

#1

# Chase Elementary School

40 Woodtick Road Waterbury, CT 06705

## Waterbury Board of Education Report September 10, 2015

Matthew Calabrese, Principal

Gina Calabrese, Interim Principal

Lori Kramarz, Supervising Vice Principal

Maria Zillo, Supervising Vice Principal



**CHASE CHEETAHS ARE RESPECTFUL, RESPONSIBLE, CARING, AND SAFE**

# SCHOOL LEADERSHIP and PROFILE



**Matthew  
Calabrese,  
Principal**

## STUDENT POPULATION

Total # of Students: 790  
Total # of ELL/Bilingual: 174



**Lori Kramarz,  
SVP**



**Maria Zillo,  
SVP**

Supervising Vice Principals

## SCHOOL PROFILE

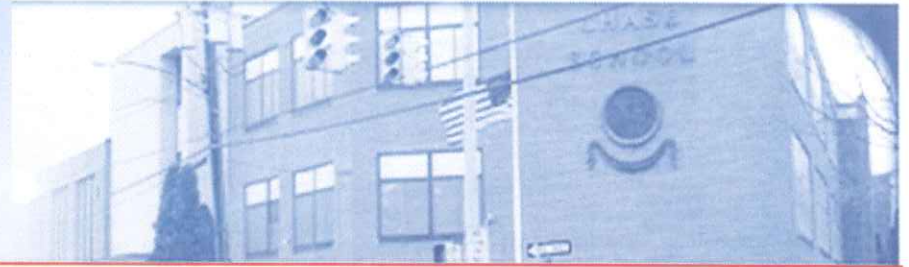
- ❖ Classroom Teachers 34
- ❖ Para-Professionals 9
- ❖ Specialists 21
- ❖ Special Education 7
- ❖ Student Teacher Ratio 23.2

- ❖ 34 Classrooms – K thru 5
- ❖ 4 Bilingual (Spanish) Classes – (1) Kindergarten, (2) First Grade, and (1) Second Grade; 3<sup>rd</sup>, 4<sup>th</sup>, and 5<sup>th</sup> grade bilingual use the inclusion model

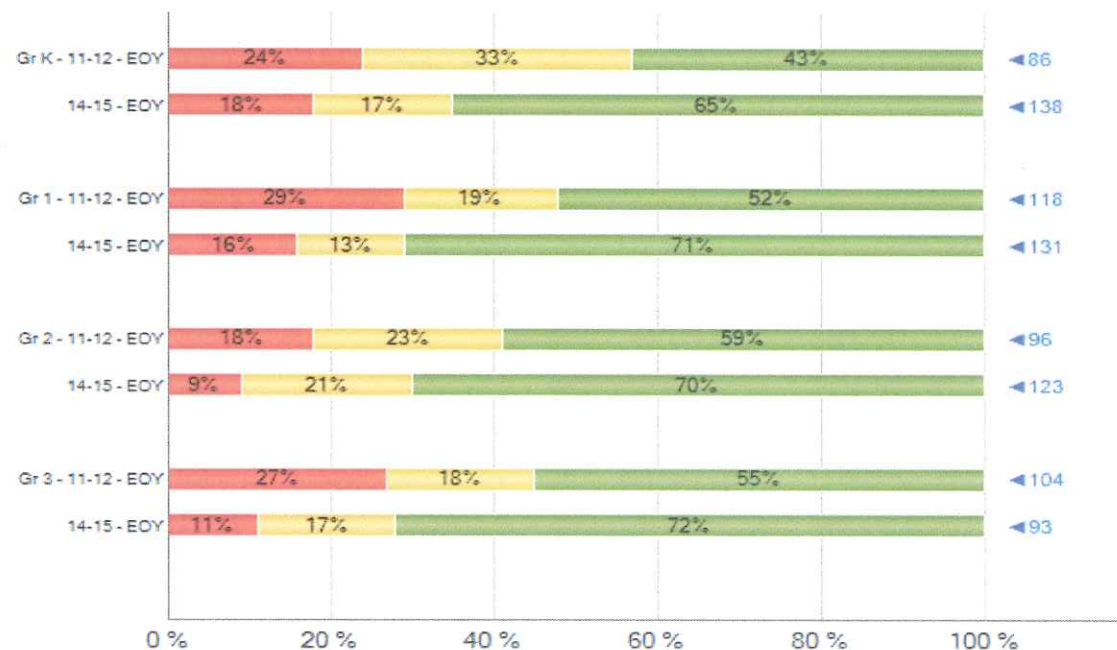




# H.S. Chase ELA Data



## ELA mClass Trend Data for grade K-3 2011-2015



# H.S. Chase Math Data



2014- 2015 - 71% of Chase students met the criteria for growth on Connecticut Core Standards aligned district assessments

## **Goals:**

- Improve students' abilities to persevere in solving complex tasks and provide evidence of their mathematical thinking.
- Improve math scores by adding additional Math CPTs

## **Coaching Cycle:**

- Provide teachers with modeled/coached instruction that includes planning for appropriate grade level rigor and reflecting on instructional practice.
- Provide teachers with Professional Development on newly implemented programs, problem solving lesson models, the Connecticut Core Standards, and instructional strategies.
- Assist with ongoing support and data collection.

## **Exemplars:**

- New resource used to integrate performance-based tasks and instruction in the classroom.
- Helps students continue to develop the critical thinking skills and the stamina needed to solve extended real world problems.

## **Math Intervention**

- Math intervention will be based on 3 diagnostic tests.
- Provides 3-5 teachers with instructional groupings and lessons which will assist with intervention and support within the class
- Math small groups 3x per week have been added to 2015-16 schedule





# SCHOOL GOVERNANCE



## Administrators

- Matthew Calabrese
- Maria Zillo
- Lori Kramarz

## Parents

- Jeana Ciarello and Maria Crocco-Fagan co-chairs
- Laura Thurston
- Doris Doucette

## Teachers

- Judith Baranowski School Psychologist
- Melissa Howles— Grade 5 teacher
- Maureen Wilson—Reading teacher
- Sonia Selenica— Bilingual Albanian teacher

## Community Members

- Salim Noujaim-State Representative
- Jennifer Putteti – Assistant to Lt. Governor Wyman

\* Elections being held in September to fill empty spots

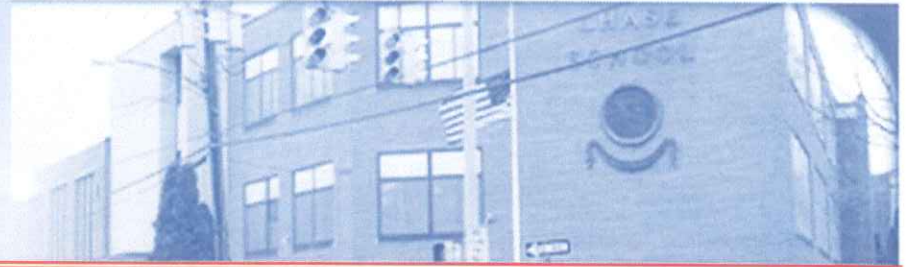
## Areas of Focus for 2015-2016

- Elect new members to complete our Board (elections being held 9-30-15)
- CCSS- Informational Workshops for Parents
- Assistance with attendance
- Review and revising school compact





# Safety Enhancements



## SAFETY COMMITTEE

This committee is comprised of teachers, custodians, nurses, and administrators whose main goal is to keep the community of H.S. Chase School a safe and healthy educational environment.

### CURRENT INITIATIVES BY TEAM

- Revision of Exit Plans for Classrooms with Primary and Alternate Routes.
- Updating of Safety Protocols Per Grade Level and Classroom Safety Bags (Supplies).
- Continuous Practice According to State/Local Mandates in Regards to Fire Drills and Lockdowns. Drills are Observed and Data is Collected and Analyzed.
- Updating Communication Protocols Building-Wide for Emergency Situations.

### RECENT SAFETY UPDATES

- Awaiting staff ID badges and entrance key pads
- Future updates to be made to align with District Wide Protocols







# Parent Liaison

Mrs. Doreen Currier



**Chase School Parent Liaison Program increases and improve parent/family and community involvement by encouraging communication.**

- **Deliver Training** to the parent and community
- **Attend Monthly** School and Community Meetings
- **Provide Information** to parents/families in order to improve home-school communications
- **Work with the school administration** to investigate complaints from parents/ families and the community.
- **Coordinate communications** between the school and the parent /families and the community



**Parent/Student AM Greeting - Questions and Answers – Directions, Announcements, etc. Co-Facilitate Daily Tardy Process with Parents and Students**

Chase's Parent Liaison plays an active role in the day-to day functions at the school. She assists with signing-in tardy/late students, arranging meeting/appointments with staff and parents, working with parents on Progress Book, home visits with the school social worker and/or attendance councilor, and participates in PBIS, the School Safety Committee, and the School Governance Council.



Back to school ice cream social  
Works with School Governance  
3 Scholastic Book Fairs to raise merchandise for school  
Literacy Night for students, parents, and community members  
Family Movie Night  
Math fun night  
Facilitator for Dr. Seuss literacy event  
Zumba Health Night for families  
End of year parent appreciation luncheon for parent volunteers





# Positive Behavior Interventions and Support (PBIS)

Lori Kramarz, Supervising Vice Principal  
Maria Zillo, Supervising Vice Principal



## 3 Year Trend Data Report for Referrals

2012-2013	340 Referrals
2013-2014	276 Referrals
2014-2015	216 Referrals



## Features of ClassDojo

- Provides feedback to students and is fully customizable
- Teachers can keep parents in the loop with free, instant messaging
- Parents and students can review feedback from home
- ClassDojo works on any iOS/Android device or web browser
- Administrators and specialists can get involved and see student progress by asking teacher to “share” class
- ClassDojo is free for everyone
- ClassDojo uses bank-grade security at the software and network level to ensure all data is transmitted securely
- The ClassDojo Support Team quickly responds to all questions from teachers, parents, students, and administrators
- Support is available 24/7





Connecticut State Department of Education  
Addendum to Agreement for Child Nutrition Programs (ED-099)  
**Healthy Food Certification Statement**

**Section 1 – Background**

Section 10-215e of the Connecticut General Statutes directs the Connecticut State Department of Education (CSDE) to develop and publish nutrition standards (hereinafter, Connecticut Nutrition Standards) for food items offered for sale to students at school separately from reimbursable meals sold as part of the National School Lunch Program and School Breakfast Program. Section 10-215f requires that participants in the National School Lunch Program, including each local and regional board of education, regional educational service center, the Connecticut Technical High School System and the governing authority for each state charter school, interdistrict magnet school and endowed academy, must certify each year in its annual application to the CSDE whether all food items made available for sale to students will meet the Connecticut Nutrition Standards. Section 10-215b further provides additional funding to National School Lunch Program participants who annually certify compliance with the Connecticut Nutrition Standards.

**Section 2 – Certification Statement**

► ***Must be completed by all Connecticut public school districts that participate in the National School Lunch Program.***

On behalf of the Waterbury Public Schools and  
(Name of the Board of Education or Governing Authority)

pursuant to Section 10-215f of the Connecticut General Statutes, I hereby certify that all food items offered for sale to students in the school(s) under our jurisdiction, and not exempted from the Connecticut Nutrition Standards published by the Connecticut State Department of Education, (select appropriate box)

☒ **will** (must complete Sections 3 and 4 on page 2)

☐ **will not** (sign below and return form)

meet said standards during the period of **July 1, 2015 through June 30, 2016**. Such certification shall include all food offered for sale to students separately from reimbursable meals at all times and from all sources, including but not limited to, school stores, vending machines, school cafeterias, and any fundraising activities on school premises, whether or not school sponsored.

**Local or Regional Board of Education or  
Governing Authority**

Signature: \_\_\_\_\_

(Signature of the Authorized Representative)

Kathleen Ouellette

(Printed Name of the Authorized Representative)

Superintendent of Schools

Title (Superintendent of Schools, President or Chairperson of the Board)

\_\_\_\_\_  
Date of Authorization

### Section 3 – Exemption Statement

► *To be completed only by districts opting for the healthy food certification, i.e., those districts that checked “will” in Section 2.*

Pursuant to Section 10-215f of the Connecticut General Statutes, I hereby acknowledge that the board of education or governing authority, (select appropriate box)

☒ will

☐ will not

exclude from certification food items that do not meet the Connecticut Nutrition Standards, provided that (1) such food is sold in connection with an event occurring after the end of the regular school day or on the weekend, (2) such sale is at the location of the event, and (3) such food is not sold from a vending machine or school store.

### Section 4 – Amendment to Agreement for Child Nutrition Programs (ED-099)

► *To be completed only by districts opting for the healthy food certification, i.e., those districts that checked “will” in Section 2.*

Pursuant to Section 10-215f of the Connecticut General Statutes, the Agreement for Child Nutrition Programs (ED-099) with

**Kathleen Ouellette**

*(Name of the Board of Education or Governing Authority)*

is hereby amended to include the above certification statement of compliance with the Connecticut Nutrition Standards and application for funding related to those standards. This addendum covers the period from **July 1, 2015 through June 30, 2016.**

#### Local or Regional Board of Education or Governing Authority

Signature: \_\_\_\_\_

*(Signature of the Authorized Representative)*

**Kathleen Ouellette**

*(Printed Name of the Authorized Representative)*

**Superintendent of Schools**

*Title (Superintendent of Schools, President or Chairperson of the Board)*

*Date of Authorization*

#### FOR STATE USE ONLY • DO NOT SIGN BELOW THIS LINE

Connecticut State Department of Education

Signature: \_\_\_\_\_

*(Signature of State Agency Representative)*

**Kathy Demsey**

*(Printed Name of State Agency Representative)*

**Chief Financial Officer**

*Title*

*Date*

*The State of Connecticut Department of Education is committed to a policy of equal opportunity/affirmative action for all qualified persons. The Department of Education does not discriminate in any employment practice, education program, or educational activity on the basis of race, color, religious creed, sex, age, national origin, ancestry, marital status, sexual orientation, gender identity or expression, disability (including, but not limited to, intellectual disability, past or present history of mental disorder, physical disability or learning disability), genetic information, or any other basis prohibited by Connecticut state and/or federal nondiscrimination laws. The Department of Education does not unlawfully discriminate in employment and licensing against qualified persons with a prior criminal conviction. Inquiries regarding the Department of Education's nondiscrimination policies should be directed to: Levy Gillespie, Equal Employment Opportunity Director/Americans with Disabilities Act Coordinator, State of Connecticut Department of Education, 25 Industrial Park Road, Middletown, CT 06457, 860-807-2101, Levy.Gillespie@ct.gov.*



## District Contact and Information Sheet

### for 2015-16 Healthy Food Certification

This form must be completed by all public school districts that choose to implement Healthy Food Certification (HFC) under Section 10-215f of the Connecticut General Statutes (C.G.S.). Contact information is used to generate mailing lists and e-mail groups to provide districts with important information regarding HFC implementation. Submit the completed form to the Connecticut State Department of Education (CSDE) with the district's annual HFC Statement by **July 1, 2015**.

*Please type or print clearly and provide complete contact information for items 1 through 8.*

School District: Waterbury Public Schools ED-099 Agreement Number: 15100

#### 1. DISTRICT CONTACT PERSON FOR HEALTHY FOOD CERTIFICATION\*

Name: Linda Franzese Title: Food Service Director  
E-mail: LFranzese@waterbury.k12.ct.us Phone: (203) 574-8210  
Mailing Address: 62 Harper Avenue  
City: Waterbury State: CT Zip Code: 06705

\* The **district contact person** is the point person identified by the district for coordinating the implementation and monitoring of HFC under C.G.S. Section 10-215f. This person will field questions, organize trainings and contact the CSDE for assistance when necessary. The district may consider using the team leader for School Wellness Policy in this capacity. For more information, see *Responsibilities of District Contact Person for Healthy Food Certification*.

#### 2. DISTRICT SUPERINTENDENT

Name: Dr. Kathleen Ouellette Title: Superintendent of Schools  
E-mail: KOuellette@waterbury.k12.ct.us Phone: (203) 574-8000  
Mailing Address: 236 Grand Street  
City: Waterbury State: CT Zip Code: 06702

#### 3. DISTRICT SCHOOL FOOD SERVICE DIRECTOR

Name: Linda Franzese Title: Food Service Director  
E-mail: Lfranzese@waterbury.k12.ct.us Phone: (203) 574-8210  
Mailing Address: 62 Harper Avenue  
City: Waterbury State: CT Zip Code: 06705

#### 4. DISTRICT BUSINESS MANAGER

Name: Doreen Biolo Title: School Business Administrator  
E-mail: DBiolo@waterbury.k12.ct.us Phone: (203) 574-8280  
Mailing Address: 236 Grand Street  
City: Waterbury State: CT Zip Code: 06702

◀ Continued on Next Page ▶

## District Contact and Information Sheet, continued

5. Does your school district provide lunches through a CSDE-approved **interschool agreement** to another **PUBLIC** school outside of your school district, e.g., another public school district, charter school, interdistrict magnet school or endowed academy?

☒ No    ☐ Yes ► *List only **PUBLIC** school(s) that have indicated on the interschool agreement that they will comply with HFC under C.G.S. Section 10-215f. Provide **complete contact information for each school**. Attach additional pages as necessary.*

*Do not include agreements with private schools.*

Name of School	Address	Town	State	Zip	Contact Person
					Name: _____
					Title: _____
					E-mail: _____
					Phone: (    )    -
					Name: _____
					Title: _____
					E-mail: _____
					Phone: (    )    -

6. For each entity listed in Question 5 above, does your school district have an approved Interschool Agreement\*\* on file with the CSDE?

☐ No    ☐ Yes

\*\* Lunches served at recipient schools are only included in the sponsoring district's total lunches for HFC funding if 1) the recipient school certifies on the CSDE interschool agreement that they will comply with HFC; and 2) the CSDE receives the 2015-16 interschool agreement by **July 1, 2015**. For a sample interschool agreement, see the CSDE Forms for School Nutrition Programs Web page.

7. Does your school district operate a **school store** or similar school-based enterprise that sells food or beverages to students?

☒ No    ☐ Yes ► *Provide the **contact information for the person responsible for the school store**, e.g., teacher advisor.*

Name of School \_\_\_\_\_

Store Contact: \_\_\_\_\_ Title: \_\_\_\_\_

E-mail: \_\_\_\_\_ Phone: (    )    -

Mailing Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip Code: \_\_\_\_\_

8. Does your school district operate a **culinary arts program** that sells food or beverages to students?

☒ No    ☐ Yes ► *Provide the **contact information for the person responsible for the culinary program**.*

Name of Culinary \_\_\_\_\_

Arts Contact: \_\_\_\_\_ Title: \_\_\_\_\_

E-mail: \_\_\_\_\_ Phone: (    )    -

Mailing Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip Code: \_\_\_\_\_





# John F. Kennedy High School

422 Highland Avenue Waterbury, CT 06708 (203) 574-8150 FAX (203) 574-8154

#3  
handout

Robert A. Johnston  
*Principal*

Matthew Gwiazdoski ♦ Rosalyn Glass ♦ Peter McCasland  
*Assistant Principals*

September 10, 2015

To Whom It May Concern:

As Athletic Director of Kennedy High School, I feel the proposal for increased Athletic Trainer services at the high school level is vital to support the increased safety measures mandated by the State Legislators and the CIAC. In light of the Concussion and Cardiac Arrest Awareness campaigns and the CIAC RIO (Reporting Information Online) mandate for all schools, increased Athletic Trainer services are much needed. Trainers are supposed to use this online injury surveillance system to monitor injuries for all sports, but especially football. That extra duty will fall to coaches and AD's without more trainer coverage at practices. Waterbury is one of the few districts that does not have a trainer available after school for more than the 2 hours per week we had last year. Though a trainer was provided for girls and boys basketball games, many injuries occur during the practice hours for all sports. It would be very beneficial to all involved to be able to use a trainer with increased hours where best suited as determined by coaches and Athletic Directors.

Thank you.

David J. Rossi

J. F. Kennedy Athletic Director



# Crosby High School

**Jade L. Gopie**  
Principal

Vincent J. Balsamo  
Assistant Principal

Joanna Crudele  
Assistant Principal

Cathleen Newmark  
Assistant Principal

*We, the members of the  
Crosby High School  
Community, are committed to  
providing a safe and  
welcoming environment that  
promotes a creative,  
innovative and intellectually  
challenging learning  
experience to ensure that all  
students are prepared to  
become college and career  
ready in order to be productive  
members of a diverse society.*



**Home of the Bulldogs**

300 Pierpont Road  
Waterbury, CT 06705  
Phone: 203-574-8061  
Fax: 203-574-8072  
[@CrosbyBulldogs](http://www.waterbury.k12.ct.us)  
[www.facebook.com/crosbybulldogs](http://www.facebook.com/crosbybulldogs)

#3  
handout

To Whom It May Concern:

I apologize that I cannot attend the BOE workshop today due to a commitment I made to attend my daughter's open house at Terryville HS tonight. I would like to that my absence is in no way an indication of a lack of support for the initiative of hiring an Athletic Trainer. I am a huge supporter of having a trainer at our schools during our athletic seasons.

I'm in my 13th year as AD at Crosby and have seen a few attempts at trainer coverage over the years. I have found that it was:

1. Very helpful on the one day a week that the trainer was available after school, and during the varsity basketball home games
2. Although it showed a glimpse of the impact a trainer can have, it was not enough to meet the needs of the entire athletic program

We have many day-to-day needs in the Athletic Department that could be handled with a flexible 20hr/week trainer service. In the past, an injury on Mon could not be dealt with by the trainer until Friday, when his coverage was scheduled, unless the athlete went directly to the PT office in (which almost never happened). It essentially made the once per week trainer coverage ineffective for most injuries.

Over the years, it has become more and more difficult for coaches to tend to the needs of their players' injuries. Coaches are trained in basic first aid, CPR, ... but are not nearly as qualified as an Athletic Trainer to assess the magnitude of an injury and determine the best possible response to that injury. The majority of the towns in our area have trainer coverage to ensure that their kids are getting the best possible treatment for their injuries. I have seen first-hand in my home town of Plymouth what a huge impact their trainer has on the athletic program. She not only tends to the students' needs, but also helps with educating the coaches, parents, and athletes about proper nutrition, injury prevention, concussion awareness, and numerous other topics. Her coverage at home games gives the athletes the opportunity for immediate medical attention, and takes the difficult "return to play" decisions away from the coaching staff.

I hope that our kids can have those same opportunities.

Thank you,

David A. Ieronimo  
Director of Athletics & Science Dept. Chair  
Crosby High School





## WATERBURY PUBLIC SCHOOLS

### DEPARTMENT OF HEALTH AND PHYSICAL EDUCATION

*Joseph R. Gorman – Supervisor (203) 574-8051 email: [jgorman@waterbury.k12.ct.us](mailto:jgorman@waterbury.k12.ct.us)*

#3

TO: Board of Education

Date: September 4, 2015

RE: Board of Education Approval Request / Executive Summary Contract for Athletic Trainer Services between the City of Waterbury and PTSMA, Inc. dba Select Physical Therapy

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I respectfully request your approval of the above-referenced Contact in the amount of \$264,000.00 for Athletic Trainer Services between the City of Waterbury and PTSMA, Inc. dba Select Physical Therapy.

This Contract was initiated under the Invitation to Bid process (ITB # 5137). There were two (2) bidders for this project with PTSMA, Inc. dba Select Physical Therapy being the lowest responsible bidder. To the best of my knowledge, the City has not previously contracted for services with this bidder.

Select Physical Therapy will be providing athletic trainer services to student-athletes in all sports sixty (60) hours per week. That represents twenty (20) hours of services per week at Crosby, Kennedy and Wilby High Schools and responsive availability during practices and games at the discretion of the Athletic Directors.

The other bidder, Access Rehab of Waterbury, did not nearly meet the specifications of the ITB; they bid on only one portion of the bid specs – that is, exclusively for football games played at Municipal Stadium. I have attached their Bid Pricing Form for ITB #5137.

The Contract Term is for 3 years (1095 calendar days) and the project is being funded through a Department of Education General Fund account.

Attached for your review and consideration are 20 copies of the proposed Contract, a summary of the bid award and a copy of the Bid Form as submitted by PTSMA Inc., dba Select Physical Therapy.

Thank you,

Cc: Paul Guidone, Chief Financial Officer, via email w. attachments  
Gary Miller, Interim Chief Financial Officer, via email w. attachments  
Attorney Angela Juliani, via email w. attachments



**PROFESSIONAL SERVICES AGREEMENT**  
**RFP No. 5137**  
**for**  
**Athletic Trainer Services for Interscholastic Athletics**  
**Waterbury Public Schools**  
**between**  
**The City of Waterbury, Connecticut**  
**and**  
**PTSMA, Inc. dba Select Physical Therapy**

**THIS AGREEMENT**, effective on the date signed by the Mayor, is by and between the CITY OF WATERBURY, City Hall, 235 Grand Street, Waterbury, Connecticut (the "City") and PTSMA, Inc. dba Select Physical Therapy, located at 29 North Main Street, West Hartford, CT 06107, a State of duly registered domestic corporation (the "Trainer/Vendor").

**WHEREAS**, the Trainer/Vendor submitted a proposal to the City responding to **RFP No. 5137** for Athletic Trainer services for Interscholastic Athletics- Waterbury Public Schools ; and

**WHEREAS**, the City selected the Trainer/Vendor to perform services regarding **RFP No. 5137**; and

**WHEREAS**, the City desires to obtain the Trainer/Vendor's services pursuant to the terms, conditions and provisions set forth in this agreement (the "Project").

**NOW THEREFORE, THE PARTIES AGREE AND COVENANT AS FOLLOWS:**

**1. Scope of Services.** The Trainer/Vendor shall furnish all of the labor, services, equipment, materials, reports, plans, specifications, deliverables, incidentals, etc. necessary to complete the Project as specified in this agreement (also referred to herein as "Contract") and such shall be completed in a satisfactory manner, as reasonably determined by the City. All labor, services, equipment, materials, reports, plans, specifications, deliverables, incidentals, etc. shall comply with any and all applicable Local, State and Federal laws, statutes, ordinances and regulations and with generally accepted professional standards. The Trainer/Vendor shall make such revisions or modifications to its work, at its own cost and expense, as the City may require in order to be deemed complete.

**1.1** The Project consists of Athletic Trainer Services for Interscholastic Athletics at Waterbury Public Schools as more particularly detailed and described in Trainer/Vendor's response to City of Waterbury Initiation to Bid No. 5137, included in **Attachment A**, attached hereto and hereby made material provisions of this Contract. **Attachment A** shall consist of the following:

- 1.1.1 City of Waterbury Invitation to Bid No. 5137 consisting of fourteen (14) pages
- 1.1.2 City of Waterbury Addenda Number 1 and 2 to Invitation to Bid No. 5137 December 3, 2014 and December 11, 2014 consisting of 2 pages
- 1.1.3 Select Physical Therapy's response to City of Waterbury Invitation to Bid No. 5137, dated, December 10, 2014 consisting of twenty-one (21) pages
- 1.1.4 Technical Specifications consisting of two (2) pages

1.2 The entirety of **Attachment A** plus this executed instrument are together deemed the Contract Documents (hereinafter collectively referred to as "Contract Documents"). The City's record copy of the Contract Documents shall control and shall be effective and binding on the Trainer/Vendor. In the event that any provision in the Contract Documents conflict with any other provision therein, the provision in the component part of the Contract Document first enumerated below shall govern over any other component part which follows it numerically:

- 1.2.1 Contract consisting of twenty-five (25) pages
- 1.2.2 City of Waterbury Invitation to Bid No. 5137 consisting of fourteen (14) pages
- 1.2.3 Select Physical Therapy's response to City of Waterbury Invitation to Bid No. 5137, dated, December 10, 2014 consisting of twenty-one (21) pages
- 1.2.4 Technical Specifications consisting of two (2) pages

**2. Trainer/Vendor Representations Regarding Qualification and Accreditation.** The Trainer/Vendor represents that, to the extent required by law, its employees are licensed to perform the scope of work set forth in this Contract. The Trainer/Vendor further represents that its employees have the requisite skill, expertise and knowledge necessary to perform the scope of work required under the terms of this Contract, including any supplementary work and the City relies upon these.

**2.1 Representations regarding Personnel.** The Trainer/Vendor represents that it has, or will secure at its own expense, all personnel required to perform the services under this Contract. Such personnel shall not be employees of or have any contractual relationship with the City, unless use of City employees or of personnel having a contractual relationship with the City is approved by the City in writing. As set forth above, all the services required hereunder shall be performed by the Trainer/Vendor under its supervision and all personnel engaged in the work shall be fully qualified and shall be authorized or permitted under state or local law to perform such services.

**2.2 Representations regarding Qualifications.** The Trainer/Vendor hereby represents that, to the extent required by Federal, State and Local statutes,

regulations, codes, ordinances, and policies, that the Trainer/Vendor and/or its employees be licensed, certified, registered, or otherwise qualified, the Trainer/Vendor and all employees providing services under this Contract, are in full compliance with those statutes, regulations and ordinances. Upon City request, the Trainer/Vendor shall provide to the City a copy of the Trainer/Vendor's licenses, certifications, registrations, etc.

**3. Responsibilities of the Trainer/Vendor.** All data, information, etc. given by the City to the Trainer/Vendor and/or created by the Trainer/Vendor shall be treated by the Trainer/Vendor as proprietary to the City and confidential unless the City agrees in writing to the contrary and shall be used solely for the purposes of providing services under this Contract. The Trainer/Vendor agrees to forever hold in confidence all files, records, documents and other information which may come into the Contractor's possession during the term of this Contract, except where a disclosure is expressly stated as a requirement of this Contract. Notwithstanding the foregoing, where a Trainer/Vendor disclosure is required to comply with statute, regulation, or court order, the Trainer/Vendor shall provide prior advance written notice to the City of the need for such disclosure. The Trainer/Vendor agrees to properly implement the services required in the manner herein provided.

**3.1 Use of City Property.** To the extent the Trainer/Vendor is required to be on City property to render its services hereunder, the Trainer/Vendor shall have access to such areas of City property as the City and the Trainer/Vendor agree are necessary for the performance of the Trainer/Vendor's services under this Contract (the "Site" or the "Premises") and at such times as the City and the Trainer/Vendor may mutually agree. Trainer/Vendor shall perform all work in full compliance with Local, State and Federal health and safety regulations. All work hereunder shall be performed in a safe manner. Trainer/Vendor shall immediately correct any dangerous condition caused by or resulting from its work. If it fails to correct, or to act diligently to correct, any condition which City reasonably believes to be a hazard to persons or property, then immediately upon oral or written notice to any supervisory or similar personnel of Trainer/Vendor, City may, but shall not be required to, correct same at Trainer/Vendor's expense. City shall confirm in writing any oral notice given within five (5) business days thereafter.

**3.2 Working Hours.** To the extent the Trainer/Vendor is required to be on City property to render its services hereunder, the Trainer/Vendor shall coordinate its schedule so that work on the Premises is performed during those hours the City sets forth in a written notice to the Trainer/Vendor, unless written permission is obtained from the City to work during other times. This condition shall not excuse Trainer/Vendor from timely performance under the Contract. The work schedule must be agreed upon by the City and the Trainer/Vendor.

**3.3 Cleaning Up.** To the extent the Trainer/Vendor is required to be on City property to render its services hereunder, the Trainer/Vendor shall at all times keep the Premises free from accumulation of waste materials or rubbish caused by Trainer/Vendor, its employees or subcontractors, and at the completion of the work



shall remove all rubbish from and about the Project and all tools, scaffolding and surplus materials and shall leave the Premises "broom clean" or its equivalent, unless more exactly specified. In case of dispute, the City may remove the rubbish and charge the cost to the Trainer/Vendor.

**3.4 Publicity.** Trainer/Vendor agrees not to deliberately disclose the fact that the City has entered into or terminated this Contract or disclose any of the terms of the Contract or use the City's name in connection with any publicity, unless the City gives prior written consent to such use of the City's name in each instance.

**3.5 Standard of Performance.** All workmanship, services, materials or equipment, either at the Premises or intended for it, shall conform in all respects with the requirements of all this Contract, and shall be the best obtainable from the crafts and trades. In all cases, the services, materials, equipment, reports, plans, specifications, deliverables, workmanship, etc. shall be equal to or better than the grade specified, and the best of their kind that is obtainable for the purpose for which they are intended. The standard of care and skill for all services performed by the Trainer/Vendor shall be that standard of care and skill ordinarily used by other members of the Trainer/Vendor's profession practicing under the same or similar conditions at the same time and in the same locality. The Trainer/Vendor's services rendered hereunder shall be rendered completely and by qualified personnel in accordance with standard industry practice.

**3.6 Trainer/Vendor's Employees.** The Trainer/Vendor shall at all times enforce strict discipline and good order among its employees, and shall not employ any unfit person or anyone not skilled in the work assigned.

**3.7 Due Diligence Obligation.** The Trainer/Vendor acknowledges its responsibilities to examine and to be thoroughly familiar with the City's proposal document, including, but not limited to the specifications, and any addenda thereto. The Trainer/Vendor hereby warrants and represents that prior to the submission of its proposal during the proposal process it reviewed or was afforded opportunity, by the City, to review all physical items, facilities, services or functions essential to the satisfactory performance of the services required ("Due Diligence") and thereby certifies that all such items facilities, services or functions are included in this Contract and thereby warrants that:

**3.7.1** it conducted or had opportunity to conduct all Due Diligence prior to the submission of its proposal and, accordingly, any additional costs, services or products resulting from the failure of the Trainer/Vendor to complete Due Diligence prior to submission of its proposal shall be borne by the Trainer/Vendor. Furthermore the Trainer/Vendor had the opportunity during the proposal process to ask questions it saw fit and to review the responses from the City;

3.7.2 its failure or omission to make investigation and verification of data shall, in no way, be cause for future claim of ignorance of such data or conditions nor shall such failure to investigate and verify be the basis for any claim whatsoever, monetary or otherwise;

3.7.3 it is solely responsible for resolving any issues resulting from the failure to conduct Due Diligence and shall assume any costs that may result during the implementation of the Project, including, but not limited to, adherence to specifications and pricing for the Project.

3.7.4 it was responsible for specifying any changes and disclosing any new costs prior to the submittal of its proposal. Thus, in the event any changes or costs are disclosed by the Trainer/Vendor, or otherwise required, during the performance of its services, the sole responsibility for any modification, delay and cost of such changes shall reside with the Trainer/Vendor.

3.7.5 has familiarized itself with the nature and extent of the Contract Documents, Work, locality, and with all local conditions and Federal, State and Local laws, ordinances, rules and regulations that in any manner may affect cost, progress or performance of the Work;

3.7.6 has given the City written notice of any conflict, error or discrepancy that the Trainer/Vendor has discovered in the Proposal Documents; and

3.7.7 agrees that the Proposal Documents are sufficient in scope and detail to indicate and convey understanding of all terms and conditions for performance of the Work.

**3.8 Reporting Requirement.** The Trainer/Vendor shall deliver periodic, written reports to the City's Using Agency setting forth (i) the issue date of the report, (ii) the time period covered by the report, (iii) a brief description of the work and services completed by the Trainer/Vendor and/or delivered by the Trainer/Vendor during the time period covered by the report, (iv) expressed as a percentage of the total work and services required under this Contract, the percentage of the total work represented by the work and services described in subsection iii above, (v) expressed as a percentage of this Contract's Section 6 total compensation, the percentage of the total compensation represented by the work and services described in subsection iii above, (vi) the Trainer/Vendor's declaration as to whether the entirety of the Trainer/Vendor's work and services required in this Contract will be, or will not be, completed within the Contract's Section 6 total compensation amount, and (vii) any and all additional useful and/or relevant information. Each report shall be signed by a designated signatory.



NOTE: the Trainer/Vendor's failure to deliver any report required herein shall be deemed a material breach of this Contract, the City hereby reserving the right to exercise all available legal remedy(ies) to address said breach.

**4. Responsibilities of the City.** Upon the City's receipt of Trainer/Vendor's written request, the City will provide the Trainer/Vendor with all documents, data and other materials the City agrees are necessary and appropriate to the service to be performed by the Trainer/Vendor hereunder and the City will endeavor to secure, where feasible and where the City agrees it is necessary and appropriate, materials or information from other sources requested by the Trainer/Vendor for the purpose of carrying out the services under this Contract.

**5. Contract Time.** The Trainer/Vendor shall commence all work and services required under this Contract on or about July 1, 2015 and complete all work and services on or about June 30, 2018. ("Contract Time"):

**5.1 Option Periods.** Either party shall have the option to extend this Contract for up to three (3) additional one (1) year terms. Said option shall be by mutual consent of the parties.

**6. Compensation.** The City shall compensate the Trainer/Vendor for satisfactory provision of all of the goods and services set forth in this Contract as follows in this Section 6.

**6.1 Fee Schedule.** The fee payable to the Trainer/Vendor shall not exceed Two Hundred Sixty-Four Thousand Dollars and 00/100 Cents (\$264,000.00) for the initial three (3) year Contract Term and shall be in accordance with Trainer/Vendor's proposal, dated December 10, 2014, and billable at the hourly rate of Thirty Six Dollars and Sixty-Seven Cents (\$36.67) for each year for the initial three-year Contract Term.

**6.2 Limitation of Payment.** Compensation payable to the Trainer/Vendor is limited to those fees set forth in Section 6.1 above. Such compensation shall be paid by the City upon review and approval of the Trainer/Vendor's invoices for payment and review of the work, services, deliverables, etc. required in this Contract and review as may be further required by the Charter and Ordinances of the City. Trainer/Vendor's invoices shall describe the work, services, reports, plans, specifications, deliverables, etc. rendered and the compensation sought therefore in a form and with detail and clarity acceptable to the City.

**6.2.1** The Trainer/Vendor and its affiliates are hereby provided with notice that the City reserves the right, in the City's sole discretion, to offset, withhold, or otherwise reduce City payment(s) to the Trainer/Vendor in an amount equaling the sum or sums of money the Trainer/Vendor and/or its affiliates is/are, or becomes delinquent or in arrears on, regarding the Trainer/Vendor's and/or its affiliate's real and personal tax obligations to the City.

**6.3 Review of Work.** The Trainer/Vendor shall permit the City to review, at any time, all work performed under the terms of this Contract at any stage of the work. The Trainer/Vendor shall maintain or cause to be maintained all records, books or other documents relative to charges, costs, expenses, fees, alleged breaches of the Contract, settlement of claims or any other matter pertaining to the Trainer/Vendor's demand for payment. The City shall not certify fees for payment to the Trainer/Vendor until the City has determined that the Trainer/Vendor has completed the work in accordance with the requirements of this Contract.

**6.4 Proposal Costs.** All costs of the Trainer/Vendor in preparing its proposal for **RFP No. 5137** shall be solely borne by the Trainer/Vendor and are not included in the compensation to be paid by the City to the Trainer/Vendor under this Contract or any other Contract.

**6.5 Payment for Services, Materials, Employees.** The Trainer/Vendor shall be fully and solely responsible for the suitability, and compliance with the Contract, of all labor, services, equipment, materials, reports, plans, specifications, deliverables, incidentals, etc. furnished to the City under this Contract. The Trainer/Vendor shall promptly pay all employees as their pay falls due, shall pay promptly as they fall due all bills for labor, services, equipment, materials, reports, plans, specifications, deliverables, incidentals, etc., going into the work, and all bills for insurance, bonds, Worker's Compensation coverage, Federal and State Unemployment Compensation, and Social Security charges applicable to this Project. Before final payment is made, the Trainer/Vendor shall furnish a legal statement to the City that all payments required under this subparagraph have been made.

**6.6 Liens.** Neither the final payment nor any part of the retained percentage, if any, shall become due until the Trainer/Vendor, if requested by the City, shall deliver to the City a complete release of all liens arising out of this Contract, or receipts in full in lieu thereof, and, if required, in either case, an affidavit that so far as the Trainer/Vendor has knowledge or information, the releases and receipts include all the labor and material for which a lien could be filed; but the Trainer/Vendor may, if any subcontractor refuses to furnish a release or receipt in full, furnish a bond satisfactory to the City, to indemnify it against any lien. If any lien remains unsatisfied after all payments are made, the Trainer/Vendor shall refund to the City all moneys that the City may be compelled to pay in discharging such a lien, including all costs and a reasonable attorney's fee.

**7. Passing of Title and Risk of Loss.** Title to each item of equipment, material, reports, plans, specifications, supplies, services, etc. required to be delivered to the City hereunder shall pass to City upon City payment to the Trainer/Vendor for that item. Trainer/Vendor and its insurer shall assume the risk of loss or damage up to and including the date title passes, except that City shall be responsible for loss or damage caused by City's negligence.

**8. Indemnification.**



8.1 The Trainer/Vendor shall indemnify, defend, and hold harmless the City and its boards, the City's Board of Education (if applicable), commissions, agents, officials and employees from and against all claims, suits, damages, losses, judgments, costs and expenses including attorney's fees arising out of or resulting from the delivery of the labor, services, equipment, materials, reports, plans, specifications, deliverables, incidentals, etc. provided that any such claims, suits, damages, losses, judgments, costs or expenses (i) are attributable to bodily injury, sickness, disease or death, or to injury to or destruction of tangible property (other than the services itself) including the loss of use resulting there from, and (ii) are caused in whole or in part by any willful or negligent act or omission of the Trainer/Vendor, its employees, any subcontractor, anyone directly or indirectly employed by any of them or anyone for whose acts any of them may be liable, regardless of whether or not it is caused in part by a party indemnified hereunder.

8.2 In any and all claims against the City or any of its boards, agents, employees or officers by the Trainer/Vendor or any employee of the Trainer/Vendor, any subcontractor, anyone directly or indirectly employed by any of them or anyone for whose acts any of them may be liable, the indemnification obligation under Paragraph A, above, shall not be limited in any way by any limitation on the amount or type of damages, compensation or benefits payable by or for the Trainer/Vendor or any subcontractor under Worker's Compensation Acts, disability benefit acts or other employee benefit acts.

8.3 The Trainer/Vendor understands and agrees that any insurance required by this Contract, or otherwise provided by the Trainer/Vendor, shall in no way limit the responsibility to indemnify, defend, keep and hold harmless the City as provided in this Contract.

## **9. Trainer/Vendor's Insurance.**

9.1 The Trainer/Vendor shall not commence work under this Contract until all insurance required under this Section 9 has been obtained by the Trainer/Vendor and such insurance has been approved by the City. The Trainer/Vendor shall not allow any subcontractor to commence work on any subcontract until all insurance required of any such subcontractor has been so obtained and approved by the City. Insurance shall be provided by insurers that are satisfactory to the City, authorized to do business in the State of Connecticut, that have at least an "A-" Best's Rating, and are in an A.M. Best financial size category of VII or higher. The A.M. Best classifications are based on the most current A.M. Best Company ratings or an equivalent City approved rating system.

9.2 At no additional cost to the City, the Trainer/Vendor shall purchase and maintain the insurance coverages set forth below which shall protect the City from claims which may arise out of or result from the Trainer/Vendor's obligation under this Contract, whether such obligations are the Trainer/Vendor's or subcontractor or person

or entity directly or indirectly employed by said Trainer/Vendor or subcontractor, or by any person or entity for whose acts said Trainer/Vendor or subcontractor may be liable.

**9.3** Each insurance policy shall state that the insurance company shall agree to investigate and defend the insured against all claims for damages, even if groundless. If any insurance required herein is to be issued or renewed on a claims made form as opposed to an occurrence form, the retroactive date for coverage shall be no later than the commencement date of this Contract and shall provide that in the event of cancellation or non-renewal, the discovery period for insurance claims ("Tail Coverage") shall be available for at least 60 months.

**9.4** The following policies with stated limits shall be maintained, in full force and effect, at all times during which the services are to be performed by the Trainer/Vendor:

**9.4.1 General Liability Insurance:** \$1,000,000.00 per occurrence, \$2,000,000.00 aggregate.

**9.4.1.2** Providing coverage to protect the City for all damages arising out of bodily injuries, sickness to or death of all persons in any one accident or occurrence and for all damages arising out of destruction of property in any one accident or occurrence.

