

BELLOWS FREE ACADEMY
UNION HIGH SCHOOL
DISTRICT #48
St. Albans, Vermont



2015
ANNUAL REPORT
(School Year Ending June 30, 2015)

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CORE BELIEFS

We believe that all individuals are unique and can learn and grow.

We believe that the education of our youth is the shared responsibility of the individual, family, school, and community.

We believe that the pursuit of truth and knowledge is essential to foster and sustain a democratic society.

MISSION STATEMENT

At Bellows Free Academy, all students learn respect, dependability, and productivity. With academic and social supports, students learn to be effective problem solvers, active community members, and lifelong learners.

Academics

Communication

Advocacy

Dependability

Empathy and

Motivation for

Youth Empowerment

BELLOWS FREE ACADEMY UNION HIGH SCHOOL DISTRICT #48

Board of Directors

Nilda Gonnella-French, Chair (City)	ngonnellafrench@fcsuvt.org	Term expires 2018
Al Corey, Vice Chair (City)	acorey@fcsuvt.org	Term expires 2017
Sally Lindberg, Clerk (Town)	slindberg@fcsuvt.org	Term expires 2018
Rich Bettinger (Town)	rbettinger@fcsuvt.org	Term expires 2016
Jeff Morrill (City)	jmorrill@fcsuvt.org	Term expires 2016

The Bellows Free Academy UHSD#48/Northwest
Technical Center Board of Directors meets regularly
on the first Tuesday of every month at 6:30 p.m. in
the BFA Library.

Building Contacts

BFA Principal Chris Mosca	527-6555
Northwestern Technical Center	527-6517
Collins Perley Sports Complex	527-122

WARNING
FOR THE BELLOWS FREE ACADEMY UNION HIGH SCHOOL DISTRICT #48
ANNUAL MEETING: March 1, 2016

The legal voters of the Bellows Free Academy Union High School District #48, consisting of the City of St. Albans and the Town of St. Albans, Vermont, are hereby notified and warned to meet in the respective polling places and times hereinafter named for each of the above referenced towns on **Tuesday, March 1, 2016**, to vote on the articles herein set forth. Articles I to VI to be voted by the Australian Ballot system. The polls open at seven o'clock in the morning (7:00 a.m.) and close at seven o'clock in the evening (7:00 p.m.).

ARTICLE I

To elect a clerk.

ARTICLE II

To elect a treasurer.

ARTICLE III

To elect from the legal voters of the City of St. Albans, one (1) School Board Director for a term of three (3) years.

ARTICLE IV

To elect from the legal voters of the Town of St. Albans, one (1) School Board Director for a term of three (3) years.

ARTICLE V

Shall the legal voters of the Bellows Free Academy Union High School District #48 authorize the School Board Directors to borrow money in anticipation of payment from the education fund, as necessary, for the next fiscal year pursuant to Title 16 § 562(9)?

ARTICLE VI

Shall the legal voters of the Bellows Free Academy Union High School District #48 consisting of the City of St. Albans and the Town of St. Albans, Vermont, approve the school board to expend \$21,144,321 which is the amount that the school board has determined to be necessary for the ensuing fiscal year beginning July 1, 2016? It is estimated that this proposed budget, if approved, will result in education spending of \$16,308.97 per equalized pupil. This projected spending per equalized pupil is 1.04% higher than spending for the current year.

Informational Hearing

The legal voters of the Bellows Free Academy Union High School District #48 consisting of the City of St. Albans and the Town of St. Albans, Vermont, are hereby notified and warned to meet in the Library at Bellows Free Academy, 71 South Main Street, St. Albans, Vermont, on **February 23, 2016, at 6:30 p.m.**, to conduct an informational meeting on the budget.

The budget will be voted on by Australian Ballot on **Tuesday, March 1, 2016.**

Polling Places and Times

St. Albans City Residents - St. Albans City Hall, 100 North Main Street; polls open at 7:00 a.m. and close at 7:00 p.m.

St. Albans Town Residents – Collins Perley Sports Complex, 890 Fairfax Road; polls open at 7:00 a.m. and close at 7:00 p.m.

Dated at St. Albans, Vermont, this 20th day of January, 2016.

BELLOWS FREE ACADEMY UNION HIGH SCHOOL DISTRICT #48 SCHOOL BOARD

/s/ Nilda Gonnella-French, Chairperson

/s/ Jeff Morrill

/s/ Sally Lindberg

/s/ Richard Bettinger

/s/ Albert Corey

Received for record and recorded prior to the posting this 21st day of January, 2016.

/s/ Marilyn Grunewald, Clerk

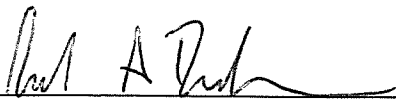
BFA UNION HIGH SCHOOL DISTRICT #48

We certify that on March 3, 2015, the legal voters of BFA Union High School District #48 did vote at properly warned meetings in the members' respective towns and the results were:

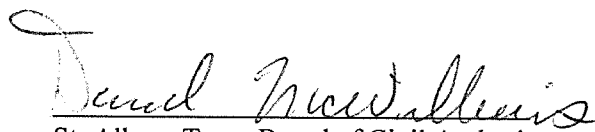
- Article 1: Marilyn Grunewald was elected Union District Clerk.
- Article 2: Jimmy Matas was elected to fill the Treasurer's position.
- Article 3: Nilda Gonnella-French was elected Union District School Director for St. Albans City.
- Article 4: Sally Lindberg was elected Union District School Director for St. Albans Town.
- Article 5: To allow Directors to borrow money in anticipation of payment from the education fund, as necessary, for next fiscal year. Article passed.
- Article 5: Budget of \$20,955,427 was passed.



Certified by Marilyn Grunewald, Clerk



St. Albans City Board of Civil Authority



St. Albans Town Board of Civil Authority

Dear Franklin Central Supervisory Union (FCSU) Community:

On behalf of our Supervisory Union (SU), I would like to thank you for your continued support throughout the past school year. It is such a great pleasure for us to be able to reciprocate that support by providing you a supervisory union that does everything possible to benefit the overall school community – community members, parents, and of course, our students.

I am pleased to have the opportunity to prepare this report for you. I believe it will clearly depict an SU that continues to be on the way up; one that is the center of the community and focuses on meeting the individual needs of our students, while being very conscientious of accountability, maintaining high standards, and providing an excellent education.

Now in my second year as your superintendent, I have had the opportunity to become involved in the life of our communities and in every aspect of our schools. From this perspective, I continue to see a union of school districts that has much to offer our students and our community. We offer much in terms of quality of education, variety of co-curricular programs, and wonderful people (students and teachers).

As many of you know, we have an opportunity to expand upon these positive qualities with the recently passed bill, Act 46. At a time where our state is facing lower student enrollment and higher school costs, this law was created to minimize these issues. When fully implemented, it will reduce bureaucracy and increase efficiencies, while cutting costs and giving much needed tax breaks to our community. It will result in better outcomes and opportunities for students at a cost that our three communities can afford today and into the future.

An FCSU study committee was created during the summer of 2015 to research this complex law and discuss the implications of its implementation. While Act 46 affords very attractive financial incentives, the Committee conducted the study with the understanding that a decision to unify school districts must be based on whether or not it is the right long-term move for students and taxpayers, regardless of the incentives. Through much discussion and debate, they eventually voted to send the report and Articles of Agreement to the State Board of Education in hopes to move forward with this project. On January 19, the State Board unanimously and enthusiastically voted to approve our report and send it to the voters on Town Meeting Day, 2016. The full report and Articles are included in your Annual Report and can also be found on our Act 46 link at fcsuvt.org

I believe everyone involved in this undertaking was guided by the commitment to enhance learning opportunities and equity for all students and to find efficiencies within our educational system that respect the financial investments of our communities and taxpayers. Our current governance structure was put into place at the turn of the century – no, not moving into the 21st century but from the 19th to the 20th century. It has been labeled archaic by many. At best, this structure is complicated and time consuming. At worse, it prevents us from meeting our obligations to students and taxpayers.

Students in our three communities can be better served by having a common and aligned curriculum from PreK through 12th grade. Our research has shown that there will be long term savings through efficiencies and streamlined operations. A single school board can more effectively direct our resources to support learning for our students if we reduce redundancy. We can share our collective wisdom through expanded and more diverse professional development for our leadership teams, our teachers, and our support staff, resulting in continuous improvement in instruction for our students. We can deploy our resources to better support our students when we are one school district. In addition, these resources can be strategically aligned with a common mission and vision to prepare our students for the next stage of their lives in a rapidly changing world. A single board will be charged with holding the administration accountable to those outcomes for all of our students, regardless of the school in which they are enrolled.

While tax savings are not the primary incentive in making this change, they cannot be ignored. Within the next 5 years, there is a potential of 4.6 million dollars in tax savings for our three communities. It is also important to note that, because we have a statewide property tax system, those districts who delay moving forward will pay the costs for all of the districts who do not delay. Finally, while the law has several carrots to motivate districts to move in this direction, it also has sticks. Those supervisory unions who have not merged by 2017 will be forced to unify by the State Board of Education and will not have a say on how or with whom they will be merged.

The chief objection that has been voiced to unifying our governance structure is the fear of loss of local control. While I cannot speak for other SU's, this should not be an issue with Franklin Central. In many ways, we have already united as a supervisory union. We know each other. We are colleagues and neighbors. Would we rather vote separately for our school budgets and board members despite the cost in money and inefficiencies, or would we rather fully commit to the community we have already forged?

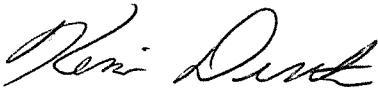
Our communities share strong educational values, and we are very proud of the high quality education that our students receive. Bringing Fairfield, St. Albans City and St. Albans Town together around these shared values will expand upon this tradition of quality while also reducing costs through efficiencies of a shared system. We can optimize opportunities for our students and better serve our taxpayers. While our administrators have always collaborated across districts, there are limitations to what can be done while we are separate entities. Unification will allow our educational governance structure to reflect our shared values and direct our collective efforts to what matters – our students.

Personally, as your superintendent and a taxpayer within our SU, I believe it all boils down to trust. We must get past the past. This gives us the opportunity to promote the notion that St. Albans Town and City can work together. It will send a clear message that our neighbor seven miles up the hill has much in common with St. Albans (and vice versa). It is time to get past our history and look to the future, for the sake of our children and taxpayers.

In closing, I would like to thank the members of all of our school boards for their incredible interest and investment in our schools. It is a great pleasure to work with these thoughtful and caring community members in this elected responsibility. Thank you for your support, time, and belief in our schools.

Most importantly, I would like to thank my highly committed and dedicated staff. Our caring individuals put our students first every single day. We have a professional team of individuals who truly go above and beyond, meeting the needs of our students and their families.

Warmest personal regards,



Kevin Dirth
Superintendent

BELLOWS FREE ACADEMY UHSD#48 BOARD REPORT

Bellows Free Academy Union High School District #48 Board is happy to share its commentary with the St. Albans community through its annual report. The Board of Directors, the tremendous faculty and staff, and the administration of the school take our role of providing all students the opportunity to learn respect, dependability, and productivity very seriously. As our mission states, we provide the academic and social support for students to be effective problem solvers, active community members and lifelong learners.

The mission of the Northwest Technical Center is to educate today's learners using comprehensive career and technical education programs that enhance career awareness; promote lifelong learning; and develop the skills to be responsible, productive citizens for today and tomorrow.

The Board believes it is our task to present the community of St. Albans and other sending schools with a responsible budget that supports a quality educational program for your children while taking into consideration the needs and the means of the community. The Board has a fiduciary responsibility to the community, and it does indeed takes this responsibility seriously. We are aware of declining enrollments and to the fact that parents and students in the surrounding sending communities have a choice of a number of high schools to meet the diverse needs of their populations. BFA/NWTC constructs its budget using intensive interaction with staff, department heads, administrators, and the Board to examine all proposed expenditures and revenues.

The numbers of the student population is dropping in both St. Albans City and Town students and with students from sending communities. The fiscal year 2017 (FY17) budget to be presented to the voters is for the amount of \$21,144,321 – this figure was directly affected by a reduction in the number of students (approximately 50 students) entering the Academy for the budget period and the desire to remain with the cost containment level set by the legislature. This figure represents a corresponding reduction in staff equivalent to about 8.4 FTE. The Board believes we have balanced expenses and ensured that educational content aligns with state and federal requirements. The increase in the proposed budget for FY17 has been kept to only 0.9%. We have been able to set the BFA tuition rate at \$16,400 per student and the NWTC tuition rate at \$13,140. The Board firmly believes that this proposed budget will continue to strengthen educational excellence and meet the supportive resources of our community.

The Tech Center provides a course of study that can prepare many students for direct employment opportunities or serves as a solid preparation for a technical college upon graduation. Consequently, the NWTC staff is able to provide all of this, along with being fully integrated with the Academy, thus ensuring seamless delivery of instruction for our students. Finally, the Technical Center is the hub for Adult Learning for our community. We provide a number of classes and space for our adult learners. These factors along with those noted earlier highlight BFA as a tremendous community resource.

Vermont legislature approved Act 46 in 2015 which creates a multi-year process that provides phases of incentives for communities to voluntarily merge into the most common governance model. Act 46 calls for a unification of all the school districts in the supervisory union into a single supervisory district with the most significant difference that governance would be by a single board of directors, replacing the current five boards. Additionally, there would be a single budget that includes all the expenditures and revenues and results in the same school tax rate for each member towns.

