



Interdistrict School for Arts and Communication
BOARD OF DIRECTORS

January 14, 2025 at 4:00 pm via ZOOM
New London, CT

AGENDA

4:00 pm

1. WELCOME/CALL TO ORDER

Chairman R.F. Muckle

1a. Establishment of Quorum

1b. Public Comment

The Board of Directors welcomes public comment. Due to the nature of the virtual format of the meeting, all comments are to be submitted via email prior to noon on the day of the meeting. Comments may be made on almost any matter related to the operations of ISAAC and will be shared with the Board members in their packet. We shall not read or address any comments at this meeting. However, comments concerning individual students or staff members shall not be permitted.

4:01 pm

2. CONSENT AGENDA

Chairman R.F. Muckle

- Approval of Minutes from the November BOD Meeting
- Approval for Payment to G. Donovan Construction for \$534,678.14
- Approval of the Executive Director Contract through 2035 as negotiated by the Chairman and Vice Chairman of the Board of Directors
- Reauthorization for the Executive Director to make, execute, and approve on behalf of ISAAC, any or all contracts or amendments excluding loans, effective until December 31, 2025
- Approval of 2025 BOD Committee Dates
- Acceptance of the Year-to-Date Profit/Loss Financial Report for December 2024
- Acceptance of the Balance Sheet through December 2024

Possible Motion: Approve and accept all items on the consent agenda

4:03 pm

3. EXECUTIVE DIRECTOR REPORT

Dr. Spera

- 3a. CSDE Report Update
- 3b. Grant Update
- 3c. Legislative Update
- 3d. Student Recruitment 2025
- 3e. Hiring Update
- 3f. Budget Process Outlook

4:15 pm

4. SUBCOMMITTEE REPORTS

4a. FINANCE

Treasurer L. Muller

- Finance Update - January Minutes

4b. SCHOOL BUILDING

Chairman R.F. Muckle

- Approval for Payment to G. Donovan Construction for \$534,678.14 (CONSENT)

4:20 pm

5. NEW BUSINESS

Chairman R.F. Muckle

5a. Annual Auditor Results

Doherty, Beals & Banks

Possible Motion: Accept the 990 Form (return of organizational exempt from income tax) as prepared by the auditors

5b. Special Education Billing Rate for 2024-2025

Dr. Spera

Possible Motion: Approve the special education hourly rate for 2025-2026 at \$53.62

5c. Discussion Regarding Cell Phone Policy for '25-'26

Dr. Spera

4:45 pm

6. ADJOURNMENT

Chairman R.F. Muckle



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

January 14, 2025 at 3:15 pm
New London, CT

AGENDA

- | | | |
|---------|--|-----------------------------------|
| 3:15 pm | 1. WELCOME/CALL TO ORDER | <i>Finance Chair L. Muller</i> |
| 3:16 pm | 2. FISCAL 2023-2024 AUDIT REPORT <ul style="list-style-type: none">• Presentation of 23-24 Audit Report
Net change in assets reflects a surplus of \$15,862• Review and approval of the 990 Form
<i>Possible Motion: Accept the 990 Form (return of organization exempt from income tax) as prepared by the auditors</i> | <i>Doherty, Beals & Banks</i> |
| 3:33 pm | 3. FINANCIAL REVIEW <ul style="list-style-type: none">• December 2024 Profit/Loss & Balance Sheet• Grant reimbursements and drawdowns | <i>E. Robb</i> |
| 3:36 pm | 4. SPECIAL EDUCATION RATE 25-26 <ul style="list-style-type: none">• <i>Possible Motion: Recommend that the ISAAC BOD approve the 2025-2026 Special Education hourly rate at \$53.62.</i> | <i>N. Spera / E. Robb</i> |
| 3:40 pm | 5. CONSTRUCTION & OTHER UPDATES <ul style="list-style-type: none">• Review of construction project activity and timeline• G Donovan payment request #2 - \$534,678.14 (to be paid upon receipt of loan funds once approved by BOD and DIME Bank) | <i>N. Spera</i> |
| 3:45 pm | 6. ADJOURNMENT | <i>Finance Chair L. Muller</i> |



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

November 20, 2024 at 4:00 pm via ZOOM Link Available on Website

New London, CT

This meeting will be held virtually

MINUTES

PRESENT: R. Muckle, M. Spellman, N. Spera, L. Muller, B. Crouch, B. Buscetto, R. Sanders, D. Brailey, E. Bumgardner, A. Grundy, S. Lougee, E. Robb, W. Linski, T. Collins

4:00 pm

1. WELCOME/CALL TO ORDER

Chairman R. Muckle

1a. Establishment of Quorum

1b. No Public Comment

Chairman Muckle read the following statement: The Board of Directors welcomes public comment. Due to the nature of the virtual format of the meeting, all comments are to be submitted via email prior to noon on the day of the meeting. Comments may be made on almost any matter related to the operations of ISAAC and will be shared with the Board members in their packet. We shall not read or address any comments at this meeting. However, comments concerning individual students or staff members shall not be permitted.

4:01 pm

2. CONSENT AGENDA

Chairman R. Muckle

- Approval for the October BOD Minutes
- Acceptance of the Year-to-Date Profit/Loss Financial Report for October 2024
- 2025 ISAAC Board of Directors Meeting Dates
- Acceptance of Building Committee approval for payment to G. Donovan Construction for \$309,508
- Revised 2024-2025 ISAAC Budget
- Approval of Bid Waiver for an aquarium rack system from Something Fishy (CSP Grant Funds)
- Approval of Bid Waiver for classroom furniture from Williams Sonoma (CSP Grant Funds)
- Approval of the Executive Director's Goals for 2024-2025

Motion: Approve and accept all items on the consent agenda

**FIRST MOTION: B. CROUCH, SECOND MOTION: BRAILEY –
VOTE: ALL IN FAVOR - MOTION PASSES**

4:03 pm

3. EXECUTIVE DIRECTOR REPORT

Dr. Spera

3a. CSDE Report Update

Dr. Spera reported that Principal Linski, Associate Principal Collins, and Director of Special Education, Amy Geary, presented the school's action plan to the state board of education's accountability committee last month. The plan included the steps towards academic improvement, suspension rate improvement, and the steps taken regarding the human resources report that was completed by Shipman and Goodwin. Dr. Spera reported that small changes were needed based upon the findings of the report which included reducing the number of teachers that the Director of Human Resources evaluates and including additional trainings to the staff throughout the school year. As for academic achievement, ISAAC will continue its work that has increased academic achievement for the past several years.

3b. Grant Update

Dr. Spera reviewed the CSP Grant along with the practice of ensuring that the Board approves large purchases according to Board policy. Dr. Spera explained the grant approval process that includes three quotes and a rubric scoring guide. Dr. Spera explained the addition of Marine Science as a special for all 4th and 5th graders next year. This includes the addition of a rack system and touch tank that will only be used by 4th and 5th graders. Dr. Spera also informed the Board that they will be pursuing the renewal of the 21CCLC Grant for \$850,000.

3c. Legislative Update

Dr. Spera informed the Board that he is planning a legislative luncheon in January 2025. This was similar to last year's November meeting which was instrumental in growing ISAAC. Dr. Spera invited members of the Board to contact him with ideas for the meeting. He asked Board members to contact him to discuss ideas and desires for the school to pursue. In addition, he asked members of the Board to contact him if they wish to join the meeting in January.



3d. Hiring Update

Dr. Spera stated that the school still has a Special Education teacher opening in response to the additional students accepted. He stated that although the opening exists, students' IEP needs are still being met.

3e. Recruitment Plan

Dr. Spera reviewed the proposed marketing plan with the Board. He discussed the design of the 3 minute video that will combine Freaky Friday and The Office.

3f. Construction Project Update

Dr. Spera updated the Board on the building project. Dr. Spera reported that it has been a roller coaster of a project but better than the last project. Dr. Spera believes that families will be able to view the classrooms during Open House in February.

4:15 pm

4. SUBCOMMITTEE REPORTS

4a. FINANCE

Treasurer L. Muller

- Finance Update – October Minutes
- Revised 2024-2025 ISAAC Budget

Treasurer Muller recapped the last Finance Meeting with the Board. The items on the consent agenda were all approved by the Finance Committee prior to the Board meeting.

- 2025-2026 Special Education Hourly Rate – January 2025

Dr. Spera informed the Board that at its next meeting, the Board will have the breakdown for the special education hourly rate. Dr. Spera stated that it is critical that this amount gets told to local Superintendents as they plan for their annual budgets in January.

4b. SCHOOL BUILDING

Chairman Muckle

- School Building Committee Status Update

Chairman Muckle reiterated the report from Dr. Spera about the building project. He added that Scott Donovan stated that the rooms would be ready for the public to view in February 2025 at the last building committee meeting.

- First Payment for Construction and Timeline

This is the first payment for work for the project.

4:20 pm

5. NEW BUSINESS

Chairman R. Muckle

5a. Accountability Index Review & School Improvement Plan

Dr. Spera

Dr. Spera reviewed the school's ranking in the Accountability Index. ISAAC is once again third behind East Lyme and Lyme/Old Lyme Middle Schools. Dr. Spera went over the school's historical success. Dr. Brailey asked about the methods used to gain student excitement and motivation for maximum effort on the test. Dr. Spera discussed the purposeful PD Day before SBAC week to create a 'Super Bowl' atmosphere for the students when they walk in on Monday. In addition, Dr. Spera spoke about the half days and the purposeful stopping of the test so that students don't try to rush through it. Dr. Brailey praised the trust of the staff and commented about the incredible work of Dr. Spera. Secretary Crouch complimented everyone on the successful scores. Treasurer Muller complimented Dr. Spera for his work over the past 5 years stating that the best thing that the Board ever did was hiring Dr. Spera five years ago. She reminded the Board that they still owe him the steak dinner that was supposed to happen for his first interview in November 2019. Chairman Muckle echoed the success of the entire leadership team and staff but concluded that Dr. Spera has been instrumental in the turn around academically and financially for ISAAC.

5b. Training with Attorney Jessica Ritter – Tuesday, January 14, 2025

Chairman R. Muckle

Chairman Muckle reminded the Board that they have committed to period trainings with Shipman and Goodwin. Dr. Spera reminded the Board that the first meeting is on a Tuesday versus the usual Wednesday.

5c. Chairman's Year-End Comments

Chairman Muckle wished everyone a wonderful holiday as the Board will not meet in December.

5:00 pm

6. ADJOURN

Chairman R. Muckle

Motion to Adjourn: FIRST MOTION: B. CROUCH, SECOND MOTION: BRAILEY

**INTERDISTRICT SCHOOL FOR
ARTS AND COMMUNICATION, INC.**

**FINANCIAL STATEMENTS AND
GOVERNMENT REPORTS**

JUNE 30, 2024

Preliminary Draft

INTERDISTRICT SCHOOL FOR ARTS AND COMMUNICATION, INC.

FINANCIAL STATEMENTS AND GOVERNMENT REPORTS

JUNE 30, 2024

CONTENTS

Independent Auditor's Report	1
Statement of Financial Position	3
Statement of Activities	4
Statement of Functional Expenses	5
Statement of Cash Flows	6
Notes to the Financial Statements.....	7
Independent Auditors' Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with <i>Government Auditing Standards</i>	14
Independent Auditor's Report on Compliance for Each Major Program and on Internal Control Over Compliance and Report on Schedule of Federal Awards Required by the Uniform Guidance	16
Schedule of Expenditures of Federal Awards.....	19
Notes to Schedule of Expenditures of Federal Awards	20
Schedule of Federal Findings and Questioned Costs.....	21
Independent Auditors' Report on Compliance for Each Major State Program; Report on Internal Control over Compliance; and Report on the Schedule of Expenditures of State Financial Assistance Required by the State Single Audit Act.....	22
Schedule of Expenditures of State Financial Assistance	25
Notes to Schedule of Expenditures of State Financial Assistance	26
Schedule of Findings and Questioned Costs.....	27

Preliminary Draft

Interdistrict School for Arts and Communication, Inc.

Statement of Financial Position
June 30, 2024
(With Comparative Totals for 2023)

	<u>Assets</u>	
	2024	2023
Cash and cash equivalents	\$ 1,401,829	\$ 1,652,297
Accounts receivable	373,743	362,656
Prepaid expenses	12,546	9,890
Property and equipment, net	7,885,703	7,617,066
Total assets	<u>\$ 9,673,821</u>	<u>\$ 9,641,909</u>
	<u>Liabilities and Net Assets</u>	
Accounts payable	\$ 118,701	\$ 392,898
Accrued liabilities and deposits	277,287	245,631
Refundable advances	557,845	561,978
Loans payable	1,858,487	1,595,763
Total liabilities	<u>2,812,320</u>	<u>2,796,270</u>
Commitments		
Net assets		
Net assets without donor restrictions	6,861,501	6,845,639
Net assets with donor restrictions	-	-
Total net assets	<u>6,861,501</u>	<u>6,845,639</u>
Total liabilities and net assets	<u>\$ 9,673,821</u>	<u>\$ 9,641,909</u>

See Notes to Financial Statements.

Interdistrict School for Arts and Communication, Inc.

Statement of Activities and Changes in Net Assets
Year Ended June 30, 2024
(With Comparative Totals For 2023)

	2024		2023	
	Net assets without donor restrictions	Net assets with donor restrictions	Total	Total
Public support and revenues				
Federal and state grants - education	\$4,587,880	\$ -	\$4,587,880	\$5,466,056
Special education	908,813	-	908,813	746,468
Contributions	38,774	-	38,774	3,075
Student activities	19,446	-	19,446	14,092
Interest and investment income	14,578	-	14,578	26
Miscellaneous	2,396	-	2,396	10,986
Net assets released from restrictions				
Restrictions satisfied by purpose	-	-	-	-
Total public support and revenues	5,571,887	-	5,571,887	6,240,703
Expenses				
Program expenses	4,914,153	-	4,914,153	4,441,739
General and administrative expenses	641,872	-	641,872	607,388
Fundraising	-	-	-	-
Total expenses	5,556,025	-	5,556,025	5,049,127
Changes in net assets	15,862	-	15,862	1,191,576
Net assets, beginning	6,845,639	-	6,845,639	5,654,063
Net assets, end	\$6,861,501	\$ -	\$6,861,501	\$6,845,639

See Notes to Financial Statements.

Interdistrict School for Arts and Communication, Inc.
Statement of Functional Expenses
Year ended June 30, 2024
(With Comparative Totals For 2023)

	Education	General and administrative	2024 Total	2023 Total
Salaries	\$ 3,274,237	\$ 437,873	\$ 3,712,110	\$ 3,345,735
Fringe benefits and payroll taxes	505,768	70,341	576,109	512,205
Other purchased services	37,754	81,457	119,211	170,270
Occupancy	170,338	10,873	181,211	266,911
Insurance	55,734	3,557	59,291	43,924
Supplies/materials	336,390	15,618	352,008	308,816
Marketing/recruitment	-	-	-	-
Technology	59,410	-	59,410	54,678
Office expense	32,250	2,058	34,308	38,750
Depreciation and amortization	302,708	19,322	322,030	236,734
Other	12,115	773	12,888	8,754
Student activities	20,839		20,839	14,301
Interest expense	106,610		106,610	48,049
	<u>106,610</u>	<u></u>	<u>106,610</u>	<u>48,049</u>
Total expenses	<u>\$ 4,914,153</u>	<u>\$ 641,872</u>	<u>\$ 5,556,025</u>	<u>\$ 5,049,127</u>

Interdistrict School for Arts and Communication, Inc.

