Loring School: 16 General John Nixon School: 15	Excused Absence: 66 Unexcused Absence: 35 Tardy: 80 Dismissal: 30
1/30/2026	107	Ephraim Curtis Middle School: 37 Peter Noyes School: 32 Josiah Haynes School: 15 General John Nixon School: 13 Israel Loring School: 10	Excused Absence: 66 Unexcused Absence: 41 Tardy: 100 Dismissal: 51
2/2/2026	91	Ephraim Curtis Middle School: 25 Peter Noyes School: 23 Israel Loring School: 21 General John Nixon School: 12 Josiah Haynes School: 10	Excused Absence: 76 Unexcused Absence: 15 Tardy: 83 Dismissal: 49

DATE	TOTAL ABSENCES	BREAKDOWN BY SCHOOL	BREAKDOWN BY TYPE
2/3/2026	74	Peter Noyes School: 21 Ephraim Curtis Middle School: 17 General John Nixon School: 15 Israel Loring School: 11 Josiah Haynes School: 10	Excused Absence: 62 Unexcused Absence: 12 Tardy: 61 Dismissal: 44
2/4/2026	74	Ephraim Curtis Middle School: 22 Peter Noyes School: 15 Josiah Haynes School: 14 General John Nixon School: 12 Israel Loring School: 11	Excused Absence: 61 Unexcused Absence: 13 Tardy: 54 Dismissal: 34
2/5/2026	92	Ephraim Curtis Middle School: 29 Peter Noyes School: 23 Josiah Haynes School: 22 General John Nixon School: 11 Israel Loring School: 7	Excused Absence: 66 Unexcused Absence: 26 Tardy: 48 Dismissal: 46
2/6/2026	102	Ephraim Curtis Middle School: 34 Peter Noyes School: 20 Josiah Haynes School: 20 Israel Loring School: 19 General John Nixon School: 9	Excused Absence: 70 Unexcused Absence: 32 Tardy: 44 Dismissal: 50
2/9/2026	139	Ephraim Curtis Middle School: 42 Peter Noyes School: 36 Israel Loring School: 23 Josiah Haynes School: 20 General John Nixon School: 18	Excused Absence: 116 Unexcused Absence: 23 Tardy: 104 Dismissal: 49
2/10/2026	102	Ephraim Curtis Middle School: 27 Israel Loring School: 26 Josiah Haynes School: 19 Peter Noyes School: 18 General John Nixon School: 12	Excused Absence: 81 Unexcused Absence: 21 Tardy: 39 Dismissal: 41
2/11/2026	118	Ephraim Curtis Middle School: 46 Israel Loring School: 29 Peter Noyes School: 21 Josiah Haynes School: 12 General John Nixon School: 10	Excused Absence: 76 Unexcused Absence: 42 Tardy: 52 Dismissal: 40

DATE	TOTAL ABSENCES	BREAKDOWN BY SCHOOL	BREAKDOWN BY TYPE
2/12/2026	174	Ephraim Curtis Middle School: 57 Peter Noyes School: 37 Israel Loring School: 34 General John Nixon School: 26 Josiah Haynes School: 20	Excused Absence: 90 Unexcused Absence: 84 Tardy: 42 Dismissal: 37
2/13/2026	267	Ephraim Curtis Middle School: 103 Peter Noyes School: 52 Israel Loring School: 44 General John Nixon School: 36 Josiah Haynes School: 32	Excused Absence: 118 Unexcused Absence: 149 Tardy: 47 Dismissal: 82
2/23/2026	4	Josiah Haynes School: 3 Israel Loring School: 1	Unexcused Absence: 4
2/24/2026	1	Israel Loring School: 1	Unexcused Absence: 1
2/25/2026	164	Ephraim Curtis Middle School: 55 Peter Noyes School: 32 Israel Loring School: 28 General John Nixon School: 26 Josiah Haynes School: 23	Excused Absence: 67 Unexcused Absence: 97 Tardy: 46 Dismissal: 11
2/26/2026	107	Ephraim Curtis Middle School: 27 General John Nixon School: 26 Peter Noyes School: 24 Israel Loring School: 15 Josiah Haynes School: 15	Excused Absence: 54 Unexcused Absence: 53 Tardy: 56 Dismissal: 26
2/27/2026	125	Ephraim Curtis Middle School: 44 General John Nixon School: 26 Peter Noyes School: 24 Israel Loring School: 19 Josiah Haynes School: 12	Excused Absence: 61 Unexcused Absence: 64 Tardy: 51 Dismissal: 53
3/2/2026	109	Peter Noyes School: 43 Ephraim Curtis Middle School: 21 Israel Loring School: 18 Josiah Haynes School: 15 General John Nixon School: 12	Excused Absence: 91 Unexcused Absence: 18 Tardy: 53 Dismissal: 38

DATE	TOTAL ABSENCES	BREAKDOWN BY SCHOOL	BREAKDOWN BY TYPE
3/3/2026	89	Peter Noyes School: 25 Ephraim Curtis Middle School: 23 Josiah Haynes School: 16 Israel Loring School: 14 General John Nixon School: 11	Excused Absence: 75 Unexcused Absence: 14 Tardy: 57 Dismissal: 38
3/4/2026	99	Peter Noyes School: 29 Ephraim Curtis Middle School: 28 Josiah Haynes School: 16 Israel Loring School: 16 General John Nixon School: 10	Excused Absence: 87 Unexcused Absence: 12 Tardy: 30 Dismissal: 15
3/5/2026	96	Peter Noyes School: 38 Ephraim Curtis Middle School: 25 Josiah Haynes School: 14 General John Nixon School: 11 Israel Loring School: 8	Excused Absence: 75 Unexcused Absence: 21 Tardy: 53 Dismissal: 34
3/6/2026	135	Ephraim Curtis Middle School: 42 Peter Noyes School: 35 Josiah Haynes School: 25 General John Nixon School: 18 Israel Loring School: 15	Excused Absence: 90 Unexcused Absence: 45 Tardy: 57 Dismissal: 46
3/9/2026	113	Ephraim Curtis Middle School: 39 Peter Noyes School: 20 General John Nixon School: 19 Josiah Haynes School: 18 Israel Loring School: 17	Excused Absence: 88 Unexcused Absence: 25 Tardy: 95 Dismissal: 46
3/10/2026	96	Ephraim Curtis Middle School: 28 Peter Noyes School: 23 Josiah Haynes School: 19 General John Nixon School: 19 Israel Loring School: 7	Excused Absence: 81 Unexcused Absence: 15 Tardy: 91 Dismissal: 37
3/11/2026	93	Ephraim Curtis Middle School: 33 Peter Noyes School: 30 Israel Loring School: 15 Josiah Haynes School: 9 General John Nixon School: 6	Excused Absence: 68 Unexcused Absence: 25 Tardy: 56 Dismissal: 7

DATE	TOTAL ABSENCES	BREAKDOWN BY SCHOOL	BREAKDOWN BY TYPE
3/12/2026	75	Peter Noyes School: 24 Ephraim Curtis Middle School: 23 Israel Loring School: 10 General John Nixon School: 9 Josiah Haynes School: 9	Excused Absence: 53 Unexcused Absence: 22 Tardy: 45 Dismissal: 34
3/13/2026	120	Ephraim Curtis Middle School: 36 Peter Noyes School: 34 General John Nixon School: 18 Israel Loring School: 17 Josiah Haynes School: 15	Excused Absence: 61 Unexcused Absence: 59 Tardy: 50 Dismissal: 44
3/16/2026	118	Ephraim Curtis Middle School: 43 Peter Noyes School: 25 General John Nixon School: 23 Israel Loring School: 17 Josiah Haynes School: 10	Excused Absence: 81 Unexcused Absence: 37 Tardy: 107 Dismissal: 33
3/17/2026	114	Ephraim Curtis Middle School: 39 Peter Noyes School: 23 General John Nixon School: 21 Israel Loring School: 19 Josiah Haynes School: 12	Excused Absence: 85 Unexcused Absence: 29 Tardy: 59 Dismissal: 47
3/18/2026	108	Ephraim Curtis Middle School: 46 Peter Noyes School: 20 Israel Loring School: 18 General John Nixon School: 13 Josiah Haynes School: 11	Excused Absence: 80 Unexcused Absence: 28 Tardy: 49 Dismissal: 8
3/19/2026	131	Ephraim Curtis Middle School: 48 Peter Noyes School: 31 Israel Loring School: 18 Josiah Haynes School: 17 General John Nixon School: 17	Excused Absence: 102 Unexcused Absence: 29 Tardy: 52 Dismissal: 53
3/20/2026	180	Ephraim Curtis Middle School: 63 Peter Noyes School: 37 Israel Loring School: 29 Josiah Haynes School: 27 General John Nixon School: 24	Excused Absence: 133 Unexcused Absence: 47 Tardy: 51 Dismissal: 41

DATE	TOTAL ABSENCES	BREAKDOWN BY SCHOOL	BREAKDOWN BY TYPE
3/23/2026	126	Ephraim Curtis Middle School: 46 Peter Noyes School: 22 General John Nixon School: 21 Josiah Haynes School: 20 Israel Loring School: 17	Excused Absence: 98 Unexcused Absence: 28 Tardy: 79 Dismissal: 33
3/24/2026	103	Ephraim Curtis Middle School: 26 Peter Noyes School: 24 Israel Loring School: 20 Josiah Haynes School: 19 General John Nixon School: 14	Excused Absence: 91 Unexcused Absence: 12 Tardy: 52 Dismissal: 46
3/25/2026	89	Ephraim Curtis Middle School: 33 General John Nixon School: 17 Peter Noyes School: 15 Josiah Haynes School: 13 Israel Loring School: 11	Excused Absence: 80 Unexcused Absence: 9 Tardy: 52 Dismissal: 45
3/26/2026	110	Ephraim Curtis Middle School: 43 Peter Noyes School: 22 General John Nixon School: 19 Israel Loring School: 15 Josiah Haynes School: 11	Excused Absence: 92 Unexcused Absence: 18 Tardy: 72 Dismissal: 85
3/27/2026	123	Ephraim Curtis Middle School: 50 Israel Loring School: 21 Peter Noyes School: 19 Josiah Haynes School: 18 General John Nixon School: 15	Excused Absence: 94 Unexcused Absence: 29 Tardy: 65 Dismissal: 51
3/30/2026	129	Ephraim Curtis Middle School: 34 Peter Noyes School: 32 Josiah Haynes School: 24 General John Nixon School: 21 Israel Loring School: 18	Excused Absence: 115 Unexcused Absence: 14 Tardy: 69 Dismissal: 53
3/31/2026	124	Ephraim Curtis Middle School: 32 Peter Noyes School: 30 Josiah Haynes School: 25 General John Nixon School: 21 Israel Loring School: 16	Excused Absence: 117 Unexcused Absence: 7 Tardy: 61 Dismissal: 32

DATE	TOTAL ABSENCES	BREAKDOWN BY SCHOOL	BREAKDOWN BY TYPE
4/1/2026	102	Ephraim Curtis Middle School: 30 Josiah Haynes School: 21 Peter Noyes School: 20 General John Nixon School: 18 Israel Loring School: 13	Excused Absence: 91 Unexcused Absence: 11 Tardy: 49 Dismissal: 50
4/2/2026	143	Ephraim Curtis Middle School: 51 Josiah Haynes School: 30 Israel Loring School: 29 Peter Noyes School: 22 General John Nixon School: 11	Excused Absence: 117 Unexcused Absence: 26 Tardy: 56 Dismissal: 46
4/6/2026	110	Ephraim Curtis Middle School: 31 Josiah Haynes School: 27 Peter Noyes School: 24 General John Nixon School: 15 Israel Loring School: 13	Excused Absence: 82 Unexcused Absence: 28 Tardy: 63 Dismissal: 41
4/7/2026	79	Ephraim Curtis Middle School: 20 Peter Noyes School: 17 Josiah Haynes School: 16 General John Nixon School: 14 Israel Loring School: 12	Excused Absence: 66 Unexcused Absence: 13 Tardy: 63 Dismissal: 37
4/8/2026	101	Peter Noyes School: 27 Ephraim Curtis Middle School: 26 Israel Loring School: 21 Josiah Haynes School: 15 General John Nixon School: 12	Excused Absence: 84 Unexcused Absence: 17 Tardy: 50 Dismissal: 20
4/9/2026	93	Ephraim Curtis Middle School: 32 Israel Loring School: 19 Peter Noyes School: 19 General John Nixon School: 13 Josiah Haynes School: 10	Excused Absence: 78 Unexcused Absence: 15 Tardy: 64 Dismissal: 31
4/10/2026	109	Ephraim Curtis Middle School: 41 Israel Loring School: 21 Josiah Haynes School: 20 General John Nixon School: 16 Peter Noyes School: 11	Excused Absence: 88 Unexcused Absence: 21 Tardy: 61 Dismissal: 57

DATE 	TOTAL ABSENCES 	BREAKDOWN BY SCHOOL	BREAKDOWN BY TYPE
4/13/2026	115	Ephraim Curtis Middle School: 34 Josiah Haynes School: 29 Israel Loring School: 21 Peter Noyes School: 19 General John Nixon School: 12	Excused Absence: 93 Unexcused Absence: 22 Tardy: 54 Dismissal: 45
4/14/2026	78	Josiah Haynes School: 22 Ephraim Curtis Middle School: 21 Israel Loring School: 17 General John Nixon School: 13 Peter Noyes School: 5	Excused Absence: 65 Unexcused Absence: 13 Tardy: 62 Dismissal: 57
4/15/2026	96	Ephraim Curtis Middle School: 28 Josiah Haynes School: 23 General John Nixon School: 17 Israel Loring School: 17 Peter Noyes School: 11	Excused Absence: 62 Unexcused Absence: 34 Tardy: 64 Dismissal: 44
4/16/2026	163	Ephraim Curtis Middle School: 50 General John Nixon School: 35 Israel Loring School: 28 Josiah Haynes School: 25 Peter Noyes School: 25	Excused Absence: 66 Unexcused Absence: 97 Tardy: 50 Dismissal: 47
4/17/2026	321	Ephraim Curtis Middle School: 122 General John Nixon School: 55 Josiah Haynes School: 52 Peter Noyes School: 49 Israel Loring School: 43	Excused Absence: 86 Unexcused Absence: 235 Tardy: 48 Dismissal: 74
4/21/2026	0	N/A	Dismissal: 1
4/27/2026	151	Ephraim Curtis Middle School: 40 Peter Noyes School: 39 Israel Loring School: 27 Josiah Haynes School: 24 General John Nixon School: 21	Excused Absence: 43 Unexcused Absence: 108 Tardy: 67 Dismissal: 42
4/28/2026	93	Peter Noyes School: 33 Israel Loring School: 19 Ephraim Curtis Middle School: 19	Excused Absence: 45 Unexcused Absence: 48 Tardy: 75

DATE	TOTAL ABSENCES	BREAKDOWN BY SCHOOL	BREAKDOWN BY TYPE
		Josiah Haynes School: 12 General John Nixon School: 10	Dismissal: 34
4/29/2026	67	Ephraim Curtis Middle School: 23 Peter Noyes School: 13 General John Nixon School: 12 Israel Loring School: 12 Josiah Haynes School: 7	Excused Absence: 43 Unexcused Absence: 24 Tardy: 32 Dismissal: 16
4/30/2026	47	Ephraim Curtis Middle School: 13 Peter Noyes School: 12 General John Nixon School: 10 Josiah Haynes School: 7 Israel Loring School: 5	Excused Absence: 27 Unexcused Absence: 20 Tardy: 57 Dismissal: 51
5/1/2026	69	Ephraim Curtis Middle School: 23 Israel Loring School: 16 Peter Noyes School: 12 General John Nixon School: 11 Josiah Haynes School: 7	Excused Absence: 35 Unexcused Absence: 34 Tardy: 49 Dismissal: 38
5/4/2026	73	Ephraim Curtis Middle School: 21 Peter Noyes School: 18 Josiah Haynes School: 12 General John Nixon School: 12 Israel Loring School: 10	Excused Absence: 43 Unexcused Absence: 30 Tardy: 62 Dismissal: 28
5/5/2026	56	Ephraim Curtis Middle School: 17 Peter Noyes School: 15 Josiah Haynes School: 10 Israel Loring School: 9 General John Nixon School: 5	Excused Absence: 37 Unexcused Absence: 19 Tardy: 67 Dismissal: 44
5/6/2026	61	Ephraim Curtis Middle School: 24 Josiah Haynes School: 10 Israel Loring School: 10 Peter Noyes School: 9 General John Nixon School: 8	Excused Absence: 39 Unexcused Absence: 22 Tardy: 56 Dismissal: 26
5/7/2026	85	Ephraim Curtis Middle School: 26 Peter Noyes School: 19 Israel Loring School: 19	Excused Absence: 62 Unexcused Absence: 23 Tardy: 63

DATE	TOTAL ABSENCES	BREAKDOWN BY SCHOOL	BREAKDOWN BY TYPE
		Josiah Haynes School: 13 General John Nixon School: 8	Dismissal: 42
5/8/2026	92	Ephraim Curtis Middle School: 33 Peter Noyes School: 20 Israel Loring School: 19 Josiah Haynes School: 11 General John Nixon School: 9	Excused Absence: 50 Unexcused Absence: 42 Tardy: 51 Dismissal: 43
5/11/2026	84	Ephraim Curtis Middle School: 32 Israel Loring School: 21 Peter Noyes School: 16 Josiah Haynes School: 11 General John Nixon School: 4	Excused Absence: 67 Unexcused Absence: 17 Tardy: 69 Dismissal: 50
5/12/2026	89	Ephraim Curtis Middle School: 37 Peter Noyes School: 18 Israel Loring School: 14 Josiah Haynes School: 11 General John Nixon School: 9	Excused Absence: 71 Unexcused Absence: 18 Tardy: 60 Dismissal: 35
5/13/2026	70	Ephraim Curtis Middle School: 31 Peter Noyes School: 16 General John Nixon School: 9 Israel Loring School: 9 Josiah Haynes School: 5	Excused Absence: 54 Unexcused Absence: 16 Tardy: 63 Dismissal: 34
5/14/2026	91	Ephraim Curtis Middle School: 34 Peter Noyes School: 19 General John Nixon School: 16 Israel Loring School: 14 Josiah Haynes School: 8	Excused Absence: 67 Unexcused Absence: 24 Tardy: 53 Dismissal: 61
5/15/2026	94	Ephraim Curtis Middle School: 34 Peter Noyes School: 24 Israel Loring School: 16 General John Nixon School: 11 Josiah Haynes School: 9	Excused Absence: 56 Unexcused Absence: 38 Tardy: 45 Dismissal: 53
5/18/2026	95	Ephraim Curtis Middle School: 38 Peter Noyes School: 31 Israel Loring School: 18	Excused Absence: 71 Unexcused Absence: 24 Tardy: 53

DATE	TOTAL ABSENCES	BREAKDOWN BY SCHOOL	BREAKDOWN BY TYPE
		General John Nixon School: 6 Josiah Haynes School: 2	Dismissal: 33
5/19/2026	71	Ephraim Curtis Middle School: 26 Peter Noyes School: 20 Israel Loring School: 11 Josiah Haynes School: 8 General John Nixon School: 6	Excused Absence: 62 Unexcused Absence: 9 Tardy: 49 Dismissal: 36
5/20/2026	67	Ephraim Curtis Middle School: 23 Peter Noyes School: 20 Israel Loring School: 11 General John Nixon School: 7 Josiah Haynes School: 6	Excused Absence: 59 Unexcused Absence: 8 Tardy: 30 Dismissal: 23
5/21/2026	71	Ephraim Curtis Middle School: 34 Peter Noyes School: 14 Israel Loring School: 12 General John Nixon School: 10 Josiah Haynes School: 1	Excused Absence: 58 Unexcused Absence: 13 Tardy: 61 Dismissal: 47
5/22/2026	134	Ephraim Curtis Middle School: 51 Peter Noyes School: 33 General John Nixon School: 20 Israel Loring School: 15 Josiah Haynes School: 15	Excused Absence: 57 Unexcused Absence: 77 Tardy: 51 Dismissal: 100
5/26/2026	82	Peter Noyes School: 25 Ephraim Curtis Middle School: 22 Israel Loring School: 16 Josiah Haynes School: 10 General John Nixon School: 9	Excused Absence: 49 Unexcused Absence: 33 Tardy: 87 Dismissal: 34
5/27/2026	85	Ephraim Curtis Middle School: 35 Peter Noyes School: 21 Israel Loring School: 11 Josiah Haynes School: 9 General John Nixon School: 9	Excused Absence: 69 Unexcused Absence: 16 Tardy: 67 Dismissal: 40
5/28/2026	75	Ephraim Curtis Middle School: 31 Peter Noyes School: 18 Israel Loring School: 10	Excused Absence: 52 Unexcused Absence: 23 Tardy: 62

