#### Connecticut State Department of Education

### DISTRICT PROFILE AND PERFORMANCE REPORT FOR SCHOOL YEAR 2018–19



### **Tolland School District**

Dr. Walter Willett, Superintendent • 860-870-6850 • http://www.tolland.k12.ct.us

#### **District Information**

Grade Range	PK-12
Number of Schools/Programs	6
Enrollment	2,392
Per Pupil Expenditures <sup>1</sup>	\$15,696
Total Expenditures <sup>1</sup>	\$40,057,146

<sup>1</sup>Expenditure data reflect the 2017-18 school year.



#### **Community Information**

AdvanceCT Town Profiles provide summary demographic and economic information for Connecticut's municipalities

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#### **Notes**

Unless otherwise noted, all data are for 2018-19 and include all grades offered by the district.

In most tables, data are displayed only for the three major race/ethnicity categories. For additional race/ethnicity categories, please visit edsight.ct.gov.

State totals are not displayed as they are not comparable to district totals.

Special Education tables reflect only students for whom the district is fiscally responsible.

\* When an asterisk is displayed, data have been suppressed to safeguard student confidentiality, or to ensure that statistics based on a very small sample size are not interpreted as equally representative as those based on a sufficiently larger sample size.

N/A is displayed when a category is not applicable for a district or school.

#### **Students**

October 1, 2018 Enrollment <sup>2</sup>				
		District	State	
	Count	Percent of Total (%)	Percent of Total (%)	
Female	1,135	47.4	48.4	
Male	1,257	52.6	51.6	
American Indian or Alaska Native	*	*	0.3	
Asian	81	3.4	5.2	
Black or African American	60	2.5	12.8	
Hispanic or Latino of any race	97	4.1	25.8	
Native Hawaiian or Other Pacific Islander	*	*	0.1	
Two or More Races	24	1.0	3.6	
White	2,123	88.8	52.4	
English Learners	15	0.6	7.6	
Eligible for Free or Reduced-Price Meals	311	13.0	42.1	
Students with Disabilities <sup>3</sup>	322	13.5	15.4	

<sup>2</sup>This table represents students in grades PK-12 reported by the district in the Public School Information System (i.e., PSIS Reporting District).

<sup>3</sup>Students in this category are students with an individualized education program (IEP) only. This category does not include students with Section 504 plans or services plans.

NOTE: To protect student privacy, gender counts are suppressed (\*) when fewer than 6 students enrolled in the district identify as non-binary.

#### **Chronic Absenteeism and Suspension/Expulsion**

	Chronic		Suspe	ension/
	Absenteeism <sup>4</sup>		Ехри	ılsion <sup>5</sup>
	Count	Rate (%)	Count	Rate (%)
Female	50	4.4	24	2.1
Male	47	3.8	72	5.6
Black or African American	*	*	*	*
Hispanic or Latino of any race	6	6.1	7	6.9
White	81	3.9	80	3.7
English Learners	*	*	0	*
Eligible for Free or Reduced-Price Meals	36	11.7	32	8.8
Students with Disabilities	28	9.1	23	6.4
District	97	4.1	96	3.9
State		10.4		6.7

Number of students in 2017-18 qualified as truant under state statute: 184 Number of school-based arrests: 17

<sup>4</sup>A student is chronically absent if they miss ten percent or greater of the total number of days enrolled in the school year for any reason. Pre-Kindergarten students are excluded from this calculation.

<sup>5</sup>This column displays the count and percentage of students who receive at least one in-school suspension, out-of-school suspension or expulsion.

#### **Educators**

#### Full-Time Equivalent (FTE)1 Staff

	FTE
General Education	
Teachers and Instructors	153.8
Paraprofessional Instructional Assistants	26.9
Special Education	
Teachers and Instructors	27.7
Paraprofessional Instructional Assistants	79.6
Administrators, Coordinators and Department Chairs	
District Central Office	7.0
School Level	8.0
Library/Media	
Specialists (Certified)	4.0
Support Staff	1.0
Instructional Specialists Who Support Teachers	5.0
Counselors, Social Workers and School Psychologists	12.0
School Nurses	7.7
Other Staff Providing Non-Instructional Services/Support	119.8

<sup>1</sup>In the full-time equivalent count, staff members working part-time in the school are counted as a fraction of full-time. For example, a teacher who works half-time in a school contributes 0.50 to the school's staff count.

