

AGENCY OF EDUCATION
Barre, Vermont

TEAM: School Governance Team

ACTION ITEM: Will the State Board of Education find that the proposed unified union school district formed by all current member districts of the **WASHINGTON WEST SUPERVISORY UNION (WWSU)**, which would be its own supervisory district, or, alternatively, that the proposed formation of a modified unified union school district within the WWSU 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 WWSU 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 all member districts of the Washington West Supervisory Union, which will be its own supervisory district, 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 Washington West Supervisory Union is “in the best interests of the State, the students, and the school districts” pursuant to 16 V.S.A. § 706c(b).**

That the State Board of Education votes to approve the temporary assignment of the new unified union school district, if formed, to the Washington West Supervisory Union for the purpose of receiving administrative and other transitional assistance. Assignment would be for the interim period beginning on the date on which the unified union school district becomes a legal entity pursuant to 16 V.S.A. § 706g and ending on July 1, 2017, and would not modify the governing structure of the existing system.

That the State Board of Education votes to approve the attached report of the Washington West Supervisory Union 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 WWSU consists of six towns and eight school districts. Two of the school districts are union school districts and two are inactive schools districts. The Fayston, Moretown, Waitsfield, and Warren School Districts each operate an elementary school. Duxbury and Waterbury comprise the Duxbury-Waterbury Union Elementary School District, which operates the Thatcher Brook Primary School (PK-4) and the Crosset Brook Middle School (5-8). All six communities are members of the Harwood Union High School, either for grades 7-12 or 9-12.

The WWSU Study Committee recommends creation of a unified union school district, which would 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.

The proposal identifies all districts as “advisable” pursuant to § 706b(b)(2). No districts are identified as “necessary” districts. The combined average daily membership (ADM) of all districts within the WWSU for FY2016 is 1,903.82.

I. Harwood Unified Union School District

The unified union school district (New Unified District), to be known as the Harwood Unified Union School District, would provide for the education of all resident PK-12 students by operating one or more schools for each grade. If approved, the proposal would unify all existing school districts and the supervisory union into a single supervisory district responsible for operating five elementary schools, two middle schools, and one high school. It would replace the seven currently active governing bodies with one unified union board.

The New Unified District would be governed by a 14 member school board that would include at least one member from each town. Board members would be nominated by and from among 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. Board member votes would be weighted to achieve more precise proportionality. The Articles require the Board to recalculate board membership and weights following the release of each decennial census.

A currently operating elementary/middle school building could be closed during the first four years of the New Unified District’s existence only if approved by a majority of the electorate of the municipality in which the building is located. Thereafter, a two-thirds majority vote of the Unified Board would be required to close an elementary/middle school. If the building were closed and would no longer be used for public education purposes, then 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. It also includes provisions specific to the Duxbury-Waterbury Union Elementary School District.

Although the New Unified District would otherwise assume all capital debt of the merging districts, the New Unified District explicitly would “not assume any bonded or other indebtedness in excess of \$2,550,000, which is authorized or issued by any participating school district after April 1, 2016.”

The electorate of each potentially merging district will vote on June 7, 2016 whether to approve creation of the New Unified District. If the voters in each of the districts vote in favor of the proposal, then the New Unified District will begin operation on July 1, 2017.

II. Harwood *Modified* Unified Union School District

If modified unified union school district (the Modified Unified District) is created pursuant to the provisions of Article 1, then the WWSU would continue its existence, with either two or three member districts – the Modified Unified District and either one or two town elementary school districts or the Modified Unified District and the Duxbury-Waterbury Union Elementary School District. The Modified Unified District would be a PK-12 district providing high school education for students residing in all six towns and elementary education for each of the districts 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 students in the grades currently operated. Any unmerged district would continue to elect representatives to its own school board and adopt its own school budget for the grades it operates. The WWSU 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 WWSU Study Committee’s proposal includes detailed information concerning board membership, board votes, and other issues that are specific to a Modified Unified District and to any school districts that do not approve the merger. See Articles 1, 15, and 16 for more details. These articles also address the unique issues that could arise if one member of the Duxbury-Waterbury Union Elementary School District voted in favor of merger and the other did not.

If a Modified Unified District is formed, a school district that did not initially approve merger would have 30 days within which to file a petition for reconsideration pursuant to 17 V.S.A. § 2661. If it did not approve merger on reconsideration, then it could join the Modified Unified District pursuant to the process set forth in 16 V.S.A., chapter 11, article 4. If all non-merged districts ultimately joined the Modified Unified District, then the Modified Unified District would be a unified union school district that could request to be its own supervisory district and that would replace the WWSU 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 WWSU 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.

EDUCATION IMPLICATIONS:

The WWSU Study Committee identified and discussed potential educational benefits of a merged system, including:

1. Greater flexibility to share students, staff, resources, and programs among schools;
2. The opportunity for intra-district PK-8 choice; and
3. The possibility for grade reconfiguration to address shrinking population and create more robust peer groups.

FISCAL IMPLICATIONS: The WWSU already has centralized services and operations for special education, transportation, and other functions. In addition, the supervisory union includes a union high school district of which all towns are members, and a union elementary/middle school. 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 WWSU Study Committee was able to identify an additional \$65,800 in readily identifiable annual cost reductions related to reduced treasurer expenses and services, reduced secretarial expenses, fewer audits, and reduced board expenses. In addition, the 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, more efficient use of maintenance and operations personnel, avoiding duplicate equipment purchases, and food services. Additionally, there is a potential savings if the unified district offices are moved into Harwood UHS. *See also* Act 46, Sec. 6 (2015), or alternatively Act 153 (2010) as amended, for cost implications to the State.

See the Study Committee’s Worksheet for an overview of those 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 the Report, at pages 11-14, and in the Appendices.

The Study Committee’s proposal, and its alternative proposal, are 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.

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
Washington West Supervisory Union			
	Duxbury Town School District		X
	Fayston Town School District		X
	Moretown Town School District		X
	Waitsfield Town School District		X
	Warren Town School District		X
	Waterbury Town School District		X
	Harwood Union High School (U-19)		X (but not voting)

	Waterbury-Duxbury Union (U-45)		X (but not
			voting)

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)
X Accelerated Merger (Act 46, Section 6)	
A Regional Education District (RED) or one of its variations (Act 153 (2010) and Act 156 (2012)) RED (Act 153, Secs. 2-3, as amended by Act 156 , Sec. 1 and Act 46, Sec. 16) Side by Side Merger (Act 156 , Sec. 15) Districts involved in the related merger: Layered Merger (Union Elementary School District) (Act 156, Sec. 16) X Modified Unified Union School District (MUUSD) (Act 156, Sec. 17, as amended by Act 56 (2013), Sec. 3)	
Conventional Merger – merger into a preferred structure after deadline for an Accelerated Merger 7)	(Act 46, Section

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)): June 7, 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 “necessary” districts in the current fiscal year: 1,914	
Proposed name of new district: HARWOOD UNIFIED 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, Students, and School Districts - 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>Act 46, Sec. 2(1)</p>	<p>Existing Conditions:</p> <ul style="list-style-type: none"> · Seven different school boards govern six different districts/unions and the supervisory union · Five elementary school districts offer inconsistent educational options to students (i.e. differences in preschool programming and foreign language curricula) · Students attend one of two middle schools · Inconsistent formative educational experiences become apparent during transition to Harwood Union High School. HUHS cannot design a separate program for students based on each student’s town and school of origin. · Current organizational structure isolates schools and boards, which leads to lack of awareness of any differences which might exist <p>Desired state with a unified union school district:</p> <ul style="list-style-type: none"> · Alignment of elementary and middle school curricula and programs · Equity for students preK-8 · Learning experiences that address student’s unique interests · Learning assessed using common tools <p>Improved Student Learning Opportunities:</p> <ul style="list-style-type: none"> · Common curriculum and assessments · Greater flexibility to share students, staff and resources · Opportunity for PreK-8 school choice · Programs shared between and among schools · Possible grade reconfiguration within buildings to address shrinking student population 	
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	<p>and create more robust peer groups</p> <ul style="list-style-type: none">• Unique learning opportunities shared between and among schools• Share teachers and resources among schools• Common mission and vision	
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<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>Act 46, Sec. 2(2)</p>	<p>The elimination of organizational redundancies found in the current governance structure would allow more time and resources to be directed to improving student outcomes.</p> <p>Improved Student Outcomes:</p> <ul style="list-style-type: none"> · Streamline professional development of all staff by using our teachers as trainers, coaches, and interventionists in a more consistent and cost-effective manner · More effective use of human and material resources aligned with the Education Quality Standards · Alignment of curriculum, expectations, and assessment preK-12 · Consistent philosophy, expectations, and access to technology as a valuable learning tool for faculty, staff, and students · Centralized purchasing and the sharing of resources will create equity of learning experiences and save money 	
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Goal #3: The proposed union school district will maximize operational efficiencies through increased flexibility to manage, share, and transfer resources, with a goal of increasing the district-level ratio of students to full-time equivalent staff.

Act 46, Sec. 2(3)

Improved Student Outcomes and Efficiency:

- Coordinate bulk purchasing of materials and equipment
- Share teachers and support staff among schools
- Centralize data collection for state and federal reporting
- Eliminate duplication inherent within seven entities such as audits, state reports, annual town reports, school board expenses, the use of current space
- Increased fiscal stability with one budget preventing the unpredictable spikes in tax rates that result from erratic swings in student enrollment, maintenance needs, special education, etc., which are presently measured and borne by individual schools
- One budget created for all of the schools and central office, voted on by all taxpayers of member towns
- Combining middle-school student populations may create space to relocate central offices from rented space to the district-owned Harwood facility
- Merging two middle schools, each with declining enrollment, into one facility would streamline operations, create class sizes in line with quality standards, and expand educational options while saving money
- Declining student populations in several elementary schools creates small class sizes and cohort groups. Sharing students or reconfiguring schools would create class sizes consistent with the quality standards, would require fewer teachers, and would save money.
- Cost shifting instead of new taxation, could expand high school curriculum and possibly fund new extracurricular initiatives

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

Act 46, Sec. 2(4)

Transparency and Accountability:

- Single budget
- Equity of education for all students
- Reduced number of audits
- Central office expenses are made more easily accessible, and thereby transparent, as part of the single school district budget rather than being separately voted on by SU board and spread across six budgets according to per pupil assessment
- Policy and budget forums held in every town
- Single school board to contact if issues arise with more consistent response across district
- Local control becomes redefined from an individual school board that governs one school to a unified union school board that governs seven schools and is responsible for all preK-12 students.
- Merger would eliminate numerous boards, replacing them with a single board accountable for the operation of the schools within the supervisory district, enhancing transparency and accountability

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

Act 46, Sec. 2(5)

Quality and Efficiency:

- The unified union will provide a high quality and equitable education to all students by sharing resources, faculty and staff, and creating class sizes consistent with quality standards
- The initial estimated savings for the unified union total \$65,810. Tax incentives will give relief to taxpayers in the short term. Tax incentives provide time for the unified district to explore and implement lasting operational efficiencies. Cost savings could include the following:
 1. Sharing of custodians, para-educators, and other employees between and among schools.
 2. Elimination of redundant maintenance-equipment purchases through resource sharing.
 3. Consolidation of lunch programs.
 4. Students may attend schools geographically closest to their residences, rather than traveling to more distant schools because of political boundaries among towns. Bus routes could be streamlined and transportation costs reduced.
 5. Single contracts for similar employees.
 6. Coordinated oversight of all schools for maintenance, health and safety issues, and emergency responses.
 7. Staff-student ratios more easily managed in response to variable and declining enrollment.
 8. Combining two middle school sites into one.
 9. Moving the central office into the Harwood facility.

	<ul style="list-style-type: none">· 10. Sharing of operating software and licensing will result in cost savings.· 11. Having one board will result in fewer meetings, which will allow administrative staff to focus more time on student outcomes.	
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<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>Act 46, Section 8(a)(2)</p>	<p>The Washington West Supervisory Union is located in the ski belt of Vermont. It includes Duxbury (member U-45), Fayston, Moretown, Waitsfield, Warren, Waterbury (member U-45) and Harwood Union High School. The closest non-WWSU districts are separated by The Green Mountain and Northfield ranges, and are currently members of other supervisory unions. All districts within the defined geographic region are included in WWSU. Any member district not merging would remain part of SU, and would therefore not be faced with geographic isolation moving forward.</p>	

Articles of Agreement - as required by 16 V.S.A. § 706b(b)(3) - (10), (13)

<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>	<p>The Unified Union District will provide a pre-kindergarten through grade 12 education to all students.</p> <p>Excepting Pre-K tuition pursuant to Act 166, no grades require the unified district to pay tuition.</p>	
<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>	<p>No new schools will be constructed.</p> <p>Renovations are planned for Hardwood Union High School. Renovations for health and safety issues will also be required at Warren Elementary School. As of this writing, the scope of work and resulting costs are being determined. The Articles of Agreement cap related new debt to be accepted by the Unified District at \$2.55M, an amount deemed sufficient to address immediate health and safety issues Article 5(D). See appendix for VSBIT reports, RFP, and Warren School Evaluation Cost Matrix.</p>	
<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>	<p>Transportation of students, assignment of staff, and administration of curricula are already administered on behalf of the proposed member districts and will not require a transition period under merger.</p> <p>The Unified District shall honor all existing contracts, collective bargaining agreements, and other legal obligations of the proposed member districts, and all provisions of law.</p>	

<p>(6) The indebtedness of the proposed merging districts that the proposed union school district shall assume.</p>	<p>The estimated indebtedness of proposed member districts as of the date the Unified District would assume it is \$3,480,152. See Appendix B2 for details. Should Warren Elementary successfully bond for renovations the district may assume an additional \$2,550,000 in debt.</p>	
<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 specific pieces of real property of proposed member districts and their approximate valuations based upon 10/14/14 insurance valuations \$65,641,719. See Appendix B1 specifics.</p> <p>Conveyed: \$1.00</p>	
<p>(8) [repealed 2004 Acts and Resolves No. 130, Sec. 15]</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 * see also 16 V.S.A. § 706k(c): one or more at-large directors * see also 16 V.S.A. § 707(c): weighted voting 	<p>The Unified Union school board will consist of 14 members representing the member towns.</p> <p>Each municipality within the Unified District shall be guaranteed at least one resident representative, with a minimum of two each initially.</p> <p>The number of representatives in excess of one from each municipality shall be determined on the basis of relative population within the Unified District.</p> <p>To the extent such allocation is insufficient to satisfy the proportional representation requirements of the Equal Protection Clause of the Constitution of the United States, votes shall be weighted as necessary to achieve more precise proportionality. See Article 7.</p>	

<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>	<p>The terms of office for the directors elected at the June 7, 2016, election shall be two, three, or four years, respectively, less the months between the date of the organizational meeting of the school district, when the initial Directors will begin their terms of office and the date of the annual meeting of districts established by 16 V.S.A. 796j. Thereafter, terms of office shall begin and expire on the date of the Unified District's annual meeting. See article 8 for details.</p>	
<p>(13) 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>(please list each matter separately)</p>	<ul style="list-style-type: none"> · Unification will allow for school choice · Structures for local school councils to be created · School closure procedures · Bond issues, elections, and public questions to be by Australian ballot 	

Washington West Supervisory Union

Act 46 Study Committee Report

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Articles of Agreement

Final Report

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Washington West Supervisory Union

Proudly serving the following communities:

Duxbury (Member U-45)
Fayston
Moretown
Waitsfield
Warren
Waterbury (Member U-45)

Act 46 Study Committee Members:

Duxbury - Sam Jackson
Fayston - Jill Ellis
Harwood ex officio - Garrett MacCurtain (Waterbury)
Harwood ex officio - Rosemarie White (Warren)
Moretown - Gabe Gilman (Chair)
Waitsfield - Christine Sullivan (Vice Chair)
Warren - Alycia Biondo and Rob Rosen
Waterbury - Jason Gibbs (at large member)
Waterbury - Alex Thomsen

All committee members were also school board members for their local communities, or on the Harwood Union High School board.

Thank you to Dale Smeltzer for taking minutes.

Superintendent - Brigid Scheffert Nease

Chief Financial Officer - Michelle Baker

Act 46 Consultants - Jeff Maher and Walter Nardelli

Attorney - Chris Leopold

Introduction

The member towns of Washington West Supervisory Union are located in central Vermont, along the scenic Route 100 corridor. Those located in the Mad River Valley, Warren, Fayston, Waitsfield, and Moretown, are geographically separate from other Vermont school districts, and to a certain extent the other WWSU member towns of Waterbury and Duxbury, which comprise their own pre-K through 8 union school district (U-45). To date, the geographic and political makeup of WWSU has led not only to unique cultures at each school, but differences in curriculum and governance style. Each member town of WWSU takes pride in its school, local culture, and sense of uniqueness. As in any other Vermont locality there is strong interest in continued independence, local control, connections to school governance, and maintenance of inherent cultures. These, along with disparities in equalized pupils and per pupil spending, lingering discontent with the after effects of Acts 60 and 68, and the emotions around district bonds, both encumbered and anticipated, have presented obstacles on the path to consolidation, and threatened prospects for a successful merger. In spite of these challenges, the members of the WWSU Act 46 Study Committee have come together and created a project they believe to be the best interests of all member communities.

It seems unlikely the member boards would have been at the table discussing merger had they not felt a sense of immediacy created by Act 46. Acting on the belief that each town's electorate should have the opportunity to vote on an agreement projected to provide tax stability and yield substantial, if unequal, tax savings, we have found common ground discussing the educational opportunities these and increased efficiencies could bring to the children in each of our schools, and at every grade level. Of great interest is the goal of creating equity in the curriculum at the elementary schools to insure better parity when students enter the middle school and high school levels. There is hope that we would have the opportunity to add programming and enrich both the educational and extracurricular experiences at all levels, but especially the middle and high schools. And, although initial projections are limited, we believe we can create efficiencies that will bring taxpayers relief from steep and continued increases in education tax rates by the time merger incentives expire.

The Challenge

All WWSU schools strive to offer a high quality education. However, this is threatened by an ongoing decrease, predicted to continue, in the student population in nearly every elementary school district. The problem is amplified at Harwood Union High School, which suffers the combined effect of declining enrollment. Harwood's problems impact the budget of every member town of the SU, even those with a stable student population. In fiscal year 2009, Harwood apportioned its budget among 850 equalized pupils. In fiscal year 2016, equalized pupils at Harwood fell to 707. The costs of labor, including salaries and benefits, which represent about 75% of the budget, grow every year. A level service budget, one that maintains staffing, services, and programming from one year to the next, for a consistent number of students leads to increased per pupil spending. Funding that same budget for fewer students magnifies the increase. The tax rate, generated as a function of per pupil spending, climbs. Oftentimes this is due in part to a penalty on too high an increase in per pupil spending. In order to limit increases in per pupil expenditures, teaching positions and programming must be

eliminated. In spite of these types of cuts at Harwood per pupil spending there has risen more than 30% since FY 2012.

As the costs of maintaining programming increase, Harwood's enrollment and budget challenges are poised to negatively impact quality, and with that the community at large. The building is aging and its learning labs are outdated (a bond is anticipated to address these issues). Enrichment and extracurricular opportunities suffer every year that budget cuts are imposed. Other top tier high schools across the state are adding Advanced Placement (AP) classes, languages, and Science, Technology, Engineering, and Math (STEM) programs, and offering extra-curricular activities like speech and debate team, future engineers of America, and robotics and coding clubs. A high school only able to offer the minimum should concern everyone as the quality of education offered at the local high school can impact property values more than any other single factor. Many families move into the towns of WWSU for the elementary experience. We want them to remain for their children's high school education, and to attract others to the region for the quality of education we offer pre-k through 12.

