

**Minutes of the
JOINT BOARD OF EDUCATION**
Subject to approval at future Joint BOE Meeting

Joint BOE Retreat – District Strategic Planning and Long-Range Pre-K-12 Facility/Operational Needs

Date: Saturday, May 06, 2023

Location: John Winthrop Middle School Library

Attendance:

Chester Board Of Education: David Fitzgibbons, Dale Bernardoni, Jan Taigen, Stuart Johnson, Lorraine Connolly, Faith Sprigg

Chester Board of Selectmen: invited to participate - None present

Chester Board of Finance: invited to participate - None present

Deep River Board Of Education: Miriam Morrissey, Alyson Whelan

Deep River Board of Selectmen: invited to participate - None present

Deep River Board of Finance: invited to participate - None present

Essex Board Of Education: Lon Seidman, Marjorie Russell

Essex Board of Selectmen: invited to participate - None present

Essex Board of Finance: invited to participate - None present

Region 4 Board Of Education: Rick Daniels, Jennifer Clark, Richard Strauss, Lon Seidman, John Stack, Lol Fearon, Jane Cavanaugh

Administration: Superintendent Brian J. White and Assistant Superintendent Sarah Brzozowy

Other: Nick Caruso, Connecticut Association of Boards of Education (CABE) Facilitator

Audience of Citizens: 2 present

The Retreat was called to order at approx. 9:00 a.m.

This retreat was scheduled, as requested by the Boards of Education at their January 2023 BOE retreat, for the purpose of discussing District Strategic Planning and Long-Range Pre-K-12 Facility/Operational Needs. Also invited to participate in the discussion today were the Boards of

Finance and Boards of Selectmen from the towns of Chester, Deep River, and Essex, although none were able to attend.

Superintendent White presented an overview of the Strategic Plan for 2023-2028 (as approved by the Joint BOE on Feb., 23, 2023). He also re-shared enrollment projections, as well as the summary of the outcomes of a building study previously presented to the Joint BOE, highlighting the long term needs to be mindful of for facilities master planning.

Nick Caruso of CABA facilitated discussions regarding the Long Term Vision for Public Education in the Towns of Chester, Deep River and Essex, and how the above information impacts planning for that vision.

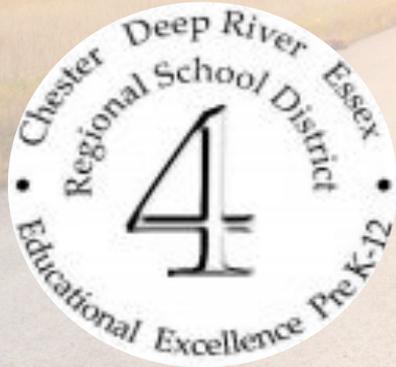
Audience of Citizens: Those present were given a chance to share their comments

ADJOURNMENT

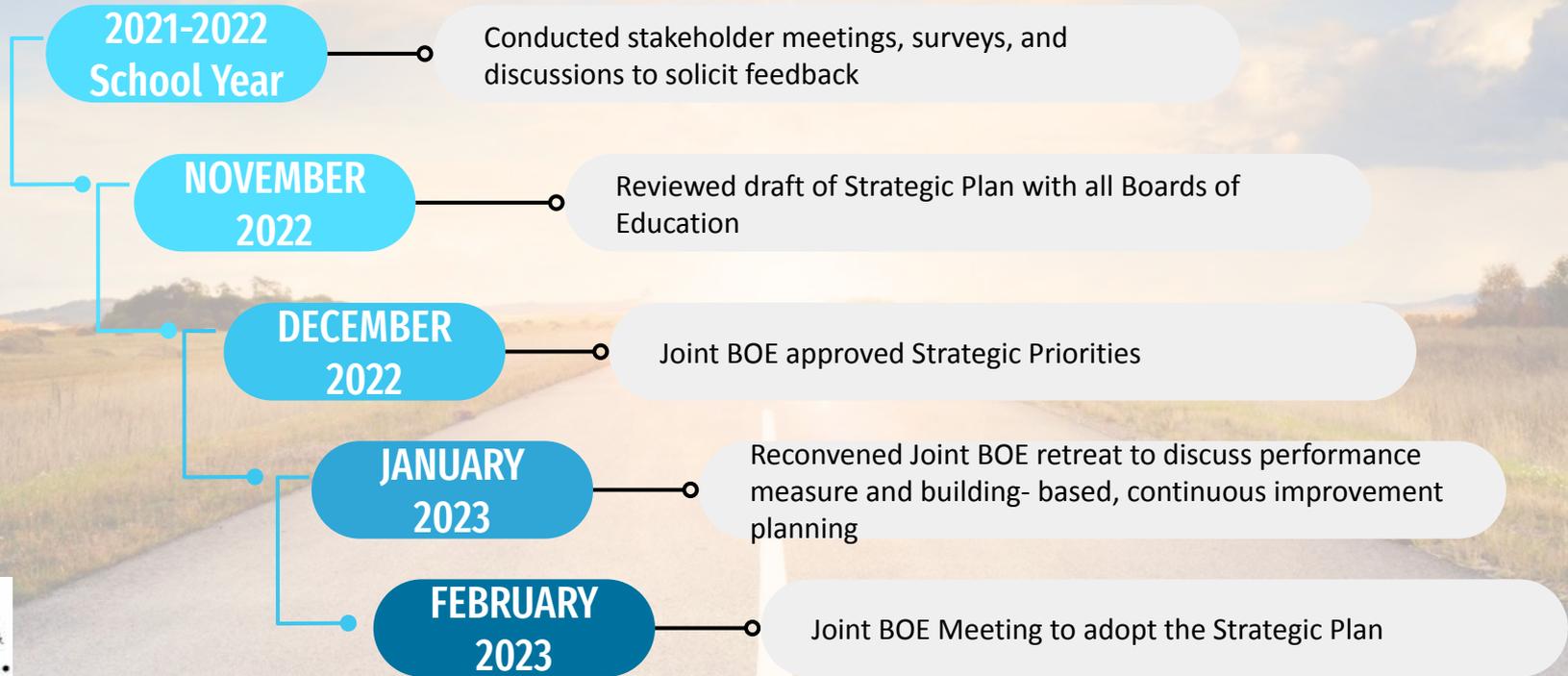
The retreat adjourned at approx. 12:35 p.m..

