TOLLAND BOARD OF EDUCATION

Hicks Municipal Center Council Chambers Tolland, CT 06084

REGULAR MEETING

7:30 - 10:00 P.M.

AGENDA January 10, 2018

VISION STATEMENT

To represent education at its best, preparing each student for an ever-changing society, and becoming a full community of learning where excellence is achieved through each individual's success.

- A. CALL TO ORDER, PLEDGE OF ALLEGIANCE
- **B. APPROVAL OF MINUTES**

Regular Meeting - December 13, 2017

C. PUBLIC PARTICIPATION (2-minute limit)

The members of the Tolland Board of Education welcome members of the public to share their thoughts and ideas at this time. When appropriate to do so, members of the Board and the administration may respond to comments during "Points of Information". However, in consideration of those in attendance and in an effort to proceed in a timely manner, follow-up discussion may need to take place outside of the meeting setting.

- D. CORRESPONDENCE
- **E. POINTS OF INFORMATION**
- F. STUDENT REPRESENTATIVES' REPORT Alexandra Simon and Mallory Goldsmith.
- **G. SUPERINTENDENT'S REPORT**
 - G.1 Food Service Increase
 - G.2 Unfunded Mandates
 - **G.3** Mastery Learning Presentation
 - **G.4** 2018-2019 Budget Updates
- H. COMMITTEE & LIAISON REPORTS
- I. CHAIRPERSON'S REPORT
- J. BOARD ACTION

- K. PUBLIC PARTICIPATION (2-minute limit)

 Comments must be limited to items on this agenda.
- L. POINTS OF INFORMATION

Town Council Meeting- December 12, 2017

- M. FUTURE
- N. NEW BUSINESS
- O. ADJOURNMENT

TOLLAND BOARD OF EDUCATION

Tolland High School Library One Eagle Hill Tolland, CT 06084

REGULAR MEETING – December 13, 2017

Members Present: Ms. Colleen Yudichak, Chair; Ms. Karen Moran, Vice Chair; Ms. Michelle Harrold, Secretary; Mr. Bob Pagoni, Ms. Christina Plourd, Mr. Jeff Schroeder, Mr. Sam Adlerstein, Ms. Susan

Seaver

Members Absent: Ms. Jane Pasini

Administrators Present: Dr. Walter Willett, Superintendent of Schools

CALL TO ORDER. PLEDGE OF ALLEGIANCE A. Ms. Yudichak called the meeting to order at 7:33PM. The Pledge of Allegiance was recited.

B. APPROVAL OF MINUTES

Regular Meeting -November 8, 2017 Ms. Moran motioned to approve the minutes of the November 8th meeting. Mr. Pagoni seconded the motion. Changes: Ms. Karen Moran was present. All were in favor. Motion carried.

C. **PUBLIC PARTICIPATION**

Ms. Laura Roberts, 74 Nedwied Road, commented that the Board has a difficult job to do but it is time for "out of the box" thinking. She recommended looking for volunteers in the community. There are many people who can help and get involved. She also recommended that the Board look at the cap for pay to play which is now only \$700 and some of the electives. She took music in school and inquired if both a full time music teacher and a full time chorus teacher were necessary. Lastly, parents pay a fee for UConn classes to the University but not to the district and perhaps this would be another source of revenue for the school system. She added that she would like to see any drastic cuts done during the winter break as it will be even more difficult for students to adjust if changes are made in February and March.

Liz Costa, 54 Josiah Lane, commented that with no disrespect to Ms. Roberts, she would say the opposite with the exception of the idea for the UConn classes. Ms. Costa has sat in meetings and parents, teachers, staff, and students say there are not enough electives. Electives should not be cut. The Board should make the right decision and not take the cut at all. The hit should be taken at the fund balance level, not at the schools. The Board should listen to the teachers and students before they make its decision.

Jackie Thompson, Buff Cap Road, noted that she supports the music department. It is about more than just playing instruments. It is enrichment and makes people adults. Whenever one hears music on the radio or in the background of a tv show, that came from a musician that started in elementary school and went to college. Music schools want students who have a solid music background. Music works hand in hand with high intelligence and Ms. Thompson asked that they do what they can to save the music program.

Kate Vallo, 80 Tolland Green, appreciates that the Board has a challenging job to do. She appreciates the concessions that were offered at the last meeting but wishes they were a bit lower to do things like preserving the music program and core curriculum items like writing.

D. POINTS OF INFORMATION

Mr. Adlerstein commented on the minutes from the joint Town Council/BOE meeting. He highlighted the Board's reserve fund (1% fund). The Town Manager clarified some potential misunderstandings in that the money has been requested and it must be transferred upon request (which has been made) to be used as stipulated. Further, in regard to the Town's general fund balance, the Town Manager clarified the unassigned reserve balance was increasing from \$7.1M to \$7.9M. Subsequent to that, using the BOE's transfer of the 1% fund and the money earmarked for this year's budget still leaves the general fund balance with an increase. Mr. Adlerstein added that there may have been some confusion in regard to the compromise. The compromise, while in the minutes it is referred to as a 50/50 split, it is \$870K and the Board was asked to contribute \$370K towards that but the Board was also asked to give up the 1% reserve fund so in total, the Board was asked for \$763K by the Town Council.

Ms. Plourd explained that her understanding was that it was \$370K from the Board, \$400K from the fund balance, and \$100K from the Town with the Board relinquishing its 1% reserve fund.

Dr. Willett addressed items brought up during public comment. He noted that he very much appreciates the input and all suggestions are considered and become part of the thought process. Dr. Willett explained that music is one of the items that makes the district competitive with magnet and charter schools. It makes a great contribution and as the Superintendent he needs to position Tolland to be competitive in the future so it can take advantage of the state grants and evolving state situations. In the next 10 years, there will be clear winners and losers with regard to school districts. Tolland will be one or the other but not having music resources could make it a "loser" when students choose to attend schools with the music programs and take their per pupil expenditure funds with them. He added that electives are very important in making a district competitive and in a connected way curriculum writing is also a priority. He is trying to find ways in the current system to achieve curriculum writing beyond the summer. While there may still be some summer stipends, Dr. Willett believes it is a crucial part of a teacher's role to develop curriculum. As a teacher he wanted to be involved in curriculum writing and believes teachers have a vested interest. It would be more effective to do so.

E. STUDENT REPRESENTATIVES' REPORT – Alexandra Simon & Mallory Goldsmith

- Many students are speaking about the music program and there are unsettled feelings and nervousness that is affecting student morale. Students discuss their feelings in music classes and many people are worried that there will be cuts. Students want to see the music department continue to thrive.
- Teacher surveys some students viewed the surveys as being a bit inconsistent in that some required students to include their e-mail addresses which concerned students and made them wary about completing them. While the surveys were a good thing to do, many including the representative are a bit unsure about them.
- Holiday fundraising is underway and includes a toy drive which just ended.
- Many students do not know that information such as the Board's minutes is easily accessible or where to find it.

Many students have questions regarding Mastery Based Learning and block scheduling.

Dr. Willett thanked the representatives for bringing these items to the Board. He has spoken with the Student Council about Mastery Based Learning and he will ask Ms. Palumbo to reach out and schedule some additional time for him to discuss it with the Student Council. He has also done presentations to the community, with more to come. A Mastery Based Learning three year plan has been posted and Dr. Willett will post more information directing people to the details. He is also in the process of creating a student newsletter.

With regard to block scheduling, there is a committee that includes parents, teachers, and staff that is reviewing schedules. This committee is being run by an independent organization brought in by Dr. Willett called CREC (the Capitol Region Education Council). Dr. Willett and many others appreciate block scheduling at THS; it was instituted in 1996 and it is important that we regularly review our programs and options. Dr. Willett will have the findings presented in a public meeting when the study is complete.

Dr. Willett addressed the concern regarding the surveys. He will double check but believes the e-mail requirement is a feature to ensure those answering the surveys were internal users to the school district.

Dr. Willett offered to attend more Student Council meetings and is available any time if the Student Council members would like to meet with him either in a small group, or an entire Council.

