

WATERBURY PUBLIC SCHOOLS ANNUAL REPORT

CHIEF OPERATING OFFICER, Annual Report / Accomplishments **Paul Guidone, C.O.O.**

Finance

1. Experienced another balanced budget for 2008-2009 with a modest surplus. Continued regular reporting on the status of and projections to the Board of Education.
2. Experienced another “completely clean” audit report with no material weakness or other funding reported.
3. Continued to expend grant funds in accordance to regulations with minimal, if any, residual funds requiring return to funding sources.
4. Developed a capitol budget request for consideration by the City, which identifies critical and on-going needs for the Education Department.
5. Developed a zero increase budget for 2009-2010 without negative effect on the education of our students.

School Construction

1. Completed all three high school projects (Wilby Classroom Addition, Crosby Media Center and Classroom Addition and Kennedy Media Center) on time and under budget, ready for use in the 2008-2009 school year.
2. Completed design and began construction of the new Gilmartin and Duggan schools.
3. Completed design and began renovations to our Alternate Education building.
4. Requested State funding for a much needed new high school, conversion of Carrington School to a Pre-K through 8 school and renovations to Wilby’s science classrooms. These are recommended for funding by the State pending legislative budget action.
5. Moved Gilmartin students to swing space at Saint Margaret’s to facilitate construction of the new school.

Operations

1. Completed the attached list of school maintenance work.
2. Implemented sanitizing procedures for H1N1 virus (Swine flu).
3. Investigated and addressed concerns regarding overtime and use of school equipment in the School Inspector’s Office and implemented corrective procedures.

Food Service

1. Continue to implement Healthy Food Program, including increased reimbursement per meal.
2. Implemented POS (Point-of-Sale) at all schools.
3. Further contained in Food Service Director’s report.

Transportation

1. Installed GPS (Global Positioning System) system on all buses.
2. Saved approximately \$300,000 by moving Holy Cross High School tier to different start time.

Technology

1. Implemented emergency call-out system (IRIS).
2. Further contained in MIT Supervisor’s report.

Personnel

1. Contained in Director of Education Personnel’s report.

SCHOOL INSPECTOR Annual Report **Herb Greengas, School Inspector**

PROJECTS:

All schools: Environmental services radon testing
Inspections by Travelers Ins.
Swine flu – cleaning
3 year AHERA re-inspections

Walsh: flue chimney liner repair
Fire code improvements

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Asbestos Abatement: – 8 schools (Tinker, Carrington, Washington, Bucks Hill, Chase, Kingsbury, Bunker Hill, Sprague)

Barnard tile replacement
 Kitchen renovations

Bucks Hill PreK – Corridor roof replacement

Bunker Hill roof entrance

Chase Building - 4th floor repairs – drop ceiling
 Blinds

Crosby - Blinds
 Pool filter
 Auditorium stage improvements
 Boiler repairs, replace coils

62 Harper Avenue – cameras

Kennedy – Sidewalk and curb repair
 Duct flex connectors

Maloney - closed circuit TV Monitoring

NEMS – Peripheral duct work
 Blinds – Phase 17 Consolidated Grant

Wallace lockers
 Lower parking lot drainage

WSMS: Drum nipples boiler repair

Wilby: Duct flex connectors
 Storm sewer replacement
 Boiler tubes and gaskets

Moves: State St. to St. Lucy's
 Gilmartin to St. Margaret's

Chase School: parking lot

Gilmartin: portables moved to upper Wilby lot
 building demolished
 begin construction of new building

Hopeville: boiler repair

Kingsbury: kitchen renovations

Regan: school playscape access corrected

Rotella: boiler repair

SUMMER JOBS 2008 (8-21-08)

Waterbury BOE Maintenance Dept.

Prepared by: George Sacchi, Supervisor – BOE Building Maintenance Services

HVAC Dept.

- Barnard – Install new bathroom attic exhaust fan and ductwork (**Completed 7-17-08**)
- Bergin Complex – Check and service all exhaust fans (**Completed 7-11-08**)
- Laurel Complex - Check and service all exhaust fans (**Completed 6-19-08**)
- Maloney - Check and service all exhaust fans (**Completed 6-21-08**)
- Rotella - Check and service all exhaust fans (**Completed 6-27-08**)
- Bucks Hill – Repair leaking hallway radiator valves and actuators (**Completed 8-1-08**)
- Chase – Replace steam traps in various first floor rooms. (**Completed 8-15-08**)

Plumbing Dept.

- North End Middle – Install washer, dryer and sink in Handicap Room (**Comp 6-27-08**)
- Tinker – Remove House Trap in Kindergarten Room (**Completed 7-4-08**)
- Bucks Hill – Remove House Trap in tunnel (**Completed 7-8-08**)
- Kennedy HS – Install new flush valve stops (**Completed 7-11-08**)
- Crosby HS - Install new flush valve stops on toilets & sinks. (**Completed 7-15-08**)
- Wilby - Install new flush valve stops on toilets & sinks. (**Completed 7-27-08**)

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- Chase – install (2) wall mounted sinks in boy’s basement bathroom. **(Completed 7-25-08)**
- All schools - Go thru all bathrooms, repair problems as needed **(Completed)**
- All schools – Perform annual inspection on sprinkler flow controls. **(Completed 7-31-08)**

Electrical Dept.

