

Woodbridge Board of Education
CONTINUATION of January 27, 2022
Special WBOE Meeting
Friday, January 28, 2022 1:30 PM

REMOTE via WebEx

Agenda

I. **Call to Order / WebEx Login Information**

<https://woodbridgeps.webex.com/woodbridgeps/j.php?MTID=m3c5070984f59080176ac90d113f0d3a4>

Meeting number (access code): 2489 695 2732

Meeting password: bF2Jmg2ENW3

II. **Adopt Proposed Revisions to WBOE Proposed 2022/23 Operating Budget**

III. **Executive Session**

A. Discussion of Negotiations with Respect to Collective Bargaining

B. Discussion Concerning the Evaluation of the Superintendent

IV. **Adjourn**



Proposed Revisions to WBOE Proposed 2022-23 Operating Budget

Woodbridge Board of Education

January 28, 2022

Jonathan S. Budd, Ph.D., Superintendent

Richard Huot, Interim Director of Business Services & Operations

Reminder: The Objective of The Proposed Budget

This Proposed Operating Budget is recommended by the Board of Education to maintain the excellence of Beecher Road School within a time of escalating student needs, including those related to the COVID-19 pandemic.

Proposed Revisions, Tier 1A

Line	Rationale	Proposed Revision	Impact
Medical Insurance - Active Employees (62700-1432)	Preliminary rate developments (1/18/22)	- \$426,734	None
Medical Insurance - Retired Employees (62700-1425)	Preliminary rate developments (1/18/22)	- \$128,919	None
Medical Insurance - Active Employees (62700-1432)	Shift of Food Services Supervisor benefits cost to Food Services budget	- \$13,400	None
Electricity (64100-1402)	Reconfirmation of electricity rate	- \$25,000	None
Heating (64200-1402)	Reconfirmation of heating rate	- \$5,000	None

Proposed Revisions, Tier 1B

Line	Rationale	Proposed Revision	Impact
Transportation Non-Public (65101-1403)	Reconfirmation of non-public transportation needs	- \$8,000	None
Building Improvement (64500-1402/1418)	Move to grant funding and/or Capital Budget	- \$53,600	None
Building Improvement (64500-XXXX)	New cost of oil tank remediation (if funded in Operating Budget)	+\$40,000	Required by 12/21 CT DEEP regulations, see 1/13/22 Memo
Leases & Rentals - Special Education (64450-1301)	Reduction of 1 copy machine aligned with office reorganization	- \$3,331	None
Prof. Development (63200-XXXX)	Shifting to grant	- \$7,000	None

Non-Public School Obligations in WBOE Budget

- Health Services
 - Equivalency required by C.G.S. §10-217a & supporting regulations
 - Proposed FY23 budget is \$27,450 (69001-1401; WBOE receives a modest State reimbursement [\$3,926 in 2020-21])
- Bus Transportation + Fuel
 - Equivalency required by C.G.S. §10-281 & supporting regulations
 - WSD terms are part of the larger District transportation contract
 - Proposed FY23 budget is \$41,967 (65101-1403, including the Tier 1B proposed revision, + proportion of 65102-1403)

Oil Tank Remediation?

- See 1/27/22 Memo from Town of Woodbridge
- Estimated cost for removal & disposal = \$16,807.18
- Estimated cost for soil remediation = unknown (requires environmental assessment)
- Estimated cost for related sidewalk & curbing replacement = \$15,487
- Proposal is to request Capital Budget or other Town support to fund this necessary project

Proposed Revisions, Tier 2

Line	Rationale	Proposed Revision	Impact
Teaching Equipment - Special Education (67350-1303)	More conservative forecasting	- \$1,500	None (if forecast stays as predicted)
Computer Software - Special Education (66200-1301)	Scaling-back of implementation of State-required new IEP software	- \$3,000	Full cost deferred to FY24
Dues & Fees (68100-XXXX)	10% reduction, distribution TBD	- \$2,786	Reduced implementation of professional learning
Curriculum Writing (61201-1419)	Scaling-back of planned curriculum development	- \$4,400	Reduced implementation of District goal
Interns (65500-1401)	Reduction of 1 more intern (from 9 in current budget, to 7)	- \$20,000	Increased use of specialists & TAs to cover absent staff
Supplies (66100-XXXX)	10% cut on all supplies, distribution TBD	- \$33,337	Potential shifting to families of some instructional supplies costs

