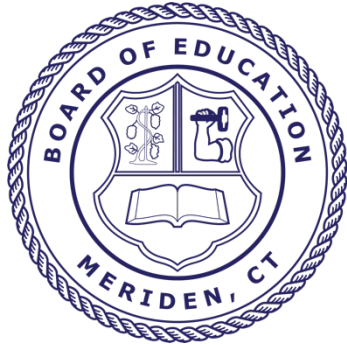


Mark A. Hughes, MSW

President, Board of Education



Mark A. Hughes
President

Dr. Steven J. O'Donnell
Vice President

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Donald R. Green, Esq.

Allan E. Pronovost



Mark D. Benigni, Ed.D.
Superintendent

Miguel A. Cardona, Ed.D.
Assistant Superintendent for Teaching and Learning

Michael S. Grove
Assistant Superintendent for Technology and Operations

Louis Bronk
Assistant Superintendent for Personnel and Talent
Development

Patricia L. Sullivan-Kowalski
Senior Director of Student Supports and Special Education

Alvin F. Larson Ph.D.
Research and Evaluation Specialist

Barbara A. Haeffner
Director of Curriculum and Instructional Technology

Why we are so proud...



OUR STUDENTS

Achieving Success



OUR STAFF

Valuing all Students



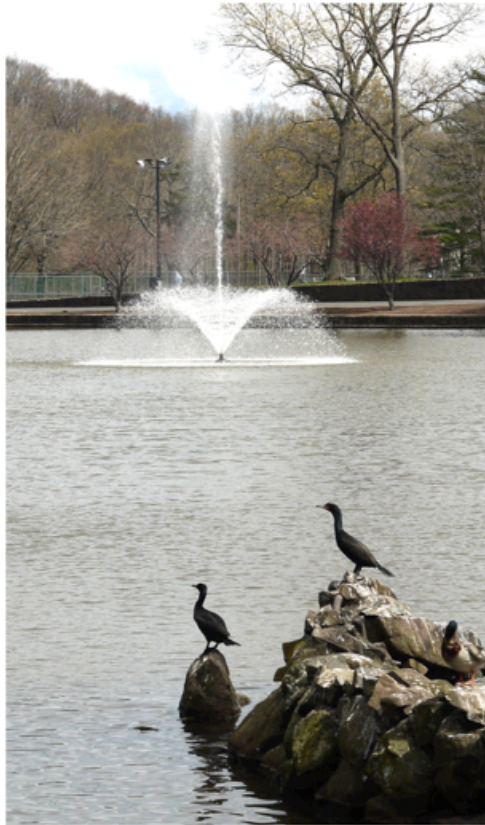
OUR SCHOOLS

Centers of Innovation



OUR FAMILIES

Supporting Their Children's Learning



OUR COMMUNITY

Recognizing Education Levels the Playing Field

District Success

Increased
Graduation Rate
1 Year Progress
(15-16 to 16-17)

Increased Performance of
High Needs Students on SBAC
2 Year Progress - Grades 3-8

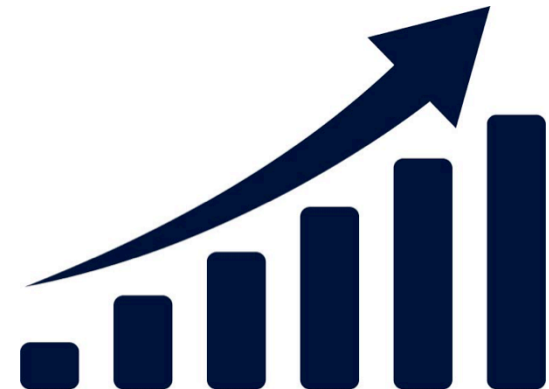
English

15%

MATH

13%

6.1%

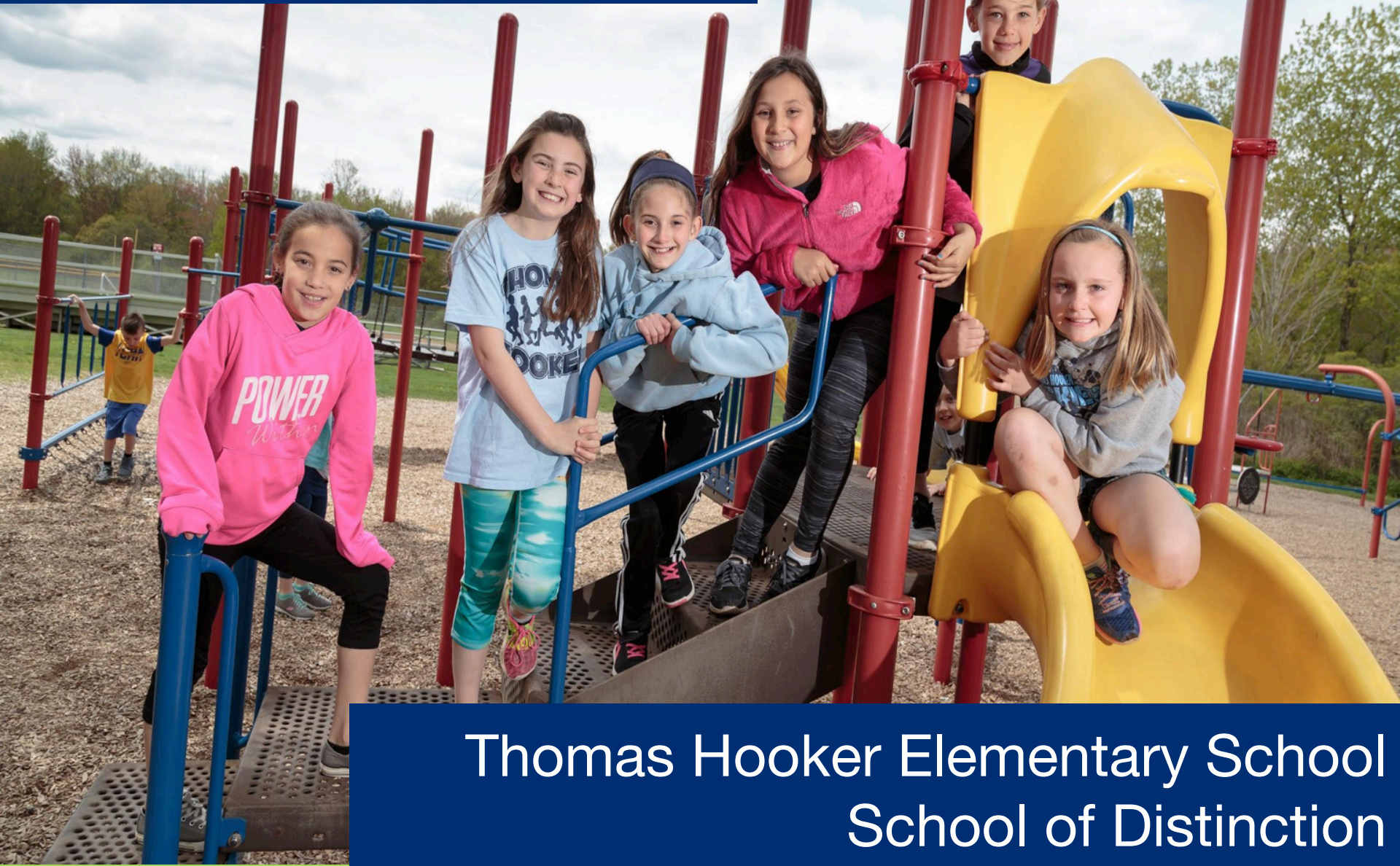


State Report Card Success



John Barry Elementary School
Sustained Growth on State Accountability Index

State Report Card Success



Thomas Hooker Elementary School
School of Distinction

State Report Card Success



Lincoln Middle School
Exiting Focus Status

State Report Card Success



Israel Putnam Elementary School
Largest State Accountability Index Growth in District

Innovative Leadership

How do you

SPARK INNOVATION

A photograph of two students in a chemistry laboratory. Both students are wearing safety goggles and dark aprons over their clothing. The student on the left is a young man with short brown hair, wearing a grey and white striped shirt. The student on the right is a young woman with dark hair in a ponytail, wearing a black and white striped shirt. They are both looking down at a piece of equipment on the lab bench, which appears to be a Bunsen burner or a similar heat source. The background shows a white wall with a red fire extinguisher and a black paper towel dispenser. A semi-transparent grey box with white text is overlaid at the bottom of the image.

