

MARLBOROUGH BOARD OF EDUCATION

Regular Business Meeting

Thursday, October 22, 2026

Elmer Thienes-Mary Hall Elementary School – Library Annex

6:30 p.m.

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

<https://meet.google.com/vzd-xiaz-oe?authuser=1&hs=122>

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

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

NOTE TO BOARD MEMBERS:

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

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

AGENDA

1. Call to Order and Roll Call by Chairperson

2. Pledge of Allegiance

3. Celebrations

- Presentation

4. Public Comment*

5. Additions to the Agenda

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

6. Consent Agenda

Consent agenda items are considered to be routine in nature, which the Board may not need to discuss individually and may be voted on as a group. Any board member who wishes to discuss a particular item in this section may request the Chairperson to remove it for later discussion and a separate vote if necessary.

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

- 6.1 Minutes of 9/24/26 Regular Business Meeting (Encl. 6.1A) and the 9/24/26 Policy Committee Meeting (Encl. 6.1B);
- 6.2 Personnel Actions – none;
- 6.3 Reports – receive and file the following document: monthly enrollment report (Encl.6.3);

7. Oral Reports

- 7.1 Advisory Groups
 - PTO – Paula Graef/Jenn Renkiewicz
 - SAC – Paula Graef/Jenn Renkiewicz
 - Operations, Wellness & Safety – John Mercier
 - Board of Finance Liaison – Bill Guzman
 - AHM – Chip Morris
- 7.2 Subcommittees
 - Policy
 - Personnel
 - Communications
- 7.3 Chairperson
- 7.4 Superintendent and Administrative Team
 - EASTCONN Board of Directors Representative (Encl. 7.4A)
 - BOF Budget Kick Off
 - Profile of the Learner - Statistics & Next Steps (Encl. 7.4B)

8. Unfinished Business

- 8.1 Discussion of Superintendent Goals for the 2026–2027 School Year (Encl. 8.1)
- 8.2 Discussion of Board Goals: 2026-2028 (Encl. 8.2)
- 8.3 MES Facilities Project Update

9. New Business

- 9.1 Review October Financial Report – (Encl. 9.1)

10. Communications

- 10.1 Staff Vacancy Summary - No updates since the last Board meeting.

11. Future Meetings & Topics

- Regular Business Meeting, Thursday, November 19, 2026, 6:30 p.m.
- Tentative Policy Meeting, Thursday November 19, 2026, 6:00 pm.
- CABE/CAPSS Convention, November 20-21, 2026
- CABE New Board Member Orientation/Leadership Conference, December 10, 2026

REMINDER: Agenda suggestions for the next business meeting are due to the Chairperson or Superintendent by 12:00 noon on **Tuesday, November 10, 2026.**

12. Public Comment *

13. Adjournment

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

MARLBOROUGH BOARD OF EDUCATION
Regular Business Meeting Minutes
Thursday, September 24, 2026
Elmer Thienes-Mary Hall Elementary School –Library
6:30 p.m.

1. Call to Order and Roll Call by Chairperson

Chip Morris, Chairperson, called the meeting to order at 6:30 p.m..

BOE Members Present: Chip Morris, Amy Kuhrt, Louise Concodello, William Guzman,
Jamie Smigel, Jean Wilson, and Linda Earley.

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

2. Pledge of Allegiance

3. Celebrations

- **GeoBear and 911 Community Service Presentations:** Principal Paula Graef introduced sixth-grade teacher Laura Haddad and students Maddie H. and Emmeline T., who presented the **GeoBear Project**. The students explained that the project provides students with the opportunity to send a stuffed animal to a friend or family member living in another location. As the stuffed animals travel, recipients share information and photographs about their location. Students use the information to track the animals' journeys and learn about different places around the world. Ms. Graef also introduced fifth-grade students Lucy M. and Aria Y. from Ms. Bobbie's classroom, who presented their **9/11 Community Service Project**. The students shared a PowerPoint presentation about the National Day of Service and described the class's service project. The presentation emphasized the values of bravery, compassion, unity, and service and the importance of remembering those who were impacted by the events of 9/11.

4. Public Comment - None

5. Additions to the Agenda - None

6. Consent Agenda

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

A.Kuhrt made a motion that the Board approve Consent Agenda items 6.1 - 6.3, seconded by L. Earley. Unanimously approved. **MOTION CARRIED.**

Administrative Correction to 8/27/26 Meeting Minutes: Superintendent Paul K. Smith was inadvertently omitted from the “Administration Present” section of the August 27, 2026 meeting minutes. The official record has been corrected to reflect his attendance.

