

**SANFORD SCHOOL DEPARTMENT
SANFORD SCHOOL COMMITTEE
MEETING AGENDA
Monday, January 23, 2017 ~ 6:00 pm**

Note: Meeting will be held in City Council Chambers, 3rd Floor, City Hall Annex

Members present: John Roux, Jon Mapes, Thomas Miscio, Scott Sheppard, Kendra Williams

Student Reps present: Summer Korpaczewski, Cole A. Jones

Staff present: David Theoharides, Superintendent
Matt Nelson, Assistant Superintendent
Gwen Bedell, Business Administrator
Bernie Flynn, Curriculum Director

Guests present:

A. Call to Order Time: ____ pm

B. Pledge of Allegiance

C. Adjustments

D. Approval of Minutes

1. January 9, 2017 Executive Session, 5:15 pm (Attachment D.1.)
 2. January 9, 2017 Executive Session, 6:00 pm (Attachment D.2.)
 3. January 9, 2017 Regular Meeting, 6:30 pm (Attachment D.3.)
- Recommendation: to approve the minutes as presented

E. Public Comments

F. Communications None

G. Committee Reports

1. Construction Update
 - i. SHS/SRTC Project
 1. Legacy Committee Update
 2. Performing Arts Committee Update
 - ii. Elementary Projects
 1. Overview of plan and timeline
 2. Site Plan Approval from State Board of Education (1/11/17)

School Committee Meeting Agenda

January 23, 2017

H. Superintendent’s Report

1. Student Representatives’ Reports
2. Field Trips
 - i. SHS – All State Music Festival in Orono, ME on May 18-20, 2017
 - ii. SHS – All Eastern Music Festival in Atlantic City on April 5-8, 2017
3. Sanford Teacher of the Year (Attachment H.3.)
4. White Paper – Maine’s Public Schools (Attachment H.4.)

I. Directors’ Reports

1. Business Administrator Gwen Bedell
2. Assistant Superintendent Matt Nelson
3. Director of Curriculum Bernie Flynn

J. New Business

1. December 2016 Financials – Gwen Bedell
 - i. December 31, 2016 expenses (Attachment J.1.i)
Recommendation: to accept the 12/31/16 expenses as presented.
 - ii. December 31, 2016 reconciliation (Attachment J.1.ii)
Recommendation: to accept the 12/31/16 reconciliation as presented.

K. Old Business None

L. Resignations

1. Superintendent Theoharides will announce the following resignations:

Merrrell (Butch) Clarke	Building Trades	SRTC	Retiring 8/31/17
Joanna Duncan	Coach, JV Soccer	SHS	Eff. 11/27/16
Corey Leach	Coach, 8 th Grade Baseball	SJHS	Eff. 1/13/17
Pete LeVasseur	Coach, JV Girls Soccer	SHS	Eff. 11/12/16
Nate Mann	Coach, 7 th Grade Baseball	SJHS	Eff. 1/10/17
Tori Poisson	KIDS Club	CJL	Eff. 12/19/16
Valerie Sherman	Foodservice	MCS	Eff. 1/31/17
Becky Turgeon	Ed Tech, special ed	SJHS	Eff. 8/31/17

M. Staff Appointments

1. Superintendent Theoharides will announce the following appointments:

Erin Campbell	KIDS Club	Replacement	1/9/17
Patricia Paradis	Math Club	Replacement	1/5/17

N. Staff Transfers None

School Committee Meeting Agenda

January 23, 2017

O. Staff Nominations None

P. Policies None

Q. Items for Future Agenda(s)

1. 2017/2018 School calendar

R. Calendar Announcements

1. Upcoming School Committee meetings are as follows: **(Attachment R.)**

Monday, January 30, 2017	Workshop: Budget	Supt. Conference Room	5:00 pm
Monday, February 6, 2017	Workshop: Budget	Supt. Conference Room	5:00 pm
Monday, February 6, 2017	Regular Meeting	City Council Chambers	7:30 pm
Monday, February 13, 2017	Workshop: Budget	Supt. Conference Room	5:00 pm
Monday, February 27, 2017	Workshop: Budget	Supt. Conference Room	5:00 pm
Monday, February 27, 2017	Regular Meeting	City Council Chambers	7:30 pm

S. Adjournment

Recommendation: to adjourn at ____ pm.

**SANFORD SCHOOL DEPARTMENT
SANFORD SCHOOL COMMITTEE
MINUTES
Monday, January 9, 2017 ~ 5:15 pm**

Note: Meeting was held in Superintendent's Conference Room, 2nd Floor, City Hall Annex.

Members present: Jon Mapes, John Roux, Thomas Miscio, Scott Sheppard, Kendra Williams

Staff present: David Theoharides, Superintendent
Matt Nelson, Assistant Superintendent
Doug Roberts, SHS Assistant Principal
Skip Sheldon, SRO
Stacey Bissell, Special Education Director

Guests present: student
Davina Finnerty

Call to Order Time: 5:16 pm

A. Executive Session Student Matter

1. Motion by Mr. Roux: **To enter Executive Session to consider disciplinary action for a student at Sanford High School pursuant to 1 MRSA § 405(6)(B) at 5:16 pm.**
Motion seconded by Mr. Sheppard. Motion carried 5 to 0.
2. Motion by Mr. Roux: **To exit Executive Session at 5:55 pm.**
Motion seconded by Mrs. Williams. Motion carried 5 to 0.
Public Session:
3. Motion by Mr. Mapes: **The School Committee has discussed the testimony and evidence presented and has found the student under consideration to be deliberately disobedient, disorderly, and engaging in infractions of the Sanford School Department's JICH policy. The student's removal from school is necessary for the peace and usefulness of the school and as a result the student will be expelled from school indefinitely, with services. The student may seek admission into the BRIDGE program as an alternative to expulsion upon meeting conditions prescribed by school administrators and the School Resources Counselor. The Superintendent of Schools will provide the student and the student's guardian written notice of the Sanford School Committee's findings and conclusions along with conditions for re-entry.**
Motion seconded by Mr. Roux. Motion carried 5 to 0.

