MARLBOROUGH BOARD OF EDUCATION

Regular Business Meeting
Thursday, November 19, 2026
Elmer Thienes-Mary Hall Elementary School - Library
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/kfc-gkmh-yde?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: www.marlborough.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
   - Student Council Presentation - Introduction of Officers & MES Profile of the Learner

4. Public Comments*
   - Budget 2027-28 Suggestions and Input (Encl. 4)

5. Election of Officers

   MOTION: That the Superintendent chair the meeting for the sole purpose of electing a Chairperson.

   MOTION: That the Board elect a Chairperson in accordance with Board policy.

   MOTION: That the Board elect a Vice Chairperson and Secretary in accordance with Board Policy.

6. Discussion regarding the appointment of Board members to the Policy, Personnel, and Communications Committees, and liaisons to the School Safety Committee, the Board of Finance, AHM, and SAC.

7. 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.

8. 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:

8.1 Minutes of 10/22/26 Regular Business meeting (Encl. 8.1A); 10/22/26 Policy Committee meeting (Encl. 8.1B);
8.2 Personnel Actions – none;
8.3 Reports – receive and file the following document: monthly enrollment report (Encl. 8.3);

9. Oral Reports
   - 9.1 Advisory Groups
     - PTO – Paula Graef
     - SAC – Jennifer Renkiewicz
     - Operations, Wellness & Safety – John Mercier
     - Board of Finance Liaison – Bill Guzman
     - AHM – Dr. Raymond Morris
   - 9.2 Subcommittees
     - Policy
     - Personnel
     - Communications
   - 9.3 Chairperson
     - CABE New Board Member Orientation/Leadership Conference
   - 9.4 Superintendent and Administrative Team
     - NESDEC Report (Encl. 9.4)

10. Unfinished Business
    - 10.1 MES Facilities Project Update
    - 10.2 Discussion and approval of Board Goals, 2026-2028

MOTION: That the Board approve the 2026-2028 Board Goals as discussed.

11. New Business

11.1 Approval of Board Meeting Dates for Calendar Year 2027 (Encl. 11.1)

MOTION: That the Board approve the meeting dates for January-December, 2027 as presented in Enclosure 11.1.

11.2 Review November Financial Report (Encl. 11.2)

11.3 First Read of Proposed Policy Revisions (Encl. 11.3)
The Board will review and discuss on a first read basis the proposed policy revisions as presented by the Policy Subcommittee: P#: 5131.82 - Instructional Screen Time, P#: 6141.3273 - Artificial Intelligence in Education

11.4 First Read of MES Profile of the Leaner

12. Communications

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

13. Future Meetings & Topics

- CABE/CAPSS Convention, November 20-21, 2026
- CABE New Board Member Orientation/Leadership Conference, December 10, 2026
- Tentative Policy Subcommittee meeting, Thursday, December 17, 2026, 6:00 p.m.
- Regular Business meeting, Thursday, December 17, 2026, 6:30 p.m.

REMINDER: Agenda suggestions for the next business meeting are due to the Chairperson or Superintendent by 12:00 noon on Tuesday, December 8, 2026.

14. Public Comments*

15. 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.*

ENCLOSURE # 4
November 19, 2026

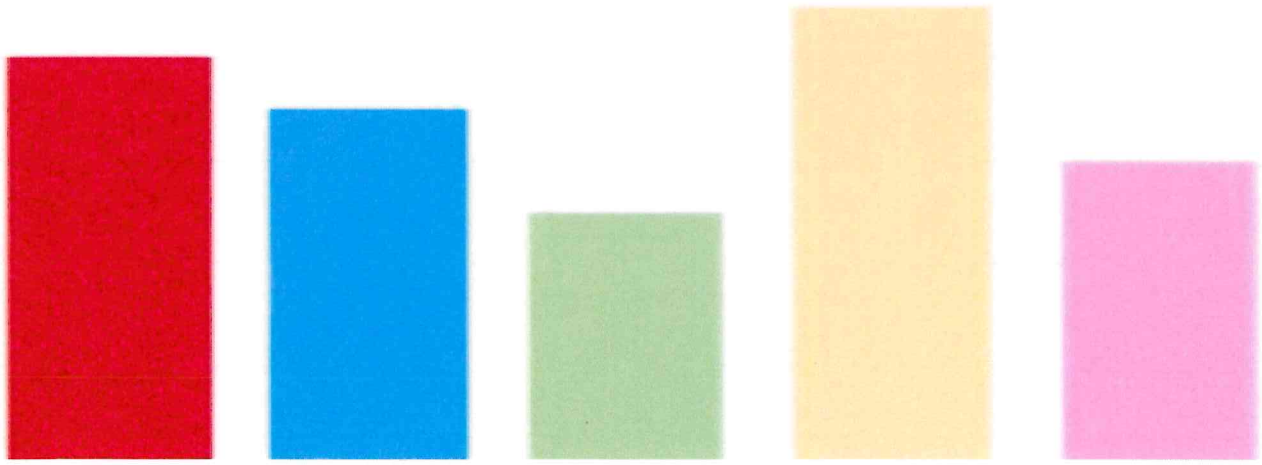
Marlborough Elementary School

27/28

Preliminary Budget Requests

November 2026

DRAFT suggestions for discussion. Listing in this document does not guarantee inclusion in the 27/28 MES Budget.



Preliminary Budget Requests for MES

November 2026 – DRAFT for discussion

All members of the school community were invited to make budget requests during the month of October.

Our mission is to educate, challenge and inspire each individual to excel and become a contributing member of society.

	2027-2028 Preliminary Budget Requests **Staffing Requests**	Cost
1 Certified Position	**Enrichment Teacher – Multiple Requests** This position is for a shared teacher who offers programming and enrichment opportunities with the hope of helping students find their passion during the school day. The schedules of the classroom teachers do not necessarily support sustained enrichment for students. This position will assist in the acquiring enrichment materials for classroom teachers to implement. This position will also assist in such programs as Future Problem Solvers and Invention Convention.	**$76,000** + benefits
2 Certified Position	**Additional Math Support Specialists – Multiple Grade Level Requests** This position allows for more small group instruction and additional support in the classroom. The goal is more opportunities for students to receive individualized attention in Math through targeted support helping students build strong foundational math skills, address learning gaps, and strengthen number sense and problem-solving through small-group instruction and intervention. This position will also assist in acquiring materials for classroom teachers to meet the various needs in each classroom.	**$76,000** + benefits per teacher
3 Certified Position	**Additional ELA Support Specialists – Multiple Grade Level Requests** This position allows for more small group instruction and additional support in the classroom. The goal is to provide more opportunities for students to receive individualized attention in ELA. This position will also assist in acquiring materials for classroom teachers to meet the various needs in each classroom.	**$76,000** + benefits per teacher
4 Certified Position	**Additional Special Education Teacher-Grade 6** This position eliminates the need for the sharing of special education teachers across grade level to provide consistent, grade-specific support.	**$76,000** + benefits
5 Certified Position	**Writing Teacher-Grade 6** Allows for more focused writing instruction, smaller instruction groups, and increased individualized feedback.	**$76,000** + benefits
6 Certified Position	**Guidance Counselor-Grade 6** Supports students' social-emotional needs during the important transition from elementary school to middle school.	**$76,000** + benefits
8 Certified Position	**Additional World Language Teacher – Spanish** One teacher currently serves approximately K-6 students. Students in Grades 1-6 receive one 40-minute Spanish lesson per week; kindergarten receives two 20-minute lessons. The proposed additional position expands scheduling capacity and allows more frequent contact with Spanish. Dividing instruction between Grades K-3 and Grades 4-6 allows each teacher to focus on a smaller grade span and plan developmentally appropriate instruction. K-3 lessons will emphasize songs, movement, stories, visuals and hands-on activities. Grades 4-6 will build vocabulary, listening comprehension, partner conversations, reading and short voice recordings. More frequent lessons give students opportunities to revisit vocabulary sooner, practice speaking and listening regularly, and build confidence using Spanish.	**$76,000** + benefits

9 Certified Position	**Library Media Specialist – Multiple Requests** Currently the school does not have a certified Librarian to offer a full range of library services and support throughout the building. This position will oversee instruction in the library and support staff in a number of research projects and academic and artistic initiatives promoting literacy, research skills, digital citizenship, and effective use of library and technology resources. Building a love of reading is essential to creative thinking, building empathy, and growing skills in reading in young learners. The library is a place where students enter and feel at home and excited to see what new journey they can experience between the pages of a book. A school librarian is also an expert on the newest books/authors and can guide reluctant readers to a book that will captivate them and hopefully create a lifelong love of reading.	**$76,000** **+ benefits**
10 Certified Position	**Speech-language assistant (SLPA) Part-time** The speech-language program currently has one SLP responsible for direct services, evaluations, screenings, IEP/504 development and documentation, PPT and team meeting participation, and AAC programming and support. Increased paperwork, compliance requirements, and AAC programming demands have expanded the SLP's responsibilities, limiting time for direct student support, Tier interventions, and collaboration. An SLPA three days per week would increase service capacity and support treatment plan implementation, data collection, student progress monitoring, and AAC training and use. Anticipated impact includes improved program efficiency, increased capacity to address student communication needs, and enhanced staff support and AAC implementation across the school.	**$50,000** **+ benefits**
11 Certified Position	**Increase in Certified Teachers to ensure 4 teachers per grade level – Multiple Grade Level Requests** Each year, teachers are moved from grade level to grade level due to enrollment, causing teachers to have to learn new programs and curriculum, along with spending numerous hours just to prepare content for the new level. Rather than improving units of study and teaching practices at the current grade level and analyzing student work and planning lessons to meet student's current levels of performance, teachers are learning new systems. The goal is to have four teachers per grade level. As most classes average 62 students, the opportunity for class sizes from 15-16 would be assured. Currently there are four teachers in Grades K, 2, and 5. There are three teachers in Grades 1, 3, 4, and 6. Four teachers in each grade require hiring four additional teachers. Avoiding the changing of teacher assignments on a yearly basis would result in a greater level of expertise in the curriculum and professional growth as part of a consistent grade level. With smaller class sizes, teachers can provide more individualized instruction, differentiate learning, and build strong foundational skills during the early elementary years.	**$76,000** **+ benefits per teacher**
12 Noncertified Postion	**Library Media Coordinator** As there is not a certified Librarian, this position will oversee supporting the circulation desk, shelving books, and assisting classroom teachers in various initiatives.	**$35,000** **+ benefits**
13 Noncertified Postion	**Literacy Paraeducator-Primary Grades – Multiple Requests** Provide additional support during literacy instruction through small-group work, skill practice, and targeted interventions. Having literacy paras in the primary grades allows for one-to-one support for struggling learners. The model was in place previously with very positive results in student growth.	**$35,000** **+ benefits per paraeducator**
14 Noncertified Postion	**Additional Paraeducators throughout Grade Levels – Multiple Requests** Provide additional paraeducators throughout the various grade levels to provide developmentally appropriate academic and behavioral support for students.	**$35,000** **+ benefits per paraeducator**
15 Noncertified Postion	**Paraeducators-Kindergarten / One Per Classroom** Given the age of kindergarten students and the wide range of developmental, academic, and social-emotional needs, having two adults in the classroom is almost a necessity. This allows for more individualized attention, smoother classroom routines, and better support for all students.	**$35,000** **+ benefits per paraeducator**
16 Noncertified Postion	**Building Substitute** This positions ensures consistency in expectations as well as coverage and support as needed throughout the day. A regularly appointed person will know school routines and be able to handle a number of different positions during the same day if necessary.	**$25,000** **+ benefits**
17 Stipend Position	**Girls Who Code Advisor – Parent Request** The Club is part of a national organization to promote girls to pursue computer, programming, and engineering careers. Clubs in Grades 3-5 focus on introductory coding, digital art, games, and basic concepts using platforms like Scratch	**$1,200**