5 Year Strategic Plan

Approved by Joint BOE
February 23, 2023



Summary of Progress



Agreed Upon Strategic Priorities

STRATEGIC PLAN: 2023-2028

Chester, Deep River, Essex, and Region 4 Public Schools

TEACHING
AND
LEARNING

CULTURE AND
CLIMATE

FINANCE AND
OPERATIONS

MISSION

To engage all students in a rigorous and collaborative educational program. We prepare our learners to be respectful citizens who are empowered to contribute in a globalized society.



3 Tier Accountability



**5 Year
Strategic Plan**

The BOE 5 Year Strategic Plan guides the yearly goals of the districts

**Continuous
Improvement Plan
(CIP)- District**

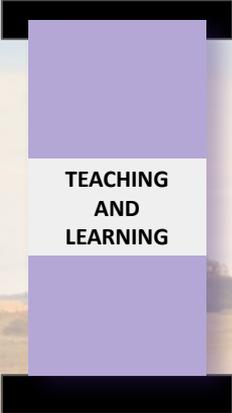
The District Continuous Improvement Plan identifies yearly goals aligned with the Strategic Plan that will move the work forward

**Continuous
Improvement Plan
(CIP)- School**

The School Continuous Improvement Plan identifies yearly school-level goals aligned with the district plan that will move the work forward

Strategic Priority #1- Teaching and Learning

To provide each student with high quality classroom instruction to promote successful student outcomes.



TEACHING
AND
LEARNING

Measures of Success

- SBAC (Grades 3-8)
- SAT (Grades 11)
- AP Exams
- IB Exams
- Internal Academic Assessments
- College/Career Readiness -CSDE Indicators 5, 6
- High School Graduation Rate

Recommended Metrics- Teaching and Learning

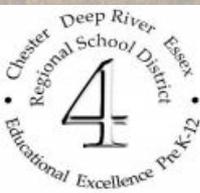


Outcome Indicator	Rationale/Measure
Grade 1 Literacy Acquisition Skills as measured by DIBELS 8 edition	<ul style="list-style-type: none"> ● Universal screener for literacy skill acquisition ● Administered 3x year ● Identify areas of concern and strength ● Assesses foundational reading skills
Grade 3 Reading/Math Scores as measured by annual Smarter Balanced Assessment (SBA)	<ul style="list-style-type: none"> ● Grade level standards ● Comparison across the state ● Math and ELA performance metrics ● Summative Assessment
Grade 5 Reading/Math Scores as measured by annual SBA	<ul style="list-style-type: none"> ● Grade level standards ● Comparison across the state ● Math and ELA performance metrics ● Summative assessment
Grade 8 Reading/Math Scores as measured by annual SBA	<ul style="list-style-type: none"> ● Grade level standards ● Comparison across the state ● Math and ELA performance metrics ● Summative assessment
District Internal Measures	<ul style="list-style-type: none"> ● District internal assessments ● Universal screener assessment ● Report card analysis

Recommended Metrics- Teaching and Learning



Outcome Indicator	Rationale/Measure
Grades 4-8 Reading/Math Growth as Measured by Annual SBA	<ul style="list-style-type: none"> ● Grade level standards ● Comparison across the state for year over year growth ● Math and ELA performance metrics ● Summative assessment comparing student growth over time
Next Generation Science Standards (5, 8, 11)	<ul style="list-style-type: none"> ● Assesses standards on Next Generation Science Standards for all students ● Summative assessment ● Administered in 3 years
Grade 11 Scholastic Achievement Test (SAT) Scores	<ul style="list-style-type: none"> ● Administered to all grade 11 students in Connecticut ● Measure of college readiness ● SAT day is Spring of Junior Year/ Grade 11
4-year High School Graduation Rate	<ul style="list-style-type: none"> ● 4-year cohort. ● Precursor to College ● Summative measure of district success in moving students to post graduate readiness ● National Clearinghouse Data/ College Entry information
Grade 11-12 Access to Post-Secondary and Career Readiness Course Work	<ul style="list-style-type: none"> ● Post-Secondary and Career Readiness course work (IB/AP/ECE/CTE) workplace experience and internship opportunities. ● 11th and 12th grade year



Strategic Priority #2- Culture and Climate

To partner with students, staff, and families to maintain a positive learning environment where every child is successful.