Statement of Cash Flows
Year Ended June 30, 2024
(With Comparative Totals For 2023)

	2024	2023
Cash flows from operating activities		
Change in net assets	\$ 15,862	\$ 1,191,576
Adjustments to reconcile change in net assets to net cash provided (used) by operating activities		
Depreciation	322,030	236,734
Bad debt expense	-	69
Changes in operating assets and liabilities		
Accounts receivable	(11,087)	108,663
Grants receivable	-	-
Prepaid expenses	(2,656)	14,436
Accounts payable	(274,197)	328,996
Accrued liabilities and deposits	31,656	(23,193)
Refundable advances	(4,133)	(89,028)
Net cash provided by operating activities	77,475	1,768,253
Cash flows from investing activities		
Purchase of property and equipment	(590,667)	(2,528,038)
Cash flows from financing activities		
Proceeds from (payments on) mortgage payable	-	-
Payments on loan payable	262,724	1,109,097
Net cash (used in) provided by financing activities	262,724	1,109,097
Net increase in cash	(250,468)	349,312
Cash, beginning	1,652,297	1,302,985
Cash, end	\$ 1,401,829	\$ 1,652,297
Supplemental disclosure of cash flow information		
Interest paid	\$ 106,610	\$ 48,049
Non-cash transactions - financing fees paid from loan proceeds	\$ -	

See Notes to Financial Statements.

INTERDISTRICT SCHOOL FOR ARTS AND COMMUNICATION, INC.
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2024
(With Comparative Totals For 2023)

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Nature of operations

The Interdistrict School for Arts and Communication, Inc. (the "School") is a nonprofit corporation engaged in all activities pertinent to operating a state-chartered public middle school for Grades 6 to 8. The School, located in New London, Connecticut (the "State"), opened in the fall of 1997.

The School features a highly rigorous curriculum that promotes effort through a positive mindset and improves student outcomes by integrating visual and performing arts and STEM into core subject areas. The curriculum supports a learning community that is multicultural. The School is run by its Board of Directors and a Management Team. The Board of Directors and Management Team are educators, teachers, arts and science experts, financial experts, community leaders, parents and students.

The School's activities began with its incorporation on February 4, 1997.

Basis of presentation

The accompanying financial statements have been prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America. Net assets and revenues, expenses, gains and losses are classified based on the existence or absence of donor-imposed restrictions. Accordingly, net assets of the School and changes therein are classified and reported as follows:

Net assets without donor restrictions represent available resources other than donor-restricted contributions. Included in net assets without donor restrictions are funds that may be earmarked for specific purposes.

Net assets with donor restrictions are subject to donor- (or certain grantor-) imposed restrictions which are temporary in nature, such as those that will be met by the passage of time or other events specified by the donor. Other donor-imposed restrictions are perpetual in nature, where the donor stipulates that resources be maintained in perpetuity.

Revenues are reported as increases in net assets without donor restrictions unless use of the related assets is limited by donor-imposed restrictions. Expenses are reported as decreases in net assets without donor restrictions. Gains and losses recognized on investments and other assets or liabilities, if any, are reported as increases or decreases in net assets without donor restrictions unless their use is restricted by explicit donor stipulation or by law.

Expirations of restrictions on net assets (i.e., the donor-stipulated purpose has been fulfilled and/or the stipulated time period has elapsed) are reported as reclassifications between the applicable classes of net assets. Donor-restricted contributions whose restrictions are met in the same reporting period have been reported as support without donor restrictions in the consolidated statement of activities and changes in net assets.

Statement of cash flows

For purposes of reporting cash flows, the School considers all highly liquid debt instruments purchased with an original maturity of three months or less to be cash equivalents. There were \$1,264,579 at June 30, 2024 and no cash equivalents at June 30, 2023. Additionally, there were no restricted cash balances at June 30, 2024 or 2023.

INTERDISTRICT SCHOOL FOR ARTS AND COMMUNICATION, INC.
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2024
(With Comparative Totals For 2023)

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Accounts receivable

Accounts receivable includes billings to local school districts for special education services; billings to the State for May and June nutrition programs; and amounts due from others. The School has determined that no allowance for uncollectible accounts for receivables is necessary as of June 30, 2024 and 2023. Such estimate is based on management's assessments of the creditworthiness of its local school districts, the aging of its receivables, as well as current economic conditions and historical information.

Revenue recognition

Revenue from federal, state and local government grants and contracts is recorded by the School when qualifying expenditures are incurred and billable. Funds received in advance for which qualifying expenditures have not been incurred are reflected as refundable advances in the accompanying statement of financial position. Receivables are recognized to the extent costs have been incurred, but not reimbursed.

Revenue from the state and local governments resulting from the School's charter status is based on the number of students enrolled and is recorded when services are performed in accordance with the charter agreement.

Contributions are recognized by the School when a donor makes a promise to give that is, in substance, unconditional. Contributions that are restricted by the donor, but whose restrictions are met in the same period, are reported as increases to net assets without restrictions. All other donor-restricted contributions are reported as increases to net assets with donor restrictions. When a restriction expires, net assets with donor restrictions are reclassified to net assets without donor restrictions. Contributions are considered conditional when the underlying agreement includes a performance barrier and a right of return to the promised assets exists. Conditional contributions are not recognized in the financial statements until the performance barrier and right of return have been overcome. As of June 30, 2024 and 2023, the School had no conditional contributions.

Other revenues are recognized at the time of sale or when the performance obligation is satisfied.

Contributed services received from Board Members and volunteers are not recorded in the financial statements since these services do not meet the criteria for recognition as contributed services.

The School receives a substantial portion of its support and revenue from the State Department of Education. If the charter school laws were modified, reducing or eliminating these revenues, the School's finances could be materially adversely affected.

Income taxes

The School is classified by the Internal Revenue Service as exempt from income tax under Section 501(a) of the Internal Revenue Code as a public education school described in Section 501(c)(3).

The School has no unrecognized tax benefits at June 30, 2024 or 2023. The School's federal and state income tax returns prior to fiscal year 2020 are closed and management continually evaluates expiring statutes of limitations, audits, proposed settlements, changes in tax law and new authoritative rulings.

If applicable, the School would recognize interest and penalties associated with tax matters as part of management and general expenses in the statement of activities and changes in net assets and include accrued interest and penalties in accrued liabilities in the statement of financial position. The School did not recognize any interest or penalties associated with tax matters for the years ended June 30, 2024 or 2023.

INTERDISTRICT SCHOOL FOR ARTS AND COMMUNICATION, INC.
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2024
(With Comparative Totals For 2023)

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Property and equipment

The School follows the practice of capitalizing expenditures for equipment in excess of \$2,500 and construction expense of \$5,000; the fair value of donated assets is similarly capitalized. Depreciation is provided on a straight-line basis over the estimated useful lives as follows:

Building	40 years
Furniture and equipment	3 - 10 years

Donations of property and equipment are recorded as support at their estimated fair value. Such donations are reported as support without donor restrictions unless the donor has restricted the donated asset to a specific purpose. Assets donated with explicit restrictions regarding their use and contributions of cash that must be used to acquire property and equipment are reported as support with donor restrictions. Absent donor stipulations regarding how long those donated assets must be maintained, the School reports expirations of donor restrictions when the donated or acquired assets are placed in service as instructed by the donor. The School reclassifies net assets with donor restrictions to net assets without donor restriction at that time.

Long-lived assets

The School recognizes an impairment loss when the carrying amount of a long-lived asset exceeds its fair value. In the event that facts and circumstance indicate that the carrying amounts of long-lived assets may be impaired, an evaluation of recoverability would be performed. The evaluation process consists of comparing the estimated future undiscounted cash flows associated with the asset to the asset's carrying amount to determine if a write down is required. If the review indicates that the asset will not be recoverable, the carrying value of the asset would be reduced to its estimated realizable value. There was no impairment loss recognized for the years ended June 30, 2024 and 2023.

Functional allocation of expenses

The statement of functional expenses present the natural classification detail of expenses by function. Accordingly, certain costs have been allocated among the programs and supporting services benefited based on management's assessment. Health and retirement benefits and payroll taxes are allocated to programs based on the percentage of salary expense of the program to total salary expense. Expenses that can be identified directly with either the program or supporting service are charged to that function accordingly.

Concentrations of credit risk

The School maintains cash balances and cash equivalents in one financial institution and cash equivalents at the CT State Treasurer. Accounts are insured by the Federal Deposit Insurance Corporation. From time to time, the School's balances may exceed these limits. The School limits its credit risk by selecting financial institutions considered to be highly creditworthy. The uninsured cash balance was \$764,859 and \$1,407,631 at June 30, 2024 and 2023, respectively.

INTERDISTRICT SCHOOL FOR ARTS AND COMMUNICATION, INC.
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2024
(With Comparative Totals For 2023)

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Prior year summarized information

The financial statements include certain prior year summarized comparative information in total, but not by net asset class. Such information does not include sufficient detail to constitute a presentation in conformity with accounting principles generally accepted in the United States of America. Accordingly, such information should be read in conjunction with the School's financial statements for the year ended June 30, 2023, from which the summarized information was derived.

Use of estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates.

Subsequent events

Management has evaluated subsequent events through September 19, 2024, the date the financial statements were available to be issued.

2. LIQUIDITY

The School regularly monitors liquidity required to meet its annual operating needs and other contractual commitments. As of June 30, 2024 and 2023, the School has \$1,775,572 and \$2,014,953 respectively, of financial assets available to meet annual operating needs for the 2024 and 2023 fiscal years as follows:

	2024	2023
Cash	\$ 1,401,829	\$ 1,652,297
Accounts receivable	373,743	362,656
Grants receivable	-	-
Total financial assets	\$ 1,775,572	\$ 2,014,953
Less, amounts not available to be used within one year due to contractual or donor imposed restrictions:		
Net assets with donor restrictions	-	-
Financial assets available to meet cash needs for general expenditures within one year	<u>\$ 1,775,572</u>	<u>\$ 2,014,953</u>

These financial assets are not subject to any grantor or contractual restrictions. The School supports its general operations primarily with federal and state grants, which are recognized as purpose restrictions are met.

INTERDISTRICT SCHOOL FOR ARTS AND COMMUNICATION, INC.
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2024
(With Comparative Totals For 2023)

3. CONCENTRATIONS

Approximately 82% and 88% of the School's revenue for the years ended June 30, 2024 and 2023, was funded by the federal and state Departments of Education. This funding is subject to specific requirements.

4. GRANTS

The following grants were awarded for use during the years ended June 30, 2024 and 2023:

A State Enrollment-Based Foundation Grant in the amount of \$3,482,646 and \$3,517,443 for 2024 and 2023, respectively, for the purposes of financing public education.

Various grants for the purpose of providing education programs.

Certain grants require the fulfillment of various conditions as set forth by the grantor. Failure to fulfill the conditions could result in the return of the funds to the grantors. Although that is a possibility, the Board deems the contingency remote, since by accepting the grants and their terms; the School has accommodated the objectives of the grantors to the provisions of the grants.

The School has recognized refundable advances in the statement of financial position related to unexpended State enrollment-based foundation grant funding in the amount of \$537,412 and \$526,451 at June 30, 2024 and 2023, respectively. The State allows for a carryover of up to 10% of the total state enrollment-based foundation grant to the following year. The School has a carryover of \$156,767 and \$65,420 to be expended in the next fiscal year.

The State allows for the creation of a reserve fund for capital purchase, equipment purchase or other approved projects through a set aside of up to 5% the total State enrollment-based foundation grant. The School has a reserve total of \$380,645 and \$461,030 at June 30, 2024 and 2023, respectively. The budgets for the years ended June 30, 2025 and 2024, do not anticipate the use of these funds.

5. PENSION PLAN

The School maintains a defined contribution pension plan which covers all eligible employees and allows employees to defer a portion of their income on a pre-tax basis. The School's contribution is discretionary and determined in accordance with collective bargaining agreements and/or employment agreements. Pension expense for the years ended June 30, 2024 and 2023, was \$68,693 and \$42,086, respectively.

Certain employees of the School are required to participate in a defined benefit plan established and administered by the Connecticut State Teachers' Retirement Board (the "TRB Plan"). The TRB Plan requires mandatory contributions by employees of 8.25% of their eligible annual compensation. The state of Connecticut provides the remaining funding of retirement benefits, the School is not required to and does not contribute to the TRB Plan.

INTERDISTRICT SCHOOL FOR ARTS AND COMMUNICATION, INC.
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2024
(With Comparative Totals For 2023)

6. PROPERTY AND EQUIPMENT

The following is a summary of property and equipment:

	2024	2023
Land	\$ 80,000	\$ 80,000
Building	10,046,677	7,120,670
Construction in progress	11,913	2,391,961
Furniture and equipment	753,569	708,861
Less accumulated depreciation	<u>3,006,456</u>	<u>2,684,426</u>
Net property and equipment	<u>\$ 7,885,703</u>	<u>\$ 7,617,066</u>

Depreciation expense was \$322,030 and \$236,734 for the years ended June 30, 2024 and 2023, respectively.

7. LOAN PAYABLE

Loans payable consist of a mortgage loan ("1st mortgage") with an original balance of \$500,000 dated May 10, 2021; a construction loan ("mortgage") of up to \$1,400,000, which was entered into on August 3, 2022; and a vehicle loan with an original balance of \$34,369 dated January 20, 2023.

Both mortgages are secured by the School's property. The 1st mortgage bears interest at 3.75% per annum, payable in monthly installments of principal and interest of \$2,586 through May 2036 at which time the loan provides for an interest rate adjustment and recalculation of the monthly payment. The new monthly payment then applies through the loan's maturity date of June 2, 2046 when the entire outstanding balance shall be due and payable in full.

The 2nd mortgage bears interest at 6.25% per annum. During the construction period, only interest was due and payable, based on the cumulative borrowings then due. The 2nd mortgage converted to a conventional loan as of September 1, 2023. Thereafter, monthly installments of \$10,304 are payable through September 1, 2032, at which time the loan provides for an interest rate adjustment and recalculation of the monthly payment. This adjustment and recalculation will occur again as of September 1, 2042. The new monthly payment then applies through the loan's maturity date of June 1, 2046, when the remaining outstanding balance, if any, shall be due and payable in full.

The vehicle loan is secured by a lien on a 2019 Ford F-150 maintenance truck. The loan bears interest at 9.89% per annum, payable in monthly installments of principal and interest of \$637.39 through February 6, 2029.

INTERDISTRICT SCHOOL FOR ARTS AND COMMUNICATION, INC.
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2024
(With Comparative Totals For 2023)

8. LOAN PAYABLE (Continued)

The future scheduled maturities of long-term debt for the five years subsequent to 2024 and thereafter are approximately as follows:

2025	\$ 58,400
2026	62,000
2027	66,000
2028	70,792
2029	66,000
Thereafter	<u>1,535,295</u>
	<u>\$ 1,858,487</u>

9. NET ASSETS WITH DONOR RESTRICTIONS

As of June 30, 2024 there were no net assets with donor restrictions

10. LEASING

The Organization leases copiers under noncancellable operating leases. A prior operating lease expired in April 2023 and was replaced with a new copier lease agreement which will expire in May 2028. Rent expense pertaining to these lease agreements was \$7,092 and \$16,929 for the years ended June 30, 2024 and 2023, respectively. Future minimum lease payments are \$7,092 over the next three years, with \$6,501 due in 2028, the final year of the leases.

11. RISK MANAGEMENT

The School is exposed to various risks of loss related to torts; thefts of, damage to and destruction of assets; actions by employees and parents and natural disasters. The School maintains commercial insurance to protect itself from these risks.

12. CONTINGENT LIABILITIES

The School entered into contractual relationships with certain governmental funding sources. The governmental agencies may request return of funds as a result of noncompliance by the School, as well as additional funds for the use of facilities. The accompanying financial statements make no provision for the possible disallowance or refund because management does not believe that there are any liabilities to be recorded.

