

# MINORITY TEACHER RECRUITMENT & RETENTION PLANNING GRANT



**We Are  
Waterbury**

# ***Blueprint for Change 2012-2017 Action Plan***

- ***Objective 5: Recruit and retain high quality teachers and administrators that reflect the diversity of the community***

# Notice of Award

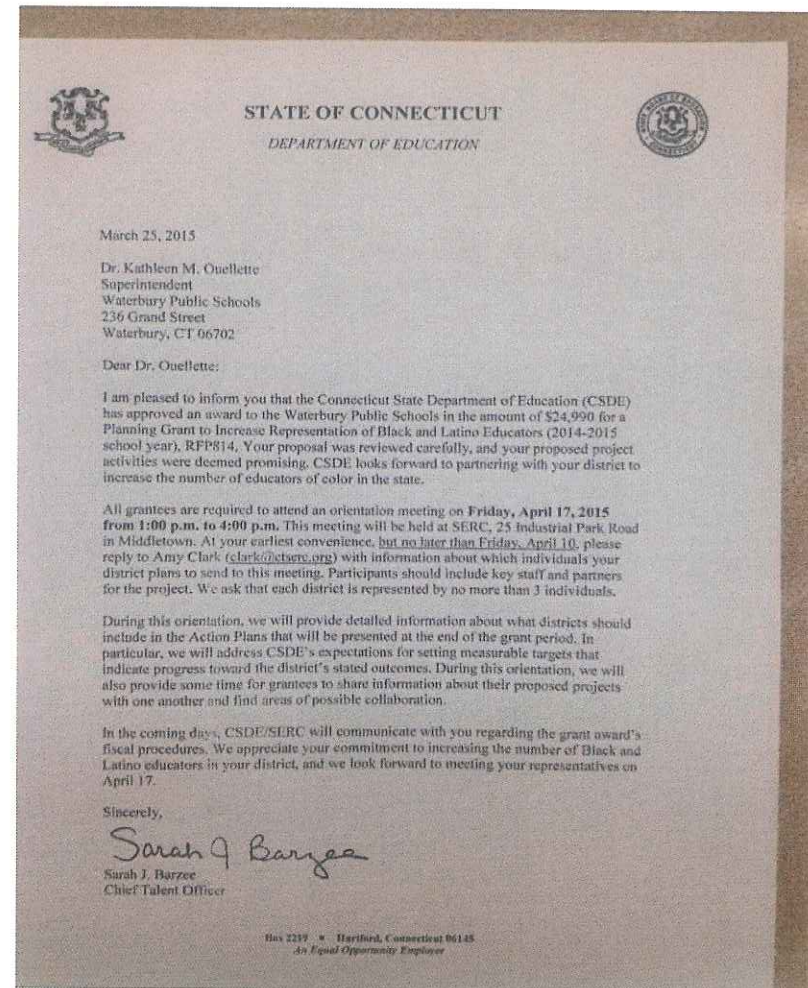
March 25, 2015

Received notice of award

April 17, 2015

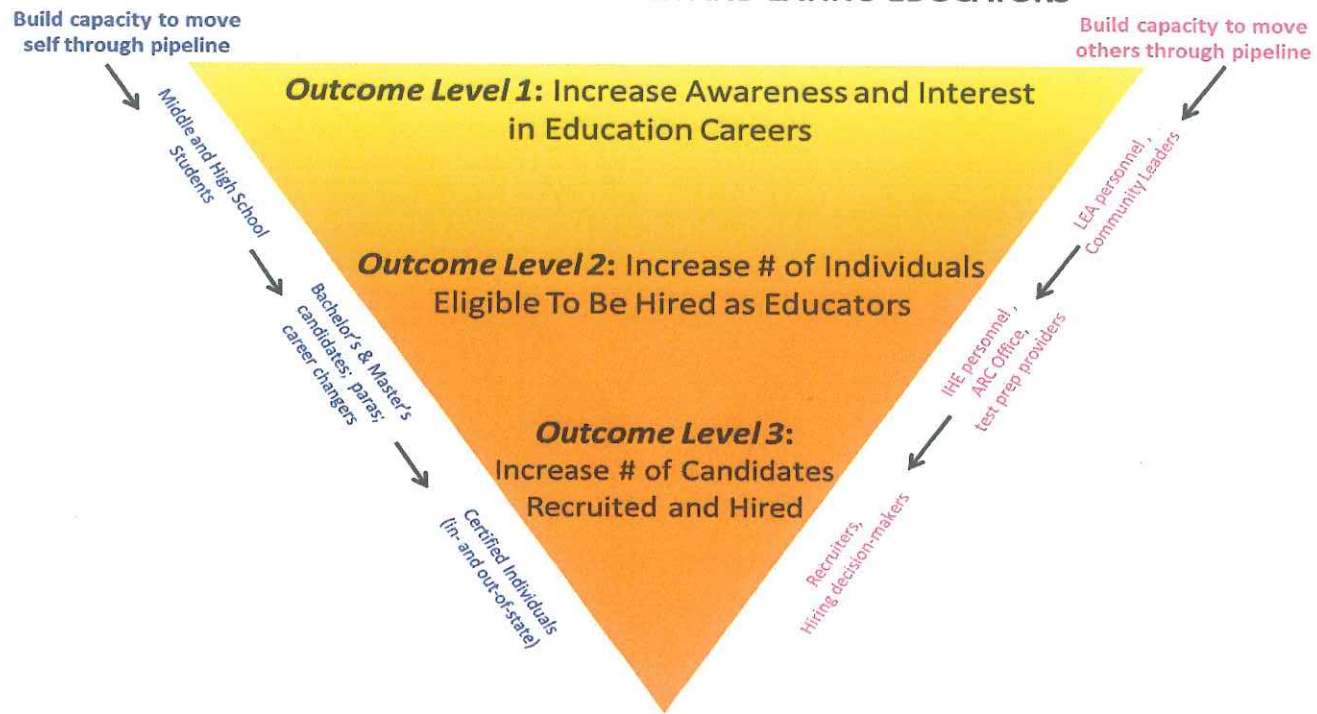
orientation meeting for all  
grantees held by SERC

detailed information about  
what districts should  
include in the Action Plans



# Conceptual Framework

**FIGURE 1: DUAL CAPACITY FRAMEWORK FOR INCREASING REPRESENTATION OF BLACK AND LATINO EDUCATORS**





# The Work Begins

## Researched Existing Programs

- What programs/ classes are already offered in the district
- Grow Your Own Teacher Cadets
- CREC Summer Institutes
- CREC Summer Institute for Future Teachers
- Hartford Teacher Prep Program
- University of Indiana Bingham
- University of Washington

## Data Collection

- 4/23 Budget sent to SDE
- 5/4 Requested reports
  - Minority teachers and administrators in the district
    - *143 Black and Latino certified staff*
    - *20 Black and Latino members of SAW*
- Conference calls with member districts
- Created Steering Committee

# Steering Committee

Dr. Shuana Tucker

Jahana Hayes

Cassandra Fann- Pierce

Juan Mendoza

Jennifer Ortiz

Jessica Ocasio

Dr. Edward Joyner

Alicea Caraballo

# Focus Groups

## Students

- Developed and administered surveys to gauge interest in teaching as a career
  - 204 responses from Black and Latino students
- Plan to meet with a focus group of students over the summer
- Future Teachers Conference/ CCSU
- Minority Educators Symposium/ SCSU
- Kids Speak /UCONN

# Student survey findings...

- 13% would describe themselves as seriously considering teaching as a career
- 67% say it is important to them to work a job that will contribute to society
- 91% want a job that is respected
- 65% say a starting salary that is similar to business/technology would lure them to a career in teaching
- 72% say they would like a job with opportunities for career advancement
- 81% say that if employers offered incentives to help pay college loans, a career in teaching would be more attractive

# Teachers

- Created and administered a survey on Survey Monkey
  - 91 responses
- Hosted a Critical Conversation
  - 41 staff attended
- Developed strategies to address the 3 goals of the grant
  - Increase Awareness
  - Recruitment
  - Retention



# Certified Professional Staff findings....

## Positive

Students (overwhelming  
62 of 81 responses)  
location/ home prices  
Dedicated to the city  
Dedicated staff

## Challenges

VP/SVP exam procedures  
Salary/ benefits  
Lack of mobility/ nepotism  
Lack of Administrative support  
Need better PD  
Inconsistent discipline

## Community Partners

- Hosted an open conversation
  - 39 people attended representing 16 community organizations
- “How can you help us?”
  - Strategies to increase awareness
  - Recruitment
  - SB 1098
  - Scholarship opportunities
  - Information clearinghouse of resources to aid minorities interested in education as a career
  - 2<sup>nd</sup> career educators

# Moving Forward/ Next Steps

- 5/28 Update sent to SDE
- Working to schedule meetings with local institutes of higher learning and develop partnerships/ Western CT State University/ NVCC
- Meet with students for their perspective
- Disaggregate data and write the final text to submit to the SDE on June 30, 2015
- Presentation of district plans to the SDE on July 27, 2015

# Action Plan / raise awareness

- YES Clubs
- Future Educator Clubs
- Map out a plan for students to follow (guidance dept.)
- Community/ teacher mentors
- Student internship as a high school credit class
- Scholarships
- Parent workshops

# Action Plan/ recruitment...

- University partnerships
- Use social and civic organizations to recruit
- Email prospective teachers in other districts
- Quarterly networking activities
- Help teaching candidates with the certification process



# Action plan/retention

- Mentorship program
- Effective professional development
- Diversity/ sensitivity training
- Exit surveys when staff leave
- Provide a central clearinghouse for pertinent information/ resources

#1

Good Morning,

In 2012-13, approximately 40 percent of Connecticut's K-12 population represents racial, ethnic and linguistic diversity, compared with just 8 percent of the current educator workforce. Connecticut has undertaken several efforts to address this issue.

As a result the City of Waterbury was awarded a planning grant to facilitate the coordination of local efforts to develop multi-pronged, multi-year plans to increase the representation of Black and Latino educators within the district. The **Minority Teacher Recruitment and Retention (MTRR)** grant planning committee would like to hear from Black and Latino educators in the district about their experiences with the hiring and selection process, as well as their experiences working in the City of Waterbury. Your input is critical during this process and we invite you to an "open, honest, critical conversation."

We would like to celebrate and duplicate the practices that are working and identify any areas where we may be in need of improvement. This information is essential to the development and implementation of a long term strategy, potentially serving as a model of best practices for schools and districts committed to increasing the representation of teachers of color.

Please consider the attached invitation as we work to develop a plan focused on building a pipeline and increasing the number of educators of color hired in the city of Waterbury. The attached invitation details the event and your rsvp is requested so that we can plan accordingly.

We also ask that you complete the survey that will be emailed in the next few days so that we can plan the direction of the discussion. Looking forward to meeting you all. Save the date!

Thanks,

The MTTR Committee

*Shuana K. Tucker, Ph.D.*

Talent & Professional Development Supervisor

Waterbury Public Schools

Chase Municipal Building

236 Grand Street, 3<sup>rd</sup> Floor, Room 310

Waterbury, CT 06702

Phone: (203) 574-8022

[stucker@waterbury.k12.ct.us](mailto:stucker@waterbury.k12.ct.us)

# *"We Are Waterbury"*



*The Minority Teacher Recruitment and  
Retention Planning Grant Committee*

*invites you to an open discussion with guest speaker*

***Dr. Edward Joyner***

*Thursday, June 11, 2015*

*4:00-6:30*

*Waterbury Career Academy Cafetorium*

*Please RSVP Virginia Birdsall at [vbirdsall@waterbury.k12.ct.us](mailto:vbirdsall@waterbury.k12.ct.us)*

*Dinner will be served*

*Joining together with a focus on creating local partnerships in  
developing, coordinating and strengthening strategies to increase ethnic  
and racial diversity in the local educator workforce*

# *"We Are Waterbury"*



*The Minority Teacher Recruitment and  
Retention Planning Grant Committee  
invites you to a Community Partnership discussion*

***Tuesday, June 16, 2015***

***6:00-7:30***

***Mt. Olive AME Zion Church***

***82 Pearl Street, Waterbury, CT***

*Please RSVP by June 12<sup>th</sup> to Virginia Birdsall at  
[vbirdsall@waterbury.k12.ct.us](mailto:vbirdsall@waterbury.k12.ct.us) Or 203-574-8005*

*Refreshments will be served*

*Joining together with a focus on creating local partnerships in  
developing, coordinating and strengthening strategies to increase ethnic  
and racial diversity in the local educator workforce*





# WATERBURY

## Public Schools

*Today's Students, Tomorrow's Leaders*

### School Governance Councils Board of Education Presentation June 2015

In 2010 the Connecticut General Assembly, as part of educational reform, passed the following:

***Substitute Senate Bill No. 438***

***Public Act No. 10-111***

#### ***AN ACT CONCERNING EDUCATION REFORM IN CONNECTICUT.***

(B) On and after July 1, 2010, the local or regional board of education for a school that has been designated as a low achieving school, pursuant to subdivision (1) of subsection (c) of this section, due to such school failing to make adequate yearly progress in mathematics and reading at the whole school level **shall establish a school governance council for each school so designated.**

This Public Act (10-111 Section 21(g)) enacted fourteen (14) School Governance Councils on November 1, 2011. These are known as Cohort 2 and include Bucks Hill, Carrington, Chase, Driggs, Sprague, Walsh, Washington, Wilson Schools; North End, Wallace and West Side Middle Schools and Crosby, Kennedy and Wilby High Schools. The state education reform law (Public Act 12-116, Section 23) made changes to the legislation and directed the Connecticut State Department of Education (CSDE) to amend the list of schools required to implement councils as of July 1, 2012. Those new schools were Cohort 3 and were required to implement School Governance Councils by November 1, 2013. These schools are Duggan, Gilmartin, Hopeville, Regan Schools and the Waterbury Arts Magnet School. Waterbury Public Schools now have 19 out of 31 schools that are required by legislation to have a School Governance Council.

\*There have been no newly designated School Governance Councils this year.



# CONNECTICUT STATE DEPARTMENT OF EDUCATION

## School Governance Councils

School Governance Councils provide a remarkable opportunity for Connecticut schools to engage with families and community members in a partnership to make our schools centers of excellence that prepare all students for success. Councils are intended to represent the diverse interests of the families, teachers, students and community members that make up the school population. To that end, every effort should be made to engage broad participation in a fair and open council election process.

### School Governance Council Membership and Election Process

The councils consist of 14 voting members plus up to three non-voting members depending on the type of school involved. The following tables describe the category of membership, the number of members and how they are elected.

<i>Member</i>	<i>Number</i>	<i>Election Process</i>
Parents or guardians of students at the school	7	Elected by the parents or guardians of students attending the school, each household with a student attending the school will have one vote.
Teachers at the school	5	Elected by the teachers of the school.
Community leaders within the school district	2	Elected by the parent or guardian members and teacher members of the council.
School principal or designee (nonvoting)	1	Principal may participate directly or name a designee.

Additional members and election process in high schools:

<i>Member</i>	<i>Number</i>	<i>Election Process</i>
Students, high school council members only (nonvoting)	2	Elected by the school's student body.

## Community Member Chart

<u>School</u>	<u>Community Members</u>	<u>School</u>	<u>Community Member</u>
Bucks Hill	Girl Scouts Ct/Bucks Hill Comm.	Washington	South Congregational Church
Carrington	All State Insurance/Lost Attrition	Wilson	Girls Scouts CT/Acts4 Ministries
Chase	Lt. Gov. Office/State Rep.	North End M.S.	GEAR Up
Driggs	Staywell Clinic/Overlook Com. Club	Wallace M.S.	Gear Up /Retired Bilingual Teacher
Duggan	St. Patrick's Ch./MPD	Waterbury Arts	Shakesperience/Brass City Ballet
Gilmartin	State Leg./Gilmartin Com. Club	West Side M.S.	GEAR Up/PAL
Hopeville	Somers Thin Strip/South Cong. Ch	Crosby High School	CJR/Local Business Owner
Regan	Contacted Girl Scouts & Conv. Home	Kennedy High School	Living Faith Christian Church/DCF
Sprague	Assembly of God/Waterville Park	Wilby High School	Gtr. WTBY Interfaith Min/Autism Speaks
Walsh	Uplifting a Life/Community Vol.		

## Training

By state statute, local boards of education are required to provide appropriate training and instruction to members of School Governance Councils to aid them in executing their duties.

Three Training Modules in collaboration with CABE, CSDE and WPS Staff were held this year:

- Module 1 -1/20/15 – Waterbury Arts Magnet School - The Nuts & Bolts of School Governance Councils - CABE Presented 30 **attended**
- Module 2 – 2/26/15 - Gilmartin School- Networks That Achieve Improvement- WPS Staff Presented/ILD's - 44 **attended**
- Module 3 – 3/24/15 – Waterbury Arts Magnet School- Where Are We Going in CT with Regards to Parent Engagement? - CSDE Presented – 16 **attended**
- Back To School Breakfast - 9/26/14- WAMS -2013-2014 BOE SGC Presentation - 72 **attended**

Chairpersons of School Governance Councils 2013-2014 (see insert):

- 12 Schools have teachers-schools in red print
- 2 Schools have parents – schools in green print
- 3 Schools have co- chairs –schools in blue print
- 1 School has a community person-In purple print
- 1 School rotates roles of facilitator, recorder and timekeeper.- in black print

## Main Focus for 2014-2015 School Governance Councils

Achievement	School Safety	Parent Engagement	Other
Carrington	Carrington	Bucks Hills	Bucks Hill (Improvement & Grant Ideas)
Duggan	Driggs	Carrington	Chase (Compacts, Reading & Math)
	Duggan	Duggan	Hopeville (PBIS, Pride Project)
	Gilmartin	Hopeville	Regan (Attendance)
	Wilson	Washington	Sprague (Compacts)
		Wilson	Walsh (Attendance/Truancy)
		North End M.S.	Wallace (Handbook)
		West Side M.S.	Crosby HS (Turnaround Plan/Implementation)
		WAMS	
		Kennedy H.S.	
		Wilby H.S.	

