

AGENCY OF EDUCATION
Barre, Vermont

TEAM: School Governance Team

ACTION ITEM: Will the State Board of Education find that the proposed formation of a new unified union school district by all current member districts of the **LAMOILLE NORTH SUPERVISORY UNION** (LNSU) and, alternatively that the proposed formation of a new modified unified union school district within the LNSU is “in the best interests of the State, the students, and the school districts,” and will the State Board therefore vote to approve the attached report of the LNSU Study Committee?

SECRETARY’S RECOMMENDED ACTION:

That the State Board of Education finds:

- (1) that the proposed formation of a new unified union school district by the member districts of the Lamoille North Supervisory Union is “in the best interests of the State, the students, and the school districts” pursuant to 16 V.S.A. § 706c(b);**
- and, alternatively,**
- (2) that the proposed formation of a new modified unified union school district within the LNSU is “in the best interests of the State, the students, and the school districts”**

That the State Board votes to approve the attached report of the LNSU Study Committee.

STATUTORY AUTHORITY: 16 V.S.A. § 706c; Act 46 of 2015; Act 153 of 2010; and Act 156 of 2012, as amended by Act 56 (2013)

BACKGROUND INFORMATION: The LNSU Study Committee recommends creation of a unified union school district that will be its own supervisory district pursuant to the Accelerated Merger process and timeline created by Act 46, Sec. 6 (2015). Alternatively, it recommends creation of a modified unified union school district pursuant to the criteria, processes, and timeline created by Act 153 (2010) and Act 156, Sec. 17 (2012), as amended by Act 56, Sec. 3 (2013) and Act 46 (2015).

The LNSU consists of the Towns of Belvidere, Cambridge, Eden, Hyde Park, Johnson, and Waterville. There are seven school districts within the SU, each of which is governed by its own board. Five districts operate elementary schools. All six are members of the Lamoille Union High School District, which hosts the Green Mountain Technology and Career Center. The combined average daily membership of all districts within the LNSU in FY2015 was 1,784.

The Lamoille Union High School District was created in the mid-1960s and provides grade 7-12 education to students in all towns within the LNSU. In addition, a variety of practices are coordinated within the supervisory union including “curriculum, instructional approaches and strategies, assessments, effective grading practices, and professional development.”

I. Lamoille North Unified Union School District

The new unified union school district (New Unified District), to be known as the Lamoille North Unified Union School District, would provide for the education of all resident PK-12 students by operating one or more schools for each grade and providing career technical education. If approved, the proposal would unify seven existing school districts and their supervisory union into a single supervisory district responsible for operating five elementary schools, one secondary school, and a career technical center. All districts within the supervisory union are identified as “advisable” districts pursuant to 16 V.S.A. § 706b(b)(2).

The New Unified District would be governed by an 18 member school board that would include at least one member from each town. The initial members would be nominated by and from the electorate of the individual towns, with the number to be nominated by a single town being closely proportional to the fraction the town population bears to the total population of the New Unified District as determined by the 2010 federal census. Election of board members would be by the electorate of the town to which the board seat was apportioned. The Articles include a requirement for recalculation of board membership following the release of each decennial census. At that time, the Board would also be authorized to consider the advisability of implementing a system of at-large voting.

A currently operating school building could be closed only if closure was approved by at least three-quarters of the board members in two consecutive votes, with at least one year between votes. If final approval were given for closure of an elementary school, the town in which the school building is located would have the right of first refusal and could purchase the property for \$1.00, provided that the town agreed to use the property for public and community purposes for a minimum of five years. The proposal includes provisions addressing use by the town for fewer than five years.

The proposal addresses additional items, including:

- Existing contracts, collective bargaining, and the transfer of employees would occur pursuant to the provisions of 16 V.S.A. ch. 53, subch. 3.
- The New Unified District would acquire the property and assume the indebtedness of the merging districts.
- Current written community use policies and procedures for each school building would remain in place for the first five years of operation. Changes after that time could occur only upon an affirmative vote of three-quarters of the board members, after warning the vote three times.

- Elementary school students would continue to attend the elementary school located in their town of residence for the first three years, with Belvidere students continuing to attend the Waterville Elementary School. On July 1, 2020 and after, the school board would have the authority to “adjust school building designation, school attendance and school configuration” throughout the New Unified District, which could result in the ability of students to choose to attend an elementary school in another town within the District.
- The New Unified District would provide opportunities for local community members’ involvement in policy and budget development.

The electorate of each potentially merging district will vote on April 12, 2016 whether to approve creation of the New Unified District.

- If the voters in each of the town districts vote in favor of the proposal, then the New Unified District will begin operation on July 1, 2017.
- If four or five town districts vote in favor of the proposed formation and no more than two of the town districts do not vote in favor, then a modified unified union school district will be formed.
- No new district is formed if more than two of the town districts fail to vote in favor of the proposal.

II. Lamoille North *Modified* Unified Union School District

If a modified unified union school district (the Modified Unified District) is created, then the LNSU would continue its existence, with either two or three member districts – the Modified Unified District and either one or two town elementary school districts. The Modified Unified District would be a PK-12 district providing grade 7-12 education for students residing in all six towns and PK-6 education for each of the four or five towns that voted to approve the merger. The one or two town districts that did not approve merger would continue to provide for the education of resident PK-6 students, elect representatives to its elementary school board, and adopt its own elementary school budget. The LNSU would continue to provide services on behalf of all two or three member districts.

Although most of the proposed Articles of Agreement for the New Unified District would apply to a Modified Unified District, the LNSU Study Committee’s proposal includes detailed information concerning board membership, board votes, tax incentives, and other issues that are specific to a Modified Unified District and to any town school districts that do not approve the merger. See Articles 19-21 and Appendix A for more details.

If a Modified Unified District is formed and if a town school district that did not initially approve merger votes prior to April 13, 2017 to join the Modified Unified District, then the Modified Unified District would be presumed to consent to admission and there would be no need for a subsequent vote to comply with 16 V.S.A. § 721. If all town districts ultimately joined the Modified Unified District, then the Modified Unified

District would be a unified union school district that would be its own supervisory district and that would replace the LNSU and dissolve all districts within it.

POLICY IMPLICATIONS: By enacting Act 46, the General Assembly declared the intention to move the State toward sustainable models of education governance designed to meet the goals set forth in Section 2 of the Act. It was primarily through the lens of those goals that the Secretary has considered whether the LNSU Study Committee's proposal is "in the best interests of the State, the students, and the school districts" pursuant to 16 V.S.A. § 706c.

The LNSU Study Committee anticipates that a unified governance structure would enhance the ability to provide a "seamless" PreK-12 curriculum, to create greater access to and flexibility of programming in all schools, to "consider in-district possibilities for mobility and magnet offering," and to "'right-size' ... student, teacher and staff ratios."

See the Study Committee's Worksheet for an overview of other elements in the proposal that address the goals identified by Act 46, Section 2 and the potential for geographic isolation. In addition, a more detailed discussion of these elements appears in Appendix D to the LNSU Study Committee's report.

The LNSU Study Committee's proposal is aligned with the goals of the General Assembly as set forth in Act 46 of 2015 and with the policy underlying the union school district formation statutes as articulated in 16 V.S.A. § 701.

COST IMPLICATIONS: The LNSU already has centralized services and operations for special education, transportation, and other functions. In addition, the Lamoille Union High School District serves all LNSU students in grades 7-12. Therefore, large initial savings from consolidation of services and operations are not to be expected because many of these savings have already been realized. The LNSU Study Committee was able to identify approximately \$300,000 in potential immediate cost reductions relating to "Grant Funds/EEE," transportation, facilities, school boards, treasurers, and audits. The LNSU Study Committee's report anticipates other potential cost reductions resulting from the formation of a unified union through, for example, sharing staff among schools, class size management, and Central Office stability.

For more details, see the Study Committee's Worksheet and Appendix B to the LNSU Study Committee's report.

See also Act 46, Sec. 6 (2015) for cost implications to the State.

STAFF AVAILABLE: Donna Russo-Savage, Principal Assistant to the Secretary,
School Governance
Brad James, Education Finance Manager
Gregory Glennon, General Counsel
Bill Talbott, Chief Financial Officer

Study Committee Worksheet for All Phases of Voluntary Merger

Please submit this to the Agency with the Study Committee Report

Current Supervisory Union or Unions (list each)	Potentially Merging Districts Pursuant to 16 V.S.A. § 706b(b)(1)-(2) (list each)	Is the District:	
		Necessary	Advisable
Lamoille North Supervisory Union			
	Belvidere School District		Yes
	Cambridge School District		Yes
	Eden School District		Yes
	Hyde Park School District		Yes
	Johnson School District		Yes
	Lamoille Union High School District #18		Not voting, but Included
	Waterville School District		Yes

Type of Merger	
<i>Please refer to the related eligibility worksheets to determine baseline eligibility for each merger type.</i>	(column reserved for agency use)
<input checked="" type="checkbox"/> Accelerated Merger (Act 46, Section 6)	
A Regional Education District (RED) or one of its variations (Act 153 (2010) and Act 156 (2012)) <ul style="list-style-type: none"> <input type="checkbox"/> RED (Act 153, Secs. 2-3, as amended by Act 156 , Sec. 1 and Act 46, Sec. 16) <input type="checkbox"/> Side by Side Merger (Act 156 , Sec. 15) Districts involved in the related merger: _____ <input type="checkbox"/> Layered Merger (Union Elementary School District) (Act 156, Sec. 16) <input checked="" type="checkbox"/> Modified Unified Union School District (MUUSD) (Act 156, Sec. 17, as amended by Act 56 (2013), Sec. 3) 	
<input type="checkbox"/> Conventional Merger – merger into a preferred structure after deadline for an Accelerated Merger (Act 46, Section 7)	

Dates, ADM, and Name	
Date on which the proposal will be submitted to the voters of each district (16 V.S.A. § 706b(b)(11)): April 12, 2016	
Date on which the new district, if approved, will begin operating (16 V.S.A. § 706b(b)(12)): July 1, 2017	
Combined ADM of all districts in the current fiscal year: 1784	
Proposed name of new district: Lamoille North Unified Union School District or Lamoille North Modified Unified Union School District	

Please complete the following tables with **brief, specific** statements of how the proposed union school district will comply with the each of the listed items. Bulleted statements are acceptable.

The Proposed School District is in the Best Interest of the State – as required by 16 V.S.A. § 706c		
<p><u>Goal #1:</u> The proposed union school district will provide substantial equity in the quality and variety of educational opportunities.</p> <p><i>Act 46, Sec. 2(1)</i></p>	<ul style="list-style-type: none"> • Seamless PreK - 12 Curriculum • Consistency of quality • Establish common goals for all students • Greater access and flexibility of programming • Potential for school choice within district • More successful transitions from 5 elementary schools to 1 middle school • Greater coherence in teaching and learning • Maximizing sharing of human and tangible resources • Principals' increased focus on teaching and learning 	
<p><u>Goal #2:</u> The proposed union school district will lead students to achieve or exceed the State's Education Quality Standards, adopted as rules by the State Board of Education at the direction of the General Assembly.</p> <p><i>Act 46, Sec. 2(2)</i></p>	<ul style="list-style-type: none"> • Centralized curriculum throughout the new district • Continuity across all grade levels • Proficiency based learning and personalized learning • Professional development that is intensive, ongoing, focused on improving classroom instruction • Greater accountability 	

<p><u>Goal #3:</u> The proposed union school district will maximize operational efficiencies through increased flexibility to manage, share, and transfer resources, with a goal of increasing the district-level ratio of students to full-time equivalent staff.</p> <p><i>Act 46, Sec. 2(3)</i></p>	<ul style="list-style-type: none"> • 1 board vs. 8 boards • 1 audit vs. 8 audits • 1 tax rate across all communities • 1 budget vs. 9 budgets • Local advisory committees or councils for more local participation • Shared facilities, maintenance, technology, food services resources, and more • Greater ease in negotiations • Student Teacher ratio consistency through one policy for all • More stability in Central Office 	
<p><u>Goal #4:</u> The proposed union school district will promote transparency and accountability.</p> <p><i>Act 46, Sec. 2(4)</i></p>	<ul style="list-style-type: none"> • Streamline data systems • Focus on enrollment trends, graduation rates and other trends • Use of data for instructional and resource allocations • A single 18 member board representing all communities • Single audit 	
<p><u>Goal #5:</u> The proposed union school district will deliver education at a cost that parents, voters, and taxpayers value.</p> <p><i>Act 46, Sec. 2(5)</i></p>	<ul style="list-style-type: none"> • Provides for tax incentives for 5 years • Greater predictability and stability in the future. 	

	<ul style="list-style-type: none"> • Economies and efficiencies of scale in operations • One budget and one tax rate for all • Maintain small schools grants and other incentives <p>Projected Estimates of Immediate Cost Savings of Consolidation</p> <p>Centralization of:</p> <ul style="list-style-type: none"> • Grants Funds/EEE \$82,105 • Transportation \$56,441 • Facilities \$32,359 • School Boards \$50,569 • Treasurers \$19,906 • Audits \$60,000 <p>Total Cost Savings \$301,380</p>	
<p><u>Regional Effects:</u></p> <p>What would be the regional effects of the proposed union school district, including: would the proposed union school district leave one or more other districts geographically isolated?</p> <p><i>Act 46, Section 8(a)(2)</i></p>	<ul style="list-style-type: none"> • LNSU models consolidation for other regional districts and SU's • May lead to other districts joining in LN School District, or others merging at a later date • All SU's and sending high schools still access Green Mountain Technical & Career Center 	

Articles of Agreement – as required by 16 V.S.A. § 706b(b)(3) - (10)

<p>(3) The grades to be operated by the proposed union school district</p> <p>The grades, if any, for which the proposed union school district shall pay tuition</p>	<ul style="list-style-type: none"> • The new unified union proposes to offer PreK to 12 education • None 	
<p>(4) The cost and general location of any proposed new schools to be constructed</p> <p>The cost and general description of any proposed renovations</p>	<ul style="list-style-type: none"> • None needed at this time 	
<p>(5) A plan for the first year of the proposed union school district's operation for:</p> <p>(A) the transportation of students</p> <p>(B) the assignment of staff</p> <p>(C) curriculum</p> <p>The plan must be consistent with existing contracts, collective bargaining agreements, and other provisions of law, including 16 V.S.A. chapter 53, subchapter 3 (transition of employees)</p>	<ul style="list-style-type: none"> • (A) Currently transportation is centralized, but with three different systems; that will continue initially under the new unified district, with opportunities for greater commonality and consolidation emerging. • (B) Assignment of staff will be by licensure and seniority per the current master agreement. Per the articles of agreement collective bargaining will commence following the establishment of the new board to be in place by July 1, 2017. • (C) Curriculum will be continuous and centralized. Curriculum is aligned to the common core standards. 	