INTERDISTRICT SCHOOL FOR ARTS AND COMMUNICATION, INC.
SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
JUNE 30, 2024

Federal Grantor/Pass-Through Grantor/Program Title	Passthrough Entity Identifying Number	Federal	Federal Expenditures
U.S. DEPARTMENT OF AGRICULTURE			
Passed Through State of Connecticut Department of Education: Child Nutrition Cluster			
School Breakfast Program	12060-20508-82079-2024	10.553	\$ 83,415
National School Lunch Program	12060-20560-82079-2024	10.555	\$ 211,338
Supply Chain Public Assistance	12060-23126-82079-2023	10.555	\$ 11,156
Emer Oper Costs Reim (PEBT)	12060-29802-82079-2024	10.555	\$ 653
Total Department of Agriculture			\$ 306,562
U.S. DEPARTMENT OF EDUCATION			
Passed Through State of Connecticut Department of Education			
Title I Grants to Local Educ Agencies	12060-20679-82070-2024	84.01	\$ 161,441
Improving Teacher Quality State Grants	12060-20858-84131-2024	84.367	\$ 17,507
Student Support and Academic Enrichment	12060-22854-82079-2024	84.424	\$ 11,842
Education Stabilization Fund - Elementary and Secondary School Emergency Relief (ESSER)	12060-29571-82079-2021	84.425D	\$ 17,103
Education Stabilization Fund - Elementary and Secondary School Emergency Relief (ESSER)	12060-29571-82079-2021	84.425D	\$ 11,709
			\$ 28,812
21st Century Community Learning Ctrs	12060-20863-84131-2023	84.287C	\$ 37,013
21st Century Community Learning Ctrs	12060-20863-84131-2024	84.287C	\$ 165,187
			\$ 202,200
ARP ESSER - Enhancement Grant	12060-29636-82079-2021	84.425U	\$ 11,467
ARP ESSER Grant	12060-29636-82079-2021	84.425U	\$ 225,120
			\$ 236,587
ARPA - School Mental Health	12060-28095-84144-2023	21.027	\$ 110,337
Special Ed Stipend-COVID-19	12060-20977-82032-2023	84.027A	\$ 5,000
Passed through ACES:			
APR ESSER Homeless Children and Youth	12060-29650-82079-2021	84.425W	\$ 730
Passed through LEARN:			
English Language Acquisition State Grants	12060-20868-82075-2022	84.365	\$ 7,187
Total Department of Education			\$ 781,643
TOTAL EXPENDITURES OF FEDERAL AWARDS			\$ 1,088,205

The accompanying notes are an integral part of this schedule.

**INTERDISTRICT SCHOOL FOR ARTS AND COMMUNICATION, INC.
NOTES TO SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
FOR THE YEAR ENDED JUNE 30, 2024**

1. ACCOUNTING BASIS

BASIC FINANCIAL STATEMENTS

The accounting policies of Interdistrict School for Arts and Communication, Inc. conform to accounting principles generally accepted in the United States of America as applicable to nonprofit organizations.

SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS

The accompanying schedule of expenditures of federal awards has been prepared on the accrual basis consistent with the preparation of the financial statements. Information included in the schedule of expenditures of federal awards is presented in accordance with the requirements of the Uniform Guidance.

For cost reimbursement awards, revenues are recognized to the extent of expenditures. Expenditures have been recognized to the extent the related obligation was incurred within the applicable grant period and liquidated within 90 days after the end of the grant period.

For performance-based awards, revenues are recognized to the extent of performance achieved during the grant period.

COST ALLOCATION PRINCIPLES

Interdistrict School for Arts and Communication, Inc. has elected not to use the 10 percent de minimus indirect cost rate allowed under the Uniform Guidance.

2. OTHER FEDERAL ASSISTANCE

Interdistrict School for Arts and Communication, Inc. did not receive other federal assistance in the form of insurance, loans, or loan guarantees.

INTERDISTRICT SCHOOL FOR ARTS AND COMMUNICATION, INC.
SCHEDULE OF FEDERAL FINDINGS AND QUESTIONED COSTS
FOR THE YEAR ENDED JUNE 30, 2024

SECTION I – SUMMARY OF AUDITORS’ RESULTS

Financial Statements

Type of auditor’s report issued:

Unmodified

Internal control over financial reporting:

- Material weakness(es) identified? _____ yes X no
- Significant deficiency (s) identified that are not considered to be material weaknesses? _____ yes X none reported
- Noncompliance material to financial statements noted? _____ yes X no

Federal Awards

Internal control over major programs:

- Material weakness(es) identified? _____ yes X no
- Significant deficiency(s) identified that are not considered to be material weaknesses? _____ yes X none reported

Type of auditor’s report issued on compliance for major programs:

Unmodified

Any audit findings disclosed that are required to be reported in accordance with Uniform Guidance, Section 200.516

_____ yes X no

Identification of Major Programs

Name of Federal Program or Cluster

CFDA Number

Expenditures

None

Dollar threshold used to distinguish between Type A and Type B program: \$

750,000

Auditee qualified as a low risk auditee?

Yes

SECTION II - FINANCIAL STATEMENT FINDINGS

No findings are reported.

SECTION III - FEDERAL AWARD FINDINGS AND QUESTIONED COSTS

No findings are reported.

SUMMARY SCHEDULE OF THE STATUS OF PRIOR YEAR AUDIT FINDINGS

No prior year audit findings were reported.

**INTERDISTRICT SCHOOL FOR ARTS AND COMMUNICATION, INC.
SCHEDULE OF EXPENDITURES OF STATE FINANCIAL ASSISTANCE
FOR THE YEAR ENDED JUNE 30, 2024**

State Grantor/Pass- Through Grantor/Program Title	State Grant Program Core-CT Number	Passed Through To Subrecipients*	Expenditures
State Department of Education			
Charter Schools	11000-SDE64000-16119		\$ 3,402,261
State School Breakfast	11000-SDE64000-17046		2,652
Bilingual Education	11000-SDE64000-17042		6,394
Child Nutrition State Matching Grant	11000-SDE64000-16211		2,023
Health Food Initiative	11000-SDE64000-16212		3,811
Talent Development	11000-SDE64000-12552		<u>1,225</u>
			3,418,366
Passed through CREC:			
Department of Emergency Services and Protection			
Youth Gambling Awareness Project	12060-MHA53282-21782		5,000
TOTAL STATE FINANCIAL ASSISTANCE			<u>\$ 3,423,366</u>

See notes to schedule.

INTERDISTRICT SCHOOL FOR ARTS AND COMMUNICATION, INC.
NOTES TO SCHEDULE OF EXPENDITURES OF
STATE FINANCIAL ASSISTANCE
FOR THE YEAR ENDED JUNE 30, 2024

The accompanying schedule of expenditures of state financial assistance includes state grant activity of the Interdistrict School for Arts and Communication, Inc. under programs of the State of Connecticut for the fiscal year ended June 30, 2024. Various departments and agencies of the State of Connecticut have provided financial assistance through grants and other authorizations in accordance with the General Statutes of the State of Connecticut. These financial assistance programs fund several programs including emergency shelter and transitional living programs.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accounting policies of the Interdistrict School for Arts and Communication, Inc. conform to accounting principles generally accepted in the United States of America as applicable to not-for-profit agencies.

The information in the Schedule of Expenditures of State Financial Assistance is presented based upon regulations established by the State of Connecticut, Office of Policy and Management.

Basis of Accounting

The expenditures reported on the Schedule of Expenditures of State Financial Assistance are reported on the accrual basis of accounting. In accordance with Section 4-236-22 of the Regulations to the State Single Audit Act, certain grants are not dependent on expenditure activity, and accordingly, are considered to be expended in the fiscal year of receipt. These grant program receipts are reflected in the expenditures column of the Schedule of Expenditures of State Financial Assistance.

2. SUBRECIPIENTS

The Schedule of Expenditures of State Financial Assistance is to include an identification of the total amount provided to subrecipients from each state program. This identification should be presented on the face of the Schedule. There were no payments to subrecipients during the reporting period.

**INTERDISTRICT SCHOOL FOR ARTS AND COMMUNICATION, INC.
SCHEDULE OF FINDINGS AND QUESTIONED COSTS
FOR THE YEAR ENDED JUNE 30, 2024**

I. SUMMARY OF AUDITOR'S RESULTS

Financial Statements

Type of auditor's opinion issued: Unmodified

Internal control over financial reporting:

- Material weakness(es) identified? _____ yes X no
- Significant deficiency(ies) identified? _____ yes X none reported
- Noncompliance material to financial statements noted? _____ yes X no

State Financial Assistance

Internal control over major programs:

- Material weakness(es) identified? _____ yes X no
- Significant deficiency(ies) identified? _____ yes X none reported

Type of auditor's opinion issued on compliance for major programs: Unmodified

Any audit findings disclosed that are required to be reported in accordance with Section 4-236-24 of the Regulations to the State Single Audit Act?

_____ yes X no

- The following schedule reflects the major programs included in the audit:

State Grantor and Program	State Core-CT Number	Expenditures
State Department of Education	11000-SDE64000-16119	\$ 3,402,261

- Dollar threshold used to distinguish between type A and type B programs. \$ 200,000

**INTERDISTRICT SCHOOL FOR ARTS AND COMMUNICATION, INC.
SCHEDULE OF FINDINGS AND QUESTIONED COSTS
FOR THE YEAR ENDED JUNE 30, 2024**

II. FINANCIAL STATEMENT FINDINGS

- We issued reports, dated September 19, 2024, on internal control over financial reporting and on compliance and other matters based on an audit of financial statements performed in accordance with *Government Auditing Standards*.
- Our report on compliance indicated no reportable instances of noncompliance.
- Our report on internal control over financial reporting indicated no significant deficiencies.

III. STATE FINANCIAL ASSISTANCE FINDINGS AND QUESTIONED COSTS

No findings or questioned costs are reported relating to State Financial Assistance programs.

**Application for Extension of Time To File an Exempt Organization
Return or Excise Taxes Related to Employee Benefit Plans****File a separate application for each return.**
Go to www.irs.gov/Form8868 for the latest information.

OMB No. 1545-0047

Electronic filing (e-file). You can electronically file Form 8868 to request up to a 6-month extension of time to file any of the forms listed below except for Form 8870, Information Return for Transfers Associated With Certain Personal Benefit Contracts. An extension request for Form 8870 must be sent to the IRS in a paper format (see instructions). For more details on the electronic filing of Form 8868, visit www.irs.gov/e-file-providers/e-file-for-charities-and-non-profits.

Caution: If you are going to make an electronic funds withdrawal (direct debit) with this Form 8868, see Form 8453-TE and Form 8879-TE for payment instructions.

All corporations required to file an income tax return other than Form 990-T (including 1120-C filers), partnerships, REMICs, and trusts must use Form 7004 to request an extension of time to file income tax returns.

Part I – Identification

Type or Print File by the due date for filing your return. See instructions.	Name of exempt organization, employer, or other filer, see instructions.	Taxpayer identification number (TIN)
	Interdistrict School for Arts and Communication, Inc.	06-1473576
	Number, street, and room or suite number. If a P.O. box, see instructions.	
	190 Governor Winthrop Blvd.	
	City, town or post office, state, and ZIP code. For a foreign address, see instructions.	
	New London, CT 06320	

Enter the Return Code for the return that this application is for (file a separate application for each return) **01**

Application Is For	Return Code	Application Is For	Return Code
Form 990 or Form 990-EZ	01	Form 4720 (other than individual)	09
Form 4720 (individual)	03	Form 5227	10
Form 990-PF	04	Form 6069	11
Form 990-T (section 401(a) or 408(a) trust)	05	Form 8870	12
Form 990-T (trust other than above)	06	Form 5330 (individual)	13
Form 990-T (corporation)	07	Form 5330 (other than individual)	14
Form 1041-A	08		

- After you enter your Return Code, complete either Part II or Part III. Part III, including signature, is applicable only for an extension of time to file Form 5330.

- If this application is for an extension of time to file Form 5330, you must enter the following information.

Plan Name _____

Plan Number _____

Plan Year Ending (MM/DD/YYYY) _____

Part II – Automatic Extension of Time To File for Exempt Organizations (see instructions)The books are in the care of Erica Robb 190 Governor Winthrop Blvd New London CT 06320Telephone No. (860) 447-1003 Fax No. _____

- If the organization does not have an office or place of business in the United States, check this box ☐
- If this is for a Group Return, enter the organization's four-digit Group Exemption Number (GEN) _____. If this is for the whole group, check this box ☐. If it is for part of the group, check this box ☐ and attach a list with the names and TINs of all members the extension is for.

- 1 I request an automatic 6-month extension of time until 5/15, 20 25, to file the **exempt organization return** for the organization named above. The extension is for the organization's return for:

☐ calendar year 20 ____ or☒ tax year beginning 7/01, 20 23, and ending 6/30, 20 24.

- 2 If the tax year entered in line 1 is for less than 12 months, check reason: ☐ Initial return ☐ Final return

☐ Change in accounting period

3a If this application is for Forms 990-PF, 990-T, 4720, or 6069, enter the tentative tax, less any nonrefundable credits. See instructions.	3a	\$	0.
b If this application is for Forms 990-PF, 990-T, 4720, or 6069, enter any refundable credits and estimated tax payments made. Include any prior year overpayment allowed as a credit.	3b	\$	0.
c Balance due. Subtract line 3b from line 3a. Include your payment with this form, if required, by using EFTPS (Electronic Federal Tax Payment System). See instructions.	3c	\$	0.

Return of Organization Exempt From Income Tax
Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)**2023**Department of the Treasury
Internal Revenue ServiceDo not enter social security numbers on this form as it may be made public.
Go to www.irs.gov/Form990 for instructions and the latest information.**Open to Public Inspection****A** For the 2023 calendar year, or tax year beginning 7/01, 2023, and ending 6/30, 2024**B** Check if applicable:

- ☐ Address change
☐ Name change
☐ Initial return
☐ Final return/terminated
☐ Amended return
☐ Application pending

C
Interdistrict School for Arts and Communication, Inc.
190 Governor Winthrop Blvd.
New London, CT 06320**D** Employer identification number

06-1473576

E Telephone number

(860) 447-1003

G Gross receipts \$ 5,571,887.**F** Name and address of principal officer: Dr. Nicholas Spera
Same As C Above**H(a)** Is this a group return for subordinates? ☐ Yes ☒ No**H(b)** Are all subordinates included? ☐ Yes ☐ No
If "No," attach a list. See instructions.**I** Tax-exempt status: ☒ 501(c)(3) ☐ 501(c) () (insert no.) ☐ 4947(a)(1) or ☐ 527**J** Website: www.isaacschool.org**H(c)** Group exemption number**K** Form of organization: ☒ Corporation ☐ Trust ☐ Association ☐ Other**L** Year of formation: 1997 **M** State of legal domicile: CT**Part I Summary**

Activities & Governance	1	Briefly describe the organization's mission or most significant activities: <u>See Schedule 0</u>		
	2	Check this box ☐ if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	3	Number of voting members of the governing body (Part VI, line 1a)	3	11
	4	Number of independent voting members of the governing body (Part VI, line 1b)	4	9
	5	Total number of individuals employed in calendar year 2023 (Part V, line 2a)	5	74
	6	Total number of volunteers (estimate if necessary)	6	0
	7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a	0.
b	Net unrelated business taxable income from Form 990-T, Part I, line 11	7b	0.	
Revenue	8	Contributions and grants (Part VIII, line 1h)	Prior Year 3,075.	Current Year 38,774.
	9	Program service revenue (Part VIII, line 2g)	6,237,602.	5,518,535.
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	26.	14,578.
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)		
	12	Total revenue — add lines 8 through 11 (must equal Part VIII, column (A), line 12)	6,240,703.	5,571,887.
	Expenses	13	Grants and similar amounts paid (Part IX, column (A), lines 1-3)	
14		Benefits paid to or for members (Part IX, column (A), line 4)		
15		Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	3,857,940.	4,288,219.
16a		Professional fundraising fees (Part IX, column (A), line 11e)		
b		Total fundraising expenses (Part IX, column (D), line 25)		
17		Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	1,191,187.	1,267,806.
18		Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	5,049,127.	5,556,025.
19		Revenue less expenses. Subtract line 18 from line 12	1,191,576.	15,862.
Net Assets or Fund Balances	20	Total assets (Part X, line 16)	Beginning of Current Year 9,641,909.	End of Year 9,673,821.
	21	Total liabilities (Part X, line 26)	2,796,270.	2,812,320.
	22	Net assets or fund balances. Subtract line 21 from line 20	6,845,639.	6,861,501.