Most of our elementary schools also face challenges caused by unstable and declining enrollment. Peer groups are too small, and student to teacher ratios too low. In order to maximize per pupil spending, school boards are faced with making choices that focus on limiting budget growth and minimizing tax increases rather than improving classroom learning and the overall quality of education. And, when budgets are cut, there is no guarantee there will be a corresponding tax break for the local community. This further threatens the quality of education in our local schools. We do not have equity in curriculum and enrichment activities. Individual school boards do not realize the full extent to which inequity exists because they are isolated from fellow boards. Furthermore there is no consistency across the SU in our elementary schools when it comes to the impacts felt by declining student population.

We have a collective responsibility to maximize efficiencies across our SU to the greatest extent possible and to improve the educational experience overall at the most reasonable cost we can realize for our taxpayers. We need to insure equality in the education our children receive and invest in our high school in order to improve the education available there.

Act 46 - a Possible Solution?

The WWSU Executive Board and Act 46 Study Committee have been meeting jointly twice a month since this past September, usually on the 2nd and 4th Wednesdays, from 5:30-9:30, in the Harwood Union School Library. In order to determine how best to proceed, along with administration and consultants, they have been studying the law and its expected implications for the seven schools in Washington West. The Study committee has studied the challenges inherent in operating a number of smaller and medium sized schools with declining student population in general, and the impact it will have on Harwood long term. The Committee has focused on arriving at solutions that align with the desired outcomes of Act 46:

- Provide equity in the quality and variety of educational opportunities
- Lead students to meet or exceed the Educational Quality Standards (EQS)

- Maximize operational efficiencies through the greater flexibility to manage, share, and transfer resources with the goal of increasing district wide student to staff ratios
- Promote transparency and accountability

All at a cost that taxpayers, parents, and other stakeholders value.

Background

In 1997, the Brigham decision declared that Vermont's then locally based system of education funding was not constitutional. Education needed to be more equitably funded in order to provide all students greater and more equal access to a quality education. The legislature responded to Brigham with Acts 60 and 68, which created a statewide funding system and attempted to equalize spending, imposed penalties for going over spending limits, and intended to insulate lower income and non-resident homeowners from the steep increases in education property taxes. Prior to Brigham, when all spending was local, tax and educational inequality existed across WWSU. Some towns were "gold" towns with higher property values and a stronger business base, and some were not. Population differences created disparities in per pupil spending among towns. Therefore, as we transitioned to a statewide funding system, member towns fared differently under the legislation. Feelings, which still swirl around the impact on local spending decisions and tax rates, have influenced the Act 46 merger discussion.

Since 2000, Vermont as a whole has experienced a decline in student enrollment. We have about 20,000 fewer students; the number of faculty has remained stable. Our statewide funding system more heavily weights certain types of students, which lowers tax rates for their districts. Due to socio-economic makeup in WWSU, unlike in many other districts, our number of equalized pupils is roughly equal to our number of actual pupils. Therefore, we receive limited relief for our declining enrollment under the current system, which is unlikely to change.

While the state has experienced declining enrollment, the federal government and state legislature have been creating higher expectations for Vermont schools and students, and we have been faced with new challenges. We have adopted the Education Quality Standards and enacted Act 77, which addresses personal learning goals and proficiency based advancement. Act 166, which provides universal access to preschool education for 3, 4, and 5 year old children not in kindergarten, has been enacted to insure that all children receive a quality preschool experience that prepares them for kindergarten. In addition to the significant cost pressures on budgets, our schools have been impacted by an increase in poverty and addiction rates statewide. There has been growing inequity in student opportunities and outcomes. There is a high rate of leadership and board member turnover, which threaten continuity and quality in education. While the intent of equalizing resources and in theory, opportunity, was to create more consistent outcomes statewide, they have failed to materialize. The legislature continues to look for ways to improve the situation.

Vermont passed Act 153 in 2010, and Act 156 in 2012. Both were intended to encourage voluntary merger of local school districts into unified union (pre-k through 12) school districts,

that had the potential to be their own supervisory districts. One Regional Education District (RED), the Mountain Towns USD, was formed. One RED variation, Mount Mansfield Modified Unified Union School District (MUUSD), was also formed. In addition, Act 153 requires that districts centralize services such as special education and transportation at the SU level. Failure to comply with this requirement by the end of fiscal year 2017, could result in the assessment of a 5% penalty on school district taxes. In our own supervisory union, the centralization of transportation has been completed and special education services have been moved into the WWSU budget for FY 2017.

Act 46 was passed in the spring of 2015. It created a multi-year process to unify existing educational governance structures, where necessary and practicable, into more sustainable systems that are better designed to meet the goals described in the legislation. It encourages school districts to voluntarily merge into larger and more common governance models, one of which can be a supervisory union with all or a majority of member districts merging into a unified district. To this end, it incorporated the earlier merger incentive programs of Acts 153 and 156. Incentives include: reductions in the unified district's homestead property tax rate in either the first four or five years of a new district's operation; a transition facilitation grant; transformation of small schools grants into permanent annual merger support grants; and continued access to protections against declines in student enrollment (phantom students). Several districts in our SU benefit from small schools grants and phantom students.

By the fall of 2017, districts not pursuing voluntary merger, or not expecting to achieve voluntary merger before July 1, 2019, must evaluate their ability to meet or exceed state goals and propose whether to maintain their current structure or somehow work with one or more other districts in order to achieve those goals. Act 46 authorizes the State Board of Education, in 2018, to determine whether to merge any remaining districts that have not already done so. Involuntary merger offers no opportunity to take advantage of the tax incentives, transition grants, and permanent merger support grants. In addition phantom students will be phased out for all districts that do not voluntarily merge. Given our current structure and relationship, it is likely we will be merged involuntarily if we haven't already done so ourselves before the described deadlines.

There are four paths for the districts of Washington West Supervisory Union:

- Accelerated Merger: All districts within the SU merge into a single unified union school district that is its own supervisory district. The voters of each district must approve merger on or before June 30, 2016. All districts of the SU must vote in the affirmative. The new district must be operational on July 1, 2017, with a single budget for FY 2018. Beginning in the first year of operation, a reduction of the homestead property tax rate will be applied for the first five years in the following manner: \$.10/.08/.06/.04/.02. A new unified district would continue to receive the small schools grant in the form of a merger

support grant and to have protection against declining enrollment.¹ A grant of \$150,000, minus previously received study committee grant funds, will be available to support transition.

- REDs and RED Variations: The second phase of voluntary merger includes several options for incentivized merger. Each must be approved by voters before July 1, 2017, and become operational before July 1, 2019, with all or a majority of the districts merged.² One of the options in this phase, a Modified Unified Union School District (MUUSD) can be created when all member districts of a union high school vote on a proposed merger, but only a majority of them approve the merger. Under this option, the supervisory union remains and the MUUSD and the elementary school districts that did not approve the merger are its member districts. Beginning with the first year of operation, the reduction of the homestead tax rate will be applied for the first four years in the following manner: \$.08/.06/.04/.02. The MUUSD will receive an annual merger support grant equal to the small schools grant formerly received by any district that approved merger. In addition, the MUUSD will continue to receive protection against declining enrollment. A grant of \$150,000, minus previously received study committee grant funds will be available to support transition. The phase two incentives would also be available in Washington West if all districts were to approve a merger after June 30, 2016, but before July 1, 2017, and the Unified District was operational before July 1, 2019.
- Conventional Merger: The third and final phase of incentives would be available to the districts in Washington West only if all of the member districts of the union high school approve a merger after June 30, 2017, for a new district that must be operational before July 1, 2019. Phase three incentives are identical to phase two incentives, except that the transition facilitation grant is not available.
- Self-Assessment: If we do nothing, each district must evaluate its current ability to meet or exceed the education quality, equity, and finance goals outlined in Act 46, and meet with the boards of one or more other districts in or outside the SU to discuss ways to promote improvement towards meeting the goals throughout the region. In addition, we must submit a report by November 30, 2017, to the State Board of Education and Secretary of Education showing how we will meet the quality and cost objectives identified by the state and indicate how we can achieve this in the current structure or by working together in different ways.
 - That we provide equity in the quality and variety of educational opportunities to all of our students.

¹ Currently, two schools in WWSU receive small schools grants totalling about \$107,000 in FY 2016.

² WWSU has written Articles of Agreement, which in the case of majority, but not unanimous, consent of the member districts will allow for merger into the MUUSD structure, with the corresponding benefits, on an accelerated timeline.

- That our decisions and organizational structures lead students to meet or exceed EQS.
- That we have maximized operational efficiencies through greater flexibility to manage, share, and transfer resources from school to school, with a goal of increasing district level student to staff ratios.
- That we promote transparency and accountability, both to the member districts and to the community at large.
- That we have an ADM of 1,100 or more.
- That we have the smallest number of districts practicable.
- That we can demonstrate we operate with a collective responsibility for all pre-k through 12 students in the SU.
- That we provide all of this at a cost taxpayers, parents, and other stakeholders value.
- That our current structure is the best means to achieve these goals.

In 2018, the State Board of Education will develop a statewide plan that transitions all unmerged districts into sustainable governance structures, to the extent necessary and practicable, if they don't have a plan to do so by FY 2019. If we fail to act, we will no longer be able to determine the terms under which this will be done. We will have lost the opportunity to take advantage of the tax incentives. We will lose the small schools grants and protection against declines in student enrollment and, along with them, access to transition facilitation grants. In our current governance structure, many of the services we provide already operate under a consolidated model. We know the current model is not sustainable due to the inherent costs and redundancies in continuing to operate as separate districts. Therefore, it is highly likely the State Board of Education will merge us if we cannot merge ourselves.

Along with the tax incentives, an accelerated merger or MUUSD would offer many benefits. First among them is the ability to address the existing issues, described in this report, in a more timely manner. Being able to combine capacity would provide elasticity to change and respond locally within the current SU boundaries to: future declining enrollment, potential increases in per pupil cost, and quality issues that may arise. We would be able to offer elementary school choice, which would allow children to attend the nearest school with no negative financial consequences to the home school. We could possibly save on busing. Costs for special education would be spread over a bigger base. No one school's budget would be hit hard should a student with costly needs enter its system. Spikes in the tax rate created by issues like this and swings in population would be stabilized by spreading the cost across a wider base.

Executive Summary

In the fall of 2015, a group of 9 residents, representing the member town districts of Duxbury, Fayston, Moretown, Waitsfield, Warren, and Waterbury, convened as a merger Study Committee to consider the question, "Should our communities create a unified school district?" This was done with the mutual understanding that as individual districts, costs created under the current model are no longer sustainable. In the interim, the Committee:

- Continued to ask questions relevant to our situation.
- Listened to presentations by the superintendent and WWSU business manager, supported with evidence.
- Studied how other supervisory unions and districts had addressed the issue of merger while focussing on educational and financial gains.
- Examined detailed analyses of potential cost savings that could be generated both by budget reductions, which could only be achieved through a merger, and the Act 46 incentives. These were prepared and presented by the business manager.
- Pledged early on to bring the question of accelerated merger to a vote in WWSU communities.
- Listened to and discussed presentations on the possible educational gains for students which could be brought to fruition only through merger.
- Expressed concerns over loss of local control and community input, and unequal tax impacts.
- Discussed financial details, including Act 46 incentives, current indebtedness, possible construction projects to the Warren School and Harwood Union High School, and the tax implications these would have for all the communities in the new district.
- Discussed how declining enrollment at HUHS was eroding quality and educational opportunities at the school and inhibiting the school's ability to create a 21st century education for all students, as well as how a perceived lack of quality education would continue to negatively impact property values and future enrollment.
- Raised, discussed, and sought answers to legal questions from counsel in an attempt to determine their ramifications on the merger process. Many of these specifically related to the already existing union between Duxbury and Waterbury (U-45)³, their corresponding "ghost boards," the fate of currently existing maintenance reserve funds, and the nature of continued relationships with currently existing 501(c)3 organizations at each school.
- Discussed a means through which local communities could still have a voice and influence within the unified district.

In December 2015, work commenced on draft Articles of Agreement. These were first approved on February 18, 2016, with additional changes and editing completed in time for review at the April 19, State Board of Education meeting, in anticipation of a June 7th vote.

Continued Educational Excellence

Our member communities are proud of the education provided to students in their schools. We have high quality teachers, support staff, school administrators, and supervisory union leaders, dedicated volunteers and parents, and overwhelming community support. Upon conclusion of its study, the Committee believes that the formation of a unified school district pre-kindergarten

³ Waterbury/Duxbury have a union school system Pre-K through 8. Their votes, by Australian ballot, are co-mingled before being counted. For the purpose of a merger vote the towns will vote, and have their votes counted, separately, but their results must be the same. If one town votes no, that would nullify a yes vote by the other. A successful vote by them and a majority of all the voting districts would dissolve their currently existing union and ghost boards.

through grade 12 would expand the quality of education and opportunity for students in our communities. We hope the long term educational and financial benefits of the merger outweigh fears of changes which could be brought about by merger, and a reluctance to take on any bond debt already encumbered or otherwise. Certain changes, such as school closure, which many perceive to be the intent of a merger, already have the potential to happen in the current model and ahead of the dates described in the articles of agreement⁴ as instability could be more drastic with smaller districts. We believe that together we can improve education for all students and bring tax relief and stability to our member communities.

Increased Educational Opportunities

Through merger we believe the following educational opportunities and improvements are possible:

- Parents could exercise intra-district school choice without financial consequences for any one school. Students could possibly choose to attend any of our schools. Taking into consideration the needs of sending and receiving schools, parents might be able to choose the school closest to their homes or places of work. For those without their own means of transportation, coordinated busing would allow students to access choice.
- We would have increased capacity and better flexibility among schools to share staffing, especially when it is necessary to address serious and continued declines in enrollment. This would better enable us to optimize student to staff ratios, not only in the interest of reducing spending, but also to provide more robust peer groups in our schools and classrooms. We currently have, and have seen several times in recent years, elementary school classrooms with 8 to 11 students and middle school classrooms of 14 to 15 students. Most larger school districts in Vermont are able to offer research supported classrooms of 18-20 in grades K-2; 18-22 in grades 3-4; 20-25 in grades 5-6; and 24-28 in grades 7-8.
- We would be able to share resources across schools when feasible. As an example, we could buy one expensive science kit instead of six, share physical education equipment, specialized technology, floor cleaning machines and maintenance equipment, software and operating systems, and numerous other items that would not need to be duplicated for the programs and services we provide.
- We would be able to innovate the sharing and restructuring of what we do now. Learning units and modules could be created and delivered in such a way that they can be rotated through schools, avoiding the purchase of expensive learning materials in duplicate. We could restructure the grade formations in buildings. We could merge both middle schools into Crossett Brook, or merge student bodies across two campuses, which could allow for specialized academies. We could create grade specific buildings in some of the Mad River Valley schools in order to address declining enrollment and create healthy class sizes.

⁴ The articles of agreement specify the Unified District cannot close a school within its first four years of operation unless agreed to by the electorate of the town in which the school is located.

- It is important to note that we might choose not to implement any of these ideas. However, it is only through merger that we could consider their feasibility as affordable measures of improving opportunity and achieving cost savings in light of the reality of declining enrollment. If we fail to merge, there will be little opportunity to realize cost savings, through efficiencies, that will continue to be necessitated by loss of students. Given financial realities, the opportunity to improve quality and equity is unlikely to materialize.
- We could provide more equitable learning opportunities for students in all towns of residence. For example, if we value elementary level foreign language instruction, we would offer it to all students in grades K-6 in all our schools, with the same amount of instruction at the designated intervals. At the present time, foreign language is not available in all of our elementary schools, which leads to disparity, based on town of residence, when students reach high school. The intent of unification is to create a pre-k through 12 continuum that guarantees an equitable educational experience so that all students have the skills to more equally access the high school curriculum and opportunities beyond.
- Schools could continue to enjoy events and experiences unique to each, supported by their respective parent-teacher groups and other 501(c)3 organizations, which would help preserve the culture and feel of each. Act 46 is not trying to create identical schools.

Financial Incentives

Through merger, the following savings are possible:

- Education tax rates would still be determined using the existing formula, however, the state would reduce the Unified District homestead rate \$.10, in the first year, then \$.08/.06/.04/.02 in the following years.
- We would indefinitely keep the small schools grant money currently received by Fayston and Moretown as merger support grant money.
- We would be protected from some of the actual costs of declining enrollment in future years by being eligible to continue to include phantom students in our calculations indefinitely. Currently, three of our towns receive this protection with the Harwood Union budget being the biggest beneficiary.
- Although the legislature recently changed the conditions by which each district's Allowable Growth Penalty (AGP) is calculated, and repealed it for fiscal year 2018, it is expected to be replaced with some other form of cost containment measure for FY 2018. According to the provisions of Act 46, merged districts would be exempt in FY 2018.

Projected Savings and Efficiencies

One of the most obvious areas in which we could achieve efficiencies and savings would be through the shift to one board and one budget. Including the ghost boards of Duxbury and Waterbury, we currently have nine member boards, many of which have difficulty attracting and retaining members. The new Unified District board would require fewer members from each town and would likely be made up of a more robust membership with heavier interest and investment in the education at our local schools. Our administrative and business leaders would

have to attend fewer meetings, which would allow for them to better use their time attending to Unified District matters. Our business office would only have to prepare one budget instead of seven and would not have to spend time allocating portions of our central office budget and SU spending to individual schools. Paring down their workload through merger could lead to a more efficient and possibly, smaller, central office.

While the initial savings made possible through merger are limited and mostly related to the inherent savings of only having one board and one budget, we have identified additional areas in which we might be able to achieve efficiencies and cost savings. Once the parameters of an actual merger are realized, further savings could be identified.

Annual Savings Made Possible Through Merger

Town treasurer services and expenses	\$4,500
Board secretary expense	\$12,000
One audit instead of seven	\$14,000
Board member dues/fees, and expenses	\$14,310
Board Insurance	\$15,000
Additional EEE grant income	\$6,000
Total	\$65,810

Potential Additional Savings for Future Consideration

Potential annual cost reduction in relocating unified district offices into Harwood school	\$35,000/yr.
Food services cost to general fund, which could be reduced through efficiencies and/or contracting out (currently operating at a loss in every SU school)	Current annual loss of \$131,205
Contracted maintenance and operations throughout SU which could be reduced through sharing	Currently \$358,606 (plus 19.21 FTE who could be better utilized to reduce redundancies)

Annual equipment costs, which could be reduced by avoiding duplicate purchases	Currently \$45,000
Potential savings associated with more flexible staffing	TBD
Potential savings with Special Education out of district placements	TBD

Another area in which to explore potential savings is class size. There has been a decrease in student population in most of our schools, Warren Elementary being the exception. Class sizes should be brought into alignment with the Vermont Quality Standards. Not only would it save money, but some of the potential savings could be redirected into insuring equity of education for all students, and meeting or exceeding the Quality Standards, while lowering per pupil expenditure. Many times over the past five years there have only been 8 to 11 students in several classrooms at different schools throughout the SU. These micro-classrooms tend not to be the rich learning or social environments we seek for our children, and drive up per pupil spending. Additionally, for budgetary reasons, schools have combined three grades in one classroom. Due to challenges created by this model, and poor learning outcomes, it has been abandoned for FY '18. Merger would allow us to pursue better options.