Measures of Success

- Stakeholder surveys
- Discipline data
- Attendance data/ chronic absenteeism rate
- Participation rate for student recognition programs
- Participation rates for extra-curricular sports, clubs and activities

Recommended Metrics- Culture and Climate



Outcome Indicator	Rationale/Measure
Climate Survey	<ul style="list-style-type: none"> ● Measure connection to school ● Students in grades 3-12 ● Families of students ● All staff ● BOE self-evaluation (CABE) ● DESSA information/ SEL universal screener
Discipline Data	<ul style="list-style-type: none"> ● Office referrals ● In school/out of school suspensions
Attendance Data	<ul style="list-style-type: none"> ● Chronic absenteeism (10% of membership days) ● Daily attendance (target of 95%) ● Connection to school ● Staff attendance trends
Professional Development	<ul style="list-style-type: none"> ● Comprehensive program evaluation on professional development opportunities and activities ● Employee assessment of professional development opportunities and activities ● Feedback on PD surveys

Recommended Metrics- Culture and Climate



Outcome Indicator	Rationale
Athletics Participation	<ul style="list-style-type: none"> • Participation in intramurals sports • Participation in interscholastic sports • All state/All Conference athletes • Scholar athletes
Performing Arts Participation	<ul style="list-style-type: none"> • Participation in instrumental lessons • Participation in school based concerts • Participation in school based plays • Participation in school based musicals • Participation in CMEA Regional and States
Club Participation	<ul style="list-style-type: none"> • Number of extra curricular club offerings • Number of participants in extracurricular activities
Positive Recognition Program	<ul style="list-style-type: none"> • Student of the month recognition • School based recognition • Honor Roll / National Honor Society
Academic Engagement Through Relationships	<ul style="list-style-type: none"> • Academic celebrations • Reduced percentage of Tier II/III needs • Engagement in internships • Scholarships received

Strategic Priority #3- Finance and Operations

Develop and implement practices to ensure effective long-range, strategic financial and operational planning.



Measures of Success

- Budgets for Supervision, Region 4, Chester, Deep River, and Essex districts that move initiatives forward and are supported by the public
- Annual audit reports
- Long-range facilities master plan
- A review of PK-12 configuration of our schools and future costs of operation

Recommended Metrics- Budget and Resources



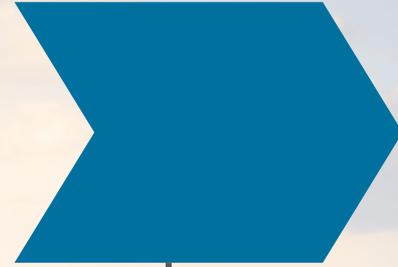
Outcome Indicator	Rationale
Audit reports without material weaknesses	<ul style="list-style-type: none">• Identification of any potential surplus or areas of focus in budget
Maintain transparent reporting of district finances	<ul style="list-style-type: none">• Voter approval of Board(s) of Education budgets
Development of facilities master plan with professional input and cost estimates	<ul style="list-style-type: none">• Develop a process for community understanding of the cost of maintaining our current structure vs other potential configurations
Development of systemic efficiencies in finance and human resource operations	<ul style="list-style-type: none">• Implement best practices including financial and human resource software tools to improve operations and better serve employees and community stakeholders

Next Steps and Proposed Dates



Summer 2023

Develop district
Continuous
Improvement Plan
and school plans for
fall rollout



Fall 2023

Share Continuous
Improvement Plans
with appropriate
Boards of Education
and public
stakeholders



**Regional School District 4
Chester - Deep River - Essex - Region 4**

2023-2024 School Year Budget Request

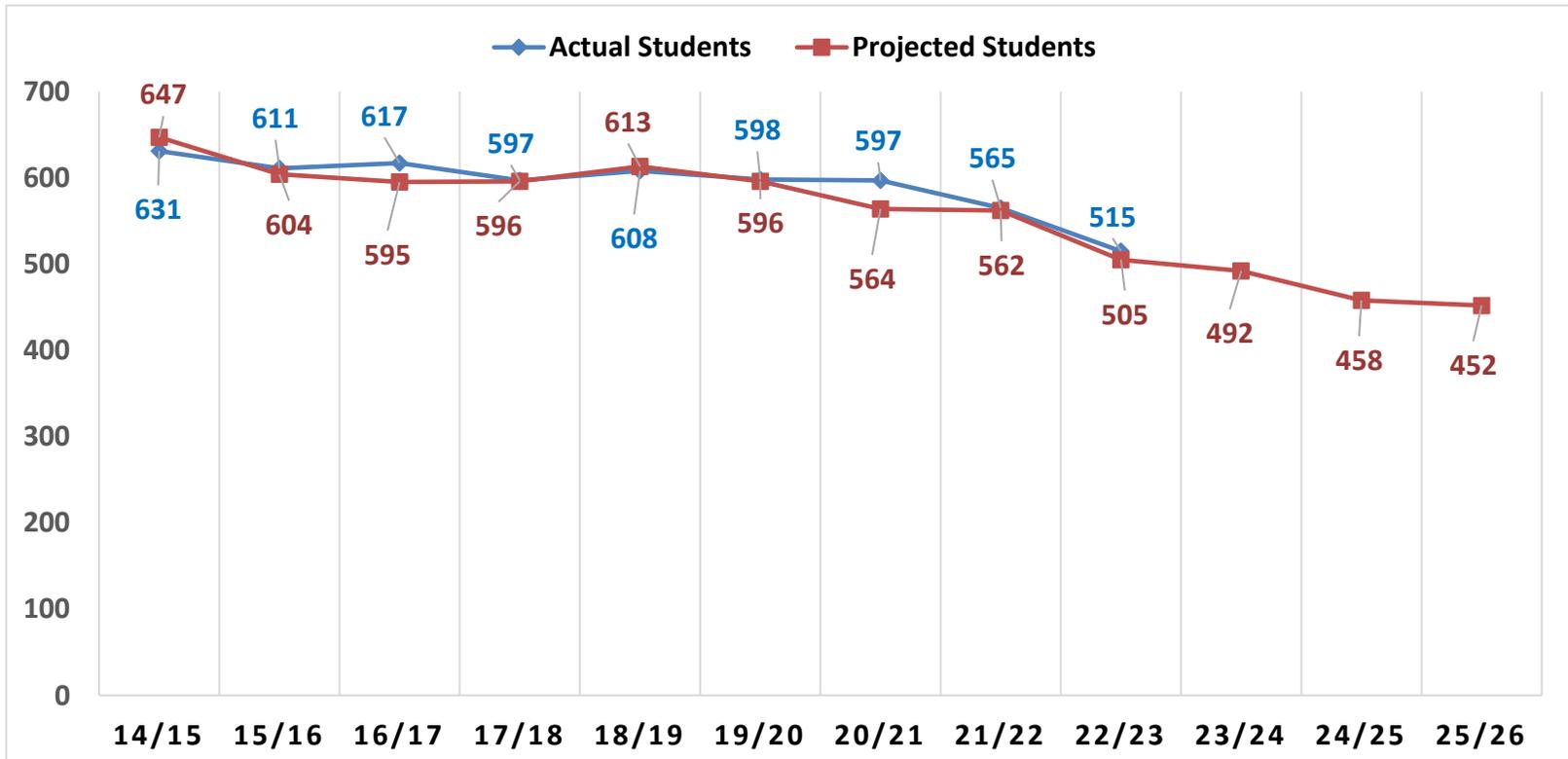
Valley Regional High School Enrollment History