# School Governance Questionnaire Results 2014-2015

School	# Members May, 2015	# Parents May, 2015	Attrition	# Meeting 2014-2015	% Attendance	Compact Reviewed	PIP Reviewed	Survey Conducted	Minutes/Agendas to Website	CABE By- Laws Updated
Bucks Hill	13	6	1	7	62	Yes	Yes	No	Yes	No
Carrington	13	7	1	5	80	Yes	Yes	Yes	Yes	Yes
Chase	14	5	0	8	50	Yes	Yes	No	Yes	No
Driggs	16	4	0	8	65	Yes	Yes	Yes	Yes	Yes
Duggan	8	5	0	10	80	Yes	Yes	Yes	Yes	Yes
Gilmartin	17	6	1	10	95	Yes	Yes	Yes	Yes	No
Hopeville	14	6	1	5	80	Yes	Yes	Yes	Yes	Yes
Regan	4	1	0	4	75	Yes	Yes	No	Yes	No
Sprague	11	5	3	10	25	Yes	Yes	Yes	Yes	No
Walsh	14	6	1	5	54	Yes	Yes	Yes	Yes	No
Washington	10	2	6	5	50	Yes	Yes	Yes	Yes	No
Wilson	16	7	0	9	50	Yes	Yes	Yes	Yes	No
North End Middle	10	4	3	9	51	Yes	Yes	Yes	Yes	No
Wallace Middle	11	4	0	10	18	Yes	Yes	Yes	Yes	No
Waterbury Arts Magnet	17	7	0	5	55	Yes	Yes	No	Yes	No
West Side Middle	14	6	2	4	80	Yes	Yes	Yes	Yes	No
Crosby High School	16	4	0	5	80	Yes	Yes	Yes	Yes	No
Kennedy High School	17	7	0	8	61	Yes	Yes	Yes	Yes	Yes
Wilby High School	12	7	1	8	42	Yes	Yes	Yes	Yes	No

## 2014-2015

### Highlights

- 100% of Waterbury Public School Governance Councils reviewed their School Compacts.
- 100% of Waterbury Public School Governance Councils reviewed their Parent Involvement Policy.
- 100% of Waterbury Public School Governance Councils post their Minutes and Agendas on their Web Site.
- 100% of Waterbury Public School Governance Councils have adopted By-Laws using CAFE as the model. Only 27% of the SGC's needed to update their By-Laws in 2014-2015.

### Next Steps

1. Hold new elections in the schools that have had attrition. (Fall 2015)
2. Continue to work with schools to keep two (2) Community Members on each School Governance Council. Help schools recruit parents.
3. Continue the Back To School Breakfast in order to share BOE presentation and current information. Work with the ILD's and principals to arrange training to meet specific needs.
4. Arrange Module Training based on a survey. CAFE, CSDE and WPS staff will support effort.
5. Yearly questionnaire, update and report to the Board of Education on the progress of our School Governance Councils.



# Waterbury Public Schools School Absence Report

excluding (FMLA)

#2c

SCHOOL	2011-2012		2012-2013		2013-2014		2014-2015	
	% Absent	% Present	% Absent	% Present	% Absent	% Present	% Absent	% Present
CROSBY	7.18%	92.82%	7.15%	92.85%	8.09%	91.91%	7.97%	92.03%
KENNEDY	7.16%	92.84%	6.75%	93.25%	7.58%	92.42%	7.39%	92.61%
WILBY	6.55%	93.45%	5.96%	94.04%	6.82%	93.18%	7.65%	92.35%
WAMS	6.87%	93.13%	6.38%	93.62%	6.26%	93.74%	5.99%	94.01%
WCA	N/A	N/A	N/A	N/A	9.55%	90.45%	8.38%	91.62%
BUCKS HILL	8.68%	91.32%	6.12%	93.88%	7.31%	92.69%	5.51%	94.49%
BUNKER HILL	6.68%	93.32%	6.18%	93.82%	6.52%	93.48%	7.96%	92.04%
CHASE	6.31%	93.69%	5.90%	94.10%	5.52%	94.48%	6.07%	93.93%
W.CROSS	7.94%	92.06%	6.52%	93.48%	5.71%	94.29%	5.57%	94.43%
DRIGGS	7.88%	92.12%	5.64%	94.36%	5.45%	94.55%	6.63%	93.37%
BUCKS HILL ANNEX	7.85%	92.15%	6.12%	93.88%	6.38%	93.62%	8.38%	91.62%
GENERALI	5.88%	94.12%	4.87%	95.13%	5.12%	94.88%	5.52%	94.48%
DUGGAN	5.27%	94.73%	5.98%	94.02%	5.05%	94.95%	5.09%	94.91%
HOPEVILLE	11.06%	88.94%	5.54%	94.46%	6.25%	93.75%	6.94%	93.06%
GILMARTIN	8.56%	91.44%	8.57%	91.43%	7.39%	92.61%	8.05%	91.95%
KINGSBURY	6.70%	93.30%	5.70%	94.30%	5.77%	94.23%	6.67%	93.33%
MALONEY	5.58%	94.42%	5.70%	94.30%	5.15%	94.85%	5.83%	94.17%
REED	N/A	N/A	4.76%	95.24%	4.93%	95.07%	5.49%	94.51%
REGAN	9.26%	90.74%	5.71%	94.29%	5.27%	94.73%	4.46%	95.54%
SPRAGUE	7.43%	92.57%	5.31%	94.69%	6.35%	93.65%	7.10%	92.90%
TINKER	6.19%	93.81%	5.16%	94.84%	6.26%	93.74%	5.40%	94.60%
WALSH	6.50%	93.50%	5.30%	94.70%	6.14%	93.86%	7.78%	92.22%
WASHINGTON	6.16%	93.84%	5.09%	94.91%	5.19%	94.81%	5.20%	94.80%
STATE ST	4.38%	95.62%	4.69%	95.31%	5.46%	94.54%	5.42%	94.58%
WILSON	4.31%	95.69%	4.05%	95.95%	4.44%	95.56%	5.32%	94.68%
ROTELLA	7.68%	92.32%	7.26%	92.74%	9.85%	90.15%	6.92%	93.08%
ITINERANT	6.52%	93.48%	5.56%	94.44%	5.36%	94.64%	4.41%	95.59%
CARRINGTON	8.31%	91.69%	9.78%	90.22%	9.24%	90.76%	5.65%	94.35%
ADULT ED	4.89%	95.11%	9.60%	90.40%	8.15%	91.85%	6.70%	93.30%
ENLIGHTENMENT	8.10%	91.90%	6.12%	93.88%	11.44%	88.56%	8.01%	91.99%
WALLACE	7.28%	92.72%	6.41%	93.59%	7.27%	92.73%	6.32%	93.68%
W.S.M.S.	6.47%	93.53%	5.77%	94.23%	6.83%	93.17%	7.10%	92.90%
N.E.M.S.	5.82%	94.18%	5.78%	94.22%	6.11%	93.89%	6.40%	93.60%
NON PUBLIC	7.74%	92.26%	5.98%	94.02%	4.89%	95.11%	5.98%	94.02%
DISTRICT	6.94%	93.06%	6.14%	93.86%	6.69%	93.31%	6.63%	93.37%

## Absence Type

Paid Admin Leave

Family Sick

Jury Duty

Leave w/o Pay

Personal Day

Unpaid Personal  
Day

Donated Sick  
Workers  
Comp

Communicable  
Disease

Compensatory Days

Funeral Days

Legal

Religious Holiday

Sick Days

Unpaid Sick Day



# Waterbury Public School Average Teacher Absence Report

excluding (FMLA)

	2012 2013			2013 2014			2014-2015		
	AVG DAYS ABS		# WTA	AVG DAYS ABS		# WTA	AVG DAYS ABS		# WTA
	DAYS ABS	Per Teacher		DAYS ABS	Per Teacher		DAYS ABS	Per Teacher	
CROSBY	1427.51	118	12.10	1597.34	114	14.01	1596.25	121	13.19
KENNEDY	1227.6	112	10.96	1350.46	101	13.37	1268.06	106	11.96
WILBY	1030.19	108	9.54	1210.94	106	11.42	1347.04	109	12.36
WAMS	681.01	72	9.46	724.58	70	10.35	690.35	74	9.33
WCA	N/A	N/A	N/A	358.52	23	15.59	417.09	31	13.45
BUCKS HILL	453.03	42	10.79	576.36	47	12.26	428.77	46	9.32
BUNKER HILL	365.01	33	11.06	334.41	33	10.13	412.23	32	12.88
CHASE	573.68	57	10.06	553.42	58	9.54	596.23	58	10.28
W.CROSS	270.09	27	10.00	241.5	27	8.94	245.42	26	9.44
DRIGGS	380.4	42	9.06	376.57	40	9.41	452.925	41	11.05
BUCKS HILL PREK	293.42	27	10.87	309.52	27	11.46	414.48	27	15.35
GENERALI	355.73	41	8.68	408.58	46	8.88	443.37	48	9.24
DUGGAN	359.84	34	10.58	317.58	36	8.82	354.67	41	8.65
HOPEVILLE	363.67	38	9.57	388.81	38	10.23	417.18	38	10.98
GILMARTIN	570.75	37	15.43	501.66	35	14.33	500.4	37	13.52
KINGSBURY	343.9	34	10.11	334.25	32	10.45	313.17	33	9.49
MALONEY	525.5	53	9.92	437.32	49	8.92	495.82	49	10.12
REED	227.42	27	8.42	295.17	33	8.94	356.09	39	9.13
REGAN	151.59	17	8.92	146	17	8.59	142.08	19	7.48
SPRAGUE	348.66	37	9.42	400.17	39	10.26	484.34	42	11.53
TINKER	355.33	39	9.11	401.91	35	11.48	355.5	38	9.36
WALSH	387.43	42	9.22	422.5	42	10.06	420.59	39	10.78
WASHINGTON	225	27	8.33	206.42	24	8.60	222.67	29	7.68
STATE ST	145.57	17	8.56	153.75	16	9.61	153.54	16	9.60
WILSON	231.16	34	6.80	278.26	37	7.52	339.66	38	8.94
ROTELLA	623.17	50	12.46	815.43	49	16.64	600.4	52	11.55
ITINERANT	194.58	20	9.73	272.84	28	9.74	244.74	34	7.20
CARRINGTON	561.947	35	16.06	501.35	32	15.67	342.09	40	8.55
ADULT ED	53	3	17.67	45	3	15.00	37	3	12.33
ENLIGHTENMENT	264.16	24	11.01	508.39	24	21.18	342.9	25	13.72
WALLACE	1145.5	102	11.23	1294.54	99	13.08	1102.67	101	10.92
W.S.M.S.	933.19	94	9.93	1152.59	94	12.26	1147.95	91	12.61
N.E.M.S.	1024.84	100	10.25	1081.74	95	11.39	1130.93	100	11.31
DISTRICT	11727.567	1133	10.35	17997.88	1549	11.62	17816.605	1623	10.98

Absence Type	Paid Admin Leave	Family Sick	Jury Duty	Leave w/o Pay	Personal Day	Unpaid Personal Day	Communicable Disease
	Compensatory	Funeral Days	Legal	Religious Holiday	Sick Days	Unpaid Sick Day	Workers Comp
	Days						



# WATERBURY PUBLIC SCHOOLS

## Meeting Minutes

#2d

Group/Team:	Finance Committee		
Location:	Gilmartin Media Center	Norms Reviewed:	Yes
Date of Meeting:	June 23, 2015	Start Time:	5:00pm
Minutes Prepared By:	SJS	Finish Time:	5:38pm

Attendance at Meeting			
	Name	Position	
1	Jason Van Stape	BOE	
2	Dr. Ouellette	Supt.	
3	Mr. Hava	BOE	
4	Bryan McEntee	BOE	
5	Ly Brown	BOE	
6	Charles L. Stango	BOE	
7	Cathy Annunzio	Sor	
8	Juanita Hernandez	BOE	
9	Doreen Biolo	SBO	
10	Paul Lundone	EDUC	
11			
12			
13			
14			
15			
16			
17			
18			
19			
20			

Purpose of Meeting – Instructional Focus:
Operating Budget 2015/16

Meeting Notes, Decisions, Issues (May include the meeting agenda)
Dr. Ouellette walks us through most recent updates to proposed Budget

# WATERBURY PUBLIC SCHOOLS

## Meeting Minutes

### Meeting Notes Continued

Paul adds update on Summer School and grants

Mohan to move to Workshop  
Awad, McEntee

Mohan to Adjourn  
Awad, McEntee

### Next Steps (Include action items)

Action	Assigned to	Due Date

### Next Meeting

Date:		Time:		Location:	
Agenda:					

#### Meeting Minutes guidelines:

- Publish Minutes within 48 hours of any meeting
- Minutes available to all stakeholders (binders, shared drive, e-mail, website)
- Send Minutes via email to all team members

**2015 - 2016**  
**BUDGET PLAN**

2015-2016 BOE Approved Gross Budget Request	\$171,426,948
Alliance Year 4 (45% Operating)	(\$8,601,948)
City Non-Lapsing Account	(\$500,000)
2013-2014 Contingency Surplus	(\$500,000)
Approved Board of Education Budget Request on March 15, 2015	\$161,825,000
BOA Approved Budget June 2015	<u>\$155,625,000</u>
Difference	\$6,200,000

Proposed Adjustments

Waterbury Career Academy Vice Principal	\$103,000
Library Pages	\$140,548
Tinker 5th Grade	\$50,000
Palace Theater	\$250,000
Mattatuck Museum	\$13,750
Adult Education	(\$280,750)
General Repairs & Maintenance - Copiers	(\$110,000)
Operation & Maintenance (Grant)	(\$92,156)

<b>Net Budget Gap</b>	<b>\$6,274,392</b>
-----------------------	--------------------

**REVENUE**

2015-2016 Alliance 55% vs. 45%	\$1,911,544
2015-2016 Additional Alliance 55%	\$987,848
2014-2015 Alliance Carryover	\$2,200,000
2014-2015 BOA Approved General Fund Surplus	\$1,000,000
2013-2014 Surplus Remaining	\$175,000
<b>Total Revenue</b>	<b>\$6,274,392</b>

<b>New Budget Gap</b>	<b>\$0</b>
-----------------------	------------



**EDUCATION DEPARTMENT**  
**BOE Approved Proposed 2015-2016**  
**Major Account Increase/Decrease**  
**June 23, 2015**

2015-2016 BOE Approved Gross Budget Request	\$171,426,948
2015-2016 BOA Approved Budget	\$155,625,000
<b>DIFFERENCE</b>	<b>\$15,801,948</b>
Alliance Year 4 (45% Operating)	(\$8,601,948)
City Non-Lapsing Account	(\$500,000)
2013-2014 Contingency Surplus	(\$500,000)
<b>BUDGET INCREASE</b>	<b>\$6,200,000</b>
Additional Increase	\$74,392
<b>Total Increase</b>	<b>\$6,274,392</b>
Additional Revenue:	
Alliance Year 4 (from 45% to 55%)	(\$1,911,544)
Alliance Year 4 Additional (55% Operating)	(\$987,848)
2014-2015 Alliance Carryover	(\$2,200,000)
2014-2015 BOA Approved General Fund Surplus	(\$1,000,000)
2013-2014 Additional Contingency Surplus	(\$175,000)
<b>Difference</b>	<b>\$0</b>
 <b>CONTRACTUAL SALARY INCREASES</b>	 <b>\$3,202,696</b>
SAW (Step Increase)	\$142,138
WTA (Step Increase)	\$2,692,580
White Collar (Step Increase)	\$112,909
Blue Collar (2.5% Increase)	\$109,157
WMAA (2.5% Increase)	\$115,888
Other (UPSEU, Crossing Guards)	\$13,521
Executive Staff (2.5% Increase)	\$6,218
Other Salary Increases ( SRO)	\$10,285
 <b>NEW ITEMS</b>	 <b>\$2,143,041</b>
WCA (Year 3 Expansion Positions)	\$1,232,053
WCA Vice Principal	\$103,000
WCA Transportation ( 3 busses)	\$140,000
WCA Athletic Budget	\$127,837
WCA Instructional Supplies Year 3	\$288,212
Carrington Expansion Grade 8	\$110,000
Wilson Supervising Vice Principal	\$91,939
Tinker 5th Grade- Teacher	\$50,000
 SUBSTITUTES/INTERNS	 \$315,000
CERTIFIED EARLY INCENTIVE	\$111,386
PROJECTED RESIGNATIONS/ATTRITION:	
CERTIFIED (total \$1 million)	(\$222,939)
NON-CERTIFIED (total \$163,779)	(\$163,779)
WTA UNION PRESIDENT - REIMBURSEMENT (3 days/wk)	(\$55,820)
ADULT EDUCATION	(\$280,750)
GENERAL REPAIRS & MAINTENANCE - COPIERS	(\$110,000)
OPERATION & MAINTENANCE - GRANT	(\$92,156)
INSTRUCTIONAL SUPPLIES	\$93,296
PUPIL TRANSPORTATION	\$1,013,680
OUT OF DISTRICT TUITION/PURCHASED SERVICE	\$253,045
MISCELLANEOUS ITEMS	\$67,692
<b>BUDGET INCREASE</b>	<b>\$6,274,392</b>



#3

AMENDMENT NUMBER 1 TO LEASE  
Between  
CITY OF WATERBURY  
And  
MANUFACTURING ALLIANCE SERVICE CORPORATION, INC.

This Amendment Number 1, effective on the date signed by the Mayor, is by and between the City of Waterbury, City Hall, 235 Grand Street, Waterbury, Connecticut ("Tenant") and Manufacturing Alliance Service Corporation, Inc., 173 Interstate lane, Waterbury Connecticut (Landlord)

WITNESSETH:

WHEREAS, Landlord and Tenant have entered into a certain Lease Agreement (the "Lease") dated as of November 9, 2005 with respect to property known as 173 Interstate Lane, Waterbury, Connecticut; and

WHEREAS, Landlord and Tenant each desire to amend the term of the Lease as more particularly set forth herein;

NOW, THEREFORE, in consideration of the sum of \$1.00 and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties agree to amend said Lease as follows:

1. **Term.** Paragraph 2 of the November 9, 2005 Lease shall be amended to include the following;

The Landlord and Tenant hereby agree to extend the Lease dated November 9, 2005 for an additional Six (6) month period of time. Therefore the Lease shall be amended to extend the termination date from of June 30, 2015 to December 30, 2015, upon the same terms and conditions set forth in the Lease.

2. All other terms, conditions, and provisions of the November 9, 2005 Lease shall remain in full force and effect and shall be binding on the parties hereto.

IN WITNESS WHEREOF, Landlord and Tenant have executed this Amendment Number 1 as of the dates signed below.

The Tenant,  
The City of Waterbury

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

Duly Authorized

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

The Landlord,  
Manufacturing Alliance Service Corporation, Inc.

By: \_\_\_\_\_  
Its  
Duly Authorized

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

#3  
Original lease

## LEASE

THIS LEASE made as of November 9, 2005 by and between MANUFACTURING ALLIANCE SERVICE CORPORATION, INC. having an address at 173 Interstate Lane, Waterbury, Connecticut ("Landlord"), and THE CITY OF WATERBURY having an address at 235 Grand Street, Waterbury, Connecticut ("Tenant").

