

**NEW HAVEN PUBLIC SCHOOLS  
NEW HAVEN, CONNECTICUT**

**INFORMATION ONLY: PERSONNEL REPORT OF THE SUPERINTENDENT      January 23, 2023**

**RETIREMENT – Teachers:**

<b><u>Name</u></b>	<b><u>Assignment:</u></b>	<b><u>Effective Date</u></b>
Shelly Buynak	Library Media Specialist Hill Central Music Academy <b>General Funds</b> <b>19042007-50115</b>	06/30/2023
Mary Ellyn Maresca	Grade 3 Davis Street Magnet School <b>Inter-District Funds</b> <b>27041009-50115</b>	02/28/2023

**RESIGNATION – Teachers:**

<b><u>Name</u></b>	<b><u>Assignment:</u></b>	<b><u>Effective Date</u></b>
James Berlyn	Music Clinton Ave School <b>General Funds</b> <b>19042206-50115</b>	01/17/2023
Jacqueline Jermine	Grade 2 Conte West Hills Magnet School <b>General Funds</b> <b>19041031-50115</b>	02/10/2023
Ashley Jones	Math Nathan Hale School <b>General Funds</b> <b>19041114-50115</b>	01/20/2023
Joseph Silva	Read 180 Troup School <b>General Funds</b> <b>19041615-50115</b>	01/20/2023

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**RESIGNATION – Paraprofessional Staff:**

<b><u>Name</u></b>	<b><u>Assignment:</u></b>	<b><u>Effective Date</u></b>
Nini Navarro-Gonzalez	Kindergarten Assistant Teacher Clinton Ave School <b>General Funds</b> <b>19041006-50128</b>	09/30/2022

**RESIGNATION – Non-Instructional Staff:**

<b><u>Name</u></b>	<b><u>Assignment:</u></b>	<b><u>Effective Date</u></b>
Jeannette Bruno	General Worker Truman School <b>Food Services</b> <b>25215200-29-50126</b>	01/13/2023
William Davis	School Security Officer Itinerant <b>General Funds</b> <b>19047300-50127</b>	01/15/2023

**CORRECTION/CHANGE ITEMS:**

The following items are previous Board Actions approved. The action items below represent all the necessary changes and/or corrections.

**CHANGE IN START DATE – Teacher:**

<b><u>Name</u></b>	<b><u>From</u></b>	<b><u>To</u></b>
Gladys Auffant	01/10/2023	01/17/2023

**CORRECTION CHANGE IN FUNDING – Teachers:**

<b><u>Name</u></b>	<b><u>From</u></b>	<b><u>To</u></b>	<b><u>Effective Date</u></b>
Gwendolyn Ferguson-Mclean	25315265-30-50115	25315256-30-50115	09/01/2022
Katlyn Rapini	25315256-20-50115	19041003-50115	08/24/2022
Courtney Sutherland	25315265-30-50115	25315256-30-50115	09/01/2022

**NEW HAVEN PUBLIC SCHOOLS  
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**CORRECTION CHANGE IN FUNDING – Non-Instructional Staff:**

<b><u>Name</u></b>	<b><u>From</u></b>	<b><u>To</u></b>
William Davis	19047362-50127	19047300-50127

**CORRECTION CHANGE IN RETURN LEAVE OF ABSENCE DATE-Administrator:**

<b><u>Name</u></b>	<b><u>From</u></b>	<b><u>To</u></b>
Tara Cass	01/03/2023	12/23/2022

**CORRECTION CHANGE IN FAMILY MEDICAL LEAVE OF ABSENCE-Teacher:**

<b><u>Name</u></b>	<b><u>From</u></b>	<b><u>To</u></b>
Victoria Raucci	09/01/2022-10/06/2022	9/20/2022 – 11/4/2022

**FAMILY & MEDICAL LEAVE ACT: LEAVE OF ABSENCE REPORT**

The following are listed for information only, having met the requirements for absence under the Family & Medical Leave Act. The dates listed are estimates only. They will remain on payroll so long as they have accrued sick days.

**FMLA LEAVE OF ABSENCE – Teachers:**

<b><u>Name</u></b>	<b><u>Assignment</u></b>	<b><u>Effective Date</u></b>
Anna Denos	Music Fair Haven School <b>General Funds</b> <b>19042216-50115</b>	01/03/2023-03/31/2023
Dana Helak	Grade 1 Beecher Magnet School <b>Inter-District Funds</b> <b>27041003-50115</b>	01/03/2023-03/31/2023
Amy Son	Math ESUMS <b>Inter-District Funds</b> <b>27041117-50115</b>	02/01/2023-05/05/2023
Elpiniki Velezis	Art Beecher Magnet School <b>Inter-District Funds</b> <b>27042103-50115</b>	11/09/2022-02/13/2023

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NEW HAVEN, CONNECTICUT**

**INTERMITTENT FMLA LEAVE OF ABSENCE – Teachers:**

<b><u>Name</u></b>	<b><u>Assignment</u></b>	<b><u>Effective Date</u></b>
Jennifer Dayharsh	Grade 4 Bishop Woods Magnet School <b>General Funds</b> <b>19041043-50115</b>	09/01/2022-06/30/2023
Jennifer Drury	Reading Hill Regional Career High School <b>General Funds</b> <b>19042063-50115</b>	11/04/2022-06/30/2023

**RETURN OF LEAVE OF ABSENCE – Teachers:**

<b><u>Name</u></b>	<b><u>Assignment</u></b>	<b><u>Effective Date</u></b>
Danielle Stern Lee	School Psychologist Hill Regional Career High School <b>General Funds</b> <b>19049398-50115</b>	01/06/2023
Lisa Woodard	Music Betsy Ross Arts Magnet School <b>Inter-District Funds</b> <b>27042255-50115</b>	01/03/2023
Jennifer Palmer	Grade 3 Nathan Hale School <b>General Funds</b> <b>19041014-50115</b>	01/03/2023

**Dr. Iline Tracey, Ed.D**  
**Superintendent of Schools**





**NEW HAVEN PUBLIC SCHOOLS**  
**New Haven, Connecticut**

**NEW HAVEN BOARD OF EDUCATION MEETING**

**Monday, January 23, 2023**  
**4:30 p.m.**

**INFORMATION ONLY**

1. Agreement with Common Ground School to provide 8 field trips to Common Ground School for 18-27 students from Brennan-Rogers School, from February 14, 2023 to June 30, 2023, in an amount not to exceed \$8,640.00.  
Funding Source:                      ARP ESSER III Carryover Program                      Acct. #2553-6399-56694-0021
2. Non-Financial Memorandum of Agreement with Grand Canyon University to provide students, families and staff to benefit from Grand Canyon University's Learning, Leading and Serving programs, and provide reduced tuition for degree and certification programs, from January 10, 2023 to June 30, 2023.



# NEW HAVEN PUBLIC SCHOOLS

## CONNECTICUT Board of Education Meeting Minutes **Motions Passed** January 9, 2023 via Zoom

I. Called to Order	The meeting was called to order at 5:35 pm by Mayor Justin Elicker who officiated the election of officers for the New Haven Board of Education Executive Committee for the year 2023.
Board Members Present	Ms. Yesenia Rivera, President. Mr. Matthew Wilcox, Vice President Dr. Edward Joyner, Secretary Mayor Justin Elicker Dr. OrLando Yarborough III Mr. Darnell Goldson Dr. Abie Benitez
Board Members Absent	Ma'Shai Roman, Student Board Member Mr. Dave Cruz-Bustamante, Student Board Member
Others Present	Dr. Iline Tracey – Superintendent, NHPS Attorney Alexaides – Corporation Counsel, City of New Haven Attorney Sierra-Milan
III. Election of Board of Education Officers	<b>On the motion by Dr. Yarborough, seconded by Dr. Joyner to nominate Ms. Yesenia Rivera as President for the New Haven Board of Education for year 2023.</b>
i. President 001-23	<b>Dr. Joyner, yes; Ms. Rivera, yes; Mr. Wilcox, yes; Mayor Elicker, yes; Dr. Benitez, yes; Dr. Yarborough, yes; Mr. Goldson, no vote. (Passed)</b>
ii Vice President Secretary 002-23	<b>On the motion by Dr. Benitez, seconded by Dr. Yarborough to nominate Mr. Matthew Wilcox as Vice President for the new Haven Board of Education for the year 2023.</b>  <b>Dr. Joyner, yes; Ms. Rivera, yes; Mr. Wilcox, yes; Mayor Elicker, yes; Dr. Benitez, yes. Ms. Rivera, yes. Mr. Goldson, no vote. (Passed)</b>
003 - 22	<b>On the motion by Ms. Rivera, seconded by Dr. Benitez to nominate Dr. Edward Joyner as Secretary for the new Haven Board of Education for the year 2023.</b>



# NEW HAVEN PUBLIC SCHOOLS

## CONNECTICUT

### Board of Education Meeting Minutes

#### Motions Passed

January 9, 2023 via Zoom

	<p><b>Dr. Joyner, yes; Ms. Rivera, yes; Mr. Wilcox, yes; Mayor Elicker, yes; Dr. Benitez, yes. Ms. Rivera, yes. Mr. Goldson, no vote. (Passed)</b></p>
<p>XVI. 004-23</p> <p>Discussion and Possible Action resulting from Executive Session regarding NHFT negotiations concerning compensation for Teachers in Before and After School Programs.</p>	<p><b>On the Motion by President Rivera, seconded by Mr. Wilcox to go into Executive Session regarding New Haven Federation of Teachers re negotiations concerning compensation for teachers before and after school program. Dr. Tracey, Attorneys Alexiades and Sierra-Nilan was invited to the session.</b></p> <p><b>Dr. Joyner, yes; Ms. Rivera, yes; Mr. Wilcox, yes; Mayor Elicker, yes; Dr. Benitez, yes; Dr Yarborough, yes; Mr. Goldson, no vote (Passed)</b></p>
<p>005-23</p>	<p><b>On the Motion by President Rivera, seconded by Mayor Elicker to approve a Memorandum of Agreement between the Board of Education and NHFT regarding compensation for before and after school programs.</b></p> <p><b>Dr. Joyner, yes; Ms. Rivera, yes; Mr. Wilcox, yes; Mayor Elicker, yes; Dr. Benitez, yes; Dr Yarborough, yes; Mr. Goldson, yes.</b></p>
<p>007-23</p>	<p><b>On the Motion by Mayor Elicker, seconded by Dr. Joyner to authorize the Superintendent to sign the Memorandum of Agreement between the New Haven Board of Education and the New Haven Federation of Teachers.</b></p> <p><b>Dr. Joyner, yes; Ms. Rivera, yes; Mr. Wilcox, yes; Mayor Elicker, yes; Dr. Benitez, yes; Dr Yarborough, yes; Mr. Goldson, yes.</b></p>
<p>V. 008-23 i. Approval of Board Minutes December 12, 2022 and December 22, 2022-Special</p>	<p><b>On the Motion by Mr. Wilcox, seconded by Mayor to approve the minutes for December 12, 2022.</b></p> <p><b>Dr. Joyner, yes; Ms. Rivera, yes; Mr. Wilcox, yes; Mayor Elicker, yes; Dr. Benitez, yes; Dr Yarborough, yes; Mr. Goldson, yes. (passed)</b></p>
<p>009 - 23</p>	<p><b>On the Motion by Mr. Wilcox, seconded by Dr. Joyner to approve the special Board minutes for December 22, 2022.</b></p> <p><b>Dr. Joyner, yes; Ms. Rivera, yes; Mr. Wilcox, yes; Mayor Elicker, yes; Dr. Benitez, abstain; Dr Yarborough, yes; Mr. Goldson, yes. (passed)</b></p>



# NEW HAVEN PUBLIC SCHOOLS

## CONNECTICUT Board of Education Meeting Minutes **Motions Passed** January 9, 2023 via Zoom

<p>ii. 010 - 23 Personnel Report – Dr. Iline Tracey</p>	<p><b>On the Motion by Mr. Wilcox, seconded by Dr. Joyner to approve the action items of the Personnel Report.</b></p> <p><b>Dr. Joyner, yes; Ms. Rivera, yes; Mr. Wilcox, yes; Mayor Elicker, yes; Dr. Benitez, yes; Dr Yarborough, yes; Mr. Goldson, yes. (passed)</b></p>
<p>iv.  011- 23 Finance and Operations Committee – Mr. Matthew Wilcox  012 - 22</p>	<p><b>On the Motion by Mr. Wilcox, seconded by Dr. Yarborough to amend the agenda to add Little Scientist agreement to provide a science exploration program for students at Brennan Rogers school from January 10 to June 30, 2023 in an amount not to exceed \$32,400.</b></p> <p><b>Dr. Joyner, yes; Ms. Rivera, yes; Mr. Wilcox, yes; Mayor Elicker, yes; Dr. Benitez, yes; Dr Yarborough, yes; Mr. Goldson, No. (passed)</b></p> <p><b>On the Motion by Mr. Wilcox, seconded by Mayor Elicker to approve Agreements 2, 3, 7 and 8 as listed on the agenda.</b></p> <ul style="list-style-type: none"> <li>• Agreement (2) with New Haven Collaborative to provide the Pathways/Riverside Collaborative Program to “at risk” students, from August 30, 2022 to June 30, 2023, in an amount not to exceed \$375,000.00.</li> <li>• Agreement (3) with Grinand Bare, LLC to provide student leadership programming and coaching for students at High School in the Community, from January 20, 2023 to June 30, 2023, in an amount not to exceed \$22,500.00</li> <li>• (7) Amendment #1 to Agreement #96399110 with Footsteps2Brilliance, Inc., to expand the Scope of Service to provide platform access to 250 students and 12 teachers participating in the NHPS Saturday Academy at Wexler, Clemente and Fair Haven schools, and to increase funding of \$80,843.00 by \$18,500.00 to \$99,343.00.</li> <li>• (8) Amendment #1 to Agreement #96363133 with Little Scientists to expand the Scope of Service to provide an afterschool program for 15 students at Hill Central School and 15 students at Nathan Hale School, and to increase funding of \$19,800.00 by \$18,900.00 to \$38,700.00</li> </ul>



# NEW HAVEN PUBLIC SCHOOLS

## CONNECTICUT

### Board of Education Meeting Minutes

#### Motions Passed

January 9, 2023 via Zoom

013 - 23	<p><b>Dr. Joyner, yes; Ms. Rivera, yes; Mr. Wilcox, yes; Mayor Elicker, yes; Dr. Benitez, yes; Dr Yarborough, yes; Mr. Goldson, No.</b></p> <p><b>On the Motion by Mr. Wilcox, seconded by Dr. Yarborough to approve the agreement with Littles Scientist to provide a science exploration program for students at Brennan Rogers school from January 10 to June 30, 2023 in an amount not to exceed \$32,400.</b></p>
014-23	<p><b>Dr. Joyner, yes; Ms. Rivera, yes; Mr. Wilcox, yes; Mayor Elicker, yes; Dr. Benitez, yes; Dr Yarborough, yes; Mr. Goldson, No.</b></p> <p><b>On the Motion by Mr. Wilcox, seconded by Dr. Yarborough to approve 2 abstracts and remaining 7 agreements as listed on the agenda.</b></p> <p><b>Dr. Joyner, yes; Ms. Rivera, yes; Mr. Wilcox, yes; Mayor Elicker, yes; Dr. Benitez, yes; Dr Yarborough, yes; Mr. Goldson, No.</b></p>
<p>XVII. 015 – 23 Adjournment</p>	<p><b>On the Motion by Dr. Joyner, seconded by Dr. Yarborough the meeting was adjourned by roll call at 7:25pm.</b></p> <p><b>Dr. Joyner, yes; Ms. Rivera, yes; Mr. Wilcox, yes; Mayor Elicker, yes; Dr. Benitez, yes; Dr Yarborough, yes; Mr. Goldson, yes.</b></p>

"A video of this meeting is available the NHPS website, NHPS.net, Public Meeting

*Respectfully Submitted*  
*Myrtis Mason*  
*Recording Secretary*





# FINANCIAL REPORTS

November and December, 2022

New Haven Board of Education  
Finance & Operations Committee Meeting

*January 17, 2023*

# STRATEGIC PLAN : SY 2020-2024



NEW HAVEN PUBLIC SCHOOLS

## Core Values

We believe...

- 1 Equitable opportunities** create the foundation necessary for every child to succeed
- 2 A culture of continuous improvement** will ensure that all staff are learners and reflective practitioners
- 3 High expectations** and standards are necessary to prepare students for college and career
- 4 Collaboration** and partnerships with families and the New Haven community will enhance learning and achievement



## Mission

To provide all students in New Haven Public Schools with personalized, authentic, and engaging learning experiences through creativity, exploration, innovation, critical thinking, problem-solving, and high quality instruction. To foster a culture of continuous improvement through collaborative partnerships with staff, families, and the New Haven community. To support students' growth and development by utilizing the Whole Child Framework.

## Vision

Our vision is to be a premier urban school district that ensures access to equitable opportunities and successful outcomes for all students as they prepare for college, career, and life.

## Priority Areas for 2020-2024

- |          |                                      |          |                              |
|----------|--------------------------------------|----------|------------------------------|
| <b>1</b> | <b>Academic Learning</b>             | <b>2</b> | <b>Culture &amp; Climate</b> |
| <b>3</b> | <b>Youth &amp; Family Engagement</b> | <b>4</b> | <b>Talented Educators</b>    |
| <b>5</b> | <b>Operational Efficiencies</b>      |          |                              |

WWW.NHPS.NET

- Monthly Financial Report General Funds as of December 31, 2022
- General Funds Forecast as of December 31, 2022
- Monthly Financial Report Special Funds as of December 31, 2022



- Total expenditures through 12/31/22 are \$97.7 million.
- General Fund expenditures incurred through 12/31/22 are \$64.5 million or 33.3% of the adopted budget.
- Grant expenditures incurred through 12/31/22 are \$33.2 million or 22% of the current grant revenue.

# **Financial Report – General Fund January, 2023**



**Fiscal Year 2022-2023**  
**Education Operating Fund (General Fund)**  
**Monthly Financial & EOY Forecast Report (Unaudited) as of December 31, 2022**

	<b>FY2023 Adopted Budget (A)</b>	<b>MONTHLY YTD Actuals (B)</b>	<b>YTD %</b>	<b>MONTHLY Encumbrances (C)</b>	<b>Available (A-B+C)</b>	<b>Full-Year Expenditure Forecast (F)</b>	<b>Full Year Variance (A-F)</b>
<b>Salaries</b>							
Teacher Full-Time	\$76,911,890	(\$29,273,764)	38.06%	\$0	\$47,638,126	75,504,452	1,358,593
Admin & Management Full-Time	16,557,163	(8,379,088)	50.61%	0	8,178,075	17,523,221	(1,210,993)
Paraprofessionals	3,049,145	(1,597,292)	52.38%	0	1,451,853	3,811,421	(618,507)
Support Staff Full-Time	10,517,818	(5,034,018)	47.86%	0	5,483,800	10,436,415	81,403
Part Time & Seasonal	3,491,774	(862,173)	24.69%	(212,286)	2,417,315	2,626,704	428,070
Substitutes	1,000,000	(933,886)	93.39%	0	66,114	831,259	168,741
Overtime, Benefits, Other	3,733,650	(1,708,739)	45.77%	(44,163)	1,980,749	3,887,081	(186,581)
<b>Total Salaries and Benefits</b>	<b>\$115,261,440</b>	<b>(\$47,788,960)</b>	<b>41.46%</b>	<b>(\$256,448)</b>	<b>\$67,216,032</b>	<b>\$ 114,620,554</b>	<b>\$ 20,725</b>
<b>Supplies and Services</b>							
Instructional Supplies	\$3,396,380	(\$1,489,329)	43.85%	(\$1,318,272)	\$588,779	2,683,727	759,743
Tuition	21,049,657	(4,135,170)	19.64%	(23,908,723)	(6,994,237)	24,533,721	(2,984,064)
Utilities	11,527,000	(4,207,851)	36.50%	(6,701,376)	617,773	10,866,445	625,555
Transportation	26,535,202	(2,460,202)	9.27%	(28,933,662)	(4,858,661)	29,562,992	(2,937,296)
Maintenance, Property, Custodial	2,336,060	(690,823)	29.57%	(1,309,315)	335,922	1,990,661	361,147
Other Contractual Services	15,158,045	(3,730,013)	24.61%	(9,838,131)	1,589,901	15,545,937	(386,063)
<b>Total Supplies and Services</b>	<b>\$80,002,344</b>	<b>(\$16,713,388)</b>	<b>20.89%</b>	<b>(\$72,009,479)</b>	<b>(\$8,720,523)</b>	<b>\$ 85,183,483</b>	<b>\$ (4,560,978)</b>
<b>General Fund Totals</b>	<b>\$195,263,784</b>	<b>(\$64,502,348)</b>	<b>33.03%</b>	<b>(\$72,265,927)</b>	<b>\$58,495,509</b>	<b>\$ 199,804,037</b>	<b>\$ (4,540,253)</b>



Fiscal Year 2022-2023  
Education Operating Fund (General Fund)  
Monthly Financial Report (Unaudited) - December 31, 2022