<p>(6) The indebtedness of the proposed merging districts that the proposed union school district shall assume.</p>	<p>Bonded Debt – June 2017</p> <ul style="list-style-type: none"> • Belvidere \$97,282.50 • Cambridge \$4,174,809.50; buses \$172,649.27 • Eden \$819,998.73; water \$10,959.90 • Hyde Park \$0 • Johnson \$403,134.40 and \$1,412,872.32 • Waterville \$100,226.15 • Lamoille UHSD #18 \$3,223,160.20 and \$41,070 • Green Mountain Technology & Career Center \$5,959,875.43; “Zero Coupon” Bond \$1,217,000 	
<p>(7) The specific pieces of real property owned by the proposed merging districts that the proposed union school district shall acquire, including:</p> <ul style="list-style-type: none"> * their valuation * how the proposed union school district shall pay for them 	<p>The insured value of the properties are as follows:</p> <ul style="list-style-type: none"> • Lamoille Union High School District #18 \$39,606,800 • Green Mountain Technology & Career Center \$4,361,200 • Forestry \$1,199,600 • Belvidere \$1,395,000 • Cambridge \$9,658,000 • Eden \$3,156,600 • Hyde Park \$5,936,700.00 • Johnson \$5,297,000.00 	

	<ul style="list-style-type: none"> • Waterville \$2,808,200.00 <p>No later than June 30, 2017, the forming districts will convey to the unified or modified school district all of their school-related real and personal property, for one dollar each, and the unified or modified school district will assume all capital debt associated therewith.</p>	
<p>(8) The allocation of capital and operating expenses of the proposed union school district among the proposed member districts</p>	<p>Capital and operating expenses will be part of the new unified district.</p>	
<p>(9) Consistent with the proportional representation requirements of the Equal Protection Clause, the method of apportioning the representation that each proposed member town shall have on the proposed union school board</p> <ul style="list-style-type: none"> * no more than 18 members total * each member town is entitled to at least one representative * <i>see also</i> 16 V.S.A. § 706k(c): one or more at-large directors * <i>see also</i> 16 V.S.A. § 707(c): weighted voting 	<p>The new unified school district will use proportional representation with 18 members:</p> <ul style="list-style-type: none"> • Belvidere - 1 • Cambridge - 5 • Eden - 2 • Hyde Park - 4 • Johnson - 5 • Waterville – 1 	

<p>(10) The term of office of directors initially elected, to be arranged so that one-third expire on the day of each annual meeting of the proposed union school district, beginning on the second annual meeting, or as near to that proportion as possible</p>	<table border="1"> <thead> <tr> <th></th> <th>Year 1 Terms</th> <th>Year 2 Terms</th> <th>Year 3 Terms</th> </tr> </thead> <tbody> <tr> <td>• Belvidere</td> <td>0</td> <td>1</td> <td>0</td> </tr> <tr> <td>• Cambridge</td> <td>2</td> <td>1</td> <td>2</td> </tr> <tr> <td>• Eden</td> <td>1</td> <td>0</td> <td>1</td> </tr> <tr> <td>• Hyde Park</td> <td>1</td> <td>2</td> <td>1</td> </tr> <tr> <td>• Johnson</td> <td>2</td> <td>1</td> <td>2</td> </tr> <tr> <td>• Waterville</td> <td>0</td> <td>1</td> <td>0</td> </tr> </tbody> </table>		Year 1 Terms	Year 2 Terms	Year 3 Terms	• Belvidere	0	1	0	• Cambridge	2	1	2	• Eden	1	0	1	• Hyde Park	1	2	1	• Johnson	2	1	2	• Waterville	0	1	0	
	Year 1 Terms	Year 2 Terms	Year 3 Terms																											
• Belvidere	0	1	0																											
• Cambridge	2	1	2																											
• Eden	1	0	1																											
• Hyde Park	1	2	1																											
• Johnson	2	1	2																											
• Waterville	0	1	0																											
<p>Any other matters that the study committee considers pertinent, including whether votes on the union school district budget or public questions shall be by Australian ballot</p> <p><i>(please list each matter separately)</i></p>	<ul style="list-style-type: none"> • Vote will take place on Tuesday, April 12, 2016, by Australian ballot in each community with the same voting hours. 																													



**LAMOILLE NORTH
SUPERVISORY UNION
FINAL REPORT
AND
ARTICLES OF AGREEMENT
FROM THE ACT 46 STUDY
COMMITTEE
JANUARY 2016**

TABLE OF CONTENTS

Act 46 Study Committee Members	pg. 1
Executive Summary of Lamoille North Supervisory Union Act 46 Study Committee	pg. 2-3
Articles of Agreement	
• Article 1: Necessary Districts	pg. 4
• Article 2: Grades to be Operated	pg. 4
• Article 3: Employment Contracts	pg. 4
• Article 4: School Facilities	pg. 4
• Article 5: Student Transportation	pg. 4
• Article 6: Curriculum	pg. 5
• Article 7: Operating deficits and surpluses	pg. 5
• Article 8: Property, Real Estate	pg. 5
• Article 9: Composition of Board of Directors	pg. 6
• Article 10: Election of Board Members	pg. 6-7
• Article 11: Vote on Formation of Unified School District	pg. 7
• Article 12: Transition provision of Unified School District	pg. 7
• Article 13: Annual budgets	pg. 8
• Article 14: Transition period	pg. 8
• Article 15: Cost-Benefit Analysis (Appendix B)	pg. 8
• Article 16: School Configuration and Enrollment (Appendix C)	pg. 8
• Article 17: Student Mobility within the District	pg. 8
• Article 18: Opportunity for Local Input	pg. 8
• Article 19: Modified Unified School District Board Configuration	pg. 8
• Article 20: Modified Unified School District Board Procedures	pg. 9
• Article 21: Non-Member Elementary Districts Joining at Later Date	pg. 10
Appendix A: What Happens if a School District Votes No	pg. 11
Appendix B: Cost Benefit Analysis	pg. 12-24
Appendix C: School Configuration and School Enrollment	pg. 25-28
Appendix D: Act 46 Goals Addressed	pg. 29-31
Appendix E: Benefits/ Challenges Identified by Act 46 Study Committee	pg. 32-34

ACT 46 STUDY COMMITTEE MEMBERS

Peter Ingvaldstad	Cambridge Community Member and Act 46 Study Committee Chair
Pierre Laflamme	Johnson School Board Member and Act 46 Study Committee Vice Chair
Angie Evans	Belvidere School Board Member
Bill Sander	Cambridge Community Member
Laura Miller	Cambridge School Board Member
Kristy Wrigley	Cambridge Community Member
David Whitcomb	Eden School Board Member
Matt Mitchell	Eden School Board Member
Patti Hayford	Hyde Park School Board Member
Raven Walters	Hyde Park School Board Member
Dan Regan	Hyde Park School Board Member
Ken McPherson	Hyde Park Community Member
Jeff Bickford	Johnson Community Member
Tim Sullivan	Johnson Community Member
Becky Penberthy	Waterville Board Member

ACT 46 STUDY COMMITTEE CONSULTING AND RESOURCE STAFF

Edith Beatty, Ed.D.	Superintendent of Schools for Lamoille North Supervisory Union
Marilyn Frederick	Business Manager for Lamoille North Supervisory Union
Michele Aumand	Executive Assistant for Lamoille North Supervisory Union

Minute Takers

Donna Griffiths
Sue Trainor
Theresa Sinclair

ACT 46 STUDY COMMITTEE LEAD EDUCATION CONSULTANT

Stephen Sanborn, Ed.D.

ACT 46 STUDY COMMITTEE LEGAL SUPPORT

Pietro Lynn of Lynn, Lynn, Blackman & Manitsky, P.C., Attorney at Law

EXECUTIVE SUMMARY OF LAMOILLE NORTH SUPERVISORY UNION STUDY COMMITTEE

Overview

The Lamoille North Supervisory Union (LNSU) is one of a small number of SU's in the state of Vermont that are prime candidates for consolidation under Act 46. LNSU consists of six town school districts and operates five elementary schools PreK-6. All six towns send their students to Lamoille Union Middle (7-8) and High School (9-12) through the Lamoille Union High School District #18, which also operates the Green Mountain Technical & Career Center. Nearly 50 years ago, the six towns created the Lamoille Union High School District #18 to serve all secondary students grades 7-12; this year, all towns are considering the consolidation of PreK-6, as well, into a single district to serve all students PreK-12.

Current State

Because of the current streamlined structures, LNSU educators and policy makers have made great strides in implementing many of the components of Vermont's Education Quality Standards (EQS) for students, including coordinating curriculum, instructional approaches and strategies, assessments, effective grading practices, and professional development. Continuous improvement toward student outcomes that are equitable and of very high quality has been a leading priority for all. With several boards, towns, schools, and local leadership making these decisions and leading these efforts, however, this process has been slow and challenging. For reasons arrayed throughout this report, consolidation is unlikely to bring about monumental changes for student equity, quality, implementation of Vermont's EQS, transparency, accountability, or cost in the short term. More likely, operational efficiencies, greater flexibility, increased pathways and possibilities for students, and immediate tax benefits are likely to occur. Over time, however, the benefits in all of the above areas show promise for improvement and expediency, both for students and our communities.

Act 46 Action

This past spring, with an LNSU Board Meeting scheduled for Monday, May 18th, immediately following the weekend's passing of H.361, an agenda item was warned, in anticipation of the possibility, for review and dialogue to promote initial understanding of the law and its implications for our SU. Our professional organizations - Vermont School Boards Association and the Vermont Superintendents Association - created a four-page summary highlighting the major points and features.

Steve Dale, then Executive Director of the VTSBA, facilitated a similar dialogue with our LUHSD #18 Board the following evening on May 19th. We knew it was critical to facilitate our boards' deeper understanding of this legislation to greater communicate with our communities so that voters would be informed. At the June meeting of the LNSU Executive Committee, members committed to begin the Study Committee. Two special meetings were held in August: one Executive Committee meeting to recommend forming a study committee to the Board, and one Special LNSU Board meeting to present Act 46 to the full board - the detail of the work ahead, major decision points, and to allow for each board to vote to form a study committee. All boards voted to do so on August 24th.

All district boards decided that Act 46 was important to study and allow registered voters to make the decision based on that work, as well as to engage in dialogue with community members about their intentions, issues, and concerns.

The Act 46 Study Committee was formed. Each town district school board appointed members, proportional to the equalized student counts of each town. Fourteen members were identified and elected. LNSU applied for and received a grant for \$20,000 to support participation with the Act 46 Implementation Project. The grant supported a consultant, Dr. Steve Sanborn, and legal fees related to Act 46 Articles of Agreement and Final Report.

The LNSU Act 46 Study Committee met eight times - two times per month during September, October, and November, once in December and once in January. The Committee engaged in dialogue, heard presentations from administrators and consultants, reviewed reports, data from Power Point presentation material, engaged in an exercise to generate pros and cons, benefits and challenges, and determined to take a straw poll to see where members were at midpoint. The Committee reached consensus in October to bring this decision to the voters, and also to work diligently to meet the accelerated timeline. While not all members were in full support of the legislation, they shared issues, questions and concerns, and reached consensus that the voters should decide rather than the Committee or the Board members. The Committee recognizes that Act 46 is the law and shares a strong preference to drive the design and architecture of this work rather than to wait and be told how blueprints must look.

Public Forums were held in each of our towns, were well received and well attended, and generated meaningful dialogue to inform the continued study of the Committee. The Act 46 Study Committee proceeded to draft Articles of Agreement to put before the voters, pending Agency of Education and Vermont State Board approval.

Opportunities and Challenges

Major visions for the possibilities of Act 46 include: Greater focus, efficiency, and creative possibility!

- One school district board operating with the best interests of all students, PreK-12, replacing eight;
- Continuity, consistency, and coordination of all aspects of teaching and learning;
- Increased opportunities for flexibility, possibility, and mobility of resources and services for students;
- Greater promise for full implementation of Vermont's Education Quality Standards;
- One budget, not nine; one audit, not eight;
- Greater efficiencies and economies of scale;
- Tax incentives for five years.

Prominent concerns of the members include: Loss of local control and fear of the unknown!

- Loss of local boards, local control, school property and buses; public community school building use - fear of greater state control and to one larger district board control;
- Fear of loss of current quality - fear that equity may bring all to a mediocre middle;
- Resistance to move quickly without knowing the endurance of this Act, and changes that may be made in the near or distant future;
- Movement from "my" kids to "our" kids was seen as a great opportunity by some, and a real concern by others.

On December 8, 2015, the Act 46 Study Committee voted to approve the LNSU Articles of Agreement and Final Report of the Committee. The Committee met again on January 6, 2016, and voted to approve the revised Articles of Agreement.

Articles of Agreement

The Study Committee recommends that the following Articles of Agreement be adopted by each advisable school district for the creation of a pre-Kindergarten through Grade 12 unified union school district to be named the Lamoille North Unified Union School District, hereinafter referred to as the “Unified School District”.

Article 1

The Belvidere Town School District, Cambridge Town School District, Eden Town School District, Hyde Park Town School District, Johnson Town School District, and Waterville Town School District are advisable for the establishment of the Lamoille North Unified Union School District. The above referenced school districts are hereinafter referred to as the “forming districts”. The Lamoille Union High School District #18 (LUHSD #18), which operates grades 7-12, and the Green Mountain Technology & Career Center would also be included in the establishment of a Unified School District, but its interests are represented by the town school districts pursuant to 16 V.S.A. 701b(b). There are no additional school districts being recommended at this time.

If all of the forming districts vote to approve the merger, the Lamoille North Unified Union School District will commence full educational operations and services on July 1, 2017 under the provisions of Act 46.

In the event that the majority of the forming districts vote to approve the merger, but one or two forming districts votes against merger, pursuant to Act 156 (2012), Sec. 17, as amended, a Modified Unified Union School District (MUUSD) will be formed. In this case, the MUUSD shall be named the Lamoille North Modified Unified Union School District. The Articles governing the Unified School District shall govern the MUUSD except as specifically provided in Articles 19-21 and Appendix A.

Article 2

The Unified School District will provide public pre-Kindergarten through Grade 12 education to all of the students in the Unified School District.

Article 3

The Unified School District School Board will comply with 16 VSA Chapter 53, subchapter 3, regarding the recognition of the representatives of employees of the respective forming districts and the LUHSD #18 as the representatives of the employees of the Unified School District and will commence negotiations pursuant to 16 VSA Chapter 57 for teachers and 21 VSA Chapter 22 for other employees. If the Unified School District has not successfully negotiated a new collective bargaining agreement by July 1, 2017, the School Board will comply with the pre-existing master agreements pursuant to 16 VSA Chapter 53, subchapter 3. The School Board shall honor all individual employment contracts that are in place for the forming school districts and the LUHSD #18 on June 30, 2017, until their respective termination dates.

