

TOLLAND BOARD OF EDUCATION  
Town of Tolland Municipal Center  
Council Chambers  
Tolland, CT 06084

REGULAR MEETING

7:30 – 10:00 P.M.

AGENDA  
May 25, 2011

- A. CALL TO ORDER, PLEDGE OF ALLEGIANCE
- B. STUDENT REPRESENTATIVE REPORT
- C. APPROVAL OF MINUTES
  - May 11, 2011 – Regular Meeting
- D. SUPERINTENDENT'S REPORT
  - D.1. Gifted Students – Dr. Sally Reis
  - D.2. Counseling Guidance Curriculum Report
  - D.3. Obsolete and Surplus Equipment
  - D.4. Status of the Budget – May 12, 2011
  - D.5. 2011-2012 Fiscal Year Budget (no enclosure)
- E. PUBLIC PARTICIPATION
- F. POINTS OF INFORMATION
- G. COMMITTEE REPORTS
  - G.1. Policy Committee - Strategic Planning for the District
- H. BOARD ACTION
  - H.1. Primary Mental Health Grant Application
  - H.2. Town Council Request
  - H.3. Fiber Optic Cabling Project
- I. INFORMATIONAL ITEMS
  - School Calendars for June are enclosed.
- J. OLD BUSINESS
- K. COMMUNICATIONS
  - Town Council Minutes of May 4, 2011 Special Meeting
  - Town Council Minutes of May 5, 2011 Special Meeting
  - Town Council Minutes of May 10, 2011 Regular Meeting
  - Town Council Minutes of May 18, 2011 Special Meeting
- L. CHAIRPERSON'S REPORT
- M. FUTURE AGENDA ITEMS
- N. EXECUTIVE SESSION – Personnel Matters
- O. ADJOURNMENT

**TOLLAND BOARD OF EDUCATION  
Tolland, CT****MINUTES – May 11, 2011**

**Members Present:** Mr. Robert Pagoni, Chairperson; Dr. Gayle Block, Vice Chairperson; Mr. Andy Powell, Secretary; Mr. Steve Clark; Mr. Thomas Frattaroli; Mrs. Judy Grabowicz; Ms. Christine Riley Vincent, and Mrs. Karen Bresciano.

**Administrators Present:** Mr. William Guzman, Superintendent of Schools; Dr. Kathryn Eidson, Director of Curriculum and Instruction; Mr. James Dineen, Principal, Tolland Intermediate School; and Ms. Jane Regina, Business Manager.

The meeting was called to order at 7:33 p.m.

**STUDENT REPRESENTATIVE REPORT**

Lexi Shea reported that Kindness Week had gone very well. There was a poster design of a heart in the cafeteria where students could write nice things about each other. A Coffee House was also held and it was very good. The Freshman, Sophomore and Junior classes are in the process of electing class officers and Prom Week will be held from Monday, May 16 through Friday, May 20, 2011.

**APPROVAL OF MINUTES**

Ms. Riley Vincent motioned and Mr. Clark seconded to approve the minutes of the regular meeting of April 27, 2011. Mr. Frattaroli, Mr. Clark, Dr. Block, Mr. Powell, Mrs. Grabowicz; Ms. Riley Vincent, Mrs. Bresciano in favor. Mr. Pagoni abstained. Motion carried.

**SUPERINTENDENT'S REPORT****D.1. Doodle4Google**

Doodle4Google is a competition where K-12 students are invited to apply their artistic and creative talents to redesigning Google's homepage logo. This year the kids were asked to think big and exercise their imagination around the theme, "What I'd like to do someday..." Google received over 107,000 submissions.

Mr. Dineen introduced Lindsay Coffua, a third grade student who has been named a top 40 Regional Finalist. She will be eligible to win a \$15,000 scholarship and \$25,000 technology grant for her school, among other prizes.

Lindsay said that she loved art. Everyone is urged to vote for Lindsay.

**D.2. Energy Conservation Program**

In June 2002, Tolland Public Schools entered into a four-year contract with Energy Education Incorporated (EEI) of Wichita Falls, Texas to establish a management program for energy conservation. The program began in November 2002. Through education and monitoring attitudes and behaviors toward the use of energy, conservation efforts have resulted in reductions in energy usage and cost avoidance.

Cost Avoidance is calculated by establishing a base period energy usage (the 12 months before the program start) and adjusting this base period data to take into account changes in weather, building square footage, differences in the length of billing periods and special adjustments (e.g. changes in equipment or program changes). Current utility costs are then compared to what the costs would have been had energy conservation measures not been implemented.

The Superintendent introduced Chris White, Energy Manager, for the school district who gave a complete report on the program. In the final analysis, the Cost Avoidance figure totaled \$1,698,292 or 18.70% from November 2002 – October 2010.

After discussion of the continuing HVAC system at both Birch Grove Primary School and Tolland High School, the Finance and Facilities Committee will review events at both of the schools to find out if Johnson Controls should be held accountable and repair the problems.

### **D.3. Geothermal Retrofit Overview**

Chris White, District Energy Manager, provided an assessment of the District's opportunities for geothermal retrofit of the District's school buildings. With the approval of retrofitting the Hicks Municipal Center, it is evident that older buildings can be retrofitted to Geothermal. He also gave a summary on how some geothermal projects are financed. Mr. White responded to questions from members of the Board. Mr. Pagoni stated that without a solid cost figure for the process and without a clear cost savings amount, that actively pursuing this project would not be realistic.

The Superintendent thanked Mr. White for all his efforts in conserving energy throughout the District.

### **D.4. Primary Mental Health Grant Application**

Each year since 2000 Tolland Public Schools has applied to the Connecticut State Department of Education for funds to support the Birch Grove Primary Mental Health Program. The purpose of this program is to assist Connecticut school districts to better serve at-risk primary grade children through the availability of any early intervention mental health programs for the detection and prevention of emotional, behavioral and learning problems.

The grant proposal totals \$25,000. The Abstract and the Budget Worksheet were included in the packet.

The Administration recommends approval. This will be an action item at the May 25, 2011 meeting of the Board of Education.

### **D.5. Town Council Request**

On September 29, 2010, the Board of Education received a request from the Town Council to cover additional interest expenses associated with bonds issued for the high school project in the amount of \$18,014. (See Attachment 1)

On January 12, 2011, the Board approved \$12,605 of District funds from unused FY 2009/10 carryover funds be used to offset the \$18,014 leaving a balance of \$5,409. The Board voted that this amount would be addressed at year-end. (See Attachment 2)

At this time, Christine Hutton, Town Finance Director has informed the Administration that the balance has increased from \$5,409 to \$8,047 based on current actual figures. (See Attachment 3)

A discussion followed and the consensus of the members of the Board would be to use a portion of an expected refund from Workmen's Compensation to cover these expenses. This will be an action item at the May 25, 2011 meeting of the Board of Education.

#### **D.6. Fiber-Optic Cabling Project**

Past grants and construction funds have allowed us to connect three of the five District buildings to the Internet over district-owned, fast fiber-optic cabling. The two non-fiber-optic buildings, Birch Grove Primary and Tolland Intermediate, are connected by much slower copper cable leased from AT&T. The District has been trying, since 2005, to replace the two copper circuits because they "bottleneck" traffic across the network. Internet service has been quite bad to BGP and TIS but the problem was dramatically illustrated this year when online CMT testing in Tolland could not run in the time window required due to grossly inadequate bandwidth across the copper circuits.

Recently, however, as Verizon's Business Division has begun installing fiber optic service, the price for upgrading our copper to fiber-optic circuits has dropped by almost two-thirds. Accordingly, the Administration proposes to contract with Verizon to replace both of our copper circuits for approximately \$50,000 as opposed to \$124,000, the previous low bid.

Should the Board approve, funds for this project could come from an already approved capital improvement project slated for the Intermediate School. There already exists \$140,000 for the HVAC roof top replacement units over the lecture hall and the locker room at TIS.

As a result of a request for proposals for the HVAC project, one company submitted a bid for the work at \$144,900. Estimated expenditures for this project are as follows:

Architectural Services	\$ 5,800
Bid Advertisements	588
Bid Amount	<u>144,900</u>
Total	\$ 151,288

The Administration recommends replacing only the lecture hall area unit at this time. If the locker room area is turned into classrooms or areas for special education needs, the new unit to be installed may not be able to handle that type of area. However, in the meantime, the locker room area roof top unit would need to be sandblasted and painted. Maintenance such as sheet metal work and changing of door gaskets would

also need to be done. Maintenance of the mechanical components would give us another 3-5 years of unit life. This maintenance work would cost approximately \$2,900.

Of the \$140,000 in the capital improvement plan, approximately \$86,088 would be used for the replacement of the lecture hall HVAC unit leaving a balance of \$52,812.

		\$140,000
Architectural Services	\$	5,800
Bid Advertisements		588
Cost of Lecture Hall Unit		77,900
Maintenance-Locker Room Unit		<u>2,900</u>
		87,188
Balance	\$	52,812

The Administration recommends requesting the Town Council to transfer \$52,000 from the TIS HVAC Roof Top Unit project to a capital improvement project for the installation of fiber-optic cabling for Birch Grove and Tolland Intermediate School. This will be an action item at the May 25, 2011 meeting of the Board of Education.

#### **D. 7. Community Conversation – Update**

Mr. Guzman present the status of the Community Conversation recommendations that required further action.

#### **D. 8. NEASC – Tolland High School Accreditation**

The Superintendent presented a copy of an April 19, 2011 letter in which the Commission on Public Secondary Schools reviewed the Pre-Self-Study Report and continued the school's accreditation.

#### **PUBLIC PARTICIPATION**

Tyler Bobey of 183 Metcalf Road and a senior at Tolland High School indicated that the heating and cooling system at the High School was not very good and he thanked the Board for noticing and trying to correct the situation.

#### **POINTS OF INFORMATION**

Steve Clark indicated that he was concerned that there had been no explanation of how the Town Council referendum number was determined. He stated that it was determined by the mil rate that the Town Manager felt was sustainable.

Mr. Clark also distributed the third quarter Honor Roll from the High School and pointed out that if you add up the High Honors for grades 9, 10 and 11, it does not total the number of 12<sup>th</sup> graders making High Honors. He felt that these figures show that the budget reductions have had an impact on the quality of education in Tolland.

## **COMMITTEE REPORTS**

- **Finance and Facilities – May 4, 2011**

Mrs. Grabowicz reported that the Committee reviewed a draft of a memo for the Board of Education requesting that a capital improvement project be established for fiber-optic cabling Birch Grove and the Intermediate School. Roger Leege solicited a bid from Verizon to do the cabling in the approximate amount of \$50,000. Funds would come from the HVAC roof top unit replacement project at

the Intermediate School by postponing the replacement of the HVAC unit over the locker room for 3 to 5 years. The Committee concurred with the recommendation given the poor connectivity at Birch Grove and Intermediate Schools.

A request from Chris Hutton for \$8,047 to cover the balance of the funds requested by the Town council for interest costs associated with the high school construction project was also discussed.

The Superintendent informed the Committee that a playscape may be constructed on the playing field at the Intermediate School. He also informed Committee members that the capital improvement project originally in the 2011/2012 request for the skylight replacement will be deferred until next year as a result of reduction to the Town budget based on the May 3 referendum.

Mr. Guzman reported that the current enrollment for the HSA medical insurance program totals 43 valued at approximately \$184,000 in reduced insurance costs for the 2011/2012 fiscal year. He also shared the District's Textbook Inventory. Mrs. Grabowicz requested a copy of the textbook purchasing plan for the members of the Committee.

Ms. Regina notified the Committee of a possible rebate of insurance premiums by CIRMA. She shared a memo she sent to Mike Wilkinson of the Town Office requesting that she be notified when it arrives so that she can post the amount.

Committee members also decided that an agreement be drafted between the Town and the School District detailing the use of the gymnasium wing of Parker School by the Town's Park and Recreation Department. The Superintendent will discuss elements of the agreement with the Town Manager, Steve Werbner.

- **Policy Committee – May 9, 2011**

Dr. Block reported that the Policy Committee met with two representatives from EASTCONN. This is the second of two organizations the Committee met with to discuss facilitating a strategic planning process in the district. The anticipated cost of implementing a strategic plan would be between \$11,000 and \$15,000.

The committee plans to present a recommendation to use either NESDEC or EASTCONN to facilitate a comprehensive strategic planning process for the Tolland Public Schools at the May 25, 2011 meeting of the Board.

- **Town Council Liaison – May 10, 2011**

Mr. Clark reported that a Medicaid reimbursement was approved. He reiterated that no one at the meeting discussed how the new referendum figure was determined. He also asked if we definitely knew that the easement amount of \$50,000 had been approved.

The Superintendent presented updated amounts for the key elements of the budget increase. He distributed a report of the changes to the elements of the budget. Concern was expressed over the Governor's Plan B State budget and what cuts might result from this plan.

## **BOARD ACTION**

### **Motion**

Mr. Clark motioned and Dr. Block seconded to separate the two Board Policies for an individual vote and adding Policy 9130 as H.3. under Board action. All in favor. Motion carried.

### **H.1. Board Policy 5120 - Administration of Student Medications in the Schools**

Mr. Powell motioned and Dr. Block seconded to approve Board Policy 5120 – Administration of Student Medications in the Schools as presented at the meeting of the Board of Education on April 27, 2011. All in favor. Motion carried.

### **H.2. Budget Transfer Request**

Mr. Powell motioned and Dr. Block seconded that in accordance with Board Policy 3060, the Board authorize the following transfer of funds:

<b><u>From Account</u></b>	<b><u>Amount</u></b>	<b><u>To Account</u></b>	<b><u>Amount</u></b>
Program 701 Transportation	\$25,000	Program 791 Board of Education	\$25,000

Explanation: Excess funds in transportation account due to reducing the school year from 183 days to 180 days to cover additional unanticipated expenses for legal fees.

All in favor. Motion carried.

### **H.3. Board Policy 9130 - Time, Place and Notice of Meetings**

Mr. Powell motion and Mrs. Bresciano seconded to approve Board Policy 9130.

Mr. Clark felt that it was difficult for some members to get to a 7:30 p.m. meeting and that it would further discourage people from coming to meetings. He also stated that the standard time for most Town agency was 7:30 p.m. Mr. Pagoni felt that folks would

be able to get out earlier if the meetings started earlier. Mr. Pagoni in favor. All other members opposed. Motion failed.

**INFORMATIONAL ITEMS**

None

**OLD BUSINESS**

Mr. Clark asked for the status of the Freedom of Information complaint. The Superintendent reported that the complaint had been withdrawn. Mr. Clark also asked about the status of HSA conversion for unions without the option to enroll. The Superintendent stated that he would not have a reply until May 17, 2011.

Mr. Clark expressed concern that when Chris Hutton retired the progress made on the bridge between the Town and Board of Education accounting systems would not proceed. Ms. Regina said that would not happen, since she would still follow through.

**COMMUNICATIONS**

- Town Council Minutes from April 26, 2011 Special Meeting
- Town Council Minutes from April 26, 2011 Regular Meeting

**CHAIRPERSONS REPORT**

None

**FUTURE AGENDA ITEMS**

1. Gifted and Talented Report – Dr. Sally Reis
2. Counseling/Guidance Curriculum Report
3. Primary Mental Health Grant
4. Fiber Optic Cabling Project
5. Town Council and Board of Education Agreement for the Use of Parker

**EXECUTIVE SESSION – Possible Contract Ratification and Personnel Matters**

Mr. Clark motioned and Ms. Riley Vincent seconded to go into Executive Session at 9:34 p.m. for the purpose of possible contract ratification and personnel matters. All in favor. Motion carried.

The Board returned to public session at 9:48 p.m.

**Motion**

Mr. Powell motioned and Mrs. Bresciano seconded to approve the paraprofessional contract as presented for the fiscal year period ending on June 30, 2013. All in favor. Motion carried.

**Motion**

Mr. Powell motioned and Mrs. Grabowicz seconded to extend the meeting beyond 10:00 p.m. All in favor. Motion carried.



Mr. Clark motioned and Dr. Block seconded to return to Executive session at 9:50 p.m. All in favor. Motion carried.

The Board returned to public session at 10:05 p.m.

**ADJOURNMENT**

Mr. Clark motioned and Mrs. Bresciano seconded to adjourn at 10:05 p.m. All in favor. Motion carried.

