

TO: Board of Education
FROM: Pamela Reed, Superintendent
DATE: September 1, 2026

RE: Personnel Memorandum Licensed

RESOLVE: That the LICENSED SECTION OF THE PERSONNEL MEMO NO. 680 dated September 1, 2026, be approved as recommended by the Superintendent of Schools.

A. LICENSED SECTION

1. Resignation

<u>Name</u>	<u>Position</u>	<u>Effective</u>
Alojajeane Nunez	Elementary Teacher/NE	8/28/26

September 3, 2026

TO: Pam Reed, Superintendent

FROM: Glenn Scott, Director, Buildings, Grounds, and Transportation

**SUBJECT: Recommendation to approve the construction manager for RIS / RMS
kitchen renovations**

It is recommended that the Rutland City Public Schools Board of School Directors approve Russell Construction as the construction manager for the renovation of the food service and lobby facilities at the District's Library Avenue campus, which serves Rutland Middle School and Rutland Intermediate School.

The cafeteria, food preparation facilities, and Middle School lobby have needed substantial renovation for many years. These projects have been deferred in the past due to the difficulty of defining an optimal scope of work and developing a plan that effectively integrates and sequences the required elements.

At the June 23rd School Board meeting, the Board approved engaging TruexCullins Architects to finalize designs for five potential upgrade projects:

- Main cafeteria and servery
- Lower-level kitchen, food preparation, and storage areas
- Dumbwaiter mechanicals connecting the preparation area to the servery
- Main lobby, ramp to meet accessibility, and bathrooms
- Cafeteria windows and ceiling soffits

To satisfy state bid requirements for construction, we worked with TruexCullins to prequalify construction vendors and solicit cost proposals through a request-for-proposal process. Four construction managers were prequalified, and all four submitted cost proposals based on the current design.

A summary of those proposals is attached below.

Russell Construction submitted the low bid, at **\$359,780** for construction services. We request that the School Board approve Russell Construction to proceed with the final phase of preconstruction, during which the total project scope and total budget will be finalized. Final design and costs will be brought back to the Board for review and approval at the December 8th School Board meeting.

CM Bid Comparison

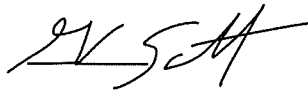
Rutland Middle School Project

TruexCullins

9.2.26

Category	Russell		Naylor		Stewart		DEW	
Preconstruction	\$	15,000	\$	20,558	\$	12,500	\$	15,000
CM Fee		3.75%		3.22%		4.50%		5.50%
General Conditions per Week	\$	6,790	\$	8,886	\$	8,500	\$	13,515
Change Order Markup		3.75%		10.22%		7.00%		10.00%
Calculation	Russell		Naylor					
Preconstruction	\$	15,000	\$	20,558	\$	12,500	\$	15,000
CM Fee x \$3,300,000	\$	123,750	\$	106,260	\$	148,500	\$	181,500
GC x 32 weeks	\$	217,280	\$	284,352	\$	272,000	\$	432,480
Change Order x \$100,000	\$	3,750	\$	10,220	\$	7,000	\$	10,000
	\$	359,780	\$	421,390	\$	440,000	\$	638,980

Respectfully submitted,

Glenn Scott
T. Plemenos

cc: B. McKeen, T. Plemenos, T. Smith



BOARD OF SCHOOL COMMISSIONERS
MERGER STUDY COMMITTEE REPRESENTATIVE CHARGE
September 8, 2026

This Charge is issued by the Rutland City School Board under its Policy Governance framework. It defines the results our representative is responsible for protecting, the boundaries that may not be crossed without prior board approval, and how the board and representative stay accountable to each other through the Act 170 merger study process (regional committee work beginning October 2026; district vote anticipated Town Meeting Day, March 2028).