**9.4.2 Automobile Liability Insurance:** Not Required.

**9.4.3 Workers' Compensation:** Statutory Limits within the State of Connecticut.

**9.4.3.1** Trainer/Vendor shall comply with all State of Connecticut statutes as it relates to workers' compensation.

**9.4.4 Excess/Umbrella Liability Insurance:** Not Required.

**9.4.5 Medical Professional Liability Insurance:** \$1,000,000.00 per claim (or per occurrence, if an occurrence based policy). \$1,000,000.00 aggregate limit

**9.4.5.1** Professional liability (also known as, errors and omissions) insurance providing coverage to the Trainer/Vendor.

**9.4.6 Abuse/Molestation Liability Insurance:** \$1,000,000.00 per occurrence/\$1,000,000.00 aggregate

**9.5 Failure to Maintain Insurance:** In the event the Trainer/Vendor fails to maintain the minimum required coverage as set forth herein, the City may at its

option purchase same, and offset the Trainer/Vendor's invoices for the cost of said insurance.

**9.6 Cancellation:** The City of Waterbury shall receive written notice of cancellation from the Trainer/Vendor at least thirty (30) calendar days prior to the date of actual cancellation, regardless of the reason for such cancellation.

**9.7 Certificates of Insurance:** The Trainer/Vendor's General Liability Insurance policies shall be endorsed to add the City and its Board of Education as an additional insureds and provide a waiver of subrogation on all lines of coverage except Professional Liability. The insurance afforded the additional insured shall be primary and non-contributory insurance and the coverage and limits provided under the Trainer/Vendor's policies shall not be reduced or prorated by the existence of any other insurance applicable to any loss the additional insured may have suffered. At the time the Trainer/Vendor executes this Contract, it shall furnish to the City, subject to City approval, certificate(s) of insurance and Additional Insured Endorsement and Waiver of Subrogation Endorsement verifying the above coverages, including the naming of the City of Waterbury, as follows: **"The City of Waterbury and Board of Education are listed as additional insured on all lines of coverage except Workers Compensation and Professional Liability and include a waiver of subrogation on all lines of coverage except Professional Liability as their interests may appear"**. The City's request for proposal number must be shown on the certificate of insurance. The Trainer/Vendor must supply replacement/renewal certificates at least thirty (30) calendar days prior to the expiration of the policy(ies). Said certificates shall contain a provision that coverage afforded under the policies shall not be cancelled or reduced for any reasons unless notice of not less than thirty (30) calendar days has been mailed to the Office of Corporation Counsel, 235 Grand Street, Waterbury, CT 06702.

**9.8** Upon request, the Trainer/Vendor shall deliver to the City a copy of the Trainer/Vendor's insurance policies, endorsements, and riders.

**10. Conformance with Federal, State and Other Jurisdictional Requirements.** By executing this Contract, the Trainer/Vendor represents and warrants that, at all pertinent and relevant times to the Contract, it has been, is and will continue to be in full compliance with all applicable statutes, acts, ordinances, guidelines, resolutions, orders, judgments, decrees, injunctions, rules, and regulations of all government authorities applicable to performance by the Trainer/Vendor of services hereunder, including those having jurisdiction over its registration and licensing to perform services hereunder; including, but not limited to, the following: *EQUAL EMPLOYMENT OPPORTUNITY ACT*; *COPELAND ANTI-KICKBACK ACT*, as supplemented in the Department of Labor Regulations (29 CFR Part 3); *DAVIS-BACON ACT* as supplemented by Department of Labor Regulations (29 CFR Part 5); Section 103 and 107 of the Contract Work Hours and Safety Standards Act, as supplemented by the Department of Labor Regulations (29 CFR Part 5); the *HOUSING and COMMUNITY DEVELOPMENT ACT of 1974*, as amended; and TITLE 31 of the State of Connecticut General Statutes. All applicable sections of the City Charter and Code of Ordinances are incorporated by reference and made a part hereof.



**10.1 Permits, Laws, and Regulations.** Permits and licenses necessary for the delivery and completion of the Trainer/Vendor's work and services shall be secured in advance and paid by the Trainer/Vendor. The Trainer/Vendor shall give all notices and comply with all laws, ordinances, rules and regulations bearing on the conduct of the work and services as specified.

**10.2 Taxes-Federal, State and Local.** The City is exempt from Federal Excise and Transportation, State and Local Sales and Use Taxes, including without limitation, taxes that would otherwise be imposed upon the Trainer/Vendor for transactions required or necessitated hereunder between it and its subcontractors, suppliers, etc. The Trainer/Vendor remains liable, however, for any applicable tax obligations it incurs. Moreover, the Trainer/Vendor represents that the proposal and pricing contained in this Contract do not include the amount payable for said taxes.

**10.3 Labor and Wages.** The Trainer/Vendor and its subcontractors shall conform to the labor laws of the State of Connecticut, and all other laws, ordinances, and legal requirements affecting the work in Connecticut.

**10.3.1** The Trainer/Vendor is aware of the provisions of Title 31, §53 of the Connecticut General Statutes, latest revision (the "Act"), concerning the payment of minimum wages and other payments or contributions established by the State of Connecticut Labor Commissioner for work on public facilities. The provisions of the Act are incorporated by reference and made a part of this Contract. The Act provides that the Connecticut prevailing wage law applies to certain remodeling, refurbishing, alteration, repair and new construction. The wages paid on an hourly basis to any person performing the work of any mechanic, laborer or worker on the work herein contracted to be done and the amount of payment or contribution paid or payable on behalf of each such person to any employee welfare fund, as defined in Conn. Gen. Statute 31-53(i), shall be at a rate equal to the rate customary or prevailing for the same work in the same trade or occupation in the town in which such public works project is being constructed. Any contractor who is not obligated by agreement to make payment or contribution on behalf of such persons to any such employee welfare fund shall pay to each mechanic, laborer or worker as part of such person's wages the amount of payment or contribution for such person's classification on each pay day.

**10.3.2** The Trainer/Vendor is aware of, and shall comply with, the provisions of both the Federal Davis-Bacon Act and the Federal American Recovery and Reinvestment Act of 2009, the provisions of both acts hereby incorporated by reference and made a part of this Contract. The Federal Davis-Bacon Act provides that Federal wage rate laws apply to certain federally funded contracts. The American Recovery and Reinvestment Act ("ARRA") provides that Federal wage rate laws apply to all ARRA funded contracts regardless of the contract's dollar value.

**11. Discriminatory Practices.** In performing this Contract, the Trainer/Vendor shall not discriminate against any employee or applicant for employment, with respect to his or her hire, tenure, terms, conditions or privileges of employment, or any matter directly or indirectly related to employment, because of race, color, sex, age, religious creed, disability, national origin or ancestry, marital status, family status, prior psychiatric treatment, health care, military status or source of income or because of a handicap that is unrelated to the employee's or the applicant's ability to perform the duties of a particular job or position. Subcontracts with each subcontractor shall contain a provision requiring non-discrimination in employment as herein specified. This covenant is required pursuant to §93.04 of the Code of Ordinances of the City and any breach thereof may be regarded as a material breach of this Contract. Said provisions with subcontractors shall require conformity and compliance with all Local, State and Federal laws, rules and regulations and Executive orders pertaining to discrimination and equal opportunity requirements.

**11.1 Discrimination Because of Certain Labor Matters.** No person employed on the work covered by this Contract shall be discharged or in any way discriminated against because such person has filed any complaint or instituted or caused to be instituted any proceeding or has testified or is about to testify in any proceeding under or related to the labor standards applicable hereunder to its employer.

**11.2 Equal Opportunity.** In its execution of the performance of this Contract, the Trainer/Vendor shall not discriminate and shall comply with applicable laws prohibiting discrimination on the grounds of race, color, religion, sex, national origin or citizenship status, age or handicap. The Trainer/Vendor agrees to comply with all Local, State and Federal laws, rules and regulations and Executive orders pertaining to discrimination and equal opportunity requirements, and will require the same of all subcontractors.

**12. Termination.**

**12.1 Termination of Contract for Cause.** If, through any cause, in part or in full, not the fault of the Trainer/Vendor, the Trainer/Vendor shall fail to fulfill in a timely and proper manner its obligations under this Contract, or if the Trainer/Vendor shall violate any of the covenants, agreements, or stipulations of this Contract, the City shall thereupon have the right to terminate this Contract by giving written notice to the Trainer/Vendor of such termination and specifying the effective date thereof, at least five (5) business days before the effective date of such termination.

**12.1.1** In the event of such termination, all finished or unfinished documents, data, studies, reports, specifications, deliverables, etc. prepared by the Trainer/Vendor under this Contract shall, at the option of the City, become the City's property, and the Trainer/Vendor shall be entitled to receive just and equitable compensation for any satisfactory work completed for such.

**12.1.2** Notwithstanding the above, the Trainer/Vendor shall not be relieved of liability to the City for damages sustained by the City by virtue of any breach of this Contract by the Trainer/Vendor, and the City may withhold any payments to the Trainer/Vendor for the purpose of setoff until such time as the exact amount of damages due the City from the Trainer/Vendor is determined.

**12.2 Termination for Convenience of the City.** The City may terminate this Contract at any time for the convenience of the City, by a notice in writing from the City to the Trainer/Vendor. If this Contract is terminated by the City as provided herein, the Trainer/Vendor will be paid an amount which bears the same ratio to the total compensation as the services actually performed bear to the total services of the Trainer/Vendor covered by this Contract, less payments of compensation previously made.

**12.3 Termination for Non-Appropriation or Lack of Funding.** The Trainer/Vendor acknowledges that the City is a municipal corporation and that this Contract is subject to the appropriation of funds by the City sufficient for this Contract for each budget year in which this Contract is in effect. The Trainer/Vendor therefore agrees that the City shall have the right to terminate this Contract in whole or in part without penalty in the event sufficient funds to provide for City payment(s) under this Contract is not appropriated, not authorized or not made available pursuant to law, or such funding has been reduced pursuant to law.

**12.3.1 Effects of Non-Appropriation.** If funds to enable the City to effect continued payment under this Contract are not appropriated, authorized or otherwise made available by law, the City shall have the right to terminate this Contract without penalty at the end of the last period for which funds have been appropriated, authorized or otherwise made available by law by giving written notice of termination to the Trainer/Vendor.

**12.3.2 Effects of Reduced Levels of Funding.** If funding is reduced by law, or funds to pay the Trainer/Vendor for the agreed to level of the products, services and functions to be provided by the Trainer/Vendor under this Contract are not appropriated, authorized or otherwise made available by law, the City may, upon seven (7) calendar days written notice to the Trainer/Vendor, reduce the level of the products, services or functions in such manner and for such periods of time as the City may elect. The charges payable under this Contract shall be equitably adjusted to reflect such reduced level of products, services or functions and the parties shall be afforded the rights set forth in this Contract.

**12.3.3 No Payment for Lost Profits.** In no event shall the City be obligated to pay or otherwise compensate the Trainer/Vendor for any lost or expected future profits.

## **12.4 Rights Upon Cancellation or Termination.**

**12.4.1 Termination for Cause.** In the event the City terminates this Contract for cause, the Trainer/Vendor shall relinquish to the City any applicable interest, title and ownership including, but not limited to, perpetual use of any proprietary rights in and to the documents, data, studies, reports, specifications, deliverables, etc. provided to, in possession of, and properly invoiced and paid for by (except to the extent such invoiced amount is disputed) the City. With regard to third party products, the Trainer/Vendor shall transfer all licenses to the City which the Trainer/Vendor is permitted to transfer in accordance with the applicable third party license. The City shall have no financial obligation to compensate the Trainer/Vendor for such terminated documents, data, studies, reports, specifications, deliverables, etc. unless payment is otherwise approved by the City prior to such termination. The Trainer/Vendor shall be liable for costs incurred by the City, including but not limited to reasonable attorney fees and all court awarded fees and costs incurred in terminating this agreement in whole or in part.

**12.4.2 Termination for Lack of Funding or Convenience.** In the event of termination of this Contract by the City for lack of funding or convenience, the City shall pay the Trainer/Vendor for all documents, data, studies, reports, specifications, deliverables, etc. (including any holdbacks), installed and delivered to the City as of the Termination Date and the Trainer/Vendor shall relinquish to the City any applicable interest, title and ownership including, but not limited to perpetual use of any proprietary rights in and to said documents, data, studies, reports, specifications, deliverables, etc. in possession of and paid for by the City (except to the extent any invoiced amount is disputed). The Trainer/Vendor shall be required to exercise commercially reasonable efforts to mitigate damages. In the event of a termination for Lack of Funding or Convenience the City and the Trainer/Vendor may negotiate a mutually acceptable payment to the Trainer/Vendor for reasonable demobilization expenses. Said demobilization expenses, if any, shall be handled in accordance with the provision of this Contract pertaining to Changes in the Work.

**12.4.3 Termination by the Trainer/Vendor.** The Trainer/Vendor may, by written notice to the City, terminate this Contract if the City materially breaches, provided that the Trainer/Vendor shall give the City thirty (30) calendar days prior written notice and an opportunity to cure by the end of said thirty (30) day period. In the event of such termination, the Trainer/Vendor will be compensated by the City for work performed prior to such termination date and the Trainer/Vendor shall deliver to the City all deliverables as otherwise set forth in this Contract.

**12.4.4 Assumption of Subcontracts.** In the event of termination of this Contract, the City shall have the right to assume, at its option, any and all



subcontracts for products, services and functions provided exclusively under this Contract, and may further pursue completion of the work under this Contract by replacement contract or otherwise as the City may in its sole judgment deem expedient.

**12.4.5 Delivery of Documents.** In the event of termination of this Contract, (a) the Trainer/Vendor shall promptly deliver to the City, in a manner reasonably specified by the City, all labor, services, equipment, materials, reports, plans, specifications, deliverables, incidentals, etc. and other tangible items furnished by, or owned, leased, or licensed by, the City, and (b) the City shall pay the Trainer/Vendor for all services performed and deliverables completed and accepted (pro-rated for deliverables partially completed) prior to the effective date of the termination (except to the extent any invoice amount is disputed).

**13. Ownership of Instruments of Professional Services.** The City acknowledges the Trainer/Vendor's documents, data, studies, reports, specifications, deliverables, etc. created and to be created pursuant to this Contract, including electronic files, are Instruments of Professional Services. Nevertheless, the final Instruments of Professional Services, including, but not limited to documents, data, studies, reports, specifications, deliverables, etc. prepared for the City under this Contract shall become the property of the City upon City payment for that Instrument of Professional Services and the City reserves the right to use the Instruments of Professional Services.

**14. Force Majeure.** Trainer/Vendor shall not be held responsible for delays nor be subject to liquidated damages when such delays are caused by conditions beyond its control, including without limitation:

**14.1** Acts of God, fire, explosion, epidemic, cyclone, flood, war, strikes, revolution, civil commotion, or acts of public enemies.

**14.2** Change of law and order, proclamation, regulation, ordinance, or governmental requirement.

**14.3** Delays caused by the Trainer/Vendor's vendors, except where such delays are the result of lack of adequate coordination by the Trainer/Vendor.

Upon cessation of work for reason of force majeure delays, Trainer/Vendor shall use its best efforts to meet the schedule set forth in Section 5 of this Contract.

**15. Subcontracting.** The Trainer/Vendor shall not, without the prior written approval of the City, subcontract, in whole or in part, any of the Trainer/Vendor's services. Any subcontractor so approved shall be required to secure and maintain insurance coverage equal to or better than that required of the Trainer/Vendor and shall name the City as an additional insured party and said subcontractors shall deliver to the City a certificate of insurance evidencing such coverages. All subcontractors shall comply with all Federal, State and Local,

laws, regulations and ordinances but such requirement shall not relieve the Trainer/Vendor from its requirement that all work and services provided or required hereunder shall comply with all Federal, State and Local, laws, regulations and ordinances.

**15.1** The Trainer/Vendor shall be as fully responsible to the City for the acts and omissions of the Trainer/Vendor's subcontractors, and of persons either directly or indirectly employed by them, as it is for the acts and omissions of persons directly employed by the Trainer/Vendor.

**16. Assignability.** The Trainer/Vendor shall not assign any interest in this Contract, and shall not transfer any interest in the same (whether by assignment or novation) without the prior written approval of the City; provided, however, that claims for money due or to become due the Trainer/Vendor from the City under this Contract may be assigned to a bank, trust, company, or other financial institution, or to a Trustee in Bankruptcy, without such approval. Notice of any such assignment or transfer shall be furnished promptly to the City.

**17. Audit.** The City reserves the right to audit the Trainer/Vendor's books of account in relation to this Contract any time during the period of this Contract or at any time during the twelve month period immediately following the closing or termination of this Contract. In the event the City elects to make such an audit, the Trainer/Vendor shall immediately make available to the City all records pertaining to this Contract, including, but not limited to, payroll records, bank statements and canceled checks.

**18. Risk of Damage and Loss.** The Trainer/Vendor shall be solely responsible for causing the timely repair to and/or replacement of, City property or item(s) intended to become City property hereunder, where the need for repair or replacement was caused by the Trainer/Vendor, by someone under the care and/or control of the Trainer/Vendor, by any subcontractor of the Trainer/Vendor, or by any shipper or delivery service. The Trainer/Vendor shall be solely responsible for all costs and expenses, including but not limited to shipping, delivery, insurance, etc. associated with the foregoing repair and replacement obligation. Further, the Trainer/Vendor shall be solely responsible for securing the City's written acceptance of all completed repairs and replacements required hereunder. The City hereby retains sole discretion to determine whether a repair or a replacement is the proper remedy.

**19. Interest of Trainer/Vendor.** The Trainer/Vendor covenants that it presently has no interest and shall not acquire any interest, direct or indirect, in the project or any parcel of land therein or any other interest which would conflict in any manner or degree with the performance of its services hereunder. The Trainer/Vendor further covenants that in the performance of this Contract no person having any such interest shall be employed.

**20. Entire Agreement.** This Contract shall constitute the complete and exclusive statement of the contract between the parties as it relates to this transaction and supersedes all previous agreements and understandings, whether written or oral, relating to such subject matter. Any amendment to this Contract must be in writing and agreed to and executed by the City and the Trainer/Vendor.

**21. Independent Contractor Relationship.** The relationship between the City and the Trainer/Vendor is that of client and independent contractor. No agent, employee, or servant of the Trainer/Vendor shall be deemed to be an employee, agent or servant of the City. The Trainer/Vendor shall be solely and entirely responsible for its acts and the acts of its agents, employees, servants and subcontractors during the performance of this Contract. It is the express intention of the parties hereto, and the Trainer/Vendor hereby agrees and covenants, that it and any and all third party(ies) and subcontractor(s) retained by the Trainer/Vendor hereunder is/are not and shall not be deemed an employee of the City of Waterbury, but is/are and shall remain an independent contractor relative to the City and that nothing herein shall be interpreted or construed as creating or establishing the relationship of employer-employee between the City of Waterbury and the Trainer/Vendor or between the City of Waterbury and any third party(ies) or subcontractor(s). Thus, the Trainer/Vendor hereby covenants that it, its subcontractor(s) and third party(ies) shall not be entitled to the usual characteristics of employment, such as income tax withholding, F.I.C.A. deductions, pension or retirement privileges, Workers Compensation coverage, health benefits, etc. and that the Trainer/Vendor shall be solely and entirely responsible for its acts and the acts of its agents, employees, servants, representatives, subcontractors and third party(ies).

**22. Severability.** Whenever possible, each provision of this Contract shall be interpreted in such a manner as to be effective and valid under applicable law. If any provision of this Contract, however, is held to be prohibited or invalid under applicable law, such provision shall be deemed restated to reflect the original intentions of the parties, as nearly as possible in accordance with applicable law, and if capable of substantial performance, the remaining provisions of this Contract shall be enforced as if this Contract was entered into without an invalid provision. If the ruling and/or controlling principle of law or equity leading to the ruling is subsequently overruled, modified or amended by legislation, judicial or administrative action, then the provision(s) in question as originally set forth in this Contract shall be deemed valid and enforceable to the maximum extent permitted by the new controlling principal of law or equity.

**23. Survival.** Any provisions of this Contract that impose continuing obligations on the parties shall survive the expiration or termination of this Contract for any reason.

**24. Contract Change Orders.**

**24.1** At the sole discretion of the City, a Change Order may be issued solely by the City to modify an existing party obligation set forth in this Contract where the scope of the Change Order is:

**24.1.1** within the scope of the original Contract OR is made pursuant to a provision in the original Contract, AND

**24.1.2** the Change Order monetary cost is charged solely against those funds encumbered for and at the time the Contract was originally executed by the City, that is those funds set forth in the original Contract as a not to exceed



payment amount OR within the original Contract's contingency / allowance / reserve amount (if any is stated therein).

**24.2** Notwithstanding the foregoing subsection A, a Change Order shall not include:

**24.2.1** an upward adjustment to a Trainer/Vendor's payment claim, or

**24.2.2** a payment increase under any escalation clause set forth in the original contract, or any Change Order, or any amendment.

**24.3** That the work and/or services contemplated are necessary does not, in itself, permit a Change Order. Should the need for a Change Order arise, the request shall be reviewed, and if agreed to, approved by the City's Using Agency and any City designated representative(s). To be binding and enforceable, a Change Order shall thereafter be signed by both the Trainer/Vendor, any City designated representative(s), and a duly authorized representative of the City's Using Agency prior to the Trainer/Vendor's delivery of the services, etc. contemplated in said Change Order. All Change Orders are governed by the provisions of this Contract. Any contract change NOT fully complying with this Section 25 shall be effectuated solely by an amendment to this Contract complying with Section 38.073 of the City's "Centralized Procurement System" ordinance.

**25. Conflicts or Disputes.** This Contract represents the full and complete concurrence between the City and the Trainer/Vendor and governs all disputes between them. In the instance of a conflict or dispute over issues not specifically referenced within the Contract, the following documents shall be used as historical documents. Without regard to the order of precedence, to resolve such conflicts or disputes, the historical documents are (i) the City's aforementioned RFP and (ii) the Trainer/Vendor's proposal responding to the aforementioned RFP and are hereby fully incorporated by the foregoing reference.

**25.1 Procedure.** This procedure supersedes all statements to the contrary occurring either in proposals or other prior agreements, oral or written, and all other communications between the parties relating to this subject.

**25.2 Presumption.** This Contract or any section thereof shall not be construed against any party due to the fact that the Contract or any section thereof was drafted by such party.

**26. Disputes; Legal Proceedings; Waiver of Trial by Jury and Continued Performance.** The Trainer/Vendor agrees that it waives a trial by jury as to any and all claims, causes of action or disputes arising out of this Contract or services to be provided pursuant to this Contract. Notwithstanding any such claim, dispute or legal action, the Trainer/Vendor shall continue to perform services under this Contract in a timely manner, unless otherwise directed by the City.

**27. Binding Agreement.** The City and the Trainer/Vendor each bind themselves, and their successors, assigns and legal representatives to the other party to this Contract and to the successors, assigns and legal representatives of such other party with respect to all covenants of this Contract.

**28. Waiver.** Any waiver of the terms and conditions of this Contract by either of the parties hereto shall not be construed to be a waiver of any other term or condition of this Contract.

**29. Governing Laws.** This Contract, its terms and conditions and any claims arising there from shall be governed by the laws of the State of Connecticut.

**30. Notice.** Except as otherwise specifically prohibited in this Contract, whenever under this Contract approvals, authorizations, determinations, notices, satisfactions or waivers are required or permitted, such items shall be effective and valid only when given in writing signed by a duly authorized officer of the City's Using Agency or the Trainer/Vendor, and delivered in hand or sent by mail, postage prepaid, to the party to whom it is directed, which until changed by written notice, are as follows:

Trainer/Vendor:      Select Physical Therapy  
                             29 North Main Street  
                             West Hartford, CT 06107  
                             Attention: John Gilmour,  
                             Regional Sports Medicine Coordinator

City:                      City of Waterbury  
                             c/o Director of Health and Physical Education  
                             236 Grand Street  
                             Waterbury, CT 06702

**31. City Code of Ordinances, Ethics and Conflict of Interest Code, Provisions.**  
The Person (the term "Person" shall herein be as defined in Section 38 of the City's Code of Ordinances) supplying the documents, data, studies, reports, specifications, deliverables, etc. under this Contract shall comply with all applicable Federal, State and Municipal statutes, regulations, charters, ordinances, rules, etc. whether or not they are expressly stated in this Contract, including but not limited to the following:

**31.1** It shall be a material breach of this Contract, and, except as may be permitted by regulations or rulings of the City of Waterbury Board of Ethics it shall be a violation of the City's Code of Ordinances, for any Public Official, City Employee or Member of a Board or Commission who is participating directly or indirectly in the procurement process as set forth in the City's Code of Ordinances, including those participating in exempt transactions, to become or be the employee of any person contracting with the governmental body by whom the Official, Employee, or Board or Commission member is employed or is a member.

**31.2** It shall be a material breach of this Contract, and it shall be a violation of the City's Code of Ordinances for any Person to offer, give, or agree to give any current or former Public Official, Employee or Member of a Board or Commission, or for such current or former Public Official, Employee or Member of a Board or Commission to solicit, demand, accept or agree to accept from another Person, a gratuity or an offer of employment in connection with any: decision; approval; disapproval; recommendation; preparation of any part of a program requirement or a requisition; influencing the content of any specification or procurement standard; or rendering of advice, investigation, auditing, or in any other advisory capacity in any proceeding or application, request for ruling, determination, claim or controversy, or other particular matter, pertaining to any program requirement or a Contract or Purchase Order, or to any solicitation or proposal therefore.

**31.3** It shall be a material breach of this Contract and it shall be a violation of the City's Code of Ordinances for any payment, Gratuity, or offer of employment to be made as an inducement for the award of a subcontract or order, by or on behalf of a subcontractor, the prime Trainer/Vendor or higher tier subcontractor or any Person associated therewith, under a Contract or Purchase Order to the City.

**31.4** The value of anything transferred or received in violation of the City's Charter, Code of Ordinances, and/or regulations promulgated there under, by any Person subject to said Charter and/or Ordinances may be recovered by the City.

**31.5** Upon a showing that a subcontractor made a kickback to the City, a prime Trainer/Vendor or a higher tier subcontractor in connection with the award of a subcontract or order there under, it shall be conclusively presumed that the amount thereof was included in the price of the subcontract or order and ultimately borne by the City and will be recoverable hereunder from the recipient. In addition, said value may also be recovered from the subcontractor making such kickbacks. Recovery from one offending party shall not preclude recovery from other offending parties.

**31.6** It shall be a material breach of this Contract and it shall be a violation of the City's Code of Ordinances for a Person to be retained, or to retain a Person, to solicit or secure a contract with the City upon an agreement or understanding for a commission, percentage, brokerage, or contingent fee; and every Person, before being awarded a City contract, shall deliver to the City, on a City authored form, a representation that such Person has not retained anyone in violation of this subsection 31.6, the failure to deliver said form being a material breach of this Contract and a violation of the City's Code of Ordinances. Note, however, this subsection F shall not apply to full-time Employees who, as a condition of their employment, may be entitled to bonuses or other fees in accordance with their employment relationship.

**31.7** The Person hereby expressly represents that he/she/it has complied with those sections of the City's Code of Ordinances requiring that said Person has (i) delivered to the City an affidavit, on a City authored form, stating that the Person and its affiliates have no delinquent taxes or other financial obligations owed to the City;



(ii) filed the City authored financial disclosure statement form as set forth in the City's Code of Ordinances regarding disclosure of financial interests; (iii) delivered to the City a written acknowledgement, on a City authored form, evidencing receipt of a copy of the "Ethics and Conflict of Interest" ordinance for the City of Waterbury and hereby expressly represents that said Person is in full compliance with the entirety of said Code of Ordinances; and (iv) filed a current list of all taxable personal and real property as required by the State of Connecticut General Statutes. Any violation of this subsection G shall be deemed a material breach of this Contract and shall be a violation of the City's Code of Ordinances.

**31.8** The definitions set forth in the City's Code of Ordinances shall be the primary source for interpretation of the forgoing subsections 31.1-31.7.

**31.9** The Trainer/Vendor is hereby charged with the requirement that it shall have knowledge of, and shall fully comply with, all relevant provisions of the City's Charter and all relevant provisions of the City's Code of Ordinances, including without limitation Chapters 93, titled "Discriminatory Practices", Chapter 38 titled "Centralized Procurement System", and Chapter 39 titled "Ethics and Conflict of Interest", of said Code as may be amended from time to time.

**31.10** The Trainer/Vendor hereby acknowledges receipt of a copy of the Chapters 38 and 39 of City's Ordinance regarding Procurement, Ethics, and Conflicts of Interest and has familiarized itself with said Code and hereby agrees to adhere to said Code. The text of Chapters 38 and 39 of said Code may be obtained from the Office of the City Clerk of the City and on the internet at the City Clerk's web site: <http://www.waterburyct.org/content/9569/9605/9613/default.aspx> click link titled "The City of Waterbury Code of Ordinances *Current to 12/31/2013*". For Chapter 38, click on "Title III: Administration", then click on "Chapter 38: Centralized Procurement System". For Chapter 39, click on "Title III: Administration", Then Click On "Chapter 39: Ethics and Conflicts of Interest"].

**31.11** The Trainer/Vendor is hereby charged with the requirement that it shall have knowledge of, and shall fully comply with, the City's Ordinance Sections 34.15 through 34.99 entitled, "Ordinance Concerning the Hiring of Waterbury Residents on Certain Publicly-Funded Construction Projects" and the State of Connecticut Legislature's Special Act No. 01-1.

**31.12** Every Person who conducts business with, contracts, with or provides commodities or services to the City, is charged with notice of the extent of the powers and authority, and the limitations thereon, of the Public Officials and Employees of the City, as set forth in the charter of the City, the Code of Ordinances and any Regulations or Policies pertaining thereto. In particular, and without implying any limitation as to its applicability, it applies to all Persons who participate in the procedures pertaining to the Centralized Procurement System as set forth in Chapter 38, and the Ethics and Conflict of Interest provisions set forth in Chapter 39 of the Code of Ordinances.

**31.13 Interest of City Officials.** No member of the governing body of the City, and no other officer, employee, or agent of the City who exercises any functions or responsibilities in connection with the carrying out of the Project to which this Contract pertains shall have any personal interest, direct or indirect, in this Contract.

**31.14 Prohibition Against Contingency Fees.** The Trainer/Vendor hereby represents that it has not retained anyone to solicit or secure a contract with the City upon an agreement or understanding for a commission, percentage, brokerage or contingency fee.

**31.15 Freedom of Information Act Notice.** Pursuant to State statute, in the event the total compensation payable to the Trainer/Vendor set forth in Section 6 herein is greater than \$2,500,000.00, the City is entitled to receive a copy of any and all Trainer/Vendor records and files related to the performance of this Contract and those records and files are subject to the Freedom of Information Act ("the Act") and may be disclosed by the City pursuant to the Act.

**IN WITNESS WHEREOF**, the parties hereto execute this Contract on the dates signed below.

**WITNESSES:**

**CITY OF WATERBURY**

\_\_\_\_\_

By: \_\_\_\_\_  
Neil M. O'Leary, Mayor

\_\_\_\_\_

Date: \_\_\_\_\_

**WITNESSES:**

**PTSMA, INC. DBA SELECT PHYSICAL  
THERAPY**

\_\_\_\_\_

By: \_\_\_\_\_

Its \_\_\_\_\_

\_\_\_\_\_

Date: \_\_\_\_\_

## ATTACHMENT A

1. City of Waterbury Invitation to Bid No. 5137 consisting of fourteen (14) pages
2. City of Waterbury Addenda Number 1 and 2 to Invitation to Bid No. 5137 December 3, 2014 and December 11, 2014 consisting of 2 pages
3. Select Physical Therapy's response to City of Waterbury Invitation to Bid No. 5137, dated, December 10, 2014 consisting of twenty-one (21) pages
4. Technical Specifications consisting of two (2) pages

## **THE CITY OF WATERBURY**

### **Athletic Trainer Services for Interscholastic Athletics – Waterbury Public Schools**

#### **INVITATION TO BID 5137**

Sealed Bids for **ATHLETIC TRAINER SERVICES** will be received by the City of Waterbury at the office of the Director of Purchasing, Room 103, City Hall Building, 235 Grand Street, Waterbury, CT 06702 until **11:00 a.m. on December 12, 2014** and at that time and place will be publicly opened and read aloud. No bids will be received after **11:00 a.m.** on the day the bids are to be opened.

The Work (or Item(s) to be procured) consist(s) of: **Athletic Trainer Services.**

Bids must be enclosed in an opaque sealed envelope and plainly marked with the name of the Project Title ("**ATHLETIC TRAINER SERVICES FOR INTERSCHOLASTIC ATHLETICS – WATERBURY PUBLIC SCHOOLS**") and shall contain the name and address of the Bidder on the envelope.

**Complete instructions for filing Bids are included in the Instructions to Bidders.**

After review of the factors set forth in the Instructions to Bidders, the CITY reserves the right to reject any and all Bids, to make an award, or to decline to make an award.

Contact Rocco Orso, Director of Purchasing, at 203-574-6748 for further information.

**END OF SECTION**



**THE CITY OF WATERBURY**  
**ATHLETIC TRAINER SERVICES FOR INTERSCHOLASTIC ATHLETICS – WATERBURY**  
**PUBLIC SCHOOLS**

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## THE CITY OF WATERBURY

### ATHLETIC TRAINER SERVICES FOR INTERSCHOLASTIC ATHLETICS – WATERBURY PUBLIC SCHOOLS

#### SECTION 00100

#### INSTRUCTIONS TO BIDDERS

##### ARTICLE 1. QUALIFICATIONS OF BIDDERS

- 1.3 In evaluating Bids, CITY will consider the qualifications of only those Bidders whose Bids, among other factors, are in compliance with the requirements set forth elsewhere in the Bid Documents.

##### ARTICLE 2. COPIES OF BID DOCUMENTS

- 2.1 Complete sets of Bid Documents shall be used in preparing Bids; neither CITY nor its representative assume any responsibility for errors or misinterpretations resulting from the use of incomplete sets of Bid Documents.
- 2.2 CITY and its representative in making copies of Bid Documents available do so only for the purpose of obtaining Bids on the Work and do not confer a license or grant for any other use.

##### ARTICLE 3. EXAMINATION OF BID DOCUMENTS AND SITE

- 3.1 Before submitting a Bid, each Bidder must (a) examine the Bid Documents thoroughly, (b) familiarize itself with all Federal, State and local laws, ordinances, rules and regulations that may in any manner affect cost, progress or performance of the Work; and (c) study and carefully correlate the Bidder's observations and findings with the requirements of the Bid Documents.
- 3.2 The submission of a Bid will constitute an incontrovertible representation by the Bidder that it has complied with every requirement of this Article 3 and that the Bid Documents are sufficient in scope and detail to indicate and convey all terms and conditions necessary for the Bidder's proposed performance of the Work.

##### ARTICLE 4. INTERPRETATIONS

- 4.1 All questions about the meaning or intent of the Bid Documents must be submitted to The City of Waterbury eProcurement website **by December 3, 2014 at 2:00 pm**
- 4.2 The City will issue written clarifications or interpretations by Addenda online at the City of Waterbury eProcurement website not later than **December 5, 2014 at 2:00 pm**.
- 4.3 Each Bidder shall be responsible for determining that it has received all Addenda issued and shall acknowledge receipt of all Addenda on the Addendum Acknowledgment Form and the Bidder shall list therein all written Addenda number(s) issued by the City.

## ARTICLE 5. PRE-BID CONFERENCE {IF APPLICABLE – OTHERWISE – NOT USED}

### 5.1 NOT USED

## ARTICLE 6. BID FORM

- 6.1 Each Bid shall be submitted on the Bid Form included in Section 00300 of the Bid Documents. The Bid Form shall be removed from the Bid Documents, filled in as required below, and submitted to the City. Bidders must fill in all blank spaces on the Bid Form for Bid prices, including without limitation unit prices, extended prices and total price or the Bid will not be considered and shall be void
- 6.2 Bid Forms shall be completed in ink. The Bid price of each item on the form shall be stated in words and in figures. If unit prices are required on the Bid Form, discrepancies between unit prices and their respective total amounts will be resolved in favor of the unit prices. Discrepancies between the indicated sum of any column of figures and the correct sum thereof will be resolved in favor of the correct sum.
- 6.3 All names shall be typed or printed below the signature.
- 6.4 The name and address to which communications regarding the Bid are to be directed shall be shown.
- 6.5 **One (1) original and two (2) copies and one (1) on disc or flash drive.** Each Bid shall be submitted in a sealed opaque envelope bearing on the outside the name of Bidder, its address, and the Project Title for which the Bid is submitted. (If forwarded by mail, Bid and sealed envelope marked as described above shall be enclosed in another envelope with the notation "BID ENCLOSED" on the face and addressed as indicated in the Invitation to Bid.)

## ARTICLE 7. RECEIPT OF BIDS

- 7.1 Sealed Bids for the Work of this Project will be received at the time and place indicated in the Invitation to Bid.
- 7.2 CITY, in its sole discretion, may refuse to consider any Bid not prepared and/or not submitted in accordance with the Bid Documents.
- 7.3 Bidders are cautioned that it is the responsibility of each individual Bidder to assure that its Bid is in the possession of Rocco Orso, Director of Purchasing, or an alternate designated by him, prior to the stated time and at the place of the Bid Opening. CITY is not responsible for Bids delayed by mail and/or delivery services of any nature.

## ARTICLE 8. MODIFICATION AND WITHDRAWAL OF BIDS

- 8.1 Bids may be modified only by an appropriate document duly executed in the same manner that a Bid must be executed and delivered to the place where Bids are to be submitted prior to that time scheduled by the City for the opening of Bids.

- 8.2 A Bid may be withdrawn by the Bidder prior to the scheduled time (or City authorized postponement thereof) for the opening of Bids.
- 8.3 **Any Bid received after the time and date specified as the time for the City's opening of Bids shall not be considered. Once bids are opened by the City, no Bidder may withdraw its Bid for a period of ninety (90) days {as needed}, excluding Saturdays, Sundays and legal holidays, after the actual date of the City's opening of the Bids.**

#### ARTICLE 9. LOWEST RESPONSIBLE BIDDER

- 9.1 A contract may be awarded to the Lowest Responsible Bidder. The term "Lowest Responsible Bidder" as used herein shall mean the Bidder whose Total Bid Price is the lowest of those Bidders possessing, without limitation, the skill, ability, expertise, experience, qualifications and integrity necessary for the faithful performance of the Work, as determined by the CITY.
- 9.2 After review of these and other factors, including without limitation, responsiveness, qualifications and price, the CITY reserves the right to reject any and all Bids, to decline to make an award, to waive any and all informalities if it is in the CITY'S best interest to do so. The City reserves the right to disregard all nonconforming, nonresponsive, conditional Bids, and Bids taking exception(s) to the Bid Documents.
- 9.3 A Bid which includes, for any Item(s), a Bid Price that is abnormally low or high may be rejected in its entirety.
- 9.4 CITY reserves the right to reject the Bid of any Bidder that CITY considers not to possess the qualities set forth in Article 11.1 herein.

#### ARTICLE 10. PURCHASE ORDER ISSUANCE/AWARD AND EXECUTION OF CONTRACT

- 10.1 NOT USED
- 10.2 If a contract is to be awarded, CITY will give the Lowest Responsible Bidder a Notice of Award within ninety (90) calendar days, excluding Saturdays, Sundays, and legal holidays, after the actual date of the opening of the Bids.
- 10.3 Subsequent to a Notice of Award, if any, to the Lowest Responsible Bidder, multiple unsigned copies of a contract and all other applicable contract documents will be made available to the Lowest Responsible Bidder for its execution. Within five (5) calendar days {as needed}, excluding Saturdays, Sundays and legal holidays, thereafter, Contractor shall sign and return all copies of the contract and all other applicable contract documents, including without limitation, all required bonds and certificates of insurance to CITY. Thereafter, upon all required reviews, approvals, and CITY signature, the CITY will deliver one fully signed copy of the contract to CONTRACTOR. The CITY shall incur no obligations, contractual or otherwise, unless and until the CITY signs a contract, delivers a signed copy of the contract to the CONTRACTOR, and the CITY delivers to the CONTRACTOR a City written notice to proceed.

#### ARTICLE 11. ACCESS TO SITE



- 11.1 Representatives of the State and any local or federal agencies having an interest in the Work shall have access to the Work wherever it is in preparation or progress and the CONTRACTOR shall provide proper facilities for such access and inspection.

#### ARTICLE 12. SALES TAX

- 12.1 The goods and services to be provided under any contract or purchase order awarded pursuant to this Invitation to Bid is exempt from the sales taxes of the State of Connecticut.

#### ARTICLE 13. INSURANCE

13.1 The Contractor shall not commence Work until all insurance required in the City's contract has been obtained by the Contractor and such insurance has been reviewed and approved in writing by the City. The Contractor shall not allow any subcontractor to commence Work until all insurance required of any subcontractor in the City's contract has been obtained and reviewed and approved in writing by the City. Insurance shall be provided by insurers satisfactory to the City and authorized to do business in the State of Connecticut, and with an "A-" Best's Rating or better and at least a Class V3 or better financial size category as shown in the most current A.M. Best Company ratings.

At no additional cost to the City beyond the Bidder's Total Bid Price, the Contractor shall purchase and maintain the insurance coverages set forth below which shall protect the City from claims which may arise out of or result from the Contractor's obligation under the City's contract, whether such obligations are the Contractor's or subcontractor or person or entity directly or indirectly employed by said Contractor or subcontractor, or by any person or entity for whose acts said Contractor or subcontractor may be liable.

The Contractor's General, Automobile and Excess Liability Insurance policies shall be endorsed to add the City as an additional insured. The insurance afforded the City as an additional insured shall be primary insurance and the coverage and limits provided under the Contractor's policies shall not be reduced or prorated by the existence of any other insurance applicable to any loss the City as an additional insured may have suffered. Each insurance policy shall state that the insurance company shall agree to investigate and defend the insured against all claims for damages, even if groundless. If any insurance required herein is to be issued or renewed on a claims made form (as opposed to an occurrence form), the retroactive date for coverage shall be no later than the Contractor's date of execution of the contract and shall provide that in the event of cancellation or non-renewal of coverage, the discovery period (or extended reporting period) for insurance claims, so-called "Tail Coverage", shall be available for at least 60 months following the termination date of the contract.

The following policies with stated limits shall be maintained, in full force and effect, at all times during which the services are to be performed by the Contractor:

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#### LIMITS/TYPES MAY CHANGE DEPENDING ON SCOPE AND SIZE OF PROJECT

A. General Liability Insurance: \$1,000,000 per occurrence / \$2,000,000 Aggregate

B. Automobile Liability Insurance: Not Required

C. Workers' Compensation: Statutory Limits within the State of Connecticut

D. Excess Liability Insurance: Not Required

E. Medical Professional Liability Insurance: \$1,000,000 per Claim (or per Occurrence if an Occurrence based policy) \$1,000,000.00 aggregate limit

F. Abuse/Molestation Liability Insurance: \$1,000,000 per Occurrence / \$1,000,000 Aggregate

G. Contractors Pollution Liability Insurance: Not Applicable

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A. General Liability Insurance: Providing coverage to protect the City for all damages arising out of bodily injuries, sickness to or death of all persons in any one accident or occurrence and for all damages arising out of destruction of property in any one accident or occurrence.

B. Automobile Liability Insurance: Providing coverage to protect the City with respect to claims for damage for bodily injury and or property damage arising out of CITYship, maintenance, operation, use or loading and unloading of any owned or non-owned vehicle

C. Workers' Compensation: Contractor shall comply with all State of Connecticut statutes as it relates to workers' compensation.

D. Excess General Liability Insurance: Comprehensive general liability umbrella insurance coverage.

E. Professional Liability Insurance: Professional liability (also know as, errors and omissions) insurance providing coverage to the Contractor.

