



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

March 19, 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 January BOD Meeting
- Approval of Minutes from the February Special Meet BOD Meeting
- Approval for Payment to G. Donovan Construction for \$297,244.86
- Acceptance of Executive Director Mid-Year Goals Reflection
- Acceptance of the Year-to-Date Profit/Loss Financial Report for February 2025

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 & Lottery Results for 2025
- 3e. Hiring Update
- 3f. Budget Process Outlook

4:15 pm

4. SUBCOMMITTEE REPORTS

4a. FINANCE

Treasurer L. Muller

- Finance Update - March Minutes

4b. SCHOOL BUILDING

Chairman R.F. Muckle

- Approval for Payment to G. Donovan Construction for \$297,244.86 (CONSENT)

4:20 pm

5. NEW BUSINESS

Chairman R.F. Muckle

5a. Update Regarding Cell Phone Policy

Dr. Spera

5b. Requirements for Submitting Healthy Food Certification Statement for 2025-26

a. Participation in the Healthy Food Option

Motion: Pursuant to C.G.S. Section 10-215f, the ISAAC Board of Directors certifies that all food items offered for sale to students in the schools under its jurisdiction, and not exempted from the Connecticut Nutrition Standards published by the Connecticut State Department of Education, will comply with the Connecticut Nutrition Standards during the period of July 1, 2025, through June 30, 2026. This certification shall include all food offered for sale to students separately from reimbursable meals at all times and from all sources, including but not limited to school stores, vending machines, school cafeterias, culinary programs, and any fundraising activities on school premises sponsored by the school or non-school organizations and groups.

Possible Motion: Motion, so moved, with a 'YES' vote



b. Allowance of Food and Beverage Exemptions

Possible Motion: The IS AAC Board of Directors will allow the sale to students of food items that do not meet the Connecticut Nutrition Standards provided that the following conditions are met: 1) the sale is in connection with an event occurring after the end of the regular school day or on the weekend; 2) the sale is at the location of the event; and 3) the food items are not sold from a vending machine or school store. An “event” is an occurrence that involves more than just a regularly scheduled practice, meeting, or extracurricular activity. For example, soccer games, school plays, and interscholastic debates are events but soccer practices, play rehearsals, and debate team meetings are not. The “regular school day” is the period from midnight before to 30 minutes after the end of the official school day. “Location” means where the event is being held and must be the same place as the food sales.

Possible Motion: Motion, so moved, with a ‘YES’ vote

4:30 pm

6. ADJOURNMENT

Chairman R.F. Muckle



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

January 14, 2025 at 4:00 pm via ZOOM

New London, CT

This meeting was held virtually

In Attendance: Dr. Nicholas J. Spera, Richard Muckle, Shannon Lougee, Amy Geary, Audrey Leone, Dr. Richard Sanders, Lee Muller, Michael Spellman, Tanya Collins, Kevin Booker, Elizabeth Bumgardner, Dr. David Brailey, Amanda Grundy

MINUTES

- 4:00 pm **1. WELCOME/CALL TO ORDER** *Chairman R.F. Muckle*
1a. Establishment of Quorum – *quorum established*
1b. Public Comment – *no public comment*
- 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

Motion: Approve and accept all items on the consent agenda
Moved: L. Muller; 2nd: K. Booker; Discussion: none; In Favor: 5; Opposed: none; Abstentions: 2
- 4:03 pm **3. EXECUTIVE DIRECTOR REPORT** *Dr. Spera*
3a. CSDE Report Update
The team has been working on reports and gathering data to report to CSDE, next report will be in February.
3b. Grant Update
Erica Robb and Mercedes Alger have been working on ordering with the 4th and 5th grade expansion grant.
3c. Legislative Update
Planning a meeting with legislators at the school, similar to what we had last year.
3d. Student Recruitment 2025
We have 119 applications so far, recruitment email/mailings will be going out.
3e. Hiring Update
No update for hiring. Posting has been made for 5th grade teacher.
3f. Budget Process Outlook
Process has begun with SpEd rates considered.
- 4:15 pm **4. SUBCOMMITTEE REPORTS**
4a. FINANCE *Treasurer L. Muller*
 - Finance Update - January Minutes
Audit has been completed. Audrey shares results with BOD, 0 federal findings and 0 state findings. Audrey commends us for having 0 findings and good planning
4b. SCHOOL BUILDING *Chairman R.F. Muckle*
 - Approval for Payment to G. Donovan Construction for \$534,678.14 (CONSENT)
Approved in consent agenda

4:20 pm

5. NEW BUSINESS

Chairman R.F. Muckle

Doherty, Beals & Banks

5a. Annual Auditor Results

Audrey presented in finance report item 4a.

