



## MEMORANDUM

**FROM:** Carrie A. Swain, Clerk  
Board of Education

**DATE:** September 3, 2024

**TO:** Michael J. Dalton, City Clerk

**SUBJECT:** Notice of Workshop/Committee Meetings, September 5, 2024,  
North End Middle School

The Committees of the Board of Education will meet on Thursday, September 5, 2024, 5:30 p.m., North End Middle School, Media Center, 534 Bucks Hill Road, Waterbury, Connecticut.

This meeting will be broadcasted live on the City of Waterbury's Government Access Channel (Comcast 96, Frontier 6096) and streamed live on YouTube at <https://youtu.be/eIAwFi07sek>.

### AGENDA

#### SILENT PRAYER

#### PLEDGE ALLEGIANCE TO THE FLAG

#### PUBLIC SPEAKING

#### PRINCIPAL'S REPORT – Jacquelyn Gilmore

1. Committee of the Whole/5 minutes ~ Request approval of Rotella Magnet School's Operation Plan – J. Johnson.
2. Committee of the Whole/3 minutes ~ Request approval of a Letter of Agreement (LOA) with Connecticut Department of Children and Families (DCF) for Prevention Services Pilot Program – W. Johns.
3. Committee on Finance/5 minutes ~ Request approval of an Agreement (template) with various agencies for Sub-Grantee Services under the School Readiness Program – K. Pisano.
4. Committee on Finance/2 minutes ~ Request approval of the revised Connecticut State Department of Education ED-099 Agreement for Child Nutrition Programs Authorized Signatures Change Form – N. Albini.
5. Committee on Finance/2 minutes ~ Request approval of a Professional Services Agreement with Cormier Consulting LLC (RFP #8118) for Onsite Tier I Instructional Support and Professional Learning – J. Frenis.
6. Committee on Finance/2 minutes ~ Request approval of a College Readiness and Success Agreement (CB-00037364) with College Board for PSAT and SAT student assessments – J. Frenis.
7. Committee on Finance/5 minutes:
  - a) FYI - ARP/ESSER Update – D. Biolo.
  - b) FYI – 2023/2024 Final Expenditure Report – D. Biolo.

8. Committee on Building & School Facilities/2 minutes ~ Use of school facilities by school organizations and/or City departments – N. Albin.
9. Committee on Building & School Facilities/2 minutes ~ Use of school facilities by outside organizations and/or waiver requests – N. Albin.
10. Interim Superintendent's Update ~ Dr. Schwartz
  - a) New School Year Registration & Opening Status – N. Albin.
11. Interim Superintendent's Notification to the Board/5 minutes:

a. Grant funded appointments:

<u>Name</u>	<u>Position/ Location</u>	<u>FT/ PT</u>	<u>Rate</u>	<u>Union</u>	<u>Funding Source</u>	<u>Effective</u>
Borrelli, Christopher	Hall Monitor Crosby	PT	\$15.71/hr	NONBOE	Gen. Fund	09/05/24
Bradshaw, Peter	Behavior Couns.-WHS	FT	\$23/hr	F UPSEU 69	SIG 8 Wilby 2 25	08/19/24
Censor, Zahava	Tutor (Non-Cert.) Yeshive K'Tana	PT	\$25/hr	NONBOE	Title I-A 23-25	08/29/24
Chaifetz, Menachem	Tutor (Non-Cert.) Yeshive K'Tana	PT	\$25/hr	NONBOE	Title I-A 23-25	08/29/24
Desjardins, Jake	Behavior Couns.- KHS	FT	\$21.72/hr	Pending UPSEU 69	Title I-DW 24-26	08/19/24
Garcia Paulino, Carolina	Secretary 2 Multilingual Dept	FT	\$17.82/hr	UPSEU 69	State Biling.24-25	08/01/24
Kidd, Sharena	Parent Liaison Crosby	FT	\$20.51/hr	UPSEU 69	Title I-DW 24-26	08/19/24
Leogrande, Catherine	Adult Ed Certified Sub	PT	\$35/hr	NONBOE	Adult Ed 24-25	09/05/24
Puello Lopez, Rolangie	Parent Liaison Wilby	FT	\$20.51/hr	UPSEU 69	Title I-DW 24-26	08/19/24
Robinson, Robert	AV/ Lighting Tech WAMS	FT	\$18/hr	F UPSEU 69	Magnet WAMS 24-25	08/29/24
Robles Luna, Rafelina	Computer Instr. Asst. - Chase	FT	\$15.69/hr	F UPSEU 69	Gen. Fund	08/29/24
Shore, Nathaniel	Tutor (Non-Cert.) Yeshive K'Tana	PT	\$25/hr	NONBOE	Title I-A 23-25	08/29/24
Tyson, Quintin	Behavior Couns.-CHS	FT	\$27/hr	F UPSEU 69	SIG 7-CHS 23-25	08/19/24

b. Maloney Magnet School's Before/After Care program appointments eff. immediately:

<u>Administrators</u>	<u>Teachers</u>	
Dombrowski, Jason	Barbieri, Katie (sub)	Hibbs, Jennifer
Fiore, Patience (sub)	Beltran, Erin (Fogarty)	Irizarry, Dana
Gittings, Stacey	Bussey, Jennifer	Kalnins, Siobhan
Silva, Karen (sub)	Cancro, Dana	Lund, Kelly
Yamashita-Iverson, Kazumi	Colangelo, Esther	Maloney, Susan
	Couture, Cheryl	Mecca, Kaylie (sub)
<u>Classroom Assistants</u>	DiGiovanna, Lisa (sub)	Murphy, Heather
Bussey, Elizabeth	Dunn, Andrew	Orsini, Taylor
Colon, Lena	Egan, Alzira	Padua, Maria
Daunis, Joan	Fiore, Patience	Smith, Holly
Melo, Adelyn	Fusco, Sara (sub)	Strachan, Andrea (sub)
Pino, Holly (sub)	Grazhdani, Eneida	
Rearson, Michael (sub)	Grendzinski, Katie	

c. Priority School Grant 24/25 Before & After School appointments, eff. immediately:

<u>Employee</u>	<u>Positions</u>	<u>Location</u>
Justs, Patricia	Sub-Teacher	Walsh
Lubus, Nicole	Sub-Teacher	Walsh
Laird, Jennifer	Sub-Teacher	Walsh
DeLaCruz, Yaritza	Sub-Assistant	RC International

d. Teacher Voluntary Transfers: effective 2024/2025 school year:

<u>Employee</u>	<u>From</u>	<u>To</u>
Labonte, Stephanie	Wilby ELA HS	Secondary Literacy Facilitator WHS/WAMS/WCA Split

e. Teacher new hires effective 2024/2025 school year:

<u>Last Name</u>	<u>First Name</u>	<u>Assignment</u>
Adams	Stacey	Districtwide School Psychologist
Alvarado	Stephany	Bucks Hill Gr 2
Archambault	Erica	Wilby Science Biology
Augelli	Martin	Reed Special Ed Elem.
Backes	Christopher	Wendell Math MS
Baker	Adam	Crosby Guidance Counselor
Bandelloni	Barbara	Generali Special Ed ABA
Barry	Macee	Districtwide School Psychologist
Baumann	Nichole	Wallace Social Studies
Bell	Kylie	Driggs Grade K
Bello Martinez	Gisela	Bucks Hill Bilingual Gr 1
Bertola	Adriana	WCA World Language Spanish
Best	Macie	Wilson Gr K
Boucher	Nadia	Wallace Special Ed MS
Brown	Timothy	Washington PE/Health
Burgess	Jared	Duggan ELA Gr 8
Bushka	Kiley	Driggs/Walsh Split ESL
Cappabianca	Nicole	Wendell Gr 3
Carroza	Jillian	Sprague Special Ed Pre-K
Caruk	David	North End Special Ed MS
Cassan	Kristine	Chase Special Ed Elem.
Cavallo	Andrew	Crosby Math
Cegelka	Benjamin	WAMS Art
Chamberlin	Anna	Generali Art
Chatfield	JoAnne	NEMS ELA Gr 7
Chouinard	Alyssah	Reed PE/Health
Clemente	Nera	Bucks Hill Special Ed Elem.
Colavolpe	Matti	Bunker Hill Gr 4
Coleman	Lavern	Generali Special Ed Elem.
Colon	Aida	Bucks Hill Bilingual Gr 3
Comstock	Steven	Crosby Social Studies
Costanzo	Vincent	Kennedy PE/Health
Costello	Christian	NEMS ELA Gr 8
Cusano	Vincent	Crosby Math
Dabkowski	Matthew	Regan Art
D'Amico	Audrey	NEMS Math MS
Dapra	Catherine	Wilby Math
Dauti	Elvira	Washington Gr K
DeFusco	Anna	State St. Special Ed.
Del Valle	Gabriella	Generali Special Ed.
DeSantis	Jennifer	Reed Music
Drost	Mary	Wallace Special Ed.
Feeney-Wallace	Michele	Enlightenment FCS - Home Economics
Fernando	Mihidukulasuriya	Washington Special Ed
Ferreira	Justine	Reed Special Ed
Ferreira	Megan	Wendell Social Studies
Ferreira	Zachary	Duggan PE/Health
Fino	Eileen	WSMS PE/Health
Ganavage	Jeremy	Wallace PE/Health

Gannon	Ryan	Wendell Special Ed
Gartman II	Donald	Wallace ELA Gr 8
Gilmore	Jordan	Districtwide School Psychologist
Giordano	Maureen	Walsh Special Ed-Scope
Glass	Rosalyn	Reed FCS - Home Economics
Greene	Gary	Bucks Hill Gr 5
Grossman	Melissa	Wallace Special Ed
Hall	Grace	Regan Grade K
Howe	Jamie	Crosby ELA
Howes	Zachary	NEMS Social Studies
Hudson	Giovanna	Kingsbury Gr 4
Klein	Lauren	Wallace Art
Kloc	Madison	Generali Gr 3
Kolukisa	Susan	Bucks Hill Annex Special Ed Pre-K
Kouakou	Sherene	Washington Gr 1 Sub Pend to Contract
Kruse	Margaret	Bucks Hill Annex Special Ed Pre-K
Kupec	Meghan	Kingsbury Gr 4
LaFavor	Brandon	Wilby World Language Spanish
Lajara	Anairis	Wilby World Language Spanish
Leonard	Nicole	NEMS ELA Gr 6
Lloga	Era	WAMS Music
Luby	Shannon	Walsh Special Ed
Machol	Cynthia	WAMS ELA Gr 8
Maloney	Erin	Wash/Regan Library Media
Marchitto	Cassidy	International Gr 2 (English)
Martin	Riley	Rotella Music
Mayo	Karen	Districtwide Social Worker
McGuigan	Kaitlyn	Hopeville Special Ed Elem.
McNamara	Morgan	Kingsbury Gr 5
Milano	Regina	WAMS Science Biology HS
Monaco	William	WCA Info Tech.
Morrison	Grant	WAMS Music
Morrison	Montrel	State St. Special Ed HS
Padua	Maria	Maloney Special Ed Elem.
Paholsky	Justyna	Driggs Gr 5
Pastor	Brenda	Carrington Art
Pelletier	Colleen	Generali Gr 3
Pennacchio	Krista	Generali Gr 2
Perez	Oscar	Wallace Tech Ed - Woodshop
Piacentinin	Marc	Duggan Special Ed MS
Potenziani	Elizabeth	Driggs Guidance Counselor
Quimby	Thomas	Crosby Math HS
Ramos Garcia	Wilder G.	NEMS Bilingual Math
Regan	Diane	Bunker Hill Special Ed Elem.
Regimbald	Jeremiah	Chase Music
Rodriguez	Beatriz	Walsh Bilingual Gr K
Rodriguez	Jessica	Carrington Special Ed Elem.
Roman	Kaleb	Crosby Science
Rosa	James	NEMS Special Ed MS
Salazar	Ashley	Bucks Hill Bilingual Gr 5
Santaniello	Lori	Walsh Music
Scarduzio	Aimee	Wilby Special Ed HS
Schneider	Rosalinda	Wilson Reg. Ed Pre-K
Shafer	Melissa	Generali Special Ed Resource Gr K-1
Shea	Rebecca	Tinker Special Ed Elem.
Sierra	Mileydis	WSMS ELA Gr 7
Smith-Price	Marceon	Sprague Gr 5

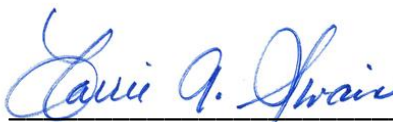


Soley	Todd	Crosby Science Biology
Somma	Lisa	Kingsbury Special Ed Elem.
Taylor-DiFederico	Sharon	Bunker Hill Reg. Ed Pre-K
Theriault	Alexis	Wendell Science/ELA Gr 6
Thornton	RoseAnne	Reed Library Media Specialist
Tilton	Liam	Gilmartin Social Studies Gr 7-8
Torres-Jimenez	Soribel	International Gr 4 (English)
Troop	Natasha	Enlightenment ELA HS
Turner	Bethany	WCA Science Chemistry
Valenti	Michele	Wallace Computer Ed & Business
Viera	Caseyenne	Kingsbury Art
Winington	Emily	Generali Gr 2
Wynn	Amy	Wallace Special Ed MS
Young	Tylar	Wallace Special Ed MS
Zhuta	Arianna	WCA Math HS
Zinno	Jake	Duggan Math Gr 7-8

f. Resignations:

<u>Name</u>	<u>Assignment</u>	<u>Effective</u>
Bardhollari, Rudian	Reed/Special Ed	09/06/24
Blaschke, Jennifer	CHS/PE-Health	08/30/24
Colon, April		
Corsano, Laura	Tinker/Grade 5	08/19/24
Del Valle, Gabriela	Generali/Special Ed Grade 2/3 Resource	09/26/24
Dickey, Maegan	Regan/Grade K	08/14/24
Grabowski, Haley	Academic Acad. @ WMS/Guidance Counselor	08/20/24
LeSalle, Ashley	Wallace/ELA grade 8	08/14/24
McCarthy, Erica	WHS/Social Studies	08/30/24
Minort-Kale, Jeannine	WHS/Vice Principal	09/04/24
Monaco, William	WCA/Info. Technology	08/21/24
Nguyen, Karena	Washington/Guidance Counselor	08/13/24
Nieves, Stephanie	Kingsbury/Special Education	09/20/24
Park-Knowles, Lory	WAMS/ELA	08/13/24
Perez, Eric	International/Enlightenment Split/PE-Health	08/27/24
Poulos, Francesca (deceased)	WHS/Special Education	08/24/24
Santiago, Mabel	CHS/Spanish	08/16/24
Torres Toledo, Maria	NEMS/Special Education	08/19/24
Veneziano, Ellen	CHS/Math	08/22/24

**ADJOURNMENT**

ATTEST:   
 Carrie A. Swain, Clerk  
 Board of Education

August 26, 2024

Dear Commissioner Russell-Tucker,

I am happy to write this letter in support of the Operations Plan for Rotella Interdistrict Magnet School, where we educate all students to the highest levels of academic achievement so that they may be creative, compassionate, and caring citizens vital to our community! As one of our district's premier elementary schools, our goal is to provide all students with comprehensive academic and social-emotional programs that integrate dance, music, theater, media and visual arts, while in partnership with families, resident artists, and community members. We provide students with opportunities to learn in a positive atmosphere that promotes curiosity, leadership skills, and academic rigor, which will prepare our students to lead successfully in our global society.

Rotella's interdistrict status covers a broad area of geography and educates a variety of student demographics. Rotella reduces racial, ethnic, and economic isolation by serving the children and families of Waterbury and its surrounding suburban areas. Rotella actively markets to, and recruits, interdistrict families and students, which consists of 30% of their student population, while the remaining student body are from the city of Waterbury.

In order to prepare students for leadership and success, Rotella offers a special and high-quality curriculum focused on the instructional core, while providing unique learning experiences. The themes that make Rotella Magnet School unique are its focus on artistic integration and social-emotional learning. All students from PreK through Grade 5 have access and exposure to music, dance, theater, media and other art forms. Moreover, using the Harmony SEL Program, all students have access to social-emotional curriculum and activities that help students improve upon their emotional intelligence and be contributing members to our greater society.

However, the ultimate goal for Rotella Magnet School is to increase academic achievement for all students by implementing rigorous academic programming in language arts, mathematics, and science in particular. Rigor is operationalized and achieved by setting student academic growth and achievement goals, reviewing student benchmark data and Smarter Balanced Assessment results, conducting Instructional Data Team (IDT) meetings, identifying and implementing academic interventions, and engaging in constant professional development for teachers. Some of our academic goals for Rotella include increasing student growth in English language arts from 41% in 2021-22, to 85% by the end of the 2026-27 school year;



**Dr. Darren M. Schwartz**

Interim Superintendent of Schools

(203) 574-8016

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

improving student growth in math from 27% in 2022 to 85% by the end of the 2026-27 school year; and increasing student performance in science from 55% in 2021-22 to at least 80% by the end of the 2026-27 school year.

I am confident that Rotella will continue to be an exemplary interdistrict magnet school within the Waterbury Public Schools system and the state of Connecticut. This Operations Plan will be presented, and reviewed by, the Waterbury Board of Education on September 5th, 2024. I trust our plan will be received favorably by our Board, and the Connecticut State Department of Education as well.

Sincerely,

Dr. Darren M. Schwartz, Interim Superintendent  
Waterbury Public Schools



Connecticut State Department of Education

Interdistrict Magnet School

Operations Plan

**Waterbury School District**  
**Rotella Interdistrict Magnet School**

**Date submitted to the CSDE:** [Click or tap here to enter text.](#)

**Version:** Final as of 5/28/2024

## Letter of Intent

The school's Superintendent prepares and signs a letter of intent that provides an overview of the school's mission, vision, theme, academic rigor, goals, and adherence to Connecticut statutory requirements.

## School Information, Planning Committee and Contributing Members

School Name and Address
Rotella Interdistrict Magnet School
380 Pierpont Road
Waterbury, CT 06705

Superintendent	
<b>Name:</b>	Dr. Darren M. Schwartz (Interim)
<b>Job Title:</b>	Superintendent
<b>Phone Number:</b>	203-574-8000
<b>Mailing Address:</b>	236 Grand Street Waterbury, CT 06702

District Contact Information	
<b>Name:</b>	Dr. Joseph H. Johnson
<b>Job Title:</b>	Assistant Superintendent
<b>Phone Number:</b>	203-574-8000
<b>Mailing Address:</b>	236 Grand Street Waterbury, CT 06702

Finance Contact Person		Additional Contact Person	
<b>Name:</b>	Doreen Biolo	<b>Name:</b>	Robin Henry
<b>Job Title:</b>	Chief Financial Officer	<b>Job Title:</b>	Principal
<b>Phone Number:</b>	203-574-8280	<b>Phone Number:</b>	203-574-8168
<b>Mailing Address:</b>	236 Grand Street Waterbury, CT 06702	<b>Mailing Address:</b>	380 Pierpont Road Waterbury, CT 06705

Planning Committee Members (if applicable)		
<u>Name</u>	<u>Job Title</u>	<u>Location</u>

Operations Plan Contributing Members		
<u>Name</u>	<u>Job Title</u>	<u>Location</u>
<b>Robin Henry</b>	Principal	Rotella Interdistrict Magnet School
<b>Dana Wallace</b>	Vice Principal	Rotella Interdistrict Magnet School
<b>Mary Monroe</b>	Integrated Arts Specialist	Rotella Interdistrict Magnet School
<b>Diana Dane</b>	School Counselor	Rotella Interdistrict Magnet School
<b>Tracy Giorgio</b>	Magnet Grant Facilitator	Rotella Interdistrict Magnet School





**SCHOOL SELF-ASSESSMENT**

<b>School Name:</b>		<b>District</b>		<b>RESC</b>	
Rotella Interdistrict Magnet School		Waterbury Public Schools		SERC	
<b>School Profile</b>					
Grades Served	Pre-K-5	Student Enrollment:	614		
<b>Student Demographics</b>					
% Black:	25.9	% IEP:	9.7		
% Hispanic:	50.2	% ELL:	7.5		
% White	61.1	% RI:	27		
<b>Climate Data:</b>		2022	2023	2024YTD	2025TARG
Average Daily Student Attendance:		92.94%	93.84%	91.37%	94%
Student Chronic Absenteeism:		20.4%	11.7%	8.9%	5%
Number of In-School Suspension (ISS):		4	7	0	0
Number of Out-of-School Suspensions (OSS):		14	23	5	4
Number of Expulsions:		0	0	0	0

<b>Part I: Talent</b>	
<b>Summary of Strengths:</b>	<b>Summary of Growth Areas:</b>
<p>1.1 Instructional Practice                      Learning targets and success criteria are posted and referred to in student-friendly language.                      Rotella teachers collaborate regularly to plan for differentiated small group instruction.                      Rotella teachers use arts integration and artful thinking routines to build a student’s ability to observe and interpret as a foundation for inquiry-based learning.</p>	<p>1.1 Instructional Practice                      Teachers are focusing on varying Bloom’s and Webb’s questions, providing think time, and providing opportunities for student discourse.</p>
<p>1.2 Leadership Effectiveness                      Rotella administrators have high expectations for all students and ensure the mission and vision of the school along with the magnet theme are evident in daily practice.                      Rotella administrators focus on establishing a welcoming and engaging culture and climate in the school.</p>	<p>1.2 Leadership Effectiveness                      Rotella administrators are focusing on recruitment, selection, and retention of teachers.                      Rotella administrators focus on continual improvement of reading, mathematics, and science proficiency and growth.</p>



<b>Part II: Academics</b>				
Academic Data:	2022	2023	2024YTD	2025 TARG
Reading/English Proficiency	41%	39%	TBD	TBD
Math Proficiency	27%	36%	TBD	TBD
Science Proficiency	55%	56%	TBD	TBD
<b>Summary of Strengths:</b>		<b>Summary of Growth Areas:</b>		
<p><b>2.1 Academic Rigor</b>                      Rotella teachers analyze data regularly to support and enrich students' learning and ensure the appropriate level of instruction is provided.</p>		<p><b>2.1 Academic Rigor</b>                      An area of growth that we continue to focus on is in math achievement and student growth. We have hired an additional math coach to provide tier 3 intervention. We have partnered with Greg Tang for professional learning this school year to implement new mathematical instructional strategies.</p>		
<p><b>2.2.Student Engagement</b>                      Our arts-integration approach to learning allows students the opportunity to demonstrate their knowledge by engaging in various art forms.</p>		<p><b>2.2.Student Engagement</b>                      Teachers are focusing on providing hands-on math centers that engage students and promote discourse.</p>		

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# 1. SCHOOL'S DESIGN

## 1.1 School Description

Describe the school. Include:

- A. The districts, regions, and communities the school will serve.

Rotella Interdistrict Magnet enrolls students from the City of Waterbury where it is located as well as several surrounding towns. Students who currently attend Rotella live in the following communities: Beacon Falls, Bristol, Cheshire, Meriden, Middlebury, Naugatuck, New Britain, Oakville, Oxford, Plymouth, Prospect, Shelton, Southbury, Southington, Terryville, Thomaston, Torrington, Waterbury, Watertown and Wolcott. Since its inception in 2000, Rotella partnered with the towns of Plymouth/Terryville, Thomaston and Wolcott. The partnership with the towns stipulates that each respective town is granted 9 seats for incoming Pre K students, in order to reduce, eliminate or prevent racial, ethnic or economic isolation at Rotella Interdistrict Magnet School.

- B. The school's theme(s) and description of how the school will offer unique, high-quality, education opportunities to attract a diverse racial, ethnic, social economic and geographic student population.

Rotella's magnet theme of arts integration is integrated through the school in core classes and in classes with specialty teachers, special education teachers, ELL teachers, school counselor, library/media teacher, instructional technology teacher and resident teaching artists. We have a full time science teacher that co-teaches with classroom teachers to integrate the NGSS standards with various art forms. By nature, the magnet theme allows students of all backgrounds and abilities to demonstrate their learning through a variety of art forms. Arts are universal and allow students to tap into various learning styles.

- C. The school's grade configuration.

Rotella serves grades Pre-K through Grade 5. All grades have four classes except for Kindergarten which has five classes. There are 29 general education classrooms.

- D. The program status (full-time or part-time) of the school.

The Magnet school is a full time component of the school, including Pre-K.

### Resources:

- [Connecticut General Statute \(C.G.S.\) Sec. 10-264i](#). Grants for the operation of interdistrict magnet school programs. Transportation. Enrollment of students; notice. Special education. Financial audits. Tuition.

## 1.2 Days and Hours of Operation

Describe the school's days and hours of operation. Include:

- A. The bell times (start and end times).

Rotella's School Hours are 9:05 am to 3:20 pm

- B. Before school and/or after school programs.

Currently, Rotella does not have a before school program. However, Rotella offers an academic after school programming for students who are in need for additional instruction to improve their goals in math and reading. Rotella also offers a musical theatre after school enrichment program for grades 3-5.

- C. The total number of days of school for students and faculty.

The total number of days of school for students is 181 days and the total number of days of school for faculty is 186 days. Based on learning goals set by the district in conjunction with state benchmarks, Rotella offers a summer academic program for students not making state benchmarks K-4 for 16 days.

### 1.3 Vision Statement

#### **Rotella Vision Statement**

The vision of Rotella Interdistrict Magnet School is to educate all students to the highest levels of academic achievement so that they may be creative, compassionate, and caring citizens vital to our community.

### 1.4 Mission Statement

#### **Rotella Mission Statement**

The mission of Rotella Interdistrict Magnet School, in partnership with families, resident artists, and community members, is to provide all students with comprehensive academic and social-emotional programs integrating dance, music, theater, media and visual arts into instruction.

### 1.5 Goals and Objectives

Describe the school’s goals and objectives. Include:

A. Expectations for students and staff.

Rotella staff supports students in becoming twenty-first century leaders by promoting diversity through rigorous academic and artistic integration. Teachers are expected to infuse Social Emotional Learning using the Harmony SEL Program into their classrooms. This includes daily circles called “Meet Up”. Teachers are expected to formally integrate a core academic subject with an art form during their Creative Arts Studio Time. Teachers and students are expected to keep a portfolio assessment of their work product over the course of the year. Teachers are expected to utilize data for math and reading and plan for instruction in each student’s focus area. Students are expected to take ownership of their own learning and set goals for themselves through data chats conducted by teachers, administrators and support staff.

#### **Student Achievement**

##### **GOALS:**

The Instructional Leadership Team at Rotella creates a School Improvement Plan (SIP) annually. The SIP outlines the years’ academic goals for student achievement in reading, math and science. The School Wide Data Team meets monthly to review current student data and grade-level strategies to improve student growth. Rotella school staff continually reviews benchmark data, progress monitoring data, Smarter Balanced Interim Assessment data in conjunction with Smarter Balanced Summative Assessment results. Additionally, administrators, teachers and instructional coaches will hold and attend Instructional Data Team (IDT) weekly meetings to review student work and data to support quality instructional practices for optimal student achievement. In reference to the above goals, Professional Development in ELA, Math and Science is planned for teachers through central office on scheduled PD days which can be found on the school calendar. In addition, school-based professional development supporting our magnet theme and academics is delivered regularly to staff.

Additionally, Rotella strives to maintain 95% or higher student attendance from Grades Kindergarten through Fifth each school year through school year 2026-27. Rotella has a Chronic Absenteeism Team (CAT) that meets twice a month to review attendance including students considered truant and chronically absent. The CAT team coordinates with parents and local agencies to provide support and improve student attendance.

#### **Marketing**

Our enrollment goal is to maintain the ratio of 70% of Waterbury and 30% of interdistrict students.

Our goal is to continue to market and recruit in order to attract, enroll, and retain racial, ethnic, and economically diverse students. In order to advance the educational environment and continue to meet the reduced isolation standards. We have created brochures, commercials and newspaper ads that reach all prospective students with extra emphasis on out of district students and families in order to maintain state magnet guidelines. Our recruitment goals for upcoming years are to reach out to prospective families in surrounding towns and beyond to build a positive relationship with the community organizations to recruit students, and to advocate Rotella through social media, websites, and community events.

B. Family and community involvement.

Our school-wide family and community involvement goal is to have 75% of parents attend at least one family event each year and to connect with two community agencies each year to increase parent engagement. Rotella has a Parent Liaison on staff who is instrumental in implementing our school and district Parent and Family Engagement Policy. For the third consecutive year, we have 100% of our parents connected to ParentSquare, an online platform for communication.

## 2. SCHOOL COMPOSITION, ENROLLMENT, AND CAPACITY

### 2.1 Composition

A. Describe the school’s relationships with surrounding towns and/or school districts

Rotella Magnet administrators have a positive working relationship with the participating towns as well as the surrounding towns in which students reside. Yearly meetings take place with superintendents or their designees to discuss matters related to the magnet program offerings as well as the lottery process. Administration stays in close contact with the Special Services departments for students residing in surrounding towns to plan for and schedule PPT meetings for our students.

<b>Table 1. Sending Town Composition</b>				
School Year:	2023-2024			
Data Source(s):	PSIS			
Resident Town	District Reference Group (DRG)	Total Student Enrollment	Free/Reduced-Priced Meals Eligibility Percent	Reduced-Isolation Percent
Waterbury	I	452	N/A	21
Wolcott	F	48	N/A	58
Thomaston	E	8	N/A	37.5
Plymouth/Terryville	F	24	N/A	54.2
Naugatuck	G	49	N/A	34.7
Beacon Falls/Prospect (Region 16)	E	6	N/A	0
Bristol	G	1	N/A	100
Cheshire	B	1	N/A	0
Meriden	H	3	N/A	66.7
Middlebury/Southbury (Region 15)	B	3	N/A	33.3
New Britain	I	2	N/A	0
Oakville/Watertown	D	9	N/A	33.3
Oxford	C	1	N/A	0
Shelton	D	1	N/A	100
Southington	D	4	N/A	50
Torrington	G	1	N/A	0

\*We do not have Free/Reduced Meals information as all students receive lunch for free regardless of income (grant funded).

## 2.2 Enrollment

A. **Complete Table 2. Student Enrollment by Grade Level, Residency and School Year** (Microsoft Excel)

### Resources:

#### Non-Sheff Operators

- [Enrollment Polices for Interdistrict Magnet Schools in the Non-Sheff Region](#)

#### Sheff Operators

- [Enrollment Polices for Interdistrict Magnet Schools in the Sheff Region](#)

## 2.2 Capacity

Complete the Table 3. **School and Classroom Capacity** (Microsoft Excel).

# 3. MARKETING AND STUDENT RECRUITMENT

## 3.1 Marketing and Student Recruitment

Describe the school’s marketing and recruitment plan for attracting, enrolling, and retaining racial, ethnic and economic diverse students to advance the educational environment and meet Connecticut State Department of Education (CSDE) requirements and the terms of any related stipulation, court order or statute. Include:

A. The school’s student recruitment and outreach process.

Rotella School is committed to attracting a racially and ethnically diverse student population. To meet this objective, we target surrounding towns in close proximity to the school building. The following marketing strategies have been implemented:

- Open Houses for Prospective Families held in the fall and winter with both morning and evening information sessions and tours
- Brochures and lottery information shared with Waterbury and surrounding towns’ Boards of Education
- Facebook and Instagram posts highlighting Rotella’s theme and sharing lottery information
- School staff sharing posts on local Facebook groups
- Family and staff volunteer to display lawn signs in participating towns
- Newspaper advertisements in Republican-American Special Edition and Wolcott Community News
- Mail brochures to local libraries, daycares, and post flyers in supermarkets and post offices
- Arts Integration Specialist handed out brochures and reusable grocery bags to customers of supermarkets in surrounding towns
- District and Rotella website with lottery information
- Lottery application translated into Spanish and Albanian
- Grants Facilitator assists with completion of lottery applications for interested parents, if needed
- Marketing and Recruitment team works collaboratively with Central Office during the recruitment process
- Families that withdraw their child from Rotella will complete a brief survey to learn why they are withdrawing
- Survey current families to inquire how they heard about our school and what makes them stay at Rotella

B. Complete Table 2. Marketing and Student Recruitment Timeline

<b>Table 2. Marketing and Student Recruitment Timeline</b>	
<b>Activities</b>	<b>Month or Period of Time</b>
Marketing/Recruitment Period	October through February
Application Period (start and end date)	February 1 <sup>st</sup> to March 1st
Lottery Selection through Novus Choice	March

**Table 2. Marketing and Student Recruitment Timeline**

Activities	Month or Period of Time
Acceptance confirmation emailed to parents	March and April
Wait list notification	March and April
New student and parent orientation sessions	June and August

## 4. ADMISSIONS PROCESS AND CRITERIA

### 4.1 Student Application Process

Describe the school’s student application process. Include:

- A. The type of application (on-line and/or paper).

The application process is completed online. Parents use email addresses to access and complete online application through Novus Choice. Staff is always available to assist with technical assistance if needed.

- B. The on-time application process.

The application process operates February 1<sup>st</sup> at 8 am to March 1<sup>st</sup> at 3 pm.

- C. The late applications process (if applicable).

Late applications are not accepted.

### 4.2 Placement Procedures

Describe the school’s student placement procedures. Include:

- A. Name the software used for student placement and the scope of services provided.

Novus Insight is the company used to complete the lottery process. Novus Insight prepares the online application to our specific needs each year. They are available throughout the year to address any questions or concerns that arise and provide technical assistance and training. On the date of the lottery selection, the program randomly selects Pre-K applicants based on available seats. Kindergarten through grade 5 are also selected through the lottery system.

- B. The student selection, notification, and accept/decline process. Include specific details regarding the placement protocols and communications to families throughout the process.

Once Novus Insight completes the lottery drawing, we create a database for accepted and waitlisted students by grade level and town. Students are then notified by email with a welcome letter or a waitlist number. Incoming Pre-K students receive a packet of important information that must be completed and returned by a deadline. They can accept or decline via the email that was sent by the deadline. If the seat is declined, it is entered into the online lottery system and the student is removed from the list. If the seat is accepted, the student is marked in the online system and moved to the accepted list. Families who accept the seat must submit all paperwork by the deadline. The student is assigned an identification number for the City of Waterbury and the student is placed on a class list. Bylaws allow for a 50% increased chance of placement of sibling students who currently attend Rotella.

- C. The waitlist process and timeframe. (if applicable)

Students are placed on a waitlist on the date of the lottery selection. The waitlisted students in all grades are contacted via email and/or phone when a seat becomes available. Students remain on the waitlist the entire school year. Students who are not selected must reapply the following year if they are still interested.



D. Complete Table 3. Placement Priorities (if applicable).

<b>Placement Priority</b>	<b>Grade Level (s)</b>	<b>Grade Capacity</b>	<b>Rationale</b>
70% Waterbury 30% Out of District	Pre-Kindergarten	72	All seats open at this grade level every school year due to student promotion to the next grade.

### 4.3 Student Registration Process

Describe the school’s student registration process that include the types of communications, residency verification, and the collection of student records. Include how this applies to:

A. Incoming Students

Students who are not in the host district and already enrolled in a school are officially transferred from their school to Rotella. Parents must contact their local Board of Education to let the district know that the student will be attending Rotella. The Waterbury School district then enters the student into our PSIS, PowerSchool. If a student already attends a Waterbury School a transfer of the cumulative file is completed by sending school office personnel. For Pre-Kindergarten students who have not yet been enrolled in school, a parent must complete the required paperwork, provide the student’s Birth Certificate, proof of residency and health records. We then begin the registration process as stated above.

B. Returning Students

Parents must notify the school of their intention of their child to return the following school year. Parents update their child’s information electronically each school year to support maintenance of accurate school records. We constantly strive to keep up to date and accurate records.

C. Students that have moved (changed addresses) while enrolled.

Students that have moved out or within district must update student address information electronically. The school secretary then notifies district personnel in order to update records and arrange transportation if applicable.

### 4.4 Foreign Students (not applicable to Rotella)

Describe the school’s foreign student program that includes:

- A. Purpose of the program.
- B. Name of the placement agency.
- C. Partner school(s) and location(s).
- D. Enrollment process (e.g., grade levels and/or ages; application process, tuition and fees).
- E. Number of students expected to enroll each academic year.
- F. Length of stay (i.e. course time, school year, etc.).
- G. Student academic criteria (including proof of English language proficiency).
- H. Services provided by a foreign students housing agency.

## 5. ACADEMIC PROGRAM

### 5.1 Program Accreditation

Describe the status of the program’s accreditation, including timelines of the school’s accreditation process (if applicable) and a copy of the accreditation(s) in the appendix for:

- A. **Early Childhood Programs (PK-3 and/or PK-4) Accreditation:** [National Association for the Education of Young Children \(NAEYC\).](#)
- B. **Grade K- 12 Programs Accreditation:** [New England Associated of Schools and Colleges \(NEASC\).](#)

C. **Theme Accreditations** (e.g. Montessori, I/B) [Arts School Network \(ASN\) and Magnet Schools of America \(MSA\)](#)

**Resources:**

- [C.G.S. Sec. 10-16rr](#) Preschool program accreditation
- [C.G.S. Sec. 10-239j](#) Disclosure of NEASC accreditation reports

**Appendix A.**

Include **accreditations** in the Appendix and cite the content in Section 14. Appendices Table of Contents.

## 5.2 Culturally Relevant Pedagogy and Educational Philosophy

Describe the school’s culturally relevant pedagogy and educational philosophy. Include:

A. Long-term academic achievement;

The cornerstone of our belief system at Rotella Interdistrict Magnet School is that the integration of the arts into academics augments student achievement. We recognize that every child lives, develops, and learns differently. In order to ensure success, we utilize these differences and provide all students with a challenging, comprehensive academic program infused with instruction that incorporates dance, music, theater and the visual arts. This arts-integrated approach to education is based on the philosophy that, when the skills of the artist--- creativity, problem-solving and self-expression--- are applied to learning in the academic disciplines, student achievement is maximized. As students experience the full range of artistic expression that flows from various world cultures, they will gain a deeper appreciation for the diversity of the human family. Our arts-integrated curriculum is regularly analyzed and refined to ensure that teaching methods help reach all of our children. Within this philosophy is the embedded notion that students reflect on their own learning, collaborate with each other, think critically and creatively, problem solve regularly and progress towards a deeper understanding of themselves as a learner, an artist, and a global citizen.

B. Socio-political consciousness;

Rotella Interdistrict Magnet School recognizes the importance of raising students’ socio-political consciousness by prioritizing the teaching of diversity, inclusion and social justice issues. For example, students are regularly exposed to resident artists who integrate historical and current events and encourage students to think critically about inequality and injustice. One such residency was a combination of West African drumming and dance that fostered an appreciation of community, empathy and an understanding of cultural climate. Rotella’s Student Leadership Team spearheads regular school-wide campaigns that benefit the community at large and work daily to promote inclusion. One such campaign involved anti-bullying poster contest for the school. The voting for this contest promoted democratic values by involving students in the decision making process and learning about civic responsibility. Within our school library, students have access to texts about social inequities appropriate for their age and developmental level. Students are encouraged to ask questions about different perspectives and express this through various art forms.

C. Classroom structure;

Classrooms are structured to promote diversity, inclusion, empathy, problem solving and collaboration through the Harmony SEL Program. Each classroom develops Harmony goals and expectations as well as a classroom motto which fosters community and establishes an inclusive climate. In addition, our PBIS expectations are woven throughout the school building and in each individual classroom valuing individual differences and perspectives. Teachers design lessons through a cultural lens to ensure students all have a voice and feel seen and appreciated for their unique backgrounds. This structure expands out to involve families through cultural activities such as our “One Art One School” lessons. These lessons include cultural collages, “We All Belong” dance and Culture Night.

D. Continuous commitment to develop school's staff cultural competence or set of beliefs;

Our Arts Integration Committee regularly meets to review and develop arts integration with an emphasis on cultural responsiveness. Our magnet theme lends itself to our commitment to celebrate cultural diversity and create a skillset of prosocial behavior for all of our students. Professional Development is key to developing and maintaining staff cultural competence. The staff receives Professional Development which focuses on establishing relationships based on mutual trust, active listening and cultural awareness. The staff has taken part in district equity training provided by SERC. The training helps staff to deepen their understanding of cultural competence and bring their knowledge to the school environment.

E. Practices and behaviors to maintain and support appropriate, fair and effective interactions with individuals from different backgrounds.

Staff participates in planning school wide events such as celebrating Hispanic Heritage, Black History and Women's History months, as well as other Multi-cultural celebrations in the school and community. Our school community supports our continued commitment to develop and maintain cultural competence. Establishing rapport with all students is an expected practice that supports effective interactions with students and a positive school atmosphere. Students are empowered as they engage in the Harmony SEL Program as well as the arts integration curriculum centered on multicultural celebrations.

**Resources:**

- [CSDE Resource Guide for New Administrators](#)

### 5.3 Curriculum and Instruction

Describe the high-quality curriculum and instructional practices for the school's applicable grade levels/grade groups (e.g., Prekindergarten; Kindergarten to 5; 6 to 8; and 9 to 12). Include:

A. The school's unique content focus (theme) that is infused throughout the curriculum to advance the rigor and relevance of the academic program at each grade level

Rotella's magnet theme of arts integration is integrated throughout the school in core classes and in classes with specialty teachers, special education teachers, ELL teacher, school counselor, library/media teacher, instructional technology teacher and resident teaching artists. We have a full time science teacher that co-teaches with classroom teachers to integrate the NGSS standards with various art forms. One example of a STEAM integration is a grade 1 lesson that integrated the elements of high and low pitch from their sound unit and music. The students created their own pan flutes and composed their own music that incorporated high and low pitch sounds. Our school counselor is using dance as a means to explore emotions. The counselor teaches dance skills while explaining several cool down techniques the students can use to diffuse intense emotional situations. The school counselor also works with the arts integration specialist on whole school integrations. One example of this is our One Art One School Program. The school counselor and the arts integration specialist did a collage project with the whole school. Students learned about the technique of collage and the SEL objective of self and social awareness by respecting and sharing what is unique about ourselves. The instructional technology teacher incorporates media arts and design principles into lessons that teach students how to use the design principles to create their own projects. The most recent being the use of Wixie to create their own Calaveras for Dia de los Muertos. In addition to our general education teachers using arts integration daily in class, they also participate in C.A.S.T. (Creative Arts Studio Time). This is a designated time in their schedule that they work on an integrated learning activity with their class or grade level. For example, in a second grade class they learned how to create a them by making pop art pieces that depicted the life cycle of a pumpkin. In addition to certified staff, we also have resident teaching artists that work with students in a year-long residency integrating Dance and Drama. Rotella has devised and uses a universal arts integration lesson assessment rubric that is used by all teachers including resident artists. The rubric is both teacher and student friendly allowing for both audience and self-critique. There is a primary and intermediate version to cover all of the grades There is also an explanation sheet that students and/or teachers fill out explaining the standards in both content and arts areas that were taught during an arts integration lesson or unit. These

documents are placed in the student's arts portfolio that is kept over the school year. At the end of the year, Rotella has an Arts Fair where students choose the product they are proudest of from their art portfolio and enter it into the fair. The portfolio follows the students throughout their time at Rotella. One hundred percent of students in kindergarten through grade five participate in the annual Arts Fair.

#### B. 21<sup>st</sup> Century Skills;

Rotella School works extensively to deliver daily instruction for the 21 century student. Through our Magnet Theme we are able to address the components of the 21st Century Skills. The top competencies of a 21st Century Learner are commonly referenced as the 4C's. Critical Thinking, Creativity, Collaboration, and Communication. Through artful thinking routines, Creative Arts Studio Time, One Art One School, Harmony SEL program, and our arts integrated lessons we are able to address and build on these skills with our students. For instance, our One Art One School integrated lessons for each SEL give students the time to collaborate and communicate with one another to create an artistic manifestation of the concepts being taught. Another practice that helps to develop a child is the See, Think, Wonder routine. Using visual art students can critically think about the art and express what they see within it, what they think about what they see, and question what they still wonder about it. These are just 2 examples of how our arts integration marries beautifully with our core academic and our Social Emotional Learning curriculum to develop the 4C's of the 21st Century Skills. Information, Media, and Technology Literacy are addressed through multiple exposures at Rotella. Our media arts teacher, library media specialist, science teacher, and classroom teachers work daily with students to build their skills in these areas through explicit and guided instruction. Our students learn design, coding, digital citizenship, and research. Through our STEAM lab the Rotella students are immersed in the design and engineering process.

The 21st Century Skills of flexibility, leadership, initiative, productivity, and social skills lend themselves perfectly to our arts integrated instruction and our SEL Sanford Harmony program.

#### C. Student Learning Goals/Objectives

School goals, objectives and all educational activities are based on our theme, and directly relate to the schools Mission and Vision. Our School Improvement Plan focuses on academic achievement, our integrated arts theme and curriculum, and the Harmony SEL program. Student work, field trips, showcases and celebrations all reflect our mission, vision and school goals. Professional Development is planned and implemented with a focus on student achievement through our arts integration magnet theme.

#### D. The utilization of the Early Indication Tool (EIT).

The Early Indication Tool is used to identify students' areas of strengths and areas in need of additional support. The CSDE data warehouse EdSight is used to gather critical information. This information along with the district's data warehouse allows us to analyze data on Academic Achievement, Academic Growth, Participation Rate, Chronic Absenteeism, Physical Fitness and LAS Links. This information is critical in order to support life-long student success. Data is used to identify areas in need of improvement. It is used to inform goals, objectives and strategies to improve student engagement and student outcomes.

There are two main Early Intervention Tools utilized at the school. Each year students are assessed in the areas of Reading and Math. mCLASS Data is the universal data screener that measures the development of reading skills of all students in grades K through 5. The assessment component within mCLASS is DIBELS (Dynamic Indicators of Basic Early Literacy Skills), with grade specific subtests. The iReady Math Diagnostic is given three times each year to assess student competency in four domains: Numbers and Operations, Algebra and Algebraic thinking, Measurement and Data, and Geometry. Based on the data received from mCLASS and/or iReady assessments, students may qualify for additional small group, or tiered services. Tier 2 and Tier 3 instruction is given in the subject areas of Math and Reading. Students receive these services from instructional tutors and/or specialty teachers for the respective subject areas. Tier 2 students are progress monitored bi-weekly and Tier 3 students are progress monitored weekly. The data obtained from the progress monitoring assessments after 4-6 weeks assists teachers in determining next steps for the student. A student who shows a pattern of falling below the targeted threshold may then need to have instruction adjusted and/or their grouping changed from Tier 2 to Tier 3. If a child is already in Tier 3

instruction, and continues to be substantially deficient, an initial PPT may be held to determine if Special Education staff should implement further testing.

E. Teachers’ instructional practice standards and indicators.

The Connecticut Common Core of Teaching (CCT) rubric for Effective Teaching is used to gather evidence of highly effective teaching. This tool is used in alignment with the implementation of the CT Common Core State standards to ensure quality core instruction. The CCT rubric enables administrators to be sure effective teaching is taking place. The four Domains and 12 Indicators support identification of teacher’s performance and practice. This tool when combined with training to ensure consistency and reliability of evidence, leads to high quality feedback and informs professional learning opportunities to advance professional practice.

F. Collaborative teaching practices (e.g., TEAM, coaches, mentors, etc.).

Rotella Magnet School utilizes co-teacher leaders in Math, Reading, and Science. These teachers demonstrate Best practice using the Common Core State Standards to implement weekly lessons in each classroom. Additionally, the math and reading teachers provide tier III support. This supports classroom teacher Professional Development and student achievement. The co-teacher leaders support our Wonders reading, iReady Math and Science Programs. Lessons are designed to support our themes and current concepts being taught. The teacher leaders also work collaboratively with classroom teachers to prepare students for Smarter Balanced Assessments.

New teachers in the district are assigned to TEAM mentors to offer support and coaching during the first two years of teaching.

G. College and Career Readiness.

The Waterbury School District programs for Reading, Math, and Science embed the Common Core State Standards. Rotella Teachers display and present the CCSS for each lesson so the students understand the expectations. Teachers ask higher-level questions to prepare them for college and career readiness. In addition to the Harmony SEL program and the arts integration theme, Rotella adheres to the city’s core values.

The City of Waterbury’s Core Values are as follows:

- Holds high expectations for excellence in teaching and learning
- Promotes equity in policy, practice, and resources
- Provides students a quality learning experience aligned to our Portraits of a Graduate
- Acts as stewards for community resources and managing our assets to ensure equity and excellence
- Recognizes that meaningful relationships are the foundation of a high-quality education
- Committed to embracing a diverse community
- Committed to civility, honesty, responsibility, and transparency

These core values directly relate to college and career readiness.

**Resources:**

- [CSDE Resource Guide for New Administrators](#)
- [Connecticut Core Standards](#)
- [The Student Learning Goals/Objectives Process](#)

### 5.4 Assessment

Describe how assessments align with curriculum, instruction and student goals. Include:

A. Interim Assessments

The interim assessments given support district curriculum and Common Core State Standards for instruction. The teachers evaluate students’ progress to mastery of standards. Interim assessments provide teachers with valuable information that allows us to adjust instruction to meet students’ learning needs. The information is analyzed at weekly Instructional Data Team Meetings and team members offer best practices so that teachers may adjust instruction accordingly.

B. Formative Assessments

- a. Complete Table 4. School’s Formative Assessments.
- b. Include theme assessments, e.g., STEM, Arts, I/B, Global Studies.

<b>Content Area(s)</b>	<b>Description</b>	<b>Grade Level(s)</b>	<b>Goal</b>	<b>Outcomes</b>	<b>Next Steps</b>
Math	Common Formative Assessments and Diagnostic Testing on I-Ready.	K-5	Analyze student data in order to plan and implement appropriate leveled instruction.	Student growth in Math.	Team Meetings to discuss standards implementation and adjust instruction as needed. Implement Tier II and III support.
Reading	mCLASS DIBELS 8 Assessments	K-5	Analyze student data in order to plan and implement appropriate leveled instruction.	Student growth in Reading.	Team Meetings to discuss standards implementation and adjust instruction as needed. Implement Tier II and III support.
Reading, Math and Science	Smarter Balanced and NGSS Interim Assessments	3-5	Preparation for Summative Assessments	Student Growth and Achievement	Use Interim Results to Adjust Instruction.

C. Summative Assessments

- a. Complete Table 5. CSDE Mandated Summative Assessment, modify the [CSDE Assessments](#) to include the assessments that apply to the grade levels of this school.

<b>Content Area(s)</b>	<b>Summative Assessment</b>	<b>Grade Level(s)</b>
English Language Arts (ELA) and Mathematics	Connecticut Smarter Balanced	3-5
	Connecticut Alternate Assessment (CTAA)	3-5



**Table 5. CSDE Mandated Summative Assessment**

Content Area(s)	Summative Assessment	Grade Level(s)
Science	Next Generation Science Standards Standard Assessment	5
	Connecticut Alternate Science Assessment (CTAS)	5
English Language Proficiency	LAS Links (For English Learners only)	K-5
Physical Fitness	Connecticut Physical Fitness Assessment	4

<sup>1</sup> Designed for a small percentage of students with significant cognitive disabilities

**Resources:**

- [CSDE Resource Guide for New Administrators](#)

**5.5 Student Success Plans (SSP) (Grades 6-12) (not applicable to Rotella)**

Description the SSP. Include:

- A. The types of activities, such as student portfolios, experiences outside the classroom, dual/concurrent credit.
- B. The method(s) used for the SSP to follow the student from school to school and district to district.

**Resources:**

- [CSDE Student Success Plans \(SSP\) Guidance](#)
- [CSDE Resource Guide for New Administrators](#)

**5.6 Grade Level Promotion/Graduation Requirements**

**5.6.1 Grade Level Promotion Requirements (Grades PreK -8)**

Describe the school’s grade level promotion requirements for this school’s applicable grades. Include:

- A. The requirements for grade promotion.

Elementary School Uniform Grading Policy- The formula to be used for grading students’ performance in the area of knowledge acquisition will be 100% based evenly in every subject as defined below:

10% Classwork/Participation: 1. Actively engaged in class. 2. Communicates learning in class. 3. Participates in groups.

5% Homework/Projects: 1. Completes all assigned homework and accuracy.

85% Content Knowledge: 1. Meets expectations of curriculum through standards based assessments 2. Meets expectations of curriculum through summative assessments. 3. Meets expectations of curriculum through standardized tests.

- B. The intervention/assistance available for students/families for grade level promotion (e.g., parent/teacher conferences, school counselor meetings, credit recovery, summer school, after-school tutoring).

Assistance is available for students/families that need support to meet promotion requirements through parent/teacher conferences, student led conferences to discuss goals and objectives set, school counselor meetings, after school and summer school programming.

5.6.2 High School Grade Level and Graduation Requirements (Grades 9-12) (not applicable to Rotella)

Describe the school’s grade promotion and graduation requirements. Include:

- A. Complete Table 6. Grade Level Promotion.
- B. Complete Table 9. Graduation Requirements.
- C. The intervention/assistance available for students/families for grade level promotion (e.g., parent/teacher conferences, school counselor meetings, credit recovery, summer school, after-school tutoring)

**Resources:**

- C.G.S. Sec. 10-221a. [High school graduation requirements.](#)

Grade Level	Promotion Requirements (e.g., completion of content)	Credit Requirements (if applicable)

**Table 9. Graduation Requirements (Grades 9-12)** (not applicable to Rotella)

Insert graduation requirements in Table 7. Graduation Requirements for this school that includes the CSDE minimum credit requirement for each content area. Commencing with the class graduating in **2023**, and for each graduating class thereafter, a student must complete a minimum of 25 credits (including not fewer than the CSDE minimum credits provided in this table) to graduate.

Content Area	CSDE Minimum Credits	This School’s Graduation Requirements	School Credits
Humanities <i>including credit in civics and the arts</i>	9		
Science, Technology, Engineering, and Mathematics (STEM)	9		
Physical Education & Wellness	1		
Health and Safety Education	1		
World Languages	1		
Mastery-Based Diploma Assessment	1		
Electives	3		
Total	25		

**6. STUDENT SUPPORTS**

**6.1 English Learners (EL)**

Describe the school’s programs and services for EL students.

The student’s dominant language at home and country of origin is determined. If 1 of 3 questions is a language other than English, the student is assessed for English proficiency. The grade appropriate LAS measuring speaking, listening, reading and writing in English is given. The data from the Pre-LAS will determine if the student is considered to be a Multi-lingual (ML) student and is eligible for service. Once eligible, the students receive ML services from the ML teacher. Services can be either push in or pull out. The focus is on speaking, listening, reading and writing skills. The students are seen two times per week for 30 minutes. The ML component for Wonders (the district’s reading program) is introduced prior to classroom instruction. Explicit vocabulary instruction is given through images, manipulatives, and videos. Background knowledge is essential in order for the students to understand the lesson. Instruction is tailored according to the testing data in all four areas. Students are serviced in small group to accommodate needs and encourage



speaking. Services provided are individualized based on LAS Links scores in English language proficiency and grade. In order to exit services, a student needs to score a 4 or 5 overall and a score of 4 on LAS reading and writing sections. Parents may opt out of services. In this case, students are then identified as Limited English Proficient.

#### **Resources:**

- [CSDE English Learners Guidance](#)
- [CSDE Resource Guide for New Administrators](#)

## 6.2 Education of Students with Exceptionalities

Describe the school's practice for educating students with exceptionalities. Include how Individual Education Plans (IEP) and Planning and Placement Teams (PPT) are developed.

All students take part in Tier 1 instruction. Tier 1 is differentiated instruction of the core curriculum within the general education setting. If a student does not meet performance expectations evidenced by varied data sources, the teacher will meet with the building literacy facilitator or math coach. They will plan appropriate instructional interventions. The teacher will implement the plan and monitor the student's progress.

If students do not meet benchmark goals of Tier 1 instruction, they will move to Tier 2 instruction. The SRBI team determines instructional focus areas and target data points along with a timeline for intervention and monitoring via Progress Monitoring with fidelity. This instruction will take place in small group daily with the teacher or building tutor. Teachers and tutors are supported by the reading teaching and literacy facilitator.

If a student does not make sufficient progress in Tier 2 intervention or whose needs (based on evidence) require intensive instruction, the SRBI team will identify a program that will address the skill areas in Tier 3. Tier 3 intervention occurs daily in a group of 4 or less with the reading teacher or instructional tutor. Instructional focus areas and target data points along with a timeline will be implemented. If there are concerns about a student who is not already receiving services, an initial PPT will occur. A student will only be referred to the Planning and Placement Team (PPT) if the performance expectations have not been met in Tier 3 as evidenced by varied data sources including weekly Progress Monitoring or if the parent makes a formal request. The Planning and Placement Team, including the parent, classroom teacher, special education teacher, administrator, as well as any other related services staff work collaboratively to plan for the student during a PPT meeting. If the team determines a psychoeducational evaluation is warranted, the student undergo testing. Typically, the child will receive testing that includes academic, cognitive/rating scales, communication, and other support services if identified as an area of need based on classroom observations and varied data sources such as district benchmark test scores that are collected in the beginning, middle, and end of school year. When the evaluation is complete, a second PPT will be held to discuss if the student qualifies for special education services as well as to determine their primary disability. If the child qualifies for special education services, the team will develop goals and objectives, as well as service hours, accommodations/modifications, and paraprofessional hours if needed. All team members work together to design and implement this IEP. Special education teachers can offer support to classroom teachers if they need assistance with IEP instruction, accommodation, and/or intervention. The classroom teacher works with the special education team to be sure goals and objectives are understood and the proper accommodations are given to the child. It is important to note that during each PPT, each team member who works with the child reviews their progress. For a child who is already receiving special education services, a triennial evaluation must be completed every 3 years to determine if the student continues to qualify for special education services. This type of testing includes academic testing, cognitive/rating scales, communication, and fine and gross motor if needed. Each year, an annual PPT is held to discuss progress on goals and objectives, create new goals for the child, as well as create/adjust service hours and accommodations/modifications. During this process, the team also discusses and plans for Smarter Balanced testing, as well as ESY/Summer School options.

When a child receives special education services, the special education teacher and related services staff plan for and implement services. The team determines whether students will receive services in Site 1 (the regular education classroom) or Site 2 (a Resource Room setting) as well as planning for other support services.

#### **Resources:**

- [CSDE Special Education](#)
- [CSDE Resource Guide for New Administrators](#)

### 6.3 Relocated and Displaced Students

Describe the policies/procedures (include the re-entry of the student, if applicable) for a student that is:

- A. identified as homeless;

Our School Counselor and Parent Liaison work collaboratively with district personnel to support displaced families through the McKinney-Vento Homeless Assistance Act. Transportation is provided from the temporary location as needed.

- B. in the care of the Department of Children and Families (DCF);

The School Counselor and Social Worker collaborate with DCF, to ensure that staff are implementing measures that will support students' Academic, Social and Emotional well-being.

- C. enrolled in a Special Education Program/Center;

Students placed in a Special Education Program are transferred, however if the student is able to return, we will discuss and reevaluate at a Planning and Placement team meeting.

- D. enrolled in an Alternate Education Center;

Students placed in an Alternate Education center are transferred. However, if the student is able to return, we will discuss and reevaluate at a Planning and Placement team meeting.

- E. in the custody of a Juvenile Detention Center;

Due to the age of our students this is not applicable.

- F. in the custody of the Department of Corrections (DOC);

Due to the age of our students this is not applicable.

- G. displaced by a natural disaster; or

Students displaced due to a natural disaster are supported in the same way as our students that are identified as homeless.

- H. relocated by a branch of the military.

Our magnet school program allows for students to live anywhere in CT. If a student is able to be transported by a parent or if busing is available, they can remain enrolled in our magnet program.

#### **Resources:**

- [CSDE Homeless Education](#)

### 6.4 Social and Emotional Learning (SEL)

Describe evidence based practices (EBP) that are used throughout the school to address social and emotional learning for all students. Include:

- A. Harmony SEL provides educators with the tools to integrate social and emotional competencies within academic instruction (i.e. interactive pedagogy promotes the links between social, emotional and academic learning. Rotella’s theme of arts integration lends itself perfectly to the Sanford Harmony Program because it encourages collaboration and creative problem solving which is at the core of our magnet theme of arts integration.
- B. The evidence-based SEL programs (e.g. Responsive Classroom, Components of Social, Emotional and Intellectual Habits: Kindergarten through Grade 3, K-12 Mindsets and Behaviors, and CT’s 36 Student Standards for School Counseling).

Rotella has an established and comprehensive approach to SEL. We have utilized the Harmony Social Emotional Learning program for almost a decade. Currently the Rotella teachers and staff are incorporating the third edition of the program. The third edition is comprised of four overarching themes - Theme 1 Being My Best Self, Theme 2 Valuing Each Other, Theme 3 Communicating with Each Other, and Theme 4 Learning from Each Other. Each theme is differentiated based on the developmental readiness of each grade level Pre-K to 5. Within each theme there are various lessons that build on one another so that students get a broad range of skills for each theme.

Harmony goals are established by each class in order to monitor and reflect on student progress. Harmony SEL offers everyday practices such as Meet Up, Buddy Up and quick Connection Cards. Meet Up is a student centered driven activity where the class gathers in a circle to be respectful, collaborative and inclusive of everyone. The students use mindful practices to center themselves for the day. Buddy Up encourages students to actively listen and get to know their peers and to problem solve with a given situation. Quick Connection Cards are brief discussions and activities that provide students to share, think and collaborate with one another. The Harmony SEL curriculum offers stories, songs and games for additional social emotional development. The four themes of Harmony enable students to utilize their skills that they build upon each year to be mindful and empathetic towards others. Harmony also has a home school component that explains the important ideas of each lesson from each theme to be reinforced at home.

- C. A cross-sector collaboration (school, family, business and industry, community).

Rotella has a student leadership team. This team serves as a model for serving and helping others within the school and the community. The students organize community drives and encourage the rest of the student body to get involved in community outreach such as: winter coat drive, food pantries, Toys for Tots. Student leaders model expected “STAR” expectations in all areas of the school on a daily basis. The leadership team volunteers for open house tours and other events throughout the year. Additionally, each morning the student leaders deliver and collect vegetables and fruits to all classrooms in the building as part of a city-wide partnership.

Rotella partnered with Holy Cross High School students, the Ben’s Bells organization, and current Rotella parents, to create and install a “Be Kind” mural. This mural was created entirely by students with assistance from adults. Currently, we are planning a “We All Belong at Rotella” celebration night as a culmination of our one art, one school SEL project.

**Resources:**

- [CSDE Comprehensive School Counseling and College/Career and Citizen-Ready](#)

**6.5 College and Career Readiness**

Describe the school’s college and career readiness programs, activities, and exposure opportunities for all students.

We hold a yearly Career Week where parent and community volunteers share their careers, with an emphasis on arts-based careers. Our students also dress up in their future career and create a self-portrait of the career they would like to pursue in the future. Teachers wear college gear to inspire students for college readiness. Students listen and interact with the Career Book “What Can I Be?” read by the School Counselor. All students participate with follow up classroom activities. Our Kindergarten students participate in a unit on community helpers. This year, Bob Maxon of WVIT NBC Connecticut visited our school and spoke to third graders about a career in meteorology.

6.5.1 College Courses/Credit (Grades 9 to 12) (not applicable to Rotella)

Describe the school’s college courses/credit program. Include:

- A. College Career Pathways (CCP)
- B. Early College Experience (ECE).
- C. Complete Table 8. College Courses/Credits Partnerships.

Table 8. College Courses/Credits Partnerships					
Higher Education Institution	Location of Instruction	Program/Course	Grade Level(s)	Semester(s) and Credit(s)	Prerequisite(s)

**Appendix B.**

Include **early college experience course descriptions** and **agreements, contracts, and/or letters of memorandum of understanding/agreement** that defines the collaboration, relationship, services, responsibilities and fee arrangements in the Appendix and cite the content in Section 14. Appendices Table of Contents.

6.5.2 Career and Technical Education (CTE) (Grades 9 to 12) (not applicable to Rotella)

Describe the school’s CTE program. Include:

- A. Goals and expectations of the program
- B. Complete Table 9. CTE Programs

Table 9. CTE programs					
Organization/Company	Location	Program Name	Grade Level(s)	Time & Frequency	Prerequisite(s)

**Resources:**

- [CSDE CTE Guidance](#)
- [CSDE Resource Guide for New Administrators](#)

## 7. SCHOOL CULTURE AND CLIMATE

### 7.1 School-Family-Community Engagement

Describe the school’s school-family-community engagement program. Include:

- A. The school-family-community engagement program goals and objectives.

The climate of the building is a positive one as staff enjoy coming to work and interacting with our students. The positive climate can be felt all around the building and visitors and staff often report such to administrators. The positive climate is part of who we are at Rotella School. Our students and staff are excited to come to school each day and interact with one another. The administration is present and visible each day in classrooms, hallways, and all other areas of the building. Teachers are expected to create safe and welcoming environments and to build positive relationships with both their students and families. These things are visible during walkthroughs and informal observations. Additionally, in the end of year survey parents report that they feel safe and welcome at our school. Our teachers and administrators work collaboratively and support each other in the work we do each day. This is evidenced with the various family nights that occur each year.

- B. The strategies that promote and encourage a comprehensive approach to school-family-community partnerships locally and outside of the school district.

Rotella School has core group of parent volunteers who support the school in creating an overall positive school experience. Events such as author visits, ice cream treats, field trips, and residency programs are planned to enhance the overall positive school experience.

Strategies:

Fundraising efforts to support magnet themes and student events, field trips, community outreach and scholarship.

Collections for charity organizations such as autism, down syndrome, breast cancer, and multiple sclerosis. Students and staff provide donations in support of local and global relief efforts, for example the Jose Maria Bernard Reyes Foundation to benefit children in the Dominican Republic.

Incorporating PBIS incentives such as Pie in the face, ice cream truck, and unsung heroes celebration.

C. Family-community activities and outreach.

Participate in the The Gathering, a Waterbury cultural parade.

Support local charities through canned food drives, toy drives and Earth Day events such as school and community clean up and gardening partnerships.

Invite parents to participate in Pre-Kindergarten and Kindergarten orientations.

Inviting families and community members to read to students, attend student led events such as We All Belong at Rotella night.

Teachers are supported through weekly IDT meetings with coaches and facilitators to maintain the school’s positive climate and culture that supports the academic and social development of students and the professional and social needs of staff. Support staff (school psychologist, school social worker, and paraprofessionals) work to assist teachers with managing classrooms. We have a teacher support team and a school crisis team that works to assist teachers to manage disruptive student behavior if needed. At our school, staff works closely and support one another. Common planning times along with IDT meetings allow them the opportunity to collaborate with one another. Teachers and administrators work closely together. Administrators attend weekly IDT meetings and are involved with planning and analyzing student work alongside them. Administrators seek teacher input and involve them in tasks that will directly affect them. The administration team looks to build capacity within the building by giving teachers leadership roles. Teachers reach out to parents at the start of each school year to introduce themselves and get to know the families and their needs. Our teachers have learned that making positive calls home help when teachers need to reach out for a negative issue. Our teachers stay in weekly and sometimes daily communication with families through ParentSquare. There are always updates for families as to what topics are being learned and how they can assist their child.

**Resources:**

- [CSDE School-Family-Community Engagement Guidance](#)
- [CSDE Resource Guide for New Administrators](#)

**7.2 Safe School Climate**

Describe the school’s safe school climate. Include:

- A. A brief description of the school’s safe school climate plan and how it is distributed to school staff, students and families.

The following is the Waterbury Board of Education Priority statement regarding the district Safe School Climate Plan. The district Safe School Handbook is distributed each school year electronically. This includes all district

policies set forth by the Board of Education, including the weapons policy. Families are asked to acknowledge that it has been received and read.

*The Waterbury Board of Education (Board) is committed to creating and maintaining an educational environment that is physically, emotionally and intellectually safe and thus free from*

*bullying, harassment and discrimination. The District has developed a Safe School Climate Plan to promote a secure and happy school climate, conducive to teaching and learning, create a consistency of approach and to create a climate in which all types of bullying are regarded as unacceptable. Attitudes and practices can contribute to bullying, to lower levels of confidence, self-esteem and lack of achievement.*

Rotella School conducts monthly crisis drills with the assistance of the district Director of Safety and Security. All staff and students are trained in responding to a fire drill, shelter in place, lock down and whole school evacuation. Plans are reviewed at the start of each school year and new staff have individual training for all drills. Substitute teachers also receive safety instructions upon assignment. The building’s doors are locked at all times and visitors must ring the bell to speak with a secretary. The building also has a “man trap” installed where visitors can enter the building if the office staff allows visitors access through a second set of locked doors. The district has trained counselors and social workers to handle any trauma or crisis a student encounters. The situation is assessed and a safety plan is created. If needed the team will work with an outside agency. The family will also be involved to ensure the safety and care of the child. The school holds monthly Safety Meetings with an agenda set forth by the district. The Safety Committee has representation across the school and grade levels.

- B. The methods that create and maintain a positive culture/climate (emotionally, physically, and intellectually safe, respectful, and culturally responsive) learning environment for student achievement as well as high expectations for adult and student conduct.

Rotella’s Harmony SEL program is endorsed by CASEL as an evidence-based social-emotional learning program. The Harmony themes are embedded in all areas of the day, both academically and socially. Rotella utilizes PBIS as a framework. They support the climate and culture of the building and the welcoming environment can be felt when entering the school building. Students create a mission statement for their classroom each year. This statement encourages students to be a part of the decision making and culture of the classroom. The Rotella Student Leadership Team is a select group of 5<sup>th</sup> grade students whose service to the school community furthers our goal of a positive school climate. Student leaders serve as role models for the student body. In our weekly update to parents, we highlight SEL themes for parents to reinforce at home with their students.

The positive climate and culture of the building allow students, staff and families to feel comfortable and to share their concerns with administration. Both academic and social emotional supports are available to all students. Support staff is available to assist teachers with classroom and behavior management as needed. Teacher-student relationships begin to build on the first day of school. Circle time/Meet Up allows teachers to form a positive relationship with their students. Students have the opportunity to see the counselor when needed. Also, the counselor follows the district curriculum and teaches lessons to all classes. Our school embraces and supports all students. Teachers took part in district equity training and a School Equity Leadership Team has been established.

**Resources:**

- [CSDE Resource Guide for New Administrators](#)

**7.3 Student Attendance**

Describe the school’s student attendance policy. Include:

- A. A brief description of the student attendance policy.

Rotella School adheres to the district attendance policy. Attendance requirements state that no child may receive credit for a course after having been absent more than twenty (20) class periods during the school year. All



absences will be counted except those incurred while a student participates in school-sponsored activities and/or for an absence that meets the definition of a disciplinary action.

For the purpose of tardiness and early dismissal, “excused” is defined the same as “excused” absence. A pupil who is tardy or dismissed early must report to the office before reporting to his/her classroom. Regardless whether the tardy or early dismissal is excused or unexcused, the student must be present in school for at least half of the regular school day in order to receive attendance credit for the day.

A student who has accumulated more absences than allowed by the policy, but feels that the situation warrants special consideration, may appeal to the administration for a waiver increasing the allowable number of absences for that student. At the discretion of administration, the parent may be requested to appear at the hearing to verify the legitimacy of the appeal. A student may be allowed an attendance appeal hearing on a yearly basis. However, a successful waiver for promotion or restoration of credit may only be granted twice in grades K-5. Decisions of the Appeals Board are final. Waivers granted or denied must become a part of the student’s permanent cumulative file and recorded into the computer data base.

#### B. Strategies to improve and/or maintain student attendance.

All students receive SEL support as part of tier 1 in their classrooms, which includes daily circle time. Circle time provides an opportunity for teachers to check in with their students to ensure their well-being. All students explicitly taught PBIS expectations. The school counselor also visits classrooms to conduct SEL lessons using the district curriculum. Staff has been trained in restorative practices which helps strengthen the social and emotional skills of students. Restorative conferencing helps to address the underlying reasons for students’ behavior.

Those students who need more support take part in tier 2 interventions. Data from Level 1 Behavior log sheets that are created and collected by the classroom teacher for 4-6 weeks. Behavior plans are revisited as needed and are formally reviewed at the end of 4-6 weeks. We may also host lunch bunch groups or small groups that focus on a specific issue.

If students do not meet with success in tier 2 they will move to tier 3 which will involve more individualized support. A student can be placed in Check In/Check out with a staff member, one on one counseling with the school counselor or push in time by the school counselor during class lessons. The students are always welcomed by our counselor and they know they can see her for support at any time.

The School Governance Council reviews student attendance and offers strategies for improvement.

The Chronic Absenteeism Team (CAT) meets twice monthly to monitor attendance percentages and implement strategies and incentives for improvement. Communication about attendance is shared through monthly newsletters as well as letters updating families on the number of absences their child has accumulated. Tier 1 interventions consist of building and maintaining positive relationships with students and their families, educating parents about the importance of good attendance and sharing the board policy with them, recognizing improved attendance and sharing attendance data with staff.

#### Strategies:

Monitoring the Principal dashboard daily to review chronic absenteeism percentages.

Communication with families is made via phone calls, written notices and ParentSquare, reviewing attendance daily and making phone calls home daily to students who are absent.

Tier 2 interventions consist of continuing personalized outreach to families that need more support and holding meetings for students with IEPs and Section 504 Plans.

**Strategies:**

Continue with Tier 1 strategies, counselor to make home visits as needed, daily check ins with students, creation of individual action plans, incentives for improved attendance and parent meetings.

Tier 3 interventions consist of utilizing the support of local agencies.

**Strategies:**

Continue with Tier 2 and 3 strategies, counseling sessions as needed, daily attendance checks, holding parent meetings and assigned staff mentors to chronically absent students.

- C. The school's attendance policy in the appendix and reference the page number(s) pages 42-49

**Resources:**

1. [CSDE Resource Guide for New Administrators](#)

## 7.4 Student Support, Intervention and Discipline

Describe the school's student support, intervention, and discipline strategies for all students (in-district and out-of-district). Include:

- A. A description of student support, intervention, and discipline strategies.

Rotella School utilizes the PBIS framework along with restorative practices and the Social-Emotional Learning (SEL) program Harmony SEL. Building relationships with students is critical when offering support to our students. The Harmony SEL program has two Tier 1 components that take place daily in the classroom. These components are called "Meet Up" and "Buddy Up." Meet Up is a student-centered forum in which the class gathers in a circle to establish and monitor expectations for how to treat one another, share experiences, solve problems, and build community. Ideally, Meet Up takes place at the same time every day, for about 5 to 10 minutes. Buddy Up is a peer buddy system that intentionally creates opportunities for students to get to know one another, form connections, collaborate, and learn together. By pairing students with different buddies each week, Buddy Up promotes ongoing interaction between diverse peers and enhances students' sense of connection, shared motivation, and social responsibility toward each other. Buddy Up takes place every day for about 5 to 10 minutes, although buddy activities should be woven seamlessly into each day to reinforce that idea that interacting with peers is a valuable and an integral part of the daily routine.

These SEL components support positive social, emotional development throughout our school community. The conversations are focused around teaching every student themes from each of 5 units – building community, being my best self, valuing each other, communicating with each other, and learning from each other. It is a way to build a positive classroom community and build relationships with one another. Our School Counselor implements Developmental Guidance Lessons from Harmony SEL in each of our 29 classrooms, Pre-K through grade 5. These lessons focus on the 5 units previously mentioned. Restorative practices are implemented by the principal and vice principal when addressing discipline issues.

Students that require more support take part in interventions such as behavior plans tailored to student needs and a Check In/Check Out program with the school counselor. Staff members follow the district policies regarding student conduct. Teachers log level 1 behaviors along with the interventions that take place – restorative circles, reviewing routines and expectations, conferences with students, nonverbal cues and signals, proximity, tangible reinforcers, and parent conferences. The district handbook delineates leveled disruptive behaviors along with recommended consequences that are followed by administration.

- B. Evidenced Based Practices (EBP) and Multiple Tier Systems of Support (MTSS) for delivering universal supports.



All students receive SEL support as part of tier 1 in their classrooms. Additionally, our school utilizes PBIS as a framework for behavior. Rotella students follow STAR expectations – safe, team player, achiever, and respectful. These expectations are referred to and reinforced in all areas of the school building. The school counselor also visits classrooms to conduct SEL lessons using the Harmony curriculum. Staff has been trained in restorative practices which helps strengthen the social and emotional skills of students. Restorative conferencing helps to address the underlying reasons for students’ behavior. Teachers rate every student at the beginning of the year using the Devereaux Student Strengths Assessment (DESSA). The DESSA is a universal screener that teachers use to rate students in social and emotional competencies.

Those students who need more support take part in tier 2 interventions. Students whose T-score ratings on the DESSA fall into the area of need will take part in SEL groups with the school counselor and school social worker. Students with IEP goals for counseling or behavior also receive individual and/or group counseling as well as students with Section 504 Plans. Students with behavior plans are reviewed and revised as needed. A student can be placed in Check In/Check Out with the school counselor. Students also participate in lunch bunch or small group counseling that focus on a specific issue.

If students do not meet with success in tier 2, they will move to tier 3 which will involve more individualized support. Individual counseling will be provided by the school counselor or social worker for students who need more intensive support. At times, a Behavior Intervention Plan is developed after conducting Functional Behavior Analysis. Data will be collected with fidelity to determine the effectiveness of support strategies.

- C. Alternative Education Programs that provides non-traditional education settings that address social, emotional, behavioral and academic needs.

The district provides Alternative Education programs when necessary. State Street serves students with have an IEP and exhibit severe behavioral needs. The SCOPE program serves students K-8 who are intellectually deficient and severely cognitively impaired. The ABA program serves students K-12 with severe autism. The Essential Skills program serves students K-12 that are both medically fragile and severely cognitively impaired. The district also has several Behavior Disordered Learning Center classrooms within district schools for students with IEPs who exhibit severe behaviors.

- D. Positive behavioral interventions and supports (PBIS) framework that provides EBP and intervention practices that uses a MTSS for the academic, social, emotional and behavioral competence.

As part of PBIS, students are expected to follow STAR expectations – safe, team player, achiever, and respectful. School wide expectations are taught and modeled for students at the start of the school year. Over the years our students have become intrinsically motivated to display appropriate behaviors. Performing the expected behaviors is rewarding to them along with praise by the adults and feeling good knowing that they have done the right thing. Our teachers have designed safe and welcoming environments with the visuals needed to support the learning that is taking place in the classroom. Teachers establish positive connections by greeting their students each morning. Teachers also establish positive connections with families by communicating daily and/or weekly with families on ParentSquare. Staff explicitly teaches expectations at the start of the school year for all areas of the building and provide a mid-year refresher on expectations. We have the Rotella Student Leadership Team, a group of select fifth graders, who model expectations and behaviors for the rest of the student body. Our teachers actively engage students in relevant learning through arts integration. This ensures that students are taking ownership of their learning and reduces misbehaviors. Providing immediate positive feedback is another important practice that our teachers engage in daily. Supporting and responding to students’ academic, social and emotional needs is critical to their success.

E. A copy of the School’s/District’s Discipline Policy in the appendix and reference the page number(s)

**Resources:**

- [CSDE Related Resources for Student Support, Intervention, and Discipline](#)
- [CSDE Resource Guide for New Administrators](#)

## 8. ORGANIZATIONAL STRUCTURE & TALENT MANAGEMENT

### 8.1 School Governance and Management

Describe the school governance and management structure. Explain the involvement of teachers, parents, and students in the governance of the school.

Rotella Magnet has a Principal and an Assistant Principal. The administration works collaboratively with teacher leaders, teachers, staff members, parents and students to create learning conditions which enable all students to reach their fullest potential.

Weekly meetings are held with teacher leaders in ELA, Math, and Science and administrators to support Best Practices in our classrooms. Weekly Instructional Data Team meetings are held with teacher leaders, classroom teachers and administrators to assess student work and monitor progress in order to implement strategies needed for student success.

Our school has the following committees – PBIS, Integrated Arts, Safety, School Equity Leadership Team (SELT), and School-wide Data. There is representation across the school on each committee and parent representatives on the SELT.

Our Student-Family-Community Team which consists of teachers, parents, community members, and administrators meets four times a year to assess student attendance, analyze school achievement, review fiscal needs and review the implementation of Goals and Objectives of the School Improvement Plan.

**Appendices C. and D.**

Include the (Appendix C) **District/Central Office Staff Organizational Chart** (job titles, rankings, and a link to the governance board) and the (Appendix D) **School Staff Organizational Chart** (job titles, rankings, and a link to the district/central organizational chart) in the Appendix and cite the content in Section 14. Appendices Table of Contents.

### 8.2 Partnerships

Use the Partnerships Guidance below to Complete Table 10. School Partnerships.

Partnerships Guidance	
<b>Partnership Type</b>	Indicate the partnership type, e.g., <ul style="list-style-type: none"> <li>• Local Education Agencies (LEAs), Regional Education Service Centers (RESCs), Higher Education Institutions</li> <li>• International Schools</li> <li>• Community Groups</li> <li>• Business/Industry</li> </ul>
<b>Name and Location</b>	Include the name and location of the LEA, RESCs, higher education institutions, community groups, business/industry, and international schools.
<b>Purpose</b>	Briefly describe the purpose of the partnership
<b>Anticipated outcome</b>	Indicate the anticipated outcomes

**Table 9. School Partnerships**

Partnership Type	Name	Location	Purpose	Outcomes
Business	Harmony Academy	La Jolla, CA	Implementation of Harmony SEL curriculum	Infuse SEL into the school climate and culture

**Table 9. School Partnerships**

<b>Partnership Type</b>	<b>Name</b>	<b>Location</b>	<b>Purpose</b>	<b>Outcomes</b>
<b>Business</b>	Mattatuck Museum	Waterbury, CT	Partnerships-guided tours of museum and in school Photography unit	Students learn local history, photography skills and lessons on visual peace (Projects are displayed at the museum)
<b>Business</b>	Arts Schools Network	Houston, TX	Non-profit with a mission to inspire and support arts schools	Enhance the delivery of the arts integration magnet theme through professional development and networking
<b>Business</b>	Magnet Schools of America	Washington, D.C.	Non-profit resource for magnet schools nationwide	Implement current best practices regarding magnet theme implementation
<b>Business</b>	InnerAct Theatre	Newtown, CT	Deliver drama lessons PK-5	Integrate drama within the content area
<b>Business</b>	Turbobo	Connecticut	A sensory-friendly stuffed animal for students' emotional support	Increased ability to self-regulate in the classroom setting
<b>Business</b>	Craig Norton	Cheshire, CT	Professional teaching artist instilling music education PK-5	Integrate music within the content area
<b>Business</b>	Universal Sound	Bridgeport, CT	Professional teaching artist instilling music education grades 3-5	Integrate music within the content area
<b>Business</b>	RI3E Dance	Prospect, CT	Deliver dance lessons PK-5	Integrate dance and movement within the content area
<b>Business</b>	Texas Roadhouse	Waterbury, CT	Mascot visits for student achievements in reading, staff morale boosters with food donation for staff appreciation	A vested interest in our school community and student success.
<b>Business</b>	New Opportunities	Waterbury, CT	Provide foster grandparents to support the academic and social development of students	Increased student achievement
<b>Community Organization</b>	Jack Paul Noujaim Foundation	Waterbury, CT	Partners with our Student leaders to support our local community through Toy drives and Food drives	Development of Student Community Service and Outreach
<b>Community Organization</b>	Bridge to Success	Waterbury, CT	Local community organization support student and parent success	Provide engagement and support through a network of community partners
<b>Community Organization</b>	Veterans Memorial Committee	Waterbury, CT	Local group of veterans whose	Participate in patriotic ceremonies emphasizing the importance of good citizenship

**Table 9. School Partnerships**

Partnership Type	Name	Location	Purpose	Outcomes
			mission is to honor veterans' affairs	
<b>Non-Profit Organization</b>	Arts for Learning Connecticut	Hamden, CT	This organization helps us in securing Resident Artist to work with grade levels on an integration in a particular art form and to provide PD for staff.	Development and work within our magnet theme.
<b>Non-Profit Organization</b>	Young Audiences of America	New York City	National Organization for Arts for Learning	Development of our magnet theme.

**Appendix E.**

Include the **Partnership agreements** (e.g., agreements, contracts, and/or letters of memorandum of understanding/agreement that define the collaboration, relationship, services, responsibilities and fee arrangements) in the Appendix and cite the content in Section 14. Appendices Table of Contents.

**8.3 Talent Management**

Describe the process the school/district uses to ensure all staff is highly qualified in accordance with Connecticut General Statutes. Include:

- A. The methods for recruiting and retaining high-quality and diverse school staff (e.g., administrators, teachers, and pupil support services).

Our district has a Human Capital Department whose focus is on recruiting and retaining high-quality staff members. In-person and virtual recruitment fairs are held several times a year. The Human Capital Department utilizes our website, social media platforms, billboards, and newspapers to advertise staff vacancies. Any interested candidate completes an application on applitrack.com

- B. The methods for recruiting and retaining minority school staff (e.g., administrators, teachers, and pupil support services).

The district’s goal is to interview at least five candidates of various backgrounds for every teaching vacancy.

- C. A description of the school/district hiring process to ensure staff hold appropriate Connecticut certification, permits (e.g., Durational Shortage Area Permit (DSAP), coaching), and/or authorizations (e.g., substitutes, temporary assignments).

All applicants are required to upload their certification with application materials.

- D. A description of the human resource policies that includes hiring (include background checks/fingerprinting), discipline, dismissal, salaries and fringe benefits, personnel contracts, and affirmative action and benefit packages.

Administrators at the school level make the recommendation for hire. However, all hiring policies and salary and benefit negotiations are conducted by the Human Capital Department.

- E. Describe how the school will implement current Connecticut guidelines for educator evaluation.

The principal and assistant principal share responsibility of observing and evaluating all certified teachers and staff according to district policy and utilizing the CT SEED rubric.

- F. Complete Table 11. Full Time Equivalent (FTE) Staffing (by concentration/job description) and total the hours on the last line of the table. Include all school staff (e.g., administrators, support teachers, office support, certified teachers, para-professionals, cafeteria staff, custodians, school nurse, library-media specialist)

<b>Table 11. Full Time Equivalent (FTE) Staffing</b>	
<b>Staff Position/Job Title</b>	<b>FTE</b>
Principal, Robin Henry	1.0
Vice Principal, Dana Wallace	1.0
School Secretary, Lisa Alexander	1.0
Administrative Assistant, Shonda Wiggins	1.0
Office Aide, Nancy Urbanski	1.0
Grant Facilitator, Tracy Giorgio	1.0
Audio/Visual Antonio Coles	1.0
Café Manager, Pama Goggins	1.0
Café, Sharon Morales	1.0
Café, Donna Polselli	1.0
Café, Rafaelina Ramos-Torres	1.0
Café, Linda Walters	1.0
Café, Aaron Watson	1.0
Café, Elaine Remillard	1.0
Computer Tech, J. Carey Rosser	1.0
Custodian, James Horan	1.0
Custodian, Garnet Goulbourne	1.0
Custodian, Zachary Oyola	1.0
Custodian, Neal Mulhall	1.0
Nurse, Shannel Davis	1.0
Nurse Assistant, Pamela Bochicchio	0.5
Social Worker, Aisha Brown	0.5
School Counselor, Diana Dane	1.0
Speech Pathologist, Luljeta Gjini	0.5
Special Ed, Rebecca Hanlon	1.0
Special Ed, Nicole Rivera	1.0
ESL, Odet Simoes	0.5
Psychologist, Stacey Adams	0.2
Arts Integration, Mary Monroe	1.0
Math Facilitator, Dawn Biolo	1.0
Math Facilitator, Kara Wallace	1.0
Parent Liaison, Lauren Martin	1.0
Reading Facilitator, Jeanne Stevens	1.0
Reading Facilitator, Kate Stanco	1.0
Reading Tutor, Grace Parker	0.5
Art, Suzanne Daddona	1.0
Computer, Angela Heidgerd	1.0
Physical Education, Michael Dunn	1.0
Library, Carla Cruess, TVP	1.0
Library Tech, Victoria Lanouette	1.0
Music, Jedidiah Alziphat	1.0

<b>Table 11. Full Time Equivalent (FTE) Staffing</b>	
<b>Staff Position/Job Title</b>	<b>FTE</b>
Science, Laureen Gruner	1.0
Pre K, Lisa Ecke	1.0
Pre K, Bernadette Ouellette	1.0
Pre K, Crystal Russaw	1.0
Pre K, Michelle Spencer	1.0
Pre K, Stacey Daddona	1.0
Pre K Aide, Filloreta Kodra	1.0
Pre K Aide, Marcia Simms	1.0
Pre K Aide, Yllke Tytymce	1.0
Kindergarten, Ellen Barrett	1.0
Kindergarten, Nancyjean Ciprano	1.0
Kindergarten, Mary Machado	1.0
Kindergarten, Marly Parker	1.0
Kindergarten, Heather Stasaitis	1.0
Kindergarten Aide, Valerie Brookins	1.0
Kindergarten Aide, Darice Leach	1.0
Kindergarten Aide, Nancy Mancini	1.0
Kindergarten Aide, Lisa Meehan	1.0
Kindergarten Aide, Melissa Salvatore	1.0
Grade 1, Raffaele Banner	1.0
Grade 1, Vanessa Greaney	1.0
Grade 1, Julia Matthews	1.0
Grade 1, Melissa Stango	1.0
Grade 1 Aide, Anna Florczak	1.0
Grade 1 Aide, Jaqueline Hamel	1.0
Grade 1 Aide, Vanessa Olivero	1.0
Grade 1 Vanessa Wigglesworth	1.0
Grade 2, Rochelle Craft	1.0
Grade 2, Candida Muro	1.0
Grade 2, Sabrina Pierce	1.0
Grade 2, Monica Santovasi	1.0
Grade 3, Jennifer Dejesus	1.0
Grade 3, Stephanie Heckman Colon	1.0
Grade 3, Lyndsy Ignacio	1.0
Grade 3, Krista Zaccagnini	1.0
Grade 4, Molly Fitzgerald	1.0
Grade 4, Alexis Lee	1.0
Grade 4, Veronica Summerfield	1.0
Grade 4, Mikaela Vitale	1.0
Grade 5, Jessica Bouteiller	1.0
Grade 5, Erika Delk	1.0
Grade 5, Lauren Gundersen	1.0
Grade 5, Halley Cassidy	1.0
Para, Greta Monteiro	1.0
Para, Debra Ventura	1.0
Para, Rebecca James	1.0
Para, Michelle Ouellette	1.0
Para, Celestino Toucet	1.0
PT Lisa Breton	0.2

Staff Position/Job Title	FTE
OT Melanie Aftowski	0.2
Building Sub, Georgia Unaris	1.0
<b>Total</b>	<b>94.10</b>

**Resources:**

- [Connecticut’s Guidelines for Educator Evaluation](#)
- [CSDE Resource Guide for New Administrators](#)
- [C.G.S. Sec. 10-145](#) provides the types of employees (e.g., teacher, supervisor, administrator, and special service staff member or school superintendent) that must possess an appropriate state certification to be employed.
- [C.G.S. Sec. 10-145d](#) provides the types of certification requirements for subject area endorsements.
- [C.G.S. Sec. 10-149](#) provides the qualifications for athletic coaches of intramural and interscholastic athletics.

**8.4 Professional Development and Learning**

Describe the school’s professional development and learning plans. Include:

- A. The professional learning available for administrators, teachers and school staff to foster and promote positive student relationships and school culture for students’ academic and social success.

All administrators and teachers participate in district-planned professional learning in each of the content areas as well as SEL and any mandated trainings. As an arts-integration themed magnet school, our Arts Integration Specialist plans professional learning for the theme. These include online Arts Accelerator through the Institutes for Arts Integration and STEAM, Arts for Learning residencies (RAISE grant), and SEAL from the Inspired Classroom to name a few. Our Arts Integration Specialist and School Counselor model how to structure standards, create learning targets and success criteria, and implement lessons for teachers. As a result of data review, we also procure additional content area support such as Greg Tang math.

- B. The curriculum/theme-based professional development and learning provided to administrators, teachers and staff, and identify goals.

Both our principal and assistant principal are graduates of the National Institute of School Leadership. Administrators and select teachers attend national conferences where they are immersed in week-long professional learning. They then turn this knowledge over to all building teachers and staff. Our teacher leaders in literacy and math attend weekly district level trainings and meetings.

- C. Complete Table 12. Professional Development and Learning.

Date or Period of Time	Name of Training	Participants	Description	Magnet Component (if applicable)
October 2023	ASN Conference	Marly Parker, Diana Dane, Mary Monroe. Robin Henry	A collective group of arts leaders and thought partners joined together in their pursuit to be valuable contributors in the arts.	Arts integration
April 2024	MSA Conference	Mary Monroe and Dana Wallace	Provides leadership for high quality,	Arts Integration



**Table 12. Professional Development and Learning**

Date or Period of Time	Name of Training	Participants	Description	Magnet Component (if applicable)
			innovative, and instructional programs that promote choice, equity, and diversity along with the magnet theme.	
23-24	Tang Math	PK-5 teachers	Professional development on various math standards and topics	
23-24	MTSS	Diana Dane, Dawn Biolo, and Dana Wallace	Utilizing tiered intervention to meet the individual needs of students, academically and behaviorally	N/A
2019-2021	NISL	Robin Henry	Prepares school leaders to create and lead high-performance organizations, improve instruction, leverage data-driven decision making, improve student and school culture, and focus on equity.	N/A
2022-2023	NISL	Dana Wallace	Prepares school leaders to create and lead high-performance organizations, improve instruction, leverage data-driven decision making, improve student and school culture, and focus on equity.	N/A
2022-2024	The Institute for Arts Integration	PK-5 teachers; specials teachers	Online search engine that creates individual paths of professional learning, arts integration lessons, and online courses.	Arts Integration
2023-2024	The Master Teacher	Classroom assistants and paraprofessionals	Online courses that allow participants to	

**Table 12. Professional Development and Learning**

Date or Period of Time	Name of Training	Participants	Description	Magnet Component (if applicable)
			select their own professional learning on academic, SEL, and personal growth	
2023-2024	R.A.I.S.E. Responsive Arts In School Education	Mary Monroe and Diana Dane	US Dept. of Ed. grant to develop trauma-informed arts based learning and counseling professional learning	
2023-2024	Turbobo	All staff	Training on self-regulation for use with weighted stuffed animal	

**Resources:**

- [CSDE Professional Learning Guidance](#)
- [CSDE Resource Guide for New Administrators](#)

## 9. SCHOOL FACILITY AND OPERATIONS

### 9.1 Budget and Finance

Describe the school’s fiscal structure. Include:

- Complete the **Operations Plan Magnet Operating Budget** (Microsoft Excel)
- The annually projected transportation costs (separate the costs for in-district and out-of-district students).

Transportation costs are not deducted from the magnet operating budget.

- Describe the Pre-K tuition (RESCs only) collection process that includes the parent/guardian notification and include a copy in the appendix of the school/district policy and reference the page number(s).

N/A

- Describe K-12 Tuition (if applicable) process, that includes residency verification, timely communications with sending districts, and the collection process.

N/A

- If applicable, complete Table 13. Tuition Rate.

N/A

**Table 13. Tuition Rate**

Grade Level or Grade Range	Tuition Rate (per pupil)
	\$ N/A
	\$

**Resources:**

**Non-Sheff Operators**

- [C.G.S. Sec. 10-264l\(k\)\(2\)\(C\)](#): RESC Operators - Prekindergarten Tuition Grant; [C.G.S. Sec. 10-264l\(k\)\(1\) and 10-264l\(m\)\(2\)](#): K to Grade 12 Tuition
- [Interdistrict Magnet Schools Operators \(Non-Sheff Region\): Request to Charge Magnet Tuition to Local or Regional Boards of Education](#)

**Sheff Operators**

- C.G.S. Sec. 10-264o: RESC Operators - Prekindergarten Tuition Grant; C.G.S. 10-264l(k)(1), 10-264l(o), and 10-264o

**9.2 School Building and Facilities**

Describe the school’s building and facility information. Include:

- A. The status of the building (select one):
- Owned                       Lease (Short-Term)                       Lease (Long-Term)                       Other (Specify)
- B. A list and description of outside organization(s) that use the school building and/or facilities.

CT Valley Chordsman  
 Ticket to Broadway  
 Dancers Inc  
 Bais Yaakov of Waterbury  
 Heart and Sole Dance Co.  
 Waterbury Childrens theatre  
 Sunshine Dance Co.  
 Golden Years Theatre Co.

- C. A list of the program(s) that have permanent use of the building that is not associated with the school’s interdistrict magnet program (e.g., Special Education, early education, alternative education programs).

N/A

**9.3 School Construction or Renovations (if applicable)**

Describe the school’s construction/renovation project. Include:

Our auditorium has undergone a renovation where seats have been repaired, lights have been replaced, and the sound system has been upgraded.

- A. The responsible parties of the project (e.g., Office of School Construction Grants & Review (OSCG&R), board of education, city council, district staff). Renovations were done by the companies: Rosa Construction and Lupo Electric
- B. The funding source(s) for the project (e.g., local, State of Connecticut) This was paid for with grant funding secured by district.

**Appendix F.**

Include the **construction/revocation plans** (e.g., school design drawings, timelines, and OSCG&R documents (e.g., ED-049). in the Appendix and cite the content in Section 14. Appendices Table of Contents. (if applicable)

**Resources:**

- [OSCG&R Guidance](#)

**9.4 Technology Infrastructure**

Describe the school’s technology infrastructure. Include:

- A. Technology resources, including, but not limited hardware, technology available to teachers and students.

All Students have 1:1 Chromebooks and in most classrooms they also have access to iPads. Students have access to desktop computers running modern Windows in the Computer Lab, and iPads there as well. There are 3D printers located in the Computer Lab and the Science Room for special student projects.

Teachers utilize Laptop computers running modern Windows software for their daily instruction. Laptop docking stations were set up for the teachers to be able to run and control different technology peripherals through their laptops as needed. These peripherals include an extra display monitor so the teacher can monitor the student’s activity on their devices, Smart Document Camera, and a classroom printer if applicable. There are also 65” Interactive SmartBoard displays in all the classrooms. Each classroom teacher has a yearly subscription to Education Smart Software to use with these interactive SmartBoards.

Rotella Interdistrict Magnet School has a dedicated on-site Network Specialist to maintain the school’s technology devices and ensures minimal downtime so educational instruction is available to our students.

B. The system(s) in place to ensure data security.

Students have an on-device content filter provided by Bark for Schools complying with CIPA and FERPA guidelines based on category-based blocking of sites with a block/allow override list.

Students and teachers are behind an on-premise content filter provided by Palo Alto which actively protects devices from security threats.

Windows devices are running Coretex XDR provided by Palo Alto as a next generation antivirus and anti-malware solution.

**Resources:**

- [CSDE Resource Guide for New Administrators](#)

**9.5 Student Programs, Activities, and Events**

Describe the school’s student programs that are offered before, during, and after school hours. Include:

- A. Before and/or after school day enrichment programs.  
Rotella holds two sessions of an academic after-school program as well as an after-school musical theatre program.
- B. Extracurricular Activities (e.g., student clubs, student organizations, sports, etc.).  
We do not have any sports at Rotella.
- C. The cost of the programs/activities (e.g., fees, pay to play, etc.).  
After-school programs are free to students.
- D. Events (e.g., plays, musicals, science fairs, etc.).  
Third, fourth, and fifth grade students are invited to audition for the after-school musical.
- E. Agreements with other towns/districts/schools regarding sports, clubs, or organizational activities.  
N/A
- F. Types of communications and information available to families regarding opportunities for sports, clubs, or other organizational activities.  
We share information with our students regarding opportunities for clubs and sports in the community via flyer and ParentSquare.

**9.6 School Safety and Security**

Describe the processes in the place for the safety and security of the school. Include:

- A. The process of updating/implementation of school safety plans.

Rotella administrators work under the guidance of the district Director of Safety and Security to streamline school safety plans and implement school safety drills monthly. Each staff member receives written instructions on lockdowns and shelter in place situations. Administrators train staff at the beginning of each year. The school holds monthly safety meetings to review and address current safety concerns. We recently updated our camera surveillance system to include interior and exterior cameras.

**Resources:**

- [CSDE School Safety and Security Guidance](#)
- [CSDE Resource Guide for New Administrators](#)

**9.7 Transportation**

Describe the student’s transportation plan. Include:

- A. The plan for students who are and who are not in this school’s designated transportation zone.  
All students in Waterbury receive bussing to and from school regardless of address. Students residing in participating towns receive bussing from their district.
- B. The transportation accommodations for Special Education and Section 504 students to and from the school, resident and non-resident, as well as for students for extended-day and/or extended-year programs.  
Resident students with special transportation as part of an IEP or Section 504 plan receive these accommodations through district funding.
- C. The method used to notify the parents/guardians annually of the transportation information, including changes as they occur during the school year.  
The district posts bus routes on their website. School staff communicates these routes to parents. Any changes are communicated via direct phone call to the parent.
- D. Complete Table 14. Towns/District that transport the students on buses.

Town/District	Is transportation provided to this town? (Yes or No)	Type(s) Transportation Offered (e.g., centralized stops; city/public transportation passes)	Average bus ride time for students transported to and from this town	Addition information (e.g., stipends, special arrangements)
Waterbury	Yes	School bussing and special education bussing	30 minutes	Special education bussing requires written documentation (IEP or 504 plan)
Wolcott	Yes	School bussing	30 minutes	N/A
Thomaston	Yes	School bussing, centralized stops	30 minutes	N/A
Plymouth	Yes	School bussing	30 minutes	N/A
Naugatuck	Yes	School bussing, centralized stops	30 minutes	N/A

**10. PROGRAM EFFECTIVENESS**

**10.1 Data Analysis**

Describe the school/district’s systematic method(s) for collecting, analyzing, and using information and data to evaluate the following:

- A. The effectiveness of the school’s/district’s projects, policies and programs.

Effectiveness of projects and policies are analyzed at district level through committees. Programs are evaluated at the school level, gathering feedback through surveys. For example, at the completion of an artist in residence, teachers will provide feedback on the quality of the programming.

- B. The school/district’s methods used to measure and analyze student growth and achievement; quantitative and qualitative measures.

District assessments such as mCLASS and i-Ready are administered and analyzed for growth and achievement three times per year. Student summative data through state Smarter Balanced testing is analyzed by the district Supervisor of Research and Development.

## 10.2 Program Evaluation

Describe the school’s performance. Include:

- A. Academic achievement and/or growth.

Rotella’s Accountability Index for the 22-23 school year was 75.1%. 22-23 Smarter Balanced scores are as follows: ELA 39% proficient or above and Math 36% proficient or above. 21-22 Smarter Balanced scores are as follows: ELA 41% proficient or above and Math 27% proficient or above. Scores on NGSS (Science) have remained at 55% for the past two school years.

- B. Faculty and staff growth and development.

Rotella teachers participate in all district led professional development. In addition, the school provides supplemental professional learning in content areas and to support our arts integration theme. A couple of staff members attend, and sometimes present at, the Magnet Schools of America and Arts Schools Network national conferences. Information learned at these conferences is also shared with the entire staff. With these PD opportunities, staff continues to gain a deeper knowledge and is able to grow professionally in a way to meet the needs of our school community. Certified staff members take part in the district teacher evaluation process.

### Resources:

- [CSDE Next Generation Accountability System](#)
- [CSDE The Connecticut Next Generation Accountability System – 12 Indicators](#)
- [CSDE Using Accountability Results to Guide Improvement](#)

## 11. BOARD APPROVAL AND COMMUNITY SUPPORT

### 11.1 Evidence of Approval and Support

Provide a description of the Board of Education or governing entity, local and community support for this school.

The Waterbury Board of Education is the governing body of the school district. It is comprised of ten elected commissioners and the mayor who serves as ex-officio chair.

### Appendix G.

Include the **Board of Education or governing entity approval of this Operations Plan** (e.g., resolution(s), record of votes, minutes reflecting approval) in the Appendix and cite the content in Section 14. Appendices Table of Contents.

## 12. CLOSING

Include a closing that summarizes this operations plan and mentions the supporting documentation in the appendices.

This Operation Plan describes the Rotella Interdistrict Magnet School procedures and daily operations that have made it a successful elementary magnet that continues to thrive both academically and within the arts integration magnet theme after 24 years in operation. Students develop academic and leadership skills that allow for success as artists with the support of staff, families, community, our district staff and the Board of Education.

Our mission, vision and goals drive what we do each day for all of our students. We have a strong academic program with supports in place to address student needs, both academically and socially. Central office has a strong team in place to assist in carrying out Board policies that keep our students safe and encourage a strong home-school connection.

We are so proud to have been recognized by Magnet Schools of America as both a Top Magnet School of Excellence and an Exemplary School by Arts Schools Network.



### 13. APPENDICES TABLE OF CONTENTS

Modify the table below to include, in alphabetical order, the appendices referenced in the operations plan and include the corresponding page number(s).

Content	Page(s)
A. Accreditation	41
B. Early college experience course descriptions and agreements, contracts, and/or letters of memorandum of understanding/agreement	N/A
C. District/Central Office Staff Organizational Chart	51
D. School Staff Organizational Chart	52
E. Partnership agreements	N/A
F. Construction/revocation plans	N/A
G. Board of Education or governing entity approval of this Operations Plan	56

ROTELLA INTERDISTRICT MAGNET SCHOOL  
APPENDICES

Appendix A – Early Childhood Accreditation



Appendix B – K-12 Accreditation NEASC

Not applicable

Appendix C – Theme Accreditation



## Students 5113(a)

### Attendance Requirements for Course Credit or Promotion

#### Attendance

Connecticut state law requires parents to cause their children, ages five through eighteen inclusive, to attend school regularly during the hours and terms the public school is in session. Parents or persons having control of a child five years of age have the option of not sending the child to school until ages six or seven. Mandatory attendance terminates upon graduation or withdrawal with written parent/guardian consent at age seventeen.

A student is considered to be “in attendance” if present at his/her assigned school, or an activity sponsored by the school (e.g., field trip), for at least half of the regular school day. A student who is serving an out-of-school suspension or expulsion should always be considered absent. A student not meeting the definition of “in attendance” shall be considered absent.

A student’s engagement in remote classes, remote meetings, activities on time-logged in electronic systems, and completion and submission of assignments, if such engagement accounts for not less than one-half of the school day during remote learning is in attendance and the remote learning is authorized.

Classroom learning experiences are the basis for public school education. Time lost from class is lost instructional opportunity. The Board of Education requires that accurate records be kept of the attendance of each child, and students should not be absent from school without parental knowledge and consent.

#### 1. DEFINITIONS (related to chronic absenteeism)

**Chronically absent child:** An enrolled student whose total number of absences at any time during a school year is equal to or greater than ten percent of the total number of days that such student has been enrolled at such school during such school year.

**Absence:** An excused absence, unexcused absence or disciplinary absence, as those terms are defined by the State Board of Education pursuant to C.G.S. 10-198b.

**District chronic absenteeism rate:** The total number of chronically absent children in the previous school year divided by the total number of children under the jurisdiction of the Board of Education for such school year.

School chronic absenteeism rate: The total number of chronically absent children for a school in the previous school year divided by the total number of children enrolled in such school for such school year.

Excuses: A student's absence from school shall be considered "excused" if written documentation of the reason for such absence has been submitted within ten (10) school days of the student's return to school and meets the following criteria:

Note: The use of the state approved definitions of "excused" and "unexcused" absences are for state purposes for the reporting of truancy. Districts are not precluded from using separate definitions of such absences for their internal uses such as involving decisions on areas such as promotion and grading.

Students 5113(b)

Attendance Requirements for Course Credit or Promotion, continued

A. For absences one through nine, a student's absences from school are considered "excused" when the student's parent/guardian approves such absence and submits appropriate documentation to school officials.

B. Absence resulting from a student enrolled in grades K-12, taking two mental health days during the school year. Such absence is to permit the student to attend to emotional and psychological well-being in lieu of attending school.

A student cannot take these mental health days during consecutive school days.

Such documentation includes a signed note from the student's parent/guardian, a signed note from a school official that spoke in person with the parent/guardian regarding the absence, or a note confirming the absence by the school nurse or by a licensed medical professional, as appropriate. Documentation should explain the nature of and the reason for the absence as well as the length of the absence. Separate documentation must be submitted for each incidence of absenteeism.

C. For the tenth absence and all absences thereafter, a student's absences from school are considered excused for the following reasons:

1. Student illness (must be verified by a licensed medical professional to be deemed excused, regardless of the length of the absence);
2. Student's observance of a religious holiday;
3. Death in the student's family or other emergency beyond the control of the student's

family;

4. Mandated court appearances (documentation required);
5. The lack of transportation that is normally provided by a district other than the one the student attends (no parental documentation required);
6. Extraordinary educational opportunities pre-approved by District administration and to be in accordance with Connecticut State Department of Education guidance.

D. A student's absence from school shall be considered unexcused unless:

1. The absence meets the definition of an excused absence and meets the documentation requirements; or
2. The absence meets the definition of a disciplinary absence, which is the result of school or District disciplinary action and are excluded from these State Board of Education approved definitions.

When the school in which a child is enrolled receives no notification from a parent or other person having control of the child is aware of the child's absence, a reasonable effort shall be made by school personnel or volunteers under the direction of school personnel to notify by telephone and by mail such parent or other person having control of the child.

Responsibility for completion of missed classwork lies with the student, not the teacher. Unless a student has an extended illness, all make-up work will be completed within five days after the student returns to school.

Students 5113(c)

Attendance Requirements for Course Credit or Promotion, continued

Excused Absences for Children of Service Members

An enrolled student, age five to eighteen, inclusive, whose parent or legal guardian is an active duty member of the armed forces, as defined in section 27-103, and has been called to duty for, is on leave from, or has immediately returned from deployment to a combat zone or combat support posting, shall be granted ten days of excused absences in any school year and, at the discretion of the Board of Education, additional excused absences to visit such child's parent or legal guardian with respect to such leave or deployment of the parent or legal guardian. In the case of such excused absences such child and parent or legal guardian shall be responsible to obtaining assignments

from the student's teacher prior to any period of excused absence, and for ensuring that such assignments are completed by such child prior to his or her return to school from such period of excused absence.

#### Chronic Absenteeism

The Board of Education, in compliance with statute, requires the establishment of attendance review teams when chronic absenteeism rates in the District or at individual schools in the District meet the following circumstances:

1. A team for the District must be established when the District chronic absenteeism rate is 10 percent or higher.
2. A team for the school must be established when the school chronic absenteeism rate is 15 percent or higher.
3. A team for either the District or each school must be established when (a) more than one school in the District has a school chronic absenteeism rate of 15 percent or higher or (b) a District has a District chronic absenteeism rate of 10 percent or higher and one or more schools in the District have a school chronic absenteeism rate of 15 percent or higher.

Each attendance review team shall be responsible for reviewing the cases of truants and chronically absent children, discussing school interventions and community referrals for such truants and chronically absent children and making any additional recommendations for such truants and chronically absent children and their parents or guardians. Each established attendance review team shall meet at least monthly.

The District shall utilize the chronic absenteeism prevention and intervention plan developed by the State Department of Education. Such plan must include the means for collecting and analyzing data relating to student attendance, truancy and chronic absenteeism. The data must be disaggregated by school district, school grades and subgroups such as race, ethnicity, gender, eligibility for free and reduced priced lunches, students whose primary language is not English, and students with disabilities.

The District shall annually include in information for the strategic school profile report for each school and the District that is submitted to the Commissioner of Education, data pertaining to truancy and chronically absent children.

Students 5113(d)

Attendance Requirements for Course Credit or Promotion, continued

The Principal or his/her designee of any elementary or middle school located in a town/city designated as an alliance district may refer to the children's truancy clinic established by the Probate Court serving the town/city, a parent/guardian with a child defined as a truant or who is at risk of becoming a truant. (An attendance officer or a police officer shall deliver the citation and summons and a copy of the referral to the parent/guardian.)

Dismissal

No school, grade, or class may be dismissed before the regularly scheduled dismissal time without the approval of the Superintendent or his/her designee.

No teacher may permit any individual student to leave school prior to the regular hour of dismissal without the permission of the Principal.

No student may be permitted to leave school at any time other than at regular dismissal without the approval of the student's parent/guardian. If a court official with legal permission to take custody of a child, or if a police officer arrests a student, the parent/guardian should be notified of these situations by the administration.

The classroom or homeroom teacher or administrative assistant or administrative designee determines the legitimacy of an excused absence, and final determination will be made by building principal.

2. TWENTY ABSENCE LIMIT for any student enrolled in the Waterbury School

System in grades K – 12: No student may receive course credit for a full-year course after having been absent from that course more than twenty (20) class periods during the school year. These absences will be pro-rated for other than full-year courses and for courses meeting other than five (5) periods per week. All absences in a class will be counted except those incurred while a student participates in school-sponsored activities and/or essential administrative business and/or for an absence that meets the definition of a disciplinary action.

3. TARDINESS/EARLY DISMISSAL: For the purpose of tardiness and early dismissal, "excused" is defined the same as "excused" absence. A pupil who is tardy or



dismissed early must report to the office before reporting to his/her classroom.

Regardless whether the tardy or early dismissal is excused or unexcused, the student must be present in school for at least half of the regular school day in order to receive attendance credit for the day.

For High School and Middle School: Pupils are considered tardy or dismissed early if not in class when the bell rings. For every three unexcused tardies to school or for every three unexcused early dismissals from school, one unexcused day of absence will be assessed to the student's academic record for that class period specifically affected by the tardy or early dismissal

Students 5113(e)

Attendance Requirements for Course Credit or Promotion, continued

At the high school level, the unexcused tardy or unexcused absence applies to each individual class the student is late for or absent from. This may apply to more than one class. In addition, when homeroom is dissolved, the student's previous unexcused absences and unexcused tardies will be reflected in the student's first period class.

For Elementary Schools: Total unexcused tardy and unexcused early dismissal time accumulated throughout the year will be assessed to the student's academic record as determined by the school administrator.

4. The Board of Education's policy "Attendance Requirements for Students under 18 Years of Age with Respect to Truancy, #5113.2, will be strictly enforced.

5. The school administrator or administrative designee will be responsible for administering policy.

6. **WAIVERS:** A student who has accumulated more absences than allowed by the policy, may be issued a waiver by school administration if extenuating circumstances exist. At the discretion of the administration, the parent may be requested to appear at the hearing to verify the legitimacy of the extenuating circumstances.

A waiver will become a part of the student's permanent cumulative file and recorded into the computer database.

7. **APPEALS**

A. If extenuating circumstances exist, parents and students have the right to appeal denial of credit and/or promotion. The appeal must be requested in writing within five (5) business days after notification of credit withdrawal and directed to the school principal.

B. Each school will set up an Appeals Board to consider the appeal, consisting of the principal or designee and two teachers to informally hear all requests. Other pupil personnel faculty may be invited by the Appeals Board to participate when appropriate. All parties directly involved may attend the informal hearing. The Appeals Board will meet as soon as possible after individual students have exceeded their absences.

