



**Interdistrict School for Arts and Communication**  
**MEETING OF THE BOARD OF DIRECTORS**

August 21, 2024 at 4:00 pm via ZOOM Link Available on the Website

This meeting will be held virtually

**AGENDA**

- |         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                            |
|---------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
| 4:00 pm | <b>1. WELCOME/CALL TO ORDER</b><br>1a. Establishment of Quorum<br>1b. Public Comment<br><i>The Board of Directors welcomes public comment. Due to the nature of the virtual format of the meeting, all comments are to be submitted via email prior to noon on the day of the meeting. Comments may be made on almost any matter related to the operations of ISAAC and will be shared with the Board members in their packet. We shall not read or address any comments at this meeting. However, comments concerning individual students or staff members shall not be permitted.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <i>Chairman R.F. Muckle</i>                                                                |
| 4:01 pm | <b>2. CONSENT AGENDA</b><br><ul style="list-style-type: none"><li>• Approval of Minutes from Special Meeting July 25, 2024 BOD Meeting</li><li>• Approval of Minutes from Special Meeting June 10, 2024 BOD Meeting</li><li>• Approval of the ISAAC Organizational Chart</li><li>• Acceptance of the Year-to-Date Profit/Loss Financial Report for July 2024</li><li>• Acceptance of the Year-to-Date Profit/Loss Financial Report for June 2024</li><li>• Acceptance of the Balance Sheet for June 30, 2024</li><li>• Approval of the Revised Harassment Policy 5420 for Students from Shipman &amp; Goodwin</li><li>• Approval of the Revised Harassment Policy 4420 for Personnel from Shipman &amp; Goodwin</li><li>• Approval of the Revised Section 504 ADA Policy 4504 for Personnel from Shipman &amp; Goodwin</li><li>• Approval of the Revised Personnel Non-Discrimination Policy 4004 from Shipman &amp; Goodwin</li><li>• Acceptance of the General Concerns Process for Personnel from Shipman &amp; Goodwin</li></ul> <i>Possible Motion: Approve and accept all items on the consent agenda</i> | <i>Chairman R.F. Muckle</i>                                                                |
| 4:03 pm | <b>3. EXECUTIVE DIRECTOR REPORT</b><br>3a. CSDE Update<br><ul style="list-style-type: none"><li>• State Board of Education Meeting Update</li><li>• Action in Response to Renewal Recommendations</li><li>• Accountability Index</li></ul> 3b. 4 <sup>th</sup> Grade Expansion Update<br>3c. Construction Update<br><ul style="list-style-type: none"><li>• Dime Bank Appraisal</li><li>• Upcoming Executive Committee Meeting for Loan Approval</li></ul> 3d. Legislative Update<br>3e. Grant Update<br>3f. Hiring Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <i>Dr. Spera</i>                                                                           |
| 4:15 pm | <b>4. SUBCOMMITTEE REPORTS</b><br>4a. GOVERNANCE COMMITTEE<br><ul style="list-style-type: none"><li>• Nomination and Recommendation for Open Board Position</li></ul> <i>Possible Motion: To accept the nomination of Bill Buscetto onto the Board of Directors</i><br>4b. FINANCE COMMITTEE<br><ul style="list-style-type: none"><li>• General Update</li></ul> 4c. BUILDING COMMITTEE<br><ul style="list-style-type: none"><li>• New London Zoning Approval Update</li><li>• Expected Timeline for Groundbreaking &amp; Ribbon Cutting</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <i>Vice-Chair M. Spellman</i><br><i>Treasurer L. Muller</i><br><i>Chairman R.F. Muckle</i> |
| 4:30 pm | <b>5. NEW BUSINESS</b><br>5a. Oath of Office for New Board of Director Member<br>5b. Next Board Training with Shipman & Goodwin in Fall 2024<br>5c. Next Board of Directors Meeting on September 28, 2024                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <i>Chairman R.F. Muckle</i>                                                                |
| 4:40 pm | <b>6. ADJOURN</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <i>Chairman R.F. Muckle</i>                                                                |

**INTERDISTRICT SCHOOL FOR ARTS AND COMMUNICATION**

as of Aug 12 2024

**Statement of Activities (Profit & Loss)**
**JUNE 30 2024** *(preliminary - pre-GAAP)*

|                                                        | Current Yr           | Prior Yr             | %        | approved Oct 2023<br>REVISED BUDGET | %           |
|--------------------------------------------------------|----------------------|----------------------|----------|-------------------------------------|-------------|
|                                                        | Jun 24               | Jun 23               | % Change | 23-24 Full Year                     | % of Budget |
| <b>TOTAL REVENUES</b>                                  | <b>5,581,590</b>     | <b>6,134,516</b>     | -9.0%    | <b>5,474,932</b>                    | 101.9%      |
| <b>SALARIES</b>                                        | <b>3,711,815</b>     | <b>3,345,735</b>     | 10.9%    | <b>3,673,152</b>                    | 101.1%      |
| <b>FRINGE BENEFITS</b>                                 | 15.5% <b>576,404</b> | 15.3% <b>512,205</b> | 12.5%    | <b>614,224</b>                      | 93.8%       |
| <b>TOTAL SALARIES + FRINGE BENEFITS</b>                | <b>4,288,219</b>     | <b>3,857,940</b>     | 11.2%    | <b>4,287,376</b>                    | 100.0%      |
| <i>Employee Costs as % of Revenue</i>                  | <i>76.8%</i>         | <i>62.9%</i>         |          | <i>78.3%</i>                        |             |
| <b>PROFESSIONAL SERVICES</b>                           | <b>99,922</b>        | <b>147,688</b>       | -32.3%   | <b>149,085</b>                      | 67.0%       |
| <b>FACILITIES COSTS</b>                                | <b>192,450</b>       | <b>283,903</b>       | -32.2%   | <b>203,462</b>                      | 94.6%       |
| 65320 · Student Field Trips                            | 1,850                | 6,200                | -70.2%   | 5,950                               | 31.1%       |
| 65321 · After School Transportation                    | 1,820                | 6,125                |          |                                     | 100.0%      |
| 65325 · Parental Activities                            | 2,082                | 5,446                | -61.8%   | 5,000                               | 41.6%       |
| 65900 · Other Purchased Svcs                           | 7,860                | 4,810                | 63.4%    | 5,490                               | 143.2%      |
| 65911 · Building Insurance                             | 30,626               | 29,683               | 3.2%     | 40,000                              | 76.6%       |
| 65912 · Liability Insurance                            | 28,665               | 14,241               | 101.3%   | 14,946                              | 191.8%      |
| 65920 · Telephone & Internet                           | 11,141               | 9,972                | 11.7%    | 10,104                              | 110.3%      |
| 65930 · Postage & Shipping                             | 3,973                | 1,842                | 115.7%   | 2,900                               | 137.0%      |
| 65950 · Printing                                       | 1,635                | 458                  | 256.7%   | 1,804                               | 90.6%       |
| 65970 · Bank fees & charges                            | 70                   | -                    |          |                                     |             |
| 65980 · Mktg/Branding/Advert                           | -                    | -                    | 0.0%     | 5,000                               | 0.0%        |
| <b>GENERAL OPERATING COSTS</b>                         | <b>89,722</b>        | <b>78,777</b>        | 13.9%    | <b>91,194</b>                       | 98.4%       |
| <b>SUPPLIES</b> <i>(incl Food Services)</i>            | <b>279,656</b>       | <b>258,558</b>       | 8.2%     | <b>269,141</b>                      | 103.9%      |
| <b>TECHNOLOGY &amp; CAPITAL EXPENSES</b>               | <b>412,108</b>       | <b>1,502,601</b>     | -72.6%   | <b>319,579</b>                      | 129.0%      |
| <b>OTHER EXPENSES</b> <i>(incl Student Activities)</i> | <b>45,564</b>        | <b>35,012</b>        | 30.1%    | <b>41,514</b>                       | 109.8%      |
| <b>UNANTICIPATED EXPENSE / CONTINGENCY</b>             | <b>-</b>             | <b>-</b>             | 0.0%     | <b>25,000</b>                       | 0.0%        |
| <b>DEBT SERVICE (PRINCIPAL &amp; INTEREST)</b>         | <b>154,298</b>       | <b>62,484</b>        | 146.9%   | <b>154,001</b>                      | 100.2%      |
| <b>TOTAL EXPENDITURES</b>                              | <b>5,561,938</b>     | <b>6,226,964</b>     | -10.7%   | <b>5,540,352</b>                    | 100.4%      |
| NET ORDINARY INCOME (before Carryforward)              | 19,651               | (92,448)             |          |                                     |             |
| OTHER INCOME: PRIOR YEAR CARRY-FORWARD                 | 65,420               | 171,779              |          | 65,420                              | 100.0%      |
| OTHER: CAPITAL TRANSFER-IN / (OUT) to Gen Fund         | 80,385               | -                    |          | -                                   | 0.0%        |
| <b>NET SURPLUS/(DEFICIT) excl Depr/Cap Assets</b>      | <b>165,457</b>       | <b>79,331</b>        |          | <b>-</b>                            |             |

# Interdistrict School for Arts and Communication

## Balance Sheet Prev Year Comparison

As of June 30, 2024  
(unaudited)

|                                       | Jun 30, 24   | Jun 30, 23   |
|---------------------------------------|--------------|--------------|
| <b>ASSETS</b>                         |              |              |
| Current Assets                        |              |              |
| Checking/Savings                      | 1,401,828.42 | 1,652,296.64 |
| Accounts Receivable                   | 373,743.20   | 362,655.91   |
| Other Current Assets                  | 12,545.93    | 9,890.41     |
| Total Current Assets                  | 1,788,117.55 | 2,024,842.96 |
| Fixed Assets                          |              |              |
| 050-00 · Fixed Assets                 | 5,225,104.80 | 5,225,104.80 |
| 058 · Construction in Progress        | 2,702,372.52 | 2,391,960.73 |
| Total Fixed Assets                    | 7,927,477.32 | 7,617,065.53 |
| <b>TOTAL ASSETS</b>                   | 9,715,594.87 | 9,641,908.49 |
| <b>LIABILITIES &amp; EQUITY</b>       |              |              |
| Liabilities                           |              |              |
| Current Liabilities                   |              |              |
| Accounts Payable                      | 98,950.54    | 367,597.94   |
| Other Current Liabilities             | 331,170.46   | 385,022.60   |
| Total Current Liabilities             | 430,121.00   | 752,620.54   |
| Long Term Liabilities                 |              |              |
| 070 · Mortgage Payable                | 460,226.48   | 460,784.02   |
| 0711 · DIME Construction Loan Payable | 1,399,574.63 | 1,089,162.84 |
| 073 · Vehicle/Equipment Loan          | 32,673.49    | 32,673.49    |
| 075 · Capital Reserve (Per Pupil)     | 380,645.38   | 461,030.38   |
| Total Long Term Liabilities           | 2,273,119.98 | 2,043,650.73 |
| Total Liabilities                     | 2,703,240.98 | 2,796,271.27 |
| Equity                                | 7,012,353.89 | 6,845,637.22 |
| <b>TOTAL LIABILITIES &amp; EQUITY</b> | 9,715,594.87 | 9,641,908.49 |

## Interdistrict School for Arts and Communication

08/15/24

## Profit &amp; Loss YTD Comparison

Accrual Basis

July 2024

|                                      | Jul 24              | Jul 23            |
|--------------------------------------|---------------------|-------------------|
| <b>Ordinary Income/Expense</b>       |                     |                   |
| <b>Income</b>                        |                     |                   |
| 091-00 · Food Service Program        | 0.00                | 52.11             |
| 095-00 · Grants - Private            | 0.00                | 35,528.44         |
| 096-00 · Misc Rev / Interest         | 4,198.26            | 0.00              |
| 097-00 · Per Pupil Allocation        | 1,091,010.00        | 876,921.00        |
| 099-00 · Student Activity and Events | 0.00                | 114.75            |
| <b>Total Income</b>                  | <b>1,095,208.26</b> | <b>912,616.30</b> |
| <b>Gross Profit</b>                  | <b>1,095,208.26</b> | <b>912,616.30</b> |
| <b>Expense</b>                       |                     |                   |
| 100-00 · Salaries                    | 251,078.98          | 241,930.09        |
| 200-00 · Fringe Benefits             | 35,508.19           | 58,310.24         |
| 300-00 · Professional Svcs           | 848.15              | 6,059.30          |
| 400-00 · Facility Costs              | 14,297.80           | 20,573.36         |
| 500-00 · Operating Exp               | 832.10              | 25,204.43         |
| 600-00 · Supplies/Materials          | 10,396.50           | 19,990.99         |
| 700-00 · Tech/Capital Exp            | 44,496.49           | 19,295.82         |
| 800-00 · Other                       | 1,268.55            | 1,181.86          |
| 900-00 · Debt Svc                    | 13,527.25           | 9,262.58          |
| 999-00 · Student Activ/Events Exp    | 0.00                | 29.97             |
| <b>Total Expense</b>                 | <b>372,254.01</b>   | <b>401,838.64</b> |
| <b>Net Ordinary Income</b>           | <b>722,954.25</b>   | <b>510,777.66</b> |
| <b>Net Income</b>                    | <b>722,954.25</b>   | <b>510,777.66</b> |



**Interdistrict School for Arts and Communication  
Board of Directors Finance Committee**

August 20, 2024 at 3:00 pm

*New London, CT*

**AGENDA**

- |         |                                                                                                                                                                                                                                                                                                                                                                                              |                                |
|---------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|
| 4:00 pm | <b>1. WELCOME/CALL TO ORDER</b>                                                                                                                                                                                                                                                                                                                                                              | <i>Finance Chair L. Muller</i> |
| 4:02 pm | <b>2. FINANCIAL REVIEW</b> <ul style="list-style-type: none"><li>• June 30 2024 Profit/Loss and Balance Sheet (unaudited)</li><li>• Year-to-date July 31 2024 Profit/Loss</li><li>• Per Pupil installment in July included 52 added seats</li><li>• 2024 EFS is in process, will be completed before Sept 1</li><li>• Doherty Beals &amp; Banks Auditors will begin review Sept 16</li></ul> | <i>E. Robb</i>                 |
| 4:17 pm | <b>3. CONSTRUCTION PROJECT</b>                                                                                                                                                                                                                                                                                                                                                               | <i>N. Spera</i>                |
| 4:22 pm | <b>4. OTHER UPDATES</b> <ul style="list-style-type: none"><li>• Enrollment</li><li>• Fourth Grade</li><li>• Staffing</li></ul>                                                                                                                                                                                                                                                               | <i>N. Spera</i>                |
| 4:30 pm | <b>5. ADJOURNMENT</b>                                                                                                                                                                                                                                                                                                                                                                        | <i>Finance Chair L. Muller</i> |

**POLICY REGARDING EMPLOYEES AND  
SECTION 504 OF THE REHABILITATION ACT OF 1973 AND  
TITLE II OF THE AMERICANS WITH DISABILITIES ACT OF 1990**

Section 504 of the Rehabilitation Act of 1973 ("Section 504") prohibits discrimination against individuals with a disability in any program receiving Federal financial assistance. Similarly, Title II of the Americans with Disabilities Act of 1990 ("Title II" or "ADA") prohibits discrimination against individuals with a disability by state and local governments. To be protected under Section 504 and the ADA ("collectively, "Section 504/ADA"), an individual must (1) have a physical or mental impairment that substantially limits one or more major life activities; (2) have a record of such an impairment; or (3) be regarded as having such an impairment.

In order to fulfill its obligation under Section 504/ADA, the ISAAC Board of Directors (the "Board") recognizes a responsibility to avoid discrimination in policies and practices regarding its personnel, students, parents/guardians and members of the public who participate in school sponsored programs. In this regard, the Board prohibits discrimination against any person with a disability in any of the services, programs or activities of the school system.

Employees who are interested in requesting or discussing reasonable accommodations for a disability should contact:

Amy Geary  
190 Governor Winthrop Boulevard  
New London, CT 06320  
[ageary@isaacschool.org](mailto:ageary@isaacschool.org)  
860.447.1003

**Commented [ADP1]:** Please confirm.

Any employee may file an internal grievance/complaint regarding discrimination on the basis of disability by or within ISAAC by utilizing the grievance/complaint procedures outlined in the Board's Administrative Regulations Regarding Employees and Section 504 of Rehabilitation Act of 1973 and Title II of Americans with Disabilities Act, and/or may file a complaint with the Office for Civil Rights, U.S. Department of Education ("OCR"):

**Commented [ADP2]:** This identifies multiple pathways for reporting.

Office for Civil Rights, Boston Office  
U.S. Department of Education  
8<sup>th</sup> Floor  
5 Post Office Square  
Boston, MA 02109- 3921  
(617) 289-0111

Employees may also file a complaint regarding employment discrimination on the basis of disability with the Equal Employment Opportunity Commission, Boston Area Office, John F. Kennedy Federal Building, 15 New Sudbury Street, Room 475, Boston, MA 02203-0506 (TELEPHONE NUMBER 800-669-4000).

Employees may also file a complaint with the Connecticut Commission on Human Rights and Opportunities, 450 Columbus Blvd., Hartford, CT 06103-1835 (TELEPHONE NUMBER 800-477-5737).

Anyone who wishes to file a grievance/complaint with ISAAC, or who has questions or concerns about this policy, should contact the Section 504/ADA Coordinator for ISAAC:

Amy Geary  
190 Governor Winthrop Boulevard  
New London, CT 06320  
[ageary@isaacschool.org](mailto:ageary@isaacschool.org)  
860.447.1003

**Commented [ADP3]:** Please confirm.

#### Legal References:

29 U.S.C. §§ 705, 794  
34 C.F.R. Part 104  
42 U.S.C. § 12101 et seq.  
28 C.F.R. Part 35

ADOPTED: January 20, 2021

ADOPTED:

REVISED: August 21, 2024

**Commented [ADP4]:** The proposed policy and regs would revise current ISAAC Policy/Reg 4505.

**ADMINISTRATIVE REGULATIONS REGARDING EMPLOYEES  
AND SECTION 504 OF THE REHABILITATION ACT OF 1973  
AND TITLE II OF THE AMERICANS WITH DISABILITIES ACT OF 1990**

ISAAC Board of Directors Section 504/ADA Grievance/Complaint  
Procedures Regarding Discrimination Against Employees

Section 504 of the Rehabilitation Act of 1973 ("Section 504") and Title II of the Americans with Disabilities Act of 1990 ("Title II" or "ADA") (collectively, "Section 504/ADA") prohibit discrimination on the basis of disability. For the purposes of Section 504/ADA, the term "disability" with respect to an individual means: (a) a physical or mental impairment that substantially limits one or more major life activities of such individual; (b) a record of such an impairment; or (c) being regarded as having such an impairment.

**I. Definitions**

**Major life activities:** include, but are not limited to, caring for oneself, performing manual tasks, seeing, hearing, eating, sleeping, walking, standing, sitting, reaching, lifting, bending, speaking, breathing, learning, reading, concentrating, thinking, communicating, interacting with others, and working. A major life activity also includes the operation of a major bodily function, such as the functions of the immune system, special sense organs and skin, normal cell growth, and digestive, genitourinary, bowel, bladder, neurological, brain, respiratory, circulatory, cardiovascular, endocrine, hemic, lymphatic, musculoskeletal, and reproductive systems. The operation of a major bodily function includes the operation of an individual organ within a body system.

**Mitigating measures:** include, but are not limited to, (a) medication, medical supplies, equipment, appliances, low-vision devices (defined as devices that magnify, enhance, or otherwise augment a visual image, but not including ordinary eyeglasses or contact lenses), prosthetics including limbs and devices, hearing aid(s) and cochlear implant(s) or other implantable hearing devices, mobility devices, oxygen therapy equipment and supplies; (b) use of assistive technology; (c) reasonable modifications or auxiliary aids or services; (d) learned behavioral or adaptive neurological modifications; or (e) psychotherapy, behavioral therapy, or physical therapy.

**Physical or mental impairment:** (a) any physiological disorder or condition, cosmetic disfigurement, or anatomical loss affecting one or more of the following body systems, such as: neurological, musculoskeletal, special sense organs, respiratory (including speech organs), cardiovascular, reproductive, digestive, genitourinary, immune, circulatory, hemic, lymphatic, skin, and endocrine; (b) any mental or psychological disorder, such as intellectual disability, organic brain syndrome, emotional or mental illness, and specific learning disability; or (c) an impairment that is episodic or in remission if it would substantially limit a major life activity when active. Physical or mental impairment includes, but is not limited to, contagious and noncontagious diseases and conditions such as the following: orthopedic, visual, speech, and hearing impairments, and cerebral palsy, epilepsy, muscular dystrophy, multiple sclerosis, cancer, heart disease, diabetes, intellectual disability, emotional illness, dyslexia and other specific learning disabilities, Attention Deficit Hyperactivity Disorder, Human Immunodeficiency Virus infection (whether symptomatic or asymptomatic), tuberculosis, drug addiction, and alcoholism.

**II. Procedures for Grievances/Complaints Alleging Discrimination on the Basis of Disability**

- A. Any eligible person, including any student, parent/guardian, staff member or other employee who feels that he/she has been discriminated against on the basis of disability (including differential treatment, harassment and retaliation) may submit a written

complaint to ISAAC's designated Section 504/ADA Coordinator (see contact information below) within thirty (30) school days of the alleged occurrence.

- B. Timely reporting of complaints facilitates the prompt investigation and resolution of such complaints. If a complaint is filed relating to alleged discrimination occurring more than thirty (30) school days after the alleged occurrence, the ability of the ISAAC School (the "School") to investigate the allegations may be limited by the passage of time. Therefore, complaints received after thirty (30) school days of the alleged occurrence shall be investigated to the extent possible, given the passage of time and the impact on available information, witnesses and memory. If a complaint is made verbally, the individual taking the complaint will reduce the complaint to writing. Individuals wishing to make a complaint about discrimination against students on the basis of disability should be referred to ISAAC's Section 504/ADA policies and regulations regarding students.
- C. Retaliation against any individual who complains pursuant to the Board's policy and regulations listed herein is strictly prohibited. ISAAC will not tolerate any retaliation that occurs as a result of the good faith reporting or complaint of disability-based discrimination or as a result of an individual's participation or cooperating in the investigation of a complaint. ISAAC will take necessary actions to prevent retaliation as a result of filing a complaint or the participation in an investigation of a complaint.
- D. If the Section 504/ADA Coordinator is the subject of the complaint, the complaint should be submitted directly to the Executive Director who may conduct the investigation or appoint a designee to conduct the investigation in accordance with these procedures. If the Executive Director is the subject of the complaint, ISAAC shall designate an appropriate party to conduct the investigation in accordance with these procedures.
- E. Complaints will be investigated promptly within timeframes identified below. Timeframes may be extended as needed given the complexity of the investigation, availability of individuals with relevant information and other extenuating circumstances. Confidentiality will be maintained by all persons involved in the investigation to the extent possible.
- F. The complaint should contain the following information:
  - 1. The name of the complainant;
  - 2. The date of the complaint;
  - 3. The date(s) of the alleged discrimination;
  - 4. The names of any witnesses or individuals relevant to the complaint;
  - 5. A detailed statement describing the circumstances in which the alleged discrimination occurred; and
  - 6. The remedy requested.

However, all complaints will be investigated to the extent possible, even if such information is not included in the complaint. In such circumstances, additional information may be requested by the investigator as part of the investigation process.