Valley Regional High School

Enrollment and Projections (Grades 9-12)

2014/15 through 2025/26

(enrollment based upon SDE October 1 census PSIS report)



**Numbers do not include Out of District placements (outplaced Special Education, Magnet schools, and Vocational Agriculture)



**Regional School District 4
Chester - Deep River - Essex - Region 4**

2023-2024 School Year Budget Request

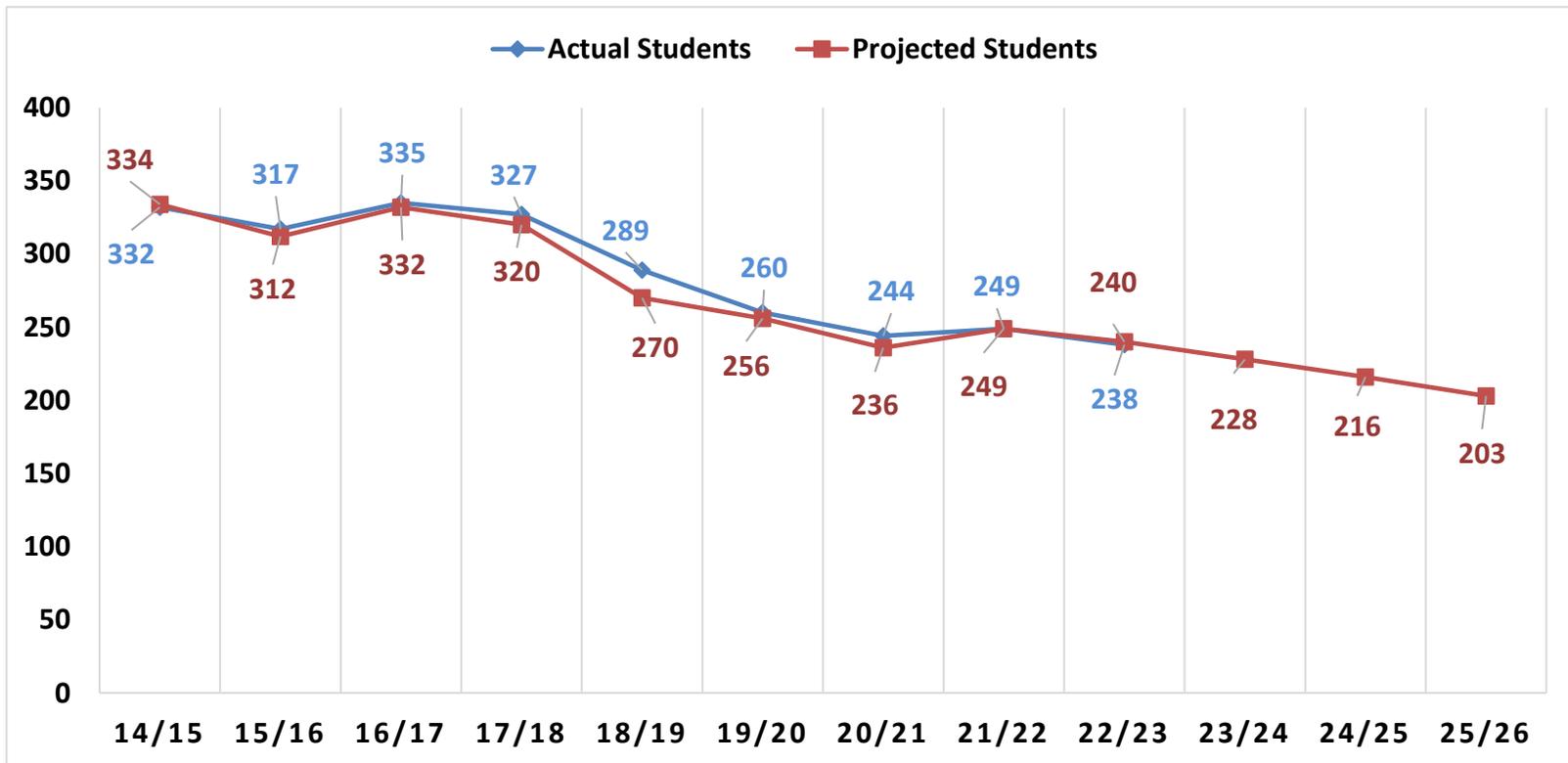
John Winthrop Middle School Enrollment History

