



NEW HAVEN PUBLIC SCHOOLS  
**AGREEMENT COVER SHEET**

**Cover Sheet is an Internal Document for Business Office Use**

**Please Type**

Contractor full name: Grinand Bare LLC

Doing Business As, if applicable:

Business Address: 2389 Main St., STE 100, Glastonbury CT 06033

Business Phone: (603) 702-0517

Business email: christian.shaboo@gmail.com

Funding Source & Acct # including location code: 2531-6393-56694-0066 (SIG)

Principal or Supervisor: Cari Strand

Agreement Effective Dates: From 01/10/23. To 06/30/23.

Hourly rate or per session rate or per day rate. \$150/hr.

Total amount: \$22,500.00 (25 hr/month for 6 months)

Description of Service: Please provide a one or two sentence description of the service. *Please do not write "see attached."*

Activity 1: Build, collaborate, and support current HSC programming focused on student leadership.

Activity 2: One-on-one and small group coaching around leadership skills for students and coaching around supporting student leadership for some faculty members. Activity 3: Ongoing organizational support with HSC leadership team regarding student leadership systems and structures.

Submitted by: Cari Strand Phone: 475-220-6200



NEW HAVEN PUBLIC SCHOOLS

## Memorandum

**To:** New Haven Board of Education Finance and Operations Committee  
**From:** Cari Strand, Building Leader at High School in the Community (HSC)  
**Date:** 5 December 2022  
**Re:** SIG-Funded Agreement with Grinand Bare LLC

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Please answer all questions and attach any required documentation as indicated below. Please have someone **ready to discuss** the details of each question during the Finance & Operations meeting or this proposal might not be advanced for consideration by the full Board of Education.

1. **Contractor Name:** Grinand Bare LLC
2. **Description of Service:** Activity 1: Build, collaborate, and support current HSC programming focused on student leadership. Activity 2: One-on-one and small group coaching around leadership skills for students and coaching around supporting student leadership for some faculty members. Activity 3: Ongoing organizational support with HSC leadership team regarding student leadership systems and structures.
3. **Amount** of Agreement and hourly or session cost: \$22,500.00 (\$150/hr, 25 hr./month, 6 months)
4. **Funding Source** and account number: 2531-6393-56694-0066 (SIG)
5. Approximate number of staff served through this program or service: 6 to 10
6. Approximate number of students served through this program or service: up to 283 (283 students in grades 9-12 working on ePortfolios, as well as 72 sophomores working on Social Justice Symposium, 51 seniors working on Project HSC Capstones, 21 students in Leadership 101, varying number of students in Wilderness Inspired Leadership Development program)
7. **Continuation/renewal or new Agreement?**  
**Answer all questions:**
  - a. If continuation/renewal, has the cost increased? If yes, by how much? New contract
  - b. What would an alternative contractor cost: Grinand Bare's focus on coaching high school students in the areas of goal setting, leadership, project building, and collaboration aligns most closely with life coaches who work primarily with teenagers. Quotes were \$175/45 min. for working with a group of 6-8 students (to reach 150 hours with just 8 students would cost more than \$26,000) and \$206/session for just one student (150 hours with 1 student would cost more than \$30,000).
  - c. If this is a continuation, when was the last time alternative quotes were requested? N/A

- d. For new or continuation: is this a service existing staff could provide. If no, why not? While our faculty members have excellent relationships with our students, this service focuses entirely on motivation and leadership, as well as group and individual coaching. We provide some of these services through our Flight Crew advisory program, but since that also serves as a hub for information and general day-to-day housekeeping (e.g., standardized test pre-administration, announcements, various necessary tasks), we are not able to provide the intensive focus that Grinand Bare will bring to our student body.