Respectfully submitted,

Cheryl J. Abbott  
Board Clerk



TOWN of TOLLAND / 21 tolland green, tolland, connecticut 06084

September 29, 2010

TO: BOARD OF EDUCATION

FROM: FREDERICK M. DANIELS, TOWN COUNCIL CHAIR

SUBJECT: BUDGET REQUEST

On behalf of the Town Council, a formal request is being made for the Board of Education fund from within their 2010/11 budget the amount of \$18,014 for additional interest expense and debt issuance costs associated with the General Obligation Bonds for the High School project. These funds are not currently budgeted within our debt service accounts nor are they designated within Fund Balance. Your consideration of this request would be appreciated. The Town Council has delayed action on the appropriation until its meeting of November 9, 2010. The Town Council looks forward to hearing from the Board of Education regarding this matter.

FMD//ltb

cc: W. Guzman  
S. Werbner

MEMORANDUM

To: Steve Werbner  
Town Manager

FROM: William D. Guzman  
Superintendent of Schools

DATE: January 14, 2011

SUBJECT: Town Council Request – Use of FY 2009-10 Unused Carryover Funds

The Board of Education, at its January 12, 2011 meeting, voted to request that \$12,605 of District funds of unused FY 2009-10 carryover funds be used to offset the \$18,014 additional interest expense and debt issuance costs. This amount is the remaining balance of encumbered funds carried over at year-end after all purchase orders were closed.

Please note that the Board will wait until the end of the current fiscal year to determine if the remainder of the amount (\$5,409) would be available.

Please let me know if you have any questions.

cc: Board of Education  
Jane Regina

ATTACHMENT 3



Guzman, William <wguzman@tolland.k12.ct.us>

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## Appropriation

1 message

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**Christine Hutton** <chutton@tolland.org>

Mon, May 2, 2011 at 2:48 PM

To: wguzman@tolland.k12.ct.us

Cc: Steve Werbner <swerbner@tolland.org>

Bill,

I have to revise my memo from earlier. There was a Council action taken on behalf of the Board of Ed. on February 22<sup>nd</sup> which appropriated \$12,065 from liquidated encumbrances towards the shortfall. The issuance costs increased after the original memo due to estimates instead of actuals. The latest numbers include actuals. The difference from the \$20,679 would be \$8,047.

Sorry about the confusion,

Chris

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**D.1.**

**TO: Members of the Board of Education**

**FROM: William D. Guzman  
Dr. Kathryn Eidson**

**DATE: May 25, 2011**

**SUBJECT: Gifted Students– Dr. Sally Reis**

Dr. Sally Reis, a UCONN professor and expert on gifted and talented programs will address the Board of Education regarding the education of gifted students. The presentation will focus on two areas. These are:

1. Current practices that address the needs of the gifted students.
2. Possible additional ways to address gifted students' educational needs with and without additional resources.

**D.2.**

**TO: Members of the Board of Education**  
**FROM: William D. Guzman**  
**DATE: May 25, 2011**  
**SUBJECT: School Guidance Counseling Presentation**

Corinne Lorenzet, Guidance Director, will be present at the Board meeting to review the four areas of the District's developmental counseling program.

Attached for your information is a copy of her report.

WDG:ca

## TOLLAND PUBLIC SCHOOLS SCHOOL COUNSELING PROGRAM

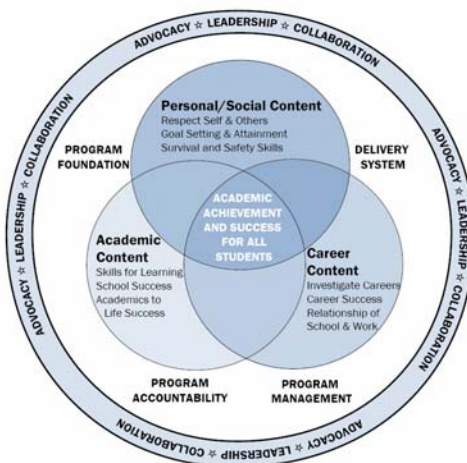
The school counseling program in the Tolland Public Schools begins in grade 3 and continues through grade 12. School counselors are certified staff members who have specific certification in school counseling through the state of Connecticut. At present, we have one counselor to service the approximately 708 students at Tolland Intermediate School, two counselors for the 745 students at Tolland Middle School and four counselors for the 917 students at Tolland High School. The district-wide counseling staff collaborates on a regular basis particularly in terms of student transition between schools and alignment of counseling curriculum.

The School Counseling curriculum in the Tolland Public Schools is a comprehensive model based on the standards recommended by the Connecticut State Board of Education in 2008. These recommendations are aligned with those suggested by the American School Counselor Association.

The school counseling program facilitates student development in three broad areas: academic, career and personal/social development. Our comprehensive program delivers a planned program of activities that are developmentally appropriate for students in the different grade levels. The comprehensive, planned nature of the curriculum assures that *all students* are involved in and benefit from the school counseling program.

It is important to note, however, that there will always be students who need the attention of the school counselors because of their special needs or circumstances. Flexibility is important so that the counselors and the counseling program can adjust to meet these needs as well as address new concerns as they present themselves. Ultimately, the school counseling program is directed to all students.

The diagram below outlines the major goals of each of the three counseling domains (academic, career and personal/social) and how they support the primary goal of supporting academic achievement and success for all students.



## **COUNSELING PROGRAM DELIVERY**

The school counseling program is delivered through four components: school counseling curriculum, individual student planning, responsive services and collaboration within and outside the school community.

### ***School Counseling Curriculum***

The school counseling curriculum provides developmentally appropriate and sequential lessons and activities in classroom and/or group settings. Some topics are addressed at numerous grade levels, as the lessons will reflect the developmental stages and skills of the students.

This component of the program accounts for differing amounts of the counselor's time at each grade level. It is the primary component at Tolland Intermediate School, and a large component at Tolland Middle School. At Tolland High School, primarily due to the nature of the block schedule, this is a rather small component, as will be discussed in the individual planning component.

Topics covered by grade through group counseling activities:

- Grade 3: transition to TIS, test-taking strategies, dealing with test anxiety, tolerance and diversity, conflict resolution, social skills, respect, classroom learning skills, problem solving, impulse control, study skills
- Grade 4: compromise, responsibility, victimizing/bullying, cooperation/team building, study skills, test anxiety/test taking skills, tolerance and diversity, conflict resolution, social skills
- Grade 5: victimizing/bullying, cooperation/team building, study skills, test anxiety/test taking, tolerance and diversity, social skills, transition to middle school
- Grade 6: support systems/resources, decision making/choices, role of a student, career exploration, refusal skills, risk, conflict resolution (includes some of the topics previously covered by the ROPE program)
- Grade 7: time management, study skills, individual learning styles, conflict resolution, bullying/violence prevention career exploration
- Grade 8: interpersonal relationships, communication skills, diversity, respecting individual differences, career exploration, transitioning to high school



- Grade 9: transition to high school, academic planning for sophomore year
- Grade 10: academic planning for junior year, career inventories
- Grade 11: introduction to the PSAT and standardized testing, academic planning for senior year
- Grade 12: college application process, transition to high school

### ***Individual Student Planning***

Individual student planning consists of activities that assist each individual student to develop, analyze and evaluate his/her own education, career and personal goals and plans. These individual sessions address the same objectives for each student. The counselor works with the student to work on these objectives in the way that is appropriate for the student and his/her unique needs. These sessions also support the classroom/group counseling activities outlined above. For example, at the high school, counselors meet with each student to review academic plans for the next school year in light of the student's individual post-high school plans, academic skills and abilities and career interests. These sessions build on the knowledge gained through the academic planning group lesson.

The amount of time that this component comprises at each grade level varies greatly. Individual planning begins at the middle school level, and continues into high school. Due to the increased counselor loads at the middle school (due to the loss of a counselor), the number of individual sessions has been drastically reduced. As mentioned earlier, at the high school the block schedule presents unique challenges to counselors, as most of the curriculum is delivered through individual planning sessions. The benefit of this, as is noted year after year in exit surveys, is that students feel that they have developed a positive rapport with their counselor, that their counselor is concerned about them as an individual, and that their counselor is an adult in the school that they can turn to for both academic and personal concerns.

### ***Responsive Services***

The responsive services component allows the school counselor to address the needs of students on a variety of issues. It involves activities such as intervention (either in individual or group settings), collaboration with parents, administrators and other school staff, crisis intervention, and conflict resolution. Although the responsive services component does not by nature include all students, it does provide the services needed for individual students to maximize their potential and achieve their academic, career and personal goals.

Examples of responsive services include specifically-focused groups (divorce, grief, social issues, etc.), working with parents/staff on specific needs for individual students,

consulting with staff and outside agencies. It also includes registration of new students and, at the high school level particularly, writing recommendations.

At TIS, the counselor attends PLC meetings when requested to address individual student needs. TMS counselors develop Early Intervention Plans to address individual needs, as well as work with the teams to address student concerns. They are responsible for facilitating the meetings, completing paperwork and communicating with parents, staff and students. At THS, counselors are members of the Student Intervention Team. At all levels, counselors are members of the crisis team.

Counselors at all levels attend the PPTs of students on their caseloads. In addition, counselors are the primary case managers for students with Section 504 plans. As of May 2011, there are 55 504 students at TIS, 33 at TMS and 43 at Tolland High School. As case managers, counselors serve in the same capacity as special education teachers do for students with IEPs. Counselors are responsible for overseeing the student's plan, communicating with teachers, parents, administrators and staff, setting up annual meetings and completing all paperwork associated with the plan. This area of responsive services has increased tremendously, with a corresponding demand on counselor time.

### ***Collaboration Within and Outside the School Community***

This component is comprised of professional activities that support student needs. At all levels it includes collaboration with administrators and staff regarding student needs, providing information to school personnel and parents regarding specific issues (i.e. dealing with grief), conducting programs for parents on a variety of topics, and communicating and working with community based organizations.

Some examples of this collaboration include attending meetings with the Tolland clergy, working with Tolland Youth Services, parent meetings including orientation (all levels), assisting at curriculum nights, hosting preparation for college events and financial aid presentations.

### **NEEDS FOR THE FUTURE**

As explained at the beginning of this report, the goal of the developmental counseling program in place in the Tolland schools is to provide a planned program of counseling activities to *all* students. The program is designed to be proactive in nature, and not merely reactive. As we have looked at our curriculum, we have highlighted the following as needs that need to be addressed.

- Define counselor roles in the implementation of Student Success Plans, which must be in place for the Class of 2018 (will be sixth graders in the fall of 2011).

- Address the burgeoning number of students who are placed on Section 504 plans and the corresponding amount of time that counselors who serve as case managers must spend to oversee these students.
- The counselor caseload at TMS is approximately 390 students. With this high a case load, many issues arise. Counselors are not as available for individual student sessions, and cannot respond to parent phone calls/emails in as timely manner as they would like and parents expect.

**TO: Members of Board of Education**

**FROM: William D. Guzman**

**DATE: May 25, 2011**

**SUBJECT: Obsolete and Surplus Equipment – Technology**

The attached list from Johnathon Stake, District Network and Telecommunications Administrator, shows those items which are in disrepair and obsolete. In addition, the following equipment from Birch Grove Primary School is obsolete or defective equipment:

Bretford black cart  
RCA Television, model #J32332, serial #936624567  
3M 1700 Overhead Projector, model #1700 AJG, serial #1098941.  
RCA TV/VCR Combo, model #T20064, serial #CO94M11MA  
Califone Spirit Boom Box, model #1776, serial #FL21274  
Califone Card Master, model #2010, serial #JL110153  
Magnavox VCR, model #VR9530ATO1, serial #39855810  
Toshiba DVD Player, model #SD-3750N, serial #18PL119443  
RCA Camcorder, model #E157884, serial #845530509  
JVC Camcorder, model #GR-AXM100U, serial #063F0739

The Administration requests that the Board of Education declare these items as obsolete and turn it over to the Town Council in accordance with Board of Education Policy 3040, Disposal of Obsolete or Surplus Equipment/Materials.

WDG :ca  
Attachment

**D.4.**

**TO: Members of Board of Education**

**FROM: William D. Guzman  
Jane A. Regina**

**DATE: May 25, 2011**

**SUBJECT: Status of the Budget - May 12, 2011**

In accordance with the Board of Education Policy 3010, attached is the status report of the budget for fiscal year 2010-2011 as of May 12, 2011.

The adjusted budget for fiscal year 2010-2011 is \$32,286,245. As of May 12, 2011, projected expenditures and encumbrances total \$32,270,055. The projected balance at this time is \$16,190.

The projected deficit in the utility account has dropped since the last budget projection. The April budget report projected a deficit of \$12,001, this current report projects a deficit in the utility accounts of \$5,684.

There has been no new information regarding the FEMA Assistance Request as of this date. The review of open purchase orders is ongoing. We have been successful in removing some purchase orders from the system, as well as, adjusting others as needed.

The are no budget transfers that require Board approval at this time.

WDG/JAR:ca

**TO: Members of the Board of Education**

**FROM: Diane Clokey**

**DATE: May 25, 2011**

**SUBJECT: Strategic Planning for the District**

As you are aware from our reports, the Policy Committee has been discussing the value of entering into a strategic planning process as a district and a community. We have met with two organizations, the New England School Development Council and the EASTCONN Regional Education Service Center. Director of Curriculum and Instruction Kathryn Eidson, Tolland Intermediate School Principal Dineen and Social Studies Coordinator Jennifer Olsen have participated in these discussions. Our committee meets again on the afternoon of May 25<sup>th</sup>. At the Board of Education meeting, we will discuss strategic planning, why it may be the right time for Tolland to engage in the process, and recommend a group to facilitate such a process for us.

Enclosed please find a couple of examples of strategic plans and associated documents. We look forward to discussing what we have learned and answering your questions.



*New England School Development Council*

*Celebrating over sixty years of service to education*

**FREMONT SCHOOL DISTRICT  
(School Administrative Unit #83)  
Fremont, New Hampshire**

**STRATEGIC PLAN OUTLINE  
December, 2008**

**NESDEC Project Team**

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## I. INTRODUCTION AND BACKGROUND

On August 12, 2008, representatives from the New England School Development Council (NESDEC) met with Superintendent Normand Tanguay and the Fremont, SAU # 83, School Board to discuss a proposal for a Strategic Planning Project that had been submitted by NESDEC at the request of Superintendent Tanguay. It was agreed after that meeting that NESDEC would consult with the Superintendent and School Board on the strategic planning process. (It was also later agreed that NESDEC would assist in the search for a new principal for Fremont after the strategic planning process was completed.)

On September 3, 2008, Dr. Baker met with the Superintendent and two principals, Dawn Lewis and William Marston, to review the planned process. A timeline was developed for that process, including:

- reviewing or developing a District Mission Statement
- developing a Profile of the Present District
- leading three focus groups on the issues the District should address, completed on November 11 and 12
- developing an outline of a strategic plan based on the focus group meetings, including strategic targets and goals and objectives for the District

The Mission Statement and District Profile were presented to the Superintendent and School Board on October 14, 2008.

The Strategic Targets, Goals and Objectives were presented to the Superintendent and School Board on December 9, 2008 in accordance with the timeline.

## II. EXECUTIVE SUMMARY AND METHODOLOGICAL PROCESS

The consultant, Dr. Baker, met with three focus groups: the School Board and Administration; the School Staff; and the Community, especially parents. All three groups focused on the question: *What issues or concerns do you think the school district should address in the next few years?*

The process began with brainstorming in which comments were recorded. Participants were then asked to prioritize all the comments individually and the priorities were combined to determine the total group's highest priorities. The highest priorities of all three groups were combined to determine what were the most frequently mentioned high priority items across all three groups.

Six Strategic Targets were identified through this process: Communications; Curriculum/Student Achievement; Staffing and Staff Development; Student Expectations, Academically and Behaviorally; Facility/Space Needs; and Grade and Administrative Organization.

Specific goals were generated for each Strategic Target based on the comments in the focus groups. A total of 16 goals were proposed. Each goal has three measurable objectives designed to clarify and implement each goal as well as assuring that there is an accountability procedure for each goal.

It is expected that the District management will assign responsibility for each goal to members of the staff. Deadline dates will also be established for each goal in which the progress on that goal will be reported to the Superintendent and/or School Board.