- G. Upon receipt of the complaint, the individual investigating the complaint shall:
  - 1. Provide a copy of the written complaint to the Executive Director;

**Commented [ADP5]:** This provision addresses potential conflicts of interest.

2. Meet separately with the complainant and the respondent within ten (10) school days to discuss the nature of the complaint, identify individuals the complainant and respondent believe have relevant information, and obtain any relevant documents the complainant may have;
  3. Provide the complainant and respondent with a copy of the applicable Board Section 504/ADA Policy and these administrative regulations;
  4. Consider whether and which interim measures might be appropriate for an alleged victim and the respondent pending the outcome of ISAAC's investigation;
  5. Conduct an investigation of the factual basis of the complaint that is adequate, reliable, and impartial, including conducting interviews with individuals with information and review of documents relevant to the complaint;
  6. Maintain confidentiality to the extent practicable throughout the investigative process in accordance with state and federal law;
  7. Communicate the outcome of the investigation in writing to the complainant, and to the respondent (to the extent permitted by state and federal confidentiality requirements), within fifteen (15) school days from the date the complaint was received by the Section 504/ADA Coordinator or Executive Director. The written notice shall include a finding as to whether the complaint was substantiated and if so, shall identify how ISAAC will remedy any identified violations of Section 504/ADA. The investigator may extend this deadline for no more than fifteen (15) additional school days if needed to complete the investigation. The complainant and the respondent shall be notified of any such extension;
  8. If a complaint is made during summer recess, the complaint will be reviewed and addressed as quickly as possible given the availability of staff and/or other individuals who may have information relevant to the complaint, and no later than fifteen (15) school days after the start of the following school year. The complainant and the respondent will receive notice if the investigation has been impeded by the summer recess, and interim measures may be implemented as necessary (see sub-paragraph 4);
  9. Ensure that appropriate corrective action is taken whenever allegations are verified. When allegations are verified, ensure that measures to remedy the effects of the discrimination and prevent its recurrence are appropriately considered, and offered, when appropriate. Corrective action should include steps to avoid continuing discrimination;
  10. In the event the investigator concludes that there is no violation of Section 504/ADA, ISAAC may attempt to resolve the complainant's ongoing concerns, if possible.
- H. If the complainant or respondent is not satisfied with the findings and conclusions of the investigation, the appealing party may request review and reconsideration of the conclusion of the complaint within ten (10) school days of receipt of the written outcome. In requesting review, the appealing party must submit the complaint, the written outcome of the complaint, and explain why he/she believes the factual

information relied upon by the investigator was incomplete, the analysis of the facts was incorrect, and/or the appropriate legal standard was not applied, and how this information would change the investigator's determination in the case. Failure to provide all such information may result in the denial of the review.

Upon review of a written request from the appealing party, the Executive Director will provide the appealing party's written statement to the non-appealing party (if any). The non-appealing party will then have ten (10) school days to submit to the decision-maker(s) for the appeal a written statement in support of, or challenging, the outcome of the complaint procedures.

The Executive Director shall review the evidence and the information presented by the parties and determine if further action and/or investigation is warranted. Such action may include consultation with the investigator and other relevant witnesses, a meeting with appropriate individuals to attempt to resolve the complaint or a decision affirming or overruling the investigator's conclusions or findings. The Executive Director shall issue written notice of the outcome of the appeal to the parties within thirty (30) school days of receipt of all written statements from the parties (provided that such timeframe may be reasonably extended based on the availability of necessary witnesses and/or participants, the complexity of the investigation, and/or other extenuating circumstances). The Executive Director's decision shall be final.

#### ***Complaint Procedure for Executive Director/Board Members Complaints:***

Any School administrator or Board member who receives a complaint of discrimination, harassment or retaliation of any employee by a Board Member or by the Executive Director shall forward the complaint promptly as follows. Complaints pertaining to the Executive Director or Board members will be forwarded to the Chair of the Board of Directors. Complaints pertaining to the Board Chair will be forwarded to the Board Vice Chair. In all cases, the individual receiving the complaint shall take appropriate steps to cause the matter to be investigated in a manner consistent with the procedures described above.

**Commented [ADP6]:** This addresses potential conflicts of interest issues is complaints are made about Board members or the Executive Director.

If a complainant or a respondent is not satisfied with the findings and conclusions of an investigation in which the Executive Director or a member of the Board is the respondent, within ten (10) school days of receiving the findings such party may present the complaint and written outcome to the Board Chair (or, if initially presented by the Board Chair, the Board Vice Chair), who will take appropriate steps to cause the matter to be reviewed in a manner consistent with the Board's non-discrimination policy and regulation. Such steps may include retention of an independent investigator different from the investigator who investigated the complaint.

**Commented [ADP7]:** See prior comment.

### **III. The Section 504/ADA Coordinator for ISAAC is:**

Amy Geary  
190 Governor Winthrop Boulevard  
New London, CT 06320  
[ageary@isaacschool.org](mailto:ageary@isaacschool.org)  
860.447.1003

**Commented [ADP8]:** Please confirm.

#### **IV. Complaints to Federal or State Agencies**

At any time, the complainant has the right to file a formal complaint with the U.S. Department of Education, Office for Civil Rights, 8<sup>th</sup> Floor, 5 Post Office Square, Suite 900, Boston, MA 02109-0111 (TELEPHONE NUMBER (617) 289-0111); <http://www2.ed.gov/about/offices/list/ocr/docs/howto.html>. Employees may also file a complaint regarding employment discrimination on the basis of disability with the Equal Employment Opportunity Commission, Boston Area Office, John F. Kennedy Federal Building, 15 New Sudbury Street, Room 475, Boston, MA 02203-0506 (TELEPHONE NUMBER 800-669-4000), or the Connecticut Commission on Human Rights and Opportunities, 450 Columbus Blvd., Hartford, CT 06103-1835 (TELEPHONE NUMBER 800-477-5737).

**SECTION 504/ADA DISCRIMINATION  
GRIEVANCE/COMPLAINT FORM FOR NON-STUDENT**

(This form is intended to be used if an individual has grievance/complaint under Section 504/ADA alleging discrimination on the basis of a disability).

1. Name of Complainant: \_\_\_\_\_ Date: \_\_\_\_\_

2. Contact Information for Complainant:

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

\_\_\_\_\_  
(Home Tel. #)

\_\_\_\_\_  
(Cell # or Work #)

3. Name of Covered Individual: \_\_\_\_\_

4. Address of Covered Individual (if different from above):

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

5. Relationship to School (e.g., position, visitor, parent) (if applicable):

\_\_\_\_\_

6. Please describe the nature of your complaint:

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

7. Proposed resolution or corrective action you wish to see taken with regard to the stated issues:

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

**Commented [ADP1]:** The proposed policy, regulations and form would update ISAAC's current Policy 4004, Regulation 4004a, and Form 4004a.

## NON-DISCRIMINATION

### ***Protected Class Discrimination Prohibited:***

The ISAAC Board of Directors (the "Board") and ISAAC School (ISAAC or the "School") will not make employment decisions (including decisions related to hiring, assignment, compensation, promotion, demotion, disciplinary action and termination) on the basis of race, color, religion, age, sex, marital status, sexual orientation, national origin, alienage, ancestry, disability, pregnancy, genetic information, veteran status, gender identity or expression, status as a victim of domestic violence, or any other basis prohibited by state or federal law ("Protected Class"), except in the case of a bona fide occupational qualification.

It is the policy of the Board that any form of discrimination or harassment on the basis of an individual's actual or perceived membership in a Protected Class, whether by students, Board employees, Board members or third parties subject to the control of the Board, is prohibited in the School. The Board's prohibition of discrimination or harassment in its educational programs or activities expressly extends to academic, nonacademic and extracurricular activities, including athletics.

### ***Discrimination on the Basis of Erased Criminal History Prohibited:***

The Board will not discriminate against any employee or applicant for employment solely on the basis of the individual's erased criminal history record information, as defined in Conn. Gen. Stat. § 46a-80a.

### ***Retaliation Prohibited:***

The Board prohibits reprisal or retaliation against any individual who reports incidents in good faith that may be a violation of this policy, or who participates in the investigation of such reports.

### ***Discrimination on the Basis of Protected Class Association Prohibited:***

Discrimination and/or harassment against any individual on the basis of that individual's association with someone in a Protected Class may also be considered a form of Protected Class discrimination and/or harassment, and is therefore prohibited by this policy.

### ***Scope and Applicability:***

Students, Board employees, Board members and community members (e.g., other individuals affiliated with the School, accessing or seeking access to School facilities) are

expected to adhere to a standard of conduct that is respectful of the rights of all members of the school community.

***Definitions:***

The following definitions apply for purposes of this policy:

A. Discrimination

It is illegal for employers to treat employees differently in relation to hiring, discharging, compensating, or providing the terms, conditions, and privileges of employment because of such employee's actual or perceived membership in a Protected Class.

B. Harassment

Harassment is a form of Protected Class discrimination that is prohibited by law and by this policy. Harassment is unwelcome conduct that is based on an employee's actual or perceived membership in a Protected Class. Harassment constitutes unlawful discrimination when 1) enduring the offensive conduct becomes a condition of continued employment, or 2) the conduct is severe or pervasive enough to create a work environment that a reasonable person would consider intimidating, hostile, or abusive.

The following non-exhaustive list provides examples of the types of prohibited conduct that may be considered Protected Class harassment that can lead to an intimidating, hostile, or abusive environment, and are therefore prohibited by this policy:

- objectively offensive racial, ethnic, or religious epithets (or epithets commonly associated with any Protected Class membership);
- other words or phrases commonly considered demeaning or degrading on the basis of Protected Class membership;
- display of images or symbols commonly associated with discrimination against individuals on the basis of their membership in a Protected Class;
- graphic, written or electronic communications that are harmful or humiliating based on Protected Class membership;
- bigoted conduct or communications; or
- physical, written, electronic or verbal threats based on Protected Class membership.

Harassment does not have to involve intent to harm, be directed toward a specific person, or involve repeated incidents.

Sexual harassment is a form of harassment that is prohibited by law and Board Policy 4218, Prohibition of Sex Discrimination, Including Sex-Based Harassment

**Commented [ADP2]:** This refers to the revised policy title.

(Personnel). For more information regarding harassment based on sex, sexual orientation, pregnancy, or gender identity or expression, contact the School's Title IX Coordinator at:

Tanya Collins  
190 Governor Winthrop Boulevard  
New London, CT 06320  
[tcollins@isaacschool.org](mailto:tcollins@isaacschool.org)  
860.447.1003

Commented [ADP3]: Please confirm.

C. Genetic information

The information about genes, gene products, or inherited characteristics that may derive from an individual or a family member. "Genetic information" may also include an individual's family medical history, the results of an individual's or family member's genetic tests, the fact that an individual or an individual's family member sought or received genetic services, and genetic information of a fetus carried by an individual or an individual's family member or an embryo lawfully held by an individual or family member receiving assistive reproductive services.

D. Veteran

A veteran is any person honorably discharged from, released under honorable conditions from or released with an other than honorable discharge based on a qualifying condition from active service in the United States Army, Navy, Marine Corps, Coast Guard and Air Force and any reserve component thereof, including the Connecticut National Guard. "Qualifying condition" means (i) a diagnosis of post-traumatic stress disorder or traumatic brain injury made by an individual licensed to provide health care services at a United States Department of Veterans Affairs facility, (ii) an experience of military sexual trauma disclosed to an individual licensed to provide health care services at a United States Department of Veterans Affairs facility, or (iii) a determination that sexual orientation, gender identity, or gender expression was more likely than not the primary reason for an other than honorable discharge, as determined in accordance with Conn. Gen. Stat. §§ 27-103(c), (d).

E. Gender identity or expression

Gender identity or expression refers to a person's gender-related identity, appearance or behavior, whether or not that gender-related identity, appearance or behavior is different from that traditionally associated with the person's physiology or assigned sex at birth, which gender-related identity can be shown by providing evidence including, but not limited to, medical history, care or treatment of the gender-related identity, consistent and uniform assertion of the gender-related identity or any other evidence that the gender-related identity is

sincerely held, part of a person's core identity or not being asserted for an improper purpose.

F. Sexual orientation

Sexual orientation refers to a person's identity in relation to the gender or genders to which they are romantically, emotionally or sexually attracted, inclusive of any identity that a person (i) may have previously expressed, or (ii) is perceived by another person to hold.

G. Race

The term race is inclusive of ethnic traits historically associated with race, including but not limited to, hair texture and protective hairstyles. "Protective hairstyles" includes, but is not limited to, wigs, headwraps and hairstyles such as individual braids, cornrows, locs, twists, Bantu knots, afros and afro puffs.

H. Domestic violence

The term domestic violence means (1) a continuous threat of present physical pain or physical injury against a family or household member, as defined in Conn. Gen. Stat. § 46b-38a; (2) stalking, including but not limited to, stalking as described in Conn. Gen. Stat. § 53a-181d, of such family or household member; (3) a pattern of threatening, including but not limited to, a pattern of threatening as described in Conn. Gen. Stat. § 53a-62, of such family or household member or a third party that intimidates such family or household member; or (4) coercive control of such family or household member, which is a pattern of behavior that in purpose or effect unreasonably interferes with a person's free will and personal liberty. "Coercive control" includes, but is not limited to, unreasonably engaging in any of the following: (a) isolating the family or household member from friends, relatives or other sources of support; (b) depriving the family or household member of basic necessities; (c) controlling, regulating or monitoring the family or household member's movements, communications, daily behavior, finances, economic resources or access to services; (d) compelling the family or household member by force, threat or intimidation, including, but not limited to, threats based on actual or suspected immigration status, to (i) engage in conduct from which such family or household member has a right to abstain, or (ii) abstain from conduct that such family or household member has a right to pursue; (e) committing or threatening to commit cruelty to animals that intimidates the family or household member; or (f) forced sex acts, or threats of a sexual nature, including, but not limited to, threatened acts of sexual conduct, threats based on a person's sexuality or threats to release sexual images.

***Reporting to School Officials:***

It is the policy of the Board to provide for the prompt and equitable resolution of complaints alleging Protected Class discrimination or harassment. The School will investigate both formal and informal complaints of discrimination, harassment or retaliation.

**Any employee who believes they or another employee has experienced Protected Class discrimination or harassment or an act of retaliation or reprisal in violation of this policy should report such concern in writing to Tanya Collins or any other School administrator** in accordance with the Board's complaint procedures included in the Board's Administrative Regulations Regarding Non-Discrimination/Personnel, which accompany this policy and are available online at <https://z2policy.cabe.org/cabe/browse/isaac/isaac/z20000045> or upon request from the main office of the School.

**Commented [ADP4]:** This allows for multiple avenues of reporting.

Employees are encouraged to report incidents of alleged Protected Class discrimination, harassment, or retaliation immediately.

If a complaint involves allegations of discrimination or harassment based on sex, sexual orientation, pregnancy, or gender identity or expression, such complaints will be handled in accordance with the procedures set forth in Board Policy 4218, Prohibition of Sex Discrimination, Including Sex-Based Harassment (Personnel).

**Commented [ADP5]:** This refers to the revised policy title.

If a complaint involves allegations of discrimination or harassment based on disability, such complaints will be addressed in accordance with the procedures set forth in Board Policy 4504, Section 504/ADA (Personnel).

In the event conduct reported as Protected Class discrimination and/or harassment allegedly violates more than one policy, the Board will coordinate any investigation in compliance with the applicable policies.

#### ***Mandatory Staff Reporting for Student Incidents:***

Board employees are required to report incidents of alleged student-to-student and employee-to-student discrimination, harassment or retaliation that may be based on a Protected Class when Board employees witness such incidents or when Board employees receive reports or information about such incidents, whether such incidents are verbal or physical or amount to discrimination, harassment or retaliation in other forms. **Reports should be made to any School administrator or to Tanya Collins.**

**Commented [ADP6]:** This allows for multiple avenues of reporting.

#### ***Remedial Action:***

If the School makes a finding of discrimination, harassment or retaliation, the School will take remedial action designed to:

- A. eliminate the discriminatory/harassing/retaliatory conduct,
- B. prevent its recurrence, and

C. address its effects on the complainant and any other affected individuals.

Examples of appropriate action may include, but are not limited to:

- A. In the case of a student respondent, interventions for the individual who engaged in the discrimination/harassment may include, but are not limited to, discipline (including but not limited to suspension and/or expulsion), educational interventions, exclusion from extra-curricular activities and/or sports programs, and/or referral to appropriate state or local agencies;
- B. In the case of an employee respondent, interventions for the individual who engaged in the discrimination/harassment may include, but are not limited to, supervisor notification, discipline (including possible termination of employment), training, and/or referral to appropriate state or local agencies;
- C. In the case of respondent who is otherwise associated with the school community, interventions for the individual who engaged in the discrimination/harassment may include, but are not limited to, exclusion from school property and/or activities and/or referral to appropriate state or local agencies;
- D. Follow-up inquiries with the complainant and witnesses to ensure that the discriminatory/harassing conduct has stopped and that they have not experienced any retaliation;
- E. Supports for the complainant; and
- F. Training or other interventions for the larger school community designed to ensure that students, staff, parents, Board members and other individuals within the school community understand the types of behavior that constitute discrimination/harassment, that the School does not tolerate it, and how to report it.

***Reporting to State and Federal Agencies:***

In addition to reporting to the Board, any employee also may file a complaint with the following agencies:

**Commented [ADP7]:** This identifies additional methods of filing complaints.

Office for Civil Rights, U.S. Department of Education (“OCR”):

Office for Civil Rights, Boston Office  
U.S. Department of Education  
8th Floor  
5 Post Office Square  
Boston, MA 02109-3921  
(617-289-0111)  
<http://www2.ed.gov/about/offices/list/ocr/docs/howto.html>

Equal Employment Opportunity Commission:

Equal Employment Opportunity Commission, Boston Area Office  
John F. Kennedy Federal Building

475 Government Center  
Boston, MA 02203  
(800-669-4000)

Connecticut Commission on Human Rights and Opportunities:

Connecticut Commission on Human Rights and Opportunities  
450 Columbus Blvd.  
Hartford, CT 06103-1835  
(860-541-3400 or Connecticut Toll Free Number 1-800-477-5737)

***Questions/Requests for Accommodation:***

Any employee who:

1. has questions or concerns about this policy or its accompanying regulations;
2. wishes to request or discuss accommodations based on religion; OR
3. would like a copy the Board's complaint procedures or complaint forms related to claims of discrimination or harassment

should contact the following School official:

Tanya Collins  
190 Governor Winthrop Boulevard  
New London, CT 06320  
[tcollins@isaacschool.org](mailto:tcollins@isaacschool.org)  
860.447.1003

**Commented [ADP8]:** Please confirm.

Any employee who has questions or concerns about the Board's policies regarding discrimination on the basis of gender/sex/sexual orientation/pregnancy/gender identity or expression applicable to employees should contact the School's Title IX Coordinator:

Tanya Collins  
190 Governor Winthrop Boulevard  
New London, CT 06320  
[tcollins@isaacschool.org](mailto:tcollins@isaacschool.org)  
860.447.1003

**Commented [ADP9]:** Please confirm.

Any employee who:

1. has specific questions or concerns about the Board's policies regarding discrimination on the basis of disability applicable to employees; OR
2. wishes to request an accommodation on the basis of disability

should contact the School's Section 504/ADA Coordinator:

Amy Geary  
190 Governor Winthrop Boulevard  
New London, CT 06320  
[ageary@isaacschool.org](mailto:ageary@isaacschool.org)  
860.447.1003

Commented [ADP10]: Please confirm.

Legal References:

Title VI of the Civil Rights Act of 1964, 42 U.S.C. § 2000d et seq.  
Title VII of the Civil Rights Act of 1964, 42 U.S.C. § 2000e et seq.  
Title IX of the Education Amendments of 1972, 20 U.S.C. § 1681 et seq.  
Age Discrimination in Employment Act, 29 U.S.C. § 621 et seq.  
Americans with Disabilities Act, 42 U.S.C. § 12101  
Section 504 of the Rehabilitation Act of 1973, 29 U.S.C. § 794  
Title II of the Genetic Information Nondiscrimination Act of 2008,  
Pub.L.110-233, 42 U.S.C. § 2000ff; 29 CFR 1635.1 et seq.  
Connecticut General Statutes § 1-1n, “Gender Identity or Expression”  
defined  
Connecticut General Statutes § 10-153, Discrimination on the basis of sex,  
gender or expression or marital status prohibited  
Connecticut General Statutes § 27-103  
Connecticut General Statutes § 31-51i  
Connecticut General Statutes § 46a-51, Definitions  
Connecticut General Statutes § 46a-58, Deprivation of rights  
Connecticut Fair Employment Practices Act, Connecticut General Statutes  
§ 46a-60  
Connecticut General Statutes § 46a-80a  
Connecticut General Statutes § 46a-81c, Sexual orientation discrimination:  
Employment  
Connecticut General Statutes § 46b-1, Family relations matters and  
domestic violence defined  
Public Act No. 23-145, “An Act Revising the State’s Antidiscrimination  
Statutes”

ADOPTED: November 12, 2019  
REVISED: December 16, 2020  
REVISED: August 21, 2024

## **ADMINISTRATIVE REGULATIONS REGARDING DISCRIMINATION COMPLAINTS (PERSONNEL)**

### ***Protected Class Discrimination Prohibited:***

The ISAAC Board of Directors (the “Board”) and ISAAC School (“ISAAC” or the “School”) will not make employment decisions (including decisions related to hiring, assignment, compensation, promotion, demotion, disciplinary action and termination) on the basis of race, color, religion, age, sex, marital status, sexual orientation, national origin, alienage, ancestry, disability, pregnancy, genetic information, veteran status, gender identity or expression, status as a victim of domestic violence, or any other basis prohibited by state or federal law (“Protected Class”), except in the case of a bona fide occupational qualification.

It is the policy of the Board that any form of discrimination or harassment on the basis of an individual’s actual or perceived membership in a Protected Class, whether by students, Board employees, Board members or third parties subject to the control of the Board, is prohibited in the “School”. Students, Board employees, Board members and third parties are expected to adhere to a standard of conduct that is respectful of the rights of all members of the school community.

### ***Discrimination on the Basis of Erased Criminal History Prohibited:***

The Board will not discriminate against any employee or applicant for employment solely on the basis of the individual’s erased criminal history record information, as defined in Conn. Gen. Stat. § 46a-80a. The School will investigate both formal and informal complaints of discrimination, harassment or retaliation.

### ***Retaliation Prohibited:***

The Board prohibits reprisal or retaliation against any individual who reports incidents in good faith that may be a violation of this policy, or who participates in the investigation of such reports.

The School will not tolerate any reprisals or retaliation that occur as a result of the good faith reporting of charges of Protected Class discrimination or harassment. Any such reprisals or retaliation may result in disciplinary action against the retaliator, and other corrective actions as appropriate.

### ***Discrimination on the Basis of Protected Class Association Prohibited:***

Discrimination and/or harassment against any individual on the basis of that individual’s association with someone in a Protected Class may also be considered a form of Protected Class discrimination and/or harassment.

### ***Scope and Applicability:***

Students, Board employees, Board members and community members (e.g., other individuals affiliated with the School, accessing or seeking access to School facilities) are expected to adhere to a standard of conduct that is respectful of the rights of all members of the school community.

The following non-exhaustive list provides examples of the types of prohibited conduct that may be considered Protected Class harassment that can lead to a hostile environment, and are therefore prohibited:

- objectively offensive racial, ethnic, or religious epithets (or epithets commonly associated with any Protected Class membership);
- other words or phrases commonly considered demeaning or degrading on the basis of Protected Class membership;
- display of images or symbols commonly associated with discrimination against individuals on the basis of their membership in a Protected Class;
- graphic, written or electronic communications that are harmful or humiliating based on Protected Class membership;
- bigoted conduct or communications; OR
- physical, written, electronic or verbal threats based on Protected Class membership.

Harassment does not have to involve intent to harm, be directed toward a specific person, or involve repeated incidents.

#### ***Reporting to School Officials:***

It is the policy of the Board to provide for the prompt and equitable resolution of complaints alleging Protected Class discrimination or harassment. The School will investigate both formal and informal complaints of discrimination, harassment or retaliation.

Employees are encouraged to report incidents of alleged Protected Class discrimination, harassment, or retaliation immediately.

**Any employee who believes they or another employee has experienced Protected Class discrimination or harassment or an act of retaliation or reprisal in violation of Board policy should report such concern in writing to Tanya Collins or any other School administrator** in accordance with the Board's complaint procedures included in these Administrative Regulations Regarding Non-Discrimination/Personnel.