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here	Signature of officer	Date		
	Dr. Nicholas Spera	Executive Dir.		
Paid Preparer Use Only	Print/Type preparer's name	Preparer's signature	Date	Check ☐ if self-employed PTIN P00062993
	Audrey A. Leone, CPA			
	Firm's name	Doherty, Beals & Banks, P.C.		Firm's EIN 06-0872192
	Firm's address	187 Williams St. New London, CT 06320		Phone no. (860) 443-2033

May the IRS discuss this return with the preparer shown above? See instructions ☒ Yes ☐ No**BAA** For Paperwork Reduction Act Notice, see the separate instructions.

TEEA0101L 08/23/23

Form 990 (2023)

Part III Statement of Program Service AccomplishmentsCheck if Schedule O contains a response or note to any line in this Part III ☒ **X****1** Briefly describe the organization's mission:

See Schedule O

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? ☐ Yes ☒ No

If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? ☐ Yes ☒ No

If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.**4a** (Code:) (Expenses \$ 4,914,153. including grants of \$) (Revenue \$ 5,518,535.)

See Schedule O

4b (Code:) (Expenses \$ including grants of \$) (Revenue \$)**4c** (Code:) (Expenses \$ including grants of \$) (Revenue \$)**4d** Other program services (Describe on Schedule O.)

(Expenses \$ including grants of \$) (Revenue \$)

4e Total program service expenses 4,914,153.

Part IV Checklist of Required Schedules

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A	1	X
2 Is the organization required to complete Schedule B, Schedule of Contributors? See instructions	2	X
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I	3	X
4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II	4	X
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? If "Yes," complete Schedule C, Part III	5	X
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I	6	X
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II	7	X
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III	8	X
9 Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X, or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV	9	X
10 Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi-endowments? If "Yes," complete Schedule D, Part V	10	X
11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X, as applicable.		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI	11a	X
b Did the organization report an amount for investments — other securities in Part X, line 12, that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII	11b	X
c Did the organization report an amount for investments — program related in Part X, line 13, that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII	11c	X
d Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX	11d	X
e Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X	11e	X
f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X	11f	X
12a Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII	12a	X
b Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional	12b	X
13 Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E	13	X
14a Did the organization maintain an office, employees, or agents outside of the United States?	14a	X
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If "Yes," complete Schedule F, Parts I and IV	14b	X
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? If "Yes," complete Schedule F, Parts II and IV	15	X
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? If "Yes," complete Schedule F, Parts III and IV	16	X
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I. See instructions	17	X
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II	18	X
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III	19	X
20a Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H	20a	X
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b	
21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II	21	X

Part IV Checklist of Required Schedules (continued)

	Yes	No
22 Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III.</i>	22	X
23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J.</i>	23	X
24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a.</i>	24a	X
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b	
c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c	
d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d	
25a Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I.</i>	25a	X
b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I.</i>	25b	X
26 Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part II.</i>	26	X
27 Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III.</i>	27	X
28 Was the organization a party to a business transaction with one of the following parties? (See the Schedule L, Part IV, instructions for applicable filing thresholds, conditions, and exceptions).		
a A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? <i>If "Yes," complete Schedule L, Part IV.</i>	28a	X
b A family member of any individual described in line 28a? <i>If "Yes," complete Schedule L, Part IV.</i>	28b	X
c A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? <i>If "Yes," complete Schedule L, Part IV.</i>	28c	X
29 Did the organization receive more than \$25,000 in noncash contributions? <i>If "Yes," complete Schedule M.</i>	29	X
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M.</i>	30	X
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I.</i>	31	X
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II.</i>	32	X
33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I.</i>	33	X
34 Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1.</i>	34	X
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a	X
b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2.</i>	35b	
36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2.</i>	36	X
37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI.</i>	37	X
38 Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19? Note: All Form 990 filers are required to complete Schedule O.	38	X

Part V Statements Regarding Other IRS Filings and Tax ComplianceCheck if Schedule O contains a response or note to any line in this Part V. ☐

	Yes	No
1a Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable.	1a	11
b Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable.	1b	0
c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c	X

Part V Statements Regarding Other IRS Filings and Tax Compliance (continued)

	Yes	No
2a Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return. 2a 74		
b If at least one is reported on line 2a, did the organization file all required federal employment tax returns? 2b	X	
3a Did the organization have unrelated business gross income of \$1,000 or more during the year? 3a		X
b If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation on Schedule O. 3b		
4a At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)? 4a		X
b If "Yes," enter the name of the foreign country See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).		
5a Was the organization a party to a prohibited tax shelter transaction at any time during the tax year? 5a		X
b Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction? 5b		X
c If "Yes," to line 5a or 5b, did the organization file Form 8886-T? 5c		
6a Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions? 6a		X
b If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible? 6b		
7 Organizations that may receive deductible contributions under section 170(c).		
a Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor? 7a		X
b If "Yes," did the organization notify the donor of the value of the goods or services provided? 7b		
c Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282? 7c		X
d If "Yes," indicate the number of Forms 8282 filed during the year. 7d		
e Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract? 7e		X
f Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? 7f		X
g If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required? 7g		
h If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C? 7h		
8 Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year? 8		
9 Sponsoring organizations maintaining donor advised funds.		
a Did the sponsoring organization make any taxable distributions under section 4966? 9a		
b Did the sponsoring organization make a distribution to a donor, donor advisor, or related person? 9b		
10 Section 501(c)(7) organizations. Enter:		
a Initiation fees and capital contributions included on Part VIII, line 12. 10a		
b Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities. 10b		
11 Section 501(c)(12) organizations. Enter:		
a Gross income from members or shareholders. 11a		
b Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.) 11b		
12a Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041? 12a		
b If "Yes," enter the amount of tax-exempt interest received or accrued during the year. 12b		
13 Section 501(c)(29) qualified nonprofit health insurance issuers.		
a Is the organization licensed to issue qualified health plans in more than one state? 13a		
Note: See the instructions for additional information the organization must report on Schedule O.		
b Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans. 13b		
c Enter the amount of reserves on hand. 13c		
14a Did the organization receive any payments for indoor tanning services during the tax year? 14a		X
b If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation on Schedule O. 14b		
15 Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? 15		X
If "Yes," see the instructions and file Form 4720, Schedule N.		
16 Is the organization an educational institution subject to the section 4968 excise tax on net investment income? 16		X
If "Yes," complete Form 4720, Schedule O.		
17 Section 501(c)(21) organizations. Did the trust, or any disqualified or other person, engage in any activities that would result in the imposition of an excise tax under section 4951, 4952, or 4953? 17		
If "Yes," complete Form 6069.		

Part VI Governance, Management, and Disclosure. For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions.Check if Schedule O contains a response or note to any line in this Part VI. ☒ **X****Section A. Governing Body and Management**

	Yes	No
1a Enter the number of voting members of the governing body at the end of the tax year. 1a 11 If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O.		
b Enter the number of voting members included on line 1a, above, who are independent. 1b 9		
2 Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	2	X
3 Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person?	3	X
4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	4	X
5 Did the organization become aware during the year of a significant diversion of the organization's assets?	5	X
6 Did the organization have members or stockholders?	6	X
7a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	7a	X
b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	7b	X
8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:		
a The governing body?	8a X	
b Each committee with authority to act on behalf of the governing body?	8b X	
9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses on Schedule O.	9	X

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

	Yes	No
10a Did the organization have local chapters, branches, or affiliates?	10a	X
b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?	10b	
11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	11a X	
b Describe on Schedule O the process, if any, used by the organization to review this Form 990. See Schedule O		
12a Did the organization have a written conflict of interest policy? If "No," go to line 13	12a X	
b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b X	
c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe on Schedule O how this was done. See Schedule O	12c X	
13 Did the organization have a written whistleblower policy?	13	X
14 Did the organization have a written document retention and destruction policy?	14 X	
15 Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?		
a The organization's CEO, Executive Director, or top management official. See Schedule O	15a X	
b Other officers or key employees of the organization.	15b	X
If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions.		
16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	16a	X
b If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	16b	

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed None

18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.

☒ Own website ☐ Another's website ☐ Upon request ☐ Other (explain on Schedule O)

19 Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year. See Schedule O

20 State the name, address, and telephone number of the person who possesses the organization's books and records.
Erica Robb 190 Governor Winthrop Blvd New London CT 06320 (860) 447-1003

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent ContractorsCheck if Schedule O contains a response or note to any line in this Part VII. ☐**Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees****1a** Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (box 5 of Form W-2, box 6 of Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

See the instructions for the order in which to list the persons above.

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)					(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Officer	Key employee	Highest compensated employee	Former			
(1) Dr. Nicholas Spera Executive Dir.	40 0		X				217,783.	0.	23,363.
(2) William Linski Principal	40 0				X		137,406.	0.	4,095.
(3) Tanya Collins Asst. Prnc/ Dir HR	40 0				X		124,042.	0.	3,692.
(4) Amy Geary Dir of Stu Support	40 0				X		115,325.	0.	3,237.
(5) Erica Robb Finance Dir	40 0		X				82,333.	0.	16,475.
(6) Shannon Lougee Director	40 0	X					91,937.	0.	0.
(7) Christina Schiano Director	40 0	X					46,558.	0.	31,816.
(8) Denise Dunning 190 Governor Winthrop Blvd.	40 0					X	30,744.	0.	930.
(9) Barbara Crouch Secretary	1 0	X	X				0.	0.	0.
(10) Elizabeth Bumgardner Director	1 0	X					0.	0.	0.
(11) David Brailey Director	1 0	X					0.	0.	0.
(12) Leota Muller Treasurer	1 0	X	X				0.	0.	0.
(13) Dr. Richard Sanders Director	1 0	X					0.	0.	0.
(14) Kevin Booker Jr. Director	1 0	X					0.	0.	0.

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Form 990 (2023)

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)					(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee			
(15) Dr. Lawrence Fenn Director	1 0	X					0.	0.	0.
(16) Michael Spellman Vice Chairman	1 0	X		X			0.	0.	0.
(17) Richard Muckle Chairman	1 0	X		X			0.	0.	0.
(18)									
(19)									
(20)									
(21)									
(22)									
(23)									
(24)									
(25)									
1b Subtotal							846,128.	0.	83,608.
c Total from continuation sheets to Part VII, Section A							0.	0.	0.
d Total (add lines 1b and 1c)							846,128.	0.	83,608.

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization **4**

3 Did the organization list any **former** officer, director, trustee, key employee, or highest compensated employee on line 1a? If "Yes," complete Schedule J for such individual

	Yes	No
3	X	
4	X	
5		X

4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? If "Yes," complete Schedule J for such individual

5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? If "Yes," complete Schedule J for such person

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
G. Donovan Associates, Inc. PO Box 249 Lebanon, CT 06249-0249	Building Construction	1,737,367.
Mercedes-Benz of New London 488 Colman St. New London, CT 06320	Automotive Dealership	157,674.

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization **2**

Part VIII Statement of RevenueCheck if Schedule O contains a response or note to any line in this Part VIII ☐

			(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514	
Contributions, Gifts, Grants, and Other Similar Amounts	1a	Federated campaigns	1a				
	b	Membership dues	1b				
	c	Fundraising events	1c				
	d	Related organizations	1d				
	e	Government grants (contributions)	1e				
	f	All other contributions, gifts, grants, and similar amounts not included above ...	1f	38,774.			
	g	Noncash contributions included in lines 1a-1f.	1g				
	h Total. Add lines 1a-1f			38,774.			
Program Service Revenue	Business Code						
	2a	Federal, State and Local	611710	4,587,880.	4,587,880.		
	b	Special Education Tuition	611710	908,813.	908,813.		
	c	School/Student Activities	611710	19,446.	19,446.		
	d	Misc	611710	2,396.	2,396.		
	e						
	f	All other program service revenue					
	g Total. Add lines 2a-2f			5,518,535.			
Other Revenue	3		Investment income (including dividends, interest, and other similar amounts)		14,578.	14,578.	
	4		Income from investment of tax-exempt bond proceeds				
	5		Royalties				
	6a	Gross rents	(i) Real	(ii) Personal			
			6a				
			6b				
	b	Less: rental expenses	6b				
	c	Rental income or (loss)	6c				
	d		Net rental income or (loss)				
	7a	Gross amount from sales of assets other than inventory	(i) Securities	(ii) Other			
			7a				
			7b				
	b	Less: cost or other basis and sales expenses	7b				
	c	Gain or (loss)	7c				
	d		Net gain or (loss)				
	8a	Gross income from fundraising events (not including \$ of contributions reported on line 1c). See Part IV, line 18					
			8a				
8b							
b		Less: direct expenses					
c		Net income or (loss) from fundraising events					
9a	Gross income from gaming activities. See Part IV, line 19						
		9a					
		9b					
b		Less: direct expenses					
c		Net income or (loss) from gaming activities					
10a	Gross sales of inventory, less						
		10a					
		10b					
b		Less: cost of goods sold.					
c		Net income or (loss) from sales of inventory					
Miscellaneous Revenue	Business Code						
	11a						
	b						
	c						
	d	All other revenue					
	e Total. Add lines 11a-11d						
12		Total revenue. See instructions		5,571,887.	5,518,535.	0.	14,578.

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX. ☐

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21.				
2 Grants and other assistance to domestic individuals. See Part IV, line 22.				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16.				
4 Benefits paid to or for members.				
5 Compensation of current officers, directors, trustees, and key employees.	365,443.	150,677.	214,766.	0.
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B).	0.	0.	0.	0.
7 Other salaries and wages.	3,346,667.	3,123,560.	223,107.	
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions).				
9 Other employee benefits.	426,330.	373,657.	52,673.	
10 Payroll taxes.	149,779.	132,111.	17,668.	
11 Fees for services (nonemployees):				
a Management.				
b Legal.				
c Accounting.				
d Lobbying.				
e Professional fundraising services. See Part IV, line 17.				
f Investment management fees.				
g Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Schedule O.)	119,211.	37,754.	81,457.	
12 Advertising and promotion.				
13 Office expenses.	34,308.	32,250.	2,058.	
14 Information technology.	59,410.	59,410.		
15 Royalties.				
16 Occupancy.	181,211.	170,338.	10,873.	
17 Travel.				
18 Payments of travel or entertainment expenses for any federal, state, or local public officials.				
19 Conferences, conventions, and meetings.				
20 Interest.	106,610.	106,610.		
21 Payments to affiliates.				
22 Depreciation, depletion, and amortization.	322,030.	302,708.	19,322.	
23 Insurance.	59,291.	55,734.	3,557.	
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.)				
a <u>Supplies & materials</u>	352,008.	336,390.	15,618.	
b <u>STUDENT ACTIVITIES</u>	20,839.	20,839.		
c <u>OTHER</u>	12,888.	12,115.	773.	
d				
e All other expenses.				
25 Total functional expenses. Add lines 1 through 24e.	5,556,025.	4,914,153.	641,872.	0.
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here ☐ if following SOP 98-2 (ASC 958-720).				