Conclusion

The Act 46 Study Committee has worked both to address financial questions and to consider education quality. While the majority of this report, the articles, and appendices address the financial outcomes of the proposed merger, we don't want to lose sight of the benefits it could bring to our local education system. The overriding fear is that a failure to create stability in education tax rates will erode the quality of education available to our children. Therefore it is impossible to address the one without first addressing the other. Boards do not want to make decisions that jeopardize the long term futures of our local schools, but if we are forced to continue to create budgets in a stressed system that is what we fear could happen. The membership of our committee realizes that the proposed governance merger and shift to one board, one budget challenges some of the ideas some people have about their local education system. While we can't allay all concerns about the uncertainties change will bring, we can speak to the fact that even with a large board format, membership is comprised of individuals committed to children and the education they receive in local schools. Membership of that board can discuss topics in a way that is sensitive to all voices, and can reach consensus on divisive issues in a way that takes into consideration all viewpoints. In drafting the following Articles of Agreement, the Study Committee considered each issue brought forward as a concern of local boards and communities, and we believe, reached an agreement that would protect each without hampering the work of any future board.

Articles of Agreement

for the

Harwood Unified Union School District

The Washington West Supervisory Union Act 46 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 Harwood Unified Union School District.

Article 1: Advisable Districts

The School Districts of Duxbury, Fayston, Harwood Union, Moretown, Waitsfield, Warren, Waterbury, and Waterbury-Duxbury Union (hereinafter referred to as the “forming districts”) are advisable for the establishment of the Harwood Unified School District. If all town school districts vote to approve the merger, the Unified District is established pursuant to 16 VSA Chapter 11.

In the event a majority of town school districts vote to approve the merger, but one or two districts vote NO, a Modified Unified Union School District will be formed pursuant to the provisions of Act 156 of 2012. In this case, the “MUUSD” will be named the Harwood Modified Unified Union School District. Notwithstanding the above, due to their membership in the Waterbury-Duxbury Union School District, the Duxbury Town School District and the Waterbury Town School District must both vote to approve a merger in order for either town school district to become a member of a MUUSD. As such, neither town school district's vote shall be included in the "majority of districts voting to approve the merger," as defined in this paragraph, unless both districts vote to approve the merger.

Except as otherwise expressly referenced herein, the Harwood Unified Union School District and Harwood Modified Unified Union School District will hereinafter be referred to as the Unified District.

Article 2: Grades Operated

The Unified District will provide pre-kindergarten through grade 12 education to all students in the district.

Article 3: New Schools and Proposed Renovations

Merger of the forming member districts will not require construction of new schools within the Unified District.

See Appendix Section D for information regarding proposed work at Warren Elementary.

Article 4: First Year Transition Plan

The Unified District will provide for the transportation of students, assignment of staff, and curriculum that is consistent with the contracts, collective bargaining agreements, and provisions of law that are in effect during the first year that the Unified District is providing full educational services and operations.

The board will comply with 16 VSA Chapter 53, subchapter 3, regarding recognition of the representatives of employees of the respective forming districts as the representatives of the employees of the Unified District, and will commence negotiations pursuant to 16 VSA Chapter 57 for teachers and 21 VSA Chapter 22 for other employees. In the absence of new collective bargaining agreements on July 1, 2017, the Board will comply with the pre-existing master agreements pursuant to 16 VSA Chapter 53, subchapter 3. The Board shall honor all individual employment contracts that are in place for the forming districts on June 30, 2017 until their respective termination dates.

Article 5: Indebtedness of Member Districts

- A. The Unified District shall assume all capital debt as may exist on June 30, 2017, including both principal and interest, of the forming school districts that join the Unified District.
- B. The Unified District shall assume any and all operating deficits, surpluses, and fund balances that may exist at the close of business on June 30, 2017, of any of the forming districts that vote to join the Unified District. In addition, reserve funds will be transferred to the Unified District at the close of business on June 30, 2017, and will be applied for such established purposes unless otherwise determined through the appropriate legal procedures.
- C. The Washington West Supervisory Union and the forming school districts that vote to join the Unified District will transfer to the Unified District all pre-existing specific endowments or other restricted accounts, including student activity and related accounts that may exist at the close of business on June 30, 2017. Scholarship funds or similar accounts held by school districts prior to June 30, 2017, that have specified conditions of use will be used in accordance with said provisions.
- D. Notwithstanding the provisions of paragraph A of this Article 5, the Unified District will not assume any bonded or other indebtedness in excess of \$2,550,000, which is authorized or issued by any participating school district after April 1, 2016.

See Appendix Sections B2 and B3 for a list and description of existing debt.

Article 6: Real Property, Valuation, Manner of Transfer, School Closure

- A. **Transfer of Property to the Unified District.** No later than June 30, 2017, the forming districts that vote to join the Unified District will convey to the Unified District for the sum of One Dollar, and subject to all encumbrances of record, all of their school-related real and personal property, including all land, buildings, and contents.

- B. Subsequent Sale of Real Property to Towns.** In the event that, and at such subsequent time as, the Unified District Board of Directors determines, in its discretion, that continued possession of the real property, including land and buildings, conveyed to it by one or more of the town elementary forming districts will not be used in direct delivery of student educational programs, the Unified District shall offer for sale such real property to the town in which such real property is located, for the sum of One Dollar, subject to all encumbrances of record, the assumption or payment of all outstanding bonds and notes, and the repayment of any school construction aid or grants required by Vermont law, in addition to costs of capital improvements subsequent to July 1, 2017.

The conveyance of any of the above school properties shall be conditioned upon the town owning and using 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 District for all capital improvements and renovations financed by the Unified District prior to the sale to the town. In the event a town elects not to acquire ownership of such real property, the Unified District shall, pursuant to Vermont statutes, sell the property upon terms and conditions established by the Unified District Board of Directors.

- C. Subsequent Sale of Harwood Union Real Property.** In the event that, and at such subsequent time as, the Unified District determines that any real property, including land and buildings, conveyed to it by the Harwood Union High School District, is incompatible with the responsible operation of the Unified District and its educational programs, the Unified District shall, pursuant to Vermont statutes, sell the property upon such terms and conditions as established by the Unified District Board of School Directors.
- D. Subsequent Sale of Waterbury-Duxbury Real Property.** In the event that, and at such subsequent time as the Unified District determines that any real property, including land and buildings, conveyed to it by the Waterbury/Duxbury Union School District is incompatible with the responsible operation of the Unified District and its educational programs, the Unified District shall, pursuant to Vermont statutes, offer such real property to the towns of Waterbury and Duxbury, for the sum of One Dollar, in conformance with the terms of the Articles of Agreement between the two town school districts in acquiring such properties, which is incorporated by reference into these Articles. The transfer and sale of such property or properties shall be subject to all encumbrances of record, the assumption or payment of all outstanding bonds and notes, and the repayment of any school construction aid or grants required by Vermont law, in addition to costs of capital improvements subsequent to July 1, 2017.

The conveyance of either of the school properties shall be conditioned upon the town owning and using 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 District for all capital improvements and renovations financed by the Unified District prior to the sale to the town. In the event Waterbury or Duxbury elects not to acquire ownership of such real property, the Unified District shall, pursuant to Vermont statutes, sell the property upon terms and conditions established by the Unified District Board of Directors.

- E. Closure of K-8 Schools.** The Unified District shall not close any schools within its boundaries during the first four years it is fully operational and providing educational

services, unless the electorate of the town in which the school is located consents to closure. Thereafter, an affirmative vote of two-thirds of the Board of Directors shall be required to close a school. Prior to holding a vote on whether to close a school, the Board shall hold at least three public hearings regarding the proposed school closure. At least one of the public hearings shall be held in the community in which the school is located. If after conducting public hearings, the Board of Directors intends to vote on whether to close a school, it shall give public notice of its intent to hold a vote on whether to close a school, stating the reason for the closure, at least ten days prior to the vote. In the event of closure, students living in the town in which said school has been closed shall be afforded the option to attend the Unified District school closest to the place of residence unless parental choice indicates alternate preference. In determining relocation, the following will also be taken into account: space in the receiving school, classroom needs, and student to teacher ratios.

See Appendix Section B1 for description of school buildings and site values

See Appendix Section F for Report of the Waterbury Duxbury Planning Committee Approved by the State Board of Education on May 17, 1994

Article 7: Board of School Directors Representation

The Unified District Board of Directors shall be composed of fourteen individuals elected by Australian ballot by the voters of the municipalities in which they reside. Each municipality within the Unified District shall be guaranteed at least one resident representative. The number of representatives in excess of one derived from each municipality shall be determined on the basis of relative population within the Unified District. Votes shall be weighted as necessary to achieve more precise proportionality.

Each community will be allocated board members as follows. The weighted vote reflects proportionality and is based on results of the 2010 census. Board composition and weighting will be recalculated promptly following the release of each decennial census.

Initial Number of School Board Members by Town:

Town	Board Members	Population	Individual Vote Weight	Total Vote Weight
Duxbury	2	1,337	4.6	9.2 pts.
Fayston	2	1,353	4.6	9.2 pts.
Moretown	2	1,658	5.6	11.2 pts.
Waitsfield	2	1,883	6.4	12.8 pts.
Warren	2	1,705	5.8	11.6 pts.
Waterbury	4	6,827	11.5	46.0 pts.
Total	14	14,763		100 pts.

Article 8: Initial Directors, Terms of Office:

The candidates for the new Unified District Board of Directors will be elected by Australian ballot on the date set out in Article 9 for presentation of these Articles to voters of each town school district pursuant to the provisions of 16 V.S.A. § 706j(b). Nominations for the office of Unified District school director representing any district/town shall be made by filing, with the clerk of that school district/town proposed as a member of the Unified 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 fewer than 30 nor more than 40 days prior to the date of the vote.

Pursuant to the provisions of 16 V.S.A. § 706j(b), elected directors shall be sworn in and assume the duties of their office. The terms of office for directors elected at the June 7, 2016, election shall be two, three, or four years, respectively, less the months between the date of the organizational meeting of the school district, when the initial Directors will begin their terms of office, and the date of the annual meeting of districts established by 16 V.S.A. § 796j. All subsequent terms are three year terms. Initial two year terms will begin at the organizational meeting and end at the 2019, annual meeting.

Thereafter, members to the Board of Directors will be elected by Australian ballot at each town school district’s Annual Meeting. Terms of office shall begin and expire on the date of the Unified District’s annual meeting. In the event the Unified District’s annual meeting precedes Town Meeting Day, a Director’s terms shall expire on Town Meeting Day.

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

Town	2 Year Initial Term	3 Year Initial Term	4 Year Initial Term
Duxbury		1	1
Fayston	1	1	
Moretown	1		1
Waitsfield		1	1
Warren	1	1	
Waterbury	2	1	1

Article 9: Submission to Voters

The proposal forming the Unified District as specified in these Articles will be duly warned and presented to the voters of each town school district on June 7, 2016. The vote shall take place in each of the school districts by Australian ballot.

Article 10: Commencement of Operations

Upon an affirmative vote of the electorates of the town school districts, and upon compliance with 16 VSA §706g, the Unified District shall have and exercise all of the authority necessary to prepare for full educational operations beginning on July 1, 2017.

The Unified District shall, between the date of its organizational meeting under 16 VSA § 706j and June 30, 2017, develop district policies; adopt curricula, educational programs, assessment measures, and reporting procedures compatible with State Education Quality Standards; 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 union 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 District shall not be construed to limit or alter the authority or responsibilities of the school districts of Fayston, Harwood Union High School, Moretown, Waitsfield, Warren, and Waterbury-Duxbury Union.

On July 1, 2017, when the Unified District becomes fully operational and begins to provide educational services to students, the forming districts shall cease all educational operations and shall remain in existence for the sole purpose of completing any outstanding business not assigned to, or subsumed by, the Unified District under these articles and state law. Such business shall be completed as soon as practicable, but in no event later than December 31, 2017. The Washington West Supervisory Union shall cease all operations within a reasonable timeframe of the completion of all outstanding business of its member school districts, but in any event no later than January 31, 2018.

Article 11: Votes Taken by Australian Ballot

Votes on the Unified School District budget or public questions shall be by Australian ballot in each town and co-mingled before counting.

Article 12: Transitional Continuity for Resident Students

For at least the first year that the Unified District is fully operational, students will be entitled to attend elementary school and middle school according to their town of residence. With parental consent, the Board of School Directors may adjust student enrollment between July 1, 2017, and June 30, 2018, based upon individual student circumstances and needs of the Unified District. On and after July 1, 2018, the Board of School Directors may adjust enrollment, boundaries, and school configurations within the Unified District.

Article 13: Choice

The Board of School Directors shall develop policy and programs for offering intra-district choice to the families or guardians of students matriculating in grades for which the Unified District operates multiple buildings as soon as practicable. Choice may be limited only where necessary to the legitimate operational needs of the Unified District and any applicable legal requirements. Policies respecting choice shall consider issues including, but not limited to, transportation, socio-economic equity, proximity to the selected building, unity of siblings, and the capacities of receiving schools and sending schools.

Article 14: Local Input

For each operating school building within the Unified District, the Unified District Board shall provide opportunity for local input. Structures to support, encourage, and recognize the local participation of advisory groups created by and located within the forming communities shall be established by the Unified District Board of School Directors on or before June 30, 2017. Local input will be advisory. The Board may create strategies for local participation at each school and may develop procedures to receive input from each school.

Article 15: Non-Member Districts

If a Modified Unified Union School District is formed, any Pre-K-6 or Pre-K-8 districts that vote NO will be referred to as Non-Member Districts (NMD). Board representation in the Modified Union District will be proportional as represented in the chart under Article 7, including full proportional representation from each NMD. Board members from each NMD will have voting powers for all general Modified Union District actions, but will recuse themselves from consideration and voting upon programmatic, budgetary, personnel, or building matters of the Modified Union which correlate to grades operated by the NMD. The board is authorized to recalculate the quorum requirements relative to preK-12 issues to reflect the recusal provisions of this article regarding NMD board members.

Article 16: Non-Member District(s); Relation to Supervisory Union

If all towns vote to approve the merger, the Unified District shall succeed and assume the functions of the Washington West Supervisory Union (WWSU), and the Unified District will function as a supervisory district pursuant as per Act 153 and 16 VSA Chapter 261.

In the event the majority of towns vote YES to approve the merger, but one or more town districts vote NO, all as defined in Article 1, the WWSU shall perform the functions of a supervisory union for both the Modified Union School District and any Non-Member Districts (NMD). The governance of WWSU shall be as follows.

- A. Each elected representative on the Modified Union School District Board shall also serve as a member of the WWSU governing board.
- B. In addition, each NMD school board shall appoint one representative who will serve as a member of the WWSU governing board.
- C. The WWSU shall use weighted voting on Supervisory Union business. The representatives elected and appointed from a NMD to WWSU shall each have a fractional vote so that their combined weighted vote equals the corresponding weighted vote on the Modified Union School District Board. The representatives from the other communities shall exercise their corresponding weighted votes. In this manner, voting on WWSU matters represents the same proportional representation by town as reflected in the composition of the fourteen member Modified Union School District Board.
- D. The Modified Union School District and WWSU shall conduct joint meetings with a single agenda, providing that weighted voting described in this article is used for all supervisory union matters, and that representatives appointed by the NMD may not vote on Modified Union School District matters.

When charging or assessing an NMD for services provided by the Modified Union District or WWSU, the charge or assessment may be made on the basis of the actual cost incurred by the Modified Union District or WWSU for providing the service to the NMD. The calculation of the actual cost or charges or assessments to an entity that is not a member may be based on any relevant factors including, but not limited to:

- (1) The cost associated with collecting the underlying data and preparing the separate calculation and assessment for a NMD, which cost would not be needed in the absence of the provision of services to non-members,
- (2) a reasonable charge for the embedded cost associated with the standby capacity to provide services to a NMD.
- (3) The incremental costs of providing services to a NMD. Charges or assessments may be made on the basis of a reasonable allocation proxy. Charges or assessments to a NMD may be made on a different basis from the costs allocated to the Modified Union District. Charges or assessments may be made on the basis of a reasonable estimate, subject to adjustment when the actual costs are known. The Modified Union District Board and WWSU shall determine the standards determining charges or assessments. Expectations are that the Modified Union District will not subsidize a NMD and that charges will reflect fairness to WWSU, the Modified Union District and any NMD. Charges or assessments will comply with state law and applicable accounting standards.

Christopher B. Leopold
Dennis W. Wells Retired

tel (802) 864-3755
fax (802) 864-3612

April 6, 2016

Brigid S. Nease, Superintendent
Washington West Supervisory Union
340 Mad River Park, Suite 7
Waitsfield, VT 05673

Re: Proposed Harwood Unified Union School District Board Membership

Dear Brigid:

I am writing regarding the proposal by the Washington West Supervisory Union Study Committee on behalf of the member school districts of the Washington West Supervisory Union (WWSU) to form a unified union school district. Specifically, you have asked us to review the proposed board membership of the proposed unified union school district and the requirements of the Equal Protection Clause of the United State Constitution.

Members of the Washington West Supervisory Union Act 46 Study Committee, formed under 16 VSA §706, have drafted Articles of Agreement for the formation of a unified union school district to be named Harwood Unified Union School District. Article 7 of the Articles of Agreement establishes the number of board members from each town in the unified union school district. Consistent with statute, the proposed board may not exceed 18 members and each member district shall be entitled to at least one representative, and representation shall be proportional to population. 16 VSA §706b(9). The proposed school board structure adheres to the statutory requirement that each proposed member district in a unified union is entitled to at least one representative. The fourteen member board as proposed in the Articles of Agreement will consist of: Duxbury – 2 members, Fayston – 2 members, Moretown – 2 members, Waitsfield – 2 members, Warren – 2 members, and Waterbury – 4 members.

In addition to the apportionment of school board members as outline above, Article 7 incorporates the use of weighted voting based upon the 2010 U.S. Census populations of the proposed towns. The allocation of board members and the weighted voting system is illustrated by the chart below:

Town	Board Members	Population	%	Individual Vote Weight	Total Vote Weight	% Total Vote
Duxbury	2	1,337	9.0	4.6	9.2 pts	9.2
Fayston	2	1,353	9.1	4.6	9.2 pts	9.2
Moretown	2	1,658	11.2	5.6	11.2 pts	11.2
Waitsfield	2	1,883	12.8	6.4	12.8 pts	12.8
Warren	2	1,705	11.5	5.8	11.6 pts	11.6
Waterbury	4	6,827	46.2	11.5	46.0 pts	46.0
Total	14	14,763			100 pts	100

Brigid S. Nease, Superintendent
April 6, 2016
Page 2

The Equal Protection Clause of the Fourteenth Amendment requires that each resident be given equal weight in representation. *Reynolds v. Sims*, 377 US 533, 569 (1964). The Supreme Court has held generally that congressional apportionment plans with a population deviation of less than 10% is a minor deviation. *Brown v. Thomson*, 463 US 835, 842 (1983). Despite stricter adherence to a 10% maximum deviation rule in *congressional* redistricting cases, the Court has shown more flexibility in regard to state and local forms of government. Mathematical exactness is not a requirement to the extent that it acts as a “straitjacket” preventing citizens from “devising mechanisms of local government suitable for local needs and efficient in solving local problems.” *Avery v. Midland*, 390 US 474, 485 (1968).

Article 7 as proposed by the Study Committee utilizes two mechanisms to satisfy the requirements of the Equal Protection Clause: rough proportional apportionment of school directors based upon the 2010 U.S. Census, and a weighted voting mechanism as authorized by 16 V.S.A. §707(c). The weighted voting system as identified above is extremely precise in reflecting the population of the towns as a percentage of the population of the proposed unified union. The maximum variance is two-tenths percent (0.20%) of one-percent. This variance exists in order to limit the weighted votes to tenths versus extending the weighted votes to one-hundredths. The rough proportional representation combined with the weighted voting system as detailed in the proposed articles results in a near perfect reflection of the population of the communities in the proposed unified union.