#### **Educators by Race/Ethnicity**

		District	State
	Count	Percent of Total (%)	Percent of Total (%)
American Indian or Alaska Native	0	0.0	0.1
Asian	1	0.5	1.1
Black or African American	3	1.4	3.8
Hispanic or Latino of any race	5	2.3	3.8
Native Hawaiian or Other Pacific Islander	0	0.0	0.0
Two or More Races	1	0.5	0.1
White	209	95.4	90.5

#### Classroom Teacher Attendance: 2017-18

	District	State
Average Number of FTE Days Absent Due to Illness or Personal Time	9.5	10.0

#### **Instruction and Resources**

# 11th and 12th Graders Enrolled in College-and-Career-Readiness Courses during High School<sup>2</sup>

	11th		12th	
	Count	Rate (%)	Count	Rate (%)
Black or African American	*	*	*	*
Hispanic or Latino of any race	6	*	*	*
White	118	62.8	178	89.0
English Learners	0	*	*	*
Eligible for Free or Reduced-Price Meals	15	65.2	12	*
Students with Disabilities	9	*	24	88.9
District	128	62.4	190	89.2
State		74.5		85.2

<sup>2</sup>College-and-Career-Readiness Courses include Advanced Placement®(AP), International Baccalaureate®(IB), Career and Technical Education(CTE), workplace experience and dual enrollment courses.

# Students with Disabilities Who Spend 79.1 to 100 Percent of Time with Nondisabled Peers<sup>3</sup>

	Count	Rate (%)
Autism	33	57.9
Emotional Disturbance	*	*
Intellectual Disability	*	*
Learning Disability	82	67.8
Other Health Impairment	50	76.9
Other Disabilities	7	28.0
Speech/Language Impairment	9	*
District	185	60.7
State		67.6

<sup>3</sup>This table represents students ages 6-21 for whom the district is fiscally responsible (i.e., Nexus District students with an IEP or services plan).

#### Students with Disabilities by Primary Disability<sup>1</sup>

	Dis	State	
	Count	Rate (%)	Rate (%)
Autism	57	2.4	1.9
Emotional Disturbance	12	0.5	1.1
Intellectual Disability	11	0.5	0.5
Learning Disability	121	5.0	5.5
Other Health Impairment	65	2.7	3.2
Other Disabilities	29	1.2	1.1
Speech/Language Impairment	16	0.7	1.8
All Disabilities	311	12.9	15.0

<sup>&</sup>lt;sup>1</sup>This table represents students in grades K-12 for whom the district is fiscally responsible (i.e., Nexus District students with an IEP or services plan).

## Students with Disabilities Placed Outside of the District<sup>2</sup>

	Dis	State	
	Count	Rate (%)	Rate (%)
Public Schools in Other Districts	17	5.5	8.2
Private Schools or Other Settings	16	5.1	5.0

<sup>&</sup>lt;sup>2</sup>This table represents students in grades K-12 for whom the district is fiscally responsible (i.e., Nexus District students with an IEP or services plan).

#### Overall Expenditures: 2017-18

		Per I	Pupil
	Total (\$)	District (\$)	State (\$)
Instruction	\$26,068,391	\$10,215	\$10,545
Support services - students	\$1,779,021	\$728	\$1,373
Support services - instruction	\$1,234,073	\$505	\$644
Support services - general administration	\$545,683	\$223	\$462
Support services - school based administration	\$1,990,610	\$815	\$1,007
Central and other support services	\$1,321,826	\$541	\$671
Operation and maintenance of plant	\$4,412,028	\$1,806	\$1,629
Student transportation services	\$2,574,298	\$1,010	\$1,231
Food services	•		\$13
Enterprise operations	\$131,216	\$54	\$157
Minor school construction			\$65
Total	\$40,057,146	\$15,696	\$17,153

<sup>&</sup>lt;sup>3</sup>Expenditures may be supported by local tax revenues, state grants, federal grants, municipal in-kind services, tuition and other sources.

