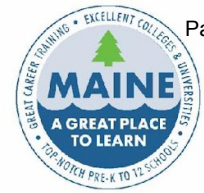




22 Knowlton Street
Camden, Maine 04843
(207) 236-3358
FAX (207) 236-7810

Shawn Carlson, Ph.D.
Interim Superintendent
Debra McIntyre
Assistant Superintendent



Five Town CSD
Regular School Board Meeting
Wednesday, October 5, 2022
Rose Hall Board Room
7:00 P.M.

Meeting URL: <https://www.fivetowns.net/live>

AGENDA

1. Call to Order
2. Adjustments to the Agenda
3. Public Comment on Items not on the Agenda
4. Recognition
 - a. Sam VanLonkhuyzen, National Merit Scholarship Commendation
5. Minutes
 - a. Approval of the September 7, 2022 Regular School Board Meeting Minutes
6. Nominations (Note: Executive Sessions possible for Nomination)
 - a. Stipend Nominations

POSITION	EMPLOYEE	POINTS	BONUS	AMOUNT
F1 Coordinator/Intercultural Support	Michele Metzler	23	0%	\$1,854.49
New Hire Support	Jenn Brassbridge	9	20%	\$870.80
New Hire Support	Patti Forster	9	0%	\$725.67
New Hire Support	Lisa Delfino	9	0%	\$725.67
New Hire Support	Craig Ouellette	9	0%	\$725.67
New Hire Support	Margo Murphy	9	20%	\$870.80
New Hire Support	Jenn Brassbridge	9	20%	\$870.80
New Hire Support	Lisa Damian-Marvin	9	20%	\$870.80
New Hire Support	Jen Munson	9	20%	\$870.80
New Hire Support	Patti Forster	9	0%	\$725.67
New Hire Support	Lisa Damian-Marvin	9	20%	\$870.80
Math Team Coach	Rowena Motylewski	20	0%	\$1,612.60
Math Team Ass't Coach	Trevor Vadas	15	0%	\$1,209.45

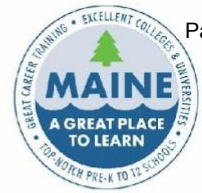
7. Healthy Relationships – Jen Curtis
8. Possible Approval of Five Town CSD Health and Safety Management Plan

9. Possible Approval of Dr. William Stephenson as Camden Hills Regional High School Doctor
10. Board Chair's Report
 - a. MSBA School Board Service Award
 - b. September 29, 2022 Rose Hall Open House
 - c. October 12, 2022 SchoolLaw LGBTQ+ and other Politically Contentious Issues Webinar
 - d. October 27 & 28, 2022 MSMA Annual Fall Conference
11. Superintendent's Report
12. Student Representative's Report
 - a. Early College Courses
13. Administrative Reports
 - a. Deb McIntyre, Assistant Superintendent
 - b. Jen Curtis, CHRHS Principal
14. Standing Committee Reports
 - a. Joint Curriculum – Has not met
 - b. Finance – Met September 7, 2022, minutes attached. Meets before the School Board Meeting on October 5, 2022
 - i. Finance Update – Finance Committee Chair
 - c. Joint Personnel – Has not met
 - d. Joint Policy – Next meeting November 7, 2022
 - e. Joint Sustainability – Next Meeting October 14, 2022
15. Ad Hoc Committee Reports
 - a. Facilities Committee – Next meeting October 11, 2022
16. Board Advisory Committee Reports
 - a. MCST – Marcus Mrowka
17. School Advisory Committee Reports
 - a. Strategic Planning – Met October 3, 2022, minutes in Board Folders. Next meeting October 24, 2022
18. Future Agenda Items
19. Adjourn



22 Knowlton Street
Camden, Maine 04843
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FAX (207) 236-7810

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Assistant Superintendent



Five Town CSD
Regular School Board Meeting
Rose Hall Board Room
Wednesday, September 7, 2022

MINUTES

Board Present

Becky Flanagan, Chair
Marcus Mrowka, Vice-Chair
Sarah Bradley Prindiville
Marcia Dietrich
Amelia Grant
Brianna Gutierrez
Ramona Larson
Patrick McCafferty
Lori Perez
Than Porter
Rick Thackeray
Bailey Curtis, Student Representative, 2023

Also Present

Shawn Carlson, Superintendent
Debra McIntyre, Assistant Superintendent
Peter Orne, Business Manager
Jen Curtis, CHRHS Principal
Jeremy Marks, CHRHS Director of Counseling
Chris Fanelli, Director of Facilities and Transportation
Staff, Students, and Community Members

1. Call to Order
Chair Flanagan called the meeting to order at 7:01 pm.
2. Adjustments to the Agenda
There were no adjustments to the agenda.
3. Public Comment on Items not on the Agenda
There was no public comment on items not on the agenda.
4. Minutes
 - a. Approval of the June 22, 2022 Board Meeting minutes

Chair Flanagan made corrections to the minutes as follows:

- i. Under Absent Board Members, Amelia Grant's name was struck since she had yet to be sworn in as a Board member.
- ii. Under Agenda Item 11, RCR Smith was corrected to RHR Smith.

Upon Motion by Patrick McCafferty and second by Marcus Mrowka, the Board voted to approve the June 22, 2022 Board Meeting Minutes as corrected.

Vote: 11-0 Student Vote 1-0 Passed

- b. Approval of the August 25, 2022 Special Board Meeting Minutes

Upon Motion by Marcia Dietrich and second by Patrick McCafferty, the Board voted to approve the August 25, 2022 Special Board Meeting Minutes.

Vote: 11-0 Student Vote 1-0 Passed

5. Recognition

- a. CHRHS Fire Response

Superintendent Carlson praised and thanked District employees Chris Fanelli, Frank Sparhawk, Ben Lerner, Ashely Meservey, Rian Sparhawk, Maggie Massengale, and Anthony Prest for their pre-dawn response to the fire. Board members echoed Superintendent Carlson's gratitude.

6. Nominations (Note: Executive Sessions possible for Nomination)

- a. Stipend Nomination

Position	Employee	Points	Bonus	Amount
Mountain Bike Assistant	Richard Worner	26	0%	\$2,096.38

Upon Motion by Patrick McCafferty and second by Marcus Mrowka, the Board voted to approve the above stipend.

Vote: 11-0 Student Vote 1-0 Passed

7. Update on Facilities and Transportation (Chris Fanelli)

- a. Capital reserve projects

Director Fanelli stated that the roof shingle repair had been completed and the roof rubber repair will start in mid-October. Repairs to the bleacher seats, windows, flashing, and the A Wing have all been made. No contractors have responded to the RFP for the Lecture Hall renovation, so the project has been put on hold. The Secondary Egress project permitting has been delayed, but he expects permits to be granted and the project to proceed.

- b. Bus routes and transportation

The Transportation Department is fielding many calls, not unusual for the first few days of school. We have hired two additional bus drivers who will begin driving soon. Our "Late Bus", which leaves CHRHS at 4:30 and goes through all

five towns and terminates in Appleton, will start on September 19. The bus provides rides to students who stay later at school for academic programming or activities. A board member asked Director Fanelli to track the number of riders and their destinations of the Late Bus so we can evaluate the route in the spring. Our new electric bus is expected to arrive the week of October 10.

c. Lead Testing

Facilities sent water samples from all water sources to the state in mid-July, and three faucets were determined deficient. These faucets have been shut down and will be repaired when we receive the parts. Samples from the repaired faucets will then be sent back for testing before they are recommissioned.

d. CHRHS fire

We have several remediation projects remaining from the fire. The bathroom tile is on back order, so although the bathrooms are serviceable, cosmetic work remains to be done. The trophy cases were damaged and will be replaced, and Athletic Director Jeff Hart is working on sourcing the new cases. The Gym floor also needs to be replaced, and contractors are slated to start later in the fall. The new floor will hopefully be in place by the start of winter sports. Director Fanelli stated that he is very pleased with the vendors working on repairs and that insurance will likely cover all major expenses after the \$1,000 deductible. Before the start of school, the District ordered air quality tests in all areas affected by the fire. All samples came back free of mold and chemicals.

8. Health and Safety Protocols

Superintendent Carlson shared the finalized District Health and Safety Protocols, which provide guidelines for reducing the incidence and spread of infectious diseases. The Protocols have been posted to the District website and shared with parents and staff.

9. Adopt Strategic Planning Committee Charter

Superintendent Carlson shared the Draft Strategic Planning Committee Charter for approval. The SAD and CSD Strategic Planning Committees will meet monthly. The meetings will start as a joint set of committees to review the agenda for the meeting and then split out as two groups to work by District.

Upon Motion by Marcus Mrowka and second by Patrick McCafferty, the Board voted to approve the Strategic Planning Committee Charter.

Vote: 11-0 Student Vote 1-0 Passed

10. Board Chair's Report

a. Approval of Board Meeting dates – First Wednesday with *exceptions

Sept.7, Oct. 5, Nov. 2, Dec. 7, Jan. 4, Feb. 1, Mar. 1, Apr. 5, May 3, *May 31

Upon Motion by Patrick McCafferty and second by Marcia Dietrich, the Board voted to approve the above Board Meeting dates.