**8. Type of Service:**

**Answer all questions:**

- a. Professional Development? Will be included, though the focus is on students
- i. If this is a professional development program, can the service be provided by existing staff? If no, why not? No. Grinand Bare brings an expertise in student leadership and motivation, as well as systems and structures to support effective collaboration and persistence, that do not exist at the same level in our faculty.
- b. After School or Extended Hours Program? No
- c. School Readiness or Head Start Programs? No
- d. Other: (Please describe) Grinand Bare will push into 10<sup>th</sup> grade classes working on our Social Justice Symposium, 12<sup>th</sup> grade Senior Seminar classes working on Project HSC capstone projects, grade 9-12 Flight Crews (advisory classes) focused on ePortfolios, as well as our Leadership 101 class (varied grades) for students who lead our Production Company (ProCo) classes/clubs and WILD (Wilderness Inspired Leadership Development) program for students in grades 9-12. Grinand Bare will also provide support for our Magnet Resource Teacher who is lead on our Flight Crew program and our Library Media Specialist who heads our ePortfolio program. Further, he will consult with and coach the Building Leader and Co-Building Leader in building a positive and productive school culture in which teachers and students alike are given opportunities to lead, set goals, and innovate.

**9. Contractor Classification:**

**Answer all questions:**

- a. Is the Contractor a Minority or Women Owned Business? No
- b. Is the Contractor Local? No
- c. Is the Contractor a Not-for-Profit Organization? If yes, is it local or national? No
- d. Is the Contractor a public corporation? No
- e. Is this a renewal/continuation Agreement or a new service? New service
- f. If it is a renewal/continuation has cost increased? If yes, by how much?
- g. Will the output of this Agreement contribute to building internal capabilities? If yes, please explain: Yes. The systems and structures established by Grinand Bare will create more robust versions of existing programs (e.g., Social Justice Symposium, Project HSC Capstone, ePortfolios, WILD, Leadership 101 training) so that there are more meaningful through lines connecting and driving these programs. Currently, they exist in isolation. Grinand Bare's work will align the goals and outcomes and will establish a framework that can be used long beyond the scope of this contract. Further, students who receive coaching services will be expected to provide similar support to younger students as part of their leadership development.

**10. Contractor Selection: In this section, please describe the selection process, including other sources considered and the rationale for selecting the contractor. Please answer all questions:**

- a. What specific skill set does this contractor bring to the project? Please attach a copy of the contractor's resume if an individual or link to contractor website if a company: Christian Shaboo, Director of Grinand Bare and service provider for this agreement, has worked for the Future Project for more than a decade, starting as a Dream Director and now serving as Vice President of Program. From Shaboo: "As a Dream Director of Innovation, I served as a key member of the leadership team that transformed a public high school in New Haven, CT (HSC): graduation rates increased and tardiness decreased by 40%+ and student leadership increased by 200%. During this time, I worked with students and staff members, serving as the primary producer for 6 school-wide community events, 20 student clubs, and 20+ social justice themed workshops resulting in over 60% of students gaining rigorous leadership and project building skills annually." Shaboo has an existing knowledge of programming at HSC, as well as expertise in motivating and empowering young people. These skills will allow him to have a significant impact through the work outlined in the scope of services for this agreement.
- b. How was the Contractor selected? Quotes, RFP/RFQ, Sealed Bid or Sole Source designation from the City of New Haven Purchasing Department? Quotes attached from Grinand Bare; Jennifer Close, M.S., Counselor & Certified Life Coach; and The Teen Life Coach LLC. Grinand Bare was named in HSC's School Improvement Grant (SIG) proposal to the state of Connecticut based upon the alignment of its expertise and the specific goals of the SIG: improved attendance through engaging lessons and programming and strong 4-year graduation rate as a result of rigorous and engaging learning experiences.
- c. Is the contractor the lowest bidder? If no, why? Why was this contractor selected? Yes. The price per hour is by far the lowest. Further, unlike other vendors, Grinand Bare brings the ability to work with full classes (as opposed to only individual coaching or small groups), experience collaborating with teachers, and the capacity to provide a significant number of on-site contact hours.
- d. Who were the members of the selection committee that scored bid applications? Quotes were solicited by Building Leader Cari Strand and shared with Co-Building Leader Michelle Cabaldon and Magnet Resource Teacher Dianna Carter
- e. If the contractor is Sole Source, please attach a copy of the Sole Source designation letter from the City of New Haven Purchasing Department. N/A