- All schools – test fire alarms, emergency lights. **(Completed 6-27-08)**
- Wallace - Install lighting for exits, emergency lights and Smoke Detectors **(Comp.7-11)**
- Maloney – Wire new computer lab **(Completed 7-15-08)**
- Bunker Hill - Wire new computer lab **(Completed 7-18-08)**
- Barnard - Wire new computer lab **(Completed 7-14-08)**
- Gilmartin – Re-locate computer rack **(Completed 7-11-08)**
- Bucks Hill – Wire new principal’s office **(Completed 7-18-08)**
- 30B Church Street – Wire new office **(Completed)**
- North End Middle School – Repair underground feed for pole lights **(Comp.7-10)**
- Kennedy HS - – Repair underground feed for pole lights **(Completed 6-27-08)**
- Kennedy HS – Wire new basketball hoops **(Comp.7-25 -08)**
- Tinker – Wire new computer lab **(Completed 8-1-08)**
- Chase - Wire new computer lab **(Completed 6-27-08)**
- Generali - Wire new computer lab **(Completed 6-27-08)**
- Bucks Hill – Install camera for teacher access - Portable to main bldg.**(Completed)**
- Barnard – Wire new bathroom attic exhaust fan. (added 6-4-08) **(Completed 7-29-08)**
- NEMS - Install washer, dryer and sink in Handicap Room. **(Completed 8-5)**
- Carrington – Wire new lighting for drop ceiling in stairwells. **(Completed)**
- Bucks Hill – Wire (2) new security doors for rear building access. **(Completed)**
- Wire new computer lab (added 6-18-08) **(Completed 6-27-08)**
- Gilmartin – Wire new vending machine and two paper copiers. **(Completed 7-1-08)**
- Gilmartin – Wire new A/C in classroom **(Completed 7-1-08)**
- Wendell Cross – Wire new computer lab (added 6-19-08) **(Completed 7-4-08)**
- Kennedy - Wire new computer lab (added 6-19-08) **(Completed 7-11-08)**
- Rotella – Wire (22) classrooms for Projectors and Smart Boards. **(Completed 7-25-08)**
- (12) Schools – install elect. outlets so AT&T can install fiber equipment. **(Comp. 7-18)**
- Wilby – Wire new computer Lab in Room 314. (added 6-23-08) **(Completed 7-24-08)**
- 30B Church ST - Remove State St. intercom system and wire all rooms to Church Street office. **(Completed 7-30-08)**
- ST. Lucy – Wire internet in entire building. Install circuits in Teacher’s Lounge. Move Intercom system. Install outlets in class rooms. Remove wiring molding for code violations. Wire new camera security systems. **(Completed)**

Painting Dept.

- Carrington – Exterior of Portable buildings **(Completed)**
- Sprague – Exterior overhangs **(Completed)**
- Brooklyn – Classroom interiors - classrooms & hallways **(Completed)**
- Barnard – Scrape & paint Boiler Room walls & floor **(Completed 8-16-08)**
- Wilby/NEMS – Paint parking lot lines **(Completed)**
- Barnard/ WSMS – Paint parking lot lines **(Completed 8-16-08)**
- Tinker - Repair (2) stairwell ceilings & brick wall (major scaffolding) **(Comp. 7-31-08)**
- Sprague – Repair & paint storage room by office. **(Completed 8-11-08)**
- Wendell Cross – Paint old library and new library. **(Completed 8-9-08)**
- Bucks Hill – Paint renovated principal’s offices **(Completed 8-1-08)**
- Chase – Paint renovated Library **(Completed 8-1-08)**
- WAMS – Paint nurse’s office **(Completed 8-16-08)**
- NEMS – Paint new police room office **(Completed)**
- 30B Church St – Paint new office area **(Completed 8-8-08)**

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- Wilson – Paint Child Development Ctr. portable hallway (**Completed 8-9-08**)

Mason Dept.

- Barnard – Repair tile in front of main door (**Completed 8-15-08**)
- Barnard – Repair gap in Café sub-floor and replace broken vinyl tiles. (**Comp. 8-18-08**)
- Bucks Hill – Repair wall in computer room (**Completed 6-27-08**)
- Generali – Set up picnic tables in the playground with cement (**Completed 8-5-08**)
- Kennedy HS – Repair tiles and blue stone ramp (**Completed 6-27-08**)
- North End Middle – Repair, re-locate and install Flag Pole (**Completed**)
- Tinker – Replace concrete sidewalk by Congress Avenue (**Completed**)
- Washington – Repair floor tiles (**Completed 6-23-08**)
- Washington - Set up picnic tables in playscape area (**Completed 6-13-08**)
- North End Middle – Repair brick column and wall outside of Café (**Completed**)
- Wilson – Repair floor tiles (**Completed 7-1-08**)
- Wilson - Repair concrete step in front of Gym (**Completed 7-3-08**)
- Wendell Cross – Rebuild brick wall in front of boiler room (**Completed**)
- Bucks Hill Portables – (**Aug 8th**) Install vinyl tiles in two principal offices (# 221 and 224)(**Completed 8-15-08**)
- Regan – Install (4) posts & chains in driveway to playscape area. (**Completed 8-4-08**)
- Carrington – Install new tiles in portable Rooms P121 and P116 (**Completed 7-31-08**)
- Walsh – Repair bubbled sub-floor and replace vinyl tiles (8 rooms) (**Completed 8-1-08**)
- Sprague – Install (3) post and chains in playground area. (**Completed 8-4-08**)
- NEMS – Install new tiles and cove base in new principal's office. (**Completed 8-1-08**)
- Regan – Install post, chain & sign in upper driveway (**Completed 8-18-08**)
- WSMS – Girl's Locker Rm. – patch foundation crack & floor tiles (**Completed 8-18-08**)
- Wilson – remove carpet and install vinyl tiles in Child Dev Ctr hallway (**Comp. 8-18-08**)
- Wendell Cross – repair front entrance concrete slab & steps - (**Completed 8-19-08**)

Carpentry Dept.

- Bucks Hill – Build partition in principal's office (**Completed 7-29-08**)
- Barnard – Repair classrooms windows (**Completed**)
- Wallace – Install ceiling tiles on 1st floor hallway. (**Completed 7-27-08**)
- 30B Church Street – Enlarge office space (**Completed**)
- Carrington – Re-tar roof over library (**Completed**)
- Carrington – Install drop ceiling in stairwells. (**Completed 7-25-08**)
- Bucks Hill – Purchase & install (2) security doors for rear building access (**Completed**)
- Rotella – Install (22) Projectors and Smart Boards in classrooms. (**Completed**)
- Rotella – Install and mount (4) new speakers in the library before Aug. 18th. (**Comp 7-25**)
- (19) Schools – install 4' x 4' x ¾" electrical panel boards. (**Completed 8-1-08**)
- WAMS – Install chair rail around cafeteria walls to prevent damage. (**Completed**)
- Bucks Hill – finish installation of steel panel wrap on lower back of building (**Comp**)
- Bunker Hill – Replace/repair front entrance support beams & fascia siding (**Completed**)

Grounds Crew Dept.