DATE	TOTAL ABSENCES	BREAKDOWN BY SCHOOL	BREAKDOWN BY TYPE
		Josiah Haynes School: 9 General John Nixon School: 7	Dismissal: 42
5/29/2026	81	Ephraim Curtis Middle School: 38 Israel Loring School: 13 Josiah Haynes School: 11 Peter Noyes School: 11 General John Nixon School: 8	Excused Absence: 49 Unexcused Absence: 32 Tardy: 54 Dismissal: 50
6/1/2026	80	Ephraim Curtis Middle School: 35 Peter Noyes School: 21 Israel Loring School: 11 General John Nixon School: 7 Josiah Haynes School: 6	Excused Absence: 57 Unexcused Absence: 23 Tardy: 97 Dismissal: 38
6/2/2026	63	Ephraim Curtis Middle School: 30 Peter Noyes School: 14 Israel Loring School: 9 General John Nixon School: 7 Josiah Haynes School: 3	Excused Absence: 53 Unexcused Absence: 10 Tardy: 69 Dismissal: 50
6/3/2026	75	Ephraim Curtis Middle School: 30 Peter Noyes School: 16 Josiah Haynes School: 13 Israel Loring School: 13 General John Nixon School: 3	Excused Absence: 59 Unexcused Absence: 16 Tardy: 46 Dismissal: 26
6/4/2026	70	Ephraim Curtis Middle School: 26 Peter Noyes School: 20 Israel Loring School: 10 Josiah Haynes School: 10 General John Nixon School: 4	Excused Absence: 43 Unexcused Absence: 27 Tardy: 75 Dismissal: 53
6/5/2026	82	Ephraim Curtis Middle School: 38 Peter Noyes School: 20 Israel Loring School: 13 Josiah Haynes School: 9 General John Nixon School: 2	Excused Absence: 51 Unexcused Absence: 31 Tardy: 69 Dismissal: 51
6/8/2026	81	Peter Noyes School: 24 Ephraim Curtis Middle School: 24 Israel Loring School: 15	Excused Absence: 44 Unexcused Absence: 37 Tardy: 89

DATE	TOTAL ABSENCES	BREAKDOWN BY SCHOOL	BREAKDOWN BY TYPE
		Josiah Haynes School: 10 General John Nixon School: 8	Dismissal: 41
6/9/2026	53	Ephraim Curtis Middle School: 25 Peter Noyes School: 11 Israel Loring School: 9 General John Nixon School: 5 Josiah Haynes School: 3	Excused Absence: 30 Unexcused Absence: 23 Tardy: 61 Dismissal: 54
6/10/2026	55	Ephraim Curtis Middle School: 20 Peter Noyes School: 15 General John Nixon School: 9 Israel Loring School: 6 Josiah Haynes School: 5	Excused Absence: 39 Unexcused Absence: 16 Tardy: 59 Dismissal: 67
6/11/2026	69	Ephraim Curtis Middle School: 34 Josiah Haynes School: 11 Peter Noyes School: 10 General John Nixon School: 7 Israel Loring School: 7	Excused Absence: 34 Unexcused Absence: 35 Tardy: 56 Dismissal: 60
6/12/2026	93	Ephraim Curtis Middle School: 31 Peter Noyes School: 20 General John Nixon School: 15 Israel Loring School: 15 Josiah Haynes School: 12	Excused Absence: 47 Unexcused Absence: 46 Tardy: 72 Dismissal: 88
6/15/2026	103	Ephraim Curtis Middle School: 26 Peter Noyes School: 23 Israel Loring School: 20 General John Nixon School: 19 Josiah Haynes School: 15	Excused Absence: 46 Unexcused Absence: 57 Tardy: 61 Dismissal: 48
6/16/2026	99	Ephraim Curtis Middle School: 30 Peter Noyes School: 22 Israel Loring School: 18 Josiah Haynes School: 16 General John Nixon School: 13	Excused Absence: 41 Unexcused Absence: 58 Tardy: 81 Dismissal: 108
6/17/2026	174	Ephraim Curtis Middle School: 95 Peter Noyes School: 25 Josiah Haynes School: 18	Excused Absence: 38 Unexcused Absence: 136 Tardy: 79

DATE	TOTAL ABSENCES	BREAKDOWN BY SCHOOL	BREAKDOWN BY TYPE
		General John Nixon School: 18 Israel Loring School: 18	Dismissal: 135
6/18/2026	175	Ephraim Curtis Middle School: 69 Peter Noyes School: 29 General John Nixon School: 27 Josiah Haynes School: 25 Israel Loring School: 25	Excused Absence: 32 Unexcused Absence: 143 Tardy: 29 Dismissal: 19
6/22/2026	156	Israel Loring School: 156	Excused Absence: 3 Unexcused Absence: 153 Tardy: 2 Dismissal: 4

**Sudbury Public Schools
School Committee Meeting**

Date: September 28, 2026

Agenda Item: 4f - Transportation Invitation to Bid / Bus Sustainability

Recommendation:

Motion to vote to approve the release by the L-S Director of Operations and Finance of the Invitation For Bids (IFB) for bus transportation services as presented or amended.

Motion to appoint (name) to be the point of contact for the Mass CEC School Bus Advisory Services Program.

Background / Preparation Information:

This item has two portions to it.

1. Buck is asking our approval on the Invitation for Bids (IFB) so please review that and bring any questions for him.
2. We also need to discuss the Mass CEC School Bus Advisory Services Program.
 - The LS School Committee has voted to be a part of the program as well. Eric Simms has asked us to identify a point of contact to work with him and Buck Creel has volunteered. Please consider if you would want to appoint Buck or a different person.
 - We also need to decide if we are comfortable signing a combined letter of commitment with LS and if we would like single deliverables shared with LS. Cathie Bitter, chair of LS committee, told me that LS is fine with a combined letter and a combined deliverable with separate sections on each district. They are also happy to do it separately if SPS prefers. Buck will share his opinions on this in the meeting and then we can decide our plan. Please consider whether you would like a single or combined letter and deliverables.

Attachments:

FY27 Regular Bus IFB to SC 28 Sep 26 (1)

Action:	XX	Report:	Discussion:	XX
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Sudbury Public Schools

40 Fairbank Road
Sudbury, Massachusetts 01776
Phone: (978) 639-3211

Annette Doyle

Interim Superintendent of Schools

annette_doyle@sudbury.k12.ma.us

buckner_creel@sudbury.k12.ma.us

Buckner Creel

Acting Director of Business and HR

To: School Committee
From: Buckner Creel
Acting Director of Business and Human Resources

Date: September 22, 2026

Re: **FY27 Bus Services Invitation for Bid**

For the Committee's review and approval action, I am providing the following details for the FY28-FY32 Transportation bus services Invitation for Bids (IFB).

Historically, the Sudbury Public Schools (SPS) and the Lincoln-Sudbury Regional High School District (LSRHS) have jointly solicited bids for regular transportation bus services jointly, with the SPS school business administrator serving as the procurement official. M.G.L. c. 71, § 7A requires that these services are acquired through "competitive sealed bids pursuant to chapter thirty B," so the Districts will conduct a IFB process.

The current year is the last option year of the three years plus two option years contract entered into in January 2022. Towards the end of FY26, the District decided to ask the LSHRS to conduct the procurement for the regular bus services for FY28-FY32; accordingly, the LSHRS Director of Finance and Operations will serve as the procurement official.

The resultant contract service for school bus transportation is a shared contract with SPS and LSRHS as the owners of the contract to provide both Districts with school bus transportation services. The School Committee in both SPS and LSRHS will need to take formal action to execute any contract with a vendor. Costs of student transportation have traditionally been one of the budget drivers, so it is to the advantage of both districts to solicit bids early to be able to include the new costs in the budget preparation process. This driver results in the following schedule:

Sep 23 – IFB ready for SPS SC final review
Oct 28 - Final SPS SC Discussion and approval
Oct 1 – IFB ready for LSRHS SC final review; Post as it will appear for LSRHS SC agenda...
Oct 6 - Final LSRHS SC Discussion so that it can be posted in Central Register immediately
Oct 7 - Post in Central Register, COMMBUYS, and in Paper
Oct 15 - Appear in Central Register

Nov 6 - Bid Opening

Nov 15 - Awarding of Bid pending approval of both LSRHS and SPS School Committees

Nov 16 – SPS SC review and approval

The IFB document follows the pattern of earlier bus services procurements. In addition to the information provided below, potential bidders will have access to both Districts' bus routes with current stops and timing to help inform their bids.

If the Committee approves, please VOTE to approve the release by the L-S Director of Operations and Finance of the Invitation for Bids (IFB) for bus transportation services as presented, to support the schedule shown above.

Buckner Creel

Buckner Creel

Acting Business Director

	BUS TRANSPORTATION BID	
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Sudbury Public Schools and Lincoln-Sudbury Regional School District

**Sudbury Public Schools
District**

40 Fairbank Road
Sudbury, MA 01776
(978) 443-1058
www.sudbury.k12.ma.us

Lincoln-Sudbury Regional School

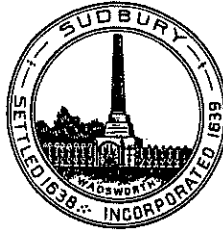
390 Lincoln Road
Sudbury, MA 01776
(978) 443-9961
www.lsrhs.net

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Sudbury Public Schools

40 Fairbank Road
Sudbury, MA 01776



Lincoln-Sudbury Regional School District

390 Lincoln Road
Sudbury, MA 01776

Mr. Buckner Creel- SPS
Director of Business and Human Resources
buckner creel@sudbury.k12.ma.us

Dr. Susan Gilson-LSRSD
Director of Finance and Operations
susan_gilson@lsrhs.net

October 15, 2026

INVITATION FOR BIDS - SCHOOL TRANSPORTATION

The Sudbury Public School Committee and the Lincoln-Sudbury Regional School Committee of Sudbury, Massachusetts, will receive sealed bids for furnishing school bus transportation for public school students for Sudbury Public Schools and Lincoln-Sudbury Regional School District, located in the Town of Sudbury, for a three (3) year period from July 1, 2027 to June 30, 2030. The School Committees reserve the right to extend the contract for up to two (2) additional one-year terms at the prices included in the bid sheet.

Contract documents, including specifications dated October 15, 2026 covering the required transportation routes, are obtained on the [Lincoln-Sudbury District Website](#). All interested vendors need to download bidding documents and complete a [Transportation Bid Package Acknowledgement](#) so that we can notify you with updated addendums if needed. Routes for Lincoln- Sudbury Regional High School include: [Lincoln](#) and [Sudbury Routes](#). Routes for the Sudbury Public Schools are found [here](#).

Each bid should be submitted on the bid form furnished in the specifications and addressed in an envelope clearly labeled "**School Bus Transportation Bid**" to the Lincoln-Sudbury Regional School District Business Office, 390 Lincoln Road, Sudbury, Massachusetts 01776, and **must be received no later than 11:00 a.m., November 6, 2026**. All bids will be publicly opened in the Superintendent's Conference Room and read aloud. Bids will be taken under advisement and held for School Committee consideration.

Each bidder must deposit security with his bid in the amount of Fifteen Thousand Dollars (\$15,000.00), either in the form of bid bond, certified check, or cashier's check, issued by a responsible bank or trust company, payable to the Town of Sudbury. All bids submitted will be binding for sixty (60) days subsequent to the bid opening.

The Sudbury Public School Committee and the Lincoln-Sudbury Regional School Committee, reserves the absolute right to reject any or all transportation bids in whole or in part and to waive any informalities in bids received if it be in the public interest to do so. The Sudbury Public School Committee and the Lincoln-Sudbury Regional School Committee herein declares its express purpose to award the contract to the lowest qualified, responsive, and responsible bidder that is able to furnish evidence satisfactory to the Sudbury Public School Committee and the Lincoln-Sudbury Regional School Committee, that it has sufficient ability, experience and capital to execute and complete the work in accordance with the contract. Minimum evaluation criteria are specified in the bid documents.

SPECIFICATIONS - SCHOOL TRANSPORTATION

Following are the proposal and contract for furnishing school bus transportation for Sudbury Public Schools and Lincoln-Sudbury Regional School District.

REQUIREMENTS AND CONTRACT

I. REQUIREMENTS

The contract for furnishing scheduled transportation for all designated school children for Sudbury Public Schools and Lincoln-Sudbury Regional School District, shall include the furnishing of all services necessary and required, consisting of the following in general: transportation equipment, maintenance of equipment, operation, supervision, inspection, registration, licensing, insurance, and conformance to all applicable laws, rules, and regulations of the Commonwealth of Massachusetts, Department of Motor Vehicles, Town of Sudbury, and the Sudbury Public School Committee and Lincoln-Sudbury School Committee.

The successful bidder will be required to enter into a written contract for a period of three (3) years, upon bid acceptance by the Sudbury Public School Committee and the Lincoln-Sudbury Regional School Committee, for a usual one hundred eighty (180) days per school year, unless changed by the State Board of Education and/or the Sudbury Public School Committee and the Lincoln-Sudbury Regional School Committee, commencing July 1, 2027 through June 30, 2030. The School Committees reserve the right to extend the contract for up to two additional one-year terms at the prices included in the bid sheet.

Payment is based on actual days transported. For calculations of this bid, please use one hundred eighty (180) days per school year.

II. GENERAL

Bid Submission Requirements- Bids are to be submitted in a sealed envelope plainly marked "**School Bus Transportation Bid**". More than one proposal from an individual, a firm or partnership, a corporation, or an association under the same or different names will not be considered. Reasonable grounds for believing that any bidder is interested in more than one proposal for the work contemplated will cause the rejection of all proposals in which such bidder is interested. Any or all proposals will be rejected if there is a reason for believing that collusion exists among the bidders and all participants in such collusion will not be considered in future proposals for the same work.

Prospective bidders must submit with their bid a letters of reference list recording all contracts held within the past ten (10) years, name and address of the contact person, and dates the contracts were held.

No bid submittal shall be accepted from any contractor, company, company principal or subsidiary holding company who in the past ten (10) years, has defaulted on a contract, had a contract terminated for cause or has had a contract under suspension.

No bid submittal shall be accepted from any contractor, company, company principal or subsidiary holding company that in the past five (5) years have filed for reorganization under Chapter 11 of the U. S. Bankruptcy Code.

No bid submittal shall be accepted from any contractor, company, company principal or

subsidiary holding company that has withdrawn a bid for any unacceptable reason.

No bid submittal shall be accepted from any contractor, company, company principal or subsidiary holding company that does not have acceptable experience in school bus transportation as evidenced by a minimum of five (5) years of successful operation.

The bidder may be required to submit copies of all accident reports for the previous three (3) years prepared and certified by and submitted directly to the Director of Finance and Operations by the insurance carrier prior to the award of the bid.

Bid Security Deposit - A bid deposit shall be included with this bid in the form of bid bond, certified check, or cashier's check, issued by a responsible bank or trust company, in the amount of Fifteen Thousand Dollars (\$15,000.00), made payable to the Lincoln-Sudbury Regional School District. This amount shall function as a bid security until such time as the contract is awarded by the Sudbury Public School Committee and the Lincoln-Sudbury Regional School Committee to the successful bidder. All bid security deposits will be returned to the unsuccessful bidders when the contract is awarded to the successful bidder.

If any bidder fails to perform, or is unable to perform, its agreement to execute a contract and furnish a performance bond, its bid deposit shall be forfeited to the Town of Sudbury as liquidated damages.

Estimated Needs - All routes, runs, and other quantities contained in said form and elsewhere in this bid package are estimates and should not be interpreted by the bidder as the actual quantities. The Unit Price quoted by each bidder shall apply without change to any variation in said quantity actually experienced or applicable. The Sudbury Public School Committee and the Lincoln-Sudbury Regional School Committee shall have the right to increase and decrease said quantities.

Bid Withdrawal - No bidder may withdraw its bid prior to the execution and delivery of the contract unless no award has been made at the expiration of sixty (60) days after the opening of the bids.

Bid Rejection - The Sudbury Public School Committee and the Lincoln-Sudbury Regional School Committee may reject any bid that is not according to the prescribed form, incomplete, not properly signed, or otherwise contrary to instruction.

Forms Required - A statement of non-collusion must be signed and included with each bid.

Questions & Concerns - The bidder shall immediately report to the Director of Finance and Operations any ambiguity or inconsistency, which the bidder may discover upon examination of the bid document.

The bidder shall submit any questions regarding intent or meaning in writing. The Director of Finance and Operations shall arrange addenda's that shall become a part of the contract and specifications; all questions so received, and shall send a copy of addenda's to all bidders. Unless the bidder shall have taken such action, and approval obtained, the bidder agrees with the

specifications as written and described. The Sudbury Public School Committee and the Lincoln-Sudbury Regional School Committee will not be held accountable for any oral instructions.

Addenda - Addenda will be issued electronically to all known bid recipients. Prospective bidders will be required to complete a [Transportation Bid Package Acknowledgement](#) that will allow us to contact prospective vendors. No addenda will be issued within the immediate three (3) business day period prior to the date of receipt set for such bids, except an addendum which withdraws or otherwise postpones the date of the bid opening. The official notice of withdrawal or postponement shall be the reading of record at the time and date set for receipt of such bids.

The Sudbury Public School Committee and the Lincoln-Sudbury Regional School Committee does not assume any responsibility for errors, omissions, or misinterpretations, which may have resulted in whole or in part from the use of incomplete, bid documents to include addenda.

It is understood, agreed upon and made a part hereof, and shall be a part of the contract, that the contract entered into between the Sudbury Public School Committee and the Lincoln-Sudbury Regional School Committee and the successful bidder(s) shall not be assigned nor assignable by way of sub-contract or otherwise, unless or until the Sudbury Public School Committee and the Lincoln-Sudbury Regional School Committee shall have first assented thereto in writing.

The Director of Finance and Operations reserves the right to ask any additional questions regarding bids in order to analyze the overall results.

III. CONTRACT AWARD

The Sudbury Public School Committee and the Lincoln-Sudbury Regional School Committee, reserves the right to reject any and all transportation bids in whole or in part and to waive any informalities in bids if, in the sole judgment of the Sudbury Public School Committee and the Lincoln-Sudbury Regional School Committee, such action serves the public interest. The Sudbury Public School Committee and the Lincoln-Sudbury Regional School Committee herein declares its express purpose not to award to any bidder unable to furnish evidence, satisfactory to the Sudbury Public School Committee and the Lincoln-Sudbury Regional School Committee, that it is a responsible bidder and has sufficient ability, experience, satisfactory performance record, and capital to execute and complete the work in accordance with the contract. **Award of the contract will be made to the bidder submitting the lowest total price (Regular Transportation plus Late bus and Athletic Trips) for a three (3) year contract , if such bidder has been deemed to be a responsive and reasonable bidder.**

A price for an electric bus alternate is requested below; this alternate price is not included in the calculation for determining the lowest bidder.

It is the purpose of the Sudbury Public School Committee and the Lincoln-Sudbury Regional School Committee not to award a contract to any bidder who does not furnish satisfactory evidence of the following minimum evaluation criteria:

- ☐ Have the ability and experience in school bus transportation
- ☐ Have sufficient capital
- ☐ Are able to submit three (3) years audited financial statements by a certified public accounting firm. (Financial statements will not be for public view.)

