

SUDBURY BOARD OF SELECTMEN
TUESDAY JANUARY 9, 2018
7:30 PM, TOWN HALL - LOWER LEVEL

Item #	Time	Action	Item
	7:30 PM		CALL TO ORDER
			Opening remarks by Chairman
			Reports from Town Manager
			Reports from Selectmen
			Citizen's comments on items not on agenda
MISCELLANEOUS			
1.			Discussion regarding GeoInsight Report on environmental conditions
2.			Receive update on Maynard Road project from the Sudbury Housing Trust
3.		<i>VOTE</i>	Discussion and vote whether to transfer \$40K from mitigation to fund temporary local building inspector position
4.		<i>VOTE</i>	Discussion and vote whether to authorize the Town Manager appointment of Richard A. Morse to the Conservation Commission for a term ending 5/31/20.
5.		<i>VOTE</i>	Discussion and vote whether to appoint Christopher Morely, 321 Old Lancaster Road, and Nancy Kilcoyne, 35 Hickory Road, to the Land Acquisition Review Committee as Members At-Large, for terms to expire 5/31/2019.
6.			Discuss school structure options
7.			Capital Planning discussion
8.			Citizen's Comments (cont)
9.			Discuss Upcoming Agenda Items
CONSENT CALENDAR			

These agenda items are those reasonably anticipated by the Chair which may be discussed at the meeting. Not all items listed may in fact be discussed and other items not listed may also be brought up for discussion to the extent permitted by law.

Item #	Time	Action	Item
10.		<i>VOTE</i>	Vote to authorize the Town Manager to submit 2018 Annual Town Meeting articles on behalf of the Board of Selectmen.
11.		<i>VOTE</i>	Question of entering into the Town record and congratulating the following members of Boy Scout Troop 60 on attaining the rank of Eagle Scout: Stephen Kurtz, 53 Butler Road; Ivan Orup, 98 Newbridge Road; Ryan Barrera, 240 Willis Road; Kenneth Ho, 33 Grindstone Lane.
12.		<i>VOTE</i>	Vote to accept, on behalf of the Town, a \$490 donation from the Sudbury United Methodist Church into the Cheri-Anne Cavanaugh Trust Fund, said funds to be expended under the direction of the Town Social Worker to counsel Lincoln-Sudbury Regional High School students, and to send a letter of appreciation to the Methodist Church.

These agenda items are those reasonably anticipated by the Chair which may be discussed at the meeting. Not all items listed may in fact be discussed and other items not listed may also be brought up for discussion to the extent permitted by law.

**SUDBURY BOARD OF SELECTMEN**

Tuesday, January 9, 2018

MISCELLANEOUS (UNTIMED)**1: GeoInsight Report on environmental conditions****REQUESTOR SECTION**

Date of request:

Requested by: Patty Golden

Formal Title: Discussion regarding GeoInsight Report on environmental conditions

Recommendations/Suggested Motion/Vote: Discussion regarding GeoInsight Report on environmental conditions

Background Information:

Financial impact expected:

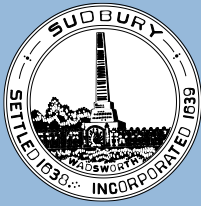
Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Melissa Murphy-Rodrigues	Pending
Barbara Saint Andre	Pending
Robert C. Haarde	Pending
Board of Selectmen	Pending

01/09/2018 7:30 PM

**SUDBURY BOARD OF SELECTMEN**

Tuesday, January 9, 2018

MISCELLANEOUS (UNTIMED)**2: Maynard Road project update****REQUESTOR SECTION**

Date of request:

Requestor: Selectman Iuliano

Formal Title: Receive update on Maynard Road project from the Sudbury Housing Trust

Recommendations/Suggested Motion/Vote: Receive update on Maynard Road project from the Sudbury Housing Trust

Background Information:
attached document

Financial impact expected:

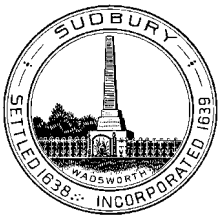
Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Melissa Murphy-Rodrigues	Pending
Barbara Saint Andre	Pending
Robert C. Haarde	Pending
Board of Selectmen	Pending

01/09/2018 7:30 PM



Town of Sudbury

Sudbury Housing Trust

2.a

Flynn Building
278 Old Sudbury Rd
Sudbury, MA 01776
978-639-3387

<http://www.sudbury.ma.us>
HousingTrust@sudbury.ma.us

January 3, 2018

To: Sudbury Board of Selectmen
From: Lydia Pastuszek, Chair Sudbury Housing Trust
RE: Maynard Road project update

I am pleased to provide this update to the Board of Selectmen on the Maynard Road project as it nears completion. The three units have been purchased by eligible buyers and there are discrete remaining items to complete over the next six months.

By way of background, the Sudbury Housing Trust purchased this property in 2008 with CPA funds from the 2008 Annual Town Meeting and Board of Selectmen approval.

The Trust hired NOAH, Neighborhood of Affordable Housing, through an RFP process and received a Comprehensive Permit on 11/8/10 for the construction of three homeownership units, all to be perpetually affordable through deed restrictions and to count on the Town's SHI. NOAH completed the permitting and engineering, including the site plans. The project had originally been proposed as 6 units, and was reduced later to 3 units. With the reduction in units, the project was no longer financially desirable to NOAH and the Trust terminated its contract.

The Trust redesigned the project and then selected Transformations Inc. as the developer. The property was conveyed, with Board of Selectmen approval, to Transformations on 6/25/15, and a Regulatory Agreement was recorded on the property, and building permits were immediately issued.

Transformations completed 70% of the construction, and then filed for bankruptcy.

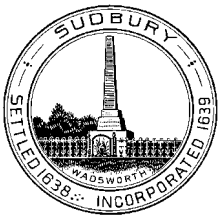
The property was sold at a foreclosure auction in December 2016 to Property Acquisition Group.

Property Acquisition Group created an LLC, the Comp Permit was assigned to them and a new Regulatory Agreement was assigned with MassHousing in January 2017. They completed construction, the buyers were selected via lottery and the Certificates of Occupancy were issued. There are three owners: one is a Sudbury mother with two children (in the same school), the other two are one person families.

The project budget remains at \$875,000, or \$291,000 for each unit of new construction of permanently deed restricted housing. The initial project budget was \$750k from the CPA appropriation awarded at the 2008 spring annual town meeting. The Trust added funds in 2014 to restrict all units to 80% AMI so they would all count on the SHI (versus 2 of the 3). Additionally sheds, window upgrades, upgrades to the heating/cooling systems and microwaves were added as upcharges. The project is



Attachment2.a: 278 Maynard Road memo 1.3.18 (2597 : Maynard Road project update)



Town of Sudbury

Sudbury Housing Trust

2.a

Flynn Building
278 Old Sudbury Rd
Sudbury, MA 01776
978-639-3387

<http://www.sudbury.ma.us>
HousingTrust@sudbury.ma.us

planned to complete at a cost of \$875k with ~\$80k of additional project administrative costs. The project cost increases were change orders, and construction costs did not significantly escalate despite the significant delay.

The project costs can be summarized as the land purchase/demo (\$320), the engineering and permitting costs done by NOAH (\$240), the construction costs done by Transformations (\$200), and the final grant to Property Acquisition Group (\$115).

The final steps for the project include trailing site work (landscaping, driveway, storm water), and completing the 40B Cost Certification. The Sudbury Housing Trust holds remaining funds for the site completion work of the project, and MassHousing holds funds for the completion of the Cost Certification.

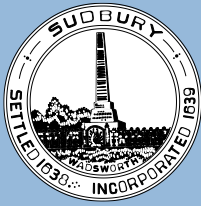
The Sudbury Housing Trust held a dedication of the homes after the Certificate of Occupancy was issued, prior to the closings, on December 20, 2017.

On behalf of the Sudbury Housing Trust,



Lydia Pastuszek, Chair

Attachment2.a: 278 Maynard Road memo 1.3.18 (2597 : Maynard Road project update)



SUDBURY BOARD OF SELECTMEN

Tuesday, January 9, 2018

3

MISCELLANEOUS (UNTIMED)

3: Request \$40K to fund temp bldg inspector position

REQUESTOR SECTION

Date of request:

Requestor: Town Manager Rodrigues

Formal Title: Discussion and vote whether to transfer \$40K from mitigation to fund temporary local building inspector position

Recommendations/Suggested Motion/Vote: Discussion and vote whether to transfer \$40K from mitigation to fund temporary local building inspector position

Background Information:
attached memo from Mark Herweck, Building Inspector

Financial impact expected:

Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Melissa Murphy-Rodrigues	Pending
Barbara Saint Andre	Pending
Robert C. Haarde	Pending
Board of Selectmen	Pending

01/09/2018 7:30 PM



TOWN OF SUDBURY
Building & Inspections Department
978-440-5461

RECEIVED
BOARD OF SELECTMEN
SUDBURY, MA

2017 DEC 11 A 11:59

December 11, 2017

To: Melissa Rodrigues
From: Mark Herweck

Subject: Temporary Local Inspector

Hi Melissa,

Concerning the temporary local inspector position, I would estimate that the required budget would be:

\$13,650 for FY18 at \$35 per hour
\$27,300 for FY19 at \$35 per hour

Approximately \$40,000 in total. Currently, there is \$1,807 in the deputy salary account that is being use for the Deputy Building & Wiring Inspectors.

Please let me know if you have any questions.

Thank you,
Mark H.

Attachment3.a: Mark Herweck_temporary local building inspector (2599 : Request \$40K to fund temp bldg inspector position)

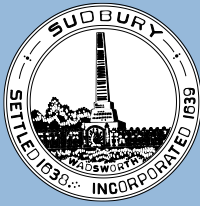


TOWN OF SUDBURY
Building & Inspections Department
978-440-5461

Temporary/On-call Deputy Local Building Inspector

The Town of Sudbury Building Department has an immediate opening for a temporary experienced Local Inspector. Duties include but not limited to performing inspections on site for new and existing buildings including residential and commercial and report to the building commissioner. Able to enforce compliance, and interpret the MSBC codes in a firm, tactful and impartial manner. Ability to maintain effective and harmonious working relationships with town officials, the public and members of the building community. Frequent periods spent in non-office environments such as construction sites, retail and service establishments, private homes, town property and facilities. Must be able to walk, stand and climb for extensive periods and lift up to 30 pounds. Salary range is \$30 to \$35 per hour up to 15 hours / week, no municipal benefits.

Send letter of interest and resume to herweckm@sudbury.ma.us or 275 Old Lancaster Road, Sudbury, MA 01776. Accepting resumes until position is filled.

**SUDBURY BOARD OF SELECTMEN**

Tuesday, January 9, 2018

MISCELLANEOUS (UNTIMED)**4: Conservation Commission appointment****REQUESTOR SECTION**

Date of request:

Requested by: Patty Golden

Formal Title: Discussion and vote whether to authorize the Town Manager appointment of Richard A. Morse to the Conservation Commission for a term ending 5/31/20.

Recommendations/Suggested Motion/Vote: Discussion and vote whether to authorize the Town Manager appointment of Richard A. Morse to the Conservation Commission for a term ending 5/31/20.

Background Information:
attached application

Financial impact expected:n/a

Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Melissa Murphy-Rodrigues	Pending
Barbara Saint Andre	Pending
Robert C. Haarde	Pending
Board of Selectmen	Pending

01/09/2018 7:30 PM

On Nov 30, 2017, at 10:35 AM, Dineen, Deborah <dineend@sudbury.ma.us> wrote:

Melissa,

Attached is an application received last night from Richard Morse for the CC vacancy. Mr. Morse was on one of our fall walks and expressed an interest. Dave Henkels and I met with him last night and he is very interested. Both Dave & I feel he would make a good Commissioner.

I look forward to your setting up an interview with him soon. The CC tie votes are becoming an issue with the 6 members.

Thank you.

Debbie Dineen

From: Richard Morse [<mailto:ramorse01@gmail.com>]
Sent: Thursday, November 30, 2017 10:04 AM
To: dave henkels <datlee6@msn.com>; Dineen, Deborah <dineend@sudbury.ma.us>
Subject: Re: Conservation Commission

Hello David and Deborah,

Thank you for meeting with me yesterday to discuss the opening on the Conservation Committee. I remain very interested in the position. As I mentioned, after 30 years in Wellesley, nearby Sudbury's reputation for land preservation and a strong respect for the environment stood out to my wife and me, and had a strong impact on our decision to move here four years ago.

I would like to join the Commission because of the opportunity to strengthen my knowledge about preservation and protection, to help enforce the Town's bylaws and to become a more active citizen.

I look forward to the next steps in this process. Please let me know if there is anything else you or others would like to know about my background.

Our conversation extended into many topics beyond the Commission. It was a pleasure to get to know you better. Looking forward to more of that.

Best regards,
Richard

TOWN OF SUDBURY
APPLICATION FOR APPOINTMENT

BOARD OF SELECTMEN
 278 OLD SUDBURY ROAD
 SUDBURY, MA 01776

FAX: (978) 443-0756
 E-MAIL: selectmen@sudbury.ma.us

Board or Committee Name: Conservation Committee

Name: Richard A. Morse
 Address: 47 Maple Ave #1101 Email Address: ramorse01@gmail
 Home phone: 781-431-7875 Work or Cell phone: 617-680-3469

Years lived in Sudbury: 4+ years

Brief resume of background and pertinent experience:

- Advisory Committee founding member of the Wellesley Cancer Prevention Project.
- Sudbury Valley Trustees member + property steward.

Municipal experience (if applicable):
Reside at Maple Meadows adjacent to conservation lands
~20 years as a Town Meeting Member in Wellesley, MA

Educational background:

B.S. Psychology @ University of Mass. P
MBA-Health care management, Boston University

Reason for your interest in serving:

Protection of the environment; conservation of the quality of town properties.

Times when you would be available (days, evenings, weekends):

Currently retired; available at most anytime

Do you or any member of your family have any business dealings with the Town? If yes, please explain:

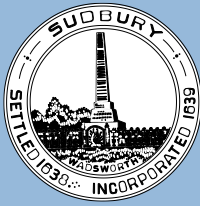
NONE

RAM (Initial here that you have read, understand and agree to the following statement)

I agree that if appointed, I will work toward furtherance of the committee's mission statement; and further, I agree that I will conduct my committee activities in a manner which is compliant with all relevant State and Local laws and regulations, including but not limited to the Open Meeting Law, Public Records Law, Conflict of Interest Law, Email Policy and the Code of Conduct for Town Committees.

I hereby submit my application for consideration for appointment to the Board or Committee listed above.

Signature Richard A. Morse Date 11-17-2017



SUDBURY BOARD OF SELECTMEN

Tuesday, January 9, 2018

MISCELLANEOUS (UNTIMED)**5: Appointment to LARC**REQUESTOR SECTION

Date of request:

Requested by: Leila S. Frank

Formal Title: Discussion and vote whether to appoint Christopher Morely, 321 Old Lancaster Road, and Nancy Kilcoyne, 35 Hickory Road, to the Land Acquisition Review Committee as Members At-Large, for terms to expire 5/31/2019.

Recommendations/Suggested Motion/Vote: Discussion and vote whether to appoint Christopher Morely, 321 Old Lancaster Road, and Nancy Kilcoyne, 35 Hickory Road, to the Land Acquisition Review Committee as Members At-Large, for terms to expire 5/31/2019.

Background Information:

Chris has been serving as the Planning Board representative to LARC. As he has resigned from Planning, a new representative has been selected. Chris is applying for the LARC At Large member vacancy. Nancy submitted an application on December 14, 2017.

There are currently 2 At-Large vacancies on LARC.

Financial impact expected:n/a

Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Melissa Murphy-Rodrigues	Pending
Barbara Saint Andre	Pending
Robert C. Haarde	Pending
Board of Selectmen	Pending

01/09/2018 7:30 PM

TOWN OF SUDBURY
APPLICATION FOR APPOINTMENT

RECEIVED
 BOARD OF SELECTMEN
 SUDBURY, MA

BOARD OF SELECTMEN
 278 OLD SUDBURY ROAD
 SUDBURY, MA 01776

FAX: (978) 443-2016
 E-MAIL: selectmen@sudbury.ma.us

NOV 28 P 1:40

Board or Committee Name: LARC (LAND Acquisition Review Committee)

Name: Christopher Morely
 Address: 321 Old Lancaster Email Address: blastoff321@msn.com
 Home phone: 978-443-2538 Work or Cell phone: _____

Years lived in Sudbury: 61

Brief resume of background and pertinent experience:

- Original member of LARC
- Etc.

Municipal experience (if applicable):

See Above

Educational background:

BA U.S. History UMass Amherst
MBA Marketing & Finance, Kellogg School, Northwestern U.

Reason for your interest in serving:

To bring expertise in land planning, Sudbury's finances, and Sudbury generally

Times when you would be available (days, evenings, weekends):

For now, open

Do you or any member of your family have any business dealings with the Town? If yes, please explain:

No.

CM (Initial here that you have read, understand and agree to the following statement)

I agree that if appointed, I will work toward furtherance of the committee's mission statement; and further, I agree that I will conduct my committee activities in a manner which is compliant with all relevant State and Local laws and regulations, including but not limited to the Open Meeting Law, Public Records Law, Conflict of Interest Law, Email Policy and the Code of Conduct for Town Committees.

I hereby submit my application for consideration for appointment to the Board or Committee listed above.

Signature



Date 11-28-17

Attachment 5.a: LARC Application Morely (2564 : Appointment to LARC)

From: YON - Jan C. Hardenbergh
Sent: Thursday, November 30, 2017 12:05 PM
To: Frank, Leila
Subject: Recommending Chris Morley for LARC

Hi Leila,

Beth Suedmeyer said sending you email was the best way to recommend Chris Morley to the BoS. If I should send this to someone or to the BoS directly, else, please let me know.

Chris has been super valuable in the LARC discussions. As a free range kid he wandered all over the town before it was too developed. He knows the terrain and conditions on almost every property we consider. And he knows much of the history of ownership.

I strongly recommend Chris for the current vacancy on LARC.

Thank you,

YON www.jch.com <> Know thyself

Attachment5.b: LARC Rec Morely from Hardenbergh (2564 : Appointment to LARC)

TOWN OF SUDBURY APPLICATION FOR APPOINTMENT

BOARD OF SELECTMEN
278 OLD SUDBURY ROAD
SUDBURY, MA 01776

FAX: (978) 443-0756
E-MAIL: selectmen@sudbury.ma.us

Board or Committee Name: Land Acquisition Review Committee

Name: Nancy Kilcoyne
Address: 35 Hickory Rd Sudbury Email Address: Kilcoyne350@hotmail.com
Home phone: 978-877-4333 Work or Cell phone: same

Years lived in Sudbury: 14

Brief resume of background and pertinent experience:

I have a background in archaeology, urban planning, real estate development and editing.

Municipal experience (if applicable):

I am currently on the Sudbury Planning Board and Community Preservation Committee.

Educational background:

B.A., Archaeology M.A. Urban Planning and Real Estate Development

Reason for your interest in serving:

I am passionate about preserving and enhancing Sudbury's resources

Times when you would be available (days, evenings, weekends): All

Do you or any member of your family have any business dealings with the Town? If yes, please explain:

No

NK (Initial here that you have read, understand and agree to the following statement)

I agree that if appointed, I will work toward furtherance of the committee's mission statement; and further, I agree that I will conduct my committee activities in a manner which is compliant with all relevant State and Local laws and regulations, including but not limited to the Open Meeting Law, Public Records Law, Conflict of Interest Law, Email Policy and the Code of Conduct for Town Committees.

I hereby submit my application for consideration for appointment to the Board or Committee listed above.

Signature Nancy Kilcoyne Date 12/14/17

Attachment 5.c: N_Kilcoyne_application (2564 : Appointment to LARC)

Nancy Kilcoyne
Kilcoyne35@hotmail.com

35 Hickory Road, Sudbury, MA 01776

SUMMARY

My specialized skill set can be directly applied to the Sudbury Planning Board, and also allow me to contribute in a meaningful way to other Town boards.

RELEVANT SKILLS

- Development site plan review, due diligence, approvals and construction
- Project management
- Work with local, State and Federal agencies
- Research, writing, editing
- Life-long passion for history, land use and archaeology
- Archaeological digs in Greece and Massachusetts

EXPERIENCE

- **V.P. Development, Gillespie and Co., Inc., Concord, MA**
 - Conduct due diligence, permit development and coordinate construction of redevelopment and new construction of commercial properties
 - Permitted 500,000 s.f. commercial at 300 Baker Ave., Concord
 - Permit access road and construction at our property - former Lucent campus, Marlborough
- **Project Coordinator, CareMatrix Corporation, Needham, MA**
 - Coordinate due diligence, track and oversee planning and zoning process for 60+ AL/IL/SNF facilities, nationwide
- **Planner, Westchester County Planning Department, White Plains, NY**
 - Site plan review, with an emphasis on impacts, mitigation to environment, compliance with State and local regulations
 - Researched and co-wrote county-wide comprehensive plan
 - Worked with NYSDOT on I-287 widening project
- **Editor, National Geographic Society, Washington, D.C.**
 - Editor, children's books
 - Editor, Research Reports; edited research reports written by Richard Leakey and Jane Goodall for NGS publication

EDUCATION

- **The George Washington University, Washington, D.C.**
 - M.A., Urban and Regional Planning and Real Estate Development
 - Planning and Development, with an emphasis on land use law, design
- **Boston University, Boston, MA**
 - B.A., Archaeology and Art History



Land Acquisition Review Committee

Town of Sudbury

(Voted to establish August 11, 2009 by the Sudbury Board of Selectmen)

Mission Statement

It is the intention of the Selectmen in creating this Committee to provide a mechanism for the Board to be advised on offers to the Town of real property for acquisition or preservation. The Committee shall evaluate property as it becomes available for disposition through outright offers or other means, including but not limited to the Town's exercise of right of first refusal on Chapter 61 lands, for appropriateness for purchase or preservation by the Town, whether for conservation, recreation, municipal use or development. The Committee shall be appointed by the Board of Selectmen and report its evaluation findings in writing to the Board when requested by the Selectmen.

The following Town needs shall be considered in evaluating property:

- to preserve the character of Sudbury so defined by the Master Plan
- to provide alternative housing so defined by the Housing Plan
- to preserve and protect open space for conservation and recreation purposes, utilizing the Open Space and Recreation Plan
- to provide for community activities
- to preserve for future town/school use
- to enhance municipal revenue, including commercial potential of properties
- to protect natural resources, including water resources

Responsibilities and Functions

The Committee shall meet with appropriate Town Boards and Departments at least once every three years to determine their long-term real property project needs.

The Committee shall assess property that the Board of Selectmen or Town staff bring before it, utilizing information from existing Town studies and documents, including but not limited to the Open Space and Recreation Plan, Community Preservation Committee Report, Master Plan, Housing Plan, and Park and Recreation Commission Athletic Field Master Plan, and other data collected by the Committee. If a Committee member becomes aware of a parcel that he/she believes should be assessed, the member shall request the Director of Planning and Community Development bring this parcel to the attention of the Board of Selectmen, and then to the Committee for assessment.

The Committee shall discuss potential properties, and review purchase offers and/or Purchase and Sale agreements or other information that staff bring to their attention. The members of the Land Acquisition Review Committee shall not undertake or engage in any discussions with any landowner without the prior authorization of the Town Manager. Initial point of contact for all parcels shall be the Director of Planning and Community Development.

Membership and Officers

The Land Acquisition Review Committee shall have up to seven voting members. One member shall be from the Conservation Commission and one shall be from the Planning Board, or either board may select a designee if he/she is acceptable to the Board of Selectmen. Additionally, five (5) members shall be citizens-at-large, all to be appointed by the Board of Selectmen. Appointments shall be for a term of two years. However, initial appointments shall be staggered for one and two-year terms to allow continuity within the Committee. All re-appointments shall be for two years. In addition, the Planning and Community Development Director and the Conservation Coordinator, shall serve as liaisons and resources to the Committee.

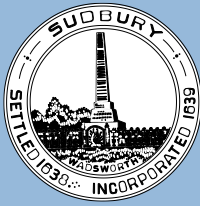
Compliance with State and Local Laws and Town Policies

The Land Acquisition Review Committee is responsible for conducting its activities in a manner which is in compliance with all relevant state and local laws and regulations including but not limited to the Open Meeting Law, Public Records Law, and Conflict of Interest Law. Committee members must limit their activities and scope to that described in this mission statement.

Open Session/Executive Session. Town staff will advise the Committee as to whether any part of their meetings should be held in executive session. Otherwise, all meetings of the Committee will be held in public sessions. One member of the committee should be designated as Clerk of the Committee, and shall keep minutes of all meetings.

In particular, all appointments are subject to the following:

- **The Code of Conduct for Selectmen Appointed Committee.** A resident or employee who accepts appointment to a Town committee by the Board of Selectmen agrees that he/she will follow this code of conduct.
- **The Town's Email Communication for Committee Members Policy.** Anyone appointed to serve on a Town committee by the Board of Selectmen agrees that he/she will use email communication in strict compliance with the Town of Sudbury's email policy, and further understands that any use of email communication outside of this policy can be considered grounds for removal from the committee by the Selectmen.
- **Use of the Town's Web site.** The Land Acquisition Review Committee will keep minutes of all meetings and post them on the Town's web site. The committee will post notice of meetings on the Town's website as well as at the Town Clerk's Office.