Based upon the above representation/voting structure, it is our conclusion that the representation plan identified in Article 7 will satisfy the requirements of the Equal Protection Clause of the U.S. Constitution.

Please do not hesitate to contact me with any questions or concerns.

Sincerely,



Christopher B. Leopold

Appendix - Washington West SU Act 46 Study Report (Revised 4-7-2016)

Financial and Student Enrollment Information

SECTION A – STUDENT ENROLLMENT INFORMATION

Appendix A1 – School Configurations and Seven Year Enrollment History Grades K through 12

Appendix A2 - School Configurations and Seven Year Enrollment History Pre-Kindergarten

Appendix A3 - Equalized Pupils by School and percentage change FY2009 through FY2017

SECTION B – SCHOOL ASSETS & DEBTS

Appendix B1 – School Buildings and Site Values, insurable values and square footage

Appendix B2 - Long Term Bonds and Notes Estimated value at July 1, 2017

Appendix B3 - Evaluation of debt payments by the unified union for long term debt upon merger. This includes the Waterbury-Duxbury Union SD, Moretown SD, Warren SD and proposed new debt for Warren SD** on July 1, 2017. Fayston SD and Waitsfield SD have no long term debt.

SECTION C – FINANCIAL INFORMATION

Appendix C1 - Education Spending per Equalized Pupil FY2012 through FY2017

Appendix C2 - Ten Years Historical Tax Rates and CLA

Appendix C3 - What amount of Education Spending (Budget Reduction) would it take to reduce the Homestead Tax Rate by \$.10 in FY2017? What is the value of the \$.10, \$.08, \$.06, \$.04 and \$.02 tax incentives.

Appendix C4 – Comparison of Education Grand List by Town to 2010 Census by Town and Equalized Pupils by Town

Appendix C5- FY2017 Baseline Budget Data

Appendix C6-Act 46 Homestead Tax Rate Projections 3-31-2017

Section D – WARREN CAPITAL IMPROVEMENT INFORMATION & PROPOSED DEBT

**The following links provide additional information associated with proposed Warren School District Debt which is anticipated to be \$2.55 M. Note the school board has not yet finalized the warning or amount for voter approval. The bond vote is preliminarily scheduled for May 17, 2016.

[Warren RFP - Awarded in February 2017 to Truex Cullins](#)

[Warren Buildings Security/Safety Inspection Report](#)

[VSBIT Building Safety Review](#)

[Secretary Holcombe Letter 02/26/2016](#)

Section E – Staff Summary (FTE's) and Student/Staff Ratio

Section F – Report of the Waterbury Duxbury Planning Committee Approved by the State Board of Education on May 17, 1994

Appendix - Washington West SU Act 46 Study Report

Appendix A1 - School Configurations and 7 Year Kindergarten through Grade 12
Enrollment on October 1st

Note this is all Enrollment including Resident, School Choice, Tuition and Foreign Exchange

	October 1st Student Enrollment							% Change 7 years
	2009	2010	2011	2012	2013	2014	2015	
<u>Fayston Elementary School (PK thru Grade 6)</u>								
Grade K	19	12	12	12	12	9	13	
Grade 1	11	19	10	12	12	9	9	
Grade 2	17	14	19	11	14	14	12	
Grade 3	12	17	13	20	11	14	14	
Grade 4	18	12	15	14	20	10	17	
Grade 5	15	17	11	14	15	18	11	
Grade 6	20	16	17	11	17	17	18	
Total	112	107	97	94	101	91	94	-16.1%
<u>Moretown Elementary School (PK thru Grade 6)</u>								
Grade K	14	16	18	13	12	16	15	
Grade 1	13	17	13	13	13	15	14	
Grade 2	14	12	14	14	13	14	13	
Grade 3	19	11	12	13	16	13	15	
Grade 4	16	21	12	13	14	15	13	
Grade 5	19	16	20	11	14	15	19	
Grade 6	25	21	17	20	11	14	16	
Total K to Grade 6	120	114	106	97	93	102	105	-12.5%
<u>Waitsfield Elementary School (PK thru Grade 6)</u>								
Grade K	19	15	19	16	21	19	8	
Grade 1	27	18	16	16	15	18	19	
Grade 2	25	25	17	17	18	14	17	
Grade 3	14	25	25	16	19	16	15	
Grade 4	28	12	23	25	16	20	15	
Grade 5	17	28	10	27	26	17	20	
Grade 6	24	15	24	12	27	24	18	
Total K to Grade 6	154	138	134	129	142	128	112	-27.3%
<u>Warren Elementary School (PK thru Grade 6)</u>								
Grade K	23	17	26	17	14	22	17	
Grade 1	22	21	18	30	20	16	20	
Grade 2	27	23	20	18	28	19	17	
Grade 3	17	29	22	21	18	32	19	
Grade 4	20	16	30	25	25	18	29	
Grade 5	28	22	17	30	23	26	22	
Grade 6	11	26	21	17	27	23	26	
Total K to Grade 6	148	154	154	158	155	156	150	1.4%

Appendix - Washington West SU Act 46 Study Report

Appendix A1 - School Configurations and 7 Year Kindergarten through Grade 12
Enrollment on October 1st

Note this is all Enrollment including Resident, School Choice, Tuition and Foreign Exchange

	October 1st Student Enrollment							% Change 7 years
	2009	2010	2011	2012	2013	2014	2015	
<u>Thatcher Brook PS (PK thru Grade 4 Waterbury & Duxbury)</u>								
Grade K	67	75	65	83	71	76	63	
Grade 1	69	69	81	66	78	76	81	
Grade 2	65	64	72	77	64	72	76	
Grade 3	72	62	63	71	74	61	74	
Grade 4	70	74	65	60	70	74	63	
Total K to Grade 4	343	344	346	357	357	359	357	4.1%
<u>Crossett Brook Middle School (Grade 5- 8 Waterbury & Duxbury)</u>								
Grade 5	73	71	72	67	60	72	73	
Grade 6	72	74	72	71	62	61	68	
Grade 7	57	74	73	69	71	58	57	
Grade 8	81	54	74	75	71	75	56	
Total Grade 5 to Grade 8	283	273	291	282	264	266	254	-10.2%
Total Waterbury Duxbury	626	617	637	639	621	625	611	-2.4%
<u>Harwood Union (Grade 7 - 12)</u>								
Grade 7	67	76	78	81	61	78	73	
Grade 8	81	67	75	67	74	53	70	
Grade 9	157	155	122	137	140	141	127	
Grade 10	147	157	153	123	137	141	133	
Grade 11	155	143	151	156	113	134	140	
Grade 12	173	168	155	171	162	112	131	
Total Grade 7 to Grade 12	780	766	734	735	687	659	674	-13.6%
Total Washington West K to Grade 12	1,940	1,896	1,862	1,852	1,799	1,761	1,746	-10.0%
Pre-Kindergarten (includes partnership)	159	157	151	187	178	181	211	32.7%
Total Washington West PK to Grade 12	2,099	2,053	2,013	2,039	1,977	1,942	1,957	-6.8%

Appendix - Washington West SU Act 46 Study Report

Appendix A2 - 7 year Pre-Kindergarten Student Enrollment on October 1st

October 1 Enrollment	Fayston			Moretown			Waitsfield			Warren			TBPS (Waterbury/Duxbury)			WWSU Total		
	P3	P4	Total	P3	P4	Total	P3	P4	Total	P3	P4	Total	P3	P4	Total	P3	P4	Total
2009	6	10	16	8	15	23	9	6	15	14	15	29	25	51	76	62	97	159
2010	5	12	17	12	10	22	6	9	15	9	19	28	21	54	75	53	104	157
2011	5	10	15	5	8	13	8	4	12	11	12	23	33	55	88	62	89	151
2012	8	11	19	14	10	24	8	18	26	17	16	33	29	56	85	76	111	187
2013	10	9	19	10	16	26	4	11	15	13	17	30	27	61	88	64	114	178
2014	9	15	24	12	11	23	8	9	17	15	11	26	43	48	91	87	94	181
2015	8	6	14	14	17	31	19	12	31	20	19	39	28	68	96	89	122	211

Appendix - Washington West SU Act 46 Study Report

Appendix A3 - Equalized Pupils* by School and percentage change FY2009 through FY2017

	Fayston		Moretown		Waitsfield		Warren		Waterbury-Duxbury		HUHS		Total WWSU	
FY2009	103.49		130.30		143.22		121.46		667.30		849.93		2,015.70	
FY2010	111.11	7.4%	121.74	-6.6%	133.35	-6.9%	122.88	1.2%	663.85	-0.5%	845.20	-0.6%	1,998.13	-0.9%
FY2011	113.34	2.0%	122.17	0.4%	139.28	4.4%	140.23	14.1%	658.53	-0.8%	829.49	-1.9%	2,003.04	0.2%
FY2012	107.09	-5.5%	117.64	-3.7%	139.72	0.3%	147.54	5.2%	640.08	-2.8%	803.55	-3.1%	1,955.62	-2.4%
FY2013	98.92	-7.6%	106.62	-9.4%	131.33	-6.0%	147.04	-0.3%	639.94	0.0%	780.44	-2.9%	1,904.29	-2.6%
FY2014	93.80	-5.2%	102.74	-3.6%	131.10	-0.2%	146.09	-0.6%	659.64	3.1%	769.72	-1.4%	1,903.09	-0.1%
FY2015	97.09	3.5%	100.67	-2.0%	136.50	4.1%	148.71	1.8%	655.10	-0.7%	743.07	-3.5%	1,881.14	-1.2%
FY2016	97.22	0.1%	101.50	0.8%	135.99	-0.4%	145.16	-2.4%	653.70	-0.2%	706.61	-4.9%	1,840.18	-2.2%
FY2017 FINAL	94.02	-3.3%	107.71	6.1%	127.32	-6.4%	147.67	1.7%	656.78	0.5%	707.06	0.1%	1,840.56	0.0%
Equalized Pupil Change FY2009 to FY2017		-9.2%		-17.3%		-11.1%		21.6%		-1.6%		-16.8%		-8.7%

*Equalized Pupils as per VSA Title 16, Section 4010

Appendix - Washington West SU Act 46 Study Report

Appendix B1 - Summary Information on Building & Site Values and Building Square Footage

Only included buildings owned by School Districts, Does not include any leased facilities

	Insurable Values*				
	Square feet of Building	Building	Contents	Site Improvements	Site Total
Fayston Elementary School	24,000	\$ 2,967,900	\$ 242,000	\$ 39,000	\$ 3,248,900
Moretown Elementary School	22,100	\$ 3,455,000	\$ 322,500	\$ 33,600	\$ 3,811,100
Waitsfield Elementary School	22,100	\$ 3,211,000	\$ 325,000	\$ 42,800	\$ 3,578,800
Warren Elementary School**	23,601	\$ 3,644,100	\$ 325,000	\$ 23,500	\$ 3,992,600
Thatcher Brook Primary School	60,000	\$ 9,037,000	\$ 635,400	\$ 46,550	\$ 9,718,950
Crossett Brook Middle School	69,000	\$ 10,369,800	\$ 720,000	\$ 38,600	\$ 11,128,400
Total Waterbury-Duxbury Union	129,000	\$ 19,406,800	\$ 1,355,400	\$ 85,150	\$ 20,847,350
Harwood Union High School					
Harwood Union HS	170,000	\$ 25,792,700	\$ 2,482,869	\$ 4,800	\$ 28,280,369
Harwood Alternative School	1,000	\$ 138,000	\$ 15,000	\$ -	\$ 153,000
HU Wood Chip Plant	1,837	\$ 1,381,600	\$ 100,000	\$ -	\$ 1,481,600
HY Bus Barn	2,500	\$ 198,000	\$ 50,000	\$ -	\$ 248,000
Total Harwood Union	175,337	\$ 27,510,300	\$ 2,647,869	\$ 4,800	\$ 30,162,969
Washington West SU		\$ -	\$ -	\$ -	\$ -
Total All member School Districts	396,138	\$ 60,195,100	\$ 5,217,769	\$ 228,850	\$ 65,641,719

*Washington West SU (VSBIT Insurance Policy Values at 10/14/2014 at determined by CBIZ)

** Insurance values do not include the valuation of any land. The Warren Elementary School is on land owned by the Town of Warren.

Appendix - Washington West SU Act 46 Study Report

Appendix B2 - LONG TERM DEBT BONDS & NOTES
 Estimated as of July 1, 2017 (merger effective date)

School District		FY2016 Debt Balance before Payments FY2016	Principal Payments or Payments FY2016	Principal Payments or Payments FY2017	Estimated Debt Balance July 1, 2017 FY2018	Description
Moretown School District	Vermont Municipal Bond Bank	\$ 487,752	\$ 39,000	\$ 39,000	\$ 409,752	Merchant's Bank QSCB, Bond Payable, interest at 1%, interest paid semiannual, payment of \$39,000 due on March 1st each year into a Sinking Fund until 2027; originally borrowed \$690,000 in July 1, 2010 for a roof project. At June 30, 2015 the value of the Sinking Fund was \$202,248.
	Water Construction Loan	\$ 8,468	\$ 420	\$ 433	\$ 7,615	Vermont Environmental Protection Agency, Water Construction Loan Payable, interest at 1%, administrative fee of 2.0%, total payments of \$674.17 due on December 1st of each year until 2030. Approved \$25,800 in 2009 for water project, amended to \$35,030 on June 23, 2010. The State of Vermont forgave \$25,000.
Warren School District	Community National Bank Note	\$ 77,902	\$ 25,370	\$ 25,934	\$ 26,598	Community National Bank, Capital Improvement Note Payable, Interest at 2.2%. Interest paid annually, principal and interest of \$27,101.33 due on July 18th of each year until July 18, 2017. The District Originally borrowed \$127,000 on July 18, 2012 for construction of a classroom
Waterbury Duxbury Union	Merchant's Bank QSCB	\$ 3,605,000	\$ 280,000	\$ 280,000	\$ 3,045,000	Vermont Municipal Bond Payable, interest at 4.01%, interest paid semi-annually, principal of \$280,000 due on November 1st of each year until 2020, then \$275,000 due on November 1st of each year until 2027; originally borrowed \$5,565,000 on July 26, 2007, and later refinanced, for TBPS renovations.
Harwood Union High School	Merchant's Bank QSCB	\$ 142,046	\$ 11,000	\$ 11,000	\$ 120,046	Merchant's Bank QSCB, Bond Payable, interest at 1%, interest paid semiannual, payment of \$11,000 due on March 1st each year into a Sinking Fund until 2027; originally borrowed \$199,000 in 2010 for renovations. At June 30, 2015 the value of the Sinking Fund was \$56,954.
	Water Construction Loan	\$ 42,877	\$ 1,970	\$ 2,029	\$ 38,877	Vermont Environmental Protection Agency Drinking Water State Revolving Fund Note Payable, interest at 1% and administration fee at 2% paid annually, total principal & interest of \$3,256.60 paid annually starting in November 2012 until November 2031; originally approved to borrow \$80,750. The State of Vermont forgave \$25,000.
	Water Construction Loan	\$ 54,892	\$ 2,522	\$ 2,598	\$ 49,771	Vermont Environmental Protection agency, Drinking Water State Revolving Balance Fund Note Payable interest at 1% and administration fee at 2% paid annually, principal & interest of \$4,169.22 due on September 1 each year until 2031. Originally approved to borrow \$101,029 in January 2010, increased to \$144,250 on December 14, 2011. A total amount of \$82,222.50 was forgiven under ARRA loan subsidy.
	Water Construction Loan	\$ 23,111	\$ 987	\$ 1,017	\$ 21,107	Vermont Environmental Protection Agency Drinking Water State Revolving Balance Fund Note Payable, interest at 1% and administration fee at 2% paid annually, principal ranging from \$1,861 to \$3,263 due on September 1 of each year until 2032. Originally borrowed \$50,000 on July 6, 2011 for a water tank project. The State of Vermont forgave \$25,000.
	Water Construction Loan	\$ 323,469	\$ -	\$ 12,038	\$ 311,431	Vermont Environmental Protection Agency Drinking Water State Revolving Balance Fund Note Payable interest free; originally approved to borrow \$28,430 in December 2012, amended to \$48,560 in April 2013 and amended again in December 2013 to \$106,613 for the planning phase of water well drilling and pump testing project. This loan will be rolled into the construction phase loan for the project to bring the total to \$323,469.

Appendix B3 - Evaluation of Debt Payments after July 1, 2017 - Waterbury-Duxbury Union and Moretown SD

Waterbury-Duxbury School District-Existing Long Term Debt

Vermont Municipal Bond Payable, interest at 4.01%, interest paid semi-annually, principal of \$280,000 due on November 1st of each year until 2020, then \$275,000 due on November 1st of each year until 2027; originally borrowed \$5,565,000 on July 26, 2007, and later refinanced, for Thatcher Brook PS renovations. The balance at July 1, 2017 is estimated at \$3,045,000.

Waterbury Duxbury Debt Associated with Renovation of Thatcher Brook PS

	Principal	Interest	WDSU		Debt cost Per Pupil- WDSU Only	WWSU Equalized Pupils (current)	Debt cost Per Pupil- Under Act 46 Merger all Districts	Homestead Tax Rate Associated with Debt- WDSU Only*	Homestead Tax Rate Associated with WDSU Debt-WWSU Merged	Annual Decrease for a \$300,000 Homestead WDSU Only with shared WDSU debt*	Annual Increase for a \$300,000 Homestead WWSU for assumption of existing WDSU Debt
			Total Debt Expense	Equalized Pupils (current)							
FY2018	\$ 280,000	\$ 133,613	\$ 413,613	656.78	\$ 630	1,840.56	\$ 225	\$ 0.0638	\$ 0.0228	\$ 123.11	\$ 68.30
FY2019	\$ 280,000	\$ 121,209	\$ 401,209	656.78	\$ 611	1,840.56	\$ 218	\$ 0.0619	\$ 0.0221	\$ 119.42	\$ 66.26
FY2020	\$ 280,000	\$ 108,525	\$ 388,525	656.78	\$ 592	1,840.56	\$ 211	\$ 0.0599	\$ 0.0214	\$ 115.64	\$ 64.16
FY2021	\$ 280,000	\$ 95,603	\$ 375,603	656.78	\$ 572	1,840.56	\$ 204	\$ 0.0579	\$ 0.0207	\$ 111.80	\$ 62.03
FY2022	\$ 275,000	\$ 82,603	\$ 357,603	656.78	\$ 544	1,840.56	\$ 194	\$ 0.0552	\$ 0.0197	\$ 106.44	\$ 59.05
FY2023	\$ 275,000	\$ 69,857	\$ 344,857	656.78	\$ 525	1,840.56	\$ 187	\$ 0.0532	\$ 0.0190	\$ 102.65	\$ 56.95

Moretown School District-Existing Long Term Debt

Long Term Debt

2) Merchants Bank, Bond Payable, interest at 1%, interest paid semiannually, payment of \$39,000 due on March 1st each year into a Sinking Fund until 2027; originally borrowed \$690,000 on July 1, 2010 for a roof project. The balance at July 1, 2017 is estimated at \$409,752.