C. The Appeals Board will consider:

1. Presentation by school staff and/or parent/legal guardians
2. Documentation from medical personnel
3. The student's attendance record
4. The student's request to earn back lost credit
5. Other information deemed appropriate by the administration

Students 5113(f)

Attendance Requirements for Course Credit or Promotion, continued

D. A student may be allowed an attendance appeal hearing on a yearly basis. However, a successful appeal for credit or promotion may only be granted twice in grades K-5, once in grades 6-8, and once in grades 9-12.

E. Decisions of the Appeals Board are final. Appeals granted or denied must become a part of student's permanent cumulative file and recorded into the computer database.

(cf 5113.2)

Legal Reference Connecticut General Statutes:

10-220(c) Duties of boards of education (as amended by PA 15-225)

10-184 Duties of parents (as amended by PA 98-243 and PA 00-157)

10-185 Penalty

10-198a Policies and procedures concerning truants (as amended by PA 11-136, An Act Concerning Minor

ROTELLA INTERDISTRICT MAGNET SCHOOL  
APPENDICES

Revisions to the Education Statutes and PA 14-198, An Act Concerning Excused Absences from School for Children of Service Members, and PA 16-147, An Act Concerning the Recommendations of the Juvenile Justice Policy and Oversight Committee)

10-198b State Board of Education to define “excused absence,” “unexcused absence,” and “disciplinary absence”

10-198c Attendance review teams.

10-198d Chronic absenteeism (as amended by PA 17-14 and PA 18-182)

45a-8c Truancy clinic. Administration. Policies and procedures. Report. (as amended by PA 15-225)

10-199 through 10-202 Attendance, truancy - in general

Action taken by State Board of Education on January 2, 2008, to define “attendance.”

Action taken by State Board of Education on June 27, 2012, to define “excused” and “unexcused” absences.

PA 17-14 An Act Implementing the Recommendations of the Department of Education

PA 21-46 An Act Concerning Social Equity and the Health, Safety and Education of Children

Policy adopted by the Waterbury Board of Education on September 5, 2013.

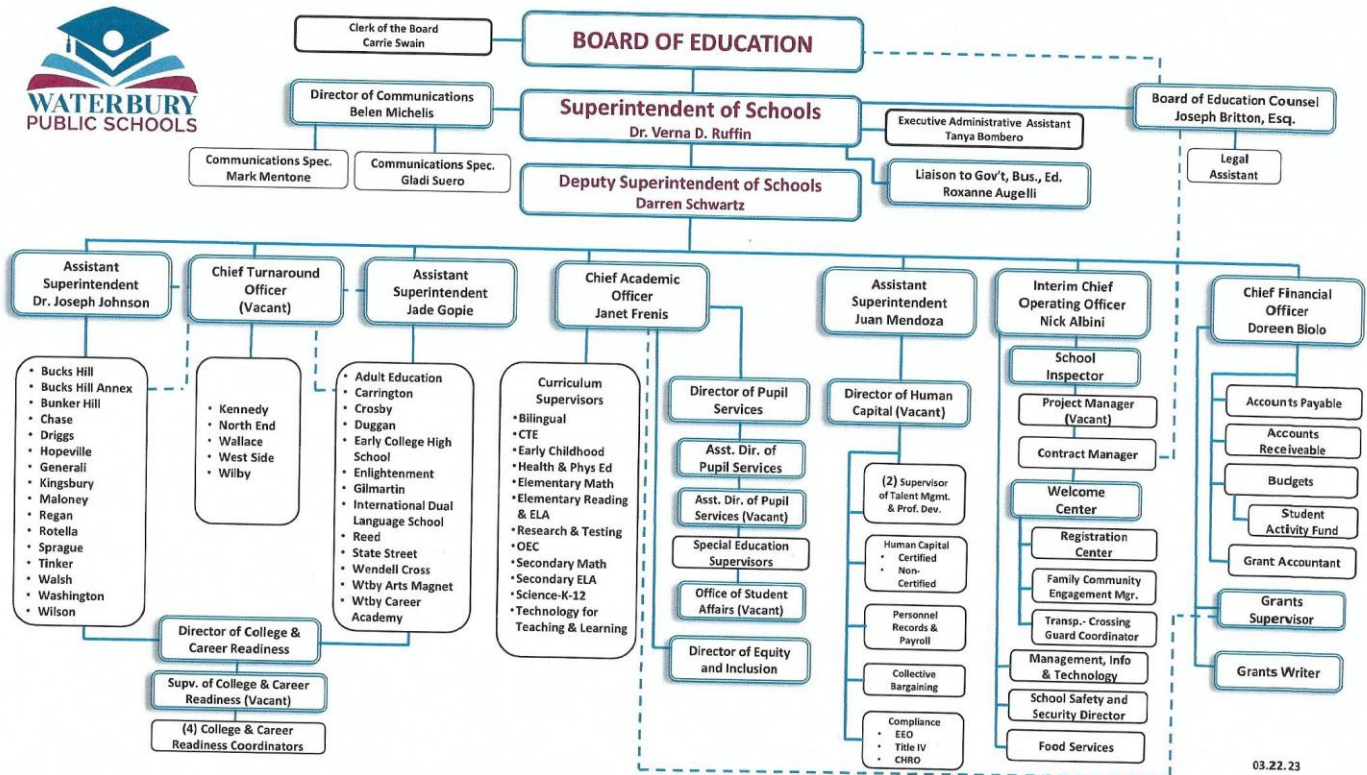
Revised on September 8, 2017, September 20, 2018

Policy suspended for the 2020/2021 SY on May 6, 2021

Revised on December 16, 2021 and April 26, 2022

**ROTELLA INTERDISTRICT MAGNET SCHOOL  
APPENDICES**

**Appendix C**



**ROTELLA INTERDISTRICT MAGNET SCHOOL  
APPENDICES**

Appendix D

**ROTELLA SCHOOL STAFF**  
**2023-2024**



**Robin Henry, Principal**

**Dana Wallace, Vice Principal**

**Office Staff**

Lisa Alexander      School Secretary  
Shonda Wiggins    Administrative Support Specialist  
Nancy Urbanski    Office Assistant  
Tracy Giorgio      Grants Facilitator

**Student Services Personnel**

Diana Dane          School Counselor  
Aisha Brown        Social Worker  
Stacey Adams       School Psychologist  
Luljeta Rashiti - Gjini    Speech Pathologist  
Patricia Ferrare      Supervisor of Special Education

**Pre-K**

Lisa Ecke  
Bernadette Ouellette  
Crystal Russaw  
Michelle Spencer

**Kindergarten**

Ellen Barrett  
Nancyjean Cipriano  
Mary Machado  
Marly Parker  
Heather Stasaitis

**Grade 1**

Raffaele Banner  
Vanessa Greaney  
Julia Matthews  
Melissa Stango

**Grade 2**

Rochelle Craft  
Candida Muro  
Sabrina Pierce  
Monica Santovasi

**Grade 3**

Jennifer DeJesus  
Stephanie Colon  
Lyndsy Ignacio  
Krista Zaccagnini

**Grade 4**

Molly Fitzgerald  
Alexus Lee  
Veronica Summerfield  
Mikaela Vitale

**Grade 5**

Jessica Boutellier  
Haley Cassidy  
Erika Delk  
Lauren Gundersen

**Special Education**

Rebecca Hanlon  
Nicole Rivera  
vacant

**Classroom Assistants-Pre-K**

Stacey Daddona  
Filloretta Kodra  
Marcia Simms  
Yllke Tytymce

**Classroom Assistants-Kdg.**

Valerie Brookins  
Darice Leach  
Nancy Mancini  
Lisa Meehan  
Melissa Salvatore

**Classroom Assistants-Grade 1**

Anna Florczak  
Jacqueline Hamel  
Vanessa Olivero  
Vanessa Wigglesworth

**Special Ed Paraprofessionals**

Rebecca James  
Greta Monteiro  
Michele Ouellette  
Celestino Toucet  
Debra Ventura

**Art**

Suzanne Daddona

**STEM**

Dawn Biolo  
Kara Wallace

**Reading**

Kate Stanco  
Jeanne Stevens

**Music**

vacant

**Science**

Laureen Gruner

**Arts Integration Specialist**

Mary Monroe

**Physical Education**

Michael Dunn

**Computer Instruction**

Angela Heidgerd

**Audio/Video Tech**

Antonio Coles

**Network Specialist**

J. Carey Rosser

**School Nurse**

vacant

**Library Media Specialist**

Carla Cruess

**Literacy Tutors**

Grace Parker

**Building Substitute**

Georgia Unaris

**Custodial Staff**

James Horan, Head Custodian  
Garnet Goulbourne  
Neil Mulhall  
Zachary Oyola

**Library Tech**

Victoria Lanouette

**Parent Liaison**

Lauren Martin

**Kitchen Staff**

Pama Gogglin, Cook/Manager

**Important Phone Numbers**

Main Office

203-574-8168

Fax

203-574-8045

ROTELLA INTERDISTRICT MAGNET SCHOOL  
APPENDICES



## INTERDISTRICT OPERATING BUDGET INSTRUCTIONS

### 1 Projected Total School Expenditures (Orange Tab)

Report **all** projected expenditures for programs and services provided for the elementary or secondary school. This includes in-kind services provided to the school and funded from local municipal tax resources.

### 2 Projected Total Revenue Sources (Red Tab)

Enter the school's revenue sources. Include all funding sources. Local, State and Federal

### 3 Projected ED614 Interdistrict Operating Grant Budget- Year 1 (Yellow Tab)

The ED614 Interdistrict operating grant is awarded based on the school's October 1 enrollment reported in Connecticut's Public School Information System (PSIS). Enter the school's projected Interdistrict grant budget based on the projected enrollment for Year 1(ED114).

### 4 Projected ED614 Interdistrict School Grant Operating Budget Narrative- Year 1 (Yellow Tab)

Provide a detailed budget narrative fully justifying the **ED614** operating grant expenditures. The budget narrative should explain or justify the estimated costs by line item in the budget. Be sure that the total amount on each school/program budget narrative worksheet matches amounts allocated to you by your central office. Contact your program manager to receive the magnet payment rates.

**IMPORTANT NOTE:** Unallowable costs may not be included in the school budget or budget narrative. Specific examples are included in the budget narrative.

### 5 Projected ED614 Interdistrict Operating Grant Budget- Year 2 (Blue Tab)

The ED614 Interdistrict operating grant is awarded based on the school's October 1 enrollment reported in Connecticut's Public School Information System (PSIS). Enter the school's projected Interdistrict grant budget based on the projected enrollment for Year 2 (ED114).

### 6 Projected ED614 Interdistrict School Grant Operating Budget Narrative- Year 2 (Blue Tab)





## INTERDISTRICT OPERATING BUDGET INSTRUCTIONS

Provide a detailed budget narrative fully justifying the **ED614** operating grant expenditures. The budget narrative should explain or justify the estimated costs by line item in the budget. Be sure that the total amount on each school/program budget narrative worksheet matches amounts allocated to you by your central office. Contact your program manager to received the magnet payment rates.

**IMPORTANT NOTE: Unallowable costs may not be included in the school budget or budget narrative. Specific examples are included in the budget narrative.**

### 7 Projected **ED614** Interdistrict Operating Grant Budget- Year 2 Green Tab)

The ED614 Interdistrict operating grant is a awarded based on the school's October 1 enrollment reported in Connecticut's Public School Information System (PSIS). Enter the school's projected Interdistrict grant budget based on the projected enrollment for Year 3 (ED114).

### Projected **ED614** Interdistrict School Grant Operating Budget Narrative- Year 3

#### 8 (Green Tab)

Provide a detailed budget narrative fully justifying the **ED614** operating grant expenditures. The budget narrative should explain or justify the estimated costs by line item in the budget. Be sure that the total amount on each school/program budget narrative worksheet matches amounts allocated to you by your central office. Contact your program manager to received

**IMPORTANT NOTE: Unallowable costs may not be included in the school budget or budget narrative. Specific examples are included in the budget narrative.**

**OFFICE OF STRATEGIC PLANNING**

**State of Connecticut**

**Department of Education**

**Projected Total School Expenditures**

**Fiscal Year: 20xx-20xx**

NCSES Function		NCES Object Code/Description								Total
		1X1, 1X3	1X2	1XX	2XX	3XX, 4XX, 5XX	6XX	7XX	8XX, 9XX	
Code	Description	Teacher Salaries	Instructional Aide Salaries	Other Salaries	Employee benefits	Purchased services	Supplies	Property	Other	Total
1XXX	Instruction									\$0
21XX	Support services - students									\$0
221X	Improvement of instruction									\$0
222X	Library and media services									\$0
22XX	Support services - instruction									\$0
24XX	Support Services - school based									\$0
26XX	Operation and maintenance of plant									\$0
27X4	Transportation other than to/from home									\$0
32XX	Enterprise operations									\$0
4XX1	Minor school construction									\$0
<b>Total</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Include All funding sources**

CONNECTICUT STATE DEPARTMENT OF EDUCATION  
OFFICE OF STRATEGIC PLANNING

## Interdistrict Magnet School Revenues by Source

Include ALL revenue received by the school

DESCRIPTION	Total Actual Revenue (Itemize Amounts by Source)
<b>FY XX Magnet Operating Grant</b>	
<b>CT State- Magnet Operating Grant</b>	\$ 2,553,894
<b>State Grants - List each specific source</b>	
<i>[ADD REVENUE SOURCE HERE]</i>	\$ -
<i>[ADD REVENUE SOURCE HERE]</i>	\$ -
<i>[ADD REVENUE SOURCE HERE]</i>	\$ -
<i>[ADD REVENUE SOURCE HERE]</i>	\$ -
<b>All Federal Grants - List specific sources and amounts (e.g., Birth To Three, State School Breakfast)</b>	
<i>[ADD REVENUE SOURCE HERE]</i>	\$ -
<i>[ADD REVENUE SOURCE HERE]</i>	\$ -
<i>[ADD REVENUE SOURCE HERE]</i>	\$ -
<i>[ADD REVENUE SOURCE HERE]</i>	\$ -
<b>Tuition Revenue – Grade PreK</b>	
<i>[ADD REVENUE SOURCE HERE]</i>	\$ -
<i>[ADD REVENUE SOURCE HERE]</i>	\$ -
<b>Tuition Revenue – Grades K-12 (Include ECS holdback)</b>	
<i>[ADD REVENUE SOURCE HERE]</i>	\$ -
<i>[ADD REVENUE SOURCE HERE]</i>	\$ -
<b>Identify Each Private Source of Revenue and amount received (e.g., Bill Gates Foundation)</b>	
<i>[ADD REVENUE SOURCE HERE]</i>	\$ -
<i>[ADD REVENUE SOURCE HERE]</i>	\$ -
<b>Identify Other Sources of Revenue - (e.g., Board of Education, City/Town)</b>	
<i>[ADD REVENUE SOURCE HERE]</i>	\$ -
<i>[ADD REVENUE SOURCE HERE]</i>	\$ -
<b>In-Kind Services</b>	
<i>[ADD REVENUE SOURCE HERE]</i>	\$ -
<i>[ADD REVENUE SOURCE HERE]</i>	\$ -
<i>[ADD REVENUE SOURCE HERE]</i>	\$ -
<b>Total Revenue</b>	<b>\$ 2,553,894</b>



**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**ED 114- Interdistrict Magnet Operating Budget Narrative**  
**Year 1**

<b>School Name:</b>		<b>Rotella Interdistrict Magnet School</b>		
<b>CODE</b>		<b>OBJECT</b>		<b>AMOUNT</b>
<b>111A</b>		<b>NON-INSTRUCTIONAL:</b> Amounts paid to administrative employees of the grantee not involved in providing direct services to pupils/clients. Include all gross salary payments for these individuals while they are on the grantee payroll including overtime salaries or salaries paid to employees of a temporary nature.		
	<b>FTE</b>	<b>Position</b>	<b>Amount</b>	
1.	<b># FTE</b>	1 Vice Principal	\$ 128,096	<b>\$ 328,953</b>
2.		1 Library Tech Aide	\$ 28,439	
3.		1 Admin Support Specialist	\$ 32,561	
4.		1 Audio Lighting & Video Tech	\$ 34,442	
5.		1 Network Specialist	\$ 31,785	
6.		1 Grant Specialist	\$ 44,580	
7.		1 Account 2 Grant SBO	\$ 14,850	
8.		1 Grant Manager SBO	\$ 8,700	
9.		Overtime	\$ 5,500	
<b>111B</b>		<b>INSTRUCTIONAL:</b> Salaries for employees providing direct instruction/counseling to pupils/clients. This category is used for both counselors and teachers. Include all salaries for these individuals while they are on the grantee payroll including overtime salaries or salaries of temporary employees. Substitute teachers or teachers hired on a temporary basis to perform work in positions of either a temporary or permanent nature are also reported here. Tutors or individuals whose services are acquired through a contract are not included in the category. A general rule of thumb is that a person for whom the grantee is paying employee benefits and who is on the grantee payroll is included; a person who is paid a fee with no grantee obligation for benefits is not.		
	<b>FTE</b>	<b>Position</b>	<b>Amount</b>	
1.	<b># FTE</b>	2 Reading Tutors	\$ 55,000.00	<b>\$ 1,207,638</b>
2.		1 Literacy Facilitator	\$ 99,632	
3.		2 Math Stem Coach	\$ 185,506	
4.		1 Science Teacher	\$ 80,847	
5.		1 Pre K Teacher	\$ 64,152	
6.		1 Pre K Classroom Assistant	\$ 33,725	
7.		1 Grade 4 Teacher	\$ 58,138	
8.		1 Sped Teacher	\$ 61,895	
9.		1 Guidance Counselor	\$ 99,632	
10.		1 Computer Instruction Teacher	\$ 99,632	
11.		1 Arts Integration Specialist/SRBI Tutor	\$ 99,632	
12.		5 Kindergarten Classroom Aides	\$ 151,786	
14.		4 Grade 1 Classroom Aides	\$ 118,061	
15.				
<b>200</b>		<b>PERSONAL SERVICES- EMPLOYEE BENEFITS:</b> Amounts paid by the grantee on behalf of the employees whose salaries are reported in objects 100 or 111A and 111B. These amounts are not included in the gross salary, but are in addition to that amount. Such payments are fringe benefit payments and, while not paid directly to employees, nevertheless are part of the cost of personal services. Included are the employer's cost of group insurance, social security contribution, retirement contribution, tuition reimbursement, unemployment compensation and workmen's compensation insurance.		
1.		Salaried Employee Benefits	\$ 672,393	<b>\$ 672,393</b>
2.			\$ -	
3.			\$ -	

**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**ED 114- Interdistrict Magnet Operating Budget Narrative**  
**Year 1**

<b>School Name:</b>		<b>Rotella Interdistrict Magnet School</b>		
CODE	OBJECT	AMOUNT	AMOUNT	AMOUNT
4.		\$	-	
5.		\$	-	
6.		\$	-	
7.		\$	-	
8.		\$	-	
9.		\$	-	
<b>321</b>	<b>TUTORS (INSTRUCTIONAL NON-PAYROLL SERVICES):</b> Payments for services performed by qualified persons directly engaged in providing learning experiences for students. Include the services of teachers and teachers' aides who are not on the payroll of the grantee.			
1.	<b>Enter Tutoring Services Here</b>	\$	-	
2.		\$	-	
3.		\$	-	
4.		\$	-	\$
5.		\$	-	
6.		\$	-	
7.		\$	-	
8.		\$	-	
9.		\$	-	-

**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**ED 114- Interdistrict Magnet Operating Budget Narrative**  
**Year 1**

School Name:		Rotella Interdistrict Magnet School	
CODE	OBJECT	AMOUNT	
322	<b>IN-SERVICE (INSTRUCTIONAL PROGRAM IMPROVEMENT SERVICES):</b> Payments for services performed by persons qualified to assist teachers and supervisors to enhance the quality of the teaching process. This category includes curriculum consultants, inservice training specialists, etc., who are not on the grantee payroll.		
	1. <b>List Services Provided</b>	\$	-
	2.	\$	-
	3.	\$	-
	4.	\$	-
	5.	\$	-
	6.	\$	-
	7.	\$	-
	8.	\$	-
	9.	\$	-
323	<b>PUPIL SERVICES (NON-PAYROLL SERVICES):</b> Expense for certified or licensed individuals who are not on the grantee payroll and who assist in solving pupils' mental and physical problems. This category includes medical doctors, therapists, audiologists, neurologists, psychologists, psychiatrists, contracted guidance counselors, etc.		
	1. <b>List Services Provided</b>	\$	-
	2.	\$	-
	3.	\$	-
	4.	\$	-
	5.	\$	-
	6.	\$	-
	7.	\$	-
	8.	\$	-
	9.	\$	-
324	<b>FIELD TRIPS:</b> Costs incurred for conducting educational activities off site. Includes admission costs to educational centers, fees for tour guides, etc. <b>The use of magnet funds for International Travel is prohibited.</b>		
	1. <b>List Field Trip Total and Location</b>	\$	-
	2.	\$	-
	3.	\$	-
	4.	\$	-
	5.	\$	-
	6.	\$	-
	7.	\$	-
	8.	\$	-
	9.	\$	-
325	<b>PARENT ACTIVITIES:</b> Expenditures related to services for parenting including workshop presenters, counseling services, baby-sitting services, and overall seminar/workshop costs.		
	1. <b>List Parent Activities</b>	\$	-
	2.	\$	-
	3.	\$	-
	4.	\$	-
	5.	\$	-
	6.	\$	-



**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**ED 114- Interdistrict Magnet Operating Budget Narrative**  
**Year 1**

<b>School Name:</b>	<b>Rotella Interdistrict Magnet School</b>		
CODE	OBJECT		AMOUNT
7.		\$ -	
8.		\$ -	
9.		\$ -	

**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**ED 114- Interdistrict Magnet Operating Budget Narrative**  
**Year 1**

School Name:		Rotella Interdistrict Magnet School	
CODE	OBJECT	AMOUNT	
330	<b>EMPLOYEE TRAINING AND DEVELOPMENT SERVICES:</b> Services supporting the professional and technical development of school district personnel, including instructional, administrative, and service employees. Included are course registration fees (that are not tuition reimbursement), charges from external vendors to conduct training courses (at either school district facilities or off-site), and other expenditures associated with training or professional development by third-party vendors. All expenditures should be captured in this account regardless of the type or intent of the training course or professional development activity.		
	1. <b>List Services Supporting Professional and Technical Development</b>	\$	-
	2.	\$	-
	3.	\$	-
	4.	\$	-
	5.	\$	-
	6.	\$	-
	7.	\$	-
	8.	\$	-
	9.	\$	-
340	<b>OTHER PROFESSIONAL SERVICES:</b> Professional services other than educational services that support the operation of the school district. Included, for example, are medical doctors, lawyers, architects, auditors, accountants, therapists, audiologists, dieticians, editors, negotiations specialists, paying agents, systems analysts, and planners.		
	1. innerAct Theatre	\$	30,000
	2. Dance Resident	\$	17,980
	3. Arts for Learning	\$	25,000
	4.	\$	-
	5.	\$	-
	6.	\$	-
	7.	\$	-
	8.	\$	-
	9.	\$	-
400	<b>PURCHASED PROPERTY SERVICES:</b> Services purchased to operate, repair, maintain and rent property owns or used by the grantee. These services are performed by persons other than grantee employees. While a product may or may not result from the transaction, the primary reason for the purchase is the service provided.		
	1. <b>Include services provided.</b>	\$	-
	2.	\$	-
	3.	\$	-
	4.	\$	-
	5.	\$	-
	6.	\$	-
	7.	\$	-
	8.	\$	-
	9.	\$	-

**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**ED 114- Interdistrict Magnet Operating Budget Narrative**  
**Year 1**

<b>School Name:</b>		<b>Rotella Interdistrict Magnet School</b>	
CODE	OBJECT	AMOUNT	
<b>500</b>	<b>OTHER PURCHASED SERVICES:</b> Amounts paid for services rendered by organizations or personnel not on the payroll of the grantee (separate from Professional and Technical Services or Property Services). While a product may or may not result from the transaction, the primary reason for the purchase is the service provided. <b>This includes expenditures for communication services, advertising, tuition and travel.</b>		
	1. Schmidts & Serafine's: Sustaining Order/Repairs-repairs of maintainer equipment	\$	1,500
	2. M & H Equipment: Sustaining Oder/Repairs of maintainer equipment	\$	1,500
	3. Magnet Schools of America: Yearly Membership/Dues	\$	475
	4. Arts School Network: Yearly Membership/Dues	\$	420
	5. NAEYAC: Yearly Membership Dues	\$	650
	6. NOVUS Choice Insight: Lottery	\$	2,904
	7. MSA & ASN Conferences: Staff to attend national conferences to meet with colleagues, share information, present and	\$	5,000
	8. Encyclopedia Britanica: Online subscription/license agreement for the use of software applications necessary to	\$	675
	9. BrainPop: Online subscription/license agreements for the use of software applications necessary to effectively operate	\$	3,795
	10. Generation Genius: Online subscription/license agreements for the use of software applications necessary to effectively	\$	795
	11. R n B Smart Subscription: Online SMART subscriptions/license agreements for the use of software applications	\$	2,989
	12. Lexia Learning: Online subscriptions/license agreements for the use of software applications necessary to effectively	\$	13,800
	13. Capstone: Online subscriptions/license agreements for the use of software applications necessary to effectively operate	\$	2,059
	14. Tech 4 Learning: Online subscriptions/license agreements for the use of software applications necessary to effectively	\$	2,763
	15. Surfside/Kodables: online subscriptions/license agreements for the use of software applications necessary to effectively	\$	2,500
	16. Field Trips Vendor tbd: this will cover the cost of tickets/admittance and lunch for students and chaperones supporting	\$	7,942
	17. Field Trips vendor tbd transportation/busing: this will cover the cost of travel to the field trip destination and back for	\$	6,000
	18. Musical Production/costumes vendor tbd: costume rental and purchase for musical production	\$	2,500
	19. Music Theatre International's Broadway Junior Collection: show kit to put on the musical production of Shrek the	\$	1,513
	20. Musical Production Performance Vendors TBD: to put on a musical production. Needs are addressed at time of	\$	8,000
	21. Fire Marshall and or Police: fire and police extra duty for events for example, parent liaison events, trick or trunk, bingo, family events, play/musical performance and palatte awards	\$	2,400
	22. The Institute of Arts Integration: develop training, carry out training, trouble shoot issues, gather data, meet with staff & conduct training	\$	2,500
	23. Wilson Language Training Corp.: reading supplies	\$	1,615
	24. The Master Teacher: Professional Development for kindergarten classroom assistants via online	\$	806
	25.		
	26.	\$	-
		<b>\$</b>	<b>75,101</b>
<b>600</b>	<b>SUPPLIES:</b> Amounts paid for items that are consumed, worn out, or deteriorated through use, or items that lose their identity through fabrication or incorporation into different or more complex units or substances. <b>This includes expenditures for: Technology-related supplies used in conjunction with technology related hardware or software.</b>		
	<b>Quantity</b>	<b>Item Description</b>	<b>Amount</b>
	1.	<b>Schmidts &amp; Serafines: sustaining order/purchases- purchases dedicated to the school maintainance</b>	\$ 1,500
	2.	M & H Equipment: leafblower for maintainers to replace broken one that could not get parts to replace	\$ 504
	3.	Louie's Pizza: Sustaining Order- student & staff appreciation and refreshments for meeting	\$ 800
	4.	Brooklyn Bakery: Sustaining Order-Hosting events & staff appreciation	\$ 300

**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**ED 114- Interdistrict Magnet Operating Budget Narrative**  
**Year 1**

School Name:		Rotella Interdistrict Magnet School		
CODE	OBJECT			AMOUNT
5.	Scholastic: subscription for school for all grades to get subscription of readers. Classroom Supply	\$	4,818	
6.	Scholastic Super Stem: subscription for science to include grades 3,4 & 5 classroom supply	\$	2,389	
7.	Carolina Biological: butterflies. Classroom Supply	\$	700	
8.	Amsterdam Printing: planners for staff	\$	358	
9.	Shirt King vendro tbd for incentives for students: PBIS & incentives for students. Field Day, 5th grade	\$	6,000	
10.	School Specialty: classroom supplies that will include teacher's supplies that are used by teachers and	\$	30,000	
11.	WB Mason: office supplies to include things such as folders, pens & general office equipment	\$	20,000	
12.	Lakeshore Learning: classroom supplies & furnishings that will include teachers	\$	7,000	
13.	Penelo: library supplies & products to meet the needs of the library, such as labels, racks and displays	\$	4,800	
14.	Follett: Library books & supplies to meet the needs of the library and demand from students	\$	8,062	
15.	Cannon Copier: copy supplies such as toner and staples	\$	300	
16.	Frankies or vendor tbd: 5th grade promotion event refreshments for luncheon	\$	1,300	
17.	Panera or vendro tbd staff appreciation luncheon	\$	1,500	
18.	Two Brothers vendor tbd: student appreciation, field day and PBIS awards	\$	3,000	
19.	Rep Am: lottery ads	\$	2,453	
20.	Wolcott Community News: lottery ads	\$	468	
21.	Vendor tbd: Lottery ads to be streamed on Paramount with Maloney, WAMS, & District	\$	5,000	
22.	Professional Development vendor tbd: develop training, carry ou training, trouble shoot issues, gather data, meet with staff & conduct training	\$	2,500	
23.	Apple or vendor tbd: computer supplies for example, toner, ink, cords & plugs	\$	8,000	
24.	CDW or vendro tbd: computer supplies for example, cords & plugs	\$	3,000	
25.	R n B or vendor tbd: computer supplies for example dcking stations, cords & plugs	\$	39,000	
26.	Fun Express or vendor tbd: supplies for events such as Halloween event	\$	1,256	\$
27.	Oriental Trading or vendor tbd: star awards, incentives & supplies	\$	1,500	
28.	Crown Awards or vendor tbd trophies & awards for Palette Awards Art Program	\$	2,200	
29.	McGraw or vendor tbd: books, textbooks & workbooks. Learning supplies for student body and books and resource materials for students & staff	\$	4,350	
30.	Positive Promotions or vendor tbd: purchase promotional items that will promote the school and applications	\$	6,000	
31.	It's Elementary or vendor tbd: purchase promotinal items that will promote the school and applications	\$	1,000	
32.	Signatures LTD: purchase promotional items such as pens, pencils, banners & table cloths for events to promote the school	\$	2,500	
33.	Triplestitch: purchase of promotional items such as pens, pencils & lawn signs, to promote the program & disseminate information	\$	2,253	
34.	math supplies vendor tbd: math suplies	\$	1,500	
35.	Rochester 100 Inc.: communication folders for distribution to student population. This is used to disseminate information to students and families	\$	1,100	
36.	Turbi Relief LLC: sensory plush items for students	\$	2,425	
37.	National School Choice: purchase of promotional items such as scarves and wristbands to promote school choice	\$	373	
				<b>182,761</b>

**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**ED 114- Interdistrict Magnet Operating Budget Narrative**  
**Year 1**

<b>School Name:</b>	<b>Rotella Interdistrict Magnet School</b>		
CODE	OBJECT		AMOUNT
38.	MSA & ASN application fees: fees for applications such as merit awards & distinction awards	\$	1,000
39.	Dumouchel Paper Company: supplies for maintainer i.e. part need replacement on equipment	\$	52
40.	Readubg Supplies vendor tbd: reading supplies	\$	1,500
		\$	-
		\$	-
		\$	-
		\$	-
<b>700</b>	<b>PROPERTY:</b> Expenditures for acquiring fixed assets, including land or existing buildings, improvements of grounds, initial equipment, additional equipment, and replacement of equipment. In accordance with the Connecticut State Comptroller's definition equipment, included in this category are all items of equipment (machinery, tools, furniture, vehicles, apparatus, etc.) with a value of over \$5,000.00 and the useful life of more than one year and data processing equipment that has unit price under \$5,000.00 and a useful life of not less than five years. <b>This includes expenditures for: Technology-related Hardware and Software.</b>		
	Quantity	Item Description	Amount
1.		Vendor tbd: studio equipment (tripod for ptz camera, parrot portable smartphone teleprompter, ipad pro	\$ 10,000
2.		Presidio: computer for L. Martin, parent liaison	\$ 1,193
3.		B & H Photo: purchase for AV Technician to keep program updates	\$ 266
4.		CDW: computer supplies such as docking station, cables and chargers	\$ 2,600
5.			\$ -
6.			\$ -
7.			\$ -
8.			\$ -
9.			\$ -
10.			\$ -
11.			\$ -
12.			\$ -
13.			\$ -
14.			\$ -
15.			\$ -
16.			\$ -
17.			\$ -
18.			\$ -
19.			\$ -
			<b>\$ 14,059</b>

**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**ED 114- Interdistrict Magnet Operating Budget Narrative**  
**Year 1**

School Name:		<b>Rotella Interdistrict Magnet School</b>	
CODE	OBJECT	AMOUNT	
<b>800</b>	<b>MISCELLANEOUS:</b> Amounts paid for goods and services not otherwise classified above.		
	1. <b>Provide item description or services provided</b>	\$	-
	2.	\$	-
	3.	\$	-
	4.	\$	-
	5.	\$	-
	6.	\$	-
	7.	\$	-
	8.	\$	-
	9.	\$	-
<b>917</b>	<b>INDIRECT COSTS:</b> Costs incurred by the grantee, which are not directly related to the program but are a result thereof. Grantees must submit indirect cost proposals to the Connecticut State Department of Education to apply for a restricted and unrestricted rate. Only grantees that have received rate approvals are eligible to claim.		
	1. <b>Enter Indirect cost</b>	\$	-
	2.	\$	-
	3.	\$	-
	4.	\$	-
<b>Total Amount</b>		<b>\$</b>	<b>2,553,885</b>





**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**ED 114- Interdistrict Magnet Operating Budget Narrative**  
**Year 2**

School Name:		School Name Here			
CODE	OBJECT			AMOUNT	
111A	NON-INSTRUCTIONAL: Amounts paid to administrative employees of the grantee not involved in providing direct services to pupils/clients. Include all gross salary payments for these individuals while they are on the grantee payroll including overtime salaries or salaries paid to employees of a temporary nature.			\$ -	
		FTE	Position		Amount
	1.	# FTE	Enter Position Title		\$ -
	2.				\$ -
	3.				\$ -
	4.				\$ -
	5.				\$ -
	6.				\$ -
	7.				\$ -
	8.				\$ -
9.			\$ -		
111B	INSTRUCTIONAL: Salaries for employees providing direct instruction/counseling to pupils/clients. This category is used for both counselors and teachers. Include all salaries for these individuals while they are on the grantee payroll including overtime salaries or salaries of temporary employees. Substitute teachers or teachers hired on a temporary basis to perform work in positions of either a temporary or permanent nature are also reported here. Tutors or individuals whose services are acquired through a contract are not included in the category. A general rule of thumb is that a person for whom the grantee is paying employee benefits and who is on the grantee payroll is included; a person who is paid a fee with no grantee obligation for benefits is not.			\$ -	
		FTE	Position		Amount
	1.	# FTE	Enter Position Title		\$ -
	2.				\$ -
	3.				\$ -
	4.				\$ -
	5.				\$ -
	6.				\$ -
	7.				\$ -
	8.				\$ -
9.			\$ -		
200	PERSONAL SERVICES- EMPLOYEE BENEFITS: Amounts paid by the grantee on behalf of the employees whose salaries are reported in objects 100 or 111A and 111B. These amounts are not included in the gross salary, but are in addition to that amount. Such payments are fringe benefit payments and, while not paid directly to employees, nevertheless are part of the cost of personal services. Included are the employer's cost of group insurance, social security contribution, retirement contribution, tuition reimbursement, unemployment compensation and workmen's compensation insurance.			\$ -	
	1.	Enter Fringe Benefits Here			\$ -
	2.				\$ -
	3.				\$ -
	4.				\$ -
	5.				\$ -
	6.				\$ -
	7.				\$ -
	8.				\$ -
9.			\$ -		
321	TUTORS (INSTRUCTIONAL NON-PAYROLL SERVICES): Payments for services performed by qualified persons directly engaged in providing learning experiences for students. Include the services of teachers and teachers' aides who are not on the payroll of the grantee.			\$ -	
	1.	Enter Tutoring Services Here			\$ -
	2.				\$ -
	3.				\$ -
	4.				\$ -
	5.				\$ -
	6.				\$ -
	7.				\$ -
	8.				\$ -
9.			\$ -		

**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS  
ED 114- Interdistrict Magnet Operating Budget Narrative  
Year 2**

School Name: School Name Here				
CODE	OBJECT			AMOUNT
322	<b>IN-SERVICE (INSTRUCTIONAL PROGRAM IMPROVEMENT SERVICES):</b> Payments for services performed by persons qualified to assist teachers and supervisors to enhance the quality of the teaching process. This category includes curriculum consultants, inservice training specialists, etc., who are not on the grantee payroll.			
	1. <b>List Services Provided</b>	\$	-	\$ -
	2.	\$	-	
	3.	\$	-	
	4.	\$	-	
	5.	\$	-	
	6.	\$	-	
	7.	\$	-	
	8.	\$	-	
	9.	\$	-	
323	<b>PUPIL SERVICES (NON-PAYROLL SERVICES):</b> Expense for certified or licensed individuals who are not on the grantee payroll and who assist in solving pupils' mental and physical problems. This category includes medical doctors, therapists, audiologists, neurologists, psychologists, psychiatrists, contracted guidance counselors, etc.			
	1. <b>List Services Provided</b>	\$	-	\$ -
	2.	\$	-	
	3.	\$	-	
	4.	\$	-	
	5.	\$	-	
	6.	\$	-	
	7.	\$	-	
	8.	\$	-	
	9.	\$	-	
324	<b>FIELD TRIPS:</b> Costs incurred for conducting educational activities off site. Includes admission costs to educational centers, fees for tour guides, etc. <b>The use of magnet funds for International Travel is prohibited.</b>			
	1. <b>List Field Trip Total and Location</b>	\$	-	\$ -
	2.	\$	-	
	3.	\$	-	
	4.	\$	-	
	5.	\$	-	
	6.	\$	-	
	7.	\$	-	
	8.	\$	-	
	9.	\$	-	
325	<b>PARENT ACTIVITIES:</b> Expenditures related to services for parenting including workshop presenters, counseling services, baby-sitting services, and overall seminar/workshop costs.			
	1. <b>List Parent Activities</b>	\$	-	\$ -
	2.	\$	-	
	3.	\$	-	
	4.	\$	-	
	5.	\$	-	
	6.	\$	-	
	7.	\$	-	
	8.	\$	-	
	9.	\$	-	

**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS  
ED 114- Interdistrict Magnet Operating Budget Narrative  
Year 2**

School Name:		School Name Here	
CODE	OBJECT	AMOUNT	
330	<b>EMPLOYEE TRAINING AND DEVELOPMENT SERVICES:</b> Services supporting the professional and technical development of school district personnel, including instructional, administrative, and service employees. Included are course registration fees (that are not tuition reimbursement), charges from external vendors to conduct training courses (at either school district facilities or off-site), and other expenditures associated with training or professional development by third-party vendors. All expenditures should be captured in this account regardless of the type or intent of the training course or professional development activity.		
	1. <b>List Services Supporting Professional and Technical Development</b>	\$	-
	2.	\$	-
	3.	\$	-
	4.	\$	-
	5.	\$	-
	6.	\$	-
	7.	\$	-
	8.	\$	-
	9.	\$	-
		\$	-
340	<b>OTHER PROFESSIONAL SERVICES:</b> Professional services other than educational services that support the operation of the school district. Included, for example, are medical doctors, lawyers, architects, auditors, accountants, therapists, audiologists, dieticians, editors, negotiations specialists, paying agents, systems analysts, and planners.		
	1. <b>List Professional Services Provided</b>	\$	-
	2.	\$	-
	3.	\$	-
	4.	\$	-
	5.	\$	-
	6.	\$	-
	7.	\$	-
	8.	\$	-
	9.	\$	-
		\$	-
400	<b>PURCHASED PROPERTY SERVICES:</b> Services purchased to operate, repair, maintain and rent property owns or used by the grantee. These services are performed by persons other than grantee employees. While a product may or may not result from the transaction, the primary reason for the purchase is the service provided.		
	1. <b>Include services provided.</b>	\$	-
	2.	\$	-
	3.	\$	-
	4.	\$	-
	5.	\$	-
	6.	\$	-
	7.	\$	-
	8.	\$	-
	9.	\$	-
		\$	-

**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS  
ED 114- Interdistrict Magnet Operating Budget Narrative  
Year 2**

<b>School Name:</b>	School Name Here		
CODE	OBJECT	AMOUNT	
<b>500</b>	<b>OTHER PURCHASED SERVICES:</b> Amounts paid for services rendered by organizations or personnel not on the payroll of the grantee (separate from Professional and Technical Services or Property Services). While a product may or may not result from the transaction, the primary reason for the purchase is the service provided. <b>This includes expenditures for communication services, advertising, tuition and travel.</b>		
	1. <b>Include quantity, if applicable. Provide item description.</b>	\$	-
	2.	\$	-
	3.	\$	-
	4.	\$	-
	5.	\$	-
	6.	\$	-
	7.	\$	-
	8.	\$	-
	9.	\$	-
	10.	\$	-
	11.	\$	-
	12.	\$	-
	13.	\$	-
	14.	\$	-
	15.	\$	-
	16.	\$	-
	17.	\$	-
	18.	\$	-
	19.	\$	-
	20.	\$	-
	21.	\$	-
<b>600</b>	<b>SUPPLIES:</b> Amounts paid for items that are consumed, worn out, or deteriorated through use, or items that lose their identity through fabrication or incorporation into different or more complex units or substances. <b>This includes expenditures for: Technology-related supplies used in conjunction with technology related hardware or software.</b>		
	<b>Quantity</b>	<b>Item Description</b>	<b>Amount</b>
	1.	<b>Include quantity, if applicable. Provide item description.</b>	\$
	2.		-
	3.		-
	4.		-
	5.		-
	6.		-
	7.		-
	8.		-
	9.		-
	10.		-
	11.		-
	12.		-
	13.		-
	14.		-
	15.		-
	16.		-
	17.		-
<b>700</b>	<b>PROPERTY:</b> Expenditures for acquiring fixed assets, including land or existing buildings, improvements of grounds, initial equipment, additional equipment, and replacement of equipment. In accordance with the Connecticut State Comptroller's definition equipment, included in this category are all items of equipment (machinery, tools, furniture, vehicles, apparatus, etc.) with a value of over \$5,000.00 and the useful life of more than one year and data processing equipment that has unit price under \$5,000.00 and a useful life of not less than five years. <b>This includes expenditures for: Technology-related Hardware and Software.</b>		
	<b>Quantity</b>	<b>Item Description</b>	<b>Amount</b>
	1.	<b>Include quantity, if applicable. Provide item description.</b>	\$
	2.		-
	3.		-
	4.		-
	5.		-
	6.		-
	7.		-
	8.		-
	9.		-
	10.		-
	11.		-
	12.		-
	13.		-
	14.		-
	15.		-
	16.		-
	17.		-
	18.		-

**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**ED 114- Interdistrict Magnet Operating Budget Narrative**  
**Year 2**

School Name:	School Name Here		
CODE	OBJECT	AMOUNT	
19.		\$	-

**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**ED 114- Interdistrict Magnet Operating Budget Narrative**  
**Year 2**

School Name:		School Name Here	
CODE	OBJECT	AMOUNT	
800	MISCELLANEOUS: Amounts paid for goods and services not otherwise classified above.		
	1. Provide item description or services provided	\$	-
	2.	\$	-
	3.	\$	-
	4.	\$	-
	5.	\$	-
	6.	\$	-
	7.	\$	-
	8.	\$	-
	9.	\$	-
917	INDIRECT COSTS: Costs incurred by the grantee, which are not directly related to the program but are a result thereof. Grantees must submit indirect cost proposals to the Connecticut State Department of Education to apply for a restricted and unrestricted rate. Only grantees that have received rate approvals are eligible to claim.		
	1. Enter Indirect cost	\$	-
	2.	\$	-
	3.	\$	-
	4.	\$	-
		<b>Total Amount</b>	<b>\$ -</b>

**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**C.G.S. Section 10-264f**  
**Fiscal Year 20XX**  
**ED 114 -Projected Budget Form**  
**Year 3**

School Name: Enter School Name Here

Authorized Magnet School Grant Amount: \$ \_\_\_\_\_ -

**CORE-CT CLASSIFICATION:**

<u>FUND</u> 11000	<u>SPID</u> 17057	<u>Year</u> 20XX	<u>PROGRAM</u> 82062	<u>CF1</u> 170031
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GRANT PERIOD: 07/01/18 - 06/30/19

CODES	DESCRIPTIONS	Interdistrict School Operating Grant Amount <sup>1</sup>
111A	NON-INSTRUCTIONAL	\$ -
111B	INSTRUCTIONAL	\$ -
200	PERSONAL SERVICES-EMPLOYEE BENEFITS	\$ -
321	TUTORS	\$ -
322	IN SERVICE	\$ -
323	PUPIL SERVICES	\$ -
324	FIELD TRIPS	\$ -
325	PARENT ACTIVITIES	\$ -
330	EMPLOYEE TRAINING AND DEVELOPMENT SERVICES	\$ -
340	OTHER PROFESSIONAL SERVICES	\$ -
400	PURCHASED PROPERTY SERVICES	\$ -
500	OTHER PURCHASED SERVICES	\$ -
600	SUPPLIES	\$ -
700	PROPERTY	\$ -
800	MISCELLANEOUS	\$ -
917	INDIRECT COSTS	\$ -
<b>TOTAL</b>		<b>\$ -</b>

<sup>1</sup> Projected interdistrict school operating grant award.



**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**ED 114- Interdistrict Magnet Operating Budget Narrative**  
**Year 3**

School Name:		School Name Here			
CODE	OBJECT			AMOUNT	
111A	NON-INSTRUCTIONAL: Amounts paid to administrative employees of the grantee not involved in providing direct services to pupils/clients. Include all gross salary payments for these individuals while they are on the grantee payroll including overtime salaries or salaries paid to employees of a temporary nature.			\$ -	
		FTE	Position		Amount
	1.	# FTE	Enter Position Title		\$ -
	2.				\$ -
	3.				\$ -
	4.				\$ -
	5.				\$ -
	6.				\$ -
	7.				\$ -
	8.				\$ -
9.			\$ -		
111B	INSTRUCTIONAL: Salaries for employees providing direct instruction/counseling to pupils/clients. This category is used for both counselors and teachers. Include all salaries for these individuals while they are on the grantee payroll including overtime salaries or salaries of temporary employees. Substitute teachers or teachers hired on a temporary basis to perform work in positions of either a temporary or permanent nature are also reported here. Tutors or individuals whose services are acquired through a contract are not included in the category. A general rule of thumb is that a person for whom the grantee is paying employee benefits and who is on the grantee payroll is included; a person who is paid a fee with no grantee obligation for benefits is not.			\$ -	
		FTE	Position		Amount
	1.	# FTE	Enter Position Title		\$ -
	2.				\$ -
	3.				\$ -
	4.				\$ -
	5.				\$ -
	6.				\$ -
	7.				\$ -
	8.				\$ -
9.			\$ -		
200	PERSONAL SERVICES- EMPLOYEE BENEFITS: Amounts paid by the grantee on behalf of the employees whose salaries are reported in objects 100 or 111A and 111B. These amounts are not included in the gross salary, but are in addition to that amount. Such payments are fringe benefit payments and, while not paid directly to employees, nevertheless are part of the cost of personal services. Included are the employer's cost of group insurance, social security contribution, retirement contribution, tuition reimbursement, unemployment compensation and workmen's compensation insurance.			\$ -	
	1.	Enter Fringe Benefits Here			\$ -
	2.				\$ -
	3.				\$ -
	4.				\$ -
	5.				\$ -
	6.				\$ -
	7.				\$ -
	8.				\$ -
9.			\$ -		
321	TUTORS (INSTRUCTIONAL NON-PAYROLL SERVICES): Payments for services performed by qualified persons directly engaged in providing learning experiences for students. Include the services of teachers and teachers' aides who are not on the payroll of the grantee.			\$ -	
	1.	Enter Tutoring Services Here			\$ -
	2.				\$ -
	3.				\$ -
	4.				\$ -
	5.				\$ -
	6.				\$ -
	7.				\$ -
	8.				\$ -
9.			\$ -		

**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**ED 114- Interdistrict Magnet Operating Budget Narrative**  
**Year 3**

School Name:		School Name Here	
CODE	OBJECT	AMOUNT	
322	<b>IN-SERVICE (INSTRUCTIONAL PROGRAM IMPROVEMENT SERVICES):</b> Payments for services performed by persons qualified to assist teachers and supervisors to enhance the quality of the teaching process. This category includes curriculum consultants, inservice training specialists, etc., who are not on the grantee payroll.		
	1. <b>List Services Provided</b>	\$	-
	2.	\$	-
	3.	\$	-
	4.	\$	-
	5.	\$	-
	6.	\$	-
	7.	\$	-
	8.	\$	-
	9.	\$	-
		<b>\$</b>	<b>-</b>
323	<b>PUPIL SERVICES (NON-PAYROLL SERVICES):</b> Expense for certified or licensed individuals who are not on the grantee payroll and who assist in solving pupils' mental and physical problems. This category includes medical doctors, therapists, audiologists, neurologists, psychologists, psychiatrists, contracted guidance counselors, etc.		
	1. <b>List Services Provided</b>	\$	-
	2.	\$	-
	3.	\$	-
	4.	\$	-
	5.	\$	-
	6.	\$	-
	7.	\$	-
	8.	\$	-
	9.	\$	-
		<b>\$</b>	<b>-</b>
324	<b>FIELD TRIPS:</b> Costs incurred for conducting educational activities off site. Includes admission costs to educational centers, fees for tour guides, etc. <b>The use of magnet funds for International Travel is prohibited.</b>		
	1. <b>List Field Trip Total and Location</b>	\$	-
	2.	\$	-
	3.	\$	-
	4.	\$	-
	5.	\$	-
	6.	\$	-
	7.	\$	-
	8.	\$	-
	9.	\$	-
		<b>\$</b>	<b>-</b>
325	<b>PARENT ACTIVITIES:</b> Expenditures related to services for parenting including workshop presenters, counseling services, baby-sitting services, and overall seminar/workshop costs.		
	1. <b>List Parent Activities</b>	\$	-
	2.	\$	-
	3.	\$	-
	4.	\$	-
	5.	\$	-
	6.	\$	-
	7.	\$	-
	8.	\$	-
	9.	\$	-
		<b>\$</b>	<b>-</b>

**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS  
ED 114- Interdistrict Magnet Operating Budget Narrative  
Year 3**

School Name: <b>School Name Here</b>		
CODE	OBJECT	AMOUNT
<b>330</b>	<b>EMPLOYEE TRAINING AND DEVELOPMENT SERVICES:</b> Services supporting the professional and technical development of school district personnel, including instructional, administrative, and service employees. Included are course registration fees (that are not tuition reimbursement), charges from external vendors to conduct training courses (at either school district facilities or off-site), and other expenditures associated with training or professional development by third-party vendors. All expenditures should be captured in this account regardless of the type or intent of the training course or professional development activity.	
	1. <b>List Services Supporting Professional and Technical Development</b>	\$ -
	2.	\$ -
	3.	\$ -
	4.	\$ -
	5.	\$ -
	6.	\$ -
	7.	\$ -
	8.	\$ -
	9.	\$ -
<b>340</b>	<b>OTHER PROFESSIONAL SERVICES:</b> Professional services other than educational services that support the operation of the school district. Included, for example, are medical doctors, lawyers, architects, auditors, accountants, therapists, audiologists, dieticians, editors, negotiations specialists, paying agents, systems analysts, and planners.	
	1. <b>List Professional Services Provided</b>	\$ -
	2.	\$ -
	3.	\$ -
	4.	\$ -
	5.	\$ -
	6.	\$ -
	7.	\$ -
	8.	\$ -
	9.	\$ -
<b>400</b>	<b>PURCHASED PROPERTY SERVICES:</b> Services purchased to operate, repair, maintain and rent property owns or used by the grantee. These services are performed by persons other than grantee employees. While a product may or may not result from the transaction, the primary reason for the purchase is the service provided.	
	1. <b>Include services provided.</b>	\$ -
	2.	\$ -
	3.	\$ -
	4.	\$ -
	5.	\$ -
	6.	\$ -
	7.	\$ -
	8.	\$ -
	9.	\$ -

**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS  
ED 114- Interdistrict Magnet Operating Budget Narrative  
Year 3**

<b>School Name:</b>	School Name Here		
CODE	OBJECT	AMOUNT	
<b>500</b>	<b>OTHER PURCHASED SERVICES:</b> Amounts paid for services rendered by organizations or personnel not on the payroll of the grantee (separate from Professional and Technical Services or Property Services). While a product may or may not result from the transaction, the primary reason for the purchase is the service provided. <b>This includes expenditures for communication services, advertising, tuition and travel.</b>		
	1. <b>Include quantity, if applicable. Provide item description.</b>	\$	-
	2.	\$	-
	3.	\$	-
	4.	\$	-
	5.	\$	-
	6.	\$	-
	7.	\$	-
	8.	\$	-
	9.	\$	-
	10.	\$	-
	11.	\$	-
	12.	\$	-
	13.	\$	-
	14.	\$	-
	15.	\$	-
	16.	\$	-
	17.	\$	-
	18.	\$	-
	19.	\$	-
	20.	\$	-
	21.	\$	-
<b>600</b>	<b>SUPPLIES:</b> Amounts paid for items that are consumed, worn out, or deteriorated through use, or items that lose their identity through fabrication or incorporation into different or more complex units or substances. <b>This includes expenditures for: Technology-related supplies used in conjunction with technology related hardware or software.</b>		
	<b>Quantity</b>	<b>Item Description</b>	<b>Amount</b>
	1.	<b>Include quantity, if applicable. Provide item description.</b>	\$
	2.		-
	3.		-
	4.		-
	5.		-
	6.		-
	7.		-
	8.		-
	9.		-
	10.		-
	11.		-
	12.		-
	13.		-
	14.		-
	15.		-
	16.		-
	17.		-
<b>700</b>	<b>PROPERTY:</b> Expenditures for acquiring fixed assets, including land or existing buildings, improvements of grounds, initial equipment, additional equipment, and replacement of equipment. In accordance with the Connecticut State Comptroller's definition equipment, included in this category are all items of equipment (machinery, tools, furniture, vehicles, apparatus, etc.) with a value of over \$5,000.00 and the useful life of more than one year and data processing equipment that has unit price under \$5,000.00 and a useful life of not less than five years. <b>This includes expenditures for: Technology-related Hardware and Software.</b>		
	<b>Quantity</b>	<b>Item Description</b>	<b>Amount</b>
	1.	<b>Include quantity, if applicable. Provide item description.</b>	\$
	2.		-
	3.		-
	4.		-
	5.		-
	6.		-
	7.		-
	8.		-
	9.		-
	10.		-
	11.		-
	12.		-
	13.		-
	14.		-
	15.		-
	16.		-
	17.		-
	18.		-

**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**ED 114- Interdistrict Magnet Operating Budget Narrative**  
**Year 3**

School Name:	School Name Here		
CODE	OBJECT	AMOUNT	
19.		\$	-

**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**ED 114- Interdistrict Magnet Operating Budget Narrative**  
**Year 3**

School Name:		School Name Here	
CODE	OBJECT	AMOUNT	
800	MISCELLANEOUS: Amounts paid for goods and services not otherwise classified above.		
	1. Provide item description or services provided	\$	-
	2.	\$	-
	3.	\$	-
	4.	\$	-
	5.	\$	-
	6.	\$	-
	7.	\$	-
	8.	\$	-
	9.	\$	-
917	INDIRECT COSTS: Costs incurred by the grantee, which are not directly related to the program but are a result thereof. Grantees must submit indirect cost proposals to the Connecticut State Department of Education to apply for a restricted and unrestricted rate. Only grantees that have received rate approvals are eligible to claim.		
	1. Enter Indirect cost	\$	-
	2.	\$	-
	3.	\$	-
	4.	\$	-
		<b>Total Amount</b>	<b>\$ -</b>

**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**ED 114- Interdistrict Magnet Operating Budget Narrative**  
**SAMPLE NARRATIVE**

<b>School Name:</b>		<b>ABC School</b>		
CODE	OBJECT			AMOUNT
111A	<b>NON-INSTRUCTIONAL:</b> Amounts paid to administrative employees of the grantee not involved in providing direct services to pupils/clients. Include all gross salary payments for these individuals while they are on the grantee payroll including overtime salaries or salaries paid to employees of a temporary nature.			
	<b>FTE</b>	<b>Position</b>	<b>Amount</b>	
	1. <b># FTE</b>	<b>Enter Position Title</b>	\$ -	
	2. 2.00	Principal	\$ 300,000	\$ <b>615,000</b>
	3. 1.50	Assistant Principal/Dean	\$ 20,000	
	4. 2.00	Administrative Assistant	\$ 85,000	
	5. 2.00	Nurse	\$ 80,000	
	6. 2.00	Custodian	\$ 90,000	
	7. 3.00	Overtime Salaries	\$ 40,000	
	8.		\$ -	
	9.		\$ -	
111B	<b>INSTRUCTIONAL:</b> Salaries for employees providing direct instruction/counseling to pupils/clients. This category is used for both counselors and teachers. Include all salaries for these individuals while they are on the grantee payroll including overtime salaries or salaries of temporary employees. Substitute teachers or teachers hired on a temporary basis to perform work in positions of either a temporary or permanent nature are also reported here. Tutors or individuals whose services are acquired through a contract are not included in the category. A general rule of thumb is that a person for whom the grantee is paying employee benefits and who is on the grantee payroll is included; a person who is paid a fee with no grantee obligation for benefits is not.			
	<b>FTE</b>	<b>Position</b>	<b>Amount</b>	
	1. <b># FTE</b>	<b>Enter Position Title H</b>	\$ -	\$ <b>4,039,321</b>
	2. 28.00	Teachers	\$ 3,256,321	
	3. 10.00	Substitute Teachers	\$ 400,000	
	4. 8.00	Para-Educators	\$ 100,000	
	5. 4.00	School Counselors	\$ 123,000	
	6. 2.00	Librarians	\$ 100,000	
	7. 4.00	Overtime Salaries	\$ 60,000	
	8.		\$ -	
	9.		\$ -	
200	<b>PERSONAL SERVICES- EMPLOYEE BENEFITS:</b> Amounts paid by the grantee on behalf of the employees whose salaries are reported in objects 100 or 111A and 111B. These amounts are not included in the gross salary, but are in addition to that amount. Such payments are fringe benefit payments and, while not paid directly to employees, nevertheless are part of the cost of personal services. Included are the employer's cost of group insurance, social security contribution, retirement contribution, tuition reimbursement, unemployment compensation and workmen's compensation insurance.			
	1. <b>Enter Fringe Benefits Here</b>		\$ -	\$ <b>517,790</b>
	2. Non-Certified Fringe Benefits		\$ 432,158	
	3. Certified Fringe Benefits		\$ 85,632	
	4.		\$ -	
	5.		\$ -	
	6.		\$ -	
	7.		\$ -	
	8.		\$ -	
	9.		\$ -	
321	<b>TUTORS (INSTRUCTIONAL NON-PAYROLL SERVICES):</b> Payments for services performed by qualified persons directly engaged in providing learning experiences for students. Include the services of teachers and teachers' aides who are not on the payroll of the grantee.			



**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**ED 114- Interdistrict Magnet Operating Budget Narrative**  
**SAMPLE NARRATIVE**

<b>School Name:</b>		<b>ABC School</b>		
CODE	OBJECT			AMOUNT
1.	<b>Enter Tutoring Services Here</b>	\$	-	
2.	2 Reading Tutors	\$	7,800	
3.		\$	-	
4.		\$	-	<b>\$ 7,800</b>
5.		\$	-	
6.		\$	-	
7.		\$	-	
8.		\$	-	
9.		\$	-	

**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**ED 114- Interdistrict Magnet Operating Budget Narrative**  
**SAMPLE NARRATIVE**

School Name: <b>ABC School</b>																																						
CODE	OBJECT	AMOUNT																																				
<b>322</b>	<b>IN-SERVICE (INSTRUCTIONAL PROGRAM IMPROVEMENT SERVICES):</b> Payments for services performed by persons qualified to assist teachers and supervisors to enhance the quality of the teaching process. This category includes curriculum consultants, in-service training specialists, etc., who are not on the grantee payroll.																																					
	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 5%;">1. <b>List Services Provided</b></td> <td style="width: 60%;"></td> <td style="width: 15%; text-align: right;">\$ -</td> <td style="width: 20%;"></td> </tr> <tr> <td>2. In-service Training Specialists- Theme PD</td> <td></td> <td style="text-align: right;">\$ 20,000</td> <td></td> </tr> <tr> <td>3. Curriculum Consultants</td> <td></td> <td style="text-align: right;">\$ 45,000</td> <td></td> </tr> <tr> <td>4.</td> <td></td> <td style="text-align: right;">\$ -</td> <td></td> </tr> <tr> <td>5.</td> <td></td> <td style="text-align: right;">\$ -</td> <td></td> </tr> <tr> <td>6.</td> <td></td> <td style="text-align: right;">\$ -</td> <td></td> </tr> <tr> <td>7.</td> <td></td> <td style="text-align: right;">\$ -</td> <td></td> </tr> <tr> <td>8.</td> <td></td> <td style="text-align: right;">\$ -</td> <td></td> </tr> <tr> <td>9.</td> <td></td> <td style="text-align: right;">\$ -</td> <td></td> </tr> </table>	1. <b>List Services Provided</b>		\$ -		2. In-service Training Specialists- Theme PD		\$ 20,000		3. Curriculum Consultants		\$ 45,000		4.		\$ -		5.		\$ -		6.		\$ -		7.		\$ -		8.		\$ -		9.		\$ -		<b>\$ 65,000</b>
1. <b>List Services Provided</b>		\$ -																																				
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6.		\$ -																																				
7.		\$ -																																				
8.		\$ -																																				
9.		\$ -																																				
<b>323</b>	<b>PUPIL SERVICES (NON-PAYROLL SERVICES):</b> Expense for certified or licensed individuals who are not on the grantee payroll and who assist in solving pupils' mental and physical problems. This category includes medical doctors, therapists, audiologists, neurologists, psychologists, psychiatrists, contracted guidance counselors, etc.																																					
	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 5%;">1. <b>List Services Provided</b></td> <td style="width: 60%;"></td> <td style="width: 15%; text-align: right;">\$ -</td> <td style="width: 20%;"></td> </tr> <tr> <td>2. CT Counseling Org.</td> <td></td> <td style="text-align: right;">\$ 54,000</td> <td></td> </tr> <tr> <td>3.</td> <td></td> <td style="text-align: right;">\$ -</td> <td></td> </tr> <tr> <td>4.</td> <td></td> <td style="text-align: right;">\$ -</td> <td></td> </tr> <tr> <td>5.</td> <td></td> <td style="text-align: right;">\$ -</td> <td></td> </tr> <tr> <td>6.</td> <td></td> <td style="text-align: right;">\$ -</td> <td></td> </tr> <tr> <td>7.</td> <td></td> <td style="text-align: right;">\$ -</td> <td></td> </tr> <tr> <td>8.</td> <td></td> <td style="text-align: right;">\$ -</td> <td></td> </tr> <tr> <td>9.</td> <td></td> <td style="text-align: right;">\$ -</td> <td></td> </tr> </table>	1. <b>List Services Provided</b>		\$ -		2. CT Counseling Org.		\$ 54,000		3.		\$ -		4.		\$ -		5.		\$ -		6.		\$ -		7.		\$ -		8.		\$ -		9.		\$ -		<b>\$ 54,000</b>
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6.		\$ -																																				
7.		\$ -																																				
8.		\$ -																																				
9.		\$ -																																				
<b>324</b>	<b>FIELD TRIPS:</b> Costs incurred for conducting educational activities off site. Includes admission costs to educational centers, fees for tour guides, etc. <b>The use of magnet funds for International Travel is prohibited.</b>																																					
	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 5%;">1. <b>List Field Trip Total and Location</b></td> <td style="width: 60%;"></td> <td style="width: 15%; text-align: right;">\$ -</td> <td style="width: 20%;"></td> </tr> <tr> <td>2. Senior Field Trip- Washington DC</td> <td></td> <td style="text-align: right;">\$ 6,000</td> <td></td> </tr> <tr> <td>3. 5- Field trips to CT Science Center</td> <td></td> <td style="text-align: right;">\$ 5,000</td> <td></td> </tr> <tr> <td>4. Yard Goats Field Trip</td> <td></td> <td style="text-align: right;">\$ 1,500</td> <td></td> </tr> <tr> <td>5.</td> <td></td> <td style="text-align: right;">\$ -</td> <td></td> </tr> <tr> <td>6.</td> <td></td> <td style="text-align: right;">\$ -</td> <td></td> </tr> <tr> <td>7.</td> <td></td> <td style="text-align: right;">\$ -</td> <td></td> </tr> <tr> <td>8.</td> <td></td> <td style="text-align: right;">\$ -</td> <td></td> </tr> <tr> <td>9.</td> <td></td> <td style="text-align: right;">\$ -</td> <td></td> </tr> </table>	1. <b>List Field Trip Total and Location</b>		\$ -		2. Senior Field Trip- Washington DC		\$ 6,000		3. 5- Field trips to CT Science Center		\$ 5,000		4. Yard Goats Field Trip		\$ 1,500		5.		\$ -		6.		\$ -		7.		\$ -		8.		\$ -		9.		\$ -		<b>\$ 12,500</b>
1. <b>List Field Trip Total and Location</b>		\$ -																																				
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5.		\$ -																																				
6.		\$ -																																				
7.		\$ -																																				
8.		\$ -																																				
9.		\$ -																																				
<b>325</b>	<b>PARENT ACTIVITIES:</b> Expenditures related to services for parenting including workshop presenters, counseling services, baby-sitting services, and overall seminar/workshop costs.																																					
	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 5%;">1. <b>List Parent Activities</b></td> <td style="width: 60%;"></td> <td style="width: 15%; text-align: right;">\$ -</td> <td style="width: 20%;"></td> </tr> <tr> <td>2. Read with Your Child</td> <td></td> <td style="text-align: right;">\$ 2,500</td> <td></td> </tr> <tr> <td>3.</td> <td></td> <td style="text-align: right;">\$ -</td> <td></td> </tr> <tr> <td>4.</td> <td></td> <td style="text-align: right;">\$ -</td> <td></td> </tr> <tr> <td>5.</td> <td></td> <td style="text-align: right;">\$ -</td> <td></td> </tr> <tr> <td>6.</td> <td></td> <td style="text-align: right;">\$ -</td> <td></td> </tr> <tr> <td>7.</td> <td></td> <td style="text-align: right;">\$ -</td> <td></td> </tr> <tr> <td>8.</td> <td></td> <td style="text-align: right;">\$ -</td> <td></td> </tr> <tr> <td>9.</td> <td></td> <td style="text-align: right;">\$ -</td> <td></td> </tr> </table>	1. <b>List Parent Activities</b>		\$ -		2. Read with Your Child		\$ 2,500		3.		\$ -		4.		\$ -		5.		\$ -		6.		\$ -		7.		\$ -		8.		\$ -		9.		\$ -		<b>\$ 2,500</b>
1. <b>List Parent Activities</b>		\$ -																																				
2. Read with Your Child		\$ 2,500																																				
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4.		\$ -																																				
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6.		\$ -																																				
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9.		\$ -																																				

**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**ED 114- Interdistrict Magnet Operating Budget Narrative**  
**SAMPLE NARRATIVE**

<b>School Name:</b> ABC School		
CODE	OBJECT	AMOUNT
330	<b>EMPLOYEE TRAINING AND DEVELOPMENT SERVICES:</b> Services supporting the professional and technical development of school district personnel, including instructional, administrative, and service employees. Included are course registration fees (that are not tuition reimbursement), charges from external vendors to conduct training courses (at either school district facilities or off-site), and other expenditures associated with training or professional development by third-party vendors. All expenditures should be captured in this account regardless of the type or intent of the training course or professional development activity.	
	1. <b>List Services Supporting Professional and Technical Development</b>	\$ -
	2. IB Conference registration	\$ 725
	3.	\$ -
	4.	\$ -
	5.	\$ -
	6.	\$ -
	7.	\$ -
	8.	\$ -
	9.	\$ -
340	<b>OTHER PROFESSIONAL SERVICES:</b> Professional services other than educational services that support the operation of the school district. Included, for example, are medical doctors, lawyers, architects, auditors, accountants, therapists, audiologists, dieticians, editors, negotiations specialists, paying agents, systems analysts, and planners.	
	1. <b>List Professional Services Provided</b>	\$ -
	2.	\$ -
	3.	\$ -
	4.	\$ -
	5.	\$ -
	6.	\$ -
	7.	\$ -
	8.	\$ -
	9.	\$ -
400	<b>PURCHASED PROPERTY SERVICES:</b> Services purchased to operate, repair, maintain and rent property owns or used by the grantee. These services are performed by persons other than grantee employees. While a product may or may not result from the transaction, the primary reason for the purchase is the service provided.	
	1. <b>Include services provided.</b>	\$ -
	2. Xerox Copier: Lease/Maintenance	\$ 5,511
	3. ABC College Facility Rental	\$ 196,147
	4. Postage Meter Rental	\$ 800
	5.	\$ -
	6.	\$ -
	7.	\$ -
	8.	\$ -
	9.	\$ -

**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**ED 114- Interdistrict Magnet Operating Budget Narrative**  
**SAMPLE NARRATIVE**

<b>School Name:</b>	ABC School		
CODE	OBJECT	AMOUNT	
<b>500</b>	<b>OTHER PURCHASED SERVICES:</b> Amounts paid for services rendered by organizations or personnel not on the payroll of the grantee (separate from Professional and Technical Services or Property Services). While a product may or may not result from the transaction, the primary reason for the purchase is the service provided. <b>This includes expenditures for communication services, advertising, tuition and travel.</b>		
	1. <b>Include quantity, if applicable. Provide item description.</b>	\$	-
	2. Verizon Cell Phone bill	\$	1,000
	3. Classroom Online Licenses	\$	7,463
	4. Athletic Online Licenses	\$	300
	5. Xerox Network: Copier/Printer Monthly Costs	\$	5,000
	6. Press-Check, LLC for recruiting materials at open houses, RSCO events as well as programs for school events and	\$	4,400
	7. Positive Promotions-CIBA pens for recruiting	\$	387
	8.	\$	-
	9.	\$	-
	10.	\$	-
	11.	\$	-
	12.	\$	-
	13.	\$	-
	14.	\$	-
	15.	\$	-
	16.	\$	-
	17.	\$	-
	18.	\$	-
	19.	\$	-
	20.	\$	-
	21.	\$	-
			<b>\$ 18,550</b>
<b>600</b>	<b>SUPPLIES:</b> Amounts paid for items that are consumed, worn out, or deteriorated through use, or items that lose their identity through fabrication or incorporation into different or more complex units or substances. <b>This includes expenditures for: Technology-related supplies used in conjunction with technology related hardware or software.</b>		
	<b>Quantity</b>	<b>Item Description</b>	<b>Amount</b>
	1.	<b>Include quantity, if applicable. Provide item description.</b>	\$ -
	2.	Classroom Supplies (Paper, pencils, folders, Daily Planners)	\$ 10,000
	3.	Office Supplies (Paper, folders, pens,	\$ 30,000
	4.	Nurse Supplies	\$ 10,000
	5. 100	Textbooks (Math, English, Science)	\$ 56,389
	6.	Graduation Supplies (Caps, Gowns, Diploma holders)	\$ 5,632
	7. 25	CD's	\$ 60
	8. 23	Jump drives	\$ 100
	9. 50	IB Testing materials	\$ -
	10.		\$ -
	11.		\$ -
	12.		\$ -
	13.		\$ -
	14.		\$ -
	15.		\$ -
	16.		\$ -
			<b>\$ 112,181</b>

**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**ED 114- Interdistrict Magnet Operating Budget Narrative**  
**SAMPLE NARRATIVE**

<b>School Name:</b>		<b>ABC School</b>	
CODE	OBJECT		AMOUNT
17.			\$ -
<b>700</b>	<b>PROPERTY:</b> Expenditures for acquiring fixed assets, including land or existing buildings, improvements of grounds, initial equipment, additional equipment, and replacement of equipment. In accordance with the Connecticut State Comptroller's definition equipment, included in this category are all items of equipment (machinery, tools, furniture, vehicles, apparatus, etc.) with a value of over \$5,000.00 and the useful life of more than one year and data processing equipment that has unit price under \$5,000.00 and a useful life of not less than five years. <b>This includes expenditures for: Technology-related Hardware and Software.</b>		
	Quantity	Item Description	Amount
	1.	<b>Include quantity, if applicable. Provide item description.</b>	\$ -
	2.	60 Classroom Desks	\$ 11,992
	3.	40 I-Pads	\$ 25,000
	4.	20 IBM-Intel Computers	\$ 25,369
	5.	10 I-Pads	\$ 800
	6.	1 ABC Credit Recovery Software	\$ 7,000
	7.		\$ -
	8.		\$ -
	9.		\$ -
	10.		\$ -
	11.		\$ -
	12.		\$ -
	13.		\$ -
	14.		\$ -
	15.		\$ -
	16.		\$ -
	17.		\$ -
	18.		\$ -
	19.		\$ -
			<b>\$ 70,161</b>

**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**ED 114- Interdistrict Magnet Operating Budget Narrative**  
**SAMPLE NARRATIVE**

School Name:		ABC School	
CODE	OBJECT	AMOUNT	
800	MISCELLANEOUS: Amounts paid for goods and services not otherwise classified above.		
	1. <b>Provide item description or services provided</b>	\$	-
	2.	\$	-
	3.	\$	-
	4.	\$	-
	5.	\$	-
	6.	\$	-
	7.	\$	-
	8.	\$	-
	9.	\$	-
917	INDIRECT COSTS: Costs incurred by the grantee, which are not directly related to the program but are a result thereof. Grantees must submit indirect cost proposals to the Connecticut State Department of Education to apply for a restricted and unrestricted rate. Only grantees that have received rate approvals are eligible to claim.		
	1. <b>Enter Indirect cost</b>	\$	-
	2. Indirect Costs-Central Administration costs	\$	200,000
	3.	\$	-
	4.	\$	-
<b>Total Amount</b>			<b>\$ 5,917,986</b>

CSDE Interdistrict Magnet School Operations Plan  
Capacity Information

Grade Level	<u>Current</u> Number of Classrooms by Grade	<u>Current</u> Classroom Capacity by Grade	<u>Current</u> Total Number of Teachers or Teachers Full Time Equivalent (FTE) by Grade	<u>Current</u> Student to Teacher Ratio by Grade	<u>Teacher's Contract</u> Student to Teacher Ratio by Grade	<u>Current</u> Total Enrollment by Grade	<u>Current</u> Building Capacity by Grade
PK-3	0	0	0	0	0	0	0
PK-4	4	18	4	1:18	1:18	72	72
K	5	19	5	1:19	1:20	95	95
1	4	22	4	1:22	1:26	88	88
2	4	22	4	1:22	1:27	88	88
3	4	22	4	1:22	1:27	88	88
4	4	22	4	1:22	1:30	87	87
5	4	24	4	1:24	1:30	96	96
6	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0
<b>Total</b>	<b>29</b>					<b>614</b>	<b>614</b>

## 2.2 Enrollment

A. Complete Table 2. **Student Enrollment by Grade Level, Residency and School Year** beginning with the current school year.

**Table 2. Student Enrollment by Grade Level, Residency and School Year**

<b>Five Year Projected - Total School Enrollment</b>						
<b>Grades</b>	<b>Residency</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>2023-2024</b>
Pre-K 3	Resident					
	Non-Resident					
	<b>Total</b>					
Pre-K 4	Resident	44	42	40	37	34
	Non-Resident	28	30	32	34	38
	<b>Total</b>	<b>72</b>	<b>72</b>	<b>72</b>	<b>71</b>	<b>72</b>
Kindergarten	Resident	66	68	64	69	62
	Non-Resident	27	22	26	19	33
	<b>Total</b>	<b>93</b>	<b>90</b>	<b>90</b>	<b>88</b>	<b>95</b>
1	Resident	60	62	69	62	71
	Non-Resident	24	22	15	23	17
	<b>Total</b>	<b>84</b>	<b>84</b>	<b>84</b>	<b>85</b>	<b>88</b>
2	Resident	67	57	72	73	67
	Non-Resident	21	31	16	15	20
	<b>Total</b>	<b>88</b>	<b>88</b>	<b>88</b>	<b>88</b>	<b>87</b>
3	Resident	70	61	66	71	74
	Non-Resident	18	27	22	17	14
	<b>Total</b>	<b>88</b>	<b>88</b>	<b>88</b>	<b>88</b>	<b>88</b>
4	Resident	71	77	77	74	68
	Non-Resident	24	19	19	20	19
	<b>Total</b>	<b>95</b>	<b>96</b>	<b>96</b>	<b>94</b>	<b>87</b>
5	Resident	74	72	78	75	75
	Non-Resident	22	24	18	22	20
	<b>Total</b>	<b>96</b>	<b>96</b>	<b>96</b>	<b>97</b>	<b>95</b>
6	Resident					
	Non-Resident					
	<b>Total</b>					
7	Resident					
	Non-Resident					
	<b>Total</b>					
8	Resident					
	Non-Resident					
	<b>Total</b>					
9	Resident					
	Non-Resident					
	<b>Total</b>					
10	Resident					



	Non-Resident					
	Total					
11	Resident					
	Non-Resident					
	Total					
12	Resident					
	Non-Resident					
	Total					
<b>Total</b>	Resident	452	439	466	461	451
	Non-Resident	164	175	148	150	161
	Total Enrollment	616	614	614	611	612
<b>Percentage</b>	Resident	73.4	71.5	75.9	75.5	73.7
	Non-Resident	26.6	28.5	24.1	24.5	26.3



## INTERDISTRICT OPERATING BUDGET INSTRUCTIONS

### 1 Projected Total School Expenditures (Orange Tab)

Report **all** projected expenditures for programs and services provided for the elementary or secondary school. This includes in-kind services provided to the school and funded from local municipal tax resources.

### 2 Projected Total Revenue Sources (Red Tab)

Enter the school's revenue sources. Include all funding sources. Local, State and Federal

### 3 Projected ED614 Interdistrict Operating Grant Budget- Year 1 (Yellow Tab)

The ED614 Interdistrict operating grant is awarded based on the school's October 1 enrollment reported in Connecticut's Public School Information System (PSIS). Enter the school's projected Interdistrict grant budget based on the projected enrollment for Year 1(ED114).

### 4 Projected ED614 Interdistrict School Grant Operating Budget Narrative- Year 1 (Yellow Tab)

Provide a detailed budget narrative fully justifying the **ED614** operating grant expenditures. The budget narrative should explain or justify the estimated costs by line item in the budget. Be sure that the total amount on each school/program budget narrative worksheet matches amounts allocated to you by your central office. Contact your program manager to receive the magnet payment rates.

**IMPORTANT NOTE:** Unallowable costs may not be included in the school budget or budget narrative. Specific examples are included in the budget narrative.

### 5 Projected ED614 Interdistrict Operating Grant Budget- Year 2 (Blue Tab)

The ED614 Interdistrict operating grant is awarded based on the school's October 1 enrollment reported in Connecticut's Public School Information System (PSIS). Enter the school's projected Interdistrict grant budget based on the projected enrollment for Year 2 (ED114).

### 6 Projected ED614 Interdistrict School Grant Operating Budget Narrative- Year 2 (Blue Tab)



## INTERDISTRICT OPERATING BUDGET INSTRUCTIONS

Provide a detailed budget narrative fully justifying the **ED614** operating grant expenditures. The budget narrative should explain or justify the estimated costs by line item in the budget. Be sure that the total amount on each school/program budget narrative worksheet matches amounts allocated to you by your central office. Contact your program manager to received the magnet payment rates.

**IMPORTANT NOTE: Unallowable costs may not be included in the school budget or budget narrative. Specific examples are included in the budget narrative.**

### 7 Projected **ED614** Interdistrict Operating Grant Budget- Year 2 Green Tab)

The ED614 Interdistrict operating grant is a awarded based on the school's October 1 enrollment reported in Connecticut's Public School Information System (PSIS). Enter the school's projected Interdistrict grant budget based on the projected enrollment for Year 3 (ED114).

### Projected **ED614** Interdistrict School Grant Operating Budget Narrative- Year 3

#### 8 (Green Tab)

Provide a detailed budget narrative fully justifying the **ED614** operating grant expenditures. The budget narrative should explain or justify the estimated costs by line item in the budget. Be sure that the total amount on each school/program budget narrative worksheet matches amounts allocated to you by your central office. Contact your program manager to received

**IMPORTANT NOTE: Unallowable costs may not be included in the school budget or budget narrative. Specific examples are included in the budget narrative.**

**OFFICE OF STRATEGIC PLANNING**

**State of Connecticut**

**Department of Education**

**Projected Total School Expenditures**

**Fiscal Year: 20xx-20xx**

NCSES Function		NCES Object Code/Description								
		1X1, 1X3	1X2	1XX	2XX	3XX, 4XX, 5XX	6XX	7XX	8XX, 9XX	
Code	Description	Teacher Salaries	Instructional Aide Salaries	Other Salaries	Employee benefits	Purchased services	Supplies	Property	Other	Total
1XXX	Instruction									\$0
21XX	Support services - students									\$0
221X	Improvement of instruction									\$0
222X	Library and media services									\$0
22XX	Support services - instruction									\$0
24XX	Support Services - school based									\$0
26XX	Operation and maintenance of plant									\$0
27X4	Transportation other than to/from home									\$0
32XX	Enterprise operations									\$0
4XX1	Minor school construction									\$0
<b>Total</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Include All funding sources**

CONNECTICUT STATE DEPARTMENT OF EDUCATION  
OFFICE OF STRATEGIC PLANNING

## Interdistrict Magnet School Revenues by Source

Include ALL revenue received by the school

DESCRIPTION	Total Actual Revenue (Itemize Amounts by Source)
<b>FY XX Magnet Operating Grant</b>	
<b>CT State- Magnet Operating Grant</b>	\$ 2,553,894
<b>State Grants - List each specific source</b>	
[ADD REVENUE SOURCE HERE]	\$ -
[ADD REVENUE SOURCE HERE]	\$ -
[ADD REVENUE SOURCE HERE]	\$ -
[ADD REVENUE SOURCE HERE]	\$ -
<b>All Federal Grants - List specific sources and amounts (e.g., Birth To Three, State School Breakfast)</b>	
[ADD REVENUE SOURCE HERE]	\$ -
[ADD REVENUE SOURCE HERE]	\$ -
[ADD REVENUE SOURCE HERE]	\$ -
[ADD REVENUE SOURCE HERE]	\$ -
<b>Tuition Revenue – Grade PreK</b>	
[ADD REVENUE SOURCE HERE]	\$ -
[ADD REVENUE SOURCE HERE]	\$ -
<b>Tuition Revenue – Grades K-12 (Include ECS holdback)</b>	
[ADD REVENUE SOURCE HERE]	\$ -
[ADD REVENUE SOURCE HERE]	\$ -
<b>Identify Each Private Source of Revenue and amount received (e.g., Bill Gates Foundation)</b>	
[ADD REVENUE SOURCE HERE]	\$ -
[ADD REVENUE SOURCE HERE]	\$ -
<b>Identify Other Sources of Revenue - (e.g., Board of Education, City/Town)</b>	
[ADD REVENUE SOURCE HERE]	\$ -
[ADD REVENUE SOURCE HERE]	\$ -
<b>In-Kind Services</b>	
[ADD REVENUE SOURCE HERE]	\$ -
[ADD REVENUE SOURCE HERE]	\$ -
[ADD REVENUE SOURCE HERE]	\$ -
<b>Total Revenue</b>	<b>\$ 2,553,894</b>



**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**ED 114- Interdistrict Magnet Operating Budget Narrative**  
**Year 1**

<b>School Name:</b>		<b>Rotella Interdistrict Magnet School</b>		
<b>CODE</b>		<b>OBJECT</b>		<b>AMOUNT</b>
<b>111A</b>		<b>NON-INSTRUCTIONAL:</b> Amounts paid to administrative employees of the grantee not involved in providing direct services to pupils/clients. Include all gross salary payments for these individuals while they are on the grantee payroll including overtime salaries or salaries paid to employees of a temporary nature.		
	<b>FTE</b>	<b>Position</b>	<b>Amount</b>	
1.	<b># FTE</b>	1 Vice Principal	\$ 128,096	<b>\$ 328,953</b>
2.		1 Library Tech Aide	\$ 28,439	
3.		1 Admin Support Specialist	\$ 32,561	
4.		1 Audio Lighting & Video Tech	\$ 34,442	
5.		1 Network Specialist	\$ 31,785	
6.		1 Grant Specialist	\$ 44,580	
7.		1 Account 2 Grant SBO	\$ 14,850	
8.		1 Grant Manager SBO	\$ 8,700	
9.		Overtime	\$ 5,500	
<b>111B</b>		<b>INSTRUCTIONAL:</b> Salaries for employees providing direct instruction/counseling to pupils/clients. This category is used for both counselors and teachers. Include all salaries for these individuals while they are on the grantee payroll including overtime salaries or salaries of temporary employees. Substitute teachers or teachers hired on a temporary basis to perform work in positions of either a temporary or permanent nature are also reported here. Tutors or individuals whose services are acquired through a contract are not included in the category. A general rule of thumb is that a person for whom the grantee is paying employee benefits and who is on the grantee payroll is included; a person who is paid a fee with no grantee obligation for benefits is not.		
	<b>FTE</b>	<b>Position</b>	<b>Amount</b>	
1.	<b># FTE</b>	2 Reading Tutors	\$ 55,000.00	<b>\$ 1,207,638</b>
2.		1 Literacy Facilitator	\$ 99,632	
3.		2 Math Stem Coach	\$ 185,506	
4.		1 Science Teacher	\$ 80,847	
5.		1 Pre K Teacher	\$ 64,152	
6.		1 Pre K Classroom Assistant	\$ 33,725	
7.		1 Grade 4 Teacher	\$ 58,138	
8.		1 Sped Teacher	\$ 61,895	
9.		1 Guidance Counselor	\$ 99,632	
10.		1 Computer Instruction Teacher	\$ 99,632	
11.		1 Arts Integration Specialist/SRBI Tutor	\$ 99,632	
12.		5 Kindergarten Classroom Aides	\$ 151,786	
14.		4 Grade 1 Classroom Aides	\$ 118,061	
15.				
<b>200</b>		<b>PERSONAL SERVICES- EMPLOYEE BENEFITS:</b> Amounts paid by the grantee on behalf of the employees whose salaries are reported in objects 100 or 111A and 111B. These amounts are not included in the gross salary, but are in addition to that amount. Such payments are fringe benefit payments and, while not paid directly to employees, nevertheless are part of the cost of personal services. Included are the employer's cost of group insurance, social security contribution, retirement contribution, tuition reimbursement, unemployment compensation and workmen's compensation insurance.		
1.		Salaried Employee Benefits	\$ 672,393	<b>\$ 672,393</b>
2.			\$ -	
3.			\$ -	

**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**ED 114- Interdistrict Magnet Operating Budget Narrative**  
**Year 1**

<b>School Name:</b>		<b>Rotella Interdistrict Magnet School</b>	
CODE	OBJECT	AMOUNT	AMOUNT
4.		\$ -	
5.		\$ -	
6.		\$ -	
7.		\$ -	
8.		\$ -	
9.		\$ -	
<b>321</b>	<b>TUTORS (INSTRUCTIONAL NON-PAYROLL SERVICES):</b> Payments for services performed by qualified persons directly engaged in providing learning experiences for students. Include the services of teachers and teachers' aides who are not on the payroll of the grantee.		
1.	<b>Enter Tutoring Services Here</b>	\$ -	
2.		\$ -	
3.		\$ -	
4.		\$ -	\$ -
5.		\$ -	
6.		\$ -	
7.		\$ -	
8.		\$ -	
9.		\$ -	



**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**ED 114- Interdistrict Magnet Operating Budget Narrative**  
**Year 1**

School Name:		Rotella Interdistrict Magnet School	
CODE	OBJECT	AMOUNT	
322	<b>IN-SERVICE (INSTRUCTIONAL PROGRAM IMPROVEMENT SERVICES):</b> Payments for services performed by persons qualified to assist teachers and supervisors to enhance the quality of the teaching process. This category includes curriculum consultants, inservice training specialists, etc., who are not on the grantee payroll.		
	1. <b>List Services Provided</b>	\$	-
	2.	\$	-
	3.	\$	-
	4.	\$	-
	5.	\$	-
	6.	\$	-
	7.	\$	-
	8.	\$	-
	9.	\$	-
323	<b>PUPIL SERVICES (NON-PAYROLL SERVICES):</b> Expense for certified or licensed individuals who are not on the grantee payroll and who assist in solving pupils' mental and physical problems. This category includes medical doctors, therapists, audiologists, neurologists, psychologists, psychiatrists, contracted guidance counselors, etc.		
	1. <b>List Services Provided</b>	\$	-
	2.	\$	-
	3.	\$	-
	4.	\$	-
	5.	\$	-
	6.	\$	-
	7.	\$	-
	8.	\$	-
	9.	\$	-
324	<b>FIELD TRIPS:</b> Costs incurred for conducting educational activities off site. Includes admission costs to educational centers, fees for tour guides, etc. <b>The use of magnet funds for International Travel is prohibited.</b>		
	1. <b>List Field Trip Total and Location</b>	\$	-
	2.	\$	-
	3.	\$	-
	4.	\$	-
	5.	\$	-
	6.	\$	-
	7.	\$	-
	8.	\$	-
	9.	\$	-
325	<b>PARENT ACTIVITIES:</b> Expenditures related to services for parenting including workshop presenters, counseling services, baby-sitting services, and overall seminar/workshop costs.		
	1. <b>List Parent Activities</b>	\$	-
	2.	\$	-
	3.	\$	-
	4.	\$	-
	5.	\$	-
	6.	\$	-

**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**ED 114- Interdistrict Magnet Operating Budget Narrative**  
**Year 1**

<b>School Name:</b>		<b>Rotella Interdistrict Magnet School</b>		
<b>CODE</b>		<b>OBJECT</b>		<b>AMOUNT</b>
7.			\$ -	
8.			\$ -	
9.			\$ -	

**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**ED 114- Interdistrict Magnet Operating Budget Narrative**  
**Year 1**

School Name:		Rotella Interdistrict Magnet School	
CODE	OBJECT	AMOUNT	
330	<b>EMPLOYEE TRAINING AND DEVELOPMENT SERVICES:</b> Services supporting the professional and technical development of school district personnel, including instructional, administrative, and service employees. Included are course registration fees (that are not tuition reimbursement), charges from external vendors to conduct training courses (at either school district facilities or off-site), and other expenditures associated with training or professional development by third-party vendors. All expenditures should be captured in this account regardless of the type or intent of the training course or professional development activity.		
	1. <b>List Services Supporting Professional and Technical Development</b>	\$	-
	2.	\$	-
	3.	\$	-
	4.	\$	-
	5.	\$	-
	6.	\$	-
	7.	\$	-
	8.	\$	-
	9.	\$	-
340	<b>OTHER PROFESSIONAL SERVICES:</b> Professional services other than educational services that support the operation of the school district. Included, for example, are medical doctors, lawyers, architects, auditors, accountants, therapists, audiologists, dieticians, editors, negotiations specialists, paying agents, systems analysts, and planners.		
	1. innerAct Theatre	\$	30,000
	2. Dance Resident	\$	17,980
	3. Arts for Learning	\$	25,000
	4.	\$	-
	5.	\$	-
	6.	\$	-
	7.	\$	-
	8.	\$	-
	9.	\$	-
400	<b>PURCHASED PROPERTY SERVICES:</b> Services purchased to operate, repair, maintain and rent property owns or used by the grantee. These services are performed by persons other than grantee employees. While a product may or may not result from the transaction, the primary reason for the purchase is the service provided.		
	1. <b>Include services provided.</b>	\$	-
	2.	\$	-
	3.	\$	-
	4.	\$	-
	5.	\$	-
	6.	\$	-
	7.	\$	-
	8.	\$	-
	9.	\$	-

**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**ED 114- Interdistrict Magnet Operating Budget Narrative**  
**Year 1**

<b>School Name:</b>		<b>Rotella Interdistrict Magnet School</b>	
CODE	OBJECT	AMOUNT	
<b>500</b>	<b>OTHER PURCHASED SERVICES:</b> Amounts paid for services rendered by organizations or personnel not on the payroll of the grantee (separate from Professional and Technical Services or Property Services). While a product may or may not result from the transaction, the primary reason for the purchase is the service provided. <b>This includes expenditures for communication services, advertising, tuition and travel.</b>		
	1. Schmidts & Serafine's: Sustaining Order/Repairs-repairs of maintainer equipment	\$	1,500
	2. M & H Equipment: Sustaining Oder/Repairs of maintainer equipment	\$	1,500
	3. Magnet Schools of America: Yearly Membership/Dues	\$	475
	4. Arts School Network: Yearly Membership/Dues	\$	420
	5. NAEYAC: Yearly Membership Dues	\$	650
	6. NOVUS Choice Insight: Lottery	\$	2,904
	7. MSA & ASN Conferences: Staff to attend national conferences to meet with colleagues, share information, present and	\$	5,000
	8. Encyclopedia Britanica: Online subscription/license agreement for the use of software applications necessary to	\$	675
	9. BrainPop: Online subscription/license agreements for the use of software applications necessary to effectively operate	\$	3,795
	10. Generation Genius: Online subscription/license agreements for the use of software applications necessary to effectively	\$	795
	11. R n B Smart Subscription: Online SMART subscriptions/license agreements for the use of software applications	\$	2,989
	12. Lexia Learning: Online subscriptions/license agreements for the use of software applications necessary to effectively	\$	13,800
	13. Capstone: Online subscriptions/license agreements for the use of software applications necessary to effectively operate	\$	2,059
	14. Tech 4 Learning: Online subscriptions/license agreements for the use of software applications necessary to effectively	\$	2,763
	15. Surfside/Kodables: online subscriptions/license agreements for the use of software applications necessary to effectively	\$	2,500
	16. Field Trips Vendor tbd: this will cover the cost of tickets/admittance and lunch for students and chaperones supporting	\$	7,942
	17. Field Trips vendor tbd transportation/busing: this will cover the cost of travel to the field trip destination and back for	\$	6,000
	18. Musical Production/costumes vendor tbd: costume rental and purchase for musical production	\$	2,500
	19. Music Theatre International's Broadway Junior Collection: show kit to put on the musical production of Shrek the	\$	1,513
	20. Musical Production Performance Vendors TBD: to put on a musical production. Needs are addressed at time of	\$	8,000
	21. Fire Marshall and or Police: fire and police extra duty for events for example, parent liaison events, trick or trunk, bingo, family events, play/musical performance and palatte awards	\$	2,400
	22. The Institute of Arts Integration: develop training, carry out training, trouble shoot issues, gather data, meet with staff & conduct training	\$	2,500
	23. Wilson Language Training Corp.: reading supplies	\$	1,615
	24. The Master Teacher: Professional Development for kindergarten classroom assistants via online	\$	806
	25.		
	26.	\$	-
<b>600</b>	<b>SUPPLIES:</b> Amounts paid for items that are consumed, worn out, or deteriorated through use, or items that lose their identity through fabrication or incorporation into different or more complex units or substances. <b>This includes expenditures for: Technology-related supplies used in conjunction with technology related hardware or software.</b>		
	<b>Quantity</b>	<b>Item Description</b>	<b>Amount</b>
	1.	<b>Schmidts &amp; Serafines: sustaining order/purchases- purchases dedicated to the school maintainance</b>	\$ 1,500
	2.	M & H Equipment: leafblower for maintainers to replace broken one that could not get parts to replace	\$ 504
	3.	Louie's Pizza: Sustaining Order- student & staff appreciation and refreshments for meeting	\$ 800
	4.	Brooklyn Bakery: Sustaining Order-Hosting events & staff appreciation	\$ 300
			<b>\$ 75,101</b>

**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**ED 114- Interdistrict Magnet Operating Budget Narrative**  
**Year 1**

School Name:		Rotella Interdistrict Magnet School		
CODE	OBJECT			AMOUNT
5.	Scholastic: subscription for school for all grades to get subscription of readers. Classroom Supply	\$	4,818	
6.	Scholastic Super Stem: subscription for science to include grades 3,4 & 5 classroom supply	\$	2,389	
7.	Carolina Biological: butterflies. Classroom Supply	\$	700	
8.	Amsterdam Printing: planners for staff	\$	358	
9.	Shirt King vendro tbd for incentives for students: PBIS & incentives for students. Field Day, 5th grade	\$	6,000	
10.	School Specialty: classroom supplies that will include teacher's supplies that are used by teachers and	\$	30,000	
11.	WB Mason: office supplies to include things such as folders, pens & general office equipment	\$	20,000	
12.	Lakeshore Learning: classroom supplies & furnishings that will include teachers	\$	7,000	
13.	Penelo: library supplies & products to meet the needs of the library, such as labels, racks and displays	\$	4,800	
14.	Follett: Library books & supplies to meet the needs of the library and demand from students	\$	8,062	
15.	Cannon Copier: copy supplies such as toner and staples	\$	300	
16.	Frankies or vendor tbd: 5th grade promotion event refreshments for luncheon	\$	1,300	
17.	Panera or vendro tbd staff appreciation luncheon	\$	1,500	
18.	Two Brothers vendor tbd: student appreciation, field day and PBIS awards	\$	3,000	
19.	Rep Am: lottery ads	\$	2,453	
20.	Wolcott Community News: lottery ads	\$	468	
21.	Vendor tbd: Lottery ads to be streamed on Paramount with Maloney, WAMS, & District	\$	5,000	
22.	Professional Development vendor tbd: develop training, carry ou training, trouble shoot issues, gather data, meet with staff & conduct training	\$	2,500	
23.	Apple or vendor tbd: computer supplies for example, toner, ink, cords & plugs	\$	8,000	
24.	CDW or vendro tbd: computer supplies for example, cords & plugs	\$	3,000	
25.	R n B or vendor tbd: computer supplies for example dcking stations, cords & plugs	\$	39,000	
26.	Fun Express or vendor tbd: supplies for events such as Halloween event	\$	1,256	\$
27.	Oriental Trading or vendor tbd: star awards, incentives & supplies	\$	1,500	
28.	Crown Awards or vendor tbd trophies & awards for Palette Awards Art Program	\$	2,200	
29.	McGraw or vendor tbd: books, textbooks & workbooks. Learning supplies for student body and books and resource materials for students & staff	\$	4,350	
30.	Positive Promotions or vendor tbd: purchase promotional items that will promote the school and applications	\$	6,000	
31.	It's Elementary or vendor tbd: purchase promotinal items that will promote the school and applications	\$	1,000	
32.	Signatures LTD: purchase promotional items such as pens, pencils, banners & table cloths for events to promote the school	\$	2,500	
33.	Triplestitch: purchase of promotional items such as pens, pencils & lawn signs, to promote the program & disseminate information	\$	2,253	
34.	math supplies vendor tbd: math suplies	\$	1,500	
35.	Rochester 100 Inc.: communication folders for distribution to student population. This is used to disseminate information to students and families	\$	1,100	
36.	Turbi Relief LLC: sensory plush items for students	\$	2,425	
37.	National School Choice: purchase of promotional items such as scarves and wristbands to promote school choice	\$	373	
				<b>\$ 182,761</b>

**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**ED 114- Interdistrict Magnet Operating Budget Narrative**  
**Year 1**

<b>School Name:</b>		<b>Rotella Interdistrict Magnet School</b>		
CODE	OBJECT		AMOUNT	
38.	MSA & ASN application fees: fees for applications such as merit awards & distinction awards		\$	1,000
39.	Dumouchel Paper Company: supplies for maintainer i.e. part need replacement on equipment		\$	52
40.	Readubg Supplies vendor tbd: reading supplies		\$	1,500
			\$	-
			\$	-
			\$	-
			\$	-
<b>700</b>	<b>PROPERTY:</b> Expenditures for acquiring fixed assets, including land or existing buildings, improvements of grounds, initial equipment, additional equipment, and replacement of equipment. In accordance with the Connecticut State Comptroller's definition equipment, included in this category are all items of equipment (machinery, tools, furniture, vehicles, apparatus, etc.) with a value of over \$5,000.00 and the useful life of more than one year and data processing equipment that has unit price under \$5,000.00 and a useful life of not less than five years. <b>This includes expenditures for: Technology-related Hardware and Software.</b>			
	<b>Quantity</b>	<b>Item Description</b>	<b>Amount</b>	
1.		Vendor tbd: studio equipment (tripod for ptz camera, parrot portable smartphone teleprompter, ipad pro	\$	10,000
2.		Presidio: computer for L. Martin, parent liaison	\$	1,193
3.		B & H Photo: purchase for AV Technician to keep program updates	\$	266
4.		CDW: computer supplies such as docking station, cables and chargers	\$	2,600
5.			\$	-
6.			\$	-
7.			\$	-
8.			\$	-
9.			\$	-
10.			\$	-
11.			\$	-
12.			\$	-
13.			\$	-
14.			\$	-
15.			\$	-
16.			\$	-
17.			\$	-
18.			\$	-
19.			\$	-
			<b>\$</b>	<b>14,059</b>

**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**ED 114- Interdistrict Magnet Operating Budget Narrative**  
**Year 1**

School Name:		<b>Rotella Interdistrict Magnet School</b>	
CODE	OBJECT	AMOUNT	
<b>800</b>	<b>MISCELLANEOUS:</b> Amounts paid for goods and services not otherwise classified above.		
	1. <b>Provide item description or services provided</b>	\$	-
	2.	\$	-
	3.	\$	-
	4.	\$	-
	5.	\$	-
	6.	\$	-
	7.	\$	-
	8.	\$	-
	9.	\$	-
<b>917</b>	<b>INDIRECT COSTS:</b> Costs incurred by the grantee, which are not directly related to the program but are a result thereof. Grantees must submit indirect cost proposals to the Connecticut State Department of Education to apply for a restricted and unrestricted rate. Only grantees that have received rate approvals are eligible to claim.		
	1. <b>Enter Indirect cost</b>	\$	-
	2.	\$	-
	3.	\$	-
	4.	\$	-
<b>Total Amount</b>		<b>\$</b>	<b>2,553,885</b>





**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS  
ED 114- Interdistrict Magnet Operating Budget Narrative  
Year 2**

School Name:		School Name Here			
CODE	OBJECT			AMOUNT	
<b>111A</b>	<b>NON-INSTRUCTIONAL:</b> Amounts paid to administrative employees of the grantee not involved in providing direct services to pupils/clients. Include all gross salary payments for these individuals while they are on the grantee payroll including overtime salaries or salaries paid to employees of a temporary nature.			<b>\$</b>          <b>-</b>	
	<b>FTE</b>	<b>Position</b>			<b>Amount</b>
	1.	# FTE	Enter Position Title		\$ -
	2.				\$ -
	3.				\$ -
	4.				\$ -
	5.				\$ -
	6.				\$ -
	7.				\$ -
	8.				\$ -
9.			\$ -		
<b>111B</b>	<b>INSTRUCTIONAL:</b> Salaries for employees providing direct instruction/counseling to pupils/clients. This category is used for both counselors and teachers. Include all salaries for these individuals while they are on the grantee payroll including overtime salaries or salaries of temporary employees. Substitute teachers or teachers hired on a temporary basis to perform work in positions of either a temporary or permanent nature are also reported here. Tutors or individuals whose services are acquired through a contract are not included in the category. A general rule of thumb is that a person for whom the grantee is paying employee benefits and who is on the grantee payroll is included; a person who is paid a fee with no grantee obligation for benefits is not.			<b>\$</b>          <b>-</b>	
	<b>FTE</b>	<b>Position</b>			<b>Amount</b>
	1.	# FTE	Enter Position Title		\$ -
	2.				\$ -
	3.				\$ -
	4.				\$ -
	5.				\$ -
	6.				\$ -
	7.				\$ -
	8.				\$ -
9.			\$ -		
<b>200</b>	<b>PERSONAL SERVICES- EMPLOYEE BENEFITS:</b> Amounts paid by the grantee on behalf of the employees whose salaries are reported in objects 100 or 111A and 111B. These amounts are not included in the gross salary, but are in addition to that amount. Such payments are fringe benefit payments and, while not paid directly to employees, nevertheless are part of the cost of personal services. Included are the employer's cost of group insurance, social security contribution, retirement contribution, tuition reimbursement, unemployment compensation and workmen's compensation insurance.			<b>\$</b>          <b>-</b>	
	1.	Enter Fringe Benefits Here			\$ -
	2.				\$ -
	3.				\$ -
	4.				\$ -
	5.				\$ -
	6.				\$ -
	7.				\$ -
	8.				\$ -
	9.				\$ -
<b>321</b>	<b>TUTORS (INSTRUCTIONAL NON-PAYROLL SERVICES):</b> Payments for services performed by qualified persons directly engaged in providing learning experiences for students. Include the services of teachers and teachers' aides who are not on the payroll of the grantee.			<b>\$</b>          <b>-</b>	
	1.	Enter Tutoring Services Here			\$ -
	2.				\$ -
	3.				\$ -
	4.				\$ -
	5.				\$ -
	6.				\$ -
	7.				\$ -
	8.				\$ -
	9.				\$ -

**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**ED 114- Interdistrict Magnet Operating Budget Narrative**  
**Year 2**

School Name:		School Name Here	
CODE	OBJECT	AMOUNT	
322	<b>IN-SERVICE (INSTRUCTIONAL PROGRAM IMPROVEMENT SERVICES):</b> Payments for services performed by persons qualified to assist teachers and supervisors to enhance the quality of the teaching process. This category includes curriculum consultants, inservice training specialists, etc., who are not on the grantee payroll.		
	1. <b>List Services Provided</b>	\$	-
	2.	\$	-
	3.	\$	-
	4.	\$	-
	5.	\$	-
	6.	\$	-
	7.	\$	-
	8.	\$	-
	9.	\$	-
		<b>\$</b>	<b>-</b>
323	<b>PUPIL SERVICES (NON-PAYROLL SERVICES):</b> Expense for certified or licensed individuals who are not on the grantee payroll and who assist in solving pupils' mental and physical problems. This category includes medical doctors, therapists, audiologists, neurologists, psychologists, psychiatrists, contracted guidance counselors, etc.		
	1. <b>List Services Provided</b>	\$	-
	2.	\$	-
	3.	\$	-
	4.	\$	-
	5.	\$	-
	6.	\$	-
	7.	\$	-
	8.	\$	-
	9.	\$	-
		<b>\$</b>	<b>-</b>
324	<b>FIELD TRIPS:</b> Costs incurred for conducting educational activities off site. Includes admission costs to educational centers, fees for tour guides, etc. <b>The use of magnet funds for International Travel is prohibited.</b>		
	1. <b>List Field Trip Total and Location</b>	\$	-
	2.	\$	-
	3.	\$	-
	4.	\$	-
	5.	\$	-
	6.	\$	-
	7.	\$	-
	8.	\$	-
	9.	\$	-
		<b>\$</b>	<b>-</b>
325	<b>PARENT ACTIVITIES:</b> Expenditures related to services for parenting including workshop presenters, counseling services, baby-sitting services, and overall seminar/workshop costs.		
	1. <b>List Parent Activities</b>	\$	-
	2.	\$	-
	3.	\$	-
	4.	\$	-
	5.	\$	-
	6.	\$	-
	7.	\$	-
	8.	\$	-
	9.	\$	-
		<b>\$</b>	<b>-</b>

**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**ED 114- Interdistrict Magnet Operating Budget Narrative**  
**Year 2**

School Name:		School Name Here	
CODE	OBJECT	AMOUNT	
330	<b>EMPLOYEE TRAINING AND DEVELOPMENT SERVICES:</b> Services supporting the professional and technical development of school district personnel, including instructional, administrative, and service employees. Included are course registration fees (that are not tuition reimbursement), charges from external vendors to conduct training courses (at either school district facilities or off-site), and other expenditures associated with training or professional development by third-party vendors. All expenditures should be captured in this account regardless of the type or intent of the training course or professional development activity.		
	1. <b>List Services Supporting Professional and Technical Development</b>	\$	-
	2.	\$	-
	3.	\$	-
	4.	\$	-
	5.	\$	-
	6.	\$	-
	7.	\$	-
	8.	\$	-
	9.	\$	-
		\$	-
340	<b>OTHER PROFESSIONAL SERVICES:</b> Professional services other than educational services that support the operation of the school district. Included, for example, are medical doctors, lawyers, architects, auditors, accountants, therapists, audiologists, dieticians, editors, negotiations specialists, paying agents, systems analysts, and planners.		
	1. <b>List Professional Services Provided</b>	\$	-
	2.	\$	-
	3.	\$	-
	4.	\$	-
	5.	\$	-
	6.	\$	-
	7.	\$	-
	8.	\$	-
	9.	\$	-
		\$	-
400	<b>PURCHASED PROPERTY SERVICES:</b> Services purchased to operate, repair, maintain and rent property owns or used by the grantee. These services are performed by persons other than grantee employees. While a product may or may not result from the transaction, the primary reason for the purchase is the service provided.		
	1. <b>Include services provided.</b>	\$	-
	2.	\$	-
	3.	\$	-
	4.	\$	-
	5.	\$	-
	6.	\$	-
	7.	\$	-
	8.	\$	-
	9.	\$	-
		\$	-

**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS  
ED 114- Interdistrict Magnet Operating Budget Narrative  
Year 2**

<b>School Name:</b>	School Name Here		
CODE	OBJECT	AMOUNT	
<b>500</b>	<b>OTHER PURCHASED SERVICES:</b> Amounts paid for services rendered by organizations or personnel not on the payroll of the grantee (separate from Professional and Technical Services or Property Services). While a product may or may not result from the transaction, the primary reason for the purchase is the service provided. <b>This includes expenditures for communication services, advertising, tuition and travel.</b>		
	1. <b>Include quantity, if applicable. Provide item description.</b>	\$	-
	2.	\$	-
	3.	\$	-
	4.	\$	-
	5.	\$	-
	6.	\$	-
	7.	\$	-
	8.	\$	-
	9.	\$	-
	10.	\$	-
	11.	\$	-
	12.	\$	-
	13.	\$	-
	14.	\$	-
	15.	\$	-
	16.	\$	-
	17.	\$	-
	18.	\$	-
	19.	\$	-
	20.	\$	-
	21.	\$	-
		\$	-
<b>600</b>	<b>SUPPLIES:</b> Amounts paid for items that are consumed, worn out, or deteriorated through use, or items that lose their identity through fabrication or incorporation into different or more complex units or substances. <b>This includes expenditures for: Technology-related supplies used in conjunction with technology related hardware or software.</b>		
	<b>Quantity</b>	<b>Item Description</b>	<b>Amount</b>
	1.	<b>Include quantity, if applicable. Provide item description.</b>	\$
	2.		\$
	3.		\$
	4.		\$
	5.		\$
	6.		\$
	7.		\$
	8.		\$
	9.		\$
	10.		\$
	11.		\$
	12.		\$
	13.		\$
	14.		\$
	15.		\$
	16.		\$
	17.		\$
			\$
<b>700</b>	<b>PROPERTY:</b> Expenditures for acquiring fixed assets, including land or existing buildings, improvements of grounds, initial equipment, additional equipment, and replacement of equipment. In accordance with the Connecticut State Comptroller's definition equipment, included in this category are all items of equipment (machinery, tools, furniture, vehicles, apparatus, etc.) with a value of over \$5,000.00 and the useful life of more than one year and data processing equipment that has unit price under \$5,000.00 and a useful life of not less than five years. <b>This includes expenditures for: Technology-related Hardware and Software.</b>		
	<b>Quantity</b>	<b>Item Description</b>	<b>Amount</b>
	1.	<b>Include quantity, if applicable. Provide item description.</b>	\$
	2.		\$
	3.		\$
	4.		\$
	5.		\$
	6.		\$
	7.		\$
	8.		\$
	9.		\$
	10.		\$
	11.		\$
	12.		\$
	13.		\$
	14.		\$
	15.		\$
	16.		\$
	17.		\$
	18.		\$
			\$

**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**ED 114- Interdistrict Magnet Operating Budget Narrative**  
**Year 2**

School Name:	School Name Here		
CODE	OBJECT	AMOUNT	
19.		\$	-

**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**ED 114- Interdistrict Magnet Operating Budget Narrative**  
**Year 2**

School Name:		School Name Here	
CODE	OBJECT	AMOUNT	
800	MISCELLANEOUS: Amounts paid for goods and services not otherwise classified above.		
	1. <b>Provide item description or services provided</b>	\$	-
	2.	\$	-
	3.	\$	-
	4.	\$	-
	5.	\$	-
	6.	\$	-
	7.	\$	-
	8.	\$	-
	9.	\$	-
917	INDIRECT COSTS: Costs incurred by the grantee, which are not directly related to the program but are a result thereof. Grantees must submit indirect cost proposals to the Connecticut State Department of Education to apply for a restricted and unrestricted rate. Only grantees that have received rate approvals are eligible to claim.		
	1. <b>Enter Indirect cost</b>	\$	-
	2.	\$	-
	3.	\$	-
	4.	\$	-
		<b>Total Amount</b>	<b>\$ -</b>



**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**ED 114- Interdistrict Magnet Operating Budget Narrative**  
**Year 3**

School Name:		School Name Here			
CODE	OBJECT			AMOUNT	
<b>111A</b>	<b>NON-INSTRUCTIONAL:</b> Amounts paid to administrative employees of the grantee not involved in providing direct services to pupils/clients. Include all gross salary payments for these individuals while they are on the grantee payroll including overtime salaries or salaries paid to employees of a temporary nature.			<b>\$</b>          <b>-</b>	
	<b>FTE</b>	<b>Position</b>			<b>Amount</b>
	1.	<b># FTE</b>	<b>Enter Position Title</b>		\$ -
	2.				\$ -
	3.				\$ -
	4.				\$ -
	5.				\$ -
	6.				\$ -
	7.				\$ -
	8.				\$ -
9.			\$ -		
<b>111B</b>	<b>INSTRUCTIONAL:</b> Salaries for employees providing direct instruction/counseling to pupils/clients. This category is used for both counselors and teachers. Include all salaries for these individuals while they are on the grantee payroll including overtime salaries or salaries of temporary employees. Substitute teachers or teachers hired on a temporary basis to perform work in positions of either a temporary or permanent nature are also reported here. Tutors or individuals whose services are acquired through a contract are not included in the category. A general rule of thumb is that a person for whom the grantee is paying employee benefits and who is on the grantee payroll is included; a person who is paid a fee with no grantee obligation for benefits is not.			<b>\$</b>          <b>-</b>	
	<b>FTE</b>	<b>Position</b>			<b>Amount</b>
	1.	<b># FTE</b>	<b>Enter Position Title</b>		\$ -
	2.				\$ -
	3.				\$ -
	4.				\$ -
	5.				\$ -
	6.				\$ -
	7.				\$ -
	8.				\$ -
9.			\$ -		
<b>200</b>	<b>PERSONAL SERVICES- EMPLOYEE BENEFITS:</b> Amounts paid by the grantee on behalf of the employees whose salaries are reported in objects 100 or 111A and 111B. These amounts are not included in the gross salary, but are in addition to that amount. Such payments are fringe benefit payments and, while not paid directly to employees, nevertheless are part of the cost of personal services. Included are the employer's cost of group insurance, social security contribution, retirement contribution, tuition reimbursement, unemployment compensation and workmen's compensation insurance.			<b>\$</b>          <b>-</b>	
	1.	<b>Enter Fringe Benefits Here</b>			\$ -
	2.				\$ -
	3.				\$ -
	4.				\$ -
	5.				\$ -
	6.				\$ -
	7.				\$ -
	8.				\$ -
	9.				\$ -
<b>321</b>	<b>TUTORS (INSTRUCTIONAL NON-PAYROLL SERVICES):</b> Payments for services performed by qualified persons directly engaged in providing learning experiences for students. Include the services of teachers and teachers' aides who are not on the payroll of the grantee.			<b>\$</b>          <b>-</b>	
	1.	<b>Enter Tutoring Services Here</b>			\$ -
	2.				\$ -
	3.				\$ -
	4.				\$ -
	5.				\$ -
	6.				\$ -
	7.				\$ -
	8.				\$ -
	9.				\$ -



**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**ED 114- Interdistrict Magnet Operating Budget Narrative**  
**Year 3**

School Name: School Name Here		
CODE	OBJECT	AMOUNT
322	<b>IN-SERVICE (INSTRUCTIONAL PROGRAM IMPROVEMENT SERVICES):</b> Payments for services performed by persons qualified to assist teachers and supervisors to enhance the quality of the teaching process. This category includes curriculum consultants, inservice training specialists, etc., who are not on the grantee payroll.	
	1. <b>List Services Provided</b>	\$ -
	2.	\$ -
	3.	\$ -
	4.	\$ -
	5.	\$ -
	6.	\$ -
	7.	\$ -
	8.	\$ -
	9.	\$ -
		<b>\$ -</b>
323	<b>PUPIL SERVICES (NON-PAYROLL SERVICES):</b> Expense for certified or licensed individuals who are not on the grantee payroll and who assist in solving pupils' mental and physical problems. This category includes medical doctors, therapists, audiologists, neurologists, psychologists, psychiatrists, contracted guidance counselors, etc.	
	1. <b>List Services Provided</b>	\$ -
	2.	\$ -
	3.	\$ -
	4.	\$ -
	5.	\$ -
	6.	\$ -
	7.	\$ -
	8.	\$ -
	9.	\$ -
		<b>\$ -</b>
324	<b>FIELD TRIPS:</b> Costs incurred for conducting educational activities off site. Includes admission costs to educational centers, fees for tour guides, etc. <b>The use of magnet funds for International Travel is prohibited.</b>	
	1. <b>List Field Trip Total and Location</b>	\$ -
	2.	\$ -
	3.	\$ -
	4.	\$ -
	5.	\$ -
	6.	\$ -
	7.	\$ -
	8.	\$ -
	9.	\$ -
		<b>\$ -</b>
325	<b>PARENT ACTIVITIES:</b> Expenditures related to services for parenting including workshop presenters, counseling services, baby-sitting services, and overall seminar/workshop costs.	
	1. <b>List Parent Activities</b>	\$ -
	2.	\$ -
	3.	\$ -
	4.	\$ -
	5.	\$ -
	6.	\$ -
	7.	\$ -
	8.	\$ -
	9.	\$ -
		<b>\$ -</b>

**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS  
ED 114- Interdistrict Magnet Operating Budget Narrative  
Year 3**

School Name:		School Name Here	
CODE	OBJECT	AMOUNT	
330	<b>EMPLOYEE TRAINING AND DEVELOPMENT SERVICES:</b> Services supporting the professional and technical development of school district personnel, including instructional, administrative, and service employees. Included are course registration fees (that are not tuition reimbursement), charges from external vendors to conduct training courses (at either school district facilities or off-site), and other expenditures associated with training or professional development by third-party vendors. All expenditures should be captured in this account regardless of the type or intent of the training course or professional development activity.		
	1. <b>List Services Supporting Professional and Technical Development</b>	\$	-
	2.	\$	-
	3.	\$	-
	4.	\$	-
	5.	\$	-
	6.	\$	-
	7.	\$	-
	8.	\$	-
	9.	\$	-
		\$	-
340	<b>OTHER PROFESSIONAL SERVICES:</b> Professional services other than educational services that support the operation of the school district. Included, for example, are medical doctors, lawyers, architects, auditors, accountants, therapists, audiologists, dieticians, editors, negotiations specialists, paying agents, systems analysts, and planners.		
	1. <b>List Professional Services Provided</b>	\$	-
	2.	\$	-
	3.	\$	-
	4.	\$	-
	5.	\$	-
	6.	\$	-
	7.	\$	-
	8.	\$	-
	9.	\$	-
		\$	-
400	<b>PURCHASED PROPERTY SERVICES:</b> Services purchased to operate, repair, maintain and rent property owns or used by the grantee. These services are performed by persons other than grantee employees. While a product may or may not result from the transaction, the primary reason for the purchase is the service provided.		
	1. <b>Include services provided.</b>	\$	-
	2.	\$	-
	3.	\$	-
	4.	\$	-
	5.	\$	-
	6.	\$	-
	7.	\$	-
	8.	\$	-
	9.	\$	-
		\$	-

**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS  
ED 114- Interdistrict Magnet Operating Budget Narrative  
Year 3**

<b>School Name:</b>	School Name Here		
CODE	OBJECT	AMOUNT	
<b>500</b>	<b>OTHER PURCHASED SERVICES:</b> Amounts paid for services rendered by organizations or personnel not on the payroll of the grantee (separate from Professional and Technical Services or Property Services). While a product may or may not result from the transaction, the primary reason for the purchase is the service provided. <b>This includes expenditures for communication services, advertising, tuition and travel.</b>		
	1. <b>Include quantity, if applicable. Provide item description.</b>	\$	-
	2.	\$	-
	3.	\$	-
	4.	\$	-
	5.	\$	-
	6.	\$	-
	7.	\$	-
	8.	\$	-
	9.	\$	-
	10.	\$	-
	11.	\$	-
	12.	\$	-
	13.	\$	-
	14.	\$	-
	15.	\$	-
	16.	\$	-
	17.	\$	-
	18.	\$	-
	19.	\$	-
	20.	\$	-
	21.	\$	-
		\$	-
<b>600</b>	<b>SUPPLIES:</b> Amounts paid for items that are consumed, worn out, or deteriorated through use, or items that lose their identity through fabrication or incorporation into different or more complex units or substances. <b>This includes expenditures for: Technology-related supplies used in conjunction with technology related hardware or software.</b>		
	<b>Quantity</b>	<b>Item Description</b>	<b>Amount</b>
	1.	<b>Include quantity, if applicable. Provide item description.</b>	\$
	2.		\$
	3.		\$
	4.		\$
	5.		\$
	6.		\$
	7.		\$
	8.		\$
	9.		\$
	10.		\$
	11.		\$
	12.		\$
	13.		\$
	14.		\$
	15.		\$
	16.		\$
	17.		\$
			\$
<b>700</b>	<b>PROPERTY:</b> Expenditures for acquiring fixed assets, including land or existing buildings, improvements of grounds, initial equipment, additional equipment, and replacement of equipment. In accordance with the Connecticut State Comptroller's definition equipment, included in this category are all items of equipment (machinery, tools, furniture, vehicles, apparatus, etc.) with a value of over \$5,000.00 and the useful life of more than one year and data processing equipment that has unit price under \$5,000.00 and a useful life of not less than five years. <b>This includes expenditures for: Technology-related Hardware and Software.</b>		
	<b>Quantity</b>	<b>Item Description</b>	<b>Amount</b>
	1.	<b>Include quantity, if applicable. Provide item description.</b>	\$
	2.		\$
	3.		\$
	4.		\$
	5.		\$
	6.		\$
	7.		\$
	8.		\$
	9.		\$
	10.		\$
	11.		\$
	12.		\$
	13.		\$
	14.		\$
	15.		\$
	16.		\$
	17.		\$
	18.		\$
			\$

**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**ED 114- Interdistrict Magnet Operating Budget Narrative**  
**Year 3**

School Name:	School Name Here		
CODE	OBJECT	AMOUNT	
19.		\$	-

**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**ED 114- Interdistrict Magnet Operating Budget Narrative**  
**Year 3**

School Name:		School Name Here	
CODE	OBJECT	AMOUNT	
800	MISCELLANEOUS: Amounts paid for goods and services not otherwise classified above.		
	1. Provide item description or services provided	\$	-
	2.	\$	-
	3.	\$	-
	4.	\$	-
	5.	\$	-
	6.	\$	-
	7.	\$	-
	8.	\$	-
	9.	\$	-
917	INDIRECT COSTS: Costs incurred by the grantee, which are not directly related to the program but are a result thereof. Grantees must submit indirect cost proposals to the Connecticut State Department of Education to apply for a restricted and unrestricted rate. Only grantees that have received rate approvals are eligible to claim.		
	1. Enter Indirect cost	\$	-
	2.	\$	-
	3.	\$	-
	4.	\$	-
		<b>Total Amount</b>	<b>\$ -</b>

**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**ED 114- Interdistrict Magnet Operating Budget Narrative**  
**SAMPLE NARRATIVE**

<b>School Name:</b>		<b>ABC School</b>		
CODE	OBJECT			AMOUNT
111A	<b>NON-INSTRUCTIONAL:</b> Amounts paid to administrative employees of the grantee not involved in providing direct services to pupils/clients. Include all gross salary payments for these individuals while they are on the grantee payroll including overtime salaries or salaries paid to employees of a temporary nature.			
	<b>FTE</b>	<b>Position</b>	<b>Amount</b>	
	1. <b># FTE</b>	<b>Enter Position Title</b>	\$ -	
	2. 2.00	Principal	\$ 300,000	\$ <b>615,000</b>
	3. 1.50	Assistant Principal/Dean	\$ 20,000	
	4. 2.00	Administrative Assistant	\$ 85,000	
	5. 2.00	Nurse	\$ 80,000	
	6. 2.00	Custodian	\$ 90,000	
	7. 3.00	Overtime Salaries	\$ 40,000	
	8.		\$ -	
	9.		\$ -	
111B	<b>INSTRUCTIONAL:</b> Salaries for employees providing direct instruction/counseling to pupils/clients. This category is used for both counselors and teachers. Include all salaries for these individuals while they are on the grantee payroll including overtime salaries or salaries of temporary employees. Substitute teachers or teachers hired on a temporary basis to perform work in positions of either a temporary or permanent nature are also reported here. Tutors or individuals whose services are acquired through a contract are not included in the category. A general rule of thumb is that a person for whom the grantee is paying employee benefits and who is on the grantee payroll is included; a person who is paid a fee with no grantee obligation for benefits is not.			
	<b>FTE</b>	<b>Position</b>	<b>Amount</b>	
	1. <b># FTE</b>	<b>Enter Position Title H</b>	\$ -	\$ <b>4,039,321</b>
	2. 28.00	Teachers	\$ 3,256,321	
	3. 10.00	Substitute Teachers	\$ 400,000	
	4. 8.00	Para-Educators	\$ 100,000	
	5. 4.00	School Counselors	\$ 123,000	
	6. 2.00	Librarians	\$ 100,000	
	7. 4.00	Overtime Salaries	\$ 60,000	
	8.		\$ -	
	9.		\$ -	
200	<b>PERSONAL SERVICES- EMPLOYEE BENEFITS:</b> Amounts paid by the grantee on behalf of the employees whose salaries are reported in objects 100 or 111A and 111B. These amounts are not included in the gross salary, but are in addition to that amount. Such payments are fringe benefit payments and, while not paid directly to employees, nevertheless are part of the cost of personal services. Included are the employer's cost of group insurance, social security contribution, retirement contribution, tuition reimbursement, unemployment compensation and workmen's compensation insurance.			
	1. <b>Enter Fringe Benefits Here</b>		\$ -	\$ <b>517,790</b>
	2. Non-Certified Fringe Benefits		\$ 432,158	
	3. Certified Fringe Benefits		\$ 85,632	
	4.		\$ -	
	5.		\$ -	
	6.		\$ -	
	7.		\$ -	
	8.		\$ -	
	9.		\$ -	
321	<b>TUTORS (INSTRUCTIONAL NON-PAYROLL SERVICES):</b> Payments for services performed by qualified persons directly engaged in providing learning experiences for students. Include the services of teachers and teachers' aides who are not on the payroll of the grantee.			