F. Abuse / Molestation Liability Insurance: Coverage to respond to allegation of abuse or molestation of a sexual nature by vendor or their employees or representatives.

G. Contractors Pollution Liability Insurance: The foregoing per occurrence coverage plus appropriate aggregate coverage depending on the size of the job covering Contractor caused pollution and/or asbestos events.

Failure to Maintain Insurance: In the event the Contractor fails to maintain the minimum required coverage as set forth herein, the City may at its option purchase same, and offset the Contractor's invoices for the cost of said insurance.

Cancellation: THE CITY OF WATERBURY SHALL RECEIVE WRITTEN NOTICE OF CANCELLATION FROM THE INSURER AT LEAST 30 CALENDAR DAYS PRIOR TO THE DATE OF ACTUAL CANCELLATION, REGARDLESS OF THE REASON FOR SUCH CANCELLATION.

Certificates of Insurance: Prior to the execution of a contract by the City, the Contractor shall furnish to the City, subject to City approval, certificate(s) of insurance verifying the above coverages, including the naming of the City of Waterbury, as follows: "The City of Waterbury

and its \_\_\_\_\_ (if applicable) are listed as additional insured as their interest may appear". The City's request for quotation or request for proposal number must be shown on the certificate of insurance to assure correct filing. The Contractor must supply replacement/renewal certificates at least 30 days prior to the expiration of the policy(ies). Said certificates shall contain a provision that coverage afforded under the policies shall not be cancelled or reduced for any reasons unless notice of than 30 calendar days has been mailed to the Office of Corporation Counsel, 235 Grand Street, Waterbury, CT. 06702.

- 13.2 CONTRACTOR'S costs for all CONTRACTOR insurance required by the contract shall be included in its Total Bid Price and shall include only the CONTRACTOR'S direct and actual costs for such insurance, without any mark-ups by either the CONTRACTOR or SUBCONTRACTORS of any tier.

#### ARTICLE 14. PURCHASE ORDER/CONTRACT TIME

- 14.1 BIDDER agrees and covenants that the Contract Time shall commence upon delivery of the CITY'S written notice to proceed, which shall occur after contract execution by both parties.

- 14.2 NOT USED

#### ARTICLE 15. BID DOCUMENTS.

- 15.1 Bid Documents shall be any and all sections, terms, conditions, forms, drawings, data, etc., listed in the Table of Contents of the Bid Documents.

#### ARTICLE 16. Federal, State and Local Employment Requirements.

- 16.1 Contractors, if applicable, shall be obligated to fully comply with the attached Hiring of Waterbury Residents on Certain Publicly- Funded Construction Projects, i.e. City of Waterbury Ordinances Chapter 34 ( " Good Jobs Ordinance " ), Federal Davis- Bacon Act, Federal American Recovery and Reinvestment Act of 2009, and the Housing and Urban Development Section 3 Clause, all as further specified in the attached City of Waterbury Contract form. Also attached hereto, is a full copy of the aforesaid City of Waterbury Ordinance, commonly referred to as the " Good Jobs Ordinance " .

**END OF SECTION**

**THE CITY OF WATERBURY**

**Athletic Trainer Services for Interscholastic Athletics – Waterbury Public Schools**

**SECTION 00300**

**ADDENDUM ACKNOWLEDGEMENT FORM**

The undersigned declares that the only persons or parties interested in this Bid as principals are as stated; that the Bid is made without any collusion with other persons, firms, or corporations; that Bidder has carefully examined all the Bid Documents; that Bidder has informed itself fully regarding all conditions pertaining to the Work and the place where it is to be performed; and that with this representation, the undersigned makes this Bid. The Bid prices shall cover all expenses incurred in performing the Work required in the Bid Documents, of which this Bid Form is a part.

The undersigned agrees and covenants that the Contract Time shall commence on delivery of the CITY'S written notice to proceed, which shall occur only after contract execution by both parties.

The undersigned acknowledges receipt of addenda numbered: (insert date)

1 _____	4 _____
2 _____	5 _____
3 _____	6 _____

In accordance with the above understanding, the undersigned proposes to perform the Work, furnish all materials and complete the Work in its entirety in the manner and under the conditions required at the prices listed as follows:

All Work for this Project shall be performed at the Bid Prices as described in the Bid Documents

Should the Bidder have any question(s) regarding the scope of work to be included within the Total Bid Prices, said question(s) shall be directed as provided in Article 4.1 of the Instructions to Bidders.

**END OF SECTION**

**THE CITY OF WATERBURY**

**Athletic Trainer Services for Interscholastic Athletics  
Waterbury Public Schools  
SECTION 00300  
BID PRICING FORM**

<b>Year</b>	<b>Description</b>	<b>Rate</b>
<b>2015 - 2016</b>	<b>Annual Bid Price Per Attached Specifications for 2015 - 2016</b>	
		<b>Cost Per Hour 2015 – 2016 \$ _____</b>
<b>2016-2017</b>	<b>Annual Bid Price Per Attached Specifications for 2016 - 2017</b>	
		<b>Cost Per Hour 2016 – 2017 \$ _____</b>
<b>2017-2018</b>	<b>Annual Bid Price Per Attached Specifications for 2017 - 2018</b>	
		<b>Cost Per Hour 2017 – 2018 \$ _____</b>

\*The parties recognize the need for, and agree to accept reasonable flexibility in weekly work schedules in order to maximize trainer presence at athletic contests and to promote overall effectiveness in meeting the needs of WPS student-athletes. This accommodation is subject, however, to the weekly twenty-hour (20 hr.) minimum requirement, and the explicit approval of the school Athletic Director. Provide athletic trainer services to student-athletes at Crosby, Kennedy and Wilby High School for a total of twenty (20) hours per week\* each, sixty (60) total per week from August 15, 2016 through June 30, 2017, inclusive.



**THIS BID IS FOR 3 YEARS. THE PARTIES RESERVE THE RIGHT TO EXTEND THE  
BID FOR THREE (3) ADDITIONAL ONE (1) YEAR TERMS BY MUTUAL  
AGREEMENT**

**ANNUAL BID PRICE** \$ \_\_\_\_\_ **PER YEAR SY 2015-16**  
**Cost Per Hour 2015 – 2016** \$ \_\_\_\_\_

**ANNUAL BID PRICE** \$ \_\_\_\_\_ **PER YEAR SY 2016-17**  
**Cost Per Hour 2016 – 2017** \$ \_\_\_\_\_

**ANNUAL BID PRICE** \$ \_\_\_\_\_ **PER YEAR SY 2017-18**  
**Cost Per Hour 2016 – 2017** \$ \_\_\_\_\_

**3 YEAR BID PRICE (TOTAL)** \$ \_\_\_\_\_ **August 2015- June 2018**

In the event of mathematically incorrect calculations of individual items or totals, the mathematically correct amount using the estimated quantities and unit prices (in words) shall govern in determining the TOTAL BID PRICE.

The undersigned also agrees that the quantities indicated are for Bid comparison purposes only and are not represented to be actual quantities for completion of the Work.

The undersigned hereby certifies under the penalties of perjury that this Bid is in all respects bona fide, fair and made without collusion or fraud with any other person. As used in this section, the work "person" shall mean any natural person, joint venture, partnership, corporation, or other business or legal entity.

\_\_\_\_\_  
Social Security Number  
or Federal Identification Number

\_\_\_\_\_  
Signature of Individual or  
Corporate Name:

\_\_\_\_\_  
Corporate Officer  
(if applicable)

Notice of acceptance should be mailed, telegraphed or delivered to the (undersigned Bidder at the following address):

(Name)

By: \_\_\_\_\_  
(Title)

\_\_\_\_\_  
(Business Address)

\_\_\_\_\_  
(City, State, Zip Code)

Date: \_\_\_\_\_

Note: If the Bidder is a corporation, indicate State of incorporation under signature, and affix corporate seal; if a partnership, give full names and residential addresses, if different from business address.

The following documents are attached to and made a condition of the Bid:

- a. Instructions to Bidders – Section 00100
- b. Addendum Acknowledgement – Section 00300
- c. Bid Form – Section 00400
- d. Technical Specifications – Section 00500

**END OF SECTION**

## **THE CITY OF WATERBURY**

### **Athletic Trainer Services for Interscholastic Athletics – Waterbury Public Schools**

#### **SECTION 00500**

#### **TECHNICAL SPECIFICATIONS**

##### **Year One:**

Provide CT certified athletic trainer services twenty hours per week\*, to student-athletes at all three comprehensive high schools (Crosby, Kennedy, Wilby\*\*) for a total of sixty (60) hours per week from August 15, 2015 through June 30, 2016, inclusive.

##### **Year Two:**

Provide CT certified athletic trainer services twenty hours per week\*, to student-athletes at all three comprehensive high schools (Crosby, Kennedy, Wilby\*\*) for a total of sixty (60) hours per week from August 15, 2016 through June 30, 2017, inclusive.

##### **Year Three:**

Provide CT certified athletic trainer services twenty hours per week\*, to student-athletes at all three comprehensive high schools (Crosby, Kennedy, Wilby\*\*) for a total of sixty (60) hours per week from August 15, 2017 through June 30, 2018, inclusive.

Any requests for additional coverage needed for unique/special events not accounted for in the previous specifications, such as multiple CIAC Tournament games coverage at the same time, Middle School Jamborees / Tournaments, etc. will be regarded as separate, billable events at the same agreed upon rate per hour by contract year throughout the terms of the three-year contract.

\*The parties recognize the need for, and agree to accept reasonable flexibility in weekly work schedules in order to maximize trainer presence at athletic contests and to promote overall effectiveness in meeting the needs of WPS student athletes. This accommodation is subject, however, to the weekly twenty-hour (20 hr.) minimum requirement, and the explicit approval of the school Athletic Director.

**\*\*The City reserves the right to request the addition of the Waterbury Career Academy High School (WCA) to receive certified athletic trainer services for student-athletes twenty hours per week from August 15 through June 30, inclusive for school year(s) TBD. The City will seek to inform the vendor of this need for expanded services months in advance, and the vendor will be given right of first refusal. In the event that the vendor cannot provide additional coverage, the City reserves the right to contract WCA separately as needed on an annual or hourly basis for the duration of the contract.**

**All athletic trainer services must be performed by appropriately certified and state licensed athletic trainers. As such, all trainers providing services must have a degree from an accredited athletic training curriculum. Accredited programs must include formal instruction in areas such as injury/illness prevention, first aid and emergency care, assessment of injury/illness, human anatomy and physiology, therapeutic modalities, and nutrition. Connecticut state certification also requires that trainers' classroom learning is enhanced through successful completion of a supervised clinical internship.**

**Athletic trainer encompasses the prevention, diagnosis, and intervention of emergency, acute, and chronic medical conditions involving impairment, functional limitations, and disabilities. Said trainer services to include, but not be limited to, providing injury management treatment and/or therapy, preventive taping/bracing/splinting, etc., strength, conditioning and nutrition counseling, assessment and/or referrals relating to sports-related injuries, safe trainer techniques, etc.**

**Contract will be structured for a thirty-six (36) month term, beginning July 1, 2015 and concluding on June 30, 2018, with the option to extend for three (3) additional one (1) year terms upon mutual consent of the parties to this agreement.**

December 10, 2014

City of Waterbury  
Director of Purchasing  
235 Grand Street  
Waterbury, CT 06702

To Whom It May Concern,

Select Physical Therapy is extremely pleased to see that Waterbury Public School's is soliciting providers for athletic training services in the Waterbury high schools. We are glad to be able to bid and potentially provide athletic training services in the future.

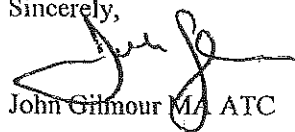
Select Physical Therapy has been providing athletic training services to high schools for over 20 years and our commitment to athletics is second to none, as we are the largest providers of athletic training services in Connecticut. As you are aware, athletic trainers are a very important part of a high school's athletic program. Select Physical Therapy has developed sports medicine programs in the majority of schools we currently serve and have built them into successful/respected programs.

Enclosed you will find Select Physical Therapy's bid for Athletic Training Services in the three Waterbury High Schools – Crosby, Kennedy and Wilby. Our bid is based on having 1 athletic trainer present at each of the three Waterbury high schools for 20 hours/week each over the course of the school year. This fee is a consistent offering throughout the three school years at \$88,000 per year for a three year total of \$264,000. If additional coverage is needed, the charge will be \$36.67 per hour per athletic trainer which is our hourly rate to Waterbury Public Schools.

It is important to note that we will provide services at each high school for 25 hours per week at no additional fee. We believe strongly that schools of this size need additional time for not only coverage but athletic training room management and administrative duties. We also believe that prevention is critical and will commit to a weekly summer condition program consisting of a total of 120 additional hours. We would also provide ImPACT baseline testing and follow up as a part of our concussion management program. This is outlined further in our proposal. With these additional services considered our total fee remains the same but our hourly rate is \$28.21 and we would cover the annual ImPACT fees of \$1,200.00.

We look forward to growing the sports medicine program at each of these schools along with Waterbury Public Schools and further developing a strong relationship within the Waterbury Community which we serve.

Sincerely,



John Gilmour MA, ATC

Regional Sports Medicine Coordinator  
Select Physical Therapy  
29 North Main Street  
West Hartford, Ct 06107  
860-561-2624 x222  
[john.gilmour@selectmedicalcorp.com](mailto:john.gilmour@selectmedicalcorp.com)

860-561-3960 W.H.T.S.



**WATERBURY HIGH SCHOOLS  
SPORTS MEDICINE  
PROPOSAL (3 Athletic Trainers)  
2015/2016**

This is a contracted service provided by Select Physical Therapy. Three (3) Certified Athletic Trainers will be present at Waterbury High Schools (Crosby, Kennedy & Wilby) for 60 hours per week for the 2015-16 school year. **Note that we are willing to offer a total of 75 hours per week, a summer conditioning program and ImPACT testing for the same fee.**

The Athletic Trainers would serve as Head Athletic Trainers at each of the Waterbury High Schools and provide all such athletic training duties, within their 60 hour work week deemed appropriate by the Athletic Director and Athletic Trainer. The duties are listed in the enclosed Part Time Athletic Trainer description. These responsibilities range from the administration of the training room to on the field coverage. The 3 ATC's would be located at each the 3 schools.

**Fall Coverage:**

August 17 – August 21 Conditioning week (based on football team schedule)  
August 22 – November 26 Fall Season Coverage  
Game Coverage of: All Home Varsity Sports along with coverage of away varsity football, and athletic training room management.

Contracted cost: 2015-16 -- \$30,000

**Winter Coverage:**

November 30 – March 11 Winter Season Coverage  
Monday – Friday Times to change to accommodate late game schedule  
Game coverage of: All Home Varsity Sports and athletic training room management.

Contracted Cost: 2015-16 -- \$30,000

**Spring Coverage:**

March 14 – June 12 Spring Season Coverage  
Game coverage of: All Home Varsity Sports and athletic training room management.

Contracted Cost: 2015-16 -- \$28,000

**Total Yearly Cost: 2015-16 -- \$88,000**

Seasonal sports medicine educational seminars are offered by Select Physical Therapy to coaches, staff and parents who are interested in learning what the role of a sports medicine professional is, and also topics related to sports medicine such as concussion/ImPACT management, emergency planning and conditioning of high school athletes.

Additional Event coverage -- If there are additional games which need to be covered such as tournaments or special events, the Athletic Director will notify the Athletic Trainer and the games will be covered at an additional fee of \$45.00 per hour per Athletic Trainer.

(\*Dates are approximate)

**WATERBURY HIGH SCHOOLS  
SPORTS MEDICINE  
PROPOSAL (3 Athletic Trainers)  
2016/2017**

This is a contracted service provided by Select Physical Therapy. Three (3) Certified Athletic Trainers will be present at Waterbury High Schools (Crosby, Kennedy & Wilby) for 60 hours per week for the 2016-17 school year. Note that we are willing to offer a total of 75 hours per week, a summer conditioning program and ImPACT testing for the same fee.

The Athletic Trainers would serve as Head Athletic Trainers at each of the Waterbury High Schools and provide all such athletic training duties, within their 75 hour work week deemed appropriate by the Athletic Director and Athletic Trainer. The duties are listed in the enclosed Part Time Athletic Trainer description. These responsibilities range from the administration of the training room to on the field coverage. The 3 ATC's would be located at each the 3 schools.

**Fall Coverage:**

August 15 – August 19 Conditioning week (based on football team schedule)  
August 20 – November 25 Fall Season Coverage  
Game Coverage of: All Home Varsity Sports along with coverage of away varsity football, and athletic training room management.

Contracted cost: 2016-17 -- \$30,000

**Winter Coverage:**

November 21 – March 11 Winter Season Coverage  
Monday – Friday Times to change to accommodate late game schedule  
Game coverage of: All Home Varsity Sports and athletic training room management.

Contracted Cost: 2016-17 -- \$30,000

**Spring Coverage:**

March 14 – June 12 Spring Season Coverage  
Game coverage of: All Home Varsity Sports and athletic training room management.

Contracted Cost: 2016-17 -- \$28,000

**Total Yearly Cost: 2016-17 -- \$88,000**

Seasonal sports medicine educational seminars are offered by Select Physical Therapy to coaches, staff and parents who are interested in learning what the role of a sports medicine professional is, and also topics related to sports medicine such as concussion/ImPACT management, emergency planning and conditioning of high school athletes.

Additional Event coverage – If there are additional games which need to be covered such as tournaments or special events, the Athletic Director will notify the Athletic Trainer and the games will be covered at an additional fee of \$45.00 per hour per Athletic Trainer.

(\*Dates are approximate)

**WATERBURY HIGH SCHOOLS  
SPORTS MEDICINE  
PROPOSAL (3 Athletic Trainers)  
2017/2018**

This is a contracted service provided by Select Physical Therapy. Three (3) Certified Athletic Trainers will be present at Waterbury High Schools (Crosby, Kennedy & Wilby) for 60 hours per week for the 2017-18 school year. **Note that we are willing to offer a total of 75 hours per week, a summer conditioning program and ImPACT testing for the same fee.**

The Athletic Trainers would serve as Head Athletic Trainers at each of the Waterbury High Schools and provide all such athletic training duties, within their 75 hour work week deemed appropriate by the Athletic Director and Athletic Trainer. The duties are listed in the enclosed Part Time Athletic Trainer description. These responsibilities range from the administration of the training room to on the field coverage. The 3 ATC's would be located at each the 3 schools.

**Fall Coverage:**

August 15 – August 2 Conditioning week (based on football team schedule)  
August 23 – November 28      Fall Season Coverage  
Game Coverage of: All Home Varsity Sports along with coverage of away varsity football, and athletic training room management.

Contracted cost:      2017-18 -- \$30,000

**Winter Coverage:**

November 24 – March 13      Winter Season Coverage  
Monday – Friday Times to change to accommodate late game schedule  
Game coverage of: All Home Varsity Sports and athletic training room management.

Contracted Cost:      2017-18 -- \$30,000

**Spring Coverage:**

March 16 – June 14      Spring Season Coverage  
Game coverage of: All Home Varsity Sports and athletic training room management.

Contracted Cost:      2017-18 -- \$28,000

**Total Yearly Cost:      2017-18 -- \$88,000**

Seasonal sports medicine educational seminars are offered by Select Physical Therapy to coaches, staff and parents who are interested in learning what the role of a sports medicine professional is, and also topics related to sports medicine such as concussion/ImPACT management, emergency planning and conditioning of high school athletes.

Additional Event coverage – If there are additional games which need to be covered such as tournaments or special events, the Athletic Director will notify the Athletic Trainer and the games will be covered at an additional fee of \$45.00 per hour per Athletic Trainer.

(\*Dates are approximate)

## SELECT PHYSICAL THERAPY ATHLETIC TRAINING SERVICES

### A typical day at Waterbury High School for our Certified Athletic Trainer:

- 2:00 PM – 2:15 PM Administrative duties (ADM)
- 2:15 PM – 3:00 PM Pre-practice & Game preparation of athletes (TR)
- 3:00 PM – 3:30 PM Injury Assessment & Treatment (TR)
- 3:30 PM – 5:00 PM On-field coverage of games & practices (OF) (Additional hours for 3 ATC)
- 5:00 PM – 6:00 PM Follow-up care & calls to parents/medical (ADM)

### Training Room Responsibilities (TR)

- Injury Assessment and recognition
- Treatment and rehabilitation that can be provided in the training room
- Injury prevention
- Communication between parents, coaches and other medical providers
- Referrals for required medical and rehabilitation
- Practice and game preparation such as taping and protective equipment
- Equipment safety (fitting, education, and maintenance instruction)

### On-field and game coverage responsibilities (OF)

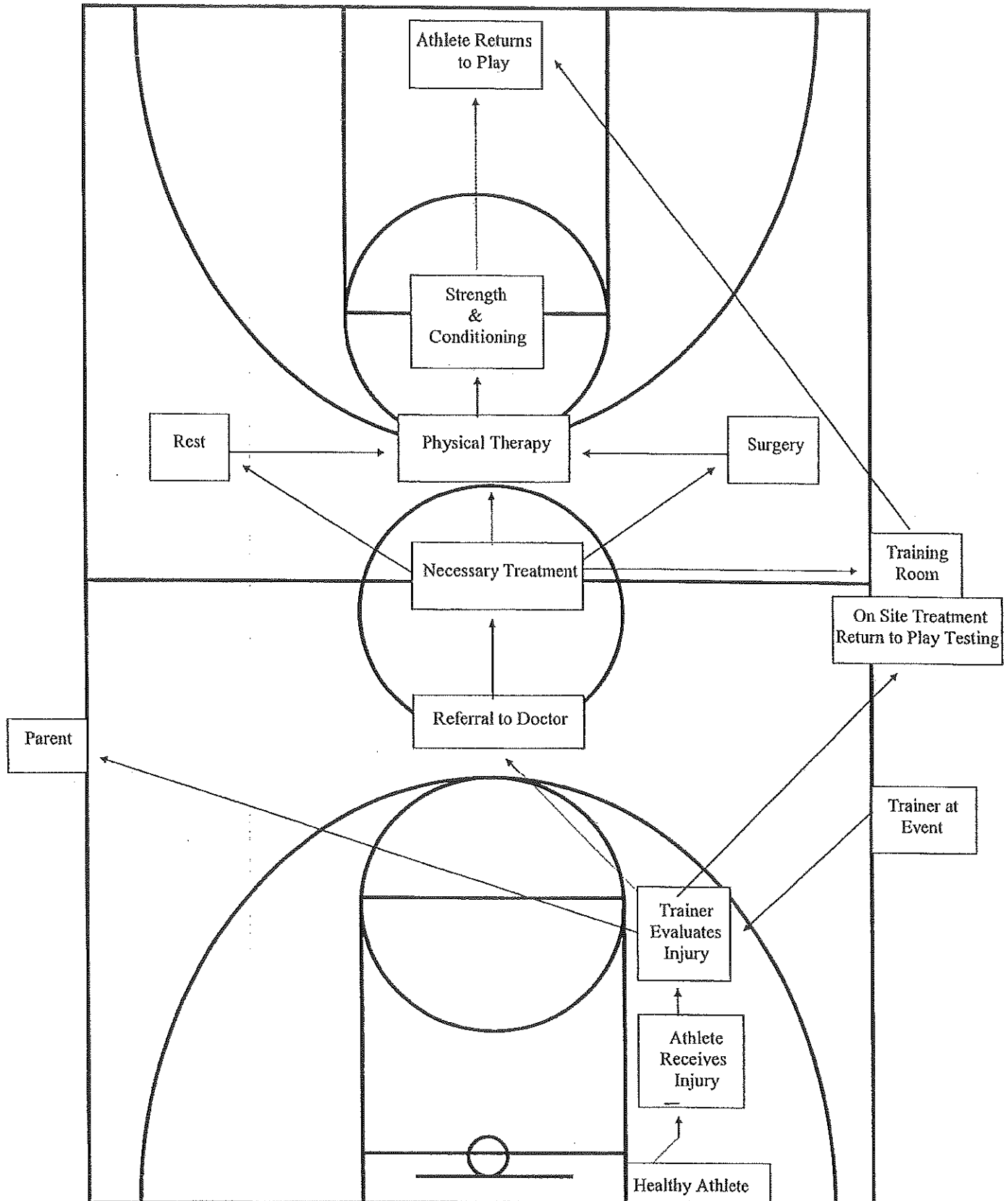
- Assess athletic injuries and provide on-field first aid
- Allow for a safe return to play by performing on-field care
- Establish procedures for medical emergency
- Communicate with coaching and medical staff regarding playing status

### Administrative responsibilities (ADM)

- Maintain accurate records of athletic injuries and treatment
- Maintain inventory of athletic training room supplies
- Purchase necessary athletic training room supplies
- Concussion management, oversee ImPACT testing and training courses
- Supervise training room in a professional manner
- Professional appearance of athletic training room with educational information
- Update emergency files and medical history of athletes
- Establish emergency management plan & education to staff
- Red Cross – CPR and First Aid training /Sports Safety
- Administer student athletic training program
- Coordinate and name physicians for Varsity football games and for general oversight



## HOW SELECT PHYSICAL THERAPY HELPS YOU IN THE INJURY GAME





## **CONNECTICUT SCHOOLS SERVED BY SELECT PHYSICAL THERAPY**

American School for the Deaf

Avon Old Farms

Bassick High School

Berlin High School

Bridgeport Central High School

Bristol Central High School

Bristol Eastern High School

Bulkeley High School

Bunnell High School

Canton High School

Coginchaug High School

Cromwell High School

Danbury High School

E. O. Smith High School

Fairfield Ludlowe High School

Fairfield Warde High School

Hartford Public High School

Masuk High School

New Milford High School

Northwest Catholic High School

Newington High School

Old Saybrook High School

Plainville High School

Renbrook School

Rockville High School

Suffield High School

Simsbury High School

Southington High School

Stratford High School

Terryville High School

Tolland High School

Trumbull High School

Warren Harding High School

Weaver High School

Windsor Locks High School

Windsor High School

Xavier High School

### **COLLEGE AFFILIATIONS**

Central Connecticut State University

Sacred Heart University

Trinity College

University of Connecticut

### **PROFESSIONAL AFFILIATIONS**

CFC AZUL Connecticut Soccer Team

### **ON-SITE PHYSICAL THERAPY LOCATIONS**

Avon Old Farms School

Trinity College



THIS BID IS FOR 3 YEARS. THE PARTIES RESERVE THE RIGHT TO EXTEND THE  
BID FOR THREE (3) ADDITIONAL ONE (1) YEAR TERMS BY MUTUAL  
AGREEMENT

ANNUAL BID PRICE \$ 88,000.<sup>00</sup> PER YEAR SY 2015-16  
Cost Per Hour 2015 - 2016 \$ 36.67

ANNUAL BID PRICE \$ 88,000.<sup>00</sup> PER YEAR SY 2016-17  
Cost Per Hour 2016 - 2017 \$ 36.67

ANNUAL BID PRICE \$ 88,000.<sup>00</sup> PER YEAR SY 2017-18  
Cost Per Hour 2016 - 2017 \$ 36.67

3 YEAR BID PRICE (TOTAL) \$ 264,000.<sup>00</sup> August 2015- June 2018

In the event of mathematically incorrect calculations of individual items or totals, the mathematically correct amount using the estimated quantities and unit prices (in words) shall govern in determining the TOTAL BID PRICE.

The undersigned also agrees that the quantities indicated are for Bid comparison purposes only and are not represented to be actual quantities for completion of the Work.

The undersigned hereby certifies under the penalties of perjury that this Bid is in all respects bona fide, fair and made without collusion or fraud with any other person. As used in this section, the work "person" shall mean any natural person, joint venture, partnership, corporation, or other business or legal entity.

63-1133454  
Social Security Number  
or Federal Identification Number

Signature of Individual or  
Corporate Name: SELECT PHYSICAL THERAPY

[Signature] Regional Director of  
Corporate Office Sport Medicine  
(if applicable)

Notice of acceptance should be mailed, telegraphed or delivered to the (undersigned Bidder at the following address):

John G. Gurnea

(Name)

By: Regional Director of Sports Medicine  
(Title)

29 North Main St.  
(Business Address)

West Hartford, CT 06107  
(City, State, Zip Code)

Date: 12/12/14

Note: If the Bidder is a corporation, indicate State of incorporation under signature, and affix corporate seal; if a partnership, give full names and residential addresses, if different from business address.

The following documents are attached to and made a condition of the Bid:

- a. Instructions to Bidders – Section 00100
- b. Addendum Acknowledgement – Section 00300
- c. Bid Form – Section 00400
- d. Technical Specifications – Section 00500

END OF SECTION

# THE CITY OF WATERBURY

## Athletic Trainer Services for Interscholastic Athletics Waterbury Public Schools SECTION 00300 BID PRICING FORM

Year	Description	Rate
2015 - 2016	Annual Bid Price Per Attached Specifications for 2015 - 2016	
	PER HOUR RATE of Thirty six Dollars AND Sixty Seven cents. ADDITION of 15 hours per week NO ADDITIONAL COST. Summer Conditioning Camp NO ADDITIONAL COST.	Cost Per Hour 2015 - 2016 \$ <u>36.67</u>
2016-2017	Annual Bid Price Per Attached Specifications for 2016 - 2017	
	PER HOUR RATE of Thirty six Dollars AND Sixty Seven cents. ADDITION of 15 hours per week NO ADDITIONAL COST. Summer Conditioning Camp NO ADDITIONAL COST.	Cost Per Hour 2016 - 2017 \$ <u>36.67</u>
2017-2018	Annual Bid Price Per Attached Specifications for 2017 - 2018	
	PER HOUR RATE of Thirty six Dollars AND Sixty Seven cents. ADDITION of 15 hours per week NO ADDITIONAL COST. Summer Conditioning Camp NO ADDITIONAL COST.	Cost Per Hour 2017 - 2018 \$ <u>36.67</u>

\*The parties recognize the need for, and agree to accept reasonable flexibility in weekly work schedules in order to maximize trainer presence at athletic contests and to promote overall effectiveness in meeting the needs of WPS student-athletes. This accommodation is subject, however, to the weekly twenty-hour (20 hr.) minimum requirement, and the explicit approval of the school Athletic Director. Provide athletic trainer services to student-athletes at Crosby, Kennedy and Wilby High School for a total of twenty (20) hours per week\* each, sixty (60) total per week from August 15, 2016 through June 30, 2017, inclusive.

**CITY OF WATERBURY**  
**ANNUAL STATEMENT OF FINANCIAL INTERESTS (Calendar Year 2014)**  
**Persons or Entities Conducting Business with the City**

**I. Outstanding Purchase Orders of Contracts with the City**

**A. Contracts**

No Contracts with the City



(Service or Commodity Covered by Contract)

(Term of Contract)

---

(Service or Commodity Covered by Contract)

(Term of Contract)

---

(Service or Commodity Covered by Contract)

(Term of Contract)



**CITY OF WATERBURY**

**ANNUAL STATEMENT OF FINANCIAL INTERESTS (Calendar Year 20014)**

**Persons or Entities Conducting Business with the City**

**B. Purchase Order(s).**

No Purchase Order(s) with the City



(Service or Commodity Covered by Purchase Order)

(Date of Purchase Order)

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(Service or Commodity Covered by Purchase Order)

(Date of Purchase Order)

---

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(Service or Commodity Covered by Purchase Order)

(Date of Purchase Order)

**CITY OF WATERBURY**  
**ANNUAL STATEMENT OF FINANCIAL INTERESTS (Calendar Year 20014)**  
**Persons or Entities Conducting Business with the City**

**II. Financial Interest Disclosure**

(Public Officials, Employees or Board and Commission Members with interest in  
Person or Entity Conducting Business with the City)

**No Officials, Employees or Board and Commission Members with  
Financial Interest**



(Name of Official)

(Position with City)

(Nature of Business Interest)  
(e.g. Owner, Director etc...)

Interest Held By:

Self ☐ Spouse ☐ Joint ☐ Child ☐

(Name of Official)

(Position with City)

(Nature of Business Interest)  
(e.g. Owner, Director etc...)

Interest Held By:

Self ☐ Spouse ☐ Joint ☐ Child ☐

1. I certify that this Annual Statement of Financial Interests is a complete and accurate statement of those matter required to be disclosed by me pursuant to §40.51 of the Code of Ordinances.

2. I understand that if I fail to file an Annual Statement (or amendment thereto) or an inaccurate Statement I will be in violation with Chapter 40 of the Code of Ordinance and, thereby, subject to the remedies set forth in §§38.71 and 40.81 of said Code.

3. I understand that I must file with the City Clerk, within fifteen (15) days following any reportable occurrence, any amendments to the Annual Statement.

I have read and agree to the above certification.

SELECT PHYSICAL THERAPY  
(Name of Company, if applicable)

[Signature]  
Signature of Individual (or Authorized Signatory)

12/16/14  
Date

JOHN GILMORE Regional Director of Sports Medicine  
Print or Type Name and Title (if applicable)

DELIVERED

| By Mail

☐

Hand-Delivered

☒

# CITY OF WATERBURY

## DISCLOSURE AND CERTIFICATION AFFIDAVIT REGARDING OUTSTANDING OBLIGATIONS TO THE CITY OF WATERBURY

For the purposes of this Disclosure of Outstanding Financial Obligations, the following definitions apply:

- (a) "Contract" means any Public Contract as defined below.
- (b) "Person" means one (1) or more individuals, partnerships, corporations, associations, or joint ventures.
- (c) "Public Contract" means any agreement or formal commitment entered into by the city to expend funds in return for work, labor, services, supplies, equipment, materials or any combination of the foregoing, or any lease, lease by way of concession, concession agreement, permit, or per agreement whereby the city leases, grants or demises property belonging to the city, or otherwise grants a right of privilege to occupy or to use said property of the city.
- (d) "City" means any official agency, board, authority, department office, or other subdivision of the City of Waterbury.

State of CONNECTICUT

SS.: 63-1133454

County of NEW HAVEN

JOHN GILMORE, being first duly sworn, deposes and says that:

1. I am the owner, partner, officer, representative, agent or of SELECT PHYSICIAN THERAPY (Contractor's Name), the Contractor that has submitted the attached agreement.

2. I am fully informed respecting the preparation and contents of the attached Agreement and of all pertinent circumstances respecting such Agreement;

3. That as a person desiring to contract with the City (check all that apply):

       The Contractor and each owner, partner, officer, representative, agent or affiliate of the Contractor has filed a list of taxable personal property with the City of Waterbury for the most recent grand list, as required by Conn. Gen. Stat. §12-42.

✓ Neither the Contractor nor any owner, partner, officer, representative, agent or affiliate of the Contractor are required to file a list of taxable personal property with the City of Waterbury for the most recent grand list, as required by Conn. Gen. Stat. §12-42.

✓ Neither the Contractor nor any owner, partner, officer, representative, agent or affiliate of the Contractor either directly or through a lease agreement, owes back taxes to the City of Waterbury

## CITY OF WATERBURY

### DISCLOSURE AND CERTIFICATION AFFIDAVIT REGARDING OUTSTANDING OBLIGATIONS TO THE CITY OF WATERBURY

☒ Neither the Contractor nor any owner, partner, officer, representative, agent or affiliate of the Contractor either directly or through a lease agreement, has any other outstanding obligations to the City of Waterbury

4. The following list is a list of the names of all persons affiliated with the business of the Contractor, if none state none. Use additional sheet if necessary ( Must be on company letterhead and notarized):

Name	Title	Affiliated Company (if none state NONE)	Service or Material	DOB
NONE				
1				
2				
3				
4				

5. That as a person desiring to contract with the City:

(a) The Contractor or an owner, partner, officer, representative, agent or affiliate of the Contractor provides, or has provided, services or materials to the City within one (1) year prior to the date of this disclosure, if none, state none. Use additional sheet if necessary (Must be on company letterhead and notarized ):

Name	Title	Affiliated Company (if none state NONE)	Service or Material	DOB
NONE				
1				
2				
3				
4				

(b) The Contractor possesses an ownership interest in the following business organizations, if none, state none. Use additional sheet if necessary ( Must be on company letterhead and notarized ) :

Organization Name	Address	Type of Ownership
None		
1		
2		
3		
4		

(c) The following persons possess an ownership interest in the Contractor. If the Contractor is a corporation, list all of the officers of the corporation and the names of each stockholder whose shares exceed twenty-

**CITY OF WATERBURY**  
**DISCLOSURE AND CERTIFICATION AFFIDAVIT REGARDING OUTSTANDING**  
**OBLIGATIONS TO THE CITY OF WATERBURY**

five (25) percent of the outstanding stock, if none, state none. Use additional sheet if necessary ( Must be on company letterhead and notarized ):

Name	Title	DOB	Stock %
1 <i>None</i>			
2			
3			
4			

(d) Of the following of the affiliates, individuals or business entities identified in this affidavit, list each that owns, owned, or within one (1) year prior to the date of this disclosure has owned, taxable property situated in the City of Waterbury, if none state none. Use additional sheet if necessary ( Must be on company letterhead and notarized ):

Name	Title	Affiliated Company (if none state NONE)	Address	DOB
1 <i>None</i>				
2				
3				
4				

(e) If the Contractor conducts business under a trade name, the following additional information is required: the place where such entity is incorporated or is registered to conduct such business; and the address of its principal place of business, if none, state none:

TRADE NAME	PLACE OF INCORPORATION/REGISTRY	PRINCIPAL PLACE OF BUSINESS
1 <i>None</i>		
2		
3		
4		

I hereby certify that the statements set forth above are true and complete, and I understand that any incorrect information or omission of information from this affidavit may result in the immediate termination of the Contractor's agreement with the City of Waterbury.

**For Partnership:**

In presence of:

\_\_\_\_\_

\_\_\_\_\_  
 (Name of Partnership)

CITY OF WATERBURY  
DISCLOSURE AND CERTIFICATION AFFIDAVIT REGARDING OUTSTANDING  
OBLIGATIONS TO THE CITY OF WATERBURY

By: \_\_\_\_\_  
(Name of General Partner)  
\_\_\_\_\_  
(Business Address)

For Corporation

April D. Robitaille  
Attest  
April D. Robitaille

\_\_\_\_\_  
(Corporate Principal)  
29 NORTH MAIN ST WEST HARTFORD CT  
(Business Address) 06107

\_\_\_\_\_  
Select Physical Therapy  
(Name of Corporation)  
Affix  
Corporate Seal

By: \_\_\_\_\_  
(Name of Authorized Corporate Officer)

Its \_\_\_\_\_ (Title) Regional Director of Sports Medicine

State of Connecticut )

) SS

County of Hartford )

John Gilmore being duly sworn,

deposes and says that he/she is Regional Director of Select Physical Therapy and that he/she answers to the foregoing questions and all statements therein are true and correct.

Subscribed and sworn to before me this 10<sup>th</sup> day of December 2014

Tammy Quiles  
(Notary Public)  
My Commission Expires: Feb 28<sup>th</sup> 2018

TAMMY QUILES  
State of Connecticut  
Notary Public  
My Commission Expires Feb 28, 2018



**City of Waterbury Certification  
Regarding  
Debarment, Suspension, Ineligibility and Exclusion**

*If the transaction is Federally funded, in whole or in part (including pass through grants to state and/or municipal government), this certification is required by the regulations implementing one or more Presidential Executive Orders. If this transaction is funded by the State of Connecticut, in whole or in part, this certification is required in accordance with one or more State of Connecticut general statutes.*

1. By signing and submitting the attached proposal and/or this document, the prospective lower tier participant, vendor, or contractor is providing the certification set out below.
2. The certification in this clause is a material representation of fact upon which reliance was placed when this transaction was entered into. If it is later determined that the prospective lower tier participant, vendor, or contractor knowingly rendered an erroneous certification, in addition to other remedies available to the Federal, State, or City government, the department or agency with which this transaction originated may pursue available remedies, including suspension and/or debarment.
3. The prospective lower tier participant, vendor or contractor shall provide immediate written notice to the person to which the attached proposal and/or this document is submitted if at any time the prospective lower tier participant, vendor or contractor learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
4. The terms "covered transaction", "debarred", "suspended", "ineligible", "lower tier covered transaction", "participant", "person", "primary covered transaction", "principal", "proposal", and "voluntarily excluded", as used herein, have the meanings set out in the Definitions and Coverage sections of rules implementing Executive Order 12549 and/or State of Connecticut statutes and regulations. You may contact the person to which this proposal and/or this document is submitted for assistance in obtaining a copy of the foregoing.
5. The prospective lower tier participant, vendor or contractor agrees by submitting the attached proposal and/or this document that, should the proposed covered transaction be entered into, it shall not knowingly enter into any covered transaction with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction

unless authorized by the department or agency with which this transaction originated.

6. The prospective lower tier participant, vendor or contractor further agrees by submitting the attached proposal and/or this document that it will include the clause titled "Certification Regarding Debarment, Suspension, Ineligibility, and Voluntary Exclusion-Lower Tier Covered Transactions", without modification, in all covered transaction and in all solicitations for covered transactions.

7. A participant in a covered transaction may rely upon the certification of a prospective participant in a covered transaction that it is not debarred, suspended, ineligible, or voluntarily excluded from the covered transaction, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. Each participant may but is not required to, check the Non-procurement List.

8. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required herein. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

9. Except for transactions authorized under paragraph 5 herein, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the Federal, State or Municipal government, the department or agency with which this transaction originated may pursue available remedies, including suspension and/or debarment.

**Certification**

- (1) The prospective recipient of monies hereby certifies, by submission of its attached proposal and/or by execution of this document, that neither it nor its principles are presently debarred, suspended, proposed for debarment, declared ineligible, disqualified, or voluntarily excluded from bidding or participation in the proposed transaction by any Federal, State, or Municipal department or agency or by the statutes, regulations or ordinances of the foregoing departments and agencies.
- (2) Where the prospective recipient of monies is unable to certify to any of the statements in this certification, such prospective participant shall attach a written explanation hereto.


Full Legal Name and address of Recipient, Vendor, or Contractor:

SELECT PHYSICIAN THERAPY  
24 NORTH MAIN STREET  
WEST HARTFORD, CT 06107

Print Name and Title of Authorized Representative:

John Guilmon

Signature of Authorized Representative:



Date:

12/10/14

ATTACHMENT C

ROCCO ORSO  
DIRECTOR OF PURCHASING  
235 GRAND STREET  
WATERBURY, CT 06702

The undersigned declares that the only persons or parties interested in this Proposal as principals are as stated; that the Proposal is made without any collusion with other persons, firms, or corporations; that Proposer has carefully examined the entire Request for Proposal; that Proposer has informed itself fully in regard to all conditions pertaining to the Work and the place where it is to be performed; and that with this representation, the undersigned makes this Proposal. These prices shall cover all expenses incurred in performing the Work required under the Contract Documents, of which this Proposal and Form are a part.

The undersigned agrees and covenants that the Contract Time shall commence on delivery of the City of Waterbury's written notice to proceed, which shall occur after contract execution by both parties.

The undersigned acknowledges receipt of addenda numbered: (insert date)

1 ADDENDUM #1 Bp 5137 4 \_\_\_\_\_  
2 ADDENDUM #2 Bp 5137 5 \_\_\_\_\_  
3 \_\_\_\_\_ 6 \_\_\_\_\_

All Work for this Project shall be performed at the Proposal Prices as described in the Proposal Documents.

The undersigned hereby certifies under the penalties of perjury that this Proposal is in all respects bona fide, fair and made without collusion or fraud with any other person. As used in this section, the work "person" shall mean any natural person, joint venture, partnership, corporation, or other business or legal entity.