- ☐ Have available buses meeting the requirements listed herein
- ☐ Provide evidence that all drivers, including substitute drivers, have annual Criminal Offender Record Information (CORI) checks with satisfactory results.
- ☐ Each bidder must submit a properly completed Statement of Collusion and Tax Compliance Certificate and submit it as part of the bid package.
- ☐ Each bidder must submit either the Certificate of Insurance for the required insurance amounts or a statement from its insurance company that it qualified for and will be issued insurance sufficient to meet the requirement of this bid.
- ☐ No bidder shall have been in a Chapter 11 bankruptcy proceeding within the past five years.
- ☐ Each bidder must submit all required bid forms in Section B.

The minimum evaluation criteria are the standards that will be used to evaluate whether the bid is “responsive” and to identify “responsible” bidders.

The Awarding Authority's notice of acceptance of proposal based on the best price per the lowest total price by a qualified and responsible bidder shall be given or mailed by the Director of Business and Finance within thirty (30) business days after the opening of bids. Said notice to the successful bidder(s) shall constitute acceptance of the proposal or any item thereof, conditioned on the submission by the successful bidder to the Sudbury Public School Committee and the Lincoln-Sudbury Regional School Committee of evidence of ability to perform satisfactorily, receipt of the successful bidder's performance bond and execution of the contract both by the bidder and the Sudbury Public School Committee and the Lincoln-Sudbury Regional School Committee.

The bidder(s) to whom the award(s) are made must enter into a written three (3) year contract. The requirements set forth in the specifications are considered binding and a part of the contract with the successful bidder. Should any Contractor to whom an award is made fail to enter into a contract within thirty (30) days after receipt of notice of the award, its bid deposit shall be forfeited to the Lincoln-Sudbury Regional School District as liquidated damages.

IV. SURETY PERFORMANCE BOND

A surety performance bond or other instrument satisfactory to the Sudbury Public School Committee and the Lincoln-Sudbury Regional School Committee in an amount equal to one hundred percent (100%) of the contract sum for each year of any contract entered into shall be required of the successful bidder by the Sudbury Public School Committee and the Lincoln-Sudbury Regional School Committee, the premiums for which are to be paid by the bidder(s). The liability of the Contractor in case of default of this contract(s) is not limited by this paragraph. The surety performance bond shall be renewed annually during the term of the contract. Performance bonds must be from a Massachusetts registered insurance company. The performance bonds must be provided to the office of the Director of Business and Finance prior to the signing of any contract.

The surety is to be a bonding company satisfactory to the Sudbury Public School Committee and the Lincoln-Sudbury Regional School Committee, which has a rating of B+ or better, and having a place of business in Massachusetts. Bonds shall be in the usual form and satisfactory to counsel

for the Sudbury Public School Committee and the Lincoln-Sudbury Regional School Committee. Each bond or letter of credit shall be renewed by July 1 annually for the appropriate amount each year. The Sudbury Public School Committee and the Lincoln-Sudbury Regional School Committee must have in its possession the bond renewal prior to the expiration of the preceding bond.

V. PERFORMANCE

On days when school closes other than on the regular schedule, the Contractor shall transport the pupils at times designated by the Sudbury Superintendent of Schools and the Lincoln-Sudbury Regional School District Superintendent/Principal, or their designee.

If, for any reason, a bus(es) cannot be operated on any school day, the Contractor agrees to provide suitable insured transportation in place thereof, without additional charge.

In the event the Contractor is unable to furnish transportation temporarily, the Sudbury Superintendent of Schools and/or Lincoln-Sudbury Regional School District Superintendent/Principal or their designee is authorized to hire a bus(es) for such time as necessary, and the Contractor shall pay for the cost of this emergency service.

The Contractor shall designate by name and position a particular staff member who shall be assigned to coordinate transportation arrangements under the contract and to carry out instructions submitted by the Sudbury Public Schools and Lincoln-Sudbury Regional School District. This person will be available to the Director of Business and Human Resources (Sudbury Public Schools) and the Director of Finance and Operations (Lincoln-Sudbury Regional School District), or their designees for the purpose of conferences and consultations relative to bus schedules, bus routes, bus stops, student behavior, billing and other related matters. The supervisor on site is to be in charge of the routes for the Sudbury Public Schools and Lincoln-Sudbury Regional School District. This person will be in direct communication with the transportation agent of the schools, to ensure the orderly transportation of students to and from school. Sudbury Superintendent of Schools and/or Lincoln-Sudbury Regional School District Superintendent/Principal must approve the supervisor annually.

The Contractor must have an office serving Sudbury Public Schools and Lincoln-Sudbury Regional School District, with a telephone connection through which the owner or their agent is available from 6:00 a.m. to 4:30 p.m. on days when schools are in operation. Outside of these hours, an emergency contact number should be available. There must also be a local telephone connection through which the Sudbury Superintendent of Schools and/or Lincoln-Sudbury Regional School District Superintendent/Principal of Schools can make contact with the supervisor or other designee in the early morning hours in order to notify the Contractor of cancellations or delays in school opening times due to bad weather or emergencies. The owner or their agent must be willing to appear for conferences with the Sudbury Public School Superintendent and the Lincoln-Sudbury Regional Superintendent/Principal, or their designee, as necessary and requested.

The Contractor must also maintain at least one (1) full-time mechanic to be accessible and available to service the fleet. The full-time mechanic cannot serve as the full-time supervisor.

Buses shall be on the premises of the school buildings to deliver children in the morning no later than five (5) minutes before the opening of school. At no time shall buses be allowed to idle their engines on school property for longer than two minutes.

VI. EQUIPMENT

The Contractor shall furnish school buses that must, among other things, meet the following requirements:

The bid proposal must include at least thirty (30) buses at the start of the contract period.

No bus shall be older than **five (5) years** at the start of the contract. No bus shall exceed **ten (10) years** of age at any point during the contract or any renewal periods. Any bus reaching the 10-year limit or **150,000 cumulative miles** must be replaced with a newer unit at no additional cost to the District." All buses must conform to all State and Federal regulations.

All school buses available for use under the life of this contract must have a minimum seating capacity of seventy-one (71) pupils conforming to the Standard Specifications or better. 83 or 77 passenger buses must be used when deemed necessary by the prescribed routes. All 83 passenger buses must be air brake equipped for safety purposes to compensate for terrain for the Sudbury and Lincoln communities. Chassis and body must conform to all Federal standards and fully meet or exceed all requirements of the Commonwealth of Massachusetts for school buses in effect as of the start of this contract period.

All buses shall be constructed, equipped and maintained in conformance with all applicable laws, regulations, and rules of the Federal Government and the Registry of Motor Vehicles. The attention of all concerned is particularly directed to the following sections of Chapter 90 of the General Laws of the Commonwealth of Massachusetts:

- ☐ Section 1, Definitions
- ☐ Section 1A, School Bus Registration
- ☐ Section 7A, Inspection of School Buses
- ☐ Section 7B, Requirements as to Equipment and Operation of School Buses
- ☐ Section 7C, Registrar May Establish Minimum Standards for Construction, Etc., of School Buses
- ☐ Section 14/15, Precautions for Safety
- ☐ Section 17, Speed Limit in Operation of School Buses

Buses furnished must comply with the General Laws of the Commonwealth of Massachusetts and the rules and regulations of the Registry of Motor Vehicles relating to the transportation of public school children. All vehicles must be School Bus Yellow for regular pupil transportation.

Contractor shall see that all buses are kept at all times in a condition of cleanliness, interior and exterior, satisfactory to the Sudbury Superintendent of Schools and/or Lincoln-Sudbury Regional School District Superintendent/Principal or their designee.

All buses shall be cleaned by sweeping and vacuum cleaning, and shall be maintained free of noxious odors and poisonous gases at all times. The interior shall be washed with a water mixture of detergent disinfectant during each school vacation period; Winter, February, April and Summer. The interior and exterior surfaces of all windows shall be maintained in a clean and safe condition, weather conditions permitting. Under no circumstances shall buses be operated when the driver's vision is impaired by conditions of the glass surface to the point where safety of school children is placed in jeopardy.

The temperature of the bus interior shall be maintained at a minimum temperature of fifty-five (55) degrees when the bus is occupied. Windows that are to be used for ventilation must be in working order.

Coach type buses will be allowed in the bid proposal for trips for student field trips or trips for athletic events. No guarantee is made by the Sudbury Public School Committee and the Lincoln-Sudbury Regional School Committee for the amount of transportation to be performed for these events.

Each bid shall contain a detailed description on forms provided, of each bus to be furnished including the year of manufacture, model number, present mileage, make of body, seating capacity, number of heaters and present condition. The Sudbury Public School Committee and the Lincoln-Sudbury Regional School Committee reserves the right to reject any unacceptable vehicle.

- ☐ Bidder must submit with bid data documentation identifying and detailing composition of bus fleet to be used as of the beginning of this contract.
- ☐ Bidder must, in submitting the above data, give clear evidence of a commitment to replacing/updating the fleet to be used during the contract as needed. The fleet used must have prior approval of the Sudbury Public School Committee and the Lincoln-Sudbury Regional School Committee or designee.
- ☐ In the event successful bidder does not have a fleet currently available to meet the requirements, the successful bidder shall deliver to the Superintendent of Schools within thirty (30) business days after notice of the acceptance of proposal is given or mailed by the Sudbury Public School Committee and the Lincoln-Sudbury Regional School Committee or designee to the successful bidder, documentation satisfactory to the Sudbury Public School Committee and the Lincoln-Sudbury Regional School Committee as specified in the requirements.

The Contractor agrees to keep all buses in good working condition, and to furnish all necessary gasoline, oil, grease, tires, maintenance and repairs through the period of this contract.

Written reports of conditions of buses as determined at the time of inspections shall be presented to the Business Manager no later than two (2) days following the date of inspection by the Registry of Motor Vehicles.

The Sudbury Public Schools and Lincoln-Sudbury Regional School District reserves the right to require, at the Contractor's expense, a certificate at any time from a garage of its choosing that the buses under this contract are in good order with respect to brakes, lights, horns, mufflers, steering gear, windshield cleaners, doors, tires, windows and bodies and in any other respect.

There shall be no substitution of buses without permission of the transportation agent for the duration of the contract, except in the cases of emergency breakdown, and then only for a period of time not exceeding three (3) consecutive days. All substitute buses shall be subject to all contract requirements.

"The Contractor shall maintain a local 'spare' ratio of at least 10% for both buses and drivers (no fewer than 3 spare buses). A 'Spare Driver' must be physically present at the garaging location during morning and afternoon start times, fully prepped to step into a route. Failure to provide a driver or bus for a scheduled route may result in a **liquidated damage of \$250.00 per missed run**, which shall be deducted from the monthly invoice."

In carrying out the performance of the contract, the bus owner shall have and keep three (3) buses and (3) drivers for emergency or spare use. Such buses shall comply with all provisions of the specifications and be listed on the Description of Equipment Form.

The contractor will park the buses on the land reserved for that purpose which is provided by the Town of Sudbury, rent free. The contractor shall pay all vehicle excise taxes to the Town of Sudbury. The contractor will provide a telephone and other utilities required by the office. The contractor will be responsible for installation and all other expenses for utilities. The contractor shall be responsible for keeping the grounds and the office clean.

Each bus shall display "Sudbury Public & Lincoln-Sudbury Regional School District" on each side of the bus. Each bus will also prominently display route numbers on all four (4) sides of each bus either by permanent lettering or by removable placard.

Each bus will be equipped with all equipment required by the Registry of Motor Vehicles plus the following:

- ☐ Properly equipped first aid kits.
- ☐ Public address system with internal and external speakers capable of operation with the ignition of the bus off.
- ☐ Two-way UHF-type radio with capabilities of reaching all the extremities of the Town of Sudbury or the Town of Lincoln for buses serving the Lincoln routes in the Lincoln-Sudbury Regional School District..
- ☐ GPS tracking is required for all buses
- ☐ Automatic side-stop arms.
- ☐ All buses will be equipped with 2 cameras, one in front and one in the middle, with software compatible with PC platforms. Recordings may only be viewed by authorized school officials and with the consent of the School Districts. Under no circumstances will recordings be made public by the Contractor without the consent of the School Districts. Each bus will have signage notifying ridership that video recording is in progress.

VII. OPERATIONS

Routing Software & Optimization

For the Lincoln-Sudbury Regional School District, the Contractor shall utilize the District-provided, web-based automated routing software Transfinder. The Contractor is responsible for performing a comprehensive route optimization analysis annually by July 15th and shares it with the Lincoln-Sudbury Regional School District to minimize 'deadhead' mileage and maximize bus capacity. The District shall be provided with administrative access to the routing software and real-time GPS data for all vehicles at all times.

The Sudbury Public School District utilizes the web-based automated routing software Transfinder and is responsible for performing a comprehensive route optimization analysis annually. The Contractor shall be provided with preliminary route and bus stop information by August 15th. The District shall be provided with administrative access to the Contractor real-time GPS data for all vehicles at all times.

The contractor shall provide a bus tracking application (FirstView or similar) that is available to Sudbury and Lincoln-Sudbury parents/caregivers by October 1.

The Contractor shall arrange compulsory driver-training and safety programs which drivers must pass before they are allowed to drive under this contract. The course shall deal with student, staff, and public interaction; safe driving habits, including evacuation drills; proper use of two-way radios, and emergency procedures in accordance with state laws and town guidelines. All drivers must retake and pass the course annually. New drivers hired during the year are under the same obligation. The Contractor must submit to the administration, by August 1, the program description. Within the development of its driver training and safety programs, the Contractor must ensure that at a minimum all drivers receive the following special training.

- ☐ Orientation and special instructions regarding student behavior and control.
- ☐ Training twice each school year (minimum late September and January) in student behavior standards and appropriate measures to be taken if problems occur.
- ☐ Emergency Epi-pen training and other medical training as needed, such as seizure protocol.
- ☐ Sexual harassment training.
- ☐ CPR and choke training.

All persons assigned as regular or substitute drivers must be acceptable to the Superintendents of Schools or their designee prior to the opening of school each year. This measure includes a satisfactory Fingerprinting and CORI process.

Bidders must provide evidence that they are in compliance with all requirements for drug testing. The description of this program should discuss both company policies regarding substance abuse and company procedures on drug testing.

The Sudbury Public School Committee and the Lincoln-Sudbury Regional School Committee reserves the right to accept or reject any and all drivers, if it is deemed in the best interests of the Town of Sudbury, Town of Lincoln, and the Lincoln-Sudbury Regional School District to do so. Further, the Sudbury Public School Committee and the Lincoln-Sudbury Regional School

Committee reserves the right to require any operator to submit to physical examination at any time, at the sole cost of the Contractor, by a doctor of medicine selected by the Sudbury Public School Committee and the Lincoln-Sudbury Regional School Committee.

The Contractor agrees to comply with rules, regulations, and requirements of Chapter 90, Section 8A/8A½, General Laws of Massachusetts, and amendments thereto, in respect to the licensing of school bus operators, which statutes indicate in part the "Applications for a license to be a school bus operator may be made by any person who shall have attained the age of eighteen (18) years and who shall have been a duly licensed motor vehicle operator for a period of three (3) continuous years prior to his application; but before such a person shall be so licensed the Registrar shall be satisfied that he is of good moral character and has successfully completed a driving performance test, a visual test, and a physical examination by a licensed physician within a three (3) month period of the date of his application in conformity with such minimum physical qualifications as shall be determined by the Registrar."

The Contractor shall see that all drivers have on file with the Contractor a report, made by a registered physician, that they are in sound physical condition and capable of performing the duties of a school bus driver. The physical examination certificate must be submitted once a year, as required by law.

The Contractor shall not alter any bus stop or change the direction of any route without prior written approval of the Transportation Agent. Drivers are to take on and discharge passengers only at scheduled stops. If conditions warrant adding additional stops or changing location of a stop(s), this information must be communicated to the Transportation Agent for consideration and action relative thereto.

Accidents: Every accident is to be reported by the driver to the Contractor as soon as possible thereafter, and the Contractor will notify the proper school authorities. In all such cases, this report is to be rendered orally to the school authorities as soon as possible and no later than twenty-four (24) hours after the accident. In cases of bodily injury, the Contractor is to file a written report with the appropriate school official within twenty-four (24) hours.

Unavoidable Delays: If any event or circumstance causes unavoidable delay or in any way interferes with the proper performance of a scheduled trip, the Contractor is to report the same to the school authorities as soon as possible.

Drivers shall not be permitted to carry any person other than a school official or teacher, including the children of drivers, while carrying pupils unless the Transportation Agent authorizes such person. Pupils shall not be carried for pay or otherwise by private arrangement while the bus is being used to fulfill the requirements of these specifications.

There shall be no smoking by drivers in the vehicles at any time or on any school property at any time. There shall be no use of cell phones while vehicles are transporting students unless there is an emergency and the bus is completely stopped and secured.

Drivers must comply with all policies set forth by the School Administration covering the conduct of pupils on the bus approved by the Sudbury Public School Committee and the Lincoln-Sudbury Regional School Committee.

Drivers will not leave a bus unattended when children are in the bus. In an emergency, the

driver's first concern must be for the safety of the children.

The Contractor will be responsible for conducting School Bus Safety Drills and Demonstrations as required by Massachusetts law at no additional charge to the Town of Sudbury or the Lincoln-Sudbury Regional School District. Times of this program will be coordinated with the Transportation Agent and building principals.

A roster of those licensed operators to be used under the contract shall be maintained by the Contractor. Said list shall be furnished to the Transportation Agent prior to the opening of schools and thereafter at any time requested. Any changes shall be immediately communicated in writing. Said list should contain the following information:

Name, Address, Date of Birth, Date of Last Physical, License Number, Type of License, Driving Record to include all known accidents and traffic violations in the past two (2) years, Criminal Record (if any), and specific training and testing.

The Superintendent of Sudbury Public Schools or the Superintendent/Principal of Lincoln-Sudbury Regional School District or their designee reserves the right to require the temporary or permanent removal, from the Contractor's roster of drivers to be employed under the contract, any driver who does not properly conduct himself/herself or maintain order and proper discipline among their passengers, or who shall operate their conveyance in a negligent or reckless manner, or who shall for any other reason be deemed unfit or unsuitable by the School Administration.

The Contractor will provide a log of driver attendance at mandated annual training to the Director of Business and Human Resources (Sudbury Public Schools) and the Director of Finance and Operations (Lincoln-Sudbury Regional School District).

Vehicles used to transport pupils shall not be used to display either inside or outside of the vehicles, any advertisement, political or other, without the express authorization of the Superintendent of Sudbury Public Schools or the Superintendent/Principal of Lincoln-Sudbury Regional School District or their designee.

Drivers will not take disciplinary action against any child. Cases that warrant such action should be reported on forms provided by the School Department in accordance with School Department policy and procedures. Nothing herein shall prevent a driver from reprimanding a child from action that might cause harm to him or others. Drivers have no authority to put a student off a bus or to deny transportation.

Drivers will make an inspection of their bus to insure the bus is in good running order prior to the start of the school bus runs. At the close of the routes, drivers must walk to the back of the bus to insure that no student remains on the bus and place an "EMPTY" placard in the rear window.

Every driver shall make a dry run, without cost to the school districts, over their route prior to the first day of actually transporting students.

All drivers must understand that **only** Sudbury Public Schools and Lincoln-Sudbury Regional School District students, with the exception of chaperones on school trips and an occasional school administrator for reviewing routes or student behavior, may be transported in these buses

unless prior permission of the Transportation Agent has been obtained. Violations of this procedure are cause for immediate dismissal of the driver.

Substitute Drivers: Substitute drivers shall be pre-qualified for the routes driven, to the maximum extent possible, at no extra cost to the school districts.. This means that the Contractor shall operate with an available reserve of “qualified” substitute drivers. Such qualifications shall be established by:

- ☐ holding a valid and current school bus driver’s license
- ☐ being familiar with the route(s) to be driven
- ☐ knowing the locations and starting and closing times of the schools and programs
- ☐ knowing the roads and their conditions over the course of the route(s) to be driven

All drivers must be able to speak and clearly communicate in the English language.