Representative(s):

Regional merger committee/group: *Regional Merger Committee*

Charge adopted by the board: *September 8, 2026*

1. WHAT THIS CHARGE PROTECTS — OUR ENDS

Our representative's core job is to keep every option on the table accountable to the Ends this board has already adopted for students in Rutland City Public Schools, specifically:

- *All students have equitable access to high-quality K-12 grade education*
- *Academic excellence and student well-being are the first priorities*
-

If a proposed structure cannot be shown to protect these Ends at least as well as our current structure, that is grounds to say so at the table — not grounds to unilaterally reject or endorse a plan. Say so, and bring it back to the board.

2. FISCAL CONTROL — WHAT “PROTECT FISCAL CONTROL” MEANS IN PRACTICE (add district-specific fiscal non-negotiables, e.g., tax-rate impact thresholds, facility investment protections)

- *Understand the financial impact of any structural decision on the local communities and on educational equity*
- *Debt issues in a merger are figured out without unduly harming other towns*
- *Any projected savings claims are treated as estimates to be verified, not commitments to be repeated as fact.*
-

3. BRIGHT LINES — BRING THESE BACK TO THE FULL BOARD FIRST

Our representative may discuss, question, and explore all of the following at the committee table. They may not agree to, sign onto, or represent as the district's position anything that touches:

- *Equitable access to quality programs and services for all students*
- *Proportional representation of the new governance structure*
- *Financial implications are reasonable and equitable*
- *Budget authority, taxation, or debt structure changes*
- *Curriculum, program, or staffing commitments*
- *Any timeline commitment that binds the district ahead of a board or voter decision*
-

4. WHAT OUR REPRESENTATIVE IS FREE TO DO

- Ask hard questions, raise concerns, and advocate for Rutland City's interests and values at every meeting.
- Share factual information about our district (enrollment, programs, finances) as provided by the Superintendent's office.
- Flag issues, trade-offs, and emerging options for full board discussion — early and often, not only at milestones.
-

5. REPORTING BACK TO THE BOARD

- Report at every regular board meeting on what was discussed and any issues touching Section 3.
- Bring drafts, proposals, or facilitator recommendations to the board before any committee votes to endorse them, whenever the timeline allows.
- Flag immediately — outside the regular reporting rhythm — anything that appears to conflict with Sections 1 or 2.
-

6. THE BOARD'S COMMITMENT TO OUR REPRESENTATIVE

- Timely feedback: the board will respond to questions or requests for direction within 5 business days.
 - Cover, not blame: a representative who raises hard questions or holds a bright line as charged is doing the job right — the board will back that, publicly if needed.
 - Support: Superintendent's office will provide the requested district data and materials in advance of committee meetings.
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-

Board Chair, on behalf of the Rutland City School Board:

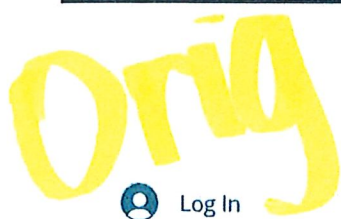
Signature: _____ Date: _____

Representative(s) (acknowledging this Charge):

Signature: _____ Date: _____

Signature: _____ Date: _____

A Policy Governance document. Reviewed at each major Act 170 milestone; amendable by board action at any time.



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VSBA/VSA Annual Conference

October 29Board Officer/Superintendent
Training & Banquet**October 30**

Annual Conference



Leading Through Change:
Clarity, Courage, and Community

Doubletree by Hilton | Burlington, VT

[Register](#)[Agenda](#)[Pre-Conference Workshop](#)[Keynote](#)[Leadership Learning](#)[Sponsors / Workshops](#)

Join us in Burlington for the Annual VSBA/VSA Conference where the theme will be
Leading Through Change: Clarity, Courage, and Community.

Vermont's school boards and superintendents are leading through one of the most significant periods of change in public education. As districts navigate evolving policies, financial realities, and community expectations, effective leadership requires clarity, collaboration, and a steadfast focus on students.

Join colleagues from across Vermont for learning, practical strategies, and meaningful conversation designed to strengthen governance and leadership.

Conference highlights include:

- Keynote: Matt Lehrman – From Conflict to Conversation
- Practical workshops on governance, school finance, and community engagement
- Leadership sessions on data-informed decision-making and long-range facilities planning
- Networking with school board members, superintendents, and education leaders from across Vermont

Whether you're making decisions today or planning for tomorrow, you'll leave with new ideas, practical tools, and stronger connections to help lead your district with confidence.