### **III. PROFILE OF THE PRESENT STATE OF THE DISTRICT**

#### **The Town of Fremont**

Fremont is a small, rural town, with 17.2 square miles, located in southeastern New Hampshire. It is about midway between Manchester to the west (about 22 miles) and Portsmouth to the east (about 23 miles). It is about 15 miles north of Haverhill, Massachusetts.

It was incorporated as a town in 1764. In July, 2007 the population of Fremont was 4,074. The population had grown 15.9% since 2000. About 98% of the population is white, non-Hispanic. The top four ancestries of the town are Irish (27.3%), French (23.4%), English (13.4%) and French Canadian (12.2%). Nearly 19% of the population, 25 years and over, have bachelor's degrees or higher.

#### **The Fremont School District (School Administrative Unit # 83)**

In March of 2006, Fremont formed its own SAU with its own superintendent. Before that, Fremont had been part of SAU 14 with the towns of Epping and Chester. The school district consists of Ellis School for pre-school to grade 8. It had an enrollment of 545 students in the spring of 2008, a 29% increase since 1996.

The Ellis School is divided into an elementary school program for grades pre-K to 4 and a middle school program for grades 5-8. Each program has its own principal. The New England League of Middle Schools did a study of the middle school program a few years ago that led to some recommendations. This year, the middle school program is being led by an interim principal. All Fremont high school students now attend Sanborn Regional High School in Kingston, NH. The Ellis School staff has been working to assure that the Ellis School curriculum is coordinated with the Sanborn Regional High School curriculum.

#### **The Present State of the School District**

As a relatively new school district, Fremont is still in the process of adjusting to its single town status. The School Board established Board Goals for 2007-2008 that included a long-range school facilities plan developed with the New England School Development Council (NESDEC). That was completed in March, 2008. The plan addressed the need to increase school capacity and to rehabilitate or replace school spaces which do not support 21<sup>st</sup> century educational programs. Five options and criteria for judging the options were offered. The District is now studying and considering those options.

New programs that were initiated in 2007 were:

- Kindergarten, with a curriculum that prepares students for first grade
- The Gifted and Talented Program, which offers challenging programs for all students, especially for children with special ability and talents
- The PBIS (Positive Behavior Interventions and Support) Program
- The Standards Based Reporting System

The school has met all requirements for making Adequate Yearly Progress in accordance with the federal No Child Left Behind Act. Special staff training in math, reading, and writing is being offered to make further progress. The school has qualified as a Follow the Child school, a program sponsored by the New Hampshire Department of Education to promote student achievement through personalized learning and assessment.

In addition to the above initiatives and accomplishments, the School Board has goals for 2007-2008 that include improving communication and dissemination of information to the public and updating, maintaining and revising Board policies and procedures.

The Board also has the following long-range goals: developing an adult/community education program, developing an education plan for the district, and reviewing and updating the ten-year district plan.

Finally, the Board has contracted with NESDEC to "Develop a strategic plan for the District so that the highest quality education will be available to all students." The Board also decided to coordinate the development of that plan with the search for a permanent middle school principal to begin in the 2008-2009 school year.

#### IV. MISSION STATEMENT

(This draft of the Fremont School District's Mission Statement is based on documents produced by the Fremont School District. They include: the Mission Statement in the Special Education Program Approval Case Study Report, the Student/Parent Handbooks for both the Ellis School Elementary Program and the Middle School Programs, as well as the educational aspects of the 2007-2008 Fremont School Board Goals. As of December, 2008, this Mission Statement had not been formally approved by the Fremont School Board.)

*Our school district strives to have community schools in which learning for all is our primary purpose. Our schools are centers of learning for our children, parents, citizens, teachers and staff. All teachers will take active roles in their own learning as well as the learning of others. Their learning will be self-directed and life-long.*

*Our schools will provide a curriculum that is aligned with New Hampshire's Frameworks and Grade Level Expectations and which meet all requirements of Adequate Yearly Progress. That curriculum will offer equal and full access for all to a wide range of opportunities and activities including educational experiences that promote individual progress academically, emotionally, socially, physically and through special talents.*

*Throughout their education in Fremont, students will be expected to be respectful, be responsible and be prepared.*

## V. STRATEGIC TARGETS

The following strategic targets came from the input received at the three focus group meetings with:

- the School Board and administration held on November 11, 2008
- the staff of the school held on November 12, 2008
- the community also held on November 12, 2008

The question related to the strategic planning process that was asked was:

*What issues or concerns do you think the school district should address in the next few years?*

The strategic targets were determined by combining the responses to the question above which were the top priorities from each of the three focus groups. Highest priority issues leading to strategic targets were those that were repeated or are similar in two or three of the focus groups.

In analyzing the responses from the three focus groups, there were just a few topics that all three groups had in common that were among the highest priorities. One was related to communications (communications between the administration and staff, between the district and community, and between teachers and parents). Another was concerned with curriculum or student achievement. Staffing and staff development was a third area mentioned as a high priority in all three focus groups.

Not mentioned as frequently, but still a high priority in all three groups, was facilities or space needs. Clarifying student expectations, both academically and behaviorally, was referenced fairly often and was a high priority in two of the groups. Grade and administrative organization was a high priority in one of the groups and was mentioned in the other two groups.

Therefore, six strategic targets are recommended for this strategic plan. They are listed below in priority order.

1. **Communications**
2. **Curriculum/Student Achievement**
3. **Staffing and Staff Development**
4. **Student Expectations, Academically and Behaviorally**
5. **Facilities/Space Needs**
6. **Grade and Administrative Organization**

## VI. MANAGEMENT GOALS AND OBJECTIVES

The following goals for each strategic target are based on comments at the focus group meetings that were given high priority. They help clarify what needs to be done to effectively address the area of concern represented by title of the strategic target. Each of the goals has three measurable objectives designed to clarify, implement and make accountable each of the goals. The completed goals and objectives will include who will be responsible for implementing each goal and objective and the completion dates for each objective, to be determined by the Superintendent and/or the School Board.

### Strategic Target I: Communications

1. Goal: Seek support of the community through communications

Objective 1.1: Survey community regarding the perceptions of and support for the school system

Objective 1.2: Develop plans for addressing areas of concern revealed in the survey, with an emphasis on positive activities and accomplishments at the school

Objective 1.3: Ascertain when there will be a follow-up of the survey to measure improvements in the community's perceptions and support

2. Goal: Define and develop a "community school"

Objective 2.1: Include in the above survey what features the community would like a community school to have

Objective 2.2: Form a committee of professional staff and parents to develop plans for implementing the features that were identified in the survey that are regarded as most desirable and feasible

Objective 2.3: Determine the date the chairman of the committee would report to the School Board on the implementation of the features that were identified

3. Goal: Clarify what children need to know and be able to do

Objective 3.1: Form a committee of staff and parents to clarify what children at different stages in their schooling should know and be able to do, especially in the basic academic program, based in part on research literature

Objective 3.2: The committee chair will report on the list of knowledge and skills children need to the School Board on a specified date

- Objective 3.3: Determine what assessments have been and will be done to measure in the above report
4. Goal: Improve communications between the administration and staff
- Objective 4.1: Survey staff on ways administration's communications could be improved and be more consistent between administrators
- Objective 4.2: Superintendent meets with administrators to put together a feasible plan based on survey results to improve communications and consistency with staff
- Objective 4.3: Survey staff members again after a one year trial of the above plan to determine if they think there has been progress in communications between administration and staff
5. Goal: Find time for discussions about curriculum among the staff
- Objective 5.1: Staff meets with administration to determine if time can be found for the staff to meet to have discussions about curriculum
- Objective 5.2: Superintendent proposes to School Board time blocks for staff to meet to discuss curriculum issues
- Objective 5.3: Staff reviews with administration and School Board what was accomplished in curriculum discussion time blocks within one year of their inception
6. Goal: Improve communications between the school and parents
- Objective 6.1: Representative staff and parents meet to address ways to improve communications between staff and parents
- Objective 6.2: A report is submitted from the principal(s) to the superintendent proposing specific means of improving communications between the staff and parents
- Objective 6.3: Within a year's time of the beginning of the new means of communicating between staff and parents, parents are asked to indicate whether the communications has improved since before the start of the new program



## Strategic Target II: Curriculum/Student Achievement

(Goals 3 and 5 under the Communications Strategic Target above also are related to this Curriculum/Student Achievement Strategic Target)

### 1. Goal: Fremont students attain and improve on Annual Yearly Progress (AYP)

- Objective 1.1: Analyze results from AYP testing to determine how well Fremont students are doing on it and report results to the School Board
- Objective 1.2: Identify areas of weakness and excellence in student performance and develop a curriculum and instructional strategy for each area of weakness and a student recognition program for areas of excellence to be implemented in the next school year
- Objective 1.3: Analyze results from the latest AYP testing and report results to the School Board, specifying areas of progress or no progress

### 2. Goal: Implement the Follow the Child Program

- Objective 2.1: Review the 10 commitments and 8 conditions that are requisite parts of the Program and assess the extent to which they are being met in the Fremont School District
- Objective 2.2: Develop strategies for addressing the areas of relative weakness in Fremont with regard to the Program commitments and conditions
- Objective 2.3: Review the progress in the areas addressed in one year and report the results of the review to the School Board

### 3. Goal: Assess the Curriculum sequence and coordination

- Objective 3.1: Form staff curriculum coordination committee to review and revise the vertical and horizontal curriculum, K-8, for logical sequencing
- Objective 3.2: The curriculum coordination committee presents the updated coordinated curriculum to the Administration and School Board
- Objective 3.3: The standing curriculum coordination committee reviews the curriculum annually for changes and improvements that have been made and review implications for related curriculum

### Strategic Target III: Staffing and Staff Development

#### 1. Goal: Attract a Strong Staff

Objective 1.1: Administration reviews and develops procedures and strategies for recruiting a strong staff to Fremont, stressing what is appealing to staff about the Fremont School District

Objective 1.2: Administration reports to School Board about the above plan

Objective 1.3: New staff members asked to report on their experience in the recruiting process, what has been the quality of their first year experience on the Fremont staff and what could have been done to make it better

#### 2. Goal: Improve Professional Development for Staff

Objective 2.1: Survey staff on professional development programs they need, e.g. direction on three-year certification program

Objective 2.2: Administration develops professional development plan responsive to the needs the staff has expressed

Objective 2.3: Follow above procedures on an annual basis

#### 3. Goal: Review Administrative Staffing

Objective 3.1: Superintendent and School Board review administrative staffing especially the number of Principals, a Director of Special Education and a Director of Curriculum, including part-time and shared positions (e.g. teacher/administrator)

Objective 3.2: Superintendent and School Board explain rationale for their decisions regarding administrative staffing to the staff and public

Objective 3.3: Any changes in the decisions regarding administrative staffing should also be explained to the staff and public

#### **Strategic Target IV: Student Expectations, Academically and Behaviorally**

(The following goals from the previous Strategic Targets (STs) are also related to this Strategic Target: ST I, Communications - Goal 3: Clarify what children need to know and be able to do; ST II, Curriculum/Student Achievement – Goal 1: Fremont students attain and improve on Annual Yearly Progress; Goal 2: Implement the Follow the Child Program)

1. Goal: Review PBIS as a disciplinary program

Objective 1.1: Survey staff regarding: (1) the extent to which they understand and (2) support the principles and procedures of the PBIS program and (3) the extent to which they think it is being implemented

Objective 1.2: Survey parents on the same three issues on which the staff is surveyed

Objective 1.3: Review PBIS at least every two years and report the results to the Superintendent and School Board

2. Goal: Implement a consistent zero tolerance policy for student misbehavior

Objective 2.1: Have staff discussion on whether such a policy is feasible in school and on busses

Objective 2.2: Have Principal(s) discuss this issue with parents

Objective 2.3: If it is determined by staff and parents that they can support and implement such a policy, put a plan for doing so in place under the supervision of the Principal(s)

#### **Strategic Target V: Facility/Space Needs**

1. Goal: Review and systematically implement the most favored options presented in the March, 2008 NESDEC report, *Long-Range School Facilities Planning*

Objective 1.1: Have all Fremont stakeholders who are committed to solving the school space problems review the NESDEC report and determine which presented option they individually favor

Objective 1.2: Survey all stakeholders to see which of the options is generally favored

Objective 1.3: Develop a timely and persuasive warrant article that will meet space needs and present to the town

**Strategic Target VI: Grade and Administrative Organization**

1. Goal: Determine what grade levels should be unified under one principal

Objective 1.1: Assign appropriate staff members to review relevant research literature on grade configuration, focusing on the general positive and negative attributes of the various options ( e.g. K-4, 5-8; K-6, 7-8; K-5, 6-8; K-8)

Objective 1.2: Determine which of the options is supported most by staff and parents

Objective 1.3: Develop a pragmatic plan to implement the option favored by more than the other options

## **VII. ASSIGNMENT OF PEOPLE RESPONSIBLE AND DEADLINES FOR EACH OBJECTIVE**

This plan needs to include the assignment of people who will be responsible for making sure that progress is made on each goal and objective. Dates should also be established when the people responsible will report to the Superintendent and/or School Board on the status of the goals and objectives.

Some of the questions that may be answered in the reports are:

- What activities were carried out, on what dates, to make progress on this goal/objective?
- Who was involved in those activities?
- How much progress was made?
- What facilitated progress?
- What were impediments to progress?
- Has the objective been completed successfully?
- If so, provide evidence of successful completion?
- If not, what needs be done to continue to work toward completion?
- What resources are needed to facilitate successful completion of the objective?

## APPENDIX A

## APPENDIX A

### **SOURCES FOR THE PROFILE OF THE PRESENT STATE OF THE DISTRICT**

Fremont School District Board Goals, 2007-2008

Fremont Ten Year Plan, 2003-2004

School District Reports in the 2005, 2006 and 2007 Annual Reports for Fremont, New Hampshire

Ellis School Elementary School Program Student/Parent Handbook, 2008-2009

Ellis School Middle School Program/Student Parent Handbook, 2008-2009

New Hampshire Department of Education Special Education Program Approval Visitation Case Study Compliance Review, Fremont School District, Summary Report, 2006

School Administrative Unit #83 Organizational Report

Long-Range School Facilities Planning, Fremont NH, NESDEC, 3/08

PBIS: Evaluation & Preliminary Recommendations, 11/13/07

SAU #83 Web Site

NH Department of Education District Data Profiles

NH Economic & Labor Market Information Web Site, 8/13/07

City-Data.com; Fremont NH Detailed Profile

Seacoastonline.com: "Fremont's Ellis School ready for 2008-2009 school year"

## APPENDIX B



## **APPENDIX B**

### **COMPLETE LIST OF COMMENTS FROM THE BRAINSTORMING OF EACH FOCUS GROUP**

#### **School Board and Administration Focus Group, November 11, 2008 (8 participants)**

1. Focus on communications
2. How to attract a strong staff
3. Attain Annual Yearly Progress (AYP)
4. Support from the community
5. Facility needs
6. Implement Follow the Child Program
7. Define a "community school"
8. Address inequity in Sanborn High School tuition
9. Cost effectiveness
10. Work with community on what children need to know and be able to do
11. What grade configuration is best for Fremont (e.g. grade 5 in elementary or middle school)
12. Foreign Language throughout the grades
13. Develop standards-based curriculum
14. Determine whether middle school meets state standards
15. Align curriculum to the Sanborn High School curriculum
16. Develop adult/community education program
17. Use data to improve instruction
18. Improve public perception of Fremont education

*The following items mentioned in the brainstorming did not receive any points in the prioritizing process:*

- Full-day Kindergarten
- Uniformity between the elementary and middle school levels as appropriate
- Tracking Fremont students at the high school
- Teacher and administrator mentoring programs

#### **Staff Focus Group, November 12, 2008 (19 participants)**

1. Communications (administration to staff)
2. Consider two schools (instead of one)
3. Space problems
4. Special Education Director
5. Professional Development (especially more direction on the three-year certification plan)

6. Differences between administrators K-8, need for collaboration for one message
7. Time for curriculum discussion among staff
8. Curriculum sequence
9. Curriculum Director
10. Emphasize positives of the Ellis School with the community
11. Need for science experiments and practical arts, i.e. hands-on curriculum
12. Help students prepare for the high school experience, i.e. have parallel support systems
13. Security
14. Give earlier notice of staff projects, need prep time