F. SUPERINTENDENT'S REPORT

F.1. 2018 Board of Education Meeting Dates (Second Reading)

Dr. Willett presented the recommended BOE meeting dates (attachment F1). It was discussed whether the meeting start time should be changed from 7:30PM to 7:00PM. Due to professional and other responsibilities, it was decided that the start time should stay at 7:30PM. The Board also discussed removing the December 26th meeting date from the 2018 schedule.

Mr. Pagoni motioned to accept the proposed Board of Education meeting dates for 2018 with a start time of 7:30PM and to strike the December 26, 2018 date. Ms. Harrold seconded the motion. All were in favor. Motion carried. (This motion was rescinded.) Mr. Pagoni motioned to move item F.1 to item J.3 for action. Ms. Harrold seconded the motion. All were in favor. Motion carried.

- F.2. Cancellation December 27th Board of Education Meeting Mr. Schroeder motioned to cancel the December 27, 2017 meeting. Ms. Seaver seconded the motion. All were in favor. Motion carried. (This motion was rescinded.) Mr. Schroeder motioned to move item F.2 to item I.4 for action. Ms. Seaver seconded the motion. All were in favor. Motion carried.
- F.3. Appointment of BOE Members to Shared Services Committee (No enclosure) A discussion took place regarding appointing Board members to the noted ad-hoc Committee regarding seeking efficiencies and possible regional opportunities to save money. Ms. Plourd, Ms. Harrold, and Mr. Schroeder volunteered to be on the Committee.

Mr. Adlerstein noted that historically the Town Manager and Superintendent attend the meetings as well.

Mr. Pagoni motioned to appoint Ms. Plourd, Ms. Harrold, and Mr. Schroeder to the Shared Services Committee. Mr. Adlerstein seconded the motion. All were in favor. Motion carried.

F.4. Clarification of Education Reserve Fund (1% Fund) Transfer Request Dr. Willett reviewed the attachment F.4 including CT State Statute §10-248a and Ordinance Number 86 and provided a history of the fund. The information was broken down into contributions and how money is transferred. In order to transfer funds, the Board communicates an informal request to the Town and once the audit is completed, the Board communicates a formal request.

On June 14, 2017 the Board voted unanimously in a straw poll to instruct the Superintendent to reserve funds to the greatest extent possible and transfer those funds at the end of the 2016-2017 year to the 1% fund. On July 27, 2017, the Board Chair sent an e-mail to the Town Council Chair, the Superintendent, and the Town Manager requesting the transfer the funds. It was clarified on August 8, 2017 that the transfer of funds would be in the amount of \$393,339. At the November 1, 2017 meeting it was proposed that the fund balance be increased by \$400K with the majority of the money coming from what was termed by a Town official as the lapsed 16/17 BOE funds currently in the general fund balance.

A summary of the end of year funds was provided: the BOE's remaining balance of \$444,712 for the 2016/17 fiscal year was comprised of \$393,339 and \$51,373. The state shorted the Town \$51,373 and in turn this amount was left to transfer from the school funds to the Town general fund at the beginning of the 2016/17 fiscal year to make up for the state shortfall.

Dr. Willett explained that since the audit is now complete, if the Board would like to submit a formal request to transfer the funds pursuant to Ordinance 86, it may do so but it is typically done in session.

Mr. Adlerstein commented that based on the communication noted in the attachment, the transfer request has been done. Dr. Willett explained that the Board Chair did make the request, as did the Business Manager, but the funds cannot be transferred until the annual audit is complete to ensure the funds are available. He stated that a request for transfer is typically done as soon as possible once the audit is complete. Mr. Schroder believed that the request would be automatically fulfilled at the end of the audit process but Dr. Willett noted that the process he laid out has been historically how it has been done.

The Board tabled this item to discuss later in the meeting.

F.5. Budget Discussion/ Holdbacks/ State of the Schools/ Lighthouse (no attachment) Dr. Willett elaborated on the State of the Schools.

There are fixed costs and three major challenges facing Tolland which need to be addressed to ensure the district does not lose its competitiveness and strong school system in the years to come.

- Focus on cost avoidance programs
 - o Tolland's outplacement rates are too high and the school system can do a better job of serving students in the district but a commitment of resources is needed. The resources committed would be less than the cost of outplacements, thus avoiding that cost in the future.
- SRBI/RTI Support
 - Without SRBI/RTI support, the number of students classified as requiring special education is greater. By having the resources and support in place for students struggling in general education, fewer will require special education.
- Lighthouse project and Tuition programs
 - Mindful of the State Chess Match
 - o The State is incentivizing regionalization
 - o The district needs to protect its resources and keep program quality and
 - o Dr. Willett reviewed that increasingly brick and mortar magnets and charters are struggling with integration and otherwise, and the State will incentivize local schools in municipalities, if they meet certain parameters, to run magnet programs. These incentives will be in the form of grants and other funds. In turn, Dr. Willett would like to create programs to position the district to be able to take advantage of the revenue. This is part of the Lighthouse concept.
 - o Dr. Willett noted that he speculates there are three phases to the integration of a magnet program:
 - Plan of Study Phase (i.e. Tolland Business Academy)
 - Programs Development Phase (native Tolland students apply after sophomore year; college level track)
 - Pathway/Magnet Phase (out-of-district students would be able to tuition-in with possible some special Pathway/Program enrollment coming from out-of-district placements providing tuition)
 - o The alternative is to make large cuts in 10 years if cost avoidance, SRBI supports for the general population, and Lighthouse projects do not develop and/or are not supported, the music program will likely be eliminated, fewer sports programs will be available, and many programmatic elements will be lost. Only a core program would remain with constant tension to make cuts and college-bound students will be compelled to select a magnet option instead likely resulting in the loss of funds to the district. Ultimately, the State is encouraging regionalization because it has an integration and financing problem.
 - o Tolland is now at a precipice it can either fortify its position or weaken to the point where it cannot compete with surrounding districts.
 - o Benefits of having a robust district in Tolland include keeping the majority of students in town, avoidance of longer commute times and transportation issues, and the positive economic impact on the businesses in the community. Otherwise, potentially at the 6th or 8th grade level, students will

attend regional schools and the Town will incur the student's transportation costs, and still be responsible for expenses for outplacements and special education.

- o Dr. Willett will make reasonable budget proposals over the coming years. The Town needs to look at three ways of addressing the budget shortfalls.
 - Revenue/Taxes
 - Reasonable reductions
 - Fund balance the Town's financial documents have a target of having an 8% (approximately \$4M) to a 17% (approximately \$9M) fund balance. Currently, it is at approximately 14% (at least \$7.5M). Dr. Willett believes that using some of this fund balance over the next few years before things stabilize is probably necessary.

Mr. Adlerstein commented that at the current level, the district is not operating in a sustainable manner.

Dr. Willett noted that the Town and the Board did a diligent job in trying to respond to the State's unpredictability. The budget approved at referendum was \$39,333,948 and then the holdbacks came into play. Dr. Willett is in support of the \$370K in the Town Council's proposal. He has identified some items in the budget that he will work with to further contribute to offsetting the ECS impact, instead of purchasing program materials and hiring staff. Given the instability, he does not want to go beyond the \$370K figure and potentially end the year in a situation where the Board comes up short and needs to request assistance from the Town. He also did not feel this would go well just prior to the referendum.

Dr. Willett presented draft Budget Motion Considerations/Examples and noted that he does not recommend any one in particular. These are not the only options but are a starting point for discussion.

- Maintain the 2017/18 budget as approved at the November 14, 2017 referendum in the amount of \$39,333,948 allocated to the Board with no additional reductions.
- Instruct the Superintendent to allocate \$370K to be transferred to the Town budget at the end of the 2017/18 fiscal year to offset the impact of the ECS holdback State reductions announced on November 17th and to reduce the 2017/18 budget expenditures accordingly.
- Instruct the Superintendent to allocate \$870K to be transferred to the Town budget at the end of the 2017/18 fiscal year to offset the impact of the ECS holdback State reductions announced on November 17th and to reduce the 2017/18 budget expenditures accordingly.

Dr. Willett presented scenarios of what could occur based on the presented options.

- Funds could be used to recover some items from the program budget that were eliminated. This could include hiring selected staff.
- Add staff only, no program additions
- Add fewer but higher level staff

Dr. Willett presented some options for if the Board decides to take some action on the holdbacks.