- Wilby, Crosby, Bucks Hill, Regan, Gilmartin – Cut brush as required (**Completed**)
- All Schools – Cut athletic fields grass & perform general landscaping activities (**On-going**)
- Rotella – pull out damaged/sharp lawn edging around playscape area. (**Comp. 7-2-08**)
- Rotella – Pick up crushed stone & lay down in new playscape bicycle area (**Comp. 7-15**)

General labor Department

- Move furniture/chairs and tables to and from for summer school programs. (**On-going**)
- Delivery & pickup handicap materials for summer school programs. (**On-going**)
- Transport and delivery each school's student's records. (**Completed 6-23-08**)
- Delivery cleaning materials to all schools (**Completed & On-going**)

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- Deliver copy printing paper to all BOE facilities (**Completed 7-11-08**)
- Chase – Remove furniture & pull up carpet. (**Completed 6-23-08**)
- Carrington – Pull up carpet in Room P116 (**Completed 6-27-08**)
- All schools – clean up debris as required (**On-going**)
- Bucks Hill Portables- (**Aug 8th**) Move furniture out of two principal offices and take up carpets. (**Completed 8-11-08**)
- Crosby – Provide (4) temps. to move furniture to new Media Center. (**Comp 6-17-08**)
- Enlightenment School/ St. Lucy furniture, desks etc. transfer. (**Completed 8-18-08**)

Kitchen Renovation & Asbestos Abatement Contracts (Todd Genovese)

- Walsh – Asbestos abatem't, Fire Code upgrade and Kit. renovation (**Completed**)
- Barnard - Asbestos abatement and Kitchen renovation (**Completed**)
- Kingsbury - Asbestos abatement and Kitchen renovation (**Completed**)

Outside Service Contracts/ projects

- Tinker – Inspect/Repair steel window Lintels & install brick anchors on back wall (**Completed**)
- Generali – Re-point brick on upper right side only over windows (**Complete**)
- Washington – Cut down two large trees (stump grind driveway tree) (**Comp. 8-1-08**)
- Washington – Re-surface front entrance asphalt sidewalks (**Complete 8-20-08**)
- Hopeville – Re-surface school city street entrance (**Street Dept. to patch only**)
- Wilby – Re-tube Boiler # 1 and Boiler #3 (**Completed**)
- Crosby – Rebuild air compressor for boilers (**Completed 8-15-08**)
- Crosby – Repair and overhaul (4) Pool filtering systems (**Completed 8-20-08**)
- Crosby – Repair/renovate auditorium seating (**Completed 8-4-08**)
- Crosby – Replace/Renovate Stage curtains and rigging systems. (**Completed**)
- WSMS – Replace A/C Chiller Pump & Valve controls (**Completed 7-28-08**)
- Bucks Hill Corridor Roof – design & specs completed (**Completed**)
- Wilson – Install steel panel wraps above Gym windows to stop leaks (**Completed**)
- Wilby - Dig up & repair broken drain pipe outside auditorium (**Completed**)

FIRE CODE UPGRADES

- Walsh – Fire code upgrade/renovations (**Completed**)
- Crosby/Wallace fire alarm system – New Library additional has received temporary C of O approval. The Electrical contractor (C&H) is still working on the 2007 Fire Code Upgrade and needs approval from the Fire Marshall before tying in the new Library. (**Completed**)

Summer Asbestos Abatement Schedule

- Chase - Abate Boiler Rm, nurse's bathroom & storage area under Stairwell D (**Comp 7-8**)
Lower Classroom B111 - remove ACM VAT tiles & install new vinyl tiles. (**Comp. 8-18**)
- Carrington – Cust. Rm piping, Main Ent. VAT, Stairwell & Library. (**Comp. 8-22**)
- Bunker Hill - Rm F101 & Kitchen pipe insulation, Main Entrance - ACM VAT remove & replace new floor tiles. (**Completed tiles 8-20-08**)
- Tinker - Pipe insulation in Custodian & Boiler Rm and Nurse's Office tile floor (**Comp.**)
- Washington - Basement Rm pipe, kitchen, classroom & stairwell pipe insulation (**Comp.**)
- Bucks Hill – Abate Basem't pipe insul. & repair plaster ceiling. Remove ACM in Boiler Rm & pipe tunnel. Remove/replace VAT in Rm 115. Abate (2) pipe chases. (**Comp.**)
- Kingsbury - Basement storage Rm pipe insulation abatement (**Comp.**)
- Sprague - Kindergarten - remove ACM ceiling plaster (**Comp. 8-19**) and pipe ACM insulation in tunnel (**Comp. 8-20**). Basem't Pre-K Kitchen closet & floor tiles - remove and install new vinyl tiles. (**Completed 8-22**)

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FOOD SERVICE / DEPARTMENT OF EDUCATION Annual Report LINDA FRANZESE, FOOD SERVICE DIRECTOR

We began the 2008-2009 School Year with three newly renovated kitchens: Kingsbury, Walsh and Barnard Schools.

We started and completed the installation of a Point Of Service (POS) computerized software / hardware system for all of our school cafeterias and streamlined the State and USDA mandated reporting information for claim reimbursement, eliminating much of the handwritten reporting that was done previously on a daily basis by both our school staff as well as our Central Office staff.

From a nutritional standpoint, we continued to take advantage of the DOD (Department of Defense) Program that allotted funds from the government to be utilized to purchase fresh fruits and vegetables for all public schools, city wide. In addition, we applied for our 2nd FFVP (Fresh Fruit & Vegetables) Grant, a federally grant funded program where certain schools are chosen by USDA and the State to participate and based on the interest of the principals. We await the State's determination at this time.

The City and Board of Education chose again to participate in the CT Healthy Snacks and Beverage Certification Program that only allows certain items to be sold to students that are approved by the State via ala carte lines, vending machines and fund raisers. The Food Service Division receives additional funding from the State for participating in the program, receiving close to a quarter million dollars annually.

The Department continues to operate financially without any assistance from the general fund, allowing us to make more improvements to the Food Service Program in the future. Kennedy High School and Bucks Hill School kitchen renovations are anticipated for the summer of 09-10.

COMPUTER TECHNOLOGY CENTER Annual Report Will Zhuta, Supervisor

ACCOMPLISHMENTS

ProgressBook, an Educational management Solutions, for teachers, and principals was purchased for all elementary schools. The software will allow for more efficient use of time and reduce time spent on administrative tasks. It will improve parent communications, allow for an electronic grade book, student progress reporting and end of marking period grade submission. Homeroom/Classroom teachers will have access to student biographical information, attendance (current and historical) data, teacher web pages, and the ability to share lesson plans. Planning, organizing and implementation phases are being developed to ensure the project's success.

The District Technology Plan was revised to outline the district's plan for the next three years. The Technology Committee reviewed each goal and objective to ensure it met the District vision.

Planning for the district Data Warehouse has commenced. The DW will allow for data driven decisions that will improve teaching and learning. Educators will be able to:

1. Assess the current and future needs of students
2. Decide what to change
3. Determine if goals are being met
4. Engage in continuous school improvement
5. Identify root causes of problems
6. Align instruction to standards.
7. Provide personalized instruction.
8. Track professional development
9. Meet accountability provisions of NCLB
10. Keep constituents informed about progress.