Moretown Debt Associated with Roof Project (2)

	Sinking Fund Payment	Interest	MES		Debt cost Per Pupil- MES Only	WWSU Equalized Pupils (current)	Debt cost Per Pupil- Under Act 46 Merger all Districts	Homestead Tax Rate Associated with Debt- (MES) Moretown Only*	Homestead Tax Rate Associated with Moretown Debt-WWSU Merged	Annual Decrease for a \$300,000 Homestead Moretown Only with shared Moretown debt*	Annual Increase for a \$300,000 Homestead WWSU for assumption of existing Moretown Debt
			Total Debt Expense	Equalized Pupils (current)							
FY2018	\$ 39,000	\$ 6,900	\$ 45,900	107.71	\$ 426	1,840.56	\$ 25	\$ 0.0432	\$ 0.0025	\$ 121.95	\$ 7.58
FY2019	\$ 39,000	\$ 6,900	\$ 45,900	107.71	\$ 426	1,840.56	\$ 25	\$ 0.0432	\$ 0.0025	\$ 121.95	\$ 7.58
FY2020	\$ 39,000	\$ 6,900	\$ 45,900	107.71	\$ 426	1,840.56	\$ 25	\$ 0.0432	\$ 0.0025	\$ 121.95	\$ 7.58
FY2021	\$ 39,000	\$ 6,900	\$ 45,900	107.71	\$ 426	1,840.56	\$ 25	\$ 0.0432	\$ 0.0025	\$ 121.95	\$ 7.58
FY2022	\$ 39,000	\$ 6,900	\$ 45,900	107.71	\$ 426	1,840.56	\$ 25	\$ 0.0432	\$ 0.0025	\$ 121.95	\$ 7.58
FY2023	\$ 39,000	\$ 6,900	\$ 45,900	107.71	\$ 426	1,840.56	\$ 25	\$ 0.0432	\$ 0.0025	\$ 121.95	\$ 7.58

Appendix B3 - Evaluation of Debt Payments after July 1, 2017 - Warren SD

Warren Town School District-Existing Long Term Debt - Additional Classroom

Current long terms debt is a Community National Bank, Capital Improvement note payable, interest at 2.2%, interest paid annually, principal and interest of \$27,101.33 due on July 18th of each year until July 18, 2017 (FY2018). The district originally borrowed \$127,000 on July 18, 2012 for classroom construction. The principal balance at July 1, 2017 is estimated at \$26,598.

	Principal	Interest	Expense	Warren Debt Equalized Pupils (current)	Debt cost Per Pupil- Warren Only	WWSU Equalized Pupils (current)	Debt cost Per Pupil- Under Act 46 Merger all Districts	Homestead Tax Rate Associated with Debt- Warren Only*	Homestead Tax Rate Associated with Warren Debt-WWSU Merged	Annual Decrease for a \$300,000 Homestead Warren Only with shared Warren debt	Annual Increase for a \$300,000 Homestead WWSU for assumption of existing Warren Debt
FY2018	\$ 26,598	\$ 503	\$ 27,101	147.67	\$ 184	1,829.14	\$ 15	\$ 0.0186	\$ 0.0015	\$ 51.28	\$ 4.50

The Warren School Board is considering a bond vote in May 2016, prior to the June 7th Act 46 vote, to fund capital improvements at the Warren Elementary School. The amount being discussed at the time of writing (March 31) is \$2.55 Million. The Board has not yet warned a vote and is meeting again on April 5th. The Board currently plans to approve a warning and ballot for proposed bonded indebtedness on April 5th. The Unified District's Articles of Association, Section 5D, limit the Unified Districts liability to \$2.55M for any debt approved by voters after April 1, 2016. Below is an evaluation of the cost of Warren's proposed debt over 20 years if both the debt is approved by Warren voters and Warren voters vote to join the Unified Union as well as if the debt is approved by Warren voters but they do not join the Unified Union.

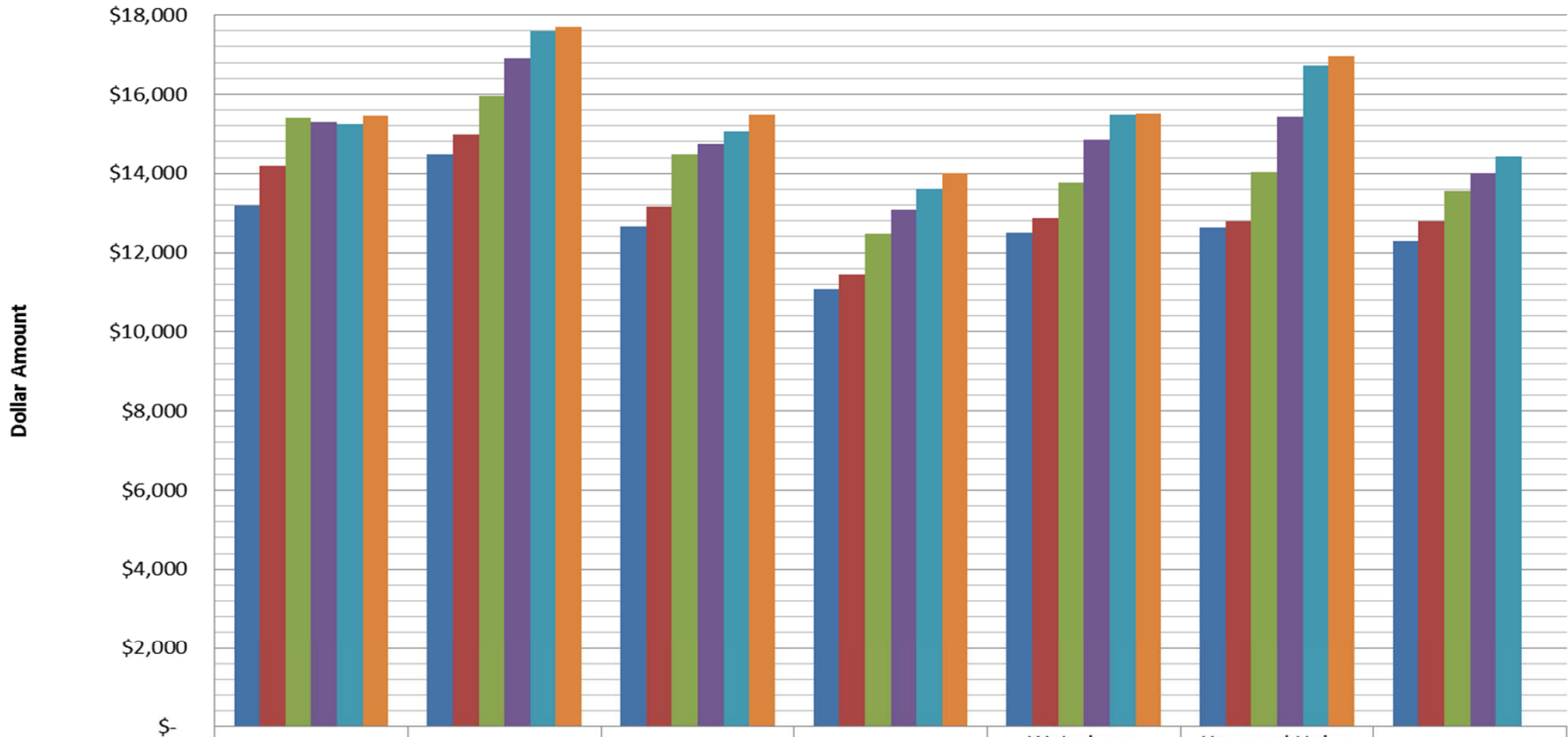
According to the property insurer, VSBIT, Warren School is 23,601 square feet and is listed for an insurable value of \$3,644,100.

Warren Town School District-Debt Estimates

\$2,550,000 For 20 Years

	Principal	Interest	Total Debt Expense	Warren Debt Equalized Pupils	Debt cost Per Pupil- Warren Only	WWSU Equalized Pupils	Debt cost Per Pupil- Under Act 46 Merger all Districts	Additional Homestead Tax Rate Associated with Debt-Warren Only*	Additional Homestead Tax Rate Associated with Debt-WWSU Merged	Annual Increase for a \$300,000 Homestead Warren Only*	Annual Increase for a \$300,000 Homestead WWSU
Year 0- Interest Only	\$ -	\$ 60,009	\$ 60,009	147.67	\$ 406	1,840.56	\$ 33	\$ 0.0412	\$ 0.0033	\$ 124	\$ 10
Year 1	\$ 127,500	\$ 74,397	\$ 201,897	147.67	\$ 1,367	1,840.56	\$ 110	\$ 0.1385	\$ 0.0111	\$ 416	\$ 33
Year 2	\$ 127,500	\$ 72,041	\$ 199,541	147.67	\$ 1,351	1,840.56	\$ 108	\$ 0.1369	\$ 0.0110	\$ 411	\$ 33
Year 3	\$ 127,500	\$ 69,529	\$ 197,029	147.67	\$ 1,334	1,840.56	\$ 107	\$ 0.1352	\$ 0.0108	\$ 406	\$ 33
Year 4	\$ 127,500	\$ 66,861	\$ 194,361	147.67	\$ 1,316	1,840.56	\$ 106	\$ 0.1334	\$ 0.0107	\$ 400	\$ 32
Year 5	\$ 127,500	\$ 64,029	\$ 191,529	147.67	\$ 1,297	1,840.56	\$ 104	\$ 0.1314	\$ 0.0105	\$ 394	\$ 32
Year 6	\$ 127,500	\$ 61,008	\$ 188,508	147.67	\$ 1,277	1,840.56	\$ 102	\$ 0.1293	\$ 0.0104	\$ 388	\$ 31
Year 7	\$ 127,500	\$ 57,781	\$ 185,281	147.67	\$ 1,255	1,840.56	\$ 101	\$ 0.1271	\$ 0.0102	\$ 381	\$ 31
Year 8	\$ 127,500	\$ 54,347	\$ 181,847	147.67	\$ 1,231	1,840.56	\$ 99	\$ 0.1248	\$ 0.0100	\$ 374	\$ 30
Year 9	\$ 127,500	\$ 50,706	\$ 178,206	147.67	\$ 1,207	1,840.56	\$ 97	\$ 0.1223	\$ 0.0098	\$ 367	\$ 29
Year 10	\$ 127,500	\$ 46,872	\$ 174,372	147.67	\$ 1,181	1,840.56	\$ 95	\$ 0.1196	\$ 0.0096	\$ 359	\$ 29
Year 11	\$ 127,500	\$ 42,890	\$ 170,390	147.67	\$ 1,154	1,840.56	\$ 93	\$ 0.1169	\$ 0.0094	\$ 351	\$ 28
Year 12	\$ 127,500	\$ 38,790	\$ 166,290	147.67	\$ 1,126	1,840.56	\$ 90	\$ 0.1141	\$ 0.0092	\$ 342	\$ 27
Year 13	\$ 127,500	\$ 34,573	\$ 162,073	147.67	\$ 1,098	1,840.56	\$ 88	\$ 0.1112	\$ 0.0089	\$ 334	\$ 27
Year 14	\$ 127,500	\$ 30,238	\$ 157,738	147.67	\$ 1,068	1,840.56	\$ 86	\$ 0.1082	\$ 0.0087	\$ 325	\$ 26
Year 15	\$ 127,500	\$ 25,794	\$ 153,294	147.67	\$ 1,038	1,840.56	\$ 83	\$ 0.1052	\$ 0.0084	\$ 316	\$ 25
Year 16	\$ 127,500	\$ 21,261	\$ 148,761	147.67	\$ 1,007	1,840.56	\$ 81	\$ 0.1021	\$ 0.0082	\$ 306	\$ 25
Year 17	\$ 127,500	\$ 16,658	\$ 144,158	147.67	\$ 976	1,840.56	\$ 78	\$ 0.0989	\$ 0.0079	\$ 297	\$ 24
Year 18	\$ 127,500	\$ 11,983	\$ 139,483	147.67	\$ 945	1,840.56	\$ 76	\$ 0.0957	\$ 0.0077	\$ 287	\$ 23
Year 19	\$ 127,500	\$ 7,236	\$ 134,736	147.67	\$ 912	1,840.56	\$ 73	\$ 0.0924	\$ 0.0074	\$ 277	\$ 22
Year 20	\$ 127,500	\$ 2,423	\$ 129,923	147.67	\$ 880	1,840.56	\$ 71	\$ 0.0891	\$ 0.0072	\$ 267	\$ 21

Appendix C1 - Education Spending per Equilized Pupil



	Fayston	Moretown	Waitsfield	Warren	Waterbury-Duxbury	Harwood Union High School	State Average
FY 2012	\$13,199	\$14,484	\$12,669	\$11,069	\$12,503	\$12,634	\$12,288
FY 2013	\$14,199	\$14,992	\$13,172	\$11,454	\$12,870	\$12,793	\$12,789
FY 2014	\$15,405	\$15,965	\$14,472	\$12,482	\$13,772	\$14,029	\$13,565
FY 2015	\$15,289	\$16,919	\$14,741	\$13,090	\$14,846	\$15,421	\$14,008
FY 2016	\$15,260	\$17,605	\$15,075	\$13,607	\$15,473	\$16,721	\$14,423
FY 2017 Proposed	\$15,460	\$17,697	\$15,493	\$14,012	\$15,522	\$16,973	

Appendix C2 - 10 Year History of Blended Education Tax Rates (HUHS with Town SD) and CLA

	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	Estimate FY2017	FY2017 % Change
Education Tax Rates Set By the Legislature											
Yield										\$9,870	
Homestead Tax Rate (\$1.10 per Statute)	\$ 0.87	\$ 0.87	\$ 0.86	\$ 0.86	\$ 0.87	0.89	\$ 0.94	\$ 0.98	\$ 0.99		
Non-Residential Tax Rate (\$1.59 per Statute)	A \$ 1.36	\$ 1.36	\$ 1.35	\$ 1.35	\$ 1.36	1.38	\$ 1.44	\$ 1.515	\$ 1.535		
Fayston											
Common Level of Appraisal	88.12%	76.28%	72.14%	92.83%	100.33%	100.98%	101.57%	105.84%	104.65%	105.27%	
Equalized Homestead Tax Rate	\$ 1.37	\$ 1.32	\$ 1.26	\$ 1.26	\$ 1.32	\$ 1.38	\$ 1.51	\$ 1.62	\$ 1.67	\$ 1.64	-1.8%
Actual Homestead Tax Rate	\$ 1.55	\$ 1.73	\$ 1.75	\$ 1.36	\$ 1.31	\$ 1.37	\$ 1.49	\$ 1.53	\$ 1.60	\$ 1.56	-2.4%
Non-Residential Tax Rate (A divided by CLA)	\$ 1.54	\$ 1.78	\$ 1.87	\$ 1.45	\$ 1.36	\$ 1.37	\$ 1.42	\$ 1.43	\$ 1.47	\$ 1.46	-0.5%
Moretown											
Common Level of Appraisal	94.52%	83.83%	75.01%	72.15%	70.32%	91.11%	101.45%	102.94%	103.71%	103.33%	
Equalized Homestead Tax Rate	\$ 1.35	\$ 1.30	\$ 1.31	\$ 1.36	\$ 1.37	\$ 1.40	\$ 1.53	\$ 1.70	\$ 1.79	\$ 1.75	-2.1%
Actual Homestead Tax Rate	\$ 1.43	\$ 1.55	\$ 1.74	\$ 1.88	\$ 1.95	\$ 1.54	\$ 1.50	\$ 1.65	\$ 1.73	\$ 1.70	-1.8%
Non-Residential Tax Rate (A divided by CLA)	\$ 1.44	\$ 1.62	\$ 1.80	\$ 1.87	\$ 1.93	\$ 1.51	\$ 1.42	\$ 1.47	\$ 1.48	\$ 1.49	0.7%
Waitsfield											
Common Level of Appraisal	117.18%	106.58%	98.80%	96.52%	101.57%	104.42%	105.74%	107.07%	107.40%	103.47%	
Equalized Homestead Tax Rate	\$ 1.26	\$ 1.26	\$ 1.28	\$ 1.27	\$ 1.29	\$ 1.32	\$ 1.46	\$ 1.59	\$ 1.66	\$ 1.64	-0.8%
Actual Homestead Tax Rate	\$ 1.08	\$ 1.18	\$ 1.30	\$ 1.31	\$ 1.27	\$ 1.27	\$ 1.38	\$ 1.48	\$ 1.54	\$ 1.59	2.9%
Non-Residential Tax Rate	\$ 1.16	\$ 1.28	\$ 1.37	\$ 1.40	\$ 1.34	\$ 1.32	\$ 1.36	\$ 1.42	\$ 1.43	\$ 1.49	4.3%
Warren											
Common Level of Appraisal	52.71%	104.42%	105.83%	104.45%	98.73%	97.54%	100.39%	101.76%	102.06%	100.33%	
Equalized Homestead Tax Rate	\$ 1.23	\$ 1.21	\$ 1.23	\$ 1.21	\$ 1.20	\$ 1.23	\$ 1.35	\$ 1.48	\$ 1.56	\$ 1.54	-0.8%
Actual Homestead Tax Rate	\$ 2.33	\$ 1.21	\$ 1.17	\$ 1.16	\$ 1.21	\$ 1.26	\$ 1.35	\$ 1.46	\$ 1.52	\$ 1.54	0.9%
Non-Residential Tax Rate (A divided by CLA)	\$ 2.58	\$ 1.30	\$ 1.28	\$ 1.29	\$ 1.38	\$ 1.41	\$ 1.43	\$ 1.49	\$ 1.50	\$ 1.53	1.7%
Waterbury											
Common Level of Appraisal	68.87%	112.48%	100.34%	97.47%	98.07%	99.30%	102.03%	102.71%	99.57%	99.33%	
Equalized Homestead Tax Rate	\$ 1.20	\$ 1.21	\$ 1.19	\$ 1.23	\$ 1.28	\$ 1.31	\$ 1.42	\$ 1.58	\$ 1.66	\$ 1.62	-2.5%
Actual Homestead Tax Rate	\$ 1.74	\$ 1.08	\$ 1.19	\$ 1.26	\$ 1.30	\$ 1.32	\$ 1.39	\$ 1.54	\$ 1.66	\$ 1.63	-2.2%
Non-Residential Tax Rate (A divided by CLA)	\$ 1.97	\$ 1.21	\$ 1.35	\$ 1.39	\$ 1.39	\$ 1.39	\$ 1.41	\$ 1.48	\$ 1.54	\$ 1.55	0.5%
Duxbury											
Common Level of Appraisal	112.42%	107.17%	96.93%	95.59%	93.94%	94.44%	96.24%	100.82%	96.93%	100.77%	
Equalized Homestead Tax Rate	\$ 1.12	\$ 1.23	\$ 1.21	\$ 1.24	\$ 1.29	\$ 1.32	\$ 1.44	\$ 1.60	\$ 1.68	\$ 1.64	-2.7%
Actual Homestead Tax Rate	\$ 1.08	\$ 1.14	\$ 1.24	\$ 1.30	\$ 1.38	\$ 1.40	\$ 1.49	\$ 1.59	\$ 1.73	\$ 1.62	-6.4%
Non-Residential Tax Rate (A divided by CLA)	\$ 1.21	\$ 1.27	\$ 1.39	\$ 1.41	\$ 1.45	\$ 1.46	\$ 1.50	\$ 1.50	\$ 1.58	\$ 1.53	-3.4%

Appendix - Washington West SU Act 46 Study Report

Appendix C3 - What Amount of Education Spending (Budget Reduction) would it take to reduce the FY2017 Homestead Tax Rate by \$.10? What are the Incentives Worth?