B. Adjournment

Mr. Sheppard made a motion **to adjourn at 6:02 pm.**
Mr. Roux seconded the motion. Motion carried 5 - 0.

Respectfully submitted,

Jonathan Mapes, School Committee (2016) Chair

David Theoharides, Superintendent

**SANFORD SCHOOL DEPARTMENT
SANFORD SCHOOL COMMITTEE
MINUTES
Monday, January 9, 2017 ~ 6:00 pm**

Note: Meeting was held in Superintendent's Conference Room, 2nd Floor, City Hall Annex.

Members present: Jon Mapes, John Roux, Thomas Miscio, Scott Sheppard, Kendra Williams

Staff present: David Theoharides, Superintendent
Matt Nelson, Assistant Superintendent
Doug Roberts, SHS Assistant Principal
Skip Sheldon, SRO

Guests present: None

Call to Order Time: 6:07 pm

A. Executive Session Student Matter

1. Motion by Mr. Roux: **To enter Executive Session to consider disciplinary action for a student at Sanford High School pursuant to 1 MRSA § 405(6)(B) at 6:07 pm.**
Motion seconded by Mrs. Williams. Motion carried 5 to 0.
2. Motion by Mr. Roux: **To exit Executive Session at 6:22 pm.**
Motion seconded by Mrs. Williams. Motion carried 5 to 0.
Public Session:
3. Motion by Mr. Miscio: **The School Committee has discussed the testimony and evidence presented and has found the student under consideration to be deliberately disobedient, disorderly, and engaging in infractions of the Sanford School Department's JICIA policy. The student's removal from school is necessary for the peace and usefulness of the school and as a result the student will be expelled from school indefinitely, with services. The Superintendent of Schools will provide the student and the student's guardian written notice of the Sanford School Committee's findings and conclusions along with conditions for re-entry.**
Motion seconded by Mr. Sheppard. Motion carried 5 to 0.

B. Adjournment

Mr. Sheppard made a motion **to adjourn at 6:24 pm.**
Mr. Roux seconded the motion. Motion carried 5 - 0.

Respectfully submitted,

Jonathan Mapes, School Committee (2016) Chair

David Theoharides, Superintendent

**SANFORD SCHOOL DEPARTMENT
SANFORD SCHOOL COMMITTEE
MINUTES
Monday, January 9, 2017 ~ 6:30 pm**

Note: Meeting was held in City Council Chambers, 3rd Floor, City Hall Annex

Members present: Jon Mapes, John Roux, Thomas Miscio, Scott Sheppard, Kendra Williams

Student Reps present: Summer Korpaczewski
Cole A. Jones

Staff present: David Theoharides, Superintendent
Matt Nelson, Assistant Superintendent
Gwen Bedell, Business Administrator
Joan Wright, Technology Director

Guests present: Ed Cormier
Mark Adler
Tarad Nadeau

NOTE: Superintendent Theoharides ran the meeting until John Roux was elected School Committee Chair for 2017 (see Item J. New Business, addressed under Item C. Adjustments).

A. Call to Order Time: 6:37 pm

B. Pledge of Allegiance Said

C. Adjustments

1. Mr. Miscio made a motion **to address the following items next:**
 - Item J. New Business #1.i – School Committee Chairperson
 - Item J. New Business #1.ii – School Committee Vice Chair
 - Item J. New Business #2 – Appointments for Standing CommitteesMrs. Williams seconded the motion. Motion carried 5 – 0.

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*J. New Business

Item J.1.i – School Committee Chairperson

Mr. Mapes nominated **Mr. Roux as School Committee Chairperson.**
Mr. Miscio seconded the motion.

Mr. Miscio made a motion **to close nominations**
Mrs. Williams seconded the motion. Motion carried 5 – 0.

Superintendent announced Mr. Roux as the 2017 School Committee Chairperson

Item J.1.ii – School Committee Vice Chair

Mr. Miscio nominated **Mr. Sheppard as School Committee Vice Chair.**
Mrs. Williams seconded the motion.

Mr. Miscio made a motion **to close nominations.**
Mr. Mapes seconded the motion. Motion carried 5 – 0.

School Committee Chairperson announced Mr. Sheppard as the 2017 School Committee Vice Chair.

Item J.2 – Standing Committees ([Attachment J.2.](#))

The following Standing Committee appointments were announced by School Committee Chairperson John Roux:

Adult Education: Mr. Mapes

Curriculum: Mrs. Williams, Mr. Miscio

Drop-out Prevention: Mrs. Williams, Mr. Miscio

Personnel: Mr. Mapes, Mr. Roux

Technical School: Mr. Mapes, Mr. Sheppard

Facilities, Grounds, Safety, CIP: Mr. Sheppard, Mr. Roux

Policy: Mrs. Williams

Building Committee: Mrs. Williams, Mr. Miscio

D. Approval of Minutes

1. November 21, 2016 Executive Session, 4 pm ([Attachment D.1.](#))
 2. November 21, 2016 Executive Session, 4:45 pm ([Attachment D.2.](#))
 3. November 21, 2016 Executive Session, 5:30 pm ([Attachment D.3.](#))
 4. November 21, 2016 Regular Meeting, 6:00 pm ([Attachment D.4.](#))
 5. December 1, 2016 Workshop, 6:00 pm ([Attachment D.5.](#))
 6. December 5, 2016 Executive Session, 5:15 pm ([Attachment D.6.](#))
 7. December 5, 2016 Regular Meeting, 6:00 pm ([Attachment D.7.](#))
 8. December 19, 2016 Workshop, 6:00 pm ([Attachment D.8.](#))
 9. December 19, 2016 Executive Session, 7:00 pm ([Attachment D.9.](#))
- Mr. Sheppard made a motion **to approve the minutes as presented.**
Mrs. Williams seconded the motion. Motion carried 5 – 0.

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E. Public Comments

1. Sanford resident Ed Cormier requested that the school zone flashing light by Margaret Chase Smith School be moved closer to Berwick Avenue for safety reasons.