BFA Board members have participated in the Franklin Central Supervisory Union (FCSU) Act 46 study committee and this committee voted to send the Articles of Agreement and Report for accelerated merger to the State Board of Education for approval. We received notification on January 20, 2016 that the Board of Education approved the report and Articles. The voters of St. Albans City, Town and Fairfield will have the opportunity to vote on whether they want to see a merger of their schools into one district. Unification may present numerous opportunities to streamline processes, and realize operational and fiscal efficiencies.

On behalf of the BFA Board of School Directors, I want to thank the community, the faculty, and the staff for supporting our students through supporting our school. I especially want to thank our students for continuing to choose BFA and NWTC. You continue to make us proud!!

The Board looks forward to continuing to serve the school community during the 2016-2017 school years. Please attend the Bellows Free Academy Union High School District #48 Budget Informational Meeting to be held in the BFA Library (located in BFA North building) at Bellows Free Academy, 71 South Main Street, Saint Albans, Vermont, on Tuesday, February 23, 2016, at 6:30 p.m.

I also wish to encourage and remind the community to please vote on Tuesday, March 1, 2016 from 7:00 a.m. to 7:00 p.m. at your local polling places. Your vote counts.

Sincerely,

Nilda Gonnella-French, Chair
BFA Board of School Directors

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Union High School District #48
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Bellows Free Academy UHSD #48
Principal's Annual Report
January 2016

I am pleased to present the 2016 Annual Report from Bellows Free Academy. Our focus remains on ensuring the best environment for teaching and learning and creating a school culture where all students thrive academically and socially. We believe that the relationships and connections students forge with their teachers and advisors will enable them to be successful regardless of their chosen path after high school. The strength of our school is the many programs and opportunities we provide so that all students can find a place to learn and grow. Your continued support for our school is essential in the development of our students and community.

There are many highlights to report in our professional development efforts. Our Continuous Improvement Team completed a thoughtful and comprehensive plan in accordance with the Agency of Education Standards and Expectations. This work will guide our path forward so that all students will benefit from a more clearly articulated curriculum, high quality assessments and current instructional practice.

Our staff worked on generating student achievement data based on departmental goals, teacher designed assessments and well formatted curriculum maps. To support these efforts, faculty members attended a variety of professional development learning opportunities including one in July featuring national researcher Rick Wormeli. We are using Wormeli's work on grading and assessment in addition to Thomas Guskey's book, On Your Mark, to support our transition to a more standards based grading system. Additionally, we have completed a curriculum audit through our partnership with the Vermont Adolescent Literacy and Learning Initiative and Vermont Reads Institute. This work supports classroom instruction that will promote teaching strategies to improve each student's literacy skills.

In conjunction with our literacy initiative, our Five-Year New England Association of Secondary Schools and Colleges (NEASC) Progress Report was submitted in October, 2015. This document reflects our efforts to meet all NEASC recommendations from the school's site visit in October, 2010. It also outlines our next steps to address accreditation standards for the next five years which include Core Values and Beliefs, Curriculum, Instruction, Assessment, Leadership and Organization, School Resources and Community Resources.

In March, 2015 our students participated in the first year of the statewide SBAC exams. I am glad to report that we had a 97% participation rate. BFA maintains the same Adequate Yearly Progress status we held during the 2014-15 school year. We are working to use our SBAC data to inform our school improvement goals and support instructional practice. Additionally, a team of BFA teachers has designed a process to implement Personalized Learning Plans (PLP) for all students beginning with the graduating class of 2020. The PLP's will focus on students achieving success in content area standards as well as the AOE Transferrable Skills, which we have adopted as our school-wide academic expectations for accreditation. Specifically, they are as follows: Clear and Effective Communication, Self-direction, Creative and Practical Problem Solving, Responsible and Involved Citizenship, and Informed and Integrative Thinking.

Superintendent's Office
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Principal's Office
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Main Office
Fax #527-6453

Guidance Office
Fax #527-6467

BFA's results in the Advanced Placement Program are a strong reflection of student academic development. One hundred and fifty-seven students enrolled in AP courses. One hundred and thirty-eight students took a total of 277 exams with a 53.7% pass rate by earning a score of 3 or better. Eighty-four of our AP students achieved a passing score and therefore potential college credit through the AP program. We are continuously working to increase student participation in AP classes.

We have expanded student use of and access to technology. A Project Space, including green screens and contemporary video equipment is now accessible for all classes. A math lab with a variety of technological supports is integrated into instructional practices in order to better facilitate creative and practical problem solving. We have also installed an Internet Café for student use in the lunch room.

I would like to report our internally calculated dropout rate decreased from 4.8% in 2013-14 to 2.4% in 2014-15. This is a 2.8% reduction from the 5.2% internal dropout rate recorded in 2012-2013. Factors that may have contributed to this decrease include the addition of a full-time Home School Coordinator, increased family contact, collaboration between guidance and administration and a consistent focus on enhancing school climate and culture. Our ongoing work in implementing the Student Success Model to create an environment where all students develop positive relationships with adults and peers has been strengthened by the integration of a Dean of Students and an In-School Support Planning Room. Through a reallocation of resources, converting to this new structure resulted in a cost savings to the school district.

We are excited to announce that BFA is now a Silver Medal School as awarded by U.S. News and World Report. We are ranked in the top 10% of all high schools in the nation based on student achievement on standardized tests and our challenging curriculum. We were also recognized by the University of Vermont for the aforementioned AP program. In 2015, fifteen BFA students submitted twenty-five AP exam scores to UVM which led to a commendation from both the University and the New England Office of the College Board. Other achievements included special acknowledgement and a television appearance on Regional Station Channel 22 for being a "Cool School" and all school participation for the second consecutive year in the local Veteran's Day Parade.

BFA continues to offer vibrant, co-curricular and athletic opportunities. Our boys and girls snowboarding teams have won state titles in the last two years and our Homecoming activities and pep rallies continue to involve all students. The PowderPuff football game, which is now an annual event at Homecoming generated over \$26,000 in contributions to support individuals and families experiencing catastrophic illnesses. We also hosted the annual statewide Unified Sports and Special Olympics competitions at our expansive Collins Perley Sports Complex. Our completely renovated gymnasium, where we held our opening day school assembly is a state of the art facility that reflects the support of our community. We've hosted a variety of engaging and enjoyable student events on our new floor. Needless to say, school spirit is alive and well at BFA.

Finally, it is important to note that what makes BFA such a great high school is the strength of our staff and achievement of our students. This year, music instructor Eric Bushey was named the Vermont Educator's Association Outstanding Music Educator of the Year and Kasia Bilodeau was honored as the Coach of the Year at the Vermont Special Olympics Annual Conference in Stowe. Senior Cordelia Bell and sophomore Kamryn Montague were elected as student representatives to the school board. Senior Olivia Domingue was recognized as a National Merit Scholar semi-finalist and Vincent Pigeon was named Athlete of the Year at the Special Olympics Annual Conference. These are just a few of the many people that make The Academy such a lively place for students to learn and develop academically and socially. We deeply appreciate your continued support and look forward to a bright future for all our young people.

Respectfully Submitted,



Chris Mosca
Principal

NORTHWEST TECHNICAL CENTER

71 South Main St., St. Albans, VT ~ (802) 527-0614

nwtc.fcsuvt.org

The Northwest Technical Center (NWTC) provides quality career and technical education to area high school students and adults. At the NWTC, students from Bellows Free Academy and Missisquoi Valley Union High School have the opportunity to choose from ten different career and technical programs and twelve specialty modules. Many of our programs allow students to take advantage of dual enrollment opportunities to earn college credit while in their program. In addition, all programs offer the opportunity to earn industry recognized certification which prepares them for college and careers.

The NWTC has been offering career and technical education since 1977. Many things have changed in technical education in the past decade. We strive to offer 21st century programs that are current with the trends in the industry. NWTC works closely with the Franklin County Industrial Development Corporation and Franklin Grand Isle Workforce Investment Board by listening to the needs of the local employers. Students come from a wide variety of backgrounds with personal goals ranging from college to immediate employment or apprenticeship. In addition, our vibrant Career Development Center offers continuing education courses to serve the employment and training needs of our community and surrounding counties.

Highlights of our year include:

New England Association of Schools and Colleges (NEASC)

The five year visiting committee voted to continue our accreditation as a result of their visit in April 2015. We are accredited through April 2020 when we will welcome our decennial visit. Commendations from the visit were an increase in programming for our math interventionist, increasing our Digital Video Production program from part time to full time, and our math Accuplacer results increase from 30% to 90%.

Career Development Office

NWTC's Career Development Office is proud to deliver the largest selection of continuing education courses offered by a Vermont regional technical center. High school students and adults have access to 50 courses taught locally, along with access to hundreds of online courses. As part of the student's personalized learning plans, the Career Development Office at NWTC is a strong option for many of our students (and their families).

The Career Development Office at the NWTC continues to operate the largest Licensed Nurse Assistant certification program in the state. Certifications can be earned in Medical Coding, Medical Assisting, and Phlebotomy. In the technology area, besides basic computer courses, residents can earn certifications to be technicians for computer hardware, networking, servers and security systems. New courses for 2016 include Professional Development for Educators, Pharmacy Technician Certification, and online courses.

Expanded Opportunity

We have made substantial improvements including a new Automotive Technology lab, a new Culinary Arts restaurant, increased community involvement, and accessibility of enrichment opportunities through our Career Development Office.

We have specialized attention for our feeder schools including a growing middle school Career Exploration Day program for students to experience career and technical education earlier. In an attempt to expand our presence in local middle schools as well as expose younger students to different career options, the NWTC has partnered with St. Albans City School, St. Albans Town Educational Center, Sheldon Elementary, Georgia Elementary and Missisquoi Valley Middle School to provide a Career Day Experience at NWTC. Students are asked to reflect on their career options and desires, and will be given an opportunity to have a hands-on learning experience at our center, in the career field of their choice.

Cooperative Education

Cooperative Education, or Co-op, is a unique plan of education which integrates classroom study with planned and supervised work experience. This educational pattern allows students to acquire practical skills as well as to be exposed to the reality of the world of work beyond the school campus. These experiences enhance the self-awareness and potential direction of the students involved. One of the great strengths of Cooperative Education is its flexibility. The basic concept of integrating work experience in an educational curriculum can be applied in many different ways. The NWTC's Cooperative Education Program has three main components:

Job Shadows	Usually a onetime observation of various occupations
Career Work Experience (CWE)	Program specific work experiences, usually during NWTC class time
Cooperative Technical Education (CTE)	Paid, supervised work, with training plan in program specific employment, available to students who have already completed program curriculum

Cooperative Education blends the philosophy of the hiring institution with the needs of the students. It is dependent upon the cooperation between educational institutions and employers to form a total educational program. The interrelated experience and study components are carefully planned and supervised to produce optimum educational results. Through a balanced educational method which combines classroom theory with career-related work experience, Cooperative Education offers numerous advantages to the student and to employers.

It is the goal of Cooperative Education to prepare every student for entry level employment and/or post-secondary training or education.

Academic Skill Development

We continue to administer the Accuplacer, a college entry level skills assessment to all students enrolled in NWTC programs. If needed, individualized support is given to students to help them become proficient. The Accuplacer is the assessment tool used by many area colleges to assess a student's basic skills as they apply for admission. It is the intent of the NWTC that all program completers and/or graduating students pass the Accuplacer before they head off to their respective college, technical school, or work endeavors.

English Integration

NWTC students may earn their required high school English credit during their program meeting time. The programs that integrate English for credit include Human Services, Public Safety & Fire Services, Medical Professions, Digital Arts, and Engineering Technologies. Instructors work together to find the inherent English component in the programs and align the curriculum to identify where English standards fit to make it rigorous and relevant. Our teachers familiarize themselves with the BFA Power Standards, select materials to be used in their programs, and discuss units to be presented.

Dual Enrollment

We continue to offer FREE college credit in many of our programs through dual enrollment. With successful completion of the course work, students will earn transcribed-college credit that can transfer to any college. The programs that currently offer college credit are: Medical Professions, Engineering Technologies, Marketing, Automotive Technology, Digital Arts, Public Safety and Fire Services and Digital Video Production.

I would like to thank the parents and community members who provide ongoing support to the Northwest Technical Center. These community partners include program advisory committees, co-op and program placement sites, industry partners, and youth leadership organizations. With this tremendous support, we will continue to provide quality career and technical education programs that enable our students to be successful in their post-secondary future. I encourage you to visit our center any time to see the great learning that is happening here.

Respectfully submitted,

Leeann Wright, Director
Northwest Technical Center



Collins Perley Sports & Fitness Center

ANNUAL REPORT COLLINS PERLEY SPORTS & FITNESS CENTER

FY 2016

The Collins Perley Sports & Fitness Center has had an outstanding year. We have seen a significant increase in use by both the community and the school. We feel this is as a result of increased emphasis on wellness and facility improvements.

Collins Perley is owned by BFA. It is BFA's primary facility for physical education and athletics. It hosts other, non-athletic BFA activity. The goal of its independent Board of Directors is to meet the needs of BFA while also serving as a community center for the greater St. Albans region. Toward that end, we offer our facilities for Fitness, Athletics, Expositions, Shows, Fairs, Conventions, Concerts, Business Meetings, Parties, Health Clinics, Voting, and more.

This combination of school ownership along with community use and commitment result in excellent facilities at a low cost. The Collins and Perley Trusts paid the debt for the original construction of the facility. They continue to pay part of the operating costs of the facility. Collins Perley operates as a non profit entity (501 c 3) and sets fees sufficient to cover costs of operation. Operating costs are kept at essential levels without frills.