FRANCIS T. MALONEY HIGH SCHOOL
Meriden, CT

Mark D. Benigni, Ed.D.

Superintendent

Community Profile

- Population: 60,868
- Median Household Income: \$53,000
- Average Education Level
 - Bachelor's Degree: 12%
 - Some College: 9%
 - High School or Equivalent: 38%
 - Less than High School: 14%



MPS Vision for Success

STUDENT CENTERED LEARNING (SCL) STUDENT LEVEL LOGIC MODEL

Problem Statement: Many underserved high school students are either not graduating or are not college and career ready.

FOR WHOM	ASSUMPTIONS <i>Moving From...</i>	STRATEGIES <i>Through...</i>	SHORT-TERM OUTCOMES <i>Through...</i>	LONG-TERM OUTCOMES <i>Through...</i>	IMPACT <i>To</i>
All Meriden Public School Students	<ul style="list-style-type: none"> Students will learn in a culture where they are responsible for their learning and provided opportunities for student voice. Student sense of belonging and parent engagement will increase when we promote and instill a positive school climate that is responsive to student and community needs. Students will continue to stretch themselves and develop their full potential when we promote a growth mindset and deeper learning. Students, when provided with equal access to quality SCL opportunities, will be successful, and achievement gaps between subgroups will be narrowed. Students are more academically engaged, motivated to learn and attend school regularly when a personalized learning approach is used. Students will progress at a pace conducive to their needs when mastery-based assessments are implemented. Students will graduate with the college and career readiness, knowledge, skills and abilities needed to be successful when provided with flexible, multiple and meaningful pathways to support anytime, anywhere learning. 	<p>All Students will -</p> <ul style="list-style-type: none"> Participate in blended learning instruction to support their anytime, anywhere learning experiences Have a student-centered instructional focus that allows for their own voice and choice Experience a student-centered school climate that embraces restorative practices and provides opportunities for increased student voice through youth dialogue Engage in mastery-based learning and standards-based assessments aligned to Common Core State Standards Develop a growth mindset through learning experiences and dispositions Have the opportunity to develop a Personalized Learning Experience (PLE) program that receives credit and supports anytime, anywhere learning Have support and extended learning opportunities including: <ul style="list-style-type: none"> Strategic research-based initiatives College Board Advanced Placement/ Early College Experience/CCP Have opportunities to earn high school credits in grade 8 Have additional supports, if needed, to attend a Summer Bridge Program as they transition from 8th to 9th grade. 	<p>Increasing percentage of students who will-</p> <ul style="list-style-type: none"> Access instructional content anytime, anywhere to advance learning Create and own Student Success Plans that reflect their college and career goals Pursue individualized areas of study related to personal interests and postsecondary goals Enhance college and career ready knowledge, skills, and abilities through rigorous content including AP/ECE and dual enrollment Explore careers to inform decisions regarding postsecondary educational and career pathways through external PLE experience. Demonstrate increased growth on STAR Reading and Math assessments Evidence a sense of belonging and mindset increased motivation based on <i>School Climate</i> and <i>Getting to Know You</i> surveys Successfully earn 5+ credits in 9th grade Attend school regularly 	<ul style="list-style-type: none"> Demonstrate mastery of knowledge, skills, and abilities to be successful in college, career and civic life Increase in the average PSAT and SAT scores and percent of students achieving College Readiness Increase opportunities for students to earn college credit through AP/ECE courses Progress at a pace conducive to their own learning needs allowing acceleration and remediation as appropriate 100% of those students applying to two and four colleges are accepted 	<p>Each student completes secondary education having mastered the skills, dispositions, and knowledge to succeed in college and career and civic life.</p>

All students complete high school ready to succeed in college, career, and civic life.
Increase graduation rate to 90% by 2025.