	WWSU Education Spending* Based on Proposed FY2017 Budgets	Amount of Reduction in Education Spending to reduce Homestead Tax Rate by \$.10	
Duxbury (Debt Only)	\$ 22,776		
Fayston	\$ 1,453,518		
Moretown	\$ 1,906,160		
Waitsfield	\$ 1,972,621		
Warren	\$ 2,069,103		
WDSU	\$ 10,194,815		
HUHS	\$ 12,000,800		
Total Proposed FY 2017 Education Spending-All Districts	\$ 29,619,793	\$ (1,816,633)	\$ 27,803,160
Total FY2017 Equalized Pupils (EP)	1,840.56		1,840.56
Education Spending Per EP-Average over all WWSU	\$ 16,093	\$ (987)	\$ 15,106
FY2017 Estimated Yield	\$ 9,870		\$ 9,870
Estimated Equalized Homestead Tax Rate (Education Spending per EP divided by Yield)	\$ 1.63	\$ (0.10)	\$ 1.53

Ed Spending Equated with \$0.08 Reduction - Year 2	\$ (1,453,306)
Ed Spending Equated with \$0.06 Reduction - Year 3	\$ (1,089,980)
Ed Spending Equated with \$0.04 Reduction - Year 4	\$ (726,653)
Ed Spending Equated with \$0.02 Reduction - Year 5	\$ (363,327)

	FY2017 Est Blended Equalized (HUHS and Local District)
Fayston	\$ 1.641
Moretown	\$ 1.754
Waitsfield	\$ 1.642
Warren	\$ 1.543
Duxbury	\$ 1.636
Waterbury	\$ 1.616

Est Tax Rate \$2.55M Warren Debt Year 1 split among all towns in a unified union	\$ 0.0111
Est Tax Rate associated with Warren 2016 estimated \$200K deficit	\$ 0.0097

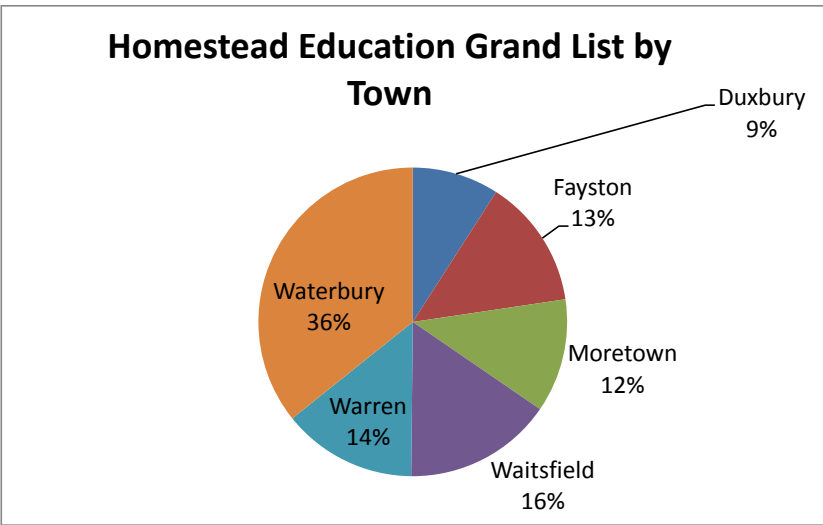
Question:

Why would Fayston give up on saving an estimated	\$ 0.11	due to picking up cost of debt at*	\$ 0.0111
Why would Moretown give up on saving an estimated	\$ 0.22	due to picking up cost of debt at*	\$ 0.0111
Why would Waitsfield give up on saving an estimated	\$ 0.11	due to picking up cost of debt at*	\$ 0.0111
Why would Duxbury give up on saving an estimated	\$ 0.11	due to picking up cost of debt at*	\$ 0.0111
Why would Waterbury give up on saving an estimated	\$ 0.09	due to picking up cost of debt at*	\$ 0.0111

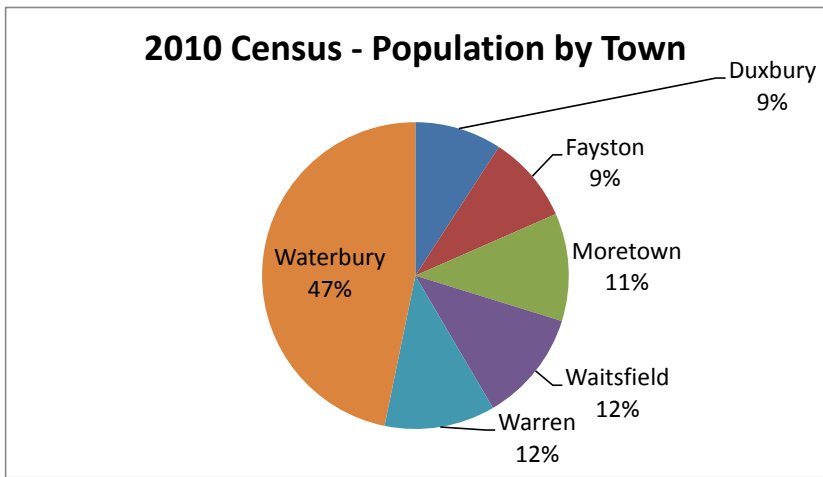
* Based on estimates of \$2.55 M for year 1 of bond which is the year of the bond principal and interest highest cost

C4 - 2016 Education Grand List by Town, 2010 Population by Town and Equalized Pupils by Town

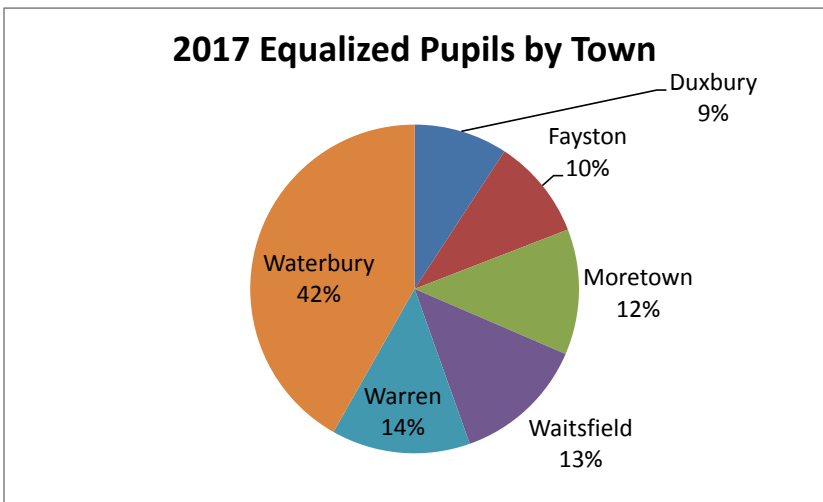
	Homestead Education Grand List by Town	Non-Residential Education Grand List
Duxbury	\$ 993,195	\$ 613,681
Fayston	\$ 1,482,591	\$ 2,197,221
Moretown	\$ 1,302,600	\$ 912,507
Waitsfield	\$ 1,703,107	\$ 1,992,450
Warren	\$ 1,538,937	\$ 5,448,764
Waterbury	\$ 3,908,942	\$ 3,208,070



	2010 Census - Population by Town
Duxbury	\$ 1,337
Fayston	\$ 1,353
Moretown	\$ 1,658
Waitsfield	\$ 1,719
Warren	\$ 1,705
Waterbury	\$ 6,827



	2017 Equalized Pupils by Town
Duxbury	169.57
Fayston	182.35
Moretown	227.37
Waitsfield	240.86
Warren	251.35
Waterbury	769.06



Appendix - Washington West SU Act 46 Study Report

C5FY2017 Budgeted Baseline Finance Data and Tax Rate Projections by Town

	FY2017 Proposed Expenditure Budget	FY2017 Proposed Education Spending	Equalized Pupils	Education Spending/ Equalized Pupil
Duxbury (Debt Only)	\$ 22,776	\$ 22,776		\$ 201
Fayston	\$ 1,774,780	\$ 1,453,518	94.02	\$ 15,460
Moretown	\$ 2,470,904	\$ 1,906,160	107.71	\$ 17,697
Waitsfield	\$ 2,259,942	\$ 1,972,621	127.32	\$ 15,493
Warren	\$ 2,543,126	\$ 2,069,103	147.67	\$ 14,012
Waterbury-Duxbury Union	\$ 11,889,435	\$ 10,194,815	656.78	\$ 15,522
Harwood Union	\$ 14,219,230	\$ 12,000,800	707.06	\$ 16,973
	\$ 35,180,193	\$ 29,619,793	1,840.56	

C6 - Washington West Supervisory Union
Ac 46 Homestead Tax Projections - March 30, 2016

Blended tax projections (HUHS and Local School District for each town) are created using a set of estimates for purposes of comparative illustration. The estimates do not account for legislative changes, policy decisions or management decisions, now or over time. Tax Projections include:

1. No Governance Change – Do Nothing, Status Quo until state consolidates SU effective FY20-21
2. Accelerated Merger effective July 1, 2017 (FY2018)
3. State consolidates SU into Unified Union in FY2020-2021, all incentives forfeited

Preliminary Key Assumptions used in each of the model projections include:

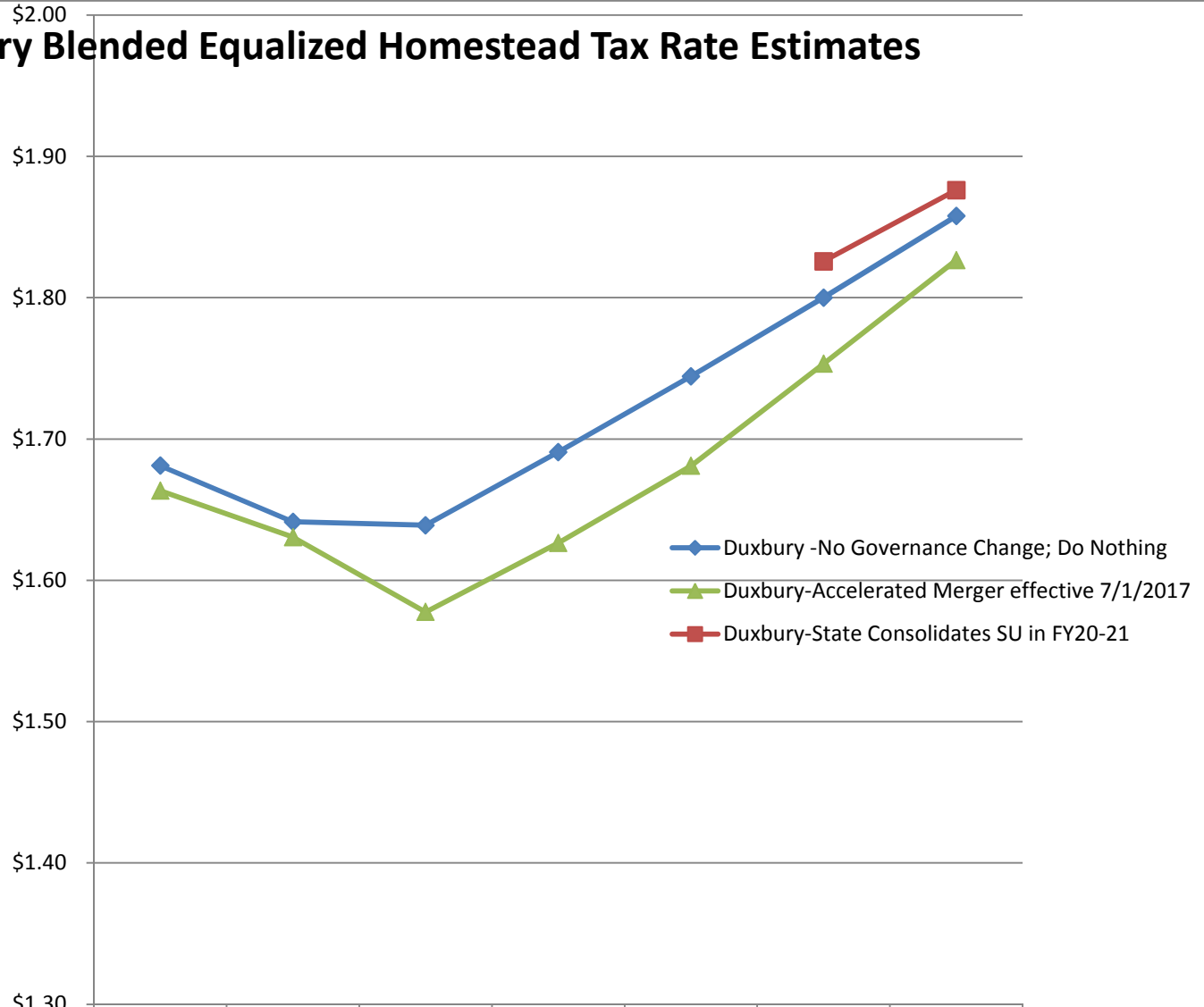
- A. Education Spending – An increase of 3% per year, over the FY2017 Base Year, is used for each district and the consolidated unified union with the following adjustments:
 - a. The Small School Grants for Fayston and Moretown at the FY2017 budgeted amount is retained for the accelerated merger projections.
 - b. Efficiency Savings of \$100K annually in accelerated merger projections FY2019-FY2020 with an additional \$300K annually in FY2021-2022
 - c. The retirement of current long term debt for Moretown, Waterbury-Duxbury Union and Harwood Union scheduled for FY2017 has been considered and the associated FY2017 principal and interest removed from education spending in FY2018 and beyond. The retirement of long term debt scheduled for Warren and Duxbury has been considered and the associated FY2018 principal and interest removed from education spending in FY2019 and beyond.
 - d. Warren’s deficit of an estimated \$260K is funded over four years in the “Do Nothing” model and retired in FY2018 in the “Accelerated Merger”.
 - e. Principal and Interest payments associated with anticipated debt for facility improvements at the Warren School have been based on \$2.55 M, with the first principal payment in FY2018. Per the Articles of Association, if Warren votes to join the Unified Union, the Unified union will assume \$2.55 M of approved debt.

- B. Equalized Pupil Count is based on the average change in each district over the last three years, FY2015 to FY2017. Equalized Pupils used in the projections are summarized below:

Equalized Pupils for Tax Projections	Fayston		Moretown		Waitsfield		Warren		Waterbury-Duxbury		HUHS		Total WWSU	
	Value	% Change	Value	% Change	Value	% Change	Value	% Change	Value	% Change	Value	% Change	Value	% Change
FY2018	94.11	0.1%	109.43	1.6%	126.17	-0.9%	148.26	0.4%	656.12	-0.1%	687.26	-2.8%	1,821.37	-1.0%
FY2019	94.21	0.1%	111.18	1.6%	125.04	-0.9%	148.85	0.4%	655.47	-0.1%	668.02	-2.8%	1,802.77	-1.0%
FY2020	94.30	0.1%	112.96	1.6%	123.91	-0.9%	149.45	0.4%	654.81	-0.1%	649.31	-2.8%	1,784.75	-1.0%
FY2021	94.40	0.1%	114.77	1.6%	122.80	-0.9%	150.05	0.4%	654.16	-0.1%	631.13	-2.8%	1,767.30	-1.0%
FY2022	94.49	0.1%	116.61	1.6%	121.69	-0.9%	150.65	0.4%	653.50	-0.1%	613.46	-2.8%	1,750.40	-1.0%

- C. The Yield is estimated at \$9,870 for FY2017 and increased by 1% per year.
- D. The “Do Nothing” projections assume the same allocation of percentage of students in HUHS and Local School District(s) as in FY2016-2017 in the models with no merger.
- E. The Accelerated Merger projections include the tax reduction incentive of \$.10 in FY2018, \$.08 in FY2019, \$.06 in FY2020, \$.04 in FY2021 and \$.02 in FY2022.

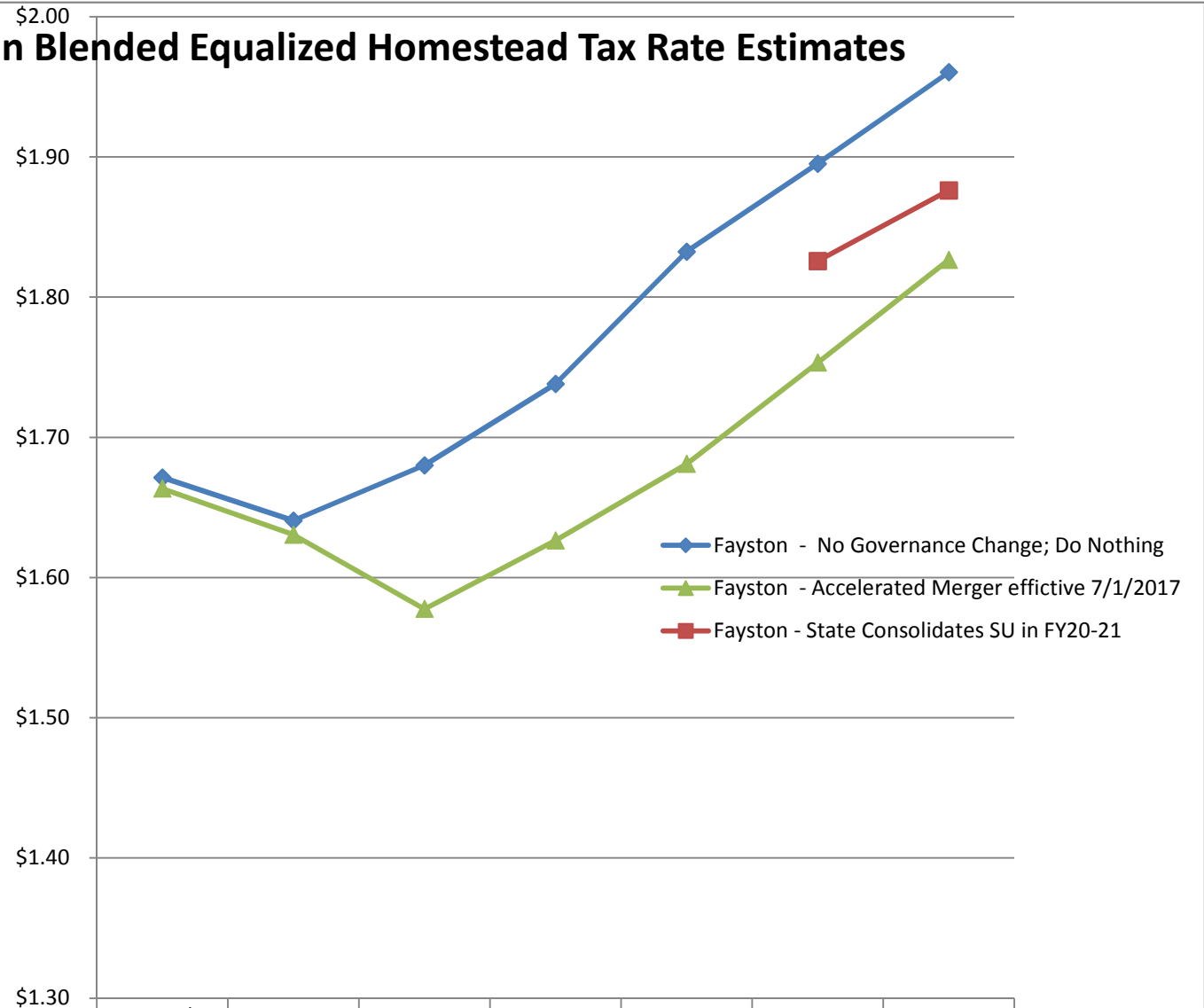
Duxbury Blended Equalized Homestead Tax Rate Estimates