YTD by Period	Account Description	Original Budget	YTD Actual	MTD Actual	Encumb.	Available Budget	% Used
<b>Teachers Full-Time</b>	Teachers	\$76,911,890	\$29,273,764	\$6,414,556	\$0	\$47,638,126	38.06
<b>Admin &amp; Management Full-Time</b>	Salaries	1,121,118	541,217	95,321	0	579,901	48.27
	Directors Salaries	979,166	407,245	54,709	0	571,921	41.59
	Supervisor	2,428,690	1,184,095	194,138	0	1,244,595	48.75
	Department Heads/Principals/Aps	10,583,047	5,596,704	992,475	0	4,986,343	52.88
	Management	1,445,142	649,827	147,679	0	795,315	44.97
	<b>Sub-Total</b>	<b>\$16,557,163</b>	<b>\$8,379,088</b>	<b>\$1,484,322</b>	<b>\$0</b>	<b>\$8,178,075</b>	<b>50.61</b>
<b>Paraprofessionals</b>	ParaProfessionals	3,049,145	1,597,292	384,034	0	1,451,853	52.38
<b>Support Staff Full-Time</b>	Wages Temporary	479,059	237,793	52,509	-	241,266	49.64
	Custodians	4,360,565	2,379,846	468,131	0	1,980,719	54.58
	Building Repairs	767,430	364,363	78,537	0	403,067	47.48
	Clerical	2,569,935	1,121,905	211,328	0	1,448,030	43.65
	Security	2,245,816	878,549	180,710	0	1,367,267	39.12
	Truck Drivers	95,013	51,562	10,666	0	43,451	54.27
	<b>Sub-Total</b>	<b>\$10,517,818</b>	<b>\$5,034,018</b>	<b>\$1,001,882</b>	<b>\$0</b>	<b>\$5,483,800</b>	<b>47.86</b>
<b>Part Time &amp; Seasonal</b>	Coaches	650,000	168,181	168,181	0	481,819	25.87
	Other Personnel	125,000	67,540	14,585	190,286	(132,825)	0.00
	Part-Time Payroll	2,118,331	605,029	142,115	22,000	1,491,302	29.60
	Seasonal	498,443	21,424	0	0	477,019	4.30
	Teachers Stipend	100,000	0	0	0	100,000	0.00
	Tutors	0	0	0	0	0	#DIV/0!
	<b>Sub-Total</b>	<b>\$3,491,774</b>	<b>\$862,173</b>	<b>\$324,882</b>	<b>\$212,286</b>	<b>\$2,417,315</b>	<b>30.77</b>
<b>Substitutes</b>	Substitutes	\$ 1,000,000	\$ 933,886	\$ 282,019	\$ -	\$ 66,114	\$ 93
<b>Overtime, Benefits, Other</b>	Overtime	605,000	749,746	147,775	0	(144,746)	123.92
	Longevity	275,000	728	0	0	274,272	0.26
	Custodial Overtime	625,500	622,829	130,450	0	2,671	99.57
	Retirement	1,700,000	334,091	10,638	44,163	1,321,747	22.25
	Medical Supplies	0	0	0	0	0	0.00
	In-Service Training	0	0	0	0	0	0.00
	Employment Comp	495,000	1,194	357	0	493,806	0.24
	Professional Meetings*	33,150	150	0	0	33,000	0.45
	<b>Sub-Total</b>	<b>\$3,733,650</b>	<b>\$1,708,739</b>	<b>\$289,220</b>	<b>\$44,163</b>	<b>\$1,980,749</b>	<b>46.95</b>
	<b>Salaries Sub-Total</b>	<b>\$115,261,440</b>	<b>\$47,788,960</b>	<b>\$10,180,915</b>	<b>\$256,448</b>	<b>\$67,216,032</b>	<b>41.68</b>



# NEW HAVEN PUBLIC SCHOOLS

<b>Instructional Supplies</b>	Equipment	250,542	107,182	12,682	161,808	(18,448)	107.36
	Computer Equipment	110,091	21,105	0	2,879	86,107	21.79
	Software	32,576	12,047	91	4,631	15,898	0.00
	Furniture	102,501	58,177	1,767	37,188	7,136	93.04
	Materials & Supplies Intruction	0	0	0	0	0	0.00
	Materials & Supplies Admin.	0	0	0	0	0	#DIV/0!
	Office/Classroom Supplies	0	0	0	0	0	0.00
	Testing Materials	82,600	0	0	0	82,600	0.00
	Education Supplies Inventory	557,349	327,166	36,149	106,901	123,283	77.88
	General/Office Supplies	1,249,396	660,072	122,712	717,459	(128,135)	110.26
	Academic Awards	0	0	0	0	0	0.00
	Books, Maps, etc.	0	0	0	0	0	0.00
	Textbooks	354,807	125,847	6,327	28,508	200,452	43.50
	Library Books	132,515	9,268	1,616	123,475	(229)	100.17
	Periodicals	2,000	0	0	0	2,000	0.00
	Other Materials & Supplies	0	0	0	0	0	0.00
	Duplicating & Photo Supplies	0	0	0	0	0	0.00
	Audio-Visual Supplies	0	0	0	0	0	0.00
	Communications/Websites	0	0	0	0	0	0.00
	Registrations, Dues & Subscrip.	143,985	64,824	(7,450)	23,569	55,592	61.39
	Student Activities	100,500	19,499	(7,530)	6,705	74,296	26.07
	Graduation	43,518	0	0	1,402	42,116	3.22
	Emergency Medical	209,000	84,143	0	103,747	21,110	89.90
	Printing & Binding	25,000	0	0	0	25,000	0.00
	Parent Activities	0	0	0	0	0	#DIV/0!
	<b>Sub-Total</b>	<b>\$3,396,380</b>	<b>\$1,489,329</b>	<b>\$166,365</b>	<b>\$1,318,272</b>	<b>\$588,779</b>	<b>82.66</b>
<b>Tuition</b>	Tuition	21,049,657	4,135,170	57,525	23,908,723	(6,994,237)	133.23
<b>Utilities</b>	Natural Gas	2,546,500	664,507	264,761	1,881,993	0	100.00
	Electricity	7,709,500	3,095,813	550,188	4,045,422	568,265	92.63
	Heating Fuels	10,000	0	0	0	10,000	0.00
	Water	265,000	100,166	29,187	299,834	(135,000)	150.94
	Telephone	646,000	170,194	17,808	297,027	178,779	72.33
	Telecommunications/Internet	90,000	23,936	0	23,114	42,950	52.28
	Sewer Usage	225,000	128,012	0	153,986	(56,999)	125.33
	Gas & Oil	35,000	25,222	0	0	9,778	72.06
	<b>Sub-Total</b>	<b>\$11,527,000</b>	<b>\$4,207,851</b>	<b>\$861,944</b>	<b>\$6,701,376</b>	<b>\$617,773</b>	<b>94.64</b>
<b>Transportation</b>	Milage	610,900	135,874	32,304	323,801	151,225	75.25
	Business Travel	4,000	1,844	274	6,743	(4,587)	214.67
	Transportation	15,028,973	1,962,327	41,151	13,697,673	(631,027)	104.20
	Special Education Transportation	4,998,895	624,821	327,330	6,013,079	(1,639,005)	132.79
	Transportation Techincal Schools	452,480	64,704	0	535,296	(147,520)	132.60
	Transit Bus Passes	227,375	0	0	0	227,375	0.00
	Field Trips	162,462	7,685	1,179	43,719	111,057	31.64
	InterDistrict Transportation	1,289,000	(1,052,834)	0	4,116,834	(1,775,000)	237.70
	Outplacment Transportation	3,555,000	649,585	37,141	4,009,791	(1,104,377)	131.07
	Field Trips (Non-Public)	206,117	66,196	19,518	186,724	(46,803)	122.71
	<b>Sub-Total</b>	<b>\$26,535,202</b>	<b>\$2,460,202</b>	<b>\$458,897</b>	<b>\$28,933,662</b>	<b>(\$4,858,661)</b>	<b>118.31</b>



# NEW HAVEN PUBLIC SCHOOLS

<b>Maintenance, Property, Custodial</b>	School Security	12,000	8,535	0	0	3,465	71.13
	Building & Grounds Maint. Supp.	100,000	74,005	9,061	39,885	(13,890)	113.89
	Custodial Supplies	488,000	246,779	21,159	199,221	42,000	91.39
	Light Bulbs	30,000	13,968	4,156	2,699	13,333	55.56
	Uniforms	19,252	0	0	43,078	(23,826)	223.76
	Moving Expenses	50,000	5,108	0	59,892	(15,000)	130.00
	Cleaning	26,000	6,000	0	10,000	10,000	61.54
	Repairs & Maintenance	102,808	22,599	(96)	17,280	62,928	38.79
	Building Maintenance	575,000	189,750	9,856	248,661	136,589	76.25
	Rental	120,000	(942)	0	0	120,942	(0.79)
	Rental of Equipment	8,000	2,257	0	9,743	(4,000)	150.00
	Maintenance Agreement Services	725,000	101,500	17,465	619,321	4,179	99.42
	Vehicle Repairs	80,000	21,264	491	59,534	(798)	101.00
	Rolling Stock	0	0	0	0	0	#DIV/0!
<b>Sub-Total</b>		<b>\$2,336,060</b>	<b>\$690,823</b>	<b>\$62,092</b>	<b>\$1,309,315</b>	<b>\$335,922</b>	<b>85.62</b>
<b>Other Contractual Services</b>	Other Contractual Services *	4,733,111	997,792	374,376	1,814,713	1,920,606	59.42
	* <b>Special Education</b>	1,042,340	49,023	0	620,464	372,853	64.23
	* <b>Facilities</b>	7,220,558	2,251,493	148,004	6,266,195	(1,297,130)	117.96
	* <b>IT</b>	1,000,000	204,402	0	747,988	47,610	95.24
	Legal Services	534,036	113,702	105,977	318,298	102,036	80.89
	Other Purchased Services	17,500	4,615	0	16,929	(4,044)	123.11
	Postage & Freight	160,500	88,985	601	53,545	17,970	88.80
	Claims	450,000	20,000	20,000	0	430,000	4.44
	Contingencies	0	0	0	0	0	0.00
	<b>Sub-Total</b>	<b>\$15,158,045</b>	<b>\$3,730,013</b>	<b>\$648,958</b>	<b>\$9,838,131</b>	<b>\$1,589,901</b>	<b>89.51</b>
	<b>Supplies &amp; Services Sub-Total</b>	<b>\$80,002,344</b>	<b>\$16,713,388</b>	<b>\$2,255,780</b>	<b>\$72,009,479</b>	<b>(\$8,720,523)</b>	<b>110.90</b>
<b>Combined Total</b>		<b>\$195,263,784</b>	<b>\$64,502,348</b>	<b>\$12,436,695</b>	<b>\$72,265,927</b>	<b>\$58,495,509</b>	<b>70.04</b>

\* Breakout of Other Contractual Services by Department

Reporting For Information Purposes Only - MTD Actuals for the Month referenced above.

# Changes from the previous forecast report



NEW HAVEN PUBLIC SCHOOLS

## **Salaries**

1. Based on current spending will need additional funds in the teacher's salaries due to an MOU for 6<sup>th</sup> class and updated vacancy needs; part time employee funds are needed to cover openings in full time positions.
2. Overtime budget for custodians and security due to staff shortages. ESSER funds are being used to support overtime costs for security and custodial needs as we await vacancies to be filled.
3. Revenue sources are being shown this period to support payroll costs as appropriate.

## **Non Personnel**

1. Schools have received ESSER funds to cover Instructional Supply needs.
2. We will continue to look at anticipated rate increases for utilities (anticipated up to 50% increase) although warmer climate has reduced that need for this period. We will review next month as temperature drops cause increase charges.
3. Payment for copier cost through the City are now included in these projections at \$500K
4. Increased legal costs for contract negotiations (Teacher, Admin and Para) \$500K

- We are continuing to review all purchase orders and agreements to determine if absolutely necessary or can be deferred
- We are reviewing all open purchase orders and utilizing special funds as appropriate.
- We are continue to review grants to see if unspent funds can be reprogrammed
- We are reviewing request to hire ensuring that the new hire is coming at a appropriate salary based on experience and looking at individual building needs
- We continue to monitor and request that all new grant applications that allow Indirect Costs to be included in the application
- While we cannot make changes for this year we will be looking at Tuition Costs and compare with rates of comparable districts to determine if our tuition reimbursement rates are in line and review need for rate increase for the upcoming year
- We will continue to used ARP ESSER funds to cover costs
  - Para's working as substitutes
  - Bus Monitors
  - Extra cleaning costs due to Covid (Buses & Buildings)
  - Custodial and Security Overtime due to Covid related instances



# Unknowns which may add additional costs



NEW HAVEN PUBLIC SCHOOLS

- **Increases in Utility (Gas, Oil, Electric)**
- **Unemployment Costs**
- **Increase in Outplacement/Open Choice Students and SPED Services from outside districts/agencies**
- **Keep in mind that this current budget projection is based on historical data and encumbrances or items within our control known to us. We monitor closely and will continue to make changes as issues arise.**

# **Financial Report – Grants**

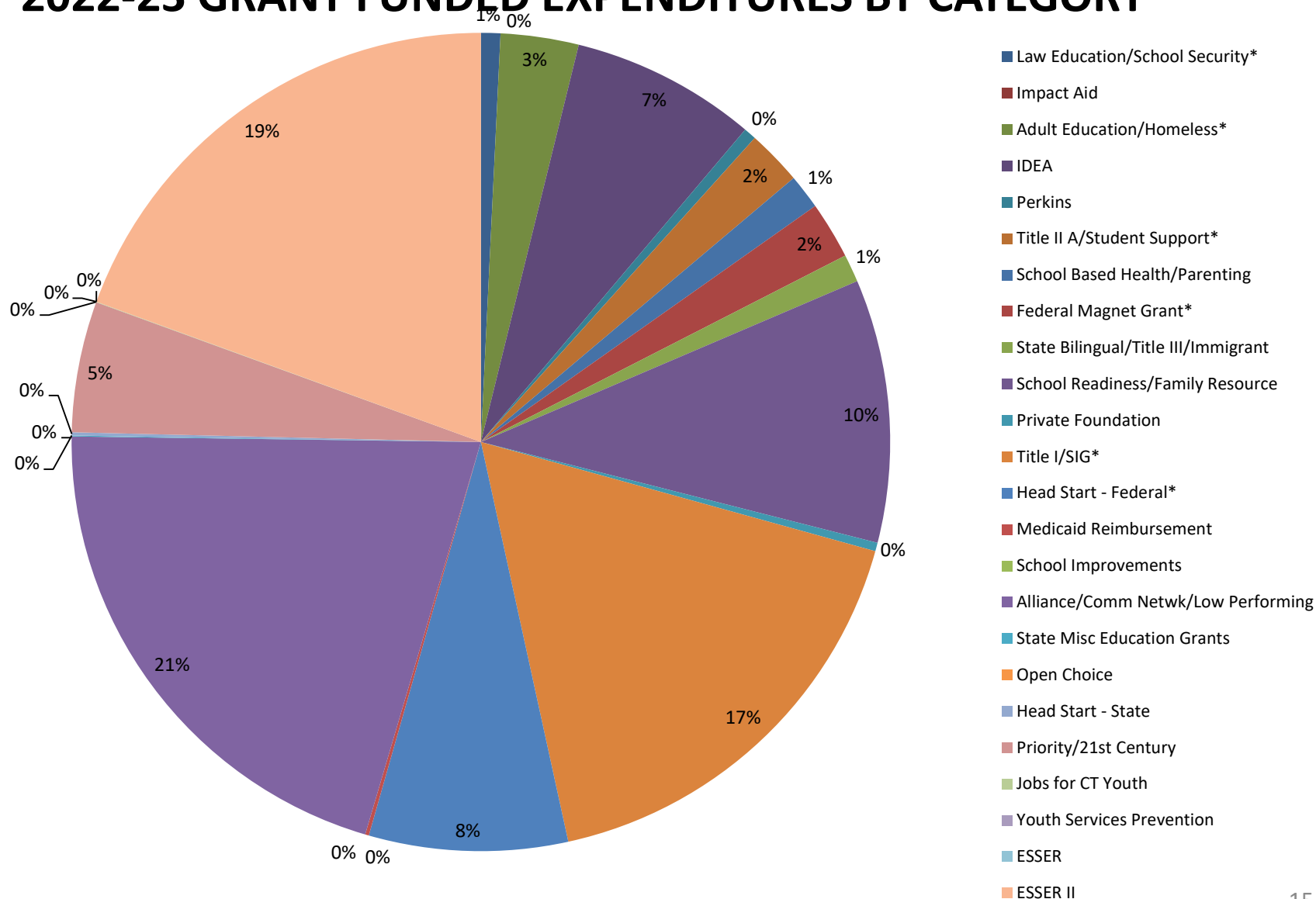
## **December 31, 2023**



**Fiscal Year 2022-23**  
**Special Funds**  
**Monthly Financial Report (Unaudited) as of December 31, 2022**

	<b>Budget</b>	<b>YTD Actuals</b>	<b>Encumbered</b>	<b>Available</b>
Full Time Salaries	46,376,504	15,120,255.00	53,985.00	31,202,264
Employee Benefits	13,698,864	2,887,076.00	0.00	10,811,788
Part Time Personnel	24,460,094	4,940,699.00	0.00	19,519,395
Travel/Mileage	433,730	62,162.00	1,373.00	370,195
Equipment/Technology	9,857,326	1,784,811.00	1,260,854.00	6,811,661
Materials/Supplies	11,513,535	1,138,084.00	1,243,329.00	9,132,122
Purchased Property Services	1,149,409	396,667.00	292,930.00	459,812
Other Professional/Technical	14,874,901	2,076,078.00	5,367,857.00	7,430,966
Transportation/Field Trips	2,750,463	578,026.00	88,302.00	2,084,135
Other Purchased Services	25,067,832	3,490,879.00	6,540,344.00	15,036,609
Parent Activities	80,689	26,813.00	5,672.00	48,204
Fixed Costs	2,514,867	716,745.00	0.00	1,798,122
Fees/Misc Expenses/Student Activities	150,000	0.00	0.00	150,000
Grand Total	<b>152,928,214</b>	<b>33,218,295</b>	<b>14,854,646</b>	<b>104,855,273</b>

# 2022-23 GRANT FUNDED EXPENDITURES BY CATEGORY



- How to read the new grant revenue exhibit (letters refer to column letters on the prior page):
  - A The total amount we were awarded for the grant in 2021-22
  - B Because of Covid-19, we are permitted to roll over unexpended money in some grants in 2022-23. It ‘carries over’ to the next fiscal year.
  - C This is new funding we were awarded in 2022-23
  - D Funding we haven’t received yet, but expect to receive.
  - EC+D. The total new money we’ll receive for the grant this year.
  - FB+E. The sum of the carryover funds and the new money. This is what’s available to spend in 2022-23.
  - G E-A. This measures the change in new money only, and excludes the effect of the carryover.
  - H G/A. Calculates, on a percentage basis, the change in the new money year over year.



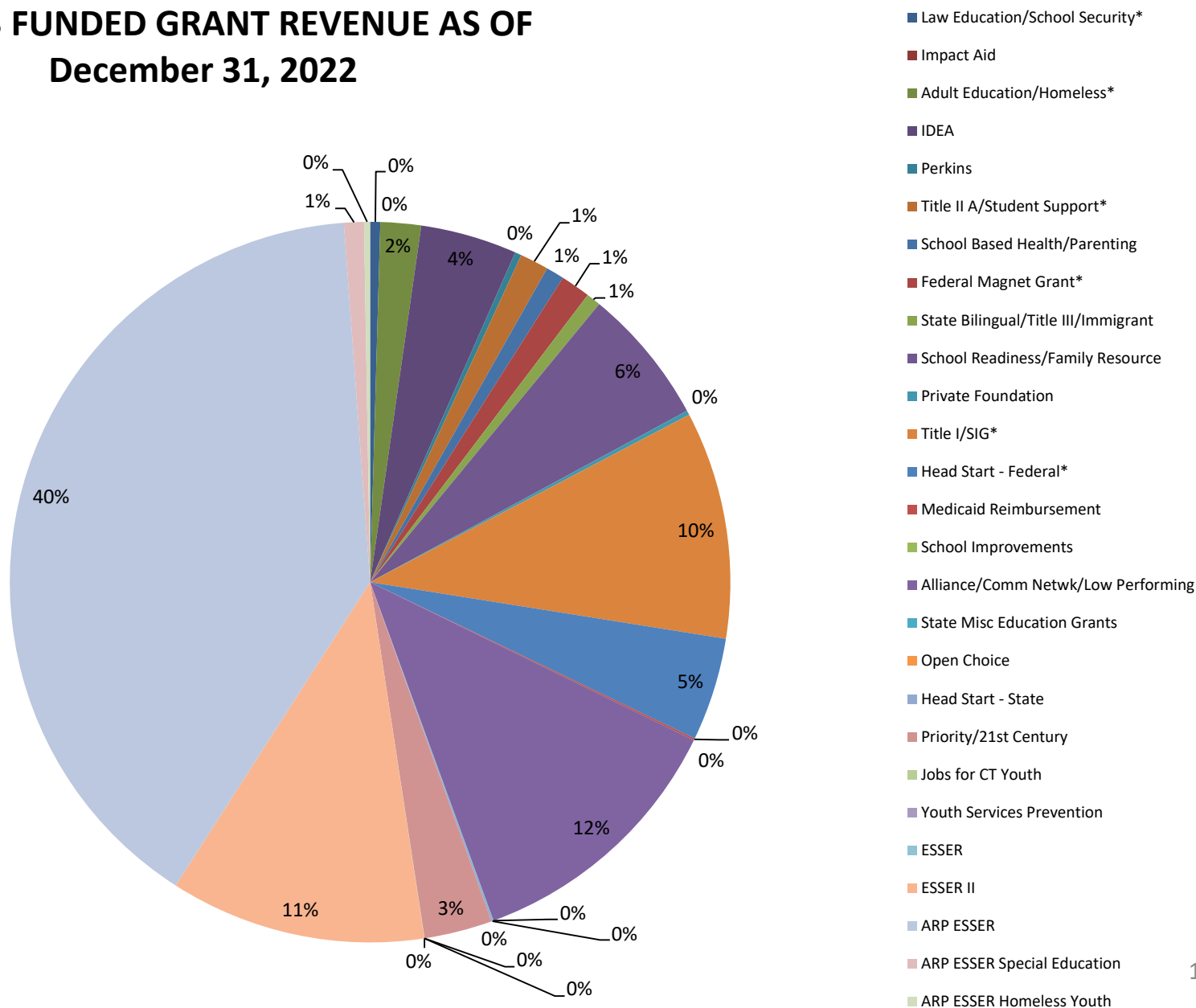
Fiscal Year 2022-23  
Special Funds Revenue