SUDBURY BOARD OF SELECTMEN

Tuesday, January 9, 2018

MISCELLANEOUS (UNTIMED)**6: School structure options**REQUESTOR SECTION

Date of request:

Requested by: Patty Golden

Formal Title: Discuss school structure options

Recommendations/Suggested Motion/Vote: Discuss school structure options

Background Information:
attached documents

Financial impact expected:

Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Melissa Murphy-Rodrigues	Pending
Barbara Saint Andre	Pending
Robert C. Haarde	Pending
Board of Selectmen	Pending

01/09/2018 7:30 PM

District Analysis--Boston Area Schools (Consided Districts in Top 20) vs. Sudbury--comparable total school enrollment																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																				
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District Analysis and Review Tool (DART)

DART Detail: Staffing and Finance

Select district 1,
then select districts 2-4 (optional)*

1. Sudbury
2. Winchester
3. Wayland
4. Belmont

Reports:

[District at a Glance](#)
[District Staff](#)
[Teachers](#)
[SPED Staff](#)
[Finance Summary](#)
[Finance Charts](#)
[Expenditure By Source of Funds](#)
[Summary Per Pupil Expenditures](#)
[Detail Per Pupil Expenditures](#)
[Median Per Pupil Expenditure by District Size](#)
[Out of District](#)
[Revenues](#)
[Revolving Funds](#)
[Help and Resources](#)

* Reports with 5 years of data for District 1 only are District at a Glance, Finance Summary, Expenditure by Source
Other reports have 3 years of data for Districts 1-4

When you select District 1, the list below shows ten MA districts most similar based on enrollment size and special population percentages.

Orange row: District 1 **Blue row:** Highest performing of the other districts

Districts With Similar Student Demographics	Grade Span	2017 Enrollment & Subgroup Percentages				2017 Performance Grades 3-8 Next Gen MCAS				2017 Performance Grade 10 Legacy MCAS			
		Total Enrolled	Econ Disadv	SWD	ELL	% Meeting or Exceeding		Median Student Growth Percentile		% Proficient or Advanced		Median Student Growth Percentile	
						ELA	Math	ELA	Math	ELA	Math	ELA	Math
*Boxford	PK - 06	755	3.7	19.1	0.8	65%	75%	44.5	60.0				
*Concord	PK - 08	2,108	5.5	16.6	1.9	80%	79%	65.0	55.0				
*Kingston	KG - 06	1,016	16.1	16.5	1.5	49%	56%	55.5	59.0				
*Lincoln	PK - 08	1,200	5.0	17.8	2.7	62%	62%	54.0	60.0				
*Middleton	PK - 06	699	7.9	18.9	1.1	68%	72%	56.0	71.0				
*Norfolk	PK - 06	937	6.2	14.5	1.8	63%	74%	46.0	67.0				
*Northborough	PK - 08	1,713	9.7	18.2	5.1	61%	62%	51.0	58.0				
*Somerset	PK - 08	1,792	21.1	14.1	0.8	47%	45%	42.0	52.0				
*Southborough	PK - 08	1,295	3.9	14.1	6.1	76%	82%	55.0	66.0				
*Sudbury	PK - 08	2,803	5.0	14.9	1.1	73%	71%	52.0	45.0				
*Wrentham	PK - 06	1,031	9.1	15.0	1.3	67%	70%	64.0	52.0				

Note: Because comparable financial data is not available for charter schools, DART finance and staffing reports do not include them.



Sudbury - District at a Glance

District Data	2013	2014	2015	2016	2017	State
Number of schools	5	5	5	5	5	
Enrollment	3,006	2,925	2,874	2,822	2,803	953,748
<i>Special Populations</i>						
Economically disadvantaged*	--	--	--	5%	5%	30%
Students with disabilities	13%	14%	15%	16%	15%	17%
English language learners	--	--	--	--	1%	9%
First language not English	2%	3%	2%	2%	3%	20%
<i>Race/Ethnicity</i>						
White	84%	83%	81%	80%	79%	61%
African-American/Black	2%	2%	2%	3%	3%	9%
Hispanic/Latino	2%	3%	3%	3%	3%	19%
Asian	6%	6%	8%	8%	9%	7%
Multi-race	5%	5%	6%	6%	6%	3%
Native American	--	--	--	--	--	--
Hawaiian/Pacific	--	--	--	--	--	--
Staffing						
Admin & instructional leaders (FTEs) (district & school, incl. instr. coaches)	22.9	25.9	26.5	28.9	32.1	
Students per admin/leadership staff	131:1	113:1	108:1	98:1	87:1	
Teachers (FTEs)	214.1	211.7	210.9	204.5	206.9	
Students per teacher	14.0 :1	13.8 :1	13.6 :1	13.8 :1	13.5 :1	13.2 :1
Finance						2016
Expenditure per in-district pupil	\$12,557	\$13,511	\$14,168	\$14,861		\$15,024
Teacher average salary	\$70,279	\$73,473	\$76,991	\$83,234		\$76,442
% over/under req'd net school spending	32.4%	35.5%	43.0%	47.8%		
Chapter 70 as % of req'd NSS	17%	17%	17%	18%	18%	
Performance** 2013-2016						
ELA % proficient or higher	88%	86%	89%	88%		
Math % proficient or higher	81%	80%	82%	82%		
ELA median SGP	52.0	50.0				
Math median SGP	55.0	54.0				
Performance 2017						
	<i>Meets/exceeds Expectations</i>		<i>Median student growth percentile</i>			
	ELA	Math	ELA	Math		
Grades 3-8	73%	71%	52.0	45.0		
State	49%	48%	50.0	50.0		
Grade 10						
State	91%	79%	50.0	50.0		

* In 2015, "economically disadvantaged," based on direct certification by Health and Human Services, replaced "low-income," based on family income self-reporting for the federal lunch program.

** In 2013 and 2014, students took MCAS. In 2015 and 2016, some students in grades 3-8 took PARCC instead, and these performance results are aligned across MCAS and PARCC. In 2017, the Department introduced NextGen MCAS for grades 3-8, establishing a new baseline. 10th graders will take MCAS until 2019.



District Staffing 2015-2017

	Sudbury			Winchester			Wayland			Belmont			State		
Data Definitions	2015	2016	2017	2015	2016	2017	2015	2016	2017	2015	2016	2017	2015	2016*	2017
Number of schools	5	5	5	7	7	7	5	5	5	6	6	6			
All students	2,874	2,822	2,803	4,505	4,591	4,623	2,659	2,657	2,646	4,283	4,362	4,466	955,844		953,748
District administrators	7.5	8.9	11.1	4.9	4.9	5.6	8.8	8.8	9.3	9.8	9.4	9.4	2,235		2,286
Students:staff	383:1	317:1	253:1	919:1	937:1	826:1	302:1	302:1	285:1	437:1	464:1	475:1	428:1		417:1
Other district instructional leaders	1.0	1.0	1.0	6.2	6.2	6.0	6.8	6.8	7.5	5.6	6.0	6.0	1,073		1,131
Students:staff	2,874:1	2,822:1	2,803:1	727:1	740:1	771:1	391:1	391:1	353:1	765:1	727:1	744:1	891:1		843:1
School administrators	10.0	12.0	12.0	20.0	20.0	20.5	14.1	14.0	14.7	10.6	11.0	10.7	4,515		4,645
Students:staff	287:1	235:1	234:1	225:1	230:1	226:1	188:1	190:1	181:1	404:1	397:1	418:1	212:1		205:1
Instructional coaches	8.0	7.0	8.0	--	--	1.0	3.0	3.4	3.9	2.9	3.0	2.8	1,060		1,138
Students:staff	359:1	403:1	350:1	--	--	4,623:1	886:1	793:1	687:1	1,487:1	1,457:1	1,595:1	902:1		838:1
Teachers	210.9	204.5	206.9	332.8	334.4	351.8	205.0	207.8	206.8	248.6	260.0	268.6	71,806		72,062
Students:staff	13.6:1	13.8:1	13.5:1	13.5:1	13.7:1	13.1:1	13.0:1	12.8:1	12.8:1	17.2:1	16.8:1	16.6:1	13.3:1		13.2:1
Long-term subs	--	--	--	4.9	7.8	1.0	--	--	--	12.4	9.0	8.0	567		489
Students:staff	--	--	--	917:1	586:1	4,623:1	--	--	--	345:1	485:1	558:1	1,687:1		1,951:1
Paraprofessionals	49.9	49.9	50.3	95.0	96.1	82.8	94.7	98.3	107.0	94.8	94.8	87.5	24,182		25,037
Students:staff	58:1	57:1	56:1	47:1	48:1	56:1	28:1	27:1	25:1	45:1	46:1	51:1	40:1		38:1
Tutors	23.9	32.7	30.9	--	--	--	3.5	4.8	4.8	1.6	1.0	1.0	1,260		975
Students:staff	120:1	86:1	91:1	--	--	--	760:1	554:1	551:1	2,677:1	4,362:1	4,466:1	759:1		978:1
Instructional support	8.5	15.7	15.7	21.1	21.1	21.3	14.0	14.2	14.3	15.5	16.8	18.7	4,544		4,727
Students:staff	339:1	180:1	178:1	214:1	218:1	217:1	190:1	187:1	186:1	276:1	259:1	239:1	210:1		202:1
SPED instructional support	8.8	2.0	1.0	11.5	11.5	12.5	4.7	5.1	5.4	5.1	3.9	4.4	1,325		1,339
Students:staff	327:1	1,411:1	2,803:1	392:1	399:1	370:1	572:1	521:1	495:1	838:1	1,114:1	1,012:1	721:1		712:1
SPED related staff	19.6	18.2	23.6	19.6	19.6	19.6	8.9	9.4	10.6	10.7	10.6	10.7	4,379		4,821
Students:staff	147:1	155:1	119:1	230:1	234:1	236:1	297:1	281:1	249:1	400:1	413:1	417:1	218:1		198:1
Medical/health	5.5	5.0	5.6	8.0	8.0	8.0	1.0	1.0	1.0	5.9	7.5	7.9	1,952		1,979
Students:staff	523:1	564:1	501:1	563:1	574:1	578:1	2,659:1	2,657:1	2,646:1	726:1	582:1	565:1	490:1		482:1
Clerks/secretaries	19.7	20.1	19.6	28.1	26.5	28.5	31.3	31.0	32.0	27.1	26.2	27.5	8,378		8,196
Students:staff	146:1	140:1	143:1	160:1	173:1	162:1	85:1	86:1	83:1	158:1	167:1	162:1	114:1		116:1
Technology support	4.4	4.0	3.0	4.4	4.4	4.4	9.1	8.1	8.5	9.0	9.0	8.8	1,333		1,318
Students:staff	653:1	706:1	934:1	1,024:1	1,043:1	1,051:1	292:1	330:1	313:1	476:1	485:1	509:1	717:1		723:1

* State-wide totals for 2016 staffing could only be imputed because of missing district data. With 2017 data now available, DART doesn't use the 2016 imputed data.



Teachers 2015-2017

<i>all funding sources included FTEs (full-time equivalents)</i>	Sudbury			Winchester			Wayland			Belmont			State		
Data Definitions	2015	2016	2017	2015	2016	2017	2015	2016	2017	2015	2016	2017	2015	2016*	2017
<i>All students</i>	2,874	2,822	2,803	4,505	4,591	4,623	2,659	2,657	2,646	4,283	4,362	4,466	955,844		953,748
Teachers (FTEs)															
Teachers	210.9	204.5	206.9	332.8	334.4	351.8	205.0	207.8	206.8	248.6	260.0	268.6	71,806.4		72,062.2
<i>All students:all teachers</i>	13.6 :1	13.8 :1	13.5 :1	13.5 :1	13.7 :1	13.1 :1	13.0 :1	12.8 :1	12.8 :1	17.2 :1	16.8 :1	16.6 :1	13.3 :1		13.2 :1
Long-term subs	--	--	--	4.9	7.8	1.0	--	--	--	12.4	9.0	8.0	567		489
General Education															
ELA/Reading/Math/Science/ Social Studies	45.6	40.0	175.1	216.4	214.1	242.1	72.8	73.7	124.2	93.9	103.7	181.0	34,173.6		44,697.5
<i>All students:subject teachers</i>	63.0 :1	70.6 :1	16.0 :1	20.8 :1	21.4 :1	19.1 :1	36.5 :1	36.1 :1	21.3 :1	45.6 :1	42.1 :1	24.7 :1	28.0 :1		21.3 :1
Arts/Languages	20.1	19.0	20.1	36.4	35.5	38.0	29.3	29.8	29.4	36.6	36.5	37.3	7,201.2		7,165.4
<i>All students:subject teachers</i>	143.3 :1	148.5 :1	139.7 :1	123.9 :1	129.1 :1	121.8 :1	90.9 :1	89.1 :1	90.1 :1	117.0 :1	119.4 :1	119.7 :1	132.7 :1		133.1 :1
Other subjects	110.2	132.1	11.5	32.3	31.2	32.0	70.3	70.5	18.0	88.4	88.4	17.2	18,443.3		8,593.6
<i>All students:subject teachers</i>	26.1 :1	21.4 :1	242.7 :1	139.5 :1	147.3 :1	144.6 :1	37.9 :1	37.7 :1	146.8 :1	48.4 :1	49.3 :1	259.0 :1	51.8 :1		111.0 :1
All general education teachers	175.8	191.0	206.7	285.0	280.8	312.1	172.3	174.0	171.6	218.9	228.7	235.6	59,818.1		60,456.5
<i>All students:general ed teachers</i>	16.3 :1	14.8 :1	13.6 :1	15.8 :1	16.4 :1	14.8 :1	15.4 :1	15.3 :1	15.4 :1	19.6 :1	19.1 :1	19.0 :1	16.0 :1		15.8 :1

* State-wide totals for 2016 staffing could only be imputed because of missing district data. With 2017 data now available, DART doesn't use the 2016 imputed data.



Teachers 2015-2017

<i>all funding sources included FTEs (full-time equivalents)</i>	Sudbury			Winchester			Wayland			Belmont			State		
Data Definitions	2015	2016	2017	2015	2016	2017	2015	2016	2017	2015	2016	2017	2015	2016*	2017
Students															
Vocational-technical	--	--	--	--	--	--	--	--	--	--	--	--	57,820		60,993
Students with disabilities (SWDs) in-district	409	424	402	644	676	740	471	475	459	322	360	366	154,513		156,764
English language learners (ELLs)	12	24	31	165	180	166	32	56	65	225	257	279	81,146		90,204
Vocational-technical															
Voc-tech teachers	--	--	--	--	--	--	0.5	0.3	0.3	--	--	--	1,985.4		1,896.8
Voc-tech students:voc-tech teachers	--	--	--	--	--	--	--	--	--	--	--	--	29.1:1		32.2:1
Special education															
Special education teachers	34.1	13.5	0.2	40.2	45.9	32.8	31.4	32.7	32.2	24.7	24.5	25.1	8,635.2		8,287.4
SWDs:SPED teachers	12.0 :1	31.4 :1	--	16.0 :1	14.7 :1	22.6 :1	15.0 :1	14.5 :1	14.3 :1	13.0 :1	14.7 :1	14.6 :1	17.9 :1		18.9 :1
English language learners															
All teachers of ELLs	1.0	--	--	7.6	7.7	6.9	0.8	0.8	2.8	4.9	6.8	8.0	1,367.7		1,421.6
English as second language (ESL)	1.0	--	--	7.6	7.7	6.9	0.8	0.8	2.8	4.9	6.8	8.0	1,253.7		1,387.5
Sheltered content and bilingual	--	--	--	--	--	--	--	--	--	--	--	--	114.0		34.1
ELLs:ELL teachers	12.0 :1	--	--	21.7 :1	23.4 :1	24.1 :1	--	--	23.2 :1	45.7 :1	37.8 :1	35.1 :1	59.3 :1		63.5 :1

* State-wide totals for 2016 staffing could only be imputed because of missing district data. With 2017 data now available, DART doesn't use the 2016 imputed data.



Special Education Staff 2015-2017

all funding sources included FTEs (full-time equivalents) Data Definitions	Sudbury			Winchester			Wayland			Belmont			State		
	2015	2016	2017	2015	2016	2017	2015	2016	2017	2015	2016	2017	2015	2016*	2017
Students with disabilities in-district (SWDs)	409	424	402	644	676	740	471	475	459	322	360	366	154,513		156,764
Special education teachers	34.1	13.5	0.2	40.2	45.9	32.8	31.4	32.7	32.2	24.7	24.5	25.1	8,635.2		8,287.4
SWDs:SPED teachers	12.0: 1	31.4: 1	--	16.0: 1	14.7: 1	22.6: 1	15.0: 1	14.5: 1	14.3: 1	13.0: 1	14.7: 1	14.6: 1	17.9: 1		18.9: 1
SPED paraprofessionals	28.6	27.8	--	86.2	86.2	74.6	67.7	68.8	76.2	70.9	77.6	71.7	17,569.6		17,063.7
SWDs:SPED paras	14.3: 1	15.3: 1	--	7.5: 1	7.8: 1	9.9: 1	7.0: 1	6.9: 1	6.0: 1	4.5: 1	4.6: 1	5.1: 1	8.8: 1		9.2: 1
SPED instructional support	8.8	2.0	1.0	11.5	11.5	12.5	4.7	5.1	5.4	5.1	3.9	4.4	1,324.8		1,339.4
SWDs:SPED support	46:1	212:1	402:1	56:1	59:1	59:1	101:1	93:1	86:1	63:1	92:1	83:1	117:1		117:1
SPED related staff	19.6	18.2	23.6	19.6	19.6	19.6	8.9	9.4	10.6	10.7	10.6	10.7	4,378.9		4,820.9
SWDs:SPED related staff	21:1	23:1	17:1	33:1	34:1	38:1	53:1	50:1	43:1	30:1	34:1	34:1	35:1		33:1

* State-wide totals for 2016 staffing could only be imputed because of missing district data. With 2017 data now available, DART doesn't use the 2016 imputed data.



Sudbury Finance Summary

Per pupil (all funds)	2012	2013	2014	2015	2016	State 2016	2013 +/-	2014 +/-	2015 +/-	2016 +/-
Expenditures per pupil										
In-district	12,114	12,557	13,511	14,168	14,861	15,024	4%	8%	5%	5%
Out-of-district	--	--	--	--	--	--				
All	12,899	13,426	14,246	14,710	15,259	15,545	4%	6%	3%	4%
Pupils (FTEs)										
In-district	3,068.3	3,008.1	2,917.9	2,853.9	2,811.4	905,677.2	-2%	-3%	-2%	-1%
Out-of-district	58.9	46.3	39.8	46.8	39.4	73,250.6	-21%	-14%	18%	-16%
All	3,127.2	3,054.4	2,957.7	2,900.7	2,850.8	978,927.8	-2%	-3%	-2%	-2%
Expenditures by function (all funds)										
Education & operation expenditures										
Administration	1,464,984	1,532,782	1,664,532	1,772,428	2,096,987		5%	9%	6%	18%
Instruction	23,335,360	24,475,992	26,002,857	27,067,555	27,614,171		5%	6%	4%	2%
Pupil services	2,678,363	2,830,478	2,766,564	2,722,062	3,341,849		6%	-2%	-2%	23%
Operations and maintenance	2,742,139	3,042,149	3,316,010	3,180,419	2,926,658		11%	9%	-4%	-8%
Benefits and fixed charges	6,947,990	5,890,806	5,674,799	5,690,887	5,801,933		-15%	-4%	0%	2%
In-district total	37,168,836	37,772,208	39,424,762	40,433,350	41,781,598		2%	4%	3%	3%
Out-of-district	3,169,905	3,235,719	2,711,612	2,235,327	1,718,646		2%	-16%	-18%	-23%
Total education & operation	40,338,740	41,007,927	42,136,374	42,668,677	43,500,244		2%	3%	1%	2%
Other expenditures										
Community activities										
Fixed assets	17,032	58,780	0	30,718	0					
Debt	2,784,905	2,795,571	2,604,911	3,417,014	2,317,355					
Total other expenditures	2,801,937	2,854,351	2,604,911	3,447,732	2,317,355		2%	-9%	32%	-33%
Regional assessments	20,611,058	21,108,296	22,182,734	21,964,688	22,830,566		2%	5%	-1%	4%
TOTAL expenditures **	63,751,735	64,970,574	66,924,019	68,081,097	68,648,165		2%	3%	2%	1%

** Indirect cost transfers not included



Sudbury Finance Summary

Expenditures by funding source	2012	2013	2014	2015	2016	2013 +/-	2014 +/-	2015 +/-	2016 +/-
School committee									
In-district	26,699,725	28,313,117	30,265,531	31,172,508	32,548,525				
Out-of-district tuitions***	1,808,730	1,734,000	1,264,429	1,084,904	967,912				
Other expenditures	17,032	2,976	0	30,718	0				
Total school committee	29,069,286	30,616,048	32,121,171	32,766,546	33,702,282	5%	5%	2%	3%
Municipality									
In-district	6,942,783	5,841,531	5,628,284	5,837,702	6,072,488				
Out-of-district tuitions***	57,350	45,361	23,847	87,899	56,002				
Other expenditures	2,784,905	2,851,375	2,604,911	3,417,014	2,317,355				
Regional assessments	20,611,058	21,108,296	22,182,734	21,964,688	22,830,566				
Total municipality	30,396,096	29,846,563	30,439,776	31,307,303	31,276,411	-2%	2%	3%	0%
Total local appropriations	59,465,382	60,462,611	62,560,947	64,073,849	64,978,693	2%	3%	2%	1%
Local revolving funds	3,026,251	3,361,633	3,266,696	2,927,528	2,519,810	11%	-3%	-10%	-14%
Federal and state grants	1,260,103	1,146,329	1,096,376	1,079,721	1,149,662	-9%	-4%	-2%	6%
TOTAL expenditures**	63,751,735	64,970,574	66,924,019	68,081,097	68,648,165	2%	3%	2%	1%
<i>Actual net school spending (NSS)</i>	<i>34,111,182</i>	<i>34,452,859</i>	<i>35,746,075</i>	<i>36,725,037</i>	<i>37,975,015</i>	<i>1%</i>	<i>4%</i>	<i>3%</i>	<i>3%</i>
<i>NSS minus Chapter 70 aid</i>	<i>29,904,237</i>	<i>30,127,714</i>	<i>31,349,005</i>	<i>32,258,817</i>	<i>33,440,620</i>				

State aid revenues	2012	2013	2014	2015	2016	2013 +/-	2014 +/-	2015 +/-	2016 +/-
Chapter 70 aid	4,206,945	4,325,145	4,397,070	4,466,220	4,534,395	2.8%	1.7%	1.6%	1.5%
Circuitbreaker	802,107	899,387	921,671	737,033	694,682				
Charter reimbursement/facilities	12,171	9,452	8,691	51,304	2,611				
Transportation reimbursement		3,104	6,847						
State aid for school construction	1,681,224	1,737,028	1,681,224	1,681,224	1,605,768				
Total state aid	6,702,447	6,974,116	7,015,502	6,935,781	6,837,456	4%	1%	-1%	-1%

** Indirect cost transfers not included

*** Out of district transportation is included in in-district expenditures; it can't be attributed to out-of-district expenditures by funding source.