Article 4

No new school buildings are necessary to, or proposed for the formation of, the Unified School District. The Unified School District School Board will assume ownership from the forming districts and the LUHSD #18 and operate existing schools commencing July 1, 2017. No school closings are anticipated or proposed on (or before) July 1, 2017. An affirmative vote to close a school after July 1, 2017 shall require a 75% majority of the School Board in two consecutive votes with at least one year between votes.

Article 5

The Unified School District School Board shall decide, pursuant to state and federal law, the transportation services to be provided to students in the Unified School District.

Article 6

The forming districts of the Unified School District and the LUHSD #18 recognize the benefits to be gained from establishing district-wide curricula as well as their obligation to do so, and to otherwise standardize their operations on or before July 1, 2017.

Article 7

Any and all operating deficits and/or surpluses of any of the forming districts and the LUHSD #18 shall become the assets, and/or the obligation of the Unified School District, effective July 1, 2017. Those districts with surpluses or remaining reserve funds at the close of business on June 30, 2017, will transfer all such funds to the Unified School District. Funds previously designated for a specific purpose by the electorate shall remain designated for that purpose.

Article 8

No later than June 30, 2017, the forming districts and the LUHSD #18 will convey and assign to the Unified School District all of their school-related real and personal property, for One Dollar, and the Unified School District will assume all capital debt associated therewith. The Unified School District recognizes the long term financial investments and community relationships that each town has with its school building(s). The Unified School District will encourage appropriate use of the school buildings by the students and the community according to the policies and procedures of the Unified School District. Current written community use policies and procedures will be maintained for each forming district and LUHSD #18's school buildings for the first five years of new ownership. Changes to written community use policies and procedures after the first five years shall require a 75% majority vote of the Unified School District School Board after three (3) warnings.

In the event that, and at such subsequent time as, the Unified School District School Board determines, in its discretion, that any of the real property conveyed to the District by any of the forming districts is unnecessary to the continued operation of the Unified School District and its educational programs, the Unified School District shall convey such real property, for the sum of One Dollar, the assumption or payment of all outstanding bonds and notes and the repayment of any school construction aid or grants as required by Vermont law, to the town in which the real property is located.

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

In the event that the Unified School District School Board determines that any real property conveyed to the District by the LUHSD #18 is unnecessary to the continued operation of the Unified School District and its educational programs, the Unified School District shall, pursuant to Vermont statutes, sell the property upon such terms and conditions as established by the Unified School District School Board.

Article 9

The representation of a member town or village (member town) on the Unified School District School Board will be closely proportional to the fraction that its population bears to the aggregate population of all member towns in the Unified School District. Initial Unified School District School Board composition is based upon the 2010 Federal Census, and shall be recalculated promptly following the release of each subsequent decennial census. At such time the Unified School District School Board shall also evaluate and consider the advisability of implementing a system of at-large voting for school directors.

The number of board members from each member town shall be determined by dividing the population of the member town by one eighteenth of the total population of the aggregate population of the member towns within the Unified School District.

At no time will a member town corresponding to a pre-existing school district have less than one board member with a weighted vote of one on the Unified School District School Board. Subject to the previous sentence, each proportionality calculation shall be rounded to the nearest whole number.

The initial membership on the Unified School District School Board will be as follows:

Number of school board members by town

Town	Board Members
Belvidere (348) 3%	1
Cambridge (3659) 30%	5
Eden (1323) 11%	2
Hyde Park (2954) 24%	4
Johnson (3446) 28%	5
Waterville (673) 5%	1

Article 10

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

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

Town/District	1 Year Term	2 Year Term	3 Year Term
Belvidere		1	
Cambridge	2	1	2
Eden	1		1
Hyde Park	1	2	1
Johnson	2	1	2
Waterville		1	

Pursuant to the provisions of 16 VSA §706j(b), elected school board members shall be sworn in and assume the duties of their office. The term of office for school board members elected at the April 12, 2016, election shall be one, two, or three years respectively, minus any time between the date of the Organizational Meeting of the Unified School District (16 VSA §706j), when the initial school board members will begin their term of office, and the date of the Unified School District’s annual meeting in the spring of 2017, as established under 16 VSA §706j. Thereafter, terms of office shall begin and expire on the date of the Unified School District’s annual meeting.

Article 11

The proposal forming this Unified School District will be presented to the voters of each forming school district on April 12, 2016. The candidates for the new Unified School District School Board will be elected on the same date, as required by law. Nominations for the office of director representing any forming district shall be made by filing with the clerk of that school district proposed as a member of the Unified School District, a statement of nomination signed by at least 30 voters in that district or one percent of the legal voters in the district, whichever is less, and accepted in writing by the nominee. A statement shall be filed not less than 30 nor more than 40 days prior to the date of the vote.

Article 12

Upon an affirmative vote of the electorates of the forming districts, and upon compliance with 16 VSA §706g, the Unified School District shall have and exercise all of the authority which is necessary in order for it to prepare for full educational operations beginning on July 1, 2017. The Unified School District School Board shall, between the date of its organizational meeting under 16 VSA §706j and June 30, 2017, develop school district policies, adopt curriculum, educational programs, assessment measures and reporting procedures in order to fulfill the Education Quality Standards (State Board Rule 2000), prepare for and negotiate contractual agreements, set the school calendar for Fiscal Year 2018, prepare and present the budget for Fiscal Year 2018, prepare for Unified School District Annual Meeting(s) and transact any other lawful business that comes before the Board, provided, however, that the exercise of such authority by the Unified School District shall not be construed to limit or alter the authority and/or responsibilities of the Belvidere Town School District, Cambridge Town School District, Eden Town School District, Hyde Park Town School District, Johnson Town School District, Waterville Town School District and the LUHSD #18. The Unified School District shall commence full educational operations on July 1, 2017.

Article 13

The Unified School District Board of School Directors shall propose annual budgets in accordance with 16 VSA Chapter 11.

The annual budget vote shall be conducted by Australian ballot pursuant to 17 VSA Chapter 55.

Article 14

On July 1, 2017, when the Unified School District becomes fully operational and begins to provide educational services to students, the Belvidere Town School District, Cambridge Town School District, Eden Town School District, Hyde Park Town School District, Johnson Town School District, Waterville Town School District, and the LUHSD #18 shall cease all educational operations and shall remain in existence for the sole purpose of completing any outstanding business not given to the Unified School District under these articles and state law. Such business shall be completed as soon as practicable, but in no event any later than December 31, 2017. The Lamoille North Supervisory Union shall cease all operations within a reasonable timeframe of the completion of all outstanding business of its member school districts, but in no event any later than January 31, 2018.

Article 15

Cost-Benefit Analysis (*See Appendix B*)

Article 16

Information on school configurations and school enrollment plan (*See Appendix C*)

Article 17

For at least the first three years that the Unified School District is fully operational and providing educational services, students may attend the elementary school in the town of residence. However, with parental consent, the Unified School District School Board may adjust student enrollment based upon individual student circumstances and needs of the Unified School District during this time. After July 1, 2020, the Unified School District School Board will have the authority to adjust school building designations, school attendance and school configurations throughout the Unified School District.

Article 18

The Unified School District School Board shall provide opportunity for local input on policy and budget development. Structures to support and encourage public participation within the Unified School District will be established by the Unified School District School Board on or before June 30, 2017. The Unified School District School Board may create strategies for local participation at each school, and have procedures to receive input from each school.

Article 19

If an MUUSD is formed pursuant to Article 1, any PreK-6 districts that vote against merger shall be referred to as Non-Member Elementary Districts (NMED). Board representation in the MUUSD will be as proportional as represented in the chart under Article 9, including full proportional representation from each NMED. Board members from the NMED will have voting powers for all general MUUSD actions and decisions involving grades 7-12 and the Green Mountain Career & Technology Center, but will recuse themselves from votes on any unique PreK-6 program or building decisions within the MUUSD.

Article 20

If all forming districts vote to approve the merger (or join within one year under Article 21), the Unified School District shall succeed and assume the functions of the Lamoille North Supervisory Union ("LNSU"), and the Unified School District will function as a supervisory district as per 16 VSA §261(c) and Act 46 (2015), Sec. 6.

In the event that a majority of forming districts vote to approve the merger but either one or two districts vote against merger, the LNSU shall perform the functions of a supervisory union for both the Modified Unified Union School District (MUUSD) and the Non-Member Elementary Districts (NMED). The governance of the LNSU shall be as follows:

A. Each elected representative on the MUUSD Board shall also serve as a member of the LNSU governing Board.

B. In addition, each NMED school board shall appoint one representative from its board who will serve as a member of the LNSU governing Board.

C. The LNSU shall use weighted voting on supervisory union business. The representative appointed from an NMED to the LNSU and the LNSU member(s) elected to the MUUSD board from the corresponding town shall each have a fractional vote so that their combined votes equals the number of representatives from the community on the MUUSD Board. (For example, if a town has two elected representatives on the MUUSD Board and the town is an NMED, then one more person would be appointed by that NMED's school board, and each of these three persons would have two-thirds of a vote on supervisory union matters). The representatives from all other communities shall each exercise one vote. In this manner, voting on LNSU matters represents the same proportional representation by town as reflected in the composition of the eighteen-member MUUSD Board.

D. The Boards of the MUUSD and the LNSU shall conduct joint meetings with a single agenda, provided that weighted voting described in this Article is used for all supervisory union matters, and that representatives appointed by the NMED may not vote on MUUSD matters as set forth in Article 19.

When charging or assessing an NMED for services provided by the MUUSD or LNSU, the charge or assessment may be made on the basis of the actual cost incurred by the MUUSD or LNSU for providing the service to the NMED. The calculation of the actual cost of charges or assessments to an entity that is not a member may be based upon any relevant factors, including:

1) The cost associated with collecting the underlying data and preparing the separate calculation and assessment for an NMED, which cost would not be needed in the absence of the provision of services to an NMED;

2) Reasonable charge for the embedded cost associated with the standby capacity to provide the service to a NMED;

3) The incremental costs of providing specific services to a NMED. Charges or assessments may also be made on the basis of a reasonable allocation proxy. Charges or assessments to a NMED may be made on a different basis from the costs allocated to the MUUSD. Charges or assessments may be made on the basis of a reasonable estimate, subject to adjustment when actual costs are known. The MUUSD and the LNSU Boards shall determine the standards for determining charges or assessments. Expectations are that the MUUSD will not subsidize a NMED and that charges will reflect fairness to the LNSU, MUUSD and any NMED. Charges or assessments will comply with state law and applicable accounting standards.

Article 21

A district that does not vote to approve the Unified School District will have one year to reconsider joining the District by voting no later than April 12, 2017, in favor of joining. For the purpose of compliance with 16 VSA §721, the District consents to admission. Thereafter, admission will be determined by state statutes which require favorable votes by both the Non-Member Elementary District and voters of Lamoille North Modified Unified Union School District.

Appendices

Appendix A: What Happens if a School District Votes No

Vermont Act 156 (2012), Sec. 17 describes the creation of a Modified Union School District. This section allows approval of a merger if a majority – but not all – elementary school districts that send students to a union high school vote in the affirmative. A Modified Unified Union School District (MUUSD) is a PreK-12 district providing grades 7-12 for all member towns, and grades PreK-6 for towns approving the merger. Towns voting NO will continue to operate their own elementary schools as Non-Member Elementary Districts (NMED).

If the articles pass with 1 or 2 towns voting NO, the following applies:

1. A town voting NO will continue to operate its existing elementary district as an NMED. It will continue to elect its own elementary school board, vote on its elementary school budget, and pay its own elementary school expenses.
2. A town voting NO will be members of two school districts, a) its existing elementary school district serving grades PreK-6, and b) the MUUSD for grades 7-12, including the Green Mountain Technology & Career Center.
3. A town voting NO and sending grades 7-12 to the MUUSD will have representation on the MUUSD school board (as described in Articles 9 and 10) and its voters will vote on the entire PreK-12 Union District budget. Its Board members, however, will recuse themselves from votes on any unique Union District PreK-6 program or building decisions.
4. A town voting NO and sending only grades 7-12 to the MUUSD will pay a proportional share of the MUUSD expenses using state approved formulas.
5. The LNSU will provide supervisory union services to the NMED such as curriculum, special education, superintendent, transportation, and business office according to state law. The LNSU will bill the NMED for these services. In addition to its elected representatives on the LNSU Board, the elementary school district board for a Town voting NO shall appoint a representative to the LNSU Board. There shall be weighted voting so that the NMED community's total number of votes is the same in both the Union District and the LNSU (as described in Article 20).
6. The MUUSD is designed to facilitate program and resource sharing among schools, larger economies of scale, and school choice possibilities for Union District students. These changes, for better or worse, will not accrue to the NMED.
7. The NMED will not receive the state tax incentives provided to those who form the MUUSD.
8. A town voting NO may re-consider and decide by vote of the electorate by April 12, 2017, to join the MUUSD. Thereafter the merger process as currently governed by state law requires affirmative votes first by the NMED to request membership and then by the voters of the MUUSD to accept the new member.

