

VII.E.

Connecticut State Board of Education Hartford

To Be Proposed:

April 5, 2023

Resolved, that the State Board of Education, pursuant to Section 10-66ss of the Connecticut General Statutes, approves the September 30, 2022, initial certificate of approval for a state charter amendment proposal of Danbury Prospect Charter School to change its name to Danbury Charter School and engage Elevate Charter Schools as its charter management organization, and directs the Commissioner of Education to take the necessary action.

Approved by a vote of _____, this fifth day of April, Two Thousand Twenty-Three.

Signed: _____
Charlene M. Russell-Tucker, Secretary
State Board of Education

To: State Board of Education
From: Charlene M. Russell-Tucker, Commissioner of Education
Date: April 5, 2023
Subject: Material Change to Danbury Prospect Charter School, Danbury

Executive Summary

Introduction

Danbury Prospect Charter School (DPCS) received an initial certificate of approval for a state charter (initial certificate) from the State Board of Education (SBE) on October 3, 2018. The proposed charter school awaits funding from the Connecticut General Assembly Pursuant to Section 10-66(a)(2) of the Connecticut General Statutes (C.G.S.), if such funds are appropriated, the initial certificate shall be effective and deemed a charter as of July first of the first fiscal year for which such funds are appropriated.

If funded by the Connecticut General Assembly, the proposed school intends to serve middle and high school students from the Danbury area. At the time of approval by the SBE on October 3, 2018, the school's name was Danbury Prospect Charter School, and it planned to contract for whole school management services with Brooklyn Prospect Charter Schools (Prospect Schools), a charter management organization (CMO). Since that date, Prospect Schools has decided not to engage in a contract with DPCS.

DPCS's initial certificate amendment proposal, submitted September 30, 2022, asks the SBE to consider the following amendments to its initial certificate:

- change the school's name from Danbury Prospect Charter School to Danbury Charter School; and
- engage Elevate Charter Schools as its charter management organization, replacing Prospect Schools. Elevate Charter Schools ["Elevate"] is a registered Not-For-Profit CMO in the State of Connecticut.

As these are the only changes being requested by the proposed school, it will still be required to meet all obligations and original intent for school design stated in its charter application, dated August 10, 2017.

DPCS's initial certificate amendment proposal is attached hereto as (CSDE Appendix A). The proposal indicates that at a meeting conducted on September 26, 2022, the Danbury Charter School Planning Team voted to adopt the material change request (Attachment A). The proposal includes a Term Sheet (Attachment B) and 5-year budget projection (Attachment C).

Connecticut State Department of Education (CSDE) staff from the Turnaround Office and Legal and Governmental Affairs held multiple meetings with a representative of DPCS – who has a long history in Connecticut public education, including serving as Superintendent and Interim Superintendent in Connecticut school districts -- its attorney, and the head of Elevate. As Elevate is a newly formed CMO, having only been established in February 2022, the focus of these meetings was to determine whether Elevate could demonstrate an ability to create strong academic outcomes for students. Consequently, CSDE staff discussed with DPCS and Elevate during these meetings the experience and expertise of its leadership team and examined their ability to provide the services outlined in the Management Services Agreement (Term Sheet Attachment B). At the CSDE’s request, DPCS also provided a draft of its proposed contract with Elevate. DPCS iterated and reiterated during these multiple meetings with CSDE staff its belief that Elevate was qualified to successfully operate the proposed school.

Background/Process

Pursuant to C.G.S. Section 10-66ss(a), a charter school governing council that “plans to make a material change in the school’s operations” is required to submit such amendment proposal to the State Board of Education. The law defines “material change” to be “a change that fundamentally alters a charter school’s mission, organizational structure or educational program, including, but not limited to, contracting for or discontinuing a contract for whole school management services with a charter management organization and renaming the charter school.” In accordance with Section 10-66ss of C.G.S., the SBE must review the proposed charter school’s amendment proposal, solicit comments from the board of education in which the proposed charter school is to be located, and vote on the proposal within 60 days of receipt. On March 16, 2023, the CSDE solicited the views of the host district. On March 24, 2023, the CSDE received a letter from Kevin L. Walston, Superintendent of Danbury Public Schools (see Attachment D). The letter written on behalf of the Danbury Board of Education and Danbury Public Schools, stated that the Danbury Board of Education, “does not wish to provide any further comment on this matter.”

It should be noted that although DPCS previously received its initial certification of approval from the SBE, it is still awaiting funding from the Connecticut General Assembly. As such, it is not as yet a legally recognized charter school. Nonetheless, although C.G.S. Section 10-66ss(a) delineates the process that charter schools – in other words, those proposed charter schools that have received funding from the legislature -- must follow when seeking to make material changes, the CSDE believes it is appropriate for DPCS to follow the same Section 10-66ss(a) process so that if it does receive funding, and the SBE does approve these changes, it will have a CMO in place and be able to move forward as a school. Consequently, the CSDE felt it prudent to present the material change request to the SBE for its consideration now.

Recommendation with Next Steps

The CSDE recommends that pursuant to C.G.S. Section 10-66ss, the SBE approve Danbury Prospect Charter School's request to change its school name to Danbury Charter School and to engage Elevate Charter Schools as its charter management organization. If approved by SBE, and if the school is subsequently funded by the Connecticut General Assembly pursuant to C.G.S. Section 10-66tt, the CSDE will, in accordance with C.G.S. Section 10-66aa(6) review and, if deemed appropriate, recommend to the SBE its entry into a contract between the SBE and the governing council of what would then be called "Danbury Charter School" that sets forth the roles, powers, responsibilities and performance expectations of each party to the contract.