Because our public Mission is *to provide maximum wellness opportunity for the largest number of people...* we strive to offer as many wellness options as possible at the lowest possible price. During the past year we have truly concentrated on reaching out to the community to determine how we can more fully fulfill our mission. We have partnered with a number of talented local fitness instructors to increase our number and variety of class offerings. .

We know variety is important to most people in order to continue on a path to better health. We expect to continue to look at options for providing healthy choices to our community. Our Wellness Challenge participation has tripled in numbers. We expect this group to continue to grow with more time and effort being given to it. We offer over 100 different wellness classes every month.

Outside, we began what we hope will be a five year process to renovate most of our sports fields. Natural turf sports fields should be renovated every 15 years. Some of ours have never been renovated. Some were not built with the expectation of the type of use they are now getting. This year, our attention has been on the softball field. We excavated the infield, upgraded drainage, installed a new playing surface and are replacing the backstop and adjacent fencing. Through the process, we also expect to make spectator areas more handicap accessible.

We were pleased to continue our work with the Town of St. Albans on a project that might bring a walking/biking path from south Main Street to Collins Perley. Evidence shows this path would be heavily used. It would be an excellent way to increase access to the very popular Rotary Health Path that surrounds our Campus.

We are also working with the Town to install a cross walk that would improve pedestrian safety between our facility and the other side of Fairfax Road. This project would include a lowering of the speed limit and the installation of sidewalks on the east side of Fairfax Road.

Fitness is critically important to people of all ages. While we are proud of our world champion weight lifters, we are just as proud of those who take a regular walk around the Rotary Fitness Path that surrounds the 52 acre site or those who walk inside during inclement weather. We encourage all of our neighbors to do some kind of aerobic exercise for at least one hour three times per week. In addition to walking, jogging and running on our outdoor path and track we offer tennis, racquetball, wallyball, skating, aerobics, martial arts and a complete fitness gym with highly skilled trainers. We offer 100 exercise classes every month. Exercise programs include Tai Chi, Yoga, Zumba, Aerobics, Belly Dancing, Boot Camp , Spinning ®, and more.

Athletics is for more than the athletes. We encourage everyone to either participate in or watch any number of sports events. We host a wide number of athletic camps in the summer. Fall, winter, and spring bring both youth and adult teams to the ice or to the tennis courts/field house where they can participate in youth or adult tennis, soccer or lacrosse. Newcomers to every sport are welcome.

As a Community Center, Collins Perley is flexible and active. Our location and our facility work well for business meetings, expositions, and conventions.

We invite you to check our web site for more information: www.collinsperley.com

On behalf of the staff and the Board of Directors of Collins Perley, it is our pleasure to invite everyone to stop in to see what we have to offer. Please let us know how we can serve you better.

Sincerely,

Harold "Butch" Hebert, President
Collins Perley Sports Center, Inc.

David Kimel, Manager

BFA Union High School District #48
Summary of Expenditures

Department	FY 2015 Actual	FY 2016 Budget	FY 2017 Proposed
Regular Instruction Program	\$7,882,546	\$7,981,068	\$7,779,755
ISS & SSS	\$285,500	\$300,956	\$315,777
Co-Curricular Program	\$102,269	\$100,091	\$88,937
Athletics Program	\$600,773	\$628,052	\$630,524
Adult Education Program	\$374,359	\$139,076	\$148,300
Attendance Services	\$82,349	\$162,198	\$38,574
Guidance Services (includes Career Coach & HSC)	\$558,836	\$609,945	\$658,578
Health Services	\$85,281	\$108,084	\$108,367
Library Services	\$148,468	\$157,657	\$161,958
Information Technology	\$537,216	\$574,878	\$634,138
School Board of Directors	\$94,975	\$153,473	\$137,251
Supervisory Union Services (Transportation & ELL)	\$449,577	\$437,297	\$650,564
Principals Office	\$535,903	\$557,349	\$490,989
Assistant Principal's Office	\$367,143	\$375,251	\$458,410
Plant Operation (Main & North Plant)	\$1,440,858	\$1,351,012	\$1,330,655
Plant Operation (CPSC)	\$387,754	\$441,507	\$446,288
School Resource Officer	\$69,959	\$72,757	\$74,560
Transportation (Co-Curr & Athletics only)	\$166,495	\$220,422	\$160,405
Cafeteria	\$17,930	\$12,119	\$16,485
Debt Service (Short Term)	\$34,011	\$34,206	\$30,100
Debt Service (LongTerm)	\$588,868	\$583,711	\$568,923
Sub Total General Operating Expenses	\$14,811,070	\$15,001,109	\$14,929,538
Learning Center	\$1,442,032	\$0	\$0
Community Intergration Program	\$1,102,453	\$0	\$0
NOVUS Program	\$274,840	\$0	\$0
Outside Placements	\$185,213	\$0	\$0
Support Services/Administration	\$173,978	\$981,368	\$951,916
Sp Ed Services provided by SU	\$0	\$2,372,649	\$2,593,888
Sub Total Special Education Expenses	\$3,178,516	\$3,354,017	\$3,545,804
Northwest Technical Center			
Instructional Program	\$1,761,179	\$1,718,071	\$1,748,536
NWTC Administration	\$246,015	\$281,212	\$295,065
NWTC Guidance	\$101,459	\$107,678	\$113,214
Indirect Expenses	\$443,348	\$440,280	\$472,769
Transportation	\$42,954	\$53,060	\$39,395
Sub Total Technical Center Expenses	\$2,594,955	\$2,600,301	\$2,668,979
Total Expenses to be Voted	\$20,584,541	\$20,955,427	\$21,144,321

0.90%

BFA Union High School District #48

Summary of Revenues

Estimates

Revenue Category	FY 2015 Actual	FY 2016 Adopted	FY 2017 Proposed
Collins Perley Trust Fund Income	\$95,000	\$75,000	\$100,000
Investment Income	\$42,403	\$50,000	\$50,000
St of VT High School Completion Program	\$278,336	\$0	\$0
Driver Education Reimbursement	\$13,681	\$15,000	\$15,000
Adult Ed Income	\$355,056	\$99,500	\$99,500
Tuition Income	\$3,871,807	\$3,476,273	\$3,409,631
Education Spending/on Behalf of State Tech	\$11,723,492	\$12,515,350	\$12,451,683
State Transportation Aid	\$0	\$15,300	\$15,200
Misc./Grant Income	\$49,911	\$67,224	\$47,650
Sub Total General Operating Income	\$16,429,686	\$16,313,647	\$16,188,664
Excess Cost Income	\$594,078	\$402,361	\$588,113
Mainstream Block Grant	\$251,286	\$256,729	\$250,360
Extraordinary Reimbursement	\$111,418	\$86,837	\$67,680
Expenditure Reimbursement	\$1,162,203	\$1,295,552	\$1,380,526
IDEAB Grant	\$21,845	\$0	\$0
Sub Total Special Education	\$2,140,830	\$2,041,479	\$2,286,679
Northwest Technical Center			
State Basic Education Grant	\$1,159,355	\$1,175,889	\$1,210,899
State Tuition Assistance Grant	\$466,440	\$473,059	\$487,143
Tuition Income	\$624,169	\$701,353	\$719,936
Program Income	\$87,216	\$29,000	\$25,000
Other Grants	\$277,755	\$221,000	\$226,000
Sub Total Technical Center	\$2,614,935	\$2,600,301	\$2,668,979
Total Revenues	\$21,185,451	\$20,955,427	\$21,144,321

FY16 Education Spending per Equalized Pupil (for comparison)

\$16,442.41

FY17 BFA Educational Spending

\$12,451,683

Frozen Equalized Pupil Count to be used for FY17 Budget

750.17

Proposed Education Spending per Equalized Pupil

\$16,598.48

0.95%

Cost Containment threshold for BFA UHS #48

1.94%

\$16,761.39

**Comparative Data for Cost-Effectiveness, FY2017 Report
16 V.S.A. § 165(a)(2)(K)**

School: Bellows Free Academy UHS
S.U.: Franklin Central S.U.

A list of schools and school districts in each cohort may be found on the DOE website under "School Data and Reports":
<http://www.state.vt.us/educ/>

FY2015 School Level Data

Cohort Description: Senior high school
(27 schools in cohort)

Cohort Rank by Enrollment (1 is largest)
4 out of 27

School level data		Grades Offered	Enrollment	Total Teachers	Total Administrators	Stu / Tchr Ratio	Stu / Admin Ratio	Tchr / Admin Ratio
Smaller ->	Rutland High School	9 - 12	848	69.26	4.00	12.24	212.00	17.32
	So Burlington High School	9 - 12	901	71.44	3.00	12.61	300.33	23.81
	Mt Anthony Sr UHS #14	9 - 12	950	67.33	2.60	14.11	365.38	25.90
	Bellows Free Academy UHS	9 - 12	987	96.14	4.00	10.27	246.75	24.04
<- Larger	Burlington Senior High School	9 - 12	1,045	90.32	4.50	11.57	232.22	20.07
	Essex High School	9 - 12	1,243	108.40	5.00	11.47	248.60	21.68
	Champlain Valley UHS #15	9 - 12	1,281	91.00	5.00	14.08	256.20	18.20
Averaged SCHOOL cohort data			628.15	53.36	2.83	11.77	222.08	18.87

School District: Bellows Free Academy UHSD #4
LEA ID: U048

Special education expenditures vary substantially from district to district and year to year. Therefore, they have been excluded from these figures.

The portion of current expenditures made by supervisory unions on behalf of districts varies greatly. These data include district assessments to SUs. Including assessments to SUs makes districts more comparable to each other.

FY2014 School District Data

Cohort Description: Senior high school district
(25 school districts in cohort)

Grades offered in School District Student FTE enrolled in school district Current expenditures per student FTE **EXCLUDING** special education costs

Cohort Rank by FTE
(1 is largest)
4 out of 25

School district data (local, union, or joint district)

Smaller ->	U-32 High School (UHSD #32)	7-12	751.50	\$15,033
	Missisquoi Valley UHSD #7	7-12	812.16	\$13,117
	Middlebury UHSD #3	7-12	813.50	\$16,741
	Bellows Free Academy UHSD #48	9-12	906.65	\$14,167
<- Larger	Brattleboro UHSD #6	7-12	949.72	\$15,952
	Essex Comm. Ed. Ctr. UHSD #46	9-12	1,179.38	\$15,022
	Champlain Valley UHSD #15	9-12	1,202.90	\$13,262
Averaged SCHOOL DISTRICT cohort data			595.45	\$15,080

Current expenditures are an effort to calculate an amount per FTE spent by a district on students enrolled in that district. This figure excludes tuitions and assessments paid to other providers, construction and equipment costs, debt service, adult education, and community service.

FY2016 School District Data

LEA ID	School District	Grades offered in School District	School district tax rate			Total municipal tax rate, K-12, consisting of prorated member district rates		
			SchIDist	SchIDist	SchIDist	MUN	MUN	MUN
			Equalized Pupils	Education Spending per Equalized Pupil	Equalized Homestead Ed tax rate	Equalized Homestead Ed tax rate	Common Level of Appraisal	Actual Homestead Ed tax rate
Smaller ->	U008 Otter Valley UHSD #8	7-12	597.86	15,162.72	1.5870	-	-	-
	U019 Harwood UHSD #19	7-12	706.61	16,721.24	1.7501	-	-	-
	U032 U-32 High School (UHSD #32)	7-12	757.28	16,097.03	1.6848	-	-	-
	U048 Bellows Free Academy UHSD #48	9-12	761.16	16,442.41	1.7209	-	-	-
<- Larger	U028 Mount Abraham UHSD #28	7-12	795.41	15,480.33	1.6202	-	-	-
	U041 Spaulding HSUD #41	9-12	824.12	12,474.41	1.3056	-	-	-
	U018 Lamoiile UHSD #18	7-12	854.01	14,792.81	1.5483	-	-	-

The Legislature has required the Agency of Education to provide this information per the following statute:

16 V.S.A. § 165(a)(2) The school, at least annually, reports student performance results to community members in a format selected by the school board. . . . The school report shall include:

(K) data provided by the commissioner which enable a comparison with other schools, or school districts if school level data are not available, for cost-effectiveness. The commissioner shall establish which data are to be included pursuant to this subdivision and, notwithstanding that the other elements of the report are to be presented in a format selected by the school board, shall develop a common format to be used by each school in presenting the data to community members. The commissioner shall provide the most recent data available to each school no later than October 1 of each year. Data to be presented may include student-to-teacher ratio, administrator-to-student ratio, administrator-to-teacher ratio, and cost per pupil.