Notes: Considers debt retiring in FY2018

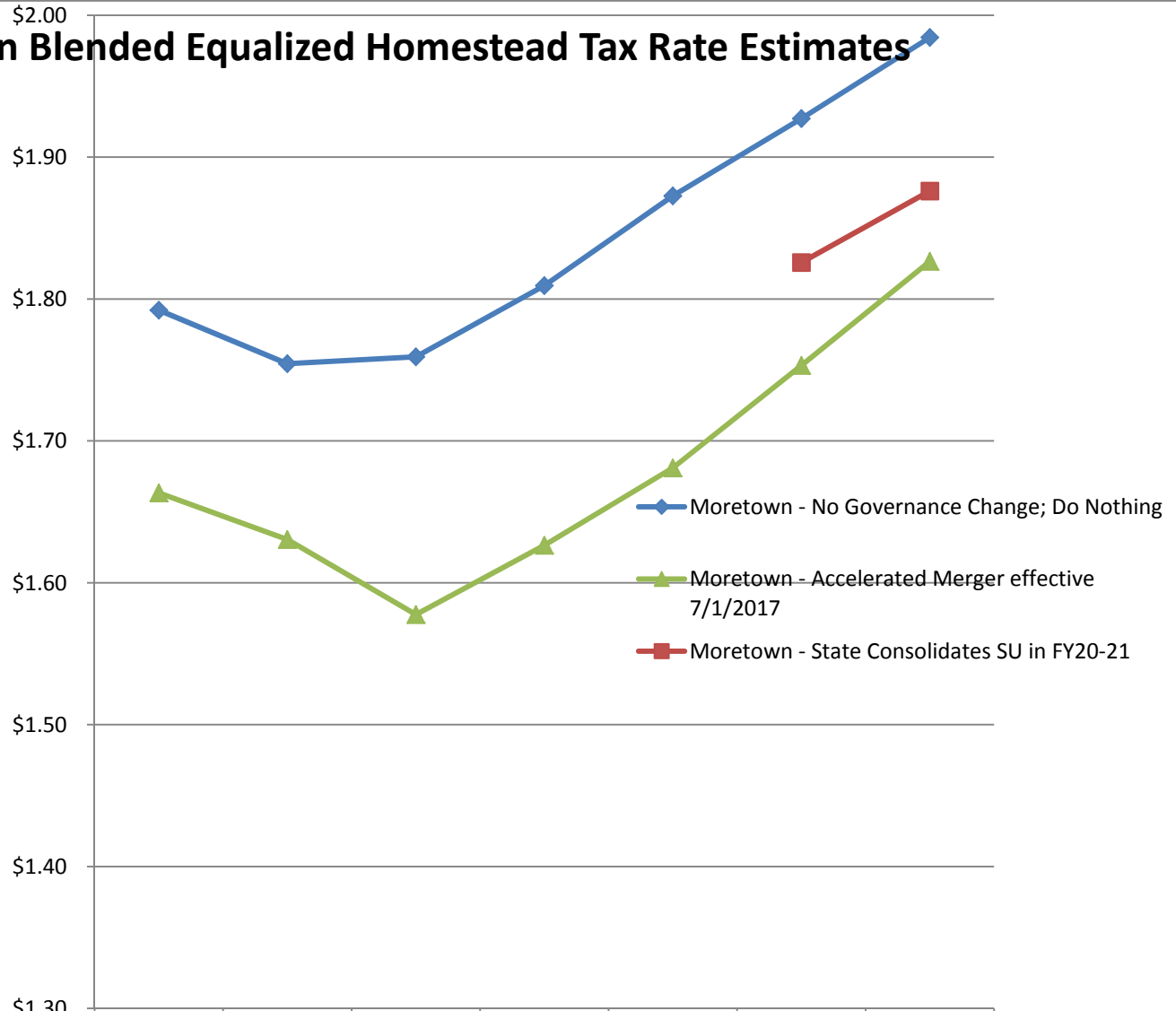
	Actual FY 2015-16	BASE YR FY16-17	FY17-18	FY18-19	19-20	20-21	21-22
Duxbury -No Governance Change; Do Nothing	\$1.68	\$1.64	\$1.64	\$1.69	\$1.74	\$1.80	\$1.86
Duxbury-Accelerated Merger effective 7/1/2017	\$1.66	\$1.63	\$1.58	\$1.63	\$1.68	\$1.75	\$1.83
Duxbury-State Consolidates SU in FY20-21						\$1.83	\$1.88

Fayston Blended Equalized Homestead Tax Rate Estimates



	Actual FY 2015-16	BASE YR FY16-17	FY17-18	FY18-19	19-20	20-21	21-22
Fayston - No Governance Change; Do Nothing	\$1.67	\$1.64	\$1.68	\$1.74	\$1.83	\$1.90	\$1.96
Fayston - Accelerated Merger effective 7/1/2017	\$1.66	\$1.63	\$1.58	\$1.63	\$1.68	\$1.75	\$1.83
Fayston - State Consolidates SU in FY20-21						\$1.83	\$1.88

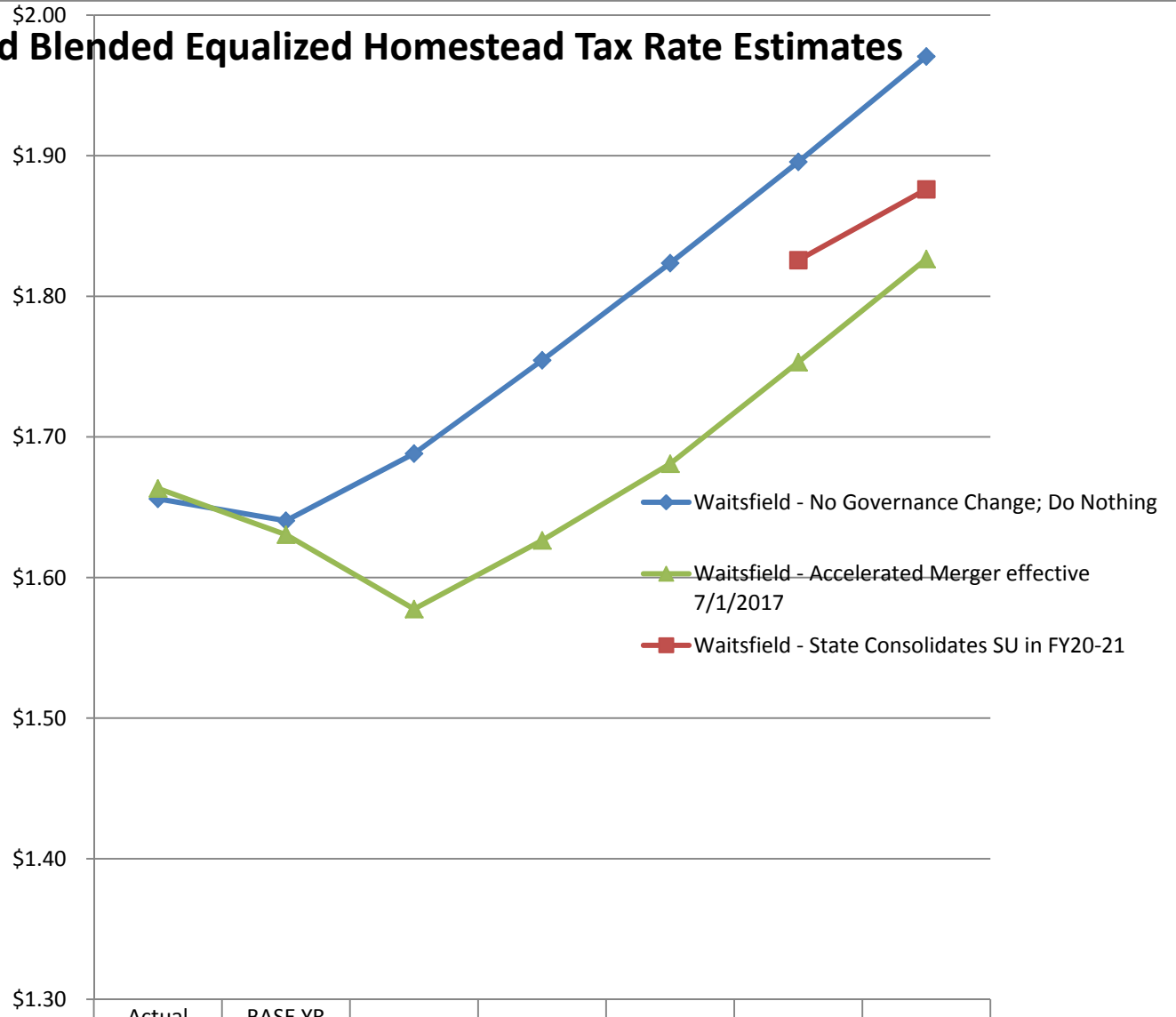
Moretown Blended Equalized Homestead Tax Rate Estimates



Notes: Considers debt retiring in FY2017

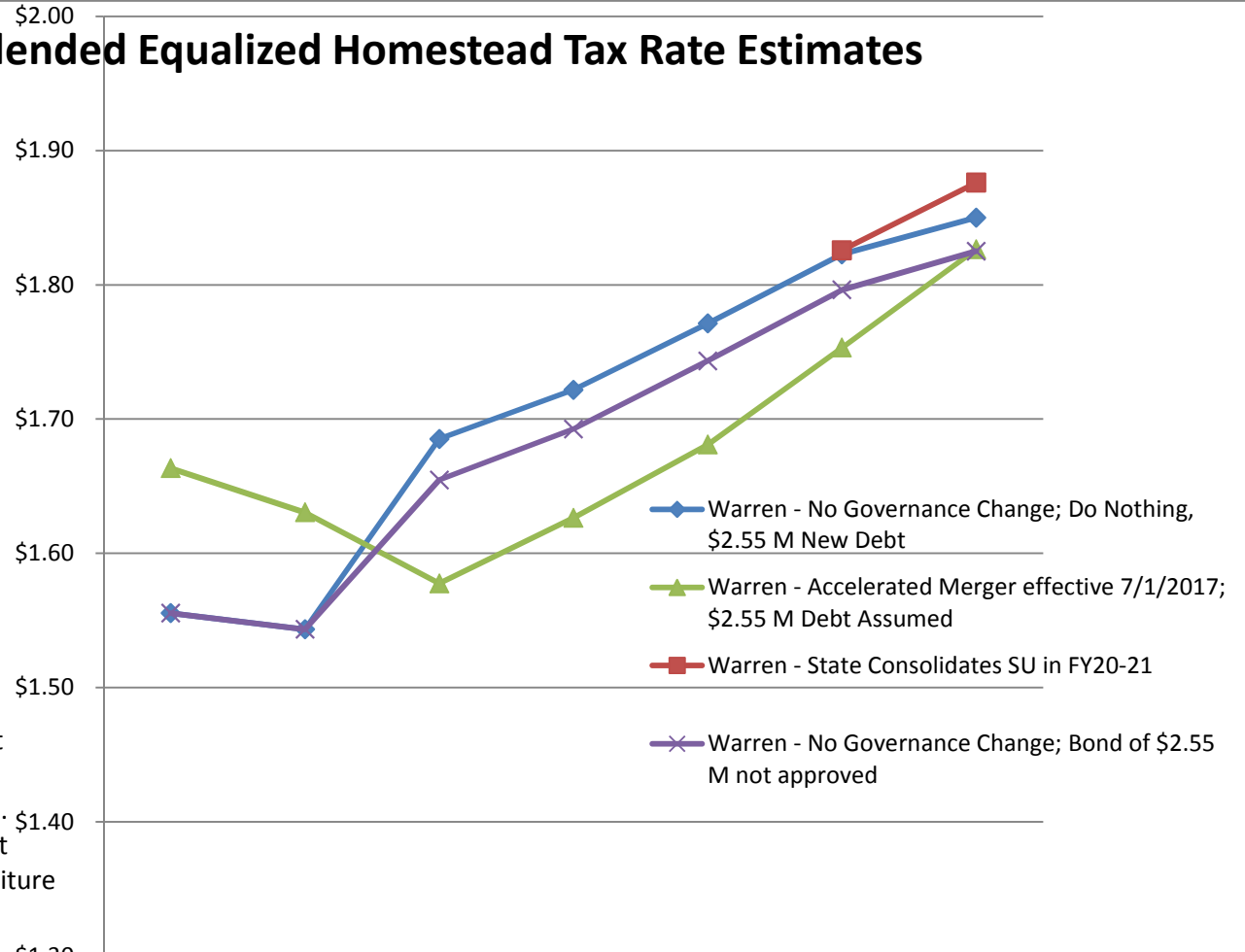
	Actual FY 2015-16	BASE YR FY16-17	FY17-18	FY18-19	19-20	20-21	21-22
Moretown - No Governance Change; Do Nothing	\$1.79	\$1.75	\$1.76	\$1.81	\$1.87	\$1.93	\$1.98
Moretown - Accelerated Merger effective 7/1/2017	\$1.66	\$1.63	\$1.58	\$1.63	\$1.68	\$1.75	\$1.83
Moretown - State Consolidates SU in FY20-21						\$1.83	\$1.88

Waitsfield Blended Equalized Homestead Tax Rate Estimates



	Actual FY 2015-16	BASE YR FY16-17	FY17-18	FY18-19	19-20	20-21	21-22
Waitsfield - No Governance Change; Do Nothing	\$1.66	\$1.64	\$1.69	\$1.75	\$1.82	\$1.90	\$1.97
Waitsfield - Accelerated Merger effective 7/1/2017	\$1.66	\$1.63	\$1.58	\$1.63	\$1.68	\$1.75	\$1.83
Waitsfield - State Consolidates SU in FY20-21						\$1.83	\$1.88

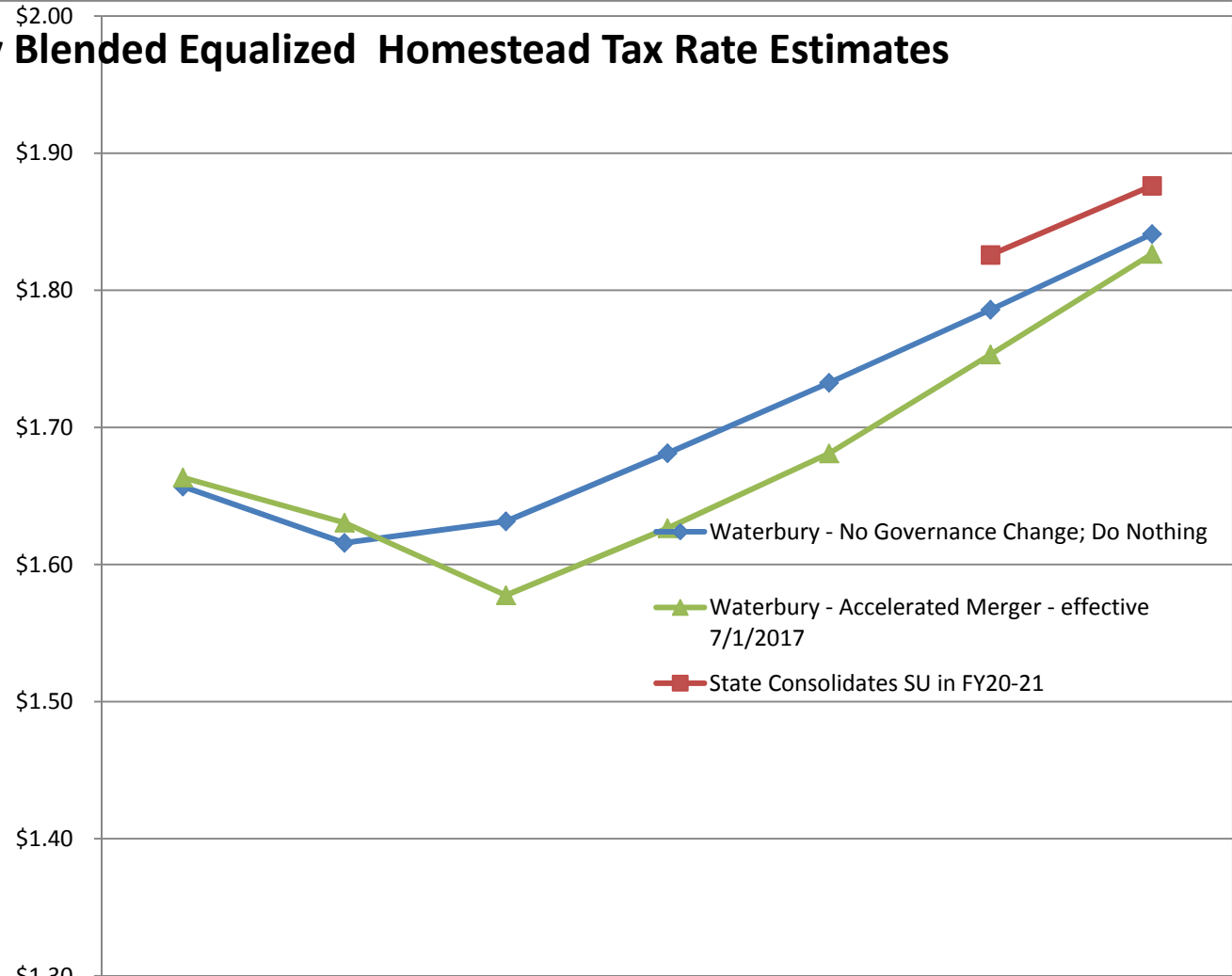
Warren Blended Equalized Homestead Tax Rate Estimates



1) Includes classroom addition debt retiring in FY2018. 2) General Fund deficit retired over 4 yrs in No Governance Change and 1 year, FY2018, in Accelerated. 3) If no governance change and bond is not approved, \$125K increased annual expenditure to address facility safety needs is included.