*The following items mentioned in the brainstorming did not receive any points in the prioritizing process:*

- Discipline consistency
- Foreign language
- Coordination with Sanborn High School curriculum
- School-community communications
- Provide for Fremont students as is provided for students in other towns

**Community Focus Group, November 12, 2008 (30 participants)**

1. Re-focus on the basic academic program (e.g. reading, math, science, history, foreign language, technology) not exploratory programs
2. Emphasize academic excellence, improve test scores
3. Discipline
4. School-parent communications
5. Strong leadership
6. Respect for all in district from the top down
7. Review PBIS as a disciplinary program
8. Zero tolerance for misbehavior, in school and on busses
9. Safety
10. District parent communications
11. Space
12. Review standard reporting
13. Restore honor roll
14. Make teachers and students accountable
15. Control costs and waste
16. Expand music (e.g. band)
17. Clarify behavior expectations
18. Establish balance between regular education and special education
19. Clarify mission statement (should be visible throughout District)
20. Train teachers for standard-based education
21. More challenging courses
22. Implement anti-bullying program

23. Establish consistence from class to class
24. More communications to parents re: grades, ranks
25. School ranking vs. other schools in state

*The following items mentioned in the brainstorming did not receive any points in the prioritizing process:*

- Criteria for special education students leaving classrooms
- Cleanliness and organization of building
- Policy for “going green”
- Review cafeteria time etc.
- Review “Everyday Math”
- Review recess policy (e.g. the number of recesses at every level)

## APPENDIX C

## **APPENDIX C**

### **ANALYSIS OF PRIORITY ORDER RANKINGS OF COMMENTS FROM EACH FOCUS GROUP FOR EACH STRATEGIC TARGET**

#### **1. Communications**

Board/Administration Focus Group Rankings: 1, 4, 7, 10, 16, 18

Staff Focus Group Rankings: 1, 7, 10, 14

Community Focus Group Rankings: 4, 6, 10, 17, 19, 24

(Total Rankings: 16, Highest Priorities: 1, 1, 4)

#### **2. Curriculum/Student Achievement**

Board/Administration Focus Group Rankings: 3, 6, 10, 12, 13, 14, 15, 16, 17

Staff Focus Group Rankings: 7, 8, 9, 11, 12

Community Focus Group Rankings: 1, 2, 12, 13, 16, 18, 21

(Total Rankings: 21, Highest Priorities: 1, 3, 7)

#### **3. Staffing and Staff Development**

Board/Administration Focus Group Rankings: 2

Staff Focus Group Rankings: 12 (mentioned in brainstorming)

Community Focus Group Rankings: 3, 7, 8, 14, 17, 22

(Total Rankings: 7, Highest Priorities: 2, 4, 5)

#### **4. Student Expectations, Academically and Behaviorally**

Board/Administration Focus Group Rankings: 3, 19

Staff Focus Group Rankings: 2, 3

Community Focus Group Rankings: 3, 7, 8, 14, 17, 22

(Total Rankings: 10, Highest Priorities: 3, 3, 12)

#### **5. Facility/Space Needs**

Board/Administration Focus Group Rankings: 5

Staff Focus Group Rankings: 2, 3

Community Focus Group Rankings: 18, 23

(Total Rankings: 4, Highest Priorities: 2, 5, 11)

## 6. Grade and Administration Organization

Board/Administration Focus Group Rankings: 11

Staff Focus Group Rankings: 2, 4, 6, 9

Community Focus Group Rankings: 18, 23

(Total Rankings: 7, Highest Priorities: 2, 11, 18)

# Developing a Strategic Plan

*Tolland  
May 9, 2011*

## *'Let's Begin with a Common Language'*

### **Definition of Strategic Planning**

Strategic Planning is a process which leads to results-based goals for the next 3-5 years. An action oriented School Improvement Plan with measurable outcomes is written each year to address those goals.

### **Components**

**Mission**

**Vision**

**Values/Beliefs/Guiding Principles**

**Environmental Scan**

*(internal and external data collection and analysis; includes input from the school community: surveys, forums and/or focus groups)*

**Threats and Opportunities**

**Critical Issues**

**Goals**

**School Improvement Plan**

**Annual Review**

### **Mission**

*Why do we exist?*

**Definition:** A broad statement of the unique *purpose* for which the organization exists and the specific *function* it performs.

**Importance:** The mission question challenges members of a group to reflect on the fundamental purpose of the organization, the very reason for its existence. The question asks, "Why do we exist?" "What are we here to do together?" and "What is the business of our business?" The focus is not on how the group can do what it is currently doing better or faster, but rather on what it is doing it in the first place. Addressing this question is the first step in clarifying priorities and giving direction to everyone in the organization.

## **Vision**

*What do we hope to become?*

### **Definition:**

Whereas mission establishes an organization's purpose, vision instills an organization with a sense of direction. "If we are true to our purpose now, what might we become at some point in the future?"

### **Importance:**

Vision presents a realistic, credible, attractive future for the organization - a future that is better and more desirable in significant ways than existing conditions. An effective vision statement articulates a vivid picture of the organization's future that is so compelling that a school's members will be motivated to work together to make it a reality.

## **Values/ Beliefs/ Guiding Principles**

*How must we behave in order to make our shared vision a reality?*

### **Definition:**

While a mission statement asks the school to consider *why* it exists, and a vision statement asks *what* it might become, a statement of beliefs asks people to clarify *how* they intend to make their shared vision a reality.

### **Importance:**

The values question represents the essential ABCs of school improvement because it challenges the people within that organization to identify the specific attitudes, behaviors, and commitments they must demonstrate in order to advance toward their vision.

## **Environmental Scan**

*What are the external or environmental forces present?*

### **Definition:**

This task examines forces in the next 2-5 years over which we have little or no control

### **Importance:**

External or environmental changes may present significant *opportunities* if they are appropriately anticipated and structured into programs to capitalize on them or they may present a *threat* making it necessary to be reactive rather than proactive in planning.



## **Goals**

*Which steps will we take first, and when?*

### **Definition:**

This task determines what must be accomplished first, the specific steps that must be taken to achieve the objectives, and the timeline for the process.

### **Importance:**

Goals represent measurable milestones that can be used to assess progress in advancing toward a vision; thus they make visions more substantive. Visions may inspire, but goals foster ongoing accountability. It is the identification and pursuit of explicit goals that foster the experimentation, results orientation, and commitment to continuous improvement that characterize the professional learning community

## **Expectations for Members of the Strategic Planning Committee**

- Commit to the Strategic Planning Process for a minimum of one year or until the first annual review (typically 9 – 15 months)
- Review all written materials in a district prepared data notebook
- Attend and actively participate in all planning meetings;
  - One 2-3 hour meeting to review district data and develop a common understanding of the framework and components of the Strategic Planning Process
  - Two 5 hour planning session to draft the Strategic Plan mission, vision, beliefs, goals and strategies
- Willing to serve as a member/facilitator for an Action Team the will write an implementation plan for one of the Strategic Goals
- Willing and available to present the Strategic Plan to the community groups for input
- Willingness to sacrifice self-interest and represent all stakeholders in the ~~Columbia~~ TOLLAND School Community

## **Groups – Roles and Responsibilities**

### **I. Steering Committee**

- a. Designs process
- b. Chooses Strategic Planning Committee (20-25)
- c. Gathers data
- d. Designs and facilitates focus groups

### **II. Strategic Planning Committee**

- a. Reviews all data
- b. Drafts the plan
- c. Helps to present to various stakeholder groups
- d. Action team member/facilitator
- e. Attends annual review

### **III. Focus Group Member**

- a. Gives input regarding mission, beliefs and issues facing the school district
- b. May be a member of an action team
- c. May volunteer for other activities

## **Outcomes**

- Strategic Plan with 3 – 5 year Goals ✓<sup>2-3</sup>
- Action Plans with Implementation Strategies
- Involves a broad base of community stakeholders including parents, students, members of the community, members of local government, members of local businesses
- Involves extensive data collection and analysis

# Cape Elizabeth Schools FUTURE DIRECTION PLAN

## 5 Year Objectives

**STRATEGIC Goal 1:** To attract, retain, develop and supervise the best possible staff for the Cape Elizabeth Schools.

*Objectives:*

1. A districtwide framework for professional development will be designed.
2. A professional development system with a focus on teaching and learning will be implemented.
3. The effectiveness of the professional development program will be analyzed and publicized.
4. A districtwide framework for supervision and evaluation of professional staff will be designed.
5. A process for supervision and evaluation that is focused on individual growth and improvement, with an emphasis on student learning, will be implemented.

**STRATEGIC Goal 2:** To communicate and build support among all stakeholders.

*Objectives:*

1. A planned systematic program of communication will be developed and maintained.
2. Opportunities for the involvement of parents and community members in school related non-booster type initiatives will be expanded.

**STRATEGIC Goal 3:** To develop a set of indicators that will assist us in measuring the success of our action plans and the degree to which our vision is realized.

*Objectives:*

1. A baseline will be established so that we may determine the present relationship of the Cape Elizabeth Schools to its vision.
2. Comparisons and relationships with exemplary regional schools will be established.
3. The degree of progress toward the attainment of the Cape Elizabeth Schools' Vision will be assessed.

## OUR VISION

Cape Elizabeth Schools will be one of the top public school systems in the U.S. having created a dynamic organization which inspires an enthusiastic, innovative and collaborative environment that results in a high level of learning and achievement for all.

### Goal 1:

*To attract, retain, develop and supervise the best possible staff for the Cape Elizabeth Schools.*

### Goal 2:

*To communicate and build support among all stakeholders.*

### Goal 3:

*To develop a set of indicators that will assist us in measuring the success of our action plans and the degree to which our vision is realized.*

### Goal 4:

*To create a K-12 curriculum that is coordinated, implemented, evaluated and refined on a regular basis.*

### Goal 5:

*To foster and sustain a climate of enthusiasm, collaboration, and high expectations based on mutual respect and agreed upon standards of behavior for all.*

STUDENT  
ACHIEVEMENT

## 5 Year Objectives

**STRATEGIC Goal 4:** To create a K-12 curriculum that is coordinated, implemented, evaluated and refined on a regular basis.

*Objectives:*

1. All current curriculum will be documented and analyzed with regard to state and national standards.
2. A revised curriculum will be developed and coordinated to meet state and national standards.
3. All staff will clearly understand the expectations and content of the revised curriculum and be prepared to implement it.
4. The revised curriculum will be fully implemented K-12.
5. A defined plan for evaluation and revision of the curriculum will be created and implemented.
6. The effectiveness of the curriculum will be evaluated.

**STRATEGIC Goal 5:** To foster and sustain a climate of enthusiasm, collaboration, and high expectations based on mutual respect and agreed upon standards of behavior for all.

*Objectives:*

1. A climate of enthusiasm, collaboration, safety, respect, and health (physical and emotional) will be fostered and sustained among the adults in the school system.
2. All members of the school community will have a common understanding about respectful behavior.
3. All members of our school community will feel safe. Respect and acceptance will be apparent in all facets of school life.

## OUR MISSION

Our mission is to ensure that all of our students develop the knowledge, skills, behaviors, and attitudes to become successful individuals and citizens.

## OUR BELIEFS

About Students and Learning, we believe that:

- All students can learn
- All students should be challenged and supported in their learning
- All students have abilities and talents that are worthy of being recognized and developed
- All students benefit when they are held to clear and appropriate expectations
- As educators, we will connect with the strengths and passion of each student for learning by providing a meaningful and engaging education
- Education must prepare students to become competent individuals and productive citizens

About Teachers and Teaching, we believe that:

- Teachers need time for collaboration, reflection and professional development on a regular, consistent basis
- Teachers need to understand and address the different learning styles of their students
- Our community expects, values, and supports excellence in teaching

About schools as Learning Communities, we believe that:

- Students and staff have the right to a safe, respectful, and challenging environment conducive to learning
- Education is a shared responsibility among students, teachers, staff, parents, and the community
- A wide range of learning opportunities must be provided in order for our students and staff to be successful
- The quality of relationships directly impacts learning and achievement

## FUTURE DIRECTION PLAN Year 1 Implementation Schedule

DATE: 2001-2002

### PROFESSIONAL DEVELOPMENT Goal 1

- Create District Professional Development Team
- Review current Professional Development Plan
- Review Action Team Survey
- Research / data collection
- Compile, organize, and present data
- Recommend a framework for professional development
- Collect baseline data

### SUPERVISION & EVALUATION

#### Goal 1

- Create Supervision / Evaluation Team
- Review current supervision / evaluation plans
- Review 1999 Supervision / Evaluation Committee work
- Review Action Team survey
- Research / data collection
- Compile, organize, and present data
- Recommend a framework for supervision / evaluation

### COMMUNICATION Goal 2

- Publish and distribute school/community newspaper
- Become member of National Public Relations Association
- Initiate conversation for district-wide calendar of events

\* Additional Implementation schedules will be published on an annual basis.

### RESPONSIBILITY / ACCOUNTABILITY Goal 3

- Establish Vision Review Team
- Review work of Action Team 3
- Create database management system design
- Create baseline survey - vision
  - Implement, collate, and report results of survey
  - Research exemplary comparison schools
  - Select exemplary comparison schools

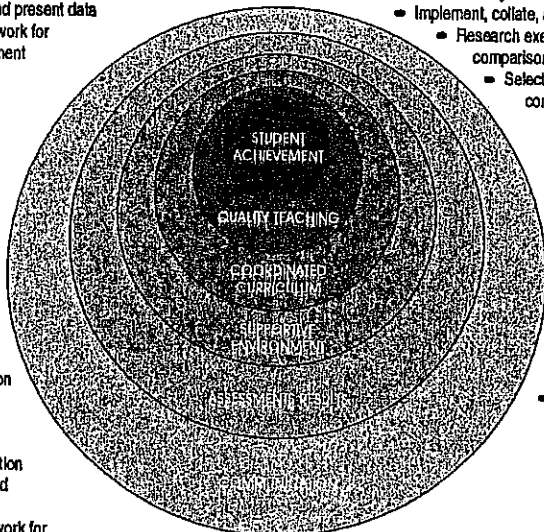
### CURRICULUM

#### Goal 4

- Establish district-wide personnel needs
- Establish district-wide curriculum team
- Document curriculum
- Compare to state / national standards

### CULTURE / CLIMATE Goal 5

- Create opportunities for staff collaboration
- Create Wellness Team Guidelines
- Establish building level shared values
- Establish recognition program
- Establish district-wide climate team
- Create alternative structures for collegial planning
- Establish baseline regarding climate
- Create philosophy of behavior K-12
- Present philosophy of behavior
- Create program for new students (welcome)
- Establish a committee to address diversity



### Future Direction Planning Team

**Pond Cove**  
Sara Berman  
Tom Elsmeler  
Susan Michaud

**Middle School**  
John Casey  
Susan Dana  
Nancy Hutton

**High School**  
Michael Efron  
Ted Jordan  
Jeff Shedd

**Parents**  
Kelly Dell'Aquila  
Anne Swift-Kayatta

**Business Partner**  
Herb Rau  
Fairchild Semiconductor

**Community**  
Colquitt Mechum

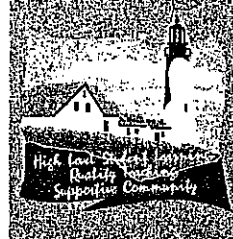
**C.E.E.A.**  
Ellen Brady

**School Board**  
Jennifer DeSena  
Susan Steinman

**Special Education**  
Claire LaBrie

**Support Staff**  
Barbara Gummings

**Superintendent**  
Tom Forcella



## Cape Elizabeth Schools FUTURE DIRECTION PLAN

Dear Friend of Education,

It is a pleasure for me to present the Cape Elizabeth Schools' Future Direction Plan to the public. The plan will serve as the cornerstone for decision making in our schools for the next several years. The mission, vision and plan were created after extensive dialogue among teachers, parents, administrators, students, and community members. A full day workshop attended by over 250 staff, students, parents, and community members was held on November 21, 1999 as a kickoff to the long-range planning/review process. Community forums, faculty meetings, and parent association meetings were also initiated to further solicit input regarding social and economic trends, school system strengths and weaknesses, educational beliefs, and other important issues that the Cape Elizabeth Schools must address over the next five years.

