

COHASSET PUBLIC SCHOOLS

FAQ's: School Operating Budget

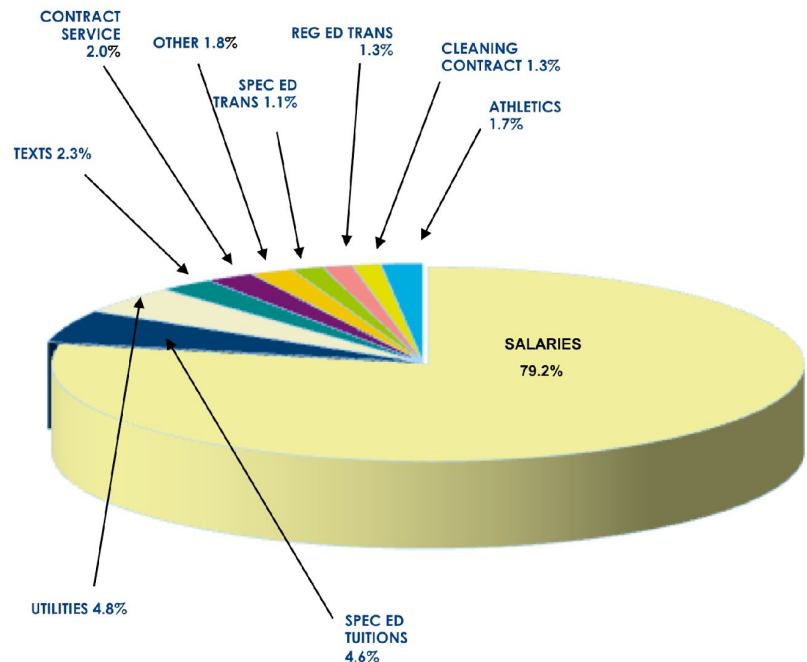


1. How much is our school budget in Fiscal 2017?

For Fiscal 2017, the town appropriated \$18,320,276 for the school operating budget. In addition, the school budget included \$2,240,564 in offsets to budgeted operating expenses from (i) fees, (ii) tuition payments, (ii) grant funding, (iv) gifts from PSO/CEF, (v) METCO funding, and (vi) state funding for a portion of special education expenses (circuit breaker).

Combining appropriated funds and offsets, total district spending was budgeted at \$20,560,840 for Fiscal 2017 (not including shared expenses with the town such as health insurance).

		FY17 FORECAST
SALARIES	79.2%	14,504,743
SPEC ED TUITIONS	4.6%	842,573
UTILITIES	4.8%	871,618
TEXTS / MATERIALS	2.3%	413,827
CONTRACT SERVICES	2.0%	364,625
(medical, legal, network, tech)		
OTHER	1.8%	331,997
(tuition, lease, P.D., dues, subscript)		
SPEC ED TRANSP.	1.1%	199,822
REG ED TRANSP.	1.3%	230,165
CLEANING CONTRACT / SUPPLIES	1.3%	243,440
ATHLETICS	1.7%	317,466
FY 17 REQUESTED	100.00%	18,320,276
OFFSETS		2,240,564
TOTAL FY 17 BUDGET		20,560,840



2. What is the total budget for the Town of Cohasset? What percent of the town budget does the school budget represent?

For Fiscal 2017, the total appropriated town budget was \$29,646,396 after shared expenses such as health insurance, \$18,320,276 for the schools (which included one-time transfer from general stabilization fund of \$192,839 for special education expenses) and \$11,326,120 for the balance of town departments. The school budget represented 61% of total "available revenues" for Fiscal 2017.

See **Appendix A** for Original and Estimated Recap of Fiscal 2017 appropriation and Town Forecast for Fiscal 2018.