Vote: 11-0 Student Vote 1-0 Passed

- b. Confirmation of committee assignments and committee chairs
Chair Flanagan confirmed the committee assignments and chairs as presented, with the correction that Patrick McCafferty will serve as an alternate to the CSD Finance Committee.
- c. Election of a delegate to MSMA Delegate Assembly to MSMA Fall Conference, Oct. 27 – 28 at Augusta Civic Center
Chair Flanagan encouraged all Board members to attend the MSMA Conference, and Marcia Dietrich shared that the MSMA Delegate Assembly will be held virtually after the conference. The Superintendent's Office will send the finalized Conference Agenda to all Board members once it has been finalized and will facilitate Board member registration.
- d. Future Board presentation ideas for 2022-23
Chair Flanagan asked for a presentation on Healthy Dating, which will be presented at the October meeting.

11. Superintendent's Report – as written

Superintendent Carlson remarked that Karen Gorris-Hicock, Assistant Director of Special Education, was also hired over the summer. In response to a question from a Board member, he stated that the District is working to find leaders for the student travel trips. In response to a question from a Board member, he stated that he will share information about the new Mountain Bike coach's name over email.

12. Student Representative's Report

- a. Freshman Orientation
Student Board Representative Bailey Curtis, Class of 2023, shared a presentation on Freshman Orientation Day, which was held on Thursday, September 1. Freshman Orientation allows 9th graders a day to familiarize themselves with the layout of the school and meet school administration and staff before classes start. Peers, a student club with 50 members, facilitates the Orientation. The Orientation schedule includes a student welcome, a breakout into advisory groups where students write letters to their future selves and sign their class banner, and a scavenger hunt which acts as a customized tour of the school. The students also have lunch in the cafeteria with ice cream donated by River Ducks.

Bailey informed the Board that she is working with the Superintendent's Office to recruit two new Board Student Representatives to represent the sophomore and junior classes and hopes to have the selected students join the Board in November.

13. Administrative Reports

- a. Deb McIntyre, Assistant Superintendent – as written
Ms. McIntyre added that we have 21 new teachers across both Districts and that the new CHRHS teachers bring new excitement and expertise to the school.
- b. Jen Curtis, CHRHS Principal – as written.
Ms. Curtis praised the CHRHS veteran staff who will mentor the new teaching cohort. Chair Flanagan expressed appreciation for the international students that have come to campus this year and asked if the approved Ukraine Exchange program brought any students to CHRHS. Principal Curtis replied that the school has been unable to find Ukrainian students yet but has a host family ready should an opportunity arise.

14. Standing Committee Reports

- a. Joint Curriculum – Met June 1, 2022.
- b. Finance – Met June 1, 2022. Met before the Board Meeting on September 7, 2022.
- c. Joint Personnel – Has not met.
- d. Joint Policy – Next meeting November 7, 2022
- e. Joint Sustainability – Has not met.

15. Ad Hoc Committee Reports

- a. Facilities Committee – Next meeting September 15, 2022.
Rick Thackeray, the new chair of the Facilities Committee, asked the Board for direction on the scope of the committee. Members of the Board recommended that the committee take a comprehensive look at all athletic fields and provide the Board with recommendations.

16. Board Advisory Committee Reports

- a. MCST – Marcus Mrowka
Mr. Mrowka stated that the MCST Committee had its first meeting of the year at which time they elected chairs and formed committees. He stated that new CSD Board member Lori Perez is a welcome addition to the MCST Committee.

17. School Advisory Committee Reports

- a. Dropout Prevention – Met June 7, 2022 (Deb McIntyre)
Assistant Superintendent McIntyre shared that the committee met on June 7, 2022 and plans to meet multiple times in the 2022-23 school year. The committee set the following goals for the coming year:
 - i. to analyze the effectiveness of interventions provided through our multi-tiered system of support
 - ii. to research the need for alternative education in earlier grades
 - iii. to analyze attendance data

- iv. to review the role and coordination with our Adult Education programming
- b. Strategic Planning – Has not met. Next meeting October 3, 2022

18. Future Agenda Items

The Board asked for a tour of the Electric bus when it arrives. Superintendent Carlson shared that we have scheduled an Open House at Rose Hall on September 29, and asked Board members to help promote the Open House to their networks.

19. Adjourn

Chair Flanagan adjourned the meeting at 8:01 pm.

DRAFT

**FIVE TOWN CSD/MSAD #28
2022-23
HEALTH AND SAFETY MANAGEMENT PLAN**

A resource for the school community outlining the district's health and safety management plan for the 2022-23 school year.

This plan is subject to change as conditions change. The School Boards recognize the unprecedented times in which schools operate and the fluidity of our public health scenario and deputize the Superintendent to make changes to this document without board approval based on emerging legal or health guidance.



TABLE OF CONTENTS

PURPOSE AND SCOPE OF THE PLAN.....	3
SCHOOL EMERGENCY RESPONSE PLAN.....	4
HEALTH GUIDELINES FOR THE 2022-23 SCHOOL YEAR.....	5
DAILY HEALTH SCREENING	5
HAND HYGIENE.....	5
RESPIRATORY ÉTIQUETTE	5
IMMUNIZATION.....	5
MASKING	5
PHYSICALS	5
VENTILATION.....	5
COVID-19 SPECIFIC GUIDELINES.....	6
LINKS TO FURTHER INFORMATION	7

PURPOSE AND SCOPE OF THE PLAN

Purpose – The purpose of this Health and Safety Management Plan is to provide a framework of policies, procedures, guidelines, and organizational structure that enables Five Town CSD/MSAD #28 and its community partners to effectively mitigate against, prepare for, respond to, and recover from all emergencies and disasters involving the Camden Hills Regional High School, Camden Rockport Middle School, and the Camden Rockport Elementary School.

The Health and Safety Management Plan purposely does not address more specific responses demanded by the almost limitless variety of possible crises. Instead, it provides a general framework for a response, which in turn will guide more specific steps that a given situation demands, to be determined at the time of its occurrence by the School Emergency Team and emergency responders.

Goal – The goal of this Health and Safety Management Plan is to ensure the safety of all members of the school community and to preserve the well-being of the school and continuity of education through a rapid, coordinated, effective response to (and recovery from) emergencies and disasters.

Scope & Use – The Health and Safety Management Plan is intended for use by school administrators, faculty, staff, and emergency responders. It is also intended to inform parents and community leaders of the schools' planned actions in response to emergencies as a way of preparing families and local officials before an emergency occurs. This plan is intended for use in conjunction with the following resources:

Maine DOE Regulation, Chapter 125

Five Town CSD/MSAD #28 School Board Policy EBCA Comprehensive Emergency Management Plan

Five Town CSD/MSAD #28 School Board Policy EBAA-R Chemical Hazards

Five Town CSD/MSAD #28 School Board Policy EBCB Emergency Drills

Five Town CSD/MSAD #28 School Board Policy EBCC Bomb Threats

Five Town CSD/MSAD #28 School Board Policy EBCF Automated External Defibrillators

CHRHS/CRES/CRMS Emergency Folders

Five Town CSD/MSAD 28 Reunification Plan

CHRHS/CRES/CRMS Student Handbooks

SCHOOL EMERGENCY RESPONSE PLAN

A key component of the overall Health and Safety Management plan is each school's emergency response plan for most emergencies other than infectious diseases. The emergency response plan contains the following information:

- Emergency Reference Guide – Administrative Version
- Emergency Reference Guide – Teacher Version

These guides include processes and procedures to implement when addressing the following emergencies:

- a) On-Site Evacuation
- b) Off-Site Evacuation
- c) Fire
- d) Chemical Spill
- e) Bio Haz Mat
- f) Severe Weather
- g) Power Outage
- h) Lock Down – Stay Put
- i) Reverse Evacuation
- j) Building Threat
- k) Bomb, Assault, Hostage
- l) Medical Emergency
- m) Death at School
- n) Death Outside of School

In addition, the emergency response plan includes information regarding a fire and lockdown process specific to each school, including student accounting procedures and forms. Maps of the school are included in the yellow folder. Contact information for incident command personnel, crisis team, and local first responders is also included. Each school also has a separate folder detailing the reunification process.

Plan Distribution, Security & Confidentiality

The emergency response plan is reviewed and revised annually at the building level. At the beginning of each school year, the school is responsible for updating all yellow folders in their building as well as updating the Central Office folders. The Health and Safety Management Plan is reviewed and revised annually at the district level.

The plan may periodically need to be revised during the school year after each school participates in its emergency drills. Results of each drill shall be recorded, and deficiencies noted and corrected as needed. School personnel shall receive an annual orientation in drill procedures. Schools with grades PreK – 4 will have 10 emergency drills, grades 5- 8 will have 8, and grades 9 -12 will have 6. Two of these drills must happen during the first two weeks of school.