18 Stipend Position	**Community Service Club Advisor – Parent Request** Promoting active participation in school-based and community initiatives is the goal of this group.	**$1,200**
19 Stipend Position	**Strategic Games Club Advisor – Parent Request** This club features chess, board games, and puzzle/brain teasers to help children develop patience, critical thinking, and social bonding.	**$1,200**
20 Stipend Position	**Kindness Club – Parent Request** This service club is focused on service projects in and out of the school that aim to build empathy and promote inclusion.	**$1,200**
21 Stipend Position	**STEAM & Building Club – Parent Request** A continuation of STEAM activities after school including Legos, blocks, and basic coding or robotics in order to build spatial intelligence and problem-solving skills	**$1,200**
22 Stipend Position	**Arts & Crafters Club – Parent Request** This club allows for extended time with different materials in art, watercolor painting, and crafts for students to express themselves creatively.	**$1,200**
23 Stipend Position	**Sports Club – Parent Request** Soccer, basketball, running, yoga, and dance to keep students active while teaching teamwork and sportsmanship is the goal of this club.	**$1,200**
24 Stipend Position	**Assistant Director, Spring Musical** There is currently a stipend for a director; however, with the number of students involved in a Grade 5 & 6 musical, there are two adults needed with the appropriate musical and artistic backgrounds to support this endeavor. Also required are royalty fees and costume/set supplies.	**$1,200** **$1,000 royalties & supplies**
25 Hired Resource	**Additional Mental Health Support – FLEX Hours – Parent Request** This funding supports two an additional part-time contracted counselors with flex hours to meet with and provide resources for students, parents, and families after school hours and evenings.	**$50,000**

	2027-2028 Preliminary Budget Requests Supplies and Equipment Requests	Cost
26 Supplies Instruction	**Kindergarten Preview Day – "Pawsitively Ready for Kindergarten"** This program establishes an annual Kindergarten Preview Day for incoming kindergarten students and families before the start of the school year. The event will provide students with an opportunity to experience important parts of their school day in a welcoming, supportive environment. This initiative directly supports our school's continued focus on student belonging, positive relationships, and social-emotional well-being. By providing incoming kindergarten students with a welcoming and developmentally appropriate introduction to school, we hope to build confidence, reduce first-day anxiety, and create a strong foundation for a successful kindergarten experience.	**$2,000**
27 Supplies Instruction	**Spanish Supplies Increase** Request for additional classroom consumables for entire school population; subscription of Rockalingua Classroom; Wordwall Standard platform to provide hands on learning, listening and vocabulary practice, differentiated participation; and partner speaking.	**$1,800**
28 Supplies Instruction	**Ad-Free Subscription for YouTube for Classrooms – Multiple Requests** An ad-free account for Classrooms would completely eliminate ads ensuring a seamless, safe, and uninterrupted learning flow, keeping our learners completely immersed in their educational movement, exercises, group stretching, music, and exploration without any commercial surprises.	**$1,000**
29 Supplies Instruction	**Kindergarten Play with a Purpose Supplies** Funding allows teachers to replenish materials used during play with a purpose. Materials include art supplies, hands on manipulatives, Legos, blocks, decorations for the exploration room, etc.	**$500**
30 Supplies Instruction	**Kindergartern Starfall Learning** Starfall is an online learning platform with untimed, multisensory interactive games that allow children to see, hear, and touch as they learn. Kindergarten students would have access during their independent skills group time (no more than 30 minutes a week).	**$400**
31 Supplies Instruction	**Literacy Materials for Grades 6** Copies of *The Labors of Hercules Beal* by Gary D. Schmidt; an annual subscription to No Red Ink - a program that assists with writing, grammar, and punctuation; and a subscription to Actively Learn. The goal is to have modern, relevant, high-interest books to engage students.	**$3,000**
32 Supplies Instruction	**Book Club Materials for Grade 4** This funding supports a selection of modern novels for small group book clubs to explore, fostering a love or reading and allowing children to work as a team and interact with one another.	**$16,000**
33 Supplies Instruction	**Increase access to OT/PT materials** The goal is to ensure that all classrooms have sufficient access to materials such as left-handed scissors, small pencils to reinforce grip, slant boards, grippers, etc.	**$1,000**
34 Supplies Instruction	**MakeMusic for Instrumental Music** This program is a virtual assistant in students' own practice spaces (Grades 5 & 6). When students practice at home without guidance, they frequently reinforce incorrect fingerings, misread rhythms, or ignore intonation issues requiring significant class time to correct later. The program MakeMusic bridges the gap between group rehearsals and independent practice. This program is used at RHAM middle school and high school creating a smooth transition for students.	**$1,100**
35 Supplies Instruction	**STEAM Supplies: Robots** Vex 123, Vex Go, and Vex IQ are 3 different levels of robots to teach a range of coding, robotics, and engineering design starting in kindergarten all the way through Grade 6. These robots introduce block coding and progress to Python and C++. The robots also introduce AI concepts with AI vision and object recognition. Students will have the opportunity to design and build their own robots using the included parts.	Vex 123 (24) **$2,000** Vex Go (20) **$2,750** Vex IQ (20) **$5,480**

36 **Supplies** **Instruction**	**STEAM Supplies: Sphero Bolt+** Sphero Bolt+ is a robot designed to work in real-life situations such as outer space or on a soccer field using specialized mats. Students will develop foundational computer science skills along with AI foundations. Programming includes block-based and text-based coding, the robotic components use sensors, motors, and programmable behaviors. The Sphero Bolt+ has an LCD screen for students to read and interpret real-time values. AI is introduced through algorithms, pattern recognition, and conditional reasoning.	**$3,718**
37 **Supplies** **Instruction**	**STEAM Supplies: LEGO Computer Science/AI Education Kits** These kits develop students' AI literacy in a safe, meaningful and creative way. Purchasing the kits for each grade level provides a clear scope and sequence for students to learn the basics and hardware of coding with LEGOs all the way through events, sequences, loops, conditionals, variables, functions, AI, and data. The kits provide hands-on learning to form a thorough understanding of the coding, robotics, and engineering design processes.	Grades K-2 **$2,249** Grade 3-5 **$2,799** Grade 6 **$3,499**
38 **Supplies** **Instruction**	**STEAM Supplies: WozEd Kits** WozEd provides numerous kits with a clear progression that point to a variety of career pathways. The kits include Coding, Engineering Design Process, Drone, Cyber Security, Mobile Development, Data Science, Animation, Artificial Intelligence, Robotics, AR/VR, STEM in Agriculture, and Career Explorations. These include hands-on, real-world explorations that lead to engaging discoveries in each topic.	**$4,900**
39 **Supplies** **Instruction**	**STEAM Supplies: KI Ruckus Worktables** These worktables are durable and functional for STEAM activities. The butcher block surface is built to last and withstand projects/experiments. There is storage underneath the tables to help organize activities by grade level for smoother transitions throughout the day. These sturdy tables will be long-lasting, avoiding the need for constant replacement.	**$6,500** **Per table** **6 requested**
40 **Supplies** **Instruction**	**STEAM & MUSIC Supplies: Soundtrap online music software (Grades 5 & 6)** Soundtrap allows Music and STEAM classes to collaborate in a variety of ways. First, students can build instruments in STEAM to write and play music in Music class. Using Soundtrap, students can refine and record their songs. Soundtrap also includes podcasting software to implement with STEAM classes learning audio/visual equipment and procedures.	**$1,344**
41 **Instructional** **Program**	**mCLASS Digital Assessments by Amplify – Multiple Requests** mCLASS would be used for both literacy and math assessments for benchmarking and progress monitoring. This program would be used instead of the current Aimsweb assessments. The goal is to improve achievement and the quality of instruction due to more actionable data and reports. mClass, as a benchmarking/progress monitoring tool, has several different CBM's that are used to monitor students. With several to choose from, staff can pick one that more closely mirrors instruction and effectively shows student growth based on what concepts are being addressed in small groups.	**$8,000**
42 **Instructional** **Program**	**Momentum Math** Momentum Math is published by SAVVAS and mirrors enVision, giving teachers quality intervention materials to utilize in class with students.	**$2,000**
43 **Instructional** **Program**	**Fundations (or ULFI Word Origins) – Multiple Requests** Tier 1 structured literacy program for the MES upper grades that teaches foundational reading, spelling, and handwriting.	**$14,000**
44 **Instructional** **Program**	**ELA Curriculum for Grades 5 & 6** Choosing an ELA curriculum will be a switch to an evidence-based program for the upper grade levels.	**$30,000**
45 **Equipment**	**Art Stools for Art Room** NPH 24" H Heavy Duty Steel Stool with Hardboard Seat & Backrest is the anticipated model for art room. The stools with backs promote student safety and comfort for young learners – especially Grades K-3 who struggle with sitting at the tall tables with the current stools. 20 chairs are requested.	**$1,500**
46 **Equipment**	**Spanish Classroom Reconfigurable Tables** Compact tables will replace current bulky furniture and create more usable space for movement, partner conversations, songs and rotating learning stations. Final sizes and seating will fit the room and largest class; existing chairs will be reused where suitable.	**$2,400** **4 @ $600**