Focus of Our Work

Student-Centered Learning

More Time

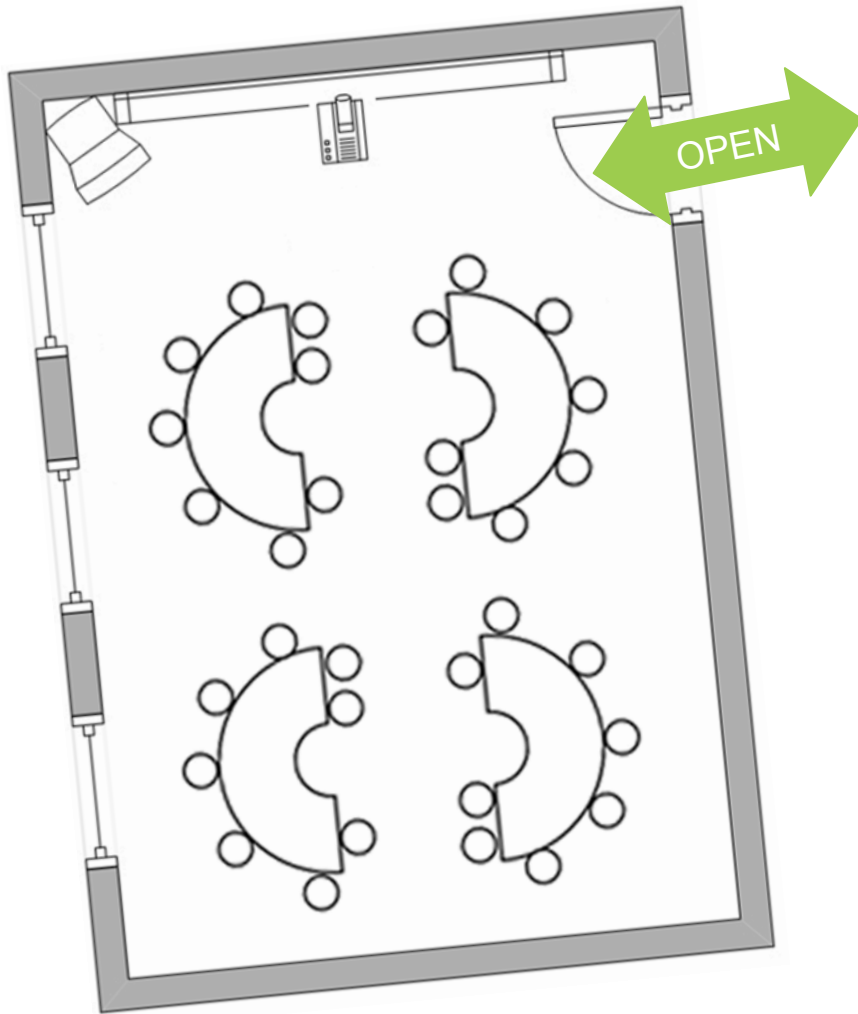
Build Capacity





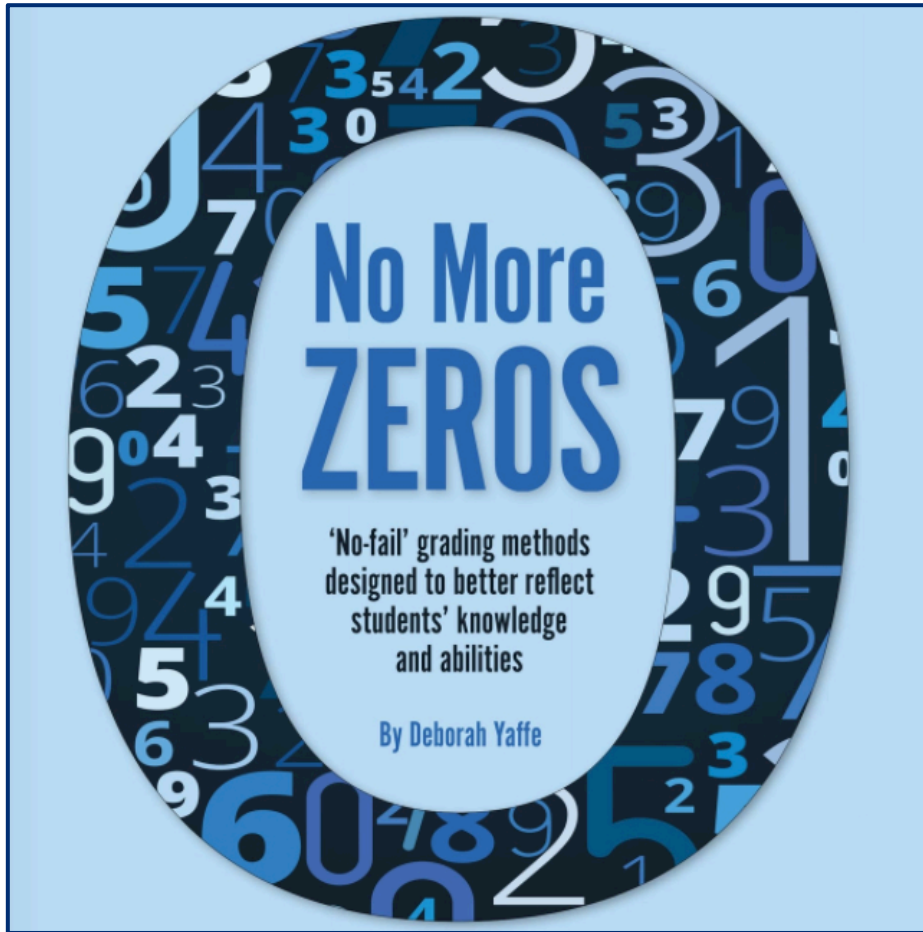
Inequity In Education Is Our Responsibility

Challenge All Students



- Open access to all courses
- No prerequisites
- Challenging curricula at all levels
- Middle school students earning high school credits
- High school students earning college credits

The Case Against Zeros



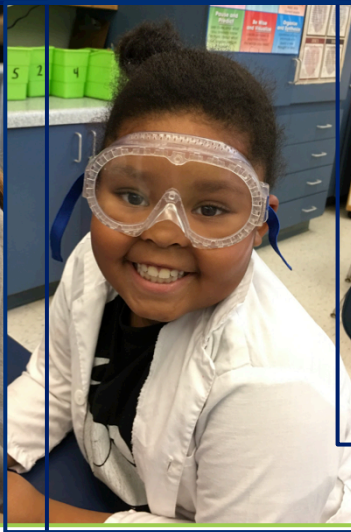
“Giving a kid a zero takes the kid off the hook. The consequence of getting a zero should be doing the work.”

MxCC @ Platt High School



- Home of Middlesex Community College Meriden Campus
- Tuition-free opportunities for MPS students and staff

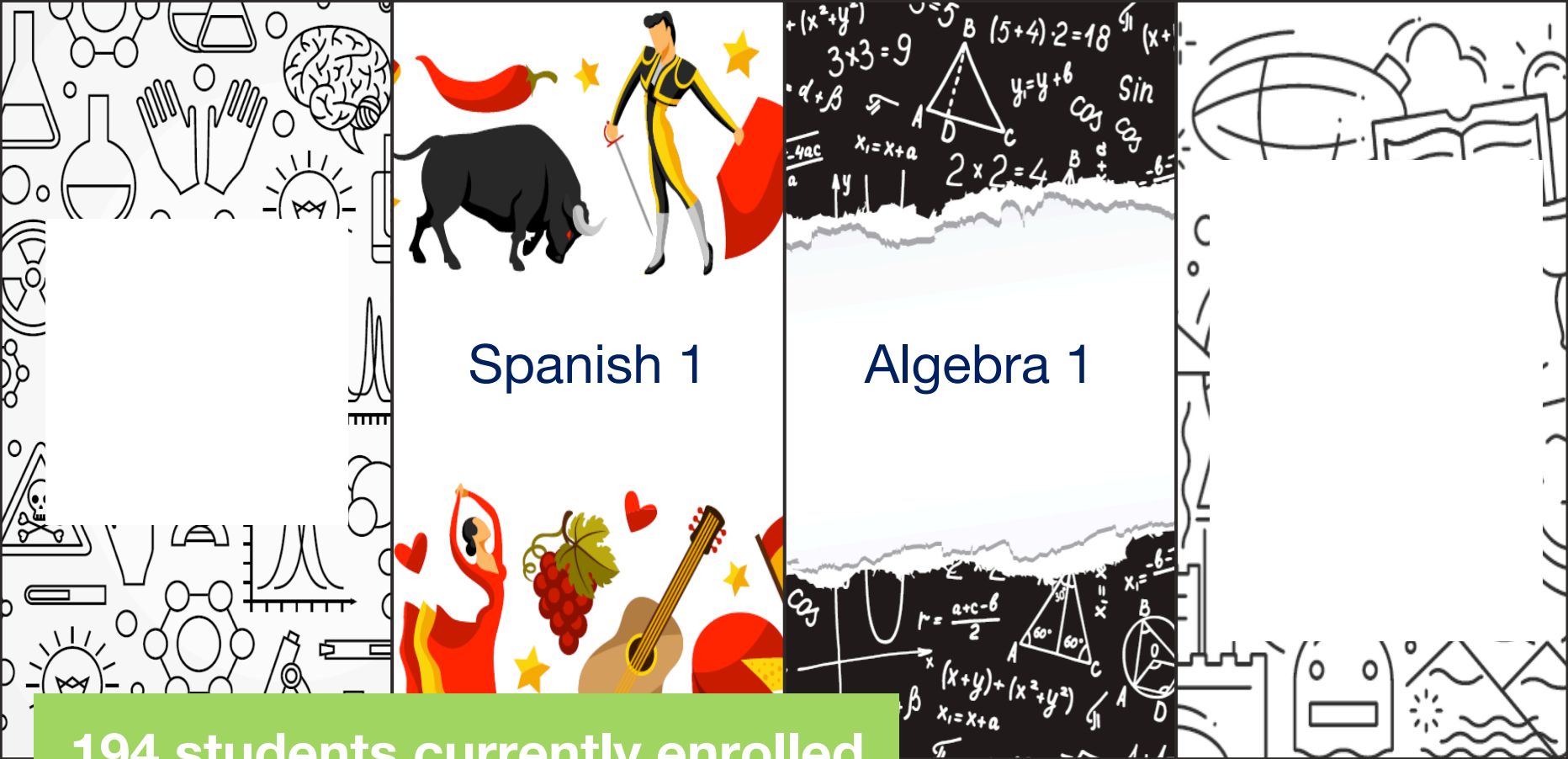




Success for All



High School Offerings for Middle School Students



Spanish 1

Algebra 1

194 students currently enrolled
and on-track to earn 686 credits

Open Access to AP/ECE Courses

Twenty-four course offerings to challenge all of our students.