If the Contractor fails to comply with this section, the Contractor shall, as a condition for the awarding of the contract, pay the School Committee the amount specified not as a penalty but as liquidated damages for Breach of Contract for each calendar day. One Hundred Dollars (\$100.00) per day per bus – the amount of liquidated damages, is fixed and agreed upon by the Contractor and School Committee because of the extreme difficulty and impracticality of fixing and ascertaining the actual damages. Said amount shall be deducted from the Contract amount and, at the School Committee’s discretion, may be deducted from the monthly payment to the Contractor.

Student Conduct & Incident Reporting: Drivers are responsible for maintaining discipline on the bus. In the event of student misconduct that requires administrative intervention, the Driver is required to submit a written **Student Incident Report** to the school’s front office reception immediately upon arrival at the school during morning drop-off. For afternoon occurrences, reports must be submitted by 8:00 AM the following business day. Reports must include the student’s name, bus number, date, and a factual description of the incident. The Contractor shall ensure that standard incident report forms are available on every bus.

VIII. WAGE SCALE

The Conditions of Employment and Minimum State Wage Rates, as set forth by the Massachusetts Department of Labor and Industries shall prevail in the execution of work under this contract. The MINIMUM WAGE RATES as determined by the Commissioner of Labor and Industries under the provisions of Massachusetts General Laws, Chapter 71, Section 7A, is attached and becomes a part of this document.

The Contractor is required, upon request, to submit to the Director of Business and Human Resources (Sudbury Public Schools) and/or the Director of Finance and Operations (Lincoln-Sudbury Regional School District) certified weekly payroll reports which must contain the following: employee's name, address, occupational classification, hours worked (chargeable to contract) and wages paid.

IX. INSURANCE

The Contractor shall hold harmless and indemnify the Town of Sudbury, Town of Lincoln, and the

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Lincoln-Sudbury Regional School District, its officers, employees and agents, from and against all liability, damage, loss, claims, demands, and actions of any nature whatsoever, including the cost of defending any action, which arise out of or are connected with, or are claimed to arise out of or be connected with any of the transportation services provided to the Town of Sudbury, Town of Lincoln, and the Lincoln-Sudbury Regional School District under any said contract or contracts. The foregoing provision shall not be deemed to be released, waived, or modified by reason of any insurance provided there under by the Contractor.

The Contractor shall take out and maintain during the life of this contract such Public Liability and Property Damage Insurance as shall protect him from claims for damages for personal injury, including accidental death, as well as from claims for property damage, which may arise from operations under this contract, whether such operations be by him/her or by anyone directly or indirectly employed by him/her and the amount of such insurance shall be minimally certification of insurance with a ninety (90) days cancellation clause for:

Workers' Compensation

Auto Liability/Bodily Injury/Property Damage \$10,000,000 combined single limit

Uninsured Motorist - Bodily Injury \$500,000 each person/\$1,000,000 each accident

Under-Insured Motorist - Bodily Injury \$500,000 each person/\$1,000,000 each accident

General Liability \$1,000,000 per occurrence/\$2,000,000 aggregate

The insurance carrier on all policies must be rated B+ or greater and be an admitted carrier in the Commonwealth of Massachusetts.

The certificate of insurance for all of the required insurance shall contain the following language: "No cancellation of or change of or revision in the insurance by the Insurer or the Insured, the existence of which insurance is evidenced by this certificate, shall be valid unless written notice thereof is delivered to the Superintendent of Sudbury Public Schools and/or the Superintendent/Principal of Lincoln-Sudbury Regional School District at least ninety (90) days prior to the intended date of cancellation, change or revision, by certified mail."

Failure to provide and continue in force the required insurance shall be deemed a material breach of this contract and shall be cause for immediate termination thereof.

Prior to July 1 of each year of the contract, the Contractor shall deposit with the Superintendent of Sudbury Public Schools and the Superintendent/Principal of Lincoln- Sudbury Regional School District certificates from the insurer to the effect that the insurance policies required in the above section have been issued to the Contractor. The certificates must be in a form satisfactory to the Director of Business and Finance-Sudbury, and the Director of Finance and Operations- LSRSD (Lincoln - Sudbury Regional School District).

X. PRICE BASIS

The contract prices shall include the cost of fuel, garaging, oil, grease, repairs, wages of drivers, taxes, licenses, permits, certificates, insurance costs, and such other charges as are needed in connection with the contract work and to keep the school buses properly equipped and in good operating condition.

Wages: Under the provisions of Massachusetts General Laws Chapter 71, wages paid to motor bus operators must conform to the prevailing wage rate as determined by the Commissioner of Labor and Industries, a copy of which is attached in Appendix C.

XI. CONTRACT TERMS

The bid document to be submitted as a sealed bid requires that a bid amount be submitted for each year of the contract:

July 1, 2027 – June 30, 2028 – Fiscal Year 2028

July 1, 2028– June 30, 2029 – Fiscal Year 2029

July 1, 2029 – June 30, 2030 – Fiscal Year 2030

The bid for each contract year must be split out as to the cost for coordinated and uncoordinated bus transportation. If the number of routes is increased or decreased, the contract price shall increase or decrease accordingly, in an amount equal to the applicable unit price.

Definitions:

3-Way Coordinated: A bus that is scheduled to do three morning routes and three afternoon routes coordinated between Sudbury Public Schools and Lincoln-Sudbury Regional School District.

2-Way Coordinated: A bus that is scheduled to do two morning routes and two afternoon routes coordinated between Sudbury Public Schools and Lincoln-Sudbury Regional School District.

1-Way Uncoordinated: A bus that is scheduled to do one morning route and one afternoon route for Sudbury Public Schools and Lincoln-Sudbury Regional School District.

Lincoln Only: A bus that is scheduled to do the morning and afternoon route outside the Town of Sudbury which services only Lincoln, MA Students to and from Lincoln-Sudbury Regional School District.

Through this bid, the Sudbury Public School Committee and the Lincoln-Sudbury Regional School Committee are seeking a fixed cost for transportation services for each fiscal year.

The three years are added for a total bid for the contract. All bid numbers are to be submitted on the attached forms. The “low bid” will be determined by this total.

No adjustment clauses have been written into these bid specifications for fuel, insurance, or inflation factors.

The successful bidder shall assume responsibility for any cost factors imposed by the federal or state regulations subsequent to the signing of this contract.

XII. PAYMENTS

The Town of Sudbury and the Lincoln-Sudbury Regional School District agree to pay the Contractor in ten (10) monthly payments for services rendered under the contract based upon the yearly contract at the conclusion of each month, September through June, upon satisfactory performance of said service. The Contractor shall bill monthly by itemized invoice.

The above consideration to be paid by the school districts is based upon the transportation of pupils as specified in the aforesaid Specifications.

Should the Contractor be unable or unwilling to convey pupils on any school day during the term of this contract, whether because of breakdowns, motor difficulties, unsafe buses or other motor vehicles, negligence on the Contractor's part, strikes, riots, acts of God, or any other reason, then the daily compensation rate shall not be paid to the Contractor for such school days.

No assignment or subletting of the contract, or work, nor assignment of money due or to become due, shall be made without the written consent of the Sudbury Public Schools Committee and Lincoln-Sudbury Regional School District Committee. This shall include needing School Committee approval to transfer the contract should the company be sold to another company.

No compensation shall be due or made by the Sudbury Public Schools and Lincoln-Sudbury Regional School District Committee for non-conforming performance.

XIII. ASSUMPTION OF LOSS AND LIABILITY

The Contractor agrees that they shall pay for or cause to be paid for all labor performed or furnished, all materials used or employed in the performance of the work under this contract, and all rental or hire of appliances and equipment employed in such work.

The Contractor is retained solely for the purpose and to the extent set forth in this agreement. During the term of this contract, the Contractor's relationship to the Towns of Sudbury, and Lincoln, and the Lincoln-Sudbury Regional School District shall be that of an independent contractor. The Contractor shall have no capacity to involve the Towns of Sudbury, and Lincoln, and the Lincoln-Sudbury Regional School District in any contract or to incur any liability on the part of the Towns of Sudbury and Lincoln, and the Lincoln-Sudbury Regional School District. The Contractor shall agree to indemnify and save the Sudbury Public Schools Committee and Lincoln-Sudbury Regional School District Committee and the Towns of Sudbury and Lincoln harmless from any and all costs, loss, expenses, liability, damages or claims for damages, including costs of defending any action on account of any injury or damage done to buildings, property, or any person, firm corporation or association and on account of any injury, including death, to any person(s) arising or resulting from the services provided under the contract documents or from any act, omission or negligence of the Contractors, their agents or employees. The foregoing provisions shall not be deemed to be released, waived, or modified in any respect by reason of any surety or insurance provided by the contractors under the contract.

XIV. TERMINATION OF CONTRACT

The Town of Sudbury and Town of Lincoln, through the Sudbury Public Schools Committee and Lincoln-Sudbury Regional School District Committee, may terminate this contract.

- ☐ Termination may be based on default in performance, nonconformity in performance, breach of the terms and conditions of this contract, failure in any respect to perform the service with promptness and diligence, bankruptcy, receivership or a general assignment for the benefit of creditors or any other act which impairs the value of service under this contract.
- ☐ Termination may be based on the said Town of Sudbury and - Lincoln, and Lincoln-Sudbury Regional School District failing to lawfully appropriate sufficient funds for said transportation.

XV. LAWS AND PUBLIC POLICY

This contract is made subject to all laws of the Commonwealth of Massachusetts. Any clause which does not conform to such laws shall be void, and such laws shall be operative in lieu of such clause.

The Contractor shall keep itself fully informed of and agrees to comply with pertinent Federal, State, and municipal laws, ordinances, rules and regulations in any manner affecting the services embraced in this contract.

In the event that the Districts or any governmental agency imposes additional equipment requirements other than those set forth above on Contractor's vehicles during the term of this Agreement which are specific requirements for the operation of this contract or immediate installation is required for continuing operation of the vehicles, Contractor and District shall negotiate in good faith concerning price increases applicable to such equipment installation.

XVI. DESCRIPTION OF ROUTES

Current bus routes for Sudbury Public Schools as well as a Town of Sudbury map are available for review at the Sudbury Public Schools Transportation Office. Routes for the Lincoln-Sudbury Regional School District ([Lincoln](#) and [Sudbury Routes](#)) are available on the Lincoln - Sudbury website. Town of Lincoln and Sudbury maps are also available in the Lincoln -Sudbury Regional School District Business office.

The Transportation Agent shall have the authority to make such changes as they deems necessary in adjusting the number of buses, assignments of pupils, groups or routes, time and dates, assignment of monitors, or any other matters affecting the specific and unlimited right to eliminate, modify, add to, or revise any bus route in accordance with the needs of the Sudbury Public Schools and Lincoln-Sudbury Regional School District as determined by the Sudbury Superintendent of Schools and/or Lincoln-Sudbury Regional School District Superintendent/Principal, or their designee. Routes have been designed and implemented to maximize the capacity of each bus.

THE CONTRACTOR MUST HAVE A SUFFICIENT NUMBER OF SUBSTITUTE DRIVERS TO ENSURE ALL TRIPS CAN BE MADE AT THE SCHEDULED TIMES. THERE SHALL BE NO "DOUBLING-UP" OF TRIPS.

THE CONTRACTOR MUST HAVE SUFFICIENT DRIVERS AND EQUIPMENT TO HANDLE ATHLETIC TRIPS WITHOUT IMPACTING THE REGULAR DAILY ROUTES.

XVII. TIME SCHEDULES AND ADDITIONAL INFORMATION

Approximate scheduled school hours for the school year 2027-2028 are as follows.
No guarantees as to actual times are implied.

Routes and schedules are to accommodate class schedules and shall be determined by the Sudbury Public Schools and the Lincoln-Sudbury Regional School District. The following are the approximate schedules and may be changed for reasons which include, but are not limited to, time and learning mandates set by the Department of Education or for early release days as

scheduled for regular transportation:

	BEGIN	DISMISS
Lincoln-Sudbury Regional School District (LSRHS)	8:25 a.m.	3:14 p.m.
LSRHS – Early Release		1:55 p.m.
Curtis Middle School	8:30 a.m.	3:10 p.m.
Curtis Middle School Early Release		12:45 p.m.
Haynes, Loring, Nixon, Noyes Elementary	7:55 a.m.	2:25 p.m.
Haynes, Loring, Nixon, Noyes Elementary Early Release		11:45 a.m.

The schedule of route operation shall be maintained in such a manner that school children awaiting bus arrival shall not be required to wait longer than ten (10) minutes beyond the scheduled time of the stop. The first stop of any bus for any pupil in the Town shall not be before the time set on the bus schedule for that run.

On various occasions throughout the year, the public schools and the regional school district may dismiss early (day before Thanksgiving) or selected schools may dismiss early (high school mid- year and final exam days, workshop days. etc.). The contractor shall accommodate these early dismissals at no additional cost to the School Department.

The contractor will also agree to delay, at no additional cost, the morning routes on any day that the Superintendents of Schools institutes a delayed opening of school due to adverse conditions.

All routes, time schedules, etc. shall be fixed by the Directors of Business and Finance or designee. The School Committees reserve the right to change these routes from time to time without altering the contract or contract price.

Pickup and Discharge Points: The Director of Business and Human Resources (Sudbury Public Schools) and the Director of Finance and Operations (Lincoln-Sudbury Regional School District) reserves the right to change or designate additional pickup or discharge points when it is necessary for the safety and welfare of the children, with no additional cost to the Town of Sudbury or the Lincoln-Sudbury Regional School District.

Copies of the 2026-2027 school district calendars are attached (Appendix B) for reference purposes showing a representative sample of release days. All bid prices should reflect split dismissal times as required.

XVIII. ATHLETIC TRIPS, ACTIVITIES, AND FIELD TRIPS

The Contractor agrees to provide a bus(es) with qualified school bus operators to transport students to and from athletic and such other extracurricular activities (field trips) as the School Committee or Superintendent of Schools, Superintendent/Principal, or their designee, may request from time to time: only live mileage is to be paid for - excluding the mileage from the Contractor's garage to the first pickup point and from the last drop-off point to the Contractor's garage. At certain times, up to four (4) vehicles under this section may be required.

In the Bid Sheet for furnishing additional transportation for athletic and extracurricular trips (field trips), the bid will be submitted with a minimum charge and a per mile cost for the bus, and state a charge for waiting time which will be paid in excess of two (2) hours. Additional costs, such as for tolls and fees, should be included in the quoted prices per trip.

All physical standards of the bus(es) used for additional transportation and the operators of the buses shall conform to those requirements set forth in this specification.

Payment for services provided under this section will be paid upon receipt of an itemized invoice.

Sudbury Public Schools and Lincoln-Sudbury Regional School District Bus Transportation Bid

Submission of Bid Checklist

All bids submitted must be in a sealed envelope clearly labeled “School Bus Transportation Bid.”

All of the following items must be submitted with final sealed bid:

- ☐ Bid Submission Cover Sheet
- ☐ Bid Sheets – Regular Day Transportation
 - Late Bus and Athletic Trip
- ☐ Business Experience and Ability to Perform
- ☐ Description of Equipment to be used under the contract
- ☐ Certificate of Non-Collusion and Tax Compliance Certification
- ☐ Roster of Proposed Drivers
- ☐ Letter of Reference List recording all contracts held within the past ten (10) years
- ☐ Three (3) years of audited financial statements by a certified public accounting firm
- ☐ Bid deposit of \$15,000 made payable to the Lincoln- Sudbury Regional School District
- ☐ Certificate of Insurance and Insurability
- ☐ Garaging Plan
- ☐ Drug Policy and Testing Plan

BID SUBMISSION COVER SHEET

MUST ACCOMPANY ALL BIDS SUBMITTED

TO: Sudbury Public Schools Committee and Lincoln-Sudbury Regional School District School Committee, Sudbury, MA 01776

I (We) submit the attached bid for school bus transportation, agreeing to meet ALL REQUIREMENTS of the specifications and ALL INSTRUCTIONS contained in the Invitation for Bids, Notice to Bidders and Bid Sheet.

The undersigned understands that the Sudbury Public Schools Committee and Lincoln-Sudbury Regional School District Committee herein addressed reserves the right to waive any informalities, to reject any and all bids or any part thereof, and/or accept any bid or part thereof.

The undersigned certifies under penalties of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity or group of individuals.

With the above understanding, the undersigned proposes to furnish to the Sudbury Public Schools and Lincoln-Sudbury Regional School District student transportation, to comply in all respects with said specifications and to work in harmony and cooperation with the Sudbury Public Schools and Lincoln-Sudbury Regional School District, for the contract sums listed on the attached Bid Sheet.

SSN or Federal ID Number

Name of Company

Date

Signature of Corporate Officer

Typed Name & Title of Above Officer

Address

City

State

Zip

Seal

Telephone Number

Fax Number

BID EVALUATION FORM– REGULAR TRANSPORTATION**YEAR 1 - 2027 -2028**

1. Regular School Transportation	# Buses / Day	# School Days	Bid Price Cost / Bus / Day	Annual Cost
Coordinated 3 – Way Bus	0	180		
Coordinated 2 – Way Bus	25	180		
Uncoordinated 1 – Way Bus	2	180		
Lincoln Only	3	180		

2. Late Bus Transportation (if can't be Coordinated)	# Buses / Day	# School Days	Bid Price Cost / Bus / Day	Annual Cost
Lincoln-Sudbury High School Late Bus	2	150		

3. Athletic Trips				
175 Trips (based on 2.5 hour trip time plus 3 hour wait time)				

Important Note: For purposes of determining the lowest price, Sudbury Public Schools and Lincoln-Sudbury Regional School District have estimated the number of one-way; two-way; and three-way coordinated busses. The Sudbury Public Schools and Lincoln-Sudbury Regional School District reserve the right to change the coordinated schedule to utilize the fleet of busses most efficiently.

Total Annual Cost (Sum of 1. – 3.) Year 1:

BID EVALUATION FORM– REGULAR TRANSPORTATION**YEAR 2 - 2028 - 2029**

1. Regular School Transportation	# Buses / Day	# School Days	Bid Price Cost / Bus / Day	Annual Cost
Coordinated 3 – Way Bus	0	180		
Coordinated 2 – Way Bus	25	180		
Uncoordinated 1 – Way Bus	2	180		
Lincoln Only	3	180		

2. Late Bus Transportation (if can't be Coordinated)	# Buses / Day	# School Days	Bid Price Cost / Bus / Day	Annual Cost
Lincoln-Sudbury High School Late Bus	2	150		

3. Athletic Trips				
175 Trips (based on 2.5 hour trip time plus 3 hour wait time)				

Important Note: For purposes of determining the lowest price, Sudbury Public Schools and Lincoln-Sudbury Regional School District have estimated the number of one-way; two-way; and three-way coordinated busses. The Sudbury Public Schools and Lincoln-Sudbury Regional School District reserve the right to change the coordinated schedule to utilize the fleet of busses most efficiently.

Total Annual Cost (Sum of 1. – 3.) Year 2:

BID EVALUATION FORM– REGULAR TRANSPORTATION**YEAR 3 - 2029 - 2030**

1. Regular School Transportation	# Buses / Day	# School Days	Bid Price Cost / Bus / Day	Annual Cost
Coordinated 3 – Way Bus	0	180		
Coordinated 2 – Way Bus	25	180		
Uncoordinated 1 – Way Bus	2	180		
Lincoln Only	3	180		

2. Late Bus Transportation (if can't be Coordinated)	# Buses / Day	# School Days	Bid Price Cost / Bus / Day	Annual Cost
Lincoln-Sudbury High School Late Bus	2	150		

3. Athletic Trips				
175 Trips (based on 2.5 hour trip time plus 3 hour wait time)				

Important Note: For purposes of determining the lowest price, Sudbury Public Schools and Lincoln-Sudbury Regional School District have estimated the number of one-way; two-way; and three-way coordinated busses. The Sudbury Public Schools and Lincoln-Sudbury Regional School District reserve the right to change the coordinated schedule to utilize the fleet of busses most efficiently.