John Winthrop Middle School

Enrollment and Projections (Grades 7-8)

2014/15 through 2025/26

(enrollment based upon SDE October 1 census PSIS report)



*Numbers do not include Out of District placements (outplaced Special Education, Magnet schools, and Vocational Agriculture)



**Regional School District 4
Chester - Deep River - Essex - Region 4**

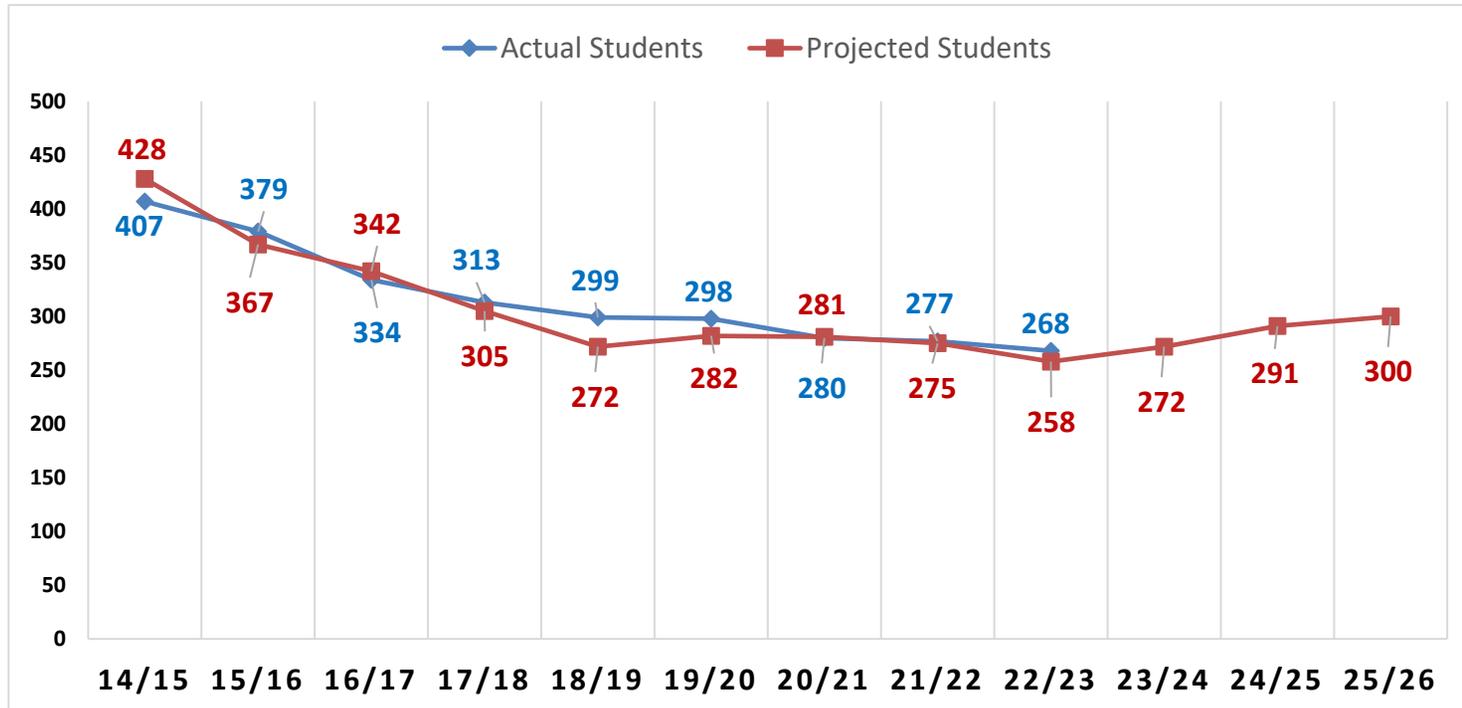
2023 - 2024 School Year Budget Request

ESSEX SCHOOL DISTRICT

Essex Elementary School

Enrollment and Projections (Grades K-6)
2014/15 through 2025/26

(enrollment based upon SDE October 1 census PSIS report)