	2010-2011	2017-2018
All Students	184	848
Free/Reduced	40	403
Hispanic	25	253
Black	10	95
ELL	1	20
SPED	0	4

High School Accountability Measures

96% of Grade 9 students on-track to graduate in four years



Online Summer Learning Opportunities



Creative Writing/
Journalism



Child Development

Exploring Art with a
Digital Sketchbook

148 students

78 credits

Sociology

Personal Finance



SAT Prep



Personalized Learning Experiences (PLEs)



More than
1,000 students
have earned over
600 credits

Educating the Whole Child



Climate Suite

LEA Assessment Theme of Climate Surveys:

Design assessments and programming to produce diagnostic, actionable data practitioners can use to address each individual student's needs.

The need: re-engage the disengaging student ... who feels "bullied."

Trigger E-Mails					
	Never	Rarely	Sometimes	Very Often	Always
34. I get hit or threatened ...	1	2	3	4	5
OR					
35. ... mean rumors ... about me	1	2	3	4	5

Would you like to tell us about it?



MERIDEN Board of Education
School Climate Survey

School Climate Survey for Students - September 2013

Your answers to this survey will help us make your school better. If you do not want to answer a question, you can skip it.

All of your answers are confidential. That means we cannot share your answers with anyone, unless you tell us about someone who is going to be hurt. We must keep all students safe.

The survey is simple and only takes about 10 minutes. First, you tell how much you agree or disagree with each sentence. Then, you tell how often you feel each sentence happens at your school.

There are no right or wrong answers. Just tell how you feel about each sentence.

Click NEXT to begin, and after you answer each question. The sentences are about you, your school and your school work.

[Next](#)

You've answered 0 out of 47 questions.



MERIDEN Public Schools
Getting to Know You Survey

[Home](#) [Reports](#)

Pride in All We Do

[Log Out](#)

Getting to Know You 2015-2016

Part I

First, tell us something about what you like to do outside of school:

1. Is there a particular sport you like to do outside of school?
2. If yes, what sport(s)? Yes No
3. Do you play a musical instrument?
4. If yes, what instrument do you play? Yes No
5. If no, would you like to learn a musical instrument?
6. If yes, what instrument do you want to learn? Yes No
7. I attend religious services (church/synagogue/temple/mosque, or other house of worship).
8. Do you like to sing or sing in a choir? Never Rarely
9. Would you like to sing in a group at school about singing?
10. Do you ...

MPS Cares
SPEAK UP



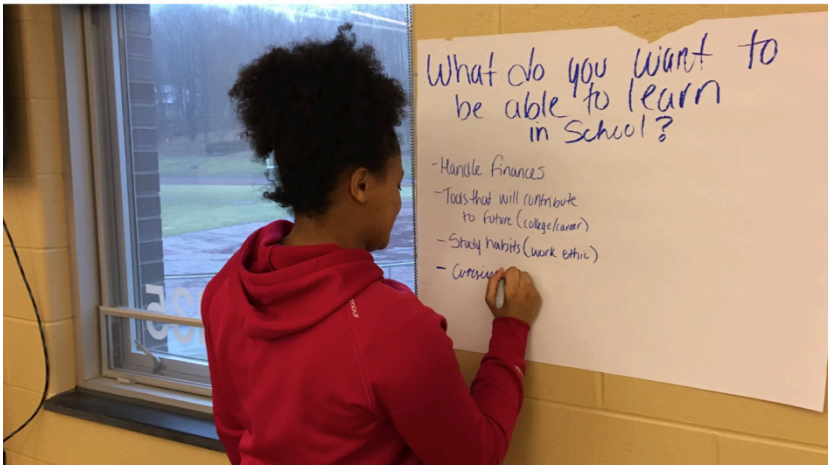
Against

- Bullying
- Planned fights
- Students in crisis
- Threats of violence
- Weapons brought to school

Email: speakup@meridenk12.org
Text or Call: (203) 694-0746



Restorative Practices and Youth Dialogue



- Restorative Circles
- Peer Mediation
- Student-Led Focus Groups
- Student Voice

Safer Schools

- Partnered with Meriden Police Department
 - School Resource Officers
 - School Assessment Reports
 - Revise Active Shooter Policies
 - Access to district cameras
 - Keyless entry to all buildings
- Radio Communication System
- Window Security Film
- Gaggle Safety Management for G Suite
- MPS Cares Speak Up



Identify At-Risk Grade 9 Students

- Attendance
- Grades
- Discipline Referrals
- Climate Survey Data
- Social Emotional Data



Improved School Climate

School Climate Data

Suspensions

78%



Expulsions

91%



Arrests

92%



Reductions Since 2010-2011

Improved School Climate

All schools showed a 10% increase in perceptions of positive school climates.