District: Bellows Free Academy UHSD		U048		Property dollar equivalent yield	Homestead tax rate per \$9.870 of spending per equalized pupil
County: Franklin		Franklin Central		9.870	1.00
				11,065	Income dollar equivalent yield per 2.0% of household income
Expenditures		FY2014	FY2015	FY2016	FY2017
1.	Adopted or warned union district budget (including special programs and full technical center expenditures)	\$20,493,411	\$20,989,176	\$20,955,427	\$21,144,321
2.	plus Sum of separately warned articles passed at union district meeting	-	-	-	-
3.	Adopted or warned union district budget plus articles	\$20,493,411	\$20,989,176	\$20,955,427	\$21,144,321
4.	plus Obligation to a Regional Technical Center School District if any	-	-	-	-
5.	plus Prior year deficit repayment of deficit	-	-	-	-
6.	Total Union Budget	\$20,493,411	\$20,989,176	\$20,955,427	\$21,144,321
7.	S.U. assessment (included in union budget) - informational data	-	-	-	-
8.	Prior year deficit reduction (if included in union expenditure budget) - informational data	-	-	-	-
Revenues					
9.	Union revenues (categorical grants, donations, tuitions, surplus, federal, etc.)	\$9,555,778	\$9,265,685	\$8,440,124	\$8,692,638
10.	Total offsetting union revenues	\$9,555,778	\$9,265,685	\$8,440,124	\$8,692,638
11.	Education Spending	\$10,937,633	\$11,723,491	\$12,515,303	\$12,451,683
12.	Bellows Free Academy UHSD equalized pupils	763.53	772.60	761.16	750.17
13.	Education Spending per Equalized Pupil	\$14,325.09	\$15,174.08	\$16,442.41	\$16,598.48
14.	minus Less net eligible construction costs (or P&I) per equalized pupil	\$278.62	\$142.55	\$276.10	\$273
15.	minus Less share of SpEd costs in excess of \$50,000 for an individual (per eqpup)	\$11.98	\$11.58	\$25.20	\$17
16.	minus Less amount of deficit if deficit is SOLELY attributable to tuitions paid to public schools for grades the district does not operate for new students who moved to the district after the budget was passed (per eqpup)	-	-	-	NA
17.	minus Less SpEd costs if excess is solely attributable to new SpEd spending if district has 20 or fewer equalized pupils (per eqpup)	-	-	-	NA
18.	minus Estimated costs of new students after census period (per eqpup)	-	-	-	NA
19.	minus Total tuitions if tuitioning ALL K-12 unless electorate has approved tuitions greater than average announced tuition (per eqpup)	-	-	-	NA
20.	minus Less planning costs for merger of small schools (per eqpup)	-	-	-	NA
21.	minus Teacher retirement assessment for new members of Vermont State Teachers' Retirement System on or after July 1, 2015 (per eqpup)	NA	NA	NA	NA
22.	Allowable growth per pupil spending threshold (secs. 37 & 38, Act 46, 2015)	threshold = \$15,456	threshold = \$16,166	threshold = \$17,103	Threshold
23.	plus Excess Spending per Equalized Pupil over threshold (if any)	NA	NA	NA	\$16,761.39
24.	Per pupil figure used for calculating District Equalized Tax Rate	\$14,325	\$15,174	\$16,442	\$16,598.48
25.	Union spending adjustment (minimum of 100%)	156.541%	163.426%	173.828%	NA
		based on \$9,151	based on \$9,285	based on \$9,285	based on \$9,870
26.	Anticipated equalized union homestead tax rate to be prorated [\$16,598.48 ÷ (\$9,870.00 / \$1,000)]	\$1.4715	\$1.6016	\$1.7209	\$1.6817
		based on \$0.94	based on \$0.98	based on \$0.98	based on \$1.00
Prorated homestead union tax rates for members of Bellows Free Academy UHSD		FY2014	FY2015	FY2016	FY2017
T176	St. Albans City	0.4962	0.5362	0.5543	0.5260
T177	St. Albans Town	0.5027	0.5644	0.6070	0.5921
		-	-	-	-
		-	-	-	-
		-	-	-	-
		-	-	-	-
		-	-	-	-
		-	-	-	-
		-	-	-	-
		-	-	-	-
27.	Anticipated income cap percent to be prorated from Bellows Free Academy UHSD [((\$16,598.48 ÷ \$11,065) × 2.00%)]	2.82%	2.94%	3.13%	3.00%
					based on 1.80%
Prorated union income cap percentage for members of Bellows Free Academy UHSD		FY2014	FY2015	FY2016	FY2017
T176	St. Albans City	0.95%	0.98%	1.01%	0.94%
T177	St. Albans Town	0.96%	1.04%	1.10%	1.06%
		-	-	-	-
		-	-	-	-
		-	-	-	-
		-	-	-	-
		-	-	-	-
		-	-	-	-
		-	-	-	-
		-	-	-	-
		-	-	-	-

- Following current statute, the Tax Commissioner recommended a property yield of \$9,955 for every \$1.00 of homestead tax per \$100 of equalized property value. The Tax Commissioner also recommended an income yield of \$11,157 for a base income percent of 2.0% and a non-residential tax rate of \$1.538. **New and updated data have changed the proposed property yield to \$9,870 and the income yield to \$11,065.**

- Final figures will be set by the Legislature during the legislative session and approved by the Governor.

- The base income percentage cap is 2.0%.

Bellows Free Academy UHS 48/ Northwest Technical Center Wages**Fiscal Year 2014-2015**

July 1, 2014 - June 30, 2015

<u>Name</u>	<u>Position</u>	<u>FTE</u>	<u>Salary</u>
<u>Bellows Free Academy Union High School:</u>			
<u>Administrative/Clerical:</u>			
Mosca, Christopher P	Principal	100%	\$105,060
Lyons, Geoffrey W	Assistant Principal	100%	\$95,574
Day, Rebecca Caron	Assistant Principal	100%	\$92,431
Warden, Shannon J	Assistant Principal	100%	\$87,550
Randall, Preston E	Director of Guidance	100%	\$85,000
Raymond, Shirley	Administrative Assistant	100%	\$50,862
Brunelle, Teri L	Secretary, Principals Office	100%	\$42,772
Jarvis, Mary Sue	Secretary, Support Services	100%	\$31,552
Goldsbury, Margaret R	Secretary, Main Office	100%	\$38,113
Turner, Judy L	Secretary, Main Office	100%	\$24,830
<u>Guidance/Other Support:</u>			
Breitmeyer, Judith J	Guidance Counselor	100%	\$78,328
Logee, Brenda E	Guidance Counselor	100%	\$44,005
Pepin, Christopher A	Guidance Counselor	100%	\$35,635
Turner, Amy H	Guidance Counselor	100%	\$67,360
Doig, Deborah J	Secretary	100%	\$31,936
Hirss, Kelly J	Secretary	100%	\$39,235
Gardner, Lindsay F	Attendance	20%	\$6,066
Lord, Suzanne Y	Attendance	100%	\$31,334
Morgan, Paul R	Attendance	12%	\$3,694
Gissel, Ellen M	Cafeteria/Detention Monitor	30%	\$8,687
Chesser, Karen S	Career Coach	20%	\$8,875
Harris, Debra A	Piano Accompanist	32%	\$10,967
Gratton, Penelope Ann E	Tutor	100%	\$33,127
Bonneau, Martha L	Transliterator	100%	\$47,870
Costello, Hilda S	Interpreter for the Deaf	100%	\$37,414
Frischkorn, Eryn E	Interpreter for the Deaf	100%	\$39,822
<u>Information Technology/Library:</u>			
Steel, Alan G	Director of Information Technology	100%	\$77,614
Hebert, Thomas	Network Administrator	100%	\$68,545
Davis, Steven S.	Technology Intergration	100%	\$56,588
Mercier, William J	IT Services	100%	\$48,293
Muren, Claire M	IT Services	100%	\$55,591
Matthews, Heather	IT Services	6%	\$4,993
Woodworth, Kim A	IT Services	100%	\$26,398
Jones, Peter M	Librarian	100%	\$65,609
Gaudreau, Mary J	Secretary, Library	100%	\$41,979

Bellows Free Academy UHS 48/ Northwest Technical Center Wages**Fiscal Year 2014-2015**

July 1, 2014 - June 30, 2015

<u>Name</u>	<u>Position</u>	<u>FTE</u>	<u>Salary</u>
<u>Nurse:</u>			
Lipka, Valarie F	Associate Nurse	100%	\$35,794
Weaver, Lisa A	Associate Nurse	100%	\$35,195
<u>Teachers:</u>			
Bedard, Jamie L	Arts	100%	\$44,057
Christie, Diane M	Arts	100%	\$79,794
Harte, Robert G	Arts	60%	\$21,857
Stoner, Gerald K	Arts	100%	\$68,882
Yandow, Karen Anne	Arts	100%	\$74,475
Marlow, Dan A	Athletic Director/Physical Education	100%	\$80,263
Brouillette, Mary R	Business	64%	\$42,786
Fraser, Barbara S	Business	100%	\$56,743
McArtor, Edee K	Business	100%	\$69,155
Sweeny, Ritalea	Business	40%	\$23,406
Kamitses, Alexis	Dance	100%	\$49,650
Mason, Nora J	Design & Technology Education	100%	\$36,964
Symula, Peter G	Design & Technology Education	100%	\$74,202
Walker, Brett A	Design & Technology Education	100%	\$51,150
Bove, Perry E	Driver Educaton	100%	\$78,021
Archambault, Nathan K	English	100%	\$54,219
Bancroft, Erin	English	100%	\$45,831
Bristol, Jamie A	English	100%	\$51,014
Carlton, Keith J	English	100%	\$72,428
Hebert, Larissa M	English	100%	\$61,789
Hill, James E	English	100%	\$62,846
Kaufman, Jacqueline	English	100%	\$75,975
Kivlehan, Kieran A	English	51%	\$25,947
Perrin, Jodeen L	English	100%	\$56,470
Rico, Polly G	English	100%	\$68,882
Riegelman, Peter A	English	100%	\$72,429
Telfer, Eric T	English	100%	\$67,120
Tinney, Donald L	English	100%	\$69,155
Tourville, MaryEllen	English	100%	\$63,836
Bettinger, Patricia L	Health Education	100%	\$60,289
Clements, Ryan M	Health Education	100%	\$44,330
Norton, Krystal L	Health Education	100%	\$81,507
Berthiaume, Richard J	Math	100%	\$78,021
Cioffi, Luke A	Math	100%	\$78,021
Goodland, Skyanna M	Math	100%	\$60,665
Gray, Tonja A	Math	100%	\$78,021
Hunter, Gregory L	Math	100%	\$69,155

Bellows Free Academy UHS 48/ Northwest Technical Center Wages**Fiscal Year 2014-2015**

July 1, 2014 - June 30, 2015

<u>Name</u>	<u>Position</u>	<u>FTE</u>	<u>Salary</u>
<u>Teachers continued:</u>			
Jackson, Keith A	Math	100%	\$54,708
Kane, Karla D	Math	100%	\$74,475
McDonald, Thomas J	Math	100%	\$90,024
Parent, Jennifer SS	Math	100%	\$64,838
Pomichter, Annelle H	Math	100%	\$74,475
Rheaume, Jana M	Math	100%	\$63,563
Sturgeon, Mead J	Math	100%	\$62,131
Bushey, Eric J	Music	100%	\$70,928
Messier, Armand B	Music	100%	\$67,382
Fabrizio, Sarah C	Physical Education	100%	\$54,697
Lefebvre, Shawn C	Physical Education	100%	\$58,243
Mashtare, Michael T	Physical Education	100%	\$65,609
Bombard, Jennifer J	Science	100%	\$65,336
Corrigan, Kristin H	Science	85%	\$34,510
Eldred, Emily S	Science	100%	\$60,016
Fugere, Timothy	Science	100%	\$72,701
Hungerford, Christopher M	Science	100%	\$56,470
Koldys, Thomas J	Science	100%	\$47,615
Magnan, Margaret M	Science	100%	\$61,499
McCabe, Glenn N	Science	100%	\$63,563
Moore, Nathaniel T	Science	100%	\$46,104
Plimpton, Daniel S	Science	100%	\$58,208
Rouleau, Jeffrey J	Science	100%	\$69,155
Stinnett, Michelle L.	Science	100%	\$53,196
Bedell, Justin S	Social Studies	100%	\$65,335
Campbell, Michael J	Social Studies	100%	\$70,656
Howard, Sara F	Social Studies	100%	\$69,155
Moore, Christopher L	Social Studies	100%	\$49,650
Moulton, Jeffrey A	Social Studies	100%	\$67,109
Murray, Geoffrey M	Social Studies	100%	\$61,789
Potter, Meredith A	Social Studies	100%	\$67,382
Rider, David T	Social Studies	100%	\$69,155
Trombley, Larry L	Social Studies	100%	\$94,139
True, Mitchell E	Social Studies	100%	\$69,155
Adams-Silva, Melissa K	Teacher of the Deaf	100%	\$54,970
Balcom, Kimberly L	School Psychologist	40%	\$44,330
Bernardini, Sage A	Special Education	100%	\$48,013
Bilodeau, Kasia M	Special Education	100%	\$67,109
Bonsall, Gerald A	Special Education	100%	\$78,021
Champagne, Jennifer M	Special Education	100%	\$50,755
Clark, Randall J	Special Education	100%	\$61,789

Bellows Free Academy UHS 48/ Northwest Technical Center Wages**Fiscal Year 2014-2015**