#### **Special Education Expenditures: 2017-18**

	District		State
	Total (\$)	Percent of Total (%)	Percent of Total (%)
Teacher Salaries	\$2,733,284	28.3	29.7
Instructional Aide Salaries			9.6
Other Salaries	\$2,017,554	20.9	10.4
Employee Benefits	\$1,476,925	15.3	13.0
Purchased Services Other Than Transportation	\$488,917	5.1	5.5
Special Education Tuition	\$1,973,124	20.4	22.6
Supplies	\$59,386	0.6	0.6
Property Services			0.4
Purchased Services For Transportation	\$887,032	9.2	8.0
Equipment	\$13,449	0.1	0.2
All Other Expenditures	\$700	0.0	0.1
Total	\$9,650,371	100.0	100.0
Percent of Total Expenditures Used for Special Educa	ntion	24.1	24.4

## Expenditures by Revenue Source:<sup>4</sup> 2017-18

	Percent of Total (%) Excluding School
	Construction
Local	72.6
State	26.0
Federal	1.3
Tuition & Other	0.1

<sup>&</sup>lt;sup>4</sup>Revenue sources do not include state-funded Teachers' Retirement Board contributions, Connecticut Technical Education and Career System (CTECS) operations, CSDE-budgeted costs for salaries and leadership activities and other state-funded school districts (e.g., Dept. of Children and Families and Dept. of Correction).

### **Performance and Accountability**

#### **District Performance Index (DPI)**

A District Performance Index (DPI) is the average performance of students in a subject area (i.e., ELA, Mathematics or Science) on the state summative assessments. The DPI ranges from 0-100. A DPI is reported for all students tested in a district and for students in each individual student group. Connecticut's ultimate target for a DPI is 75.

	English Language Arts (ELA)		Mat	h	Scien	ce
	Count	DPI	Count	DPI	Count	DPI
American Indian or Alaska Native	*	*	*	*	*	*
Asian	44	76.4	43	77.2	13	*
Black or African American	33	68.7	33	65.7	14	*
Hispanic or Latino of any race	53	64.4	53	62.1	19	*
Native Hawaiian or Other Pacific Islander	*	*	*	*	*	*
Two or More Races	12	*	12	*	*	*
White	1,074	72.2	1,070	70.1	471	73.0
English Learners	24	69.1	24	70.3	*	*
Non-English Learners	1,195	72.0	1,190	69.8	*	*
Eligible for Free or Reduced-Price Meals	160	65.1	159	61.5	61	64.4
Not Eligible for Free or Reduced-Price Meals	1,059	73.0	1,055	71.1	463	73.4
Students with Disabilities	168	51.9	167	46.9	56	53.1
Students without Disabilities	1,051	75.1	1,047	73.5	468	74.7
High Needs	302	60.0	300	56.4	105	59.8
Non-High Needs	917	75.9	914	74.3	419	75.5
District	1,219	71.9	1,214	69.8	524	72.4

## National Assessment of Educational Progress (NAEP): Percent At or Above Proficient<sup>1</sup>

	NAEP	NAEP 2013	
READING	Grade 4	Grade 8	Grade 12
Connecticut	40	41	50
National Public	34	32	36
MATH	Grade 4	Grade 8	Grade 12
Connecticut	45	39	32
National Public	40	33	25

NAEP is often called the "Nation's Report Card." It is sponsored by the U.S. Department of Education. This table compares Connecticut's performance to that of national public school students. Performance standards for state assessments and NAEP are set independently. Therefore, one should not expect performance results to be the same across Smarter Balanced and NAEP. Instead, NAEP results are meant to complement other state assessment data. To view performance on NAEP by student group, click here.

#### Physical Fitness Tests: Students Reaching Health Standard<sup>2</sup>

	Percent of Students by Grade <sup>3</sup> (%)				All Teste	d Grades
	4	6	8	HS	Count	Rate (%)
Sit & Reach	64.7	75.4	66.8	86.1	752	73.5
Curl Up	96.7	93.3	95.2	88.1	752	93.2
Push Up	38.6	73.2	81.8	69.8	752	66.0
Mile Run/PACER	71.2	79.3	73.8	60.4	752	70.9
All Tests - District	23.9	48.0	48.7	46.5	752	41.9
All Tests - State	56.1	53.5	50.9	51.4		52.9

<sup>2</sup>The Connecticut Physical Fitness Assessment (CPFA) is administered to students in Grades 4, 6, 8 and High School (HS). The health-related fitness scores gathered through the CPFA should be used to educate and motivate children and their families to increase physical activity and develop lifetime fitness habits.