Total Annual Cost (Sum of 1. – 3.) Year 3:

BID EVALUATION FORM – REGULAR TRANSPORTATION

YEAR 4 - 2030 - 2031

1. Regular School Transportation	# Buses / Day	# School Days	Bid Price Cost / Bus / Day	Annual Cost
Coordinated 3 – Way Bus	0	180		
Coordinated 2 – Way Bus	25	180		
Uncoordinated 1 – Way Bus	2	180		
Lincoln Only	3	180		

2. Late Bus Transportation (if can't be Coordinated)	# Buses / Day	# School Days	Bid Price Cost / Bus / Day	Annual Cost
Lincoln-Sudbury High School Late Bus	2	150		

3. Athletic Trips				
175 Trips (based on 2.5 hour trip time plus 3 hour wait time)				

Important Note: For purposes of determining the lowest price, Sudbury Public Schools and Lincoln-Sudbury Regional School District have estimated the number of one-way; two-way; and three-way coordinated busses. The Sudbury Public Schools and Lincoln-Sudbury Regional School District reserve the right to change the coordinated schedule to utilize the fleet of busses most efficiently.

Total Annual Cost (Sum of 1. – 3.) Year 4:	
---	--

BID EVALUATION FORM – REGULAR TRANSPORTATION

YEAR 5 - 2031 - 2032

1. Regular School Transportation	# Buses / Day	# School Days	Bid Price Cost / Bus / Day	Annual Cost
Coordinated 3 – Way Bus	0	180		
Coordinated 2 – Way Bus	25	180		
Uncoordinated 1 – Way Bus	2	180		
Lincoln Only	3	180		

2. Late Bus Transportation (if can't be Coordinated)	# Buses / Day	# School Days	Bid Price Cost / Bus / Day	Annual Cost
Lincoln-Sudbury High School Late Bus	2	150		

3. Athletic Trips				
175 Trips (based on 2.5 hour trip time plus 3 hour wait time)				

Important Note: For purposes of determining the lowest price, Sudbury Public Schools and Lincoln-Sudbury Regional School District have estimated the number of one-way; two-way; and three-way coordinated busses. The Sudbury Public Schools and Lincoln-Sudbury Regional School District reserve the right to change the coordinated schedule to utilize the fleet of busses most efficiently.

Total Annual Cost (Sum of 1. – 3.) Year 5:	
---	--

TOTAL COST FOR REGULAR TRANSPORTATION
--

Total Annual Cost Year 1:	
Total Annual Cost Year 2:	
Total Annual Cost Year 3:	
Total Annual Cost Year 4:	
Total Annual Cost Year 5:	

Total Contract Value - Regular Transportation Years 1 – 5:	
---	--

SIGNATURE: _____

PRINTED NAME: _____

COMPANY NAME: _____

DATE: _____

BID EVALUATION FORM – LATE BUS AND ATHLETIC TRIPS

YEAR 1 - 2027 - 2028

Late Bus Transportation (if can't be Coordinated)	# Buses / Day	# School Days	Bid Price Cost / Bus / Day	Annual Cost
Lincoln-Sudbury High School Late Bus	2	150		
Athletic Trips				
175 Trips (based on 2.5 hour trip time plus 3 hour wait time)				

YEAR 2 - 2028 - 2029

Late Bus Transportation (if can't be Coordinated)	# Buses / Day	# School Days	Bid Price Cost / Bus / Day	Annual Cost
Lincoln-Sudbury High School Late Bus	2	150		
Athletic Trips				
175 Trips (based on 2.5 hour trip time plus 3 hour wait time)				

YEAR 3 - 2029 - 2030

Late Bus Transportation (if can't be Coordinated)	# Buses / Day	# School Days	Bid Price Cost / Bus / Day	Annual Cost
Lincoln-Sudbury High School Late Bus	2	150		
Athletic Trips				
175 Trips (based on 2.5 hour trip time plus 3 hour wait time)				

YEAR 4 - 2030 - 2031

Late Bus Transportation (if can't be Coordinated)	# Buses / Day	# School Days	Bid Price Cost / Bus / Day	Annual Cost
Lincoln-Sudbury High School Late Bus	2	150		
Athletic Trips				
175 Trips (based on 2.5 hour trip time plus 3 hour wait time)				

YEAR 5 - 2031 - 2032

Late Bus Transportation (if can't be Coordinated)		# Buses / Day	# School Days	Bid Price Cost / Bus / Day	Annual Cost
Lincoln-Sudbury High School Late Bus		2	150		
Athletic Trips					
175 Trips (based on 2.5 hour trip time plus 3 hour wait time)					

BID EVALUATION FORM – LATE BUS AND ATHLETIC TRIPS
--

Total Annual Cost Year 1:	
Total Annual Cost Year 2:	
Total Annual Cost Year 3:	
Total Annual Cost Year 4:	
Total Annual Cost Year 5:	

Total Contract Value – Late Bus and Athletic Trip Transportation Years 1 – 5:	
--	--

SIGNATURE: _____

PRINTED NAME: _____

COMPANY NAME: _____

DATE: _____

ALTERNATE FORM – ELECTRIC BUS REPLACEMENT

ADD ALTERNATE #1: Electric School Bus (EV) Pilot (Sudbury Only Routes)

Provide an additional 'per-bus, per-day' cost (or credit) to replace a standard diesel bus with an Electric School Bus (Type C or D) specifically for the Sudbury-only routes.

- **Contractor Responsibility:** The Contractor shall be responsible for all costs associated with charging infrastructure, utility upgrades at the garaging location, and vehicle maintenance.
- **Operational Standards:** EV buses must have a minimum range of 100 miles on a single charge and be equipped with battery thermal management systems for winter operations.
- **Data Sharing:** The Contractor must provide the District with monthly 'Greenhouse Gas Reduction' reports based on the mileage of these EV units."

Per-bus Per-day Cost Year 1:	
Per-bus Per-day Cost Year 2:	
Per-bus Per-day Cost Year 3:	

SIGNATURE: _____

PRINTED NAME: _____

COMPANY NAME: _____

DATE: _____

BUSINESS EXPERIENCE AND ABILITY TO PERFORM

1. How long have you been in the school bus transportation business?

Established - _____

Years Incorporated - _____

2. How many school buses do you own at present? _____ Buses

3. With what school department (s) are you now under contract? Number of buses committed to each contract?

Town	Number of Buses	Contact Person	Phone Number

4. List office personnel, telephone numbers, maintenance staff, maintenance facilities, spare motor vehicle equipment, other.

5. State plan for the location and garaging of buses used to provide transportation services to the Sudbury Public Schools and Lincoln-Sudbury Regional School District.

6. Include other pertinent information as required for your bid including:

Evidence/description of driver training program

Evidence/description of drug testing program

7. Have you/your company defaulted on a contract, had a contract terminated for cause or had a contract under suspension, suspended or revoked, or declared bankruptcy within the last five (5) years?

_____ Yes _____ No

8. Is your firm involved with current or pending bankruptcy proceedings and/or other current or pending litigation? If yes please provide:

9. Attach a list of references including the names and phone numbers of a contact person for all contracts you have held within the last ten (10) years including dates.

10. Please describe the maintenance program for all equipment.

Maintenance Facility: _____

Location _____

Staffing _____

Capability: _____

Description of Preventative Maintenance Program:

Description of Equipment

Please complete for all equipment included in this bid

Vehicle ID Number_____Model Year_____Seating Capacity _____

Make of Chassis_____Make of Body _____

Present Mileage_____Mileage Rating _____

Type of Fuel_____Number of Heaters_____Present Condition _____

**SUDBURY PUBLIC SCHOOLS
AND LINCOLN-SUDBURY REGIONAL SCHOOL
DISTRICT**

SCHOOL BUS TRANSPORTATION BID

To: The Sudbury Public School Committee and the Lincoln-Sudbury Regional School Committee

CERTIFICATE OF NON-COLLUSION

The undersigned certifies under penalties of perjury that this bid or proposal has been made and submitted in good faith and with collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity or group of individuals.

Signature of individual submitting bid or proposal_____

Title_____Name of Business _____

TAX COMPLIANCE CERTIFICATION

Pursuant to M.G.L. c. 62C, §49A, I certify under the penalties of perjury that, to the best of my knowledge and belief, I am in compliance with all laws of the Commonwealth relating to taxes.

Signature of individual submitting bid or proposal_____

Title_____Name of Business _____

APPENDIX A - TRANSPORTATION CONTRACT SUDBURY PUBLIC SCHOOLS AND LINCOLN-SUDBURY REGIONAL SCHOOL DISTRICT

THIS AGREEMENT is made this ___ day of _____ in the year ____ by and between the Sudbury Public Schools, having a usual place of business of 40 Fairbank Road, Sudbury, Massachusetts and the Lincoln-Sudbury Regional School District, duly organized under the laws of Massachusetts and having a usual place of business at 390 Lincoln Road, hereinafter referred to as the “Districts”, and _____, having a usual place of business at _____, hereinafter referred to as the “Contractor.”

WITNESSETH, as follows, that the Contractor agrees to furnish regular, athletic and late bus transportation, and deliver for the Sudbury Public Schools and the Lincoln-Sudbury Regional School District, pupils attending the schools from such places and at such times and for such considerations as is set forth in the Transportation Specifications dated October 15, 2026 (Invitation for Bids, Bid Forms, and other specifications) which are annexed hereto and made a part hereof, and are to be applicable for the duration of the contract, except as they may later be amended by mutual agreement.

This Agreement shall be for the period commencing July 1, 2027 through June 30, 2030. The term may be extended for up to two additional years as specified in the Invitation for Bid and at the prices bid by the Contractor.

The Districts’ agree to pay the Contractor said consideration in monthly payments, as per the specification, for services rendered under the Contract based upon the yearly contract price per route, September through June, upon satisfactory performance of said service on all days when schools are in session and transportation is furnished.

The Contractor agrees to comply with all the Massachusetts statutes applicable to the transportation of school children and any failure to comply with such statutes shall be deemed to be a breach of this Contract.

The said Contractor expressly warrants that said vehicles used by it in the performance of this Contract shall be fit for the purpose for which they are intended and shall be free from all defects and that the drivers operating these vehicles shall be duly licensed and capable of performing the duties required herein.

Each and every provision of law and clause required by law to be inserted in the Contract shall be deemed to be inserted herein and the Contract shall be read and enforced as though it were included herein and if through mistake or otherwise any such provision is not inserted, or it is not correctly inserted, then upon application of either party the Contract shall forthwith be physically amended to make such insertion.

This Contract shall not be assigned nor any part thereof be sublet without the written consent of the Sudbury Public Schools and the Lincoln-Sudbury Regional School District, acting by and through their School Committees.

IN WITNESSETH WHEREOF, the parties hereto have executed this Agreement on this day and year first above written.

SUDBURY PUBLIC SCHOOLS

By

XXXXXXX, Chair

LINCOLN-SUDBURY REGIONAL SCHOOL DISTRICT

By

XXXXXXX, Chair

CONTRACTOR

By_____

Company Name_____

By_____

Title_____

Appendix B – School Calendar

Sudbury Public Schools 2026-2027 Calendar

	No School Days
	Staff PD Days; No School for Students
	Early Release Days
	First and Last Days of School
	Open House Dates

JULY

4 NO SCHOOL

JULY 2026						
S	M	T	W	Th	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

JANUARY 2027 (18)						
S	M	T	W	Th	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

JANUARY

1 NO SCHOOL
13 Early Release
18 NO SCHOOL
XX Kickoff to Kindergarten
25 ES Term 1 Ends
27 Prof Development Day (NO SCHOOL)

AUGUST

26-27 New Teacher Orientation
27 New (to Sudbury) Student Orientation
31 Prof Development (Staff Return)

AUGUST 2026						
S	M	T	W	Th	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

FEBRUARY 2027 (15)						
S	M	T	W	Th	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28						

FEBRUARY

15 NO SCHOOL
16-19 February Break (NO SCHOOL)
24 Early Release

SEPTEMBER

1 Prof Development Day 2
2 First Day Grades 1-8
2-4 K & PK Welcome Days
7 NO SCHOOL
8 First Day K & PK
10 Loring Open House
16 Early Release
17 Noyes Open House
21 NO SCHOOL
23 Haynes Open House - 24 Nixon Open House
30 Early Release and Curtis Open House (Gr 6)

SEPTEMBER 2026 (19)						
S	M	T	W	Th	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

MARCH 2027 (22)						
S	M	T	W	Th	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

MARCH

3 Early Release P/T Conferences
10 Early Release P/T Conferences
16 MS Term 2 Ends
17 Early Release P/T Conferences
26 NO SCHOOL

OCTOBER

1 Curtis Open House (Gr 7 & 8)
7 Early Release
12 NO SCHOOL
21 Early Release

OCTOBER 2026 (21)						
S	M	T	W	Th	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

APRIL 2027 (17)						
S	M	T	W	Th	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

APRIL

7 Early Release
19 NO SCHOOL
20-23 April Break (NO SCHOOL)
28 Early Release

NOVEMBER

4 Early Release P/T Conferences
11 NO SCHOOL
18 Early Release P/T Conferences
25 Early Release
26-27 NO SCHOOL

NOVEMBER 2026 (18)						
S	M	T	W	Th	F	S
						1
2	3	4	5	6	7	
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

MAY 2027 (20)						
S	M	T	W	Th	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

MAY

19 Early Release
31 NO SCHOOL

DECEMBER

2 Early Release P/T Conferences
2 MS Term 1 Ends
16 Early Release
24-31 NO SCHOOL

DECEMBER 2026 (17)						
S	M	T	W	Th	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

JUNE 2027 (13)						
S	M	T	W	Th	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

JUNE

2 Early Release
17 Last Day of School (180) - Early Release
18 NO SCHOOL
25 185th Day of School - Early Release

L-S CALENDAR 2026-2027

August							September 2026							19							August 2026							February 2027							February 2027							15						
Su	M	T	W	Th	F	S	31	Teacher Workshop Day						10	Professional Day-Early Dismissal						Su	M	T	W	Th	F	S																					
30	31	1	2	3	4	5	September 2026						TBD	College Admissions Seminar						7	1	2	3	4	5	6																						
6	7	8	9	10	11	12	1	9th Grade Orientation/Teacher Workshop Day						15	Presidents' Day						14	8	9	10	11	12	13																					
13	14	15	16	17	18	19	2	First Day For All Students/9-11 Grade Portraits						16-19	Winter Recess						21	15	16	17	18	19	20																					
20	21	22	23	24	25	26	7	Labor Day																																								
27	28	29	30				16	9th Grade Parents' Night/Back to School Night																																								
							21	Yom Kippur																																								
October 2026							21							October 2026							March 2027							March 2027							22													
Su	M	T	W	Th	F	S	7	Warnings						8	Warnings						Su	M	T	W	Th	F	S																					
				1	2	3	12	Columbus Day / Indigenous Peoples' Day						4	8th Grade Curriculum Night							1	2	3	4	5	6																					
4	5	6	7	8	9	10	TBD	Financial Aid Night						9	Eid al-Fitr						7	8	9	10	11	12	13																					
11	12	13	14	15	16	17								23-24	MCAS						14	15	16	17	18	19	20																					
18	19	20	21	22	23	24								26	Good Friday-Early Dismissal						21	22	23	24	25	26	27																					
25	26	27	28	29	30	31																																										
November 2026							18							November 2026							April 2027							April 2027							17													
Su	M	T	W	Th	F	S	3	1st Quarter Ends (42 days)						2	3rd Quarter Ends (44 days)						Su	M	T	W	Th	F	S																					
1	2	3	4	5	6	7	11	Veterans Day						19	Patriots' Day										1	2	3																					
8	9	10	11	12	13	14	25	Early Dismissal						20-23	April Recess						4	5	6	7	8	9	10																					
15	16	17	18	19	20	21	26-27	Thanksgiving Recess																																								
22	23	24	25	26	27	28																																										
29	30																																															
December 2026							17							December 2026							May 2027							May 2027							20													
Su	M	T	W	Th	F	S	2	Professional Day-Early Dismissal						11	Warnings						Su	M	T	W	Th	F	S																					
		1	2	3	4	5	9	Warnings						18-19	MCAS													1																				
6	7	8	9	10	11	12	25	Christmas Day						31	Memorial Day						2	3	4	5	6	7	8																					
13	14	15	16	17	18	19	24-1	December Recess																																								
20	21	22	23	24	25	26																																										
27	28	29	30	31																																												
January 2027							18							January 2027							June 2027							June 2027							18													
Su	M	T	W	Th	F	S	1	New Year's Day						2-3	MCAS						Su	M	T	W	Th	F	S																					
					1	2	4	Classes Resume						6	Graduation								1	2	3	4	5																					
3	4	5	6	7	8	9	14	2nd Quarter Ends (42 Days)						TBD	9-11 Grade Awards Assembly						6	7	8	9	10	11	12																					
10	11	12	13	14	15	16	15-21	Assessment Period						18	Recognize Juneteenth						13	14	15	16	17	18	19																					
17	18	19	20	21	22	23	18	Martin Luther King Day						21	4th Quarter Ends--(49 days)						20	21	22	23	24	25	26																					
24	25	26	27	28	29	30	22	Teacher Workshop Day						22-25	Assessment Period						27	28	29	30																								
														28	Teacher Workshop Day																																	
																					150th Day of School--June 17 155th Day of School--June 25							The last day for students is June 25 with 5 school closure days																				
White Week							Midyear/Final							No School							Alternative Schedule or Early Dismissal							Total School Days																				
Blue Week							MCAS							Quarter Ends							School Break							185							FY' 2027													
Teacher Workshops							Holiday-State/Fed/Religious							Italic-End of 4th Quarter																																		

Appendix C – Prevailing Wage



THE COMMONWEALTH OF MASSACHUSETTS
EXECUTIVE OFFICE OF LABOR AND WORKFORCE DEVELOPMENT
DEPARTMENT OF LABOR STANDARDS
Prevailing Wage Rates

MAURA HEALEY
Governor
KIM DRISCOLL
Lt. Governor

As determined by the Director under the provisions of the
Massachusetts General Laws, Chapter 149, Sections 26 to 27H

LAUREN JONES
Secretary
MICHAEL FLANAGAN
Director

Awarding Authority:	Sudbury Public School Committee and the Lincoln-Sudbury Regi	City/Town:	SUDBURY
Wage Request No:	20161104-024U1	Job Location:	40 Fairbank Road
Description of Work:	Provide student transportation for two school districts - Sudbury Public Schools and Lincoln Sudbury Regional School District.		
Contract Number:	17-01		

G.L. 149 §§ 27F, 27G, 27H, & G.L. 71 § 7A Project

This Prevailing Wage Schedule establishes the minimum wage rates that employees on this public works project must be paid. The project's Wage Request Number is listed above and on all pages of this Schedule. This schedule applies only to this specific project.

Awarding Authority Responsibilities

- You must include this Prevailing Wage Schedule (PWS) or an appropriate reference to it in all advertisements and calls for bids.
- The PWS must be incorporated in its entirety into all contracts for this project.
- The wage rates on this PWS will remain in effect for the duration of the project unless this PWS does not list wage rates for each year covered by the contract. In that situation, you must ask DLS for an updated Schedule. Do this at least 1 month before the first period for which rates are missing.
- You must also ask for an updated PWS if you renew or extend this contract, or if you have not opened bids or selected a contractor within 90 days of the date of issuance on this Schedule.
- You must provide any updated PWS to all contractors working on this project, including general and sub-contractors.
- Awarding authorities have other prevailing wage responsibilities not listed above. Learn more at: [\[Prevailing wage: for awarding authorities | Mass.gov\]](#) and G.L. 149 §§ 27F, 27G, 27H, & G.L. 71 § 7A

Contractor Responsibilities

- You must pay all employees who perform construction work on this project at least the wage rate listed on this PWS. **Warning!** If you do not follow this requirement, you can face civil fines, criminal charges, or private lawsuits.
- You should post this Schedule at the worksite where it can be easily seen.
- You cannot pay any employees at the apprentice rates listed on this PWS unless they are registered with the Massachusetts Division of Apprentice Standards (DAS). Qualifying apprentices must be paid at the applicable step rate and must carry their apprentice ID card during all work hours on the project. Apprentices not registered with DAS must be paid at the listed journeyworker's rate, even if they are registered with a different federal/state public agency or private entity.
- If you don't know what classification or rate applies to the work being performed, you must ask DLS; paying the wrong rate subjects you to enforcement.
- Please contact DLS if you have any questions about the Prevailing Wage Schedule: (617) 626-6953 or DLS.Feedback@mass.gov

Employees who are not paid the wage listed on the Prevailing Wage Schedule (PWS) may file a complaint with the Attorney General's Fair Labor Division: www.mass.gov/ago/flid; (617) 727-3465.