The budget figure above also includes \$1,874,064 in free cash flow from actual expenditures for the fiscal year ended June 30, 2016. At Special Town meeting in November 2016 (Fiscal 2017), these funds were transferred by community vote as follows: \$150,000 to OPEB Trust Fund, \$500,000 to General Stabilization Fund, \$250,000 to Special Education Stabilization Fund, \$721,000 to Capital Stabilization Fund, and \$253,064 to one-time costs (including funds for Cohasset's 250th Anniversary celebration, road and drainage repairs, the master plan, and security gates for the schools).

3. Are there any other sources of funding available to the schools?

In addition, the schools were appropriated \$103,500 at Special Town Meeting in November 2016 and \$277,000 at Annual Town Meeting in May 2016 in capital budget funds and one-time funds to pursue several projects including: (i) continued roll-out of the digital learning plan, (ii) installation of internal security cameras for all three school buildings and additional security upgrades at the schools, and (iii) continued funding of the bus lease.

Also the schools benefited from the town-wide capital investments in the purchase of a new digital phone system (\$275,000) and important IT infrastructure upgrades to fiber, servers and switches at all town buildings (\$649,730). For Fiscal 2017, the total appropriated capital budget for the town was \$1,803,230.

For Fiscal 2017, the town established a special education stabilization fund. The financial goal of the fund is to provide payment for unbudgeted, unforeseen, special education expenses in any year, without forcing cuts to other services during that year. The fund is governed by a reserve policy adopted by the Board of Selectmen and the School Committee. The fund was established with an initial deposit of \$250,000 at Special Town Meeting in November 2016.

4. What are the sources of money for the town budget for Fiscal 2017?

For Fiscal 2017, the town forecasted \$45.4 million in revenues. The tax levy on residential property, commercial property and personal property accounts for 80% of the forecasted revenue of the town.

- Tax Levy - \$36 million (93% from residential real estate)
- State Aid - \$3.1 million (Chapter 70, Chapter 90, General Local/Unrestricted Aid)
- Local Receipts - \$3.6 million
- Free Cash Previous Fiscal Year - \$1.8 million

In this current fiscal year, the town is forecasting \$15.8 million in total shared expenses and transfers to fund accounts (such as capital stabilization, general stabilization and OPEB trust fund). For Fiscal 2017, after deducting total expenses of \$15.8 million from anticipated town revenue of \$45.4 million, the town had \$29.6 million in “available revenues” to appropriate between all town departments.

5. What policies govern the development of the town budget?

The Town Manager annually prepares a sustainable balanced budget and comprehensive Budget Message with a five-year forecast consistent with the town’s financial objectives and with the goal towards maintaining a AAA bond rating.

It is the fiduciary responsibility of the Board of Selectmen to demonstrate sound financial management of Cohasset taxpayer resources and develop a sustainable town-wide budget based on a five year forecast that provides the level of service that the town can afford within known projected revenues.

In February 2012, the town approved a series of financial management policies. As part of this policy, all new revenue is allocated after fixed costs in the following manner: 61% shall be allocated to the schools and 39% shall be allocated to town services.

See **Appendix B** for additional details on the town financial management policies.



6. What is Proposition 2 ½ and how does this impact the town budget?

Under Massachusetts general law there is a 2.5% ceiling on increasing total property tax revenues annually as well as the 2.5% limit on property tax increases. It was passed by ballot measure in 1980 and went into effect in 1982.

The effect of this general law practically caps the amount of new revenue a community such as Cohasset can generate as over 80% of the town revenue is based on residential property taxes. Although Cohasset does generate “new growth” in its tax levy, the current five-year forecast shows modest new tax revenue growth of around \$425,000-\$450,000 per annum for the foreseeable future.

It is possible to modify the levy limit through a ballot override which results in a permanent increase of a municipality's levy limit. To place an override question on the ballot, it requires a majority vote of the Board of Selectmen and a simple majority by voters for passage.

7. What is the preliminary Fiscal 2018 town forecast? What can the schools expect?

The preliminary Fiscal 2018 town forecast shows \$45,103,563 in revenue and \$14,170,631 in total shared expenses leaving \$30,692,932 available for appropriation to operating budgets or total “new available revenue” for year-over-year increases of \$1,259,375. Per the Town Financial Management Policies above, 61% of this new revenue or \$768,219 is allocated to the schools and \$491,156 is allocated to the balance of town departments.