Part X Balance SheetCheck if Schedule O contains a response or note to any line in this Part X. ☐

		(A) Beginning of year		(B) End of year
Assets	1 Cash — non-interest-bearing	1,652,297.	1	1,401,829.
	2 Savings and temporary cash investments		2	
	3 Pledges and grants receivable, net		3	
	4 Accounts receivable, net	362,656.	4	373,743.
	5 Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		5	
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)		6	
	7 Notes and loans receivable, net		7	
	8 Inventories for sale or use		8	
	9 Prepaid expenses and deferred charges	9,890.	9	12,546.
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 10,892,159.		
	b Less: accumulated depreciation	10b 3,006,456.		
		7,617,066.	10c	7,885,703.
	11 Investments — publicly traded securities		11	
	12 Investments — other securities. See Part IV, line 11		12	
	13 Investments — program-related. See Part IV, line 11		13	
	14 Intangible assets		14	
15 Other assets. See Part IV, line 11		15		
16 Total assets. Add lines 1 through 15 (must equal line 33)	9,641,909.	16	9,673,821.	
Liabilities	17 Accounts payable and accrued expenses	638,529.	17	395,988.
	18 Grants payable		18	
	19 Deferred revenue	561,978.	19	557,845.
	20 Tax-exempt bond liabilities		20	
	21 Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	22 Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		22	
	23 Secured mortgages and notes payable to unrelated third parties	1,595,763.	23	1,858,487.
	24 Unsecured notes and loans payable to unrelated third parties		24	
	25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D		25	
	26 Total liabilities. Add lines 17 through 25	2,796,270.	26	2,812,320.
Net Assets or Fund Balances	Organizations that follow FASB ASC 958, check here and complete lines 27, 28, 32, and 33. ☒			
	27 Net assets without donor restrictions	6,845,639.	27	6,861,501.
	28 Net assets with donor restrictions		28	
	Organizations that do not follow FASB ASC 958, check here and complete lines 29 through 33. ☐			
	29 Capital stock or trust principal, or current funds		29	
	30 Paid-in or capital surplus, or land, building, or equipment fund		30	
	31 Retained earnings, endowment, accumulated income, or other funds		31	
	32 Total net assets or fund balances	6,845,639.	32	6,861,501.
	33 Total liabilities and net assets/fund balances	9,641,909.	33	9,673,821.

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TEEA0111L 08/23/23

Form 990 (2023)

Part XI Reconciliation of Net AssetsCheck if Schedule O contains a response or note to any line in this Part XI. ☐

1	Total revenue (must equal Part VIII, column (A), line 12)	1	5,571,887.
2	Total expenses (must equal Part IX, column (A), line 25)	2	5,556,025.
3	Revenue less expenses. Subtract line 2 from line 1	3	15,862.
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	6,845,639.
5	Net unrealized gains (losses) on investments	5	
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain on Schedule O)	9	0.
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	6,861,501.

Part XII Financial Statements and ReportingCheck if Schedule O contains a response or note to any line in this Part XII. ☒

	Yes	No
1 Accounting method used to prepare the Form 990: ☐ Cash ☒ Accrual ☐ Other _____		
If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.		
2a Were the organization's financial statements compiled or reviewed by an independent accountant?		X
If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both.		
☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis		
b Were the organization's financial statements audited by an independent accountant?	X	
If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both.		
☒ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis		
c If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?	X	
If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O. See Schedule O		
3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Uniform Guidance, 2 C.F.R. Part 200, Subpart F?	X	
b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits	X	

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TEEA0112L 08/23/23

Form 990 (2023)

SCHEDULE A
(Form 990)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

Attach to Form 990 or Form 990-EZ.

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2023

**Open to Public
Inspection**

Name of the organization **Interdistrict School for Arts and Communication, Inc.** Employer identification number **06-1473576**

Part I Reason for Public Charity Status. (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 1 ☐ A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**
- 2 ☒ A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E (Form 990).)
- 3 ☐ A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
- 4 ☐ A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state: _____
- 5 ☐ An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)
- 6 ☐ A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**
- 7 ☐ An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 8 ☐ A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 9 ☐ An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university: _____
- 10 ☐ An organization that normally receives (1) more than 33-1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions, subject to certain exceptions; and (2) no more than 33-1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)
- 11 ☐ An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**
- 12 ☐ An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2).** See **section 509(a)(3).** Check the box on lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
- a ☐ **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
- b ☐ **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
- c ☐ **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
- d ☐ **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
- e ☐ Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
- f Enter the number of supported organizations _____
- g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1-10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
(A)						
(B)						
(C)						
(D)						
(E)						
Total						

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf.						
3 The value of services or facilities furnished by a governmental unit to the organization without charge.						
4 Total. Add lines 1 through 3.						
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f).						
6 Public support. Subtract line 5 from line 4.						

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
7 Amounts from line 4.						
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources.						
9 Net income from unrelated business activities, whether or not the business is regularly carried on.						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
11 Total support. Add lines 7 through 10.						
12 Gross receipts from related activities, etc. (see instructions).					12	
13 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here .						

Section C. Computation of Public Support Percentage

14 Public support percentage for 2023 (line 6, column (f), divided by line 11, column (f)).	14	%
15 Public support percentage from 2022 Schedule A, Part II, line 14.	15	%
16a 33-1/3% support test—2023. If the organization did not check the box on line 13, and line 14 is 33-1/3% or more, check this box and stop here . The organization qualifies as a publicly supported organization.		
b 33-1/3% support test—2022. If the organization did not check a box on line 13 or 16a, and line 15 is 33-1/3% or more, check this box and stop here . The organization qualifies as a publicly supported organization.		
17a 10%-facts-and-circumstances test—2023. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and stop here . Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization.		
b 10%-facts-and-circumstances test—2022. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and stop here . Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization.		
18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions.		

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose.						
3 Gross receipts from activities that are not an unrelated trade or business under section 513.						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf.						
5 The value of services or facilities furnished by a governmental unit to the organization without charge.						
6 Total. Add lines 1 through 5.						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons.						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year.						
c Add lines 7a and 7b.						
8 Public support. (Subtract line 7c from line 6.)						

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
9 Amounts from line 6.						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources.						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975.						
c Add lines 10a and 10b.						
11 Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on.						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
13 Total support. (Add lines 9, 10c, 11, and 12.)						

14 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** ☐**Section C. Computation of Public Support Percentage**

15 Public support percentage for 2023 (line 8, column (f), divided by line 13, column (f)).	15	%
16 Public support percentage from 2022 Schedule A, Part III, line 15.	16	%

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2023 (line 10c, column (f), divided by line 13, column (f)).	17	%
18 Investment income percentage from 2022 Schedule A, Part III, line 17.	18	%

19a 33-1/3% support tests—2023. If the organization did not check the box on line 14, and line 15 is more than 33-1/3%, and line 17 is not more than 33-1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization. ☐**b 33-1/3% support tests—2022.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33-1/3%, and line 18 is not more than 33-1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization. ☐**20 Private foundation.** If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions. ☐

Part IV Supporting Organizations

(Complete only if you checked a box on line 12 of Part I. If you checked box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

	Yes	No
1 Are all of the organization's supported organizations listed by name in the organization's governing documents? If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.		
2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).		
3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? If "Yes," answer lines 3b and 3c below.		
b Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? If "Yes," describe in Part VI when and how the organization made the determination.		
c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? If "Yes," explain in Part VI what controls the organization put in place to ensure such use.		
4a Was any supported organization not organized in the United States ("foreign supported organization")? If "Yes" and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.		
b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.		
c Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.		
5a Did the organization add, substitute, or remove any supported organizations during the tax year? If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in Part VI , including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).		
b Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
c Substitutions only. Was the substitution the result of an event beyond the organization's control?		
6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? If "Yes," provide detail in Part VI .		
7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? If "Yes," complete Part I of Schedule L (Form 990).		
8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? If "Yes," complete Part I of Schedule L (Form 990).		
9a Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? If "Yes," provide detail in Part VI .		
b Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? If "Yes," provide detail in Part VI .		
c Did a disqualified person (as defined on line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? If "Yes," provide detail in Part VI .		
10a Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? If "Yes," answer line 10b below.		
b Did the organization have any excess business holdings in the tax year? (Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)		

Part IV Supporting Organizations (continued)

	Yes	No
11 Has the organization accepted a gift or contribution from any of the following persons?		
a A person who directly or indirectly controls, either alone or together with persons described on lines 11b and 11c below, the governing body of a supported organization?		
b A family member of a person described on line 11a above?		
c A 35% controlled entity of a person described on line 11a or 11b above? If "Yes" to line 11a, 11b, or 11c, provide detail in Part VI .		

Section B. Type I Supporting Organizations

	Yes	No
1 Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove officers, directors, or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.		
2 Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.		

Section C. Type II Supporting Organizations

	Yes	No
1 Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).		

Section D. All Type III Supporting Organizations

	Yes	No
1 Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?		
2 Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s), or (ii) serving on the governing body of a supported organization? If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).		
3 By reason of the relationship described on line 2, above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.		

Section E. Type III Functionally Integrated Supporting Organizations

1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).			
a ☐ The organization satisfied the Activities Test. Complete line 2 below.			
b ☐ The organization is the parent of each of its supported organizations. Complete line 3 below.			
c ☐ The organization supported a governmental entity. Describe in Part VI how you supported a governmental entity (see instructions).			
2 Activities Test. Answer lines 2a and 2b below.		Yes	No
a Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.	2a		
b Did the activities described on line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.	2b		
3 Parent of Supported Organizations. Answer lines 3a and 3b below.			
a Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? If "Yes" or "No," provide details in Part VI .	3a		
b Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? If "Yes," describe in Part VI the role played by the organization in this regard.	3b		

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

- 1 ☐ Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (explain in Part VI). **See instructions.** All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A – Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1	
2	Recoveries of prior-year distributions	2	
3	Other gross income (see instructions)	3	
4	Add lines 1 through 3.	4	
5	Depreciation and depletion	5	
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7	Other expenses (see instructions)	7	
8	Adjusted Net Income (subtract lines 5, 6, and 7 from line 4)	8	

Section B – Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):		
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	Total (add lines 1a, 1b, and 1c)	1d	
e	Discount claimed for blockage or other factors (explain in detail in Part VI):		
2	Acquisition indebtedness applicable to non-exempt-use assets	2	
3	Subtract line 2 from line 1d.	3	
4	Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by 0.035.	6	
7	Recoveries of prior-year distributions	7	
8	Minimum Asset Amount (add line 7 to line 6)	8	

Section C – Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, column A)	1	
2	Enter 0.85 of line 1.	2	
3	Minimum asset amount for prior year (from Section B, line 8, column A)	3	
4	Enter greater of line 2 or line 3.	4	
5	Income tax imposed in prior year	5	
6	Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6	
7	☐ Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).		

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Schedule A (Form 990) 2023

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)**Section D – Distributions**

		Current Year
1	Amounts paid to supported organizations to accomplish exempt purposes	1
2	Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	2
3	Administrative expenses paid to accomplish exempt purposes of supported organizations	3
4	Amounts paid to acquire exempt-use assets	4
5	Qualified set-aside amounts (prior IRS approval required – <i>provide details in Part VI</i>)	5
6	Other distributions (describe in Part VI). See instructions.	6
7	Total annual distributions. Add lines 1 through 6.	7
8	Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI). See instructions.	8
9	Distributable amount for 2023 from Section C, line 6	9
10	Line 8 amount divided by line 9 amount	10

Section E – Distribution Allocations (see instructions)

	(i) Excess Distributions	(ii) Underdistributions Pre-2023	(iii) Distributable Amount for 2023
1	Distributable amount for 2023 from Section C, line 6		
2	Underdistributions, if any, for years prior to 2023 (reasonable cause required – <i>explain in Part VI</i>). See instructions.		
3	Excess distributions carryover, if any, to 2023		
a	From 2018		
b	From 2019		
c	From 2020		
d	From 2021		
e	From 2022		
f	Total of lines 3a through 3e		
g	Applied to underdistributions of prior years		
h	Applied to 2023 distributable amount		
i	Carryover from 2018 not applied (see instructions)		
j	Remainder. Subtract lines 3g, 3h, and 3i from line 3f.		
4	Distributions for 2023 from Section D, line 7:		
a	Applied to underdistributions of prior years		
b	Applied to 2023 distributable amount		
c	Remainder. Subtract lines 4a and 4b from line 4.		
5	Remaining underdistributions for years prior to 2023, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, <i>explain in Part VI</i> . See instructions.		
6	Remaining underdistributions for 2023. Subtract lines 3h and 4b from line 1. For result greater than zero, <i>explain in Part VI</i> . See instructions.		
7	Excess distributions carryover to 2024. Add lines 3j and 4c.		
8	Breakdown of line 7:		
a	Excess from 2019		
b	Excess from 2020		
c	Excess from 2021		
d	Excess from 2022		
e	Excess from 2023		

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Schedule A (Form 990) 2023

Part VI

Supplemental Information. Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)

DRAFT COPY

**SCHEDULE D
(Form 990)**

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

Complete if the organization answered "Yes" on Form 990,
Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.
Attach to Form 990.

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2023

**Open to Public
Inspection**

Name of the organization

Interdistrict School for Arts and
Communication, Inc.

Employer identification number

06-1473576

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts

Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year		
2 Aggregate value of contributions to (during year)		
3 Aggregate value of grants from (during year)		
4 Aggregate value at end of year		
5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?	☐ Yes	☐ No
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?	☐ Yes	☐ No

Part II Conservation Easements

Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply).

☐ Preservation of land for public use (for example, recreation or education)	☐ Preservation of a historically important land area
☐ Protection of natural habitat	☐ Preservation of a certified historic structure
☐ Preservation of open space	

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.

	Held at the End of the Tax Year
a Total number of conservation easements	2a
b Total acreage restricted by conservation easements	2b
c Number of conservation easements on a certified historic structure included on line 2a	2c
d Number of conservation easements included on line 2c acquired after July 25, 2006, and not on a historic structure listed in the National Register	2d

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year

4 Number of states where property subject to conservation easement is located

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?

☐ Yes ☐ No

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year

8 Does each conservation easement reported on line 2d above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)?

☐ Yes ☐ No

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide in Part XIII the text of the footnote to its financial statements that describes these items.

b If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items.

(i) Revenue included on Form 990, Part VIII, line 1

(ii) Assets included in Form 990, Part X

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items.

a Revenue included on Form 990, Part VIII, line 1

b Assets included in Form 990, Part X

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

3 Using the organization's acquisition, accession, and other records, check any of the following that make significant use of its collection items (check all that apply).

a ☐ Public exhibition

b ☐ Scholarly research

c ☐ Preservation for future generations

d ☐ Loan or exchange program

e ☐ Other _____

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? ☐ Yes ☐ No

Part IV Escrow and Custodial Arrangements

Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian, or other intermediary for contributions or other assets not included on Form 990, Part X? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII and complete the following table.

c Beginning balance

d Additions during the year

e Distributions during the year

f Ending balance

	Amount
1c	
1d	
1e	
1f	

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided in Part XIII. ☐

Part V Endowment Funds

Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance					
b Contributions					
c Net investment earnings, gains, and losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

a Board designated or quasi-endowment _____ %

b Permanent endowment _____ %

c Term endowment _____ %

The percentages on lines 2a, 2b, and 2c should equal 100%.

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

(i) Unrelated organizations?

(ii) Related organizations?

b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R?

	Yes	No
3a(i)		
3a(ii)		
3b		

4 Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land		80,000.		80,000.
b Buildings		5,603,556.	2,217,691.	3,385,865.
c Leasehold improvements		4,415,195.	363,688.	4,051,507.
d Equipment		583,568.	301,512.	282,056.
e Other		209,840.	123,565.	86,275.

Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, line 10c, column (B)). 7,885,703.

BAA

Schedule D (Form 990) 2023

Part VII Investments – Other Securities

N/A

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives.....		
(2) Closely held equity interests.....		
(3) Other		
(A)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
(I)		
Total. (Column (b) must equal Form 990, Part X, line 12, column (B)). . . .		

Part VIII Investments – Program Related

N/A

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
(10)		
Total. (Column (b) must equal Form 990, Part X, line 13, column (B)). . . .		

Part IX Other Assets

N/A

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
(10)	
Total. (Column (b) must equal Form 990, Part X, line 15, column (B)).	

Part X Other Liabilities

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
(10)	
(11)	
Total. (Column (b) must equal Form 990, Part X, line 25, column (B)).	

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII. See Part XIII. ☒

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements	1	5,571,887.
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:		
a	Net unrealized gains (losses) on investments	2a	
b	Donated services and use of facilities	2b	
c	Recoveries of prior year grants	2c	
d	Other (Describe in Part XIII.)	2d	
e	Add lines 2a through 2d	2e	
3	Subtract line 2e from line 1	3	5,571,887.
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b.	4a	
b	Other (Describe in Part XIII.)	4b	
c	Add lines 4a and 4b	4c	
5	Total revenue. Add lines 3 and 4c . (This must equal Form 990, Part I, line 12.)	5	5,571,887.