47 Equipment	**New/Updated Cubby System** The cubby systems used for storage in classroom need to be update or replaced. In some cases it is a safety issue.	**$8,000** per classroom
48 Equipment	**Rolling Charging/Storage Station for Chromebooks** This system helps to organize Chromebooks in classrooms and keeps them functional throughout the period of usage.	**$1,000** per unit
49 Equipment	**Area Carpet Upgrades in Classrooms** Replacement of area carpets/rugs is due in most of the classrooms.	**$800** per classroom
50 Equipment	**New Wenger Choral Risers** The risers, which are more portable than the current set in use, include safety side rails and will be sued for choral concerts in addition to other programming, including the Kindergarten end-of-year ceremony. The current risers are difficult to set up and store and are not meant to be moved. This model of risers gives greater flexibility for setting up and breakdown. The easier st up allows for programs to have access to regularly practicing on them.	**$22,000**
51 Equipment	**Star Lab – Parent Request** Starlab, powered by Simulation Curriculum, is a leading provider of portable, inflatable planetariums designed for educational and immersive experiences. With advanced software from Simulation Curriculum, including Starry Night and Layered Earth Geology and Meteorology, Starlab offers an interactive exploration of the universe, making complex astronomical concepts accessible to students and enthusiasts.	**$50,000** for purchase **$2,000** 1 day rental for 4 classes
52 Equipment	**Gymnasium - Wall Mounted Protective Padding (for the places that do not have it, but should)** This request alleviates a safety concern, as some portions of the gym walls have the padding and other areas do not. The basketball court boundary lines are extremely close to unpadded walls in some locations.	**$5,000**
53 Equipment	**Gymnasium - Horizontal traversing climbing wall** The goal is for students to utilize a climbing wall with more grips and holds. The anchors for the current holds are falling out of the wall, making those specific grips and holds unusable. This wall ties in with the school's lengthy low level climbing unit.	**$10,000**
54 Equipment	**Community Room – Add Pickleball Lines for 3 Courts** This is a space with great potential – and with pickleball lines added to the floor, the entire school and community members would benefit from this addition for year-round opportunities.	**$5,000**
55 Equipment	**Folding mats to complete floor coverage for the Trestle Tree project** Several additional 5x10 hook and loop mats are needed to support this very popular and effective climbing unit for the students of the school. These mats have more than just one purpose - i.e. tumbling, testing, etc.	**$6,000**
56 Equipment	**Increase playground equipment for all grade levels – Multiple Requests** There is a need to increase access for all grade levels to have sufficient kickballs, basketballs, soccer balls, footballs, etc. Certain areas of the fields should also be lined for certain grade level activities.	**$2,000**
57 Equipment	**Supplies for classroom adjustments** Due to grade levels switching from 3 to 4 teachers each year, several teachers must move to new grade level classrooms and in a different wing of the building. These teachers would have access to funds to adjust the classroom supplies and outfit the new classroom with grade-level appropriate books and materials.	**$1,000** per classroom change
58 Professional Development	**Training for all Certified and Non-Certified Staff in CPR and AED** The goal is for 100% of teachers and staff to be trained in life-saving techniques over a two-year period. Training will include hands-on CPR, AED operation, and first aid.	**$10,000**
59 Professional Development	**Professional Development in Reading Instruction** Additional training opportunities to strengthen teachers' ability to support comprehension, fluency, vocabulary, and diverse learning needs is requested.	**$10,000**

60 Professional Development	**Professional Development in Instructional Technology** These funds will support training in utilizing technology purposefully to improve instruction, engagement, and efficiency.	**$10,000**
61 Professional Development	**Professional Development in Leadership and Systems Organization** The goal of this PD is to support teacher leadership, collaboration, communication, and problem-solving skills.	**$10,000**
62 Professional Development	**Professional Development in Culture Building** All staff will benefit from professional learning focused on defining shared values, building learning communities, positive school culture, staff relationships, and teacher recruitment & retention.	**$10,000**
63 Professional Development	**Professional Development for Paraeducators** Additional training opportunities for paraeducators will be very helpful regardless of their assignment so they are prepared to work with children, building an expertise in a particular area.	**$10,000**
64 Professional Development	**Funds for Training of Therapy Dog** In order to prepare a therapy dog for a school settings, dogs require excellent basic obedience and strong socialization skills. The benefits of a visiting therapy dog include lowering stress and anxiety; mood improvement emotional regulation; motivation for academic tasks; and building confidence.	**$1,500**
65 Technology	**Student Chromebook Replacements w/Google License** This funding supports and continues the replacement cycle of student Chromebooks – Cost per unit is $375.00 – 120 needed	**$45,000**
66 Technology	**Teacher Laptop Replacements** This funding supports and continues replacement cycle of teacher laptops – Cost per unit is $1,682 – 55 needed	**$92,510**
67 Technology	**Classroom TouchView Replacements** This funding supports and continues the replacement of interactive boards in classrooms – Cost per unit is $2,524 – 5 needed	**$12,620**
68 Technology	**iPads to supplement Chromebooks – Multiple Requests** Depending on the grade level, the goal is to have at least 1 and up to 6-8 iPads per classroom to supplement class activities, creating additional opportunities for students using learning apps and creating videos for classroom projects.	**$16,000**
69 Technology	**Teacher MacBooks** The addition of some MacBooks throughout the school would allow for certain creative technology projects in classrooms.	**$1,500 per unit**
70 Technology	**Spanish Classroom Technology** Technology increase to include 6 iPads, cases, headsets with microphones, supplies & manipulatives for use with technology lessons, Spanish picture books, and mini whiteboards. Six shared iPads and microphone headsets (used across K-6 classes) will support a rotating listening and speaking station. Students will listen to Spanish models, record short greetings or vocabulary, replay their voices and practice again. Selected recordings will be used to give feedback and document speaking progress.	**$3,800**
71 Technology	**Board Book** This program provides online agendas, documents, and presentations for Board of Education meetings.	**$3,250**
72 Technology	**Microsoft 365 upgrades** This funding assists with needed upgrades to Microsoft 365 in computers/laptops for those staff who work outside of Google Platform	**$815**

73 Technology	**Online Registration Program** An online program allows for information on students to be forwarded to a digital database for inclusion in our Student Information System rather than necessary materials being filled out on paper.	**$11,000** Set up $7,000 Annual $4,000
74 Technology	**Red Rover Staff HR / Substitute Platform – Multiple Requests** The modules requested focus on absence management & substitute scheduling including employee leave, tracking benefit time, and filling open classrooms by sending push notifications and alerts to substitute teachers. Many districts around us use this platform and by using it, we gain an advantage in acquiring substitute teachers.	**$6,000** Set up $2,000 Annual $4,000
75 Security	**Go Guardian – Go Guardian Admin, Teacher and Beacon** This program would be used in Grades 5-6 to monitor student Chromebooks in school and at home for all concerning usage in the Internet and Google docs. Alerts to designated administration provide complete time-stamped detail of the concerning activity, enabling responders to intervene quickly and confidently. Program is able to filter out irrelevant activity, ensuring counselors and administrators dedicate their time to verifiable, high-risk situations.	**$13,400** ***Alternate:*** **i-Boss** **$4,000**
76 Security	**Cyber Insurance** The goal is to have coverage following an attack, including forensic investigations, data and system restoration, support during interruption losses, and advice on cyber extortion/ransomware demands	**TBD**
77 Security	**Additional Two-Way Radios** Additional two-way radios provide better communication throughout the school.	**$800** per unit
78 Building Upgrades	**Sound System for Community Room** The goal is to improve sound quality for all school and community events. This item could be included in CAPITAL Requests, as it well benefit the entire community.	**$14,000**
79 Building Upgrades	**Painting of Interior Spaces** Cafeteria, Kitchen, Staircases on either side of cafeteria and hallway along the cafeteria are spaces that would be painted with two coats of Benjamin Moore Scuff-x satin. Colors to be determined. Paint all trim with two coats of Benjamin Moore Command semigloss. *(Food service account could possibly be used for this if we wanted to increase amount or do a standard amount every year.)*	**$7,800**
80 Building Upgrades	**Additional Air Conditioning Units in Classrooms** There are many rooms at the start and end of school that are extremely hot and lack air circulation. Even with the future HVAC project, relief is several years away. This request would include window unit and electrical upgrade.	**$5,000** per classroom

	2027-2028 Preliminary Budget Requests CAPITAL Requests	Cost
81 Equipment	**Updated Classroom Furniture / Flexible Furniture** Furniture and fixtures in many classrooms need updating including desks, chairs, bookshelves, chairs, tables, closets, etc. Furniture is showing signs of age, and the priority would be to ensure that anything that could be dangerous would be the highest priority to replace. The goal is to create flexible learning set up for the classrooms. These updates would include appropriate OT/PT style chairs and furniture.	**$20,000** per year
82 Equipment	**Gymnasium - Floor Upgrade** Complete sanding and refinishing of the MES gymnasium floor is due in the gym and will include new lines and center logo. The floor has not been sanded and refinished in over 20 years. This is important now as the floor coating is currently peeling and the refinishing process should happen every 10 years. The gym is a space that is utilized daily by students of the school and the community. Both students and community members complain about the lack of grip and slip factor of the floor.	**$60,000**
83 Equipment	**Gymnasium - Addition of Height Adjustable Basketball Hoops** Whenever PE classes need to use lower hoops for younger students, classes need to be moved to the community room, which is not always available. At a minimum, the two main hoops should be able to be adjusted for height.	**$50,000**
84 Equipment	**PreK Dedicated Outdoor Play Area** The goal is to have a secure, dedicated outdoor play and learning area located directly outside the PreK classrooms. The area outside of the classrooms would be converted into a vibrant, usable play space. Currently, classes utilize an enclosed playground within the main playground area. However, that space lacks essential features such as a sandbox and designated areas to ride bikes or draw with chalk. Furthermore, it is quite a long walk for our little ones, which limits spontaneous outdoor time and transitions. This project requires the installation of a secure fence running from the corner of the community room building to the corner of the main entrance building. This will completely enclose the yard area immediately outside the rooms, creating a large, safe space dedicated to creativity, learning, gross motor development, and fine motor play.	**$15,000**
85 Security	**Safety Laminate – Completion of Project on Ground Floor Windows** The addition of window laminate addresses a high-priority security issue ensuring that all ground floor windows and glass are protected. Window film prevents glass shatter and access to school.	**$48,000** West Wing $21,000 East Wing $27,000
86 Security	**Indoor /Outdoor Door Repairs** This funding is needed for a security issue addressing all doors close and lock in a timely manner.	**$15,000**
87 Building Upgrades	**Window and Blind Upgrades – Grades 2 & 3 Wing** Replacement of blinds and upgrades to windows in the classrooms is needed.	**$10,000** per classroom
88 Building Upgrades	**Renovation of Preschool and Kindergarten Classroom Sinks and Bathrooms** A renovation of preschool and kindergarten classroom sinks and bathrooms is recommended and includes child-sized toilets and sinks appropriate for early childhood students. The project requires a modification of classroom sinks to ensure they are accessible to young children. Also recommended is installation of fixtures at developmentally appropriate heights to promote independence and safe use.	**$15,000** per classroom

MARLBOROUGH BOARD OF EDUCATION
Regular Business Meeting Minutes
Thursday, October 22, 2026
Elmer Thienes-Mary Hall Elementary School – Library Annex
6:30 p.m.

1. Call to Order and Roll Call by Chairperson

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

BOE Members Present: Dr. Raymond Morris, Amy Kuhrt, Louise Concodello, William Guzman, Jamie Smigel, and Linda Earley.

Administration Present: Paul Smith, Superintendent
Paula Graef, Principal
Jennifer Renkiewicz, Assistant Principal

2. Pledge of Allegiance

3. Celebrations

- Presentation: Fourth-grade students Bodie, Cali, Rylea, and Jameson shared highlights from their field trip to Dinosaur State Park in Rocky Hill, CT, accompanied by a slideshow. The students discussed their experiences and what they learned during the trip. The field trip was made possible by the PTO, whom the students thanked for their support.