HEALTH GUIDELINES FOR THE 2022-23 SCHOOL YEAR

To keep our students and staff healthy and to support safe in-person learning, we are sharing guidelines for the coming 2022-2023 school year. These guidelines can reduce the incidence of many infectious diseases in addition to preventing Covid-19 infection. One of the observations we have had over the previous several years is that simple steps can reduce the incidence of flu, colds, and Covid-19. These guidelines will be updated regularly as needed.

Daily Health Screening

We ask families and staff to do a daily pre-screening of their health before accessing district schools and transportation. **If your child feels unwell at all, please keep them home.**

Hand Hygiene

All students and staff should continue to exercise good hand hygiene using soap and water or hand sanitizer.

Respiratory Etiquette

All students and staff should cover their mouths and nose when coughing or sneezing and should wash their hands afterward.

Immunization

There are several required vaccinations for students. The school nurse will notify you if your child is not up to date on any of these vaccines. Although vaccination for Covid-19 is not required to attend school, the vaccine can be effective at mitigating severe illness from Covid-19.

Masking

Masks are optional in all settings in our schools, except in three circumstances.

1. Isolation will continue for people who test positive for Covid-19 and if they return after 5 days of isolation, they must wear a mask for 5 additional days while in school.
2. If our students visit another establishment for a field trip or athletic event, our staff and students will follow the rules of that facility.
3. Nurses (or administrators in their stead) may require symptomatic students to wear a mask while they are evaluated.

Physicals

Physicals are an important tool to maintain health and screen for potential health issues. They are required for participation in school-sponsored athletic teams.

Ventilation

The ventilation in each building has been tested and upgraded over the past two years. All rooms and public spaces meet or exceed the recommended air exchange volumes per day. All filters meet or exceed recommendations for recirculated air.

Covid-19 Specific Guidelines

If your child tests positive for Covid-19, please notify the school nurse of the date of the positive test and the date of symptom onset.

The following protocols were developed in consultation with local doctors and recommendations from the CDC:

Isolation

Students and staff testing positive for Covid-19 must isolate at home for 5 days. When counting, the date of symptom onset or date of a positive test (whichever comes first) is considered "day 0".

Ending isolation

Individuals who are fever free, without the aid of fever-reducing medications, and are experiencing improving symptoms may end isolation after 5 days.

Masking through Day 10

Students and staff testing positive for Covid-19 must wear a mask during days 6-10 when they return to school.

Athletics

Students who have tested positive for Covid-19 *and* during the course of illness developed a fever, require clearance from their healthcare provider before returning to sports. Parents/guardians must contact the School Nurse to discuss individual circumstances.

For a sample doctor's note, [see this form from the American Academy of Pediatrics \(Maine AAP\)](#).

LINKS TO FURTHER INFORMATION

You can find further information at the following links:

[Return to play for athletes after Covid 19](#)

[CDC Guidance for Covid exposure](#)

[Immunization Requirements for School Children](#)

August 2022



22 Knowlton Street
Camden, Maine 04843
(207) 236-3358
FAX (207) 236-7810

Shawn Carlson, Ph.D.
Interim Superintendent
Debra McIntyre
Assistant Superintendent



Five Town CSD
Superintendent's Board Report
October 5, 2022

Strategic Plan

We will have had our first Strategic Planning Committee meeting by the time of our October Board Meeting. I will provide a summary in the Board folders at the October 5 Board meeting and a full update in my next board report.

Infinite Visions Accounting/Payroll and Human Resources Software

We have begun the transition away from our current software system and into the new system from Infinite Visions. Our current system, Profund, is no longer supported by Tyler Technologies. This major project has required more than 380 hours of training for the primary users in the business and technology departments. Over the coming months, school-based users will be trained. We hope to make the transition over the December holidays and be live in the new year.

Project Updates

We are still seeking a contractor to take on the work of renovating the Lecture Hall. The windows in the Library and Towers will be repaired and re-flashed in the coming month. We have finally received all the permits for the egress road between the High School and Elementary School, and we are waiting for a start date from Farley Inc. The gym floor replacement will begin the week of October 3rd. The project has grown in scope as the contractors have become involved, but the good news is that all the work currently slated will be covered by our insurance claim.

Staffing

We have had a difficult time filling our non-teaching staff positions. This is particularly acute in the custodial and bus driving positions. The following table illustrates where we are understaffed.

Position	# of Positions	# of Openings	# Who Have Left in the Last 3 Months
CRES Custodian	6	1	2
CRMS Custodian	6	1	1
Floater Custodian	1	1	0
Rose Hall Custodian	1	1	0
SAD Groundskeeper	1	0	0
CRES Food Service	2	0	0
CRMS Food Service	3	0	0
Bus Drivers	12	2	2
Mechanic	1	0	0
CHRHS Custodian	9	2	2
CSD Groundskeeper	1.5	0	0
Maintenance	3	0	0
CSD Food Service	5	0	0

Total Positions = 51.5 Positions

Total Open Positions = 8 Positions

Turn over this summer = 7 Positions

One of the consequences of our bus driver shortage is we do not have anyone to drive the late bus. We will try again to establish the late bus during the winter season, beginning in November.

I am also sharing the following table to illustrate the hidden costs of our staffing issues. Not only do open positions create operating issues, but each time we lose an employee, there are additional costs to finding another employee. The table represents an estimate of how much it costs to onboard a new employee in these positions. It points out the need to hold on to our current and new employees.

Employee Code	HR Cost	Asst. Supt Cost	Direct Cost	Advertising Cost	Training Costs	Other	Total
Custodial	\$135.00	\$72.00	\$287.00	\$215.00	\$1,060	\$60.00	\$1,829.00
Driver Non Lis.	\$135.00	\$72.00	\$212.00	\$150.00	\$550.00	\$60.00	\$1,179.00
Driver Lis.	\$135.00	\$72.00	\$80.00	\$150.00	\$370.00	\$60.00	\$867.00
Food Service	\$135.00	\$72.00	\$260.00	\$440.00	\$650.00	\$60.00	\$1,617.00
Maintenance	\$135.00	\$72.00	\$856.00	\$215.00	\$4,250.00	\$60.00	\$5,588.00
Grounds	\$135.00	\$72.00	\$380.00	\$215.00	\$1,500.00	\$60.00	\$2,362.00
	5 hours of time per employee	1 hour of time per employee	Estimated 10% loss of productivity during training	Advertising cost divided by number of positions advertised	Estimated 50% productivity during training period	Uniforms	

This is a rough estimate, but I believe conservative. Since the hiring season began in Feb. of last year, we have spent \$ 33,488.00 on advertising.

Training

Over the past month, I have participated in three trainings for Superintendents. The first was an Annual Legislative Update from Drummond Woodsum. DW reviewed the adopted legislation from the last session of the Legislature and its impacts on schools. I also attended two Superintendent training courses held by Drummond and Woodsum and Maine School Superintendents' Association. Both of these trainings focused primarily on policy and communication strategies.

Respectfully Submitted

Shawn Carlson



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(207) 236-3358
FAX (207) 236-7810

Shawn Carlson, Ph.D.
Interim Superintendent
Debra McIntyre
Assistant Superintendent



Five Town CSD
Assistant Superintendent Board Report
October 5, 2022

Goals Update:

GOAL #1: Teaching and Learning

- Attending the weekly Multi-Tiered Systems of Support (MTSS) meetings. AP Nell Dailey is leading this work with the goal of identifying interventions that will support students who are struggling. This continues to be an evolving process with refinements to the procedures. The addition of the strength-based data from the PEARS assessment will support this work.
- Meeting with Danny Salomon to check in on the progress with students working in the Maker Space. Danny has some great ideas to continue to grow student interest and is currently working to build composter crushers that will be used at each school (and eventually for sale) to assist with our composting efforts. In addition, due to low sign-up numbers for the UMO Design and Engineering course that Tom Gray previously offered, Danny made a connection this summer with a summer resident, Bhakti Salunkhe, whose family runs the Puranik Foundation. Danny and I met with Bhakti to explore the possibilities for collaborating. Bhakti runs a program for high school students in Houston, TX, that is focused on Innovation and Design Thinking. Students participate virtually in a Design Thinking course offered through the Stanford d. school, learn specifically about alternative energy, learn how to develop a prototype, are assigned mentors, develop a business plan, and participate in a PITCH competition. The Puranik Foundation also has developed a K-12 school in India that focuses on education for underserved students. The learning campus is completely off the grid, and the goal is for the school to be 100% sustainable. The foundation would also be interested in discussing the possibility of a cultural exchange in the future. This was a great connection for us, and we will continue to explore possible collaborations.

GOAL #2: School Culture

- It was great to see the crowd and the students at Homecoming on Saturday. The spirits were high, the stands were full, and the sun shone. I know that the high school is working hard to build back a positive culture after so many changes brought on by the pandemic. The feeling at the school is positive and energetic! Kudos to our staff and administration!

Other

- Supt. Carlson and I met with the Directors to do professional development regarding evaluations.
- Developed a safety plan for Rose Hall and Zenith based on our new building.
- Continued to interview and train substitutes!
- Recognized Colin Sutch on IT Appreciation Day. Colin always goes above and beyond!