### WITNESSETH:

#### 1. PREMISES.

(a) Landlord leases to Tenant and Tenant rents from Landlord those certain premises comprising approximately 13,000 square feet of rentable area as shown on Exhibit A to this Lease (the "Premises"). The Premises are a part of the building (the "Building") located on the property commonly known as 173 Interstate Lane (together with the Building, collectively, the "Property") located in Waterbury, Connecticut.

(b) Use and occupancy by Tenant of the Premises shall include the use in common with others of the common areas and facilities of the Property.

2. **TERM.** The term of this Lease shall commence on July 1, 2005 (the "Commencement Date") and shall expire on June 30, 2015 unless sooner terminated in accordance with the terms of this Lease.

3. **USE.** Tenant shall use the Premises solely for the operation of a manufacturing/technical education center.

#### 4. RENT Terms

(a) For so long as Tenant continues to operate a manufacturing/technical education center, there shall be no rent due hereunder.

(b) The City of Waterbury shall provide the administrative and instructional services [and related costs] for said Technical Education Training Center programs.

(c) The City of Waterbury shall provide janitorial services for said Technical Education Training Center space.

5. **CHANGES AND ADDITIONS TO THE PROPERTY; ROOFS AND WALLS.** Landlord reserves the right at any time and from time to time (a) to make additions, alterations, and modifications to and rearrangements and reductions of the Property, including any common areas; (b) to change the dimensions and types of spaces; (c) to convert common areas into leasable areas and vice versa; (d) to expand the size of the Property by acquiring or making available additional land or space and constructing additions; and (e) to reduce the size of the Property by devoting portions to other uses; provided, however, that no such changes shall deny reasonable access to and egress from the Premises or materially reduce the size of the Premises.

6. **NO PARTNERSHIP.** Landlord shall in no event be construed, held or become in any way or for any purpose a partner, associate or joint venturer of Tenant or any party associated with Tenant in the conduct of its business or otherwise.

limits and with companies acceptable to Landlord, as well as a completion bond in a form and issued by a surety company acceptable to Landlord. Tenant shall also be liable to obtain any required governmental approvals for such work and shall furnish copies of such approvals to Landlord. All work shall be done in a good and workmanlike manner and in accordance with all applicable laws. Any alterations, additions, improvements and fixtures installed or paid for by Tenant upon the interior or exterior of the Premises, other than unattached moveable trade fixtures and decorations, shall upon the expiration or earlier termination of this Lease become the property of Landlord.

9. **OPERATION OF BUSINESS.** In regard to the use and occupancy of the Premises, Tenant will at its expense (a) maintain the Premises in a clean, orderly and sanitary condition and free of insects, vermin and other pests; (b) keep any refuse in vermin-proof containers within the interior of the Premises until removed; (c) have such refuse removed on a daily basis; (d) keep all mechanical apparatus free of vibration and noise which may be transmitted beyond the Premises or which may cause any damage to the Premises; (e) light the exterior signs and turn the same off during such hours and on such days and dates to the extent reasonably required by Landlord from time to time; (f) comply with and observe all reasonable rules and regulations established by Landlord from time to time; (g) conduct its business in all respects in a dignified manner in accordance with high standards of operation consistent with the quality and operation of the Property; (h) neither solicit business nor distribute advertising matter in the common areas; (i) not place or maintain any merchandise, trash, refuse or other articles on the exterior of the Premises, including, without limitation, any trailer, shed or other storage area; (j) not cause or permit unreasonably objectionable odors to emanate or to be dispelled from the Premises; and (k) not commit, or suffer to be committed, any waste upon the Premises or any public or private nuisance or other act or thing which may disturb the quiet enjoyment of any other tenant or occupant of the Property, or use or permit the use of any portion of the Premises for any unlawful purpose.

10. **COMPLIANCE WITH LAWS.** Tenant shall, at its sole cost and expense, promptly observe and comply with all provisions of law applicable to the Premises, Tenant's use of the Premises, or the conduct of any business in the Premises, or the making of any repairs or improvements to the Premises, as well as any requirements of fire insurance underwriters or rating organizations or Landlord's insurance companies, including, without limitation, any requirements of the Americans with Disabilities Act, as amended.

11. **SIGNS; AWNINGS AND CANOPIES.** Tenant shall not place or suffer to be placed or maintain any sign, awning or canopy in, upon or outside the Premises or the Property without the prior written consent of Landlord in each instance, which shall not be unreasonably withheld. Tenant shall obtain any necessary governmental approvals for such signs, shall maintain any such signs or other installation, as may be approved, in good condition and repair and shall pay for all expenses associated with the erection and maintenance of said sign.

12. **ASSIGNMENT.**

(a) Notwithstanding any other provisions of this Lease, Tenant may not assign this Lease, in whole or in part, nor sublet all or any part of the Premises, nor otherwise permit any other person to occupy or use any portion of the Premises (collectively, a "Transfer") without first obtaining the written consent of Landlord, which shall not be unreasonably withheld. This prohibition includes any subletting or assignment which would otherwise occur by operation of law, merger, consolidation, reorganization, transfer or other change of Tenant's corporate or proprietary structure or an assignment or subletting to or by a receiver or trustee in any federal or state bankruptcy, insolvency, or other proceedings. Consent by Landlord to any assignment or subletting shall not constitute a waiver of the requirement for such consent to any subsequent assignment or subletting.

Any Transfer effected or attempted to be effected other than in strict compliance with the terms of this Lease and with the prior written consent of Landlord and, if required, any mortgagee shall be an Event of Default, and shall confer no rights whatsoever upon the Transferee. All costs incurred by Landlord in connection with any request for consent to a Transfer, including the cost of investigation and the fees of Landlord's counsel, shall be paid by Tenant on demand. Notwithstanding the foregoing, Tenant may assign to a department or subdivision of Tenant provided that its use of the Premises remains in compliance with the requirements of this Lease and further provided that the original Tenant shall remain jointly and severally liable for all amounts due hereunder with such transferee.

(b) If Tenant is a corporation, partnership, business trust or other entity having transferable shares or interests, at any time after execution of this Lease a transfer (including a series of transfers over any period of time) of ten percent (10%) or more of the shares or interests of Tenant entity, by sale, assignment, bequest, inheritance, operation of law or other disposition (including such a transfer to or by a receiver or trustee in federal or state bankruptcy, insolvency, or other proceedings) shall be deemed to be an assignment of this Lease. Tenant agrees to give Landlord written notice of any such proposed event which would constitute an assignment hereunder at least thirty (30) days prior to the date of such proposed transfer.

(c) The acceptance by Landlord of the payment of rental following any assignment or other transfer prohibited by this Article shall not be deemed to be a consent by Landlord to any such assignment or other transfer nor shall the same be deemed to be a waiver of any right or remedy of Landlord hereunder. Tenant shall remain liable pursuant to this Lease notwithstanding any Transfer.

13. **REPAIRS TO BE MADE BY LANDLORD.** Landlord's sole repair obligations with respect to the Premises under this Lease are, at its expense, to make, or cause to be made, (a) repairs to Landlord's Work, but only if and to the extent Landlord is given written notice by Tenant of the need for such repairs on or before the first anniversary of the Commencement Date, and (b) the roof, structural elements, and exterior of the Premises (excluding glass). Tenant shall give Landlord immediate notice of the necessity for all such repairs.

14. **REPAIRS TO BE MADE BY TENANT.** All non-structural repairs to the Premises or any installations, equipment or facilities therein, ordinary or extraordinary, excepting only those repairs specifically required to be made by Landlord shall be made by Tenant at its expense. Anything to the contrary herein contained notwithstanding, all repairs which (i) arise from or are caused directly or indirectly by Tenant's breach of this Lease or by the negligence or willful act of Tenant, its agents, officers, employees, licensees, invitees or contractors; or (ii) Tenant's use of the Premises; or (iii) which relate to any work done by Tenant pursuant to this Lease, shall also be made by Tenant at its expense. Without limiting the generality of the foregoing, Tenant will keep the interior of the Premises, together with all electrical, plumbing and other mechanical installations therein, or in the wall, floors or ceilings thereof (including any heating, air conditioning and ventilating units serving the Premises) in good order and repair and will make all replacements thereto from time to time required at its expense; and will surrender the Premises at the expiration of the Term or at such other time as it may vacate the Premises in as good condition as when received, excepting only ordinary wear and tear and damage by casualty (other than a casualty caused by negligence of Tenant, its agents, officers, employees, contractors, licensees or invitees, and which is not wholly covered by Landlord's hazard insurance policy).

15. **LIENS.** Should any mechanic's or other lien be filed against the Premises, the Property, or any part thereof for any reason whatsoever by reason of Tenant's acts or omissions or



because of a claim against Tenant, Tenant shall cause the same to be canceled and discharged of record by bond or otherwise within fifteen (15) days after notice by Landlord. Tenant's failure to do so shall constitute a material default under this Lease, without the necessity for any further notice by Landlord to Tenant.

16. **COMMON AREA MAINTENANCE.** All common area and other facilities in or about the Property provided by Landlord shall be subject to the exclusive control and management of Landlord. Subject to the provisions of Section 18 above, Landlord shall be responsible for structural repairs to the Premises, as well as the maintenance of the common areas. Landlord shall have the right to construct, maintain and operate lighting and other facilities on all said areas and improvements and to police the same. Landlord shall operate and maintain the common facilities in such manner as Landlord in its reasonable discretion shall determine, and Landlord shall have full right and authority to employ and discharge all personnel with respect thereto.

17. **LIABILITY.**

(a) To the maximum extent permitted by law, Tenant shall indemnify and save harmless Landlord, the partners, members, directors, officers, agents and employees of Landlord and those in privity of estate with Landlord, from and against all claims, expenses or liability of whatever nature: (a) arising from any default, act, omission or negligence of Tenant, or Tenant's contractors, licensees, agents, suppliers, servants, employees, invitees, or customers, or the failure of Tenant or of any such persons to comply with any rule, order, regulation or lawful direction now or hereafter in force of any public authority, in each case to the extent the same are related, directly or indirectly, to the Premises or Tenant's use thereof; or (b) arising, directly or indirectly, from any accident, injury or damage, however caused (but excluding accident, injury or damage caused by Landlord's own negligence), to any person or property on or about the Premises; or (c) arising, directly or indirectly, out of any default by Tenant under any of the terms or covenants of this Lease, or in connection with any mechanical, electrical, plumbing, or any other equipment or installations that are to be maintained or repaired by Tenant; or (d) arising from any accident, injury or damage to any person or property occurring outside of the Premises, where such accident, injury or damage results, or is claimed to have resulted from, any act, default, omission or negligence on the part of Tenant, or Tenant's contractors, licensees, agents, suppliers, servants employees or customers, or anyone claiming by, through or under Tenant.

(b) Except for gross negligence or the intentional wrongful act of Landlord or its agents or employees, neither Landlord nor any mortgagee, nor any partner, member, agent or employee of Landlord shall be liable for any death or injury arising from or out of any occurrence in, upon, at or relating to the Property, or damage to property of Tenant or of others located on the Premises, nor shall any of them be responsible for any loss of or damage to any property of Tenant or others from any cause whatsoever.

18. **WAIVER OF SUBROGATION.** Landlord and Tenant hereby waive any rights each may have against the other on account of any loss or damage occasioned to Landlord or Tenant, as the case may be, their respective property, the Premises, or its contents or to other portions of the Property, arising from any risk generally covered by fire and extended coverage insurance; and the parties each, on behalf of their respective insurance companies insuring the property of either Landlord or Tenant against any such loss, waive any right of subrogation that it may have against Landlord or Tenant, as the case may be and agree that they shall cause their respective insurance policies to contain such subrogation waivers.

19. **TENANT'S INSURANCE.** Tenant further covenants and agrees that from and after the date of this Lease, Tenant will carry and maintain, at its sole cost and expense, the following



types of insurance, in the amounts specified and in the form hereinafter provided for:

(a) **PUBLIC LIABILITY AND PROPERTY DAMAGE.** Bodily injury liability insurance with single limits of not less than Two Million Dollars (\$2,000,000.00) insuring against any and all liability of the insured with respect to said Premises or arising out of the maintenance, use or occupancy thereof, and property damage liability insurance with a limit of not less than Five Hundred Thousand Dollars (\$500,000) per accident or occurrence. All such bodily injury liability insurance and property damage liability insurance shall specifically insure the performance by Tenant of the indemnity agreement as to liability for injury to or death of persons and injury or damage to property set forth above.

(b) **LEASEHOLD IMPROVEMENTS.** Insurance covering all leasehold improvements, alterations, additions or improvements, trade fixtures, merchandise and personal property from time to time in, on or upon the Premises, in an amount not less than eighty percent (80%) of their full replacement cost from time to time during the term of this Lease, providing protection against any peril included within the classification "Fire and Extended Coverage," together with insurance against sprinkler damage, vandalism and malicious mischief. Any policy proceeds shall be used for the repair or replacement of the property damaged or destroyed unless this Lease shall cease and terminate as a result of such damage.

(c) **POLICY FORM.** All policies of insurance provided for herein shall be issued by insurance companies with general policy holder's rating and a financial rating satisfactory to Landlord in its sole discretion, qualified to do business in the State of Connecticut. All such policies shall be issued in the names of Landlord and Tenant, and if requested by Landlord, Landlord's first mortgagee or beneficiary, which policies shall be for the mutual and joint benefit and protection of Landlord, Tenant and Landlord's first mortgagee or beneficiary, and executed copies of such policies of insurance or certificates thereof shall be delivered to Landlord within ten (10) days after the earlier of the commencement of the term or the commencement of any work in the Premises and thereafter, executed copies of renewal policies or certificates thereof shall be delivered to Landlord within thirty (30) days prior to the expiration of the term of each such policy. All public liability and property damage policies shall contain a provision that Landlord, although named as an insured, shall nevertheless be entitled to recovery under said policies for any loss occasioned to it, its servants, agents and employees by reason of the negligence of Tenant. As often as any such policy shall expire or terminate, renewal or additional policies shall be procured and maintained by Tenant in like manner and to like extent. All policies of insurance delivered to Landlord must contain a provision that the company writing said policy will give to Landlord thirty (30) days' notice in writing in advance of any cancellation or lapse or the effective date of any reduction in the amounts of insurance. All public liability, property damage and other casualty policies shall be written as primary policies, not contributing with and not in excess of coverage which Landlord may carry. Tenant may elect to self-insure provided that such self-insurance shall operate the same, in all material respects, as the insurance required above.

19.a. **LANDLORD'S INSURANCE.** The following policies with stated limits shall be maintained by the Landlord, in full force and effect, at all times during which the lease is in existence:

- 
- (a) General Liability Insurance: 1,000,000 per occurrence; 2,000,000 aggregate
  - (b) Workers' Compensation: Statutory Limits within the State of Connecticut
  - (c) Excess Liability Insurance: 1,000,000 per occurrence; 1,000,000 aggregate
- 

Insurance shall be provided by insurers, satisfactory to the tenant and authorized to do business in

the State of Connecticut and having an "A-" Best's Rating as shown in the most current A.M. Best Company ratings.

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

(c) Excess Liability: Providing umbrella protection over primary liability limits.

Failure to Maintain Insurance: In the event the Landlord fails to maintain the minimum required coverage as set forth herein, the Tenant may at its option purchase same.

Cancellation: The Tenant 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 this lease, the Landlord shall furnish to the Tenant, subject to the approval of the Tenant, certificate(s) of insurance verifying the above coverage's, including the naming of the Tenant, as follows: "The City of Waterbury, its public officials and its employees and any person acting under, through or for them are listed as additional insured as their interest may appear". Landlord 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 at least 30 calendar days has been mailed to the Office of Corporation Counsel, 236 Grand Street, Waterbury, CT 06702.

Upon request, the Landlord shall deliver to the Tenant a copy of its insurance policies and endorsements and riders.

20. **DESTRUCTION.** If the Premises shall be partially damaged by any casualty insurable under Landlord's insurance policy, Landlord shall, upon receipt of the insurance proceeds, repair the same. The minimum rent and additional rent shall be abated proportionately as to that portion of the Premises rendered untenantable. If the Premises (a) by reason of such occurrence are rendered wholly untenantable or (b) should be damaged as a result of a risk which is not covered by Landlord's insurance or (c) should be damaged in whole or in part during the last two (2) years of the term or any renewal term hereof, or (d) the Property should be damaged, whether or not the Premises are damaged, to such an extent that the Property cannot, in the sole judgment of Landlord, be operated as an integral commercial unit, then or in any of such events, Landlord may either elect to repair the damage or may cancel this Lease by notice of cancellation within sixty (60) days after such event and this Lease shall expire, and Tenant shall vacate and surrender the Premises to Landlord. Tenant's liability for rent upon the termination of this Lease shall cease as of the day following the event or damage. In the event Landlord elects to repair the damage insurable under Landlord's policies, any abatement of rent shall end upon notice by Landlord to Tenant that the Premises have been repaired. Unless this Lease is terminated by Landlord, Tenant shall repair and refixture the interior of the Premises in a manner and to at least a condition equal to that existing prior to its destruction or casualty and the proceeds of all insurance carried by Tenant on its property and improvements shall be held in trust by Tenant for the purpose of said repair or replacement. If this Lease is terminated by Landlord, all proceeds from Tenant's fire and extended coverage insurance attributable to Tenant's leasehold improvements, but excluding proceeds for trade fixtures, merchandise, signs and other personal property, shall be disbursed and paid to Landlord.

## 21. CONDEMNATION.

(a) Total: If the whole of the Premises shall be acquired or taken by eminent domain for any public or quasi-public use or purpose then this Lease shall terminate as of the date of title vesting in such proceeding.

(b) Partial: If any part of the Premises shall be taken, and such partial taking shall render that portion not so taken unsuitable for the business of Tenant, then this Lease shall terminate. If such partial taking is not extensive enough to render the Premises unsuitable for the business of Tenant, then this Lease shall continue in effect except that the minimum rent shall be equitably reduced and Landlord shall, upon receipt of the award in condemnation, make all necessary repairs or alterations to the Premises, but Landlord shall not be required to spend for such work an amount in excess of the net amount received by Landlord as damages for the part of the Premises so taken. "Net Amount received by Landlord" shall mean that part of the award in condemnation after deducting all expenses in connection with the condemnation proceedings, which is free and clear to Landlord of any collection by mortgagees for the value of the diminished fee.

(c) If more than twenty percent (20%) of the floor area of the Property shall be taken, Landlord may, by written notice to Tenant, terminate this Lease, such termination to be effective as set forth above.

(d) If this Lease is terminated as provided in this paragraph, the rent shall be paid up to the day that possession is so taken by public authority and Landlord shall make an equitable refund of any rent paid by Tenant in advance.