July 1, 2014 - June 30, 2015

<u>Name</u>	<u>Position</u>	<u>FTE</u>	<u>Salary</u>
<u>Teachers continued:</u>			
Donlon, Mary C	Special Education	100%	\$74,475
Dunigan, Heather L	Special Education	100%	\$77,748
Jette, Susan B	Special Education	100%	\$69,155
Johnson, Alice W	Special Education	100%	\$78,021
Kranichfeld, Oliver W	Special Education	100%	\$42,557
MacAndrews, Daniel R	Special Education	100%	\$45,831
Martell, Cathy L	Special Education	100%	\$78,021
Mills, Kristin E	Special Education	65%	\$48,831
Plante, Laura M	Special Education	100%	\$76,248
Sargent, Roy C	Special Education	100%	\$42,011
Scofield, Walter F	Special Education	100%	\$78,021
Shail, Laura A	Special Education	100%	\$69,155
Szewko, Michael A	Special Education	100%	\$63,826
Trombley, Christine A	Special Education	100%	\$65,336
Wilson, Jessica L	Special Education	100%	\$60,016
Cooledge, Scott A	Student Support Services	100%	\$74,475
Smith, Neal F	Student Support Services	100%	\$78,021
Batten, Lydia	World Languages	100%	\$53,908
Ely, Emma F	World Languages	60%	\$21,278
Johnson, Paula B	World Languages	100%	\$78,021
Leet, Kristi N	World Languages	100%	\$31,508
Saldarriaga, Olga L	World Languages	100%	\$54,697
Santacross, Gavin R	World Languages	90%	\$25,536
Thurber, James W	World Languages	100%	\$44,057
<u>Educational Support Personnel:</u>			
Bennett, Kathy L	Educational Support Personnel	100%	\$24,484
Blais, Tammy F	Educational Support Personnel	100%	\$21,445
Branon, Stephanie L	Educational Support Personnel	100%	\$21,155
Burns, Martha A	Educational Support Personnel	100%	\$22,041
Calano, Brenda R	Educational Support Personnel	100%	\$21,569
Calano, Lindsey E	Educational Support Personnel	100%	\$21,155
Dezotelle, Darrin L	Educational Support Personnel	100%	\$12,193
Fitzgerald, Louise D	Educational Support Personnel	100%	\$21,092
Hall, Nikki L	Educational Support Personnel	100%	\$21,280
Harris, Debra A	Educational Support Personnel	68%	\$12,654
Higdon, Amanda J	Educational Support Personnel	100%	\$18,041
Hodet, Carol A	Educational Support Personnel	100%	\$21,678
King, Deborah A	Educational Support Personnel	100%	\$21,280
Mercier, Eileen M	Educational Support Personnel	100%	\$21,999
Painter, Casey M	Educational Support Personnel	100%	\$22,473

Bellows Free Academy UHS 48/ Northwest Technical Center Wages

Fiscal Year 2014-2015

July 1, 2014 - June 30, 2015

<u>Name</u>	<u>Position</u>	<u>FTE</u>	<u>Salary</u>
<u>Educational Support Personnel continued:</u>			
Patterson, Lee C	Educational Support Personnel	100%	\$18,613
Ploof, Lori D	Educational Support Personnel	100%	\$22,111
Rawson, Sarah S	Educational Support Personnel	100%	\$19,776
Scotfield, Cynthia J	Educational Support Personnel	100%	\$29,021
Smith, Nicola A	Educational Support Personnel	100%	\$13,663
Thompson, Patric A	Educational Support Personnel	100%	\$18,730
Trombly, Carla M	Educational Support Personnel	100%	\$22,529
West, Julie A	Educational Support Personnel	100%	\$20,350
<u>Custodians/Maintenance:</u>			
Boomhover, Vernon A	Plant Manager	100%	\$64,645
Bashaw, Richard M	Custodian	38%	\$9,091
Brier, David N	Custodian	100%	\$59,517
Brown, Norman G	Custodian	100%	\$33,960
Corey, Douglas L	Custodian	100%	\$33,667
Limoge, Kenneth R	Custodian	37%	\$11,861
Parrotte, Pauline L	Custodian	100%	\$38,235
Raymond, Terrence	Custodian	100%	\$49,926
Reed, Stacey L	Custodian	100%	\$34,281
Seiferth, John M	Custodian	100%	\$36,221
Smith, Lorraine A	Custodian	100%	\$34,510
Smith, Vernon J	Custodian	100%	\$35,172
Wells, Leslie J	Custodian	100%	\$41,205
Wells, Lisa A	Custodian	100%	\$35,932
Campbell, David A	Custodial Supervisor - CPSC	100%	\$48,346
Gagne, Ernie D	Custodian - CPSC	100%	\$31,315
Heuslein, Ryan S	Custodian - CPSC	100%	\$35,684
Sill, Marie	Custodian - CPSC	15%	\$5,779
Stevens, Jeffrey S	Custodian - CPSC	100%	\$36,485
Thibeault, Ray E	Custodian - CPSC	100%	\$35,577
<u>Northwest Technical Center:</u>			
<u>Administrative/Support Services/Clerical:</u>			
Wright, Leann R	Director, Northwest Technical Center	100%	\$103,269
Durocher, Lisa S	Assistant Director, Adult Education	100%	\$71,000
Bosland, Susan S	Guidance Counselor	100%	\$76,501
Gagne, Agnieszka Empel	Outreach Coordinator	34%	\$43,380
Naylor, James L	Co-op Coordinator	100%	\$78,021
Langlois, Mary Anne E	Secretary, NWTC	100%	\$40,608
Mapes, Joanne M	Secretary, Adult Ed	100%	\$29,936

Bellows Free Academy UHS 48/ Northwest Technical Center Wages

Fiscal Year 2014-2015

July 1, 2014 - June 30, 2015

<u>Name</u>	<u>Position</u>	<u>FTE</u>	<u>Salary</u>
<u>Teachers:</u>			
Antoniak, Michael A	Emergency & Fire Services	100%	\$70,178
Bell, Douglass R	Tech Connections	100%	\$69,155
Bouchard, Lynn A	Spec Needs Teacher	100%	\$63,563
Brouillette, Mary R	Pre-Tech Marketing	36%	\$23,232
Capsey, Mark E	Building Trades	100%	\$60,289
Faas, Julie D	Allied Health	100%	\$65,336
Gonyeau, Laura	Math Interventionist	30%	\$18,619
Habecker, Mary F	Cosmetology	100%	\$60,289
Kemp, Joyce M	Digart	100%	\$78,021
Kivlehan, Kieran A	English	49%	\$24,930
Monette, Adam Philip	Culinary Arts	100%	\$37,510
Price, Melissa J	Human Services	100%	\$74,475
Sorrentino, Anthony E	Video Production	100%	\$49,650
Sweeny, Ritalea	Marketing	60%	\$35,110
Vincelette, Adam B	Auto Tech	100%	\$60,289
Wiggin, Sal J	Human Services	100%	\$69,155
Wunsch, Steven	Building Trades	100%	\$78,021
<u>Educational Support Personnel:</u>			
Kemp, Jenna M	Educational Support Personnel	100%	\$20,201
Rondo, Kristen R	Educational Support Personnel	100%	\$18,730
Thomas, Marie	Educational Support Personnel	100%	\$22,545

This report is a record of cash paid during the fiscal year, July 1, 2014 through June 30, 2015, not the employee's contracted amount. It may include additional duties and depending on summer pay selections, may appear understated or overstated. All individuals may not have worked a full year or at full time.

FRANKLIN CENTRAL SUPERVISORY UNION

ACT 46 STUDY COMMITTEE REPORT

&

ARTICLES OF AGREEMENT

Final Report v.4.01

*as approved by the FCSU Act 46 Committee
January 9, 2016*

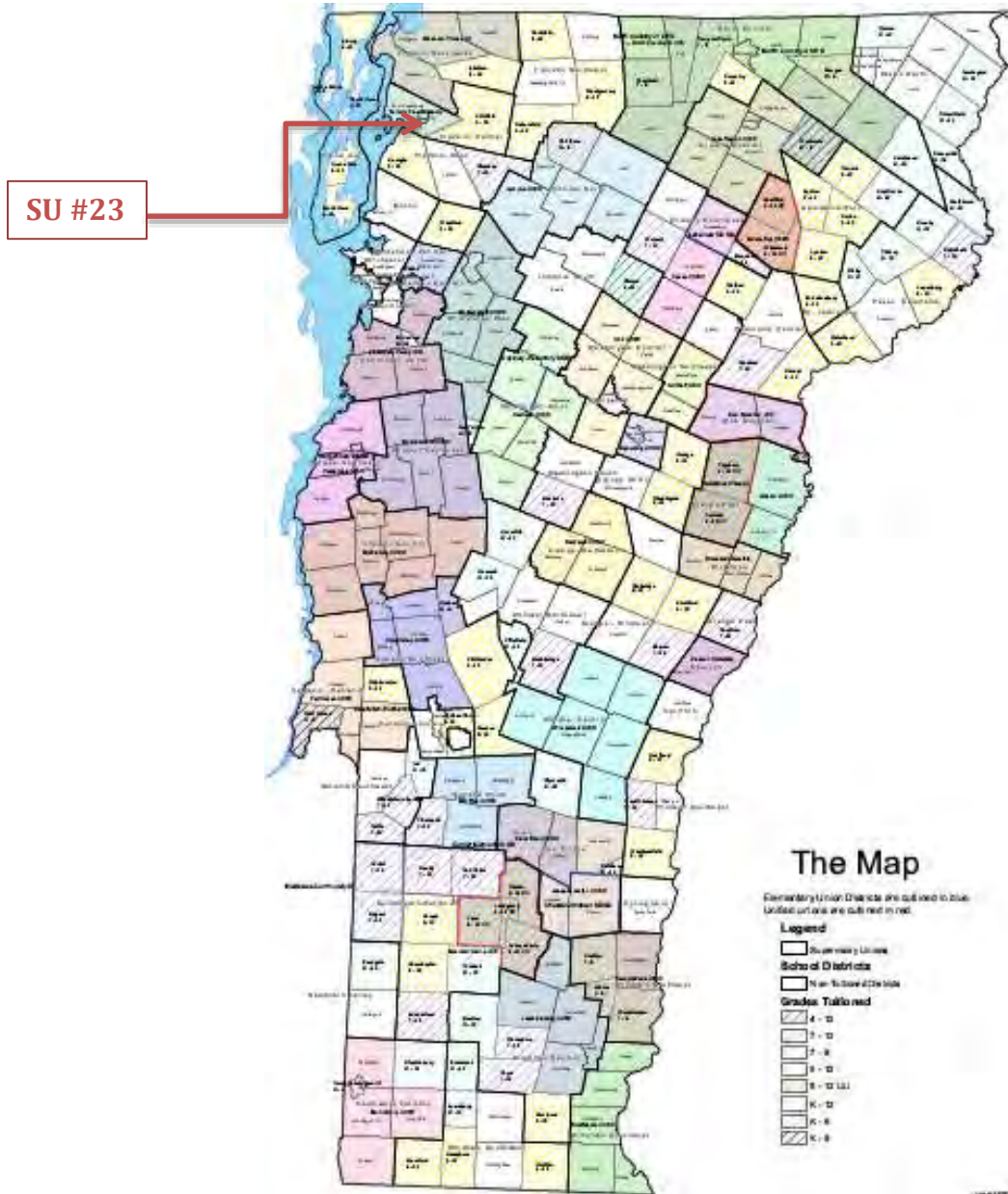
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Franklin Central Supervisory Union (FCSU): SU #23

Figure 1. FCSU.

- Bellows Free Academy Union High School District (UHSD) #48/Northwest Technical Center (NWTC) (operating grades 9 – 12 and technical education);
- Fairfield Town School District (operating grades PreK-8);
- St. Albans Town School District (operating grades PreK-8); and,
- St. Albans City School District (operating grades PreK-8).



FCSU Act 46 Study Committee Membership

St. Albans City

- Tayt Brooks *
- James Farr (Chair) *
- Nilda Gonnella-French **
- Jeff Morrill **
- Kristina Ellsworth-Spooner (*Alternate*) *

St. Albans Town

- Paul Bourbeau *
- Nina Hunsicker *
- Sally Lindberg **
- Kerry McCracken Ducolon *

Fairfield

- Michael Malone *
- Michael L'Esperance, (*Alternate*) *

* denotes member of sponsoring board

** denotes member of Bellows Free Academy UHSD #48/NWTC board

Committee Staff and Support

FCSU Superintendent

- Dr. Kevin Dirth

FCSU Business Manager

- Ms. Martha Gagner

FCSU Special Education Director

- Ms. Julie Regimbal

Attorney

- Pietro Lynn, Esq.

Secretary

- Ms. Brenda Comstock

Consultant

- Dr. Michael R. Deweese

FCSU Act 46 Study Committee Charge

In accordance with Title 16 §706b¹, Act 46, and Acts 153/156, the Committee shall study the benefits and challenges of forming a union district comprising the towns of Fairfield, St. Albans City and St. Albans Town.

The committee shall engage the communities with at least one public forum held in each of the participating towns to hear community hopes and concerns during the study. They also will make the determination as to whether the formation of a union district is advisable and should be taken to the voters.

They will prepare a report for the State Board of Education including all elements required by Title 16 §706b² and Act 46 in the formation of a union district. The report should be submitted in a timely fashion to allow for a community vote, if held, to occur on March 1, 2016. The report must be submitted to member district boards for review and comment prior to submission to the State Board of Education.

The Articles of Agreement required in Title 16 §706b³ should be written to provide maximum flexibility for the newly created Board to govern the district to best represent the community and serve educational needs of the students into the future.

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Executive Summary

Franklin Central Supervisory Union (Vermont SU #23) is comprised of the following member school districts:

- Bellows Free Academy UHSD #48/NWTC (operating grades 9 – 12 and technical education);
- Fairfield Town School District (operating grades PreK-8);
- St. Albans Town School District (operating grades PreK-8); and,
- St. Albans City School District (operating grades PreK-8).

In the late summer of 2015, the town and city school district boards of Franklin Central Supervisory Union voted to form an Act 46⁴ Study Committee. The sponsoring boards of St. Albans City, Fairfield and St. Albans Town elected to jointly consider new opportunities available to communities to unify existing disparate governance structures into sustainable systems of education delivery that are designed to meet identified state goals, while concurrently recognizing and reflecting local priorities.