F. Communications

None

G. Committee Reports

1. Construction Update
 - i. Elementary Construction Project
 1. Superintendent and Assistant Superintendent met with the State School Board Construction Sub-Committee on 1/3/17 for approval of the site application. The Sub-Committee thanked Sanford for the “out of the box” thinking and innovative solution. They voted to recommend this project to the full State School Board on Wednesday, 1/11/17.
 - ii. High School/Technical Center Project
 1. Project Update – the snow and cold are impacting the project but it is still on schedule to open the Summer of 2018.
 2. Public is encouraged to visit the school website for updates, pictures and videos of the project.
 3. Building Committee met earlier today and discussed the following:
 - a. Flooring – the original designed called for mostly polished concrete flooring similar to a “Home Depot” floor for hallways and big areas. DOE requested that we use porcelain tile for main spines and floor tiles for other hallways.
 - b. Artificial Turf – based on community input, the CBC voted earlier today to invest an additional \$133,000 of contingency funds to upgrade the infill of the field from crumb rubber to recycled EPDM. This is the same product that Massabesic installed on their football field in the summer of 2016.

H. Superintendent’s Report

1. SRTC Advisory Committee meeting was held earlier today. Items discussed included:
 - i. 2017 2018 Capital Equipment budget shared by all sending districts
 - ii. Regional calendar – Sanford’s draft calendar for 2017/2018 is being used as a model for all 8 sending schools to ensure that we have less than 5 dissimilar days per State requirement.
2. Student Representatives’ Reports
3. Field trip
 - i. SRTC Building Trades college visits on 12/12/16

School Committee Meeting Minutes

January 9, 2017

I. Directors' Reports

1. Business Administrator Gwen Bedell
 - i. Proposed 2017/2018 Budget Calendar ([Attachment I.1.i](#))
2. Assistant Superintendent Matt Nelson
 - i. Attendance update
 1. Comparison of 2016/2017 vs 2015/2016 students with 5 or more absences show significant improvement.
3. Director of Curriculum Bernie Flynn - excused

J. New Business

Italicized items addressed out of order

1. *Election of Officers*
 - i. *School Committee Chairperson*
 - ii. *School Committee Vice Chair*
2. *Standing Committee Appointments*
3. Technology – Joan Wright ([Attachment J.3.](#))
 - i. Technology Director Joan Wright explained the SAMR model used for technology integration
 - ii. Ms. Wright reviewed technology survey data and next steps
 - iii. Mrs. Williams made a motion **to approve the Technology Plan as presented.**
Mr. Sheppard seconded the motion. Motion carried 5 – 0.
4. November, 2016 Financials – Gwen Bedell
 - i. November 30, 2016 Expenses ([Attachment J.4.i](#))
Mr. Miscio made a motion **to accept the 11/30/16 Expenses as presented.**
Mr. Sheppard seconded the motion. Motion carried 5 – 0.
 - ii. November 30, 2016 Reconciliation ([Attachment J.4.ii](#))
Mr. Miscio made a motion **to accept the 11/30/16 Reconciliation as presented.**
Mr. Mapes seconded the motion. Motion carried 5 – 0.

K. Old Business

None

L. Resignations

1. Superintendent Theoharides announced the following resignations:

Laurie Bjorn	Coach, 8 th grade softball	SJHS	Eff. June 2016
Karly Moulton	Title I Math Club teacher	CJL	Eff. 12/22/16
Jen Clark	Ed Tech I Special Education	SJHS	Eff. 12/22/16
Stephen Vitale	2 nd shift custodian	Memorial Gym	Eff. 12/30/16

School Committee Meeting Minutes

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M. Staff Appointments

1. Superintendent Theoharides announced the following appointments:

Erin Campbell	Grade 1 Literacy Ed Tech I	MCS	Eff. 12/15/16	Replacement
Pat Brunner	Title I Math Club teacher	CJL/MCS	Eff. 12/19/16	
Luba Greene	Title I Math Club Teacher	CJL	Eff. 12/22/16	
Rich Pickering	Title I Math Club teacher	MCS	Eff. Jan/2016	
Nicole Michaud	KIDS Club	CJL	Eff. 1/4/17	
Lydia Pulkinen	KIDS Club	Willard	Eff. 12/14/16	
Bobbiejo Russell	KIDS Club	Willard	Eff. 12/19/16	

N. Staff Transfers

1. Superintendent Theoharides announced the following transfers:

Becky Frey	From SHS Foodservice part time	To Central Kitchen 2 nd Cook full time	Eff. 12/8/16
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O. Staff Nominations

None

P. Policies

1. None

Q. Items for Future Agenda(s)

1. 2017/2018 School Calendar

R. Calendar Announcements

1. Upcoming School Committee meetings are as follows:

Monday, January 23, 2017	Regular Meeting	City Council Chambers	6:00 pm
Monday, February 6, 2017	Regular Meeting	City Council Chambers	6:00 pm
Monday, February 27, 2017	Regular Meeting	City Council Chambers	6:00 pm

School Committee Meeting Minutes

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S. Adjournment

Mr. Sheppard made a motion to adjourn at 8:27 pm.
Mr. Miscio seconded the motion. Motion carried 5 - 0.

Respectfully submitted,

John Roux, School Committee Chair

David Theoharides, Superintendent

**Sanford School Department
Teacher of the Year
2016-2017
Josh Champagne**

To Whom It May Concern:

I have had the pleasure of working with Josh Champagne for the last four years as he has tirelessly rebuilt the Sanford Band Program from the top. I have subbed for him, worked with his ensembles as a part-time staff member, and have been invited into his classroom on multiple occasions for sectionals, lessons, and for countless odd jobs that come with being part of the music program. This year I am officially part of the team, teaching K-3 music in Sanford, and Josh has been a great help and mentor as I settle into my classrooms and routine.

To many outsiders, the “band” is a form of entertainment that takes little instruction and even less preparation ... but that could be no further from the truth. The truth is that Josh Champagne spends more time in the classroom than out. His vehicle is often the last one in the parking lot, and he spends many evenings and weekends at school.

Maintenance, equipment inventory, band camp, music library, auditions, uniform fittings, meetings, designing shows and programs, festivals, fundraisers, football and basketball games, marching band, winter percussion, pep band, parades, lessons, shows, concerts – did I mention that these are all things that take place outside of school? During the day, Josh also teaches guitar and two blocks of band (the band has outgrown the size of the band room), and during Spartan time he hosts extra rehearsals for his percussionists and jazz students. I don't think I've ever met an educator that dedicates this much of his life to his work.