Proposed Revisions, Tier 3

Line	Rationale	Proposed Revision	Impact
Teacher Salaries - STEAM (61200-1434)	Reduction of proposed additional STEAM specialist teacher	- \$59,111	Reduced support for STEAM areas of the curriculum
Custodian Salaries (61303-1402)	Reduction of proposed half-time custodian	- \$25,000	Reduced support for health & sanitation needs
Teacher Salaries - Social Work (61203-1303)	Reduction of .5 additional social worker	- \$47,578	Reduced support for increasing SEL needs of students
Non-Certified Salaries - TA's (61600-1103)	Reduction of 3 proposed additional general education TAs	- \$82,086	Continued reduction in TA support for general education students
Teacher Salaries - Grade 3 (61200-1228)	Reduction of grade 3 section	- \$66,232	Class sizes (21, 21, 21, 21, 20) to exceed BOE guidelines (17-19)

Revisions beyond Tier 3?

Revisions beyond Tier 3 are not proposed.

They would almost certainly involve consideration of one or more of:

- Additional class size increases beyond BOE guidelines
- Additional reductions in TA support for general education
- Personnel restructuring in other support staff areas
- Programmatic reductions in the arts, gifted servicing, library media, &/or STEAM
- Reductions in support for students needing intervention in literacy &/or mathematics

State mandates also constrict revisions in many of these areas.

Are Increases in Revenue from FY22 to FY23 Anticipated?

- Pre-K tuition could be modestly increased, perhaps +\$4,000 total
- Title grants are not anticipated to increase . . . even to keep pace with inflation, which can negatively impact our Operating Budget
- Special Education Excess Cost Grant
 - FY21: \$124,266
 - FY22: \$264,194 *anticipated in May 2022 if State fulfills its 75% obligation*
 - FY23: *very difficult to predict*
- Open Choice Program
 - Base grant not anticipated to increase; used as offset to Operating Budget Transportation line
 - Formula currently being used to offset special revenue for identified special needs costs is in discussion

Potential Motion 1

- Move that we adopt Tiers 1A & 1B of the proposed revisions to the Woodbridge Board of Education Proposed 2022/23 Operating Budget, and authorize the Superintendent to transmit such revisions to the Town of Woodbridge in accordance with State statutes and Town procedures, and to request Capital Budget or other Town support to fund the necessary oil tank remediation project.

\$ savings = \$670,984 ; reduces +13.52% to +9.21%

Potential Motion 2

- Move that we adopt Tiers 1A & 1B of the proposed revisions to the Woodbridge Board of Education Proposed 2022/23 Operating Budget, *with the exception of Item 2 (Building Improvement) on Tier 1B*, and authorize the Superintendent to transmit such revisions to the Town of Woodbridge in accordance with State statutes and Town procedures, and to request Capital Budget or other Town support to fund the necessary oil tank remediation project.

\$ savings = \$617,384 ; reduces +13.52% to +9.55%

Potential Motion 3

- Move that we adopt Tiers 1A & 1B of the proposed revisions to the Woodbridge Board of Education Proposed 2022/23 Operating Budget, *with the exception of Item 2 (Building Improvement) on Tier 1B, and with the addition of Item 5 (Interns) on Tier 2,* and authorize the Superintendent to transmit such revisions to the Town of Woodbridge in accordance with State statutes and Town procedures, and to request Capital Budget or other Town support to fund the necessary oil tank remediation project.

\$ savings = \$637,384 ; reduces +13.52% to +9.42%

Potential Motion 4

- Move that we adopt Tiers 1A & 1B of the proposed revisions to the Woodbridge Board of Education Proposed 2022/23 Operating Budget, *with the exception of Item 2 (Building Improvement) on Tier 1B, and with the addition of all of Tier 2,* and authorize the Superintendent to transmit such revisions to the Town of Woodbridge in accordance with State statutes and Town procedures, and to request Capital Budget or other Town support to fund the necessary oil tank remediation project.

\$ savings = \$682,407; reduces +13.52% to +9.13%



Town of Woodbridge

Building Maintenance Department

15 Meetinghouse Lane
Woodbridge, CT 06525
203-389-3420 -phone
203-389-3488 fax

Website: <http://www.woodbridgect.org>

Date: January 27, 2022

To: Vito Esparo, Facilities Manager

From: Brad Parsons, Foreman Building Maintenance

Re: Beecher Road School North – Heating Oil, Underground Storage Tank Removal

Thank you for supplying me the quote that you received from ACV-Enviro in the amount of \$24,157.00 for the removal and disposal of the underground heating oil storage tank located at Beecher Road School. I was able to show a cost savings of \$7,349.82 to the overall project by having the Town of Woodbridge assist the Woodbridge Board of Education with this project.

