

**BRISTOL BOARD OF EDUCATION  
SPECIAL OPERATIONS COMMITTEE MEETING MINUTES  
TUESDAY, MARCH 2, 2021**

The Operations Committee met on Tuesday, March 2, 2021 via ZOOM online meeting platform

Present: Committee Chair Eric Carlson, John Sklenka, and Chris Wilson

Also Present: Jill Browne, Timothy Callahan, Dr. Catherine Carbone, Mike Dietter, Jennifer Dube, and Kristen Giantonio

**1. CALL TO ORDER**

The meeting was called to order at 6:05 pm by Chair Carlson

Pledge of Allegiance

The meeting norms were reviewed.

**2. APPROVAL OF THE MINUTES**

**January 27, 2021 REGULAR MEETING**

*On a motion by Commissioner Sklenka and seconded by Chair Carlson, it was unanimously voted to approve the January 27, 2021 regular meeting minutes.*

**February 10, 2021 SPECIAL MEETING**

*On a motion by Commissioner Wilson and seconded by Commissioner Sklenka, it was unanimously voted to approve the February 10, 2021 special meeting minutes*

**3. PUBLIC COMMENT**

There was no public comment at this time.

**4. REIMAGINING BRISTOL PUBLIC SCHOOLS UPDATE REGARDING FEASIBILITY PLANNING**

**Dr. Carbone Presented:**

While reimagining Bristol Public Schools there are four overall goals:

- Renovate and update old and outdated schools
- Redistrict to create parity in class size and demographics
- Adopt consistent grade configurations/instructional models across all schools aligned to developmental plane of child
- Increase access to full day PK programming

Rebecca Augur, from Milone and MacBroom presented the following:

**Redistricting/Reconfiguration objectives**

Reimagining BPS 2023 Work

- Equity: Better balance socio-economic diversity across the schools
- Efficiency and Parity: Align enrollment with facilities capacities to better balance utilization and class sizes
- High Quality Education: Increase access to full day Pre-K and adopt consistent grade configurations

Additional Objectives

- Maintain direct feeder pattern between elementary and middle schools to the greatest extent possible
- Minimize disruption to families and neighborhoods

### **Redistricting/Reconfiguration Options**

The Board identified two options for further exploration:

- Option 1: Edgewood becomes PK only, all other elementary and middle schools reconfigured and redistricted to PK-4 and 5-8 schools
- Option 3: Edgewood becomes PK only, all other schools are redistricted under current mixture of K-8 and K-5/6-8 schools

### **Facilities Capacities**

- Milone and MacBroom collaborated with internal staff team and administration to develop facilities capacities under the different configurations.
- The target capacity uses 90% efficiency factor for K-4/K-5 classrooms because the students tend to reside more within the classrooms. With 5-8/6-8 classrooms (teaming model) it is 82.5% so that facilities can accommodate the fluctuations in enrollment and programming.
- For redistricting models, the PK capacity is reserved and set aside.

In option 1, Milone & MacBroom has set aside classrooms within the schools for the growth of the PK program; whereas in Option 3, PK is pulled out of the classroom count in the schools because it is a standalone program.

### **Enrollment Projections**

It was originally recommended to use the March 2020 prepared medium model enrollment for planning purpose. The 2019-2020 enrollment represented a peak enrollment in the medium model and was therefore used for redistricting analysis.

The enrollment projection findings include:

- A slow decline for K-5 projected with a 2.8% decrease projected over five years and a total 5% loss out 10 years
- More stability in the 6-8 grouping over the first five years, through sharper projected declines beginning in 2024-2025 due to large cohorts matriculating through the system.
- The projections do not assume greater retention of students once MBIAMS opens in 2022-2023-It is difficult to assess the impact of opening a new school in the Hartford and CREC magnet catchment area

### **Option 1: PK-4, 5-8 Model Feeder Pattern**

- Edgewood becomes a PK only
- South Side and Hubbell feed Greene-Hills
- West Bristol and Stafford feed Chippens
- Ivy Drive and Mountain View feed Northeast
- Greene-Hills feeds Bristol Central
- Northeast feeds Bristol Eastern
- Chippens Hill feeds both Bristol Central and Eastern
- Proportional assignment of enrollment to MBIAMS
- Maintain direct feeder pattern from elementary to middle schools
- Increase equity and parity