(e) Award: Tenant shall not be entitled to and expressly waives all claim to any condemnation award for any taking, whether whole or partial, and whether for diminution in value of the leasehold or to the fee, although Tenant shall have the right, to the extent that the same shall not reduce Landlord's award, to claim from the condemnor, but not from Landlord, such compensation as may be recoverable by Tenant in its own right for damage to Tenant's trade fixtures and moving expenses, if such claim can be made separate and apart from any award to Landlord and without prejudice to Landlord's award.

## 22. DEFAULT.

(a) This Lease is subject to the following limitation: If at any time, a Default shall occur, then Landlord may give to Tenant a notice of intention to end the term of this Lease at the expiration of five (5) days from the date of service of such notice of termination. At the expiration of such five days this Lease and the term as well as all of the right, title and interest of Tenant hereunder shall wholly cease and expire, and Tenant shall then quit and surrender the Premises to Landlord. But notwithstanding such termination, surrender, and the expiration of Tenant's right, title, and interest, Tenant's liability pursuant to subparagraphs (d) and (e) hereof shall continue.

(b) If this Lease shall be terminated as herein provided, Landlord, or its agents or employees, may re-enter the Premises at any time and remove therefrom Tenant, Tenant's agents, and subtenants, and any licensees, concessionaires or invitees, together with any of its or their property, either by summary dispossession proceedings or by any suitable action or proceeding at law. In the event of such termination, Landlord may repossess and enjoy the Premises. Landlord shall be entitled to the benefits of all provisions of law respecting the speedy recovery of lands and tenements held over by Tenant, or proceedings in forcible entry and detainer, to the extent

applicable. Tenant waives any rights to the service of any notice of Landlord's intention to re-enter provided for by any present or future law. Landlord shall not be liable in any way in connection with any action it takes in good faith pursuant to the foregoing. Notwithstanding any such re-entry, repossession, dispossession or removal, Tenant's liability under subparagraphs (d) and (e) hereof shall continue.

(c) Landlord may relet the whole or any part of said Premises for the whole of the unexpired period of this Lease, or longer, or from time to time for shorter periods, for any rental then obtainable, giving such concessions of rent and making such special repairs, alterations, decorations and paintings for any new tenant as it may in its sole and absolute discretion deem advisable. Tenant's liability shall survive the institution of summary proceedings and the issuance of any warrant there under. Landlord shall be under no obligation to relet or to attempt to relet the Premises, or otherwise to mitigate its damages, except as and to the extent otherwise required by law.

(d) Tenant hereby expressly waives (to the extent legally permissible), for itself and all persons claiming by, through, or under it, any right of redemption or for the restoration of the operation of this Lease under any present or future law in case Tenant shall be dispossessed for any cause, or in case Landlord shall obtain possession of the Premises.

(e) In the event of any Default hereunder or in the event Landlord is the prevailing party in any litigation commenced by Tenant, Landlord shall be entitled to recover from Tenant on demand the costs and expenses (including reasonable attorneys' fees) incurred by Landlord.

23. **ACCESS TO PREMISES.** Landlord shall have the right to place, maintain and repair all utility equipment of any kind in, upon or under the Premises as may be necessary for the servicing of the Premises and other portions of the Property. Landlord shall also have the right to enter the Premises at all times to inspect or to exhibit the same to prospective purchasers, mortgagees, and tenants and to make such repairs, additions, alterations or improvements as Landlord may deem desirable. Landlord shall be allowed to take all material upon the Premises that may be required therefor without the same constituting an eviction of Tenant in whole or in part and the rents reserved shall not abate in whole or in part, while said work is in progress by reason of loss or interruption of Tenant's business or otherwise and Tenant shall have no claim for damages. If Tenant shall not be personally present to permit an entry into said premises when for any reason an entry therein shall be permissible, Landlord may enter the same by a master key or by the use of force without incurring liability and without in any manner affecting the obligations of this Lease. The provisions of this paragraph shall not be construed to impose upon Landlord any obligation whatsoever for the maintenance or repair of the Property or any part thereof except as otherwise herein specifically provided. During the twelve (12) months prior to the expiration of this Lease or any renewal term, Landlord may place upon the said premises "To Let" or "For Sale" signs, which shall be reasonable in size and location and which Tenant shall permit to remain.

24. **SUBORDINATION.** At the option of Landlord or any mortgagee, this Lease and Tenant's interest hereunder shall be subject and subordinate to any mortgages, deeds of trust, ground or underlying leases or any method of financing or refinancing now or hereafter placed against the land, and/or the Premises, and/or the Property; and to all renewals, modifications, replacements, consolidations and extensions thereof, which subordination shall be self-operative, without any instrument evidencing such subordination.

If the holder of record of the first mortgage covering the Premises shall have given prior

written notice to Tenant that it is the holder of said first mortgage and that such notice includes the address at which notices to such mortgagee are to be sent, then Tenant agrees to give to the holder of record of such first mortgage notice simultaneously with any notice given to Landlord to correct any default of Landlord as hereinabove provided, and agrees that the holder of record of such first mortgage shall have the right, within thirty (30) days after receipt of said notice, to correct or remedy such default before Tenant may take any action under this Lease by reason of such default.

25. **ATTORNMEN**T. Tenant shall in the event of the sale or assignment of Landlord's interest in the Property or Premises, or in the event of any proceedings brought for the foreclosure of, or in the event of exercise of the power of sale under any mortgage made by Landlord covering the Premises, attorn to the purchaser or foreclosing mortgagee and recognize such purchaser or foreclosing mortgagee as Landlord under this Lease.

26. **QUIET ENJOYMENT**. Tenant, upon paying the rents and performing all of the terms on its part to be performed, shall peaceably and quietly enjoy the Premises subject to the terms of this Lease and to any mortgage, ground lease or agreements to which this Lease is subordinated.

27. **FORCE MAJEURE**. Landlord shall be excused for the period of any delay in the performance of any obligations hereunder, when prevented from so doing by cause or causes beyond Landlord's control which shall include, without limitation, all labor disputes, civil commotion, war, war-like operations, invasion, rebellion, hostilities, military or usurped power, sabotage, governmental regulations or controls, fire or other casualty, inability to obtain any material or services or through acts of God.

28. **END OF TERM**. At the expiration of this Lease, Tenant shall surrender the Premises in the same condition as they were in upon delivery of possession, reasonable wear and tear excepted, and shall deliver all keys and combinations to locks, safes and vaults to Landlord. Before surrendering the Premises, Tenant shall remove all its personal property including all trade fixtures, and data and communications cabling and wiring and shall repair any damage caused by such removal. Tenant's obligations to perform this provision shall survive the end of the term of this Lease. If Tenant fails to remove its property upon the expiration of this Lease, the said property shall be deemed abandoned and shall become the property of Landlord, provided, however, that Tenant shall remain liable to Landlord for the cost of removing such property.

29. **NO WAIVER**. Failure of Landlord to insist upon the strict performance of any provision of this Lease or to exercise any option or any rules and regulations herein contained shall not be construed as a waiver for the future of any such provision, rule or option. No provision of this Lease shall be deemed to have been waived unless such waiver be in writing signed by Landlord.

30. **NOTICES**. Any notice, demand, request or other instrument which may be or are required to be given under this Lease shall be delivered in person or sent by United States Certified or Registered Mail; postage prepaid, and shall be addressed at the respective addresses set forth above. Either party may designate such other address as shall be given by written notice.

31. **RECORDING**. Neither this Lease nor a memorandum or notice of this Lease shall be recorded.

32. **PARTIAL INVALIDITY**. If any provision of this Lease shall to any extent be invalid, the remainder of this Lease shall not be affected and each provision of this Lease shall be valid and enforced to the fullest extent permitted by law.

33. **BROKER'S COMMISSION.** Landlord and Tenant each represent and warrant to the other that there are no claims for brokerage commissions or finder's fees in connection with the execution of this Lease, and each agrees to indemnify the other against and hold it harmless from all liabilities arising from any such claim, including cost of counsel fees, which are alleged to arise out of the acts or conduct of the indemnifying party.

34. **SUCCESSORS AND ASSIGNS.** Except as otherwise expressly provided, this Lease shall be binding upon and shall inure to the benefit of the parties, their legal representatives, and permitted successors and assigns. In the event of any sale of the Property, or of a sale or lease of Landlord's interest in this Lease, Landlord shall be entirely relieved of all obligations hereunder, and "Landlord" shall thereafter be deemed to be Landlord in possession of the Premises from time to time as fee owner or as ground lessee under a ground lease.

35. **ENTIRE AGREEMENT.** All representations and understandings between Landlord and Tenant are merged and incorporated into this Lease and this Lease may be modified or altered only by written agreement signed by both Landlord and Tenant.

36. **RULES AND REGULATIONS.** Tenant agrees to abide by and conform to any reasonable rules and regulations promulgated from time to time by Landlord.

37. **LIMITATION OF LIABILITY.** Anything in this Lease to the contrary notwithstanding, Tenant agrees that it shall look solely to the estate and property of Landlord in the Property for the satisfaction of any claim against Landlord arising out of this Lease, the Premises or the Property, and no other assets of Landlord or its partners, members, agents or employees shall be subject to levy, execution or other procedures for the satisfaction of Tenant's remedies.

38. **ESTOPPEL CERTIFICATES.** Tenant shall, upon request by Landlord, execute and deliver to Landlord a written declaration in recordable form: (1) ratifying this Lease; (2) expressing the commencement and termination dates thereof; (3) certifying that this Lease is in full force and effect and has not been assigned, modified, supplemented or amended (except by such writings as shall be stated); (4) that all conditions under this Lease to be performed by Landlord have been satisfied; (5) that there are no defenses or offsets against the enforcement of this Lease by Landlord, or stating those claimed by Tenant; (6) the amount of advance rental, if any, (or none if such is the case) paid by Tenant; (7) the date to which rental has been paid; and (8) the amount of security deposited with Landlord. Such declaration shall be executed and delivered by Tenant from time to time within ten (10) days after written request by Landlord. Landlord's mortgage lenders and/or purchasers shall be entitled to rely upon same.

39. **GOVERNING LAW.** This Lease shall be construed, and the rights and obligations of Landlord and Tenant shall be determined, according to the laws of the State of Connecticut.



40. **PRE-JUDGMENT REMEDY, REDEMPTION, COUNTERCLAIM AND JURY TRIAL.**  
Tenant, for itself and for all persons claiming through or under it, hereby acknowledges that this Lease constitutes a commercial transaction as such term is used and defined in Chapter 903a of the Connecticut General Statutes, Sec. 52-278a et seq., and hereby expressly waives any and all rights which are or may be conferred upon Tenant by said statute to any notice or hearing prior to a pre-judgment remedy. Tenant further expressly waives any and all rights which are or may be conferred upon Tenant by any present or future law to redeem the said premises, or to any new trial in any action of ejection under any provision of law, after re-entry thereupon, or upon any part thereof, by Landlord, or after any warrant to dispossess or judgment in ejection. If Landlord shall acquire possession of the said premises by summary proceedings, or in any other lawful manner without judicial proceedings, it shall be deemed a re-entry within the meaning of that word as used in this Lease. In the event Landlord commences any summary proceedings or action for nonpayment of rent or other charges provided for in this Lease, Tenant shall not interpose any counterclaim of any nature or description in any such proceedings or action. Tenant and Landlord both waive a trial by jury of any or all issues arising in any action or proceeding between the parties hereto or their successors, under or connected with this Lease, or any of its provisions.

41. **HAZARDOUS WASTE.**

(a) The terms "hazardous waste" and "hazardous substances" shall have the same meanings as defined and used in any of the following, as the same may be amended from time to time (the "Acts"): the Comprehensive Environmental Response, Compensation and Liability Act of 1980, as amended, 42 U.S.C. Section 9601, et seq. ("CERCLA"); The Clean Air Act, as amended, 42 U.S.C. 17401, et seq.; The Federal Water Pollution Control Act (Clean Water Act), 33 U.S.C. 1251, et seq.; The Occupational Safety and Health Act, 29 U.S.C. 151, et seq.; The Resource Conservation and Recovery Act, 42 U.S.C. 16901, et seq.; The Hazardous Materials Transportation Act, 49 U.S.C. Section 1802; The Toxic Substances Control Act, 15 U.S.C. Section 2601, et seq.; Title 22a of the Connecticut General Statutes; and/or any other federal, state or local environmental law, ordinance, rule or regulation and the regulations adopted and publications promulgated pursuant to any of the Acts.

(b) Tenant hereby represents and warrants that Tenant has obtained and shall keep in full force and effect all such permits, licenses and approvals as may be required by any local, state or federal entity pursuant to the Acts and warrants further that it shall at all times strictly comply with any such permits and the Acts. Tenant shall file with the appropriate governmental authority, in a timely manner, all reports which may be required pursuant to Section 22a-450 of the Connecticut General Statutes and Section 103 of CERCLA.

(c) Tenant shall immediately notify Landlord upon the receipt by Tenant of any "notice," as hereinafter defined, of any violation of the Acts. "Notice" shall mean any summons, citation, directive, order, claim, litigation, investigation, proceeding, judgment, letter or other communication, written or oral, actual or threatened, from the Connecticut Department of Environmental Protection (Conn DEP), the United States Environmental Protection Agency (US EPA) or other federal, state or local agency or authority or any other entity or any individual, concerning any intentional or unintentional act or omission which has resulted or which may result in the releasing of hazardous substances into the waters or onto the land of the State of Connecticut or into the "environment" as such term is defined in CERCLA or into waters outside of the jurisdiction of the State of Connecticut, from or on the Premises or the Property or any portion thereof, and shall include the imposition of any lien on the Premises or the Property, or any portion thereof, pursuant to the Connecticut Superlien Act (Section 22a-452a) or any violation of federal, state or local environmental laws, ordinances, rules, regulations, government actions, orders or permits, or any

knowledge, after due inquiry and investigation, or of any facts which could give rise to any of the above.

(d) Tenant agrees to defend, indemnify, and hold harmless Landlord, its partners, members, employees and their respective successors and assigns from and against any and all liabilities, losses, damages, costs, expenses (including, without limitation, reasonable attorneys' fees and expenses), civil and/or criminal penalties, causes of action, suits, claims, demand, or judgments of any nature arising out of or in connection with (1) the presence of any hazardous waste on or in the Premises; or the release of any hazardous waste on or from the Premises onto the Property or any property adjoining the Property by Tenant or its agents, employees, guests, contractors or invitees; (2) any failure by Tenant to comply with the terms of any order issued by Conn DEP, US EPA or any other federal, state, or municipal department or agency having regulatory authority over environmental matters, with regard to the Premises; and (3) any lien or claim imposed under Section 22a-452a of the Connecticut General Statutes, as amended.

(e) In the event Tenant fails to comply with the requirements of any of the Acts, Tenant will be considered in Default of this Lease and Landlord may, at its election, but without the obligation so to do, give such notices or cause such work to be performed at the Premises or the Property, or take any and all other actions as Landlord deems necessary, as shall cure said failure of compliance, and any expenses or liability incurred by Landlord, together with interest at the Default Rate, shall be immediately due and payable by Tenant to Landlord and until paid shall be considered additional rent, and the same may be collected from any guarantor of this Lease.

(f) The provisions of this Paragraph shall survive the expiration and/or termination of this Lease.

48. **GRANT COMPLIANCE.** Notwithstanding anything to the contrary, Tenant shall, at all times, comply with, and take no action that would result in a default of Landlord pursuant to, the instruments evidencing Landlord's financing from NVDC and DECD.

49. The Parties hereto acknowledge that the Tenant is self-insured.

50. Landlord hereby covenants and agrees to indemnify and hold harmless the Tenant and its officials, agents and employees from any claims, suits, actions, damages, losses and injury to person or property or the negligence or willful misconduct of Landlord or any servant agent employee thereof arising in connection with this agreement.

51. The Tenant reserves the right to terminate this Agreement for the convenience of the Tenant or if Landlord is in default of any of the terms and conditions of this agreement.

52. By executing this Agreement Landlord represents and warrants that, at all pertinent and relevant times to the Agreement, it has been, is and will continue to be in full compliance with the provisions of Chapter 40 of the Code of Ordinances of the City as well as any other relevant provisions of the Charter and the Code of Ordinances.

53. It shall be a violation of Chapter 40 of the City of Waterbury, Connecticut, Code of Ordinances, for any individual, sole proprietorship, trust, corporation, limited liability company, union, association, firm, partnership, committee, club or other organization or group of persons, to offer, give, or agree to give any current or former Public Official, employee or Member of a Board or Commission to solicit, demand accept or agree to accept from another individual, sole proprietorship, trust, corporation, limited liability company, union, association, firm, partnership,

committee, club or other organization or group of persons, a Gratuity or an offer of employment in connection with any:

- a. Decision;
- b. Approval;
- c. Disapproval;
- d. Recommendation;
- e. Preparation of any part of a program requirement or a requisition;
- f. Influencing the content of any specification or procurement standard; or
- g. Rendering of advise, investigation, auditing, or 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.

It shall be a violation of Chapter 40 of the City of Waterbury, Connecticut, 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, or by or on behalf of a subcontractor, the prime contractor or a higher tier subcontractor or any individual, sole proprietorship, trust, corporation, limited liability company, union, association, firm, partnership, committee, club or other organization or group of persons, associated therewith, under a Contract or Purchase Order to the City.

Upon a showing that a subcontractor made a kickback to the City, a prime contractor or a higher tier subcontractor in 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, aid value may also be recovered from the subcontractor making such kickbacks. Recovery from one offending party shall not preclude recovery from other offending parties.

54. Landlord hereby represents that no individual, sole proprietorship, trust corporation, limited liability company, union, association, firm, partnership, committee, club or other organization or group of persons, with the exception of full-time City employees who, as a condition of their employment may be entitled to bonuses or other fees in accordance with their employment relationship, has been retained to solicit or secure this contact upon an agreement or understanding of commission percentage, brokerage or contingent fee.

This representation is being made in accordance with the provisions of City Ordinance Chapter 40 entitled "Ethics and conflicts of Interest Code for the City of Waterbury".

The extent that violations of the aforementioned Chapter constitute violations of the criminal laws of the State, the Board of Ethics shall refer the matter to the State's Attorney for Judicial District of Waterbury. Any criminal sanctions shall be in addition to the civil remedies set forth in said Chapter.

(Signature page to follow)

IN WITNESS WHEREOF, the parties hereto set their hands and seals on the dates set forth below.

WITNESSES

Laura DiPone

Melissa Casuy

CITY OF WATERBURY

By: [Signature]  
Michael J. Jarjura, Mayor

Date: 8-9-05

WITNESSES

Debra Manger

Brian Gauger

MANUFACTURING ALLIANCE SERVICE  
CORPORATION, INC.