As we both have been made aware of the new State of CT Department of Environmental and Energy protection regulations that went to effect December 1, 2021, this tank does not meet the criteria for remaining in place. The lack of active monitoring devices for the tank were discovered during an onsite inspection with, AEI, the Town's Environmental Engineer, Joseph Santovasi and me on December 21, 2021. Therefore, the determination was made that it must be removed.

I am attaching the cost breakdown of the products and services that are needed to complete this project. My suggestion is that you should include in your Capital budget request, an amount of \$16,807.18 for this project. I do want to mention a few important items. This breakdown does not include any unforeseen costs for remediation of the soil should there have been any leaking of product during the lifespan of the tank.

My recommendation would be that this work be scheduled during the first two weeks of August 2022 while school is not in session. During the onsite inspection it was also noted that the asphalt sidewalk and concrete curbing is severely deteriorated. With the use of the heavy equipment being used in this area for the tank removal, this will further disrupt those sections of damaged sidewalk and curbing. I would recommend that the sidewalk and curbing be

replaced upon completion of this project to ensure the safety of children using the sidewalks. I am also enclosing a quote for your review of the estimated linear feet replacement.

Please feel free to contact me with any questions you may have, and I will make myself available for any meeting to further discuss.

CC: Anthony Genovese, Finance Director

Jonathan S. Budd, Ph. D., Superintendent, Woodbridge School District

Richard A. Huot, Interim Director of Business & Operations
Woodbridge School District

BEECHER SCHOOL TANK REMOVAL

<u>Vendor</u>	<u>Amount</u>
<u>Licensed Environmental Professional</u>	
Advanced Environmental Interface	\$5,000.00
<u>Contents Removal & Disposal</u>	
ACV/Enviro - Removal	\$3,157.68
Waste Disposal	\$875.17
Energy & Insurance Surcharge	\$597.90
<u>Heavy Duty Equipment Rental</u>	
Tyler Equipment	\$3,900.00
Excavator with hammer	
<u>Backfill</u>	
Haynes Materials	\$940.00
80 tons - 1 1/4" stone	
\$11.75 per ton	
<u>Top Soil</u>	\$808.50
West Rock Materials	
42 tons - \$19.25 per ton	
<u>Contingency</u>	\$1,527.93
Job Cost	\$16,807.18



299 Terminal Lane
 New Haven, CT 06519
 Ph: 203-562-PAVE • Fax: 203-562-7200



www.LaydonIndustries.com

To:	Town Of Woodbridge	Contact:	Brad Parsons
Address:	11 Meetinghouse Lane Woodbridge, CT 06525	Phone:	(203) 389-3441
Project Name:	Woodbridge - New Sidewalk & Curb - Beacher Rd. Elementary School	Bid Number:	
Project Location:	40 Beacher Road, Woodbridge, CT	Bid Date:	1/27/2022

Item #	Item Description	Estimated Quantity	Unit	Unit Price	Total Price
1	Precast Concrete Curb	100.00	LF	\$68.16	\$6,816.00
2	Concrete Sidewalk	650.00	SF	\$13.34	\$8,671.00

Total Base Bid Price: \$15,487.00

Alternate

3	Bituminous Concrete Sidewalk	650.00	SF	\$12.31	\$8,001.50
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Total Price for above Alternate Items: \$8,001.50

Notes:

- The following items are specifically excluded from the scope of our proposal: Saw cutting, removal of existing pavement, sidewalk and curbing, asphalt curb patch paving at face of curb, temporary construction fence, traffic maintenance and control, landscaping, topsoil and seeding, parking bans, police protection, hot rubber sealant, pavement markings, signage, site furnishings, winter conditions, engineering, licensed survey for layout, inspections, permit, bonds, and material testing.
- This proposal contains no provisions for a performance or payment bond.
- Laydon Industries will not be held responsible for positive drainage in areas with less than 2% pitch.
- Unless specifically stated above this proposal does not include taxes on material, labor and equipment. If a tax exempt certificate is not received prior to the time of billing, taxes will be invoiced as required.
- Reduction in quantities by more than 10% will result in an increase in our unit price.
- Items installed above the estimated quantities will be billed at the applicable unit rate specified.
- This proposal is based on one mobilization, if more than one mobilization is required, there will be a charge of \$3,000.00 per additional mobilization.
- This proposal is good for 45 days and may be withdrawn thereafter.
- Work shall be completed in the 2022 season in (1) one mobilization Monday through Friday, day shift between the hours of 7:00 am to 5:00 pm.
- Prevailing wages and certified payroll are not included in this proposal.
- It is assumed that the Buyer will provide any required inspection and testing for the project.
- This proposal is based on unobstructed access to the work with construction equipment, triaxle dump truck and/or 10 cy concrete mixer.
- This proposal excludes unsuitable soils, contaminated soils, and rock, if these conditions exist they will be handled as extra work.
- The above proposal is quoted as a package, elimination of any of the above items may constitute a renegotiation of the remaining items.
- Above notes and conditions are to be included into contractors or owners subcontract agreement.