63-1133454  
Social Security Number  
or Federal Identification Number

SELEST PHYSICAL THERAPY  
Signature of Individual or Corporate Name

[Signature] Regional Director of  
Corporate Officer (if applicable) Sports Medicine

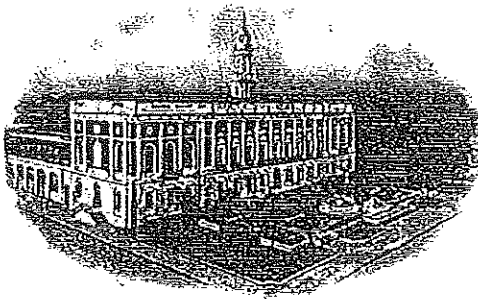
City notice of acceptance should be mailed, telegraphed or delivered to the undersigned Proposer at the following address:

Name JOHN GILMAN  
By: Regional Director of Sports Medicine  
(Title)  
Business Address: 29 NORTH MAIN ST  
(City, State, Zip Code)  
WEST HARTFORD  
CT 06107  
Phone: 860-561-2624 x222

Date: 12/10/14

Note: If the Proposer is a corporation, indicate State of incorporation under signature, and affix corporate seal; if a partnership, give full names and residential addresses, if different from business address.

ROCCO ORSO  
PURCHASING DIRECTOR



OFFICE OF THE DIRECTOR OF PURCHASING  
**THE CITY OF WATERBURY**  
CONNECTICUT

**ADDENDUM #1**

**December 3, 2014**

**Bid: 5137**

**Project: Athletic Trainer Services for Interscholastic Athletics at Waterbury Public Schools**

The following question was received about this bid.

Question: Can you please name the current incumbent vendor providing services along with their current hourly pricing fee?

Answer: Advanced Physical Therapy at \$28.00 per hour.

Thanks,  
Kevin McCaffery  
Buyer—City of Waterbury

# THE CITY OF WATERBURY

## Athletic Trainer Services for Interscholastic Athletics Waterbury Public Schools SECTION 00300 BID PRICING FORM

Year	Description	Rate
2015 - 2016	Annual Bid Price Per Attached Specifications for 2015 - 2016	
	<i>Access Rehab is choosing to bid on a portion of the requested services:</i> <i>- We will cover all school rounds for 3 City High Schools - estimated at 450 hours.</i> <i>- We will cover those varsity games played at Municipal Stadium in which at least 2 of the 3 High Schools participates - estimated at 350 hours.</i>	Cost Per Hour 2015 - 2016 <u>\$ 28.00</u>
2016-2017	Annual Bid Price Per Attached Specifications for 2016 - 2017 <span style="float: right;">TOTAL OF 800 HOURS *</span>	
	<i>Same conditions and hours as above. *</i>	Cost Per Hour 2016 - 2017 <u>\$ 28.56</u>
2017-2018	Annual Bid Price Per Attached Specifications for 2017 - 2018	
	<i>Same conditions and hours as above. *</i>	Cost Per Hour 2017 - 2018 <u>\$ 29.13</u>

\*The parties recognize the need for, and agree to accept reasonable flexibility in weekly work schedules in order to maximize trainer presence at athletic contests and to promote overall effectiveness in meeting the needs of WPS student-athletes. This accommodation is subject, however, to the weekly twenty-hour (20 hr.) minimum requirement, and the explicit approval of the school Athletic Director. Provide athletic trainer services to student-athletes at Crosby, Kennedy and Wilby High School for a total of twenty (20) hours per week\* each, sixty (60) total per week from August 15, 2016 through June 30, 2017, inclusive.

\* Our bid is contingent on the 2 services - school rounds plus varsity stadium games being accepted together. ITB.100213.REV

THIS BID IS FOR 3 YEARS. THE PARTIES RESERVE THE RIGHT TO EXTEND THE  
BID FOR THREE (3) ADDITIONAL ONE (1) YEAR TERMS BY MUTUAL  
AGREEMENT

For 800 hours coverage as specified  
on previous page:  
ANNUAL BID PRICE \$ 22,400 PER YEAR SY 2015-16  
Cost Per Hour 2015 - 2016 \$ 28.00  
For 800 hours coverage:  
ANNUAL BID PRICE \$ 22,848 PER YEAR SY 2016-17  
Cost Per Hour 2016 - 2017 \$ 28.56  
For 800 hours coverage:  
ANNUAL BID PRICE \$ 23,304 PER YEAR SY 2017-18  
Cost Per Hour 2016 - 2017 \$ 29.13  
For 2400 hours coverage:  
3 YEAR BID PRICE (TOTAL) \$ 68,552 August 2015- June 2018

In the event of mathematically incorrect calculations of individual items or totals, the mathematically correct amount using the estimated quantities and unit prices (in words) shall govern in determining the TOTAL BID PRICE.

The undersigned also agrees that the quantities indicated are for Bid comparison purposes only and are not represented to be actual quantities for completion of the Work.

The undersigned hereby certifies under the penalties of perjury that this Bid is in all respects bona fide, fair and made without collusion or fraud with any other person. As used in this section, the work "person" shall mean any natural person, joint venture, partnership, corporation, or other business or legal entity.

FEIN 06-1527429  
Social Security Number  
or Federal Identification Number

Signature of Individual or  
Corporate Name:

  
\_\_\_\_\_  
Corporate Officer  
(if applicable)

Notice of acceptance should be mailed, telegraphed or delivered to the (undersigned Bidder at the following address):  
\_\_\_\_\_

(Name)  
By: [Signature]  
(Title) PRESIDENT  
22 TOMPKINS ST.  
(Business Address)  
WATERBURY CT 06708  
(City, State, Zip Code)

Date: DEC. 9, 2014

Note: If the Bidder is a corporation, indicate State of incorporation under signature, and affix corporate seal; if a partnership, give full names and residential addresses, if different from business address.

The following documents are attached to and made a condition of the Bid:

- a. Instructions to Bidders – Section 00100
- b. Addendum Acknowledgement – Section 00300
- c. Bid Form – Section 00400
- d. Technical Specifications – Section 00500

END OF SECTION

#4

Amendment Number 1  
To  
Student Educational Affiliation Agreement  
Between  
Waterbury Department of Education  
and  
Saint Mary's Hospital, Inc.

This Amendment (the "Amendment"), effective as of the date executed by the Mayor is between the Waterbury Department of Education, 236 Grand Street, Waterbury, Connecticut (the "School"), and Saint Mary's Hospital, Inc., with its principle place of business at 56 Franklin Street, Waterbury, Connecticut, hereinafter (the "Health Care Institution.")

**WHEREAS**, the parties hereto entered into a Student Educational Affiliation Agreement effective on November 24, 2008, ("Agreement"), for the purpose of establishing a clinical program for the students enrolled in the Allied Health Programs at Crosby High School and Kennedy High School; and

**WHEREAS**, the School and Health Care Institution wish to include the students enrolled in the Waterbury Career Academy High School Allied Health Program to the Agreement; and

**NOW THEREFORE**, the School and Health Care Institution hereby agree and covenant to amend the Agreement as follows:

1. The parties hereby agree to amend said Affiliation Agreement dated November 24, 2008 agreement to include the students from the Waterbury Career Academy High School Allied Health Training Program.
- 2) Except as expressly modified, all the terms, conditions and provisions of the original agreement remain in full force and effect and are binding upon the parties.

[Signature page follows.]



IN WITNESS WHEREOF, the parties hereto executed this agreement on the dates signed below.

WITNESSES:

ST. MARY'S HOSPITAL, INC.

\_\_\_\_\_

By \_\_\_\_\_  
M. Clark Kearney, Vice President  
Human Resources and Organizational  
Effectiveness

\_\_\_\_\_

Date: \_\_\_\_\_

WITNESSES:

CITY OF WATERBURY

\_\_\_\_\_

By \_\_\_\_\_  
Neil M. O'Leary, Mayor

\_\_\_\_\_

Date: \_\_\_\_\_

#5

**AGREEMENT BETWEEN  
CITY OF WATERBURY,  
WATERBURY DEPARTMENT OF EDUCATION  
AND  
ABBOTT TERRACE HEALTH CENTER, INC.**

**Waterbury Career Academy High School Nurses Aide Training Program**

THIS AGREEMENT (the "Agreement"), effective as of the date signed by the Mayor is by and between The City of Waterbury, The Waterbury Department of Education, Waterbury Career Academy High School, 236 Grand Street, 3<sup>rd</sup> Floor, Waterbury, Connecticut the "School"), and Abbott Terrace Health Center, Inc. with the principle place of business located at 135 South Road, Farmington, Connecticut 06032 (the "Facility").

WHEREAS, both the School and the Facility wish to establish a clinical program for the Students enrolled at the Waterbury Career Academy High School as Nurse's Aides at the Facility upon termination of required courses in theory and practicum.

WHEREAS, the parties agree that this agreement is intended to set forth guidelines for the operation of the program.

NOW THEREFORE the parties agree and covenant as follows:

1. The School agrees to perform the following obligations:
  - 1.1 To assume the major responsibility for planning and implementing the educational program, including programming, administration, curriculum content, and the requirements for promotion and graduation.
  - 1.2 To ensure that school faculty attend orientation at the facility.
  - 1.3 To assign students for selected experience in nursing within and approved by the Facility. It is mutually understood that patient welfare must take first priority.
  - 1.3 To provide and pay for the services of qualified Nurse Instructors, adequate in number, who will be employed by the Waterbury Department of Education.
  - 1.4 That the Facility will together participate in the mutual selection of any Nurse Instructors which are assigned to the Facility.

- 1.5 That books and instructional materials will be provided by the School.
- 1.6 The Nursing Instructors of the School will be responsible for the instruction of students and the evaluation of clinical experiences. Individual student assignments will be the responsibility of a Nursing Instructors member in consultation and with approval of the Educational Coordinator and the Nursing Service Administrator, regarding such assignment.
- 1.8 That it will provide for School professional staff to meet with the Facility personnel for the purposes of establishing good public relations, interpreting the philosophy and objectives of the program and discussion of issues of common interest.
- 1.9 That while in the Facility, the student and Nursing Instructors will be governed by all rules and regulations of the Facility and shall follow all instructions of authorized Facility personnel.
- 1.10 That the students and the instructors will provide their own adequate malpractice liability insurance. The following amounts will be required \$1,000,000.00 per occurrence, \$3, 000,000.00 aggregate.
- 1.11 To instruct students as to the confidential nature of all information which may come to them with regard to patients and records.
- 1.12 That students will not perform any service or activity unless authorized and under direction of the responsible Facility personnel and /or the Nurse Instructor.
- 1.13 That the school will withdraw any student from the clinical area when the student is unacceptable to the Facility for reasons of health, performance, or other reasonable causes.
- 1.14 To require each student to have a complete physical examination, including tuberculin testing and proof of measles immunity prior to the beginning of clinical practice. Subsequently, a TB test will be required at the beginning of each year in which the student is to participate in clinical laboratory experiences in the Facility. In addition, the School will advise the student regarding the Facility policy regarding Hepatitis B vaccine.
- 1.15 HIPAA/Confidentiality. The School shall comply with all the requirements of the Health Insurance Portability and Accountability Act of 1996, (HIPAA), as amended. The School is required to Safeguard the use, publication, and disclosure of information of all patients who receive

services under this contract in accordance with all applicable Federal and State laws regarding confidentiality, which includes but is not limited to HIPAA, more specifically with the Privacy and Security Rules at 45 C.F.R. Parts 160 and 164, pursuant to the terms of this Agreement.

2. The Facility agrees (subject to its primary responsibility to the patients' care and within the limits of its present facilities and staff):

- 2.1 To provide a clinical environment compatible with sound educational experiences.
- 2.2 To allow students under the supervision of the instructor and unit supervisor to use equipment and supplies necessary for patient care by a nurse-aide.
- 2.3 To make available, as it is possible, space and facilities for clinical instruction, including pre and post conference, library, procedure manuals, and other instructional materials as needed. It is not the function of the Facility to provide basic classroom facilities except as mutually agreed upon by the Facility and the School.
- 2.4 To allow students, as the Facility schedule permits, to use the Facility cafeteria. Students are responsible for the expenses of any meals obtained at the cafeteria.
- 2.5 That the Facility will also provide a Certificate of Insurance evidencing its general liability insurance for its obligations under the program. The following types of coverage in the listed amounts shall be required. All Insurances shall be provided by insurers that are satisfactory to the School, authorized to do business in the State of Connecticut, that have at least an "A-" Best's Rating, and are in an A.M. Best Company ratings or an equivalent City approved rating system.

2.5.1 General Liability Insurance: \$1,000,000 per Occurrence, \$2,000,000.00 Aggregate; \$2,000,000 Products Completed Operations Aggregate

2.5.2 Abuse/Molestation Liability Insurance: \$1,000,000 per Occurrence, \$1,000,000.00 Aggregate

2.5.3 WC State of CT Statutory Limits, Including the following:  
Employer Liability: (EL)  
\$500,000 EL Each Accident  
\$500,000 EL Disease Each Employee  
\$500,000 EL Disease Policy Limit

- 2.5.4 Auto Liability: \$1,000,000.000 Combined Single Limit Each Accident including Any Auto, Hired and Non-Owned Autos
- 2.5.5 Excess/Umbrella Liability: \$1,000,000.00 each Occurrence, \$1,000,000.00 aggregate
- 2.5.6 The City of Waterbury is shall be listed as an additional insured as their interests may appear on a primary/non-contributory basis on all policies except Workers Compensation. All policies shall include a Waiver of Subrogation.
- 2.5.7 The Facility must supply replacement/renewal certificates at least 30 days prior to the expiration of the policy(ies). The City of Waterbury shall receive written notice of cancellation from the Contractor at least 30 calendar days prior to the date of any cancellation, regardless of the reason for such cancellation and it should be mailed to the Office of Corporation Counsel, 235 Grand Street, Waterbury, CT. 06702.
- 2.5.8 Upon request the Contractor shall deliver to the City a copy of the Contractor's insurance policies, endorsements, and riders.
- 2.6 That under no circumstances is any student to be considered an agent or employee of the Facility. This regulation does not preclude a student's working part-time as a Facility employee outside the regular training program hours.
- 2.7 The Facility will provide an orientation for the students and Nursing Instructors to review relevant Facility information, including policies, procedures, and rules with which students and Nursing Instructors must comply, and Fire evacuation procedures, etc.
- 3. The School and Facility mutually agree:
  - 3.1 That the number of students participating in the program at any one time shall be agreed upon by the parties and, together with the specific clinical units to be used, established no later than July 1<sup>st</sup>. The School and Center agree that the recommended student/instructor ration shall be 8 to1, but in no event shall it exceed a ratio of 10 to 1.

- 3.2 That this agreement shall become effective on the date signed by the Mayor. This Agreement will commence on September 15, 2015 and shall terminate on June 30, 2016.
- 3.3 Either party may terminate this agreement at any time without cause, by giving the other party ninety (90) days prior written notice of the intent to terminate. If this agreement is terminated during a school year, students will be allowed to complete that year.
- 3.4 Nonappropriation - Notwithstanding the above, the Facility agrees that payment or funding obligations of the City for this Agreement are intended to be funded by the City through general fund appropriations, federal or state assistance or grant monies provided by the federal or state governments as well as the sale of tax exempt long and short term debt obligations issued by the City. The Facility acknowledges that continuation of this Agreement is subject to the lawful continual appropriation of funds by the City, State or Federal government, including the funding of grants for the purpose of this Agreement.

The Facility therefore agrees that the City shall have the right to terminate this Agreement at any time, in whole or in part without penalty in the event that the money required to enable the City perform this agreement is either not appropriated, authorized or made available pursuant to law, or such funding appropriations or grant monies have been reduced pursuant to law.

4. Provisions required by the City of Waterbury:

- 4.1 Interest of City Officials. No member of the governing body of the City and no other officer, employee, or agent of the City, who exercises any functions or responsibilities in connection with the carrying out of this Agreement, shall have any personal interest, direct or indirect, in this Agreement.
- 4.2 Prohibition against Gratuities and Kickbacks. No person shall offer, give, or agree to give any current or former public official, employee or member of a board or commission, or for such current or former public official, employee or member of a board or commission to solicit, demand, accept or agree to accept from another person a gratuity or an offer of employment in connection with any decision; approval; disapproval; recommendation; preparation of any part of a program requirement or a requisition; influencing the content of any specification or procurement

standard; or rendering of advice, investigation, auditing, or in any other advisory capacity in any proceeding or application, request for ruling, determination, claim or controversy, or other particular matter pertaining to any program requirement or a contract or purchase order, or to any solicitation or proposal therefore.

4.2.1 No person shall make any payment, gratuity, or offer of employment as an inducement for the award of a subcontract or order, by or on behalf of a subcontractor, the prime Facility higher tier subcontractor any person associated therewith, under contract or purchase order to the City.

4.2.2 Upon showing that a subcontractor made a kickback to the City, a prime Facility a higher tier contractor connection with the award of a subcontract or order thereunder, it shall be conclusively presumed that the amount thereof was included in the price of the subcontract or order and ultimately borne by the City and will be recoverable hereunder from the recipient. In addition, said value may also be recovered from the subcontractor making such kickbacks. Recovery from one offending party shall not preclude recovery from other offending parties.

4.2.3 The value of anything transferred or received in violation of the provisions of this Chapter or regulations promulgated hereunder by any person subject to this Chapter may be recovered by the City.

4.3 Prohibition against Contingency Fees. The Facility hereby represents that it has not retained anyone to solicit or secure a contract with the City upon an agreement or understanding for a commission, percentage, brokerage or contingency fee.

4.4 Governing Law. This Agreement shall be construed in accordance with and governed by the laws of the State of Connecticut applying to contracts made and performed in Connecticut.

4.5 Entire Agreement and Amendment. This Agreement is the entire agreement between the parties and supersedes and rescinds all prior agreements relating to the subject matter hereof. This Agreement may be amended only in writing signed by both parties.



- 4.6 Notices. Any notice required to be given pursuant to the terms of this Agreement shall be in writing and shall be sent, postage prepaid, by certified mail, return receipt requested, to the Facility or the School at the address set forth below. The notice shall be effective on the date of delivery indicated on the return receipt.

If to the Facility: Abbott Terrace Health Center, Inc.  
135 South Road  
Farmington, Connecticut 06032

Copy to: Office of Corporation Counsel  
235 Grand Street, Third Floor  
Waterbury, CT 06702

If to the School: Mr. Louis Padua, Principal  
Waterbury Career Academy High School  
175 Birch Street  
Waterbury, CT 06704

- 4.7 Prohibition against Assignment. This Agreement may not be assigned by either party without the prior written consent of the other party.
- 4.8 Accommodations for Persons with Disabilities. In the event that a Student, Nursing Instructors, or other School personnel requires accommodation for a disability beyond those accommodations that are currently available at the Facility, the School shall be responsible for making any arrangements necessary to effectuate the additional accommodation.
- 4.9 Nondiscrimination and Affirmative Action. The Facility agrees and warrants that in the performance of this Agreement, it will not discriminate or permit discrimination against any person or group of persons on the grounds of race, color, religious creed, age, marital status, national origin, ancestry, sex, or mental retardation, physical disability, blindness, or other handicap, in any manner prohibited by the laws of the United States or of the State of Connecticut.

IN WITNESS WHEREOF, the parties hereto have set their hands and seals on the day and year indicated.

WITNESSES:

ABBOTT TERRACE HEALTH CENTER, INC.

\_\_\_\_\_

By \_\_\_\_\_

, Administrator

Its duly authorized executive officer

\_\_\_\_\_

Date: \_\_\_\_\_

WITNESSES:

CITY OF WATERBURY

\_\_\_\_\_

By \_\_\_\_\_

Neil M. O'Leary, Mayor

\_\_\_\_\_

Date: \_\_\_\_\_

WITNESSES:

CITY OF WATERBURY, DEPARTMENT OF  
EDUCATION

\_\_\_\_\_

By \_\_\_\_\_

Kathleen M. Ouellette, Superintendent

\_\_\_\_\_

Date: \_\_\_\_\_

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crt15-257\drafts\9.4.15 abbott health center.docx

# Coordinator of College and Career Access Center

(Turnaround Grant Funded)

#6

## JOB DESCRIPTION

### PURPOSE:

Under the direction of the principal, organize, maintain and operate a high school College and Career Center at Crosby High School. The College and Career Access Coordinator (CCAC) at Crosby High School is responsible for working with students, faculty, parents and community representatives concerning college entrance and career planning to ensure that students are on track for graduation, and college and career readiness. The Coordinator will also work with contact persons in feeder schools in order to ensure that the college bound culture is being created from middle school through high school and beyond. As the College and Career Readiness Coordinator works with school and community personnel to bring together resources for students and their families, the Coordinator will train teachers, counselors, administrators, and other relevant individuals to serve as college advisors to implement postsecondary planning for students and to provide consistent information for and within each classroom on the Crosby High School campus.

### PRIMARY RESPONSIBILITIES/DUTIES:

1. Coordinate College and Career Access programs as assigned. Manage partnerships with CBOs, schools, colleges, and/or companies, including relationships and programs. Supporting in the development of Crosby's Summer Institute and other experiential activities.
2. Monitor data on student attendance, course taking, and other indicators of college readiness. Maintain a focus on student and family outcomes, including; progress through milestones, development and execution of a Student Success Plan, achievement of educational aspirations, college enrollment and graduation.
3. Obtain, organize, file and display guidance materials; catalog and prepare for use by mailers and other materials to publicize College and Career Center services, resources, and speaker programs; maintain displays and bulletin boards.
4. Plan, organize, develop and conduct career days, career month, college tours and college fairs.
5. Provide direct service interventions to students in Tier II and III of the SRBI process.

### EXPERIENCE:

1. Experience supporting young adults to achieve college and career readiness and success.
2. Experience managing relationships and joint projects between organizations.
3. One year of managerial experience preferred.
4. Familiarity with Waterbury neighborhoods or similar communities preferred.
5. Experience in an urban school district and/or multi-cultural environment preferred.

**REQUIRED SKILLS:**

- Excellent organizational skills to organize, maintain, and operate a high school Career Center.
- Excellent interpersonal skills and ability to work collaboratively. Obtain, evaluate and process occupational literature.
- Work independently, self-motivated. Takes initiative and ownership of work and results.
- Strong customer service ethic.
- Establish and maintain cooperative and effective working relationships.
- Analyze situations accurately and adopt an effective course of action.
- Meet schedules and time lines.
- Work confidentially with discretion.

**EDUCATION & CERTIFICATIONS:**

Bachelor's Degree required.

**HOURS OF WORK:** 208 days per year, 35 hours per week.

**SALARY RANGE:** \$50,000-\$60,000

**BENEFITS:** Fringe benefits are governed by the Service Employees International Union.

**CLOSING DATE:** TBD

**This is a non-union grant funded position that exists as long as the funds are available.**

**HOW TO APPLY:**

Please submit application, letter of intent, resume, transcript and three (3) letters of recommendation to:

**Dr. Shuana Tucker  
Education-Grants Human Resources  
236 Grand Street  
Waterbury, CT 06702**

*Waterbury Public Schools are an Equal Opportunity/ Affirmative Action Employer.  
Candidates from diverse racial, ethnic, and cultural backgrounds are encouraged to apply.*



#7

**Date Approved BOE:**

**Union Affiliation:**

SAW

**Salary Range:**

\$138,903 - \$159,962

## **DIRECTOR OF TEACHING AND LEARNING**

### **GENERAL STATEMENT OF DUTIES:**

Under the general supervision of the Chief Academic Officer, the Director of Teaching and Learning will lead the district in the creation, implementation, evaluation and adjustment of the standards based, concept-driven curriculum management cycle in all content areas PK-12. The Director will establish systematic best practices for effective instruction, targeted professional development, utilization of data, and the allocation of resources aligned to district goals. He/she will structure and support the district-wide educational vision of a standards-based, results-oriented culture of academic excellence with a clear focus on college and career readiness for all students.

Serves and leads at the discretion of the Superintendent and Chief Academic Officer on the following, but not limited to: Board of Education for the Curriculum Committee, Standards Based Report Card Committee, Curriculum Management Cycle Committee and Professional Development and Evaluation Committee and District Data Team. Reports to the Chief Academic Officer.

Assumes other responsibilities as specified by the Superintendent of Schools and/or Chief Academic Officer.

### **EXAMPLES OF WORK:** (Illustrative only)

- Oversees the curriculum development process for the district in accordance with the district's concept-based curriculum management plan/cycle- defined by state and national standards for each discipline
- Applies a systematic structure to teaching and learning, integrating research-based practices
- Coordinates the implementation of the recommendations in the district curriculum audit report
- Conducts, monitors and communicates on-going professional research pertaining to the latest developments in curriculum and innovative instructional programs related to improved student achievement
- Directly supervises and evaluates the District Content Supervisors
- Supervises Department Chairs and evaluate if required
- Works collaboratively with Instructional Leadership Directors and the Director of Special Education and Pupil Personnel to achieve District goals
- Promotes a district environment conducive to individualized instruction, cooperative curriculum development, and student learning
- Ensures TEAM is benefitting and developing all new teachers
- Obtains and uses evaluative findings (including student achievement data) to examine curriculum and instruction program effectiveness
- Develops new and innovative district-wide and school-based professional development programs that address current educational needs, as well as those which anticipate future needs
- Designs, coordinates and supervises all summer school programs
- Serves as a District liaison to the CT State Department of Education in matters addressing curriculum, instruction and assessment

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

- Knowledge of data driven decision-making as it applies to improved teaching and learning
- Ability to develop, support, and evaluate instructional data teams
- Ability to coordinate the on-going instructional programs for the district, providing for innovative programs and modifications to improve the quality of instruction
- Ability to plan, organize, and coordinate projects, work, and training related to the implementation of K-12 college and career readiness across all disciplines and the District Improvement Plan
- Ability to apply contemporary curriculum frameworks and current national and state standards for student learning
- Ability to prepare oral or written communication, such as presentations, reports, memoranda, letters, and curriculum documents
- Ability to establish and maintain cooperative working relationships with students, staff, parents, community, Board members, and others contacted in the course of work
- Ability to structure processes to guide staff at the district and school levels to make systemic changes to improve student achievement

**MINIMAL ACCEPTABLE TRAINING AND EXPERIENCE:**

Possession of an Intermediate Administrative Certificate (092) or its equivalent issued by the State of Connecticut. Seven years successful classroom teaching, five years of experience as a central office administrator in a Pre-k – 12 system, including interaction with principals, vice principals, and other administrative staff. Extensive experience in and demonstrated knowledge of research and practices related to instruction, curriculum development, assessment, and professional development for all subjects PK-12. Experience in an urban school district and/or a multicultural environment preferred.





*Waterbury Public Schools*  
Central Office Transformation

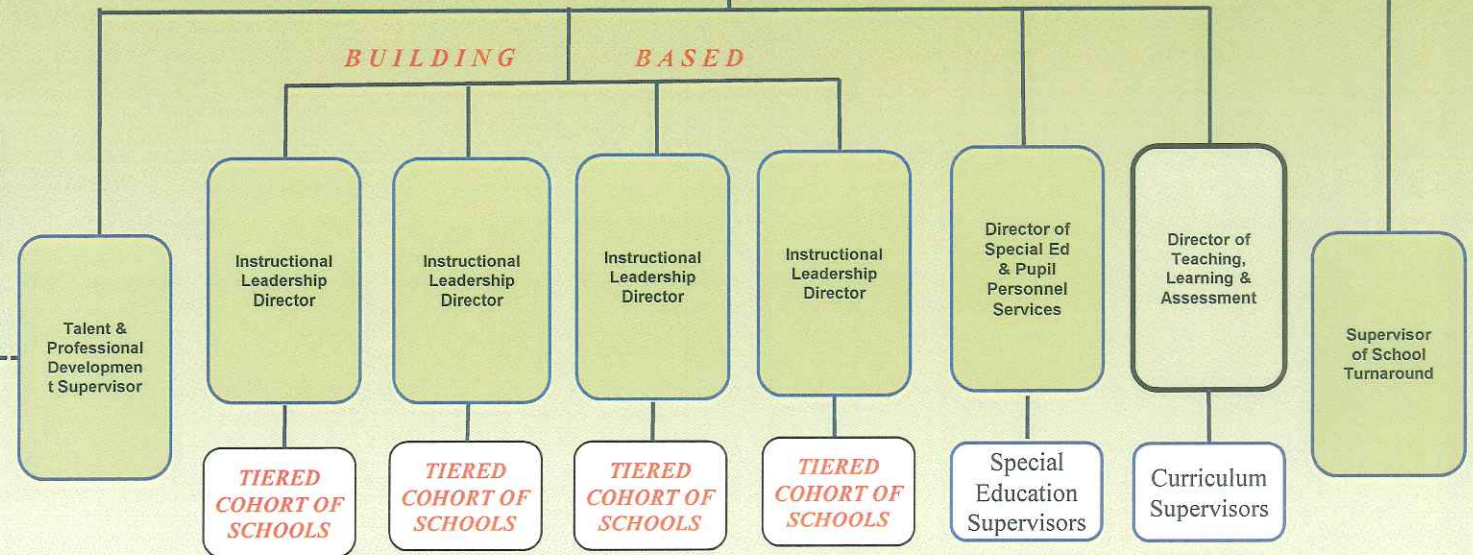
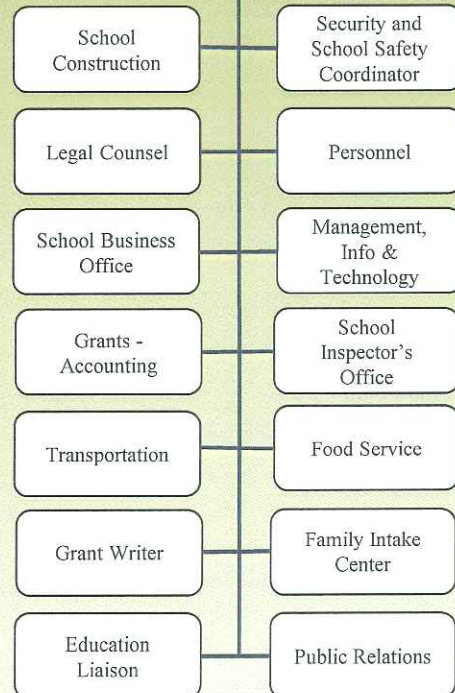


**BOARD OF EDUCATION**

**Superintendent  
of Schools**

**Chief Operating Officer  
& Chief of Staff**

**Chief Academic Officer**





## Director of Teaching and Learning

1. Initiating a curriculum development sequence for ALL disciplines across ALL grade levels (most of which have yet to transition to the shifts tied to CT Core Standards);
  - establish criteria for quality programming
  - program evaluation through auditing each content area
  - develop resource adoption criteria
  - identify and determine reliability and validity of assessment practices
  - conduct methods of research and development
  - determine professional learning needs and supports for each content area
  - provide professional development on curriculum writing for each team
  - design consistent templates and features
2. Coordinating systematic, consistent standards-based language/processes into all content areas/grade levels;
3. Developing curricula through the aspect of unit development as a key member of all curriculum writing teams;
4. Constructing viable performance tools to describe, in measurable terms, student performance.
5. Works in collaboration with central office directors and supervisors to provide job-embedded professional development that directly aligns with the formulation of core curriculum;
6. Designing protocols to ensure that lesson outcomes (and high leverage instructional strategies) explicitly focus on grade specific standards and report cards;
7. Monitoring and the continual development of online and distance learning;
8. Creation and implementation of Mastery Based Learning
9. Supports Perkins and CTE Assessment
10. Directly supervises and evaluates the District Supervisors
11. Coordinates the NEASC teams in conjunction with ILDs
12. Designs, coordinates and supervises all summer school programs
13. Coordinates and supervises Student Success Plans
14. Responsible for a tiered approach to instruction/intervention across disciplines

## Instructional Leadership Directors

1. Provides leadership and expertise in assessing, identifying and implementing district educational goals and objectives.
2. In consultation with, and with the cooperation of Principals and other Supervisory personnel, appraises and evaluates curricula, text books, teaching materials and aids, teaching techniques and makes recommendations for changes.
3. Reviews, audits, observes, monitors, counsels and evaluates the performance of building administrators.
4. Assists in the development and implementation of programs and policies with other central office leaders to support principals in becoming excellent instructional leaders.
5. Provides professional development, in-service training programs through one-on-one coaching, and formal and informal evaluations.
6. Works with the Chief Academic Officer in planning and implementing school improvement changes in assigned schools.
7. Works with the Director of Special Education and Pupil Personnel Services in planning and administering pupil personnel services in assigned schools.
8. Promotes avenues of communication between and among schools, supervisors, etc. Assists in the recruitment of new teachers and may make recommendations for selection. Makes recommendations for the assignment of all Teachers to Cohort Principals.
9. Maintains open, consistent communication among assigned schools and other schools in the district.
10. Mapping and adopting consistent teaming structures at the building level;
11. Coordinates activities with principals to ensure that operational, safety and compliance matters are appropriately addressed at each school.
12. Acts as a liaison to community agencies that provide direct support to network and school goals
13. Develops and implements network meetings and focused walks to calibrate to the Common Core of Teaching Rubric

#7  
handout



## Chief Academic Officer

**POSITION OBJECTIVE** — The Chief Academic Officer (CAO) is a key member of the District Leadership Team that is tasked with leading the change that is necessary to ensure that every day, every student receives a highly personalized, standards-based learning experience that prepares him or her for success in life.

This role will be responsible for ensuring that all resources and supports provided by central office are tightly integrated and delivered with the highest quality to educators, school leaders, and school leadership teams. The Chief Academic Officer will build team culture, drive continuous improvement, and achieve the goals of the district using a distributed leadership approach. With direction from the Superintendent, the CAO will establish strategic goals, align staffing and financial resources, and drive performance to ensure goals are achieved.

1. Ensure that all departments are working in a cohesive manner to successfully implement the best practices in all elementary, middle, and high schools.
2. Supervise the *Director of Teaching and Learning* to ensure the team develops and delivers curricular and instructional programs and services for all content areas that are based on best practices and are aligned with all CT and National standards. Teachers and principals will have the resources and supports needed to implement data-driven instructional practices that ensure every student receives a highly personalized, standards-based learning experience.
3. Supervise the *Instructional Leadership Directors* so that teachers and principals have the knowledge and skills to deliver effective academic programming that is aligned with standards and assessments. The programs offered by *Professional Learning* should motivate teachers and principals to innovate and execute with excellence so as to accelerate student achievement and close opportunity gaps between racial, ethnic and economic groups. (Educator learning includes principal and teacher professional development)
4. Supervise the *Director of Special Education and Pupil Personnel* so that teachers and principals deliver effective academic programming that is aligned to student needs. Ensure effective planning, developing, implementing, organizing, administering and evaluating various special services programs, guidance and pupil personnel services in both public and non-public schools.
5. Collaborate with the *Director of Personnel and Chief Operating Officer* to ensure human resources and labor relations processes and protocols are established and followed in alignment with best practices. This includes, but is not limited to ensuring the operations of the Personnel office, through professional, technical and support staff, in all policies and programs, and are administered in a fair and equitable manner to all employees. In addition, promotes staff training and development and leadership and support to management and their subordinates regarding their professional responsibilities, organizational development, and employee services to the City.
6. Collaborate with families and community partners to align district and community efforts to the goals of the Waterbury Public Schools.
7. Execute financial and human resources management practices (with support from the Budget Office and Human Resources) to ensure resources are optimally used in support of student success and district goals.
8. Act as a spokesperson and champion to the community on WPS academic programming.
9. Remain knowledgeable on and shape research and best practices regarding leadership and management, district improvement strategies, implementation of standards, adult learning, personalized learning, and student assessments.
10. Strategically manage multiple grants and relationships with grant funders, as needed.

#7  
handout

Name of Curriculum	Date Written	Board Approved Date	Timeline for Completion	Curriculum Updated	Board Approved	Curriculum Revision Timeline
ELA K	2014-2015				8/2015	
ELA 1	2013					2015-2016
ELA 2	2013					2015-2016
ELA 3	2013					2015-2016
ELA 4	2013					2015-2016
ELA 5	2013					2015-2016
ELA 6	2014-2015				8/2015	
ELA 7	2014-2015				8/2015	
ELA 8	2014-2015				8/2015	
ELA 9	2014-2015				8/2015	
ELA 10	2013					2015-2016
ELA 11	2013					2015-2016
ELA 12	2013					2015-2016
Dance	2005-2006	2006				
Theatre	2005-2006	2006		2012	Needs approval	
Music	2001	2001		2007		
Visual Arts	2001	2001				
Foreign Languages Curriculum K-12	Spring 1995	1995	1 year 2014-2015	January- September 2010	November 15, 2010	World Language Curriculum Level 1
Foreign Languages Curriculum K-12	Spring 1995	1995	1 year January 2011-June 2012	January 2012	2013	World Language Curriculum Level 2
Foreign Languages Curriculum K-12	Spring 1995	1995	1 year 2012-2013	January -2013 January 2014	Tentative February 2014	World Language Curriculum Level 3 2012-2013
Japanese Curriculum	2009	2009	1 year 2013-2014	2009	Tentative: August 2014	2014
ESL for Newcomers	N/A	N/A	January - December 2012	N/A	Tentative:  January 2012	N/A

Name of Curriculum	Date Written	Board Approved Date	Timeline for Completion	Curriculum Updated	Board Approved	Curriculum Revision Timeline
School Library Media Pre K - 12						
Science K	2009					
Science 1	2009					
Science 2	2009					
Science 3	2009					
Science 4	2009					
Science 5	2009					
Science 6	2015					
Science 6 Accelerated	2015					
Science 7	2015					
Science 7 Accelerated	2015					
Science 8	2015					
Science 8 Accelerated	2015					
Biology	2015					
AP Biology	2014					
Honors Bio.	2009					
Chemistry	2015					
AP Chemistry	2009					
Honors Chem.	2009					
Physics	2015					
AP Physics	2009					
Honors Physics	2009					
Physical Science	2015					
Honors Physical Science	2009					



AP Environmental Science	2009					
Environmental Science	2009					
Forensics	2009					
Geology	2009					
Human Bio.	2009					
Marine Bio.	2009					
Meteorology	2009					
Zoology	2009					
K-12 Health & Wellness	06/2005 to 06/2006;	06/2006; revised 2011	April 2013 to June - 2014	Revision in progress	*Target date July 2014	2012 - HECAT; 2013 Revision/Rewriting for approval July 2014
9-12 Physical Education	08/2008 to 02/2010	02/2010	Next revision Scheduled for July 2014 to July 2015	updated 2012	updated 2012	2014 – PECAT; 2014 Revision/Rewriting For approval 2015
HPE 840 Health and Conditioning	08/2008 to 02/2010	02/2010	Next revision Scheduled for July 2014 to July 2015	updated 2012	updated 2012	2014 – PECAT; 2014 Revision/Rewriting For approval 2015
HPE 841 Competition Sports Skills	08/2008 to 02/2010	02/2010	Next revision Scheduled for July 2014 to July 2015	updated 2012	updated 2012	2014 – PECAT; 2014 Revision/Rewriting For approval 2015
HPE 842 Recreational & Lifetime Sports Skills	08/2008 to 02/2010	02/2010	Next revision Scheduled for July 2014 to July 2015	updated 2012	updated 2012	2014 – PECAT; 2014 Revision/Rewriting For approval 2015
HPE 843 Physical Education General Elective	08/2008 to 02/2010	02/2010	Next revision Scheduled for July 2014 to July 2015	updated 2012	updated 2012	2014 – PECAT; 2014 Revision/Rewriting For approval 2015
HPE 844 Women's Health and Wellness Elective	08/2008 to 02/2010	02/2010	Next revision Scheduled for July 2014 to July - 2015	updated 2012	updated 2012	2014 – PECAT; 2014 Revision/Rewriting For approval 2015
HPE 861	08/2008 to	02/2010	Next revision	updated 2012	updated 2012	2014 – PECAT; 2014

Substance Abuse Prevention – Module 1	02/2010		Scheduled for July 2014 to July 2015			Revision/Rewriting For approval 2015
HPE 862 Substance Abuse Prevention – Module 2	08/2008 to 02/2010	02/2010	Next revision Scheduled for July 2014 to July 2015	updated 2012	updated 2012	2014 – PECAT; 2014 Revision/Rewriting For approval 2015
HPE 863 Substance Abuse Prevention – Module 3	08/2008 to 02/2010	02/2010	Next revision Scheduled for July 2014 to July 2015	updated 2012	updated 2012	2014 – PECAT; 2014 Revision/Rewriting For approval 2015
Middle School 6-8 Physical Education	04/2010 to 08/2011	11/14/2011	First revision Scheduled for July 2015 to July 2016	updated 2012 *Aligned w. CCSS	updated 2012	2014 – PECAT; 2015 Revision/Rewriting For approval 2016
Elementary Physical Education Pre-K – 2	06/2010 to 08/2012	10/18/12	First revision Scheduled for July 2016 to July 2017	N/A *Aligned w. CCSS	N/A	2010 – PECAT; 2011-2012 Revision/Rewriting
Elementary Physical Education Gr. 3 - 5	06/2010 to 09/2012	10/18/12	First revision Scheduled for July 2016 to July 2017	N/A *Aligned w. CCSS	N/A	2010 – PECAT; 2011-2012 Revision/Rewriting
Pre K	2011-2012	10/11/12		2012	10/11/12	Aligning to Common Core 2013-2014
School Library Media Pre K – 12	April 2007			2010- 2011 Pre K – 5 Currently being revised to reflect Common Core Grades 6 – 12 Being revised to reflect Common Core		2012 – 2013  2012 - 2013



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Name of Curriculum Elementary Math	Date Written	Board Approved Date	Timeline for Completion	Curriculum Updated December 2013	Board Approved	Curriculum Revision Timeline
K	2013		March 2014- 3 Draft Modules August 2014- Complete Draft Revisions	2013-14 First 2 Modules Complete; 1 Module in progress		May 2013 – August 2014 3 CBC Modules Aligned with CCSSM
1	2013		March 2014- 4 Draft Modules August 2014- Complete Draft Revisions	2013-14 First 2 Modules Complete; 2 <sup>nd</sup> 2 Modules in progress		May 2013 – August 2014 4 CBC Modules Aligned with CCSSM
2	2013		March 2014- 4 Draft Modules August 2014- Complete Draft Revisions	2013-14 First 2 Modules Complete; 2 <sup>nd</sup> 2 Modules in progress		May 2013 – August 2014 4 CBC Modules Aligned with CCSSM
3	2013		March 2014- 4 Draft Modules August 2014- Complete Draft Revisions	2013-14 First 2 Modules Complete; 2 <sup>nd</sup> 2 Modules in progress		May 2013 – August 2014 4 CBC Modules Aligned with CCSSM
4	2013		March 2014- 4 Draft Modules August 2014- Complete Draft Revisions	2013-14 First 2 Modules Complete; 2 <sup>nd</sup> 2 Modules in progress		May 2013 – August 2014 4 CBC Modules Aligned with CCSSM
5	2013		March 2014- 4 Draft Modules	2013-14 First 2 Modules Complete;		May 2013 – August 2014

			August 2014- Complete Draft Revisions	2 <sup>nd</sup> 2 Modules in progress		4 CBC Modules Aligned with CCSSM
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Name of Curriculum	Date Written	Board Approved Date	Timeline for Completion	Curriculum Updated	Board Approved	Curriculum Revision Timeline
6	10-11		2012-13 First 4 Units 2013-14 Remaining Units	2012-13 First 2 Units Complete; 2 <sup>nd</sup> 2 Units in progress		August 2013 – First 4 Units incl. Guides
7	10-11		2012-13 First 4 Units 2013-14 Remaining Units	2012-13 First 2 Units Complete; 2 <sup>nd</sup> 2 Units in progress		August 2013 – First 4 Units incl. Guides
8	10-11		2012-13 First 4 Units 2013-14 Remaining Units	2012-13 First 2 Units Complete; 2 <sup>nd</sup> 2 Units in progress		August 2013 – First 4 Units incl. Guides
Discrete Math	09-10		Analyze for possible recommendation of course removal or complete course change			
Algebra 1	09-10		2012-13 First 4 Units 2013-14 Remaining Units	2012-13 First 2 Units Complete; 2 <sup>nd</sup> 2 Units in progress		Will receive training in Model Algebra 1 Curriculum Developed by the CSDE
Geometry	09-10		2012-13 First 4 Units 2013-14 Remaining Units	2012-13 First 2 Units Complete; 2 <sup>nd</sup> 2 Units in progress		August 2013 – First 4 Units incl. Guides
Algebra 2	09-10		2012-13 First 4 Units 2013-14 Remaining Units	2012-13 First 2 Units Complete; 2 <sup>nd</sup> 2 Units in progress		August 2013 – First 4 Units incl. Guides
Linear & Quadratic Functions	09-10		Analyze in 2012-13 for possible recommendation of course removal or complete course change.			