Thursday, October 29

2:30 - 8:00 pm

NOTE: This training is for Board Officers and Superintendents



Pre-conference Workshop:
Leading Through Change:

Friday, October 30

8:00 am - 4:00 pm



Keynote

From Conflict to Conversation

Governance Leadership in a Time of Transformation

Presenter: Matt Lehrman

This session will help board-superintendent teams assess and strengthen their working relationship — especially the communication norms, role clarity, and trust-building practices that become critical under stress. Practical and reflective; could include a short team self-assessment tool.

Banquet Dinner

President's Welcome and Remarks

Student Presentations

Leadership Learning Sessions On:

- Better Board Communication
- Budget And Finance
- Facilities Planning
- Data-Informed Decision Making
- Community Engagement

Sponsor Workshops

Evening Trivia Social

Register yourself for the Conference

SELF-REGISTER

Admins registering board members or others from their organization should log-in to their [Engagifii account](#) and click events on the left to register others for the conference or any other upcoming event.

AGENDA



Thursday, October 29, 2026

2:30 - 5:30	Pre-Conference Workshop: Leading Through Change: Governance Leadership in a Time of Transformation
5:30 - 6:30	Networking Reception
6:30 - 8:00	Banquet Dinner and Student Performances
8:00	Evening Trivia Social

Friday, October 30, 2026

7:30 - 8:45	Registration & Continental Breakfast
8:00 - 8:15	VSBIT Annual Meeting
8:15 - 8:30	VEHI Annual Meeting
8:45 - 9:30	Welcome
9:30 - 11:00	Keynote: Matt Lehrman – From Conflict to Conversation
11:00 - 11:15	Networking Break/Visit Sponsors
11:20 - 11:35	Leadership Learning Sessions (workshops) Round 1
12:40 - 1:30	Regional Lunch and Award Presentations
1:40 - 2:10	Sponsor Learning Sessions
2:15 - 3:30	Leadership Learning Sessions (workshops) Round 2
3:40 - 4:00	Closing Reflections and Sponsor Raffle

PRE-CONFERENCE WORKSHOP

Leading Through Change: Governance Leadership in a Time of Transformation

Vermont's educational leaders are balancing the responsibilities of today with significant questions about the future. As districts continue to focus on student outcomes, fiscal stewardship, and community trust, they are also being asked to navigate merger studies, regional collaboration, and broader education transformation efforts.

This interactive workshop will explore how the principles and practices of effective governance can help leaders navigate uncertainty, build trust, communicate clearly, and make sound decisions in a rapidly evolving policy environment.

Vermont law requires the chair of each school board, the chair of each supervisory union board, and the superintendent to jointly participate in at least eight hours of annual professional training (16 V.S.A. § 561(b)). Joint attendance at the VSBA/VSA Annual Conference and Pre-Conference Workshop satisfies the full eight-hour annual training requirement.

KEYNOTE

From Conflict to Conversation

What do you do when emotions are running high, opinions are deeply divided, and every option seems certain to disappoint someone? The answer is not to eliminate disagreement. The answer is to lead through it.

In this engaging and practical keynote, civic facilitator Matt Lehrman shares strategies for helping people feel heard, engaging competing perspectives, and creating productive dialogue around complex and contentious issues. You'll gain practical tools to strengthen trust, improve decision-making, and help your community move forward together.

KEYNOTE SPEAKER

Matt Lehrman



Matt Lehrman is a civic facilitator and Managing Director of Social Prosperity Partners. He helps public leaders and governing bodies navigate complexity, engage competing perspectives, and make difficult decisions in ways that strengthen trust and community. Drawing on years of experience in facilitation, public engagement, and leadership development, he works with communities across the country to turn disagreement into dialogue and shared challenges into opportunities for progress.