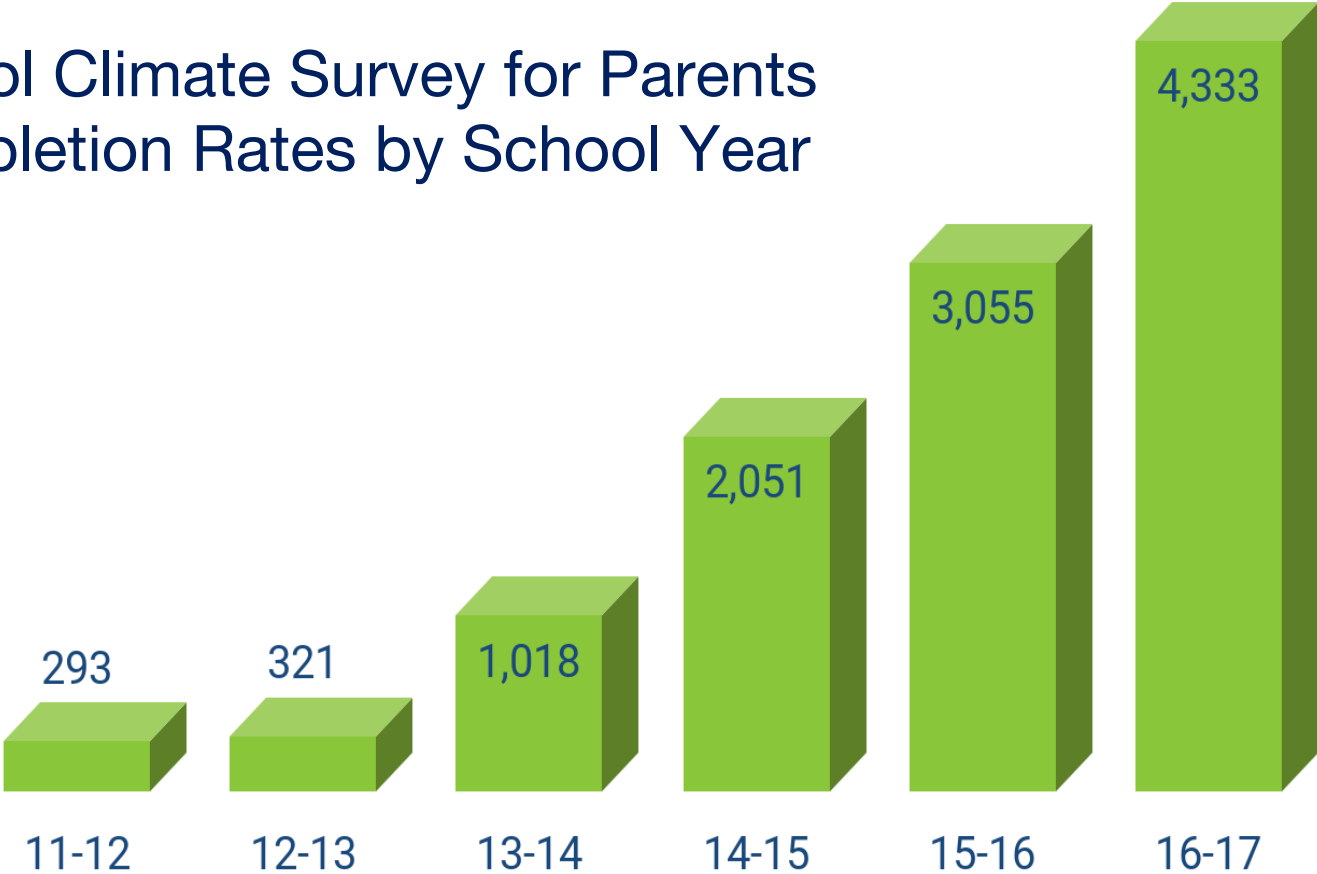
Improved Attendance

Year	Percent of Chronically Absent Students
2010-2011	15.3%
2016-2017	12.5%
Decrease	2.8%*

*260 students are no longer chronically absent

Parent Voice

School Climate Survey for Parents Completion Rates by School Year



Increased Graduation Rates



4-Year
Graduation Rates
Since 2010-2011

Maloney

Platt

↑ 14.5%

↑ 12.9%





Here,
Students
Succeed

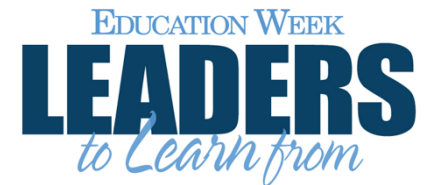
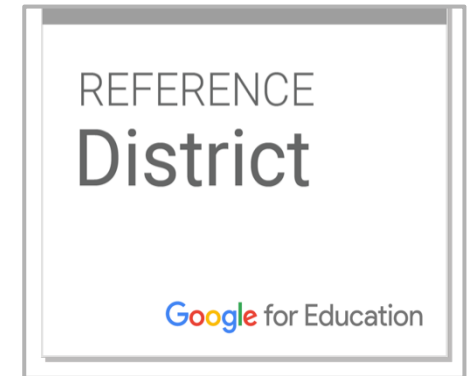
National Presentations



Invited to attend and share our work in: Washington D.C. • Cincinnati
St. Louis • Providence • Cambridge • San Diego • Nashville • Denver



Awards and Recognition



Foundation Grants Awarded



District Level System Change
\$4 Million



**Building Teacher Leadership for
Student-Centered Learning**
\$270,000



RISE Network Innovation Grant
\$660,000



**Wallace Foundation
UPPI Project**
\$450,000

HOW DO THE DECISIONS WE MAKE IMPACT OUR STUDENTS?

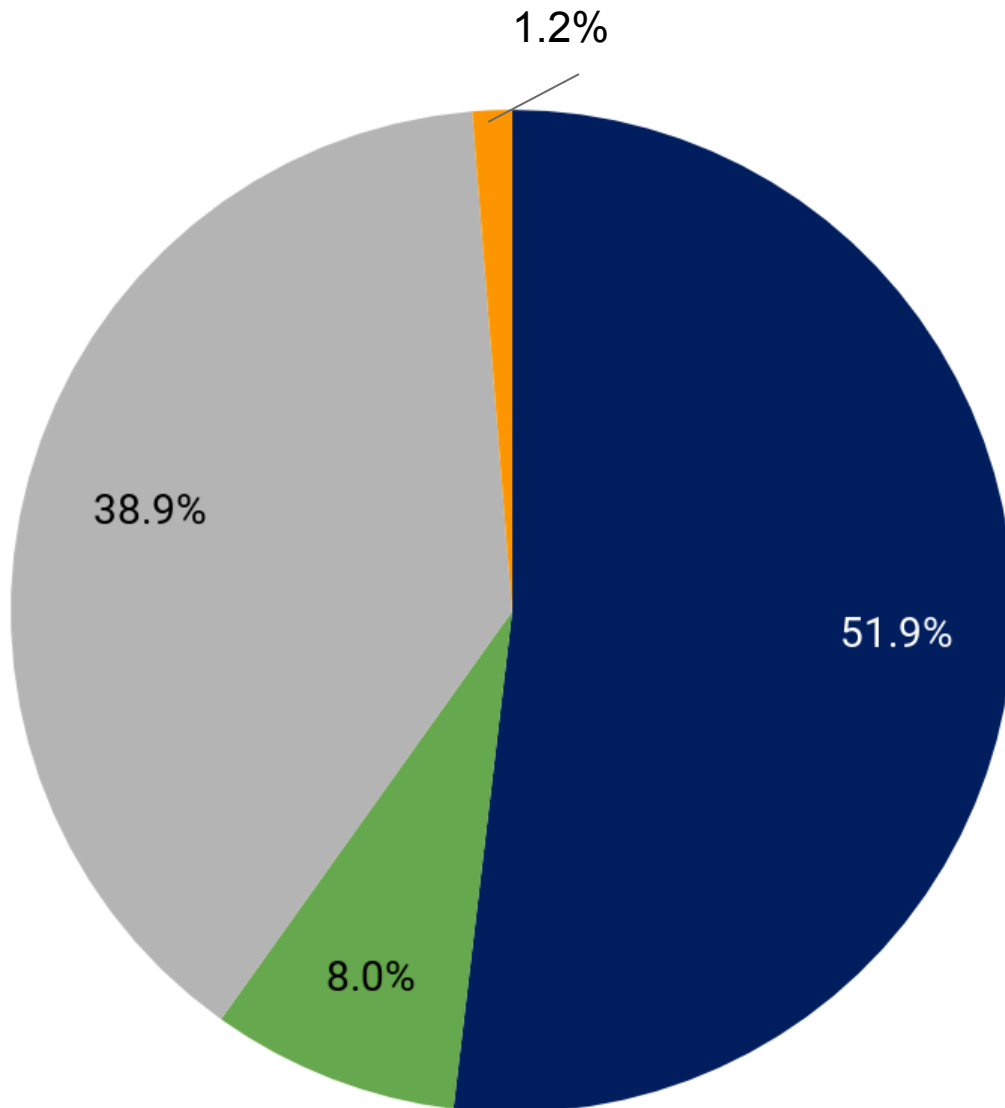


Here, Students Succeed

Board of Education represents 53% of
the City of Meriden Budget

Our Budget Request

2017-2018 Funding Sources



- State Funding
\$61.0 million
- City Funding
\$45.7 million
- Federal Funding
\$9.4 million
- Foundation Funding
\$1.5 million

Our In-Kind Services

Staff	Services	Partial Staff
Crossing Guards	Unemployment	MIS
School Nurses	Classified Pensions	Finance
School Resource Officers	Financial System	Safety and Risk
	Health Insurance	Purchasing
	Workers' Compensation	Health

City Dollar Estimate:
 *2015-16: \$8,123,788
 *2016-17: \$7,506,084

* ED001 State Report, includes minor construction

State Grant Reductions

2016 - Alliance	(\$304,062)
2016 - Expanded Day	(\$240,000)
2017 - Alliance	(\$250,000)
2017 - School Improvement	(\$313,005)
2018 - Priority School	(\$184,074)
2018 - 21 st Century Reach Program	(\$150,000)

Total Reduction (\$1,441,141)

Our Enrollment

Years	Total
2016-17	8499
2017-18	8444*

*Does not include 124 students from Puerto Rico who registered after October 1, 2017.