Sudbury Finance Summary

Out of district expenditures (all funding sources)	2012	2013	2014	2015	2016	2013 +/-	2014 +/-	2015 +/-	2016 +/-
Tuition agreements	--	11,394	--	--	--				
Choice	3,600	10,000	11,500	23,284	15,112				
Charter - Commonwealth	53,750	23,967	12,347	64,615	40,890				
Charter - Horace Mann	--	--	--	--	--				
Out-of-state	--	--	--	--	--				
Private	1,467,334	1,690,856	1,278,105	1,223,897	1,031,930				
Collaboratives	1,101,422	933,547	818,449	445,115	444,869				
Transportation	543,799	565,955	591,211	478,416	185,845				
Total out-of-district expenditures	3,169,905	3,235,719	2,711,612	2,235,327	1,718,646	2%	-16%	-18%	-23%
Out of district pupils									
<i>Total FTEs out-of-district</i>	<i>58.9</i>	<i>46.3</i>	<i>39.8</i>	<i>46.8</i>	<i>39.4</i>	<i>-21%</i>	<i>-14%</i>	<i>18%</i>	<i>-16%</i>
<i>FTEs choice</i>	<i>0.7</i>	<i>2.0</i>	<i>2.3</i>	<i>3.0</i>	<i>1.5</i>				
<i>FTEs Commonwealth charter</i>	<i>4.6</i>	<i>2.0</i>	<i>2.0</i>	<i>5.0</i>	<i>0.0</i>				
<i>FTEs Horace Mann charter</i>	<i>0.0</i>	<i>0.0</i>	<i>0.0</i>	<i>0.0</i>	<i>0.0</i>				
<i>% out-of-district choice/charter</i>	<i>9%</i>	<i>9%</i>	<i>11%</i>	<i>17%</i>	<i>4%</i>				
Tuition revenues									
Choosing-in tuition revenues									
Tuition revenue	--	--	--	--	--				
<i>FTE pupils choosing in</i>	--	--	--	--	--				
<i>Average tuition</i>	--	--	--	--	--				
Other tuition revenues	0	0	0	0	0				

State aid for out-of-district costs									
Charter school reimbursements	12,171	9,452	8,691	51,304	2,611				
Circuit-breaker	802,107	899,387	921,671	737,033	694,682				
<i>Also, Chapter 70 aid is based on foundation enrollment (resident students enrolled in or out of district.)</i>									



Sudbury Finance Summary

Attachment6.b: DART Report--Sudbury_act_size (2610 : School structure options)



Sudbury Finance Summary

Chapter 70 aid program details	2012	2013	2014	2015	2016	2017	2013 +/-	2014 +/-	2015 +/-	2016 +/-	2017 +/-
Foundation											
Foundation enrollment	2,950	2,955	2,877	2,766	2,727	2,803	0.2%	-2.6%	-3.9%	-1.4%	2.8%
Foundation budget	24,225,299	25,075,914	24,959,361	24,443,508	24,450,575	25,153,176	3.5%	-0.5%	-2.1%	0.0%	2.9%
Aid											
Chapter 70 aid	4,206,945	4,325,145	4,397,070	4,466,220	4,534,395	4,688,560	2.8%	1.7%	1.6%	1.5%	
Aid percent of foundation budget	17.4%	17.2%	17.6%	18.3%	18.5%	18.6%					
Target aid share percent	17.5%	17.5%	17.5%	17.5%	17.5%	17.5%					
Local contribution and net school spending											
Required local contribution	21,111,921	21,703,788	21,986,344	21,216,573	21,153,252	20,930,012	2.8%	1.3%	-3.5%	-0.3%	-1.1%
Required net school spending	25,318,866	26,028,933	26,383,414	25,682,793	25,687,647	25,618,572	2.8%	1.4%	-2.7%	0.0%	-0.3%
Actual NSS ***	34,111,182	34,452,859	35,746,075	36,725,037	37,975,015	0	1.0%	3.8%	2.7%	3.4%	###
Over/under required NSS	34.7%	32.4%	35.5%	43.0%	47.8%	-100.0%					
Municipal levy capacity****							2013 +/-	2014 +/-	2015 +/-	2016 +/-	2017 +/-
Maximum levy limit	\$69.2m	\$71.2m	\$73.4m	\$74.5m	\$77.3m	\$80.0m					
Tax levy	\$69.0m	\$71.0m	\$73.0m	\$73.5m	\$77.0m	\$79.9m	3%	3%	1%	5%	4%
Excess capacity	146,702	188,382	402,908	968,164	320,332	135,210					
Excess as percent of levy limit	0.2%	0.3%	0.5%	1.3%	0.4%	0.2%					
Levy limit w/o debt&capital exclusions	\$64.8m	\$67.0m	\$69.3m	\$72.5m	\$74.2m	\$77.3m					
Levy ceiling	\$96.0m	\$96.6m	\$99.0m	\$102.2m	\$105.8m	\$110.2m	1%	2%	3%	3%	4%
Override capacity	\$31.1m	\$29.6m	\$29.7m	\$29.8m	\$31.6m	\$32.9m					

*** Actual NSS for the current year is the budgeted amount; it will be adjusted from actuals when End of Year Reports are submitted.

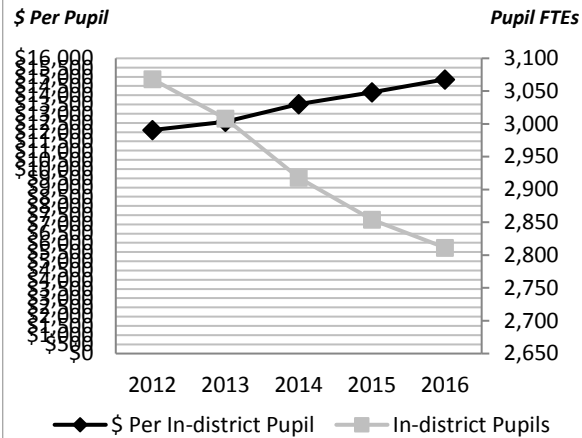
**** This data is available for municipalities but not regional districts. Municipalities may fund more than one district (e.g. regional voc-tech.)

Attachment 6.b: DART Report--Sudbury_act_size (2610 : School structure options)

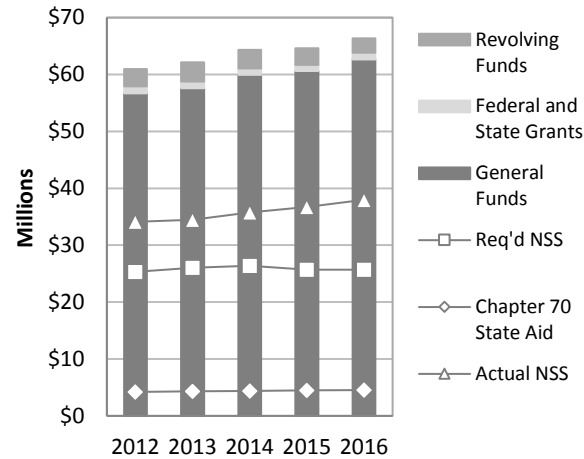


Sudbury Finance Charts

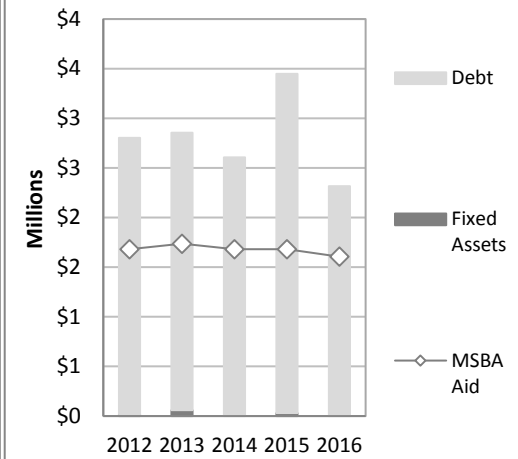
Five Year Trend for \$/In-district Pupil



Expenditure by Source of Funds
(excluding Debt/Capital)



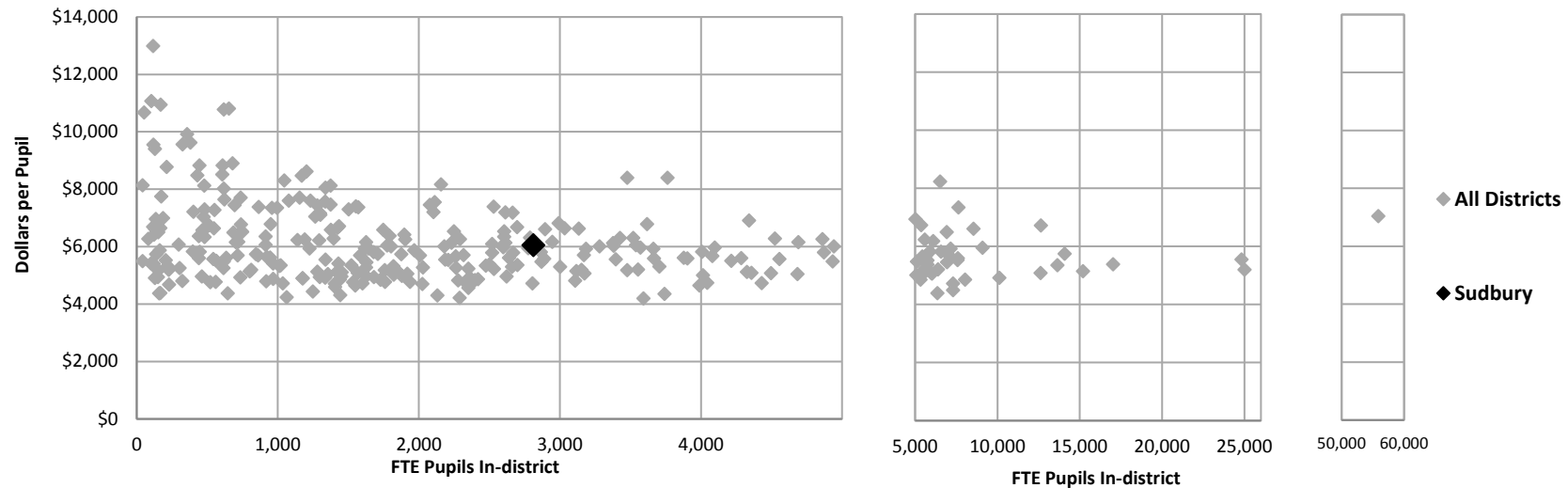
Debt and Capital Expenditures



Per Pupil Expenditures Compared to All Districts

Select 2016 expenditure category:

Teachers





Sudbury

2016 Expenditures by Source of Funding

	General Funds		Total General Funds	Local revolving funds	Federal/ state grants	Total
	School committee	Municipality				
Expenditures for education and operations <i>(expenses in per pupil calculations)</i>						
District administration	1,791,426	305,561	2,096,987	--	--	2,096,987
Other instructional leadership	2,462,927	--	2,462,927	--	108,990	2,571,917
Teachers	16,434,608	--	16,434,608	263,780	323,061	17,021,449
Other teaching services	5,007,689	--	5,007,689	12,990	368,511	5,389,190
Professional development	203,093	--	203,093	--	72,664	275,757
Instructional materials, etc.	690,585	--	690,585	6,660	37,463	734,708
Guidance/counseling/testing	1,566,388	--	1,566,388	--	54,761	1,621,149
Pupil services	1,491,325	76,025	1,567,350	1,619,467	155,032	3,341,849
Operations and maintenance	2,795,832	22,800	2,818,632	108,026	--	2,926,658
Benefits and fixed charges	104,651	5,668,102	5,772,753	--	29,180	5,801,933
Out of district tuitions/transp	1,153,757	56,002	1,209,759	508,887	--	1,718,646
Subtotal	33,702,282	6,128,490	39,830,772	2,519,810	1,149,662	43,500,244
Other district expenditures <i>(not in per pupil calculations)</i>						
Community activities (6000)	--	--	--	--	--	--
Fixed assets (7000)	--	--	--	--	--	--
Debt and BANs (8000 and 5450)	--	2,317,355	2,317,355	--	--	2,317,355
Subtotal	--	2,317,355	2,317,355	--	--	2,317,355
Regional assessments <i>(expended in other districts' education and operations)</i>						
Regional assessments (9500)	22,830,566		22,830,566			22,830,566
Total	33,702,282	31,276,411	64,978,693	2,519,810	1,149,662	68,648,165

State aid included in local appropriations and local revolving funds

	To general fund	To revolving fund	Total
State aid from Dept of Elementary & Secondary Education			
Chapter 70 state aid to education	4,534,395		
Charter school reimbursements	2,611		
Pupil transportation (reg'l districts)	--		
Circuit-breaker		694,682	
Total state aid from DESE	4,537,006	694,682	5,231,688
State aid from Massachusetts School Building Authority	1,605,768		1,605,768



Summary of Per Pupil Expenditure 2014-2016

All funding sources included	Sudbury			Winchester			Wayland			Belmont			State		
	2014	2015	2016	2014	2015	2016	2014	2015	2016	2014	2015	2016	2014	2015	2016
FTE Pupils															
<i>In-district residents, choice-in, tuitioned-in</i>	2,918	2,854	2,811	4,426	4,488	4,556	2,688	2,663	2,665	4,190	4,224	4,325	917,204	913,268	905,677
<i>Out-of-district SWD, charter, choice-out, tuitioned-out</i>	40	47	39	69	71	71	41	51	57	82	91	99	65,266	69,736	73,251
All Pupils	2,958	2,901	2,851	4,495	4,559	4,627	2,729	2,714	2,722	4,272	4,316	4,424	982,470	983,004	978,928
Expenditures															
Administration	570	621	746	575	584	625	744	806	826	355	334	373	500	531	550
Instructional Leadership	957	1,037	915	796	866	860	1,035	1,093	1,102	846	842	870	935	976	1,017
Teachers	5,314	5,618	6,054	5,311	5,418	5,574	6,545	6,864	7,182	4,863	4,990	5,119	5,443	5,619	5,832
<i>Student/teacher Ratio</i>	13.8 :1	13.6 :1	13.8 :1	13.7 :1	13.5 :1	13.7 :1	13.5 :1	13.0 :1	12.8 :1	17.1 :1	17.2 :1	16.8 :1	13.6 :1	13.3 :1	13.2 :1
<i>Teacher average salary</i>	73,473	76,991	83,234	73,740	74,033	76,709	88,378	89,900	93,108	82,943	85,241	85,279	73,966	74,782	76,442
Other Teaching Services	1,639	1,747	1,917	922	983	995	1,364	1,461	1,526	909	939	865	1,138	1,177	1,241
Professional Development	171	191	98	142	146	151	211	215	196	129	135	130	217	197	207
Instructional Matl/Equip/Technology	349	390	261	314	328	385	356	375	373	351	338	470	431	431	468
Guidance, Counseling, Testing	481	501	577	443	457	487	540	585	614	297	329	336	421	443	460
Pupil Services	948	954	1,189	834	834	965	1,297	1,512	1,457	764	787	822	1,376	1,430	1,501
Operations and Maintenance	1,136	1,114	1,041	804	810	848	1,326	1,495	1,442	1,214	1,081	1,010	1,102	1,140	1,129
Benefits and fixed charges	1,945	1,994	2,064	1,697	1,684	1,747	2,257	2,487	1,937	1,899	1,914	1,955	2,435	2,491	2,619
Expenditure per in-district pupil	13,511	14,168	14,861	11,836	12,109	12,636	15,676	16,893	16,656	11,627	11,689	11,951	13,998	14,437	15,024
<i>Median per in-district pupil**</i>	13,718	14,168	14,891	12,106	12,789	13,143	12,749	13,342	13,932	12,106	12,789	13,143			
<i>Out of district pupils and expenditures incl in expenditure per pupil</i>															
Expenditure per pupil	14,246	14,710	15,259	12,579	12,801	13,312	16,445	17,652	17,426	12,799	13,029	13,349	14,521	14,942	15,545

**See the Median Per Pupil Expenditure report

Note: because comparable financial data is not available for charter schools, DART state-wide finance and staffing comparisons do not include charter schools.

Attachment 6.b: DART Report--Sudbury_act_size (2610 : School structure options)



Expenditure Per In-district Pupil Detail 2014-2016

All funding sources included	Sudbury			Winchester			Wayland			Belmont			State		
	2014	2015	2016	2014	2015	2016	2014	2015	2016	2014	2015	2016	2014	2015	2016
<i>In-district pupils (FTEs)</i>	2,917.9	2,853.9	2,811.4	4,425.5	4,488.2	4,555.9	2,687.9	2,662.7	2,665.2	4,190.3	4,224.4	4,324.9	917,203.5	913,267.8	905,677.2
<i>Expenditures per in-district pupil</i>	13,511	14,168	14,861	11,836	12,109	12,636	15,676	16,893	16,656	11,627	11,689	11,951	13,998	14,437	15,024
Function #	2014	2015	2016	2014	2015	2016	2014	2015	2016	2014	2015	2016	2014	2015	2016
In-district expenditures															
Administration	570	621	746	575	584	625	744	806	826	355	334	373	500	531	550
1110 School Committee	< 1	< 1	< 1	--	--	--	9	13	9	4	2	3	25	28	25
1210 Superintendent	110	109	112	72	54	67	114	106	110	76	79	123	84	86	90
1220 Assistant Superintendents	58	54	100	88	81	89	70	70	71	--	--	--	30	32	33
1230 Other District-Wide Administration	--	--	39	--	--	--	96	121	111	2	3	4	32	34	36
1410 Business and Finance	158	163	160	213	222	240	204	207	210	158	171	171	173	180	186
1420 Human Resources	80	82	86	38	38	39	49	63	51	46	47	47	36	42	42
1430 Legal Service for School Committee	34	27	26	18	27	28	29	16	21	67	33	24	22	21	22
1435 Legal Settlements	23	21	--	--	--	--	--	--	--	--	--	--	4	6	6
1450 District-wide Information Systems	106	165	222	147	161	163	173	210	243	1	< 1	--	94	103	109
Instructional Leadership	957	1,037	915	796	866	860	1,035	1,093	1,102	846	842	870	935	976	1,017
2110 Curriculum Directors (Supervisory)	230	234	276	64	71	70	231	246	247	241	241	258	195	210	215
2120 Dept Heads (Non-Supervisory)	--	--	22	102	132	128	25	25	26	--	--	--	23	25	27
2210 School Leadership	545	559	617	462	480	479	543	578	580	469	457	470	532	557	583
2220 Curriculum Leaders (School Level)	82	108	--	--	--	--	99	98	103	--	--	--	81	80	86
2250 Admin. Technology (School Level)	--	--	--	58	67	68	--	--	--	137	143	142	42	43	44
2315 Instructional Coordinators	100	137	--	109	115	114	138	145	146	--	--	--	62	62	62
Teachers	5,314	5,618	6,054	5,311	5,418	5,574	6,545	6,864	7,182	4,863	4,990	5,119	5,443	5,619	5,832
2305 Teachers, Classroom	4,205	4,471	4,835	4,812	4,921	5,087	5,485	5,594	5,834	3,770	3,861	3,945	4,835	5,011	5,196
2310 Teachers, Specialists	1,109	1,147	1,220	498	497	486	1,060	1,270	1,349	1,093	1,129	1,174	608	608	637

Attachment 6.b: DART Report--Sudbury_act_size (2610 : School structure options)



Expenditure Per In-district Pupil Detail 2014-2016

All funding sources included	Sudbury			Winchester			Wayland			Belmont			State		
	2014	2015	2016	2014	2015	2016	2014	2015	2016	2014	2015	2016	2014	2015	2016
Other Teaching Services	1,639	1,747	1,917	922	983	995	1,364	1,461	1,526	909	939	865	1,138	1,177	1,241
2320 Medical/ Therapeutic Services	590	563	721	311	339	332	305	342	363	239	275	204	257	269	286
2325 Substitute Teachers	105	107	147	67	67	63	121	114	115	75	95	86	133	134	137
2330 Paraprofessionals	801	930	897	450	474	490	789	853	887	536	514	517	672	694	737
2340 Librarians/Media Center Directors	143	147	153	94	103	110	149	152	162	59	55	58	77	80	81
Professional Development	171	191	98	142	146	151	211	215	196	129	135	130	217	197	207
2351 Professional Development Leaders	< 1	--	--	19	17	19	29	31	31	49	54	53	15	17	19
2353 Professional Days	67	72	--	88	88	93	71	74	77	28	28	29	72	75	79
2355 Substitutes for Prof. Development	8	5	6	--	--	--	--	--	--	--	--	--	5	4	4
2357 Professional Development Costs	96	114	92	34	41	38	111	110	88	52	53	47	125	102	105
Instructional Materials/Equip/Tech	349	390	261	314	328	385	356	375	373	351	338	470	431	431	468
2410 Textbooks, Software/Media/Matls	102	9	25	69	43	35	69	50	55	13	22	21	70	67	72
2415 Instructional Matls (Libraries)	24	22	26	179	185	216	22	31	21	69	68	93	59	55	58
2420 Instructional Equipment	24	33	35	5	12	7	66	97	87	6	3	7	33	34	43
2430 General Classroom Supplies	102	175	128	10	11	10	91	108	113	42	41	52	69	67	75
2440 Other Instructional Services	--	--	--	31	25	30	32	43	53	130	110	143	118	126	136
2451 Classroom Technology	98	151	48	20	52	87	55	23	17	77	71	118	60	56	55
2453 Technology (Libraries)	--	--	--	--	--	--	--	--	--	6	14	27	11	15	14
2455 Instructional Software	--	--	--	--	--	--	22	24	26	8	8	11	11	12	16
Guidance, Counseling, Testing	481	501	577	443	457	487	540	585	614	297	329	336	421	443	460
2710 Guidance/Adjustment Counselors	228	246	264	247	273	275	251	263	254	173	208	205	289	302	303
2720 Testing and Assessment	3	3	1	6	6	5	17	21	24	8	5	8	16	18	25
2800 Psychological Services	250	252	311	190	179	207	273	301	336	115	117	123	116	123	132
Pupil Services	948	954	1,189	834	834	965	1,297	1,512	1,457	764	787	822	1,376	1,430	1,501
3100 Attendance and Parent Liaisons	--	--	--	4	5	4	--	--	< 1	--	--	--	22	21	20
3200 Medical/Health Services	116	122	127	129	120	125	112	127	127	135	144	153	157	164	172
3300 Transportation Services	474	454	593	152	164	230	405	462	452	183	176	184	549	574	597
3400 Food Services	254	251	277	295	276	290	331	483	430	216	209	231	383	394	409
3510 Athletics	33	< 1	25	219	232	283	345	318	327	176	177	183	154	156	168
3520 Other Student Activities	71	102	139	29	32	29	99	117	116	38	40	30	76	82	95
3600 School Security	< 1	26	27	6	6	4	5	5	5	17	41	42	35	38	39

Attachment 6.b: DART Report--Sudbury_act_size (2610 : School structure options)



Expenditure Per In-district Pupil Detail 2014-2016

All funding sources included	Sudbury			Winchester			Wayland			Belmont			State		
	2014	2015	2016	2014	2015	2016	2014	2015	2016	2014	2015	2016	2014	2015	2016
Operations and Maintenance	1,136	1,114	1,041	804	810	848	1,326	1,495	1,442	1,214	1,081	1,010	1,102	1,140	1,129
4110 Custodial Services	356	341	415	253	272	274	431	456	488	252	240	257	381	399	406
4120 Heating of Buildings	86	88	56	150	154	119	120	146	100	169	66	50	124	117	87
4130 Utility Services	230	196	200	211	203	258	349	413	375	223	284	282	227	230	228
4210 Maintenance of Grounds	3	3	3	--	--	--	101	124	109	98	72	79	55	68	60
4220 Maintenance of Buildings	271	206	179	181	170	187	161	170	190	378	344	296	220	230	247
4225 Building Security System	--	--	--	--	--	--	--	--	--	16	1	< 1	4	5	4
4230 Maintenance of Equipment	174	280	167	10	10	9	< 1	3	4	29	18	21	29	26	26
4300 Extraordinary Maintenance	--	--	--	--	--	--	10	13	9	19	--	2	26	23	25
4400 Networking/Telecommunications	8	< 1	22	--	--	--	64	64	63	17	27	14	21	24	27
4450 Technology Maintenance	8	< 1	--	--	--	--	91	105	104	12	29	10	16	18	19
Benefits and fixed charges	1,945	1,994	2,064	1,697	1,684	1,747	2,257	2,487	1,937	1,899	1,914	1,955	2,435	2,491	2,619
5100 Employer Retirement Contributions	489	535	579	258	261	266	535	396	433	411	452	495	393	410	433
5150 Employee Separation Costs	--	15	--	--	--	21	7	4	67	5	2	10	38	37	44
5200 Insurance for Active Employees	1,166	1,145	1,199	1,128	1,113	1,111	1,244	1,597	1,035	971	977	985	1,457	1,482	1,548
5250 Insurance for Retired Employees	199	204	215	231	203	231	346	360	254	362	343	330	440	446	471
5260 Other Non-Employee Insurance	55	58	48	29	60	62	110	110	124	119	108	104	56	63	66
5300 Rental Lease of Equipment	21	22	22	--	--	--	--	--	--	--	--	--	7	8	10
5350 Rental Lease of Buildings	--	--	--	--	--	--	--	--	--	--	--	--	6	7	8
5400 Short Term Interest RANs	--	--	--	--	--	--	--	--	--	--	--	--	< 1	< 1	< 1
5500 Other Fixed/Crossing Guards	--	--	--	--	--	--	--	--	--	--	--	--	23	21	23
5550 School Crossing Guards	14	16	--	51	47	56	14	20	24	31	32	32	14	16	16
Expenditure/in-district pupil	13,511	14,168	14,861	11,836	12,109	12,636	15,676	16,893	16,656	11,627	11,689	11,951	13,998	14,437	15,024

Attachment 6.b: DART Report--Sudbury_act_size (2610 : School structure options)



Median Expenditure Per In-district Pupil
by District Type and Size
(all sources of funding)