**Commented [ADP11]:** This allows for multiple avenues of reporting.

If a complaint involves allegations of discrimination or harassment based on sex, sexual orientation, pregnancy, or gender identity or expression, such complaints will be handled in accordance with the procedures set forth in Board Policy 4218, Prohibition of Sex Discrimination, Including Sex-Based Harassment (Personnel).

**Commented [ADP12]:** This refers to the revised policy title.

If a complaint involves allegations of discrimination or harassment based on disability, such complaints will be addressed in accordance with the procedures set forth in Board Policy 4504, Section 504/ADA (Personnel).

In the event conduct reported as Protected Class discrimination and/or harassment allegedly violates more than one policy, the Board will coordinate any investigation in compliance with the applicable policies.

#### ***Mandatory Staff Reporting for Student Incidents:***

Board employees are required to report incidents of alleged student-to-student and employee-to-student discrimination, harassment or retaliation that may be based on a Protected Class when Board employees witness such incidents or when Board employees receive reports or information about such incidents, whether such incidents are verbal or physical or amount to discrimination, harassment or retaliation in other forms. **Reports should be made to any School administrator or to Tanya Collins.**

**Commented [ADP13]:** This allows for multiple avenues of reporting.

#### ***Complaint Procedure***

Preferably, complaints should be filed within thirty (30) school days of the alleged occurrence. Timely reporting of complaints facilitates the investigation and resolution of such complaints. The School will investigate such complaints promptly and equitably, and will take corrective action when allegations are verified.

As soon as an individual feels that they, or another employee has been subjected to Protected Class discrimination or harassment, the individual should make a written complaint **to the Executive Director or designee.**

**Commented [ADP14]:** This allows for multiple avenues of reporting. While the designee will normally be the Associate Principal/AHR Director, there may be instances in which it would be appropriate to direct the written complaint to another individual.

The individual who is alleged to have experienced Protected Class discrimination/harassment (the “complainant”) and any individual accused of Protected Class discrimination/harassment (the “respondent”) (if applicable) will be provided a copy of the Board’s policy and regulation and made aware of the individual’s rights under this policy and regulation. In the event the Executive Director or designee receives a complaint alleging discrimination or harassment based on sex, sexual orientation, pregnancy, or gender identity or expression, the Executive Director or designee shall follow the procedures identified in Board Policy 4218, Prohibition of Sex Discrimination, Including Sex-Based Harassment (Personnel). In the event the Executive Director or designee receives a complaint alleging discrimination or harassment based on disability, the Executive Director or designee shall follow the procedures identified in Board Policy 4504, Section 504/ADA (Personnel).

The complaint should state the:

- A. Name of the complainant,
- B. Date of the complaint,

- C. Date(s) of the alleged harassment/discrimination,
- D. Name(s) of the harasser(s) or discriminator(s),
- E. Location where such harassment/discrimination occurred,
- F. Names of any witness(es) to the harassment/discrimination,
- G. Detailed statement of the circumstances constituting the alleged harassment/discrimination; and
- H. Proposed remedy.

Any individual who makes an oral complaint of discrimination or harassment of an employee will be provided a copy of this regulation and will be requested to make a written complaint pursuant to the above procedure. If an individual is unable to make a written complaint, the employee receiving the oral complaint will either reduce the complaint to writing, assist the individual with completing the written complaint form or request that a School administrator assist the individual.

All complaints received by employees are to be forwarded immediately to the Executive Director or designee. Upon receipt of a complaint alleging discrimination or harassment of an employee under this complaint procedure, the Executive Director shall promptly investigate the complaint, or designate a School administrator or other trained individual to do so.

**Commented [ADP15]:** See prior comment.

During the course of the investigation, the investigator shall interview or consult with all individuals reasonably believed to have relevant information, including the complainant, the reporter (if different from the complainant), the respondent, and any witnesses to the conduct. Complaints will be investigated promptly within the timeframes identified below. Timeframes may be extended as needed given the complexity of the investigation, availability of individuals with relevant information and/or other extenuating circumstances. Confidentiality will be maintained by all persons involved in the investigation to the extent possible, to the extent consistent with due process, as determined by the investigator.

Upon receipt of a written complaint of discrimination or harassment of an employee, the investigator should:

1. Offer to meet with the complainant and respondent (if applicable) within ten (10) school days (provided that such timeframe may be reasonably extended based on the availability of necessary witnesses and/or participants, the complexity of the investigation, and/or other extenuating circumstances) to discuss the nature of the complaint, discuss the availability of interim measures, identify individuals the complainant or respondent believes has relevant

information, and obtain any relevant documents the complainant or respondent may have;

2. Provide the complainant and respondent (if applicable) with a copy of the Board's non-discrimination policy and accompanying regulations;
3. Conduct an investigation that is adequate, reliable, and impartial. Investigate the factual basis of the complaint, including, as applicable, conducting interviews with the parties to the complaint and any relevant witnesses or other individuals deemed relevant to the complaint;
4. Review any records, notes, statements, or other documents relevant to the complaint;
5. Maintain confidentiality to the extent practicable throughout the investigative process, in accordance with state and federal law;
6. Complete a final investigation report that includes: (i) a findings of fact based on the evidence gathered; (ii) for each allegation, the conclusion(s) and reasoning(s) as to whether the discrimination or harassment occurred; and (iii) for any individual(s) found to have engaged in discrimination or harassment, a broad statement of consequences imposed (to the extent permitted by state and federal confidentiality requirements) (e.g., "Consequences were imposed.").
7. Communicate the outcome of the investigation in writing to the complainant and respondent (if any) (to the extent permitted by state and federal confidentiality requirements), within thirty (30) school days (provided that such timeframe may be reasonably extended based on the availability of necessary witnesses and/or participants, the complexity of the investigation, and/or other extenuating circumstances) from the date the complaint was received by the Executive Director's office. The complainant and respondent (if any) shall be notified of such extension. The written notice shall include a finding whether the complaint was substantiated and if so, shall identify, to the extent possible, how the School will remedy the discrimination or harassment, adhering to the requirements of state and federal law;
8. If a complaint is made during summer recess, the complaint will be reviewed and addressed as quickly as possible given the availability of employees and/or other individuals who may have information relevant to the complaint. If fixed timeframes cannot be met, the complainant and respondent (if any) will receive notice and interim measures may be implemented as necessary;
9. Whenever allegations are verified, ensure that appropriate corrective action is taken (including, but not limited to, disciplinary action) aimed at preventing the recurrence of the discrimination or harassment. Corrective action should include steps to avoid continuing discrimination or harassment;

10. If a complainant or a respondent is not satisfied with the findings and conclusions of the investigation, such party may present the complaint and written outcome to the Executive Director within ten (10) school days of receiving the findings. In requesting review, the appealing party must submit the complaint, the written outcome of the complaint, and explain why he/she believes the factual information relied upon by the investigator was incomplete, the analysis of the facts was incorrect, and/or the appropriate legal standard was not applied, and how this information would change the investigator's determination in the case. Failure to provide all such information may result in the denial of the review.

Upon review of a written request from the appealing party, the Executive Director will provide the appealing party's written statement to the non-appealing party (if any). The non-appealing party will then have ten (10) school days to submit to the decision-maker(s) for the appeal a written statement in support of, or challenging, the outcome of the complaint procedures.

The Executive Director shall review the evidence and the information presented by the parties and determine if further action and/or investigation is warranted. Such action may include consultation with a designated investigator (if applicable), complainant, and respondent (if any) and meeting with appropriate individuals to attempt to resolve the complaint, or a decision affirming or overruling a designated investigator's conclusions or findings (if applicable). The Executive Director shall issue written notice of the outcome of the appeal to the parties within thirty (30) school days of receipt of all written statements from the parties (provided that such timeframe may be reasonably extended based on the availability of necessary witnesses and/or participants, the complexity of the investigation, and/or other extenuating circumstances). The Executive Director's decision shall be final.

#### ***Complaint Procedure for Executive Director/Board Members Complaints:***

Any School administrator or Board member who receives a complaint of discrimination, harassment or retaliation of any employee by a Board Member or by the Executive Director shall forward the complaint promptly as follows. Complaints pertaining to the Executive Director or Board members will be forwarded to the Chair of the Board of Directors. Complaints pertaining to the Board Chair will be forwarded to the Board Vice Chair. In all cases, the individual receiving the complaint shall take appropriate steps to cause the matter to be investigated in a manner consistent with the procedures described above.

If a complainant or a respondent is not satisfied with the findings and conclusions of an investigation in which the Executive Director or a member of the Board is the respondent, within ten (10) school days of receiving the findings such party may present the complaint and written outcome to the Board Chair (or, if initially presented by the

**Commented [ADP16]:** This addresses potential conflicts of interest issues is complaints are made about Board members or the Executive Director.

Board Chair, the Board Vice Chair), who will take appropriate steps to cause the matter to be reviewed in a manner consistent with the Board's non-discrimination policy and regulation. Such steps may include retention of an independent investigator different from the investigator who investigated the complaint.

Commented [ADP17]: See prior comment.

***Remedial Action:***

If the School makes a finding of discrimination, harassment or retaliation of an employee, the School will take remedial action designed to:

- A. eliminate the discriminatory/harassing/retaliatory conduct,
- B. prevent its recurrence, and
- C. address its effects on the complainant and any other affected individuals.

Examples of appropriate action may include, but are not limited to:

- A. In the case of a student respondent, interventions for the individual who engaged in the discrimination/harassment may include, but are not limited to, discipline (including but not limited to suspension and/or expulsion), educational interventions, exclusion from extra-curricular activities and/or sports programs, and/or referral to appropriate state or local agencies;
- B. In the case of an employee respondent, interventions for the individual who engaged in the discrimination/harassment may include, but are not limited to, supervisor notification, discipline (including possible termination of employment), training, and/or referral to appropriate state or local agencies;
- C. In the case of respondent who is otherwise associated with the school community, interventions for the individual who engaged in the discrimination/harassment may include, but are not limited to, exclusion from school property and/or activities and/or referral to appropriate state or local agencies;
- D. Follow-up inquiries with the complainant and witnesses to ensure that the discriminatory/harassing conduct has stopped and that they have not experienced any retaliation;
- E. Supports for the complainant; and
- F. Training or other interventions for the larger school community designed to ensure that students, staff, parents, Board members and other individuals within the school community understand the types of behavior that constitute discrimination/harassment, that the School does not tolerate it, and how to report it.

***Staff Development:***

The School will periodically provide staff development for School administrators and periodically distribute the Board's Non-Discrimination policies and the implementing administrative regulations to staff and students in an effort to maintain an environment free of discrimination and harassment.

***Reporting to State and Federal Agencies:***

**Commented [ADP18]:** This identifies additional methods of filing complaints.

In addition to reporting to the Board, any employee also may file a complaint with the following agencies:

Office for Civil Rights, U.S. Department of Education (“OCR”):

Office for Civil Rights, Boston Office  
U.S. Department of Education  
8th Floor  
5 Post Office Square  
Boston, MA 02109-3921  
(617-289-0111)  
<http://www2.ed.gov/about/offices/list/ocr/docs/howto.html>

Equal Employment Opportunity Commission:

Equal Employment Opportunity Commission, Boston Area Office  
John F. Kennedy Federal Building  
475 Government Center  
Boston, MA 02203  
(800-669-4000)

Connecticut Commission on Human Rights and Opportunities:

Connecticut Commission on Human Rights and Opportunities  
450 Columbus Blvd.  
Hartford, CT 06103-1835  
(860-541-3400 or Connecticut Toll Free Number 1-800-477-5737)

***Questions/Requests for Accommodation:***

Any employee who:

1. has questions or concerns about this policy or its accompanying regulations;
2. wishes to request or discuss accommodations based on religion; OR
3. would like a copy the Board’s complaint procedures or complaint forms related to claims of discrimination or harassment

should contact the following School official:

Tanya Collins  
190 Governor Winthrop Boulevard  
New London, CT 06320  
[tcollins@isaacschool.org](mailto:tcollins@isaacschool.org)

860.447.1003

Commented [ADP19]: Please confirm.

Any employee who has questions or concerns about the Board's policies regarding discrimination on the basis of gender/sex/sexual orientation/pregnancy/gender identity or expression applicable to employees should contact the School's Title IX Coordinator:

Tanya Collins  
190 Governor Winthrop Boulevard  
New London, CT 06320  
[tcollins@isaacschool.org](mailto:tcollins@isaacschool.org)  
860.447.1003

Commented [ADP20]: Please confirm.

Any employee who:

1. has specific questions or concerns about the Board's policies regarding discrimination on the basis of disability applicable to employees; OR
2. wishes to request an accommodation on the basis of disability

should contact the School's Section 504/ADA Coordinator:

Amy Geary  
190 Governor Winthrop Boulevard  
New London, CT 06320  
[ageary@isaacschool.org](mailto:ageary@isaacschool.org)  
860.447.1003

Commented [ADP21]: Please confirm.

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**DISCRIMINATION/HARASSMENT COMPLAINT FORM**  
**(For complaints based on race, color, religion, age, marital status, national origin,**  
**alienage, ancestry, genetic information, veteran status, or status as a victim of**  
**domestic violence)**

Name of the reporter \_\_\_\_\_

Name of alleged victim/complainant \_\_\_\_\_

Relationship of reporter to the alleged victim/complainant \_\_\_\_\_

Date of the complaint \_\_\_\_\_

Date of the alleged discrimination/harassment \_\_\_\_\_

Name or names of the alleged discriminator(s) or harasser(s) \_\_\_\_\_

Location where such discrimination/harassment occurred \_\_\_\_\_

Name(s) of any witness(es) to the discrimination/harassment \_\_\_\_\_

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Detailed statement of the circumstances constituting the alleged discrimination or  
harassment \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Proposed remedy \_\_\_\_\_



**Interdistrict School for Arts and Communication**  
**MEETING OF THE BOARD OF DIRECTORS**

August 21, 2024 at 4:00 pm via ZOOM Link Available on the Website

This meeting will be held virtually

**AGENDA**

- 4:00 pm      **1. WELCOME/CALL TO ORDER** *Chairman R.F. Muckle*  
    1a. Establishment of Quorum  
    1b. Public Comment  
    *The Board of Directors welcomes public comment. Due to the nature of the virtual format of the meeting, all comments are to be submitted via email prior to noon on the day of the meeting. Comments may be made on almost any matter related to the operations of ISAAC and will be shared with the Board members in their packet. We shall not read or address any comments at this meeting. However, comments concerning individual students or staff members shall not be permitted.*
- 4:01 pm      **2. CONSENT AGENDA** *Chairman R.F. Muckle*  
  - Approval of Minutes from Special Meeting July 25, 2024 BOD Meeting
  - Approval of Minutes from Special Meeting June 10, 2024 BOD Meeting
  - Approval of the ISAAC Organizational Chart
  - Acceptance of the Year-to-Date Profit/Loss Financial Report for July 2024
  - Acceptance of the Year-to-Date Profit/Loss Financial Report for June 2024
  - Acceptance of the Balance Sheet for June 30, 2024
  - Acceptance of the Revised Harassment Policy for Students from Shipman & Goodwin
  - Acceptance of the Revised Harassment Policy for Personnel from Shipman & Goodwin
  - Acceptance of the General Concerns Process for Personnel from Shipman & Goodwin*Possible Motion: Approve and accept all items on the consent agenda*
- 4:03 pm      **3. EXECUTIVE DIRECTOR REPORT** *Dr. Spera*  
    3a. CSDE Update
  - State Board of Education Meeting Update
  - Action in Response to Renewal Recommendations
  - Accountability Index  
    3b. 4<sup>th</sup> Grade Expansion Update  
    3c. Construction Update
  - Dime Bank Appraisal
  - Upcoming Executive Committee Meeting for Loan Approval  
    3d. Legislative Update  
    3e. Grant Update  
    3f. Hiring Update
- 4:15 pm      **4. SUBCOMMITTEE REPORTS**  
    4a. GOVERNANCE COMMITTEE *Vice-Chair M. Spellman*
  - Nomination and Recommendation for Open Board Position  
*Possible Motion: To accept the nomination of Bill Buscetto onto the Board of Directors*  
    4b. FINANCE COMMITTEE *Treasurer L. Muller*
  - General Update  
    4c. BUILDING COMMITTEE *Chairman R.F. Muckle*
  - New London Zoning Approval Update
  - Expected Timeline for Groundbreaking & Ribbon Cutting
- 4:30 pm      **5. NEW BUSINESS** *Chairman R.F. Muckle*  
    5a. Oath of Office for New Board of Director Member  
    5b. Next Board Training with Shipman & Goodwin in Fall 2024  
    5c. Next Board of Directors Meeting on September 28, 2024
- 4:40 pm      **6. ADJOURN** *Chairman R.F. Muckle*

## **ISAAC General Concerns Process for Personnel**

The Interdistrict School for Arts and Communication (“ISAAC”) encourages faculty and staff to share concerns, as well as suggestions for improvement, with ISAAC leadership. The below process is meant to foster an open channel for communication so that issues can be addressed promptly and in a manner focused on continuous improvement and supporting a positive school climate.

The General Concerns Process for Personnel is available to faculty and staff who wish to address issues (such as employee relations matters and conflict resolution) that fall outside the realm of ISAAC’s non-discrimination policies and procedures and grievance procedures. If faculty and/or staff would like to file a complaint alleging potential discrimination, they should follow the policies and procedures made available to them in the relevant Board policy and regulations concerning Non-Discrimination; Prohibition of Sex Discrimination, Including Sex-Based Harassment; and/or Section 504/Title II of the Americans with Disabilities Act. In addition, teachers who believe that there has been a violation, misinterpretation, or misapplication of a specific term of the relevant collective bargaining agreement (“CBA”) should follow the grievance procedure outlined in the teachers’ CBA.

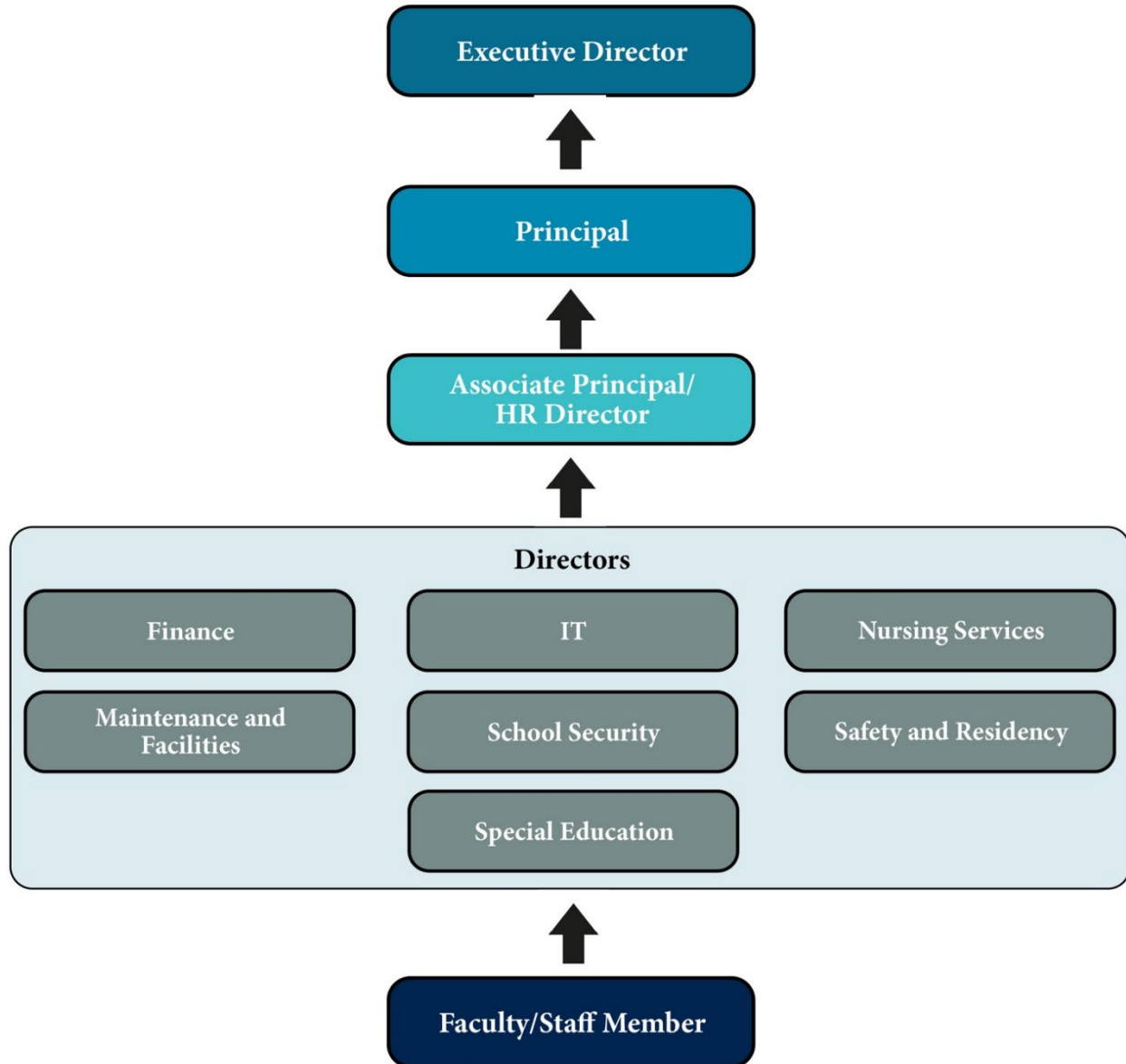
For all other issues, faculty and staff are encouraged to make their first contact with the appropriate member of the leadership team, depending on the topic of concern. Thus, a faculty or staff member may raise their concerns with any of the following individuals, as relevant and appropriate: Director of Finance, Director of Information Technology (“IT”), Director of Nursing Services, Director of Maintenance and Facilities, Director of School Security, Director of Safety and Residency, or Director of Special Education. The employee may submit a concern in writing and/or request to meet with the relevant member of the leadership team, who will work to resolve the issue promptly.

If the situation remains unresolved, the faculty or staff member may raise the issue with Tanya Collins, Associate Principal/HR Director; William Linski, Principal; and/or Dr. Nicholas Spera, Executive Director, in that order. The employee may submit a concern in writing and/or request to meet with the relevant administrator, who will work to resolve the issue promptly.

If, at any time, the faculty or staff member feels uncomfortable raising a concern with their direct supervisor or another administrator identified in the general line of progression, the employee may bring the issue to the attention of another administrator and/or use an alternate pathway for raising workplace issues, such as raising the issue through the Principal Advisory Committee.

## General Concerns Process for Personnel – Flow Chart

While the general line of progression is outlined below, a faculty or staff member may “skip” any step in the process if their concern lies with an individual in a particular position.



If, at any time, it becomes evident that the concern raised through this process should be handled pursuant to another ISAAC Board policy or procedure, the reviewing administrator will provide the relevant Board policy and/or procedure to the employee and take any other steps as may be appropriate.