Respectfully,

Debra McIntyre



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Five Town CSD
Principal's Board Report
October 5, 2022

Current Enrollment Figures

Grade	September	October	Change
9 th Grade	200	199	-1
10 th Grade	179	178	-1
11 th Grade	173	169	-4
12 th Grade	167	172	+5
Total	719	718	-1

Student Acknowledgement: Samuel VanLonkhuizen, National Merit Scholarship, Commended Student

Asset-Based Approach to Rebuilding Culture

An asset-based strategy focuses on strengths. In a two-pronged approach, CHRHS is placing an emphasis on students and teachers alike by valuing what they bring to the classroom. Student assets are uncovered using the Holistic Student Assessment (HAS) self-reporting survey from the Partnership in Education and Resilience (PEAR). Student portraits reveal the following assets: action-oriented, emotion control, assertiveness, perseverance, trust, empathy, reflection, and optimism. Surveys were conducted in September, with professional development around implementation strategies to follow in October. Our asset-based approach with teachers involves receiving formative feedback from colleagues that focuses on their talents, from pedagogical skills and classroom management to relationship building and content scaffolding. During the months of September and October, 100% of the faculty will receive peer feedback centered on their strengths.

Additionally, I have been getting into all our new teachers' classrooms. I have been impressed by their energy, positive presence in the building, and willingness to seek support. The transition has been smooth, and it is a testament to the quality of our new hires and the helpfulness and guidance of our veteran staff working alongside each of our new hires.

Free Community College Scholarship = Accelerated Graduation Plans

The Free College Scholarship provides Maine high school graduates from the Classes of 2020, 2021, 2022, and 2023 a scholarship that pays 100% of tuition and required fees, including developmental courses. Scholarships are accepted at any one of the seven Maine community colleges and pay for up to two years. Students who qualify for maximum grant aid may use any additional grant funds to cover the cost of books, supplies, and other related educational expenses. Scholarship funding is being offered as a one-time \$20 million allocation in Governor Mill's 2022 supplemental budget. (<https://www.mccs.me.edu/freecollege>). Shifts in our senior class enrollment reflect the fiscally savvy choice to accelerate graduation plans and gain access to additional scholarship funds. We have approved five accelerated graduation plans as of September.

Respectfully Submitted,

Jen Curtis

A learning community that fosters intellectual and creative excellence while building strong character



22 Knowlton Street
Camden, Maine 04843
(207) 236-3358
FAX (207) 236-7810

Shawn Carlson, Ph.D.
Interim Superintendent
Debra McIntyre
Assistant Superintendent



Five Town CSD
Finance Committee Meeting
Wednesday, September 7, 2022
6:30 P.M.
Rose Hall Conference Room

MINUTES

Board Present

Marcus Mrowka, Chair
Sarah Bradley Prindiville
Amelia Grant
Lori Perez
Than Porter
Rebecca Flanagan, Ex Officio
Patrick McCafferty, Alternate

Also Present

Shawn Carlson, Superintendent
Deb McIntyre, Assistant Superintendent
Peter Orne, Business Manager

1. Call to Order

The meeting was called to order at 6:32 p.m. It was determined by the Chair that Patrick McCafferty would be an Alternate member to prevent a Board quorum.

2. Introductions

Introductions were made.

3. Discuss Scope of Committee

The purpose of the committee was discussed, and Business Manager Orne shared information about the budget process and timeline. The material attached was also shared with members.

4. Discuss FY23 Committee Goals

Chair Mrowka asked committee members to consider goals to be shared at the next meeting.

5. Adjourn

The meeting adjourned at 6:55 pm.

11. BUDGETS, BUSINESS SERVICES, AND SCHOOL FINANCE

As an elected body, your school board is responsible for oversight of the school unit's finances. This relationship of trust and accountability is sometimes referred to as the board's "fiduciary responsibility." The board is responsible for ensuring that policies are adopted and implemented, including those for internal accounting, records management, audit compliance, prevention and detection of fiscal improprieties, and timely financial reports to the board. As a board member, you should develop a basic understanding of where money comes from to operate the schools and how it is expended, and how the budget development and approval process works.

The financial operations of schools in Maine are heavily regulated by law. The legal requirements vary somewhat among school units, depending upon whether it is a municipality (with a town meeting or a town or city council), a regional school unit (RSU), an Alternative Organizational Structure (AOS), a consolidated school district (CSD), or other legal entity. Board members should seek further information from their superintendent and/or board chair about the legal requirements applicable to their own school unit.

Under Maine law, the responsibility for financial management of the school unit is divided among the school board, the superintendent, and the school unit's legislative body (town meeting, town or city council, budget validation referendum, and the town or city charter).

This section will discuss financial issues that are common to all school units.

Board Responsibilities

In the broadest sense, the school board is responsible for ensuring that the school unit has the resources for staff, buildings, furnishings, and instructional materials to carry out the

educational program (20-A MRSA § 1001). The board's major financial functions, as spelled out by law, are to:

- Adopt policies including those that relate to fiscal matters;
- Provide appropriate resources for the operation of the schools (the day-to-day operations are the responsibility of the superintendent);
- Prepare and adopt the annual budget (although the actual preparation of the budget is delegated to the superintendent);
- Approve spending of allocations budgeted by the board. Many boards have a standing Finance Committee to review and sign warrants as allowed by 20-A MRSA § 15006;
- Provide custody and care, including repairs and insurance, on school buildings and property; and
- Be responsible for purchasing, borrowing, establishing reserve funds, investments, and school construction funds as provided for by law.

Superintendent Responsibilities

In RSUs and SADs, the superintendent serves as the school unit's treasurer, and in CSDs, the superintendent or a board member may be authorized to serve as treasurer. In municipalities, the treasurer of the town is elected or appointed by the municipal officers. The superintendent's major financial functions are to:

- Assure financial records and accounts are accurate and up-to-date;
- Issue vouchers to show the correctness of bills;

- Place orders for materials and supplies approved by the board or school building committee; and
- File appropriate financial reports and statements with the State.

In practical terms, the board carries out its financial responsibilities for the school unit primarily in two ways: by adopting policies which set management goals and provide direction to the superintendent for the implementation of financial operations and by approving budgets, spending, and purchasing.

Management of Business Services

Depending upon the size of your school unit, the superintendent may delegate many of his or her financial responsibilities to others, such as a business manager, supervisors, or coordinators. The school unit should have a comprehensive set of administrative procedures that govern the business services of the district. These business services generally fall into these four categories:

1. **School Nutrition** (Food Services or Cafeteria Services)
The lunch program (and breakfast in many school units) receives federal funds and is governed by federal and state laws and regulations. The laws provide free or reduced price meals for students who meet eligibility guidelines.
2. **Maintenance and Operations** (Buildings and Grounds)
This category includes cleaning, repair and maintenance of buildings and grounds, and storage and distribution of supplies and equipment.
3. **Business Office** (Budget Administration)

This category includes bookkeeping, accounting, purchasing, payroll, and related recordkeeping and reporting functions.

4. **Student Transportation**

School units are required to provide transportation for K-8 students in municipalities, K-12 in SADs, and for any special education students for whom there are transportation requirements in their Individual Education Plan (IEP).

Local units may either own and operate their own buses or contract with companies to provide this service.

Budget Process

The School Board is the legal entity responsible for the preparation of the school unit's annual budget. However, in practical terms, the preliminary steps in this process are usually delegated to the superintendent and/or a combination of the superintendent, assistant superintendent, or business manager if such positions are present in the system. Most superintendents have a procedure for gathering needed budget information and requests and presenting proposed budget items to the board for review and approval. Local school units vary a great deal in the process that is used, depending upon the size of the school unit, board policy, local municipal charter, and the various legal requirements specific to the type of school organization that is in place. The budget process is very complex and the most effective way for a new board member to understand it is to talk with the superintendent, board chair, and finance committee chair (if one exists in your unit).

School Funding

The school budget is funded with a combination of state General Purpose Aid and local property taxes, along with federal dollars that are for specific programs like Title I and a portion of special education.

The state versus local share of the school budget is determined in a two-step process.

First, the state calculates how much each school district should be spending to educate children based on what is known as the Essential Programs and Services (EPS) funding formula.

Those EPS numbers are added up to create a statewide total and the state Legislature then determines what share of that amount it can afford to subsidize.

While state voters in 2004 passed a law saying the state must fund 55 percent of the EPS number, that requirement has never been met.

The percentage has been closer to 45 percent in recent years, and it should be remembered that is a statewide number. Individual districts have received as little as 6 percent of their costs covered by the state to up to 80 percent, based on their property values – used to determine ability to pay – and their student enrollment.

The percentage the state doesn't pay for, plus the amount districts decide to spend over what the EPS formula dictates, becomes the local share. Most districts spend over EPS because the formula doesn't take into account many specialty classes, school sports, or even the lunch program. The part not covered by the state is funded through the local property tax, once the school budget is approved by voters.

School board members need to understand how the EPS formula and the distribution formula are applied to their district in order to get the full picture.