Special Education Enrollment

Years	Total
2016-17	1559
2017-18	1596

Free and Reduced Priced Meals

Year	%	Year	%
2017	73.9	2007	54.1
2016	71.1	2006	56.2
2015	71.2	2005	47.9
2014	69.4	2004	54.0
2013	69.7	2003	49.3
2012	69.7	2002	47.6
2011	67.4	2001	43.9
2010	66.8	2000	43.2
2009	62.2	1999	42.9
2008	59.0	1998	41.5

Past Budgets

	Board Budget	Alliance/ARRA	City Managers Health Reductions
2009-2010	\$99,608,340		
2010-2011	\$99,608,340	\$3,144,772	
2011-2012	\$99,608,340	\$1,522,406	\$250,000
2012-2013*	\$99,608,340	\$1,777,411	
2013-2014	\$99,608,340	\$4,131,619	
2014-2015	\$99,608,340	\$6,181,187	
2015-2016	\$99,758,340	\$7,028,746	
2016-2017	\$99,758,340	\$7,028,746	\$600,000
2017-2018	\$99,758,340	\$6,474,684	\$992,030**

*TEMS per pupil subsidy was increased by \$1,450 per student

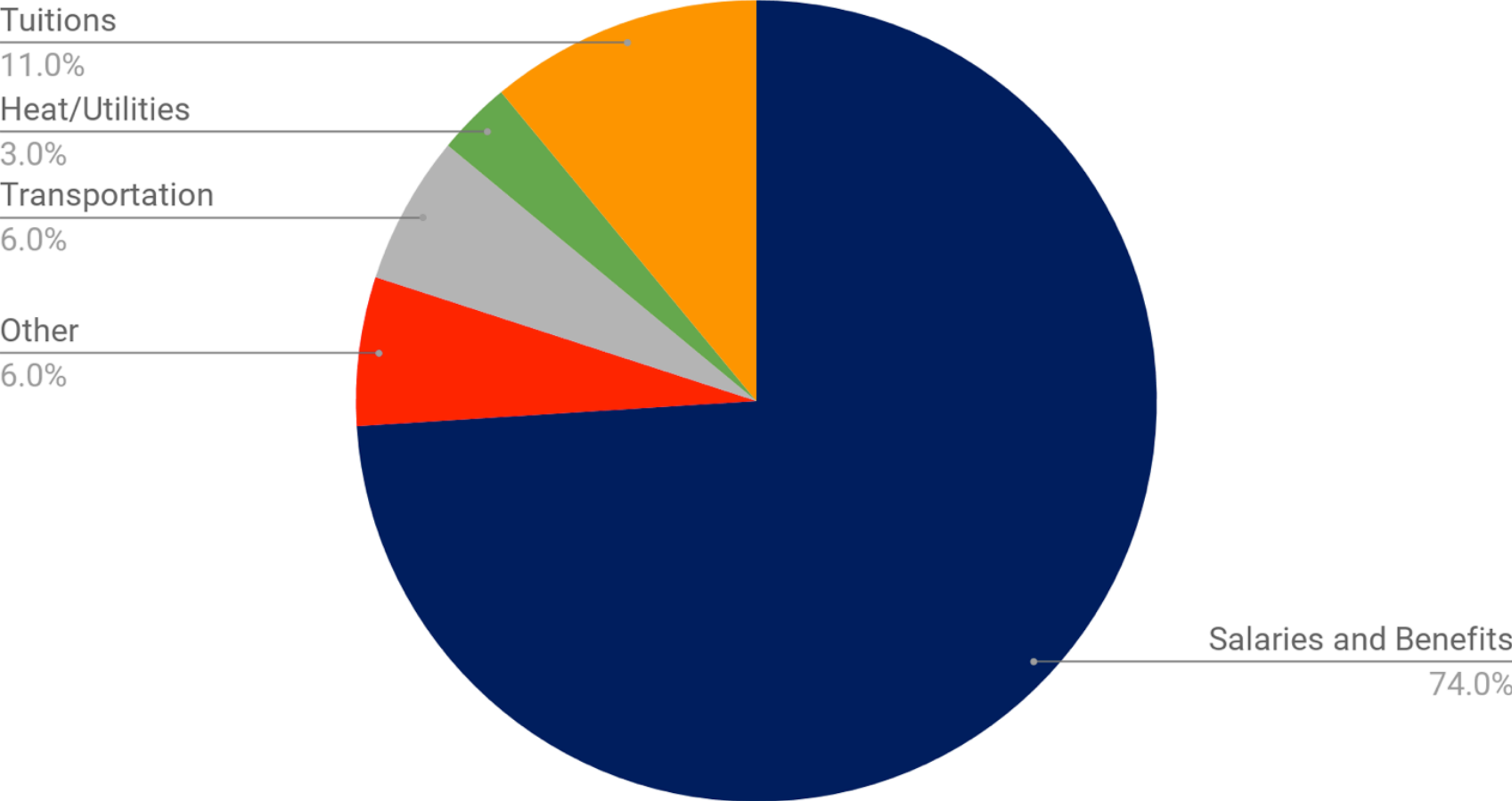
**This is the previous city managers reduction in health to rectify past practice

Draft Budget 2018-2019

		Difference	%
2015-16	\$99,758,340	0	0
2016-17	\$99,758,340	0	0
2017-18	\$99,758,340	0	0
2018-19	\$102,925,829*	\$3,167,489	3.18%

*Based on 11am conference call today - pending BOE approval.

Where Our Money is Spent



Reductions in Budget

Object Description	Decrease	% Decrease
Classified	\$182,721	1.43%
Life/Disability	\$4,647	8.31%
Social Security	\$65,529	7.44%
Heat Energy	\$44,849	5.78%

Level-Funded Items in Budget

225	Severance
321	Instruction
322	Instructional Program Improvement
330	Other Professional Technical Service
430	Repairs and Maint. Services
510	Pupil Transportation (Pending Board approval)
529	Other Ins./Judgments
540	Communications
580	Travel, Other
590	Purchased Services
611	Instructional Supplies
613	Maintenance Supplies
627	Transportation Supplies
641	Textbooks
642	Library Books
690	Other Supplies and Materials
810	Dues and Fees

Budget Drivers

Item	Cost
Health Insurance*	\$2,220,426
Contracted Salaries	\$449,038
Total	\$2,669,464

*Based on 11am conference call today the board and city health insurance rate was decreased by 6.5% for a reduction of \$882,172. The city should also see a proportional decrease in their budget.