# ISAC BOARD OF DIRECTORS

**ASSOC PRINCIPAL & HR DIR**  
*Tanya Collins*

**EXECUTIVE DIRECTOR**  
*Dr. Nicholas J. Spera*

**DIRECTOR OF SPED**  
*Amy Geary*

**PRINCIPAL & 21CCLC**  
*William Linski*

**MATHEMATICS**  
*Will Ferguson*  
*Emily Hamady*  
*Vanessa Kobyluck*  
*Shannon Lougee*

**EXECUTIVE ASSISTANT**  
*Jeiredi Alvarez*

**DEAN OF SECURITY SAFETY**  
*Bobby Harris*

**DIRECTOR OF ELEM**  
*Mercedes Alger\**

**SCHOOL COUNSELOR**  
*Alida Lamagna Kendell*

**EXECUTIVE ASSISTANT**  
*Mildred Rivera*

**ART**  
*Leena Faulkner*

**DIR. OF MAIN & FACILITIES**  
*Celestino Rodriguez*

**ASST DIR SECUR & SAFETY**  
*Derek Robertson*

**ELEM TEACHERS**  
*Caroline Regan*  
*Lauren Vigorito*  
*5<sup>TH</sup> TBA 25-26*  
*5<sup>TH</sup> TBA 25-26*

**STUDENT SUPPORTS  
COORD**  
*Tucker Regan*

**SRBI COORDINATOR**  
*Lisa Lazarou*

**PE/HEALTH**  
*Jessica Harvey*

**CUSTODIAL STAFF**  
*Daniel Arias*  
*Lucilania Delacruz*  
*Ferdinand Maron*

**DIRECTOR OF FINANCE**  
*Erica Robb*

**PAYROLL/PAYABLE ASST**  
*Stephen Rogers*

**DIRECTOR OF IT**  
*Brian Trost*

**SPECIAL EDUCATION**  
*Annaliisa Erickson*  
*Peter Gonski*  
*Jannine Moores*  
*Kimberly Pesarik*  
*Mary Gouveia*  
*Vacant - TBD Winter '24*

**SCIENCE**  
*Denise Florio*  
*Xiaoxiao Cao*  
*Mercedes Alger\**

**THEATRE/DANCE**  
*Amanda Grundy*

**FOOD SERVICE COORD**  
*Chandra Johnson*  
**CAFETERIA WORKER**  
*Evangeline Amar*

**DATA MANAGER**  
*Jenni Barnes*

**DIRECTOR NURSING**  
*Carrie Gregory*

**ELA/HUMANITIES**  
*Nicole Funk*  
*Nikki Litterio*  
*Amy Taylor*  
*Kendall Chrzanowski*

**EDU INTERVENTIONIST**  
*Mike Kydd*  
*Norm Harrison*  
*Jerry Santiago*

**NURSING ASSISTANT**  
*Kelley Suprenaut*

**SOCIAL WORKER**  
*Meghan Lauer*

**MUSIC**  
*Chelsey Zimmerman*

**BUILDING SUBSTITUTE**  
*Michael Wall*  
*Olivia Pacheco*

## OUTSOURCED PROGRAMS

**FOOD SERV CONSULTANT**  
*Tom O'Connor*

**MEDICAL ADVISOR**  
*Vijay Sikand*

**SCHOOL BASED HEALTH CENTER**  
*Mental Health & APRN Services for Students*

**EDU ASSISTANT**  
*Ryleigh Gonyo*

**BILINGUAL/SPANISH**  
*Christina Schiano*

**BILINGUAL ASSISTANT**  
*Oscar Segura*  
*Alexis Perez-Canas*

**SOCIAL STUDIES**  
*Kevin Irvine*  
*Michael Presti*

**STEM**  
*Aaron Kane*  
*Tiffany Devlin-Perry*

**21CCLC PROGRAM**

**PROHIBITION OF SEX DISCRIMINATION, INCLUDING SEX-BASED  
HARASSMENT (PERSONNEL)**

The ISAAC Board of Directors (the “Board”) and ISAAC do not discriminate on the basis of sex and prohibit sex discrimination in any education program or activity that the Board and/or School operate, as required by Title IX of the Education Amendments of 1972, 20 U.S.C. § 1681, et seq. and its implementing regulations (“Title IX”), as it may be amended from time to time, Title VII of the Civil Rights Act of 1964 (“Title VII”), and Connecticut law.

Inquiries about Title IX may be referred to ISAAC’s Title IX Coordinator, the U.S. Department of Education’s Office for Civil Rights, or both. ISAAC’s Title IX Coordinator is:

Tanya Collins  
190 Governor Winthrop Boulevard  
New London, CT 06320  
[tcollins@isaacschool.org](mailto:tcollins@isaacschool.org)  
860.447.1003

**Commented [ADP1]:** This personnel policy and the accompanying regs reflect recently revised Title IX requirements. We recommend that ISAAC adopt a parallel policy and procedures in its Students series.

The Executive Director shall develop and adopt grievance procedures that provide for the prompt and equitable resolution of complaints made (1) by students, employees, or other individuals who are participating or attempting to participate in the ISAAC’s education program or activity, or (2) by the Title IX Coordinator, alleging any action that would be prohibited by Title IX, Title VII, or Connecticut law (the “Administrative Regulations”). The Administrative Regulations on the ISAAC website or via request.

**Sex discrimination** occurs when a person, because of the person’s sex, is denied participation in or the benefits of any education program or activity receiving federal financial assistance. This includes discrimination on the basis of sex stereotypes, sex characteristics, pregnancy or related conditions, sexual orientation, and gender identity. **Sex discrimination includes sex-based harassment**, as defined below.

**Sex-based harassment** is a form of sex discrimination and means sexual harassment and other harassment on the basis of sex, including on the basis of sex stereotypes, sex characteristics, pregnancy or related conditions, sexual orientation, and gender identity, that is:

1. *Quid pro quo harassment*, or where an employee, agent or other person authorized by the Board to provide an aid, benefit or services under its education program or activity explicitly or impliedly conditions the provision of an aid, benefit, or service of the Board on an individual’s participation in unwelcome sexual conduct;
2. *Hostile environment harassment*, or unwelcome sex-based conduct that based on the totality of the circumstances, is (1) subjectively and objectively offensive and (2) so severe or pervasive that it limits or denies a person’s ability to participate in or benefit

**Commented [ADP2]:** Please confirm.

from ISAAC's education program or activity. Whether a hostile environment has been created is a fact-specific inquiry that includes consideration of the following:

- a. the degree to which the conduct affected the complainant's ability to access ISAAC's education program or activity;
  - b. the type, frequency, and duration of the conduct;
  - c. the parties' ages, roles within ISAAC's education program or activity, previous interactions, and other factors about each party that may be relevant to evaluating the effects of the conduct;
  - d. the location of the conduct and the context in which the conduct occurred; and
  - e. other sex-based harassment in ISAAC's education program or activity; or
3. A *specific offense*, as follows:
- a. Sexual assault, meaning an offense classified as a forcible or nonforcible sex offense under the uniform crime reporting system of the Federal Bureau of Investigation;
  - b. Dating violence, meaning violence committed by a person: (i) who is or has been in a social relationship of a romantic or intimate nature with the victim; and (ii) where the existence of such a relationship shall be determined based on a consideration of the following factors: the length of the relationship, the type of relationship, and the frequency of interaction between the persons involved in the relationship;
  - c. Domestic violence, meaning felony or misdemeanor crimes committed by a person who: (i) is a current or former spouse or intimate partner of the victim under the family or domestic violence laws of Connecticut, or a person similarly situated to a spouse of the victim; (ii) is cohabitating, or has cohabitated, with the victim as a spouse or intimate partner; (iii) shares a child in common with the victim; or (iv) commits acts against a youth or adult victim who is protected from those acts under the family or domestic violence laws of Connecticut; or
  - d. Stalking, meaning engaging in a course of conduct directed at a specific person that would cause a reasonable person to: (i) fear for the person's safety or the safety of others; or (ii) suffer substantial emotional distress.

### **Reporting Sex Discrimination:**

The following people have a right to make a complaint of sex discrimination, including a complaint of sex-based harassment, requesting that ISAAC investigate and make a determination about alleged discrimination under Title IX:

1. A "complainant," which includes:
  - a. a student of ISAAC or employee of the Board who is alleged to have been subjected to conduct that could constitute sex discrimination under Title IX; or
  - b. a person other than a student of ISAAC or employee of the Board who is alleged to have been subjected to conduct that could constitute sex discrimination under Title IX

at a time when that individual was participating or attempting to participate in the Board's education program or activity;

2. A parent, guardian, or other authorized legal representative with the legal right to act on behalf of a complainant; and
3. ISAAC's Title IX Coordinator.

For clarity, a person is entitled to make a complaint of sex-based harassment only if they themselves are alleged to have been subjected to the sex-based harassment, if they have a legal right to act on behalf of such person, or if the Title IX Coordinator initiates a complaint consistent with the requirements of Title IX.

With respect to complaints of sex discrimination other than sex-based harassment, in addition to the people listed above, the following persons have a right to make a complaint:

- Any student of ISAAC or employee of the Board; or
- Any person other than a student of ISAAC or employee of the Board who was participating or attempting to participate in the Board's education program or activity at the time of the alleged sex discrimination.

To report information about conduct that may constitute sex discrimination or make a complaint of sex discrimination under Title IX, please contact ISAAC's Title IX Coordinator or an administrator.

Any Board employee who has information about conduct that reasonably may constitute sex discrimination must as immediately as practicable notify the Title IX Coordinator. If the Title IX Coordinator is alleged to have engaged in sex discrimination, Board employees shall instead notify their building principal or the Executive Director, if the employee is not assigned to a school building.

Individuals may also make a report of sex discrimination to the U.S. Department of Education: Office for Civil Rights, Boston Office, U.S. Department of Education, 9<sup>th</sup> Floor, 5 Post Office Square, Boston, MA 02109-3921 (Telephone (617) 289-0111) and/or to the Connecticut Commission on Human Rights and Opportunities, 450 Columbus Boulevard, Hartford, CT 06103-1835 (Telephone: 860-541-3400 or Connecticut Toll Free Number: 1-800-477-5737).

**Commented [ADP3]:** This allows for multiple avenues of reporting.

**Commented [ADP4]:** See prior comment.

**Commented [ADP5]:** See prior comment.

Legal References: Title IX of the Education Amendments of 1972, 20 U.S.C. § 1681, et seq.  
Title IX of the Education Amendments of 1972, 34 C.F.R § 106.1, et seq.  
Civil Rights Act of 1964, Title VII, 42 U.S.C. § 2000e-2(a)  
Meritor Savings Bank, FSB v. Vinson, 477 U.S. 57 (1986)  
Gebser v. Lago Vista Independent School District, 524 U.S. 274 (1998)  
Davis v. Monroe County Board of Education, 526 U.S. 629 (1999)

Equal Employment Opportunity Commission Policy Guidance on Current Issues of Sexual Harassment (N-915.050), March 19, 1990

Conn. Gen. Stat. § 10-15c - Discrimination in public schools prohibited.

Conn. Gen. Stat. § 46a-54 - Commission powers Connecticut

Conn. Gen. Stat. § 46a-60 - Discriminatory employment practices prohibited

Conn. Gen. Stat. § 46a-81c - Sexual orientation discrimination:  
Employment

Conn. Gen. Stat. § 10-153 - Discrimination on the basis of sex, gender identity or expression or marital status prohibited

Conn. Agencies Regs. §§ 46a-54-200 through § 46a-54-207

Brittell v. Department of Correction, 247 Conn. 148 (1998)

Fernandez v. Mac Motors, Inc., 205 Conn. App. 669 (2021)

ADOPTED: April 12, 2012

REVISED: May 9, 2018

REVISED: October 14, 2020

REVISED: December 16, 2020

REVISED: September 21, 2022

REVISED: AUGUST 21, 2024

4218  
Personnel

*[Note: The following administrative regulations are not part of the sex discrimination and sex-based harassment policy and need not be approved by the Board, unless such approval is required by the Board's bylaws. However, because a complaint procedure is legally required, these administrative regulations are included for your convenience.]*

**Commented [ADP6]:** Note that the CSDE, as part of the conditions for charter renewal has requested evidence of Board approval of revised policies and procedures.

*In investigating conduct pursuant to these administrative regulations, districts are permitted to use a unified investigative model or a bifurcated investigative model. In a unified investigative model, one person—or multiple people working as a team—act as both the investigator and the decisionmaker for a matter. In a bifurcated investigative model, the investigator and the decisionmaker are separate people, or teams of people. These administrative regulations provide for a unified investigative model in most cases but allow a bifurcated investigative model to be implemented in certain circumstances. However, districts can choose to use a bifurcated investigative model for all matters, and the language in these administrative regulations is only one option.*

*Section IV.10 includes an appeals process. The appeals process regarding the determination of sex discrimination must, at minimum, be the same as the appeals processes in ISAAC's nondiscrimination policies.*

*For alleged conduct that occurred before August 1, 2024, districts are required to follow the applicable policy in place at the time the conduct allegedly occurred.]*

**ADMINISTRATIVE REGULATIONS  
PROHIBITION OF SEX DISCRIMINATION, INCLUDING SEX-BASED  
HARASSMENT**

The ISAAC Board of Directors (the “Board”) and ISAAC do not discriminate on the basis of sex and prohibit sex discrimination in any education program or activity that the Board and/or ISAAC operate, as required by Title IX of the Education Amendments of 1972, 20 U.S.C. § 1681, et seq. and its implementing regulations (“Title IX”), as it may be amended from time to time, Title VII of the Civil Rights Act of 1964 (“Title VII”), and Connecticut law.

ISAAC has adopted grievance procedures that provide for the prompt and equitable resolution of complaints made by students, employees, or other individuals who are participating or attempting to participate in ISAAC’s education program or activity, or by the Title IX Coordinator, alleging any action that would be prohibited by Title IX, Title VII, or Connecticut law. Any reference in these Administrative Regulations to the Title IX coordinator or to an administrator includes such person’s designee.

**Sex discrimination** occurs when a person, because of the person’s sex, is denied participation in or the benefits of any education program or activity receiving federal financial assistance. This includes discrimination on the basis of sex stereotypes, sex characteristics, pregnancy or related

conditions, sexual orientation, and gender identity. **Sex discrimination includes sex-based harassment**, as defined below.

**Sex-based harassment under Title IX** is a form of sex discrimination and means sexual harassment and other harassment on the basis of sex, including on the basis of sex stereotypes, sex characteristics, pregnancy or related conditions, sexual orientation, and gender identity, that is:

1. *Quid pro quo harassment*, or where an employee, agent or other person authorized by the Board to provide an aid, benefit or services under its education program or activity explicitly or impliedly conditions the provision of an aid, benefit, or service of the Board on an individual's participation in unwelcome sexual conduct);
2. *Hostile environment harassment*, or unwelcome sex-based conduct that based on the totality of the circumstances, is (1) subjectively and objectively offensive and (2) so severe or pervasive that it limits or denies a person's ability to participate in or benefit from ISAAC's education program or activity. Whether a hostile environment has been created is a fact-specific inquiry that includes consideration of the following:
  - a. the degree to which the conduct affected the complainant's ability to access ISAAC's education program or activity;
  - b. the type, frequency, and duration of the conduct;
  - c. the parties' ages, roles within ISAAC's education program or activity, previous interactions, and other factors about each party that may be relevant to evaluating the effects of the conduct;
  - d. the location of the conduct and the context in which the conduct occurred; and
  - e. other sex-based harassment in ISAAC's education program or activity; or
3. *A specific offense, as follows:*
  - a. Sexual assault, meaning an offense classified as a forcible or nonforcible sex offense under the uniform crime reporting system of the Federal Bureau of Investigation;
  - b. Dating violence, meaning violence committed by a person: (i) who is or has been in a social relationship of a romantic or intimate nature with the victim; and (ii) where the existence of such a relationship shall be determined based on a consideration of the following factors: the length of the relationship, the type of relationship, and the frequency of interaction between the persons involved in the relationship;
  - c. Domestic violence, meaning felony or misdemeanor crimes committed by a person who: (i) is a current or former spouse or intimate partner of the victim under the family or domestic violence laws of Connecticut, or a person similarly situated to a spouse of the victim; (ii) is cohabitating, or has cohabitated, with the victim as a spouse or intimate partner; (iii) shares a child in common with the victim; or (iv) commits acts against a youth or adult victim who is protected from those acts under the family or domestic violence laws of Connecticut; or
  - d. Stalking, meaning engaging in a course of conduct directed at a specific person that would cause a reasonable person to: (i) fear for the person's safety or the safety of others; or (ii) suffer substantial emotional distress.

## SECTION I: REPORTING SEX DISCRIMINATION

To report information about conduct that may constitute sex discrimination or make a complaint of sex discrimination, please contact ISAAC's Title IX Coordinator or an administrator. ISAAC's Title IX Coordinator is:

Tanya Collins  
190 Governor Winthrop Boulevard  
New London, CT 06320  
[tcollins@isaacschool.org](mailto:tcollins@isaacschool.org)  
860.447.1003

**Commented [ADP7]:** This allows for multiple avenues of reporting.

The following people have a right to make a complaint of sex discrimination, including a complaint of sex-based harassment, requesting that ISAAC investigate and make a determination about alleged discrimination under Title IX and under the Board's policy and these Administrative Regulations:

**Commented [ADP8]:** Please confirm.

1. A "complainant," which includes:
  - a. a student of ISAAC or employee of the Board who is alleged to have been subjected to conduct that could constitute sex discrimination under Title IX; or
  - b. a person other than a student of ISAAC or employee of the Board who is alleged to have been subjected to conduct that could constitute sex discrimination under Title IX at a time when that individual was participating or attempting to participate in ISAAC's education program or activity;
2. A parent, guardian, or other authorized legal representative with the legal right to act on behalf of a complainant (collectively, "parent or guardian"); and
3. ISAAC's Title IX Coordinator.

For clarity, a person is entitled to make a complaint of sex-based harassment only if they themselves are alleged to have been subjected to the sex-based harassment, if they have a legal right to act on behalf of such person, or if the Title IX Coordinator initiates a complaint consistent with the requirements of Title IX.

With respect to complaints of sex discrimination other than sex-based harassment, in addition to the people listed above, the following people have a right to make a complaint:

- Any student of ISAAC or employee of the Board; or
- Any person other than a student of ISAAC or employee of the Board who was participating or attempting to participate in ISAAC's education program or activity at the time of the alleged sex discrimination.

ISAAC may consolidate complaints of sex discrimination against more than one respondent, or by more than one complainant against one or more respondents, or by one party against another party, when the allegations of sex discrimination arise out of the same facts or circumstances. Consolidation shall not violate the Family Educational Rights and Privacy Act ("FERPA"), and thus requires that prior written consent is obtained from the parents or eligible students to the

disclosure of their education records. Where ISAAC is unable to obtain prior written consent, complaints cannot be consolidated. When more than one complainant or more than one respondent is involved, references in these Administrative Regulations to a party, complainant, or respondent include the plural, as applicable.

## **SECTION II: DEFINITIONS**

1. **Bias** occurs when it is proven that the Title IX Coordinator, investigator(s), and/or decisionmaker(s) demonstrate actual bias, rather than the appearance of bias. Actual bias includes, but is not limited to, demonstrated personal animus against the respondent or the complainant and/or prejudgment of the facts at issue in the investigation.
2. **Complainant** means (1) a student of ISAAC or employee of the Board who is alleged to have been subjected to conduct that could constitute sex discrimination under Title IX or its regulations; or (2) a person other than a student of ISAAC or employee of the Board who is alleged to have been subjected to conduct that could constitute sex discrimination under Title IX or its regulations and who was participating or attempting to participate in ISAAC's education program or activity at the time of the alleged sex discrimination. When a complainant is a student of ISAAC, reference in these Administrative Regulations to complainant includes the student's parent or guardian.
3. **Complaint** means oral or written requests to ISAAC that objectively can be understood as a request for ISAAC to investigate and make a determination about alleged discrimination under Title IX or its regulations and under the Board's policy and these Administrative Regulations.
4. A **conflict of interest** occurs when it is proven that the Title IX Coordinator, investigator(s), and/or decisionmaker(s) have personal, financial and/or familial interests that affected the outcome of the investigation.
5. **Consent** means an active, clear and voluntary agreement by a person to engage in sexual activity with another person (also referred to hereafter as "affirmative consent").

For the purposes of an investigation conducted pursuant to these Administrative Regulations, the following principles shall be applied in determining whether consent for sexual activity was given and/or sustained:

- Affirmative consent is the standard used in determining whether consent to engage in sexual activity was given by all persons who engaged in the sexual activity.
- Affirmative consent may be revoked at any time during the sexual activity by any person engaged in the sexual activity.
- It is the responsibility of each person engaging in a sexual activity to ensure that the person has the affirmative consent of all persons engaged in the sexual activity to engage in the sexual activity and that the affirmative consent is sustained throughout the sexual activity.

- It shall not be a valid excuse to an alleged lack of affirmative consent that a respondent to the alleged violation believed that a complainant consented to the sexual activity:
    - because the respondent was intoxicated or reckless or failed to take reasonable steps to ascertain whether the complainant consented, or
    - if the respondent knew or should have known that the complainant was unable to consent because such individual was unconscious, asleep, unable to communicate due to a mental or physical condition, unable to consent due to the age of the individual or the age difference between the individual and the respondent, or incapacitated due to the influence of drugs, alcohol or medication.
  - The existence of a past or current dating or sexual relationship between a complainant and a respondent, in and of itself, shall not be determinative of a finding of consent.
6. **Disciplinary sanctions** means consequences imposed on a respondent following a determination under Title IX or under the Board's policy and these Administrative Regulations that the respondent violated ISAAC's prohibition on sex discrimination.
  7. For purposes of investigations and complaints of sex discrimination, **education program or activity** includes buildings owned or controlled by the Board and conduct that is subject to ISAAC's disciplinary authority. ISAAC has an obligation to address a sex-based hostile environment under its education program or activity, even when some conduct alleged to be contributing to the hostile environment occurred outside ISAAC's education program or activity or outside the United States.
  8. **Employee** means (A) a teacher, substitute teacher, school administrator, school superintendent, guidance counselor, school counselor, psychologist, social worker, nurse, physician, school paraprofessional or coach employed by the Board or working in a public elementary, middle or high school; or (B) any other individual who, in the performance of the individual's duties, has regular contact with students and who provides services to or on behalf of students enrolled in a public elementary, middle or high school, pursuant to a contract with the Board.
  9. **Party** means a complainant or respondent.
  10. **Pregnancy or related conditions** mean (A) pregnancy, childbirth, termination of pregnancy, or lactation; (B) medical conditions related to pregnancy, childbirth, termination of pregnancy, or lactation; or (C) recovery from pregnancy, childbirth, termination of pregnancy, lactation, or related medical conditions.
  11. **Relevant** means related to the allegations of sex discrimination under investigation as a part of ISAAC's Title IX grievance procedures. Questions are **relevant** when they seek evidence that may aid in showing whether the alleged sex discrimination occurred, and evidence is relevant when it may aid a decisionmaker in determining whether the alleged sex discrimination occurred.

12. **Remedies** means measures provided, as appropriate, to a complainant or any other person ISAAC identifies as having had their equal access to ISAAC 's education program or activity limited or denied by sex discrimination. These measures are provided to restore or preserve that person's access to ISAAC's education program or activity after ISAAC determines that sex discrimination occurred.
13. **Respondent** means an individual who is alleged to have violated ISAAC's prohibition on sex discrimination. When a respondent is a student of ISAAC, reference in these Administrative Regulations to respondent includes the student's parent or guardian.
14. **Retaliation** means intimidation, threats, coercion, or discrimination against any person by a student or an employee or other person authorized by ISAAC to provide aid, benefit, or service under ISAAC's education program or activity, for the purpose of interfering with any right or privilege secured by Title IX or Title VII or their regulations or Connecticut law, or because the person has reported information, made a complaint, testified, assisted, or participated or refused to participate in any manner in an investigation, proceeding, hearing or informal resolution process conducted pursuant to federal Title IX regulations or under the Board's policy and these Administrative Regulations. This also includes **peer retaliation**, which means retaliation by a student against another student.
15. **School days** means the days that school is in session as designated on the calendar posted on ISAAC's website. In its discretion, and when equitably applied and with proper notice to the parties, ISAAC may consider business days during the summer recess as "school days" if such designation facilitates the prompt resolution of the grievance procedures.
16. **Supportive measures** means individualized measures offered as appropriate, as reasonably available, without unreasonably burdening a complainant or respondent, not for punitive or disciplinary reasons, and without fee or charge to the complainant or respondent to: (1) restore or preserve that party's access to ISAAC's education program or activity, including measures that are designed to protect the safety of the parties or ISAAC's educational environment; or (2) provide support during ISAAC's grievance procedures or during the informal resolution process. Supportive measures may include counseling; extensions of deadlines or other course-related adjustments; increased security and monitoring; restrictions on contact; changes to class schedules or extracurriculars; training and education programs related to sex-based harassment, and other similar measures as determined appropriate by the Title IX Coordinator.