By: [Signature]  
David F. Calabrese, President

Date: August 5, 2005

APPROVED AS TO FORM

[Signature]  
ASSISTANT TO CORPORATION COUNSEL

EXHIBIT A

DESCRIPTION OF PREMISES AND PROPERTY





EXHIBIT B

LANDLORD'S WORK

Exhibit B

Landlord's Work

The Landlord and Tenant acknowledge that the Landlord agrees to provide renovations to Tenant's Premises to include all required electrical and mechanical construction and related administrative [office and classroom] space. Tenant shall be responsible for all other work to prepare the Premises for the opening of Tenant's business. Tenant acknowledges that minor changes in Landlord's work may become necessary during the course of construction, and agrees that Landlord shall have the right to make such changes. Tenant shall have the right to inspect the Premises and agrees to accept them in their "as is" condition provided that said Landlord's Work is in accordance with plans approved by the Landlord and Tenant.

#4



STATE OF CONNECTICUT  
DEPARTMENT OF EDUCATION



TO: Kathleen Ouellette, Superintendent  
Waterbury School District

FROM: Shannon Marimón, Division Director  
Educator Effectiveness and Professional Learning

DATE: June 15, 2015

SUBJECT: 2015-16 Educator Evaluation and Support Plan Approval

Thank you for submitting Waterbury School District's 2015-16 Educator Evaluation and Support Plan. We appreciate the thoughtfulness and hard work that you and educators in your district have dedicated to this process.

This letter serves as Connecticut State Department of Education's (CSDE) approval of your local educational agency's 2015-16 Educator Evaluation and Support plan. Please note that state statute requires that your CSDE-approved plan be adopted by your local or regional board of education prior to implementation.

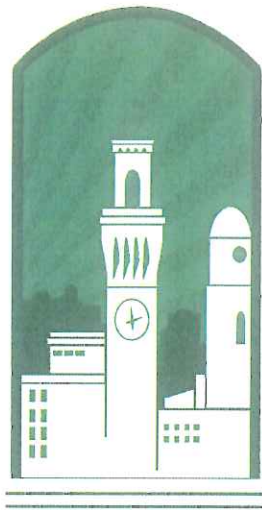
Thank you for your diligent efforts as we work together toward the shared goal of continuous support and development of all educators in order to impact positive outcomes for all students.

SM:tbc

cc: Sarah J. Barzee, Ph.D., Chief Talent Officer

P.O. BOX 2219 | HARTFORD, CONNECTICUT 06145  
*An Equal Opportunity Employer*

\* Page 27 is the only change  
since Board's last approval.



---

WATERBURY  
Public Schools

---

*Today's Students, Tomorrow's Leaders*

# TEACHER EVALUATION PLAN

2015.2016

# Table of Contents

## Introduction and Overview

• Introduction	5
• Purpose & Rationale of Evaluation System	5
• Core Design Principles	5
• Teacher Evaluation System-Overview	6
• Teacher Evaluation Process & Timeline	7
• Evaluation-Based Professional Learning	9
• Primary Evaluators	10
• Ensuring Fairness & Accuracy: Evaluator Training, Monitoring, & Auditing	10
• Improvement & Remediation Plans	11
• Career Development & Growth	12

## Teacher Performance & Practice (40%)

• Connecticut Framework for Teacher Evaluation And Support	13
• Observation Process	13
• Conferences	15
• Non Classroom Reviews of Practice	16
• Teacher Performance & Practice Goal-Setting	17
• Teacher Performance and Practice Scoring	17
• Summative Rating for Teacher Performance and Practice	18

## Stakeholder Feedback (10%)

• Survey Background	19
• Survey Administration	20
• Teacher Stakeholder Feedback Guide	21

## Student Growth and Development (45%)

• Student Learning Objectives (SLOs) and Indicators of Academic Growth and Development (IAGDs)	22
• Impacting Student Growth and Development Through SLOs	23
• SLO Requirements	24
• Guidance for Developing SLOs and Selection IAGDs	24

• Implementing Instruction & Monitoring Students' Progress	28
• Assessing and Reflecting on Results	28
• Assigning a Rating for Student Growth & Development	29

## **Whole School Student Learning Indicator (5%)** 30

### **Summative Teacher Evaluation Scoring**

• Summative Teacher Evaluation Scoring	31
• How to Calculate the Summative Rating	32
• Definitions of Effectiveness & Ineffectiveness	36
• Dispute-Resolution Process	37

## **Appendix** 38

## Evaluation Committee Membership

Roxanne Augelli \* Michelle Buerkle \* Jennifer Calabrese \*  
Matthew Calabrese \* Donna Cullen \* Kevin Egan \*  
Robin Henry \* Dana Manning \* Adela Jorge-Nelson \*  
Karen Renna

Diane Bakewell \* Maria Burns \* Lori DiTillo \*  
George Flaherty \* Joe Gorman \* Mary Massimo \*  
Juan Mendoza \* Ray Santovasi \* Ryan Sullivan

### **Administrative Liaisons:**

Anne Marie Cullinan \* Dr. Shuana K. Tucker

### **Instructional Leadership Directors:**

Pamela Baim \* Michelle Baker \*  
Darren Schwartz \* Kevin Walston



# INTRODUCTION AND OVERVIEW

## Introduction

Waterbury's Teacher Evaluation Model has been developed in alignment with the Connecticut Guidelines for Educator Evaluation as modified and approved by the State Board of Education in May 2014. Much of the plan has been adopted directly from SEED (Connecticut's System for Educator Evaluation and Development), thus drawing on the best practice and research embedded in this model.

## Purpose and Rationale of the Evaluation System

The purpose of the evaluation model is to fairly and accurately evaluate teacher performance and to help each teacher strengthen his/her practice to improve student learning.

The model applies to all teachers holding and serving under CT teaching licenses, with appropriate adaptations and applications of the model for varying teaching and pupil personnel service assignments.

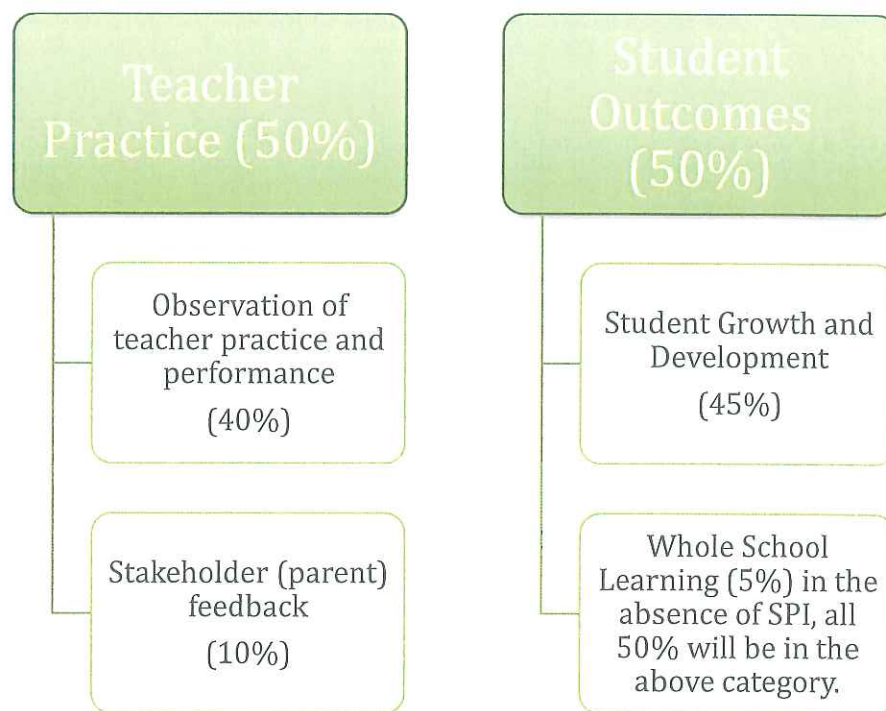
## Core Design Principles

The Waterbury model draws on the core design principles of the Connecticut SEED model. The model is designed to

- *Consider multiple, standards-based measures of performance* The new model defines four categories of teacher effectiveness: student learning (45%), teacher performance and practice (40%), parent feedback (10%) and school-wide student learning (5%).
- *Minimize the variance between school leaders' evaluations of teacher practice and support fairness and consistency within and across schools*
- *Foster dialogue about student learning*
- *Encourage aligned professional development, coaching and feedback to support teacher growth. This may include consultation with content specific personnel.*

## Teacher Evaluation and Support System Overview

The evaluation and support system consists of multiple measures of teacher performance. All teachers will be evaluated in four categories, grouped in two major focus areas: Teacher Practice and Student Outcomes.



### Teacher Practice (50%)

1. Observation of teacher performance and practice (40%) as defined in the Connecticut Common Core of Teaching Rubric for Effective Teaching (Revised 2014).
2. Parent feedback (10%) on teacher practice through parent surveys

### Student Outcomes (50%)

1. Student growth and development as demonstrated through standardized and non-standardized measures (45%)
2. Whole-school measures of student learning as determined by an aggregate of student learning measures [SPI-School Performance Index] (5%) In the absence of an available SPI, all

50% of the student outcome rating will be determined by item #1 above.

### **Ratings and Summation**

Teachers are rated in each of the categories described above and receive a summative rating. The rating levels are as follows:

Exemplary – Substantially exceeding indicators of performance

Proficient – Meeting indicators of performance

Developing – Meeting some indicators of performance but not others

Below Standard – Not meeting indicators of performance

The term “performance in the above shall mean “progress as defined by specified indicators.” Such indicators shall be mutually agreed upon, as applicable. Such progress shall be demonstrated by evidence.

### **Teacher Evaluation Process and Timeline**

The annual evaluation process includes a goal setting conference, a mid-year conference and an end of the year conference. The purposes of these meetings are to clarify expectations for the evaluation process, provide comprehensive feedback to each teacher on his/her performance, set goals and identify development opportunities. These conferences should include conversations that are collaborative and require reflection and preparation by both the evaluator and the teacher. New teachers hired within the first two marking periods will follow the complete evaluation process. New teachers hired after the second marking period and those on FMLA, implementation of their evaluation schedule will be reviewed on a case by case basis and subject to mutually agreed upon terms.





Goal-Setting and Planning to be Completed by October 15<sup>th</sup>

1. Orientation on Process\* – All teachers are provided with an up-to-date copy of the plan. Evaluators meet with teachers (individually or in groups) to discuss the process, roles and responsibilities embedded in the plan. In this meeting, they will discuss any school or district priorities that should be reflected in teacher practice goals and student learning.

Teachers new to the district should have a thorough orientation to the process as they join the district.

2. Teacher Reflection and Goal-Setting – The teacher examines student data, prior year evaluation and survey results and the CCT Framework to draft a proposed performance and practice goal(s), a parent feedback goal and student learning objectives (SLOs) for the school year. Teachers may collaborate in grade-level or subject-matter teams to support the goal-setting process.

3. Goal-Setting Conference – The evaluator and teacher meet to discuss the teacher's proposed goals and objectives in order to arrive at mutual agreement about them. The evaluator may request revisions to the proposed goals and objectives if they do not meet approval criteria. (See SMART goals, p. 21).

### Mid-Year Check-In: Timeframe: January and February

1. Reflection and Preparation – The teacher and evaluator collect and reflect on evidence to date about the teacher's practice and student learning in preparation for the mid-year check-in conference.
2. Mid-Year Conference – The evaluator and teacher engage in a mid-year conference during which they review progress on teacher practice goals, student learning objectives (SLOs) and performance. Evaluators can deliver formative information on components of the evaluation framework. The conference is an important opportunity to make mutually agreeable adjustments to SLO's, strategies, support and approaches as warranted.

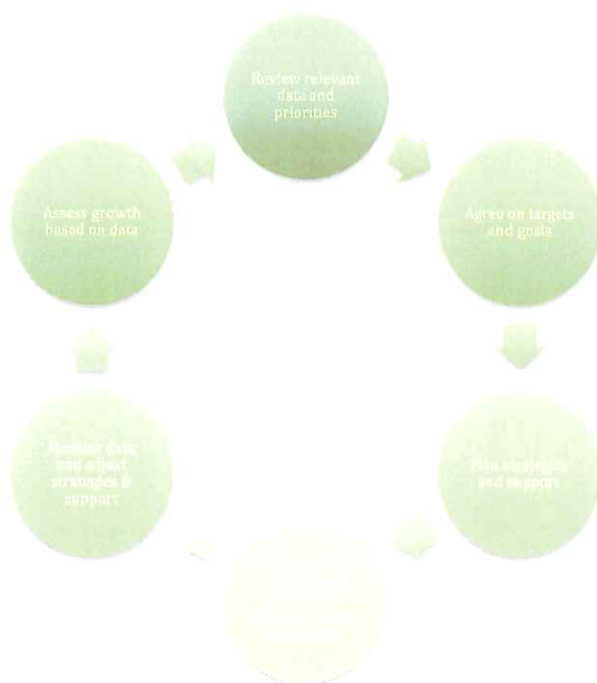
### End-of-Year Summative Review: Timeframe: (by June 1)

1. Teacher Self-Assessment – The teacher reviews all information and data collected during the year and completes a self-assessment for review by the evaluator. The teacher submits to the evaluator.
2. Ratings – The evaluator reviews submitted evidence, self-assessments and observation data to generate category ratings. (The evaluator bases the ratings on all available data. The ratings will be revised as necessary upon receipt of additional data no later than September 15)
3. End-of-Year Conference – The evaluator and the teacher meet to discuss all evidence collected to date and to discuss category ratings. Following the conference, the evaluator assigns a summative rating and generates a summary report of the evaluation by June 1 each year.

### **Evaluation-Based Professional Learning**

Each educator will identify professional growth needs with his/her evaluator based on student achievement data, past performance data, school and district needs, and stakeholder feedback. Upon the mutual agreement on goals and targets, the educator and evaluator will plan for

strategies and support to meet the goals and targets. Educators who share goals and targets can collaborate in shared professional development. Teachers will be encouraged to use available online Bloomboard professional development that meets their professional growth.



*Process model for evaluation-based professional learning.*

## **Primary Evaluators**

The primary evaluator for most teachers will be the school principal or assistant principal, who will be responsible for the overall evaluation process, including assigning summative ratings. When appropriate and/or necessary, other trained and qualified evaluators may be assigned primary evaluation responsibilities.

## **Ensuring Fairness and Accuracy: Evaluator Training, Monitoring and Auditing**



All evaluators will be trained in the evaluation model. The model is complex and important. Both initial and ongoing training should reflect this.

The training should include

- full orientation to the plan components
- skill development in those areas that are new to teacher evaluation
- skill practice in those areas that are transferable from other evaluation experiences including but not limited to conferencing/feedback, goal setting, and observation
- management strategies
- proficiency and calibration

The Connecticut State Department of Education (CSDE) has offered and is continuing to develop training in teacher evaluation methods that are aligned with the Waterbury model. The district may pursue this or other training sources to deliver the initial and ongoing training.

New administrators and administrators new to the district will receive appropriate training in the Waterbury model prior to evaluating teachers.

The district will incorporate proficiency exercises and checks in its training plans. Evaluators who are not able to demonstrate an acceptable standard of proficiency will be paired and coached with proficient evaluators until such time as they are able to meet the standard.

The district recognizes its obligations to the law and as such will comply with legislated reporting and auditing processes.

### **Improvement and Remediation Plans**

Teachers whose performance is rated as ineffective (see definitions of effective/ineffective) will require improvement and remediation plans. The improvement and remediation plan should be developed in consultation with the teacher and his/her exclusive bargaining representative within five days of the summative rating.



Improvement and remediation plans must:

- identify resources, support and other strategies to be provided to address documented deficiencies;
- indicate a timeline for implementing such resources, support and other strategies, in the course of the same school year as the plan is issued; and
- include indicators of success including a summative rating of proficient or better at the conclusion of the improvement and remediation plan.

### **Career Development and Growth**

Teachers who are rated as exemplary through the evaluation process should have opportunities for career development and professional growth. Examples of such opportunities include, but are not limited to: observation of peers; mentoring early-career teachers; participating in development of teacher improvement and remediation plans for peers whose performance is developing or below standard; leading Professional Learning Communities; differentiated career pathways; and focused professional development based on goals for continuous growth and development.

## Teacher Performance and PRACTICE (40%)

The Teacher Performance and Practice category is a comprehensive review of teaching practice against a rubric of practice, based on multiple observations. It comprises 40% of the summative rating. Following observations, evaluators provide teachers with specific feedback to identify teacher development needs and tailor support to those needs.

Waterbury has elected to use the CCT Rubric for Effective Teaching (Revised 2014) as its framework for teacher practice. A copy of the framework can be found in the appendix.

### Observation Process

Research has shown that multiple snapshots of practice provide a more accurate picture of teacher performance than one or two observations per year. These observations don't have to cover an entire lesson to be valid. Partial period observations can provide valuable evidence.

Observations in and of themselves aren't useful to teachers – it's the feedback based on observations that helps teachers to reach their full potential.

The Waterbury teacher evaluation model provides for the following schedule of observations:

- Each teacher should be observed between 3 and 5 times per year at a minimum. The observation schedule will include at least three formal observations for teachers in years 1-2 of service to Waterbury, all of which will include a pre-conference and a post-conference. Teachers who were rated as developing or below standard on their last evaluation rating will receive a number of observations appropriate to their individual plans, but no fewer than 3 formal in-class observations, with a pre-conference and a post-conference for each. Teachers in their 3rd year of service to Waterbury or beyond, who received a rating of proficient or exemplary on their last performance evaluation, will receive at least one formal observation at least every three years that will include both a pre- and post-observation conference. All teachers

will receive a minimum of 1 informal observation each year. Teachers not scheduled for a formal observation for the year will receive a minimum of three informal observations. The number and nature of the observations vary according to the growth needs of the teacher.

- Formal: Scheduled observations or reviews of practice that last at least 30 minutes and are followed by a post-observation conference, which includes both written and verbal feedback. Post conferences should occur within 5 days of the observation. If unavoidable circumstances necessitate a rescheduling of an observation, all attempts will be made to use the existing plan. If this is not possible, the evaluator and teacher will use flexibility in rescheduling or adapting the planned lesson.
- Informal: Non-scheduled observations or reviews of practice that last at least 10 minutes and are followed by written and/or verbal feedback.
- Non-classroom teachers: The above guidelines on frequency and length of observations apply to non-classroom teachers. The observations of non-classroom teachers are conducted in settings appropriate to their responsibilities.
- All observations should be followed by feedback, either verbal (e.g., a post-conference, conversation in the hallway) or written (e.g., via email, comprehensive write-up, quick note in mailbox) or both, ideally within two days of an observation.
- In order to capture an authentic view of practice and to promote a culture of openness and comfort with frequent observations and feedback, the district is emphasizing frequent informal observations.
- Administrators can use their discretion to decide the right number of observations for each teacher based on school and staff needs, providing that the prescribed guidelines are met.