4. Public Comment - None

5. Additions to the Agenda - None

6. Consent Agenda:

6.1 Minutes of 9/24/26 Regular Business Meeting and the 9/24/26 Policy Committee 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. Concodello. Unanimously approved. MOTION CARRIED.

7. Oral Reports

7.1 Advisory Groups

- **PTO** – Principal Paula Graef reviewed upcoming PTO events for October and November, including Trunk-or-Treat and the sixth-grade Haunted House on October 23rd, a multicultural assembly featuring Japanese drumming and flute on October 28th, and a staff appreciation treat wagon on October 30th. Additional events include the Election Day Bake Sale and MES blanket sales as well as a staff luncheon during

Parent-Teacher Conferences on November 3rd, and Bingo Night on November 20th. The next PTO meeting will be held on November 2nd at 5:00 p.m. in the MES Cafeteria.

- **SAC** – Assistant Principal Jenn Renkiewicz announced that the next SAC meeting will be held on November 16th after school. Reminders will be included in the weekly MES Panther PAW Print newsletter, along with the SAC Topic Form for submitting discussion topics and suggestions.
- **Operations, Wellness & Safety** – No Report
- **Board of Finance Liaison** – Bill Guzman reported that the Board of Finance met on October 8th for a budget kickoff meeting, establishing a 3.5% budget submission goal for all town entities. The Region 8 Superintendent also presented the Capital Improvement Plan, with a referendum anticipated in November 2027. At its October 19th meeting, the Board of Finance approved a resolution to transfer $68,083 into the 2% fund. Superintendent Paul Smith noted that the Town Public Hearing is scheduled for April 8, 2027.
- **AHM** – Dr. Raymond Morris shared upcoming AHM events, including National Take Back Day on October 24th at the Hebron Police Department, as well as the *Fall into Art* community art show, free Arts & Crafts, and a Halloween-themed Spooky Trail, all taking place during the Hebron Harvest Moon Festival. He also announced three new episodes of the *Here 4 You* podcast, available on YouTube and Spotify.

7.2 Subcommittees:

- **Policy** - The Policy Committee met earlier in the evening and discussed Policy 5131.82 – Instructional Screen Time and Policy 6141.3273 – Artificial Intelligence in Education. Both policies will be presented for a first reading at next month's BOE meeting.
- **Personnel** - No report
- **Communications** - A meeting will be scheduled before the next BOE meeting; date and time to be determined.

7.3 Chairperson: No report

7.4 Superintendent and Administrative Team:

- EASTCONN Board of Directors Representative - Superintendent Paul Smith reviewed a letter from EASTCONN inviting the district to appoint a representative to its Board of Directors. He noted the Board of Education's eligibility for representation and highlighted the opportunity for district involvement.
- BOF Budget Kick Off - Superintendent Paul Smith reported that the meeting went well and noted that Louise Concodello and Amy Kuhrt were also in attendance. He reviewed the 3.5% budget submission goal and expressed hope that insurance costs for the Town and school district would come in more manageable this year, noting that it is still too early to determine.
- Profile of the Learner - Statistics & Next Steps - Superintendent Paul Smith reviewed the MES Profile of the Learner survey results, with 218 responses received so far, highlighting the skills and dispositions the community considers most important for student success. He outlined next steps, including refining the survey results, gathering additional community input on a draft, and presenting the final Profile to the

Board and community at the next BOE meeting on November 19th.

8. Unfinished Business:

8.1 Discussion of Superintendent Goals for the 2026–2027 School Year - No additional changes were submitted by Board members since the previous meeting. The Superintendent Goals document was updated to reflect "Marlborough 2040 – Tomorrow's Future Today" in place of "Marlborough 2035 – Tomorrow's Future Today."

L. Earley made a motion that the Board approve the Superintendent Goals, seconded by L. Concodello. Unanimously approved. MOTION CARRIED.

8.2 Discussion of Board Goals: 2026-2028 - Dr. Raymond Morris reviewed feedback received from Board members and distributed an updated draft incorporating their suggestions and edits. The revised goals were discussed. Dr. Morris asked Board members to submit any additional comments or suggestions on the revised draft, with the goal of ratifying the Board Goals for 2026–2028 at the upcoming BOE Meeting in November.

8.3 MES Facilities Project Update - Bill Guzman reported that the MESBC will meet on October 27th, with the goal of finalizing a contract with STV following discussions between the Town Attorney and STV. STV representatives will attend the October 27th meeting to explain their role and review the school construction grant process with the Building Committee. Mr. Guzman informed the Board that the Board of Selectmen approved transferring additional funds to the Project Manager line.

9. New Business:

9.1 Review October Financial Report – Superintendent Paul Smith reviewed the projected deficit, noting that an additional ABA position and 2.6 paraprofessional positions were needed for the 2026-27 school year to address student needs but were not included in the approved 2026–2027 budget. He indicated that funds from the 2% non-lapsing fund could be used to cover these costs.

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.
- Tentative Communications Committee Meeting, Date & Time TBD in November
- 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 - None

13. Adjournment:

L. Early made a motion to adjourn the meeting at 7:37 p.m., seconded by L. Concodello. Unanimously approved. MOTION CARRIED

Respectfully Submitted,
Carmela Monte

MARLBOROUGH BOARD OF EDUCATION
POLICY SUBCOMMITTEE MINUTES

Elmer Thienes-Mary Hall Elementary School – Library Annex
Thursday, October 22, 2026
6:00 p.m.
Unapproved Draft

1. **Call to Order & Roll Call:**
   The meeting was called to order at 6:00 p.m.

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

2. **Review and Discuss Proposed Policies:**
   P#: 5131.82 - Instructional Screen Time - Policy was discussed and will be brought to the BOE for a first read at the November 19, 2026 BOE Meeting.

   P#: 6141.3273 - Artificial Intelligence in Education - Policy was discussed and will be brought to the BOE for a first read at the November 19, 2026 BOE Meeting.

3. **Adjournment:**

   Meeting was adjourned at 6:19pm

Respectfully Submitted by
Carmela Monte

ENCLOSURE # 8.3
November 19, 2026

Elmer Thienes/ Mary Hall Elementary School

Marlborough, Connecticut

Monthly Enrollment Report

November 1, 2026

October 1, 2026 - October 31, 2026

Grade	Enrollment Local Classrooms AM 1	AM 2	PM 1	PM 2	Grade Total	Change	# of Rooms	Class Size Avg./Room
PS	8	9	13	15	17/28	0	2	8.5 / 14.0
K	16	15	16	14	61	0	4	15.3
1	18	17	17		52	0	3	17.3
2	16	17	17	17	67	0	4	16.8
3	18	19	18		55	0	3	18.3
4	18	19	19		56	0	3	18.7
5	18	18	18	18	72	0	4	18.0
6	20	20	20		60	0	3	20.0
Total					468	0		

Special Education Full Time Outplaced		
	2	
Special Education Part time Services Provided		
		GRAND TOTAL 470

Grade	Aug Grade Total	Sept Grade Total	Oct Grade Total	Nov Grade Total	Dec Grade Total	Jan Grade Total	Feb Grade Total	Mar Grade Total	Apr Grade Total	May Grade Total	June Grade Total
PS	15/28	16/28	17/28	17/28							
K	59	60	61	61							
1	53	52	52	52							
2	66	67	67	67							
3	55	55	55	55							
4	56	56	56	56							
5	72	72	72	72							
6	59	60	60	60							
Total	463	466	468	468							

ENCLOSURE # 9.4
November 19, 2026

NESDEC
New England School Development Council

Marlborough Public Schools
Marlborough, CT

School Year 2026-27 Enrollment Projection Report

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Historical & Projected Enrollment in Grade Combinations Line Graph	7
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Enrollment Summary

NESDEC is pleased to send you this report displaying the past, present, and projected enrollments for your district. It is important to update enrollment projections every year to identify changes in enrollment patterns. Ten-year projections are designed to provide your district with yearly, up-to-date enrollment information that can be used by boards and administrators for effective planning and allocation of resources. We received the enrollment data from the district, and we assume that the method of collecting this data has been consistent from year to year.

Birth data informs kindergarten enrollment. Each year, NESDEC secures birth data from state sources, providing a snapshot in time as to actual and provisional births as reported by the State, and then uses this birth data to predict kindergarten enrollments. We only use annual birth data to assure consistency in reporting from year to year. Estimated births, which are an average of the previous five years of birth data, are based on this same snapshot. NESDEC acknowledges the variability of the provisional and the estimated birth data, and notes that the projected kindergarten enrollments may serve as a guide to future planning.

Enrollment projections are more reliable in Years #1-3 in the future. Projections four to ten years out may serve as a guide to future enrollments and are useful for planning purposes. For more information, please refer to the Projection Methodology and Reliability section of this document.

The NESDEC enrollment projection fell within 13 students of the K-6 total, 410 students projected vs. 423 enrolled. Note: Ungraded students are not included in K-12 total.

Births increased by 12 from a previous ten-year average of 48 to a projected average of 60.

Over the next three years, Grades K-6 enrollments are projected to decrease by 4 students.

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Historical Enrollment

School District: Marlborough, CT **10/20/2026**

Historical Enrollment By Grade																			
Birth Year	Births*	School Year	PK	K	1	2	3	4	5	6								K-6	PK-6
2011	32	2016-17	18	61	64	62	62	82	94	91								516	534
2012	47	2017-18	23	46	56	68	66	63	80	89								468	491
2013	41	2018-19	22	45	46	55	69	65	65	82								427	449
2014	49	2019-20	22	70	52	47	59	67	68	62								425	447
2015	43	2020-21	21	51	72	53	48	62	63	69								418	439
2016	53	2021-22	25	72	56	64	57	51	61	60								421	446
2017	49	2022-23	24	59	73	55	67	57	54	66								431	455
2018	49	2023-24	33	51	57	70	55	68	57	55								413	446
2019	49	2024-25	35	60	54	57	72	57	67	57								424	459
2020	71	2025-26	43	53	63	52	58	72	54	66								418	461
2021	59	2026-27	45	61	52	67	55	56	72	60								423	468

*Birth data provided by Public Health Vital Records Departments in each state.