Name of Curriculum	Date Written	Board Approved Date	Timeline for Completion	Curriculum Updated	Board Approved	Curriculum Revision Timeline
Functions Beyond Linear & Quadratic	09-10		Analyze in 2012-13 to change course name and content to Match NVCC (MAT 137) course content for college articulation agreement.			
Pre-Calculus	09-10		2 years 2013-14	NA		August 2014
AP Calculus	College Board		NA	NA		NA
AP Statistics	College Board		NA	NA		NA

Name of Curriculum	Date Written	Board Approved Date	Timeline for Completion	Curriculum Updated	Board Approved	Curriculum Revision Timeline
Family Consumer Science Exploratory	2003					Fall 2012
Clothing I	2003					Spring 2013
Clothing II	2003					Fall 2013
Fashion Design I	2003					Winter 2013
Fashion Design II	2003					Spring 2014
Foods & Nutrition I	2003					Fall 2013
Advanced Foods & Nutrition I	2003					Winter 2013-2014
Advanced Foods & Nutrition II	2003					Spring 2014
Child Development	2003					Spring 2013
Allied Health I	2009					2014-2015
Allied Health II		9/14	2014	2014	9/14	2014-2015
Culinary Arts I	1999					Winter 2012-2013
Culinary Arts II						

Name of Curriculum	Date Written	Board Approved Date	Timeline for Completion	Curriculum Updated	Board Approved	Curriculum Revision Timeline
World History	2004	June 2004			2012	Fall 2012
Roots of American Citizenship	2004	June 2004				Spring 2013
United States History I	2004	June 2004				Spring 2013
United States History II	2009					2013-2014
African American History	2005					2013-2014
Sociology	***					
Psychology	***					
Economics	***					
Contemporary Issues	***					
Law & Society	***					
Comparative Government	***					
Geography	***					
American Studies	***					

## FY 16 Alliance Budget Summary

#8a  
handout

**Total Grant Award Reform & Non Reform** **\$20,911,528**

### Reform

**Talent Personnel Services - Salaries:**

Chief Academic Officer	\$153,750
Instructional Leadership Directors (4)	\$561,586
Director of Special Ed & Pupil Services	\$141,890
Supervisor of Talent & Professional Dev	\$111,834
ELA Coach (Middle)	\$55,000
Teacher Prep Time (11 substitutes)	\$220,000

**Talent Personnel Services - Benefits** \$529,337

**Talent Purchased Services :**

Professional Development	\$193,800
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**Talent Other:**

Staff Time & Attendance	\$195,907
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**Academic Personnel Services - Salaries:**

Director of Teaching Learning/Assessment (prorated 10 mos)	\$108,692
Math Supervisor - Elementary	\$97,684
PreK Certified Teachers (4)	\$300,530
Teaching Assistants Pre K (4 part-time)	\$95,284
Literacy Facilitators (11)	\$758,437
Art/Music Teachers (7)	\$358,742
Math Coaches (2)	\$126,507
Elementary School Tutors	\$450,000

School Improvement (Literacy/ Numeracy Teachers ; After School  
Admin & Teachers; Summer School Admin & Teachers, Summer

Computer Techs) \$408,227

Online Learning/Digital Curriculum (3 substitutes)	\$50,000
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WCA Stem	\$33,428
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**Academic Personnel Services - Benefits** \$918,443

**Academic Purchased Services:**

Curriculum Writing PD	\$130,000
Instructional Technology - Online Access	\$50,000
NVCC Partnership - Courses and materials	\$60,000

**Academic Other Purchased Services:**

Bussing ( Prek; Summer School; After School; WCA Stem	\$216,000
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**Academic - Other & Supplies:**

ELA, Social Studies, Science, PreK	\$300,000
Online Learning /Digital Curriculum	\$76,490
College Readiness (SAT)	\$47,000
Math Resources	\$118,430
Algebra 1 Screeners	\$30,000
Math Curricular Resources K-5	\$56,560
Mclass 3D Assessment	\$153,846
Supplies (WCA STEM; School Improvement)	\$19,320

**Culture & Climate Personnel Services - Salaries:**

Social Workers (14)	\$769,926
Coordinator of Security & School Safety	\$75,380
Behavioral Technicians (9)	\$373,515
Hall Monitors (5 Substitutes)	\$81,900
Student Success Plan Coordinator	\$57,110
Career Aides (2)	\$32,760

**Culture & Climate Personnel Services - Benefits** \$698,530

**Culture & Climate Personnel Services - Purchased Service:**

Professional Development - Attendance Works	\$10,000
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**Operations - Personnel Services - Salaries:**

Supervisor of School Turnaround	\$121,526
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**Operations - Personnel Services - Benefits:** \$62,817

**TOTAL REFORM** **\$9,410,188**



FY 16 Alliance Budget Summary

Total Grant Award Reform & Non Reform \$20,911,528

Non Reform

Non Reform Personnel Services - Salaries

WCA Faculty (77)	\$4,295,493
Content Supervisors (5.5)	\$594,251
Guidance Counselors (31)	\$2,006,457
Reading Teachers (16)	\$1,024,413
Library Media Specialist (20)	\$1,335,665
Walsh Teachers (5)	\$273,975
Crosby Teachers (9)	\$590,286
Crosby Administrators (1)	\$102,874
Tech Ed Teachers (17)	\$1,277,926

TOTAL NON REFORM \$11,501,340

Total Reform	\$9,410,188
Total Non Reform	\$11,501,340
Total Grant	\$20,911,528

## Alliance Grant 4 Year Summary

Key District Initiatives	Alliance Year One (1) 2012-2013	Alliance Year Two (2) 2013-2014	Alliance Year Three (3) 2014-2015	Alliance Year Four (4) 2015-2016
	<b>ALLIANCE GRANT AMOUNT:</b> <b>\$ 4,395,509</b>	<b>ALLIANCE GRANT AMOUNT:</b> <b>\$ 11,855,075*</b> <small>*Does Not Include Carryover of \$1,696,359</small>	<b>ALLIANCE GRANT AMOUNT:</b> <b>\$ 19,115,441*</b> <small>*Does Not Include Carryover of \$500,000</small>	<b>ALLIANCE GRANT AMOUNT:</b> <b>\$ 20,911,528*</b> <small>*Does Not Include Carryover of \$ 2,200,000</small>
Establish Reform Focus on 2012 <i>WPS Blueprint for Change Goals</i> (4)	<b>Reform Focus Established</b>	<b>Carried Reform Focus Forward</b>	<b>Carried Reform Focus Forward</b>	<b>Continue to Carry Reform Focus Forward</b>
Develop Theory of Action to Guide Reforms	<b>Theory of Action Developed</b>	<b>Upheld Theory of Action</b>	<b>Upheld Theory of Action</b>	<b>Uphold Theory of Action</b>
Implement Central Office Transformation, including Essential Personnel Changes to provide support and accountability to principals and teachers	<ul style="list-style-type: none"> <li>- Created and filled position of Chief Academic Officer (CAO)</li> <li>- Amended position of Chief Operating Officer to position of Chief Operating Officer and Chief of Staff (non-Alliance funding)</li> <li>- Refined and filled position of Director of Special Education &amp; Pupil Services</li> <li>- Created and filled position of Special Advisor to Superintendent</li> <li>- Created and filled</li> </ul>	<ul style="list-style-type: none"> <li>- Sustained central office leadership including:               <ul style="list-style-type: none"> <li>o Chief Academic Officer</li> <li>o Chief Operating Officer and Chief of Staff (non-Alliance funding)</li> <li>o Director of Special Education &amp; Pupil Services</li> <li>o Special Advisor to Superintendent</li> <li>o Instructional Leadership Directors (4)</li> <li>o Supervisor of Talent and</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Sustained central office leadership including:               <ul style="list-style-type: none"> <li>o Chief Academic Officer</li> <li>o Chief Operating Officer and Chief of Staff (non-Alliance funding)</li> <li>o Instructional Leadership Directors (4)</li> <li>o Director of Special Education &amp; Pupil Services,</li> <li>o Supervisor of Talent and Professional Development</li> <li>o Supervisor of School Turnaround</li> <li>o Deferred creation and</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Sustain central office leadership including:               <ul style="list-style-type: none"> <li>o Chief Academic Officer</li> <li>o Chief Operating Officer and Chief of Staff (non-Alliance funding)</li> <li>o Instructional Leadership Directors (4)</li> <li>o Director of Special Education &amp; Pupil Services,</li> <li>o Supervisor of Talent and Professional Development</li> </ul> </li> </ul>

## Alliance Grant 4 Year Summary

	<b>Instructional Leadership Director (ILD) positions, 4</b> - Created and filled position of Supervisor of Talent and Professional Development	<b>Professional Development</b> - Created and filled Supervisor of School Turnaround - Proposed position of Director of Teaching and Learning	filling of position of Director of Teaching and Learning; ○ Reconsidered creation and filling of position of Executive Coordinator of High School Redesign (detailed below)	○ Supervisor of School Turnaround ○ Create and fill position of Director of Teaching and Learning/ Assessment (see attached)
Provide dedicated administrative leadership/liaison to central office for district's Turnaround, Focus, and Review Schools	-----	Created and filled position of Supervisor of School Turnaround	Supervisor of School Turnaround continued coordination of resources and supports for lowest performing schools ○ Crosby Adaptive Labs and College Career Access center opened. Walk for success had 65 volunteers visiting over 250 homes. CROSBY and WALSH Year 3 MOUs signed. ○ New turnaround plan has been approved ○ 100% of Walsh Faculty has participated in Culturally Responsive Teaching professional development. ○ The three academies in Crosby have been identified as: entrepreneurship, STEAM, and public safety	Supervisor of School Turnaround will continue coordination of resources and supports for lowest performing schools, including the district's Turnaround and Focus Schools



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			<ul style="list-style-type: none"> <li>○ 100% of teachers in Walsh have visited an operating Project CHILD school</li> </ul>	
<p>Provide dedicated administrative leadership/liaison to central office to facilitate implementation of targeted reforms at the district's comprehensive high schools (Crosby, Kennedy, Wilby)</p>	-----	-----	<ul style="list-style-type: none"> <li>- Reconsidered creation and filling of position of Executive Coordinator for High School Redesign to assist the district's three comprehensive high schools with implementing targeted reforms, beginning with Crosby High School – an approved Commissioner's Network/Turnaround School [position funded by State of CT]</li> <li>- Created one year workplan with performance benchmarks</li> <li>- Developed revised Turnaround Plan for Years 2 &amp; 3 with Crosby Turnaround Committee to include plan for creation of independent academies</li> <li>- Reviewed Crosby budget and recommended adjustments as appropriate</li> <li>- Implemented Crosby Turnaround Plan with external partners:               <ul style="list-style-type: none"> <li>○ New Tech Network</li> <li>○ Buck Institute</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Continue to implement Crosby Turnaround Plan and recommend adjustments as appropriate</li> <li>- Continue to implement one year work plan with performance benchmarks; hold quarterly progress monitoring meeting with district and CSDE representatives</li> <li>- Implement Crosby Turnaround Plan in collaboration with an external partner</li> <li>- Design and implement a comprehensive improvement plan for Kennedy and Wilby that establishes small learning communities and/or independent academies within each school</li> </ul>

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			<ul style="list-style-type: none"> <li>○ Advancement Via Individual Determination</li> <li>- Initiated design and implementation of a comprehensive improvement plan for Kennedy and Wilby that establishes small learning communities and/or independent academies within each school</li> </ul>	
Create ILD Networks to support schools	Networks of 7-8 schools created and led by an ILD	ILD Networks Continued	ILD Networks Continued	ILD Networks Continued
Provide ILD and Central Office support for Principals related to School Improvement	ILDs and CAO support principals in developing School Improvement Plans, school-wide Data Teams, and student learning objectives (SLOs) to drive instructional decisions at each school	<ul style="list-style-type: none"> <li>- ILDs and CAO continued to support principals in developing School Improvement Plans, school-wide Data Teams, and student learning objectives (SLOs) to drive instructional decisions at each school</li> <li>- ILDs and CAO provided job-embedded professional development to enhance administrator capacity to promote high quality teaching</li> <li>- ILDs identified teacher professional development needs by school</li> </ul>	<ul style="list-style-type: none"> <li>- ILDs and CAO continued to support principals in developing School Improvement Plans, school-wide Data Teams, and student learning objectives (SLOs) to drive instructional decisions at each school</li> <li>- ILDs and CAO provided job-embedded professional development to enhance administrator capacity to promote high quality teaching</li> <li>- ILDs facilitated school-based teacher professional development to address teacher professional development needs by school</li> <li>- 12 focus walks and 7 network meetings were organized to</li> </ul>	<ul style="list-style-type: none"> <li>- ILDs and CAO continue to support principals in developing and refining School Improvement Plans, school-wide Data Teams, and student learning objectives (SLOs) to drive instructional decisions at each school</li> <li>- ILDs and CAO provide job-embedded professional development to enhance administrator capacity to promote high quality teaching</li> <li>- ILDs facilitate school-based teacher professional development to address teacher professional development needs by</li> </ul>



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			improve leadership practice for administrative teams and calibrate on the Common Core of Teaching Rubric.	school - Provide Administrator and Teacher PD aligned to the Blueprint for Change -	
Instructional Leadership Directors (ILDs) and Chief Academic Officer (CAO) Provide Differentiated Supports to Principals to develop Principal Instructional Leadership Skills	<b>ILDs and CAO</b> - Conducted school walk-throughs with principals and provided feedback on leadership actions - Modeled ways of thinking and acting that reflect desirable instructional leadership - Fostered dialogue among Network principals to serve as resources for each other	<b>ILDs and CAO</b> - Conducted school walk-throughs with principals and provided feedback on leadership actions - Modeled ways of thinking and acting that reflect desirable instructional leadership - Promoted dialogue among Network principals to serve as resources for each other - ILDs conduct Network Administrator Meetings	<b>ILDs and CAO</b> - Conducted school walk-throughs with principals and provided feedback on leadership actions - Modeled ways of thinking and acting that reflect desirable instructional leadership - Promoted dialogue among Network principals to serve as resources for each other - ILDs conducted Network Administrator Meetings - Monitored number/ frequency of focused classroom walk-throughs by administrators and documented walk-through feedback from administrators to teachers - Conduct Administrator Retreat - ILDs evaluated Principals using new Administrator Evaluation Plan	<b>ILDs and CAO</b> - Design and implement a 7 part cultural competence series for all administrators to be conducted at all of the Superintendent meetings. - Conduct school walk-throughs with principals and provide feedback on leadership actions - Model ways of thinking and acting that reflect desirable instructional leadership - Promote dialogue among Network principals to serve as resources for each other - ILDs conduct Network Administrator Meetings - Monitor number/ frequency of focused classroom walk-throughs by administrators and document walk-through feedback from administrators to teachers - Conduct Administrator	



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				Retreat - ILDs evaluate Principals using new Administrator Evaluation Plan
Recruit and retain high quality teachers and administrators that reflect the diversity of the community and that increase district capacity to operate highly effective schools	<ul style="list-style-type: none"> <li>- Under direction of new Supervisor of Talent and Professional Development</li> <li>- Develop Plan to recruit and retain high quality teachers and administrators that reflect the diversity of the community</li> <li>- Establish Diverse Recruitment Team of district teachers and administrators</li> <li>- Develop district marketing materials for prospective teachers and principals</li> <li>- Attend recruitment events at colleges and job fairs</li> <li>- Establish professional development calendar, to include addition of seven (7) half days for PD and reorganization of three (3) PD days to August prior to start of the school year</li> </ul>	<ul style="list-style-type: none"> <li>- Implement Plan to recruit and retain high quality teachers and administrators that reflect the diversity of the community</li> <li>- Involve Diverse Recruitment Team of district teachers and administrators in recruitment and retention Plan(s)</li> <li>- Utilize district marketing materials for prospective teachers and principals</li> <li>- Attend recruitment events at colleges and job fairs</li> <li>- Utilize district PD days and half days to provide staff training pertaining to district/WPS Blueprint for Change goals</li> <li>- Enrolled Waterbury teachers in ACES Aspiring Leadership Program to prepare Waterbury teachers and new administrators to be highly effective educational leaders—creating an</li> </ul>	<ul style="list-style-type: none"> <li>- Implemented Plan to recruit and retain high quality teachers and administrators that reflect the diversity of the community</li> <li>- Involved Diverse Recruitment Team of district teachers and administrators in recruitment and retention Plan(s)</li> <li>- Utilized district marketing materials for prospective teachers and principals</li> <li>- Attended recruitment events at colleges and job fairs</li> <li>- Utilized district PD days and half days to provide staff training pertaining to district/WPS Blueprint for Change goals</li> <li>- Identified cadre of aspiring leaders</li> <li>- Initiated work on developing an district Aspiring Leadership Program to prepare Waterbury teachers and new administrators to be highly effective educational leaders—creating an internal pipeline for school leaders</li> <li>- Enroll aspiring leaders in</li> </ul>	<ul style="list-style-type: none"> <li>- 19.6% of new hires identified themselves as a minority as of 08.13.2015</li> <li>- Implement Plan to recruit and retain high quality teachers and administrators that reflect the diversity of the community</li> <li>- Involve Diverse Recruitment Team of district teachers and administrators in recruitment and retention Plan(s)</li> <li>- Participate in recruitment fairs within the tri-state area, with a specific focus on urban education programs</li> <li>- Continue to work with ACES and focus on strategies to attract minorities candidates to our district</li> <li>- Utilize district marketing materials for prospective teachers and principals</li> <li>- Utilize district PD days and half days to provide staff</li> </ul>

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		<p>internal pipeline of school leaders</p>	<p>leadership training program(s) /Invited identified aspiring leaders to a training session to determine their interest and commitment to the leadership training program (Yancy Program)</p> <ul style="list-style-type: none"> <li>- Conduct week long induction/orientation for new teachers                             <ul style="list-style-type: none"> <li>o District Policies</li> <li>o Pension/Benefits</li> <li>o Technology</li> <li>o Teaching English Learners</li> <li>o Teacher Evaluation</li> <li>o Cultural Competency</li> <li>o TEAM</li> <li>o Community &amp; School Resources</li> <li>o Safety and Security</li> </ul> </li> <li>- Conduct Administrator Retreat                             <ul style="list-style-type: none"> <li>o Chronic Absenteeism</li> <li>o Social Media</li> <li>o Common Core of Leading Rubric</li> <li>o School Improvement Plans</li> <li>o Elementary/Secondary Focus</li> <li>o Legislative Updates</li> </ul> </li> </ul>	<p>training pertaining to district/<i>WPS Blueprint for Change</i> goals</p> <ul style="list-style-type: none"> <li>- Invite identified aspiring leaders to a training session to determine their interest and commitment to the leadership training program (Yancy Program)</li> <li>- Devise and implement a program to increase student interest in education (Black &amp; Latino) and focus on the current minority teachers within the district surrounding retention</li> <li>- Assign mentors to all new teachers; teachers will complete prescribed modules</li> <li>-</li> </ul>
Increase Accountability of every	Revised district	- Provided training for	Continued Implementation of	Continue Implementation of



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educator for student learning	<b>Administrator and Teacher Evaluation Plans in accordance with Connecticut Guidelines for Educator Evaluation</b>	Administrators relative to new Administrator and Teacher Evaluation Plans, Implemented Administrator Evaluation Plan <ul style="list-style-type: none"> <li>- Piloted Implementation of Teacher Evaluation Plan district-wide</li> </ul>	<b>new Administrator Evaluation Plan and new Teacher Evaluation Plan</b>	<b>new Administrator Evaluation Plan and new Teacher Evaluation Plan</b>
Improve School Administrator Effectiveness	<b>Provided Administrator Training related to</b> <ul style="list-style-type: none"> <li>- School-wide Data Teams</li> <li>- New SDE Administrator Evaluation System</li> <li>- Effective observation of teaching and learning, including evidence-based observations</li> </ul>	<b>Provided job-embedded professional development, coaching, and modeling by ILDs for administrators related to topics including:</b> <ul style="list-style-type: none"> <li>- New WPS Administrator and Teacher Evaluation Plans</li> <li>- Effective observation of teaching and learning, including evidence-based observations</li> <li>- Principal interaction with SGCs</li> <li>- Providing feedback to teachers after an observation that includes more direction on how to improve</li> <li>- Change in practice of data analysis used to refine goals (school wide and instructional data teams)</li> <li>- Development of a professional learning plan</li> <li>- How principals review</li> </ul>	<b>Provided job-embedded professional development, coaching, and modeling by ILDs for administrators related to topics including:</b> <ul style="list-style-type: none"> <li>- Continued work in areas from 2013-14</li> <li>- Implementation of M-Class assessments in language arts for grades K-5</li> <li>- Implementing and monitoring lessons that emphasize the development of mathematical practices; providing administrator feedback to teachers in this area</li> <li>- New guidelines around school safety</li> <li>- Leadership Development to support current SVPs and TVPs who aspire to be principals</li> </ul>	<ul style="list-style-type: none"> <li>- Provide school leaders with differentiated job-embedded professional development to meet their needs as identified by adult (CCL rubric, ILD site visits, focus walks) and student measures (discipline data, chronic absenteeism data, assessment results)</li> <li>- Conduct monthly Focus Walks with administrative teams to provide instructional coaching aligned to the CCT Rubric, including calibration and effective feedback strategies</li> <li>- Identify top leadership talent and develop pathways for shared leadership based on the Common Core of Leadership Rubric and provide opportunities to</li> </ul>



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		<p>classroom observation data, and connect it to the Teacher Evaluation and Support Program (TEVAL) rubric</p> <ul style="list-style-type: none"> <li>- Development of “look fors” for teachers in the Common Core of Teaching Rubric (CCT)</li> <li>- Implementing a follow-up plan to PD with expectations of teacher performance</li> <li>- Understanding of the Common Core of Teaching (CCT) overall</li> <li>- Preparation for feedback conferences with teachers</li> <li>- Roll out of updated data team process to school leadership team</li> <li>- Developing Student Learning Objectives</li> <li>- Understanding of how content area teachers could incorporate school wide literacy initiatives without losing focus on their content</li> <li>- Development of School Blueprints for Student Achievement (School Improvement Plans)</li> <li>- Connection of the goals and work of the content supervisors with the goals</li> </ul>		<p>share/develop expertise districtwide during network meetings</p> <ul style="list-style-type: none"> <li>- Train new administrators on the teacher evaluation systems and how to leverage BloomBoard technology to improve educator effectiveness in areas aligned to the Common Core of Teaching Rubric</li> <li>- Train and implement new Administrator Evaluation Plan (2015-2016 Common Core of Learning Rubric)</li> <li>- Develop comprehensive three-year professional development plan for school administrators (network meetings, principal reform meetings and focus walks) that align with district priorities and goals</li> </ul>
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		and work of the schools - Supporting vision, mission and goal development		
Align ELA and Math Curricula with Common Core State Standards (CCSS)	<ul style="list-style-type: none"> <li>- Completed CCSS aligned K-8 ELA curriculum with teacher team and nationally recognized consultant</li> <li>- Grade 9-12 ELA and Math CCSS aligned curriculum revisions began</li> </ul>	<ul style="list-style-type: none"> <li>- Engaged nationally recognized consultant to continue work with teacher team to complete CCSS aligned ELA curriculum for Grades 9-12</li> <li>- completed CCSS aligned K-8 Math curriculum, Algebra I, Algebra II, and Geometry curricula</li> </ul>	<ul style="list-style-type: none"> <li>- Data was collected using Waterbury's Unit Development Criteria (EQuIP) on the K-5 ELA units in November. The average score was 1.87 (out of 4). According to the criteria, any score below a 3 requires significant revision. A K-12 ELA curriculum plan/template was created for unit development and assessment to include integration of ELA standards with Science and Social Studies standards. A new Kindergarten unit was written and shared with all Kindergarten teachers in June for implementation in the fall. Kindergarten teachers scored the new unit using the same Waterbury Unit Development Criteria (EQuIP). The average score was a 3.90 (out of 4).</li> </ul>	<ul style="list-style-type: none"> <li>- Establish a curriculum management cycle to establish plan to update and revise ELA, Math, Science, and Social Studies curricula with CT Core Standards and Smarter Balances Assessments, and CAPT</li> <li>- Supervisors train staff in Common Core during curriculum writing PD</li> <li>- Continuously engage in a systematic standards-based review, development, implementation and evaluation process.</li> <li>- Identify and adopt school/district-wide vertical alignment of developmentally appropriate grade specific standards.</li> <li>- Develop curricula through the context of instructional learning cycles.</li> <li>- Develop performance tools to describe, in</li> </ul>



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				measurable terms, student performance - Develop performance tools to describe, in measurable terms, student performance
Align Other Core Curricula with Common Core State Standards (CCSS)	-----	- Social Studies CCSS aligned curricula completed - Science CCSS Curricula alignment process initiated (Draft Biology & Chemistry CCSS aligned curricula prepared)	Continue Science Curriculum Review and Revision to align K-12 Science Curriculum with Common Core State Standards	- Provide New ELA, Social Studies, Science (K-8) Curriculum Resources, and Pre-K, including leveled reading books and other resources - Establish a curriculum management cycle to establish plan to update and revise ELA, Math, Science, and Social Studies curricula with CT Core Standards and Smarter Balances Assessments, and CAPT - Continue to integrate the CT Social Studies Frameworks and NGSS with ELA CCSS.
Implement Common Core State Standards (CCSS) aligned ELA curriculum	New K-8 ELA Curriculum Training for K-8 Administrators and teacher team provided by a nationally recognized consultant	- Provided Summer (2013) training for teachers relative to New K-8 ELA Curriculum - Implemented new ELA curriculum in Classrooms	Continue to implement CCSS aligned ELA curricula for K-8 and Grades 9-12	- Monitor implementation of revised CT Core Standards and Smarter Balance Assessments and CAPT - Provide Leveled Reading Books and other resources

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		<ul style="list-style-type: none"> <li>- Provided Summer (2013) training for Grade 9-12 aligned ELA curriculum</li> </ul>		<ul style="list-style-type: none"> <li>- Continue to implement CCSS aligned ELA curricula for K-8 and Grades 9-12</li> </ul>
Develop/Identify district comprehensive K-12 assessment system aligned with CCSS & Smarter Balanced Assessments	<b>District Assessment Committee established and convened to examine existing student assessments and to recommend common formative and summative assessments for core content areas that are aligned with student assessments</b>	<ul style="list-style-type: none"> <li>- Local Assessment Program (LAP) Identified – “Acuity”</li> <li>- Contract with LAP executed</li> <li>- Acuity used in Schools for first time(Winter &amp; Spring)</li> <li>- Piloted Mclass Assessments (ELA) in four elementary schools</li> </ul>	<ul style="list-style-type: none"> <li>- Local Assessment Program (LAP)/Acuity to be used universally in all district schools</li> <li>- Expand use of Mclass Assessments (ELA) to all elementary schools</li> </ul>	<ul style="list-style-type: none"> <li>- Customize Local Assessment Plan (LAP) to meet student, school, and district needs</li> <li>- All students in grades K-3 and grades 4-5 will take the M Class 3D assessment</li> <li>- Conduct nationally normed benchmark assessments in Math and ELA aligned to CT Core Standards in grades 6-8</li> <li>- Grades K-5will administer district Math Benchmarks and performance tasks aligned with CT Core Standards in fall, winter and spring of 2015-16</li> <li>- Track and evaluate measurable indicators of student achievement.</li> <li>- Develop assessments to inform district, school, department and/ or grade-level planning.</li> <li>- Monitor assessment data</li> <li>- Develop, implement, monitor, and evaluate instructional practices – supported by</li> </ul>



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				<p>responsive, job embedded professional development that directly aligns with the core curriculum.</p> <ul style="list-style-type: none"> <li>- Pilot iReady diagnostic math assessments and intervention in grades 3-5</li> </ul>
Increase Common Planning Time for teachers	<p>WTA Contract Amended to provide for Increased Common Planning Time for teachers</p>	<p>Increased Common Planning Time for teachers per WTA contract, hired and assigned additional art and music teachers which facilitated teacher availability to participate in common planning</p>	<ul style="list-style-type: none"> <li>- Utilize Increased Common Planning Time for teachers with teacher coverage provided</li> <li>- Elementary teachers increased collaboration time from 4 periods/week to 5 periods/week</li> </ul>	<ul style="list-style-type: none"> <li>- Reading Teachers provide professional development to staff on collaboration days</li> </ul>
Increase use of Data to drive decision making about instruction	<p>District-wide Data Team developed to inform instructional decisions</p>	<p>District-wide Data Team data review and analysis informs instructional decisions</p>	<ul style="list-style-type: none"> <li>- District-wide Data Team will scrutinize relationship between professional development provided for teachers and administrators and student outcomes</li> <li>- District-wide Data Team review and analysis of student data will inform instructional decisions</li> </ul>	<ul style="list-style-type: none"> <li>- Analyze data from assessments at grade/instruction, school and district data team meetings to adjust strategies</li> <li>- Analyze students results from LAP at grade-level/instructional, school and district data team meetings and use results to drive instruction</li> <li>- Establish a strategic plan for monitoring the implementation of standards-based, concept-</li> </ul>



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				<p>driven curricula through the context of high functioning, data-driven instructional teams.</p> <ul style="list-style-type: none"> <li>- Map and adopt teaming structures, standards, and feedback mechanisms.</li> <li>- Implement instructional teaming standards for</li> <li>- All team meetings; evaluate effectiveness of the teaming standards in relation to its implementation.</li> </ul>
Enhance Literacy Instruction	<ul style="list-style-type: none"> <li>- Conducted Literacy Curriculum Audit</li> <li>- Redefined role of reading teachers to that of Literacy Coaches</li> </ul>	<ul style="list-style-type: none"> <li>- Supported literacy instruction through Literacy Facilitators</li> <li>- Centralized literacy standards and practices</li> <li>- Provided professional development for teachers and administrators related to CCSS aligned ELA curricula</li> <li>- Began implementation of CCSS aligned ELA curriculum</li> </ul>	<ul style="list-style-type: none"> <li>- Continue to support literacy instruction through Literacy Facilitators</li> <li>- Implement CCSS aligned ELA curriculum K-12</li> <li>- Provide teacher professional development around Common Core State Standards, Best Practices- Marzano-Non Linguistic Representations and note-taking</li> <li>- Monitor implementation of revised CCSS aligned ELA curricula</li> <li>- ELA K-5 94% of teachers engaged in ELA coaching cycles agree/strongly agree that coaching cycles supported their professional</li> </ul>	<ul style="list-style-type: none"> <li>- Provide ELA Coach for middle school</li> <li>- Provide Literacy Facilitators ( 8 Elementary, 3 Middle School)</li> <li>- Provide Elementary School Tutors</li> <li>- Provide Supervisor of Reading and Language Arts (grades 4-5)</li> <li>- Reading Teachers handle Tier II and III interventions</li> <li>- Utilize coaching cycles to provide jog-embedded training for teachers to support literacy instruction/intervention</li> <li>- Provide Individual Reading Plan (IRP) and</li> </ul>

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			<p>growth. Further, 94% of teachers reported that they implement strategies learned from the coaching cycles. Additionally, teachers across the district took a pre and post district-created "Teacher Knowledge Survey" on Phonics instruction. Our pre-assessment data showed an average score of 70%. After PD and coaching cycles, post data indicates an average score of 88%.</p> <ul style="list-style-type: none"> <li>- Students in K-5 improved by 9.3% from the Fall 2014 mCLASS benchmark to the Spring 2015 benchmark.</li> </ul>	<p>SRBI for substantially students who are substantially deficient on MClass assessment</p> <ul style="list-style-type: none"> <li>- Reading Teachers will provide services to students in need of Tier II and Tier III interventions.</li> <li>- Provide monthly training to ELA department teachers and administrators K-5.</li> <li>- Utilize coaches to support classroom instruction.</li> <li>- Implement a foundational skills program in grades K-2</li> </ul>
Improve Math Instruction	<ul style="list-style-type: none"> <li>- Hired new Math Supervisor</li> <li>- Provided job-embedded training and support for Teachers by middle school Math Coaches</li> <li>- Teacher Team began Math curriculum alignment with CCSS</li> </ul>	<ul style="list-style-type: none"> <li>- Provided Math Supervisor</li> <li>- Provided job-embedded training and support for Teachers by Math Coaches at elementary and middle schools</li> <li>- Completed alignment of Math curriculum with CCSS</li> </ul>	<ul style="list-style-type: none"> <li>- Provide Math Supervisor</li> <li>- Provide job-embedded training and support for Teachers by Math Coaches at elementary and middle schools</li> <li>- Provide professional development for teachers around Standards for Mathematical Practice</li> <li>- Monitor implementation of revised CCSS aligned Math curricula</li> <li>- Math K-5, 90% of teachers engaged in math coaching cycles agree/strongly agree</li> </ul>	<ul style="list-style-type: none"> <li>- Provide Math Supervisor</li> <li>- Provide Math Coaches – Middle Schools)</li> <li>- Utilize coaching cycles to provide job-embedded support and professional development</li> <li>- Observe and document teacher use of Math content and instructional strategies addressed in PD</li> <li>- Provide small group instruction/tiered support in mathematics in grades K-5 at all elementary schools</li> </ul>



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			<p>that coaching cycles supported their professional growth and increased their knowledge of math content and standards. 98 % of respondents agree/strongly agree they will implement strategies learned during professional development on the Standards for Mathematical Practice.</p> <ul style="list-style-type: none"> <li>- Students in K-5 improved by 39% from the Fall 2014 benchmark to the Spring 2015 benchmark.</li> </ul>	<ul style="list-style-type: none"> <li>- Provide Math Resources including Math Tier II kits</li> <li>- Utilize Algebra 1 Screeners</li> <li>- Utilize Math Exemplars Problem Solving for Common Core-an online resource for grades K-5</li> <li>- Provide PD for teachers and administrators on the Standards for Mathematical Practice and the instructional shifts in the CT Core Standards, including use of Exemplars</li> <li>- Embed Exemplars tasks into the formative assessment cycle</li> <li>- Provide monthly professional development to teachers, math coaches and administrators</li> <li>- Utilize coaches and coaching cycles to improve instructional practice</li> </ul>
<b>Improve Teacher Effectiveness</b>	<b>Supervisors, Principals, ILDs and CAO began to identify professional development needs of teachers and administrators by School and by ILD Network</b>	<ul style="list-style-type: none"> <li>- Provided district-wide and school-based professional development (PD) opportunities around Common Core State Standards (CCSS) and CCSS aligned curricula in all core subjects, and PD around instructional best</li> </ul>	<ul style="list-style-type: none"> <li>- Provide district-wide and school-based professional development (PD) opportunities around Common Core State Standards (CCSS) and CCSS aligned curricula in all core subjects, PD around instructional best practices, and PD aligned to</li> </ul>	<ul style="list-style-type: none"> <li>- Provide professional development (PD) around CT Core Standards aligned curricula</li> <li>- Provide non-tenured PD retreat and follow up sessions throughout the year focused on classroom environment, classroom</li> </ul>

## Alliance Grant 4 Year Summary

		<p><b>practices</b></p> <ul style="list-style-type: none"> <li>- <b>Provided PD related to promoting positive student behavior</b></li> <li>- <b>Piloted Teacher Evaluation Plan</b></li> </ul>	<p><b>teacher evaluation data and PD needs identified by Supervisors, Principals, ILDs, CAO;</b></p> <ul style="list-style-type: none"> <li>- <b>Provide PD related to promoting positive student behavior</b></li> <li>- <b>Implement Teacher Evaluation Plan</b></li> <li>- <b>Provide SPED training and training in differentiated instruction for teachers</b></li> <li>- <b>Provide job-embedded Sheltered Instruction Strategies Training for teachers</b></li> <li>- <b>Principals, ILDs, CAO, Special Education and Bilingual Supervisors will Conduct classroom walk-throughs to observe teacher use of differentiated instruction, Sheltered Instruction Strategies training</b></li> <li>- <b>Principals, ILDs, &amp; CAO will Monitor implementation of CCSS aligned curricula</b></li> </ul>	<p><b>management, transitions and also effective assessment for learning strategies</b></p> <ul style="list-style-type: none"> <li>- <b>Identify top teacher talent and develop opportunities to share/develop expertise districtwide regarding Common Core of Teaching</b></li> <li>- <b>Design district-wide and school specific PD offerings for 2015-2016 identified by multiple adult and student data measure aligned to the CCT Rubric</b></li> <li>- <b>Utilize coaching cycles to provide job-embedded training for teachers to support literacy instruction/intervention</b></li> <li>- <b>Provide sheltered instruction strategies training to Pre-K teachers, teaching classroom assistants and para-professionals</b></li> <li>- <b>Purchase and provide training on Foundations for all teachers in grades K - 2 to support teaching of foundational skills outlined in the CT Core Standards</b></li> <li>- <b>Reading Teachers will provide PD to staff during collaboration days</b></li> </ul>
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## Alliance Grant 4 Year Summary

				<ul style="list-style-type: none"> <li>- Utilize coaching cycles to provide job-embedded support and professional development</li> <li>- Provide PD for teachers and administrators on the Standards for Mathematical Practice and the instructional shifts in the CT Core Standards, including use of Exemplars</li> <li>- Observe and document teacher use of Math content and instructional strategies addressed in PD</li> <li>- Provide monthly training for teachers around goals and areas of need</li> <li>- Provide feedback to teachers</li> </ul>
Improve Student Achievement through Out-of-School time initiatives				<ul style="list-style-type: none"> <li>- Provide Summer School Improvement Program – Summer School Administrators and Teachers, computer technicians, and literacy and numeracy specialists</li> </ul>
Assess and Enhance technology resources to facilitate teaching, learning, and student participation in computer-based assessments	Conducted Survey of Technology Resources by School	<ul style="list-style-type: none"> <li>- Augmented number of student computers and tablets for student use, including use during local and state mandated assessments</li> </ul>	<p style="text-align: center;">-----</p> <ul style="list-style-type: none"> <li>- Students utilized enhanced technology during class time and during local and state mandated assessments</li> </ul>	<ul style="list-style-type: none"> <li>- Provide Online Access – Keyboarding Licenses</li> <li>- Provide Online Learning/Digital Curriculum</li> <li>- M Class Elementary 3D</li> </ul>



## Alliance Grant 4 Year Summary

		- Expanded wireless footprint in schools to all common areas and classrooms	- Used online district assessment software and wireless access in classrooms and other school spaces	Software, Platform and Tools for Student Subscriptions
Promote Positive School Climate, Create safe and welcoming schools that engage all families	<ul style="list-style-type: none"> <li>- Conducted CT School Climate Survey (selected grades)</li> <li>- Established School Climate Committees at each school</li> <li>- Developed School Climate Plans</li> </ul>	<ul style="list-style-type: none"> <li>- Provided Positive Behavior Intervention Support (PBIS) professional development for teachers and administrators</li> <li>- Introduced Behavior Technicians at middle and high schools to manage student disciplinary referrals and identify district supports to address underlying student mental health issues</li> <li>- Created and filled the position of Coordinator of School Safety and Security</li> <li>- conducted school safety assessments</li> </ul>	<ul style="list-style-type: none"> <li>- Student expulsions were reduced by 46% from the 2013-2014 school year.</li> <li>- Student suspensions were reduced by 10.47 % from the 2013-2014 school year.</li> <li>- Provided Positive Behavior Intervention Support (PBIS) professional development for teachers and administrators</li> <li>- Provided Behavior Technicians at middle and high schools continue to manage student disciplinary referrals and identify district supports to address underlying student mental health issues</li> <li>- (2) Hire of 7 new School Psychologists to address mental health, clinical, and emotional needs of students</li> <li>- Hire of 14 new School Social Workers (9 elementary, 5 middle &amp; high) to provide classroom social skills lessons, counseling, crisis intervention, consultation with families, staff, agencies, behavioral assessments,</li> </ul>	<ul style="list-style-type: none"> <li>- Increase capacity of elementary, middle, and high schools to respond to negative student behavior through: <ul style="list-style-type: none"> <li>o Behavior Technicians and Hall Monitor at middle and high schools</li> <li>o Social Workers Pre-K to 12</li> <li>o Identify schools to receive culturally-responsive training based on data/need</li> </ul> </li> <li>- Coordinator of School Safety and Security will address identified safety/security and will guide school emergency procedure exercises</li> <li>- Implement PBIS with Fidelity <ul style="list-style-type: none"> <li>o Develop and execute action plan based on SRBI, CSCI, and SWIS behavioral data</li> <li>o Collect and analyze</li> </ul> </li> </ul>

## Alliance Grant 4 Year Summary

			<ul style="list-style-type: none"> <li>- SRBI/EIP interventions</li> <li>- Coordinator of School Safety and Security addressed concerns identified through school safety assessments conducted in 2013-2014</li> </ul>	<p>SET and other survey data to promote a positive school climate</p> <ul style="list-style-type: none"> <li>○ PBIS coaches will provide training to building staff to increase communication and positive behavior support for all middle and high school students</li> </ul>
Reduce Chronic Absenteeism	-----	-----	<ul style="list-style-type: none"> <li>- Chronic Absenteeism reduced by 3.5% for the 2014-2015 school year.</li> <li>- Attendance Counselors focused on students at risk of becoming chronically absent</li> <li>- Highlighted importance of attendance at Kindergarten orientation</li> <li>- Provided monthly reports on chronically absent students to principals</li> </ul>	<ul style="list-style-type: none"> <li>- Reorganize Attendance Counselors to focus on students at risk of becoming chronically absent</li> <li>- Provide monthly reports on chronically absent students to principals</li> <li>- Establish an Attendance Team to review and act upon absenteeism data at all schools</li> <li>- Develop a three tiered chronic absenteeism plan in their school improvement plan that includes SMART goals and monitoring strategies</li> <li>- Implement a Comprehensive Chronic Absenteeism Plan at each</li> </ul>



## Alliance Grant 4 Year Summary

				school <ul style="list-style-type: none"> <li>- Develop district-wide recognition strategies for improved attendance and attendance below the chronic absenteeism line</li> <li>- Utilize Attendance Works, PD pertaining to chronic absenteeism</li> </ul>
Meet the needs of special student populations	<ul style="list-style-type: none"> <li>- Initiated "Night School" in Spring 2013 at three comprehensive high schools and the alternative high school with positive outcomes for students</li> <li>- Investigated locations to open additional Pre-K classrooms with ELL support</li> </ul>	<ul style="list-style-type: none"> <li>- Continued "Night School" at three comprehensive high schools and the alternative high school with positive outcomes for students</li> <li>- Opened three additional Pre-K classrooms with ELL support; investigated additional potential locations for more Pre-K classrooms</li> </ul>	<ul style="list-style-type: none"> <li>- Continue "Night School" at one location for 11<sup>th</sup> and 12<sup>th</sup> graders only, to maximize district capacity to deliver consistent program that facilitates graduation on time for selected alternative program students</li> <li>- Operate three additional Pre-K classrooms and seek options to open more Pre-K classroom(s)</li> </ul>	<ul style="list-style-type: none"> <li>- Provide training in differentiated instruction for all new teachers</li> <li>- Train all special education teachers and supervisors in the K-2 Foundations program so that small group and one on one targeted instruction aligns with the CT Core Standards, classroom practice and IEP goals</li> <li>- Provide PD opportunities for new teachers, bilingual/ESL teachers, Pre-K teachers and pre-K classroom assistants to support the delivery of CCSS aligned curriculum to EL students district-wide</li> <li>- Provide job-embedded and after-school Sheltered Instruction Strategies Training for Bilingual/ESL department teachers</li> </ul>

## Alliance Grant 4 Year Summary

				<ul style="list-style-type: none"> <li>- Provide all new teachers Sheltered Instruction Strategies Training, including follow-up sessions in the fall and spring</li> <li>- Conduct quarterly collaborative meetings with elementary Bilingual teachers to discuss student performance and strategies</li> <li>- Conduct monthly collaborative meetings with elementary ESL teachers to discuss student performance and strategies</li> <li>- Conduct monthly collaborative meetings with Principals, ILDs and Bilingual Supervisor at each elementary Bilingual center</li> <li>- Provide additional Pre-K Teaching Assistants</li> <li>- Provide Substitutes to facilitate Online Learning/Digital Curriculum for advancement or credit retrieval by students</li> </ul>



## Alliance Grant 4 Year Summary

Middle School Transformation	-----	Study Team formed, Options for restructuring middle schools were identified [required no Alliance funds]	<ul style="list-style-type: none"> <li>- Develop new computer education and professional application curriculum to improve student skills for taking electronic assessments</li> <li>- Pilot reconfiguration of grade 6 at one middle school: grade 6 students assigned to smaller teams (Fall 2014)</li> <li>- Redesign Middle School Accelerated Academy (MSAA) curriculum, core courses, vision, mission, goals, and intake criteria (for Fall 2015)</li> </ul>	- N/A
Promote on time graduation from high school	<ul style="list-style-type: none"> <li>- Internal measures for graduation rate, minus student unenrolled that are unaccounted for was 73.5% for the 2011 cohort.</li> </ul> <p>Provided online learning opportunities for high school credit retrieval or credit advancement (licenses and staff)</p>	<ul style="list-style-type: none"> <li>- Internal measures for graduation rate, minus student unenrolled that are unaccounted for was 84.5% for the 2012 cohort.</li> <li>- Provided online learning opportunities for high school credit retrieval or credit advancement licenses and staff)</li> <li>- Facilitated Student Success Plan development and implementation in the middle and high schools by hiring dedicated SSP Coordinator for middle schools, and one for high schools</li> </ul>	<ul style="list-style-type: none"> <li>- Internal measures for graduation rate, minus student unenrolled that are unaccounted for was 85.2% for the 2013 cohort.</li> <li>- Provide online learning opportunities for high school credit retrieval or credit advancement</li> <li>- Facilitate Student Success Plan development and implementation in the middle and high schools by hiring dedicated SSP Coordinator for middle schools, and one for high schools</li> </ul>	<ul style="list-style-type: none"> <li>- Provide online learning opportunities for high school credit retrieval or credit advancement</li> <li>- Provide staff to facilitate student use of online learning during and after school (Substitutes)</li> <li>- Facilitate Student Success Plan development and implementation in the middle and high schools by hiring dedicated SSP Coordinator</li> <li>- Increase capacity of elementary, middle, and high schools to respond to negative student behavior through:</li> </ul>



## Alliance Grant 4 Year Summary

				<ul style="list-style-type: none"> <li>○ Behavior Technicians and Hall Monitor at middle and high schools</li> <li>○ Social Workers Pre-K to 12</li> <li>○ Identify schools to receive culturally-responsive training based on data/need</li> </ul>
Promote High School Graduation AND Student Preparation for Success in Selected Careers after High School	-----	Funded personnel needed to open Waterbury Career Academy (WCA), grade 9 only	<ul style="list-style-type: none"> <li>- Fund personnel needed to open Waterbury Career Academy grade 10, in addition to existing grade 9</li> <li>- Conduct STEM (Science, Technology, Engineering, Math) focused After School program for 7<sup>th</sup> and 8<sup>th</sup> grade students at WCA</li> </ul>	<ul style="list-style-type: none"> <li>- Fund SAT testing (materials and scoring) for students in grades 9-12</li> <li>- Facilitate student use of online learning; register high school students to utilize digital curriculum</li> <li>- Provide staff for credit retrieval and afterschool credit retrieval programs</li> <li>- Purchase/continue digital curriculum licenses</li> <li>- Conduct STEM Afterschool Program for district 7<sup>th</sup> and 9<sup>th</sup> graders at the Waterbury Career Academy</li> <li>- Provide Student Success Plan Coordinator and part-time Career Aides</li> <li>- Utilize Naviance system to provide college and career</li> </ul>

## Alliance Grant 4 Year Summary

				exploration, collect data, and track progress toward SSP (Student Success Plan) goals
				-
Pilot high school credit/college credit program with Naugatuck Valley Community College (NVCC)			<ul style="list-style-type: none"> <li>- Initiate Partnership between Waterbury Career Academy (WCA) and Naugatuck Valley Community College (NVCC) to deliver program that allows students to earn 18 Carnegie Units toward high school graduation and a college (NVCC) Certificate (18 college credits) in either Manufacturing or Information Technology</li> <li>- Offer initial 7 co-taught courses for dual credit (high school and college credit) for 25 students</li> </ul>	<ul style="list-style-type: none"> <li>- Continue to develop and grow Naugatuck Valley Community College (NVCC)/Waterbury Public Schools partnership</li> <li>- Fund NVCC Dual Articulation Courses for students</li> </ul>





STATE OF CONNECTICUT  
DEPARTMENT OF EDUCATION



#8

August 17, 2015

Dr. Kathleen M. Ouellette  
Superintendent of Schools  
Waterbury Public Schools  
236 Grand Street, Chase Office Bldg  
Waterbury, CT 06702-1972

Dear Dr. Ouellette:

I am pleased to inform you of the approval of Waterbury's Alliance and Priority School District Consolidated Year 4 Application. I applaud your efforts to strengthen and initiate district strategies to improve student achievement. We appreciate your commitment to advancing student outcomes through targeted investments in the areas of talent, academics, culture and climate, and operations, with a particular focus on the district's lowest-performing schools.