- Reduce up to \$370K Dr. Willett would make some program adjustments, insurance adjustments, and would ask the teachers' union to sign off on reducing the school year from 181 to 180 student days.
- Reduce by \$870K assuming the 1% is not available this would have significant consequences. Reductions above plus additional staff.
- Reduce by \$870K assuming the 1% is available reductions above but fewer staff impacted.

Dr. Willett does not recommend taking action on any amount greater than \$370K.

A discussion took place. Mr. Pagoni inquired if this needs to be resolved this evening and noted that there are many moving parts and people have not had a chance to reflect on this. Ms. Harrold commented that she is in favor of coming to a resolution this evening in regard to what the Board can give back to the Town. Dr. Willett recommended providing information to the Town as soon as possible.

Mr. Adlerstein commented that making reductions to the Board's budget does not move the district toward the Lighthouse concepts and expressed concern that the Governor may make further rescissions in January. The district needs a plan around which everyone can rally - it cannot absorb more cuts. If it is the Lighthouse plan then they can figure out how to do it through efficiencies, tax increases, etc. He understands that the Town Council has not even considered a supplemental tax increase.

Dr. Willett explained that he will present a proposed budget for next year that is both responsible and reasonable but believes it is reasonable to suggest that the Town consider some amount of tax increase, an amount of reductions and efficiencies, and some amount of fund balance use. He confirmed that he has not yet discussed next year's budget extensively with the Town Manager but when asked what he believes the Town expectation would be of the Board he stated he feels the Town has communicated an expectation of an 80/20 split for reductions.

Ms. Yudichak inquired as to what would happen if the State issued further cuts in January. Dr. Willett explained that he has protectively frozen some elements of the budget already and if there was another hit those items would be impacted.

Ms. Harrold understands that the BOE could essentially be hit with \$870K and the Town with \$100K and this is unacceptable. She proposed that they forego the 1% fund request but keep the budget at \$39,333,948. If a Town like Tolland with such a large fund balance cannot use \$400K it is a shame and sends a clear message to the families in the community.

Mr. Adlerstein inquired if the Town Council has explored other options such as the debt service number and a supplemental tax increase. He does not believe due diligence has been done. A brief discussion with Town Council Member Tammy Nuccio and Town Council Member John Regan, both acting as Town Council liaisons at this evening's meeting, and Board members took place. The Town Council liaisons will bring the Board's thought process back to the Council for further discussion.

Mr. Schroeder commented that since Tolland is being punished for having such a large fund balance, it should use some to address items that are becoming acrimonious in Town. The use of the funds will not affect the bond rating.

Ms. Seaver commented that it is projected that the Town will be hit with approximately \$3.5M over the next 10 years. This could be at least partially mediated by the district's investment in cost avoidance, SRBI, and Lighthouse programs.

Ms. Moran noted that she reviewed the reserve fund balance policy. The state "sucker punched" the Town with \$870K which falls under the policy's definition of unanticipated. She noted that she has seen the ads for magnet schools as well and the education system in Tolland is a visible investment in the community that needs to be protected for the students and the property values for the future of the Town. She would have liked to have seen all of the options and facts presented at the joint meeting so a good decision could have been made together but it did not happen. She asked Dr. Willett what will keep the district sustainable and working toward the Lighthouse model and if giving up the 1% funds will hurt the school system. Dr. Willett explained that any lost funds reduce resources but felt a concession should be made. If the Board decides to do something aligned with what was proposed by the Town Manager, he can address it without any staff decreases at this time. He added that the 2018/19 budget will need to have funding for SRBI/RTI resources.

Ms. Moran motioned to extend the meeting past 10PM. Ms. Harrold seconded the motion. All were in favor. Motion carried.

Additional discussions took place with members expressing that they want to keep the referendum budget in place and in the spirit of partnership many members are in favor of forgoing the 1% fund.

Mr. Adlerstein motioned to add an action item I.1 to the agenda regarding Board action to instruct the Superintendent to resolve the allocation suggestions made in the Joint Town Council/Board of Education meeting. Mr. Pagoni seconded the motion. All were in favor. Motion carried.

Mr. Adlerstein motioned to add action item 1.2 to the agenda regarding rescinding the prior request to move funds to the 1% fund. Mr. Pagoni seconded the motion. All were in favor. Motion carried.

G. **COMMITTEE AND LIAISON REPORTS**

Town Council Liaison – it was noted that 300 kids signed up for basketball and 250 signed up for Trick or Treat

Finance and Facilities – a meeting will be scheduled for January

Policy – a meeting will be scheduled for January

Communications – they reviewed the committee's mission and goals; discussed having a liaison from the Board attend PTO meetings; TMS Career Day is scheduled for May 11th.

CABE - Ms. Plourd attended the New Board Member Orientation

H. **CHAIRPERSON'S REPORT**

Ms. Yudichak noted that there is a big decision before the Board. While the Board's goal is education, it must help the Town as well and move forward to address the 2018/19 budget. Ms. Yudichak recommended Ms. Plourd, Ms. Harrold, and Mr. Schroeder to the Shared Services Committee.

١. **BOARD ACTION**

- 1.1. Board action to instruct the Superintendent to resolve the allocation suggestions made in the Joint Town Council/Board of Education meeting. Ms. Harrold motioned to maintain the 2017/18 budget approved at the referendum of November 14, 2017 in the amount of \$39,333,948 allocated to the Board of Education with no additional reductions or adjustments. Mr. Adlerstein seconded the motion. All were in favor. Motion carried.
- 1.2. Rescinding the prior request to move funds to the 1% fund Mr. Adlerstein motioned to rescind the former request made in June 2017 to move \$393,339 to the Board of Education Reserve Fund. Ms. Harrold seconded the motion. Ms. Yudichak, Ms. Moran, Ms. Harrold, Mr. Schroeder, Ms. Plourd, Mr. Adlerstein, and Mr. Pagoni were in favor. Ms. Seaver was opposed. Motion carried.
- 1.3. 2018 Board of Education Meeting Dates Mr. Pagoni motioned to accept the proposed Board of Education meeting dates for 2018 with a start time of 7:30PM and to strike the December 26, 2018 date. Ms. Harrold seconded the motion. All were in favor. Motion carried.
- 1.4. Cancellation - December 27th Board of Education Meeting Mr. Schroeder motioned to cancel the December 27, 2017 meeting. Ms. Seaver seconded the motion. All were in favor. Motion carried.

J. **PUBLIC PARTICIPATION**

Liz Costa, 54 Josiah Lane, showed the Board a photograph of a Lighthouse. She commented that Tolland will either be the Lighthouse or the Lorax. The natural resources are being stripped from Town by voting how the Board is voting today. She agreed with Ms. Seaver in that the Board should not compromise. If the Governor cuts further funding where will the Board cut? She encouraged people to go to the schools and talk to the students. The pall in the schools is ridiculous. Her daughter was afraid to ask her teacher for a piece of paper as she knows there is a cost. She asked that the Board consider the students of the community and what will happen to property values.

Tammy Nuccio, 71 Webber Road, commented that she understands what has been said. Today the Governor released a mitigation plan reducing ECS by an additional \$50M (with no town impact) and it is shown in next year's budget. She believes Tolland could lose more than the \$1.4M. Unless \$1.4M is taken from the fund balance every year there needs to be a

combination of taking from the fund, raising taxes, and finding efficiencies. It is the reality. As a citizen, the Town and the Board have to look at what can be done so the fund balance is not drained.

K. POINTS OF INFORMATION

Ms. Moran commented that she would like to have a conversation with the Town Council regarding what next year's budget will look like. Also, the State's phase-in reductions are very well due to the efforts and advocacy of the Board and former Chair. Tolland's Board and others presented a resolution and it made a difference. Ms. Seaver added that involvement does work and makes a difference.

Mr. Adlerstein agreed with Ms. Nuccio. The Board needs to work with the Town Council and look at the options. A joint meeting is needed and the options should be on the table.

Mr. Schroeder clarified that his discussion regarding using the fund was just for this year as it is the exact thing for which it was designed. The Board can look for efficiencies to cut expenses but not in a one week or one month timeframe.