What stands out most about Josh Champagne, though, is not the time and work he puts in, but the life and energy he is breathing back into the music program. Josh is from Sanford. The very band room in which he teaches is where he found his own calling, back in the mid-1990's. In this place and in his students he sees a bit of himself - - hard workers with incredible potential for greatness. Josh makes no cuts; all students are welcome to the program, regardless of background, experience, or status. And the students have responded. The concert band has tripled in size, the marching band and jazz band have doubled, the winter guard has been reinstated, and he has added a competitive winter percussion group that is at maximum capacity. For a veteran teacher that would be a respectable resume, but Josh has done all of this in four years.

I could go on and on about the reasons why Josh Champagne more than exceeds the title of Sanford Teacher of the Year, but I invite you to see the evidence for yourself. A quick trip to the high school band room will tell you everything you need to know.

**Regards,
Heather Hastings
K-3 Music Teacher**

To Whom It May Concern,

I am writing this letter to nominate Troy Hathaway for Sanford's Teacher of the Year award. Troy has been a steadfast inspiration to staff and students alike here at SRTC. When I first started working at SRTC four years ago, Troy was extremely welcoming and helpful to me. He has been a great support in navigating the job, the community resources and, in some cases, providing some technical support to me as well.

Troy embodies the kind of educator I try to emulate. He is stern, yet adored by his students. He is extremely involved in both the personal and academic/skills development of his students while maintaining healthy boundaries. Troy is extremely competent and skilled in his trade which makes him a highly effective teacher.

It always seems as though Troy is on every safety committee for our school, and beyond into the state level. He is committed to the safety of all staff and students, not just those directly in his program. He is a strong resource on safety for everyone in our school and has real passion for making our school one of the safest in the state.

A few weeks ago my FFA (Future Farmers of America) Chapter were brainstorming community service ideas. As a sponge activity, I posed a question to them: "What makes someone charitable?" One of the students, not enrolled in Troy's Building Trades Program, responded, "Being charitable means you are willing to help others without thinking about yourself. Like Mr. Hathaway. He really cares about his students. Like, not just about what they learn, but he cares about who they are as people. He helps his students be better people." To me this says it all. He does in fact care about what his student learn, but he also cares deeply about how his students are developing into productive, contributing members of society. He is deeply committed to the full development of his students, something I admire deeply in Troy's approach to his work with students.

It is with great enthusiasm that I nominate Troy Hathaway for Sanford Teacher of the Year.

Sincerely,

Katie Hoagland

SRTC Landscaping and Horticulture Instructor

To Whom It May Concern,

I would like to nominate Angie Labbe for Teacher of the Year. As an Ed Tech with a self contained classroom, I have the unique opportunity to go to other people's rooms with my students and observe others teaching over the course of a year. Sanford has some good teachers but Angie's dedication and drive to reach her students is enhanced by her desire to bring forth the best from them, not just academically but personally. The fact that Angie cares for her students is evident from the moment you walk into her classroom.

As with any good teacher, her room is student oriented, helping the students feel comfortable and feel confident in their classroom with the tools for success within easy reach. Angie takes that feeling of belonging a step further by really encouraging a community within her classroom. She has the students fill out posters that hang around the world and chooses student leaders to have responsibilities in the classroom. She encourages the students to step out of their comfort zone and encourages them to explore new people with which to interact. She knows her students as individuals and meets them as such, not as test scores or results to move up to a certain level. She understands what motivates her students as individuals and uses that knowledge to help each student reach their best efforts and true potentials.

The most amazing thing I have seen Angie do, however, is her ability to "fail." Angie is not afraid to make mistakes in front of her students. She admits she makes mistakes and apologizes when she is in the wrong. She models how to "fail" and how to turn those "failures" to successes. Only really great teachers are confident enough to show their students that they are not perfect, but are in fact themselves life-long learners. Angie is a capable, confident, caring educator whom I would place my own children without hesitation. I am proud to recommend her for Teacher of the Year.

If you have any questions, please don't hesitate to contact me.

Ellen Pattee

To Whom It May Concern,

It is my privilege to recommend my colleague, Sue Lizotte, to receive the Teacher of the Year Award at Sanford High School. Sue has been teaching Jobs for Maine Graduates at the High School for many years and in her spare time is a Lacrosse and Football coach in her community and at the High School. I have been at Sanford High School for the past 3 years and have been fortunate to know her. In that time, I have worked with Sue on community service projects to support those in need. She not only coordinates these community outings but also will join her students in the work they are leading. There is a saying that it "takes a village" to raise our kids. Sue takes many roles when supporting her student's success and in some ways is, herself, the village. In her position, she empowers her students to reach their goals and find the independence to find success, use their strengths and help them see their futures are determined on what they do today. Sue has made an impact on so many kids who have gone on to do great things in their lives and know our Teacher of the Year should go to her.

Respectfully,

Brent Coleman

Outreach Worker

Sanford High School

**Maine's Public Schools:
Worth the Investment**

A White Paper sponsored by Maine School Management Association

Andrew R. Dolloff, Ph.D.

January 3, 2017

Introduction

For most who live here, the State of Maine is the only place we want to call “home”. Small, close-knit communities, plentiful recreational opportunities, safe schools and neighborhoods, and generations of family and friends are the qualities that attract many of us to our native state. However, Maine is facing a crisis; our population is aging and declining, our economy is flat, and our workforce will not be able to meet the demands of our existing employers within the next few years. Attracting potential workers and business owners to Maine is a difficult challenge, as the data reveals:

- According to *Forbes* magazine, Maine ranks 49th out of the 50 states in our nation in terms of business climate¹;
- *Business Insider* places Maine’s economic strength 46th in the U.S. when considering measures such as unemployment, gross domestic product per capita, average wages, and house prices²;
- The Kaiser Foundation reports that Mainers earn 12% less than the U.S. average income, with residents in only ten states earning less³.

On virtually every economic or governmental indicator used to measure a state’s performance in comparison with others, Maine performs worse than the national average and is typically closer to the bottom than the middle. The result: a stagnant economy, a diminished workforce, a lack of new business, a population in decline.