The Future Direction Planning Team was charged with reviewing input from all stakeholders in order to write the mission, vision, and strategic goals for the Future Direction Plan. A Future Direction Planning retreat was held at the Cape Elizabeth Town Hall on January 12, 2000. This diverse group of twenty-one individuals placed as top priority creating a mission that is clear, focused and responsive to students and the teaching and learning process. A vision statement that stretches our school system to be the best it can possibly be was developed and approved by the Cape Elizabeth School Board in June of 2000. Community and staff input were crucial in the consensus decision. Underlying the entire plan are the educational beliefs generated by staff, students, and community. As a next step, each school will review the belief statements in terms of how those beliefs are put into practice in our schools.

The Future Direction Planning Team established several strategic goals as a first step toward the implementation of our plan. An action team was created for each strategic goal. Action teams met regularly during the 2000-2001 school year, charged with devising specific objectives and strategies which would be needed to implement the goals. Implementation objectives and strategies were presented to the Future Direction Planning Team in May of 2001. The Future Direction Planning Team prioritized the objectives and strategies and placed them into a five-year implementation schedule. This schedule and the entire Future Direction Plan were formally adopted by the Cape Elizabeth School Board at its June 12, 2001 meeting.

It is our hope that this plan will enable us to create the best possible learning opportunities for our students by working collaboratively with a common vision and unified focus. With our plan in place, it is our goal to make the Cape Elizabeth School a world class educational system that is second to none.

Sincerely,

*Thomas Forcella*  
Thomas Forcella, Ed.D.  
Superintendent of Schools

CREATING THE FUTURE  
for the children  
of Cape Elizabeth

Cape Elizabeth Schools  
FUTURE DIRECTION PLAN  
www.cape.k12.me.us

OFFICIALLY ADOPTED & SUPPORTED BY CAPE ELIZABETH SCHOOL BOARD  
George Entwistle Jennifer DeSena Elaine Moloney  
Marie Prager James Rowe Susan Steinman Kevin Swancy

**TO: Members of the Board of Education**

**FROM: William D. Guzman**  
**Kathryn Eidson**

**DATE: May 25, 2011**

**SUBJECT: Primary Mental Health Grant Application**

Each year since 2000 Tolland Public Schools has applied to the Connecticut State Department of Education for funds to support the Birch Grove Primary Mental Health Program. The purpose of this program is to assist Connecticut school districts to better serve at-risk primary grade children through the availability of any early intervention mental health program for the detection and prevention of emotional, behavioral and learning problems.

The grant proposal totals \$25,000. Attached for your review are the Abstract and the Budget Worksheet.

The Administration recommends approval.

WDG/KE:ca

## ABSTRACT PAGE

**Applicant Agency:** Tolland Public Schools

**Local Project Title:** Birch Grove Primary Mental Health Program

**Funds Requested:** \$25,000

**Objectives:** The objectives of the Primary Mental Health program are to:

- 1) implement a school-based early detection and screening program to identify children with minimal to moderate problems in adjusting to school,
- 2) establish specific goals and objectives for working with identified children,
- 3) implement prevention goals,
- 4) provide for parent participation in progress and termination conferences,
- 5) coordinate this program with other existing programs,
- 6) support and educate parents concerning their child's development and needs,
- 7) evaluate program outcomes, and
- 8) provide for staff development in primary mental health

### **Project Activities:**

Besides offering the Primary Mental Health Program at Birch Grove School, we will continue training the entire school in "Responsive Classroom". All Birch Grove School staff have or will have received the one day "Responsive Classroom" training. Many staff members have received week long training during the summer. In addition, we are implementing Positive Behavior Intervention and Support (PBIS) in grades PK through 12. Parents are encouraged to become involved in programs for parents at the Family Resource Center.

### **Procedures for Data Collection and Reports Expected:**

The program at Birch Grove consists of 28 weeks of contact with students during the school year. Data used to determine the success of this program includes: number of children screened, number of children served, number of parent contacts and interactions, number of student service terminations with status of termination determined, and number of support services offered to parents. We also include information about parent participation in programs about child development and needs, reports on increased linkages with other schools concerning school-based early intervention/pre-referral strategies, and reports of staff development. Documentation of program results is available.

## PMHP BUDGET WORKSHEET FOR CONTINUING DISTRICTS

School District: Tolland Public Schools

FISCAL Year 2011

CODES	DESCRIPTIONS	LOCAL CONTRIBUTION		STATE FUNDS AWARDED	
		Primary Project	CBHP	Primary Project	CBHP
112A	EDUCATION AIDES			\$12,582	
112B	CLERICAL				
119	OTHER		\$4675		
200	PERSONAL SERVICES EMPLOYEE BENEFITS		\$5712	\$11,518	
322	INSERVICE			\$200	
324	FIELD TRIPS				
325	PARENT ACTIVITIES		\$50		
580	TRAVEL				
590	OTHER PURCHASED SERVICES		\$4000	\$700	
611	INSTRUCTIONAL SUPPLIES		\$200	0	
690	OTHER SUPPLIES				
700	PROPERTY/EQUIPMENT ONLY				
	TOTALS		\$14,637	\$25,000	

\_\_\_\_\_ Original request date  
 \_\_\_\_\_ Revised request date

\_\_\_\_\_  
 State Department of Education  
 Program Manager Authorization

\_\_\_\_\_  
 Date of Approval

**TO: Members of the Board of Education**

**FROM: William D. Guzman**

**DATE: May 25, 2011**

**SUBJECT: Town Council Request**

On September 29, 2010, the Board of Education received a request from the Town Council to cover additional interest expenses associated with bonds issued for the high school project in the amount of \$18,014.

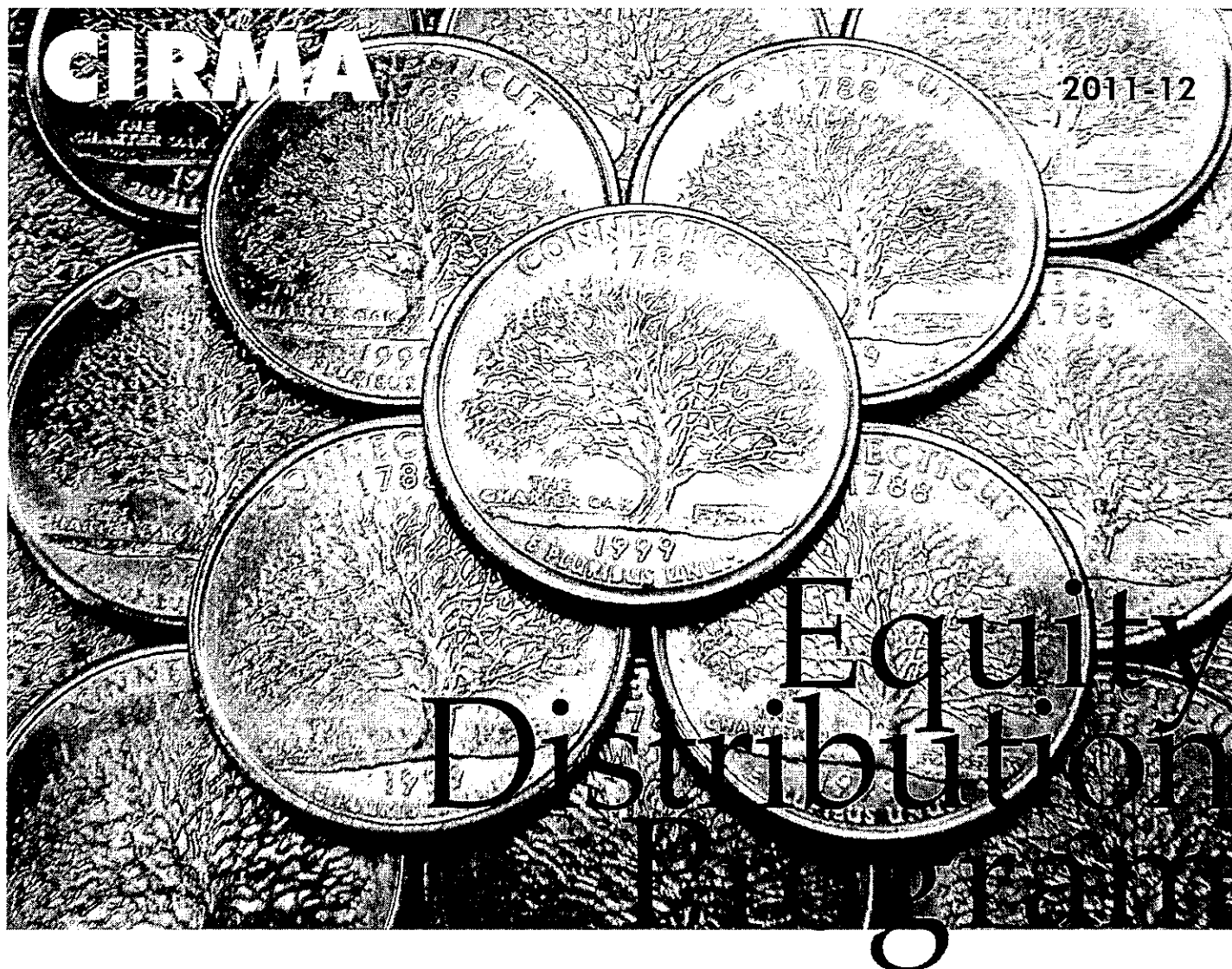
On January 12, 2011, the Board approved \$12,605 of District funds from unused FY 2009/10 carryover funds be used to offset the \$18,014 leaving a balance of \$5,409. The Board voted that this amount would be addressed at year-end.

At this time, Christine Hutton, Town Finance Director has informed the Administration that the balance has increased from the estimated \$5,409 amount to \$8,047 based on current actual figures.

Based upon the preliminary estimates of the Equity Distribution (see attached) program sponsored by the Connecticut Interlocal Risk Management Agency (CIRMA), the District will receive \$14,436. The Finance and Facilities Committee has made a recommendation to use \$8,047 from this amount to cover the balance the Town Council has requested. The Committee also recommended that any remaining funds from the CIRMA Equity Distribution be set aside for future District capital improvements.

WDG:ca





## CIRMA'S EQUITY DISTRIBUTION PROGRAM

CIRMA is proud to provide our insured members an Equity Distribution program that recognizes and rewards their loyalty and strong risk management results.

## FINANCIAL STRENGTH

CIRMA's exceptional financial strength has made it possible for us to develop a program that will distribute a percentage of CIRMA's Member's Equity to eligible members.

The first distribution will be based on the 2009-10 year's financial results, and will be paid after the end of the 2010-11 policy year on July 25th, 2011 to eligible members.

## PROGRAM TIMELINE

The program's declaration and distribution process will begin in the December of each year with the acceptance of the prior year's audited financial statements by CIRMA's Budget & Audit committee. CIRMA management staff, working with its actuaries, will then develop a recommended aggregate distribution amount and present it to the Operations & Underwriting committee.

The Board will consider the committee's recommendation in March. Upon approval of CIRMA's Board of Directors, a distribution amount will be declared in the spring, and then payment will be issued as a check to eligible members after the start of the 2011-12 policy year in July of 2011.

## ELIGIBILITY FOR DISTRIBUTION

Participation in the distribution program will be open to only those

CIRMA members who have been members for three consecutive years: those three years being the fiscal year of the financial result, the fiscal year in which the distribution is declared, and the year the distribution is to be paid. Each member's distribution amount will be based on its premium for the year of the result.

For more information about the Distribution program, please contact Steve Bixler, VP of Underwriting.

"CIRMA's Equity Distribution program enables our members to share in our financial success."



# Equity Distribution program

*at a glance*

## DISTRIBUTION DECLARATION & PAYMENT PROCESS

DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	JULY 25 <sup>TH</sup>
Prior year's audited results accepted by B&A Committee	Management develops distribution recommendation with actuary	O&U reviews distribution plan and makes recommendation to Board	Board acts on distribution recommendation and, if approved, declares a distribution amount	Distribution communicated to eligible members	Distribution paid to eligible members as declared

The program's declaration and distribution process will begin in **December** of each year with the acceptance of the **prior year's** audited financial statements. Upon approval of CIRMA's Board of Directors, an aggregate award amount will be announced in **March**, and then payment will be issued as a check to eligible members after the start of the **next policy year** in **July**. Eligible member's payment will be based on its contributions to eligible programs for the year of the result. Thus, CIRMA's distribution program is equitable and supports our long-term financial strength.



**CONNECTICUT INTERLOCAL RISK MANAGEMENT AGENCY**  
900 Chapel Street, 9th Floor  
New Haven, CT 06510  
Phone: 203-946-3700 | Fax: 203-773-8134 | [www.CIRMA.org](http://www.CIRMA.org)  
K:\Cirma-V5(V)\Marketing Communications\_CF\DistributionProgram\_030711



**TO: Members of the Board of Education**

**FROM: William D. Guzman  
Roger Leege**

**DATE: May 25, 2011**

**SUBJECT: Fiber-Optic Cabling Project**

Past grants and construction funds have allowed us to connect three of our five buildings to the Internet over district-owned, fast fiber-optic cabling. The two non-fiber-optic buildings, Birch Grove Primary and Tolland Intermediate, are connected by much slower copper cable leased from AT&T. We have been trying, since 2005, to replace the two copper circuits because they "bottleneck" traffic across the network. Internet service has been quite bad to BGP and TIS but the problem was dramatically illustrated this year when online CMT testing in Tolland could not run in the time window required due to grossly inadequate bandwidth across the copper circuits.

Recently, however, as Verizon's Business Division has begun installing fiber optic service, the price for upgrading our copper to fiber-optic circuits has dropped by almost two-thirds. Accordingly, we propose to contract with Verizon to replace both of our copper circuits for approximately \$50,000 as opposed to \$124,000, the previous low bid.

Should the Board approve, funds for this project could come from an already approved capital improvement project slated for the Intermediate School. There already exists \$140,000 for the HVAC roof top replacement units over the lecture hall and the locker room at TIS.

As a result of a request for proposals for the HVAC project, one company submitted a bid for the work at \$144,900. Estimated expenditures for this project are as follows:

Architectural Services	\$ 5,800
Bid Advertisements	588
Bid Amount	<u>144,900</u>
Total	\$ 151,288

The Administration recommends replacing only the lecture hall area unit at this time. If the locker room area is turned into classrooms or areas for special education needs, the new unit to be installed may not be able to handle that type of area. However, in the meantime, the locker room area roof top unit would need to be

sandblasted and painted. Maintenance such as sheet metal work and changing of door gaskets would also need to be done. Maintenance of the mechanical components

would give us another 3-5 years of unit life. This maintenance work would cost approximately \$2,900.

Of the \$140,000 in the capital improvement plan, approximately \$86,088 would be used for the replacement of the lecture hall HVAC unit leaving a balance of \$52,812.

		\$140,000
Architectural Services	\$	5,800
Bid Advertisements		588
Cost of Lecture Hall Unit		77,900
Maintenance-Locker Room Unit		<u>2,900</u>
		<u>87,188</u>
Balance		\$ 52,812







The Administration recommends requesting the Town Council to transfer \$52,000 from the TIS HVAC Roof Top Unit project to a capital improvement project for the installation of fiber-optic cabling for Birch Grove and Tolland Intermediate School.