District and School Improvement Plans (DIP) (SIP) require my department to evaluate key data metrics and produce dashboard reports that will allow key personnel to monitor their progress. These reports are created on a quarterly basis and are updated on the SharePoint directory for immediate access. We will continue to provide these ad hoc reports for effective district monitoring and goal alignment.

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Evaluate VOIP (voice over IP) solution for the District

Put handset in every classroom and provide teachers with voicemail box to enhance communication

Disaster Recovery System and Plan

A Documented Disaster Recovery plan and system is installed, along with a comprehensive documentation that will ensure the quick and orderly recovery of business operations in the event of an emergency.

Redundant Email Archiving System

An E-Discovery Plan for email storage and archiving is implemented. Email retention policy for E-Discovery will ensure compliance with the law. The network device saves and preserves incoming/outgoing emails to guarantee preservation of evidence.

Automated Attendance Calling

The Student Information System (SIS) and the message alert system are linked, so any student absent from school will receive an automated call to their home; alerting parents of the absence.

Smart Boards

We have continued to increase the number of smart boards in the school district. Smart boards have become an integral part of a technology initiative. Smart Boards help infuse technology into the curriculum and provide an interactive, intuitive learning experience.

RESPONSIBILITIES AND STRENGTHS

Student Management

- Direct, plan, and coordinate the programming and operation
- Student Grade Reporting
- Student Attendance
- Personnel Support maintenance
- Discipline Compliance
- Honor Rolls, Grade Distributions, Failure lists and Promotion List for every Marking Period
- Ranking and Transcripts
- Student Mobility Maintenance
- Application Program development for Federal and State reporting
- Training and Professional Development of Central office and school personnel (administrators and secretaries)

District Administration

- Analyze, investigate, and advise the administration regarding purchase or leasing of suitable equipment and supervise feasibility and procedural studies
- Backup and Maintenance procedures
- Co- Chair District Technology Committee
- District Improvement Plan Committee
- Supervise the installation of routers, servers, computers, printers, controllers, and cabling of such equipment

Human Resources

- Teacher Attendance and Absence Call-In System are managed by this department, data is updated daily
- Teacher seniority, certifications and general information is maintained by this department

System Administration

- Responsible for over 18,000+ network users - Security and data Integrity maintained
- Manages administrative computer and information technology tasks
- Web based student administration access to high school staff members

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Networking

- Setup and Maintain Internet Services, Proxy Servers, Domain Name Servers, Active Directory, MS Exchange, Antivirus and Firewall Services for all schools.
- Monitor, Troubleshoot and Maintain Internet and Intranet.
- Web Page Administration
- Network Administration: Security, User Rights, Groups, Configuration and User Policies
- Wide Area Network Design and Implementation

Computer Repair and Maintenance

- More than 800 on site computer repairs
- Install, repair , and maintain printers and faxes in the district
- Order and install parts for computer repairs
- Backup and restore documents on pc's
- In-house monitor repair
- Web site maintenance
- Technical support for school Administrative and teaching staff
- Inventory of the district equipment
- Warranty repair
- Network infrastructure maintenance and repair

FUTURE AND IMMEDIATE GOALS:

- ◆ Develop best practice procedures that will ensure continuity with technology integration
- ◆ Purchase a commercial Data Warehouse System to improve the storing and dissemination of student achievement data
- ◆ Continue to enhance the district WEB site
- ◆ Integrate state reports in to the database for automation
- ◆ Expand "ProgressBooks" a class management software solution, into the elementary schools
- ◆ Continue to plan and coordinate Technology Professional Development activities that will enhance classroom computer literacy
- ◆ Continue to provide a high level of technical service to administration and school personnel on all computer-related aspects
- ◆ Train and support classroom teachers in the use of instructional software
- ◆ Refine middle school scheduling processes
- ◆ Computerize teacher and administrative certification
- ◆ CMT and CAPT Scores stored electronically for future analysis
- ◆ Integrate the school readiness program into our student management system
- ◆ Collaborate with the Special Education department to ensure communication between the electronic I.E.P. system and the district Student Information System
- ◆ Develop Curriculum Management Data collection portals that will content supervisors to smooth the progress of data sharing, between supervisors and subordinates.

EDUCATIONAL GRANTS Annual Report

Linda Riddick-Barron, Supervisor

1. Goals

A. Accomplishments of Goals 2008-2009

The action plan and strategies that related to Professional Development in the District Improvement Plan and School Improvement Plans were successful in using the allocated Title IIA funds for additional training. Principals used the funds for stipend support of the after school meetings. The financial and educational assistance to the educators continue to be provided through the Principals Forum, the Administrators meetings, visits directly to the school, e-mails and phone call.

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Goals for parents to be actively engaged in the educational process are assistance and training at the district and school level providing support to parent liaisons, helping to build parents' capacity for involvement through training, information and coordination activities: section (118) (e), ESEA. We will continue to help to organize and coordinate training opportunities for parents to understand topics that will help them become equal partners with educators in improving their children's academic achievement.

Goal for NCLB are to work with the district, parents, and SES providers in the implementation of NCLB programs/services for the Waterbury school system. Specifically to provide NCLB parental notification letters/program applications, parental workshops, parental surveys, NCLB expo, public school choice transfers, supplemental educational services and NCLB district program data.

B. Goals for 2009-2010

To implement the district plans under the American Recovery and Reinvestment Act, to support the schools in accomplishing the plans outlined through school wide and improvement plans to support NCLB coordinator's goals, community liaisons goals and office staff. Lastly, to continue ongoing support of other federal and state grants in the Consolidated Application.

II. Highlights

The six annual workshops, conferences and meetings to strengthen parent's academic understanding. A Back to School Rally was held on August 20, 2008 at Library Park (community collaboration).

The NCLB grant coordinator provided the following services:

Mailed NCLB Eligibility Letters and Applications to all eligible families – August 2008

Provided NCLB Expo for Parents – November 20, 2008

Provided Public School Choice Program and Supplemental Education Services

Collaborated with state/federal education departments with NCLB District Surveys

III. Strengths

Continued open lines of communication, support and information to the public schools and private schools. District Title I Parent Advisory Council (DPAC) with the support of the schools and parent liaisons, hold regular monthly meetings. Knowing that effective parental involvement is a partnership with the following: Superintendent of Schools, Council, Supervisor of Educational Grants, Title I schools, principals, teachers, parents, students, program supervisors, parent liaisons and the community. Building capacity for parental involvement.

NCLB legislation and programs provide high achievement and accountability standards, for the educational process. NCLB parental notification/eligibility letters informed and updated parents on the achievement levels for school district, schools and students performance.