How EPS Works

EPS attempts to break down a basic education into its component parts – from teacher salaries to supplies. It was designed to ensure schools dedicate adequate resources to provide a core education and was never intended to define everything school districts have to pay for a comprehensive program.

The largest component of EPS is made up of instructional costs, including the salary and benefit costs for teachers and other support staff. The formula starts with the student count and then determines the number of teachers needed based on student-teacher ratios set in statute: 17:1 for elementary school; 16:1 for middle school; and, 15:1 for high school.

Schools that have more teachers than the formula allows get less of an allocation per teacher.

There are other student-staff ratios that affect allocation including: education technicians at 100:1 for K-8 and 250:1 for high school; school administration at 305:1 for K-8 and 315:1 for high school; guidance staff at 350:1 for K-8 and 250:1 for high school; librarians at 800:1; media assistants at 500:1; health staff at 800:1; and clerical staff at 200:1.

How much each district gets per teacher and other staff varies by unit based on the staff's years of experience and education level. The amount is further adjusted by what has become a very contentious regional adjustment based on Labor Market Areas (LMA). That adjustment allows the state to allocate more for teacher salaries in LMAs where higher salaries are paid.

Staff costs make up the lion's share of what then becomes a unique per-pupil rate for each district.

Districts also are allocated more money for students in four specialized groups, meaning the per-pupil rate is increased for students in a given category based on the weight given that group. Those categories include:

- Grade K-2 students with a weight of 1.1 for a 10 percent increase over the standard per-pupil rate;
- Economically Disadvantaged students with a weight of 1.15 for a 15 percent increase;
- Limited English Proficiency students with a weight ranging from 1.5 to 1.7, for a 50 to 70 percent increase;

- Special Education students, with a weight of 2.25 or a 125 percent increase for each student up to the point where special education students make up 15 percent of the student population. It goes down to 1.38 or a 38 percent increase for the number of special education students that exceed 15 percent of the overall student population.

The state also allows for adjustments for high-cost in-district and out-of-district placements for students with special needs.

The EPS formula allocates a per-student amount, adjusted for inflation, for other aspects of a school's operation. Those allocations for fiscal year 2011 include:

- \$986 for operation and maintenance of the plant for K-8 and \$1,172 for high school;
- \$337 for supplies and equipment for K-8 and \$466 for high school;
- \$215 for system administration K-12;
- \$95 for technology for K-8 and \$288 for high school;
- \$57 for professional development K-12;
- \$42 for Standards Based Implementation for student assessment K-12;
- \$33 for co-curricular and extra-curricular activities for K-8 and \$111 for high school;
- \$24 for Instructional Leadership Support K-12.

The allocations for K-2 students, technology and assessments are targeted, under the law. For the technology allocation, for example, that means districts have to submit a plan to the commissioner of education on how the funds will be used in order to get state support. Other funds are allocated by category, but can be used where needed in the overall school budget.

That leeway to allow local school districts to make the ultimate decision on how to spend most of their money was deliberate, according to the 1999 special committee report that endorsed EPS.

“A key component of the recommendations is that most of the funding identified should be made available without any requirements as to how the funds are to be spent. The local school districts would make that decision,” the report said.

There are several areas covered by EPS that still are driven, all or in-part, by what was spent in the previous year versus what the state says districts should be spending.

The allocation for transportation uses a hybrid method that looks at the population density of a district and the miles school buses travel versus what the district actually spent on transportation for the most recent year available. If 90 percent of the most recent year is higher than the allocation produced by the density/miles traveled formula, the district gets the 90 percent.

Career and Technical Education (CTE) and the Gifted and Talented program are outside of the formula, and while there has been a discussion about bringing CTE under EPS, the state has been reluctant to do so because the allocation would be more than what currently is being spent.

School District 279s

How the EPS formula is applied to your school district is best shown on a form sent to each district by the Department of Education called an ED279. The 279s are usually sent out in March each year, although the date fluctuates. The 279s also show what percentage of the EPS allocation is being covered by the state and what is required of local taxpayers.

If you want to see your 279s, you can request them from your superintendent’s office.

11-A**MARKETING YOUR DISTRICT'S BUDGET**

For educators and board members, spring signals the annual focus on the school budget for next year. And they'll spend countless hours developing, explaining, debating, and seeking approval. This process often brings intense public attention.

Be patient with your publics. Remember, while they may not fully understand a school district's budget, they always understand an increase in their taxes.

Always be prepared to answer some of these tough questions:

- Why do the schools need more money?
- Why are costs rising when enrollment isn't?
- I have no children in the schools, so what's the benefit to me for your increased budget?
- What are your student assessment practices? And why?
- Will the increase in the budget help lift our children's performance?
- How does the budget increase help children learn?

Far too often, school districts do not take the time to explain or market their budget. This marketing process comes in two parts:

- Presentation of the budget through a document that contains the proposed expenditures and revenues; and
- Communication of the budget by explaining what's funded in the budget.

Presentation of Budget

Districts have five different ways, using numbers and/or the written word, for presenting a budget.

1. **Pure numbers**
This format uses only numbers to present a budget's expenditures and revenues. Only the budget's individual line items are given.
2. **Summary numbers**
The budget's expenditures and revenues are presented in numbers through summaries of the major sections of the budget, i.e., salaries, fringe benefits, purchased services, instructional supplies, etc.
3. **Narrative numbers**
This combines either pure or summary numbers and a corresponding, written narrative to explain what the numbers mean and how they relate to programs and students.

4. Executive summary

This is a one-page explanation of the budget which provides few numbers and a narrative.

5. Budget brochure/Annual report

A brochure, usually three to ten pages, relies on pictures, graphs, and written narrative to explain the budget. This can serve as a public relations tool in communicating the district's budget throughout the school year.

Communicating the Budget

Specific publics or groups within the district will need to learn more about a district's budget. District officials should select the budget presentation format which most effectively addresses its budgetary issues, concerns, and audiences. Different publics might include the following:

- Elected officials, such as city or town councils, boards of selectmen, or town budget committees;
- Parents/parent groups;
- District employees; or
- Chamber of commerce/business leaders.

The district's marketing program should also focus on civic groups, community groups, the community "power brokers," news media, taxpayers' organizations, and school improvement councils.

Tailor your presentations to the groups or publics that you wish to address.

With the district's teachers, talk about salaries, how teacher salaries are developed and the influence the legislature has on their salaries.

Business leaders and representatives of the district's larger taxpayers will want to know how a tax increase in tax dollars, if proposed, will affect programs and, ultimately, the employees they may hire.

Know how to use and/or generate political pressure. Know when to make your marketing presentation to the legislative body which holds the key to your property tax requirement. Know when to talk with the power brokers in the district to get their support for the budget.

Avoid the use of educational and financial jargon when making your case.

This is where we are now compared to MSMA list:

D—FISCAL MANAGEMENT

		Five Town	MSMA
DA	FISCAL MANAGEMENT GOALS/PRIORITY OBJECTIVES		
DB	Annual Budget	3/6/2020	X
DBG	Budget Adoption Process		X
DD	Grants		X
DF	Special Funds Investment & Spending	5/4/2022	
DFA	Revenues from Investments	12/6/2017	X
DFE	Student Activities Funds (alternative code JJF)		X
DI	Fiscal Accounting and Reporting	3/6/2020	X
DID	Inventories	10/19/2020	X
DIDA	Fixed Assets		X
DIE	Audits/Financial Monitoring	2/6/2013	X
DJ	Bidding/Purchasing Requirements	6/5/2019	X
DJ-R	Federal Procurement Manual for School Units		X
DJC	Petty Cash Accounts	11/1/2017	X
DJH	Purchasing and Contracting: Procurement Staff Code of Conduct		X
DK	Warrant Procedures	2/3/2021	
DKC	Mileage Reimbursement Rate	12/14/2020	
DLB	Tax Sheltered Annuities	12/16/2019	X
DM	Cash in School Buildings	12/16/2019	X
DN	School Properties Disposition	4/8/2018	X

MSMA SAMPLE POLICIES TABLE OF CONTENTS

(*) following the code indicates that it is a required policy

D—FISCAL MANAGEMENT

DB	Annual Budget
DBG	Budget Adoption Process
DD	Grants
DFA	Revenues from Investments
DFF	Student Activities Funds (alternative code JJF)
DI	Fiscal Accounting and Reporting
DID	Inventories
DIDA	Fixed Assets
DIE	Audits/Financial Monitoring
DJ*	Bidding/Purchasing Requirements (2021)
DJ-R*	Federal Procurement Manual for School Units
DJC	Petty Cash Accounts
DJH*	Purchasing and Contracting: Procurement Staff Code of Conduct
DLB	Tax Sheltered Annuities
DM	Cash in School Buildings
DN*	School Properties Disposition