In this model, the following showed:

- Could not maintain a direct feeder pattern while also improving balance for equity and overall utilization
  - West Bristol as a PK-4 school is very large relative to others in the district and needs to matriculate to Chippens Hill along with other schools
  - Uneven capacities of 5-8 schools – Northeast’s relatively low capacity limits flexibility at the lower grade level
- Developed a redistricting model that maintained direct feeder pattern from K-4 to 5-8
  - Resulted in an unsatisfactory balance of student demographics and overall enrollment
  - Created an additional split feed from middle to high schools

### OPTION 1: Elementary PK-4, 5-8 Only

#### Option 1: K-4 Enrollment (2019-20)

School	Option 1 Enrollment	Target Capacity	% of Target Capacity	Free/Reduced Lunch Count	Free/Reduced Lunch %	Minority Student Count	Minority Student %
Hubbell	431	356	121%	250	58%	194	45%
Ivy Drive	350	386	91%	159	45%	130	37%
Mountain View	267	297	90%	121	45%	113	42%
South Side	492	426	115%	262	53%	248	50%
Stafford	363	356	102%	222	61%	209	58%
West Bristol	905	891	102%	620	69%	498	55%
<b>Total</b>	<b>2808</b>	<b>2712</b>	<b>104%</b>	<b>1634</b>	<b>58%</b>	<b>1392</b>	<b>50%</b>

#### Option 1: 5-8 Enrollment (2019-20)

School	Option 1 Enrollment	Target Capacity	% of Target Capacity	Free/Reduced Lunch Count	Free/Reduced Lunch %	Minority Student Count	Minority Student %
Chippens Hill	1000	864	116%	730	73%	629	63%
Greene-Hills	647	666	97%	395	61%	351	54%
Northeast	485	432	112%	251	52%	204	42%
Memorial Blvd	288	288	100%				
<b>Total</b>	<b>2420</b>	<b>2250</b>	<b>108%</b>	<b>1376</b>	<b>57%</b>	<b>1184</b>	<b>49%</b>

**Pivoted to explore Option 1 as a K-4, 5-8 model mixed with existing K-8**

- Edgewood becomes PK only
- Ivy Drive and Mountain View feed Northeast
- South Side, Hubbell, and Stafford feed Chippens
- Northeast feeds Eastern
- Greene-Hills and West Bristol feed Central
- Chippens feeds Bristol Central and Eastern
- Maintain direct feeder pattern from elementary to middle schools
- The change from original Option 1 is that the K-8 schools remain K-8 schools

**OPTION 1: Elementary PK-4, 5-8, K-8**

**Option 1: K-4 Enrollment (2019-20)**

School	Option 1 Enrollment	Target Capacity	% of Target Capacity	Free/Reduced Lunch Count	Free/Reduced Lunch %	Minority Student Count	Minority Student %
Hubbell	397	356	112%	230	58%	201	51%
Ivy Drive	364	386	94%	218	60%	180	49%
Mountain View	262	297	88%	136	52%	128	49%
South Side	443	426	104%	261	59%	207	47%
Stafford	386	356	108%	205	53%	176	46%
<b>Total</b>	<b>1852</b>	<b>1821</b>	<b>102%</b>	<b>1050</b>	<b>57%</b>	<b>892</b>	<b>48%</b>

**Option 1: 5-8 Enrollment (2019-20)**

School	Option 1 Enrollment	Target Capacity	% of Target Capacity	Free/Reduced Lunch Count	Free/Reduced Lunch %	Minority Student Count	Minority Student %
Chippens Hill	914	864	106%	588	57%	506	55%
Northeast	491	432	114%	310	55%	262	53%
Memorial Blvd	288	288	100%				
<b>Total</b>	<b>1693</b>	<b>1584</b>	<b>107%</b>	<b>898</b>	<b>53%</b>	<b>768</b>	<b>55%</b>