7. Oral Reports

7.1 Advisory Groups

- **PTO** – Principal Paula Graef reported that the PTO held its first meeting with an introduction of new members and a discussion focused on what matters most to MES families and the school community. The group discussed priorities for the PTO and areas of focus for the school year. Ms. Graef also provided updates on upcoming PTO and school activities, including the Scholastic Book Fair, the PTO Icecream Social, school pictures scheduled for September 30th and October 1st, and Open House on October 1st, where the PTO will host a table and provide dinner for teachers.
- **SAC** – Assistant Principal Jenn Renkiewicz reported that the first School Advisory Council (SAC) meeting of the school year was held after school. Several staff members participated, and no concerns had been submitted through the Google Form shared in the school newsletter. The group discussed several ideas, including a year-long can collection fundraiser. The sixth-grade team had already planned a can collection and obtained additional collection bins and developed a plan for the project. The SAC also discussed opportunities to highlight sixth-grade leadership during students’ final year at MES. Ms. Graef noted that Mr. Underwood will join Mrs. Haddad in supporting the sixth-grade student council this year.
- **Operations, Wellness & Safety** – John Mercier reported that there were no significant facility issues to date and that the school year had gotten off to a smooth start. He noted that recent work on a water line in the Town of Marlborough resulted in sediment entering the water system, which caused issues with some toilets and other fixtures. The issues have since been resolved.
- **Board of Finance Liaison** – William Guzman reported that the Board of Finance met on September 21st. He noted that a budget kickoff meeting is scheduled for October 8th and that all cost centers have been asked to adhere to a 3.5% budget increase for the upcoming fiscal year. The Board of Finance is also preparing for its October meeting, at which the audit firm is expected to present the findings from the 2025 audit. The Board is also developing its budget development calendar leading up to the May 4th referendum.
- **AHM** – Board Chair Chip Morris reported on several upcoming and recent AHM programs and events. He noted that AHM’s Fall 2026 Programs and Services brochure is available on the AHM website. The recent Dancing with the Stars event drew approximately 450 attendees and raised more than \$10,000. Mr. Morris also highlighted AHM’s *Here 4 You* podcast series, with three new episodes forthcoming. On September 21st, AHM partnered with RHAM High School to bring national speaker Steven Hill to speak with juniors and seniors about his personal journey through addiction and recovery. The assembly was followed by a health and wellness fair for students, sponsored by SOAR. Mr. Morris noted that AHM has several events planned for October, including the annual Fall Drug Take Back event on October 24th from 9:00 a.m. to noon at the Hebron Police Station, followed by AHM’s Fall into Art event from 1:30 to 6:30 p.m. at AHM’s headquarters at 25 Pendleton Drive in Hebron, in conjunction with the Harvest Moon Fest.

7.2 Subcommittees

- **Policy** - The Policy Committee met earlier in the evening and will address the policies on the agenda later in the meeting.
- **Personnel** - None
- **Communications** - None

7.3 Chairperson - None

7.4 Superintendent and Administrative Team

- **First Month of School Highlights** - Principal Paula Graef reported that the school year has gotten off to a strong start, with an intentional focus on creating a sense of belonging for students. Staff have worked to ensure that students feel welcomed, develop relationships within their classroom communities, and feel connected to MES. Assistant Principal Jenn Renkiewicz reported that classroom learning is well underway, with students quickly establishing routines and beginning instruction. Teachers and specialists have begun collaborative meetings focused on reviewing student data and developing intentional lessons. Students have been actively engaged in learning across a variety of areas, including literacy, STEAM, and the arts. Ms. Graef also highlighted the school's continued focus on building relationships and supporting students' social-emotional needs, including the monthly focus on Choose Love and courage. Ms. Renkiewicz noted that music programs have also begun, with instrumental lessons underway for participating students.
- **SCIP Presentation** - Paula Graef and Jenn Renkiewicz delivered a presentation highlighting the key goals and action steps in the annual Strategic Continuous Improvement Plan. The full plan is posted on the school district website.
- **The Future of Small Town Education** - Superintendent Paul Smith noted that there were no updates to report at this time and that any relevant information received would be shared with the Board.
- **Profile of the MES Learner - Timeline** - Superintendent Paul Smith introduced the Board's upcoming Profile of the MES Learner initiative. He explained that the goal is to identify three to four skills and three to four dispositions that the district wants students to develop as they progress through MES and beyond. The initiative will focus on personal qualities that support students' development as learners and members of the community. Mr. Smith noted that Board members, staff, parents, and community members will be asked to complete a survey to provide input on the skills and dispositions they believe should be included in the Profile of the MES Learner. John Mercier developed the survey and reviewed a presentation with the Board outlining the survey and how it will be completed.
- **AI Professional Development** - Superintendent Paul Smith reported that the district will begin providing professional development for teachers on the use of artificial intelligence (AI) as an educational tool. He noted that staff have varying levels of experience with AI and that the training will provide an opportunity for teachers to explore available tools and resources that may support lesson planning, idea generation, and efficiency. A representative from EASTCON will work with staff to introduce AI tools and potential applications for educators.
- **Screen Time in Classrooms** - Superintendent Paul Smith recommended that the Board develop guidance regarding the use of screen time and technology in classrooms. He explained that the focus should be on using the appropriate

technology for the appropriate purpose and at the appropriate time, with teacher judgment guiding its use. Mr. Smith noted that the goal is not necessarily to increase or decrease technology use, but to ensure that technology is used purposefully and in ways that support student learning and well-being. He stated that developing guidance for teachers and students would provide a consistent framework for the use of technology in classrooms.