Appendix B: Cost Benefit Analysis and Narrative

Projected Estimates of Immediate Cost Savings of Consolidation

Centralization of:

- **Grant Funds/EEE** **\$82,105**
- **Transportation** **\$56,441**
- **Facilities** **\$32,359**
- **School Boards** **\$50,569**
- **Treasurers** **\$19,906**
- **Audits** **\$60,000**

Total Savings.....\$301,380

Accelerated Transition Incentives

- Homestead Tax Rate Reduction**
 - First 5 Years: \$.10/\$.08/\$.06/\$.04/\$.02
- Small School Grant Retention**
 - Waterville \$77,764 & Eden \$27,259 (Changes Yearly Based on Student Population)
- 3.5% Hold Harmless...Held Harmless!**
 - Protection on Declining Enrollment (Sunsets in 2021 without protection)
- Exempts District's from Construction Aid Repayment**
 - Law otherwise requires repayment based on the original 30% (more or less...it depends)
- \$150,000 Transition Grant or 5% of Base Ed Amount x New ADM (Whichever is Less)**
 - Minus the initial grant already received

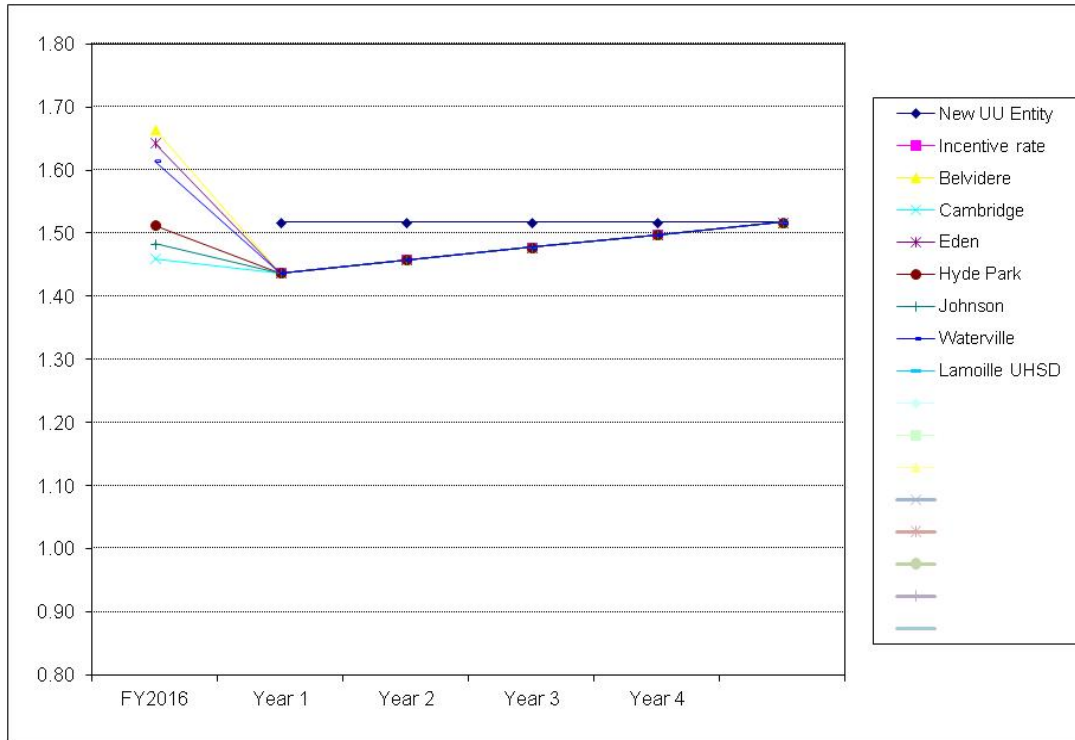
Conventional Transition Incentives

- Homestead Tax Rate Reduction**
 - First 4 Years: \$.08/\$.06/\$.04/\$.02 but no more than 5%
- Small School Grant Retention**
 - Waterville \$77,764 & Eden \$27,259 (Changes Yearly Based on Student Population)
- 3.5% Hold Harmless...Held Harmless!**
 - Protection on Declining Enrollment (Sunsets in 2021 without protection)
- Exempts District's from Construction Aid Repayment**
 - Law otherwise requires repayment based on the original 30% (more or less...it depends)
- \$150,000 Transition Grant or 5% of Base Ed Amount x New ADM (Whichever is Less)**
 - Minus the initial grant already received

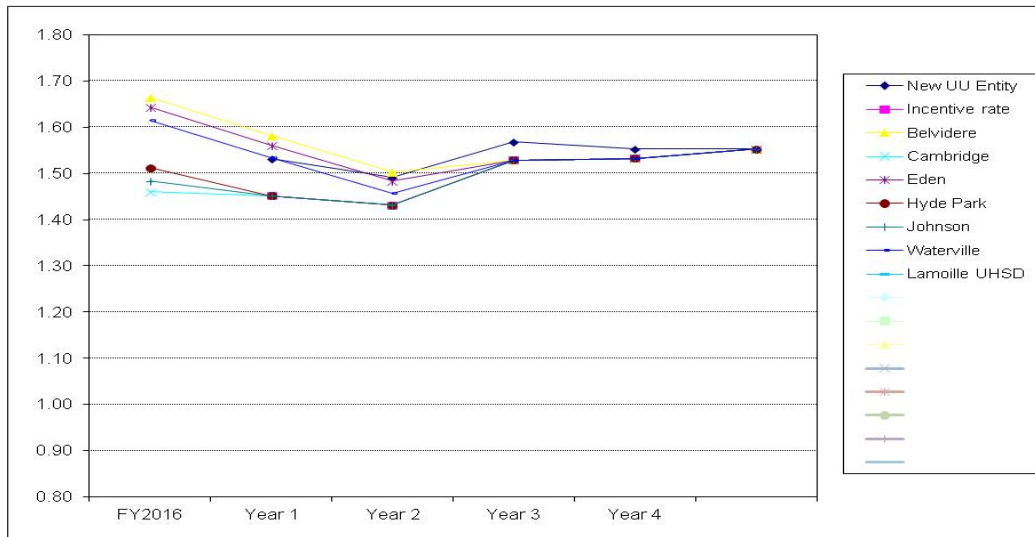
Factors of Change

- Combined Expenditure Budgets
- Combined Local Revenues
- Combined Equalized Pupils
- Combined Ed Spending
- Combined Ed Spending/Equalized Pupils
- Combined Homestead Tax Rate
- Accelerated Equalized Homestead Tax Rate vs. Current Tax Rate

Accelerated – 10 Cents



Conventional – 8 Cents



Tax Rate Change

	Tax Rate Before CLA			CLA	Tax Rate After CLA			Difference	
	Current	Accelerated	Conventional		Current	Accelerated	Conventional	Accelerated	Conventional
Belvidere	\$1.664	\$1.438	\$1.581	101.13%	\$1.645	\$1.421	\$1.564	\$ (0.224)	\$ (0.082)
Cambridge	\$1.460	\$1.438	\$1.451	102.92%	\$1.419	\$1.397	\$1.410	\$ (0.022)	\$ (0.008)
Eden	\$1.643	\$1.438	\$1.561	103.42%	\$1.589	\$1.390	\$1.509	\$ (0.199)	\$ (0.079)
Hyde Park	\$1.512	\$1.438	\$1.451	106.38%	\$1.421	\$1.351	\$1.364	\$ (0.070)	\$ (0.057)
Johnson	\$1.483	\$1.438	\$1.451	106.52%	\$1.392	\$1.350	\$1.362	\$ (0.043)	\$ (0.030)
Waterville	\$1.615	\$1.438	\$1.534	91.12%	\$1.772	\$1.578	\$1.683	\$ (0.195)	\$ (0.089)

Property Tax Bill Change

	Property Tax Per Appraised Value														
	Current	Accelerated	Conventional	Current	Accelerated	Conventional	Current	Accelerated	Conventional	Current	Accelerated	Conventional	Current	Accelerated	Conventional
	\$100,000.00			\$150,000.00			\$200,000.00			\$250,000.00			\$300,000.00		
	Belvidere	\$1,645	\$1,421	\$1,564	\$2,468	\$2,132	\$2,345	\$3,291	\$2,843	\$3,127	\$4,114	\$3,554	\$3,909	\$4,936	\$4,264
Cambridge	\$1,419	\$1,397	\$1,410	\$2,128	\$2,095	\$2,115	\$2,837	\$2,793	\$2,820	\$3,546	\$3,492	\$3,525	\$4,256	\$4,190	\$4,230
Eden	\$1,589	\$1,390	\$1,509	\$2,383	\$2,085	\$2,264	\$3,177	\$2,780	\$3,019	\$3,972	\$3,475	\$3,773	\$4,766	\$4,170	\$4,528
Hyde Park	\$1,421	\$1,351	\$1,364	\$2,132	\$2,027	\$2,046	\$2,843	\$2,703	\$2,729	\$3,553	\$3,378	\$3,411	\$4,264	\$4,054	\$4,093
Johnson	\$1,392	\$1,350	\$1,362	\$2,088	\$2,024	\$2,044	\$2,784	\$2,699	\$2,725	\$3,481	\$3,374	\$3,406	\$4,177	\$4,049	\$4,087
Waterville	\$1,772	\$1,578	\$1,683	\$2,659	\$2,366	\$2,525	\$3,545	\$3,155	\$3,367	\$4,431	\$3,944	\$4,209	\$5,317	\$4,733	\$5,050

Threshold Allowable Growth

FY2017 Cost Containment				1	2	3
Per Pupil Threshold Amounts				Allowable Growth Percentage (Calculated per Act 46, sec. 37)	FY2017 Allowable Growth Per Pupil (Allowable growth percentage x FY2016 district per pupil spending)	FY2017 Per Pupil Threshold Amount (FY2017 allowable growth per pupil + FY2016 district per pupil spending)
Education spending per equalized pupil, less eligible exclusions. Calculations are based on FY2016 education spending data.						
Sorted highest to lowest.						
District		SU id	#			
T066	Eden	25		0.84%	139.93	16,896.12
T226	Waterville	25		1.08%	173.21	16,301.45
T014	Belvidere	25		1.16%	183.95	17,161.20
U018	Lamoille UHSD	25		1.35%	208.11	15,000.92
T100	Hyde Park	25		2.03%	284.45	14,426.12
T107	Johnson	25		2.28%	309.39	13,960.65
T040	Cambridge	25		2.40%	320.56	13,696.23

Lamoille North Supervisory Union Education Spending

	Education Spending FY16	FY16 Ed Sp./Eq. Pup	FY17 Threshold
Belvidere	516,448	16,977	17,161
Cambridge	4,586,786	13,376	13,696
Eden	1,948,913	16,756	16,896
Hyde Park	3,179,897	14,142	14,426
Johnson	3,271,251	13,651	13,961
Waterville	784,800	16,128	16,301
LUHSD #18	12,633,206	14,793	15,900

Education Grand List

	Home EGL for FY2010	Home EGL for FY2011	Home EGL for FY2012	Home EGL for FY2013	Home EGL for FY2014	Home EGL for FY2015	Home EGL for FY2016
Belvidere	160,287.29	159,390.00	160,380.29	166,476.29	155,586.23	163,638.98	158,328.98
Cambridge	2,249,406.00	2,276,073.00	2,320,873.00	2,226,959.50	2,202,417.50	2,207,466.50	2,139,472.50
Eden	655,767.60	666,597.80	694,566.70	702,543.50	669,984.00	565,466.90	557,217.20
Hyde Park	1,816,872.19	1,854,486.48	1,879,566.00	1,907,020.00	1,870,798.00	1,855,328.00	1,811,364.00
Johnson	865,111.00	1,138,180.00	1,147,005.00	1,158,394.00	1,136,095.00	1,153,550.00	1,109,250.00
Waterville	322,956.67	387,002.00	388,020.00	392,181.00	372,633.00	375,200.00	371,976.00

Belvidere

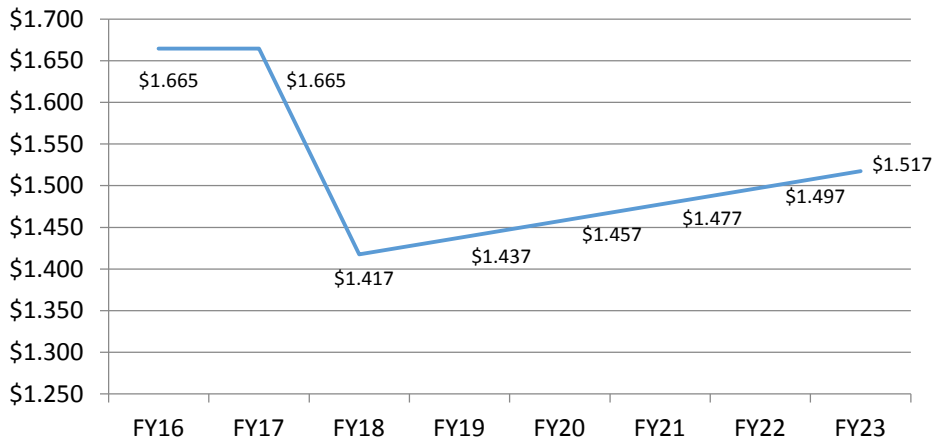
What are the Incentives for Belvidere?

Consolidated Year			1	2	3	4	5	6
Fiscal Year	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23
UU District Homestead Goal Rate			\$1.5175	\$1.5175	\$1.5175	\$1.5175	\$1.5175	\$1.5175
Transition Choice	\$0.00	\$0.00						
Accelerated 10 cents	\$0.00	\$0.00	\$0.2470	\$0.0800	\$0.0600	\$0.0400	\$0.0200	\$0.0000
Conventional 8 cents	\$0.00	\$0.00		\$0.0832	\$0.0791	\$0.0247	\$0.0200	\$0.0000
None	\$0.00	\$0.00	Penalty	Penalty	?	?	?	?

What Would Accelerated Adoption Mean for Belvidere's Tax Rate and Taxes?

	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23
UU Rate	\$1.5175	\$1.5175	\$1.5175	\$1.5175	\$1.5175	\$1.5175	\$1.5175	\$1.5175
Incentive			\$0.1000	\$0.0800	\$0.0600	\$0.0400	\$0.0200	\$0.0000
Incentive Rate			\$1.4175	\$1.4375	\$1.4575	\$1.4775	\$1.4975	\$1.5175
Belvidere Homestead Tax	\$1.665	\$1.665	\$1.418	\$1.438	\$1.458	\$1.478	\$1.498	\$1.518

Belvidere Homestead Tax



Belvidere Tax Savings – Accelerated Consolidation

		FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Incentive Savings
Accelerated Savings		\$1.6645	\$1.6645	\$1.4175	\$1.4375	\$1.4575	\$1.4775	\$1.4975	\$1.5175	
	Assessed Value									
Tax Savings	\$ 100,000	\$0	\$0	\$244	\$224	\$205	\$185	\$165	\$145	\$1,169
Tax Savings	\$ 150,000	\$0	\$0	\$366	\$337	\$307	\$277	\$248	\$218	\$1,753
Tax Savings	\$ 200,000	\$0	\$0	\$488	\$449	\$409	\$370	\$330	\$291	\$2,332
Tax Savings	\$ 250,000	\$0	\$0	\$611	\$561	\$512	\$462	\$413	\$363	\$2,922
Tax Savings	\$ 300,000	\$0	\$0	\$733	\$673	\$614	\$555	\$495	\$436	\$3,506
Tax Savings	\$ 350,000	\$0	\$0	\$855	\$786	\$716	\$647	\$578	\$509	\$4,091

Belvidere Projection Model Assuming Historical Budget Growth

Output by Town									
Do nothing model		Year							
Name of Town		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	
Belvidere	Homestead tax rate	1.6645	1.6403	1.6834	1.7273	1.7725	1.8184	1.8655	
Belvidere	Tax \$ (based on town homestead EGL)	\$ 263,539	\$ 259,707	\$ 266,531	\$ 273,482	\$ 280,638	\$ 287,905	\$ 295,363	
\$ 200,000	Tax \$ (based on selected homestead value)	\$ 3,329	\$ 3,281	\$ 3,367	\$ 3,455	\$ 3,545	\$ 3,637	\$ 3,731	