At Town Meeting in May 2016, Cohasset residents passed a warrant article creating a local hotel and meals tax. For Fiscal 2018 these additional local taxes are estimated to bring roughly \$240,000 in new revenue to the town which is currently undesignated revenue or free cash in Fiscal 18 forecast model.

See **Appendix A** for additional details on the Preliminary Fiscal 2018 Town Forecast.

8. How is the school budget allocated? Who is involved in building the school operating budget?

The annual budget is the financial expression of the educational objectives of the Cohasset School District. Allocating the town and district resources as part of the budget discussion is a collaborative process which requires balancing of a number of competing priorities. In October, the School Committee adopted a series of Fiscal 2018 budget priorities to guide the Committee, district Leadership team and the community during the budget process. See Appendix C for additional details on the district budget priorities for Fiscal 2018.

During the fall, the Superintendent, Business Manager and Leadership team build a preliminary site-based budget and allocate resources as “needs-based” to individual schools and student services in order to provide a minimum of level services. The School Committee relies on input from the Leadership team to request and prioritize academic and other needs of the district as they construct the preliminary school operating budget. In conjunction with the district Leadership team and other Town committees, the School Committee works from January to March to develop a financially responsible school budget, which promotes student achievement, but also recognizes the town’s five year forecast and financial management policies.



9. Where may I obtain information about the school budget and Fiscal 2018 budget process?

The budget documents for the schools are located in the School Committee section of the district website under the “documents” tab (www.cohassetk12.org). This section of the website will be updated periodically during the budget discussions (generally January to March of each year) to provide the community with the most updated budget discussion materials. In addition, agendas and minutes of the School Committee are also available under the School Committee section of the district website.

In addition to School Committee meetings, the community is invited to attend the posted meetings of town committees. Agendas, meeting times, and locations are posted at Town Hall and on the town website (<http://www.cohassetma.org>). The Long Range Planning Group meets monthly and regularly reviews Cohasset’s fiscal five year forecast and budget/expense planning. The Long Range Planning Group consists of representative members of the Board of Selectmen, School Committee, Capital Budget Committee, Advisory Committee. The Town Manager, Town Finance Director, Superintendent of Schools, and School Business Manager.

10. How may an individual make his/her opinion known? What is the approval process for the school operating budget?

The school operating budget is discussed in School Committee and other town committee meetings that are open to the public. School operating budget discussions generally begin in October and run through May Town Meeting. See **Appendix D** for FY 2018 School Budget Calendar.

Community members may voice opinions and provide input at any point through communication with School Committee members, at School Council meetings, and at School Committee meetings. The School Committee also holds a public hearing in March. Following this hearing, the School Committee formally votes to certify a proposed operating budget for vote by other town boards and at May Town Meeting.

Citizens may also provide input on school and the town budget priorities to Board of Selectmen and Advisory Committee as both these town boards vote on proposed school operating budget prior to Town Meeting in May. See the Town of Cohasset website for a calendar of all town board meetings (www.cohassetma.org). The votes for or against proposed school operating budget taken by the Board of Selectmen and Advisory Committee in late March and early April are displayed in the Town Warrant mailed to citizens prior to May Town Meeting.

The community-wide deliberations and vote held at Town Meeting ultimately appropriates annual operating budget funding to the schools and town departments. Should the proposed operating budget by the School Committee not receive majority vote of the community at the Town Meeting vote, the budget will be returned to the School Committee to be amended and re-voted in an additional Town Meeting prior to June 30th.

A current list of contact information and length of terms for all town elected officials and appointed members of boards and committees is available on the Cohasset Town website www.cohassetma.org.

Note: A glossary of frequently used school/budget terms is available on the District website.