8. Unfinished Business

8.1 MES Facilities Project Update - William Guzman reported that the Marlborough Elementary School Building Committee (MESBC) met this month and reviewed the eight proposals received for the Owner's Project Manager. The committee narrowed the proposals to three finalists, who have been invited to make presentations to the committee on September 30th. Mr. Guzman noted that the committee may vote on a proposal following the presentations. Mr. Guzman also reported that the MESBC decided to hold future meetings on the fourth Tuesday of each month at 6:00PM. Meeting agendas and minutes are posted on the Town of Marlborough and Marlborough Public Schools websites.

9. New Business

9.1 Review September Financial Report - Superintendent, Paul Smith, reviewed the monthly financial report as enclosed.

9.2 Discussion of Superintendent Goals for the 2026–2027 School Year - Superintendent Paul Smith presented the goals he developed for the 2026–2027 school year, as outlined in Enclosure 9.2. He noted that several were discussed during his interview process and stated his commitment to the goals. The Board agreed to review the goals and bring them back for ratification at the October BOE meeting.

9.3 Discussion of Board Goals: 2026-2028 - Board Chair, Chip Morris requested that the discussion be tabled to allow Board members additional time to review and provide feedback on the proposed goals. Board members were asked to submit suggestions and feedback by Tuesday, October 13th. Mr. Morris distributed the Board's 2024–2026 goals and information on developing SMART goals for reference.

9.4 Receive, Review, Revise and Adopt FY 2027-2028 Budget Guiding Principles and Tentative Budget Timeline - Superintendent Paul Smith reviewed the proposed budget guiding principles, focusing on student learning and well-being, educator growth and development, and efficiency and enhancement of building operations. He noted that budget requests should align with these principles. Mr. Smith also reviewed the primary budget drivers of staffing, benefits, and operations.

L. Earley made a motion that the Board accept the FY 2027-2028 Budget Guiding Principle and the Tentative Budget Timeline as presented, seconded by J. Wilson. Unanimously approved. MOTION CARRIED.

9.5 Policy Review and Possible Action: P# 5112 - Ages of Attendance; P# 5114 - Suspension; P# 5141.3 - Immunizations; P# 5141.213 - Overdose Prevention; P# 5142 - School Safety; P# 5144.1 - Physical Restraint: Superintendent Paul Smith reviewed with the Board the current MES policies listed above and the proposed revisions resulting from recent legislative updates.

UNAPPROVED DRAFT

A.Kuhr made a motion that the Board approve the policies as reviewed, seconded by L. Earley. Unanimously approved. MOTION CARRIED.

10. Communications

10.1 Staff Vacancy Summary - Submitted

11. Future Meetings & Topics

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

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

12. Public Comment - None

13. Adjournment

L. Concodello made a motion to adjourn the meeting at 8:13 p.m., seconded by L. Earley. Unanimously approved. MOTION CARRIED

Respectfully Submitted,
Carmela Monte

MARLBOROUGH BOARD OF EDUCATION POLICY SUBCOMMITTEE

Elmer Thienes-Mary Hall Elementary School – Central Office
Thursday, September 24, 2026 @ 5:45 p.m.

UNAPPROVED DRAFT

1. Call to Order & Roll Call

The meeting was called to order at 5:49 p.m.

Members Present: Amy Kuhrt, Chip Morris, and Jean Wilson
Administration: Paul Smith, Superintendent

2. Review and Discuss Proposed Policy Revisions:

2.1. P# 5112 - Ages of Attendance (legislative update) - The Committee reviewed the required legislative updates to Policy #5112 and accepted the revisions as presented.

2.2. P# 5114 - Suspension (legislative update) - see pages (d), (l), (z), (aa), R(b), R(h) - The Committee reviewed the required legislative updates to Policy #5114 and accepted the revisions as presented.

2.3. P# 5141.3 - Immunizations (legislative update) - The Committee reviewed the required legislative updates to Policy #5141.3 and accepted the revisions as presented.

2.4. P# 5141.213 - Overdose Prevention (legislative update) - The Committee reviewed the required legislative updates to Policy #5141.213 and updated paragraph 4 on page (b).