Motion: Accept the 990 Form (return of organizational exempt from income tax) as prepared by the auditors and Approve Financial Statement

Moved: L. Muller; 2nd: D. Brailey; Discussion: none; In Favor: all; Opposed: none; Abstentions: None

Motion Carries by unanimous voice vote

5b. Special Education Billing Rate for 2024-2025

Dr. Spera

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

Moved: D. Brailey; 2nd: L. Muller; Discussion: none; In Favor: all; Opposed: none; Abstentions: None

Motion Carries by unanimous voice vote

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

Dr. Spera

Dr. Spera shares different options for future cell phone bands and asks what the Boards thoughts are. There is currently a no cell phone in the classroom policy stated in Parent/Student Handbook.

Conversation ensued

4:45 pm

6. ADJOURNMENT

Chairman R.F. Muckle

Motion: To Adjourn

Moved: L. Muller; 2nd: e. Bumgardner; Discussion: none; In Favor: all; Opposed: none; Abstentions: None

Motion Carries by unanimous voice vote



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

February 3, 2025 at 9:00 am via ZOOM

New London, CT

*This meeting will be held virtually

MINUTES

PRESENT: R. Muckle, M. Spellman, Dr. Sanders, E. Bumgardner, K. Booker, B. Buscetto, A. Grundy, S. Lougee

9:00 am **1. WELCOME/CALL TO ORDER** *Chairman R.F. Muckle*

9:01 am **2. Executive Session to Discuss a Confidential Student Matter**
 • *Motion: To move into Executive Session to discuss a student matter and invite Dr. Spera.*
FIRST MOTION: BUSCETTO, SECOND MOTION: SANDERS
VOTE: ALL IN FAVOR - MOTION PASSES

 • *Motion: To accept the written agreement between Dr. Spera and the student's family*
FIRST MOTION: SANDERS, SECOND MOTION: BOOKER
VOTE: YEA: 6, NEA: 0, ABS: 2 (LOUGEE, GRUNDY) - MOTION PASSES

9:15 am **3. ADJOURNMENT** *Chairman R.F. Muckle*
FIRST MOTION: BUSCETTO, SECOND MOTION: BOOKER
VOTE: ALL IN FAVOR - MOTION PASSES



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

March 18, 2025 at 4:00 pm

New London, CT

AGENDA

- | | | |
|---------|--|--------------------------------|
| 4:00 pm | 1. WELCOME/CALL TO ORDER | <i>Finance Chair L. Muller</i> |
| 4:02 pm | 2. FINANCIAL REVIEW <ul style="list-style-type: none">• Year-to-date February 28 2025 Profit/Loss | <i>E. Robb</i> |
| 4:10 pm | 3. CONSTRUCTION PROJECT <ul style="list-style-type: none">• G Donovan payment request #3 - \$297,244.86 (to be paid upon receipt of loan funds once approved by BOD and DIME Bank) | <i>N. Spera</i> |
| 4:15 pm | 4. GRANTS and OTHER UPDATES <ul style="list-style-type: none">• Charter Schools Program (CSP) Grant:<ul style="list-style-type: none">• Board attendance at CSP events• PEGPETIA grant – applied for Chromebooks & computer lab equipment. Expect approximately \$15,000.• Lottery / enrollment | <i>N. Spera</i> |
| 4:25 pm | 5. ADJOURNMENT | <i>Finance Chair L. Muller</i> |



ISAAC Executive Director Mid-Year Reflection

TO: Chairman Richard Muckle & Vice-Chairman Michael Spellman

FROM: Dr. Nicholas J. Spera

DATE: February 28, 2025

SUBJECT: Formative Mid-Year Review

It is with great reflection, time, and hard work that I provide the status and progress for the completion of my three major goals that were established for the 2024-2025 school year. These goals are aligned with the goals of our district and strategic plan along with the charter renewal. For each of the three goals, I have created a quick reference qualitative summary that provides a snapshot regarding the progress and/or completion found within each goal. For most of bullet points listed within each subsection of goals 1 and 2 have been completed. For goal 3, much of the work is on-going and is a reflection of my practice with the board and the behind the scenes work that is known intimately by the chairperson and other members of the board. In summary, based on the progress and completion made on the measurable goals and the other goals that are consistent with the daily responsibilities and expectations for any superintendent/executive director, I am not making any recommendations for the adjustments of these goals.