¹ 16 VSA 706b

² *ibid*

³ *ibid*

⁴ For purposes of this report, the term “Act 46” shall refer to Act 46 of 2015.
2016.01.09

The Committee formed and on September 16, 2015 named James Farr as its Chair.

The Committee's total operational budget was (not-to-exceed) \$25,000 (including up to \$20,000 which is underwritten from a grant that was sought and obtained from the Agency of Education in support of consulting and legal services).

In open meetings held from September through November, 2015, the FCSU Act 46 Study Committee considered new and on-going school governance opportunities made available to communities through Act 46. The Committee familiarized itself with Vermont law and its options. Through presentations, data reviews and inquiries, the Committee undertook its charge to study the benefits and challenges of forming a union district.

A public forum in each community was held for purposes of sharing the Committee's findings and soliciting citizens' reactions. The sponsoring school boards each supplied the Committee with feedback and comments on Report Draft v.2. The Committee thereafter reached the conclusion that the formation of a Unified School District involving all current school district members of Franklin Central Supervisory Union should be advanced to voters for their consideration.

On January 9, 2016, the FCSU Study Committee voted to accept this Report (v.4.01) and Articles of Agreement. Upon approval by the State Board of Education, the question of whether to form a Unified School District will be presented to voters of Fairfield, St. Albans City and St. Albans Town at the communities' respective Annual School District Meetings on March 1, 2016.

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A Franklin Central Unified School District

Voters' authorization to create a Unified School District, encompassing the current member districts of Franklin Central Supervisory Union, would result in the following conditions:

- ❖ The new Unified School District would become operational on July 1, 2017. This single district will operate all schools, serving grades PreK-12 and technical education.
- ❖ The pre-existing school districts of Bellows Free Academy UHSD #48/NWTC, Fairfield Town School District, St. Albans City School District and St. Albans Town School District will halt governance operations and cease to exist upon the close of business on June 30, 2017. Board members of the pre-existing districts will have their duties and terms completed on June 30, 2017.
- ❖ Employees of the four pre-existing districts' and supervisory union who are offered continuing employment following their 2016-17 employment contracts,

consistent with legal requirements will become employees of the new Unified School District.

- ❖ The four pre-existing districts' assets (including physical assets of FCSU), as of the close of business on June 30, 2017 will be transferred to the Unified School District not later than July 6, 2017 for the sum of \$1.00.
- ❖ Debts and liabilities of the four pre-existing districts and supervisory union will be transferred to the Unified School District as of July 1, 2017.
- ❖ School boards of the four pre-existing districts will continue to govern their respective districts through June 30, 2017.
- ❖ Through June 30, 2017, the school board for the Unified School District, consistent with law, will have responsibilities for the new district including but not limited to (a) collective bargaining responsibilities; (b) policy development; (c) budget development for the 2017-18 fiscal year; and (d) organizing the Unified School District's 2017 Annual Meeting. On July 1, 2017, the Unified School District Board will assume full and complete governance responsibilities for the Unified School District.

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The FCSU Act 46 Study Committee's Perspectives

Five state goals provide the foundation for Act 46. The Committee's assessment of the goals through the lens of a local Unified School district follow:

Goal #1: The proposed union school district will provide substantial equity in the quality and variety of educational opportunities. (Act 46 Sec 2(1))

Three of the pre-existing Franklin Central Supervisory Union school districts (Fairfield, St. Albans City and St. Albans Town) operate PreK-8 schools, each uniquely governed by separate school boards. Over time, through the natural evolution of three distinct organizations, differences in the depth, breadth and variety of educational opportunities for students presently exist.

St. Albans City and St. Albans Town previously formed a union high school district (Bellows Free Academy Union High School District #48/NWTC), and the majority of Fairfield students attend UHSD #48. This voter-authorized creation of the union high school district has been a positive experience for the communities and students. Bellows Free Academy is the common thread that formally binds two of the three FCSU communities. Any resulting inequities at the PreK-8 grade levels are magnified upon students' entry to their common high school. A more seamless transition to high school for all students is made more possible with a unified school district.

The proposed unified school district will provide meaningful opportunities for the new union district's board to comprehensively consider equity interests on behalf

of all students. Equitable educational opportunities, or access to equitable educational opportunities within a single system is enhanced.

For instance, the delivery of a common and consistent curriculum is not fully implemented across Franklin Central Supervisory Union. Similarly, assessments are not fully common across FCSU. A single governing board can more readily influence these desired conditions.

Goal #2: The proposed union school district will lead students to achieve or exceed the State's Education Quality Standards, adopted by rules of the State Board of Education at the direction of the General Assembly. (Act 46, Sec 2(2))

Vermont school districts, regardless of governance form, have an obligation to lead students to achieve or exceed the state's Education Quality Standards. Upon forming a Unified School district, inherent organizational redundancies found in the current governance and administration of multiple districts would no longer be impediments. The proposed Unified School district will better apply human and material resources to the ideals and desired outcomes of the Standards. The present state of individual and distinct mission and vision statements would become one under a Unified School district, furthering the ability to meet or exceed the Educational Quality Standards.

Goal #3: The proposed union school district will maximize operational efficiencies through increased flexibility to manage, share, and transfer resources, with a goal of increasing the district-level ratio of students to full-time equivalent staff. (Act 46, Sec 2(3))

Within the increasingly archaic supervisory union structure across Vermont, it is typical for the member districts to operate as silos. Put differently, "virtual firewalls" now separate the member districts of FCSU in many ways. While some of these barriers may be culturally based, others are driven by requirements under state and federal law which recognize the member districts as separate and distinct organizations. Duplicated efforts to honor and comply with segregated requirements result in redundancies including negotiating and managing multiple collective bargaining agreements, multiple accounts with common vendors, separate tax payments, multiple audits, separate payrolls, multiple board meetings, and the inability to transfer employees across district lines. Furthermore, citizens in St. Albans City and St. Albans Town now vote on separate school budgets for elementary and secondary education.

A host of operational efficiencies can materialize under a single governance structure. Examples may include common bulk-purchasing (such as fuel, instructional supplies, custodial supplies, equipment, and technology). In addition, centralized and increased flexibility in the deployment of personnel between and among schools, if necessary, becomes possible under a Unified School district.

Goal #4: The proposed union school district will promote transparency and accountability. (Act 46, Sec 2(4)).

The current array of governance structures across Franklin Central Supervisory Union can be confusing to students, families, and other citizens. The present configuration includes four school districts (including one union district and three separate PreK-8 districts) served by one supervisory union. Students moving through grade levels are educated in multiple districts. Furthermore, the current divisions of governance units truncate oversight, administrative and governance functions. A single budget, reduced audits, a singular accounts payable system, a common payroll system, fewer collective bargaining agreements to negotiate and manage, and common employee benefits structures will all serve to promote transparency and accountability in the Unified School district. Additionally, the supervisory union budget under current law is not directly voted on by citizens; within a Unified School district, “central office” expenses are made fully transparent as part of the single school district budget. The Unified School district’s new scale will result in heightened accountability for all, with the benefit of a less cluttered governance structure.

Goal #5: The proposed union school district will deliver education at a cost that parents, voters and taxpayers value. (Act 46, Sec. 2(5)).

Franklin Central Supervisory Union member districts have a proud tradition of supporting school budgets. However, in recent years, budgets have been increasingly challenged and in one district programs have been severely cut or eliminated. An effectively governed and administered Unified School district would realize a number of benefits that will either reduce costs and/or make financial resources more available for educational purposes (with less need to support redundant bureaucratic functions).

Through use of the District Management Council’s financial tool made available by the Act 46 Implementation Project for modeling the prospective effects of proposed Act 46 mergers, the following information can be gleaned. Through use of the most recent three years’ experience, the following basic assumptions⁵ were asserted:

Figure 2. Financial Modeling Input Assumptions

% change in equalized pupils per year	- 0.18%
% change in district education spending per year	4.13%
Average town home (equalized grand list) value change per year	-1.96%

The following charts reflect modeled differences in tax rates over the first five years of the new district’s existence. The charts are best interpreted as, “*using the above assumptions, what are the estimated tax rates if the district does not participate in the merger as compared with the estimated tax rates if the district merged with all other members of FCSU?*”

⁵ The model’s sensitivity requires that an averaging of the variables across the Supervisory Union be asserted.

Figure 3. Fairfield Modeled Tax Rates.

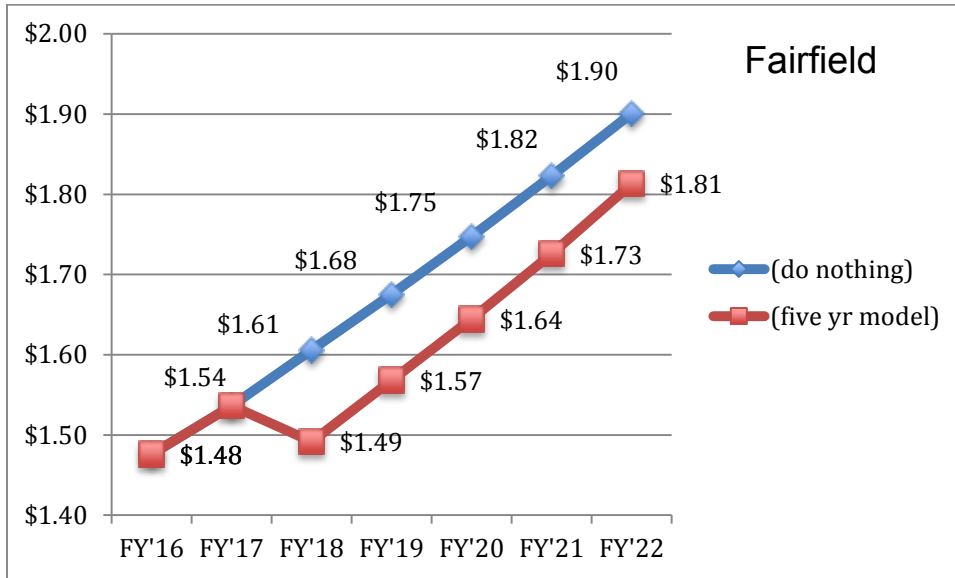


Figure 4. St. Albans City Modeled Tax Rates

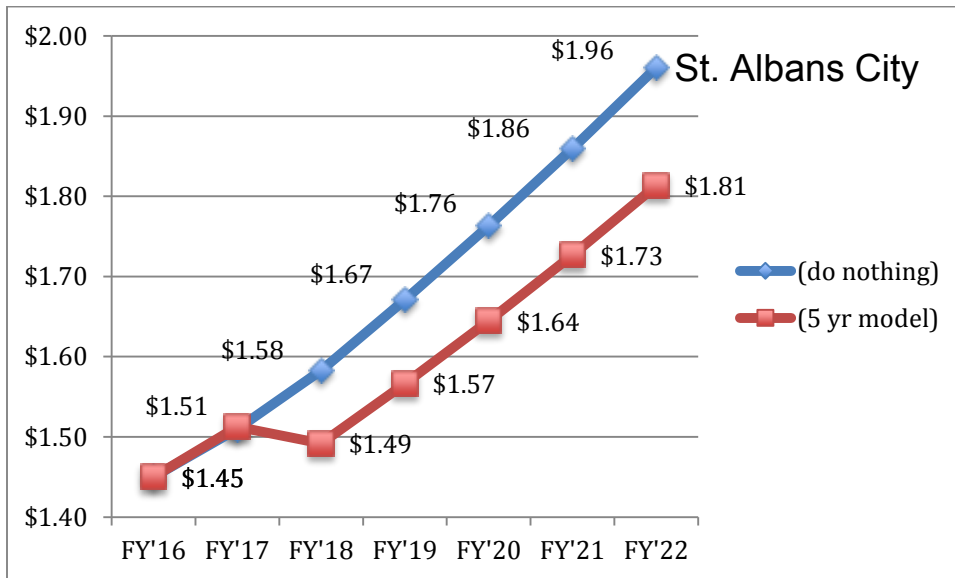
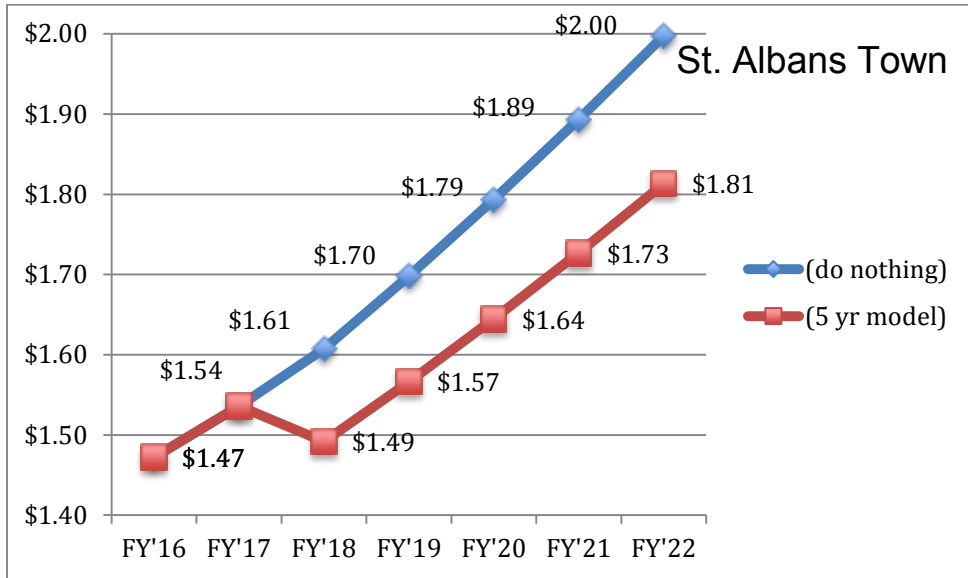


Figure 5. St. Albans Town Modeled Tax Rates.