**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**ED 114- Interdistrict Magnet Operating Budget Narrative**  
**SAMPLE NARRATIVE**

<b>School Name:</b>		<b>ABC School</b>		
CODE	OBJECT			AMOUNT
1.	<b>Enter Tutoring Services Here</b>	\$	-	
2.	2 Reading Tutors	\$	7,800	
3.		\$	-	
4.		\$	-	<b>\$ 7,800</b>
5.		\$	-	
6.		\$	-	
7.		\$	-	
8.		\$	-	
9.		\$	-	

**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**ED 114- Interdistrict Magnet Operating Budget Narrative**  
**SAMPLE NARRATIVE**

School Name: <b>ABC School</b>		
CODE	OBJECT	AMOUNT
322	<b>IN-SERVICE (INSTRUCTIONAL PROGRAM IMPROVEMENT SERVICES):</b> Payments for services performed by persons qualified to assist teachers and supervisors to enhance the quality of the teaching process. This category includes curriculum consultants, in-service training specialists, etc., who are not on the grantee payroll.	
	<ol style="list-style-type: none"> <li>1. <b>List Services Provided</b> \$ -</li> <li>2. In-service Training Specialists- Theme PD \$ 20,000</li> <li>3. Curriculum Consultants \$ 45,000</li> <li>4. \$ -</li> <li>5. \$ -</li> <li>6. \$ -</li> <li>7. \$ -</li> <li>8. \$ -</li> <li>9. \$ -</li> </ol>	<b>\$ 65,000</b>
323	<b>PUPIL SERVICES (NON-PAYROLL SERVICES):</b> Expense for certified or licensed individuals who are not on the grantee payroll and who assist in solving pupils' mental and physical problems. This category includes medical doctors, therapists, audiologists, neurologists, psychologists, psychiatrists, contracted guidance counselors, etc.	
	<ol style="list-style-type: none"> <li>1. <b>List Services Provided</b> \$ -</li> <li>2. CT Counseling Org. \$ 54,000</li> <li>3. \$ -</li> <li>4. \$ -</li> <li>5. \$ -</li> <li>6. \$ -</li> <li>7. \$ -</li> <li>8. \$ -</li> <li>9. \$ -</li> </ol>	<b>\$ 54,000</b>
324	<b>FIELD TRIPS:</b> Costs incurred for conducting educational activities off site. Includes admission costs to educational centers, fees for tour guides, etc. <b>The use of magnet funds for International Travel is prohibited.</b>	
	<ol style="list-style-type: none"> <li>1. <b>List Field Trip Total and Location</b> \$ -</li> <li>2. Senior Field Trip- Washington DC \$ 6,000</li> <li>3. 5- Field trips to CT Science Center \$ 5,000</li> <li>4. Yard Goats Field Trip \$ 1,500</li> <li>5. \$ -</li> <li>6. \$ -</li> <li>7. \$ -</li> <li>8. \$ -</li> <li>9. \$ -</li> </ol>	<b>\$ 12,500</b>
325	<b>PARENT ACTIVITIES:</b> Expenditures related to services for parenting including workshop presenters, counseling services, baby-sitting services, and overall seminar/workshop costs.	
	<ol style="list-style-type: none"> <li>1. <b>List Parent Activities</b> \$ -</li> <li>2. Read with Your Child \$ 2,500</li> <li>3. \$ -</li> <li>4. \$ -</li> <li>5. \$ -</li> <li>6. \$ -</li> <li>7. \$ -</li> <li>8. \$ -</li> <li>9. \$ -</li> </ol>	<b>\$ 2,500</b>



**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**ED 114- Interdistrict Magnet Operating Budget Narrative**  
**SAMPLE NARRATIVE**

<b>School Name:</b> ABC School		
CODE	OBJECT	AMOUNT
330	<b>EMPLOYEE TRAINING AND DEVELOPMENT SERVICES:</b> Services supporting the professional and technical development of school district personnel, including instructional, administrative, and service employees. Included are course registration fees (that are not tuition reimbursement), charges from external vendors to conduct training courses (at either school district facilities or off-site), and other expenditures associated with training or professional development by third-party vendors. All expenditures should be captured in this account regardless of the type or intent of the training course or professional development activity.	
	1. <b>List Services Supporting Professional and Technical Development</b>	\$ -
	2. IB Conference registration	\$ 725
	3.	\$ -
	4.	\$ -
	5.	\$ -
	6.	\$ -
	7.	\$ -
	8.	\$ -
	9.	\$ -
340	<b>OTHER PROFESSIONAL SERVICES:</b> Professional services other than educational services that support the operation of the school district. Included, for example, are medical doctors, lawyers, architects, auditors, accountants, therapists, audiologists, dieticians, editors, negotiations specialists, paying agents, systems analysts, and planners.	
	1. <b>List Professional Services Provided</b>	\$ -
	2.	\$ -
	3.	\$ -
	4.	\$ -
	5.	\$ -
	6.	\$ -
	7.	\$ -
	8.	\$ -
	9.	\$ -
400	<b>PURCHASED PROPERTY SERVICES:</b> Services purchased to operate, repair, maintain and rent property owns or used by the grantee. These services are performed by persons other than grantee employees. While a product may or may not result from the transaction, the primary reason for the purchase is the service provided.	
	1. <b>Include services provided.</b>	\$ -
	2. Xerox Copier: Lease/Maintenance	\$ 5,511
	3. ABC College Facility Rental	\$ 196,147
	4. Postage Meter Rental	\$ 800
	5.	\$ -
	6.	\$ -
	7.	\$ -
	8.	\$ -
	9.	\$ -

**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**ED 114- Interdistrict Magnet Operating Budget Narrative**  
**SAMPLE NARRATIVE**

<b>School Name:</b>	ABC School		
CODE	OBJECT	AMOUNT	
<b>500</b>	<b>OTHER PURCHASED SERVICES:</b> Amounts paid for services rendered by organizations or personnel not on the payroll of the grantee (separate from Professional and Technical Services or Property Services). While a product may or may not result from the transaction, the primary reason for the purchase is the service provided. <b>This includes expenditures for communication services, advertising, tuition and travel.</b>		
	1. <b>Include quantity, if applicable. Provide item description.</b>	\$	-
	2. Verizon Cell Phone bill	\$	1,000
	3. Classroom Online Licenses	\$	7,463
	4. Athletic Online Licenses	\$	300
	5. Xerox Network: Copier/Printer Monthly Costs	\$	5,000
	6. Press-Check, LLC for recruiting materials at open houses, RSCO events as well as programs for school events and	\$	4,400
	7. Positive Promotions-CIBA pens for recruiting	\$	387
	8.	\$	-
	9.	\$	-
	10.	\$	-
	11.	\$	-
	12.	\$	-
	13.	\$	-
	14.	\$	-
	15.	\$	-
	16.	\$	-
	17.	\$	-
	18.	\$	-
	19.	\$	-
	20.	\$	-
	21.	\$	-
		\$	<b>18,550</b>
<b>600</b>	<b>SUPPLIES:</b> Amounts paid for items that are consumed, worn out, or deteriorated through use, or items that lose their identity through fabrication or incorporation into different or more complex units or substances. <b>This includes expenditures for: Technology-related supplies used in conjunction with technology related hardware or software.</b>		
	<b>Quantity</b>	<b>Item Description</b>	<b>Amount</b>
	1.	<b>Include quantity, if applicable. Provide item description.</b>	\$ -
	2.	Classroom Supplies (Paper, pencils, folders, Daily Planners)	\$ 10,000
	3.	Office Supplies (Paper, folders, pens,	\$ 30,000
	4.	Nurse Supplies	\$ 10,000
	5. 100	Textbooks (Math, English, Science)	\$ 56,389
	6.	Graduation Supplies (Caps, Gowns, Diploma holders)	\$ 5,632
	7. 25	CD's	\$ 60
	8. 23	Jump drives	\$ 100
	9. 50	IB Testing materials	\$ -
	10.		\$ -
	11.		\$ -
	12.		\$ -
	13.		\$ -
	14.		\$ -
	15.		\$ -
	16.		\$ -
			\$ <b>112,181</b>

**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**ED 114- Interdistrict Magnet Operating Budget Narrative**  
**SAMPLE NARRATIVE**

<b>School Name:</b>		<b>ABC School</b>	
CODE	OBJECT		AMOUNT
17.			\$ -
<b>700</b>	<b>PROPERTY:</b> Expenditures for acquiring fixed assets, including land or existing buildings, improvements of grounds, initial equipment, additional equipment, and replacement of equipment. In accordance with the Connecticut State Comptroller's definition equipment, included in this category are all items of equipment (machinery, tools, furniture, vehicles, apparatus, etc.) with a value of over \$5,000.00 and the useful life of more than one year and data processing equipment that has unit price under \$5,000.00 and a useful life of not less than five years. <b>This includes expenditures for: Technology-related Hardware and Software.</b>		
	Quantity	Item Description	Amount
	1.	<b>Include quantity, if applicable. Provide item description.</b>	\$ -
	2.	60 Classroom Desks	\$ 11,992
	3.	40 I-Pads	\$ 25,000
	4.	20 IBM-Intel Computers	\$ 25,369
	5.	10 I-Pads	\$ 800
	6.	1 ABC Credit Recovery Software	\$ 7,000
	7.		\$ -
	8.		\$ -
	9.		\$ -
	10.		\$ -
	11.		\$ -
	12.		\$ -
	13.		\$ -
	14.		\$ -
	15.		\$ -
	16.		\$ -
	17.		\$ -
	18.		\$ -
	19.		\$ -
			<b>\$ 70,161</b>

**APPLICATION FOR INTERDISTRICT MAGNET SCHOOL OPERATING FUNDS**  
**ED 114- Interdistrict Magnet Operating Budget Narrative**  
**SAMPLE NARRATIVE**

School Name:		ABC School	
CODE	OBJECT	AMOUNT	
800	MISCELLANEOUS: Amounts paid for goods and services not otherwise classified above.		
	1. <b>Provide item description or services provided</b>	\$	-
	2.	\$	-
	3.	\$	-
	4.	\$	-
	5.	\$	-
	6.	\$	-
	7.	\$	-
	8.	\$	-
	9.	\$	-
917	INDIRECT COSTS: Costs incurred by the grantee, which are not directly related to the program but are a result thereof. Grantees must submit indirect cost proposals to the Connecticut State Department of Education to apply for a restricted and unrestricted rate. Only grantees that have received rate approvals are eligible to claim.		
	1. <b>Enter Indirect cost</b>	\$	-
	2. Indirect Costs-Central Administration costs	\$	200,000
	3.	\$	-
	4.	\$	-
<b>Total Amount</b>			<b>\$ 5,917,986</b>



Wendy Johns #2

Provisional Director of Pupil Services  
(203) 346-3505  
wendy.johns@waterbury.k12.ct.us

Date: September 3, 2024

To: Board of Education  
Board of Alderman

From: Wendy Johns, Director of Pupil Services

**Subject: Approval for a Letter of Agreement (LOA) for Prevention Services Pilot Program between The City of Waterbury and State of Connecticut Department of Children and Families (DCF)**

The Pupil Services Department requests your approval of a Letter of Agreement (LOA) for Prevention Services Pilot Program between The City of Waterbury and State of Connecticut Department of Children and Families (DCF).

Through this collaboration, DCF will provide Waterbury Public Schools staff and families support and guidance in order to improve positive outcomes for children and their families and prevent the need for involvement of child protective services. This collaboration is in alignment with the federal Family First Prevention Services Act (FFPSA), as well as DCF's prevention mandate in order to support a prevention pilot at three (3) Waterbury Public Schools (the "Prevention Pilot").

This Letter of Agreement (LOA) is no cost to The City of Waterbury. Specifically, this LOA is not a commitment of funds, rather an understanding of respective and collective roles for both the City and DCF. Neither Party shall be responsible to compensate the other. The term of the agreement will begin on the date executed by the City and will conclude on June 30, 2026.

**LETTER OF AGREEMENT**  
**for**  
**PREVENTION SERVICES PILOT PROGRAM**  
**between**  
**THE CITY OF WATERBURY**  
**And**  
**STATE OF CONNECTICUT**  
**DEPARTMENT OF CHILDREN AND FAMILIES**

This Letter of Agreement (“LOA”) is between the City of Waterbury, Waterbury Public Schools (the “City”) and the State of Connecticut Department of Children and Families (“DCF”) (Jointly referred to as the “Parties” to this LOA).

- 1. Purpose and Goals.** The purpose of this LOA is to provide collaboration between Waterbury Public Schools and DCF, to offer Waterbury Public Schools staff and families support and guidance in order to improve positive outcomes for children and their families and prevent the need for involvement of child protective services. This collaboration is in alignment with the federal Family First Prevention Services Act (FFPSA), as well as DCF’s prevention mandate in order to support a prevention pilot at three (3) Waterbury Public Schools (the “Prevention Pilot”). Schools will be identified to participate in the Prevention Pilot on the basis of such factors as; a high volume of calls to DCF’s Careline, high rates of chronic absenteeism, a large number of families in need of support services, and other identified needs. The goals of the Prevention Pilot are as follows:

  - 1.1.** Increase in connecting families to prevention services for basic needs, medical services, and behavioral and mental health services;
  - 1.2.** Provide Waterbury Public Schools staff training to recognize when students and families have a need for prevention services and to make the appropriate referrals;
  - 1.3.** Decrease DCF Careline referrals where there are no CPS concerns identified.
- 2. Roles and Responsibilities.** The Prevention Pilot requires cooperation and close communication between both Parties through designated representatives. DCF will provide three (3) social workers to serve as Family Support Liaisons (“FSLs”) at the three (3) identified pilot schools. FSL’s will address the needs of and offer support to families as a tier one intervention, meaning all students will have access to such support. Support shall include but not be limited to training, education, and professional development to staff and families regarding prevention services, and connecting families with outside support and services.
- 3. Duration.** This LOA shall become effective on the date executed by the City and will remain in effect until June 30, 2026, unless termination of this LOA is initiated by either Party by written notification 30 days prior to the effective termination date. By signing this LOA, each Party has agreed to the terms herein.

4. **Funding.** This LOA is not a commitment of funds, rather an understanding of respective and collective roles for both the City and DCF. Neither Party shall be responsible to compensate the other.
5. **Criminal Background Check and DCF Registry Check.** DCF represents and warrants that it and its employees who may be assigned to perform the services required for the Pilot Program as set forth in this document have no history of violations of the laws or regulations of the State of Connecticut pertaining to public health, have not been convicted of a crime and have no criminal investigation pending.

DCF shall, pursuant to Connecticut General Statutes §10-66rr, as amended from time to time, require that anyone employed by DCF who performs a service under this LOA, shall submit to a records check of the Department of Children and Families child abuse and neglect registry and provide a copy of said records check to the City prior to commencing work under this LOA. The City and the Board shall rely on these representations.

6. **Confidentiality/FERPA.** DCF shall strictly adhere to all State and Federal Statutes, rules, policy, regulations, codes of participant protection and confidentiality, administrative directives of the State of Connecticut Board of Education, Connecticut Department of Education and the Waterbury Board of Education regarding confidentiality of student records, files, PPTs, IEPs, etc. DCF shall further ensure that its employees, agents, or anyone performing work on their behalf under the terms of this LOA shall strictly adhere to all State and Federal Statutes, rules, policy, regulations, codes of participant protection and confidentiality, administrative directives of the State of Connecticut Board of Education and those of the Waterbury Board of Education regarding confidentiality of student records, files, PPTs, IEPs, etc.

**6.1.** Any and all materials contained in City of Waterbury student files that are entrusted to DCF or gathered by DCF in the course of its services shall remain in the strictest confidence to prevent disclosure of the same. All information furnished by the City or gathered by DCF shall be used solely for the purposes of providing services under this LOA.

**6.1.1.** DCF acknowledges that in the course of providing services under this LOA, it may come into the possession of education records of City Waterbury students as defined in and governed by Family Educational Rights and Privacy Act (“FERPA”, 20 U.S.C. § 1232g) and related regulations (34 C.F.R. § 99) DCF and City shall comply with the requirements of said statute and regulations, as amended from time to time and DCF agrees to use information obtained from the City or student education records only for the purposes provided in this LOA. Without the prior written consent of the student’s parent or guardian, as required by FERPA, DCF has no authority to make disclosures of any information from education records. DCF shall instruct its employees of their obligations to comply with FERPA.

**7. City of Waterbury, Code of Ordinances, Ethics and Conflict of Interest Code, Provisions.**

**7.1. Prohibition Against Gratuities and Kickbacks (§39.042 of City's Code of Ordinances)**

**7.1.1.** No person shall offer, give, or agree to give any current or former public official, employee or member of a board or commission, or for such current or former public official, employee or member of a board or commission to solicit, demand, accept or agree to accept from another person a gratuity or an offer of employment in connection with any: decision; approval; disapproval; recommendation; preparation of any part of a program requirement or a requisition; influencing the content of any specification or procurement standard; or rendering of advice, investigation, auditing, or in any other advisory capacity in any proceeding or application, request for ruling, determination, claim or controversy, or other particular matter pertaining to any program requirement or a contract or purchase order, or to any solicitation or proposal therefore.

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

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

**7.2. Prohibition Against Contingency Fees (§39.47 of City's Code of Ordinances).**

The Signatories to this LOA hereby represents that it has not retained anyone to solicit or secure a contract with the City upon an agreement or understanding for a commission, percentage, brokerage or contingency fee.

**8. Force Majeure.** Neither DCF nor the City shall be held responsible for delays or be considered to be in breach of this LOA or be subject to liquidated damages when their respective obligations under this LOA are caused by conditions beyond their control, including without limitation: (i) Acts of God, such as severe acts of nature or weather events including floods, fires, earthquakes, hurricanes, cyclones, or explosions; (ii) war, acts of terrorism, acts of public enemies, revolution, civil commotion or unrest, riots, pandemics or epidemics; (iii) acts of governmental authorities such as expropriation, condemnation, changes of law and order or regulations, proclamation, ordinance, or other governmental requirement; (iv) strikes and labor disputes; and (v) certain accidents including but not limited to hazardous, toxic, radioactive or nuclear contamination spills, contamination, combustion or explosion, which prevent a Party from fulfilling their obligations or otherwise render performance under the LOA impossible. Upon cessation of work for reason of force majeure delays, the Party(ies)



whose obligations are affected shall use their best efforts to meet their obligations under this LOA.

**9. Termination for Convenience of the City.** The City may terminate this LOA at any time for the convenience of the City, by a notice in writing from the City to DCF.

**10. Termination for Non-Appropriation.** DCF acknowledges that the City is a municipal corporation and that this LOA is subject to the appropriation of funds by the City sufficient for this LOA for each budget year in which this LOA is in effect. DCF therefore agrees that the City shall have the right to terminate this LOA in whole or in part without penalty in the event sufficient funds to provide for services under this LOA are not appropriated, not authorized or not made available pursuant to law, or such funding has been reduced pursuant to law.

**11. Forum and Choice of Law.** The parties deem the Agreement to have been made in the City of Hartford, State of Connecticut. Both parties agree that it is fair and reasonable for the validity and construction of the Contract to be, and it shall be, governed by the laws and court decisions of the State of Connecticut, without giving effect to its principles of conflicts of laws. To the extent that any immunities provided by Federal law or the laws of the State of Connecticut do not bar an action against the State, and to the extent that these courts are courts of competent jurisdiction, for the purpose of venue, the complaint shall be made returnable to the Judicial District of Hartford only or shall be brought in the United States District Court for the District of Connecticut only, and shall not be transferred to any other court, provided, however, that nothing here constitutes a waiver or compromise of the sovereign immunity of the State of Connecticut. The Contractor waives any objection which it may now have or will have to the laying of venue of any Claims in any forum and further irrevocably submits to such jurisdiction in any suit, action or proceeding.

**12. Non-waiver of State's Immunity.** The parties acknowledge and agree that nothing in this Agreement shall be construed as a modification, compromise or waiver by the State of any rights or defenses of any immunities provided by Federal law or the laws of the State of Connecticut to the State or any of its officers and employees, which they may have had, now have or will have with respect to all matters arising out of the Contract. To the extent that this section conflicts with any other section, this section shall govern.

**13. Indemnification.**

(a) The City shall indemnify, defend and hold harmless the State and its officers, representatives, agents, servants, employees, successors and assigns from and against any and all:

(1) Claims arising, directly or indirectly, in connection with the Contract, including the acts of commission or omission (collectively, the "Acts") of the City or City Parties; and

(2) liabilities, damages, losses, costs and expenses, including but not limited to, attorneys' and other professionals' fees, arising, directly

or indirectly, in connection with Claims, Acts of the Contract. The City shall use counsel reasonably acceptable to the State in carrying out its obligations under this section. The City's obligations under this section to indemnify, defend and hold harmless against Claims includes Claims concerning

- i. the confidentiality of any part of or all of the City's bid or proposal, and
  - ii. Records, intellectual property rights, other proprietary rights of any person or entity, copyrighted or uncopied compositions, secret processes, patented or unpatented inventions, or Goods furnished or used in the performance of the Contract. For purposes of this provision, "Goods" means all things which are movable at the time that the Contract is effective and which includes, without limiting this definition, supplies, materials and equipment.
- (b) The City shall reimburse the State for any and all damages to the real or personal property of the State caused by the Acts of the City or any City Parties. The State shall give the City reasonable notice of any such Claims.
- (c) The City's duties under this section shall remain fully in effect and binding in accordance with the terms and conditions of the Contract, without being lessened or compromised in any way, even where the City is alleged or is found to have merely contributed in part to the Acts giving rise to the Claims and/or where the State is alleged or is found to have merely contributed in part to the Acts giving rise to the Claims. The City shall not be responsible for indemnifying or holding the State harmless from any liability solely from the negligence of the State or any other person or entity acting under the direct control or supervision of the State.
- (d) This section shall survive the Termination of the Contract and shall not be limited by reason of any insurance coverage.

#### **14. Insurance Requirements**

Both Parties shall carry and maintain at all times during the term of the Contract, and during the time that any provisions survive the term of the Contract, sufficient general liability insurance to satisfy its obligations under this Contract and shall provide each other with its certificate of insurance. The City acknowledges that DCF is an agency of the State of Connecticut, and as such, relies upon sovereign immunity as a primary defense to claims. DCF shall have no obligation to purchase additional insurance

coverage to meet the requirements of this section 14.

## **15. Claims Against the State**

The Contractor agrees that the sole and exclusive means for the presentation of any claim against the State of Connecticut or the Institution arising from this Contract shall be in accordance with Chapter 53 of the Connecticut General Statutes (Claims Against the State) and the Contractor further agrees not to initiate any legal proceedings in any state or federal court in addition to, or in lieu of, said Chapter 53 proceedings.

## **16. Non-discrimination.**

- (a) For purposes of this Section, the following terms are defined as follows:
- (1) “Commission” means the Commission on Human Rights and Opportunities;
  - (2) “Contract” and “contract” include any extension or modification of the Contract or contract;
  - (3) “Contractor” and “contractor” include any successors or assigns of the Contractor or contractor;
  - (4) “Gender identity or expression” means 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.
  - (5) “good faith” means that degree of diligence which a reasonable person would exercise in the performance of legal duties and obligations;
  - (6) “good faith efforts” shall include, but not be limited to, those reasonable initial efforts necessary to comply with statutory or regulatory requirements and additional or substituted efforts when it

is determined that such initial efforts will not be sufficient to comply with such requirements;

- (7) “marital status” means being single, married as recognized by the State of Connecticut, widowed, separated or divorced;
  - (8) “mental disability” means one or more mental disorders, as defined in the most recent edition of the American Psychiatric Association’s “Diagnostic and Statistical Manual of Mental Disorders”, or a record of or regarding a person as having one or more such disorders;
  - (9) “minority business enterprise” means any small contractor or supplier of materials fifty-one percent or more of the capital stock, if any, or assets of which is owned by a person or persons:
    - i. who are active in the daily affairs of the enterprise,
    - ii. who have the power to direct the management and policies of the enterprise, and
    - iii. who are members of a minority, as such term is defined in subsection (a) of C.G.S. § 32-9n
  - (10) “public works contract” means any agreement between any individual, firm or corporation and the State or any political subdivision of the State other than a municipality for construction, rehabilitation, conversion, extension, demolition or repair of a public building, highway or other changes or improvements in real property, or which is financed in whole or in part by the State, including, but not limited to, matching expenditures, grants, loans, insurance or guarantees.
- (b) For purposes of this Section, the terms “Contract” and “contract” do not include a contract where each contractor is:
- (1) a political subdivision of the state, including, but not limited to, a municipality, unless the contract is a municipal public works contract or quasi-public agency project contract,

- (2) any other state, including but not limited to any federally recognized Indian tribal governments, as defined in C.G.S. § 1-267,
- (3) the federal government,
- (4) a foreign government, or
- (5) an agency of a subdivision, state or government described in the immediately preceding enumerated items (1), (2), (3), or (4).

(c) (1) The City agrees and warrants that in the performance of the Contract such City will not discriminate or permit discrimination against any person or group of persons on the grounds of race, color, religious creed, age, marital status, national origin, ancestry, sex, gender identity or expression, status as a veteran, intellectual disability, mental disability or physical disability, including, but not limited to, blindness, unless it is shown by such Contractor that such disability prevents performance of the work involved, in any manner prohibited by the laws of the United States or of the State of Connecticut; and the Contractor further agrees to take affirmative action to ensure that applicants with job-related qualifications are employed and that employees are treated when employed without regard to their race, color, religious creed, age, marital status, national origin, ancestry, sex, gender identity or expression, status as a veteran, intellectual disability, mental disability or physical disability, including, but not limited to, blindness, unless it is shown by the Contractor that such disability prevents performance of the work involved;

(2) The City agrees, in all solicitations or advertisements for employees placed by or on behalf of the City, to state that it is an “affirmative action-equal opportunity employer” in accordance with regulations adopted by the Commission;

(3) The City agrees to provide each labor union or representative of workers with which the Contractor has a collective bargaining Agreement or other contract or understanding and each vendor with which the Contractor has a contract or understanding, a notice to be provided by the Commission, advising the labor union or workers’ representative of the Contractor’s commitments under this section and to post copies of the notice in conspicuous places available to employees and applicants for employment;

- (4) The City agrees to comply with each provision of this Section and C.G.S. §§ 46a-68e and 46a-68f and with each regulation or relevant order issued by said Commission pursuant to C.G.S. §§ 46a-56, 46a-68e, 46a-68f and 46a-86; and
  - (5) The City agrees to provide the Commission on Human Rights and Opportunities with such information requested by the Commission, and permit access to pertinent books, records and accounts, concerning the employment practices and procedures of the City as relate to the provisions of this Section and C.G.S. § 46a-56. If the contract is a public works contract, municipal public works contract or contract for a quasi-public agency project, the City agrees and warrants that he or she will make good faith efforts to employ minority business enterprises as subcontractors and suppliers of materials on such public works or quasi-public agency projects.
- (d) Determination of the City's good faith efforts shall include, but shall not be limited to, the following factors: The City's employment and subcontracting policies, patterns and practices; affirmative advertising, recruitment and training; technical assistance activities and such other reasonable activities or efforts as the Commission may prescribe that are designed to ensure the participation of minority business enterprises in public works projects.
- (e) The City shall develop and maintain adequate documentation, in a manner prescribed by the Commission, of its good faith efforts.
- (f) The City shall include the provisions of subsection (b) of this Section in every subcontract or purchase order entered into in order to fulfill any obligation of a contract with the State and in every subcontract entered into in order to fulfill any obligation of a municipal public works contract for a quasi-public agency project, and such provisions shall be binding on a subcontractor, vendor or manufacturer unless exempted by regulations or orders of the Commission. The City shall take such action with respect to any such subcontract or purchase order as the Commission may
- direct as a means of enforcing such provisions including sanctions for noncompliance in accordance with C.G.S. § 46a-56, as amended; provided if such City becomes involved in, or is threatened with, litigation with a subcontractor or vendor as a result of such direction by the Commission regarding a State contract, the Contractor may request the State of

Connecticut to enter into any such litigation or negotiation prior thereto to protect the interests of the State and the State may so enter.

- (g) The City agrees to comply with the regulations referred to in this Section as they exist on the date of this Contract and as they may be adopted or amended from time to time during the term of this Contract and any amendments thereto.
  
- (h)
  - (1) The City agrees and warrants that in the performance of the Contract such City will not discriminate or permit discrimination against any person or group of persons on the grounds of sexual orientation, in any manner prohibited by the laws of the United States or the State of Connecticut, and that employees are treated when employed without regard to their sexual orientation;
  
  - (2) the City agrees to provide each labor union or representative of workers with which such City has a collective bargaining Agreement or other contract or understanding and each vendor with which such City has a contract or understanding, a notice to be provided by the Commission on Human Rights and Opportunities advising the labor union or workers' representative of the City's commitments under this section, and to post copies of the notice in conspicuous places available to employees and applicants for employment;
  
  - (3) the City agrees to comply with each provision of this section and with each regulation or relevant order issued by said Commission pursuant to C.G.S. § 46a-56; and
  
  - (4) the City agrees to provide the Commission on Human Rights and Opportunities with such information requested by the Commission, and permit access to pertinent books, records and accounts, concerning the employment practices and procedures of the City which relate to the provisions of this Section and C.G.S. § 46a-56.
  
- (i) The City shall include the provisions of the foregoing paragraph in every subcontract or purchase order entered into in order to fulfill any obligation of a contract with the State and such provisions shall be binding on a subcontractor, vendor or manufacturer unless exempted by regulations or orders of the Commission. The City shall take such action with respect to any such subcontract or purchase order as the Commission may direct as a means of enforcing such provisions including sanctions for noncompliance

in accordance with C.G.S. § 46a-56 as amended; provided, if such City becomes involved in, or is threatened with, litigation with a subcontractor or vendor as a result of such direction by the Commission regarding a State contract, the City may request the State of Connecticut to enter into any such litigation or negotiation prior thereto to protect the interests of the State and the State may so enter.

**17. Disputes; Legal Proceedings; Waiver of Trial by Jury and Continued Performance.**

DCF agrees that it waives a trial by jury as to any and all claims, causes of action or disputes arising out of this LOA or services to be provided pursuant to this LOA.

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

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

[SIGNATURE PAGE FOLLOWS]



IN WITNESS WHEREOF, the Parties hereto execute this LOA on the dates signed below.

**STATE OF CONNECTICUT DEPARTMENT  
OF CHILDREN AND FAMILIES**

WITNESSES:

Ted Sanford                      8/30/24  
Sign & Date

Marie House                      8/29/2024  
Sign & Date

By: Melanie Sparks  
Melanie Sparks  
Title: Chief Fiscal Officer

Date: 8/29/2024

WITNESSES:

**CITY OF WATERBURY**

\_\_\_\_\_  
Sign & Date

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

\_\_\_\_\_  
Sign & Date

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



## Waterbury School Readiness

### Executive Summary

**DATE:** August 28, 2024

**TO:** Honorable Board of Education  
Honorable Board of Alderman

**From:** Krista Pisano, School Readiness Liaison

On behalf of the School Readiness Council, I am hereby submitting the FY 25 Waterbury School Readiness Sub-Grantee Agreement Template and selection of sub-grantees for presentation and approval by the Waterbury Board of Alderman and the Waterbury Board of Education.

The funding for each program is outlined in the chart below. There are three different funding streams that are included in the agreements. The first is the School Readiness Priority grant, which the city has received since 1997, and will fund 1311 spaces throughout the city. In addition, there is a cost of living (COLA) grant that programs will receive to be used for salaries and benefits for their teachers. Lastly, there is a private provider's payment that each program will receive, to be used to offset some of the cost increases programs are experiencing.

The following programs were approved by Waterbury School Readiness Council and given sole source approval by the Purchasing Department:

Program Name	Slots and Type	Priority Funding	COLA	PPP	Total Grant Award FY 25
The Ark	79 Full Day	\$829,500.00	\$61,567.00	\$35,954.00	\$927,021.00
Catholic Charities	40 Full Day	\$420,000.00	\$31,173.00	\$18,204.00	\$469,377.00
Children's Community School	36 Full Day	\$378,000.00	\$28,056.00	\$16,384.00	\$422,440.00
Children's Village	22 Full Day	\$231,000.00	\$17,145.00	\$10,012.00	\$258,157.00
Easterseals	272 Full Day	\$2,856,000.00	\$211,979.00	\$123,794.00	\$3,191,773.00
Naugatuck Valley CC	20 Full Day 2 Part Day	\$219,000.00	\$16,373.00	\$9,562.00	\$244,935.00
Muriel Moore CDC (NOI)	83 Full Day	\$871,500.00	\$64,685.00	\$37,776.00	\$973,961.00
TEAM- Slocum School	128 Extended Day	\$354,816.00	\$30,986.00	\$18,096.00	\$403,898.00
Greater Waterbury YMCA	279 Full Day	\$2,929,500.00	\$217,434.00	\$126,980.00	\$3,273,914.00

The School Readiness grant is intended to provide funds for preschool spaces in center-based programs including for-profit and not-for-profit private preschool programs, public preschool programs, Head Start programs and state-funded child care programs. School Readiness grant funds will be used to reimburse sub-grantees dependent on the type of space the program provides for children enrolled in the following manner:

<b>Space Type</b>	<b>Services</b>	<b>Rate</b>
Full Day	10 hours a day for 52 Weeks	\$10,500.00
School Day	6 hours a day- 180 Day minimum	\$6,000.00
Part Day	2.5 Hours a day- 180 day minimum	\$4500.00
Extended Day (wrap around)	Extends the day	\$2772.00

These reimbursement rates were established by legislation and cannot be altered by the municipality. Therefore, decision making on award of funding is not dependent on the lowest bidder but is determined by rating received on application and ability to meet quality education components on the grant.

Respectfully submitted,

Krista Pisano  
Waterbury School Readiness

**AGREEMENT**  
**between**  
**The City of Waterbury, Connecticut**  
**and**  
**The Greater Waterbury YMCA**

**for**  
**Sub-Grantee Services under the School Readiness Program**

**THIS AGREEMENT** (the “Agreement” or “Contract”), effective on the date signed by the Mayor, is by and between the CITY OF WATERBURY (the “City”), City Hall Building, 235 Grand Street, Waterbury, Connecticut, 06702 and THE GREATER WATERBURY YMCA (the “Contractor” or “Sub-Grantee”, a duly registered State of Connecticut corporation, located at 136 West Main Street, Waterbury, CT 06702 (Jointly referred to as the “Parties” to this Agreement).

**WHEREAS**, the City applied to the Connecticut State Office of Early Childhood School Readiness Grant Program (“Grant”), for funding for Grant Year July 1, 2024 through June 30, 2025; and

**WHEREAS**, the City was awarded funding for Grant Year July 1, 2024 through June 30, 2025 (Grant Number 11000-16274-2025-83014-170002 ); and

**WHEREAS**, the Contractor was evaluated and chosen to provide a certain number of program slots as a Sub-Grantee under the Grant; and

**WHEREAS**, the City desires to obtain the Sub-Grantee's services pursuant to the terms, conditions and provisions set forth in this Agreement and the School Readiness Grant Program (the “Project”).

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

**1. Scope of Services.** The Sub-Grantee, shall furnish all of the labor, services, equipment, materials, reports, plans, specifications, deliverables, incidentals, etc. necessary to complete the Project as specified in this Agreement (also referred to herein as "Contract") and such shall be completed in a satisfactory manner, as reasonably determined by the City in conjunction with its the School Readiness Council. All labor, services, equipment, materials, reports, plans, specifications, deliverables, incidentals, etc., shall comply with all provisions of the School Readiness Grant, any and all applicable local, state and federal laws, statutes, ordinances and regulations, and generally accepted professional standards, the general policies for state funded programs, the State Department of Education policies, and City of Waterbury and School Readiness Council Policies.

**1.1** The Project consists of Sub-Grantee School Readiness Services, as detailed and described in the documents listed in **Attachment A** which are hereby made material provisions of the Agreement. **Attachment A** shall consist of the following, which are attached hereto and/or are acknowledged by the Sub-Grantee as having been received, and are incorporated by reference as noted below, and all are made a part hereof:

- 1.1.1** The School Readiness Grant (Grant Number 11000-16274-2025-83014-170002), consisting of 26 pages, incorporated herein by reference;
- 1.1.2** Scope of Services, consisting of 1 page, attached hereto;
- 1.1.3** Certificates of Insurance, incorporated herein by reference;
- 1.1.4** Licenses, incorporated herein by reference;
- 1.1.5** All applicable Federal, State, and local statutes, regulations charter and Ordinances, incorporated herein by reference.

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

- 1.2.1** All applicable Federal, State and local statutes, regulations, charter and Ordinances
- 1.2.2** School Readiness Grant
- 1.2.3** Scope of Services
- 1.2.4** This Agreement

**2. Sub-Grantee Representations Regarding Qualification and Accreditation.** The Sub-Grantee represents that, to the extent required by law, it is licensed to perform the scope of work set forth in this Agreement, and is licensed by the State of Connecticut Office of Early Childhood, Division of Licensing, unless exempt, and either accredited by the National Association of Education for Young Children (NAEYC) (or will complete the accreditation process within three (3) years of receipt of school readiness funding), or approved by Head Start as applicable. The Sub-Grantee must meet Connecticut's Standards for Preschool and Readiness Programs. The Sub-Grantee further represents that its employees have the requisite skill, expertise and knowledge necessary to perform the scope of work required under the terms of this Agreement, including any supplementary work and the City relies upon these.

**2.1 Representations Regarding Personnel.** The Sub-Grantee represents that it has, or will secure at its own expense, all personnel required to perform the services under this Agreement. Such personnel shall not be employees of or have any contractual relationship with the City, unless use of City employees or of personnel having a contractual relationship with the City is approved by the City in writing. As set forth above, all the services required hereunder shall be performed by the Sub-Grantee under its supervision and all personnel engaged in the work

shall be fully qualified and shall be authorized or permitted under state or local law to perform such services.

**2.2 Representations Regarding Qualifications.** The Sub-Grantee hereby represents that, to the extent required by federal, state and local statutes, regulations, codes, ordinances, and policies, that the Sub-Grantee and/or its employees be licensed, certified, registered, or otherwise qualified, the Sub-Grantee and all employees providing services under this Agreement, are in full compliance with those statutes, regulations and ordinances. Upon City request, the Sub-Grantee shall provide to the City a copy of the Sub-Grantee's licenses, certifications, registrations, etc.

**2.3 Criminal Background Check and DCF Registry Check.** Contractor represents and warrants that it, and its employees who may be assigned to perform the Scope of Services set forth in this Agreement, have no history of violations of the laws or regulations of the State of Connecticut pertaining to public health, have not been convicted of a crime and have no criminal investigation pending; that each of the Contractor's employees have submitted to a state and national criminal history records check and the Contractor warrants and represents that each records check has not revealed any violations or criminal activities; that the Contractor and its employees have submitted to a Connecticut Department of Children and Families ("DCF") registry check and represents that there are no pending actions with the DCF and are not listed on the child abuse and neglect registry. The City and School Readiness Office shall rely upon these representations

**2.3.1** The Sub-Grantee agrees that it shall not provide services under this Agreement by an employee or independent contractor who has not had the DCF Registry and state and federal criminal history records check.

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

**3.1 Confidentiality/FERPA.** The Sub-Grantee shall strictly adhere to all state and federal statutes, laws, rules, policies, regulations, codes of participant protection and confidentiality, administrative directives of the State of Connecticut Board of Education and State Department of Education, as well as any policies, ordinances, rules and regulations established by the City of Waterbury regarding confidentiality of student records, files, PPTs, IEPs, etc.

**3.1.1** Any and all materials contained in each child's files as entrusted to the Sub-

Grantee or gathered by the Sub-Grantee in the course of its services shall remain in the strictest confidence to prevent disclosure of the same. All information furnished by the City or gathered by the Sub-Grantee shall be used solely for the purposes of providing services under this Agreement. The School Readiness Liaison shall have full access to all Student files.

**3.1.2** The Sub-Grantee acknowledges that in the course of providing services under this Agreement, it may come into the possession of education records of City of Waterbury students as defined in and governed by Family Educational Rights and Privacy Act ("FERPA", 20 U.S.C. § 1232g) and related regulations (34 C.F.R. § 99). The Sub-Grantee shall comply with the requirements of said statute and regulations, and agrees to use information obtained from the City or student education records only for the purposes provided in this Agreement. Without the prior written consent of the student's parent or guardian, as required by FERPA, the Sub-Grantee has no authority to make disclosures of any information from education records.

### **3.2 Student Data Requirements.**

**3.2.1** All student records, student information, and student-generated content (collectively, "Student Data") provided or accessed pursuant this Agreement are not the property of, or under the control of, the Sub-Grantee.

**3.2.2** The City's Board of Education ("Board") shall have access to and the ability to delete Student Data in the possession of the Sub-Grantee except in instances where such data is (A) otherwise prohibited from deletion or required to be retained under state or federal law, or (B) stored as a copy as part of a disaster recovery storage system and that is (i) inaccessible to the public, and (ii) unable to be used in the normal course of business by the Sub-Grantee. The Board may request the deletion of any such student information, student records or student generated content if such copy has been used by the operator to repopulate accessible data following a disaster recovery. The Board may request the deletion of Student Data by the Sub-Grantee within two (2) business days of receiving such a request and provide to the Board confirmation via electronic mail that the Student Data has been deleted in accordance with the request, the date of its deletion, and the manner in which it has been deleted. The confirmation shall contain a written assurance from the Sub-Grantee that proper disposal of the data has occurred in order to prevent the unauthorized access or use of Student Data and that deletion has occurred in accordance with industry standards/practices/protocols.

**3.2.3** The Sub-Grantee shall not use Student Data for any purposes other than those authorized pursuant to this Agreement.

**3.2.4** A student, parent or legal guardian of a student may review personally identifiable information contained in Student Data and correct any erroneous information, if any, in such Student Data. If the Sub-Grantee receives a request to review Student Data in the Sub-Grantee's possession directly from a student, parent, or guardian, the Sub-Grantee agrees to refer that individual to the Board and to notify the

Board within two (2) business days of receiving such a request. The Sub-Grantee agrees to work cooperatively with the Board to permit a student, parent, or guardian to review personally identifiable information in Student Data that has been shared with the Sub-Grantee, and correct any erroneous information therein.

- 3.2.5** The Sub-Grantee shall take actions designed to ensure the security and confidentiality of student data.
- 3.2.6** The Sub-Grantee will notify the Board, in accordance with Conn. Gen. Stat. § 10-234dd, when there has been an unauthorized release, disclosure or acquisition of Student Data. Such notification will include the following steps:
- Upon discovery by the Sub-Grantee of a breach of Student Data, the Sub-Grantee shall conduct an investigation and restore the integrity of its data systems and, without unreasonable delay, but not more than thirty (30) days after such discovery, shall provide the Board with a more detailed notice of the breach, including but not limited to the date and time of the breach; name(s) of the student(s) whose student data was released, disclosed or acquired; nature of and extent of the breach; and measures taken to ensure that such a breach does not occur in the future.
- 3.2.7** Student Data shall not be retained or available to the Sub-Grantee upon expiration of the Agreement between the Sub-Grantee and City, except a student, parent or legal guardian of a student may choose independently to establish or maintain an electronic account with the Sub-Grantee after the expiration of such Agreement for the purpose of storing student-generated content.
- 3.2.8** The Sub-Grantee and Board shall each ensure their own compliance with the Family Educational Rights and Privacy Act of 1974, 20 U.S.C. § 1232g, as amended from time to time.
- 3.2.9** The Sub-Grantee acknowledges and agrees to comply with the above and all other applicable aspects of Connecticut's Student Data Privacy law according to Connecticut General Statutes §§ 10-234aa through 10-234dd.
- 3.2.10** The Parties agree that this Agreement controls over any inconsistent terms or conditions contained within any other Agreement entered into by the Parties concerning Student Data.

**3.3 Use of City Property.** To the extent the Sub-Grantee is required to be on City property to render its services hereunder, the Sub-Grantee shall have access to such areas of City property as the City and the Sub-Grantee agree are necessary for the performance of the Sub-Grantee's services under this Agreement (the "Site" or the "Premises") and at such times as the City and the Sub-Grantee may mutually agree. Sub-Grantee shall perform all work in full



compliance with local, state and federal health and safety regulations. All work hereunder shall be performed in a safe manner. Sub-Grantee shall immediately correct any dangerous condition caused by or resulting from its work. If it fails to correct, or to act diligently to correct, any condition which the City reasonably believes to be a hazard to persons or property, then immediately upon oral or written notice to any supervisory or similar personnel of Sub-Grantee, the City may, but shall not be required to, correct same at Sub-Grantee's expense. The City shall confirm in writing any oral notice given within five (5) days thereafter.

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

**3.5 Publicity.** Sub-Grantee agrees not to deliberately disclose the fact that the City has entered into or terminated this Agreement or disclose any of the terms of the Agreement or use the City's name in connection with any publicity, unless the City gives prior written consent to such use of the City's name in each instance.

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

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

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

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

- 3.7.4 it is solely responsible for resolving any issues resulting from the failure to conduct Due Diligence and shall assume any costs that may result during the implementation of the Project, including, but not limited to, adherence to specifications and pricing for the Project;
- 3.7.5 has familiarized itself with the nature and extent of the Contract Documents, Work, locality, and with all local conditions and Federal, State and Local laws, ordinances, rules and regulations that in any manner may affect cost, progress or performance of the Work;
- 3.7.6 has given the City written notice of any conflict, error or discrepancy that the Sub-Grantee has discovered in the Proposal Documents; and
- 3.7.7 agrees that the Proposal Documents are sufficient in scope and detail to indicate and convey understanding of all terms and conditions for performance of the Work.

**3.8 Reporting Requirement.** The Sub-Grantee shall deliver upon request and as required by the School Readiness Grant, written reports that include but are not limited to, Quarterly Financial Reports, Site Data Sub-Grantee Reports, substantiating documents and invoices to the City's Using Agency, City of Waterbury Department of Education, setting forth (i) the date of the report, (ii) the time period covered by the report, (iii) a brief description of the work and services completed by the Sub-Grantee and/or delivered by the Sub-Grantee during the time period covered by the report, (iv) expressed as a percentage of the total work and services required under this contract, the percentage of the total work represented by the work and services described in subsection iii above, (v) expressed as a percentage of this contract's Section 5 total compensation, the percentage of the total compensation represented by the work and services described in subsection iii above, and (vi) any and all additional useful and/or relevant information. Each report shall be signed by the Sub-Grantee's president or authorized signatory.

**3.8.1** NOTE, the Sub-Grantee's failure to deliver any report required herein shall be deemed a material breach of this contract, the City hereby reserves the right to exercise all available legal remedy(ies) to address said breach.

**3.8 Compliance with COVID-19 Policies and Orders.** The Sub-Grantee agrees to comply with all applicable Federal, State and City policies, orders, laws, and regulations in regard to COVID-19, including but not limited to State of Connecticut Executive Order No. 13G and shall provide the District with the appropriate documentation and attestations.

**4. Contract Time.** The Sub-Grantee shall provide School Readiness Services to children as identified by the Grant commencing on July 1, 2024 and terminating on June 30, 2025, and within available State appropriations.

**4.1** Time is and shall be of the essence for all Project milestones and completion dates for the Project. The Sub-Grantee further agrees that the work shall be prosecuted regularly, diligently and uninterruptedly and at such rate of progress as will insure full completion thereof within the Contract Time stated above.

**5. Compensation.** The City shall compensate the Sub-Grantee for satisfactory provision of all of the goods and services set forth in this Agreement for the approved number and type of slots for said Sub-Grantee as follows in this Section 5.

**5.1 Fee Schedule.** The fee payable to the Sub-Grantee shall not exceed the total amount of the Grant award for the Sub-Grantee per Grant Year, less any intercept funds withheld from the State of Connecticut, CHEFA for the term of this Agreement. The fee payable to the Sub-Grantee for the 2024-2025 School Grant year is contingent upon available funding and a satisfactory annual evaluation. The basis of payment for 279 Full Day slots is as follows:

**5.1.1** The Sub-Grantee shall be compensated in the maximum amount of Three Million Two Hundred Seventy-Three Thousand Nine Hundred Fourteen Dollars (\$3,273,914.00) for a period of 52 weeks funding including Priority Funding, COLA and PPP.

**5.2** The Sub-Grantee agrees that at any time during this contract the number of slots allotted to them may be reduced, increased, or modified. As a result of said modification, reduction, or increase the compensation to the Sub-Grantee shall be reduced or increased accordingly.

**5.3 Limitation of Payment.** Compensation payable to the Sub-Grantee is limited to those fees set forth in Section 5.1.1 above. Such compensation shall be paid by the City upon review and approval of the Sub-Grantee's invoices for payment and review of the work, services, deliverables, etc. required in this Agreement and review as may be further required by the Charter and Ordinances of the City. Sub-Grantee's invoices shall describe the work, services, reports, plans, specifications, deliverables, etc. rendered and the compensation sought therefore in a form and with detail and clarity acceptable to the City.

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

**5.4 Review of Work.** The Sub-Grantee shall permit the City to review, at any time, all work performed under the terms of this Agreement at any stage of the work. The Sub-Grantee shall maintain or cause to be maintained all records, books or other documents relative to charges, costs, expenses, fees, alleged breaches of the Agreement, settlement of claims or any other matter pertaining to the Sub-Grantee's demand for payment. The City shall not certify

fees for payment to the Sub-Grantee until the City has determines that the Sub-Grantee has completed the work in accordance with the requirements of this Agreement.

**5.5 Proposal Costs.** All costs of the Sub-Grantee in preparing its proposal for this contract shall be solely borne by the Sub-Grantee and are not included in the compensation to be paid by the City to the Sub-Grantee under this Agreement or any other Agreement.

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

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

## **7. Indemnification**

**7.1** The Sub-Grantee shall indemnify, defend, and hold harmless the City and its boards, the City's Board of Education, commissions, agents, officials and employees from and against all claims, suits, damages, losses, judgments, costs and expenses including attorney's fees arising out of or resulting from the delivery of the labor, services, equipment, materials, reports, plans, specifications, deliverables, incidentals, caused in whole or in part by any willful or negligent act or omission of the Sub-Grantee, its employees, any subcontractor, anyone directly or indirectly employed by any of them or anyone for whose acts any of them may be liable, regardless of whether or not it is caused in part by a party indemnified hereunder.

**7.2** In any and all claims against the City or any of its boards, agents, employees or officers by the Sub-Grantee or any employee of the Sub-Grantee, any subcontractor, anyone directly or indirectly employed by any of them or anyone for whose acts any of them may be liable, the indemnification obligation under Paragraph 7.1, above, shall not be limited in any way by any limitation on the amount or type of damages, compensation or benefits payable by or for the Sub-Grantee or any subcontractor under Worker's Compensation Acts, disability benefit acts or other employee benefit acts.

**7.3** The Sub-Grantee understands and agrees that any insurance required by this Agreement, or otherwise provided by the Sub-Grantee, shall in no way limit the responsibility to indemnify, defend, keep and hold harmless the City as provided in this Agreement.

**8. Claims against the State.** The City of Waterbury agrees that the sole and exclusive means for presentation of any claim against the State of Connecticut arising from this Agreement shall be in accordance with Chapter 53 of the Connecticut General Statutes.

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

**9.1** At no additional cost to the City, the Sub-Grantee shall purchase and maintain the insurance coverages set forth below which shall protect the City from claims which may arise out of or result from the Sub-Grantee's obligation under this Agreement, whether such obligations are the Sub-Grantee's or subcontractor or person or entity directly or indirectly employed by said Sub-Grantee or subcontractor, or by any person or entity for whose acts said Sub-Grantee or subcontractor may be liable.

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

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

**9.3.1 General Liability Insurance:**

**\$1,000,000.00** per occurrence

**\$2,000,000.00** aggregate

**\$2,000,000.00** Products and completed operations aggregate

Providing coverage to protect the City for all damages arising out of bodily

injuries, sickness to or death of all persons in any one accident or occurrence and for all damages arising out of destruction of property in any one accident or occurrence.

**9.3.2 Automobile Liability Insurance:**

**\$1,000,000.00** combined single limit (CSL)

Providing coverage to protect the City with respect to claims for damage for bodily injury and or property damage arising out of ownership, maintenance, operation, use or loading and unloading of any auto including hired & non- owned autos..

**9.3.3 Workers' Compensation:** Statutory Limits within the State of Connecticut: Employers' Liability:

EL Each Accident **\$1,00,000.00**

EL Disease Each Employee **\$1,00,000.00**

EL Disease Policy Limit **\$1,00,000.00**

Consultant shall comply with all State of Connecticut statutes as it relates to Workers' Compensation.

**9.3.4 Excess/Umbrella Liability:**

**\$1,000,000.00** per occurrence

**\$1,000,000.00** aggregate

**Professional Liability/E&O:**

**\$1,000,000.00** each Wrongful Act

**\$1,000,000.00** aggregate

**9.3.5 Abuse Molestation Liability Insurance:**

**\$1,000,000.00** each occurrence

**\$1,000,000.00** aggregate.

(Applicable to Contractors/Consultants working directly with Youth/Minors)

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

**9.5 Cancellation:** The City of Waterbury shall receive written notice of cancellation from the insurer at least 30 calendar days prior to the date of actual cancellation, regardless of the reason for such cancellation.

**9.6 Certificates of Insurance:** At the time the Sub-Grantee executes this Agreement, it shall furnish to the City, subject to City approval, certificate(s) of insurance verifying the

above coverages, including the naming of the City of Waterbury, as follows: “The City of Waterbury and its Board of Education (if applicable) are listed as additional insured as their interests may appear”. The City's request for proposal number must be shown on the certificate of insurance. The Sub-Grantee must supply replacement/renewal certificates at least 30 days prior to the expiration of the policy (ies). Said certificates shall contain a provision that coverage afforded under the policies shall not be cancelled or reduced for any reasons unless notice of not less than thirty (30) calendar days has been mailed to the Office of Corporation Counsel, 235 Grand Street, Waterbury, CT. 06702.

**9.7** Upon request the Sub-Grantee shall deliver to the City a copy of the Sub-Grantee's insurance policies, endorsements, and riders.

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

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

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

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

**10.3.1** The Sub-Grantee is aware of the provisions of Title 31, §53 of the Connecticut General Statutes, latest revision (the “Act”), concerning the payment of

minimum wages and other payments or contributions established by the State of Connecticut Labor Commissioner for work on public facilities. The provisions of the Act are incorporated by reference and made a part of this Agreement.

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

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

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

**12. Termination.**

**12.1 Termination of Agreement for Cause.** If, through any cause, in part or in full, not the fault of the Sub-Grantee, the Sub-Grantee shall fail to fulfill in a timely and proper manner its obligations under this Agreement, or if the Sub-Grantee shall violate any of the covenants, Agreements, or stipulations of this Agreement, the City shall thereupon have the right to terminate this Agreement by giving written notice to the Sub-Grantee of such termination and specifying the effective date thereof, at least five (5) days before the effective date of such termination. In the event of such termination, all finished or unfinished documents, data, studies, reports, specifications, deliverables, etc. prepared by the Sub-Grantee under this Agreement shall, at the option of the City, become the City's property, and the Sub-Grantee shall be entitled to receive just and equitable compensation for any satisfactory work completed for such.



**12.1.1** Notwithstanding the above, the Sub-Grantee shall not be relieved of liability to the City for damages sustained by the City by virtue of any breach of this Agreement by the Sub-Grantee, and the City may withhold any payments to the Sub-Grantee for the purpose of setoff until such time as the exact amount of damages due the City from the Sub-Grantee is determined.

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

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

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

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

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

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

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

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

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

**12.4.4 Assumption of Subcontracts.** In the event of termination, the City shall have the right to assume, at its option, any and all subcontracts for products, services and functions provided exclusively under this Agreement, including but not limited to any contracts and may further pursue completion of the work under this Agreement by replacement contract or otherwise as the City may in its sole judgment deem expedient.

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

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

**13. Force Majeure.** Neither the Contractor nor the City shall be held responsible for delays or be considered to be in breach of this Contract or be subject to liquidated damages when their respective obligations under this Contract are caused by conditions beyond their control, including without limitation:

**13.1.** Acts of God, such as severe acts of nature or weather events including floods, fires, earthquakes, hurricanes, cyclones, or explosions;

**13.2.** war, acts of terrorism, acts of public enemies, revolution, civil commotion or unrest, riots, pandemics or epidemics;

**13.3.** acts of governmental authorities such as expropriation, condemnation, changes of law and order or regulations, proclamation, ordinance, or other governmental requirement;

**13.4.** strikes and labor disputes; and

**13.5.** certain accidents including but not limited to hazardous, toxic, radioactive or nuclear contamination spills, contamination, combustion or explosion, which prevent a Party from fulfilling their obligations or otherwise render performance under the Contract impossible.

Upon cessation of work for reason of force majeure delays, the Party(ies) whose obligations are affected shall use their best efforts to meet their obligations under this Agreement.

**14. Subcontracting.** Except as required by the Connecticut Office of Early Childhood, Division of Licensing, the Sub-Grantee shall not, without the prior written approval of the City, subcontract, in whole or in part, any of the Sub-Grantee's services. Any subcontractor so

approved shall be required to secure and maintain insurance coverage equal to or better than that required of the Sub-Grantee and shall name the City as an additional insured party and said subcontractors shall deliver to the City a certificate of insurance evidencing such coverages. All subcontractors shall comply with all federal, state and local, laws, regulations and ordinances but such requirement shall not relieve the Sub-Grantee from its requirement that all work and services provided or required hereunder shall comply with all federal, state and local, laws, regulations and ordinances.

**14.1** The Sub-Grantee shall be as fully responsible to the City for the acts and omissions of the Sub-Grantee's subcontractors, and of persons either directly or indirectly employed by them, as it is for the acts and omissions of persons directly employed by the Sub-Grantee.

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

**16. Audit.** The Sub-Grantee shall comply with all Audit requirements as set forth in the School Readiness Grant. The City reserves the right to audit the Sub-Grantee's books of account in relation to this Agreement any time during the period of this Agreement or at any time during the twelve month period immediately following the closing or termination of this School Readiness. In the event the City elects to make such an audit, the Sub-Grantee shall immediately make available to the City all records pertaining to this Agreement, including, but not limited to, payroll records, bank statements and canceled checks.

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

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

**19. Independent Contractor Relationship.** Except with regard to the Waterbury Public Schools as Sub-Grantee, the relationship between the City and the Sub-Grantee is that of client and independent contractor. No agent, employee, or servant of the Sub-Grantee shall be deemed to be an employee, agent or servant of the City. The Sub-Grantee shall be solely and entirely responsible for its acts and the acts of its agents, employees, servants and subcontractors during the performance of this Agreement. It is the express intention of the

parties hereto, and the Sub-Grantee hereby agrees and covenants, that it and any and all third party(ies) and subcontractor(s) retained by the Sub-Grantee hereunder is/are not and shall not be deemed an employee of the City of Waterbury, but is/are and shall remain an independent contractor relative to the City and that nothing herein shall be interpreted or construed as creating or establishing the relationship of employer-employee between the City of Waterbury and the Sub-Grantee or between the City of Waterbury and any third party(ies) or subcontractor(s). Thus, the Sub-Grantee hereby covenants that it, its subcontractor(s) and third party(ies) shall not be entitled to the usual characteristics of employment, such as income tax withholding, F.I.C.A. deductions, pension or retirement privileges, Workers Compensation coverage, health benefits, etc. and that the Sub-Grantee shall be solely and entirely responsible for its acts and the acts of its agents, employees, servants, representatives, subcontractors and third party(ies).

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

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

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

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

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

**23. Disputes; Legal Proceedings; Waiver of Trial by Jury and Continued Performance.** The Sub-Grantee agrees that it waives a trial by jury as to any and all claims,

causes of action or disputes arising out of this Agreement or services to be provided pursuant to this Agreement. Notwithstanding any such claim, dispute or legal action, the Sub-Grantee shall continue to perform services under this Agreement in a timely manner, unless otherwise directed by the City.

**24. Binding Agreement.** The City and the Sub-Grantee each bind themselves, and their successors, assigns and legal representatives and inure to the benefit of the parties hereto, to the successors, assigns and legal representatives of such other party with respect to all covenants of this Agreement.

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

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

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

Sub-Grantee:           The Greater Waterbury YMCA  
                              136 West Main Street  
                              Waterbury, CT 06702

City:                    City of Waterbury  
                              Department of Education  
                              236 Grand Street, 1<sup>st</sup> Floor  
                              Waterbury, CT 06702  
                              Attn.: School Readiness Liason

with a copy to:

City of Waterbury  
Office of Early Childhood  
30-B Church Street  
Waterbury, CT 06702  
Attn.: School Readiness Liaison

**28. City Code of Ordinances, Ethics and Conflict of Interest Code, Provisions.**

The Person/ Contractor/ Sub-Grantee (the term "Person" shall herein be as defined in Section 38 of the City's Code of Ordinances) supplying the documents, data, studies, reports,

specifications, deliverables, etc. under this Contract shall comply with all applicable federal, state and municipal statutes, regulations, charters, ordinances, rules, etc., whether or not they are expressly stated in this Contract, including but not limited to the following:

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

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

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

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

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

**28.6.** It shall be a material breach of this Contract and it shall be a violation of

the City's Code of Ordinances for a Person to be retained, or to retain a Person, to solicit or secure a contract with the City upon an agreement or understanding for a commission, percentage, brokerage, or contingent fee; and every Person, before being awarded a City contract, shall deliver to the City, on a City authored form, a representation that such Person has not retained anyone in violation of this subsection 28.6, the failure to deliver said form being a material breach of this Contract and a violation of the City's Code of Ordinances. Note, however, this subsection 28.6 shall not apply to full-time Employees who, as a condition of their employment, may be entitled to bonuses or other fees in accordance with their employment relationship.

**28.7.** The Person hereby expressly represents that he/she/it has complied with those sections of the City's Code of Ordinances requiring that said Person has **(i)** delivered to the City an affidavit, on a City authored form, stating that the Person and its affiliates have no delinquent taxes or other financial obligations owed to the City; **(ii)** filed the City authored financial disclosure statement form as set forth in the City's Code of Ordinances regarding disclosure of financial interests; **(iii)** delivered to the City a written acknowledgement, on a City authored form, evidencing receipt of a copy of the "Ethics and Conflict of Interest" ordinance for the City of Waterbury and hereby expressly represents that said Person is in full compliance with the entirety of said Code of Ordinances; and **(iv)** filed a current list of all taxable personal and real property as required by the State of Connecticut General Statutes. Any violation of this subsection 28.7 shall be deemed a material breach of this Contract and shall be a violation of the City's Code of Ordinances.

**28.8.** The definitions set forth in the City's Code of Ordinances shall be the primary source for interpretation of the forgoing subsections 28.1-28.7.

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

**28.10.** The Consultant hereby acknowledges receipt of a copy of the Chapters 38 and 39 of City's Ordinance regarding Procurement, Ethics, and Conflicts of Interest and has familiarized itself with said Code and hereby agrees to adhere to said Code. The text of Chapters 38 and 39 of said Code may be obtained from the Office of the City Clerk of the City and on the internet at the City Clerk's web site: <https://www.waterburyct.org/services/city-clerk/code-of-ordinances> [click link titled "Code of Ordinances (Rev. 12/31/19)". For Chapter 38, click on "Title III: Administration", then click on "Chapter 38: Centralized Procurement System". For Chapter 39, click on "Title III: Administration", then click on "Chapter 39: Ethics And Conflicts of Interest"]



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

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

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

**28.14. PROHIBITION AGAINST CONTINGENCY FEES.** The Consultant hereby represents that it has not retained anyone to solicit or secure a contract with the City upon an agreement or understanding for a commission, percentage, brokerage or contingency fee.

**28.15. FREEDOM OF INFORMATION ACT NOTICE.** Pursuant to State statute, in the event the total compensation payable to the Consultant set forth in Section 5 herein is greater than \$2,500,000.00, the City is entitled to receive a copy of any and all Consultant records and files related to the performance of this Contract and those records and files are subject to the Freedom of Information Act ("the Act") and may be disclosed by the City pursuant to the Act.

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

**WITNESSES:**

**CITY OF WATERBURY**

Sign: \_\_\_\_\_  
Print name:

By: \_\_\_\_\_  
Paul K. Pernerewski, Jr., Mayor

Sign: \_\_\_\_\_  
Print name:

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

**WITNESSES:**

**THE GREATER WATERBURY YMCA**

Sign: \_\_\_\_\_  
Print name:

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

Sign: \_\_\_\_\_  
Print name:

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

1. The School Readiness Grant (Grant Number 11000-16274-2025-83014-170002), consisting of 26 pages, incorporated herein by reference;
2. Scope of Services, consisting of 1 page, attached hereto;
3. Certificates of Insurance, incorporated herein by reference;
4. Licenses, incorporated herein by reference;
5. All applicable Federal, State, and local statutes, regulations charter and Ordinances, incorporated herein by reference.

**ATTACHMENT A**  
**SCHOOL READINESS GRANT PROGRAM**  
**SCOPE OF SERVICES**

1. The Sub-Grantees of the School Readiness Grant Program are all providers who agree to provide school readiness services to Waterbury preschool children and/or children of parents working in Waterbury. The providers agree to comply with their duties as set forth in school readiness statutes, regulations, rules and policies, including state, local and council rules and the relevant laws relating to licensing and the state and local departments of public health and accreditation rules of the National Association for the Education of Young Children and federal rules including Head Start, if applicable.
2. All school readiness programs provided by the Sub-Grantee shall be nonsectarian, shall assure that children with disabilities are integrated into programs available to children who are not disabled and shall not discriminate against children on the basis of race, color, national origin, gender, religion or disability.
3. The Sub-Grantee further agrees to provide quality school readiness programming in accordance with the Connecticut Early Learning and Development Standards programs which comply with the program types set forth in the relevant statutes, state department guidance, local or council rule or policy, and teachers properly credentialed or certified as required by state and local law.
4. Appropriate records and evidence that the Sub-Grantee's program meets the School Readiness Program Component requirements in the areas of general information, plan for collaboration with other community programs and services, parent involvement, parenting education and outreach, referrals for health services, including referrals for appropriate immunizations and screenings, nutrition services, family literacy, admission policies, transition plan, professional development plan and experiences, sliding fee scale, efforts to seek out families who meet low income criteria, and evaluation of the program must be kept by said Sub-Grantee.
5. They agree to comply with all other state, local, education department or council rules with respect to billing, auditing, monitoring, open access to programs relating to the School Readiness Grant Program.

# Instructions for Completing the Authorized Signatures Change Form

# #4

The **ED-099 Agreement for Child Nutrition Programs** (Agreement) is the formal agreement between a sponsoring organization and the Connecticut State Department of Education (CSDE) to operate one or more of the U.S. Department of Agriculture's (USDA) Child Nutrition Programs. The Agreement designates representatives authorized to enter into an agreement with the CSDE and certifies the claims for reimbursement. The Agreement is permanent and amended as changes occur. The CSDE recognizes that one or both authorized signers will change periodically. The sponsoring organization **must** execute the CSDE's *Authorized Signatures Change Form* whenever there is a change to either of the two authorized signers.

Claims for reimbursement are valid only when certified by authorized signers on file with the CSDE. Action by the board of education must occur to make changes to authorized signers so that claims can be signed and submitted, and reimbursement delays are avoided.

## Required Information

The *Authorized Signatures Change Form* must include the information below.

- **Date** of the board meeting is when the governing body of the sponsoring organization took action to change one or both authorized signers.
- **Signature 1** is the designated representative authorized to sign the Agreement for Child Nutrition Programs and to sign claims for reimbursement. The person is head of the governing body, e.g., the chief officer elected or appointed to assume legal responsibility for the organization (superintendent of schools, mayor, selectman, corporate president, chairperson of the board, pastor, or commissioner).
- **Signature 2** is authorized only to sign the claims for reimbursement in the absence or incapacity of the first designated individual (assistant superintendent, business official, principal, headmaster, city or town manager, executive director, or deputy commissioner).
- **Signature 3** certifies the board action and is not authorized to sign the claim. This must be a different person from signatures 1 and 2 (secretary of the board, town clerk, or secretary of the corporation).

## Submitting to the CSDE

Scan and e-mail the signed and dated *Authorized Signatures Change Form* to [CNPermanentAgreement@ct.gov](mailto:CNPermanentAgreement@ct.gov). Include "Authorized Signatures Change Form" in the subject line of the e-mail.

# Instructions for Completing the Authorized Signatures Change Form

## Questions

Contact the CSDE's Child Nutrition Programs staff. Refer to the CSDE's document, *Child Nutrition Staff and Responsibilities*.



For information on the Child Nutrition Programs, visit the CSDE's [Child Nutrition Programs](#) webpage, or contact the [child nutrition programs staff](#) at the Connecticut State Department of Education, Bureau of Child Nutrition Programs, 450 Columbus Boulevard, Suite 504, Hartford, CT 06103-1841.

This document is available at [https://portal.ct.gov/-/media/SDE/Nutrition/NSLP/Forms/Authorized\\_Signature\\_Change\\_Form\\_Instructions.pdf](https://portal.ct.gov/-/media/SDE/Nutrition/NSLP/Forms/Authorized_Signature_Change_Form_Instructions.pdf).

In accordance with federal civil rights law and U.S. Department of Agriculture (USDA) civil rights regulations and policies, this institution is prohibited from discriminating on the basis of race, color, national origin, sex (including gender identity and sexual orientation), disability, age, or reprisal or retaliation for prior civil rights activity.

Program information may be made available in languages other than English. Persons with disabilities who require alternative means of communication to obtain program information (e.g., Braille, large print, audiotope, American Sign Language), should contact the responsible state or local agency that administers the program or USDA's TARGET Center at (202) 720-2600 (voice and TTY) or contact USDA through the Federal Relay Service at (800) 877-8339.

To file a program discrimination complaint, a Complainant should complete a Form AD-3027, USDA Program Discrimination Complaint Form which can be obtained online at: <https://www.usda.gov/sites/default/files/documents/ad-3027.pdf>, from any USDA office, by calling (866) 632-9992, or by writing a letter addressed to USDA. The letter must contain the complainant's name, address, telephone number, and a written description of the alleged discriminatory action in sufficient detail to inform the Assistant Secretary for Civil Rights (ASCR) about the nature and date of an alleged civil rights violation. The completed AD-3027 form or letter must be submitted to USDA by:

1. mail: U.S. Department of Agriculture  
Office of the Assistant Secretary for Civil Rights  
1400 Independence Avenue, SW  
Washington, D.C. 20250-9410; or
2. fax: (833) 256-1665 or (202) 690-7442; or
3. email: [program.intake@usda.gov](mailto:program.intake@usda.gov)

This institution is an equal opportunity provider.

The Connecticut State Department of Education is committed to a policy of equal opportunity/affirmative action for all qualified persons. The Connecticut Department of Education does not discriminate in any employment practice, education program, or educational activity on the basis of race; color; religious creed; age; sex; pregnancy; sexual orientation; workplace hazards to reproductive systems, gender identity or expression; marital status; national origin; ancestry; retaliation for previously opposed discrimination or coercion, intellectual disability; genetic information; learning disability; physical disability (including, but not limited to, blindness); mental disability (past/present history thereof); military or veteran status; status as a victim of domestic violence; or criminal record in state employment, unless there is a bona fide occupational qualification excluding persons in any of the aforementioned protected classes. Inquiries regarding the Connecticut State Department of Education's nondiscrimination policies should be directed to: Attorney Louis Todisco, Connecticut State Department of Education, by mail 450 Columbus Boulevard, Hartford, CT 06103-1841; or by telephone 860-713-6594; or by email [louis.todisco@ct.gov](mailto:louis.todisco@ct.gov).



Connecticut State Department of Education  
 Bureau of Child Nutrition Programs  
 450 Columbus Boulevard, Suite 504  
 Hartford, CT 06103-1841

<i>For state use only</i>	
Effective date:	_____
<b>Agreement numbers:</b>	
School programs	_____
Child care centers	_____
Adult day care centers	_____
Day care homes	_____
Summer food service	_____

## Authorized Signatures Change Form

Read the *Instructions for Completing the Authorized Signatures Change Form* before completing this form. Scan and e-mail the completed form to [CNPermanentAgreement@ct.gov](mailto:CNPermanentAgreement@ct.gov). Include “Authorized Signatures Change Form” in the subject line of the e-mail.

This is to certify that on \_\_\_\_\_, as shown in the minutes of \_\_\_\_\_ the following action was taken to revise the authorized signers of the **ED-099 Agreement for Child Nutrition Programs**.

1. **Signature 1:** The person designated below is authorized to sign this agreement and to sign claims for reimbursement.

<i>Signature</i>	<i>Printed name</i>
<i>Title (superintendent of schools, mayor, selectman, president, chairperson of the board, pastor, or commissioner)</i>	<i>Date</i>
<i>E-mail</i>	<i>Phone number</i>

2. **Signature 2:** In the absence or incapacity of the first designated individual, the second person designated below is authorized to sign claims for reimbursement.

<i>Signature</i>	<i>Printed name</i>
<i>Title (assistant superintendent, business official, principal, headmaster, city or town manager, executive director, or deputy commissioner)</i>	<i>Date</i>
<i>E-mail</i>	<i>Phone number</i>

3. **Signature 3:** The signature below certifies the above action.

<i>Signature</i>	<i>Title (secretary of corporation, town clerk, secretary of the board)</i>
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This form is available at [https://portal.ct.gov/-/media/SDE/Nutrition/NSLP/Forms/Authorized\\_Signatures\\_Change\\_Form.pdf](https://portal.ct.gov/-/media/SDE/Nutrition/NSLP/Forms/Authorized_Signatures_Change_Form.pdf). *This institution is an equal opportunity provider.*

To: Honorable Board of Alderman  
Honorable Board of Education

From: Janet Frenis, Chief Academic Officer

Date: August 26, 2024

Subject: Approval Request to enter into a Professional Services Agreement (RFP 8118) between the City of Waterbury and Cormier Consulting, LLC for onsite Tier I Instructional Framework Support and Professional Learning

The Education Department respectfully requests approval to enter into an agreement with Cormier Consulting, LLC to extend the work done in the Commissioner's Network schools into the other twenty-four district schools and programs to ensure coherence across the school district.

Cormier Consulting, LLC will utilize up to eight coaches/consultants to provide onsite Tier one instructional framework support and will produce twenty professional learning videos highlighting WPS teachers engaging in instructional practices connected to the instructional framework. Services also include executive leadership team support, classroom and behavior management support training, instructional data team training and support, instructional coach training and calibration, small group teacher training, full staff professional learning, and content supervisor training and calibration.

The term of the contract is for a period of three years commencing upon execution by the Mayor and terminating June 30, 2027. The project is funded by the Alliance and Title I grants. The total cost of the contract is \$1,879,750. The payment schedule by year is based on the number of days and is as follows for years one through three: \$898,250, \$699,750, and \$281,750.

The Academic Office will have a representative present at your upcoming meeting to answer any questions you may have regarding this matter.

Respectfully Submitted,



Janet Frenis



PROFESSIONAL SERVICES AGREEMENT

RFP No. 8118

For

Onsite Tier I Instructional Support

between

The City of Waterbury, Connecticut

and

Cormier Consulting, LLC

THIS AGREEMENT, effective on the date signed by the Mayor, is by and between the CITY OF WATERBURY, City Hall, 235 Grand Street, Waterbury, Connecticut (the "City") and CORMIER CONSULTING, LLC, a Connecticut limited liability company located at 598 East Street, Middletown, Connecticut ("Cormier" or the "Contractor").

**WHEREAS**, the Contractor submitted a proposal to the City responding to RFP No. 8118 for Onsite Tier I Instructional Support, including coaching support and professional learning for 24 Non-Commissioner Network Funded Schools and Central Office staff; and

**WHEREAS**, the City selected the Contractor to perform services regarding RFP No. 8118; and

**WHEREAS**, the City has received funding from Title 1 Grant, Alliance Grant and the School Readiness Grant Miscellaneous Funds, for the payment of services and materials to be provided under this contract; and

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

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

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

**1.1.** The Project consists of and the Contractor shall provide Onsite Tier I Instructional Support, including coaching support and professional learning for 24 Non-Commissioner Network Funded Schools and Central Office staff, as detailed and described in the Bid Documents in Attachment A and which are hereby made material provisions of this Contract, including:

1. Tier 1 Instructional Framework Support – direct service support days to all non-Commissioner Network Waterbury Schools. Services customized with input from central office and building administrators;
2. Support to Enlightenment and State Street Schools - direct-service to identified State Street and Enlightenment (approximately 10 days each); Materials for 2 Schools Tier 1 Flipbook Tier 1 Training Workbook;
2. Tier 1 Video Library – To produce twenty (20) three to five minute professional learning videos highlighting Waterbury Public School teachers engaging in the tier 1 instructional practices connected to the instructional framework. Videos will contain footage of teachers engaged in instruction, teacher interviews describing the planning and execution of strategies, and students engaged in learning activities;
3. Classroom & Behavior Management – Additional school-wide and classroom level behavioral support to Waterbury Public Schools;
4. STEM Coach Facilitator Training and Calibration - DISC training, Coaching Feedback for Transformational Change; Coaching Calibration Feedback Modeling;
5. Building Administration Support – Facilitation of monthly (September through June) Principal & Assistant Principal meetings (alternate meetings for secondary and elementary);
6. Supervisor Meeting Facilitation and Support – facilitation/training of supervisor meetings
7. Summer Back to School Administrator Professional Development – Training and facilitation of district building and central office summer retreat.

**Attachment A** shall consist of the following, which are attached hereto, are acknowledged by the Contractor as having been received, or are otherwise hereby incorporated by reference as noted below, and all are made a part hereof:

- 1.1.1 The City's solicitation documents, RFP No. 8118 (attached hereto)
- 1.1.2 Cormier Revised Cost Proposal dated July 31, 2024 (attached hereto)
- 1.1.3 Cormier Response to RFP No. 8118 dated July 3, 2024 (attached hereto)
- 1.1.4 Stockholder's Affidavit; Non-Collusion Affidavit; debarment Certificate, incorporated by reference
- 1.1.5 Certificates of Insurance, incorporated by reference
- 1.1.6 All applicable Federal, State and local statutes, regulations charter and ordinances, incorporated by reference
- 1.1.7 All Required Licenses

**1.2.** The entirety of **Attachment A** plus this executed instrument are together deemed the Contract Documents (hereinafter collectively referred to as "Contract Documents"). The City's record copy of the Contract Documents shall control and shall be effective and binding on the Contractor. In the event that any provision in the Contract Documents

conflict with any other provision therein, the provision in the component part of the Contract Document first enumerated below shall govern over any other component part which follows it numerically:

- 1.2.1 This Contract document.
- 1.2.2 Cormier Revised Cost Proposal dated July 31, 2024 (attached hereto).
- 1.2.3 Cormier Response to RFP No. 8118 dated July 3, 2024 (attached hereto)
- 1.2.4 The City's solicitation documents, RFP No. 8118.
- 1.2.5 All applicable Federal, State and local statutes, regulations charter and ordinances, and applicable provisions and requirements of Funding Grants as set forth herein

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

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

**2.2. Representations regarding Qualifications.** The Contractor hereby represents that, to the extent required by Federal, State and Local statutes, regulations, codes, ordinances, and policies, that the Contractor and/or its employees be licensed, certified, registered, or otherwise qualified, the Contractor and all employees providing services under this Contract, are in full compliance with those statutes, regulations and ordinances. Upon City request, the Contractor shall provide to the City a copy of the Contractor's licenses, certifications, registrations, etc.

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

The Contractor agrees to properly implement the services required in the manner herein provided.

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

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

**3.3. Cleaning Up.** To the extent the Contractor is required to be on City property to render its services hereunder, the Contractor shall at all times keep the Premises free from accumulation of waste materials or rubbish caused by Contractor, its employees or subcontractors, and at the completion of the work shall remove all rubbish from and about the Project and all tools, scaffolding and surplus materials and shall leave the Premises "broom clean" or its equivalent, unless more exactly specified. In case of dispute, the City may remove the rubbish and charge the cost to the Contractor.

**3.4. Publicity.** Contractor agrees not to deliberately disclose the fact that the City has entered into or terminated this Contract or disclose any of the terms of the Contract or use the City's name, trademark, trade name or logo in connection with any publicity, unless the City gives prior written consent to such use of the City's name and has approved the content of its use, both oral and written, in each instance. Notwithstanding the foregoing or anything to the contrary contained herein, the City is and shall remain the sole and exclusive owner of all trademarks, trade names and logo. Under no circumstances shall the Contractor acquire any ownership interests whatsoever in the City's trademarks, trade names or logo.

**3.5. Standard of Performance.** All workmanship, services, materials or equipment, either at the Premises or intended for it, shall conform in all respects with the requirements of all this Contract, and shall be the best obtainable from the crafts and trades. In all cases, the services, materials, equipment, reports, plans, specifications,

deliverables, workmanship, etc. shall be equal to or better than the grade specified, and the best of their kind that is obtainable for the purpose for which they are intended. The standard of care and skill for all services performed by the Contractor shall be that standard of care and skill ordinarily used by other members of the Contractor's profession practicing under the same or similar conditions at the same time and in the same locality. The Contractor's services rendered hereunder shall be rendered completely and by qualified personnel in accordance with standard industry practice.

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

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

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

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

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

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

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

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

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

**3.8. Reporting Requirement.** The Contractor shall deliver periodic, written reports as requested by the City's Using Agency setting forth (i) the issue date of the report, (ii) the time period covered by the report, (iii) a brief description of the work and services completed by the Contractor and/or delivered by the Contractor during the time period covered by the report, (iii) the Contractor's declaration as to whether the entirety of the Contractor's work and services required in this Contract will be, or will not be, completed within the Contract's Section 6 total compensation amount, and (iv) any and all additional useful and/or relevant information. Each report shall be signed by a Corporate Officer.

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

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

**5. Contract Time.** The term of this Contract shall be for a period of three (3) years commencing upon execution of this Agreement by the Mayor of the City of Waterbury, pending all necessary approvals and terminating June 30, 2027, upon completion of the contracted services and work, unless sooner terminated as provided by this agreement or upon agreement of the Parties, in writing, that all services required under the Contract have been fully and completely provided. The City shall have the right to extend the term of this contract for three separate 1-year periods, on the same terms and conditions as this contract, by giving written notice of its election to exercise each extension at least 30 days prior to the expiration of the base term of the contract. ("Contract Time").

**5.1.** Time is and shall be of the essence for all Project milestones, completion date for the Project. The Contractor further agrees that the Work shall be prosecuted regularly, diligently and uninterruptedly and at such rate of progress as will insure full completion thereof within the Contract time stated above. It is expressly understood and agreed, by and between the Contractor and City, that the Contract Time is reasonable for the completion of the Work. The Contractor shall be subject to City imposed fines and/or penalties in the event the Contractor breaches the foregoing dates.

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

**6.1 Fee Schedule.** The fee payable to Contractor shall not exceed **ONE MILLION EIGHT HUNDRED SEVENTY-NINE THOUSAND SEVEN HUNDRED AND FIFTY DOLLARS (\$1,879,750.00)** for the entire three-year term of this Agreement in accordance with Cormier’s Revised Cost Proposal dated July 31, 2024 set forth in **Attachment A** and as follows;

<b>6.1.1</b> 2024-2025 .....	\$898,250.00
<b>6.1.2</b> 2025-2026 .....	\$699,750.00
<b>6.1.3</b> 2026-2027 .....	<u>\$281,750.00</u>
Total compensation not to exceed.....	\$1,879,750.00

The compensation shall be paid in conformity with Cormier’s Revised Cost Proposal dated July 31, 2024, which is set forth in Attachment A of this Contract. Said Proposal is hereby made part of Section 6 of this Agreement as if fully set forth herein.

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

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

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

**6.4. Proposal Costs.** All costs of the Contractor in preparing its proposal for RFP No. 8118 shall be solely borne by the Contractor and are not included in the compensation to be paid by the City to the Contractor under this Contract or any other Contract.

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

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

## **8. Indemnification.**

**8.1.** The Contractor shall indemnify, defend, and hold harmless the City, City's Boards, and Board of Education, commissions, agents, officials and employees from and against all claims, suits, damages, losses, judgments, costs and expenses including reasonable attorney's fees arising out of or resulting from the delivery of the labor, services, equipment, materials, reports, plans, specifications, design, drawings, deliverables, incidentals, etc. provided that any such claims, suits, damages, losses, judgments, costs or expenses **(i)** are attributable to bodily injury, sickness, disease or death, or to injury to or destruction of tangible property, including the loss of use resulting there from, **(ii)** are alleged to be caused in whole or in part by any willful, intentional, negligent, or reckless act or omission of the Contractor, its employees, any subcontractor or consultant, anyone directly or indirectly employed by any of them or anyone for whose acts any of them may be liable; **(iii)** enforcement action or any claim for breach of the Contractor duties hereunder or **(iv)** claim for intangible loss(es) including but not limited to business losses, lost profits or revenue

**8.2.** In any and all claims against the City or any of its boards, agents, employees or officers by the Contractor or any employee of the Contractor, any subcontractor, anyone directly or indirectly employed by any of them or anyone for whose acts any of them may be liable, the indemnification obligation under Paragraph 8.1, above, shall not be limited in any way by any limitation on the amount or type of damages, compensation or benefits payable by or for the Contractor or any subcontractor under Worker's Compensation Acts, disability benefit acts or other employee benefit acts.



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

**8.4.** The Contractor expressly understands and agrees that any performance bond or insurance protection required by this Contract, or otherwise provided by the Contractor, shall in no way limit the responsibility to indemnify, keep and save harmless and defend the City and the City's boards, agents, employees or officers as provided herein.

**8.5.** Royalties and Patents. The Contractor shall, for all time, secure to the City the free and undisputed right to the use of any and all patented articles and methods used in the work and shall defend at Contractor's own expense any and all suits for infringement or alleged infringement of such patents, and in the event of adverse award under patent suits, the Contractor shall pay such awards and hold the City harmless in connection with any patent suits that may arise as a result of installations made by the Contractor and as to any award made thereunder.

**8.6.** In the event this Contract and/or the Contractor's, or its subcontractor, work and services provisioned hereunder is/are subject to the provisions of any Federal or State statute or regulations, or the City Charter or City Ordinance, the Contractor shall indemnify, defend and hold harmless the City from any fine, penalty or other amounts imposed on the City under said statutes, regulations, Charter or Ordinances, if caused by Contractor, or its subcontractor, omission or commission..

## **9. Contractor's Insurance.**

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

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

**9.3.** Each insurance policy shall state that the insurance company shall agree to

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

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

**9.4.1 General Liability Insurance: \$1,000,000.00** per occurrence, **\$2,000,000.00** aggregate and **\$2,000,000.00** Products and completed operations aggregate

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

**9.4.2 Automobile Liability Insurance: \$1,000,000.00** combined single limit each Accident, Any Auto, All Owned and Hired Autos

**9.4.3 Workers' Compensation:** Statutory Limits within the State of Connecticut: Employers' Liability: EL Each Accident **\$1,000,000.00**, EL Disease Each Employee **\$1,000,000.00**, EL Disease Policy Limit **\$1,000,000.00**

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

**9.4.4 Excess/Umbrella Liability Insurance:** Excess or Umbrella insurance coverage that follows form or sits over General Liability, Automobile Liability and Workers Compensation insurances. **\$1,000,000.00** each occurrence and **\$1,000,000.00** Aggregate.

**9.4.5 Professional Liability / E&O Insurance: \$1,000,000.00** each wrongful act, **\$1,000,000.00** Aggregate coverage.

**9.4.6 Abuse / Molestation Insurance: \$1,000,000.00** each Occurrence, **\$1,000,000.00** Aggregate.

Additional Insured Language: The City of Waterbury and its Board of Education is listed as additional insured on a primary and non-contributory basis on all policies except Workers Compensation and Professional Liability. All policies shall include a Waiver of Subrogation except Professional Liability.

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

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

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

**9.8.** No later than thirty (30) calendar days after Contractor receipt, the Contractor shall deliver to the City a copy of the Contractor's insurance policies, endorsements and riders.

**10. Conformance with Federal, State and Other Jurisdictional Requirements.** By executing this Contract, the Contractor represents and warrants that, at all pertinent and relevant times to the Contract, it has been, is and will continue to be in full compliance with all applicable statutes, acts, ordinances, guidelines, resolutions, orders, judgments, decrees, injunctions, rules, and regulations of all government authorities applicable to performance by the Contractor of services hereunder, including those having jurisdiction over its registration and licensing to perform services hereunder; including, but not limited to, the following: *EQUAL EMPLOYMENT OPPORTUNITY ACT*; *COPELAND ANTI-KICKBACK ACT*, as supplemented in the Department of Labor Regulations (29 CFR Part 3); *DAVIS-BACON ACT* as supplemented by Department of Labor Regulations (29 CFR Part 5); Section 103 and 107 of the Contract Work Hours and Safety Standards Act, as supplemented by the Department of Labor Regulations (29 CFR Part 5); the *HOUSING and COMMUNITY DEVELOPMENT ACT of 1974*, as amended; TITLE 31 and Section 12-430(7) of the State of Connecticut General Statutes. All applicable sections of the City Charter and Code of Ordinances are incorporated by reference and made a part hereof.

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

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

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

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

**10.3.2** The Contractor is aware of and shall comply with the provisions of both the Federal Davis-Bacon Act, and the Federal American Recovery and Reinvestment Act of 2009 as those may apply. The specified Acts and the provisions of all Acts from which funding for this Agreement is derived are hereby incorporated by reference and made part of this Contract. The Federal Davis-Bacon Act provides that Federal wage rate laws apply to certain federally funded contracts. The American Recovery and Reinvestment Act (ARRA) provides that Federal wage rates apply to all ARRA funded contracts regardless of the contract's dollar value.

This Agreement is subject to 2 C.F.R. Part 180, OMB Guidelines to Agencies on Government Debarment and Suspension and the U.S. Treasury Department is implementing regulations set forth at 31 C.F.R. Part 19 Government Debarment and Suspension.

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

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

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

**12. Intentionally left blank.**

**13. Termination.**

**13.1. Termination of Contract for Cause.** If, the Contractor shall fail to fulfill in a timely and proper manner its obligations under this Contract, or if the Contractor shall violate any of the covenants, agreements, or stipulations of this Contract, the City shall thereupon have the right to terminate this Contract by giving written notice to the Contractor 14 calendar days prior to the termination date and specifying the effective date thereof, of such termination.

**13.1.1** In the event of such termination, all finished or unfinished documents, data, studies, reports, specifications, deliverables, etc., which shall not include third party license, prepared by the Contractor under this Contract shall, at the

option of the City, become the City's property, and the Contractor shall receive just and equitable compensation for any satisfactory work completed for such.

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

**13.2. Termination for Convenience of the City.** The City may terminate this Contract at any time upon not less than thirty (30) calendar days prior written notice for the convenience of the City, by a notice in writing from the City to the Contractor. If this Contract is terminated by the City as provided herein, the Contractor will be paid an amount which bears the same ratio to the total compensation as the services actually performed bear to the total services of the Contractor covered by this Contract, less payments of compensation previously made.

**13.3. Termination for Non-Appropriation or Lack of Funding.** The Contractor acknowledges that the City is a municipal corporation and that this Contract is subject to the appropriation of funds by the City sufficient for this Contract for each budget year in which this Contract is in effect. The Contractor therefore agrees that the City shall have the right to terminate this Contract in whole or in part without penalty in the event sufficient funds to provide for City payment(s) under this Contract is not appropriated, not authorized or not made available pursuant to law, or such funding has been reduced pursuant to law. Notwithstanding the foregoing, - the City shall not be relieved from its obligation to reimburse Contractor for the cost of equipment and materials purchased, properly invoiced and accepted by the City,, in advance of the services rendered hereunder in reliance on the City's covenants, duties and obligations set forth herein.

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

**13.3.2 Effects of Reduced Levels of Funding.** If funding is reduced by law, or funds to pay the Contractor for the agreed to level of the products, services and functions to be provided by the Contractor under this Contract are not appropriated, authorized or otherwise made available by law, the City may, upon fourteen (14) calendar days written notice to the Contractor, reduce the level of the products, services or functions in such manner and for such periods of time as the City may elect. The charges payable under this Contract shall be equitably adjusted to reflect such reduced level of products, services or functions and the parties shall be afforded the rights set forth in this Contract.

**13.3.3 No Payment for Lost Profits.** In no event shall the City be obligated to pay or otherwise compensate the Contractor for any lost or expected future profits. Notwithstanding the foregoing, - the City not be relieved from its obligation to reimburse Contractor for the cost of equipment and materials purchased, properly invoiced and accepted by the City in advance of the services rendered hereunder in reliance on the City's covenants, duties and obligations set forth herein.

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

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

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

**13.4.3 Termination by the Contractor.** The Contractor may, by written notice to the City, terminate this Contract if the City materially breaches, provided that the Contractor shall give the City thirty (30) calendar days prior written notice and an opportunity to cure by the end of said thirty (30) day period. In the event of such

termination, the Contractor will be compensated by the City for work performed prior to such termination date and the Contractor shall deliver to the City all deliverables as otherwise set forth in this Contract.

**13.4.4 Assumption of Subcontracts.** In the event of termination of this Contract, the City shall have the right to assume, at its option, any and all subcontracts for products, services and functions provided exclusively under this Contract, and may further pursue completion of the work under this Contract by replacement contract or otherwise as the City may in its sole judgment deem expedient.

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

**14. Ownership of Instruments of Professional Services.** The City acknowledges the Contractor's documents, data, studies, reports, specifications, deliverables, etc. created and to be created pursuant to this Contract, including electronic files, are Instruments of Professional Services. Nevertheless, the final Instruments of Professional Services, including, but not limited to documents, data, studies, reports, specifications, deliverables, etc. prepared for the City under this Contract shall become the property of the City upon City payment for that Instrument of Professional Services and the City reserves the right to use the Instruments of Professional Services. Notwithstanding the foregoing or anything to the contrary contained herein, Contractor is and shall remain the sole and exclusive owner of all trademarks, trade secrets, trade names, service marks, copyrights or other intellectual property rights related to the services rendered pursuant to this Agreement ("Contractor IP"). Under no circumstances shall the City acquire any ownership interests whatsoever in any Contractor IP apart from such Instruments of Professional Services. The City acknowledges that the Contractor IP is proprietary material and information of Contractor.

**15. Force Majeure.** Neither the Contractor nor the City shall be held responsible for delays or be considered to be in breach of this Contract or be subject to liquidated damages when their respective obligations under this Contract are caused by conditions beyond their control, including without limitation:

**15.1.** Acts of God, fire, explosion, epidemic, pandemic (or similar viral outbreak) cyclone, flood, war, strikes, revolution, civil commotion, or acts of public enemies.

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



Upon cessation of work for reason of force majeure delays, the Party(ies) whose obligations are affected shall use their best efforts to meet the their obligations under this Agreement / to meet their schedule set forth in.

**16. Subcontracting.** The Contractor shall not, without the prior written approval of the City, subcontract, in whole or in part, any of the Contractor's services which approval shall not be unreasonably withheld,. Any subcontractor so approved shall be required to secure and maintain insurance coverage equal to or better than that required of the Contractor and shall name the City as an additional insured party and said subcontractors shall deliver to the City a certificate of insurance evidencing such coverages. All subcontractors shall comply with all Federal, State and Local, laws, regulations and ordinances but such requirement shall not relieve the Contractor from its requirement that all work and services provided or required hereunder shall comply with all Federal, State and Local, laws, regulations and ordinances.

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

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

**18. Audit.** The City reserves the right to audit the Contractor's books of account in relation to this Contract any time during the period of this Contract or at any time during the twelve month period immediately following the closing or termination of this Contract as may be required by the Funding Sources, including the State of Connecticut U.S. Treasury Department Federal Single Audit Act, Connecticut General Statutes, City of Waterbury Ordinances or in the event of a dispute. In the event the City elects to make such an audit, the Contractor shall promptly make available to the City all records pertaining to this Contract, including, but not limited to, payroll records, bank statements and canceled checks.

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

**20. Interest of Contractor.** The Contractor covenants that it presently has no interest and shall not acquire any interest, direct or indirect, in the project or any parcel of land therein or

any other interest which would conflict in any manner or degree with the performance of its services hereunder. The Contractor further covenants that in the performance of this Contract no person having any such interest shall be employed.

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

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

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

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

**25. Contract Change Orders.**

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

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

**25.1.2** the Change Order monetary cost is charged solely against those funds encumbered for and at the time the Contract was originally executed by the City, that is those funds set forth in the original Contract as a not to exceed payment amount OR within the original Contract's contingency / allowance / reserve amount (if any is stated therein), AND

**25.1.3** the Final Completion Date has not been changed.

**25.2.** Notwithstanding the foregoing, a Change Order shall not include:

**25.2.1** an upward adjustment to a Contractor's payment claim, or

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

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

**26. Conflicts or Disputes.** This Contract represents the full and complete concurrence between the City and the Consultant and governs all disputes between them. In the instance of a conflict or dispute over issues not specifically referenced within the Contract, the following documents shall be used as historical documents. Without regard to the order of precedence, to resolve such conflicts or disputes, the historical documents are (i) the City's aforementioned RFP No. 8118 and (ii) the Consultant's proposal responding to the aforementioned RFP No. 8118.

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

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

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

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

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

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

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

Contractor: Cormier Consulting, LLC  
598 East Street  
Middletown, CT 06457

City: City of Waterbury  
Department of Education  
c/o Chief Operating Officer  
235 Grand Street, 1<sup>st</sup> Floor  
Waterbury, CT 06702

**32. City Code of Ordinances, Ethics and Conflict of Interest Code, Provisions.** The Person (the term "Person" shall herein be as defined in Section 3g of the City's Code of Ordinances) supplying the documents, data, studies, reports, specifications, deliverables, etc. under this Contract shall comply with all applicable Federal, State and Municipal statutes,

regulations, charters, ordinances, rules, etc. whether or not they are expressly stated in this Contract, including but not limited to the following:

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

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

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

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

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

**32.6.** It shall be a material breach of this Contract and it shall be a violation of the City's Code of Ordinances for a Person to be retained, or to retain a Person, to solicit or secure a contract with the City upon an agreement or understanding for a commission, percentage, brokerage, or contingent fee; and every Person, before being awarded a

City contract, shall deliver to the City, on a City authored form, a representation that such Person has not retained anyone in violation of this subsection 32.6., the failure to deliver said form being a material breach of this Contract and a violation of the City's Code of Ordinances. Note, however, this subsection 32.6. shall not apply to full-time Employees who, as a condition of their employment, may be entitled to bonuses or other fees in accordance with their employment relationship.

**32.7.** The Person hereby expressly represents that he/she/it has complied with those sections of the City's Code of Ordinances requiring that said Person has (i) delivered to the City an affidavit, on a City authored form, stating that the Person and its affiliates have no delinquent taxes or other financial obligations owned to the City; (ii) filed the City authored financial disclosure statement form as set forth in the City's Code of Ordinances regarding disclosure of financial interests; (iii) delivered to the City a written acknowledgement, on a City authored form, evidencing receipt of a copy of the "Ethics and Conflict of Interest" ordinance for the City of Waterbury and hereby expressly represents that said Person is in full compliance with the entirety of said Code of Ordinances; and (iv) filed a current list of all taxable personal and real property as required by the State of Connecticut General Statutes. Any violation of this subsection 32.7 shall be deemed a material breach of this Contract and shall be a violation of the City's Code of Ordinances.

**32.8.** The definitions set forth in the City's Code of Ordinances shall be the primary source for interpretation of the forgoing subsections 32.1-32.7.

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

**32.10.** The Contractor hereby acknowledges receipt of a copy of the Chapters 38 and 39 of City's Ordinance regarding Procurement, Ethics, and Conflicts of Interest and has familiarized itself with said Code and hereby agrees to adhere to said Code. The text of Chapters 38 and 39 of said Code may be obtained from the Office of the City Clerk of the City and on the internet at the City Clerk's web site: <https://www.waterburyct.org/services/city-clerk/code-of-ordinances> [click link titled "The City of Waterbury Code of Ordinances Revised 12/31/19". For Chapter 38, click on "TITLE III: ADMINISTRATION", then click on "CHAPTER 38: CENTRALIZED PROCUREMENT SYSTEM". For Chapter 39, click on "TITLE III: ADMINISTRATION", then click on "CHAPTER 39: ETHICS AND CONFLICTS OF INTEREST".

**32.11.** The Contractor is hereby charged with the requirement that it shall have knowledge of, and shall fully comply with, the City's Ordinance Sections 34.15 through 34.99 entitled, "Ordinance Concerning the Hiring of Waterbury Residents on

Certain Publicly-Funded Construction Projects" and the State of Connecticut Legislature's Special Act No. 01-1.

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

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

**32.14. PROHIBITION AGAINST CONTINGENCY FEES.** The Contractor hereby represents that it has not retained anyone to solicit or secure a contract with the City upon an agreement or understanding for a commission, percentage, brokerage or contingency fee.

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

**(signature page follows)**

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

**WITNESSES:**

**CITY OF WATERBURY**

Sign: \_\_\_\_\_

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

Print name:

Paul K. Pernerewski, Jr., Mayor

Sign: \_\_\_\_\_

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

Print name:

**WITNESSES:**

**CORMIER CONSULTING, LLC**

Sign: \_\_\_\_\_

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

Print name:

Its: \_\_\_\_\_

Sign: \_\_\_\_\_

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

Print name:



## ATTACHMENT A

1. The City's solicitation documents, RFP No. 8118 (attached hereto)
2. Cormier Revised Cost Proposal dated July 31, 2024 (attached hereto)
3. Cormier Response to RFP No. 8118 dated July 3, 2024 (attached hereto)
4. Stockholder's Affidavit; Non-Collusion Affidavit; Certificate, incorporated by reference
5. Certificates of Insurance, incorporated by reference
6. All applicable Federal, State and local statutes, regulations charter and ordinances. (Incorporated by reference)
7. All Required Licenses See attached Document

**REQUEST FOR PROPOSAL #8118**  
**THE CITY OF WATERBURY**  
**Board of Education**  
**For Onsite Tier I Instructional Support BY**

The City of Waterbury, Department of Education (hereinafter “City”), is seeking a qualified and experienced educational consulting firm to provide onsite Tier I coaching support and professional learning across 26 Non-Commissioner-Network Funded Schools and Central Office staff.

**A. Background and Intent**

To provide onsite coaching, professional learning, and technical assistance to improve outcomes for all students by improving core instruction and establishing coherent systems in support of high quality instruction. Provided services will be customized to provide tiered support to three existing cohorts of schools that have already been provided with two, one, or zero years of service. Additional coaching and training will be provided to Central Office and support staff.