5 year model		Year							
Name of Town		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	
Belvidere	Homestead tax rate	1.6645	1.6403	1.4800	1.5323	1.5852	1.6388	1.6930	
Belvidere	Tax \$ (based on town homestead EGL)	\$ 263,539	\$ 259,707	\$ 234,327	\$ 242,607	\$ 250,983	\$ 259,470	\$ 268,051	
Belvidere	Tax \$ savings due to merger	\$ -	\$ -	\$ 32,204	\$ 30,874	\$ 29,655	\$ 28,436	\$ 27,312	
\$ 200,000	Tax \$ (based on selected homestead value)	\$ 3,329	\$ 3,281	\$ 2,960	\$ 3,065	\$ 3,170	\$ 3,278	\$ 3,386	
	Tax \$ savings due to merger	\$ -	\$ -	\$ 407	\$ 390	\$ 375	\$ 359	\$ 345	

4 year model		Year							
Name of Town		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	
Belvidere	Homestead tax rate	1.6645	1.6403	1.6834	1.5992	1.5852	1.6388	1.6930	
Belvidere	Tax \$ (based on town homestead EGL)	\$ 263,539	\$ 259,707	\$ 266,531	\$ 253,204	\$ 250,983	\$ 259,470	\$ 268,051	
Belvidere	Tax \$ savings due to merger	\$ -	\$ -	\$ -	\$ 20,277	\$ 29,655	\$ 28,436	\$ 27,312	
\$ 200,000	Tax \$ (based on selected homestead value)	\$ 3,329	\$ 3,281	\$ 3,367	\$ 3,198	\$ 3,170	\$ 3,278	\$ 3,386	
	Tax \$ savings due to merger	\$ -	\$ -	\$ -	\$ 256	\$ 375	\$ 359	\$ 345	

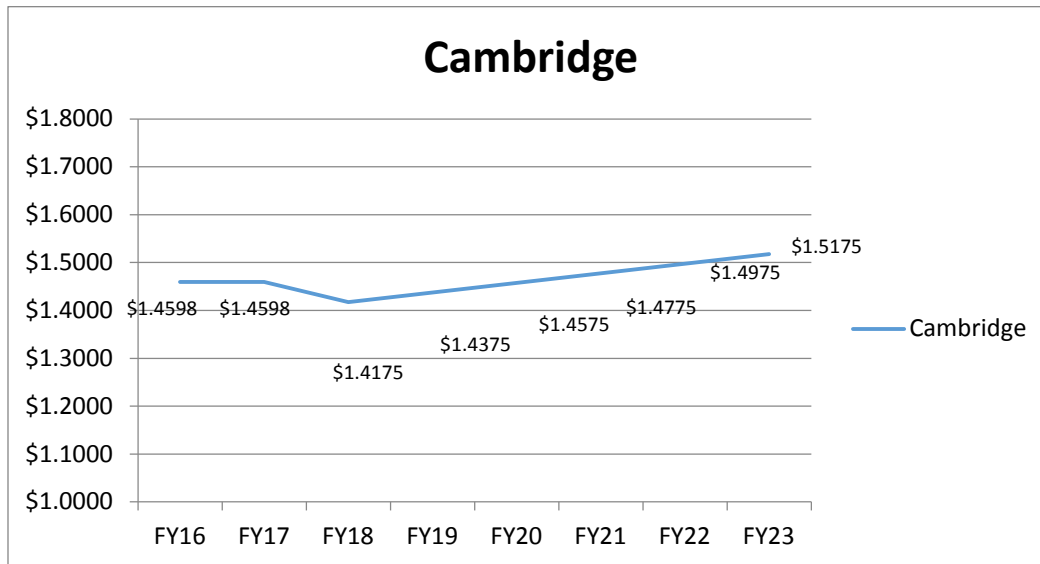
Cambridge

What are the Incentives for Cambridge?

Consolidated Year			1	2	3	4	5	6
Fiscal Year	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23
UU District Homestead Goal Rate			\$1.5175	\$1.5175	\$1.5175	\$1.5175	\$1.5175	\$1.5175
Transition Choice	\$0.0000	\$0.0000						
Accelerated 10 cents	\$0.0000	\$0.0000	\$0.0423	\$0.0223	\$0.0023	-\$0.0177	-\$0.0377	-\$0.0577
Conventional 8 cents	\$0.0000	\$0.0000		\$0.0023	-\$0.0177	-\$0.0377	-\$0.0577	-\$0.0577
None	\$0.0000	\$0.0000	Penalty	Penalty	?	?	?	?

What Would Accelerate Adoption Mean for Cambridge's Tax Rate and Taxes?

UU Rate	\$1.5175	\$1.5175	\$1.5175	\$1.5175	\$1.5175	\$1.5175	\$1.5175	\$1.5175
Incentive			\$0.1000	\$0.0800	\$0.0600	\$0.0400	\$0.0200	\$0.0000
Incentive Rate			\$1.4175	\$1.4375	\$1.4575	\$1.4775	\$1.4975	\$1.5175
	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Cambridge	\$1.4598	\$1.4598	\$1.4175	\$1.4375	\$1.4575	\$1.4775	\$1.4975	\$1.5175



Cambridge Tax Change Accelerated Consolidation

	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	3-YR Savings	5-YR Change
Accelerated	\$1.4598	\$1.4598	\$1.4175	\$1.4375	\$1.4575	\$1.4775	\$1.4975	\$1.5175		
Assessed Value										
\$ 100,000	\$0	\$0	\$41	\$22	\$2	-\$17	-\$37	-\$56	\$65	-\$45
\$ 150,000	\$0	\$0	\$62	\$33	\$3	-\$26	-\$55	-\$84	\$98	-\$67
\$ 200,000	\$0	\$0	\$82	\$43	\$4	-\$34	-\$73	-\$112	\$128	-\$94
\$ 250,000	\$0	\$0	\$103	\$54	\$6	-\$43	-\$92	-\$140	\$163	-\$112
\$ 300,000	\$0	\$0	\$123	\$65	\$7	-\$52	-\$110	-\$168	\$195	-\$135
\$ 350,000	\$0	\$0	\$144	\$76	\$8	-\$60	-\$128	-\$196	\$228	-\$157

Cambridge Projection Model Assuming Historical Budget Growth

Do nothing model		Year						
Name of Town		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Cambridge	Homestead tax rate	1.4598	1.4896	1.52	1.5511	1.5827	1.6149	1.648
Cambridge	Tax \$ (based on town homestead EGL)	\$ 3,123,202	\$ 3,186,958	\$ 3,251,998	\$ 3,318,536	\$ 3,386,143	\$ 3,455,034	\$ 3,525,851
\$ 200,000	Tax \$ (based on selected homestead value)	\$ 2,920	\$ 2,979	\$ 3,040	\$ 3,102	\$ 3,165	\$ 3,230	\$ 3,296

5 year model		Year						
Name of Town		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Cambridge	Homestead tax rate	1.4598	1.4896	1.4800	1.5323	1.5852	1.6388	1.6930
Cambridge	Tax \$ (based on town homestead EGL)	\$ 3,123,202	\$ 3,186,958	\$ 3,166,419	\$ 3,278,314	\$ 3,391,492	\$ 3,506,168	\$ 3,622,127
Cambridge	Tax \$ savings due to merger	\$ -	\$ -	\$ 85,579	\$ 40,222	\$ (5,349)	\$ (51,133)	\$ (96,276)
\$ 200,000	Tax \$ (based on selected homestead value)	\$ 2,920	\$ 2,979	\$ 2,960	\$ 3,065	\$ 3,170	\$ 3,278	\$ 3,386
	Tax \$ savings due to merger	\$ -	\$ -	\$ 80	\$ 38	\$ (5)	\$ (48)	\$ (90)

4 year model		Year						
Name of Town		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Cambridge	Homestead tax rate	1.4598	1.4896	1.5200	1.5323	1.5852	1.6388	1.6930
Cambridge	Tax \$ (based on town homestead EGL)	\$ 3,123,202	\$ 3,186,958	\$ 3,251,998	\$ 3,278,314	\$ 3,391,492	\$ 3,506,168	\$ 3,622,127
Cambridge	Tax \$ savings due to merger	\$ -	\$ -	\$ -	\$ 40,222	\$ (5,349)	\$ (51,133)	\$ (96,276)
\$ 200,000	Tax \$ (based on selected homestead value)	\$ 2,920	\$ 2,979	\$ 3,040	\$ 3,065	\$ 3,170	\$ 3,278	\$ 3,386
	Tax \$ savings due to merger	\$ -	\$ -	\$ -	\$ 38	\$ (5)	\$ (48)	\$ (90)

Eden

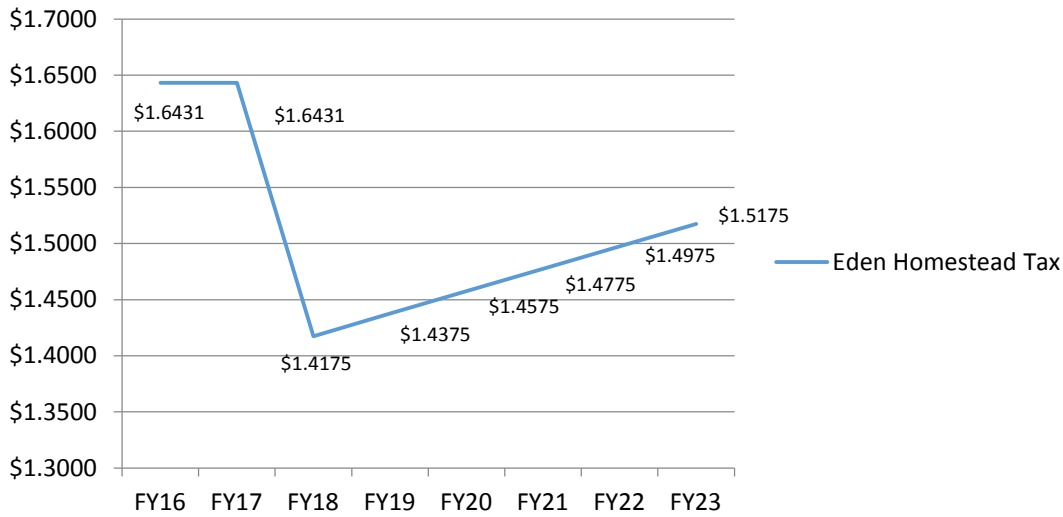
What Are the Incentives for Eden?

Consolidated Year			1	2	3	4	5	6
Fiscal Year	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23
UU District Homestead Goal Rate			\$1.5175	\$1.5175	\$1.5175	\$1.5175	\$1.5175	\$1.5175
Transition Choice	\$0.0000	\$0.0000						
Accelerated 10 cents	\$0.0000	\$0.0000	\$0.2256	\$0.0800	\$0.0600	\$0.0400	\$0.0200	\$0.0000
Conventional 8 cents	\$0.0000	\$0.0000		\$0.0822	\$0.0780	\$0.0400	\$0.0200	\$0.0000
None	\$0.0000	\$0.0000	Penalty	Penalty	?	?	?	?

What Would Accelerated Adoption Mean for Eden's Tax Rate and Taxes?

UU Rate	\$1.5175	\$1.5175	\$1.5175	\$1.5175	\$1.5175	\$1.5175	\$1.5175	\$1.5175
Incentive			\$0.1000	\$0.0800	\$0.0600	\$0.0400	\$0.0200	\$0.0000
Incentive Rate			\$1.4175	\$1.4375	\$1.4575	\$1.4775	\$1.4975	\$1.5175
	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Eden Homestead Tax	\$1.6431	\$1.6431	\$1.4175	\$1.4375	\$1.4575	\$1.4775	\$1.4975	\$1.5175

Eden Homestead Tax



Eden Tax Savings – Accelerated Consolidation

	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Incentive Savings
Accelerated Savings	\$1,6431	\$1,6431	\$1,4175	\$1,4375	\$1,4575	\$1,4775	\$1,4975	\$1,5175	
Assessed Value									
Tax Savings \$ 100,000	\$0	\$0	\$218	\$199	\$179	\$160	\$141	\$121	\$1,019
Tax Savings \$ 150,000	\$0	\$0	\$327	\$298	\$269	\$240	\$211	\$182	\$1,528
Tax Savings \$ 200,000	\$0	\$0	\$436	\$398	\$359	\$320	\$282	\$243	\$2,038
Tax Savings \$ 250,000	\$0	\$0	\$545	\$497	\$449	\$400	\$352	\$304	\$2,547
Tax Savings \$ 300,000	\$0	\$0	\$654	\$596	\$538	\$480	\$422	\$364	\$3,056
Tax Savings \$ 350,000	\$0	\$0	\$763	\$696	\$628	\$560	\$493	\$425	\$3,566

Eden Projection Model Assuming Historical Budget Growth

Do nothing model		Year						
Name of Town		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Eden	Homestead tax rate	1.6431	1.6766	1.7059	1.7495	1.8313	1.8776	1.925
Eden	Tax \$ (based on town homestead EGL)	\$ 915,564	\$ 934,230	\$ 950,557	\$ 974,851	\$ 1,020,432	\$ 1,046,231	\$ 1,072,643
\$ 200,000	Tax \$ (based on selected homestead value)	\$ 3,286	\$ 3,353	\$ 3,412	\$ 3,499	\$ 3,663	\$ 3,755	\$ 3,850