**Option 1: K-8 Enrollment (2019-20)**

School	Option 1 Enrollment	Target Capacity	% of Target Capacity	Free/Reduced Lunch Count	Free/Reduced Lunch %	Minority Student Count	Minority Student %
Greene-Hills	848	806	105%	539	60%	455	54%
West Bristol	835	824	101%	523	59%	461	55%
<b>Total</b>	<b>1683</b>	<b>1630</b>	<b>103%</b>	<b>1062</b>	<b>63%</b>	<b>916</b>	<b>54%</b>

**Option 1: 9-12 Enrollment (2019-20)**

School	Option 1 Enrollment	Target Capacity	Free/Reduced Lunch %	Minority Student Count	Minority Student %
Greene-Hills	1146	575	50%	485	42%
West Bristol	1163	545	47%	450	39%
<b>Total</b>	<b>2309</b>	<b>1120</b>	<b>49%</b>	<b>935</b>	<b>40%</b>

**Option 3: K-5, 6-8, and K-8**

- Edgewood becomes PK only
- Ivy Drive and Mountain View feed Northeast
- South Side, Hubbell, and Stafford feed Chippens Hill
- Northeast feeds Eastern
- Greene-Hills and West Bristol feed Central
- Chippens Hill feeds both Bristol Central and Eastern
- Maintain direct feeder pattern from elementary to middle schools
- Enrollment balancing for equity and parity
- Tested this option using the same redistricting boundaries as Option 1

**OPTION 3: Elementary K-5, 6-8, K-8****Option 3: K-5 Enrollment (2019-20)**

School	Option 1 Enrollment	Target Capacity	% of Target Capacity	Free/Reduced Lunch Count	Free/Reduced Lunch %	Minority Student Count	Minority Student %
Hubbell	496	416	119%	290	58%	249	50%
Ivy Drive	420	426	99%	247	59%	200	48%
Mountain View	313	337	93%	163	52%	156	50%
South Side	521	485	107%	306	59%	249	48%
Stafford	457	396	115%	248	54%	209	46%
<b>Total</b>	<b>2207</b>	<b>2060</b>	<b>107%</b>	<b>1254</b>	<b>57%</b>	<b>1063</b>	<b>48%</b>

**Option 3: 6-8 Enrollment (2019-20)**

School	Option 1 Enrollment	Target Capacity	% of Target Capacity	Free/Reduced Lunch Count	Free/Reduced Lunch %	Minority Student Count	Minority Student %
Chippens Hill	666	864	77%	440	56%	383	58%
Northeast	384	432	89%	254	56%	214	56%
Memorial Blvd	288	288	100%				
<b>Total</b>	<b>1338</b>	<b>1584</b>	<b>84%</b>	<b>694</b>	<b>52%</b>	<b>597</b>	<b>45%</b>

**Option 3: K-8 Enrollment (2019-20)**

School	Option 1 Enrollment	Target Capacity	% of Target Capacity	Free/Reduced Lunch Count	Free/Reduced Lunch %	Minority Student Count	Minority Student %
Greene-Hills	848	806	105%	539	60%	455	54%
West Bristol	835	824	101%	523	59%	461	55%
<b>Total</b>	<b>1683</b>	<b>1630</b>	<b>103%</b>	<b>1062</b>	<b>63%</b>	<b>916</b>	<b>54%</b>

**Option 3: 9-12 Enrollment (2019-20)**

School	Option 1 Enrollment	Target Capacity	Free/Reduced Lunch %	Minority Student Count	Minority Student %
Bristol Central	1146	575	50%	485	42%
Bristol Eastern	1163	545	47%	450	39%
<b>Total</b>	<b>2309</b>	<b>1120</b>	<b>49%</b>	<b>935</b>	<b>40%</b>

After testing the different scenarios, the following was determined:

- Maintaining the current K-8 schools as K-8 schools enables better enrollment balancing while maintaining direct feeder patterns between schools
- Both models address the facility needs of PK students to meet their developmental plane
- Neighborhood schools are still within walking distance from home
- Both models better address parity and equity in class size, demographics and facility features
- Either option is feasible from the enrollment/redistricting standpoint

Looking at Option 1 – Decision 1 to keep the K-8 as a feeder pattern or transition West Bristol to a K-4 and Greene-Hills to a K-5

	Chair Carlson Yes/No	Comm. Sklenka Yes/No	Comm. Wilson Yes/No
Keep K-8 as Feeder pattern	Yes	No	Yes
Transition WB to K-4 GH to 5-8	No	Yes	No

What are the positives and concerns with Option 1?