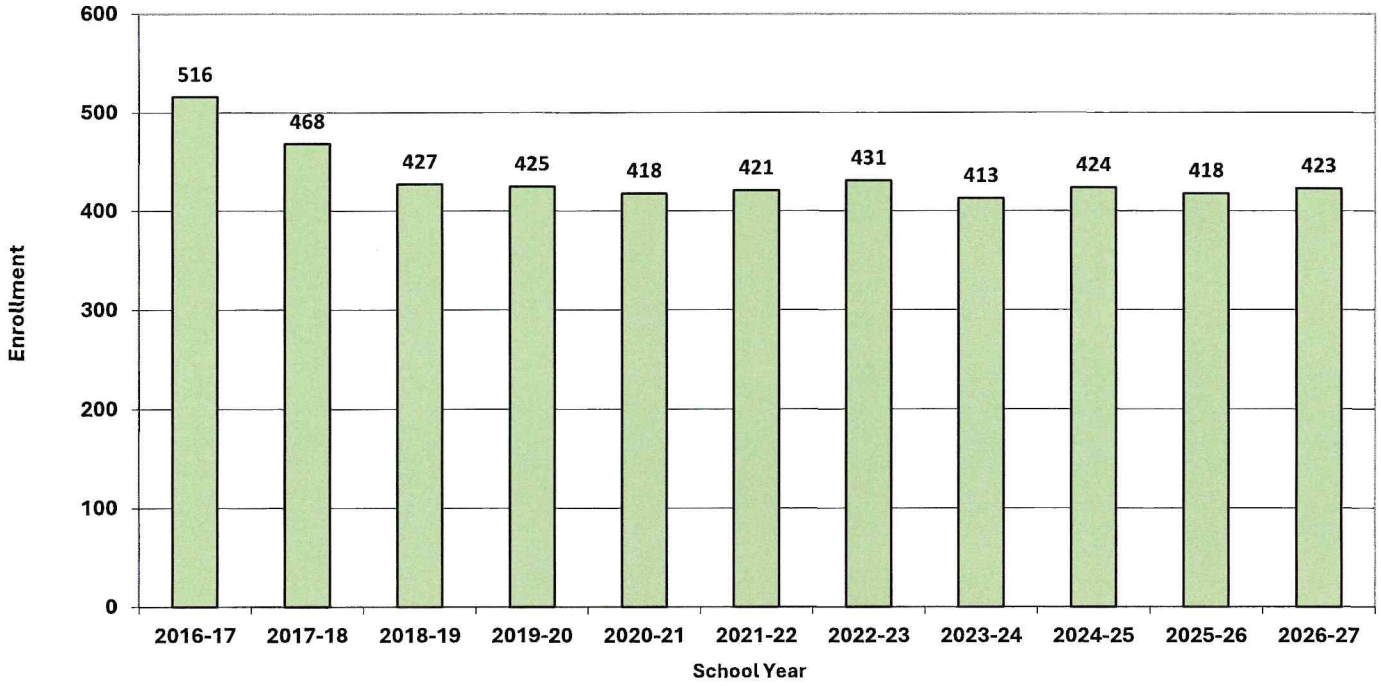
** < 10 Not reported, to protect subgroups with fewer than 10 students.

Historical Enrollment in Grade Combinations										
School Year	PK-6	K-6	PK-2	K-2	3-6	3-4	5-6			
2016-17	534	516	205	187	329	144	185			
2017-18	491	468	193	170	298	129	169			
2018-19	449	427	168	146	281	134	147			
2019-20	447	425	191	169	256	126	130			
2020-21	439	418	197	176	242	110	132			
2021-22	446	421	217	192	229	108	121			
2022-23	455	431	211	187	244	124	120			
2023-24	446	413	211	178	235	123	112			
2024-25	459	424	206	171	253	129	124			
2025-26	461	418	211	168	250	130	120			
2026-27	468	423	225	180	243	111	132			

Historical Percentage Changes			
School Year	K-6	Diff.	%
2016-17	516		
2017-18	468	-48	-9.3%
2018-19	427	-41	-8.8%
2019-20	425	-2	-0.5%
2020-21	418	-7	-1.6%
2021-22	421	3	0.7%
2022-23	431	10	2.4%
2023-24	413	-18	-4.2%
2024-25	424	11	2.7%
2025-26	418	-6	-1.4%
2026-27	423	5	1.2%
Change		-93	-18.0%

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Grades K-6 Historical Enrollment



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Projected Enrollment

School District: Marlborough, CT **10/20/2026**

Enrollment Projections By Grade*																				
Birth Year	Births*		School Year	PK	K	1	2	3	4	5	6								K-6	PK-6
2021	59		2026-27	45	61	52	67	55	56	72	60								423	468
2022	62		2027-28	45	62	62	52	69	55	55	74								429	474
2023	63		2028-29	45	63	63	62	53	69	54	57								421	466
2024	51	(prov.)	2029-30	45	51	64	63	64	53	68	56								419	464
2025	64	(prov.)	2030-31	46	64	52	64	65	64	52	70								431	477
2026	60	(est.)	2031-32	46	60	65	52	66	65	63	53								424	470
2027	60	(est.)	2032-33	46	60	61	65	53	66	64	65								434	480
2028	60	(est.)	2033-34	46	60	61	61	67	53	65	66								433	479
2029	59	(est.)	2034-35	47	59	61	61	63	67	52	67								430	477
2030	60	(est.)	2035-36	47	61	60	61	63	63	66	53								427	474
2031	60	(est.)	2036-37	47	60	62	60	63	63	62	68								438	485

Note: Ungraded students (UNGR) often are high school students whose anticipated years of graduation are unknown, or students with special needs - UNGR not included in Grade Combinations for 7-12, 9-12, etc.

Based on an estimate of births Based on children already born Based on students already enrolled

*Birth data provided by Public Health Vital Records Departments in each state.

** < 10 Not reported, to protect subgroups with fewer than 10 students.

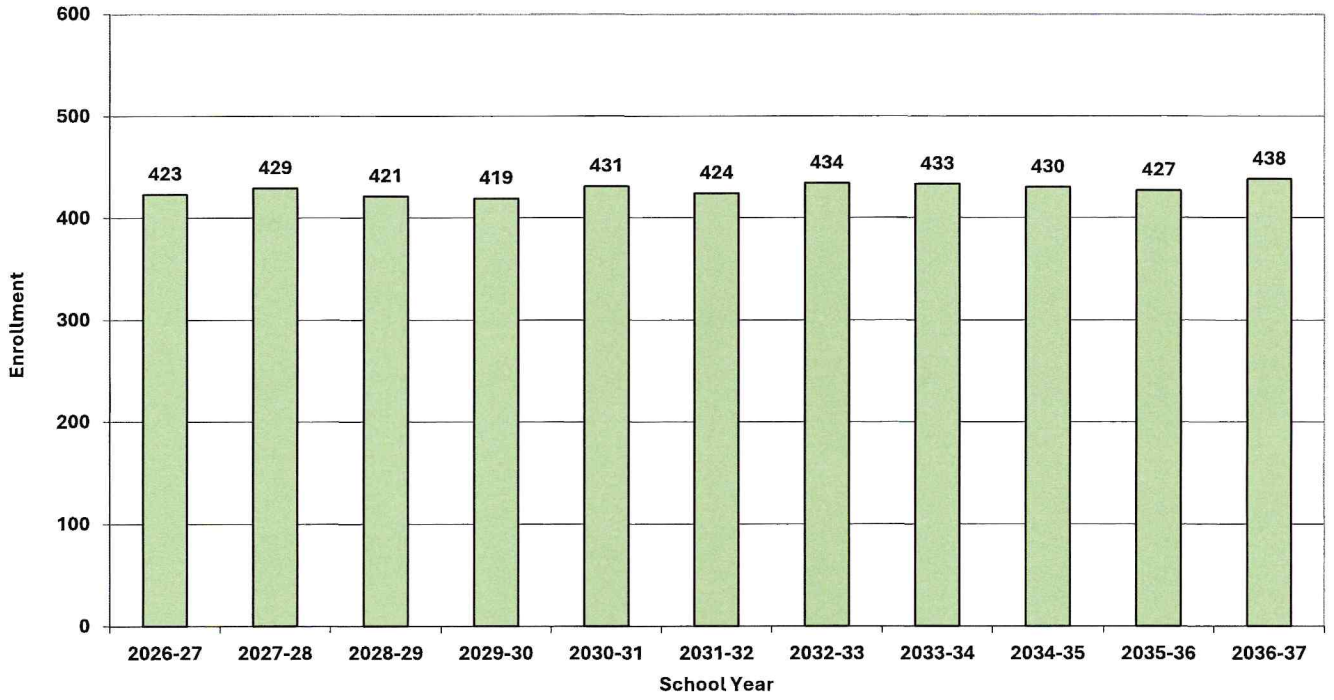
Projected Enrollment in Grade Combinations*										
School Year	PK-6	K-6	PK-2	K-2	3-6	3-4	5-6			
2026-27	468	423	225	180	243	111	132			
2027-28	474	429	221	176	253	124	129			
2028-29	466	421	233	188	233	122	111			
2029-30	464	419	223	178	241	117	124			
2030-31	477	431	226	180	251	129	122			
2031-32	470	424	223	177	247	131	116			
2032-33	480	434	232	186	248	119	129			
2033-34	479	433	228	182	251	120	131			
2034-35	477	430	228	181	249	130	119			
2035-36	474	427	229	182	245	126	119			
2036-37	485	438	229	182	256	126	130			

Projected Percentage Changes			
School Year	K-6	Diff.	%
2026-27	423		
2027-28	429	6	1.4%
2028-29	421	-8	-1.9%
2029-30	419	-2	-0.5%
2030-31	431	12	2.9%
2031-32	424	-7	-1.6%
2032-33	434	10	2.4%
2033-34	433	-1	-0.2%
2034-35	430	-3	-0.7%
2035-36	427	-3	-0.7%
2036-37	438	11	2.6%
Change		15	3.5%

*Projections should be updated annually to reflect changes in in/out-migration of families, births, and similar factors.