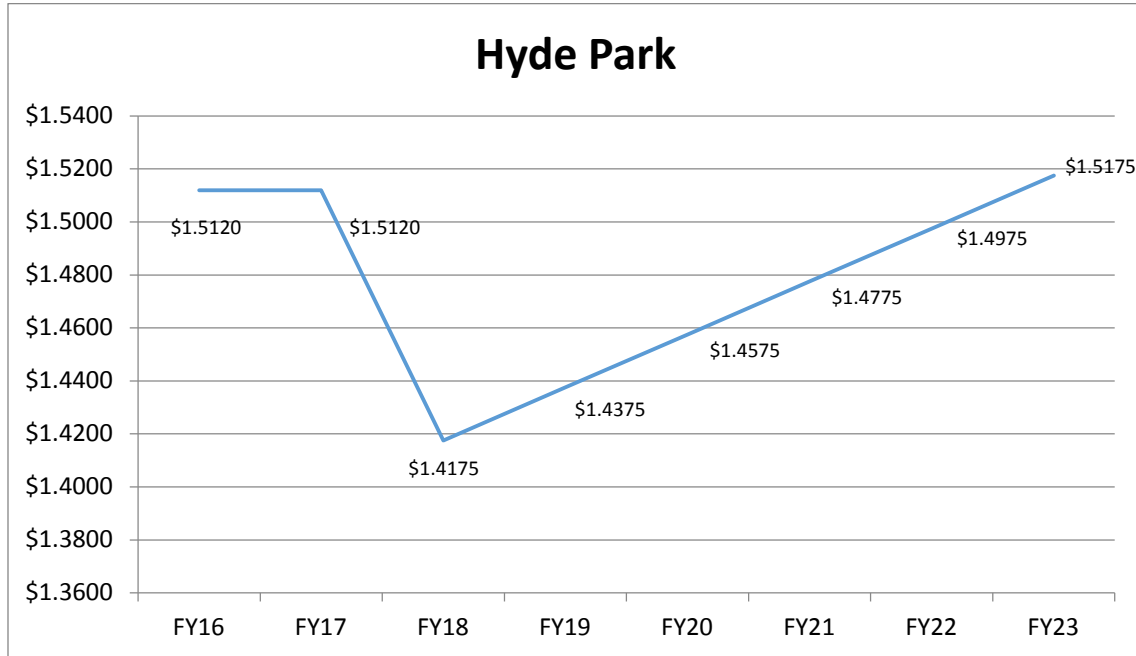
5 year model		Year						
Name of Town		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Eden	Homestead tax rate	1.6431	1.6766	1.4800	1.5323	1.5852	1.6388	1.6930
Eden	Tax \$ (based on town homestead EGL)	\$ 915,564	\$ 934,230	\$ 824,681	\$ 853,824	\$ 883,301	\$ 913,168	\$ 943,369
Eden	Tax \$ savings due to merger	\$ -	\$ -	\$ 125,875	\$ 121,028	\$ 137,131	\$ 133,063	\$ 129,274
\$ 200,000	Tax \$ (based on selected homestead value)	\$ 3,286	\$ 3,353	\$ 2,960	\$ 3,065	\$ 3,170	\$ 3,278	\$ 3,386
	Tax \$ savings due to merger	\$ -	\$ -	\$ 452	\$ 434	\$ 492	\$ 478	\$ 464

4 year model		Year						
Name of Town		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Eden	Homestead tax rate	1.6431	1.6766	1.7059	1.6206	1.5852	1.6388	1.6930
Eden	Tax \$ (based on town homestead EGL)	\$ 915,564	\$ 934,230	\$ 950,557	\$ 903,029	\$ 883,301	\$ 913,168	\$ 943,369
Eden	Tax \$ savings due to merger	\$ -	\$ -	\$ -	\$ 71,823	\$ 137,131	\$ 133,063	\$ 129,274
\$ 200,000	Tax \$ (based on selected homestead value)	\$ 3,286	\$ 3,353	\$ 3,412	\$ 3,241	\$ 3,170	\$ 3,278	\$ 3,386
	Tax \$ savings due to merger	\$ -	\$ -	\$ -	\$ 258	\$ 492	\$ 478	\$ 464

Hyde Park

What Are the Incentives for Hyde Park?

UU Rate	\$1.5175	\$1.5175	\$1.5175	\$1.5175	\$1.5175	\$1.5175	\$1.5175	\$1.5175	\$1.5175
Incentive			\$0.1000	\$0.0800	\$0.0600	\$0.0400	\$0.0200	\$0.0000	
Incentive Rate			\$1.4175	\$1.4375	\$1.4575	\$1.4775	\$1.4975	\$1.5175	
	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	
Hyde Park	\$1.5120	\$1.5120	\$1.4175	\$1.4375	\$1.4575	\$1.4775	\$1.4975	\$1.5175	



Hyde Park Tax Savings – Accelerated Consolidation

		<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	5-Yr Savings	6-Yr Savings
Accelerated Savings		\$1.5120	\$1.5120	\$1.4175	\$1.4375	\$1.4575	\$1.4775	\$1.4975	\$1.5175		
	Assessed Value										
Tax Savings	\$ 100,000	\$0	\$0	\$88.83	\$70.03	\$51.23	\$32.43	\$13.63	-\$5.17	\$256	\$251
Tax Savings	\$ 150,000	\$0	\$0	\$133.25	\$105.05	\$76.85	\$48.65	\$20.45	-\$7.76	\$384	\$376
Tax Savings	\$ 200,000	\$0	\$0	\$179.03	\$141.42	\$103.82	\$66.22	\$28.62	-\$8.98	\$519	\$510
Tax Savings	\$ 250,000	\$0	\$0	\$222.08	\$175.08	\$128.08	\$81.08	\$34.08	-\$12.93	\$640	\$627
Tax Savings	\$ 300,000	\$0	\$0	\$266.50	\$210.10	\$153.69	\$97.29	\$40.89	-\$15.51	\$768	\$753
Tax Savings	\$ 350,000	\$0	\$0	\$310.91	\$245.11	\$179.31	\$113.51	\$47.71	-\$18.10	\$897	\$878

Hyde Park Projection Model Assuming Historical Budget Growth

Do nothing model		Year						
Name of Town		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Hyde Park	Homestead tax rate	1.5123	1.5431	1.5747	1.6069	1.6396	1.673	1.7072
Hyde Park	Tax \$ (based on town homestead EGL)	\$ 2,739,326	\$ 2,795,116	\$ 2,852,355	\$ 2,910,681	\$ 2,969,912	\$ 3,030,412	\$ 3,092,361
\$ 200,000	Tax \$ (based on selected homestead value)	\$ 3,025	\$ 3,086	\$ 3,149	\$ 3,214	\$ 3,279	\$ 3,346	\$ 3,414

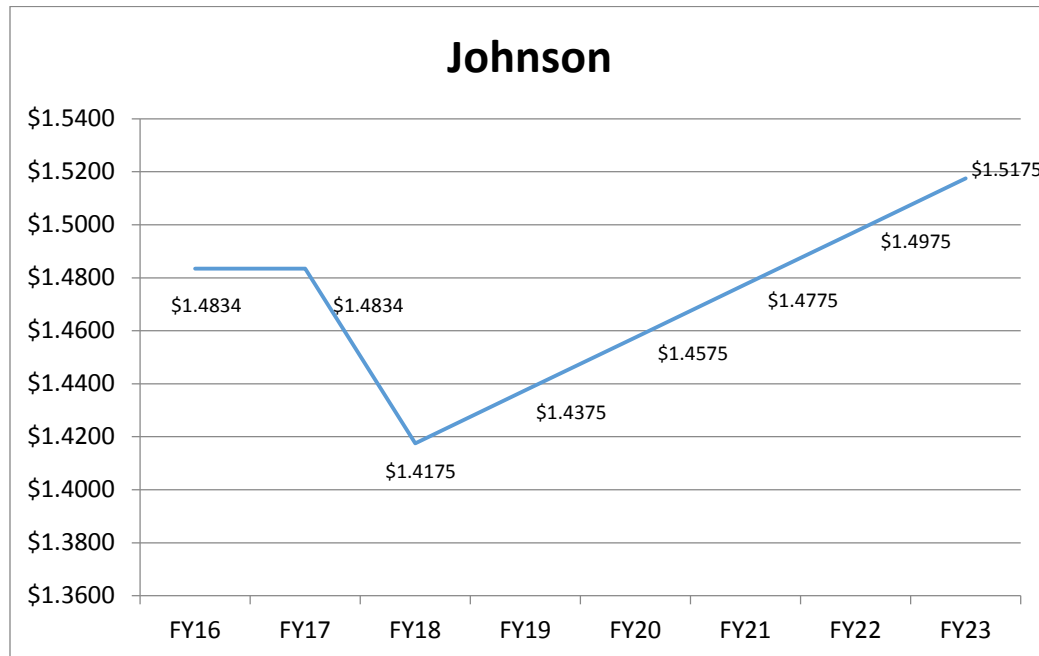
5 year model		Year						
Name of Town		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Hyde Park	Homestead tax rate	1.5123	1.5431	1.4800	1.5323	1.5852	1.6388	1.6930
Hyde Park	Tax \$ (based on town homestead EGL)	\$ 2,739,326	\$ 2,795,116	\$ 2,680,819	\$ 2,775,553	\$ 2,871,374	\$ 2,968,463	\$ 3,066,639
Hyde Park	Tax \$ savings due to merger	\$ -	\$ -	\$ 171,536	\$ 135,128	\$ 98,538	\$ 61,949	\$ 25,721
\$ 200,000	Tax \$ (based on selected homestead value)	\$ 3,025	\$ 3,086	\$ 2,960	\$ 3,065	\$ 3,170	\$ 3,278	\$ 3,386
	Tax \$ savings due to merger	\$ -	\$ -	\$ 189	\$ 149	\$ 109	\$ 68	\$ 28

4 year model		Year						
Name of Town		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Hyde Park	Homestead tax rate	1.5123	1.5431	1.5747	1.5323	1.5852	1.6388	1.6930
Hyde Park	Tax \$ (based on town homestead EGL)	\$ 2,739,326	\$ 2,795,116	\$ 2,852,355	\$ 2,775,553	\$ 2,871,374	\$ 2,968,463	\$ 3,066,639
Hyde Park	Tax \$ savings due to merger	\$ -	\$ -	\$ -	\$ 135,128	\$ 98,538	\$ 61,949	\$ 25,721
\$ 200,000	Tax \$ (based on selected homestead value)	\$ 3,025	\$ 3,086	\$ 3,149	\$ 3,065	\$ 3,170	\$ 3,278	\$ 3,386
	Tax \$ savings due to merger	\$ -	\$ -	\$ -	\$ 149	\$ 109	\$ 68	\$ 28

Johnson

What Are the Incentives for Johnson?

UU Rate	\$1.5175	\$1.5175	\$1.5175	\$1.5175	\$1.5175	\$1.5175	\$1.5175	\$1.5175	\$1.5175
Incentive			\$0.1000	\$0.0800	\$0.0600	\$0.0400	\$0.0200	\$0.0000	
Incentive Rate			\$1.4175	\$1.4375	\$1.4575	\$1.4775	\$1.4975	\$1.5175	
	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	
Johnson	\$1.4834	\$1.4834	\$1.4175	\$1.4375	\$1.4575	\$1.4775	\$1.4975	\$1.5175	



Johnson Tax Savings – Accelerated Consolidation

		FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	4-Yr	6-Yr
Accelerated Savings		\$1.4834	\$1.4834	\$1.4175	\$1.4375	\$1.4575	\$1.4775	\$1.4975	\$1.5175	Savings	Savings
	Assessed Value										
Tax Savings	\$ 100,000	\$0	\$0	\$61.87	\$43.09	\$24.31	\$5.54	-\$13.24	-\$32.01	\$135	\$90
Tax Savings	\$ 150,000	\$0	\$0	\$92.80	\$64.64	\$36.47	\$8.31	-\$19.86	-\$48.02	\$202	\$134
Tax Savings	\$ 200,000	\$0	\$0	\$124.53	\$86.98	\$49.43	\$11.88	-\$25.67	-\$63.23	\$273	\$184
Tax Savings	\$ 250,000	\$0	\$0	\$154.67	\$107.73	\$60.79	\$13.85	-\$33.09	-\$80.03	\$337	\$224
Tax Savings	\$ 300,000	\$0	\$0	\$185.60	\$129.27	\$72.94	\$16.62	-\$39.71	-\$96.04	\$404	\$269
Tax Savings	\$ 350,000	\$0	\$0	\$216.53	\$150.82	\$85.10	\$19.39	-\$46.33	-\$112.04	\$472	\$313

Johnson Projection Model Assuming Historical Budget Growth

Do nothing model		Year						
Name of Town		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Johnson	Homestead tax rate	1.4834	1.5136	1.5446	1.576	1.6083	1.641	1.6745
Johnson	Tax \$ (based on town homestead EGL)	\$ 1,645,461	\$ 1,678,961	\$ 1,713,348	\$ 1,748,178	\$ 1,784,007	\$ 1,820,279	\$ 1,857,439
\$ 200,000	Tax \$ (based on selected homestead value)	\$ 2,967	\$ 3,027	\$ 3,089	\$ 3,152	\$ 3,217	\$ 3,282	\$ 3,349

5 year model		Year						
Name of Town		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Johnson	Homestead tax rate	1.4834	1.5136	1.4800	1.5323	1.5852	1.6388	1.6930
Johnson	Tax \$ (based on town homestead EGL)	\$ 1,645,461	\$ 1,678,961	\$ 1,641,690	\$ 1,699,704	\$ 1,758,383	\$ 1,817,839	\$ 1,877,960
Johnson	Tax \$ savings due to merger	\$ -	\$ -	\$ 71,658	\$ 48,474	\$ 25,624	\$ 2,440	\$ (20,521)
\$ 200,000	Tax \$ (based on selected homestead value)	\$ 2,967	\$ 3,027	\$ 2,960	\$ 3,065	\$ 3,170	\$ 3,278	\$ 3,386
	Tax \$ savings due to merger	\$ -	\$ -	\$ 129	\$ 87	\$ 46	\$ 4	\$ (37)

4 year model		Year						
Name of Town		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Johnson	Homestead tax rate	1.4834	1.5136	1.5446	1.5323	1.5852	1.6388	1.6930
Johnson	Tax \$ (based on town homestead EGL)	\$ 1,645,461	\$ 1,678,961	\$ 1,713,348	\$ 1,699,704	\$ 1,758,383	\$ 1,817,839	\$ 1,877,960
Johnson	Tax \$ savings due to merger	\$ -	\$ -	\$ -	\$ 48,474	\$ 25,624	\$ 2,440	\$ (20,521)
\$ 200,000	Tax \$ (based on selected homestead value)	\$ 2,967	\$ 3,027	\$ 3,089	\$ 3,065	\$ 3,170	\$ 3,278	\$ 3,386
	Tax \$ savings due to merger	\$ -	\$ -	\$ -	\$ 87	\$ 46	\$ 4	\$ (37)

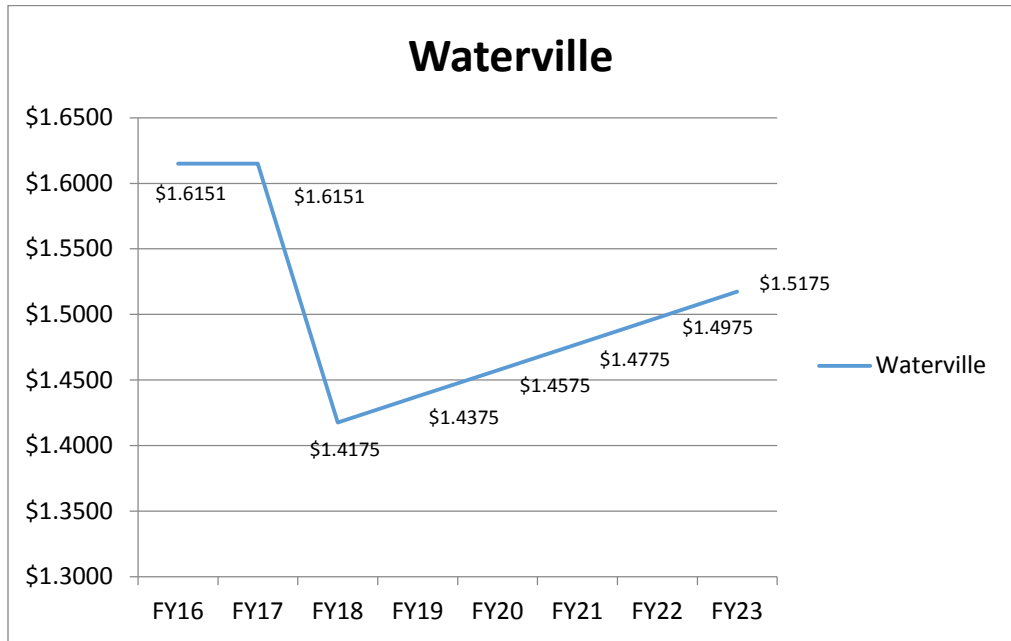
Waterville

What are the Incentives for Waterville?