- At least one observation will be completed prior to the mid-year conference.
- observations should be structured according to the graphic below.

**WATERBURY PUBLIC SCHOOLS  
TEACHER OBSERVATION MATRIX  
2014-2015**

FOR TEACHERS WHO ARE ENTERING YEAR 1 OR 2 IN WPS

	Formal Observations	Informal Observations	Review of Practice	Total
WPS Years 1 and 2	3	1	1	5

FOR TEACHERS WHO ARE ENTERING YEAR 3 OR MORE IN WPS AND WERE RATED  
PROFICIENT OR EXEMPLARY IN THE 2013-2014 SCHOOL YEAR

	Formal Observations	Informal Observations	Review of Practice	Total
WPS Years 3 and more (Formal Scheduled This Yr.)	1	1	1	3
WPS Years 3 and more (NO Formal Scheduled This Yr.)	0	3	1	4

**\*\*THESE ARE THE TEACHERS WHO WERE ALPHABETIZED AND SEPARATED TO DETERMINE IF THEY WILL HAVE A FORMAL  
OBSERVATION THIS YEAR\*\***

FOR TEACHERS WHO WERE RATED DEVELOPING OR BELOW STANDARD IN THE 2013-2014 SCHOOL YEAR

	Formal Observations	Informal Observations	Review of Practice	Total
All Teachers Rated Developing or Below Standard in 2013-2014	3	1	1	5

THIS CHART REPRESENTS THE MINIMUM NUMBER OF OBSERVATIONS REQUIRED BY THE WATERBURY PUBLIC SCHOOLS' EVALUATION PLAN. ADMINISTRATION MAINTAINS THE RIGHT TO FORMALLY EVALUATE ANY AND ALL TEACHERS TO THE EXTENT DEEMED NECESSARY.

## Conferences

Pre-conferences The purposes of pre-conferences are to provide a context for the lesson and information about the students to be observed and for setting expectations for the observation process. Pre-conferences are optional for observations except formal observations. A pre-conference can be held with a group of teachers, where appropriate. Requests for pre-observation conferences should occur no less than 5 school days before the scheduled observation.

### Post-conferences

Post-conferences provide a forum for reflecting on the observation against the CCT Rubric for Effective Teaching and for generating action steps that will lead to the teacher's improvement.

Effective post-conferences include

- An opportunity for the teacher to share his/her self-assessment of the lesson observed;
- Objective evidence to help confirm successes, identify possible areas of improvement, and success focus for future observations;
- written and/or verbal feedback;
- Occur within five school days of the observation.

Classroom observations provide the most evidence for domains 2 and 3 of the Connecticut Framework for Teacher Evaluation and Support, but both pre-and post-conferences provide the opportunity for discussion of all four domains, including practice outside of classroom instruction (e.g., lesson plans, reflections on teaching).

### **Non-Classroom Reviews of Practice**

Because the evaluation model aims to provide teachers with comprehensive feedback on their practice as defined by the domains of the CCT Rubric for Effective Teaching, all interactions with teachers that are relevant to their instructional practice and professional conduct may contribute to their performance evaluations. These interactions may include, but are not limited to, reviews of lesson/unit plans and assessments, planning meetings, data team meetings, professional learning community meetings, call-logs or notes from parent- teacher meetings, observations of coaching/mentoring other teachers, and attendance records from professional development or school-based activities/events.

### **Feedback**

The goal of feedback is to help teachers grow as educators and become



more effective with each and every one of their students. With this in mind, evaluators should be clear and direct, presenting their comments in a way that is supportive and constructive. Feedback should include:

- Specific evidence and ratings
- Commendations and recommendations
- Next steps and supports to improve practice
- A timeframe for follow up.

### **Teacher Performance and Practice Goal-Setting**

Teachers develop a practice and performance goal that is aligned to the CCT Rubric for Effective Teaching. This goal provides a focus for the observations and feedback conversations. This goal is not discretely rated but rather contributes to the overall evidence of performance and practice.

At the start of the year, each teacher will work with his or her evaluator to develop the practice and performance goal through mutual agreement. All goals should have a clear link to student achievement and should move the teachers towards proficient or exemplary on the CCT Framework for Effective Teaching Schools may decide to create a school-wide goal aligned to a particular component (e.g., 3b: Using Questioning and Discussion Techniques) that all teachers adopt as their goal.

Goals should be SMART: S=Specific and Strategic M=Measurable  
A=Aligned and Attainable R=Results-Oriented T=Time-Bound

Progress towards goals and action steps for achieving progress should be referenced in feedback conversations following observations throughout the year. Goals and action steps should be formally discussed during the Mid-Year Conference and the End-of-Year Conference. Performance and practice goals are not explicitly rated as part of the Teacher Performance and Practice category but rather contribute to the category rating.

## Teacher Performance and Practice Scoring

### Individual Observations

During observations, evaluators should take evidence-based, scripted notes, capturing specific instances of what the teacher and students said and did in the classroom. Evidence-based notes are factual (e.g., the teacher asks: Which events precipitated the fall of Rome?) and not judgmental (e.g., the teacher asks good questions). Once the evidence has been recorded, the evaluator can align the evidence with the appropriate component(s) on the rubric and then make a judgment about which performance level the evidence supports. Evaluators are required to provide ratings for each observation.

### Summative Rating for Teacher Performance and Practice

At the end of the year, primary evaluators must determine a final teacher performance and practice rating and discuss this rating with teachers during the End-of-Year Conference. The final teacher performance and practice rating will be calculated by the evaluator in a three-step process:

1. Evaluator holistically reviews evidence collected through observations and interactions (e.g., team meetings, conferences) and uses professional judgment to determine component ratings for each of the 12 components.

Ratings
Exemplary=4
Proficient=3
Developing=2
Below Standard=1

2. Average components within each domain to a tenth of a decimal



to calculate domain-level scores of 1.0-4.0.

3. Average domain scores to calculate an overall Observation of Teacher Performance and Practice rating.

Steps 2 and 3 can be performed by administrators and/or using tools/technology that calculate the averages for the evaluator.

The summative Teacher Performance and Practice category rating and the component ratings will be shared and discussed with teachers during the End-of-Year Conference. As possible and practical, this process can also be followed in advance of the Mid-Year Conference to discuss progress toward Teacher Performance and Practice goals/outcomes.

## Stakeholder Feedback-10%

Stakeholder Feedback comprises 10% of teacher evaluation .

The Waterbury Public Schools will use surveys in order to gather feedback from parents. The surveys will be used to help teachers and administrators identify the areas of their practice that could be improved.

### Survey Background

The Waterbury Public Schools had already begun development of stakeholder surveys under a district-wide improvement initiative when SEED guidelines became available. Because this work involved wide stakeholder involvement and was intended for use in school improvement, the district elected to continue the development and adaptation of these surveys for the purpose of educator evaluation.

The following outlines steps that the Educator Evaluation Committee has planned and begun in order to ensure usefulness, validity, reliability, and fairness:

- The educator evaluation committee applied their expertise in analyzing each question for validity. Some questions were purged and some were rewritten.
- The evaluation committee performed an alignment check on the surveys with the Connecticut School Leadership Standards. They found all six domains represented in both the parent and the teacher survey.
- The evaluation committee engaged the School Governance Councils in trials and reviews of usefulness in supporting school improvement efforts. They used the results to further refine the validity of questions as well as the clarity of directions, fairness, and usefulness.
- The committee recognizes that confirming validity, reliability, usefulness, and fairness will happen over time and that the surveys are subject to future revision.

## **Survey Administration**

The Educator Evaluation Committee recognizes that the best method of administering surveys may vary from level to level and school to school. Therefore, it has built flexibility and discretion into the administration of the survey. There are only a limited number of requirements.

### **Requirements for the administration of surveys:**

1. They must be anonymous
2. They must be administered in the spring semester
3. There must be a cover message from the principal/administrator that clearly informs stakeholders of procedures and purposes associated with the survey.

Among the strategies that they can consider for parent surveys are the following:

- Administering at an open house or other event that attracts large numbers of parents
- Mailing surveys to all families (one per household)
- Offering electronic options



- Mailing postcards that offer a menu of options
- Using the IRIS system to notify parents
- Creating incentives for survey return

## Survey Analysis

Principals , assisted by School Governance Councils as appropriate, will analyze the results of the surveys so as to identify areas of needed improvement. These areas should align with school improvement goals.

Depending on the volume of responses and the availability of funding sources, principals may seek assistance from the IT department or an outside vendor in tabulating and providing an analysis of results.

In that surveys should be continually improved over time, principals should report problems with individual questions or survey design to the teacher evaluation committee for review and possible modification.

## Teacher Stakeholder Feedback Guide

Topic	Description
<i>Designation of Stakeholders</i>	Parents
<i>Tool for Gathering Stakeholder Feedback</i>	Parent Surveys Developed by District (appendix)
<i>Utilization of Stakeholder Feedback</i>	The principal will select areas from the survey results that show need for improvement. Each teacher will select one of the areas as a focus for improvement.
<i>Standard for Demonstrating Improvement</i>	Implementation of relevant improvement strategies
<i>Rating of Stakeholder Feedback Category</i>	<u>Exemplary</u> =Evidence of successful implementation of an ambitious set of improvement strategies. <u>Proficient</u> =Evidence of successful implementation of a reasonable set of improvement strategies.

	<p><u>Developing</u>=Evidence of substantial implementation of the intended improvement strategies.</p> <p><u>Below Standard</u>=Evidence that shows no or only partial implementation of improvement strategies.</p>
<i>Timeline of Key Events</i>	<p><u>Spring</u>-Administration of parent surveys (dates and administration to be determined by building administrator based on plan to maximize survey return).</p> <p>Review and identification of possible improvement goals based on stakeholder feedback (administrator engages School Governance Council).</p> <p><u>Fall</u>-Selection of goal and outlining of improvement strategies in goal setting conference with evaluator.</p> <p><u>Mid-year</u>- At scheduled mid-year conference meeting with evaluator, discuss progress in implementing strategies and any revisions that are in order.</p> <p><u>Spring</u>- Add evidence of strategy implementation to self-assessment document.</p> <p><u>Prior to June 1</u>- Final conference with evaluator followed by rating assignment by evaluator.</p>

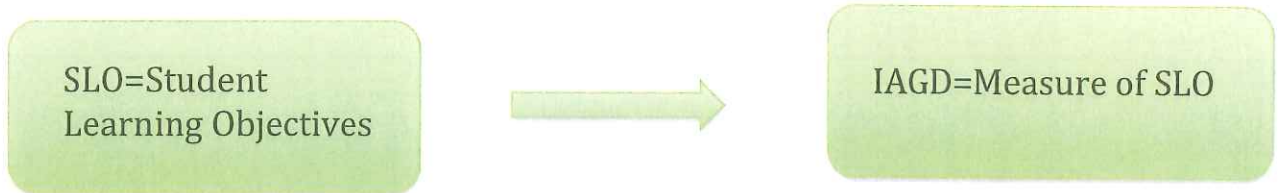
## Student Growth and Development (45%)

### **Student Learning Objectives (SLOs) and Indicators of Academic Growth and Development (IAGDs)**

Connecticut has selected a goal-setting process called Student Learning Objectives (SLOs) as the approach for targeting student growth during

the school year. SLOs are specific and measureable targets.

The measurement of SLOs is done through Indicators of Academic Growth and Development (IAGDs). An IAGD is a measure used to determine SLO attainment.



### **Impacting Student Growth and Development Through SLOs**

Step 1: Learn about this year's students (prior grades, end of year tests, benchmark assessments)

Step 2: Set objectives for student learning (SLOs) and determine measurement indicators (IAGDs)

Step 3: Develop and implement strategies to meet targets

Step 4: Monitor students' progress and adjust strategies as needed

Step 5: Assess student learning through pre-determined indicators





## SLO Requirements

Each teacher will write two SLOs'

Teachers whose students take a standardized assessment will create one SLO based on standardized indicators and one SLO based on a minimum of one non-standardized indicator.

All other teachers will develop their two SLOs based on non-standardized indicators.

The CT Guidelines for Educator Evaluation define a standardized assessment as one with the following attributes:

- Administered and scored in a consistent – or “standard” – manner;
- Aligned to a set of academic or performance “standards;”
- Broadly-administered (e.g., nation-or statewide);
- Commercially-produced; and
- Often administered only once a year, although some standardized assessments are administered two or three times per year.

## **Guidance for Developing SLOs and Selecting IAGDs**

The Student Learning Objectives (SLOs) should be broad goals for student learning. They should each address a central purpose of the teacher's assignment and should pertain to a large proportion of his/her students. Each SLO should reflect high expectations for student learning - at least a year's worth of growth (or a semester's worth for shorter courses) and should be aligned to relevant state, national (e.g., common core), or district standards for the grade level or course. Depending on the teacher's assignment, the objective might aim for content mastery (more likely at the secondary level) or it might aim for skill development (more likely at the elementary level or in arts classes).

Teachers are encouraged to collaborate with grade-level and/or subject-matter colleagues in the creation of SLOs. Teachers with similar assignments may have identical objectives although they will be individually accountable for their own students' results.

An Indicator of Academic Growth and Development (IAGD) is the specific evidence, with a quantitative target, that will demonstrate whether the objective was met. Each SLO must include at least one indicator.

Each indicator should make clear (1) what evidence will be examined, (2) what level of performance is targeted, and (3) what proportion of students is projected to achieve the targeted performance level. Indicators can also address student subgroups, such as high or low-performing students or ELL students. It is through the first step of the process of student data that teachers will determine what level of performance to target for which students.

Since indicator targets are calibrated for the teacher's particular students, teachers with similar assignments may use the same evidence for their indicators, but they would be unlikely to have identical targets. For example, all 2nd grade teachers in a district might use the same reading assessment as their IAGD, but the performance target and/or the proportion of students expected to achieve proficiency would likely vary among 2nd grade teachers.

### Examples of SLOs and Corresponding IAGDs for Standardized Indicators

<b>Teacher Assignment</b>	<b>Student Learning Objectives</b>	<b>Indicators of Academic Growth and Development</b>
8th Grade Science	My students will master critical concepts of science inquiry.	78% of my students will score at the proficient or higher level on the science CMT in March 2013.
4th Grade	My 22 students will demonstrate improvement in or mastery of reading comprehension skills by June 2013.	<p>All 17 (77%) students assessed on the standard CMT will maintain proficiency, goal or advanced performance, or will gain a proficiency band on 4th grade CMT Reading in March 2013.</p> <p>All 5 students (23%) assessed on the MAS for Reading CMT will achieve at the proficient or goal level on the 4<sup>th</sup> grade CMT MAS in March 2013.</p>

### Examples of SLOs and Corresponding IAGDs for Non-Standardized Indicators

<b>Teacher Assignment</b>	<b>Student Learning Objectives</b>	<b>Indicators of Academic Growth and Development</b>
8th Grade Science	My students will master critical concepts of science inquiry.	My students will design an experiment that incorporates the key principles of science inquiry. 90% will score a 3 or 4 on a scoring rubric focused on key elements of science instruction.



High School Visual Arts	My students will demonstrate proficiency in applying the five principles of drawing.	85% of students will attain a 3 or 4 in at least 4 of 5 categories on the principles of drawing rubric designed by visual arts teachers in our district.
-------------------------	--	--

During the goal-setting process, teachers and evaluators will document the following:

- the rationale for the objective, including relevant standards;
- any important technical information about the indicator evidence (like timing or scoring plans);
- the baseline data that was used to set each IAGD;
- interim assessments the teacher plans to use to gauge students' progress toward the SLO during the school year (optional); and
- any training or support the teacher thinks would help improve the likelihood of meeting the SLO (optional).

While teachers and evaluators should confer during the goal-setting process to select mutually agreed-upon SLOs, ultimately, the evaluator must formally approve all SLO proposals. The evaluator will examine each SLO relative to three criteria described below. SLOs must meet all three criteria to be approved. If they do not meet one or more criteria, the evaluator will provide written comments and discuss their feedback with the teacher. SLOs that are not approved must be revised and resubmitted to the evaluator within ten days.

**\*Please note: Approval serves as a confirmation that mutual agreement has been reached.**



### SLO Approval Criteria

Priority of Content	Quality of Indicators	Rigor of Objective/Indicator
---------------------	-----------------------	------------------------------

Objective is deeply relevant to teacher's assignment and addresses a large proportion of his/her students.	Indicators provide specific, measurable evidence. The indicators provide evidence about students' progress over the school year or semester during which they are with the teacher.	Objective and indicator(s) are attainable but ambitious and taken together, represent at least a year's worth of growth for students (or appropriate growth for a shorter interval of instruction).
--	---	---

### **Implementing Instruction and Monitoring Students' Progress**

Once SLOs are approved, teachers should implement instruction and monitor students' progress towards the objectives. They can, for example, examine student work products, administer interim assessments and track students' accomplishments and struggles. Teachers can share their interim findings with colleagues during collaborative time, and they can keep their evaluator apprised of progress.

If a teacher's assignment changes or if his/her student population shifts significantly, the SLOs can be adjusted during the Mid-Year Conference between the evaluator and the teacher.

### **Assessing and Reflecting on Results**

In preparation for the end of the year conference, the teacher should collect the evidence required by their indicators and submit it to the evaluator. Along with the evidence, teachers will complete and submit a self-assessment which asks teachers to reflect on the SLO outcomes by responding to the following four statements:

1. Describe the results and provide evidence for each indicator.



2. Provide your overall assessment of whether this objective was met.
3. Describe what you did that produced these results.
4. Describe what you learned and how you will use that going forward.

### Assigning a Rating for Student Growth and Development

Evaluators will review the evidence and the teacher's self-assessment and assign one of four ratings to each SLO. The ratings are outline as follows:

Rating	Quantitative Value	Characteristics
Exceeded	4	All or most of the students met or substantially exceeded the target(s) contained in the indicators.
Met	3	Most students met the target(s) contained in the indicators within a few points on either side of the target(s).
Partially Met	2	Many students met the target(s) but a notable percentage missed the target by more than a few points. However, taken as a whole, significant progress towards the goal was made.
Did Not Meet	1	A few students met the target(s) but a substantial percentage of students did not. Little progress toward the goal was made.

For SLOs with more than one indicator, the evaluator may score each indicator separately, and then average those scores for the SLO score, or he/she can look at the results as a body of evidence regarding the accomplishment of the objective and score the SLO holistically.