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements	1	5,556,025.
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:		
a	Donated services and use of facilities	2a	
b	Prior year adjustments	2b	
c	Other losses	2c	
d	Other (Describe in Part XIII.)	2d	
e	Add lines 2a through 2d	2e	
3	Subtract line 2e from line 1	3	5,556,025.
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b.	4a	
b	Other (Describe in Part XIII.)	4b	
c	Add lines 4a and 4b	4c	
5	Total expenses. Add lines 3 and 4c . (This must equal Form 990, Part I, line 18.)	5	5,556,025.

Part XIII Supplemental Information

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

Part X - FASB ASC 740 Footnote

The School has no unrecognized tax benefits at June 30, 2024. The School's federal and state income tax returns prior to fiscal year 2020 are closed and management continually evaluates expiring statutes of limitations, audits, proposed settlements, changes in tax law and new authoritative rulings.

If applicable, the School would recognize interest and penalties associated with tax matters as part of management and general expenses in the statement of activities

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Schedule D (Form 990) 2023

Part XIII Supplemental Information *(continued)***Part X - FASB ASC 740 Footnote (continued)**

and changes in net assets and include accrued interest and penalties in accrued liabilities in the statement of financial position. The School did not recognize any interest or penalties associated with tax matters for the years ended June 30, 2024.

As of June 30, 2024 there are no uncertain tax positions.

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SCHEDULE E
(Form 990)

Department of the Treasury
Internal Revenue Service

Schools

Complete if the organization answered "Yes" on Form 990, Part IV, line 13, or
Form 990-EZ, Part VI, line 48.
Attach to Form 990 or Form 990-EZ.
Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2023

**Open to Public
Inspection**

Name of the organization

Interdistrict School for Arts and
Communication, Inc.

Employer identification number

06-1473576

Part I

	YES	NO
1 Does the organization have a racially nondiscriminatory policy toward students by statement in its charter, bylaws, other governing instrument, or in a resolution of its governing body?	X	
2 Does the organization include a statement of its racially nondiscriminatory policy toward students in all its brochures, catalogues, and other written communications with the public dealing with student admissions, programs, and scholarships?	X	
3 Has the organization publicized its racially nondiscriminatory policy on its primary publicly accessible Internet homepage at all times during its tax year in a manner reasonably expected to be noticed by visitors to the homepage, or through newspaper or broadcast media during the period of solicitation for students, or during the registration period if it has no solicitation program, in a way that makes the policy known to all parts of the general community it serves? If "Yes," please describe. If "No," please explain. If you need more space, use Part II. <u>ISAAC has a handbook stating its nondiscriminatory policy and states its</u> <u>nondiscriminatory policy on all advertising and recruitment materials.</u> ----- -----	X	
4 Does the organization maintain the following? a Records indicating the racial composition of the student body, faculty, and administrative staff?	X	
b Records documenting that scholarships and other financial assistance are awarded on a racially nondiscriminatory basis?		X
c Copies of all catalogues, brochures, announcements, and other written communications to the public dealing with student admissions, programs, and scholarships?	X	
d Copies of all material used by the organization or on its behalf to solicit contributions?	X	
If you answered "No" to any of the above, please explain. If you need more space, use Part II. <u>The school is a public school and does not offer scholarships.</u> ----- -----		
5 Does the organization discriminate by race in any way with respect to: a Students' rights or privileges?		X
b Admissions policies?		X
c Employment of faculty or administrative staff?		X
d Scholarships or other financial assistance?		X
e Educational policies?		X
f Use of facilities?		X
g Athletic programs?		X
h Other extracurricular activities?		X
If you answered "Yes" to any of the above, please explain. If you need more space, use Part II. ----- ----- -----		
6a Does the organization receive any financial aid or assistance from a governmental agency?	X	
b Has the organization's right to such aid ever been revoked or suspended?		X
If you answered "Yes" on either line 6a or line 6b, explain on Part II. ----- -----		
7 Does the organization certify that it has complied with the applicable requirements of sections 4.01 through 4.05 of Rev. Proc. 75-50, 1975-2 C.B. 587, as modified by Rev. Proc. 2019-22, 2019-22 I.R.B. 1260, covering racial nondiscrimination? If "No," explain on Part II.	X	

Part II **Supplemental Information.** Provide the explanations required by Part I, lines 3, 4d, 5h, 6b, and 7, as applicable. Also provide any other additional information. See instructions.

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SCHEDULE J
(Form 990)

Department of the Treasury
Internal Revenue Service

Compensation Information

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

Complete if the organization answered "Yes" on Form 990, Part IV, line 23.

Attach to Form 990.

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2023

**Open to Public
Inspection**

Name of the organization

Interdistrict School for Arts and
Communication, Inc.

Employer identification number

06-1473576

Part I Questions Regarding Compensation

1a Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.

☐ First-class or charter travel

☐ Housing allowance or residence for personal use

☐ Travel for companions

☐ Payments for business use of personal residence

☐ Tax indemnification and gross-up payments

☐ Health or social club dues or initiation fees

☐ Discretionary spending account

☐ Personal services (such as maid, chauffeur, chef)

b If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain

1b

2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a?

2

3 Indicate which, if any, of the following the organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.

☐ Compensation committee

☐ Written employment contract

☐ Independent compensation consultant

☐ Compensation survey or study

☐ Form 990 of other organizations

☒ Approval by the board or compensation committee

4 During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:

a Receive a severance payment or change-of-control payment?

4a

X

b Participate in or receive payment from a supplemental nonqualified retirement plan?

4b

X

c Participate in or receive payment from an equity-based compensation arrangement?

4c

X

If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.

Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.

5 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:

a The organization?

5a

X

b Any related organization?

5b

X

If "Yes" on line 5a or 5b, describe in Part III.

6 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:

a The organization?

6a

X

b Any related organization?

6b

X

If "Yes" on line 6a or 6b, describe in Part III.

7 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III

7

X

8 Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)?
If "Yes," describe in Part III

8

X

9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?

9

BAA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule J (Form 990) 2023

Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

Note: The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC and/or 1099-NEC compensation				(D) Nontaxable benefits	(E) Total of columns(B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation	(C) Retirement and other deferred compensation			
Dr. Nicholas Spera 1 Executive Dir.	(i)	201,689.	0.	16,094.	23,363.	0.	241,146.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
Denise Dunning 2 190 Governor Winthrop Blvd.	(i)	30,744.	0.	0.	930.	0.	31,674.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
3	(i)							
	(ii)							
4	(i)							
	(ii)							
5	(i)							
	(ii)							
6	(i)							
	(ii)							
7	(i)							
	(ii)							
8	(i)							
	(ii)							
9	(i)							
	(ii)							
10	(i)							
	(ii)							
11	(i)							
	(ii)							
12	(i)							
	(ii)							
13	(i)							
	(ii)							
14	(i)							
	(ii)							
15	(i)							
	(ii)							
16	(i)							
	(ii)							

Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

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SCHEDULE O
(Form 990)Department of the Treasury
Internal Revenue Service

Name of the organization

Supplemental Information to Form 990 or 990-EZComplete to provide information for responses to specific questions on
Form 990 or 990-EZ or to provide any additional information.
Attach to Form 990 or Form 990-EZ.Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2023**Open to Public
Inspection**Interdistrict School for Arts and
Communication, Inc.

Employer identification number

06-1473576

Form 990, Part I, Line 1 - Organization Mission or Significant Activities

At ISAAC Middle School, we pride ourselves on fostering a safe, fun, and nurturing environment that promotes hard work, happiness, and effort for all who work, learn, and grow within our school community. We believe that All Students Can Succeed with high expectations, maximum effort, and a growth mindset. Our success as an ISAAC Family is deeply rooted in the positive relationships shared among our diverse student body, devoted staff, and engaged families. Our professional learning community of talented and passionate educators is committed to the delivery of a rigorous and innovative curriculum, which promotes the shared belief that Effort Creates Ability. We support the growth of each student by developing the academic, civic, and social skills essential to succeed in high school and beyond.

Form 990, Part III, Line 1 - Organization Mission

At ISAAC Middle School, we pride ourselves on fostering a safe, fun, and nurturing environment that promotes hard work, happiness, and effort for all who work, learn, and grow within our school community. We believe that All Students Can Succeed with high expectations, maximum effort, and a growth mindset. Our success as an ISAAC Family is deeply rooted in the positive relationships shared among our diverse student body, devoted staff, and engaged families. Our professional learning community of talented and passionate educators is committed to the delivery of a rigorous and innovative curriculum, which promotes the shared belief that Effort Creates Ability. We support the growth of each student by developing the academic, civic, and social skills essential to succeed in high school and beyond.

Form 990, Part III, Line 4a - Program Service Accomplishments

Interdistrict School for Arts and Communication (ISAAC) is an independent charter school that was founded in 1997. ISAAC serves students in grades six through eight and is the sole charter middle school in New London and southeastern Connecticut.

Name of the organization	Interdistrict School for Arts and Communication, Inc.	Employer identification number	06-1473576
--------------------------	---	--------------------------------	------------

Form 990, Part III, Line 4a - Program Service Accomplishments

ISAAC provides a safe, nurturing, and diverse middle school that delivers a highly rigorous curriculum that promotes effort through a positive mindset. ISAAC is focused on the motto "all students can succeed with hard work and grit." The staff has written curriculum in a new common format and additional programs to identify learning gaps and social disparities to cultivate success for every student. ISAAC is committed to establishing equity for all students in terms of access to technology and transportation and providing engaging after-school programs that reflect cultural and athletic interests. ISAAC enjoys partnerships with local organizations such as the Mystic Seaport, Ivoryton Playhouse, United States Coast Guard Academy, Mitchell College, Project Oceanology, and Mystic Aquarium, to name a few. Furthermore, ISAAC has partnered with the Ant-Defamation League (ADL) to become a "No Place for Hate" school through its existing advisory program.

Form 990, Part VI, Line 11b - Form 990 Review Process

ISAAC's Director of Finance and the ISAAC Executive Director review the 990 before it is filed. The Board of Directors receives a copy of the 990 tax return before it is filed.

Form 990, Part VI, Line 12c - Explanation of Monitoring and Enforcement of Conflicts

Board Members are required annually to sign a conflict of interest statement.

Form 990, Part VI, Line 15a - Compensation Review & Approval Process - CEO & Top Management

The Executive Director has an annual contract with a stipulated amount determined and voted on by the board.

Form 990, Part VI, Line 19 - Other Organization Documents Publicly Available

Posted on ISAAC's website; policies are now hosted at CABR with direct link from ISAAC's website

Name of the organization Interdistrict School for Arts and
Communication, Inc.

Employer identification number
06-1473576

Form 990, Part XII, Line 2 - Change of Oversight or Selection Process

The Board of Directors assumes responsibility and oversight of the audit and the selection of an independent auditor.

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INTERDISTRICT SCHOOL FOR ARTS AND COMMUNICATION
Statement of Activities (Profit & Loss)
December 31, 2024

as of Jan 8, 2025

	Current Yr		Prior Yr	%	*includes 4th Gr * approved Nov 2024 REVISED BUDGET	%
	Dec 24		Dec 23	% Change	24-25 Full Year	% of Budget
TOTAL REVENUES	4,230,569		3,390,888	24.8%	7,000,204	60.4%
SALARIES	1,732,646		1,548,274	11.9%	4,240,407	40.9%
FRINGE BENEFITS	16.3% 281,602	18.3%	284,057	-0.9%	671,916	41.9%
TOTAL SALARIES + FRINGE BENEFITS	2,014,248		1,832,331	9.9%	4,912,323	41.0%
<i>Employee Costs as % of Revenue</i>	<i>47.6%</i>		<i>54.0%</i>		<i>70.2%</i>	
PROFESSIONAL SERVICES	62,328		39,292	58.6%	147,402	42.3%
FACILITIES COSTS	86,338		106,029	-18.6%	223,209	38.7%
GENERAL OPERATING COSTS	74,341		56,938	30.6%	151,760	49.0%
SUPPLIES (incl Food Services)	168,632		171,770	-1.8%	420,293	40.1%
TECHNOLOGY & CAPITAL EXPENSES	815,468		304,049	168.2%	1,022,456	79.8%
OTHER EXPENSES (incl Student Activities)	17,676		16,623	6.3%	29,362	60.2%
UNANTICIPATED EXPENSE / CONTINGENCY	-		-	0.0%	50,000	0.0%
DEBT SERVICE (PRINCIPAL & INTEREST)	98,486		73,135	34.7%	200,166	49.2%
TOTAL EXPENDITURES	3,337,516		2,600,166	28.4%	7,156,971	46.6%
NET ORDINARY INCOME (before Carryforward)	893,053		790,722			
OTHER INCOME: PRIOR YEAR CARRY-FORWARD	156,767		65,420		156,767	100.0%
OTHER: CAPITAL TRANSFER-IN / (OUT) to Gen Fund	-		-		-	0.0%
NET SURPLUS/(DEFICIT) excl Depr/Cap Assets	1,049,820		856,142		-	

Interdistrict School for Arts and Communication

Balance Sheet

As of December 31, 2024

01/08/25

Accrual Basis

	Dec 31, 24	Dec 31, 23
ASSETS		
Current Assets		
Checking/Savings	1,951,047.39	1,947,679.57
Accounts Receivable	412,069.37	255,984.60
Other Current Assets	0.00	4,400.00
Total Current Assets	2,363,116.76	2,208,064.17
Fixed Assets	7,885,702.50	7,927,477.32
TOTAL ASSETS	10,248,819.26	10,135,541.49
LIABILITIES & EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable	25,168.04	6,021.44
Other Current Liabilities	453,844.28	521,565.40
Total Current Liabilities	479,012.32	527,586.84
Long Term Liabilities	1,858,487.34	1,906,175.06
Total Liabilities	2,337,499.66	2,433,761.90
Equity	7,911,319.60	7,701,779.59
TOTAL LIABILITIES & EQUITY	10,248,819.26	10,135,541.49

SPECIAL EDUCATION HOURLY RATE: 2025-2026

	50.24 ACTUAL 21-22 <i>SPECIAL ED</i> Rate = \$50.24	49.09 ACTUAL 22-23 <i>SPECIAL ED</i> Rate est \$49.09	49.87 ACTUAL 23-24 <i>SPECIAL ED</i> Rate est \$49.87	\$51.97 Nov 24 Rev ** <i>SPECIAL ED</i> Rate est \$51.97	53.62 PRELIM 25-26 <i>SPECIAL ED</i> Rate est \$53.62
ACCT DESCRIPTION	21-22 FINAL	22-23 REVIEW	23-24 FINAL	24-25 PRELIM	25-26 PRELIM
SUBTOTAL: SALARIES	647,056	565,077	717,387	977,019	1,116,368
FRINGE BENEFITS (avg 18-19%)	107,666	106,768	130,959	182,401	202,156
TOTAL EMPLOYEE COSTS	754,722	671,845	848,346	1,159,420	1,318,524
OTHER EXPENSES	109,377	75,427	59,997	65,938	65,466
TOTAL EXPENDITURES:	864,099	747,272	908,343	1,225,358	1,383,990
Assumed/estimated IEP service hours	17,110	15,221	18,213	23,580	25,812
Effective Special Ed Reimbursement Rate	\$50.24	\$49.09	\$49.87	\$51.97	\$53.62

** Addition of 52 seats in SchYr 24-25 and large influx of needs led to increased IEP hours & eval needs, which requires additional staff and supplies

- 1 25-26 FTE = 12 certified staff (admin/teachers/socwork/psych); 4.25 educational & other supports
- 2 Fringe benefits average approximately 18-19% of salary
- 3 "Other expenses" include facilities usage; instructional &, testing/evaluation materials; software & tech equip (laptops/iPads)

Based on the above items, ISAAC's the 25-26 Special Ed hourly rate is estimated at **\$53.62.**

APPLICATION AND CERTIFICATE FOR PAYMENT

AIA DOCUMENT G 702

TO OWNER: ISAAC School

Dr. Nicholas J. Spera

190 Governor Winthrop Blvd

New London, CT 06320

FROM CONTRACTOR:

G. Donovan Associates, Inc.

PO Box 50

North Franklin, CT 06254

CONTRACT FOR:

PROJECT:

ISAAC School Phase 2

ISAAC School

190 Governor Winthrop Blvd.

New London, CT 06320

VIA ARCHITECT:

APPLICATION NO.:

GDA-00039

PERIOD TO:

1/10/2025

PROJECT NOS.:

24153

CONTRACT DATE:

10/21/2024

Distribution to:

☒ OWNER

☐ ARCHITECT

☒ CONTRACTOR

☐

☐

CONTRACTOR'S APPLICATION FOR PAYMENT

Application is made for payment as shown below, in connection with the Contract, Continuation Sheet, AIA Document G 703, is attached.