Consolidated Year			1	2	3	4	5	6
Fiscal Year	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23
UU District Goal Rate			\$1.5175	\$1.5175	\$1.5175	\$1.5175	\$1.5175	\$1.5175
Transition Choice	\$0.0000	\$0.0000						
Accelerated 10 cents	\$0.0000	\$0.0000	\$0.1976	\$0.0800	\$0.0600	\$0.0400	\$0.0200	\$0.0000
Conventional 8 cents	\$0.0000	\$0.0000		\$0.0808	\$0.0767	\$0.0399	\$0.0200	\$0.0000
None	\$0.0000	\$0.0000	Penalty	Penalty	?	?	?	?

What Would Accelerated Adoption Mean for Waterville’s Tax Rate and Taxes?

UU Rate	\$1.5175	\$1.5175	\$1.5175	\$1.5175	\$1.5175	\$1.5175	\$1.5175	\$1.5175	\$1.5175
Incentive			\$0.1000	\$0.0800	\$0.0600	\$0.0400	\$0.0200	\$0.0000	
Incentive Rate			\$1.4175	\$1.4375	\$1.4575	\$1.4775	\$1.4975	\$1.5175	
	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	
Waterville	\$1.6151	\$1.6151	\$1.4175	\$1.4375	\$1.4575	\$1.4775	\$1.4975	\$1.5175	



Waterville Tax Savings – Accelerated Consolidation

		FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Incentive Savings
Accelerated Savings		\$1.6151	\$1.6151	\$1.4175	\$1.4375	\$1.4575	\$1.4775	\$1.4975	\$1.5175	
	Assessed Value									
Tax Savings	\$ 100,000	\$0	\$0	\$217	\$195	\$173	\$151	\$129	\$107	\$972
Tax Savings	\$ 150,000	\$0	\$0	\$325	\$292	\$259	\$227	\$194	\$161	\$1,458
Tax Savings	\$ 200,000	\$0	\$0	\$434	\$390	\$346	\$302	\$258	\$214	\$1,944
Tax Savings	\$ 250,000	\$0	\$0	\$542	\$487	\$432	\$378	\$323	\$268	\$2,430
Tax Savings	\$ 300,000	\$0	\$0	\$651	\$585	\$519	\$453	\$387	\$321	\$2,916
Tax Savings	\$ 350,000	\$0	\$0	\$759	\$682	\$605	\$529	\$452	\$375	\$3,402

Waterville Projection Model Assuming Historical Budget Growth

Do nothing model		Year						
Name of Town		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Waterville	Homestead tax rate	1.6151	1.6481	1.6816	1.716	1.902	1.9501	1.9994
Waterville	Tax \$ (based on town homestead EGL)	\$ 600,778	\$ 613,054	\$ 625,515	\$ 638,311	\$ 707,498	\$ 725,390	\$ 743,729
\$ 200,000	Tax \$ (based on selected homestead value)	\$ 3,230	\$ 3,296	\$ 3,363	\$ 3,432	\$ 3,804	\$ 3,900	\$ 3,999

5 year model		Year						
Name of Town		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Waterville	Homestead tax rate	1.6151	1.6481	1.4800	1.5323	1.5852	1.6388	1.6930
Waterville	Tax \$ (based on town homestead EGL)	\$ 600,778	\$ 613,054	\$ 550,524	\$ 569,979	\$ 589,656	\$ 609,594	\$ 629,755
Waterville	Tax \$ savings due to merger	\$ -	\$ -	\$ 74,990	\$ 68,332	\$ 117,842	\$ 115,796	\$ 113,973
\$ 200,000	Tax \$ (based on selected homestead value)	\$ 3,230	\$ 3,296	\$ 2,960	\$ 3,065	\$ 3,170	\$ 3,278	\$ 3,386
	Tax \$ savings due to merger	\$ -	\$ -	\$ 403	\$ 367	\$ 634	\$ 623	\$ 613

4 year model		Year						
Name of Town		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Waterville	Homestead tax rate	1.6151	1.6481	1.6816	1.5975	1.5852	1.6388	1.6930
Waterville	Tax \$ (based on town homestead EGL)	\$ 600,778	\$ 613,054	\$ 625,515	\$ 594,239	\$ 589,656	\$ 609,594	\$ 629,755
Waterville	Tax \$ savings due to merger	\$ -	\$ -	\$ -	\$ 44,072	\$ 117,842	\$ 115,796	\$ 113,973
\$ 200,000	Tax \$ (based on selected homestead value)	\$ 3,230	\$ 3,296	\$ 3,363	\$ 3,195	\$ 3,170	\$ 3,278	\$ 3,386
	Tax \$ savings due to merger	\$ -	\$ -	\$ -	\$ 237	\$ 634	\$ 623	\$ 613

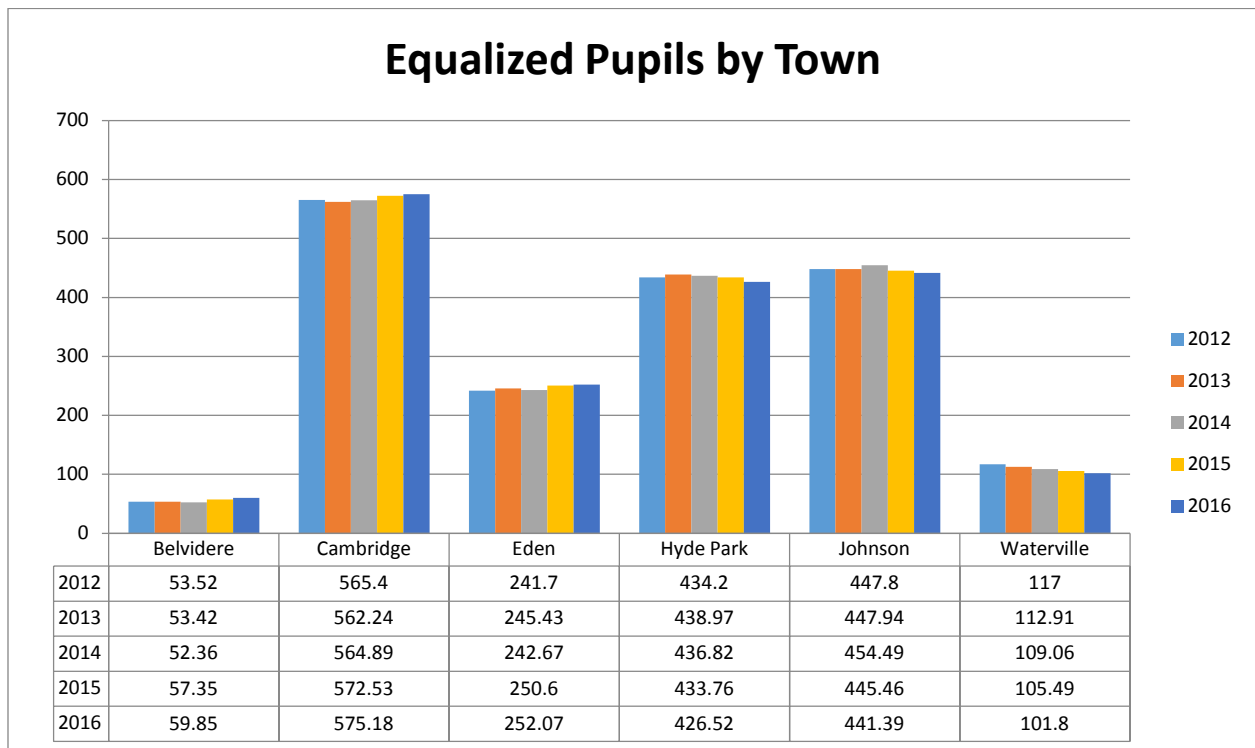
Appendix C: School Configuration and School Enrollment

School Configuration

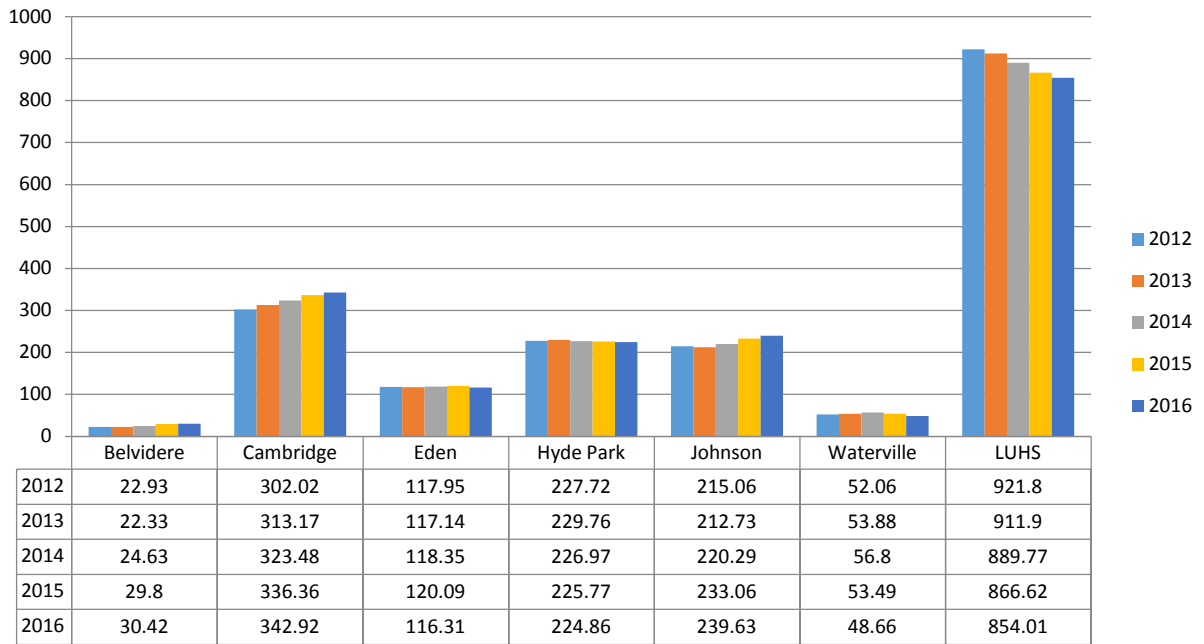
The current school configuration in our district is as follows:

Cambridge Elementary School	EEE through grade 6	360 students
Eden Central School	EEE through grade 6	133 students
Hyde Park Elementary School	EEE through grade 6	245 students
Johnson Elementary School	EEE through grade 6	255 students
Waterville Elementary School	PreK through grade 6	93 students*
Lamoille Union Middle School	Grades 7-8	222 students
Lamoille Union High School	Grades 9-12	545 students
Total		1853 students

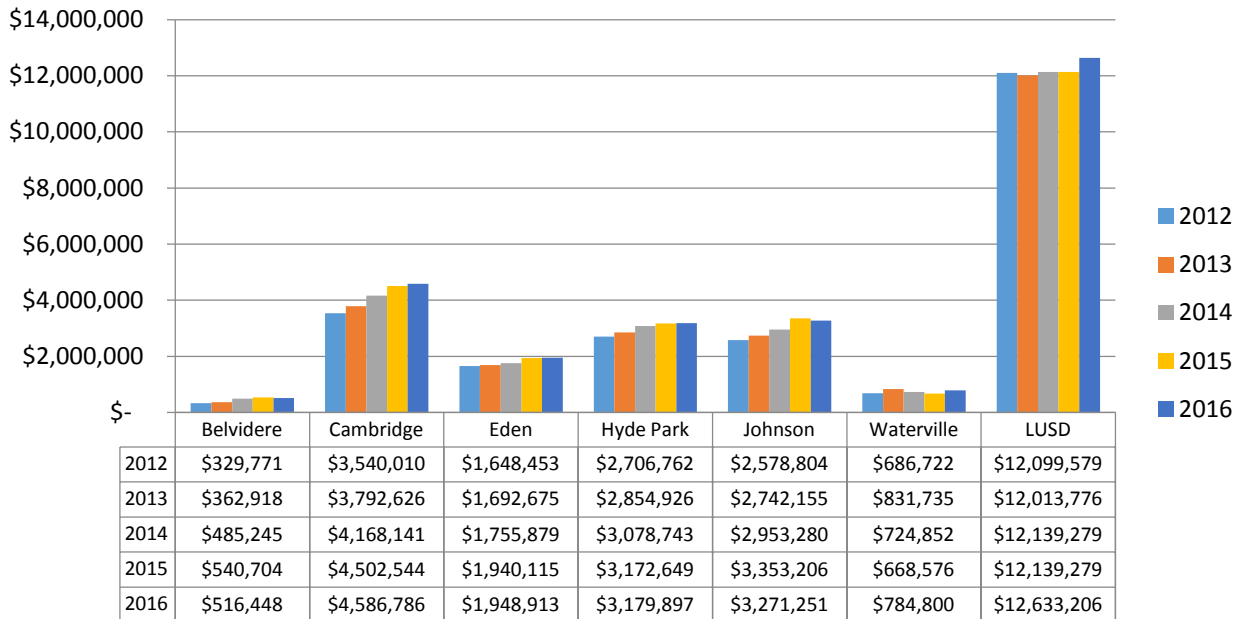
*Enrollment for Waterville includes Belvidere Students