	Actual FY 2015-16	BASE YR FY16-17	FY17-18	FY18-19	19-20	20-21	21-22
Warren - No Governance Change; Do Nothing, \$2.55 M New Debt	\$1.56	\$1.54	\$1.69	\$1.72	\$1.77	\$1.82	\$1.85
Warren - Accelerated Merger effective 7/1/2017; \$2.55 M Debt Assumed	\$1.66	\$1.63	\$1.58	\$1.63	\$1.68	\$1.75	\$1.83
Warren - State Consolidates SU in FY20-21						\$1.83	\$1.88
Warren - No Governance Change; Bond of \$2.55 M not approved	\$1.56	\$1.54	\$1.65	\$1.69	\$1.74	\$1.80	\$1.83

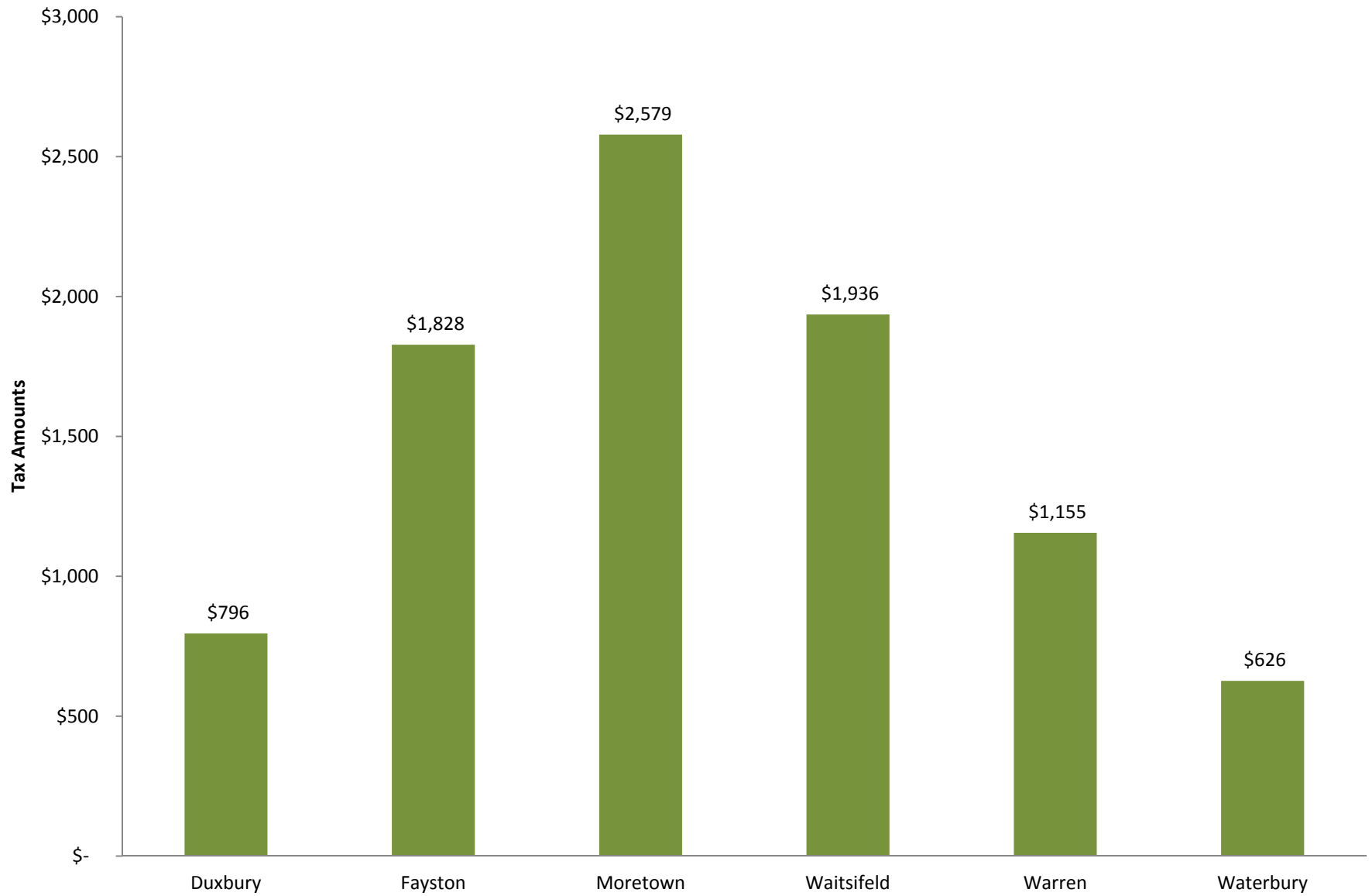
Waterbury Blended Equalized Homestead Tax Rate Estimates



Notes: Considers debt for CB construction retiring in FY2017

	Actual FY 2015-16	BASE YR FY16-17	FY17-18	FY18-19	19-20	20-21	21-22
Waterbury - No Governance Change; Do Nothing	\$1.66	\$1.62	\$1.63	\$1.68	\$1.73	\$1.79	\$1.84
Waterbury - Accelerated Merger - effective 7/1/2017	\$1.66	\$1.63	\$1.58	\$1.63	\$1.68	\$1.75	\$1.83
State Consolidates SU in FY20-21						\$1.83	\$1.88

Average, Estimated 5-Year Tax Savings on a \$300K Home



Summary Tax Rate Change Table

	Equalized Homestead Tax Rate		FY2017 CLA	Tax Rate After CLA			Accelerated Savings/Year \$300,000 Homestead	
	No Change	Accelerated		No Change	Accelerated	Accelerated		
FY2017								
Duxbury	\$ 1.64	NA	100.77%	\$ 1.62	NA	NA		
Fayston	\$ 1.64	NA	105.27%	\$ 1.56	NA	NA		
Moretown	\$ 1.75	NA	103.33%	\$ 1.70	NA	NA		
Waitsfield	\$ 1.64	NA	103.47%	\$ 1.59	NA	NA		
Warren	\$ 1.54	NA	100.33%	\$ 1.54	NA	NA		
Waterbury	\$ 1.62	NA	99.33%	\$ 1.63	NA	NA		
FY2018								
Duxbury	\$ 1.64	\$ 1.58	100.77%	\$ 1.63	\$ 1.57	\$ (0.06)	\$ (183)	
Fayston	\$ 1.68	\$ 1.58	105.27%	\$ 1.60	\$ 1.50	\$ (0.10)	\$ (292)	
Moretown	\$ 1.76	\$ 1.58	103.33%	\$ 1.70	\$ 1.53	\$ (0.18)	\$ (528)	
Waitsfield	\$ 1.69	\$ 1.58	103.47%	\$ 1.63	\$ 1.52	\$ (0.11)	\$ (321)	
Warren	\$ 1.69	\$ 1.58	100.33%	\$ 1.68	\$ 1.57	\$ (0.11)	\$ (322)	
Waterbury	\$ 1.63	\$ 1.58	99.33%	\$ 1.64	\$ 1.59	\$ (0.05)	\$ (163)	
FY2019								
Duxbury	\$ 1.69	\$ 1.63	100.77%	\$ 1.68	\$ 1.61	\$ (0.06)	\$ (191)	
Fayston	\$ 1.74	\$ 1.63	105.27%	\$ 1.65	\$ 1.55	\$ (0.11)	\$ (318)	
Moretown	\$ 1.81	\$ 1.63	103.33%	\$ 1.75	\$ 1.57	\$ (0.18)	\$ (531)	
Waitsfield	\$ 1.75	\$ 1.63	103.47%	\$ 1.70	\$ 1.57	\$ (0.12)	\$ (371)	
Warren	\$ 1.72	\$ 1.63	100.33%	\$ 1.72	\$ 1.62	\$ (0.10)	\$ (285)	
Waterbury	\$ 1.68	\$ 1.63	99.33%	\$ 1.69	\$ 1.64	\$ (0.06)	\$ (165)	
FY2020								
Duxbury	\$ 1.74	\$ 1.68	100.77%	\$ 1.73	\$ 1.67	\$ (0.06)	\$ (189)	
Fayston	\$ 1.83	\$ 1.68	105.27%	\$ 1.74	\$ 1.60	\$ (0.14)	\$ (432)	
Moretown	\$ 1.87	\$ 1.68	103.33%	\$ 1.81	\$ 1.63	\$ (0.19)	\$ (556)	
Waitsfield	\$ 1.82	\$ 1.68	103.47%	\$ 1.76	\$ 1.62	\$ (0.14)	\$ (413)	
Warren	\$ 1.77	\$ 1.68	100.33%	\$ 1.77	\$ 1.68	\$ (0.09)	\$ (270)	
Waterbury	\$ 1.73	\$ 1.68	99.33%	\$ 1.74	\$ 1.69	\$ (0.05)	\$ (156)	
FY2021								
Duxbury	\$ 1.80	\$ 1.75	100.77%	\$ 1.79	\$ 1.74	\$ (0.05)	\$ (140)	
Fayston	\$ 1.90	\$ 1.75	105.27%	\$ 1.80	\$ 1.67	\$ (0.13)	\$ (404)	
Moretown	\$ 1.93	\$ 1.75	103.33%	\$ 1.87	\$ 1.70	\$ (0.17)	\$ (505)	
Waitsfield	\$ 1.90	\$ 1.75	103.47%	\$ 1.83	\$ 1.69	\$ (0.14)	\$ (413)	
Warren	\$ 1.82	\$ 1.75	100.33%	\$ 1.82	\$ 1.75	\$ (0.07)	\$ (208)	
Waterbury	\$ 1.79	\$ 1.75	99.33%	\$ 1.80	\$ 1.76	\$ (0.03)	\$ (99)	
FY2022								
Duxbury	\$ 1.86	\$ 1.83	100.77%	\$ 1.84	\$ 1.81	\$ (0.03)	\$ (93)	\$ (796)
Fayston	\$ 1.96	\$ 1.83	105.27%	\$ 1.86	\$ 1.74	\$ (0.13)	\$ (381)	\$ (1,828)
Moretown	\$ 1.98	\$ 1.83	103.33%	\$ 1.92	\$ 1.77	\$ (0.15)	\$ (458)	\$ (2,579)
Waitsfield	\$ 1.97	\$ 1.83	103.47%	\$ 1.90	\$ 1.77	\$ (0.14)	\$ (418)	\$ (1,936)
Warren	\$ 1.85	\$ 1.83	100.33%	\$ 1.84	\$ 1.82	\$ (0.02)	\$ (70)	\$ (1,155)
Waterbury	\$ 1.84	\$ 1.83	99.33%	\$ 1.85	\$ 1.84	\$ (0.01)	\$ (44)	\$ (626)

Estimated Savings
over 5 years

Appendix E - FY2016 Staff Summary and Student/Staff Ratios

	K-6 Classroom Teachers and Teachers Teaching Core Subjects in grade 7 and up*	Pre-K Teachers	Special Ed, SLP & EEE	All Other Teachers - Art, Music, Guidance, Technology, Nurse, etc.	Total Teachers	School Administrator	Admin Support Staff	Custodial	Food Service	All Other Support Staff-Instructional Asst.'s, Library Aide's, Technology Coordinators, etc.	Total-All Staff
<u>Staff FTE</u>											
Fayston Elementary (PK-6)	6.50	0.32	1.40	4.45	12.67	1.00	1.00	1.25	2.00	3.83	21.75
Moretown Elementary (PK-6)	6.00	0.80	2.50	4.02	13.32	1.00	1.00	1.00	0.00	7.00	23.32
Waitsfield Elementary (PK-6)	7.00	0.84	3.00	4.50	15.34	1.00	1.00	1.63	0.00	6.30	25.27
Warren Elementary (PK-6)	9.00	1.50	3.30	4.20	18.00	1.00	1.00	1.38	2.00	7.20	30.58
Thatcher Brook (PK-4)	21.00	1.60	8.00	10.40	41.00	2.00	2.00	4.00	2.25	15.85	67.10
Crossett Brook (4-8)	15.22	0.00	5.50	13.10	33.82	2.00	2.00	4.00	2.50	20.30	64.62
HUHS (7-12)	37.70	0.00	13.05	28.53	79.28	4.00	3.00	6.00	7.00	27.55	126.83
WWSU											14.40
Totals	102.42	5.06	36.75	69.20	213.43	12.00	11.00	19.26	15.75	88.03	373.87
<u>Student to Staff Ratio Per Category**</u>											
Fayston Elementary (PK-6)	14.46		67.14	21.12	7.61	94.00	94.00	75.20	47.00	24.54	4.39
Moretown Elementary (PK-6)	17.50		42.00	26.12	8.39	105.00	105.00	105.00	0.00	15.00	4.66
Waitsfield Elementary (PK-6)	16.00		37.33	24.89	7.72	112.00	112.00	68.71	0.00	17.78	4.58
Warren Elementary (PK-6)	16.67		45.45	35.71	9.09	150.00	150.00	108.70	75.00	20.83	5.16
Thatcher Brook (PK-4)	17.00		44.63	34.33	9.06	178.50	178.50	89.25	158.67	22.52	5.45
Crossett Brook (4-8)	16.69		46.18	19.39	7.51	127.00	127.00	63.50	101.60	12.51	3.93
HUHS (7-12)	17.88		51.65	23.62	8.50	168.50	224.67	112.33	96.29	24.46	5.31
WWSU											0.01

*Core Subjects are considered English, Math, Science and Social Studies

**Based on 10/1/2015 K-12 Total School Enrollment, Pre-K students not included:

Fayston Elementary (PK-6)	94
Moretown Elementary (PK-6)	105
Waitsfield Elementary (PK-6)	112
Warren Elementary (PK-6)	150
Thatcher Brook (PK-4)	357
Crossett Brook (4-8)	254
HUHS (7-12)	<u>674</u>
	1746

WATERBURY-DUXBURY PLANNING COMMITTEE

Waterbury Elementary School
47 Stowe Street
Waterbury VT 05676
(802) 244-7195

Duxbury Elementary School
RD #2, Box 1150
Waterbury VT 05676
(802) 244-6639

REPORT OF THE WATERBURY-DUXBURY PLANNING COMMITTEE

Adopted by the committee on April 13, 1994

Amended by the committee on April 25, 1994

Approved by the State Board of Education on May 17, 1994

1. The school districts the committee considers necessary to the establishment of the proposed union:

The Waterbury and Duxbury School Districts are necessary to the establishment of the proposed union, for the purpose of serving grades K-8.

2. The additional school districts the committee considers advisable to be included in the proposed union:

There are no additional districts which the committee considers advisable to be included in the proposed union.

3. The class of schools to be operated:

The proposed union will operate schools serving students in grades K through 8, but the two districts would remain members of the Harwood Union High School District for grades 9 through 12.

4. The cost and general location of any proposed new schools to be constructed:

K-4 students would, for the foreseeable future, be educated at what is now known as the Waterbury Elementary School.

The proposed union would build a new middle school serving approximately 400 students in grades five through eight. The facility of approximately 62,000 square feet would cost an estimated \$5,360,000.00, less anticipated state aid of 50%.

The location of the new middle school will be in Duxbury, as near as is practicable to the Village of Waterbury.

5. The transportation, teaching staff, and curriculum to be provided:

a) Transportation: Transportation services will be provided by the proposed union to the extent called for under a policy developed by the union school board.

b) Teaching Staff: The union board will hire a teaching staff that meets the needs of the students of the union and the requirements of the State of Vermont.

c) Curriculum: The curriculum of the proposed union will meet high standards, and will be appropriate to the needs of the students of the union.

6. The indebtedness of proposed member districts which the union shall assume:

At the time the union is formed, the union shall assume the outstanding amount of the Waterbury School District debt for recent accessibility modifications made to the Waterbury Elementary School. (As of April 1, 1994: \$89,340.00)

7. The specific properties of proposed member districts which the union is to acquire, their valuation, and how the union shall pay for them:

The union shall acquire the contents of the current Waterbury Elementary School at no cost.

The union shall acquire the contents of the current Duxbury Elementary School at no cost.

The union shall acquire land suitable for the new middle school, located in Duxbury, at no cost.

The union shall acquire from the Waterbury School District what is currently known as the Waterbury Elementary School and the lot of land on which it stands, owned by the school district and located within the area bound by Stowe Street, High Street, Armory Drive, and Hillcrest Terrace. The cost of this acquisition shall be \$644,000.00, and it shall be borne by the Duxbury School District.

If the communities' respective interests in any union assets need to be determined at any given time, they shall be determined *[in]* by the ratio of *[their]* each school district's equalized grand list*[s at that time, consistent with the method of allocation of capital and operating expenses]* in the prior school year.

8. The allocation of capital and operating expenses of the union among member districts:

Capital expenses and operating expenses shall be allocated *[on the basis of an aggregate and]* by the ratio of each school district's equalized grand list in the prior

school year. The intent of this allocation method is to equalize the cost of education to all taxpayers of the union regardless of *[town]* the school district of residence.

[The proposed union shall hold its annual meeting not more than one week prior to Town Meeting Day. The annual budget of the union shall be voted by Australian ballot at the member towns' annual meeting.]

9. The method of apportioning the representation which each proposed member district shall have on the union school board:

The Board of Directors of the proposed union school district shall have five members, three of whom will be Waterbury residents, elected by the Waterbury School District, one of whom will be a Duxbury resident, elected by the Duxbury School District, and one of whom will be a resident of the proposed union, elected at large by both school districts.

The at-large board member will be elected by Australian ballot at each *[town's]* school district's annual meeting. For the purpose of election of the at-large member, the Waterbury Town Clerk will act as the clerk of the union district

10. The term of office of directors initially elected:

Initial election to a one year term:	One Waterbury member.
Initial election to a two year term:	One Waterbury member. The at-large member.
Initial election to a three year term:	One Waterbury member The Duxbury member

11. The date on which the union proposal will be submitted to the voters:

The proposal will be submitted to the voters on June 16, 1994.

12. Any other matters which the committee considers pertinent:

Continued existence of the union is contingent upon approval by voters of the withdrawal of Waterbury and Duxbury seventh and eighth graders from Harwood Union High School, and approval by voters of construction and financing of a new middle school to serve students of the proposed union.

The annual budget of the union shall be voted by Australian ballot at the member school district's annual meeting. The ballots shall be commingled.

1

WARRANT

The voters of the town school district of Waterbury are hereby notified and warned to meet in the auditorium of the Elementary School on Stowe Street in the Village of Waterbury on the 16th day of June 1994, to vote by Australian ballot between the hours of 7 A.M., at which time the polls will open, and 7 P.M., at which time the polls will close, upon the following articles of business:

Article I

Shall the town school district of Waterbury which the State Board of Education has found necessary or advisable to include in the proposed union school district, join with the school district of Duxbury, for the purpose of forming a union school district, as provided in title 16, Vermont Statutes Annotated, upon the following conditions and agreements:

(a) Class of schools. The proposed union will operate schools serving students in grades K through 8, but the two districts would remain members of the Harwood Union High School District for grades 9 through 12.

(b) Board of School Directors. The Board of Directors of the proposed union school district shall have five members, three of whom will be Waterbury residents, elected by the Waterbury School District, one of whom will be a Duxbury resident, elected by the Duxbury School District, and one of whom will be a resident of the proposed union, elected at large by both school districts. The term of office of directors initially elected: Initial election to a one year term: One Waterbury member, Initial election to a two year term: One Waterbury member, and the at-large member. Initial election to a three year term: One Waterbury member and The Duxbury member.

(c) Apportionment of Expenses. The allocation of capital and operating expenses of the union among member districts: Capital expenses and operating expenses shall be allocated by the ratio of each school district's equalized grand list in the prior school year. The intent of this allocation method is to equalize the cost of education to all taxpayers of the union regardless of the school district of residence.

(d) Assumption of debts and ownership of school property. The union school district shall assume the indebtedness of member districts, acquire the school properties of member districts, and pay for them, all as specified in the final report.

(e) Final Report. The provisions of the final report approved by the State Board of Education on the 15th day of May, 1994, which will be on file in the town clerk's office, shall govern the union district.

Article II

To elect 5 (five) school directors, to serve on the proposed union school district board from the date of the organization meeting for terms as provided in the final report.

Dated at Waterbury this 13th day of May 1994

Rodney E. Lysolrup
K - 51

The voters of the Town School District of Duxbury are hereby notified and warned to meet at the Dillingham Grange in the town of Duxbury on the 16th day of June 1994, to vote by Australian ballot between the hours of 9:00 a.m., at which time the polls will open, and 7:00 p.m., at which time the polls will close, upon the following articles of business:

ARTICLE I

Shall the Town School District of Duxbury which the State Board of Education has found necessary or advisable to include in the proposed union school district, join with the School District of Waterbury, for the purpose of forming a union school district, as provided in Title 16, Vermont Statutes Annotated, upon the following conditions and agreements:

- (a) Class of Schools. The proposed union will operate schools serving students in grades K through 8, but the two districts would remain members of the Harwood Union High School District for grades 9 through 12.
- (b) Board of School Directors. The Board of Directors of the proposed union school district shall have five (5) members, three of whom will be Waterbury residents, elected by the Waterbury School District, one of whom will be a Duxbury resident, elected by the Duxbury School District, and one of whom will be a resident of the proposed union, elected at large by both school districts. The term of office of directors initially elected:
Initial election to a one-year term - one Waterbury member
Initial election to a two-year term - one Waterbury member and the at-large member
Initial election to a three-year term - one Waterbury member and the Duxbury member.
- (c) Apportionment of Expenses. The allocation of capital and operating expenses of the union among member districts: Capital expenses and operating expenses shall be allocated by the ratio of each school district's equalized grand list in the prior school year. The intent of this allocation method is to equalize the cost of education to all taxpayers of the union regardless of the school district of residence.
- (d) Assumption of Debts and Ownership of School Property. The union school district shall assume the indebtedness of member districts, acquire the school properties of member districts, and pay for them, all as specified in the final report.
- (e) Final Report. The provisions of the final report approved by the State Board of Education on the 17th day of May, 1994, which will be on file in the Town Clerk's Office, shall govern the union district.

ARTICLE II

To elect five (5) school directors to serve on the proposed union school district board from the date of the organization meeting for terms as provided in the final report.

Dated at Duxbury this 11th day of May, 1994.

Todd N. Seymour
Todd Seymour, Chair