**11. Evidence of Effectiveness & Evaluation**

**Answer all questions**

- a. What specific need will this contractor address and how will the contractor's performance be measured and monitored to ensure that the need is met? HSC is a school for leadership and social justice, but this theme, while present in all classes and programs, lacks a clear through line connecting the individual projects and programs. Additionally, the pandemic shut down fractured our student leadership pipeline, established originally in partnership with Grinand Bare's Director Christian Shaboo during his time as a Future Project Dream Director. This agreement will allow Shaboo to

coach HSC's Building Leaders in supporting teachers in establishing and maintaining a new group of student leaders and developing a framework to continue this initiative beyond this specific agreement. Simultaneously, his work with varied classes, programs, and individual students will rebuild the base of student leaders to support the development of this renewed pipeline. Evaluation will be based upon survey data, as well as grade level promotion, attendance, and graduation rate data.

- b. If this is a **renewal/continuation service** attach a copy of the evaluation or archival data that demonstrates effectiveness.
  - c. How is this service aligned to the District Continuous Improvement Plan? Yes. Goal 4: Preparation for College, Career and Life. The leadership development that results from this agreement will empower students, raise their self-awareness, and overtly teach goal setting, self-reflection, and collaboration. These are all core skills needed for success in college, career, and life.
12. Why do you believe this Agreement is fiscally sound? Grinand Bare LLC's hourly rate is lower than that of any other similar vendor.
13. What are the implications of not approving this Agreement? Key culture building, student leadership, and climate shaping activities will not take place in this school year. Students will lose the opportunity to benefit from a coaching model that will improve their leadership and project management skills.



NEW HAVEN PUBLIC SCHOOLS

**AGREEMENT**  
**By And Between**  
**The New Haven Board of Education**  
**AND**

**Grinand Bare LLC**

FOR DEPARTMENT/PROGRAM:

**High School in the Community (HSC)**

This Agreement entered into on the 2 day of January, 2023, effective (*no sooner than the day after Board of Education Approval*), the 10 day of January, 2023, by and between the New Haven Board of Education (herein referred to as the "Board" and, GrinandBare LLC located at, 2389 Main St., STE 100, Glastonbury CT 06033 (herein referred to as the "Contractor").

**Compensation:** The Board shall pay the contractor for satisfactory performance of services required the amount of \$150 per hour, for a total of 150 hours.

The maximum amount the contractor shall be paid under this agreement: twenty-two thousand and five hundred dollars (\$ 22,500). Compensation will be made upon submission of an itemized invoice which includes a detailed description of work performed and date of service.

**Fiscal support** for this Agreement shall be by School Improvement Grant (SIG) **Program** of the New Haven Board of Education, **Account Number:** 2531-6393-56694 **Location Code:** 0066.

This agreement shall remain in effect from 1/20/23 to 06/30/23.

**SCOPE OF SERVICE:** *Please provide brief summary of service to be provided.*

Activity 1: Build, collaborate, and support current HSC programming focused on student leadership.  
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**Exhibit A: Scope of Service:** Please attach contractor's detailed Scope of Service on contractor letterhead with all costs for services including travel and supplies, if applicable.

**Exhibit B: Student Data and Privacy Agreement:** Attached

**APPROVAL:** This Agreement must be approved by the New Haven Board of Education **prior to service start date**. Contactors may begin service no sooner than the day after Board of Education approval.

**HOLD HARMLESS:** The Contractor shall insure and/or indemnify the Board and its members, employees and agents against all claims, suits, and expenses, including reasonable attorney's fees, in connection with loss of life, bodily injury or property damage arising from any neglect act or omission of the Contractor or its employees or agents. Further, the Contractor covenants and agrees that it shall hold the Board and its members, employees and agents harmless against any and all claims, suits judgments of any description whatsoever caused by the Contractor' breach of this agreement or based upon the conduct of the Contractor, or its agents or its employees or arising out of in connection with their activities under this agreement.

**TERMINATION:** The Board may cancel this agreement for any reason upon thirty (30) days' written notice sent to the Contractor by certified U.S. mail, return receipt requested; provided however, that the Board shall be responsible to the Contractor for all services rendered by the Contractor through the last day of thirty (30) day notice period, as long as the Agreement was approved by the Board prior to the start date of service.