	A	B	C	D	E	F	G	H
			Received		Total	Total		
	FY 2021-22	Carryover	FY2022-23	Pending	Anticipated	Available Funds	YOY \$ Change	YOY
Common Titles	Funding	Funding	Funding	Approvals	New Funding	for 2022-23	in New Funds	% Change
Law Education/School Security	\$787,061	\$787,061			\$0	\$787,061	(\$787,061)	0.0%
Impact Aid	\$10,303	\$0			\$0	\$0	(\$10,303)	-100.0%
Adult Education/Homeless*	\$3,242,672	\$60,000	\$3,106,223		\$3,106,223	\$3,166,223	(\$136,449)	-4.2%
IDEA*	\$7,332,434	\$620,604		\$6,916,475	\$6,916,475	\$7,537,079	(\$415,959)	-5.7%
Perkins*	\$652,073	\$0		\$505,020	\$505,020	\$505,020	(\$147,053)	-22.6%
Title II A/Student Support*	\$3,030,291	\$1,395,737		\$840,241	\$840,241	\$2,235,978	(\$2,190,050)	-72.3%
School Based Health/Parenting	\$1,399,459	\$17,814	\$1,394,594		\$1,394,594	\$1,412,408	(\$4,865)	-0.3%
Federal Magnet Grant*	\$4,972,659	\$2,320,724			\$0	\$2,320,724	(\$4,972,659)	-100.0%
State Bilingual/Title III/Immigrant	\$1,060,618	\$211,304		\$917,658	\$917,658	\$1,128,962	(\$142,960)	-13.5%
School Readiness/Family Resource	\$9,724,866	\$140,963	\$10,548,116		\$10,548,116	\$10,689,079	\$823,250	8.5%
Private Foundation	\$435,873	\$272,168	\$74,294		\$74,294	\$346,462	(\$361,579)	-83.0%
Title I/SIG*	\$16,717,400	\$4,415,582	\$1,388,574	\$11,957,470	\$13,346,044	\$17,761,626	(\$3,371,356)	-20.2%
Head Start - Federal*	\$7,686,198	\$1,828,788	\$6,235,156		\$6,235,156	\$8,063,944	(\$1,451,042)	-18.9%
Medicaid Reimbursement	\$219,642	\$0	\$149,415		\$149,415	\$149,415	(\$70,227)	-32.0%
School Improvements	\$0	\$0			\$0	\$0	\$0	0.0%
Alliance/Comm Network/Low Performing	\$20,876,678	\$0	\$21,238,171		\$21,238,171	\$21,238,171	\$361,493	1.7%
State Misc Education Grants	\$29,417	\$5,017	\$32,855		\$32,855	\$37,872	\$3,438	100.0%
Open Choice	\$483,941	\$0			\$0	\$0	(\$483,941)	-100.0%
Head Start - State	\$248,714	\$0	\$130,759		\$130,759	\$130,759	(\$117,955)	-47.4%
Priority/21st Century*	\$6,037,905	\$216,710	\$5,097,980		\$5,097,980	\$5,314,690	(\$939,925)	-15.6%
Jobs for CT Youth	\$29,307	\$0	\$20,500		\$20,500	\$20,500	(\$8,807)	-30.1%
Youth Services Prevention	\$0	\$0			\$0	\$0	\$0	0.0%
ESSER*	\$1,750,667	\$0			\$0	\$0	(\$1,750,667)	-100.0%
ESSER II	\$37,398,032	\$19,981,102			\$0	\$19,981,102	(\$37,398,032)	-100.0%
ARP ESSER	\$80,017,233	\$69,214,187			\$0	\$69,214,187	(\$80,017,233)	0.0%
ARP ESSER Special Education	\$1,951,134	\$1,551,134			\$0	\$1,551,134	(\$1,951,134)	0.0%
ARP ESSER Homeless Youth	\$472,682	\$472,682			\$0	\$472,682	(\$472,682)	0.0%
	\$206,567,259	\$103,511,577	\$49,416,637	\$21,136,864	\$70,553,501	\$174,065,078	(\$136,013,758)	-65.8%

\*As a result of Covid 19 federal grants were awarded an extension to spend funds in fiscal year 2020-21, 2021-22 and recently received extension into FY23



## 2022-23 FUNDED GRANT REVENUE AS OF December 31, 2022







## FY 2023-24 Budget Development Calendar

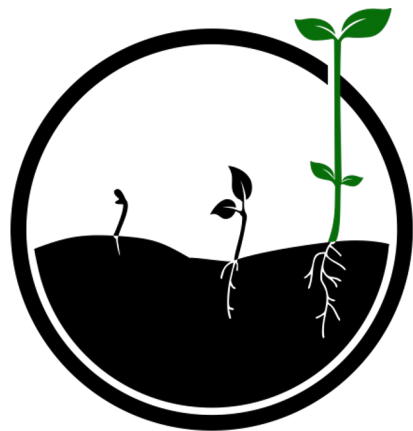
# DRAFT

<u>Action</u>	<u>Person Responsible</u>	<u>Due Date</u>
Full time staff rosters sent to Principals and other leaders for review	Finance Office	December 1, 2022
Budget process overview for Principals and Administrators at Superintendent's meeting - provide sample budget tools	Finance Office	December 14, 2022
Budget discussions with Principals and Executive Team - ZOOM	Finance Office/ELT	December 20,21, 2022
Updated staff rosters sent back to Finance office forwarded to HR for updates	Schools/ELT	December 8, 2022
Non-staff budget templates sent to Principals and Adminstrators	Finance Office	December 8, 2022
Meetings with Non School Department Heads		January 11 - 15, 2023
Preliminary budgets due from schools and departments	Schools/Department	January 15, 2023
Internal budget reviews with Principals and Administrators	Schools/Superintendent/ELT	January 6, 2023
Provide budget update to Principals and Administrators at the Superintendent's Meeting (ZOOM)	Finance Office/ELT	Week of January 23, 2023
Budget revisions due from schools and departments	Schools/Departments	N/A
First draft of budget compiled	Finance Office	Week of January 23, 2023
Budget Presentation to Finance and Operations Committee	Superintendent/CFO	February 21, 2023
Presentation to the Board of Education	Superintendent/CFO	March 2023 TBD
Community Forum(s)on Budget	BOE/CFO/Superintendent	March 2023 TBD
BOE Special Meeting on Budget	BOE/CFO/Superintendent	TBD
Review and adjust budget per Special Meeting	Superintendent/Finance Office	TBD
Superintendent's recommended budget presented to the Board of Education for approval	Superintendent/CFO	March 2023 TBD
Budget Hearing Board of Alders Finance Committee	Superintendent/CFO	TBD - April
Board of Education adoption of Final 2023 Budget	Superintendent/BOE	TBD - May

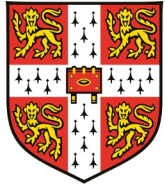
# Purpose

Why are we talking about Educator Wellbeing?

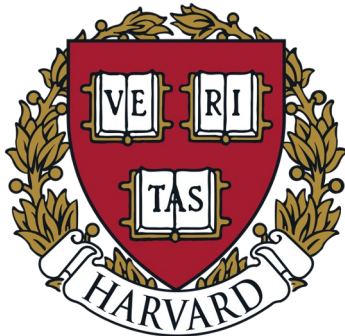




E D U C A T O R S  
**T H R I V I N G**

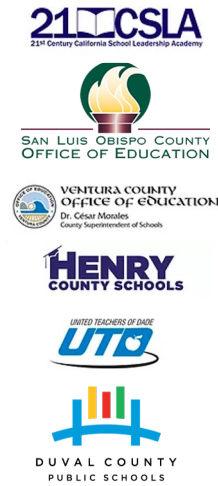


UNIVERSITY OF  
CAMBRIDGE









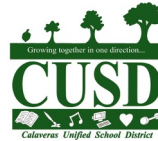
2018 -19

2019 - 20

2020 - 21

2021 - 22

2022 - 23



Every educator **experiences well-being** and reaches their **full professional potential**.

**Equip  
Educators**





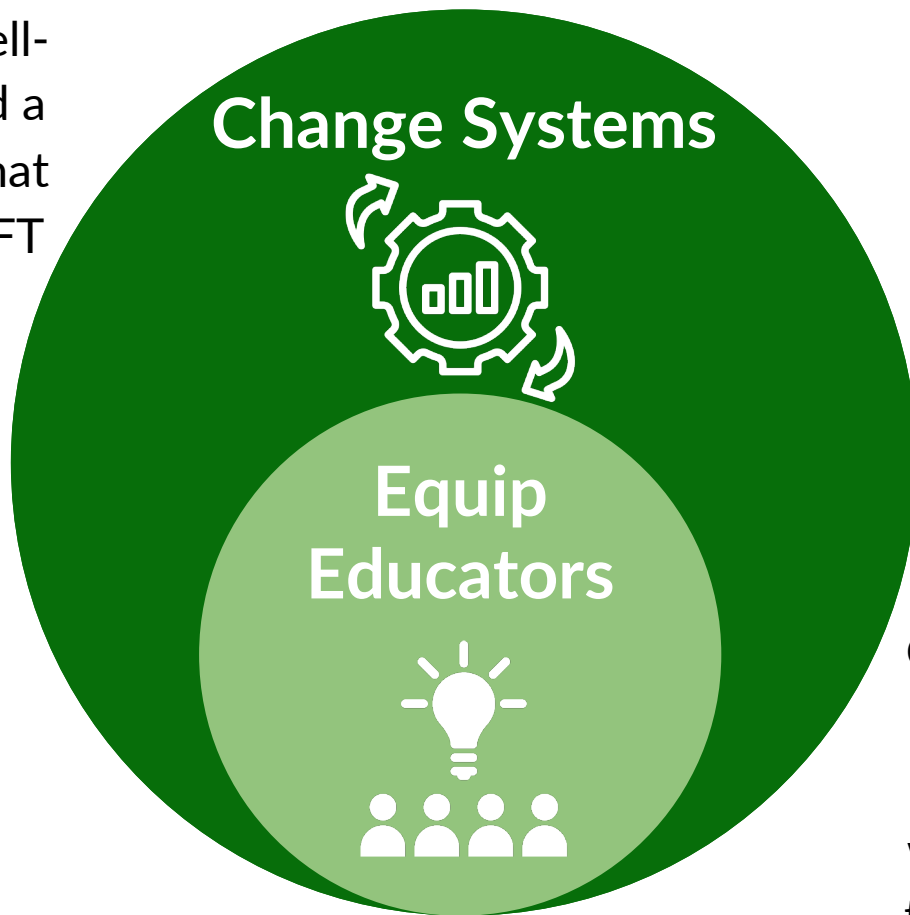
**Change Systems**



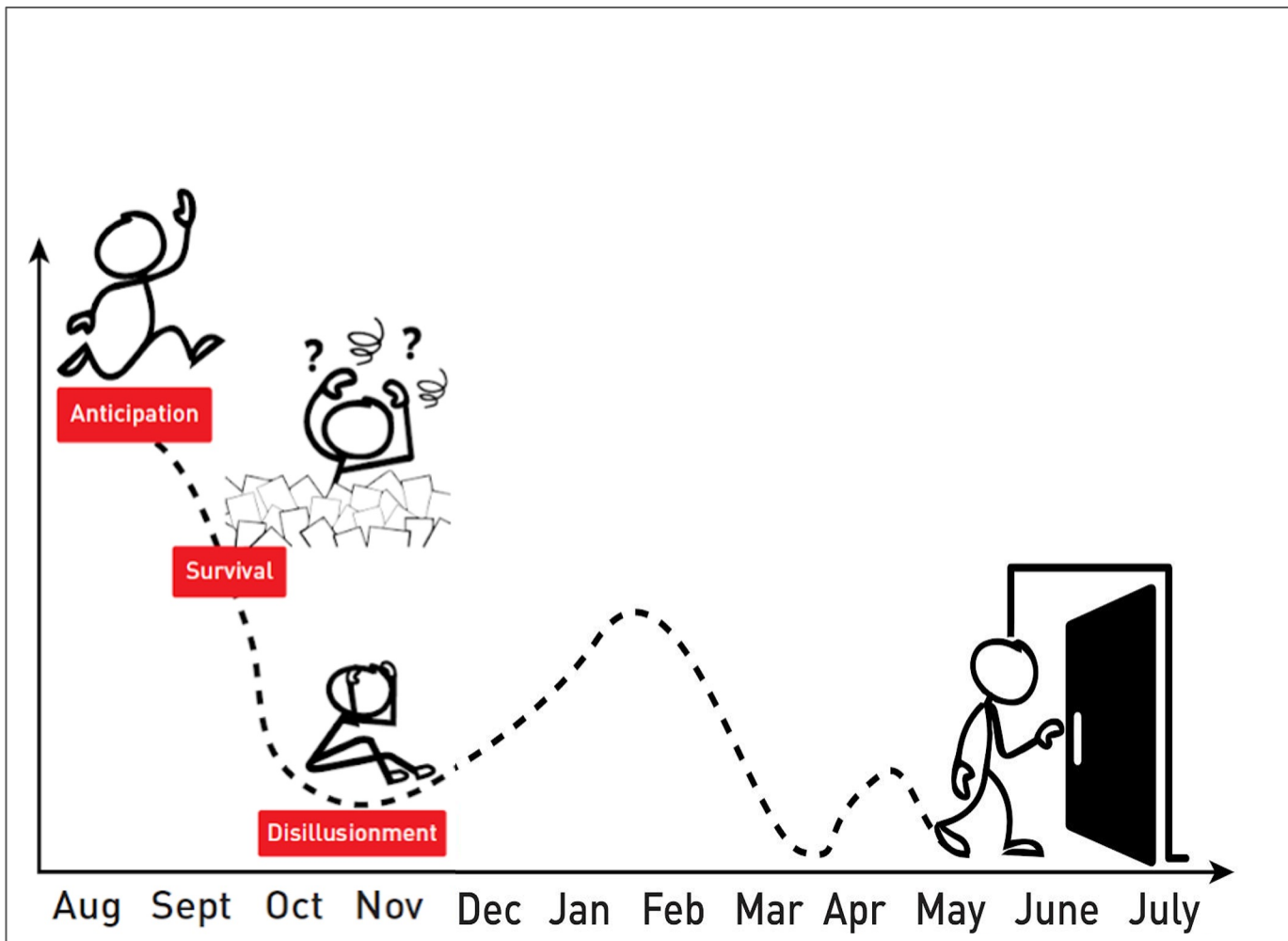
**Equip  
Educators**



**Defined** educator well-being and co-created a survey to **measure** that definition, all with AFT members.



Offered AFT members research-based personal development with strategies proven to **increase** well-being.



# Burnout is rampant.

GALLUP BLOG SEPTEMBER 8, 2022

## Putting Out Teacher Burnout

BY MERIA CARSTARPHEN

TEACHING & LEARNING

## The Mental Health Crisis Causing Teachers to Quit

Teachers are leaving careers they love in a last-ditch effort to save their mental health. How did we get here?

By Stephen Noonoo

May 2, 2022

IT'S TIME TO TAKE Teacher Burnout Seriously.  
Here's How.

Businessweek + Equality  
America's Broken Education System

## Part 1: Why Teachers Are Quitting

## Educators say burnout is leading to more staffing shortages

The National Education Association calls the shortages in schools a "five-alarm crisis."

'I dread every day': Overworked and under pressure, our teachers are in the midst of a mental health crisis

Burnout Is Educators' Top Concern. Here Are 4 Ways To Help

Expert Viewpoint

## 5 Ways to Reduce Teacher Burnout and Increase Retention

By Becca Hughes | 08/30/22

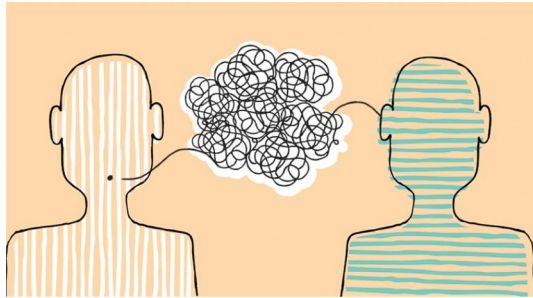


## 1. Overwhelm

# The Five Pitfalls



## 2. Personal Neglect



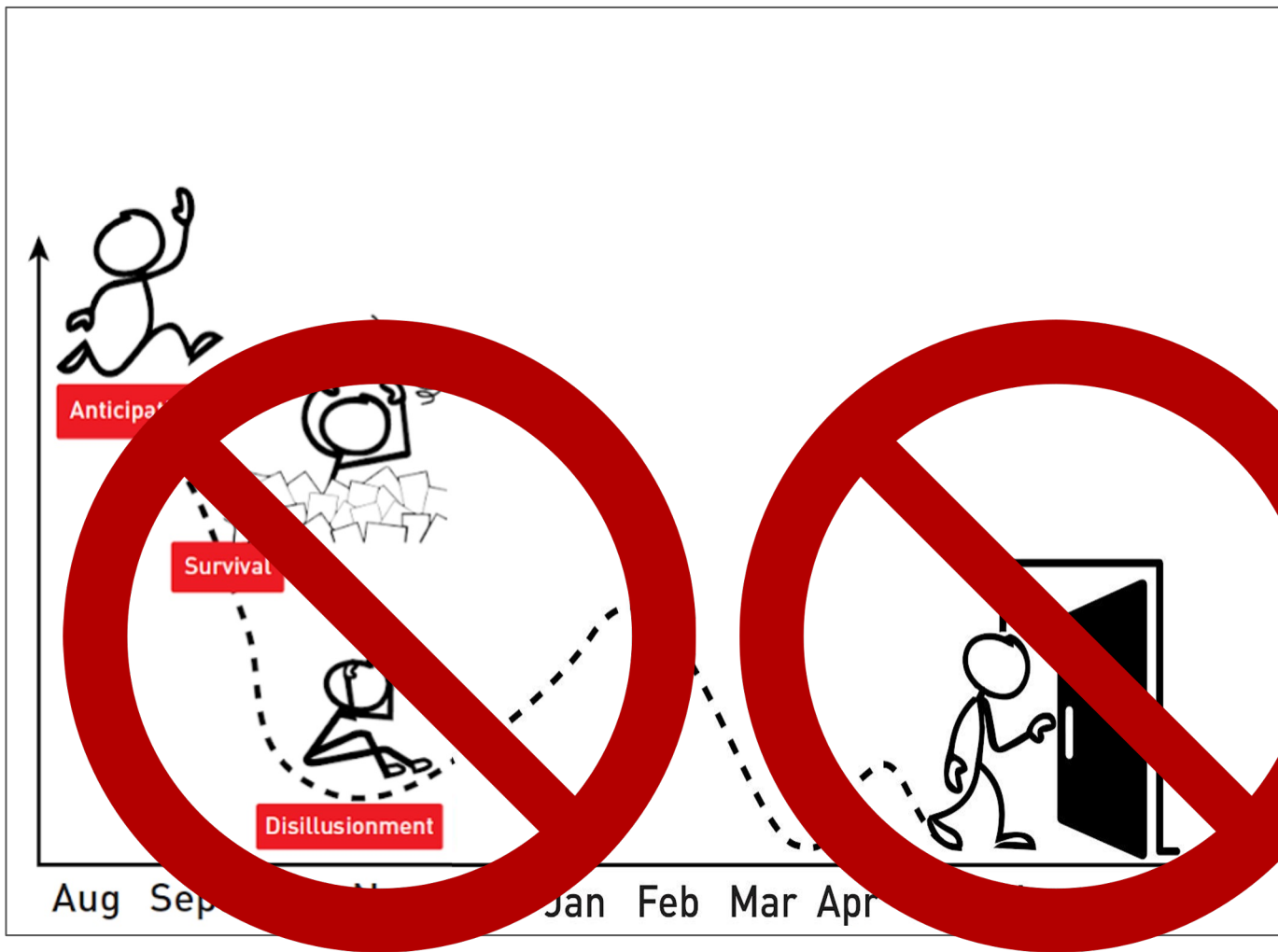
## 3. Conflict



## 4. Unexpected Challenges



## 5. Isolation



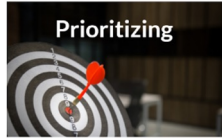




## Program Sessions

During each session, participants will learn about strategies that are empirically proven to increase wellbeing. What follows is a preview of the sessions you could choose from.

During the first session, participants reflect on their experience with **the five pitfalls** and engage in a deep listening exercise to understand the experience of others in our groups. We learn about research that highlights the importance of candid dialogue about the challenges we face.



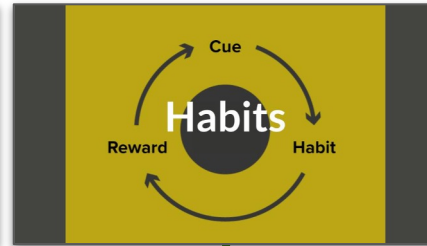
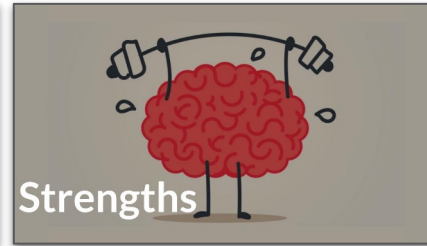
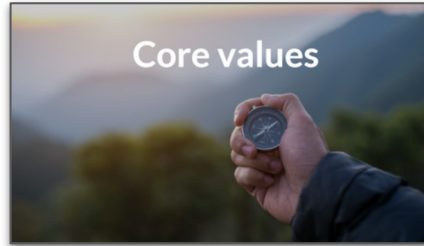
During the **prioritizing** session, participants learn about a framework they can use to ensure they're prioritizing not only what is urgent but also what is important for their long-term well-being. They also learn about a research-based strategy to keep first things first.