E—SUPPORT SERVICES

EB	Environmental and Safety Program
EBAA	Chemical Hazards
EBCA*	Comprehensive Health and Safety and Emergency Management Plan (2021)
EBCB	Emergency Evacuation Drills
EBCC*	Bomb Threats
EBCE	School Closings and Cancellations
EBCF	Automated External Defibrillators (AEDs)
ECA	Energy Conservation/Management in the Schools
ECB*	Pest Management in School Facilities and on School Grounds
ECB-E	Pest Management Notification
EDE	Waste Management and Recycling
EEA	Student Transportation Services
EEAEA	Student Transportation Employee Requirements, Training and Responsibilities
EEAEAA*	Drug and Alcohol Testing of School Bus Drivers (unless contracted out)
EEAEAA-R*	Drug and Alcohol Testing of School Bus Drivers Administrative Procedure
EEAEF	Video Cameras on Transportation Vehicles
EEBB	Use of Private Vehicles for School Business
EFBA	Menu Development/Options—Offer vs. Serve Lunch Concept
EFC	Free and Reduced Price Food Services
EFDA	Restrictions on Sale of Foods
EFE	Competitive Food Sales—Sales of Foods in Competition with the School Food Service Program
EGAD	Copyright Compliance
EGAD-R	Copyright Compliance Administrative Procedures
EHB	Records Management

F—FACILITIES PLANNING AND DEVELOPMENT

FA	Facilities Development Goals/Priority Objectives
FB	Facilities Planning
FD	Facilities Funding and Construction
FEA	Education Specifications for Construction
FFA	Memorials

G—PERSONNEL

GAB	Job Descriptions
GBB	Staff Involvement in Decision Making
GBCC	Employee Use of Cell Phones
GBEBB	Staff Conduct with Students (2020)
GBEC*	Drug-Free Workplace
GBGAA	Bloodborne Pathogens
GBGB*	Workplace Bullying (2021)
GBI	Staff Gifts and Solicitations
GBIA	Staff Participation in Political Activities
GBJ	Personnel Records and Files
GBJC	Retention of Application Materials
GBM	Employee References
GBN	Family and Medical Leave (FMLA)
GBN-R1	Family and Medical Leave Administrative Procedure
GBN-R2	Maine Family Medical Leave Administrative Procedure
GBO*	Family Care Leave
GBP	Earned Paid Leave
GBP-R	Earned Paid Leave-Administrative Procedure
GCF	Professional Staff Hiring
GCFA	Employee Social Media Privacy
GCFB*	Recruiting and Hiring of Administrative Staff
GCFB-R*	Recruiting and Hiring of Administrative Staff Administrative Procedure (2021)
GCGA	Substitute Teachers and Educational Specialists
GCI	Professional Staff Development Opportunities
GCK	Professional Staff Assignments and Transfers
GCOA	Supervision and Evaluation of Professional Staff
GCOC	Evaluation of Administrative Staff
GCQC	Resignation of School Unit Employees
GCQCA	School Unit Employee References
GCS	Professional Research and Publishing
GCSA*	Employee Computer and Internet Use
GCSA-R*	Employee Computer and Internet Use Rules
GDA	Support Staff Positions
GDF	Support Staff Employment

FIVE TOWN CSD POLICY

ANNUAL BUDGET

The Board recognizes that financial resources and the proper management of same are fundamental to the support of school programs and operations. With this in mind, the Board will develop and present an annual operating budget as directed by applicable laws.

The annual budget will be for a 12-month period covering the fiscal year July 1st through June 30th.

The Board shall appoint annually in April the Superintendent as its Treasurer, but he/she may delegate portions of such responsibility as appropriate.

The three general areas of responsibility of the Treasurer are budget preparation, budget presentation and budget administration.

Legal reference:

- 20-A MRSA 5-5 1301(MSAD)
- 20-A MRSA 5-5 1701(CSD)
- 20-A MRSA 5-5 1902(UN)
- 20-AMRSA 5-5 15617(ALL)

History: Adopted: 10/28/98, Reviewed: 02/06/13

Reviewed: March 16, 2020

FIVE TOWN CSD POLICY

SPECIAL FUNDS INVESTMENT AND SPENDING

The Special Funds of the Five Towns CSD are to be invested under the supervision of the School Board of the CSD by means of a safekeeping agreement and an investment management agreement pursuant to 30-A M.R.S. § 5706(4).

Investment returns on the Funds will be expended in accordance with the terms of each special fund.

PURPOSE

The purpose of this Special Funds Investment and Spending Policy is to establish guidelines for the safe-keeping and investment of the Funds and the distribution of the earnings for their intended purposes. These guidelines are designed to:

1. Establish a clear determination of the Funds' objectives;
2. Provide guidance and direction to the Funds' Investment Manager(s);
3. Determine the foundation for monitoring and evaluating the Funds; investment performance; and
4. Describe the distribution and spending parameters from the Special Funds.

SAFEKEEPING AND INVESTMENT MANAGEMENT PROCEDURES

The School Board shall enter into a safekeeping agreement for the Funds with a financial institution with trust powers authorized to do business in the State of Maine. The School Board shall also enter into an investment management agreement either with the Financial Institution or with a registered investment advisor as permitted by 30-A M.R.S. § 5706(4). If both the safekeeping and investment management functions are to be performed by a single entity, the two agreements may be combined into a single instrument.

The investment performance of the Investment Manager will be monitored at least annually by the Treasurer and the Business Manager, and they shall report to the School Board on the performance of the Investment Manager at least annually. The Financial Institution and Investment Manager shall serve at the pleasure of the School Board and may be replaced at any time at the discretion of the School Board.

FISCAL MANAGEMENT

1. Objectives

In support of the intended mission of the Funds, the Funds' assets will be invested to provide sufficient proceeds in the form of interest, dividends, and appreciation to preserve the Funds' principal over time in real dollar purchasing power after annual income distributions for special funds and after costs for safekeeping and investment management of the Funds.

2. Spending Guidelines and Preservation of Principal

With the adoption of this Policy, the School Board approves and adopts an income and total return investment plan for the Funds. Under this plan, the annual withdrawals from the Funds will be determined by the terms of the various trust bequests.

3. Standard of Conduct

The Investment Manager(s) shall manage the assets of the Funds with the care, skill, prudence, and diligence, and at a standard of professional knowledge, that someone with special skills and expertise in such matters would customarily use and in a manner consistent with the rule of prudence as established in the Maine Revised Statutes, Title 18-B, Sections 802 to 807 and Chapter 9, the Maine Uniform Prudent Investor Act. The Investment Manager's responsibilities include but are not limited to providing the CSD with periodic (at least quarterly) reporting of investment results, strategic investment counsel, and portfolio management including all buy /sell decisions, trade executions, cash flow analysis, and income distribution. In reviewing the performance of the Funds and the Investment Manager, the Board shall consider the CSD's anticipated short-term and long-term expenditures from the Funds, the expected total return on investments, and general economic conditions.

4. Investment Guidelines

To meet the stated objectives of this policy, a portion of the Funds' portfolio will be dedicated to an equity position in order to produce long-term appreciation of principal. Another portion will be committed to fixed income investments in order to provide a steady and consistent level of income. The allocation of holdings will be designated to reasonably attempt to reduce the overall portfolio volatility of the Funds.

Operating within the parameters set forth herein, the Investment Manager(s) shall have the discretion to prudently allocate funds to equities, fixed income investments, or cash equivalent reserves based on the Investment Manager's evaluation and forecast of investment markets.

The following table outlines the Funds' allowable range of equities, fixed income, and cash:

<u>Equity Assets</u>	
U.S. Large/Mid Cap Stock	45-65%
U.S. Small Cap Stock	0-15%
Foreign Stock	5-20%
Emerging Markets	0-10%
Stock REITs	0-10%

<u>Fixed Income & Cash Assets</u>	
U.S. Fixed Income	15-35%
Foreign Bond Currency	0-10%
Currency	0-5%

Cash & Equivalents 0-15%

The District will charge the manager with socially responsible investing (SRI).

Overall, an initial target goal for the equity/fixed income/cash mix is 65/30/5.

a. Equities

The Funds may be invested in common and preferred publicly traded stocks, including individually managed portfolios, exchange traded funds and mutual funds. The Investment Manager may not engage in any of the following activities:

- Short sales of any type;
- Holding letter or restricted stock;
- Buying or selling on margin;
- Purchasing shares of non-public companies; or
- Purchasing any form of derivatives

b. Fixed Income Investments

The fixed income portion of the Funds' portfolio will be invested in U.S. Government securities, U.S. Government Agency securities, and/ or investment grade (BBB or better). U.S. corporate bonds including convertible bonds. The Funds' average portfolio credit rating will be "A" or better. The average duration of the Funds' portfolio will be less than ten years.

At the time of purchase, no more than 10% of the fixed income portion of the Funds' assets may be invested in any one company and no more than 25% of the Funds' assets may be invested in any one industry sector. These constraints do not apply to U.S. Government or U.S. Government Agency securities.

Fixed income mutual funds or exchange traded funds may also be utilized to enhance income for the fund.

Overall, a target range for fixed income investments will be 20-40%.

c. Cash and Cash Equivalents

To the extent that the Funds are invested in cash or cash equivalents, these will be invested in U.S. Treasury securities, commercial paper rated A-1 or P-1, or money market securities issued by institutions rated AA or higher, or pooled funds with demonstrably high-quality credit standards and proven track record of superior performance over time.