### **SECTION III: RESPONSE TO SEX DISCRIMINATION**

1. **Notification of Procedures.** When notified of conduct that reasonably may constitute sex discrimination, including sex-based harassment, the Title IX Coordinator shall notify the complainant or, if the complainant is unknown, the individual who reported the conduct, of the grievance procedures, and the informal resolution process, if available and appropriate. If a complaint is made, the Title IX Coordinator shall also notify the

respondent of the grievance procedures and the informal resolution process, if available and appropriate.

2. Supportive Measures. When notified of conduct that reasonably may constitute sex discrimination, including sex-based harassment, an administrator will offer and coordinate supportive measures as appropriate for the complainant and/or respondent to restore or preserve that person's access to ISAAC's education program or activity or provide support during ISAAC's Title IX grievance procedures or during the informal resolution process. ISAAC will not disclose information about any supportive measures to persons other than the person to whom they apply and their parent or guardian unless necessary to provide the supportive measure or restore or preserve a party's access to the educational program or activity.

- a. Where a supportive measure has been implemented, a party may seek the modification or termination of the supportive measure, if the supportive measure is applicable to them and if the party's circumstances have materially changed. ISAAC may, as appropriate, modify or terminate supportive measures at the conclusion of the grievance procedures or at the conclusion of the informal resolution process.
- b. *Challenge to Supportive Measures*. Upon an administrator's decision to provide, deny, modify or terminate a supportive measure, either a respondent or a complainant may challenge that decision. The challenged supportive measure must be applicable to the challenging party. A party's challenge may be based on, but is not limited to, concerns regarding whether the supportive measure is reasonably burdensome; reasonably available; being imposed for punitive or disciplinary reasons; imposed without fee or charge; or otherwise effective in meeting the purposes for which it is intended, including to restore or preserve access to the education program or activity, provide safety, or provide support during the grievance procedures. Such challenge shall be made in writing to the Title IX Coordinator.

Promptly and without undue delay after receiving a party's challenge, the Title IX Coordinator shall determine if the decision to provide, deny, modify, or terminate the supportive measure was inconsistent with the definition of supportive measures in this Administrative Regulation. When there is a change to a supportive measure currently in place, including the termination of the supportive measure, or where a new supportive measure is implemented or a requested supportive measure has been denied, the Title IX Coordinator shall notify the affected party of the determination.

In the event that the Title IX Coordinator made the decision to provide, deny, modify or terminate a supportive measure, the challenge will be assigned to a disinterested administrator.

3. Informal Resolution Process. In lieu of resolving a complaint of sex discrimination through ISAAC's formal grievance procedures (outlined below), the parties may instead elect to participate in an informal resolution process. ISAAC has discretion to determine whether it is appropriate to offer an informal resolution process and may decline to offer informal resolution despite one or more of the parties' wishes. ISAAC does not offer informal resolution to resolve a complaint that includes allegations that an employee

engaged in sex-based harassment of a student, or when such a process would conflict with the law. Upon ISAAC offering the informal resolution process to both parties, the parties shall have seven (7) school days to decide if they would like to participate in the process. ISAAC shall obtain the parties' voluntary consent to proceed with the informal resolution process. If the informal resolution process proceeds, the Title IX Coordinator shall appoint an informal resolution facilitator, who will not be the same person as the investigator or the decisionmaker.

- a. *Notice of Informal Resolution Process.* Promptly upon obtaining the parties' voluntary consent to process with the informal resolution process and before initiation of the informal resolution process, ISAAC must provide to the parties written notice that explains:
  - 1) the allegations;
  - 2) the requirements of the informal resolution process;
  - 3) that, prior to agreeing to a resolution, any party has the right to withdraw from the informal resolution process and to initiate or resume the formal grievance procedures;
  - 4) that the parties' agreement to a resolution at the conclusion of the informal resolution process would preclude the parties from initiating or resuming the formal grievance procedures arising from the same allegations;
  - 5) the potential terms that may be requested or offered in an informal resolution agreement (which may include, but are not limited to, restrictions on contact, restrictions on the respondent's participation in ISAAC's programs or activities, other disciplinary sanctions, and/or sensitivity training), including notice that an informal resolution agreement is binding only on the parties; and
  - 6) what information ISAAC will maintain and whether and how ISAAC could disclose such information for use in formal grievances procedures.
- b. *Intake Meeting(s).* From the date of the written notice provided in subsection III.3.a, above, the parties will have thirty (30) school days to reach a resolution. The Title IX Coordinator may extend this timeframe for the same reasons identified in subsection IV.1.d, below. If a resolution is not reached, ISAAC will continue resolving the complaint through the grievance procedures as outlined below. The informal resolution process will be designed to be collaborative, focusing on the needs of both parties. When the parties have agreed to pursue the informal resolution process, the informal resolution facilitator shall have a separate intake meeting with each party to determine the appropriate path for resolution. During the intake meeting(s), each party will have the opportunity to share their perspective on the allegations, and the informal resolution facilitator will ascertain the party's goals and motivation in pursuing an informal resolution process.

- c. *Informal Resolution Process.* Depending on the allegations of sex discrimination, ISAAC may offer, or the parties may request (subject to ISAAC's approval), one or more of the following types of informal resolution processes:
- 1) Facilitated Dialogue: After the intake meeting(s), the parties engage in a direct conversation about the alleged sex discrimination with the assistance of the informal resolution facilitator. In a facilitated dialogue, the parties are communicating directly and sharing the same space (virtually or in-person). During a facilitated dialogue, the parties will have the opportunity to discuss their individual experiences and listen to the experiences of others with the intention of reaching a mutually agreeable resolution.
  - 2) Mediation: After the intake meeting, the parties will engage in back-and-forth communication to reach an agreed-upon resolution. Mediation may take place electronically or in-person or virtually, with the parties in different locations (e.g. not face-to-face). The parties will have the opportunity to speak with the informal resolution facilitator, and the informal resolution facilitator will communicate each party's perspective to the opposing party. Mediation may be completed in one session or may require multiple sessions.
- d. *Informal Resolution Agreement.* After the parties have reached an agreed-upon resolution, the informal resolution facilitator shall memorialize such agreement in writing. Such resolutions may include, but are not limited to, mutual no-contact orders; agreed upon sensitivity training; restrictions on the respondent's participation in ISAAC's programs or activities or other disciplinary sanctions; or other mutually agreed upon resolutions. Both parties shall sign the informal resolution agreement, at which point the matter will be considered resolved.
- e. *Retaliation and Subsequent Conduct.* Nothing in this section precludes an individual from filing a complaint of retaliation for matters related to an informal resolution, nor does it preclude either party from filing complaints based on conduct that is alleged to occur following ISAAC's facilitation of the informal resolution.
4. Emergency Removal. ISAAC will not impose discipline on a respondent for sex discrimination prohibited by Title IX unless there is a determination at the conclusion of the grievance procedures that the respondent engaged in prohibited sex discrimination. However, ISAAC may remove a respondent from ISAAC's program or activity on an emergency basis, provided that ISAAC undertakes an individualized safety and risk analysis, determines that an imminent and serious threat to the health or safety of the complainant or any students, employees, or other persons arising from the allegations of sex discrimination justifies removal, and provides the respondent with notice and an opportunity to challenge the decision immediately following the removal.

5. Students with Disabilities. If a complainant or respondent is a student with a disability, the Title IX Coordinator shall consult with one or more members of the student's Planning and Placement Team or Section 504 Team to determine how to comply with the requirements of the Individuals with Disabilities Education Act ("IDEA") and Section 504 of the Rehabilitation Act throughout the implementation of the grievance procedures, including in the implementation of supportive measures.
6. Absence of a Complaint. In the absence of a complaint, or the withdrawal of any or all allegations in the complaint, and in the absence or termination of the informal resolution process, the Title IX Coordinator shall make a fact-specific determination regarding whether the Title IX Coordinator should initiate a complaint of sex discrimination. In making this determination, the Title IX Coordinator shall consider, at a minimum, the following factors:
  - a. The complainant's request not to proceed with initiation of a complaint;
  - b. The complainant's reasonable safety concerns regarding initiation of a complaint;
  - c. The risk that additional acts of sex discrimination would occur if a complaint is not initiated;
  - d. The severity of the alleged sex discrimination, including whether the discrimination, if established, would require the removal of a respondent from ISAAC's program or activity or imposition of another disciplinary sanction to end the discrimination and prevent its recurrence;
  - e. The age and relationship of the parties, including whether the respondent is a Board employee;
  - f. The scope of the alleged sex discrimination, including information suggesting a pattern, ongoing sex discrimination, or sex discrimination alleged to have impacted multiple individuals;
  - g. The availability of evidence to assist a decisionmaker in determining whether sex discrimination occurred; and
  - h. Whether ISAAC could end the alleged sex discrimination and prevent its recurrence without initiating its grievance procedures.

If, after considering these and other relevant factors, the Title IX Coordinator determines that the alleged conduct presents an imminent and serious threat to the health or safety of the complainant or other person, or that the alleged conduct prevents ISAAC from ensuring equal access on the basis of sex to its education program or activity, the Title IX Coordinator may initiate a complaint.

#### **SECTION IV: GRIEVANCE PROCEDURES FOR COMPLAINTS OF SEX DISCRIMINATION**

1. Basic Requirements for the Grievance Procedures.
  - a. ISAAC will treat complainants and respondents equitably.

- b. ISAAC prohibits any Title IX Coordinator, investigator, or decisionmaker from having a conflict of interest or bias for or against complainants or respondents generally or an individual complainant or respondent.
- c. ISAAC presumes that the respondent is not responsible for the alleged sex discrimination until a determination is made at the conclusion of the grievance procedures.
- d. ISAAC has established timeframes for the major stages of the grievance procedures. ISAAC has also established the following process that allows for the reasonable extension of timeframes on a case-by-case basis for good cause with notice to the parties that includes the reason for the delay:
  - 1) When determining whether a reasonable extension of timeframes is appropriate, the Title IX Coordinator shall pursue a two-step inquiry. When appropriate, the Title IX Coordinator shall make this determination in consultation with the investigator, decisionmaker, appeal decisionmaker and/or the informal resolution facilitator.
  - 2) First, the Title IX Coordinator shall determine whether good cause exists. Good cause shall include, but is not limited to, the absence or illness of a party or a witness; concurrent law enforcement activity and/or activity by the Department of Children and Families; school being out of session; or particular circumstances based on the Title IX Coordinator's experience and familiarity with the complaint that constitute good cause. Reasonable modifications for those with disabilities and language assistance for those with limited proficiency in English should be provided within the established timeframes without need for a reasonable extension.
  - 3) The existence of good cause will not always require a reasonable extension. When evaluating whether such good cause warrants a reasonable extension of time, the Title IX Coordinator shall, in part, determine whether there is a reasonable alternative that may be pursued in lieu of an extension. Where no such alternative exists and where a reasonable extension is necessary to properly effectuate ISAAC's grievance procedures, the Title IX Coordinator shall determine an appropriate extension of time and provide notice of the period of extension to the parties in writing.
- e. ISAAC will take reasonable steps to protect the privacy of the parties and witnesses during its grievance procedures. These steps will be designed to not restrict the ability of the parties to obtain and present evidence, including by speaking to witnesses; consulting with their family members or confidential resources; or otherwise preparing for or participating in the grievance procedures. ISAAC prohibits retaliation by or against any parties, including against witnesses.
- f. ISAAC will objectively evaluate all evidence that is relevant and not otherwise impermissible—including both inculpatory (tending to prove sex discrimination) and exculpatory evidence (tending to disprove sex discrimination). Credibility determinations will not be based on a person's status as a complainant, respondent, or witness.

- g. The following types of evidence, and questions seeking that evidence, are impermissible (*i.e.*, will not be accessed or considered, except by ISAAC to determine whether one of the exceptions listed below applies; will not be disclosed; and will not otherwise be used), regardless of whether they are relevant:
- 1) Evidence that is protected under a privilege recognized by Federal or Connecticut law, unless the person to whom the privilege is owed has voluntarily waived the privilege;
  - 2) A party's or witness's records that are made or maintained by a physician, psychologist, or other recognized professional or paraprofessional in connection with the provision of treatment to the party or witness, unless ISAAC obtains that party's or witness's voluntary, written consent for use in its grievance procedures; and
  - 3) Evidence that relates to the complainant's sexual interests or prior sexual conduct, unless evidence about the complainant's prior sexual conduct is offered to prove that someone other than the respondent committed the alleged conduct or is evidence about specific incidents of the complainant's prior sexual conduct with the respondent that is offered to prove consent to the alleged sex-based harassment. The fact of prior consensual sexual conduct between the complainant and respondent does not by itself demonstrate or imply the complainant's consent to the alleged sex-based harassment or preclude determination that sex-based harassment occurred.
- h. ISAAC will not impose discipline on a respondent for sex discrimination prohibited by Title IX unless there is a determination at the conclusion of the grievance procedures that the respondent engaged in prohibited sex discrimination. However, ISAAC may remove a respondent from ISAAC's program or activity on an emergency basis, as discussed above.
2. Filing a Complaint. A complainant (as defined above) and/or their parent or guardian may file a written or oral complaint with the Title IX Coordinator or an administrator to initiate ISAAC's grievance procedures. Complaints should be filed within thirty (30) school days of the alleged occurrence. If a complaint is filed after thirty (30) school days of the alleged occurrence, ISAAC may be limited in its ability to investigate the complaint.
3. Notice of District Grievance Procedures. If not already done, within five (5) school days of receiving a complaint, the Title IX Coordinator shall inform the complainant and their parent or guardian about ISAAC's Title IX grievance procedures, offer the complainant supportive measures, and, where appropriate, inform the complainant and their parent or guardian about ISAAC's informal resolution process. Through this notification, the Title IX Coordinator shall confirm that the complainant is requesting ISAAC to conduct an investigation and make a determination regarding their allegations of sex discrimination. When the Title IX Coordinator is named as the respondent, the building principal or administrator responsible for the program shall notify the complainant and their parent or guardian.

4. Jurisdiction and Dismissal. Prior to initiating an investigation into the alleged sex discrimination and prior to issuing the notice of allegations, the Title IX Coordinator shall review the complaint and determine jurisdiction. If the alleged conduct occurred in ISAAC's program or activity or the conduct is otherwise subject to ISAAC's disciplinary authority, then ISAAC has jurisdiction. If there is no jurisdiction, the Title IX Coordinator must dismiss the complaint. The Title IX Coordinator shall make a determination regarding jurisdiction within five (5) school days of receiving the complaint.
- a. The Title IX Coordinator or the investigator may dismiss a complaint of sex discrimination prior to issuing the notice of allegations and prior to reaching a determination regarding responsibility where:
- 1) ISAAC is unable to identify the respondent after taking reasonable steps to do so;
  - 2) The respondent is not participating in ISAAC's education program or activity and/or is not employed by the Board;
  - 3) The complainant voluntarily withdraws any or all of the allegations in the complaint, the Title IX Coordinator declines to initiate a complaint, and the Title IX Coordinator determines that, without the complainant's withdrawn allegations, the conduct that remains alleged in the complaint, if any, would not constitute sex discrimination under Title IX even if proven; or
  - 4) The Title IX Coordinator determines the conduct alleged in the complaint, even if proven, would not constitute sex discrimination under Title IX. Before dismissing the complaint, ISAAC will make reasonable efforts to clarify the allegations by communicating with the complainant to discuss the allegations in the complaint.
- b. Upon dismissal of the complaint, the Title IX Coordinator will promptly notify the complainant of the basis for the dismissal. If the dismissal occurs after the respondent has been notified of the allegations, then the Title IX Coordinator will also notify the respondent of the dismissal and the basis for the dismissal promptly following notification to the complainant, or simultaneously if notification is in writing. When a complaint is dismissed, ISAAC will, at a minimum:
- 1) Offer supportive measures to the complainant as appropriate;
  - 2) If the respondent has been notified of the allegations, offer supportive measures to the respondent as appropriate; and
  - 3) Take other prompt and effective steps, as appropriate, through the Title IX Coordinator to ensure that sex discrimination does not continue or recur within ISAAC's education program or activity.
- c. Appeal of Dismissal. The Title IX Coordinator will notify the complainant that a dismissal may be appealed and will provide the complainant with an opportunity to appeal the dismissal of a complaint. If the dismissal occurs after the respondent has been notified of the allegations, then the Title IX Coordinator will also notify the respondent that the dismissal may be appealed. ISAAC's appeal procedures will be implemented equally for all parties.

- 1) Dismissals may be appealed on the following bases:
  - a) Procedural irregularity that would change the outcome;
  - b) New evidence that would change the outcome and that was not reasonably available when the dismissal was issued; and
  - c) The Title IX Coordinator, investigator, or decisionmaker had a conflict of interest or bias for or against complainants or respondents generally or the individual complainant or respondent that would change the outcome.
- 2) If the dismissal is appealed, an administrator who did not take part in the investigation of the allegations or the dismissal of the complaint will be the appeal decisionmaker for the dismissal. ISAAC's appeal process for the dismissal of a complaint provides the following:
  - a) The appealing party shall have five (5) school days, from the receipt of the dismissal, to submit a written statement in support of, or challenging the outcome of the dismissal;
  - b) The appeal decisionmaker must promptly notify the other party of the appeal;
  - c) The other party shall have five (5) school days, from receiving notice from the appeal decisionmaker to submit a written a statement in support of, or challenging, the outcome; and
  - d) Within ten (10) school days following the other party's opportunity to provide a statement, the appeals decisionmaker shall provide the parties the result of the appeal and the rationale for the result.
5. Notice of Allegations. Upon receipt or filing by the Title IX Coordinator of a complaint, and after determining that ISAAC retains jurisdiction over the complaint, the Title IX Coordinator must provide a notice of allegations to the parties that includes the following:
  - a. ISAAC's Title IX grievance procedures and availability of the informal resolution process;
  - b. Sufficient information available at the time to allow the parties to respond to the allegations, including the identities of the parties involved in the incident(s), the conduct alleged to constitute sex discrimination, and the date(s) and location(s) of the alleged incident(s);
  - c. A statement that retaliation is prohibited; and
  - d. A statement that the parties are entitled to an equal opportunity to access the relevant and not otherwise impermissible evidence or an accurate description of this evidence; and if ISAAC provides a description of the evidence, the parties are entitled to an equal opportunity to access the relevant and not otherwise impermissible evidence upon the request of any party.

If, in the course of an investigation, the investigator decides to investigate additional allegations of sex discrimination by the respondent toward the complainant that are not

included in the initial notice of allegations or that are included in a complaint that is consolidated, ISAAC will notify the parties of the additional allegations by issuing an additional notice of allegations.

6. Investigation. ISAAC will provide for the adequate, reliable, and impartial investigation of complaints. In most circumstances, ISAAC will institute a unified investigative model in which an administrator, or a team of administrators, will serve as both the investigator and the decisionmaker. In rare circumstances, the Title IX Coordinator may implement a bifurcated investigative model in which the investigator and the decisionmaker are separate administrators, or separate teams of administrators. The implementation of a bifurcated investigative model shall be in the sole discretion of ISAAC, based on a review by the Title IX Coordinator of the complexity of the investigation and the resources needed. The following applies to all investigations, except as otherwise provided herein:

- a. The burden is on ISAAC—not on the parties—to conduct an investigation that gathers sufficient evidence to determine whether sex discrimination occurred.
- b. The investigator(s) will provide an equal opportunity for the parties to present fact witnesses and other inculpatory and exculpatory evidence that is relevant and not otherwise impermissible.
- c. The investigator(s) will review all evidence gathered through the investigation and determine what evidence is relevant and what evidence is impermissible regardless of relevance.
- d. *Disclosure of Evidence*: Prior to making a determination, the investigator(s) will provide each party with an equal opportunity to access the evidence that is relevant to the allegations of sex discrimination and not otherwise impermissible.
  - 1) Access to such evidence shall be accomplished by the investigator(s) providing the parties with a description of such evidence or the actual relevant and not otherwise impermissible evidence.
  - 2) The parties shall have five (5) school days to review a description of the evidence or the actual evidence.
  - 3) If not already provided, the parties may request to review the relevant and not otherwise impermissible evidence, rather than a description of the evidence. Parties requesting a review of the evidence must do so within the five (5) school day review period identified above.
  - 4) The parties may submit a written response to the evidence, which must be received by the investigator(s) no later than the end of the five (5) school day review period identified above.
  - 5) Based on the complexity and amount of the evidence, the investigator(s) may provide the parties with additional time to review and respond to the evidence.
  - 6) ISAAC strictly prohibits the unauthorized disclosure of information and evidence obtained solely through the grievance procedures by parties or any other individuals involved in the Title IX grievance procedures. Disclosures of such

**Commented [ADP9]:** When identifying investigators and decisionmakers, ISAAC will take into consideration any potential conflicts of interest. As such, we recommend that ISAAC consider ensuring that there are multiple admins sufficiently trained to perform these roles, if necessary.

information and evidence for purposes of administrative proceedings or litigation related to the complaint of sex discrimination are authorized.

- e. *Only when using a bifurcated investigative model*, the investigator(s) will draft an investigative report that summarizes the relevant and not otherwise impermissible evidence. The investigator(s) will provide this report to the parties and to the decisionmaker(s).

- 7. Questioning the Parties and Witnesses. The decisionmaker(s) shall question parties and witnesses to adequately assess the credibility of a party or witness, to the extent credibility is both in dispute and relevant to evaluating one or more allegations of sex discrimination. Credibility may be considered to be in dispute where the decisionmaker(s) must choose between competing narratives to resolve the complaint. The decisionmaker(s), at their discretion, may conduct individual meetings with the parties or witnesses to evaluate credibility. The decisionmaker(s) may consider the following factors in making this evaluation:

- a. Plausibility – Whether the testimony is believable on its face; whether the party or witness experienced or perceived the conduct firsthand; and/or whether there are any inconsistencies in any part of the party’s or witness’s testimony;
- b. Corroboration – Whether there is other testimony or physical evidence that tends to prove or disprove the party’s or witness’s testimony;
- c. Motive to Falsify – Whether the party or the witness had a motive to lie; whether a bias, interest or other motive exists; and/or whether there is a fear of retaliation;
- d. Demeanor – Evaluating the party’s or witness’s body language, including whether there is a perceived nervousness and/or they make tense body movements.

The decisionmaker(s) shall consider the credibility of any party and witness based on the factors above, as well as the evidence and information gathered during the investigation.