During the **core values** session, participants identify a list of their top three core values and learn about the research connecting reflection on our values to increased well-being.



[www.educatorsthiving.org](http://www.educatorsthiving.org)

2





# Partnership

How did we collaborate this fall?

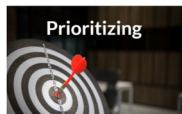




## Program Sessions

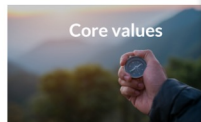
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[www.educatorsthiving.org](http://www.educatorsthiving.org)

## Program timeline

Application	Session 1	Session 2	Session 3	Session 4	Session 5
Application deadline Wednesday, June 8	Tuesday, Sept. 13th from 6 to 8 PM	Tuesday, Sept. 20th from 6 to 8 PM	Tuesday, Sept. 27th from 6 to 8 PM	Tuesday, Oct. 4th from 6 to 8 PM	Tuesday, Oct. 11th from 6 to 8 PM
	Thursday, Sept. 15th from 4 to 6 PM	Thursday, Sept. 22nd from 4 to 6 PM	Thursday, Sept. 29th from 4 to 6 PM	Thursday, Oct. 6th from 4 to 6 PM	Thursday, Oct. 13th from 4 to 6 PM



EDUCATORS  
THRIVING



New Haven  
Federation of  
Teachers  
UNION OF THE  
EDUCATORS OF THE STATE OF CONNECTICUT

*Don't just survive. Thrive.*

Come learn **concrete strategies** to help you avoid **the five personal pitfalls** of the educator experience.

*Don't just survive. Thrive.*

What	A research-based personal development program to help educators sustain their well-being. There will be <b>five, two-hour sessions</b> . Participants who successfully complete the program will be eligible to receive <b>\$500</b> .
Who	<b>All educators</b> in the New Haven Federation of Teachers are welcome! <b>Space is limited to the first 50 applicants.</b> <b>NHFT Members Only!</b>
When	The program will be offered starting the week of Monday, September 12. Sessions will take place weekly either Tuesdays from 6 to 8 PM or Thursdays from 4 to 6 PM. Sessions will be facilitated virtually on Zoom.

1. Apply by Wednesday, June 8: <https://tinyurl.com/EdThriveNHFT>
2. Want to learn more? Watch this **five-minute overview video**?  
<https://tinyurl.com/EdThriveOverviewVideo>
3. Contact us at [ProgramTeam@educatorsthiving.org](mailto:ProgramTeam@educatorsthiving.org) with any questions.



Educators Thriving: Congrats, you're in! Inbox x



**Katie LaPointe** <katie@educatorsthiving.org>  
to bcc: me ▾

You're in! You've been admitted into the Educators Thriving Program beginning

To confirm your spot in the program, **you must complete this Google Form**

If we don't hear from you by then, we'll offer your spot to one of the folks on the

As you may recall from [the flier](#), Red River United - in partnership with the American

successfully complete the program! Successful completion of the program inv

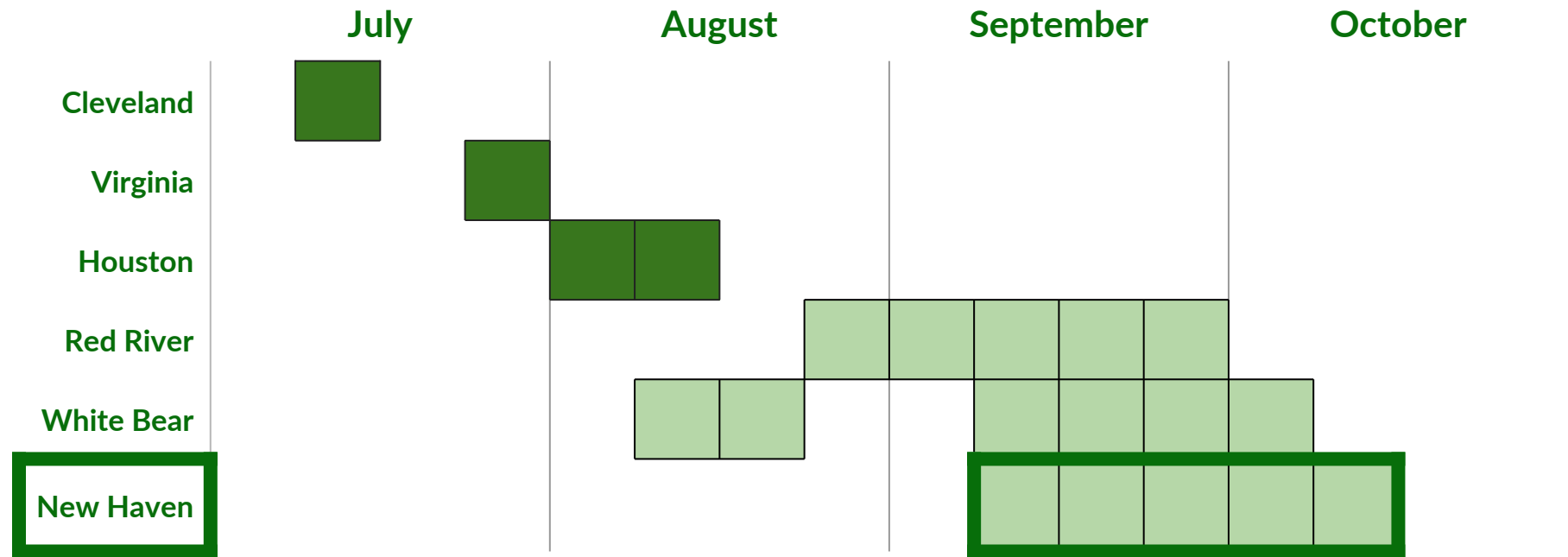


EDUCATORS  
THRIVING

### Groups

Group	Name
1	Tyler Hester
	Hallie Fox
	Laura Andersen
	Katie LaPointe
2	Randi Weingarten
	Evelyn DeJesus
	Fed Ingram
3	John Lennon
	Paul McCartney
	George Harrison
	Ringo Starr
4	Emma Bunton
	Melanie Chisholm
	Victoria Beckham
	Mel Brown
5	Steve Tyler
	Tom Hamilton
	Joe Perry







**Personal development  
happens interpersonally.**

# Program Results



## Well-being Report 2022 New Haven Federation of Teachers

This summary of feedback reflects the experience of 47 educators who completed the baseline Educators Thriving survey in September 2022 and a follow-up survey in October 2022, following the end of the program (see Table 1 for participant demographics).

**98%**

of participants reported the program improved their well-being.

**87%**

of participants agreed that the program has made their work feel more sustainable.

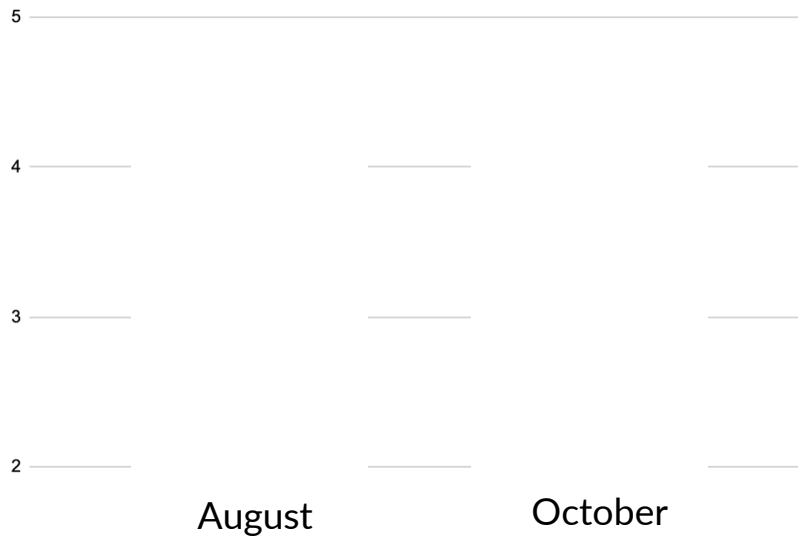
**81%**

of participants agree the program made them feel more effective at work

- Educators reported **significant improvement in resilience** at the end of the program.
- Educators reported **significant improvement in workplace accomplishment and relationships** at the end of the program.
- A majority of participants reported strategies from the program have improved their well-being.



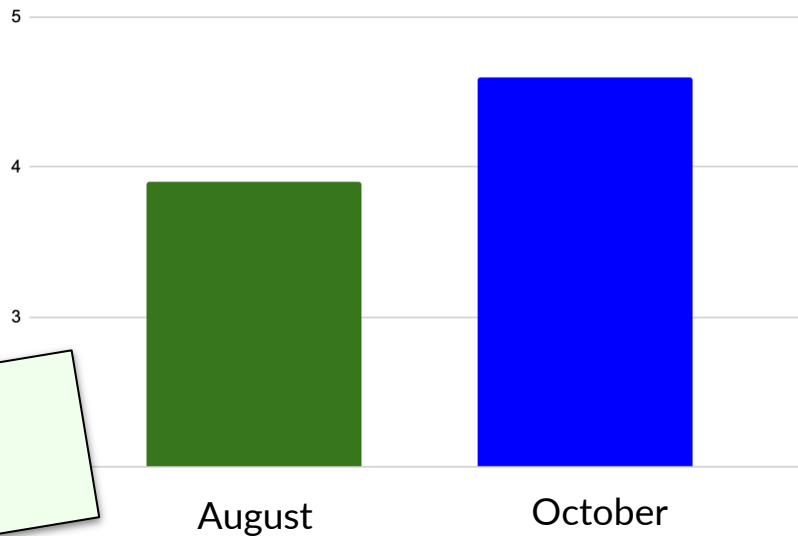
# Resilience





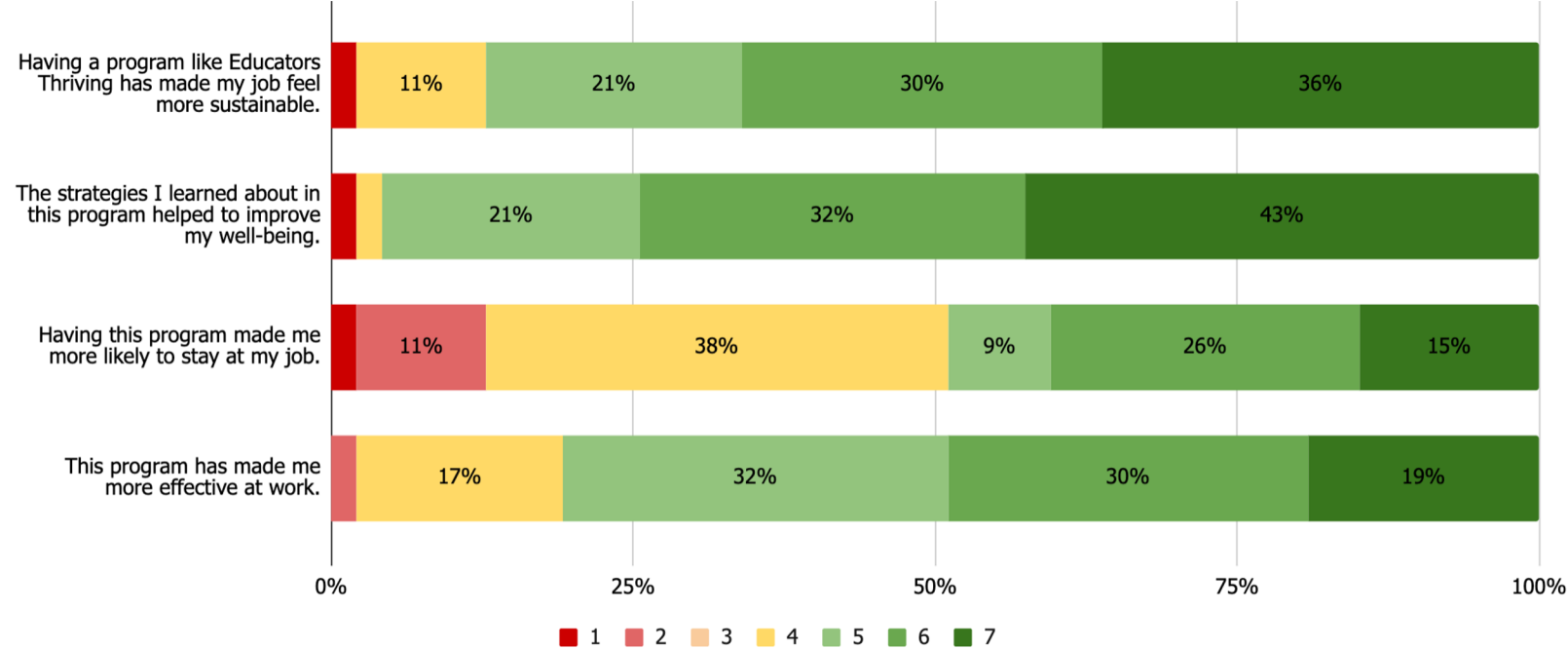
**Not normal!**

## Resilience





# Program Satisfaction



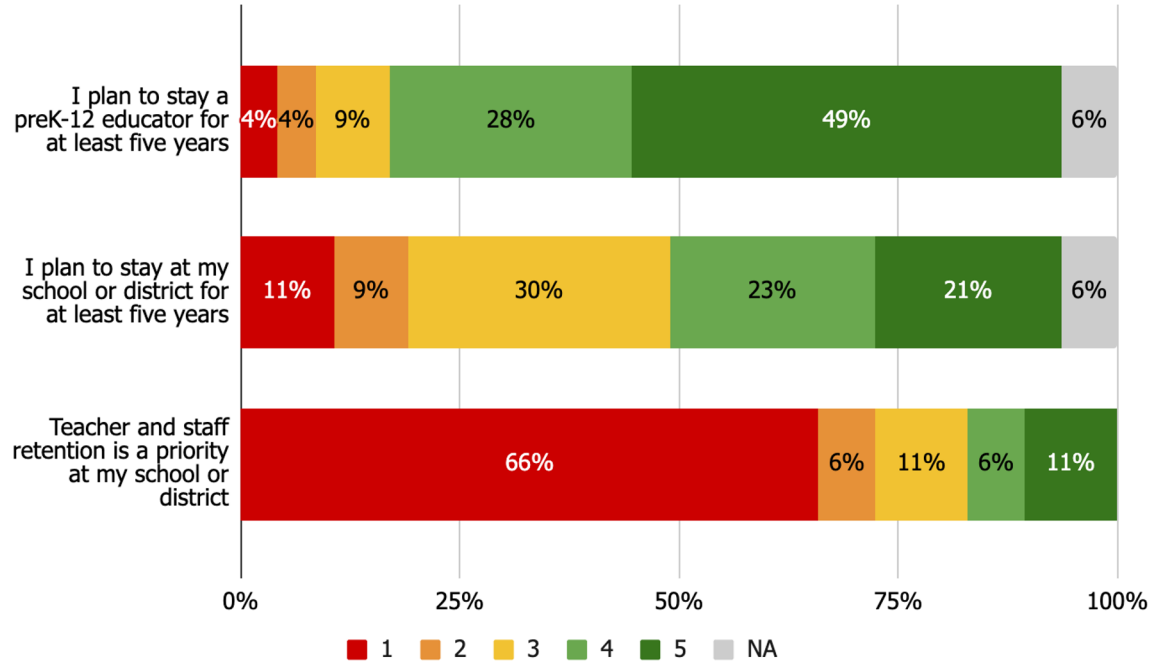
I also loved to discover that  
I am not going through this alone.

I love how many resources are included on  
the web page and how researched  
everything is for us. Amazing opportunity!

I always felt a lot better  
after each session,  
especially during really  
tough days.

Having the connection  
to other educators from  
throughout my district  
was fantastic!

# Retention Intentions



# On the chance that you're considering leaving, what would make you more likely to stay?

**Four major themes** in the responses:

- Increased Pay & Better Health Benefits
- Genuine Care and Support from District and BOE
- Reduced or Capped Special Education Caseload Size
- Improved District Response to Student Needs & Behavior

# Potential

How can we continue to collaborate to support Educator Wellbeing?



# Possible Next Steps...



Offer program to new cohorts of educators



Assess well-being of our workforce



Collaborate with district leaders to address issues of well-being in NHPS



Dr. Iline Tracey , Superintendent

Ms. Keisha Redd-Hannans , Assistant Superintendent of Curriculum, Instruction, and Assessment

Mr. Robert McCain, Science Supervisor

Teaching and Learning Committee

January 18, 2023



# STRATEGIC PLAN : SY 2020-2024



NEW HAVEN PUBLIC SCHOOLS

## Core Values

We believe...

**1 Equitable opportunities** create the foundation necessary for every child to succeed

**3 High expectations** and standards are necessary to prepare students for college and career

**2 A culture of continuous improvement** will ensure that all staff are learners and reflective practitioners

**4 Collaboration** and partnerships with families and the New Haven community will enhance learning and achievement



## Mission

To provide all students in New Haven Public Schools with personalized, authentic, and engaging learning experiences through creativity, exploration, innovation, critical thinking, problem-solving, and high quality instruction. To foster a culture of continuous improvement through collaborative partnerships with staff, families, and the New Haven community. To support students' growth and development by utilizing the Whole Child Framework.

## Vision

Our vision is to be a premier urban school district that ensures access to equitable opportunities and successful outcomes for all students as they prepare for college, career, and life.

## Priority Areas for 2020-2024

- 1 Academic Learning**
- 3 Youth & Family Engagement**
- 5 Operational Efficiencies**

- 2 Culture & Climate**
- 4 Talented Educators**

WWW.NHPS.NET



## Goal:

To create a comprehensive middle school science curriculum that bridges the gap from K-12, providing an equitable and cohesive program for all New Haven students.

- Inequity in programs, lessons, and consistency in science instruction and learning throughout New Haven Schools
- Middle school teachers are “doing their own thing.” Creating inequity in the quality of science instruction for NHPS students.
- Record number of substitute and first year teachers in science (currently 12 vacancy in 6-8).

Smithsonian STMC Program

<https://www.smithsonianstc.com/stcms-framework-172N7-41245L.html>

Lab-Aids SEPUP Program

<https://www.lab-aids.com/ngss>

Savvas Elevate Science

<https://www.savvas.com/index.cfm?locator=PS3eR5&PMDBSOLUTIONID=6724&PMDBSITEID=2781&PMDBCATEGORYID=814&PMDBSUBSOLUTIONID=&PMDBSUBJECTAREAID=&PMDBSUBCATEGORYID=&PMDBProgramId=165441&elementType=programComponents>

# Pilot Schools



NEW HAVEN PUBLIC SCHOOLS

	Smithsonian STMC	Lab Aids SEPUP	Savvas Elevate Science
Grade 6	<b>Melanie Seeger</b> Conte <b>Emma Salvatore</b> Fame	<b>Lorrie Quirk</b> Lincoln Bassett <b>Tim Shortt</b> Hooker	<b>Nancy Wattnem</b> Barnard <b>Alexis Nuhn</b> Barnard
Grade 7	<b>Sarah Johnson</b> Ross Woodward <b>Kerry Martins</b> Beecher	<b>Stephanie Persanti</b> Clinton <b>Tina Taylor</b> Martinez	<b>Suzette Boutin</b> Barnard <b>Colleen Whittel</b> Clemente
Grade 8	<b>Sarah Johnson</b> Ross Woodward <b>Tom Merritt</b> Jepson	<b>Stephanie Persanti</b> Clinton <b>Kristin Satawhite</b> Nathan Hale	<b>Suzette Boutin</b> Barnard Roger Rushworth ESUMS

# Timeline



NEW HAVEN PUBLIC SCHOOLS

## Quarter 2 Pilot ( Nov 15- Jan 26)

### Teacher Training 1

Smithsonian 12/1

Lab-Aids 12/5

Savvas 11/28

### Teacher Training 2:

Smithsonian 1/4

Lab-Aids 1/12

Savvas 1/11

### School Based Site Visits

WK Dec 5th, WK Jan. 9th, 1/17

### Student Work

[https://drive.google.com/drive/folders/1WuKW98Bqu\\_ts9BmZEmUpjJgluds7y0vk?usp=share\\_link](https://drive.google.com/drive/folders/1WuKW98Bqu_ts9BmZEmUpjJgluds7y0vk?usp=share_link)