2.5. P# 5142 - School Safety (legislative update) - The Committee reviewed the required legislative updates to Policy #5142 and accepted the revisions as presented.

2.5A School Safety Plan addition: Interaction with Federal Immigration Authority

2.6. P# 5144.1 - Physical Restraint (legislative update) - see pages (d), (g) R(i), R(k) - The Committee reviewed the required legislative updates to Policy #5144.1 and accepted the revisions as presented.

3. Adjournment:

The committee adjourned at 6:19pm

Respectfully Submitted by
Carmela Monte



Dear Marlborough Board of Education Superintendent and Board Chair:

We hope this letter finds you well.

As the Board of Directors Chair and Executive Director of EASTCONN, we are writing jointly to invite your district to appoint a representative to the EASTCONN Board of Directors.

For decades, Regional Education Service Centers (RESCs) across Connecticut have driven collaborative, regionalized solutions for public school districts. At EASTCONN, our strength lies in active partnership. We work hand-in-hand with member school districts, local community providers, and regional organizations to build strong networks that serve our shared goals. Crucially, EASTCONN serves as a dedicated advocate for northeastern Connecticut, elevating the specific legislative, educational, and resource needs of our region's districts and communities.

To ensure our advocacy and services truly reflect local priorities, having your community's voice represented on our Board is essential.

Each member district may designate, in writing, a representative and an alternate at any given time. The alternate shall be considered the district representative in the absence of the current representative. (Representatives must be a current Board of Education member)

Since 1980, EASTCONN has been dedicated to building brighter futures and expanding life opportunities for learners of all ages. We firmly believe that equitable access empowers communities, and our board's effectiveness relies on diverse perspectives to inspire innovation, inquiry, and sustainable solutions. Board members play a vital role in advancing this mission by contributing through regular meeting attendance, committee engagement, governance oversight, and actively championing regional partnerships that allow our communities to learn, thrive, and succeed.

We would welcome the opportunity to connect with you or a member of your Board of Education to answer any questions. Thank you for your leadership and for considering this partnership.

Sincerely,

Justin Phaiah
Board of Directors Chair
EASTCONN

Eric Protulis
Executive Director
EASTCONN

2026-2027 General Fund

October 2026 Summary

- **Salaries (51111-51190)**
 - For fiscal year 2027 our total budget in our salary accounts is \$6,543,877 which is about 70% of our total budget. Salary accounts include certified and non-certified, related services, and sub wages. We are currently forecasting a deficit in our salary accounts of (\$59,456.18). This includes forecasted amounts in our sub accounts so this amount could change as we progress through the year.
- **Benefits (52005-52060)**
 - Benefits include medical, dental, vision, life, and long term disability insurance. This object code also includes employer taxes, tuition reimbursements, unemployment, workers' compensation, and pension benefits. Our total budget in this object code is \$1,386,511 which is 15% of our total budget. For our October update, we anticipate a deficit in these accounts of (\$73,598.55). The deficit is due to our Health Insurance line where we had some unanticipated changes in enrollments.
- **Professional Services (53140-53260)**
 - Professional services are in the 3000 object codes. Professional services are budgeted items such as professional development for staff, contracted services, and purchased services. Some examples of purchased services or contracted services are our annual audit costs, attorney fees, Occupational and Physical Therapy, school medical advisor, medicaid reimbursements, Behavioral Analysts, Social Worker services, Psych services, and diagnostic evals. Our total budget in Professional Services is \$171,486 which is about 2% of our overall budget. We are currently forecasting a deficit of (\$3,193.82) due to our forecasted amounts, but this could change as we move through the year.
- **Plant Operations (54160-54520)**
 - All of the 4000 object codes refer to plant operations and utilities. Items coded here would be electricity, maintenance agreements, facility repairs, and trash removal. Our budget for this fiscal year is \$357,909 which is about 4% of our budget. For our October update, we are forecasting a reserve of \$38,815.45. We are watching expenditures in these accounts closely and will make any necessary adjustments in the forecast as we progress through the year.
- **Transportation / Tuition / Insurance / Communication (55000-55170)**
 - The 5000 object codes cover contracted transportation, tuition, insurance (Property, liability, cyber, etc.), printing and binding, postage, telephone, and advertising. Our total budget in these object codes for this fiscal year is \$552,587 which is about 6% of our overall budget. We are currently forecasting a deficit in these accounts of (\$71,201.34). This deficit is due to unanticipated tuition and transportation.
- **Supplies (56080-56904)**
 - Supply accounts will be found in the 6000 object codes. Supplies can be for instructional supplies, office supplies, nurse supplies, custodial supplies, building supplies including Heat, transportation supplies such as gas and diesel, library books, and textbooks. Our budget in our supply accounts is \$298,439 for this fiscal year. This is about 3% of our overall budget. For the October update, we are forecasting a reserve of \$32,228.81.
- **Dues & Fees (58900)**
 - All dues and fees accounts are coded in the 8000 object codes. Dues and Fees are for memberships to professional organizations and for conference fees. Our total budget for this fiscal year in our Dues & Fees accounts is \$16,375 which is less than 1% of our overall budget. We anticipate fully spending these accounts.