- 8. Determination of Whether Sex Discrimination Occurred. Following an investigation and evaluation of all relevant and not otherwise impermissible evidence and within sixty (60) school days of issuing the initial notice of allegations, the decisionmaker(s) will:

- a. Use the preponderance of the evidence standard to determine whether sex discrimination occurred. The standard requires the decisionmaker(s) to evaluate relevant and not otherwise impermissible evidence and determine if it is more likely than not that the conduct occurred. If the decisionmaker(s) is not persuaded by a preponderance of the evidence that sex discrimination occurred, the decisionmaker(s) shall not determine that sex discrimination occurred;
- b. Notify the parties in writing of the determination whether sex discrimination occurred under Title IX and/or the Board’s policy and these Administrative Regulations, including the rationale for such determination, and the procedures and permissible bases for the complainant and respondent to appeal;
- c. Not impose discipline on a respondent for sex discrimination prohibited by Title IX unless there is a determination at the conclusion of the grievance procedures that the respondent engaged in prohibited sex discrimination;

- d. Comply with the grievance procedures before the imposition of any disciplinary sanctions against a respondent; and
  - e. Not discipline a party, witness, or others participating in the grievance procedures for making a false statement or for engaging in consensual sexual conduct based solely on the determination whether sex discrimination occurred.
9. Remedies and Disciplinary Sanctions. If there is a determination that sex discrimination occurred, the Title IX Coordinator will, as appropriate:
- a. Coordinate the provision and implementation of remedies to a complainant and other people ISAAC identified as having had equal access to ISAAC's education program or activity limited or denied by sex discrimination. These remedies may include, but are not limited to: continued supports for the complainant and other people ISAAC identifies; follow-up inquiries with the complainant and witnesses to ensure that the discriminatory/harassing conduct has stopped and that they have not experienced any retaliation; training or other interventions for the larger school community designed to ensure that students, staff, parents, Board members and other individuals within the school community understand the types of behavior that constitute discrimination/harassment, that ISAAC does not tolerate it, and how to report it; counseling supports; other remedies as may be appropriate for a particular circumstance as determined by the Title IX Coordinator.
  - b. Coordinate the imposition of disciplinary sanctions, as appropriate, for a respondent, including notification to the complainant of any such disciplinary sanctions. The possible sanctions may include, but are not limited to, discipline up to and including expulsion for students and termination of employment for employees; resolution through restorative practices; and/or restrictions from athletics and other extracurricular activities.
  - c. Take other appropriate prompt and effective steps to ensure that sex discrimination does not continue or recur within ISAAC's education program or activity.
  - d. Communicate with a student's PPT or Section 504 team prior to disciplining a respondent to ensure compliance with the requirements of the IDEA and Section 504 with respect to discipline of students.
  - e. If expulsion is recommended, refer a student respondent to the Board for expulsion proceedings pursuant to Connecticut law.
10. Appeal of Determination. After receiving the written determination of the outcome, parties shall have ten (10) school days to submit a formal written statement of appeal, if they so choose, to the Title IX Coordinator challenging the outcome of the grievance procedures and explaining the basis for appeal.

Upon receipt of an appeal, the Superintendent shall appoint a decisionmaker(s) for the appeal, who shall be someone other than the Title IX Coordinator, investigator(s), or initial decisionmaker(s). The decisionmaker(s) for the appeal will provide the appealing party's written statement to the non-appealing party. The non-appealing party will then

have ten (10) school days to submit to the decision-maker(s) for the appeal a written statement in support of, or challenging, the outcome of the grievance procedures.

The decisionmaker(s) for the appeal shall review the evidence and the information presented by the parties and determine if further action and/or investigation is warranted. Such action may include consultation with the investigator(s) and the parties, a meeting with appropriate individuals to attempt to resolve the complaint, or a decision affirming or overruling the written outcome. Generally, a party's disagreement with the outcome of the investigation, alone, will not be basis for further action. The decisionmaker(s) for the appeal will attempt to issue written notice of the outcome of the appeal to the parties within thirty (30) school days of receipt of all written statements from the parties.

#### **SECTION V: PREGNANCY OR RELATED CONDITIONS**

When any ISAAC employee is notified by a student or a student's parent or guardian that the student is pregnant or has a related condition, the ISAAC employee must promptly provide the student or parent or guardian with the Title IX Coordinator's contact information and inform the person that the Title IX Coordinator can coordinate specific actions to prevent sex discrimination and ensure the student's equal access to ISAAC's education program or activity. Once a student or a student's parent or guardian notifies the Title IX Coordinator of the student's pregnancy or related condition, the Title IX Coordinator must take specific actions to prevent discrimination and ensure equal access, as outlined in 34 C.F.R. § 106.40(b)(3) of the Title IX federal regulations.

For Board employees, ISAAC will treat pregnancy or related conditions as any other temporary medical conditions for all job-related purposes and follow the provisions outlined in 34 C.F.R. § 106.57 of the Title IX federal regulations. ISAAC will provide reasonable break time for an employee to express break milk or breastfeed as needed. ISAAC will also ensure that an employee can access a lactation space, which must be a space other than a bathroom that is clean, shielded from view, free from intrusion from others, and may be used by an employee for expressing breast milk or breastfeeding as needed.

#### **SECTION VI: RETALIATION**

ISAAC prohibits retaliation, including peer retaliation, in its education program or activity. When ISAAC has information about conduct that reasonably may constitute retaliation under Title IX and/or the Board's policy and these Administrative Regulations, ISAAC must initiate its grievance procedures or, as appropriate, an informal resolution process.

#### **SECTION VII: RECORDKEEPING**

ISAAC will maintain for a period of seven (7) years:

1. For each complaint of sex discrimination, records documenting the informal resolution process or the grievance procedures and the resulting outcome;

2. For each notification the Title IX Coordinator received of information about conduct that reasonably may constitute sex discrimination under Title IX, records documenting the actions ISAAC took in response; and
3. All materials used to provide training to employees pursuant to this Administrative Regulation. ISAAC will make these training materials available upon request for inspection by members of the public.

## **SECTION VIII: TRAINING**

ISAAC shall provide the individuals designated below with the following training promptly upon hiring or change of position that alters their duties, and annually thereafter.

1. *All employees.* All employees shall be annually trained on ISAAC's obligation to address sex discrimination in its education program or activity; the scope of conduct that constitutes sex discrimination under Title IX, including the definition of sex-based harassment; and all applicable notification and information requirements related to pregnancy and related conditions and ISAAC's response to sex discrimination.
2. *Investigators, decisionmakers, and other persons who are responsible for implementing ISAAC's grievance procedures or have the authority to modify or terminate supportive measures.* Any employee who will act as an investigator, decisionmaker, or is responsible for supportive measures shall be annually trained on ISAAC's response to sex discrimination; ISAAC's grievance procedures; how to serve impartially, including by avoiding prejudgment of the facts at issue, conflicts of interest, and bias; and the meaning and application of the term "relevant" in relation to questions and evidence, and the types of evidence that are impermissible regardless of relevance under the grievance procedures.
3. *Informal Resolution Facilitator.* Any employee who will act as an informal resolution facilitator shall be annually trained on the topics in subsection (1) and the rules and practices associated with ISAAC's informal resolution process and on how to serve impartially, including by avoiding conflicts of interest and bias.
4. *Title IX Coordinator.* Any employee who will serve as the Title IX coordinator must be trained on above subsections (1)-(3) and must be trained on their specific responsibilities under Title IX, ISAAC's recordkeeping system and the requirements recordkeeping under Title IX.

Commented [ADP10]: See prior comment.

## **SECTION IX: FURTHER REPORTING**

At any time, a complainant alleging sex discrimination may also file a complaint with the Office for Civil Rights, Boston Office, U.S. Department of Education, 9<sup>th</sup> Floor, 5 Post Office Square, Boston, MA 02109-3921 (Telephone (617) 289-0111).

Individuals may also make a report of sex discrimination to the Connecticut Commission on Human Rights and Opportunities, 450 Columbus Boulevard, Hartford, CT 06103-1835 (Telephone: 860-541-3400 or Connecticut Toll Free Number: 1-800-477-5737).

**Commented [ADP11]:** The procedures identify alternative complaint procedures for those interested in making such complaints.

**COMPLAINT FORM REGARDING SEX DISCRIMINATION, INCLUDING  
SEX-BASED HARASSMENT**

Name of the complainant: \_\_\_\_\_

Date of the alleged conduct: \_\_\_\_\_

Name(s) of the alleged perpetrator(s): \_\_\_\_\_

\_\_\_\_\_

Location where such conduct occurred: \_\_\_\_\_

\_\_\_\_\_

Name(s) of any witness(es) to the conduct: \_\_\_\_\_

\_\_\_\_\_

Detailed statement of the circumstances:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Remedy requested: \_\_\_\_\_

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

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

## PROHIBITION OF SEX DISCRIMINATION, INCLUDING SEX-BASED HARASSMENT (STUDENTS)

The ISAAC Board of Directors (the “Board”) and ISAAC do not discriminate on the basis of sex and prohibit sex discrimination in any education program or activity that the Board and/or School operate, as required by Title IX of the Education Amendments of 1972, 20 U.S.C. § 1681, et seq. and its implementing regulations (“Title IX”), as it may be amended from time to time, Title VII of the Civil Rights Act of 1964 (“Title VII”), and Connecticut law.

Inquiries about Title IX may be referred to ISAAC’s Title IX Coordinator, the U.S. Department of Education’s Office for Civil Rights, or both. ISAAC’s Title IX Coordinator is:

Tanya Collins  
190 Governor Winthrop Boulevard  
New London, CT 06320  
[tcollins@isaacschool.org](mailto:tcollins@isaacschool.org)  
860.447.1003

Commented [ADP1]: Please confirm.

The Executive Director shall develop and adopt grievance procedures that provide for the prompt and equitable resolution of complaints made (1) by students, employees, or other individuals who are participating or attempting to participate in the ISAAC’s education program or activity, or (2) by the Title IX Coordinator, alleging any action that would be prohibited by Title IX, Title VII, or Connecticut law (the “Administrative Regulations”). The Administrative Regulations on the ISAAC website or via request.

**Sex discrimination** occurs when a person, because of the person’s sex, is denied participation in or the benefits of any education program or activity receiving federal financial assistance. This includes discrimination on the basis of sex stereotypes, sex characteristics, pregnancy or related conditions, sexual orientation, and gender identity. **Sex discrimination includes sex-based harassment**, as defined below.

**Sex-based harassment** is a form of sex discrimination and means sexual harassment and other harassment on the basis of sex, including on the basis of sex stereotypes, sex characteristics, pregnancy or related conditions, sexual orientation, and gender identity, that is:

1. *Quid pro quo harassment*, or where an employee, agent or other person authorized by the Board to provide an aid, benefit or services under its education program or activity explicitly or impliedly conditions the provision of an aid, benefit, or service of the Board on an individual’s participation in unwelcome sexual conduct;
2. *Hostile environment harassment*, or unwelcome sex-based conduct that based on the totality of the circumstances, is (1) subjectively and objectively offensive and (2) so severe or pervasive that it limits or denies a person’s ability to participate in or benefit

from ISAAC's education program or activity. Whether a hostile environment has been created is a fact-specific inquiry that includes consideration of the following:

- a. the degree to which the conduct affected the complainant's ability to access ISAAC's education program or activity;
  - b. the type, frequency, and duration of the conduct;
  - c. the parties' ages, roles within ISAAC's education program or activity, previous interactions, and other factors about each party that may be relevant to evaluating the effects of the conduct;
  - d. the location of the conduct and the context in which the conduct occurred; and
  - e. other sex-based harassment in ISAAC's education program or activity; or
3. A *specific offense*, as follows:
- a. Sexual assault, meaning an offense classified as a forcible or nonforcible sex offense under the uniform crime reporting system of the Federal Bureau of Investigation;
  - b. Dating violence, meaning violence committed by a person: (i) who is or has been in a social relationship of a romantic or intimate nature with the victim; and (ii) where the existence of such a relationship shall be determined based on a consideration of the following factors: the length of the relationship, the type of relationship, and the frequency of interaction between the persons involved in the relationship;
  - c. Domestic violence, meaning felony or misdemeanor crimes committed by a person who: (i) is a current or former spouse or intimate partner of the victim under the family or domestic violence laws of Connecticut, or a person similarly situated to a spouse of the victim; (ii) is cohabitating, or has cohabitated, with the victim as a spouse or intimate partner; (iii) shares a child in common with the victim; or (iv) commits acts against a youth or adult victim who is protected from those acts under the family or domestic violence laws of Connecticut; or
  - d. Stalking, meaning engaging in a course of conduct directed at a specific person that would cause a reasonable person to: (i) fear for the person's safety or the safety of others; or (ii) suffer substantial emotional distress.

### **Reporting Sex Discrimination:**

The following people have a right to make a complaint of sex discrimination, including a complaint of sex-based harassment, requesting that ISAAC investigate and make a determination about alleged discrimination under Title IX:

1. A "complainant," which includes:
  - a. a student of ISAAC or employee of the Board who is alleged to have been subjected to conduct that could constitute sex discrimination under Title IX; or
  - b. a person other than a student of ISAAC or employee of the Board who is alleged to have been subjected to conduct that could constitute sex discrimination under Title IX

at a time when that individual was participating or attempting to participate in the Board's education program or activity;

2. A parent, guardian, or other authorized legal representative with the legal right to act on behalf of a complainant; and
3. ISAAC's Title IX Coordinator.

For clarity, a person is entitled to make a complaint of sex-based harassment only if they themselves are alleged to have been subjected to the sex-based harassment, if they have a legal right to act on behalf of such person, or if the Title IX Coordinator initiates a complaint consistent with the requirements of Title IX.

With respect to complaints of sex discrimination other than sex-based harassment, in addition to the people listed above, the following persons have a right to make a complaint:

- Any student of ISAAC or employee of the Board; or
- Any person other than a student of ISAAC or employee of the Board who was participating or attempting to participate in the Board's education program or activity at the time of the alleged sex discrimination.

To report information about conduct that may constitute sex discrimination or make a complaint of sex discrimination under Title IX, please contact ISAAC's Title IX Coordinator or an administrator.

Any Board employee who has information about conduct that reasonably may constitute sex discrimination must as immediately as practicable notify the Title IX Coordinator. If the Title IX Coordinator is alleged to have engaged in sex discrimination, Board employees shall instead notify their building principal or the Executive Director, if the employee is not assigned to a school building.

Individuals may also make a report of sex discrimination to the U.S. Department of Education: Office for Civil Rights, Boston Office, U.S. Department of Education, 9<sup>th</sup> Floor, 5 Post Office Square, Boston, MA 02109-3921 (Telephone (617) 289-0111) and/or to the Connecticut Commission on Human Rights and Opportunities, 450 Columbus Boulevard, Hartford, CT 06103-1835 (Telephone: 860-541-3400 or Connecticut Toll Free Number: 1-800-477-5737).

**Commented [ADP2]:** This allows for multiple avenues of reporting.

**Commented [ADP3]:** See prior comment.

**Commented [ADP4]:** See prior comment.

Legal References: Title IX of the Education Amendments of 1972, 20 U.S.C. § 1681, et seq.  
Title IX of the Education Amendments of 1972, 34 C.F.R § 106.1, et seq.  
Civil Rights Act of 1964, Title VII, 42 U.S.C. § 2000e-2(a)  
Meritor Savings Bank, FSB v. Vinson, 477 U.S. 57 (1986)  
Gebser v. Lago Vista Independent School District, 524 U.S. 274 (1998)  
Davis v. Monroe County Board of Education, 526 U.S. 629 (1999)

Equal Employment Opportunity Commission Policy Guidance on Current Issues of Sexual Harassment (N-915.050), March 19, 1990

Conn. Gen. Stat. § 10-15c - Discrimination in public schools prohibited.

Conn. Gen. Stat. § 46a-54 - Commission powers Connecticut

Conn. Gen. Stat. § 46a-60 - Discriminatory employment practices prohibited

Conn. Gen. Stat. § 46a-81c - Sexual orientation discrimination:  
Employment

Conn. Gen. Stat. § 10-153 - Discrimination on the basis of sex, gender identity or expression or marital status prohibited

Conn. Agencies Regs. §§ 46a-54-200 through § 46a-54-207

Brittell v. Department of Correction, 247 Conn. 148 (1998)

Fernandez v. Mac Motors, Inc., 205 Conn. App. 669 (2021)

ADOPTED: April 12, 2012

REVISED: May 9, 2018

REVISED: October 14, 2020

REVISED: December 16, 2020

REVISED: September 21, 2022

REVISED: AUGUST 21, 2024

5420  
Students

*[Note: The following administrative regulations are not part of the sex discrimination and sex-based harassment policy and need not be approved by the Board, unless such approval is required by the Board's bylaws. However, because a complaint procedure is legally required, these administrative regulations are included for your convenience.]*

*In investigating conduct pursuant to these administrative regulations, districts are permitted to use a unified investigative model or a bifurcated investigative model. In a unified investigative model, one person—or multiple people working as a team—act as both the investigator and the decisionmaker for a matter. In a bifurcated investigative model, the investigator and the decisionmaker are separate people, or teams of people. These administrative regulations provide for a unified investigative model in most cases but allow a bifurcated investigative model to be implemented in certain circumstances. However, districts can choose to use a bifurcated investigative model for all matters, and the language in these administrative regulations is only one option.*

*Section IV.10 includes an appeals process. The appeals process regarding the determination of sex discrimination must, at minimum, be the same as the appeals processes in ISAAC's nondiscrimination policies.*

*For alleged conduct that occurred before August 1, 2024, districts are required to follow the applicable policy in place at the time the conduct allegedly occurred.]*

**ADMINISTRATIVE REGULATIONS  
PROHIBITION OF SEX DISCRIMINATION, INCLUDING SEX-BASED  
HARASSMENT**

The ISAAC Board of Directors (the “Board”) and ISAAC do not discriminate on the basis of sex and prohibit sex discrimination in any education program or activity that the Board and/or ISAAC operate, as required by Title IX of the Education Amendments of 1972, 20 U.S.C. § 1681, et seq. and its implementing regulations (“Title IX”), as it may be amended from time to time, Title VII of the Civil Rights Act of 1964 (“Title VII”), and Connecticut law.

ISAAC has adopted grievance procedures that provide for the prompt and equitable resolution of complaints made by students, employees, or other individuals who are participating or attempting to participate in ISAAC’s education program or activity, or by the Title IX Coordinator, alleging any action that would be prohibited by Title IX, Title VII, or Connecticut law. Any reference in these Administrative Regulations to the Title IX coordinator or to an administrator includes such person’s designee.

**Sex discrimination** occurs when a person, because of the person’s sex, is denied participation in or the benefits of any education program or activity receiving federal financial assistance. This includes discrimination on the basis of sex stereotypes, sex characteristics, pregnancy or related

conditions, sexual orientation, and gender identity. **Sex discrimination includes sex-based harassment**, as defined below.

**Sex-based harassment under Title IX** is a form of sex discrimination and means sexual harassment and other harassment on the basis of sex, including on the basis of sex stereotypes, sex characteristics, pregnancy or related conditions, sexual orientation, and gender identity, that is:

1. *Quid pro quo harassment*, or where an employee, agent or other person authorized by the Board to provide an aid, benefit or services under its education program or activity explicitly or impliedly conditions the provision of an aid, benefit, or service of the Board on an individual's participation in unwelcome sexual conduct);
2. *Hostile environment harassment*, or unwelcome sex-based conduct that based on the totality of the circumstances, is (1) subjectively and objectively offensive and (2) so severe or pervasive that it limits or denies a person's ability to participate in or benefit from ISAAC's education program or activity. Whether a hostile environment has been created is a fact-specific inquiry that includes consideration of the following:
  - a. the degree to which the conduct affected the complainant's ability to access ISAAC's education program or activity;
  - b. the type, frequency, and duration of the conduct;
  - c. the parties' ages, roles within ISAAC's education program or activity, previous interactions, and other factors about each party that may be relevant to evaluating the effects of the conduct;
  - d. the location of the conduct and the context in which the conduct occurred; and
  - e. other sex-based harassment in ISAAC's education program or activity; or
3. *A specific offense, as follows:*
  - a. Sexual assault, meaning an offense classified as a forcible or nonforcible sex offense under the uniform crime reporting system of the Federal Bureau of Investigation;
  - b. Dating violence, meaning violence committed by a person: (i) who is or has been in a social relationship of a romantic or intimate nature with the victim; and (ii) where the existence of such a relationship shall be determined based on a consideration of the following factors: the length of the relationship, the type of relationship, and the frequency of interaction between the persons involved in the relationship;
  - c. Domestic violence, meaning felony or misdemeanor crimes committed by a person who: (i) is a current or former spouse or intimate partner of the victim under the family or domestic violence laws of Connecticut, or a person similarly situated to a spouse of the victim; (ii) is cohabitating, or has cohabitated, with the victim as a spouse or intimate partner; (iii) shares a child in common with the victim; or (iv) commits acts against a youth or adult victim who is protected from those acts under the family or domestic violence laws of Connecticut; or
  - d. Stalking, meaning engaging in a course of conduct directed at a specific person that would cause a reasonable person to: (i) fear for the person's safety or the safety of others; or (ii) suffer substantial emotional distress.

## SECTION I: REPORTING SEX DISCRIMINATION

To report information about conduct that may constitute sex discrimination or make a complaint of sex discrimination, please contact ISAAC's Title IX Coordinator or an administrator. ISAAC's Title IX Coordinator is:

Tanya Collins  
190 Governor Winthrop Boulevard  
New London, CT 06320  
[tcollins@isaacschool.org](mailto:tcollins@isaacschool.org)  
860.447.1003

**Commented [ADP5]:** This allows for multiple avenues of reporting.

The following people have a right to make a complaint of sex discrimination, including a complaint of sex-based harassment, requesting that ISAAC investigate and make a determination about alleged discrimination under Title IX and under the Board's policy and these Administrative Regulations:

**Commented [ADP6]:** Please confirm.

1. A "complainant," which includes:
  - a. a student of ISAAC or employee of the Board who is alleged to have been subjected to conduct that could constitute sex discrimination under Title IX; or
  - b. a person other than a student of ISAAC or employee of the Board who is alleged to have been subjected to conduct that could constitute sex discrimination under Title IX at a time when that individual was participating or attempting to participate in ISAAC's education program or activity;
2. A parent, guardian, or other authorized legal representative with the legal right to act on behalf of a complainant (collectively, "parent or guardian"); and
3. ISAAC's Title IX Coordinator.

For clarity, a person is entitled to make a complaint of sex-based harassment only if they themselves are alleged to have been subjected to the sex-based harassment, if they have a legal right to act on behalf of such person, or if the Title IX Coordinator initiates a complaint consistent with the requirements of Title IX.

With respect to complaints of sex discrimination other than sex-based harassment, in addition to the people listed above, the following people have a right to make a complaint:

- Any student of ISAAC or employee of the Board; or
- Any person other than a student of ISAAC or employee of the Board who was participating or attempting to participate in ISAAC's education program or activity at the time of the alleged sex discrimination.

ISAAC may consolidate complaints of sex discrimination against more than one respondent, or by more than one complainant against one or more respondents, or by one party against another party, when the allegations of sex discrimination arise out of the same facts or circumstances. Consolidation shall not violate the Family Educational Rights and Privacy Act ("FERPA"), and thus requires that prior written consent is obtained from the parents or eligible students to the

disclosure of their education records. Where ISAAC is unable to obtain prior written consent, complaints cannot be consolidated. When more than one complainant or more than one respondent is involved, references in these Administrative Regulations to a party, complainant, or respondent include the plural, as applicable.

## **SECTION II: DEFINITIONS**

1. **Bias** occurs when it is proven that the Title IX Coordinator, investigator(s), and/or decisionmaker(s) demonstrate actual bias, rather than the appearance of bias. Actual bias includes, but is not limited to, demonstrated personal animus against the respondent or the complainant and/or prejudgment of the facts at issue in the investigation.
2. **Complainant** means (1) a student of ISAAC or employee of the Board who is alleged to have been subjected to conduct that could constitute sex discrimination under Title IX or its regulations; or (2) a person other than a student of ISAAC or employee of the Board who is alleged to have been subjected to conduct that could constitute sex discrimination under Title IX or its regulations and who was participating or attempting to participate in ISAAC's education program or activity at the time of the alleged sex discrimination. When a complainant is a student of ISAAC, reference in these Administrative Regulations to complainant includes the student's parent or guardian.
3. **Complaint** means oral or written requests to ISAAC that objectively can be understood as a request for ISAAC to investigate and make a determination about alleged discrimination under Title IX or its regulations and under the Board's policy and these Administrative Regulations.
4. A **conflict of interest** occurs when it is proven that the Title IX Coordinator, investigator(s), and/or decisionmaker(s) have personal, financial and/or familial interests that affected the outcome of the investigation.
5. **Consent** means an active, clear and voluntary agreement by a person to engage in sexual activity with another person (also referred to hereafter as "affirmative consent").