\_\_\_\_\_  
Contractor Signature

\_\_\_\_\_  
President  
New Haven Board of Education

12/5/22

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

Christian Shaboo





NEW HAVEN PUBLIC SCHOOLS

## EXHIBIT B

### STUDENT DATA PRIVACY AGREEMENT SPECIAL TERMS AND CONDITIONS

For the purposes of this Exhibit B "directory information," "de-identified student information," "school purposes," "student information," "student records," "student-generated content," and "targeted advertising" shall be as defined by Conn. Gen. Stat. §10-234aa.

1. All student records, student information, and student-generated content (collectively, "student data") provided or accessed pursuant this Agreement or any other services agreement between the Parties are not the property of, or under the control of, the Contractor.
2. The Board shall have access to and the ability to delete student data in the possession of the Contractor except in instances where such data is (A) otherwise prohibited from deletion or required to be retained under state or federal law, or (B) stored as a copy as part of a disaster recovery storage system and that is (i) inaccessible to the public, and (ii) unable to be used in the normal course of business by the Contractor. The Board may request the deletion of any such student information, student records or student-generated content if such copy has been used by the operator to repopulate accessible data following a disaster recovery. The Board may request the deletion of student data by the contractor within two (2) business days of receiving such a request and provide to the Board confirmation via electronic mail that the student data has been deleted in accordance with the request, the date of its deletion, and the manner in which it has been deleted. The confirmation shall contain a written assurance from the Contractor that proper disposal of the data has occurred in order to prevent the unauthorized access or use of student data and that deletion has occurred in accordance with industry standards/practices/protocols.
3. The Contractor shall not use student data for any purposes other than those authorized pursuant to this Agreement.
4. A student, parent or legal guardian of a student may review personally identifiable information contained in student data and correct any erroneous information, if any, in such student data. If the Contractor receives a request to review student data in the Contractor's possession directly from a student, parent, or guardian, the Contractor agrees to refer that individual to the Board and to notify the Board within two (2) business days of receiving such a request. The Contractor agrees to work cooperatively with the Board to permit a student, parent, or guardian to review personally identifiable information in student data that has been shared with the Contractor, and correct any erroneous information therein.

5. The Contractor shall take actions designed to ensure the security and confidentiality of student data.
6. The Contractor will notify the Board, in accordance with Conn. Gen. Stat. § 10-234dd, when there has been an unauthorized release, disclosure or acquisition of student data. Such notification will include the following steps:

Upon discovery by the Contractor of a breach of student data, the Contractor shall conduct an investigation and restore the integrity of its data systems and, without unreasonable delay, but not more than thirty (30) days after such discovery, shall provide the Board with a more detailed notice of the breach, including but not limited to the date and time of the breach; name(s) of the student(s) whose student data was released, disclosed or acquired; nature of and extent of the breach; and measures taken to ensure that such a breach does not occur in the future.

7. Student data shall not be retained or available to the Contractor upon expiration of the contract between the Contractor and Board, except a student, parent or legal guardian of a student may choose independently to establish or maintain an electronic account with the Contractor after the expiration of such contract for the purpose of storing student- generated content.
8. The Contractor and Board shall each ensure their own compliance with the Family Educational Rights and Privacy Act of 1974, 20 U.S.C. § 1232g, as amended from time to time.
9. The Contractor acknowledges and agrees to comply with the above and all other applicable aspects of Connecticut's Student Data Privacy law according to Connecticut General Statutes §§ 10-234aa through 10-234dd.
10. The Parties agree that this Agreement controls over any inconsistent terms or conditions contained within any other agreement entered into by the Parties concerning student data.

Revised: 10/2/18

# Grinand Bare LLC



December  
2022

## Scope of Services

Prepared for • High School in the Community  
175 Water St.  
New Haven CT 06511  
ATTN: Cari Strand  
Cari.Strand@new-haven.k12.ct.us

*Thank you for the opportunity to continue partnering with High School in the Community. As the Founder and Director of Grinand Bare, I am excited to offer my expertise in leadership development, student engagement, and content creation with the ultimate goal of creating systems and structures that can thrive well beyond the duration of our partnership, for years to come, impacting hundreds of student leaders and the greater HSC community.*

### SCOPE OF SERVICES

Activity 1: Build, collaborate, and support current HSC programming focused on student leadership. This will include, but is not limited to: supporting the development and facilitation of the Leadership 101 course and subsequent Production Companies, supporting and further developing project-building skills and mentorship skills through Senior Seminar and subsequent Capstone projects, and supporting and further developing WILD programming and other student leadership-focused experiences. While a significant amount of this work will focus on direct service to students through team and whole class experiences, there will be collaboration with teachers and staff members to create the highest level of integration and impact.