L. **CORRESPONDENCE**

- Town Council Special Meeting November 1, 2017
- Town Council Meeting November 8, 2017
- Town Council Meeting November 14, 2017
- Town Council Meeting November 28, 2017
- Town Council and Board of Education Special Joint Meeting November 29, 2017

M. **FUTURE**

- **Mastery Learning**
- Culturally Responsive Education
- Joint effort to address unfunded mandates
- Budget ongoing discussion

N. **NEW BUSINESS - none**

0. **ADJOURNMENT**

Mr. Schroeder motioned to adjourn the meeting at 10:40PM. Mr. Adlerstein seconded the motion. All were in favor. Motion carried.

Respectfully submitted,

Lisa Pascuzzi Clerk

Agenda Item # G.1

SUPERINTENDENT'S AGENDA ITEM BACKGROUND

ITEM:

Food Service Increase

ITEM SUBMITTED BY:

Walter Willett, Ph.D., Superintendent

FOR BOE MEETING:

January 10, 2018

ITEM SUMMARY:

School lunch prices for Tolland are currently below the DRG average. The Food Service program is a self-sustaining program and as such has no impact on the school system budget. In order to maintain this program under this funding method an increase in the price of lunches is recommended.

FINANCIAL SUMMARY: [N/A or put in a summary]

School	Current Price	Proposed Price	DRG Average	Increase %	Increase Amt.
BG	\$2.65	\$2.90	\$2.84	9%	\$0.25
TIS	\$2.65	\$2.90	\$2.84	9%	\$0.25
TMS	\$2.85	\$3.10	\$3.13	9%	\$0.25
TMS Tier	\$3.00	\$3.25		8%	\$0.25
THS	\$3.00	\$3.25	\$3.28	8%	\$0.25
THS Tier	\$3.25	\$3.50		8%	\$0.25

BOARD ATTORNEY REVIEW: N/A

BOE ACTION DESIRED:

Motion to move to action.

Proposed: Motion to approve the school lunch price increase as recommended by the Superintendent of Schools and as proposed in agenda item F1 of the January 10, 2018 meeting.

SUPPORTING MATERIALS ATTACHED:

Lunch Prices for January 2018.pdf



Tolland Public Schools Food & Nutrition Services

Date: December 8, 2017

To: Dr. Walt Willett, Superintendent of Schools

From: Abby Kassman-Harned, Director of Food Service

Subject: Lunch Price Proposal for January 2018

Tolland Schools Food & Nutrition Services continues to meet or exceed all of the required standards of the National School Lunch Program.

We are essentially a self-supporting entity of the Board of Education. Revenue from the lunches we serve must cover all of our expenses including wages, benefits, food costs, equipment and repair, technology, training and supplies as well as administrative fees paid to the BOE. Costs of goods and services continue to rise each year. Participation in school lunch has dropped dramatically nationwide, particularly in the "paid" lunch category representing approximately 92% of Tolland students. Decreasing enrollment also has a negative impact on our program participation.

Our two major expenses, food and labor, are below or well within industry standards. We have reduced labor costs by adjusting for district changes as well as extensive cross-training. We reduce food costs by participating in a buying cooperative, minimizing waste and using a perpetual inventory. We take strides to increase participation through marketing, creative meal ideas and taste testing. We use many regionally and/or locally sourced foods and continue to introduce cleaner label options, all which come at an added cost.

A current survey of our District Reference Group (DRG) shows that our lunch prices are lower than the average. The proposed changes will bring us more in line with our DRG. The last milk price increase was 3 years ago and the last lunch price increase was 2 years ago.

We are proposing to increase all lunches by .25 cents
This increase represents a 9% increase for the elementary and 8% increase for the secondary level. Milk price will be raised .10 cents.

Below is a summary of the current and proposed prices:

Current Prices:	Elementary Middle School High School Milk	\$2.65 \$2.85 \$3.00 \$.60	Deli Lunch \$3.00 Deli Lunch \$3.25
Proposed Prices:	Elementary Middle School High School Milk	\$2.90 \$3.10 \$3.25 \$.70	Deli Lunch \$3.25 Deli Lunch \$3.50

Attachment cc Mark McLaughlin

Agenda Item # G.2

SUPERINTENDENT'S AGENDA ITEM BACKGROUND

ITEM: Unfunded Mandates

ITEM SUBMITTED BY: Walter Willett, Ph.D., Superintendent

FOR BOE MEETING: January 10, 2018

ITEM SUMMARY:

Over 380 unfunded mandates have been imposed on local and regional school districts by the government. Many of these mandates are not directly related to the mission of public education yet put a burden on school systems and municipalities. There are possibly over 1,200 such mandates on the municipal level as well. Many mandates that are not directly related to the mission of the public schools yet have constituted a considerable diversion of staff time and financial resources away from efforts that accomplish the core educational mission of public schooling. There is an interest on both the side of the Board of Education and Town to raise questions about these mandates. Most recently, for the school system, the elimination of the Talent Office by the state has almost entirely eliminated the TEAM initial educator program funding. While the funding has been eliminated, the mandate to provide TEAM remains and now becomes the burden of the local communities to pay. For Tolland, this one program equates to upwards of \$10,000 more a year that must now come out of the local budget. There are many such examples of this kind of action by the state. Another such example would be that public schools are required to provide transportation services for students in non-public schools to the same level of service as they provide for in-district public schools.

The state government has grossly underestimated or does not consider the local cost of requirements such as the inclusion of an administrator at each PPT meeting. Mandates such as the Medicaid mandate actually increase overall costs to many districts and additional personnel and time for certified and non-certified staff. There are often unrealistic deadlines for meeting mandates and the mandates are often imposed without an analysis of the impact on a local school system. Most often mandates are implemented without any funds provided to cover the cost, and even partially funded mandates do harm to the local educational system.

The Connecticut Association of Public School Superintendents recommends the following:

- Branches of state government undertake a comprehensive study with superintendent representation on any, and all, committees that study the impact of the mandate structure that has been imposed on local school districts. These studies must have a view towards identifying and eliminating any mandates that are significant hindrances to the efforts of local districts to improve and transform themselves.
- The State government should refrain from imposing any additional mandates upon local school districts until the
 present mandate structure has been studied and reformed.
- The Medicaid mandate remains in force only if cost-effective to a district. For cost savings and efficiency, allow districts to combine efforts and use a third party for billing.
- The state government establish a process for considering new mandates that includes representation by Superintendents and Superintendents' organizations such as CAPSS in exploration committees, sun setting mandates when funding is eliminated and conducting a cost analysis to determine fiscal impact to local districts.

FINANCIAL SUMMARY: N/A

BOARD ATTORNEY REVIEW: N/A

BOE ACTION DESIRED:

Read, review, and consider supporting local organizations, grass roots and otherwise, that seek to advocate for mandate relief.

SUPPORTING MATERIALS ATTACHED:

None.

Agenda Item G.3

SUPERINTENDENT'S AGENDA ITEM BACKGROUND

ITEM: Mastery Learning Presentation to the BOE

ITEM SUBMITTED BY: Walter Willett, Ph.D., Superintendent

For BOE meeting: 1-10-2018

ITEM SUMMARY:

Presentation on Mastery Learning to the Board of Education. This includes an overview of the current district plans.

FINANCIAL SUMMARY: N/A

BOARD ATTORNEY REVIEW: N/A

BOE ACTION DESIRED:

Review, discussion, and Q and A.

SUPPORTING MATERIALS ATTACHED:

Mastery Learning Plan of Implementation

Mastery Based Learning - Plan of Implementation



Equity over Equality





Section I. Statements of Philosophy

Equity over Equality

Educational professionals that practice mastery learning recognize that different students have different needs. This necessitates providing each learner with what is uniquely needed for that person, to the greatest extent possible. While equality implies *sameness*, equity implies *fairness*. Equity is about making sure people get access to the same *opportunity*. Advantage, opportunity, and privilege associated with socioeconomic, racial, cultural, or historical factors can impact learning. It is the mission of all educators to do our best to bring as much opportunity to succeed to each learner as possible, despite the place from which they start.