There is one sector of the state’s economy, though, where this is not true – a vital sector that performs above the national average and should be a drawing card for new businesses, new workers, and new families. That sector is Maine’s public schools. On a variety of commonly accepted points of comparison, Maine schools perform above the national average – entering the top quartile in some instances – and Maine’s school districts do it with fewer non-instructional employees and for less money than most other states. The truth about Maine’s academic performance and locally-controlled schools should be celebrated, preserved, and publicized far and wide to attract young workers, business owners, and developers to our state, thereby bolstering and buoying Maine’s economy for decades to come.

Academic performance data

Maine schools score well above the national average on a wide variety of academic measures at various grade levels:

- Results from the National Assessment of Educational Progress (NAEP), administered to students in all 50 states in grades 4 and 8, show Maine 4th graders performing above the U.S. average, ranked #14 in mathematics and #20 in reading. Eighth-graders performed slightly better, at #11 in mathematics and #14 in reading⁴;
- At the high school level, Maine’s graduation rate of 87.5% is well above the national average of 83.2%, placing the state #11 in the country⁵;
- In 2014, the Annie E. Casey Foundation ranked Maine’s schools 14th in the U.S. using a matrix of academic measures⁶.
- A recent article in U.S. News and World Report ranked Maine’s high schools #7 in the U.S.⁷.

These are not the marks of failing schools – especially in a state that ranks near the bottom of the nation on most other economic indicators. These are the marks of organizations performing better than the data would predict. One reason for this better-than-expected performance is the fact that Maine school teachers and leaders are not content with the current or past results; they do not consider beating the national average to be good enough, and they are continually striving to provide improved instruction and programming to Maine’s students. The message has been sent to Maine’s educators, consistently and forcefully, that they need to do better – and that message has been received. The result is an educational system that outperforms most others in the country.

We should recognize the excellence that already exists in our schools while focusing our energies on continual improvement. While Maine educators are rising to that challenge, the state has not celebrated the fact that its schools perform better than much of the rest of the country. Community leaders throughout Maine must realize that the data does not lie; Maine schools are doing quite well, comparatively. Telling that story to the public will not cause Maine educators to stop finding ways to innovate instruction, nor will it stop their effort to create greater efficiencies in our schools; it will simply encourage them to do so with a sense of accomplishment and optimism while at the same time encouraging prospective residents and business owners to consider Maine as a preferred place to raise their families and grow their businesses.

Expenditure data

Going beyond student performance comparisons, Maine’s schools fare well when stacked up against the rest of the U.S. on financial measures:

- A recent study published by *EdWeek* ranked Maine public schools 14th in the nation when considering financial management as one key measure⁸;
- Despite popular political rhetoric claiming otherwise, Maine schools are the most efficiently operated in all of the northeast, including all six New England States, New York, New Jersey, Pennsylvania, Delaware, and Maryland. One would have to drive south to Virginia or west to Ohio before finding a state with lower per pupil expenditures than Maine⁹;
- According to a report published in the *Huffington Post*, Maine ranks 31st in per pupil spending while performing at #17 academically¹⁰;
- The National Education Association’s 2016 “Rankings & Estimates” places Maine as low as 40th in the nation in per pupil spending, and 41st in governmental spending for education per \$1000 of personal income¹¹.

These rankings are not indicative of mismanaged schools with oversized administrations. Rather, the data indicates that Maine’s culture of local control may in fact be an effective and efficient way to deliver instruction.

Leadership

Recently, a move has been afoot to reduce the number of school administrators in Maine. Currently, Maine School Management Association reports there are 92 full-time superintendents and 39 part-time

superintendents in Maine, with just fewer than 190,000 students. A popular comparison put forth by some is the state of Florida, with 67 superintendents and 2.7 million students¹². The story that is not told, however, is the extensive organizational hierarchy that exists within Florida's schools, resulting in an administrative structure that far exceeds the size and complexity of Maine districts. Although there may be only one person with the title of superintendent, there are hundreds of others with titles such as Deputy Superintendent, Area Superintendent, Chief Academic Officer, and Accountability Officer.

Take, for example, Broward County Public Schools (BCPS), a district of approximately 270,000 students covering the greater Fort Lauderdale region. It is true that BCPS has just one superintendent, but the district also has an organizational chart that is 17 pages long, with just under 1,400 administrators and more than 10,000 support staff¹³. When viewing this chart, it is clear that several layers of administration exist between the superintendent and the school principal, as opposed to the typical Maine school district, in which principals (and community members) report directly to the superintendent. Some of the administrative titles reporting to the superintendent in BCPS include:

- Chief of Staff
- Coordinator of Governmental Affairs
- Director of Legislative Affairs
- Chief School Performance Officer
- Director of Leadership Development
- Director of School Accountability
- Director of Service Quality
- Director of Coaching and Induction
- Strategic Partnerships Development Manager

No Maine school district includes these positions, or hundreds of others identified on the BCPS organization chart; they are positions created to perform work that, in Maine, remains the responsibility of the superintendent or one or two other central office administrators. The number of administrators and support staff in Broward County (11,751) approaches the number of instructional staff in the entire district (14,640)¹⁴. Clearly, BCPS recognizes that the work of leading the schools is complex and demanding, requiring many hands and much expertise. In fact, 44% of BCPS staff is classified as non-instructional personnel. By comparison, the typical Maine school districts of South Portland, RSU 14 (Windham/Raymond), and Yarmouth employ only 28% to 30% of staff in non-instructional positions.

A quick glance at another Florida district, Orange County Public Schools, reveals that the current superintendent previously served as Chief of Staff and Deputy Superintendent, providing oversight for various Area Superintendents – positions and layers that do not exist in any Maine school district. To believe that Florida has fewer senior-level administrators than Maine schools is to ignore the facts. The difference is that in Maine, as in many states, local control is a major consideration in how communities and schools are managed, and senior level administrators wear many hats, from Human Resources Director to Communications Manager to Accountability Officer; all positions that would be assigned to one or more persons for each community in a large, Floridian school district. The lesson to be learned

from Florida is not that one superintendent can effectively lead a district of 200,000 students; the lesson is that there is a great deal of administrative work to be done to efficiently operate a school district, and larger districts simply require more complex hierarchies to oversee the work. Here in Maine it is not only the quality of the work, but the relationships developed while completing that work, that make Maine schools more effective, and more efficient, than most others in the country.