Districts		2014				2015				2016			
Type	Size	#	Median	Min	Max	#	Median	Min	Max	#	Median	Min	Max
K-12	< 1,000	15	14,890	11,713	39,260	15	15,398	11,296	38,781	16	17,551	12,908	39,505
	1,000-1,999	50	12,545	10,093	19,434	51	13,140	10,954	20,200	50	13,565	11,326	20,858
	2,000-2,999	46	12,749	9,352	20,826	47	13,342	9,452	21,826	47	13,932	9,971	22,870
	3,000-3,999	33	12,721	10,109	17,042	30	13,144	10,715	17,651	32	13,919	11,013	19,137
	4,000-4,999	19	12,106	10,487	16,779	19	12,789	10,764	17,572	19	13,143	11,201	17,947
	5,000-7,999	34	12,676	10,679	25,627	35	12,947	10,896	26,184	32	13,280	11,222	26,584
	8,000-26,000	11	13,545	12,632	16,659	11	13,881	12,961	17,156	12	14,335	12,334	17,872
	55,000	1	19,179			1	19,225			1	20,312		
Elementary	< 500	44	16,684	11,075	28,643	45	16,896	10,986	32,175	46	17,639	11,567	34,926
	500-999	14	12,950	9,663	17,520	13	13,724	9,629	17,402	12	13,587	10,381	19,054
	1,000 +	9	13,718	8,910	19,824	9	14,168	9,614	20,719	9	14,891	10,213	21,356
Secondary	< 1,000	6	15,813	12,689	25,195	6	16,680	13,150	27,436	6	16,903	13,670	29,396
	1,000 +	11	13,977	11,787	19,418	11	15,030	12,376	19,767	11	15,561	12,583	20,285
Vocational/ Agricultural	< 1,000	16	22,159	16,263	25,859	14	21,898	17,111	28,227	14	22,575	18,395	32,362
	1,000 +	14	18,303	16,832	21,403	15	18,682	17,568	22,260	15	19,627	18,216	22,567
State			13,998				14,437				15,024		



Out of District Expenditures 2014 - 2016

Out-of-district expenditures	Sudbury			Winchester			Wayland			Belmont		
	2014	2015	2016	2014	2015	2016	2014	2015	2016	2014	2015	2016
Tuition agreements to other MA districts ¹	--	--	--	--	36,970	37,480	336,141	443,697	213,222	693,639	56,794	21,344
School choice tuition	11,500	23,284	15,112	20,100	20,100	28,183	18,732	5,000	82,023	--	700	8,920
Tuition to Commonwealth charter schools	12,347	64,615	40,890	--	51,277	58,593	13,652	--	16,495	44,087	30,218	32,932
Tuition to Horace Mann charter schools	--	--	--	--	--	--	--	--	--	--	--	--
Tuition to out-of-state schools	--	--	--	415,817	216,867	295,635	60,419	76,555	107,482	101,400	249,883	426,230
Tuition to non-public schools	1,278,105	1,223,897	1,031,930	2,362,182	2,330,427	2,284,637	1,664,941	1,644,672	1,737,565	2,664,134	2,833,290	2,670,610
Tuition to collaboratives	818,449	445,115	444,869	774,540	929,195	808,025	203,381	265,386	445,179	1,768,433	2,861,440	3,352,958
Out-of-district transportation	591,211	478,416	185,845	584,079	427,778	516,960	449,155	487,746	444,853	684,032	816,034	858,034
Total	2,711,612	2,235,327	1,718,646	4,156,718	4,012,614	4,029,513	2,746,421	2,923,056	3,046,819	5,955,724	6,848,359	7,371,027
<i>FTE out-of-district pupils</i>	<i>39.8</i>	<i>46.8</i>	<i>39.4</i>	<i>69.1</i>	<i>71.1</i>	<i>71.1</i>	<i>41.2</i>	<i>51.0</i>	<i>57.0</i>	<i>81.5</i>	<i>91.4</i>	<i>99.3</i>
Choice and charter tuition details												
School choice program												
<i>FTE pupils</i>	<i>2.3</i>	<i>3.0</i>	<i>1.5</i>	<i>3.0</i>	<i>3.0</i>	<i>3.8</i>	<i>2.8</i>	<i>1.0</i>	<i>4.0</i>	<i>0.0</i>	<i>0.1</i>	<i>1.3</i>
Average choice tuition ²	5,000	7,813	10,075	6,700	6,700	7,417	6,714	5,000	20,765	--	5,000	6,862
Commonwealth charter schools												
<i>FTE pupils</i>	<i>2.0</i>	<i>5.0</i>	<i>0.0</i>	<i>0.0</i>	<i>4.1</i>	<i>0.0</i>	<i>1.0</i>	<i>0.0</i>	<i>0.0</i>	<i>4.7</i>	<i>2.0</i>	<i>0.0</i>
Average Commonwealth charter tuition ²	6,174	12,923	--	--	12,659	--	13,652	--	--	9,325	15,109	--
Horace Mann charter schools												
<i>FTE pupils</i>	<i>0.0</i>	<i>0.0</i>	<i>0.0</i>	<i>0.0</i>	<i>0.0</i>	<i>0.0</i>	<i>0.0</i>	<i>0.0</i>	<i>0.0</i>	<i>0.0</i>	<i>0.0</i>	<i>0.0</i>
Average Horace Mann charter tuition ²	--	--	--	--	--	--	--	--	--	--	--	--
% out-of-district FTEs in choice/charter	11%	17%	4%	4%	10%	5%	9%	2%	7%	6%	2%	1%
Tuition revenues												
Choosing in tuition revenues												
<i>FTE pupils</i>	--	--	--	--	--	--	--	--	--	--	--	--
Tuition revenue	--	--	--	--	--	--	--	--	--	--	--	--
Average tuition	--	--	--	--	--	--	--	--	--	--	--	--
Other tuition revenues³	0	0	0	0	0	0	0	0	0	0	0	0
State aid supporting out-of-district												
Charter school reimbursements	8,691	51,304	2,611	--	49,470	10,111	2,109	--	14,734	23,056	1,786	4,194
Circuit-breaker	921,671	737,033	694,682	1,058,044	1,030,567	979,256	500,795	603,038	658,820	1,276,808	1,377,754	1,451,678
Chapter 70 aid is based on resident students enrolled in or out of district.												

1. Tuition agreements for grades not offered in local district; for voc-tech choices not locally available; SPED program in another district; collaboratives of which the district is not a member

2. See tuition totals above.

3. Kindergarten tuitions; tuition agreements with other districts to provide certain grades, voc-tech or SPED programs for non-resident students



Revenues 2014-2016
(not including local tax levy funds)

	Sudbury			Winchester			Wayland			Belmont		
	2014	2015	2016	2014	2015	2016	2014	2015	2016	2014	2015	2016
General Fund	147,555	45,460	13,601	289,057	217,023	223,634	86,371	124,017	263,573	1,200	44,995	11,545
Assessments Rec'd by Regional Schools	0	0	0	0	0	0	0	0	0	0	0	0
E&D Fund Appropriation (Reg'l Only)	0	0	0	0	0	0	0	0	0	0	0	0
Tuition from Individuals	0	0	0	0	0	0	0	0	0	0	0	0
Tuition from Other MA Districts	0	0	0	0	0	0	0	0	0	0	0	0
Tuition from Other States	0	0	0	0	0	0	0	0	0	0	0	0
Carry Forward	123,297	29,756	0	0	0	0	10,696	46,076	154,592	1,200	44,995	11,545
Transportation Fees	0	0	0	0	0	0	0	0	0	0	0	0
Earnings on Investments	0	0	0	0	0	0	0	0	0	0	0	0
Rental of School Facilities	0	0	0	0	0	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	21,438	20,500	25,887	0	0	0
Medical Care and Assistance	24,258	15,704	13,601	289,057	217,023	223,634	54,237	57,442	83,094	0	0	0
Non-Revenue Receipts	0	0	0	0	0	0	0	0	0	0	0	0
State Aid	7,015,502	6,935,781	6,837,456	11,049,366	20,657,946	30,256,574	5,697,760	4,252,338	4,428,048	7,724,622	8,204,240	9,272,819
Chapter 70 School Aid	4,397,070	4,466,220	4,534,395	7,464,498	7,572,048	7,680,548	3,316,668	3,644,813	3,710,313	5,864,908	6,420,104	6,766,099
Charter School Reimbursements	7,808	46,874	-41	0	45,854	6,097	1,226	0	13,850	19,727	0	2,408
Charter School Facilities Aid	883	4,430	2,652	0	3,616	4,014	883	0	884	3,329	1,786	1,786
Pupil Transportation - Chapter 71, 74	6,847	0	0	20,138	8,415	19,107	11,434	4,487	3,117	4,830	22,098	14,354
Foundation Reserve	0	0	0	0	0	0	0	0	0	0	0	0
MSBA Annual Contract Revenues	1,681,224	1,681,224	1,605,768	672,082	672,082	672,082	43,266	0	0	382,498	382,498	0
MSBA One-time Revenues	0	0	0	1,834,604	11,325,364	20,895,470	1,823,488	0	41,064	172,522	0	1,036,494
Circuit Breaker	921,671	737,033	694,682	1,058,044	1,030,567	979,256	500,795	603,038	658,820	1,276,808	1,377,754	1,451,678
Federal Grants	669,401	705,914	711,153	1,033,154	1,094,914	1,075,011	720,344	763,457	773,592	1,176,984	1,219,699	1,349,666
Federal Grants - DOE	647,435	685,097	688,705	1,014,910	1,075,638	1,055,735	636,642	751,326	633,958	1,152,019	1,193,630	1,323,581
Federal Grants - Other	21,966	20,817	22,448	18,244	19,276	19,276	83,702	12,131	139,634	24,965	26,069	26,085
State Grants	411,849	395,269	436,692	10,500	9,000	3,000	662,761	630,911	722,867	717,754	629,711	689,701
State Grants - DOE	411,849	395,269	436,692	7,500	1,000	0	662,761	625,911	722,867	717,754	629,711	689,701
State Grants - Other	0	0	0	3,000	8,000	3,000	0	5,000	0	0	0	0
Revolving Funds	2,268,634	2,391,199	1,977,250	3,533,922	4,049,784	3,848,729	4,778,328	5,179,910	5,428,637	3,218,442	3,327,086	3,862,841
School Lunch Receipts	729,442	772,179	750,898	1,322,532	1,344,139	1,422,916	1,013,473	1,127,092	1,279,253	902,774	955,027	1,144,664
Athletic Receipts	0	0	0	674,722	770,407	547,699	330,715	345,027	336,117	460,078	471,062	475,063
Tuition Receipts - School Choice	0	0	0	0	0	0	0	0	0	0	0	0
Tuition Receipts - Other	776,839	829,127	111,314	494,627	555,472	554,462	0	0	0	1,057,281	1,046,807	1,365,687
Other Local Receipts	606,715	654,681	985,572	811,045	821,194	921,515	3,058,520	3,398,194	3,553,126	695,787	749,526	779,575
Private Grants	155,638	135,212	129,466	230,996	558,572	402,137	375,620	309,596	260,141	102,522	104,664	97,852
Total Revenues	10,512,941	10,473,623	9,976,152	15,915,999	26,028,667	35,406,948	11,945,564	10,950,633	11,616,717	12,839,002	13,425,731	15,186,572

Attachment 6.b: DART Report--Sudbury_act_size (2610 : School structure options)



Revolving Funds 2014 - 2016

		Sudbury			Winchester			Wayland			Belmont		
		2014	2015	2016	2014	2015	2016	2014	2015	2016	2014	2015	2016
EOY line	Revenues from:												
180	Circuit-breaker	921,671	737,033	694,682	1,058,044	1,030,567	979,256	500,795	603,038	658,820	1,276,808	1,377,754	1,451,678
610	School lunch	729,442	772,179	750,898	1,322,532	1,344,139	1,422,916	1,013,473	1,127,092	1,279,253	902,774	955,027	1,144,664
620	Athletics	--	--	--	674,722	770,407	547,699	330,715	345,027	336,117	460,078	471,062	475,063
630	Tuitions - choice ¹	--	--	--	--	--	--	--	--	--	--	--	--
640	Tuitions - other	776,839	829,127	111,314	494,627	555,472	554,462	--	--	--	1,057,281	1,046,807	1,365,687
650	Other local receipts ²	606,715	654,681	985,572	811,045	821,194	921,515	3,058,520	3,398,194	3,553,126	695,787	749,526	779,575
660	Private grants	155,638	135,212	129,466	230,996	558,572	402,137	375,620	309,596	260,141	102,522	104,664	97,852
	Total revenues	3,190,305	3,128,232	2,671,932	4,591,966	5,080,351	4,827,985	5,279,123	5,782,948	6,087,457	4,495,250	4,704,840	5,314,519
EOY col.	Expenditures from:												
6	Circuit-breaker	832,125	584,108	508,887	1,208,242	918,957	997,902	493,993	592,240	642,240	1,345,743	1,367,206	1,172,272
10	School lunch	742,110	714,980	779,756	1,304,967	1,239,239	1,319,608	890,132	1,287,269	1,146,735	905,181	883,047	997,859
9	Athletics	175,476	--	71,594	698,326	747,127	907,586	339,714	358,268	332,484	486,939	471,976	476,457
8	Tuitions received	820,604	846,824	115,027	530,905	560,673	566,740	--	--	--	1,449,867	1,094,611	857,016
11	Other local receipts	552,395	667,422	931,856	859,433	835,517	876,099	3,047,739	3,629,610	3,502,985	870,409	512,438	509,844
7	Private grants	143,987	114,194	112,690	180,293	360,288	514,269	364,287	336,202	202,390	103,386	131,771	96,403
	Total expenditures	3,266,696	2,927,528	2,519,810	4,782,165	4,661,800	5,182,205	5,135,865	6,203,589	5,826,834	5,161,524	4,461,049	4,109,851
	Net ³ (revenues less expenditures)	-76,392	200,704	152,122	-190,199	418,551	-354,220	143,259	-420,641	260,623	-666,274	243,791	1,204,668

Attachment 6.b: DART Report--Sudbury_act_size (2610 : School structure options)

1. Choice tuitions must be deposited in this revolving fund and are expected to be spent on in-district instruction. Other tuitions (such as kindergarten or PK) may be deposited in the "Tuitions - other" revolving account or counted as general funds revenue.

2. Other local receipts include facility rentals, culinary arts programs, lost book fees, insurance damage payments, etc.

The following tables show how EPIMS codes are categorized in staffing, teaching areas, and teaching subjects in DART staffing reports. A complete description of EPIMS codes is on the ESE website in Appendix A-G of the Data Handbook:

<http://www.doe.mass.edu/infoservices/data/epims/>

Staff Categories - EPIMS Job Code	Code
District Administrators	
Superintendent	1200
Asst/Assoc/Vice Superintendent	1201
School Business Official	1202
Other District Administrator	1205
Supervisor/Director: Technology	1224
School Nurse Leader	1226
Other Instructional Leaders	
Supervisor/Director of Guidance	1210
Supervisor/Director of Pupil Personnel	1211
Special Education Administrator	1212
Supervisor/Director: Arts	1213
Supervisor/Director of Assessment	1214
Supervisor/Director: Curriculum	1215
Supervisor/Director: English Language Learner	1216
Supervisor/Director: English	1217
Supervisor/Director: Foreign Language	1218
Supervisor/Director: History/Social Studies	1219
Supervisor/Director: Library/Media	1220
Supervisor/Director: Mathematics	1221
Supervisor/Director: Reading	1222
Supervisor/Director: Science	1223
Supervisor/Director: Professional Development	1225
School Administrators	
Principal	1305
Asst/Vice Principal	1310
Other School Administrator	1320
Instructional Coaches	2330
Teachers	
Teacher	2305
Teacher - support content instruction	2310
Substitutes (Long-term)	2325
Paraprofessionals	4100
Tutors	3323

Teaching Areas - EPIMS Assignment Code	Code
General education	
Not available	000
Core Subject: Non-Secondary Level Classroom Teacher	001
Core Subject: Secondary Level Classroom Teacher	002
Core Support Content General Education	012
Core Subject: Reading Teacher	017
Non-Core Subject: Non-Secondary Level Classroom Teacher	212
Non-Core Subject: Secondary Level Classroom Teacher	213

Staff Categories (continued)	Code
Instructional Support	
Educational Interpreter	3324
Diagnostic and Evaluation Staff	3325
Recreation Specialist	3326
Rehabilitation Counselor	3327
Work Study Coordinator	3328
Guidance Counselor	3329
Librarian	3330
Junior ROTC	3340
School Adjustment Counselor - Non-SWD	3350
School Psychologist - Non-SWD	3360
School Social Worker - Non-SWD	3370
Other Professional Support (DSSR)	3380
Special Education Instructional Support	
School Adjustment Counselor - SWD	3351
School Psychologist - SWD	3361
School Social Worker - SWD	3371
Special Education Related Staff	
Audiologist	3410
Occupational Therapist	3420
Physical Therapist	3430
Peripatologist	3440
Speech Pathologist	3450
Other Related Special Education Staff	3460
Medical/Health Services	
Physician	5010
Psychiatrist	5011
School Nurse - Non-Special Education	5020
School Nurse - Special Education	5021
Clerical	
Administrative Aides	6100
Administrative Clerks/Secretaries	6110
Special Education Administrative Aides	6120
Special Education Clerks/Secretaries	6130
Other Administrative Support	6150
Tech Support	
Information Services and Technical Support	6140

Teaching Subjects - EPIMS Course Code	Code
ELA/Reading/Math/Science/Social Studies	
English	01
Mathematics	02
Science	03
History, Social Studies, Social Sciences	04
Reading	74
All Subjects	99
Arts/Languages	

Attachment 6.b: DART Report--Sudbury_act_size (2610 : School structure options)

Non-Core Support Content General Education	215	Arts	05
Vocational-technical		Foreign Languages	06
Non-Core Subject: Career and Technical Education	208	Other	
Special Education		Not Available	00
Core Subject: Mild/Moderate Disabilities Sole Content	003	Religion	07
Core Subject: Severe Disabilities Sole Content	004	Physical, Health and Safety Education	08
Core Subject: Mild/Moderate Disabilities Consultative	005	Military Science	09
Core Subject: Severe Disabilities Consultative	006	Computer and Information Sciences	10
Core Subject: Vision Impairments	007	Communications and A/V Technology	11
Core Subject: Deaf/Hard of Hearing	008	Business and Marketing	12
Non-Core Subject: Vision Impairments	209	Manufacturing	13
Non-Core Subject: Speech/Language/Hearing Disorder	210	Health Care Sciences	14
Non-Core Subject: Deaf/Hard of Hearing	211	Public, Protective and Government Service	15
Non-Core Subject: Other Special Education Instruction	214	Hospitality and Tourism	16
Special Ed: Shared Physical Education at Non-Secondary	301	Architecture and Construction	17
Special Ed: Shared Physical Education at Secondary	302	Agriculture, Food and Natural Resources	18
Special Ed: Shared Vocational Education	303	Human Services	19
Special Ed: Other Shared Instructional Staff	304	Transport, Distribution and Logistics	20
English as a second language*		Engineering and Technology	21
Core Subject: Non-Secondary Level ESL Teacher	010	Miscellaneous	22
Core Subject: Secondary Level ESL Teacher	011	SPED Services	24
Non-Secondary Content Support ESL Teacher	014	CVTE (Chapter 74) courses	CIP
Secondary Content Support ESL Teacher	020		
Other teachers of English language learners*			
Core Subject: Sheltered Content Teacher > or = 50%	009		
Core Subject: Other Bilingual Education	016		
Core Subject: Sheltered Content Teacher < 50%	019		

* These two categories are combined as 'Teachers of English language learners (ELLs)'.

Definitions and further explanations of financial data are available on the School Finance and District Support pages of the Department's website:

<http://www.doe.mass.edu/finance/>

Chapter 70	State aid to public school districts based on community wealth and resident students
Charter school reimbursements	State aid to mitigate loss of funds to local charter districts
Circuit-breaker	State aid from the Special Education Reimbursement Fund to cap local spending on individual special needs students
Community activities	Includes costs of citizen meetings, PTO activities, school councils, public forums and lectures, advisory council meetings
Debt and BANs	Payments for debt service or Bond Anticipation Notes
Federal/state grants	All grants from federal or state agencies (some administered through the Department of Elementary and Secondary Education)
Fixed assets	Includes purchase of land and buildings, equipment, capital technology, and motor vehicles; payments on loan principal, lease/purchase agreements, local school construction projects, and payments from aid provided by the MA School Building Authority
FTE pupils	Full-time equivalent pupils; calculated from the SIMS (End of Year)total of students' days in membership (enrollment) divided by 180 days
Functions	Finance codes for functional categories, e.g. instructional equipment, assistant superintendents, psychological services, food services
In-district pupils	Pupils enrolled in a district and receiving educational services there (includes students who enroll through the choice program, tuition agreements, etc.)
In-district expenditures	Costs included in per pupil calculations: administration, instruction and student support, pupil services, operations, benefits and fixed charges
Local appropriations	Local general funds committed to the annual budget (includes state aid but not state grants)
Local receipts and private grants	All other receipts from local programs including culinary arts programs, lost books fees, supplies fees, insurance damages reimbursements, rental of school facilities, etc.
MA School Building Authority	State agency that provides aid for construction projects, using criteria to prioritize which communities and projects receive aid
Median per pupil expenditure	Medians (the middle of a group of numbers) instead of averages reduce the impact of high outliers and are sometimes more useful benchmarks
Other district expenditures	Expenditures not included in per pupil calculations: indirect cost transfers, cCommunity activities, fixed assets, debt and BANs
Out-of-district pupils	Resident students for whom a district is financially responsible, but who are enrolled in other districts or programs such as charter schools, school choice, SPED out-placements, tuition agreements with other districts
Out-of-district transportation	Some out of district pupils are eligible for transportation, such as SWD students
Pupil transportation	Transportation is reported in Schedule 1 of the EOYR as one number; some of this total is assigned to out-of-district transportation costs based on Schedule 7.

Regional assessments	Payments by municipalities to regional districts including vocational-technical districts, and regional secondary or elementary districts (these are not included under municipalities' expenditures because they are reported as expenditures by the regional district; a separate report is needed on the expenditure by municipalities in order to fully understand the cost of education for local taxpayers)
Revenues	Revenues reported in Schedule 1 of the EOYR; does not include local tax levy appropriations. Expenditures are also reported in terms of revenue sources, but there is not always a direct correlation of revenues and expenditures. Local revolving funds do not have to be spent in the year received, for example. Local appropriations are reported as school committee and municipal expenditures without differentiating state aid, tax levies and any other revenues that go directly to general funds.
Revolving funds	Revolving funds are local accounts for fees and payments received by the district such as lunch or athletic fees; unlike appropriations, revolving fund revenues do not have to be expended in the year they are received.
School choice tuitions	A revolving fund specifically for school choice tuitions; by law these receipts must be deposited in a revolving fund and spent on educational expenses in the district.
SFSF (State Fiscal Stabilization Fund)	The State Fiscal Stabilization Fund was created with American Recovery and Reinvestment Act (ARRA) funds in FY09; SFSF funds were used by the state in FY09 in lieu of some Chapter 70 payments. Expenditures of these funds were reported as federal grant expenditures instead of as local appropriations, which changed Chapter 70 aid totals and Net School Spending (federal grants do not count toward Net School Spending.) Districts used these funds for expenses that would have been covered by local appropriations if Chapter 70 aid had been paid in full.
SPED out-placements	Some special education needs cannot be met in a district's own educational program, particularly if the district is small. These students have a right to publicly-supported education, and the district is responsible for their tuition at another districts, a collaborative, a non-public special education school or an out-of-state school. These students take the MCAS and their performance is included in the district's performance ratings.
State aid	State aid such as Chapter 70, charter school reimbursements, and regional transportation is paid by various state budget line items through the "cherry sheet" to local general funds, then appropriated to the school budget by the school committee and municipality
State-wide average per pupil expenditure	For each category, all costs are totaled and then divided by the total of in-district, out-of-district and all full-time equivalent pupils
Tuition to collaboratives	Collaboratives are organizations enabled by state law and formed by several school committees to provide specific services to all member districts, such as special education program for low-incidence needs, vocational education, professional development, and so on. Each collaborative is unique.
Tuition to Commonwealth charter schools	Commonwealth charter schools receive their charter directly from the state and are managed by a board. When a student enrolls at a charter school, the state transfers funds from the district to the charter school.
Tuition to Horace Mann charter schools	Horace Mann charter schools receive their charter from a local school committee, which negotiates the amount of tuition.
Tuition to non-public schools	Non-public schools are state-approved special education programs.

Tuitions received	Revenue from tuitions may be reported as general fund revenues for tuition agreements (regular contracts for grades or programs not provided by a student's local district) or pre-school and full-day kindergarten. Choice tuitions are not included in this general funds revenue line; they are deposited in a revolving fund used to support educational program expenses.
Tuitions agreements with other municipal/regional districts	Some districts do not provide certain grades or vocational programs and contract with a nearby district to provide the education for which they are responsible. Tuition agreements do not confer governance rights as membership in a regional district would.



Resource Allocation and District Action Reports (RADAR)

Getting Started with RADAR

The **Resource Allocation and District Action Reports (RADAR)** project is a multi-year effort launched in 2015 to produce a series of reports on how districts use their resources of money, staff and time. The reports present data visually, and typically provide comparisons to ten districts for consideration. The Department invites district leaders and community members to explore how they can use these reports in planning and budgeting discussions.