Linked to this approval, the Connecticut State Department of Education's (CSDE) Finance and Grants Offices will be releasing Waterbury's FY 16 allocations in the coming days. Waterbury is approved to receive:

1. \$20,911,528 in FY 16 Alliance District funding, and
  2. \$2,474,918 in FY 16 Priority School District (PSD) funding. \$2,291,814 released immediately and the remainder, \$183,104 will be released in 2016.
- Please be advised that the PSD grants will be released in two parts. The second part will be available during the second half of the 2015-16 academic year, pending legislative action. Due to this inconvenience, the CSDE will request additional legislative action permitting your district to carry forward any PSD grant surplus at the end of FY 16 into FY 17.
  - In addition, please be advised that Priority School District funding is reduced by approximately 8-9 percent in FY 16. You will be required to revise your PSD budget in your Alliance and Priority School District Plan and resubmit the plan to your CSDE point of contact no later than September 21, 2015.

Please access the online grants management system to draw down funds aligned to your approved plan. If you have any questions related to grants funding, please contact Kevin Chambers at [kevin.chambers@ct.gov](mailto:kevin.chambers@ct.gov) or (860) 713-6632.



Dr. Kathleen M. Ouellette  
August 17, 2015  
Page 2

The CSDE looks forward to working with Waterbury to successfully implement your Year 4 plan. The Turnaround Office shares your commitment to results and ongoing monitoring. We will be holding three monitoring meetings with you in the coming school year. Alliance Districts will report on leading and lagging indicators, plan implementation, and year-to-date grant spending on a quarterly basis. We also value the opportunity to discuss progress, troubleshoot barriers and challenges, and identify ways that the CSDE can support your district through the implementation phase. To support our collective efforts, the Turnaround Office will continue to bring the Alliance Districts together periodically for best practice sharing, peer district collaboration, and professional development. I encourage you to speak with your CSDE Point of Contact if you would like to make a presentation during an upcoming convening and/or suggest a particular focus area.

We hope the summer has provided an opportunity for reflection, relaxation, and as always, planning for the upcoming year. Congratulations again on the approval of your plan.

Sincerely,

*Ellen E. Cohn*

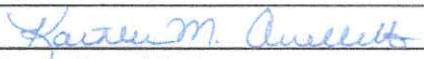
Ellen E. Cohn

Deputy Commissioner of Education

EEC:if

## 2015-16 Consolidated Alliance and Priority School District Application

Directions: Using the space provided below, please identify a main point of contact for the 2015-16 Consolidated Alliance and Priority School District (PSD) application, and provide that individual's contact information.

<b>Local Education Agency:</b>	
Waterbury Public Schools	
<b>FY 16 Alliance District Allocation:</b>	<b>FY 16 PSD Allocation (if applicable):</b>
20,911,528.00	2,698,014.00
<b>Contact Person:</b>	<b>Contact Title:</b>
Louise Allen Brown	Grant Writer
<b>Telephone:</b>	<b>Email Address:</b>
(203) 346-3506	lbrown@waterbury.k12.ct.us
<b>Name of Superintendent:</b>	
Dr. Kathleen M. Ouellette	
<b>Signature of Superintendent:</b>	<b>Date:</b>
	July 14, 2015
<b>Name of Board Chair:</b>	<b>Local Board Approval of Plan (Yes/No):</b>
Charles L. Stango	
<b>Signature of Board Chair:</b>	<b>Date:</b>

## 2015-16 Talent Priorities

**Step 1:** Please note that all Alliance Districts must have an educator evaluation plan approved by the CSDE's Talent Office in order to become eligible for AD/PSD plan approval. Districts may choose, but are not required, to pursue additional strategies to strengthen district and school talent systems. Place an "X" beside the district's 2015-16 talent-related reform priorities. Please note that PSDs must spend all of their PSD funding on allowable PSD reform areas.

Please indicate whether the CSDE's Talent Office has approved the district's 2015-2016 educator evaluation plan? (Y/N)

<input checked="" type="checkbox"/>	Recruitment and human capital pipelines	<input checked="" type="checkbox"/>	Instructional coaching
<input checked="" type="checkbox"/>	Hiring and placement processes	<input checked="" type="checkbox"/>	School leadership development
<input checked="" type="checkbox"/>	Professional development	<input checked="" type="checkbox"/>	Retention of top talent
<input checked="" type="checkbox"/>	Evaluation		Other: _____

**Step 2:** Identify a core set of strategies to advance the district's talent-related reform priorities (identified in Step 1). Summarize district talent strategies and identify a S.M.A.R.T. goal aligned to each strategy that is specific, measurable, actionable, realistic, and time-bound. S.M.A.R.T. goals will be central to 2015-16 quarterly progress monitoring. Add or remove rows as necessary.

Talent Priorities:		Aligned SMART Goals:
1.1	<b>Improve Instructional Leadership Effectiveness</b> a. Provide school leaders with differentiated job embedded professional development to meet their needs as identified by adult (CCL rubric, ILD site visits, focus walks) and student measures (discipline data, chronic absenteeism data, assessment results) b. Train new administrators on the teacher evaluation systems and how to leverage BloomBoard technology to improve educator effectiveness in areas aligned to the Common Core of Teaching Rubric c. Train and implement new Administrator Evaluation Plan (2015-2016 Common Core of Leading Rubric) d. Develop comprehensive three-year professional development plan for school administrators (network meetings, principal reform meetings and focus walks) that align with district priorities and goals e. Conduct monthly Focus Walks with administrative teams to provide instructional coaching aligned to the CCT Rubric, including calibration and effective feedback strategies f. Identify top leadership talent and develop pathways for shared leadership based on the Common Core of Leadership Rubric and provide opportunities to share/develop expertise districtwide during network meetings	*For the 2015-2016 school year, ILDs will maintain the 2014-2015 average of 22 monthly school/administrator site visits to provide job embedded differentiated training and support *By June 2016, 90% of school administrators will report an improvement in instructional leadership as a direct result of job-embedded differentiated support (baseline data) *By June 2016, 90% of administrators will meet deadlines established in the administrators' and teachers evaluation plan for the 2015-2016 school year. This is an increase of 12% over the prior year (average 78%) *By June 2016, 85% of administrators will demonstrate proficiency on written and verbal feedback rubrics aligned to evaluations (baseline data) *By June 2016, 85% of administrators who have two or more years experience will be rated proficient or higher on the performance and practice area of the evaluation. (baseline data for the new Common Core of Leading Rubric)

1.2	<b>Improve Teacher Effectiveness</b> a. Design district-wide and school specific professional development offerings for 2015-2016 identified by multiple adult and student data measures aligned to the CCT Rubric b. Provide professional development around CT Core Standards aligned curricula c. Provide non-tenured PD retreat and follow up sessions throughout the year focused on classroom environment, classroom management, transitions and also effective assessment for learning strategies d. Identify top teacher talent and develop opportunities to share/develop expertise districtwide in regards to the Common Core of Teaching in 2C and 3C	*By June 2016, non-tenured teachers who score proficient or higher in 3C on the CCT Rubric will improve from 84% to 88%. *By June 2016, the teacher attendance rate will improve from 93% to 95%.
1.3	<b>Improve Special Populations Services/Management</b> a. Provide training in differentiated instruction for all new teachers b. Provide job-embedded and after-school Sheltered Instruction Strategies Training for Bilingual/ESL department teachers c. Provide all new teachers Sheltered Instruction Strategies Training with follow-up sessions in Fall and Spring d. Conduct Quarterly collaborative meetings with elementary Bilingual teachers to discuss student performance and strategies e. Conduct Monthly collaborative meetings with elementary ESL teachers to discuss student performance and strategies f. Conduct Monthly collaborative meetings with Principals, ILDs and Bilingual Supervisor at each elementary Bilingual center	Baseline data: • By June 2016, 85% of Bilingual/ESOL teachers will report daily use of sheltered Instruction strategies as measured by the SIOP self-assessment rubric (baseline) • By June 2016, 85% of Bilingual/ESOL teachers observed will score at least proficient or higher on the SIOP protocol rubric by June 2016 (baseline)
1.4	<b>Recruitment, Retention &amp; Professional Development Processes</b> a. Recruitment – Participate in recruitment fairs within the tri-state area, with a specific focus on urban education programs. Continue to work with ACES and focus on strategies to attract minority candidates to our district b. Devise and implement a program to increase the student interest in education (Black & Latino) and focus on the current minority teachers within the district surrounding retention c. TEAM – All new teachers are assigned mentors and will complete prescribed modules	*By June 2016, there will be a 5% minimum increase in minority applicants for the 2015-2016 year as measured by the Applitrak system *By June 2016, 85% of surveys returned from the program (b) will indicate student interest in pursuing a career in education *By June 2016, new teachers completing TEAM modules for the 2015-2016 school year will improve from 95 to 98%.



**Step 3: Directions:** Identify talent-related expenditures aligned to the strategies outlined above. Provide a line-item budget, separating expenditures by ED 114 cost categories, adding rows as necessary. Provide the following information for each line item: (a) cost, position, or service; (b) alignment to talent strategies outlined in Part I; (c) detailed budget justification and cost basis (e.g., cost structure, unit cost, number of units); and (d) total use of Alliance District funding for the particular cost.

Cost:	Alignment:	Description:	AD Investment:
<b>100: Personnel Services - Salaries</b>			
Chief Academic Officer	1.1, 1.2, 1.3	1 Full time position - 12 mos	\$ 153,750.00
Instructional Leadership Directors	1.1, 1.2	4 Full-time positions - 12 mos	\$ 561,586.00
Director of Special Ed & Pupil Services	1.2, 1.3	1 Full-time position - 12 mos	\$ 141,890.00
Supervisor of Talent & Professional Dev	1.1, 1.2, 1.3	1 Full time position - 12 mos	\$ 111,834.00
Teacher Prep Time	1.2	11 Substitutes \$220,000	\$ 220,000.00
ELA COACH - Middle	1.2	1 Full time Position	\$ 55,000.00
<b>100: Personnel Services - Salaries Subtotal:</b>			<b>\$ 1,244,060.00</b>
<b>200: Personnel Services - Benefits</b>			
Chief Academic Officer	1.1, 1.2, 1.3	1 Full time position - 12 mos @ 51.69%	\$ 79,473.38
Instructional Leadership Directors	1.1, 1.2	4 Full-time positions - 12 mos @ 51.69%	\$ 290,283.80
Director of Special Ed & Pupil Services	1.2, 1.3	1 Full time position - 12 mos @ 51.69%	\$ 73,342.94
Supervisor of Talent & Professional Dev	1.1, 1.2, 1.3	1 Full time position - 12 mos @ 51.69%	\$ 57,806.99
ELA COACH - Middle	1.2	1 Full time Position	\$ 28,430.00
<b>200: Personnel Services - Benefits Subtotal:</b>			<b>\$ 529,337.11</b>
<b>300: Purchased Professional and Technical Services</b>			
Professional Development	1.1, 1.2, 1.3	Administrator and Teacher PD aligned to the Blueprint for Change	\$ 158,800.00
Leadership and Teacher Talent & Development	1.1, 1.2	Leadership and Teacher Talent & Development PreK-12	\$ 35,000.00
<b>300: Purchased Professional and Technical Services Subtotal:</b>			<b>\$ 193,800.00</b>
<b>400: Purchased Property Services</b>			

			\$ -
			\$ -
400: Purchased Property Services Subtotal:			\$ -
500: Other Purchased Services			
			\$ -
			\$ -
500: Other Purchased Services Subtotal:			\$ -
600: Supplies			
			\$ -
			\$ -
600: Supplies Subtotal:			\$ -
700: Property			
			\$ -
			\$ -
700: Property Subtotal:			\$ -
800: Other Objects			
Staff Time & Attendance Hardware	1.2	To monitor staff attendance , promote Improvements in attendance	\$ 195,907.00
			\$ -
800: Other Objects Subtotal:			\$ 195,907.00
Talent Subtotal:			\$ 2,163,104.11

## 2015-16 Academic Priorities

**Step 1:** Place an "X" beside the district's 2015-16 academic-related reform priorities. Please note that PSDs must spend all of their PSD funding on allowable PSD reform areas and at least 20 percent of PSD funds promoting early literacy.

<input checked="" type="checkbox"/> CT Core Standards-aligned curriculum transition	<input checked="" type="checkbox"/> Alternative/Transitional programs (See Climate Section)
<input checked="" type="checkbox"/> Assessment systems	<input checked="" type="checkbox"/> Full-day kindergarten
<input checked="" type="checkbox"/> Supports for special populations	<input checked="" type="checkbox"/> Pre-kindergarten
<input checked="" type="checkbox"/> SRBI and academic interventions	<input checked="" type="checkbox"/> Pre-K - Grade 3 literacy
<input checked="" type="checkbox"/> College and career access	<input checked="" type="checkbox"/> Instructional technology
<input checked="" type="checkbox"/> High school redesign (See Climate & Operations)	Other: _____

**Step 2:** Identify a core set of strategies to advance the district's academic-related reform priorities (identified in Step 1). Summarize district academic strategies and identify a S.M.A.R.T. goal aligned to each strategy that is specific, measurable, actionable, realistic, and time-bound. S.M.A.R.T. goals will be central to 2015-16 quarterly progress monitoring. Add or remove rows as necessary.

Academic Priorities:		Aligned SMART Goals:
2.1.	<p><b>Continue to Align district curricula and assessments with CT Core Standards (Core State Standards), (NGSS), (Social Studies Frameworks) and all other state standards relevant to the content area.</b></p> <p>a. Establish a curriculum management cycle to establish a long term plan to update and revise ELA, Math, Science, and Social Studies curricula with CT Core Standards and Smarter Balance Assessments, and CAPT</p> <p>b. Monitor implementation of revised CT Core Standards aligned ELA, Math, Science, and Social Studies curricula</p> <p>c. Customize Local Assessment Plan (LAP) to meet student, school, and district needs</p> <p>d. Conduct nationally normed benchmark assessments in Math and ELA aligned to CT Core Standards in grades 6-8</p> <p>e. Analyze data from assessments at grade/instructional, school and district data team meetings to adjust strategies</p> <p>f. Analyze student results from LAP at grade-level/instructional, school, and district data team meetings and use results to drive instruction</p> <p>g. Grades K to 5 will administer district Math Benchmarks and performance tasks aligned with CT Core Standards in fall, winter and spring of the 2015-2016 school year</p>	<p>♦ By June 2016, 100% of revised units will increase the average score from 1.5 to 3 or higher based on unit development criteria (EQuip)</p> <p>♦ By June 2016, 95% of teachers and administrators demonstrate implementation of revised CT Core Standards aligned Waterbury curricula as evidenced by data team minutes and assessment calendar every month (baseline data)</p> <p>♦ By October 1, 2015, 100% of schools will continue to submit school wide and instructional data team schedules to ILDs</p> <p>♦ By June 2016, 75% of schools will score proficient or higher on the school-wide data team rubric (baseline data)</p>

2.2	<p><b>Pre-K-Grade 3 Literacy (PSD)</b></p> <ul style="list-style-type: none"> <li>a. PSD funding (20%) will continue to staff teachers at 8 schools and Supervisors of Reading and Language Arts</li> <li>b. All students in grades K-3 will take mCLASS 3D assessment</li> <li>c. Substantially deficient students will continue to receive an Individual Reading Plan (IRP) and Scientific Research-Based Interventions (SRBI)</li> <li>d. Reading teachers will service students in need of Tier II and Tier III intervention. They will also help provide PD to staff during collaboration days</li> <li>e. Utilize coaching cycles to provide job-embedded training for teachers to support instruction/intervention</li> <li>f. PSD funding (20%) will continue to support salaries for teachers and aides in 5 schools to support the uniform implementation of all-day kindergarten classes in the district</li> <li>g. Contract Literacy How mentor support and professional development to the entire ELA department as well as Bilingual reading staff and administrators on best practices in literacy assessment and instruction</li> <li>h. Provide summer school support for all students who qualify with a rigorous curriculum and ongoing progress monitoring using mCLASS</li> <li>i. Provide sheltered instruction strategies training to Pre-K teachers, teaching classroom assistants and para-professionals</li> <li>j. Purchase and provide training on Foundations for all teachers in grades K and 2 to support teaching of foundational skills outlined in the CT Core Standards</li> </ul>	<ul style="list-style-type: none"> <li>* From BOY 2015 to EOY 2016, 70% of K-3 students will demonstrate growth of a category or remain at benchmark as measured by the mCLASS DIBELS benchmark composite score, which will result in an 3% increase compared to 2014-2015</li> <li>* By June 2016, 90% of teachers will continue to agree/strongly agree with being satisfied with job-embedded coaching and implementation of strategies at the conclusion of each coaching cycle as measured by the quarterly review for the 2015-2016 school year</li> <li>* By May 2016, 85% of teachers will be proficient as measured by the district-wide elementary teacher knowledge survey aligned with the PK-3 ELA goals</li> <li>* By May 2016, reduce by 5% the number of students who qualify for summer school compared to May 2015 (baseline data based on new mCLASS assessment)</li> <li>* By September 31, 2015, 100% of schools will develop school improvement plans that incorporate action plans/next steps based upon data analysis from student assessment results and aligned to district priorities in chronic absenteeism, ELA and math.</li> </ul>
2.3	<p><b>4th - 5th Grade Literacy</b></p> <ul style="list-style-type: none"> <li>a. Alliance Literacy funding will continue to staff reading teachers, literacy facilitators, and Supervisor of Reading and Language Arts to support grades 4 and 5</li> <li>b. Funds for staff will continue to support early reading intervention based on mCLASS results at the student level in all K-5 schools</li> <li>c. All students in grades 4 and 5 will take the mCLASS 3D assessment</li> <li>d. Substantially deficient students will continue to receive an Individual Reading Plan (IRP) and Scientific Research-Based Interventions (SRBI)</li> <li>e. Reading teachers will service students in need of Tier II and III intervention. They will also help provide professional development to the staff during collaboration days.</li> <li>f. Utilize coaching cycles to provide job-embedded training to support instruction/intervention</li> <li>g. Employ tutors to address Tier II and III overages</li> </ul>	<ul style="list-style-type: none"> <li>* From BOY 2015 to EOY 2016, 67% of grades 4-5 students will demonstrate growth of a category or remain at benchmark as measured by the mCLASS DIBELS benchmark composite score, which will result in an 3% increase compared to 2014-2015.</li> </ul>



2.4	<p><b>Continue to implement a College and Career Ready culture</b></p> <ul style="list-style-type: none"> <li>a. Continue to develop and grow Naugatuck Valley Community College (NVCC)/Waterbury Public Schools partnership</li> <li>b. Continue to enroll Waterbury Public Schools' students in high school/college credit program ConnCap</li> <li>c. Establish baseline number of students enrolled in high school/college credit program</li> <li>d. Conduct STEM Afterschool Program for district 7th and 8th graders at the Waterbury Career Academy</li> <li>e. Purchase/continue digital curriculum licenses</li> <li>f. Support student use of digital curriculum including staff for credit retrieval and afterschool credit retrieval programs</li> <li>g. Register high school students to utilize digital curriculum</li> <li>h. Facilitate student use of online learning</li> <li>i. Provide updated technology to facilitate teaching, learning and test taking to accommodate online test taking</li> <li>j. SAT testing materials and scoring for students in grades 9-12</li> </ul>	<ul style="list-style-type: none"> <li>♦ By June 2016, 75% of articulated students will earn dual credits in high school and NVCC (will be adjusted if necessary based on EOY data)</li> <li>♦ By June 2016, 75% of students in the manufacturing, engineering, health, robotics, math, science and technology after school program in WCA will look to pursue a HS STEM related pathway as measured by a pre/post student survey</li> <li>♦ By June 2016, 75% of students who enroll in digital learning will successfully recover credit (will be adjusted if necessary based on EOY data)</li> </ul>
2.5	<p><b>Improve Math Outcomes</b></p> <ul style="list-style-type: none"> <li>a. Utilize coaching cycles to provide job-embedded support and professional development</li> <li>b. Focus professional development for teachers and administrators on the Standards for Mathematical Practice and the instructional shifts in the CT Core Standards, including use of Exemplars</li> <li>c. Observe and document teacher use of Math content and instructional strategies addressed in professional development provided by District</li> <li>d. All elementary schools will schedule for small group instruction/tiered support in mathematics in grades K-5</li> </ul>	<ul style="list-style-type: none"> <li>♦ By June 2016, K-5 students will improve from 60% to 65% on the math benchmark by showing growth of one or two categories or remain at benchmark from spring 2015 to spring 2016</li> <li>♦ By June 2016, 90% of teachers will continue to agree/strongly agree with satisfaction with job-embedded coaching and implementation of strategies at the conclusion of each coaching cycle as measured by the quarterly review for the 2015-2016 school year</li> <li>♦ By September 1, 2015, 100% of elementary schools will develop redesigned school schedules that incorporate additional time for small group instruction in mathematics</li> </ul>
2.6	<p><b>Improve Instruction Technology (PSD)</b></p> <ul style="list-style-type: none"> <li>a. Provide web and accurate catalog service at the comprehensive high schools, and additional Bibliomation sites</li> <li>b. Provide the Bibliomation System, a shared integrated library system with a web catalog that has the ability to be easily moved between the public library and schools, for instance during the summer months, and that integrates community resources</li> <li>c. Provide a Computer Tech at the largest elementary school (K to 5) to assist with technology for instruction of programs</li> <li>d. As new staff is hired, funds are allocated for additional laptops, iPads and technological accessories as needed</li> <li>e. Provide automation and online public access catalog to schools</li> </ul>	<ul style="list-style-type: none"> <li>♦ By September 1, 2015, 100 % of students at the comprehensive high schools will continue to have access to library and web resources by virtue of Bibliomation</li> <li>♦ By March 2016, 100 % of students eligible to participate in computer-based State and local tests/assessments will have access (SBAC)</li> <li>♦ By November 1, 2015, automation and online public access catalogs will be added to at least 3 elementary schools by November 1, 2015</li> </ul>

2.7	<p><b>Improve Special Populations</b></p> <p>a. District will provide professional learning opportunities for New teachers, bilingual /ESL teachers, Pre-K Teachers and pre-K classroom assistants to support the delivery of CCSS aligned curriculum to EL students district-wide Offerings will occur monthly for Elementary ESL teachers, and quarterly for new teachers, Secondary ESL teachers, Bilingual teachers, Pre-K teachers and Pre-K classroom assistants. Alliance funding will support attendance when learning opportunities are provided outside of the work day</p> <p>b. Train all special education teachers and supervisors in the K-2 Foundations program so that small group and one on one targeted instruction aligns with the CT Core Standards, classroom practice and IEP goals</p>	<ul style="list-style-type: none"> <li>• By June 2016, 80% of students will show increased fluency in English by the spring annual assessment of LAS Links</li> <li>• By June 2016, 30% of students will make proficiency on the LAS Links</li> <li>• By June 2016, students with special needs in grades K-2 will improve the DIBELS Next Composite Score by an average of at least 40 points from BOY to EOY as measured by the mCLASS assessment (2014-2015 average was 34 points)</li> </ul>
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**Step 3:** Identify academic-related expenditures aligned to the strategies outlined above. Provide a line-item budget, separating expenditures by ED 114 cost categories, adding rows as necessary. Provide the following information for each line item: (a) cost, position, or service; (b) alignment to talent strategies outlined in Part I; (c) detailed budget justification and cost basis (e.g., cost structure, unit cost, number of units); (d) total use of Alliance District funding for the particular cost; and (e) total use of PSD funding for the particular cost.

Cost:	Alignment:	Description:	AD Investment:	PSD Investment:
<b>100: Personnel Services - Salaries</b>				
Director of Teaching Learning/Assessment	2.1-2.7	1 FT position - 12 mos (prorated 10 mos)	\$ 108,692.00	
Math Supervisor - Elementary	2.5	1 FT position - 12 mos	\$ 97,684.00	
PreK Certified Teachers - PreK	2.2	4 Full time positions - 10 mos	\$ 300,530.00	\$ -
Teaching Assistants (Part-time) PreK	2.2	4 PT positions - 10 mos	\$ 95,284.00	\$ -
Literacy Facilitators	2.2, 2.3	8 Full-time (Elementary) ; 3 Full-time (Middle)	\$ 758,437.00	\$ -
Art/Music Teachers	2.1	7 FT Teachers	\$ 358,742.00	\$ -
Math Coaches	2.4	2 Full-time (1 @ K-8/ 1 @ Middle)	\$ 126,507.00	\$ -
Elementary School Tutors	2.2, 2.3	44 Tutors (Part-time) for elementary school	\$ 450,000.00	\$ -
School Improvement	2.2, 2.3, 2.5	3 (2 literacy & 1 numeracy) positions School Improvement \$226,852; After-school Administrators and Teachers \$17,000; Summer school Administrators & Teachers \$90,000; Summer School Transition HS \$55,260; 3 summer computer technicians \$19,115.	\$ 408,227.00	\$ -
Online Learning/Digital Curriculum (Substitutes)	2.4	Fully implement the use of online learning during the regular school and technology 1 year online system - 3 Full time substitutes (1/high school) & Credit retrieval	\$ 50,000.00	\$ -
WCA STEM	2.4	PT support staff	\$ 33,428.00	\$ -
Extended Day Kindergarten - 20% Early Literacy	2.2, 2.3	8 FT Kindergarten Teachers/4 FT Kindergarten Aides	\$ -	\$ 714,083.00
Early Reading Initiatives - 20% Early Literacy	2.2, 2.3	1 Admin @ 50% salary/4 FT Bilingual Teachers/2 FT Literacy Facilitators/2 FT Reading Teachers/2 Reading Teachers @ 50% salary/1 Literacy Facilitator @ 50% salary	\$ -	\$ 627,587.00
<b>100: Personnel Services - Salaries Subtotal:</b>			<b>\$ 2,787,531.00</b>	<b>\$ 1,341,670.00</b>

<b>200: Personnel Services - Benefits</b>				
Director of Teaching Learning/Assessment	2.1-2.7	1 FT position - 12 mos (prorated 10 mos) @ 51.69%	\$ 56,183.00	
Math Supervisor	2.5	1 FT position - 12 mos @ 51.69%	\$ 50,496.00	
PreK Certified Teachers - PreK	2.2	4 Full time positions @ 51.69%	\$ 155,343.97	\$ -
Teaching Assistants (Part-time) PreK	2.2	4 PT positions @ 14.23%	\$ 13,558.91	\$ -
Literacy Facilitators	2.2, 2.3	11 Full time positions @ 51.69%	\$ 392,036.09	\$ -
Art/Music Teachers	2.1	7 Full time positions @ 51.69%	\$ 185,433.74	\$ -
Math Coaches	2.5	2 Full time positions @ 51.69%	\$ 65,391.47	\$ -
Level Funding	2.2, 2.3	Extended Day Kindergarten, Early Reading Initiatives programs level funding benefits	\$ -	\$ 431,824.00
<b>200: Personnel Services - Benefits Subtotal:</b>			<b>\$ 918,443.17</b>	<b>\$ 431,824.00</b>
<b>300: Purchased Professional and Technical Services</b>				
Curriculum Writing PD	2.1	Supervisors training staff in Common Core (Pre-K - 8)	\$ 130,000.00	\$ -
Instructional Technology	2.6	Online Access - Keyboarding Licenses	\$ 50,000.00	
NVCC Partnership	2.4	NVCC Dual Articulation Courses	\$ 60,000.00	\$ -
<b>300: Purchased Professional and Technical Services Subtotal:</b>			<b>\$ 240,000.00</b>	<b>\$ -</b>
<b>400: Purchased Property Services</b>				
			\$ -	\$ -
			\$ -	\$ -
			\$ -	\$ -
<b>400: Purchased Property Services Subtotal:</b>			<b>\$ -</b>	<b>\$ -</b>
<b>500: Other Purchased Services</b>				



Pre-K Bussing	2.2	\$307/bus (All Star Pre-K bussing) X 2 busses X 182 days	\$ 111,748.00	\$ -
School Improvement Bussing	2.2	Bussing Summer School \$65,000, After School \$11,000	\$ 76,000.00	\$ -
WCA Bussing	2.4	Bussing for WCA Stem Program	\$ 28,252.00	\$ -
Literacy Initiatives	2.2, 2.3	Literacy How Mentor Support	\$ -	\$ 69,000.00
Bibliomation	2.6	Open Source Library System	\$ -	\$ 29,785.00
Conn-CAP	2.4	College preparatory activities for high school students	\$ -	\$ 15,000.00
<b>500: Other Purchased Services Subtotal:</b>			<b>\$ 216,000.00</b>	<b>\$ 113,785.00</b>
<b>600: Supplies</b>				
New ELA, Social Studies, Science (K-8) Curriculum Resources, Pre-K	2.1	Leveled rdg books & other resources	\$ 300,000.00	\$ -
School Improvement Supplies	2.2, 2.3, 2.5	SI Summer school supplies	\$ 1,000.00	\$ -
Online Learning/ Digital Curriculum	2.6	Online learning (regular and extended school day use)	\$ 76,490.00	\$ -
WCA Stem supplies	2.4	Middle school transition	\$ 14,570.00	\$ -
College Readiness System Solutions	2.4	SAT testing materials & scoring	\$ 47,000.00	\$ -
Math Resources	2.5	Math Tier II Kits	\$ 118,429.25	\$ -
Literacy Materials	2.1, 2.2, 2.3	Materials to supports ELA Curriculum	\$ -	\$ 15,000.00
Instructional Technology	2.6	IPad/Tablets	\$ -	\$ 2,900.00
<b>600: Supplies Subtotal:</b>			<b>\$ 557,489.25</b>	<b>\$ 17,900.00</b>
<b>700: Property</b>				
			\$ -	\$ -
			\$ -	\$ -
<b>700: Property Subtotal:</b>			<b>\$ -</b>	<b>\$ -</b>

<b>800: Other Objects</b>				
Algebra 1 Screeners	2.5	Algebra 1 Screeners	\$ 30,000.00	\$ -
M Class 3D Assessment	2.2, 2.3	M Class Elementary Reading 3D Software, Platform and Tools for Student Subscriptions	\$ 153,846.00	\$ -
Math Curricular Resources K-5	2.5	Exemplars Problems Solving for the Common Core: An online resource for grades K-5	\$ 56,560.00	
WCA Stem Snacks	2.4	Middle school transition	\$ 3,750.00	\$ -
<b>800: Other Objects Subtotal:</b>			<b>\$ 244,156.00</b>	<b>\$ -</b>
<b>Academics Subtotal:</b>			<b>\$ 4,963,619.42</b>	<b>\$ 1,905,179.00</b>

## 2015-16 Culture and Climate Priorities

**Step 1:** Place an "X" beside the district's 2015-16 climate-related reform priorities. Districts may choose, but are not required, to pursue strategies to strengthen district and school climate. Please note that Alliance Districts with a 2013-14 chronic absenteeism rate exceeding 10 percent must pursue strategies to decrease chronic absenteeism.

<input checked="" type="checkbox"/>	Attendance/Chronic absenteeism
<input checked="" type="checkbox"/>	Behavior management
<input type="checkbox"/>	Wraparound services

<input checked="" type="checkbox"/>	Graduation/Dropout prevention
<input checked="" type="checkbox"/>	Family engagement
<input type="checkbox"/>	Other: _____

**Step 2:** Identify a core set of strategies to advance the district's culture and climate-related reform priorities (identified in Step 1). Summarize district climate strategies and identify a S.M.A.R.T. goal aligned to each strategy that is specific, measurable, actionable, realistic, and time-bound. S.M.A.R.T. goals will be central to 2015-16 quarterly progress monitoring. Add or remove rows as necessary.

Culture and Climate Priorities:		Aligned SMART Goals:
3.1.	<b>Increase capacity of elementary, middle, and high schools to respond to negative student behavior through:</b> a. Utilization of Behavior Technicians and Hall Monitors at middle and high schools b. Utilization of school social workers at all levels Pre-K to 12 c. Enhancing school security/emergency management, e.g., by tasking the Security and School Safety Coordinator with addressing identified safety/security concerns, and with guiding school emergency procedure exercises d. Identify schools to receive culturally-responsive training based on data/need	*By June 2016, there will be a 3% decrease in the suspension rate district-wide, over the same period of the previous school year measured through district dashboard reports. *By June 2016 there will be a 3% decrease in suspension of students with special needs as compared to the previous school year
3.2.	<b>Implement PBIS with Fidelity</b> a. Develop and execute action plan based on SRBI, CSCI and SWIS behavioral data b. District will collect and analyze SET and other survey data to promote a positive school climate c. PBIS coaches to provide training to building staff to increase communication and positive behavior support for all middle and high school students	*By June 2016, schools completing the PBIS SET survey will improve from 85% to 90% or better in teaching expectations
3.3	<b>Reduce Chronic Absenteeism</b> a. Implement Comprehensive Chronic Absenteeism Plan at each school b. Reorganize Attendance Counselors to focus on students at risk of becoming chronically absent c. Focus on importance of Attendance at Kindergarten orientation d. Provide monthly reports on chronically absent students to Principals e. All schools will establish an Attendance Team to review and act upon absenteeism data f. All schools will develop a three tiered chronic absenteeism plan in their school improvement plan that includes SMART goals and monitoring strategies g. Develop district-wide recognition strategies for improved attendance and attendance below the chronic absenteeism line	*By June 2016, there will continue to be a 3% decrease in chronic absenteeism districtwide as compared to June 2015, including all comparable measures

3.4	<b>Drop Out Prevention (PSD)</b> a. Use district dashboard at risk report in weekly Student Assistance Team Meeting (SAT) to identify potential dropouts 1. Use Tiered Intervention plan to be implemented based on student need indicator 2. Need Indicators – Chronic Absenteeism, Suspensions, Failure in Core Subject(s) b. Increase capacity of middle and secondary schools to respond to negative student behavior by providing Prevention and Truancy Prevention Specialists to work with Behavior Technicians and Hall Monitors c. Increase the capacity of students to respond positively to negative situations, and to increase student attendance d. Survey students as to attitudes toward school at beginning of year e. Increase communication and positive behavior support to be implemented and monitored for all high school students f. Increase capacity of middle and high schools to respond to negative student behavior with additional Prevention and Truancy Prevention Specialists, Behavior Technicians and Hall Monitors g. Implement High School intervention to support students that are over aged and under credited to accelerate credit accumulation in online platform h. Support student use of digital curriculum including staff for credit retrieval and afterschool credit retrieval programs	*By June 2016, there will be a 10 % decrease in number of "at-risk" students at 9th grade level as measured quarterly on the district dashboard "At-Risk" Report
3.5	<b>Ensure targeted high school reforms are carried out</b> a. Continue to implement one-year work plan with clear performance benchmarks and hold quarterly progress monitoring meetings with district and CSDE representatives b. Implement the Crosby Turnaround Plan in collaboration with an external partner with a successful track record in campus planning, high school redesign, and whole-school management, and a proven ability to work with local stakeholders c. Design and implement a comprehensive improvement plan for Kennedy and Wilby that establishes small learning communities and/or independent academies within each school	*By June 2016, freshmen students completing 9th grade "on track status " for graduation as measured by a minimum acquisition of 5.5 credits will increase from 70% to 78%
3.6	<b>Technology and Parent Involvement (PSD)</b> a. Provide learning opportunities for families to attend educational workshops through translator tools b. Use of translator tools at district schools c. Provide Parent Liaison for alternative school programs	*By June 2016, 100% of Elementary Bilingual Centers (3) and additional schools (3) will have translator tools available on site for parent/family use at meetings and workshops
3.7	<b>Continue Middle School/High School Student Success Plan (SSP)</b> a. Coordinator, Part-time Career Aides (3 comp. high schools) b. Use Naviance system to provide college and career exploration, collect data and track progress toward SSP goals	*By June 2016, 100% of middle and high school students will complete SSPs in scheduled class sessions with assistance of SSP Coordinator
3.8	<b>Alternative/Transitional Program (PSD)</b> a. The District will continue to partially staff Enlightenment Alternative School with PSD funds b. The academic teachers are a Literacy teacher and an Excel 1A teacher c. Specialists will increase the capacity for students to respond positively to negative situations d. Continue to provide GEAR UP program	* By June 2016, there will be a 3% decrease in # of school reported behavior incidents at the alternative middle and high school programs



**Step 3:** Identify climate-related expenditures aligned to the strategies outlined above. Provide a line-item budget, separating expenditures by ED 114 cost categories, adding rows as necessary.