NCLB Public School Choice program provided eligible families – the choice and opportunity to transfer students to schools not identified "As in need of improvement".

NCLB Supplemental Educational Services has provided eligible families – the choice and opportunity to receive free tutoring services. This particular service has assisted students and the school district in its quest, of obtaining high academic achievement – in the areas of numeracy and literacy.

NCLB programs provide parents additional educational opportunities for their children.

NCLB programs require parental involvement and participation.

OFFICE OF COMPETITIVE GRANTS Annual Report

Louise Allen Brown, J.D., M.P.A., Grant Writer

I. Goals

- A. During the 2008-2009 year, the Competitive Grants Writer aggressively pursued competitive grants and discounts for Waterbury Public Schools, submitting grants applications to federal and state government agencies, and to a private foundation. The following lists detail competitive grants awarded to Waterbury Public Schools in this fiscal year, *and* competitive grant applications submitted during this fiscal year.

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COMPETITIVE GRANTS AWARDED To Waterbury, 2008-2009 -

✓ Primary Mental Health Grant – Brooklyn School & W. Cross– (SDE)	\$ 15,000.
✓ USF (e-rate) telephone service discounts (FCC) 2008-2009	\$ 155,886.
✓ 21 st CCLC After School Grants	
○ Wilson/Washington	\$ 850,000. (5 years)
○ Sprague/Waterville Recreation Center and Tinker & Barnard/Chase Park House	\$ 840,327. (5 years)
✓ Early Reading First – (U.S. Dept. of Education)	\$3,118,316.
✓ Truancy Clinic Afterschool Program – (CCF)	\$ 15,500.
School Attendance Program – (OPM)	\$ 34,018.
✓ Leever Foundation – Algebra Project (year 2)	\$ 76,400.

TOTAL GRANTS AWARDED 2008-2009

\$ 5,105,447.

Additional Competitive Grants SUBMITTED in 2008-2009:

➤ Early Reading First Program (Pre-application) – USDOE	
○ Amount of Request: \$3,640,000.	Not Selected
➤ C. White Physical Education Prog. – USDOE	
○ Amount of Request: \$ 710,195.	PENDING
➤ Enhancing Education through Technology (EETT)-SDE	
○ Amount of Request: \$ 64,991.	Not Funded
➤ Computer Assisted Writing, Instruction and Testing –SDE	PENDING
○ Amount of Request: \$ 60,000. (On Hold per SDE)	
➤ Improving Literacy Through School Libraries – USDOE	PENDING
○ Amount of Request: \$ 500,000.	
➤ Readiness and Emergency Management for Schools – USDOE	PENDING
○ Amount of Request: \$ 250,000.	
➤ 21 st CCLC After School Grants	Not Funded
○ Kingsbury/Driggs	\$850,000.-5yrs
○ State Street at PAL	\$844,569.-5yrs
○ N. End, Wallace, and W. Side Middle Schools	\$815,894.-5yrs
➤ Truancy Clinic Afterschool (Naugatuck Savings Bank Foundation) Not Funded	
○ Amount of Request: \$7,900.	

In addition to grants submitted by Waterbury Public Schools as applicant, the Grant Writer facilitated the review and approval of several grants by the Board of Education, with Waterbury Public Schools as a participant.

B. In the next year, the Competitive Grants Writer will:

1. Continue to aggressively pursue competitive grants and discounts for Waterbury Public Schools.
2. Continue to assist teachers and administrators to develop the ability to pursue grants for their schools, through workshops, technical assistance sessions, other consultations, and/or newsletters.
3. Continue to actively pursue opportunities to collaborate on grants with other school districts, other educational entities, universities, businesses, community collaboratives, and community-based and/or faith-based organizations.

II. Highlights/Accomplishments

- A. As of June, 2009, the total of competitive grants awarded to Waterbury Public Schools is **\$5,105,447**. The amount of competitive grants sought for Waterbury Public Schools during the 2008-2009 fiscal year totals \$12,848,996, with \$1,520,195, still pending.

The Competitive Grants Writer strengthened Waterbury's working relationships with numerous community organizations, universities, and businesses during 2008-2009. She also developed new working relationships

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with additional community organizations and with additional divisions of previous partner organizations on behalf of Waterbury Public Schools.

By developing and nurturing institutional relationships Waterbury continues to position itself well to take advantage of future competitive grants opportunities.

Additionally, once again this year the Competitive Grant Writer was named to the Executive Committee of the Waterbury Prevention Policy Board; the Executive Committee elected the grant writer to serve as Chair of the Waterbury Prevention Policy Board for a fourth year. This type of hands-on involvement with other youth serving providers in the community builds capacity within the educational and general community to seek and secure funds necessary to meet the goals of the Waterbury Public Schools. The Prevention Policy Board is gaining in recognition and the Executive Committee, chaired by the grant writer, has participated in developing one comprehensive community youth plan that includes the Waterbury DIP. The plan is called *Bridge to Success* and was announced publically at a Press Conference called by the Mayor on March 11, 2009.

- B. The Competitive Grants Writer met with teachers and administrators throughout the year by appointment to facilitate the development, writing, start-up, or continuation of competitive grants. The grant writer also presented "Just In Time" Grants Workshops I and II for teachers and school administrators in June, 2009. The timing of this workshop afforded educators an opportunity to learn about grants writing just before the summer months when they may have more free time to commit to grant development and grant writing.
- C. The Competitive Grants Writer facilitated consideration by the Superintendent and Board of Education of numerous grant funded projects in which Waterbury teachers and students were invited to participate. In this way Waterbury teachers and students were able to benefit from many additional grant funded programs.

III. Strengths

Competitive Grants continue to fund programs to support the District's four Goals concerning improving student achievement in literacy and numeracy, providing a safe/healthy environment, and involving parents/families in education. Grant projects were developed and proposed to improve teaching and learning in literacy and numeracy; to reduce truancy, absenteeism, drop-outs; and to involve parents in after-school programs. Through the use of USF Discounts obtained this year Waterbury has provided the City with substantial discounts for telephone service for the Education Department.

The continued pursuit of competitive grants by the Competitive Grants Writer will afford Waterbury teachers/administrators and students additional new opportunities to improve teaching and learning. In so doing, the Competitive Grants Office will continue to help Waterbury Public Schools to accomplish its mission of providing *all* students with opportunities "to maximize their skills and talents."

PERSONNEL DEPARTMENT, Annual Report 2008 2009

Ron Frost, Director

In fiscal year 08-09 the office of Education Personnel supervised the recruitment, selection and appointment of 138 highly qualified teachers to replace teachers that resigned or retired or non-renewed or were promoted to higher positions. The average salary level for these new teachers was \$48,963 and came in under budget.