Overall, our total spent to date for FY27 is \$1,820,145.99 which is 19% of our total budget of \$9,327,184. We are currently forecasting a deficit of (\$136,512.99).

Marlborough Elementary School October FY27 Update

Object Code	Budget	Transfers	Adj Budget	YTD Expended	Encumbered	Balance	Forecasted Adjustment	Forecasted Balance	10/9/2026
Salary									
51111 - Admin	\$ 413,964.00	\$ -	\$ 413,964.00	\$ 108,249.14	\$ 317,483.58	\$ (11,768.72)	\$ (15,874.18)	\$ 4,105.46	
51112 - Teacher	\$ 4,365,616.00	\$ -	\$ 4,365,616.00	\$ 533,225.59	\$ 4,000,115.95	\$ (167,725.54)	\$ (161,225.76)	\$ (6,499.78)	
51113 - Stipend	\$ 3,856.00	\$ -	\$ 3,856.00	\$ -	\$ -	\$ 3,856.00	\$ 3,856.00	\$ -	
51114 - Curriculum	\$ 5,500.00	\$ -	\$ 5,500.00	\$ 3,059.24	\$ -	\$ 2,440.76	\$ 2,440.76	\$ -	
51115 - Teacher Subs	\$ 58,969.00	\$ -	\$ 58,969.00	\$ 3,180.00	\$ -	\$ 55,789.00	\$ 55,789.00	\$ -	
51116 - Sick Day Payout	\$ 26,534.00	\$ -	\$ 26,534.00	\$ -	\$ -	\$ 26,534.00	\$ -	\$ 26,534.00	
51118 - Summer School Teacher	\$ 15,475.00	\$ -	\$ 15,475.00	\$ 8,361.75	\$ -	\$ 7,113.25	\$ -	\$ 7,113.25	
51120 - OT/PT - Related Services	\$ 72,772.00	\$ -	\$ 72,772.00	\$ 4,103.95	\$ 33,473.45	\$ 35,194.60	\$ 35,196.54	\$ (1.94)	
51123 - Office Support	\$ 351,924.00	\$ -	\$ 351,924.00	\$ 128,541.93	\$ 452,959.75	\$ (229,577.68)	\$ (228,294.68)	\$ (1,283.00)	
51124 - Paraprofessionals	\$ 609,219.00	\$ -	\$ 609,219.00	\$ 85,150.15	\$ 721,559.47	\$ (197,490.62)	\$ (100,144.93)	\$ (97,345.69)	
51125 - Custodian	\$ 355,148.00	\$ -	\$ 355,148.00	\$ 84,719.44	\$ 120,629.83	\$ 149,798.73	\$ 139,049.53	\$ 10,749.20	
51126 - Nurse	\$ 78,203.00	\$ -	\$ 78,203.00	\$ 10,351.51	\$ 79,181.24	\$ (11,329.75)	\$ (11,330.00)	\$ 0.25	
51127 - Tech Coordinator	\$ 78,692.00	\$ -	\$ 78,692.00	\$ -	\$ -	\$ 78,692.00	\$ 78,691.50	\$ 0.50	
51128 - Summer Paraprofessional	\$ 5,314.00	\$ -	\$ 5,314.00	\$ 8,142.43	\$ -	\$ (2,828.43)	\$ -	\$ (2,828.43)	
51129 - Subs - Non Certified	\$ 23,630.00	\$ -	\$ 23,630.00	\$ 1,440.00	\$ -	\$ 22,190.00	\$ 22,190.00	\$ -	
51190 - Constables	\$ 79,061.00	\$ -	\$ 79,061.00	\$ -	\$ -	\$ 79,061.00	\$ 79,061.00	\$ -	
Total Salary	\$ 6,543,877.00	\$ -	\$ 6,543,877.00	\$ 978,525.13	\$ 5,725,403.27	\$ (160,051.40)	\$ (100,595.22)	\$ (59,456.18)	
Benefits									
52005 - SS/Med	\$ 183,659.00	\$ -	\$ 183,659.00	\$ 31,561.80	\$ -	\$ 152,097.20	\$ 159,677.08	\$ (7,579.88)	
52012 - Pension	\$ 69,077.00	\$ -	\$ 69,077.00	\$ 15,328.68	\$ -	\$ 53,748.32	\$ 52,796.96	\$ 951.36	
52000 - Health Insurance	\$ 1,053,720.00	\$ -	\$ 1,053,720.00	\$ 418,737.99	\$ -	\$ 634,982.01	\$ 710,681.28	\$ (75,699.27)	
52025 - LTD/Life Insurance	\$ 20,798.00	\$ -	\$ 20,798.00	\$ 6,089.26	\$ -	\$ 14,708.74	\$ 14,708.74	\$ -	
52027 - GASB45	\$ 6,100.00	\$ -	\$ 6,100.00	\$ 3,075.00	\$ -	\$ 3,025.00	\$ 3,025.00	\$ -	
52035 - Unemployment Compensation	\$ 8,600.00	\$ -	\$ 8,600.00	\$ -	\$ -	\$ 8,600.00	\$ -	\$ 8,600.00	
52040 - Workers' Comp	\$ 36,557.00	\$ -	\$ 36,557.00	\$ 39,354.88	\$ -	\$ (2,797.88)	\$ (2,927.12)	\$ 129.24	
52060 - Tuition	\$ 8,000.00	\$ -	\$ 8,000.00	\$ -	\$ -	\$ 8,000.00	\$ 8,000.00	\$ -	
Total Benefits	\$ 1,386,511.00	\$ -	\$ 1,386,511.00	\$ 514,147.61	\$ -	\$ 872,363.39	\$ 945,961.94	\$ (73,598.55)	
Professional Services									
53140 - Audit	\$ 20,000.00	\$ -	\$ 20,000.00	\$ -	\$ -	\$ 20,000.00	\$ 23,000.00	\$ (3,000.00)	
53180 - School Physicians	\$ 1,000.00	\$ -	\$ 1,000.00	\$ -	\$ -	\$ 1,000.00	\$ 700.00	\$ 300.00	
53190 - OT/PT	\$ 59,096.00	\$ -	\$ 59,096.00	\$ 1,392.00	\$ -	\$ 57,704.00	\$ 57,704.00	\$ -	
53200 - Consultant	\$ 17,950.00	\$ -	\$ 17,950.00	\$ 1,575.49	\$ -	\$ 16,374.51	\$ 16,374.51	\$ -	
53210 - Legal Consult	\$ 14,400.00	\$ -	\$ 14,400.00	\$ 1,928.00	\$ -	\$ 12,472.00	\$ 12,472.00	\$ -	