School Bus:

Classification	Effective Date	Base Wage	Health	Pension	Annuity	Supplemental Unemployment	Total Rate
Athletic/ Field Trips/ Extra-Curricular	9/1/2026	\$27.59	\$0.00	\$0.00	\$0.00	\$0.00	\$27.59
SCHOOL BUS - 170 / FIRST STUDENT	9/1/2027	\$28.14	\$0.00	\$0.00	\$0.00	\$0.00	\$28.14
SCHOOL BUS - 170 TEAMSTERS/1st Student-SUDBURY							
School Bus Driver	9/1/2026	\$35.35	\$0.00	\$0.00	\$0.00	\$0.00	\$35.35
SCHOOL BUS - 170 / FIRST STUDENT	9/1/2027	\$36.76	\$0.00	\$0.00	\$0.00	\$0.00	\$36.76
SCHOOL BUS - 170 TEAMSTERS/1st Student-SUDBURY							

APPENDIX D - ROSTER OF PROPOSED BUS DRIVERS

1. Name _____ Telephone _____

Address _____

Lic # _____

2. Name _____ Telephone _____

Address _____

Lic # _____

3. Name _____ Telephone _____

Address _____

Lic # _____

4. Name _____ Telephone _____

Address _____

Lic # _____

5. Name _____ Telephone _____

Address _____

Lic # _____

6. Name _____ Telephone _____

Address _____

Lic # _____

7. Name _____ Telephone _____

Address _____

Lic # _____

8. Name _____ Telephone _____

Address _____

Lic # _____

9. Name _____ Telephone _____

Address _____

Lic # _____

10. Name _____ Telephone _____

Address _____

Lic # _____

11. Name _____ Telephone _____

Address _____

Lic # _____

12. Name _____ Telephone _____

Address _____

Lic # _____

13. Name _____ Telephone _____

Address _____

Lic # _____

14. Name _____ Telephone _____

Address _____

Lic # _____

15. Name _____ Telephone _____

Address _____

Lic # _____

16. Name _____ Telephone _____

Address _____

Lic # _____

17. Name _____ Telephone _____

Address _____

Lic # _____

18. Name _____ Telephone _____

Address _____

Lic # _____

19. Name _____ Telephone _____

Address _____

Lic # _____

20. Name _____ Telephone _____

Address _____

Lic # _____

**Sudbury Public Schools
School Committee Meeting**

Date: September 28, 2026

Agenda Item: 4g - Supporting Jewish Students

Recommendation:

Motion to task (member name) to draft charge for PAC supporting Jewish students

Background / Preparation Information:

At our last meeting we discussed setting up a PAC that supports Jewish students in SPS. The committee was generally in favor and left the discussion that we would think more about this topic. In this meeting I would like to continue our discussion and determine if the Committee is interested in asking a member to work on a draft charge to bring back to a subsequent meeting.

Attachments:

Action: XX **Report:** **Discussion:** XX

**Sudbury Public Schools
School Committee Meeting**

Date: September 28, 2026

Agenda Item: 4h - Policy BGB: Step 2
i. ACL PROTECT Act

Recommendation:

Background / Preparation Information:

We are on Step 2 of Policy BGB: Discussion item - reading of the proposed policy or policies; response from Superintendent; report from any advisory committee assigned responsibility in the area; Committee discussion and directions for any redrafting. Please review the policy and guidance from Governor Healey and bring any questions, comments or suggestions. We will bring this policy back for Step 3 in a subsequent meeting.

Attachments:
Healy Guidance

Action: XX **Report:** **Discussion:** XX

MAURA T. HEALEY

GOVERNOR



STEPHEN ZRIKE JR., Ed. D

SECRETARY

KIMBERLEY DRISCOLL

LT. GOVERNOR

EXECUTIVE OFFICE OF
EDUCATION

Guidance for K-12 Schools Related to Interacting with Civil Law Enforcement

August 21, 2026

The Governor's Office, the Executive Office of Education (EOE), and the Department of Elementary and Secondary Education (DESE) issue this guidance pursuant to *An Act promoting rule of law, oversight, trust and equal constitutional treatment* ("PROTECT Act" or "Act"). [Stat. 2026, c. 163](#), §§ 1–24. Please review this guidance together with DESE's Model Policy, for adoption by school committees and boards of trustees, and DESE's Model Procedures, for implementation by superintendents and executive directors, also released today.

In preparing this guidance, as well as the Model Policy and Model Procedures, DESE consulted with the Attorney General's Office, the Massachusetts Association of School Committees, the Massachusetts Association of 766 Approved Private Schools and numerous other stakeholders, consistent with the Act. As to the recommendations and obligations for K-12 schools, this guidance supersedes the *Recommendations For Entities Providing Education and Child Care Services Related to Interacting with Federal Immigration Officers* issued in May 2026 pursuant to the Governor's Executive Order 650: Protecting Access to Essential Services and Keeping Massachusetts Communities Safe.

I. Introduction

On August 5, 2026, Governor Maura Healey signed the PROTECT Act. It is now the law in Massachusetts that, except as required by state or federal law or as required for the Commonwealth or its subdivisions to administer a state or federally supported or funded program, civil arrests, including for federal immigration enforcement, **are not allowed** in the following nonpublic areas: school grounds during operating hours (defined below), without a Judicial Warrant or Judicial Order.¹

¹ This guidance addresses the protections against civil arrests adopted in the PROTECT Act. Other constitutional protections limit civil law enforcement access to nonpublic places, regardless of whether the purpose is an arrest, without a Judicial Warrant or Judicial Order.

The Act requires that school committees, collaborative schools, and charter school boards of trustees ensure that every school under their jurisdiction has a written policy (described in the Act as an “emergency response plan”) that addresses student and staff safety relating to interactions with law enforcement agents engaged in civil law enforcement.² Under the Act, that plan must reflect the seven required elements of the DESE Model Policy: (1) identification and designation of a person(s) at each school and the district/administrative office as the individual(s) responsible for having primary contact with law enforcement agents; (2) procedures for contacting the designated authorized person(s), who will contact the school’s attorney; (3) procedures for documenting interactions with law enforcement agents on school grounds; (4) procedures for notifying a parent or guardian (or the student if 18 years or older or emancipated) if a law enforcement agent requests access to a student or to a student’s information for any civil law enforcement purpose; (5) procedures following the confirmation of law enforcement agents engaged in civil law enforcement on school grounds, including procedures to notify parents and guardians, teachers, administrators, and school personnel in a manner that ensures the confidentiality and privacy of any potentially identifying information; (6) a plan to confirm and update students’ emergency contacts and allow for more than one person to be listed; and (7) a plan to share these procedures and policies with students and families, including on the school website. Policies and procedures should apply equally to all forms of law enforcement and should be focused on maintaining student safety.

II. Definitions

This guidance uses the following words and phrases consistent with the PROTECT Act:

“Civil arrest” means an arrest that is not for the purpose of preparing the person subject to such arrest for criminal prosecution for an alleged violation of a state or federal criminal law. Civil arrests may be authorized by, among other things: (1) a parole warrant issued under G.L. c. 127, § 149A, or a probation warrant issued under G.L. c. 279, § 3; (2) state law permitting protective custody for incapacitated and intoxicated persons, G.L. c. 111B § 8, or (3) an administrative warrant issued by a federal agency like the United States Immigration and Customs Enforcement (ICE) agency for violations of the federal Immigration and Nationality Act, or related civil immigration enforcement efforts.

“Civil law enforcement” means efforts to investigate, enforce or assist in the investigation or enforcement of state or federal civil law, including, but not limited to, any federal civil immigration law. For added context, civil law enforcement often relates to preventative detention for an individual’s safety or security, enforcement of civil actions in court,

² While the PROTECT Act does not require private K-12 schools to adopt such policies, we encourage them to do so, consistent with this guidance and the *Recommendations For Entities Providing Education and Child Care Services Related to Interacting with Federal Immigration Officers*, which remain in effect for K-12 private schools and private (independent) colleges and universities.

or immigration law enforcement. In contrast, criminal law enforcement involves the investigation and enforcement of state or federal criminal laws (like those outlawing theft and assault). Note that law enforcement officers (defined below) can engage in civil law enforcement and/or criminal law enforcement.

“Judicial Warrant” or **“Judicial Order”** refers to an arrest warrant or other judicial order, signed by a judge or magistrate sitting in the judicial branch of a local or state government or of the federal government, authorizing an arrest. *See* Appendix A for examples.

“Law enforcement officer” or **“officer”** means any agent or officer of a federal, state, county, municipal, or district law enforcement agency, including but not limited to local police departments, sheriffs, constables, the Massachusetts State Police, the United States Immigration and Customs Enforcement (ICE) agency, the United States Customs and Border Protection (CBP) agency, and the United States Department of Homeland Security (DHS).

“Operating hours” means regular school hours, student drop off and pick up windows, before-school and after-school programming, and school-sponsored events.

“School” means a school administered by the school department of a city, town or regional school district; a county agricultural school; an independent vocational school or a vocational school operated by a county; a Commonwealth charter school or a Horace Mann charter school established under G.L. c. 71, § 89 (“charter school”); a special day school or other day facility or a short or long term residential school providing educational programs for children with disabilities established pursuant to chapter 71B and in accordance with chapter 766 of the acts of 1972; or a school operated by an education collaborative established under G.L. c. 40, § 4E (“collaborative school”).

“School district” means the school department of a city or town, a regional school district, an independent vocational school or a vocational school or agricultural school operated by a county.

“School grounds” means the main school building(s) and any other building or property owned or controlled by a school or school district and used by the school in direct support of or in a manner related to the school’s educational or athletic purpose. This includes playgrounds, fields, parking lots, recreation areas, athletic fields, courts, competition areas and other locations owned or controlled and used for school-related purposes, whether or not physically connected to the main school building(s). During operating hours, as defined above, school grounds are nonpublic.³

³ Although bus stops are generally not considered “school grounds,” please see Section III(C) (Escalation Protocol) for recommendations on how to handle law enforcement activity at bus stops.

III. Guidance Regarding Interactions with Law Enforcement Officers Engaged in Civil Law Enforcement

This guidance includes the topics required by the PROTECT Act, marked with an asterisk (*), and other information that the Governor’s Office, Attorney General’s Office, EOE, and DESE deem relevant to schools.

A. General Guidance for Interacting with Law Enforcement Officers

A written procedure should provide general advice for employees/staff and administrators about how to interact with law enforcement officers engaged in civil law enforcement, including:

1. Employees, staff, and administrators are encouraged to remain calm when engaging with law enforcement officers.
2. Employees, staff, and administrators should never attempt to physically interfere with law enforcement activities, nor should they feel compelled to approach a law enforcement officer or engage with them first.
3. If employees and staff feel unsafe engaging with law enforcement officers, they can decline to interact with the officers and instead rely on administrators, as described below.

Civil arrests are not allowed on school grounds during operating hours, unless law enforcement officers have a Judicial Warrant or Judicial Order.⁴ If law enforcement officers proceed to conduct a civil arrest in these areas in violation of the PROTECT Act, no one should attempt to physically interfere with them; rather, on-site staff should follow the guidance for bystanders to document an interaction, included in Section III(G) (Documentation of Interactions) and Section IV(B) (Rights of Bystanders) below. After law enforcement has left the school grounds, the school should report the incident to the Attorney General’s Office Civil Rights Division.

B. Designated Contact Person(s)*

Under the PROTECT Act, schools must designate a contact person in the principal’s office (“school-level contact person”) and an authorized contact at the Superintendent’s or Executive Director’s office (“district-level contact person”) to be notified if law enforcement officers arrive on site or request information.⁵ Different people may serve as the designated

⁴ As noted in Section III(M) (Existing Obligations), nothing in this guidance prohibits appropriate cooperation with authorities, including police, fire departments, emergency medical services, child protective authorities, or other public safety officials, responding to an emergency, protecting a child from abuse or neglect, or otherwise exercising lawful authority unrelated to civil law enforcement.

⁵ If the school does not have a district office or administrative office that is distinct from the school itself, it may be appropriate to have the same contact person serve as the school-level contact person and district-level contact person.

contact person at different times throughout the day, and you should strongly consider naming at least one “back up” contact person at the school- and district-levels. We recommend that (1) the highest-ranking administrator or manager at the school serve as the primary designated school-level contact person, and (2) the Superintendent, Executive Director, or their designee, or an attorney serve as the district-level contact person.

The written procedures required by the PROTECT Act must include the name(s) and contact information for the designated contact person(s). If multiple people will share this role, you may consider giving them a shared cell phone or telephone number, to make it easier for front-line staff to reach them in case of an emergency.

C. Escalation Protocol*

The written procedures required by the PROTECT Act must address how employees, staff, and administrators should respond if law enforcement officers arrive on site and whom to notify (the “escalation protocol”). Schools must make sure that staff and employees are aware of the protocol, and how to contact the relevant individuals. This protocol should be simple, easy to remember, and consistent with procedures used in other circumstances. An escalation protocol should include the following instructions:

1. If law enforcement officers engaged in civil law enforcement arrive on site and there are no apparent exigent (emergency) circumstances, employees and staff should inform the officers that the employees/staff will contact an administrator to assist them and that they should wait where they are (ideally outside, away from students/children and their families).
2. The employee or staff member should immediately contact the school-level contact person.
3. Once notified, the school-level contact person should immediately call the district-level contact person and go to the location where the law enforcement officers are waiting. If the school has access to an attorney, the written procedures should provide for either the school-level contact person or the district-level contact person to call the attorney and keep them on the phone for advice.
4. The school-level contact person should speak to the law enforcement officers. The school-level contact person should ask the law enforcement officers for identification and record their names, agencies, and badge numbers.
5. The school-level contact person should ask to view any warrant or other documentation. The school-level contact person—with assistance from an attorney, if able, and/or the district-level contact person—should review the documents to determine whether the law enforcement officers have a valid Judicial Warrant or Judicial Order. *See* Section III(F) (Review of Warrant) for tips on reviewing a warrant.

- a. If the law enforcement officers have a valid Judicial Warrant or Judicial Order authorizing an arrest or entry to search or both, the school-level contact person should inform the law enforcement officers that they may enter the school grounds; however, the school-level contact person should request that, where feasible, law enforcement officers avoid any areas where students/children are present.
- b. If the law enforcement officers do not have a valid Judicial Warrant or Judicial Order, or they have only an administrative warrant (*see* Appendix A for an example), the school-level contact person must inform them that they are not authorized to conduct the arrest on school grounds and ask them to leave.⁶
- c. If the law enforcement officers proceed to conduct a civil arrest on school grounds in violation of the PROTECT Act, no one should attempt to physically interfere with them; rather, staff should follow the guidance for bystanders to document an interaction, included in Section III(G) (Documentation of Interactions) and Section IV(B) (Rights of Bystanders) below. If there is an imminent threat to the safety of a child, staff member, family member, or other person, program staff should not hesitate to call 9-1-1 for assistance.
- d. After law enforcement has left the school grounds, the school should report the incident to the Attorney General's Office Civil Rights Division.

In addition to the procedures described above, schools are encouraged to consider the various scenarios in which interactions with law enforcement officers engaged in civil law enforcement may occur in their programs and on their grounds, so that they may prepare escalation protocols for these particular scenarios. Schools should also consider including guidance tailored to certain staff positions, such as front-office staff, that may be more likely to interact with law enforcement officers engaged in civil law enforcement. Schools should also consider updating existing Emergency Operations Plans and Medical and Behavioral Health Emergency Response Plans to ensure student safety in the event of any type of law enforcement activity on or near school grounds.

Additionally, schools should review school transportation contracts and communicate with school transportation companies regarding policies and protocols for bus drivers in the event of active law enforcement activity near a school bus stop. This includes considerations for special education transportation. Transportation-related procedures should focus on maintaining

⁶ In rare circumstances, law enforcement officers may identify a clear and immediate health or safety threat that qualifies as an exception to the warrant requirement.

student safety and avoiding dangers associated with dropping a student near an active crime scene or any law enforcement arrest or operation.

Schools should review and consider updating policies and protocols for ensuring student safety when law enforcement activities are being carried out on school grounds. Policies should apply equally to all forms of law enforcement and should be focused on maintaining student safety.

D. Checklists and Approved Language

We encourage schools to develop checklists and draft approved language for employees, staff, administrators, and the designated contact person(s) to use when interacting with law enforcement officers engaged in civil law enforcement. These checklists can include the escalation protocol with clear instructions about whom employees/staff should contact if law enforcement officers are on site or making requests.

Examples of “Approved Language” may include:

1. “I am not authorized to allow you to enter the school. Please wait here while I contact an administrator.”
2. “I am not authorized to discuss specific individuals or to speak with you about this student/child/employee. I am going to contact an administrator who will discuss this further with you.”
3. “I am not permitted to discuss/disclose private information to you.”

E. Proactive Discussions with School Attorney(s)

Where applicable, the school and/or school district should confer with its attorney(s) about the best and most expedient way to reach them in an emergency, including the arrival of law enforcement officers to school grounds. The school/school district should make sure that the school-level and district-level contact persons have means to reach the attorney immediately if necessary. The school/school district may also want to consult its attorney as part of establishing the procedures outlined in this guidance.

F. Review of Warrant

Written procedures should include information about how to identify a valid Judicial Warrant or Judicial Order. *See* Appendix A (Sample Judicial Warrants and Administrative Warrants), below for sample warrants.

Judicial Warrants and Judicial Orders are documents issued by a judge or magistrate sitting in the judicial branch of state or federal government. These documents authorize a search of a specific place or an arrest of a specific person based on sufficient information to support that a crime has been committed (“probable cause”). Note that other judicial orders can include subpoenas or summons, but they do not allow physical access into nonpublic places.

A Judicial Warrant is: (1) signed by a judge, magistrate, or assistant clerk magistrate and dated; (2) issued by a court; and (3) includes the location to be searched or the persons or items to be seized/arrested.

A Judicial Order may take many forms but should include: (1) the caption of a court case; (2) the name of the court; and (3) a judge, clerk magistrate, or assistant clerk magistrate's signature, with a date.

As stated above in Section III(C) (Escalation Protocol), if law enforcement officers engaged in civil law enforcement arrive on-site, employees/staff should contact the school-level contact person who will contact the district-level contact person and proceed to the location where the law enforcement officers are waiting. (School procedures should direct either the school-level contact person or the district-level contact person to call the school attorney at this time, as well.) Once the school-level contact person meets the officer and asks to view any warrants or orders, they should describe those documents over the phone to the school's attorney, who will evaluate the documents and advise the school-level contact person on their validity. If the school-level contact person feels safe doing so, they may ask the law enforcement officer if they may send a photo of the warrant or order to the school's attorney or show the warrant or order to the attorney via a video call. If the school does not have access to an attorney, or cannot reach the attorney, the school-level contact person, in consultation with the district-level contact person, if there is one, should use this guidance and Appendix A to determine whether the law enforcement officers have a valid Judicial Warrant or Judicial Order. *See Appendix A (Sample Judicial Warrants and Administrative Warrants).*

G. *Documentation of Interactions**

Under the PROTECT Act, schools must include in their written procedures instructions for documenting interactions with law enforcement officers engaged in civil law enforcement. Employees, staff, administrators, and the designated contact person(s) are encouraged to wait until they feel safe to write down what happened. This may be after the officers leave the school grounds. Schools should use an existing form or create a new one to record interactions with law enforcement officers and keep those records as they would any other school records, in the normal course.