Appendix A:

Cohasset Five Year Forecast

TOWN OF COHASSET FORECAST - updated thru 11-30-16
5 YEAR ESTIMATES OF REVENUE VS. EXPENSES

	RECAP FY2016	EST. RECAP FY2017	Original FY2017	FY2018	FY2019	FY2020
LEVY						
Prior year	31,253,234	32,556,397	32,556,397	34,122,743	35,455,812	36,792,207
2.5% Increase	781,331	813,910	813,910	853,069	886,395	919,805
New Growth	521,832	752,436	400,000	480,000	450,000	425,000
Debt Exclusion	1,919,374	1,863,370	1,869,739	1,775,477	1,390,226	1,260,213
Excess Levy Capacity	(14,030)	(999)				
Total Levy	\$ 34,461,741	\$ 35,985,114	\$ 35,640,046	\$ 37,231,289	\$ 38,182,433	\$ 39,397,225
REVENUES(and offsets to operational expenses)						
State Aid/Cherry Sheet	2,934,226	3,105,508	3,075,719	3,106,476	3,137,540	3,168,916
Local Receipts	3,494,208	3,626,785	3,753,706	3,720,638	3,769,195	3,818,640
Hotel/Meals				240,000	242,400	244,824
Transfer from Wetlands Fund	5,000	5,000	5,000			
Transfer from Enterprise Funds for Indirect Costs	200,710	199,567	199,567	204,556	209,670	214,911
Total Revenues	\$ 6,634,144	\$ 6,936,860	\$ 7,033,992	\$ 7,271,670	\$ 7,358,805	\$ 7,447,291
Free Cash	1,001,300	1,874,064				
Transfer from Capital Stabilization(debt service)	220,734	276,070	276,070	435,520	425,675	351,890
Transfer from Stabilization Fund		192,839				
Transfer from CPC	25,671	25,377	25,377	24,747	24,117	23,093
Transfer from Title V Betterments	75,000	75,000	75,000	75,000	75,000	75,000
Transfer from MSBA Surplus	65,338	65,338	65,338	65,337	65,337	65,337
Transfer from Reserve for Debt Exclusion		6,369				
Total Other Financing Sources/One-time receipts	\$ 1,388,043	\$ 2,508,688	\$ 441,785	\$ 600,604	\$ 590,129	\$ 515,320
Total Levy/Revenue/Other Financing Sources	\$ 42,483,928	\$ 45,430,662	\$ 43,115,823	\$ 45,103,563	\$ 46,131,367	\$ 47,359,836
OTHER AMOUNTS TO BE RAISED						
Cherry Sheet Offsets	11,017	11,555	11,647	11,763	11,881	12,000
State & County Assessments	424,779	388,022	426,687	430,475	434,303	438,170
Overlay	225,000	225,000	225,000	225,000	225,000	225,000
Total Other Amounts to be raised	\$ 660,796	\$ 624,577	\$ 663,334	\$ 667,238	\$ 671,184	\$ 675,170
Articles	255,800	153,064	-			
Chief Information Office (town-wide)	315,000	360,000	360,000	369,000	378,225	387,681
Human Resources (town-wide)	70,000	86,500	75,000	150,000	153,750	157,594
School Support Officer (town-wide)	55,000	63,500	75,000	100,000	102,500	105,063
Total Expenses	\$ 695,800	\$ 663,064	\$ 510,000	\$ 619,000	\$ 634,475	\$ 650,338