Payment Terms:

Net 30, No Retainage

<p>ACCEPTED: The above prices, specifications and conditions are satisfactory and hereby accepted.</p> <p>Buyer: _____</p> <p>Signature: _____</p> <p>Date of Acceptance: _____</p>	<p>CONFIRMED: Laydon Industries, LLC</p> <p>Authorized Signature: _____</p> <p>Estimator: Stephen Calabro 203-562-7283 scalabro@laydon.net</p>
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WOODBIDGE SCHOOL DISTRICT

40 Beecher Road – South
Woodbridge, Connecticut 06525

Jonathan S. Budd, Ph.D. – Superintendent

MEMORANDUM

TO: Woodbridge Board of Education

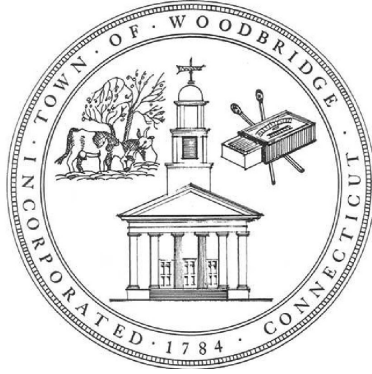
FROM: Jonathan S. Budd, Ph.D., Superintendent

DATE: January 26, 2022

RE: Adopt Proposed Revisions to WBOE Proposed 2022/23 Operating Budget

At its December Regular Meeting, the Board adopted the Superintendent's Proposed Operating Budget for the Woodbridge School District for the 2022-23 fiscal year as presented, and authorized the Superintendent to transmit it to the Town of Woodbridge in accordance with State statutes and Town procedures. At the January 27 Special Meeting, potential revisions to that budget will be presented to the Board; a potential motion will be:

Move that we adopt the proposed revisions to the Woodbridge Board of Education Proposed 2022/23 Operating Budget, and authorize the Superintendent to transmit such revisions to the Town of Woodbridge in accordance with State statutes and Town procedures.



Proposed Revisions to WBOE Proposed 2022-23 Operating Budget

Woodbridge Board of Education

January 27, 2022

Jonathan S. Budd, Ph.D., Superintendent

Richard Huot, Interim Director of Business Services & Operations

Reminder: The Objective of The Proposed Budget

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Proposed Revisions, Tier 1A

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Proposed Revisions, Tier 2

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Proposed Revisions, Tier 3

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Revisions beyond Tier 3?

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They would almost certainly involve consideration of one or more of:

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- Personnel restructuring in other support staff areas
- Programmatic reductions in the arts, gifted servicing, library media, &/or STEAM
- Reductions in support for students needing intervention in literacy &/or mathematics

State mandates also constrict revisions in many of these areas.

Potential Motions

- Move that we adopt the proposed revisions to the Woodbridge Board of Education Proposed 2022/23 Operating Budget, and authorize the Superintendent to transmit such revisions to the Town of Woodbridge in accordance with State statutes and Town procedures.



WOODBIDGE SCHOOL DISTRICT

40 Beecher Road – South
Woodbridge, Connecticut 06525

Jonathan S. Budd, Ph.D. – Superintendent

MEMORANDUM

TO: Woodbridge Board of Education

FROM: Jonathan S. Budd, Ph.D., Superintendent

DATE: January 21, 2022

RE: Executive Session
(1) Discussion of Negotiations with Respect to Collective Bargaining
(2) Discussion Concerning the Evaluation of the Superintendent

In accordance with Connecticut General Statutes § 1-200 *et seq.*, I recommend that the Board of Education support the following motion:

Move that we enter Executive Session to discuss negotiations with respect to collective bargaining, as well as to discuss the evaluation of the Superintendent, and invite the Superintendent to join the Board.