GOAL 1: Educational Leader Practice

1.1: Shared Vision, Mission and Goals — Leaders collaboratively develop, implement, and sustain the vision, mission, and goals to support high expectations for all students and staff.

1.2: Curriculum, Instruction and Assessment — Leaders develop a shared understanding of standards-based best practices in curriculum, instruction, and assessment.

1.3: Continuous Improvement — Leaders use assessments, data systems and accountability strategies to monitor and evaluate progress and close achievement gaps.

2.2: Professional Learning — Establishes a collaborative professional learning system that is grounded in a vision of high-quality instruction and continuous improvement through the use of data to advance the school or district's vision, mission and goals.

This goal contains several examples of accomplishment that is led by the demands and requirements of from the results of the Charter Renewal and the established improvement plan. I am incredibly grateful for the hard work and collaboration that occurred within our central office staff, administrative team, members of the SDE staff, and the Board of Directors that allows us to accomplish the goals set forth in our action plan. In addition, all of the documents and data that the State Department of Education mandates continue to be completed in a timely manner. Our Core Academic Coach/SRBI Coordinator, Lisa Lazarou, has taken on the task to ensure the Professional Learning Community model is being completed with fidelity. This includes a collaborative hands-on approach to curriculum revisions based on student assessment data. This school year marks the fourth full year of the master schedule that was created to maximize instruction, decrease class size, and maximize the number of certified teachers and staff to allow for student success. This class schedule has proven to be a positive achievement with increased academic achievement scores, and improved expectations coupled with low core course failures. In addition, the new STEM elective offerings have been met with great success. This includes the aquarium science program that has been expanded this year with a new course offering, Honors Marine Science. All of the elective courses are full and students are enjoying the opportunity to explore their interests in any of the STEAM offerings. In addition, the inclusion of providing a study hall for students allows for additional supports in academics and emotionality. Following the pandemic, we instituted an opportunity for students to talk to one another while pushing the rigor and practice of academics with homework. Given the low number of failures and high levels of honor roll success, this model is working as planned. The 4th grade expansion has been magnificent! Our Director of Elementary Education, Mercedes Alger, is the hardest working and most talented educator I have ever witnessed. As I support her work with daily discussions, it is

apparent that her role as an administrator in our building is a major win for years to come. She has been masterful in providing our 4th graders with the highest level of success imaginable. As we move to next year's expansion with 4th and 5th grade, I am hopeful that we can do much of the planning of curriculum and lessons during the summer months with the additional money from the grant.

Below is the table that lists all of the subsections within goal one along with the current status:

GOAL ONE SUBSECTIONS	CURRENT STATUS	ANTICIPATED COMPLETION DATE
Discuss, draft, and present the 2024-2025 ISAAC district and school goals to the Board of Directors	COMPLETED	N/A
Create and submit the necessary documents in compliance with the Charter Renewal Visit	COMPLETED	N/A
Revise a School Improvement and Performance Plan that aligns to the school's Core Values, Beliefs about Learning, and Vision of the Graduate statement and the Teacher Evaluation System	COMPLETED	N/A
Lead ISAAC towards the expansion of 4 th and 5 th grades	ONGOING	AUGUST 2025
Ensure the template for written curriculum is drafted in a consistent format for all courses in all departments throughout ISAAC	ONGOING	AUGUST 2025
Create professional development opportunities that enhance the development of curriculum and instruction.	COMPLETED August, November, & February	Two More PD Days Remaining May & June 2025
Cultivate a sense of urgency and commitment to improving the performance of all students through the development of SBAC and NGSS styled assessments by creating an action plan for the areas in need of improvement	ONGOING	CONTINUOUS
Guide and participate on the SRBI Team that includes systems for identifying, tracking, and providing supports that ensures that all students can succeed	COMPLETED	N/A
Ensure the system of Professional Learning Communities by discipline is established to allow teachers to develop curriculum, improve instruction, and create and discuss formative and summative assessments	COMPLETED	N/A
Design a master schedule that provides opportunities for teachers and students to be safe while having collaboration time to meet in Professional Learning Communities	COMPLETED	N/A

GOAL 2: Organizational Management Practice

2.1: Recruitment, Selection, and Retention — Recruits, selects, supports, and retains effective educators needed to implement the school or district's vision, mission, and goals.