WDG:ca

## **I. INFORMATIONAL**

# JUNE 2011 – Birch Grove Primary School

## THE THEME OF THE MONTH IS BEING AN EAGLET

Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1 <i>Second Grade Insect Field Trip</i> <i>Augusta</i>	2 <i>Second Grade Insect Field Trip</i> <i>Wasco-10:05-11:35</i> <i>Semrow-1:35-3:00</i>	3 <i>Second Grade Insect Field Trip</i> <i>Barna-10:05-11:35</i> <i>Rallo-1:35-3:00</i>	4
5	6 <i>PTO Meeting at Birch Grove -7:00 pm</i> <i>Second Grade Insect Field Trip</i> <i>Ober-10:05-11:35</i> <i>Little-1:35-3:00</i>  <i>Kindergarten Polymer Power Assembly</i>	7 <i>Second Grade Insect Field Trip</i> <i>Fuller-10:05-11:35</i> <i>Grotton-1:35-3:00</i>  <i>Kindergarten Polymer Power Assembly</i>	8 <i>BOE Meeting Council Chambers</i> <i>7:30 pm</i>  <i>Kindergarten Polymer Power Assembly</i>	9 <i>Grade One Berenstain Bears Theater Performance</i>	10	11
12	13	14 <i>Flag Day</i> 	15 <i>Guest Author Visit Wendell Miner</i>	16 <i>Field Day</i> 	17 <i>Field Day</i> <i>Rain Date</i>	18
19 <i>Father's Day</i> 	20 <i>Last Day of Pre-School</i>	21 <i>First Day of Summer</i> 	22 <i>BOE Meeting Council Chambers</i> <i>7:30 pm</i>	23	24	25
26	27 <b><i>Last Day of School</i></b> <i>Students dismiss at 1:20 pm</i> <i>Morning K leaves at 11:05 am and PM K comes in at 11:05 am</i>	28	29	30		

# Tolland Intermediate School – June 2011

<i>Sun</i>	<i>Mon</i>	<i>Tue</i>	<i>Wed</i>	<i>Thu</i>	<i>Fri</i>	<i>Sat</i>
			<b>1</b> Grade 4 to Dispatch Center	<b>2</b> Grade 4 to Dispatch Center	<b>3</b> School-Wide Assembly  Room 211 Night At The Museum	<b>4</b>
<b>5</b>	<b>6</b> PTO @ Birch Grove  Grade 5 TMS Tour	<b>7</b> Grade 5 TMS Tour	<b>8</b> Grade 5 TMS Tour	<b>9</b> Grade 5 TMS Tour  Grade 4 “Wind Over Wings” Assembly	<b>10</b> Grade 5 Chorus Concert	<b>11</b>
<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b> Grade 4 Band Concert	<b>17</b> Physical Education Day (Field Day)	<b>18</b>
<b>19</b>	<b>20</b>	<b>21</b>	<b>22</b> TBD Assembly	<b>23</b> Grade 5 to Holiday Hill	<b>24</b> Grade 5 Promotion Ceremony	<b>25</b>
<b>26</b>	<b>27</b> LAST DAY (Half Day)	<b>28</b>	<b>29</b>	<b>30</b>		

**T.I.S.**

# June 2011– TMS

Sun	Mon	Tue	Wed	Thu	Fri	Sat
			<b>1</b> Gr. 7 & 8 Band & Jazz Band CONCERT 7:00 p.m.	<b>2</b> Baseball/ Softball-home Gr. 6, 7 & 8 Choral CONCERT 7:00 p.m.	<b>3</b> 7 & 8 Band & Chorus to 6 Flags  Grade 7 PTO Dance-7-9p.m.	<b>4</b>
<b>5</b>	<b>6</b> Grade 5 Visiting- 9:00-11:45 a.m. Scholar leader Banquet	<b>7</b> Grade 5 Visiting- 9:00-11:45	<b>8</b> 9:00 a.m. Bkfst.. w/ Prin. Grade 5 Visiting- 9:00-11:45 Grade 6 Band & Beginning Jazz Concert 7:00 p.m.	<b>9</b> Grade 5 Visiting- 9:00-11:45	<b>10</b>	<b>11</b>
		<div>Grade 8 - Washington, DC Trip</div>				
<b>12</b>	<b>13</b> TMS PTO MTG 7:30 p.m.	<b>14</b> Grade 5 Parent Orientation Gr 8 Step Up Day	<b>15</b> Gr 6-Gold Science Ctr. Grade 8 Band & 7 & 8 Cho- rus THS 7 p.m. @ THS	<b>16</b> Gr 6-Red Science Ctr.	<b>17</b> Gr 6-Blue Science Ctr. 8th Grade Dance	<b>18</b>
<b>19</b>	<b>20</b> Awards Ceremony 7:00 p.m.	<b>21</b>	<b>22</b>	<b>23</b> Grade 8 to Lake Compounce	<b>24</b> Promotion 6:00 p.m.	<b>25</b>
<b>26</b>	<b>27</b> LAST DAY OF SCHOOL 12:30 p.m. Dismissal	<b>28</b>	<b>29</b>	<b>30</b>		



# June 2011 – Tolland High School

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			<b>1</b> C.L. Mtg. 2:00 p.m.	<b>2</b>	<b>3</b>	<b>4</b> Project Graduation Bottle Drive  SAT Test
<b>5</b>	<b>6</b> Class Day	<b>7</b>	<b>8</b> Faculty Mtg. 2:00	<b>9</b>	<b>10</b> Class Night	<b>11</b> ACT Test
<b>12</b>	<b>13</b>	<b>14</b> "An Evening of Excellence" - 6:30 p.m. Auditorium	<b>15</b> Music Dept. Concert 7:00 p.m. - Auditorium	<b>16</b>	<b>17</b>	<b>18</b>
<b>19</b>	<b>20</b>	<b>21</b>	<b>22</b>	<b>23</b> End of 4 <sup>th</sup> Quarter Final Exams Seniors Only (Tentative)	<b>24</b> Final Exams (Tentative)	<b>25</b>
<b>26</b>	<b>27</b> Final Exams Graduation 6:00 p.m. (Tentative)	<b>28</b>	<b>29</b>	<b>30</b>		

## **K. COMMUNICATIONS**

Received May 5, 2011  
Margaret DeVito  
Tollan Clerk

## SPECIAL MEETING MINUTES

### TOLLAND TOWN COUNCIL

#### HICKS MEMORIAL MUNICIPAL CENTER 6<sup>TH</sup> FLOOR COUNCIL CHAMBERS

RECEIVED  
MAY 09 2011  
Tolland Public Schools

MAY 4, 2011 – 7:30 P.M.

**MEMBERS PRESENT:** Frederick M. Daniels, Chairman; MaryAnn Delaney Tuttle, Vice Chairperson; Dale Clayton; Jack Flynn; Francis Kennedy; Craig Nussbaum and April Teveris

**MEMBERS ABSENT:**

**OTHERS PRESENT:** Steven R. Werbner, Town Manager; Clem Langlois, Public Works; John Littell, Public Safety Supervisor/Fire Chief

1. **Call to Order:** Frederick Daniels called the meeting to order at 7:30 p.m.
2. **Pledge of Allegiance:** Recited.
3. **Moment of Silence:** Observed.
4. **Consideration and action on approving a revised proposed Town Operating and Capital Budget for the 2011-2012 fiscal year:**

Dr. Daniels began by saying that the budget proposed by the Council was voted down at Referendum last night. Per Charter, they are required to have a new budget ready for Referendum in two weeks. The Democrats have caucused and had discussion legally. The last proposed budget was approved by the Council by a 5 to 2 vote.

Dr. Daniels asked Mr. Clayton what his considerations were on the budget that failed and where he thought a new budget should go. Mr. Clayton said he had reservations about the position being added to the Development Office at this time. It came late in the budget deliberations; there was really no time to consider it. He feels that with the economy the way it is, the gas prices continuing to climb, the State budget that was signed today (even though we knew what was on the table), we were asking too much of our towns people. (*Ms Teveris entered the meeting*) Ms. Teveris commented that she was more comfortable with the Town Manager's budget. She also had some reservations about no discussion occurring regarding the assistant position for the Water Commission and WPCA. Dr. Daniels said he understood their thoughts, but that position was not a direct impact on the budget, although he remembers Mr. Clayton suggesting that other personnel might be able to pick-up and support that position. Mr. Clayton said that was one point, plus we are diverting funds from the Water Commission and WPCA. Those funds may be able to pay for that position this year, but what will happen in years to come? He doesn't believe this is the time to grow town government or the BOE personnel either. Mr. Clayton said there were some give backs, savings to the health care, so that Mr. Werbner's budget could have been increased over what was recommended. That information became available after Mr. Werbner presented his budget. So, the Town Manager's budget, with some additions to the

town side, would have been appropriate. He is also concerned with the anticipated tax revenue percentages that are being utilized. It may put us in a situation at the end of year were we find ourselves in a deficit if we don't recover those taxes based upon the number that you are using.

Ms. Teveris did not feel this was a close vote. There was a 350+ vote difference. She believed it was a good margin and turnout.

Dr. Daniels said that this is a difficult situation given the time frame. He raised two points: 1.) The public would like to see the budget reduced; and 2.) Would an advisory question have given us more information - he didn't think so. He feels strongly that the BOE needs to be properly funded. The town side needs to be supported also. One possibility would be to get the mill rate close to what Mr. Werbner proposed. Part of the ability to do that is the fact that there have been adjustments to the insurance line which Mr. Werbner did not factor in (because he was unaware of them) when he prepared his budget, some additional revenue from the State and some cuts to the spending. With these adjustments, we may be able to come up with enough cuts.

Mr. Werbner commented on the State's budget. The two new state-wide grant programs that are new since he prepared his budget are: the reinstatement of Manufacturers' Reimbursement Grant (\$75,000). CCM believes this to be certain. The other is a Property Tax Relief Grant. This is based upon putting together the increase in the sales tax and conveyance tax, and coming up with a formula to distribute it to municipalities. It is dependent upon how well the sales tax does and how well the conveyance tax comes in. It also depends on the concession discussions that take place. CCM believes this grant to be a bit tenuous. He does recommend putting the \$75,000 back in as revenue source, but not adding in anything for the Property Tax Relief Grant due to its uncertainty.

Dr. Daniels provided the members a spreadsheet prepared by Chris Hutton and reviewed same. It showed a total spending decrease of \$263,170 (change in Revenue: \$75,000; BOE decrease \$200,000; Town Government decrease \$30,000; Capital decrease \$33,000). The mill rate under this proposal would be 30.01% (Werbner's recommendation was 29.99%). Also, new information from the Superintendent is that there are now 49 participants in the HSA, which is a total savings of \$185,000. The Council had budgeted \$100,000.

Mr. Clayton asked where the cuts are coming from. Mr. Werbner's two suggested reductions are: delaying replacing the skylight at TIS for one year and miscellaneous drainage projects (from speaking with the Superintendent). From the town side, the only place he can suggest is delaying the start (by a quarter) of hiring the Assistant Public Safety Supervisor, although he does not want to see that.

MaryAnn Delaney Tuttle is reluctant to post-pone the start date of the Public Safety position. She suggests looking at other capital projects. Maybe, they could be done over a two year period.

Jack Flynn agrees with MaryAnn Delaney Tuttle and does not want to see the position start date delayed. In looking over the budget, Mr. Flynn asked if the generator was a necessity. Mr. Werbner answered by saying that we have not had a generator. Although during this past winter we had the potential for outages. Our main computer center and phone system is in this building. He does not feel safe that potentially all their communications could go down. He believes it is a necessity. A grant was applied for, but unsuccessful. Mr. Flynn said he was glad that there is additional State revenue. In terms of the new Property Tax Relief Grant, he would be in favor

applying a portion of that. He believes the estimate to be \$131,000 for Tolland. He suggested adding \$50,000 in from that.

Ms. Teveris asked what the cost savings would be to have the safety position start on January 1<sup>st</sup>, as opposed to the October date. Mr. Werbner said \$15,000. She does not want to see the position delayed to start in April, 2012. Dr. Daniels said if the start is October / January, he would suggest reducing the BOE by \$15,000. Mr. Nussbaum said it is easy to say that when we do not control the line items of the BOE budget. Mr. Clayton said the BOE has not said what items will be funded by the budget. They are leaving that determination until after the budget is passed.

Dr. Daniels said he thinks it should come from the BOE and asked if there was any interest in cutting more than the \$263,000, which would get them closer to the Town Manager's proposed mill rate. Mr. Teveris said that there does seem to be a confidence in what the Town Manager puts out.

Mr. Clayton asked for Werbner's comments. Mr. Werbner commented on two major pitfalls: 1.) the major difference between his budget and the Council's is the tax collection rate. That is being cut close. You are confident that you will make that and you are not concerned about the other revenues in terms of the projections, he is. He is concerned with not having the ability to offset any problems that might occur with other revenues as they come in; and 2) there are not agreements between the Unions and the State. There could be layoffs this Friday. If there are any adjustments to the revenues that take place after a budget is adopted, we would be so tight we'd have no room to adjust anything at that point. There is uncertainty in not knowing the formula for the property tax relief grant.

Mr. Clayton said he defers to Mr. Werbner and his opinion on the property tax relief. MaryAnn Delaney Tuttle agrees. She would not include anything right now, until we know what we can get. Ms. Teveris did find it an attractive idea, but she does also agree that it should not be included. Mr. Nussbaum said that he didn't believe Mr. Werbner was overly happy when they increased the collection rate, and he doesn't think adding this revenue would be a good idea. Mr. Nussbaum would also not put aside the generator.

Mr. Clayton asked if there is still some possibility to have more employees move over to the HSA and more savings coming from there. Dr. Daniels said yes, he believes the enrollment date has been extended.

Mr. Werbner added that he does not want to see capital projects being done piecemeal. When he got here six years ago, the Capital budget was filled with ½ funded, 3<sup>rd</sup> funded, 5<sup>th</sup> funded projects that never got completed, because the money was always needed the following year for something else. We've stopped that practice. He does not want to go back to that. If you want to delay it, delay. If you do part of it now, the money designated for the project next year will get used elsewhere. You can do what you want, this is just his suggestion.

Mr. Daniels asked what the goal is. Should we cut lower? Or is this too deep? Ms. Teveris said she would feel more comfortable with it lower. She'd like it more in-line with the Town Manager's. MaryAnn Delaney Tuttle commented that currently they are 2/100<sup>th</sup>'s of a mill away from him. That's not close enough? Ms. Teveris agreed it is close, but not the same or below. They decided to focus on getting the mill rate to 29.99%. They need to work with \$26,000.

Mr. Kennedy said that he would agree with starting the public safety position on January 1<sup>st</sup>. Mr. Nussbaum said if they make the hiring date January 1<sup>st</sup>, Mr. Werbner will need to find the balance (\$11,000) from the town side. If the start date is in October, he would also like the difference (\$26,000) to come from the town.

Mr. Werbner suggested taking \$26,000 from the potential new revenue and putting it towards Capital. They would then reduce the Capital line item by \$26,000. This will give the ability to apply that revenue towards some project as it comes in. We will make it work. Mr. Flynn agrees with this.

To summarize, Dr. Daniels said:

\$230,000 from the just defeated BOE budget;

Nothing from the town budget; the public safety position will start on October 1<sup>st</sup>;

\$33,000 from Capital; and

\$26,000 (massaged to the right number) from revenue (from the property tax relief fund).

That would get us to 29.99% mill rate

Mr. Clayton commented that the exercise has been good, we've gotten to a good number, but still on principle he does not agree with expanding town personnel at this stage, other than where necessary and therefore he supports the public safety position. He does not believe that adding a position to the development office is necessary. So, he won't support the budget as being proposed tonight and will be voting no tomorrow.

Mr. Werbner said that both the Water Commission and the WPCA need assistance. They are both independent authorities with their own funding source. He believes the Commissions can hire a person if they would like to. He doesn't believe he or the Council has any control over that. It would be their funding source. Mr. Clayton said you are putting on a town employee; they are not hiring an outside contractor. If they want to hire an outside contractor, you are right they can do what they want with those funds. But, you are putting on a town employee based upon their statement that they are going to fund that position. That is this year. What happens next year? Now, we've added a town employee to the payroll. He doesn't believe this is the time to do it. Especially, if we don't know it will be continually funded and we have no control over that. MaryAnn Delaney Tuttle said we could decide not to fund it. To which Ms. Teveris commented then someone would be losing their job. Mr. Werbner said that he had a meeting with the Commissions and it was clear that it would be their funding source, it would be evaluated on a year by year basis and the position would be year by year. Ms. Teveris understands what Mr. Werbner is saying, but wished this was brought up prior to the budget. Mr. Clayton doesn't want to see this position as something the town will need to carry after the Commissions can't afford to pay for it. MaryAnn Delaney Tuttle said she didn't think we needed to assume that we would carry it year to year. The Commissions will make that decision, as long as it is made clear the position is year to year to the new hire. Mr. Clayton said this is an employee of the town who is a direct report to the Engineer. It is not an 'employee of the Commissions' in his eyes. He said again that on principle he will not vote for the budget because we are expanding government in an area that he is not convinced is necessary. No presentation was brought to this Council by either Commission to explain or support that this position was needed. He feels that should have been done.

Dr. Daniels added that this position is not included in this budget, because it is coming from the Commissions' funding. Mr. Clayton said he understands they've made that determination to fund

this position, but he still does not believe that position will end at the end of next year. He is concerned about expanding government at this time.