### Next Steps:

#### Teacher Surveys

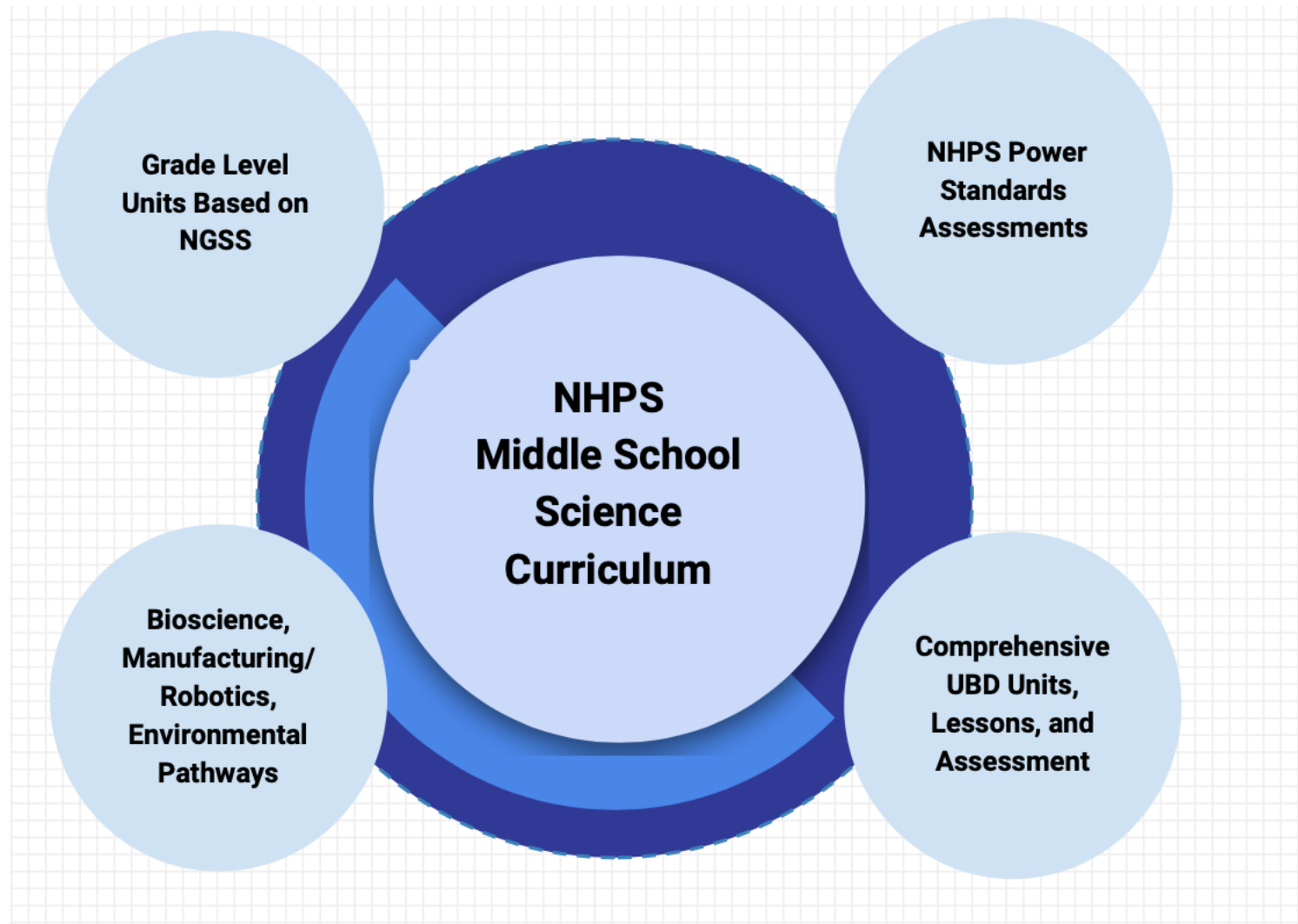
[https://docs.google.com/forms/d/e/1FAIpQLSdUZAPKaPs6P9gxEsCnQWE088HfXNR6saWjfh7J-7aS8hzlKA/viewform?usp=share\\_link](https://docs.google.com/forms/d/e/1FAIpQLSdUZAPKaPs6P9gxEsCnQWE088HfXNR6saWjfh7J-7aS8hzlKA/viewform?usp=share_link)

Contact Companies for Program Price Quotes/Professional Development

# Comprehensive Middle School Science Curriculum



NEW HAVEN PUBLIC SCHOOLS



## **Memorandum**

Date: 1/20/2023  
To: Dr. Tracy, Superintendent New Haven Public Schools  
Finance & Operations Committee  
Board of Education  
From: Thomas Lamb, Chief Operating Officer  
RE: Shipman & Goodwin Employee Relations Legal Services Agreement Amendment

---

Legal services to the New Haven Public Schools for Employee Relation Matters provided by Shipmen and Goodwin law firm have seen a significant rise in need this fiscal year. Nearly 73% of cost and 75% of billed hours incurred to date can be attributed to only 4 of nearly 23 separate matters currently being addressed, some of which are still in litigation and to preserve attorney client privilege will need to be discussed in executive session for further details related to current and future costs incurred as well as settlement potential. 65% of billing to date occurred in the months of November and December. The district has also seen an increase in CHRO matters that have contributed to these this increases as well.

Shipman is a preeminent law firm providing legal services to school districts in Connecticut, representing over 100 public school districts throughout the state, ranging from larger urban districts such as, Hartford and Norwalk to smaller districts like Windham and Norwich. In addition to the New Haven Public Schools, they represent several school districts in New Haven County on school law matters, including Hamden, North Haven, East Haven, Branford, Madison, Wallingford and Meriden, among others.

The negotiations of the labor union contracts for the teacher's union, the administrator's union, the paraprofessional's union, the substitute teacher's union, and the 287 Building Managers and Assistant building manager's union are all due to be renewed this year. These along with three other significant matters of litigation have drastically impacted needed dollars. Some matters have required significant involvement and others minimal.

The original agreement for Labor Relation Matters for the 2022/2023 fiscal year was for \$80,000. An amendment to this agreement in the amount of \$437,376.55 is requested. The requested amount will cover \$133,376.55 that has currently exceeded our agreement as well as provide an additional \$303,828.05. In coordination with the district general fund finance team this is the district's current best guess for what will be needed to close out the fiscal year based on open litigation and the district's current relationships with unions that have contracts remaining to negotiate. A possibility remains that these dollars will not be needed in their entirety, it is difficult to near impossible to predict with any certainty exact dollars that will be needed.

Thank you



NEW HAVEN PUBLIC SCHOOLS  
**AMENDMENT TO AGREEMENT**

Vendor Name: \_\_\_\_\_

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

Agreement #: \_\_\_\_\_

Amendment #: \_\_\_\_\_

Attach Copy Of Fully Executed Agreement

Grant Name: \_\_\_\_\_

Grant # If Applicable: \_\_\_\_\_

Funding Source Acct #: \_\_\_\_\_

Original Amount of Agreement: \_\_\_\_\_

Amount of Agreement Prior To This Amendment: \_\_\_\_\_

Amount of this Amendment: \_\_\_\_\_

\_\_\_\_\_ Actual or \_\_\_\_\_ Estimate

\_\_\_\_\_ Increase \_\_\_\_\_ Decrease \_\_\_\_\_ No Change

Amount of Agreement Including This Amendment: \_\_\_\_\_

Funding Source & Acct # for Amendment: \_\_\_\_\_

Description and Need for Amendment \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**All of The Terms and Conditions of Original Agreement Remain in Full Force and Effect**

Contractor's Signature: \_\_\_\_\_ (Name) \_\_\_\_\_ (Date)

\_\_\_\_\_  
 (Title)

New Haven Board of Education:

\_\_\_\_\_  
 President

\_\_\_\_\_  
 (Date)





# NEW HAVEN PUBLIC SCHOOLS

*\*Info Only does not reflect payment status*

## Legal Spend Summary

<b>FY 22-23 (July - November)</b>						
<u>Vendor Name</u>	<u>Description</u>	<u>PO #</u>	<u>PO Amount</u>	<u>Total Spent</u>	<u>Balance</u>	<u>% Used</u>
Shipman Goodwin	General Legal Services	91350456	\$ 70,000.00	\$ (31,703.00)	\$ 38,297.00	45%
Shipman Goodwin	Labor Relations Negotiations	91350457	\$ 80,000.00	\$ (213,376.55)	\$ (133,376.55)	267%

<b>Amendment Proposal</b>						
<u>Vendor Name</u>	<u>Description</u>	<u>PO #</u>	<u>Unpaid of Billed to date</u>	<u>Monthly Billing Average</u>	<u>~# of remaining invoices</u>	<u>Approximate Required for remainder of FY</u>
Shipman Goodwin	Labor Relations Negotiations	91350457	\$ (157,204.60)	\$ (20,000.00)	14	\$ (437,204.60)

## **Memorandum**

Date: 1/20/2022

To: Dr. Tracy, Superintendent New Haven Public Schools  
Finance & Operations Committee  
Board of Education

From: Thomas Lamb, Chief Operating Officer

RE: Agreement Award for Professional Services Firm for RFP Development of Transportation Services & Contract

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In November it was presented to the Finance and Operations Committee and the Board of Education that an RFP would be posted through the City of New Haven Purchasing department to retain a professional services firm to create an RFP for transportation services to begin in the 2023/2024 school year. This RFP will completely reflect the needs of the district as outlined in the professional services RFP document. The City of New Haven Purchasing department posted the RFP for public response on November 16<sup>th</sup> with a closing date of December 13<sup>th</sup>. No responses were submitted, possibly due to the holiday season. The RFP time was extended to December 20<sup>th</sup> and two exceptional responses were received. Upon return from paternity leave on January 9<sup>th</sup>, I immediately convened an RFP scoring committee to review and score submissions for the award to be brought before the Finance and Operations Committee and begin the approval process. The additional time given to the RFP and the availability of staff during the holiday shortened the timeline for the firm an additional two weeks.

The selection committee consisted of:  
Thomas Lamb, COO  
Dr. Finley, Chief of Staff  
Dr. Whyte, Assistant Superintendent of Instructional Leadership  
Teddi Bara, Interim Director of Transportation

The committee chose the proposal submitted by The Center for Effective School Operations (CESO) Transportation division to partner with New Haven Public Schools (NHPS) to develop a request for proposal to create improvements in transportation services and environmental sustainability. CESO is highly skilled in these efforts and has developed transportation solicitations for dozens of districts in the last three years. CESO has an extremely strong presence in Connecticut providing transportation related consulting services in many school districts. We believe that they can offer creative solutions to both the structure of the solicitation and manner of the response. Conversations around timeline for the RFP began almost immediately. CESO team is extremely familiar with the market for k12 transportation services not only in Connecticut but nationally as well. As a well-informed firm they will connect with local and regional transportation companies to inform them of the intent of New Haven to put out for RFP transportation services in the coming weeks.

School districts that CESO has provided serviced to in Connecticut include:

- Bridgeport Board of Education - operations review
- Capital Region Education Council - routing, operations, and contract review
- Danbury Public Schools - bell time review and contract review
- Greenwich Public Schools - bell schedules, contract review, routing and scheduling
- Killingly Public Schools - operations review
- Norwalk Public Schools - bell time review
- Ridgefield Public Schools - bell time review
- Stamford Public Schools - operations review, bell times, contract review
- Trumbull Public Schools - bell times, operations assessment, contract review
- Westport Public Schools - bell schedule assessment, contract review

The CESO team having experience working with more than 400 school district understands the need to provide services on a condensed timeline and is already working to recommend a timeline for the best possible results with the goal of having services in place for next fiscal year. In our discussions CESO since COVID the market change significantly, and this will in some way impact the timeline for our RFP. Supply chain issues have caused equipment orders in many cases to exceed 12 months for delivery this will impact transportation companies that do not have available inventory that meets district sustainability goals (age, miles, type, etc.) Several long-time contracts for services in Connecticut have changed from one provider to another, small providers may have available inventory due to this shift allowing New Haven to modify the current thinking around contract and rout structure.

The initial timeline for a March 1<sup>st</sup> contract to be delivered is no longer relevant given that ordering of new equipment is not possible. We want to give potential respondents as much time to as needed to provide as comprehensive RFP response as possible and allow for as much participation as possible. Given the CESO team RFP experience and market knowledge we will be looking to them to provide guidance and project timeline development keeping in mind the district needs for necessary approvals by City of New Haven entities. The development of this timeline is our priority and is in process already. The CESO team is available to speak to timeline and answer questions if needed at the board meeting scheduled for 1/23/2023. A draft RFP timeline and RFP process from CESO is attached to this memo will be refined to meet Finance and Operations, Board of Education and Board of Alderman meeting schedules over the next week. A more comprehensive RFP process timeline will be developed in the coming days/weeks as CESO reviews district materials and determines the complexity and scope of drafting an RFP document. This will be submitted for discussion in our next Finance and Operations committee meeting. The Finance & Operations Committee will be updated at each meeting throughout this process.

The proposal from CESO is attached for review listing additional information about the vendor, services they proved as well as qualifications of the team members.

Thank you



NEW HAVEN PUBLIC SCHOOLS

## Operations Memorandum

**To:** New Haven Board of Education Finance and Operations Committee  
**From:** Thomas Lamb, Chief Operating Officer  
**Date:** January 17, 2023  
**Re:** Agreement with CESO for Transportation Consultant NHPS

**Answer all questions** and have a representative ready to present the details of each question during the Finance & Operations meeting or this proposal may not be advanced for consideration by the full Board of Education.

Company Information		
Vendor Name:	CESO	
Doing Business as: (DBA)		
Vendor Address:	615 1st Avenue NE Suite 115 Minneapolis, MN 55413	
Vendor Contact Name:	Timm Ammon	
Vendor Contact Email:	tim.ammon@theceso.com	
Is the contractor a minority or women owned small business?	No	
Agreement/Contract Information		
New or Renewal Agreement/Contract?	New	
Effective Dates: (mm/dd/yy) <small>Multi-yrs. require Board of Aldermen approval</small>	From 01/01/2023	To 06/30/2023
Total Amount: <small>If Multi-yr. include yr. to yr. breakdown</small>	\$34,500.00	
Funding Source Name: Acct. #:	Transportation 19047100-56694	
Contract #: <small>(Local or State)</small>	N/A	



NEW HAVEN PUBLIC SCHOOLS

**Key Questions:**

**1. What specific service will the contractor provide:**

The current transportation services contract for the New Haven Public Schools will expire June 30th, 2023 and the New Haven Public Schools is seeking firms to provide for the development and management of a Request for Proposal and contract process for the New Haven School District Transportation services.

**2. How was the contractor selected?** *\*Attach appropriate supporting documents*

- ☐ Quotes
- ☐ Sealed Bid # \_\_\_\_\_
- ☐ Sole Source # \_\_\_\_\_
- ☒ RFP# 2022-11-1493
- ☐ State Contract # \_\_\_\_\_
- ☐ Exempt Professional
  - ☐ Accountant
  - ☐ Actuary
  - ☐ Appraiser
  - ☐ Architect
  - ☐ Artist
  - ☐ Dentist
  - ☐ Engineer
  - ☐ Expert Professional Consultant
  - ☐ Land Surveyor
  - ☐ Lawyer
  - ☐ Physician/Medical Doctor

**3. If the vendor was selected through RFP process; answer the following:**

**a. Please explain how the vendor was chosen?** *\*Attach Vendor Proposal*

Committee Review and Selection

**b. Who were the members of the selection committee?** *(Minimum 3 required)*

Teddi Barra  
Thomas Lamb  
Dr. Finley  
Dr. Whyte





NEW HAVEN PUBLIC SCHOOLS

Key Questions: - Continued
<b>4. If this is a renewal with a current vendor, has the vendor has met all obligations under the existing agreement/contract?</b>
N/A
<b>5. If this agreement/contract is a Renewal, has the cost increase? If yes, by how much? <small>*Attach Renewal Letters</small></b>
N/A
<b>6. If this new agreement/contract, has cost for service increased from previous years? If yes, by how much?</b>
Not applicable, services were not required in previous fiscal years.
<b>7. Is this a service that existing staff could provide? Why or why not?</b>
No, the respondent of the RFP after review of their proposal has been selected due to their particular experience and expertise with this type of work to be performed.



# NEW HAVEN PUBLIC SCHOOLS

## **Agreement/Contract Processing Checklist**

*To ensure timely processing of the submitted Agreement/Contract it is imperative to collect and provide all of the required documentation noted below and provide with submission to board.*

**Forms/Documents are available in: Drive G:\F&O Agenda Minutes\Agreement Contract Checklist\2022-2023**

<b>1. Has this vendor performed service(s) in prior fiscal years?</b>	
If Yes,	Vendor # _____
If No or New,	Vendor must provide completed W9
<b>2. A letter/proposal outlining the Scope of Services the agreement/contract will entail.</b>	
If RFP	Attach Vendor Submitted
Other	Attach Letter outlining the scope.
<b>3. <u>Certificates of Liability Insurance (COI) are required for ALL agreements/contracts, read the following and select the applicable Rider.</u></b>  <b>It is the submitters responsibility to request the COI from the vendor and attach with submission; the COI from the Vendor <u>must match rider specifications outlined.</u></b> <b>Failure to obtain or incorrect COIs will be returned for revision and will delay its processing.</b>	
Rider 300	Professional Services – Onsite Umbrella; w/ Auto; w/ Workers Compensation
Rider 305	Professional Services – Onsite Umbrella; No Auto; No Workers Compensation
Rider 310	Professional Services – Onsite Umbrella; w/ Auto; No Workers Compensation
Rider 315	Professional Services – Onsite Umbrella; w/ Youth under 21
Rider 320	Professional Services – Offsite; No Auto; No Workers Compensation
Rider 325	Professional Services – Offsite; No Auto; No Workers Compensation; w/ Youth under 21
Rider 330	Professional Services – Offsite Attorney; No Auto; No Workers Compensation
Rider 335	Professional Services – Onsite; Physician/Dentist; No Auto
Rider 340	Professional Services – Onsite Physician/Dentist w/ Youth under 21
Rider 345	Professional Services – Onsite Temp Nurses
Rider 350	Professional Services – Cyber – Onsite
Rider 355	Professional Services – Cyber – Offsite
<b>4. The City of New Haven requires the information requested in the <u>Disclosure Affidavit</u> before any City agency, department, or city official seeking agreement/contract shall obtain them, notarized.</b>	
Emailed Disclosures are acceptable.	



# Transportation Consultant – RFP Development

**RFP#: 2022-11-1493**

**New Haven Public Schools**

December 20, 2022





December 20, 2022

Mr. Shawn J Garris  
Acting Purchasing Agent  
Bureau of Purchases  
City of New Haven  
200 Orange St, Room 301  
New Haven, CT 06510

Dear Mr. Garris:

The Center for Effective School Operations (CESO) Transportation division is pleased to submit this proposal to partner with New Haven Public Schools (NHPS) to develop a request for proposal to create improvements in transportation services and environmental sustainability. CESO is highly skilled in these efforts and has developed transportation solicitations for dozens of districts in the last three years. We believe that we can offer creative solutions to both the structure of the solicitation and manner of the response.

We appreciate the opportunity to submit this proposal and look forward to hearing from you. Please contact me at [tim.ammon@theceso.com](mailto:tim.ammon@theceso.com) with any questions or concerns related to this proposal.

Sincerely,

Tim Ammon  
Vice President



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## Project Approach

Our approach is focused on creating an environment that encourages participation in the solicitation for transportation services at New Haven Public Schools (NHPS) while also supporting the financial, operational, sustainability, and administrative goals of the district. The challenges of the driver shortage, pandemic response, and inflation have challenged transportation operations in a way unlike any time over the last 20 years. Therefore, the structure and approach of the transportation solicitations must evolve to reflect the changing home-to-school, special needs, foster care, charter schools, and athletic and field trip services.

We have designed a scope of work that begins with defining the foundational aspects of transportation management and service expectations of the district. This would be followed by a design process for the solicitation that is collaborative and supported by our deep understanding of industry trends, and how these should be incorporated within the solicitation and contract development. The final element of the project would be the development of an evaluation process that is focused on ensuring that NHPS receives the value it expects from its transportation provider within a cost structure that is both feasible and acceptable to the district. Our proposed work plan to accomplish those objectives is detailed below.

### Task 1 - Project Initiation and Data Collection

The overall purpose of this first task is to gather and review the source information necessary to properly scope the solicitation document. We will schedule an introductory conference call to introduce team leaders and begin to work on a data request and collection strategy. Requirements will include a variety of financial data, routing information, and current transportation services contracts. We will use this information and discussions with district staff to ensure that we have a full understanding of the scope of all the transportation requirements that must be accommodated through the solicitation.



## **Task 2 – Review Current Transportation Contracts and Service Conditions**

Using the current contracts as a point of departure to develop the new solicitation, we will meet with you to examine the scope, terms, and duration of the new agreement, with a goal to encourage competition and cost effectiveness. We will also use this time to identify how the structure of a solicitation and the accompanying contract can support improvements in transportation services.

The request for proposal makes clear that NHPS has a combination of operational, financial, and sustainability goals that the solicitation must accommodate. We will use these initial discussions to gain an understanding of the district's recent operating history (some of which we are familiar with through publicly available documentation). We will also discuss macro factors influencing the current bidding market including the ongoing driver shortage concerns, supply chain challenges, inflation impacts, fuel price volatility, and other factors that should impact the structure of the long-term agreement. We will also discuss evolving concerns related to sustainability to more fully understand the scope and intent of these efforts in order to assess how particular provisions in the solicitation may, or may not, enhance competition while achieving these goals. We will also discuss the possibilities and challenges of alternative bids as part of an effort to achieve all the goals the district may have for a long-term service agreement.

We will also clarify certain operational factors that will directly impact the cost to the selected contractor(s). Examples of key issues to be discussed include, but are not limited to:

- Provision of staging and maintenance facilities
- Route development and contract administration processes and procedures
- Contract management protocols
- Communication systems
- Information technology and planning tools
- Communication processes for stakeholder complaints and requests

## Task 3 – Discuss and Finalize Service Requirements and Guidelines

Defining the level of service required and related expectations for the contractor(s) will be key to ensuring that the district receives the value it expects from the contract. The level of service delivery to be defined in the document is typically reflective of three elements: (1) transportation department guidelines and policies, (2) school board policies, and (3) traditional past practices. Building on the information and service expectations obtained from the previous tasks, we will review with district staff key performance requirements, such as:

- Maximum bus loads (planned load factors)
- Maximum bus ride times
- School arrival and departure windows; on-time delivery criteria
- Inclusion of technology tools such as GPS, cameras, ridership management, and other items
- Bus stop location policies
- Inclusion policies for special education, homeless, and foster care students
- Criteria for the use of bus aides, monitors, and nurses
- Mechanical inspection, preventive maintenance compliance
- Average fleet age, fuel type, and expected condition
- Fleet transition strategies
- Safety and accident criteria
- Reporting and performance measurement protocols

We will identify a full range of critical concerns and rank the relative importance of specific criteria to ensure the specifications reflect the expectations of the district. The importance of this process cannot be understated because it will contribute to both the design of the specifications and the evaluation process.