1. ORIGINAL CONTRACT SUM \$ 1,547,538.00

2. Net change by Change Orders \$ 0.00

3. CONTRACT SUM TO DATE (Line 1 +/- 2) \$ 1,547,538.00

4. TOTAL COMPLETED & STORED TO DATE (Column G on G703) \$ 888,617.01

5. RETAINAGE:

a. 5.00 % of Completed Work \$ 44,430.87

(Columns D + E on G703)

b. % of Stored Material (Column F on G703)

Total Retainage (Line 5a + 5b or Total in Column I of G 703) \$ 44,430.87

6. TOTAL EARNED LESS RETAINAGE (Line 4 less Line 5 Total) \$ 844,186.14

7. LESS PREVIOUS CERTIFICATES FOR PAYMENT

(Line 6 from prior Certificate) \$ 309,508.00

8. CURRENT PAYMENT DUE \$ 534,678.14

9. BALANCE TO FINISH, INCLUDING RETAINAGE

(Line 3 less Line 6) \$ 703,351.86

CHANGE ORDER SUMMARY	ADDITIONS	DEDUCTIONS
Total changes approved in previous months by Owner		
Total approved this Month		
TOTALS		
NET CHANGES by Change Order		

The undersigned Contractor certifies that to the best of the Contractor's knowledge, information and the belief the Work covered by this Application for Payment has been completed in accordance with the Contract Documents, that all amounts have been paid by the Contractor for Work for which previous Certificates for Payment were issued and payments received from the Owner, and that current payment shown herein is now due.

CONTRACTOR: G. Donovan Associates, Inc.

By: Date: 1/10/25

State of: Connecticut

County of: New London

Subscribed and sworn to before

me this 10 day of January 2025

Notary Public:

My Commission expires: 12-31-2027

ARCHITECT'S CERTIFICATE FOR PAYMENT

In accordance with the Contract Documents, based on on-site observations and the data comprising this application, the Architect certifies to the Owner that to the best of the Architect's knowledge, information and belief the Work has progressed as indicated, the quality of the Work is in accordance with the Contract Documents, and the Contractor is entitled to payment of the AMOUNT CERTIFIED.

AMOUNT CERTIFIED \$

(Attach explanation if amount certified differs from the amount applied for. Initial all figures on this Application and on the Continuation Sheet that are changed to conform to the amount certified.)

ARCHITECT:

By: Date:

This certificate is not negotiable. The AMOUNT CERTIFIED is payable only to the Contractor named herein. Issuance, payment and acceptance of payment are without prejudice to any rights of the Owner or Contractor under this Contract.

CONTINUATION SHEET

AIA DOCUMENT G 703

PAGE 2 OF 6

AIA Document G 702, APPLICATION AND CERTIFICATE FOR PAYMENT, containing Contractor's signed Certification, is attached. In tabulations below, amounts are stated to the nearest dollar. Use Column I on contracts where variable retainage for line items may apply.

APPLICATION NO.: GDA-00039
APPLICATION DATE: 1/8/2025
PERIOD TO: 1/10/2025
ARCHITECT'S PROJECT NO: 24153

A	B	C	D	E		F	G	H	I
ITEM NO.	DESCRIPTION OF WORK	SCHEDULED VALUE	WORK COMPLETED		MATERIALS PRESENTLY STORED (NOT IN D OR E)	TOTAL COMPLETED AND STORED TO DATE (D + E + F)	% (G / C)	BALANCE TO FINISH (C - G)	RETAINAGE
			FROM PREVIOUS APPLICATION (D + E)	THIS PERIOD					
01	Pre-Construction Admin.	25,725.00	25,725.00			25,725.00	100.00		1,286.25
02	Excavation Permit - N.L. DPW	3,446.00	3,446.00			3,446.00	100.00		172.30
03	Building Permit	22,000.00	22,000.00			22,000.00	100.00		1,100.00
04	Mobilization	5,000.00	5,000.00			5,000.00	100.00		250.00
05	Superintendent	109,800.00	21,960.00		32,940.00	54,900.00	50.00	54,900.00	2,745.00
06	Project Management	32,848.00	6,569.60		9,854.40	16,424.00	50.00	16,424.00	821.20
07	Testing - By Owner								
08	Special Inspections - By Owner								
09	Temporary Protections - Site	9,600.00	1,920.00		7,680.00	9,600.00	100.00		480.00
10	Site Facilities & Supports	7,945.00			3,178.00	3,178.00	40.00	4,767.00	158.90
11									
12	Site Demolition	1,463.00	1,463.00			1,463.00	100.00		73.15
13	Select Demolition	12,600.00			12,600.00	12,600.00	100.00		630.00
14	Rmv. ISAAC Letters	1,700.00			1,700.00	1,700.00	100.00		85.00
15	Reinstall ISAAC Letters	2,720.00						2,720.00	
16	Remove Exterior Brick Veneer	11,400.00						11,400.00	
17	Site Dumpsters & Disposals	17,160.00	3,432.00		3,830.37	7,262.37	42.32	9,897.63	363.12
18	Site Drainage - Materials	21,789.00	13,073.40		8,715.60	21,789.00	100.00		1,089.45
19	Labor Site Drainage	24,580.00	14,748.00		9,832.00	24,580.00	100.00		1,229.00
20	Site Utilities Mat.	1,600.00			1,600.00	1,600.00	100.00		80.00
21	Labor Site Utility	1,248.00			1,248.00	1,248.00	100.00		62.40
22	Equipment EXCV./Bck.Fill	31,160.00	15,580.00		15,580.00	31,160.00	100.00		1,558.00
23	Excavate Foundation	9,320.00	9,320.00			9,320.00	100.00		466.00
24	Haul/Dispose Excavated Mats	23,640.00	22,725.26		914.74	23,640.00	100.00		1,182.00
25	Rigid Insul.- Fnd./S.O.G.-Mat	6,183.00			6,183.00	6,183.00	100.00		309.15
26	Labor Ridgid Insul	4,992.00			4,992.00	4,992.00	100.00		249.60
27	Backfill Materials-Import	8,300.00			8,300.00	8,300.00	100.00		415.00
28	Labor Backfill	8,160.00			8,160.00	8,160.00	100.00		408.00
	Cumulative Subtotals	404,379.00	166,962.26		137,308.11	0.00	304,270.37	75.24	15,213.52
								100,108.63	

G703-1992

CONTINUATION SHEET

AIA DOCUMENT G 703

PAGE 3 OF 6

AIA Document G 702, APPLICATION AND CERTIFICATE FOR PAYMENT, containing Contractor's signed Certification, is attached. In tabulations below, amounts are stated to the nearest dollar. Use Column I on contracts where variable retainage for line items may apply.

APPLICATION NO.: GDA-00039
 APPLICATION DATE: 1/8/2025
 PERIOD TO: 1/10/2025
 ARCHITECT'S PROJECT NO: 24153

A ITEM NO.	B DESCRIPTION OF WORK	C SCHEDULED VALUE	D WORK COMPLETED		E	F MATERIALS PRESENTLY STORED (NOT IN D OR E)	G TOTAL COMPLETED AND STORED TO DATE (D + E + F)	H BALANCE TO FINISH (C - G)	I RETAINAGE
			FROM PREVIOUS APPLICATION (D + E)	THIS PERIOD					
29	S.O.G. Sub-Base Mat's	5,551.00		5,551.00			5,551.00	100.00	277.55
30	Grade-Compact S.O.G.-Labor	7,024.00		7,024.00			7,024.00	100.00	351.20
31	S.O.G. Mesh, Poly V.B., Tape	2,158.00	2,158.00				2,158.00	100.00	107.90
32	Labor-S.O.G.-Mesh, Poly, Tape	2,814.00		2,814.00			2,814.00	100.00	140.70
33	Sidewalk - Conc. Mat	5,747.00						5,747.00	
34	Sidewalk-Mesh / Dowels Mat	1,759.00						1,759.00	
35	Sidewalk Base Prep.-Lab	1,884.00						1,884.00	
36	Lab.-Sidewalk-Form, Pour, Fin.	9,325.00						9,325.00	
37	HCP Tactile Plate	295.00	295.00				295.00	100.00	14.75
38	New Curbing -Mat	2,250.00						2,250.00	
39	Labor - Curbing	4,500.00						4,500.00	
40	Asphalt - Mat's	1,110.00						1,110.00	
41	Asphalt Patch / Match Lab	4,500.00						4,500.00	
42	Re-install Flag Pole	1,560.00		1,560.00			1,560.00	100.00	78.00
43	Landscape Allowance	2,160.00						2,160.00	
44									
45	Rebar & Accessories	15,558.00	15,558.00				15,558.00	100.00	777.90
46	Ready-Mix Concrete	24,212.00	18,195.00	6,017.00			24,212.00	100.00	1,210.60
47	Footing Labor	10,578.00	10,578.00				10,578.00	100.00	528.90
48	Conc. Wall Labor	17,950.00	17,950.00				17,950.00	100.00	897.50
49	Labor - S.O.G.	4,688.00	4,688.00				4,688.00	100.00	234.40
50	Labor - S.O.Decks	8,790.00		8,790.00			8,790.00	100.00	439.50
51									
52	Masonry Mat.-Brick,Mortar, Ties	41,957.00		41,957.00			41,957.00	100.00	2,097.85
53	Labor Veneer Brick	80,000.00						80,000.00	
54	Mineral Wool Insul & Vap.Barri	23,850.00						23,850.00	
55	Labor-Insul., Vapor Barrier	15,000.00						15,000.00	
56	Scaffold Equipment	10,000.00						10,000.00	
	Cumulative Subtotals	709,599.00	236,384.26	211,021.11		0.00	447,405.37	63.05	22,370.27

G703-1992

CONTINUATION SHEET

AIA DOCUMENT G 703

PAGE 4 OF 6

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APPLICATION NO.: GDA-00039

APPLICATION DATE: 1/8/2025

PERIOD TO: 1/10/2025

ARCHITECT'S PROJECT NO: 24153

A ITEM NO.	B DESCRIPTION OF WORK	C SCHEDULED VALUE	D WORK COMPLETED		F MATERIALS PRESENTLY STORED (NOT IN D OR E)	G TOTAL COMPLETED AND STORED TO DATE (D + E + F)	H BALANCE TO FINISH (C - G)	I RETAINAGE
			FROM PREVIOUS APPLICATION (D + E)	THIS PERIOD				
57	Labor Scaffold Up & Down	10,000.00					10,000.00	
58								
59								
60	Mat's-Bms.-Col's.-Deck.-Fasten	30,000.00		30,000.00		30,000.00	100.00	1,500.00
61	Shop Fabrication	24,000.00		24,000.00		24,000.00	100.00	1,200.00
62	Mat. Misc.Mits- Plate-Tees-Ang	20,000.00		20,000.00		20,000.00	100.00	1,000.00
63	Anchor Bolts & Plates Material	10,000.00	10,000.00			10,000.00	100.00	500.00
64	Labor to Erect Steel	50,000.00		50,000.00		50,000.00	100.00	2,500.00
65	Crane - IN / Out	22,500.00		22,500.00		22,500.00	100.00	1,125.00
66	Shop Drawings	10,000.00	10,000.00			10,000.00	100.00	500.00
67								
68	Rough Carp. Materials	13,227.00		6,613.50		6,613.50	50.00	330.68
69	Rough Carp. Labor	15,245.00					15,245.00	
70	Base Cabinets & PLAM Tops	3,066.00					3,066.00	
71	Labor Bases & Tops	1,220.00					1,220.00	
72								
73	PVC Roofing System Materials	33,145.00		33,145.00		33,145.00	100.00	1,657.25
74	Labor PVC Roofing System	23,440.00					23,440.00	
75	Warranty	2,500.00					2,500.00	
76	Lift / Hoist Roofing Scope	4,800.00					4,800.00	
77	Caulking-Sealants Roofing	3,635.00					3,635.00	
78								
79	Aluminum Shop Drawings	2,000.00		2,000.00		2,000.00	100.00	100.00
80	Aluminum Windows Materials	4,000.00		4,000.00		4,000.00	100.00	200.00
81	Labor Alum Windows	2,000.00					2,000.00	
82	Remove Exist Window Wall	13,400.00		13,400.00		13,400.00	100.00	670.00
83	Storage of Exist. Window Wall	510.00		510.00		510.00	100.00	25.50
84	Reinstall Window Wall	12,980.00					12,980.00	
	Cumulative Subtotals	1,021,267.00	256,384.26	417,189.61	0.00	673,573.87	65.95	33,678.70

G703-1992

CONTINUATION SHEET

AIA DOCUMENT G703

PAGE 5 OF 6

AIA Document G702, APPLICATION AND CERTIFICATE FOR PAYMENT, containing Contractor's signed Certification, is attached. In tabulations below, amounts are stated to the nearest dollar. Use Column I on contracts where variable retainage for line items may apply.

APPLICATION NO.: GDA-00039
APPLICATION DATE: 1/8/2025
PERIOD TO: 1/10/2025
ARCHITECT'S PROJECT NO: 24153

A ITEM NO.	B DESCRIPTION OF WORK	C SCHEDULED VALUE	D WORK COMPLETED		F MATERIALS PRESENTLY STORED (NOT IN D OR E)	G TOTAL COMPLETED AND STORED TO DATE (D + E + F)	H BALANCE TO FINISH (C - G)	I RETAINAGE
			FROM PREVIOUS APPLICATION (D + E)	THIS PERIOD				
85	Lift for Windows & Window Wall	4,800.00		4,800.00		4,800.00	100.00	240.00
86	Re-work Exist. Alum Entry	1,500.00					1,500.00	
87	Doors & Frames Material	6,000.00		6,000.00		6,000.00	100.00	300.00
88	Door Hardware Materials	2,400.00		1,200.00		1,200.00	50.00	60.00
89								
90	CFMF Engineered Struct. Drngs	7,500.00	7,500.00			7,500.00	100.00	375.00
91	CFMF Materials	8,004.00		8,004.00		8,004.00	100.00	400.20
92	Insulation Materials	10,600.00	2,120.00			2,120.00	20.00	106.00
93	Exterior Sheathing Mat.	3,650.00		3,650.00		3,650.00	100.00	182.50
94	Interior Drywall Materials	5,929.00	3,913.14			3,913.14	66.00	195.66
95	Labor CFMF	26,400.00		26,400.00		26,400.00	100.00	1,320.00
96	Labor Insulation	7,680.00	1,536.00			1,536.00	20.00	76.80
97	Labor Ext. Sheathing	3,000.00		3,000.00		3,000.00	100.00	150.00
98	Lift for Ext. Sheathing	4,800.00		4,800.00		4,800.00	100.00	240.00
99	Labor Interior Drywall	18,000.00	11,880.00			11,880.00	66.00	594.00
100	Labor - rework W. Wall Opening	4,070.00		4,070.00		4,070.00	100.00	203.50
101	Acoustical Materials	4,623.00					4,623.00	
102	Acoustical Labor	8,275.00	827.50			827.50	10.00	41.38
103	Flooring & Base Materials	3,600.00					3,600.00	
104	Flooring Labor	10,600.00					10,600.00	
105	Painting Materials	3,300.00					3,300.00	
106	Paint Labor	13,215.00					13,215.00	
107								
108	Soffits - for Blinds Mat	2,620.00					2,620.00	
109	Labor - Soffits / Pockets	3,000.00					3,000.00	
110	White Boards / Tack Boards	3,000.00					3,000.00	
111	Labor White / Tack Brds.	1,200.00					1,200.00	
112	Window Shades - New and Exist	5,020.00					5,020.00	
	Cumulative Subtotals	1,194,053.00	284,160.90	479,113.61	0.00	763,274.51	63.92	38,163.74

G703-1992

PAGE 6 OF 6

ARCHITECT'S PROJECT NO: 24153

G703-1992



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

December 3, 2024 at 8:30 am

New London, CT

AGENDA

- | | | |
|---------|---|----------------------|
| 8:30 am | 1. WELCOME/CALL TO ORDER | <i>Dr. Brailey</i> |
| | <ul style="list-style-type: none">• Reconnecting | |
| 8:35 am | 2. Update from G. Donovan Associates | <i>Scott Donovan</i> |
| | <ul style="list-style-type: none">• Schedule and School Calendar• Front Door Access Estimation | |
| 8:45 am | 3. Important February Dates | <i>Dr. Spera</i> |
| | <ul style="list-style-type: none">• Rough timeline• Pottery Barn Update | |
| 9:00 am | 4. ADJOURNMENT | <i>Dr. Brailey</i> |

Interdistrict School for Arts and Communication Employment Contract of the Executive Director

It is hereby agreed by and between the Board of Directors (hereinafter called the "Board") for the Interdistrict School for Arts and Communications (hereinafter called "ISAAC") and Dr. Nicholas J. Spera (hereinafter called the "Executive Director") that the said Board does hereby employ Dr. Nicholas J. Spera as Executive Director of ISAAC and that Dr. Nicholas J. Spera hereby accepts employment as Executive Director upon the terms and conditions hereinafter set forth.