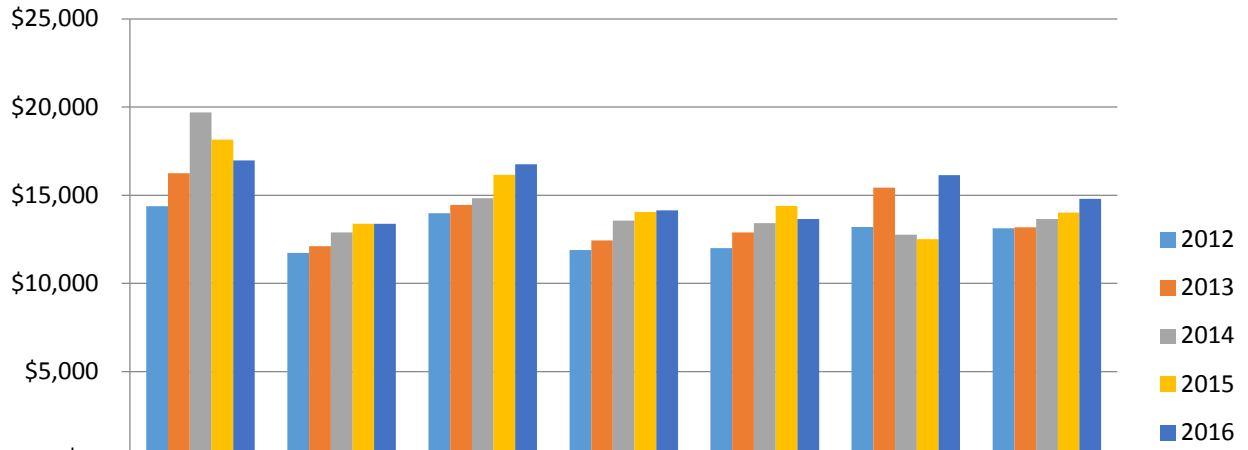
Equalized Pupil



Education Spending



Education Spending Per Equalized Pupil



	Belvidere	Cambridge	Eden	Hyde Park	Johnson	Waterville	LUSD
2012	\$14,382	\$11,721	\$13,976	\$11,886	\$11,991	\$13,191	\$13,126
2013	\$16,252	\$12,110	\$14,450	\$12,426	\$12,890	\$15,437	\$13,174
2014	\$19,701	\$12,885	\$14,836	\$13,565	\$13,406	\$12,761	\$13,643
2015	\$18,144	\$13,386	\$16,156	\$14,053	\$14,388	\$12,499	\$14,008
2016	\$16,977	\$13,376	\$16,756	\$14,142	\$13,651	\$16,128	\$14,793

Total Population by Town

The current population by town in our district is as follows:

Belvidere	348
Cambridge	3659
Eden	1323
Hyde Park	2954
Johnson	3446
Waterville	673

Student Enrollment as of November 1, 2015

GRADE	CAMBRIDGE	EDEN	HYDE PARK	JOHNSON	WATERVILLE*	LUHS	LUMS
EEE	11	0	10	2	0		
PRE-K	32	21	21	22	16		
K	42	16	24	30	12		
1	47	17	30	34	9		
2	45	21	39	40	11		
3	47	20	31	30	12		
4	46	11	31	33	12		
5	44	16	30	26	10		
6	46	11	29	38	11		
7							114
8							108
9						152	
10						125	
11						124	
12						143	
AW-Student without diploma						1	
Total	360	133	245	255	93	545	222

*Enrollment for Waterville includes Belvidere Students

Appendix D: Act 46 Goals Addressed

Goal #1: The proposed unified school district will provide substantial equity in the quality and variety of educational opportunities.

For several years now, LNSU has embraced the concept of equitable opportunity, and for at least five years, has strived to achieve common areas for teaching and learning, including curriculum, instruction, assessment, grading and reporting, and professional learning. LNSU educators have made considerable progress toward that end. While this has been an area of strong intent, local control and preferences for teaching and learning have provided some challenges along the way.

With one Board sharing an eye toward what is best for all students PreK-12, rather than eight boards governing their local town district or grade cluster, there is greater promise to share the political will to realize one system and the achievement of greater equity and opportunity for all students.

Results would include:

- Seamless PreK-12 curriculum with common goals, articulated outcomes, graduation requirements, and post-secondary aspirations;
- Consistency of quality of teaching and learning; also facilities and more concrete resources and conditions for teaching and learning;
- Continue public school choice - currently available for Vermont high school students - also consider in-district possibilities for mobility and magnet offerings, more flexible pathways for elementary and middle-high school students;
- Greater access and flexibility of programming within and across schools;
- Greater continuity and commonality - while personalizing education - in transitioning students from five elementary schools to one middle school;
- Maximized sharing of specialists, coaches, guidance and specialized personnel, student learning opportunities, and professional learning opportunities; also equipment, staff, and all human, fiscal, and physical resources;
- Greater overall program coherence;
- Greater opportunities for school principals to invest more time in instructional leadership, to focus on teaching and learning.

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

Vermont's Education Quality Standards are in place to ensure that all students are afforded equitable and high quality opportunities to achieve or exceed rigorous and relevant standards and outcomes. Implementing EQS is well underway in LNSU, and, in fact, we are participating in the Pilot EQS Integrated Field Review this spring; however, centralizing planning, implementation, and evaluation of student opportunities, performance, and achievement will more likely result in greater coordination of a seamless PreK-12 curriculum, instructional practices, assessment measures, professional learning, and accountability across all schools, grades, and programs.

Proficiency-Based Learning (PBL,) proficiency-based graduation requirements, personalized learning, and increased flexible pathways are all well underway in LNSU, primarily within the LUHSD #18, and to varying degrees in different elementary districts. One single district governed by a single board is likely to achieve greater fidelity within a tighter timeline.

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

In consolidation, there would be one board, replacing our current eight. We anticipate more competition for fewer board seats and increased focus and influence of members. Quite possibly, there would be greater quality and commitment by a smaller number of board members. We anticipate creating local Advisory Committees, or other school building based structures and strategies to maintain local input and participation in creating procedures for district policies, and in engaging in the life of the school.

A single district will also build one budget (instead of nine), one audit (instead of eight), a single treasurer, and an equalized tax rate, with greater forecasting and leveling of funding and taxation over the years.

While we are currently close to two negotiated agreements and salary schedules for licensed and for support staff, we do still have some "carve outs" for specific town districts. Our Board Negotiating Committee (BNC) costs would decrease with a single entity, due to the time and legal support we require now for eight boards negotiating single contracts.

We anticipate greater stability in central office leadership. There are board meetings, board committee meetings, and work sessions related to governance most every evening, Monday through Thursday. The schedule for the Superintendent and key Managers and Directors places undue strain on our leadership, resulting in very high turnover.

With increased flexibility and mobility for students and staff within a single district, we could, over time, continue to "right size" our student, teacher and staff ratios. We predict more opportunities for sharing across schools in areas such as facilities, maintenance, transportation, and food services; in operations and technology, data, teacher leadership, guidance, other specialty areas to support teaching and learning. Additionally, we would see greater possible access to sports, recreation, and extra-curricular activities for students.

Goal #4: The proposed union school district will promote transparency and accountability.

Transparency and accountability are priorities for all of our work now as a Supervisory Union; however, we would expect that accountability measures would be more efficient and transparency will remain a priority. With one board, one set of accountability systems, and unified outcome measures, rather than multiple sets, we are likely to gain ground in this regard.

We would, as mentioned before, have a single audit, single budget, treasurer, streamlined reporting, and data management. We would have greater focus on enrollment trends, graduation rates, post school outcomes and aspirations data, and more. Increased consistency of data, accounting, and reporting leads to transparency.

Goal #5: The proposed union school district will deliver education at a cost that parents, voters, and taxpayers value.

Our six communities would see immediate tax incentives for five years. We would have one budget and tax rate across the district. We would likely experience greater predictability and stability in future years. Economies and efficiencies of scale would likely lead to lower costs over long run. Eden and Waterville would maintain their small schools grants. Our communities would incur no penalties for inaction.

Regional Effects

The Superintendents in three Supervisory Unions (SU's) in Lamoille County have begun conversations about combining into one district. All three SU's have quite different structures. LNSU is the only one that has the "poster child" structure of five elementary schools, PreK-6, feeding into one middle and high school, with a tech center. No town has school choice. Therefore, it makes sense for LNSU to take the first step toward consolidation, and consolidate the six town districts and the union secondary district into one single union school district. This first step in no way negates a possibility of future consolidation down the road, and, in fact, begins to create and model a prototype. We are open to others joining forces in future years, as is mutually desirable and agreeable.

Appendix E: Benefits/Challenges Identified by Act 46 Study Committee

Benefits: Creating a K-12 Single Educational Community with Shared Services

Curricular Efficiencies

- Shared specialists, coaches and professional development
- Continuity of guidance services
- Seamless K-12 curriculum
- Consistency of quality instruction
- Possible magnet programs
- School choice with-in district
- Instructional Equipment and resources shared among schools

Operational Efficiencies

- Single treasurer
- Single contract with one salary schedule
- Better integration of sports, recreation, and extra-curricular activities
- Stable leadership
- Mobility of staff between schools
- Increased efficiencies at central office
- Consolidated busing contracts
- 1 budget, not 9

Cost Savings

- Small schools grants retained
- Save on a single audit
- Tax incentives for five years
- No penalties for lack of action

Misc.

- Articles of agreement could offer protections
- Greater input from multiple school leaders
- More competition for board seats (better quality)
- Local advisory committees
- Possibility of equal representation on boards
- Could resolve Hyde Park building issues

Challenges: Creating a K-12 Single Education Community with Shared Services

Operational Challenges

- Loss of local boards
- Loss of transparency
- More power at the state level (state control)
- Wasted building space
- Increase in individual town liability
- One contract for all busing
- Schools feel disenfranchised
- More control to fewer people
- Unification of salary contracts
- Stronger union

Curriculum Challenges

- Difficulties in creating a seamless curriculum
- Teacher mobility causes instability
- Student movement could cause problems
- Equity becomes the “lowest common denominator”

Fiscal Challenges

- Sharing capital improvement costs
- May increase total costs
- Different tax rates

Misc.

State may decide to change again

Fear of unknown

Movement from “my school” to “ours”

LYNN, LYNN, BLACKMAN & MANITSKY, P.C.

January 7, 2016

Superintendent Edith Beatty
Lamoille North Supervisory Union
96 Cricket Hill Road
Hyde Park, VT 05655

Re: Proposed New Union School District Board Membership

Dear Dr. Beatty:

I am writing to discuss the current proposal set forth by Lamoille North Supervisory Union (LNSU) pertaining to Board membership of the New Unified School District and whether it meets the requirements of the Equal Protection Clause of the United States Constitution.

The LNSU Act 46 Study Committee members have drafted Articles of Agreement, as required by the Vermont Agency of Education, proposing creation of a Supervisory District pursuant to Act 46. Article 9 establishes the initial membership of each town on the Unified School District Board of Directors. The initial Board will consist of one member from Belvidere, five members from Cambridge, five members from Johnson, two members from Eden, four members from Hyde Park and one member from Waterville.

The Equal Protection Clause of the Fourteenth Amendment requires equal voting strength, and protects against dilution of the right to vote by disproportionate representation. This guarantee extends to the election of a local school official who exercise general governmental powers. *Hadley v. Junior Coll. Dist.*, 397 U.S. 50, 53 (1970). Mathematical precision, however, is not necessary; rather "the overriding objective must be substantial equality of population among the various districts." *Reynolds v. Sims*, 377 U.S. 533, 569, 579 (1964). The Supreme Court has held that generally, an apportionment plan with a maximum population deviation under 10% is considered a minor deviation. *Brown v. Thomson*, 462 U.S. 835, 842 (1983). A plan with larger disparities, however, remains Constitutional if there is a rational basis for the larger deviation. *Reynolds*, 377 U.S. at 579.

The current apportionment plan set forth in Article 9 includes a deviation in excess of 10%. The most glaring example under the Articles is Belvidere by virtue of providing it with one full vote on the 18 person Board. Nonetheless, the Supreme Court has held that affording representation to political subdivisions is a "rational state policy" justifying a larger deviation. *Brown v. Thomson*, 462 U.S. at 847; *Manahan v. Howell*, 410 U.S. 315, 325-330 (1973).

Under 16 V.S.A. Section 706b(9), it is specifically contemplated that every town of the newly

Superintendent Edith Beatty
January 7, 2016
Page 2

formed Supervisory District will have at least one member on the Unified District Board. The statute also limits the total membership to 18. Although the statute does not address voting rights, it can be argued that if membership under the statute ought to correspond to voting rights so that each municipal member of the Board has at least one vote. That argument would be that there is a strong public policy interest in providing at least one vote, a little over 5% of the total votes, to each municipality. That is a rational approach to proportionality of voting rights on the Board.

Further, it is both rational and sensible to permit each municipality to have at least one vote. An effort to diminish Belvedere's vote to .5 would only create greater complexity in apportionment of voting shares and actual voting by the Board. Likewise, the actual impact of the disparity between a .5 voting right and a 1.0 voting right in connection with the vote of an 18 person Board is minimal, a couple of percentages of a vote. Additionally, a strong argument can be made for providing Belvidere with a full vote for simplicity in electing members to the Board. The concept that each town votes for a specific number of members is easy to understand and administrate.

Alternative methods of electing or apportionment, like at-large voting with a specific number of Board members per town, only deviate slightly from LNSU's proposed approach. Under that apportionment scheme, voters in some municipalities could arguable be deprived of full choice by virtue of their domicile, which could also yield constitutional challenges, while at the same time complicating administration of voting within the Supervisory District.

Furthermore, there is no indication that any specific group of people being discriminated against based on the current apportionment plan. Nor is there evidence of gerrymandering to support some political party or belief. A comparison of the Board member apportionment shows that there is rough equivalence in the distribution of members. The smallest towns, Belvidere and Waterville both are provided with one vote. The roughly 300 person disparity between the two is as a percentage large, but the actual population numbers do not establish a meaningful difference. Under the LNSU scheme, very small towns have a low number of votes. Larger towns have a greater number of votes, with a rough equivalence given the low population numbers. For example, Cambridge and Johnson have the most votes and the largest populations. There is a rational diminution in the number of members given population. In short, there is no indication that towns are being discriminated against.

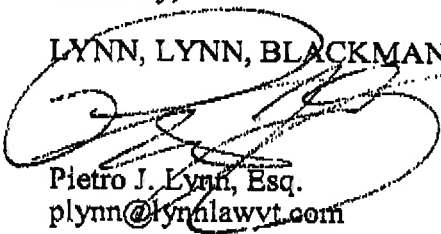
Lacking any evidence of a bias tending to favor particular political interest or geographic areas and considering the rational basis for the proposed Board member apportionment scheme, it is our opinion that your apportionment plan would likely pass Constitutional muster.

Please feel free to contact me with any questions.

Superintendent Edith Beatty
January 7, 2016
Page 3

Sincerely,

LYNN, LYNN, BLACKMAN & MANITSKY, P.C.

A handwritten signature in black ink, appearing to read "P. Lynn", is written over a circular stamp. The signature is somewhat stylized and overlaps the text of the stamp below it.

Pietro J. Lynn, Esq.
plynn@lynnlawvt.com