TRANSFERS TO OTHER FUNDS						
Transfer Capital Stabilization Fund	1,070,000	1,791,000	1,070,000	1,070,000	1,127,037	1,318,664
Transfer Stabilization Fund	400,000	700,000	200,000	50,000	50,000	50,000
Transfer SPED Stabilization Fund		250,000				
OPEB	550,000	475,000	100,000	100,000	100,000	100,000
Total Transfers to Other Funds	\$ 2,020,000	\$ 3,216,000	\$ 1,370,000	\$ 1,220,000	\$ 1,277,037	\$ 1,468,664
CAPITAL EXPENDITURES						
Facilities Upgrades Article	50,000	50,000	50,000	50,000	50,000	50,000
Public Roads Repair Article	200,000	225,000	125,000	150,000	150,000	150,000
Total Capital Expenditures	\$ 250,000	\$ 275,000	\$ 175,000	\$ 200,000	\$ 200,000	\$ 200,000
SHARED BUDGET DETAILS						
132 Reserve Fund	200,000	200,000	200,000	225,000	229,500	234,090
946 Risk Management	296,080	310,884	310,884	326,428	342,749	359,886
390 So Shore Vo Tech	73,471	84,057	84,057	86,158	88,312	90,520
700 Debt & Interest	1,182,614	1,237,966	1,231,597	1,237,166	1,180,129	988,502
700 Debt & Interest Excluded	1,984,712	1,928,708	1,935,077	1,840,814	1,455,563	1,325,550
911 Norfolk County Pension	1,706,914	1,880,030	1,880,030	2,068,033	2,274,836	2,502,320
912 Workers' Compensation	132,619	180,943	139,250	198,000	207,900	218,295
914 Health Insurance	4,556,164	4,863,705	4,863,705	5,155,527	5,464,859	5,792,751
915 Life Insurance	9,547	9,738	9,738	9,933	10,132	10,335
916 Medicare Taxes	302,043	309,594	309,594	317,334	325,267	333,399
Total Shared Budgets	\$ 10,444,164	\$ 11,005,625	\$ 10,963,932	\$ 11,464,393	\$ 11,579,247	\$ 11,855,648
Total All Expenditures	\$ 14,070,760	\$ 15,784,266	\$ 13,682,266	\$ 14,170,631	\$ 14,361,943	\$ 14,849,820
"Free Cash"						
Available Revenue	\$ 28,413,168	\$ 29,646,396	\$ 29,433,557	\$ 30,692,932	\$ 31,527,024	\$ 32,265,192
Net Change Y/Y	\$ 897,548	\$ 1,233,228	\$ 1,020,389	\$ 1,259,375	\$ 834,092	\$ 738,168
% Change Y/Y	3.16%	4.16%	3.47%	4.10%	2.65%	2.29%
School Share of 61% New Revenue	\$ 547,504	\$ 752,269	\$ 622,437	\$ 768,219	\$ 508,796	\$ 450,282
Town Share of 39% New Revenue	\$ 350,044	\$ 480,959	\$ 397,952	\$ 491,156	\$ 325,296	\$ 287,886
School Budget as Recommended	\$ 17,505,000	\$ 18,320,276	\$ 18,127,437	\$ 18,895,656	\$ 19,404,452	\$ 19,854,734
Town Budget as Recommended	\$ 10,908,168	\$ 11,326,120	\$ 11,306,120	\$ 11,797,276	\$ 12,122,572	\$ 12,410,458
	\$ 28,413,168	\$ 29,646,396	\$ 29,433,557	\$ 30,692,932	\$ 31,527,024	\$ 32,265,192