LEADERSHIP LEARNING SESSIONS

All workshops will be held at 11:20 am and repeated at 2:15 pm



Let's Talk: From Conflict to Conversation

Every community faces difficult conversations. Following his keynote, Matt Lehrman will facilitate a practical discussion among attendees about the challenges they face in their own communities. Together, participants will explore strategies for engaging competing perspectives, addressing contentious issues, and creating the conditions for productive dialogue. Bring a challenge you're facing, an idea you're wrestling with, or a conversation that isn't going the way you'd hoped. Chances are someone else in the room has been there too.

Presenter: Matt Lehrman, Civic Facilitator

Budget Hold 'Em: Learning to Communicate Difficult Budgeting Decisions



More information coming soon.

Presenter: [ER Strategies](#)



Better Board Decisions Start with Better Data

School boards are increasingly asked to make decisions about budgets, facilities, staffing, enrollment, and educational programming in a rapidly changing environment. But effective governance requires more than information—it requires the right information. This session will introduce participants to valuable demographic, economic, and population data resources available through the U.S. Census Bureau and Vermont State Data Center. Learn how to access and interpret data on population trends, housing, workforce demographics, enrollment pressures, and community characteristics to better understand the communities your schools serve. Participants will explore practical ways to use data to inform planning, strengthen communication with stakeholders, and support evidence-based decision-making.

Presenter: Michael Mose, Research Operations Director,
The Center for Rural Studies at UVM

Planning Schools for the Future: Facilities, Enrollment, and Community Needs



School facilities are more than buildings—they are long-term investments that shape educational opportunities, community identity, and financial sustainability. As Vermont navigates changing enrollment patterns, evolving governance structures, and emerging opportunities for school construction aid, boards are increasingly called upon to make decisions with decades-long implications. This session will explore how school boards can use enrollment trends, facility assessments, demographic data, educational programming, and long-range capital planning to make informed decisions about maintaining, modernizing, or reimagining school facilities. Participants will also receive an update on Vermont's evolving approach to school construction and facilities planning.

Presenters: John Alberghini and Sean McMannon,
Former Vermont Superintendents



From Data to Decisions: Using Evidence to Improve Student Outcomes

School boards and district leaders are increasingly asked to make difficult decisions about programs, staffing, and budgets in a rapidly changing environment. Using real examples from Maple Run School District, this session explores how districts can use data, community input, and continuous improvement to identify priorities, make strategic resource decisions, and evaluate whether investments are producing meaningful results for students. Participants will leave with practical strategies for aligning budgets with district goals and using evidence to strengthen both decision-making and community trust.

Presenters: Bill Kimball, Superintendent, Maple Run Unified School District

SPONSORS

TO: Board of School Commissioners & Superintendent Pam Reed

FROM: Bianca McKeen

DATE: September 3, 2026

RE: Policy Information

As communicated last month, the work to realign our non-Policy Governance policies continues into the fall.

With the transition to policy governance, the central office leadership team has conducted a policy audit. This audit allowed us to review all non-Policy Governance policies to ensure compliance with federal and state required policies.

After conducting an initial audit, digging deeper into current policies, and reviewing the required Vermont School Boards Association (VSBA) model policies, the following actions are presented to you as a board to help RCPS achieve stronger alignment with those policies.

Remove the following policies- action item:

- 6130 Safety of Personnel (very similar to the Alcohol and Drug Free Workplace policy- not needed)
- 7211 Truancy (move to procedure)- we have Student Attendance remaining
- 3310 Access to Public Records (move to procedure)
- 7110 Elementary and Secondary Students (not needed)
- 7534 Athletic Program Safety (move to procedure)
- 8530 Essential Early Education Programs (move to procedure)

First Reading Policies- action item:

- B4 Drug & Alcohol Testing of Transportation Employees (required and missing from the current list)
- B7 Tobacco Prohibition (required and missing from the current list)
- C8 Pupil Privacy Rights (required and missing from the current list)
- C70 Use of Restraint and Seclusion (we currently have policy 7695- but revision needed)
- D4 Title One Comparability (we currently have policy 5115- but revision needed)

Second Reading Policies- action item:

- C11 Student Freedom of Expression in School-Sponsored Media
- C13 Students Experiencing Homelessness
- D6 Class Size

All new policies or policy revisions were developed based on the VSBA model policies, state and federal laws, and the Vermont Agency of Education's Education Quality Standards.