The comparative tax savings through use of the tool can be modeled over the first five years of the merged district. In using a home value in each community of \$200,000, the comparative tax differential for homeowners (merged district versus unmerged) is illustrated below:

Figure 6. Tax Savings As Modeled.

	FY'16	FY'17	FY'18	FY'19	FY'20	FY'21	FY'22	Total
Fairfield	\$0	\$0	\$229	\$218	\$206	\$192	\$176	\$1,021
St. Albans City	\$0	\$0	\$182	\$209	\$237	\$266	\$294	\$1,065
St. Albans Town	\$0	\$0	\$231	\$264	\$298	\$333	\$369	\$1,495

Savings. By definition, duplicated expenses for common functions and services are an inherent reality within Vermont's supervisory union structures. With a merged district, the following savings over the first five years of implementation of the Unified School District are conservatively projected:

Figure 7. Estimated Savings over the first five years.

Audits (fewer)	(\$ 100,000)
Board Stipends (fewer)	(\$ 60,000)
Purchasing (through bulk ordering)	(\$ 37,500)
Miscellaneous	(\$ 10,600)
Legal	(\$ 12,500)
<i>Est. total</i>	<i>(\$ 220,600)</i>

Regional Effects: What would be the regional effects of the proposed union school district, including: would the proposed union school leave one or more other districts geographically isolated? (Act 46, Section 8(a)(2))

Franklin Central Supervisory Union’s member districts are the subjects of this proposed Unified School district. Located in central Franklin County, the member districts of the proposed Unified School district are proximate to one another. The two most distant schools from one another (St. Albans City School and Fairfield Center School) are less than nine miles apart. The proposed Unified School district, upon its formation, would not leave one or more other districts geographically isolated.

.....

Highlights of Prospective Benefits of a Franklin Central Unified School District

Improved Student Learning Opportunities

- Consistent and common curriculum.
- Common assessments.
- Greater flexibility to share human and material resources.
- Consistent programming opportunities between and among schools.
- Potential opportunity for some PreK-8 school choice.
- Grade reconfiguration opportunities.
- Consistency with students’ transitions to high school.
- Ability to share teacher resources across schools (part-time and itinerant educators).
- Common vision and values for a single district.
- Heightened ability for students to participate in unique opportunities at neighboring schools.
- Frees up administrative time to focus on instructional leadership.

Teacher Staffing

- Situational flexibility with teacher assignments; expanded deployment opportunities. On the rare occasion as necessary, teachers could be re-assigned to wherever they are most needed for the benefit of students.
- Common and focused professional development.
- Pooled professional resources.
- The ability to blend part-time contracts, up to and including the prospect for full-time work. Such a condition may realize higher job satisfaction among these employees and retention rates could increase.
- Single employment contracts for groups of employees. A single district would necessitate that this occur for all – professional staff, support staff, etc. This would increase the efficiency of the Central Office. The present condition of five unique contracts for professional staff, five different contracts for support staff, and eleven different sets of guidelines for non-union employees is unworkable and a distraction from time that should be spent on matters more directly associated with education.
- Ability for staff to follow students across transitions. For example, in the case of a student with a disability who has been effectively served by a paraprofessional over the years, the employee could continue to serve the student as he/she transitions between schools. Such would allow for consistency and maintaining a positive relationship.
- Internal pay equity. There are currently disparities in the compensation of employees who do common work, but are currently employed in different districts.

Other Staff

- Flexibility of efficient staffing between and among buildings.
- Equity of health benefits and salaries throughout the schools.
- Employment stability and opportunities for advancement.
- Increased efficiencies in the ability to move custodial staff / facilities management personnel based on situational needs of building or projects. For example, if a school is being used for a seasonal camp and cannot be cleaned, the custodial staff could be deployed to an empty school and complete their cleaning; then go back to the other school after the camp is finished.
- Support staff at the building level could be rearranged into specializations (improved data collection and reporting) and could be centralized to ensure consistency of the data being collected.

Technology

- Shared technology would provide access to compatible software, hardware and training.
- Centralized technology planning. Presently, technology decisions are made at the building level. Often, each building does things differently, resulting in little

consistency between the buildings. Building-based network administrators have different policies and procedures and inconsistent software platforms/equipment.

- A centralized system would ensure equitable and consistent access to technology for students and employees.
- There would be common plans with common solutions.
- Centralized purchasing of technology has the potential to save thousands of dollars.
- Consistent infrastructure.
- Consistent email addresses. Currently the use of different email naming protocols makes it unnecessarily confusing for parents and employees.
- Consistent access to servers.
- A common and shared vision.

Student Data Collection and Reporting

- Each building collects its own individual data using its own database. The data is often different, depending on the principal's priorities. In a unified district, the data system would be centralized with one database.
- Consistent data would be collected and reported for all, ensuring complete reliability. This data would include assessment and enrollment date, registrar information, etc., providing improved confidentiality and accuracy.
- State funding to the unified district would be based on more accurate student data. Presently, depending on who is collecting the data, certain information often falls through the cracks.
- There would be better transparency of data and more accountability of performance in each school. The data would be easier to analyze by instructional leaders and teachers and would be more accurate, as there are fewer people involved in the data input.
- The district would report on common goals and vision from a single PreK-12 perspective.

Financial Accounting and Budgeting

- One budget to develop and execute would be more efficient than the current five.
- Centralized bidding and bulk purchasing has the potential to be less costly.
- One payroll.
- One audit as opposed to five. This alone could realize a potential annual savings of \$20,000.
- There are presently 22 individual board members. A unified district would be served by a single board with 10 members, therein reducing stipend costs.
- One accounting system using one database.
- One accounts payable system. Presently every school has a different system.
- One set of accounts - one database.
- One budget vote on School District Annual Meeting Day.

- No financial transfers between or among districts and the supervisory union would be necessary.
- More flexibility (fiscal flexibility to support services in all schools, sharing resources, personnel, etc.)

Improved Utilization of Facilities (buildings and grounds)

- Flexibility in use of school grounds.
- Building projects could be combined and would be considered as part of one budget.
- There would be opportunities to share facilities and space when needed – areas such as outdoor classroom space, gyms, specialized rooms, etc.
- Centralized, streamlined facilities management.
- Sharing of custodial staff and expertise, specialization, coverage for each other.
- Centralized capital planning.

Centralized Contracting

- Bulk purchasing.
- Technology.
- Materials.
- Infrastructure repairs, maintenance, upgrades.
- Textbook purchases, software licenses.

Transportation

- A transportation study to determine the scope and efficiency of our transportation has been authorized.

Food Service

- One centralized contract.
- A food service balance could be applied to any school for infrastructure repairs.
- Per the Agency of Education, community eligibility programs (“universal meals”) at St. Albans City School may continue.⁶

Support Services

- Enhanced delivery of special education and other support services.
- Per the Agency of Education, current Consolidated Federal Grant statuses (“Title I & Title II”) now benefitting some FCSU schools would be unaffected.

Governance

- One ten-member school board will govern all schools in the new district.

⁶ Reference - United States Department of Agriculture (Food and Nutrition Service) memo code SP 45 – 2015, dated September 14, 2015 entitled, “Community Eligibility Provision: Guidance and Updated Q&As.”

Cost Savings and Expenditure Redirection

- Tax incentives in the first five years: 10 cents, 8 cents, 6 cents, 4 cents, and 2 cents. (see figures 3-6)
- \$150,000 grant to help implement a smooth transition to the new organization.
- Potential budget savings of nearly \$220,600 over the first five years.
- Some budget assets will be redirected from bureaucratic redundancies and reapplied to educational purposes.

Time Reallocation

- There would be fewer meetings district-wide. Presently, in a typical month, there is a minimum of nine meeting, which include regular board meetings and board sub-committee meetings. In addition, special meetings are frequently added, as are budget meetings and negotiations for the ten contracts noted earlier. The superintendent and many other central office staff average fifteen evening meetings a month. The Executive Assistant to the Superintendent estimates that 60% - 70% of her time is spent on board functions such as creating and warning agendas, dealing with boards' inquiries, managing minutes, etc. Reallocation of superintendent and staff time would be redirected to educational leadership functions.
- Upon unification, evening meeting frequency could be reduced by two-thirds, allowing more administrative time to work on educational issues in the schools. They could once again be true instructional leaders. Less time at evening governance functions would result in central office administrators being more visible at school functions and events (such as attending athletic events, concerts, portfolio nights, awards nights, an occasional PTO meeting, and so forth).
- There would be significant time savings in the business office when they are not dealing with multiple labor groups, contracts and budgets.

School Choice

- In a Unified School district with three elementary schools, PreK-8 school choice would be a consideration for the board and administration. Students who live near town boundaries may prefer a closer school. Students for whom their school is "not a good fit" could be considered for transfer to another school. Parents may prefer specialized programs available at a different school. In a Unified School district, policies and procedures could be considered that account for this new opportunity.
- Secondary school choice has historically been available to Fairfield families. As a member of a Unified School district, Fairfield grade 9-12 students would become residents of the new Unified School district. Currently, a vast majority of Fairfield's students choose Bellows Free Academy UHSD #48/NWTC (BFA) as their elected high school. An important law continues in Vermont, notably Act 129, which permits students to choose another high school. Presently there are two "outbound" students who have left BFA for another high school, while 18

“inbound” students have left another high school to attend BFA. Under Act 46, these choice opportunities continue. Based on law and schools’ capacities, there are finite numbers of students for “inbound and outbound slots” at each Vermont high school; when those thresholds are exceeded, a lottery system is administered to manage the demand. Under current conditions, there would be an adequate number of “outbound slots” at BFA to accommodate the 18 Fairfield students who elect a school other than BFA. In addition, the Study Committee has asserted that the formation of the Unified School district ought not disaffect Fairfield families whom have already chosen another high school; upon the formation of a unified district, Fairfield students may exercise choice as presently exists through June, 2020, thus grandfathering students through their senior year.

Fairfield Town Leases

- Per Fairfield Town Clerk Amanda Forbes, a perpetual lease exists between the Town of Fairfield (Recreation Department) and the Fairfield Town School District for ongoing access to the school grounds for recreation purposes; the term of the lease continues as long as the Town’s Recreation Department exists. This lease, specific to the Fairfield Town Recreation Department and the Fairfield School grounds would be assumed by the Unified School District.
- The Unified School District is prepared, upon agreement with the Town of Fairfield, to assume the terms and conditions of the current five year lease (2015-2020) of the “Common School” for school purposes.

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Unified School District Board of Directors

A school board of ten members with nine votes will govern the Unified School District. Details follow:

Figure 8. Context for School Board Members and Proportional Distribution.

Town/City	Population	% of Union Population	# of Board Members	% of Board (rounded)	Resident Citizens per Board Member
St. Albans City	6,918	46.72%	4	44%	1,729
St. Albans Town	5,999	40.51%	4	44%	1,500
Fairfield	1,891	12.77%	1*	11%	1,891
Union total	14,808	100.00%	9	100%	

** Two members, each carrying one-half vote*

All voters from St. Albans City, St. Albans Town and Fairfield will vote on the same slate of candidates for the school board. For the initial election of school directors, ballots will guide voters:

- From the list of candidates from St. Albans City, vote for not more than four candidates.
- From the list of candidates from St. Albans Town, vote for not more than four candidates.
- From the list of candidates from Fairfield, vote for not more than two candidates.

The votes will be commingled.

School District Property Valuations

Insurable values for school buildings within FCSU are shown below.

Figure 9. Current Valuations of FCSU School Properties.

Insurable Values for School Buildings within the FCSU			
Information source: VSBIT assessment done 10/28/13 Values have been adjusted by VSBIT for FY16 insurance purposes			
	Year Built	Assessed Value 10/28/13	Adjusted Value 7/1/15
St. Albans City School			
59 Bellows Street	1968	\$30,307,900	\$32,299,910
St. Albans Town Educational Center			
169 South Main Street	1966	\$23,449,100	\$24,478,131
Fairfield Center School			
57 Park Street	1964	\$5,366,300	\$5,739,300
Bellows Free Academy UHS			
71 Main Street Building	1930	\$29,902,600	\$30,701,760
Hospital Building	1970	\$11,390,500	\$11,686,653
Building Trades	1970	\$2,837,300	\$2,911,070
		\$44,130,400	\$45,299,482
Collins Perley Sports Complex			
Complex	1987	\$12,874,400	\$13,202,654
Garage	1989	\$124,200	\$127,429
		\$12,998,600	\$13,330,084
	BFA/CPSC	\$57,129,000	\$58,629,566
Total of all buildings in FCSU		\$116,252,300	\$121,146,907

Existing Debts and Liabilities

Districts' debt schedules are shown below:

Figure 10. FCSU Member District Debts.