Eight districts piloted RADAR in school year 2016-2017, and found the reports helped them fund new initiatives in their districts through reallocations, including:

- Expanding efforts to strengthen teacher practice through instructional coaching
- Managing class sizes to expand student course-taking options
- Improving special education programming and student support

Explore RADAR - Benchmarking Reports

1. Click on the Home tab, select your district, and select ten comparison districts
2. Open each tab to see the reports

A place to start a data discussion if you choose:

- use the questions at the top of each report
- go through the charts and questions in "Change5Yrs_guidingquestions"

Resources in this file:

Summary of Benchmarking Reports (below)

Worksheets:

More About Data

Acronyms and Resources

Staff Definitions

Common Features in the Reports

- Blue-shaded cells usually contain drop down lists that allow users to select from a list
- Selected districts are usually highlighted in orange in data tables or appear as an orange bar or dot in graphs
- Cells with a red triangle in the upper right-hand corner include comments with additional information about the data that can be displayed by hovering over the cell

Check Data Questions With District Staff

State data about enrollment, staffing and finance comes from districts. Converting local data to state codes can be difficult. Data used in state reports may then seem to be inconsistent with local data, whether coding for the state was in error or simply inconsistent with other districts. Data that has been available on the public website for years can jump out in a new way in visual comparisons with ten districts. If data is surprising, check with your district office before drawing conclusions, to see if there has been a misunderstanding. The Department can't change state data, but local data can be used to clarify state data. For future data collections, Department staff is available to consult about coding.

Contact the RADAR team with questions, comments and suggestions:

radar@doe.mass.edu



Resource Allocation and District Action Reports (RADAR)

6.c

Summary of Benchmarking Reports

Report	Description	Key Questions to Explore
Home	<p>User selects a target district and up to 10 other districts to compare.</p> <p>When you select a target district, the second and third tables on the page populate with lists of districts similar in size and demographics, and similar in size and wealth (property value and income) respectively. While you may consider districts in these lists, you can select any ten districts for which you want comparisons in the top box on the page.</p>	<ul style="list-style-type: none"> • Which districts will be good comparisons? • Are there similar districts by demographics or fiscal capacity that we should consider? • How are our selected districts similar and different from our district? • How does student performance compare across the districts?
Change Over 5 Years (tab - Change5Yrs)	<p>On one page, you can see five years of data for enrollment, achievement, staffing, and finance metrics.</p> <p>Another description of the report is that it is about where we are, and how we got there.</p>	<ul style="list-style-type: none"> • How do enrollment trends impact staffing and funding decisions? • How are funding and staffing decisions impacting student performance? • Is the district changing in a similar way to the state average or not? Why might that be?
Change Over 5 Years With Questions (tab - Change5Yrs_guidingquestions)	A second version of the report arrays all charts from Change Over Five Years on the left, with guiding questions on the right. This could be used for leading a discussion about the data to build a shared picture of what is happening in the district.	
State Context	Shows your district and the state average among all regional and municipal districts in the state (one blue line for each district) for a number of measures, from enrollment to student achievement, staffing, and spending.	<ul style="list-style-type: none"> • Where do we fit among districts in the state? <p><i>This report is descriptive, not analytical.</i></p>
Per Pupil Expenditures	This report provides three views of per-pupil expenditures: 1) a horizontal bar chart by functional spending categories; 2) strip plots that rank your district' spending level among the others for each functional category, and 3) a table of per pupil expenditure amounts.	<ul style="list-style-type: none"> • In the largest spending areas, do our investments align with our priorities? • In what areas could the district reduce?



Resource Allocation and District Action Reports (RADAR)

Staff FTE per 100 Students	<p>Bar graphs show comparative staffing levels for major staffing categories: leadership, teachers, paraprofessionals, instructional coaches, and clerical staff.</p> <p><i>Note: RADAR uses staff to 100 students ratios instead of the students to staff ratios used in Profiles on the ESE website. The staff to student ratio shows proportionately more staff as a higher number, which makes resource comparisons simpler. The student to staff ratio graphs 18 students per teacher as a higher number than 12 students per teacher, but there are proportionately fewer teachers. Using the staff to students ratio makes staffing charts consistent with other charts about resources in the RADAR tool.</i></p>	<ul style="list-style-type: none"> • How do our investments in staffing categories compare with other districts? • Does it appear that our staffing patterns align with stated district priorities? • Is there an area where we'd like to dig deeper to understand how we are different from one or more other districts?
SPED Enrollment Comparison	<p>Shows students with disabilities (SWDs) as percentages of all students for in and out of district placements and by in-district placements (such as inclusion or substantially separate.)</p> <p>Shows proportions of SEDs who are also economically disadvantaged or English language learners.</p>	<ul style="list-style-type: none"> • How is the profile of our district's program (rate of identification, placements) similar or different from other districts? • How do our SWDs overlap with other special population groups, and what instructional issues does that raise?
SPED Staffing Comparison	<p>See five year trends for the district and state of FTEs per 100 SWDs, for SPED teachers and paraprofessionals</p> <p>Compare FTE numbers and FTEs per 100 SWDs, for SPED teachers and paraprofessionals.</p> <p>Compare FTEs per 100 SWDs and FTE numbers for: SPED teachers and paraprofessionals, SPED services (e.g. therapies), and SPED support (e.g. social workers, psychologists.)</p>	<ul style="list-style-type: none"> • Has the district added or reduced staff in recent years? • How has the balance of teachers and paraprofessionals changed over time? • How does it compare to the state or other districts? • Does the district have more or less staff in these categories than similar districts?



Resource Allocation and District Action Reports (RADAR)

6.c

Select a district, then use the dropdown lists in the first table to select relevant comparison districts, which will appear in the reports throughout the tool. The 2nd and 3rd tables provide lists of districts with similar demographics, and similar capacity to fund schools, for your consideration.

How can you use these reports? The reports in this file have comparative and trend data that can support planning and budgeting discussions.

Select a district:

Sudbury

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[Change Over 5 Years](#)

[State Context](#)

[Per Pupil Expenditures](#)

[Staff FTE per 100 students](#)

[SPED Enrollment](#)

[SPED Staffing](#)

Resources

[Getting Started](#)

[More About Data](#)

[Acronyms](#)

SELECTED DISTRICTS FOR COMPARISONS

Select up to ten districts by clicking in the blue cells.	Region	MA Level	Capacity to Fund Foundation Budget*	2016 Per Pupil Spending In-district	2017 Enrollment & Subgroup Percentages				2016 Percentage Proficient or Higher			2016 Median Student Growth Percentile (SGP)	
					Total Enrolled #	Econ Disadv %	SWD %	ELL %	ELA	Math	Science	ELA	Math
Sudbury	GB	2	108%	\$14,861	2,803	5.0	14.9	1.1	88%	82%	65%	53.0	53.0
Lincoln-Sudbury	GB	2	129%	\$16,679	1,568	5.5	18.4	0.3	98%	93%	91%	50.0	62.0
Wellesley	GB	1	227%	\$17,407	5,018	5.7	15.1	2.1	89%	82%	77%	58.0	57.0
Winchester	GB	2	130%	\$12,636	4,623	4.7	16.9	3.6	90%	86%	83%	53.0	55.0
Westford	NE	1	73%	\$12,783	5,120	4.9	13.5	2.1	91%	88%	83%	59.0	60.0
Belmont	GB	1	131%	\$11,951	4,466	7.3	10.0	6.2	92%	87%	82%	60.0	58.0
Needham	GB	2	140%	\$15,620	5,588	5.4	16.3	2.5	87%	83%	77%	57.0	64.0
Wayland	GB	2	166%	\$16,656	2,646	4.7	18.5	2.5	86%	85%	81%	47.5	61.0
Westborough	CN	1	85%	\$14,450	3,805	8.0	15.5	9.4	86%	85%	77%	51.0	61.0
Hopkinton	GB	2	85%	\$13,785	3,462	3.9	12.5	2.4	89%	84%	78%	60.0	65.0
Milton	GB	2	116%	\$13,348	4,150	9.2	15.1	2.0	81%	79%	67%	47.0	48.0

Districts similar to Sudbury based on demographics

	Region	MA Level	Capacity to Fund Foundation Budget*	2016 Per Pupil Spending In-district	2017 Enrollment & Subgroup Percentages				2016 Percentage Proficient/Advanced			2016 Median Student Growth Percentile (SGP)	
					Total Enrolled #	Econ Disadv %	SWD %	ELL %	ELA	Math	Science	ELA	Math
Sudbury	GB	2	108%	\$14,861	2,803	5.0	14.9	1.1	88%	82%	65%	53.0	53.0
Boxford	NE	1	120%	\$16,648	755	3.7	19.1	0.8	84%	84%	75%	59.0	62.0
Concord	GB	2	192%	\$18,012	2,108	5.5	16.6	1.9	88%	87%	72%	59.0	64.0
Kingston	SE	2	64%	\$10,213	1,016	16.1	16.5	1.5	63%	71%	50%	34.0	53.0
Lincoln	GB	2	245%	\$20,964	1,200	5.0	17.8	2.7	80%	68%	65%	62.0	52.0
Middleton	NE	1	92%	\$15,785	699	7.9	18.9	1.1	74%	83%	74%	42.0	60.0
Norfolk	SE	2	88%	\$14,868	937	6.2	14.5	1.8	83%	77%	75%	62.0	55.0
Northborough	CN	2	81%	\$14,891	1,713	9.7	18.2	5.1	77%	68%	62%	52.0	55.0
Somerset	SE	2	66%	\$13,418	1,792	21.1	14.1	0.8	75%	67%	47%	64.0	65.0
Southborough	CN	2	124%	\$16,689	1,295	3.9	14.1	6.1	87%	83%	71%	53.0	54.0
#N/A	#N/A	#N/A	--		#N/A	#N/A	#N/A	#N/A	--	--	--	--	--

Districts similar to Sudbury based on capacity (income, property value) to fund foundation budget *

Charter school districts not included	Region	MA Level	Capacity to Fund Foundation Budget*	2016 Per Pupil Spending In-district	2017 Enrollment & Subgroup Percentages				2016 Percentage Proficient/Advanced			2016 Median Student Growth Percentile (SGP)	
					Total Enrolled #	Econ Disadv %	SWD %	ELL %	ELA	Math	Science	ELA	Math
Sudbury	GB	2	108%	\$14,861	2,803	5.0	14.9	1.1	88%	82%	65%	53.0	53.0
Boxford	NE	1	120%	\$16,648	755	3.7	19.1	0.8	84%	84%	75%	59.0	62.0
Concord	GB	2	192%	\$18,012	2,108	5.5	16.6	1.9	88%	87%	72%	59.0	64.0
Lincoln	GB	2	245%	\$20,964	1,200	5.0	17.8	2.7	80%	68%	65%	62.0	52.0
Middleton	NE	1	92%	\$15,785	699	7.9	18.9	1.1	74%	83%	74%	42.0	60.0
Norfolk	SE	2	88%	\$14,868	937	6.2	14.5	1.8	83%	77%	75%	62.0	55.0
Northborough	CN	2	81%	\$14,891	1,713	9.7	18.2	5.1	77%	68%	62%	52.0	55.0
Somerset	SE	2	66%	\$13,418	1,792	21.1	14.1	0.8	75%	67%	47%	64.0	65.0
Southborough	CN	2	124%	\$16,689	1,295	3.9	14.1	6.1	87%	83%	71%	53.0	54.0
Topsfield	NE	2	108%	\$15,675	626	7.0	18.0	0.0	79%	82%	46%	51.0	59.0

* **Capacity is Combined Effort Yield (CEY)**, a measure used in the Chapter 70 program taking into account local income and property value, as a % of the local foundation budget. A higher percentage indicates greater community wealth. CEY is not calculated for charter schools.

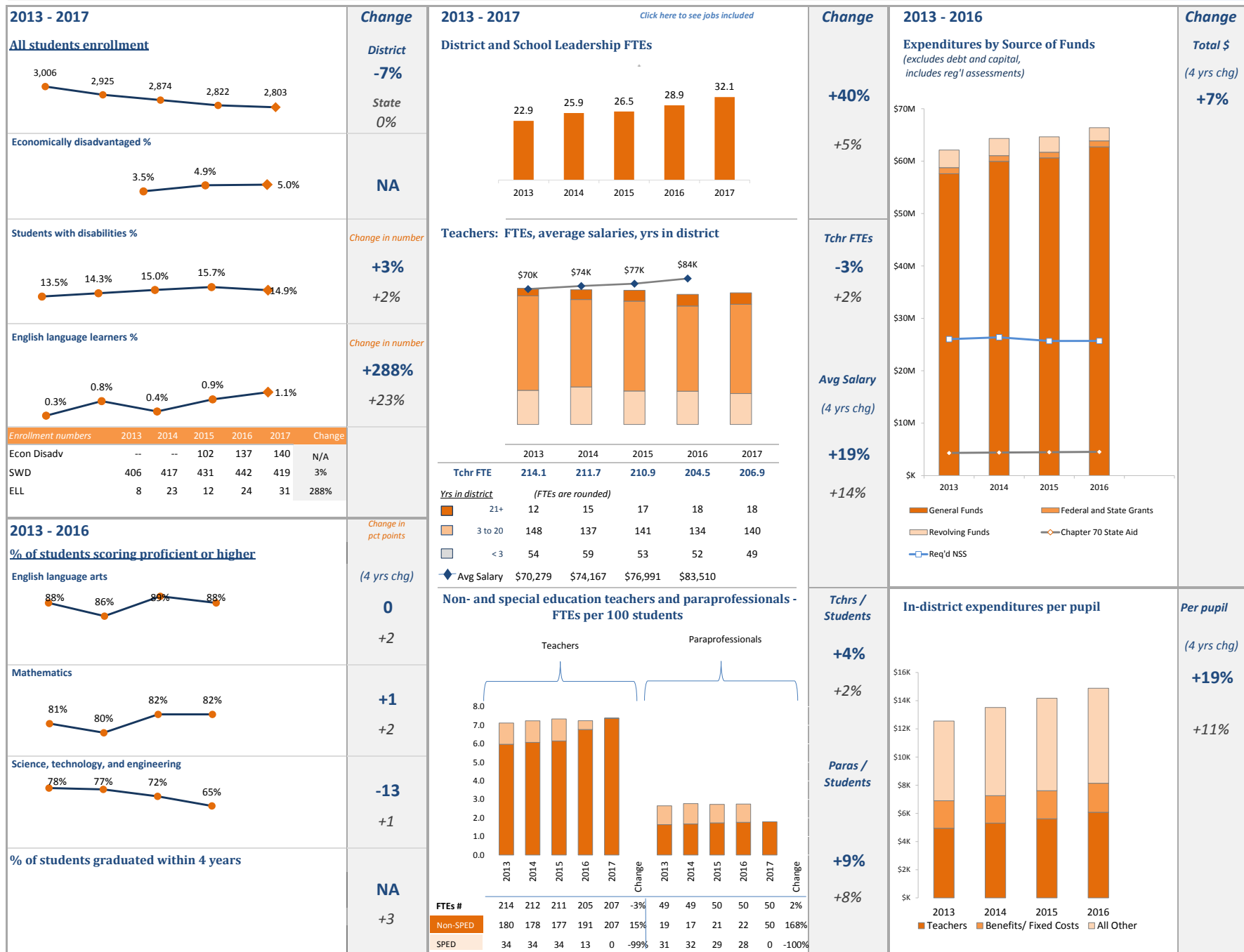
[More about CEY](#)

Packet Pg. 52

Attachment6.c: Copy of RADAR Report--Sudbury vs 10 other towns_act_size (2610 : School structure options)



How can you use this report? This at-a-glance view of 5-year trends can highlight inter-relationships that affect planning and budget decisions. How have enrollment trends affected staffing and funding decisions? If enrollment has been falling, has staffing also decreased? Have staffing and funding decisions had a positive impact on student performance? [More about the data](#)

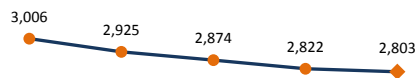


Sudbury - Change Over Five Years with Questions

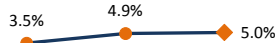
"Change Over Five Years" provides a view of 5-year trends can highlight inter-relationships that affect planning and budget decisions. One way to use this report is use the guiding questions at a meeting to go through each set of charts, noting data that's important and specific to your district, and collecting observations into hypotheses and possible further inquiries. You can build a shared understanding of what is changing in the district and the impact of those changes, to assist in planning for the future.

2013 - 2017

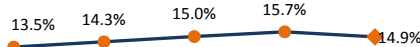
All students enrollment



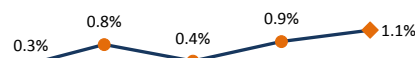
Economically disadvantaged



Students with disabilities



English language learners



Enrollment numbers	2013	2014	2015	2016	2017	Change
Econ Disadv	--	--	102	137	140	N/A
SWD	406	417	431	442	419	3%
ELL	8	23	12	24	31	288%

Change

District

-7%

State

0%

EconDisadv

NA

Change in

number

+3%

+2%

Change in

number

+288%

+23%

Enrollment

Is enrollment increasing, decreasing, or flat?

Has it changed by a large percentage in the last 5 years?

What information do we have about the primary drivers of enrollment changes?

What are the likely enrollment trends for the next several years?

From our local data, are enrollment changes specific to grades or schools?

Is the proportion of special populations changing? For SPED and ESL programs, what is the change in numbers of students (not percentages)? About how many additional or fewer separate classrooms does this imply?

Have enrollment changes for all students or special populations been large enough to affect funding or staffing?

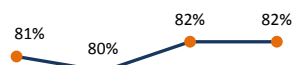
2013 - 2016

% of students scoring proficient or higher in MCAS

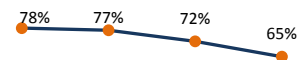
English language arts



Mathematics

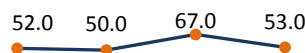


Science, technology, and engineering

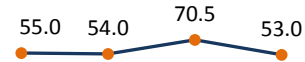


Median Student Growth Percentiles (SGP)

English language arts



Mathematics



% of students graduated within 4 years

Change in

pct points

ELA

0

+2

Math

+1

+2

Science

-1300%

+1

ELA

+1

Math

-2

Grad Rate

NA

+3

Student Outcomes

Are five year trends up, down or flat? Are they consistent or varying in this period?

- Proficiency
- Growth
- Graduation rate

How would we summarize the student outcomes profile?

How does our profile compare to annual goals in our district improvement plan?

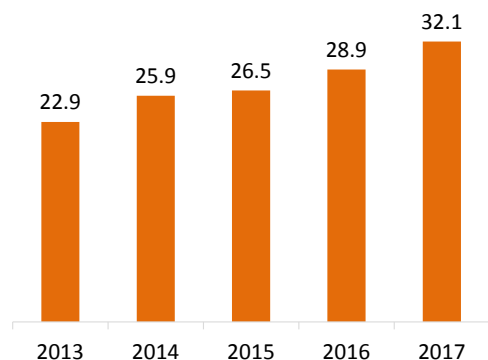
If we look at more detailed data, do particular grades, levels, schools, or subgroups have distinctive differences?

Sudbury - Change Over Five Years with Questions

2013 - 2017

[Click here to see positions included](#)

District and School Leadership FTEs



Change Ldr FTEs

+40%

State
+5%

Staffing

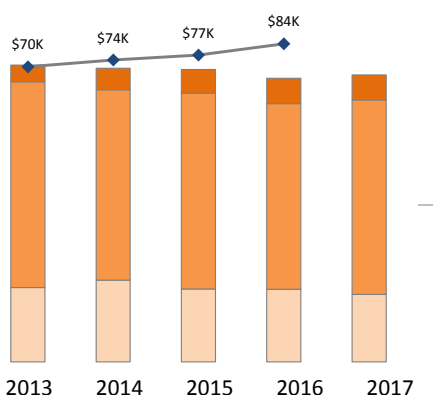
Leadership (includes district administrators, instructional leaders and school leaders)

Does the state's data match up with our local organization charts? If not, can we find a way to make use of the state's data?

What is the district's organization chart for leadership? How did our leadership FTEs change over 5 years? What kinds of positions have been added or reduced?

Do we think we have enough leaders to adequately manage curriculum and learning, schools, and operations?

Teachers: FTEs, average salaries, yrs in district



Tchr FTEs

-3%

+2%

Avg Salary (4 yrs chg)

+19%

+14%

Teachers (the largest cost center for districts; driven by changes in FTEs, average salaries, and benefits)

Did teacher FTEs increase, decrease or remain the same? Were there any abrupt changes in the number of teachers?

Do the trends of teacher FTEs mirror enrollment trends, or not?

How did enrollment and other factors (list them) drive changes in FTEs over these five years? (examples: school expansion or consolidation, budget cuts, program changes)

How has the age/experience mix of teachers changed over 5 years?

How much has average salary changed? Was it affected in part by the age mix?

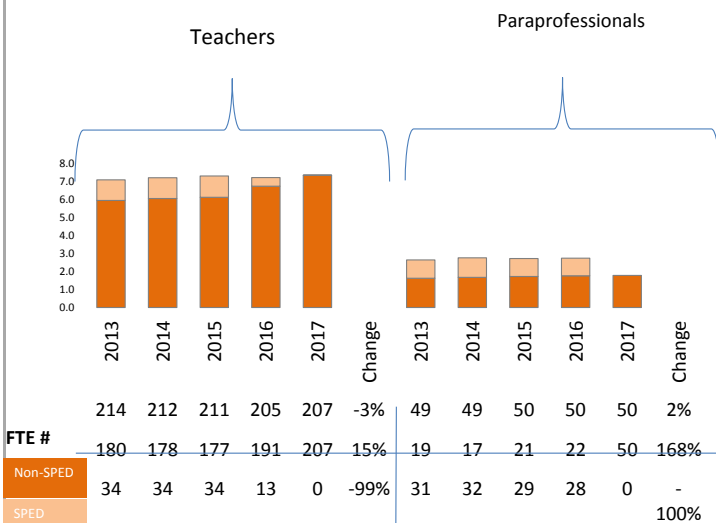
Tchr FTE 214.1 211.7 210.9 204.5 206.9

Years of experience

(FTEs are rounded)

21+	12	15	17	18	18
3 to 20	148	137	141	134	140
< 3	54	59	53	52	49
Avg Salary	\$70,279	\$74,167	\$76,991	\$83,510	

Non- and special education teachers and paraprofessionals - FTEs per 100 students



Tchrs / Students

+4%

+2%

Paras / Students

+9%

+8%

Teachers and paraprofessionals: special education and all others

Does state data reflect local data about SPED staffing? (There is variability in reporting; local data may be more useful for discussion.)

How has the ratio of teachers to students changed over five years? Does the change mirror changes in FTE's and/or the number of students?

How has the ratio of paraprofessionals to students changed over five years? Do these changes mirror the state?

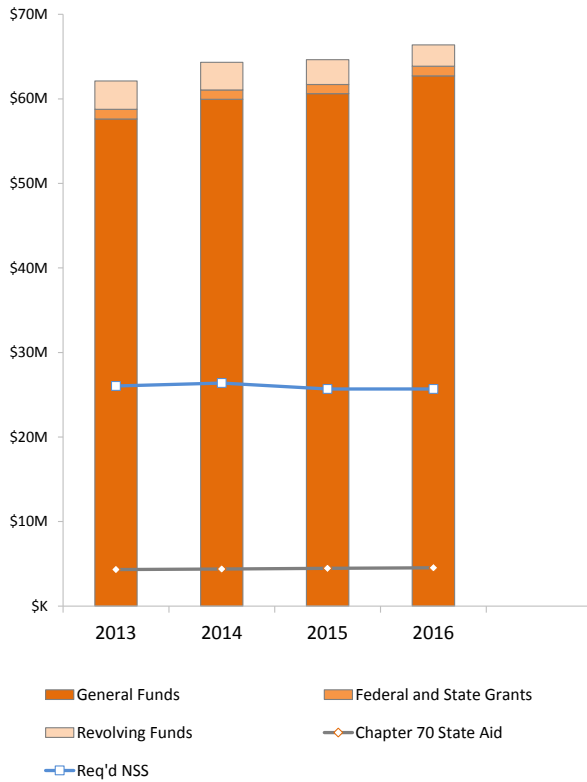
What impact have changes in teacher and paraprofessional staffing had?

Sudbury - Change Over Five Years with Questions

2013 - 2016

Expenditures by Source of Funds

(excludes debt and capital, includes reg'l assessments)



Change

Total \$

(4 yrs chg)

+7%

Finance

Expenditures (in dollars)

Data note: these dollar amounts do not include spending on capital and debt, but do include regional assessments

How has our general fund appropriation from the municipality(s) changed over five years?

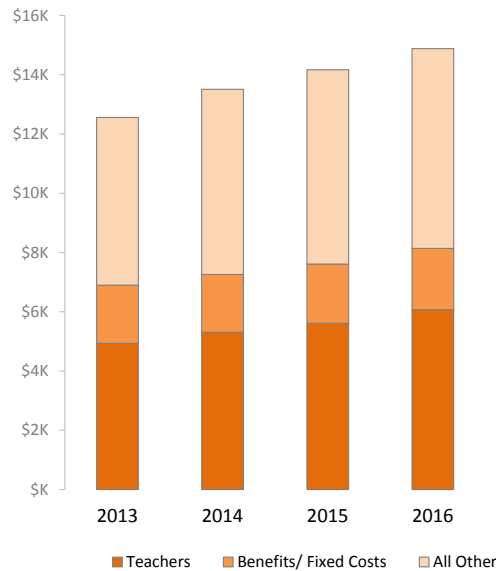
Do we spend more than required net school spending?