Lest we forget the purpose of our public schools, it is important, also, to consider the same indicators of Florida's school performance that rank Maine schools among the best in the country at all levels. Florida's fourth graders, like those in Maine, score above the national average in mathematics, but by eighth grade Florida's performance ranks as low as 43rd in the nation⁴. A similar trend is seen in reading, where Florida's fourth graders perform above the U.S. average while their eighth grade students drop below the U.S. average (ranking 33rd). By the end of twelfth grade, Florida's 77.9% graduation rate ranks 41st in the nation⁵. These are not performances or trends that Maine residents will embrace for their own students. Higher percentages of non-instructional personnel and below-average performance for older students do not make Florida's model of mega-districts something Maine should emulate.

Local Control

There have been two major consolidation efforts in Maine in the past 60 years. The Sinclair Act of 1957 reduced by 40 percent the number of Maine school districts at that time, resulting in the regional districts with which most of us have been familiar for several decades. The Sinclair Act rewarded school units for consolidating, making construction and transportation funds available for communities electing to combine their small, local school districts into larger, regional districts. The success of the Sinclair Act is evidenced by the continued collaboration among the "School Administrative Districts" (or, S.A.D.'s) still in operation.

At the other end of the consolidation success spectrum is the school district reorganization law of 2007. This law sought to reduce the number of Maine school districts from 290 to 80. Rather than provide incentives for consolidating, as the Sinclair Act did, this law provided only penalties for those unwilling to join a larger district. In the end, the lowest number of school districts reached was 164 in 2011-12¹⁵, and that number remains in flux, as several consolidated districts have splintered in the past four years. The difficulties faced by many of the newer, consolidated districts are a result of community disputes over funding, policy, and local control.

It is important that community leaders understand what they will give up if they accept being forced into a consolidated district. Community members will see their influence in their school's policies, curriculum, and funding diminished; locally elected officials will be stripped of their input into the budget process as the regional district simply submits its annual invoice to each town; and towns will begin fighting with one another – and with the regional school committee – as battle lines are drawn around the school funding formula. Experience has shown that projected cost savings will not come to fruition as collective bargaining agreements will be adjusted to the higher standard, not the lower, from the previously separate districts, and each community will share in the responsibility for others' pre-existing or developing concerns around facilities, technology, and curriculum.

Should Maine wish to adopt Florida's mega-district approach to school organization, we should do so fully understanding what it will mean for our students and our communities. It will not take long before school districts will create hierarchical structures similar to those currently in place in Florida. Simply put, the work needs to be done. The work can be done by one superintendent with 14 deputy superintendents and dozens of other administrative support personnel in a given county, or it can be done by 14 superintendents in that county working independently with their local communities and school committees – but, in the end, the work of financial planning, personnel management, instructional oversight, curriculum development, public relations, and performance accountability must be done. In Maine, the data show that the relationships and programming that are developed and refined in locally-controlled districts lead to better-performing schools. A move away from that arrangement will have its consequences in greater administrative overhead and diminished community input.

Conclusion

When one reads about failing schools in the national press, it is important to remember that the schools being discussed are typically found in large, urban areas of the country, with challenges far different from the schools here in Maine. Considering Maine's academic and financial data, the negative attention on schools seems particularly misdirected, as our schools out-perform the national average on a consistent basis.

If we want to sell Maine to potential business owners who will consider developments that grow our economy, increase employment, and raise wages, we should tell them about our safe, quality, locally-controlled public schools. If we want to preserve the efficiency, performance, and relational value of our schools, we should continue to promote regional cooperation while respecting the limited, local leadership structure that has proven to be more efficient than that of mega-districts found elsewhere.

It is time to look at the data and recognize that Maine schools are among the best in the country, with higher achievement and lower per pupil costs than most other states. It is time to celebrate our successes and acknowledge our efficiencies. It is time to advocate for Maine's public schools.

Sources

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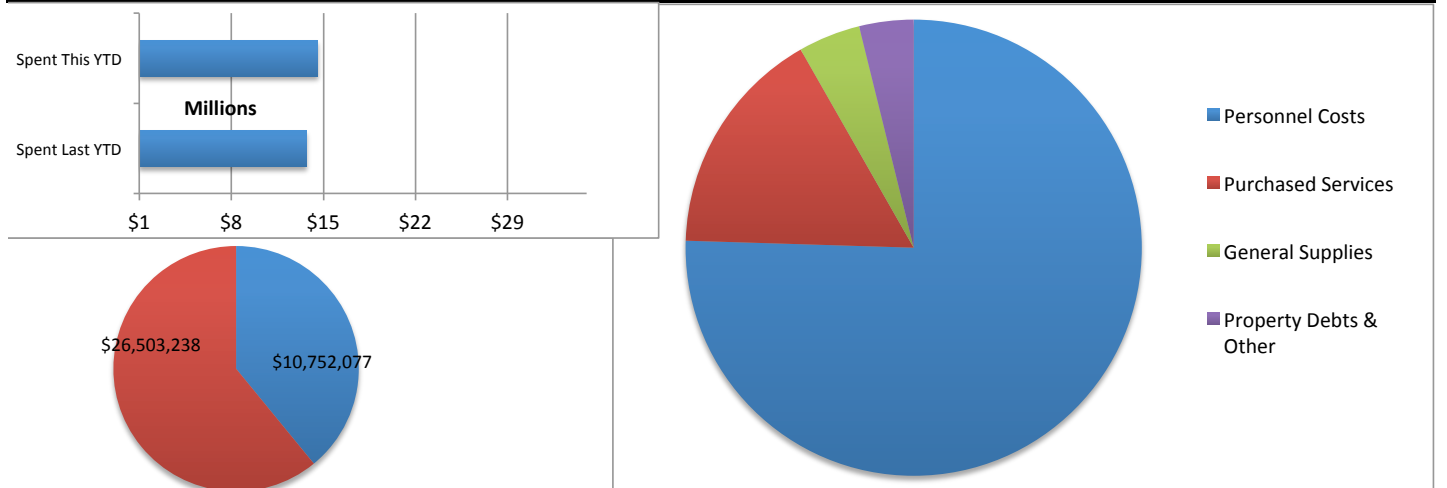
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SANFORD SCHOOL DEPARTMENT
 SUMMARY OF GENERAL FUND EXPENSES by FUNCTION and WARRANT ARTICLE
 For the Year-to-Date and Month Ending December 31, 2016