\*Chair Carlson stated that keeping the K-8 feeder pattern is ok as long as it helps maintain better parity within the schools. He also prefers to keep the PK dispersed throughout the schools because it will make parent drop off extremely difficult all at one school.

\*Comm. Sklenka can't support the K-8 model. He believes there have been surveys with the staff and the majority of them indicate the K-8 models are not working for the teachers. He feels the schools are too big and a lot of things fall through the gap. He is willing to give up equality and equity to maintain a better environment for education for the students. In addition, Comm. Sklenka feels that grade 5 students are ready to transition because they outgrow their elementary schools. Chippens Hill splitting into two high schools is problematic and he would like to see all the schools have a direct feeder pattern into the high school.

\*Comm. Wilson prefers to stick with the K-8 feeder pattern. He has concern about the 5<sup>th</sup> graders in a K-4, 5-8 configuration model. He does not feel grade configuration should be changed every time a new BOE or Superintendent gets employed. He feels it is unhealthy as a community to do that and in 2003 the grade configurations were studied significantly and the decision was made to go to the K-8 model. 5<sup>th</sup> graders are not particularly welcome in a middle school environment and they would be at much risk in that environment. It is not the size of the school it is how the curriculum and personnel.

Looking at Option 3 – What are the positives and concerns with Option 3 –PK, K-5, 6-8, 9-12?

\*Chair Carlson has no concerns regarding this model

\*Comm. Wilson prefers having one PK at Edgewood. Having 1 or 2 PK classrooms at each school does not allow the BOE to provide the type of program needed with the economy of scale that is needed in the PK program. Notwithstanding the transportation costs or the impact to parents, he feels a freestanding PK will provide the best opportunity to provide the best programming for the students. Edgewood is a good school for PK center because it is centrally located.

\*Comm. Sklenka agrees with Comm. Wilson to have PK concentrated at one school. He also echoes the concern of the increase in transportation costs.

Dr. Carbone stated that if Option 3 is the chosen option, the only way this option will work is if there is a PK standalone because there are not enough available classrooms to do PK – 5.

Comm. Sklenka asked by taking Edgewood and making it into a standalone PK what are the costs associated with this? With the options, have costs been explored?

Dr. Carbone responded that in both of the models, the full board asked the administration to reduce the number of projects required. These options reduce any additional building projects at the elementary schools. A new roof has been requested for Edgewood and there is a recommendation in 2-3 years for a new Northeast Middle School and 2-3 years after that, a renovation at Stafford School. At that time if an additional PK space or other satellite space is needed, there is an opportunity to build on the Northeast or Stafford sites. In these models, we still have Bristol Prep students in a satellite, off campus rented space.

Comm. Sklenka if having an all-day PK is not financially feasible, what happens to the proposed options?

Dr. Carbone stated in the decision to build out PK, the administration was conservative because in other conversations the concern of sustainability and financial impact had come up. In both scenarios, there is a projection of 345 students to attend PK. Our current enrollment is 305 PK students. That is an increase of 40 students. If the increase couldn't happen, the exact programming and staff would be kept. They would all just be together at Edgewood.

Comm. Sklenka confirmed there would be a limit to students in the PK program.

Dr. Carbone stated yes.

Comm. Wilson stated he appreciates the administration's flexibility to scale down the plan to something more realistic. He feels putting PK at Edgewood and renovating Northeast are really where the BOE needs to be. With 1800 students at the middle school level, Northeast and Chippens can accommodate that. The rest of the enrollment can be handled within the rest of the schools.

Chair Carlson stated this committee will be sending this on to the full board to enable full discussion. His only comment about dealing with the aspect of this is that dealing with old schools he knows it is going to be doing a lot of school construction projects over the next several years. He feels these discussions will be continuing for many years to come as this is a long term project and we are at the start/continuation of it.