**Pete Prowda projections used for years 14/15 through 18/19*

** Principal's projections used for year 19/20*

** NESDEC study for projections for 20/21-25/26*



**Regional School District 4
 Chester - Deep River - Essex - Region 4
 2023-2024 School Year Budget Request**

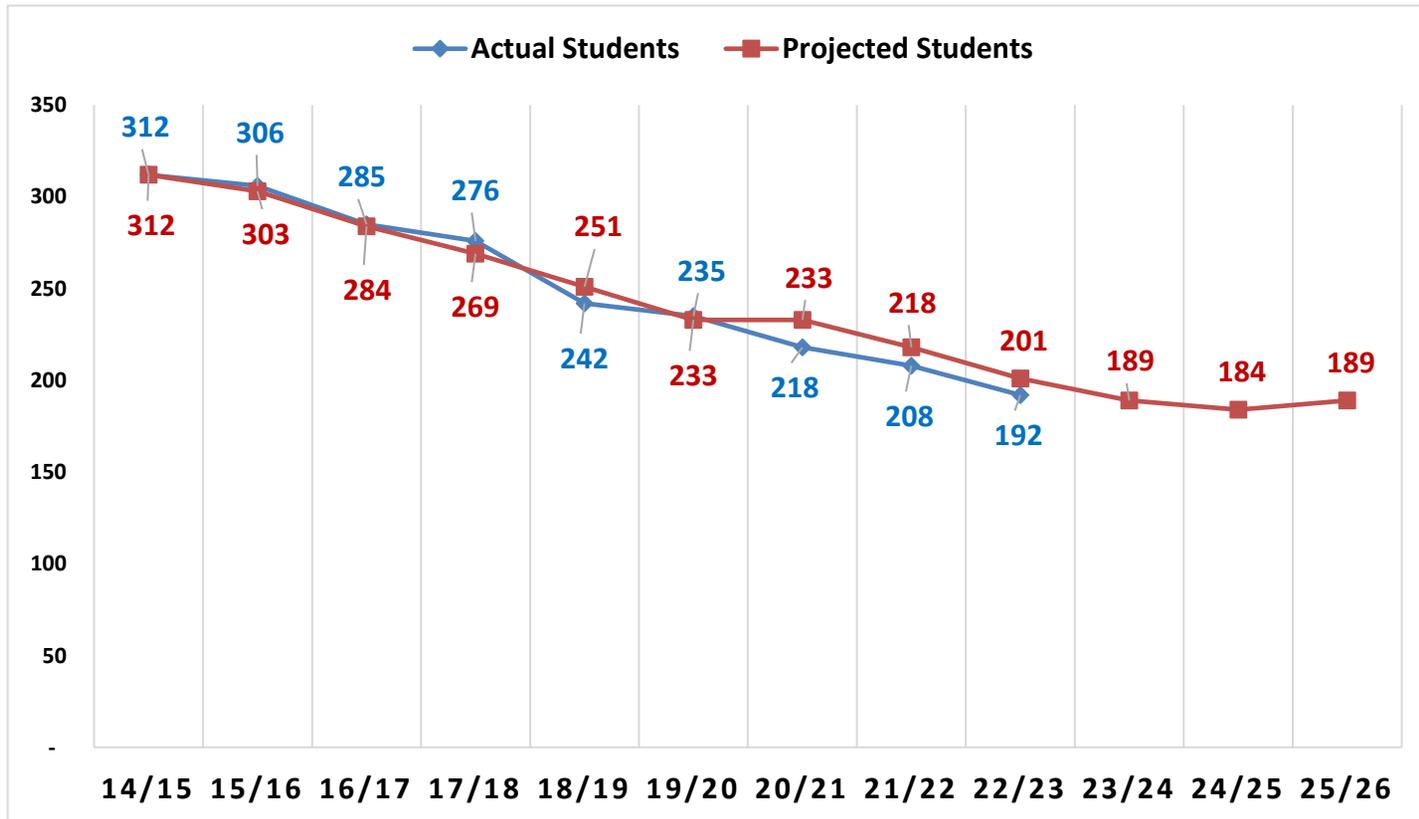
DEEP RIVER SCHOOL DISTRICT

Deep River Elementary School

Enrollment and Projections (Grades K-6)

2014/15 through 2025/26

(enrollment based upon SDE October 1 census PSIS report)