Account Group	Jul 15 - Dec 15 Actual	Jul 16 - Dec 16 Actual	2016/2017 Revised Budget	Amount Remaining Revised Budget - Actual
51000 Personal Services - Sal/Wages&Stip.	\$ 7,975,860	\$ 8,111,053 56%	\$ 21,681,098 58%	\$ 13,570,045 63%
52000 Personal Services - Payroll Tax&Bene.	\$ 2,298,391	\$ 2,877,589 20%	\$ 7,951,960 21%	\$ 5,074,371 64%
<i>Subtotal - Personal Services</i>	\$ 10,274,251	\$ 10,988,642 75%	\$ 29,633,058 80%	\$ 18,644,416 63%
53000 Purchased Prof. & Tech. Services	\$ 764,066	\$ 1,004,669 7%	\$ 2,171,910 6%	\$ 1,167,241 54%
54000 Purchased Property Services	\$ 447,116	\$ 343,628 2%	\$ 637,537 2%	\$ 293,909 46%
55000 Other Purchased Services	\$ 1,058,884	\$ 1,018,144 7%	\$ 2,529,078 7%	\$ 1,510,934 60%
56000 General Supplies	\$ 722,516	\$ 641,349 4%	\$ 1,501,086 4%	\$ 859,737 57%
57000 Property Maint & Repair	\$ 118,154	\$ 202,105 1%	\$ 338,166 1%	\$ 136,062 40%
58000 Debt, Dues/Fees & Miscellaneous	\$ 344,782	\$ 358,000 2%	\$ 444,480 1%	\$ 86,480 19%
59000 Other & Rounding	\$ -	\$ - 0%	\$ - 0%	\$ - 0%
Total	\$ 13,729,768	\$ 14,556,537 100%	\$ 37,255,316 100%	\$ 22,698,778 61%



Warrant Article Cost Center	Jul 15 - Dec 15 Actual	Jul 16 - Dec 16 Actual	2016/2017 Revised Budget	Amount Remaining
1. Regular Instruction	\$ 4,851,567	\$ 5,092,043 35%	\$ 15,120,228 41%	\$ 10,028,185 66%
2. Special Education	\$ 2,272,484	\$ 2,633,572 18%	\$ 7,259,105 19%	\$ 4,625,533 64%
3. Career / Technical Education	\$ 671,160	\$ 819,104 6%	\$ 1,954,275 5%	\$ 1,135,171 58%
4. Other Instruction	\$ 522,008	\$ 552,891 4%	\$ 960,267 3%	\$ 407,376 42%
5. Student & Staff Support	\$ 1,171,421	\$ 1,281,048 9%	\$ 3,244,009 9%	\$ 1,962,961 61%
6. System Administration	\$ 434,870	\$ 424,289 3%	\$ 807,325 2%	\$ 383,035 47%
7. School Administration	\$ 1,000,597	\$ 967,758 7%	\$ 2,040,274 5%	\$ 1,072,516 53%
8. Transportation & Buses	\$ 724,485	\$ 713,071 5%	\$ 1,695,061 5%	\$ 981,990 58%
9. Facilities Maintenance	\$ 2,079,974	\$ 2,070,434 14%	\$ 4,174,773 11%	\$ 2,104,339 50%
10. Debt Service	\$ -	\$ - 0%	\$ - 0%	\$ - 0%
11. All Other Expenditures & Rounding	\$ 1,204	\$ 2,328 0%	\$ - 0%	\$ (2,328) 0%
Subtotal	\$ 13,729,768	\$ 14,556,537 100%	\$ 37,255,316 100%	\$ 22,698,778 61%
Adult Education	\$ 428,063	\$ 356,235 41%	\$ 869,609	\$ 513,374 59%
Total	\$ 14,157,831	\$ 14,912,773 39%	\$ 38,124,925 100%	\$ 23,212,152 61%