We will continue our normal review and updates of policies through a regular cycle since policies are updated regularly by the Vermont School Boards Association, the Vermont Agency of Education (AOE), or may require revisions for other reasons.

In addition, as part of the audit, the decision was made to realign existing non-Policy Governance policy numbering to match the VSBA numbering system. Included is a chart of all current and proposed policies, along with the old and new numbering, a few minor title adjustments to match required or recommended VSBA policy names, and whether each policy is required or recommended by VSBA or a local policy, based on other factors such as audit requirements.

VSBA has 6 Policy Sections:

- A. Board Operations**
- B. Personnel**
- C. Students**
- D. Instruction**
- E. School-Community Relations**
- F. Non-Instructional Operations**

Based on my assessment, VSBA uses a numbering system in which numbers 0-19 are reserved for Required Policies, 20-29 for Recommended Policies, and 30-39 for Policies to Consider (although most have been removed from the VSBA Model Policy Manual). Therefore, RCPS is using numbers 40 and above for Local Policies, leaving space for new policies that may be developed by the Vermont School Boards Association and the Agency of Education. The one exception to this system is in the Student section, where the VSBA has a few Recommended Policies in the 70s.

Type (VSBA, Local)	Previous Number	New Number	Section	Policy Name
PG		A0	A. Board Operations	
Local	1210	A1		Rutland City Public School District Governance Policies
Local	1220	A2		Board of School Commissioners- Qualifications
				Board Vacancy
			B. Personnel	
VSBA required	6214	B1		Substitute Teachers
VSBA required	3280	B2		Volunteers
VSBA required	6140	B3		Alcohol & Drug Free Workplace
VSBA required	New Policy (1st Reading)	B4		Drug & Alcohol Testing of Transportation Employees
VSBA required	6200	B5		Employee Unlawful Harassment
VSBA required	New Policy (1st Reading)	B7		Tobacco Prohibition
VSBA required	8251	B8		Electronic Communications between Employees & Students
Required/ Local	6401	B12		Title IX Sexual Harassment Policy
VSBA recommended	6210	B20		Criminal Record Check
Local	6150	B40		Health Examinations
Local	4120	B41		Legal Defense of Administrators
Local	6131	B42		Responsible Computer, Network, & Internet Use
Local	6160	B43		Code of Ethics for All District Personnel
Local	6170	B44		Equal Employment Opportunity
			C. Students	
VSBA required	7370	C1		Education Records
VSBA required	7430	C2		Student Drugs & Alcohol (Previously Drug and Alcohol Abuse)
VSBA required	5710	C3		Transportation (Previously Transportation Program)
VSBA required	7696	C4		English Learners (Previously Limited English Proficiency Students)
VSBA required	7490	C5		Weapons in School/ Firearms (Previously Weapons in School)
VSBA required	7260	C6		Home Study Students (Previously Participation of Home Study Students)
VSBA required	7210	C7		Student Attendance (Previously Attendance)
VSBA required	New Policy (1st Reading)	C8		Pupil Privacy Rights
VSBA required	7698	C9		Local Wellness Policy (AOE-Issued)
VSBA required	7400	C10		Prevention of Harassment, Hazing & Bullying Policy (AOE-Issued)
VSBA required	7400 procedure	C10-P		Prevention of Harassment, Hazing & Bullying Procedures
VSBA required	New Policy (2nd reading)	C11		Student Freedom of Expression in School Sponsored Media
VSBA required	7401	C12		Prevention of Sexual Harassment As Prohibited by Title IX
VSBA required	New Policy (2nd reading)	C13		Students Experiencing Homelessness
VSBA required	7690	C14		Policy on Section 504 and ADA Grievance Protocol for Students and Staff
VSBA required	7410	C15		Student Conduct and Discipline
VSBA required	7415	C16		Student Use of Cell Phones (AOE Issued)
VSBA Recommended	7450	C 21		Search by School Personnel