Ms. Teveris does agree philosophically with Dale Clayton. She is not going to bag this budget. However, she does think what Mr. Clayton is saying is valid. She thinks you can have your cake and eat it too. Perhaps there could be a condition for this approval? Have the position done as an independent consultant or some other name. Dr. Daniels asked Mr. Werbner to determine whether the Commissions have the authority to hire a part-time employee of the Town of Tolland, or, in the alternative, do they have the authority to enter into a contract for services with someone to pay from their sources. Dr. Daniels personally will vote for the budget however that person appears, because it is needed and doesn't impact the taxpayers. Ms. Teveris said she agrees with Mr. Clayton. You have added responsibilities and liabilities that go with having an employee. If we can go without having those, that ultimately will benefit the town. It solves the problems. Mr. Werbner will discuss this with the town attorney before tomorrow night.

Ms. Teveris said she will not be present for tomorrow's meeting.

MaryAnn Delaney Tuttle motioned to support the establishment of a proposed budget totaling \$50,752, 662, plus or minus in order to achieve a mill rate no greater than 29.99%, which is the total of:

CATEGORY	AMOUNT
Town Government	\$10,818,258
Board of Education	\$34,906,107
Debt Service	\$ 4,751,796
Capital	\$ 276,501
<b>TOTAL</b>	<b>\$50,752,662</b> <i>(plus or minus in order to achieve a mill rate no greater than 29.99%)</i>

Seconded by April Teveris. All in favor. None opposed.

Dr. Daniels said that the Council will convene tomorrow, May 5, 2011 at 7:30 p.m. in Council Chambers with their final/exact numbers.

5. **Adjournment:** MaryAnn Delaney Tuttle moved to adjourn the meeting; Seconded by Francis Kennedy at 9:12 p.m. All were in favor.

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Frederick M. Daniels, Council Chair

Michelle A. Finnegan  
Town Council Clerk

Received May 9, 2011  
Margaret Silva  
Town Clerk

## SPECIAL MEETING AGENDA

### TOLLAND TOWN COUNCIL

#### HICKS MEMORIAL MUNICIPAL CENTER 6<sup>TH</sup> FLOOR COUNCIL CHAMBERS

**MAY 5, 2011 – 7:30 P.M.**

RECEIVED  
MAY 10 2011  
Tolland Public Schools

**MEMBERS PRESENT:** Frederick M. Daniels, Chairman; MaryAnn Delaney Tuttle, Vice Chairperson; Dale Clayton; Jack Flynn and Craig Nussbaum

**MEMBERS ABSENT:** Francis Kennedy and April Teveris

**OTHERS PRESENT:** Steven R. Werbner, Town Manager; Christine Hutton, Finance & Records Director; John Littell, Public Safety Supervisor/Fire Chief

1. **Call to Order:** Frederick Daniels called the meeting to order at 7:31 p.m.
2. **Pledge of Allegiance:** not recited
3. **Moment of Silence:** not observed
4. **Consideration and action on approving a revised proposed Town Operating and Capital Budget for the 2011-2012 fiscal year:**

The members reviewed a spreadsheet that was prepared by Mr. Werbner and Ms. Hutton today, which reflects the items discussed at last night's meeting. Dr. Daniels summarized that there is a reduction to the BOE of \$230,000, the Capital is reduced and there is a change in Revenue, all resulting in a 29.99 mill rate (2.88% increase).

Mr. Werbner reported on the engineering technician position after speaking with Attorney Conti. The suggested way to go would be for the two utilities and whoever they would like to engage enter into a contract for service. Dr. Daniels said that is better for those who don't believe the town should take on another employee. Mr. Werbner agreed. It is clear they have the right to hire someone themselves without any authority from the Council. Although, they may need to come to the Council for a job description, and to get authorize for town employee, even though they are paying for it. The contract for service would need to be worked out with the town attorney and us to make sure that we don't violate any legal impediments associated with an independent contractor. The person can still work under the control of the Town Engineer. Mr. Flynn asked if there was any downside. Mr. Werbner said Attorney Conti did not see one. Mr. Werbner said that some people may be more comfortable as a town employee, rather than an independent contractor. Mr. Nussbaum said we would save on the FICA, Unemployment, Workers' Comp., etc. Ms. Delaney Tuttle wanted confirmation from Ms. Hutton that when the audit is done, there is a section for the TWC/WPCA where this position would be reflected. Ms. Hutton said it would be in the expenses, you would not see a specific line item. It would be a professional service. Mr. Werbner will work with them to go in this direction.

Mr. Werbner updated that \$33,000 of the Property Tax Relief Grant would be used.



MaryAnn Delaney Tuttle read the following resolution:

**WHEREAS**, the Tolland Town Council has reviewed a proposed budget and has made certain modifications to estimated revenues and expenditures, the details of which will be properly incorporated into the total budgetary document by the Town Manager and Director of Finance and Records;

**NOW, THEREFORE, BE IT RESOLVED**, by the Tolland Town Council that it hereby adopts the following:

1. A FY 2011-12 Town Operating and Capital Budget in the amount of \$50,752,662 to be appropriated as follows:

CATEGORY	AMOUNT
Town Government	\$10,818,258
Board of Education	34,906,107
Debt Service	4,751,796
Capital	276,501
<b>TOTAL</b>	<b>\$50,752,662</b>

which is a spending increase of \$1,432,476 which is an increase of **2.90%** resulting in a mill rate of 29.99 mills.

2. The time and place for the referendum shall be between the hours of 6:00 a.m. and 8:00 p.m. on May 17, 2011 at the Hicks Memorial Municipal Center Gymnasium (Town Hall) and the Tolland Senior Center located at 674 Tolland Stage Road.
3. The Town Manager or his designee is hereby authorized to place the required legal notices in the Journal Inquirer and other publications as conditions permit, advertising the May 17, 2011 Referendum.
4. **The form of the question shall be the same as the previous Referendum with the revised numbers.**

Seconded by Craig Nussbaum. All in favor. None opposed.

5. **Adjournment:** Jack Flynn moved to adjourn the meeting; Seconded by Craig Nussbaum at 7:41p.m. All were in favor.

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Frederick M. Daniels, Council Chair

Michelle A. Finnegan  
Town Council Clerk

MAY 11 2011

## MEETING MINUTES

*Suzanne M. Luterio*  
Asst. Town Clerk

**TOLLAND TOWN COUNCIL  
HICKS MEMORIAL MUNICIPAL CENTER  
6<sup>th</sup> FLOOR COUNCIL ROOM  
MAY 10, 2011 – 7:30 P.M.**

RECEIVED  
MAY 11 2011  
Tolland Public Schools

**MEMBERS PRESENT:** Frederick M. Daniels, Chairman; MaryAnn Delaney Tuttle, Vice Chairperson; Jack Flynn and Craig Nussbaum

**MEMBERS ABSENT:** Dale Clayton, Francis Kennedy, April Teveris

**OTHERS PRESENT:** Steven R. Werbner, Town Manager; Christine Hutton, Director of Finance & Records; Tom Ainsworth, Recreation Director; Mike Cardin, Planning & Zoning Chairman and members

1. **CALL TO ORDER:** Frederick Daniels called the meeting to order at 7:30p.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)

**Sam Belsito of 55 Lee Lane** – Asked the Council why it did not reduce the first budget prior to the vote and if the new geothermal system is up and running in less than a year would end the four day work week at Town Hall. Further, he had questions of Steven O'Neill regarding the route 195 improvement plan's new intersection and its potential impact on adjacent businesses & if 5-10' of land would be taken from both sides of Rte. 195 from the existing businesses.

**Solomon Boucher of 27 Grand View Street** – Commented that he had friends in the school system that had younger siblings who were able to go to the Bronx Zoo, had World Language in 7<sup>th</sup> & 8<sup>th</sup> grades and other programs. He applauded the Council on how much the budget was reduced and was sorry the voters continued to vote down the high budgets.

**6. PUBLIC HEARING ITEMS:**

- 6.1 Consideration of a resolution making an additional appropriation of \$752.59 to the Board of Education's 2010-11 Budget for Medicaid payments.

Mrs. Tuttle motioned to open the public hearing; Seconded by Mr. Flynn. All in favor. None opposed.

**Sam Belsito of 55 Lee Lane** – at almost every meeting you are receiving checks from the Federal or State agencies for reimbursement of programs; Mr. Belsito would like to see exactly what the BOE received against how much they had budgeted; Inquired whether the funds put toward the debt is in addition to or will reduce the budget.

Mr. Werbner replied that Mr. Belsito could make a request at the BOE meeting.

A straw poll was conducted and all were in favor: 4 in favor, 0 opposed.

Mrs. Tuttle motioned to close the public hearing. Seconded by Mr. Flynn. All were in favor. None opposed.

Mrs. Tuttle read the following resolution:

**WHEREAS** the Tolland Board of Education participates in the Medicaid Reimbursement Plan as administered by the Department of Social Services of the State of Connecticut, through which it bills Medicaid for the cost of speech and language, psychological, occupational and physical therapy services for students who are eligible for Medicaid; and

**WHEREAS** the Board of Education has received a payment in the amount of \$752.59 from the Department of Social Services' Medicaid Reimbursement Plan;

**NOW, THEREFORE, BE IT RESOLVED** by the Tolland Town Council that it hereby appropriates an additional \$752.59 in Medicaid payments to the Board of Education's 2010-11 budget.

Seconded by Mr. Flynn. All in favor. None opposed.

7a. **REPORTS OF BOARDS AND COMMITTEES RESPONSIBLE TO THE COUNCIL:** None.

7b. **REPORTS OF TOWN COUNCIL LIAISONS:**

Dr. Daniels reminded attendees that the monthly Town Council BOE hours is Saturday, May 11, 2011 3p.m. – 4p.m. It is an opportunity for the public to speak informally with a Town Council member and/or BOE representative.

**8. NEW BUSINESS (ACTION/DISCUSSION ITEMS):**

**8.1 Discussion with VHB on traffic recommendations for the Village Center Area.**

Steven O'Neill, Traffic Engineer from VHB Engineering presented the traffic report and concept map for the proposed new connector road and Route 195 improvements for the Tolland Village Area. Whenever there is an interstate/interchange such as the one off Route 84 there are traffic densities. When considering placement of a traffic signal it is best to be at least 500' away from existing signals. In this case they have located a signal 600' north just past the Mobil station to provide access for development patterns on the east & west sides of the roadway. There would be an exclusive left lane on both the east & west sides with a single 14' travel lane. Currently there aren't any gaps and this new signal would allow for gaps in the stream of traffic to allow exiting from businesses. A connector road to Cider Mill would allow access to the Mobil station as well. Additionally this connector road solves current left-turn issues with Cider Mill Road and Route 195. The connector road would have curvature with sidewalks set back, tree canopies and on-street parking. He explained this is a viable plan and will provide gaps to allow individuals to exit from existing businesses as well as resolve issues with Cider Mill Road.

Mrs. Tuttle expressed concern for the potential commuter parking lot that may feed into the new connector road and the additional traffic that would be coming from the potential 100 residential units. Additionally, she inquired as to how people would exit the commuter lot and head toward the north end of town. Mr. O'Neill explained that most people would go to the signal to take an assisted left. Additionally there is capacity on the side streets to accommodate the people exiting from the Park-n-ride. He explained the area of congestion is 195 and the adjacent businesses. Mrs. Tuttle also expressed concern for the current road situation and the additional congestion that these new densities would create. Mr. O'Neill responded that this was already factored into the plan.

Dr. Fred Daniels explained that if this Village Center develops, with or without a connector road, there is a certain amount of traffic and the question is how it will be directed. Dr. Daniels did express a concern of whether or not the road is safe in a residential section. Mr. O'Neill explained that from a public safety standpoint that the road makes sense. Dr. Daniels also inquired if there was an option to create a cul-de-sac and if so what would the length be. Planning & Zoning explained that this would be determined by the developer and that the length is 1,300' under the subdivision regulations.

Mr. Werbner asked if there wasn't a connector, just the commuter lot and the 100 residential units, would there be enough trips to warrant the signal? Mr. O'Neill explained that indeed a signal needs to be warranted & that perhaps it may not be in that case.

Mrs. Tuttle inquired if there is a regulation regarding how many traffic lights could be in a one mile stretch and whether it would retain the flavor of New England. Mr. O'Neill explained that there was not but that the key becomes the management of the queue of traffic as well as synchronization. Dr. Daniels commented that the concept is to bring economic development and housing to the Town which will indeed change the Town's character. Additionally, he expressed some concern regarding the connector road emptying out into the recreation area where there would be many families, etc. and the creation of more traffic in the area.

Mrs. Tuttle noted that in order to have the roads lined up one would have to encroach on property and thus would need the cooperation of the land owners. Additionally she inquired if the west side of Route 195 were to be developed sooner how it would affect this plan of proposed roads. Mr. O'Neill explained that this would involve Planning & Zoning as well as the State and how developers made their plans.

Dr. Daniels stated that Planning & Zoning will have a public hearing on May 23<sup>rd</sup> and that the Council has been presented with this and has the ability to hold its own public hearing. Mrs. Tuttle expressed that there are some great ideas in this piece and that she would support it. Mr. Flynn agreed with Mrs. Tuttle and supports this piece especially since there is proposed mixed use and that it is a workable concept. Dr. Daniels thanked Planning & Zoning for working on this for the past few years, Heidi Samokar's great job at Planimetrics and the community's involvement & input. He stated that it is a good document that provides a framework for developers to come in and know what the Town expects to see. He asks that the Town Manager draft a letter of support for the Council's review. After a brief discussion Dr. Daniels would like to add to page 59, the bullet "Maximize density levels to create optimal nodes of activity" the following, "without creating public safety issues."

Mrs. Tuttle motioned to adopt the amendment to the plan and conservation commission as presented with comments. Mr. Flynn seconded the motion. All were in favor.

In turn it was determined that there is no need for a letter from the Town Manager.

- 8.2 Consideration of appropriating \$12,000 of the \$50,000 received from AT&T for an easement at the Tolland High School property to the Board of Education Intermediate School Elevator Capital Project and the setting of a public hearing thereon for May 24, 2011 as well as discussions regarding the use of the remaining funds.

Mr. Werbner provided an overview of this resolution and suggested that the \$25,000 should be allocated for the BOE capital projects. The BOE has requested an immediate use of the first \$12,000 of the \$25,000 to complete the funding that is required for the elevator replacement at the intermediate school. They had a capital budget two years ago of \$122,000 but the bid came in above that. Last year the Council transferred \$45,499 left over from the Middle School Water Main Project to the elevator project and they needed an additional \$12,000 to complete the funding.

Mrs. Tuttle read the following resolution:

**MOTION** that the following resolution be introduced and set down for a public hearing on May 24, 2011 at 7:30 p.m. in Tolland Town Council Chambers.

**BE IT RESOLVED** by the Tolland Town Council that it hereby appropriates \$12,000 of the \$50,000 received from AT&T for an easement at the Tolland High School property to the Board of Education Intermediate School Elevator Capital Project.

Seconded by Mr. Flynn. All in favor. None opposed.

- 8.3 Approval to proceed with plans to convert the rear section of Parker School to a Recreation Center which encompasses approximately 14,000 square feet and appropriation of \$30,000 to the Capital Budget from Personnel Contingency for renovation work associated with this project and commitment of the use of \$25,000 from AT&T proceeds for 2011-2012 utilities.

Mr. Werbner would like to add the following, "subject to approval and agreement between the Town and the Board of Education for use of the building."

Previously the possibility of using the rear of the Parker School as a recreation center was discussed. It has approximately 14,000 square foot of space encompassing 8 classrooms, a gym and restrooms. The plan would be to locate the Recreation Office and eventually the Tolland Tykes Preschool program as well as eventually a place of refuge for a summer camp program and programming for the facility year round. The estimated costs to repair the facility for use were provided to the Council. The final cost would be approximately \$50,000 to bring the building up cosmetically to where he would like to see it for full time use. In the immediate future if there was \$30,000 available for the work the necessary utility and building repairs could be done. The cost of the utilities is estimated to be \$25,000-\$30,000. Hence Mr. Werbner is requesting to transfer money from the contingency fund.

Mr. Flynn questioned if there would be any additional ongoing costs and Mr. Werbner believed there may just be a contractual agreement for cleaning of the facility and that insurance costs would not be affected. Mrs. Tuttle inquired as to the length of the agreement and Mr. Werbner explained it was a rather permanent commitment and that a timeframe would not be a problem. A one year notice could be included as well if the BOE wanted to recapture the facility. Mrs. Tuttle went on to explain that the Town should make the same stipulations as is it was working with another agency.