Under the escalation protocol recommended above, employees, staff, administrators, and the designated contact person(s) may interact with law enforcement officers in different ways and at different times. Everyone should be advised to write down what they remember of the incident, including but not limited to the following information:

- Date and time when law enforcement officers arrived on school grounds or made the information request;
- The names and badge numbers of the officers, and the agency they represented;
- The number of vehicles and license plate numbers, if visible;

- The names of witnesses, students, or other staff involved;
- Steps taken to notify the school-level contact person, the district-level contact person, or the school's attorney, as the case may be;
- The actions of the law enforcement officers, including whether the officers complied with school instructions;
- Whether the law enforcement officers had a valid Judicial Warrant or Judicial Order, or some other documentation;
- Whether a civil arrest was made on school grounds; and
- Impact on any students/children/employees/staff (after any immediate issues have been addressed) and any follow up actions needed to support them.

See DESE Model Procedures for a template form for recording interactions with law enforcement officers engaged in civil law enforcement.

Bystanders, including employees and staff, can openly (not secretly) videorecord the interaction, but they must not interfere.

H. School Resource Officers

School districts with School Resource Officers (SROs) should ensure that they have an SRO Memorandum of Understanding (MOU) that complies with the mandatory [statewide model](#), and districts are encouraged to distribute this MOU to school administrators and school safety personnel. Under state law, the SRO shall not (i) serve as school disciplinarian, enforcer of school regulations, or in place of licensed school psychologists, psychiatrists, or counselors; or (ii) use police powers to address traditional school discipline issues, including non-violent disruptive behavior. According to the model MOU, "it may be appropriate for school administrators rather than the SRO [to] deal with low-level offenses including but not limited to misdemeanor allegations of threats, assault and battery, larceny, receiving stolen property, and willful, malicious, or wanton destruction or injury to personal property." For circumstances that require juvenile court intervention, a summons is the preferred method for bringing juveniles to court, rather than making an arrest on school grounds, unless there is reason to believe the juvenile will not appear upon a summons.

Per the model SRO MOU, school district personnel and SROs shall not disclose to a law enforcement officer or agency, including local, municipal, regional, county, state and federal law enforcement, any information relating to a student or a student's family member from its databases and other recordkeeping systems including: (i) immigration status; (ii) citizenship; (iii) neighborhood of residence; (iv) religion; (v) national origin; (vi) ethnicity; or (vii) suspected, alleged, or confirmed gang affiliation, unless it is germane to a specific unlawful incident or to a specific prospect of unlawful activity the school is otherwise required to report. Schools are encouraged to share any new or updated policies or procedures they adopt in accordance with the PROTECT Act, and policies pertaining to student privacy, with their on-site SROs.

I. Parental Notice

1. Notice to School Community of the Presence of Law Enforcement Officers*

When a school confirms the presence of law enforcement agents engaged in civil law enforcement on school grounds, the school should notify students' parents and guardians, teachers, administrators, and school personnel. The school should provide this notice in a manner that ensures the confidentiality and privacy of any potentially identifying information. *See* DESE Model Procedures for a template notice.

2. Individualized Notice to Parents When Law Enforcement Officers Are Seeking a Particular Student or Information about that Student

If the law enforcement officers are trying to reach a minor child/student or seeking information about a minor child/student, employees/staff should contact the school-level contact person(s) and then immediately inform the minor child/student's parent or legal guardian. If the student is 18 years or older, or emancipated, employees/staff should notify the student directly, in addition to notifying the school-level contact person. Schools are encouraged to designate an employee or staff member who will notify families or students as part of their escalation protocol. *See* DESE Model Procedures for a template notice.

J. Protection of Personally Identifiable Information

Schools cannot disclose personally identifiable information about a student or child in their care to third parties, including law enforcement officers and the media, either orally or in writing unless: the school has specific informed consent from the student/child's parent or guardian (or students themselves if at least 18 years old or emancipated); it is pursuant to a Judicial Warrant, Judicial Order, or subpoena; or there is a health or safety emergency, as the case may be. Generally, schools should also respect the privacy preferences and concerns of a student's parent or guardian (or the student himself if over 18 years old or emancipated) in response to media inquiries and, to the extent consistent with the law, interactions of law enforcement officers that may implicate students.

Schools should allow parents/guardians (or students themselves if at least 18 years old or emancipated) to opt out of being included in directory information. They may also limit what information is included in the directory (e.g., by excluding the child's/student's address and place of birth), and limit disclosure to the school community. Under federal law, schools are required to notify students and their families at least once per year of what information is included in the directory, and to permit parents/guardians to opt out of including information in the directory at any time. Schools must communicate this information using translation or interpretation services to parents/guardians with limited English proficiency.

In the event law enforcement officers seek confidential information about school personnel, the school should refer the officers to their human resources department, which should follow standard protocols.

K. Caregiver Plans and Contact Information

Schools are encouraged to establish clear protocols for their response in the event a child/student or their parent/guardian is detained by law enforcement officers. Under the PROTECT Act, schools are expected to develop a plan to make sure that emergency contact information, alternative caregiver contacts, and authorized pick-up contacts are up to date for all students/children. As part of this review, schools must allow parents/guardians to list more than one person as an emergency contact. Schools are also encouraged to keep any associated documentation on file, such as an authorization of another caregiver, temporary agent, or guardian.

L. Visitor Policies

Schools should adopt written visitor policies (or procedures) that specify restrictions for visitors and that apply equally to all visitors—that is, the visitor policy (or procedure) does not differentiate between law enforcement officers visiting to conduct civil law enforcement and other types of visitors.

M. Existing Obligations

Nothing in this guidance alters the school’s obligations to comply with state and federal laws or existing policies or procedures.

Nothing in this guidance prohibits appropriate cooperation with authorities, including police, fire departments, emergency medical services, child protective authorities, or other public safety officials responding to an emergency, protecting a child from abuse or neglect, or otherwise exercising lawful authority unrelated to civil immigration enforcement. If there is an imminent threat to the safety of a child, staff member, family member, or other person, the school should not hesitate to call 9-1-1 for assistance.

IV. **Rights of a Person Being Arrested/Detained and Rights of a Bystander**

A. Rights of the Person Being Arrested or Detained

Right to Remain Silent: A person being arrested or detained by civil law enforcement officers, including federal immigration officers, does not have to answer questions about their immigration status, citizenship, where they were born, or how they entered the United States. The person can say, “I am exercising my right to remain silent,” and refuse to speak with the law enforcement officer until they have spoken with an attorney. Beginning on September 4, 2026, the PROTECT Act prohibits law enforcement officers from asking about immigration status or citizenship, except as required by state or federal law, or materially related to a specific criminal offense.

Right to Hire/Consult Attorney: A person being arrested or detained has the right to hire and speak with an attorney, but the government is not generally required to provide one in immigration proceedings.

Right to Refuse to Sign Documents: A person being arrested or detained has the right to refuse to sign documents (e.g., waiver of rights, voluntary departure forms). The person has a right to read and understand any document before signing it.

B. *Rights of Bystanders*

Right to Observe: Bystanders to civil law enforcement actions, including federal immigration enforcement, have the right to observe officers and to video the encounter from a reasonable distance, as long as they do not interfere with the officers. Massachusetts law permits openly (not secretly) videorecording.

Right to Remain Silent: Though law enforcement officers may ask questions, bystanders have the right to remain silent. Bystanders are not required to answer questions about their own immigration status or the status of anyone else. As noted above, beginning on September 4, 2026, the PROTECT Act prohibits law enforcement officers from asking about immigration status or citizenship, except as required by other laws or specifically related to a potential criminal violation.

V. **Support for Students and Children**

We encourage schools to offer counseling and social work support to students and children experiencing increased anxiety, especially those who are personally affected, and those whose families are directly affected by civil law enforcement activity, including federal immigration enforcement.

Moreover, it is important for schools to maintain awareness and sensitivity regarding student absences and behavioral challenges in school. Staff and educators should proactively engage and build trusting relationships with parents and students, offer support, and partner with families to address any attendance or behavioral concerns that may emerge.

Pursuant to the PROTECT Act, schools must develop a plan to share the required policies and procedures with students and families affiliated with your school. We recommend posting that material on the school's and/or school district's website(s).

It is essential that all communications with parents and guardians relating to student needs, transportation, updating alternative contacts and directory information, emergency protocols, law enforcement activity, or other matters be communicated in the parent/guardian's primary language, utilizing interpreters. Parental notices and written communications should use plain language to the extent practicable and be translated into the languages primarily used by your school's community.

VI. Human Resources/Labor/Union Issues

Employees/staff are encouraged to raise any employment or labor concerns about interacting with law enforcement officers engaged in civil law enforcement, including federal immigration enforcement, with their human resources team or union representatives, respectively. These issues may include questions about this guidance and related policies or procedures, or general questions about personal situations involving civil law enforcement. Employees/staff are encouraged to review the resources listed in Section VIII (Additional Resources for Schools) for more information, as well.

VII. Trainings Regarding Interactions with Civil Law Enforcement

Schools are encouraged to conduct trainings on the requirements of the PROTECT Act, the recommendations included in this guidance, and any related policies or procedures adopted by the school or district to support safety on school grounds for all students and staff, regardless of national origin or immigration status. Reminders to employees and staff on escalation protocol are often best practice here. DESE, in consultation with EOE, the Massachusetts Office for Refugees and Immigrants, and the Massachusetts Attorney General's Office, will develop a model training incorporating the components of this guidance, along with its Model Policy and Model Procedures, that school committees, collaborative schools, and charter school boards of trustees may provide to their staff.

VIII. Additional Resources for Schools

The Massachusetts Attorney General's Office, Massachusetts Office for Refugees and Immigrants, and DESE have created the following resources for the public to learn more about their rights. We encourage members of the school community to review these resources, and we suggest that schools consider posting or disseminating these resources to students/children, families, and employees/staff.

- [Massachusetts Attorney General: Resources for Immigrants in Massachusetts](#)
- [Massachusetts Office for Refugees and Immigrants: Community Resource Toolkit](#)
- [Massachusetts Attorney General Guidance: KNOW YOUR RIGHTS: ICE Enforcement An Updated Guide for Immigrants, Families, and Communities \(available in *Spanish*, *Portuguese*, *Haitian Creole*, *Chinese*, *Vietnamese*\)](#)
- [Massachusetts Attorney General Guidance: General Information for Massachusetts Service Providers Regarding Immigration Enforcement \(available in *Spanish*, *Portuguese*, *Haitian Creole*, *Chinese*, *Vietnamese*\)](#)
- [Massachusetts Attorney General Guidance: K-12 Schools' Obligations to Protect Students and Their Information](#)
- [Massachusetts Attorney General Flyer: Immigrant Students' Right to Attend School: A Guide for Families \(available in *Spanish*, *Portuguese*, *Haitian Creole*, *Vietnamese*, *Chinese*\)](#)

- [Massachusetts Attorney General Flyer: K-12 Schools on Protections for Students and their Information](#)
- [Emergency Planning Guide for Parents with Uncertain Immigration Status](#) *(available in [Spanish](#), [Portuguese](#), [Haitian Creole](#), [Simplified Chinese](#))*
- [Emergency Planning Fact Sheet for Parents with Uncertain Immigration Status](#) *(available in [Spanish](#), [Portuguese](#), [Haitian Creole](#), [Simplified Chinese](#))*
- [Attorney General’s Advisory Regarding Equal Access to Public Education for All Students Irrespective of Immigration Status](#) *(available in [Spanish](#), [Portuguese](#), [Arabic](#))*
- [Upholding the Rights of Immigrant Students to Enroll in School: Guidance for School Committees and Districts](#)
- [Upholding the Rights of Immigrant Students to Enroll in School: Guidance for Families and Students](#) *(available in [Chinese](#), [Haitian Creole](#), [Portuguese](#), [Spanish](#), [Vietnamese](#))*

APPENDIX A

Sample Judicial Warrants and Administrative Warrants

Figure 1: State Court Judicial Warrant

APPLICATION FOR SEARCH WARRANT G.L. c. 276, §§ 1-7	TRIAL COURT OF MASSACHUSETTS	
NAME OF APPLICANT [REDACTED]	SUPERIOR ESSEX	COURT DEPT. DIVISION
POSITION OF APPLICANT Trooper, Massachusetts State Police	SEARCH WARRANT DOCKET NUMBER	

I, the undersigned APPLICANT, being duly sworn, depose and say that:

1. I have the following information based upon the attached affidavit(s), consisting of a total of 77 pages, which is (are) incorporated herein by reference.
2. Based upon this information, there is PROBABLE CAUSE to believe that the property described below:

☐	<i>has been stolen, embezzled, or obtained by false pretenses.</i>
☒	<i>is intended for use or has been used as the means of committing a crime.</i>
☐	<i>has been concealed to prevent a crime from being discovered.</i>
☒	<i>is unlawfully possessed or concealed for an unlawful purpose.</i>
☒	<i>is evidence of a crime or is evidence of criminal activity.</i>
☐	<i>other (specify):</i>
3. I am seeking the issuance of a warrant to search for the following property (*describe the property to be searched for as particularly as possible*):
See Addendum A, which is incorporated herein by reference.
4. Based upon this information, there is also probable cause to believe that the property may be found (*check as many as apply*):

☒	<i>at (identify the exact location or description of the place(s) to be searched):</i>
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APPENDIX A

Sample Judicial Warrants and Administrative Warrants

Figure 2: Federal Court Judicial “search warrant” (left) & Administrative “ICE Warrant” (right)

AO 102 (Rev. 11-01-00) Search and Seizure Warrant

UNITED STATES DISTRICT COURT
for the
Southern District of California

In the Matter of the Search of
(Single or other) _____ (Real or other) _____
2943 Highland Avenue
San Diego, California

Case No. **'14 MJ 0 396**

SEARCH AND SEIZURE WARRANT

To: Any authorized law enforcement officer

An application by a federal law enforcement officer or an attorney for the government requests the search of the following person or property located in the _____ Southern District of _____ California
claiming the person or describe the property to be searched and give its location:
See Attachment A-2

The person or property to be searched, described above, is believed to conceal (identify the person or describe the property to be seized):
See Attachment B-2

I find that the affidavit(s), or any recorded testimony, establish probable cause to search and seize the person or property.

YOU ARE COMMANDED to execute this warrant on or before _____ (Date of Service) (that is, on or before _____)

☒ in the daytime 6:00 a.m. to 10 p.m. ☐ at any time in the day or night as I find reasonable cause has been established

Unless delayed notice is authorized below, you must give a copy of the warrant and a receipt for the property taken to the person from whom, or from whose premises, the property was taken, or leave the copy and receipt at the place where the property was taken.

The officer executing this warrant, or an officer present during the execution of the warrant, must prepare an inventory as required by law and promptly return this warrant and inventory to United States Magistrate Judge _____ (Name)
Hon. David H. Barlick

☐ I find that immediate notification may have an adverse result listed in 18 U.S.C. § 2705 (except for delay of trial), and authorize the officer executing this warrant to delay notice to the person who, or whose property, will be searched or seized (unless the appropriate law officer _____ day's time to correct this).
Chantel, the facts justifying the later specific date of _____

Date and time issued: _____ (Date and time)
City and state: San Diego, California Hon. David H. Barlick, U.S. Magistrate Judge
Printed name and title

U.S. DEPARTMENT OF HOMELAND SECURITY Warrant for Arrest of Alien

File No. _____
Date: _____

To: Any immigration officer authorized pursuant to sections 236 and 237 of the Immigration and Nationality Act and part 237 of title 8, Code of Federal Regulations, to serve warrants of arrest for immigration violations

I have determined that there is probable cause to believe that _____ is removable from the United States. This determination is based upon:

☐ the execution of a charging document to initiate removal proceedings against the subject;

☐ the pendency of ongoing removal proceedings against the subject;

☐ the failure to establish admissibility subsequent to deferred inspection;

☐ biometric confirmation of the subject's identity and a records check of federal databases that affirmatively indicate, by themselves or in addition to other reliable information, that the subject either lacks immigration status or notwithstanding such status is removable under U.S. immigration law; and/or

☐ statements made voluntarily by the subject to an immigration officer and/or other reliable evidence that affirmatively indicate the subject either lacks immigration status or notwithstanding such status is removable under U.S. immigration law.

YOU ARE COMMANDED to arrest and take into custody for removal proceedings under the Immigration and Nationality Act the above-named alien.

(Signature of Authorized Immigration Officer)
(Printed Name and Title of Authorized Immigration Officer)

Certificate of Service

I hereby certify that the Warrant for Arrest of Alien was served by me at _____ (Location)
on _____ (Name of Alien) on _____ (Date of Service), and the contents of this notice were read to him or her in the _____ (Language) language.

Name and Signature of Officer _____ Name or Number of Interpreter (if applicable) _____

Form 1-010 (Rev. 09/10)

INTERACTING WITH LAW ENFORCEMENT OFFICERS ENGAGED IN CIVIL LAW ENFORCEMENT (PROTECT ACT)

In [Name] Public Schools, we recognize the importance of all students being known and valued, and we promote a safe, inclusive, and welcoming learning environment for all students. All of our students have a right to a free public education regardless of race, color, sex, gender identity, religion, national origin, immigration or citizenship status, disability, or sexual orientation.

The PROTECT Act states, except as required by state or federal law or as required for the Commonwealth or its subdivisions to administer a state or federally supported or funded program, civil arrests for civil law enforcement, including federal immigration enforcement, are not allowed on school grounds during school hours, student drop off and pick up windows, before- and after-school programming and school-sponsored events without a Judicial Warrant or Judicial Order.

The Superintendent/Executive Director shall implement PROTECT Act procedures consistent with the Model Procedures and the Guidance for K-12 Schools Related to Interacting with Civil Law Enforcement issued by the Governor's Office, the Executive Office of Education, and the Department of Elementary and Secondary Education.

The procedures shall be implemented, wherever applicable, in alignment with District Emergency Operations Plans, Medical and Behavioral Health Emergency Response Plans, and the School Resource Officer Memorandum of Understanding.

These procedures will be designed in accordance with the guidance provided and promote schools that are safe and accessible for students, staff and residents, and shall include, but not be limited to:

- (i) Procedures for identifying and designating a senior administrator at each district superintendent's office or executive director's office, as the case may be, to serve as the individual responsible for having primary contact with law enforcement agents engaged in civil law enforcement for the school system and the central point of contact for schools on interactions with civil law enforcement;
- (ii) Procedures for identifying and designating a senior administrator at each school to serve as the individuals responsible for having primary contact with law enforcement agents engaged in civil law enforcement who arrive on site at the school or request information about students, employees, or other persons affiliated with the school;
- (iii) Procedures for contacting the school district's attorney;

- (iv) Procedures for contacting the senior administrator at the school and the district superintendent/executive director's office in the event law enforcement agents engaged in civil law enforcement arrive on school grounds or request information about students, employees, or other persons affiliated with the school;
- (v) Procedures for documenting all interactions with law enforcement agents engaged in civil law enforcement while on school grounds;
- (vi) Procedures for notifying a student's parents or guardian or the student directly if the student is 18 years or older or emancipated, if a law enforcement agent engaged in civil law enforcement requests access to a student or student's information for any civil law enforcement purpose;
- (vii) Procedures following the confirmation of law enforcement agents engaged in civil law enforcement on school grounds, including notifying parents and guardians, teachers, administrators, and school personnel;
- (viii) Procedures to confirm and update students' emergency contacts, with allowance for more than one person to be listed, and alternative caregiver plans; and
- (ix) A plan to share these procedures with students and families on the school district's website.

Once adopted by a school district, charter school or collaborative school, this policy and the accompanying procedures shall constitute the written emergency response plan required by the Act.