**Pete Prowda projections used for years 14/15 through 18/19*

** Principal's projections used for year 19/20*

** NESDEC study for projections for 20/21-25/26*



Regional School District 4
Chester - Deep River - Essex - Region 4

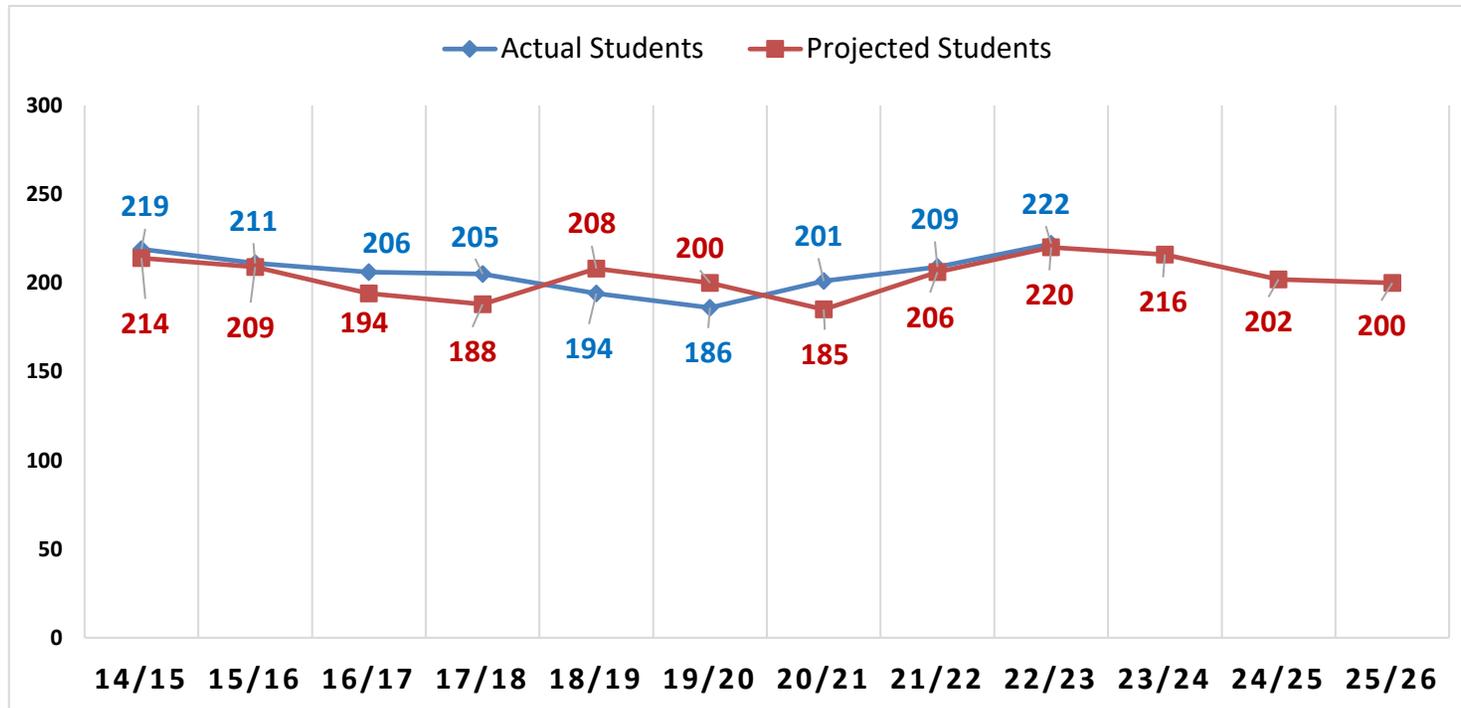
2023-2024 School Year Budget Request
CHESTER SCHOOL DISTRICT

Chester Elementary School

Enrollment and Projections (Grades K-6)

2014/15 through 2025/26

(actual enrollment based upon SDE October 1 census PSIS report)



**Pete Prowda projections used for years 14/15 through 18/19*

** Principal's projections used for year 19/20 and 20/21*

** NESDEC study for projections for 21/22-25/26*

The following bar charts show the projected costs for the Town-owned schools along with the three Region-owned buildings for FYs 2023, 2025, 2030, 2035, and 2040.

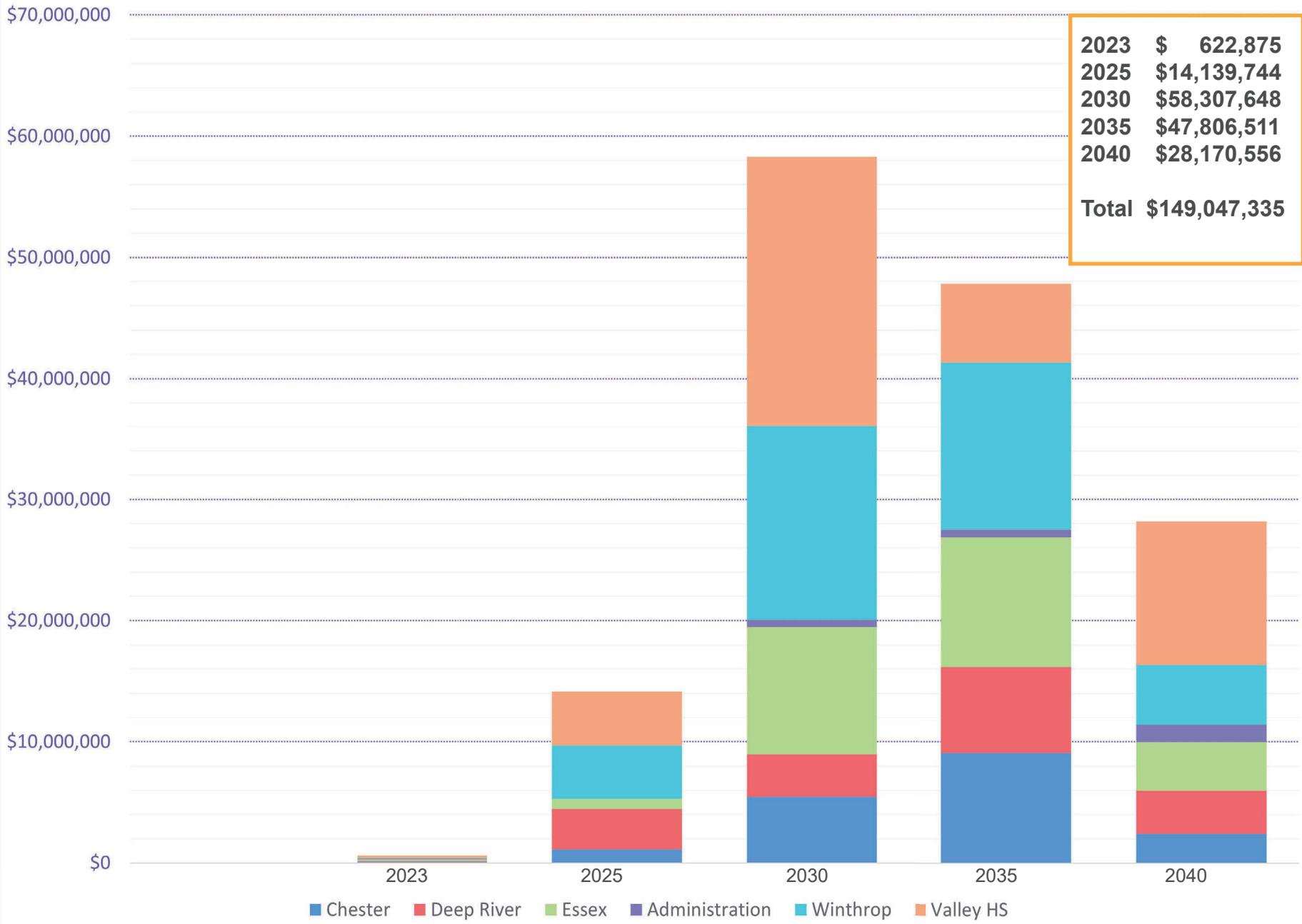
The first chart shows the total current-year costs and projected, the second shows escalated costs for each milestone Fiscal Year.