Kristen Giantonio takes issue with the comment made, "we don't just change grade configurations because we have a new board." She wants to be clear that they were given option 1 for review originally and has had many discussions for many months about it. She is confused why Option 1 looks so different now then what was presented originally. If it was never viable, why was it not vetted before being presented at all? In the original slides that were provided months ago, equity and parity was a deciding factor in choosing to further look into Option 1 (the original). She is looking for information on what changed and why it changed so drastically.

Dr. Carbone stated that it was looked at as a viable option because there were enough seats to accommodate the students and once that option was looked at in more depth (housing patterns, current structure of schools, redistricting, and limiting the movement of students), it was not going to work.

Chat Bar Questions:

Greene-Hills PTA: Does the district feel comfortable that the enrollment projections are accurate? Is it possible enrollment will continue to grow beyond the conservative projections?

Dr. Carbone stated, Milone and MacBroom is who we used for the enrollment projections and this takes into consideration, the new boundary lines. Based on the current boundary lines at Greene-Hills, once the redistricting is done, a correction will be made to fix the enrollment concern.

Bethany Muscara: Are there 2 “option 1” options open as shown in the slides tonight?

Dr. Carbone stated, there are two “Option 1’s.” The original request was to do a full conversion of PK-4, 5-8 and in doing so, West Bristol would become the PK-4 and GH would become the 5-8. In testing this scenario, it did not achieve the four goals that the BOE is trying to achieve; therefore, Milone and MacBroom was asked to test the same PK-4, 5-8 scenario but with the K-8 schools remaining as K-8 schools.

Ivy Drive PTA: What type of disruption will occur for our students while the renovations are being done both at Edgewood and Northeast?

Dr. Carbone responded with the Edgewood roof renovation should cause little to no disruption at Ivy Drive and the suggestion will be to keep the existing Northeast intact until the new Northeast is built.

The next steps are:

- Have a Board of Education workshop to present the options to the full committee
- Create a mini slide for the community and use it as an interactive tool so parents can give suggestions and share feedback regarding either of the options
- Determine when the maps and information will be made available in an online viewer format for the public to access
- Receive staff feedback via an interactive format using the slides

Comm. Sklenka confirmed that staff and parents will have the opportunity to give their opinions to the options. He suggested having the workshop after the information was shared with staff and parents and their feedback was retrieved. He would like to see all of the input prior to having the workshop.

Chair Carlson thinks we should get this information out to the public. As a board there will be adjustments but feels this is a good basis to share with the community to review and bring their comments and suggestions forward.

Dr. Carbone will create a mini slide deck and use “thought exchange”, an online tool that allows community interaction. Does the committee want to get feedback from the full board regarding the K-8 option?

For clarity, the feasibility study referred to Option 1 and Option 1A for building projects, and for this purpose regarding grade configurations, these should be renamed. We will call them versions not options.

1. PK, K-4, 5-8, 9-12
2. PK, K-4, 5-8, K-8, 9-12
3. PK, K-5, 6-8, 9-12

***On a motion by Commissioner Wilson and seconded by Commissioner Sklenka, it was voted to approve to present the options/versions to the full Board of Education for review.***

Commissioner Sklenka asked if there is a way to get it out to each school on their facebook pages or via other outlets to ensure maximum participation.

Dr. Carbone said they can advertise the platform that will be used in a variety of sources.



Another chat bar question came up:

Messi's iPhone: Do you have an approximate school year this would happen?

Dr. Carbone said the plan is for the 2022-2023 school year. The time frame is up to the board and the funding.

Comm. Wilson stated in all reality it will probably be in the school year 2024-2025 by the time we would receive state funding for these projects moving forward.

Commissioner Sklenka pointed out a question that was asked: What is the disruption to the students?

Dr. Carbone stated some of the disruption would be if a student was reassigned to another school, families impacted by the redistricting.

#### **5. ADJOURNMENT**

***On a motion by Comm. Wilson and seconded by Comm. Sklenka, the meeting was adjourned at 7:26 p.m.***

Respectfully Submitted,

Tara Landon

APPROVED