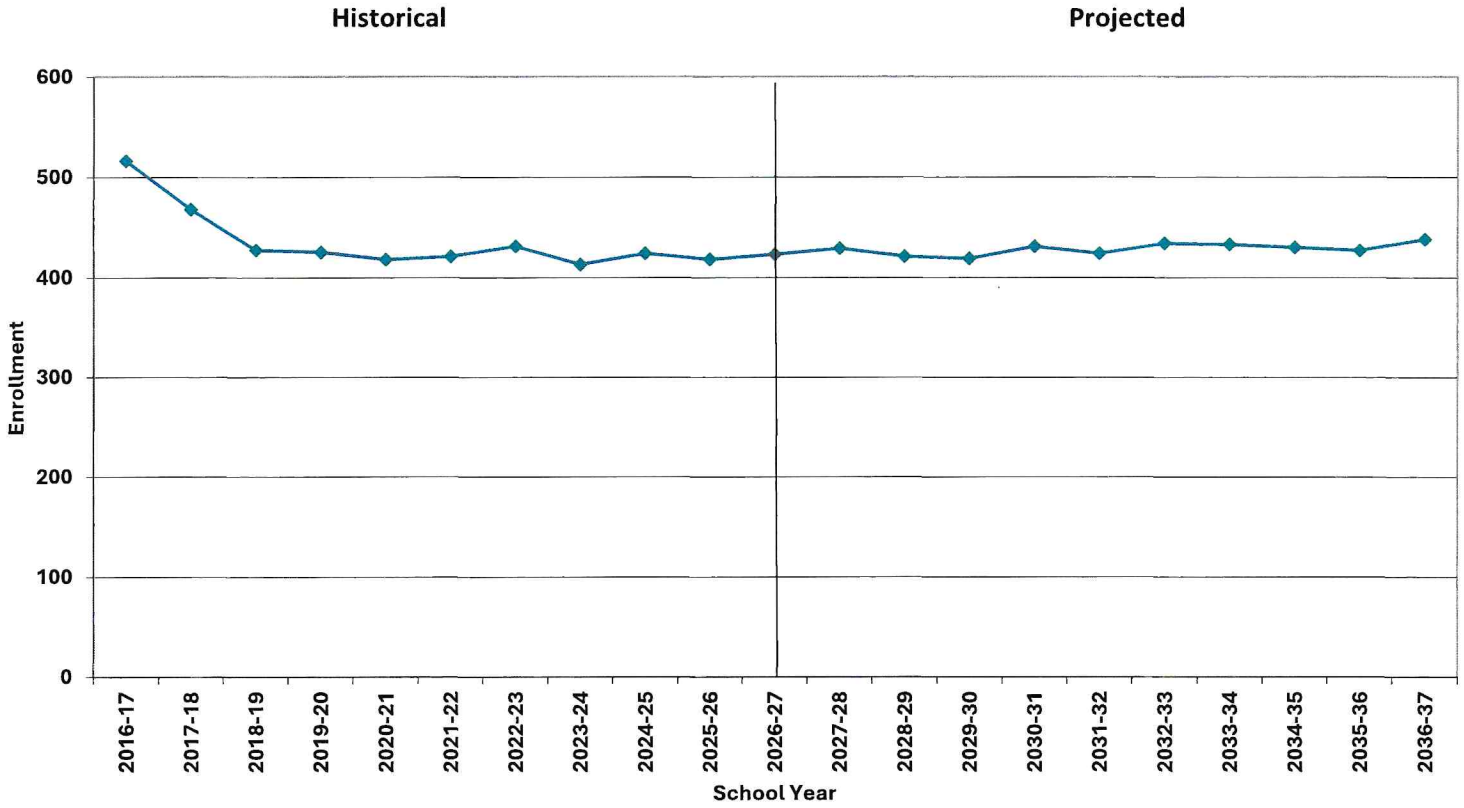
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Grades K-6 Projected Enrollment



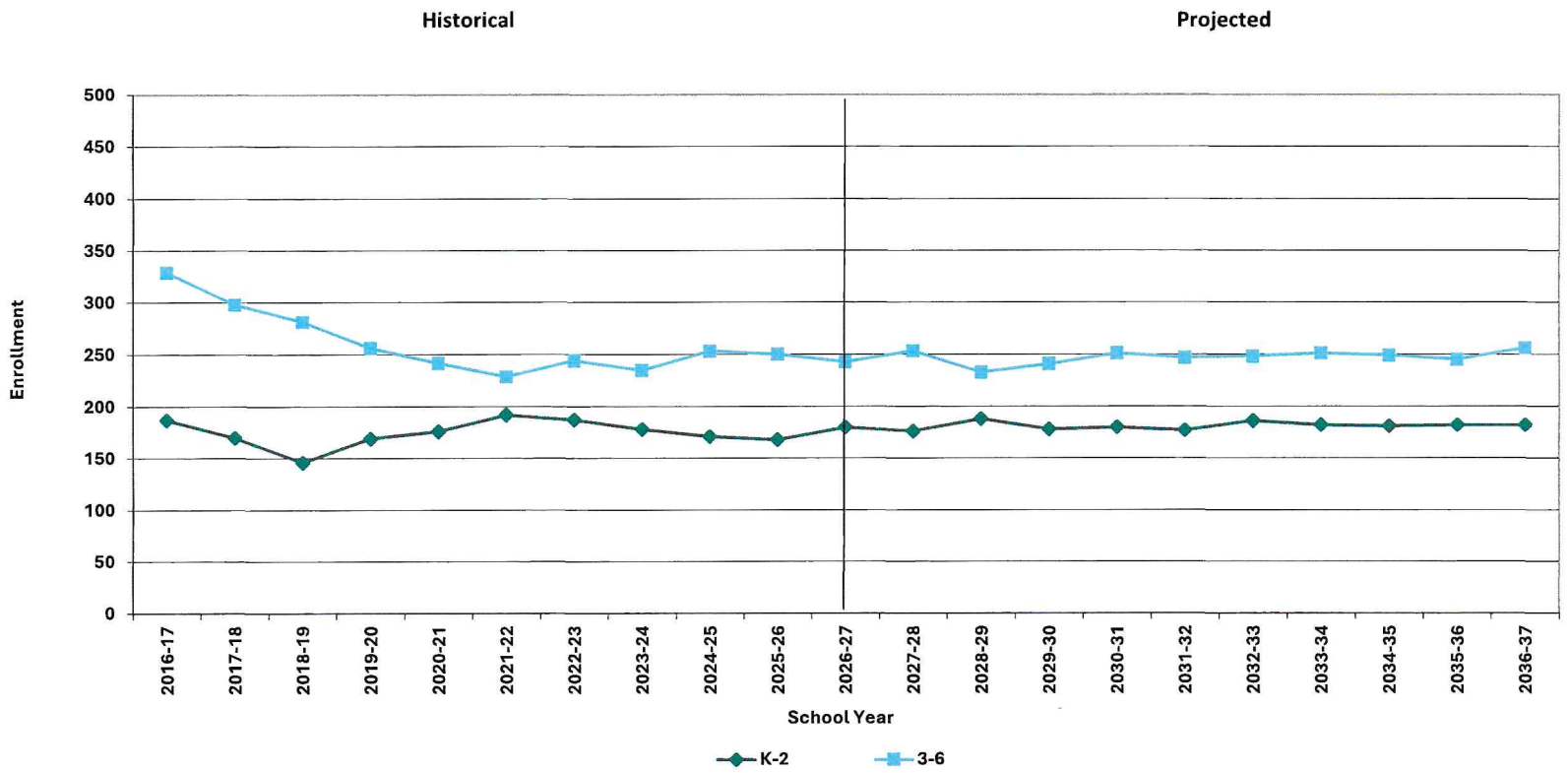
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Grades K-6 Historical & Projected Enrollment



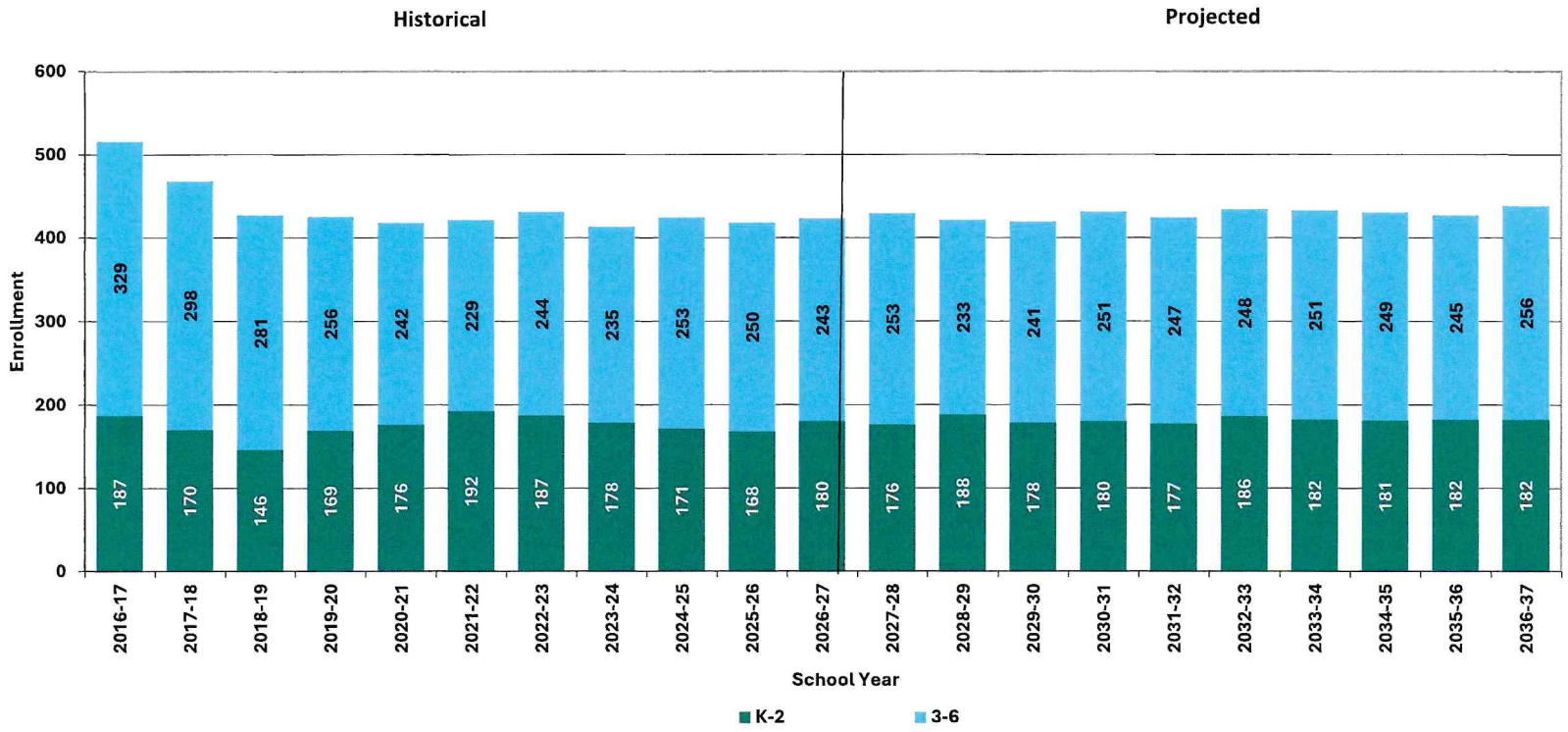
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Historical & Projected Enrollment in Grade Combinations