Overall, a target range for cash investments will be 0-10%.

5. Performance Benchmarks

The Treasurer and Business Manager shall be responsible for the ongoing monitoring of the performance of the Funds against agreed benchmarks and against this Policy and shall report to the School Board on the performance of the Funds and the Investment Manager at least annually.

Investment performance will be measured compared to the S&P 500 Index for equity portfolio, and the Barclays Intermediate term Government/Credit index for the Fixed Income portfolio. Cash will be benchmarked against the Citigroup 90 Day Treasury Bill Index.

Investment performance will also be compared to a blended benchmark index portfolio matching the allocations specified in this Policy.

6. Communications

The School Board shall meet at least annually, or, in its discretion, more often as the investment environment may warrant, to review the portfolio under management and the investment results in the context of this Policy. Presentations for such meetings may include:

- a. The portfolio performance with respect to investment objectives;
- b. The expected level of income projected over the next four quarters;
- c. A market review of the economic climate and risk levels associated with the actual portfolio;
- d. The portfolio performance relative to the appropriate index/peer group reflective of the Funds' actual holdings; and/ or
- e. Statements to include detailed descriptions where appropriate of aggregate holdings of each class valued at cost and at market; individual asset holdings valued at cost and at market; asset purchases and sales; and investment income.

7. Review

The School Board, with the assistance of the Treasurer and Business Manager, shall review this Investment Policy not less than annually to determine if modifications are appropriate. Proposed modifications to this Investment Policy will be documented in writing and approved by the School Board at a regular or special meeting prior to implementation.

Cross Reference:

- KCD – Gifts From the Public
- KCE – Scholarships for Graduating Seniors and Alumni

First Reading: April 6, 2022

Second Reading: May 4, 2022

Adopted: May 4, 2022

FIVE TOWN CSD POLICY

REVENUES FROM INVESTMENT

The school district considers an investment program a critical ingredient of sound fiscal management. The Board authorizes investment program for the purpose of securing a maximum yield of interest revenue to supplement other revenues for the support of the unit's educational program while minimizing risk.

The investment program will be administered in a way that will ensure:

1. The continuous process of temporary investing of all fund balances and money available for investment purposes;
2. The maintenance (revised following each cash transaction) of a yearly cash flow chart that will provide data to assist proper planning and decision making regarding amount, duration and type of investment;
3. The use of an open competition system of bids and/or quotes to obtain the maximum yield possible on all investments from both local-community and beyond-the-community financial institutions;
4. That all financial institutions managing school district funds provide statements to the district of their collateral in the form of a list of the securities pledged at market value; and
5. That the district investments will be in compliance with the law.

Delegation of Authority

The school district authorizes the district Business Manager and Superintendent to manage all activities associated with the investment program in such manner as to accomplish the objectives of this policy. Their responsibilities will also include annual review and assessment of the district's investment program and filing a report and recommendations annually with the Board. The Business Manager is further authorized to execute in the Board's name any and all documents relating to the investment program in a timely manner to confer with reputable consultants regarding investment decisions when necessary. An annual progress report of investments will be made to the Board.

Legal Reference:

- 20-A MRSA S-S 1312

History: Adopted: 10/28/98

First Reading: November 1, 2017

Second Reading: December 6, 2017

Adopted: December 6, 2017

FIVE TOWN CSD POLICY

FISCAL ACCOUNTING AND REPORTING

The Superintendent shall be ultimately responsible for properly accounting for all funds of the school unit.

The accounting used shall be in accordance with requirements of the Maine Department of Education and with good accounting practices, providing for the appropriate separation of accounts, funds and special moneys.

The Board shall receive monthly financial statements from the Superintendent showing the financial condition of the school.

It shall be the duty of the Superintendent/designee to direct and supervise the preparation of monthly and annual reports to the Superintendent and the Board; to advise Principals and other administrators periodically of expenditures related to budget appropriations; and to prepare financial reports required by the Maine Department of Education or other agencies with jurisdiction.

Legal Reference:

- 20-A :MRSA 5-5 1055

History: Adopted: 10/28/98, Reviewed: 02/06/13

Reviewed: March 16, 2020

FIVE TOWN CSD POLICY

INVENTORIES

Inventory of property and equipment shall be taken on an annual basis. The inventory system shall serve the functions of control and conservation.

Responsibility for this shall be with the Superintendent/ designee, to whom the Principals and supervisors shall be accountable for the maintenance of proper inventories in their schools.

History: Adopted: 10/28/98 Reviewed: 02/06/13

Reviewed: October 19, 2020

FIVE TOWN CSD POLICY

AUDITS/FINANCIAL MONITORING

The school district's books shall be audited annually by the Maine Department of Auditors or by an outside auditor approved by the Board, based on the July 1st to June 30th fiscal year. The Superintendent/designee shall be responsible for working with the auditors as they conduct the annual and or other audits as required.

Legal Reference:

- 20-A MRSA 5-56051

History: Adopted: 10/28/98

Reviewed: February 6, 2013

FIVE TOWN CSD POLICY

BIDDING AND PURCHASING

Bidding procedures should encourage local purchasing and regionalizing when most efficient. The Board may consider the vendor's history with the district. If the purchase is equipment that will require regular maintenance and repair, the Board may consider the vendor's repair rates and distance from the district.

1. Requests will be developed by the Department Head and the Central Office and placed in at least one local advertising medium a minimum of ten days before bid closing.
2. The Board reserves the right to reject any or all bids. Bids will be awarded on the basis of what the Board determines is best for the district.
3. In the event of a situation in which time will not allow this policy to be followed in its entirety, the Superintendent may authorize a waiver of such terms of the policy necessary to expedite a resolution. Such waiver shall be brought to the Board's attention as soon as practical.

Major Equipment/Supplies Purchases

1. Any single item or groups of similar items totaling less than \$15,000
 - a. No board or Finance Committee approval required
 - b. Administration may informally solicit proposals/quotes from appropriate vendors
 - c. Multiple bids will be acquired where feasible
2. Any single item or groups of similar items totaling over \$15,000 but less than \$25,000
 - a. Finance Committee approval required
 - b. Must provide written specifications to vendors
 - c. Multiple bids will be acquired where feasible
 - d. Bids must be in writing
 - e. Advertising requirements:
 - i. If item(s) are generic in nature, advertise via local medium
 - ii. If item(s) are proprietary or availability is limited to certain vendors, the Finance Committee may waive the advertising requirement when provided with a list of qualified vendors
3. Any single item or groups of similar items totaling over \$25,000
 - a. Board approval required
 - b. Must provide written specifications to vendors
 - c. Multiple bids will be acquired where feasible
 - d. Bids must be in writing
 - e. Advertising requirements:
 - i. If item(s) are generic in nature, advertise via local media
 - ii. If item(s) are proprietary or availability is limited to certain vendors, the Board may waive the advertising requirement when provided with a list of qualified vendors

Purchasing of Services

Follow the same guidelines as above with the following exceptions:

1. Service contracts:
 - a. For new, annual contracts, follow the above guidelines
 - b. Existing annual contracts may automatically renew, unless:
 - i. There is a substantial change in terms
 - ii. The cost of the contract increases by more than 10%
 - c. For new multi-year contracts, follow the above guidelines
 - d. Existing multi-year contracts totaling over \$15,000 may be renewed with Finance Committee approval, unless:
 - i. There is a substantial change in terms
 - ii. The cost of the contract increases by more than 10%
2. Repair Contracts:
 - a. Repairs up to \$15,000 may be contracted with an existing service contract vendor without approval if the funds are available within the cost center.
 - b. Repairs up to \$15,000 may be contracted with an existing service contract vendor with Finance Committee approval if the funds are not available within the cost center.
 - c. Repairs over \$15,000, and up to \$35,000 may be contracted with an existing service contract vendor with Finance Committee approval if the funds are available within the cost center.
 - d. Repairs over \$15,000, and up to \$35,000 may be contracted with an existing service contract vendor with Board approval if the funds are not available within the cost center.
 - e. Repairs over \$35,000 may be contracted with an existing service contract vendor with Board approval
3. Construction/Renewal Projects:
 - a. Construction/Renewal projects totaling over \$10,000 but less than \$25,000
 - i. Administration may informally solicit project proposals/quotes from appropriate contractors
 - ii. No Board approval required
 - b. Construction/Renewal projects totaling over \$25,000 but less than \$250,000
 - i. Administration must provide written specifications to vendors
 - ii. Bids must be in writing
 - iii. Finance Committee approval required, provided it was pre-approved during the budget process
 - iv. Advertising requirements:
 1. Advertise in local media(s)
 - c. Construction/Renewal projects totaling over \$250,000 will follow state statute, § 1743-A. Competitive bids; advertisement

Legal Reference:

- § 1743-A. Competitive bids; advertisement

History: Adopted 12/03/03, 12/05/12, 06/05/19

First Reading: April 3, 2019

Second Reading: May 1, 2019

Adopted: May 1, 2019

Revisited: June 5, 2019

FIVE TOWN CSD POLICY

PETTY CASH ACCOUNTS

In order to facilitate refunds and minor purchases, the Board authorizes a petty cash fund at Camden Hills Regional High School and in the Central Office not to exceed \$100.00.