Proportionately, how much of our general funds spending is provided directly by the state as Chapter 70 aid?

How has our spending from revolving funds and from state and federal grants changed over 5 years? What has driven any notable changes?

How can we summarize this financial picture of total dollars?

In-district expenditures per pupil



\$ per Pupil

+19%

State
+11%

Expenditures per pupil

Data note: This spending is only for students enrolled in the district's schools (tuitions for students going to choice or charter or SPED placements outside the district are not included). It includes all sources of funds. It does not include spending on capital and debt.

Spending per pupil can increase if dollars go up or if pupils go down.

Has spending per pupil increased, decreased or stayed about the same? How much is due to funding changes vs. enrollment changes?

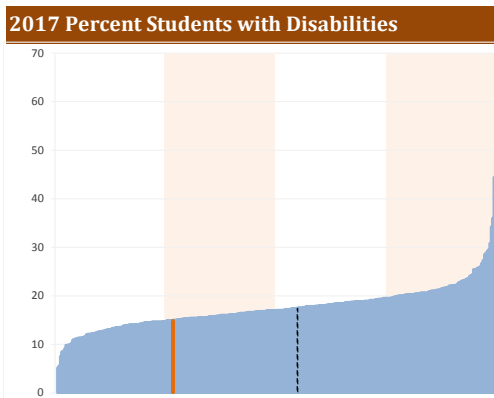
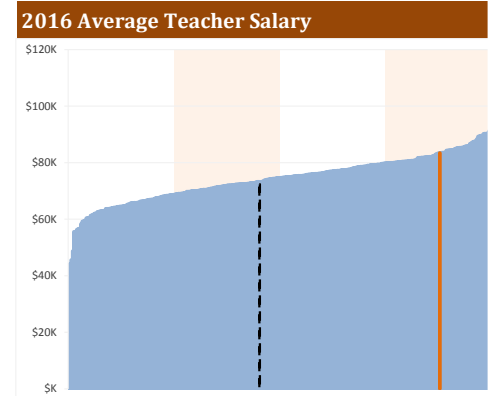
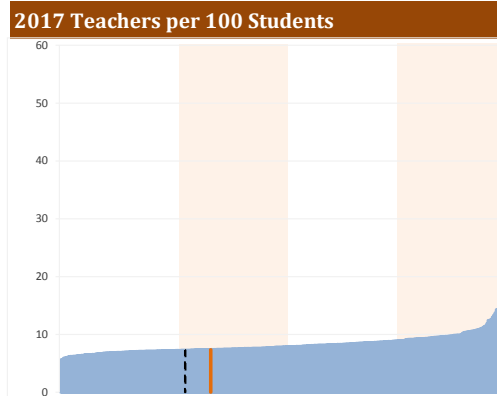
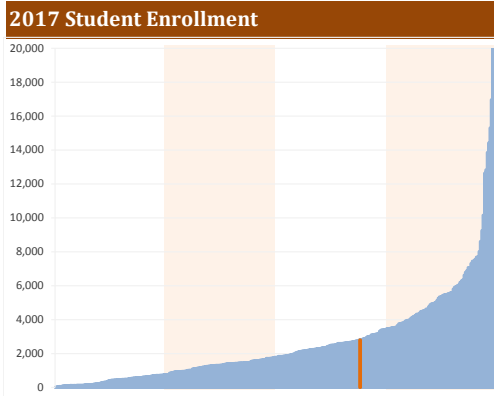
Have the proportions of expenditures on teacher salaries, benefits (all personnel), and other expenditures changed notably over 5 years?

What factors do we know of that may drive these changes? (examples: FTEs, new bargaining agreement)



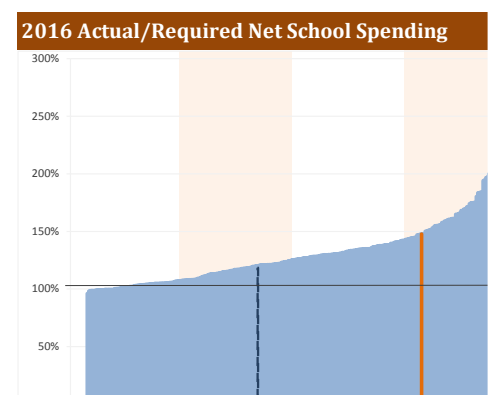
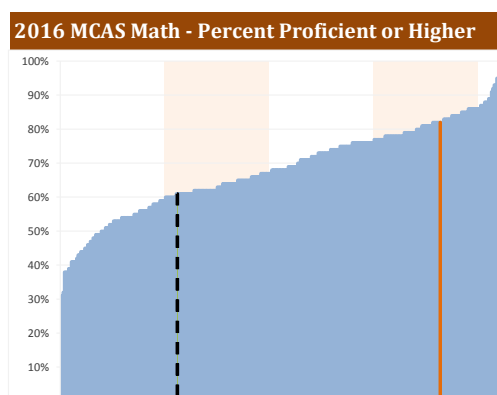
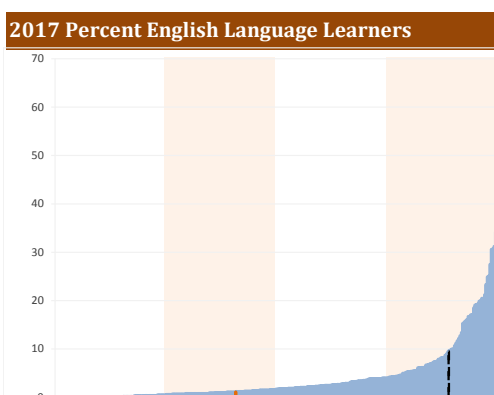
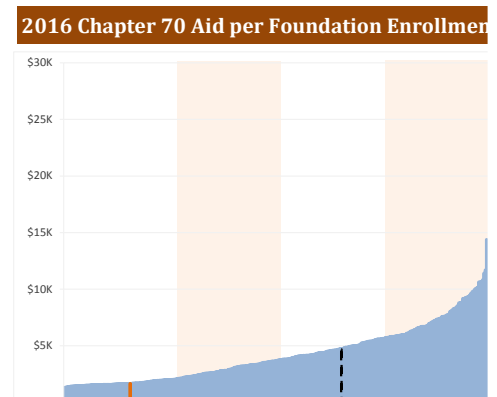
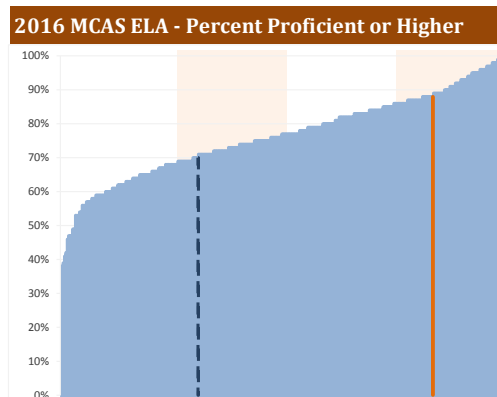
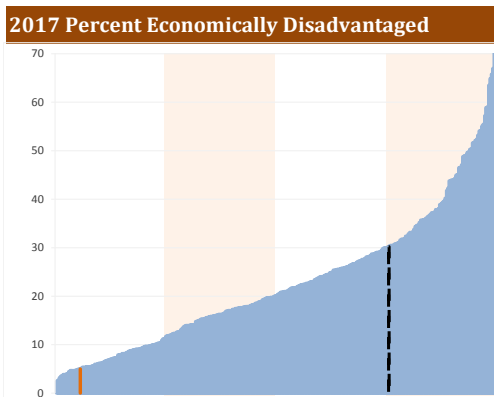
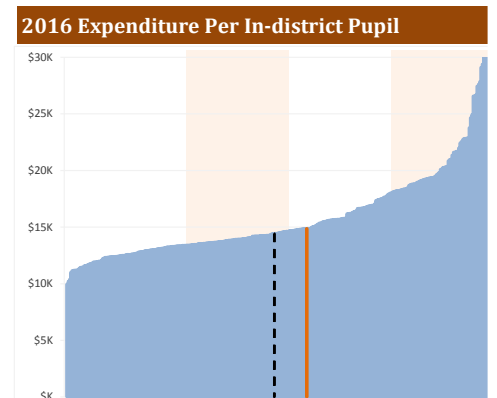
Note: These charts do not include charter school districts.

[More about the c](#)



How can you use this report? It includes measures that are independent of district decision-making, such as enrollment and Chapter 70 aid, and other measures that result from decisions made about staffing, salaries, expenditures, special education identification and so on. Comparing an individual district to the other 300+ municipal and regional districts in the state puts it in context. For example, compared to other districts, do we have a larger percentage of students in special populations? Do we have more or less staffing and financial resources?

--- State — Your district



Attachment6.c: Copy of RADAR Report--Sudbury vs 10 other towns_act_size (2610 : School structure options)



Resource Allocation and District Action Reports (RADAR) In-District Per Pupil Expenditures, 2016

6.c

Your district:

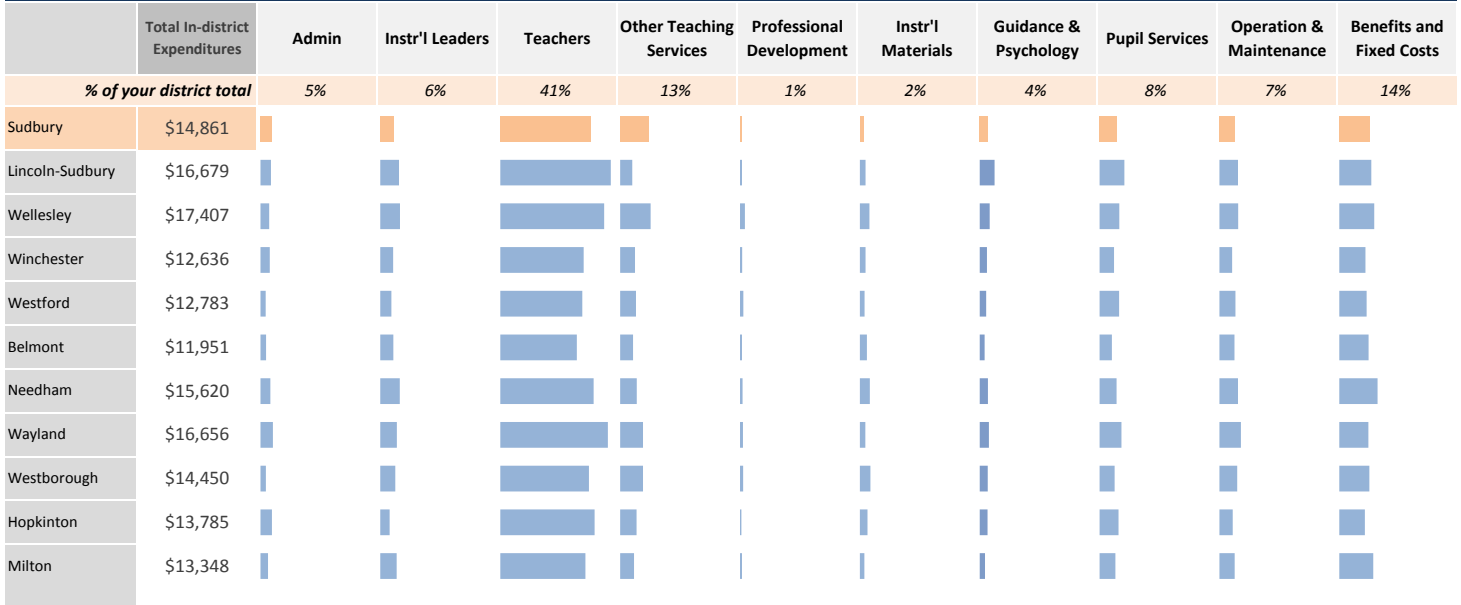
Sudbury

[More about the data](#)

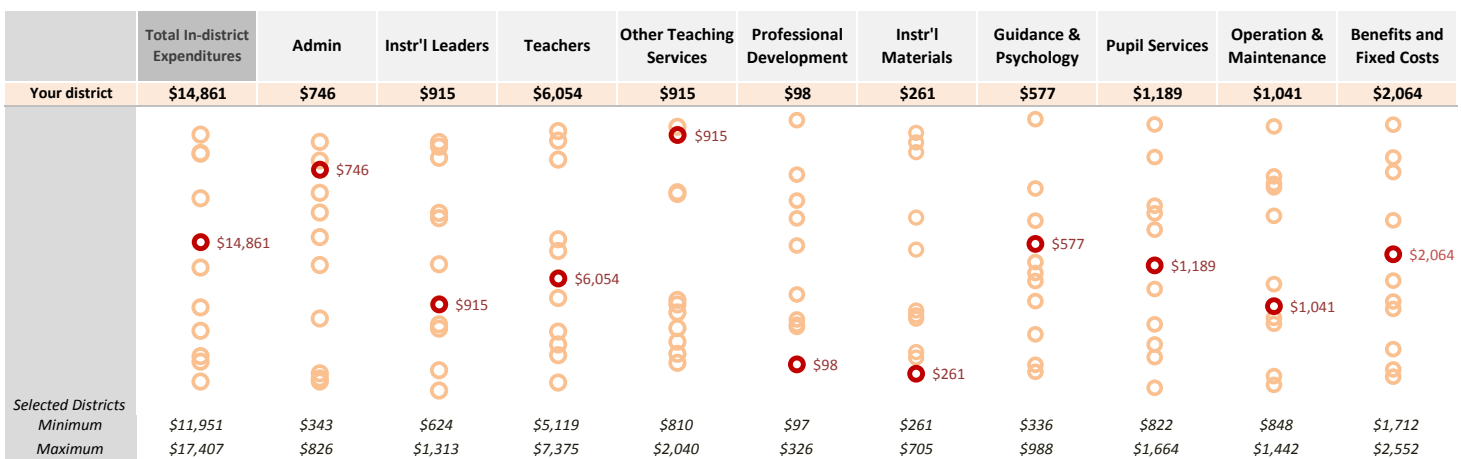
How can you use this report? Per pupil spending allows districts to compare themselves regardless of district size. The first chart makes it easy to see categories where proportionally more funds are spent. The second chart ranks the selected districts and makes it easy to see high and low spenders in a given category. This matters most in the large spending categories. What do spending differences across these districts indicate about their priorities and ours? Are there areas where we would like to look more closely at our spending levels?

[Click here for list of all functions](#)

How did districts apportion their total budgets to each functional category?



Within each spending category, how are these districts ranked?



What are the per pupil expenditures?

	Total In-district Expenditures	Admin	Instr'l Leaders	Teachers	Other Teaching Services	Professional Development	Instr'l Materials	Guidance & Psychology	Pupil Services	Operation & Maintenance	Benefits and Fixed Costs
Sudbury	\$14,861	\$746	\$915	\$6,054	\$1,917	\$98	\$261	\$577	\$1,189	\$1,041	\$2,064
Lincoln-Sudbury	\$16,679	\$699	\$1,248	\$7,375	\$810	\$131	\$378	\$988	\$1,664	\$1,244	\$2,143
Wellesley	\$17,407	\$582	\$1,313	\$6,932	\$2,040	\$326	\$636	\$671	\$1,318	\$1,259	\$2,329
Winchester	\$12,636	\$625	\$860	\$5,574	\$995	\$151	\$385	\$487	\$965	\$848	\$1,747
Westford	\$12,783	\$343	\$735	\$5,473	\$1,063	\$227	\$314	\$428	\$1,300	\$1,077	\$1,824
Belmont	\$11,951	\$373	\$870	\$5,119	\$865	\$130	\$470	\$336	\$822	\$1,010	\$1,955
Needham	\$15,620	\$664	\$1,291	\$6,230	\$1,113	\$180	\$666	\$549	\$1,139	\$1,237	\$2,552
Wayland	\$16,656	\$826	\$1,102	\$7,182	\$1,526	\$196	\$373	\$614	\$1,457	\$1,442	\$1,937
Westborough	\$14,450	\$355	\$997	\$5,925	\$1,534	\$208	\$705	\$532	\$1,005	\$1,185	\$2,004
Hopkinton	\$13,785	\$768	\$624	\$6,305	\$1,095	\$97	\$515	\$519	\$1,264	\$884	\$1,712
Milton	\$13,348	\$497	\$1,090	\$5,682	\$930	\$135	\$302	\$357	\$1,058	\$1,021	\$2,275

Attachment6.c: Copy of RADAR Report--Sudbury vs 10 other towns_act_size (2610 : School structure options)



Resource Allocation and District Action Reports (RADAR) Staff FTEs per 100 Students, 2017

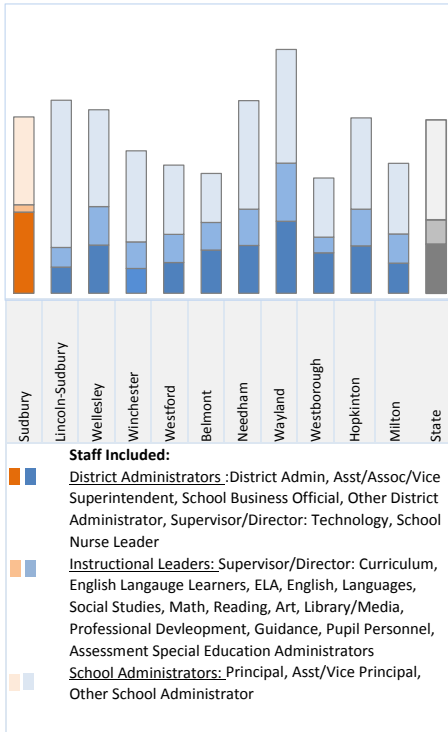
6.c

Your district: **Sudbury**

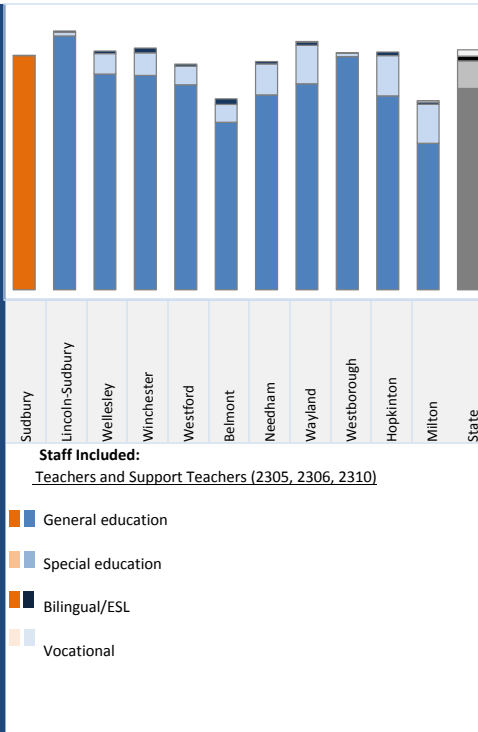
[More about the data](#)

How can you use this report? Staffing is the largest investment in any district. Looking at staff per 100 students allows users to compare relative staffing levels across districts. Do some districts invest more in some staffing categories than others? How do our staffing patterns align with our district priorities?

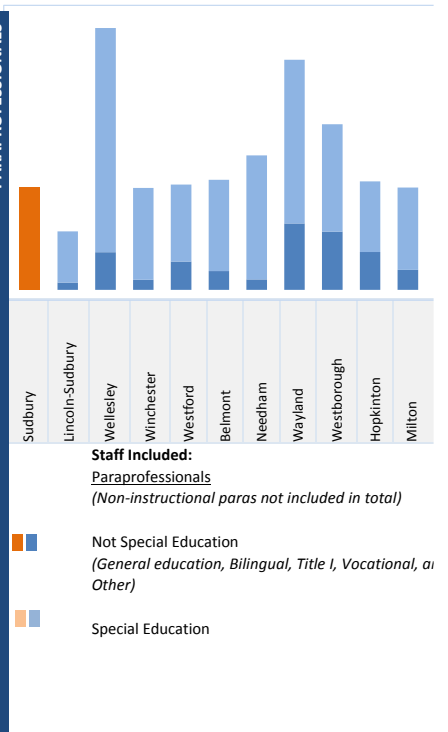
Admin/Instruc/School LEADERSHIP



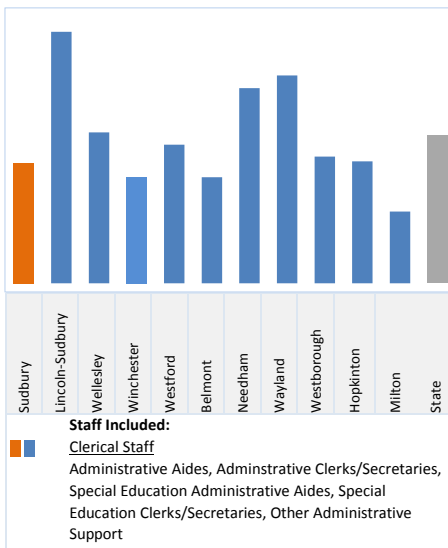
TEACHERS



PARAPROFESSIONALS



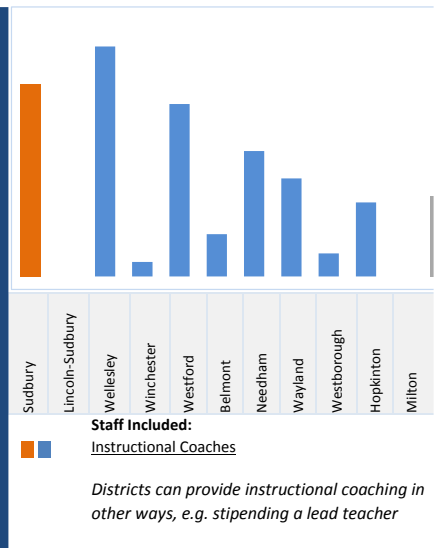
CLERICAL STAFF



Why FTEs per 100 students?

ESE's Profiles reports typically use student to staff ratios, which are intuitively easy to understand. However, a higher number in the ratio means proportionately less staff (e.g. 18 students per teacher means fewer teachers than 12 students per teacher.) In RADAR, we use FTEs per hundred students because a higher bar means proportionately more staff, similar to spending charts.

INSTRUCTIONAL COACHES



	Sudbury	Lincoln-Sudbury	Wellesley	Winchester	Westford	Belmont	Needham	Wayland	Westborough	Hopkinton	Milton	State
Students	2,803	1,568	5,018	4,623	5,120	4,466	5,588	2,646	3,805	3,462	4,150	953,748
FTEs Leadership (Adm/Instr/Schl)	24.1	14.8	44.9	32.1	32.0	26.1	52.5	31.5	21.4	29.6	26.3	8,062.1
Teachers	206.9	127.8	377.1	351.8	363.9	268.6	401.7	206.8	283.9	259.2	247.2	72,309.1
Paraprofessionals	50.3	16.1	230.9	82.8	94.7	86.3	132.1	107.0	110.7	66.0	74.6	24,492.8
Instructional Coaches	8.0		17.1	1.0	13.1	2.8	10.4	3.9	1.3	3.8		1,142.6
Clerical Staff	19.6	22.9	44.0	28.5	41.2	27.5	63.4	32.0	28.0	24.5	17.3	8,195.9

Attachment 6.c: Copy of RADAR Report--Sudbury vs 10 other towns_act_size (2610 : School structure options)



Resource Allocation and District Action Reports (RADAR) SPED Enrollment Comparison, 2017

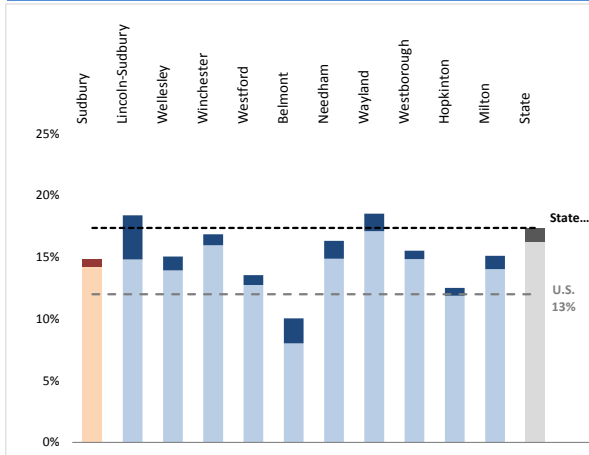
6.c

Your district: **Sudbury** [More about the district](#)

How can you use this report? These charts are snapshots of district special education programs. What percentage of all students are in SPED placements in and out of district (identification rates)? In-district, what percentages of all students (age 6-21) are in inclusive or substantially separate placements? How do students with disabilities overlap with other special population groups?