RECONCILIATION OF ACCOUNTS

Attachment J.1.ii

BETWEEN SANFORD SCHOOL DEPARTMENT & THE CITY OF SANFORD

For the Year-to-Date and Month Ending December 31, 2016

Fund			Year to Date Revenues			Year to Date Expenses			Year to Date Net (Rev - Exp)		
City No.	School	Name	School	City	Variance	School	City	Variance	School	City	Variance
GENERAL FUND											
	1000 GF	1000-1200 Education	(11,259,488)	(11,259,488)	0	14,556,537	14,556,537	0	3,297,049	3,297,049	0
	1600 GF	1500 Adult Education	(241,219)	(241,219)	0	356,235	356,235	0	115,016	115,016	0
		Total	(11,500,707)	(11,500,707)	0	14,912,773	14,912,773	0	3,412,066	3,412,066	0
SPECIAL REVENUE FUNDS											
	2201 SR	2001 Wellness Team	-	-	0	60	60	0	60	60	0
	2202 SR	2002 Erate	(74,166)	(74,166)	0	81,016	81,016	0	6,850	6,850	0
	2203 SR	2003 Tech Tuition	(123,764)	(123,764)	0	14,206	14,206	0	(109,558)	(109,558)	0
	2206 SR	2006 EcoMaine	-	-	0	288	288	0	288	288	0
	2210 SR	2030 Kids Club	(16,010)	(16,010)	0	1,671	1,671	0	(14,339)	(14,339)	0
	2213 SR	2041 MCS Local	(700)	(700)	0	-	-	0	(700)	(700)	0
	2214 SR	2042 Hartley SRTC	(1,250)	(1,250)	0	62	62	0	(1,188)	(1,188)	0
	2217 SR	2051 ING Heros JH	(2,000)	(2,000)	0	330	330	0	(1,670)	(1,670)	0
	2218 SR	2052 Local JH	-	-	0	-	-	0	-	-	0
	2219 SR	2069 Genest/SRTC Bldg	(25,000)	(25,000)	0	12,755	12,755	0	(12,245)	(12,245)	0
	2220 SR	2080 CJL Local	(14,125)	(14,125)	0	14,125	14,125	0	-	-	0
	2228 SR	2240 Pal	(1,000)	(1,000)	0	500	500	0	(500)	(500)	0
	2238 SR	2215 College Transition	-	-	0	21,738	21,738	0	21,738	21,738	0
	2239 SR	2300 Title 1A	(320,635)	(320,635)	0	363,304	363,304	0	42,669	42,669	0
	2249 SR	2460 MaineCare	(52,055)	(52,055)	0	59,796	59,796	0	7,742	7,742	0
	2252 SR	2470 Idea Local Entitler	(213,945)	(213,945)	0	311,453	311,453	0	97,508	97,508	0
	2253 SR	2510 Early Child/PreSch	(9,229)	(9,229)	0	8,842	8,842	0	(386)	(386)	0
	2258 SR	2630 21st Century	(54,533)	(54,533)	0	79,591	79,591	0	25,058	25,058	0
	2262 SR	2700 Title 2A	(179,359)	(179,359)	0	199,747	199,747	0	20,389	20,389	0
	2266 SR	2070 Nellie Mae	-	-	0	(459)	(459)	0	(459)	(459)	0
	2268 SR	2860 Carl Perkins	(55,569)	(55,569)	0	74,673	74,673	0	19,104	19,104	0
	2269 SR	2950 Aefla/Abe	(13,363)	(13,363)	0	17,356	17,356	0	3,993	3,993	0
	2272 SR	2012 Corning	-	-	0	722	722	0	722	722	0
	2273 SR	2013 HS Student iPads	(20,178)	(20,178)	0	14,360	14,360	0	(5,818)	(5,818)	0
	2275 SR	2232 Transtn Profic. Dip	(36,342)	(36,342)	0	21,415	21,415	0	(14,927)	(14,927)	0
	2280 SR	2210 Faa Dept of Agricu	(1,253)	(1,253)	0	-	-	0	(1,253)	(1,253)	0
	2283 SR	2457 Pre-School Expans	(47,024)	(47,024)	0	(3)	(3)	0	(47,027)	(47,027)	0
	2285 SR	2007 John T. Gorman K	(1,694)	(1,694)	0	11,693	11,693	0	10,000	10,000	0
	2287 SR	2209 Natl Brd Certificat	-	-	0	1,900	1,900	0	1,900	1,900	0
		Total	(1,263,194)	(1,263,193)	0	1,311,144	1,311,144	0	47,950	47,950	0
CAPITAL IMPROVEMENT FUNDS											
	4047 CIP	3015 HS Const Project	(15,926,301)	(15,926,301)	0	16,553,696	16,553,696	0	627,396	627,396	0
	4054 CIP	3020 Elem Const Project	-	-	0	37,334	37,334	0	37,334	37,334	0
	4050 CIP	4020 Capital Improv. Bc	-	-	0	39,076	39,076	0	39,076	39,076	0
		Total	(15,926,301)	(15,926,301)	0	16,630,107	16,630,107	0	703,806	703,806	0
ENTERPRISE FUNDS											
	5000 EN	6000 School Café	(599,344)	(599,344)	0	786,815	786,815	0	187,471	187,471	0
		Total	(599,344)	(599,344)	0	786,815	786,815	0	187,471	187,471	0

Date: _____ For the School by: _____
 David Theoharides, Superintendent

_____ Gwen R. Bedell, Business Administrator

Date: _____ For the City by: _____
 Steven R. Buck, City Manager

_____ Ronni L. Champlin, Finance Director

FY 2017/2018 BUDGET CALENDAR SANFORD SCHOOL DEPARTMENT

Date & Time	Committee	Presentation
Monday, January 30, 2017 @ 5pm	School Committee Workshop Only	Workshop: Presentation of <u>Overall School Budget</u> by Function and Cost Center; <u>Articles 1-3</u> : Regular, Special & Voc. Education.
Monday, February 6, 2017 @ 5pm <i>Regular Meeting to follow at 7:30 pm if necessary</i>	School Committee Workshop & Meeting	Workshop: <u>Articles 4-7</u> : Extra and Co-Curriculars, Student & Staff Support Services, System & School Administration. Meeting: As Necessary
Monday, February 13, 2017 @ 5pm	School Committee Workshop Only	Workshop: <u>Articles 8-11</u> : Transportation, Maintenance including CIP, Debts and All Other; and <u>Adult Education</u> .
SCHOOL VACATION WEEK – NO MEETINGS PLANNED		
Monday, February 27, 2017 @ 5pm <i>Regular Meeting to follow at 7:30 pm</i>	School Committee Workshop & Meeting	Workshop: <u>Final Review of Overall School Budget</u> Meeting: School Committee Approval of Budget
Thursday, March 2, 2017 @ 6pm	Budget Committee	Presentation of the Overall City and School Budgets to the Budget Committee.
Thursday, March 9, 2017 @ 6pm	Budget Committee	Presentation of the Details of the City and School Budgets to the Budget Committee.
Thursday, March 16, 2017 @ 6pm	Budget Committee	Discussion of the Details of the City and School Budgets to the Budget Committee.
Thursday, March 23, 2017 @ 6pm	Budget Committee	Discussion of the Details of the City and School Budgets to the Budget Committee.
Thursday, March 30, 2017 @ 6pm	Budget Committee	Budget Committee Approval of the Overall City and School Budgets.
Tuesday, April 4, 2017 @ 6pm	Budget Committee to City Council	Budget Committee Presentation of Approved Overall City and School Budgets to City Council.
Tuesday, May 23, 2017 @ 6pm	City Council	Public Hearing on Budget Validation Referendum of City and School Budgets by Warrant Article.
Tuesday, June 13, 2017 - All Day	Budget Validation Referendum	School and City Budget Articles Presented to the Voters for Approval.