We continued efforts to monitor and control absenteeism rates resulting in a 4.3% reduction. This has reduced our expenditures for substitutes and temporary assignments by approximately \$100,000.

Each new teacher was partnered with a trained and certified mentor teacher through an enhanced mentoring program. Numerous mentor teachers were recruited, trained and certified through district initiatives and incentives. New teacher orientation was conducted for all of the new hires to acclimate them to proper school procedures from Attendance Policy to Dress Code. All new staff were evaluated and supported in accordance with the Waterbury

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Guidelines for Teacher Evaluation and Professional Development. Only teachers who demonstrated the potential for excellence were offered contracts for the 2009-2010 school year.

Fourteen administrative vacancies occurred for 2008-2009 as a result of retirements, resignations, transfers, promotions and expansion positions. All of these vacancies have been filled with qualified staff.

As part of our recruiting efforts, we participated in twelve career day fairs, including a "Teacher Fair" held at Rotella Magnet School, where candidates interested in employment with the Waterbury School District attended.

2008-2009 Teacher Hires By Subject Area

School/Department	Subject/Grade	# of New Teachers
Bilingual	Bilingual/TESOL	6
Elementary	Literacy Facilitator	1
Elementary	Grades Pre-K through 5	29
Elementary	Library Media	1
Elementary	Guidance	1
High School	English	6
High School	FCS	1
High School	Guidance	1
High School	History	1
High School	Mathematics	6
High School	Music	1
High School	Health/P.E.	5
High School	Science	6
High School	Social Studies	1
High School	Foreign Language	4
Middle School	English/Language Arts	13
Middle School	Foreign Language	1
Middle School	Guidance	1
Middle School	Library Media	1
Middle School	Mathematics	9
Middle School	Music	1
Middle School	Science	7
Middle School	Social Studies	1
Special Education	Psychologist	5
Special Education	Social Worker	1
Special Education	Speech	5
Special Education	Self-Contained or Resource	23
	Total	138

Teachers Hired With Durational Permits (DSAP)

In certain circumstances, the Connecticut Department of Education, Bureau of Teacher Certification will issue temporary teaching certificates in subject areas where a school district is experiencing a shortage of suitable certified candidates. In order to qualify for a DSAP the applicant must: (1) successfully complete all three components of the Praxis I teacher examination or qualify for a waiver; (2) certify, through official transcripts, that he or she has successfully completed certain required undergraduate and/or graduate coursework in the content area for which the DSAP is sought; and (3) demonstrate that he or she is enrolled in a teacher preparation program to complete the remaining coursework and/or testing for teacher certification and new as of 7/1/06 DSAP candidates must pass the Praxis II in their content area. Furthermore, a school district must "sponsor" a DSAP applicant by demonstrating that no suitable certified applicants in the subject area could be hired despite reasonable recruiting efforts.

WATERBURY PUBLIC SCHOOLS ANNUAL REPORT

For 2008-2009, fifteen new teachers were hired through the DSAP. This represented 11% of all new teachers hired in 2008-2009. DSAP teachers were hired in the content areas listed below.

<u>Certification Area</u>	<u># of DSAPs</u>		<u>Difference</u>
	<u>07-08</u>	<u>08-09</u>	
Social Studies	1	0	-1
Math (7-12)	0	4	+4
Science (7-12)	1	1	0
Literacy	0	1	+1
Special Ed	4	5	-1
TESOL	3	0	-3
Reading	0	1	+1
Foreign Languages	2	1	-1
Pre-K	1	1	0
Library Media	0	1	+1
Total	12	15	+3
% of new teachers	7%	11%	

Relevant Salary Data for Teachers Hired During 2008-2009

63% of new teachers hired in 2008-2009 were placed at Step 1 of the salary schedule.

The average starting salary for teachers hired during 2008-2009 was \$48,963.

The budgeted salary for new teachers was **\$50,000**

Education Level of Teachers Hired During 2008-2009

<u>Degree Held</u>	<u># of New Teachers</u>	<u>% of New Teachers</u>
Bachelors	56	40%
Masters	66	48%
6 th Year	15	11%
Doctorate	1	1%

2008-2009 TEACHER HIRES BY RACE/ETHNICITY

<u>Race/Ethnicity</u>	<u># of Hires</u>	<u>% of Total Hires</u>
Asian	2	1%
Hispanic	8	6%
Black/African American	6	4%
Two or More Races	1	1%
White/Caucasian	121	88%
Total	138	100%

Approximately 12% of teachers hired during 2008-2009 were minority.

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2008-2009 Teacher Resignations/Deaths

School/Department	Subject/Grade	# of Resignations/Deaths
Bilingual	Bilingual/TESOL	2
Elementary	Grades Pre-K through 5	11
Elementary	Physical Education	1
Elementary	Guidance	2
High School	Foreign Language	2
High School	English	3
High School	Health/Physical Education	3
High School	Guidance	2
High School	Mathematics	8
High School	Science	4
Middle School	English/Language Arts	4
Middle School	Guidance	1
Middle School	Social Studies	1
Middle School	Mathematics	6
Middle School	Science	5
Elementary School	Library/Media	1
Elementary School	Reading	2
Music	Elementary/Middle	2
Special Education	Psychologist	3
Special Education	Speech	2
Special Education	Self-Contained or Resource	10
	Total	75

2008-2009 Teacher Retirements/NonRenewals 08-09

School/Department	Subject/Grade	# of Retirements/ Nonrenewals
Elementary	Social Worker	1
Elementary	Pre-K through 5	7
Elementary	Pre-K	1 (non-renewal)
High School	Consumer Science	1
High School	Tech Ed	1
High School	Math	1
Middle School	Math	1
Middle School	Physical Education	1
Middle School	Language Arts	1
Middle School	Spanish	1
Middle School	Tech Ed	1
Special Education	School Psychologist	1
Special Education	Speech	1
Special Education	Self-Contained or Resource	2
Special Education	Self-Contained or Resource	4 (non-renewal)
Middle School	Math	1 (non-renewal)
Middle School	Physical Education	1 (non-renewal)
High School	Math	1 (non-renewal)
High School	Physics	1 (non-renewal)
High School	Spanish	1 (non-renewal)
	Total	30

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ADMINISTRATOR HIRING

2008-2009

Fourteen administrative vacancies occurred for 2008-2009 as a result of retirements, resignations, transfers, promotions and expansion positions. All of these vacancies have been filled with qualified staff.