<sup>&</sup>lt;sup>3</sup>Only students assessed in all four areas are included in this calculation.

Cohort Graduation: Four-Year<sup>1</sup>

	2017-18		
	Cohort Count <sup>2</sup>	Rate (%)	
Black or African American	*	*	
Hispanic or Latino of any race	*	*	
English Learners	N/A	N/A	
Eligible for Free or Reduced-Price Meals	22	95.5	
Students with Disabilities	25	64.0	
District	221	94.1	
State		88.3	

<sup>&</sup>lt;sup>1</sup>The four-year cohort graduation rate represents the percentage of first-time 9th graders who earn a standard high school diploma within four years.

## 11th and 12th Graders Meeting Benchmark on at Least One College Readiness Exam<sup>3</sup>

	Participation <sup>4</sup>	Meeting	Benchmark
	Rate (%)	Count	Rate (%)
Female	96.1	142	68.6
Male	97.6	141	66.8
Black or African American	*	*	*
Hispanic or Latino of any race	*	6	*
White	96.6	268	69.1
English Learners	*	0	*
Eligible for Free or Reduced-Price Meals	97.3	17	45.9
Students with Disabilities	69.8	7	16.3
District	96.9	283	67.7
State	95.9		42.6

<sup>&</sup>lt;sup>3</sup>College readiness exams and benchmark scores are as follows:

- SAT® meets benchmark score on SAT, Revised SAT or Connecticut School Day SAT
- ACT® meets benchmark score on 3 of 4 exams (benchmark score varies by subject)
- $\bullet \ \ \mbox{AP}^{\mbox{\tiny \$}}$  3 or higher on any one  $\mbox{AP}^{\mbox{\tiny \$}}$  exam
- $\bullet \ \ \mbox{IB}^{\circledast}$  4 or higher on any one  $\mbox{IB}^{\circledast}$  exam

<sup>4</sup>Participation Rate equals the number of test-takers in 11th and 12th grade divided by the number of students enrolled in those grades, as a percentage. Sources:

SAT® and AP® statistics derived from data provided by the College Board.

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ACT® statistics derived from data provided by ACT, Inc.

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IB® statistics derived from data provided by the International Baccalaureate Organization.

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#### **College Entrance and Persistence**

	Class of 2018	Class of 2017
	Entrance <sup>5</sup>	Persistence <sup>6</sup>
	Rate (%)	Rate (%)
Female	83.9	94.3
Male	83.3	94.4
Black or African American	*	*
Hispanic or Latino of any race	*	*
White	83.1	94.0
English Learners	*	*
Eligible for Free or Reduced-Price Meals	84.0	*
Students with Disabilities	*	*
District	83.7	94.4
State	71.0	87.8

<sup>&</sup>lt;sup>5</sup>College entrance refers to the percent of high school graduates from the year who enrolled in college any time during the first year after high school.

Source: National Student Clearinghouse

<sup>&</sup>lt;sup>2</sup>Cohort count includes all students in the cohort as of the end of the 2017-18 school year.

<sup>&</sup>lt;sup>6</sup>College persistence refers to the percent of students who enrolled in college the first year after high school and returned for a second year (Freshman to Sophomore persistence).

#### **Next Generation Accountability Results**

Connecticut's Next Generation Accountability System is a broad set of 12 indicators that help tell the story of how well a district/school is preparing its students for success in college, careers, and life. It moves beyond test scores and graduation rates to provide a more holistic, multifactor perspective of district and school performance.