**B. Qualifications**

Eligible proposers will be those consultants, businesses, and institutions that have the following qualifications:

1. Have similar current coaching clients showing success of improved student outcomes.
2. Have a minimum of five years’ experience providing coaching and professional learning related to instructional support services at the district, building, and classroom levels.
3. Staff includes consultants with a variety of areas of expertise including the major content areas, MTSS, and learning theory. Staff possesses all relevant degrees in education, administration, counseling, or other relevant fields.
4. Knowledge of state and federal education regulations and policy.
5. The ability to tailor services to the needs of individual schools and programs.

**C. Scope of Services**

Required services and deliverables include:

1. **Instructional Framework Support** – Developed with Central Office staff, building administrators, and teachers.
2. **Video Library** – Produce series of short (3-5 min) videos of teachers engaged in instruction, interviews, and students.
3. **Classroom & Behavior Management** – Small group training focused on classroom behavior and management (up to 15 days).
4. **STEM Coach Training and Calibration** (5 days).

5. **Monthly Building Administration Meetings** –Monthly meetings with Principal & Vice Principal. Meetings may include additional staff as needed.
6. **Content Supervisor Meetings** – (2 days) Half-day quarterly planning and calibration.
7. **Summer Back to School Administrator PD** – 1/2 day.
8. **Academic Office and High Quality Instruction Planning Support** – 4 days.
9. **Coaching Days** – The coaching days above may include but are not limited to any of the following: learning walks, executive leadership support, instructional data team meetings, instructional coach training and calibration, small and large group professional learning sessions, lesson planning sessions, lesson audits, and district wide coherence planning.

Proposals should address how they would approach the overall teacher and administrator coaching, training, and support to improve student outcomes. Proposals may address other topic headings as may be deemed important to achieve the desired outcome.

Individual topic line item pricing should be listed for the submitted proposal key area's or topics with either the estimated days or hours expected to be devoted for that area with a total calculated cost for all area's combined for the year. Suggested number of days have been provided for developing cost proposals for Year 1. Waterbury Public Schools would like proposals for up to three years.

#### **Year 1**

**Cohort 1:** (Year 3 Support) 10 days per school:

Carrington, Gilmartin, Sprague, Reed, Walsh, Kennedy, Crosby.

**Cohort 2:** (Year 2 Support) 15 days per school:

W. Cross, Duggan, Bucks Hill, Bunker Hill, Driggs, Hopeville, Wilson, Tinker, Waterbury Career Academy, Waterbury Arts Magnet School.

**Cohort 3:** (Year 1 Support) 18 days per school:

Chase, Generali, Maloney, Kingsbury, Regan, Rotella, Washington;  
10 days per school: State Street, Enlightenment.

**Proposals shall including separate pricing for each of the three years, plus pricing for each of the three option years.**

#### **D. Agreement Period**

The agreement period for any contract or purchase order resulting from this RFP is anticipated to be one year from date of fully executed signatures on a contract or from July 1, 2024 to June 30, 2027 with possible options to extend an additional one to three years upon agreement of both parties and properly executed Amendments.

#### **E. Insurance**

The respondent shall provide insurance as set for in **Attachment D** provided by insurers, satisfactory to the City and authorized to do business in the State of Connecticut, an "A-" Best's Rating and at least a Class V3 or better financial

category as shown in the most current A.M. Best Company ratings.

## **F. General Information**

1. The City is an Equal Opportunity and Affirmative Action employer and does not discriminate in its hiring, employment, or business practices. The City is committed to complying with the Americans with Disabilities Act of 1990 (ADA) and does not discriminate on the basis of disability, in admission to, access to, or operation of its programs, services, or activities.
2. Proposers must complete and sign the items and any forms included in Attachment A. (Contract Compliance Packet).
3. All questions and communications about this request for Proposal and submission requirements must be directed to the City of Waterbury ProcureWare website and must be received **by 2:00 PM on July 5, 2024**. Prospective proposers must limit their contact regarding this RFP to the Purchasing Director or such other person otherwise designated by the Purchasing Director. Responses to questions submitted by the above date or identified at any Information Session to be held in regard to this RFP, **along with any changes or amendments to this RFP**, will be available via the City of Waterbury ProcureWare website **by July 10, 2024, 2:00 PM**. It shall be the responsibility of the proposer to download this information. If you have any procedural questions in this regard, please call the Purchasing Director at (203) 574-6748.

## **G. Management**

Any contract or purchase order resulting from this RFP will be managed by the Chief Academic Officer or their designee(s).

## **H. Conditions**

All those submitting proposals must be willing to adhere to the following conditions and must positively state this in the proposal:

1. All proposals in response to this RFP are to be the sole property of the City. Proposers are encouraged **not** to include in their proposals any information which is proprietary. All materials associated with this procurement process are subject to the terms of state laws defining freedom of information and privacy and all rules, regulations and interpretations resulting from those laws.
2. Any product, whether acceptable or unacceptable, developed under a contract awarded as a result of the RFP is to be the sole property of the City.
3. The timing and sequence of events resulting from this RFP will ultimately be determined by the City.

4. The proposer agrees that the proposal will remain valid for a period of 60 days after the closing date for the submission and may be extended beyond that time by mutual agreement.
5. The City may amend the terms or cancel this RFP any time prior to the execution of a contract or purchase order for these services if the City deems it to be necessary, appropriate or otherwise in the best interests of the City. Failure to acknowledge receipt of amendments, in accordance with the instructions contained in the amendments, may result in a proposal not being considered. At his option, the City's Director of Purchasing may provide all proposers with a limited opportunity to remedy any technical deficiencies identified by the City in their initial review of proposals.
6. The proposer must certify that the personnel identified in its response to this RFP will be the persons actually assigned to the project. Any additions, deletions or changes in personnel from the proposal during the course of the agreement period must be approved by the City, with the exception of personnel who have terminated employment. Replacements for personnel who have terminated employment are subject to approval by the City. At its discretion, the City may require the removal and replacement of any of the proposer's personnel who do not perform adequately, regardless of whether they were previously approved by the City.
7. All subcontractors hired by the proposer awarded a contract or purchase order as a result of this RFP must have prior approval of the City prior to and during the agreement period.
8. Any costs and expenses incurred by proposers in preparing or submitting proposals are the sole responsibility of the proposer.
9. A proposer must be prepared to present evidence of experience, ability, financial standing, and any other information deemed necessary by the City to satisfactorily meet the requirements set forth or implied in the proposal.
10. No additions or changes to the original proposal will be allowed after submittal, except as may be allowed by the City, at its option, in accordance with Section H.5. of this RFP. While changes are not permitted, clarification of proposals may be required by the City at the proposer's sole cost and expense. The final price and scope of services of any contract or purchase order resulting from this RFP may be negotiated with responsible proposers.
11. The proposer may be required to give presentations to the extent necessary to satisfy the City's requirements or needs. In some cases, proposers may have to give presentations or further explanation to any RFP selection committee established by the City.
12. The proposer represents and warrants that the proposal is not made in connection with any other proposer and is in all respects fair and without

collusion or fraud. The proposer further represents and warrants that it did not participate in any part of the RFP development process, had no knowledge of the specific contents of the RFP prior to its issuance, and that no agent, representative or employee of the City participated directly in the proposer's proposal preparation.

13. All responses to the RFP must conform to instruction. Failure to include any required signatures, provide the required number of copies, to meet deadlines, answer all questions, follow the requested format, or failure to comply with any other requirements of this RFP may be considered appropriate cause for rejection of the response.
14. The proposer must accept the City's standard agreement language. See Attachment B.
15. Any contract or purchase order resulting from this RFP process will represent the entire agreement between the proposer and the City and will supersede all prior negotiations, representations or agreements, alleged or made, between the parties. The City shall assume no liability for payment of services under the terms of the contract or purchase order until the successful proposer is notified that the contract or purchase order has been accepted and approved by the City. Any contract resulting from this RFP may be amended only by means of a written instrument signed by the proposer and signed by the Mayor.

## **I. Proposal Requirements & Required Format**

One original (clearly identified as such) and **three (3)** paper copies of the proposal, as well as a copy of the original proposal in pdf format on a CD or flash drive, must be received at the following address no later than **11:45 AM on July 17, 2024**. **Proposals received after that time shall not be considered.**

Mr. Kevin McCaffery  
Director of Purchasing  
City of Waterbury  
235 Grand Street  
Room 103  
Waterbury, CT 06702

**Proposals** submitted must be bound, paginated, indexed and numbered consecutively. Proposers shall complete **Attachment C** addressed to Mr. McCaffery, which, in part, includes a statement by the proposer accepting all terms and conditions and requirements contained in the RFP, and which shall be signed by a duly authorized official of the organization submitting the proposal. Proposers shall also, as indicated in Attachment C, identify the name of a contact person, along with their telephone number, email address, if applicable, and address, who can be contacted for the purpose of clarifying the information contained in their response to this RFP. In addition to any other information required in Attachment C, proposers shall provide their firm's authorization

and a request to any persons, firm, or corporation to furnish any information requested by the City of Waterbury in verification of the recitals included in its response to this RFP.

Proposals must set forth accurate and complete information for each of the items listed below. At the City's discretion, failure to do so could result in disqualification.

1. Proposer Information: Please provide the following information:
  - a. Firm Name
  - b. Permanent main office address
  - c. Date firm organized.
  - d. Legal Form of ownership. If a corporation, indicate where incorporated.
  - e. How many years have you been engaged in services you provide under your present name?
  - f. Names, titles, reporting relationships, and background and experience of the principal members of your organization, including officers.
  
2. Experience, Expertise and Capabilities
  - a. Philosophy Statement and Business Focus. A statement of the proposer's philosophy and approach in undertaking the services of the nature outlined in the RFP, as well as a description of its primary business focus.
  - b. Summary of Relevant Experience. A listing of all projects that the proposer has completed within the last three (3) years must be provided, as well as all projects of a similar nature to those included in the Scope of Services in this RFP. The following information shall be provided for each organization listed under this subsection:
    - Organization name and the name, title, address and telephone number of a responsible contact person.
    - Nature of services provided and dates services started and actually completed. Please indicate, for each assignment, if it was completed within the original contract timeframe and budget. If not, please explain.
    - For each project done for a municipality or other government agency, please indicate the gross cost of the agreement.Additionally, please list any contracts or purchase orders in the last three (3) years between the proposer and any agency of the City of Waterbury.
  - c. Personnel Listing. A complete listing of the staff identified in the work plan by job classification, along with their resumes. Each resume shall include the individual's qualifications and experience in the subject area.
  - d. Conflict of Interest. Disclose any current (within the last 3 years) business, financial, personal or other types of relationships which may pose a conflict of interest.

3. Statement of Qualifications and Work Plan

- a. Qualifications. Please describe your firm's qualifications, experience and capabilities as they pertain to each of the areas of qualifications listed, as well as those of the personnel to be assigned to this project.
- b. Work Plan. Please describe the approach that would be generally followed in undertaking the Scope of Services in Section C above.
- c. Services Expected of the City. Identify the nature and scope of the services that would be generally required of the City in undertaking these projects.

4. Cost Schedule. Proposals shall include a comprehensive and detailed **YEARLY pricing listed for each year for all work to be performed in accordance with this RFP listing subsection costs as listed in the Scope of Work (including option years)**, inclusive of all personnel and non-personnel expenses. This pricing schedule should encompass the entire Scope of Services in this RFP. The City reserves the right to negotiate costs, scope of services, and key personnel based on provider proposals. In order for the City to evaluate the proposed cost, proposers must include for each element in the Work Plan outlined in Section I.3.b. above, the staff, hours, hourly rates and the total cost. Include details generally associated with non-personnel costs as an additional cost section

Since the City may desire to consider the proposer's experience, qualifications, statement of work, and other aspects of the RFP prior to the Cost Proposal, the Cost Proposal shall be sealed in a separate envelope marked "Confidential: Cost Proposal".

*Note: The City is exempt from the payment of excise, transportation and sales taxes imposed by the Federal Government and/or the State. Such taxes must not be included in prices.*

5. Information Regarding: Failure to Complete Work, Default and Litigation.

Please respond to the following questions:

- a. Have you ever failed to complete any work awarded to you? If so, where and why?
- b. Have you ever defaulted on a contract? If so, where and why?
- c. Is there any pending litigation which could affect your organization's ability to perform this agreement? If so, please describe.
- d. Has your firm ever had a contract terminated for cause within the past five years? If yes, provide details.
- e. Has your firm been named in a lawsuit related to errors and omissions within the past five years? If yes, provide details.
- f. During the past seven years, has your firm ever filed for protection under the Federal bankruptcy laws? If yes, provide details.
- g. Are there any other factors or information that could affect your firm's ability to provide the services being sought about which the City should be aware?



6. Exceptions and Alternatives. Proposers wishing to take any exceptions to any requirement in the RFP shall state and explain such exceptions. The City may accept proposals which take exception to any requirements in this RFP, or which offer any alternative to a requirement herein, as well as consider such exceptions and alternatives in evaluating responses. Any exception or alternative must be clearly delineated and cannot materially affect the substance of this Request for Proposals.
7. Additional Data. Any additional information which the proposer wishes to bring to the attention of the City that is relevant to this RFP.

## **J. Evaluation of Proposals; Selection Process**

### **1. Evaluation Criteria**

The following criteria are expected to be among those utilized in the selection process. They are presented as a guide for the proposer in understanding the City's requirements and expectations for this project and are not necessarily all inclusive or presented in order of importance.

- a. Proposed statement of work. Emphasis will be on grasp of the issues involved, soundness of approach and the quality of the overall proposal.
- b. Proposed cost schedule.
- c. Experience, expertise, and capabilities of the proposer. Background, qualifications, and previous experience of personnel to be assigned to the project and their demonstrated competence, experience and expertise in the type of work to be performed. The type of experience, expertise, capabilities, and qualifications desired are outlined in Section B. - Qualifications of this RFP. The City may contact one or more of the organization references listed in Section I.2.b. of this RFP as part of assessing the experience, expertise and capabilities of the proposers or those selected as the finalist(s).
- d. Time, Project and Cost Schedule. Emphasis will be on the proposer's record with completing tasks and producing the necessary products within required time frames and within budget.

### **2. Selection Process**

The City of Waterbury may elect to have the proposals evaluated by a committee as part of making a selection. If deemed necessary, the City reserves the right to arrange for interviews/oral presentations as part of the selection process, which invitations for interviews may involve a short-listing of the proposals received.

## **K.Rights Reserved To The City**

The City reserves the right to award in part, to reject any and all proposals in whole or in part for misrepresentation or if the proposer is in default of any prior City contract, or if the proposal limits or modifies any of the terms and conditions and/or specifications of the RFP. The City also reserves the right to waive technical defects, irregularities and omissions if, in its judgment, the best interest of the City will be served.

## **L.Federal, State and Local Employment Requirements – Not Applicable**

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

## **M.State Set-Aside Requirements – Not Applicable**

- i. The contractor who is selected to perform this municipal public works project, funded in whole or part by the State, must comply with CONN. GEN. STAT. §§ 4a-60, 4a-60a, 4a-60g, and 46a-68b through 46a-68f, inclusive, as amended by June 2015 Special Session Public Act 15-5. An Affirmative Action Plan must be filed with and approved by the Commission on Human Rights and Opportunities prior to the commencement of construction.
- ii. State law requires a minimum of twenty-five (25%) percent of the state-funded portion of the contract be set aside for award to subcontractors holding current certification from the Connecticut Department of Administrative Services (“DAS”) under the provisions of CONN. GEN. STAT. § 4a-60g. (25% of the total state-funded value with DAS-certified Small Businesses and 6.25% of the total state-funded value with DAS-certified Minority-, Women-, and/or Disabled-owned Businesses.) The contractor must demonstrate good faith effort to meet the 25% set-aside goals.
- iii. For municipal public works contracts, the contractor must file a written or electronic non-discrimination certification with the Commission on Human Rights and Opportunities. Forms can be found at <https://portal.ct.gov/chro/contract-compliance/contract-compliance/contract-compliance-forms-and-reports>

## **N. State DAS Requirements for Construction Projects – Not applicable**

If applicable, Proposers shall submit with their Proposals their DAS Contractor Prequalification Certificate along with a current Updated Bid/Proposal Statement. In addition, any named Subcontractor whose subcontract value is equal to or greater than \$500,000 shall hold a current DAS Contractor Prequalification Certificate in the closest applicable Classification of the work that the Subcontractor will complete in the contract.

The proposer must submit with their proposal, all applicable Subcontractor DAS Prequalification certificates. Any Proposal submitted without a copy of the DAS Prequalification Certificate and an Updated Bid/Proposal Statement for the proposal and DAS Prequalification Certificates for Subcontractors whose subcontract value is equal to or greater than \$500,000 shall be invalid.

The Successful Proposer and each of its Subcontractors having subcontracts in value equal to or greater than \$500,000 shall maintain and keep current their respective DAS Contractor Prequalification Certificates at all times during the term of the Contract and any warranty period set forth in the Contract Documents.

#### **O. Bid Bond – Not Applicable**

Each Proposal shall be submitted be accompanied by a Proposal Security in the amount of **ten (10) percent** of the Total Proposal Price.

#### **P. Performance/Payment Bonds – Not applicable**

The Proposer to whom a contract is offered, must furnish to the City, if that contract has a total cost greater than \$50,000.00, a 100 percent Performance Bond with a surety, and in a form, acceptable to the City. In the City's sole discretion, it may also require a 100 percent Payment Bond and/or other additional security with a surety, and in a form, acceptable to the City.

# **Attachment A Documents**

- ANNUAL STATEMENT OF FINANCIAL INTEREST
- DEBARMENT CERTIFICATION
- CITY OF WATERBURY DISCLOSURE OF OUTSTANDING OBLIGATIONS
- CORPORATE RESOLUTION
- LLC RESOLUTION

# FILL IN AND RETURN WITH YOUR SUBMISSION

**CITY OF WATERBURY  
ANNUAL STATEMENT OF FINANCIAL INTERESTS (Calendar Year 202\_\_)  
Persons or Entities Conducting Business with the City**

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

**A. Contracts**

**No Contracts with the City**

(Service or Commodity Covered by Contract)

(Term of Contract)

=====

(Service or Commodity Covered by Contract)

(Term of Contract)

=====

(Service or Commodity Covered by Contract)

(Term of Contract)

# FILL IN AND RETURN WITH YOUR SUBMISSION

**CITY OF WATERBURY  
ANNUAL STATEMENT OF FINANCIAL INTERESTS (Calendar Year 202\_\_)  
Persons or Entities Conducting Business with the City**

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

**No Purchase Order(s) with the City**

(Service or Commodity Covered by Purchase Order)

(Date of Purchase Order)

=====

(Service or Commodity Covered by Purchase Order)

(Date of Purchase Order)

=====

(Service or Commodity Covered by Purchase Order)

(Date of Purchase Order)

# FILL IN AND RETURN WITH YOUR SUBMISSION

CITY OF WATERBURY

ANNUAL STATEMENT OF FINANCIAL INTERESTS (Calendar Year 202\_\_)

Persons or Entities Conducting Business with the City

## II. Financial Interest Disclosure

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

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

(Name of Official)

(Position with City)

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

Interest Held By:

Self

Spouse

Joint

Child

---

---

(Name of Official)

(Position with City)

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

Interest Held By:

Self

Spouse

Joint

Child

# FILL IN AND RETURN WITH YOUR SUBMISSION

1. I certify that this Annual Statement of Financial Interests is a complete and accurate statement of those matter required to be disclosed by me pursuant to §39.061 of the Code of Ordinances.

2. I understand that if I fail to file an Annual Statement (or amendment thereto) or an inaccurate Statement I will be in violation with Chapter 39 of the Code of Ordinance and, thereby, subject to the remedies set forth in §§38.71 and 39.101 of said Code.

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

I have read and agree to the above certification.

\_\_\_\_\_  
(Name of Company, if applicable)

\_\_\_\_\_  
Signature of Individual (or Authorized Signatory)

\_\_\_\_\_  
Date

\_\_\_\_\_  
Print or Type Name and Title (if applicable)

DELIVERED | By Mail  Hand-Delivered



# FILL IN AND RETURN WITH YOUR SUBMISSION

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

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

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

- declared ineligible, or voluntarily excluded from participation in this covered transaction unless authorized by the department or agency with which this transaction originated.
6. The prospective lower tier participant, vendor or contractor further agrees by submitting the attached proposal and/or this document that it will include the clause titled "Certification Regarding Debarment, Suspension, Ineligibility, and Voluntary Exclusion-Lower Tier Covered Transactions", without modification, in all covered transaction and in all solicitations for covered transactions.
7. A participant in a covered transaction may rely upon the certification of a prospective participant in a covered transaction that it is not debarred, suspended, ineligible, or voluntarily excluded from the covered transaction, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. Each participant may but is not required to, check the Non-procurement List.
8. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required herein. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.
9. Except for transactions authorized under paragraph 5 herein, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the Federal, State or Municipal government, the department or agency with which this transaction originated may pursue available remedies, including suspension and/or debarment.

### Certification

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

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

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

Print Name and Title of Authorized Representative:

\_\_\_\_\_

Signature of Authorized Representative:

\_\_\_\_\_

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

# FILL IN AND RETURN WITH YOUR SUBMISSION

## CITY OF WATERBURY

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

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

(a) "Contract" means any Public Contract as defined below.

(b) "Person" means one (1) or more individuals, partnerships, corporations, associations, or joint ventures.

(c) "Public Contract" means any agreement or formal commitment entered into by the city to expend funds in return for work, labor, services, supplies, equipment, materials or any combination of the foregoing, or any lease, lease by way of concession, concession agreement, permit, or per agreement whereby the city leases, grants or demises property belonging to the city, or otherwise grants a right of privilege to occupy or to use said property of the city.

(d) "City" means any official agency, board, authority, department office, or other subdivision of the City of Waterbury.

State of \_\_\_\_\_

SS.: \_\_\_\_\_

County of \_\_\_\_\_

\_\_\_\_\_, being first duly sworn, deposes and says that:

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

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

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

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

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

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

# FILL IN AND RETURN WITH YOUR SUBMISSION

## CITY OF WATERBURY

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

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

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

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

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

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

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

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

Organization Name	Address	Type of Ownership
1		
2		
3		
4		

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

# FILL IN AND RETURN WITH YOUR SUBMISSION

## CITY OF WATERBURY

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

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

Name	Title	DOB	Stock %
1			
2			
3			
4			

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

Name	Title	Affiliated Company (if none state NONE)	Address	DOB
1				
2				
3				
4				

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

TRADE NAME	PLACE OF INCORPORATION/REGISTRY	PRINCIPAL PLACE OF BUSINESS
1		
2		
3		
4		

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

**For Partnership/Sole Proprietor**

In presence of:

\_\_\_\_\_  
Witness

\_\_\_\_\_  
Name of Partnership/Business

**FILL IN AND RETURN WITH YOUR SUBMISSION**

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

By: \_\_\_\_\_  
Name of General Partner/ Sole Proprietor

\_\_\_\_\_  
Address of Business

State of \_\_\_\_\_ )

) SS

County of \_\_\_\_\_ )

\_\_\_\_\_ being duly sworn,

Deposes and says that he/she is \_\_\_\_\_ of \_\_\_\_\_ and that he/she answers to the foregoing questions and all statements therein are true and correct.

Subscribed and sworn to before me this \_\_\_\_\_ day of \_\_\_\_\_ 202\_.

\_\_\_\_\_  
(Notary Public)

My Commission Expires: \_\_\_\_\_

**For Corporation**

\_\_\_\_\_  
Witness

\_\_\_\_\_  
Name of Corporate Signatory

\_\_\_\_\_  
Address of Business

Affix  
Corporate  
Seal

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

Its: \_\_\_\_\_  
Title

**FILL IN AND RETURN WITH YOUR SUBMISSION**

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

State of \_\_\_\_\_ )

) SS

County of \_\_\_\_\_ )

\_\_\_\_\_ being duly sworn,

deposes and says that he/she is \_\_\_\_\_ of \_\_\_\_\_ and  
that he/she answers to the foregoing questions and all statements therein are true and  
correct.

Subscribed and sworn to before me this \_\_\_\_\_ day of \_\_\_\_\_ 202\_\_.

\_\_\_\_\_  
(Notary Public)

My Commission Expires: \_\_\_\_\_

**CORPORATE RESOLUTION**

I, \_\_\_\_\_, hereby certify that I am the duly elected and acting Secretary of \_\_\_\_\_, a corporation organized and existing under the laws of the State of \_\_\_\_\_, do hereby certify that the following facts are true and were taken from the records of said corporation.

The following resolution was adopted at a meeting of the corporation duly held on the \_\_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_.

"It is hereby resolved that \_\_\_\_\_ is authorized to make, execute and approve, on behalf of this corporation, any and all contracts or amendments thereof".

And I do further certify that the above resolution has not been in any way altered, amended, repealed and is now in full force and effect.

IN WITNESS WHEREOF, I hereunto set my hand and affix the corporate seal of said \_\_\_\_\_ corporation this \_\_\_\_\_ day of \_\_\_\_\_, 202\_\_.

\_\_\_\_\_  
Secretary

**LIMITED LIABILITY COMPANY RESOLUTION**

I, \_\_\_\_\_, hereby certify that I am the duly authorized and acting Member / Manager (circle one) of \_\_\_\_\_, a limited liability company organized and existing under the laws of the State of \_\_\_\_\_, do hereby certify that the following facts are true and were taken from the records of said LLC.

The following resolution was adopted at a meeting of the LLC duly held on the \_\_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_.

“It is hereby resolved that \_\_\_\_\_ is authorized to make, execute and approve, on behalf of this LLC, any and all contracts or amendments thereof”.

And I do further certify that the above resolution has not been in any way altered, amended, repealed and is now in full force and effect.

IN WITNESS WHEREOF, I hereunto set my hand and affix the company seal of said \_\_\_\_\_, LLC this \_\_\_\_\_ day of \_\_\_\_\_, 202\_\_.

\_\_\_\_\_  
Manager/Member



# Attachment B Document

- SAMPLE CONTRACT

PROFESSIONAL SERVICES AGREEMENT

RFP No. 8118

For

Onsite Tier I Instructional Support

between

The City of Waterbury, Connecticut

and

\_\_\_\_\_  
THIS AGREEMENT, effective on the date signed by the Mayor, is by and between the CITY OF WATERBURY, City Hall, 235 Grand Street, Waterbury, Connecticut (the "City") and \_\_\_\_\_, located at \_\_\_\_\_ (the "Contractor").

**WHEREAS**, the Contractor submitted a proposal to the City responding to RFP No. 8118 for Onsite Tier I Instructional Support, including coaching support and professional learning for 24 Non-Commissioner Network Funded Schools and Central Office staff; and

**WHEREAS**, the City selected the Contractor to perform services regarding RFP No. 8118; and

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

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

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

**1.1.** The Project consists of and the Contractor shall provide Onsite Tier I Instructional Support, including coaching support and professional learning for 24 Non-Commissioner Network Funded Schools and Central Office staff, as detailed and described in the Bid Documents in Attachment A and which are hereby made material provisions of this Contract, including:

1. Instructional Framework Support – Developed with Central Office staff, building administrators, and teachers;

2. Video Library – Produce series of short (3-5 min) videos of teachers engaged in instruction, interviews, and students;
3. Classroom & Behavior Management – Small group training focused on classroom behavior and management (up to 15 days);
4. STEM Coach Training and Calibration (5 days);
5. Monthly Building Administration Meetings – Principal & Vice principal monthly meetings with additional staff as may be needed;
6. Content Supervisor Meetings – (2 days) Half-day quarterly planning and calibration;
7. Summer Back to School Administrator Professional Development – 1/2 day;
8. Academic Office and High Quality Instruction Planning Support – 4 days;
9. Coaching Days – May include but are not limited to any of the following: learning walks, executive leadership support, instructional data team meetings, instructional coach training and calibration, small and large group professional learning sessions, lesson planning sessions, lesson audits, and district wide coherence planning.

**Attachment A** shall consist of the following, which are attached hereto, are acknowledged by the Contractor as having been received, or are otherwise hereby incorporated by reference as noted below, and all are made a part hereof:

- 1.1.1 The City's solicitation documents, RFP No. 8118 (attached hereto)
- 1.1.2 \_\_\_\_\_ Quote dated \_\_\_\_\_ (attached hereto)
- 1.1.3 \_\_\_\_\_ Response to RFP No. 8118 (attached hereto)
- 1.1.4 Stockholder's Affidavit; Non-Collusion Affidavit; debarment Certificate, incorporated by reference
- 1.1.5 Certificates of Insurance, incorporated by reference
- 1.1.6 All applicable Federal, State and local statutes, regulations charter and ordinances, incorporated by reference
- 1.1.7 All Required Licenses

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

- 1.2.1 This Contract document.
- 1.2.2 \_\_\_\_\_ Quote dated \_\_\_\_\_ (attached hereto).
- 1.2.3 \_\_\_\_\_ Response to RFP No. 8118 (attached hereto)
- 1.2.4 The City's solicitation documents, RFP No. 8118.

1.2.5 All applicable Federal, State and local statutes, regulations charter and ordinances, and applicable provisions and requirements of Funding Grants as set forth herein

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

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

**2.2. Representations regarding Qualifications.** The Contractor hereby represents that, to the extent required by Federal, State and Local statutes, regulations, codes, ordinances, and policies, that the Contractor and/or its employees be licensed, certified, registered, or otherwise qualified, the Contractor and all employees providing services under this Contract, are in full compliance with those statutes, regulations and ordinances. Upon City request, the Contractor shall provide to the City a copy of the Contractor's licenses, certifications, registrations, etc.

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

**3.1. Use of City Property.** To the extent the Contractor is required to be on City property to render its services hereunder, the Contractor shall have access to such areas of City property as the City and the Contractor agree are necessary for the performance of the Contractor's services under this Contract (the "Site" or the "Premises") and at such times as the City and the Contractor may mutually agree. Contractor shall perform

all work in full compliance with Local, State and Federal health and safety regulations. All work hereunder shall be performed in a safe manner. Contractor shall immediately correct any dangerous condition caused by or resulting from its work. If it fails to correct, or to act diligently to correct, any condition which City reasonably believes to be a hazard to persons or property, then immediately upon oral or written notice to any supervisory or similar personnel of Contractor, City may, but shall not be required to, correct same at Contractor's expense. City shall confirm in writing any oral notice given within five (5) business days thereafter.

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

**3.3. Cleaning Up.** To the extent the Contractor is required to be on City property to render its services hereunder, the Contractor shall at all times keep the Premises free from accumulation of waste materials or rubbish caused by Contractor, its employees or subcontractors, and at the completion of the work shall remove all rubbish from and about the Project and all tools, scaffolding and surplus materials and shall leave the Premises "broom clean" or its equivalent, unless more exactly specified. In case of dispute, the City may remove the rubbish and charge the cost to the Contractor.

**3.4. Publicity.** Contractor agrees not to deliberately disclose the fact that the City has entered into or terminated this Contract or disclose any of the terms of the Contract or use the City's name, trademark, trade name or logo in connection with any publicity, unless the City gives prior written consent to such use of the City's name and has approved the content of its use, both oral and written, in each instance. Notwithstanding the foregoing or anything to the contrary contained herein, the City is and shall remain the sole and exclusive owner of all trademarks, trade names and logo. Under no circumstances shall the Contractor acquire any ownership interests whatsoever in the City's trademarks, trade names or logo.

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

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

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

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

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

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

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

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

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

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

**3.8. Reporting Requirement.** The Contractor shall deliver periodic, written reports as requested by the City's Using Agency setting forth (i) the issue date of the report, (ii) the time period covered by the report, (iii) a brief description of the work and services completed by the Contractor and/or delivered by the Contractor during the time period covered by the report, (iii) the Contractor's declaration as to whether the entirety of the Contractor's work and services required in this Contract will be, or will not be, completed within the Contract's Section 6 total compensation amount, and (iv) any and all additional useful and/or relevant information. Each report shall be signed by a Corporate Officer.

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

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

**5. Contract Time.** The term of this Contract shall be for a period of three (3) years commencing upon execution of this Agreement by the Mayor of the City of Waterbury, pending all necessary approvals and terminating June 30, 2027, upon completion of the contracted services and work, unless sooner terminated as provided by this agreement or upon agreement of the Parties, in writing, that all services required under the Contract have been fully and completely provided. The City shall have the right to extend the term of this contract for three separate 1-year periods, on the same terms and conditions as this contract, by giving written notice of its election to exercise each extension at least 30 days prior to the expiration of the base term of the contract. ("Contract Time").

**5.1.** Time is and shall be of the essence for all Project milestones, completion date for the Project. The Contractor further agrees that the Work shall be prosecuted regularly, diligently and uninterruptedly and at such rate of progress as will insure full completion thereof within the Contract time stated above. It is expressly understood and agreed, by and between the Contractor and City, that the Contract Time is reasonable for the completion of the Work. The Contractor shall be subject to City imposed fines and/or penalties in the event the Contractor breaches the foregoing dates.

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

INSERT COMPENSATION TERMS

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

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

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

**6.4. Proposal Costs.** All costs of the Contractor in preparing its proposal for RFP No. 8118 shall be solely borne by the Contractor and are not included in the compensation to be paid by the City to the Contractor under this Contract or any other Contract.

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

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



**8. Indemnification.**

**8.1.** The Contractor shall indemnify, defend, and hold harmless the City, City's Boards, and Board of Education, commissions, agents, officials and employees from and against all claims, suits, damages, losses, judgments, costs and expenses including reasonable attorney's fees arising out of or resulting from the delivery of the labor, services, equipment, materials, reports, plans, specifications, design, drawings, deliverables, incidentals, etc. provided that any such claims, suits, damages, losses, judgments, costs or expenses **(i)** are attributable to bodily injury, sickness, disease or death, or to injury to or destruction of tangible property, including the loss of use resulting there from, **(ii)** are alleged to be caused in whole or in part by any willful, intentional, negligent, or reckless act or omission of the Contractor, its employees, any subcontractor or consultant, anyone directly or indirectly employed by any of them or anyone for whose acts any of them may be liable; **(iii)** enforcement action or any claim for breach of the Contractor duties hereunder or **(iv)** claim for intangible loss(es) including but not limited to business losses, lost profits or revenue

**8.2.** In any and all claims against the City or any of its boards, agents, employees or officers by the Contractor or any employee of the Contractor, any subcontractor, anyone directly or indirectly employed by any of them or anyone for whose acts any of them may be liable, the indemnification obligation under Paragraph 8.1, above, shall not be limited in any way by any limitation on the amount or type of damages, compensation or benefits payable by or for the Contractor or any subcontractor under Worker's Compensation Acts, disability benefit acts or other employee benefit acts.

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

**8.4.** The Contractor expressly understands and agrees that any performance bond or insurance protection required by this Contract, or otherwise provided by the Contractor, shall in no way limit the responsibility to indemnify, keep and save harmless and defend the City and the City's boards, agents, employees or officers as provided herein.

**8.5.** Royalties and Patents. The Contractor shall, for all time, secure to the City the free and undisputed right to the use of any and all patented articles and methods used in the work and shall defend at Contractor's own expense any and all suits for infringement or alleged infringement of such patents, and in the event of adverse award under patent suits, the Contractor shall pay such awards and hold the City harmless in connection with any patent suits that may arise as a result of installations made by the Contractor and as to any award made thereunder.

**8.6.** In the event this Contract and/or the Contractor's, or its subcontractor, work and services provisioned hereunder is/are subject to the provisions of any Federal or State statute or regulations, or the City Charter or City Ordinance, the Contractor

shall indemnify, defend and hold harmless the City from any fine, penalty or other amounts imposed on the City under said statutes, regulations, Charter or Ordinances, if caused by Contractor, or its subcontractor, omission or commission..

**9. Contractor's Insurance.**

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

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

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

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

**9.4.1 General Liability Insurance: \$1,000,000.00** per occurrence, **\$2,000,000.00** aggregate and **\$2,000,000.00** Products and completed operations aggregate

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

**9.4.2 Automobile Liability Insurance: \$1,000,000.00** combined single limit each Accident, Any Auto, All Owned and Hired Autos

**9.4.3 Workers' Compensation:** Statutory Limits within the State of Connecticut: Employers' Liability: EL Each Accident **\$1,000,000.00**, EL Disease Each Employee **\$1,000,000.00**, EL Disease Policy Limit **\$1,000,000.00**

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

**9.4.4 Excess/Umbrella Liability Insurance:** Excess or Umbrella insurance coverage that follows form or sits over General Liability, Automobile Liability and Workers Compensation insurances. **\$1,000,000.00** each occurrence and **\$1,000,000.00** Aggregate.

**9.4.5 Professional Liability / E&O Insurance:** **\$1,000,000.00** each wrongful act, **\$1,000,000.00** Aggregate coverage.

**9.4.6 Abuse / Molestation Insurance:** **\$1,000,000.00** each Occurrence, **\$1,000,000.00** Aggregate.

Additional Insured Language: The City of Waterbury and its Board of Education is listed as additional insured on a primary and non-contributory basis on all policies except Workers Compensation and Professional Liability. All policies shall include a Waiver of Subrogation except Professional Liability.

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

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

**9.7. Certificates of Insurance:** The Contractor's General Liability shall be endorsed to add the City and its Board of Educations an additional insured and provide a waiver of subrogation on all lines of coverage except Professional Liability. The insurance afforded the additional insured shall be primary and non-contributory insurance and the coverage and limits provided under the Contractor's policies shall not be reduced or prorated by the existence of any other insurance applicable to any loss the additional insured may have suffered. At the time the Contractor executes this Contract, it shall furnish to the City, subject to City approval, certificate(s) of insurance and Additional Insured Endorsement and Waiver of Subrogation Endorsement verifying the above coverages, including the naming of the City of Waterbury, as follows: "**The City of Waterbury and its Board of Education is listed as additional insured on a primary and non-contributory basis on all policies except Workers Compensation and Professional Liability. All policies shall include a Waiver of Subrogation except Professional Liability.**" The City's request for proposal number must be shown on the certificate of insurance. The Contractor must

supply replacement/renewal certificates at least thirty (30) calendar days prior to the expiration of the policy(ies). Said certificates shall contain a provision that coverage afforded under the policies shall not be cancelled or reduced for any reasons unless notice of not less than thirty (30) calendar days has been mailed to the Office of Corporation Counsel, 235 Grand Street, Waterbury, CT 06702.

**9.8.** No later than thirty (30) calendar days after Contractor receipt, the Contractor shall deliver to the City a copy of the Contractor's insurance policies, endorsements and riders.

**10. Conformance with Federal, State and Other Jurisdictional Requirements.** By executing this Contract, the Contractor represents and warrants that, at all pertinent and relevant times to the Contract, it has been, is and will continue to be in full compliance with all applicable statutes, acts, ordinances, guidelines, resolutions, orders, judgments, decrees, injunctions, rules, and regulations of all government authorities applicable to performance by the Contractor of services hereunder, including those having jurisdiction over its registration and licensing to perform services hereunder; including, but not limited to, the following: *EQUAL EMPLOYMENT OPPORTUNITY ACT*; *COPELAND ANTI-KICKBACK ACT*, as supplemented in the Department of Labor Regulations (29 CFR Part 3); *DAVIS-BACON ACT* as supplemented by Department of Labor Regulations (29 CFR Part 5); Section 103 and 107 of the Contract Work Hours and Safety Standards Act, as supplemented by the Department of Labor Regulations (29 CFR Part 5); the *HOUSING and COMMUNITY DEVELOPMENT ACT of 1974*, as amended; TITLE 31 and Section 12-430(7) of the State of Connecticut General Statutes. All applicable sections of the City Charter and Code of Ordinances are incorporated by reference and made a part hereof.

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

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

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

**10.3.1** The Contractor is aware of the provisions of Title 31, §53 of the Connecticut General Statutes, latest revision (the "Act"), concerning the payment of minimum wages and other payments or contributions established by

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

**10.3.2** The Contractor is aware of and shall comply with the provisions of both the Federal Davis-Bacon Act, and the Federal American Recovery and Reinvestment Act of 2009 as those may apply. The specified Acts and the provisions of all Acts from which funding for this Agreement is derived are hereby incorporated by reference and made part of this Contract. The Federal Davis-Bacon Act provides that Federal wage rate laws apply to certain federally funded contracts. The American Recovery and Reinvestment Act (ARRA) provides that Federal wage rates apply to all ARRA funded contracts regardless of the contract's dollar value.

This Agreement is subject to 2 C.F.R. Part 180, OMB Guidelines to Agencies on Government Debarment and Suspension and the U.S. Treasury Department is implementing regulations set forth at 31 C.F.R. Part 19 Government Debarment and Suspension.

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

**11.1. Discrimination Because of Certain Labor Matters.** No person employed on the work covered by this Contract shall be discharged or in any way discriminated against

because such person has filed any complaint or instituted or caused to be instituted any proceeding or has testified or is about to testify in any proceeding under or related to the labor standards applicable hereunder to its employer.

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

**12. Intentionally left blank.**

**13. Termination.**

**13.1. Termination of Contract for Cause.** If, the Contractor shall fail to fulfill in a timely and proper manner its obligations under this Contract, or if the Contractor shall violate any of the covenants, agreements, or stipulations of this Contract, the City shall thereupon have the right to terminate this Contract by giving written notice to the Contractor 14 calendar days prior to the termination date and specifying the effective date thereof, of such termination.

**13.1.1** In the event of such termination, all finished or unfinished documents, data, studies, reports, specifications, deliverables, etc., which shall not include third party license, prepared by the Contractor under this Contract shall, at the option of the City, become the City's property, and the Contractor shall receive just and equitable compensation for any satisfactory work completed for such.

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

**13.2. Termination for Convenience of the City.** The City may terminate this Contract at any time upon not less than thirty (30) calendar days prior written notice for the convenience of the City, by a notice in writing from the City to the Contractor. If this

Contract is terminated by the City as provided herein, the Contractor will be paid an amount which bears the same ratio to the total compensation as the services actually performed bear to the total services of the Contractor covered by this Contract, less payments of compensation previously made.

**13.3. Termination for Non-Appropriation or Lack of Funding.** The Contractor acknowledges that the City is a municipal corporation and that this Contract is subject to the appropriation of funds by the City sufficient for this Contract for each budget year in which this Contract is in effect. The Contractor therefore agrees that the City

shall have the right to terminate this Contract in whole or in part without penalty in the event sufficient funds to provide for City payment(s) under this Contract is not appropriated, not authorized or not made available pursuant to law, or such funding has been reduced pursuant to law. Notwithstanding the foregoing, - the City shall not be relieved from its obligation to reimburse Contractor for the cost of equipment and materials purchased, properly invoiced and accepted by the City,, in advance of the services rendered hereunder in reliance on the City's covenants, duties and obligations set forth herein.

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

**13.3.2 Effects of Reduced Levels of Funding.** If funding is reduced by law, or funds to pay the Contractor for the agreed to level of the products, services and functions to be provided by the Contractor under this Contract are not appropriated, authorized or otherwise made available by law, the City may, upon fourteen (14) calendar days written notice to the Contractor, reduce the level of the products, services or functions in such manner and for such periods of time as the City may elect. The charges payable under this Contract shall be equitably adjusted to reflect such reduced level of products, services or functions and the parties shall be afforded the rights set forth in this Contract.

**13.3.3 No Payment for Lost Profits.** In no event shall the City be obligated to pay or otherwise compensate the Contractor for any lost or expected future profits. Notwithstanding the foregoing, - the City not be relieved from its obligation to reimburse Contractor for the cost of equipment and materials purchased, properly invoiced and accepted by the City in advance of the services rendered hereunder in reliance on the City's covenants, duties and obligations set forth herein.

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

**13.4.1 Termination for Cause.** In the event the City terminates this Contract for cause, the Contractor shall relinquish to the City any applicable interest, title and ownership including, but not limited to, perpetual use of any proprietary rights in and to the documents, data, studies, reports, specifications, deliverables, etc., this shall not include the use of third party licenses, provide to, in possession of, and properly invoiced and paid for by (except to the extent such invoiced amount is disputed) the City. With regard to third party products, the Contractor shall transfer all licenses to the City which the Contractor is permitted to transfer in accordance with the applicable third party license. The City shall have no financial obligation to compensate the Contractor for such terminated documents, data, studies, reports, specifications, deliverables, etc. unless payment is otherwise

approved by the City prior to such termination. The Contractor shall be liable for costs incurred by the City, including but not limited to reasonable attorney fees and all court awarded fees and costs incurred in terminating this agreement in whole or in part.

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

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

**13.4.4 Assumption of Subcontracts.** In the event of termination of this Contract, the City shall have the right to assume, at its option, any and all subcontracts for products, services and functions provided exclusively under this Contract, and may further pursue completion of the work under this Contract by replacement contract or otherwise as the City may in its sole judgment deem expedient.

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

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



Professional Services. Notwithstanding the foregoing or anything to the contrary contained herein, Contractor is and shall remain the sole and exclusive owner of all trademarks, trade secrets, trade names, service marks, copyrights or other intellectual property rights related to the services rendered pursuant to this Agreement ("Contractor IP"). Under no circumstances shall the City acquire any ownership interests whatsoever in any Contractor IP apart from such Instruments of Professional Services. The City acknowledges that the Contractor IP is proprietary material and information of Contractor.

**15. Force Majeure.** Neither the Contractor nor the City shall be held responsible for delays or be considered to be in breach of this Contract or be subject to liquidated damages when their respective obligations under this Contract are caused by conditions beyond their control, including without limitation:

**15.1.** Acts of God, fire, explosion, epidemic, pandemic (or similar viral outbreak) cyclone, flood, war, strikes, revolution, civil commotion, or acts of public enemies.

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

Upon cessation of work for reason of force majeure delays, the Party(ies) whose obligations are affected shall use their best efforts to meet their obligations under this Agreement / to meet their schedule set forth in.

**16. Subcontracting.** The Contractor shall not, without the prior written approval of the City, subcontract, in whole or in part, any of the Contractor's services which approval shall not be unreasonably withheld. Any subcontractor so approved shall be required to secure and maintain insurance coverage equal to or better than that required of the Contractor and shall name the City as an additional insured party and said subcontractors shall deliver to the City a certificate of insurance evidencing such coverages. All subcontractors shall comply with all Federal, State and Local, laws, regulations and ordinances but such requirement shall not relieve the Contractor from its requirement that all work and services provided or required hereunder shall comply with all Federal, State and Local, laws, regulations and ordinances.

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

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

**18. Audit.** The City reserves the right to audit the Contractor's books of account in relation to this Contract any time during the period of this Contract or at any time during the twelve month period immediately following the closing or termination of this Contract as may be

required by the Funding Sources, including the State of Connecticut U.S. Treasury Department Federal Single Audit Act, Connecticut General Statutes, City of Waterbury Ordinances or in the event of a dispute. In the event the City elects to make such an audit, the Contractor shall promptly make available to the City all records pertaining to this Contract, including, but not limited to, payroll records, bank statements and canceled checks.

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

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

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

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

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

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

**25. Contract Change Orders.**

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

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

**25.1.2** the Change Order monetary cost is charged solely against those funds encumbered for and at the time the Contract was originally executed by the City, that is those funds set forth in the original Contract as a not to exceed payment amount OR within the original Contract's contingency / allowance / reserve amount (if any is stated therein), AND

**25.1.3** the Final Completion Date has not been changed.

**25.2.** Notwithstanding the foregoing, a Change Order shall not include:

**25.2.1** an upward adjustment to a Contractor's payment claim, or

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

**25.3.** That the work and/or services contemplated are necessary does not, in itself, permit a Change Order. Should the need for a Change Order arise, the request shall be reviewed, and if agreed to, approved by the City's Using Agency and any City designated representative(s). To be binding and enforceable, a Change Order shall thereafter be signed by both the Contractor, any City designated representative(s), and a duly authorized representative of the City's Using Agency prior to the Contractor's delivery of the services, etc. contemplated in said Change Order. All Change Orders are governed by the provisions of this Contract. Any contract change NOT fully

complying with this Section 25 shall be effectuated solely by an amendment to this Contract complying with Section 38.073 of the City's "Centralized Procurement System" ordinance.

**26. Conflicts or Disputes.** This Contract represents the full and complete concurrence between the City and the Consultant and governs all disputes between them. In the instance of a conflict or dispute over issues not specifically referenced within the Contract, the following documents shall be used as historical documents. Without regard to the order of precedence, to resolve such conflicts or disputes, the historical documents are (i) the City's aforementioned RFP No. 8118 and (ii) the Consultant's proposal responding to the aforementioned RFP No. 8118.

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

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

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

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

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

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

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

Contractor:

City: City of Waterbury  
Department of Education  
c/o Chief Operating Officer  
235 Grand Street, 1<sup>st</sup> Floor  
Waterbury, CT 06702

**32. City Code of Ordinances, Ethics and Conflict of Interest Code, Provisions.**

The Person (the term "Person" shall herein be as defined in Section 3g of the City's Code of Ordinances) supplying the documents, data, studies, reports, specifications, deliverables, etc. under this Contract shall comply with all applicable Federal, State and Municipal statutes, regulations, charters, ordinances, rules, etc. whether or not they are expressly stated in this Contract, including but not limited to the following:

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

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

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

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

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

**32.6.** It shall be a material breach of this Contract and it shall be a violation of the City's Code of Ordinances for a Person to be retained, or to retain a Person, to solicit or secure a contract with the City upon an agreement or understanding for a commission, percentage, brokerage, or contingent fee; and every Person, before being awarded a City contract, shall deliver to the City, on a City authored form, a representation that such Person has not retained anyone in violation of this subsection 32.6., the failure to deliver said form being a material breach of this Contract and a violation of the City's Code of Ordinances. Note, however, this subsection 32.6. shall not apply to full-time Employees who, as a condition of their employment, may be entitled to bonuses or other fees in accordance with their employment relationship.

**32.7.** The Person hereby expressly represents that he/she/it has complied with those sections of the City's Code of Ordinances requiring that said Person has (i) delivered to the City an affidavit, on a City authored form, stating that the Person and its affiliates have no delinquent taxes or other financial obligations owed to the City; (ii) filed the City authored financial disclosure statement form as set forth in the City's Code of Ordinances regarding disclosure of financial interests; (iii) delivered to the City a written acknowledgement, on a City authored form, evidencing receipt of a copy of the "Ethics and Conflict of Interest" ordinance for the City of Waterbury and hereby expressly represents that said Person is in full compliance with the entirety of said Code of Ordinances; and (iv) filed a current list of all taxable personal and real property as required by the State of Connecticut General Statutes. Any violation of this subsection 32.7 shall be deemed a material breach of this Contract and shall be a violation of the City's Code of Ordinances.

**32.8.** The definitions set forth in the City's Code of Ordinances shall be the primary source for interpretation of the forgoing subsections 32.1-32.7.

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

**32.10.** The Contractor hereby acknowledges receipt of a copy of the Chapters 38 and 39 of City's Ordinance regarding Procurement, Ethics, and Conflicts of Interest and has familiarized itself with said Code and hereby agrees to adhere to said Code. The text of Chapters 38 and 39 of said Code may be obtained from the Office of the City Clerk of the City and on the internet at the City Clerk's web site:

<https://www.waterburyct.org/services/city-clerk/code-of-ordinances> [click link titled "The City of Waterbury Code of Ordinances Revised 12/31/19". For Chapter 38, click on "TITLE III: ADMINISTRATION", then click on "CHAPTER 38: CENTRALIZED PROCUREMENT SYSTEM". For Chapter 39, click on "TITLE III: ADMINISTRATION", then click on "CHAPTER 39: ETHICS AND CONFLICTS OF INTEREST".

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

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

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

**32.14. PROHIBITION AGAINST CONTINGENCY FEES.** The Contractor hereby represents that it has not retained anyone to solicit or secure a contract with the City upon an agreement or understanding for a commission, percentage, brokerage or contingency fee.

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

**(signature page follows)**

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

**WITNESSES:**

**CITY OF WATERBURY**

Sign: \_\_\_\_\_

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

Print name:

Paul K. Pernerewski, Jr., Mayor

Sign: \_\_\_\_\_

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

Print name:

**WITNESSES:**

Sign: \_\_\_\_\_

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

Print name:

Its: \_\_\_\_\_

Sign: \_\_\_\_\_

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

Print name:



## ATTACHMENT A

1. The City's solicitation documents, RFP No. 8118 (attached hereto)
2. Bidder's Quote dated \_\_\_\_\_ (attached hereto)
3. Bidder's Response to RFP No. 8118 (attached hereto)
4. Stockholder's Affidavit; Non-Collusion Affidavit; Certificate, incorporated by reference
5. Certificates of Insurance, incorporated by reference
6. All applicable Federal, State and local statutes, regulations charter and ordinances. (Incorporated by reference)
7. All Required Licenses See attached Document

# **Attachment C Document**

- ADDENDUM/CERTIFICATION/NOTICE OF ACCEPTANCE

# FILL IN AND RETURN WITH YOUR SUBMISSION

## ATTACHMENT C

**KEVIN MC CAFFERY  
DIRECTOR OF PURCHASING  
235 GRAND STREET, ROOM 103  
WATERBURY, CT 06702**

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

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

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

1 \_\_\_\_\_ 4 \_\_\_\_\_  
2 \_\_\_\_\_ 5 \_\_\_\_\_  
3 \_\_\_\_\_ 6 \_\_\_\_\_

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

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

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

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

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

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

Name \_\_\_\_\_  
By: \_\_\_\_\_  
(Title)  
Business Address: \_\_\_\_\_  
(City, State, Zip Code)  
\_\_\_\_\_  
\_\_\_\_\_  
Phone: \_\_\_\_\_  
Email: \_\_\_\_\_  
Date: \_\_\_\_\_

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

# Attachment D Document

- INSURANCE REQUIREMENTS

**REQUEST FOR PROPOSAL #8118  
THE CITY OF WATERBURY  
Board of Education  
For Onsite Tier I Instructional Support BY  
Attachment D**

**Insurance Requirements**

Contractor/Vendor shall agree to maintain in force at all times during the contract the following minimum coverages and shall name the City of Waterbury and the Waterbury Board of Education as Additional Insured on a primary and non-contributory basis to all policies, except Workers Compensation. All policies should also include a Waiver of Subrogation. Insurance shall be written with Carriers approved in the State of Connecticut and with a minimum AM Best's rating of "A"VIII.

If any policy is written on a "Claims Made" basis, the policy must be continually renewed for a minimum of two (2) years from the completion date of this contract. If the policy is replaced and/or the retroactive date is changed, then the expiring policy must be endorsed to extend the reporting period for claims for the policy in effect during the contract for two (2) years from the completion date.

Original, completed Certificates of Insurance must be presented to the City of Waterbury and the Waterbury Board of Education prior to contract issuance. Contractor/Vendor agrees to provide replacement/renewal certificates at least 30 days prior to the expiration date of the policies. Should any of the above described policies be cancelled, limits reduced or coverage altered, 30 days written notice must be given to the City of Waterbury and the Waterbury Board of Education.

**General Liability:**                    \$1,000,000 each Occurrence  
   \$2,000,000 General Aggregate  
   \$2,000,000 Products/ Completed Operations Aggregate

**Auto Liability:**                        \$1,000,000 Combined Single Limit each Accident  
   Any Auto, All Owned and Hired Autos

**Workers Compensation:**        WC Statutory Limits  
   Employer Liability (EL)  
    \$1,000,000 EL each Accident  
    \$1,000,000 EL Disease each Employee  
    \$1,000,000 EL Disease Policy Limits

**Excess/Umbrella Liability:**        \$1,000,000 each Occurrence  
   \$1,000,000 Aggregate

**Professional Liability/E&O:**    \$1,000,000 each Wrongful Act  
   \$1,000,000 Aggregate

**Abuse/Molestation Liability:**    \$1,000,000 each Wongful Act  
   \$1,000,000 Aggregate

(Applicable to Contractors working directly with Youth/Minors if not cleared by BOE Security Office.)

**Wording for Additional Insured Endorsement and Waiver of Subrogation:**

The City Waterbury and its Board of Education is listed as an Additional Insured on a primary and non-contributory basis on all policies except Workers Compensation and Professional Liability. All policies shall include a Waiver of Subrogation except Professional Liability.



**David R. Cormier, Ph.D.**  
*Executive Director, Cormier Consulting LLC*

598 East Street | Middletown, CT | 06457 | 860.841.7662 | [drc.cormier@gmail.com](mailto:drc.cormier@gmail.com)

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**REVISED Cost Proposal for RFP #8118  
Onsite Tier 1 Instructional Support**

July 31, 2024

Mr. Kevin McCaffery  
Director of Purchasing  
City of Waterbury  
235 Grand Street, Room 103  
Waterbury, CT 06702

Dear Mr. McCaffery,

Thank you for your inquiry regarding the cost proposal submitted for RFP # 8118 (Onsite tier 1 Instructional Support), and for the opportunity to enter into negotiations.

After careful consideration, I have elected to reduce the daily rate for the majority of line items in year one as opposed to reducing the scope of services provided, or the number of days of service. This approach allows us to maintain the integrity of the original proposal, increasing the likelihood we will meet the specified goals and targets, and improving outcomes for Waterbury students.

I believe this adjustment strikes a balance between cost efficiency and service quality, allowing us to deliver the best possible outcomes for this multi-year project.

Please find the revised cost proposal attached. Should you have any questions, feel free to contact me directly by phone at 860-841-7662 or by email at [drc.cormier@gmail.com](mailto:drc.cormier@gmail.com).

Sincerely,

A handwritten signature in blue ink that reads "David R. Cormier". The signature is written in a cursive style with a horizontal line underneath it.

David R. Cormier  
Executive Director, Cormier Consulting LLC.



**David R. Cormier, Ph.D.**  
*Executive Director, Cormier Consulting LLC*

598 East Street | Middletown, CT | 06457 | 860.841.7662 | drc.cormier@gmail.com

**REVISED Confidential Cost Proposal for RFP #8118**  
**Onsite Tier 1 Instructional Support**

## 4. Cost Schedule

### Fee Structure

- ~~One-Day Session~~ ~~\$3,000.00 per full-day~~
- ~~Two to Ten Days of Service~~ ~~\$2,500.00 per full-day~~
- \*Eleven Days or More of Service** ~~\$2,250.00~~ **\$2,125.00** per full-day (Year 1)
- \*Eleven Days or More of Service** **\$2,250.00** per full-day (Years 2 & 3)

As per standard contract agreement, one full-day of service constitutes up to seven (7) hours of contact time.

### TOTAL COSTS BY YEAR:

**2024-2025 TOTAL** ~~\$950,000.00~~ **\$898,250.00**  
**2025-2026 TOTAL** ~~\$702,750.00~~ **\$699,750.00**  
**2026-2027 TOTAL** ~~\$284,750.00~~ **\$281,750.00**

### Summary of **2024-2025** Services, Deliverables, and Costs:

Service/ Deliverable	Description of Services and Deliverable	# of Days	Total Fee
<b>Tier 1 Instructional Framework Support</b>	To provide additional direct service support days to all non-Commissioner Network Waterbury Schools. Services will be customized with input from central office and building administrators.	<b>350</b>	<del><b>\$787,500.00</b></del> <b>\$743,750.00</b>
<b>Support to Enlightenment and State Street Schools</b>	To provide direct-service to identified State Street and Enlightenment (services outlined under School-Based Support Service Delivery Options & Descriptions). (approximately 10 days each)  Materials for 2 Schools Tier 1 Flipbook Tier 1 Training Workbook (\$2,000.00 per school)	<b>20</b>	<del><b>\$45,000.00</b></del> <b>\$42,500.00</b> <b>\$4,000.00</b>
<b>Tier 1 Video Library</b>	To produce twenty (20) three to five minute professional learning videos highlighting Waterbury Public School teachers engaging in the tier 1 instructional practices connected to the instructional framework. Videos will contain footage of teachers engaged in instruction, teacher interviews describing the planning and execution of strategies, and students engaged in learning activities.	<b>NA</b>	<b>\$25,000.00</b>

	<p>Videos will be mutually owned by Waterbury Public Schools and Cormier Consulting, LLC and will be used for the sole purpose of professional learning. District video protocols and image permission policies will be followed.</p> <p>Fees are inclusive of professional producing, filming, and editing of videos.</p>		
<p><b>Classroom and Behavior Management Support</b></p>	<p>To provide additional school-wide and classroom level behavioral support to Waterbury Public Schools. Central office will allocate days to schools at their discretion (up to 20 days). Services may include, but are not limited to: :</p> <ul style="list-style-type: none"> <li>▪ Instructional coaching with a focus on classroom and behavior management</li> <li>▪ Small group teacher training (tier 1 behavior practices)</li> <li>▪ Faculty meeting training (tier 1 behavior practices)</li> <li>▪ Building administrator support and guidance on school-wide behavior structures and practices</li> <li>▪ Support with CT-SEDS, Co-teaching, and/or developing quality IEPs</li> </ul>	<p>20</p>	<p><del>\$45,000.00</del> \$42,500.00</p>
<p><b>STEM Coach Facilitator Training &amp; Calibration</b></p>	<p><b><i>DISC Training (.5 day of training)</i></b></p> <p>Prior to the session, participants will take the DISC Behavioral Tendency Assessment. DISC is a behavioral style assessment and development tool. The report associated with this survey provides participants with insight into how they communicate with, motivate, interact with and inspire others.</p> <p><b><i>Coaching Feedback for Transformational Change (1.5 Days)</i></b></p> <p>Coaching is a developmental approach to support teacher growth. The primary purpose of coaching is to increase teachers' capacity to reflect on their own practice, self-assess, set goals and monitor for continuous improvement. It is important for coaches to understand how coaching conversations and feedback can support educator growth and development. Feedback for transformational change requires coaches to shift mindsets and definitions so that feedback is no longer something you give, but rather an interaction you engage someone in. Coaches will examine current feedback practices and learn feedback tools that support a culture of transformational change and growth.</p> <p><b><i>Coaching Calibration Feedback Modeling (3 days)</i></b></p> <p>Instructional coaching calibration opportunities for STEM coaches that may include, but are not limited to:</p> <ul style="list-style-type: none"> <li>▪ co-observation of a series of lessons with an external facilitator;</li> <li>▪ engagement in professional dialogue about instructional strengths and areas for growth (connecting to the CCT);</li> <li>▪ exploration of in-class support and teacher feedback options; and</li> <li>▪ collaboratively deconstructing classroom coaching and feedback sessions with the facilitator and coach each observing and taking the lead for debriefing lessons with teachers.</li> </ul>	<p>5</p>	<p><b>\$12,000.00</b> (includes DISC and training materials for 12 people)</p>



<b>Building Admin Support (Monthly)</b>	Facilitation of monthly (September through June) Principal & Assistant Principal meetings (alternate 5 meetings for secondary and 5 for elementary). (Sessions will be half-day sessions replicated AM/PM)	<b>10</b>	<b>\$22,500.00</b>
<b>Supervisor Meeting Facilitation &amp; Support</b>	Facilitation/Training of four (4), .5 day supervisor meetings	<b>4</b> (partial days)	<b>\$6,000.00</b>
<b>Summer Back to School Admin PD</b>	Training and facilitation of district building and central office summer retreat (up to 1 full day)	<b>1</b>	<b>\$3,000.00</b> <b>In-Kind</b>

**2024-2025 TOTAL \$950,000.00 \$898,250.00**

**Summary of 2025-2026 Services, Deliverables, and Costs:**

Service/Deliverable	Description of Services and Deliverable	# of Days	Total Fee
<b>Tier 1 Instructional Framework Support</b>	To provide additional direct service support days to 30 Waterbury Schools. Services will be customized with input from central office and building administrators.	<b>275</b>	<b>\$618,750.00</b>
<b>Support to Enlightenment and State Street Schools</b>	To provide direct-service to identified State Street and Enlightenment (services outlined under School-Based Support Service Delivery Options & Descriptions).		<b>10</b>
<b>Tier 1 Video Library</b>	To produce twenty (20) three to five minute professional learning videos highlighting Waterbury Public School teachers engaging in the tier 1 instructional practices connected to the instructional framework. Videos will contain footage of teachers engaged in instruction, teacher interviews describing the planning and execution of strategies, and students engaged in learning activities.  Videos will be mutually owned by Waterbury Public Schools and Cormier Consulting, LLC and will be used for the sole purpose of professional learning. District video protocols and image permission policies will be followed.  Fees are inclusive of professional producing, filming, and editing of videos.	<b>NA</b>	<b>\$25,000.00</b>
<b>STEM Coach Facilitator Training &amp; Calibration</b>	<b>Coaching Calibration Feedback Modeling (3 days)</b> Instructional coaching calibration opportunities for STEM coaches that may include, but are not limited to: <ul style="list-style-type: none"> <li>▪ co-observation of a series of lessons with an external facilitator;</li> <li>▪ engagement in professional dialogue about instructional strengths and areas for growth (connecting to the CCT);</li> <li>▪ exploration of in-class support and teacher feedback options; and</li> <li>▪ collaboratively deconstructing classroom coaching and feedback sessions with the facilitator and coach each observing and taking the lead for debriefing lessons with teachers.</li> </ul>	<b>2</b>	<b>\$5,000.00</b> (includes DISC and training materials for newly hired coaches)

<b>Building Admin Support (Monthly)</b>	Facilitation of monthly (September through June) Principal & Assistant Principal meetings (alternate 5 meetings for secondary and 5 for elementary). (Sessions will be half-day sessions replicated AM/PM)	<b>10</b>	<b>\$22,500.00</b>
<b>Supervisor Meeting Facilitation &amp; Support</b>	Facilitation/Training of four (4), .5 day supervisor meetings	<b>4</b> (partial days)	<b>\$6,000.00</b>
<b>Summer Back to School Admin PD</b>	Training and facilitation of district building and central office summer retreat (up to 1 full day)	<b>1</b>	<b>\$3,000.00</b> <b>In-Kind</b>

**2025-2026 TOTAL ~~\$702,750.00~~ \$699,750.00**

### Summary of **2026-2027** Services, Deliverables, and Costs:

Service/Deliverable	Description of Services and Deliverable	# of Days	Total Fee
<b>Tier 1 Instructional Framework Support</b>	To provide additional direct service support days to 22 district schools. Services will be customized with input from central office and building administrators.	<b>105</b>	<b>\$236,250.00</b>
<b>Support to Enlightenment and State Street Schools</b>	To provide direct-service to identified State Street and Enlightenment (services outlined under School-Based Support Service Delivery Options & Descriptions).	<b>10</b>	<b>\$22,500.00</b>
<b>STEM Coach Facilitator Training &amp; Calibration</b>	<b><i>Coaching Calibration Feedback Modeling (3 days)</i></b> Instructional coaching calibration opportunities for STEM coaches that may include, but are not limited to: <ul style="list-style-type: none"> <li>co-observation of a series of lessons with an external facilitator;</li> <li>engagement in professional dialogue about instructional strengths and areas for growth (connecting to the CCT);</li> <li>exploration of in-class support and teacher feedback options; and</li> <li>collaboratively deconstructing classroom coaching and feedback sessions with the facilitator and coach each observing and taking the lead for debriefing lessons with teachers.</li> </ul>	<b>2</b>	<b>\$5,000.00</b> (includes DISC and training materials for newly hired coaches)
<b>Building Admin Support (Monthly)</b>	Facilitation of monthly (September through June) Principal & Assistant Principal meetings (alternate 3 meetings for secondary and 3 for elementary). (Sessions will be half-day sessions replicated AM/PM)	<b>6</b>	<b>\$13,500.00</b>
<b>Supervisor Meeting Facilitation &amp; Support</b>	Facilitation/Training of four (4), .5 day supervisor meetings	<b>2</b> (partial days)	<b>\$4,500.00</b>
<b>Summer Back to School Admin PD</b>	Training and facilitation of district building and central office summer retreat (up to 1 full day)	<b>1</b>	<b>\$3,000.00</b> <b>In-Kind</b>

**2026-2027 TOTAL ~~\$284,750.00~~ \$281,750.00**



**David R. Cormier, Ph.D.**  
*Executive Director, Cormier Consulting LLC*

598 East Street | Middletown, CT | 06457 | 860.841.7662 | [drc.cormier@gmail.com](mailto:drc.cormier@gmail.com)

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**Proposal for RFP #8118  
Onsite Tier 1 Instructional Support**

July 3, 2024

Mr. Kevin McCaffery  
Director of Purchasing  
City of Waterbury  
235 Grand Street, Room 103  
Waterbury, CT 06702

Dear Mr. McCaffery,

Enclosed with this letter is Cormier Consulting's response to The City of Waterbury, Waterbury Public Schools RFP No. 8118 requesting professional development services for *Onsite Tier 1 Instructional Support*. Cormier Consulting has been providing innovative solutions, strategies and resources to support continuous improvement efforts of schools and non-profit organizations since 2008. We currently have a team of ten highly qualified consultants with over three hundred forty years of combined experience in education.

This RFP response reflects how Cormier Consulting is uniquely capable and positioned to support the professional learning needs across the 26 Non-Commissioner Network funded schools and central office staff in a coherent manner that is aligned to other district improvement initiatives currently serving Waterbury Public Schools. Cormier Consulting has a record of creating and sustaining cultures of improvement in schools in order to advance student outcomes. The four current Commissioner Network schools we have been supporting have all experienced significant progress and growth. Through innovative workshops, facilitation, onsite coaching and technical assistance, the Cormier Consulting Team works to develop the capacity for adaptive and transformative improvements. It is our goal to support teaching, learning, and leadership practices through the exploration of tools and strategies that promote change and growth.

We accept all terms, conditions, and requirements contained in RFP No. 8118. We thank you for your time and consideration and look forward to further discussing this proposal with you. If you require any further information or clarification of the enclosed contents of this proposal, please feel free to contact me directly by phone at 860-841-7662 or by email at [drc.cormier@gmail.com](mailto:drc.cormier@gmail.com).

Sincerely, \_\_\_\_\_

A handwritten signature in blue ink that reads "David R. Cormier".

David R. Cormier  
Executive Director, Cormier Consulting LLC.

## Proposal for RFP No. 8118 Onsite Tier 1 Instructional Support

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# 1. Proposer Information

- a. **Firm Name:** Cormier Consulting, LLC
- b. **Permanent Main Office Address:** 598 East Street, Middletown, CT 06457
- c. **Date Firm Organized:** April, 2008 (Sole Proprietor) December, 2014 (Limited Liability Company)
- d. **Legal Form of Ownership:** Limited Liability Company
- e. **Years Engaged In Service Under Current Name:** 16 years
- f. **Names, Titles, Experiences of Principle Members:**  
 David Roland Cormier, Ph.D., Executive Director  
 Over 28 years of experience as an educator (teacher; administrator; consultant and assistant director of a state agency; and independent consultant)

# 2. Experience, Expertise & Capabilities

## a. Philosophy Statement and Business Focus

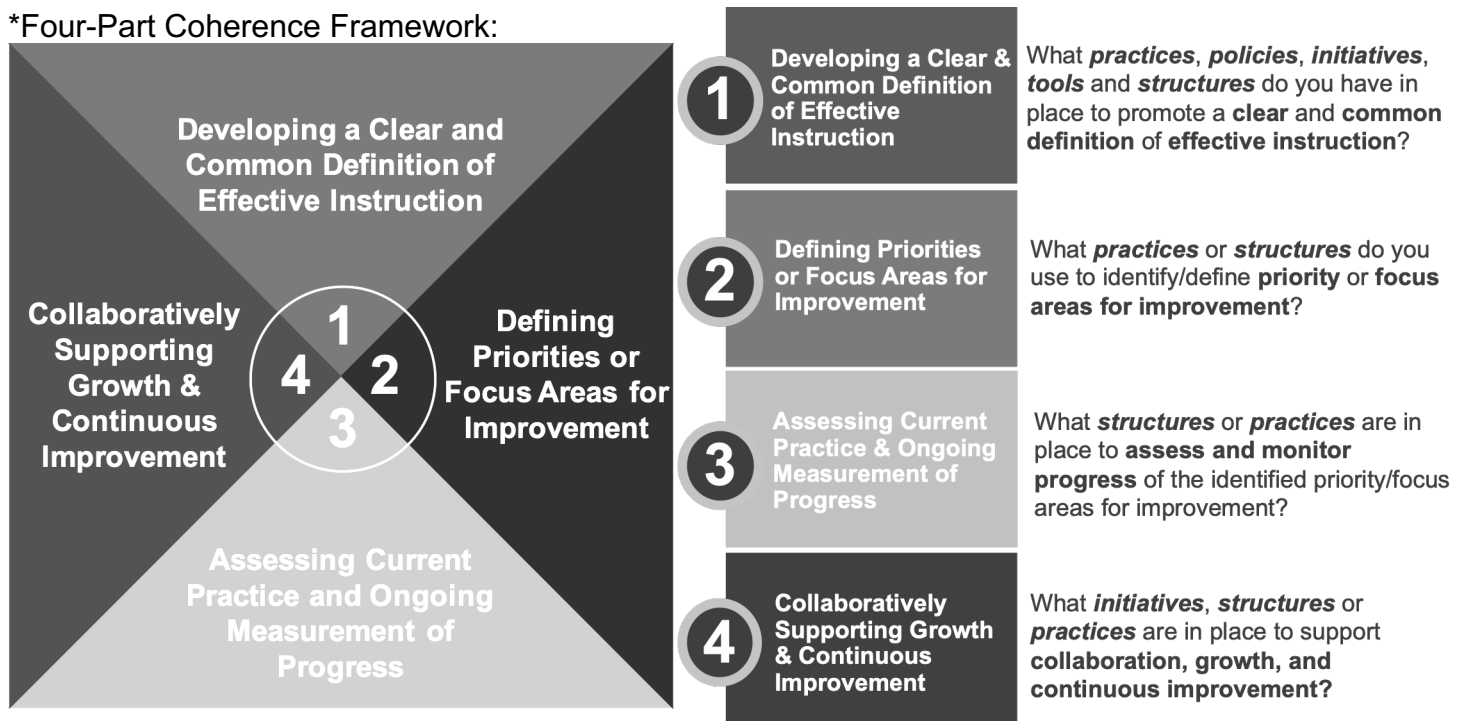
Improving outcomes for children is predicated on our ability to be reflective and adapt our professional practices. We must create and sustain cultures of improvement in our schools in order to address the unique and varied needs of our students. Through innovative workshops, facilitation, onsite coaching and technical assistance, we will work to develop the capacity for adaptive and transformative improvements. It is our goal to support teaching, learning, and leadership practices through the exploration of research-based tools and strategies that promote change and growth within organizations. Our mission is to advance outcomes for all students by strengthening tier 1 instruction and establishing coherent/aligned systems in support of continuous improvement.

### Guiding Philosophy/Principles of the Plan Include:

<b>Data-Driven</b>	Our work model provides opportunities to collect data on instructional practices (observational and self-assessment). Data will be used to determine areas of strength and areas to address through professional learning and instructional coaching. Data will be disaggregated by grade level and content area to determine how to best target and differentiate resources. Baseline data will be used to determine staff progress and growth.
<b>Coherence-Driven</b>	Services and deliverables will be integrated, connected, purposeful/intentional, clearly communicated, and transparent. A four-part coherence framework* will be applied to the overall plan that includes: <ol style="list-style-type: none"> <li>1. <i>Developing a clear and common definition of effective tier 1 instruction (High Quality Instruction)</i></li> <li>2. <i>Defining priority areas for improvement</i></li> <li>3. <i>Assessment of current practices and ongoing measurement of progress</i></li> <li>4. <i>Supporting growth, change and continuous improvement</i></li> </ol>
<b>Aligned &amp; Focused</b>	Observational data will be used to inform School Improvement Plan (SIP) progress and areas of focus. Services and deliverables will be aligned to SIP indicators. Data collected can be used for future SIP iterations or revisions.

<b>Capacity Building &amp; Ownership</b>	Strategies to build capacity and ownership of district leaders, building administrators, teachers and related service personnel include: <ol style="list-style-type: none"> <li>1. <i>Targeting areas of need and providing actionable feedback</i></li> <li>2. <i>Using strategies for active engagement and participation</i></li> <li>3. <i>Providing turn-key resources and tools to support ongoing professional learning during department &amp; staff meetings</i></li> </ol>
<b>Customized &amp; Differentiated</b>	All professional learning sessions, tools, resources, materials, and processes will be customized to meet the specific needs of each school. Ongoing monitoring of progress and growth will allow for necessary adjustments along the way.

\*Four-Part Coherence Framework:



### Theory of Action Guiding the Work:

If you strategically target, address and improve:

1. the balance of human and social capital;
2. systems level approaches and teacher/classroom level approaches;
3. the vision for a common definition of High Quality Tier 1 Instruction;
4. opportunities for growth through corrective feedback, reflection, support and appropriate levels of challenge (productive struggle);
5. the ability to plan and implement improvements with coherence and alignment;

Then you will achieve sustained improvements evidenced by improved teaching practices and improved student outcomes.

### Primary Business Focus/Objective:

To improve philosophies, policies, structures and practices in support of strengthening and sustaining tier 1 instructional improvements and student outcomes.

## b. Summary of Relevant Experience

District/Organization Contact Information	Description of Services/ Scope of Work	Timeframe/Budget Information
<p><b>Waterbury Public Schools</b> Commissioner's Network Support</p> <p>Jackie Gilmore, Principal, North End Middle School <a href="mailto:jgilmore@Waterbury.k12.ct.us">jgilmore@Waterbury.k12.ct.us</a></p> <p>Vincent Balsamo, Principal, Wallace Middle School <a href="mailto:vbalsamo@Waterbury.k12.ct.us">vbalsamo@Waterbury.k12.ct.us</a></p> <p>Peter McCasland, Principal, West Side Middle School <a href="mailto:pmccasland@Waterbury.k12.ct.us">pmccasland@Waterbury.k12.ct.us</a></p> <p>Michelle Baker, Ph.D., Principal Wilby High School <a href="mailto:mbaker@waterbury.k12.ct.us">mbaker@waterbury.k12.ct.us</a></p> <p><b>Waterbury Public Schools</b> District-Wide Tier 1 Instructional Support</p> <p>Janet Frenis Chief Academic Officer <a href="mailto:jfrenis@waterbury.k12.ct.us">jfrenis@waterbury.k12.ct.us</a></p> <p>Dr. Darren Schwartz Deputy Superintendent <a href="mailto:dschwartz@waterbury.k12.ct.us">dschwartz@waterbury.k12.ct.us</a></p>	<ol style="list-style-type: none"> <li>1. Executive Leadership Team Support / Critical Friend</li> <li>2. Schoolwide Instructional Data Team / School Leadership Team Support</li> <li>3. Schoolwide Instructional Data Team / School Leadership Team Leadership Training</li> <li>4. Instructional Coach Training</li> <li>5. Customized Instructional Coach Program (structures &amp; practices)</li> <li>6. Instructional Coach Calibration Visits</li> <li>7. Small Group Teacher Training</li> <li>8. Full Staff PD</li> <li>9. Certified Staff Instructional Coaching</li> <li>10. Co-Planning Sessions</li> <li>11. Lesson Audits</li> <li>12. Development/ Enhancement of Learning Walk Process Aligned to the Instructional Framework.</li> <li>13. Staff Self-Assessment</li> <li>14. PBIS / Restorative Practice Initiative Support</li> <li>15. Tier 1 Instructional Video Production</li> <li>16. Branding, Marketing and Communications Support</li> </ol>	<p>November, 2021 to present</p> <p><b>2021-2022 CN School Costs</b> \$253,800.00</p> <p><b>2022-2023 CN School Costs</b> \$200,250.00</p> <p><b>2022-2023 District-Wide Support Costs</b> \$385,000.00</p> <p><b>2023-2024 CN Costs</b> \$142,000.00</p> <p><b>2023-2024 District-Wide Support Costs</b> \$726,000.00</p> <p><b>2021-2022 Completion</b> All work was completed according to established and agreed upon timelines.</p> <p><b>2022-2023 Completion</b> All work was completed according to established and agreed upon timelines.</p> <p><b>2023-2024 Completion</b> All work was completed according to established and agreed upon timelines.</p>

### Past Waterbury POs:

218678	Wilby HS Commissioner's Network Professional Learning & Customized Materials
193654	West Side MS Commissioner's Network Professional Learning
193507	West Side MS Professional Learning Materials
193236	
193237	
193235	
193238	
193652	Wallace MS Commissioner's Network Professional Learning
193651	Wallace MS Professional Learning Materials
193139	North End MS Commissioner's Network Professional Learning
183600	North End MS Professional Learning Materials



206686	North End MS Commissioner's Network Professional Learning
206682	North End MS Professional Learning Materials
193654	West Side MS Commissioner's Network Professional Learning
206222	Wallace MS Commissioner's Network Professional Learning
206984	Wallace MS Professional Learning Materials
218678	Wilby HS Commissioner's Network Professional Learning
207400	Wilby HS Professional Learning Materials
219004	North End MS Commissioner's Network Professional Learning
217331	West Side MS Commissioner's Network Professional Learning
217328	Wallace MS Commissioner's Network Professional Learning
217318	Wilby HS Commissioner's Network Professional Learning
207039	Waterbury Public Schools Non-Commissioner's Network Schools

**NOTE:** Currently, there are no open purchase orders between Cormier Consulting LLC, and Waterbury Public Schools. Cormier Consulting, LLC does have an approved contract amendment to provide services to the four current (Wilby HS, Wallace MS, North End MS, and West Side MS) Commissioner Network schools for the upcoming 2024-2025 school-year. Purchase orders have not yet been issued for this contracted scope of work.

District/Organization Contact Information	Description of Services/ Scope of Work	Timeframe/Budget Information
<b>Wilbur Cross High School</b> New Haven Public Schools  Wilbur Cross High School 181 Mitchell Dr, New Haven, CT 06511  Matthew Brown, Principal <a href="mailto:Matthew.Brown@new-haven.k12.ct.us">Matthew.Brown@new-haven.k12.ct.us</a> 860-823-4212	<ol style="list-style-type: none"> <li>1. Executive Leadership Team Support / Critical Friend</li> <li>2. Schoolwide Instructional Leadership Team Support</li> <li>3. Department Leader Training on Tier 1 Instructional Practices</li> <li>4. Academy Lead Training &amp; Capacity Building (Trainer of Trainer Model)</li> <li>5. Instructional Coach Training &amp; Calibration</li> <li>6. Tier 1 Turn-Key Training Module Development</li> <li>7. Full Staff PD</li> <li>8. Development/ Enhancement of Learning Walk Process Aligned to the Instructional Framework.</li> <li>9. Branding, Marketing and Communications Support</li> </ol>	August 2023 to Present  <b>2023-2024 Costs</b> CONFIDENTIAL  <b>2023-2024 Completion</b> All work was completed according to established and agreed upon timelines.

District/Organization Contact Information	Description of Services/ Scope of Work	Timeframe/Budget Information
<b>Vernon Public Schools</b> Establish Common Instructional Vision  Teacher Evaluation Calibration Support	<ol style="list-style-type: none"> <li>1. Executive Leadership Team Support / Critical Friend</li> <li>2. Schoolwide Instructional Data Team / School Leadership Team Support</li> </ol>	January 2020 to present  <b>2020-2021 Costs</b> CONFIDENTIAL  <b>2021-2022 Costs</b> CONFIDENTIAL



<p>Instructional Coaching District-Wide Initiative</p> <p>Dr. Joseph Macary, Superintendent of Schools 860-870-6000 x4660 <a href="mailto:jmacary@vernon-ct.gov">jmacary@vernon-ct.gov</a></p> <p>Robert Testa, Assistant Superintendent 860.870.6000 x4676 <a href="mailto:rtesta@vernon-ct.gov">rtesta@vernon-ct.gov</a></p> <p>David Caruso, Principal, Vernon Center Middle School 860-870-6070 <a href="mailto:David.Caruso@vernonct.org">David.Caruso@vernonct.org</a></p> <p>Jason Magao, Principal, Rockville High School 860-870-6050 x 4003 <a href="mailto:Jason.Magao@vernonct.org">Jason.Magao@vernonct.org</a></p>	<ol style="list-style-type: none"> <li>3. Schoolwide Instructional Data Team / School Leadership Team Leadership Training</li> <li>4. Instructional Coach Training</li> <li>5. Customized Instructional Coach Program (structures &amp; practices)</li> <li>6. Instructional Coach Calibration Visits</li> <li>7. Small Group Teacher Training</li> <li>8. Full Staff PD</li> <li>9. Certified Staff Instructional Coaching</li> <li>10. Co-Planning Sessions</li> <li>11. Lesson Audits</li> <li>12. Development/ Enhancement of Learning Walk Process Aligned to the Instructional Framework.</li> <li>13. Staff Self-Assessment</li> <li>14. Teacher Evaluation Calibration of District Administrators</li> <li>15. New Administrator Support</li> <li>16. Establishing District-Wide Essentials for Effective Instruction Documents</li> </ol>	<p><b>2022-2023 Costs</b> CONFIDENTIAL</p> <p><b>2023-2024 Costs</b> CONFIDENTIAL</p> <p><b>2020-2021 Completion</b> All work was completed according to established and agreed upon timelines.</p> <p><b>2021-2022 Completion</b> All work was completed according to established and agreed upon timelines.</p> <p><b>2022-2023 Completion</b> All work was completed according to established and agreed upon timelines.</p> <p><b>2023-2024 Completion</b> All work was completed according to established and agreed upon timelines.</p>
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<b>District/Organization Contact Information</b>	<b>Description of Services/ Scope of Work</b>	<b>Timeframe/Budget Information</b>
<p><b>New London Public Schools</b> Commissioner's Network Support</p> <p>Cynthia Ritchie, Superintendent P (860) 447-6000 <a href="mailto:RitchieC@newlondon.org">RitchieC@newlondon.org</a></p> <p>Dr. Jennifer Hills-Papetti, Assistant Superintendent P (860) 447-6000 <a href="mailto:Hills-PapettiJ@newlondon.org">Hills-PapettiJ@newlondon.org</a></p> <p>Chris Vamvakides, BDJMS Principal P (860) 437 - 6477 <a href="mailto:vamvakidesc@newlondon.org">vamvakidesc@newlondon.org</a></p> <p>Bryan Mahon, Interim Principal, NLHS P (860) 437 - 6400 <a href="mailto:MahonB@newlondon.org">MahonB@newlondon.org</a></p>	<ol style="list-style-type: none"> <li>1. Executive Leadership Team Support / Critical Friend</li> <li>2. Schoolwide Instructional Data Team / School Leadership Team Support</li> <li>3. Schoolwide Instructional Data Team / School Leadership Team Leadership Training</li> <li>4. Instructional Coach Training</li> <li>5. Customized Instructional Coach Program (structures &amp; practices)</li> <li>6. Instructional Coach Calibration Visits</li> <li>7. Small Group Teacher Training</li> <li>8. Full Staff PD</li> <li>9. Certified Staff Instructional Coaching</li> <li>10. Co-Planning Sessions</li> <li>11. Lesson Audits</li> <li>12. Development/ Enhancement of Learning Walk Process Aligned to the Instructional Framework.</li> <li>13. Staff Self-Assessment</li> </ol>	<p>August 2021 to present</p> <p><b>2021-2022 Costs</b> CONFIDENTIAL</p> <p><b>2022-2023 Costs</b> CONFIDENTIAL</p> <p><b>2023-2024 Costs</b> CONFIDENTIAL</p> <p><b>2021-2022 Completion</b> All work was completed according to established and agreed upon timelines.</p> <p><b>2022-2023 Completion</b> All work was completed according to established and agreed upon timelines.</p> <p><b>2023-2024 Completion</b> All work was completed according to established and agreed upon timelines.</p>

	14. PBIS / Restorative Practice Initiative Support 15. Branding, Marketing and Communications Support	
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District/Organization Contact Information	Description of Services/ Scope of Work	Timeframe/Budget Information
<b>Connecticut State Department of Education</b>  Jennifer Webb Bureau Chief, School Turnaround Office State Department of Education Telephone: 860-713-6603 <a href="mailto:Jennifer.Webb@ct.gov">Jennifer.Webb@ct.gov</a>	1. To provide training, resources, tools and information on supporting tier 1 instructional practices to CSDE consultants and members of the CSDE academic office.	July 2022  <b>2021-2022 Costs</b> CONFIDENTIAL  <b>2022 Completion</b> All work was completed according to established and agreed upon timelines.

**c. Personnel Listing** (See Attachment G for resumes)

David R. Cormier, Ph.D., Executive Director of Cormier Consulting LLC.  
Katherine Reeves (subcontracted consultant), Reeves Educational Consulting, LLC  
Kara M. Gavin, Ed.D., (subcontracted consultant), Dara Education, LLC  
Kristin Smith, (subcontracted consultant), InspirED Consulting, LLC  
Janet Zarchen, (subcontracted consultant), Learning Layers, LLC  
Donna Morelli, (subcontracted consultant), DMorelli Consulting, LLC

**d. Conflict of Interest**

None

**3. Statement of Qualifications and Work Plan**

**a. Qualifications**

Cormier Consulting has been providing innovative solutions, strategies and resources to support continuous improvement efforts of schools and non-profit organizations since 2008. We currently have a team of ten highly qualified consultants with over three hundred forty years of combined experience in education. Our team far exceeds the five-year minimum requirement to provide supports at the district, building, and classroom levels. Cormier Consulting has a record of creating and sustaining cultures of improvement in schools in order to advance student outcomes. Through innovative workshops, facilitation, onsite coaching and technical assistance, Cormier Consulting works to develop the capacity for adaptive and transformative improvements. It is our goal to support teaching, learning, and leadership practices through the exploration of tools and strategies that promote change and growth.

Cormier Consulting is uniquely capable and positioned to support the professional learning needs across the 26 non-Commissioner-Network funded Waterbury schools and central office staff in a coherent manner aligned to existing district improvement initiatives. In the fall of 2020, Cormier Consulting proposed and executed plans to support four Waterbury secondary schools identified by the Connecticut State Department of Education as a category 4 or 5 school eligible for school turnaround support. All four schools have experienced significant progress as measured by the CSDE Turnaround Office annual audits and progress monitoring systems that address *Talent, Academics, School Climate/ Culture, and Operations*. While all four schools have made significant progress, one school experienced student growth to the extent that it has progressed from a category 5 turnaround school to a category 3 school. We have also supported similar improvements in other districts throughout Connecticut (see previous section 2/part b: *Summary of Relevant Experience*). Data documenting growth of schools is provided in section 7 (*Additional Data*).

Starting in the 2022-2023 school-year, Cormier Consulting mobilized a team of highly qualified consultants to modify the school turnaround supports and services (addressing Talent, Academics, School Climate/ Culture, and Operations) being utilized in an effort to support a cohort of seven Waterbury schools. While customized for each individual building, a strong focus was placed on strengthening tier 1 instruction and providing aligned professional learning materials and workshops. A second cohort of ten schools was added in the 2023-2024 school-year.

Representatives from Cormier Consulting participate in various district-wide meetings and initiatives (e.g., High Quality Instruction workgroup) and work to align various district initiatives with school improvement efforts in a coherent manner. Representatives from Cormier Consulting have also reached out and established relationships with other service providers to further promote coherence and a seamless approach to school and district improvement. Our team works closely with representative from the Connecticut State Department of Education and are familiar with state and federal regulations and policies.

While we work to establish a common instructional framework inclusive of a core set of tier 1 instructional practices, ALL of our work is customized to support the varied and unique needs across and within schools, departments, classrooms and grade-levels. Establishing strong relationships based on trust and a compelling vision allows us to promote transformational change, progress and growth.

Our team collectively possess the following certifications and endorsements:

Elementary Education	Special Education	Remedial Reading
Secondary ELA	Administration	Cross-Cultural Education
Secondary Social Studies	Superintendent	Secondary Math
Preschool / Early Childhood	ESL/Bilingual	School Guidance
Language & Academic Development		Multi-Subject Teacher

Our team has experience with the following roles in schools and districts:

- Elementary, Middle, & High School Teacher (general and special education)
- Elementary, Middle & High School Building Administration
- Remedial Reading Teacher/Specialist
- Home Economics Teacher
- Head Teacher / Department Head
- Assistant Director of State-wide Agency

- Assistant Superintendent
- Professional Development Coordinator
- Program Coordinator
- Curriculum Director / Curriculum Designer
- Special Education Director / PPT Chair
- International School Teacher
- Researcher
- Consultant
- Program Evaluator
- Bilingual Teacher
- Superintendent
- Instructional Coach
- Guidance Counselor
- Paraprofessional
- Adjunct Professor
- Team Mentor
- Inclusion Consultant

## **b. Work Plan**

### **SCOPE OF SERVICES & SERVICE DELIVERY DESCRIPTIONS**

The services and materials provided are designed to build capacity of district personnel to strengthen tier 1 instruction. Professional learning activities, technical assistance, resources, and materials will be customized to address the 2020-2027 Waterbury District Strategic Plan and the school improvement plans of the 26 Non-Commissioner-Network funded schools.

#### **Services will include (but are not limited to):**

1. Instructional Framework Development and Roll-Out Support
2. Tier 1 Best Practice Video Library
3. Executive Leadership Team Support / Critical Friend Support to School and District Personnel
4. STEM Coach and Literacy Facilitator Training and Calibration
5. School-based Classroom & Behavior Management Training and Support
6. Building Administrator Support (Monthly Admin Meeting Facilitation)
7. District Content-Supervisor Support
8. Summer Back-to-School Administrator Professional Learning
9. Academic Office Support for Defining and Monitoring High Quality Instruction
10. School-Based Coaching & Support Days
  - Executive Leadership Team Support / Critical Friend Support
  - Schoolwide Instructional Data Team / School Leadership Team Support/Training
  - Strengthening the Instructional Leadership Capacity of Department Heads
  - Small Group Teacher Training
  - Full Staff PD
  - Lesson Audits
  - Development/ Enhancement of Learning Walk Process Aligned with the Instructional Framework
  - Branding, Marketing and Communications Support

Summary of **2024-2025** Services, Deliverables:

Service/ Deliverable	Description of Services and Deliverable	# of Days
<b>Tier 1 Instructional Framework Support</b>	To provide additional direct service support days to all non-Commissioner Network Waterbury Schools. Services will be customized with input from central office and building administrators.	<b>350</b>
<b>Support to Enlightenment and State Street Schools</b>	To provide direct-service to identified State Street and Enlightenment (services outlined under School-Based Support Service Delivery Options & Descriptions). (approximately 10 days each)  Materials for 2 Schools Tier 1 Flipbook Tier 1 Training Workbook (\$2,000.00 per school)	<b>20</b>
<b>Tier 1 Video Library</b>	To produce twenty (20) three to five minute professional learning videos highlighting Waterbury Public School teachers engaging in the tier 1 instructional practices connected to the instructional framework. Videos will contain footage of teachers engaged in instruction, teacher interviews describing the planning and execution of strategies, and students engaged in learning activities.  Videos will be mutually owned by Waterbury Public Schools and Cormier Consulting, LLC and will be used for the sole purpose of professional learning. District video protocols and image permission policies will be followed.  Fees are inclusive of professional producing, filming, and editing of videos.	<b>NA</b>
<b>Classroom and Behavior Management Support</b>	To provide additional school-wide and classroom level behavioral support to Waterbury Public Schools. Central office will allocate days to schools at their discretion (up to 20 days). Services may include, but are not limited to: : <ul style="list-style-type: none"> <li>▪ Instructional coaching with a focus on classroom and behavior management</li> <li>▪ Small group teacher training (tier 1 behavior practices)</li> <li>▪ Faculty meeting training (tier 1 behavior practices)</li> <li>▪ Building administrator support and guidance on school-wide behavior structures and practices</li> <li>▪ Support with CT-SEDS, Co-teaching, and/or developing quality IEPs</li> </ul>	<b>20</b>
<b>STEM Coach Facilitator Training &amp; Calibration</b>	<b>DISC Training (.5 day of training)</b> Prior to the session, participants will take the DISC Behavioral Tendency Assessment. DISC is a behavioral style assessment and development tool. The report associated with this survey provides participants with insight into how they communicate with, motivate, interact with and inspire others. <b>Coaching Feedback for Transformational Change (1.5 Days)</b> Coaching is a developmental approach to support teacher growth. The primary purpose of coaching is to increase teachers' capacity to reflect on their own practice, self-assess, set goals and monitor for	<b>5</b>

	<p>continuous improvement. It is important for coaches to understand how coaching conversations and feedback can support educator growth and development. Feedback for transformational change requires coaches to shift mindsets and definitions so that feedback is no longer something you give, but rather an interaction you engage someone in. Coaches will examine current feedback practices and learn feedback tools that support a culture of transformational change and growth.</p> <p><b>Coaching Calibration Feedback Modeling (3 days)</b> Instructional coaching calibration opportunities for STEM coaches that may include, but are not limited to:</p> <ul style="list-style-type: none"> <li>▪ co-observation of a series of lessons with an external facilitator;</li> <li>▪ engagement in professional dialogue about instructional strengths and areas for growth (connecting to the CCT);</li> <li>▪ exploration of in-class support and teacher feedback options; and</li> <li>▪ collaboratively deconstructing classroom coaching and feedback sessions with the facilitator and coach each observing and taking the lead for debriefing lessons with teachers.</li> </ul>	
<b>Building Admin Support (Monthly)</b>	Facilitation of monthly (September through June) Principal & Assistant Principal meetings (alternate 5 meetings for secondary and 5 for elementary). (Sessions will be half-day sessions replicated AM/PM)	<b>10</b>
<b>Supervisor Meeting Facilitation &amp; Support</b>	Facilitation/Training of four (4), .5 day supervisor meetings	<b>4</b> (partial days)
<b>Summer Back to School Admin PD</b>	Training and facilitation of district building and central office summer retreat (up to 1 full day)	<b>1</b>

Summary of **2025-2026** Services, Deliverables:

Service/ Deliverable	Description of Services and Deliverable	# of Days
<b>Tier 1 Instructional Framework Support</b>	To provide additional direct service support days to 30 Waterbury Schools. Services will be customized with input from central office and building administrators.	<b>275</b>
<b>Support to Enlightenment and State Street Schools</b>	To provide direct-service to identified State Street and Enlightenment (services outlined under School-Based Support Service Delivery Options & Descriptions).	<b>10</b>
<b>Tier 1 Video Library</b>	<p>To produce twenty (20) three to five minute professional learning videos highlighting Waterbury Public School teachers engaging in the tier 1 instructional practices connected to the instructional framework. Videos will contain footage of teachers engaged in instruction, teacher interviews describing the planning and execution of strategies, and students engaged in learning activities.</p> <p>Videos will be mutually owned by Waterbury Public Schools and Cormier Consulting, LLC and will be used</p>	<b>NA</b>

	for the sole purpose of professional learning. District video protocols and image permission policies will be followed.  Fees are inclusive of professional producing, filming, and editing of videos.	
<b>STEM Coach Facilitator Training &amp; Calibration</b>	<b><i>Coaching Calibration Feedback Modeling (3 days)</i></b> Instructional coaching calibration opportunities for STEM coaches that may include, but are not limited to: <ul style="list-style-type: none"> <li>▪ co-observation of a series of lessons with an external facilitator;</li> <li>▪ engagement in professional dialogue about instructional strengths and areas for growth (connecting to the <i>CCT</i>);</li> <li>▪ exploration of in-class support and teacher feedback options; and</li> <li>▪ collaboratively deconstructing classroom coaching and feedback sessions with the facilitator and coach each observing and taking the lead for debriefing lessons with teachers.</li> </ul>	<b>2</b>
<b>Building Admin Support (Monthly)</b>	Facilitation of monthly (September through June) Principal & Assistant Principal meetings (alternate 5 meetings for secondary and 5 for elementary). (Sessions will be half-day sessions replicated AM/PM)	<b>10</b>
<b>Supervisor Meeting Facilitation &amp; Support</b>	Facilitation/Training of four (4), .5 day supervisor meetings	<b>4</b> (partial days)
<b>Summer Back to School Admin PD</b>	Training and facilitation of district building and central office summer retreat (up to 1 full day)	<b>1</b>

Summary of **2026-2027** Services, Deliverables:

<b>Service/ Deliverable</b>	<b>Description of Services and Deliverable</b>	<b># of Days</b>
<b>Tier 1 Instructional Framework Support</b>	To provide additional direct service support days to 22 district schools. Services will be customized with input from central office and building administrators.	<b>105</b>
<b>Support to Enlightenment and State Street Schools</b>	To provide direct-service to identified State Street and Enlightenment (services outlined under School-Based Support Service Delivery Options & Descriptions).	
<b>STEM Coach Facilitator Training &amp; Calibration</b>	<b><i>Coaching Calibration Feedback Modeling (3 days)</i></b> Instructional coaching calibration opportunities for STEM coaches that may include, but are not limited to: <ul style="list-style-type: none"> <li>▪ co-observation of a series of lessons with an external facilitator;</li> <li>▪ engagement in professional dialogue about instructional strengths and areas for growth (connecting to the <i>CCT</i>);</li> <li>▪ exploration of in-class support and teacher feedback options; and</li> <li>▪ collaboratively deconstructing classroom coaching and feedback sessions with the facilitator and coach each observing and taking the lead for debriefing lessons with teachers.</li> </ul>	<b>2</b>
<b>Building Admin Support (Monthly)</b>	Facilitation of monthly (September through June) Principal & Assistant Principal meetings (alternate 3	<b>6</b>



	meetings for secondary and 3 for elementary). (Sessions will be half-day sessions replicated AM/PM)	
<b>Supervisor Meeting Facilitation &amp; Support</b>	Facilitation/Training of four (4), .5 day supervisor meetings	<b>2</b> (partial days)
<b>Summer Back to School Admin PD</b>	Training and facilitation of district building and central office summer retreat (up to 1 full day)	<b>1</b>

## Proposed **2024-2025** School-Year Support for Cohorts 1-3

### Cohort 1:

Schools		# of Days	TOTAL DAYS
<b>Elementary and K-8</b>			
	Carrington	10	50
	Gilmartin	10	
	Sprague	10	
	Reed	10	
	Walsh	10	
<b>2 Comprehensive High Schools</b>			
	Kennedy HS	10	20
	Crosby HS	10	
<b>COHORT 1 TOTAL NUMBER OF DAYS</b>			<b>70 Days</b>

### Cohort 2:

Schools		# of Days	TOTAL DAYS
<b>8 Elementary</b>			
	W Cross	15	30
	Duggan	15	
<b>8 Elementary</b>			
	Bucks Hill	15	90
	Bunker Hill	15	
	Driggs	15	
	Hopeville	15	
	Wilson	15	
	Tinker	15	
<b>2 Magnet High Schools</b>			
	Careers	10	20
	WAMS	10	
<b>COHORT 2 TOTAL NUMBER OF DAYS</b>			<b>140 Days</b>

### Cohort 3

Schools		# of Days	TOTAL DAYS
<b>5 Elementary</b>			
	Chase	20	140
	Generali	20	
	Maloney	20	
	Kingsbury	20	
	Regan	20	



	Rotella	20	
	Washington	20	
<b>2 Alternative Schools</b>			
	State Street	10	20
	Enlightenment	10	
<b>COHORT 3 TOTAL NUMBER OF DAYS</b>			<b>160 Days</b>
<b>COHORT 1, 2, &amp; 3 COMBINED TOTAL NUMBER OF DAYS</b>			<b>370 Days</b>

**Proposed 2025-2026 School-Year Support for Cohorts 1-3**

**CN Schools:**

<b>Schools</b>		<b># of Days</b>	<b>TOTAL DAYS</b>
<b>CN Secondary Schools</b>			
	North End MS	5	25
	West Side MS	5	
	Wallace MS	5	
	Wilby HS	10	
<b>COHORT 1 TOTAL NUMBER OF DAYS</b>			<b>25 Days</b>

**Cohort 1:**

<b>Schools</b>		<b># of Days</b>	<b>TOTAL DAYS</b>
<b>Elementary and K-8</b>			
	Carrington	5	25
	Gilmartin	5	
	Sprague	5	
	Reed	5	
	Walsh	5	
<b>2 Comprehensive High Schools</b>			
	Kennedy HS	10	20
	Crosby HS	10	
<b>COHORT 1 TOTAL NUMBER OF DAYS</b>			<b>45 Days</b>

**Cohort 2:**

<b>Schools</b>		<b># of Days</b>	<b>TOTAL DAYS</b>
<b>8 Elementary</b>			
	W Cross	10	20
	Duggan	10	
<b>8 Elementary</b>			
	Bucks Hill	10	60
	Bunker Hill	10	
	Driggs	10	
	Hopeville	10	
	Wilson	10	
	Tinker	10	
<b>2 Magnet High Schools</b>			
	Careers	10	20
	WAMS	10	
<b>COHORT 2 TOTAL NUMBER OF DAYS</b>			<b>100 Days</b>

### Cohort 3

Schools		# of Days	TOTAL DAYS
<b>5 Elementary</b>			
	Chase	15	105
	Generali	15	
	Maloney	15	
	Kingsbury	15	
	Regan	15	
	Rotella	15	
	Washington	15	
<b>2 Alternative Schools</b>			
	State Street	5	10
	Enlightenment	5	
<b>COHORT 3 TOTAL NUMBER OF DAYS</b>			<b>115 Days</b>
<b>COHORT 1, 2, &amp; 3 COMBINED TOTAL NUMBER OF DAYS</b>			<b>285 Days</b>

### Proposed 2026-2027 School-Year Support for Cohorts 1-3

#### CN Schools:

Schools		# of Days	TOTAL DAYS
<b>CN Secondary Schools</b>			
	North End MS	0	10
	West Side MS	0	
	Wallace MS	0	
	Wilby HS	10	
<b>COHORT 1 TOTAL NUMBER OF DAYS</b>			<b>10 Days</b>

#### Cohort 1:

Schools		# of Days	TOTAL DAYS
<b>Elementary and K-8</b>			
	Carrington	0	0
	Gilmartin	0	
	Sprague	0	
	Reed	0	
	Walsh	0	
<b>2 Comprehensive High Schools</b>			
	Kennedy HS	5	10
	Crosby HS	5	
<b>COHORT 1 TOTAL NUMBER OF DAYS</b>			<b>10 Days</b>

#### Cohort 2:

Schools		# of Days	TOTAL DAYS
<b>8 Elementary</b>			
	W Cross	5	10
	Duggan	5	
<b>8 Elementary</b>			
	Bucks Hill	5	30

	Bunker Hill	5	
	Driggs	5	
	Hopeville	5	
	Wilson	5	
	Tinker	5	
<b>2 Magnet High Schools</b>			
	Careers	5	10
	WAMS	5	
<b>COHORT 2 TOTAL NUMBER OF DAYS</b>			<b>50 Days</b>

### Cohort 3

Schools		# of Days	TOTAL DAYS
<b>5 Elementary</b>			
	Chase	15	105
	Generali	15	
	Maloney	15	
	Kingsbury	15	
	Regan	15	
	Rotella	15	
	Washington	15	
<b>2 Alternative Schools</b>			
	State Street	5	10
	Enlightenment	5	
<b>COHORT 3 TOTAL NUMBER OF DAYS</b>			<b>115 Days</b>
<b>COHORT 1, 2, &amp; 3 COMBINED TOTAL NUMBER OF DAYS</b>			<b>185 Days</b>

## STAFFING PLAN

<b>David R. Cormier, Ph.D.</b>	<b>2024-2025</b>	<b>2025-2026</b>	<b>2026-2027</b>
North End Middle School	NA (CN covered)	5 days	-
West Side Middle School	NA (CN covered)	5 days	-
Wallace Middle School	NA (CN covered)	5 days	-
Wilby High School	NA (CN covered)	10 days	10 days
Kennedy High School	10 days	10 days	5 days
Crosby High School	10 days	10 days	5 days
Back-to-School Admin PD	1 day	1 day	1 day
Tier 1 Best Practices Video Project	5 days	5 days	-
Building Administrator Professional Learning (Monthly Meeting Facilitation)	10 days	10 days	6 days
District Supervisor Meeting Facilitation	4 days	4 days	2 days

<b>Katherine Reeves</b>	<b>2024-2025</b>	<b>2025-2026</b>	<b>2026-2027</b>
Carrington (cohort 1)	10 days	5 days	-
Gilmartin (cohort 1)	10 days	5 days	-
Sprague (cohort 1)	10 days	5 days	-
Reed (cohort 1)	10 days	5 days	-
Walsh (cohort 1)	10 days	5 days	-
Tinker (cohort 2)	15 days	10 days	5 days
Kingsbury (cohort 3)	20 days	15 days	10 days
STEM Coach Training	5 days	2 days	-

<b>Janet Zarchen</b>	<b>2024-2025</b>	<b>2025-2026</b>	<b>2026-2027</b>
Wendall Cross (cohort 2)	15 days	10 days	5 days
Bucks Hill (cohort 2)	15 days	10 days	5 days
Driggs (cohort 2)	15 days	10 days	5 days
Hopeville (cohort 2)	15 days	10 days	5 days
Woodrow Wilson (cohort 2)	15 days	10 days	5 days
Rotella (cohort 3)	20 days	15 days	15 days
Washington (cohort 3)	20 days	15 days	15 days

<b>Kristin Smith</b>	<b>2024-2025</b>	<b>2025-2026</b>	<b>2026-2027</b>
Bunker Hill (cohort 2)	15 days	10 days	5 days
Duggan (cohort 2)	15 days	10 days	5 days
Chase (cohort 3)	20 days	15 days	15 days

<b>Kara Gavin, Ed.D.</b>	<b>2024-2025</b>	<b>2025-2026</b>	<b>2026-2027</b>
Waterbury Career Academy (cohort 2)	15 days	10 days	5 days
WAMS (cohort 2)	15 days	10 days	5 days
Generali (cohort 3)	20 days	15 days	15 days
Maloney (cohort 3)	20 days	15 days	15 days
Regan (cohort 3)	20 days	15 days	15 days
Tier 1 Best Practices Video Project	5 days	5 days	-

<b>Donna Morelli</b>	<b>2024-2025</b>	<b>2025-2026</b>	<b>2026-2027</b>
Wilby High School	NA (CN covered)	-	-
State Street (cohort 3)	10 days	5 days	5 days
Enlightenment (cohort 3)	10 days	5 days	5 days
Misc Behavioral Support (5 for Kennedy and 5 for Crosby)	20 days		

### **c. Services Expected of the City**

District administrators and building leaders are expected to establish a unified partnership with our consulting team and would be responsible for consistent follow-up and monitoring of improvements through coaching/feedback interactions, learning walks, collaborative planning, and ongoing support to instructional and related service staff.

## **4. Cost Schedule**

Per RFP request, the cost proposal will be provided in a separate sealed envelope marked "Confidential: Cost Proposal"

## **5. Information Regarding: Failure to Complete Work, Default and Litigation**

- a. Have you ever failed to complete any work awarded to you? If so, where and why? No**
- b. Have you ever defaulted on a contract? If so, where and why? No**
- c. Is there any pending litigation which could affect your organization's ability to perform this agreement? If so, please describe. No**
- d. Has your firm ever had a contract terminated for cause within the past five years? If yes, provide details. No**
- e. Has your firm been named in a lawsuit related to errors and omissions within the past five years? If yes, provide details. No**
- f. During the past seven years, has your firm ever filed for protection under the Federal bankruptcy laws? If yes, provide details. No**
- g. Are there any other factors or information that could affect your firm's ability to provide the services being sought about which the City should be aware? No**

## **6. Exceptions and Alternatives**

Requested modification to Term G. Conditions, Condition 2.

All materials and intellectual property are the sole property of Cormier Consulting, LLC or the respective copyrighted party as noted in materials presented. All materials created are for the exclusive use of Waterbury Public School certified staff.

## 7. Additional Data

The data below represents the 3-4 year improvement journey of four Waterbury Public Schools designated as turnaround schools. The category determinations are made by state department personnel and ratings are approved by the State Board of Education. Fourteen performance indicators are rated after an extensive review of student outcome data (e.g., academic performance, attendance, discipline, ...), bi-weekly site visits, self-reflections, focus groups, and collection of artifacts. In addition, similar improvement data of two non-Waterbury schools is also provided.