ARTICLE 1. CERTIFICATION

As a condition precedent to this Agreement taking full force and effect, the Executive Director shall hold and present to the Board a valid certificate issued by the State of Connecticut enabling him to serve as Executive Director (i.e. a 092 endorsement). Failure to provide said certificate shall make this Agreement null and void. Should any such certification terminate, and the Executive Director not otherwise hold valid certification to serve as Executive Director, this Agreement shall terminate immediately by its terms.

ARTICLE 2. DUTIES

The Executive Director is the chief executive agent of the Board. In harmony with the policies and directives of the Board, State Laws, and regulations of the State Department of Education, he has the general authority to act at his discretion, subject to later approval by the Board, upon all emergency matters and those as to which his powers and duties are not expressly limited or set forth by Board policy or contract. He advises the Board on policies and on plans that the Board takes under consideration and exercises initiative in presenting the Board with policy and planning issues recommended for the Board's attention.

The Executive Director, or his designee as approved by the Board, shall attend all meetings of the Board and of its committees and shall participate in all Board deliberations, except when matters relating to his own employment are under consideration.

ARTICLE 3. OUTSIDE PROFESSIONAL ACTIVITIES

The Executive Director may use his title, role, and school resources to undertake outside consultative work, speaking engagements, writing, lecturing or other professional duties and obligations provided such activities do not interfere with his responsibilities as Executive Director.

ARTICLE 4. TERM

The term of employment of Dr. Nicholas J. Spera as Executive Director shall be extended for a period of ten years, commencing immediately upon the agreement of this contract and continuing through June 30, 2035. Prior to February 1, 2026, the Board shall vote regarding whether the Board wishes to extend the term of this Agreement for a renewal of ten years or to consider renewal in subsequent years prior to the expiration of this contract on June 30, 2035.

As used in this Agreement, the term "year" or "contract year" shall mean the period from July 1 through June 30. All compensation, vacation and leave time in this Agreement shall be pro-rated for partial-years of service. As used in this Agreement, the term "per diem rate" shall be calculated by dividing the Executive Director's base annual salary by two hundred ten (210) days.

ARTICLE 5. COMPENSATION

The annual base salary of the Executive Director from July 1, 2024 through June 30, 2025 shall be in the sum of one hundred ninety-eight thousand five hundred eighty-two dollars (\$198,582.00) payable in biweekly installments in accordance with the established pay dates for ISAAC subject to the pro-rated calculation described in Section 4 of this Agreement.

A few months prior to February 1, 2026, respectively, the Board and the Executive Director shall enter into negotiations with respect to the Executive Director's terms of the contract. In the event that the Board and the Executive Director are unable to reach agreement on the extension of terms, the contract shall continue as written. With regard to the Executive Director's base salary for any particular year, base salary increases as written in Article 5, Section A, shall remain in effect for all preceding years.

A. Longevity Incentive

The Executive Director shall receive a 2% increase to his current annual base salary for the following contract year (i.e. 2024-25). This incentive will repeat for every interval of two years (every other year) while the Executive Director is in his position. A 4% increase in the Executive Director's base salary shall be given for all subsequent years between the longevity incentive years (FY 26: 4%, FY 27: 2%, FY 28: 4%, FY 29: 2%, FY 30: 4%, FY31: 2%).

B. Doctoral Degree

For possessing a doctorate degree from an accredited college or university, the Executive Director shall receive an annual amount of \$4,000 per year added to their base salary for each of the contract term years.

ARTICLE 6. BENEFITS

A. Sick Time

The Board shall provide the Executive Director with twenty-five (25) sick days annually. Unused sick days may accumulate to a maximum of three hundred (300) days. In the event of the Executive Director's voluntary separation from employment or retirement, the Board shall compensate the Executive Director at 25% of his per diem rate of pay for sick days earned during the contract year in which the Executive Director voluntarily separates from employment including the remaining unused as of the effective date of such voluntary separation. However, in order to be eligible for such compensation, the Executive Director must provide the Board with at least ninety (90) calendar days' notice prior to the effective date of his voluntary separation. The Executive Director may use sick days for family illness.

B. Vacation

The Board shall provide the Executive Director with twenty-eight (28) days of vacation annually beginning for the 2024-2025 school year and continuing throughout the length of the contract. Vacation days should be taken in a manner that does not impact the daily functions of the school. The Executive Director shall be paid for up to (15) fifteen days of unused vacation remaining on June 30th of each year of the contract at the per diem terms listed in Article 4 and the salary compensation stated in Article 5 of this contract. In addition, the Executive Director may additionally carry over all unused vacation days into the next contract year. At no time shall the Executive Director's total accumulation of vacation exceed sixty (60) days. For only during the contract year ending June 30, 2025, the Board shall pay the Executive Director any unused vacation days beyond the anticipated 60 that will be accumulated on July 1, 2025 for the days not used during the 2024-2025 school year. Payment for these days must be made on or before September 1, 2024 at the per diem terms listed in Article 4 and the salary compensation stated in Article 5 of this contract.

In the event of the Executive Director's voluntary separation from employment or retirement, the Board shall compensate the Executive Director at his per diem rate of pay for vacation days earned during the contract year in which the Executive Director voluntarily separates from employment including the remaining unused as of the effective date of such voluntary separation. However, in order to be eligible for such compensation, the Executive Director must provide the Board with at least ninety (90) calendar days' notice prior to the effective date of his voluntary separation.

C. Personal Days

The Executive Director may use up to eight (8) days of personal leave per year, in order to conduct personal business that cannot be conducted outside the day. These personal days are renewed annually beginning for the 2023-2024 school year and continuing throughout the length of the contract. Such days may not be accumulated or carried over into the next contract year. Personal days will not be paid out upon separation from employment for any reason. The board shall pay up to five days of unused personal days at the per diem rate as described in Article 4 of this agreement on July 1st.

D. Holidays

The Executive Director shall be entitled to the following seventeen (17) holidays: Labor Day, Columbus Day, Election Day, Veterans Day, Thanksgiving and the day after Thanksgiving, Christmas Eve, Christmas Day, New Year's Eve, New Year's Day, Martin Luther King Jr. Day, Presidents' Day, Washington's Birthday Observed, Good Friday, Memorial Day, Juneteenth, and Independence Day.

The Executive Director shall be paid at the per diem rate as described in Article 4 of this agreement for each holiday requiring the work of the Executive Director.

E. Retirement

1. The Executive Director's base annual salary shall be subject to required deductions for Connecticut State Teachers Retirement Board (TRB).

2. The board agrees to pay towards the four in a half (4.5) years of out of state and non-TRB in-state service that the Executive Director has accrued in his career while continuing to invest in his 403B retirement plan throughout the terms of the contract. This annual amount shall be 12% of his annual salary with payment made annually on July 1st as requested to the Executive Director's TRB or 403B account directly.

As per the agreement of Article 6 Section E.2, the Executive Director elects to waive the right to receive the ISAAC medical and dental insurance program, tuition reimbursement option, and disability insurance option. If the Executive Director wishes to receive the ISAAC medical and dental insurance program benefits, the Board and the Executive Director shall reach agreement on terms with regard to the reduction of the Executive Director's additional benefits found within Article 6 of this agreement.

F. Life Insurance

ISAAC shall provide for a term life insurance coverage in the amount of one million dollars (\$1,000,000) during the term of this Agreement. This coverage amount shall go into effect on or about March 1, 2022 and shall remain in place for the length of the terms.

G. Insurance Options

The Executive Director has elected to waive the right to receive medical and dental insurance options according to Article 6, section E.2 of this agreement. If the Executive Director elects to take advantage of the insurance options, they shall have the option to choose among available health insurance plans offered through the ISAAC Health Insurance Plan for family-level coverage.

The Executive Director may elect coverage no later than June 15, for each year covered by this Agreement, for the plan year starting on July 1. Upon receipt of such request, the Business Office will notify the appropriate insurance carrier(s) of the migration and take steps to have coverage(s) changed. All such enrollments or changes in enrollment shall be determined by the policies and rules of the applicable carrier(s). The policy descriptions contained in this Agreement are illustrative only and do not change the terms of the actual insurance policies.

If the Executive Director remains at ISAAC beyond January 1, 2026, the Board shall provide family-level coverage medical and dental insurance coverage for the Executive Director upon his request for the remainder of his life following the termination of employment at ISAAC.

Dental Plan

ISAAC shall pay eighty (80%) of the premium costs for Dental insurance for the Executive Director and any eligible dependents. The Executive Director shall pay twenty percent (20%) of the premium costs for such coverage. The employee contribution shall be made via payroll deduction and is valid during active employment only.

Health Insurance Payments

ISAAC shall pay eighty (80%) of the premium costs for health insurance for the Executive Director and any eligible dependents. The Executive Director shall pay twenty percent (20%) of the premium costs for such coverage. The employee contribution shall be made via payroll deduction, and is valid during active employment only.

H. Travel Allowance

Beginning for the 2025-2026 school year, ISAAC agrees to provide the Executive Director a travel allowance paid annually on July 1st at a rate of ten thousand dollars (\$10,000) per contract year. This rate shall increase two hundred and fifty dollars \$250 per year for the length of the contract.

I. Car Allowance

Beginning for the 2025-2026 school year, ISAAC shall provide the Executive Director with a monthly car allowance of eight hundred dollars (\$800) that will be paid during the first payroll of each month. This rate shall increase by fifty dollars (\$50) per month for each year of the length of the contract.

Conference Attendance/Professional Development/Participation on Boards

The Board of Directors reserves the right to request that the Executive Director attend national and/or regional professional development/conferences related to his role as Executive Director of a Charter School. The Executive Director may attend appropriate national school or regional school conventions/conferences with all expenses to be paid by the Board. For each fiscal year of this agreement, the Board will pay the full cost of the Executive Director maintaining professional membership to organizations that support and align to the duties assigned to the work of the Executive Director. The Executive Director will notify the Board Chairperson concerning the participation on any formal board for

any outside agency. The Board promotes the professional collaboration and development of the Executive Director if it does not negatively impact the operations of the school due to the attendance of the Executive Director during the school day.

ARTICLE 7. ADMINISTRATOR PROTECTION AGAINST LEGAL PROCEDURE

The Board shall indemnify the Executive Director from all legal claims, in accordance with the provisions of Section 10-235 of the Connecticut General Statutes, as said section may be amended from time to time.

The Board shall indemnify the Executive Director in the event they are assaulted while acting in the discharge of their duties, in accordance with the provisions of Section 10-236a of the Connecticut General Statutes, as said section may be amended from time to time.

ARTICLE 8. EVALUATION FORMAT

The Board shall evaluate and assess in writing the performance of the Executive Director at least once annually during the term of this Agreement. Said evaluation and assessment shall be reasonably related to the goals and objectives of ISAAC for the year in question. The evaluation shall follow the Board Policy 2010 that states that each year, the Board will evaluate the Executive Director in accordance with guidelines and criteria mutually determined and agreed upon by both the Board and the Executive Director.

ARTICLE 9. EVALUATION

The Board shall evaluate the Executive Director pursuant to the timeline established in the approved model for each contract year. In the event that the Board determines under the evaluation format that the Executive Director does not perform to professional standards, it shall describe in writing in reasonable detail, indicating specific instances, where appropriate, of said unprofessional performance. The evaluation shall include recommendations as to areas of improvement in all instances where the Board deems performance to be less than professional. A copy of the written evaluation shall be delivered to the Executive Director within thirty (30) days of its completion and the Executive Director shall have the right to make a written reaction or response to the evaluation which shall become a permanent attachment to the Executive Director's personnel file. Within thirty (30) days of delivery of the written evaluation to the Executive Director, the Board, in executive session, shall meet with the Executive Director to discuss the evaluation.

All evaluations shall be confidential to the extent provided by law.

ARTICLE 10. TERMINATION OF CONTRACT

- A. The parties may, by mutual consent, terminate the contract at any time.
- B. The Executive Director shall be entitled to terminate the contract upon written notice of ninety (90) days.
- C. In the event of termination for any reason, the Board shall pay the salary and additional benefits as set forth in this agreement through the dates set in this agreement but shall not pay any additional compensation or benefits after the final date of agreement found in Article 4.

ARTICLE 11. GENERAL PROVISIONS

- A. If any part of this Agreement is invalid, it shall not affect the remainder of said Agreement, but said remainder shall be binding and effective against all parties.
- B. This Agreement contains the entire agreement between parties. It may not be amended orally but may be amended only by an agreement in writing signed by both parties. Commencing upon signing, it supersedes all prior agreements between the parties.
- C. This Agreement shall be construed under the laws of the State of Connecticut.

The undersigned have executed this contract on the day of January 14, 2025.

Dr. Nicholas J. Spera
ISAAC Executive Director

Richard F. Muckle
ISAAC Board of Directors Chairperson



2025 ISAAC CURRICULUM COMMITTEE MEETING DATES
ALL MEETINGS TO BEGIN AT 2 PM

THURSDAY, MARCH 13, 2025

THURSDAY, MAY 29, 2025

THURSDAY, SEPTEMBER 4, 2025



2025 ISAAC BOARD OF DIRECTORS MEETING DATES
ALL MEETINGS TO BEGIN AT 4 PM

TUESDAY, JANUARY 14, 2025

TUESDAY, FEBRUARY 11, 2025*

TUESDAY, MARCH 18, 2025

TUESDAY, APRIL 22, 2025*

TUESDAY, MAY 20, 2025

TUESDAY, JUNE 10, 2025*

TUESDAY, SEPTEMBER 16, 2025

TUESDAY, OCTOBER 14, 2025

TUESDAY, NOVEMBER 18, 2025

* Moved for Vacation Breaks



2025 ISAAC GOVERNANCE COMMITTEE MEETING DATES
ALL MEETINGS TO BEGIN AT 9 AM

WEDNESDAY, FEBRUARY 7, 2025

WEDNESDAY, AUGUST 14, 2025

WEDNESDAY, NOVEMBER 13, 2025