Mrs. Tuttle read the following:

**BE IT RESOLVED** by the Tolland Town Council that it hereby approves plans to convert the rear section of Parker School to a Recreation Center which encompasses approximately 14,000 square feet and appropriation of \$30,000 to the Capital Budget from Personnel Contingency for renovation work associated with this purpose and commitment of the use of \$25,000 from AT&T proceeds for 2011-2012 utilities subject to the approval of an agreement between the Town and BOE to use the building.

Seconded by Mr. Flynn. All were in favor. None opposed.

- 8.4 Consideration of a resolution approving year-end account transfers from General Fund Health Insurance to Capital Improvement Pavement Management/Parking Lot for \$65,000 and from Contingency to a Special Revenue fund for the 2015 Tolland 300<sup>th</sup> Anniversary Celebration for \$5,000.

Mr. Werbner reviewed the document provided to the Council and summarized that the availability of funds in health insurance are the result of a premium reduction after the 2010/2011 budget was approved, position

vacancies and personnel coverage. This would allow for seed money for the Tolland 300<sup>th</sup> Anniversary Celebration.

Mrs. Tuttle read the following:

BE IT RESOLVED by the Tolland Town Council that it hereby approves the following  
2010-2011 year-end account transfers from General Fund to Capital Improvements and Special Revenue.

FROM ACCOUNT	AMOUNT	TO ACCOUNT	PURPOSE
Health Insurance	\$65,000	Capital Improvement Pavement Management	Paving
Contingency	\$5,000	Special Revenue Fund	2015 Tolland 300 <sup>th</sup> Anniversary Celebration

Seconded by Mr. Flynn. All in favor. None opposed.

Mr. Werbner explained that the capital budget carries forward so the funds can be used when needed.

- 8.5 Consideration of a revision to the Financial Policies, Procedures and Guidelines as they pertain to the Listing of Authorized Financial Institutions.

Mr. Werbner explained that this adds Sovereign Bank to the list of financial institutions that the Town may deal with.

Mrs. Tuttle read:

BE IT RESOLVED by the Tolland Town Council that it hereby approves the revised "Town of Tolland Financial Policies, Procedures and Guidelines" which amends the Listing of Authorized Financial Institutions with the addition of Sovereign Bank and includes an annual review of such listing.

Mr. Flynn seconded the motion. All were in favor. None opposed.

- 8.6 Consideration of a resolution making an additional appropriation of \$3,802 to the Town Council's 2010-11 Communication Budget for funds received from a Department of Public Utility Control PEGPETIA Grant and the setting of a public hearing thereon for May 24, 2011.

Mr. Werbner explained that this was a grant that was applied for through the Department of Public Utilities. It would appropriate additional funds for new video equipment to do live feed broadcasts of Town Council and BOE meetings.

Mrs. Tuttle read the following:

**MOTION** that the following resolution be introduced and set down for a public hearing on May 24, 2011 at 7:30 p.m. in Tolland Town Council Chambers:

#### **DRAFT RESOLUTION**

**WHEREAS** the Town of Tolland Town Manager's Office applied for and was awarded a PEGPETIA Grant through the Department of Public Utility Control; and

**WHEREAS** the Town of Tolland has received a payment in the amount of \$3,802 from the State Department of Public Utility Control;

**NOW, THEREFORE, BE IT RESOLVED** by the Tolland Town Council that it hereby appropriates an additional \$3,802 in PEGPETIA Grant funds to the Town Council's 2010-11 Communication Budget.

Mr. Flynn seconded the motion. All were in favor. None opposed.

8.7 Approval of the continuation of present hours of operation at the Town Hall.

Mr. Werbner explained that given the energy cost reduction, efficiencies and with little to no impact on residents' access to Town Hall that he recommends continuation of the program.

Mrs. Tuttle read the following:

**BE IT RESOLVED** by the Tolland Town Council that it hereby approves the continuation, subject to Town Hall (CSEA) bargaining unit agreement, the following hours of operation for the Hicks Memorial Municipal Center town offices:

Monday: 8:00 a.m. to 4:30 p.m.

Tuesday: 8:00 a.m. to 4:30 p.m.

Wednesday: 8:00 a.m. to 4:30 p.m.

Thursday: 8:00 a.m. to 7:30 p.m.

Friday: Closed

Hours of work for 40 hour per week employees shall be adjusted accordingly.

**BE IT FURTHER RESOLVED** that the hours of operation for the Tolland Public Library, the Public Works Department, the Fire Department and the Tolland Senior Center are not altered and remain in effect as currently defined.

Mr. Flynn seconded the motion.

Mrs. Tuttle requested that since this is done on the basis of utilization and cost savings that perhaps next year a review of the energy usage over a time period of 5 years could be presented. This will also allow us to track it when the switch to geothermal is made as well.

All were in favor. None opposed.

8.8 Appointments to vacancies on various municipal boards/commissions. None

9. **OLD BUSINESS (ACTION/DISCUSSION ITEMS):** None

10. **REPORT OF THE TOWN MANAGER (A WRITTEN REPORT SHALL BE PROVIDED THE 1<sup>ST</sup> MEETING OF THE MONTH ONLY):**

Mr. Werbner summarized the report. Tolland's insurance company, CIRMA, has approved the rebuild of the pavilion at Crandall Park with a timber-framed clear span design. There will be a one-time claim deductible of \$2,500. Since it is all being done by the insurance company it does not need to go out to bid.

The Cross Farms – Boundless (ADA Accessible) Playground is moving forward and the group is very active. It would be a several thousand dollar facility. The Town Engineer has been working with Parks & Recreation to site a possible concession stand with restrooms. There has also been a request for STEAP Grants submitted that the Town has to reply to by the middle of January. Mr. Werbner believes it should be applied for, for the concession stand, restrooms and associated utilities. In all it is close to a \$500,000 project. He would like the staff to put together an application for that grant to benefit the Park. Mrs. Tuttle

expressed a concern regarding safety and the location of the concession stand and restroom facilities.

Mr. Werbner added that the Water Commission received a letter from the CT DPH that the Water Supply Plan that was submitted over a year ago does not meet all their requirements. The Town Engineer will work with the Commission and their consultant to provide the requested information.

#### 11. ADOPTION OF MINUTES

- 11.1 April 26, 2011 Special Meeting Minutes.  
Mrs. Tuttle motioned to accept the minutes. Mr. Flynn seconded the motion. All were in favor. None opposed.
- 11.2 April 26, 2011 Regular Meeting Minutes.  
Mrs. Tuttle motioned to accept the minutes. Mr. Flynn seconded the motion. All were in favor. None opposed.
- 11.3 May 4, 2011 Special Meeting Minutes.  
Mrs. Tuttle motioned to accept the minutes. Mr. Flynn seconded the motion. All were in favor. None opposed.

#### 12. CORRESPONDENCE TO COUNCIL

- 12.1 Letter from Tom Gavagan regarding Malloy's Plan B
- 12.2 Letter from the Danforths requesting the blight ordinance be put back on the agenda
- 12.3 Eagle Scout invitation
- 12.4 Willimantic River Alliance
- 12.5 Peter Green correspondence
- 12.6 American Legion Auxiliary invitation to the Memorial Day Parade in Vernon
- 12.7 Governing Magazine
- 12.8 Letter from Senator Gugliemo re: STEAP grant
- 12.9 Letter from Eastern Highlands Heath District

Mrs. Tuttle discussed the Blight Ordinance in regards to the Town owned Cider Mill Road building. Dr. Daniels explained that the Blight Ordinance will be addressed after the budget referendum is passed.

#### 13. COMMUNICATIONS AND PETITIONS FROM COUNCILPERSONS:

Dr. Daniels reminded the public that the budget referendum is being held next Tuesday and additional e-blasts will be sent. It is every citizen's responsibility to vote as they see fit.

#### 14. PUBLIC LISTED PARTICIPATION *(on any subject within the jurisdiction of the Town Council)* *(3 minute limit)*

**Richard Bozzone of 9 Elm Road** – He asked how many contingency funds are in the municipal budget. Mr. Werbner explained there are two: one major and one for the Parks Department. Mr. Bozzone also asked for clarification of whether funds could be carried over year to year and Mr. Werbner clarified the information. Mr. Bozzone would also like to see the overnight mailbox at the Town Hall painted so that it would match the property. Lastly, he complimented the Council on going forward when discussing the AT&T deal and echoed Dr. Daniel's reminder to the public to vote.

**Josh Freeman of 338 Shenipsit Lake Road** - He spoke on issues regarding Parker School and that it has been rushed. Further he believes \$9,000 for a metal roof at Crandall's Pavilion is warranted. Lastly he would like to see the project at Cross Farms be sustainable and other alternatives be considered.



**Sam Belsito of 55 Lee Lane** – He questioned why the Parker School is being used for recreation when previously it was determined that there was a lot wrong with the property. Further he does not want to see the classrooms destroyed in case all day kindergarten is needed in the future.

**15. EXECUTIVE SESSION**

Mrs. Tuttle motioned to go into Executive Session at 9:41 p.m., thus ending the Regular Meeting of the Town Council. Seconded by Mr. Flynn. All were in favor. None opposed.

15.1 Executive Session to discuss sale of land and a personnel matter.

**16. ADJOURNMENT**

Jack Flynn moved to adjourn the meeting; Seconded by Mary Ann Delaney Tuttle at 9:30 p.m. All were in favor.

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Frederick M. Daniels, Council Chair

Lisa A. Pascuzzi  
Clerk

RECEIVED  
MAY 19 2011  
Tolland Public Schools

**SPECIAL MEETING MINUTES**

Received May 19, 2011  
Margaret DeVito  
Town Clerk

**TOLLAND TOWN COUNCIL**

**HICKS MEMORIAL MUNICIPAL CENTER  
1<sup>ST</sup> FLOOR COMMUNITY ROOM**

**MAY 18, 2011 – 7:30 P.M.**

**MEMBERS PRESENT:** Frederick M. Daniels, Chairman; MaryAnn Delaney Tuttle, Vice Chairperson; Dale Clayton; Jack Flynn; Francis Kennedy; Craig Nussbaum and April Teveris

**MEMBERS ABSENT:** None.

**OTHERS PRESENT:** Steven R. Werbner, Town Manager; Christine Hutton, Finance & Records Director; Agata Herasimowicz, Assistant Finance Director/Treasurer; Clem Langlois, Public Works; John Littell, Public Safety Supervisor/Fire Chief

1. **Call to Order:** Frederick Daniels called the meeting to order at 7:31 p.m.
2. **Pledge of Allegiance:** Recited.
3. **Moment of Silence:** Observed.
4. **Consideration and action on approving a revised proposed Town Operating and Capital Budget for the 2011-2012 fiscal year:**

Dr. Daniels began the meeting by saying that the Referendum failed last night by a close margin. The democratic majority met after the vote to discuss the ramifications. They have recommendations and he encouraged his colleagues to comment and offer suggestions. He went on to say that it is their belief that when a Referendum fails the voters are looking for a decrease. He personally felt that this was a budget that would have been good for the community.

The suggested new reductions total \$325,000 (the BOE \$243,750; the town portion {capital and town} \$81,250. A total increase in expenditures over last year's budget of 2.25%, total mill rate increase of 1.99%. The Council's only mandate with the BOE is to reflect on their bottom line. It cannot make suggestions on where the cuts take place. Through a memo from the Town Manager, Dr. Daniels outlined the suggested cuts to the town side:

- ~The start date for the Assistant Public Safety Supervisor will be 01/01/2012, savings of \$15,000;
- ~\$10,000 has been taken from the health insurance line item;
- ~\$27,000 has been taken from the Parks Department Hicks building account for the connection fee to the sewer system; and

~The capital budget will be reduced by \$29,250 and a similar amount from the Municipal Tax Relief Grant will be assigned to pay for a portion of the replacement truck in the Parks Department.

MaryAnn Delaney Tuttle asked if the new proposal included the prior amount put in from the tax relief. Mr. Werbner commented that the grant was estimated to be about \$130,000. \$33,000 was taken for the last budget and assigned to drainage. This would be an additional \$29,000.

Mr. Clayton asked Mr. Werbner if he anticipated any changes in the Revenue from the State. Mr. Werbner said that there is still a gap, although we don't know how that will be plugged. The tax relief grant is based upon sales tax and conveyance tax so the actual dollar amount is not specific at this point. The other estimated revenues seem firm.

Dr. Daniels commented that in some ways it is easy for the Council to cut the BOE's budget, because they don't need to concern themselves with the actual cuts, although it wasn't easy to come up with this cut. He feels the BOE is walking a thin line. \$243,000 will be a significant cut for them. He believes the voters have spoken though.

Mr. Clayton said that we are attributing more towards revenue, which is an unknown. That bothers him, especially given the fact that there is a \$400m deficit in the budget. We have no other choices at this point. We need to push the budget back to get it passed. Dr. Daniels commented that we've heard that the voters are looking for a 0% tax increase. He doesn't believe that is anything the town can sustain. Mr. Clayton agreed with him.

MaryAnn Delaney Tuttle read the following resolution:

**WHEREAS**, the Tolland Town Council has reviewed a proposed budget and has made certain modifications to estimated revenues and expenditures, the details of which will be properly incorporated into the total budgetary document by the Town Manager and Director of Finance and Records;

**NOW, THEREFORE, BE IT RESOLVED**, by the Tolland Town Council that it hereby adopts the following:

1. A FY 2011-12 Town Operating and Capital Budget in the amount of \$50,427,662 to be appropriated as follows:

CATEGORY	AMOUNT
Town Government	\$10,766,199
Board of Education	34,662,357
Debt Service	4,751,796
Capital	247,310
<b>TOTAL</b>	<b>\$50,427,662</b>

a spending increase of \$1,107,476 or 2.25% resulting in a mill rate of 29.73 mills which is a mill rate increase of 1.99%.

2. The time and place for the referendum shall be between the hours of 6:00 a.m. and 8:00 p.m. on May 31, 2011 at the Hicks Memorial Municipal Center Gymnasium (Town Hall) and the Tolland Senior Center located at 674 Tolland Stage Road.

3. The Town Manager or his designee is hereby authorized to place the required legal notices in the Journal Inquirer and other publications as conditions permit, advertising the May 31, 2011 Referendum.
4. The revised question for the ballot will be:

**“Shall the Town of Tolland’s proposed 2011-2012 budget of \$50,427,662, reflecting a spending increase of \$1,107,476 or 2.25% resulting in a mill rate of 29.73 mills which is a mill rate increase of 1.99% be adopted? Yes/No”**

Seconded by Jack Flynn.

Mr. Flynn asked Mr. Werbner what would be next on the list to be pushed back. Mr. Werbner commented that he did not put together a list, but did discuss pushing the Assistant Public Safety Supervisor position back with the Fire Chief. He would rather go back to his original proposal with that. We are getting down to a thin line here. It is hard to eliminate existing things when you have a new thing coming around.

April Teveris commented that we are going into a third referendum and we have been here before (most of the Council members). At this point, we are reacting to the voters. It is not a science in terms of what we are putting out. It was a close outcome at the Referendum. She supports the proposal, whether it will do the trick or not, we don’t know. The suggestions by Mr. Werbner are appropriate.

Ms. Delaney Tuttle asked Ms. Hutton what the anticipated increase in dollars will be from the growth of the grand list. Ms. Hutton responded with \$406,355.

Mr. Nussbaum thanked Mr. Werbner for his suggested reductions. He hopes that the BOE can find a way to make this work. We most likely will be seeing cuts in education, which is disappointing to him. Mr. Kennedy agrees with Mr. Nussbaum. He commented that Mr. Werbner made wise choices that will maintain the services that we hoped for in the last proposed budget. He is also concerned about the BOE. However, he does support this proposal because he doesn’t see the message from the voters being interpreted in any other way. He believes this to be a substantial cut, and at this stage is the right thing to do, although it certainly costs.

All in favor. None opposed.

5. **Adjournment:** Dale Clayton moved to adjourn the meeting; Seconded by Jack Flynn at 7:51 p.m. All were in favor.

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Frederick M. Daniels, Council Chair

Michelle A. Finnegan  
Town Council Clerk