Administration

Superintendent of Schools

The Superintendent of Schools is the chief executive officer of the Board of Education.

The Superintendent or his/her designee as approved by the Board of Education shall attend all meetings of the Board of Education and its Committees and shall participate in all deliberations, except when matters related to the Superintendent's own employment are under consideration. The Superintendent has the general authority to act at his/her discretion upon all emergency matters and all other matters as to which his/her powers and duties are not expressly limited or are not particularly set forth.

The Superintendent will execute powers and duties consistent with the leadership qualities below, which are derived from the Performance Standards of the Connecticut Superintendent Leadership Competency Framework.

1. Develop and implement vision that inspires action and commitment

- 1.1 Work with the Board of Education to develop a compelling vision that puts improving teaching and student learning at its core and reflects the community's values, beliefs, and highest aspirations for its children
- 1.2 Articulate to all stakeholders the importance of achieving the vision
- 1.3 Secure commitment from all stakeholders to act upon the vision of what the district must become
- 1.4 Create urgency for action and consensus around key solutions, catalyzing action when consensus is unlikely
- 1.5 Continuously demonstrate through communication, leadership routines, and professional practices the importance of achieving the vision

2. Develop and implement a district leadership theory of action that guides decision making

- 2.1 Articulate and act upon an overarching theory of action that communicates the underlying rationale for how the district will achieve its vision
- 2.2 Articulate and test theories of action for all major aspects of the district's improvement work
- 2.3 Execute a district leadership theory of action to build district coherence and alignment

3. Align resources to drive a district-wide strategy for improving the performance of all students

- 3.1 Examine a wide range of data to determine root cause of all areas of concern related to improving teaching and learning
- 3.2 Involve key stakeholders in developing strategies to address areas of concern
- 3.3 Focus on a small number of high-leverage strategies aligned with the theory of action
- 3.4 Lead a budget development process that results in systems and support for integrated district improvement initiatives

4. Demonstrate a results and improvement orientation that addresses both accountability and capacity-building

- 4.1 Guide leadership teams to develop and attain meaningful and measurable goals for professional practice and student learning at the district and the school level
- 4.2 Establish an aligned, district-wide improvement cycle based on diagnosis, planning, implementation, and monitoring
- 4.3 Establish accountability for improvement at the district, school, and classroom level

5. Demonstrate leadership grounded in collaborative governance

- 5.1 Work with the Board of Education to establish district goals and systems and processes for monitoring progress over time
- 5.2 Work in cooperation with the Board of Education to engage and inform of progress toward goals

5.3 Work with the Board of Education to regularly assess and to clarify the roles and responsibilities of the Board and Superintendent in the areas of policy, management, and collaborative governance

5.4 Demonstrate strong support and advocacy for Board-approved district goals in various public settings

6. Establish structures and processes that sustain a culture of continuous improvement and accountability

6.1 Hold all district leaders responsible for developing and sustaining a strong professional culture characterized by shared responsibility, mutual accountability, a strong sense of individual and group efficacy, and a focus on student learning

6.2 Invest in developing the capacity of teachers and leaders to improve performance over time

6.3 Demonstrate a strong commitment to professional learning to all levels of the organization

7. Purposely align systems and structures that support the district theory of action and strategic operating plan

7.1 Develop and oversee a comprehensive approach to human capital that aligns to district vision, strategy, and goals

7.2 Establish and implement a strategic approach to resource allocation and budget management

7.3 Ensure effective management of the district's core functions

8. Exhibit personal leadership competencies associated with effective district leadership

8.1 Belief: Demonstrate belief that every student can achieve at their highest levels and demonstrate an urgency to improve student achievement

8.2 Manage change and resistance: Manage resistance to change and engage in difficult conversations to maintain a consistent focus on high levels of achievement

8.3 Relationship building: Build trusting, respectful relationships to that improve student learning

8.4 Equitable practice: Work to increase awareness of how identity and life experience have shaped assumptions and unconscious biases; Work to increase self-awareness to have a positive impact on the staff, members of the Board of Education, and other stakeholders

8.5 Resiliency and perseverance: Effectively anticipate and respond to challenges and remain focused on the vision of high expectations when faced with adversity

8.6 Advanced communication skills: Use consensus building and negotiation strategies and conflict resolution skills to lead authentic stakeholder engagement; Demonstrate political savvy and respectful engagement across all stakeholder groups