Activity 2: 1-1 and small group coaching. This will focus primarily on coaching students in leadership skills and strategies, as well coaching students through project building skills in Senior Seminar/Capstone projects. There will also be opportunity to coach teachers and staff members connected to these student groups/classes on an as needed/as desired basis.

Activity 3: Ongoing organizational support with HSC leadership team regarding student leadership systems and structures. This work will focus on identifying strategies and systems for maintaining and increasing student leadership for the remainder of the 2022-23 academic year, with an eye at looking forward to the start of the 2023-24 academic year.

## **STAFF + COST**

Per approval, the activities detailed would occur over the time period from January to June 2023. We anticipate approximately 25 billable hours per month. Over this six month duration of proposed services, this totals 150 hours. And at our going rate of \$150 per hour, which includes any overhead and additional costs incurred through programming, the cost of this scope of services equals \$22,500. Hours can be billed and submitted on whatever schedule best suits HSC and NHPS.

If additional Grinand Bare staff is brought on to support in any part of programming, or if travel is required to fulfill the agreement, this will come at no additional cost to HSC or NHPS; Grinand Bare is responsible for said costs.

A handwritten signature in black ink, appearing to read 'C. Shaboo', with a stylized flourish at the end.

**Christian Shaboo**  
**Director, Grinand Bare**

# CHRISTIAN SHABOO

christian.shaboo@gmail.com · (603) 702-0517 · linkedin.com/in/cshaboo

## Program and Operations Leader

Accomplished program and operations leader with 15+ years of experience leading teams toward ambitious outcomes and thriving cultures in non-profit organizations, corporations, and schools. Expert in end-to-end program and systems change, design, management and evaluation through effective data analysis and application. Leader driven by cultivating relationships and teams towards a shared vision of success through identifying individual and business needs. Seeking leadership position in mission-driven organization, train and supporting teams of amazing people working toward bettering their communities and world.

## AREAS OF EXPERTISE

- Systems & Cultural Change
- Organizational Strategy
- Partner & Client Relations
- Team Culture
- Action-Oriented Coaching
- Design Thinking & Application
- Program Design
- Event Production
- Operations
- Online Programming
- Community Outreach
- Leading Team

**Technical:** GSuite; Adobe Creative Suite; Microsoft Office; MacOS; Slack; Asana; iMovie; Final Cut Pro; Squarespace; Mailchimp

## RELEVANT PROFESSIONAL EXPERIENCE

### THE FUTURE PROJECT

2013 – PRESENT

*The Future Project is a movement to empower young Americans to use their passions to change the world and reimagine education as the vehicle for that change.*

**Vice President of Program**, New York, NY (2019 – Present)

- Led organization in transition to online programming that successfully supported 3k+ young people globally in self-efficacy and goal setting, resulting in 80%+ of young people reporting higher levels of motivation, success, and happiness.
- Led end-to-end program experience and partnership with the Kauffman Foundation in inaugural student-led education reform summit for 300+ Kansas City-area student leaders and educators, year-long programming in 4 Kansas City-area schools, and overall vision of *Real World Learning*, *Student Voice* initiatives for the entire district.
- Oversaw development of year-long curriculum focused on team-building, project management, and self-efficacy for students.
- Managed 8-person team in development of new tools, strategies, and curriculum for 100+ digital and in-person programs.
- Key contributor to fundraising initiatives that generated \$4M in new funding over 2 years.