VSBA Recommended	7510	C23	Student Athletics, Clubs, & Activities (<i>Previously Co-Curricular Activities</i>)
VSBA Recommended	7530	C24	Student Athletics Programs (<i>Previously Sports and Athletic Program</i>)
VSBA Recommended	7700	C29	District Equity Policy
Local	7440	C40	Tobacco Use
Local	7211	C41	Age of Entrance
Local	7230	C42	Non-Resident Students
Local	7250	C43	Students Seeking Admission
Local	7420	C45	Loss or Destruction of District Property
Local	7451	C46	Law Enforcement Officials
Local	7452	C47	Interrogations
Local	7453	C48	Locker Searches
Local	7610	C49	Immunization of Students
Local	7630	C50	Child Abuse
Local	7650	C51	Emancipated Minors
Local	7691	C52	Animal Policy
Local	7693	C53	Independent Educational Evaluation
Local	7697	C54	Protected Pupil Rights
Local	7698	C55	Child Nutrition and Wellness Policy
Local	7694	C56	Provision of Special Education Services to Students Enrolled in Independent Schools or Who are Home Schooled
VSBA Recommended	7695 Revised (1st reading)	C70	Use of Restraint and Seclusion (<i>Previously Policy for Restrictive Behavioral Intervention</i>)
VSBA Recommended	7611	C71	Prescription, Non-Prescription Medication and Emergency Medication
D. Instruction			
VSBA Required	7340	D1	Proficiency Based Graduation Requirements (<i>Previously RHS Graduation Requirements</i>)
VSBA Required	6131	D3	Responsible Computer Internet & Network Use
VSBA Required	5115 Revised (1st reading)	D4	Title One Comparability (<i>Previously Comparability</i>)
VSBA Required	8470	D5	Animal Dissection
VSBA Required	New Policy (2nd reading)	D6	Class Size
VSBA Required	8331	D8	Selection of Library Materials
VSBA Recommended	8110	D20	Curriculum and Courses of Study
VSBA Recommended	7680	D21	Educational Support System (<i>Previously Act 157- Educational Support Team</i>)
VSBA Recommended	8330	D23	Selection of and Access to Materials for Instruction
VSBA Recommended	8541	D24	Special Education
Local	8590	D40	Provisions of Special Education Services to Students Enrolled in Independent Schools or Who are Home Schooled
Local	8580	D41	Program Accessibility
E. School-Community Relations			
VSBA Required	7699	E1	Title 1, Part A: Parent and Family Engagement
VSBA Recommended	3260	E20	Community Use of School Facilities
Local	3221	E41	Public Complaints
Local	3270	E42	Operation of Motor-Driven Vehicles on District Property
Local	3271	E43	No Idling of Motor Vehicles on School District Property
Local	3280	E44	Volunteers

Local	3310	E45		Public Access to Records
Local	3320	E46		Confidentiality of Computerized Information
			F.	
			Non-Instructional Operations	
VSBA Required	5790	F1		Travel Reimbursement
VSBA Required	7710	F2		Policy on Nondiscriminatory Mascots and School Branding
VSBA Required	8213	F3		Options-Based Response to Violent Intruder Drills, Fire Drills and Emergency Preparedness (<i>Previously Fire and Emergency Preparedness Drills</i>)
VSBA Required	3211	F4		Access Control and Visitor Management
VSBA Required	5680	F5		Behavioral Threat Assessment Teams
VSBA Recommended	5440	F24		Prevention of Conflict of Interest in Procurement
VSBA Recommended	5671	F26		Use of Video Surveillance Cameras
Local	5210	F40		Accepting Gifts
Local	5340	F41		Borrowing of Funds
Local	5650	F42		Free/ Reduced Lunch Program
Local-Audit Required	5661	F43		Fingerprint-Based Criminal History Record Information (CHRI) Checks made for Non-Criminal Justice Purposes
Local	5711	F45		Transportation Policy
Local	5730	F46		Transportation of Students with Disabilities
Local	5750	F47		School Bus Safety Program
Local	5760	F48		Transportation of Students by Staff
Local	5771	F49		Investment and Borrowing Policy