2.3 Observation and Performance Evaluation — Ensures high-quality, standards-based instruction by building the capacity of educators to lead and improve teaching and learning.

3.1 Operational Management — Strategically aligns organizational systems and resources to support student achievement and school improvement.

3.2 Resource Management — Establishes a system for fiscal, educational and technology resources that operate in support of teaching and learning.

My work with Erica Robb as our Director of Finance continues to be vital to the success of our operations and fiscal management. Our special education billing methodology is in its fifth round of implementation. In addition, we are now in year four of the 5-year, \$850,000 CCLC afterschool grant along with a nearly \$300K enhancement grant that has brought on three new vans, a professional printer, and musical instruments. With the questions regarding future federal funding for programs like CCLC, we are beginning to look at how we can adjust the budget so that these important programs do not lose funding. Tanya Collins continues to excel in the Human Resources role. This continues to be impactful with the refinement of resources and systems that make more sense for a school our size. Her professionalism and follow-through are tremendous. In compliance with CSDE, her role as an evaluator of teachers was greatly lessened due to her role as an HR Director. Moreover, I am proud of our attention and continued focus on finding the best teachers and staff while targeting and recruiting minority applicants. Our hiring of experienced certified teachers continues to be an important step towards improving our student achievement in academics. In my 5 four years as Executive Director, I have

hired 45 employees for which nearly a third are professionals of color or minority background. Our school leadership team of Tanya, Amy, Mercedes, and Tucker have been working closely with me as they develop systems that are effective, efficient, and sustainable. I am proud of the growth and willingness to collaborate and improve their practice through my mentoring. Especially as we realign our roles during the ongoing investigation, the school culture and climate has never wavered. Our Emergency Crisis & Emergency Plan continues to be refined to ensure the safety and security of our most precious assets at ISAAC. The promotion and new role and expectations of Bobby Harris as the Dean of Safety, Security, and Residency has been incredibly helpful and instrumental with the behaviors in the classroom as well as the school culture and climate. In addition, our newest hire of Derek Robertson as our Assistant Director of Safety has been instrumental to ensuring that teachers and students have the support they need. Our suspension rates for the school year continue to be reduced. Moreover, our decision to arm two safety personnel and partner with the New London Police Department has been a success. Our bond with NLPD has never been stronger along with the positive feedback from our parents. In addition, our e-rate continues to be beneficial as we are receiving 90% off of the costs of increased internet speed. Our facilities have greatly improved thanks to the talents and effort of Tino Rodriguez and the members of the maintenance service. We have easily saved well over \$200,000 in infrastructure improvements with our in-house work which has been completed at a fraction of the cost. Our in-house construction projects such as the main office redesign, bathroom remodel, creation of an SRBI Room and Dance/Theatre Room, 4th grade classrooms, mental health staff offices and the latest expansion of three additional classrooms have been instrumental in the operation and ability to meet the demands of our Strategic Plan. The construction project for the expansion of the 4th and 5th grades is ongoing and has been the major focus of my work due to the design and build method that was chosen. Based on the last building project, I am pleased with the progress of the project as we head into month six with an anticipated two to three months remaining in the project. My goal is to be able to receive a temporary certificate of occupancy at the end of March 2025 with full completion in May 2025. The addition of the \$700k GSCT grant for our 4th and 5th grade expansion will prove to be beneficial as we continue to wait for deliveries of furniture and supplies. The addition of transportation for all 4th and 5th graders will be a new avenue for us at ISAAC. This could be a future goal for me next year. At the end of April 2025, we will receive our first audit that is a mandated aspect of the grant. I continue to take on the management of the food service. The success of the program has been due to the staff and the partnership with US Foods that allows for us to serve a higher quality product to our students and staff every day. Moreover, the food service has been fiscally beneficial to the school. The state approved for us to install the generator using the surplus of dollars from the food service program. As we finalize a quote for this, this will provide insurance for our food assets. Below is the table that lists all the subsections of goal two:

GOAL TWO SUBSECTIONS	CURRENT STATUS	ANTICIPATED COMPLETION DATE
Establish and use effective methodologies for hiring, developing, and retaining staff	ONGOING	CONTINUOUS
Utilize multiple channels to identify the most effective leaders and teachers, and strategically place them into positions based on knowledge, experience, and the needs of our students and faculty (ex. SRBI, Bilingual Program, Advisory)	ONGOING	CONTINUOUS
Mentor and support the school administrators including the new interim principal	ONGOING	CONTINUOUS
Ensure the new comprehensive evaluation and accountability system is completed with fidelity	ONGOING	CONTINUOUS
Ensure the school is in compliance with all teachers holding the appropriate certifications necessary	COMPLETED	N/A
Provide opportunities for staff members to grow as leaders within the school for the purpose of retention of the professional staff	COMPLETED	N/A
Develop a system that allows for peer-to-peer observation through the PLC model and reflection of the practice on a monthly basis	COMPLETED	N/A
Evaluate teacher effectiveness according to the ISAAC Evaluation Plan that includes review of teacher SLOs and completed evaluations for all certified staff	ACTIVE	MAY 2025
Revise and implement a crisis management plan that allows for systematic and appropriate decision making, communication, and resource allocations for crisis or emergency situations including student self-harm, school violence, DCF, and COVID-19 related scenarios.	COMPLETED	CONTINUOUS

Deliver and ensure the comprehensive Emergency Crisis & Safety Plan that meets state and federal laws and best practices used in surrounding school districts	COMPLETED	N/A
Provide oversight of the facilities management system that ensures the delivery of all programs in a safe and healthy environment	ONGOING	CONTINUOUS
Recommend, facilitate, and oversee the infrastructure and facility upgrades with the appropriate vendors, staff members, and construction companies	ACTIVE	N/A
Oversee the new building expansion project in collaboration with the building committee	ACTIVELY ENGAGED	May 2025
Collaborate with multiple stakeholders to develop a fiscally responsible overall budget that supports the improvement goals and operations of ISAAC	ONGOING	CONTINUOUS
Ensure that the Special Education Billing Methodology that was approved by SDE is being completed with fidelity along with the appropriate cycles for billing	ONGOING	June 2025
Certify that the use of grants including the 21CCLC and GSCT Grant allows ISAAC to remain at the forefront in its offerings, experiences, and future	ONGOING	CONTINUOUS UPDATING
Oversee the Food Service Operations and its fiscal management in collaboration with staff	ACTIVELY ENGAGED	CONTINUOUS

GOAL 3: Community and Board of Directors

4.1: Family, Community and Stakeholder Engagement — Uses professional influence to promote the growth of all students by actively engaging and collaborating with families, community partners and other stakeholders to support the vision, mission and goals of the school and district.

4.2: School Culture and Climate — Establishes a positive and inclusive climate for student achievement, as well as high expectations for adult and student conduct.

4.3: Equitable and Ethical Practice — Maintains a focus on ethical decisions, cultural competencies, social justice, and inclusive practice for all members of the school/district community.

Throughout my tenure at ISAAC, I have been fortunate to have developed close relationships with several members of the Board of Directors. These relationships have grown greatly as I enter into my fifth year at ISAAC. My personal growth has been in making sure that my communication with the board is transparent and succinct. I have been able to use feedback from members of the executive team and mentoring advice from local superintendents. Especially this year, several situations have arisen that have resulted in ensuring that my relationship with the teachers' union and the CEA remains transparent and honest. For some of these situations, I have worked closely with our board attorneys to ensure that we are responding and ensuring that accountability and response to situations are appropriate and legally advised. My relationship with the Chairman of the Board has developed into consistent conversations with updates and/or responses to unique situations. Throughout the school year, my attention has been focused on the new expansion of the school and ensuring that our lottery remains strong. I am so proud of our advisory curriculum that is focused on important social-emotional learning of our students in-person and at home with a lens on diversity, cultural competencies, and social justice. We have developed a partnership that has been extremely beneficial for the organization and my continued leadership. Our leadership team's message remains consistent in living our core values and beliefs about learning with all interactions and communications with staff, students, families, and the community. This includes us keeping the priority on ensuring we are preparing all graduates of ISAAC with the necessary skills and achievement needed to be successful in high school. Our leadership team has focused on promoting a fun and inclusive learning and working environment while building a culture of accountability on student achievement that has not existed before. Although this task has been challenging in the past few years and most recent months with those resisting accountability, I have noticed a tremendous shift in the culture and climate that has changed in year 5 with the addition of a positive staff who believes in our path towards success. Our recent survey was extremely strong as shared with the Board of Directors a few months ago. I am confident that even as our leadership team will change next year at ISAAC, our consistency in systems and measures for accountability in teacher and staff performance will benefit the school and more importantly, our students. I am fortunate to have the support of the board to continue the accomplishment of one of the most successful

choice middle schools in the state. Below is the table that lists all the subsections of goal three along with the current-status and anticipated completion, if applicable.