POSITION	TRANSFER REQUESTS	INTERVIEW	ANTICIPATED DATE OF APPOINTMENT
Driggs Principal	None	6/5/08	08/07/08 Marc Ladin
SVP at Chase	None	N/A	08/25/2008 Amy Yost
Supervisor of Special Education	None	9/4/08	09/16/2008 Robert Delaney
Brooklyn Principal	Two Reviewed	1/8/09	07/01/2009 Patricia Frageau
Regan Principal	None	4/23/09	7/1/09 Noreen Buckley
Wilby Vice Principal	None	2/19/09	07/01/09 Michelle Baker
Crosby Vice Principal	None	6/10/09	07/31/09 Keith Byrd
Bucks Hill PreK SVP-Special Education	None	N/A	07/01/08 Melissa Blakeslee
SVP at Tinker	Two Reviewed	5/26/09	7/1/09 Debra Ponte
SVP at Bucks Hill	None	N/A	8/10/09 Angela Razza
SVP at Walsh	None	N/A	8/24/09 Pending
Supervisor of Special Education	None	5/5/09	7/1/09 Wendie Dawczyk
Supervisor of Special Education	None	5/7/09	7/1/09 Denise Derenches
Wallace House Principal	None	6/11/08	7/22/08 Donald Rapuano

MINORITY HIRING REPORT RON FROST, PERSONNEL DIRECTOR

Summary:

Approximately 13% of teachers hired during 2004-2005 were minority.
Approximately 19% of teachers hired during 2005-2006 were minority.
Approximately 15% of teachers hired during 2006-2007 were minority.
Approximately 10% of teachers hired during 2007-2008 were minority.
Approximately 12% of teachers hired during 2008-2009 were minority.

Over the last five years approximately 13.8% of teachers hired were minority.

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2004-2005 TEACHER HIRES BY RACE/ETHNICITY

<u>Race/Ethnicity</u>	<u># of Hires</u>	<u>% of Total Hires</u>
Asian	5	2%
Hispanic	12	4%
Black/African American	20	7%
White/Caucasian	242	87%
Total	279	100%

Approximately 13% of teachers hired during 2004-2005 were minority.

2005-2006 TEACHER HIRES BY RACE/ETHNICITY

<u>Race/Ethnicity</u>	<u># of Hires</u>	<u>% of Total Hires</u>
Asian	0	0%
Hispanic	12	15%
Black/African American	3	4%
White/Caucasian	65	81%
Total	80	100%

Approximately 19% of teachers hired during 2005-2006 were minority.

2006-2007 TEACHER HIRES BY RACE/ETHNICITY

<u>Race/Ethnicity</u>	<u># of Hires</u>	<u>% of Total Hires</u>
Asian	0	0%
Hispanic	8	8%
Black/African American	7	7%
White/Caucasian	84	85%
Total	99	100%

Approximately 15% of teachers hired during 2006-2007 were minority.

2007-2008 TEACHER HIRES BY RACE/ETHNICITY

<u>Race/Ethnicity</u>	<u># of Hires</u>	<u>% of Total Hires</u>
Asian	1	1%
Hispanic	7	4%
Black/African American	9	5%
White/Caucasian	156	90%
Total	173	100%

Approximately 10% of teachers hired during 2007-2008 were minority.

2008-2009 TEACHER HIRES BY RACE/ETHNICITY

<u>Race/Ethnicity</u>	<u># of Hires</u>	<u>% of Total Hires</u>
Asian	2	1%
Hispanic	8	6%
Black/African American	6	4%
Two or More Races	1	1%
White/Caucasian	121	88%
Total	138	100%

Approximately 12% of teachers hired during 2008-2009 were minority.

WATERBURY PUBLIC SCHOOLS ANNUAL REPORT

SCHOOL / COMMUNITY RELATIONS Annual Report

Nancy Dzija Vaughan, APR, Coordinator

I. GOALS:

a. Accomplishment of Goals 2008-2009

Goal #1 – Improve school and district communication with parents

This year, as part of the District Improvement Plan implementation process, the School / Community Relations Coordinator helped compile the results of two parent surveys. One was administered in October and the other, with expanded questions, was administered in April. The response to the second survey in particular was phenomenal, and the Coordinator was responsible for taking results from individual schools and compiling it, then comparing the results to the October survey and analyzing the two. The results assisted the district in evaluating communications efforts made throughout the school year as concerning parents, especially those efforts made by the Parent Liaisons. In order to improve communication to parents, the Parent Liaisons had been meeting regularly throughout the year to compare best practices. As part of this process, the Coordinator met periodically with the Parent Liaisons to listen to their concerns and to provide tips for more effective communication with parents. One month, for example, the discussion centered on the new IRIS phone system and how parent liaisons and schools could contact parents to advise them about upcoming events or other positive activities going on in the schools. In addition, the Coordinator searched for helpful information to add to the web site for parents and recommended the inclusion of The Parent Institute's web page offerings. This includes video and articles for parents on how to help their children succeed in school, including Tips of the Day.

The coordinator also periodically provided school administrators and staff with "communication tips" on such topics as improving communications with parents and how to improve school newsletters, and it encouraged schools to provide pictures and stories for the newspaper and district newsletter.

Goal #2 – Assist district in meeting its goals to improve student achievement, especially in literacy and numeracy

As a result of last year's recruitment efforts and ongoing recruitment this year, the Waterbury Mentor Program placed many new mentors in our schools, but unfortunately also lost many existing mentors due to company lay-offs in major participating firms. Existing mentors continue to praise the program, however, and vow to help recruit friends and family to volunteer.

In addition to this program which provides assistance to select students directly, the Coordinator also served as a member of the District Improvement Plan Executive Committee and continued to provide communication tips to school staff. Improvements in communication is one key to helping students achieve. Research shows that districts with an effective, proactive communication program as a whole do better than districts without such a program. Also, one school noticed the information for parents provided on the district web site and requested permission to utilize materials for its Positive Behavior Support staff training.

Goal #3 – Increase use of district web site in order to provide greater information to parents, staff and the community

The School / Community Relations Coordinator continued to play a major role in the district's web site by updating it regularly to allow visitors up-to-the-minute information on district news. This includes the maintenance and update of the district pages, the Board of Education sub-site and the Office of the Superintendent sub-site. The new staff and parents page sections were both expanded to provide even greater information to these two groups, including the new Parents Institute link mentioned in Goal #1. Full-length video programs are now available via links to Dreamhost. These video programs include episodes of *Spotlight on Schools*, the Gilmartin and Duggan School ground-breaking ceremonies, and student and district activities, including Olympics of the Mind, a Poetry Buzz at Maloney School, and the Teacher of the Year ceremony. More video will be added as it is created.