BFA/CPSC				SACS			
Period	Principal	Interest	Annual Debt Service	Period	Principal	Interest	Annual Debt Service
7/1/17-6/30/18	270,000	117,027	387,027	7/1/17-6/30/18	484,845	44,258	529,103
7/1/18-6/30/19	270,000	107,446	377,446	7/1/18-6/30/19	484,845	43,446	528,291
7/1/19-6/30/20	270,000	97,347	367,347	7/1/19-6/30/20	484,845	42,632	527,477
7/1/20-6/30/21	270,000	86,765	356,765	7/1/20-6/30/21	484,845	41,820	526,665
7/1/21-6/30/22	265,000	75,851	340,851	7/1/21-6/30/22	484,845	41,008	525,853
7/1/22-6/30/23	280,000	64,769	324,769	7/1/22-6/30/23	473,845	40,196	514,041
7/1/23-6/30/24	280,000	53,463	313,463	7/1/23-6/30/24	419,845	39,520	459,365
7/1/24-6/30/25	195,000	43,424	238,424	7/1/24-6/30/25	419,845	39,520	459,365
7/1/25-6/30/26	195,000	34,691	229,691	7/1/25-6/30/26	209,923	19,760	229,683
7/1/26-6/30/27	195,000	25,773	220,773	7/1/26-6/30/27	0	0	0
7/1/27-6/30/28	145,000	17,795	162,795	7/1/27-6/30/28	0	0	0
7/1/28-6/30/29	145,000	10,766	155,766	7/1/28-6/30/29	0	0	0
7/1/29-6/30/30	145,000	3,611	148,611	7/1/29-6/30/30	0	0	0
Totals	2,665,000	738,730	3,623,730	Totals	3,947,665	352,160	4,299,845

SATEC	\$0
Fairfield	\$0

Total for all school districts			
Period	Principal	Interest	Annual Debt Service
7/1/17-6/30/18	754,845	161,285	916,130
7/1/18-6/30/19	754,845	150,892	905,737
7/1/19-6/30/20	754,845	139,979	894,824
7/1/20-6/30/21	754,845	128,585	883,430
7/1/21-6/30/22	749,845	116,859	866,704
7/1/22-6/30/23	733,845	104,965	838,811
7/1/23-6/30/24	679,845	92,983	772,828
7/1/24-6/30/25	614,845	82,944	697,789
7/1/25-6/30/26	404,923	54,451	459,374
7/1/26-6/30/27	195,000	25,773	220,773
7/1/27-6/30/28	145,000	17,795	162,795
7/1/28-6/30/29	145,000	10,766	155,766
7/1/29-6/30/30	145,000	3,611	148,611
Totals	6,832,685	1,090,890	7,923,575

Articles of Agreement

The FCSU Act 46 Study Committee recommends that the following Articles of Agreement (*per 16 VSA §706b*) be adopted by the electorate of each necessary school district for the formation of a pre-Kindergarten through Grade 12 Unified School district to be temporarily named, “Franklin Central Unified School District,” also hereafter referred to as the “Unified School District.”

Article I

The School Districts of Fairfield, St. Albans City and St. Albans Town are necessary for the establishment of the Franklin Central Unified School District. While it is included, the interests of BFA USD #48 are represented by its two member districts, St. Albans City and St. Albans Town. The four current members of Franklin Central Supervisory Union are hereinafter referred to as the “forming districts.”

Article II

There are no additional school districts the committee considers advisable for inclusion in the Franklin Central Unified School District.

Article III

The Franklin Central Unified School District will operate and provide pre-kindergarten through grade twelve education to all students in the district. Notwithstanding any change by the State Board of Education, the Northwest Technical Center is understood to be included in the Franklin Central Unified School District. Fairfield high school students enrolled and attending a public or approved independent high school (grades 9 – 12) during the 2016-17 school year at the expense of the Fairfield Town School District shall retain the option to continue to attend the same public or approved independent school at the Franklin Central Unified School District’s expense until June 30, 2020.

Article IV

No new school buildings are necessary to, or proposed for the formation of the Franklin Central Unified School District. The Unified District School Board will assume ownership and operate existing school facilities of the forming school districts commencing July 1, 2017.

Article V

The Franklin Central Unified School District board shall decide, in accordance with state and federal law, the transportation services to be provided to students in the Franklin Central Unified-School District.

The forming districts of the Franklin Central Unified School District recognize the benefits to be gained from establishing district-wide curricula as well as their obligation to do so, and to otherwise standardize operations on or before July 1, 2017.

The Franklin Central Unified School District Board will comply with 16 VSA Chapter 53, subchapter 3, regarding the recognition of the representatives of employees of the respective forming districts as the representatives of the employees of the Franklin Central Unified School District and will commence negotiations pursuant to 16 VSA Chapter 57 for teachers and 21 VSA Chapter 22 for other employees. If the Franklin Central Unified District School Board cannot successfully negotiate a collective bargaining agreement by July 1, 2017, the Franklin Central Unified District School Board will comply with the pre-existing collective bargaining agreements pursuant to 16 VSA Chapter 53, subchapter 3. All of the forming districts' employment contracts shall be effective until their expiration or termination.

Article VI

Any and all operating deficits and/or surpluses of any of the forming districts shall become the asset, and/or the obligation of the Franklin Central Unified School District, effective July 1, 2017. Those member districts with surpluses or remaining reserve funds as of the close of business on June 30, 2017, will transfer all such funds to the Franklin Central Unified School District.

Article VII

No later than June 30, 2017, the forming districts will convey to the Franklin Central Unified School District all of their school-related real and personal property, for One Dollar, and the Franklin Central Unified School District will assume all capital debt associated therewith. Included in the conveyance of real property shall be any leasehold interests held by any of the forming districts.

The Unified School District recognizes the long term financial investments and community relationships that each town/city has with its school building(s). The Franklin Central Unified School District will encourage appropriate continued use of the building by the students and community pursuant to its policies and procedures.

In the event that the Franklin Central Unified School District Board of School Directors determines, in its discretion, that any of the real property, including land and buildings, conveyed to it by one or more of the forming districts is or are unnecessary to the continued operation of the Franklin Central Unified School District and its educational programs, the Franklin Central Unified School District shall convey such real property, for the sum of One Dollar, and subject to all encumbrances of record, the assumption or payment of all outstanding bonds and notes and the repayment of any school construction aid or grants as required by Vermont law, as follows:

- St. Albans City School, 59 Bellows Street transfers to St. Albans City
- St. Albans Town Educational Center, 169 South Main Street transfers to St. Albans Town
- Fairfield Center School, 57 Park Street transfers to Fairfield
- Bellows Free Academy UHS, 71 Main Street Building, the Hospital Building, the Building Trades, Collins Perley Sports Complex and Garage transfer to St. Albans City and St. Albans Town.

The conveyance of any of the above school properties shall be conditioned upon the town/city owning and utilizing the real property for community and public purposes for a minimum of five years. In the event a town/city elects to sell the real property prior to five years of ownership, the town/city shall compensate the Franklin Central Unified School District for all capital improvements and renovations completed after the formation of the Franklin Central Unified School District and prior to the sale to the town/city. In the event a town/city elects not to acquire ownership of such real property, the Franklin Central Unified School District shall, pursuant to Vermont statutes, sell the property upon such terms and conditions as established by the Franklin Central Unified School District Board.

Article VIII

16 VSA §723 governs the administrative transition to the Franklin Central Unified School District. Specifically on the day the Franklin Central Unified School District becomes effective (July 1, 2017), the Franklin Central Unified School District shall assume the assets and assumes the existing contractual obligations and other liabilities of the member school districts within its borders unless otherwise agreed to by the member districts in the approved plan for the formation of the Unified School district. No later than July 6, 2017, the treasurer of each preexisting school district shall pay by check to the treasurer of the Franklin Central Unified School District the full amount of the balance standing in his or her school account and transfer and/or assign to him or her all outstanding notes and contracts. All other officers of the preexisting school districts shall transfer and/or assign to the corresponding officer of the Franklin Central Unified School District all instruments and other documents establishing the forming districts' assets, liabilities, and contractual rights.

Article IX

For purposes of this article, the term “member towns” shall refer both to the forming districts that are voting whether to create a unified union school district and also to the member towns of the Unified Union School District if it is created.

School directors shall be apportioned to each member town in a manner that is roughly proportional to the fraction that its population bears to the aggregate population of all member towns in the Unified Union School District.

Legal voters of one or more of the member towns shall nominate persons who are residents of the respective member towns/city for the school director position(s) apportioned to that town/city.

Directors on the Board shall be voted at-large by the electorate of the Unified Union School District.

For the initial process of nominating individuals for school director positions, each nominee must reside in the town to which the board seat is apportioned. Consistent with 16 VSA § 706e(c) regarding at-large voting, each nominee’s petition must be signed by a minimum of sixty (60) legal voters from one or more of the member towns/city.

Petitions are valid only if the nominee accepts the nomination in writing. The petition must be filed with the clerk of the nominee’s town/city school district (or the town clerk if there is no town school district clerk). Petitions must be filed not less than 30 nor more than 40 days prior to the date of the vote to establish the Unified Union School District. Upon receipt of a valid petition, the clerk shall place the name of the person on the ballot and notify the clerk of every district proposed for membership in the proposed Unified Union School District to place the person’s name on the ballot of each district.

Initial Board composition is based on the 2010 Federal Census, and shall be recalculated promptly following the release of each subsequent decennial census. At such time, the Board shall also evaluate and consider the advisability of continuing the system of at-large voting for school directors.

Initially, Fairfield, a town corresponding to a pre-existing member school district, shall elect two members to the Board, who will have a weighted vote of one. Each Fairfield vote shall be counted as one-half of a Board vote. At no time will a member town have fewer than two board members, with a total weighted vote of one on the Board.

The initial membership on the Board will be as follows:

Town/City	Board Members
St. Albans City	4
St. Albans Town	4
Fairfield	2*
<i>* Each board member will have a .5 weighted vote (equaling 1.0 total vote)</i>	

Article X

The Franklin Central Unified School District Board of School Directors will be elected for three-year terms, except for those initially elected at the time of the formation of the Unified School District. In the initial Franklin Central Unified School District election, board member terms of office will be as follows:

Distribution of Initial One-Year, Two-Year and Three-Year Terms:

Town/City	1 Year Term	2 Year Term	3 Year Term
St. Albans City	2	1	1
St. Albans Town	1	1	2
Fairfield	1	1	-

The Transition from Initial Board Terms to Three-Year Terms:

Voting year -	'16	'17	'18	'19	'20	'21	'22	'23	'24	'25
City							
City							
Town							
Fairfield							
City								
Town								
Fairfield								
City										...
Town										...
Town										...

Pursuant to the provisions of 16 VSA §706j(b), elected school directors shall be sworn in and assume the duties of their office. The term of office for School Directors elected at the March 1, 2016 election shall be one, two, or three years respectively, plus the additional months between the date of the Organizational Meeting of the Franklin Central Unified School District (16 VSA §706j), when the initial school directors will begin their term of office, and the date of the Franklin Central Unified School District's annual meeting in the spring of 2017, as established under 16 VSA §706j. Thereafter, terms of office shall begin and expire on the date of the Franklin Central Unified School District's Annual Meeting.

Article XI

The proposal forming this Franklin Central Unified School District will be presented to the voters of each forming school district on March 1, 2016. The candidates for the new Franklin Central Unified School District Board of School Directors will be elected on the same date, as required by law.

Article XII

Upon an affirmative vote of the electorates of the school districts, and upon compliance with 16 VSA §706g, the Franklin Central Unified School District shall have and exercise all of the authority which is necessary in order for it to prepare for full educational operations beginning on July 1, 2017. The Franklin Central Unified School District shall, between the date of its organizational meeting under 16 VSA §706j and June 30, 2017, develop school district policies, adopt curriculum, educational programs, assessment measures and reporting procedures in order to fulfill the Education Quality Standards (State Board Rule 2000), prepare for and negotiate contractual agreements, set the school calendar for Fiscal Year 2018, prepare and present the budget for Fiscal Year 2018, prepare for Franklin Central Unified School District Annual Meeting(s) and transact any other lawful business that comes before the Board, provided, however, that the exercise of such authority by the Unified School District shall not be construed to limit or alter the authority and/or responsibilities of the School Districts of St. Albans City, St. Albans Town, BFA Union High School District #48/NWTC, Fairfield Town and the Franklin Central Supervisory Union. The Franklin Central Unified School District shall commence full educational operations on July 1, 2017.

Article XIII

The Franklin Central Unified School District of School Directors shall propose annual budgets in accordance with 16 VSA Chapter 11. The annual school budget vote shall be conducted by Australian ballot pursuant to 17 VSA Chapter 55.

On July 1, 2017, the St. Albans City, St. Albans Town, BFA Union High School #48/NWTC and Fairfield Town School districts shall cease all educational operations and shall remain in existence for the sole purpose of winding up any outstanding business not given to the Franklin Central Unified School District under these articles and state law. Such business shall be completed as soon as practicable, but in no event any later than December 31, 2017. The Franklin Central Supervisory Union shall cease all operations within a reasonable timeframe of the completion of all outstanding business of its member school districts, but in no event any later than January 31, 2018.

For at least the first year that the Franklin Central Unified School District is fully operational and providing educational services, students shall attend elementary school and middle school in their town/city of residence; provided however, with parental consent, the Board of School Directors may adjust student enrollment based upon individual student circumstances and needs of the Franklin Central Unified School District. Effective July 1, 2018, the Board of School Directors will have the authority to adjust school attendance boundary lines and school configurations within the Franklin Central Unified School District.

The Franklin Central Unified School District school board shall provide opportunity for local input on policy and budget development. Structures to support and encourage public participation within the Franklin Central Unified School District will be established by the Franklin Central Unified School District Board of School Directors on or before June 30, 2017.

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