Stimulate and Support over Rank and Sort

Educational professionals that practice mastery learning recognize that students do not come to school having experienced the same level of preparation and opportunity. As a result institutional *ranking and sorting* can inadvertently stigmatize, de-motivate, and perpetuate the trajectory the initial limitations on opportunity created. Educators try to help students transcend this, and institutions have to be structured so student success is less reliant on the individual heroics of some educators, and more on *systematic* and consistent *processes and practices* of the institution that provide the greatest opportunities for restorative justice, productive habits, and academic success.

Standardized assessments beyond those used as universal screens, or those that can be used to impact instruction, should be carefully evaluated for their usefulness in the process of educating children. If poverty correlates significantly with poor standardized test performance,

how many times is it necessary to report to the poor that they are performing poorly before institutional processes are put in place to address poverty.

Transformative Practice over Tradition

Educational professionals that practice mastery learning question current assessment traditions, and seek to transform teaching and assessment with a focus on practices that have the greatest chance of increasing student agency, ownership, reflection, and motivation of students towards their own learning and development. Mastery learning is recognized as a crucial aspect of SRBI Tier I supports, and as such practitioners take into consideration developmental level and cognitive considerations when delivering instruction, remediation, and methods of encouraging habit change.

Section II. Ten Principles of Mastery Based Learning

- All learning expectations are clearly and consistently communicated to students and families, including long-term expectations (such as graduation requirements and graduation standards), short-term expectations (such as the specific learning objectives for a course or other learning experience), and general expectations (such as the performance levels used in the school's grading and reporting system).
- 2. Student achievement is evaluated against common learning standards and performance expectations that are consistently applied to all students regardless of whether they are enrolled in traditional courses or pursuing alternative learning pathways.
- 3. All forms of assessment are standards-based and criterion-referenced, and success is defined by the achievement of expected standards, not relative measures of performance or student-to-student comparisons.
- 4. Formative assessments measure learning progress during the instructional process, and formative-assessment results are used to inform instructional adjustments, teaching practices, and academic support.
- 5. Summative assessments evaluate learning achievement, and summative assessments results record a student's level of mastery at a specific point in time.
- Academic progress and achievement are monitored and reported separately from work
 habits, character traits, and behaviors such as attendance and class participation, which
 are also monitored ad reported.
- 7. Academic grades communicate learning progress and achievement to students and families, and grades are used to facilitate and improve the learning process.
- 8. Students are given multiple opportunities to improve their work when they fail to meet expected standards.

- Students can demonstrate learning progress and achievement in multiple ways through differentiated assessments, personalized-learning options, or alternative learning pathways.
- 10. Students are given opportunities to make important decisions about their learning, which includes contributing to the design of learning experiences and learning pathways.

Section III. Areas of emphasis for Tolland

- 1. All forms of assessment are standards-based and criterion-referenced, and success is defined by the achievement of expected standards, not relative measures of performance or student-to-student comparisons.
- Formative assessments measure learning progress during the instructional process, and formative-assessment results are used to inform instructional adjustments, teaching practices, and academic support.
- 3. Summative assessments evaluate learning achievement, and summative assessments results record a student's level of mastery at a specific point in time.
- Academic progress and achievement are monitored and reported separately from work habits, character traits, and behaviors such as attendance and class participation, which are also monitored ad reported.
- 5. Academic grades communicate learning progress and achievement to students and families, and grades are used to facilitate and improve the learning process.
- 6. Students are given multiple opportunities to improve their work when they fail to meet expected standards.

<u>Section IV. Three major areas of *focus* for development in the 2017-2018 year – the Big Three</u>

- Assessment as a tool for learning: Assessment methods that clearly indicate areas of relative strength and weakness in content and/or skills acquisition and that can be meaningfully utilized by students to improve their understanding, and strategies for learning.
 - a. Assessment results reported in disaggregated categories, or standards, providing detailed information that can be used to develop strategies for learning.
- 2. <u>Assessment as a tool in developing resilience, agency, and mastery</u> Assessment methods that facilitate an understanding that learning and knowledge are not products or final destinations, but a process of preparation, execution of performance on task or content, review revision or re-study, and re-approach.
 - a. The process of assessment provides a comprehensive PRE assessment that can be utilized as a tool by the learner to identify their vulnerabilities, misconceptions, and misunderstandings before the summative assessment is given, and with sufficient time to ameliorate their misconceptions and misunderstandings and improve.

OR

- b. The process of assessment provides a RE assessment or re-take so that the learner can ameliorate their misconceptions and misunderstandings and improve their understanding.
- 3. <u>Assessment for consistency & accuracy</u> Assessment methods that disaggregate skill and content acquisition from behavioral considerations (such as compliance) so that the information provided accurately represents a student's acquisition of skills or content across different classrooms and can be utilized diagnostically by both the student, and the educational institution, to facilitate the process of review revision re-study and reapproach. Behavioral considerations are reported separately, with attention given to remediation of unproductive habits.
 - a. The process of assessment provides separate academic and behavioral reporting components with appropriate attention given to remediation of bad habits in both the skill and content acquisition, and behavioral domains.

The process of assessment provides an accurate representation of a student's acquisition of skills, content, or productive behaviors reporting progress in ways that take into consideration the most frequent and current performance levels over averages and anomalies.

Section V. The Multi-Year Plan

Short Version:

Phase 1: 2015 – 2016 Administrator Training Phase 2: 2016 – 2017

Staff, Community, BOE presentations MBL Taskforce policy committee

Phase 3: 2017 - 2018

Staff and school development of MBL practices

Phase 4: 2018 - 2019

Implementation of MBL practices in buildings

Details:

2015-2016 year

Administrators in the district worked with Amy Drowne, and reviewed the book <u>Challenging the Conventions of Grading and Reporting, On Your Mark</u> by Thomas Guskey.

Administrators reviewed current practices.

Administrators were presented options and developed an initial Plan for moving forward in the district.

Administrators worked with Gerald Hairston on Culturally Responsive Education.

2016-2017 year

- 1. Vision Statement incorporates the Ten Principles for Mastery Learning (Summer 2016).
 - Vision: To develop a system of Mastery Based Learning and Assessment within each school where 1) all learning expectations are clearly and consistently communicated to students and families, 2) student achievement is evaluated against common learning standards and performance expectations that are consistently applied to all students, 3) All forms of assessments are based in

standards and are criterion referenced (i.e. designed to determine whether each student has achieved a specific skill or understands specific content), 4) Utilize formative measures frequently to ascertain learning progress and to inform instructional adjustments, and determine academic supports 5) Summative assessments are utilized to record a student's level of mastery at a specific moment in time, 6) Academic progress and achievement are monitored and reported separately from work habits, character traits, and behaviors such as attendance and class participation (reported separately), 7) Academic grades communicate learning progress and achievement to students and families and grades are used to facilitate and improve the learning process 8) Students are given multiple opportunities to improve their work when they fail to meet expected standards, 9) students can demonstrate learning progress and achievement in multiple ways through differentiated assessments, personalizedlearning options, and alternative learning pathways, and 10) Students are given opportunities to become active participants and decision-makers regarding their own learning.