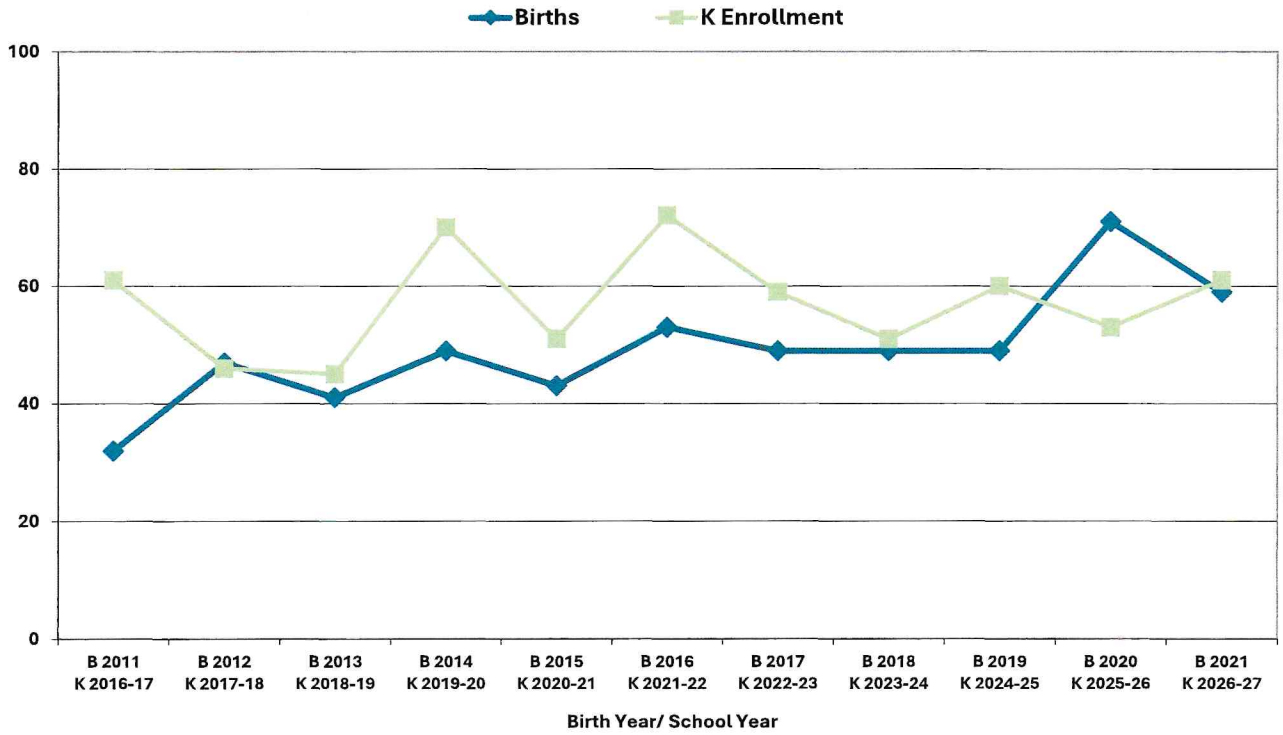
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Historical & Projected Enrollment in Grade Combinations



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Birth to Kindergarten Relationship



	B 2011 K 2016-17	B 2012 K 2017-18	B 2013 K 2018-19	B 2014 K 2019-20	B 2015 K 2020-21	B 2016 K 2021-22	B 2017 K 2022-23	B 2018 K 2023-24	B 2019 K 2024-25	B 2020 K 2025-26	B 2021 K 2026-27
Births	32	47	41	49	43	53	49	49	49	71	59
Kindergarten	61	46	45	70	51	72	59	51	60	53	61

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Additional Information

School Year	9-12 CTE	K-6 Non-Public	K-6 Choice-In	K-6 Choice-Out	K-6 Out District SPED	K-6 Homeschool
2022-23	n/a	n/a	0	< 10 **	< 10 **	14
2023-24	n/a	< 10 **	0	< 10 **	< 10 **	11
2024-25	n/a	0	0	< 10 **	0	11
2025-26	n/a	11	0	< 10 **	< 10 **	12
2026-27	n/a	11	0	< 10 **	< 10 **	< 10 **

* Data provided by district.

"n/a" signifies that information was not provided by district.

** < 10 Not reported, to protect subgroups with fewer than 10 students.

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Projection Methodology and Reliability

PROJECTION METHODOLOGY

Cohort component (survival) technique is a frequently used method of preparing enrollment projections. NESDEC uses this method, but modifies it in order to move away from projections that are wholly computer- or formula-driven. Such modification permits the incorporation of important, current district-specific demographic information into the generation of enrollment projections (such as in/out-migration of students, resident births, etc.). Percentages are calculated from the historical enrollment data to determine a reliable percentage of increase or decrease in enrollment between any two grades. For example, if 100 students enrolled in Grade 1 in 2024-25 increased to 104 students in Grade 2 in 2025-26, the percentage of survival would be 104%, or a ratio of 1.04. Ratios are calculated between each pair of grades or years in school over several recent years.

After study and analysis of the historical ratios, and based upon a reasonable set of assumptions regarding births, migration rates, retention rates, etc., ratios most indicative of future growth patterns are determined for each pair of grades. The ratios thus selected are applied to the present enrollment statistics to project into future years. The ratios are the key factors in the reliability of the projections, assuming validity of the data at the starting point.

RELIABILITY OF ENROLLMENT PROJECTIONS

Projections can serve as useful guides to school administrators for educational planning. Enrollment projections are more reliable in Years #1-3 in the future and less reliable in the "out-years." Projections four to ten years out may serve as a guide to future enrollments and are useful for planning purposes, but they should be viewed as subject to change given the likelihood of potential shifts in underlying assumptions/trends, such as student migration, births as they relate to kindergarten enrollment, and other factors.

Projections that are based upon **the children who already are in the district** (the current K-12 population only) will be the most reliable. The second level of reliability will be for those children already **born into the community but not yet old enough to be in school.** The least reliable category is the group for which an estimate must be made **to predict the number of births,** thereby adding additional uncertainty. See these three multi-colored groupings on the "Projected Enrollment" tab.

Annual updates allow for early identification of recent changes in historical trends. When the actual enrollment in a grade is significantly different (higher or lower) from the projected number, it is important (yet difficult) to determine whether this is a one-year aberration or whether a new trend may have begun. **In light of this possibility, NESDEC urges all school districts to have updated enrollment projections developed by NESDEC each October.** This service is available at no cost to affiliated school districts.

MARLBOROUGH BOARD OF EDUCATION MEETING DATES

2027

Library/Media Center Annex
Elmer Thienes-Mary Hall School
6:30 p.m.

January 21, 2027	Regular Meeting (*Budget*)
January 28, 2027	Regular Meeting (*Budget*)
February 25, 2027	Regular Meeting
March 25, 2027	Regular Meeting
April 22, 2027	Regular Meeting
May 13, 2027	Regular Meeting
June 3, 2027	Regular Meeting
August 26, 2027	Regular Meeting
September 23, 2027	Regular Meeting
October 28, 2027	Regular Meeting
November 18, 2027	Regular Meeting
December 16, 2027	Regular Meeting

DRAFT

ENCLOSURE # 11.2
November 19, 2026

Marlborough Elementary School November FY27 Update

10/31/2026

Object Code	Budget	Transfers	Adj Budget	YTD Expended	Encumbered	Balance	Forecasted Adjustment	Forecasted Balance
Salary								
51111 - Admin	$ 413,964.00	$ -	$ 413,964.00	$ 155,871.68	$ 253,986.86	$ 4,105.46	$ -	$ 4,105.46
51112 - Teacher	$ 4,365,616.00	$ -	$ 4,365,616.00	$ 1,051,747.42	$ 3,308,753.54	$ 5,115.04	$ 11,614.82	$ (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	$ 14,640.00	$ -	$ 44,329.00	$ 44,329.00	$ -
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	$ 8,324.61	$ 27,618.99	$ 36,828.40	$ 36,830.34	$ (1.94)
51123 - Office Support	$ 351,924.00	$ -	$ 351,924.00	$ 179,692.61	$ 278,620.76	$ (106,389.37)	$ (105,106.37)	$ (1,283.00)
51124 - Paraprofessionals	$ 609,219.00	$ -	$ 609,219.00	$ 184,685.64	$ 607,250.24	$ (182,716.88)	$ (85,371.19)	$ (97,345.69)
51125 - Custodian	$ 355,148.00	$ -	$ 355,148.00	$ 112,791.07	$ 150,973.73	$ 91,383.20	$ 80,634.00	$ 10,749.20
51126 - Nurse	$ 78,203.00	$ -	$ 78,203.00	$ 21,063.51	$ 65,842.74	$ (8,703.25)	$ (8,703.50)	$ 0.25
51127 - Tech Coordinator	$ 78,692.00	$ -	$ 78,692.00	$ 6,053.20	$ 48,425.55	$ 24,213.25	$ 24,212.75	$ 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	$ 7,560.00	$ -	$ 16,070.00	$ 16,070.00	$ -
51190 - Constables	$ 79,061.00	$ -	$ 79,061.00	$ -	$ -	$ 79,061.00	$ 79,061.00	$ -
Total Salary	**$ 6,543,877.00**	**$ -**	**$ 6,543,877.00**	**$ 1,761,993.16**	**$ 4,741,472.41**	**$ 40,411.43**	**$ 99,867.61**	**$ (59,456.18)**
Benefits								
52005 - SS/Med	$ 183,659.00	$ -	$ 183,659.00	$ 56,516.40	$ -	$ 127,142.60	$ 134,842.73	$ (7,700.13)
52012 - Pension	$ 69,077.00	$ -	$ 69,077.00	$ 22,879.08	$ -	$ 46,197.92	$ 45,246.56	$ 951.36
52000 - Health Insurance	$ 1,053,720.00	$ -	$ 1,053,720.00	$ 504,805.57	$ -	$ 548,914.43	$ 606,096.49	$ (57,182.06)
52025 - LTD/Life Insurance	$ 20,798.00	$ -	$ 20,798.00	$ 7,193.20	$ -	$ 13,604.80	$ 13,604.80	$ -
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**	**$ 633,824.13**	**$ -**	**$ 752,686.87**	**$ 807,888.46**	**$ (55,201.59)**
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	$ 12,574.50	$ -	$ 46,521.50	$ 46,521.50	$ -
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	$ 1,975.00	$ -	$ 12,425.00	$ 12,425.00	$ -