The final student growth and development rating for a teacher is the average of their two SLO scores. For example, if one SLO was Partially Met, for 2 points, and the other SLO was Met, for 3 points, the student growth and development rating would be 2.5  $[(2+3)/2]$ . The individual SLO ratings and the student growth and development rating will be shared and discussed with teachers during the End-of-Year Conference.

NOTE: For SLOs that include an indicator based on standardized tests results that are not available in time to score the SLO prior to the June 30 deadline, other procedures will be used. In this instance, if evidence for other indicators in the SLO is available, the evaluator can score the SLO on that basis. Or, if standardized tests are the basis for all indicators, then the teacher's student growth and development rating will be based only on the results of the SLO that is based on non-standardized indicators.

However, once the standardized test evidence is available, the evaluator is required to score or rescore the SLO, then determine if the new score changes the teacher's final (summative) rating. The evaluation rating can be amended at that time as needed, but no later than September 15.

## Whole-School Student Learning Indicator (5%)

The whole school student learning indicator shall be equal to the aggregate rating for multiple student learning indicators established for the principal's evaluation rating at that school. For most schools, this will be based on the school performance index (SPI), which correlates to the whole-school student learning on a principal's evaluation.

The following chart defines the rating for various levels of attainment of the SPI improvement target for the school:

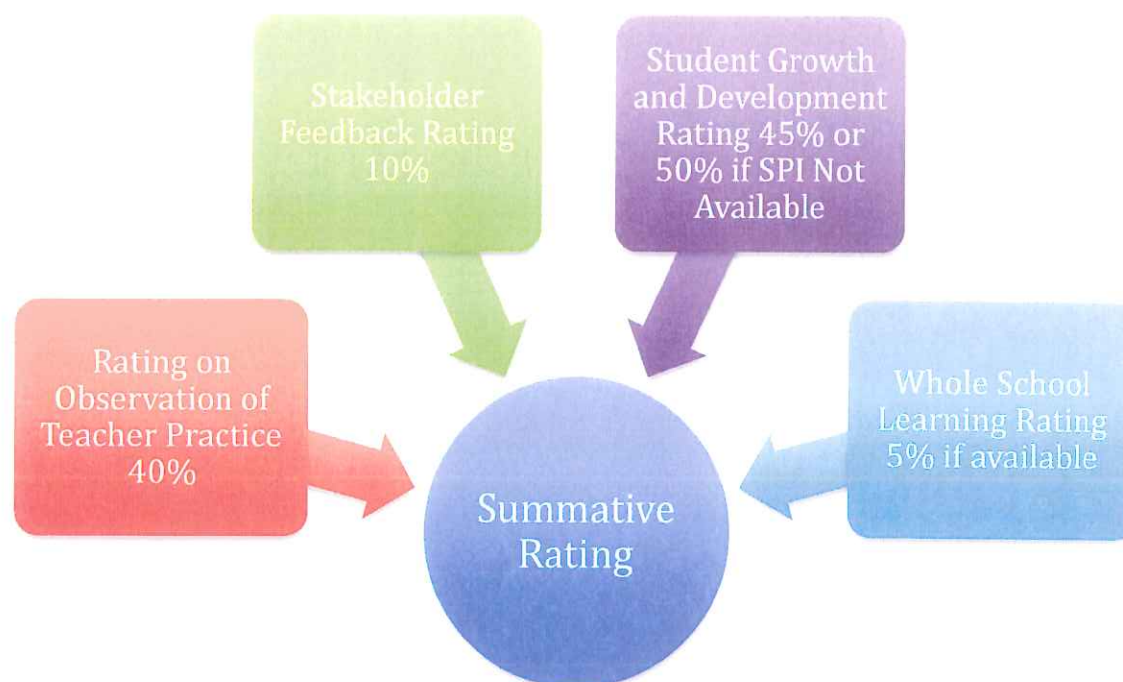
<b>Exemplary=4</b>	<b>Proficient=3</b>	<b>Developing=2</b>	<b>Below Standard=1</b>
--------------------	---------------------	---------------------	-----------------------------

Exceeded the goal	Met the goal	Partially met the goal	Did not meet the goal
-------------------	--------------	------------------------	-----------------------

NOTE: If the whole-school student learning indicator rating is not available, then the student growth and development score will be weighted 50 and the whole-school student learning indicator will be weighted 0.

## SUMMATIVE TEACHER EVALUATION SCORING

Teachers are rated in each of the four categories of the teacher evaluation model and subsequently receive a summative rating for their performance.





The categories are paired into the divisions of Teacher Practice and Student Outcomes.

Teacher Practice = *Observation of Teacher Practice* and *Stakeholder Feedback*.

Student Outcomes=*Student Growth and Development* and *Whole School Learning*.

Exemplary	• Substantially exceeding indicators of performance
Proficient	• Meeting indicators of performance
Developing	• Meeting some indicators of performance but not others
Below Standard	• Not meeting indicators of performance

### How to Calculate the Summative Rating

- 1) Calculate a Teacher Practice Rating by combining the observation of teacher practice rating and the parent feedback rating.
- 2) Calculate a Student Outcomes rating by combining the student growth and development rating and whole-school student learning rating.
- 3) Apply the ratings calculated in steps one and two to the Summative Matrix to determine the summative rating.



Each step is illustrated below:

**STEP 1:** Calculate a Teacher Practice Related Indicators rating by combining the observation of teacher performance and practice score and the parent feedback score as shown in the chart below.

The observation of teacher performance and practice counts for 40% of the total rating and parent feedback counts for 10% of the total rating. Simply multiply these weights by the category scores to get the category points and sum as illustrated below.

Category	Score (1-4)	Weight	Points
Observation of Teacher Performance & Practice		40	
Parent Feedback		10	
		TOTAL TEACHER PRACTICE INDICATORS POINTS	

The total points are then compared to this table to determine the overall practice level:

Total Teacher Practice Indicators Points	Practice Rating
50-80	Below Standard
81-126	Developing
127-174	Proficient
175-200	Exemplary

**STEP 2:** Calculate a Student Outcomes Related Indicators rating by

combining the student growth and development score and whole-school student learning indicator score.

The student growth and development category counts for 45% of the total rating and the whole-school student learning indicator category counts for 5% of the total rating. (Should an SPI not be available for the school, the entire 50% will be based the Student Growth Measures-SLOs). Multiply these weights by the category scores and sum as illustrated below:

Category	Score (1-4)	Weight	Points
Student Growth (SLOs)		45	
Whole School Learning Indicator		5	
		TOTAL TEACHER OUTCOME INDICATORS POINTS	

The total points are then compared to this table to determine the overall outcome level:

Total Teacher Practice Indicators Points	Practice Rating
50-80	Below Standard
81-126	Developing
127-174	Proficient
175-200	Exemplary

STEP 3: Use the Summative Matrix to determine the Summative Rating.

Identify the rating for each focus area and follow the respective column and row to the center of the table. The point of intersection indicates the summative rating.

### Summative Matrix

Outcome

Practice

	<b>Exemplary</b>	<b>Proficient</b>	<b>Developing</b>	<b>Below Standard</b>
<b>Exemplary</b>	Exemplary	Exemplary	Proficient	**
<b>Proficient</b>	Exemplary	Proficient	Proficient	Developing
<b>Developing</b>	Proficient	Proficient	Developing	Developing
<b>Below Standard</b>	**	Developing	Developing	Below Standard

\*\*If the two focus areas are highly discrepant (e.g., a rating of exemplary for Teacher Practice and a rating of below standard for Student Outcomes), then the evaluator should examine the data and gather additional information in order to make a summative decision.

Summative ratings must be completed for all teachers by June 1 of a given school year. Should standardized test data not be available at the time of a final rating, a rating must be completed based on evidence that is available. When the summative rating for a teacher may be significantly impacted by standardized test data, the evaluator may recalculate the teacher's summative rating when the data is available and submit the adjusted rating no later than September 15. These adjustments should inform goal setting in the new school year.

### **Definitions of Effectiveness and Ineffectiveness**

Waterbury has adopted the following definitions of effectiveness and

ineffectiveness :

<b>Educator Category</b>	<b>Definition of Effectiveness</b>	<b>Definition of Ineffectiveness</b>
Novice-Years 1-2	Summative ratings of developing or better	Summative rating of below standard
Novice Year 3	At least one summative rating of proficient or better in years 1-3 and no summative rating less than developing	Summative rating of below standard
Novice Year 4	Two summative ratings of proficient or better, one of which must be in year 4 and no summative rating less than developing	Below standard summative rating OR More than two developing summative ratings in years 1-4
Experienced Educator New to District Year 1	Summative rating of developing or better	Below standard summative rating
Experienced Educator New to District Year 2	At least one summative rating of proficient or better (other summative rating must be at least developing)	Below standard summative rating OR Two consecutive summative ratings of developing
Post-Tenure Teachers	A pattern of summative ratings of proficient or better with no two consecutive ratings of developing	Summative rating of below standard OR Two consecutive summative ratings of developing



## **Dispute-Resolution Process**

A panel, composed of SAW representation(Superintendent designee), WTA representation and a neutral third person, shall resolve disputes where the evaluator and teacher cannot agree on objectives/goals, the evaluation period, feedback on performance and practice, or final summative rating. Resolutions must be topic-specific and timely. Should the process established not result in resolution of a given issue, the determination regarding that issue will be made by the superintendent.

## APPENDIX

CCT Rubric for Effective Teaching (2014)

Parent Survey (Revised)

List of Waterbury Standardized Assessments

Forms, protocols and other tools needed to implement the plan will be included in a published set of implementation guidelines.

## Parent Survey -Waterbury Public Schools

### Directions:

Thank you for taking the time to fill out our survey. We need information for school improvement planning. If you have several children in this school, think of one of them as you respond. This is an anonymous survey.

Please check your level of agreement with each

1. The school clearly communicates its expectations for my child's learning to my child and to me

☐Strongly Agree ☐Agree ☐Unsure ☐Disagree ☐Strongly Disagree

2. I am satisfied with the opportunities to be involved in my child's education.

☐Strongly Agree ☐Agree ☐Unsure ☐Disagree ☐Strongly Disagree

3. The principal(s), supervisors and teachers are accessible.

☐Strongly Agree ☐Agree ☐Unsure ☐Disagree ☐Strongly Disagree

4. The school principal(s) consistently addresses and follows through on student issues.

☐Strongly Agree ☐Agree ☐Unsure ☐Disagree ☐Strongly Disagree

5. I am satisfied with the timeliness of response I get when I contact my child's school with questions or concerns.

☐Strongly Agree ☐Agree ☐Unsure ☐Disagree ☐Strongly Disagree

6. My child's teacher gives helpful comments on homework, classwork, and tests.

☐Strongly Agree ☐Agree ☐Unsure ☐Disagree ☐Strongly Disagree

7. The teachers and principal(s) keep me informed about my child's academic progress.

☐Strongly Agree ☐Agree ☐Unsure ☐Disagree ☐Strongly Disagree

8. Teachers and the principal(s) make available information about what your child is studying in school.

☐ Strongly Agree ☐ Agree ☐ Unsure ☐ Disagree ☐ Strongly Disagree

9. I feel welcome at my child's school.

☐ Strongly Agree ☐ Agree ☐ Unsure ☐ Disagree ☐ Strongly Disagree

10. My school offers meeting times that work for my schedule if I ask.

☐ Strongly Agree ☐ Agree ☐ Unsure ☐ Disagree ☐ Strongly Disagree

11. My school provides interpreters for meetings if needed.

☐ Strongly Agree ☐ Agree ☐ Unsure ☐ Disagree ☐ Strongly Disagree

12. I attend meetings and conferences at school.

☐ Strongly Agree ☐ Agree ☐ Unsure ☐ Disagree ☐ Strongly Disagree

13. Adults at school treat my child with respect.

☐ Strongly Agree ☐ Agree ☐ Unsure ☐ Disagree ☐ Strongly Disagree

14. The staff at this school treats me with respect.

☐ Strongly Agree ☐ Agree ☐ Unsure ☐ Disagree ☐ Strongly Disagree

15. My child's school is clean.

☐ Strongly Agree ☐ Agree ☐ Unsure ☐ Disagree ☐ Strongly Disagree

16. There is a person or a program in my school that helps students resolve conflicts.

☐ Strongly Agree ☐ Agree ☐ Unsure ☐ Disagree ☐ Strongly Disagree

17. This school is sensitive to issues regarding race, gender, sexual orientation and disabilities.

☐ Strongly Agree ☐ Agree ☐ Unsure ☐ Disagree ☐ Strongly Disagree

18. Crime and violence are a problem at my child's school.

☐ Strongly Agree ☐ Agree ☐ Unsure ☐ Disagree ☐ Strongly Disagree

19. There is inappropriate physical contact or gestures among students at my child's school.

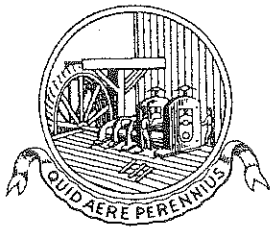
☐ Strongly Agree ☐ Agree ☐ Unsure ☐ Disagree ☐ Strongly Disagree

20. Students treat other students with respect at my child's school.



☐ Strongly Agree   ☐ Agree   ☐ Unsure   ☐ Disagree   ☐ Strongly Disagree

Thank you for completing the survey. Please submit at this time.



# Waterbury Public Schools <sup>#5</sup>

236 Grand Street ♦ Waterbury, Connecticut 06702 ♦ (203) 346-2340 ♦ Fax (203) 574-8010

Paul F. Guidone  
Chief Operating Officer  
& Chief of Staff

June 16, 2015

City of Waterbury  
Board of Education Commissioners  
236 Grand Street  
Waterbury, Connecticut 06702

REFERENCE: Public School Facility Utilization & Redistricting Study

Dear Commissioners:

Attached for your information and approval, is a copy of Agreement Amendment No. 1 (RFP #5126) for Public School Facility Utilization and Redistricting Study between the City of Waterbury and Milone & MacBroom, Incorporated. The base services were outlined in the bid documents. The initial agreement amount is \$152,000.00 and is based on a predetermined scope of work. The agreements completion date is May 1, 2015.

The Consultant requires additional time to complete their services beyond the completion date. The Amendment is for a four (4) month time extension from May 1, 2015 to September 1, 2015. The scope and amount of the agreement will remain the same.

Please feel free to call if you have any questions. Thank you for your consideration and assistance.

Sincerely,

Paul F. Guidone  
Chief Operating Officer and Chief of Staff

PFG/bt

Attachment

cc: Bruce Turbacuski, Program Manager O&G Industries, Inc.  
Linda Wihbey, Corporation Counsel  
File

**AMENDMENT NO. 1  
OTHER PROFESSIONAL SERVICES AGREEMENT  
RFP No. 5126  
for  
Public School Facility Utilization & Redistricting Study  
between  
The City of Waterbury, Connecticut  
and  
Milone & MacBroom, Inc.**

**THIS AMENDMENT No.1**, effective on the date signed by the Mayor, is by and between the **CITY OF WATERBURY**, City Hall, 235 Grand Street, Waterbury, Connecticut, 06702 (the "City") and Milone & MacBroom, Inc., located at 99 Realty Drive, Cheshire, CT 06410, a State of Connecticut duly registered domestic corporation (the "Consultant/Vendor").

**WHEREAS**, the Consultant/Vendor submitted a proposal to the City responding to RFP No. 5126 for Public School Facility Utilization & Redistricting Study ; and

**WHEREAS**, the City accepted the Consultant/Vendor's proposal for RFP No. 5126; and

**WHEREAS**, on or about January 28, 2015, the City entered into an Agreement with the Consultant/Vendor for services as set forth in said Agreement, and

**WHEREAS**, said agreement stipulated the Consultant shall complete all services required under this Contract by May 1, 2015, and

**WHEREAS**, the Consultant/Vendor is in need of additional time to complete the services required of the contract for the Public School Facility Utilization & Redistricting Study, dated January 28, 2015, set forth in said Agreement;

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

1. **Contract Time.** The parties agree to amend Paragraph 5 of the January 28, 2015 Agreement, entitled "Contract Time" to complete all services required under this Contract by September 1, 2015.
2. **Compensation.** The parties agree Paragraph 6 of the January 28, 2015 Agreement, entitled "Compensation" is unchanged by the amended contract time for satisfactory provision of all of the goods and services set forth in the this Contract.
3. The Parties do hereby agree that except as herein specifically modified by this Amendment, all the terms, provisions, covenants, conditions, warranties and representations of the Agreement shall remain in full force and effect as valid and binding obligations of the Parties according to their terms.

[Signature page follows]

Agreement Amendment No. 1 for Public School Facility Utilization & Redistricting Study between City of Waterbury and Milone & MacBroom, Inc. – RFP #5126

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

WITNESS:

CITY OF WATERBURY

\_\_\_\_\_

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

\_\_\_\_\_

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

WITNESS:

MILONE AND MACBROOM, INC.

\_\_\_\_\_

By: \_\_\_\_\_  
Stephen R. Dietzko, Vice President

\_\_\_\_\_

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



#6

**REQUEST FOR FIELD TRIP**

**ALL FIELD TRIP FORMS MUST BE FAXED (203-574-8010) OR EMAILED TO THE  
SCHOOL'S INSTRUCTIONAL LEADERSHIP DIRECTOR.  
ALL FIELD TRIPS REQUEST MUST INCLUDE THE APPROPRIATE COVER SHEET**

☒ **OUT OF STATE – MUST BE RECEIVED FIVE (5) WEEKS PRIOR TO TRIP**

☐ **IN STATE – MUST BE RECEIVED THREE (3) WEEKS PRIOR TO TRIP**

***This request must be approved prior to collecting or committing any funds such  
as down payments or making definite arrangements.***

Date Submitted: June 17, 2015

Name of Travel Agency (if applicable): N/A

1) Requested by: Debbie Benjamin WAMS High School

Name of Staff Member School Grade level/Subject

2) How many students? 45

3) Name of destination: Eastern States Exposition (BIG E)

4) City/State of destination: Springfield, MA

5) Departure: Tuesday, September 29, 2015 8:00 am  
Day Date Time

6) Return: Tuesday, September 29, 2015 6:00 pm  
Day Date Time

7) Is school in session during this field trip? Yes

8) What unit in the curriculum does this field trip support?

Entrepreneurship and Marketing -  
The role of free enterprise and the American economy as it relates to owning and marketing businesses

9) What are the Common Core State Standards this field trip supports?

CCSS.ELA-Literacy.RST.11-12.9 Synthesize information from a range of sources (e.g., texts, experiments, simulations) into a coherent understanding of a process, phenomenon, or concept, resolving conflicting information when possible  
*Students will be able to synthesize textbook lessons and class discussions with information gained from this trip.*

10) What are the guiding questions from the curriculum this field trip will answer?