Academic Identity and Mastery Based Learning meetings/trainings occur for stakeholder groups in the district

Teachers:

Mastery Learning and Academic Identity (overview):

BGP:

February 8 – Academic Identity with Gerald Hairston April 5 – Mastery Based Learning presentation

TIS:

January 10 - Academic Identity with Gerald Hairston April 18 - Mastery Based Learning presentation

TMS

(Rescheduled to March 9) February 16 - Mastery Based Learning presentation April 20 - Academic Identity with Gerald Hairston

THS:

December 19 - Academic Identity with Gerald Hairston

March 13 - Mastery Based Learning presentation

Formative Assessment workshops at THS

August 24th- THS- All Staff- Assessment for Learning w Jaime Reichenberg 1/2 day

August 25th- THS- All Staff- Assessment for Learning PD-

STEM Teachers 1/2 day;

Humanities Teachers 1/2 day,

1/2 day book study Embedded Formative Assessment

October 12, 2016- THS- Formative Assessment PD- prepare for Tuning Protocol (1/2 of the faculty)

November 4, 2016- THS- Formative Assessment PD- prepare for Tuning Protocol (other 1/2 of the faculty)

Teachers received 2 resources on FA The book mentioned above *Embedded Formative Assessment* by Dylan Willam & Siobhan Leahy AND *Assessment for Learning 100 Ideas for Secondary Teachers* by David Spendlove

Paraprofessionals

March 2017 Workshop / Training on Mastery Based Learning

April 2017 Workshop / Training on Academic Identity

Board of Education:

BOE: January – February Meeting – On Your Mark – Guskey

Community:

Mastery Based Learning and Assessment workshops for the community, parents, and others

3-1-17- Mastery Based Learning Workshop

Previous community workshops:

4-27-15 - Standardized Testing Workshop

11-18-15 - Standardized Testing and Assessment Workshop

10-19-16 - Assessment Workshop

- Gather information from stakeholders about level of comfort / knowledge of MBL practices (Spring 2017).
 - a. Survey information from Teacher and staff sessions
 - b. Community workshops
- 4. Meet with stakeholders (e.g. teachers, paraprofessionals, parents) to introduce MBL and introduce the coming year's review of and work on assessment practices (Spring 2017)
 - a. MBL and Academic Identity presentations to staff
 - b. BOE and community workshops
 - c. MBL Spring Policy Committee
- 5. Training/Workshop on Mastery Based Learning for Board of Education members.
 - a. January April BOE meeting
 - b. BOE reading of the book <u>On Your Mark</u> Guskey
- 6. A Tolland Public Schools Mastery Learning Policy will be developed with input from stakeholders – Administrators, Teachers, Parents, Community members (Spring -Summer 2017) in an MBL Taskforce committee. The taskforce committee will review and discuss "the big three"
 - a. Tolland Public School Mastery Learning Policy (TPS-MPL) will be created

2017-2018 year

- Professional Development activities in each school to develop developmentally
 appropriate practices based on the Tolland Public Schools Mastery Learning Policy.
 Sessions will include PD and work sessions for teachers to develop practices specific to
 each school that are consistent with the TPS Mastery Based Learning Policy (or TPSMLP)
 - a. BGP
 - i. August 28 / October 10, December 8 (2017) March 23rd (2018)
 - 1. Faculty / PLC time TBA
 - b. TIS
- i. August 28, December 8 (2017) March 23rd (2018)
 - 1. Faculty / PLC time TBA
- c. TMS
 - i. August 28, December 8 (2017) March 23rd (2018)
 - Faculty / PLC time TBA

- d. THS
 - i. August 28, December 8 (2017) March 23rd (2018)
 - 1. Faculty / PLC time TBA
- 2. Training on and implementation of technologies that facilitate best practice assessment methods (analyzing, progress monitoring, recording, reporting)
 - a. Universal Screen(s) technology where available
 - b. Power School Assessment
- 3. Each school staff will develop a <u>Mastery Based Learning Practices</u> document in the 2017-2018 year for *implementation* in the 2018-2019 year documenting how the district's MBL policy will be practiced in each building and grade level. This will be done using a combination of staff meetings, early release days, and professional development sessions with district and building administration as facilitators. This MBLP document will be submitted to the CAIT committee and Superintendent for consideration <u>no later than May 31 2018</u>. MBLP documents must demonstrate consistency between buildings, although they do not have to have exactly the same practices, and *must* adhere to the tenants of the Tolland Public School Mastery Learning Policy (TPS-MLP)

Plan for 2018-2019 year

- 1. Each school's MBL practices will go into implementation in the 2018-2019 year
- 2. Each school's MBL practices will be published as a section of a comprehensive Tolland Public Schools Mastery Learning Plan. Sections will include:
 - a. TPS-MPL (Tolland Public Schools Mastery Learning Policy)
 - b. TPS-MPL Statement of Philosophy
 - c. BGP Mastery Learning Practices
 - d. TIS Mastery Learning Practices
 - e. TMS Mastery Learning Practices
 - f. THS Mastery Learning Practices

Section VI. References and other sources of information

- 1. Center for Collaborative Education
- 2. League of Innovative Schools

References

- Bailey, J. M., & McTighe, J. (1996). Reporting achievement at the secondary level: What and how. In R. R. Guskey (Ed.), Communicating student learning: 1996 Yearbook of the Association for Supervision and Curriculum Development (pp. 119-140). Alexandria, VA: ASCD.
- Bloom, B.S. (1976). Human characteristics and school learning. New York: McGraw-Hill.
- Bloom, B. S., Madaus, G. F., & Hastings, J. T. (1981). *Evaluation to improve learning*. New York: McGraw-Hill.
- Brookhart, S. M., & Nitko, A. J. (2008). *Assessment and grading in classrooms*. Upper Saddle River, NJ: Pearson.
- Brookhart, S. M., & Nitko, A. J. (2008). *Assessment and grading in classrooms.* Upper Saddle River, NJ: Pearson.
- Bursuck, W., Polloway, E. A., Plante, L., Epstein, M. H., Jayanthis, M. & McConegy, J. (1996). Report card grading and adaptations: A national survey of classroom practices. *Exceptional Children*, 6(4), 301-318.
- Cameron, J. & Pierce, W.D. (1996). The debate about rewards and intrinsic motivation: Protests
 - and accusations do not alter the results. Review of Educational Research, 66(1), 39-51.
- Cassady, J. C. (2010). Test anxiety: Contemporary theories and implications for learning. In J. C. Cassady (Ed.), *Anxiety in school: The causes, consequences, and solutions for academic anxieties* (pp.7-26). New York: Peter Lang.
- Conley, D. (2000, April.). Who is proficient: The relationship between proficiency scores and grades. Paper presented at the Annual Meeting of the American Educational Research Association, New Orleans, LA.
- Cross, L. H., & Frary, R. B. (1996, April). Hodgepodge grading: Endorsed by students and teachers alike. Paper presented at the annual meeting of the National Council on Measurement in Education, New York.
- Covington, M. V. (1992). Making the grade: A self-worth perspective on motivation and school reform. New York: Cambridge University Press.
- Educational Leadership, Effective Grading Practices, November 2011, Vol.69 No.3.
- Elliott, S. M. Kettler, R. J., Beddow, P. A., Kurz, A., Compton, E., McTGrath, D., Bruen, C., Hinton, K., Palmer, P., Rodguez, M. C., Bolt, D., & Roach, A. T. (2010). Effects of using modified items to students with persistent academic difficulties. *Exceptional Children*, 76, 475-495.
- Erickson, J. A. (2010, March). Grading practices: The third rail. *Principal Leadership*, 10(7), 22-26.
- Esty, W. W., & Teppo, a. R. (1992). Grade assignment based on progressive improvement. *Mathematics Teacher*, 85(8), 616-618.
- Friess, S. (2008, May 21). At some schools, failures go from zero to 50. *USA Today*. Retrieved from 222.usatoday.com/news/education/2008-05-18-zeroes-main N.htm.
- Fullan, M. (2010). All systems go: The change imperative for whole system reform. Thousand Oaks, CA: Corwin.
- Gersten, R., Vaughn, S., & Brengelman, S. U. (1996). Grading and academic feedback for