Marlborough Elementary School October FY27 Update

Object Code	Budget	Transfers	Adj Budget	YTD Expended	Encumbered	Balance	Forecasted Adjustment	Forecasted Balance	10/9/2026
53240 - Professional Development	\$ 7,675.00	\$ -	\$ 7,675.00	\$ 1,250.00	\$ -	\$ 6,425.00	\$ 6,425.00	\$ -	
53260 - AHM Youth Services	\$ 51,365.00	\$ -	\$ 51,365.00	\$ 25,929.41		\$ 25,435.59	\$ 25,929.41	\$ (493.82)	
Total Professional Services	\$ 171,486.00	\$ -	\$ 171,486.00	\$ 32,074.90	\$ -	\$ 139,411.10	\$ 142,604.92	\$ (3,193.82)	
Property Services									
54160-70, 54325-40 - Utility Services	\$ 179,819.00	\$ -	\$ 179,819.00	\$ 62,865.25	\$ -	\$ 116,953.75	\$ 116,953.75	\$ -	
54XXX- Contracted Repair Services	\$ 178,090.00	\$ -	\$ 178,090.00	\$ 88,198.61	\$ 1,145.00	\$ 88,746.39	\$ 49,930.94	\$ 38,815.45	
Total Property Services	\$ 357,909.00	\$ -	\$ 357,909.00	\$ 151,063.86	\$ 1,145.00	\$ 205,700.14	\$ 166,884.69	\$ 38,815.45	
Purchased Services									
55000 - Telephone	\$ 7,404.00	\$ -	\$ 7,404.00	\$ 2,799.36	\$ -	\$ 4,604.64	\$ 4,604.64	\$ -	
55005 - Email / Webhosting	\$ 16,000.00	\$ -	\$ 16,000.00	\$ 8,270.00	\$ -	\$ 7,730.00	\$ 7,730.00	\$ -	
55110 - Advertising & Legal Notices	\$ 1,100.00	\$ -	\$ 1,100.00	\$ 816.00	\$ -	\$ 284.00	\$ -	\$ 284.00	
55120 - Tuition	\$ 63,000.00	\$ -	\$ 63,000.00	\$ 20,378.45		\$ 42,621.55	\$ 90,483.62	\$ (47,862.07)	
55125 - Magnet School Tuition	\$ 11,062.00	\$ -	\$ 11,062.00	\$ -	\$ -	\$ 11,062.00	\$ 11,062.00	\$ -	
55130 - Postage	\$ 3,900.00	\$ -	\$ 3,900.00	\$ 1,294.04	\$ -	\$ 2,605.96	\$ 2,605.96	\$ -	
55140 - Property & Liability Insurance	\$ 43,645.00	\$ -	\$ 43,645.00	\$ -	\$ -	\$ 43,645.00	\$ 41,040.00	\$ 2,605.00	
55160 - Student Regular Transportation	\$ 280,397.00	\$ -	\$ 280,397.00	\$ -	\$ -	\$ 280,397.00	\$ 280,397.00	\$ -	
55170 - Special Ed Transportation	\$ 126,079.00	\$ -	\$ 126,079.00	\$ 8,504.33	\$ -	\$ 117,574.67	\$ 143,802.94	\$ (26,228.27)	
Total Purchased Services	\$ 552,587.00	\$ -	\$ 552,587.00	\$ 42,062.18	\$ -	\$ 510,524.82	\$ 581,726.16	\$ (71,201.34)	
Supplies									
56080 - Heat	\$ 69,177.00	\$ -	\$ 69,177.00	\$ -	\$ -	\$ 69,177.00	\$ 69,177.00	\$ -	