GOAL THREE SUBSECTIONS	CURRENT STATUS
Keep board informed and updated on educational issues, needs and operations, and/or appropriate information about ISAAC	ONGOING
Build and maintain positive working relationships with board members, community partners, and other stakeholders	ONGOING
Engage with state legislative politicians to support the financial future of ISAAC	ONGOING
Revise and implement a comprehensive social-emotional curriculum that will be delivered to all students that is aligned to national standards	ONGOING
Effectively anticipate and respond to challenges and conflicts and remain focused on the vision of high expectations when faced with adversity	ONGOING
Builds a culture of accountability and hard work by focusing our efforts on the student achievement	ONGOING
Ensure that student and staff health and safety remain a priority in the decision-making process	ONGOING
Maintain the highest standards of professional conduct by holding high expectations of self and others	ONGOING

INTERDISTRICT SCHOOL FOR ARTS AND COMMUNICATION

as of Mar 14, 2025

Statement of Activities (Profit & Loss)

February 28, 2025

	Current Yr		Prior Yr		%		*includes 4th Gr * approved Nov 2024 REVISED BUDGET	%	
	Feb 25		Feb 24		% Change		24-25 Full Year	% of Budget	
TOTAL REVENUES	4,679,747		3,847,172		21.6%		7,000,204	66.9%	
SALARIES	2,541,796		2,110,421		20.4%		4,240,407	59.9%	
FRINGE BENEFITS	15.5%	392,843	17.6%	371,184	5.8%		671,916	58.5%	
TOTAL SALARIES + FRINGE BENEFITS	2,934,639		2,481,605		18.3%		4,912,323	59.7%	
<i>Employee Costs as % of Revenue</i>	62.7%		64.5%				70.2%		
PROFESSIONAL SERVICES	103,998		65,828		58.0%		147,402	70.6%	
FACILITIES COSTS	122,039		138,404		-11.8%		223,209	54.7%	
GENERAL OPERATING COSTS	90,126		69,115		30.4%		151,760	59.4%	
SUPPLIES (incl Food Services)	214,721		220,331		-2.5%		420,293	51.1%	
TECHNOLOGY & CAPITAL EXPENSES	866,738		326,719		165.3%		1,022,456	84.8%	
OTHER EXPENSES (incl Student Activities)	19,978		18,191		9.8%		29,362	68.0%	
UNANTICIPATED EXPENSE / CONTINGENCY	-		-		0.0%		50,000	0.0%	
DEBT SERVICE (PRINCIPAL & INTEREST)	128,436		100,189		28.2%		200,166	64.2%	
TOTAL EXPENDITURES	4,480,675		3,420,383		31.0%		7,156,971	62.6%	
NET ORDINARY INCOME (before Carryforward)	199,072		426,789						
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	355,839		492,209				-		

APPLICATION AND CERTIFICATE FOR PAYMENT

AIA DOCUMENT G 702

PAGE 1 OF 6

TO OWNER: ISAAC School
Dr. Nicholas J. Spera
190 Governor Winthrop Blvd
New London, CT 06320

PROJECT: ISAAC School Phase 2
ISAAC School
190 Governor Winthrop Blvd.
New London, CT 06320

APPLICATION NO.: GDA-00039
PERIOD TO: 3/14/2025
PROJECT NOS.: 24153

Distribution to:

☒ OWNER
☐ ARCHITECT
☒ CONTRACTOR

FROM CONTRACTOR: G. Donovan Associates, Inc.
PO Box 50
North Franklin, CT 06254

VIA ARCHITECT:

CONTRACT DATE: 10/21/2024

CONTRACT FOR:

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 \$ 1,201,506.35
(Column G on G 703)
5. RETAINAGE:
a. 5.00 % of Completed Work \$ 60,075.35
(Columns D + E on G 703)
b. % of Stored Material
(Column F on G 703)
Total Retainage (Line 5a + 5b or Total in Column I of G 703) \$ 60,075.35
6. TOTAL EARNED LESS RETAINAGE \$ 1,141,431.00
(Line 4 less Line 5 Total)
7. LESS PREVIOUS CERTIFICATES FOR PAYMENT \$ 844,186.14
(Line 6 from prior Certificate)
8. CURRENT PAYMENT DUE \$ 297,244.86
9. BALANCE TO FINISH, INCLUDING RETAINAGE \$ 406,107.00
(Line 3 less Line 6)

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:

State of: Connecticut

County of: New London

Subscribed and sworn to before me this 14th day of March, 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: 3/11/2025

PERIOD TO: 3/14/2025

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		H BALANCE TO FINISH (C - G)	I RETAINAGE
			FROM PREVIOUS APPLICATION (D + E)	THIS PERIOD		TOTAL COMPLETED AND STORED TO DATE (D + E + F)	% (G / C)		
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	54,900.00	32,940.00		87,840.00	80.00	21,960.00	4,392.00
06	Project Management	32,848.00	16,424.00	9,854.40		26,278.40	80.00	6,569.60	1,313.92
07	Testing - By Owner								
08	Special Inspections - By Owner								
09	Temporary Protections - Site	9,600.00	9,600.00			9,600.00	100.00		480.00
10	Site Facilities & Supports	7,945.00	3,178.00	3,178.00		6,356.00	80.00	1,589.00	317.80
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	7,262.37	7,323.63		14,586.00	85.00	2,574.00	729.30
18	Site Drainage - Materials	21,789.00	21,789.00			21,789.00	100.00		1,089.45
19	Labor Site Drainage	24,580.00	24,580.00			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	31,160.00			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 Mat.s	23,640.00	23,640.00			23,640.00	100.00		1,182.00
25	Ridgid 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	304,270.37	53,296.03	0.00	357,566.40	88.42	46,812.60	17,878.32

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: 3/11/2025

PERIOD TO: 3/14/2025

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		H BALANCE TO FINISH (C - G)	I RETAINAGE
			FROM PREVIOUS APPLICATION (D + E)	THIS PERIOD		TOTAL COMPLETED AND STORED TO DATE (D + E + F)	% (G / C)		
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	24,212.00			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		10,000.00	100.00		500.00
	Cumulative Subtotals	709,599.00	447,405.37	63,296.03	0.00	510,701.40	71.97	198,897.60	25,535.07

G703-1992

CONTINUATION SHEET

AIA DOCUMENT G 703

PAGE 4 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: 3/11/2025

PERIOD TO: 3/14/2025

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		H BALANCE TO FINISH (C - G)	I RETAINAGE
			FROM PREVIOUS APPLICATION (D + E)	THIS PERIOD		TOTAL COMPLETED AND STORED TO DATE (D + E + F)	% (G / C)		
57	Labor Scaffold Up & Down	10,000.00						10,000.00	
58									
59									
60	Mat's-Brms.-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.Mtls- 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		13,227.00	100.00		661.36
69	Rough Carp. Labor	15,245.00		14,482.75		14,482.75	95.00	762.25	724.14
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		14,064.00		14,064.00	60.00	9,376.00	703.20
75	Warranty	2,500.00		2,500.00		2,500.00	100.00		125.00
76	Lift / Hoist Roofing Scope	4,800.00		2,400.00		2,400.00	50.00	2,400.00	120.00
77	Caulking-Sealants Roofing	3,635.00		3,635.00		3,635.00	100.00		181.75
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		12,980.00	100.00		649.00
	Cumulative Subtotals	1,021,267.00	673,573.87	119,971.28	0.00	793,545.15	77.70	227,721.85	39,677.27