One feature of the web site allows questions to be directed to one of five staff members, and questions about the school district or policies have been coming to the School Community Relations Coordinator for quick response. Communication coming into the district via this "contact us" page has continued to increase. Questions have ranged from school placement to concerns about bus stops to the availability of special programs, such as after-school or tutoring assistance. Most responses are made within 24 hours of the original post.

The district web site serves as a major marketing arm for the Waterbury Public Schools and the city in enticing businesses and potential employees to relocate to Waterbury. Over the course of the past year, several contacts were made to the School / Community Relations office from out-of-state companies or individuals seeking additional information about the Waterbury Public School district, some of which specifically referenced the web site or previous contacts with the Coordinator (through her memberships with national organizations).

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Goal #4 – Improve communications between staff and district

The School / Community Relations office addressed this issue in several ways: it continues to feature staff accomplishments as part of the district newsletter and the educational access channel; it continues to regularly communicate with staff on issues identified as important in previous research, and it encourages staff to provide feedback to the office on various issues. In addition, the Coordinator provides information when requested to staff and parents. Recent examples include requests for school board policies (from parents), request (from Human Resources) for past articles on teacher absenteeism (2005), and requests (from web site) on district testing statistics. Also, provides information on schools or education issues to community groups when requested (recent examples: Parent Leadership Training Institute, Parents Supporting Educational Excellence, UDI-North End Community Group)

Goal #5 – Improve on district's positive image in the community

The School / Community Relations Coordinator continued to utilize various media sources to publicize new educational initiatives and to highlight district accomplishments, including newspaper, video, the district web site, the district newsletter, and word-of-mouth out to the community. The School / Community Relations Coordinator presented well-received workshops at two national conferences in July of 2008 and is scheduled to present a third workshop here in Connecticut in November of 2009. Anecdotally, the district's image has improved dramatically with all stakeholders over the past several years.

As mentioned in Goal #3, the district web site serves as a major marketing arm for the Waterbury Public Schools and the city in enticing businesses and potential employees to relocate to Waterbury. Over the course of the past year, several contacts were made to the School / Community Relations office from out-of-state companies or individuals seeking additional information about the Waterbury Public School district, some of which specifically referenced the web site or previous contacts with the Coordinator (through her memberships with national organizations).

b. Goals for 2009-2010

Goal #1 – Improve school and district communication with parents

The Coordinator will continue to provide staff with tips based on best practices gathered from such sources as the National School Public Relations Association. She will continue to encourage schools and parent liaisons to use all media to connect with parents, especially the district's education access channel and other district-controlled sources. She will continue the practice begun last year of holding smaller focus groups within selected schools to determine new strategies for communications with parents, so that she may continue to produce and expand on current district communication strategies.

Goal #2 – Assist district in meeting its goals to improve student achievement, especially in literacy and numeracy

Utilizing proven recruitment strategies, the Coordinator will continue to seek new volunteers to serve as mentors for the district's students. She will train new and existing mentors in the use of developmental assets to enhance services provided. She will also provide assistance to the district's DIP Executive Committee and administrators to increase support for schools and school initiatives. This assistance will include ongoing publicity and recognition efforts as well as efforts to improve parent involvement, a key ingredient for student success.

Goal #3 – Increase use of district web site in order to provide greater information to parents, staff and the community

The Coordinator will continue to expand content on the district's new web site to make it more informative as well as more up-to-date in its information. The goal this year will be to post new "news stories" on the front page an average of once per week.

Goal #4 – Improve communications between staff and district

The Coordinator will continue regular positive contact with staff as well as improve the amount and types of information staff may receive directly from the district's web site and other sources.

Goal #5 – Improve on district's positive image in the community

The Coordinator will continue to capitalize on district achievements through the use of all media and through partnerships with area businesses and neighborhood / community groups. This year it is hoped that the school district will implement a "key communicators" program, which will enable the district to maintain ongoing contact with key community leaders throughout the year.

II. HIGHLIGHTS from 2008-2009

One highlight was the continued redesign of the district web site. New content areas were created, and additional information posted. This year Video was added, along with links to The Parents Institute web-based

WATERBURY PUBLIC SCHOOLS ANNUAL REPORT

information site. New sections were created for district improvement information and for NCLB-required Title I information for parents and the community. A feature that allows users to email the office for information has seen increased usage. Many visitors have taken advantage of this feature to ask questions about enrollment procedures, school policy, and services offered through the schools.

A second highlight was the School / Community Relations Coordinator's acceptance to present at two separate national conferences back-to-back in July 2008 in Washington, DC. Both presentations were on effective partnerships, an area of district strength cited by the Cambridge Group, an educational consultant group. The first was at the National School Public Relations Conference (Growing Effective Partnerships: Communication is the Key). The second was the Effective Education Partnerships Conference (Waterbury Hospital Youth Pipeline Project: How a Hospital Partnership Puts Youth on the "Pipeline" to Employment). The Coordinator has also been invited to speak on the topic of effective school communications at the November 2009 CABE / CAPSS Conference in Connecticut.

A third highlight was the Coordinator's newly strengthened connection to the Parent Liaisons. This was accomplished through the Coordinator's inclusion as part of the District Improvement Plan Executive Committee. The Coordinator met regularly with the Parent Liaisons to hear any communications concerns they might be having and to advise them on possible solutions based on her experience in public relations. The Coordinator was also directly involved in coordinating the collection and analysis of the results of a spring Family Survey handed out parents throughout the school district during the April report card distribution.

III. STRENGTHS of Educational program

The strength of the School / Community Relations office lies in its eagerness to do all that it can to assist the district in meeting its goals and in providing appropriate communications advice to all. An example of this is the strategic communications plan that was developed as a result of an extensive survey of staff and parents. This plan now serves as guidance in how best to maximize the district's communications efforts.

The Coordinator also serves as a resource for staff on how to enhance or to create more effective communications with parents. The Coordinator is Accredited in Public Relations and has significant knowledge of effective communication strategies. In addition to providing information and suggestions to staff, she has also provided professional development to other school public relations professionals in her role as President of the Connecticut Chapter of the National School Public Relations Association.

Another strength of the Coordinator is her ability to develop collaborations with other organizations to the betterment of the school district. The ongoing collaboration with the Prevention Policy Board, Big Brothers Big Sisters, and the Connecticut Mentoring Partnership are just some examples of this.

All of these initiatives have been generated by the Coordinator and each supports at least one of the school district's goals to improve student achievement, promote parent involvement and provide a safe and healthy learning environment. The office will continue to seek out new strategies and improve and / or expand on existing strategies in the coming year.