56090 - Diesel & Gasoline	\$ 30,443.00	\$ -	\$ 30,443.00	\$ 1,888.01	\$ -	\$ 28,554.99	\$ 28,554.99	\$ -	
56095 - Propane	\$ 1,200.00	\$ -	\$ 1,200.00	\$ -	\$ -	\$ 1,200.00	\$ -	\$ 1,200.00	
56111 - Instructional Supplies	\$ 68,000.00	\$ -	\$ 68,000.00	\$ 27,068.94	\$ 678.46	\$ 40,252.60	\$ 30,189.45	\$ 10,063.15	
56113 - Technology Supplies	\$ 10,000.00	\$ -	\$ 10,000.00	\$ 6,936.68	\$ -	\$ 3,063.32	\$ 2,297.49	\$ 765.83	
56211 - Instructional Technology	\$ 26,207.00	\$ -	\$ 26,207.00	\$ 26,052.08	\$ -	\$ 154.92	\$ -	\$ 154.92	
56410 - Textbooks	\$ 29,312.00	\$ -	\$ 29,312.00	\$ 10,346.25	\$ -	\$ 18,965.75	\$ 8,965.75	\$ 10,000.00	
56421 - Library Books	\$ 5,300.00	\$ -	\$ 5,300.00	\$ 105.66	\$ 100.61	\$ 5,093.73	\$ 3,820.30	\$ 1,273.43	
56901 - Office Supplies	\$ 4,000.00	\$ -	\$ 4,000.00	\$ 895.06	\$ 37.90	\$ 3,067.04	\$ 2,300.28	\$ 766.76	
56902 - Health Office Supplies	\$ 5,300.00	\$ -	\$ 5,300.00	\$ 1,824.90	\$ -	\$ 3,475.10	\$ 3,475.10	\$ -	
56903 - Other Supplies	\$ 2,500.00	\$ -	\$ 2,500.00	\$ -	\$ -	\$ 2,500.00	\$ -	\$ 2,500.00	
56904 - Custodial Supplies	\$ 47,000.00	\$ -	\$ 47,000.00	\$ 19,476.39	\$ -	\$ 27,523.61	\$ 22,018.89	\$ 5,504.72	
Total Supplies	\$ 298,439.00	\$ -	\$ 298,439.00	\$ 94,593.97	\$ 816.97	\$ 203,028.06	\$ 170,799.25	\$ 32,228.81	

Marlborough Elementary School October FY27 Update									
Object Code	Budget	Transfers	Adj Budget	YTD Expended	Encumbered	Balance	Forecasted Adjustment	Forecasted Balance	10/9/2026
Equipment									
57301 - Instructional Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
57390 - Non-Instructional Equipment	\$ -	\$ -	\$ -	\$ -	\$ 107.36	\$ (107.36)	\$ -	\$ (107.36)	(107.36)
Total Equipment	\$ -	\$ -	\$ -	\$ -	\$ 107.36	\$ (107.36)	\$ -	\$ (107.36)	(107.36)
Dues & Fees									
58900 - Dues & Fees	\$ 16,375.00	\$ -	\$ 16,375.00	\$ 7,678.34	\$ -	\$ 8,696.66	\$ 8,696.66	\$ -	-
Total Dues & Fees	\$ 16,375.00	\$ -	\$ 16,375.00	\$ 7,678.34	\$ -	\$ 8,696.66	\$ 8,696.66	\$ -	-
Total Fiscal Year 2027	\$ 9,327,184.00	\$ -	\$ 9,327,184.00	\$ 1,820,145.99	\$ 5,727,472.60	\$ 1,779,565.41	\$ 1,916,078.40	\$ (136,512.99)	