Cost:	Alignment:	Description:	AD Investment:	PSD Investment:
<b>100: Personnel Services - Salaries</b>				
Social Workers	3.1, 3.2, 3.3, 3.4, 3.7	9 FT (Elementary ) 5 FT (Secondary)	\$ 769,926.00	\$ -
Coordinator of Security & School Safety	3.1	1 FT position	\$ 75,380.00	
Behavior Technicians	3.1, 3.2, 3.4	9 FT positions	\$ 373,515.00	\$ -
Hall Monitors	3.1, 3.2, 3.4	5 Substitutes @ \$90/day x 182 days	\$ 81,900.00	\$ -
Student Success Plan Coordinator	3.7	1 Full time position - 12 mos	\$ 57,110.00	
Career Aides	3.7	2 Career Aides (part-time) @ \$16380 ea. (Wilby & Kennedy)	\$ 32,760.00	
Truancy Specialists	3.3, 3.4	3 positions @ 75% assist in Drop Out Prevention with middle school students at the comprehensive Middle Schools	\$ -	\$ 71,814.00
Prevention Specialists	3.3, 3.4	3 positions @ 75% salary assist in Drop Out Prevention with middle school students at the comprehensive Middle Schools	\$ -	\$ 64,427.00
Drop Out Prevention	3.3, 3.4	1 FT Prevention Specialist/1 FT Truancy Specialist/1 FT Clerical/Exit Criteria Stipends/1 PT Computer Technician		\$ 106,960.00
Alternative Programs	3.8	2 FT Alternative Teachers	\$ -	\$ 144,821.00
Parent Liaisons	3.6	1 FT positions assist with all Parent Involvement activities @ 2 Alternative Schools and 3 stipend Parent Liaisons @ 3 Comprehensive High Schools	\$ -	\$ 41,877.00
<b>100: Personnel Services - Salaries Subtotal:</b>			<b>\$ 1,390,591.00</b>	<b>\$ 429,899.00</b>
<b>200: Personnel Services - Benefits</b>				

Social Workers	3.1, 3.2, 3.3, 3.4, 3.7	9 FT positions @ 51.69%	\$ 397,974.75	\$ -
Coordinator of Security & School Safety		1 FT position @ 59.34%	\$ 44,730.49	
Student Success Plan Coordinator	3.7	1 Full time position @ 51.69%	\$ 29,520.16	
Career Aides	3.7	2 PT positions @ 14.23%	\$ 4,661.47	
Behavior Technicians	3.1, 3.2, 3.4	9 FT positions @ 59.34%	\$ 221,643.80	\$ -
Drop Out Prevention	3.3, 3.4	1 FT Prevention Specialist/1 FT Truancy Specialist/1 FT Clerical/Exit Criteria Stipends/1 PT Computer Technician		\$ 60,860.00
Alternative Programs	3.8	2 FT Teachers/1 FT Prevention Specialist/1 FT Truancy Specialist/1 FT Clerical/Exit Criteria Stipends/1 PT Computer Technician	\$ -	\$ 74,858.00
Parent Liaison	3.6	1 FT position	\$ -	\$ 9,786.00
<b>200: Personnel Services - Benefits Subtotal:</b>			<b>\$ 698,530.67</b>	<b>\$ 145,504.00</b>

<b>300: Purchased Professional and Technical Services</b>				
Attendance Works	3.3	Professional Development for chronic absenteeism	\$ 10,000.00	
Gear Up Bussing	3.8	Transportation for K-8	\$ -	\$ 3,227.00
			\$ -	\$ -
<b>300: Purchased Professional and Technical Services Subtotal:</b>			\$ 10,000.00	\$ 3,227.00
<b>400: Purchased Property Services</b>				
			\$ -	\$ -
			\$ -	\$ -
			\$ -	\$ -
<b>400: Purchased Property Services Subtotal:</b>			\$ -	\$ -
<b>500: Other Purchased Services</b>				
Transportation for CPEP	3.4	After school program for middle school students to advance drop out prevention	\$ -	\$ 19,000.00
<b>500: Other Purchased Services Subtotal:</b>			\$ -	\$ 19,000.00
<b>600: Supplies</b>				
Language Interpretation Systems	3.6	Translation devices for family involvement to provide seamless uninterrupted real time translations in multiple languages	\$ -	\$ 8,058.00
Snacks for CPEP students	3.4	After school program for middle school students to advance drop out prevention	\$ -	\$ 4,050.00
Materials, supplies and food for district, activities and to promote and increase involvement at non Title I schools	3.6	Support and expand the role of education in the home and support all parent liaison with supplies for parent activities	\$ -	\$ 4,381.00
<b>600: Supplies Subtotal:</b>			\$ -	\$ 16,489.00
<b>700: Property</b>				
			\$ -	\$ -

<b>600: Supplies</b>				
Language Interpretation Systems	3.6	Translation devices for family involvement to provide seamless uninterrupted real time translations in multiple languages	\$ -	\$ 8,058.00
Snacks for CPEP students	3.4	After school program for middle school students to advance drop out prevention	\$ -	\$ 4,050.00
Materials, supplies and food for district, activities and to promote and increase involvement at non Title I schools	3.6	Support and expand the role of education in the home and support all parent liaison with supplies for parent activities	\$ -	\$ 4,381.00
<b>600: Supplies Subtotal:</b>			\$ -	\$ 16,489.00
<b>700: Property</b>				
			\$ -	\$ -
			\$ -	\$ -
<b>700: Property Subtotal:</b>			\$ -	\$ -
<b>800: Other Objects</b>				
			\$ -	\$ -
			\$ -	\$ -
<b>800: Other Objects Subtotal:</b>			\$ -	\$ -
<b>Climate Subtotal:</b>			\$ 2,099,121.67	\$ 614,119.00



## 2015-16 Operations Priorities

**Step 1:** Place an "X" beside the district's 2015-16 operations-related reform priorities. Districts may choose, but are not required, to pursue strategies to strengthen district and school operations.

<input type="checkbox"/>	Budgeting and financial management	<input type="checkbox"/>	Student enrollment processes
<input checked="" type="checkbox"/>	School operations	<input checked="" type="checkbox"/>	Extended learning time
<input type="checkbox"/>	Technology integration	<input type="checkbox"/>	Other: _____

**Step 2:** Identify a core set of strategies to advance the district's operations-related reform priorities (identified in Step 1). Summarize district climate strategies and identify a S.M.A.R.T. goal aligned to each strategy that is specific, measurable, actionable, realistic, and time-bound. S.M.A.R.T. goals will be central to the 2015-16 quarterly progress monitoring. Add or remove rows as necessary.

Operations Priorities:		Aligned SMART Goals:
4.1.	<b>Continue Turnaround Office—Continue position of Supervisor of School Turnaround to lead turnaround initiatives at low-performing schools, including Turnaround and Focus schools</b>	<ul style="list-style-type: none"> <li>♦ 75% of students at Turnaround Schools will demonstrate growth in Reading and Math as measured by mCLASS and/or Local Benchmark Assessment Programs (LAP) from first administration to the next Administration in 2015-2016</li> <li>♦ By June 2016, there will be a 50% increase in parent /family involvement as measured by parent attendance data) for all turnaround schools (Crosby and Walsh)</li> </ul>
4.2.	<b>Extended School Hours (ESH) (PSD)- Schools conduct afterschool program focused on literacy, and including recreation and enrichment (including math and science) (PSD)</b> <ul style="list-style-type: none"> <li>a. School leaders participate in internal application process for ESH funds to conduct ESH programs</li> <li>b. ESH staff are selected, students are enrolled, and before/after-school programs are conducted</li> <li>c. Provide a rigorous Summer Extended School Hours program for all students who qualify, based on mCLASS reading assessments</li> <li>d. Twenty ESH staff are selected for ninety students and Before/After-school programs are conducted at two elementary schools. The Before programs begins at seven a.m. and the After program ends at five-thirty. The program supports literacy and science through community involvement and enrichment activities</li> </ul>	<ul style="list-style-type: none"> <li>♦ 80% of ESH and summer school students who are requested to attend will attend the programs for the 2015-2016 school year, an increase of 9% from the previous year</li> <li>♦ 70% of ESH students will improve a category and/or maintain proficiency as evidenced by mCLASS data (baseline data)</li> <li>♦ 50% of Summer School students will improve a category in the mCLASS DIBELS Next assessment from EOY 2015 to EOY 2016 (baseline data)</li> </ul>

**Step 3:** Identify operations-related expenditures aligned to the strategies outlined above. Provide a line-item budget, separating expenditures by ED 114 cost categories, adding rows as necessary. Provide the following information for each line item: (a) cost, position, or service; (b) alignment to talent strategies outlined in Part I; (c) detailed budget justification and cost basis (e.g., cost structure, unit cost, number of units); (d) total use of Alliance District funding for the particular cost; and (e) total use of PSD funding for the particular cost.

Cost	Alignment	Description	All. Investment	PSD Investment
<b>100: Personnel Services - Salaries</b>				
Supervisor of School Turnaround	4.1	1 Full time position - 12 mos	\$ 121,526.00	
Teacher and Aides	4.2	After school employees at elementary schools assist the students in extended learning for Before and After Program	\$ -	\$ 161,716.00
<b>100: Personnel Services - Salaries Subtotal:</b>			\$ 121,526.00	\$ 161,716.00
<b>200: Personnel Services - Benefits</b>				
Supervisor of School Turnaround	4.1	1 Full time position - 12 mos @ 51.69%	\$ 62,816.79	\$ -
			\$ -	\$ -
			\$ -	\$ -
<b>200: Personnel Services - Benefits Subtotal:</b>			\$ 62,816.79	\$ -
<b>300: Purchased Professional and Technical Services</b>				
				\$ -
<b>300: Purchased Professional and Technical Services Subtotal:</b>			\$ -	\$ -
<b>400: Purchased Property Services</b>				
			\$ -	\$ -
			\$ -	\$ -
			\$ -	\$ -
<b>400: Purchased Property Services Subtotal:</b>			\$ -	\$ -

<b>500: Other Purchased Services</b>				
Enrichment activities for the extended learning Before and After School Program	4.2	local vendors outside of the education department provide enrichment activities in the Before & After programs	\$ -	\$ 1,000.00
<b>500: Other Purchased Services Subtotal:</b>			\$ -	\$ 1,000.00
<b>600: Supplies</b>				
Instructional supplies and snacks for Before and After School program	4.2	Instructional supplies and a healthy snack for students who have an extended school day	\$ -	\$ 16,000.00
<b>600: Supplies Subtotal:</b>			\$ -	\$ 16,000.00
<b>700: Property</b>				
			\$ -	\$ -
			\$ -	\$ -
			\$ -	\$ -
<b>700: Property Subtotal:</b>			\$ -	\$ -
<b>800: Other Objects</b>				
			\$ -	\$ -
			\$ -	\$ -
			\$ -	\$ -
<b>800: Other Objects Subtotal:</b>			\$ -	\$ -
<b>Operations Subtotal:</b>			\$ 184,342.79	\$ 178,716.00

### Non-Reform Budget - Optional Section

Directions: In the event that your district proposes using Alliance District funds for purposes other than new or expanded reforms, summarize such investments below. Provide detailed budget information for proposed non-reform expenditures. Separate expenditures by the ED 114 cost categories.

Cost:	Alignment:	Description:	AD Investment:
<b>100: Personnel Services - Salaries</b>			
Waterbury Career Academy Faculty	2.4	52 positions + 25 Expansion positions	\$ 4,295,493.00
Content Supervisors	2.1, 2.2, 2.3, 2.4 2.5	5.5 positions	\$ 594,251.00
Guidance Counselors	3.1, 3.2, 3.3, 3.4, 3.5, 3.7	31 positions	\$ 2,006,457.00
Reading Teachers	2.2, 2.3	16 positions	\$ 1,024,413.00
Library Media Specialists	2.2, 2.3, 2.6	20 positions	\$ 1,335,665.00
Walsh Elementary Teachers	4.1	5 positions	\$ 273,975.00
Crosby Administrator	4.1	1 position	\$ 102,874.00
Crosby High Teachers	4.1	9 positions	\$ 590,286.00
Tech Ed Teachers	2.6	17 positions	\$ 1,277,926.00
<b>100: Personnel Services - Salaries Subtotal:</b>			<b>\$ 11,501,340.00</b>
<b>200: Personnel Services - Benefits</b>			
			\$ -
			\$ -
			\$ -
<b>200: Personnel Services - Benefits Subtotal:</b>			<b>\$ -</b>
<b>300: Purchased Professional and Technical Services</b>			
			\$ -
			\$ -
			\$ -
<b>300: Purchased Professional and Technical Services Subtotal:</b>			<b>\$ -</b>

<b>400: Purchased Property Services</b>			
			\$ -
			\$ -
			\$ -
<b>400: Purchased Property Services Subtotal:</b>			\$ -
<b>500: Other Purchased Services</b>			
			\$ -
			\$ -
			\$ -
<b>500: Other Purchased Services Subtotal:</b>			\$ -
<b>600: Supplies</b>			
			\$ -
			\$ -
			\$ -
<b>600: Supplies Subtotal:</b>			\$ -
<b>700: Property</b>			
			\$ -
			\$ -
			\$ -
<b>700: Property Subtotal:</b>			\$ -
<b>800: Other Objects</b>			
			\$ -
			\$ -
			\$ -
<b>800: Other Objects Subtotal:</b>			\$ -
<b>Talent Subtotal:</b>			\$ 11,501,340.00



## FY 16 AD and PSD Budget Summary

**Directions:** Do not enter budget information in this tab. This tab pulls financial data from the application tabs and auto-calculates total proposed investments. Please ensure that your total budgeted amounts match your district's AD and PSD allocation amounts.

	Talent AD Costs	Academic AD Costs	Academic PSD Costs	Climate AD Costs	Climate PSD Costs	Operations AD Costs	Operations PSD Costs	Non-Reform AD Costs	TOTAL AD	TOTAL PSD
100: Personnel Services - Salaries	\$ 1,244,060.00	\$ 2,787,531.00	\$ 1,341,670.00	\$ 1,390,591.00	\$ 429,899.00	\$ 121,526.00	\$ 161,716.00	\$ 11,501,340.00	\$ 17,045,048.00	\$ 1,933,285.00
200: Personnel Services - Benefits	\$ 529,337.11	\$ 918,443.17	\$ 431,824.00	\$ 698,530.67	\$ 145,504.00	\$ 62,816.79	\$ -	\$ -	\$ 2,209,127.75	\$ 577,328.00
300: Purchased Professional and Technical Services	\$ 193,800.00	\$ 240,000.00	\$ -	\$ 10,000.00	\$ 3,227.00	\$ -	\$ -	\$ -	\$ 443,800.00	\$ 3,227.00
400: Purchased Property Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
500: Other Purchased Services	\$ -	\$ 216,000.00	\$ 113,785.00	\$ -	\$ 19,000.00	\$ -	\$ 1,000.00	\$ -	\$ 216,000.00	\$ 133,785.00
600: Supplies	\$ -	\$ 557,489.25	\$ 17,900.00	\$ -	\$ 16,489.00	\$ -	\$ 16,000.00	\$ -	\$ 557,489.25	\$ 50,389.00
700: Property	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
800: Other Objects	\$ 195,907.00	\$ 244,156.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 440,063.00	\$ -
<b>TOTALS:</b>	<b>\$ 2,163,104.11</b>	<b>\$ 4,963,619.42</b>	<b>\$ 1,905,179.00</b>	<b>\$ 2,099,121.67</b>	<b>\$ 614,119.00</b>	<b>\$ 184,342.79</b>	<b>\$ 178,716.00</b>	<b>\$ 11,501,340.00</b>	<b>\$ 20,911,528.00</b>	<b>\$ 2,698,014.00</b>

2/8/15  
#9  
MC

## COMMITTEE ON SCHOOL FACILITIES & GROUNDS

**WORKSHOP:**                    **Thurs., September 10, 2015 (Chase Sch.)**  
**BOARD MEETING:**        **Thurs., September 17, 2015**

TO THE BOARD OF EDUCATION  
WATERBURY, CONNECTICUT

LADIES AND GENTLEMEN:

With the approval of the Committee on School Facilities and Grounds, the Superintendent of Schools recommend approval of the use of school facilities, at no charge, by the following school organizations and/or City departments:

<b>GROUP</b>	<b>FACILITIES AND DATES/TIMES</b>
T. Grabowski	Maloney gym: Thurs., Oct. 1st 5:00-7:00pm (Salsa Night)
M. Rocco	W.Cross gym: Thurs., Oct. 8th 5:30-8:30pm (Family Math Night)
	W.Cross café: Wed., Sept. 23rd 5:00-8:00pm (Halloween committee mtg.)
	W.Cross gym: Thurs., Oct. 22nd 3:00-7:00pm (Halloween party set-up)
	W.Cross gym: Fri., Oct. 23rd 3:00-9:00pm (PTA -Halloween party)
	W.Cross gym: Sat., Nov. 21st 11:00am-9:00pm (holiday bazaar & auction)
	W.Cross gym: Fri. Dec. 4th 3:00-7:30pm (Christmas around the world)
	W.Cross gym: Sat., Dec. 5th 7:00am-1:00pm (Holiday Breakfast)
	W.Cross gym: Fri., Feb. 12th 5:00-8:30pm (Family gym night)
	W.Cross gym: Fri., Mar. 11th 3:00-7:30pm (set-up for Breakfast with Bunny)
	W.Cross gym: Sat., Mar. 12th 7:00am-1:00pm (breakfast with Easter Bunny)
L. Lombardi	Rotella gym & café: Fri., Oct. 30th 3:30-10:00pm (annual harvest fest.)
J. Silva	WSMS café & aud.: Wed., Dec. 16th 5:30-9:30pm (winter Concert)
	WSMS café & aud.: Wed., May 18th 5:30-9:30pm (Spring Concert)
M. Cappiello	WSMS café: Thurs., Sept. 24th and Fri., Oct. 2nd 5:00-9:00pm (sch. fundraiser dances for the Drama classes)
L. Richard	Career Academy media ctr.: Thurs., Dec. 3rd 7:30am-3:00pm (state prof. dev. workshop for allied health teachers)

Approved:

Felix M. Rodriguez

Kathleen M. Ouellette, Ed. D.  
Superintendent of Schools

Fax # 203 574 8032

SCHOOL PERSONNEL USE ONLYDATE: 10/1/2015

TO: SCHOOL BUSINESS OFFICE - Sandy -

FROM: Terri

The undersigned hereby makes application for use of school facilities (after regular school hours) as follows:

NAME OF SCHOOL REQUESTED: Maloney☐ Auditorium☒ Gymnasium☐ Swimming Pool☐ Cafeteria/RoomsDATES REQUESTED: Oct. 1stFROM: 5:00 am/pmTO: 7:00 am/pm

FOR THE FOLLOWING PURPOSES:

Salsa Night - in honor of Hispanic Heritage monthTerri Grabowski  
APPLICANT

\*\*\*\*\*

Please note the following provisions:

When the public is invited to an activity, police and fire departments must be notified. These arrangements *must* be made in person at the police and fire headquarters.

SCHOOL PERSONNEL USE ONLY

AUG 31 2015

DATE: 8/29/15

TO: SCHOOL BUSINESS OFFICE

FROM:

M. Pocco

The undersigned hereby makes application for use of school facilities (after regular school hours) as follows:

NAME OF SCHOOL REQUESTED:

W. Cross

☐ Auditorium

☒ Gymnasium

☐ Swimming Pool

☐ Café/Rooms

DATES REQUESTED:

Thursday, October 8th

FROM: 5:30 am/pm

TO: 8:30 am/pm

FOR THE FOLLOWING PURPOSES:

Family Reunion Night

M. Pocco  
APPLICANT

Please note the following provisions:

When the public is invited to an activity, police and fire departments must be notified. These arrangements *must* be made in person at the police and fire headquarters.

AUG 28 2015

SCHOOL PERSONNEL USE ONLY

DATE: 8/27/15

TO: SCHOOL BUSINESS OFFICE

FROM: M. Pocco

The undersigned hereby makes application for use of school facilities (after regular school hours) as follows:

NAME OF SCHOOL REQUESTED: W. Cross

☐ Auditorium

☐ Gymnasium

☐ Swimming Pool

☒ Café/Rooms

DATES REQUESTED: 9/23/15

FROM: 5:00 am/pm TO: 8:00 am/pm

FOR THE FOLLOWING PURPOSES:

Halloween Comm. Meeting

M. Pocco  
APPLICANT

Please note the following provisions:

When the public is invited to an activity, police and fire departments must be notified. These arrangements *must* be made in person at the police and fire headquarters.



AUG 24 2015

# SCHOOL PERSONNEL USE ONLY

DATE: 8/27/15

TO: SCHOOL BUSINESS OFFICE

FROM: M. Rocco

The undersigned hereby makes application for use of school facilities (after regular school hours) as follows:

NAME OF SCHOOL REQUESTED: W. Cross School

☐ Auditorium

☒ Gymnasium

☐ Swimming Pool

☐ Café/Rooms

DATES REQUESTED: 10/22

FROM: 3:00 am/pm TO: 7:00 am/pm

FOR THE FOLLOWING PURPOSES:

Halloween Party Set Up/Decorate  
the Gym.

Margaret Rocco  
APPLICANT

\*\*\*\*\*  
Please note the following provisions:

When the public is invited to an activity, police and fire departments must be notified. These arrangements *must* be made in person at the police and fire headquarters.

ASB 2.2 2015

SCHOOL PERSONNEL USE ONLY

DATE: 8/27/15

TO: SCHOOL BUSINESS OFFICE

FROM: M. Pocco

The undersigned hereby makes application for use of school facilities (after regular school hours) as follows:

NAME OF SCHOOL REQUESTED: W. Cross Gym

☐ Auditorium

☒ Gymnasium

☐ Swimming Pool

☐ Café/Rooms

DATES REQUESTED: 10/23/15

FROM: 3:00 am/pm TO: 9:00 am/pm

FOR THE FOLLOWING PURPOSES:

PTA Halloween Party

M. Pocco  
APPLICANT

Please note the following provisions:

When the public is invited to an activity, police and fire departments must be notified. These arrangements *must* be made in person at the police and fire headquarters.

AUG 28 2015

SCHOOL PERSONNEL USE ONLY

DATE: 8/27/15

TO: SCHOOL BUSINESS OFFICE

FROM: M. Rocce

The undersigned hereby makes application for use of school facilities (after regular school hours) as follows:

NAME OF SCHOOL REQUESTED: W. Cross School

☐ Auditorium    ☒ Gymnasium    ☐ Swimming Pool    ☐ Café/Rooms

DATES REQUESTED: Sat. November 21

FROM: 11:00 am/pm TO: 9:00 am/pm

FOR THE FOLLOWING PURPOSES:

PTA  
Hd. Bazaar & Auction  
BAZAAR

M. Rocce  
APPLICANT

Please note the following provisions:

When the public is invited to an activity, police and fire departments must be notified. These arrangements *must* be made in person at the police and fire headquarters.

SCHOOL PERSONNEL USE ONLY

Rev. 8-1-2015

DATE: 8/27/15

TO: SCHOOL BUSINESS OFFICE

FROM: M. Pazzo

The undersigned hereby makes application for use of school facilities (after regular school hours) as follows:

NAME OF SCHOOL REQUESTED: W. Cross School

☐ Auditorium

☒ Gymnasium

☐ Swimming Pool

☐ Café/Rooms

DATES REQUESTED: Friday December 4, 2015

(snow duty)  
12/4/15

FROM: 3:30 am/pm

TO: 7:30 am/pm

FOR THE FOLLOWING PURPOSES:

Christmas Around the World  
Breakfast Set up

M. Pazzo  
APPLICANT

\*\*\*\*\*  
Please note the following provisions:

When the public is invited to an activity, police and fire departments must be notified.  
These arrangements *must* be made in person at the police and fire headquarters.

SCHOOL PERSONNEL USE ONLY

DATE: 8/27/15

TO: SCHOOL BUSINESS OFFICE

FROM: M. Rocco

The undersigned hereby makes application for use of school facilities (after regular school hours) as follows:

NAME OF SCHOOL REQUESTED: W. Cross School

☐ Auditorium

☒ Gymnasium

☐ Swimming Pool

☐ Café/Rooms

DATES REQUESTED: Sat December 5, 2015

FROM: 7:00 am/pm

TO: 1:00 am/pm

FOR THE FOLLOWING PURPOSES:

Christmas Around The World  
Breakfast

M. Rocco  
APPLICANT

\*\*\*\*\*  
Please note the following provisions:

When the public is invited to an activity, police and fire departments must be notified.  
These arrangements *must* be made in person at the police and fire headquarters.



# SCHOOL PERSONNEL USE ONLY

DATE: 8/27/15

TO: SCHOOL BUSINESS OFFICE

FROM: M. Rocco

The undersigned hereby makes application for use of school facilities (after regular school hours) as follows:

NAME OF SCHOOL REQUESTED: W. Cross School

☐ Auditorium



Gymnasium



Swimming Pool



Café/Rooms

DATES REQUESTED: Friday - February 12, 2016

FROM: 5:00 am/pm

TO: 8:30 am/pm

FOR THE FOLLOWING PURPOSES:

Family Gym Night.

M. Rocco  
APPLICANT

\*\*\*\*\*  
Please note the following provisions:

When the public is invited to an activity, police and fire departments must be notified. These arrangements *must* be made in person at the police and fire headquarters.

SCHOOL PERSONNEL USE ONLY

DATE: 8/27/15

TO: SCHOOL BUSINESS OFFICE

FROM:

M. POCO

The undersigned hereby makes application for use of school facilities (after regular school hours) as follows:

NAME OF SCHOOL REQUESTED:

W. Cross

☐ Auditorium

☒ Gymnasium

☐ Swimming Pool

☐ Café/Rooms

DATES REQUESTED:

Friday March 11, 2016

FROM: 3:00 am/pm

TO: 7:30 am/pm

FOR THE FOLLOWING PURPOSES:

Set up for Breakfast  
at Easter Bunch

M. POCO  
APPLICANT

Please note the following provisions:

When the public is invited to an activity, police and fire departments must be notified. These arrangements *must* be made in person at the police and fire headquarters.

SCHOOL PERSONNEL USE ONLY

DATE: 8/27/15

TO: SCHOOL BUSINESS OFFICE

FROM:

M. Pocco

The undersigned hereby makes application for use of school facilities (after regular school hours) as follows:

NAME OF SCHOOL REQUESTED:

W. Cross

☐ Auditorium

☒ Gymnasium

☐ Swimming Pool

☐ Café/Rooms

DATES REQUESTED:

Sat March 12, 2016

FROM: 7:00 am/pm

TO: 1:00 am/pm

FOR THE FOLLOWING PURPOSES:

Breakfast w/ Easter Bunny

M. Pocco  
APPLICANT

Please note the following provisions:

When the public is invited to an activity, police and fire departments must be notified. These arrangements *must* be made in person at the police and fire headquarters.

SCHOOL PERSONNEL USE ONLY

AUG 27 2015

DATE: 8.26.15

TO: SCHOOL BUSINESS OFFICE

FROM:

Lauren Lombardi

The undersigned hereby makes application for use of school facilities (after regular school hours) as follows:

NAME OF SCHOOL REQUESTED:

Rotella

☐

Auditorium

☒

Gymnasium

☐

Swimming Pool

☒

Café/Rooms

DATES REQUESTED:

October 30 2015

FROM:

3:30

am/pm

TO:

10:00

am/pm

FOR THE FOLLOWING PURPOSES:

Annual Harvest Fest

Lauren Lombardi  
APPLICANT

Please note the following provisions:

When the public is invited to an activity, police and fire departments must be notified. These arrangements *must* be made in person at the police and fire headquarters.

SCHOOL PERSONNEL USE ONLY

Aug 27 2015

Date:

8/27/15

TO:

FROM:

Joseph Silva

The undersigned hereby makes application for use of school facilities (after school hours) as follows:

NAME OF SCHOOL REQUESTED: West Side Middle School



Auditorium



Gymnasium



Swimming Pool



Café

DATES REQUESTED:

Dec. 16, 2015

Time:

5:30 - 9:30

13000

FOR THE FOLLOWING PURPOSES:

Spring Concert

Winter

Joseph Silva  
Applicant

13000

Please note the following provisions:

When the public is invited to an activity, police and fire departments must be notified. These arrangements must be made in person at police and fire headquarters.



SCHOOL PERSONNEL USE ONLY

AUG 27 2015

Date:

8/27/15

TO:

FROM:

Joseph Silva

The undersigned hereby makes application for use of school facilities (after school hours) as follows:

NAME OF SCHOOL REQUESTED: West Side Middle School



Auditorium



Gymnasium



Swimming Pool



Café

DATES REQUESTED:

May 18 2016

Time:

5:30 - 9:30

11:30 1:00

FOR THE FOLLOWING PURPOSES:

Winter Music Concert

Spring

Joseph Silva

Applicant

Applicant

Please note the following provisions:

When the public is invited to an activity, police and fire departments must be notified. These arrangements must be made in person at police and fire headquarters.

SEP - 3 2015

SCHOOL PERSONNEL USE ONLY

DATE: September 2, 2015  
TO: SCHOOL BUSINESS OFFICE

FROM: Michael Cappiello

The undersigned hereby makes application for use of school facilities (after regular school hours) as follows:

NAME OF SCHOOL REQUESTED: West Side Middle School

☐ Gymnasium ☐ Swimming Pool Café/RoomsXXX

DATES REQUESTED: Sept 24th 2015 and Oct 2<sup>nd</sup> ----- FROM: 5:00pm – 9:00

FOR THE FOLLOWING PURPOSES: Dance

Drama Classes Fundraiser  
Dances

Michael J. Cappiello  
APPLICANT

Con

Con

\*\*\*\*\*  
Please note the following provisions:

When the public is invited to an activity, police and fire departments must be notified. These arrangements *must* be made in person at the police and fire headquarters.

Police has been taken care of

SEP - 3 2015

SCHOOL PERSONNEL USE ONLY

DATE:

9/3/15

TO: SCHOOL BUSINESS OFFICE

FROM:

Linda Richard

The undersigned hereby makes application for use of school facilities (after regular school hours) as follows:

NAME OF SCHOOL REQUESTED:

Waterbury Career Academy  
Media Center

Auditorium



Gymnasium



Swimming Pool



Cafe/Rooms

DATES REQUESTED:

Thursday Dec 3rd

FROM:

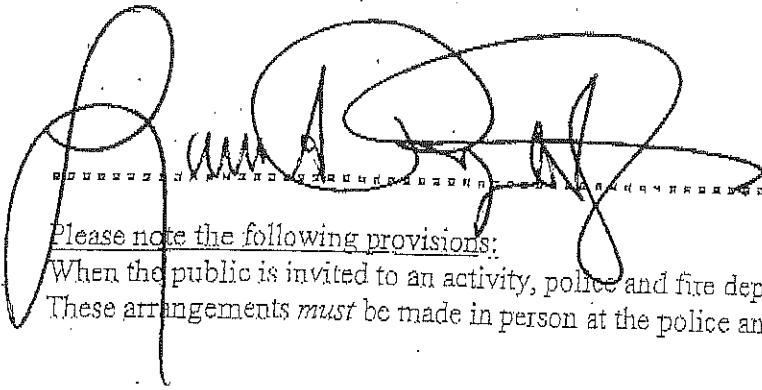
7:30

am/pm

TO:

3

am/pm

FOR THE FOLLOWING PURPOSES:State PD/workshop for all CT. Allied Health  
teachers.Linda Richard  
APPLICANTPlease note the following provisions:

When the public is invited to an activity, police and fire departments must be notified. These arrangements *must* be made in person at the police and fire headquarters.

0 ~~4~~ #10

## COMMITTEE ON SCHOOL FACILITIES & GROUNDS

**WORKSHOP:** Thursday September 10, 2015 (Chase Sch.)

**BOARD MEETING:** Thursday, September 17, 2015

TO THE BOARD OF EDUCATION  
WATERBURY, CONNECTICUT

LADIES AND GENTLEMEN:

With the approval of the Committee on School Facilities and Grounds, the Superintendent of Schools recommends approval of the use of school facilities by groups and organizations, subject to fees and insurance as required.

<u>GROUP</u>	<u>FACILITIES AND DATES/TIMES</u>
Westover School	WSMS pool: Dec. 1, 2015-Mar. 4, 2016 Mon.-Thurs. 4:30-6:00pm
Lizanne Mulligan, A.D.	(swim team practice)

**REQUESTING WAIVERS:**

Long Hill Bible Church	Wilson Sch., 1 classrm.: Sundays 9/20-6/29/16 8:30-10:00 am
Eric K. Lott	(church service) (\$3874.)

**GROUPS NOT SUBJECT TO FEES OR WAIVER DUE TO TIME OF USE OR PREVIOUS WAIVER:**

Girl Scouts	Hopeville café: Tuesdays Sept. 29th thru May 24th 3:00-5:00pm
Dana Tarantino	(scout meetings)
Long Hill Bible Church	Wilson music rm & 1 classrm.: Wednesdays 9/23-6/25/16 6:00-8:00pm
Eric K. Lott	(choir practice)
Girl Scouts	Regan café/lib. : 9/21/15-6/6/16 2 - 3 Mondays each month
Carole Roy	(scout meetings)
Boy Scouts	Rotella café & gym: Wed., Sept. 16th 5:30-7:45pm
Joseph Medina	(scout recruitment and orientation) (date prior to Bd. Mtg.)
St. of Ct. - Subina Gordon	6-8 pm
African American Affairs Comm.	Reed café: Thurs., Sept. 24th (community Racial Profiling mtg.)

MONIES COLLECTED TO DATE:

\$ 8,687.85

Approved:

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Felix M. Rodriguez

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Kathleen M. Ouellette, Ed. D.  
Superintendent of Schools

These activities are completed and have been billed:

Dancers, Inc.  
Triple Threat Dance Group



DEPARTMENT OF EDUCATION - WATERBURY, CONNECTICUT  
SCHOOL BUSINESS OFFICE  
235 GRAND ST., WATERBURY, CT 06702  
USE OF BUILDING PERMIT  
TYPE OR USE PEN AND PRESS FIRMLY

CONTRACT#

Aug 18 2015

APPLICANT LIZANNE S. Mulligan AD NAME OF ORGANIZATION Westover School  
ADDRESS 1237 Whittamore Rd. Middlebury CT 06762 TELEPHONE # 203-577-4557  
(street) (city) (state) (zip code)

SCHOOL REQUESTED Westside DATES SEE ATTACHED ROOM(S) Pool

OPENING TIME 4:30 CLOSING TIME 6:00 PURPOSE SWIM TEAM PRACTICE

ADMISSION (if any) — CHARGE TO BE DEVOTED TO —

APPROXIMATE NUMBER OF PEOPLE TO BE PRESENT: ADULTS 2/3 CHILDREN 24

SIGNATURE OF APPLICANT Lizanne S. Mulligan DATE 8/10/15

PERSON(S) NAME, ADDRESS & PHONE NUMBER RESPONSIBLE FOR SUPERVISION:

Kath Eggert c 862-432-5735 Kate Seyboth c 203-577-4625  
# - 203-577-4572 # 203-577-4625

In the event that the Board of Education should need to resort to legal proceedings to collect any outstanding balances, the lessee is responsible for any and all attorney's fees, sheriff's fees and court costs associated with said proceedings. SM (PLEASE INITIAL)

STEPHEN  
LADD  
Business MGR

SCHEDULE OF RATES: CUSTODIAL FEES: \$73/HR plus 1 HR SERVICE

RENTAL FEES: —

MISCELLANEOUS FEES: —

SECURITY DEPOSIT \$ 500.00 INSURANCE COVERAGE ✓ YES — NO

OK PLEASE READ THE FOLLOWING CAREFULLY OK

APPLICATION MUST BE RECEIVED AT LEAST THREE (3) WEEKS PRIOR TO THE ACTIVITY.

A COPY OF YOUR INSURANCE MUST ACCOMPANY YOUR APPLICATION (IF APPLICABLE)

IF SCHOOL IS CANCELLED FOR SNOW OR ANY OTHER REASON - ALL ACTIVITIES ARE CANCELLED ALSO.

THERE WILL BE NO ACTIVITIES DURING SCHOOL OPEN HOUSE.

CANCELLATIONS MUST BE MADE AT LEAST 48 HOURS IN ADVANCE OR YOU WILL BE CHARGED.

POLICE AND FIRE PROTECTION MUST BE ARRANGED AND/OR CANCELLED BY THE RENTER. PLEASE CALL EACH DEPARTMENT FOR INFORMATION. POLICE DEPT. 574-6963 FIRE DEPT. 597-3452

CALL THE SCHOOL CUSTODIAN AT LEAST ONE WEEK PRIOR TO YOUR ACTIVITY FOR ANY ARRANGEMENTS RE: PA SYSTEM, LIGHTING, ETC. (FOR WHICH THERE WILL BE AN EXTRA CHARGE).

KITCHEN FACILITIES CAN NOT BE USED BY GROUPS WITHOUT SUPERVISION - PLEASE CALL THE FOOD SERVICE DEPT. AT 574-8210 TO ARRANGE FOR A FOOD SERVICE PERSON (FOR WHICH THERE WILL BE AN EXTRA CHARGE)

PLEASE SEE REVERSE FOR ADDITIONAL RULES AND REGULATIONS.

IT IS AGREED THAT REGULATIONS ADOPTED BY THE BOARD OF EDUCATION FOR USE OF SCHOOL BUILDINGS WILL BE RIGIDLY ENFORCED.

APPROVAL DATE — SCHOOL BUSINESS OFFICE

CHECKS OR MONEY ORDERS FOR FEES SHOULD BE MADE OUT TO THE BOARD OF EDUCATION AND MAILED TO THE SCHOOL BUSINESS OFFICE. NO CASH WILL BE ACCEPTED.

Dates:

December: 1, 3, 4, 7, 8, 9, 10, 14, 15

Jan: 5, 7, 8, 11, 12, 15, 19, 21, 22, 25, 26, 29

Feb: 1, 2, 4, 9, 11, 12, 18, 19, 22, 23, 26, 29

March: 1, 3, 4,

DEPARTMENT OF EDUCATION - WATERBURY, CONNECTICUT  
SCHOOL BUSINESS OFFICE  
236 GRAND ST., WATERBURY, CT 06702  
USE OF BUILDING PERMIT  
TYPE OR USE PEN AND PRESS FIRMLY

CONTRACT#

AUG 31 2015

APPLICANT Dana Tarantino NAME OF ORGANIZATION Girl Scouts  
ADDRESS 103 Edson Ave Waterbury CT 06702 TELEPHONE # 203-598-5793  
(street) (city) (state) (zip code)

SCHOOL REQUESTED Hopeville DATES See attached ROOM(S) Cafeteria

OPENING TIME 3pm CLOSING TIME 5pm PURPOSE girl scout meetings

ADMISSION (if any) 0 CHARGE TO BE DEVOTED TO \_\_\_\_\_

APPROXIMATE NUMBER OF PEOPLE TO BE PRESENT: ADULTS 4 CHILDREN 22

SIGNATURE OF APPLICANT Dana Tarantino DATE 8/15/15

PERSON(S) NAME, ADDRESS & PHONE NUMBER RESPONSIBLE FOR SUPERVISION: \*

Dana Tarantino 103 Edson Ave Waterbury CT 06702 203-598-5793

In the event that the Board of Education should need to resort to legal proceedings to collect any outstanding balances, the lessee is responsible for any and all attorney's fees, sheriff's fees and court costs associated with said proceedings. DT (PLEASE INITIAL)

SCHEDULE OF RATES: CUSTODIAL FEES: \_\_\_\_\_

RENTAL FEES: \_\_\_\_\_

MISCELLANEOUS FEES: \_\_\_\_\_

SECURITY DEPOSIT \$ \_\_\_\_\_ INSURANCE COVERAGE YES NO

PLEASE READ THE FOLLOWING CAREFULLY

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A COPY OF YOUR INSURANCE MUST ACCOMPANY YOUR APPLICATION ( IF APPLICABLE )

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POLICE AND FIRE PROTECTION MUST BE ARRANGED AND/OR CANCELLED BY THE RENTER. PLEASE CALL EACH DEPARTMENT FOR INFORMATION. POLICE DEPT. 574-6963 FIRE DEPT. 597-3452

CALL THE SCHOOL CUSTODIAN AT LEAST ONE WEEK PRIOR TO YOUR ACTIVITY FOR ANY ARRANGEMENTS RE: PA SYSTEM, LIGHTING, ETC. (FOR WHICH THERE WILL BE AN EXTRA CHARGE).

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APPROVAL DATE \_\_\_\_\_

SCHOOL BUSINESS OFFICE

CHECKS OR MONEY ORDERS FOR FEES SHOULD BE MADE OUT TO THE BOARD OF EDUCATION AND MAILED TO THE SCHOOL BUSINESS OFFICE. NO CASH WILL BE ACCEPTED.

Sept

29 3-5 meeting

Oct

6 3-5 meeting

20 3-5 meeting

27 3-5 meeting

Nov

10 3-5 meeting

17 3-5 meeting

24 3-5 meeting

Dec

8 3-5 meeting

15 3-5 meeting

22 3-5 meeting

Jan

5 3-5 meeting

12 3-5 meeting

19 3-5 meeting

Feb

2 3-5 meeting

~~meeting 3 on Tuesday X 16 3-5 meeting~~

23 3-5 meeting

March

3  
8 3-5 meeting

15 3-5 meeting

22 3-5 meeting

April

5 3-5 meeting

12 3-5 meeting

26 3-5 meeting

May

3 3-5 meeting

10 3-5 meeting

17 3-5 meeting

24 3-5 meeting

301

DEPARTMENT OF EDUCATION - WATERBURY, CONNECTICUT  
SCHOOL BUSINESS OFFICE  
235 GRAND ST., WATERBURY, CT 06702  
USE OF BUILDING PERMIT  
TYPE OR USE PEN AND PRESS FIRMLY

Not a permit  
Not a permit

APPLICANT Eric K. Lott NAME OF ORGANIZATION Long Hill Bible Church  
ADDRESS P.O. Box 4818 Waterbury CT 06704 TELEPHONE 860-250-1912  
(street) (city) (state) (zip code)  
SCHOOL REQUESTED Hill School DATES 9/29 - 10/29/1985 SUNDAYS  
OPENING TIME 8:30 AM CLOSING TIME 10:00 AM PURPOSE Church Service  
ADMISSION (if any) \_\_\_\_\_ CHARGE TO BE DEVOTED TO \_\_\_\_\_  
APPROXIMATE NUMBER OF PEOPLE TO BE PRESENT: ADULTS 30 CHILDREN 10  
SIGNATURE OF APPLICANT E K Lott DATE 8-27-15

PERSON(S) NAME, ADDRESS & PHONE NUMBER RESPONSIBLE FOR SUPERVISION:

(SAME)

In the event that the Board of Education should need to resort to legal proceedings to collect any outstanding balances, the lessee is responsible for any and all attorney's fees, sheriff's fees and court costs associated with said proceedings. EKL (PLEASE INITIAL)

SCHEDULE OF RATES: CUSTODIAL FEES:

\$43/hr plus 1 hr service (\$3870.)

RENTAL FEES: \_\_\_\_\_

MISCELLANEOUS FEES: \_\_\_\_\_

SECURITY DEPOSIT \$ \_\_\_\_\_

INSURANCE COVERAGE

YES

NO

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CALL THE SCHOOL CUSTODIAN AT LEAST ONE WEEK PRIOR TO YOUR ACTIVITY FOR ANY ARRANGEMENTS RE: PA SYSTEM, LIGHTING, ETC. (FOR WHICH THERE WILL BE AN EXTRA CHARGE).

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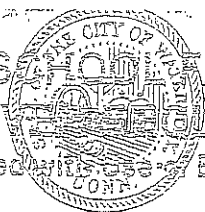
APPROVAL DATE \_\_\_\_\_

SCHOOL BUSINESS OFFICE

CHECKS OR MONEY ORDERS FOR FEES SHOULD BE MADE OUT TO THE BOARD OF EDUCATION AND MAILED TO THE SCHOOL BUSINESS OFFICE. NO CASH WILL BE ACCEPTED.



USE OF SCHOOL FACILITIES  
WAIVER REQUEST  
(to be submitted with use of Building Permit)



APPLICANT/ORGANIZATION: Long Hill Bible Church Youth board

Please check below specific item(s):

Building Usage Fees ☐

Custodial Fees ☐

SCHOOL/ROOMS REQUESTED: Wilson School

DATE(S): 9/20/15 - 6/29/16

TIMES: 8:30 - 10:00 AM

DATE(S): \_\_\_\_\_

TIMES: \_\_\_\_\_

DATE(S): \_\_\_\_\_

TIMES: \_\_\_\_\_

DATE(S): \_\_\_\_\_

TIMES: \_\_\_\_\_

DATE(S): \_\_\_\_\_

TIMES: \_\_\_\_\_

DATE(S): \_\_\_\_\_

TIMES: \_\_\_\_\_

8-27-15  
Date

EK Lott  
Signature

OFFICE USE ONLY

List total cost of fees being requested to be waived:

\$ \_\_\_\_\_

\$ 3870.5

\$ \_\_\_\_\_

Building Usage Fees

Custodial Fees

Security Deposit

BOARD USE ONLY

The Board of Education approved/denied the above referenced waiver request(s) at their regular meeting of \_\_\_\_\_.