- special education students and students with learning difficulties. In T. R. Guskey (Ed.), Communicating student learning: 1996 yearbook of the Association for Supervision and Curriculum Development (pp. 47-57). Alexandria, VA: ASCD.
- Gray, K. (1993). Why we will lose: Taylorism in America's high schools. *Phi Delta Kappan,* 74(5), 370-374.
- Guskey, T. R., & Bailey, J. M. (2001). *Developing grading and reporting systems for student learning*. Thousand Oaks, CA: Corwin.
- Guskey, T. R. (2002a). Computerized gradebooks and the myth of objectivity. *Phi Delta Kappan*, 83(10), 775-780.
- Guskey, T. R. 2002b). How's my kid doing? A parent's guide to grades, marks, and report cards. San Francisco: Jossey Bass.
- Gusky, T. R., & Bailey, J. M. (2001). *Developing grading and reporting systems for student learning*. Thousand Oaks, CA. Corwin.
- Guskey, T. R., & Bailey, J. M. (2010). *Developing standards-based report cards*. Thousand Oaks, CA: Corwin.
- Guskey, T. R., Swan, G. M., & Jung, L. A. (2011a, April). Parents' and teachers' perceptions of standards-based and traditional report cards. Paper presented at the annual meeting of the American Education Research Association, New Orleans, LA.
- Guskey, T. R., Swan, G. M., & Jung, L. A. o(2011b(. Grades that mean something: Kentucky develops standards-based report cards. *Phi Delta Kappan, 93*(2).
- Haladyna, T. M. (1999). A complete guide to student grading. Boston: Allyn and Bacon.
- Hanushek, E. A. (2004). *Some simple analytics of school quality* (Working paper 10229). Cambridge, Ma: National Bureau of Economic Quality.
- Hershberg, T. (2006). Value-added assessment and systemic reform: A response to the challenge of human capital development. *Phi Delta Kappan, 87*(4), 2760283.
- Howley, A., Jusimo, P. S., & Parrott, L., (2000). Grading and the ethos of effort. *Learning Environments Research*, 3(3), 229-246.
- Jung, L. A., & Gusky, T. R. (2010) Grading exceptional learners. Educational Leadership, 67(5), 31-35.
- Kohn, A. (2002, November 8). The dangerous myth of grade inflation. *Chronicle of Higher Education*, 49(11), B7.
- Krumboltz, J. D., & Yeh, C. J. (1996). Competitive grading sabotages good teaching. *Phi Delta Kappan*, 78(4), 324-326.
- Lewis, H. R. (2006). *Excellence without a soul: How a great university forgot education*. New York: Public Affairs.
- Marzano, R. J. (2000). Transforming classroom grading, Alexandria, VA: ASCD.
- Marzano, R. J. (2006). Classroom assessment and grading that work. Alexandria, VA: ASCD.
- Marzano, R. J. (20102). Formative assessment and standards-based grading. Bloomington, IN: Marzano Research Laboratory.
- McMillan, J. H. (2001). Secondary teachers' classroom assessment and grading practices. Educational Measurement: Issues and Practice, 20(1), 20-32.
- McMillan, J. H., Myran, S., & Workman, D. (2002). Elementary teachers' classroom assessment and grading practices. *Journal of Educational Research*, 95(4), 203-213.
- O'Connor, K. (2002). How to grade for learning: Linking grades to standards (2nd ed.).

- Arlington Heights, IL: SkyLight.
- O'Connor, K. (2007). The last frontier: Tackling the grading dilemma. In D. Reeves (Ed.), Ahead of the curve: The power of assessment to transform teaching and learning. Bloomington, IN: Solution Tree.
- O'Connor, K. (2011). A repair kit for grading 15 fixes for broken grades (2nd ed.). Boston: Pearson.
- Popham, J. W. (2007). Instructional insensitivity of tests: Accountability's dire drawback. *Phi Delta Kappan, 89*(2), 146-150.
- Reeves, D. (2001). Elements of grading. Bloomington, IN: Solution Tree.
- Reeves, D. B. (2004). The case against the zero. Phi Delta Kappan, 86(4), 324-325.
- Reeves, D. B. (2008). Effective grading practices. *Educational Leadrship*, 65(5), 85-87.
- Reeves, D. B. (2011). *Elements of grading: A guide to effective practice.* Bloomington, IN: Solution Tree.
- Roach, A. T., Beddow, P. A., Kurz, A., Kettle, R. J., & Elliott, S. N. (2010. Incorporating student input in developing alternate assessments based on modified academic standards. *Exceptional Children*, 77, 61-80.
- Roderick, M., & Camburn, E. (1999). Risk and recovery from course failure in the early years of high school. *American Educational Research Journal*, 36(2), 303-343.
- Rotter, K. (2006(. Creating instructional materials for all pupils. Try COLA. *Intervention in School and Clinic, 41,* 273-282.
- Salend, S. J. (2009). Classroom testing and assessment for ALL students: Beyond standardization. Thousand Oaks, CA: Corwin.
- Salend, S. J. (2011). *Creating inclusive classrooms: Effective and reflective practices* (7th ed.). Columbus, OH: Pearson Education.
- Sawyer, R., Laing, J., & Houston, M. (1988). Accuracy of self-reported high school courses and grades of college-bound students (ACT Research Report No. 88-1). Iowa City, IA: ACT.
- Schmidt, P. (2007, March 9). High-school students aim higher without learning more, federal studies find. *Chronicle of Higher Education*, *53*(27), A32.
- Schneider, M. (2010). Finishing the first lap: The cost of first-year student attrition in America's four-year colleges and universities. Washington, DC: American Institutes of Research.
- Selby, D., & Murphy, S. (1992). Graded or degraded: Perceptions of letter-grading for mainstreamed learning-disabled students. *British Columbia Journal of Special Education*, 16(1), 92-104.
- Stiggins, R. J. (2008). Report cards: Assessments for learning. In Student-involved assessment for learning (5th ed., pp. 267-310 Upper Saddle River, NJ: Merrill/Prentice.
- Stiggins, R. J., Arter, J., Chappuis, S., & Chappuis, J. (2004). *Classroom assessment for student learning: Doing it right, Using it well.* Portland, OR: Assessment Training Institute.
- Turnbull, W. W. (1985). Student change, program change: Why the SAT scores kept falling College Board Report No. 85-2). New York: College Entrance Examination Board.
- Twenge, J. M., & Campbell, W. K. (in press). Increases in self-views among high school students: Birth cohort changes in anticipated performance, self-satisfaction, self-liking and self-competence. *Psychological Science*.
- Woodruff, D. J., & Ziomek, R. L. (2004). High school grade inflation from 1991 to 2003. Iowa

City, IA: ACT.

Walker, C., & Schmidt, E. (2004). Smart tests: Teacher-made tests that help students learn.

Ontario, CN: Pembroke.

SUPERINTENDENT'S AGENDA ITEM BACKGROUND

ITEM: Budget Presentation (Superintendent's Proposed Budget)

ITEM SUBMITTED BY: Walter Willett, Ph.D., Superintendent

For BOE meeting: 1-10-2018

ITEM SUMMARY:

Information will be provided that includes previously presented scenarios at the Community Budget Workshops, and the Superintendent's Proposed Budget for Board of Education consideration.

The timeline to the BOE Adoption of the Board of Education budget is as follows:

1/10/18	Proposed Budget Presented by Superintendent Fiscal Year 2018-19 to Board of Education	Willett
1/16/18	Board of Education budget sessions TBD if necessary	BOE
1/17/18	Superintendent Budget Workshop 7:30pm	Willett
1/18/18 1/23/18	Board of Education budget sessions TBD if necessary Board of Education budget sessions TBD if necessary	BOE BOE
1/29-1/31/2018	Final BOE adjustments & changes to the Budget	Willett McLaughlin
1/31/18	Final Superintendent Budget Workshop 7:30pm	Willett
2/5/2018	Prepare/Printing of FINAL BOE Budget documents	McLaughlin
2/14/18	Superintendent presents Final FY18-19 BOE Budget to the BOE	Willett
2/20/18	BOE submits Budget to the Town Manager (must be done by February 21 per Charter)	Willett

FINANCIAL SUMMARY:

Please see the Superintendent's Proposed Budget.

BOARD ATTORNEY REVIEW: N/A

BOE ACTION DESIRED:

Review of Superintendent's Proposed Budget and discussion regarding the Board of Education budget to be approved and forwarded to the Town Manager. Discussion of possible addition of Board of Education meetings for the purpose of finalizing the *Board of Education* budget.

Move to action.

Possible Motion to add a special meeting for the purpose of discussing and developing the Board of Education budget on

SUPPORTING MATERIALS ATTACHED

None.