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10/31/2026

Object Code	Budget	Transfers	Adj Budget	YTD Expended	Encumbered	Balance	Forecasted Adjustment	Forecasted Balance
53240 - Professional Development	$ 7,675.00	$ -	$ 7,675.00	$ 1,435.00	$ -	$ 6,240.00	$ 6,240.00	$ -
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**	**$ 43,489.40**	**$ -**	**$ 127,996.60**	**$ 131,190.42**	**$ (3,193.82)**
Property Services								
54160-70, 54325-40 - Utility Services	$ 179,819.00	$ -	$ 179,819.00	$ 69,305.50	$ -	$ 110,513.50	$ 110,513.50	$ -
54XXX - Contracted Repair Services	$ 178,090.00	$ -	$ 178,090.00	$ 96,814.42	$ -	$ 81,275.58	$ 48,130.03	$ 33,145.55
Total Property Services	**$ 357,909.00**	**$ -**	**$ 357,909.00**	**$ 166,119.92**	**$ -**	**$ 191,789.08**	**$ 158,643.53**	**$ 33,145.55**
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	$ 9,302.21	$ -	$ 6,697.79	$ 6,697.79	$ -
55110 - Advertising & Legal Notices	$ 1,100.00	$ -	$ 1,100.00	$ 816.00	$ -	$ 284.00	$ -	$ 284.00
55120 - Tuition	$ 63,000.00	$ -	$ 63,000.00	$ 32,404.30		$ 30,595.70	$ 78,457.77	$ (47,862.07)
55125 - Magnet School Tuition	$ 11,062.00	$ -	$ 11,062.00	$ 3,361.10	$ -	$ 7,700.90	$ 7,700.90	$ -
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	$ 40,103.53	$ -	$ 240,293.47	$ 240,293.47	$ -
55170 - Special Ed Transportation	$ 126,079.00	$ -	$ 126,079.00	$ 36,324.08	$ -	$ 89,754.92	$ 115,983.19	$ (26,228.27)
Total Purchased Services	**$ 552,587.00**	**$ -**	**$ 552,587.00**	**$ 126,404.62**	**$ -**	**$ 426,182.38**	**$ 497,383.72**	**$ (71,201.34)**
Supplies								
56080 - Heat	$ 69,177.00	$ -	$ 69,177.00	$ 7,609.80	$ -	$ 61,567.20	$ 61,567.20	$ -
56090 - Diesel & Gasoline	$ 30,443.00	$ -	$ 30,443.00	$ 4,520.79	$ -	$ 25,922.21	$ 25,922.21	$ -
56095 - Propane	$ 1,200.00	$ -	$ 1,200.00	$ -	$ -	$ 1,200.00	$ -	$ 1,200.00
56111 - Instructional Supplies	$ 68,000.00	$ -	$ 68,000.00	$ 28,811.28	$ 578.52	$ 38,610.20	$ 28,957.65	$ 9,652.55
56113 - Technology Supplies	$ 10,000.00	$ -	$ 10,000.00	$ 7,884.03	$ -	$ 2,115.97	$ 1,586.98	$ 528.99
56211 - Instructional Technology	$ 26,207.00	$ -	$ 26,207.00	$ 26,804.08	$ -	$ (597.08)	$ -	$ (597.08)
56410 - Textbooks	$ 29,312.00	$ -	$ 29,312.00	$ 11,254.10	$ -	$ 18,057.90	$ 8,057.90	$ 10,000.00
56421 - Library Books	$ 5,300.00	$ -	$ 5,300.00	$ 206.27	$ 706.41	$ 4,387.32	$ 3,290.49	$ 1,096.83
56901 - Office Supplies	$ 4,000.00	$ -	$ 4,000.00	$ 976.89	$ 37.90	$ 2,985.21	$ 2,238.91	$ 746.30
56902 - Health Office Supplies	$ 5,300.00	$ -	$ 5,300.00	$ 2,207.03	$ -	$ 3,092.97	$ 3,092.97	$ -
56903 - Other Supplies	$ 2,500.00	$ -	$ 2,500.00	$ 515.94	$ -	$ 1,984.06	$ -	$ 1,984.06
56904 - Custodial Supplies	$ 47,000.00	$ -	$ 47,000.00	$ 24,354.36	$ -	$ 22,645.64	$ 18,116.51	$ 4,529.13
Total Supplies	**$ 298,439.00**	**$ -**	**$ 298,439.00**	**$ 115,144.57**	**$ 1,322.83**	**$ 181,971.60**	**$ 152,830.82**	**$ 29,140.78**

Marlborough Elementary School November FY27 Update

10/31/2026

Object Code	Budget	Transfers	Adj Budget	YTD Expended	Encumbered	Balance	Forecasted Adjustment	Forecasted Balance
Equipment								
57301 - Instructional Equipment	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
57390 - Non-Instructional Equipment	$ -	$ -	$ -	$ 107.36	$ -	$ (107.36)	$ -	$ (107.36)
Total Equipment	**$ -**	**$ -**	**$ -**	**$ 107.36**	**$ -**	**$ (107.36)**	**$ -**	**$ (107.36)**
Dues & Fees								
58900 - Dues & Fees	$ 16,375.00	$ -	$ 16,375.00	$ 8,334.74	$ -	$ 8,040.26	$ 8,040.26	$ -
Total Dues & Fees	**$ 16,375.00**	**$ -**	**$ 16,375.00**	**$ 8,334.74**	**$ -**	**$ 8,040.26**	**$ 8,040.26**	**$ -**
Total Fiscal Year 2027	**$ 9,327,184.00**	**$ -**	**$ 9,327,184.00**	**$ 2,855,417.90**	**$ 4,742,795.24**	**$ 1,728,970.86**	**$ 1,855,844.82**	**$ (126,873.96)**

2026-2027 General Fund

November 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 November update, we anticipate a deficit in these accounts of ($55,201.59). The deficit is due to our Health Insurance line. The change here over last month was that we had a couple changes to our enrollments which reduced the anticipated deficit.
- **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 we continue to monitor these assumptions as we are moving 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 November update, we are forecasting a reserve of $33,145.55. 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 November update, we are forecasting a reserve of $29,140.78.
- **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 $2,855,417.90 which is 30% of our total budget of $9,327,184. We are currently forecasting a deficit of ($126,873.96).

Marlborough Public Schools BOE Policy Subcommittee

October 22, 2026

Policy Number(s) & Bylaw	Policy Topic	Current MES Policy	Optional, Recommended or Mandated	Notes
P# 5131.82	Instructional Screen Time	No	Recommended	
P# 6141.3273	Guidelines for Artificial Intelligence in Education	No	Recommended	

Instructional Screen Time

Purpose

The Marlborough Board of Education recognizes that digital tools, including district-assigned laptops and tablets, can be valuable learning resources when used intentionally and in support of instruction.

Instructional Balance

This guidance establishes reasonable limits on daily school-day screen time so that technology remains a purposeful complement to high-quality, face-to-face instruction, collaborative peer learning, and hands-on, offline experiences. These limits also reflect the Board's concern about the potential effects of excessive screen time on students' social-emotional well-being, physical health, and interpersonal development.

Grades	Maximum Time for Continuous Use	Maximum Cumulative Daily Limit	Recess, Lunch, & Transition Expectations
Kindergarten through Grade 2	15-20 minutes	60 minutes total	***Strictly Screen-Free*** All devices powered down and stored
Grade 3 through Grade 6	30 minutes	90 minutes total	***Strictly Screen-Free*** All devices powered down and stored

Guidelines:

Kindergarten through Grade 2: At least 80% of allowable instructional screen time must be active and interactive, such as phonics tracing, collaborative digital storytelling, or entry-level coding. Passive screen time, including educational videos without an interactive component, is limited to 15 minutes per day.

Grades 3–6: Instruction should be designed to balance device use with face-to-face collaboration and hands-on learning. Small-group rotations are encouraged so that while one student cohort uses district laptops, other cohorts participate in peer collaboration or offline work. During teacher-directed instruction, subject transitions, or peer presentations, laptops and tablets should be closed or placed face down on desks.

Temporary Increase to Daily Limit: When a specialized academic project, artistic endeavor, or other digital activity requires extended device use, a teacher may request permission from the building administration.

Student Accommodations: Students whose IEP, 504 plan, or English Language Learner (ELL) accommodation plan requires assistive technology, communication devices, or extended digital access are fully exempt from these daily limits.

State Testing: Mandatory state testing windows and related preparation time, including state assessments, are exempt from daily instructional screen time calculations.

Guidelines for Artificial Intelligence in Education

Purpose

The Marlborough Board of Education acknowledges that artificial intelligence (AI) tools are influencing our lives and redefining education and the workforce at a rapid pace. Vital skills such as communication, problem-solving, critical thinking, managing ambiguity, and creativity are becoming increasingly important as we prepare students, teachers, and employees for a future deeply intertwined with AI.

The Board is committed to providing students with the most innovative and effective educational experiences to foster high levels of learning and opportunities for self-expression. As schools prepare students for a future that demands digital literacy, the District recognizes the potential of AI and other related technology tools but will proceed with caution, defining the purpose and usefulness of such tools and vetting any selected tools to protect student privacy.

While ensuring the responsible use for those interacting with and creating content from generative AI technologies, the Board underscores its commitment to fostering a dynamic and engaging learning environment that leverages the advances in AI to enhance student learning outcomes and equip students with the skills and dispositions needed for success in the digital age.

Guiding Principles

The future use of AI in the District will ensure:

1. Students and educators remain at the center of education;
2. Evidence-based AI technology enhances the educational experience;
3. The ethical development and use of AI technology and strong data protection practices;
4. Equitable access to and use of AI tools; and
5. Ongoing education with and about AI for all students and educators.

Definitions

ARTIFICIAL INTELLIGENCE (AI): Machine-based systems designed around human-defined objectives to perform tasks that would otherwise require human intelligence.

AI LITERACY: Understanding what it means to learn with and about AI while gaining specific knowledge about how artificial intelligence works, the skills necessary to master AI tools, and how to critically navigate the benefits and risks of this technology.

DATA GOVERNANCE: A set of practices that ensures data assets are formally managed throughout a system/enterprise and that defines the roles, responsibilities, and processes for ensuring accountability for and ownership of data assets.

GENERATIVE AI: Artificial intelligence tools that generate text, images, videos, or other content based on existing data patterns and structures.

TRANSPARENCY: Open disclosure of how AI systems work, including how they reach decisions and the data used to do so.

Equitable Access

The District will provide all students and staff with equitable access to AI tools as they are adopted by the school, irrespective of gender, ethnicity, disability status, socioeconomic status, geographic location, or displacement status. The District will ensure that any chosen assistive AI technologies support diverse learning needs, including accommodations for students with disabilities according to the Individuals with Disabilities Education Act (IDEA).

Student and Educator Data Privacy

The District shall adhere to all federal and state laws regarding student and staff data privacy. Only vendors with thorough data protection practices will be used for any purchases within the District. The District will inform educators, parents, and students of what and how AI tools are used in schools. Student information is not to be shared and any data collected through AI shall be subject to protocols providing transparency about the types of data collected and how the data is stored, utilized, and protected.

Vendor and Tool Selection

The District shall require all vendors of AI tools and resources to meet district standards for transparency, equity, and ethical decision-making. AI tools and resources shall only be adopted once there is data supporting a tool's appropriateness and efficacy with potential users and, for instruction-focused AI, its alignment with high-quality teaching and learning standards and practices.

Professional Learning Opportunities

The District shall provide educators high-quality, multifaceted, ongoing professional learning opportunities that help increase their AI literacy and understand what, how, and why specific AI is being used in their educational settings. Special attention will be paid to how to use AI appropriately for all learners, including early learners, students with disabilities, and emergent multilingual learners. Learning opportunities shall assist educators in researching and assessing available evidence about effective AI uses in education; understand AI bias and know strategies for reporting and mitigating the harmful impacts of AI bias; and understand the ethical and data privacy hazards associated with AI.

AI Literacy and Curriculum Integration

The District shall take steps to ensure all students and educators become fully AI literate and develop a sense of agency with these technologies. Future curricular changes will incorporate AI literacy across all subject areas and education levels so that all students understand the benefits, risks, and effective uses of these tools.

Continuous Improvement

The District will conduct, at minimum, an annual evaluation of AI practices to ensure they meet district goals. The District shall regularly engage educators, students, families, and local associations through workshops, surveys, and forums to gather input on AI use in schools.