## Task 4 – Develop and Document Service Specifications

Once the service expectations have been clearly defined, the next and primary task in the work plan is to develop a detailed set of written service specifications that will form the core of the solicitation. The following are items that will be considered for inclusion in the solicitation document:



- Contract term and renewal clauses
- Service specifications and performance (level of service) requirements
- Performance incentives
- Performance and surety indemnification
- Penalties and liquidated damages versus the use of withholdings
- Reporting and disclosure requirements by the vendor (e.g., late service reports, vehicle breakdowns, missed trips, etc.)
- Spot inspection and auditing procedures
- Federal, state and local requirements with respect to contractor liability, employee background and drug and alcohol testing
- Driver training, qualifications, and compensation
- Minimum substitute bus/ bus driver requirements

## **Task 5 – Develop Draft Solicitation and Contract**

Following the definition of expectations and requirements for the contractors we will create a draft version of the solicitation for services that would address:

- General information (Background on the scope of the solicitation and school district background)
- Service specifications (Description of the services to be provided and standards of service)
- Bid submission requirements (Organization and bid response requirements)
- General terms and conditions
- Schedules and attachments (Cost forms, fleet inventory, current bus routes, etc.)
- Fee structure and cost reporting

## **Task 6 – Finalize Solicitation Document and Contract**

The CESO team will facilitate a comprehensive review session where we will walk through each element of the draft solicitation with the district’s chosen representatives. The purpose of this detailed session is for CESO to explain the rationale behind the structure of each element, and to solicit additional input regarding changes or modifications required.



Following this session, we will incorporate the changes into a final version of the solicitation document.

## **Task 7 – Response Evaluation Support**

We will support the district in its assessment of responses to the solicitation. In preparation for this process, it will be necessary to establish an evaluation framework to ensure a fair comparison of each response. Specifically, we will:

- Define the cost basis for evaluation of vendor responses;
- Evaluate the proposed operating structures for each response;
- Determine how alternative bids will be scored and compared to base bid packages; and
- Evaluate qualitative factors such as vendor qualifications, references, driver training plans, and proposed implementation plans.

We will develop an evaluation process and guiding documents, assist the district in selecting individuals to serve on the evaluation committee, provide technical and procedural advice to the committee, guide the meetings, and document the results. The output of this task will be to summarize the responses in such a way that NHPS can make a sound, business-case decision regarding selection of the most viable and appropriate vendor(s).



## Company Background and Qualifications

The Center for Effective School Operations (CESO) offers the New Haven Public Schools a unique skill set that can benefit pupil transportation operations regardless of size or scope. We are an organization that has a deep understanding of pupil transportation from the perspective of both an advisory services provider and as a manager of services. Over the last 20-years our team has worked on the most complicated challenges in pupil transportation, including six recent solicitation development projects encompassing fleet sizes of approximately 40 to 650 buses.

CESO' pupil transportation consultants have conducted more than 400 projects for hundreds of school districts in more than 30 states and provinces. We have developed solicitations (including requests for proposals, requests for bid, requests for qualifications, etc.) in the following districts in the last three years:

- State of Hawai'i Department of Education (660 buses)
- Howard County Public School System (400 buses)
- Johnston Community Schools (IA) (55 buses)
- Davenport Community Schools (IA) (85 buses)
- Ankeny Community Schools (IA) (60 buses)
- Stillwater Public Schools (MN) (86 buses)
- Austin Public Schools (MN) (35 buses)
- Centennial Schools (MN) (32 buses)
- Brooklyn Center Community Schools (MN) (34 buses)
- Council Rock Public Schools (PA) (120 buses)
- Lower Merion Public Schools (PA) (60 buses)
- Newburgh Enlarged City School District (NY) (100 buses)

Our other projects have included projects with state-level Departments of Education in Rhode Island, Connecticut, Massachusetts, North Carolina, South Carolina, Texas, Kentucky, New Mexico, Washington, and Hawaii. We have also worked internationally in collaboration with the Kingdom of Saudi Arabia to develop bus specifications for their growing pupil transportation infrastructure and the creation of policies, procedures, and operating practices for daily operations.





Our principles have worked with the largest, most complicated district-based projects in the country in such varied locations as the Fayette County Public Schools (KY), Dayton Public Schools (OH), Columbus City Public Schools (OH), Fairfax County Public Schools (VA), Worcester Public Schools (MA), New York City Department of Education, Baltimore City Public Schools (MD), Howard County Public Schools (MD), Greenwich Public Schools (CT), Virginia Beach City Public Schools (VA), Metropolitan Nashville Public Schools (TN), Wayzata Public Schools (MN), Carmel Clay Schools (IN), Toledo Public Schools (OH), Northwest Suburban Integration School District (MN), Cadillac Public Schools (MI), and Edmonds Public Schools (WA). Additionally, our team was selected to co-manage the Student Transportation Aligned for Return to School (STARTS) Task Force in 2020. This national project was co-sponsored by the three leading pupil transportation associations in the United States and provided recommendations related to the COVID-19 pandemic.

We have worked in organizations with as few as 10 buses and as many as 8,000 in all aspects of pupil transportation including policy and procedure development, routing operations, driver management and recruitment, technology acquisition and implementation, fleet maintenance, fleet management, school bus specification development, insourcing and outsourcing assessments, request for proposal and contract development, and school time analyses. There is no area within pupil transportation that our team has not addressed during their careers.

Our core consulting team is a diverse mix of analytical and operational experts. We have identified two key individuals who will coordinate our project activities. CESO would supplement these staff members as required with one or more of our 20-plus transportation staff members depending on the skills required.



**Tim Ammon, Vice President** - Tim has worked extensively in the area of solicitation design and evaluation, route design, bell time coordination, and cost control with more than 400 districts in 3 countries. He has developed solicitation documents and contracts for districts across the United States and Canada including leading our projects with the State of Hawai'i, Davenport Community Schools, Council Rock School District, and Lower Merion School District. He was the co-manager of the national STARTS Task Force that offered a way for educational institutions and transportation providers to respond to the COVID-19



pandemic. Tim holds an undergraduate degree in History and Education from Salisbury University, and a Master of Public Administration from American University. Tim is also a Certified School Risk Manager and certified in Operational Risk Management.

**Mike Archer, Director, CESO Consulting** - Mike has advised over 100

school districts throughout his 13 years of experience in transportation operations, including managing current projects in Connecticut. He has served as a GIS specialist, routing and planning manager, operations manager, and consultant. Mike brings expertise in performing routing



and operational analyses in a wide range of districts including Greenwich, Stamford, Ridgefield, Danbury, Norwalk, Westport, Trumbull, Bridgeport, and Killingly Public Schools in Connecticut along with CREC. Mike holds a bachelor's degree from Penn State University.



**Nikki Pangerl, Director of Customer Relations** - Nikki has focused

extensively in her career in support of helping secure stable transportation for kids experiencing homelessness. During her time at CESO, she has helped lead districts through the hardships of transportation, driver shortage and the pandemic. In her current role as the Director of

Customer Relations, Nikki continues to focus on vendor management, customer and vendor interaction, and the development of efficient and effective services.



## Project Investment and Timelines

Our proposed investment to complete the scope of work as defined is \$34,500, inclusive of all professional fees, expenses, and technology costs.

We believe that the timeline established in the RFP will not allow for either the development of a high quality solicitation or high quality responses from multiple vendors. While we recognize that any significant transfer of services requires sufficient lead time, the actual engagement of those vendors requires adequate time for response development. Experience suggests development time for the solicitation document will require 3 to 5 weeks and that vendors should be provided at least 30 days from when the initial response to questions are released. This would assume an approximately March award of contract(s). We believe that even with limited slippage in this schedule, vendors would have adequate time to implement any transition and start up plans.

We are prepared to begin this project within one week of receiving a formal notice to proceed. The project timeline thereafter will be greatly affected by CESO's ability to quickly receive data, information and responses from NHPS staff. From there, formal timeline and deliverable deadlines will be established to comport with the above referenced general outline of a feasible timeline.



DATE: January 20, 2023

TO: Tom Lamb, Chief Operating Officer  
New Haven Public Schools

FROM: Tom Platt, Senior Vice President  
CESO Transportation, LLC

SUBJECT: Transportation Solicitation Timeline

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CESO Transportation, LLC looks forward to the prospect of partnering with the City of New Haven and New Haven Public Schools (NHPS) to develop and manage a solicitation for pupil transportation services. The challenges facing the pupil transportation industry since the COVID-19 pandemic are extensive. The solicitation must recognize current expectations, and the challenges that may occur during the term of the contract. Our proposed approach is designed to ensure this is accomplished within the unique context of NHPS, to identify options, and assess the competitive landscape and the future cost of services.

We believe there are a number of technical factors that must be considered. These include:

- Resource requirements – identifying whether there will be changes to educational programming over the term of the contract that may impact service volume or timing.
- Vehicle requirements – defining the types required or expected, including:
  - The influence of sustainability initiatives on the electrification of the fleet and associated cost and service impacts.
  - The availability of vehicles given ongoing supply chain challenges and their impact on contractual parameters such as average and maximum vehicle age.
  - The applicability and use of alternative vehicle types and sizes to meet changing service demands.
- Drivers – mitigating the ongoing driver shortage to ensure an adequate complement of drivers to support all services and the likely impact on pricing.
- Technology – determining the desired use of technologies such as GPS, cameras, stop arm cameras, student identification, parent communication apps, and others.
- Performance management – assessing the range and likely impact of different models for incentives and penalties.

- Contract term – the scope of expectations and the length of a contract has a material impact on the unit pricing for services. As a result, it will be necessary to define an appropriate base term, assess the viability of renewal options, and model the impact of varying lengths on likely costs.
- Insurance requirements – the scope of insurance protections and the character of the insurance market has changed substantially since the last solicitation. As a result, we will need to coordinate with City and NHPS risk management staff to ensure the adequacy of coverage and the likely impact on unit costs for service.
- Economic factors – estimating the likely impact of the labor market and inflationary factors on expected changes in rates above the current baseline. Recent experience has indicated that unit cost increases may be substantial.
- Route design expectations – identifying whether there will be changes to the educational model over the term of the contract that will impact resource requirements, at what volume, and when.

In addition to these technical factors, adequate time and attention to the following stages of the solicitation process must be considered:

- Identification of desired outcomes within the context of what is feasible:
  - Understanding the scope and complexity of the existing services.
  - Incorporating the known challenges of recent experience.
  - Providing for consideration of future initiatives.
  - Assessing the availability of providers with various design parameters.
  - Defining fixed versus flexible requirements.

The solicitation specifications will be constructed at the conclusion of this stage, which will require approximately three (3) to five (5) weeks to complete.

- Proposal development – vendors must be provided adequate time to review, ask questions, and develop a thoughtful narrative and pricing response. For new vendors that may be interested in entering the market, there is a need to assess property options, conduct staffing analyses, and evaluate local conditions. CESO recommends a minimum of four (4) weeks be provided.
- Evaluation of responses – an evaluation rubric will be developed in advance to ensure that the approach is equitable and consistent. The time required for the review and scoring of responses will be dependent on the complexity of the solicitation. However, this process typically requires one (1) to (2) weeks.

Assuming immediate start, the most aggressive interpretation of the timeline would allow for an award recommendation by March 21, 2023. A more conservative estimate



is April 11, 2023. This would facilitate four (4) months for any transition or startup by new providers. While we believe there may be limited opportunities to accelerate portions of the process, a mid-February release and a mid-March proposal submission is the most likely schedule that should be anticipated.

CESO looks forward to partnering with you on this important effort. Our belief is that we can provide experience and expertise in the development process that will support the ability of the district to promote competition, increase access to education, and improve the ability of district to oversee and manage its transportation services.



## Submissions

Transportation Consultant- NHPS

Solicitation #: 2022-11-1493

Closed: 12/20/2022

Supplier		Name	Email	Confirmation Code
CESO		Timothy Ammon	tim.ammon@theceso.com	MjU3ODU5
TransPar Group		Erin Reger	sales@mercury-assoc.com	MjU3OTI5

## MEMORANDUM OF AGREEMENT

WHEREAS, Local 3429, Council 4, AFSCME, AFL-CIO (“Union”) and the New Haven Board of Education (“Board”) are parties to a collective bargaining agreement effective July 1, 2019 through June 30, 2023 (“Collective Bargaining Agreement”); and

WHEREAS, the Article 15, Section 5 of the Collective Bargaining Agreement provides that paraprofessionals who meet State requirements to serve as a substitute teacher may be assigned to independently perform the duties of a substitute teacher as follows:

### Section 5

Any paraprofessional certified as a teacher or who otherwise meets State requirements to serve as a substitute teacher (e.g., has a BA degree) and who is assigned to independently perform the duties of substitute teacher for a total of six and three-quarter (6.75) hours in one day will be paid an additional forty-five dollars (\$45) per day. Such amount shall be paid through submission of an extra-service voucher submitted by paraprofessionals at the completion of every work week.

Assignments will be made by the building principal on a rotating basis among all of the paraprofessionals in the building that are certified as a teacher or who otherwise meets State requirements to serve as a substitute teacher.

Individual assignments under this Subsection 5 may last for a period not to exceed ten (10) school days in any calendar month. Any Paraprofessional who after having been in an assignment under this Subsection 5 for a period of ten (10) school days refuses to accept an additional assignment under this Subsection 5 in any calendar month shall not be considered insubordinate nor shall such employee suffer any disciplinary action for such refusal.

WHEREAS, due to the nationwide teacher shortage and other teacher emergencies, paraprofessionals who meet the State requirements to serve as a substitute teacher have been assigned to independently perform the duties of a substitute teacher for periods exceeding ten (10) school days in a calendar month;

WHEREAS, the Parties have met to discuss a temporary strategy to address this critical need and now wish to memorialize the terms of their agreement.

**NOW, THEREFORE** the Parties agree:

1. Term: This Memorandum of Agreement (“MOA”) shall be in effect for the remainder of the 2022-2023 school year.



2. Notwithstanding the terms set forth in Article 15, Section 5 of the Collective Bargaining Agreement, and for the duration of this MOA, the Parties agree that a paraprofessional who meets the State requirements to serve as a substitute teacher and has been assigned to independently perform the duties of a substitute teacher for a period beyond ten (10) school days in any calendar month shall be paid an additional one hundred dollars (\$100) per day for those days in excess of ten (10) school days.
3. In addition, retroactive to July 1, 2022, any paraprofessional who met the State requirements to serve as a substitute teacher and was assigned to independently perform the duties of a substitute teacher for a period beyond ten (10) school days in any calendar month (following July 1, 2022) shall be retroactively paid the difference between the one hundred dollars (\$100) per day and the forty-five dollars (\$45) they received for those days beyond ten (10) school days on which they were assigned to independently perform the duties of a substitute teacher before this MOA was executed.
4. All other provisions of the Collective Bargaining Agreement shall remain in effect except to the extent such provisions have been modified for the 2022-23 school year by this MOA.
5. Notwithstanding the foregoing, the Board and the Union agree that they may revisit the terms of this MOA in the future if circumstances related to the teacher shortage and/or its impact on the Board change or otherwise evolve following the execution of this MOA by both parties.
6. This MOA shall not be used as precedent or cited as practice by either the Board or the Union in any proceeding whatsoever except to enforce the terms of this MOA.

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Union

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Board

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Date

## MEMORANDUM

TO: New Haven Board of Education

FROM: Dr. Iline Tracey

DATE: January 20, 2023

CC: Dr. Paul Whyte, Marquelle Middleton, Linda Hannans, Ann Casey, Juanita Mazyck, Michele Bonanno, Christine Bourne

SUBJECT: Elm City Montessori Charter Renewal

This memo is in regards to the request from the State Board of Education to renew the Local Charter Agreement between the New Haven Board of Education and Elm City Montessori School (ECMS). Elm City Montessori has been operating as a local charter in New Haven since 2015. The school currently serves 298 students in grades Prek-8. The student demographic breakdown is 31% White, 31% Black, 27% Latinx, 9% Multi-Race and 2% Asian. Additionally, 6% of the students are identified as Special Education and 3% are identified as students with limited English Proficiency.

As you may know, the Local Charter statute requires the municipality to pay a per pupil tuition directly to the local charter operator each year. The per pupil tuition rate is determined by the State Department of Education each fiscal year based on the previous median per pupil the municipality reports for all its schools the prior fiscal year. This year, the per pupil tuition rate was \$13,915 resulting in a payment of \$4,146,670.00 from the New Haven Public Schools to Elm City Montessori. Next year, 2023-2024, the per pupil tuition rate will increase to \$14,838 with a projected payout of \$4,599,780.00 for 310 students. This increase will be an added \$453,110.00 to the New Haven BOE Budget. It should be noted that the district receives no additional revenue from the state to support this partnership. Additional details of the partnership agreement can be found in the attached MOU approved by the full Board on November 28, 2022.

Given the nature of this agreement, Elm City is fully funded by the New Haven Board of Education but is considered its own Local Education Agency (LEA) and governed by its own School Board. This arrangement provides ECMS with a level of autonomy that no other New Haven Public School is granted. As a result of their Local Charter status ECMS is granted full authority over the following:

- Full autonomy in how the \$4,146,670.00 will be spent in their school each year
- Full funding each fiscal year regardless of budget shortfalls and mitigation



## NEW HAVEN PUBLIC SCHOOLS

- 100% of the per pupil tuition is directed at the operation of ECMS and its 298 students.
- Full control of all staffing decisions and positions
- Full leverage over their enrollment capacity and classroom organization
- No additional student enrollment after October 1 of each school year
- All Local 933 FTE receive stipends for working a longer school day associated with extra planning time, professional development and collaboration.
- Assistant Teachers receive a higher salary than our local 3429 Paraprofessionals paid for using the cash provided by NHPS
- Any ECMS resident staff member gets automatic admission into the school skipping over all other New Haven taxpayers.
- Full access to all operational processes in the New Haven Public Schools including but not limited to Special Education, Human Resources, Transportation, Choice and Enrollment, Assistant Superintendent support and oversight, Food Service, Nursing and IT.

The list provided is not exhaustive but does highlight some of the major advantages ECMS has over every other New Haven Public School and does shed light on some of the major inequities that exist as a result of the partnership agreement. We acknowledge that the ECMS Staff and Community is highly dedicated to the students of New Haven and that there is demand from New Haven families to enroll in the school. We respect the work done by the ECMS team and understand that these differences are a result of state statute not any one individuals decision-making.

It is my intention to provide the Board with this additional information to consider as you make your decision regarding the Local Charter Renewal between the New Haven Board of Education and the Elm City Montessori School.



NEW HAVEN PUBLIC SCHOOLS  
**AGREEMENT COVER SHEET**

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

**Please Type**

Contractor full name: Elm City Montessori School

Doing Business As, if applicable:

Business Address: 495 Blake St, New Haven, CT 06511

Business Phone: 475-220-4100

Business email:

Funding Source & Acct # including location code:

#190-40000-56694

Principal or Supervisor: Eliza Hasley

Agreement Effective Dates: From mm/dd/yr. To mm/dd/yr. 7/01/22-6/30/23

Hourly rate or per session rate or per day rate. \$8714 daily

Total amount: **\$1,522,757**

Description of Service: Please provide a one or two sentence description of the service.

*Please do not write "see attached."*

Elm City Montessori ensures that within the District's Portfolio of Schools there is Montessori option and a local-charter school consistent with the prior approval of the Board of Education.

Submitted by: Paul Whyte Phone: 475-220-1016



NEW HAVEN PUBLIC SCHOOLS

## Memorandum

**To:** New Haven Board of Education Finance and Operations Committee  
**From:** Dr. Paul Whyte  
**Date:** 11/16/22  
**Re:** Elm City Montessori School

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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:** Elm City Montessori School
2. **Description of Service:** Elm City Montessori ensures that within the District's Portfolio of Schools there is Montessori option and a local-charter school consistent with the prior approval of the Board of Education.

**Amount of Agreement and hourly or session cost:** **\$1,522,757**

3. **Funding Source** and account number: #190-40000-56694

4.

5. Approximate number of staff served through this program or service: 25

6. Approximate number of students served through this program or service: 300

7. **Continuation/renewal or new Agreement?**

**Answer all questions:**

- a. If continuation/renewal, has the cost increased? If yes, by how much? YES, The cost goes up as the per pupil allocation increase.
- b. What would an alternative contractor cost: N/A
- 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?

8. **Type of Service:**

**Answer all questions:**

- a. Professional Development?

- i. If this is a professional development program, can the service be provided by existing staff? If no, why not? Staff development is offered
- b. After School or Extended Hours Program? YES
- c. School Readiness or Head Start Programs? NO
- d. Other: (Please describe) **Operation of a local charter school.**

**9. Contractor Classification:**

**Answer all questions:**

- a. Is the Contractor a Minority or Women Owned Business?
- b. Is the Contractor Local?
- c. Is the Contractor a Not-for-Profit Organization? If yes, is it local or national?
- d. Is the Contractor a public corporation? YES
- e. Is this a renewal/continuation Agreement or a new service?
- f. If it is a renewal/continuation has cost increased? If yes, by how much? **Renewal by the per pupil state allocation.**
- g. Will the output of this Agreement contribute to building internal capabilities? If yes, please explain: **Elm City Montessori should demonstrate that they are efficiently using district resources to provide a unique learning environment not available in other schools. Central Office data review of student level assessments and regular evaluations of the academic and fiscal programming will be undertaken at regular intervals per the agreement.**

**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:
- b. How was the Contractor selected? Quotes, RFP/RFQ, Sealed Bid or Sole Source designation from the City of New Haven Purchasing Department? N/A
- c. Is the contractor the lowest bidder? If no, why? Why was this contractor selected? **Elm City Montessori, Inc. has been selected by the Board of Education to manage the first and only local-charter in the state. Allowing them flexibility over the management of a part of their state allocated resources will overtime be more cost-efficient and sustainable for the district.**
- d. Who were the members of the selection committee that scored bid applications? N/A
- 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?