Ind	icator	Index/Rate	Target	Points Earned	Max Points	% Points Earned	State Average Index/Rate
ELA Performance Index	All Students	71.9	75	48.0	50	95.9	67.7
ELA Performance index	High Needs Students	60.0	75	40.0	50	80.0	58.1
Math Daufaumanaa ladau	All Students	69.8	75	46.6	50	93.1	63.1
Math Performance Index	High Needs Students	56.4	75	37.6	50	75.2	52.7
Science Performance Index	All Students	72.4	75	48.2	50	96.5	63.8
Science Performance index	High Needs Students	59.8	75	39.9	50	79.8	54.2
	All Students	53.5%	100%	53.5	100	53.5	59.9%
ELA Academic Growth	High Needs Students	47.4%	100%	47.4	100	47.4	55.1%
Math Academic Growth	All Students	67.1%	100%	67.1	100	67.1	62.5%
Math Academic Growth	High Needs Students	55.2%	100%	55.2	100	55.2	55.2%
Progress Toward English	Literacy		100%				60.0%
Proficiency	Oral		100%	•	•		52.1%
Chronic Absenteeism	All Students	4.1%	<=5%	50.0	50	100.0	10.4%
Chronic Absenteeism	High Needs Students	9.6%	<=5%	40.8	50	81.6	16.1%
Droporation for CCD	% Taking Courses	76.1%	75%	50.0	50	100.0	80.0%
Preparation for CCR	% Passing Exams	67.7%	75%	45.1	50	90.3	42.6%
On-track to High School Gra	duation	99.2%	94%	50.0	50	100.0	88.0%
4-year Graduation All Stude	nts (2018 Cohort)	94.1%	94%	100.0	100	100.0	88.3%
6-year Graduation - High Ne	eds Students (2016 Cohort)	88.2%	94%	93.9	100	93.9	83.3%
Postsecondary Entrance (Cla	ass of 2018)	83.7%	75%	100.0	100	100.0	70.9%
Physical Fitness (estimated	part rate) and (fitness rate)	94.1%   41.9%	75%	27.9	50	55.9	96.4%   52.9%
Arts Access		46.6%	60%	38.8	50	77.6	51.9%
Accountability Index				1080.0	1350	80.0	

NOTE: A dot (.) appears in the table above when there are fewer than 20 students in the student group or the indicator is not applicable based on grades served.

Gap Indicators	Non-High Needs Rate <sup>1</sup>	High Needs Rate	Size of Gap	State Gap Mean +1 Stdev <sup>2</sup>	Is Gap an Outlier?2
Achievement Gap Size Outlier?					Υ
ELA Performance Index Gap	75.0	60.0	15.0	15.4	
Math Performance Index Gap	74.3	56.4	17.9	17.6	
Science Performance Index Gap	75.0	59.8	15.2	16.1	
Graduation Rate Gap	94.0%	88.2%	5.8%	11.1%	N

<sup>&</sup>lt;sup>1</sup>If the Non-High Needs Rate exceeds the ultimate target (75 for Performance Index and 94% for graduation rate), the ultimate target is used for gap calculations. <sup>2</sup>If the size of the gap exceeds the state mean gap plus one standard deviation, the gap is an outlier.

NOTE: A dot (.) appears in the table above when there are fewer than 20 students in at least one of the student groups used to calculate the gap measure or the indicator is not applicable based on grades served.

Subject/Student Group		Participation Rate (%) <sup>3</sup>
ELA All Students High Needs Students		95.2
		94.1
Math	All Students	94.8
IVIdIII	High Needs Students	93.5
Science	All Students	91.1
Science High Needs Students		90.2

<sup>3</sup>Minimum participation standard is 95%.

Supporting Resources: Two-page FAQ

**Detailed Presentation** 

# Connecticut's State Identified Measurable Result (SIMR) for Children with Disabilities

Increase the reading performance of all 3rd grade students with disabilities statewide, as measured by Connecticut's English Language Arts (ELA)

Performance Index

Grade 3 ELA Performance Index for Students with Disabilities:

District: \* State: 51.5

Using Accountability Results to Guide Improvement

### **Narratives**

#### **School District Improvement Plans and Parental Outreach Activities**

Birch Grove Primary School (BGP) staff engaged in PD for mastery learning. Data teams establish goals that focus on literacy and numeracy instruction across grade levels. The Student Assistance Team (SAT) works closely with staff to identify and support with targeted interventions to increase reading and math achievement. BGP's special education and reading intervention teams received coaching on Structured Literacy from Literacy How. BGP faculty were trained by the Science Supervisor on implementing NGSS aligned Units. Teachers teach Culturally Responsive Lessons with multicultural literature embedded. PBIS programs maintain a positive environment. In addition to volunteering, parents participate in surveys and are active members on the school safety team and Tools for Schools Team. Parenting classes are offered by the school's Family Resource Center (FRC). Tolland Intermediate School (TIS) staff implemented mastery learning supported by PD. TIS SAT model provided staff with a forum to review concerns with a team of administrators and intervention staff. SAT meetings developed targeted interventions. Tier III reading and math intervention programs provide small group targeted assistance. For Math and reading intervention, SE teachers, reading, and math specialists provide targeted instruction. School-wide Rules: Have respect, Act responsibly, We Are A Community and Keep Yourself Safe, are themes in TIS. The social-emotional learning curriculum included 20 teacher taught lessons. The Second Step Program was implemented school-wide this year. Tolland Middle uses a team model. Teachers engage in PD to support mastery learning. Parents and guardians (P&G) connect to staff by phone, email or in-person meetings. Teams meet to discuss student progress, and P&G conference about their student. PBIS programs, partnerships with social services, community workshops, teaming, SOAR reports, and everyday practices establish a positive environment. P&G sign up for daily updates of academic progress and attendance. Quarterly SOAR Behavioral Reports keep parents informed of student progress on school core values of Safety, Ownership, Active Learning and Respect. Technological resources foster ongoing communication. TMS offers monthly Breakfast and Dinner with the Principal programs for community members. Parental and student input are utilized in teacher hiring. The Intervention team of administrators, teachers, counselors, and the psychologist meet weekly to discuss strategies and student needs. The special education and reading staff use the SPIRE reading program to support students.

Tolland High focuses on literacy, problem-solving, critical thinking, and school climate. PD aligns with district goals and mastery learning. A survey is given to gather student, parent, and faculty input on issues related to school climate. Parent-teacher conferences are held twice a year. The Parent Advisory Council solicits input and discusses a variety of issues (e.g. grade weighting, teen drug and alcohol use, safety concerns, and programming for assemblies). Curriculum promotes student-teacher relationships and a sense of belonging in the THS community. A Peer Mentoring program supports incoming freshmen. The Student Intervention Team of administrators, counselors, and the psychologist meets on a weekly basis to discuss intervention strategies.

#### **Efforts to Reduce Racial, Ethnic and Economic Isolation**

The TPS train staff on Culturally Responsive Education (CRE), and has both district and building CRE committees meeting on a regular basis to discuss policies, procedures, and practices relative to culturally responsive education. In addition, they plan activities and assemblies for students that strengthen each school community and school culture. The district also seeks to provide equity through Mastery Learning practices. The district participates in the Open Choice program.

Schools engage programs and collaborative activities with community organizations. Positive Behavioral Intervention and Support programs and an Advisory program include incentives and activities to reinforce core values, personal responsibility, and culturally responsive behaviors. The PBIS program includes lessons that cover topics such as social media, the problem of mass incarceration, and exposure to the Equal Justice Initiative. Advisory, Student Council, and service group programs in the school and community promote social responsibility (e.g. programs to promote awareness of homeless populations, poverty, and how to help). In addition, topics of responsible behavior and social justice are included in TPS programming for ELA, Social Studies, and other classes. A Skills for Adolescents class for all 8th graders focuses on anti-bullying, racism, bias, and media awareness.

Social Justice and Gender Equality themes are used in educational programs. The TPS has a thriving Gay-Straight Alliance and Kindness Campaign. Curricula on Japanese-American history, Russian Culture, Art Link, and African-American authors and Native American experiences are part of the school system offerings. The course Native American Studies emphasizes the experience of the original inhabitants of North America and the diversity of tribes. Activities include speakers, field trips to museums, sweat lodges, and native reservations. Fine Arts covers marginalized and multicultural art and musical expression. Concerts occur on Africa, Mexico, South America, and Spain, including a Brazilian Drumming group, African dance, and a Chinese music assembly. Multi-cultural themed books are used for in classrooms. In addition, women in STEAM and Math and Stat Awareness theme weeks were executed. .

#### **Equitable Allocation of Resources among District Schools**

Schools are organized into cost-centers with Principals taking the role of "cost-center" managers and receive allocations and reductions of resources based on enrollment and program considerations. Schools adhere to energy standards. These energy standards and systems have provided additional opportunities for equity in policy and distribution of monetary and energy resources. Three schools in the district have three grades (K-2, 3-5, 6-8) with the high school housing four grades. The high school receives resources in accordance with its larger school population and physical plant needs, but each school receives allocations consummate with enrollment and the needs of the physical plant.

Custodial and maintenance resources are matched to the enrollment and physical plant needs of each school. The district will continuously review these resource allocations to provide the most equitable distribution of human resources.