For the purposes of an investigation conducted pursuant to these Administrative Regulations, the following principles shall be applied in determining whether consent for sexual activity was given and/or sustained:

- Affirmative consent is the standard used in determining whether consent to engage in sexual activity was given by all persons who engaged in the sexual activity.
- Affirmative consent may be revoked at any time during the sexual activity by any person engaged in the sexual activity.
- It is the responsibility of each person engaging in a sexual activity to ensure that the person has the affirmative consent of all persons engaged in the sexual activity to engage in the sexual activity and that the affirmative consent is sustained throughout the sexual activity.

- It shall not be a valid excuse to an alleged lack of affirmative consent that a respondent to the alleged violation believed that a complainant consented to the sexual activity:
    - because the respondent was intoxicated or reckless or failed to take reasonable steps to ascertain whether the complainant consented, or
    - if the respondent knew or should have known that the complainant was unable to consent because such individual was unconscious, asleep, unable to communicate due to a mental or physical condition, unable to consent due to the age of the individual or the age difference between the individual and the respondent, or incapacitated due to the influence of drugs, alcohol or medication.
  - The existence of a past or current dating or sexual relationship between a complainant and a respondent, in and of itself, shall not be determinative of a finding of consent.
6. **Disciplinary sanctions** means consequences imposed on a respondent following a determination under Title IX or under the Board's policy and these Administrative Regulations that the respondent violated ISAAC's prohibition on sex discrimination.
  7. For purposes of investigations and complaints of sex discrimination, **education program or activity** includes buildings owned or controlled by the Board and conduct that is subject to ISAAC's disciplinary authority. ISAAC has an obligation to address a sex-based hostile environment under its education program or activity, even when some conduct alleged to be contributing to the hostile environment occurred outside ISAAC's education program or activity or outside the United States.
  8. **Employee** means (A) a teacher, substitute teacher, school administrator, school superintendent, guidance counselor, school counselor, psychologist, social worker, nurse, physician, school paraprofessional or coach employed by the Board or working in a public elementary, middle or high school; or (B) any other individual who, in the performance of the individual's duties, has regular contact with students and who provides services to or on behalf of students enrolled in a public elementary, middle or high school, pursuant to a contract with the Board.
  9. **Party** means a complainant or respondent.
  10. **Pregnancy or related conditions** mean (A) pregnancy, childbirth, termination of pregnancy, or lactation; (B) medical conditions related to pregnancy, childbirth, termination of pregnancy, or lactation; or (C) recovery from pregnancy, childbirth, termination of pregnancy, lactation, or related medical conditions.
  11. **Relevant** means related to the allegations of sex discrimination under investigation as a part of ISAAC's Title IX grievance procedures. Questions are **relevant** when they seek evidence that may aid in showing whether the alleged sex discrimination occurred, and evidence is relevant when it may aid a decisionmaker in determining whether the alleged sex discrimination occurred.

12. **Remedies** means measures provided, as appropriate, to a complainant or any other person ISAAC identifies as having had their equal access to ISAAC 's education program or activity limited or denied by sex discrimination. These measures are provided to restore or preserve that person's access to ISAAC's education program or activity after ISAAC determines that sex discrimination occurred.
13. **Respondent** means an individual who is alleged to have violated ISAAC's prohibition on sex discrimination. When a respondent is a student of ISAAC, reference in these Administrative Regulations to respondent includes the student's parent or guardian.
14. **Retaliation** means intimidation, threats, coercion, or discrimination against any person by a student or an employee or other person authorized by ISAAC to provide aid, benefit, or service under ISAAC's education program or activity, for the purpose of interfering with any right or privilege secured by Title IX or Title VII or their regulations or Connecticut law, or because the person has reported information, made a complaint, testified, assisted, or participated or refused to participate in any manner in an investigation, proceeding, hearing or informal resolution process conducted pursuant to federal Title IX regulations or under the Board's policy and these Administrative Regulations. This also includes **peer retaliation**, which means retaliation by a student against another student.
15. **School days** means the days that school is in session as designated on the calendar posted on ISAAC's website. In its discretion, and when equitably applied and with proper notice to the parties, ISAAC may consider business days during the summer recess as "school days" if such designation facilitates the prompt resolution of the grievance procedures.
16. **Supportive measures** means individualized measures offered as appropriate, as reasonably available, without unreasonably burdening a complainant or respondent, not for punitive or disciplinary reasons, and without fee or charge to the complainant or respondent to: (1) restore or preserve that party's access to ISAAC's education program or activity, including measures that are designed to protect the safety of the parties or ISAAC's educational environment; or (2) provide support during ISAAC's grievance procedures or during the informal resolution process. Supportive measures may include counseling; extensions of deadlines or other course-related adjustments; increased security and monitoring; restrictions on contact; changes to class schedules or extracurriculars; training and education programs related to sex-based harassment, and other similar measures as determined appropriate by the Title IX Coordinator.

### **SECTION III: RESPONSE TO SEX DISCRIMINATION**

1. **Notification of Procedures.** When notified of conduct that reasonably may constitute sex discrimination, including sex-based harassment, the Title IX Coordinator shall notify the complainant or, if the complainant is unknown, the individual who reported the conduct, of the grievance procedures, and the informal resolution process, if available and appropriate. If a complaint is made, the Title IX Coordinator shall also notify the

respondent of the grievance procedures and the informal resolution process, if available and appropriate.

2. Supportive Measures. When notified of conduct that reasonably may constitute sex discrimination, including sex-based harassment, an administrator will offer and coordinate supportive measures as appropriate for the complainant and/or respondent to restore or preserve that person's access to ISAAC's education program or activity or provide support during ISAAC's Title IX grievance procedures or during the informal resolution process. ISAAC will not disclose information about any supportive measures to persons other than the person to whom they apply and their parent or guardian unless necessary to provide the supportive measure or restore or preserve a party's access to the educational program or activity.
  - a. Where a supportive measure has been implemented, a party may seek the modification or termination of the supportive measure, if the supportive measure is applicable to them and if the party's circumstances have materially changed. ISAAC may, as appropriate, modify or terminate supportive measures at the conclusion of the grievance procedures or at the conclusion of the informal resolution process.
  - b. *Challenge to Supportive Measures*. Upon an administrator's decision to provide, deny, modify or terminate a supportive measure, either a respondent or a complainant may challenge that decision. The challenged supportive measure must be applicable to the challenging party. A party's challenge may be based on, but is not limited to, concerns regarding whether the supportive measure is reasonably burdensome; reasonably available; being imposed for punitive or disciplinary reasons; imposed without fee or charge; or otherwise effective in meeting the purposes for which it is intended, including to restore or preserve access to the education program or activity, provide safety, or provide support during the grievance procedures. Such challenge shall be made in writing to the Title IX Coordinator.

Promptly and without undue delay after receiving a party's challenge, the Title IX Coordinator shall determine if the decision to provide, deny, modify, or terminate the supportive measure was inconsistent with the definition of supportive measures in this Administrative Regulation. When there is a change to a supportive measure currently in place, including the termination of the supportive measure, or where a new supportive measure is implemented or a requested supportive measure has been denied, the Title IX Coordinator shall notify the affected party of the determination.

In the event that the Title IX Coordinator made the decision to provide, deny, modify or terminate a supportive measure, the challenge will be assigned to a disinterested administrator.

3. Informal Resolution Process. In lieu of resolving a complaint of sex discrimination through ISAAC's formal grievance procedures (outlined below), the parties may instead elect to participate in an informal resolution process. ISAAC has discretion to determine whether it is appropriate to offer an informal resolution process and may decline to offer informal resolution despite one or more of the parties' wishes. ISAAC does not offer informal resolution to resolve a complaint that includes allegations that an employee

engaged in sex-based harassment of a student, or when such a process would conflict with the law. Upon ISAAC offering the informal resolution process to both parties, the parties shall have seven (7) school days to decide if they would like to participate in the process. ISAAC shall obtain the parties' voluntary consent to proceed with the informal resolution process. If the informal resolution process proceeds, the Title IX Coordinator shall appoint an informal resolution facilitator, who will not be the same person as the investigator or the decisionmaker.

- a. *Notice of Informal Resolution Process.* Promptly upon obtaining the parties' voluntary consent to process with the informal resolution process and before initiation of the informal resolution process, ISAAC must provide to the parties written notice that explains:
  - 1) the allegations;
  - 2) the requirements of the informal resolution process;
  - 3) that, prior to agreeing to a resolution, any party has the right to withdraw from the informal resolution process and to initiate or resume the formal grievance procedures;
  - 4) that the parties' agreement to a resolution at the conclusion of the informal resolution process would preclude the parties from initiating or resuming the formal grievance procedures arising from the same allegations;
  - 5) the potential terms that may be requested or offered in an informal resolution agreement (which may include, but are not limited to, restrictions on contact, restrictions on the respondent's participation in ISAAC's programs or activities, other disciplinary sanctions, and/or sensitivity training), including notice that an informal resolution agreement is binding only on the parties; and
  - 6) what information ISAAC will maintain and whether and how ISAAC could disclose such information for use in formal grievances procedures.
- b. *Intake Meeting(s).* From the date of the written notice provided in subsection III.3.a, above, the parties will have thirty (30) school days to reach a resolution. The Title IX Coordinator may extend this timeframe for the same reasons identified in subsection IV.1.d, below. If a resolution is not reached, ISAAC will continue resolving the complaint through the grievance procedures as outlined below. The informal resolution process will be designed to be collaborative, focusing on the needs of both parties. When the parties have agreed to pursue the informal resolution process, the informal resolution facilitator shall have a separate intake meeting with each party to determine the appropriate path for resolution. During the intake meeting(s), each party will have the opportunity to share their perspective on the allegations, and the informal resolution facilitator will ascertain the party's goals and motivation in pursuing an informal resolution process.

- c. *Informal Resolution Process.* Depending on the allegations of sex discrimination, ISAAC may offer, or the parties may request (subject to ISAAC's approval), one or more of the following types of informal resolution processes:
- 1) Facilitated Dialogue: After the intake meeting(s), the parties engage in a direct conversation about the alleged sex discrimination with the assistance of the informal resolution facilitator. In a facilitated dialogue, the parties are communicating directly and sharing the same space (virtually or in-person). During a facilitated dialogue, the parties will have the opportunity to discuss their individual experiences and listen to the experiences of others with the intention of reaching a mutually agreeable resolution.
  - 2) Mediation: After the intake meeting, the parties will engage in back-and-forth communication to reach an agreed-upon resolution. Mediation may take place electronically or in-person or virtually, with the parties in different locations (e.g. not face-to-face). The parties will have the opportunity to speak with the informal resolution facilitator, and the informal resolution facilitator will communicate each party's perspective to the opposing party. Mediation may be completed in one session or may require multiple sessions.
- d. *Informal Resolution Agreement.* After the parties have reached an agreed-upon resolution, the informal resolution facilitator shall memorialize such agreement in writing. Such resolutions may include, but are not limited to, mutual no-contact orders; agreed upon sensitivity training; restrictions on the respondent's participation in ISAAC's programs or activities or other disciplinary sanctions; or other mutually agreed upon resolutions. Both parties shall sign the informal resolution agreement, at which point the matter will be considered resolved.
- e. *Retaliation and Subsequent Conduct.* Nothing in this section precludes an individual from filing a complaint of retaliation for matters related to an informal resolution, nor does it preclude either party from filing complaints based on conduct that is alleged to occur following ISAAC's facilitation of the informal resolution.
4. Emergency Removal. ISAAC will not impose discipline on a respondent for sex discrimination prohibited by Title IX unless there is a determination at the conclusion of the grievance procedures that the respondent engaged in prohibited sex discrimination. However, ISAAC may remove a respondent from ISAAC's program or activity on an emergency basis, provided that ISAAC undertakes an individualized safety and risk analysis, determines that an imminent and serious threat to the health or safety of the complainant or any students, employees, or other persons arising from the allegations of sex discrimination justifies removal, and provides the respondent with notice and an opportunity to challenge the decision immediately following the removal.

5. Students with Disabilities. If a complainant or respondent is a student with a disability, the Title IX Coordinator shall consult with one or more members of the student's Planning and Placement Team or Section 504 Team to determine how to comply with the requirements of the Individuals with Disabilities Education Act ("IDEA") and Section 504 of the Rehabilitation Act throughout the implementation of the grievance procedures, including in the implementation of supportive measures.
6. Absence of a Complaint. In the absence of a complaint, or the withdrawal of any or all allegations in the complaint, and in the absence or termination of the informal resolution process, the Title IX Coordinator shall make a fact-specific determination regarding whether the Title IX Coordinator should initiate a complaint of sex discrimination. In making this determination, the Title IX Coordinator shall consider, at a minimum, the following factors:
  - a. The complainant's request not to proceed with initiation of a complaint;
  - b. The complainant's reasonable safety concerns regarding initiation of a complaint;
  - c. The risk that additional acts of sex discrimination would occur if a complaint is not initiated;
  - d. The severity of the alleged sex discrimination, including whether the discrimination, if established, would require the removal of a respondent from ISAAC's program or activity or imposition of another disciplinary sanction to end the discrimination and prevent its recurrence;
  - e. The age and relationship of the parties, including whether the respondent is a Board employee;
  - f. The scope of the alleged sex discrimination, including information suggesting a pattern, ongoing sex discrimination, or sex discrimination alleged to have impacted multiple individuals;
  - g. The availability of evidence to assist a decisionmaker in determining whether sex discrimination occurred; and
  - h. Whether ISAAC could end the alleged sex discrimination and prevent its recurrence without initiating its grievance procedures.

If, after considering these and other relevant factors, the Title IX Coordinator determines that the alleged conduct presents an imminent and serious threat to the health or safety of the complainant or other person, or that the alleged conduct prevents ISAAC from ensuring equal access on the basis of sex to its education program or activity, the Title IX Coordinator may initiate a complaint.

#### **SECTION IV: GRIEVANCE PROCEDURES FOR COMPLAINTS OF SEX DISCRIMINATION**

1. Basic Requirements for the Grievance Procedures.
  - a. ISAAC will treat complainants and respondents equitably.

- b. ISAAC prohibits any Title IX Coordinator, investigator, or decisionmaker from having a conflict of interest or bias for or against complainants or respondents generally or an individual complainant or respondent.
- c. ISAAC presumes that the respondent is not responsible for the alleged sex discrimination until a determination is made at the conclusion of the grievance procedures.
- d. ISAAC has established timeframes for the major stages of the grievance procedures. ISAAC has also established the following process that allows for the reasonable extension of timeframes on a case-by-case basis for good cause with notice to the parties that includes the reason for the delay:
  - 1) When determining whether a reasonable extension of timeframes is appropriate, the Title IX Coordinator shall pursue a two-step inquiry. When appropriate, the Title IX Coordinator shall make this determination in consultation with the investigator, decisionmaker, appeal decisionmaker and/or the informal resolution facilitator.
  - 2) First, the Title IX Coordinator shall determine whether good cause exists. Good cause shall include, but is not limited to, the absence or illness of a party or a witness; concurrent law enforcement activity and/or activity by the Department of Children and Families; school being out of session; or particular circumstances based on the Title IX Coordinator's experience and familiarity with the complaint that constitute good cause. Reasonable modifications for those with disabilities and language assistance for those with limited proficiency in English should be provided within the established timeframes without need for a reasonable extension.
  - 3) The existence of good cause will not always require a reasonable extension. When evaluating whether such good cause warrants a reasonable extension of time, the Title IX Coordinator shall, in part, determine whether there is a reasonable alternative that may be pursued in lieu of an extension. Where no such alternative exists and where a reasonable extension is necessary to properly effectuate ISAAC's grievance procedures, the Title IX Coordinator shall determine an appropriate extension of time and provide notice of the period of extension to the parties in writing.
- e. ISAAC will take reasonable steps to protect the privacy of the parties and witnesses during its grievance procedures. These steps will be designed to not restrict the ability of the parties to obtain and present evidence, including by speaking to witnesses; consulting with their family members or confidential resources; or otherwise preparing for or participating in the grievance procedures. ISAAC prohibits retaliation by or against any parties, including against witnesses.
- f. ISAAC will objectively evaluate all evidence that is relevant and not otherwise impermissible—including both inculpatory (tending to prove sex discrimination) and exculpatory evidence (tending to disprove sex discrimination). Credibility determinations will not be based on a person's status as a complainant, respondent, or witness.

- g. The following types of evidence, and questions seeking that evidence, are impermissible (*i.e.*, will not be accessed or considered, except by ISAAC to determine whether one of the exceptions listed below applies; will not be disclosed; and will not otherwise be used), regardless of whether they are relevant:
- 1) Evidence that is protected under a privilege recognized by Federal or Connecticut law, unless the person to whom the privilege is owed has voluntarily waived the privilege;
  - 2) A party's or witness's records that are made or maintained by a physician, psychologist, or other recognized professional or paraprofessional in connection with the provision of treatment to the party or witness, unless ISAAC obtains that party's or witness's voluntary, written consent for use in its grievance procedures; and
  - 3) Evidence that relates to the complainant's sexual interests or prior sexual conduct, unless evidence about the complainant's prior sexual conduct is offered to prove that someone other than the respondent committed the alleged conduct or is evidence about specific incidents of the complainant's prior sexual conduct with the respondent that is offered to prove consent to the alleged sex-based harassment. The fact of prior consensual sexual conduct between the complainant and respondent does not by itself demonstrate or imply the complainant's consent to the alleged sex-based harassment or preclude determination that sex-based harassment occurred.
- h. ISAAC will not impose discipline on a respondent for sex discrimination prohibited by Title IX unless there is a determination at the conclusion of the grievance procedures that the respondent engaged in prohibited sex discrimination. However, ISAAC may remove a respondent from ISAAC's program or activity on an emergency basis, as discussed above.
2. Filing a Complaint. A complainant (as defined above) and/or their parent or guardian may file a written or oral complaint with the Title IX Coordinator or an administrator to initiate ISAAC's grievance procedures. Complaints should be filed within thirty (30) school days of the alleged occurrence. If a complaint is filed after thirty (30) school days of the alleged occurrence, ISAAC may be limited in its ability to investigate the complaint.
3. Notice of District Grievance Procedures. If not already done, within five (5) school days of receiving a complaint, the Title IX Coordinator shall inform the complainant and their parent or guardian about ISAAC's Title IX grievance procedures, offer the complainant supportive measures, and, where appropriate, inform the complainant and their parent or guardian about ISAAC's informal resolution process. Through this notification, the Title IX Coordinator shall confirm that the complainant is requesting ISAAC to conduct an investigation and make a determination regarding their allegations of sex discrimination. When the Title IX Coordinator is named as the respondent, the building principal or administrator responsible for the program shall notify the complainant and their parent or guardian.

4. Jurisdiction and Dismissal. Prior to initiating an investigation into the alleged sex discrimination and prior to issuing the notice of allegations, the Title IX Coordinator shall review the complaint and determine jurisdiction. If the alleged conduct occurred in ISAAC's program or activity or the conduct is otherwise subject to ISAAC's disciplinary authority, then ISAAC has jurisdiction. If there is no jurisdiction, the Title IX Coordinator must dismiss the complaint. The Title IX Coordinator shall make a determination regarding jurisdiction within five (5) school days of receiving the complaint.
- a. The Title IX Coordinator or the investigator may dismiss a complaint of sex discrimination prior to issuing the notice of allegations and prior to reaching a determination regarding responsibility where:
- 1) ISAAC is unable to identify the respondent after taking reasonable steps to do so;
  - 2) The respondent is not participating in ISAAC's education program or activity and/or is not employed by the Board;
  - 3) The complainant voluntarily withdraws any or all of the allegations in the complaint, the Title IX Coordinator declines to initiate a complaint, and the Title IX Coordinator determines that, without the complainant's withdrawn allegations, the conduct that remains alleged in the complaint, if any, would not constitute sex discrimination under Title IX even if proven; or
  - 4) The Title IX Coordinator determines the conduct alleged in the complaint, even if proven, would not constitute sex discrimination under Title IX. Before dismissing the complaint, ISAAC will make reasonable efforts to clarify the allegations by communicating with the complainant to discuss the allegations in the complaint.
- b. Upon dismissal of the complaint, the Title IX Coordinator will promptly notify the complainant of the basis for the dismissal. If the dismissal occurs after the respondent has been notified of the allegations, then the Title IX Coordinator will also notify the respondent of the dismissal and the basis for the dismissal promptly following notification to the complainant, or simultaneously if notification is in writing. When a complaint is dismissed, ISAAC will, at a minimum:
- 1) Offer supportive measures to the complainant as appropriate;
  - 2) If the respondent has been notified of the allegations, offer supportive measures to the respondent as appropriate; and
  - 3) Take other prompt and effective steps, as appropriate, through the Title IX Coordinator to ensure that sex discrimination does not continue or recur within ISAAC's education program or activity.
- c. Appeal of Dismissal. The Title IX Coordinator will notify the complainant that a dismissal may be appealed and will provide the complainant with an opportunity to appeal the dismissal of a complaint. If the dismissal occurs after the respondent has been notified of the allegations, then the Title IX Coordinator will also notify the respondent that the dismissal may be appealed. ISAAC's appeal procedures will be implemented equally for all parties.

- 1) Dismissals may be appealed on the following bases:
  - a) Procedural irregularity that would change the outcome;
  - b) New evidence that would change the outcome and that was not reasonably available when the dismissal was issued; and
  - c) The Title IX Coordinator, investigator, or decisionmaker had a conflict of interest or bias for or against complainants or respondents generally or the individual complainant or respondent that would change the outcome.
- 2) If the dismissal is appealed, an administrator who did not take part in the investigation of the allegations or the dismissal of the complaint will be the appeal decisionmaker for the dismissal. ISAAC's appeal process for the dismissal of a complaint provides the following:
  - a) The appealing party shall have five (5) school days, from the receipt of the dismissal, to submit a written statement in support of, or challenging the outcome of the dismissal;
  - b) The appeal decisionmaker must promptly notify the other party of the appeal;
  - c) The other party shall have five (5) school days, from receiving notice from the appeal decisionmaker to submit a written a statement in support of, or challenging, the outcome; and
  - d) Within ten (10) school days following the other party's opportunity to provide a statement, the appeals decisionmaker shall provide the parties the result of the appeal and the rationale for the result.
5. Notice of Allegations. Upon receipt or filing by the Title IX Coordinator of a complaint, and after determining that ISAAC retains jurisdiction over the complaint, the Title IX Coordinator must provide a notice of allegations to the parties that includes the following:
  - a. ISAAC's Title IX grievance procedures and availability of the informal resolution process;
  - b. Sufficient information available at the time to allow the parties to respond to the allegations, including the identities of the parties involved in the incident(s), the conduct alleged to constitute sex discrimination, and the date(s) and location(s) of the alleged incident(s);
  - c. A statement that retaliation is prohibited; and
  - d. A statement that the parties are entitled to an equal opportunity to access the relevant and not otherwise impermissible evidence or an accurate description of this evidence; and if ISAAC provides a description of the evidence, the parties are entitled to an equal opportunity to access the relevant and not otherwise impermissible evidence upon the request of any party.

If, in the course of an investigation, the investigator decides to investigate additional allegations of sex discrimination by the respondent toward the complainant that are not

included in the initial notice of allegations or that are included in a complaint that is consolidated, ISAAC will notify the parties of the additional allegations by issuing an additional notice of allegations.