1. Frequency of Review:

a. Performance Review: The Partner will evaluate the comprehensive performance of the School twice a year – once at the end of July or early August (i.e. Review of end of year outcomes, and proposed targets/outcomes for the next year), and once in January or February (midyear check in). Those program evaluations will focus on the performance outcomes described below, operational and compliance issues, and the quality of coordination. An annual report will be shared with the Board by September.

2. Student Performance Outcomes: Annually, the Partner shall provide the Board evidence that students in Elm City Montessori School will have made substantial progress in social behavior and academic learning, preparing them for success in college, career, and life. Those performance outcomes will be measured according to metrics that include, but are not limited to, the following:

- a. Student engagement, academic performance, and academic progress
  - i. Student portfolios, student projects, teacher developed assessments, school developed assessments, and mastery of subject matter based on Montessori performance standards.
  - ii. Performance on state assessments, including the new SPI indicators.
  - iii. Overall student average daily attendance.
- 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?

12. Why do you believe this Agreement is fiscally sound?

**The agreement is paid through the state funding formula for the charter school.**

13. What are the implications of not approving this Agreement?

NHPS would have to absorb 100% of the cost of operating this school

**MEMORANDUM OF UNDERSTANDING  
BY AND BETWEEN  
THE CITY OF NEW HAVEN BOARD OF EDUCATION  
AND  
ELM CITY MONTESSORI SCHOOL, INC  
FOR  
THE OPERATION OF ELM CITY MONTESSORI SCHOOL**

This Agreement, entered into this 1<sup>st</sup> day of July, 2022, effective July 1, 2022 by and between the City of New Haven Board of Education (hereinafter referred to as the "Board"), and Elm City Montessori School, Inc., (hereinafter referred to as the "Partner"), concerning Elm City Montessori School, located at 495 Blake St, New Haven (hereinafter referred to as the "School").

**WITNESSETH THAT:**

**WHEREAS**, in 2013 the Board approved the local charter application for the School; and

**WHEREAS**, in 2013 the State Department of Education approved the local charter application; and

**NOW, THEREFORE**, the Board and the Partner hereby agree as follows:

**DEFINITIONS**

**School Certified Professionals:** For the 2022-23 Academic Year, this includes fifteen (15) state-certified classroom teachers one (1) state-certified Social Worker and two (2) state-certified Instructional Coaches, one (1) state-certified Magnet Resource Teacher, one (1) state-certified Special Education teacher and the school's state-certified principal.

**Extended Year Operations:** For the 2022-2023 Academic Year, the Partner's school year for staff will run August 20, 2022 to June 14, 2022. Students will follow the NHPS calendar.

**SECTION 1: ENGAGEMENT**

101. The Board hereby engages the Partner, as a local charter operator, and the Partner hereby agrees to perform the services set forth herein in accordance with the terms and conditions and for the consideration set forth herein.

102. The person in charge of administering the services described under this Agreement on behalf of the Board shall be the Superintendent of Schools or such other person as he/she shall designate in writing.

103. The Board hereby authorizes signature authority to the Superintendent of Schools of all necessary and relevant documents required to execute the services described under this Agreement and so forth.



104. The person responsible for coordinating the services to be performed by the Partner shall be the President of the Elm City Montessori School Board of Trustees or such other qualified person as is designated in writing by the Partner and accepted by the Board.

105. The Partner shall not subcontract any of the professional services to be performed by it under this Agreement, absent approval by the Superintendent of Schools. Such approval shall not be unreasonably withheld or delayed.

## **SECTION 2: SCOPE OF SERVICES**

201. The Partner shall operate Elm City Montessori School, a local charter school to be located at 495 Blake St, New Haven, CT. This operation will include but not be limited to the following tasks:

- a. The Partner shall operate the school, including educating students, employing the staff, determining leadership and general school operations. The success of the program will be evaluated according to the performance standards described in Appendix 1. The Partner shall be responsible for pursuing those performance results, and the District shall be responsible for supporting the Partner.
- b. To monitor the performance of students each year, and within each year, the Partner shall, with the assistance and support of the District, administer appropriate assessments to track student performance, and supply the results of those assessments to the Board. Such assessments will run on a schedule similar to that employed by other New Haven Public Schools with the goal of producing assessments in the fall, winter and spring to the District Administrator. The specific timetable and assessments will be reviewed and agreed upon with the Partner and District Administrator.
- c. The Partner shall ensure that Elm City Montessori School meets State requirements in English/Language Arts, Math, Science, Social Studies, and Computer Literacy.
- d. The Partner shall, in coordination with the Board of Education, ensure that Elm City Montessori School addresses all necessary requirements of the special education students' Individualized Education Programs (hereinafter "IEP"). The Board shall employ specialists such as social workers, psychologists, guidance counselors and others as needed to coordinate with Elm City Montessori School staff to meet the legal and regulatory requirements of the Individuals with Disabilities Education Act in addition to all other federal, state and local laws and regulations. Students in the Special Education component shall adhere to their IEP as developed by the District. The IEP is subject to regular review in order to assure that the changing needs of the students are continually met. The District shall be responsible for the three year evaluations. IEP teams, which facilitate the screening, assessment, placement, and monitoring of

all placed students, will consist of representatives from both the District and the School. The Partner shall work with the District to ensure that all related services required by the students are available.

- e. The Partner and the School may use any appropriate system of record used by the district, including the district's Student Information Systems (e.g. PowerSchool) and Learning Management Systems (e.g. SchoolNet). The District shall provide support, access and training to systems of record as needed.
- f. The Partner shall collaborate with the Board and its designees with respect to the physical property and in-kind services and supports under this Agreement. Where applicable the Partner will follow all protocols and policies with regard to procurement, budget, permits, work approvals, technology utilization and all other related operations in order to ensure compliance and efficiency as well as full advance notice, collaboration and communication on operations of the building and School.

202. The Board shall maintain the School staff on payroll and shall provide, at no cost to the Partner, the services and benefits enumerated in Paragraph 506, *infra*.

203. The Partner shall perform the services set forth under this Agreement in a satisfactory manner, as reasonably determined by the Board. The Partner shall make such revisions or modifications to its work, at its own cost and expense, as may be required by the Board; provided, however, the Partner shall not be required to make revisions at its sole cost and expense where the revisions are based upon considerations outside the scope of services initially given to the Partner.

204. All reports and documents for the PSIS, strategic school profile, ED001C, prepared by the Partner under this Agreement (those typically provided by similar schools to the State Board of Education or Federal Department of Education) shall be submitted to the Board within 30 days of submission to appropriate state or federal agencies. The Board shall review and respond to materials submitted by the Partner within thirty (30) calendar days. In the event the Board disapproves of any of the submitted materials, or any portion thereof or reasonably requires additional material in order to properly review the submission, the Partner shall revise such disapproved work at its own cost and expense and submit the revised work or the additional required material for review and approval. A list with examples of such reports and documents is provided in Appendix 2, which is not intended to be a comprehensive list.

205. In performing the services required under this Agreement, the Partner shall consult with the Superintendent of Schools and shall meet, as appropriate, with other Board employees or officials and with other persons or entities, as necessary, including State and Federal officials and/or neighborhood groups or organizations.

206. All School Certified Professionals (lead classroom teachers, Social Worker, Instructional Coach, Special Education and Principal) employed by the Partner shall be members of the same collective bargaining group, and subject to the same collective bargaining agreement, as other New Haven Public Schools professionals, pursuant to C.G.S.

Sec. 10-66dd(b)(4). The Partner and the Board will work with other bargaining units as deemed appropriate by the District concerning other school staff.

207. School Calendar - The parties agree that the Partner's scholastic session will have at least one hundred and eighty (180) days of instruction per year (182 days if no snow days), and that each instructional day will be at least six and one half hours in length, including intermissions and recesses, on days when District schools have a full schedule. The Partner shall offer a full day educational and social program, at least as long as the full school day allowed by the Staffing Flexibility agreement created for the school. The parties agree that the Partner's major holidays and school vacations will coincide with the District's, and the Partner will be responsible for increased costs associated with Extended Year Operations. The 2022-23 school start date and end date for students will coincide with the District's start and end dates. The Partner's school year will also include the following adjustments to the District calendar: full professional development days with teachers (no students) August 20<sup>th</sup> until the first day of school. Snow days: the first two snow days of the year will be days off for students and teachers/staff.

208. Parental Involvement - The parties agree that parents are partners with educators in their children's education and should be encouraged to actively participate in creating and implementing educational programs for their children. To this end, the Partner shall make provision for parental access to the written records of their children, to State and District Assessments, and to teaching materials. The Partner agrees that parents shall be included on the Elm City Montessori School Board of Trustees. Through a systematic program of parental contact and training, the Partner and the School shall keep parents fully informed regarding the school activities of their children.

209. School Choice Placement Process and Admission— In determining student admissions, the Partner shall use and be part of the NHPS student placement process. The Partner and the Board must agree on the number of available seats in each grade for both New Haven and Open Choice seats before communicating enrollment plans to ACES or the State. This agreement will be made by March 1, 2023 and the agreed upon projected enrollment will be used to fill seats in the lottery for the upcoming school year. The Partner may choose to accept up to 5 students above the seat allocation to account for student attrition immediately preceding the October 1 placement deadline, but will only receive per pupil funding for the seat allocation agreed upon on March 1. The Partner shall have ongoing access to information about student applications through NHPS's online admissions database. Immediately following the placement process, the Partner shall be responsible for communication to families of students who gain admission to the school. Per policies passed by the Partner's Board of Trustees, children of ECMS staff members who reside in New Haven will receive preference for admission to ECMS (staff children may not exceed 10% of the student population). Staff preference will be considered outside of the NHPS lottery placement process and the students will count towards the agreed upon yearly enrollment cap. Seat offers will be made directly by ECMS and a copy of the acceptance letter will be provided to the Office of School Choice and Enrollment in advance of the lottery.

210. Student Admission and Enrollment Information Sharing – NHPS will provide the Partner access to the District's admission database for those students accepted to the School. The Partner will receive access to the names and contact information for student's selected to

the School through the NHPS placement process. The Partner will have the same access level to their admission list as all schools in the District. The District shall have primary responsibility for registering admitted students; upon registration the District will provide the Partner with a final list of students enrolled and all necessary paperwork to the Partner. The Partner shall notify the District of withdrawals within three business days for purposes of transportation and record keeping. The Partner will direct parents to the District to make changes of address. The Board shall make available to Partner aggregate data regarding students who applied but did not gain admission to the school, for the purposes of research and comparison, on an ongoing basis throughout the duration of time that such students are enrolled in NHPS schools. Such data sharing shall not conflict with current FERPA and other state and federal laws, and identifying information shall be removed from the records as necessary in order to remain compliant with all such provisions.

211. Enrollment Adjustments – The Partner will submit proposed changes in total enrollment numbers to its assigned NHPS Director as well as the Director of Choice and Enrollment in advance of submitting revisions to the State Department of Education. These adjustments must be agreed upon in writing by both parties prior to any submissions to any other department or agency.

212. Professional Development – The Partner's personnel may, but shall not be required to, participate in professional development opportunities offered by the Board.

### **SECTION 3: INFORMATION TO BE FURNISHED TO THE PARTNER**

301. The Board will provide the Partner with all documents, data, and other materials in its possession appropriate to the services to be performed hereunder, and will endeavor to secure materials or information from other sources requested by the Partner for the purpose of carrying out services under this Agreement.

302. The Board will provide to the Partner drafts of any marketing materials using the Partner's name or image, which includes brochures, booklets and flyers. The Partner will review, edit and approve the document within a reasonable period of time as to not delay the printing and distribution. The Partner is responsible for all media releases required.

### **SECTION 4: TIME OF PERFORMANCE**

401. The Partner shall perform the services set forth in Section 2 of this Agreement at such times and in such sequence as may be directed by the Board.

402. This Agreement shall remain in effect until the services required hereunder are completed to the satisfaction of the Board, unless otherwise terminated by the parties hereto, but in any event shall expire on June 30, 2023. The Board shall review the Agreement on a yearly basis and has the option of renewal. It is the expectation of the parties that the agreement will be renewed at least for as long as the local charter has been granted and funding is available to continue the program with fidelity.

## **SECTION 5: CONSIDERATION**

501. The Partner enters this agreement in consideration of the opportunity to direct and manage a local charter school. The Board of Trustees of the School is ultimately responsible for all strategic, management, and operational decisions.

502. The Board shall provide funding for the School as outlined in the Elm City Montessori School funding model approved by the Superintendent of Schools, the Partner and the State Department of Education.

503. Notwithstanding the provisions of Paragraphs 505 and 506, *infra*, payments to the Partner under this Agreement shall be made by the Board on approval of payment requisitions certified by a principal of the Partner. Each requisition shall be in a form acceptable to the Board and shall set forth the services performed, the percentage of completion of the work, and the reimbursement. Payments of State funding and Open Choice funding will be disbursed upon receipt of all required documents and within the time frame of the District's Business Office. The Partner will follow the fiscal policy and procedures of the District for a minimum period of one (1) year or until both parties agree the Partner has established accounting practices required to manage federal magnet, state and other funding as applicable. The District will make four (4) payments to the Partner to cover non-NHPS payroll and other operational expenses that are not processed through the NHPS accounts payable system. These payments will be made in December, February, April and June. In addition, the District may disburse funds to pay for core classroom staff not on district payroll at levels outlined in the original funding model (see Appendix 3). Notwithstanding this funding basis, the Partner is required to provide a Financial Reconciliation of the use of funds, including copies of invoices or agreements that will be paid with these funds, monthly statements from vendors paid with these funds, and any year-end reports or official audits conducted by or of the Partner.

504. No contract for employment is intended or implemented by this Agreement and no fringe benefits will be paid to the Partner hereunder. The Partner's relationship to the Board is that of an independent Partner.

505. The Board shall make direct payments of salaries, and be responsible for relevant insurance/fringe benefits, associated with the Partner's personnel as described in the Elm City Montessori School funding model described *supra*. The Board shall adjust such payments each year to account for levels of student enrollment that differ from the projections included in the aforementioned funding model. The Board shall review the School's enrollment, funding streams and other fiscal assumptions on a quarterly basis and the Board shall adjust its in-kind supports in the event that the enrollment changes prior to October 1, 2022. The direct payment amount will be agreed upon by November 14, 2022 and no adjustments will be made once the MOU is passed by the school board.

506. The Board shall provide the following "in-kind" services/personnel to the Partner: (i) professional services encompassing cleaning, nursing, security, special education, social work, IT support, and payroll at levels consistent with the District's practices and requirements to maintain ordinary school operations and which meet the legal and regulatory requirements of the Individuals with Disabilities Education Act in addition to all other federal, state and local

laws and regulations, (ii) full student meal subsidies, as determined by student eligibility and enrollment in free/reduced lunch programs, and (iii) student transportation for eligible students in Kindergarten and above consistent with the District's practices and requirements. Any transportation needs above those outlined in this section are at a cost incurred by the Partner. The in-kind projection will be agreed upon by both parties by November 14, 2022<sup>1</sup> and no cash adjustment will be made to the Partner pursuant to Section 503 should the actual in-kind expenses be less than the agreed upon projection. Should actual in-kind expenses be less than the agreed-upon amounts, the in-kind budget will be adjusted to ensure the Partner receives full per pupil funding. The Board and Partner will meet in January, March, and May 2023 to review actual and projected expenditures and adjust line items, as needed. The Board agrees to execute in-kind expense changes and related processes within one month of these meetings. If the three scheduled meetings do not take place and/or outlined reallocations have not been fully executed within one month of these meetings, the New Haven Board of Education or its designee will meet with the Elm City Montessori School Board or its designee to negotiate how funds will be allocated to ensure the Partner receives its full per pupil allocation by the end of the fiscal year.

507. The Partner may make renovations and non-permanent enhancements to the School facility by submitting requests through the Facilities Office through the work order system. The Facilities Office will work with the Partner to outline a timeline and coordinate all work.

508. The Partner is responsible for major facility renovation costs.

509. The Partner shall meet with the Board fiscal managers and District Administrator on at least a quarterly basis to review actual expenditures in order to determine the appropriate installment payments defined herein as well as appropriate in-kind and other fiscal supports.

## **SECTION 6: INSURANCE**

601. The Partner, shall, in addition, carry public liability insurance including motor vehicle coverage for all operations it performs under this Agreement with a limit of not less than One Million Dollars (\$1,000,000.00) covering personal injury and property damage. The Board shall be named both certificate holder and additional insured on such policy. The certificate shall specifically reference this Agreement and provide the Board with 30 days notice of cancellation. The Partner shall furnish the Board with a certificate of insurance evidencing that it has complied with the obligations under this section of the Agreement. The Partner shall be solely responsible for the payment of all premiums required under Section 6.

602. The Partner shall indemnify, defend and save harmless the Board and its officers, agents, and employees from and against all claims, damages, losses and expenses, including but not limited to attorney's fees arising out of or resulting directly or indirectly from the performance of services of the Partner set forth under this Agreement.

## **SECTION 7: TERMS AND CONDITIONS**

701. This Agreement is subject to and incorporates the provisions attached hereto as City of New Haven Contract for Professional or Technical Services Part II, Terms and

Conditions. In the event any provision of said Part II conflicts with any provision of this Part I of this Agreement, Part I shall be controlling.

702. This Agreement, its terms and conditions and any claims arising therefrom, shall be governed by Connecticut law. The Partner shall comply with all applicable laws, ordinances, and codes of the State of Connecticut and the City of New Haven.

703. The parties agree that they waive a trial by jury as to any and all claims, causes of action or disputes arising out of this Agreement or services to be provided pursuant to this Agreement. Notwithstanding any such claim, dispute, or legal action, the Partner shall continue to perform services under this Agreement in a timely manner, unless otherwise directed by the Board.

704. The Board and the Partner each binds itself, its partners, successors, assigns and legal representatives to the other party to this Agreement and to the partners, successors, assigns and legal representatives of such other party with respect to all covenants of this Agreement.

705. This Agreement incorporates all the understandings of the parties hereto as to the matters contained herein and supersedes any and all agreements reached by the parties prior to the execution of this Agreement, whether oral or written, as to such matters.

706. If any provision of this Agreement is held invalid, the balance of the provisions of this Agreement shall not be affected thereby if the balance of the provisions of this Agreement would then continue to conform to the requirements of applicable laws.

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

708. The Board may, from time to time, request changes in the scope of services of the Partner to be performed hereunder. Such changes, including any increase or decrease in funding amounts described in Section 5, *supra* (notwithstanding adjustments made on the basis of enrollment differences as described in Paragraph 505), which are mutually agreed upon by and between the Board, the Partner and the State Department of Education, shall be incorporated in written amendments executed by both parties to this Agreement.

709. References herein in the masculine gender shall also be construed to apply to the feminine gender.

710. Except as otherwise specifically provided in this Agreement, whenever under this Agreement approvals, authorizations, determinations, satisfactions or waivers are required or permitted, such items shall be effective and valid only when given in writing signed by a duly authorized officer of the Board or the Partner, and delivered in hand or sent by mail, postage prepaid, to the party to whom it is directed, which until changed by written notice, are as follows:

**Partner:** Michael Van Leesten  
President, Board of Trustees  
Elm City Montessori School, Inc.  
495 Blake Street  
New Haven, CT 06515

**Board:** Yesenia Rivera  
President  
New Haven Board of Education  
54 Meadow Street  
New Haven, CT 06519



**IN WITNESS WHEREOF**, the parties have executed three (3) counterparts of this Agreement as of the day and year first above written.

**WITNESS:**

**NEW HAVEN BOARD OF EDUCATION**

\_\_\_\_\_

**BY:**

\_\_\_\_\_  
**Yesenia Rivera**  
**Board President**

**WITNESS:**

**Elm City Montessori School, Inc.**

*Ely Halsay*  
\_\_\_\_\_

**BY:**

\_\_\_\_\_  
*MJ Valdez*  
\_\_\_\_\_

## APPENDIX 1

### PERFORMANCE AGREEMENT

This contract is entered into by both parties in order to encourage the learning, the academic success, and the life success of the students of Elm City Montessori School. To that end, the agreement includes the following performance expectations for such students, which shall be evaluated through the below process.

1. Frequency of Review:
  - a. Performance Review: The Partner will evaluate the comprehensive performance of the School twice a year – once at the end of July or early August (i.e. Review of end of year outcomes, and proposed targets/outcomes for the next year), and once in January or February (midyear check in). Those program evaluations will focus on the performance outcomes described below, operational and compliance issues, and the quality of coordination. An annual report will be shared with the Board by September.
2. Student Performance Outcomes: Annually, the Partner shall provide the Board evidence that students in Elm City Montessori School will have made substantial progress in social behavior and academic learning, preparing them for success in college, career, and life. Those performance outcomes will be measured according to metrics that include, but are not limited to, the following:
  - a. Student engagement, academic performance, and academic progress
    - i. Student portfolios, student projects, teacher developed assessments, school developed assessments, and mastery of subject matter based on Montessori performance standards.
    - ii. Performance on state assessments, including the new SPI indicators.
    - iii. Overall student average daily attendance.
3. Operational, Fiscal, and Compliance Performance:
  - a. Elm City Montessori School shall manage the School in accordance, and ensure compliance, with all applicable Federal and State laws and regulations, including Special Education, English Language Learning, and State Testing requirements;
  - b. For issues regarding the health and safety of students, including the reporting of violence and abuse to appropriate authorities, Elm City Montessori School is responsible for reporting and responding, but will notify NHPS of all serious incidents.