Students will be able to compare and contrast the basic features of a free enterprise system as it applies to individual entrepreneurs selling and marketing products and inventions throughout the The Big E ( Better Living Center, Craft Fair, various exhibits, Young Building and Storowtown Village). Students can interact with local entrepreneurs and focus on CT history as well in the CT Building.

11) What expected performances will be taught by this field trip?

Students will be able to see marketing techniques utilized by entrepreneurs as well as small, medium, and large sized businesses selling and promoting their products. They will visualize the entrepreneurial spirit and ambition through exhibits and discussions with crafters and vendors. They will have an opportunity to interact with CT and New England business owners and see how the states have evolved through the years.

12) How will you assess the learning that results from this field trip?

Students will complete a reflection paper with directed questions upon their return. Questions will be relative to main idea and expressing opinions.

13) Explain what educational value this field trip offers the students:

Students can experience firsthand all the concepts they are studying in class and can actually visualize real world examples. It will give them a clearer frame of reference to build future business concepts upon.

14) Transportation: Type/name of Approved PUC Carrier

Durham School Bus

15) Name(s) and phone number(s) of person(s) responsible for organizing this trip:

Name	Phone Number	Name	Phone Number
1. Debbie Benjamin	(203) 228-4269	4	
2.		5.	
3		6	

16) Name(s) of person(s) supervising students. **NOTE: One (1) chaperone for every ten (10) students.**

Teacher(s) as chaperones: Debbie Benjamin, Patricia Theriault

Aides(s) as chaperones: Sarah Watson Toni Harris

Parent(s) as chaperones: M. Ruby,

17) How is this trip financed: (If it's fund raising activities, list the fund raising activities. If it's a grant, give title and number of the grant, student contributions, etc.)

Bus paid by school grant  
Student contributions

18) What is the approximate cost per pupil for this trip?

\$15



19) Is any student excluded from attending this trip? Yes No

If yes, explain why:

20) What is the approximate cost all chaperones?

Free

21) How many substitutes are necessary? 2 (If none specify)

Teacher	Subject/Grade	Teacher	Subject/Grade
1. Debbie Benjamin	Business	4.	
2. Patricia Theriault	Eighth Grade	5.	
3.		6.	

22) The medication(s) and/or procedure(s), as prescribed by the student(s) physician, will be provided while participating in the field trip

Yes ☒ No ☐

Signature of School Nurse

Date

23) This field trip request meets the needs of the BOE policy? Yes ☒ No ☐Is this field trip recommended? Yes ☒ No ☐Arrangements for students(s) medical needs have been made Yes ☐ No ☐

Signature of School Principal

Date

## CENTRAL OFFICE RESPONSE

24) This field trip request has been reviewed and approved at the Superintendent's level ☒This field trip request has been reviewed and is not approved ☐

Signature of Superintendent/Designee/ILD

Date

25) This field trip request required Board of Education action for out of state or overnight field trip was approved/denied by the Board of Education during its meeting of \_\_\_\_\_

Signature of BOE/Designee

Date

A copy of this request, when approved, will be returned to the School Principal.

#7

## COMMITTEE ON SCHOOL FACILITIES & GROUNDS

**WORKSHOP:** Thurs., June 25, 2015 (Maloney Magnet School)  
**BOARD MEETING:** Thurs., July 2, 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>
M. Rocco	W.Cross gym: Wed., Sept. 2nd 6:00-8:30 pm (Ice cream social/PTA meeting)
J. Mendoza	Reed café: Saturdays/monthly-October thru May 9:30am-12:30pm (Delta Youth Initiative program )
Amy Simms	Rotella aud.: Thurs. & Fri. Aug. 6th & 7th 8am-3pm (ABA prof. dev.)

Approved:

Felix M. Rodriguez

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

2015-16

JUN - 3 2015

SCHOOL PERSONNEL USE ONLY

DATE: 5/2/15

TO: SCHOOL BUSINESS OFFICE

FROM: M. PACE

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

NAME OF SCHOOL REQUESTED: C. O. Cross School

☐ Auditorium    ☒ Gymnasium    ☐ Swimming Pool    ☐ Café/Rooms

DATES REQUESTED: Wed. Sept. 2, 2015

FROM: 5:00 am/pm    TO: 5:30 am/pm

FOR THE FOLLOWING PURPOSES:

I am from SGA/PTA  
the day

M. PACE  
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.



*Book*

SCHOOL PERSONNEL USE ONLY

*SUN 18 2015*

DATE: 6/17/15

TO: SCHOOL BUSINESS OFFICE

FROM: Reed School

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

NAME OF SCHOOL REQUESTED: REED School

☐ Auditorium    ☐ Gymnasium    ☐ Swimming Pool    ☒ Café/Rooms

*Saturdays*  
DATES REQUESTED: Oct. 3, 2015, November 7, 2015, December 5, 2015, January 2, 2016, February 6, 2016, March 5, 2016; May 7, 2015, and May 21, 2016

FROM: 9:30 a.m. TO: 12:30 pm/pmFOR THE FOLLOWING PURPOSES:

The Delta Youth Initiative Programs for teens, which focus upon self-esteem, college awareness, and tutorial services.

*J. Mendoza*  
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

JUN 22 2015

DATE: June 22, 2015

TO: SCHOOL BUSINESS OFFICE

FROM: Amy Simms, Supervisor of Special Education

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: August 6<sup>th</sup> and 7<sup>th</sup>

FROM: 8:00 am      TO: 3:00 pm

FOR THE FOLLOWING PURPOSES:

Professional development for the ABA Therapists in the Generali/ Wallace/Crosby Programs.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Amy Simms

\_\_\_\_\_  
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.

# COMMITTEE ON SCHOOL FACILITIES & GROUNDS

**WORKSHOP:** Thurs., June 25, 2015 (Maloney Magnet School)  
**BOARD MEETING:** Thurs., July 2, 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>
Valley Chordsmen	Rotella aud., music rm.: Thurs., Nov. 12th 5:00-10:00pm (rehearsal)
Greg Weaver	and Sat., Nov. 14th 5:00-10:00pm (show)
Holy Cross High School	WSMS pool: Aug. 27, 2015– March 12, 2016 Monday thru Friday
Jerry Ciarleglio, A.D.	2:45-4:45pm and Saturdays 10:00am-Noon (Girls and Boys Swim Programs)
Sunshine Dance Studio	Kennedy aud.: Sat. & Sun. June 4th & 5th, 2016 10:00am-5:00pm
Sheila Tetreault	(dance recital)

## REQUESTING WAIVERS:

Grandville Academy	Reed aud., café, rooms: Saturdays 7/11/15-8/15/15 9:00am-2:00pm
Maurice Mosley	(STEM program) (\$1,512.)
Wtby. Ballers Basketball	Wilby gym: Sat. & Sun. Aug. 1st & 2nd 8am-8pm
Terence Lott	(back to school fundraiser) (\$2,184.)

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

Child Evangelist Fellowship of CT.	Sprague classrms.: Sept., 2015-June, 2016
Brian Evelich, CEF State Director	Mondays 2:30-4:00pm (CEF Good News Club)
Kingdom 1st.	Career Academy lobby: Friday., July 17th 4:30-10:00pm
Oren Stephens	(motivational speaker)

MONIES COLLECTED TO DATE:

\$ 100,538.50

Approved:

---

Felix M. Rodriguez

---

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

These activities are completed and have been billed:

Nationals, Inc.  
Sacred Heart H.S.  
First Oronoke Condo Assoc.

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#

APR - 6 2015

APPLICANT GREG Weaver NAME OF ORGANIZATION WTRB VALLEY CHORDSMEN  
ADDRESS 101 HIGHLAND AVE WATERBURY CT 06708 TELEPHONE # (203) 578-3447  
(street) (city) (state) (zip code)  
SCHOOL REQUESTED ROCKAWAY DATES 11/14/15 AND 11/12/15 ROOM(S) AUDITORIUM/BAND ROOM/DRESSING ROOM  
OPENING TIME 4:00 PM CLOSING TIME 10 PM PURPOSE DRESS REHEARSAL/SET UP AND PERFORMANCE  
ADMISSION (if any) \$20-\$15- CHARGE TO BE DEVOTED TO COMMUNITY PASSED NONPROFIT ORG  
APPROXIMATE NUMBER OF PEOPLE TO BE PRESENT: ADULTS 125-200 CHILDREN 40  
SIGNATURE OF APPLICANT GREG Weaver DATE 3/29/15  
PERSON(S) NAME, ADDRESS & PHONE NUMBER RESPONSIBLE FOR SUPERVISION:  
GREG WEAVER / 101 HIGHLAND AVE WATERBURY / (203) 578-3447  
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. JSW (PLEASE INITIAL)

SCHEDULE OF RATES: CUSTODIAL FEES: \$42/HR plus 1 HR service per custodian

RENTAL FEES:

MISCELLANEOUS FEES: TECH. \$55/HR.

SECURITY DEPOSIT \$

INSURANCE COVERAGE

YES

NO

PLEASE READ THE FOLLOWING CAREFULLY

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

A COPY OF YOUR INSURANCE MUST ACCOMPANY YOUR APPLICATION (IF APPLICABLE) - SUBMITTED SEPARATELY BY

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

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.

White-Permittee

Goldenrod-School Business Office

Pink-Principal

Blue-Custodian

5-10pm  
11/12  
Rehearsal  
11/24 5-10PM  
SHOW



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# JUN 11 2015

APPLICANT Holy Cross HS. (Jerry Gentry) NAME OF ORGANIZATION Girls & Boys Swim Teams

ADDRESS 587 ORONHURD RD WTRB CT 06708 TELEPHONE # 203-753-8085  
(street) (city) (state) (zip code)

SCHOOL REQUESTED West Side DATES Aug 27 - Mar 12 ROOM(S) POOL

OPENING TIME 2:45 CLOSING TIME 4:45 PURPOSE Swim Practice

ADMISSION (if any) (we will still have meets @ Kennedy) CHARGE TO BE DEVOTED TO -

APPROXIMATE NUMBER OF PEOPLE TO BE PRESENT: ADULTS 2 CHILDREN 15-20

SIGNATURE OF APPLICANT [Signature] DATE 6-8-15

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

Mary Rancicini (203-437-0566)

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. JR (PLEASE INITIAL)

SCHEDULE OF RATES: CUSTODIAL FEES: \$73/HR.

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

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

SECURITY DEPOSIT \$ [Signature] INSURANCE COVERAGE OK YES \_\_\_\_\_ NO \_\_\_\_\_

PLEASE READ THE FOLLOWING CAREFULLY

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.

DEPARTMENT OF EDUCATION - WATERBURY, CONNECTICUT  
SCHOOL BUSINESS OFFICE  
236 GRAND ST., WATERBURY, CT 06702  
USE OF BUILDING PERMIT

CONTRACT#

TYPE OR USE PEN AND PRESS FIRMLY

APPLICANT Sunshine Dance NAME OF ORGANIZATION Sunshine

ADDRESS 34 Main St Ave Waterbury CT 06705 TELEPHONE # 203-574-5438  
(street) (city) (state) (zip code)

SCHOOL REQUESTED Kennedy DATES June 4 + 5 ROOM(S) Auditorium + cafeteria

OPENING TIME 10 AM CLOSING TIME 5 PM PURPOSE Dance Recital

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

APPROXIMATE NUMBER OF PEOPLE TO BE PRESENT: ADULTS \_\_\_\_\_ CHILDREN \_\_\_\_\_

SIGNATURE OF APPLICANT Silvia Tatum DATE 8-21-15

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. ST (PLEASE INITIAL)

SCHEDULE OF RATES: CUSTODIAL FEES: \$42/HR plus 1 HR service per custodian

RENTAL FEES: \$1200/4 HRS + \$200/EACH ADD HR

MISCELLANEOUS FEES: Tech. \$55/HR.

SECURITY DEPOSIT \$ 500. INSURANCE COVERAGE YES NO

PLEASE READ THE FOLLOWING CAREFULLY

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.

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#

APR 17 2015

APPLICANT Maurice B Mosley NAME OF ORGANIZATION Granville Academy  
ADDRESS 66 Redcoat Rd CT 06704 TELEPHONE # 203-5984101-267-7863279  
(street) (city) (state) (zip code)  
SCHOOL REQUESTED Reed DATES 7/11-8/15 ROOM(S) Computer lab, auditorium,  
OPENING TIME 9:00 AM CLOSING TIME 2 PM PURPOSE STEM program - ages 8-5-12  
ADMISSION (if any) NA CHARGE TO BE DEVOTED TO \_\_\_\_\_  
APPROXIMATE NUMBER OF PEOPLE TO BE PRESENT: ADULTS 7 CHILDREN 60  
SIGNATURE OF APPLICANT [Signature] DATE April 17, 2015  
PERSON(S) NAME, ADDRESS & PHONE NUMBER RESPONSIBLE FOR SUPERVISION:

Maurice Mosley 66 Redcoat Rd Waterbury  
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:

\$42/HR plus 1 HR SERVICE #1512

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

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

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

INSURANCE COVERAGE

YES

NO

PLEASE READ THE FOLLOWING CAREFULLY

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.

White-Permittee

Goldenrod-School Business Office

Pink-Principal

Blue-Custodian

(to be submitted with ~~one~~ Building Permit)

Please check below specific item(s):

## Custodial Fees

Computer  
Room

SCHOOL/ROOMS REQUESTED: Gym 5 classrooms, auditorium  
L. Gregory

TIMES: 9 - 2 pm

TIMES: 9-200

TIMES: 4-2113

TIMES: 9-2/77

TIMES: 9-277

TIMES: 41 - 2/10

April 17, 2015  
Date

Signature \_\_\_\_\_

List total cost of fees being requested to be waived:

Security Deposit

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  
236 GRAND ST., WATERBURY, CT 06702  
USE OF BUILDING PERMIT  
TYPE OR USE PEN AND PRESS FIRMLY

CONTRACT#

APPLICANT Terence Lett NAME OF ORGANIZATION Waterbury Ballers  
ADDRESS 25 Girard Ave Waterbury CT 06704 TELEPHONE # 203-509-4757  
(street) (city) (state) (zip code) SAT & Sun  
SCHOOL REQUESTED W. Liby DATES 8/1 And 8/2 ROOM(S) 2 or 3  
OPENING TIME 8am CLOSING TIME 8pm PURPOSE Fundraiser for School Supplies  
ADMISSION (if any) \_\_\_\_\_ CHARGE TO BE DEVOTED TO school supplies  
APPROXIMATE NUMBER OF PEOPLE TO BE PRESENT: ADULTS 100 CHILDREN 100  
SIGNATURE OF APPLICANT Terence Lett DATE 3/10/15

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

Terence Lett 203-509-4757

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. TL (PLEASE INITIAL)

SCHEDULE OF RATES: CUSTODIAL FEES: \$48/hr plus 1 hr service per cust.

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

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

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

INSURANCE COVERAGE \_\_\_\_\_

YES \_\_\_\_\_ NO \_\_\_\_\_

PLEASE READ THE FOLLOWING CAREFULLY

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.



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

APPLICANT/ORGANIZATION:

Wilby Ballers

Please check below specific item(s):

Building Usage Fees ☐

Custodial Fees ☒

SCHOOL/ROOMS REQUESTED:

Wilby Gym

DATE(S): Aug 1

TIMES: 8am - 8pm

DATE(S): Aug 2

TIMES: " "

DATE(S):

TIMES:

DATE(S):

TIMES:

DATE(S):

TIMES:

DATE(S):

TIMES:

3-10-15  
Date

Tom [Signature]  
Signature

OFFICE USE ONLY

List total cost of fees being requested to be waived:

\$ Building Usage Fees

\$ 2184.<sup>-</sup>  
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  
236 GRAND ST., WATERBURY, CT 06702  
USE OF BUILDING PERMIT  
TYPE OR USE PEN AND PRESS FIRMLY

CONTRACT#

AFFILIANT: Brian Evelich (CEF State Director) NAME OF ORGANIZATION: 501 (c) 3 Organization  
Child Evangelism Fellowship of CT

ADDRESS: 1245 Thomaston Avenue, Waterbury CT 06704 TELEPHONE #845-521-8850  
(street) (city) (state) (zip code)

SCHOOL REQUESTED: Sprague DATES: Mondays through school year ROOM(S): Principal suggest 3 rooms next to each other

OPENING TIME: 2:30 pm CLOSING TIME: 4:00 pm PURPOSE: CEF Good News Club

ADMISSION (if any): None CHARGE TO BE DEVOTED TO: N/A

APPROXIMATE NUMBER OF PEOPLE TO BE PRESENT: ADULTS: 4 to 6 CHILDREN: 15 initially, growth through year to 70

SIGNATURE OF APPLICANT: Brian Evelich DATE: May 14, 2015

PERSON(S) NAME, ADDRESS & PHONE NUMBER RESPONSIBLE FOR SUPERVISION:  
Lijo Thomas, First Assembly of God Waterbury, 1245 Thomaston Ave, 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 fee and court costs associated with said proceedings. (PLEASE INITIAL)

Expressed and no fee for non-profit by Superintendent Ouellette

SCHEDULE OF RATES: CUSTODIAL FEES:

RENTAL FEES:

MISCELLANEOUS FEES:

SECURITY DEPOSITS: INSURANCE COVERAGE: YES NO

PLEASE READ THE FOLLOWING CAREFULLY

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. 574-6880 FIRE DEPT. 587-3452

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 574-3210 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.

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#

JUN 16 2015

APPLICANT Oren Stephens NAME OF ORGANIZATION Kingdom First, Inc.  
ADDRESS P.O. Box 610 Wthby, CT 06720 TELEPHONE # Shekna Group  
(street) (city) (state) (zip code)

SCHOOL REQUESTED Wthby Career DATES July 17, 15 ROOM(S) lobby & forum  
OPENING TIME 4:30pm CLOSING TIME 10:00 pm PURPOSE Large group need venue to seated motivational speaker  
ADMISSION (if any) None CHARGE TO BE DEVOTED TO \_\_\_\_\_

APPROXIMATE NUMBER OF PEOPLE TO BE PRESENT: ADULTS 130 CHILDREN 70

SIGNATURE OF APPLICANT Oren Stephens DATE June 10, 15

PERSON(S) NAME, ADDRESS & PHONE NUMBER RESPONSIBLE FOR SUPERVISION:  
Rick Curtis (860) 710-4176

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. (PLEASE INITIAL)

Waterbury Career High School @ 175 Birch St, Wthby, Ct  
SCHEDULE OF RATES: CUSTODIAL FEES: \_\_\_\_\_

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

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

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

PLEASE READ THE FOLLOWING CAREFULLY

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.