9. Execute, for example, the following duties:

Relationship with the Board

9.1 to serve as the Executive Officer for the Board and be charged with the responsibility for implementing the policies of the Board. He/She shall work with the Board President in planning the agenda for each meeting;

9.2 to develop a harmonious and close working relationship with the Board. He/She shall treat all Board members impartially and alike, refraining from criticism of individual or group members of the Board. He/She shall go to the Board when serious differences of opinion arise in an earnest effort to resolve such differences immediately;

9.3 to serve as a resource person and advisor to the Board. He/She shall keep the Board informed on issues, needs, and operation of the school system. He/She shall offer advice to the Board based on thorough study and analysis, on items requiring Board action;

9.4 to provide a continuous appraisal of all school policies originating with the Board. He/She shall advise the Board on the need for new and/or revised policies and suggest draft policies to satisfy those needs.

Educational Direction and Leadership

9.5 to develop administrative principles and procedures for implementing Board policy. He/She shall ensure the enforcement of all provisions of law, rules and regulations, and Board policy relating to the management of the schools and other education, social, and recreational activities. He/She shall interpret for the staff all Board policies and applicable laws, rules, and regulations.

9.6 to understand and keep informed on all aspects of the instructional program at all levels. He/She shall have responsibility for the supervision of instruction and shall bring to the school, in a leadership capacity, the best in educational thought and practice. He/She shall, on a continuing basis, review and update the educational program of the school, and keep the Board informed of all changes in curriculum;

9.7 to recommend to the Board for its adoption all courses of study, curriculum guides, and textbooks to be used in the schools;

9.8 to encourage a positive approach to student behavior and discipline;

Personnel

9.9 to develop and implement sound personnel practices, consistent with law, Board policy and collective bargaining agreements, including recruitment, hiring, assignment, supervision, evaluation, promotion, and discipline of all personnel. He/She shall develop procedures for the selection of staff members. He/She shall establish standards for teacher selection, and shall provide a framework for continuing in-service training of all professional staff members.

9.10 to recruit qualified, professional, civil service, and non-certified personnel.

9.11 to nominate employees for appointment, promotion, transfer, or dismissal in accordance with the policies of the Board and the procedures outlined by the law. He/She may temporarily suspend any permanent employee for cause and shall notify the members of the Board of such suspension. Unless otherwise determined by the Board, he/she is authorized to reemploy all employees upon the adoption by the Board of the budget for the following year.

9.12 to ensure the supervision and evaluation of all staff members. He/She shall work for good morale and be impartial, firm and fair in dealing with staff.

9.13 to encourage in-service education and the professional growth of staff through conferences, workshops, group discussions, committee/individual studies, and use of consultants;

9.14 to advise the Board, in conjunction with any Board-designated negotiator(s), in all collective bargaining matters;

Financial Management

9.15 to prepare and present to the Board a preliminary annual budget in accordance with a schedule established with the Board. He/She is responsible for ensuring that the budget, as adopted by the Board and approved at the annual meeting, is properly administered. He/She shall ensure that regular reports are made to the Board on the status of the budget;

Facilities Management

9.16 to ensure the supervision of operations, maintenance, alterations, and repair to buildings and grounds, insisting on competent and efficient performance;

9.17 to evaluate planned needs and recommend to the Board improvements, alterations, and changes in the buildings and equipment of the district;

Community Relations

9.18 to supervise the public relations activities of the district. He/She shall keep the public informed about the policies, practices, and problems in the district's schools, and provide leadership in changing attitudes and practices for the future. He/She shall develop friendly and cooperative relationships with the news media.

9.19 to establish and maintain an effective working relationship with all segments of the community: parent-teacher organizations, local and state government, other school systems, institutions, agencies, civic organizations, and the general public. He/she shall solicit and give attention to problems and opinions of all groups and individuals.

Personal Qualities and Growth

9.20 to demonstrate outstanding qualities of leadership with ability to delegate authority and responsibility effectively and to hold subordinates accountable;

9.21 to exhibit the ability to face and respond effectively to controversy;

9.22 to speak well before large and small groups, expressing ideas in a logical and forthright manner;

9.23 to maintain professional development by reading and course work, attending conferences, working on professional committees, visiting other districts, and meeting with other Superintendents;

9.24 to perform such other duties as the majority of the Board may determine.

Policy adopted: April 20, 2021

WOODBIDGE PUBLIC SCHOOLS
Woodbridge, Connecticut