- c. The Partner shall provide evidence of fiscal stewardship and financial health by providing information on financial transactions not on the Board's financial system, and providing copies of any audits, form 990s, or any other report with financial information.
- 4. Sharing of Information and Resources:
  - a. In order for Elm City Montessori School to meet the above performance metrics, it is essential that the District provide Elm City Montessori School with copies of any and all communication, reports, findings, requests, demands, etc. received from parents, the State or any regulatory agency, and that the District make its employees available to Elm City Montessori School in order to facilitate the timely and thorough completion of any required reports or responses.
- 5. Presentation the Board: Annually, the Partner shall present to the Board on items 2, 3, and 4 above at a public meeting by October 30<sup>th</sup>.

## **APPENDIX 2**

**EXAMPLES OF REPORTS AND DOCUMENTS PARTNER WILL PROVIDE TO NHPS  
BEFORE SUBMISSION TO STATE BOARD OF EDUCATION FEDERAL DEPARTMENT OF  
EDUCATION**

1. October 1 Final Enrollment
2. Projected Enrollment
3. Strategic School Profile
4. ED001C Financial Report (if filed)
5. Form 990

### **APPENDIX 3**

For the 2022-23 Academic Year, NHPS will disburse a maximum of \$1,522,757 (subject to quarterly true-up as defined in Section 509) to the Partner to cover the cost of core staff and operational expenses. These payments will be made in four (4) disbursements on December 15<sup>th</sup>, February 15<sup>th</sup>, April 15<sup>th</sup> and June 15<sup>th</sup> and will be partly funded through Open Choice funds generated by the students at the school.



# Elm City Montessori School Charter Renewal

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January 23, 2023

# Elm City Montessori School: Mission

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The mission of Elm City Montessori School, a diverse learning community, is to offer New Haven families a high-quality, public Montessori program for children ages three to thirteen.

# Elm City Montessori School: Vision

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Our vision is that ECMS students and graduates will demonstrate creativity, adaptability, compassion, civic engagement and leadership in their communities, and develop within themselves the power to shape both their own lives and the world around them.



# Key Components of our Local Charter

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- Committed Board of Trustees
- Close partnership with New Haven Public Schools; NHBOE member on ECMS Board
- Certified staff supported by bargaining units
- Per pupil funding from local district
- Charter approved by local school district and the State Department of Education



# Elm City Montessori School: New Haven's First Public Montessori

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- Children choose their own work
- Trained teachers support children's development
- Mixed age groupings
- Uninterrupted periods of work
- Structures to support independence and executive functioning skills
- Montessori Materials

# Families and Children Served

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2022-23 Academic Year: 297 students

96% from New Haven, 4% Open Choice

2022-23 Demographics:

- Asian- 2%
- Black- 31%
- Latinx- 27%
- White- 31%
- Multiracial- 9%



# ECMS Core Beliefs

- We must honor youth voices in order to collectively dismantle racism and oppression.
- To practice authentic Montessori, we must use it as a tool for liberation.
- We must actively practice anti-bias and anti-racism.
- Educators and families must be fully equipped to counter the institutional racism built into the fabric of this nation and to recognize how these factors impact their daily practices.
- We must prepare our children academically and activate their potential to be agents of change in their communities and beyond.



# Theory of Action: 2022-2023

If we...	We will have
<ul style="list-style-type: none"><li>● Create consistency and community for staff</li><li>● Engage in critical conversations and practice around race and bias</li><li>● Build personal and school accountability</li></ul>	<b>Prepared Adults</b>
<ul style="list-style-type: none"><li>● Reengage in Conscious Discipline</li><li>● Amplify identity work and culture shares</li><li>● Create leadership and creative spaces for students</li></ul>	<b>Engaged Learners and Families</b>
<ul style="list-style-type: none"><li>● Use data teams to strengthen Culturally Responsive Pedagogy</li><li>● Build math skills through problem solving and fluency</li><li>● Deepening thinking through writing assessments, practices, rubrics, and portfolios</li></ul>	<b>Enriched Learning Environment</b>



# Anti-Bias, Anti-Racism Practice

- Culturally Responsive Teaching
    - Professional learning and curriculum revision
  - Montessorian of Color Pathway Program
    - 4 BIPOC educators promoted to lead positions
  - Family & Community Partnerships
    - ABAR Collective
    - Culture Shares
    - LGBTQ+ mural project and trainings
- 
- A photograph showing a group of children at an outdoor event, possibly a park or schoolyard. They are holding up handmade signs. One sign says 'Black life matters', another says 'Rainbow', and others have colorful drawings. The children are diverse in age and appearance. In the background, there are trees, a fence, and some buildings.



# Social & Emotional Successes

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- Engaged and supported students
  - Chronic Absenteeism: SY2022 11%
- Restorative Practices
  - Student surveys show +75% positive response on CASEL Standards for self awareness, social awareness, self and relationship management
  - No suspensions 2019-2022



# Academic Successes

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- Consistent academic growth on SBA, NWEA Map
  - +10% growth in ELA Proficiency between 2019-2022
  - +5% growth in Math Proficiency between 2019-2022
  - Reached/surpassed CT State SBA Average in ELA and Science
  - Outperformed NHPS Average and all New Haven Charter Schools on SBA
- Improved outcomes for BIPOC Learners during pandemic
  - +2%-5% growth on NWEA Map between 2020-2022



# NHPS Partnership Opportunities

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- Deepening outdoor learning experiences for educators and students
- Expanding family and student led work in microeconomy, social justice, community leadership
- Supporting early childhood professional learning
- Collective planning for Anti-Bias, Anti-Racist practices

# ECMS Budget Overview

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- ECMS is funded by the local school district and the CT State Department of Education (CSDE).
- CSDE calculates the NHPS annual per pupil allocation to ECMS based on the district's average per pupil spending from two years prior. (For example, Elm City Montessori School's 2022-23 per pupil allocation is based on New Haven Public Schools average per pupil cost for 2020-21.)
- ECMS fundraises through grants and individual donors to supplement per pupil funding.

# Questions?

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# Policy Service

## **The Connecticut Reference Manual of School Board Policies, Regulations, and Bylaws**

**P5112(a)**

### **Students**

#### **Ages of Attendance**

In accordance with Connecticut General Statute 10-186, the Board of Education shall provide education for all persons five years of age and older, having attained age five on or before the first day of January of any school year, and under twenty-two years of age who is not a graduate of a high school or vocational school, except as provided in Connecticut General Statutes 10-233c and 10-233d. For purposes of establishing the residency of a child of a member of the armed forces, as defined in C.G.S. 27-103, and who is seeking enrollment in a district school, in which such child is not yet a resident, the Board shall accept the military orders directing such member to Connecticut or any other documents from the armed forces indicating the transfer of such member to Connecticut as proof of residency in the District.

Additionally, according to Connecticut General Statute 10-76d (b2), special education will be provided for children who have attained the age of three and who have been identified as being in need of special education, and whose educational potential will be irreparably diminished without special education.

Parents and those who have the control of children five years of age and over and under eighteen years of age, are obligated by Connecticut law to require their children to attend public day school or its equivalent in the district in which such child resides, unless such child is a high school graduate or the parent or person having control of such child is able to show that the child is elsewhere receiving equivalent instruction in the studies taught in the public schools. Students under age eighteen are subject to mandatory attendance laws unless they are at least seventeen and their parent/guardian, or other person having control of the child, consents to such child's removal from school. The parent or person shall exercise this option by personally appearing at the school district office to sign a withdrawal form. Such withdrawal form shall include an attestation from a guidance counselor, school counselor, or school administrator of the school that this district has provided the parent or person with information on the educational opportunities options available in the school system and in the community.

The parent or person having control of a child five years of age shall have the option of not sending the child to school until the child is six years of age. The parent or person having control of a child six years of age shall have the option of not sending the child to school until the child is seven years of age.

The above requirements are not to serve as barriers to immediate enrollment of students, designated as homeless or foster children as required by the Every Student Succeeds Act (ESSA) and the McKinney-Vento Act as amended by the ESSA. The District shall work with the local child welfare agency, the school last attended, or other relevant agencies to obtain necessary enrollment documentation.

The parent/guardian of any child who is denied admission to the district's schools, or an unaccompanied minor, a student eighteen years of age or older, a homeless child or youth or an unaccompanied youth who is denied schooling on the basis of residency, or an agent or officer charged with the enforcement of the laws concerning attendance at school may request, in writing, a hearing by the Board of Education.

The parent or person shall exercise such option by personally appearing at the school district office and signing an option form. The district shall provide the parent or person with information on the educational opportunities available in the school system.

Sample policies are distributed for demonstration purposes only. Unless so noted, contents do not necessarily reflect official policies of the Connecticut Association of Boards of education, Inc.

# Policy Service

## **The Connecticut Reference Manual of School Board Policies, Regulations, and Bylaws**

**P5112(b)**

### **Students**

#### **Ages of Attendance** (continued)

A child who has attained the age of seventeen and who has voluntarily terminated enrollment with parental consent in the district's schools and subsequently seeks readmission may be denied readmission for up to ninety school days from the date of such termination, unless such child seeks readmission to the District not later than ten (10) schooldays after such termination in which case the Board shall provide school accommodations to such child not later than three school days after such child seeks readmission.

A child who has attained the age of nineteen or older may be placed in an alternative school program or other suitable educational program if he/she cannot acquire a sufficient number of credits for graduation by age twenty-one.

(cf. 5111 - Admission/Placement)

(cf. 5118.1 – Homeless Students)

(cf. 5118.3 – Children in Foster Care)

(cf. 5112 - Ages of Attendance)

(cf. 6146 - Graduation Requirements)

Legal Reference:        Connecticut General Statutes  
                                 4-176e to 4-180a Agency hearings  
                                 4-181a Contested cases. Reconsideration. Modifications.  
                                 10-15 Towns to maintain schools  
                                 10-15c Discrimination in public schools prohibited. School attendance by five-year-olds  
                                 10-76a - 10-76g re special education  
                                 10-184 Duties of parents (re mandatory schooling for children ages five to sixteen, inclusive) as amended by PA-98-243, PA 00-157, PA 09-6 (September Special Session) and PA 18-15  
                                 10-186 Duties of local and regional boards of education re school attendance. Hearings. (as amended by P.A. 19-179)  
                                 Appeals to State Board. Establishment of hearing board  
                                 10-233a - 10-233f Inclusive; re: suspend, expel, removal of students

Sample policies are distributed for demonstration purposes only. Unless so noted, contents do not necessarily reflect official policies of the Connecticut Association of Boards of education, Inc.

**Connecticut Association of Boards of education, Inc.**

# Policy Service

## **The Connecticut Reference Manual of School Board Policies, Regulations, and Bylaws**

**P5112(c)**

### **Students**

#### **Ages of Attendance**

Legal Reference: Connecticut General Statutes (continued)  
10-233c Suspension of students  
10-233d Expulsion of pupils  
State Board of Education Regulations  
10-76a-1 General definitions (c) (d) (q) (t)  
P.A. 19-179 An Act Concerning Homeless Students' Access to Education  
P.A. 21-86 An Act Concerning the Enrollment of Children of Members of the Armed Forces in Public Schools and the Establishment of a Purple Star School Program  
McKinney-Vento Homeless Assistance Act (PL 107-110 Sec. 1032) 42 U.S.C. §11431-11435, as amended by the ESSA, P.L. 114-95  
Federal Register: McKinney-Vento Education for Homeless Children & Youths Program, Vol. 81 No. 52, 3/17/2016

Policy adopted:

Sample policies are distributed for demonstration purposes only. Unless so noted, contents do not necessarily reflect official policies of the Connecticut Association of Boards of education, Inc.

# Policy Service

## **The Connecticut Reference Manual of School Board Policies, Regulations, and Bylaws**

**5131.1**

### **Students**

#### **Bus Conduct**

School transportation is a student privilege conditional upon satisfactory behavior on buses and at bus stops.

Students will be advised that, while awaiting or receiving transportation to and from school, they may be suspended from transportation services for unsatisfactory conduct which endangers persons or property or violates a Board policy or administrative regulation. Principals shall follow procedures in Policy 5114 Suspension/Expulsion/Exclusion/Removal when suspending student bus privileges.

(cf. 5114 Suspension/Expulsion/Exclusion/Removal)  
(cf. 5131.5 Vandalism)

Legal Reference: Connecticut General Statutes

10-186 Duties of local and regional Boards of education re school attendance.

10-220 Duties of boards of education.

10-221 boards of education to prescribe rules.

10-233c Suspension of students.

Sample policies are distributed for demonstration purposes only. Unless so noted, contents do not necessarily reflect official policies of the Connecticut Association of Boards of Education, Inc.

**Connecticut Association of Boards of Education, Inc.**

# Policy Service

## **The Connecticut Reference Manual of School Board Policies, Regulations, and Bylaws**

Policy adopted:

Sample policies are distributed for demonstration purposes only. Unless so noted, contents do not necessarily reflect official policies of the Connecticut Association of Boards of Education, Inc.

**Connecticut Association of Boards of Education, Inc.**



# Policy Service

## **The Connecticut Reference Manual of School Board Policies, Regulations, and Bylaws**

**5131.1(a)**

### **Students**

#### **Bus Conduct**

Prior to any disciplinary action, the administration in conjunction with the bus company will attempt to resolve conflicts on the bus and maintain transportation safety. Students who refuse to comply with regulations will be advised that they may be suspended from transportation services. The administration in consultation with the bus company shall also have the authority to suspend a student from transportation services whose conduct while awaiting or receiving transportation violates the standards set forth in paragraph D in the Suspension/Expulsion policy (5114).

The following list of rules are to be observed by all students riding school buses and are to be strictly enforced by all bus drivers:

1. The driver is in complete charge of the bus and the children being transported. The driver may make changes in seating, arrange for discipline as it is required, and may take all reasonable steps to ensure the safety of his/her bus and its passengers.
2. Students must remain seated at all times while the bus is in motion. Students may leave their seats only when the bus is stopped and directed by the driver or stopped at their destination.
3. No student shall leave the bus without permission from the driver or school authorities except at the student's regular bus stop or at the school.
4. Conduct on the buses will be like classroom conduct except that reasonable conversation is permissible. Inappropriate behavior of any form or manner is not permissible.
5. Drivers will report any misconduct on their bus and any disciplinary action they may take to the Principal of the school.
6. Students who damage or deface bus or equipment on the bus will be held liable for such damage.
7. Conversation with the driver while the bus is in motion is not permitted except to call the driver's attention to any inappropriate behavior or conduct that might jeopardize the safety of one of its riders.
8. Students must not, at any time, extend their arms or heads out of a bus window.
9. The use of tobacco, drugs or any controlled substance in any form on a school bus is prohibited by state law.
10. No indecent or profane language will be permitted, and there will be no loud or disturbing talking.

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# Policy Service

## **The Connecticut Reference Manual of School Board Policies, Regulations, and Bylaws**

12. Bus windows shall not be opened without the driver's permission.

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**5131.1(b)**

### **Students**

#### **Bus Conduct** (continued)

13. Upon entering or leaving a school bus, students will avoid crowding or disturbing others. Students boarding a bus at a point where others debark from it will always stand back away from the door and let those who are getting off out before they attempt to Board the bus.
14. Students must not throw any articles away in or about the bus.
15. The bus must be kept clean, and students must cooperate in this by not leaving waste paper or trash of any kind that will clutter up the bus.

Legal Reference:        Connecticut General Statutes  
                                 10-220 Duties of Boards of Education  
                                 10-221 Boards of education to prescribe rules  
                                 10-233c Suspension of students

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Regulation approved:

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## **The Connecticut Reference Manual of School Board Policies, Regulations, and Bylaws**

**P5131.7(a)**

### **Students**

#### **Weapons and Dangerous Instruments**

The Board of Education determines that possession, concealment, and/or use of a weapon by a student is detrimental to the welfare and safety of the students and school personnel within the district. Possession and/or use of any dangerous or deadly weapon, firearm, or destructive device in any school building on school grounds, in any school vehicle, or at any school-sponsored activity is prohibited.

A “dangerous weapon” is any weapon, device, instrument, material or substance, which under the circumstances in which it is used, attempted to be used or threatened to be used is readily capable of causing death or serious injury. A “deadly weapon” is any instrument, article or substance specifically designed for and presently capable of causing death or serious injury.

Pursuant to federal law, the term firearm includes, but is not limited to, any weapon designed to or may readily be converted to expel a projectile by the action of an explosive, the frame or receiver of any such weapon, a muffler or silencer for such a weapon, or destructive device. A student who violates this policy will be reported to law enforcement authorities.

A “destructive device” is considered any device with an explosive, incendiary or poison gas component or any combination of parts either designed or intended for use in converting any device into any destructive device or from which a destructive device may be readily assembled. A destructive device does not include any device which is designed primarily for use as a signaling, pyrotechnic, line-throwing, safety or similar device.

The possession or use of any such weapon or device will require that the proceedings for the suspension and/or expulsion of the student involved will be initiated immediately by the principal. If the student is found to have possessed a firearm or other dangerous weapon as defined in Connecticut General Statutes 53a-3 in violation of 29-35 or 53-206, in or on the real property of a school or at any school activity as defined in Connecticut General Statutes 10-233a, he/she must be expelled for one calendar year. The Board of Education or hearing board may modify the period of expulsion on a case-by-case basis. To comply with federal law, any finding of an exception shall be reduced to writing. All legal restrictions and requirements will be adhered to pertaining to special education students.

The Board shall consider a student's conduct off school grounds that is seriously disruptive of the educational process or is violative of publicized policies of the Board as grounds for expulsion.

Every effort will be made by the District to provide wraparound support for students as determined by Student Return Response teams.

Overall, mitigating circumstances may be taken into consideration by the Administration.

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P5131.7(b)

### Students

#### Weapons and Dangerous Instruments (continued)

##### *Additional optional language to consider:*

Weapons under the control of law enforcement personnel are permitted. The Superintendent may authorize other persons to possess weapons for courses, programs and activities approved by the District and conducted on District property.

In accordance with the federal Gun-Free School Zone Act, possession or discharge of a firearm in a school zone is prohibited. A “school zone” is defined by federal law, means in/on school grounds or within 1,000 feet of school grounds.

“Gun-Free School Zone” signs will/may be posted in cooperation with city/town officials as appropriate. Violations, unless otherwise excepted by law or this policy, shall be reported to the appropriate law enforcement agency.

(cf. 5114 - Suspension/Expulsion)

(cf. 5145.12 - Search and Seizure)

Legal Reference: Connecticut General Statutes

10-221 Boards of education to prescribe rules.

10-233a through 10-233f - Expulsion as amended by PA 95-304

53a-3 Definitions.

53a-217b - Possession of firearms and deadly weapons on school grounds

53-206 Carrying and sale of dangerous weapons.

PA 94-221 An Act Concerning School Discipline and Safety.

Gun-Free School Zones Act of 1990, 18 U.S.C. §§ 921(a)(25)-(26), 922(q) (2006)

GOALS 2000: Educate America Act

18 U.S.C. 921 Definitions.

20 U.S.C. §7961, The Gun-Free School Act, 8561 of the Every Student Succeeds Act.

Youth Handgun Safety Act, 18 U.S.C. §§ 922(x), 924(a)(6) (2006)

Safe and Drug-Free Schools and Communities Act, 20 U.S.C. §§ 7101-7117

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## **Naming and Renaming Facilities**

The naming and renaming of school buildings, major portions of buildings, or school grounds is the responsibility of the Board of Education. In fulfilling this responsibility, the Board will make every effort to respect community preferences. Nominated names should be clearly identifying, widely known, and recognized.

It is the policy of the Board to name school buildings as close as possible to the time construction begins in order to lessen the confusion about the new schools.

When naming or renaming buildings, major portions of buildings, or school grounds, the Board shall formally identify the need for a naming process for the identified school locations, as well as criteria it wishes to be considered in the process.

When naming or renaming a school building, major portions of school buildings (e.g. Floyd Little Athletic Center), or school grounds (e.g. Bowen Field), the Board shall establish a committee of the following:

- Superintendent (or designee)
- Building principal
- 2 teachers
- 2 paraprofessionals
- 2 professionals represented from food service, security or clerical
- 2 parents
- Alderperson of the ward the school is within
- 2 students
- Board member appointees (2 appointees per board member)

When naming or renaming a (e.g. classroom, media center, hallway) within a school building, the Board shall establish a committee of the following: Superintendent (or designee), the building principal (or designee), the Board's Facility Naming Committee, and at least one teacher, other staff member, and parent.

Opportunities for public input must be made available prior to the committee's recommendation to the board. Such opportunities for public input must be publicly announced in local media outlets and on the district website at least eight weeks prior to final decision. The process of renaming should take no more than eight weeks.

The committee shall propose a list of names to the school board of not more than two names for Board consideration. Additionally, in the rare occurrence of renaming a building, major portions of school buildings, or school grounds, a fiscal impact statement will be presented by the Superintendent or designee when the committee makes its name recommendation to the

board which will include all associated costs and a timeline for implementation of the new name.

If a major portion of a school building or school grounds (media center, auditorium gymnasium, field, etc.) is proposed to be named after an individual, that person shall have attained local or national prominence via significant contributions in any field of endeavor. Such contributions or the significance of their place in history shall be clearly established beyond the generation of the contribution. Further, the individual for whom a portion of a school building or school grounds is to be named must be shown to have broad-based, long-term impact to the school district community. Groups offering names to adorn our buildings and spaces should provide the evidence necessary to assure the public that the individuals they recommend have made significant contributions in American life and have practiced the ideals espoused in our Constitution and humanitarian traditions.

Collections of works, memorials, or other major gifts to the school district may be acknowledged and named by individual schools, subject to the district's policy and procedures for accepting donations. Prior to accepting such donations and naming, a ~~financial~~ plan for maintenance and upkeep must be identified and presented to the school Board.

The Board retains the right to make final determination in the naming and renaming of buildings, major portions of school buildings, or school grounds. This policy notwithstanding, it is the intent of the Board that naming of portions of the building and school grounds occur infrequently and on a limited based.

Policy adopted: October 26, 2020