G703-1992

CONTINUATION SHEET

AIA DOCUMENT G 703

PAGE 5 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: 3/11/2025

PERIOD TO: 3/14/2025

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		H BALANCE TO FINISH (C - G)	I RETAINAGE
			FROM PREVIOUS APPLICATION (D + E)	THIS PERIOD		TOTAL COMPLETED AND STORED TO DATE (D + E + F)	% (G / C)		
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		2,400.00	100.00		120.00
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	8,480.00		10,600.00	100.00		530.00
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	2,015.86		5,929.00	100.00		296.45
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	6,144.00		7,680.00	100.00		384.00
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	6,120.00		18,000.00	100.00		900.00
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		4,623.00	100.00		231.15
102	Acoustical Labor	8,275.00	827.50	5,378.75		6,206.25	75.00	2,068.75	310.32
103	Flooring & Base Materials	3,600.00		3,600.00		3,600.00	100.00		180.00
104	Flooring Labor	10,600.00						10,600.00	
105	Painting Materials	3,300.00		3,300.00		3,300.00	100.00		165.00
106	Paint Labor	13,215.00		4,360.95		4,360.95	33.00	8,854.05	218.05
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	763,274.51	165,193.84	0.00	928,468.35	77.76	265,584.65	46,423.44

G703-1992

CONTINUATION SHEET

AIA DOCUMENT G 703

PAGE 6 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: 3/11/2025

PERIOD TO: 3/14/2025

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		H BALANCE TO FINISH (C - G)	I RETAINAGE
			FROM PREVIOUS APPLICATION (D + E)	THIS PERIOD		TOTAL COMPLETED AND STORED TO DATE (D + E + F)	% (G / C)		
113									
114	HVAC Design - Sub's	7,500.00	7,500.00			7,500.00	100.00		375.00
115	HVAC Equipment-Curbs-Isolation	80,000.00	40,000.00	8,000.00		48,000.00	60.00	32,000.00	2,400.00
116	HVAC - Labor	31,000.00		31,000.00		31,000.00	100.00		1,550.00
117	Crane - Equipment Set	7,500.00		3,750.00		3,750.00	50.00	3,750.00	187.50
118	Plumbing Roof Drains Mat	12,000.00		12,000.00		12,000.00	100.00		600.00
119	Plumbing Faucet-Sinks-Pipe	1,200.00						1,200.00	
120	Plumbing Labor	21,800.00		17,440.00		17,440.00	80.00	4,360.00	872.00
121									
122	Sprinkler Engineered Drngs-BI	2,500.00	2,500.00			2,500.00	100.00		125.00
123	Sprinkler Pipe-Heads-etc..	3,000.00		3,000.00		3,000.00	100.00		150.00
124	Sprinkler Sub Labor	4,500.00		3,825.00		3,825.00	85.00	675.00	191.25
125									
126	Electrical F/A Drawings - FM	3,500.00	3,500.00			3,500.00	100.00		175.00
127	Electrical Product Data	1,500.00	1,500.00			1,500.00	100.00		75.00
128	Elect. Mat.-Pipe-Wire-Fixtures	5,500.00		5,500.00		5,500.00	100.00		275.00
129	Fire Alarm Equip.-Prog-Tie In	5,000.00		5,000.00		5,000.00	100.00		250.00
130	Labor-Electrical & Fire Alarm	21,300.00		15,975.00		15,975.00	75.00	5,325.00	798.75
131	Demobilize	5,000.00						5,000.00	
132	GDA - Fee for Work Performed	140,685.00	70,342.50	42,205.50		112,548.00	80.00	28,137.00	5,627.41
133									
134									
135									
Application Totals		1,547,538.00	888,617.01	312,889.34	0.00	1,201,506.35	77.64	346,031.65	60,075.35

G703-1992

BOD PUBLIC COMMENT

From: Katie Hallisey
Sent: Wednesday, February 5, 2025 11:23 AM
To: Public Comments <publiccomments@isaacschool.org>
Subject: Concerns from an ISAAC Parent

Good Morning ISAAC Board of Directors,

I am reaching out as a concerned parent. The article in The Day paper, outlining allegations from two administrators about each other and other adults in the building was concerning. However, it was even more disappointing to not hear anything from the school and/or Board.

We have had nothing but a positive experience at ISAAC the last year and a half, from interactions with teachers and staff/admin, school offerings and classroom opportunities. Communication has always been a vital component. This includes phone calls and texts from teachers, newsletters and school reminders. It has been a safe and trusting community. There is even a statement on the ISAAC website that coincides with this sentiment. *"Our community is our most important asset, whether it is within our immediate ISAAC family or in the cities and towns that surround us in the southeastern Connecticut region. We are a stronger institution because of these individual and organizational connections."*

A simple statement from the Board can go a long way to reassure concerned parents/guardians. It will only continue to strengthen a safe and welcoming environment for all students, teachers and staff, one that ISAAC has long since prided itself on.

My Best,
Katie Hallisey