2017 - Students with Disabilities (SWDs) Enrollment and Placement

% of students with disabilities (in and out of district)



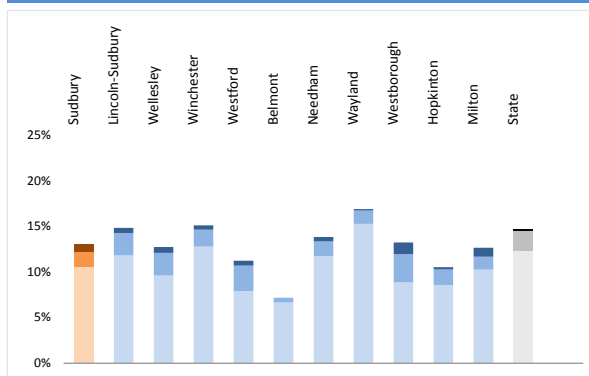
Enrollment (#)

	Sudbury	Lincoln-Sudbu	Wellesley	Winchester	Westford	Belmont	Needham	Wayland	Westborough	Hopkinton	Milton	State
All students (in/out)	2,820	1,626	5,075	4,670	5,161	4,558	5,671	2,684	3,831	3,485	4,195	964
In-district	2,803	1,568	5,018	4,623	5,120	4,466	5,588	2,646	3,805	3,462	4,150	953
All SWDs	419	299	764	787	699	458	926	497	595	436	634	167
In-district, age 6-21	368	241	646	706	580	327	784	453	507	367	531	141
In-district, age 3-5	34	--	61	40	78	39	60	6	62	47	58	15
Out-of-district	17	58	57	41	41	92	82	38	26	22	45	10

Enrollment: SWDs as % of all students

	Sudbury	Lincoln-Sudbu	Wellesley	Winchester	Westford	Belmont	Needham	Wayland	Westborough	Hopkinton	Milton	State
In-district, age 6-21	13.0%	14.8%	12.7%	15.1%	11.2%	7.2%	13.8%	16.9%	13.2%	10.5%	12.7%	14.6%
In-district, age 3-5	1.2%	--	1.2%	0.9%	1.5%	0.9%	1.1%	0.2%	1.6%	1.3%	1.4%	1.6%
In-district	14.3%	14.8%	13.9%	16.0%	12.7%	8.0%	14.9%	17.1%	14.9%	11.9%	14.0%	14.0%
Out-of-district	0.6%	3.6%	1.1%	0.9%	0.8%	2.0%	1.4%	1.4%	0.7%	0.6%	1.1%	1.1%

% of students by in-district placement (age 6-21)



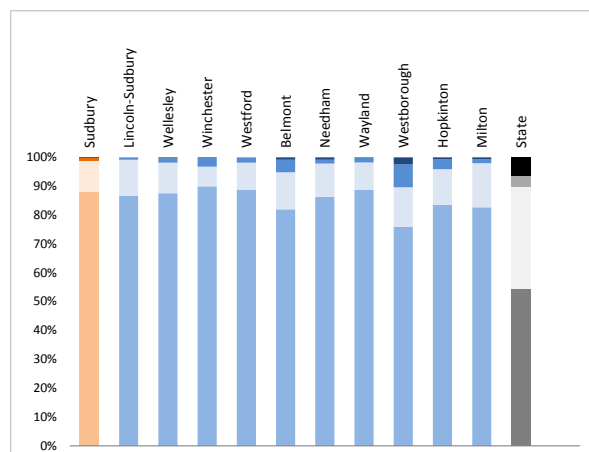
In-district placements

	Sudbury	Lincoln-Sudbu	Wellesley	Winchester	Westford	Belmont	Needham	Wayland	Westborough	Hopkinton	Milton	State
(age 6-21)												
Full Inclusion	296	192	488	597	409	303	665	410	339	299	430	95
Partial Inclusion	49	40	126	86	143	24	92	39	119	59	60	23
Substantially Separate	23	9	32	22	28	0	27	4	49	8	41	20
Separate Public Schl	0	0	0	1	0	0	0	0	0	0	0	1
Services	0	0	0	0	0	0	0	0	0	1	0	0

Placement of SWDs as % of all students

	Sudbury	Lincoln-Sudbu	Wellesley	Winchester	Westford	Belmont	Needham	Wayland	Westborough	Hopkinton	Milton	State
Full Incl	10.5%	11.8%	9.6%	12.8%	7.9%	6.6%	11.7%	15.3%	8.8%	8.6%	10.3%	10.3%
Partial Inclusion	1.7%	2.5%	2.5%	1.8%	2.8%	0.5%	1.6%	1.5%	3.1%	1.7%	1.4%	1.4%
Substantially Separate	0.8%	0.6%	0.6%	0.5%	0.5%	--	0.5%	0.1%	1.3%	0.2%	1.0%	1.0%
Sep Public Schl/Services	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

2017 - in-district SWDs overlap with other special population groups



	Sudbury	Lincoln-Sudbu	Wellesley	Winchester	Westford	Belmont	Needham	Wayland	Westborough	Hopkinton	Milton	State
All students	2,803	1,568	5,018	4,623	5,120	4,466	5,588	2,646	3,805	3,462	4,150	953
Economically disadvantaged	140	87	288	216	249	325	302	124	304	136	380	288
English Language Learners	31	4	105	166	105	279	138	65	359	83	83	90
All students with disabilities	402	241	707	746	658	366	844	459	569	414	589	157
SWD only	355	209	619	671	584	300	728	407	432	346	487	85
SWD and econ disadv	42	30	75	51	62	47	98	44	78	51	90	55
SWD and ELL	4	2	11	22	12	16	11	7	45	14	8	5
SWD, ELL and econ disadv	1	0	2	2	0	3	7	1	14	3	4	10
Percent of students with disabilities												
SWD only	88%	87%	88%	90%	89%	82%	86%	89%	76%	84%	83%	83%
SWD and econ disadv	10%	12%	11%	7%	9%	13%	12%	10%	14%	12%	15%	15%
SWD and ELL	1%	1%	2%	3%	2%	4%	1%	2%	8%	3%	1%	1%
SWD, ELL and econ disadv	0%	0%	0%	0%	0%	1%	1%	0%	2%	1%	1%	1%



Resource Allocation and District Action Reports (RADAR) SPED Staffing Comparison, 2013 - 2017

[Back to home](#)

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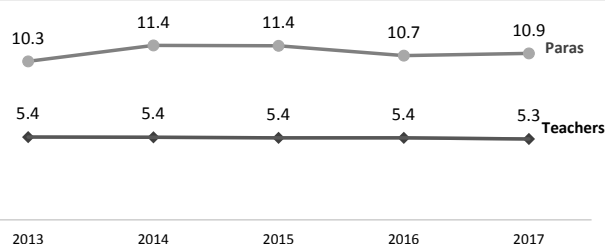
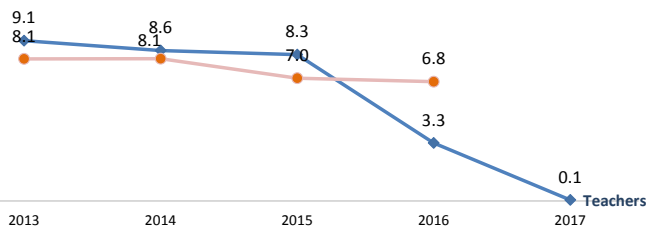
Your district: **Sudbury**[More about the data](#)

How can you use this report? The top charts show how ratios of SPED teachers and paras to 100 SWDs changed over five years, for the target district and the state. Other charts show how your district's staffing compares with selected districts and the state. How has the balance of teachers and paraprofessionals changed over time? How does it currently compare to the state or other districts? What can we say about SPED programs comparatively, as we look at these charts and the SPED enrollment comparisons?

2013 - 2017, Special Education Teachers and Special Education Paraprofessionals per 100 SWDs

Sudbury

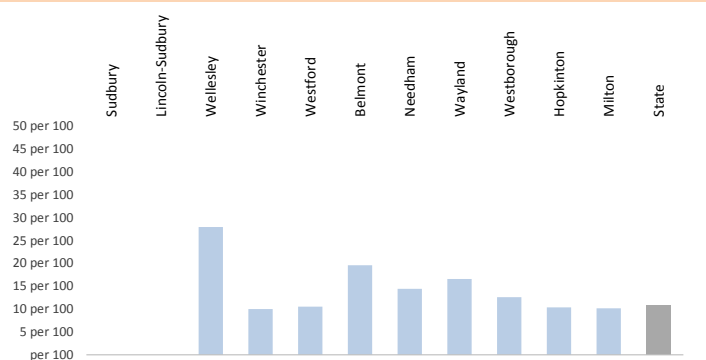
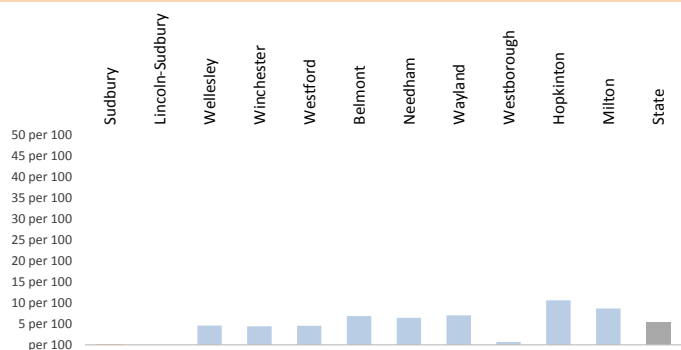
State



2017 - FTEs per 100 students with disabilities

SPED teachers

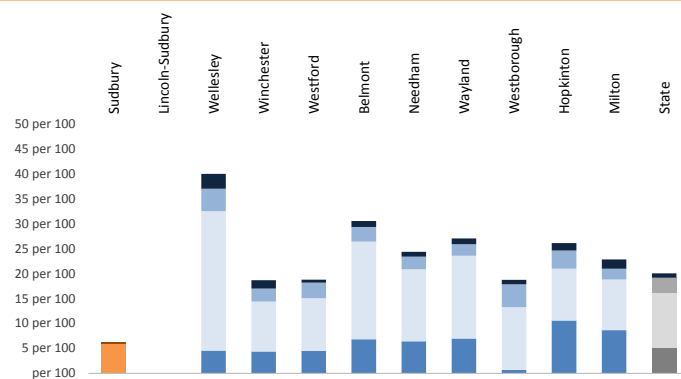
SPED paraprofessionals



FTE/100 SWD	0.1		4.6	4.4	4.6	6.9	6.4	7.0	0.7	10.6	8.7	5.3
FTEs	0.2	1.8	32.5	32.8	30.0	25.1	54.4	32.2	4.0	43.9	51.1	8,287.4
SWDs	419	299	764	787	699	458	926	497	595	436	634	157,039

FTE/100 SWD			28.0	10.0	10.5	19.6	14.4	16.6	12.6	10.4	10.2	10.9
FTEs		14.1	197.7	74.6	69.3	71.7	121.9	76.2	71.7	43.0	60.0	17,063.7
SWDs	419	299	764	787	699	458	926	497	595	436	634	157,039

All SPED staffing categories: teachers, paraprofessionals, related services, student support



SPED FTEs per 100 SWDs

Teacher	0.1	0.0	4.6	4.4	4.6	6.9	6.4	7.0	0.7	10.6	8.7	5.3
Paras	0.0	0.0	28.0	10.0	10.5	19.6	14.4	16.6	12.6	10.4	10.2	10.9
Services	5.9	0.0	4.5	2.6	3.1	2.9	2.5	2.3	4.6	3.6	2.2	3.1
Support	0.2	0.0	3.0	1.7	0.6	1.2	0.9	1.2	0.9	1.5	1.9	0.9
FTEs												
Teacher	0.2	1.8	32.5	32.8	30.0	25.1	54.4	32.2	4.0	43.9	51.1	8,287.4
Paras		14.1	197.7	74.6	69.3	71.7	121.9	76.2	71.7	43.0	60.0	17,063.7
Services	23.6	0.8	31.8	19.6	20.6	10.7	21.4	10.6	26.1	15.1	12.7	4,820.9
Support	1.0	5.1	20.9	12.5	4.0	4.4	8.0	5.4	5.0	6.2	11.0	1,339.4



More about data

[Staff Definitions](#)[Acronyms & Resources](#)

Report - Change Over 5 Years

Note: charts in this report use data for the five most recent years of enrollment. Some data sets are typically a year behind (such as assessment results and finance.) For these, the data that overlaps with the enrollment years is used, typically 4 instead of 5 years of data.

Student Enrollment and Assessment Results Data Sources: Profiles Statewide Reports

Data in report	Data Collection	Links
All students enrollment	Student Information Management System (SIMS) Oct. 1st data collection	Student enrollment and indicators: enrollment by grade
Economically disadvantaged, students with disabilities, English language learners	SIMS Oct. 1st data collection <i>as number and as % of all students enrollment</i>	Student enrollment and indicators: selected populations
% of students scoring proficient or higher	Proficiency from either MCAS or PARCC assessments	MCAS results PARCC results
% of students graduated within 4 years	Calculated by Dept of Elementary and Secondary Education (DESE)	Graduation rates

Staffing Data Sources: Profiles Statewide Reports; DART Detail: Staffing and Finance; School Finance Webpage; EPIMS

Data in report	Data Collection	Links
District and school leadership FTEs	Education Personnel Management System (EPIMS) Oct. 1st data collection <i>District Administrators, Instructional Leaders, School Leaders (see Staff Definitions link above)</i>	DART Detail: Staffing and Finance (DistrictStaff)
Teachers:		
FTEs	EPIMS Oct. 1st data collection	Teachers by program area
Average salaries	End of Year Report (EOYR) data; FTE calculations from end of year EPIMS	Average teacher salaries
Years in district	EPIMS Oct. 1st data collection SR011	(calculated for RADAR)
Non- and special education teachers - FTEs per 100 students	Teacher FTEs by program area; All students/100	(data from above links)
Non- and special education paraprofessionals - FTEs per 100 students	Paraprofessional FTEs from DART Detail: Staffing and Financing; All students/100	DART Detail: Staffing and Finance (SPEDStaff)

Finance Data Sources: School Finance Webpage

Data in report	Data Collection	Links
Expenditures by Source of Funds	End of Year Report (EOYR) data	DART Detail: Staffing and Finance (ExpendBySource)
Required net school spending and Chapter 70 state aid	Chapter 70 District Profiles	School Finance - Chapter 70 Program
In-district expenditures per pupil	EOYR data; FTE pupils calculated from SIMS end of year data by School Finance Office	School Finance Per Pupil Expenditures, All Funds

Attachment6.c: Copy of RADAR Report--Sudbury vs 10 other towns_act_size (2610 : School structure options)



More about data

Report - State Context

See data sources in Change Over 5 Years

Report - In-district Per Pupil Expenditures

In-district per pupil expenditures are directly comparable across districts. Out-of-district expenditures are not comparable because there is a unique mix of tuitions for each district. A district with many choice tuitions has a lower rate for out-of-district costs than a district with only SPED out-placement tuitions.

Finance Data Sources: School Finance Webpage

Data in report	Data Collection	Links
In-district expenditures per pupil	EOYR data; FTE pupils calculated from SIMS end of year data by School Finance Office	School Finance Per Pupil Expenditures, All Funds

Report - Staff FTEs per 100 Students

The ratio of FTEs per 100 students makes it easier to compare districts than the traditional students per FTEs. Charts reflect the proportion of staffing compared to other districts, with a high number meaning more teachers.

Staffing Data Sources: Profiles Statewide Reports; DART Detail: Staffing and Finance; School Finance Webpage; yrs?

Data in report	Data Collection	Links
Leadership Teachers Paraprofessionals Clerical staff Instructional coaches	EPIMS Oct. 1st data collection see Staff Definitions link above for positions included	DART Detail: Staffing and Finance (DistrictStaff)



More about data

Report - SPED Enrollment Comparison

This data is not available on the Department website. See link to SIMS Data Handbook for the fields used for calculations from SIMS Oct. 1st data.

SPED Enrollment Data - see SIMS fields: http://www.doe.mass.edu/infoservices/data/sims/SIMS-DataHandbook.pdf		
Data in report	Definition	Data fields
Total students	Students enrolled in- and out-of-district	DOE011
In-district placements, age 6-21	Full inclusion: <i>SPED services outside the general education classroom less than 21% of the time</i>	DOE034
	Partial inclusion: <i>SPED services outside the classroom 21% to 60% of the time</i>	
	Substantially separate classroom: <i>SPED services outside the general education classroom more than 60% of the time</i>	
	Other: <i>separate public day school (in-district); homebound/hospital</i>	
Out-of-district students	Students with disabilities who are enrolled out-of-district	DOE011 = 02
SWDs overlap with other special population groups	Each in-district student with disability (age 6-21) is put into one of these groups:	DOE034, DOE025, DOE019
	<i>o Disability only</i>	
	<i>o Disability and economically disadvantaged</i>	
	<i>o Disability and English language learner</i>	
	<i>o All three subgroups</i>	

Report - SPED Staffing Comparison

SPED Staffing Data: DART Detail: Staffing and Finance		
Data in report	Data Collection	Links
Teachers	EPIMS Oct. 1st data collection	DART Detail: Staffing and Finance (SPEDStaff)
Paraprofessionals		and
Services	<i>Audiologist, occupational and physical therapists, peripatologist, speech pathologist</i>	Staff Definitions
Support	<i>School adjustment counselor, school psychologist, school social worker</i>	

Attachment6.c: Copy of RADAR Report--Sudbury vs 10 other towns_act_size (2610 : School structure options)



Resource Allocation and District Action Reports (RADAR)

Acronyms and Additional Resources

[More about data](#)

Acronyms

CEY	Combined Effort Yield	A measure used in the Chapter 70 formula to determine each municipality's relative wealth (local income and equalized property value) for the purposes of determining local contribution requirements and state aid amounts.
Chap70	Chapter 70	The formula that the state uses to determine local spending requirements and state aid to school districts each fiscal year.
Econ Disadv.	Economically Disadvantaged	Students are identified as economically disadvantaged if they are enrolled in the Supplemental Nutrition Assistance Program (SNAP), Transitional Aid to Families with Dependent Children (TAFDC), foster care, or MassHealth. Note that this measure replaced low-income, which was based on student eligibility for free or reduced lunch, in the 2015 – 2016 school year.
ELA	English Language Arts	ELA is one of the components of the state's MCAS exam that is given to students in grades 3 – 8 and grade 10 each year.
ELL	English language learners	A child who does not speak English and who is not currently able to perform ordinary classroom work in English.
EOYR	End of Year Financial Report	ESE collects school district expenditure data following each fiscal year through the EOYR collection. This collection does not include charter schools or collaboratives.
EPIMS	Educator Personnel Information Management System	The Education Personnel Information Management System (EPIMS) collects demographic data and work assignment information on individual public school educators. This information enables Massachusetts to comply fully with the No Child Left Behind Act by accurately reporting on highly qualified teachers. The EPIMS data also will be used to perform greatly needed analysis on our educator workforce that, over time, will identify high need areas, evaluate current educational practices and programs, and assist districts with their recruiting efforts.
FTE's	full time equivalents	A measure that accounts for the amount of time that a staff person works over the course of the school year relative to a full-time schedule.
MCAS	Massachusetts Comprehensive Assessment System	The MCAS is the Commonwealth's summative assessment in ELA, mathematics, and science that is given to students in grades 3 – 8 and grades 9 (science only) and 10 each year.
PARCC	Partnership for the Assessment of Readiness for College and Careers	Massachusetts school districts were given the option to administer the PARCC assessment instead of MCAS in grades 3 – 8 during 2015 and 2016, which means that state assessment data for these years incorporates PARCC results (see Appendix C). In the fall of 2015, the Board of Elementary and Secondary Education voted to develop a next generation MCAS assessment, which will be administered for the first time in the spring of 2017, replacing the previous version of MCAS and PARCC.
RADAR	Resource Allocation and District Action Reports	A new set of data reports being developed by ESE to inform districts on how they are using their people, time, and money to impact student outcomes.

Attachment 6.c: Copy of RADAR Report--Sudbury vs 10 other towns_act_size (2610 : School structure options)



Resource Allocation and District Action Reports (RADAR)

Acronyms and Additional Resources

[More about data](#)

Req'd NSS	Required Net School Spending	The Commonwealth uses the Chapter 70 formula to determine each school districts required NSS amount, which is the sum of the districts required local contribution and Chapter 70 aid. The expenditure categories included in NSS cover a district's operational expenditures, excluding transportation, capital, and debt service.
SGP	Student Growth Percentile	The student growth percentile (abbreviated SGP) measures how much a student's performance has improved from one year to the next relative to his or her academic peers: other students statewide with similar MCAS test scores in prior years. The median student growth percentile is the midpoint of student growth percentiles in the district or school. Half of the students had student growth percentiles higher than the median; half had lower.
SIMS	Student Information Management System	SIMS is a student-level data collection system that allows the Department to collect and analyze student data to meet federal and state reporting requirements and to inform policy and programmatic decisions
SWD	Students with disabilities	Students receiving special education services through an Individual Education Plan (IEP).

Attachment6.c: Copy of RADAR Report--Sudbury vs 10 other towns_act_size (2610 : School structure options)



Resource Allocation and District Action Reports (RADAR)

Acronyms and Additional Resources

[More about data](#)

Additional Resources

Data Collection	www.doe.mass.edu/infoservices	Information for schools and districts on the non-fiscal data reports collected by the Department, including the Student Information Management System (SIMS), Education Personnel Information Management System (EPIMS), the on-line data collection forms, Directory Administration, and other data collection efforts.
District Analysis and Review Tools (DARTs)	www.mass.gov/ease/dart	The DARTs are a series of data reports that offer snapshots of district and school performance, allowing users to easily track select data elements over time, and make sound, meaningful comparisons to the state or to comparable organizations. The data elements in each DART tool are linked to a broader strategic framework defining the characteristics of effective educational organizations and cover a broad range of district and school interests including demographic, assessment, student support, educator, financial, and achievement gap data.
EDWIN	http://www.doe.mass.edu/edwin/	A collaborative effort between ESE and local school districts to centralize K-12 education data into one state coordinated data repository hosted by the Department. Edwin Reports are only available to authorized school district personnel.
School/District Profiles	http://profiles.doe.mass.edu/	Publicly available data about Massachusetts' elementary and secondary schools, including all public school districts, charter schools, collaboratives, and approved special education schools. This site includes data reports on student assessment, MCAS and PARCC, accountability, educator preparation, educators, student enrollment and related indicators, and finance.
School Finance	http://www.doe.mass.edu/finance/accounting/eoyr/ http://www.doe.mass.edu/finance/statistics/	ESE collects school finance data through the annual End of Year Report (EOYR) collection. This includes annual expenditure data from all public school districts, excluding charter schools and collaboratives. Users who do not have access to Edwin Analytics who are interested in requesting finance data that is not available on the School and District Profiles or School Finance websites can submit data requests to: mking@doe.mass.edu .
Linking Assessment Results and Reporting Data	http://www.doe.mass.edu/parcc/	The 2015 assessment and accountability data are reported for all schools, regardless of whether the school administered MCAS or the Partnership for Assessment of Readiness for College and Careers (PARCC). Through a statistical approach called equipercentile linking, ESE has linked 2015 MCAS and PARCC results and calculated achievement levels and transitional Composite Performance Index (CPI) scores for each school taking PARCC. Using a similar approach, transitional SGPs have also been calculated for schools that administered PARCC. For more information about the equipercentile linking process.