Health Insurance

Increase : \$2,220,426

Percentage:

21.73%

March 27, 2018 consultant rate increase of 6%

January 2018 census less eliminated positions

\$1,220,426 rate increase + \$1,000,000 shortfall from
annual prepayment

Health Insurance Rate Increases

	Single	Employee +1	Family
HSA 2012-2013	\$8,220	\$16,818	\$21,626
HSA 2018-2019	\$10,367	\$21,111	\$27,292
Increase	26.12%	25.53%	26.20%

Change to HSA health plans in 2012-13

Salaries

Increase : \$449,038 Percentage: 0.7%

Certified Salaries Increase: \$631,759 or 1.28%

Classified Salaries Decrease: (\$182,721) or (1.43%)

Salaries

26 current positions being eliminated:

- 10 Elementary Reading Teachers
- 2 Technology Teachers
- 2 Elementary Math Support Teachers
- 1 Adult Education Part-Time Supervisor
- 5 Math and Reading Tutors
- 2 Middle School Behavior Staff
- 2 High School Clerical Staff
- 2 High School Student Assistance Team Counselors

Negotiated Salary Increases

	2016-2017	2017-2018	2018-2019
Custodians	1.50	1.75	2.00
Clerical	1.75	1.50	1.25
Paraprofessionals	1.75	2.00	2.00
Non-Certified Administrators	2.00	1.75	1.50
Family School Liaison	0	0	1.50
Teachers	1.75	1.50	1.50
Administrators	2.30	2.40	2.50

Additional Increases

- Public Utilities
- Transportation
- Tuitions

Public Utilities

Increase : \$144,926 Percentage: 8.76%

Electricity rate estimated from City Purchasing

2017: \$0.1424

2018: \$0.17419

District increase of 963,893 kWh

Two High Schools Increase of 957,590 kWh

District three year average kWh consumption = 10,444,385 kWh

Electricity rates negotiated by the City

Transportation

Increase : \$332,361 Percentage: 5.56%

Hunter Contract: \$2,208,927

NBT Contract: \$3,655,751

Other Special Transportation: \$450,000

Contracts negotiated with the City

Transportation

Type of Transportation	Contracted Vehicles 2017-18	Contracted Vehicles 2018-19
Type I	43	43
Type II	16	17
Wheelchair Buses	5	4
Mini-Buses	7	8
Vans	18	19
Wheelchair Vans	1	1
Total	90	92

In addition, 29 bus monitors and other special transportation vehicles are utilized.

Tuitions

Increase : \$323,593 Percentage: 2.87%

Special Education increase: 2.98%

Thomas Edison increase: 2.97%

Planned phase out of Wintergreen

Voc. Agriculture

Parent Choice

Special Education Excess Cost

- State reimburses district for special education tuition cost above \$62,854.
- In 2017-18 the State reimbursement was capped at 74.51%.
- State reimbursement is divided between the City of Meriden (43%) and Board of Education (57%).

Special Education

Example of six students that we receive Excess Reimbursement

Students	Tuition \$	Above \$62,854	Excess Cost Reimbursement rate 74.51%	District Cost
Hearing Impaired	163,651	100,797	75,104	120,841
Autism	169,180	106,326	79,224	124,022
MH	173,708	110,854	82,597	126,627
Autism	156,317	93,463	69,639	116,622
MH	117,357	54,503	40,610	94,209
MH	129,128	66,274	49,381	100,981

District Cost: \$ 683,305

State Reimbursement is divided between City of Meriden (43%) and Board of Education (57%).

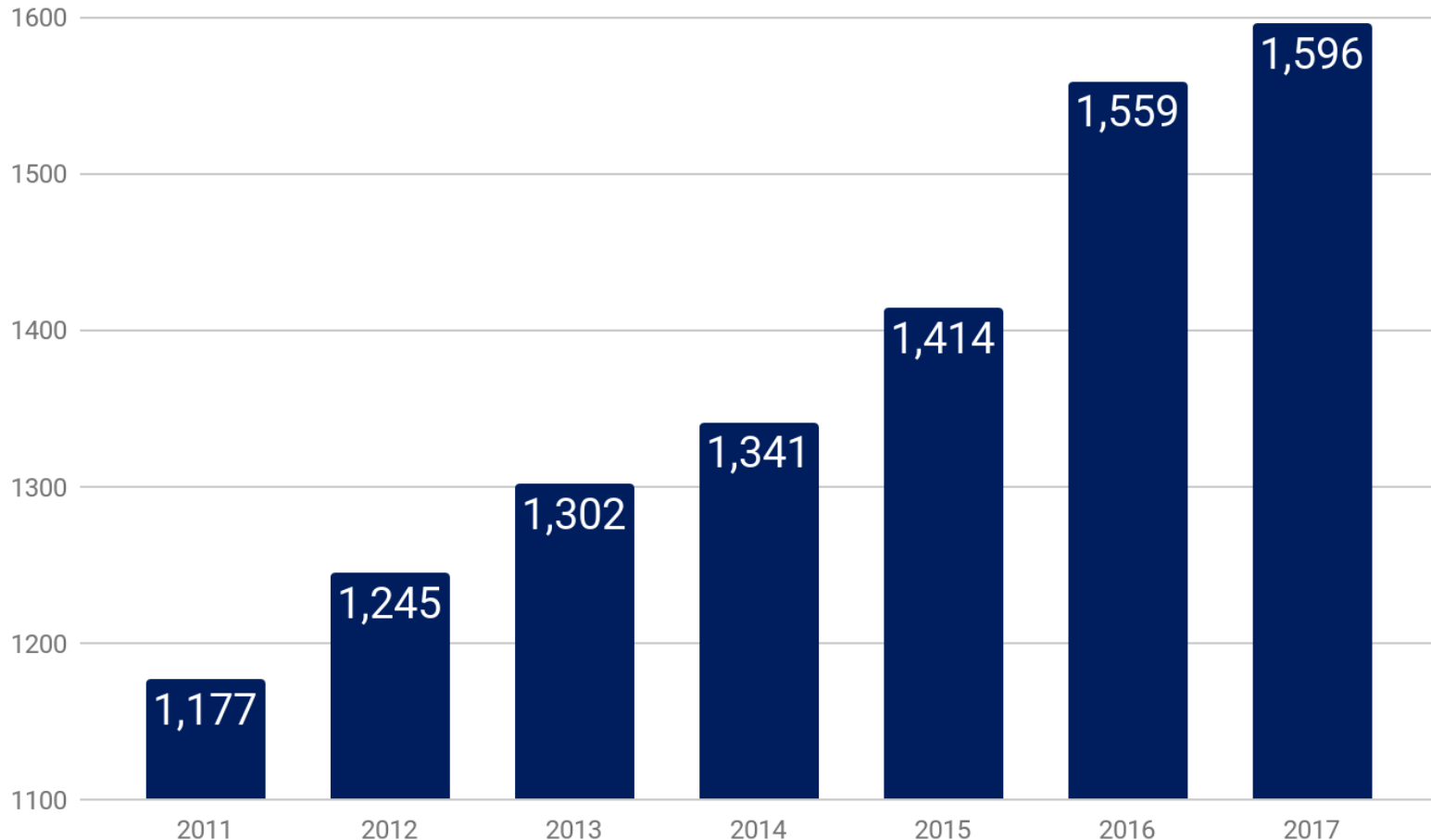
Outplaced Students - New to District

8 outplaced students entered after the school year started

4 of the students entered after the Excess Cost deadline

Additional Cost: \$348,939

Meriden Special Education Enrollment



State of Connecticut 5 year Student Enrollment Change
Students needing special education services **increased 17%**
General enrollment **decreased 3%**

Budget Request

□

District Request	\$3,167,489
------------------	-------------

Health prepayment	\$1,000,000
-------------------	-------------

Transportation Reductions

Hunter Contract Extension \$ 53,000	\$300,000
-------------------------------------	-----------

Re-routing Busses \$247,000	
-----------------------------	--

Expected need	\$1,867,489*
----------------------	---------------------

*Budget includes the reduction of 26 positions.