KEY	1	2	3	4
	Below Standard	Developing	Proficient	Exemplary

	2019-20 Initial Audit	2021 Year 1	2022 Year 2	2023 Year 3	2024 Year 4	2025 Year 5
<b>North End MS, Waterbury, CT</b>						
<b>Part I: Talent</b>						
1.1 Instructional Practice	2	2	3	4	4	
1.2 Leadership Effectiveness	3	3	3	4	4	
1.3 Instructional Leadership	2	2	4	4	4	
<b>Part II: Academics</b>						
2.1 Academic Rigor	2	2	3	3	4	
2.2 Student Engagement	2	2	3	4	4	
2.3 Supports for Special Populations	2	2	2	2	2	
2.4 Assessment System and Data Culture	2	2	2	3	3	
<b>Part III: Culture and Climate</b>						
3.1 School Environment	3	3	3	4	4	
3.2 Student Attendance	3	2	2	2	2	
3.3 Student Behavior	2	3	3	3	3	
3.4 Family and Community Engagement	2	3	3	3	3	
<b>Part IV: Operations</b>						
4.1 Adequate Instructional Time	2	2	3	3	4	
4.2 Use of Instructional Time	2	2	4	4	4	
4.3 Financial Management		3	3	4	4	

	2019-20 Initial Audit	2021 Year 1	2022 Year 2	2023 Year 3	2024 Year 4	2025 Year 5
<b>West Side MS, Waterbury, CT</b>						
<b>Part I: Talent</b>						
1.1 Instructional Practice	1	2	2	3	4	
1.2 Leadership Effectiveness	1	3	3	4	4	
1.3 Instructional Leadership	1	2	3	3	4	
<b>Part II: Academics</b>						
2.1 Academic Rigor	1	2	2	3	4	
2.2 Student Engagement	1	2	3	3	4	
2.3 Supports for Special Populations	2	2	2	2	2	
2.4 Assessment System and Data Culture	2	2	2	3	3	

<b>Part III: Culture and Climate</b>						
3.1 School Environment	1	3	3	4	4	
3.2 Student Attendance	2	2	2	2	2	
3.3 Student Behavior	1	3	2	3	3	
3.4 Family and Community Engagement	2	2	3	3	3	
<b>Part IV: Operations</b>						
4.1 Adequate Instructional Time	2	2	3	3	4	
4.2 Use of Instructional Time	2	2	3	4	4	
4.3 Financial Management		3	3	4	4	

	2019-20 Initial Audit	2021 Year 1	2022 Year 2	2023 Year 3	2024 Year 4	2025 Year 5
<b>Wallace MS, Waterbury, CT</b>						
<b>Part I: Talent</b>						
1.1 Instructional Practice	2	2	2	3	3	
1.2 Leadership Effectiveness	2	3	3	4	4	
1.3 Instructional Leadership	2	2	3	3	3	
<b>Part II: Academics</b>						
2.1 Academic Rigor	2	2	2	3	3	
2.2 Student Engagement	1	2	3	3	3	
2.3 Supports for Special Populations	2	2	2	2	2	
2.4 Assessment System and Data Culture	2	2	3	3	4	
<b>Part III: Culture and Climate</b>						
3.1 School Environment	2	3	3	4	4	
3.2 Student Attendance	3	2	2	2	3	
3.3 Student Behavior	2	3	2	3	3	
3.4 Family and Community Engagement	1	3	2	3	3	
<b>Part IV: Operations</b>						
4.1 Adequate Instructional Time	2	2	3	3	4	
4.2 Use of Instructional Time	2	2	3	3	3	
4.3 Financial Management		3	3	4	4	

	2020-21 Initial Audit	2022 Year 1	2023 Year 2	2024 Year 3	2025 Year 4	2026 Year 5
<b>Wilby HS, Waterbury, CT</b>						
<b>Part I: Talent</b>						
1.1 Instructional Practice	1	2	3	3		
1.2 Leadership Effectiveness	2	3	4	4		
1.3 Instructional Leadership	2	2	3	3		
<b>Part II: Academics</b>						
2.1 Academic Rigor	1	2	2	2		
2.2 Student Engagement	1	2	2	3		
2.3 Supports for Special Populations	1	1	2	2		
2.4 Assessment System and Data Culture	2	2	2	3		

<b>Part III: Culture and Climate</b>						
3.1 School Environment	2	3	4	4		
3.2 Student Attendance	1	1	2	2		
3.3 Student Behavior	1	2	3	3		
3.4 Family and Community Engagement	1	2	3	3		
<b>Part IV: Operations</b>						
4.1 Adequate Instructional Time	2	2	4	4		
4.2 Use of Instructional Time	1	2	2	3		
4.3 Financial Management		3	3	2		

	2020-21 Initial Audit	2022 Year 1	2023 Year 2	2024 Year 3	2025 Year 4	2026 Year 5
<b>BDJMS, New London, CT</b>						
<b>Part I: Talent</b>						
1.1 Instructional Practice	2	1	2	2		
1.2 Leadership Effectiveness	2	2	3	3		
1.3 Instructional Leadership	2	2	2	3		
<b>Part II: Academics</b>						
2.1 Academic Rigor	2	1	2	2		
2.2 Student Engagement	2	2	2	2		
2.3 Supports for Special Populations	2	1	1	2		
2.4 Assessment System and Data Culture	2	1	2	3		
<b>Part III: Culture and Climate</b>						
3.1 School Environment	2	2	3	4		
3.2 Student Attendance	1	1	1	2		
3.3 Student Behavior	1	2	2	3		
3.4 Family and Community Engagement	2	2	3	2		
<b>Part IV: Operations</b>						
4.1 Adequate Instructional Time	2	3	3	3		
4.2 Use of Instructional Time	1	1	2	3		
4.3 Financial Management		2	3	3		

	2020-21 Initial Audit	2022 Year 1	2023 Year 2	2024 Year 3	2025 Year 4	2026 Year 5
<b>New London HS, New London, CT</b>						
<b>Part I: Talent</b>						
1.1 Instructional Practice	1	1	1	2		
1.2 Leadership Effectiveness	2	2	2	3		
1.3 Instructional Leadership	2	2	2	3		
<b>Part II: Academics</b>						
2.1 Academic Rigor	1	1	1	2		
2.2 Student Engagement	2	2	2	2		
2.3 Supports for Special Populations	2	1	1	2		
2.4 Assessment System and Data Culture	2	2	2	2		



<b>Part III: Culture and Climate</b>						
3.1 School Environment	3	2	2	3		
3.2 Student Attendance	1	1	1	2		
3.3 Student Behavior	1	2	2	2		
3.4 Family and Community Engagement	2	2	2	3		
<b>Part IV: Operations</b>						
4.1 Adequate Instructional Time	2	2	2	3		
4.2 Use of Instructional Time	2	1	1	2		
4.3 Financial Management		2	2	3		

## **Attachment A: Compliance Documents**

# FILL IN AND RETURN WITH YOUR SUBMISSION

CITY OF WATERBURY

ANNUAL STATEMENT OF FINANCIAL INTERESTS (Calendar Year 2024) Persons or Entities Conducting Business with the City: Cormier Consulting, LLC

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

### A. Contracts

No Contracts with the City

Consulting Services (Teacher/Administrator Professional Learning & Technical Assistance)

(Service or Commodity Covered by Contract)

Contract amendment approved to continue working with the 4 identified CN Schools during the 2024-2025 school-year. PO not yet issued

(Term of Contract)

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(Service or Commodity Covered by Contract)

(Term of Contract)

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(Service or Commodity Covered by Contract)

(Term of Contract)

# FILL IN AND RETURN WITH YOUR SUBMISSION

## CITY OF WATERBURY ANNUAL STATEMENT OF FINANCIAL INTERESTS (Calendar Year 2024) Persons or Entities Conducting Business with the City: Cormier Consulting, LLC

### B. Purchase Order(s).

(Service or Commodity Covered by Purchase Order)

(Date of Purchase Order)

=====

(Service or Commodity Covered by Purchase Order)

(Date of Purchase Order)

=====

(Service or Commodity Covered by Purchase Order)

(Date of Purchase Order)

# FILL IN AND RETURN WITH YOUR SUBMISSION

## II. Financial Interest Disclosure

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

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

(Name of Official)

(Position with City)

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

Interest Held By:

Self  Spouse  Joint  Child

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(Name of Official)

(Position with City)

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

Interest Held By:

Self  Spouse  Joint  Child

# FILL IN AND RETURN WITH YOUR SUBMISSION

1. I certify that this Annual Statement of Financial Interests is a complete and accurate statement of those matter required to be disclosed by me pursuant to §39.061 of the Code of Ordinances.

2. I understand that if I fail to file an Annual Statement (or amendment thereto) or an inaccurate Statement I will be in violation with Chapter 39 of the Code of Ordinance and, thereby, subject to the remedies set forth in §§38.71 and 39.101 of said Code.

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

I have read and agree to the above certification.

**Cormier Consulting, LLC**

\_\_\_\_\_  
(Name of Company, if applicable)



\_\_\_\_\_  
Signature of Individual (or Authorized Signatory)

**David R. Cormier, Executive Director**

\_\_\_\_\_  
Print or Type Name and Title (if applicable)

**07-10-2024**

\_\_\_\_\_  
Date

DELIVERED

| By Mail

Hand-Delivered

# FILL IN AND RETURN WITH YOUR SUBMISSION

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

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

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

- declared ineligible, or voluntarily excluded from participation in this covered transaction unless authorized by the department or agency with which this transaction originated.
6. The prospective lower tier participant, vendor or contractor further agrees by submitting the attached proposal and/or this document that it will include the clause titled "Certification Regarding Debarment, Suspension, Ineligibility, and Voluntary Exclusion-Lower Tier Covered Transactions", without modification, in all covered transaction and in all solicitations for covered transactions.
7. A participant in a covered transaction may rely upon the certification of a prospective participant in a covered transaction that it is not debarred, suspended, ineligible, or voluntarily excluded from the covered transaction, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. Each participant may but is not required to, check the Non-procurement List.
8. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required herein. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.
9. Except for transactions authorized under paragraph 5 herein, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the Federal, State or Municipal government, the department or agency with which this transaction originated may pursue available remedies, including suspension and/or debarment.

### Certification

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

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

**Cormier Consulting, LLC**  
**598 East Street**  
**Middletown, CT 06457**

Print Name and Title of Authorized Representative:

*David R. Cormier*

Signature of Authorized Representative:

Date: **7-10-2024**

# FILL IN AND RETURN WITH YOUR SUBMISSION

## CITY OF WATERBURY

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

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

(a) "Contract" means any Public Contract as defined below.

(b) "Person" means one (1) or more individuals, partnerships, corporations, associations, or joint ventures.

(c) "Public Contract" means any agreement or formal commitment entered into by the city to expend funds in return for work, labor, services, supplies, equipment, materials or any combination of the foregoing, or any lease, lease by way of concession, concession agreement, permit, or per agreement whereby the city leases, grants or demises property belonging to the city, or otherwise grants a right of privilege to occupy or to use said property of the city.

(d) "City" means any official agency, board, authority, department office, or other subdivision of the City of Waterbury.

State of Connecticut

SS.:Cromwell

County of Middlesex

**David R. Cormier,**

\_\_\_\_\_, being first duly sworn, deposes and says that:

1. I am the **owner, partner, officer, representative, agent or Executive Director** of Cormier Consulting, LLC, the Contractor that has submitted the attached agreement.

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

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

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

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

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



# FILL IN AND RETURN WITH YOUR SUBMISSION

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

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

	<b>Name</b>	<b>Title</b>	<b>Affiliated Company (if none state NONE)</b>	<b>Service or Material</b>	<b>DOB</b>
1	David R. Cormier	Executive Director	Cormier Consulting, LLC	Consulting	
2	Katherine Reeves	Subcontractor	Reeves Educational Consulting, LLC	Consulting	
3	Kara Gavin	Subcontractor	Dara Education, LLC	Consulting	
4	Kristin Smith	Subcontractor	InpirEd Consulting, LLC	Consulting	
5	Janet Zarchen	Subcontractor	Learning Layers, LLC	Consulting	
6	Donna Morelli	Subcontractor	DMorelli Consulting, LLC	Consulting	

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

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

	<b>Name</b>	<b>Title</b>	<b>Affiliated Company (if none state NONE)</b>	<b>Service or Material</b>	<b>DOB</b>
1	David R. Cormier	Executive Director	Cormier Consulting, LLC	Consulting	
2					
3					
4					

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

	<b>Organization Name</b>	<b>Address</b>	<b>Type of Ownership</b>
1	None		
2			
3			
4			

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

# FILL IN AND RETURN WITH YOUR SUBMISSION

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

Name	Title	DOB	Stock %
1 NONE			
2			
3			
4			

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

Name	Title	Affiliated Company (if none state NONE)	Address	DOB
1 NONE				
2				
3				
4				

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

TRADE NAME	PLACE OF INCORPORATION/REGISTRY	PRINCIPAL PLACE OF BUSINESS
1 Cormier Consulting	Connecticut	Middletown, CT
2		
3		
4		

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

**For Partnership/Sole Proprietor**

In presence of:

\_\_\_\_\_  
Witness

\_\_\_\_\_  
Name of Partnership/Business

**FILL IN AND RETURN WITH YOUR SUBMISSION**

By: \_\_\_\_\_  
Name of General Partner/ Sole Proprietor

\_\_\_\_\_  
Address of Business

State of \_\_\_\_\_ )

) SS

County of \_\_\_\_\_ )

\_\_\_\_\_ being duly sworn,

Deposes and says that he/she is \_\_\_\_\_ of \_\_\_\_\_ and that he/she answers to the foregoing questions and all statements therein are true and correct.

Subscribed and sworn to before me this \_\_\_\_\_ day of \_\_\_\_\_ 202\_.

\_\_\_\_\_  
(Notary Public)

My Commission Expires: \_\_\_\_\_

**For Corporation**

\_\_\_\_\_  
Witness

**David R. Cormier**  
\_\_\_\_\_  
Name of Corporate Signatory

**598 East Street, Middletown, CT 06457**  
\_\_\_\_\_  
Address of Business

Affix  
Corporate  
Seal

By: **David R. Cormier**  
\_\_\_\_\_  
Name of Authorized Corporate Officer

Its: **Executive Director**  
\_\_\_\_\_  
Title

**FILL IN AND RETURN WITH YOUR SUBMISSION**

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

State of Connecticut )

) SS **Middlesex**

County of Middlesex )

\_\_\_\_\_ being duly sworn,

deposes and says that he/she is **Executive Director** \_\_\_\_\_ of **Cormier Consulting** and that he/she answers to the foregoing questions and all statements therein are true and correct.

Subscribed and sworn to before me this \_\_\_\_\_ day of \_\_\_\_\_ 202\_\_.

\_\_\_\_\_  
(Notary Public)

My Commission Expires: \_\_\_\_\_

**CORPORATE RESOLUTION**

I, \_\_\_\_\_, hereby certify that I am the duly elected and acting Secretary of \_\_\_\_\_, a corporation organized and existing under the laws of the State of \_\_\_\_\_, do hereby certify that the following facts are true and were taken from the records of said corporation.

The following resolution was adopted at a meeting of the corporation duly held on the \_\_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_.

"It is hereby resolved that \_\_\_\_\_ is authorized to make, execute and approve, on behalf of this corporation, any and all contracts or amendments thereof".

And I do further certify that the above resolution has not been in any way altered, amended, repealed and is now in full force and effect.

IN WITNESS WHEREOF, I hereunto set my hand and affix the corporate seal of said \_\_\_\_\_ corporation this \_\_\_\_\_ day of \_\_\_\_\_, 202\_\_.

\_\_\_\_\_  
Secretary

**LIMITED LIABILITY COMPANY RESOLUTION**

I, David R. Cormier, hereby certify that I am the duly authorized and acting Manager of Cormier Consulting, LLC, a limited liability company organized and existing under the laws of the State of Connecticut, do hereby certify that the following facts are true and were taken from the records of said LLC.

The following resolution was adopted at a meeting of the LLC duly held on the \_\_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_.

“It is hereby resolved that David Cormier is authorized to make, execute and approve, on behalf of this LLC, any and all contracts or amendments thereof”.

And I do further certify that the above resolution has not been in any way altered, amended, repealed and is now in full force and effect.

IN WITNESS WHEREOF, I hereunto set my hand and affix the company seal of said Cormier Consulting, LLC this \_\_\_\_\_ day of \_\_\_\_\_, 202\_\_.

\_\_\_\_\_  
Manager

## Attachment B: Service Descriptions

### Service Delivery Options & Descriptions

The following service descriptions can be combined in any way to comprise a single day of service.

Service/ Deliverable	Description of Services and Deliverable	Delivery Structure Options
<b>1. Executive Leadership Support / Critical Friend</b>	Research suggests that over 70% of large scale reform efforts fail (Kotter, 2012 – Forbes Magazine; McKinsey & Company, 2009). Initiative/reform failure has been linked to initiative fatigue, low efficacy levels, lack of traction, and lack of coherence. The purpose for executive leadership team support is to provide technical assistance and guidance to address implementation, progress monitoring, and strategy development. Support may include planning, critical friend assistance, and/or the development of materials to aid executive leadership execution of instructional improvement plans.	Meetings with Building Administrators
<b>2. Schoolwide Instructional Data Team / School Leadership Team Support</b>	To provide training, facilitation, and or technical assistance to further develop/enhance and promote the school/instructional improvement plan & implementation of the instructional framework. To collaboratively develop common definitions of tier 1 practices and a set of teacher/student <i>look fors</i> connected to elements of the instructional improvement plan & implementation of the instructional framework.	Meetings with leadership team based on availability (PM Collab time)
<b>4. Instructional Coach Training</b>	To provide ongoing instructional coaching training to elementary instructional coach(es). Topics to include: <ul style="list-style-type: none"> <li>▪ Instructional coaching philosophies and practices</li> <li>▪ Instructional coaching cycles and goal setting</li> <li>▪ Supporting systems change</li> <li>▪ Forms and documentation</li> <li>▪ Communication transparency</li> <li>▪ Debriefing/feedback practices</li> </ul>	Half or full-day training (pulling all Elementary instructional coaches)
<b>6. Instructional Coach Calibration Visits</b>	Provide instructional coaching calibration opportunities for instructional coaches that may include, but are not limited to: <ul style="list-style-type: none"> <li>▪ co-observation of a series of lessons with an external facilitator;</li> <li>▪ engagement in professional dialogue about instructional strengths and areas for growth (connecting to the CCT);</li> <li>▪ exploration of in-class support and teacher feedback options; and</li> <li>▪ collaboratively deconstructing classroom coaching and feedback sessions with the facilitator and coach each observing and taking the lead for debriefing lessons with teachers.</li> </ul>	Half or full-day calibration conversations and classroom visits
<b>7. Small Group Teacher Training</b>	Teachers rotate in small groups (4-8 teachers based on common needs identified by self-assessment, instructional coaching data, and/or TEVAL data) through 45-90 minute targeted sessions (see topics below) Up to three or four, 1-2-hour training sessions per day. Training topics may include, but are not limited to the following: <ul style="list-style-type: none"> <li>▪ Intentional &amp; Targeted Planning</li> </ul>	Afternoon Professional Learning Blocks, Half-Day PD days; Grade-level PLC Time


	<ul style="list-style-type: none"> <li>▪ Providing &amp; Communicating Clear Learning Targets &amp; Success Criteria</li> <li>▪ Warm-Ups/Do Nows</li> <li>▪ Takeaways/Closure</li> <li>▪ Academic Rigor, Depth of Knowledge, Cognitive Demand</li> <li>▪ Critical Thinking</li> <li>▪ Inquiry &amp; Questioning Techniques</li> <li>▪ Productive Classroom Discourse</li> <li>▪ Student-Centered Learning</li> <li>▪ Student Engagement</li> <li>▪ Formative Assessment Practices</li> <li>▪ Differentiation &amp; Flexible Grouping</li> <li>▪ Executive Function, Learning Dispositions &amp; Habits of Mind</li> </ul>	
<b>8. Full Staff PD</b>	<p>To provide full staff professional learning experiences connected to the instructional framework and SIP. Topics may include:</p> <ul style="list-style-type: none"> <li>▪ Intentional &amp; Targeted Planning</li> <li>▪ Providing &amp; Communicating Clear Learning Targets &amp; Success Criteria</li> <li>▪ Warm-Ups/Do Nows</li> <li>▪ Takeaways/Closure</li> <li>▪ Academic Rigor, Depth of Knowledge, Cognitive Demand</li> <li>▪ Critical Thinking</li> <li>▪ Inquiry &amp; Questioning Techniques</li> <li>▪ Productive Classroom Discourse</li> <li>▪ Student-Centered Learning</li> <li>▪ Student Engagement</li> <li>▪ Formative Assessment Practices</li> <li>▪ Differentiation &amp; Flexible Grouping</li> <li>▪ Executive Function, Learning Dispositions &amp; Habits of Mind</li> </ul> <p>Materials fee would be covered if the contract included the development of the customized training workbook.</p>	Afternoon Faculty Meeting sessions
<b>9. Certified Staff Instructional Coaching</b>	<p>To provide 1:1 instructional coaching visits by an external facilitator to all classroom teachers. Teachers submit a draft lesson plan for an upcoming lesson. Instructional coach visits and observes instruction for 30-45 minutes and engages teacher in a 15 minute debrief session.</p>	6-10 days per round of coaching
<b>10. Co-Planning Sessions</b>	<p>Teachers rotate in small groups through 40 minute co-planning sessions. Teachers would bring draft lessons and work with the facilitator and their colleagues to strengthen lessons by adding or adapting elements and strategies of the instructional model.</p>	PLC Collab time or afternoon block for 40 minute co-planning sessions
<b>11. Lesson Audits</b>	<p>Research on classroom instruction based on <u>The Opportunity Myth</u> has indicated a need to audit lesson plans for instructional rigor and on-grade-level assignments. Using an adapted protocol from the TNTP project, participants will review lesson plans and explore trends in lesson plan development. Trends will be analyzed and used to determine teacher support and professional learning opportunities.</p> <p>TNTP. (2018). <i>The opportunity myth: What students can show us about how school is letting them down—and how to fix it</i>. Retrieved from <a href="https://tntp.org/publications/view/student-experiences/the-opportunity-myth">https://tntp.org/publications/view/student-experiences/the-opportunity-myth</a>.</p>	<b>TBD</b>



<p><b>12. Development/ Enhancement of Learning Walk Process Aligned to the instructional improvement plan &amp; implementation of the instructional framework</b></p>	<p>To customize a set of tools, forms and protocols for engaging school/district leaders and classroom teachers in a learning walk process.</p> <p>Deliverables include a learning walk manual, 1-pager, staff overview presentation of the process, debrief protocols and related marketing/communication resources.</p> <p>Option for external facilitator to model the process and debrief available upon request.</p>	
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<p><b>13. Elementary Version of the Secondary Instructional Practice Quick Reference Flipbook</b> 8.5 x 11 gloss card stock quick reference flipbook</p>	 <p>NEMS Vision, Mission &amp; PBIS R.A.M.S. Expectations</p> <p>NEMS Instructional Framework (Teaching &amp; Learning Plan)</p> <p>Learning Targets, Success Criteria, Bell Ringers &amp; Takeaways</p> <p>Instructional Rigor, Cognitive Processing Demands &amp; DOK</p> <p>Meaningful &amp; Productive Discourse</p> <p>Engagement, Student-Centered Learning &amp; Student Response Rates</p> <p>Questioning &amp; Inquiry Techniques</p> <p>Differentiation &amp; Formative Assessment</p>	 <p><b>VISION</b> North End Middle School will be a safe and structured environment where excellence is expected, diversity is valued, and family and community involvement is embraced.</p> <p><b>MISSION</b> North End Middle School will prepare each student for academic and personal success in an ever-changing, global community. By creating opportunities for rigorous instruction, collaboration amongst teachers and peers, and academic and positive behavior support, every student can excel every day. We will strive for success and set challenging goals through critical thinking and school-wide support. We will take an interest in local and global community issues, raising awareness and creating a sense of responsibility within our students. North End Middle School will empower students to reach their academic potential and become respectful and active citizen leaders. Faculty, parents, guardians, and other stakeholders will form a partnership to encourage our students to become life-long learners and productive members of society.</p> <p>NEMS Vision, Mission &amp; PBIS R.A.M.S. Expectations</p> <p>NEMS Instructional Framework (Teaching &amp; Learning Plan)</p> <p>Learning Targets, Success Criteria, Bell Ringers &amp; Takeaways</p> <p>Instructional Rigor, Cognitive Processing Demands &amp; DOK</p> <p>Meaningful &amp; Productive Discourse</p> <p>Engagement, Student-Centered Learning &amp; Student Response Rates</p> <p>Questioning &amp; Inquiry Techniques</p> <p>Differentiation &amp; Formative Assessment</p>	 <p><b>RULE</b></p> <p>~ if we are <b>Respectful</b>, ~ if we have a good <b>Attitude</b>, ~ if we are <b>Motivated</b> to learn, ~ We will be <b>Successful</b>.</p> <p>NEMS Vision, Mission &amp; PBIS R.A.M.S. Expectations</p> <p>NEMS Instructional Framework (Teaching &amp; Learning Plan)</p> <p>Learning Targets, Success Criteria, Bell Ringers &amp; Takeaways</p> <p>Instructional Rigor, Cognitive Processing Demands &amp; DOK</p> <p>Meaningful &amp; Productive Discourse</p> <p>Engagement, Student-Centered Learning &amp; Student Response Rates</p> <p>Questioning &amp; Inquiry Techniques</p> <p>Differentiation &amp; Formative Assessment</p>
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\* Online resources and PDF materials will be made available to teachers via GoogleDrive at no additional charge.

<p><b>14. Elementary Version of the Secondary PD Workbook</b> (100 + pages)</p>	<p>CONTINUOUS GROWTH &amp; DEVELOPMENT</p> <p><b>Essential Tier 1 Instructional Practices</b></p>  <p><b>CORMIER CONSULTING</b>   Presented By: David R. Cormier, Ph.D.</p>	<p><b>Table of Contents</b></p> <table border="1"> <thead> <tr> <th></th> <th>Page</th> </tr> </thead> <tbody> <tr><td>NEMS Vision &amp; Mission</td><td></td></tr> <tr><td>NEMS PBIS R.A.M.S. Expectations</td><td></td></tr> <tr><td>NEMS Instructional Framework (Teaching &amp; Learning Plan)</td><td></td></tr> <tr><td>Targeted &amp; Intentional Planning</td><td></td></tr> <tr><td>Learning Targets &amp; Success Criteria</td><td></td></tr> <tr><td>Bell Ringers / Schema Activator / Warm-Ups / Do Now</td><td></td></tr> <tr><td>Takeaways / Closure</td><td></td></tr> <tr><td>Instructional Rigor, Cognitive Processing Demands &amp; Depth of Knowledge</td><td></td></tr> <tr><td>Meaningful &amp; Productive Classroom Discourse</td><td></td></tr> <tr><td>Engagement &amp; Increasing Student Response Rates</td><td></td></tr> <tr><td>Student-Centered Learning</td><td></td></tr> <tr><td>Inquiry &amp; Questioning Techniques</td><td></td></tr> <tr><td>Productive Classroom Discourse</td><td></td></tr> <tr><td>Differentiation &amp; Flexible Grouping</td><td></td></tr> <tr><td>Formative Assessment</td><td></td></tr> <tr><td>Executive Function &amp; Learning Dispositions</td><td></td></tr> <tr><td>Restorative Practices &amp; Strengthening Relationships</td><td></td></tr> </tbody> </table>		Page	NEMS Vision & Mission		NEMS PBIS R.A.M.S. Expectations		NEMS Instructional Framework (Teaching & Learning Plan)		Targeted & Intentional Planning		Learning Targets & Success Criteria		Bell Ringers / Schema Activator / Warm-Ups / Do Now		Takeaways / Closure		Instructional Rigor, Cognitive Processing Demands & Depth of Knowledge		Meaningful & Productive Classroom Discourse		Engagement & Increasing Student Response Rates		Student-Centered Learning		Inquiry & Questioning Techniques		Productive Classroom Discourse		Differentiation & Flexible Grouping		Formative Assessment		Executive Function & Learning Dispositions		Restorative Practices & Strengthening Relationships	
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\* Online resources and PDF materials will be made available to teachers via GoogleDrive at no additional charge.

## **Attachment C: Addendum/Certification/Notice of Acceptance**

# FILL IN AND RETURN WITH YOUR SUBMISSION

## ATTACHMENT B

**KEVIN MC CAFFERY  
DIRECTOR OF PURCHASING  
235 GRAND STREET, ROOM 103  
WATERBURY, CT 06702**

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

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

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

1 \_\_\_\_\_ 4 \_\_\_\_\_  
2 \_\_\_\_\_ 5 \_\_\_\_\_  
3 \_\_\_\_\_ 6 \_\_\_\_\_

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

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

**47-2638608**

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



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

**Executive Director**

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

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

Name **David R. Cormier** \_\_\_\_\_

By: **Executive Director** \_\_\_\_\_

(Title)

Business Address: **598 East Street, Middletown, CT 06457** \_\_\_\_\_

(City, State, Zip Code)

Phone: **860-841-7662** \_\_\_\_\_

Email: **drc.cormier@gmail.com** \_\_\_\_\_

Date: **7-10-24** \_\_\_\_\_

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

## **Attachment D: Team Member Resumes**



## EDUCATION

### **Doctor of Philosophy in Leadership Studies**

*Andrews University, Berrien Springs, MI  
August 2008*

### **Master of Science in Educational Leadership**

*Central Connecticut State University, New Britain, CT  
August 2000*

### **Bachelor of Science in Special Education**

*Central Connecticut State University, New Britain, CT  
May 1996*

## CERTIFICATION

State of Connecticut Professional Educator Certificate, Special Education PreK-12 (065); Intermediate Administration & Supervisor (092)

## SUMMARY OF QUALIFICATIONS

- A **strong leader** with an ability to encourage leadership capacity in others
- A **change agent** that can promote growth through **effective facilitation** with an ability to understand the needs of a group and support achievement of a common vision
- An advocate of **relationship building** to support organizational culture and to attain goal-oriented results
- A results-oriented, **skillful presenter, trainer and technical advisor/coach**
- A proponent of adult learning theory who **facilitates capacity building and systems change** to support **school turnaround** efforts

## PROFESSIONAL EXPERIENCE

### **Executive Director / Independent Consultant**

*Cormier Consulting, LLC, Middletown, CT  
June 2008 to Present*

Responsible for:

- establishing, training and building the capacity of a highly effective team of diverse and experienced school improvement consultants;
- coordinating large scale district-wide improvement efforts;
- providing facilitation, coaching and training in support of school turnaround efforts;
- developing customized training materials and school improvement resources;
- designing and implementing customized approaches that include adult practice shifts and the structures/systems necessary to sustain improvement efforts;
- facilitating school improvement planning and instituting sustainable growth measures;
- coaching collaborative teams to design, implement, and monitor effective programs;
- providing recommendations to policymakers regarding best practices; and
- fostering partnerships among constituent groups working on common goals.

**PROFESSIONAL  
EXPERIENCE**  
*Continued*

**Adjunct Professor of Leadership Studies**

*Southern Connecticut State University, New Haven, CT  
January 2009 to May 2009*

Responsible for:

- providing job-embedded learning experiences for graduate-level students; and
- fostering the application of educational leadership theory to effective practices.

**Assistant Director for Program Development**

*State Education Resource Center (SERC), Middletown, CT  
June 2007 to June 2008*

Responsible for:

- developing the capacity of staff members to support the agency's mission;
- inspiring a common vision to ensure quality services and programs statewide;
- facilitating and participating in state-level policy and decision-making committees;
- administering agency human resource functions including, hiring, staffing, personnel development, and inter-agency relations;
- monitoring, assessing and reporting progress on federal grants;
- developing long-term growth and sustainability plans in addition to short-term objectives connected to the agency's vision and mission; and
- increasing the quantity and quality of agency partnerships and relationships with stakeholder groups.

**Education Consultant**

*State Education Resource Center (SERC), Middletown, CT  
August 2000 to June 2007*

Responsible for:

- designing and coordinating professional development programs for administrators, teachers, related service personnel, paraprofessionals and families;
- providing statewide and job-embedded training, facilitation and technical assistance;
- supporting district and school-based leadership teams through school improvement planning, implementation, and sustainability efforts;
- conducting research and writing initiative-specific proposals;
- developing and administering various needs assessments; and
- allocating and maintaining project budgets and resources.

**Special Education Teacher, Assistant Head Teacher of Special Education,  
Team Leader**

*Gideon Welles Middle School, Glastonbury, CT  
September 1997 – August 2000*

Responsible for providing instruction and coordinating administrative duties in a public middle school setting.

**Teacher**

*Valley Alternative Academy, Avon, CT  
September 1998 – August 2000*

Responsible for providing academic instruction for at-risk adolescents ages fourteen to twenty-one.

**PROFESSIONAL  
EXPERIENCE**  
*Continued*

**Clinical Educator**

*Elmcrest Psychiatric Institute, Portland, CT  
May 1996 – August 1997*

Responsible for providing instruction and collaborative support to students, grades K-12, in a psychiatric hospital setting.

**PROFESSIONAL  
PRESENTATIONS**

Tier 1 Instructional Practices; and Turnaround School Planning and Support, Multi-Tiered Systems of Support (MTSS), Adult Learning Theory, Accessing the General Education Curriculum; Accommodations & Modifications; Autism Spectrum Disorders; Collaborative Problem Solving; Common Formative Assessments, Communication Skills; Consultation & Collaboration; Cooperative Learning; Co-Teaching; Data-Driven Decision Making; Differentiated Instruction; Early Intervention; Effective Schools Research, Effective Teaching Strategies; Equity in Education, Examining Student Work; Facilitation/Presentation Skills; Leadership; Lesson Study; Making Standards Work; Reflective Practice; Responsible Inclusive Practices; Rigor, Relevance, & Relationships; School Climate; School Improvement Planning; School-Wide Positive Behavior Supports; and Student Engagement.

**PROFESSIONAL  
ORGANIZATIONS**

**Former President – Executive Board Member**

CT Association for Supervision and Curriculum Development (CT ASCD)

**Member**

Association for Supervision and Curriculum Development (ASCD), Autism Society of America, National Staff Development Council (NSDC), Phi Kappa Phi

**CERTIFICATIONS/  
SKILLS/TRAINING**

SERC BEST Leadership Academy, Mentor Training, and Portfolio Scorer; School-wide Information Systems (SWIS™) Certified Trainer; Facilitation Skills Training (Interaction Institute for Social Change); Center for Leadership and Learning certified trainer for *Making Standards Work™*, *Effective Teaching Strategies™*, *Common Formative Assessments™* & *Data-Driven Decision Making™*; and Stetson & Associates certified trainer for *Step-by-Step™* (Approach to Creating Inclusive Schools).

**HONORS**

**President's Citation**

*Central Connecticut State University – 1996*

Awarded for outstanding leadership, significant contributions to the University, and academic achievement.

# Katherine Reeves

99 Deerbrooke Circle | Southington, CT | 06489 | 203.430.6841 | kreeves.consult@gmail.com

## EDUCATION

### **Sixth Year Degree in Educational Leadership**

Central Connecticut State University, New Britain, CT  
December 2007

### **Master of Science in Remedial Reading**

Southern Connecticut State University, New Haven, CT  
May 2001

### **Bachelor of Science in Elementary Education**

Central Connecticut State University, New Britain, CT  
May 1996

## CERTIFICATION

Intermediate Administrator and Supervisor, (092)

Elementary, K-6 (013)

Remedial Reading and Remedial Language Arts, 1-12 (102)

## PROFESSIONAL EXPERIENCE

### **Reeves Educational Consulting, LLC**

Southington, CT

July 2022-present

Responsible for:

- creating a growth-oriented learning environment in which to build capacity among educators
- collaborating with school leadership teams to determine priorities and supports for stakeholders
- providing professional learning and coaching to educators focused on effective Tier 1 instructional practices along with individual needs

### **Thalberg Elementary School Principal**

Southington, CT

July 2018-June 2022

Responsible for:

- communicating and supporting a common vision to ensure student learning;
- overseeing curriculum, instruction and assessment in all K-5 classrooms;
- supervising and evaluating faculty and staff;
- creating and implementing professional development;
- developing and maintaining school budget;
- analyzing and presenting student achievement data and plan for improvement;
- chairing PPT and 504 meetings;
- English Language Coordinator for the district

### **Enfield Street School Principal**

Enfield, CT

July 2014-June 2018

Responsible for:

- communicating and supporting a common vision to ensure student learning;
- overseeing curriculum, instruction and assessment in all K-2 classrooms;
- supervising and evaluating faculty and staff;
- creating and implementing school improvement plan and professional development;
- developing and maintaining school budget;



- analyzing and presenting student achievement data and plan for improvement;
- chairing PPT and 504 meetings.

### **Co-Head Teacher and Kindergarten Team Leader**

*Brewster Elementary School, Durham, CT*

*July 2012 to June 2014*

Responsible for:

- overseeing day to day operations including student intervention and conflict resolution when principal is out of the building;
- facilitating weekly data team meeting;
- sharing instructional and professional resources including effective teaching practices with team and other grade levels;
- acting as a liaison between staff members, parents and principal;
- compiling grade level budget;
- modifying curriculum to meet the needs of all students and sharing new lessons with team members; and
- implementing Kindergarten curriculum and best practices, including Common Core Standards, Writer's Workshop, Daily 5, Handwriting Without Tears, Pearson Math, inquiry-based science and social studies with an interdisciplinary approach.

### **Literacy Specialist and Coach**

*Brewster Elementary School, Durham, CT*

*July 2011 to July 2012*

Responsible for:

- facilitating Guided Reading and Writer's Workshop in kindergarten and first grade classrooms;
- generating and administering literacy based model lessons in classrooms;
- analyzing all student data to determine SRBI needs;
- chairing the professional development committee and providing coordinated professional learning opportunities aligned with the school improvement plan;
- revising and updating phonics scope and sequence for grades K-2;
- collaborating with classroom teachers in order to improve student achievement; and
- participating as an active team member on grade level data teams and intervention teams.

### **Literacy Tutor**

*Brewster Elementary School, Durham, CT*

*February 2010 to June 2011*

Responsible for:

- developing and presenting model lessons for classroom teachers;
- researching and sharing best teaching practices;
- creating common formative assessments with data teams;
- implementing and monitoring technology based interventions to support individual students (e.g., Read Naturally, Word Warm-Ups, Brain Pop); and
- administering universal screening and progress monitoring assessments.

### **Classroom Teacher**

*Frisbee Elementary School, Wolcott, CT*

*May 2008-January 2010*

Responsible for:

- collaborating with teachers about how to support students in grades K-5;

- differentiating instruction on a day to day basis and sharing lessons with grade level teams;
- instructing students and modeling lessons in Reader’s and Writer’s Workshop; and
- engaging at-risk students using technology like Raz-Kids, Lexia and Starfall.

**Administrative Intern**

*Thalberg Elementary School, Southington, CT*

*August 2006-May 2007*

Responsible for:

- analyzing and revising School Improvement Plan;
- completing walk-throughs (CWT) in grades K-5;
- problem solving in day to day operations;
- assessing and guiding non-tenured teachers throughout the year;
- assisting with the formal observation process with teachers;
- working with parents in many capacities including PTO meetings and PPTs;
- aiding in budget process for the school including allocation of funds;
- organizing and conducting monthly Effective Teaching Practices meetings with year 1, 2, 3 and 4 teachers;
- handling student discipline issues and bus referrals; and
- attending Board of Education meetings.

**Classroom Teacher**

*Brewster Elementary School, Durham, CT*

*1996-2003*

Responsible for:

- engaging students in a variety of learning opportunities;
- implementing Writer’s Workshop, Math lab, Inquiry-based science lessons, Guided Reading, Literature Circles, and Empowering Magical Writers;
- creating a Kindergarten STARS program in order to restructure the teaching of literacy;
- including parent volunteers in everyday activities;
- beginning a “looping” program with Grade 1/Grade 2 students; and
- creating differentiated remedial reading lesson plans according to individual needs of students.

COMMITTEES:

- Emotional Intelligence Lead Team at Thalberg
- Enfield Mental Health Task Force
- Enfield Suicide Prevention Steering Committee
- Enfield Public Schools District SRBI/SAT Committee
- RSD 13 District Teacher Evaluation/SEED Committee
- RSD 13 District CCSS Math Committee
- Professional Development Committee at Brewster School
- Progress Report Committee for RSD 13
  - Changed the elementary progress reports to standards-based progress reports
- RSD 13 Transition Committee
  - Participated in discussions and problem-solving regarding issues associated with the numerous transitions that students make from school to school throughout the district

REFERENCES:

Provided upon request

# Kara M. Gavin

11 Race Brook Road  
drkaragavin@gmail.com

West Hartford, CT 06107  
(860) 593-2288

## EDUCATION

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**Teachers College, Columbia University**, New York, NY.  
Ed.D. in Curriculum and Teaching with Literacy Specialization, May 2021.  
*A. Harry & Shirley S. Passow Fellowship*, Awarded Spring 2018.

**Boston University**, Boston, MA.  
M.Ed. in Special Education and Elementary Education, May 2003.  
*Pi Lambda Theta Honor Society*, Inducted Spring 2003.

**Brown University**, Providence, RI.  
B.A. in Biomedical Ethics, Honors, *magna cum laude*, May 2000.  
*Phi Beta Kappa Honor Society*, Inducted Spring 1999.

## PROFESSIONAL EXPERIENCE

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Dara Education, LLC, West Hartford, CT.  
*Education Consultant*, August 2023 – Present.

- Collaborating with school leadership teams to determine school priorities and supports for educators.
- Providing professional learning and individual coaching to educators focused on effective Tier 1 instructional practices.

State Education Resource Center (SERC), Middletown, CT.  
*Consultant*, January 2022 – August 2023.

- Conducted evaluations of professional learning focused on racial equity and prevention and wellness to gather stakeholder feedback and enhance programming.
- Collaborated with colleagues at the Connecticut State Department of Education on the development of K-8 model curricula in English Language Arts and Science.

University of Connecticut, Storrs, CT.  
*Instructor*, August 2021 – May 2023.

- Designed and taught undergraduate courses focused on multicultural education, equity, and social justice and disciplinary literacy.
- Provided constructive feedback on student writing throughout the semester and created assignments to support connecting course learning with students' content area majors.

Kendall Hunt Publishing Company, West Hartford, CT.  
*Project Coordinator*, July 2019 – September 2021.

- Edited elementary gifted mathematics curricular units, coordinated field tests, and collaborated with publisher on artwork to ensure a distinct and cohesive product.
- Researched journal articles, books, websites, and problems aligned to the Common Core State Standards to enhance instruction of the units.

# Kara M. Gavin

11 Race Brook Road  
drkaragavin@gmail.com

West Hartford, CT 06107  
(860) 593-2288

Teachers College, Columbia University, New York, NY.

*Instructor and Graduate Research Assistant*, August 2018 – December 2019.

- Designed and taught master's level courses in literacy instruction with a focus on critical literacy and culturally sustaining practices.
- Conducted qualitative research as part of faculty-led teams including coding data, writing research reports, and presenting findings at academic conferences.

Capitol Region Education Council (CREC), Hartford, CT.

*Education Specialist*, May 2009 – June 2018.

- Created and presented professional development modules on culturally responsive education.
- Facilitated teams of teachers as they engaged in self-reflection on race and culture, made connections across grade levels and subject areas, and refined their practices.

State Education Resource Center (SERC), Middletown, CT.

*Consultant*, August 2006 – September 2008; *External Consultant*, 2009 – 2013.

- Directed the Science Literacy Initiative, including creating and managing a budget, collaborating with stakeholders to determine the needs of teachers and schools, and designing professional development offerings.
- Provided professional development and technical assistance to school districts in the areas of equity in education, positive behavioral interventions and supports, differentiated instruction, and responsible inclusive practices.

Education Development Center Inc., Center for Science Education, Newton, MA.

*Research Assistant*, December 2005 – August 2006.

- Designed professional development conferences with the goal of bridging the gap between research and practice in K–12 science education.
- Researched state science standards and assessments to increase the marketability of a high school science curriculum.

Angier Elementary School, Newton, MA.

*Third Grade General Education Teacher, Fourth Grade Special Education Teacher.*

August 2001 – June 2005.

- Implemented inquiry-based lessons, differentiating instruction across the content areas to meet the needs of all students.
- Collaborated with families to integrate the cultural wealth of students into the classroom.

E.J. Harrington Elementary School, Lynn, MA.

*Bilingual Special Education Teacher*, August 2000 – June 2001.

- Promoted the inclusion of multilingual learners in general education classrooms.
- Directed a school-wide multicultural night to foster parent and community engagement with over 300 parents, students, and community members in attendance.

**Donna Morelli**  
435 Wigwam Rd.  
Berlin, CT  
(860)-371-1226-c  
dmorelli58@gmail.com

### **Education**

2013 Certification (092) Sacred Heart University, Fairfield, CT  
1994 MA: Child Welfare, St. Joseph College  
1987 MA: Special Education, Central Connecticut State College  
1980 BA: Special Education/Elementary Education, St. Joseph College

### **Employment**

2021-present DMorelli Consulting  
Behavior/Classroom Management: classroom systems, teacher support, strategies  
SRBI/MTSS  
IEP Quality Trainer/CT-SEDS Support  
Special Education Program Review  
Special Education Programs Support

2016-2021 Oxford Middle School, Oxford, CT

Assistant Principal

- Hiring staff
- Data collection
- Behavior intervention
- PBIS trainer for staff
- SEL trainer for staff
- Evaluator for staff
- Special Education
- PPT Administrator
- SRBI Coordinator/Chair

2003-2016 Capital Region Education Council

- Educational consultant providing technical assistance to special education and elementary education teachers for strategies to work with behaviorally involved students. Responsibilities include observation, consultation, and recommendations to staff to maximize student success in the classroom.
- Technical assistance provided for the LRE initiative in various towns.
- Technical assistance provided to alternative programs
- Director of Paraprofessional Training Program
- Master Coach (for Instruction and Behavior)
- PBIS Trainer and Implementation Evaluator
- Paraprofessional Training Coordinator and curriculum developer
- Paraprofessional Supervisor

- Program Reviews
- Alternative Education

- 1997-2003 St. Joseph College  
College supervisor with the responsibilities for observation, conferring with, and evaluating student teachers placed in a variety of settings. Graduate and undergraduate students in special education, elementary education, middle school, and high school placements.
- 1987-1997 Joseph Goodwin School, East Hartford, CT  
Self-contained class for severely emotionally disturbed students and students with autism ages seven to 11. Responsibilities included implementing and providing specially designed instruction, testing, IEP and curriculum development and specific behavior management techniques and implementation.
- 1982-1987 Gov. William Pitkin School, East Hartford, CT  
Created a resource room and provided specially designed instruction to learning disabled, intellectually disabled, and emotionally disturbed students. Responsibilities included testing, IEP and curriculum development and implementation.
- 1980-1982 Batcheller School, Greenwoods School, Winsted, CT  
Resource room teacher servicing learning disabled, intellectually disabled, and mildly emotionally disturbed students. Responsibilities were for testing, IEP and curriculum development, and implementation.

# KRISTIN SMITH

203.213.6716



krisvernot@gmail.com



Education Consultant |  
InspirED Consulting LLC

21 Carpenter Hts, Meriden, CT 06450



## SUMMARY

Passionate Education Consultant with over 27 years of experience in education with a commitment to advancing outcomes for all students. Dedicated to strengthening instruction and establishing coherent/ aligned systems in support of continuous improvement. Highly skilled in establishing relationships, personalizing learning experiences, and providing engaging professional development. Passionate about mathematics education K-12 and knowledgeable in writing math curriculum.

## EDUCATION

### University of New England

Masters of Science in Education  
2004

### Eastern Connecticut State University

Bachelors in Sociology, Bachelors in Education  
1995

## SKILLS

- Growth oriented mindset and philosophy that embraces growing ones journey
- Wide perspective and understanding of multiple settings
- Exceptional communication and interpersonal skills grounded in listening to understand and opportunities to move forward
- Ability to work independently and as part of a team
- 23 years of experience in providing multiple service delivery options in grades K-12

## CERTIFICATIONS

- Professional Educator Certification K-6

## PROFESSIONAL EXPERIENCE

### Education Consultant

InspirED Consulting LLC & Cormier Consulting LLC | 2023 - Present

- Create growth-oriented learning environments
- Listen/learn about the history & unique context
- Identify what is effective & how to make it better
- Facilitate and assist with information, resources and materials
- Purposeful/intentional development of tools & strategies to move closer to goals
- Customize and differentiate all professional learning sessions to meet the needs of the individual school and educator
- Monitor progress and growth in order to adjust when necessary

### District Numeracy Specialist

Manchester Public Schools. | 2008 - 2023 | Grades K-8

- Developed mathematics curriculum with teachers in grades K-8
- Developed, prepared and shared tools & strategies for high quality instruction with equity at the center of all experiences
- Created growth-oriented learning environments to improve all student outcomes.
- Developed district and school based systems for continuous improvement in Mathematics
- Created instructional frameworks
- Partnered with Family & Community Engagement

### Elementary School Teacher

Manchester Public Schools | 2001 - 2008 | Grade 5  
Regional Multicultural Magnet School, NL | 1997-2001 | Grades 2 & 3

- Conducted research and maintained a productive mindset in moving forward and making a positive difference in my students education.
- Provided educator support with math instruction and resources as a building based Math Specialist in addition to being a classroom teacher
- Served on multiple committees to support perspectives and communication among stakeholders (i.e. Advisory Council, Hiring Committee, Math Nights)

# Janet N. Y. Zarchen

12 Pond Side Lane  
West Simsbury, CT 06092

(860) 305-3584

[learninglayers@comcast.net](mailto:learninglayers@comcast.net), [zarchen@comcast.net](mailto:zarchen@comcast.net)

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## **PROFESSIONAL SUMMARY**

Educational consultant providing impactful training and coaching to teachers, administrators, and other adult learners. Multi-credentialed, student-centered teacher with strong knowledge of how diversity, equity, inclusion, and belonging intersect with curriculum and educational practices. Lifelong learner, reader, and writer.

## **PROFESSIONAL EXPERIENCE**

### **Learning Layers, LLC, CT**

present

#### *Educational Consultant*

- Develops, plans, and implements training and coaching solutions which engage and motivate the learner.
- Facilitates group processes for strategic planning, action planning, and professional learning communities.
- Collaborates with all stakeholders to consider the nuances of multiple perspectives.
- Values the power of building relationships and the importance of equitable practices.

### **State Education Resource Center (SERC), Middletown, CT**

2003 to 2023

#### *Consultant*

- Co-coordinated the development of Connecticut's K-8 English Language Arts Model Curriculum.
- Co-facilitated workgroups sponsored by the Connecticut State Department of Education on topics including school discipline, student attendance, and homelessness.
- Coordinated and managed SERC's initiatives on literacy, racial equity, and social justice.
- Served as the lead consultant on the planning committee for statewide equity conferences.
- Provided training and in-district support on various topics including literacy, multilingual learners, racial equity, IEP writing, and multitiered systems of support (MTSS).
- Facilitated strategic planning for district and school committees on equity, curriculum, and MTSS.

### **University of Connecticut, Storrs, CT**

2002 to 2003

#### **Distance Education Office, College of Continuing Studies**

##### *Instructional Designer*

- Guided and supported the content development of online courses in a variety of disciplines at the undergraduate and graduate level.
- Worked in a team environment with faculty, technical, and professional staff.
- Consulted with faculty and content writers on appropriate and effective teaching methodologies for online courses.

### **The McGraw-Hill Companies, Farmington, CT (location defunct)**

1999 to 2002

#### *Senior Instructional Designer*

- Developed CD-ROM and Internet materials for grades pre-kindergarten to high school.
- Researched instructional objectives and created appropriate content.
- Wrote design documents and functional specifications.
- Collaborated with artists, programmers, the audio/visual team, and the quality assurance team.



## **TEACHING EXPERIENCE**

**Farmington Public Schools, Farmington, CT:** Long-Term Substitute, Kindergarten

**Ramsey Public Schools, Ramsey, NJ:** Basic Skills Instructional Aide, Special Education Instructional Aide, Substitute Teacher

**The American School Foundation of Guadalajara, Jalisco, Mexico:** Second Grade Teacher

**San Gabriel Unified School District, San Gabriel, CA:** First Grade Teacher, Specially Designed Academic Instruction in English (SDAIE); Second Grade Teacher; Spanish Enrichment Teacher; ESL Teacher, Grades 1-3, Summer School; Spanish Teacher, Grades 4-8, Summer School

**Baldwin Park Unified School District, Baldwin Park, CA:** First Grade Teacher, Bilingual Spanish

## **EDUCATION and CERTIFICATIONS**

MS Degree, Curriculum and Instruction, University of Southern California, Los Angeles, CA

BS Degree, General Studies, University of Southern California, Los Angeles, CA, cum laude

Certificate in Designing Interactive Multimedia Instruction, Teachers College, Columbia University, NY, NY

Connecticut Educator Certificate, Grades K-6

Connecticut Educator Certificate, Remedial Reading & Remedial Language Arts, Grades 1-12

New Jersey Standard Elementary Teaching Credential

California Multiple Subject Credential (inactive)

California Bilingual, Cross-Cultural Language Acquisition and Development Certificate, Spanish (inactive)

Courageous Conversation on Race Practitioner Certification

## **PROFESSIONAL MEMBERSHIPS**

Associate Member, 2023- 2025 Cohort, The Educator Collaborative

Board Member, Teaching Learning Alliance, Inc., Woburn, MA (2021–present)

Steering Committee Member, Literacy Consultants Coalition (defunct) (2021–2022)

Board Member, New England Reading Association (defunct) (2011–2019)

Association for Supervision and Curriculum Development

Connecticut Association for Reading Research

Connecticut Reading Association

International Literacy Association

Learning Forward

National Council of Teachers of English/CT Council of Teachers of English

## **SELECTED PRESENTATIONS**

*Civil Disobedience in Literacy Instruction.* National Summit for Courageous Conversation, Washington, DC. October 2022. Co-presented with Shawna Coppola and Ivelise Velazquez.

*Thank you, Mr. Nixon by Gish Jen - Virtual Book Discussion.* West Hartford Reads! West Hartford Public Library, CT. March 30, 2022.

*It's Not Too Early: Helping Elementary Students with Disabilities be College and Career Ready.* New England Reading Association Annual Conference, Portland, ME. September 2013. Co-presented with James Bruni, Dana Menzies, Meg Porcella, Karen Proto, and Greta Skiles.

*Using Data to Accelerate Literacy Achievement: The Story of Two Schools.* International Reading Association Annual Convention, Chicago, IL. April 2012. Co-presented with Tracy Clarke, Kim Cleary, Mary Lou Ruggiero, and Greta Skiles.

*Embracing Our Diversity with Insight and Hope.* Presentation sponsored by Hope Works and the UConn School of Social Work and hosted by the Equity in Education Community Partnership, West Hartford, CT. November 2011. Co-presented with Ivelise Velazquez.

*Living in the Middle: The Experience of Asians and Latinos Along the Black-White Continuum.* National Summit for Courageous Conversation, San Francisco, CA. October 2011. Co-presented with Ingrid Canady.

## **Attachment E: Certificates of Insurance**

NOTE: \*Insurance requirements reflect previously approved coverage types and amounts.





**ADDITIONAL REMARKS SCHEDULE**

<b>AGENCY</b> All Connecticut Insurance Brokers, LLC.		<b>NAMED INSURED</b> Cormier Consulting	
<b>POLICY NUMBER</b> 02SBMNU9434, 02KDGAX2E4I			
<b>CARRIER</b> SENTINEL INS CO LTD	<b>NAIC CODE</b> 11000, 2044	<b>EFFECTIVE DATE:</b>	

**ADDITIONAL REMARKS**

**THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,**  
**FORM NUMBER:** 25 **FORM TITLE:** Certificate Of Liability Insurance

Education Consulting Services

The Umbrella Policy Listed is a Personal Umbrella Policy that does not cover work related activities. The General Liability Limits were increased to provide limits as if there was a General Liability Policy and a Business Umbrella Policy.

Worker's Compensation Coverage is not required for an LLC member.

The City of Waterbury and it's Board of Education are listed as an Additiona Insured on a Primary and Non-Contributory bases on all policies except for Professional Liability. All Policies include a Waiver of Subrogation except Professional Liability. Education Consulting.



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

7/2/2024

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> <b>Bouvier Insurance</b> <b>29 North Main Street</b> <b>West Hartford, CT 06107</b>	<b>CONTACT NAME:</b> Taylor Allen, CLCS <b>PHONE (A/C, No, Ext):</b> (860) 859-9821 346 <b>E-MAIL ADDRESS:</b> tallen@binsurance.com	<b>FAX (A/C, No):</b> (860) 561-8778
	<b>INSURER(S) AFFORDING COVERAGE</b>	
<b>INSURED</b>  <b>Dara Education LLC</b> <b>11 race brook road</b> <b>West Hartford, CT 06107</b>	<b>INSURER A :</b> Hanover Insurance Company	
	<b>INSURER B :</b>	
	<b>INSURER C :</b>	
	<b>INSURER D :</b>	
	<b>INSURER E :</b>	
	<b>INSURER F :</b>	

NAIC #  
22292

### COVERAGES

### CERTIFICATE NUMBER:

### REVISION NUMBER:

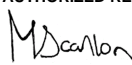
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS		
A	<b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:	X		R2E J559210 00	9/27/2023	9/27/2024	EACH OCCURRENCE	\$ 1,000,000	
							DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 1,000,000	
							MED EXP (Any one person)	\$ 5,000	
							PERSONAL & ADV INJURY	\$ 1,000,000	
							GENERAL AGGREGATE	\$ 2,000,000	
							PRODUCTS - COMP/OP AGG	\$ 2,000,000	
							<b>BLANKET AI HIRE</b>	\$	
	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident)	\$	
							BODILY INJURY (Per person)	\$	
							BODILY INJURY (Per accident)	\$	
							PROPERTY DAMAGE (Per accident)	\$	
								\$	
	<b>UMBRELLA LIAB</b> <input type="checkbox"/> OCCUR <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE	\$	
							AGGREGATE	\$	
	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> Y / N If yes, describe under DESCRIPTION OF OPERATIONS below	N/A					PER STATUTE	OTH-ER	
								E.L. EACH ACCIDENT	\$
								E.L. DISEASE - EA EMPLOYEE	\$
								E.L. DISEASE - POLICY LIMIT	\$

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)  
City of Waterbury and Waterbury Public Schools are named as additional insureds.

### CERTIFICATE HOLDER

### CANCELLATION

<b>City of Waterbury</b> <b>235 Grand Street</b> <b>Waterbury, CT 06702</b>	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE 



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

7/1/2024

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> The Connors Agency, Inc. 1033 Farmington Ave  West Hartford CT 06107		<b>CONTACT NAME:</b> Kevin Connors <b>PHONE (A/C, No, Ext):</b> (860) 561-6191 <b>E-MAIL ADDRESS:</b> kevin@connorsagency.com		<b>FAX (A/C, No):</b>
		<b>INSURER(S) AFFORDING COVERAGE</b>		<b>NAIC #</b>
		<b>INSURER A:</b> HARTFORD UNDERWRITERS INS CO		30104
<b>INSURED</b> Donna Morelli 435 Wigwam Rd  Berlin CT 06037-1703		<b>INSURER B:</b>		
		<b>INSURER C:</b>		
		<b>INSURER D:</b>		
		<b>INSURER E:</b>		
		<b>INSURER F:</b>		

**COVERAGES** **CERTIFICATE NUMBER:** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS		
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY			02SBMAM5K7P	07/15/2024	07/15/2025	EACH OCCURRENCE	\$ 1,000,000	
	<input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 1,000,000	
	GEN'L AGGREGATE LIMIT APPLIES PER:							MED EXP (Any one person)	\$ 10,000
	<input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC						PERSONAL & ADV INJURY	\$ 1,000,000	
	OTHER:						GENERAL AGGREGATE	\$ 2,000,000	
							PRODUCTS - COMP/OP AGG	\$ 2,000,000	
								\$	
	<b>AUTOMOBILE LIABILITY</b>						COMBINED SINGLE LIMIT (Ea accident)	\$	
	<input type="checkbox"/> ANY AUTO						BODILY INJURY (Per person)	\$	
	<input type="checkbox"/> OWNED AUTOS ONLY						BODILY INJURY (Per accident)	\$	
	<input type="checkbox"/> HIRED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	\$	
	<input type="checkbox"/> SCHEDULED AUTOS							\$	
	<input type="checkbox"/> NON-OWNED AUTOS ONLY							\$	
	<b>UMBRELLA LIAB</b>						EACH OCCURRENCE	\$	
	<input type="checkbox"/> OCCUR						AGGREGATE	\$	
	<b>EXCESS LIAB</b>							\$	
	<input type="checkbox"/> CLAIMS-MADE							\$	
	DED							\$	
	RETENTION \$							\$	
	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b>						PER STATUTE	OTHER	
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)								
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. EACH ACCIDENT	\$	
							E.L. DISEASE - EA EMPLOYEE	\$	
							E.L. DISEASE - POLICY LIMIT	\$	

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

<b>CERTIFICATE HOLDER</b> The City of Waterbury and Waterbury Public Schools  236 Grand Street  Waterbury CT 06702	<b>CANCELLATION</b> SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE Kevin Connors
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THE HARTFORD  
 BUSINESS SERVICE CENTER  
 3600 WISEMAN BLVD  
 SAN ANTONIO TX 78251

July 8, 2024

City of Waterbury  
 Waterbury Board of Education  
 235 GRAND ST  
 WATERBURY CT 06702

**Account Information:**

<b>Policy Holder Details :</b>	<b>Reeves Educational Consulting LLC</b>
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**Contact Us**

**Need Help?**

Chat online or call us at  
 (866) 467-8730.

We're here Monday - Friday.

Enclosed please find a Certificate Of Insurance for the above referenced Policyholder. Please contact us if you have any questions or concerns.

Sincerely,

Your Hartford Service Team



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
07/08/2024

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> NUTMEG INS AGENCY INC/PHS 76210775 The Hartford Business Service Center 3600 Wiseman Blvd San Antonio, TX 78251	<b>CONTACT NAME:</b> PHONE (A/C, No, Ext): (888) 925-3137		<b>FAX (A/C, No):</b>
	<b>E-MAIL ADDRESS:</b>		
	<b>INSURER(S) AFFORDING COVERAGE</b>		<b>NAIC#</b>
<b>INSURED</b> Reeves Educational Consulting LLC 99 DEERBROOKE CIR SOUTHLINGTON CT 06489-4340	<b>INSURER A :</b> Hartford Underwriters Insurance Company		30104
	<b>INSURER B :</b>		
	<b>INSURER C :</b>		
	<b>INSURER D :</b>		
	<b>INSURER E :</b>		
	<b>INSURER F :</b>		

**COVERAGES****CERTIFICATE NUMBER:****REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/Y YYY)	LIMITS		
A	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> General Liability	X	X	76 SBU AT2X0L	07/12/2023	07/12/2024	EACH OCCURRENCE	\$1,000,000	
	GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:						DAMAGE TO RENTED PREMISES (Ea occurrence)	\$1,000,000	
							MED EXP (Any one person)	\$10,000	
							PERSONAL & ADV INJURY	\$1,000,000	
A	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input checked="" type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS			76 SBU AT2X0L	07/12/2023	07/12/2024	COMBINED SINGLE LIMIT (Ea accident)	\$1,000,000	
							BODILY INJURY (Per person)		
							BODILY INJURY (Per accident)		
							PROPERTY DAMAGE (Per accident)		
	<b>UMBRELLA LIAB EXCESS LIAB</b> <input type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE		
							AGGREGATE		
A	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A				PER STATUTE	OTH-ER	
								E.L. EACH ACCIDENT	
								E.L. DISEASE -EA EMPLOYEE	
								E.L. DISEASE - POLICY LIMIT	
A	Professional Liability			76 SBU AT2X0L	07/12/2023	07/12/2024	Each Claim Limit	\$1,000,000	
							Aggregate Limit	\$1,000,000	

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Those usual to the Insured's Operations.

**CERTIFICATE HOLDER**

City of Waterbury  
 Waterbury Board of Education  
 235 GRAND ST  
 WATERBURY CT 06702

**CANCELLATION**

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

*Susan L. Castaneda*

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## ADDITIONAL REMARKS SCHEDULE

AGENCY NUTMEG INS AGENCY INC/PHS		NAMED INSURED REEVES EDUCATIONAL CONSULTING LLC 99 DEERBROOKE CIR SOUTHTONINGTON CT 06489-4340	
POLICY NUMBER SEE ACORD 25		EFFECTIVE DATE: SEE ACORD 25	
CARRIER SEE ACORD 25	NAIC CODE		

**ADDITIONAL REMARKS**

**THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM**

**FORM NUMBER:** ACORD 25 **FORM TITLE:** CERTIFICATE OF LIABILITY INSURANCE

Certificate holder is an additional insured per the Business Liability Coverage Form SL3032 attached to this policy. Waiver of Subrogation applies in favor of the Certificate Holder per the Business Liability Coverage Form SL0000, attached to this policy. Coverage is primary and noncontributory per the Business Liability Coverage Form SL0000, attached to this policy.



THE HARTFORD  
BUSINESS SERVICE CENTER  
3600 WISEMAN BLVD  
SAN ANTONIO TX 78251

July 1, 2024

The City of Waterbury  
Waterbury Public Schools  
235 GRAND ST  
WATERBURY CT 06702-1915

**Account Information:**

<b>Policy Holder Details :</b>	<b>Inspired Consulting LLC</b>
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**Contact Us**

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**Need Help?**

Chat online or call us at  
(866) 467-8730.

We're here Monday - Friday.

Enclosed please find a Certificate Of Insurance for the above referenced Policyholder. Please contact us if you have any questions or concerns.

Sincerely,

Your Hartford Service Team



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
07/01/2024

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<b>PRODUCER</b> USAA INSURANCE AGENCY INC/PHS 65812846 The Hartford Business Service Center 3600 Wiseman Blvd San Antonio, TX 78251	<b>CONTACT NAME:</b> PHONE (888) 242-1430 (A/C, No, Ext):		<b>FAX (A/C, No):</b>
	<b>E-MAIL ADDRESS:</b>		
<b>INSURER(S) AFFORDING COVERAGE</b>		<b>NAIC#</b>	
<b>INSURED</b> Inspired Consulting LLC 21 CARPENTER HTS MERIDEN CT 06450-6108	<b>INSURER A :</b> Hartford Underwriters Insurance Company		30104
	<b>INSURER B :</b>		
	<b>INSURER C :</b>		
	<b>INSURER D :</b>		
	<b>INSURER E :</b>		
	<b>INSURER F :</b>		

**COVERAGES****CERTIFICATE NUMBER:****REVISION NUMBER:**

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INSR LTR	TYPE OF INSURANCE		ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/Y YYY)	LIMITS		
A	<input checked="" type="checkbox"/>	COMMERCIAL GENERAL LIABILITY	X		65 SBM AY8DHP	09/01/2023	09/01/2024	EACH OCCURRENCE	\$1,000,000	
		<input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	\$1,000,000	
		General Liability						MED EXP (Any one person)	\$10,000	
		GEN'L AGGREGATE LIMIT APPLIES PER:						PERSONAL & ADV INJURY	\$1,000,000	
	<input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC							GENERAL AGGREGATE	\$2,000,000	
	OTHER:							PRODUCTS - COMP/OP AGG	\$2,000,000	
A	<input checked="" type="checkbox"/>	AUTOMOBILE LIABILITY			65 SBM AY8DHP	09/01/2023	09/01/2024	COMBINED SINGLE LIMIT (Ea accident)	\$1,000,000	
		ANY AUTO						BODILY INJURY (Per person)		
		ALL OWNED AUTOS HIRED AUTOS						<input checked="" type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS	BODILY INJURY (Per accident)	
									PROPERTY DAMAGE (Per accident)	
A	<input checked="" type="checkbox"/>	UMBRELLA LIAB EXCESS LIAB	<input checked="" type="checkbox"/>		65 SBM AY8DHP	09/01/2023	09/01/2024	EACH OCCURRENCE	\$1,000,000	
		DED						RETENTION \$ 10,000	AGGREGATE	\$1,000,000
A	<input checked="" type="checkbox"/>	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY	Y/N	N/A				<input type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER		
		ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)						E.L. EACH ACCIDENT		
		If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE -EA EMPLOYEE		
								E.L. DISEASE - POLICY LIMIT		
A	<input checked="" type="checkbox"/>	Data Breach - Defense & Liab Covg			65 SBM AY8DHP	09/01/2023	09/01/2024	Limit	\$50,000	

**DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)**

Those usual to the Insured's Operations. RE: The City of Waterbury Waterbury Public Schools

**CERTIFICATE HOLDER****CANCELLATION**

The City of Waterbury  
 Waterbury Public Schools  
 235 GRAND ST  
 WATERBURY CT 06702-1915

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

*Susan L. Castaneda*

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# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

07/01/2024

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<b>PRODUCER</b> Hiscox Inc. 5 Concourse Parkway Suite 2150 Atlanta GA, 30328	<b>CONTACT NAME:</b> <b>PHONE (A/C. No. Ext):</b> (888) 202-3007 <b>FAX (A/C. No.):</b>	
	<b>E-MAIL ADDRESS:</b> contact@hiscox.com	
<b>INSURER(S) AFFORDING COVERAGE</b>		<b>NAIC #</b>
<b>INSURER A:</b> Hiscox Insurance Company Inc	10200	
<b>INSURED</b> Inspired Consulting LLC 21 Carpenter Meriden, CT 06450	<b>INSURER B:</b>	
	<b>INSURER C:</b>	
	<b>INSURER D:</b>	
	<b>INSURER E:</b>	
	<b>INSURER F:</b>	
	<b>INSURER G:</b>	

**COVERAGES****CERTIFICATE NUMBER:****REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	<b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$
	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	<b>UMBRELLA LIAB</b> <input type="checkbox"/> OCCUR <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE DED    RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		Y/N <input type="checkbox"/> N/A				PER STATUTE    OTH-ER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Professional Liability			P102.163.619.1	09/25/2023	09/25/2024	Each Claim: \$ 1,000,000 Aggregate: \$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

**CERTIFICATE HOLDER****CANCELLATION**
 City of Waterbury & Waterbury Public Schools  
 235 Grand St  
 Waterbury, CT 06702

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE



THE HARTFORD  
BUSINESS SERVICE CENTER  
3600 WISEMAN BLVD  
SAN ANTONIO TX 78251

June 25, 2024

City of Waterbury  
Waterbury Board of Education  
235 GRAND ST  
WATERBURY CT 06702-1915

### Account Information:

<b>Policy Holder Details :</b>	<b>Learning Layers LLC</b>
--------------------------------	----------------------------



### Contact Us

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#### Need Help?

Chat online or call us at  
(866) 467-8730.

We're here Monday - Friday.

Enclosed please find a Certificate Of Insurance for the above referenced Policyholder. Please contact us if you have any questions or concerns.

Sincerely,

Your Hartford Service Team



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
06/25/2024

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

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<b>PRODUCER</b> NUTMEG INS AGENCY INC/PHS 76210775 The Hartford Business Service Center 3600 Wiseman Blvd San Antonio, TX 78251	<b>CONTACT NAME:</b> PHONE (888) 925-3137 FAX (A/C, No):	
	<b>E-MAIL ADDRESS:</b>	
	<b>INSURER(S) AFFORDING COVERAGE</b>	
<b>INSURED</b> Learning Layers LLC 12 PONDSIDE LN WEST SIMSBURY CT 06092-2422	<b>INSURER A :</b> Hartford Underwriters Insurance Company	30104
	<b>INSURER B :</b> US Liability Insurance Co.	25895
	<b>INSURER C :</b>	
	<b>INSURER D :</b>	
	<b>INSURER E :</b>	
	<b>INSURER F :</b>	

**COVERAGES****CERTIFICATE NUMBER:****REVISION NUMBER:**

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INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/Y YYYY)	LIMITS	
A	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> General Liability		X	76 SBU AY7NR8	08/01/2024	08/01/2025	EACH OCCURRENCE	\$1,000,000
		DAMAGE TO RENTED PREMISES (Ea occurrence)					\$1,000,000	
		MED EXP (Any one person)					\$10,000	
		PERSONAL & ADV INJURY					\$1,000,000	
	GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:						GENERAL AGGREGATE	\$2,000,000
							PRODUCTS - COMP/OP AGG	\$2,000,000
	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS						COMBINED SINGLE LIMIT (Ea accident)	
							BODILY INJURY (Per person)	
							BODILY INJURY (Per accident)	
							PROPERTY DAMAGE (Per accident)	
	<b>UMBRELLA LIAB EXCESS LIAB</b> <input type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE	
							AGGREGATE	
	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below						PER STATUTE	OTHER
							E.L. EACH ACCIDENT	
							E.L. DISEASE -EA EMPLOYEE	
							E.L. DISEASE - POLICY LIMIT	
B	Professional Liability			SP1579866A	08/01/2024	08/01/2025	Each Claim Aggregate	\$1,000,000

**DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)**

Those usual to the Insured's Operations. Waiver of Subrogation applies in favor of the Certificate Holder per the Business Liability Coverage Form SL 00 00, attached to this policy. Coverage is primary and noncontributory per the Business Liability Coverage Form SL 00 00, attached to this policy.

**CERTIFICATE HOLDER****CANCELLATION**

City of Waterbury Waterbury Board of Education 235 GRAND ST WATERBURY CT 06702-1915	<b>SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.</b>  AUTHORIZED REPRESENTATIVE <i>Susan S. Castaneda</i>
--	---

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# Memo

To: Ms. Carrie Swain, Board of Education Clerk

Mr. Michael J. Dalton, City Clerk

Date: July 22, 2024

Re: College Board PSAT/SAT Contract – Board of Education and Board of Aldermen Executive Summary

CC: Ms. Janet Frenis, Chief Academic Officer

Ms. Allison Rzewuski, Staff Attorney

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The Department of Education requests to enter into a contract with the College Board to administer PSAT and SAT assessments for the 2024-2025 school year. This contract will extend services from our prior contracts and allow continuous measure of student growth toward the ultimate outcome for state accountability, the grade 11 SAT. Taking the assessment multiple times has proven to result in higher scores, providing students an increased opportunity for college acceptance.

This contract will allow students in grades 9, 10, and 12 to participate in fall 2024 testing during the school day, in addition to grade 11 students, which will be paid for by the Connecticut State Department of Education. Students in grades 9 and 10 will also participate in spring 2024 testing, in addition to grade 11 students, which will be paid for by the Connecticut State Department of Education. The cost of the contract covers grades 9, 10, and 12 in the fall and grades 9 and 10 in the spring, at a total cost of \$101,305.76, funded by the Alliance Grant.

The College Board has previously performed contracts for the same services. The quality of their prior services for the Department of Education has been exemplary. The total amount due for this contract has been confirmed and secured through the Alliance Grant. Tax Clearance has been obtained and is attached. The Purchasing Director has issued a sole source letter for the services, allowing this contract to proceed as an exception to a public bidding process (see attached copy). The term of the contract is from 10/1/24-6/30/25. Corporation Counsel has reviewed and approved all aspects of this contract.

**COLLEGE BOARD'S  
COLLEGE READINESS AND SUCCESS AGREEMENT #: CB-00037364**

**THIS AGREEMENT**, including all appendices, exhibits, and schedules attached hereto (this 'Agreement'), is as of this Agreement is fully executed ('Effective Date'), by and between Waterbury Public Schools, District 235 Grand Street, Waterbury, Connecticut, 06702, ('Client') and College Board ('College Board'), 250 Vesey Street, New York, NY 10281.

**WHEREAS**, College Board shall make available, and Client may order the following College Board exams, products, and services related to College Board's College Readiness and Success System.

**NOW, THEREFORE**, in consideration of the foregoing, the mutual covenants and undertakings contained herein, and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties, intending to be legally bound, hereby agree to the following:

**1.0 Services.** College Board shall furnish Client with the exams, products, licenses, services and/or materials (collectively, 'Services') in accordance with the applicable schedules, which outline the Services hereunder, attached hereto and incorporated herein by this reference ('Schedule'). If Client has additional orders after the Effective Date of this Agreement, and during the Term (as defined in Section 2.1), the parties agree such Services shall be added by an addendum signed by both parties.

**2.0 Term & Termination.**

**2.1 Term.** This Agreement shall be for a term beginning as of this October 1, 2024 and, unless sooner terminated as provided herein, will expire on June 30, 2025 ('Initial Term'). Client may renew this Agreement in twelve (12) month increments ('Renewal Term'), upon notice to the College Board of its intent to renew within thirty (30) days prior to the expiration date of this Agreement or any renewal term. During any Renewal Term, this Agreement shall be subject to College Board's then-current fees and policies at the time of renewal which shall be subject to negotiations between the parties. Any such renewal shall be subject to approval pursuant to the City of Waterbury procurement ordinance. The Initial Term and each subsequent Renewal Term shall be collectively referred to as the 'Term.' If, during the Term, Client decides to change to the administration of a digital College Board assessment, College Board reserves the right to attach an additional schedule specific to such administration, containing operational policies and any additional terms and conditions.

**2.2 Termination.** If either party breaches any of the provisions of this Agreement (including but not limited to Client's failure to make any payment when due), either party shall have the right to give the other party written notice to cure such breach within thirty (30) days and, if such breach is not cured within a thirty (30) day period, either party shall have the right to terminate this Agreement, without waiver of any other remedy, whether legal or equitable; provided, however, if Client breaches the Representations and Warranties or Ownership of Intellectual Property, or both, then College Board shall have the right to terminate this Agreement immediately.

**2.2.1 Rights After Termination.** If any Schedule is terminated for any reason, all rights granted to Client hereunder with respect to the Services under that Schedule shall cease, and Client shall; (a) immediately cease all use of the applicable Services and purge any and all software, content, and materials from Client's computer systems, storage media and files, and all copies thereof, as applicable, and (b) promptly return or destroy, at College Board's direction, content and materials, and all copies thereof, and all other confidential information of College Board then in Client's possession or under Client's control. Upon termination of this Agreement, College Board shall terminate Client's access to any systems to which Client has access under this Agreement.

**2.2.2 Partial Payment Upon Termination.** Client will compensate College Board for all services, including any costs associated with the initial deployment of resources in preparation for providing the Services under this Agreement, through the effective date of any termination in accordance with invoices issued or to be issued by College Board.

**2.2.3 Availability of Services.** In addition to its other rights hereunder, College Board may cease making certain Services commercially available at any time by providing Client sixty (60) days written notice. In such event, College Board will cease furnishing such Services under this Agreement and this Agreement shall continue in full force and effect, except for provisions specifically affecting such Services. College Board will refund Client any fees paid for the unused portion of such Services.

**3.0 Fees and Payment.** Client shall pay those fees set forth in each Schedule for the Services furnished during the 2024-2025 implementation year. Unless otherwise indicated in a Schedule, payment terms are Net 30.

**4.0 Taxes.** Client agrees to pay any sales, use, value added or other taxes or import duties (other than College Board's corporate income taxes) based on, or due as a result of, any fees paid to College Board under this Agreement, unless Client is



exempt from such taxes as the result of Client's corporate or government status and Client has furnished College Board with a valid tax exemption certificate.

## **5.0 Representations and Warranties.**

**5.1 Authority.** Client represents and warrants that it is empowered under applicable state laws to enter into and perform this Agreement and it has caused this Agreement to be duly authorized, executed, and delivered.

**5.2 College Board Services Warranty.** College Board represents and warrants that it shall perform its obligations under this Agreement in a professional, workmanlike manner.

**5.3 College Board Disclaimer of Implied Warranties.** EXCEPT AS PROVIDED ABOVE, COLLEGE BOARD MAKES NO WARRANTIES WHATSOEVER AND PROVIDES THE SERVICES, AS APPLICABLE, ON AN 'AS IS' AND 'AS AVAILABLE' BASIS. COLLEGE BOARD HEREBY DISCLAIMS ALL OTHER WARRANTIES, WHETHER EXPRESS, IMPLIED, OR STATUTORY, INCLUDING, WITHOUT LIMITATION, ANY IMPLIED WARRANTY OF MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE, AND NON-INFRINGEMENT OF THIRD PARTY RIGHTS. COLLEGE BOARD DOES NOT WARRANT THE OPERATION OF THE DELIVERABLES TO BE UNINTERRUPTED OR ERROR-FREE OR THAT ALL DEFICIENCIES OR ERRORS ARE CAPABLE OF BEING CORRECTED. FURTHERMORE, COLLEGE BOARD DOES NOT WARRANT OR MAKE ANY REPRESENTATIONS REGARDING THE USE OF THE SERVICES OR THE RESULTS OBTAINED THEREFROM OR THAT THE SERVICES WILL SATISFY CLIENT'S REQUIREMENTS.

**6.0 Limitation of Liability.** TO THE EXTENT PERMITTED BY LAW, AND NOTWITHSTANDING ANY OTHER PROVISION OF THIS AGREEMENT, THE TOTAL LIABILITY, IN THE AGGREGATE, OF COLLEGE BOARD AND ITS OFFICERS, TRUSTEES, PARTNERS, EMPLOYEES, AGENTS AND COLLEGE BOARD'S SUBCONTRACTORS AND CONSULTANTS, AND ANY OF THEM, TO CLIENT AND ANYONE CLAIMING BY, THROUGH OR UNDER CLIENT, FOR ANY AND ALL CLAIMS, LOSSES, COSTS, OR DAMAGES WHATSOEVER ARISING OUT OF, RESULTING FROM OR IN ANY WAY RELATED TO THIS AGREEMENT OR THE WORK PERFORMED BY COLLEGE BOARD PURSUANT TO THIS AGREEMENT FROM ANY CAUSE OR CAUSES, INCLUDED BUT NOT LIMITED TO THE NEGLIGENCE, PROFESSIONAL ERRORS OR OMISSIONS, STRICT LIABILITY OR BREACH OF CONTRACT OR WARRANTY EXPRESS OR IMPLIED OF COLLEGE BOARD OR COLLEGE BOARD'S OFFICERS, TRUSTEES, PARTNERS, EMPLOYEES, AGENTS, SUBCONTRACTORS OR CONSULTANTS OR ANY OF THEM, SHALL NOT EXCEED THE ACTUAL AMOUNT PAID TO COLLEGE BOARD UNDER THIS AGREEMENT FOR THE SPECIFIC SERVICE SUBJECT TO THE DAMAGES CLAIM.

IN NO EVENT SHALL EITHER PARTY, THEIR AFFILIATES OR THEIR SUBCONTRACTORS BE LIABLE FOR ANY SPECIAL, INCIDENTAL, INDIRECT, CONSEQUENTIAL, EXEMPLARY, OR PUNITIVE DAMAGES (INCLUDING, BUT NOT LIMITED TO, ANY DAMAGES FOR LOSS OF PROFITS OR SAVINGS, LOSS OF USE, BUSINESS INTERRUPTION OR THE LIKE), EVEN IF SUCH PARTY HAS BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGES.

**7.0 Indemnification.** To the extent permitted by law and notwithstanding any other provision of this Agreement, Client agrees to indemnify, hold harmless, and defend College Board from and against any and all liabilities, demands, claims, fines, penalties, damages, forfeitures, and suits, together with reasonable attorneys' and witnesses' fees and other costs and expenses of defense and settlement, which College Board may incur, become responsible for or pay out as a result of death or bodily injury or threat thereof to any person, destruction of or damage to any property, any violation of local state or federal laws, regulations, or orders, or any other damages claimed by third parties (collectively, 'Damages') solely as result of the Client's negligence misconduct provided, however, that Client shall not be obligated to indemnify College Board to the extent such Damages are caused directly by the gross negligence or willful misconduct of College Board.

To the extent permitted by law and notwithstanding any other provision of this Agreement, College Board agrees to indemnify, hold harmless, and defend the Client from and against any and all liabilities, demands, claims, fines, penalties, damages, forfeitures, and suits, together with reasonable attorneys' and witnesses' fees and other costs and expenses of defense and settlement, which the Client may incur, become responsible for or pay out as a result of death or bodily injury or threat thereof to any person, destruction of or damage to any property, contamination of or adverse effect on natural resources or the environment, any violation of local state or federal laws, regulations, or orders, or any other damages claimed by third parties (collectively, "Damages") as result of the College Boards negligence, provided, however, that the College Board shall not be obligated to indemnify the Client to the extent such Damages are caused directly by sole negligence or willful misconduct of the Client.

**7.2 Intellectual Property Infringement Indemnification.** The College Board shall defend and indemnify Client against any claim, liabilities, demands, fines, penalties, damages, forfeitures, and suits, together with reasonable attorneys' and witnesses' fees and other costs and expenses of defense and settlement, by an unaffiliated third party of this Agreement that a College Board Software Product, used within the scope of this Agreement, directly infringes that party's registered United States patent, copyright

or trademark issued and existing as of the Effective Date or as of the distribution date of a release to the Product, and will pay the amount of any resulting adverse final judgment issued by a court of competent jurisdiction or of any settlement made by the College Board.

**8.0 Ownership of Intellectual Property.** Client agrees and acknowledges that all intellectual property provided under or pertaining to this Agreement, including, but not limited to, any College Board publications, College Board website(s), CD-ROMs, videos, examinations, and all items contained therein, including all copies thereof, all data and score reports and any parts thereof, all copyrights, trademarks, trade secrets, patents, and other similar proprietary rights are the sole and exclusive property of College Board. Nothing in this Agreement should be interpreted to indicate that College Board is passing its proprietary rights in and to College Board Intellectual Property to the Client except as specifically provided under a particular Schedule.

## 9.0 Miscellaneous.

**9.1 Cooperation.** Client shall cooperate fully with College Board, its agents, consultants, and subcontractors and provide all assistance as reasonably necessary for College Board to furnish the Services as applicable, including but not limited to: (a) fulfilling its obligations under the applicable Schedule and (b) other assistance reasonably required by College Board to fulfill its obligations under this Agreement.

**9.2 Force Majeure.** Neither party shall be considered in default in the performance of its obligations under this Agreement to the extent that performance of its obligations is prevented or delayed in whole or in part by any cause beyond its reasonable control, whether foreseeable or not, including, without limitation, acts of God, acts or omissions of governmental authorities, strikes, lockouts or other industrial disturbances, acts of public enemies, terrorism, wars, blockades, riots, civil disturbances, curtailment of transportation, Client's failure to cooperate as described in [Section 9.1](#) (Cooperation), pandemics or epidemics including without limitation COVID-19 virus or new strains of the COVID-19 virus, floods, hurricanes, tornadoes, environmental or nuclear contamination, and any other similar acts, events, or omissions (each a 'Force Majeure Event') that make it illegal, impracticable, inadvisable, unsafe, or impossible for a party to perform its obligations under this Agreement, provided that College Board shall have a duty to reasonably mitigate, or cause to be mitigated, any such disruptions (or parts thereof). College Board's obligation to furnish the Services shall be suspended (or reduced, as applicable) during the period and to the extent that provision of the Services is disrupted by the Force Majeure Event, without such suspension or disruption constituting a material breach of its obligations under this Agreement.

**9.3 Governing Law and Choice of Forum.** This Agreement shall be construed in accordance with the terms and conditions set forth in this Agreement and the law of the State of Connecticut without regard to choice or conflict of laws principles that would cause the application of any other laws. Any dispute or controversy arising out of or relating to this Agreement or otherwise shall be determined by a court of competent jurisdiction in New Haven County, Connecticut State (or the Federal Court otherwise having territorial jurisdiction over such County and subject matter jurisdiction over the dispute), and not elsewhere, subject only to the authority of the Court in question to order changes of venue; provided, however, that prior to the instigation of any such action (other than an action for equitable relief) a meeting shall be held at a mutually agreed upon location, attended by individuals with decision-making authority to attempt in good faith to negotiate a resolution of the dispute. If within forty-five (45) days after such meeting the parties have not succeeded in resolving the dispute, either party may proceed at law, or in equity, in a court of competent jurisdiction. Client agrees not to demand a trial by jury in any action, proceeding or counterclaim.

**9.4 Notices.** All notices or other communications hereunder shall be deemed to have been duly given and made if in writing and if served by personal delivery upon the party for whom it is intended on the day so delivered, if delivered by registered or certified mail, return receipt requested, or by courier service on the date of its receipt by the intended party (as indicated by the records of such of the U.S. Postal Service or the courier service), or if sent by e-mail, or if not a business day, the next succeeding business day, provided that the email sender retains confirmation of a 'read-receipt' which acknowledges recipient's opening of such email, or if not available, promptly confirms by telephone confirmation thereof, to the person at the address set forth below, or such other address as may be designated in writing hereafter, in the same manner, by such person:

**To College Board:**  
K-12 Contract Management

College Board  
250 Vesey Street  
New York, NY 10281  
Tel: (212) 713-8000  
Contractsmanagement@collegeboard.org

*With a copy to*  
Legal Department

College Board  
250 Vesey Street  
New York, NY 10281  
Tel: (212) 713-8000  
Legalnotice@collegeboard.org

**To Client:**

Paul Pernerewski, Jr.  
Mayor  
Waterbury Public Schools  
236 Grand St  
Waterbury, CT 06702-1933  
Tel: 203-574-6712  
ppernerewski@waterburycr.org

**9.5 Publicity.** Each party agrees to make reasonable efforts to y inform the other party of all media inquiries prior to responding thereto and to permit the other party to review and approve prior to release any press releases regarding the services

provided for under this Agreement. The College is aware that the Client is subject to Freedom of Information Requests and as such is legally required to disclose documents pursuant to said requests.

**9.6 Relationship of the Parties.** The relationship of the Client and College Board is that of independent contractors. Neither party nor their employees are partners, agents, employees, or joint ventures of the other party. Neither party shall have any authority to bind the other party to any obligation by contract or otherwise. College Board, its employees, and agents shall not be considered employees of the Client while performing these services and will not be entitled to fringe benefits normally accruing to employees of the Client. Client and College Board recognize and agree that College Board is an independent contractor.

If the Client is using federal funds to pay for all or a portion of the Services furnished by College Board under this Agreement, Client acknowledges and agrees that College Board shall not be categorized as a 'subrecipient' receiving a federal award as defined by OMB Circular Subpart A.210(c) of Circular No. A-133. College Board shall be defined as a 'vendor' that provides good and services within normal business operations, provides similar goods or services to other purchasers and operates in a competitive environment. Client acknowledges and agrees that the substance of the relationship with College Board is that of a vendor not a subrecipient.

**9.7 Third-Party Rights.** Nothing contained in this Agreement, express or implied, establishes or creates, or is intended or will be construed to establish or create, any right in or remedy of, or any duty or obligation to, any third party.

**9.8 Survival.** It is agreed that certain obligations of the parties under this Agreement, which, by their nature would continue beyond the termination, cancellation, or expiration of this Agreement, shall survive termination, cancellation, or expiration of this Agreement, including without limitation, payment, ownership of intellectual property, representations and warranties, limitation of liability, confidential and proprietary information, indemnification, term and termination, and Section 9 (Miscellaneous) herein.

**9.9 Amendment; Waiver.** Any provision of this Agreement may be amended or waived if, and only if, such amendment or waiver is in writing and signed, in the case of an amendment, by the parties, or in the case of a waiver, by the party against whom the waiver is to be effective. No failure or delay by any party in exercising any right, power, or privilege hereunder shall operate as a waiver thereof nor shall any single or partial exercise thereof or the exercise of any other right, power, or privilege. Except as otherwise provided herein, the rights and remedies herein provided shall be cumulative and not exclusive of any rights or remedies provided by law.

**9.10 Severability.** The provisions of this Agreement shall be deemed severable, and the invalidity or unenforceability of any provision shall not affect the validity or enforceability of the other provisions hereof. If any provision of this Agreement, or the application thereof to any person or entity or any circumstance, is invalid or unenforceable, (a) a suitable and equitable provision shall be substituted therefor in order to carry out so far as may be valid and enforceable provision and (b) the remainder of this Agreement and the application of such provision to other persons, entities, or circumstances shall not be affected by such invalidity or unenforceability, nor shall such invalidity or unenforceability affect the validity or enforceability of such provision, or the application thereof, in any other jurisdiction.

**9.11 Order of Precedence.** In the event of conflict between the terms and conditions of any Schedule and this Agreement the terms and conditions of the Schedule shall prevail. The parties acknowledge and agree that each shall construe the terms, covenants, and conditions set forth in this Agreement, including each Schedule, as consistent with one another insofar as possible, so as to give effect to the fullest extent possible to each particular clause. Client shall remit any required Client-issued purchasing documents such as a contract or purchase order prior to the scheduled delivery of any Services to ensure prompt payment for Services received under this Agreement ('Client Purchase Order'). Notwithstanding anything to the contrary, the parties hereby acknowledge and agree that the Client Purchase Order shall be subject to the terms and conditions of this Agreement and this Agreement shall supersede any terms and conditions included in the Client Purchase Order; and further, Client understands that College Board is accepting the Client Purchase Order solely to effectuate payment but does not agree to accept any terms and conditions included in the Client Purchase Order. Client acknowledges and agrees that if Client required to provide a Client Purchase Order College Board may delay and/or withhold furnishing Services if Client fails to issue the Client Purchase Order for such Services, as applicable, prior to the scheduled delivery date for such Services.

**9.12 Headings.** Headings contained in this Agreement are for reference purposes only. They shall not affect in any way the meaning or interpretation of this Agreement.

**9.13 Integration, Execution and Delivery.** This Agreement includes the Schedules attached hereto and constitutes the entire agreement between College Board and Client and supersedes all prior written or oral understandings, bids, offers, negotiations, or communications of every kind concerning the subject matter of this Agreement, including any Client Purchase Order. No course of dealing between parties and no usage of trade shall be relevant to supplement any term used in this Agreement. Acceptance or acquiescence in a course of performance rendered under this Agreement shall not be relevant to determine the meaning of this Agreement and no waiver by a party of any right under this Agreement shall prejudice that party's exercise of that

right in the future. This Agreement may be executed through signatures to any number of counterparts, each of which shall be deemed an original, which together will constitute one Agreement. Delivery of an executed counterpart of this Agreement by electronic transmission, including through DocuSign, shall be equally as effective as delivery of an original executed counterpart of this Agreement. Any party delivering an executed counterpart of this Agreement by electronic transmission also shall deliver an original executed counterpart of this Agreement (except if the parties are using DocuSign), but the failure to deliver an original executed counterpart shall not affect the validity, enforceability, and binding effect of this Agreement. The foregoing execution and delivery shall apply to this Agreement.

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

**9.15 Prohibition Against Gratuities and Kickbacks.** No person shall offer, give, or agree to give any current or former public official, employee or member of a board or commission, or for such current or former public official, employee or member of a board or commission to solicit, demand, accept or agree to accept from another person a gratuity or an offer of employment in connection with any: decision; approval; disapproval; recommendation; preparation of any part of this agreement.

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

**9.17 City of Waterbury's Ethics Code Ordinance.** College Board hereby acknowledges receipt of the City of Waterbury's Ordinance regarding Ethics and Conflicts of Interest (Chapter 39). The text of the Ethics and Conflicts of Interest Code may be obtained from the Office of the City Clerk of the City and on the internet at the City Clerk's web site: <http://www.waterburyct.org/content/http://www.waterburyct.org/content/9569/9605/9613/default.aspx> click on the link titled "The City of Waterbury Code of Ordinances *Current to 12/31/2015*". For Chapter 39, click on "TITLE III: ADMINISTRATION", then click on "CHAPTER 39: ETHICS AND CONFLICTS OF INTEREST

**9.18 Confidentiality/FERPA.** College Board acknowledges that in the course of providing services under this Agreement, it may come into the possession of education records or information of the Client's students as defined in and governed by Family Educational Rights and Privacy Act ("FERPA", 20 U.S.C. § 1232g) and related regulations (34 C.F.R. § 99) and shall comply with the requirements of said statutes and regulations and shall hold said information in the strictest of confidence, and agrees to use information obtained from the Client only for the purposes provided in this Agreement. Without the prior written consent of the student's parent or guardian, as required by FERPA, College Board has no authority to make disclosures of any information obtained in the course of performing this agreement.

**9.19 Student Data Privacy –**

**9.19.1** College Board shall comply will all relevant provisions of Public Act No. 16-189 entitled An Act Concerning Student Data Privacy, as it applies to this contract, and agrees to take all actions designed and required by applicable State, Federal, and local law to ensure the confidentiality of all student data.

**9.19.2** The City's Board of Education ("Board") shall have access to Student Data in the possession of COLLEGE BOARD or its employees in College Board's Online Reporting Portal (if such permissions have been set up to allow access in accordance with College Board's standard guidelines for setting up such accounts) except in instances where such data is (A) otherwise prohibited from deletion or required to be retained under state or federal law, or (B) stored as a copy as part of a disaster recovery storage system and that is (i) inaccessible to the public, and (ii) unable to be used in the normal course of business by COLLEGE BOARD or its employees. The Board may request the deletion of any such student information, student records or student generated content if such copy has been used by the operator to repopulate accessible data following a disaster recovery. The Board may request the deletion of Student Data by COLLEGE BOARD or its employees within ten (10) business days of receiving such a request and provide to the Board confirmation via electronic mail that the Student Data has been deleted in accordance with the request, the date of its deletion, and the manner in which it has been deleted. The confirmation shall contain a written assurance from COLLEGE BOARD and/or its employee(s) that proper disposal of the data has occurred in order to prevent the unauthorized access or use of Student Data and that deletion has occurred in accordance with industry standards/practices/protocols.

**9.19.3** Neither COLLEGE BOARD nor its employees shall use Student Data for any purposes other than those authorized pursuant to this Agreement.

**9.19.4** A student, parent or legal guardian of a student may review personally identifiable information contained in Student Data and correct any erroneous information, if any, in such Student Data. If COLLEGE BOARD or its employees receive a request to review Student Data in their possession directly from a student, parent, or guardian, COLLEGE BOARD and its employee(s) agree to refer that individual to the Board and to notify the Board within two

(2) business days of receiving such a request. COLLEGE BOARD and its employees agree to work cooperatively with the Board to permit a student, parent, or guardian to review personally identifiable information in Student Data that has been shared with COLLEGE BOARD or its employees, and correct any erroneous information therein.

**9.19.5** COLLEGE BOARD and its employees shall take actions designed to ensure the security and confidentiality of student data.

**9.19.6** COLLEGE BOARD and its employees will notify the Board, in accordance with Conn. Gen. Stat. § 10-234dd, when there has been an unauthorized release, disclosure or acquisition of Student Data, which is the subject of this Agreement. Such notification will include the following steps:  
Upon discovery by COLLEGE BOARD or its employees of a breach of Student Data, COLLEGE BOARD shall conduct an investigation and restore the integrity of its data systems and, without unreasonable delay, but not more than thirty (30) days after such discovery, shall provide the Board with a more detailed notice of the breach, including but not limited to the date and time of the breach; name(s) of the student(s) whose student data was released, disclosed or acquired; nature of and extent of the breach; and measures taken to ensure that such a breach does not occur in the future.

**9.19.7** Student Data shall not be retained or available to COLLEGE BOARD or its employees upon expiration of the contract between COLLEGE BOARD and City, except a student, parent or legal guardian of a student may choose independently to establish or maintain an electronic account with COLLEGE BOARD for the purpose of storing student generated content.

**9.19.8** COLLEGE BOARD and the Board shall each ensure their own compliance with the Family Educational Rights and Privacy Act of 1974, 20 U.S.C. § 1232g, as amended from time to time.

**9.19.9** COLLEGE BOARD and its employees acknowledge and agree to comply with the above and all other applicable aspects of Connecticut's Student Data Privacy law according to Connecticut General Statutes §§ 10-234aa through 10-234dd.

**9.19.10** The Parties agree that this Agreement controls over any inconsistent terms or conditions contained within any other agreement entered into by the Parties concerning Student Data. The Parties agree that the provisions herein shall only apply to Student Data which is the subject matter of this Agreement and shall not apply to any other data or information that College Board may have or receive. The Parties agree that the provisions herein shall not prohibit students and/or their families from accessing or using data provided by students and/or their families directly to College Board. The Parties agree that College Board shall use the data in accordance with this Agreement, including Attachment 1.

## **10. Required from College Board.**

**10.1** College Board shall not commence work under this Agreement until all insurance required under this Section 7 has been obtained by College Board and such insurance has been approved by the City. College Board shall not allow any subcontractor to commence work on any subcontract until all insurance required of any such subcontractor has been so obtained and approved by the City. Insurance shall be provided by insurers that are satisfactory to the City, authorized to do business in the State of Connecticut, that have at least an "A-" Best's Rating, and are in an A.M. Best financial size category of VII or higher. The A.M. Best classifications are based on the most current A.M. Best Company ratings or an equivalent City approved rating system.

**10.2** At no additional cost to the City, College Board shall purchase and maintain the insurance coverages set forth below which shall protect the City from claims which may arise out of or result from College Board's obligation under this Agreement, whether such obligations are College Board's or subcontractor or person or entity directly or indirectly employed by said Consultant or subcontractor, or by any person or entity for whose acts said Consultant or subcontractor may be liable.

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

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

- 10.4.1 General Liability Insurance: \$1,000,000.00** per occurrence,  
**\$2,000,000.00** aggregate and  
**\$2,000,000.00** Products and completed operations aggregate

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

- 10.4.2 Automobile Liability Insurance:** Not applicable

Providing coverage to protect the City with respect to claims for damage for bodily injury and or property damage arising out of ownership, maintenance, operation, use or loading and unloading of any auto including hired & non-owned autos.

- 10.4.3 Workers' Compensation:** Statutory Limits within the State of Connecticut: Employers'

Liability:

- EL Each Accident **\$1,000,000.00**  
EL Disease Each Employee **\$1,000,000.00**  
EL Disease Policy Limit **\$1,000,000.00**

- 10.4.4 Excess/Umbrella Liability Insurance:**  
\$1,000,000.00 each occurrence  
\$1,000,000.00 aggregate

- 10.4.5 Professional Liability/E&O**  
**\$1,000,000.00**each wrongful act  
**\$1,000,000.00** aggregate.

**10.5** Intentionally Omitted.

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

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

**10.8.** No later than thirty (30) calendar days after Consultant receipt, College Board shall deliver to the City endorsements, and Certificates of Insurance.

**11.** College Board acknowledges that the payment obligations of the City under this Agreement are intended to be funded by the City through general fund appropriations, federal or state assistance or grant monies provided by the federal or state governments. College Board acknowledges that continuation of this Agreement is subject to the lawful continual appropriation of funds by the City and /or State or Federal government, including the funding of grants for the purpose of this Agreement. College Board therefore agrees that the City shall have the right to terminate this Agreement in whole or in part without penalty in the event that the money required to enable the City to pay the Contractor is either not appropriated, authorized or made available pursuant to law, or such funding appropriations have been reduced or eliminated pursuant to law.

**WATERBURY PUBLIC SCHOOLS**

**COLLEGE BOARD**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Paul Pernerewski, Jr.  
Name

\_\_\_\_\_  
Name

\_\_\_\_\_  
Mayor  
Title

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

**PSAT™ 8/9  
SHELF SCHEDULE**

**I. BACKGROUND**

College Board owns and delivers its national standardized tests to students. This Schedule outlines how a Client sponsors a PSAT™ 8/9 administration at its schools ('Participating Schools') for students and what data and reports may be provided to Client through our online data portal (the 'Program').

**II. PROGRAM MATERIALS AND INFORMATION**

College Board shall furnish PSAT 8/9 materials and information as follows:

**1. Materials for Students:**

- a. Link to the Student Guide.
- b. PSAT 8/9 test materials delivered via College Board's Digital Testing Platform, BlueBook™, Assessment score report delivered as a PDF to Client via College Board's K-12 Reporting Portal.
- c. Information about recognition programs College Board.
- d. Access to SAT Practice Tools and Support as set forth below.
- e. Access to Bluebook and the test at school (Client will have access to a digital test preview to demonstrate the navigation and tools available to students in Bluebook).

**2. Materials for Participating Schools:**

- a. Materials to support test administration.
- b. Client will receive online access to test day toolkit (TDTK), College Board's digital test administration tool, and a downloadable PDF of the PSAT 8/9 testing publications.
- c. Access to a digital test preview to demonstrate the navigation and tools available to students in the digital testing platform.
- d. Materials to support students receiving accommodations which require a paper test, including applicable instructions and the paper testing materials.
- e. Access to individual student score reports and aggregate score reports, and downloadable student data file delivered via College Board's K-12 Reporting Portal.
- f. Access to AP Potential™ via College Board website.

**3. Reports for District:**

- a. Access to individual student score reports and aggregate score reports, and downloadable student data file, delivered via College Board's K-12 Reporting Portal.
- b. Access to AP Potential via College Board website.

- 4. Delivering SAT Practice Tools and Support.** In addition to the free practice tools available at <http://sat.collegeboard.org/practice>, all students will have access to a) full-length practice tests in Bluebook and b) focused practice resources through College Board's collaboration with Khan Academy. Practice materials for the SAT exam are available at the Khan Academy website at <http://www.khanacademy.org/digital-sat>. Client and Participants shall use the Khan Academy practice tool and materials in accordance with Khan Academy's guidelines.

**III. CLIENT RESPONSIBILITIES**

1. In connection with PSAT 8/9, Client agrees that it will, or will ensure each participating school will:
  - a. Comply with the Legal Terms for Educators and Institutions at <https://privacy.collegeboard.org/educator-legal-terms?navId=gf-edterms>
  - b. Review the information in Annex 1 below and incorporated herein about College Board's mobile application available for students.
  - c. Place orders by the ordering deadline. Orders cannot be decreased after the ordering deadline for PSAT 8/9.
  - d. Designate personnel to act as a Test Coordinator, SSD Coordinator, Technology Coordinator, Technology Monitor, Proctors and Room or Hall Monitors (collectively, 'Designated Personnel').
  - e. Ensure compliance with the requirements for training and other guidelines in publications shared with you.
  - f. Verify and update, if necessary, the Test Coordinator name and contact information.
  - g. Submit Eligibility Forms for students with disabilities who do not already have a College Board SSD Eligibility Code (see calendar for deadlines).
  - h. Ensure that registered students are provided a link to the online PSAT 8/9 Student Guide (<https://satsuite.collegeboard.org/media/pdf/psat-8-9-student-guide.pdf>) **at least two weeks before the anticipated start of testing.**



- i. Administer the test to students under standard College Board national test administration and security policies, procedures and protocols as specified in training and/or instructional material shared with Client and in compliance with Designated Personnel Guide directions.
- j. Administer the test only during the authorized Testing Window for which the school is registered.
- k. Receive emails from College Board regarding the tests and their related offerings and share emails and coordinate communications with other staff at your schools as necessary.
- l. There is always a risk of disruption during paper or digital testing, including, without limitation, computer issues. College Board has endeavored to put in place procedures to allow administrators and students to recover from such disruption and complete testing. Despite such efforts, Client understands that there are situations where College Board's only option is to complete testing on the other days during the testing window. This is Client's sole remedy in relation to such disruption.
  1. Testing may not be available in the case of severe weather or other disruptions, including without limitation epidemics, that require lengthy closures at your school that extend beyond the end of the Testing Window.
  2. For more information on what to do in the event of extended closure due to a weather or disruptions including without limitation epidemics, see our website: <https://sat.org/COVID19>.

#### IV. DIGITAL AND PAPER TESTING REQUIREMENTS; ACCOMMODATIONS

##### 1. Digital Testing Requirements

- a. The Test Coordinator will ensure compliance with training requirements for all testing staff at each Participating School who will complete all required College Board Test Day Staff Training and provide training access to other supporting staff. Client will ensure compliance with training requirements for all testing staff.
- b. The Technology Coordinator for each Participating School will ensure the successful and accurate completion of all digital readiness and technology setup activities. These include: a dedicated device for Test Coordinator(s) to monitor test activities, a proctor device to administer the digital test in each testing room, and devices for each test-taking student with College Board's Digital Testing Platform, Bluebook™, installed. Additional information on the devices required for test day, including recommendations on battery and power source, supported operating systems, supported web browsers, and network configuration can be found at <https://satsuite.collegeboard.org/digital>. Client must ensure that each Participating School can meet College Board Digital Testing Requirements as outlined on the referenced website.
- c. The Technology Coordinator will ensure that Participating School(s) consult College Board guides and training and adhere to the most up-to-date Digital Testing room seating policies.
- d. Client shall complete College Board's Registration process for each student scheduled to test by the registration deadline.
- e. If you are administering the test with accommodations requiring the use of an approved assistive technology device, students should pre-test the device in the Student Digital Test Preview prior to test day to ensure operational functionality. If the digital accommodation supports within the Digital Test preview do not meet students' testing needs, Client should arrange for alternate accommodation supports.

##### 2. Paper Tests

- a. College Board may provide a limited number of paper test books for students requiring accommodations that cannot be delivered as a digital test or otherwise as approved by College Board.
- b. Client, or Participating Schools, as applicable, will keep all test books in locked storage until test date.
- c. Participating Schools will collect all test books at the end of the test.
- d. Participating Schools will promptly complete the process for submitting responses for students that test using paper materials in accordance with the policies and processes provided by College Board to Test or SSD Coordinators.
- e. Participating Schools will promptly return all paper test materials in accordance with the policies and processes provided by College Board to Test Coordinators.

##### 3. ACCOMMODATIONS

Client will be responsible for ensuring that an appropriate accommodations coordinator ('SSD Coordinator') is designated for each Participating School to facilitate the application for and administration of approved accommodations. SSD Coordinators are responsible for notifying students when and where to report on test day. Early testing or testing at times other than those published by College Board is not permitted under any circumstances. The 'SSD Coordinator Form' (used to establish an SSD Coordinator) is available at [SSD Coordinator Form, English Learner \(EL\) Supports](#) like translated directions and the use of word-to-word glossaries do not require approval or special test format.

#### V. REQUIRED INFORMATION AND TRAINING

1. Client shall furnish College Board with: (a) a list of Participating Schools with their respective College Board school code online in College Board's SAT Suite Ordering and Registration system located at the following location [ordering.collegeboard.org](https://ordering.collegeboard.org) ('SSOR'), (b) a list of all students registered for the exam are submitted online using the

registration template in the College Board registration system located at the following location [ordering.collegeboard.org](http://ordering.collegeboard.org) and (c) the Client's contacts entered online in SSOR.

- a. **Changes to Participating Schools.** Changes to the list of Participating Schools must be made online in the SSOR no later than **two weeks prior to the beginning of the testing window.**

If any of Client's schools are omitted from the List of Participating Schools, then such schools shall not be covered under this Schedule.

2. **Training of Designated Personnel at the Participating Schools.** College Board will make available online all necessary training and/or instructional materials to Designated Personnel. The required training and/or instructional materials will be made available online by College Board to Client and **must be completed two weeks before the test administration date.**

Designated Personnel are required to utilize College Board's test day tool kit ('TDTK') application in connection with the administration of the PSAT 8/9. Designated Personnel are required to adhere to all of College Board's procedures, policies, and protocols related to national test administrations as specified in the PSAT 8/9 Coordinator training and instructional materials. College Board reserves the right to cancel the administration of the Program at any Participating School where any Designated Personnel fails to complete such training prior to the scheduled test administration.

## VI. TESTING

1. **PSAT 8/9 Testing Window.** Client has agreed to administer the PSAT 8/9 C to registered students during the Testing Window(s) selected by Client in College Board's SSOR. In order to test, Client, or Participants, as applicable, will be required to install Bluebook on school owned devices that meet College Board technical specifications. Participants using personal devices will be required to install Bluebook on compatible devices. Client shall provide internet access to each testing device.
2. **Administering the PSAT 8/9.** The PSAT 8/9 will be administered to Participating Students under standard College Board national test administration and security protocols as specified in the PSAT 8/9 testing publications and PSAT 8/9 Test Coordinator training and instructional materials, unless otherwise stated in this Schedule. In accordance with College Board policies, any test irregularity, including mis-administrations or security breaches, will be thoroughly investigated and may result in score cancellations. Client is responsible for making all necessary arrangements to ensure that the testing environment and the security of all test materials satisfy College Board requirements as specified in the PSAT 8/9 Coordinator training and instructional materials. The test will be administered by Client-employed personnel, who will not receive additional remuneration from College Board. Client personnel must use TDTK in connection with the administration of the PSAT 8/9. This Agreement does not guarantee that all Students registered by Client for the Program will actually test. It is the responsibility of Client to encourage Participants to complete the program. Participants will follow the guidelines in applicable College Board digital student materials.
3. **Client Testing Delays.** Should an event occur that would require Participating School(s) to close for reasons beyond the reasonable control of such Participating School(s) (for example, including, but not limited to, severe weather, extended power outages, or a teacher's strike) (a 'Delay Event'), the Participating School(s) should adjust testing until later in their Testing Window.

Client understands that by selecting the last week of a Testing Window as their main administration date, if there is a Delay Event, there may be no additional PSAT 8/9 test dates. In such cases, this Agreement remains in full force and effect.

In a Delay Event occurs, College Board will use its best reasonable efforts to support the change of a testing date for paper testing. College Board will assume any additional costs associated with rescheduling and delivering paper tests to participating schools impacted by a Delay Event. College Board reserves the right to deny the delivery of additional paper materials if, in its sole opinion, the additional work will endanger its vendors or its employees, agents, consultants, or if Client has failed to promptly inform College Board of the need for new materials in time to allow delivery of applicable paper test materials. No additional administration of the assessment will be made available after the testing dates.

## VII. COLLEGE BOARD COLLECTION, USE AND DISCLOSURE OF DATA.

1. Client acknowledges and agrees that the data collected from the administration of the assessment ordered under this Agreement is subject to the terms below, which are further described within College Board's privacy policies, available at <https://privacy.collegeboard.org>.

College Board shall collect from Client, or Participating School, as applicable, the following student data in connection with the registration of the assessments you are ordering under this Agreement, with those asterisked required for registration. Client and College Board agree to comply with the Family Educational Rights and Privacy Act, 20 U.S.C. s. 1232g, and its implementing regulations, 34 C.F.R. pt. 99 ('FERPA'), as applicable. Client will obtain any and all consents necessary for students to participate in the assessment(s), if any.

- \*First and last name
- Middle initial
- \*Date of Birth
- \*Attending institution (AI Code)
- \*Grade
- \*Gender
- \*Test administration indicator (that is, which assessment)
- \*Season for testing
- Student identifier

For digital testing, College Board will receive certain information about the device to ensure the device used by the student and monitor and capture actions students take when using Bluebook is compatible for test security purposes, for test validation and research, as well as to develop and improve College Board products and services. We may disclose this information but only in aggregated and de-identified form.

2. College Board may also collect, retain, use and share students' personally identifiable information to perform this Agreement and for the purposes outlined below.
  - a. For SAT, State Scholarship Organizations: State affiliated scholarship organizations may receive student data, including SAT score(s), solely for the purposes of eligibility for a scholarship or recognition program. College Board will enter into an agreement with any such state agency for these purposes. College Board is not involved in setting the criteria for any state scholarship programs nor awarding decisions.
  - b. For SAT, State Direct Admissions Programs: State government agencies that are operating direct admissions programs on behalf of their state public higher education institutions may receive student data, including SAT score(s), solely for the purposes of facilitating and administering direct admissions on behalf of those institutions. College Board will enter into an agreement with any such state agency for these purposes. College Board is not involved in setting the criteria for any direct admission programs or offers, nor is College Board involved in any decision by the state agency or the state public higher education institution(s) to make (or decline to make) any direct admission offers. *See Annex 1.*
  - c. For SAT, National Presidential Scholars: Data about eligible students are shared with the US Department of Education for purposes of the U.S. Presidential Scholars Programs. College Board will enter into an agreement with the US Department of Education for these purposes.
  - d. For PSAT/NMSQT and PSAT 10, National Recognition Programs: College Board uses student data to determine eligibility and administer its National Recognition Programs and share information with the student, their high school and district, about the students' eligibility and recognition status.
  - e. For PSAT/NMSQT, College Board will share scores, data derived from scores, certain student demographic information, and other information provided by students during testing with the National Merit Scholarship Corporation (NMSC) in order for NMSC to determine whether students are eligible for its National Merit Scholarship Program in accordance with the <https://satsuite.collegeboard.org/media/pdf/psat-nmsqt-student-guide.pdf> and <https://www.nationalmerit.org/>.
  - f. Score Reporting to Students: College Board will report to the student the score achieved on assessments which are the subject matter of this Agreement, insights from those scores, and their AP Potential.
  - g. SAT Score Sends: Students may identify institutions to receive their SAT scores. Student scores and basic demographic information sufficient for identity matching are only provided to higher education institutions and scholarship organizations when authorized by students.
  - h. Score Report to Schools, Districts and State: Schools, Districts and the State will have access, including through College Board's online reporting portals, to students' assessments score(s) and data derived from the score(s) the student received on past and future College Board assessments, consistent with disclosures to the students.
  - i. Accommodations: College Board uses student data to process applications for testing accommodations and to communicate with the SSD coordinator and students regarding accommodations.
  - j. Test Security: College Board may use student data to identify and investigate potential test security incidents, communicate with students about any such incidents, and protect and enhance test security. College Board may disclose the results of test security investigations with third parties, including to the student's school, any score recipient, college, higher education institution or agency, scholarship organization, potential score recipient government agency in the U.S or abroad, parents, legal guardians, or law enforcement.

- k. Research: College Board may use de-identified data obtained from student test-takers for psychometric and educational research purposes to evaluate the validity of our assessments and ensure that tests are unbiased in terms of race, gender, and culture. College Board may use de-identified data to demonstrate the effectiveness of College Board programs and services. College Board may also use data to maintain, develop, support, improve and diagnose our services and applications.
- l. Operational Third Parties: College Board may use and disclose personally identifiable information to third parties providing services to College Board as necessary for its performance of the services in this Agreement and others necessary to administer the SAT Suite and related services. These vendors cannot relicense, sell, rent, or otherwise repurpose the information. These organizations have contractual requirements to protect personally identifiable information from unauthorized access, use, or disclosure.
- m. Other: College Board may disclose student data as required by law, when we believe in good faith that it's necessary to protect our rights, protect an individual's safety or the safety of others, investigate fraud, or respond to a government request.