**Dream Director – Innovation**, New Haven, CT (2012 – 2019)

- Transformed school by increasing graduation rates by 100%, increasing attendance rates by 30%, increasing enrollment by 25% and increasing student engagement in leadership opportunities (in and out of school) by 200% in four years' time.
- Led student leadership training and coaching programs which engaged ~60% of student population, including 6 school wide community events, 20 student clubs, and 20+ social justice themed workshops.
- Collaborated with a team of 30+ teachers to implement project-based learning for all sophomore and senior students (~120 yearly) focusing on social justice issues and actions.
- Led mentorship experiences with partnering organizations including COACH and Dalio Philanthropies.
- Facilitated at national conference of 500+ student leaders from across US to launch purpose-driven, student-led movement.

**Chief Dream Director – New Haven**, New Haven, CT (2013 – 2016)

- Managed 8 staff members to completing 90%+ of yearly goals, directly impacting and servicing 6k + students annually.
- Produced 4 annual events bringing together 300 student leaders and launching 50+ projects every year.
- Led professional development district-wide for teachers focused on project-based learning and equitable relationship building.
- Supported community of 40+ Dream Directors across the country, in 11 communities, with innovative tools and strategies for community building and student engagement.
- Cultivated relationships with philanthropists and community leaders, increasing programmatic capacity by ~20% yearly with \$500K in new funding.

GRINAND BARE

2013 – PRESENT

*Consulting and content creation company that partners with individuals, schools, and organizations to create strategies and content for community transformation.*

**Founder and Director**

- Partnered with the Obama Foundation to develop project management tools and lead training to support community service projects with 200+ young community leaders.
- Consulted *The Weaving Lab* in launch of international summit and facilitated workshops for 30 leaders to support local initiatives.
- Advised New Haven Public Schools on district-wide social-emotional wellness campaign for 3k+ K-12 students and families.
- Launched *Men Up*, engaging ~2k people in gender equity programming through workshops, partnerships, and online content. Host of *The Men Up Podcast*.
- Led leadership and cultural awareness trainings for students participating in International Exchange programming through Northeastern University and Regenerative School.
- Consulted with Quinnipiac University to enhance student + alumni leadership development initiatives.

**EDUCATION**

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**Bachelor's Degree, English, QUINNIPIAC UNIVERSITY, Hamden, CT**

2006

**CAUTION:**

This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hi Cari,

Yes, please keep me in mind if you are looking for any programs after 2:30pm. Right now my individual rate is \$50 for 1/2 hour, \$175 for 45 minutes in a group setting and \$125/ hour for consultation fee. I recommend groups of 6-8 students at a time for a more intimate and personal experience. I currently run an 8 week group program that covers gratitude, strengths, journaling, thought work and healthy habits. We use a workbook to track progress and growth. I am happy to chat more if you feel there is a need for these services.

With gratitude,  
Jennifer

**Jennifer Close, M.S.**  
Counselor & Certified Life Coach

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Jennifer Close Coaching  
jennifer@jenniferclosecoaching.com | [jenniferclosecoaching.com](http://jenniferclosecoaching.com)



TEEN & YOUNG ADULT  
COACH

Coaching from where you are now to where you  
want to be

Current Programs >



MEET COACH JENN

Hi, I'm Jennifer Close, school counselor & life coach. With over a decade of athletic coaching and school counseling experience, I understand academic pressures, social dynamics, and have a unique ability to truly connect with teens and young adults. By reframing thoughts and incorporating mindfulness, I am able to coach you from where you are to where you want to be.

Thank you for visiting Jennifer Close Coaching!

Jennifer Close

My Story



## Booking

### \*Inflation Fighter Special—8.5% off regular session rates\*

**Regular Hours:** four 50-minute virtual coaching sessions during regular hours: 9:00 AM EST – 5:00 PM EST, Monday – Friday.

- Rate: \$206/session (Normally \$225/session) Parents pre-pay on a 4-session basis

**After Hours:** four 50-minute virtual coaching sessions outside regular hours: before 9:00 AM & after 5:00 PM EST, M-F; Saturdays.

- Rate: \$229 (Normally \$250/session) Parents pre-pay on a 4-session basis

**Emergency Sessions:** single 50-minute virtual coaching sessions booked last-minute for immediate support.

- Rate: \$366 (Normally \$400/session) Parents pre-pay for a single emergency session

Follow The Teen Life Coach



Coaching

For Teens

Coaching Intensives

About the Coach

Contact

Email: cyndy@theteenlifecoach.com