ATTEST: \_\_\_\_\_  
Clerk, Board of Education

DEPARTMENT OF EDUCATION - WATERBURY, CONNECTICUT  
SCHOOL BUSINESS OFFICE  
235 GRAND ST., WATERBURY, CT 06702  
USE OF BUILDING PERMIT  
TYPE OR USE PEN AND PRESS FIRMLY

tax exempt 27 2015  
RECEIVED

300/1  
APPLICANT Eric K. Lott NAME OF ORGANIZATION Long Hill Bible Church  
ADDRESS P.O. Box 4818 Wilton CT 06704 TELEPHONE 860-250-1912  
(street) (city) (state) (zip code)  
SCHOOL REQUESTED Wilton Sch. DATES 9/23/15-10/25/16 WEDNESDAYS  
ROOMS MUSIC ROOM Classroom  
OPENING TIME 4pm CLOSING TIME 8pm PURPOSE Choir Practice / Mtg.  
ADMISSION (if any) \_\_\_\_\_ CHARGE TO BE DEVOTED TO \_\_\_\_\_  
APPROXIMATE NUMBER OF PEOPLE TO BE PRESENT: ADULTS 15 CHILDREN 5  
SIGNATURE OF APPLICANT E K Lott DATE 8-27-15

PERSON(S) NAME, ADDRESS & PHONE NUMBER RESPONSIBLE FOR SUPERVISION: \*

(SAME)  
In the event that the Board of Education should need to resort to legal proceedings to collect any outstanding balances, the lessee is responsible for any and all attorney's fees, sheriff's fees and court costs associated with said proceedings. EKL (PLEASE INITIAL)

SCHEDULE OF RATES: CUSTODIAL FEES: \_\_\_\_\_  
RENTAL FEES: \_\_\_\_\_  
MISCELLANEOUS FEES: \_\_\_\_\_  
SECURITY DEPOSIT \$ \_\_\_\_\_ INSURANCE COVERAGE \_\_\_\_\_ YES \_\_\_\_\_ NO \_\_\_\_\_  
PLEASE READ THE FOLLOWING CAREFULLY

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POLICE AND FIRE PROTECTION MUST BE ARRANGED AND/OR CANCELLED BY THE RENTER. PLEASE CALL EACH DEPARTMENT FOR INFORMATION. POLICE DEPT. 574-6963 FIRE DEPT. 597-3452

CALL THE SCHOOL CUSTODIAN AT LEAST ONE WEEK PRIOR TO YOUR ACTIVITY FOR ANY ARRANGEMENTS RE: PA SYSTEM, LIGHTING, ETC. (FOR WHICH THERE WILL BE AN EXTRA CHARGE).

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APPROVAL DATE \_\_\_\_\_

SCHOOL BUSINESS OFFICE

CHECKS OR MONEY ORDERS FOR FEES SHOULD BE MADE OUT TO THE BOARD OF EDUCATION AND MAILED TO THE SCHOOL BUSINESS OFFICE. NO CASH WILL BE ACCEPTED.

DEPARTMENT OF EDUCATION - WATERBURY, CONNECTICUT  
SCHOOL BUSINESS OFFICE  
235 GRAND ST., WATERBURY, CT 06702  
USE OF BUILDING PERMIT  
TYPE OR USE PEN AND PRESS FIRMLY

CONTRACT#

SEP - 1 2015

APPLICANT Girl Scout Troop 1153 NAME OF ORGANIZATION Carole Kay  
ADDRESS 4 Mountain Laurel Dr. Waterbury, CT 06704 TELEPHONE # 203 577-4580  
(street) (city) (state) (zip code)  
SCHOOL REQUESTED Region 1 Elementary DATES 8/20-21/15 ROOM(S) Cafeteria/Library  
OPENING TIME 6:00 PM CLOSING TIME 8:00 PM PURPOSE Girl Scout meeting  
ADMISSION (if any) N/A CHARGE TO BE DEVOTED TO N/A  
APPROXIMATE NUMBER OF PEOPLE TO BE PRESENT: ADULTS 10 CHILDREN 35  
SIGNATURE OF APPLICANT Carole Kay DATE 8/19/15

PERSON(S) NAME, ADDRESS & PHONE NUMBER RESPONSIBLE FOR SUPERVISION:

Carole Kay 4 Mountain Laurel Dr. Waterbury, CT 06704  
In the event that the Board of Education should need to resort to legal proceedings to collect any outstanding balances, the lessee is responsible for any and all attorney's fees, sheriff's fees and court costs associated with said proceedings. CR (PLEASE INITIAL)

SCHEDULE OF RATES: CUSTODIAL FEES:

RENTAL FEES:

MISCELLANEOUS FEES:

SECURITY DEPOSIT \$                      INSURANCE COVERAGE                      YES                      NO                     

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APPROVAL DATE                     

SCHOOL BUSINESS OFFICE

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White-Permittee

Goldenrod-School Business Office

Pink-Principal

Blue-Custodian

6183 meeting dates

9/21/15

10/5/15

10/19/15

11/2/15

11/16/15

11/30/15

12/14/15

1/4/16

2/1/16

2/29/16

3/14/16

3/28/16

4/11/16

4/25/16

5/9/16

5/23/16

6/6/16

DEPARTMENT OF EDUCATION - WATERBURY, CONNECTICUT  
 SCHOOL BUSINESS OFFICE  
 238 GRAND ST., WATERBURY, CT 06702  
 USE OF BUILDING PERMIT  
 TYPE OR USE PEN AND PRESS FIRMLY

CONTRACT#  
 Pack 3 Cub Scouts

SEP - 1 2015

APPLICANT Joseph A. Medina NAME OF ORGANIZATION Boy Scouts of America  
 ADDRESS 9 Iagrossi Drive, Waterbury, CT 06705 TELEPHONE # 203-909-1015  
 (street) (city) (state) (zip code)  
 SCHOOL REQUESTED Rotella Magnet DATES Sept 16th ROOM(S) Cafe & Gym  
 OPENING TIME 5:30PM CLOSING TIME 7:45PM PURPOSE Cub Scout Recruiting and Orientation  
 ADMISSION (if any) N/A CHARGE TO BE DEVOTED TO \_\_\_\_\_  
 APPROXIMATE NUMBER OF PEOPLE TO BE PRESENT: ADULTS 40 CHILDREN 40  
 SIGNATURE OF APPLICANT [Signature] DATE 9/1/2015  
 PERSON(S) NAME, ADDRESS & PHONE NUMBER RESPONSIBLE FOR SUPERVISION:

Joseph A. Medina, 203-909-1015

In the event that the Board of Education should need to resort to legal proceedings to collect any outstanding balances, the lessee is responsible for any and all attorney's fees, sheriff's fees and court costs associated with said proceedings. [Signature] (PLEASE INITIAL)

SCHEDULE OF RATES: CUSTODIAL FEES: \_\_\_\_\_  
 RENTAL FEES: \_\_\_\_\_  
 MISCELLANEOUS FEES: \_\_\_\_\_  
 SECURITY DEPOSIT \$ \_\_\_\_\_ INSURANCE COVERAGE \_\_\_\_\_ YES \_\_\_\_\_ NO

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APPROVAL DATE \_\_\_\_\_ SCHOOL BUSINESS OFFICE

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DEPARTMENT OF EDUCATION - WATERBURY, CONNECTICUT  
SCHOOL BUSINESS OFFICE  
236 GRAND ST., WATERBURY, CT 06702  
USE OF BUILDING PERMIT  
TYPE OR USE PEN AND PRESS FIRMLY

CONTRACT#

SEP - 3 2015

APPLICANT Sutira Gordon NAME OF ORGANIZATION African American Affairs Comm.  
ADDRESS 210 Capital Ave, Hartford CT 06106 TELEPHONE # 860-240-0251  
(street) (city) (state) (zip code) 207 657 5551  
SCHOOL REQUESTED Reed DATES Sept. 24<sup>th</sup> ROOM(S) auditorium  
OPENING TIME 6pm CLOSING TIME 8pm PURPOSE Community Racial Profiling event  
ADMISSION (if any) N/A CHARGE TO BE DEVOTED TO N/A  
APPROXIMATE NUMBER OF PEOPLE TO BE PRESENT: ADULTS 60 CHILDREN \_\_\_\_\_  
SIGNATURE OF APPLICANT [Signature] DATE 9/2/15  
PERSON(S) NAME, ADDRESS & PHONE NUMBER RESPONSIBLE FOR SUPERVISION:

(same)

In the event that the Board of Education should need to resort to legal proceedings to collect any outstanding balances, the lessee is responsible for any and all attorney's fees, sheriff's fees and court costs associated with said proceedings. S.G. (PLEASE INITIAL)

SCHEDULE OF RATES: CUSTODIAL FEES: \_\_\_\_\_

RENTAL FEES: \_\_\_\_\_

MISCELLANEOUS FEES: \_\_\_\_\_

SECURITY DEPOSIT \$ \_\_\_\_\_ INSURANCE COVERAGE YES \_\_\_\_\_ NO \_\_\_\_\_

PLEASE READ THE FOLLOWING CAREFULLY

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White-Permittee

Goldenrod-School Business Office

Pink-Principal

Blue-Custodian

#11

Rinaldi

**Waterbury Arts Magnet School**  
**WATERBURY PUBLIC SCHOOLS**  
**English Language Arts (ELA) Instructional Tutor**  
**2015-2016 School Year**

**General Statement of Duties:** Under the direction of the K-5 ELA Supervisor and the supervision of the School Principal and Vice Principal, tutors provide educational support/intervention to students who are academically at-risk in ELA

**Specific Example of Duties:**

- Works with the teachers and reading specialists/facilitators to establish remedial groups and focus areas for instruction.
- Performs Tier II and/or Tier III interventions for at risk students in ELA.
- Maintains a daily intervention log of students receiving services which would include focus for instruction, materials used, attendance, progress, concerns, and other observations as appropriate.
- Conducts biweekly (Tier II) and/or weekly (Tier III) progress monitoring and adjusts interventions as appropriate.
- Collaborates with the classroom teacher and reading specialists/facilitators in creating and monitoring appropriate academic interventions and assessment based on data and best practice.
- Communicates/discusses student progress and concerns with the classroom teacher, parents, administrators, and reading specialists/facilitator.
- Participates in data team meetings as appropriate.
- Participates in PD opportunities provided by the ELA department.

**Qualifications:** Valid state of CT elementary teaching certificate preferred. Must also possess the ability to maintain and foster a creative educational environment conducive to learning and participation. Applicant should be able to demonstrate sensitivity and respect for the needs and feelings of all children. Applicant should utilize patience, empathy and positive expectations while employing scientifically research-based reading interventions for at-risk students.

**Work Year/Hours of Work:** Part time. Maximum of 28 weeks at 15.75 hours per week (during school hours) with schedule based on the needs of the students and professional development opportunities. **2015-2016 SCHOOL YEAR**

**Salary:** \$25.00 per hour                      No Benefits

**Note:** This is a Part-Time, non-certified Grant Funded position; it exists as long as funds are available

Please submit letter of intent, non cert application, resume, and three references letters to:

James A. Murray, PHR  
Human Resources Administrator-Education  
236 Grand Street  
Waterbury, Ct. 06702

**Closing Date:** Until position is filled

**WATERBURY PUBLIC SCHOOL DISTRICT  
236 GRAND STREET, WATERBURY, CT 06702**

**APPLICATION FORM  
FOR NON-CERTIFIED POSITIONS**

**Position Applied For: Waterbury Arts Magnet School Reading tutor**

Applicant is requested to answer each question completely and accurately. Application may be rejected or receive a lower evaluation because items are incomplete or omitted.

**PLEASE TYPE OR PRINT LEGIBLY IN INK**

Name Rinaldi Valerie M  
Last First M. I.

Address 9 Christine Rd Home Phone ( 860 ) 585-0546  
No. Street

City, State, Zip Terryville Ct 06786 Work Phone ( )

Mailing Address

(If different from above)

**THE FOLLOWING QUESTIONS MUST BE ANSWERED "YES" OR "NO"  
GIVE DETAILS IN SPACE BELOW**

Are you eligible to work in the United States? Yes ☒ No ☐

Have you ever been dismissed from employment for cause? Yes ☐ No ☒  
If so, explain and state which jobs below.

Have you ever been convicted of an offense against the law  
(including military offenses), are you now under charges of any offense against the law? Yes ☐ No ☒

If your answer is "Yes," give details below. Show: date, charge, place, court and disposition.  
NOTE: a conviction per se is not a disqualifying factor. What you were convicted of, and how long ago are important. Give all the facts so that a decision can be made.

**EXPLANATIONS TO QUESTIONS ABOVE (Use additional paper if necessary)**

The Waterbury Public Schools have a vital interest in providing its employees with a safe, healthful and efficient work environment. It is the City's policy to maintain a work place free from drug and/or alcohol misuse and abuse.

Employment will be subject to a satisfactory background check, a post-offer medical examination (if required for the position that is offered) and a drug screening in accordance with state and federal law. Your signature on this form is your consent to the drug test.

## EMPLOYMENT HISTORY

Describe your employment history in detail under the headings below, starting with your present or last employer and list in reverse order. Indicate the nature of the work personally performed by you. If two or more positions were held during the same period of time, show the proportion of time spent at each. If your title and duties changed materially in the course of your service in any one organization indicate such changes clearly and as separate employments.

### PRESENT OR LAST EMPLOYER

<u>Waterbury Arts Magnet School</u>		203 <u>573-6300</u>
Name of Employer		Phone
<u>165 Elm St.</u>		<u>Waterbury</u>
Address		City
<u>CT</u>		State
<u>06706</u>		Zip
Dates of Employment: From (Mo/Yr)	Title of Position	
To (Mo/Yr)	Name and Title of Supervisor	
<u>Present</u>	<u>Building Sub / TSS</u>	
Salary: Starting	<u>Ms. Elias</u>	
Ending	Description of Duties, Responsibilities, and Significant Accomplishments	
No. of Hours Worked Weekly: <u>36</u>	Reason for Leaving	
<u>N/A</u>		

### PRIOR EMPLOYER

<u>Board of Education City of Waterbury</u>		Phone
Name of Employer		City
Address		State
City		Zip
Dates of Employment: From (Mo/Yr)	Title of Position	
To (Mo/Yr)	Name and Title of Supervisor	
<u>12/05</u>	<u>long term substitute</u>	
Salary: Starting	Description of Duties, Responsibilities, and Significant Accomplishments	
Ending	<u>all duties of a classroom teacher</u>	
No. of Hours Worked Weekly: <u>36</u>	Reason for Leaving	
<u>N/A</u>		

## PRIOR EMPLOYER

Name of Employer Naugatuck Valley Community College Phone 575-8000  
Chase Parkway City Waterbury State CT Zip 06702

Dates of Employment: From (Mo/Yr) <u>8/99</u>	Title of Position <u>EA - Lori Novi Health Education and Disabilities</u> <u>Barbara Williams - Learner Services</u>	Name and Title of Supervisor <u>Barbara Williams - Learner Services</u>
To (Mo/Yr) <u>5/03</u>	Description of Duties, Responsibilities, and Significant Accomplishments <u>Project manager for Learner Services working</u> <u>with counseling division student services.</u>	
Salary: Starting <u>25<sup>00</sup></u>	<u>HEDS - maintained health records, training</u> <u>designed workshops and health fair</u>	
Ending <u>25<sup>00</sup></u>		
No. of hours Worked Weekly: <u>18</u>		
Reason for Leaving <u>attend University of Bridgeport</u>		

## EDUCATION

Indicate Last Grade Completed <u>12</u>	Name and Address of High School Last Attended <u>Wilby High School</u>	Date of Graduation or G.E.D. Awarded <u>1975</u>
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Name of College Business or Technical Schools Attended	Address	Dates of Attendance	Number of Credits Completed	Type of Degree	List Major Subjects
<u>NVCC</u>	<u>Chase Parkway Waterbury</u>	<u>9-76</u> <u>5-93</u>	<u>71</u>	<u>AS</u>	<u>general studies</u>
<u>SCSU</u>	<u>New Haven CT</u>	<u>9-93</u> <u>5-97</u>	<u>36</u>	<u>BS</u>	<u>Public Health</u>
<u>UB</u>	<u>Bridgeport CT</u>	<u>9-03</u> <u>5-04</u>	<u>39</u>	<u>MS</u>	<u>Education</u>

If you have any additional education or experience, or have taken SPECIAL COURSES, list these below. Please include: Where acquired and the total number of hours involved.

How did you learn of the employment opportunity for which you are applying?

Newspaper ☐ Radio ☐ Job Service ☐ Current Employer ☒ Job Posting ☐ Professional Journal ☐ Other ☐

For equal opportunity purposes, we are requesting the following information. This information is optional and will only be used to comply with Federal Equal Employment reporting requirements and for test validation purposes. Please check the appropriate groups below:

Female ☒ White ☒ Black ☐ Asian (Pacific Islander) ☐ Hispanic ☐ Native American ☐

Male ☐ Other (specify) \_\_\_\_\_

I certify that all statements made by me on this application are true, complete and correct to the best of my knowledge and belief. I understand and agree that if I make any misstatements or omissions of fact, I am subject to disqualification or dismissal and to such other penalties prescribed by law or Civil Service Rules and Regulations.

I voluntarily give the Civil Service Commission of the City of Waterbury, CT, or its duly authorized representative the right to make a thorough investigation of my past employment and activities, agree to cooperate in such investigation, and release from all liability or responsibility all persons, companies, or corporations supplying such information.

Date 8/24/15

Signature Valon Smith



## EDUCATION

### WATERBURY PUBLIC SCHOOLS PARENT LIAISON

*Title I*

*Washington*

*Rivera*

**General Statement of Duties:** Supplies services that will benefit Title I students and their families, works under the supervision of the Title I Teacher, the Principal of the school and Parent Coordinator and Title I Administrators.

**Specific Examples of Duties: (Not limited to duties listed below)**

Recruits parents and other volunteers to support the educational programs of the school and participate in school activities and conferences as it applies to Title I. Encourage partnership between parents, school and community.

Collect and disseminate information to parents and community agencies about events at the school. Provide a consistent community presence in the school. Maintain logs and data related to parental involvement. Make phone calls and home visits to parents who may need help. Coordinate assignments of tasks and training of volunteers. Must attend District Parent Advisory Council (DPAC) meetings on state, regional and national levels if funds are available. Should implement at least 5 parent information sessions.

Performs related tasks as assigned by the Principal and/or the Parent Coordinator.

Must be available during school hours and some evenings.

**Qualifications:** A high school diploma is required. Ability to work cooperatively with, and under the supervision of the Title I Teacher and the school Principal. Experience in Child Development with the ability to communicate verbally and in writing. Ability to maintain accurate records and prioritize multiple tasks. Must have the ability to work well with students and their families. Must also have residence in the school attendance area or be very familiar with attendance concerns in the school area.

**Work Year/Hours of Work:** School Calendar (180 days), 30 hours per week. Some evening and weekend hours required.

**Salary/Benefits:** \$15.12 per hour. Benefits are currently governed by the Service Employees International Union collective bargaining agreement.

This is a non-union, grant funded position that exists as long as funds are available.

**Closing Date: 08/18/2015**

If interested please submit cover letter, resume, City of Waterbury application, and 3 letters of reference to:

**James A. Murray, PHR  
Human Resources Administrator  
236 Grand Street  
Waterbury, CT 06702**

Maritza Rivera  
160 West Washington Street Unit K3  
Bristol, CT 06010  
maritzarivera428@gmail.com  
860-940-1811(cell)

### Education

Lincoln Culinary Institute-Hartford, CT  
*Culinary Arts Degree*  
G.P.A 3.82

January 2014-March 2015

Goodwin College-East Hartford, CT  
*AS Degree Health Science*

May 2010-May 2013

Bristol Eastern High School-Bristol, CT

Graduated June 2008

### Professional Experience

Stonepost/Truffles Bakery & Café-Avon, CT  
*Line Cook*

October 2014-January 2015

- Prep food items for breakfast and lunch service
- Cook on the line breakfast and lunch
- Multi-task between stations within the kitchen
- Clean up after service and re-stock items

Registrar of Voters-Bristol, CT  
*Assistant Registrar*

August 2012-August 2013

- Worked various elections
- Assisted voters during Primary & Presidential Elections

Rivera Memorial Foundation, INC.-Waterbury, CT  
*Summer Camp Secretary*

July & August 2011-2013

- Organized documents to be filed, and answered phones
- Completed accounts receivable and payable
- Compiled various data into excel spreadsheets
- Reviewed payroll and create checks
- Arranged and monitored employee schedules
- Recorded and maintain client information for intake purposes
- Composed, typed, and distributed meeting agendas and minutes, routine correspondences and reports
- Set up and handled incoming mail and office filing systems.
- Collected and coordinated the flow of internal and external information.
- Established the administrative work procedures for tracking staff's daily tasks
- Created invoices on QuickBooks and received payments from clients
- Contacted vendors to arrange activities

Frankies of Bristol-Bristol, CT  
*Crew Member*

April 2012-July 2012

- Ensured accuracy and quantity of each order
- Prepared various main course and side dishes as needed
- Cleaned prep areas, table tops, and bathrooms

Stop & Shop-Bristol, CT

May 2010-August 2010

*Dunkin Donuts Clerk*

- Managed the store including cleaning & preparing/arranging food
- Properly communicated with customers to create accurate orders
- Helped the bakery department when needed
- Stocked all paper and plastic goods, as well as, food products

#### Certifications

Serve Safe Certified

Expires January 2019

Emergency Medical Technician Certified

October 2015

#### Volunteer Work

Lincoln Culinary Institute-Hartford, CT

January 2014-November 2014

- Hobby Classes-help out at schools recreational classes with prep and cleanup
- Peer Tutor
- Farm to Table Event-assisted for on campus event

Hartford Public Library-Hartford, CT

June, 2014

*Student Volunteer*

- One Big Sizzling Summer Night Gala Fundraiser-helped set up and serve hors d'oeuvres

New England Regional I.C.S. Chili Cook Off - People's Choice Participant

May, 2014

Rivera Memorial Foundation-Waterbury, CT

*Volunteer*

Summer Camp Counselor

2005-Current

- Provide a safe and enriching environment for students during after-school hours, and summer months
- Communicate with parents and guardian regarding available programs
- Create and maintain educational programming for children, ages 5-18, to encourage learning in a recreational and social environment
- Supervise and Coordinate Summer Enrichment Program staff

#### Computer Skills

PC literate: Windows, Microsoft Word, PowerPoint, Microsoft Excel, Microsoft Publisher, QuickBooks, NeatReceipt, Internet (Internet Explorer and Google Chrome), Microsoft Outlook Mail and Calendar

## Professional References

Nicole Barry  
Former Supervisor  
Lincoln Culinary Institute  
860-324-6511

Matthew Ocasio  
Former Supervisor  
Rivera Memorial Foundation, Inc.  
203-509-9873

Magdalena Valentin-Campós  
Former Supervisor  
Rivera Memorial Foundation, Inc.  
203-565-4608

Maritza Rivera  
160 West Washington Street Apt. K3  
Bristol, CT 06010  
Phone: 860-940-1811  
Email: maritzarivera428@gmail.com

August 13, 2015

James A. Murray, PHR  
Human Resources Administrator  
City of Waterbury  
236 Grand Street  
Waterbury, CT 06010

Subject: Application for the position of a Parent Liaison

Dear Mr. Murray,

This letter is in response to the posting listed of a Parent Liaison for the City of Waterbury. I believe with my experience and exposure to the community of Waterbury I would be a great fit to the public school system.

Providing support and promoting community-affiliated resources to families is an important skill in which a liaison must possess. I have acquired this skill after years of volunteer and compensated work with the Rivera Memorial Foundation, Inc. It would be an honor to use my knowledge in conjunction with the great City of Waterbury through the position of a Parent Liaison.

Through experiences with the foundation, as well as, schooling I have been able to identify with families from all walks of life. Therefore allowing me to have a compassion towards those whom are less fortunate. The foundation caters to families who may have very little means to provide summer and afterschool care for their children. Therefore I have become and advocate for working families.

I have supervised enrichment programs and managed employees. I have become well skilled in organizing and handling documents. Multi-tasking is a necessity when working with and for a non-profit organization. My acute attention for the safety of children have generated positive outcomes, and I will continue to be diligent in the future.

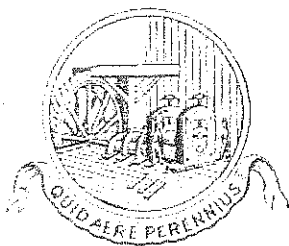
I am excited to discuss my experiences and qualifications for the position of a Parent Liaison for the City Of Waterbury. Please feel free to call me at your convenience at

860-940-1811 or via email at maritzarivera428@gmail.com

Sincerely,

  
Maritza Rivera





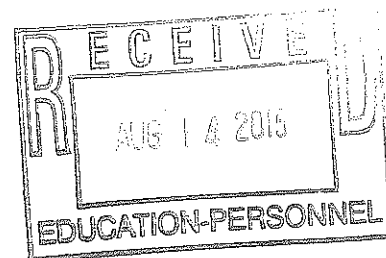
# CITY OF WATERBURY CIVIL SERVICE

236 Grand Street, Room 202 Waterbury CT 06702

Tel 203-574-6761 Fax 203-574-8087

## APPLICATION FOR EXAMINATION OR EMPLOYMENT

(PLEASE TYPE OR PRINT CLEARLY IN INK)



### Parent Liaison

Position Applying for (Use Title on Job Announcement)

Exam Number (Use # on Job Announcement)

The City of Waterbury and the Waterbury Board of Education (hereafter "WATERBURY") are equal opportunity employers, dedicated to a policy of nondiscrimination in employment on any basis prohibited by law. WATERBURY considers applicants for all positions without regard to race, color, religion, gender, national origin/ancestry, age, disability, marital or civil union party status, sexual orientation, gender identity/expression, genetic information, or any other legally protected status. WATERBURY is committed to providing equal opportunity in compliance with all applicable laws.

### INSTRUCTIONS (PLEASE READ CAREFULLY)

1. Obtain a copy of the examination announcement before completing this application. Carefully review the job announcement and the General Conditions listed on the back of the announcement. In order to be considered for the position you must meet the minimum qualifications listed on the announcement and follow the instructions on this application and the job announcement.
2. Applications (and exam materials, if required) must be received in Human Resources by the closing date. Late or incomplete application packages will not be accepted. Resumes may be included as a supplement to the application but will not substitute for any information required on the application form.
3. Applications are only accepted for open positions. An application received for a position not open and posted will not be considered for employment.
4. Give complete and accurate information about your training and experience as it relates to the minimum qualifications.
5. Bring, send or fax your application and any required materials or certifications to the address above. Retain a copy of your application package for your records.

### GENERAL INFORMATION

Name: Rivera Maritza  
(Last) (First) (Middle)

Address: 160 West Washington Street Apt. K3 Bristol CT 06010  
(Street/Apt#) (City) (State) (Zip)

Home Telephone: \_\_\_\_\_ Work Telephone \_\_\_\_\_  
(Area Code) (Area Code)

Cellular Telephone: (860) 940-1811 Email Address: maritzarivera428@gmail.com  
(Area Code)

May we call you at work? ☐ Yes ☐ No Best daytime contact: ☐ Home ☐ Work ☒ Cell

Are you or have you ever been employed by the City of Waterbury? ☐ Yes ☒ No  
(If yes, please give dates of employment and job title and Department \_\_\_\_\_)

Have you applied for employment with the City of Waterbury in the past? ☐ Yes ☒ No

Do you speak, read or write a language other than English? ☐ No ☒ Yes spanish (specify language)

Are you legally authorized to work in the United States? ☒ Yes ☐ No

Note: Verification of identity and employment eligibility required at time of hire.

Are you at least 18 years old? ☒ Yes ☐ No

EMPLOYMENT HISTORY (Continued)

Official Job Name/Title Cashier Company Name Frankies of Bristol  
Name/Title of Immediate Supervisor Andrew Boney Dept. Where Assigned \_\_\_\_\_  
Business Address/Phone # 1195 Farmington Avenue Bristol, CT 06010 (860) 584-9826  
Employed From 04/12 To 07/12 Total 3 months Salary or Wage \$ 8 per hr Hours per week 25  
Reason for Leaving \_\_\_\_\_

DUTIES (must be listed): ensured accuracy and quantity of each order. Prepared various main course and side dishes as needed. Cleaned prep areas, table tops, and bathrooms.

Official Job Name/Title Dunkin Donuts Clerk Company Name Stop and Shop  
Name/Title of Immediate Supervisor \_\_\_\_\_ Dept. Where Assigned Dunkin Donuts/Bakery  
Business Address/Phone # 597 Farmington Avenue Bristol, CT 06010 (860) 582-5674  
Employed From 05/10 To 08/10 Total 3 months Salary or Wage \$ 8 per hr Hours per week 25  
Reason for Leaving Different employment opportunity

DUTIES (must be listed): Managed the store including cleaning and preparing/ arranging food. Properly communicate with customers to create accurate orders. Helped the bakery department when needed. Stocked all paper and plastic goods, as well as, food products.

EDUCATION

Type of School	Name and Location	# of Years Attended	Did you Graduate?	Type of Degree	List Major
High School or G.E.D.	Bristol Eastern High School Bristol, CT	4	yes	HS Diploma	
College or University	Goodwin College East Hartford, CT	3	yes	Associate	Health Science
Other Education	Lincoln Culinary Institute Hartford, CT	1	yes	Certificate	Culinary Arts

If you have any additional education or experience, or have taken SPECIAL COURSES or have a REQUIRED SPECIAL LICENSE (e.g., CDL, Plumbing or Electrical), list these below. Please include: Where acquired and the total number of hours involved.

Emergency Medical Technician: Tunxis Community College Farmington, CT

Has any license or certification you have held been surrendered, suspended or revoked for any reason? If so, please explain:

### EMPLOYMENT HISTORY

Beginning with your PRESENT OR MOST RECENT employment experience and working backward, list all positions held for the past 10 years, including any job related military experience or volunteer activities. In addition to the positions you held over the past 10 years you should also list any prior employment, even if more than 10 years ago, which is necessary for determining your eligibility for employment as stated on the exam announcement. List all positions (Name/Titles) separately, even if with the same employer. Clearly describe the work duties you personally performed. If additional space is required, attach an 8 1/2" x 11" sheet, using the same format and include your name and exam number. Salary/Wage information should be the last rate at time of separation. Note that failing to disclose any employment during the past 10 years is considered a material omission and may be grounds for withdrawal of a job offer or dismissal whenever discovered.

Start with most recent job)

Official Job Name/Title Line Cook Company Name Stonepost/Truffles Bakery & Cafe  
Name/Title of Immediate Supervisor Shannon Walton Dept. Where Assigned Kitchen  
Business Address/Phone # 300 West Main Street, Avon, CT 06001 (860) 255-7402  
Employed From 10/14 To 01/15 Total 3 months Salary or Wage \$ 9 per hr Hours per week 25  
Reason for Leaving To seek other employment opportunity

DUTIES (must be listed): Prep food items for breakfast and lunch service. Cook on the line breakfast and lunch. Multi-task between stations in the kitchen. Clean up after service and restock items.

Official Job Name/Title Assistant Registrar Company Name Registrar of Voters (Bristol)  
Name/Title of Immediate Supervisor Mary Rydingsward Dept. Where Assigned Democratic Registrar  
Business Address/Phone # 111 North Main Street, Bristol, CT 06010 (860) 584-6165  
Employed From 08/12 To 08/13 Total 1 year Salary or Wage \$ \_\_\_\_\_ per \_\_\_\_\_ Hours per week \_\_\_\_\_  
Reason for Leaving Temporary position

DUTIES (must be listed): Worked various elections. Assisted voters during primary and presidential elections.

Official Job Name/Title Summer Camp Secretary Company Name Rivera Memorial Foundation, Inc.  
Name/Title of Immediate Supervisor Jessica Ocasio, Ed. S Dept. Where Assigned \_\_\_\_\_  
Business Address/Phone # 186 Cherry Street, Waterbury, CT 06702 (475) 235-3182  
Employed From 07/11 To 08/13 Total \_\_\_\_\_ Salary or Wage \$ 10 per hour Hours per week 40  
Reason for Leaving Temporary position

DUTIES (must be listed): Organized documents to be filed and answered phones. Complete accounts receivable and payable. Compiled various data into excel spreadsheets. Reviewed payroll and create checks. Arranged and monitored employee schedules. Recorded and maintained client information for intake purposes. Composed, typed, and distributed meeting agendas, minutes, routine correspondences, and reports. Set up and handled incoming mail and office filing systems. Collected and coordinated the flow of internal and external information. Established the administrative work procedures for tracking staff's tasks. Created invoices on QuickBooks and received payments from clients. Contacted vendors to arrange activities.

### CRIMINAL CONVICTIONS

Answers to the following question will be considered for employment purposes if relevant to the position for which you are applying. Have you ever been CONVICTED of an offense against criminal or military law, or are there criminal charges currently pending against you? (Exclude minor traffic violations or any offense settled in juvenile court or under a youth offender law.)

☐ Yes ☒ No

If, "YES", below please provide a detailed explanation about the nature of the conviction, degree of rehabilitation and time since release. This information will not necessarily bar you from employment.

**Special Note:** You are not required to disclose the existence of any arrest, criminal charge or conviction, the records of which have been erased pursuant to Connecticut General Statutes § 46b-146, 54-760, or 54-142a. If your criminal records have been erased pursuant to one of these statutes, you may swear under oath that you have never been arrested. Criminal records that may be erased are records pertaining to a finding of delinquency or that a child was a member of a family with service needs (C.G.S. § 46b-146), an adjudication as a youthful offender (C.G.S. § 54-760), a criminal charge that has been dismissed or knolled, a criminal charge for which the person has been found not guilty or a conviction for which the person received an absolute pardon (C.G.S. § 54-1421a). I understand that the information provided above will not necessarily result in the rejection of my application, but that the nature of the information will be considered as it relates to the performance of the job duties in question and in light of the requirements of state and federal law.

### DISMISSAL

Has your employment ever been terminated for reasons related to poor performance, misconduct, violation of a work rule, inefficiency, insubordination, attendance or tardiness or have you ever resigned in lieu of termination of your employment?

☐ Yes ☒ No If, "Yes", below please provide a detailed explanation.

Have you ever applied for and been denied unemployment compensation benefits? ☐ Yes ☒ No If "Yes", please explain:

Have you ever served in any branch of the United States Military? ☒ No ☐ Yes Years of service: \_\_\_\_\_

\*Do you claim Veteran's Preference (5 points)? ☐ Yes ☒ No

\*Do you claim Disabled Veteran's Preference (10 points)? ☐ Yes ☒ No

\*(See General Conditions on back of examination announcement for additional information)

## NOTICE OF BACKGROUND CHECK AND FAIR CREDIT REPORTING ACT DISCLOSURE

As part of the interview process, the City of Waterbury or the Waterbury Board of Education (hereafter collectively "WATERBURY") and its representatives and/or agents, including the Waterbury Civil Service Commission, may conduct a background check. If you are hired, WATERBURY may also conduct a background check in deciding whether to continue your employment and when making other employment-related decisions directly affecting you. As part of any background check, WATERBURY may obtain a "consumer report" from a "consumer reporting agency." These terms are defined in the Fair Credit Reporting Act ("FCRA"), which applies to you. A consumer report may include information regarding such issues as your criminal record, motor vehicle record, character and reputation or other public record information on file in local, state or federal agencies. These reports may contain information regarding your use of social media, and other publicly accessible information. Social media includes, but is not limited to, social networking websites (e.g., Facebook), professional networking websites (e.g., LinkedIn), blogs, and other online media.

WATERBURY may only obtain and/or use a credit report pertaining to any Connecticut applicants/employees: (a) when the report is required by law; or (b) when WATERBURY reasonably believes the employee engaged in any activity that constitutes a violation of the law related to his/her employment; or (c) when the report is substantially related to the applicant/employee's current or potential job or when WATERBURY has a bona fide purpose for requesting or using the information in the credit report that is substantially job-related and is disclosed in writing to the applicant/employee.

If WATERBURY obtains a "consumer report" about you, and considers any information in the "consumer report" when making an employment-related decision that directly and adversely affects you, you will be provided with a copy of the report before the decision is finalized and other information required by the FCRA (including a summary of your rights under the FCRA and the name, address and telephone number of the consumer reporting agency and other applicable federal agencies).

## APPLICANT'S CERTIFICATION AND SIGNATURE

I certify that the statements made by me on this application are true and complete to the best of my knowledge and are made in good faith. I understand that if I supply any false or misleading information on my job application, resume, or during my job interview, including by omitting pertinent information, I am subject to disqualification and dismissal and to such other penalties as may be prescribed by law or personnel regulations, whenever such false or misleading information may be discovered. All statements made on this application, including employment information, are subject to verification as a condition of employment. I voluntarily give the Civil Service Commission of the City of Waterbury, Connecticut, or its duly authorized representative the right to make a thorough investigation of my past employment and activities, agree to cooperate in such investigation, and release from all liability or responsibility all persons, companies, or corporations supplying such information.

I attest that the above information is true; I understand that if I am offered a position: (a) I will be responsible for the requirements and terms of the job description, (b) I will be required to attend training and orientation as needed for the position (c) an offer of a position may be contingent upon my completing and verifying required certifications at least two weeks before the position starts, and upon successfully completing other requirements.

Signature Maitra Rivera Date 08/13/2015

*(Application can't be considered valid without applicant's signature)*



APPLICANT DATA

TITLE OF EXAM Parent Liaison

EXAM# \_\_\_\_\_

**Disclosure of Sex/Race/Ethnicity is Voluntary.** In order to meet State and Federal reporting requirements, we are requesting that you voluntarily supply the following information. Disclosure is not mandatory. This data will not be considered in the evaluation of your application and is requested for reporting purposes only.

A. SEX: ☒ Female ☐ Male

B. RACE/ETHNIC DATA:

☒ **Hispanic or Latino** - A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin regardless of race.

☐ **White (Not Hispanic or Latino)** - A person having origins in any of the original peoples of Europe, the Middle East, or North Africa.

☐ **Black or African American (Not Hispanic or Latino)** - A person having origins in any of the black racial groups of Africa.

☐ **Native Hawaiian or Other Pacific Islander (Not Hispanic or Latino)** - A person having origins in any of the peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

☐ **Asian (Not Hispanic or Latino)** - A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian Subcontinent, including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.

☐ **American Indian or Alaska Native (Not Hispanic or Latino)** - A person having origins in any of the original peoples of North and South America (including Central America), and who maintain tribal affiliation or community attachment.

☐ **Two or More Races (Not Hispanic or Latino)** - All persons who identify with more than one of the above five races.

C. **PRIMARY SOURCE OF JOB INFORMATION:** Where did you learn about this examination or Employment opportunity? Check the appropriate box(es) below:

1. Internet site \_\_\_\_\_
2. Newspaper, professional journal, College or TV advertisement (where?) \_\_\_\_\_
3. Posting (where?) \_\_\_\_\_
4. Direct e-mail or paper mailing \_\_\_\_\_
5. Present City employee Jessica Ocasio, Ed.S (Assistant Principal B.W. Tinker School)
6. Job Fair (where?) \_\_\_\_\_
7. Other: Please specify \_\_\_\_\_



# *Rivera Memorial Foundation, Inc.*

186 Cherry Street  
Waterbury, CT 06702  
475-235-3182  
[www.rmfinc.org](http://www.rmfinc.org)

To Whom It May Concern:

It is a pleasure and an honor for me to write a letter of recommendation for Maritza Rivera to be hired as a Parent Liaison. Maritza's commitment to enhancing student achievement and promoting a successful future was evident in her work completed in our youth programs at the Rivera Memorial Foundation, Inc.

Maritza's commitment to working with the youth in an urban environment came through clearly in her work. She advocated for high expectations and opportunity for every youth and challenged the youth to enhance their thinking and skills.

Maritza is truly passionate about making a difference in the Waterbury community. She has strong values that are evident in the conviction she shows during discussions with the youth and peers. Maritza advocates for her beliefs, which include all youth achieving at high levels. I envy her ability to communicate so well in more than one language and respect her commitment to reaching out to all. Her ideas provide innovative and creative solutions for reaching students, families, and peers as well as providing a solid foundation for organizing the myriad of leadership responsibilities.

Maritza is intelligent and committed to life-long learning. She asks questions, avails herself to learning opportunities offered by local organizations and peers, shares ideas she has recently learned and maintains the highest of expectations for her performance. Maritza would serve as an excellent role model for all in any organization. It is therefore I recommend Maritza without reservation, to be a future counselor and leader in your organization. Please do not hesitate to contact me for any further information.

Sincerely,

Jessica Ocasio, Ed.S.  
Executive Director  
Rivera Memorial Foundation

Elizabeth Lisa Morales, MSW  
School Social Worker  
Duggan Elementary School  
38 West Porter Street  
Waterbury, CT 06708

August 9, 2015

Director of Pupil Personnel Services,  
Waterbury Public Schools  
Grand Street  
Waterbury, CT 06702

To Whom it May Concern:

I am honored to write a letter in recommendation of Maritza Rivera. I am confident the following information on Maritza should convey my sincere recommendation that she would be a great fit at your school.

I have known Maritza for many years while working together on multiple community projects through the Rivera Memorial Foundation, Inc. While she was a youth counselor in RMF's Summer Youth Camp, she excelled at providing educational and creative activities for the participants. In addition, she used her leadership skills to coordinate with student counselors and administrative staff, which is essential in providing a safe and effective program for the participants. As a secretary, she was able to connect with parents and participants, in addition to reaching out to community agencies and partners in order to ensure that parents, students, and participants were provided the best service possible. She approaches each of her efforts with creativity, positivity and thoroughness in order to provide the best for the community. In addition, I have noticed her to include personal, educational and professional input, which has promoted and instilled productive thought and discussion during board meetings and event planning.

Maritza is kind, caring, and helpful and would be a great fit as a parent liaison in Waterbury Public Schools. Her ability to connect with families would be a great asset. It has been my pleasure to be a part of Maritza's growth and endeavors. For these reasons I feel she would make an excellent contribution to Waterbury Public Schools. She has my personal endorsement, respect and well wishes.

Please contact me if you should further need my assistance.

Sincerely,

Elizabeth Lisa Morales, MSW  
School Social Worker  
Duggan Elementary School  
38 West Porter Street  
Waterbury, CT 06708  
(203) 574-8882

August 9, 2015

To the selection committee:

I am delighted to write a letter of recommendation on behalf of Maritza Rivera. I have known Maritza for more than 20 years. I first met her as a child in the Rivera Memorial Inc organization participating in different programs. Then as she grew up she started giving back to the community.

The Rivera Memorial Foundation Inc. is a grass roots nonprofit organization. The RMF Inc. Programming Provides a safe and enriching environment for at risk students during after-school hours and summer months. Our agency serves hundreds of youths in several programs. I am the executive Vice President of the RMF Inc. Although we've been going strong for 25 years, serving the youths of greater Waterbury, we still rely heavily on our volunteers. Maritza first started working with me as a Summer Camp Counselor Coordinator volunteer the summers of 2005-2007. And then as our Secretary. She continues to volunteer.

I would have to say Maritza was one of the most thoughtful, thorough, and independent Coordinators we had at RMF Inc. She was responsible for managing a large group of youths and camp counselors She was responsible for creating and maintaining educational programming for children, ages 5-18, to encourage learning in a recreational and social environment. She worked with all the parents as well as supervised the Summer Enrichment Program staff.

In these and in all of her endeavors, Maritza has demonstrated creativity, adaptability, and abundant enthusiasm. Her administrative capabilities have grown, too, as she worked as our secretary. In this position she also excelled. More than a secretary she was an office manager. She maintained records and logs that are crucial for non profits. She effectively communicated with all the parents and addressed their questions or concerns. She had the most direct contact with parents. When issues arose Maritza would call or meet with the parents. Although not part of her job Maritza continued to work with the kids. She addressed their needs promptly and efficiently. As a colleague, Maritza is very enjoyable. She establishes rapport easily with all students, parents and fellow workers. She succeeded in creating enthusiasm among all who work alongside her. Her sense of humor and easy-going personality have been much appreciated.

Maritza is an extremely capable professional who is ready to assume managerial and supervisory responsibilities. She has demonstrated her ability to work with youths as well as parents. She has the gift of knowing how to manage being a mother and a diligent employee.

She has my strongest recommendation. If you wish to know more about this competent and energetic individual, do not hesitate to contact me at (203) 743-1440 Monday's & Tuesday's or at (860) 626-1209 Wednesday-Friday.

In Unity,

Magdalena Valentine-Campos