College Board may retain information as needed for legitimate educational purposes, to provide services to students or their educational institution, comply with legal obligations, resolve disputes, and enforce College Board's agreements, which survive this Agreement.

Client acknowledges that students may desire to continue and further develop a direct relationship beyond the administration of SAT Suite of Assessments for the purposes of students' college and career readiness by utilizing College Board's services available to all students. The terms and conditions of this Agreement related to the collection, maintenance, use, and disclosure of data shall only apply to the data College Board receives in connection with this Agreement, or any data privacy agreement. Nothing in this Agreement is intended to diminish or interfere with student's personal rights in their assessment data, as students have rights independent of this Agreement to access, retain, and use their test scores, including for tests which are the subject matter of this Agreement, and no provisions in this Agreement are intended to address or cover data that College Board has, or may receive, for services which are outside the scope of this Agreement.

## VIII. DATA PROTECTION AND SECURITY MEASURES

1. **Data Protection.** College Board shall take actions to protect the security and confidentiality of personally identifiable information that may be obtained pursuant to this Agreement in a manner consistent with industry standards. College Board will maintain a SOC 2 Type II report.

College Board has security measures in place designed to help protect against loss, misuse and alteration of the data under College Board's control. College Board shall develop, implement, maintain and use reasonably appropriate administrative, technical and physical security measures to preserve the confidentiality, integrity and availability of personally identifiable information that may be obtained pursuant to this Agreement, as determined by College Board. College Board shall host content in a secure environment that uses Web Application Firewalls/security groups and other advanced technologies designed to prevent interference or access from outside intruders.

College Board encrypts personally identifiable information that may be obtained pursuant to this Agreement in transmission and storage where technically feasible and when designed as being appropriate by College Board. If not, other security controls may be implemented to reduce risk, mitigate risk, or otherwise protect the data as determined solely by College Board. When College Board's platforms are accessed using a supported web browser, Transport Layer Security ('TLS') or equivalent technology protects information while in transit, using both server authentication and data encryption to help secure the data and limit availability to only authorized users.

Client shall be responsible for removing access to College Board's platforms for any personnel who no longer should have access, or promptly notifying College Board to request removal of any such access.

2. **Security Measures.** College Board will extend the confidentiality requirements and security measures identified in this Agreement by contract to subcontractors used by College Board, if any, to provide services related to this Agreement. College Board will use appropriate and reliable storage media, regularly backup data and retain such backup copies for the duration of this Agreement, as defined by College Board. You acknowledge that College Board utilizes cloud hosting service providers throughout its infrastructure. College Board will store personally identifiable information that may be obtained pursuant to this Agreement in the United States where technically feasible and reasonable, as determined solely by College Board.

**IX. COLLEGE BOARD SCHOOL DAY CUSTOMER SERVICE**

1. **Dedicated PSAT 8/9 Customer Service for Educators:** College Board will provide Client with telephone customer service support for educators. Specifically, College Board will provide:
  - a) Step-by-step assistance with College Board online tools including the SSD System, SSOR and TDTK;
  - b) Assistance with completing required forms such as AI Request Form;
  - c) Assistance with technical complications for Bluebook Installation and Registration login, for example; and
  - d) Feedback mechanism for counselors.

Dates and Times of Service: **Available three months prior to primary test date.** Standard hours of operation: Monday through Friday 9:00 a.m. to 6:00 p.m. Eastern Standard Time. Customer service for the PSAT 8/9 Program can also be accessed online at the following web address: <https://collegereadiness.collegeboard.org/contact-us>.

**X. ADDITIONAL PSAT 8/9 TERMS AND CONDITIONS**

1. **Ownership of Intellectual Property.** College Board is the exclusive owner of all rights in and to the digital Testing Platform, Bluebook, Test Day Toolkit (TDTK), K-12 Reporting Portal, AP Potential, guidebooks for students and Designated Personnel, SAT exam, SAT with Essay exam, PSAT/NMSQT, PSAT 10, and PSAT 8/9 examinations, all individual test items (questions) contained therein, including all copies thereof, test booklets, all examination materials and all data collected therefrom, including but not limited to student scores derived from the exam, are at all times exclusively owned by College Board. In addition, College Board is the exclusive owner of AP Potential, College Board's mobile app described below, and all publications and reports associated with SAT exam, SAT with Essay exam, PSAT/NMSQT, PSAT 10 and PSAT 8/9 described in this Agreement including all copyrights, trademarks, trade secrets, patents, and other similar proprietary rights, and all renewals and extensions thereof (all platforms, exams and related material referenced in this provision are collectively referred to as 'College Board Intellectual Property'). Client acknowledges and agrees that nothing in this Agreement shall be interpreted to indicate that College Board is passing its proprietary rights in and to College Board Intellectual Property to Client.

Except as expressly provided herein, Client is prohibited from copying, disseminating, publishing, displaying or distributing in any form, or reproducing any questions from the assessments including from digital testing or paper test booklets (if used) in whole or in part, without the prior written consent of College Board.

2. **Student Score Report License.** College Board hereby grants Client a limited, nonexclusive, nontransferable, non-assignable right to access and use the student score reports provided for the assessment(s) pursuant to this Agreement for the legitimate educational purposes of internal analysis, which includes your internal training sessions, as long as the data used during training preserves the confidentiality of students. Client may not use or distribute the score reports or the data derived from them externally or to third parties other than the student without the express written consent of College Board.

**XI. FEE CALCULATION**

1. **Fees.** The fee calculation for this Schedule is based on the Client selections in SSOR. Pricing adjustments that reduce the fee per test for an amount less than the retail price are provided at the sole discretion of College Board.

Clients will be charged the fee in the attached Budget Schedule based on the number of PSAT 8/9 tests submitted. The test volumes and total cost indicated in the Budget Schedule are estimates.

2. **Restrictions.** No student participating under this Schedule will be assessed an individual fee for taking the PSAT 8/9 exam.

**XII. CLIENT CONTACT INFORMATION**

	Primary <sup>1</sup>	Procurement <sup>2</sup>
Name:	Tara Battistoni	Kevin McCaffrey
Title:	Supervisor of Research, Development, and Student Testing	Director of Purchasing
Address:	236 Grand Street	236 Grand St

<sup>1</sup> This is the person to whom College Board should direct primary communications.

<sup>2</sup> This is the person to whom College Board should send the Contract for review and approval within the district procurement/contract department.

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City/State/Zip:	Waterbury, CT 06702	Waterbury, CT 06702-1933
Phone:	203-574-8283	203-574-6747
Fax:	(203) 574-8010	
Email:	tbattistoni@waterbury.k12.ct.us	kmccaffery@waterburyct.org

**PSAT™ 10  
SHELF SCHEDULE**

**I. BACKGROUND**

College Board owns and delivers its national standardized tests to students. This Schedule outlines how a Client sponsors a PSAT™ 10 administration at its schools ('Participating Schools') for students and what data and reports may be provided to Client through our online data portal (the 'Program').

**II. PROGRAM MATERIALS AND INFORMATION**

College Board shall furnish PSAT 10 materials and information as follows:

**1. Materials for Students:**

- a. Link to the Student Guide.
- b. PSAT 10 test materials delivered via College Board's Digital Testing Platform, BlueBook™, Assessment score report delivered as a PDF to Client via College Board's K-12 Reporting Portal.
- c. Information about recognition programs College Board.
- d. Information from College Board to help students understand and navigate post-secondary and career pathways and opportunities through a College Board mobile application, as described in Annex 1 attached.
- e. Access to SAT Practice Tools and Support as set forth below.
- f. Access to Bluebook and the test at school (Client will have access to a digital test preview to demonstrate the navigation and tools available to students in Bluebook).

**2. Materials for Participating Schools:**

- a. Materials to support test administration.
- b. Client will receive online access to test day toolkit (TDTK), College Board's digital test administration tool, and a downloadable PDF of the PSAT 10 testing publications..
- c. Access to a digital test preview to demonstrate the navigation and tools available to students in the digital testing platform.
- d. Materials to support students receiving accommodations which require a paper test, including applicable instructions and the paper testing materials.
- e. Access to individual student score reports and aggregate score reports, and downloadable student data file delivered via College Board's K-12 Reporting Portal.
- f. Access to AP Potential™ via College Board website.
- g. Insights and reporting on students' participation in the College Board mobile application and insights to support student engagement in exploring college and career information and opportunities, as further described in Annex 1.

**3. Reports for District:**

- a. Access to individual student score reports and aggregate score reports, and downloadable student data file, delivered via College Board's K-12 Reporting Portal.
- b. Access to AP Potential via College Board website.

- 4. Delivering SAT Practice Tools and Support.** In addition to the free practice tools available at <http://sat.collegeboard.org/practice> all students will have access to a) full-length practice tests in Bluebook and b) focused practice resources through College Board's collaboration with Khan Academy. Practice materials for the SAT exam are available at the Khan Academy website at <https://www.khanacademy.org/digital-sat>. Client and Participants shall use the Khan Academy practice tool and materials in accordance with Khan Academy's guidelines.

**III. CLIENT RESPONSIBILITIES**

1. In connection with PSAT 10, Client agrees that it will, or will ensure each participating school will:
  - a. Comply with the Legal Terms for Educators and Institutions at <https://privacy.collegeboard.org/educator-legal-terms?navId=gf-edterms>.
  - b. Review the information in Annex 1 below and incorporated herein about College Board's mobile application available for students.
  - c. Place orders by the ordering deadline. Orders cannot be decreased after the ordering deadline for PSAT 10.
  - d. Designate personnel to act as a Test Coordinator, SSD Coordinator, Technology Coordinator, Technology Monitor, Proctors and Room or Hall Monitors (collectively, 'Designated Personnel').
  - e. Ensure compliance with the requirements for training and other guidelines in publications shared with you.
  - f. Verify and update, if necessary, the Test Coordinator name and contact information.

- g. Submit Eligibility Forms for students with disabilities who do not already have a College Board SSD Eligibility Code (see calendar for deadlines).
- h. Ensure that registered students are provided a link to the online PSAT 10 Student Guide (<https://satsuite.collegeboard.org/media/pdf/official-student-guide-psat-10.pdf>) **at least two weeks before the anticipated start of testing.**
- i. Administer the test to students under standard College Board national test administration and security policies, procedures and protocols as specified in training and/or instructional material shared with Client and in compliance with Designated Personnel Guide directions.
- j. Administer the test only during the authorized Testing Window for which the school is registered.
- k. Receive emails from College Board regarding the tests and their related offerings and share emails and coordinate communications with other staff at your schools as necessary.
- l. There is always a risk of disruption during paper or digital testing, including, without limitation, computer issues. College Board has endeavored to put in place procedures to allow administrators and students to recover from such disruption and complete testing. Despite such efforts, Client understands that there are situations where College Board's only option is to complete testing on the other days during the testing window. This is Client's sole remedy in relation to such disruption.
  1. Testing may not be available in the case of severe weather or other disruptions, including without limitation epidemics, that require lengthy closures at your school that extend beyond the end of the Testing Window.
  2. For more information on what to do in the event of extended closure due to a weather or disruptions including without limitation epidemics, see our our website: <https://sat.org/COVID19>.

#### IV. DIGITAL AND PAPER TESTING REQUIREMENTS; ACCOMMODATIONS

##### 1. Digital Testing Requirements

- a. The Test Coordinator will ensure compliance with training requirements for all testing staff at each Participating School who will complete all required College Board Test Day Staff Training and provide training access to other supporting staff. Client will ensure compliance with training requirements for all testing staff.
- b. The Technology Coordinator for each Participating School will ensure the successful and accurate completion of all digital readiness and technology setup activities. These include: a dedicated device for Test Coordinator(s) to monitor test activities, a proctor device to administer the digital test in each testing room, and devices for each test-taking student with College Board's Digital Testing Platform, Bluebook™, installed. Additional information on the devices required for test day, including recommendations on battery and power source, supported operating systems, supported web browsers, and network configuration can be found at <https://satsuite.collegeboard.org/digital>. Client must ensure that each Participating School can meet College Board Digital Testing Requirements as outlined on the referenced website.
- c. The Technology Coordinator will ensure that Participating School(s) consult College Board guides and training and adhere to the most up-to-date Digital Testing room seating policies.
- d. Client shall complete College Board's Registration process for each student scheduled to test by the registration deadline.
- e. If you are administering the test with accommodations requiring the use of an approved assistive technology device, students should pre-test the device in the Student Digital Test Preview prior to test day to ensure operational functionality. If the digital accommodation supports within the Digital Test preview do not meet students' testing needs, Client should arrange for alternate accommodation supports.

##### 2. Paper Tests

- a. College Board may provide a limited number of paper test books for students requiring accommodations that cannot be delivered as a digital test or otherwise as approved by College Board.
- b. Client, or Participating Schools, as applicable, will keep all test books in locked storage until test date.
- c. Participating Schools will collect all test books at the end of the test.
- d. Participating Schools will promptly complete the process for submitting responses for students that test using paper materials in accordance with the policies and processes provided by College Board to Test or SSD Coordinators.
- e. Participating Schools will promptly return all paper test materials in accordance with the policies and processes provided by College Board to Test or SSD Coordinators.

3. **ACCOMMODATIONS.** Accommodations for Participants with disabilities will be granted and administered according to College Board's standard eligibility and administration procedures. Participants must apply for accommodations under College Board's Services for Students with Disabilities (SSD) program and must follow the SSD program's published procedures, which can be found at [collegeboard.org/SSD](https://collegeboard.org/SSD). Only College Board-approved accommodations are permitted. Students who use accommodated test materials without the College Board's prior approval may not receive scores or may otherwise have their scores cancelled or invalidated, and that cannot be reported to colleges, scholarship programs and other designated score recipients. Client will be responsible for ensuring that an appropriate accommodations coordinator ("SSD Coordinator") is designated for each Participating School to facilitate the application for and administration of



approved accommodations. SSD Coordinators are responsible for notifying students when and where to report on test day. Early testing or testing at times other than those published by College Board is not permitted under any circumstances. The ‘SSD Coordinator Form’ (used to establish an SSD Coordinator) is available at [SSD Coordinator Form](#). Participants with accommodations previously approved by College Board, and who have a College Board-issued SSD code, do not need to reapply for accommodations under this Program. English Learner (EL) Supports like translated directions and the use of word-to-word glossaries do not require approval or special test format.

## V. REQUIRED INFORMATION AND TRAINING

1. Client shall furnish College Board with: (a) a list of Participating Schools with their respective College Board school code online in College Board’s SAT Suite Ordering and Registration system located at the following location [ordering.collegeboard.org](http://ordering.collegeboard.org) (‘SSOR’), (b) a list of all students registered for the exam are submitted online using the registration template in the College Board registration system located at the following location [ordering.collegeboard.org](http://ordering.collegeboard.org) and (c) the Client’s contacts entered online in SSOR.
  - a. **Changes to Participating Schools.** Changes to the list of Participating Schools must be made online in the SSOR no later than **two weeks prior to the beginning of the testing window**.

If any of Client’s schools are omitted from the List of Participating Schools, then such schools shall not be covered under this Schedule.

2. **Training of Designated Personnel at the Participating Schools.** College Board will make available online all necessary training and/or instructional materials to Designated Personnel. The required training and/or instructional materials will be made available online by College Board to Client and **must be completed two weeks before the test administration date**.

Designated Personnel are required to utilize College Board’s test day tool kit (‘TDTK’) application in connection with the administration of the PSAT 10. Designated Personnel are required to adhere to all of College Board’s procedures, policies, and protocols related to national test administrations as specified in the PSAT 10 Coordinator training and instructional materials. College Board reserves the right to cancel the administration of the Program at any Participating School where any Designated Personnel fails to complete such training prior to the scheduled test administration.

## VI. TESTING

1. **PSAT 10 Testing Window.** Client has agreed to administer the PSAT 10 to registered students during the Testing Window(s) selected by Client in College Board’s SSOR. In order to test, Client, or Participants, as applicable, will be required to install Bluebook on school owned devices that meet College Board technical specifications. Participants using personal devices will be required to install Bluebook on compatible devices. Client shall provide internet access to each testing device.
2. **Administering the PSAT 10.** The PSAT 10 will be administered to Participating Students under standard College Board national test administration and security protocols as specified in the PSAT 10 testing publications and PSAT 10 Test Coordinator training and instructional materials, unless otherwise stated in this Schedule. In accordance with College Board policies, any test irregularity, including mis-administrations or security breaches, will be thoroughly investigated and may result in score cancellations. Client is responsible for making all necessary arrangements to ensure that the testing environment and the security of all test materials satisfy College Board requirements as specified in the PSAT 10 Coordinator training and instructional materials. The test will be administered by Client-employed personnel, who will not receive additional remuneration from College Board. Client personnel must use TDTK in connection with the administration of the PSAT 10. This Agreement does not guarantee that all Students registered by Client for the Program will actually test. It is the responsibility of Client to encourage Participants to complete the program. Participants will follow the guidelines in applicable College Board digital student materials.
3. **Client Testing Delays.** Should an event occur that would require Participating School(s) to close for reasons beyond the reasonable control of such Participating School(s) (for example, including, but not limited to, severe weather, extended power outages, or a teacher’s strike) (a ‘Delay Event’), the Participating School(s) should adjust testing until later in their Testing Window.

Client understands that by selecting the last week of a Testing Window as their main administration date, if there is a Delay Event, there may be no additional PSAT 10 test dates. In such cases, this Agreement remains in full force and effect.

In a Delay Event occurs, College Board will use its best reasonable efforts to support the change of a testing date for paper testing. College Board will assume any additional costs associated with rescheduling and delivering paper tests to participating schools impacted by a Delay Event. College Board reserves the right to deny the delivery of additional paper materials if, in its sole opinion, the additional work will endanger its vendors or its employees, agents, consultants, or if Client has failed to promptly inform College Board of the need for new materials in time to allow delivery of applicable paper test materials. No additional administration of the assessment will be made available after the testing dates.

## VII. COLLEGE BOARD COLLECTION, USE AND DISCLOSURE OF DATA.

1. Client acknowledges and agrees that the data collected from the administration of the assessment ordered under this Agreement is subject to the terms below, which are further described within College Board's privacy policies, available at <https://privacy.collegeboard.org>.

College Board shall collect from Client, or Participating School, as applicable, the following student data in connection with the registration of the assessments you are ordering under this Agreement, with those asterisked required for registration. Client and College Board agree to comply with the Family Educational Rights and Privacy Act, 20 U.S.C. s. 1232g, and its implementing regulations, 34 C.F.R. pt. 99 ('FERPA'), as applicable. Client will obtain any and all consents necessary for students to participate in the assessment(s), if any.

- \*First and last name
- Middle initial
- \*Date of Birth
- \*Attending institution (AI Code)
- \*Grade
- \*Gender
- \*Test administration indicator (that is, which assessment)
- \*Season for testing
- Student identifier

College Board may collect additional data and information from students in connection with the assessments, all of which is optional and subject to College Board's privacy policies. *See Annex 1 for more information.*

For digital testing, College Board will receive certain information about the device used by the student and monitor and capture actions students take when using Bluebook to ensure the device is compatible for test security purposes, for test validation and research, as well as to develop and improve College Board products and services. We may disclose this information but only in aggregated and de-identified form.

2. College Board may also collect, retain, use and share students' personally identifiable information to perform this Agreement and for the purposes outlined below.
  - a. For SAT, State Scholarship Organizations: State affiliated scholarship organizations may receive student data, including SAT score(s), solely for the purposes of eligibility for a scholarship or recognition program. College Board will enter into an agreement with any such state agency for these purposes. College Board is not involved in setting the criteria for any state scholarship programs nor awarding decisions.
  - b. For SAT, State Direct Admissions Programs: State government agencies that are operating direct admissions programs on behalf of their state public higher education institutions may receive student data, including SAT score(s), solely for the purposes of facilitating and administering direct admissions on behalf of those institutions. College Board will enter into an agreement with any such state agency for these purposes. College Board is not involved in setting the criteria for any direct admission programs or offers, nor is College Board involved in any decision by the state agency or the state public higher education institution(s) to make (or decline to make) any direct admission offers. *See Annex 1.*
  - c. For SAT, National Presidential Scholars: Data about eligible students are shared with the US Department of Education for purposes of the U.S. Presidential Scholars Programs. College Board will enter into an agreement with the US Department of Education for these purposes.
  - d. For PSAT 10 and PSAT/NMSQT, National Recognition Programs: College Board uses student data to determine eligibility and administer its National Recognition Programs and share information with the student and their high school and district about the students' eligibility and recognition status.
  - e. For PSAT/NMSQT, College Board will share scores, data derived from scores, certain student demographic information, and other information provided by students during testing with the National Merit Scholarship Corporation (NMSC) in order for NMSC to determine whether students are eligible for its National Merit Scholarship Program in accordance with the <https://satsuite.collegeboard.org/media/pdf/psat-nmsqt-student-guide.pdf> and <https://www.nationalmerit.org/>.

- f. Score Reporting to Students: College Board will report to the student the score achieved on assessments which are the subject matter of this Agreement, insights from those scores, and their AP Potential.
- g. SAT Score Sends: Students may identify institutions to receive their SAT scores. Student scores and basic demographic information sufficient for identity matching are only provided to higher education institutions and scholarship organizations when authorized by students.
- h. Score Report to Schools, Districts and State: Schools, Districts and the State will have access, including through College Board's online reporting portals, to students' assessments score(s) and data derived from the score(s) the student received on past and future College Board assessments, consistent with disclosures to the students.
- i. Accommodations: College Board uses student data to process applications for testing accommodations and to communicate with the SSD coordinator and students regarding accommodations.
- j. Test Security: College Board may use student data to identify and investigate potential test security incidents, communicate with students about any such incidents, and protect and enhance test security. College Board may disclose the results of test security investigations with third parties, including to the student's school, any score recipient, college, higher education institution or agency, scholarship organization, potential score recipient government agency in the U.S or abroad, parents, legal guardians, or law enforcement.
- k. Research: College Board may use de-identified data obtained from student test-takers for psychometric and educational research purposes to evaluate the validity of our assessments and ensure that tests are unbiased in terms of race, gender, and culture. College Board may use de-identified data to demonstrate the effectiveness of College Board programs and services. College Board may also use data to maintain, develop, support, improve and diagnose our services and applications.
- l. Operational Third Parties: College Board may use and disclose personally identifiable information to third parties providing services to College Board as necessary for its performance of the services in this Agreement and others necessary to administer the SAT Suite and related services. These vendors cannot relicense, sell, rent, or otherwise repurpose the information. These organizations have contractual requirements to protect personally identifiable information from unauthorized access, use, or disclosure.
- m. Other: College Board may disclose student data as required by law, when we believe in good faith that it's necessary to protect our rights, protect an individual's safety or the safety of others, investigate fraud, or respond to a government request.

College Board may retain information as needed for legitimate educational purposes, to provide services to students or their educational institution, comply with legal obligations, resolve disputes, and enforce College Board's agreements, which survive this Agreement.

Client acknowledges that students may desire to continue and further develop a direct relationship beyond the administration of SAT Suite of Assessments for the purposes of students' college and career readiness by utilizing College Board's services available to all students. The terms and conditions of this Agreement related to the collection, maintenance, use, and disclosure of data shall only apply to the data College Board receives in connection with this Agreement. Nothing in this Agreement, or any data privacy agreement, is intended to diminish or interfere with student's personal rights in their assessment data, as students have rights independent of this Agreement to access, retain, and use their test scores, including for tests which are the subject matter of this Agreement, and no provisions in this Agreement are intended to address or cover data that College Board has, or may receive, for services which are outside the scope of this Agreement.

## VIII. DATA PROTECTION AND SECURITY MEASURES

1. **Data Protection.** College Board shall take actions to protect the security and confidentiality of personally identifiable information that may be obtained pursuant to this Agreement in a manner consistent with industry standards. College Board will maintain a SOC 2 Type II report.

College Board has security measures in place designed to help protect against loss, misuse and alteration of the data under College Board's control. College Board shall develop, implement, maintain and use reasonably appropriate administrative, technical and physical security measures to preserve the confidentiality, integrity and availability of personally identifiable information that may be obtained pursuant to this Agreement, as determined by College Board. College Board shall host content in a secure environment that uses Web Application Firewalls/security groups and other advanced technologies designed to prevent interference or access from outside intruders.

College Board encrypts personally identifiable information that may be obtained pursuant to this Agreement in transmission and storage where technically feasible and when designed as being appropriate by College Board. If not, other security controls may be implemented to reduce risk, mitigate risk, or otherwise protect the data as determined solely by College Board. When College Board's platforms are accessed using a supported web browser, Transport Layer Security ('TLS') or equivalent technology protects information while in transit, using both server authentication and data encryption to help secure the data and limit availability to only authorized users.

Client shall be responsible for removing access to College Board's platforms for any personnel who no longer should have access, or promptly notifying College Board to request removal of any such access.

2. **Security Measures.** College Board will extend the confidentiality requirements and security measures identified in this Agreement by contract to subcontractors used by College Board, if any, to provide services related to this Agreement. College Board will use appropriate and reliable storage media, regularly backup data and retain such backup copies for the duration of this Agreement, as defined by College Board. You acknowledge that College Board utilizes cloud hosting service providers throughout its infrastructure. College Board will store personally identifiable information that may be obtained pursuant to this Agreement in the United States where technically feasible and reasonable, as determined solely by College Board.

## IX. COLLEGE BOARD SCHOOL DAY CUSTOMER SERVICE

1. **Dedicated PSAT 10 Customer Service for Educators:** College Board will provide Client with telephone customer service support for educators. Specifically, College Board will provide:
  - a. Step-by-step assistance with College Board online tools including the SSD System, SSOR and TDTK;
  - b. Assistance with completing required forms such as AI Request Form;
  - c. Assistance with technical complications for Bluebook Installation and Registration login, for example; and
  - d. Feedback mechanism for counselors.

Dates and Times of Service: **Available three months prior to primary test date.** Standard hours of operation: Monday through Friday 9:00 a.m. to 6:00 p.m. Eastern Standard Time. Customer service for the PSAT 10 Program can also be accessed online at the following web address: <https://collegereadiness.collegeboard.org/contact-us>.

## X. ADDITIONAL PSAT 10 TERMS AND CONDITIONS

1. **Ownership of Intellectual Property.** College Board is the exclusive owner of all rights in and to the digital Testing Platform, Bluebook, Test Day Toolkit (TDTK), K-12 Reporting Portal, AP Potential, guidebooks for students and Designated Personnel, SAT exam, SAT with Essay exam, PSAT/NMSQT, PSAT 10, and PSAT 8/9 examinations, all individual test items (questions) contained therein, including all copies thereof, test booklets, all examination materials and all data collected therefrom, including but not limited to student scores derived from the exam, are at all times exclusively owned by College Board. In addition, College Board is the exclusive owner of AP Potential, College Board's mobile app described below, and all publications and reports associated with SAT exam, SAT with Essay exam, PSAT/NMSQT, PSAT 10 and PSAT 8/9 described in this Agreement including all copyrights, trademarks, trade secrets, patents, and other similar proprietary rights, and all renewals and extensions thereof (all platforms, exams and related material referenced in this provision are collectively referred to as 'College Board Intellectual Property'). Client acknowledges and agrees that nothing in this Agreement shall be interpreted to indicate that College Board is passing its proprietary rights in and to College Board Intellectual Property to Client.

Except as expressly provided herein, Client is prohibited from copying, disseminating, publishing, displaying or distributing in any form, or reproducing any questions from the assessments including from digital testing or paper test booklets (if used) in whole or in part, without the prior written consent of College Board.

2. **Student Score Report License.** College Board hereby grants Client a limited, nonexclusive, nontransferable, non-assignable right to access and use the student score reports provided for the assessment(s) pursuant to this Agreement for the legitimate educational purposes of internal analysis, which includes your internal training sessions, as long as the data used during training preserves the confidentiality of students. Client may not use or distribute the score reports or the data derived from them externally or to third parties other than the student without the express written consent of College Board.

## XI. FEE CALCULATION

1. **Fees.** The fee calculation for this Schedule is based on the Client selections in SSOR. Pricing adjustments that reduce the fee per test for an amount less than the retail price are provided at the sole discretion of College Board.

Clients will be charged the fee in the attached Budget Schedule based on the number of PSAT 10 tests submitted. The test volumes and total cost indicated in the Budget Schedule are estimates.

2. **Restrictions.** No student participating under this Schedule will be assessed an individual fee for taking the PSAT 10 exam.

**XII. CLIENT CONTACT INFORMATION**

	Primary <sup>1</sup>	Procurement <sup>2</sup>
Name:	Tara Battistoni	Kevin McCaffrey
Title:	Supervisor of Research, Development, and Student Testing	Director of Purchasing
Address:	236 Grand Street	236 Grand St
City/State/Zip:	Waterbury, CT 06702	Waterbury, CT 06702-1933
Phone:	203-574-8283	203-574-6747
Fax:	(203) 574-8010	
Email:	tbattistoni@waterbury.k12.ct.us	kmccaffery@waterburyct.org

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<sup>1</sup> This is the person to whom College Board should direct primary communications.

<sup>2</sup> This is the person to whom College Board should send the Contract for review and approval within the district procurement/contract department.

**PSAT/NMSQT®  
SHELF SCHEDULE**

## **I. BACKGROUND**

College Board owns and delivers its national standardized tests to students. Taking the PSAT/NMSQT<sup>®1</sup> provides students with the opportunity to receive national recognition and scholarships through National Merit Scholarship Corporation. This Schedule outlines how a Client sponsors the PSAT/NMSQT administration at its schools ('Participating Schools') for students and what data and reports may be provided to Client through our online data portal (the 'Program').

## **II. PROGRAM MATERIALS AND INFORMATION**

College Board shall furnish PSAT/NMSQT materials and information as follows:

### **1. Materials for Students:**

- a. Link to the Student Guide.
- b. PSAT/NMSQT test materials delivered via College Board's Digital Testing Platform, BlueBook™. Assessment score report delivered as a PDF to Client via College Board's K-12 Reporting Portal.
- c. Information about scholarship and recognition programs, offered by each of National Merit Scholarship Corporation and College Board, as applicable.
- d. Information from College Board to help students understand and navigate post-secondary and career pathways and opportunities through a College Board mobile application, as described in Annex 1 attached.
- e. Access to SAT Practice Tools and Support as set forth below.
- f. Access to Bluebook and the test at school (Client will have access to a digital test preview to demonstrate the navigation and tools available to students in Bluebook).

### **2. Materials for Participating Schools:**

- a. Materials to support test administration.
- b. Client will receive online access to test day toolkit (TDTK), College Board's digital test administration tool, and a downloadable PDF of PSAT/NMSQT testing publications.
- c. Access to a digital test preview to demonstrate the navigation and tools available to students in the digital testing platform.
- d. Materials to support students receiving accommodations which require a paper test, including applicable instructions and the paper testing materials.
- e. Access to individual student score reports and aggregate score reports, and downloadable student data file delivered via College Board's K-12 Reporting Portal.
- f. Access to AP Potential™ via College Board website.
- g. Insights and reporting on students' participation in the College Board mobile application and insights to support student engagement in exploring college and career information and opportunities, as further described in Annex 1.

### **3. Reports for District:**

- a. Access to individual student score reports and aggregate score reports, and downloadable student data file, delivered via College Board's K-12 Reporting Portal.
- b. Access to AP Potential via College Board website.

### **4. Delivering SAT Practice Tools and Support.** In addition to the free practice tools available at <http://sat.collegeboard.org/practice>, all students will have access to a) full-length practice tests in Bluebook and b) focused practice resources through College Board's collaboration with Khan Academy. Practice materials for the SAT exam are available at the Khan Academy website (<http://satpractice.org>). Client and Participants shall use the Khan Academy practice tool and materials in accordance with Khan Academy's guidelines.

## **III. CLIENT RESPONSIBILITIES**

1. In connection with PSAT/NMSQT, Client agrees that it will, or will ensure each participating school will:
  - a. Comply with the Legal Terms for Educators and Institutions at <https://privacy.collegeboard.org/educator-legal-terms?navId=gf-edterms>.
  - b. Review the information in Annex 1 below and incorporated herein about College Board's mobile application available for students.
  - c. Place orders by the ordering deadline. Orders cannot be decreased after the ordering deadline for PSAT/NMSQT.

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<sup>1</sup> PSAT/NMSQT is a registered trademark of College Board and National Merit Scholarship Corporation.

- d. Designate personnel to act as a Test Coordinator, SSD Coordinator, Technology Coordinator, Technology Monitor, Proctors and Room or Hall Monitors (collectively, 'Designated Personnel').
- e. Ensure compliance with the requirements for training and other guidelines in publications shared with you.
- f. Verify and update, if necessary, the Test Coordinator name and contact information.
- g. Submit Eligibility Forms for students with disabilities who do not already have a College Board SSD Eligibility Code (see calendar for deadlines).
- h. Ensure that registered students are provided a link to the online PSAT/NMSQT Student Guide (<https://satsuite.collegeboard.org/media/pdf/psat-nmsqt-student-guide.pdf>) **at least two weeks before the anticipated start of testing.**
- i. Administer the test to students under standard College Board national test administration and security policies, procedures and protocols as specified in training and/or instructional material shared with Client and in compliance with Designated Personnel Guide directions.
- j. Administer the test only during the authorized Testing Window for which the school is registered.
- k. Receive emails from College Board regarding the tests and their related offerings and share emails and coordinate communications with other staff at your schools as necessary.
- l. There is always a risk of disruption during paper or digital testing, including, without limitation, computer issues. College Board has endeavored to put in place procedures to allow administrators and students to recover from such disruption and complete testing. Despite such efforts, Client understands that there are situations where College Board's only option is to complete testing on the other days during the testing window. This is Client's sole remedy in relation to such disruption.
  1. Testing may not be available in the case of severe weather or other disruptions, including without limitation epidemics, that require lengthy closures at your school that extend beyond the end of the Testing Window.
  2. For more information on what to do in the event of extended closure due to a weather or disruptions including without limitation epidemics, see our <http://sat.org/COVID19>.

#### IV. DIGITAL AND PAPER TESTING REQUIREMENTS; ACCOMMODATIONS

##### 1. Digital Testing Requirements

- a. The Test Coordinator will ensure compliance with training requirements for all testing staff at each Participating School who will complete all required College Board Test Day Staff Training and provide training access to other supporting staff. Client will ensure compliance with training requirements for all testing staff.
- b. The Technology Coordinator for each Participating School will ensure the successful and accurate completion of all digital readiness and technology setup activities. These include: a dedicated device for Test Coordinator(s) to monitor test activities, a proctor device to administer the digital test in each testing room, and devices for each test-taking student with College Board's Digital Testing Platform, Bluebook™, installed. Additional information on the devices required for test day, including recommendations on battery and power source, supported operating systems, supported web browsers, and network configuration can be found at <https://satsuite.collegeboard.org/digital>. Client must ensure that each Participating School can meet College Board Digital Testing Requirements as outlined on the referenced website.
- c. The Technology Coordinator will ensure that Participating School(s) consult College Board guides and training and adhere to the most up-to-date Digital Testing room seating policies.
- d. Client shall complete College Board's Registration process for each student scheduled to test by the registration deadline.
- e. If you are administering the test with accommodations requiring the use of an approved assistive technology device, students should pre-test the device in the Student Digital Test Preview prior to test day to ensure operational functionality. If the digital accommodation supports within the Digital Test preview do not meet students' testing needs, Client should arrange for alternate accommodation supports.

##### 2. Paper Tests

- a. College Board may provide a limited number of paper test books for students requiring accommodations that cannot be delivered as a digital test or otherwise as approved by College Board.
- b. Client, or Participating Schools, as applicable, will keep all test books in locked storage until test date.
- c. Participating Schools will collect all test books at the end of the test.
- d. Participating Schools will promptly complete the process for submitting responses for students that test using paper materials in accordance with the policies and processes provided by College Board to Test or SSD Coordinators.
- e. Participating Schools will promptly return all paper test materials in accordance with the policies and processes provided by College Board to Test or SSD Coordinators.

##### 3. ACCOMMODATIONS

Accommodations for Participants with disabilities will be granted and administered according to College Board's standard eligibility and administration procedures. Participants must apply for accommodations under College Board's

Services for Students with Disabilities (SSD) program and must follow the SSD program's published procedures, which can be found at <https://www.collegeboard.org/students-with-disabilities>. Only College Board-approved accommodations are permitted. Students who use accommodated test materials without the College Board's prior approval may not receive scores or may otherwise have their scores cancelled or invalidated, and that cannot be reported to colleges, scholarship programs and other designated score recipients. Client will be responsible for ensuring that an appropriate accommodations coordinator ('SSD Coordinator') is designated for each Participating School to facilitate the application for and administration of approved accommodations. SSD Coordinators are responsible for notifying students when and where to report on test day. Early testing or testing at times other than those published by College Board is not permitted under any circumstances. The 'SSD Coordinator Form' (used to establish an SSD Coordinator) is available at <https://accommodations.collegeboard.org/media/pdf/ssd-coordinator.pdf>. Participants with accommodations previously approved by College Board, and who have a College Board-issued SSD code, do not need to reapply for accommodations under this Program.

## V. REQUIRED INFORMATION AND TRAINING

1. Client shall furnish College Board with: (a) a list of Participating Schools with their respective College Board school code online in College Board's SAT Suite Ordering and Registration system located at the following location [ordering.collegeboard.org](https://ordering.collegeboard.org) ('SSOR'), (b) a list of all students registered for the exam are submitted online using the registration template in the College Board registration system located at the following location [ordering.collegeboard.org](https://ordering.collegeboard.org) and (c) the Client's contacts entered online in SSOR.
  - a. **Changes to Participating Schools.** Changes to the list of Participating Schools must be made online in the SSOR no later than **two weeks prior to the beginning of the testing window**.

If any of Client's schools are omitted from the List of Participating Schools, then such schools shall not be covered under this Schedule.

2. **Training of Designated Personnel at the Participating Schools.** College Board will make available online all necessary training and/or instructional materials to Designated Personnel. The required training and/or instructional materials will be made available online by College Board to Client and **must be completed two weeks before the test administration date**.

Designated Personnel are required to utilize College Board's test day tool kit ('TDTK') application in connection with the administration of the PSAT/NMSQT. Designated Personnel are required to adhere to all of College Board's procedures, policies, and protocols related to national test administrations as specified in the PSAT/NMSQT Coordinator training and instructional materials. College Board reserves the right to cancel the administration of the Program at any Participating School where any Designated Personnel fails to complete such training prior to the scheduled test administration.

## VI. TESTING

1. **PSAT/NMSQT Testing Window.** Client has agreed to administer the PSAT/NMSQT to registered students during the Testing Window(s) selected by Client in College Board's SSOR. In order to test, Client, or Participants, as applicable, will be required to install Bluebook on school owned devices that meet College Board technical specifications. Participants using personal devices will be required to install Bluebook on compatible devices. Client shall provide internet access to each testing device.
2. **Administering the PSAT/NMSQT.** The PSAT/NMSQT will be administered to Participating Students under standard College Board national test administration and security protocols as specified in the PSAT/NMSQT testing publications and PSAT/NMSQT Test Coordinator training and instructional materials, unless otherwise stated in this Schedule. In accordance with College Board policies, any test irregularity, including mis-administrations or security breaches, will be thoroughly investigated and may result in score cancellations. Client is responsible for making all necessary arrangements to ensure that the testing environment and the security of all test materials satisfy College Board requirements as specified in the PSAT/NMSQT Coordinator training and instructional materials. The test will be administered by Client-employed personnel, who will not receive additional remuneration from College Board. Client personnel must use TDTK in connection with the administration of the PSAT/NMSQT. This Agreement does not guarantee that all Students registered by Client for the Program will actually test. It is the responsibility of Client to encourage Participants to complete the program. Participants will follow the guidelines in applicable College Board digital student materials.
3. **Client Testing Delays.** Should an event occur that would require Participating School(s) to close for reasons beyond the reasonable control of such Participating School(s) (for example, including, but not limited to, severe weather, extended



power outages, or a teacher's strike) (a 'Delay Event'), the Participating School(s) should immediately notify College Board.

In a Delay Event occurs, College Board will use its best reasonable efforts to support the change of a testing date for testing. College Board will assume any additional costs associated with rescheduling and delivering paper tests to participating schools impacted by a Delay Event. College Board reserves the right to deny the delivery of additional paper materials if, in its sole opinion, the additional work will endanger its vendors or its employees, agents, consultants, or if Client has failed to promptly inform College Board of the need for new materials in time to allow delivery of applicable paper test materials. No additional administration of the assessment will be made available after the testing window.

## VII. COLLEGE BOARD COLLECTION, USE AND DISCLOSURE OF DATA

1. Client acknowledges and agrees that the data collected from the administration of the assessment ordered under this Agreement is subject to the terms below, which are further described within College Board's privacy policies, available at <https://privacy.collegeboard.org>.

College Board shall collect from Client, or Participating School, as applicable, the following student data in connection with the registration of the assessments you are ordering under this Agreement, with those asterisked required for registration. Client and College Board agree to comply with the Family Educational Rights and Privacy Act, 20 U.S.C. s. 1232g, and its implementing regulations, 34 C.F.R. pt. 99 ('FERPA'), as applicable. Client will obtain any and all consents necessary for students to participate in the assessment(s), if any.

- \*First and last name
- Middle initial
- \*Date of Birth
- \*Attending institution (AI Code)
- \*Grade
- \*Gender
- \*Test administration indicator (that is, which assessment)
- \*Season for testing
- Student identifier

College Board may collect additional data and information from students in connection with the assessments, all of which is optional and subject to College Board's privacy policies. *See Annex 1 for more information.*

For digital testing, College Board will receive certain information about the device used by the student and monitor and capture actions students take when using Bluebook to ensure the device is compatible for test security purposes, for test validation and research, as well as to develop and improve College Board products and services. We may disclose this information but only in aggregated and de-identified form.

2. College Board may also collect, retain, use and share students' personally identifiable information to perform this Agreement and for the purposes outlined below.
  - a. For SAT, State Scholarship Organizations: State affiliated scholarship organizations may receive student data, including SAT score(s), solely for the purposes of eligibility for a scholarship or recognition program. College Board will enter into an agreement with any such state agency for these purposes. College Board is not involved in setting the criteria for any state scholarship programs nor awarding decisions.
  - b. For SAT, State Direct Admissions Programs: State government agencies that are operating direct admissions programs on behalf of their state public higher education institutions may receive student data, including SAT score(s), solely for the purposes of facilitating and administering direct admissions on behalf of those institutions. College Board will enter into an agreement with any such state agency for these purposes. College Board is not involved in setting the criteria for any direct admission programs or offers, nor is College Board involved in any decision by the state agency or the state public higher education institution(s) to make (or decline to make) any direct admission offers. *See Annex 1.*
  - c. For SAT, National Presidential Scholars: Data about eligible students are shared with the US Department of Education for purposes of the U.S. Presidential Scholars Programs. College Board will enter into an agreement with the US Department of Education for these purposes.
  - d. For PSAT 10 and PSAT/NMSQT, National Recognition Programs: College Board uses student data to determine eligibility and administer its National Recognition Programs and share information with the student, their high school and district about the students' eligibility and recognition status.
  - e. For PSAT/NMSQT, College Board will share scores, data derived from scores, certain student demographic information, and other information provided by students during testing with the National Merit Scholarship

- Corporation (NMSC) in order for NMSC to determine whether students are eligible for its National Merit Scholarship Program in accordance with the PSAT/NMSQT Student Guide and www.nationalmerit.org.
- f. Score Reporting to Students: College Board will report to the student the score achieved on the tests which are the subject matter of this Agreement, insights from those scores, and their AP Potential.
  - g. SAT Score Sends: Students may identify institutions to receive their SAT scores. Student scores and basic demographic information sufficient for identity matching are only provided to higher education institutions and scholarship organizations when authorized by students.
  - h. Score Report to Schools, Districts and State: Schools, Districts and the State will have access, including through College Board's online reporting portals, to students' assessments score(s) and data derived from the score(s) the student received on past and future College Board assessments, consistent with disclosures to the students.
  - i. Accommodations: College Board uses student data to process applications for testing accommodations and to communicate with the SSD coordinator and students regarding accommodations.
  - j. Test Security: College Board may use student data to identify and investigate potential test security incidents, communicate with students about any such incidents, and protect and enhance test security. College Board may disclose the results of test security investigations with third parties, including to the student's school, any score recipient, college, higher education institution or agency, scholarship organization, potential score recipient government agency in the U.S or abroad, parents, legal guardians, or law enforcement.
  - k. Research: College Board may use de-identified data obtained from student test-takers for psychometric and educational research purposes to evaluate the validity of our assessments and ensure that tests are unbiased in terms of race, gender, and culture. College Board may use de-identified data to demonstrate the effectiveness of College Board programs and services. College Board may also use data to maintain, develop, support, improve and diagnose our services and applications.
  - l. Operational Third Parties: College Board may use and disclose personally identifiable information to third parties providing services to College Board as necessary for its performance of the services in this Agreement and others necessary to administer the SAT Suite and related services. These vendors cannot relicense, sell, rent, or otherwise repurpose the information. These organizations have contractual requirements to protect personally identifiable information from unauthorized access, use, or disclosure.
  - m. Other: College Board may disclose student data as required by law, when we believe in good faith that it's necessary to protect our rights, protect an individual's safety or the safety of others, investigate fraud, or respond to a government request.

College Board may retain information as needed for legitimate educational purposes, to provide services to students or their educational institution, comply with legal obligations, resolve disputes, and enforce College Board's agreements, which survive this Agreement.

Client acknowledges that students may desire to continue and further develop a direct relationship beyond the administration of SAT Suite of Assessments for the purposes of students' college and career readiness by utilizing College Board's services available to all students. The terms and conditions of this Agreement related to the collection, maintenance, use, and disclosure of data shall only apply to the data College Board receives in connection with this Agreement. Nothing in this Agreement, or any data privacy agreement, is intended to diminish or interfere with student's personal rights in their assessment data, as students have rights independent of this Agreement to access, retain, and use their test scores, including for tests which are the subject matter of this Agreement, and no provisions in this Agreement are intended to address or cover data that College Board has, or may receive, for services which are outside the scope of this Agreement.

## VIII. DATA PROTECTION AND SECURITY MEASURES

1. **Data Protection.** College Board shall take actions to protect the security and confidentiality of personally identifiable information that may be obtained pursuant to this Agreement in a manner consistent with industry standards. College Board will maintain a SOC 2 Type II report.

College Board has security measures in place designed to help protect against loss, misuse and alteration of the data under College Board's control. College Board shall develop, implement, maintain and use reasonably appropriate administrative, technical and physical security measures to preserve the confidentiality, integrity and availability of personally identifiable information that may be obtained pursuant to this Agreement, as determined by College Board. College Board shall host content in a secure environment that uses Web Application Firewalls/security groups and other advanced technologies designed to prevent interference or access from outside intruders.

College Board encrypts personally identifiable information that may be obtained pursuant to this Agreement in transmission and storage where technically feasible and when designed as being appropriate by College Board. If not, other security controls may be implemented to reduce risk, mitigate risk, or otherwise protect the data as determined solely by College Board. When College Board's platforms are accessed using a supported web browser, Transport Layer

Security ('TLS') or equivalent technology protects information while in transit, using both server authentication and data encryption to help secure the data and limit availability to only authorized users.

Client shall be responsible for removing access to College Board's platforms for any personnel who no longer should have access, or promptly notifying College Board to request removal of any such access.

2. **Security Measures.** College Board will extend the confidentiality requirements and security measures identified in this Agreement by contract to subcontractors used by College Board, if any, to provide services related to this Agreement. College Board will use appropriate and reliable storage media, regularly backup data and retain such backup copies for the duration of this Agreement, as defined by College Board. You acknowledge that College Board utilizes cloud hosting service providers throughout its infrastructure. College Board will store personally identifiable information that may be obtained pursuant to this Agreement in the United States where technically feasible and reasonable, as determined solely by College Board.

## IX. COLLEGE BOARD SCHOOL DAY CUSTOMER SERVICE

1. **Dedicated PSAT/NMSQT Customer Service for Educators:** College Board will provide Client with telephone customer service support for educators. Specifically, College Board will provide:
  - a. Step-by-step assistance with College Board online tools including SSD System, SSOR and TDTK;
  - b. Assistance with completing required forms such as AI Request Form;
  - c. Assistance with technical complications for Bluebook Installation and Registration login, for example; and
  - d. Feedback mechanism for counselors.

Dates and Times of Service: **Available three months prior to primary test date.** Standard hours of operation: Monday through Friday 9:00 a.m. to 6:00 p.m. Eastern Standard Time. Customer service for the PSAT/NMSQT Program can also be accessed online at the following web address: <https://collegereadiness.collegeboard.org/contact-us>.

## X. ADDITIONAL PSAT/NMSQT TERMS AND CONDITIONS

1. **Ownership of Intellectual Property.** College Board is the exclusive owner of all rights in and to the digital Testing Platform, Bluebook, Test Day Toolkit (TDTK), K-12 Reporting Portal, AP Potential, guidebooks for students and Designated Personnel, SAT exam, SAT with Essay exam, PSAT/NMSQT, PSAT 10, and PSAT 8/9 examinations, all individual test items (questions) contained therein, including all copies thereof, test booklets, all examination materials and all data collected therefrom, including but not limited to student scores derived from the exam, are at all times exclusively owned by College Board. In addition, College Board is the exclusive owner of AP Potential, College Board's mobile app described below, and all publications and reports associated with SAT exam, SAT with Essay exam, PSAT/NMSQT, PSAT 10 and PSAT 8/9 described in this Agreement including all copyrights, trademarks, trade secrets, patents, and other similar proprietary rights, and all renewals and extensions thereof (all platforms, exams and related material referenced in this provision are collectively referred to as 'College Board Intellectual Property'). Client acknowledges and agrees that nothing in this Agreement shall be interpreted to indicate that College Board is passing its proprietary rights in and to College Board Intellectual Property to Client.

Except as expressly provided herein, Client is prohibited from copying, disseminating, publishing, displaying or distributing in any form, or reproducing any questions from the assessments including from digital testing or paper test booklets (if used) in whole or in part, without the prior written consent of College Board.

2. **Student Score Report License.** College Board hereby grants Client a limited, nonexclusive, nontransferable, non-assignable right to access and use the student score reports provided for the assessment(s) pursuant to this Agreement for the legitimate educational purposes of internal analysis, which includes your internal training sessions, as long as the data used during training preserves the confidentiality of students. Client may not use or distribute the score reports or the data derived from them externally or to third parties other than the student without the express written consent of College Board.

## XI. FEE CALCULATION

1. **Fees.** The fee calculation for this Schedule is based on the Client selections in SSOR. Pricing adjustment that reduce the fee per test for an amount less than the retail price are provided at the sole discretion of College Board.

Clients will be charged the fee in the attached Budget Schedule based on the number of PSAT/NMSQT tests submitted. The test volumes and total cost indicated in the Budget Schedule are estimates.

2. **Restrictions.** No student participating under this Schedule will be assessed an individual fee for taking the PSAT/NMSQT exam.

**XII. CLIENT CONTACT INFORMATION**

	Primary <sup>1</sup>	Procurement <sup>2</sup>
Name:	Tara Battistoni	Kevin McCaffrey
Title:	Supervisor of Research, Development, and Student Testing	Director of Purchasing
Address:	236 Grand Street	236 Grand St
City/State/Zip:	Waterbury, CT 06702	Waterbury, CT 06702-1933
Phone:	(203) 574-8283	203-574-6747
Fax:	(203) 574-8010	
Email:	tbattistoni@waterbury.k12.ct.us	kmccaffery@waterburyct.org

<sup>1</sup> This is the person to whom College Board should direct primary communications.

<sup>2</sup> This is the person to whom College Board should send the Contract for review and approval within the district procurement/contract department.

**SAT<sup>®</sup> SCHOOL DAY PROGRAM  
SHELF SCHEDULE****I. BACKGROUND**

College Board owns and delivers its national standardized SAT test to students. This Schedule outlines how Client sponsors a SAT School Day administration at its schools ('Participating Schools') for students during a certain designated period ('Testing Window') and what SAT data and reports may be provided to Client through our online data portal (the 'Program'). Students who take the SAT exam in accordance with the provisions of this Schedule are herein referred to as 'Participants.'

**II. PROGRAM MATERIALS AND INFORMATION**

College Board shall furnish SAT School Day materials and information as follows:

**1. Materials for Students:**

- a. Link to the Student Guide.
- b. SAT test materials delivered via College Board's Digital Testing Platform, BlueBook™. Assessment score report delivered as a PDF to Client via College Board's K-12 Reporting Portal.
- c. The ability to send SAT scores to colleges, scholarship programs and other designated score recipients via College Board website, collegeboard.org in the SAT section.
- d. For SAT (starting Spring 2024), information from College Board to help students understand and navigate post-secondary and career pathways and opportunities through a College Board mobile application, as described in Annex 1 attached.
- e. Access to SAT Practice Tools and Support as set forth below.
- f. Access to Bluebook and the test at school (Client will have access to a digital test preview to demonstrate the navigation and tools available to students in Bluebook).

**2. Materials for Participating Schools:**

- a. Materials to support test administration.
- b. Client will receive online access to test day toolkit (TDTK), College Board's digital test administration tool, and a downloadable PDF of the School Day testing publications.
- c. Access to a digital test preview to demonstrate the navigation and tools available to students in the digital testing platform.
- d. Materials to support students receiving accommodations which require a paper test, including applicable instructions and the paper testing materials.
- e. Access to individual student score reports and aggregate score reports, and downloadable student data file delivered via College Board's K-12 Reporting Portal.
- f. Access to AP Potential™ via College Board website.
- g. Insights and reporting on students' participation in the College Board mobile application and insights to support student engagement in exploring college and career information and opportunities, as further described in Annex 1.

**3. Reports for District:**

- a. Access to individual student score reports and aggregate score reports, and downloadable student data file, delivered via College Board's K-12 Reporting Portal.
- b. Access to AP Potential via College Board website.

**4. Delivering SAT Practice Tools and Support.** In addition to the free practice tools available at <http://sat.collegeboard.org/practice>, all students will have access to a) full-length practice tests in Bluebook and b) focused practice resources through College Board's collaboration with Khan Academy. Practice materials for the SAT exam are available at the Khan Academy website at <https://www.khanacademy.org/digital-sat>. Client and Participants shall use the Khan Academy practice tool and materials in accordance with Khan Academy's guidelines.

Additional SAT Readiness products (e.g., publications) and services (e.g., Professional Development Workshops) are not included as part of the Program. Client may purchase these products and services separately.

**III. CLIENT RESPONSIBILITIES**

1. In connection with SAT School Day, Client agrees that it will, or will ensure each participating school will:
  - a. Comply with the Legal Terms for Educators and Institutions at <https://privacy.collegeboard.org/educator-legal-terms?navId=gf-edterms>.

- b. Review the information in Annex 1 below and incorporated herein about College Board’s mobile application available for students.
- c. Place orders by the ordering deadline. Orders cannot be decreased after the ordering deadline for SAT School Day.
- d. Designate personnel to act as a Test Coordinator, SSD Coordinator, Technology Coordinator, Technology Monitors, Proctors and Room or Hall Monitors (collectively, ‘Designated Personnel’).
- e. Ensure compliance with the requirements for training and other guidelines in publications shared with you.
- f. Verify and update, if necessary, the Test Coordinator name and contact information.
- g. Submit Eligibility Forms for students with disabilities who do not already have a College Board SSD Eligibility Code (see calendar for deadlines).
- h. Ensure that registered students are provided a link to the online SAT Student Guide (<https://satsuite.collegeboard.org/media/pdf/sat-student-guide.pdf>) **at least two weeks before the anticipated start of testing**.
- i. Administer the test to students under standard College Board national test administration and security policies, procedures and protocols as specified in training and/or instructional material shared with Client and in compliance with Designated Personnel Guide directions.
- j. Administer the test only during the authorized Testing Window for which the school is registered.
- k. Receive emails from College Board regarding the tests and their related offerings and share emails and coordinate communications with other staff at your schools as necessary.
- l. There is always a risk of disruption during paper or digital testing, including, without limitation, computer issues. College Board has endeavored to put in place procedures to allow administrators and students to recover from such disruption and complete testing. Despite such efforts, Client understands that there are situations where College Board’s only option is to complete testing on the other days during the testing window. This is Client’s sole remedy in relation to such disruption.
  1. Testing may not be available in the case of severe weather or other disruptions, including without limitation epidemics, that require lengthy closures at your school that extend beyond the end of the Testing Window.
  2. For more information on what to do in the event of extended closure due to a weather or disruptions including without limitation epidemics, see our <https://sat.org/COVID19>.

#### IV. DIGITAL AND PAPER TESTING REQUIREMENTS; ACCOMMODATIONS

##### 1. Digital Testing Requirements.

- a. The Test Coordinator will ensure compliance with training requirements for all testing staff at each Participating School who will complete all required College Board Test Day Staff Training and provide training access to other supporting staff. Client will ensure compliance with training requirements for all testing staff.
- b. The Technology Coordinator for each Participating School will ensure the successful and accurate completion of all digital readiness and technology setup activities. These include: a dedicated device for Test Coordinator(s) to monitor test activities, a proctor device to administer the digital test in each testing room, and devices for each test-taking student with College Board’s Digital Testing Platform, Bluebook™, installed. Additional information on the devices required for test day, including recommendations on battery and power source, supported operating systems, supported web browsers, and network configuration can be found at <https://satsuite.collegeboard.org/digital>. Client must ensure that each Participating School can meet College Board Digital Testing Requirements as outlined on the referenced website.
- c. The Technology Coordinator will ensure that Participating School(s) consult College Board guides and training and adhere to the most up-to-date Digital Testing room seating policies.
- d. Client shall complete College Board’s Registration process for each student scheduled to test by the registration deadline.
- e. If you are administering the test with accommodations requiring the use of an approved assistive technology device, students should pre-test the device in the Student Digital Test Preview prior to test day to ensure operational functionality. If the digital accommodation supports within the Digital Test preview do not meet students’ testing needs, Client should arrange for alternate accommodation supports.

##### 2. Paper Tests

- a. College Board may provide a limited number of paper test books for students requiring accommodations that cannot be delivered as a digital test or otherwise as approved by College Board.
- b. Client, or Participating Schools, as applicable, will keep all test books in locked storage until test date.
- c. Participating Schools will collect all test books at the end of the test.
- d. Participating Schools will promptly complete the process for submitting responses for students that test using paper materials in accordance with the policies and processes provided by College Board to Test or SSD Coordinators.
- e. Participating Schools will promptly return all paper test materials in accordance with the policies and processes provided by College Board to Test Coordinators.

##### 3. ACCOMMODATIONS

Accommodations for Participants with disabilities will be granted and administered according to College Board's standard eligibility and administration procedures. Participants must apply for accommodations under College Board's Services for Students with Disabilities (SSD) program and must follow the SSD program's published procedures, which can be found at [collegeboard.org/SSD](https://collegeboard.org/SSD). Only College Board-approved accommodations are permitted. Students who use accommodated test materials without the College Board's prior approval may not receive scores or may otherwise have their scores cancelled or invalidated, and that cannot be reported to colleges, scholarship programs and other designated score recipients. Client allowed accommodations that prevent reportable scores cannot be reported to colleges, scholarship programs, and other designated score recipients. Client will be responsible for ensuring that an appropriate accommodations coordinator ('SSD Coordinator') is designated for each Participating School to facilitate the application for and administration of approved accommodations. SSD Coordinators are responsible for notifying students when and where to report on test day. Early testing or testing at times other than those published by College Board is not permitted under any circumstances. The 'SSD Coordinator Form' (used to establish an SSD Coordinator) is available at [SSD Coordinator Form](#). Participants with accommodations previously approved by College Board, and who have a College Board-issued SSD code, do not need to reapply for accommodations under this Program. [English Learner \(EL\) Supports](#) like translated directions and the use of word-to-word glossaries do not require approval or special test format.

## V. REQUIRED INFORMATION AND TRAINING

1. Client shall furnish College Board with: (a) a list of Participating Schools with their respective College Board school code online in College Board's SAT Suite Ordering and Registration system located at the following location [ordering.collegeboard.org](https://ordering.collegeboard.org). ('SSOR'), (b) a list of all students registered for the exam are submitted online using the registration template in the College Board registration system located at the following location [ordering.collegeboard.org](https://ordering.collegeboard.org) and (c) the Client's contacts entered online in SSOR.
  - a. **Changes to Participating Schools.** Changes to the list of Participating Schools must be made online in the SSOR no later than **two weeks prior to the beginning of the testing window.**

If any of Client's schools are omitted from the List of Participating Schools, then such schools shall not be covered under this Schedule.

2. **Training of Designated Personnel at the Participating Schools.** College Board will make available online all necessary training and/or instructional materials to Designated Personnel. The required training and/or instructional materials will be made available online by College Board to Client and **must be completed two weeks before the test administration date.**

Designated Personnel are required to utilize College Board's test day tool kit ('TDTK') application in connection with the administration of the SAT. Designated Personnel are required to adhere to all of College Board's procedures, policies, and protocols related to national test administrations as specified in the SAT School Day Coordinator training and instructional materials. College Board reserves the right to cancel the administration of the Program at any Participating School where any Designated Personnel fails to complete such training prior to the scheduled test administration.

## VI. TESTING

1. **SAT Testing Windows.** Client has agreed to administer the SAT to registered students during the Testing Window(s) selected by Client in College Board's SSOR. In order to test, Client, or Participants, as applicable, will be required to install Bluebook on school owned devices that meet College Board technical specifications. Participants using personal devices will be required to install Bluebook on compatible devices. Client shall provide internet access to each testing device.
2. **Administering the SAT.** The SAT will be administered to Participating Students under standard College Board national test administration and security protocols as specified in the SAT School Day testing publications and SAT School Day Test Coordinator training and instructional materials, unless otherwise stated in this Schedule, and will result in scores that are reportable to colleges for admissions purposes. In accordance with College Board policies, any test irregularity, including mis-administrations or security breaches, will be thoroughly investigated and may result in score cancellations. Client is responsible for making all necessary arrangements to ensure that the testing environment and the security of all test materials satisfy College Board requirements as specified in the SAT School Day Coordinator training and instructional materials. The test will be administered by Client-employed personnel, who will not receive additional remuneration from College Board. Client personnel must use TDTK in connection with the administration of the SAT. This Agreement does not guarantee that all Students registered by Client for the Program will actually test. It is the responsibility of Client to encourage Participants to complete the program. Participants will follow the guidelines in applicable College Board digital student materials.

3. **Client Testing Delays.** Participating schools select an administration date within a Testing Window for the SAT School Day. Should an event occur that would require Participating School(s) to close for reasons beyond the reasonable control of such Participating School(s) (for example, including, but not limited to, severe weather, extended power outages, or a teacher's strike) (a 'Delay Event'), the Participating School(s) should adjust testing until later in their Testing Window.

Client understands that by selecting the last week of a Testing Window as their main administration date, if there is a Delay Event, there may be no additional SAT School Day test dates. In such cases, this Agreement remains in full force and effect.

In a Delay Event occurs, College Board will use its best reasonable efforts to support the change of testing window for paper testing. College Board will assume any additional costs associated with rescheduling and delivering paper tests to participating schools impacted by a Delay Event up to one week prior to the end of the testing window. College Board reserves the right to deny the delivery of additional paper materials if, in its sole opinion, the additional work will endanger its vendors or its employees, agents, consultants, or if Client has failed to promptly inform College Board of the need for new materials in time to allow delivery of applicable paper test materials. No additional administration of the assessment will be made available after the Testing Window.

## VII. COLLEGE BOARD COLLECTION, USE AND DISCLOSURE OF DATA

1. Client acknowledges and agrees that the data collected from the administration of the assessment ordered under this Agreement is subject to the terms below, which are further described within College Board's privacy policies, available at <https://privacy.collegeboard.org>.

College Board shall collect from Client, or Participating School, as applicable, the following student data in connection with the registration of the assessments you are ordering under this Agreement, with those asterisked required for registration. Client and College Board agree to comply with the Family Educational Rights and Privacy Act, 20 U.S.C. s. 1232g, and its implementing regulations, 34 C.F.R. pt. 99 ('FERPA'), as applicable. Client will obtain any and all consents necessary for students to participate in the assessment(s), if any.

- \*First and last name
- Middle initial
- \*Date of Birth
- \*Attending institution (AI Code)
- \*Grade
- \*Gender
- \*Test administration indicator (that is, which assessment)
- \*Season for testing
- Student identifier

College Board may collect additional data and information from students in connection with the assessments, all of which is optional and subject to College Board's privacy policies. *See Annex 1 for more information.*

For digital testing, College Board will receive certain information about the device used by the student and monitor and capture actions students take when using Bluebook to ensure the device is compatible for test security purposes, for test validation and research, as well as to develop and improve College Board products and services. We may disclose this information but only in aggregated and de-identified form.

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  - b. For SAT, State Direct Admissions Programs: State government agencies that are operating direct admissions programs on behalf of their state public higher education institutions may receive student data, including SAT score(s), solely for the purposes of facilitating and administering direct admissions on behalf of those institutions. College Board will enter into an agreement with any such state agency for these purposes. College Board is not involved in setting the criteria for any direct admission programs or offers, nor is College Board involved in any decision by the state agency or the state public higher education institution(s) to make (or decline to make) any direct admission offers. *See Annex 1.*



- c. For SAT, National Presidential Scholars: Data about eligible students are shared with the US Department of Education for purposes of the U.S. Presidential Scholars Programs. College Board will enter into an agreement with the US Department of Education for these purposes.
- d. For PSAT 10 and PSAT/NMSQT, National Recognition Programs: College Board uses student data to determine eligibility and administer its National Recognition Programs and share information with the student, their high school and district about the students' eligibility and recognition status.
- e. For PSAT/NMSQT, College Board will share scores, data derived from scores, certain student demographic information, and other information provided by students during testing with the National Merit Scholarship Corporation (NMSC) in order for NMSC to determine whether students are eligible for its National Merit Scholarship Program in accordance with the PSAT/NMSQT Student Guide and [www.nationalmerit.org](http://www.nationalmerit.org).
- f. Score Reporting to Students: College Board will report to the student the score achieved on assessments which are the subject matter of this Agreement, insights from those scores, and their AP Potential.
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- j. Test Security: College Board may use student data to identify and investigate potential test security incidents, communicate with students about any such incidents, and protect and enhance test security. College Board may disclose the results of test security investigations with third parties, including to the student's school, any score recipient, college, higher education institution or agency, scholarship organization, potential score recipient government agency in the U.S or abroad, parents, legal guardians, or law enforcement.
- k. Research: College Board may use de-identified data obtained from student test-takers for psychometric and educational research purposes to evaluate the validity of our assessments and ensure that tests are unbiased in terms of race, gender, and culture. College Board may use de-identified data to demonstrate the effectiveness of College Board programs and services. College Board may also use data to maintain, develop, support, improve and diagnose our services and applications.
- l. Operational Third Parties: College Board may use and disclose personally identifiable information to third parties providing services to College Board as necessary for its performance of the services in this Agreement and others necessary to administer the SAT Suite and related services. These vendors cannot relicense, sell, rent, or otherwise repurpose the information. These organizations have contractual requirements to protect personally identifiable information from unauthorized access, use, or disclosure.
- m. Other: College Board may disclose student data as required by law, when we believe in good faith that it's necessary to protect our rights, protect an individual's safety or the safety of others, investigate fraud, or respond to a government request.

College Board may retain information as needed for legitimate educational purposes, to provide services to students or their educational institution, comply with legal obligations, resolve disputes, and enforce College Board's agreements, which survive this Agreement.

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1. **Dedicated SAT School Day Customer Service for Educators:** College Board will provide Client with telephone customer service support for educators. Specifically, College Board will provide:
  - a. Step-by-step assistance with College Board online tools including SSD System, SSOR and TDTK;
  - b. Assistance with completing required forms such as AI Request Form;
  - c. Assistance with technical complications for Bluebook Installation and Registration login, for example; and
  - d. Feedback mechanism for counselors.

Dates and Times of Service: **Available three months prior to primary test date.** Standard hours of operation: Monday through Friday 9:00 a.m. to 6:00 p.m. Eastern Standard Time. Customer service for the SAT Program can also be accessed online at the following web address: <https://collegereadiness.collegeboard.org/contact-us>.

## X. ADDITIONAL SAT SCHOOL DAY TERMS AND CONDITIONS

1. **Ownership of Intellectual Property.** College Board is the exclusive owner of all rights in and to the digital Testing Platform, Bluebook, Test Day Toolkit (TDTK), K-12 Reporting Portal, AP Potential, guidebooks for students and Designated Personnel, SAT exam, SAT with Essay exam, PSAT/NMSQT, PSAT 10, and PSAT 8/9 examinations, all individual test items (questions) contained therein, including all copies thereof, test booklets, all examination materials and all data collected therefrom, including but not limited to student scores derived from the exam, are at all times exclusively owned by College Board. In addition, College Board is the exclusive owner of AP Potential, College Board's mobile app described below, and all publications and reports associated with SAT exam, SAT with Essay exam, PSAT/NMSQT, PSAT 10 and PSAT 8/9 described in this Agreement including all copyrights, trademarks, trade secrets, patents, and other similar proprietary rights, and all renewals and extensions thereof (all platforms, exams and related material referenced in this provision are collectively referred to as 'College Board Intellectual Property'). Client acknowledges and agrees that nothing in this Agreement shall be interpreted to indicate that College Board is passing its proprietary rights in and to College Board Intellectual Property to Client.

Except as expressly provided herein, Client is prohibited from copying, disseminating, publishing, displaying or distributing in any form, or reproducing any questions from the assessments including from digital testing or paper test booklets (if used) in whole or in part, without the prior written consent of College Board.

2. **SAT Suite Question Bank and License.** The SAT Suite Question Bank provides educators with the ability to access released PSAT 8/9, PSAT 10, and SAT questions by content domain, and score bands are provided for each question. College Board will release at least one full 'adaptive test panel' of content for each section of each assessment each year.

College Board grants Client a non-exclusive, limited and revocable license to use the SAT Suite Question Bank and any other released questions for the sole purpose of classroom teaching and internal reporting purposes. Client understands and acknowledges that the questions and answers explanation include College Board copyrighted content and may also

include third party copyrighted content for which you may only use for the aforementioned purposes. Client acknowledges and agrees that it has no right to upload or post online, cache, reproduce, modify, display, edit, alter or enhance any portion of the SAT Suite Question Bank questions and answers or the third-party content in any manner unless it has express written permission from College Board and the owner of the third-party content.

College Board reserves the right to revoke the above license grant if Client violates the terms of the license. In addition, College Board shall not be liable to Client nor any third party for Client's use of the question and answers explanation (including but not limited to, any copyright infringement claims) beyond the scope of the license.

3. **Student Score Report License.** College Board hereby grants Client a limited, nonexclusive, nontransferable, non-assignable right to access and use the student score reports provided for the assessment(s) pursuant to this Agreement for the legitimate educational purposes of internal analysis, which includes your internal training sessions, as long as the data used during training preserves the confidentiality of students. Client may not use or distribute the score reports or the data derived from them externally or to third parties other than the student without the express written consent of College Board.

## XI. FEE CALCULATION

1. **Fees.** The fee calculation for this Schedule is based on Client selections in SSOR. Pricing adjustments that reduce the fee per test for an amount less than the retail price are provided at the sole discretion of College Board.

Clients will be charged the fee in the attached Budget Schedule based on the number of SAT School Day tests submitted. The test volumes and total cost indicated in the Budget Schedule are estimates.

2. **Restrictions.** No student participating under this Schedule will be assessed an individual fee for taking the SAT School Day exam.

## XII. CLIENT CONTACT INFORMATION

	Primary <sup>1</sup>	Procurement <sup>2</sup>
Name:	Tara Battistoni	Kevin McCaffrey
Title:	Supervisor of Research, Development, and Student Testing	Director of Purchasing
Address:	236 Grand Street	236 Grand St
City/State/Zip:	Waterbury, CT 06702	Waterbury, CT 06702-1933
Phone:	203-574-8283	203-574-6747
Fax:	(203) 574-8010	
Email:	tbattistoni@waterbury.k12.ct.us	kmccaffery@waterburyct.org

<sup>1</sup> This is the person to whom College Board should direct primary communications.

<sup>2</sup> This is the person to whom College Board should send the Contract for review and approval within the district procurement/contract department.

## Annex 1

### College Board's College and Career Readiness Educational Services

With the assessment(s) ordered under this Agreement (each a 'Covered Assessment' and collectively 'Covered Assessments'), College Board shall provide the following educational services to help students navigate post-secondary and career pathways and to help K-12 educators and counselors serve their students' needs (collectively, 'Educational Services').

'App' refers to a College Board mobile application, BigFuture® School, that students age 13 and older can download from the App Store to access Educational Services. The App is only available for students taking the SAT School Day, PSAT/NMSQT and PSAT 10. 'BigFuture School' as used herein refers to the Educational Services provided on the App (including in-App notifications if the student elects to turn on those notifications) and potential other channels such as through a website portal exclusively for the Educational Services.

**SCORE INFORMATION:** In BigFuture School, students may access their scores and other score information (collectively, 'Score Information') for College Board assessments including scores received by students on Covered Assessments.

**RECOMMENDATIONS:** In BigFuture School, College Board may provide students with educational information and recommendations about college and career options including, for example, AP Potential, postsecondary options and opportunities, career pathways, scholarships, National Recognition Program potential eligibility, financial aid and paying for college information, and opportunities to participate in College Board research studies (collectively, 'Recommendations'). In providing and customizing Recommendations, College Board may use student information collected in connection with Covered Assessments and through students' use of Educational Services. In the Recommendations, College Board may include third-party links to other sites that are not operated by us, including colleges, universities, scholarship organizations, and career information sites. College Board is not responsible for the content or operation of other websites, and links to other websites are not intended to imply endorsement of them by College Board.

**CONNECTIONS\*:** Connections is a College Board program through which students are provided information about non-profit colleges, universities, scholarship organizations and other nonprofit educational organizations ('Eligible Institutions') and may receive preliminary offers of admission from nonprofit colleges and universities ('Participating Colleges'), based on criteria provided by those Eligible Institutions and Participating Colleges, which may include student interests, demographics, students' use of Educational Services, and other information collected by College Board during Covered Assessment(s) for which the student opts-in to Connections (collectively, 'Messages'). The students' interests and preferences (such as through user controls within the App, through engagement in BigFuture School, and any updates students make to their information in their use of Educational Services) may also influence and personalize the students' experiences within BigFuture School and the content of Messages. For Messages from Eligible Institutions, assessment score ranges the student received on past and future SAT, AP, PSAT/NMSQT and PSAT10 assessments may be used. For Messages with preliminary offers of admission from Participating Colleges, assessment score ranges the student received on past and future SAT assessments may be used, and race and ethnicity will not be used. **College Board never shares students' personally identifiable information with Eligible Institutions or Participating Colleges as part of Connections.**

Connections is entirely optional, and students must affirmatively opt-in and agree to College Board's use of their information as described above for Connections if they wish to participate. Unless an LEA or a school directs College Board to exclude its students from Connections (as further described below), students can opt-in during Covered Assessment(s) or in the App and may be able to do so through other channels. Students can opt-out any time, as described more fully below.

Opted-in students may receive Messages from Eligible Institutions and Participating Colleges in the App (including in-App notifications if the student elects to turn on those notifications), by hard copy mail, and by email, subject to the student providing their home address, email, and/or downloads the mobile application, all of which data elements are optional. Eligible Institutions and Participating Colleges do not know the identity of a student to whom Messages are delivered unless and until the student chooses to provide their personal information directly to the Eligible Institution or Participating College, which the student can only do outside of the App and outside of the Educational Services. A student may be able to link from the App, email, or QR code in a mailing to further content within BigFuture School or to an external webpage or webform hosted by that Eligible Institution or Participating College. Messages from Participating Colleges with a preliminary offer of admission will include a school-specific website link through which the student may share their information directly with the Participating College, after which the Participating College may inform the student about any next steps to enroll as well as to be considered for any financial aid. College Board may track students' access to such links/webpages for purposes of reporting and analytics, but College Board will not disclose such information to Eligible Institutions or Participating Colleges other than in de-identified and aggregated form.

Messages are created by Eligible Institutions and Participating Colleges and may include text, images, videos, and interactive elements. While the Messages may be personalized by College Board (e.g., student name at the top of an email) through

automated means, College Board does not create, edit, or approve of Messages and is not responsible for Messages. Notwithstanding the foregoing, College Board may send a communication to the student alerting them that Message(s) are forthcoming and/or available in BigFuture School for them to access.

For students who receive a preliminary offer of admission in a Message, there is no guarantee of admission, scholarships, or financial aid and it may require them to complete additional steps to accept the offer as defined by the Participating College(s). The Participating College(s) may also require confirmation of information it relied upon in making a preliminary offer of admission, such as requiring the student to submit their final transcript to complete the admissions process. Each Participating College makes the decision on preliminary offers of admission. College Board is not involved in any of the selection or decision making by the Participating College(s).

Students who choose to opt-in to Connections can opt out at any time, for any or all Covered Assessment(s). Students can also choose to remain in Connections for any or all Covered Assessment(s) but opt-out of individual communications channels (emails, hardcopy mailings, and in-App). Students have multiple ways to opt-out, including, an opt-out feature within the App, an unsubscribe option from Connections emails, opt-out instructions included in each mailing, and by contacting College Board's customer service.

\*Not offered in New York at this time. There may be other exclusions.

#### ADDITIONAL DETAILS REGARDING EDUCATIONAL SERVICES:

There is no incremental cost for Educational Services.

College Board shall provide Client with reporting on its students' use of Educational Services, with the content and cadence within College Board's sole discretion.

College Board collects certain information from students during Covered Assessments to ensure test validity and fairness, for identity matching and the purposes described above under the 'College Board Collection, Use, and Disclosure of Data' section. College Board also uses that information in Educational Services, as described above, and to communicate with students about their Covered Assessment(s) and the Educational Services. For students who use the Educational Services, they may be able to update this information within the Educational Services, if they so choose. **All questions are optional.**

Questions include the following:

- Home/Mailing Address
- Email Address
- Race
- Ethnicity
- First Language
- Best Language
- GPA
- Intended College Major
- Level of Education Aspirations
- Parents' Level of Education

The following are only asked for the PSAT/NMSQT:

- Whether the student is enrolled in high school traditional or homeschooled
- Whether the student will complete or leave high school and enroll full-time in college
- How many total years the student will spend in grades 9-12
- Whether the student is a U.S. citizen (for students testing outside the United States)

To use the App, College Board will provide a secure method for the student to access and authenticate their identity using information collected about them in connection with the Covered Assessment(s) and Educational Services. This may include students providing a mobile number during the administration of the Covered Assessment with their phone number then being used to authenticate into the App. Students are encouraged to provide an email address solely for App account recovery purposes. By providing their mobile number, the student authorizes College Board to text them to download the App, authenticate into the App, and about their scores, including when their scores are available for Covered Assessments.. College Board does not use mobile numbers collected during Covered Assessments for any other purposes. The foregoing is clearly explained to the student.

Client may direct College Board to automatically exclude its students from Connections for one or more Covered Assessments by contacting College Board Customer Service at (866) 609-1369. Client may visit [collegeboard.org/connections-tc](https://collegeboard.org/connections-tc) for more information about Connections and for access to an opt-out form.

- Opt-outs must be submitted before the a deadline communicated by College Board for each assessment in order to suppress displaying the Connections opt-in to students during their testing experience for the Covered Assessment(s).
- If a student had already opted-in to Connections before Client opted-out of Connections for a Covered Assessment, (i) the student's data from Covered Assessment(s) for which Client opted out of Connections will no longer be used for Connections upon College Board's implementation of Client's opt out; (ii) the student's data from any Covered Assessment(s) for which Client chose not to opt-out of Connections may continue to be used for Connections and the student may still use the Connections feature within the App; and (iii) if Client excludes its students from Connections for all Covered Assessments, use of the student data for Connections for those Covered Assessments will cease upon College Board's implementation of Client's opt out, the students will not receive any new Messages, and any previously delivered Messages may be still accessed by students.
- If Client opts-out, scores the student received on Covered Assessment(s) may still be used for Connections as described above if the student opted-in to Connections through an agreement between College Board and their school, district, or state which has access to Covered Assessment score(s).
- In some instances, Client's state may have elected to opt-out its students and College Board will abide by that exclusion for Client's students.
- If Client opts-out, Client may revoke this opt-out election by contacting College Board at SAT Customer Service at 888-SAT-HELP, +1-212-520-8600 (International), or email [sateducator@collegeboard.org](mailto:sateducator@collegeboard.org).
- If Client opts-out, Client's students will not going forward be able to opt-in to Connections for the Covered Assessment(s) for which Client opted out of Connections.
- Upon opt-out, students will still be able to use BigFuture School to receive Score Information and Recommendations.

Students may have opportunities to link from BigFuture School to BigFuture® and to other college and career planning services on College Board's website, [www.collegeboard.org](http://www.collegeboard.org). Those services are not part of Educational Services and do not use student data collected under the Covered Assessments which are the subject matter of this Agreement or any DPA; the only exception being scores on College Board assessments, as all students have independent rights in their own test scores, as further acknowledged above. Students use BigFuture in their personal capacity and may need a personal College Board account to use certain features. Students with personal College Board accounts may also be able to access their scores through their personal accounts. Students may also have opportunities to copy data from their personal College Board accounts to Educational Services for use in the Educational Services. Such data copies shall be considered part of Educational Services and those copies are subject to the same privacy rules as student data collected during Covered Assessments. [collegeboard.org/privacycenter](http://collegeboard.org/privacycenter).

**Budget Schedule**

Product Name	Start Date	End Date	Quantity	Unit Price	Cost	Discount	Total Cost
PSAT 8/9: Fall 2024	July 1, 2024	June 30, 2025	1,690	\$14.00	\$23,660.00	\$8,174.53	\$15,485.47
SAT School Day: Fall 2024	July 1, 2024	June 30, 2025	1,250	\$60.00	\$75,000.00	\$42,600.00	\$32,400.00
PSAT 8/9: Spring 2025	July 1, 2024	June 30, 2025	1,690	\$14.00	\$23,660.00	\$8,174.53	\$15,485.47
PSAT 10: Spring 2025	July 1, 2024	June 30, 2025	1,610	\$18.00	\$28,980.00	\$10,012.59	\$18,967.41
PSAT/NMSQT: Fall 2024	July 1, 2024	June 30, 2025	1,610	\$18.00	\$28,980.00	\$10,012.59	\$18,967.41

Subtotal: \$180,280.00

Total Discount: \$78,974.24

Total Cost: \$101,305.76

**CITY OF WATERBURY  
ANNUAL STATEMENT OF FINANCIAL INTERESTS (Calendar Year 202\_\_)  
Persons or Entities Conducting Business with the City**

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

**A. Contracts**

No Contracts with the City

**PSAT/NMSQT, PSAT 10, PSAT 8/9, SAT School Day, SpringBoard**

(Service or Commodity Covered by Contract)

**July 1, 2024 to June 1 2025**

(Term of Contract)

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(Service or Commodity Covered by Contract)

(Term of Contract)

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(Service or Commodity Covered by Contract)

(Term of Contract)



**CITY OF WATERBURY  
ANNUAL STATEMENT OF FINANCIAL INTERESTS (Calendar Year 202\_\_)  
Persons or Entities Conducting Business with the City**

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

**No Purchase Order(s) with the City**

(Service or Commodity Covered by Purchase Order)

(Date of Purchase Order)



(Service or Commodity Covered by Purchase Order)

(Date of Purchase Order)



(Service or Commodity Covered by Purchase Order)

(Date of Purchase Order)

**CITY OF WATERBURY  
ANNUAL STATEMENT OF FINANCIAL INTERESTS (Calendar Year 202\_\_)  
Persons or Entities Conducting Business with the City**

**II. Financial Interest Disclosure**

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

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

(Name of Official)

(Position with City)

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

Interest Held By:

Self

Spouse

Joint

Child

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(Name of Official)

(Position with City)

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

Interest Held By:

Self

Spouse

Joint

Child

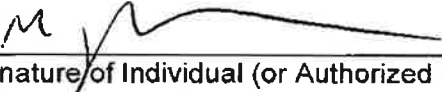
1. I certify that this Annual Statement of Financial Interests is a complete and accurate statement of those matter required to be disclosed by me pursuant to §39.061 of the Code of Ordinances.

2. I understand that if I fail to file an Annual Statement (or amendment thereto) or an inaccurate Statement I will be in violation with Chapter 39 of the Code of Ordinance and, thereby, subject to the remedies set forth in §§38.71 and 39.101 of said Code.

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

I have read and agree to the above certification.

College Board  
(Name of Company, if applicable)

 7/24/2024  
Signature/of Individual (or Authorized Signatory) Date

Matthew Wagner, Interim President  
Print or Type Name and Title (if applicable)

DELIVERED | By Mail  Hand-Delivered

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

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

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

- declared ineligible, or voluntarily excluded from participation in this covered transaction unless authorized by the department or agency with which this transaction originated.
6. The prospective lower tier participant, vendor or contractor further agrees by submitting the attached proposal and/or this document that it will include the clause titled "Certification Regarding Debarment, Suspension, Ineligibility, and Voluntary Exclusion-Lower Tier Covered Transactions", without modification, in all covered transaction and in all solicitations for covered transactions.
7. A participant in a covered transaction may rely upon the certification of a prospective participant in a covered transaction that it is not debarred, suspended, ineligible, or voluntarily excluded from the covered transaction, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. Each participant may but is not required to, check the Non-procurement List.
8. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required herein. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.
9. Except for transactions authorized under paragraph 5 herein, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the Federal, State or Municipal government, the department or agency with which this transaction originated may pursue available remedies, including suspension and/or debarment.

**Certification**

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

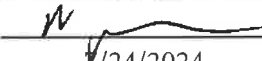
Full Legal Name and address of Recipient, Vendor, or Contractor:

College Board  
250 Vesey Street  
New York, NY 10281

Print Name and Title of Authorized Representative:

Matthew Wagner, Interim President

Signature of Authorized Representative:

  
Date: 1/24/2024



**EXECUTIVE COMMITTEE OF THE BOARD OF TRUSTEES  
OF COLLEGE BOARD**

**June 27, 2024**

**RESOLUTION APPROVING INTERIM PRESIDENT OF THE CORPORATION**

**WHEREAS**, the Board of Trustees of College Board (the “Corporation”) is authorized by the Bylaws to appoint certain officers of the Corporation;

**WHEREAS**, the President of the Corporation is on leave to the U.S. Department of Education and his responsibilities shall be allocated to an Interim President; and

**WHEREAS**, the individual listed below shall hold such positions with roles and responsibilities customarily held by such officer or otherwise required by the Bylaws.

**THEREFORE, IT IS RESOLVED** that the following person be, and he hereby is, appointed to the office set forth opposite his name, to hold such office until their respective successor shall have been appointed or until the President returns to the Corporation or his earlier resignation or removal:

Name	Office
Matthew Wagner	Interim President

**FURTHER, IT IS RESOLVED**, that the Interim President of the Corporation be, and he hereby is, authorized, empowered and directed, in the name of and on behalf of the Corporation, to act on and represent, to do or cause to be done all such acts and things, to exercise actual or apparent authority consistent with the duties and responsibilities of such position, and to act in any manner consistent with the duties and responsibilities of such position, such determination being conclusively evidenced by such action; and

**FURTHER, IT IS RESOLVED**, that the Interim President be, and he hereby is, authorized to approve certain activities and transactions of the Corporation, and to sign contracts and documents on behalf of the Corporation within the limits and structure for the President of the Corporation as set forth in the Approval and Signing Authority approved by the Board of Trustees in 2024, and to do so until the President returns to the Corporation or his earlier resignation or removal; and

**FURTHER, IT IS RESOLVED**, that all actions taken by the Interim President of the Corporation since June 17, 2024, be, and they hereby are, in all respects ratified, confirmed and approved.

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

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

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

State of   New York  

SS.: \_\_\_\_\_

County of   New York  

  Matthew Wagner    
being first duly sworn, deposes and says that:

1. I am the **owner, partner, officer, representative, agent or Interim President** of   College Board   (Contractor's Name), the Contractor that has submitted the attached agreement.

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

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

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

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

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

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

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

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

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

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

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

Name	Title	Affiliated Company (if none state NONE)	Service or Material	DOB
1TBD	Assessments	N/A	Material	N/A
2				
3				
4				

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

Organization Name	Address	Type of Ownership
1N/A none		
2		
3		
4		

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

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

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

<b>Name</b>	<b>Title</b>	<b>DOB</b>	<b>Stock %</b>
1None			
2		College Board is a non -for-profit organization and we do not have stocks	
3			
4			

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

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

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

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



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

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

**For Partnership/Sole Proprietor**

In presence of:

Witness

Name of Partnership/Business

By: \_\_\_\_\_  
Name of General Partner/ Sole Proprietor

Address of Business

State of New York )

) SS

County of Nassau )



Matthew Wagner being duly sworn,

Deposes and says that he/she is Interim President of College Board and that he/she answers to the foregoing questions and all statements therein are true and correct.

Subscribed and sworn to before me this 24th day of July 2024

My Commission Expires: 5/17/2027

Nicole Simone McIntyre  
(Notary Public)

**For Corporation**

Carla Sapp

Witness

Carla Sapp  
Contracts Specialist

M. Wagner  
Matthew Wagner, Interim President  
Name of Corporate Signatory

250 Vesey Street, New York, NY 10281  
Address of Business

**NICOLE SIMONE MCINTYRE**  
NOTARY PUBLIC, STATE OF NEW YORK  
Registration No. 01MC6236022  
Qualified in Nassau County  
My Commission Expires: 5/17/2027

**CITY OF WATERBURY  
DEPARTMENT OF FINANCE – RISK MANAGEMENT  
CERTIFICATE OF INSURANCE REVIEW FORM**

**Contract Recipient or Vendor Name: College Board**

**Requesting Department: BOE**

**Department Contact: Jerry Gay [jerry.gay@waterbury.k12.ct.us](mailto:jerry.gay@waterbury.k12.ct.us)**

**Description of work to be performed:**  
Provide PSAT & SAT test materials as needed

**Estimated Contract Duration and End Date: 1 year**

---

**Date Reviewed: 07/29/2024**

**Insurance Certificate Term: 01/01/2024 – 01/01/2025**

**Payment / Performance Bond:**  
**Verification of Existence of Fidelity and Surety in CT**  
**[https://portal.ct.gov/-/media/CID/1\\_Lists/licencom.pdf](https://portal.ct.gov/-/media/CID/1_Lists/licencom.pdf)**

**Certificate Meets Insurance Specifications: Yes**

**Insurance Carrier A.M. Best Rating: A-/7 or better**

**Comments:**

**Approved: Yes**

 7-29-24  
**Risk Manager or Authorized Designee**

Client#: 353512

COLLEBOARD

ACORD™

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 7/26/2024

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer any rights to the certificate holder in lieu of such endorsement(s).

PRODUCER: Conner Strong & Buckelew, PO Box 99106, Camden, NJ 08101, 877 861-3220. CONTACT NAME: Hayden Underwood, PHONE: 856-479-2117, FAX: (A/C, No):, E-MAIL: hunderwood@connerstrong.com, ADDRESS: hunderwood@connerstrong.com. INSURER(S) AFFORDING COVERAGE: INSURER A: Liberty Insurance Corporation (NAIC # 42404), INSURER B: Liberty Mutual Fire Insurance Company (23035), INSURER C: AIG Specialty Insurance Company (26883), INSURER D: , INSURER E: , INSURER F: .

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN. THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

Table with columns: INSR LTR, TYPE OF INSURANCE, ADDL SUBR INSR, WVD, POLICY NUMBER, POLICY EFF (MM/DD/YYYY), POLICY EXP (MM/DD/YYYY), LIMITS. Rows include: A COMMERCIAL GENERAL LIABILITY (TB7Z51292899024), B AUTOMOBILE LIABILITY (AS2Z51292899034), A UMBRELLA LIAB (TH7Z51292899064), A WORKERS COMPENSATION AND EMPLOYERS' LIABILITY (WC7Z51292899014), C Professional Liability (019045046).

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required) RE: CB-00037331 SAT & PSAT Tests

Waterbury Public Schools, The City of Waterbury and its Board of Education are included as Additional Insured on the above referenced Commercial General Liability Policy if required by written contract.

(See Attached Descriptions)

CERTIFICATE HOLDER: Waterbury Public Schools, 235 Grand Street, 1st Floor, Waterbury, CT 06702. CANCELLATION: SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE: W. Michael Trapani

## DESCRIPTIONS (Continued from Page 1)

A Waiver of Subrogation applies in favor of Waterbury Public Schools, The City of Waterbury and its Board of Education on the above referenced Commercial General Liability Policy if required by written contract and permitted by law.

**CITY OF WATERBURY**  
Insurance Bid Specifications Recommendation  
**RISK MANAGEMENT**

**Submitting Department: BOE**

**Contact Name: Jerry Gay [jerry.gay@waterbury.k12.ct.us](mailto:jerry.gay@waterbury.k12.ct.us)**

**Tara Battistoni [tbattistoni@waterbury.k12.ct.us](mailto:tbattistoni@waterbury.k12.ct.us)**

**Description of Project/Work/Services: Provide PSAT & SAT tests as needed**

**Insurance Requirements**

Contractor/Vendor shall agree to maintain in force at all times during the contract the following minimum coverages and shall name City of Waterbury and the Waterbury Board of Ed as an Additional Insured on a primary and non-contributory basis to all policies, except Workers Compensation. All policies should also include a Waiver of Subrogation. Insurance shall be written with Carriers approved in the State of Connecticut and with a minimum AM Best's rating of "A-" "VIII".

If any policy is written on a "Claims Made" basis, the policy must be continually renewed for a minimum of two (2) years from the completion date of this contract. If the policy is replaced and/or the retroactive date is changed, then the expiring policy must be endorsed to extend the reporting period for claims for the policy in effect during the contract for two (2) years from the completion date.

Original, completed Certificates of Insurance must be presented to The City of Waterbury and the Waterbury Board of Ed prior to contract issuance. Contractor/Vendor agrees to provide replacement/renewal certificates at least 30 days prior to the expiration date of the policies. Should any of the above described policies be cancelled, limits reduced or coverage altered, 30 days written notice must be given to the City of Waterbury and the Waterbury Board of Ed.

**General Liability:**            \$1,000,000 each Occurrence  
   \$2,000,000 General Aggregate  
   \$2,000,000 Products/ Completed Operations Aggregate

**Excess/ Umbrella Liability:** \$1,000,000 each Occurrence  
   \$1,000,000 Aggregate

**Professional Liability/E&O:**    \$1,000,000 each Wrongful Act  
   \$1,000,000 Aggregate

A handwritten signature in blue ink, possibly reading 'Tara Battistoni', with the date '7/23/24' written next to it.

**Wording for Additional Insured Endorsement and Waiver of Subrogation:**

The City of Waterbury and its Board of Education is listed as an Additional Insured on a primary and non-contributory basis on all policies except Professional Liability. All policies shall include a Waiver of Subrogation except Professional Liability.

CITY OF WATERBURY  
DEPARTMENT OF FINANCE - RISK MANAGEMENT  
Insurance Bid Specifications Review Request Form

Instructions: Please complete the below sections on this word document and email back to Rona Nickerl at [rnickerl@waterburyct.org](mailto:rnickerl@waterburyct.org) . Save the word file under a contract reference name and tracking number used within your department and attach to email.

Requesting Department: BOE - Contracts

Requesting Department Contact: Jerry Gay & Tara Battistoni

Detailed description of Work/Services to be performed: Provide PSAT & SAT tests

Environmental Services Included — If YES, describe: None

Medical Services Included — If YES, describe: None

Hazardous Substances — If YES, describe: None

Will Use of Subcontractors be Permitted? None

Summarize any other Special Conditions: None

Estimated Cost: \$ 110,000

Contract Term: 1 year – 5/6/30/25

Summarize Insurance Coverage & Limits used for Previous Contract - If applicable:  
See attached for last years COI approval. There are no material changes to the program.



CITY OF WATERBURY, RISK MANAGEMENT  
Insurance Bid Specifications Recommendation

Submitting Department: BOE

Contact Name: Jerry Gay / Tara Battistoni

Project: College Board tests – SAT & PSAT

Date : 7/22/24

Description of Work/Services: Provide PSAT & SAT tests as needed

Contract Term: to 6/30/25

Recommended Insurance Coverages and Limits: Contractor shall agree to maintain in force at all times during the contract the following minimum coverage's. All policies shall be written with Carriers approved in the State of Connecticut and with a minimum AM Best's Rating of VIII. In addition, all Carriers are subject to approval by the City of Waterbury.

General Liability: each \$ \_\_\_\_\_ each Occurrence  
\$ \_\_\_\_\_ General Aggregate  
\$ \_\_\_\_\_ Products/ Completed Operations Aggregate

Auto Liability: \$ \_\_\_\_\_ Combined Single Limit each Accident  
Any Auto, All Owned and Hired Autos

Workers Compensation: WC Statutory Limits  
Employer Liability (EL)  
\$ \_\_\_\_\_ EL each Accident  
\$ \_\_\_\_\_ EL Disease each Employee EL Disease  
\$ \_\_\_\_\_ EL Policy Limits

Excess/ Umbrella Liability: \$ \_\_\_\_\_ each Occurrence  
\$ \_\_\_\_\_ Aggregate

Builder's Risk/installation Floater Insurance: \$ \_\_\_\_\_ each Occurrence OR Limits equaling  
The Value of the Project not necessary not construction

Contractors Pollution Liability Insurance \$ \_\_\_\_\_ each Occurrence/Claim  
\$ \_\_\_\_\_ Aggregate

There will be no exclusion for Hazardous materials, including Asbestos and Lead

No construction

Professional Liability/E&O: \$ \_\_\_\_\_ each Wrongful Act  
\$ \_\_\_\_\_ Aggregate

Other Insurance Required: Abuse / Molestation Liab Ins. \$ \_\_\_\_\_ each Occurrence  
\$ \_\_\_\_\_ Aggregate

(Applicable to Contractors working directly with Youth/Minors) no children that I am aware of

Wording for Additional Insured Endorsement and Waiver of Subrogation:

The City Waterbury is listed as an Additional Insured on a primary and non-contributory basis on all policies except Workers Compensation and Professional Liability. All policies shall include a Waiver of Subrogation except Builders Risk and Professional Liability.



July 2, 2024

Waterbury Public Schools  
236 Grand Street  
Waterbury, CT 06702

Re: Sole Source Justification

To whom it may concern:

College Board's mission is to connect students to college and career success and opportunity. We are a not-for-profit membership organization committed to excellence and equity in education.

This letter is to affirm that College Board is the sole source owner of the following programs, examinations, publications, and software, which include tangible and intangible related services and materials collectively referred to as "Official College Board Offerings." Such Official College Board Offerings include without limitation the following: BigFuture<sup>®</sup>, BigFuture<sup>®</sup> School, Connections<sup>™</sup>, Institutional Documentation Service (IDOC<sup>™</sup>), INAS<sup>®</sup>, PowerFAIDS<sup>™</sup>, CSS PROFILE<sup>®</sup>, Student Search Service<sup>™</sup>, The College Board Net Price Calculator, Advanced Placement<sup>®</sup> (AP<sup>®</sup>) including AP<sup>®</sup> Mentoring, AP Capstone<sup>™</sup>, and AP Potential<sup>™</sup>, Pre-AP<sup>®</sup>, ACCUPLACER<sup>®</sup>, CLEP<sup>®</sup>, PSAT<sup>™</sup> 8/9, PSAT<sup>™</sup> 10, PSAT/NMSQT<sup>®</sup><sup>1</sup>, SAT<sup>®</sup>, SpringBoard<sup>®</sup>, SpringBoard Digital<sup>®</sup>, Landscape<sup>®</sup>, Bluebook<sup>™</sup>, and Career Kickstart<sup>™</sup>.

Feel free to contact [contractsmanagement@collegeboard.org](mailto:contractsmanagement@collegeboard.org) if you should have any questions or concerns. Thank you for the chance to use Official College Board Offerings to help your students connect to post-secondary success.

Regards,

A handwritten signature in black ink, appearing to read "M Wagner", written in a cursive style.

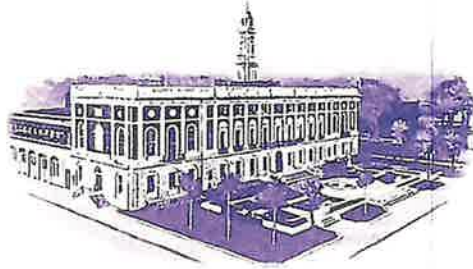
Matthew Wagner  
Interim President

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<sup>1</sup> PSAT/NMSQT is a registered trademark of College Board and National Merit Scholarship Corporation.




KEVIN McCaffery  
DIRECTOR OF PURCHASING



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

To: Tara Battistoni, M.S., Supervisor of Research, Development, and Student Testing

From: Kevin McCaffery, Director of Purchasing 

Subject: Sole Source for PSAT™ and SAT® provided by College Board

Date: July 22, 2024

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After review of the sole source letter dated July 2, 2024 indicating that College Board is the only source that can provide the products PSAT™ and SAT® which is required by your department, it is my opinion that this is a sole source procurement per §38.026 SOLE SOURCE PROCUREMENT (B) (1).

## Crystal Burr

---

**From:** Tara Battistoni <tbattistoni@waterbury.k12.ct.us>  
**Sent:** Tuesday, July 25, 2023 1:37 PM  
**To:** Crystal Burr  
**Cc:** Insurance Requests  
**Subject:** RE: College Board PSAT/SAT Contract COI Approval Request

The vendor is actually never on site for this contract. Only our district personnel receive materials (via mail) and administer exams (and all exams will be fully online spring 2024 – we have been transitioning from paper to online).

Hope that helps.

Tara



**Tara Battistoni, M.S.**  
Supervisor of Research, Development, and Student Testing  
National Smarter Balanced Performance and Practice Committee Member  
Waterbury Public Schools  
tbattistoni@waterbury.k12.ct.us  
236 Grand Street | Waterbury, CT 06702  
O: (203) 574-8283 | Ext: 11265 | F: (203) 346-3514

**From:** Crystal Burr [mailto:cburr@waterburyct.org]  
**Sent:** Tuesday, July 25, 2023 1:31 PM  
**To:** Tara Battistoni <tbattistoni@waterbury.k12.ct.us>  
**Cc:** Insurance Requests <InsuranceRequests@waterburyct.org>  
**Subject:** RE: College Board PSAT/SAT Contract COI Approval Request

**EXTERNAL MAIL- Think before you Click. More than 90% of successful cyber attacks start with a phishing email. This email originated from outside the District.**

Good afternoon Tara,  
Can you please provide me with one last piece of information in helping to get the recommendations over to you?

When the exams are being administered and/or the vendor is on site will there be staff members present at all times? Will the vendor be accompanied by staff at all times?

**~ Crystal Burr**  
**Administrative Associate III**  
**Finance Department / Risk Management**  
**235 Grand Street**  
**Waterbury, CT 06708**  
**203-574-6840 ext. 7067**  
**Fax: 203-753-6831**

## Crystal Burr

---

**From:** JERRY GAY <jerry.gay@waterbury.k12.ct.us>  
**Sent:** Monday, July 22, 2024 2:55 PM  
**To:** Insurance Requests  
**Cc:** Tara Battistoni  
**Subject:** Limits Req - College Brd  
**Attachments:** Insurance limits request - Clge Board Tests.docx; Risk Management Limits Req - 24-25 Clge Brd.docx; Risk Management Limits Req - 24-25 Clge Brd.docx; Sole Approve - 24-25 College Brd.pdf

Good aft,

Please see the attached requesting limits for College Board providing us with SAT & PSAT tests as in prior years. Also attached is last years COI approval and this years Sole Source approval from Purchasing. Thank You,

Jerry Gay, BOE Contracts Manager  
Waterbury Board of Education  
236 Grand Street, Rm 263  
Waterbury, CT. 06702  
203-346-3989 ; Ext 11225  
jerry.gay@waterbury.k12.ct.us

This email message, including any attachment(s), is for the exclusive use of the intended recipients and may contain confidential and/or privileged information under applicable federal and state laws, including, but not limited to, the Family Educational Rights and Privacy Act (FERPA). If the reader of this message is not an intended recipient, you are hereby directed to delete and destroy this message and any copies of the same and to contact the sender immediately. Any unauthorized review, use, disclosure or distribution of this message, including any of its attachment(s), is strictly prohibited.

THE CITY OF WATERBURY  
MEMORANDUM

**From:** Delinquent Tax Office

**Date** 7/26/2024

**To:** Jerry Gay- Contract Manager  
Department of Education

**Subject:** Tax Clearance

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As of this date, the records in the Tax Collector's Office indicate that the following is not delinquent.

College Board  
250 Vesey St.  
New York, NY 10281

If you have any questions regarding this issue, do not hesitate to call our office at (203) 574-6815.

Very truly yours,



Nancy J. Olson, CCMC  
Deputy Revenue Collections Manager  
City of Waterbury

NJO/wmf

**RQ+Nbr+0254461+from+Brophy+Tiffani**

Drill Around - No Comments Exist

<b>Requisition</b>	0254461	<b>Requester</b>	B026I	
<b>Requested Delivery Date</b>		<b>Requesting Location</b>	29634 - Alliance District 24-25	
<b>Buyer</b>	KM	<b>Vendor</b>	The College Board	<b>Bid, Contract or ITB Number</b>

Item	Description	Acct Unit	Account	Activity	Acct Cat	Quantity	UOM	Unit Cost	Extended Cost	Item Type
SAT/PSAT TESTING	2024-2025 SCHOOL YEAR	27100-2425	533000	27100242518903	300	101305.7600	EA	\$1.00000	\$101305.76	S

<b>Lines</b>	1
<b>Inventory Total</b>	\$0.00
<b>Non Stock Total</b>	\$0.00
<b>Special and Services Total</b>	\$101305.76
<b>Requisition Total</b>	\$101305.76

*funds certified. Requisition approved des 7.26.24*

OFFICE OF THE CORPORATION COUNSEL  
CITY OF WATERBURY

(Phone: 203-574-6731; Fax: 203-574-8340)

ACKNOWLEDGEMENT OF REVIEW OF CONTRACT OR GRANT

Re: Contract or Grant: CONTRACT

Department: EDUCATION – ACADEMICS (PSAT/SAT)

I hereby acknowledge that I, as department head of the above referenced department, or my designee, have personally and thoroughly reviewed the above-referenced final contract/grant and that this contract/grant fully and adequately documents all the details and particulars with reference to the term, specifications as was bid, compensation, fees and expenses payable by the City.

I further acknowledge that the Scope of Services is complete and contains all services expected to be performed by the contractor for the City of Waterbury.