Marlborough School District
Superintendent's Goals 2026-27

DRAFT



1. Communication and Community Engagement

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

3. Organizational Leadership and Operations

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

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

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

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

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

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

4. Culture and Climate

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

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

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

Communications from the Superintendent's Office will stress that:

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

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

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

Marlborough School District
Board of Education Goals 2026-28

DRAFT



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

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

1. Communication and Community Engagement

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

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

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

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

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

3. Organizational Leadership and Operations

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

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

4. Culture and Climate

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

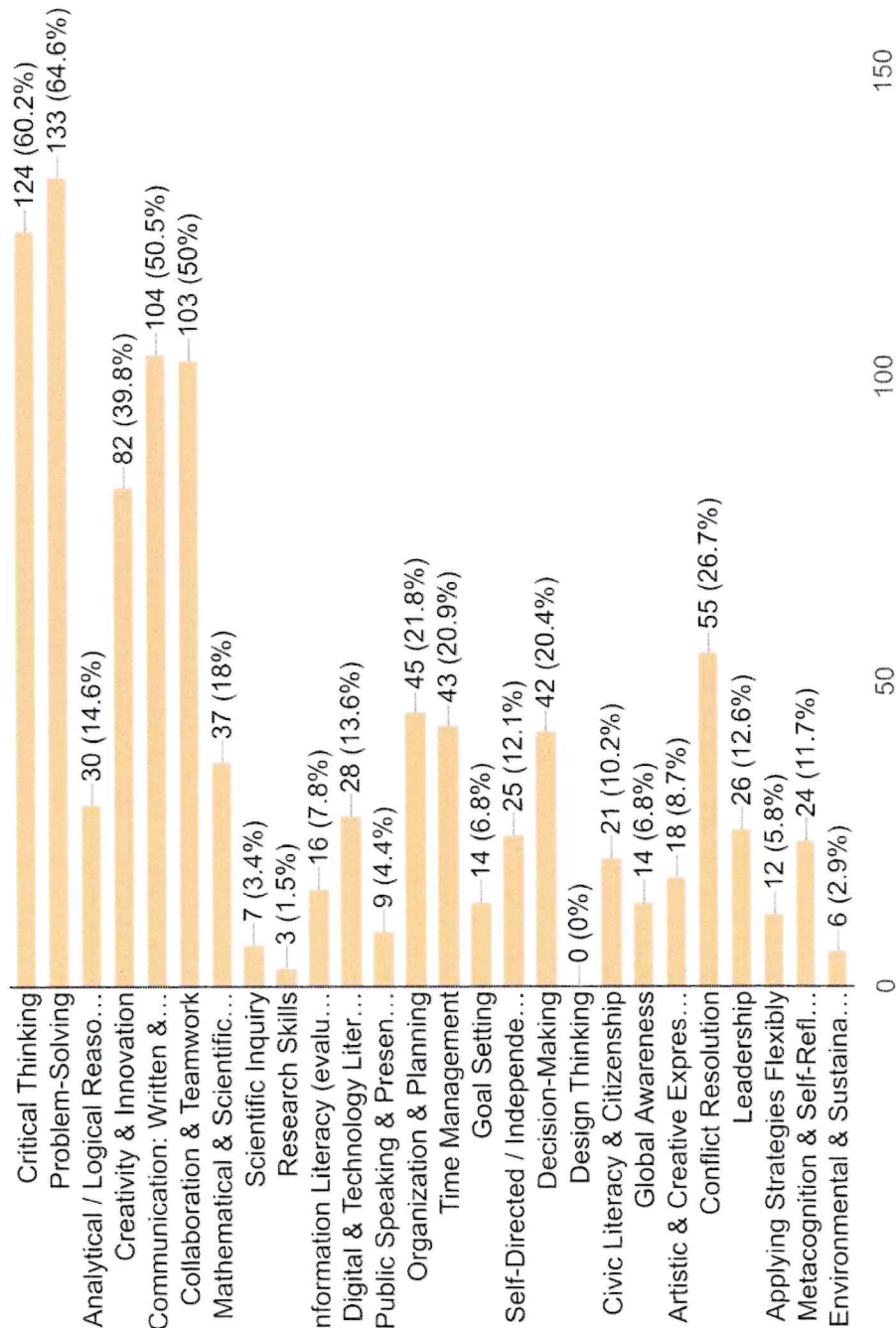
- Recognize and celebrate students and staff who act as exemplars of kindness and compassion at public meetings and other appropriate forums.
- Act as advocates for mental health and wellness across the school community by expanding opportunities for student wellness and promoting efforts that support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

Preliminary Data

MES Profile of the Learner Analytics (Dynamic)

Which skills matter most? (Select 5)

206 responses



Preliminary Data

MES Profile of the Learner Analytics (Dynamic)