6. Investigation. ISAAC will provide for the adequate, reliable, and impartial investigation of complaints. In most circumstances, ISAAC will institute a unified investigative model in which an administrator, or a team of administrators, will serve as both the investigator and the decisionmaker. In rare circumstances, the Title IX Coordinator may implement a bifurcated investigative model in which the investigator and the decisionmaker are separate administrators, or separate teams of administrators. The implementation of a bifurcated investigative model shall be in the sole discretion of ISAAC, based on a review by the Title IX Coordinator of the complexity of the investigation and the resources needed. The following applies to all investigations, except as otherwise provided herein:

- a. The burden is on ISAAC—not on the parties—to conduct an investigation that gathers sufficient evidence to determine whether sex discrimination occurred.
- b. The investigator(s) will provide an equal opportunity for the parties to present fact witnesses and other inculpatory and exculpatory evidence that is relevant and not otherwise impermissible.
- c. The investigator(s) will review all evidence gathered through the investigation and determine what evidence is relevant and what evidence is impermissible regardless of relevance.
- d. *Disclosure of Evidence:* Prior to making a determination, the investigator(s) will provide each party with an equal opportunity to access the evidence that is relevant to the allegations of sex discrimination and not otherwise impermissible.
  - 1) Access to such evidence shall be accomplished by the investigator(s) providing the parties with a description of such evidence or the actual relevant and not otherwise impermissible evidence.
  - 2) The parties shall have five (5) school days to review a description of the evidence or the actual evidence.
  - 3) If not already provided, the parties may request to review the relevant and not otherwise impermissible evidence, rather than a description of the evidence. Parties requesting a review of the evidence must do so within the five (5) school day review period identified above.
  - 4) The parties may submit a written response to the evidence, which must be received by the investigator(s) no later than the end of the five (5) school day review period identified above.
  - 5) Based on the complexity and amount of the evidence, the investigator(s) may provide the parties with additional time to review and respond to the evidence.
  - 6) ISAAC strictly prohibits the unauthorized disclosure of information and evidence obtained solely through the grievance procedures by parties or any other individuals involved in the Title IX grievance procedures. Disclosures of such

**Commented [ADP7]:** When identifying investigators and decisionmakers, ISAAC will take into consideration any potential conflicts of interest. As such, we recommend that ISAAC consider ensuring that there are multiple admins sufficiently trained to perform these roles, if necessary.

information and evidence for purposes of administrative proceedings or litigation related to the complaint of sex discrimination are authorized.

- e. *Only when using a bifurcated investigative model*, the investigator(s) will draft an investigative report that summarizes the relevant and not otherwise impermissible evidence. The investigator(s) will provide this report to the parties and to the decisionmaker(s).

- 7. Questioning the Parties and Witnesses. The decisionmaker(s) shall question parties and witnesses to adequately assess the credibility of a party or witness, to the extent credibility is both in dispute and relevant to evaluating one or more allegations of sex discrimination. Credibility may be considered to be in dispute where the decisionmaker(s) must choose between competing narratives to resolve the complaint. The decisionmaker(s), at their discretion, may conduct individual meetings with the parties or witnesses to evaluate credibility. The decisionmaker(s) may consider the following factors in making this evaluation:

- a. Plausibility – Whether the testimony is believable on its face; whether the party or witness experienced or perceived the conduct firsthand; and/or whether there are any inconsistencies in any part of the party’s or witness’s testimony;
- b. Corroboration – Whether there is other testimony or physical evidence that tends to prove or disprove the party’s or witness’s testimony;
- c. Motive to Falsify – Whether the party or the witness had a motive to lie; whether a bias, interest or other motive exists; and/or whether there is a fear of retaliation;
- d. Demeanor – Evaluating the party’s or witness’s body language, including whether there is a perceived nervousness and/or they make tense body movements.

The decisionmaker(s) shall consider the credibility of any party and witness based on the factors above, as well as the evidence and information gathered during the investigation.

- 8. Determination of Whether Sex Discrimination Occurred. Following an investigation and evaluation of all relevant and not otherwise impermissible evidence and within sixty (60) school days of issuing the initial notice of allegations, the decisionmaker(s) will:

- a. Use the preponderance of the evidence standard to determine whether sex discrimination occurred. The standard requires the decisionmaker(s) to evaluate relevant and not otherwise impermissible evidence and determine if it is more likely than not that the conduct occurred. If the decisionmaker(s) is not persuaded by a preponderance of the evidence that sex discrimination occurred, the decisionmaker(s) shall not determine that sex discrimination occurred;
- b. Notify the parties in writing of the determination whether sex discrimination occurred under Title IX and/or the Board’s policy and these Administrative Regulations, including the rationale for such determination, and the procedures and permissible bases for the complainant and respondent to appeal;
- c. Not impose discipline on a respondent for sex discrimination prohibited by Title IX unless there is a determination at the conclusion of the grievance procedures that the respondent engaged in prohibited sex discrimination;

- d. Comply with the grievance procedures before the imposition of any disciplinary sanctions against a respondent; and
  - e. Not discipline a party, witness, or others participating in the grievance procedures for making a false statement or for engaging in consensual sexual conduct based solely on the determination whether sex discrimination occurred.
9. Remedies and Disciplinary Sanctions. If there is a determination that sex discrimination occurred, the Title IX Coordinator will, as appropriate:
- a. Coordinate the provision and implementation of remedies to a complainant and other people ISAAC identified as having had equal access to ISAAC's education program or activity limited or denied by sex discrimination. These remedies may include, but are not limited to: continued supports for the complainant and other people ISAAC identifies; follow-up inquiries with the complainant and witnesses to ensure that the discriminatory/harassing conduct has stopped and that they have not experienced any retaliation; training or other interventions for the larger school community designed to ensure that students, staff, parents, Board members and other individuals within the school community understand the types of behavior that constitute discrimination/harassment, that ISAAC does not tolerate it, and how to report it; counseling supports; other remedies as may be appropriate for a particular circumstance as determined by the Title IX Coordinator.
  - b. Coordinate the imposition of disciplinary sanctions, as appropriate, for a respondent, including notification to the complainant of any such disciplinary sanctions. The possible sanctions may include, but are not limited to, discipline up to and including expulsion for students and termination of employment for employees; resolution through restorative practices; and/or restrictions from athletics and other extracurricular activities.
  - c. Take other appropriate prompt and effective steps to ensure that sex discrimination does not continue or recur within ISAAC's education program or activity.
  - d. Communicate with a student's PPT or Section 504 team prior to disciplining a respondent to ensure compliance with the requirements of the IDEA and Section 504 with respect to discipline of students.
  - e. If expulsion is recommended, refer a student respondent to the Board for expulsion proceedings pursuant to Connecticut law.
10. Appeal of Determination. After receiving the written determination of the outcome, parties shall have ten (10) school days to submit a formal written statement of appeal, if they so choose, to the Title IX Coordinator challenging the outcome of the grievance procedures and explaining the basis for appeal.

Upon receipt of an appeal, the Superintendent shall appoint a decisionmaker(s) for the appeal, who shall be someone other than the Title IX Coordinator, investigator(s), or initial decisionmaker(s). The decisionmaker(s) for the appeal will provide the appealing party's written statement to the non-appealing party. The non-appealing party will then

have ten (10) school days to submit to the decision-maker(s) for the appeal a written statement in support of, or challenging, the outcome of the grievance procedures.

The decisionmaker(s) for the appeal shall review the evidence and the information presented by the parties and determine if further action and/or investigation is warranted. Such action may include consultation with the investigator(s) and the parties, a meeting with appropriate individuals to attempt to resolve the complaint, or a decision affirming or overruling the written outcome. Generally, a party's disagreement with the outcome of the investigation, alone, will not be basis for further action. The decisionmaker(s) for the appeal will attempt to issue written notice of the outcome of the appeal to the parties within thirty (30) school days of receipt of all written statements from the parties.

#### **SECTION V: PREGNANCY OR RELATED CONDITIONS**

When any ISAAC employee is notified by a student or a student's parent or guardian that the student is pregnant or has a related condition, the ISAAC employee must promptly provide the student or parent or guardian with the Title IX Coordinator's contact information and inform the person that the Title IX Coordinator can coordinate specific actions to prevent sex discrimination and ensure the student's equal access to ISAAC's education program or activity. Once a student or a student's parent or guardian notifies the Title IX Coordinator of the student's pregnancy or related condition, the Title IX Coordinator must take specific actions to prevent discrimination and ensure equal access, as outlined in 34 C.F.R. § 106.40(b)(3) of the Title IX federal regulations.

For Board employees, ISAAC will treat pregnancy or related conditions as any other temporary medical conditions for all job-related purposes and follow the provisions outlined in 34 C.F.R. § 106.57 of the Title IX federal regulations. ISAAC will provide reasonable break time for an employee to express breast milk or breastfeed as needed. ISAAC will also ensure that an employee can access a lactation space, which must be a space other than a bathroom that is clean, shielded from view, free from intrusion from others, and may be used by an employee for expressing breast milk or breastfeeding as needed.

#### **SECTION VI: RETALIATION**

ISAAC prohibits retaliation, including peer retaliation, in its education program or activity. When ISAAC has information about conduct that reasonably may constitute retaliation under Title IX and/or the Board's policy and these Administrative Regulations, ISAAC must initiate its grievance procedures or, as appropriate, an informal resolution process.

#### **SECTION VII: RECORDKEEPING**

ISAAC will maintain for a period of seven (7) years:

1. For each complaint of sex discrimination, records documenting the informal resolution process or the grievance procedures and the resulting outcome;

2. For each notification the Title IX Coordinator received of information about conduct that reasonably may constitute sex discrimination under Title IX, records documenting the actions ISAAC took in response; and
3. All materials used to provide training to employees pursuant to this Administrative Regulation. ISAAC will make these training materials available upon request for inspection by members of the public.

## **SECTION VIII: TRAINING**

ISAAC shall provide the individuals designated below with the following training promptly upon hiring or change of position that alters their duties, and annually thereafter.

1. *All employees.* All employees shall be annually trained on ISAAC's obligation to address sex discrimination in its education program or activity; the scope of conduct that constitutes sex discrimination under Title IX, including the definition of sex-based harassment; and all applicable notification and information requirements related to pregnancy and related conditions and ISAAC's response to sex discrimination.
2. *Investigators, decisionmakers, and other persons who are responsible for implementing ISAAC's grievance procedures or have the authority to modify or terminate supportive measures.* Any employee who will act as an investigator, decisionmaker, or is responsible for supportive measures shall be annually trained on ISAAC's response to sex discrimination; ISAAC's grievance procedures; how to serve impartially, including by avoiding prejudgment of the facts at issue, conflicts of interest, and bias; and the meaning and application of the term "relevant" in relation to questions and evidence, and the types of evidence that are impermissible regardless of relevance under the grievance procedures.
3. *Informal Resolution Facilitator.* Any employee who will act as an informal resolution facilitator shall be annually trained on the topics in subsection (1) and the rules and practices associated with ISAAC's informal resolution process and on how to serve impartially, including by avoiding conflicts of interest and bias.
4. *Title IX Coordinator.* Any employee who will serve as the Title IX coordinator must be trained on above subsections (1)-(3) and must be trained on their specific responsibilities under Title IX, ISAAC's recordkeeping system and the requirements recordkeeping under Title IX.

Commented [ADP8]: See prior comment.

## **SECTION IX: FURTHER REPORTING**

At any time, a complainant alleging sex discrimination may also file a complaint with the Office for Civil Rights, Boston Office, U.S. Department of Education, 9<sup>th</sup> Floor, 5 Post Office Square, Boston, MA 02109-3921 (Telephone (617) 289-0111).

Individuals may also make a report of sex discrimination to the Connecticut Commission on Human Rights and Opportunities, 450 Columbus Boulevard, Hartford, CT 06103-1835 (Telephone: 860-541-3400 or Connecticut Toll Free Number: 1-800-477-5737).

**Commented [ADP9]:** The procedures identify alternative complaint procedures for those interested in making such complaints.

**COMPLAINT FORM REGARDING SEX DISCRIMINATION, INCLUDING  
SEX-BASED HARASSMENT**

Name of the complainant: \_\_\_\_\_

Date of the alleged conduct: \_\_\_\_\_

Name(s) of the alleged perpetrator(s): \_\_\_\_\_

\_\_\_\_\_

Location where such conduct occurred: \_\_\_\_\_

\_\_\_\_\_

Name(s) of any witness(es) to the conduct: \_\_\_\_\_

\_\_\_\_\_

Detailed statement of the circumstances:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Remedy requested: \_\_\_\_\_

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

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

August 9, 2024

Dr. Nicholas J. Spera  
Executive Director / Superintendent  
ISAAC School  
190 Governor Winthrop Blvd.  
New London, CT 06320



General Contractors  
Construction Managers

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P.O. Box 249 ■ Lebanon, CT 06249  
(860) 642-0700 ■ Fax (860) 642-7994

RE: Construction Budget  
New 3-Story Addition – 1665 SF  
ISAAC School  
190 Governor Winthrop Blvd.  
New London, CT 06320

Dear Dr. Spera and Chairman Muckle:

Pursuant to your request for proposal for a 3-Story Addition at ISAAC School in New London, CT we herein submit the following cost and scope information for your review and consideration.

G Donovan Associates, Inc. herein proposes to furnish all labor, materials, tools, equipment, services, and subcontractors necessary to complete the construction of a new Three – (3) Story classroom addition totaling approximately 1665 SF of space.

The contract for this work shall be structured and conducted as a COMBINED design / build / C.M without risk basis, i.e., the costs of G Donovan Associates, Inc. general conditions plus a flat fee for profit for G Donovan Associates, Inc. – costs plus 10%.

The scopes of work are described below in accordance with the Construction Specification Institute.

Division 1: General Conditions: - \$246,456.00

Administration of contract, vendors, subcontractors contracts, scope reviews, i.e., storage, housekeeping & protections, temporary partitions, construction site fencing, temporary sanitary services, equipment / lift rentals, accounting – AP/PR, project management and superintendency, insurances, building & trade permitting, CT Education Fee, warranties, project sign.

Division 2 : Site & Utilities: - \$213,859.00

Select demolition, site demolition, footing excavation, unsuitable excavation – inclusive of known buried brick foundation of century old structure, removal / disposal, new structural material & backfill, sub-base preparation – grade & compacted, rigid insulations, new drainage & utility infrastructure, slab on grade subbase – graded & compacted with stego poly-vapor barrier, resetting existing flagpole and site restoration.

Division 3: Cast in Place Concrete: – \$83,096.00

Structure concrete, i.e., spread footings with piers, continuous footing, foundation walls with integral brick shelf, slab on grade, slabs on decks, concrete pumps, site sidewalks & curbing, reinforcing steel and mesh, forms, accessories, and anchor bolts.

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Construction Budget

New 3-Story Addition – 1665 SF

SAAC School

190 Governor Winthrop Blvd.

New London, CT 06320

Division 4: Masonry: - \$180,807.00

Brick Masonry to match existing brick and mortar – (AS CLOSE AS POSSIBLE – NOTE: the original brick used on the previous addition has been discontinued by the manufacturer). All applicable lintel installations, masonry accessories for cavity wall system, inclusive of flashings, insulation, air barriers and necessary scaffolding and protections for installation.

Division 5: Steel / Metals: - \$166,500.00 \*\*

Shop drawings for steel components: furnish, fabricate, ship and install all structural steel, columns, beams, lintels, decking, shear bolts – (if required), and perimeter angle and pour stops.

Division 6 Carpentry – Rough & Finish: - \$32,758.00

Furnish and install all wood framing, perimeter blocking at roof system, blocking for wall hung finishes, furnish and installation of cabinets and countertops, (per manufacturer provided by ISAAC School), Plastic laminate countertop color by ISAAC School from manufacturers standard colors. Installation of doors, frames, and finish hardware.

Division 7: Thermal and Moisture: \$67,520.00

Roofing system – PVC roofing with on ½” substrate, insulation, coverboard, appropriate flashings, crickets to drains, parapet work, break metals flashings with trims, and warranty.

Expansion joints at intersection with existing structure as necessary, both horizontal and vertical.

Fire Caulking and sealants as necessary and needed.

Lifts / Lull to access, stage and install all roofing, expansion joints, exterior caulking and sealants.

Division 8: Doors, Frames, Hardware, Aluminum Windows & Glazing: - \$49,520.00

Hollow metal door frames, Wood Doors to match existing, door hardware to match existing – (keying by owners' locksmith), remove existing 3-story window wall – store off site & reinstall in new addition, furnish, and install 2 new aluminum store front windows to match existing inclusive of hurricane glass and caulk exterior of windows / frames as necessary.

Division 9: Finishes: - \$149,257.00

Provide engineer stamped / designed shop drawings for exterior structural cold form framing, install cold formed structural cold form framing system, inclusive of 10” & 3-5/8” structural framing, Rockwool insulation, 5/8” gypsum wall board – both sides at interior walls, single layer at exterior wall system with Dens-glass sheathing at exterior, sealants as required top and bottom of walls, fire caulking as required, required lifts and lulls for staging of materials, sheathing to be taped and finished to receive final painted finish.

Acoustical Ceilings to match existing acoustical ceilings used on previous addition, i.e., Armstrong Beveled Tegal panels with Prelude XL 15/16” White grid system.

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Construction Budget

New 3-Story Addition – 1665 SF

SAAC School

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New London, CT 06320

Flooring to match existing materials used in previous addition, i.e., Tarkett Latitude, Wood Grain - # 3308 – ASH 20-mil – 6" x 48" Plank, wall / floor base material to match existing used in previous addition, i.e., Tarkett / Johnsonite – 20 Charcoal WG in 4" wide rolls.

Painting at all interior walls, door frames to match existing product and color used in previous addition, primer plus 2 finish coats and touch-ups as needed.

Division 10: Specialties: - \$4,200.00

Furnish and install one white marker board in each classroom, one tack board in each classroom. Owner to provide monitors and monitor brackets, GDA to coordinate location of brackets for installation of blocking support.

Division 11: Equipment: - NOT USED / N/A

Division 12 – Furnishings - \$5,020.00

Remove existing window blinds and hardware and reinstall at new windows, provide / install 2 new window shades at new aluminum curtain wall windows on south side of existing addition.

Division 13: Special Construction – Metal Buildings – etc. – NOT USED / N/A

Division 14 – Hoisting – Elevators: - NOT USED / N/A

Division 15–Mechanical / HVAC–Plumbing – Sprinkler – Fire Protection: - \$199,750.00 / \$171,000.00 \*\*

Provide HVAC System engineer stamped / designed drawings which includes roof top unit with curb, electrical re-heats on each floor, 3-individual zones tied into existing control and monitoring system, duct work, supply & return RGD's, Labor and materials provided and installed per design drawings.

Plumbing - \$35,000.00:

Provide engineered stamped / designed drawings for all piping materials for roof drains, scuppers, supply and sanitary for classroom sinks, gas piping, labor, and materials for fixtures – one sink and faucet for each classroom.

Fire Sprinkler System: - \$10,000.00

Provide engineer stamped / designed shop drawings for addition to existing fire suppression system at 3 new classrooms. Materials and finish heads to match existing system components used on previous addition.

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Construction Budget  
New 3-Story Addition – 1665 SF  
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Electrical - \$36,800.00:

Provide engineer stamped / design drawings for electrical systems, provide labor and materials to complete installation of systems in accordance stamped documents, inclusive of power feeds, panel tie-ins, fixtures, outlets / switches, fire alarm system with devices tied into existing system from previous addition. Fire alarm programming, start-up and ring out with local officials.

Pricing – Costs PLUS Profit:

|                                                           |                 |
|-----------------------------------------------------------|-----------------|
| • GENERAL CONDITIONS                                      | \$ 246,456.00   |
| • SELECT DEMOLITION: SITE DEMO. & SITE WORK w/ UTILITIES  | \$ 213,859.00   |
| • CONCRETE: BUILDING – STRUCTURAL & SITE & REINFORCING    | \$ 83,096.00    |
| • MASONRY                                                 | \$ 180,807.00   |
| • STEEL: STRUCTURAL – MISC. METALS                        | \$ 166,500.00 * |
| • CARPENTRY – ROUGH – FINISH – CABINETS / COUNTER TOPS    | \$ 32,758.00    |
| • THERMAL & MOISTURE: ROOFING – PVC SYSTEM – EXP. JOINTS  | \$ 67,520.00    |
| • DOORS: FRAMES – HARDWARE – ALUMINUM                     | \$ 49,590.00    |
| • FINISHES: GWB – ACOUSTICAL – FLOORING – PAINTING        | \$ 149,247.00   |
| • SPECIALITIES: MARKER BOARDS, TACK BOARDS,               | \$ 4,200.00     |
| • FURNISHINGS: REPURPOSE / REUSE WINDOW BLINDS            | \$ 5,020.00     |
| • HVAC: RTU SYSTEM                                        | \$ 126,000.00 * |
| • PLUMBING: INTERNAL - GAS PIPE, STORM, SANITARY, WATER   | \$ 35,000.00    |
| • SPRINKLER: FIRE PROTECTION SYSTEM                       | \$ 10,000.00    |
| • ELECTRICAL:- INTERNAL- REUSE OF EXIST. SERVICE & PANELS | \$ 36,800.00    |
| SUBTOTAL OF ADMINISTRATIVE COSTS – SCOPE COSTS, ETC.      | \$1,406,853.00  |
| PROFIT / FEE OF WORK PERFORMED                            | \$ 140,685.00   |
| TOTAL ANTICIPATED CONTRACT VALUE                          | \$1,547,538.00  |

In addition to the above contract value, there are several other services that will need to be engaged that are the owner's responsibility, due to conflict of interests with the contractor providing the services. These are as follows:

1. Material testing and analyzation, i.e, concrete breaks, sieve analysis on structural gravel materials, etc., **Allowance Value - \$5,000.00.**
2. Special inspection for structural scopes of work, i.e., Reinforcing for structural concrete, slab reinforcement, structural steel, steel welds, sheer studs, etc., **Allowance Value - \$8,000.00.**
3. Civil engineering / as-built filing for New London. **Allowance Value - \$2,960.00.**
4. Temporary heat for cold weather masonry should the need arise. **Allowance Value - \$34,000.00.**

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New 3-Story Addition – 1665 SF  
SAAC School  
190 Governor Winthrop Blvd.  
New London, CT 06320

We appreciate your time and consideration on this project and look forward to working together to successfully complete this project.

Sincerely:

A handwritten signature in blue ink, appearing to read "G. Scott Donovan", with a long horizontal flourish extending to the right.

G. Scott Donovan  
President  
G. Donovan Associates, Inc.



**INTERDISTRICT SCHOOL FOR ARTS AND COMMUNICATION  
SPECIAL MEETING OF THE GOVERNANCE COMMITTEE**

August 15, 2024  
New London, CT

**AGENDA**

|         |                                      |                               |
|---------|--------------------------------------|-------------------------------|
| 2:30 pm | WELCOME/CALL TO ORDER                | <i>Vice Chairman Spellman</i> |
| 2:31 pm | Open Board Position Candidate Review | <i>Dr. Nicholas Spera</i>     |
| 3:00 pm | ADJOURNMENT                          | <i>Vice Chairman Spellman</i> |



**INTERDISTRICT SCHOOL FOR ARTS AND COMMUNICATION  
SPECIAL MEETING OF THE GOVERNANCE COMMITTEE**

August 15, 2024  
New London, CT

**PRESENT:** M. Spellman, R. Muckle, L. Muller, N. Spera

**GUESTS:** B. Buscetto

**MINUTES**

- |         |                                                                                                                                                                                                                                                                                                                                                                                                                  |                               |
|---------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| 2:30 pm | WELCOME/CALL TO ORDER                                                                                                                                                                                                                                                                                                                                                                                            | <i>Vice Chairman Spellman</i> |
| 2:31 pm | Open Board Position Candidate Review                                                                                                                                                                                                                                                                                                                                                                             | <i>Dr. Nicholas Spera</i>     |
|         | <ul style="list-style-type: none"><li>• <i>Committee discussed the process in recruiting for the next member of the Board of Directors. Invited Mr. Buscetto to interview for Board position.</i></li><li>• <i>Motion to recommend the nomination of Bill Buscetto to the Board of Directors at its next meeting. (1<sup>st</sup>: Muckle, 2<sup>nd</sup>: Spellman. In Favor: ALL, Motion Passes)</i></li></ul> |                               |
| 3:00 pm | ADJOURNMENT                                                                                                                                                                                                                                                                                                                                                                                                      | <i>Vice Chairman Spellman</i> |
|         | <ul style="list-style-type: none"><li>• <i>Motion to adjourn. (1<sup>st</sup>: Muckle, 2<sup>nd</sup>: Spellman. In Favor: ALL, Motion Passes)</i></li></ul>                                                                                                                                                                                                                                                     |                               |