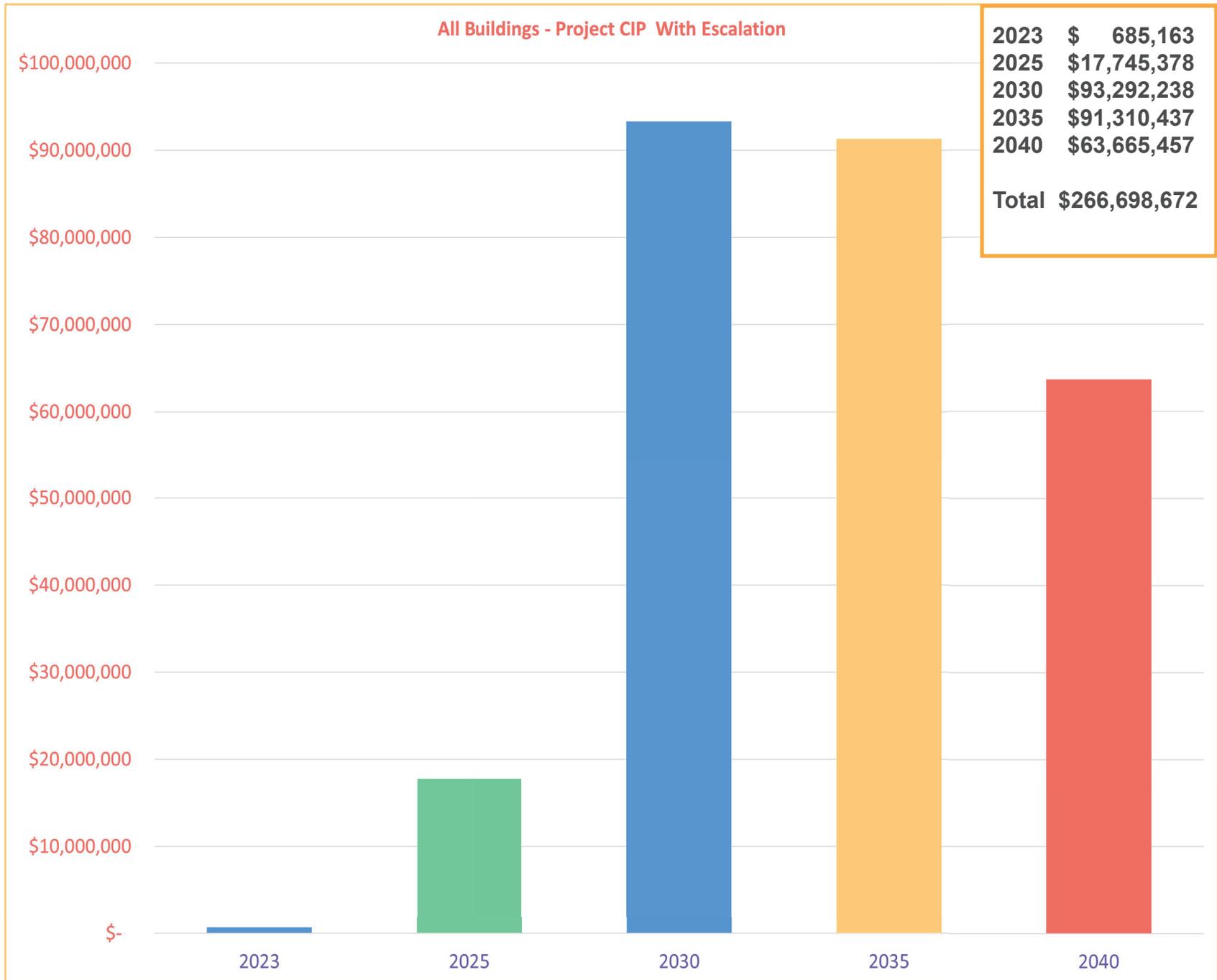
The combined cost projections for the buildings are considerable when forecast over 20 years. These projections should be taken into consideration when future grade alignments and facilities planning are undertaken.

The matrices showing the individual items are contained in the Appendices.



Total Annual CIP by Building - Without Escalation





Total Annual CIP by Building - With Escalation