BY: *Jane Smith*

8/22/24  
Date

**CITY OF WATERBURY**  
**PROJECT OR CONTRACT CERTIFICATION (INCLUDING ARPA/ESSER MONIES)**

To: Director of Purchasing  
Re: ITB/RFP Number: N/A  
Project: College Board PSAT/SAT  
Cost of Project (Estimated): \$ 101,305.76 Funding Source(s): Alliance

Dollar Amounts of Funds Used:

Federal Funds: \$ 0 State Funds: \$ 101,305.76  
Local Funds: \$ 0 ARPA/ESSER Funds\*: \$ 0

**\*Note: If ARPA/ESSER funds are used, please contact Angela Juliani for counsel assignment and Michael LeBlanc (City projects) or Doreen Biolo (BOE projects) must sign this form at the bottom.**

Name of Assigned Counsel for ARPA/ESSER Projects: N/A

I hereby certify that I, Janet Frenis, Department Head, or Department Head designee, have reviewed the requirements of the above-mentioned project/contract and have determined that:

Good Jobs Ordinance: Applies  Does Not Apply   
*(in the event that this applies, a representative from the Northwest Regional Workforce Investment Board must sign this form. Send form to [Catherine.Awwad@nrwib.org](mailto:Catherine.Awwad@nrwib.org) or [Joe.Diorio@NRWIB.org](mailto:Joe.Diorio@NRWIB.org) )*

Section 3 – Housing and Urban Development Act:    
*(in the event that this applies, a representative from the Northwest Regional Workforce Investment Board must sign this form. Send form to [Catherine.Awwad@nrwib.org](mailto:Catherine.Awwad@nrwib.org) or [Joe.Diorio@NRWIB.org](mailto:Joe.Diorio@NRWIB.org) )*

C.G.S. § 4a-60g set-aside requirements (CHRO):    
*(in the event that this applies, the contract is a municipal Public Works contract that requires a State set-aside)*

C.G.S. § 4a-100 Construction Contractor Prequalification:    
*(in the event that this applies, the contractor must be prequalified with State of CT-DAS before bidding on projects over \$500,000)*

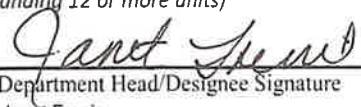
State Prevailing Wages:    
*(Remodel of \$100,000 or more or New Construction of \$1 million or more, regardless of source of funds)*

Federal Prevailing Wages:    
*(Federal funding over \$2,000, for HOME it applies when funding 12 or more units)*

Education, Academics

Department  
7/29/24

Date

  
Department Head/Designee Signature  
Janet Frenis

Print Name

Northwest Regional Workforce Investment Board Executive Director/Designee Signature

Date

Print Name

ARPA/ESSER Signature: Michael LeBlanc(City projects)

Doreen Biolo (BOE projects)



#7a

**ESSER/ARP Monthly Expenditure Report**  
**Board of Education Workshop**  
**September 5, 2024**

**ESSER I**

Beginning Date March 2020  
Ending Date September 2022

**Total Grant : \$9,394,519**

**Public Portion - \$8,462,310**  
\$8,462,310 YTD Exp/Enc  
\$ 0 YTD Balance

**Non-Public Portion: \$932,209**  
\$932,209 YTD Exp/Enc  
\$ 0 YTD Balance

**ESSER II**

Beginning Date December 2020  
Ending Date September 2023

**Total Grant : \$41,651,124**

\$41,651,124 YTD Exp/Enc  
\$ 0 YTD Balance

0

**ARP ESSER III**

Beginning Date May 2021  
Ending Date September 2024

**Total Grant : \$89,691,176**

\$89,035,252 YTD Exp/Enc  
\$655,924 YTD Balance





## Detail of Encumbrance/Expenditures

### **ESSER I**

- Temporary Maintainers; Health Dept & Fire Dept Overtime for COVID Testing
- Chromebook Management Services; Licenses; Teachers Laptops; Students Chromebooks; Chromebook Charging Carts; Data Switches & Wireless Headphones
- HVAC & Ventilation Projects- Regan Boilers Replacement, & heating pumps, Carrington BMS Upgrades, HVAC Repairs at Reed, Maloney, Rotella, Gilmartin, Duggan, WAMS, Career, and West Side.
- Covid staff testing fees;
- Fire safety equipment
- Bilingual materials
- PPE/Health & Safety Supplies; Handwashing Stations



## ESSER II

- GF Staff Retainage- Maintainers Staff, IT Staff and School Counselors.
- Summer School Programs; Summer Camps – YMCA, Boys & Girls & PAL
- Transportation for Summer School; Summer school program supplies
- Recruitment - UCONN Resident & Nex-Gen programs; College partnerships for recruitment
- Translation Services
- SEL Curriculum
- Technology Professional Development Training
- Portrait of Graduate Development and Assessment
- CTE Supplies and Wilby Greenhouse Renovation
- Food Service Deficit;
- Facility Study
- Administrative Costs - Contracted Project Manager Services; Contracted Legal Services
- Design Services – Auditorium Upgrades; Air Handler Units; Mechanical Upgrades & Rotella Boiler
- Summer school field trips
- Boiler replacement /Tinker school and Kingsbury
- School counselor Summer program
- New Mentors Summer training
- Design services –HVAC for Wilby, NEMS,WSMS,Crosby, Wallace, State St, Wilson
- Design services- Boiler replacement for Driggs, Maloney, Washington, Generali)
- Boiler replacement –Rotella
- SEL Curriculum
- Naviance
- Duct & Vent Cleaning (Carrington, Duggan,Gilmartin, Reed)
- Reboot pilot program
- Crosby Bypass piping
- Auditorium Upgrades (WAMS, WSMS, Rotella, Kennedy, Laurel Hill Complex & Bergin Complex)
- HVAC upgrades ( Duggan, Gilmartin)
- Boiler replacement ( Rotella)
- Summer program STEM kits
- Boilers replacement ( Driggs, Generali, Maloney and Washington)
- Removal and replacement of 3 playscapes (Chase, Regan, Rotella)
- Summer day Camp ( Waterbury Youth Service)
- Commissioning Services ( Noresco)
- Summer Camp field trip
- Duct & Vent Cleaning (WAMS, Maloney, Rotella)
- Furniture (Moved from Esser III to II)
- ESS (substitutes)
- Moved HVAC expenses from ARP Esser III to Esser II



### ARP ESSER III

- (2) PT Crisis Youth Intervention Clinicians;
- Accountant III
- Facility Operation Manager
- Extra Class Stipends for Teachers covering shortage areas (High Schools);
- Partners in Education (CT Center for School Change);
- Outside Counsel Legal Fees for ARP ESSER Contracts;
- Curriculum Update- Pear Deck & Legends of Learning;
- Instructional Supplies & Equipment (School Principals Needs)
- Resources to Support Curriculum(Home Learning);
- Equity Training Services
- State Street Playground Equipment
- HVAC Projects/Repairs- Maloney Chiller Replacement, Wilby AC, Crosby Cooling Tower, Wams, Kennedy Fan Replacement.
- Upgrade furniture, fixtures and equipment based on school needs.
- Digital platform to connect students with mentors.
- Amplify reading student license, mCLASS DIBELS
- Mechanical Upgrades at three schools ( Crosby,Kennedy, Wilby)
- SAFE after school program/behavioral clinicals
- Nearpod, Kami, Rubicon subscription
- Summer programs-Boys & Girls club
- Workshop Athletic program
- Biliteracy Training program
- Enrichment programs in the Community (Palace Theater, Shakesperian, Mattatuck museum, Boys and Girls, YMCA)
- Design services for HVAC (Sprague, Regan, Tinker, Washington, Bucks Hill, Chase , International, Generali)
- Harvard Graduate school- training school turnaround leaders
- Linguistica International –translation services
- Cormier Consulting
- Varsity Tutors
- Removal and replacement of 6 playscapes (Bunker Hill, Driggs ,Sprague, Hopeville, Tinker, Washington)
- Radiator Covers
- Multi-tired system of supports for behavior (Branching Minds).
- Water cooled chiller for Wilby
- Design fees for VRF/DOA for 6 elementary schools
- Summer programs ( PAL, YMCA,Seven Angels)
- Imagine learning ( licenses for online learning)
- Furniture (Moved from Esser III to II)
- Quill ( Middle & high school licenses)
- Moved HVAC expenses from ARP Esser III to Esser II
- Google workspace for Education
- Students Chromebooks



- Removal and replacement of playscape at Carrington
- Rubrik update
- Waterbury Bridge to Success
- HVAC construction fees at Wilby and NEMS
- Kitchen construction fees at Crosby and Wilby
- Lightspeed Audio solution
- HVAC Replacement at Crosby/Wallace
- Construction for conversion of Crosby weight room into PE
- HVAC replacement at Kennedy
- HVAC at 13 elementary schools ( Bucks Hill, Chase, Driggs, Generali, Hopeville, Tinker, Bunker Hill, International, Kingsbury, Regan, Sprague, Washington, Wilson)
- HVAC construction fees at WAMS
- Carrington Learning Park security cameras
- Yondr Packages include pouches, medical pouches, unlocking bases, storage accessories, school resource templates
- Transformers for 11 elementary schools
- Chromebooks and Chromebooks parts.
- ESS substitutes

**#7b**

***Waterbury Board of Education***

**FY2023-2024**

**Final  
June Expenditure Report**

ACCOUNT	CLASSIFICATION	FY 24 ORIGINAL BUDGET	FY 24 ADJUSTED BUDGET	FINAL EXPENDITURE	FINAL BALANCE
<b>Salaries</b>					
511101	Administrators	\$9,717,780	\$9,532,780	\$9,567,737	(\$34,957)
511102	Teachers	\$51,253,563	\$42,564,215	\$43,888,558	(\$1,324,343)
511104	Superintendent	\$444,926	\$444,926	\$454,426	(\$9,500)
511106	Early Incentive Certified	\$912,614	\$912,614	\$1,231,933	(\$319,319)
511107	Certified Coaches	\$770,000	\$770,000	\$803,919	(\$33,919)
511108	School Psychologists	\$1,244,266	\$644,266	\$568,296	\$75,970
511109	School Social Workers	\$2,188,529	\$2,048,529	\$2,025,882	\$22,647
511110	Speech Pathologists	\$2,375,493	\$2,375,493	\$2,886,230	(\$510,737)
511111	Assistant Superintendent	\$165,000	\$165,000	\$173,250	(\$8,250)
511113	Extra Compensatory Stipend	\$105,000	\$105,000	\$110,267	(\$5,267)
511201	Non-Certified Salaries	\$2,704,766	\$2,704,766	\$2,621,521	\$83,245
511202	Clerical Wages	\$1,205,011	\$1,205,011	\$1,051,380	\$153,631
511204	Crossing Guards	\$361,867	\$361,867	\$432,417	(\$70,550)
511206	Educational	\$450,000	\$275,000	\$268,789	\$6,211
511212	Substitute Teachers	\$150,000	\$150,000	\$568,567	(\$418,567)
511215	Cafeteria Aides	\$80,000	(\$5,000)	(\$5,562)	\$562
511217	Library Aides	\$191,191	\$139,191	\$138,345	\$846
511219	School Clerical	\$2,311,182	\$2,311,182	\$2,046,049	\$265,133
511220	Fiscal Administration	\$693,869	\$476,869	\$470,842	\$6,027
511222	Transportation Coordinator	\$204,822	\$204,822	\$204,822	(\$0)
511223	Office Aides	\$180,000	\$180,000	\$170,615	\$9,385
511225	School Maintenance Non-Certified	\$2,821,584	\$2,346,584	\$2,341,965	\$4,620
511226	Custodians Non-Certified	\$5,858,425	\$5,058,425	\$5,057,786	\$639
511227	Overtime - Outside Activities	\$200,000	\$200,000	\$318,530	(\$118,530)
511228	Paraprofessionals	\$10,633,662	\$10,358,662	\$9,956,910	\$401,752
511229	Bus Duty	\$265,000	\$265,000	\$271,571	(\$6,571)
511232	Attendance Counselors	\$127,965	\$127,965	\$121,490	\$6,475
511233	ABA Behavioral Therapist	\$1,755,992	\$1,005,992	\$976,117	\$29,875
511234	Interpreters	\$199,353	\$199,353	\$143,320	\$56,033
511238	Swing Space	\$0	\$0	\$1,602	(\$1,602)
511236	Snow Removal	\$0	\$0	\$46,188	(\$46,188)
511237	Swing Space	\$0	\$0	\$0	\$0
511650	Overtime	\$640,000	\$640,000	\$1,240,940	(\$600,940)
511653	Longevity	\$7,990	\$7,990	\$7,135	\$855
511700	Extra Police Protection	\$686,607	\$686,607	\$865,220	(\$178,613)
511800	Vacation and Sick Term Payout	\$120,055	\$120,055	\$167,700	(\$47,645)
522501	Health Insurance-General	\$9,000,000	\$9,000,000	\$9,000,000	\$0
529001	Car Allowance	\$70,000	\$118,980	\$118,980	\$0
529003	Meal Allowances	\$24,800	\$24,797	\$24,797	\$0
<b>Subtotal Salaries</b>		<b>\$110,121,312</b>	<b>\$97,726,940</b>	<b>\$100,338,533</b>	<b>(\$2,611,592)</b>

ACCOUNT	CLASSIFICATION	FY 24 ORIGINAL BUDGET	FY 24 ADJUSTED BUDGET	FINAL EXPENDITURE	FINAL BALANCE
<b>Purchased Services</b>					
533000	Professional Services	\$2,000,000	\$2,043,006	\$0	\$2,043,006
533009	Evaluation	\$5,000	\$0	\$0	\$0
533020	Consulting Services	\$325,000	\$519,143	\$515,965	\$3,178
533100	Auditing	\$59,500	\$59,500	\$58,000	\$1,500
539005	Sporting Officials	\$25,000	\$23,940	\$13,610	\$10,330
539008	Messenger Service	\$30,000	\$37,488	\$37,488	\$0
543000	General Repairs & Maintenance	\$1,388,000	\$1,398,086	\$1,375,889	\$22,197
543011	Maintenance - Service Contracts	\$800,000	\$800,000	\$783,310	\$16,690
544002	Building Rental	\$568,956	\$573,171	\$573,171	\$0
545002	Water	\$250,000	\$272,580	\$272,580	\$0
545006	Electricity	\$3,129,855	\$3,129,855	\$3,077,831	\$52,024
545013	Security/Safety	\$125,000	\$354,195	\$352,389	\$1,806
551000	Pupil Transportation	\$17,993,591	\$20,493,591	\$20,332,980	\$160,611
553001	Postage	\$45,000	\$45,000	\$44,191	\$809
553002	Telephone	\$175,000	\$222,440	\$222,440	\$0
553005	Wide-area Network (SBC)	\$93,600	\$93,600	\$77,955	\$15,645
556055	Tuition - Outside	\$12,100,000	\$17,152,583	\$17,152,583	\$0
556056	Purchased Service - Outside	\$3,000,000	\$5,532,198	\$5,532,198	\$0
557000	Tuition Reimbursement	\$6,000	\$42,916	\$42,916	\$0
558000	Travel Expenses	\$5,000	\$6,079	\$4,700	\$1,379
559001	Advertising	\$32,500	\$24,230	\$24,230	\$0
559002	Printing & Binding	\$15,000	\$15,425	\$15,424	\$0
559104	Insurance - Athletics	\$26,000	\$19,851	\$19,851	\$0
<b>Subtotal Purchased Services</b>		<b>\$42,198,002</b>	<b>\$52,858,877</b>	<b>\$50,529,702</b>	<b>\$2,329,175</b>
<b>Supplies/Materials</b>					
561100	Instructional Supplies	\$1,620,000	\$1,561,187	\$1,344,263	\$216,924
561200	Office Supplies	\$75,590	\$66,022	\$62,044	\$3,978
561204	Emergency/Medical Supplies	\$2,000	\$0	\$0	\$0
561210	Intake Center Supplies	\$3,500	\$3,469	\$3,469	\$0
561211	Recruitment Supplies	\$50,000	\$44,007	\$44,007	\$0
561212	Medicaid Supplies	\$8,000	\$6,643	\$6,384	\$259
561501	Diesel	\$185,092	\$166,674	\$159,690	\$6,984
561503	Gasoline	\$249,360	\$249,360	\$206,142	\$43,218
561504	Heating Oil	\$0	\$0	\$0	\$0
561505	Natural Gas	\$1,666,000	\$1,666,000	\$1,492,747	\$173,253
561507	Janitorial Supplies	\$275,000	\$395,000	\$388,025	\$6,975
561508	Electrical Supplies	\$50,000	\$50,000	\$49,643	\$357
561509	Plumbing Supplies	\$100,000	\$100,000	\$99,353	\$647
561510	Building & Ground Supplies	\$220,000	\$220,000	\$219,645	\$355
561511	Propane	\$406,094	\$353,018	\$281,144	\$71,874
567000	Clothing Supplies	\$40,000	\$40,614	\$40,534	\$80
567001	Crossing Guard Uniforms	\$2,000	\$2,000	\$1,990	\$10
569010	Recreational Supplies	\$15,000	\$11,162	\$11,162	\$0
569029	Athletic Supplies	\$130,000	\$137,034	\$137,034	\$0
<b>Subtotal Supplies/Materials</b>		<b>\$5,097,636</b>	<b>\$5,072,190</b>	<b>\$4,547,276</b>	<b>\$524,914</b>

ACCOUNT	CLASSIFICATION	FY 24 ORIGINAL BUDGET	FY 24 ADJUSTED BUDGET	FINAL EXPENDITURE	FINAL BALANCE
<b>Property</b>					
575008	Furniture-Misc.	\$15,000	\$12,725	\$12,725	\$0
575200	Office Equipment	\$150,000	\$150,000	\$135,457	\$14,543
575408	Plant Equipment	\$40,000	\$40,000	\$39,960	\$40
<b>Subtotal Property</b>		<b>\$205,000</b>	<b>\$202,725</b>	<b>\$188,142</b>	<b>\$14,583</b>
<b>Other/Miscellaneous</b>					
589021	Mattatuck Museum	\$13,000	\$12,660	\$12,660	\$0
589034	Board of Ed Commissioners	\$20,700	\$20,801	\$20,801	\$0
589036	Emergency Fund	\$9,350	\$9,299	\$9,299	\$0
589056	Waterbury Promise	\$500,000	\$500,000	\$500,000	\$0
589201	Mileage	\$10,000	\$10,366	\$10,194	\$172
589205	Coaches Reimbursements	\$5,000	\$4,098	\$4,098	\$0
589900	Dues & Publications	\$60,000	\$66,000	\$64,707	\$1,293
591002	Transfer to Sinking Fund	\$0	\$1,763,940	\$1,763,940	\$0
591004	Athletic Revolving Fund	\$135,000	\$127,104	\$127,104	\$0
<b>Total Other/Miscellaneous</b>		<b>\$753,050</b>	<b>\$2,514,267</b>	<b>\$2,512,803</b>	<b>\$1,465</b>
<b>GRAND TOTAL OPERATING BUDGET</b>		<b>\$158,375,000</b>	<b>\$158,375,000</b>	<b>\$158,116,454</b>	<b>\$258,546</b>
<b>Other Additional Funding</b>					
	Alliance Non-Reform/Reform	\$41,216,739	\$41,216,739	\$41,216,739	\$0
	GF Surplus 15-16	\$1,000,000	\$1,000,000	\$0	\$1,000,000
	GF Surplus 14-15	\$1,000,000	\$1,000,000	\$0	\$1,000,000
	GF Surplus 16-17	\$450,000	\$450,000	\$0	\$450,000
	Contingency Surplus	\$675,000	\$675,000	\$0	\$675,000
	City Non Lapsing Account	\$500,000	\$500,000	\$0	\$500,000
<b>Total Additional Funding</b>		<b>\$44,841,739</b>	<b>\$44,841,739</b>	<b>\$41,216,739</b>	<b>\$3,625,000</b>
<b>GRAND TOTAL ALL FUNDING</b>		<b>\$203,216,739</b>	<b>\$203,216,739</b>	<b>\$199,333,193</b>	<b>\$3,883,546</b>



## COMMITTEE ON BUILDINGS AND SCHOOL FACILITIES

**WORKSHOP:** Thursday, September 5, 2024  
**BOARD MEETING:** Thursday, September 19, 2024

TO THE BOARD OF EDUCATION  
WATERBURY, CONNECTICUT

LADIES AND GENTLEMEN:

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

<b>GROUP</b>	<b>FACILITIES AND DATES/TIMES</b>
K. Nizzardo	West Side media center & 6 rooms : Dec. 4 <sup>th</sup> 8am – 3pm (Science professional development)
L. Martin	Rotella Comm. Rm.: Wed., Sept. 11 <sup>th</sup> 9:30am – 10:30am (Title I meeting) Rotella aud.: Wed., Oct. 9 <sup>th</sup> 5:00 – 8:00 pm (Family Literacy Night) Rotella parking lot: Friday, Oct. 25 <sup>th</sup> 4:00 – 7:00 pm (Trunk Or Treat)
Human Resources J. Chabot	W. Cross classrooms: Fri., Oct. 18 <sup>th</sup> 3:30-5:00 pm (Set-Up) and Sat., Oct. 19 <sup>th</sup> 7am – 2pm (Promotional Police Detective Exam)
Mayor’s Office D. Lepore	Gilmartin café: Tues., Sept. 10 <sup>th</sup> 5:00 – 9:00 pm (public meeting/neighborhood association)
N. Albini	West Side media ctr.: Monday, September 30 <sup>th</sup> 3:00-5:00pm (Wtby. School Health & Wellness Advisory Council meeting)
A Malota	WAMS café: Wed., Oct. 9 <sup>th</sup> 5:30-7:30 pm (FAFSA workshop for students & parents)
V. Boatright	Reed café & 2 rms.: Saturdays Sept. 21 <sup>st</sup> ; Oct. 12 <sup>th</sup> ; Nov. 9 <sup>th</sup> ; Dec. 7 <sup>th</sup> , Jan. 11 <sup>th</sup> ; Feb. 8 <sup>th</sup> ; Mar. 8 <sup>th</sup> 10:00 am to 12:30 pm (STEM Program)

*Book*

SCHOOL PERSONNEL USE ONLY

DATE: 12/4/24

TO: SCHOOL BUSINESS OFFICE

FROM: Kari Nizzardo

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

NAME OF SCHOOL REQUESTED: West Side Middle School

Auditorium     Gymnasium     Swimming Pool     Café/Rooms

DATES REQUESTED: 12/4/24

FROM: 8:00 AM am/pm    TO: 3:00 PM am/pm

FOR THE FOLLOWING PURPOSES:

Looking to reserve the media center and 6 classrooms (R249, R247, G267, G235, B211, and B212)

(Science P.D.)

Kari Nizzardo  
APPLICANT

Please note the following provisions:

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

*Yacht*

SCHOOL PERSONNEL USE ONLY

DATE: 8/29/2024

TO: SCHOOL BUSINESS OFFICE  
FROM: Lauren Martin

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

NAME OF SCHOOL REQUESTED: \_\_\_\_\_

Auditorium     Gymnasium     Swimming Pool     Café/Rooms *community room*

DATES REQUESTED: 9/11/2024

FROM: 9:30 am/pm    TO: 10:30 am/pm

FOR THE FOLLOWING PURPOSES:

Title I meeting

*Lauren Martin*  
APPLICANT

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

Hook

SCHOOL PERSONNEL USE ONLY

DATE: 8/15/2024

TO: SCHOOL BUSINESS OFFICE  
FROM: Lauren Martin

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

NAME OF SCHOOL REQUESTED: Rotella

Auditorium     Gymnasium     Swimming Pool     Café/Rooms

DATES REQUESTED: October 9, 2024

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

FOR THE FOLLOWING PURPOSES:

Family Literacy Night

Lauren Martin  
APPLICANT

.....  
Please note the following provisions:

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



Back

SCHOOL PERSONNEL USE ONLY

DATE: 8/20/2024

TO: SCHOOL BUSINESS OFFICE

FROM: Lauren Martin

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

NAME OF SCHOOL REQUESTED: Rotella

Auditorium     Gymnasium     Swimming Pool     Café/Rooms

*parking lot*

DATES REQUESTED: October 25, 2024

FROM: 4:00 am/pm TO: 7:00 am/pm

FOR THE FOLLOWING PURPOSES:

Trunk or Treat

Lauren Martin  
APPLICANT

.....  
Please note the following provisions:

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

*Joan*

SCHOOL PERSONNEL USE ONLY

DATE: 8/27/24

TO: SCHOOL BUSINESS OFFICE

FROM: Joan Chabot

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

NAME OF SCHOOL REQUESTED: Wendell Cross School

Auditorium     Gymnasium     Swimming Pool     Classrooms

DATES REQUESTED: Saturday, October 19, 2024

FROM: 7:00 am    TO: 2:00 pm

FOR THE FOLLOWING PURPOSES:

- Promotional Police Detective Exam
- Expecting approximately 35 candidates – Need 20 Classrooms
- Sign-in begins at 8:00 am
- Table and two chairs at entrance to building for sign-in
- Clear 20 teachers' desks
- Exam set-up on Friday, October 18, 2024 at approximately 3:30 pm.

Joan Chabot/Cherrie Lamb

\_\_\_\_\_  
APPLICANT

.....  
Please note the following provisions:

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

SCHOOL PERSONNEL USE ONLY

DATE: 8-28-24

TO: SCHOOL BUSINESS OFFICE

FROM: Mayor's Office  
Dave Lapore

THE UNDERSIGNED HEREBY MAKES APPLICATION FOR USE OF SCHOOL FACILITIES (AFTER REGULAR SCHOOL HOURS) AS FOLLOWS:

NAME OF SCHOOL REQUESTED: Gilmer

AUDITORIUM  GYMNASIUM  SWIMMING POOL  CAFE/ROOMS


DATES REQUESTED: Tuesday, Sept. 10<sup>th</sup>

FROM 5:00 am/pm TO 9:00 am/pm

FOR THE FOLLOWING PURPOSES:

Public Meeting

\* Need podium mic

D. L.  
APPLICANT 

Please note the following provisions:

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

Hook

SCHOOL PERSONNEL USE ONLY

DATE: August 28, 2024

TO: SCHOOL BUSINESS OFFICE

FROM: Nicholas J. Albini, COO

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

NAME OF SCHOOL REQUESTED: West Side Media Center

Auditorium     Gymnasium     Swimming Pool     Café/Rooms

DATES REQUESTED: Monday, September 30, 2024

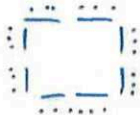
FROM: 3:00 am/pm    TO: 5:00 am/pm

FOR THE FOLLOWING PURPOSES:

Wtby School Health & Wellness Advisory Council

No equipment/technology needed; No food. 15 to 20 people.

Setup 8 tables in a square with 24 chairs (six at each table).



Nicholas J. Albini  
APPLICANT

Please note the following provisions:

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



Book

SCHOOL PERSONNEL USE ONLY

DATE: 8-28-2024

TO: SCHOOL BUSINESS OFFICE

FROM: Counseling Department (Malota)

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

NAME OF SCHOOL REQUESTED: WAMS

Auditorium     Gymnasium     Swimming Pool     Café/Rooms

DATES REQUESTED: October 9<sup>th</sup>

FROM: 5:30 am/pm  TO: 7:30 am/pm

FOR THE FOLLOWING PURPOSES:

FAFSA Workshop for students  
and parents

[Signature]  
APPLICANT

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

hook

SCHOOL PERSONNEL USE ONLY

DATE: 8/29/2004

TO: SCHOOL BUSINESS OFFICE

FROM: Central Office

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

NAME OF SCHOOL REQUESTED: Jonathan E. Reed

Auditorium     Gymnasium     Swimming Pool     Café <sup>2</sup> Rooms <sub>9/14</sub>

DATES REQUESTED: 9/21; 10/12; 11/9; 12/7; 1/11; 2/8; 4/3/8  
FROM: 10:00 am/pm    TO: 12:30 am/pm

FOR THE FOLLOWING PURPOSES:

STEM Program for Girls/Academic Program  
for teens ->

[Signature]  
APPLICANT  
V. Boatright

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

## COMMITTEE ON BUILDINGS AND SCHOOL FACILITIES

**WORKSHOP:** Thursday, September 5, 2024  
**BOARD MEETING:** Thursday, September 19, 2024

**TO THE BOARD OF EDUCATION  
WATERBURY, CONNECTICUT**

**LADIES AND GENTLEMEN:**

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

<u>GROUP</u>	<u>FACILITIES AND DATES/TIMES</u>
Region 15-Pomperaug H.S. R. Plasky, A.D.	West Side pool: Aug. 31 <sup>st</sup> thru Oct. 30 <sup>th</sup> Mon & Wed. 3pm-5pm; Wed & Fri. 5:30-6:45 AM; and Saturdays 7-9AM

**REQUESTING WAIVERS:**

Bridge To Success	Reed café & 6 rooms: Sat., Sept. 14 <sup>th</sup> 7AM – 5PM
C. Harris	(Parent Power Summit) (\$924.)
Wtby. Chapter of LINKS	WAMS media ctr.: Saturdays 9am- 12pm October, 2024 thru May, 2025
C. Hilton	(monthly meetings) (\$1,344.)

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

PAL	Gilmartin gym: Tuesdays & Thursdays Aug. 20 <sup>th</sup> thru Oct. 24 <sup>th</sup>
N. Andrzejewski	(basketball practice)
Wtby. Knights Cheerleaders	Maloney gym: 8/29-11/1/24 6-9pm
S. Clements	(cheerleading practice)

**MONEY COLLECTED TO DATE:**

**\$ 18,640.00**



Book

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

CONTRACT#

APPLICANT Pomperaug High School NAME OF ORGANIZATION Region 15 Schools

ADDRESS 234 Judd Road Stuy, CT 06488 TELEPHONE # 203-262-3244  
(street) (city) (state) (zip code)

SCHOOL REQUESTED WSMS DATES Aug 31 - Oct 31, 2024 ROOM(S) Pool

OPENING TIME 5:45 AM CLOSING TIME 5:00 PM PURPOSE Swim practice

ADMISSION (if any) N/A CHARGE TO BE DEVOTED TO Region 15 Schools

APPROXIMATE NUMBER OF PEOPLE TO BE PRESENT: ADULTS 3 CHILDREN 30

SIGNATURE OF APPLICANT [Signature] DATE August 21, 2024

PERSON(S) NAME, ADDRESS & PHONE NUMBER RESPONSIBLE FOR SUPERVISION:  
Mary Racevicius 203-437-0566

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

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

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

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

SECURITY DEPOSIT \$ 250.- INSURANCE COVERAGE  YES  NO

PLEASE READ THE FOLLOWING CAREFULLY

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

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

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

THERE WILL BE NO ACTIVITIES DURING SCHOOL OPEN HOUSE.

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

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

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

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

PLEASE SEE REVERSE FOR ADDITIONAL RULES AND REGULATIONS.

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

APPROVAL DATE \_\_\_\_\_ SCHOOL BUSINESS OFFICE

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

Mon + Wed 3-5 PM  
Wed + Fri 5:30 - 6:45 AM  
Sat. 7-9 AM  
Ends 10-30-24



*Book*

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

CONTRACT#

Waterbury Bridge to

APPLICANT Chelsey Harris NAME OF ORGANIZATION Success

ADDRESS 83 Prospect Street wtbly CT 06704 TELEPHONE # 203-635-2766  
(street) (city) (state) (zip code)

SCHOOL REQUESTED Reed DATES 9-14-2024 ROOM(S) Cafe, 6 classrooms

OPENING TIME 7:00<sup>am</sup> CLOSING TIME 5:00 pm PURPOSE Parent Power Summit

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

APPROXIMATE NUMBER OF PEOPLE TO BE PRESENT: ADULTS 150 CHILDREN 50

SIGNATURE OF APPLICANT C Harris DATE 8 29 2024

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

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

SCHEDULE OF RATES: CUSTODIAL FEES: \$42/HR plus 1 HR service per custy. (\$924)

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

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

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

PLEASE READ THE FOLLOWING CAREFULLY

- APPLICATION MUST BE RECEIVED AT LEAST THREE (3) WEEKS PRIOR TO THE ACTIVITY.
- COPY OF YOUR INSURANCE MUST ACCOMPANY YOUR APPLICATION ( IF APPLICABLE)
- IF SCHOOL IS CANCELLED FOR SNOW OR ANY OTHER REASON - ALL ACTIVITIES ARE CANCELLED ALSO.
- THERE WILL BE NO ACTIVITIES DURING SCHOOL OPEN HOUSE.
- CANCELLATIONS MUST BE MADE AT LEAST 48 HOURS IN ADVANCE OR YOU WILL BE CHARGED.
- POLICE AND FIRE PROTECTION MUST BE ARRANGED AND/OR CANCELLED BY THE RENTER. PLEASE CALL EACH DEPARTMENT FOR INFORMATION. POLICE DEPT. 574-8983 FIRE DEPT. 597-3452
- CALL THE SCHOOL CUSTODIAN AT LEAST ONE WEEK PRIOR TO YOUR ACTIVITY FOR ANY ARRANGEMENTS RE: PLUMBING, ELECTRICAL, LIGHTING, ETC. (FOR WHICH THERE WILL BE AN EXTRA CHARGE).
- KITCHEN FACILITIES CAN NOT BE USED BY GROUPS WITHOUT SUPERVISION - PLEASE CALL THE FOOD SERVICE DEPT. AT 574-8210 TO ARRANGE FOR A FOOD SERVICE PERSON (FOR WHICH THERE WILL BE AN EXTRA CHARGE)
- PLEASE SEE REVERSE FOR ADDITIONAL RULES AND REGULATIONS.
- IT IS AGREED THAT REGULATIONS ADOPTED BY THE BOARD OF EDUCATION FOR USE OF SCHOOL BUILDINGS WILL BE RIGIDLY ENFORCED.

APPROVAL DATE \_\_\_\_\_ SCHOOL BUSINESS OFFICE

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

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



APPLICANT/ORGANIZATION: Bridge To Success

Please check below specific item(s):

Building Usage Fees

Custodial Fees

SCHOOL/ROOMS REQUESTED: Reed Cafeteria & Rms.

DATE(S): Sat. Sept. 14

TIMES: 7 AM - 5 PM

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

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

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

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

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

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

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

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

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

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

8-29-24  
Date

\_\_\_\_\_  
Signature

OFFICE USE ONLY

List total cost of fees being requested to be waived:

\$ \_\_\_\_\_  
Building Usage Fees

\$ 924.00  
Custodial Fees

\$ \_\_\_\_\_  
Security Deposit

BOARD USE ONLY

The Board of Education approved/denied the above referenced waiver request(s) at their regular meeting of \_\_\_\_\_

ATTEST: \_\_\_\_\_  
Clerk, Board of Education



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

CONTRACT#

APPLICANT Cheryl Hilton NAME OF ORGANIZATION The Waterbury (CT) Chapter of The Links, Inc.  
ADDRESS 31 Birmingham Dr. Southington CT 06489 TELEPHONE # 860-798-4142  
(street) (city) (state) (zip code)

SCHOOL REQUESTED WAMS DATES 10/24-5/25 ROOM(S) Library/media Center

OPENING TIME 9 AM CLOSING TIME 12 PM PURPOSE Chapter meeting

ADMISSION (if any) N/A CHARGE TO BE DEVOTED TO N/A

APPROXIMATE NUMBER OF PEOPLE TO BE PRESENT: ADULTS 49 CHILDREN N/A

SIGNATURE OF APPLICANT Cheryl Hilton DATE 9/2/24

PERSON(S) NAME, ADDRESS & PHONE NUMBER RESPONSIBLE FOR SUPERVISION:  
Cheryl Hilton - 31 Birmingham Dr Southington, CT 06489 - 860-798-4142

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

SCHEDULE OF RATES: CUSTODIAL FEES: \$42/HR plus 1 HR service (\$1,344)

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

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

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

PLEASE READ THE FOLLOWING CAREFULLY

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- CANCELLATIONS MUST BE MADE AT LEAST 48 HOURS IN ADVANCE OR YOU WILL BE CHARGED.
- POLICE AND FIRE PROTECTION MUST BE ARRANGED AND/OR CANCELLED BY THE RENTER. PLEASE CALL EACH DEPARTMENT FOR INFORMATION. POLICE DEPT. 574-6963 FIRE DEPT. 597-3452
- CALL THE SCHOOL CUSTODIAN AT LEAST ONE WEEK PRIOR TO YOUR ACTIVITY FOR ANY ARRANGEMENTS RE: PA SYSTEM, LIGHTING, ETC. (FOR WHICH THERE WILL BE AN EXTRA CHARGE).
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- PLEASE SEE REVERSE FOR ADDITIONAL RULES AND REGULATIONS.
- IT IS AGREED THAT REGULATIONS ADOPTED BY THE BOARD OF EDUCATION FOR USE OF SCHOOL BUILDINGS WILL BE RIGIDLY ENFORCED.

APPROVAL DATE \_\_\_\_\_ SCHOOL BUSINESS OFFICE

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

Book  
Chapter address  
P.O. Box 2776  
Waterbury, CT  
06721




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

APPLICANT/ORGANIZATION: The Waterbury (CT) Chapter of The Links, Incorporated

Please check below specific item(s):

Building Usage Fees  Custodial Fees

SCHOOL/ROOMS REQUESTED: WAMS - Library

DATE(S):	<u>10/19/24 Sat.</u>	TIMES:	<u>9<sup>AM</sup> - 12 PM</u>
DATE(S):	<u>11/10/24 "</u>	TIMES:	<u>9 AM - 12 PM</u>
DATE(S):	<u>12/21/24 "</u>	TIMES:	<u>9 AM - 12 PM</u>
DATE(S):	<u>1/18/25 "</u>	TIMES:	<u>9 AM - 12 PM</u>
DATE(S):	<u>2/15/25 "</u>	TIMES:	<u>9 AM - 12 PM</u>
DATE(S):	<u>3/15/25 "</u>	TIMES:	<u>9 AM - 12 PM</u>
DATE(S):	<u>4/19/25 "</u>	TIMES:	<u>9 AM - 12 PM</u>
DATE(S):	<u>5/17/25 "</u>	TIMES:	<u>9 AM - 12 PM</u>

9/2/24  
Date

Chris Hill  
Signature

**OFFICE USE ONLY**

List total cost of fees being requested to be waived:

\$ \_\_\_\_\_ Building Usage Fees     
 \$ 1,344.00 Custodial Fees     
 \$ \_\_\_\_\_ Security Deposit

**BOARD USE ONLY**

The Board of Education approved/denied the above referenced waiver request(s) at their regular meeting of \_\_\_\_\_

ATTEST: \_\_\_\_\_  
Clerk, Board of Education

*Book*

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

CONTRACT#

APPLICANT Nick Andrzewski NAME OF ORGANIZATION PAL

ADDRESS 64 Division St (street) 06704 (city) (state) 06704 (zip code) TELEPHONE # 203-819-9077

SCHOOL REQUESTED Gilman DATES 8/20 - 10/24 ROOM(S) Gym

OPENING TIME 6 pm CLOSING TIME 8:30 pm PURPOSE Basketball Practice

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

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

SIGNATURE OF APPLICANT N.A. DATE 8-13-24

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

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

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

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

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

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

PLEASE READ THE FOLLOWING CAREFULLY

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THERE WILL BE NO ACTIVITIES DURING SCHOOL OPEN HOUSE.

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

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

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

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APPROVAL DATE \_\_\_\_\_ SCHOOL BUSINESS OFFICE

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

*Tues & Thurs.*



*Yook*

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

CONTRACT#

APPLICANT Sherquica Clements NAME OF ORGANIZATION Wthby Knight's  
 ADDRESS 124 Washington St Wthby, CT 06702 TELEPHONE # 203-818-1357  
(street) (city) (state) (zip code)  
 SCHOOL REQUESTED Maloney DATES 8/29-11/1/24 ROOM(S) Gym  
 OPENING TIME 6pm CLOSING TIME 9pm PURPOSE Cheerleading  
 ADMISSION (if any)  CHARGE TO BE DEVOTED TO   
 APPROXIMATE NUMBER OF PEOPLE TO BE PRESENT: ADULTS 5 CHILDREN 20  
 SIGNATURE OF APPLICANT Clements DATE 8/9/2024  
 PERSON(S) NAME, ADDRESS & PHONE NUMBER RESPONSIBLE FOR SUPERVISION:

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

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

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

PLEASE READ THE FOLLOWING CAREFULLY

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*Monday - Friday*

APPROVAL DATE \_\_\_\_\_ SCHOOL BUSINESS OFFICE \_\_\_\_\_

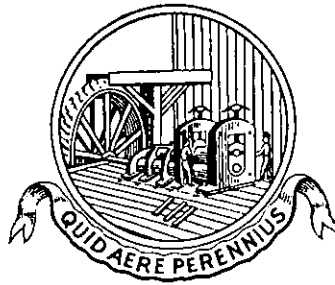
CHECKS OR MONEY ORDERS FOR FEES SHOULD BE MADE OUT TO THE BOARD OF EDUCATION AND MAILED TO THE SCHOOL BUSINESS OFFICE. NO CASH WILL BE ACCEPTED.



# COMMUNICATIONS



August 14, 2024 through  
September 3, 2024



236 Grand Street  
Waterbury, CT 06702

(203) 574-6761

The City of Waterbury  
**Connecticut**  
*Department of Human Resources*  
Office of the Civil Service Commission

August 5, 2024

Minerva Echeandia  
3 Lyndale Ave.  
Waterbury, CT 06705

Dear Ms. Echeandia:

We are pleased to receive your acceptance of our offer of employment for the position of Food Service Worker for the Department of Education – Food Service (Requisition #20240673) at \$17.48 per hour.

This is a part-time position working in the Waterbury School System 10 months a year during school hours up to 19 hours per week.

This position does not provide health insurance benefits. Please refer to the CSEA – LOCAL 2001 contract for other available fringe benefits by visiting our website at [www.waterburyct.org](http://www.waterburyct.org).

We have scheduled your orientation for Thursday, August 29, 2024 at 9:15 a.m. at the Board of Education Training Room located in the Chase Municipal Building, 236 Grand Street, 2<sup>nd</sup> Floor, Room 275 in Waterbury. You must attend this orientation session in order to work for the City. Your first day reporting to your new department/supervisor will be August 26, 2024 at your regular scheduled time.

Please call Judith Booth at 203-574-8195 with any questions you may have in regards to this position.

At the orientation, we will provide you with a brief overview of the City, review its employment practices and complete all required paperwork.

Please call us prior to the orientation session if you should have any questions regarding the process.

We look forward to working with you.

Again, welcome to the City of Waterbury.

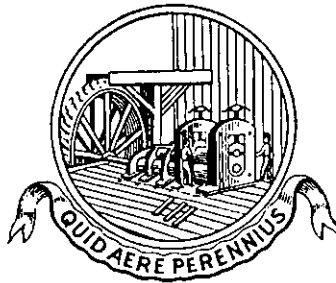
Sincerely,

*Nicholle West*

Nicholle West  
Human Resource Generalist

NW/sd

cc: Board of Education  
Supt. of Schools  
Linda Franzese, Food Serv. Director  
file



236 Grand Street  
Waterbury, CT 06702

(203) 574-6761

The City of Waterbury  
**Connecticut**  
*Department of Human Resources*  
Office of the Civil Service Commission

August 5, 2024

Jazmine Perez  
17 Maple Ave., Apt. 2E  
Waterbury, CT 06702

Dear Ms. Perez:

We are pleased to receive your acceptance of our offer of employment for the position of Food Service Worker for the Department of Education – Food Service (Requisition #20240670) at \$17.48 per hour.

This is a part-time position working in the Waterbury School System 10 months a year during school hours up to 19 hours per week.

This position does not provide health insurance benefits. Please refer to the CSEA – LOCAL 2001 contract for other available fringe benefits by visiting our website at [www.waterburyct.org](http://www.waterburyct.org).

We have scheduled your orientation for Thursday, August 29, 2024 at 9:15 a.m. at the Board of Education Training Room located in the Chase Municipal Building, 236 Grand Street, 2<sup>nd</sup> Floor, Room 275 in Waterbury. You must attend this orientation session in order to work for the City. Your first day reporting to your new department/supervisor will be August 26, 2024 at your regular scheduled time.

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Please call us prior to the orientation session if you should have any questions regarding the process.

We look forward to working with you.

Again, welcome to the City of Waterbury.

Sincerely,

*Nicholle West*

Nicholle West  
Human Resource Generalist

NW/sd

cc: Board of Education  
Supt. of Schools  
Linda Franzese, Food Serv. Director  
file



236 Grand Street  
Waterbury, CT 06702

(203) 574-6761

The City of Waterbury  
**Connecticut**  
*Department of Human Resources*  
Office of the Civil Service Commission

August 6, 2024

Roary McDonald-Jadusingh  
101 Irene Ave.  
Waterbury, CT 06705

Dear Mr. McDonald-Jadusingh:

Welcome to employment with the City of Waterbury. Your name is being certified to the Department of Education for the position of Paraprofessional I (Req. #20240584) at \$18.87 per hour. Please contact Wendy Johns, Director of Pupil Services at (203) 574-8019 with any questions you may have in regards to this position.

We have scheduled your orientation for Thursday, August 29, 2024 at 9:00 a.m. at the Department of Education Training Room located at 236 Grand Street, 2<sup>nd</sup> Floor, Room 275 in Waterbury. You must attend this orientation session in order to work for the City. Your first day reporting to your new department/supervisor will be August 22, 2024 at your regular scheduled time.

At the orientation, we will provide you with a brief overview of the City, review its employment practices and complete all required paperwork. In addition, if you are an employee eligible for benefits, it is useful to bring the social security numbers and birth dates of your spouse and children in order to complete the insurance enrollment forms.

Please call us prior to the orientation session if you should have any questions regarding the process.

***Your new probationary period in accordance with your applicable contract will be 6 months in duration. The department head will be responsible for executing your probationary evaluation no later than 6 months from your first day in your new position.***

Again, welcome to the City of Waterbury.

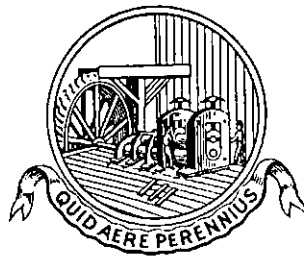
Sincerely,

***Nicholle West***

Nicholle West  
Human Resources Generalist

NW/sd

cc Board of Education  
Darren Schwartz, Interim Supt. of Schools  
Wendy Johns, Director of Pupil Serv.  
file



236 Grand Street  
Waterbury, CT 06702

(203) 574-6761

The City of Waterbury  
**Connecticut**  
*Department of Human Resources*  
Office of the Civil Service Commission

August 6, 2024

Ramatou Sangare  
20 Wolf Hill Rd., Apt. 6D  
Wolcott, CT 06716

Dear Ms. Sangare:

Welcome to employment with the City of Waterbury. Your name is being certified to the Department of Education for the position of Paraprofessional I (Req. #20240583) at \$18.87 per hour. Please contact Wendy Johns, Director of Pupil Services at (203) 574-8019 with any questions you may have in regards to this position.

We have scheduled your orientation for Thursday, August 29, 2024 at 9:00 a.m. at the Department of Education Training Room located at 236 Grand Street, 2<sup>nd</sup> Floor, Room 275 in Waterbury. You must attend this orientation session in order to work for the City. Your first day reporting to your new department/supervisor will be August 22, 2024 at your regular scheduled time.

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***Your new probationary period in accordance with your applicable contract will be 6 months in duration. The department head will be responsible for executing your probationary evaluation no later than 6 months from your first day in your new position.***

Again, welcome to the City of Waterbury.

Sincerely,

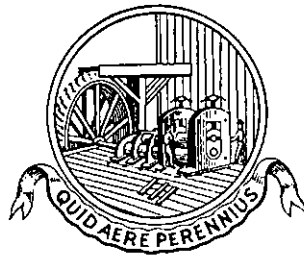
***Nicholle West***

Nicholle West  
Human Resources Generalist

NW/sd

cc Board of Education  
Darren Schwartz, Interim Supt. of Schools  
Wendy Johns, Director of Pupil Serv.  
file





236 Grand Street  
Waterbury, CT 06702

(203) 574-6761

The City of Waterbury  
**Connecticut**  
*Department of Human Resources*  
Office of the Civil Service Commission

August 6, 2024

Kathleen Ramos  
24 White Oak Lane  
Waterbury, CT 06705

Dear Ms. Ramos:

Welcome to employment with the City of Waterbury. Your name is being certified to the Department of Education for the position of Paraprofessional II (Req. #20240578) at \$20.76 per hour. Please contact Wendy Johns, Director of Pupil Services at (203) 574-8019 with any questions you may have in regards to this position.

We have scheduled your orientation for Thursday, August 29, 2024 at 9:00 a.m. at the Department of Education Training Room located at 236 Grand Street, 2<sup>nd</sup> Floor, Room 275 in Waterbury. You must attend this orientation session in order to work for the City. Your first day reporting to your new department/supervisor will be August 22, 2024 at your regular scheduled time.

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Please call us prior to the orientation session if you should have any questions regarding the process.

***Your new probationary period in accordance with your applicable contract will be 6 months in duration. The department head will be responsible for executing your probationary evaluation no later than 6 months from your first day in your new position.***

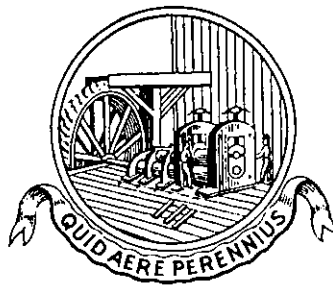
Again, welcome to the City of Waterbury.

Sincerely,

***Nicholle West***

Nicholle West  
Human Resources Generalist  
NW/sd

cc Board of Education  
Darren Schwartz, Interim Supt. of Schools  
Wendy Johns, Director of Pupil Serv.  
file



236 Grand Street  
Waterbury, CT 06702

(203) 574-6761

The City of Waterbury  
**Connecticut**  
*Department of Human Resources*  
Office of the Civil Service Commission

August 8, 2024

Mandeep Kharbanda  
59 Gaffney Place  
Waterbury, CT 06702

Dear Ms. Kharbanda:

We are pleased to receive your acceptance of our offer of employment for the position of Food Service Worker for the Department of Education – Food Service (Requisition #20240681) at \$17.48 per hour.

This is a part-time position working in the Waterbury School System 10 months a year during school hours up to 19 hours per week.

This position does not provide health insurance benefits. Please refer to the CSEA – LOCAL 2001 contract for other available fringe benefits by visiting our website at [www.waterburyct.org](http://www.waterburyct.org).

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Please call Judith Booth at 203-574-8195 with any questions you may have in regards to this position.

At the orientation, we will provide you with a brief overview of the City, review its employment practices and complete all required paperwork.

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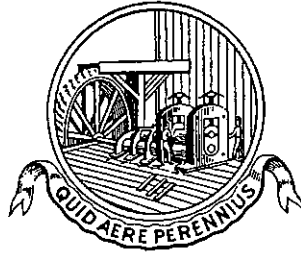
Sincerely,

*Nicholle West*

Nicholle West  
Human Resource Generalist

NW/sd

cc: Board of Education  
Supt. of Schools  
Linda Franzese, Food Serv. Director  
file



236 Grand Street  
Waterbury, CT 06702

(203) 574-6761

**The City of Waterbury**  
**Connecticut**  
*Department of Human Resources*  
Office of the Civil Service Commission

August 12, 2024

Ivelisse Concepcion Ferrer  
72 Fairway Lane  
Waterbury, CT 06704

Dear Ms. Concepcion Ferrer:

This is to inform you that you are being involuntary demoted to the position of a Food Service Worker (Req. #20240701) in the Department of Education – Food Service. This is due to not meeting the work requirements (non-compliance) of the Food Service Helper position.

Your rate of pay in this new assignment will be \$17.48 per hour.

Your official start date in this position was August 26, 2024.

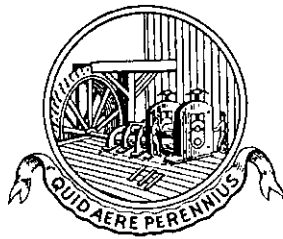
If you have any questions, please give me a call at (203) 574-6761.

Sincerely,

Nicholle West  
Human Resources Generalist

NW/sd

cc: Board of Education  
Supt. of Schools  
Linda Franzese, Food Service Director  
File



236 Grand Street  
Waterbury, CT 06702

(203) 574-6761

The City of Waterbury  
**Connecticut**  
*Department of Human Resources*  
Office of the Civil Service Commission

August 13, 2024

Dawn Sanchez  
636 Riverside St., Apt. 2A  
Waterbury, CT 06708

Dear Ms. Sancehz:

We are pleased to receive your acceptance of our offer of employment for the position of Office Aide for the Education Department – Walsh Elementary School (Requisition #20240921) at \$15.69 per hour.

We have scheduled your orientation for Thursday, August 29, 2024 at 9:00 a.m. at the Department of Education Training Room located at 236 Grand Street, 2<sup>nd</sup> Floor, Room 275 in Waterbury. You must attend this orientation session in order to work for the City. Your first day reporting to your new department/supervisor will be August 26, 2024 at your regular scheduled time.

At the orientation, we will provide you with a brief overview of the City, review its employment practices and complete all required paperwork.

This is a part-time position working in the Waterbury School System 10 months a year during school hours up to 19 hours per week.

This position does not provide health insurance benefits. Please refer to the SEIU contract for other available fringe benefits by visiting our website at [www.waterburyct.org](http://www.waterburyct.org).

Please call us prior to the orientation session if you should have any questions regarding the process.

We look forward to working with you.

Again, welcome to the City of Waterbury.

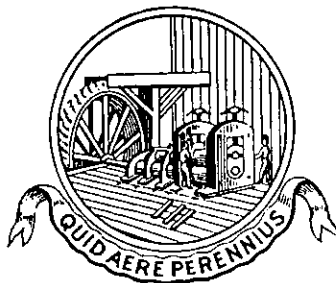
Sincerely,

*Nicholle West*

Nicholle West  
Human Resources Generalist

NW/sd

cc: Board of Education  
Maureen Wilson, Principal @ Walsh Elem School  
Supt. Of Schools  
File



236 Grand Street  
Waterbury, CT 06702

(203) 574-6761

The City of Waterbury  
**Connecticut**  
*Department of Human Resources*  
Office of the Civil Service Commission

August 14, 2024

Karen Bebyn  
80 Phyllis Ave.  
Waterbury, CT 06708

Dear Ms. Bebyn:

We are pleased to receive your acceptance of our offer of employment for the position of Food Service Worker for the Department of Education – Food Service (Requisition #20240702) at \$17.48 per hour.

This is a part-time position working in the Waterbury School System 10 months a year during school hours up to 19 hours per week.

This position does not provide health insurance benefits. Please refer to the CSEA – LOCAL 2001 contract for other available fringe benefits by visiting our website at [www.waterburyct.org](http://www.waterburyct.org).

We have scheduled your orientation for Thursday, August 29, 2024 at 9:15 a.m. at Veteran's Memorial Hall located in Waterbury City Hall, 235 Grand Street, 2<sup>nd</sup> Floor in Waterbury. You must attend this orientation session in order to work for the City. Your first day reporting to your new department/supervisor will be August 26, 2024 at your regular scheduled time.

Please call Judith Booth at 203-574-8195 with any questions you may have in regards to this position.

At the orientation, we will provide you with a brief overview of the City, review its employment practices and complete all required paperwork.

Please call us prior to the orientation session if you should have any questions regarding the process.

We look forward to working with you.

Again, welcome to the City of Waterbury.

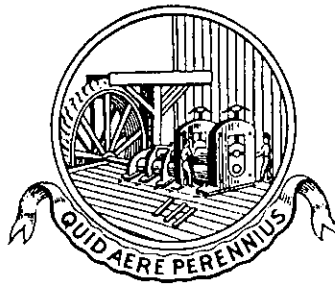
Sincerely,

*Nicholle West*

Nicholle West  
Human Resource Generalist

NW/sd

cc: Board of Education  
Darren Schwartz, Interim Supt. of Schools  
Linda Franzese, Food Serv. Director  
file



236 Grand Street  
Waterbury, CT 06702

(203) 574-6761

The City of Waterbury  
**Connecticut**  
*Department of Human Resources*  
Office of the Civil Service Commission

August 14, 2024

Jordan Maldonado  
27 Yale St.  
Waterbury, CT 06704

Dear Ms. Maldonado:

We are pleased to receive your acceptance of our offer of employment for the position of Food Service Worker for the Department of Education – Food Service (Requisition #20240691) at \$17.48 per hour.

This is a part-time position working in the Waterbury School System 10 months a year during school hours up to 19 hours per week.

This position does not provide health insurance benefits. Please refer to the CSEA – LOCAL 2001 contract for other available fringe benefits by visiting our website at [www.waterburyct.org](http://www.waterburyct.org).

We have scheduled your orientation for Thursday, August 29, 2024 at 9:15 a.m. at Veteran's Memorial Hall located in Waterbury City Hall, 235 Grand Street, 2<sup>nd</sup> Floor in Waterbury. You must attend this orientation session in order to work for the City. Your first day reporting to your new department/supervisor will be August 26, 2024 at your regular scheduled time.

Please call Judith Booth at 203-574-8195 with any questions you may have in regards to this position.

At the orientation, we will provide you with a brief overview of the City, review its employment practices and complete all required paperwork.

Please call us prior to the orientation session if you should have any questions regarding the process.

We look forward to working with you.

Again, welcome to the City of Waterbury.

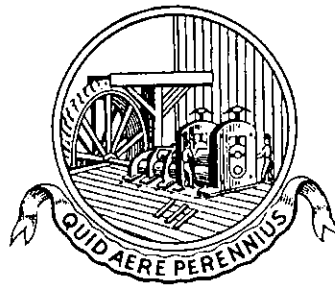
Sincerely,

*Nicholle West*

Nicholle West  
Human Resource Generalist

NW/sd

cc: Board of Education  
Darren Schwartz, Interim Supt. of Schools  
Linda Franzese, Food Serv. Director  
file



236 Grand Street  
Waterbury, CT 06702

(203) 574-6761

The City of Waterbury  
**Connecticut**  
*Department of Human Resources*  
Office of the Civil Service Commission

August 14, 2024

Cecil Simpson  
91 Hinsdale Ave.  
Waterbury, CT 06705

Dear Ms. Simpson:

We are pleased to receive your acceptance of our offer of employment for the position of Food Service Worker for the Department of Education – Food Service (Requisition #20240686) at \$17.48 per hour.

This is a part-time position working in the Waterbury School System 10 months a year during school hours up to 19 hours per week.

This position does not provide health insurance benefits. Please refer to the CSEA – LOCAL 2001 contract for other available fringe benefits by visiting our website at [www.waterburyct.org](http://www.waterburyct.org).

We have scheduled your orientation for Thursday, August 29, 2024 at 9:15 a.m. at Veteran's Memorial Hall located in Waterbury City Hall, 235 Grand Street, 2<sup>nd</sup> Floor in Waterbury. You must attend this orientation session in order to work for the City. Your first day reporting to your new department/supervisor will be August 26, 2024 at your regular scheduled time.

Please call Judith Booth at 203-574-8195 with any questions you may have in regards to this position.

At the orientation, we will provide you with a brief overview of the City, review its employment practices and complete all required paperwork.

Please call us prior to the orientation session if you should have any questions regarding the process.

We look forward to working with you.

Again, welcome to the City of Waterbury.

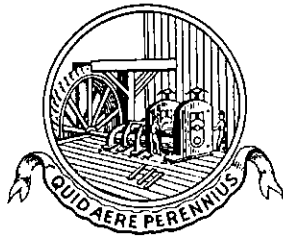
Sincerely,

*Nicholle West*

Nicholle West  
Human Resource Generalist

NW/sd

cc: Board of Education  
Darren Schwartz, Interim Supt. of Schools  
Linda Franzese, Food Serv. Director  
file



236 Grand Street  
Waterbury, CT 06702

(203) 574-6761

The City of Waterbury  
**Connecticut**  
*Department of Human Resources*  
Office of the Civil Service Commission

August 14, 2024

Janet Ortiz  
175 Anna Ave.  
Waterbury, CT 06708

Dear Ms. Ortiz:

Welcome to employment with the City of Waterbury. Your name is being certified to the Education Department for the position of School Secretary @ Driggs Elementary School (Req. #20241074) at \$20.76 per hour. Please contact Dr. Jennifer Rosser, Principal @ Driggs Elementary School at (203) 574-8160 with any questions you may have in regards to this position.

We have scheduled your orientation for Thursday, August 29, 2024 at 9:00 a.m. at Veteran's Memorial Hall located in Waterbury City Hall, 235 Grand Street, 2<sup>nd</sup> Floor in Waterbury. You must attend this orientation session in order to work for the City. Your first day reporting to your new department/supervisor will be August 19, 2024 at your regular scheduled time.

At the orientation, we will provide you with a brief overview of the City, review its employment practices and complete all required paperwork. In addition, if you are an employee eligible for benefits, it is useful to bring the social security numbers and birth dates of your spouse and children in order to complete the insurance enrollment forms.

Please call us prior to the orientation session if you should have any questions regarding the process.

***Your new probationary period in accordance with your applicable contract will be 6 months in duration. The department head will be responsible for executing your probationary evaluation no later than 6 months from your first day in your new position.***

Again, welcome to the City of Waterbury.

Sincerely,

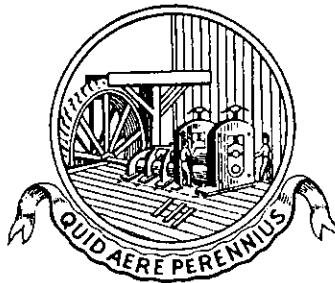
***Nicholle West***

Nicholle West  
Human Resources Generalist

NW/sd

cc Board of Education  
Darren Schwartz, Interim Supt. of Schools  
Dr. Jennifer Rosser, Princ @ Driggs Elem Schl  
file





236 Grand Street  
Waterbury, CT 06702

(203) 574-6761

The City of Waterbury  
**Connecticut**  
*Department of Human Resources*  
Office of the Civil Service Commission

August 14, 2024

Nila Robinson  
49 Hidden Pond Rd.  
Waterbury, CT 06704

Dear Ms. Robinson:

We are pleased to receive your acceptance of our offer of employment for the position of Food Service Worker for the Department of Education – Food Service (Requisition #20240690) at \$17.48 per hour.

This is a part-time position working in the Waterbury School System 10 months a year during school hours up to 19 hours per week.

This position does not provide health insurance benefits. Please refer to the CSEA – LOCAL 2001 contract for other available fringe benefits by visiting our website at [www.waterburyct.org](http://www.waterburyct.org).

We have scheduled your orientation for Thursday, August 29, 2024 at 9:15 a.m. at Veteran's Memorial Hall located in Waterbury City Hall, 235 Grand Street, 2<sup>nd</sup> Floor in Waterbury. You must attend this orientation session in order to work for the City. Your first day reporting to your new department/supervisor will be August 26, 2024 at your regular scheduled time.

Please call Judith Booth at 203-574-8195 with any questions you may have in regards to this position.

At the orientation, we will provide you with a brief overview of the City, review its employment practices and complete all required paperwork.

Please call us prior to the orientation session if you should have any questions regarding the process.

We look forward to working with you.

Again, welcome to the City of Waterbury.

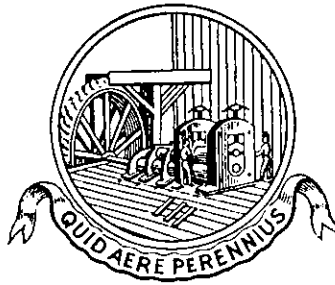
Sincerely,

*Nicholle West*

Nicholle West  
Human Resource Generalist

NW/sd

cc: Board of Education  
Darren Schwartz, Interim Supt. of Schools  
Linda Franzese, Food Serv. Director  
file



236 Grand Street  
Waterbury, CT 06702

(203) 574-6761

The City of Waterbury  
**Connecticut**  
*Department of Human Resources*  
Office of the Civil Service Commission

August 14, 2024

Kerby Thelusma  
82 Bradley Ave.  
Waterbury, CT 06708

Dear Ms. Thelusma:

We are pleased to receive your acceptance of our offer of employment for the position of Food Service Worker for the Department of Education – Food Service (Requisition #20240671) at \$17.48 per hour.

This is a part-time position working in the Waterbury School System 10 months a year during school hours up to 19 hours per week.

This position does not provide health insurance benefits. Please refer to the CSEA – LOCAL 2001 contract for other available fringe benefits by visiting our website at [www.waterburyct.org](http://www.waterburyct.org).

We have scheduled your orientation for Thursday, August 29, 2024 at 9:15 a.m. at Veteran's Memorial Hall located in Waterbury City Hall, 235 Grand Street, 2<sup>nd</sup> Floor in Waterbury. You must attend this orientation session in order to work for the City. Your first day reporting to your new department/supervisor will be August 26, 2024 at your regular scheduled time.

Please call Judith Booth at 203-574-8195 with any questions you may have in regards to this position.

At the orientation, we will provide you with a brief overview of the City, review its employment practices and complete all required paperwork.

Please call us prior to the orientation session if you should have any questions regarding the process.

We look forward to working with you.

Again, welcome to the City of Waterbury.

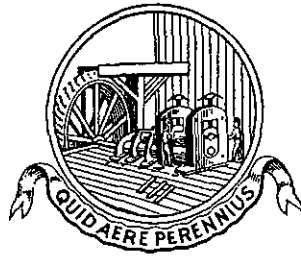
Sincerely,

*Nicholle West*

Nicholle West  
Human Resource Generalist

NW/sd

cc: Board of Education  
Darren Schwartz, Interim Supt. of Schools  
Linda Franzese, Food Serv. Director  
file



236 Grand Street  
Waterbury, CT 06702

(203) 574-6761

**The City of Waterbury**  
**Connecticut**  
*Department of Human Resources*  
Office of the Civil Service Commission

August 14, 2024

Anna Light  
47 Lyman Rd.  
Waterbury, CT 06704

Dear Ms. Light:

This is to inform you that you are being involuntary transferred from Wilby High School to Crosby High School in the same classification (Req. #20250115).

Your rate of pay in this new assignment will remain the same.

Your official start date in this position was August 13, 2024.

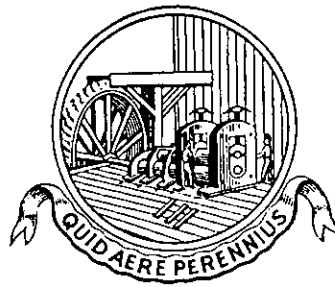
If you have any questions, please give me a call at (203) 574-6761.

Sincerely,

Nicholle West  
Human Resources Generalist

NW/sd

cc: Board of Education  
Darren Schwartz, Interim Supt. of Schools  
Michael Veronneau, Principal @ Crosby  
File



236 Grand Street  
Waterbury, CT 06702

(203) 574-6761

The City of Waterbury  
**Connecticut**  
*Department of Human Resources*  
Office of the Civil Service Commission

August 15, 2024

Louise Lopez  
259 Wolcott St., 2<sup>nd</sup> Fl.  
Waterbury, CT 06705

Dear Ms. Lopez:

We are pleased to receive your acceptance of our offer of employment for the position of Food Service Worker for the Department of Education – Food Service (Requisition #20240687) at \$17.48 per hour.

This is a part-time position working in the Waterbury School System 10 months a year during school hours up to 19 hours per week.

This position does not provide health insurance benefits. Please refer to the CSEA – LOCAL 2001 contract for other available fringe benefits by visiting our website at [www.waterburyct.org](http://www.waterburyct.org).

We have scheduled your orientation for Thursday, September 26, 2024 at 9:15 a.m. at the Board of Education Training Room located in the Chase Municipal Building, 236 Grand Street, 2<sup>nd</sup> Floor, Room 275 in Waterbury. You must attend this orientation session in order to work for the City. Your first day reporting to your new department/supervisor will be September 27, 2024 at your regular scheduled time.

Please call Judith Booth at 203-574-8195 with any questions you may have in regards to this position.

At the orientation, we will provide you with a brief overview of the City, review its employment practices and complete all required paperwork.

Please call us prior to the orientation session if you should have any questions regarding the process.

We look forward to working with you.

Again, welcome to the City of Waterbury.

Sincerely,

*Nicholle West*

Nicholle West  
Human Resource Generalist

NW/sd

cc: Board of Education  
Darren Schwartz, Interim Supt. of Schools  
Linda Franzese, Food Serv. Director  
file



# Connecticut Association of Boards of Education

*Jody I Goeler, Senior Staff Associate for Policy Service*

## PRESENTS POLICY HIGHLIGHTS

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August 14, 2024

### **Public Act 21-92 An Act Concerning Emergency Action Plans for Interscholastic and Intramural Events**

As public school districts across Connecticut prepare to welcome the students for the 2024-25 school year, it will be important to review your **emergency action plan** to respond to serious and life-threatening *sports-related injuries* during interscholastic or intramural events. Especially as the summer weather conditions have brought such high levels of heat and humidity, taking care of our student-athletes and ensuring they receive immediate and appropriate medical care when required is essential.

Public Act 21-92 requires public and private schools to develop and implement these plans by July 1, 2022.

Under the Act, each plan must:

1. Have procedures to follow when a student sustains a serious injury or illness while participating in an interscholastic or intramural athletic event, and
2. Include certain components, such as the staff responsible for implementing the plan.

The Act requires the plan to be developed in consultation with local emergency medical services providers and allied health professionals. In addition, the plan must be reviewed annually, updated as necessary, and annually rehearsed by the implementing staff.

The Act also specifies staff qualifications related to the plan, the method of plan distribution and posting, and that a board of education may accept gifts, grants, or donations for the plan's development and implementation.

The Act requires that each *emergency action plan* include the following:

1. A list of the school employees, coaches, or licensed athletic trainers who will be responsible for implementing the plan and a description of responsibilities for each person;
2. The location or venue where the athletic events occur;
3. A description, including the location of the equipment and supplies available at athletic event sites that will help these people respond to an emergency;

4. The procedures to follow when a student sustains a serious sports-related injury, including;
  - a. responding to the injured student;
  - b. summoning emergency medical care;
  - c. assisting first responders arriving for the student; and
  - d. documenting the actions taken.
5. The protocols to follow during cardiac or respiratory emergencies, including operating an automatic external defibrillator; using cardiopulmonary resuscitation (CPR); or administering medication in accordance with state law on school staff administering medication to students at school athletic events;
6. The protocols to follow when a student shows signs, symptoms, or behaviors consistent with a concussion or is diagnosed with one, in accordance with the state law on concussions, including immediately removing the student from the game;
7. The protocols to follow when a student suffers a traumatic brain injury or spinal cord injury, which must:
  - a. include instructions based on the level of training of the person implementing the plan;
  - b. meet best practices and state law; and
8. The protocols to follow for heat and cold-related emergencies, which must meet current professional standards.

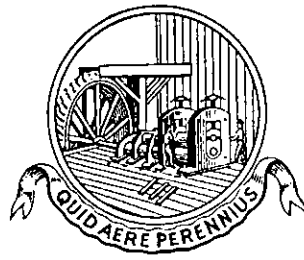
Under the Act, any school employee, coach, or licensed athletic trainer identified in the emergency action plan must be CPR certified and have completed a first aid course offered by the American Red Cross, the American Heart Association, the Department of Public Health, a health director, or an organization using Heart Association or Red Cross first aid guidelines.

An important aspect of this Act, and one to which districts may tend to pay less attention has to do with *plan distribution*. The Act requires each board of education to:

1. *Distribute* the plan to all school employees, coaches, and licensed athletic trainers identified in the plan;
2. *Post* it in all athletic facilities and at all sites where interscholastic and intramural athletic events take place; and
3. Make it available on the school district's or school's website.

In developing and implementing the emergency action plans, a school may use existing and appropriate public or private materials, models, personnel, and other resources and accept gifts, grants, and donations, including in-kind donations, designated for the plan.

While the legislation enacted July 1, 2021, does not require boards of education to adopt a policy to cover this topic, districts are required to develop and implement a plan covering all aspects of the Act. CABE's policy department developed model policy [#5141.72](#), "Student Sports – Emergency Action Plans," to assist districts in creating their plans and provide a heightened level of information, urgency, and accountability to ensure our student-athletes receive the most effective level of care possible. For this reason, this is a "recommended" policy.



236 Grand Street  
Waterbury, CT 06702

(203) 574-6761

The City of Waterbury  
**Connecticut**  
*Department of Human Resources*  
Office of the Civil Service Commission

August 19, 2024

Angela Arestigueta  
13 Cherry Ave., Apt. 208  
Waterbury, CT 06702

Dear Ms. Arestigueta:

Welcome to employment with the City of Waterbury. Your name is being certified to the Department of Education for the position of Paraprofessional II (Req. #20240523) at \$20.76 per hour. Please contact Wendy Johns, Director of Pupil Services at (203) 574-8019 with any questions you may have in regards to this position.

We have scheduled your orientation for Thursday, August 29, 2024 at 9:00 a.m. at Veterans' Memorial Hall located in Waterbury City Hall, 235 Grand Street, 2<sup>nd</sup> Floor in Waterbury. You must attend this orientation session in order to work for the City. Your first day reporting to your new department/supervisor will be August 22, 2024 at your regular scheduled time.

At the orientation, we will provide you with a brief overview of the City, review its employment practices and complete all required paperwork. In addition, if you are an employee eligible for benefits, it is useful to bring the social security numbers and birth dates of your spouse and children in order to complete the insurance enrollment forms.

Please call us prior to the orientation session if you should have any questions regarding the process.

***Your new probationary period in accordance with your applicable contract will be 6 months in duration. The department head will be responsible for executing your probationary evaluation no later than 6 months from your first day in your new position.***

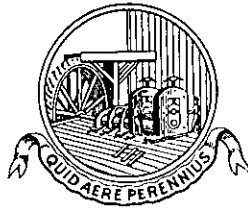
Again, welcome to the City of Waterbury.

Sincerely,

***Nicholle West***

Nicholle West  
Human Resources Generalist  
NW/sd

cc Board of Education  
Darren Schwartz, Interim Supt. of Schools  
Wendy Johns, Director of Pupil Serv.  
file



236 Grand Street  
Waterbury, CT 06702

(203) 574-6761

The City of Waterbury  
**Connecticut**  
*Department of Human Resources*  
Office of the Civil Service Commission

August 19, 2024

Richard Harris  
35 Grove St.  
Waterbury, CT 06710

Dear Mr. Harris:

Welcome to employment with the City of Waterbury. Your name is being certified to the Department of Education for the position of Maintainer I (Req. #20240925) at \$17.90 per hour. Please contact Mike Konopka, School Inspector at (203) 574-8000 ext 11221 with any questions you may have in regards to this position.

We have scheduled your orientation for Thursday, August 29, 2024 at 9:00 a.m. at Veterans' Memorial Hall located in Waterbury City Hall, 235 Grand Street, 2<sup>nd</sup> Floor in Waterbury. You must attend this orientation session in order to work for the City. Your first day reporting to your new department/supervisor will be August 26, 2024 at your regular scheduled time.

At the orientation, we will provide you with a brief overview of the City, review its employment practices and complete all required paperwork. In addition, if you are an employee eligible for benefits, it is useful to bring the social security numbers and birth dates of your spouse and children in order to complete the insurance enrollment forms.

Please call us prior to the orientation session if you should have any questions regarding the process.

***Your new probationary period in accordance with your applicable contract will be 9 months in duration. The department head will be responsible for executing your probationary evaluation no later than 9 months from your first day in your new position.***

Again, welcome to the City of Waterbury.

Sincerely,

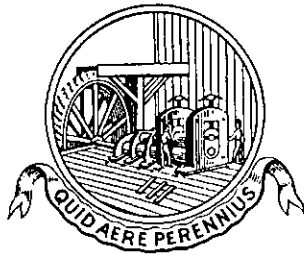
***Nicholle West***

Nicholle West  
Human Resources Generalist

NW/sd

cc Board of Education  
Supt. of Schools  
Mike Konopka, School Inspector  
file





236 Grand Street  
Waterbury, CT 06702

(203) 574-6761

The City of Waterbury  
**Connecticut**  
*Department of Human Resources*  
Office of the Civil Service Commission

August 19, 2024

Peyton Toucet  
25 Hartley Dr.  
Waterbury, CT 06705

Dear Ms. Toucet:

Welcome to employment with the City of Waterbury. Your name is being certified to the Department of Education for the position of Paraprofessional I (Req. #20240592) at \$18.87 per hour. Please contact Wendy Johns, Director of Pupil Services at (203) 574-8019 with any questions you may have in regards to this position.

We have scheduled your orientation for Thursday, August 29, 2024 at 9:00 a.m. at Veterans' Memorial Hall located in Waterbury City Hall, 235 Grand Street, 2<sup>nd</sup> Floor in Waterbury. You must attend this orientation session in order to work for the City. Your first day reporting to your new department/supervisor will be August 22, 2024 at your regular scheduled time.

At the orientation, we will provide you with a brief overview of the City, review its employment practices and complete all required paperwork. In addition, if you are an employee eligible for benefits, it is useful to bring the social security numbers and birth dates of your spouse and children in order to complete the insurance enrollment forms.

Please call us prior to the orientation session if you should have any questions regarding the process.

***Your new probationary period in accordance with your applicable contract will be 6 months in duration. The department head will be responsible for executing your probationary evaluation no later than 6 months from your first day in your new position.***

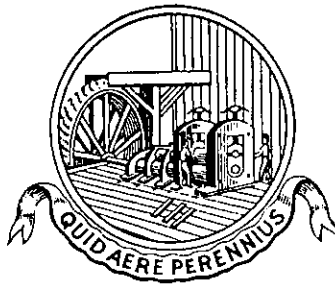
Again, welcome to the City of Waterbury.

Sincerely,

***Nicholle West***

Nicholle West  
Human Resources Generalist  
NW/sd

cc Board of Education  
Darren Schwartz, Interim Supt. of Schools  
Wendy Johns, Director of Pupil Serv.  
file



236 Grand Street  
Waterbury, CT 06702

(203) 574-6761

The City of Waterbury  
**Connecticut**  
*Department of Human Resources*  
Office of the Civil Service Commission

August 19, 2024

Candice Nadimi  
158 Peck Lane  
Waterbury, CT 06010

Dear Ms. Nadimi:

Your name is being certified to the Department of Education for the position of Paraprofessional II (Req. #20240350) at \$20.76 per hour.

Your official start date in this position will be August 26, 2024.

Special Education will be in touch with you regarding your assignment.

Under the Civil Service Rules, your name will be removed from the eligibility list if you refuse this offer of appointment unless, within seven days from today, you furnish satisfactory evidence acceptable to me justifying such refusal. Please call the Civil Service Office at (203) 574-6761 if you are not interested in the position so that another candidate can be certified. If you have any questions, please do not hesitate to contact us.

*Your new probationary period in accordance with your applicable contract will be 3 months in duration. The department head will be responsible for executing your probationary evaluation no later than 3 months from your first day in your new position.*

Sincerely,

*Nicholle West*

Nicholle West  
Human Resources Generalist

NW/sd

cc: Board of Education  
Darren Schwartz, Interim Supt. of Schools  
Wendy Johns, Director of Pupil Services  
File



236 Grand Street  
Waterbury, CT 06702

(203) 574-6761

The City of Waterbury  
**Connecticut**  
*Department of Human Resources*  
Office of the Civil Service Commission

August 19, 2024

Dana Morales  
80 National Ave., Apt. 1  
Waterbury, CT 06705

Dear Ms. Morales:

Welcome to employment with the City of Waterbury. Your name is being certified to the Department of Education for the position of Administrative Associate I @ Bucks Hill Elementary School (Req. #20241069) at \$17.54 per hour. Please contact, Maria Jimenez, Principal @ Bucks Hill Elementary School at (203) 574-8182 with any questions you may have in regards to this position.

We have scheduled your orientation for Thursday, August 29, 2024 at 10:15 a.m. at Veterans' Memorial Hall located in Waterbury City Hall, 235 Grand Street, 2<sup>nd</sup> Floor in Waterbury. You must attend this orientation session in order to work for the City. Your first day reporting to your new department/supervisor will be August 22, 2024 at your regular scheduled time.

At the orientation, we will provide you with a brief overview of the City, review its employment practices and complete all required paperwork. In addition, if you are an employee eligible for benefits, it is useful to bring the social security numbers and birth dates of your spouse and children in order to complete the insurance enrollment forms.

Please call us prior to the orientation session if you should have any questions regarding the process.

***Your new probationary period in accordance with your applicable contract will be 6 months in duration. The department head will be responsible for executing your probationary evaluation no later than 6 months from your first day in your new position.***

Again, welcome to the City of Waterbury.

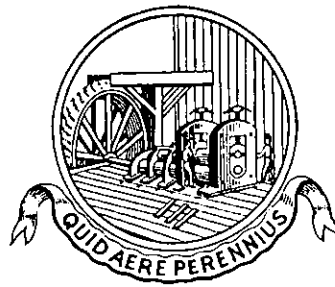
Sincerely,

***Nicholle West***

Nicholle West  
Human Resources Generalist

CLL/sd

cc Board of Education  
Darren Schwartz, Interim Supt of Schools  
Maria Jimenez, Princ @ Bucks Hill ES  
file



236 Grand Street  
Waterbury, CT 06702

(203) 574-6761

The City of Waterbury  
**Connecticut**  
*Department of Human Resources*  
Office of the Civil Service Commission

August 19, 2024

N'Tarsha Schoon-Blackman  
26 Farragut St., Apt. 10  
Waterbury, CT 06705

Dear Ms. Schoon-Blackman:

We are pleased to receive your acceptance of our offer of employment for the position of Food Service Worker for the Department of Education – Food Service (Requisition #20240678) at \$17.48 per hour.

This is a part-time position working in the Waterbury School System 10 months a year during school hours up to 19 hours per week.

This position does not provide health insurance benefits. Please refer to the CSEA – LOCAL 2001 contract for other available fringe benefits by visiting our website at [www.waterburyct.org](http://www.waterburyct.org).

We have scheduled your orientation for Thursday, August 29, 2024 at 9:15 a.m. at Veteran's Memorial Hall located in Waterbury City Hall, 235 Grand Street, 2<sup>nd</sup> Floor in Waterbury. You must attend this orientation session in order to work for the City. Your first day reporting to your new department/supervisor will be August 22, 2024 at your regular scheduled time.

Please call Judith Booth at 203-574-8195 with any questions you may have in regards to this position.

At the orientation, we will provide you with a brief overview of the City, review its employment practices and complete all required paperwork.

Please call us prior to the orientation session if you should have any questions regarding the process.

We look forward to working with you.

Again, welcome to the City of Waterbury.

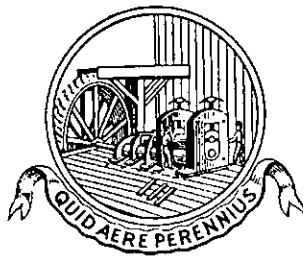
Sincerely,

*Nicholle West*

Nicholle West  
Human Resource Generalist

NW/sd

cc: Board of Education  
Darren Schwartz, Interim Supt. of Schools  
Linda Franzese, Food Serv. Director  
file



236 Grand Street  
Waterbury, CT 06702

(203) 574-6761

The City of Waterbury  
Connecticut  
Department of Human Resources  
Office of the Civil Service Commission

August 19, 2024

Nera Cambrelen-Thompson  
44 Willow St., Apt. 201  
Waterbury, CT 06710

Dear Ms. Cambrelen-Thompson:

Welcome to employment with the City of Waterbury. Your name is being certified to the Department of Education for the position of Paraprofessional II (Req. #20240575) at \$20.76 per hour. Please contact Wendy Johns, Director of Pupil Services at (203) 574-8019 with any questions you may have in regards to this position.

We have scheduled your orientation for Thursday, September 12, 2024 at 9:00 a.m. at the Department of Education Training Room located at 236 Grand Street, 2<sup>nd</sup> Floor, Room 275 in Waterbury. You must attend this orientation session in order to work for the City. Your first day reporting to your new department/supervisor will be September 3, 2024 at your regular scheduled time.

At the orientation, we will provide you with a brief overview of the City, review its employment practices and complete all required paperwork. In addition, if you are an employee eligible for benefits, it is useful to bring the social security numbers and birth dates of your spouse and children in order to complete the insurance enrollment forms.

Please call us prior to the orientation session if you should have any questions regarding the process.

***Your new probationary period in accordance with your applicable contract will be 6 months in duration. The department head will be responsible for executing your probationary evaluation no later than 6 months from your first day in your new position.***

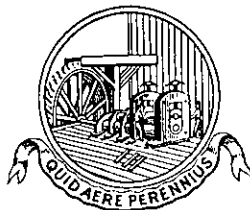
Again, welcome to the City of Waterbury.

Sincerely,

***Nicholle West***

Nicholle West  
Human Resources Generalist  
NW/sd

cc Board of Education  
Darren Schwartz, Interim Supt. of Schools  
Wendy Johns, Director of Pupil Serv.  
file



236 Grand Street  
Waterbury, CT 06702

(203) 574-6761

The City of Waterbury  
**Connecticut**  
*Department of Human Resources*  
Office of the Civil Service Commission

August 19, 2024

Glorymar Lopez  
1740 Meriden Rd., Apt. 1  
Waterbury, CT 06705

Dear Ms. Lopez:

Congratulations on your new position with the City of Waterbury. Your name is being certified to the Department of Education for the position of Food Service Helper (Req. # 2024001) at \$16.12 per hour. Please contact Linda Franzese, Director of Food Service at (203) 574-8035 with any questions you may have in regards to this position.

We have scheduled your orientation for Thursday, August 29, 2024 at 9:00 a.m. at Veterans' Memorial Hall located at Waterbury City Hall, 235 Grand Street, 2<sup>nd</sup> Floor in Waterbury. You must attend this orientation session in order to work for the City. Your first day reporting to your new department/supervisor will be August 22, 2024 at your regular scheduled time.

At the orientation, we will provide you with a brief overview of the City, review its employment practices and complete all required paperwork. In addition, if you are an employee eligible for benefits, it is useful to bring the social security numbers and birth dates of your spouse and children in order to complete the insurance enrollment forms.

Please call us prior to the orientation session if you should have any questions regarding the process.

***Your new probationary period in accordance with your applicable contract will be 9 months in duration. The department head will be responsible for executing your probationary evaluation no later than 9 months from your first day in your new position.***

Again, welcome to the City of Waterbury.

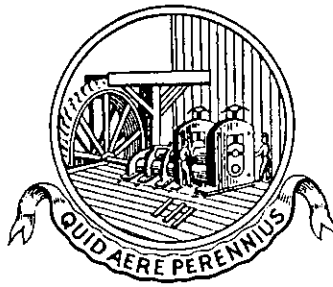
Sincerely,

***Nicholle West***

Nicholle West  
Human Resources Generalist

NW/sd

cc Board of Education,  
Linda Franzese, Director of Food Service,  
Darren Schwartz, Interim Supt. Of Schools  
File



236 Grand Street  
Waterbury, CT 06702

(203) 574-6761

The City of Waterbury  
**Connecticut**  
*Department of Human Resources*  
Office of the Civil Service Commission

August 20, 2024

Ana Cabrera  
355 West Main St., Apt. #2  
Waterbury, CT 06702

Dear Ms. Cabrera:

We are pleased to receive your acceptance of our offer of employment for the position of Food Service Worker for the Department of Education – Food Service (Requisition #20240698) at \$17.48 per hour.

This is a part-time position working in the Waterbury School System 10 months a year during school hours up to 19 hours per week.

This position does not provide health insurance benefits. Please refer to the CSEA – LOCAL 2001 contract for other available fringe benefits by visiting our website at [www.waterburyct.org](http://www.waterburyct.org).

We have scheduled your orientation for Thursday, August 29, 2024 at 9:15 a.m. at Veteran's Memorial Hall located in Waterbury City Hall, 235 Grand Street, 2<sup>nd</sup> Floor in Waterbury. You must attend this orientation session in order to work for the City. Your first day reporting to your new department/supervisor will be August 22, 2024 at your regular scheduled time.

Please call Judith Booth at 203-574-8195 with any questions you may have in regards to this position.

At the orientation, we will provide you with a brief overview of the City, review its employment practices and complete all required paperwork.

Please call us prior to the orientation session if you should have any questions regarding the process.

We look forward to working with you.

Again, welcome to the City of Waterbury.

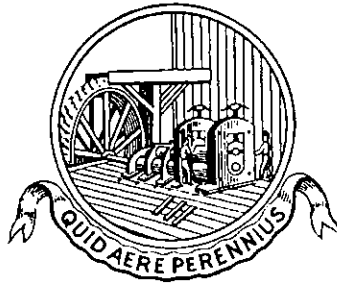
Sincerely,

*Nicholle West*

Nicholle West  
Human Resource Generalist

NW/sd

cc: Board of Education  
Darren Schwartz, Interim Supt. of Schools  
Linda Franzese, Food Serv. Director  
file



236 Grand Street  
Waterbury, CT 06702

(203) 574-6761

The City of Waterbury  
**Connecticut**  
*Department of Human Resources*  
Office of the Civil Service Commission

August 20, 2024

Mary Lewin  
990 West Main St., Apt. 206  
Waterbury, CT 06708

Dear Ms. Lewin:

We are pleased to receive your acceptance of our offer of employment for the position of Food Service Worker for the Department of Education – Food Service (Requisition #20240695) at \$17.48 per hour.

This is a part-time position working in the Waterbury School System 10 months a year during school hours up to 19 hours per week.

This position does not provide health insurance benefits. Please refer to the CSEA – LOCAL 2001 contract for other available fringe benefits by visiting our website at [www.waterburyct.org](http://www.waterburyct.org).

We have scheduled your orientation for Thursday, August 29, 2024 at 9:15 a.m. at Veteran's Memorial Hall located in Waterbury City Hall, 235 Grand Street, 2<sup>nd</sup> Floor in Waterbury. You must attend this orientation session in order to work for the City. Your first day reporting to your new department/supervisor will be August 22, 2024 at your regular scheduled time.

Please call Judith Booth at 203-574-8195 with any questions you may have in regards to this position.

At the orientation, we will provide you with a brief overview of the City, review its employment practices and complete all required paperwork.

Please call us prior to the orientation session if you should have any questions regarding the process.

We look forward to working with you.

Again, welcome to the City of Waterbury.

Sincerely,

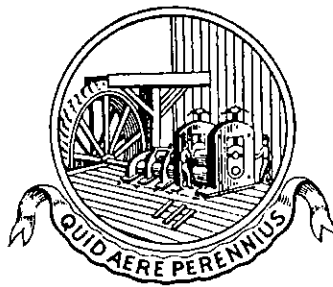
*Nicholle West*

Nicholle West  
Human Resource Generalist

NW/sd

cc: Board of Education  
Darren Schwartz, Interim Supt. of Schools  
Linda Franzese, Food Serv. Director  
file





236 Grand Street  
Waterbury, CT 06702

(203) 574-6761

The City of Waterbury  
**Connecticut**  
*Department of Human Resources*  
Office of the Civil Service Commission

August 20, 2024

Adrienne Council  
49 Fairview St.  
Waterbury, CT 06710

Dear Ms. Council:

We are pleased to receive your acceptance of our offer of employment for the position of Food Service Worker for the Department of Education – Food Service (Requisition #20240697) at \$17.48 per hour.

This is a part-time position working in the Waterbury School System 10 months a year during school hours up to 19 hours per week.

This position does not provide health insurance benefits. Please refer to the CSEA – LOCAL 2001 contract for other available fringe benefits by visiting our website at [www.waterburyct.org](http://www.waterburyct.org).

We have scheduled your orientation for Thursday, August 29, 2024 at 9:15 a.m. at Veteran's Memorial Hall located in Waterbury City Hall, 235 Grand Street, 2<sup>nd</sup> Floor in Waterbury. You must attend this orientation session in order to work for the City. Your first day reporting to your new department/supervisor will be August 22, 2024 at your regular scheduled time.

Please call Judith Booth at 203-574-8195 with any questions you may have in regards to this position.

At the orientation, we will provide you with a brief overview of the City, review its employment practices and complete all required paperwork.

Please call us prior to the orientation session if you should have any questions regarding the process.

We look forward to working with you.

Again, welcome to the City of Waterbury.

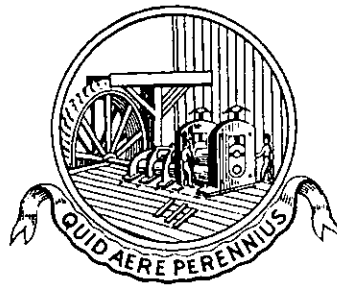
Sincerely,

*Nicholle West*

Nicholle West  
Human Resource Generalist

NW/sd

cc: Board of Education  
Darren Schwartz, Interim Supt. of Schools  
Linda Franzese, Food Serv. Director  
file



236 Grand Street  
Waterbury, CT 06702

(203) 574-6761

The City of Waterbury  
**Connecticut**  
*Department of Human Resources*  
Office of the Civil Service Commission

August 20, 2024

Aniema Esenyie  
967 Pearl Lake Rd.  
Waterbury, CT 06706

Dear Ms. Esenyie

We are pleased to receive your acceptance of our offer of employment for the position of Food Service Worker for the Department of Education – Food Service (Requisition #20240700) at \$17.48 per hour.

This is a part-time position working in the Waterbury School System 10 months a year during school hours up to 19 hours per week.

This position does not provide health insurance benefits. Please refer to the CSEA – LOCAL 2001 contract for other available fringe benefits by visiting our website at [www.waterburyct.org](http://www.waterburyct.org).

We have scheduled your orientation for Thursday, August 29, 2024 at 9:15 a.m. at Veteran's Memorial Hall located in Waterbury City Hall, 235 Grand Street, 2<sup>nd</sup> Floor in Waterbury. You must attend this orientation session in order to work for the City. Your first day reporting to your new department/supervisor will be August 22, 2024 at your regular scheduled time.

Please call Judith Booth at 203-574-8195 with any questions you may have in regards to this position.

At the orientation, we will provide you with a brief overview of the City, review its employment practices and complete all required paperwork.

Please call us prior to the orientation session if you should have any questions regarding the process.

We look forward to working with you.

Again, welcome to the City of Waterbury.

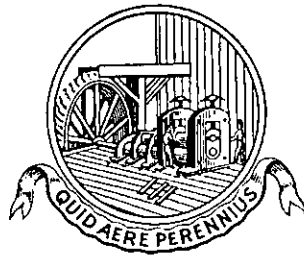
Sincerely,

*Nicholle West*

Nicholle West  
Human Resource Generalist

NW/sd

cc: Board of Education  
Darren Schwartz, Interim Supt. of Schools  
Linda Franzese, Food Serv. Director  
file



236 Grand Street  
Waterbury, CT 06702

(203) 574-6761

The City of Waterbury  
**Connecticut**  
*Department of Human Resources*  
Office of the Civil Service Commission

August 20, 2024

Jessica Lopez Escarraman  
9 Woodglen Dr., Apt. 6  
Waterbury, CT 06705

Dear Ms. Lopez Escarraman:

Welcome to employment with the City of Waterbury. Your name is being certified to the Department of Education for the position of Paraprofessional I (Req. #20240582) at \$18.87 per hour. Please contact Wendy Johns, Director of Pupil Services at (203) 574-8019 with any questions you may have in regards to this position.

We have scheduled your orientation for Thursday, August 29, 2024 at 9:00 a.m. at Veterans' Memorial Hall located in Waterbury City Hall, 235 Grand Street, 2<sup>nd</sup> Floor in Waterbury. You must attend this orientation session in order to work for the City. Your first day reporting to your new department/supervisor will be August 22, 2024 at your regular scheduled time.

At the orientation, we will provide you with a brief overview of the City, review its employment practices and complete all required paperwork. In addition, if you are an employee eligible for benefits, it is useful to bring the social security numbers and birth dates of your spouse and children in order to complete the insurance enrollment forms.

Please call us prior to the orientation session if you should have any questions regarding the process.

***Your new probationary period in accordance with your applicable contract will be 6 months in duration. The department head will be responsible for executing your probationary evaluation no later than 6 months from your first day in your new position.***

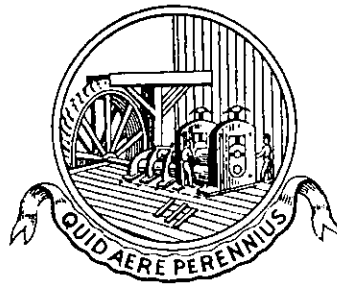
Again, welcome to the City of Waterbury.

Sincerely,

***Nicholle West***

Nicholle West  
Human Resources Generalist  
NW/sd

cc Board of Education  
Darren Schwartz, Interim Supt. of Schools  
Wendy Johns, Director of Pupil Serv.  
file



236 Grand Street  
Waterbury, CT 06702

(203) 574-6761

The City of Waterbury  
**Connecticut**  
*Department of Human Resources*  
Office of the Civil Service Commission

August 20, 2024

Diana Soto  
101 Corrigan Ave.  
Meriden, CT 06451

Dear Ms. Soto:

We are pleased to receive your acceptance of our offer of employment for the position of Food Service Worker for the Department of Education – Food Service (Requisition #20240696) at \$17.48 per hour.

This is a part-time position working in the Waterbury School System 10 months a year during school hours up to 19 hours per week.

This position does not provide health insurance benefits. Please refer to the CSEA – LOCAL 2001 contract for other available fringe benefits by visiting our website at [www.waterburyct.org](http://www.waterburyct.org).

We have scheduled your orientation for Thursday, August 29, 2024 at 9:15 a.m. at Veteran's Memorial Hall located in Waterbury City Hall, 235 Grand Street, 2<sup>nd</sup> Floor in Waterbury. You must attend this orientation session in order to work for the City. Your first day reporting to your new department/supervisor will be August 22, 2024 at your regular scheduled time.

Please call Judith Booth at 203-574-8195 with any questions you may have in regards to this position.

At the orientation, we will provide you with a brief overview of the City, review its employment practices and complete all required paperwork.

Please call us prior to the orientation session if you should have any questions regarding the process.

We look forward to working with you.

Again, welcome to the City of Waterbury.

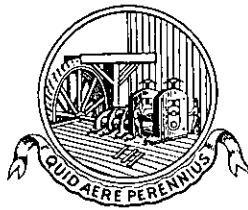
Sincerely,

*Nicholle West*

Nicholle West  
Human Resource Generalist

NW/sd

cc: Board of Education  
Darren Schwartz, Interim Supt. of Schools  
Linda Franzese, Food Serv. Director  
file



236 Grand Street  
Waterbury, CT 06702

(203) 574-6761

The City of Waterbury  
**Connecticut**  
*Department of Human Resources*  
Office of the Civil Service Commission

August 20, 2024

Antonio Rivera  
140 Central Ave., Apt. 2R  
Waterbury, CT 06702

Dear Mr. Rivera:

Welcome to employment with the City of Waterbury. Your name is being certified to the Department of Education for the position of Maintainer I (Req. #20240987) at \$17.90 per hour. Please contact Mike Konopka, School Inspector at (203) 574-8000 ext 11221 with any questions you may have in regards to this position.

We have scheduled your orientation for Thursday, August 29, 2024 at 9:00 a.m. at Veterans' Memorial Hall located in Waterbury City Hall, 235 Grand Street, 2<sup>nd</sup> Floor in Waterbury. You must attend this orientation session in order to work for the City. Your first day reporting to your new department/supervisor will be August 30, 2024 at your regular scheduled time.

At the orientation, we will provide you with a brief overview of the City, review its employment practices and complete all required paperwork. In addition, if you are an employee eligible for benefits, it is useful to bring the social security numbers and birth dates of your spouse and children in order to complete the insurance enrollment forms.

Please call us prior to the orientation session if you should have any questions regarding the process.

***Your new probationary period in accordance with your applicable contract will be 9 months in duration. The department head will be responsible for executing your probationary evaluation no later than 9 months from your first day in your new position.***

Again, welcome to the City of Waterbury.

Sincerely,

***Nicholle West***

Nicholle West  
Human Resources Generalist

NW/sd

cc Board of Education  
Supt. of Schools  
Mike Konopka, School Inspector  
file



The City of Waterbury  
**Connecticut**  
*Department of Human Resources*  
Office of the Civil Service Commission

236 Grand Street  
Waterbury, CT 06702  
203-574-6761 Phone  
203-574-8087 Fax

August 20, 2024

Robert Haxhi  
45 Burr Hill Rd.  
Middlebury, CT 06762

Dear Mr. Haxhi:

Congratulations, you have been selected for employment with the City of Waterbury for the Appointed position of Education Liaison in the Mayor's Office (Requisition #20250112). In this position, your starting compensation will be \$100,000.00 per year. In addition, you will follow the Waterbury Municipal Administrators Association Union and you will be eligible for benefits. Please visit our website at [www.waterburyct.org](http://www.waterburyct.org) for more information and a recent copy of your union contract (Local 2090).

Please provide the following items, which are necessary for completing your pre-employment requirements for final appointment:

- New employment paperwork

Please call the Civil Service Office at (203) 574-6761 with any questions that you may have.

Sincerely,

Tara Shaw  
Director of Human Resources  
TS/sd

cc: Board of Education  
Darren Schwartz, Interim Supt of Schools  
Joseph Geary, Chief of Staff  
File



## 2023-2024 Annual Report



**Board of Education**

2023-2024

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## Message from the Deputy Superintendent of Schools

Dear Waterbury Public Schools Community,

As we reflect on the past academic year, it is abundantly clear that the staff, students, families, and community are the most important resources in our school system and their collective efforts are recognized and appreciated.

To our dedicated educators, your passion for teaching and unwavering support for our students have been truly inspiring. You have adapted to challenges, embraced new methods, and consistently provided a nurturing environment for our learners. Your hard work has made a significant impact, and I thank you for your continued excellence.

To our students, your perseverance and determination are extraordinary. Despite the obstacles you may have faced, you have remained committed to your education and made significant strides in your personal and academic development. I commend you for your hard work and achievements.

To our supportive families and community partners, your collaboration and encouragement have been invaluable. Your engagement and support have strengthened our schools and contributed to the success of our students. Thank you for your dedication to our shared mission.

While we celebrate our successes, I must also recognize the need for continued growth and development. Education is a continuous journey, and there is always room for improvement and innovation.

Looking ahead to the 2024-2025 school year, we remain committed to fostering a culture of learning, inclusivity, physical and emotional safety, and support throughout our district. Together, we can build on our successes and address any challenges that arise, ensuring that every member of our community has the resources and support they need to thrive.

Sincerely,

Dr. Darren M. Schwartz  
Deputy Superintendent

# Core Values, Mission and Vision

## Core Values

The Waterbury Public Schools System

- Holds high expectations for excellence in teaching and learning
- Promotes equity in policy, practice and resources
- Provides students a quality learning experience aligned to our Portrait of a Graduate
- Acts as stewards for community resources and managing our assets to ensure equity and excellence
- Recognizes that meaningful relationships are the foundation of a high-quality education
- Committed to embracing a diverse community
- Committed to civility, honesty, responsibility and transparency

## Mission

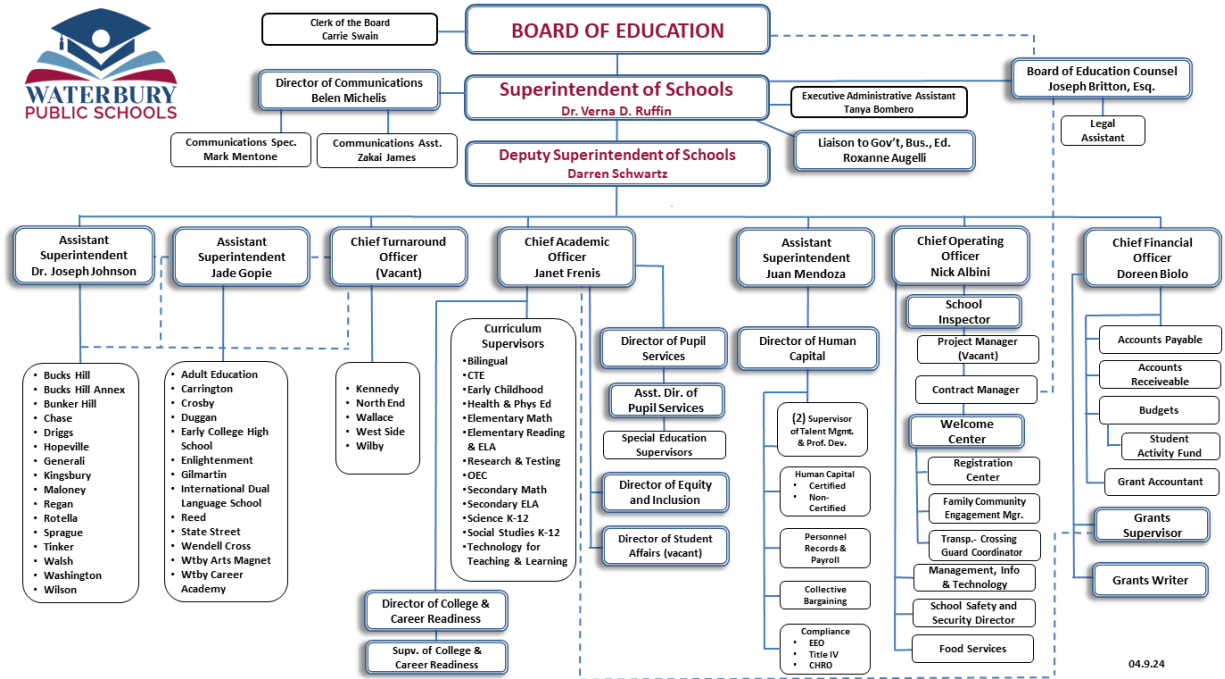
The mission of Waterbury Public Schools is to inspire and prepare every student to be successful in and beyond school.

## Vision

**All** Waterbury Public Schools students will graduate ready to transform their world.

# Waterbury Public Schools Administration

## District Organizational Chart



## Central Office Support

### CENTRAL ADMINISTRATION

- |   |                         |
|---|-------------------------|
| Superintendent                            | Dr. Verna D. Ruffin     |
| Deputy Superintendent                     | Dr. Darren Schwartz     |
| Chief Academic Officer                    | Mrs. Janet Frenis       |
| Chief Financial Officer                   | Mrs. Doreen Biolo       |
| Chief Operating Officer                   | Mr. Nicholas Albini     |
| Assistant Superintendent                  | Mrs. Jade L. Gopie      |
| Assistant Superintendent                  | Dr. Joseph H. Johnson   |
| Assistant Superintendent of Human Capital | Mr. Juan Mendoza        |
| Director of Pupil Services                | Ms. Wendy Johns         |
| Director of Communications                | Ms. Belen Michelis      |
| Chief Turnaround Officer                  | Vacant                  |
| Board of Education Attorney               | Attorney Joseph Britton |
| Supervisor of Management, Info. and Tech. | Mr. Will Zhuta          |

Director of College and Career Readiness  
Director of Equity and Inclusion  
Director of Safety and Security

Mrs. Nyree Toucet  
Dr. Lara White  
Mr. Daniel Barry

## TEACHING AND LEARNING SUPERVISORS

Multilingual Learners Education  
Career and Technical Education  
College and Career Readiness  
Fine Arts (PreK-12)  
Health & Physical Education  
Math (PreK-5)  
Math (6-12)  
Reading/English Language Arts (PreK-5)  
Reading/English Language Arts (6-12)  
Research, Development, and Testing  
Science  
Social Studies  
Technology for Teaching and Learning

Ms. Adela Jorge  
Mr. Michael Merati  
Dr. Vira Boatright  
Ms. Holly Maxson  
Mr. Joseph Gorman  
Mr. Robert Shagensky  
Dr. Elizabeth Corbin  
Dr. Dena Mortensen  
Ms. Jennifer Sarja  
Ms. Tara Battistoni  
Mrs. Kari Nizzardo  
Mrs. Veda Harris  
Dr. Michelle Eckler

## RECRUITMENT & PROFESSIONAL DEVELOPMENT

Talent & Professional Development Supervisor  
Talent & Professional Development Supervisor

Ms. Marissa Waters  
Ms. Carli Carpentieri

## SPECIAL EDUCATION SUPERVISORS

Ms. Donajean (DJ) Belcher  
Ms. Lisa Brown  
Dr. Michelle Cormier  
Mr. Robert Delaney  
Ms. Kimberly DiVergilio  
Ms. Allison Finley  
Mrs. Nancy Hill  
Ms. Patricia (*Patty*) Ferrare  
Ms. Alice Heintz  
Ms. Jamie Miller  
Ms. Chayna Nath  
Ms. Wendy Santarsiero (*Owen- via email*)  
Mrs. Tracy Menzies (Assistant Director)

## WELCOME CENTER

Family and Community Engagement Manager  
Student Registration  
District Liaison to Students in Transition  
Community Connections Coordinator  
Bussing/Crossing Guard Coordinator  
Bussing Assistant

Mrs. Quineshia Brown-Coles  
Ms. Margaret Williams  
Mrs. Shynea Paris  
Mrs. Barbara Tenor  
Mr. Jeffrey Hunter  
Mr. Edwin Ellington

## OFFICE OF EARLY CHILDHOOD

Supv. of Early Childhood Education  
Supv. of Early Childhood Special Education  
School Readiness Liaison

Mrs. Maureen Bergin  
Mrs. Patricia Ferrare  
Ms. Krista Pisano

## FOOD SERVICE

Food Service Director

Ms. Linda Franzese

## GRANTS

Supervisor of Grants  
Competitive Grants Writer

Ms. Linda Riddick-Barron  
Ms. Louise Allen Brown

## SCHOOL INSPECTOR

School Inspector

Mr. Michael Konopka

## School Principals

## ALTERNATIVE SCHOOLS AND PROGRAMS

Waterbury Adult Continuing Education  
Enlightenment School  
State Street Program  
Bucks Hill Preschool

Mr. Antonio Musto  
Mrs. Christina Moore (Int.)  
Mrs. Lisa Ariola-Simoes  
Ms. Amy Simms

## HIGH SCHOOLS

### Crosby High School

Principal  
Vice Principal  
Vice Principal

Mr. Michael Veronneau  
Mrs. Cathleen Newmark  
Mr. Hugh Aird



Vice Principal  
Vice Principal ECHS

Ms. Kara Riley  
Mr. Sean Mosley

John F. Kennedy High School

Principal  
Vice Principal  
Vice Principal  
Vice Principal

Mr. Robert Johnston  
Mr. George Smalley  
Mr. Matthew Gwiazdoski  
Ms. Karyln Fitzpatrick

Wilby High School

Principal  
Vice Principal  
Vice Principal  
Vice Principal  
Administrator on Special Assignment

Dr. Michelle Baker  
Ms. Jeannine Minort-Kale  
Mr. Jason Martinez  
Ms. Elizabeth Henson  
Mr. Joseph Begnal

Waterbury Arts Magnet High School

Principal  
Vice Principal  
Vice Principal  
Vice Principal

Dr. Maria Stasaitis  
Mr. Daniel Ferreira  
Mr. Joseph Nole  
Ms. Jennifer Deeley

Waterbury Career Academy High School

Principal  
Vice Principal  
Vice Principal

Mr. Michael Harris  
Mrs. Jennifer Franceskino  
Mr. Peter Flammia

**MIDDLE SCHOOLS**

North End Middle School

Principal  
Assistant Principal  
Assistant Principal  
Assistant Principal

Mrs. Jacquelyn Gilmore  
Mr. James Simpson  
Ms. Jennifer Egan  
Mrs. Sharell Herbert

Wallace Middle School

Principal  
Assistant Principal  
Assistant Principal

Mr. Vincent Balsamo  
Mr. Ryan Carpenter  
Ms. Bridget Regan

Assistant Principal  
Academic Academy Supervisor

Ms. Patricia McCarthy  
Mrs. Melinda Grove

West Side Middle School

Principal  
Assistant Principal  
Assistant Principal  
Assistant Principal

Mr. Peter McCasland  
Mrs. Kathleen Ferrucci  
Ms. Dana Mancini (Int.)  
Ms. Cathie Rinaldi

Waterbury Arts Magnet Middle School

Principal  
Vice Principal  
Vice Principal  
Vice Principal

Dr. Maria Stasaitis  
Mr. Daniel Ferreira  
Mr. Joseph Nole  
Mrs. Jennifer Deeley

**ELEMENTARY AND PRE K-8 SCHOOLS**

Bucks Hill Elementary School

Principal  
Elementary Vice Principal

Mrs. Maria Jimenez  
Ms. Dana Coelho

Bunker Hill Elementary School

Principal  
Elementary Vice Principal

Ms. Brittany Dunn  
Mrs. Emily Griffin

Carrington Elementary School

Principal  
Elementary Vice Principal

Ms. Karen Renna  
Ms. Kristen Gwiazdoski

H.S. Chase Elementary School

Principal  
Elementary Vice Principal  
Elementary Vice Principal

Mrs. Lori Eldridge  
Mr. Ivan Hernandez  
Mrs. Sonja Selenica

Wendell L. Cross Elementary School

Principal  
Elementary Vice Principal

Mrs. Donna Cullen  
Mrs. Ann Drewry

Driggs Elementary School

Principal  
Elementary Vice Principal

Dr. Jennifer Rosser  
Ms. Hannah Sam

John Duggan Elementary School

Principal  
Elementary Vice Principal

Ms. Melissa DiGiovanni  
Ms. Carla Fianza

M.M. Generali Elementary School, Margaret

Principal  
Elementary Vice Principal

Ms. Kristen Gaudiosi  
Ms. Shernett Evans Foster

Gilmartin Elementary School

Principal  
Elementary Vice Principal

Mrs. Laura Curley-Colon (Int.)  
Ms. Melissa Vargas (Int.)

Hopeville Elementary School

Principal  
Elementary Vice Principal

Mrs. Erika Lanza  
Mrs. Julissa Crespo

Roberto Clemente International Dual School

Principal

Mrs. Diurca Tomasella

F.J. Kingsbury Elementary School

Principal  
Elementary Vice Principal

Mr. Erik Brown  
Ms. Susan Groppi

Maloney Interdistrict Magnet School

Principal  
Elementary Vice Principal

Mrs. Diane Bakewell  
Ms. Jan Phillips

Jonathan E. Reed Elementary School

Principal  
Elementary Vice Principal

Mrs. Maryann Thompson (Int.)  
Ms. Kimberly Mays

Frank G. Regan Elementary School

Principal

Mrs. Angela Razza

Rotella Interdistrict Magnet School

Principal  
Elementary Vice Principal

Mrs. Robin Henry  
Mrs. Dana Wallace

Sprague Elementary School

Principal  
Elementary Vice Principal

Ms. Stephanie Carpentieri  
Mr. Raymond Irrera

B.W. Tinker Elementary School

Principal  
Elementary Vice Principal

Mr. Ryan Sullivan  
Ms. Claudia Biello

Walsh Elementary School

Principal  
Elementary Vice Principal

Dr. Maureen Wilson (Int.)  
Mrs. Courtney Pierresaint (Int.)

Washington Elementary School

Principal

Mrs. Inez Ramirez

Woodrow Wilson Elementary School

Principal  
Elementary Vice Principal

Mr. Michael Theriault  
Mrs. Mallory Brito

## Board of Education

### COMMISSIONERS

Mayor Paul K. Pernerewski, Jr. - Chairman Ex-Officio

Juanita P. Hernandez - President

Elizabeth C. Brown - Vice President

Melissa Serrano-Adorno - Secretary

Steffi Frias

LaToya R. Ireland

Jacqueline A. Jackson

Hector Navarro

Margaret A. O'Brien

Rocco F. Orso

Thomas Van Stone, Sr.

### STUDENT REPRESENTATIVES

Mickal Holmes, Crosby High School (Grade 12)

Dante Myers, Crosby High School (Grade 11)

Eva Pineda, Kennedy High School (Grade 12)

Vidya Sagendorf, Kennedy High School (Grade 11)

Grace Henderson, Waterbury Arts Magnet School (Grade 12)

Jayden Greenlaw, Waterbury Arts Magnet School (Grade 11)

Destini Langs, Waterbury Career Academy (Grade 12)

Tiffany Rodriguez, Waterbury Career Academy (Grade 11)

Kelliece Dixon, Wilby High School (Grade 12)

Tamia Mitchell, Wilby High School (Grade 11)

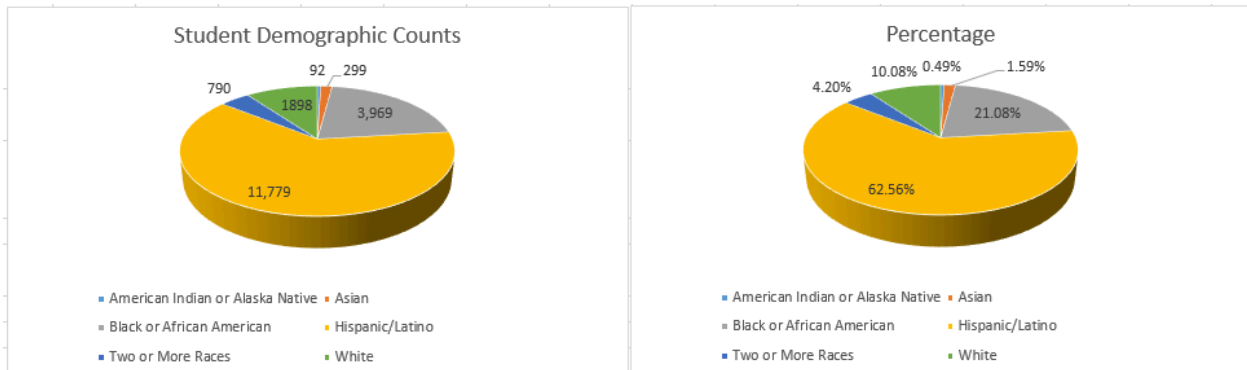
# Demographics at a Glance

## Students

### District Student Enrollment

Total Enrollment (October 2023) **18,827**

### District Student Demographics



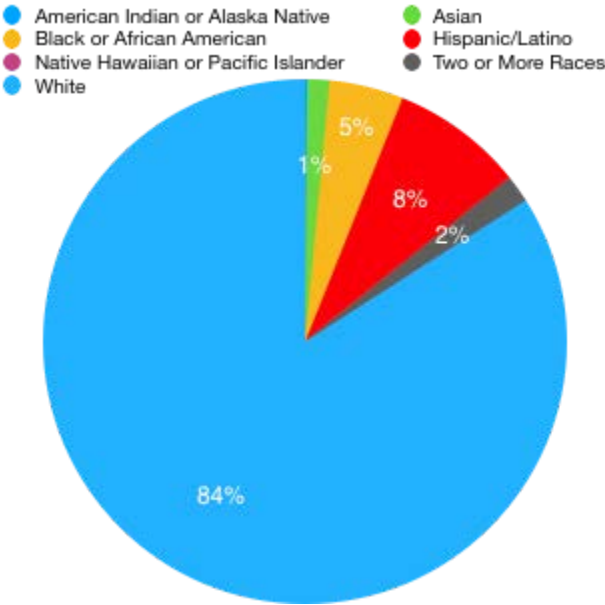
Student Enrollment	
Ethnicity/Race	Count
American Indian or Alaska Native	92
Asian	299
Black or African American	3,969
Hispanic/Latino	11,779
Two or More Races	790
White	1,898

### Enrollment Trends

School Year	Total Enrollment	Special Education	MultiLingual Learners	Pre-K
23-24	18,827	4051	3974	897

22-23	18,595	3662	3393	795
21-22	18,660	3,733	3,307	885
20-21	18,450	3,896	2,969	414
19-20	18,807	3,637	2,919	836
18-19	18,847	3,583	2,820	779
17-18	19,007	3,396	2,615	817
16-17	19,001	3,345	2,553	819
15-16	18,862	3,307	2,432	744
14-15	18,878	3,242	2,354	702
13-14	18,706	3,093	2,121	682
12-13	18,485	2,951	2,061	666
11-12	18,175	2,803	1,952	662

Instructional Staff



Administrators			
Ethnicity/Race	Male	Female	Total

<b>American Indian or Alaska Native</b>	0	0	0
<b>Asian</b>	0	1	1
<b>Black or African American</b>	1	8	9
<b>Hispanic/Latino</b>	3	9	12
<b>Native Hawaiian or Pacific Islander</b>	0	0	0
<b>Two or More Races</b>	0	2	2
<b>White</b>	20	50	70

<b>Teachers</b>			
<b>Ethnicity/Race</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
<b>American Indian or Alaska Native</b>	0	2	2
<b>Asian</b>	1	20	21
<b>Black or African American</b>	12	52	64
<b>Hispanic/Latino</b>	21	98	119
<b>Native Hawaiian or Pacific Islander</b>	0	0	0
<b>Two or More Races</b>	5	20	25
<b>White</b>	272	1002	1274

## District Improvement

### Process and Overview

The district strategic plan provided the roadmap for improvement in Waterbury Public Schools. Under the five categories of: Educating the Whole Child, Expanding Access, Choice, and Equity, Ensuring Safe and Healthy Schools, and Investing in the Future, the district accomplished several goals in improving the quality of education for students in Waterbury.

- **Educating the Whole Child** - some examples
  - *Establishing a Portrait of a Graduate and Mastery-Based Credit*- The Mastery Based Credit (MBC) standards-based assessment system that aligns with the district's portrait of a graduate was administered to students in grades 9, 10, 11 and



12. Students earned the Mastery Based Credit (MBC) to fulfill the graduation requirement. Services provided include consulting on revisions to the design, implementation, and integration with the district's other academic initiatives.

- *Tutoring*-Evidenced-based practice dictates that learning loss can be offset by high-quality tutoring, expanding hours that tutors are available, and ensuring good training allows us to impact even more students. Varsity Tutors provided support for this initiative. This year, the district utilized Varsity Tutor's small group instruction model to target students in grades four and five in reading and math. This allowed classroom teachers to have a second group attended by a teacher during small group time.
- *Curriculum and Instruction*- The district continued to migrate curriculum in all areas onto our Atlas curriculum platform. Several departments including mathematics and reading completed the RFP process to secure new instructional materials for the coming school year and curriculum writing has already begun. Elementary science has begun curriculum revisions to align to the new reading program.
- *CTE Expansion/Dual Enrollment*- Materials were added to support the expansion of robotics, and drone piloting as well as the addition of game design. Additional dual enrollment courses have been added through our partnership with Post University. We have also added new UCONN courses and supported teachers in becoming certified to teach new courses.
- *480 & 530 SAT Clubs*- All high schools created afterschool math clubs to support student success on the math portion of the SAT. The program served 144 students and resulted in 56 of those students passing the rigorous exam. In addition to the 530 math Club, all high schools added the 480 ELA math club to provide extended support and preparation for students in grade 11 taking the SAT assessment. The 480 Club served 59 students and 36 of those students met or surpassed the benchmark.
- *Second Step/SEL Curriculum*- Teachers of students in grades K-8 facilitated the process of teaching social and emotional skills to support students in managing their emotions, have empathy, problem solve, make responsible decisions and maintain healthy relationships using the Second Step Curriculum.
- *DESSA/Panorama SEL* - In addition to Second Step, students in grades 6-12 completed the DESSA or Panorama SEL strength based, self- assessment. Data from these assessments captured data from student perspectives for equitable insights encouraging students to put their strengths into practice and create a nurturing environment conducive to academic success and emotional wellbeing.