Other Budget Considerations

- Federal Funding for Displaced Students from Puerto Rico
- State ECS Funding
- Heat Energy - Natural Gas/Oil
- Public Utilities - Electricity
- Retirements

Michael Grove

Assistant Superintendent for
Technology and Operations

Capital Improvements

Years	Descriptions	Amount
2015-16	Nathan Hale chiller replacement	\$195,000
2016-17	Roger Sherman roof replacement, Casimir Pulaski blacktop replacement	\$2,519,421
2017-18	Roger Sherman boiler, Roger Sherman blacktop replacement	\$774,000

2018-19 Board-Request

Hanover Elementary School

Roof Replacement

Hanover Elementary School Roof Replacement

**ROOFING REPLACEMENT STUDY
HANOVER ELEMENTARY SCHOOL
SOUTH MERIDEN, CONNECTICUT**

**MERIDEN PUBLIC SCHOOLS
MERIDEN, CONNECTICUT**

**Final Report
15 June 2015**

ANDRADE ARCHITECTS LLC
5 COLONY STREET, SUITE 201 MERIDEN, CONNECTICUT 06451
TELEPHONE (203) 639-0804 FAX (203) 639-9406

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Buckled Shingles



Multiple Patches

Hanover Elementary School Roof Replacement

- 2015 Roof Study by Andrade Architects
- Roof constructed in 1991
- Roof shingles are failing (similar issue we had at Putnam, Hale, and Sherman)
- 32 roof repairs needed in last 3 years

\$1,838,300 Total Cost

(\$1,115,465) State Grant

\$ 722,835 Net Cost to City



Numerous asphalt mastic patches



Failed GAF Shingles

Questions

Closing Remarks

Mark A. Hughes, MSW

President, Board of Education

\$1.8M to Meriden Public Schools is Equivalent to:

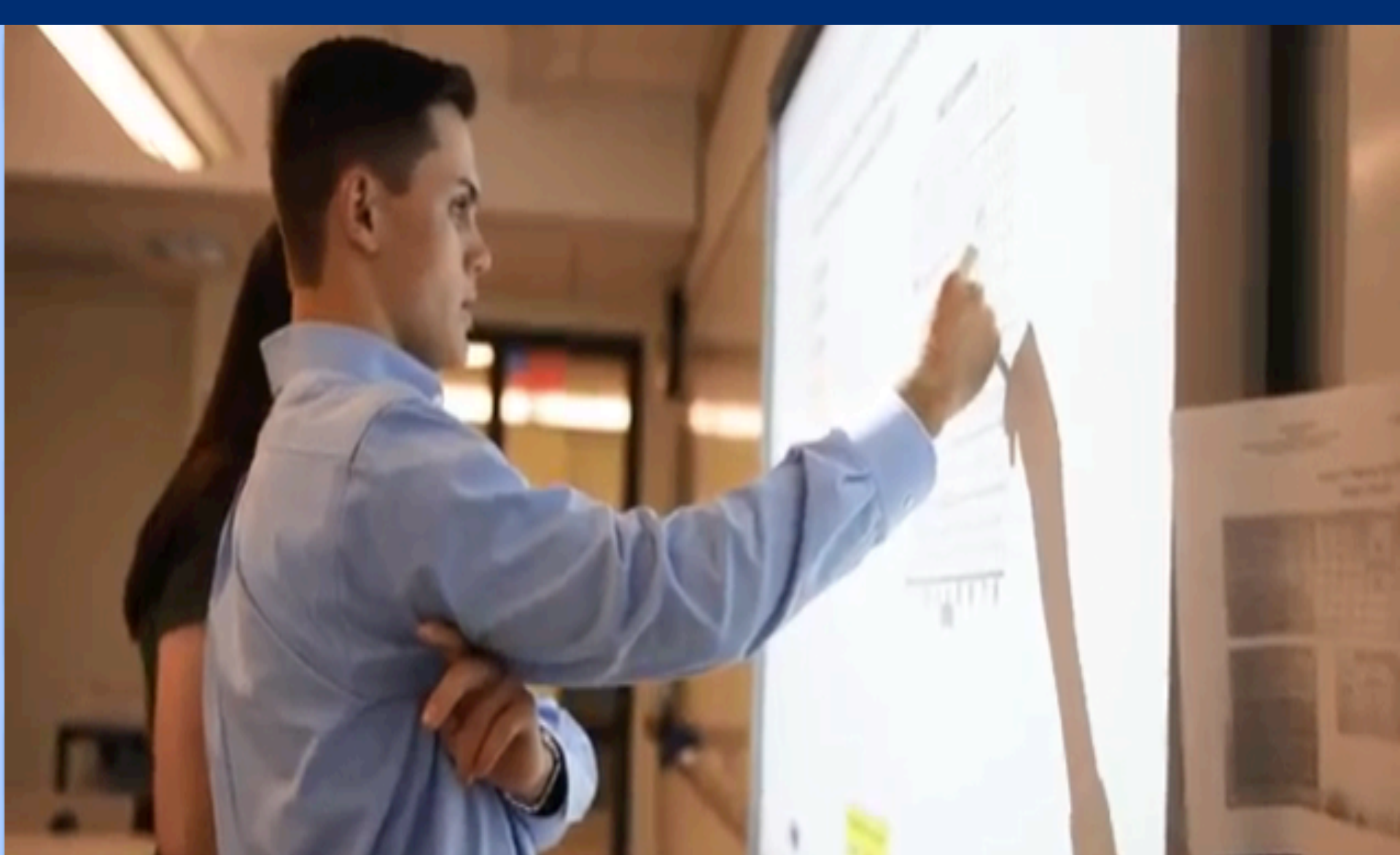
- Cutting all teaching positions at Thomas Hooker and eliminating middle and high school sports

OR

- Going from full day to ½ day Kindergarten and eliminating K-12 music programs

OR

- Increasing class sizes in elementary schools to 27 students and eliminating high school AP/ECE college credit earning classes



Here, Students Succeed



HOW DO THE DECISIONS WE MAKE IMPACT OUR STUDENTS?



Here, Students Succeed

MERIDEN

PUBLIC SCHOOLS

Here, Students Succeed



Tuitions

	2016-17	2017-18	2018-19	Difference
Voc. Agriculture	\$477,610	\$491,256	\$518,548	\$27,292
Special Education	\$7,754,038	\$7,047,170	\$7,257,222	\$210,052
Parent Choice	\$380,695	\$250,000	\$250,000	0
Edison	\$3,113,968	\$2,844,842	\$2,930,187	\$85,345
Edison SPED	0	\$393,685	\$393,685	0
Wintergreen	\$211,350	\$241,668	\$192,572	\$-49,096
Wintergreen SPED	0	0	\$50,000	\$50,000
Total	\$11,937,661	\$11,268,261	\$11,592,214	\$323,593