CROSS REFS.: EBC, EMERGENCY PLANS
 ECA, BUILDINGS AND GROUNDS SECURITY
 ECAF, SECURITY CAMERAS IN SCHOOLS
 JIH, SEARCHES AND INTERROGATIONS
 JRA, STUDENT RECORDS
 KI, VISITORS TO THE SCHOOLS
 KLG, RELATIONS WITH POLICE AUTHORITIES

LEGAL REFS.: PROTECT Act, August 2026

SOURCE: MASC adapted from Massachusetts Department of Elementary and Secondary Education
-August 2026

NOTE: The Department of Elementary and Secondary Education, in consultation with the Office of Refugees and Immigrants and the Attorney General's Office, will release a model training relating to the implementation of these procedures. Schools are encouraged to share this training, once released, with managers and other staff.

**Sudbury Public Schools
School Committee Meeting**

Date: September 28, 2026

Agenda Item: 5 - Liaison Reports

Recommendation:

Background / Preparation Information:

Karyn has prepared a report from SEPAC meetings and two reports from the Town Budget Working Group. Please review her notes and bring any questions to the meeting.

Attachments:

SEPAC Liaison Report, September 3, 2026 (1)
1- 08312026_FY28 Budget Working Group Liaison Report (1)
092326_FY28 Budget Working Group Liaison Report (1)

Action:	Report:	XX	Discussion:
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SEPAC Liaison Report, September 3, 2026

Submitted by Karyn Jones, School Committee SEPAC Liaison

SEPAC held its first meeting of the 2026–2027 school year and received an update from Director of Student Services Stephanie Juriansz regarding the opening of school. Student Services has been focused on supporting individualized student transitions, completing new-student intake and placement work, coordinating specialized transportation, and supporting students, families, and staff through the start of the year.

Student Services also shared an update on professional development during the opening days of school. Staff participated in training focused on social-emotional learning, resilience, proactive therapeutic strategies, de-escalation, co-regulation, and Safety-Care. Additional sessions were held for elementary and middle school staff, the district clinical team, and preschool staff.

Student Services is planning a “Meet the Directors” on October 8, with both morning and evening virtual opportunities for families to meet the Director and Assistant Director of Student Services and ask general questions. An additional parent/guardian evening is also being planned around strategies for supporting children in developing resilience and coping skills.

SEPAC also shared feedback regarding the challenges families can face scheduling individualized transition meetings during the two staff opening days and discussed whether more predictable blocks of time could be established in future years.

A significant portion of the meeting focused on the new state regulations governing physical restraint, time-out, and seclusion and the district’s proposed revisions to Policy JKA. Student Services reviewed the new requirements and discussed the district’s implementation and training. SEPAC discussed the distinction between time-out and seclusion under the new regulations, the safeguards required before emergency seclusion may be used, parent notification and reporting requirements, and concerns about whether the new restrictions on seclusion could unintentionally result in increased use of physical restraint.

Members expressed interest in reviewing district data over time and discussed possible recommendations to the School Committee, including clearer naming and organization of the policy, stronger language regarding supervision, and more immediate notification of parents following restraint or emergency seclusion.

SEPAC also finalized liaison and parent-group coverage for the year and began planning its fall outreach. Members will have a presence at upcoming school open houses, with particular attention to recruiting additional participation and school liaisons. The group discussed continuing parent connection opportunities for families of students with autism, ADHD, complex needs, literacy needs, and preschool-aged children, with the possibility of more shared parent-group events this year.

Looking ahead, SEPAC discussed several potential family programs, including a bullying prevention and response workshop previously discussed with Student Services, a possible autism advocacy speaker, and informal opportunities for preschool families to connect. SEPAC also plans to continue working with the district on improving communication and continuity from year to year, including outreach and support for families.

FY28 Budget Working Group Liaison Report

August 31, 2026

The FY28 Budget Working Group met on August 31 to review the Town's updated multi-year financial forecast and discuss options for addressing the projected FY28 budget gap across all cost centers.

Updated FY28 Forecast

Since the Working Group's June meeting, the projected FY28 deficit has decreased from approximately \$3.0 million to \$1.93 million, an improvement of approximately \$1.07 million. The improvement is primarily attributable to updated revenue projections. Since June, projected FY28 revenues increased by approximately \$1.18 million, including increases in local receipts, state aid, ambulance receipts, and property tax revenue. These revenue improvements were partially offset by approximately \$109,000 in increased projected expenses.

For FY28, the Town is projecting approximately \$4.43 million in additional available revenue, compared with approximately \$6.36 million in additional expenses, resulting in the current projected deficit of approximately \$1.93 million.

Current Cost Center Planning Assumptions

The Town's current FY28 forecast uses preliminary planning assumptions for each cost center while individual FY28 budgets continue to be developed. The forecast currently assumes a 4.48%¹ increase for Sudbury Public Schools, or approximately \$2.20 million; 3% for Lincoln-Sudbury Regional High School, or approximately \$930,000; 3% for vocational education, or approximately \$17,000; approximately 3.92% for Town departments, or approximately \$978,000; and 8% for Town-wide operating expenses, or approximately \$19,000. Together, these assumptions represent approximately \$4.15 million in increased operating costs across the cost centers. These figures are being used for the Town's current financial forecast and may change as each cost center develops its FY28 budget and more current information becomes available.

For SPS, the 4.48% figure is a planning assumption rather than a completed FY28 level-service budget. The Town's August 31 forecast carries SPS at approximately \$51.46 million, which is substantially the same as the preliminary FY28 projection included in the SPS FY27 Budget Book. It was also noted that the SPS projection excludes the conditional 2% contractual salary adjustment that would apply if the conditions contained in the collective bargaining agreements are met.

Options to Address the Remaining FY28 Gap

The Working Group reviewed five categories of options that could be used in combination to address the projected \$1.93 million gap. These included the use of Free Cash to support the OPEB contribution, use of available reserves, use of special revenue funds, additional local receipts and other revenues, and expenditure reductions across departments and cost centers.

¹ The 4.48% SPS planning assumption used in the Town's current FY28 forecast is substantially the same as the preliminary FY28 projection included in the SPS FY27 Budget Book. The Budget Book projected an FY28 budget of approximately \$51.46 million, a \$2.20 million or 4.48% increase over FY27. At its September 2 Budget Subcommittee meeting, during a debrief of the August 31 Budget Working Group meeting, the administration reported that a subsequent district projection had been approximately 4.52%. The administration emphasized that these remain planning estimates and that a more accurate FY28 level-service budget will require further review of staffing, contractual obligations, enrollment, special education costs, and other FY28 expenses.

The presentation illustrated how the first three funding strategies, if ultimately used at the possible amounts shown, could reduce the gap cumulatively:

1. **\$500,000 of Free Cash for OPEB:** The proposal would use \$500,000 of Free Cash to support the Town's OPEB contribution. In FY27, \$325,000 of Free Cash was used for this purpose.
 - *If used at the amount presented, this would reduce the projected gap from approximately \$1.93 million to approximately \$1.43 million.*
2. **Approximately \$500,000 from reserves:** Potential sources discussed included the Stabilization Fund, Capital Stabilization Fund, and OPEB Fund, depending upon the eligible purpose and ultimate funding decisions.
 - *If an additional \$500,000 in reserves were used together with the Free Cash strategy above, the projected gap would decline to approximately \$925,000.*
3. **Approximately \$325,000 from special revenue sources:** Potential sources discussed included the Solar Revolving Fund, school revolving funds, and approximately \$25,000 of CPA funding for benefits associated with CPA-supported employees.
 - *If \$325,000 were used in addition to the first two strategies, the projected remaining gap would be approximately \$600,000.*

Additional local receipts or other revenues were identified as another potential strategy. However, the presentation cautioned that local receipts have already been increased significantly. The current FY28 forecast assumes approximately \$7.88 million in local receipts, which is \$650,000 above the Town's June FY28 projection.

The fifth option presented was reductions across departments and cost centers.

Review of Expenditures Across Cost Centers

The Working Group also discussed the expenditure side of the budget and the need for all departments and cost centers to review their budgets for potential efficiencies, reductions in non-essential spending, and opportunities to control cost growth.

It was noted that every department and cost center will be asked to review and identify potential reductions. The discussion also included the importance of understanding the service and program impacts associated with potential reductions rather than simply looking at percentages.

SPS representatives noted that the district had already made reductions as part of the FY27 budget process, raising concerns about the extent to which additional reductions could be made without affecting programs and services. Similar consideration will be necessary across cost centers as the Working Group evaluates potential reductions and their impacts. The approximately \$600,000 remaining gap is not an assigned reduction to any particular cost center.

Continued Budget Development

All cost centers will continue developing and refining their FY28 budgets, including looking to see where reductions can be potentially made. As that work progresses, the Working Group will have more current information about actual needs, cost pressures, potential efficiencies, revenue assumptions, and the impacts of possible reductions.

For SPS, SPS representatives spoke about continuing to develop a more complete FY28 level-service projection and identify costs or needs that may not yet be reflected in the Town's preliminary forecast. Interim Superintendent Annette Doyle indicated that SPS anticipates moving its initial FY28 budget presentation earlier in the process, potentially to the beginning of November, to provide additional time for School Committee review and discussion and to inform the broader Budget Working Group process.

The Working Group also discussed longer-term financial planning, including the potential creation of a Special Education Stabilization Fund to help manage unexpected special education costs and significant mid-year expenditures. This remains a concept for further discussion.

Multi-Year Outlook

While the FY28 outlook has improved significantly since June, the updated forecast continues to show a growing financial imbalance in subsequent years. Under the assumptions currently used by the Town, the projected deficit increases to approximately \$4.38 million in FY29 and \$6.63 million in FY30.

The Working Group therefore discussed both the immediate challenge of balancing FY28 and the importance of longer-term financial sustainability. Several of the strategies being considered for FY28 involve Free Cash, reserves, or special revenue funds. While these strategies may help address the immediate FY28 gap, they do not necessarily provide recurring revenue to support recurring expenditures and will need to be considered in the context of the multi-year forecast.

Next Steps

The Budget Working Group will continue to refine revenue assumptions, review available funding sources, and examine expenditures and potential reductions across all cost centers as their FY28 budgets are developed.

For the School Committee, an important next step will be receiving SPS's updated FY28 level-service projection and understanding the program and service implications of potential reductions, particularly in light of the reductions and alternative funding strategies incorporated into the FY27 budget.

The next FY28 Budget Working Group meeting is scheduled for September 23, 2026 at 6:00 p.m. Enclosed are the packet materials from the August 31, 2026 FY28 Budget Working Group meeting.

FY28 Budget Working Group Liaison Report

September 23, 2026

Submitted by Member Karyn Jones

The FY28 Budget Working Group met on September 23 to review the Town's updated financial forecast, discuss outstanding revenue and expenditure assumptions, and consider the next steps in developing FY28 budget guidance. The discussion also included updates from Sudbury Public Schools (SPS) regarding special education expenditures, Circuit Breaker reimbursement, and transportation procurement.

The Town's projected FY28 deficit has decreased from approximately \$1.93 million to \$915,000, primarily through proposed uses of Free Cash and Capital Stabilization funding. While the outlook has improved, the Town continues to face a structural budget challenge, and several significant financial assumptions remain unresolved.

Updated FY28 Forecast

Since the August 31 meeting, the projected FY28 deficit has decreased from approximately \$1.93 million to \$915,372, an improvement of approximately \$1.01 million.

The updated forecast includes \$500,000 in Free Cash to support the Town's OPEB contribution and \$500,000 from the Capital Stabilization Fund toward the Town Manager's capital budget. It also reflects a \$10,000 increase in projected local receipts.

These changes improve the FY28 financial position but do not represent reductions in recurring operating expenditures. The proposed funding sources remain subject to the applicable budget and appropriation processes.

The Town is currently projecting approximately \$138.69 million in FY28 revenue and \$139.61 million in expenditures, resulting in the projected \$915,372 deficit.

The Working Group emphasized that the forecast remains preliminary. Final revenue estimates, retirement assessments, insurance costs, borrowing costs, and individual cost center budgets could change the projected deficit.

Current Cost Center Planning Assumptions

The Town's FY28 forecast continues to use preliminary planning assumptions for each cost center while individual budgets are developed.

The model currently assumes a 4.48% increase for SPS, or approximately \$2.20 million; 3% for Lincoln-Sudbury Regional High School, or approximately \$930,000; approximately 3.92% for Town departments, or \$978,000; and approximately \$17,000 for vocational education. Town-wide operating expenses are projected to increase by approximately \$19,000.

Together, these assumptions represent approximately \$4.15 million in increased operating costs across the cost centers.

For SPS, the 4.48% figure comes from the district's January 2026 Three-Year Outlook. It is a preliminary planning assumption rather than a completed FY28 level-service budget or a formal budget request.

Acting Director of Business and Human Resources Buck Creel indicated that he has not yet fully reviewed the major assumptions underlying the district's earlier projection. Additional information, including changes in special education expenditures and transportation costs, will need to be incorporated as the district develops its FY28 budget.

SPS Special Education Update

Buck provided an update on the district's special education expenditures, including three unexpected incoming out-of-district placements that were not anticipated when the budget was developed.

These placements create additional costs and illustrate the difficulty of projecting special education expenditures when individual student needs and placement requirements can change during the fiscal year.

Buck also discussed the work being done by the Director of Student Services to manage placement costs and identify offsetting adjustments. Based on his update, the additional expenditures and identified offsets appear to roughly balance one another at this stage.

The district is therefore experiencing additional costs even though the net effect of these changes may be relatively limited. The final financial impact will depend on actual placement expenditures and the offsets that are realized.

The discussion also addressed increased Circuit Breaker reimbursement, estimated at approximately \$320,000. While this provides additional financial support, the district is also experiencing higher out-of-district placement costs. The additional reimbursement should therefore be considered alongside the increased expenditures when evaluating the district's overall financial position.

This is particularly important given the district's planned reliance on Circuit Breaker and revolving funds in the adopted FY27 budget.

I also raised the importance of reviewing whether the reductions incorporated into the FY27 budget are being realized, including the planned \$80,000 reduction in software subscriptions. Understanding the actual savings achieved, the use of revolving funds, and any new expenditures will help establish a more accurate starting point for FY28.

Transportation Procurement

Buck also provided an update on the district's transportation procurement process.

The current First Student yellow bus contract expires at the end of FY27, and the district is preparing to procure transportation services for FY28.

The anticipated timeline is to open bids in early November and bring a proposed contract award to the School Committee before Thanksgiving.

The procurement process is an important component of FY28 budget planning because the results will provide updated information about transportation costs.

Illustrative FY28 Budget Guidance Scenarios

The Working Group reviewed illustrative 3% and 3.5% budget guidance scenarios to better understand how different levels of expenditure growth could affect the Town's remaining deficit.

Under the current model, a 3% guideline across the applicable cost centers would reduce projected expenditures by approximately \$957,000, eliminating the current \$915,372 deficit and resulting in a projected surplus of approximately \$42,000.

A 3.5% guideline would reduce projected expenditures by approximately \$431,000, leaving a projected deficit of approximately \$484,000.

For SPS, the difference between its current 4.48% planning assumption and the illustrative guidance scenarios would be significant:

- At 3%, SPS would receive approximately \$1.48 million in additional funding, or \$727,243 less than its current projected increase.
- At 3.5%, SPS would receive approximately \$1.72 million in additional funding, or \$480,981 less than its current projected increase.

These scenarios are illustrative and do not constitute the Town Manager's formal budget guidance or recommendations. They also do not establish the amount of any reduction that SPS or another cost center would ultimately be required to make.

The Town anticipates issuing formal FY28 budget guidance around mid-November, after additional financial information becomes available.

Outstanding Financial Assumptions

Assistant Town Manager/Finance Director Victor Garofalo reviewed several financial variables that remain unresolved and could increase or reduce the projected FY28 deficit.

One potentially significant change involves the Town's retirement assessment. A preliminary figure discussed during the meeting suggested that the assessment could be approximately \$400,000–\$500,000 lower than currently projected. If confirmed, this could substantially improve the FY28 financial outlook. However, Victor cautioned that the figure requires verification and should not yet be treated as confirmed savings.

Other outstanding assumptions include:

- **Free Cash:** Additional information is expected at the October 7 meeting and will help inform decisions regarding available funding sources.

- **New Growth:** The Town budgeted \$250,000 in FY27 new growth. Final certification is expected in October and could affect projected property tax revenue.
- **Health Insurance Enrollment:** The Town expects to reconcile health insurance enrollment for new employees in late October. The FY28 GIC premium increase will not be known until early April 2027.
- **Debt Service:** A January 2027 bond sale is planned for several projects, including the Haynes and Nixon school roofs, the DPW concrete floor, Atkinson Pool, and ambulance-related costs. Final borrowing costs could increase or reduce the current debt service projection.
- **Other Insurance and Retirement Costs:** FY28 property and liability insurance rates are expected in March 2027, while the final Middlesex Retirement assessment is expected in late December 2026.
- **Additional Funding Sources:** Potential uses of Solar Revolving Funds and Community Preservation Act funds remain under consideration and have not been incorporated into the current changes.

The presentation emphasized that the forecast will continue to be updated as more reliable information becomes available.

Town Manager's Request for Feedback and Review of Expenditures Across Cost Centers

Following the financial presentation, the Town Manager asked members of the Working Group whether they believed the Town was heading in the right direction. He explained that he wanted to seek feedback rather than assume that the approach being developed reflected the group's thinking.

The discussion included the importance of each cost center continuing to examine its own budget and identify potential reductions or adjustments that could be considered if necessary. This would allow the Town and its cost centers to better understand the options available as the financial outlook becomes clearer, including the potential impact of different budget guidance scenarios.

As discussed at the August 31 meeting, the objective is not simply to identify a percentage reduction but to understand what adjustments may be possible and the associated impacts on programs, staffing, and services.

For SPS, this review will need to consider the reductions already incorporated into the FY27 budget, the district's reliance on alternative funding sources, and additional cost pressures, particularly in special education and transportation.

There appeared to be general agreement among the members present that continuing to refine the financial model, examine potential adjustments, and evaluate their implications was an appropriate direction for the budget process.

The discussion did not constitute a formal vote or establish a reduction target, budget guidance percentage, or decision to pursue an override. The intent was to continue gathering information and identifying options before making those decisions.

Continued Budget Development

All cost centers will continue developing and refining their FY28 budgets, including examining where potential reductions or efficiencies may be possible.

For SPS, the next step will be developing an updated projection that incorporates current expenditure assumptions, including staffing, special education, transportation, and other significant cost drivers.

The district will also need to distinguish between its projected level-service needs and potential adjustments that could be considered if Town guidance falls below those needs.

Identifying possible reductions and their operational implications does not require the School Committee to commit to those reductions before reviewing the district's updated financial position and the Town's formal guidance.

The School Committee's Budget Subcommittee is scheduled to meet on September 25 to continue reviewing the district's FY27 financial performance, FY28 budget development, and transportation procurement.

Multi-Year Outlook

While the FY28 outlook has improved since August 31, the Town's updated forecast continues to show a growing financial imbalance in subsequent years.

Under the assumptions currently used by the Town, the projected deficit increases to approximately \$4.38 million in FY29 and \$6.63 million in FY30.

Several of the strategies currently incorporated into the FY28 forecast involve one-time funding sources, including Free Cash and Capital Stabilization funding. While these strategies may help address the immediate FY28 gap, they do not necessarily provide recurring revenue to support recurring expenditures.

The Working Group will therefore need to consider both the immediate challenge of balancing FY28 and the longer-term financial implications of the strategies being considered.

Next Steps

The Budget Working Group will continue refining revenue assumptions, reviewing available funding sources, and examining expenditures and potential reductions across all cost centers as their FY28 budgets are developed.

For the School Committee, an important next step will be receiving SPS's updated FY28 level-service projection and understanding the program and service implications of potential reductions, particularly in light of the reductions and alternative funding strategies incorporated into the FY27 budget.

The Committee should also receive updated information on the district's current-year financial position, including the net impact of unexpected out-of-district placements, Circuit Breaker reimbursement, realized FY27 reductions, and revolving fund use.

The transportation procurement process will provide additional information about a significant FY28 cost driver, with bids anticipated in early November and a proposed contract award expected before Thanksgiving.

The next FY28 Budget Working Group meeting is scheduled for October 7, 2026, with additional meetings scheduled for October 28 and November 12. Formal FY28 budget guidance is anticipated around mid-November.