Appendix B:

Town of Cohasset - Financial Management Policies

Financial Objective

Adopted February 28, 2012

It is the Financial Objective of the Board of Selectmen to demonstrate sound financial management of Cohasset taxpayer resources through earning a AAA bond rating that includes developing a sustainable town-wide budget based on a five year forecast that provides the level of service we can afford within our known projected revenues.

Policy Statements

1. The Town Manager shall annually prepare a sustainable balanced budget and comprehensive Budget Message with a five year forecast consistent with the Town's Financial Objective and with the goal towards obtaining and securing a AAA bond rating. The Budget Message shall include a detailed examination of trends in tax levy "new growth" revenues, local receipts, state aid, and available funds.
2. The town will avoid budgetary procedures that balance current expenditures at the expense of meeting future years expenses, such as postponing expenditures, accruing future years' revenues, rolling over short-term debt.
3. Ongoing operating costs will be funded by ongoing operating revenue sources. This protects the Town from fluctuating service levels and avoids concern when one-time revenues are reduced or removed. In addition:
 1. Fund balances should be used only for one-time expenditures such as capital improvements, capital equipment and unexpected or extraordinary expenses such as unbudgeted snow and ice removal expenses.
 2. New operating costs associated with capital projects should be funded through the operating budget but reflected in the capital improvement plan.
 3. All new services, equipment, and personnel proposals shall include a full life-cycle cost analysis prior to budget approval.
 4. Use of single and multiple year grants should not fund operational costs as there is no guarantee the Town will fund future operational liabilities once grants expire. It is encouraged that grants are utilized to fund one-time expenditures and are programmed outside operation budget.
4. The Town will maintain a Stabilization Fund as its main financial reserve in the event of an emergency or extraordinary need. It shall be the goal of the town to achieve and maintain a balance in the Stabilization Fund of 5% of its operating budget.
5. Debt service and Capital Stabilization on an annual basis should be no more than 10% of the annual operating budget. Debt roll-off and funding below 10% will be reallocated to a capital project fund with approval of Town Meeting. The Town should strive to issue debt for shorter periods than the maximum allowable when the statutory limit exceeds 10 years.
6. All new revenue shall be allocated after fixed cost in the following manner: 61% shall be allocated to the schools and 39% shall be allocated to town services.
7. The Town will identify solutions and begin to fund other post-employment benefits – unfunded liability is currently valued at \$32,380,795 as of July 1, 2010.
8. The Town will identify options to reduce levy limit once AAA Bond Rating is achieved and maintained and unfunded liabilities of the Town are funded.

Appendix C:

School Committee Budget Message for Fiscal 2018

Background

The annual budget is the financial expression of the educational objectives of the Cohasset School District. It is more than just a financial instrument and requires on the part of the School Committee, Superintendent, Administrators, Staff and the community, orderly and cooperative effort to ensure the educational goals of the District are clearly determined and realized.

For Fiscal 2018 the School Committee is characterizing the budget as “needs-based” in order to provide at a minimum level-services. With the “needs” broadly defined to include responses to enrollment trends, the reality of changing student demographics and associated necessary services, contractual obligations, and resources to meet Department of Elementary & Secondary Education (DESE) requirements and other legislative mandates. As well, the School Committee and Administration will consider budget proposals that reflect the Student Achievement priorities and community expectations for excellence and equitable access to education for all students.

Student Achievement Priorities

Student Achievement is at the heart of all School Committee and District decisions. The School Committee supports the following Student Achievement priorities as set out by the Administration for Fiscal 2018. These priorities are directly related to the adopted Cohasset Public Schools Strategic Plan and Technology Plan and are supported by the School Committee’s and the Administration’s goals.

District Wide Literacy Needs:

- Review literacy at the elementary and secondary levels through thorough evaluation of assessment data and new DESE curriculum frameworks.
- Critically appraise all literacy curriculums and potentially recommend staffing improvements.

Social Emotional Learning (SEL) & Universal Design for Learning (UDL):

- Invest in and develop SEL program at the high school to provide continuity from the Positive Behavioral Intervention System (PBIS) program at the middle and elementary schools.
- Advance professional development for SEL and UDL at all grade levels.
- Reaffirm need for Transitional ESP position at the High School to ensure that those students transitioning back from medical or out of school absences, or concussed students, are integrated into the full school day routine at an appropriate pace and rigor.

Middle School Review:

- Implement the recommendations of the external review of middle school special education services including: staffing, structure and delivery services to ensure our students are getting the optimal amount of needed services and instruction.
- Integrate recommendations on staffing and curriculum from broader middle school program (e.g. structure, instructional practices and assessment procedures) to advance student outcomes.

Digital Learning Initiative:

- Support the ongoing rollout via continued instructional technology professional development.
- Support necessary staffing to sustain digital learning rollout. Consideration will be given to DESE recommended staffing levels for Instructional Technology and Network/Helpdesk positions.
- Support the additional capital investment in Chromebook devices at the middle school and high school to support equity in the Bring-Your-Own-Device (BYOD) model.