The custodian for such accounts at the high school will be the building administrator. The account custodian at the Central Office will be the Superintendent/designee.

Each transaction must be supported with proper receipts by the account custodian.

Justifiable expenditures from the petty cash accounts will include but not be limited to:

- miscellaneous materials,
- office supplies,
- stamps, and
- freight.

All items purchased with petty cash funds should meet the criteria of an expedient measure and should not be used to circumvent established policy on purchasing authority.

The petty cash funds will be replenished as imprest funds and are to be reimbursed to each account through accounts payable after approval by the Superintendent/designee.

History: Adopted 03/06/02, Reviewed: 09/25/17

First Reading: October 4, 2017

Second Reading: November 1, 2017

Adopted: November 1, 2017

FIVE TOWN CSD POLICY

WARRANT PROCEDURES

Since a system of checks and balances which also pays bills promptly is in the best interest of the students and taxpayers of Five Town CSD, the Board of Directors enacts the following policy.

1. All warrants will be signed by two members of the Finance Committee and/or Board Leadership and the Superintendent. If there is a significant overlap between Finance Committee members and Board Leadership, the Board Chair may assign one or more additional Board members to sign warrants.
2. The Accounts Payable Clerk (or an assignee) will inform the Finance Committee of the need to sign a warrant. Finance Committee members will attempt to sign the warrant within 5 days of notification.
3. Accounts Payable Warrants will be prepared as often as needed, but no more than weekly.
4. If the Finance Committee and/or Board Leadership has not signed within 4 days, the Superintendent is authorized to approve the warrant.
5. Checks and ACH transactions will be released after the warrant is signed by two Finance Committee members and/or Board Leadership and the Superintendent.
6. In special circumstances, the Superintendent or Business Manager may approve a urgent checks or ACH transactions before the Finance Committee members have signed the warrant.
7. Direct deposit payroll warrants will be run bi-weekly.
8. All approval, signing and filing of warrants will be conducted in concert with state laws and general accepted accounting principles.

History: Adopted: 01/20/99, 03/02/05, 05/01/13

First Reading: January 6, 2021

Second Reading: February 3, 2021

Adopted: February 3, 2021

FIVE TOWN CSD POLICY

MILEAGE REIMBURSEMENT RATE

The Five Town CSD will reimburse mileage expenses incurred on official school business for individuals using personal vehicles. The rate of reimbursement for individuals who are not covered under a collective bargaining agreement is 75% of the IRS rate. The mileage rate covers transportation and operating costs of the vehicle, including but not limited to, gasoline, oil, repairs and insurance.

History: Adopted: 03/04/09, 03/02/11, 12/02/15

Reviewed: December 14, 2020

**FIVE TOWN CSD POLICY
TAX-SHELTERED ANNUITIES**

So that employees may obtain the benefit of tax-sheltered annuities, the Board hereby authorizes the adoption of a Tax-Sheltered Annuity Plans. The Superintendent is authorized to sign a written Tax-Sheltered Annuity Plans (the "Plans") on behalf of the Board. The Plans shall provide that:

- A. Any employee may participate in a Tax-Sheltered Annuity Plan, subject to the limitations of the Plan and the Internal Revenue Code.
- B. Any agent or agency wishing to sell tax sheltered annuities to employees must file with the Superintendent evidence of its license to sell such annuities in the State of Maine.
- C. Only those providers of annuities who agree to comply with the terms of the Plan shall be permitted to participate as an annuity provider under the Tax-Sheltered Annuity Plan. In accordance with the Plan, the Board retains the right to limit the number of annuity providers authorized to sell annuities to employees.
- D. At no time will solicitation by providers of tax-sheltered annuities be permitted in school buildings or on school property during regular school hours.

History: Adopted: 12/03/03, 03/06/13

Reviewed: December 16, 2019

**FIVE TOWN CSD POLICY
CASH IN SCHOOL BUILDINGS**

No money shall be kept overnight in schools, except in a designated locked fire-proof cabinet or safe that the Building Administrator has made available for that purpose.

Anyone in receipt of money must turn the money over to a person designated by the Building Administrator. Any person designated to receive money must receive and count the money in the presence of the individual turning in the money and provide a receipt to that individual. A copy of the receipt must be filed in the School office.

In the event that money is stolen from desks or cabinets or elsewhere in the school buildings, the Board cannot be held liable for the loss. School funds left in designated depositories will be insured.

History: Adopted: 09/04/02, Reviewed: 02/06/13

Reviewed: December 16, 2019

FIVE TOWN CSD POLICY

DISPOSAL OF SCHOOL PROPERTY

The Board is to be informed by the Superintendent of any surplus property with a current aggregate value over \$5,000.

Procedures for disposal of all surplus property with a value in excess of \$500 shall be in accordance with the following:

1. All member municipalities are to be informed in writing of property declared surplus and are to have the first option to purchase. The charges for municipal purchases shall be determined by the Superintendent.
2. Surplus property, including books, to be offered for sale shall be disposed of by sealed bid, public auction including online, or public sale. Public notice of any sale of surplus property shall be given at least one week in advance of an auction, sale or opening of sealed bids or, if online auction, listing must be for at least 10 days.
3. Library books, textbooks and instructional materials are to be disposed of by a means most likely to offer promise of continuing educational benefit, first to citizens of the school unit, then to others.
4. Any surplus property, which is offered for public sale and is not sold may be disposed of in a manner deemed advisable by the superintendent, including donation to non-profit agencies.
5. Any surplus property with any residual value may be used as a trade-in for the purchase of a replacement.

Any property determined to be worthless, or for any reason is considered to be inappropriate for sale or with an individual value of less than \$500, shall be disposed of in a manner the Superintendent deems appropriate, with recycling as a priority where feasible.

Surplus property shall be clearly marked as such or have school unit identification removed.

All revenues which result from the sale of the surplus property shall be credited as miscellaneous income except in any instance where law requires that it be credited to a specific account.

History: Adopted: 12/17/91, 12/03/03, 02/06/13

First Read: March 7, 2018

Second Read: April 4, 2018

Adopted: April 4, 2018

EXPENDITURES

General Funds

§1485. COST CENTER SUMMARY BUDGET FORMAT

- **1. Cost center summary budget format.** The regional school unit budget must consist of the following cost centers and supporting data:
 - A. Expenditures:
 - (1) Regular instruction;
 - (2) Special education;
 - (3) Career and technical education;
 - (4) Other instruction, including summer school and extracurricular instruction;
 - (5) Student and staff support;
 - (6) System administration;
 - (7) School administration;
 - (8) Transportation and buses;
 - (9) Facilities maintenance;
 - (10) Debt service and other commitments; and
 - (11) All other expenditures, including school lunch;

REGULAR INSTRUCTION

Regular Elementary / Secondary Education Programs

- Regular Instructional Programs
- PreK Instructional Programs

Alternative (At Risk) Education Programs

English Learners

- English as a Second Language

Gifted and Talented Programs

After School Programming

SPECIAL EDUCATION

Regular Classroom

Resource Class Placement

Self-Contained

- Life Skills
- Intensive Support Programming

Homebound/Hospital

Administration

Social Work Services

Health Services (IEP)

Psychological Services

Speech Pathology & Audiology

Occupational Therapy - Relate

Physical Therapy Services

Summer School

VOCATIONAL AND TECHNICAL PROGRAMS

Career and Technical Education

OTHER INSTRUCTION

Co-Curricular and Extracurricular Activities

- Clubs
- Sports

Summer School

Community/Junior College Education Programs

- Post Secondary Enrollment Programs

STUDENT AND STAFF SUPPORT

Support Services – Students

- Guidance Services
- Health Services
- Instructional Technology
- Other Student Support Services
 - (ie 504)

Support Services – Instruction

- Improvement of Instruction
- Instructional Staff Training
- Library Services
- Student Assessment

SYSTEM ADMINISTRATION

School Board

Elections

Staff Negotiations

Superintendent's Office

Central Services

- Fiscal Services
- Purchasing
- Public Information
- Personnel Services
- Administrative Technology

SCHOOL ADMINISTRATION

Support Services - School Administration

- Principal's Office
 - Cushing Community School
 - Ash Point Community School
 - South School
 - Thomaston Grammar School
- Oceanside Middle School
- Oceanside High School
 - Graduation
 - Accreditation

TRANSPORTATION AND BUSES

Student Transportation

- Regular
- Special Education
- Career and Technical
- Homeless Students

FACILITIES AND MAINTENANCE

Operation and Maintenance of Plant

- Maintenance (District)
- Custodial
- Other Operations/Maintenance Costs (Building)

Capital Enhancement and Improvement

- Minor capital projects (Roof, SRRF)

Capital Renewal and Renovation

- Substantial renewal or replacement of fixed assets (renews life expectancy)

DEBT SERVICE AND OTHER COMMITMENTS

Debt Service

- Principal
- Interest

ALL OTHER EXPENDITURES

Traditionally Includes:

Transfers to and local expenditures for food service operations