Staff Definitions - Job Codes and Assignment Codes

The following tables show how EPIMS codes are categorized in staffing positions and teaching areas in RADAR staffing reports. A complete description of EPIMS codes is on the ESE website in Appendix A-G of the Data Handbook:

<http://www.doe.mass.edu/infoservices/data/epims/>

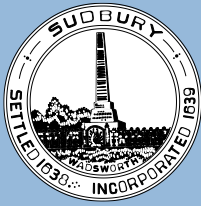
Staff Categories - EPIMS Job Code	Code	Staff Categories (continued)	Code
District Administrators		Instructional Support	
Superintendent	1200	Educational Interpreter	3324
Asst/Assoc/Vice Superintendent	1201	Diagnostic and Evaluation Staff	3325
School Business Official	1202	Recreation Specialist	3326
Other District Administrator	1205	Rehabilitation Counselor	3327
Supervisor/Director: Technology	1224	Work Study Coordinator	3328
School Nurse Leader	1226	Guidance Counselor	3329
		Librarian	3330
Other Instructional Leaders		Junior ROTC	3340
Supervisor/Director of Guidance	1210	School Adjustment Counselor - Non-SWD	3350
Supervisor/Director of Pupil Personnel	1211	School Psychologist - Non-SWD	3360
Special Education Administrator	1212	School Social Worker - Non-SWD	3370
Supervisor/Director: Arts	1213	Other Professional Support (DSSR)	3381
Supervisor/Director of Assessment	1214		
Supervisor/Director: Curriculum	1215	Special Education Instructional Support	
Supervisor/Director: English Language Learner	1216	School Adjustment Counselor - SWD	3351
Supervisor/Director: English	1217	School Psychologist - SWD	3361
Supervisor/Director: Foreign Language	1218	School Social Worker - SWD	3371
Supervisor/Director: History/Social Studies	1219		
Supervisor/Director: Library/Media	1220	Special Education Related Staff	
Supervisor/Director: Mathematics	1221	Audiologist	3411
Supervisor/Director: Reading	1222	Occupational Therapist	3421
Supervisor/Director: Science	1223	Physical Therapist	3431
Supervisor/Director: Professional Development	1225	Peripatologist	3441
		Speech Pathologist	3451
School Administrators		Other Related Special Education Staff	3461
Principal	1305		
Asst/Vice Principal	1310	Medical/Health Services	
Other School Administrator	1320	Physician	5010
		Psychiatrist	5015
Instructional Coaches	2330	School Nurse - Non-Special Education	5020
		School Nurse - Special Education	5021
Teachers			
Teacher	2305	Clerical	
Teacher - support content instruction	2310	Administrative Aides	6100
		Administrative Clerks/Secretaries	6110
Substitutes (Long-term)	2325	Special Education Administrative Aides	6120
		Special Education Clerks/Secretaries	6130
Paraprofessionals	4100	Other Administrative Support	6150
Tutors	3323		
		Tech Support	
		Information Services and Technical Support	6140

Attachment 6.c: Copy of RADAR Report--Sudbury vs 10 other towns_act_size (2610 : School structure options)

Staff Definitions - Job Codes and Assignment Codes

Teaching Areas - EPIMS Assignment Code	Code
General education	
Not available	000
Core Subject: Non-Secondary Level Classroom Teacher	001
Core Subject: Secondary Level Classroom Teacher	002
Core Support Content General Education	012
Core Subject: Reading Teacher	017
Non-Core Subject: Non-Secondary Level Classroom Teacher	212
Non-Core Subject: Secondary Level Classroom Teacher	213
Non-Core Support Content General Education	215
Vocational-technical	
Non-Core Subject: Career and Technical Education	208
Special Education	
Core Subject: Mild/Moderate Disabilities Sole Content	003
Core Subject: Severe Disabilities Sole Content	004
Core Subject: Mild/Moderate Disabilities Consultative	005
Core Subject: Severe Disabilities Consultative	006
Core Subject: Vision Impairments	007
Core Subject: Deaf/Hard of Hearing	008
Non-Core Subject: Vision Impairments	209
Non-Core Subject: Speech/Language/Hearing Disorder	210
Non-Core Subject: Deaf/Hard of Hearing	211
Non-Core Subject: Other Special Education Instruction	214
Special Ed: Shared Physical Education at Non-Secondary	301
Special Ed: Shared Physical Education at Secondary	302
Special Ed: Shared Vocational Education	303
Special Ed: Other Shared Instructional Staff	304
English Language Learners	
Core Subject: Sheltered Content Teacher > or = 50%	009
Core Subject: Non-Secondary Level ESL Teacher	010
Core Subject: Secondary Level ESL Teacher	011
Non-Secondary Content Support ESL Teacher	014
Core Subject: Other Bilingual Education	016
Core Subject: Sheltered Content Teacher < 50%	019
Secondary Content Support ESL Teacher	020

LEA	District	Out-of-			Administration	Instructional Leadership	Teachers	Other Teaching Services	Professional Development	Instructional Materials, Equipment and Technology	Guidance, Counseling and Testing	Pupil Services	Operations and Maintenance	Insurance, Retirement Programs and Other	Total In-District Expenditures	Total Expenditures	District Notes
		In-District FTE Pupils	District FTE Pupils	Total FTE Pupils													
0009	Andover	\$ 6,104.60	\$ 122.20	\$ 6,226.80	\$ 385.02	\$ 952.45	\$ 6,177.83	\$ 1,690.75	\$ 254.16	\$ 205.27	\$ 614.86	\$ 1,203.69	\$ 1,373.83	\$ 2,643.48	\$ 15,501.33	\$ 16,388.72	
0023	Bedford	\$ 2,529.70	\$ 83.00	\$ 2,612.70	\$ 747.47	\$ 1,244.77	\$ 7,393.19	\$ 982.28	\$ 248.13	\$ 393.07	\$ 488.44	\$ 1,278.53	\$ 1,131.22	\$ 2,325.08	\$ 16,232.18	\$ 18,119.83	
0026	Belmont	\$ 4,324.90	\$ 99.30	\$ 4,424.20	\$ 373.16	\$ 869.96	\$ 5,119.43	\$ 865.10	\$ 129.61	\$ 470.25	\$ 335.84	\$ 822.49	\$ 1,010.31	\$ 1,954.86	\$ 11,951.00	\$ 13,348.83	
0038	Boxford	\$ 738.40	\$ 7.40	\$ 745.80	\$ 631.46	\$ 1,262.08	\$ 6,774.08	\$ 1,526.37	\$ 148.46	\$ 634.25	\$ 354.53	\$ 1,246.60	\$ 1,309.67	\$ 2,760.53	\$ 16,648.04	\$ 17,036.59	
0051	Carlisle	\$ 606.50	\$ 11.00	\$ 617.50	\$ 1,110.84	\$ 950.17	\$ 8,518.76	\$ 2,105.18	\$ 670.80	\$ 704.27	\$ 471.00	\$ 1,398.82	\$ 1,808.43	\$ 1,316.12	\$ 19,054.39	\$ 19,709.15	
0067	Concord	\$ 2,077.30	\$ 37.10	\$ 2,114.40	\$ 866.06	\$ 938.39	\$ 7,453.45	\$ 2,633.47	\$ 199.22	\$ 1,013.38	\$ 481.20	\$ 1,387.82	\$ 1,405.46	\$ 1,633.24	\$ 18,011.68	\$ 18,856.55	
0078	Dover	\$ 480.60	\$ 11.50	\$ 492.10	\$ 1,398.99	\$ 1,002.38	\$ 7,303.61	\$ 1,804.08	\$ 85.17	\$ 519.19	\$ 411.74	\$ 873.35	\$ 1,467.28	\$ 3,344.70	\$ 18,210.51	\$ 23,232.55	
0082	Duxbury	\$ 3,169.50	\$ 41.70	\$ 3,211.20	\$ 480.25	\$ 834.93	\$ 5,710.56	\$ 1,094.75	\$ 67.97	\$ 429.54	\$ 412.43	\$ 1,236.79	\$ 835.40	\$ 2,101.03	\$ 13,203.66	\$ 13,607.35	
0136	Holliston	\$ 2,888.60	\$ 86.10	\$ 2,974.70	\$ 369.74	\$ 1,098.53	\$ 5,580.57	\$ 1,048.06	\$ 213.88	\$ 144.42	\$ 513.39	\$ 877.59	\$ 910.86	\$ 1,169.83	\$ 11,926.88	\$ 13,186.32	
0139	Hopkinton	\$ 3,425.60	\$ 78.30	\$ 3,503.90	\$ 767.58	\$ 624.37	\$ 6,305.28	\$ 1,095.44	\$ 97.30	\$ 515.33	\$ 519.13	\$ 1,263.91	\$ 884.33	\$ 1,712.10	\$ 13,784.76	\$ 14,127.44	
0141	Hudson	\$ 2,788.70	\$ 170.20	\$ 2,958.90	\$ 699.45	\$ 811.69	\$ 6,312.41	\$ 1,492.46	\$ 410.29	\$ 286.21	\$ 503.48	\$ 1,344.99	\$ 1,035.70	\$ 1,692.13	\$ 14,588.81	\$ 15,528.96	
0145	Kingston	\$ 1,064.00	\$ 50.50	\$ 1,114.50	\$ 333.88	\$ 544.24	\$ 4,238.34	\$ 725.32	\$ 107.33	\$ 420.54	\$ 372.19	\$ 1,023.03	\$ 1,236.20	\$ 1,211.49	\$ 10,212.57	\$ 13,310.59	
0155	Lexington	\$ 6,913.10	\$ 113.10	\$ 7,026.20	\$ 678.28	\$ 1,453.96	\$ 6,489.01	\$ 1,883.88	\$ 287.42	\$ 399.45	\$ 737.47	\$ 1,364.14	\$ 1,025.42	\$ 2,621.54	\$ 16,940.56	\$ 18,002.58	
0157	Lincoln	\$ 1,204.70	\$ 23.90	\$ 1,228.60	\$ 1,180.82	\$ 1,633.02	\$ 8,618.41	\$ 2,226.51	\$ 407.36	\$ 640.73	\$ 493.27	\$ 1,304.80	\$ 1,515.03	\$ 2,944.10	\$ 20,964.04	\$ 21,798.63	
0174	Maynard	\$ 1,419.30	\$ 106.50	\$ 1,525.80	\$ 930.16	\$ 1,137.57	\$ 5,125.61	\$ 1,532.42	\$ 295.59	\$ 219.92	\$ 566.72	\$ 1,104.29	\$ 1,080.08	\$ 2,682.61	\$ 14,674.97	\$ 14,889.33	
0184	Middleton	\$ 702.40	\$ 6.40	\$ 708.80	\$ 668.16	\$ 1,220.99	\$ 6,159.77	\$ 1,776.64	\$ 120.86	\$ 582.82	\$ 291.40	\$ 1,575.82	\$ 1,303.45	\$ 2,084.76	\$ 15,784.67	\$ 16,142.37	
0189	Milton	\$ 4,080.00	\$ 75.00	\$ 4,155.00	\$ 496.77	\$ 1,090.32	\$ 5,682.30	\$ 930.23	\$ 134.77	\$ 301.92	\$ 357.13	\$ 1,058.08	\$ 1,020.90	\$ 2,275.34	\$ 13,347.78	\$ 14,387.57	
0208	Norfolk	\$ 913.40	\$ 13.00	\$ 926.40	\$ 750.84	\$ 1,045.68	\$ 6,070.00	\$ 1,713.56	\$ 305.60	\$ 392.93	\$ 326.46	\$ 1,270.42	\$ 1,025.01	\$ 1,966.99	\$ 14,867.50	\$ 15,193.48	
0213	Northborough	\$ 1,746.90	\$ 41.70	\$ 1,788.60	\$ 484.25	\$ 769.51	\$ 6,584.81	\$ 1,759.41	\$ 84.92	\$ 411.41	\$ 441.66	\$ 942.84	\$ 989.32	\$ 2,422.85	\$ 14,890.98	\$ 15,978.85	
0266	Sharon	\$ 3,537.80	\$ 49.90	\$ 3,587.70	\$ 482.17	\$ 1,008.21	\$ 6,049.90	\$ 1,347.48	\$ 104.02	\$ 427.74	\$ 497.80	\$ 1,631.71	\$ 901.43	\$ 2,176.92	\$ 14,627.38	\$ 15,419.60	
0269	Sherborn	\$ 402.10	less than \$	\$ 403.50	\$ 1,153.95	\$ 1,286.93	\$ 7,221.49	\$ 2,088.79	\$ 129.81	\$ 243.49	\$ 395.37	\$ 937.08	\$ 1,375.75	\$ 2,600.20	\$ 17,432.86	\$ 19,134.79	
0273	Somerset	\$ 1,757.90	\$ 58.60	\$ 1,816.50	\$ 449.72	\$ 996.99	\$ 5,187.71	\$ 1,002.83	\$ 61.57	\$ 360.59	\$ 117.42	\$ 1,128.25	\$ 872.33	\$ 3,240.22	\$ 13,417.62	\$ 14,378.26	
0276	Southborough	\$ 1,301.50	\$ 25.20	\$ 1,326.70	\$ 535.02	\$ 925.62	\$ 7,109.96	\$ 2,018.07	\$ 100.80	\$ 540.54	\$ 559.98	\$ 1,102.83	\$ 1,292.48	\$ 2,503.87	\$ 16,689.17	\$ 17,763.41	
0288	Sudbury	\$ 2,811.40	\$ 39.40	\$ 2,850.80	\$ 745.89	\$ 914.82	\$ 6,054.44	\$ 1,916.91	\$ 98.09	\$ 261.33	\$ 576.63	\$ 1,188.68	\$ 1,041.00	\$ 2,063.72	\$ 14,861.49	\$ 15,258.96	
0298	Topsfield	\$ 634.70	\$ 6.00	\$ 640.70	\$ 635.36	\$ 1,171.99	\$ 5,615.86	\$ 2,041.35	\$ 123.79	\$ 571.86	\$ 176.39	\$ 1,159.85	\$ 1,399.71	\$ 2,778.53	\$ 15,674.69	\$ 15,813.00	
0315	Wayland	\$ 2,665.20	\$ 57.00	\$ 2,722.20	\$ 825.90	\$ 1,101.56	\$ 7,182.46	\$ 1,526.31	\$ 196.36	\$ 372.51	\$ 613.91	\$ 1,457.47	\$ 1,442.32	\$ 1,936.93	\$ 16,655.74	\$ 17,426.23	
0317	Wellesley	\$ 5,018.90	\$ 69.90	\$ 5,088.80	\$ 582.08	\$ 1,312.94	\$ 6,931.89	\$ 2,039.89	\$ 326.19	\$ 636.49	\$ 671.00	\$ 1,317.89	\$ 1,259.10	\$ 2,329.19	\$ 17,406.66	\$ 18,635.99	
0321	Westborough	\$ 3,663.30	\$ 44.60	\$ 3,707.90	\$ 355.39	\$ 996.54	\$ 5,925.33	\$ 1,533.95	\$ 207.89	\$ 705.22	\$ 531.63	\$ 1,004.67	\$ 1,185.19	\$ 2,003.88	\$ 14,449.69	\$ 15,554.65	
0326	Westford	\$ 5,104.10	\$ 67.60	\$ 5,171.70	\$ 342.71	\$ 734.68	\$ 5,472.87	\$ 1,062.87	\$ 227.44	\$ 313.79	\$ 427.52	\$ 1,300.04	\$ 1,077.19	\$ 1,823.90	\$ 12,783.01	\$ 13,528.04	
0330	Weston	\$ 2,157.50	\$ 33.20	\$ 2,190.70	\$ 926.05	\$ 1,768.06	\$ 8,175.95	\$ 2,084.04	\$ 297.54	\$ 811.24	\$ 684.49	\$ 1,899.27	\$ 1,797.84	\$ 4,425.74	\$ 22,870.23	\$ 23,898.66	
0344	Winchester	\$ 4,555.90	\$ 71.10	\$ 4,627.00	\$ 624.81	\$ 859.64	\$ 5,573.60	\$ 995.16	\$ 150.75	\$ 385.11	\$ 486.63	\$ 964.86	\$ 848.21	\$ 1,746.89	\$ 12,635.67	\$ 13,312.37	
0600	Acton-Boxborough	\$ 5,605.50	\$ 140.80	\$ 5,746.30	\$ 475.44	\$ 905.86	\$ 5,238.26	\$ 1,334.45	\$ 98.16	\$ 278.24	\$ 510.49	\$ 1,403.22	\$ 895.29	\$ 2,256.55	\$ 13,395.97	\$ 14,745.20	
0640	Concord-Carlisle	\$ 1,281.00	\$ 53.50	\$ 1,334.50	\$ 1,179.85	\$ 1,384.93	\$ 7,442.68	\$ 1,379.04	\$ 212.57	\$ 525.82	\$ 977.83	\$ 2,930.01	\$ 1,236.01	\$ 1,822.65	\$ 19,091.39	\$ 21,505.85	
0655	Dover-Sherborn	\$ 1,169.20	\$ 40.70	\$ 1,209.90	\$ 776.68	\$ 966.96	\$ 8,471.66	\$ 779.24	\$ 129.92	\$ 494.01	\$ 706.52	\$ 2,030.09	\$ 1,607.67	\$ 2,864.36	\$ 18,827.10	\$ 18,998.56	
0695	Lincoln-Sudbury	\$ 1,571.30	\$ 62.20	\$ 1,633.50	\$ 698.67	\$ 1,247.53	\$ 7,375.32	\$ 810.43	\$ 131.17	\$ 377.87	\$ 988.02	\$ 1,664.06	\$ 1,243.80	\$ 2,142.59	\$ 16,679.47	\$ 19,282.33	
0730	Northboro-Southbor	\$ 1,424.10	\$ 38.70	\$ 1,462.80	\$ 446.70	\$ 781.99	\$ 6,658.63	\$ 1,071.83	\$ 88.49	\$ 278.52	\$ 572.17	\$ 2,043.46	\$ 1,186.61	\$ 2,432.21	\$ 15,560.59	\$ 15,859.59	
0763	Somerset Berkley	\$ 945.80	\$ 23.50	\$ 969.30	\$ 436.52	\$ 1,367.05	\$ 5,625.71	\$ 698.91	\$ 109.55	\$ 326.23	\$ 636.95	\$ 1,627.37	\$ 1,136.10	\$ 2,284.21	\$ 14,248.59	\$ 15,520.38	



SUDBURY BOARD OF SELECTMEN
Tuesday, January 9, 2018

7

MISCELLANEOUS (UNTIMED)

7: Capital Planning discussion

REQUESTOR SECTION

Date of request:

Requested by: Patty Golden

Formal Title: Capital Planning discussion

Recommendations/Suggested Motion/Vote: Capital Planning discussion

Background Information:

Financial impact expected:

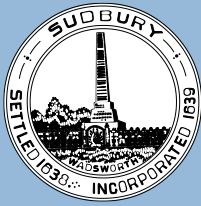
Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Melissa Murphy-Rodrigues	Pending
Barbara Saint Andre	Pending
Robert C. Haarde	Pending
Board of Selectmen	Pending

01/09/2018 7:30 PM



SUDBURY BOARD OF SELECTMEN

Tuesday, January 9, 2018

8

MISCELLANEOUS (UNTIMED)

8: Citizen's Comments (cont)

REQUESTOR SECTION

Date of request:

Requested by: Patty Golden

Formal Title: Citizen's Comments (cont)

Recommendations/Suggested Motion/Vote:

Background Information:

Financial impact expected:

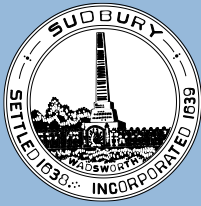
Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Melissa Murphy-Rodrigues	Pending
Barbara Saint Andre	Pending
Robert C. Haarde	Pending
Board of Selectmen	Pending

01/09/2018 7:30 PM



SUDBURY BOARD OF SELECTMEN

Tuesday, January 9, 2018

9

MISCELLANEOUS (UNTIMED)

9: Discuss Upcoming Agenda Items

REQUESTOR SECTION

Date of request:

Requested by: Patty Golden

Formal Title: Discuss Upcoming Agenda Items

Recommendations/Suggested Motion/Vote:

Background Information:

Financial impact expected:

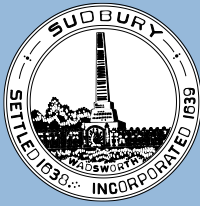
Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Melissa Murphy-Rodrigues	Pending
Barbara Saint Andre	Pending
Robert C. Haarde	Pending
Board of Selectmen	Pending

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SUDBURY BOARD OF SELECTMEN

Tuesday, January 9, 2018

CONSENT CALENDAR ITEM**10: Authorize TM to submit 2018 ATM articles**REQUESTOR SECTION

Date of request:

Requested by: Patty Golden

Formal Title: Vote to authorize the Town Manager to submit 2018 Annual Town Meeting articles on behalf of the Board of Selectmen.

Recommendations/Suggested Motion/Vote: Vote to authorize the Town Manager to submit 2018 Annual Town Meeting articles on behalf of the Board of Selectmen.

Background Information:

Financial impact expected:

Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Melissa Murphy-Rodrigues	Pending
Barbara Saint Andre	Pending
Robert C. Haarde	Pending
Board of Selectmen	Pending

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SUDBURY BOARD OF SELECTMEN

Tuesday, January 9, 2018

CONSENT CALENDAR ITEM**11: Eagle Scout recognitions**REQUESTOR SECTION

Date of request:

Requested by: Patty Golden

Formal Title: Question of entering into the Town record and congratulating the following members of Boy Scout Troop 60 on attaining the rank of Eagle Scout: Stephen Kurtz, 53 Butler Road; Ivan Orup, 98 Newbridge Road; Ryan Barrera, 240 Willis Road; Kenneth Ho, 33 Grindstone Lane.

Recommendations/Suggested Motion/Vote: Question of entering into the Town record and congratulating the following members of Boy Scout Troop 60 on attaining the rank of Eagle Scout: Stephen Kurtz, 53 Butler Road; Ivan Orup, 98 Newbridge Road; Ryan Barrera, 240 Willis Road; Kenneth Ho, 33 Grindstone Lane.

Background Information:
request from Troop 60

Financial impact expected:

Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Melissa Murphy-Rodrigues	Pending
Barbara Saint Andre	Pending
Robert C. Haarde	Pending
Board of Selectmen	Pending

01/09/2018 7:30 PM

Golden, Patricia

From: Laura J Rippy <laura.rippy@gmail.com>
 Sent: Saturday, December 16, 2017 10:34 AM
 To: Golden, Patricia
 Subject: Respectful request for Eagle Scout Commendation Letters



Boy Scout Troop 60
 Sudbury, Massachusetts

December 16, 2017

Sudbury Board of Selectmen
 Sudbury, MA

Dear Selectmen:

The Scouts, Leaders, and Members of Sudbury Massachusetts Boy Scout Troop 60, take great pleasure in announcing that an Eagle Scout Board of Review has found these boys worthy of the rank Eagle Scout

Stephen Kurtz	53 Butler Rd	August 3, 2017
Ivan Orup	98 Newbridge Rd	August 15, 2017
Ryan Barrera	240 Willis Rd	November 3, 2017
Kenneth Ho	33 Grindstone Lane	November 3, 2017

In honor of this achievement, would you be so kind as to send letters of greeting and autographed picture to be presented to each of them at an Eagle Scout Court of Honor in early 2018?

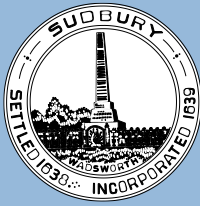
Please address your letter or certificate in care of the following address: c/o Laura Rippy, 61 Cudworth Lane, Sudbury, MA 01776. Letters and recognitions will be compiled, placed in a suitable keepsake, read during the Court of Honor ceremony, and displayed during this special occasion.

Thank you very much for taking the time to help this community and Sudbury Troop 60 recognize these boys for achieving the rank of Eagle Scout.

Sincerely,

Laura Rippy
 Sudbury Boy Scout Troop 60
 978-261-5114
laura@rippy.com

Attachment 11.a: Respectful request for Eagle Scout Commendation Letters (2594 : Eagle Scout recognitions)



SUDBURY BOARD OF SELECTMEN

Tuesday, January 9, 2018

CONSENT CALENDAR ITEM**12: SUMC Donation****REQUESTOR SECTION**

Date of request:

Requestor: Lyn MacLean, Board of Trustees, SUMC

Formal Title: Vote to accept, on behalf of the Town, a \$490 donation from the Sudbury United Methodist Church into the Cheri-Anne Cavanaugh Trust Fund, said funds to be expended under the direction of the Town Social Worker to counsel Lincoln-Sudbury Regional High School students, and to send a letter of appreciation to the Methodist Church.

Recommendations/Suggested Motion/Vote: Vote to accept, on behalf of the Town, a \$490 donation from the Sudbury United Methodist Church into the Cheri-Anne Cavanaugh Trust Fund, said funds to be expended under the direction of the Town Social Worker to counsel Lincoln-Sudbury Regional High School students, and to send a letter of appreciation to the Methodist Church.

Background Information:

Attached letter dated 12/15/17 from Lyn MacLean, SUMC Board of Trustees.

Financial impact expected:

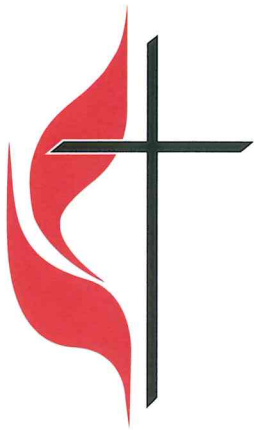
Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Melissa Murphy-Rodrigues	Pending
Town Counsel	Pending
Barbara Saint Andre	Pending
Robert C. Haarde	Pending
Board of Selectmen	Pending

01/09/2018 7:30 PM



Sudbury United Methodist Church

251 OLD SUDBURY ROAD
SUDBURY, MA 01776

www.sudbury-umc.org
sumc@sudbury-umc.org

(978) 443-4351/6785
FAX (978) 443-3052

PASTOR
REV. JOEL B. GUILLEMETTE pastorjoel@sudbury-umc.org

Board of Selectmen
Flynn Building
278 Old Sudbury Rd
Sudbury, MA 01776

December 15, 2017

Dear Board Members,

The Sudbury United Methodist Church Women's Group held an auction at the Hosmer House and raised \$490.00. This money is to be used by the town social worker, Bethany Hadvab, for high school students who need counseling.

Please accept our donation for this worthy cause.

Sincerely,

Lyn MacLean
Board of Trustees

Attachment 12.a: SUMC donation (2596 : SUMC Donation)

2017 DEC 18 A 9 54

RECEIVED
BOARD OF SELECTMEN
SUDBURY, MA