Curriculum Advancement:

- Review recommendations regarding Science, Technology, Engineering & Math (STEM) curriculum based on new DESE curriculum frameworks.
- Study staffing levels in non-core subject areas such as physical education at the elementary levels and arts at the secondary level.
- Evaluate staffing of literacy and math specialist at Osgood and Deer Hill.

- Review Osgood STARS programs and staffing levels for this new program.
- Support staffing needs that frequently get deferred in the budget process and are based on subscription and class-size concerns.

Budget Guidelines

The following are additional parameters that the Cohasset School Committee incorporated in the budget message for Fiscal 2018:

- Utilize needs-based budgeting approach for personnel costs, contractual obligations and special education tuitions and transportation. Other costs are projected according to past usage and market prices
- Allocate revolving fund revenues prudently to offset some expense related to the source of that revenue.
- Encourage the Administration to continue to seek and secure all possible sources of state, federal, and other special funds that will enhance educational opportunities for all Cohasset students.
- Develop enrollment projections to determine assignment of resources by individual school. The School Committee recognizes that class size is one of many important considerations in good education and is a community concern.
- Utilize data, projections, and other key information provided by the Administration to enable the School Committee to make comparisons and estimate future budget needs.
- Monitor and adjust the delivery of in-district special education services based on recommendations from the Administration, mandated guidelines, and legal requirements.
- Promote Student Achievement by staying current in curriculum, technology and materials based on recommendations from the Administration and Staff. Support and modify curriculum based on data gathered through assessments.
- Leverage the approved Strategic Plan and Technology Plan, as well as School Improvement Plans, the District Administration goals and the School Committee Goals, to shape budget priorities.
- Benchmark and adjust fee schedules periodically to support the delivery of services to students and the community. For Fiscal 2018, review and make recommendations regarding (i) transportation and (ii) pre-K & kindergarten fee schedules.
- Continue to support the “One Community” initiative with the Town to collaborate and utilize economy of scale opportunities, particularly as it relates to technology, security and building maintenance plans.
- Request capital funding from Town to support on-going security and technology initiatives and support facilities and bus leases. The School Committee appreciates the support the district has received from the Town in the on-going rollout and investment in the Technology Plan and district-wide security initiatives.
- Work with the Town Manager and Town committees to advocate for resources for the Cohasset School District, while recognizing that the community voted to adopt Fiscal Management Policies in February 2012.
- Review year-end fiscal balances and after discussion with School Committee, Superintendent, and Town Manager to determine deposits into Special Education Stabilization Fund and future investments in the district.

Conclusion

This document constitutes the Cohasset School Committee’s Budget Message for Fiscal 2018 and should be used as a guide for development of the school district budget by the Superintendent and Administrators.

We look forward to working with the Superintendent, Administration, school employees, Town committees, Town Manager and the community at large on developing the Fiscal 2018 budget in order to achieve the priorities for Student Achievement in the Cohasset Public Schools.

Appendix D:

Proposed Budget Calendar Fiscal 2018

September	Central office to submit Capital requests to Capital Budget Committee
September	School Committee to discuss budget process
September	Budget Information sent to Principals
October	School Committee discusses FY18 Budget Priorities
October	Principals submit special building maintenance requests to Business Manager
October	Elementary Principals, Athletic Director, Assistant Superintendent, and Director of Student Services submit budget requests (excluding out of district tuitions and transportation) to Business Manager
October	Secondary Principals, CIO submit budgets to Business Manager. Director of Student Services submits out of district tuition and transportation budget requests
November	Superintendent and Business Manager Review budget requests w/Principals and Directors individually
November	Superintendent and Business Manager meet w/Principals and Directors to discuss preliminary FY2018 budget
November	Superintendent reviews preliminary budget
December	School Committee receives preliminary FY18 Operating Budget
January	Superintendent presents overview of proposed FY18 Operating Budget to School Committee
TBD	School Committee presents budget to joint meeting of Selectmen and/or Advisory Committee
March	School Committee public hearing on budget
March 22	School Committee votes final adoption of budget and certifies budget figure
May 1	Town Meeting