MEETING MINUTES

TOLLAND TOWN COUNCIL HICKS MEMORIAL MUNICIPAL CENTER 6th FLOOR COUNCIL ROOM DECEMBER 12, 2017 – 7:00 PM

MEMBERS PRESENT: William Eccles, Chair; Brenda Falusi; Tammy Nuccio; John Reagan; Paul Reynolds and Christine Vincent

MEMBERS ABSENT: David Skoczulek, Vice-Chair

OTHERS PRESENT: Steven Werbner, Town Manager; Michael Wilkinson, Director of Administrative Services; Lisa Hancock, Director of Finance and Records; Christopher Jordan, Assistant Finance Director; Heidi Samokar, Director of Planning and Development

- 1. CALL TO ORDER: William Eccles called the meeting to order at 7:00 p.m.
- 2. PLEDGE OF ALLEGIANCE: Recited.
- 3. MOMENT OF SILENCE: Observed.
- 4. PROCLAMATIONS: None.
- 5. PUBLIC PETITIONS, COMMUNICATIONS, AND PUBLIC PARTICIPATION (on any subject within the jurisdiction of the Town Council) (2 minute limit): None.
- 6. PUBLIC HEARING ITEMS: None.
- 7a. REPORTS OF BOARDS AND COMMITTEES RESPONSIBLE TO THE COUNCIL: None.
- 7b. REPORTS OF TOWN COUNCIL LIAISONS: Tammy Nuccio, Recreation: There was discussion about putting in a cricket field; there was a representative at the meeting from Cycle Cross discussing interest in having a tournament in Tolland. John Reagan, Land Acquisition: The items discussed at the meeting were confidential, so he could not discuss. Brenda Falusi, PZC: They had three public hearings. 1) Allowing day care centers and group day care homes for children and adults in the Gateway Design District, which was approved; 2) Allowing tattoo studios in certain business zones, the hearing was continued; and 3) Repeal and replace some zoning regulations. Basically, the work concerned realigning some language and grammatical errors, which passed.
- 8. NEW BUSINESS (ACTION/DISCUSSION ITEMS):
 - 8.1 Consideration of a resolution to authorize the Town Manager to acquire 404 Plains Road and setting of a Public Hearing thereon for January 9, 2018.

Mr. Werbner said this was property that was part of a foreclosure action. It is a 2-acre property located along the Willimantic River. In November 2013, the Conservation Commission recommended that the town acquire the property due to its favorable location and abutting properties. The possible acquisition was also vetted by the Land Acquisition Committee in February 2014. According to correspondences in 2013 with the Willimantic River Alliance, preserving this property is a great step toward expanding public access along the Willimantic River. The Planning and Zoning Commission also supported the acquisition through an "8-24" referral in 2015. This property is a desirable acquisition because it:

- ~ Provides an opportunity to expand public access on and along the Willimantic River;
- ~ Furthers the goal of creating a greenway along the river;
- ~ Protects land located in the 100 year and 500 year flood plain from development;
- ~ Protects wetlands; and
- ~ Protects habitat.

The latest appraisal was \$15,000. Tolland was the only bidder and can acquire the property for \$6,000. \$3,230.98 of the \$6,000 will be used to pay the back taxes on the property. It is Mr. Werbner's recommendation that this be put out for a public hearing, and he recommends acquisition.

Tammy Nuccio motioned to have the following resolution be introduced and set down for a Public Hearing on January 9, 2018 at 7:00 p.m. in the Tolland Town Council Chambers:

WHEREAS, the Town has funding set aside for the acquisition of lands to be preserved as open space; and,

WHEREAS, 404 Plains Road was subject to a foreclosure sale due to delinquency in property taxes;

WHEREAS, the acquisition of this parcel is in the public interest as its preservation will protect wetlands, flood plain and habitat and will further the goal of creating a greenway along the Willimantic River;

WHEREAS, the Conservation Commission, Land Acquisition Advisory Committee, and Planning and Zoning Commission have expressed support for acquiring and preserving the property;

AND FURTHER, the Town Council authorized the town's legal counsel to bid on the property at the foreclosure sale and the Town was the successful bidder:

BE IT RESOLVED that the Town Council authorizes the Town Manager, Town Attorney and their designees to finalize the acquisition of said parcel.

Seconded by Brenda Falusi. All in favor, none opposed.

8.2 Discussion of December 26, 2017 meeting date.

Mr. Eccles and Mr. Werbner said the next agenda is light. Ms. Nuccio said she is concerned if the BOE passes any kind of resolution regarding the budget or any limitations on spending. What would the next step be? Mr. Eccles said he did not see any resolution on their agenda for tomorrow night. So, he doesn't believe they can pass one. They did have an item on there to discuss the subject. The next steps would be to decide how to handle whatever it is they decide. He doesn't believe there is any criticality to the timing of that. Mr. Werbner said he didn't believe time was of the essence.

Tammy Nuccio motioned that the Town Council meeting scheduled for December 26, 2017 be canceled. John Reagan seconded. All in favor. None opposed.

8.3 Appointments to vacancies on various municipal boards/commissions.

Tammy Nuccio motioned to appoint the following:

8.3.a. Appointment to Tolland Green Historic District Commission – Alternate

Alona Croteau, 8 Cider Mill Road, term 11/12/2013 - 11/12/2018

8.3.b. Appointments to Agriculture Commission

Cathy Madore, 388 Goose Lane, term 07/09/2016 – 07/09/2019 Joe Matteis, 79 Webber Road, term 07/09/2016 – 07/09/2019

8.3.c. Re-Appointment to Inland Wetlands & Watercourses Commission

Lee Lafountain, 719 Shenipsit Lake Road, term 11/08/2017 – 11/06/2019

Seconded by Brenda Falusi. All in favor, none opposed.

- 9. OLD BUSINESS (ACTION/DISCUSSION ITEMS): None.
- 10. REPORT OF THE TOWN MANAGER (A WRITTEN REPORT SHALL BE PROVIDED THE 1ST **MEETING OF THE MONTH ONLY):** Mr. Werbner provided an updated on the CRCOG crumbling foundation meeting he attended. CRCOG, through the State of Connecticut, received a grant to start a program were they will reimburse people for core samples and visual inspections. There is an on-line system folks can enter into if they go to CRCOG's website. It has been up for two weeks and they already have 160 applications. They have approved 120 already, and have paid out some money. There is some confusion regarding the Federal Tax Code and the ability to possibly write- off some of the catastrophic costs associated with the crumbling foundations. The House version has eliminated the catastrophic write-off completely. The Senate version only allows a catastrophic write-off for a Presidential Declaration of a disaster, which this has not qualified for. The Bill is currently being debated. He explained that our representatives are trying to work through the system to be able to get something put back into the final Bill that might allow for the catastrophic exemption to exist. As of now, it is an unknown. He advised people that if they have had expenditures and they are documented at this point in time through December 31st, and it goes back three years, they can claim those under the current tax code. It is unknown if people will be able to claim anything after that point. Tolland is up to 83 applications for reduced assessments. Tolland has approximately 5,000 homes affected with this problem.

11. ADOPTION OF MINUTES

- 11.1 November 28, 2017 Regular Meeting Minutes: Tammy Nuccio moved to adopt the minutes; Seconded by John Reagan. All in favor. None opposed.
- 11.2 November 29, 2017 Special Meeting Minutes: Tammy Nuccio moved to adopt the minutes *as amended below*; Seconded by Christine Vincent. All in favor. None opposed.

Amendment on page 6 fourth paragraph from the bottom - \$370,000 Board, remove (1% fund).

12. CORRESPONDENCE TO COUNCIL

- 12.1 Engineering packet re: changing some antennas on the cell tower behind the THS.
- 13. CHAIRMAN'S REPORT: Mr. Eccles reported the following:
 - 13.1 He held his first Chairman's Hour.
- 14. **COMMUNICATIONS AND PETITIONS FROM COUNCILPERSONS:** John Reagan will attend the BOE meeting tomorrow night.
- 15. **PUBLIC LISTED PARTICIPATION** (on any subject within the jurisdiction of the Town Council) (3 minute limit): None.

16. EXECUTIVE SESSION

Tammy Nuccio motioned to go into Executive Session at 7:19 p.m., ending the Regular Meeting of the Town Council. Steven Werbner, Mike Wilkinson and Heidi Samokar were invited to attend; Seconded by Christine Vincent. All in favor. None opposed. The Executive Session ended at 8:07 p.m.

- 16.1 Potential sale of property.
- 16.2 Discuss personnel matter.
- 17. **ADJOURNMENT:** Paul Reynolds moved to adjourn the meeting; Seconded by Christine Vincent at 8:07 p.m. All were in favor.

William	N .]	Eccles,	Chairman	

Michelle A. Finnegan Town Council Clerk