- **Expanding Access, Choice and Equity** - *some examples*

- *Virtual Academy*- Develop Virtual Learning Options and a Virtual Learning Academy based on students who qualify per CSDE guidance. Utilizing lessons learned about the best practices and most efficient system to integrate virtual learning into the district portfolio of education options. This will improve our ability to provide initial H.S. credit, expand high school course offerings such as AP throughout the district, and advance equity and access.
- *Gifted and Talented*- Approximately 1289 students in grade 3 were assessed using the Naglieri standardized assessment to determine placement for enrichment at the Academic Academy at Wallace Middle School. Students that scored above the 98th percentile were offered Gifted and Talented services under Child Find. Parents were offered consent for special education services for their child under the Gifted and Talented classification.
- **Ensuring Safe and Healthy Schools** - *some examples*
  - *School Based Health Centers*
  - *School Counselors*- 23 full-time positions for elementary and PK-8 schools and two career counselors at two of our high school programs.
  - *Social-emotional learning curriculum*-A curriculum was purchased, adopted, and implemented.
  - *School counseling curriculum*- Comprehensive monitoring of student progress and performance to ensure the integration of the Comprehensive School Counseling Curriculum with a focus on Naviance.
  - *DCF Liaisons*- In an effort to reduce DCF referrals, and in partnership with the Department of Children and Families (DCF), three DCF case managers are stationed at Bucks Hill, Generali, and Reed Elementary Schools.
  - *Support Beyond School Hours*- Provide one-on-one counseling support access for students beyond traditional hours. Many students reported enjoying office hours during remote learning and the support provided for them. Student Success Agency was contracted to provide this service.
  - *MTSS*- Purchasing outside services to support and supplement school-based efforts to respond to increased student emotional and behavioral needs due to the long-ranging effects of the pandemic. Selected schools with a high population of particularly impacted students will receive additional staffing support and capacity building to serve a wide range of student needs.
  - *Connecticut Junior Republic (CJR) Behavioral Health Clinicians* - Provide clinicians in middle and high schools to support the mental health and well being of the students. Individual and group counseling is provided to students during school hours, weekends and vacations. After-school program is offered to provide

academic tutoring and support and engage students in enrichment experiences.

- **Investing in the Future** - *some examples*
  - *Evaluation and Professional Learning*- The Teacher Evaluation and Professional Learning Software from PowerSchool will be fully integrated with our existing district systems and will provide our principals and school leaders with the resources necessary to address the instructional needs of their schools through streamlined data collection, analysis, and reporting, which will help improve the quality of our teacher's instruction through a collaborative evaluation process.
  - *Waterbury U*- Staff will earn stipends as they work to complete a micro-endorsement consisting of 3 micro-credentials. Pathways will include teacher leadership, mentoring, National Board Certified teaching, master teacher, SEL, acceleration, and additional courses aligned with teaching and learning. (\$33/hour for 30 hours per credential=\$990) 3 credentials per teacher =\$2,970 1700 teachers with 3 credentials =\$5,049,000. Due to the challenges of teachers' working conditions during the pandemic, this program will provide an opportunity for professional renewal and advancement.
  - *Leadership Support*- CT Center for School Change - to support district instructional leaders and staff with the understanding of the Acceleration framework components

## Budget and Finance Highlights



### Education Budgets for FY 2024:

- General Fund Operating Budget at \$158,375,000 - Continuing to control costs and achieve a year-end budget surplus for consecutive years of a minimal budget and prepared consecutive years of minimal growth operating budget with little proposed negative effect on educational programs offered to our students.

- The General Fund Operating Budget was \$158,375,000 for Fiscal year 23-24 and has been flat funded (no increase) in past years.
- The State Funded Education Cost Sharing (ECS) total for Fiscal Year 23-24 was \$170,363,118 of which \$57,567,834 was the Alliance Grant portion to the Education Department. Also ten percent of the Alliance increase in the amount of \$706, 989 went to the Increasing Education Diversity Grant. Waterbury has been severely underfunded in the ECS grant. However, the State ECS phase-in formula is helping to bridge the gap.
- The total of State Grants for Fiscal Year 23-24 total was \$29,234,667. Other types of State Funded Grants are the 21st Century, School Safety and Security Grants, Low Performing School Bond, Family Resource Center, Magnets, School Readiness, etc.
- Additional State Grant was awarded for Commissioner’s Network Schools in the amount of \$2,615,281 for three comprehensive middle schools (North End, Wallace, West Side) and for one comprehensive high school (Wilby).
- The total of Federal Grants for Fiscal year 23-24 total was \$119,835,650 Some types of Entitlement Grants are IDEA, Title I, Title II, Title III, Title IV, 21st Century After School. Other federal grants also include ESSER & ARP ESSER funds as well as Federal Congressional Funds for Access points and chromebooks.
- Another Federally funded grant awarded in our seventh consecutive year for a total of \$1,092,958 was the Every Student Succeeds Act (ESSA) School Improvement Grants awarded to Opportunity Districts for three middle schools (North End, Wallace and West Side)and the three high schools (Crosby, Kennedy, Wilby) to assist student needs further.
- The Education Finance Department prides itself on receiving complete “clean” audit reports of any findings or comments for a number of consecutive years.

### Active Federal Grants from COVID 19 in FY2022:

- Due to the pandemic, the district received various funds through the Federal Cares Act to support and provide continuing education in an accessible, equitable, and meaningful way to the students we serve.
  - Elementary and Secondary School Emergency Relief Fund (ESSER I) \$ 9,394,519 Grant Ends September 2022 (Public Portion \$8,462,310 and Non-Public Portion \$ 932,209 Equitable Services). Funds were budgeted for the following priorities:
    - 1) Ensuring that all students have access to appropriate technology and connectivity.

- 2) Accessibility to a high-quality curriculum that addresses the needs of all learners, including students with disabilities.
- 3) Addressing student learning gaps and safely reopening schools.
- 4) Providing social and emotional support for educators and students as they transition back to school.

***ESSER I ended on September 30, 2022 and funds were liquidated through January 30, 2023. All funds were spent and Waterbury did not need to file an extension.***

- Elementary and Secondary School Emergency Relief Fund (ESSER II) \$ 41,651,124 Grant Ends September 2023 (No Equitable Services). Funds were budgeted in the following priorities:
  - 1) Academic Support, Learning Loss, Learning Acceleration, and Recovery.
  - 2) Family and Community Connections.
  - 3) School Safety and Social-Emotional Well-being of the “Whole Student” and of our School Staff.
  - 4) Remote Learning, Staff Development, and the Digital Divide.
  - 5) Other

***ESSER II ended on September 30, 2023 and funds were liquidated through January 30, 2024. All funds were spent and Waterbury did not need to file an extension.***

- American Rescue Plan Act (ARP)/(ESSER III) \$ 89,691,176 Grant Ends September 2024 (No Equitable Services). Funds were budgeted in the following priorities:
  - 1) Learning Acceleration, Academic Renewal, and Student Enrichment..
  - 2) Family and Community Connections.
  - 3) Social, Emotional, and Mental Health of the Students and of our School Staff.
  - 4) Strategic Use of Technology, Staff Development, and the Digital Divide.
  - 5) Building Safe and Healthy Schools.

## Operations

The Operations Departments (Technology, Facilities, Security, Food Services, Transportation, and Welcome Center) have completed and planned many projects for the 2023-2024 school year.

The programs continue to focus on building from recent successes seeking cost-effectiveness

and efficiency in supporting the District's educational goals, mission, and vision. Creating and sustaining healthy, safe, cost-effective, and efficient infrastructure and support for students and staff remain the guiding principles for the Operations Departments. Through investigation, research, and collaborative planning, many projects have been started and completed leveraging several funding sources. Working in collaboration with all other Education Departments, the Operations Departments diversified plans to continue to support the expansion of 1:1 learning initiative and engage in multiple projects designed to support the Safe Return to In-Person Instruction and Continuity of Services. A summary of the many projects and efforts by the Operations Divisions is as follows:

## Digital Classroom Technology

### Chromebook and Laptop Distribution

The Technology Distribution Center on Harper Ave is crucial in streamlining the District's device management processes. The Center enables efficient handling of new orders by centralizing device intake and asset tagging. All newly acquired devices are shipped to the Center, where they undergo tagging and assignment procedures before being distributed.

Additionally, the Center serves as a hub for processing damaged, failed, and returned devices. These devices are meticulously refurbished, repaired, and prepared for student redistribution. The Center has successfully processed many repair requests, totaling 9,643. Furthermore, it has salvaged 4,510 Chromebooks, leading to nearly two million dollars in cost savings by avoiding device replacements. Managing a fleet of over 30,000 Chromebooks, the Center plays a vital role in maintaining the inventory and ensuring devices are available for student use.

To provide schools with comprehensive insights into their device inventory and tracking, the Center has developed device inventory reports. These reports offer valuable information regarding each school's inventory and enable efficient tracking of devices. Additionally, a bi-annual reconciliation process is implemented to meticulously track student devices and ensure proper accountability within the system.

In summary, the Technology Distribution Center on Harper Ave is a central hub for device management, streamlining intake, asset tagging, refurbishment, and repair. Through its efforts, the Center has significantly reduced replacement costs, managed a large fleet of Chromebooks, and implemented effective inventory tracking mechanisms for schools within the District.

### Wireless Network buildout to Support 1:1 and Distance Learning

A comprehensive redesign of the Wi-Fi network was undertaken to ensure seamless connectivity in the evolving educational environment. This involved strategically installing over 1,577 wireless

access points throughout classrooms, common areas, and the exteriors of schools. These additions were instrumental in bolstering the wireless network infrastructure, enabling it to meet the stringent technical specifications mandated by new requirements while facilitating device connectivity.

The newly deployed wireless access points were designed to accommodate the latest 802.11AC 1 Gig wireless standard. Simultaneously, they were also equipped to support legacy devices operating on 802.11n 2.4 Gig and 802.11a/b/g standards. This comprehensive compatibility ensured that the 1-to-1 program and BYOD initiatives, along with older district laptops, could be accommodated.

Overall, these extensive upgrades and installations met the increasing wireless demands within the school setting and prioritized wireless security to create a robust and efficient wireless network infrastructure.

### **Voice Over IP (VOIP) Telephone System**

In 2023-2024, the Voice Over IP (VoIP) end-to-end solution experienced further expansion, incorporating 800 classroom handsets. As a result, every class and office space within the district is now equipped with a VOIP phone, enabling seamless communication. This investment has proven highly beneficial, generating monthly savings of over \$9,700 for the District.

One of the key advantages of this expanded VoIP system is the centralized management system. This system empowers administrators to make configuration changes to the telephone system at each site remotely, eliminating the need for physical presence. Furthermore, it provides the flexibility to expand services offered by the telephone system while concurrently reducing costs and eliminating unnecessary duplication.

With the successful implementation of the expanded VoIP solution, the district has achieved comprehensive coverage, significant cost savings, and improved efficiency in system management.

### **Classroom Audio Enhancements**

Classroom audio enhancements are vital for creating an optimal learning environment in Waterbury Public Schools. These systems ensure that every student can hear the teacher clearly, regardless of where they are seated in the classroom. By amplifying the teacher's voice, audio enhancements reduce strain on the teacher and help maintain student attention, leading to improved comprehension and engagement.

Such enhancements support various learning styles and needs, especially benefiting students with hearing impairments or those sitting farther from the teacher. They also facilitate better communication during collaborative activities and group discussions. Overall, classroom audio enhancements contribute to a more inclusive and effective educational environment, helping all students achieve their full potential.

### **Resilient Fiber Network**

A resilient fiber network is essential for supporting Waterbury Public Schools by providing reliable, high-speed internet access crucial for modern education. This network ensures uninterrupted connectivity, supporting digital learning, online assessments, and other internet-based educational tools, thereby enhancing the teaching and learning experience.

The USAC E-Rate program's coverage of 90% of the network upgrade costs offers a significant financial advantage to Waterbury Public Schools. This substantial support greatly reduces the financial burden on the district, allowing it to allocate funds to other critical educational needs. By leveraging the E-Rate program, Waterbury Public Schools can achieve a robust technological infrastructure while realizing significant cost savings, ultimately improving the quality of education for students and teachers.

### **Wide Area Network Upgrade**

Upgrading the network internet connection to 20GBPS for Waterbury Public Schools is crucial for enhancing the educational experience by supporting high-speed, reliable internet access. This upgrade will accommodate the increasing demand for digital learning resources, online assessments, and other internet-based educational tools, ensuring that students and teachers can effectively utilize modern technology for teaching and learning.

The USAC E-Rate program's commitment to covering 90% of the upgrade costs offers a significant financial benefit to the Waterbury Public Schools. This support drastically reduces the financial burden on the school district, allowing it to invest in other critical areas of education while still achieving a substantial improvement in its technological infrastructure. The resulting savings will enable the schools to allocate more resources towards enhancing the overall quality of education.

## **Food Services**

During the 2023-2024 school year we were able to continue our progress in a post pandemic environment with an increase in participation that was positive but still not fully at pre-COVID numbers. We feel that a large part of that again had to do with Commissioners Network dismissal throughout the majority of the year. While we supplied sandwiches to students before leaving



school we again saw that a significant number of students were choosing to leave without this supplied meal. Towards the end of the year we started serving these students in school in a more traditional serving style. This resulted in an increase of 20,000-30,000 more students receiving meals per month. Continuing this model, we should finally return to the numbers we were seeing prior to the Pandemic. This increase in participation will result, not only in an increase in the amount of revenue the department will bring in, but will also result in an increase in future food allocation from the federal government allowing us to use our funds to continue our objective to bring schools new equipment to help facilitate food quality. Although we continue to see some staffing issues it is significantly better than it has been over the past few years and our supply chain issues have been resolved for the most part, as well.

We were able to accomplish many things throughout the course of the past year as well. The addition of the blast chillers in our central kitchen has allowed us to offer more rice and pasta options to our warming schools. Prior to the purchase of these machines the process to make and cool these items within the safety requirements meant cooking in smaller batches which was time consuming when making over 5,000 servings per meal. It was also a stress on freezers and coolers that were not designed to handle this type of cooling. The process has gone from 3 days to 6 hours and maintains the quality of the taste in the product. The implementation of the fresh salad program across the district has been a great success and has offered our students a vegetarian and vegan option that is compliant with federal regulations across the district. Over this past summer the new lunch tables were delivered and have brightened up cafeterias throughout the district which has welcomed students and aided in the steady increase of participation that we have seen. We have continued our goal of offering a greater variety of meal choices through our central kitchen and have used participation data to identify meals that students seem to enjoy.

As we move into 2024-2025 there is potential for continued growth and success. Of course we will continue to review our menu and monitor participation in order to make sure students are eating meals that are not only nutritionally sound but also they enjoy. This will help us to our goal of increasing participation. The more that we work in the central kitchen on menu ideas and recipe development the more we identify potential areas of improvement. We hope to add a cup sealing machine in order to help lighten the load at the individual schools and decrease waste. This initiative should also have the added benefit of allowing us to reassign staff easing the continuing struggle we have seen in onboarding new employees. The increase in student participation over the past year and anticipated increase in coming years will allow us to continue upgrading kitchens with new equipment which will help in food quality, energy efficiency and staff safety.

## Welcome Center

Family and Community Engagement continues to engage in the second year of its partnership with Capitol Region Education Council (CREC) under the Connecticut Family School Partnerships (CFSP). CFSP awarded the district the Parent Teacher Home Visitors (PTHV) grant for four schools: Duggan, Kingsbury, Wilson, and Reed Elementary Schools. Through this grant, a maximum of 20 families per school received a maximum of two home visits from PTHV educators by the June 2024 deadline. Uniquely, Duggan and Reed are K-8 schools, offering staff the opportunity to provide a larger range of visits to multiple grade and school levels. The overall goals and objectives for the four proposed participating schools was to first build relationships and then to offer support to students to attend school consistently. One hundred and sixty (160) home visits to families were completed, offering a bridge between home and school with an emphasis on creating rapport with families and awareness of opportunities for school involvement.

School Parent Liaisons continue to support parents in being active participants in their student's education by developing innovative programs under the scope of supporting learning at home. Math nights, literacy nights, community meeting days, newsletters, and courageous conversations have been well-received avenues that empower parents to engage, build relationships, assist in making connections, and support families and building staff.

The Registration Office processed and enrolled 2,326 students for the 2023-2024 school year; elementary students totaled 1,859 and middle school students totaled 467. Students came from 59 other Connecticut cities or towns, 36 other states and 33 other countries. Of the 2,326 students, 189 were enrolled in the Special Education program and 631 were multilingual students enrolled in a Bilingual, English as a Second Language (ESL) and/or Language Transition Support Services (LTSS) program.

## Transportation

Waterbury Public Schools had over 18,500 students enrolled last year. The Education Department transported 13,102 Regular Education students over 125 routes with 125 propane powered buses in the 2023-2024 school year. Regular Education buses are equipped with interior and exterior recording cameras with audio, Bus Tracker G.P.S. system for parents and staff to see the location of their student's bus while en route to the bus stop or school, and a child safety check mechanism to ensure sleeping children aren't missed at the end of the route.

Special Education buses transported 1,790 of the nearly 3,000 registered Special Education students with a combination of 60 diesel or gasoline powered buses on 60 routes within

Waterbury. All Special Education students are met at their home for ease of pick-up and drop-off with door-to-door service.

The Education Department is also mandated by the State of Connecticut to transport Waterbury residents to State, private and parochial schools, these include Alpha & Omega, Brass City Charter, Catholic Academy, Children's Community, Holy Cross, Kaynor Technical, Mount Carmel, Southington Vocational-Agricultural and three Yeshiva schools. State, private and parochial students totaled 1,823 for the 2023-2024 school year.

## Facilities and Construction

2022-2023 was a great year for Facilities and Construction projects and the period of 2024-2025 will continue this trend of incredible upgrades provided to all schools. This school year brings us a comprehensive array of ongoing projects across our district, encompassing real estate, capital improvements, and initiatives funded by ESSER (Elementary and Secondary School Emergency Relief). Here's a breakdown based on the funding:

### ESSER Funded Projects:

1. **HVAC and Space Improvements:**
  - o **Gilmartin and Duggan Elementary Schools:** Replacement of rooftop HVAC units (electrical portion to be completed in the next school year)
  - o **Waterbury Arts Magnet School:** Purchase of air-cooled chillers
  - o **Waterbury Arts Magnet School and The Palace Theater:** Pre-purchase of electrical gear for separation of HVAC System
  - o **12 Elementary Schools (Bucks Hill, Chase, Driggs, Generali, Hopeville, Tinker, Bunker Hill, Kingsbury, Regan, Sprague, Washington and Wilson Elementary Schools):** Cooling Center installations
  - o **State Street School:** Replacement of air handler units
  - o **Wilby High and North End Middle Schools:** Replacement of air handler units, chillers, cooling towers
  - o **Crosby High and Wallace Middle Schools:** Replacement of air handler units and exhaust fans.
  - o **Kennedy High School:** Air handler unit replacement (exhaust fans were completed previous year)
  
2. **Building and Space Management:**
  - o **Crosby and Wilby High Schools:** Transformation of culinary kitchens
  - o **Crosby High School:** Constructed an additional culinary room
  - o **Crosby High School:** Physical education space formerly known as a shooting range completely transformed into a fully operational exercise area with a new HVAC/ventilation system

- **Hopeville and Washington Elementary Schools:** Playscape projects have finishing touches left.
- **8 Elementary Schools (Chase, Rotella, Regan, Bunker Hill, Driggs, Sprague, Hopeville and Tinker Elementary Schools):** Fully completed and commissioned Playscapes
- **All Schools:** Building Management System (BMS) upgrades and commissioning are in place

**Capital Spending:**

1. **Installation of New School Signs (electronic and stationary)**
  - **Washington and Tinker Elementary Schools** have fully electronic signs allowing live updates
  - **Wilson Elementary School** has a stationary sign
  - **North End Middle School** has signs in the front and back fields
  - **Wilby High School** has new School Based Health Clinic signage
  - **Tinker Elementary School** has an electronic sign
  - **Sprague Elementary School** has a stationary sign has been moved to the front of the school
2. **District-wide outside door replacement project:** Nearly 90 single outside doors were completed in this project filling in 27 openings
3. **Wilby High School:** New laundry room completed
4. **Bunker Hill Elementary School:** Front portico and fire escape renovation design and development; project begins July 22, 2024

**DAS Partial Funded Projects:**

1. **Kennedy High School, Sprague and Tinker Elementary Schools:** Roof replacements completed
2. **Driggs, Generali and Wilson Elementary Schools:** Elevator addition design and planning began
3. **Bergin Complex (Crosby High School and Wallace Middle School):** Roof Replacement design and planning began

**Facilities Operations:**

1. **District-wide:** Fencing replacement
2. **District-wide:** Various painting and masonry projects
3. **District-wide:** Summer intern program and hosting summer camps
4. **Driggs Elementary School:** Ceiling replacement
5. **Kingsbury Elementary School:** Bathroom addition
6. **District-wide:** Energy management efforts (LED replacements, motion sensors).

- 7. Wendell Cross, Generali, Sprague and Tinker Elementary Schools and West Side Middle School:** Collaboration with CSW Energy for solar panel projects.

#### **Grounds and Landscape:**

- 1. District-wide:** Tree cutting and landscaping
- 2. Wilby High School:** Drainage project for the auditorium
- 3. Wilson Elementary and Rotella Magnet Schools:** Playground resurfacing and landscaping
- 4. Waterbury Arts Magnet School and Various Locations:** Planting and mulching
- 5. Washington Elementary and Crosby High Schools:** Entryway enhancements

#### **Cleaning and Upkeep:**

- 1. All Schools:** Deep cleaning and waxing before school opening

### **Safety and Security**

Safety and Security focused primarily on the following projects while assisting school administrators with immediate safety and security issues, bus matters, traffic problems at arrival and dismissal, various types of investigations, fire and safety drills as well as any risk management inquiries.

- 1.** School Security Grant Round 6 is now underway. Several cameras were added this school year and by the start of the 2024-2025 school year our current district-wide camera infrastructure count will total over 2,800 operational cameras. This is a substantial upgrade from the approximate 800 operational cameras in place district-wide three years ago. All school cameras are monitored daily and connected to the Real Time Crime Center (RTCC).
- 2.** MUTALINK is fully operational in all Waterbury Public Schools. This allows for immediate emergency notifications as well as interoperability between schools and emergency services.
- 3.** Critical Response Group (CRG) mapping of all school properties is now fully completed. CRG provides First Responders with accurate mapping (diagram) of school facilities including athletic fields on Fire and Police CAD (Computer-Aided Design software) systems to support their responses to emergencies.
- 4.** The Automated External Defibrillator (AED) upgrade and expansion for the district is complete. All district gyms, pools and offices now have defibrillators and complete monitoring coverage. Units are monitored by the Safety and Security Office via a

web application which provides instant notification of defibrillator activation. The application also monitors the battery power and electrode pad life of each defibrillator.

5. Installation of HALO Vape Detection Systems has begun and will be completed by the early part of the 2024-2025 school year and all high and middle school buildings. Installation of these units provide school administrators the ability to reduce vaping and other similar activities in their schools including remote areas of the building.
6. The installation of the Lockdown System has been completed at all schools. The system secures doors in an immediate shutdown and alerts neighboring school buildings and all pertinent personnel.
7. Fire, lockdown, shelter-in-place and evacuation drills and Safety Minutes are submitted monthly by all schools to the Safety and Security Office where they are tracked. Each school's fire drills are logged and submitted to the State of Connecticut by June 30 every year.
8. Daily assistance of ongoing safety and security needs is provided to all schools.
9. Police and Fire access capabilities have been revamped and updated for these City departments.
10. Over 70 outside security doors have been replaced in cooperation with the School Inspectors Office over the last two years at various school locations.
11. All school buildings have 24-hour security monitoring.

## Human Capital

Juan Mendoza, Assistant Superintendent of Human Capital

### Highlights

In the fiscal year 2023-2024, the Human Capital Office supervised the recruitment, selection, and appointment of one hundred and ninety (190) highly qualified teachers and eighteen (18) administrators. The Human Capital Office worked tirelessly to staff our 33 educational sites and the supporting locations that may have been impacted through the year by resignations, retirements, non-renewals, or movement due to promotion to higher positions. The average salary level for new teachers was \$64,626 and \$126,614 for administrators. These salary

placements were within budgetary allocations. Each salary placement is made in collaboration with Human Capital partners in the School Business Office, Superintendent's Office and Academic Office. The average teacher salaries were higher than the previous school year (2022-2023) and the average administrator salaries were also higher than the previous school year.

We decreased employee paid sick time for the 2023-2024 school year from the previous year. The number of FMLA-approved leaves in 2023-2024 was 342 attributed to a variety of potential qualifying reasons. This number of FMLA leaves is a 16.7% decrease from the previous year.

Under the direction of the Superintendent, the Human Capital Office undertook and subsequently completed various employee relations inquiries. The varied inquiries resulted in select disciplinary actions in accord with applicable steps of progressive discipline and collective bargaining agreements.

In accordance with applicable collective bargaining agreements, the Human Capital Office received and properly processed various grievances. The number of grievances for 2023-2024 totaled thirteen (13) which was a four grievance increase from the previous year. In addition to collective bargaining agreement based grievances, the Human Capital Office in collaboration with the District's and City's legal counsel received and processed seven (7) CHRO and six (6) EEOC complaints this year.

## WPS New Teachers

Our district believes strongly in providing mentorship to ensure our teachers feel supported and successful. As such, new teaching staff were offered mentorship throughout the year. As a regular practice of WPS each new teacher was assigned a TEAM Mentor even though it is not required by State statute. Also, all teachers hired under a DSAP permit and/or hired as a mid-year contracted teacher were assigned a TEAM mentor to offer support and reflection even though they were not being evaluated.

New teaching staff hired for the academic year were also offered a comprehensive New Teacher Orientation designed to acclimate new hires to proper school procedures ranging from Attendance Policy to proper use of Social Media. In collaboration with the Academic Supervisors, Director of College & Career Readiness, Director of Pupil Services, and the Director of Equity & Inclusion, we ensured our new staff learned effective instructional practices, professional responsibilities, and impactful ways to build relationships with their students to ultimately improve student learning. Class management strategies, multilingual learner supports, and a review of special education procedures and policies were included in the two-day orientation. Additionally, all new teachers participated in cultural competency and unconscious bias training. A bus tour of the city of Waterbury provided our new teachers with an opportunity to observe the communities

in which our students reside. The final stop of the tour was the Mattatuck Museum where teachers were immersed in the incredible culture and history of the city of Waterbury. The context provided during these two days of orientation was essential for teachers in forming connections with students and building positive rapport.

## Career Fairs

The Human Capital Department is continuously developing new Recruitment and Professional Development initiatives to enhance the quality and quantity of effective teachers in our district. We use a variety of strategies to attract, develop and retain high-quality and diverse school staff. Our talent team has attended both in-person and virtual career fairs at colleges/universities, the Connecticut State Department of Education, and local community events. Between the months of July 2023 through May 2024, 20 in-person fairs and 13 virtual fairs were attended. These career fairs allowed for successful networking opportunities with potential candidates and community contacts.

## Advertising

Beyond attending career fairs, WPS employs a range of platforms to maximize our reach to highly qualified candidates. We list job opportunities on various online platforms such as CT Reap, CSEES (Connecticut Special Education Employment System), Handshake, Indeed, LinkedIn, Frontline, K12 Job Spot, HBCU Careers, EdWeek-TopSchoolJobs, and through email blasts to over 60 community partners. Strategic recruitment emails focused on our shortage areas were sent out to educators across the state who are certified in these areas. These emails included a linked video highlighting the benefits to working in our district and a QR code directing candidates to our online application site. Additionally, we utilized Canva to design visually appealing flyers that were shared across our social media channels, including Facebook and Twitter.

During the 2023-2024 school year, the Human Capital Office maintained the district's advertising initiatives, enabling us to increase message frequency and broaden our recruitment activities throughout the state. We continued our local ad at the Waterbury Brass Mill Center Mall and have collaborated with Post University on an electronic billboard ad that can be seen while driving on I-84. Our ad could also be seen in the Waterbury Observer in both their regular publications and seasonal issues. We collaborated with Fox61 News to create a new commercial highlighting the district and the benefits of joining the WPS team. We specifically chose to target our shortage areas: Bilingual, Math, Science, and Special Education. Premion, their digital and streaming platform, allows them to curate custom audiences to reach the ideal Waterbury Public Schools Teacher Candidates. In addition, Waterbury Public Schools was featured on three separate Live-Work-Play segments on Fox 61 to share positive experiences of joining WPS. Our first



segment highlighted a former Waterbury Public School student who is currently serving as a substitute teacher and is enrolled at Central Connecticut State University working to become a certified math teacher. He has vowed to return to teach in Waterbury. The second segment featured two WPS teachers who shared their journey of choosing to teach in their content area (Multilingual Education and Special Education) highlighting their experiences throughout their time teaching within our district. The final segment showcased our WPS Excellence in Education Ceremony which honored all of our school-wide Teacher of the Year recipients and the district Teacher of the Year. The ceremony took place at our local Waterbury gem, the Palace Theater. These strategic outreach efforts ultimately strengthen our ability to attract top talent and continue providing exceptional education to our community.

## Partnerships

Partnerships with various Educator Preparation Programs have been another effective recruitment pipeline. We currently have 14 partnerships including: University of Connecticut, University of Bridgeport, University of Hartford, University of St. Joseph, Central Connecticut State University (CCSU), Eastern Connecticut State University, Western Connecticut State University, Southern Connecticut State University, Grand Canyon University, Naugatuck Valley Community College, State of Connecticut ARC Program, Connecticut Teacher Residency Program, Relay GSE, and Inter-American University of Puerto Rico. The field experience and student teaching placements we are able to provide within our district has allowed aspiring educators to build rapport with students and staff which has resulted in many of them choosing to stay and teach when they complete their program. We have hired 13 out of 26 student teachers/teacher residents for the 2023-24 school year.

In response to the ongoing national teacher shortage, Waterbury Public Schools needs to stay competitive with other districts both statewide and nationally. To address this challenge, we continually refine and broaden our strategies for recruiting and retaining high-quality, diverse educators. We continue to utilize the Enhanced Educator Certification Reciprocity Policy established by the Connecticut State Department of Education (CSDE) for states within the Northeastern Region to streamline the process of obtaining a Connecticut certification for educators who hold valid and active out-of-state certifications. Through the Northeastern Reciprocity we were able to hire 18 educators from RI, NY, NH, MA, PA, NJ, and Puerto Rico in various areas including: Early Childhood, Elementary, ELA, Music, School Counseling, and Special Education.

## Increasing Educator Diversity

With a student body of over 18,000 diverse individuals, WPS is committed to recruiting and retaining educators of color to ensure our staff reflects the diversity of the students we serve.

While we remain above the state average in hiring certified educators of color, our goal is to continue working to cultivate a diverse educator workforce that mirrors the student demographic in our classrooms. To comply with Public Act 23-167 Section 10 set forth by the Connecticut State Department of Education (CSDE), we assembled a team to assess our district's needs and initiated the development of our Increasing Educator Diversity (IED) Plan. We utilized the CSDE Creating an Action Plan and Sustaining Efforts to Increase Educator Diversity Toolkit for guidance. The CSDE extended an invitation to all school districts to participate in a voluntary 30-minute consultation session aimed at reviewing draft plans. We attended a session and received feedback from content experts at WestEd. Overall, the consultant team praised the clarity and cohesiveness of the WPS goals and the effective utilization of data throughout the plan. They did provide feedback to clarify the identification of strategies to include ownership of who is responsible for each action and also to revise the listed progress indicators to be more specific. All recommendations were included in our revised plan.

We identified three goals in the following areas: recruitment, hiring, and retention. Our aim is to enhance our recruitment efforts by increasing the percentage of multilingual teachers (MT) and teachers of color (TOC) participating in our Grow Your Own Programs annually by 10%. To achieve this, we plan to diversify our candidate pool through the implementation of new initiatives while fortifying existing Grow Your Own programs. We strive to maintain at least a 25% hiring rate for MT and TOC each year. To accomplish this, we will ensure our application and interview procedures adhere to best practices of hiring educators with a focus on equity. To ensure we reach our goal of retaining 95% of MT and TOC by the end of each school year, we will foster equitable school environments and provide career advancement opportunities. We are proud to report the WPS Increasing Educator Diversity Plan was approved by our Board of Education and the CT State Department of Education. We will utilize our WPS IED Plan to sustain our efforts in diversifying our educator workforce.

We continue to attend HBCU and HSI Career Fairs to recruit highly qualified educators of color. On April 10, 2024, our Talent Team attended Howard University's 16th Annual Job Fair for Educators in Washington, D.C. We have also attended a Diversity in Education Virtual Fair (11/1/23), Increasing Educator Diversity Pre-Recruitment Fair Webinar (3/28/24), and the CREC Educator Diversity Fair (4/4/24). The focus of these fairs was on recruiting teachers of color, leading to an increase in the number of educators of color in both our elementary and secondary talent pools. While the state average for Teachers of Color (TOC) is around 11.7%, our district average stands at approximately 27.4%. Additionally, our rate of administrators of color (AOC) is about 27.8%. Although we take pride in having higher TOC and AOC averages compared to the state average, we remain dedicated to further diversifying our staff to ensure our educators and leaders reflect the students we serve.

## Grow Your Own

Grow Your Own (GYO) programs have been a successful pipeline to support our increasing educator diversity efforts. We continue to promote and support our GYO programs (EdRising, NextGen Educator, Relay GSE, and CT TRP). For the 2023-2024 school year, 148 students participated in the EdRising program and three CCSU students participated in our NEXTGen Educator program. We hosted two Relay students (WPS paraprofessionals) and four CT Teacher Residents (two WPS paraprofessionals, one WPS Classroom Assistant, and one WPS substitute teacher).

We strive to meet every aspiring educator where they are in their journey to becoming a certified teacher. From the youngest generation, our WPS High School students participating in the EdRising program, to our more mature generation, our paraprofessionals/classroom assistants/substitute teachers who are pursuing a second career and participating in Relay or CT TRP. We maintain our partnership with TEACH Connecticut to offer personalized pathways to teacher certification for our students, paraeducators, and community members, regardless of where they are in their journey.

## WPS Teacher Apprenticeship Program

As an extension of the NEXTGen Educator program, WPS collaborated with the CSDE, CT Department of Labor, National Center for Grow Your Own (NCGYO), CCSU, and Waterbury Teachers Association (WTA) to develop the very first registered Teacher Apprenticeship program in the state of CT. Through this Earn While You Learn Model, aspiring educators will have the opportunity to be hired as a “WPS Teacher Apprentice” where they can now get paid for their student teaching. The Teacher Apprenticeship will allow students to work up to five days a week within our district. To qualify for this apprenticeship program, students must have completed at least two years as a NEXTGen Educator and be enrolled in CCSU’s Educator Preparation Program. After the teacher apprentice completes the program, they will be hired as a full time teacher with a three year commitment to remain in WPS. We hope this will be another pipeline to recruit and retain teachers specifically in the shortage areas (Math, Science, Tech Ed, Bilingual, SPED). We are pleased to announce we hosted our very first WPS Teacher Apprentice in January 2024. We anticipate hosting up to ten additional WPS Teacher Apprentices for the 2024-2025 school year.

## Waterbury U

To support our educators’ professional growth and career advancement, we continue to offer our Waterbury U program, a micro-credential opportunity for our current certified and non-certified staff members. Professional Development represents a significant investment in our educator’s

growth. We aim to offer learning opportunities that keep our teachers current with the latest best practices, ensuring their instructional methods remain relevant and effective. By equipping our teachers for success in the classroom, we enhance our teacher retention rate. Waterbury U enables us to provide job-embedded professional learning that directly benefits our students, making it a meaningful investment in education. During the 2023-24 school year, 151 WPS employees participated in Waterbury U and four WPS teachers earned a full Master's Degree in Curriculum & Instruction through this program.

## Educator & Leader Evaluation Plans

To comply with the Connecticut General Statutes (C.G.S.) Section 10-151d, Waterbury Public Schools formed a Professional Development and Evaluation Committee (PDEC) to update our educator and leader evaluation/support plans. Select members of the PDEC attended training offered through EdAdvance in October & December 2023. In addition, the PDEC met consistently throughout the 2023-24 school year to create a draft plan for educators and leaders. The primary goal of the new educator evaluation and support system is to strengthen individual and collective practices to increase student learning, growth, and achievement.

Waterbury Public Schools' Educator/Leader Evaluation Models were developed in alignment with the Connecticut Guidelines for Educator/Leader Evaluation and Support 2023 as modified and approved by the CSDE. Much of the plan has been adopted directly from Connecticut's Educator/Leader Evaluation Support Plan 2024, thus drawing on the best practices and research embedded in this model. Both plans were presented to our Board of Education in April 2024 and have been submitted to the CSDE for approval. Once approved, we will utilize these plans as a means to provide educators/leaders with the opportunity for continuous learning and feedback, to develop and grow, both individually and collectively, so that all Waterbury Public Schools' teachers and students experience growth and success.

## Upcoming Initiatives

In collaboration with CCSU with support from the WTA, Buck Foundation, and NCTR (National Center for Teacher Residencies) we have developed the Central Inspire Teacher Residency Program and anticipate launching for the 2024-2025 school year. This program is unique in that it is specifically designed for WPS paraprofessionals or classroom assistants who are interested in pursuing their special education teaching certification but cannot afford to go through the traditional route.

This residency program will allow current WPS non-certified staff (paraprofessionals and classroom assistants) to enroll in CCSU's special education program, receive a total of \$12,000 towards tuition costs, participate in a WPS cohort, and serve in a paid residency position during the second year of the program alongside a TEAM certified special education Mentor Teacher.

After the Residents have completed the program and met certification requirements, WPS will make best efforts to offer a special education teaching position within Waterbury Public Schools. The Central Inspire Teacher Residency Program is another pipeline to help us fill the many special education teaching positions within our district.

### 2023-2024 Teacher Hires by Subject Area

School/Dept.	Grade/Subject	Number of New Teachers
Elementary	Art	2
Elementary	Bilingual Gr 1 & Gr 4	2
Elementary	English Second Language	2
Elementary	Grades Pre-K Through 5	66
Elementary	Grade 5 Math/Science	2
Elementary	Health & Physical Education	3
Elementary	Library Media Specialist	4
Elementary	Music	4
Elementary	Reading Teacher	1
Elementary	School Counselor	4
Elementary	School Psychologist	1
Elementary	School Social Worker	5
Elementary	Special Education	20
Elementary	Speech Language Pathologist	1
High School	Allied Health	3
High School	Art	2
High School	Business	1
High School	English Language Arts	5
High School	Family Consumer Science	1
High School	Health & Physical Education	2
High School	Math	2

High School	School Counselor	1
High School	School Psychologist	1
High School	Science	3
High School	Social Studies	2
High School	Special Education	5
High School	Technology Education	2
High School	World Language (Spanish)	4
Middle School	Bilingual Math	1
Middle School	English Language Arts	13
Middle School	English Second Language	1
Middle School	Family & Consumer Science	1
Middle School	Health & Physical Education	2
Middle School	Literacy Title I	1
Middle School	Math	4
Middle School	Music	2
Middle School	Numeracy	1
Middle School	School Counselor	1
Middle School	Science	2
Middle School	SEL Counselor	1
Middle School	Social Studies	4
Middle School	Special Education	4
Middle School	World Language (Spanish)	1
	<b>Total</b>	<b>190</b>

**Teachers Hired with Durational Shortage Area Permits (DSAP)**

In certain circumstances, the Connecticut Department of Education, Bureau of Teacher Certification will issue temporary teaching certificates in subject areas where a school district is



experiencing a shortage of suitably certified candidates, or due to Priority District need. To qualify for a DSAP the applicant must have completed: (1) minimally, a bachelor’s degree from a regionally-accredited higher education institution is required and 12 semester hours of credit must be completed in the area to be taught, (2) enrollment in an approved preparation program as required and the ED 177 Application is required, when an approved program of preparation is required to obtain the actual certificate, (3) for teachers adding the endorsement, the ED 177 Application is not required, unless an approved program is required to add the cross-endorsement. DSAP candidates must pass the Praxis II in their content area if required by the program.

For 2023-2024, fifteen (15) new teachers were hired through DSAP with the State of Connecticut. This represented 7.9% of all new teachers hired in 2023-2024. DSAP teachers were hired in the content areas listed below. There are nine additional pending DSAPS certification in process.

<b>Certification Area</b>	<b>Number of DSAPs</b>
Art	2
Business	0
Bilingual Math	1
Early Childhood	2
Elementary	3
English Language Arts	0
English Second Language	0
Guidance Counselor	0
Health & Physical Education	0
Math	2
Music	1
Science	1
Social Studies	1
Special Education	1
Theater	0

World Language (Spanish)	1
<b>Total</b>	<b>15</b>

#### Relevant Salary Data for Teachers Hired During 2023-2024

The average starting salary for teachers hired during 2023-2024 was \$64,626. This was determined by years of experience and content/shortage area. Those in shortage areas negotiated/demanded higher steps. The budgeted salary for new teachers was within budget.

#### Education Level of Teachers Hired During 2023-2024

Degree Held	Number of New Teachers
Sub Pending certifications	4
Bachelors	62
Masters	92
6 <sup>th</sup> Year	31
Doctorate	1
<b>Total</b>	<b>190</b>

#### Teacher & Administrative Hires by Race/Ethnicity During 2023-2024

Race/Ethnicity	Number of Teacher New Hires	Number of Admin New Hires
Asian	4	0
American Indian	0	0
Hispanic	21	2
Black/African American	22	2
Two or More	5	1
White/Caucasian	138	13
<b>Total</b>	<b>190</b>	<b>18</b>

Approximately **27.4%** of all new hires during 2023-2024 were diverse staff of color.



## Teacher Resignations/Teacher Deceased During 2023-2024

### **Total Resignations: 151**

This is a decrease of **77** staff resignations from the previous year 2022-2023. Exit Surveys are sent out to every teacher upon resignation. The Human Capital Office reviews the results of the exit surveys to identify any trends or areas of need to address as another retention strategy.

### **Deceased: 4**

## Teacher Retirements/Non-Renewals During 2023-2024

### **Total Retirements: 36**

### **Non-Renewals: 0**

## Administrator Hiring/Promotions/Lateral Transfers 2023-2024

Eighteen (18) administrative vacancies occurred for 2023-2024 as a result of retirements, resignations, transfers, promotions, and expansion positions. All of these vacancies have been filled with qualified staff and 27.78% were diverse staff of color.

Overall, we recognize the essential role Human Capital plays in enhancing our school system and supporting our students' success. We are committed to continuing our vital efforts in recruiting and retaining high-quality educators for the students of Waterbury Public Schools.

## Academic Department

### Career and Technical Education

- Academies & Career Pathways
  - [CTE Academies and Career Pathways](#)
- Developed and Designed
  - 6,764 YouScience content-specific, industry standards-based exams completed
  - 2,349 YouScience exams met proficiency score. 35% exams met proficiency. 52% increase from prior school year.
  - 192 students earned CTE Work Ready Graduation Cord.

- New CTE courses 23/24
  - High Schools - Game Design and Development 1 and 2
- New CTE course 24-25 school year
  - High Schools - Game Design and Development 3
- Curriculum writing opportunities for teachers with new and current courses
  - Business and Computers, Culinary 4, Computers, Game Design and Development 1,2,3, Engineering Design Project, Engineering Milestones, Money Management, Investing and the Stock Market, IT Essentials 1,2, Foundations of Health, Robotics and Automation
- Crosby Culinary classroom remodel
- Cybersecurity pathway planning
- Middle and High School First Robotics Competitive Teams - Wallace, West Side, Crosby, Kennedy, and Wilby - Planning to launch at WCA/WAMS
- 3 part time CTE Skills Specialists hired
- Manufacturing Expo w/ NVCC and Chamber of Commerce
- Managed 23-24 Perkins Grant
- Professional Learning
  - CTSA New England Regional Conference
  - 7 Blended Learning teacher workshops from Catlin Tucker
  - Game Developers Conference
  - CompTIA
  - Dual Credit Community of Practice
  - Amazon Future Engineer - Project STEM
  - CT Pathways System Institute Cohort 1
  - YouScience Exams Data Analysis
  - EdRising Conference

- CT Learns & Works Conference
- Milestone C Drone Technology, Engineering, and Software Development

## Reading and English/Language Arts

- Curriculum Development
  - Elementary: Created and implemented six Common Core State Standards and SmarterBalanced-aligned lessons for each grade three through five for a total of 18 lessons.
  - Elementary: Developed and implemented a protocol for guiding students in grades three to five through SmarterBalanced Interim Assessment Blocks (IABs) aligned to the new lessons.
  - Elementary: Curriculum waiver under the Right to Read legislation was approved by the CT State Department of Education. Went out to RFP for a new core reading program since the current contract ends in September 2024. Curriculum will be revised accordingly in 2024-25. The new core program (Benchmark Education) is an approved reading program under the Right to Read legislation and systematically builds in science and social studies standards and topics.
  - Middle & High School: Went out to RFP for a new core reading and writing program to replace the expiring programs. The new program (Perspectives 2025) will be used for both middle and high school English creating a cohesive English program that will strengthen our ability to reach all levels of learners.
- Wonders
  - Developed and implemented student centers focused on language comprehension using Wonders' materials and resources.
- Foundations
  - Developed a research-based strategy to increase student practice and word reading using Foundations for grades K-2.
- Small Group Instruction
  - Elementary: Developed and Implemented a new guide for small group instruction in comprehension for grades K through 5.

- Multi-Tiered Systems of Support (MTSS)
  - Elementary: Developed and implemented a process for Data-based Individualization (DBI) for K-5 students receiving Tier III reading support including goal setting and action planning.
    - Monthly caseload reviews were conducted collaboratively with the reading staff and special education teachers.
  - Elementary: Participated in two research studies with UConn: (1) Integrated Multi-Tiered Systems of Support (I-MTSS) and (2) CT Intensive Intervention Implementation Initiative (Conni4). The I-MTSS study focused on integrating research-based strategies in reading with Positive Behavior Supports in K-2 classrooms for both Tier I and Tier II. The Conni4 study focused on implementing the process for DBI with Special Education teachers in collaboration with support from the reading department.
  - Elementary: Researched screening assessments for Developmental Language Disorder. Training and implementation to follow.
- Professional Learning on
  - K-5: Small Group Comprehension Instruction
  - K-5: Language Comprehension
  - K-5 Reading Staff: Data-based Individualization (DBI)
  - Provided training on the science of reading to all elementary reading tutors
  - 6-12: Ran four cohorts of teachers in 10-session Hill for Literacy course to strengthen reading strategies.
  - 6-8: Ran monthly day-long training with Hill for Literacy for middle school literacy facilitators and content coordinators.

## Mathematics

- Curriculum and Instruction
  - Continued the migration of the Mathematics Curriculum to Atlas Curriculum Management System. (K-5)/(6-12)

- Continued using *Ready Classroom* as a blended learning core curriculum in Grades K-5.
- Continued Math Tier 1 and Tier 2 Small Group Instruction as part of the daily Math Block in Grades K-5.
- Monthly Math Tier 2 Small-Group Walkthroughs in collaboration with building administration and assistant superintendents to monitor the implementation process. (K-5)/(6-12)
- Aligned Interim Assessment Blocks (IABs) to the *Ready Classroom* units in Grades 3-5.
- Teachers implemented three IABS during the school year. (3-5)
- Continued implementing our core learning curriculum of *HMH Into Math*. (6-8)
- Aligned Interim Assessment Blocks (IABs) to the *HMH Into Math* modules. (6-8)
- Teachers implemented a minimum of two IABs during the school year. (6-8)
- Using *HMH Into Math* resources, created a pacing guide for Accelerated Math grades 6 & 7 to pilot for 24-25 school year. (6-8)
- Due to the contract with *SpringBoard* dissolving, a Request for Proposal (RFP) was made for high school math with the choice of *Savvas Learning Company* for 9-12.
- Midterms and finals written at the district level for Algebra 1, Geometry, Algebra 2, Trigonometry & Statistics, and Pre-Calculus. (9-12)
- Additional Supports
  - 530 Club ran successfully at the five high schools. (6-12)
  - MFA monthly meetings continued with the previous cohort. This program is designed to increase building and department leadership amongst the participating math teachers. (6-12)
- Professional Learning
  - Selecting and Sequencing of Student Solutions in *Ready Classroom* (K-5)
  - Basic Fact Fluency Strategies (K-5)
  - Basic Fact Fluency Strategies using Rekenreks (K-2)

- *Ready Classroom* Tailored Support Sessions at Wilson Elementary School (K-5)
- i-Ready® New Teacher Virtual Training Sessions (K-5)
- Building Thinking Classrooms (Elementary District STEM Coaches)
- Performance Matters (6-12)
- Nearpod (6-12)
- Algebra tiles (6-12)
- EdPuzzles (6-12)
- Problem Sets in Google Classroom (6-12)
- Desmos (6-12)
- Wipebooks (6-12)
- Building Thinking Classrooms (6-12)
- Smarter-Balanced with IAB implementation success plan and data analysis (6-8)
- Mastery Prep’s SAT training (9-12)
- Mastery Based Credit (9-12)

## Science

- Elementary Science
  - The CT Science Center provided a 5 day, NGSS 3D Unit Development Workshop for STEM coaches. Science curriculum in grades K-3 is in the process of being rewritten to better align with the new ELA curriculum. To date, the first unit in grades K-3 is written and the 2nd unit in grades K and 2. The new curriculum will be completed before the end of the new school year. Grades 4 and 5 will continue using the HMH Science Dimensions program for the next two years allowing the OpenSciEd science curriculum to be completed for elementary grade levels.
  - We are grateful for our continued partnership with Flanders Nature Center. In the Fall, all grade 2 students across the district participated in the live-streamed virtual session- Animals and Their Parts in Their Habitat. With the support of grant-funding for transportation from the Leavenworth family and Flanders, all grade 2 students were able to attend an in-person Spring field trip to Flanders

where they engaged in a field study to observe plant and animal life in a forest and pond habitat.

- STARBASE provided 25 hours of in-person programming to 5th-grade classrooms at twelve schools. Students were bussed to STARBASE and partook in STEM-based, hands-on activities. This wonderful program is fully funded through the US Military. Schools not attending the STARBASE program in the 2023-34 school year will have an opportunity to participate in the upcoming year.
- Secondary Science
  - All core science curriculum in grades 6-12 was entered into the ATLAS and Learning Targets and Success Criteria were added to all lessons. Updates were made to grade 8 and grade 9 (Integrated Earth and Physical Science) as improvements were made to the CREC curriculum.
  - UCONN Physics is now offered at all three comprehensive high schools as well as Waterbury Arts and Career Academy.
  - Crosby HS, Kennedy HS, Wilby HS, Wallace MS, and North End MS all received science lab upgrades through funding awarded from the LPS grant. New maker space tables were purchased and are in the process of being installed at Crosby, Kennedy, North End, and Wallace. The flexible seating allows for collaboration, rich scientific discussion, and hands-on exploration of scientific topics. New safety equipment and state of the art instruments such as, scales, probes, infrared cameras, and VR sets were purchased for various schools.
  - The MFA Fellowship completed its third year and six additional Science fellows (3 from MS and 3 from HS) joined the new cohort. The Fellows engaged in a 2-day summer institute in June and monthly meetings focused on evaluating NGSS-style assessments.
- District-wide PD days for grades K-12
  - August:
    - Chemical Safety Training
  - October:
    - Grades K-5-Planning with Legends of Learning, Nearpod, and Mystery Science
    - MBC 400 training for HS, Collaborative Planning for MS

- Chemical Inventory of all labs
- November:
  - Grades 6-12 Choice sessions:
      - Supporting Learners Who've Missed Valuable Classroom Contact Time
      - Chemventory Training
      - Converting Ed Puzzle to Nearpod Workshop
      - Google Practice Sets
      - Scaffolding Strategies to Make Your Science Block Flow More Efficiently

## Preschool

- Programmatic Initiatives
  - Collaborated with WPS OEC, Welcome Center and School Readiness Liaison to ensure equity to all families seeking Early Entry to Kindergarten for their children
  - Oversaw implementation of CT State mandated testing process for Early Entry to Kindergarten
  - Collaborated with WPS and School Readiness Liaison to effectively implement Preschool Response to Intervention using the CT OES Pyramid Model
  - Roberto Clemente International Dual Language School completed the self study for accreditation; 12 other schools maintained NAEYC Accreditation
- Curriculum
  - Monthly preschool observations and specific feedback to staff with directed focus on curriculum implementation with fidelity
  - Analyzed program growth through pre and post testing using the Speed DIAL 4 and Teaching Strategies Gold digital assessment resource
  - Implementation of Pre-K Response to Intervention effectively implemented in WPS and community sites using Pyramid Model Philosophy from CT OEC



- Professional Development
  - Implementing Studies to Promote Inquiry Based Learning
  - Data Driven Instruction: Utilizing Creative Curriculum reports Effectively
  - Creative Curriculum On-site coaching for curriculum implementation
  - Unpacking NAEYC Standards for Increased Teacher and Student Outcomes
  - Wellmore Behavioral Health Support Services for Young Children
- Parent Engagement
  - 100 school and community site families participated in Pre-School Family Nights
  - Collaborated effort with Bridge to Success and Early Care Program to promote CT Sparkler at City Wide Events
  - Registered over 700 students into the WPS Pre-K program through on site registration fairs in the community, PowerSchool Platform and in-person meeting
  - Provided administrative support to Family Resource Centers located at Wilson and Reed Schools.

## Multilingual Learners

- Highlights
  - The 4-year EL cohort graduation rate for 2023 (most recently released data) for Waterbury Public Schools' English Learners (ELs) is **5 percentage points higher than the state average** for the same population. Additionally, Connecticut's graduation gap between ELs and Non-ELs is 17 points, but Waterbury's is only 9.2 percentage points
  - **4** English Learners in 4th and 5th grades were selected as Talented and Gifted
  - **152** students met the Connecticut English Mastery Standard, which is **22** more students than last year.
- Seal of Biliteracy

The Connecticut State Seal of Biliteracy was established to recognize public high school graduates who have attained a level of proficiency in English and one or more languages. It recognizes the value of students' academic efforts, the tangible benefits of being bilingual and biliterate and prepares students to be 21st-century global citizens in a multicultural, multilingual

world. The Seal of Biliteracy acknowledges that mastery of two or more languages is a valuable asset for both individuals and their communities. It also provides recognition to English learners for the great value of developing English and maintaining their primary language.

- **163** Seals of Biliteracy were awarded to 155 students in 10 different languages to the 2024 graduating class
- **8** students earned the seal in two languages
- **63%** of students who earned the Seal are current or former ELs that previously met the Connecticut English mastery Exit Criteria.
- New languages this year include Hausa, Filipino, Macedonian and Serbian
- Seals were earned in the following languages:
  - Albanian
  - Filipino
  - Guyanese Creole
  - Hausa
  - Italian
  - Jamaican Patois
  - Portuguese
  - Macedonian
  - Serbian
  - Spanish
- Curriculum Work
  - Continued the process of embedding EL supports and scaffolds in the Science/NGSS curriculum to provide English Learners access to grade level Science content through differentiated instruction based on levels of English Proficiency. Students are empowered with the language needed to process and understand the content, perform required tasks and demonstrate what they have learned. As a result, students are able to actively engage with the curriculum and apply the Science and Engineering practices.

- English Language Proficiency Assessments
  - Administered the LAS Links and CAAELP assessments to students in K-12
  - Worked collaboratively with the Supervisor of Research, Development, and Student Testing, the appointed English Language Assessment Coordinator (ELAC) for the district, who worked with Special Education Supervisors, building principals, and teachers to ensure EL/SPED dually-identified students received the appropriate designated accommodations on the LAS Links
  - 152 students met the Exit Criteria for English Mastery Standard
- Teacher Recruitment and Retention
  - Recruited, developed and supported teacher candidates as they meet certification requirements for hire in the shortage area of Bilingual Education for the current school year
  - ARCTELL: Utilized Title III and Title I funding to support **4** teachers in completing requirements for Bilingual Education/TESOL cross-endorsement certification
- Immigrant Children and Youth
  - The overall number of Immigrant students increased from **1083** in October 2023 to **1308** in June 2024
  - **31** Immigrant Students earned the Seal of Biliteracy
  - Increased the number of scholarships about which information was sent to families of High School students from **179** during the 2022-2023 SY to **190** during the 2023-2024 SY
  - **119** Immigrant students enrolled in the Spanish for Native Speakers courses
  - The number of immigrant students who met the Connecticut Mastery Standard/Exit Criteria for English Proficiency increased from **14** in 2023 to **17** in 2024.
- Parent Empowerment/Community Partnerships
  - Collaborated with various community organizations and Institutions of Higher Learning to provide parent empowerment workshops designed to engage parents in their children's education, as well as to connect them with community resources. To facilitate attendance, most workshops were held virtually

- Community Partners
  - Hispanic Coalition of Greater Waterbury
  - NVCC
- Workshop Topics
  - Immigration resources
  - College application/admissions process
- Professional Learning
  - Ongoing professional development provided on topics of:
    - Biliteracy/Dual Language Instruction
    - Scaffolds and Supports to Make Content Accessible: Science
    - Interventions for Elementary MLs
    - ELLs Depth of Knowledge

## Fine Arts

- Instrumental Programs
  - Identified funding in Title 4 and Esser 3 ARP for instrument upgrades across the district for grades 6-12
  - Provided instruments and gear for all students to join band grades 6-12
  - Provided all secondary schools with drumlines, concert band, color guard gear, method books, music stands and accessories for parades to support our surrounding community events
- Staff Professional Developments
  - Art- Wadsworth Atheneum, The Mattatuck Museum, The Art Of Education Now Conference, [The Art of Education Flex Curriculum](#), Julie Sawyer on Social Emotional Learning and Visual Arts, virtual tours, and techniques
  - Theater-Hartford Stage Company on Social Emotional Learning and Theater Arts and Digital Theater Plus as a curriculum resource

- Dance- Connecticut Dance Alliance on Social Emotional Learning and Dance and Dance Education Lab to facilitate curriculum writing and dance instruction to keep students engaged and on task
- Music- CAAA on Social Emotional Learning and Music, Musicplayonline, Specific music workshops in vocal, piano, drumming, chorus inclusion, digital music, guitar, marching band, color guard and drumline
- Community Engagement Projects
  - ARTRAGEOUS- District-wide art exhibit, was an exhilarating event with over 2800 in attendance. Included many alumni and community members for entertainment as well as culinary arts
  - Facilitated WPS staff to attend a musical at the Waterbury Palace Theater
  - Guest administrator for Waterbury Arts Magnet School's Tri-M Music Society Meetings
  - Celebrating Community Through the Arts! District-wide talent showcase at the Waterbury Palace Theater was a huge success with over 2500 in attendance including several lobby performers for community involvement. 2 nights this year one for grades 6-12 and the other for Pre K-5.
  - Waterbury Symphony Orchestra Mentors continuing District-Wide instrumental Band lessons to all Middle School and High Schoolers after-school for 3 years as well as at WAMS 3 days a week for both band and orchestra.
  - Developed WPS Student Enrichment Projects to support arts enrichment and wellness programs and facilitated contractual agreements with YMCA, Boys & Girls Club of Greater Waterbury, Shakespeareance, Waterbury Palace Theater, The Mattatuck Museum and Seven Angels Theater.
  - Kennedy High School Marching Eagles added the addition of a dance team, full band and color guard. Facilitated bid for uniforms.
  - Visited Boston Arts Academy to learn more about integrated arts lessons with academic courses for grades 9-12.
- Curriculum and Instruction

- Curriculum writing continues for fine arts teachers with new courses and developing a scope and sequence for each content area of visual arts, music, dance and theater.
- Groundwork for adding elementary specials in Dance and Theatre for grades PreK-5 to offset the teacher shortage and mix and match fine arts specials.
- Esser 3 ARP funding provided additional curriculum resources The Art Of Education Flex Curriculum, Musicplayonline.com and Digital Theatre Plus to support teaching and learning.
- Created curriculum content to support the Waterbury Symphony Orchestra Fortune Concert to support Black History Month
- Created and facilitated fine arts supply orders for all schools.
- Assisting with recruiting and interviews for potential fine arts candidates
- Worked with all stakeholders to create fine arts positions for Dance and Theatre for grades Pre K-5 to offset the visual arts shortage in our elementary schools
- Update the [www.wpscreates.com](http://www.wpscreates.com) fine arts website to include current events, student spotlights and curriculum resources
- Established sustaining orders and facilitated District-Wide piano tunings, kiln repairs and instrumental repairs.
- Facilitating all Request for Proposals and Invitations To Bids in regards to fine arts
- Assisting with ESS to facilitate gaining long term substitutes for visual arts as it has been a shortage area across the State.
- Performed formal evaluations for Fine Arts Staff.
- Created a screening process for identifying talented students for our Gifted & Talented Program.
- Created and delivered professional development on Fine Arts Vocabulary, Frayer Model and the importance of word walls.

## Physical Education/Health

- Notable Highlights:

- July 2023 to June 2024 - Collaborated with the CSDE Performance Office, the Supervisor of Technology for Teaching and Learning and the Supervisor of Research, Development and Testing to upgrade our reporting protocol and bring the district into full compliance with the new Connecticut Physical Fitness Assessment (CPFA) individual student reporting requirements
- June 2024 – Finalized CPFA (Fitness Testing) results indicate that WPS achieved a 98.4% participation rate and a 43.4% passing rate district-wide. This represents a 4.0% increase in the participation rate, and a 1.6% decrease in the cohort of grade 4,6,8, and 10 students meeting or exceeding the health fitness level standards on all four (4) assessment items
  - Note: In the 2022-2023 cohort, the district saw a 14.2% district-wide improvement from the previous year in the number of grade 4,6,8, and 10 students meeting or exceeding the health fitness level standards on all four (4) assessment items
- July 2023 to August 2024 - completed the revision, updating and transfer of curricula for Elementary Health, Elementary Physical Education, Middle School Health and Middle School Physical Education into the Atlas Curriculum Platform
  - Revision and uploading of the High School Health and Physical Education curriculum into Atlas has been ongoing. All four required courses (January) and electives (June) are anticipated to be fully completed this school year
- July 2023 to July 2024 - Completed upgrading of all high school fitness centers with new and/or reconditioned cardio- and resistance circuit training equipment, including the newly renovated Crosby Fitness Center
- July 2023 to June 2024 - Completed the process of upgrading all health and physical education instructional equipment and supplies at all 32 schools
- July 2023 to August 2024 - Completed the process of upgrading all health and physical education instructional equipment and supplies at all 32 schools
- For the fourth (4th) consecutive year, WPS was awarded the Everfi Empowered District Seal recognition, largely due to the embedded online resources in our secondary Health Education curriculum and our adoption of skills-based elements within delivery of instruction

- Justin Froese (Bunker Hill) and Cassandra Salemme ( Duggan) were selected as their respective schools' 2023-2024 Teacher of the Year.
  - Twenty-three (23) of the sixty-two (62) teachers currently in the Health and Physical Education Department (37.1%) have been celebrated as a Teacher of the Year
- Staff Professional Development
  - August 24, 2023
    - First Aid/ Adult and Child CPR/ Automated External Defibrillator (AED) management training for all H&PE teachers assign to schools without a pool
    - 'Instructional Coherence in Health & Physical Education PK-12', presented by the Michael Jennings - Athlos Academy
  - October 4th, 2023
    - The Art of Latin Dance with Alisa Bowens-Mercado. Historical dances such as Salsa, Merengue, Bachata and Bomba were practiced to enhance instructor skills for teaching dance forms with students.
    - The Everfi Compassion Project K- 12 with Tori Giannoti, Northeast US Everfi Consultant
    - Overview of Mastery Based Credit Initiative and planning for Health & PE portfolios with Joe Gorman
    - Building Teacher Assessments in Performance Matters with Dr. Eckler
    - Conversion to Skills-Based Health Curriculum Units with Meghan Christopher, CT Cadre of Health Education Trainers
  - November 1, 2023
    - Movement Based Health in Elementary PE with Casey Aiezza, CT Cadre of PE Trainers. This was an active workshop to learn and collaborate about ways to incorporate Skills-Based Health Education into PE classes without taking away from movement time
    - Positive Motivation in PE and Athletics with Tracy Jones, Positive Coaching Alliance of America
    - Secondary formative and summative PE Assessment Strategies with Joe Velardi, CT Coordinator of Health & Physical Education, providing guidance on how to assess national grade level performance standards that drive Health and PE instruction in grades 6-12
    - Navigating the newly upgraded CPFA Reporting Template with Dr. Michelle Eckler and Joe Gorman





- Collaborated with UCONN to send high school teachers to become ECE certified to teach Maritime Studies
- School Support Activities:
  - Collaborated with the athletic directors to launch the inaugural season of High School Intra-district Boys' Volleyball. By all accounts, the first season was an enormous success, and the City Tournament title was eventually won by the Career Academy
  - Coordinated the adoption of ArbiterPay by the district, which provides a streamlined payment process for sports officials that will save the district literally hundreds of thousands of dollars over the next several years
  - Collaborated with the athletic directors to launch a partial first season of High School Intra-district Girls' Soccer in May 2024. Due to lack of available coaches, only Career and Wilby were able to field teams in the Spring of 2024; the regular season will reset in the fall of SY 2024-2025
  - Leveraged Title IV funding to acquire large/durable Physical Education instructional equipment and re-supply item upgrades at all 32 schools
  - Completed upgrading gymnasium scoreboards with shot clocks for all WPS High School Interscholastic Athletics
    - Coordinated the relocation of the old scoreboards at Crosby, Kennedy and Wilby to West Side Middle School, Generali and Chase School as facility upgrades
  - Completed the acquisition of a roll up gymnasium divider curtain at the International Dual Language School
  - Negotiated and in process as of 7/22/24: new three-year contract with Access Rehab Centers for athletic trainer services for Career, Crosby, Kennedy and Wilby High School athletic programs
  - Researched, bid, acquired upgrades of Physical Education instructional equipment and re-outfitted all 32 schools
  - Coordinated the "Save a Life Tour" distracted driving prevention program for all high schools at zero cost to the district

- Coordinated the Lions' Club International KidSight program, which partners with our school nurses to conduct hi-tech vision screening and referral of children in grades PK-5 at zero cost to the district
- Coordinated the 25th annual First Tee of Ct in-school Golf Clinics in all K-5, PK-8 and middle schools
- Helped coordinate the "SmileBuilders" dental screening program (at zero cost to the district) for all WPS students PK-12
- Continued collaboration with the School Inspector's Office and the Athletic Directors to implement a facilities repair/restoration/management plan
- Collaborated with the Director of Communications Belen Michelis, Mark Mentone and the Athletic Directors to help design and create upgraded WPS Athletics websites for all middle and high schools

## Social Studies

- Purchased materials to support curriculum for district AP Comparative Government, AP European History, UCONN ECE Intro to Genocide Studies, and UCONN ECE Intro to Human Rights
- Purchased materials to support Pre-K-12th grade Social Studies courses at State Street
- Purchased supplemental materials to support curriculum for middle and high school courses at Enlightenment
- Updated middle school curriculum to include Inquiry Journals and Project Based Learning
- CT Voice4Change: Voice4Change empowers students to make a difference in their schools by submitting and implementing innovative proposals. Waterbury led the way with the most proposals submitted and approved, receiving the highest funding in the State totaling \$63,771.84. Students from WAMS, Wilby, WCA, JFK, and Crosby brought their creative ideas to life, with projects focusing on: Learning Acceleration, Family & Community Connections, Social, Emotional, Health, Technology, and Building Safe and Healthy Schools. The winning proposals:
  - Crosby- A Space for THIS Place
  - John F Kennedy-JFK's Student Lounge and Courtyard
  - WAMS-WAMS Wellness

- Waterbury Career Academy: College Readiness
- Wilby- Collaboratively Recalibrating Our Social-Emotional Compass
- Professional Learning:
  - Project Based Learning for Middle and High School
  - Inquiry Journals, Reading Essentials, Graphic Novels, and Graphic Organizers for middle school teachers
  - National Archives DOCSTeach- Online tool for teaching with documents for middle and high school
  - Using Assessments: McGraw Hill- Middle School
  - Middle and High School: What is High Quality Project Based Learning (PBL)? Using the Defined Learning platform
  - Middle and High School:
    - Build Student Vocabulary: Frayer Model
    - Building Teacher Assessments in Performance Matters
    - Workflow Shift: Whole Teacher Led Small Group Student Led Discussion
    - Flipped Classroom
    - ChoiceBoards
    - Converting EdPuzzles to Nearpod
    - Creating Google Practice Sets
    - Making History Engaging
    - National History Day: Teaching students how to research, interpret a significant event in history, and present a historical argument to enter in the National History Day Contest
  - Professional Learning for Department Heads: Using District Benchmark results to create Pivot tables
- Elementary: Increased the number of 5th grade teachers taking part in CT Kid Governor

- High School: Over 200 students that completed the Gilder Lehrman Hamilton Curriculum attended the Hamilton musical on Broadway

## Research & Testing

- Conducted/analyzed/disseminated data for the Kindergarten Inventory, mCLASS, Smarter Balanced, Next Generation Science Standards, PSAT, SAT, Advanced Placement, LAS Links, and the next generation accountability model
- Served as the district ELAC (English Language Assessment Coordinator) and took over all tasks for the administration of the LAS Links/CAAELP to multilingual learners (ML) in absence of Bilingual Department Supervisor
- Successfully transitioned to the first entirely digital administration of PSAT/SAT for all grade 8-12 students using the new, required College Board testing application, “Bluebook”
- Reviewed, advised, and approved multiple doctoral candidate research projects from current employees to be conducted in the district
- Reviewed and provided lengthy feedback for Boost! program district surveys
- Identified cut scores through growth modeling for grade 11 students that could benefit from joining a SAT club at their high school (530 math and 480 ELA clubs)
- Computed ***unadjusted*** (true) Percentage of Target Achieved (PTA) for Smarter Balanced, LAS Links, and PSAT/SAT by student, school, and grade (lifted CSDE artificially imposed student limits of 0% and 110%)
- Disseminated all prior year individual test data electronically for incoming students in the fall to target instruction and improve accountability results
- Compared all schools on accountability indicators #1 (SPI - achievement), #2 (PTA - growth), and #4 (Chronic Absenteeism) to department “Post-Covid” targets based on 2020-2021 post-pandemic data, in addition to state ESSA targets based on 2016-2017 pre-pandemic data
- Provided weekly FAFSA status updates/files
- Submitted all individual student physical fitness assessment results to the CSDE CPFA portal

- Compiled data on all grade 9-12 students meeting Waterbury Promise eligibility criteria after each marking period
- Compiled data for multiple projects, grant submissions, and agreements (Alliance, Commissioner’s Network, Gear Up, etc.)
- Worked with Special Education department to monitor and correct inaccurate test accommodations and designated supports selected in student IEPs/504 plans in CT-SEDS, ensuring accuracy for students prior to state testing
- Worked with Information Technology department to monitor and accurately reflect all student demographics for state testing by matching data and identifying discrepancies between our district student information system (PowerSchool) and the state’s Public School Information System (PSIS) to maintain the highest level of data integrity
- Participated as a member of the CSDE Connecticut Comprehensive Assessment Advisory Committee
- Participated as a member of the CSDE Connecticut Accountability Advisory Committee
- Served on the National Smarter Balanced Performance and Practice Committee (nominated by CSDE)

## Technology for Teaching and Learning and Library/Media

### Professional Learning

- Generative Artificial Intelligence for School Administrators - August 2023
- Generative Artificial Intelligence for Educators (District-Wide) - August 2023
- Understanding the Atlas Curriculum Management System (District-Wide) - August 2023
- MakerSpace Training for Library/Media Specialists - August 2023
- Mastery Based Learning for Teachers - October 2023
- Future-Ready Librarians - August 2023, October 2023, November 2023
- Using the SAMR Model to Redefine Technology Integration - October 2023, November 2023
- Creating Questions and Assessments in Performance Matters for Teachers - October 2023, November 2023

- How to Create an Interactive Nearpod Video to Replace an Ed Puzzle - October 2023, November 2023
- Vocabulary for Learning (CTE Presentation) - October 2023, November 2023
- Google Practice Sets - October 2023, November 2023
- Mastery Based Credit Panelist Training - November 2023
- Understanding Performance Matters Data for Admins - January 2024

#### Projects and Accomplishments

- Virtual Learning Academy – 49 total students participated in five courses: Psychology, Software Development 1 & 2, AP US Government & Politics, Forensics, Drawing 1
- All Library/Media Specialists completed the Future Reading Librarianship course through ISTE and are now certified Future Ready Librarians
- Continued to manage our district’s Atlas Curriculum Management platform including launching the [parent/community site](#).
- Managed all Ed Tech programs within the district via Clever.
- Worked with CTC and Corp Counsel to develop a system for approval and listing of all approved educational technology within the district.
- Served on the Mastery Based Learning leadership team to develop the ongoing assessment plan.
- Managed the data for the Mastery Based Learning credit and ran meetings of the Lead Panelists.
- Managed all data as well as the Performance Matters platform.
- Member of the High Quality Instruction Team.
- Maintained and updated the [High School Program of Studies](#).
- Maintained [Academic Office section](#) of the newly launched district website.
- Continued to support Google Certification for staff.
- Supported the technology side of the implementation of Unified Talent Perform for evaluations.

- Served on the PDEC Committee and helped to develop the new Educator and Leader Evaluation Plans.
- Supported the set up and organization of the new Professional Learning platform.
- Worked collaboratively with the Health and Physical Education department to manage the data collection process for state testing.
- Worked collaboratively with the Research and Testing department to provide more accurate and up to date rosters for state testing reporting.
- ISTE Certified Educator, ISTE Community Leader, ISTE Bronze Level Community Service Member, ISTE Expert Webinar Presenter, ISTE Live 24 Playground Coordinator

## Special Education

### Introduction

Waterbury Public Schools are committed to providing high-quality education to all students, including those with diverse learning needs. This annual report highlights the work and achievements of the Special Education Department over the previous academic year. Our mission is to ensure that all students receive the support and resources they need to thrive academically, socially, and emotionally.

### Overview of Special Education Services

The Special Education Department provides a range of services to meet the needs of students with disabilities. Our services include:

- Individualized Education Programs (IEPs)
- 504 Plans
- Speech and language therapy
- Occupational therapy
- Physical therapy
- Counseling services
- Specialized classroom instruction
- Assistive technology support

### Key Accomplishments

This year, the Special Education Department has achieved several milestones:

- **Increased Inclusion:** Expanded inclusive education practices, integrating students with disabilities into general education classrooms.



- **Technology Integration:** Implemented new assistive technologies, including communication devices and learning software.
- **Professional Development:** Conducted workshops for staff on best practices in special education, focusing on ADOS, SUPPORT (De-escalation), Prevent-Teach-Reinforce, Transition, Child Find, Manifestation and Behavior, and Indicator 4.
- **Parent Workshops:** Hosted a series of workshops for parents to support their children's learning at home in conjunction with the Welcome Center.

## Staff and Professional Development

This year, the department focused on professional development in the following areas:

- Differentiated Instruction: Strategies for teaching students with diverse learning needs.
- Behavioral Interventions: Techniques for managing challenging behaviors in the classroom.
- Assistive Technology: Training on the latest tools and resources.

## Future Goals

Looking ahead, the Special Education Department aims to:

- **Expand Inclusive Practices:** Further integrate students with disabilities into general education settings.
- **Enhance Professional Development:** Offer more targeted training for staff.
- Strengthen Family Partnerships: Increase opportunities for parent and community involvement.
- **Improve Transition Services:** Enhance support for students transitioning from school to post-secondary opportunities.
- **Oversight and Accountability:** Ensure all students in specialized programs, including out-of-district placements, are in settings most conducive to learning and are systematically monitored.

## Acknowledgements

We extend our gratitude to the students, families, staff, and community members who contributed to the success of the Special Education Department this year. Your dedication and support are invaluable.

## College and Career Readiness

Waterbury Public Schools is committed to providing equitable access to all students to achieve the skills needed to be college, career, and life-ready. All Waterbury Public Schools students have the opportunity to explore, engage, and experience career pathways, earn college credit, and participate in job shadow/internship programs. The district is committed to preparing and empowering all students to reach their individual, full potential that promotes social-emotional growth, academic achievement, and college/career readiness.

The mission of the school counselors of Waterbury Public Schools is to empower all students to reach their full potential and to be productive life-long learners. Therefore, the mission of the school counselors of Waterbury Public Schools is to empower all students to reach their full potential and to be productive life-long learners.

### Direct Student Services

Direct student services are provided by our school counselors while working directly with students. This face to face time includes individual student planning, delivering the school counseling curriculum, and responsive services. These services are data driven and meant to help promote healthy development, a positive attitude toward work and learning and help students achieve success in school as well as effectively identify post-secondary choices. Direct services can be proactive and reactive.

### Individual Student Planning

Session results in the development of a Student Success Plan for each student that is focused on career/education/social-emotional goals and postsecondary options. The plan is revised and modified annually throughout the student's school career beginning in middle school and continuing throughout high school.

### School Counseling Curriculum

**Classroom Lessons:** School counselors, in collaboration with teachers, deliver a learning activity or unit in the classroom. The curriculum provides developmental and sequential lessons and activities in classroom and/or group settings, which address student development in academic, career and social-emotional domains. Lessons are approximately 45 minutes in length.

**Small Groups:** Counselors conduct groups outside the classroom to respond to students' identified interests or needs. School counselors plan and lead structured activities that are designed to increase the skills and knowledge of student participants. Small groups will be

developed by analyzing data from classroom lessons, as well as student feedback, and collaboration with staff and families. Groups may also be formed as a need arises.

School-wide Events and Activities: Designed to reinforce the concepts being taught in the classroom by school counselors. Collaborations within and outside the school community are used to address specific information relevant to students and families. Examples: academic presentations, guest speakers, career fair, financial aid night, middle/high school transitioning.

### Responsive Services

School counselors are trained and prepared to react to a crisis or immediate need experienced by a student or school community. School counselors provide supportive individual and group counseling, referral, collaboration, and consultation to help students and families overcome academic, personal-family, and socio-emotional barriers to healthy development. (CT Comprehensive K-12 School Counseling Framework Guide, November 2020)

### Indirect Student Services

Indirect student services are provided by our school counselors on behalf of students. School counselors take a team approach when working on behalf of students. As part of this team approach, consultation with staff, administration, and families in regards to the challenges and barriers that students face, is an important part of our school counseling framework.

Through collaboration within the school and with outside agencies, school counselors develop programming as part of the comprehensive school counseling framework that fits the needs of students, parents and community members. Collaboration also allows for the school counseling department to make connections with outside agencies to provide students and parents with a number of resources that are available to them to help with issues that are not otherwise within the scope of the school day. School counselors often become a point of contact for families within the school. By providing referrals, families can connect with needed services not only within the school system but outside in the community as well. (CT Comprehensive K-12 School Counseling Framework Guide, November 2020).

#### Overview:

- 4 College and Career Coordinators hired
- **Staff Professional Learning**
  - QPR (Question, Persuade, Refer) Training
  - CTSEDS
  - Section 504 Plans Training
  - FAFSA training

- Post-Trauma Training
- McKinney Vento
- Naviance by PowerSchool
- **Curriculum and Instruction**
  - School counselors continue to revise and implement the WPS School Counseling Curriculum. Our school counseling curriculum was developed using a needs assessment conducted throughout our school community in the Spring of 2019. The student lessons are aligned with the 2020 Connecticut School Counseling Standards and are based on what students should be able to understand, know, and be able to do in the academic, career, and social-emotional domains.
  - Financial Literacy Fair
  - College and Career fairs (K-12) at individual schools
  - City-wide College and Career Fair
  - MindIgnite (K-8)
  - College field trips
  - Career readiness field trips
- **Parent workshops**
  - College and Career Coordinators all held parent nights to discuss the importance of college and career readiness for all students in grades K-12
  - School Counselors organized FAFSA events, College Planning Night, and coffee with school counselors
- **Student Internships opportunities**
  - St. Mary's Hospital
  - Waterbury Hospital
  - McCall Behavioral Health
  - City of Waterbury/Waterbury Public Schools partnership
  - Judah's Camp (Music internship)
- **After-school partnerships for students**
  - MASC (Manufacturing Alliance Service Group)
  - Porter and Chester
  - UCONN Health Mini Medical Program

## Equity and Inclusion

### Equity Professional Learning

Professional learning around the topics and issues of equity, diversity, and inclusiveness is grounded on a focused and strategic framework. Professional learning is also divided based on

identifying areas or spheres of control and influence. Various skills and topics are clearly presented with the understanding that the work resides in intersecting areas that include, personal, interpersonal, institutional, and structures that impact individuals and perpetuate systems.

Professional learning topics and skills have ranged from identity and intersectionality, bias and microaggressions, systemic educational inequities in Connecticut, and etc. These topics and issues were selected to provide foundational knowledge in historical literacy to better understand and address system and institutional inequalities that influence our behaviors and relationships with others.

### **Fall 2023:**

Thirty-eight opportunities for Equity Trainings, events, and conferences including

- Equity PD for Building administrators
- Equity Activity for each of the 33 schools/programs
- Elementary Admin Equity Trainings
- SELT Lead Trainings
- WEPA/PRIDE/Social Justice Educators Educator Resources Groups meetings

### **Spring 2024:**

Forty-two opportunities for Equity Trainings, events, and conferences including

- Y.E.S. Retreat and virtual training sessions
- SELT Lead Trainings
- Secondary Admin Equity PD
- Elementary Admin PD
- Educator Resource Group meetings.
- RESC Alliance Igniting Change Conference, May 14, 2024
- RE-Center Racial Justice Conference, June 7, 2024

## EDIA Newsletter

The MEDIA newsletter was a means to provide information and resources across districts with a focus on celebrating Heritage Month topics, resources, promoting WPS teacher resources groups, state conferences, and local events that would reinforce and promote diversity and inclusion. Published since October 2022, the newsletter was distributed to all staff in the district and proved to be an effective way to build knowledge and capacity on the diverse cultures and contributions of the many different ethnic groups and communities that reside in Waterbury.

## EDIA Website

The Equity and Diversity website page includes a brief overview of the district's key areas of focus and improvement. In the future, it should include additional resources and materials for families, students, and the various equity initiatives and plans for the district.

## RRAICES

Project RRaíces, Raising Representation in Academia for Inclusive Classrooms for Every Student, was created in collaboration between the Waterbury Public School (WPS) district and the Greater Waterbury Hispanic Coalition (HCGW) with the purpose of increasing the representation of Hispanic/Latinx/e educators in Waterbury Public Schools. The goal of Project RRAICES is to identify barriers and bridges in order to increase the diversity of the teacher applicant pool in Waterbury, CT by supporting high school students and young adults from the community to receive the information, supports, and pathways needed to imagine, be trained, and actively recruited to become educators and staff in Waterbury Public Schools. During the 18-month partnership, supported by the ACSP Planning Grant provided by the Nellie Mae foundation, the team completed a three-pronged planning process between January 2023 to June 2024.

## Equity Teams

### **District Equity Leadership Team**

The purpose of the DELT is to lead and facilitate change in actions, procedures, and policies to ensure racial equity for all students in Waterbury Public Schools. The DELT collaborates with SELTs and other stakeholders to develop, facilitate, support, and monitor annual action plans to implement change.

Established originally in 2021, the DELT was created to provide a structure in which all stakeholders could participate in, including District leaders, building administrators, staff, SELT Leads, Teachers, Community Partners, and Parents. Meeting monthly, the primary work is to draft and implement the WPS Equity Plan, support, and monitor annual action plans to implement change.

## **School Equity Leadership Teams (SELT)**

The purpose of the SELT is to build educator and staff capacity to understand and share language around promoting equity and social justice in their schools., to lead a review and analyze disaggregated data to understand the equity narrative at their school and develop an annual building based strategic plan. More importantly, to support professional learning to foster culturally responsive-sustaining practices in the classroom and beyond with their peers and admin. Establishing SELTs (School-based Equity Leadership Teams) supports building capacity, developing shared goals about addressing inequity, and operationalizing strategic plans to enact those goals.

School-based equity teams can serve to function as localized efforts that leverage diverse stakeholder voice to:

- (1) build staff capacity to understand and share language around promoting equity in school;
- (2) analyze complexities data points to understand the equity narrative at the school;
- (3) support professional learning to foster culturally responsive sustaining practices in the classroom and beyond, and;
- (4) share recommendations to the DELT for the Waterbury Board of Education to update District Equity policies.

Starting in the Spring of 2023, SELT adult leaders were recruited in each school that would include certified and non-certified staff, as well as interested parents. By June 2024, there were 82 SELT Leads across the district with every building having an identified SELT Lead. Preliminary goal: Establish a team in each of the 33 schools and meet once by January 2024.

- 32 school in-person site visits. RE-Center coaches consulted with SELT Leads and admin about team recruitment, toured buildings, sat in on instruction, spoke to students, and more.
- 21 schools have had at least one SELT meeting.
- 25 schools have 2 SELT Leads.
- 7 schools have 1 SELT Lead.
- All schools have a designated SELT Lead.

## **Youth Equity Squads (YES)**

The purpose of these Squads is to provide a way for students to be at the center of the work. These squads will provide students a way to use their experiences, voices, and brilliance to build their capacity for self-advocacy, leadership, and collaboration with other equity teams.

In the Spring of 2024, Y.E.S Teams were launched by organizing and providing two separate training sessions for high school students. Both sessions were held at Naugatuck Community College and students from five of the high schools were able to attend with about 45 students total accompanied by 10 adult advisors. Facilitated by RE-Center ([re-center.org](http://re-center.org)), these sessions were an opportunity for students to identify their leadership skills and join a space where those skills are seen and valued. Sessions were shared with all students in high schools as participation is an opportunity for ALL students to build agency and voice. They will cultivate their own power and practice asserting their agency in school using their artistry, creativity, and personal voice. The goal is that by creating a supportive and creative space, Y.E.S students will become prominent leaders in their schools working alongside teachers, administrators, and parents towards justice and equity.



## Recognitions, Awards, and Honors

### 2024 Teacher of the Year



Ms. Laura L. Thomas, a science teacher and the chair of the science department at Waterbury Career Academy, was named the 2024 WPS Teacher of the Year.

Ms. Thomas is truly devoted to helping all students succeed. Her passion for teaching inspires students to explore scientific concepts deeply. Ms Thomas excels in building strong teacher-student relationships, upholding high standards, and creating a warm, inclusive classroom

community. She delivers engaging lessons, incorporating hands-on experiments.

As the science department chair, Ms. Thomas leads teachers to create lessons that empower students. She also mentors more than 70 student-athletes as the cross-country and track & field coach, encouraging teamwork and perseverance. In her role as the National Honor Society co-advisor, she promotes community service involvement. Ms. Thomas is a role model for students and staff at WCA.

Ms. Thomas will be considered for the title of Connecticut Teacher of the Year, which is traditionally announced in the fall.

Tara Cusack, ELA teacher at Kennedy High School, and Lucille Rivera, ELA teacher at North End Middle School, were also selected among several applicants as Waterbury Teacher of the Year finalists.

### Elementary

Bucks Hill PreSchool- Ana Rivera

Bucks Hill Elementary School- Miguel Angel Rendon-Moreno

Bunker Hill Elementary School- Justin Froese

B.W. Tinker Elementary School- Christine DeSanto

Carrington Elementary School- Rachel A. Iacovone-Boivin

Driggs Elementary School- Brianne Modeen

F.J. Kingsbury Elementary School- Laura Halloran

Frank G. Regan Elementary School- Christine Miller

Gilmartin Elementary School- Christine Braxton

Hopeville Elementary School- Michelle Callahan

Roberto Clemente International Dual Language School- Ashley Ferratto

H.S. Chase Elementary School- Erica S. Tutino

John Duggan Elementary School- Cassandra Salemmme

Jonathan E. Reed Elementary School- Nadia Hakim

Maloney Interdistrict Magnet School- Kelly Lund

M.M. Generali Elementary School- Nicole Smolley

Rotella Interdistrict Magnet School- Vanessa Greaney

Sprague Elementary School-Claudia Davis

Walsh Elementary School- Kathryn Dente

Washington Elementary School- Karena Nguyen

Wendell L. Cross Elementary School- Gina C. Antonios

Woodrow Wilson Elementary School- Crystal Valentin

### Secondary

Crosby High School- Tracy Massicotte

Enlightenment School- Kristin Altwies

John F. Kennedy High School- Tara Cusack

North End Middle School- Lucille Rivera

State Street Program- Maribeth Stolfi

Wallace Middle School- Aaron Thayer

Waterbury Arts Magnet School- Scott Schulte

Waterbury Career Academy High School- Laura L. Thomas

West Side Middle School- Zulma M. Garcia Pillot

Wilby High School- Robert Haxhi

## Superintendent Student Recognition Awards

Each year, the Superintendent honors a select group of 5th, 8th and 12th graders from across the district who have demonstrated academic excellence, integrity, leadership and a commitment to their community. The recipients of the Superintendent Student Recognition Award for the 2023-2024 school year are:

### Elementary

Bucks Hill Elementary School- Oshamar Virgo

Bunker Hill Elementary School- Jailyn Ynfante-Hernandez

B.W. Tinker Elementary School- Brandon Valera

Carrington Elementary School- Skylar Talbert & Aaliyah Class-Cruz

Driggs Elementary School- Jadin Martinez

F.J. Kingsbury Elementary School- Heriberto Feliciano

Frank G. Regan Elementary School- Elaina Alvarez

Gilmartin Elementary School- Liam St Germain & Amarr Ortiz

Hopeville Elementary School- Jordan Godoy-Saquicela

International Dual Language School- Amelia Rodriguez-Capellan

H.S. Chase Elementary School- Ava'Leice Ferguson

John Duggan Elementary School- Summerlin Ho & LuzMaria Annette Rivera

Jonathan E. Reed Elementary School- Lucrecia Silva & Madison Lindo

Maloney Interdistrict Magnet School- Sheyla De La Rosa

M.M. Generali Elementary School- Kimberly Reddick

Rotella Interdistrict Magnet School- Chace Bagues

Sprague Elementary School- Janalyse Rodriguez

Walsh Elementary School- Danielys Campo-Martinez

Washington Elementary School- Isaac Mayancela-Saeteros

Wendell L. Cross Elementary School- Attiana Jhingree & Roeld Fero

Woodrow Wilson Elementary School- Thu Nieves

### Secondary

Crosby High School- Sanai Hundley

Crosby High School-Early College High-Gabriella Francis

Enlightenment School- Ixsael Collazo

John F. Kennedy High School- Ryan Verdejo

North End Middle School- Jasely Salazar

State Street Program- Izayah Simmons

Wallace Middle School- Elizmarie Echevarria-Padilla, Liam Connolly & Adriana Bueno

Waterbury Adult Continuing Education- Susan McAvoy-Cardona

Waterbury Arts Magnet School- Alex Halliwell & Elijah Loucks

Waterbury Career Academy High School- Alivia Afable

West Side Middle School- Dylana Gonzalez

Wilby High School- Kelliece Dixon



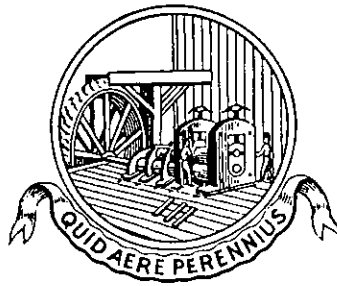
**Respectfully Submitted,**

**Dr. Darren M. Schwartz**

**Deputy Superintendent of Schools**

**August 2024**





236 Grand Street  
Waterbury, CT 06702

(203) 574-6761

The City of Waterbury  
**Connecticut**  
*Department of Human Resources*  
Office of the Civil Service Commission

August 21, 2024

Virginia Fulton  
70 Traverse St.  
Waterbury, CT 06704

Dear Ms. Fulton:

We are pleased to receive your acceptance of our offer of employment for the position of Food Service Worker for the Department of Education – Food Service (Requisition #20240692) at \$17.48 per hour.

This is a part-time position working in the Waterbury School System 10 months a year during school hours up to 19 hours per week.

This position does not provide health insurance benefits. Please refer to the CSEA – LOCAL 2001 contract for other available fringe benefits by visiting our website at [www.waterburyct.org](http://www.waterburyct.org).

We have scheduled your orientation for Thursday, August 29, 2024 at 9:15 a.m. at Veteran's Memorial Hall located in Waterbury City Hall, 235 Grand Street, 2<sup>nd</sup> Floor in Waterbury. You must attend this orientation session in order to work for the City. Your first day reporting to your new department/supervisor will be August 30, 2024 at your regular scheduled time.

Please call Judith Booth at 203-574-8195 with any questions you may have in regards to this position.

At the orientation, we will provide you with a brief overview of the City, review its employment practices and complete all required paperwork.

Please call us prior to the orientation session if you should have any questions regarding the process.

We look forward to working with you.

Again, welcome to the City of Waterbury.

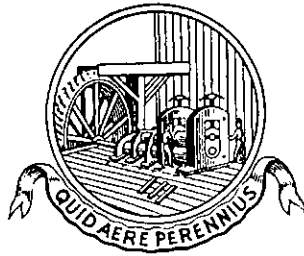
Sincerely,

*Nicholle West*

Nicholle West  
Human Resource Generalist

NW/sd

cc: Board of Education  
Darren Schwartz, Interim Supt. of Schools  
Linda Franzese, Food Serv. Director  
file



236 Grand Street  
Waterbury, CT 06702

(203) 574-6761

The City of Waterbury  
**Connecticut**  
*Department of Human Resources*  
Office of the Civil Service Commission

August 21, 2024

Tamika Dupre  
40 Melbourne Terrace  
Waterbury, CT 06704

Dear Ms. Dupre:

Welcome to employment with the City of Waterbury. Your name is being certified to the Department of Education for the position of Paraprofessional II (Req. #2022710) at \$20.76 per hour. Please contact Wendy Johns, Director of Pupil Services at (203) 574-8019 with any questions you may have in regards to this position.

We have scheduled your orientation for Thursday, August 29, 2024 at 9:00 a.m. at Veterans' Memorial Hall located at Waterbury City Hall, 235 Grand Street, 2<sup>nd</sup> Floor in Waterbury. You must attend this orientation session in order to work for the City. Your first day reporting to your new department/supervisor will be August 30, 2024 at your regular scheduled time.

At the orientation, we will provide you with a brief overview of the City, review its employment practices and complete all required paperwork. In addition, if you are an employee eligible for benefits, it is useful to bring the social security numbers and birth dates of your spouse and children in order to complete the insurance enrollment forms.

Please call us prior to the orientation session if you should have any questions regarding the process.

***Your new probationary period in accordance with your applicable contract will be 6 months in duration. The department head will be responsible for executing your probationary evaluation no later than 6 months from your first day in your new position.***

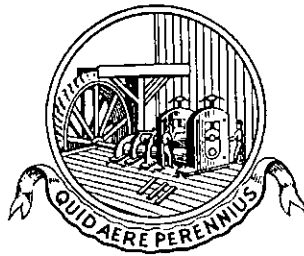
Again, welcome to the City of Waterbury.

Sincerely,

***Nicholle West***

Nicholle West  
Human Resources Generalist  
NW/sd

cc Board of Education  
Darren Schwartz, Interim Supt. of Schools  
Wendy Johns, Director of Pupil Serv.  
file



236 Grand Street  
Waterbury, CT 06702

(203) 574-6761

The City of Waterbury  
**Connecticut**  
*Department of Human Resources*  
Office of the Civil Service Commission

August 22, 2024

Crystal Betancourt  
195 Judith Lane, Apt. 1  
Waterbury, CT 06704

Dear Ms. Betancourt:

Welcome to employment with the City of Waterbury. Your name is being certified to the Department of Education for the position of Paraprofessional II (Req. #20240340) at \$20.76 per hour. Please contact Wendy Johns, Director of Pupil Services at (203) 574-8019 with any questions you may have in regards to this position.

We have scheduled your orientation for Thursday, August 29, 2024 at 9:00 a.m. at Veterans' Memorial Hall located at Waterbury City Hall, 235 Grand Street, 2<sup>nd</sup> Floor+ in Waterbury. You must attend this orientation session in order to work for the City. Your first day reporting to your new department/supervisor will be August 26, 2024 at your regular scheduled time.

At the orientation, we will provide you with a brief overview of the City, review its employment practices and complete all required paperwork. In addition, if you are an employee eligible for benefits, it is useful to bring the social security numbers and birth dates of your spouse and children in order to complete the insurance enrollment forms.

Please call us prior to the orientation session if you should have any questions regarding the process.

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Again, welcome to the City of Waterbury.

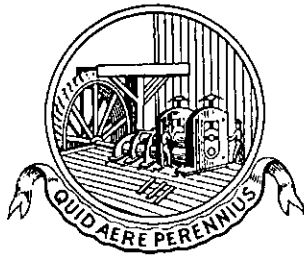
Sincerely,

***Nicholle West***

Nicholle West  
Human Resources Generalist  
NW/sd

cc Board of Education  
Darren Schwartz, Interim Supt. of Schools  
Wendy Johns, Director of Pupil Serv.  
file





236 Grand Street  
Waterbury, CT 06702

(203) 574-6761

The City of Waterbury  
**Connecticut**  
*Department of Human Resources*  
Office of the Civil Service Commission

August 22, 2024

Emilee Bleau  
84 Rosemont Ave.  
Bristol, CT 06010

Dear Ms. Bleau:

Welcome to employment with the City of Waterbury. Your name is being certified to the Department of Education for the position of Paraprofessional II (Req. #20241053) at \$20.76 per hour. Please contact Wendy Johns, Director of Pupil Services at (203) 574-8019 with any questions you may have in regards to this position.

We have scheduled your orientation for Thursday, August 29, 2024 at 9:00 a.m. at Veterans' Memorial Hall located at Waterbury City Hall, 235 Grand Street, 2<sup>nd</sup> Floor+ in Waterbury. You must attend this orientation session in order to work for the City. Your first day reporting to your new department/supervisor will be August 26, 2024 at your regular scheduled time.

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Please call us prior to the orientation session if you should have any questions regarding the process.

***Your new probationary period in accordance with your applicable contract will be 6 months in duration. The department head will be responsible for executing your probationary evaluation no later than 6 months from your first day in your new position.***

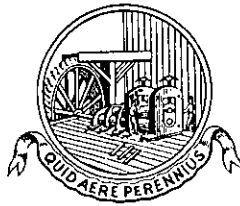
Again, welcome to the City of Waterbury.

Sincerely,

***Nicholle West***

Nicholle West  
Human Resources Generalist  
NW/sd

cc Board of Education  
Darren Schwartz, Interim Supt. of Schools  
Wendy Johns, Director of Pupil Serv.  
file



236 Grand Street  
Waterbury, CT 06702

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The City of Waterbury  
**Connecticut**  
*Department of Human Resources*  
Office of the Civil Service Commission

August 23, 2024

Paula Mucci  
8 Park Ave.  
Plainville, CT 06062

Dear Ms. Mucci:

Welcome to employment with the City of Waterbury. Your name is being certified to the Department of Education – Food Service for the position of Food Service Helper (Req. #2024001) at \$16.12 per hour. Please contact Linda Franzese, Director of Food Service at (203) 574-8195 with any questions you may have in regards to this position.

We have scheduled your orientation for Thursday, August 29, 2024 at 9:00 a.m. at Veterans' Memorial Hall located at Waterbury City Hall, 235 Grand Street, 2<sup>nd</sup> Floor in Waterbury. You must attend this orientation session in order to work for the City. Your first day reporting to your new department/supervisor will be August 30, 2024 at your regular scheduled time.

At the orientation, we will provide you with a brief overview of the City, review its employment practices and complete all required paperwork. In addition, if you are an employee eligible for benefits, it is useful to bring the social security numbers and birth dates of your spouse and children in order to complete the insurance enrollment forms.

Please call us prior to the orientation session if you should have any questions regarding the process.

***Your new probationary period in accordance with your applicable contract will be 9 months in duration. The department head will be responsible for executing your probationary evaluation no later than 9 months from your first day in your new position.***

Again, welcome to the City of Waterbury.

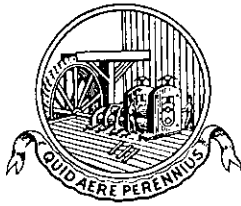
Sincerely,

***Nicholle West***

Nicholle West  
Human Resources Generalist

NW/sd

cc Board of Education  
Darren Schwartz, Interim Supt. of Schools  
Linda Franzese, Director of Food Service  
file



236 Grand Street  
Waterbury, CT 06702

(203) 574-6761

The City of Waterbury  
**Connecticut**  
*Department of Human Resources*  
Office of the Civil Service Commission

August 23, 2024

Charmaine Rivera  
150 Manhan St., Apt. 7-5  
Waterbury, CT 06710

Dear Ms. Rivera:

Welcome to employment with the City of Waterbury. Your name is being certified to the Department of Education – Food Service for the position of Food Service Helper (Req. #2024001) at \$16.12 per hour. Please contact Linda Franzese, Director of Food Service at (203) 574-8195 with any questions you may have in regards to this position.

We have scheduled your orientation for Thursday, August 29, 2024 at 9:00 a.m. at Veterans' Memorial Hall located at Waterbury City Hall, 235 Grand Street, 2<sup>nd</sup> Floor in Waterbury. You must attend this orientation session in order to work for the City. Your first day reporting to your new department/supervisor will be August 30, 2024 at your regular scheduled time.

At the orientation, we will provide you with a brief overview of the City, review its employment practices and complete all required paperwork. In addition, if you are an employee eligible for benefits, it is useful to bring the social security numbers and birth dates of your spouse and children in order to complete the insurance enrollment forms.

Please call us prior to the orientation session if you should have any questions regarding the process.

***Your new probationary period in accordance with your applicable contract will be 9 months in duration. The department head will be responsible for executing your probationary evaluation no later than 9 months from your first day in your new position.***

Again, welcome to the City of Waterbury.

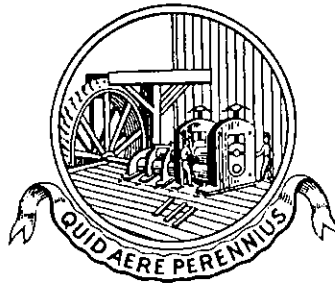
Sincerely,

***Nicholle West***

Nicholle West  
Human Resources Generalist

NW/sd

cc Board of Education  
Darren Schwartz, Interim Supt. of Schools  
Linda Franzese, Director of Food Service  
file



236 Grand Street  
Waterbury, CT 06702

(203) 574-6761

The City of Waterbury  
**Connecticut**  
*Department of Human Resources*  
Office of the Civil Service Commission

August 23, 2024

Violeta Ferreira Ortiz  
619 South Main St., Apt. 302B  
Waterbury, CT 06706

Dear Ms. Ferreira Ortiz:

We are pleased to receive your acceptance of our offer of employment for the position of Food Service Worker for the Department of Education – Food Service (Requisition #20240694) at \$17.48 per hour.

This is a part-time position working in the Waterbury School System 10 months a year during school hours up to 19 hours per week.

This position does not provide health insurance benefits. Please refer to the CSEA – LOCAL 2001 contract for other available fringe benefits by visiting our website at [www.waterburyct.org](http://www.waterburyct.org).

We have scheduled your orientation for Thursday, August 29, 2024 at 9:15 a.m. at Veteran's Memorial Hall located in Waterbury City Hall, 235 Grand Street, 2<sup>nd</sup> Floor in Waterbury. You must attend this orientation session in order to work for the City. Your first day reporting to your new department/supervisor will be August 30, 2024 at your regular scheduled time.

Please call Judith Booth at 203-574-8195 with any questions you may have in regards to this position.

At the orientation, we will provide you with a brief overview of the City, review its employment practices and complete all required paperwork.

Please call us prior to the orientation session if you should have any questions regarding the process.

We look forward to working with you.

Again, welcome to the City of Waterbury.

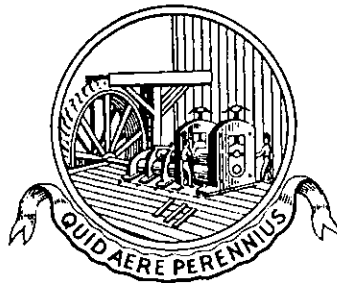
Sincerely,

*Nicholle West*

Nicholle West  
Human Resource Generalist

NW/sd

cc: Board of Education  
Darren Schwartz, Interim Supt. of Schools  
Linda Franzese, Food Serv. Director  
file



236 Grand Street  
Waterbury, CT 06702

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The City of Waterbury  
**Connecticut**  
*Department of Human Resources*  
Office of the Civil Service Commission

August 23, 2024

Rayquan Kee  
36 Katie Lane, Apt. 36  
Waterbury, CT 06708

Dear Mr. Kee:

We are pleased to receive your acceptance of our offer of employment for the position of Food Service Worker for the Department of Education – Food Service (Requisition #20240699) at \$17.48 per hour.

This is a part-time position working in the Waterbury School System 10 months a year during school hours up to 19 hours per week.

This position does not provide health insurance benefits. Please refer to the CSEA – LOCAL 2001 contract for other available fringe benefits by visiting our website at [www.waterburyct.org](http://www.waterburyct.org).

We have scheduled your orientation for Thursday, August 29, 2024 at 9:15 a.m. at Veteran's Memorial Hall located in Waterbury City Hall, 235 Grand Street, 2<sup>nd</sup> Floor in Waterbury. You must attend this orientation session in order to work for the City. Your first day reporting to your new department/supervisor will be August 30, 2024 at your regular scheduled time.

Please call Judith Booth at 203-574-8195 with any questions you may have in regards to this position.

At the orientation, we will provide you with a brief overview of the City, review its employment practices and complete all required paperwork.

Please call us prior to the orientation session if you should have any questions regarding the process.

We look forward to working with you.

Again, welcome to the City of Waterbury.

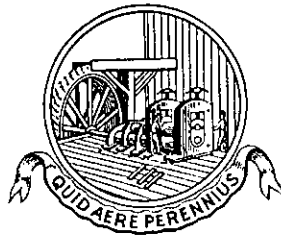
Sincerely,

*Nicholle West*

Nicholle West  
Human Resource Generalist

NW/sd

cc: Board of Education  
Darren Schwartz, Interim Supt. of Schools  
Linda Franzese, Food Serv. Director  
file



236 Grand Street  
Waterbury, CT 06702

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The City of Waterbury  
**Connecticut**  
*Department of Human Resources*  
Office of the Civil Service Commission

August 26, 2024

Penina Agyeman  
25 Claremont St.  
Bristol, CT 06010

Dear Ms. Agyeman:

Welcome to employment with the City of Waterbury. Your name is being certified to the Department of Education for the position of Administrative Associate I @ Duggan Elementary School (Req. #20240383) at \$17.54 per hour. Please contact Melissa DiGiovanni, Principal @ Duggan Elementary School at (203) 574-8875 with any questions you may have in regards to this position.

We have scheduled your orientation for Thursday, September 12, 2024 at 9:00 a.m. at the Department of Education Training Room located at 236 Grand Street, 2<sup>nd</sup> Floor, Room 275 in Waterbury. You must attend this orientation session in order to work for the City. Your first day reporting to your new department/supervisor will be August 29, 2024 at your regular scheduled time.

At the orientation, we will provide you with a brief overview of the City, review its employment practices and complete all required paperwork. In addition, if you are an employee eligible for benefits, it is useful to bring the social security numbers and birth dates of your spouse and children in order to complete the insurance enrollment forms.

Please call us prior to the orientation session if you should have any questions regarding the process.

*Your new probationary period in accordance with your applicable contract will be 6 months in duration. The department head will be responsible for executing your probationary evaluation no later than 6 months from your first day in your new position.*

Again, welcome to the City of Waterbury.

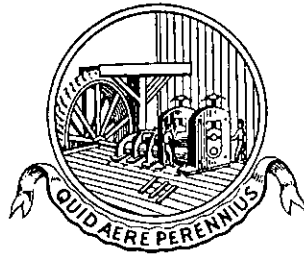
Sincerely,

*Nicholle West*

Nicholle West  
Human Resources Generalist

CLL/sd

cc Board of Education  
Darren Schwartz, Interim Supt of Schools  
Melissa DiGiovanni, Princ @ Duggan Elem Schl  
file



236 Grand Street  
Waterbury, CT 06702

(203) 574-6761

The City of Waterbury  
**Connecticut**  
*Department of Human Resources*  
Office of the Civil Service Commission

August 26, 2024

Shanice Williams  
436 Pine St., Apt. 1<sup>st</sup> R  
Waterbury, CT 06705

Dear Ms. Williams:

Welcome to employment with the City of Waterbury. Your name is being certified to the Department of Education for the position of Paraprofessional II (Req. #20241032) at \$20.76 per hour. Please contact Wendy Johns, Director of Pupil Services at (203) 574-8019 with any questions you may have in regards to this position.

We have scheduled your orientation for Thursday, September 12, 2024 at 9:00 a.m. at the Department of Education Training Room located at 236 Grand Street, 2<sup>nd</sup> Floor, Room 275 in Waterbury. You must attend this orientation session in order to work for the City. Your first day reporting to your new department/supervisor will be August 29, 2024 at your regular scheduled time.

At the orientation, we will provide you with a brief overview of the City, review its employment practices and complete all required paperwork. In addition, if you are an employee eligible for benefits, it is useful to bring the social security numbers and birth dates of your spouse and children in order to complete the insurance enrollment forms.

Please call us prior to the orientation session if you should have any questions regarding the process.

***Your new probationary period in accordance with your applicable contract will be 6 months in duration. The department head will be responsible for executing your probationary evaluation no later than 6 months from your first day in your new position.***

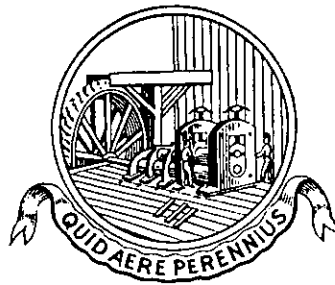
Again, welcome to the City of Waterbury.

Sincerely,

***Nicholle West***

Nicholle West  
Human Resources Generalist  
NW/sd

cc Board of Education  
Darren Schwartz, Interim Supt. of Schools  
Wendy Johns, Director of Pupil Serv.  
file



236 Grand Street  
Waterbury, CT 06702

(203) 574-6761

The City of Waterbury  
**Connecticut**  
*Department of Human Resources*  
Office of the Civil Service Commission

August 27, 2024

Kyirra Byrd  
963 North Main St., Apt. 2  
Waterbury, CT 06704

Dear Ms. Byrd

We are pleased to receive your acceptance of our offer of employment for the position of Food Service Worker for the Department of Education – Food Service (Requisition #20240672) at \$17.48 per hour.

This is a part-time position working in the Waterbury School System 10 months a year during school hours up to 19 hours per week.

This position does not provide health insurance benefits. Please refer to the CSEA – LOCAL 2001 contract for other available fringe benefits by visiting our website at [www.waterburyct.org](http://www.waterburyct.org).

We have scheduled your orientation for Thursday, September 12, 2024 at 9:15 a.m. at the Board of Education Training Room located in the Chase Municipal Building, 236 Grand Street, 2<sup>nd</sup> Floor, Room 275 in Waterbury. You must attend this orientation session in order to work for the City. Your first day reporting to your new department/supervisor will be August 29, 2024 at your regular scheduled time.

Please call Judith Booth at 203-574-8195 with any questions you may have in regards to this position.

At the orientation, we will provide you with a brief overview of the City, review its employment practices and complete all required paperwork.

Please call us prior to the orientation session if you should have any questions regarding the process.

We look forward to working with you.

Again, welcome to the City of Waterbury.

Sincerely,

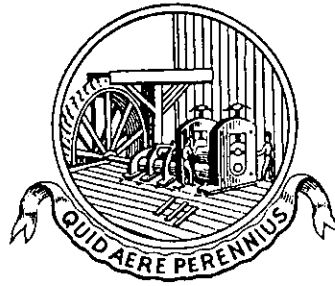
*Nicholle West*

Nicholle West  
Human Resource Generalist

NW/sd

cc: Board of Education  
Darren Schwartz, Interim Supt. of Schools  
Linda Franzese, Food Serv. Director  
file





236 Grand Street  
Waterbury, CT 06702

(203) 574-6761

The City of Waterbury  
**Connecticut**  
*Department of Human Resources*  
Office of the Civil Service Commission

August 28, 2024

Laurie Hunter  
87 Wheeler St.  
Waterbury, CT 06704

Dear Ms. Hunter:

We are pleased to receive your acceptance of our offer of employment for the position of Food Service Worker for the Department of Education – Food Service (Requisition #20240674) at \$17.48 per hour.

This is a part-time position working in the Waterbury School System 10 months a year during school hours up to 19 hours per week.

This position does not provide health insurance benefits. Please refer to the CSEA – LOCAL 2001 contract for other available fringe benefits by visiting our website at [www.waterburyct.org](http://www.waterburyct.org).

We have scheduled your orientation for Thursday, September 12, 2024 at 9:15 a.m. at the Department of Education Training Room, located in the Chase Municipal Building, 236 Grand Street, 2<sup>nd</sup> Floor, Room 275 in Waterbury. You must attend this orientation session in order to work for the City. Your first day reporting to your new department/supervisor will be September 5, 2024 at your regular scheduled time.

Please call Judith Booth at 203-574-8195 with any questions you may have in regards to this position.

At the orientation, we will provide you with a brief overview of the City, review its employment practices and complete all required paperwork.

Please call us prior to the orientation session if you should have any questions regarding the process.

We look forward to working with you.

Again, welcome to the City of Waterbury.

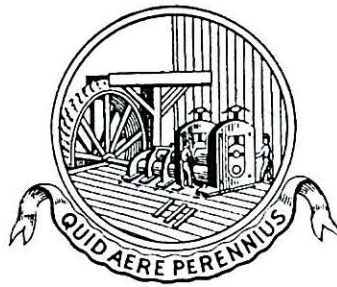
Sincerely,

*Nicholle West*

Nicholle West  
Human Resource Generalist

NW/sd

cc: Board of Education  
Darren Schwartz, Interim Supt. of Schools  
Linda Franzese, Food Serv. Director  
file



236 Grand Street  
Waterbury, CT 06702

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The City of Waterbury  
**Connecticut**  
*Department of Human Resources*  
Office of the Civil Service Commission

August 28, 2024

Robert Haxhi  
45 Burr Hall Rd.  
Middlebury, CT 06762

Dear Mr. Haxhi:

Your name is being certified to the Appointed position of Education Liaison – Mayor's Office (Req. #20250112) at \$100,000.00 per year.

Your official start date in this position will be September 3, 2024.

Please call the Civil Service Office at (203) 574-6761 if you have any questions, please do not hesitate to contact us.

Sincerely,

Tara Shaw  
Director of Human Resources

TS/sd

cc: Mayor Paul Pernerewski  
Joe Geary, Chief of Staff  
Board of Education  
Darren Schwartz, Interim Supt. of Schools  
File