Prepared by: Robert E. Kelly, Charter School Program Manager
Turnaround Office

Approved by: Irene E. Parisi, M.Ed.
Chief Academic Officer

The Danbury Prospect Charter School, a Public Charter School approved by the State Board of Education in August of 2018, requests a material change to the existing charter, to allow for the engagement of Elevate Charter Schools (ECS), a Connecticut Not-For-Profit (Attachment A) Charter Management Organization (CMO), for whole school management services and to change the name of the school from Danbury Prospect Charter School to **Danbury Charter School** upon approval by the State Board of Education.

Rationale

The Danbury Charter School Planning Committee

When the Danbury Charter School Planning Team initiated its search for a new management partner, we identified three criteria that we believed were most important to the success of the school. We were looking for a partner who:

1. Had a track record of success in creating and managing public schools of choice, including sustained improvements in measured student achievement;
2. Was experienced in recruiting and serving a diverse student population; and
3. Had an existing presence in Connecticut and a positive relationship with state chartering authorities.

Our search included several charter management organizations in Connecticut and surrounding states. In John Taylor and Elevate Charter Schools, we were fortunate to be able to meet all three of our selection priorities. **(Find attached Planning Committee Resolution as Attachment A.)**

Experience and Expertise of Elevate Charter Schools

John Taylor- Chief Executive Officer

John Taylor is CEO of Elevate Charter Schools. Before creating Elevate Charter Schools, John served as the Executive Director at Booker T. Washington Academy, a 2017-2018 Connecticut State Department of Education High Quality School of Distinction and Category 1 ranked school, located in New Haven, CT.

John earned a Bachelor's Degree in Education, and a Masters Degree in Educational Leadership, from Duquesne University, Pittsburgh, PA. He also holds an Executive Leadership Certification in Strategic Design for Charter Schools from Harvard

University and graduated as a member of the inaugural cohort of the Stanford University EdLEADers Program.

John has more than twenty-five years of classroom and school leadership experience. Prior to moving to Connecticut, John served as Executive Director of School Turnaround, a practice area of the Rensselaerville Institute. John has also served as Vice President of Membership and Services for the Northeast Charter Schools Network, overseeing operations and working directly with charter schools to assess school performance and identify solutions to drive overall school improvement while increasing student achievement.

Outside of the school setting, John is an avid boater and devoted husband and father.

Dr. Laura Main- Chief Academic Officer

Dr. Laura Main is CAO of Elevate Charter Schools. Laura was a founding administrator at Booker T. Washington Academy. She has over 30 years of experience as an educator, including serving as the principal of Booker T. Washington Academy from 2016-19 prior to moving into the role of Chief Academic Officer.

Dr. Main holds a doctoral degree from Western Connecticut State University in instructional leadership. Her dissertation involved work in creative problem solving and 21st Century Learning with high school students around the Future Problem Solving Program, which was a high school social studies elective for students identified as gifted and talented. Additionally, she holds a Certificate of Advanced Study degree in educational leadership from Sacred Heart University, a master's degree in early childhood and elementary education from Bank Street College, and a bachelor's degree in English from Cornell University.

Dr. Main also completed the Advanced Certificate Program for Superintendent of Schools at Central Connecticut State University and holds both 092 and 093 Connecticut certifications.

Dr. Carol D. Birks- Chief Schools Officer

Dr. Carol Birks is CSO of Elevate Charter Schools. Carol is a catalytic and transformational thought leader with extensive experience in organizational leadership, executive coaching, and community engagement and empowerment. The leadership practices that she implements enhance and accelerate an organization's systems, structures, and practices.

Throughout her career, Dr. Birks has implemented several middle and high school improvement efforts that address the disparities in education and promote urban school reform. She has increased the number of students enrolled in early college programs, designed efforts to support the inculturation of English Language Learners into the community, and created an acceleration agenda that improved graduation rates and academic outcomes.

Dr. Birks has had experience at all levels of education, including as an administrator in K-12 education and in higher education. She has held executive-level positions as an Assistant Superintendent, Chief of Staff in Hartford Public Schools, and Superintendent for New Haven Public Schools and for Chester Upland (PA) School District. She has also served as a Program Manager for the CT Department of Higher Education, Vice President of Operations for an educational management organization, and as an executive leadership coach.

As a certified executive leadership coach, Dr. Birks incorporates strength-based, adult development, and cognitive coaching models to develop leaders and their teams. Also, throughout her career, she has been an advocate for equity and access for all students and has provided innovative and high-quality schooling experiences.

Dr. Birks obtained a Bachelor of Arts degree from Hampton University and Master of Science degrees from the University of Bridgeport and from Columbia University Teachers College. She attained an executive leadership certification from the University of Connecticut's NEAG School of Education, an executive coaching certification, and a doctoral degree from Columbia University Teachers College.

Emily Jackson- Chief Operations Officer

Emily Jackson is the Chief Operations Officer at Elevate Charter Schools. Emily has been Director of Operations at Booker T. Washington Academy since April 2019. Emily has served in the nonprofit and education sectors for over 20 years. Emily's passion has always been focused on community development with an emphasis on supporting and educating all children. She has been directly involved with many initiatives focused on reducing, with the goal of eliminating the achievement gap, and ensuring all children have equitable & quality educational opportunities. Before joining Booker T. Washington Academy as Director of Operations, Emily served in Executive Director and Director of Operations roles in New Haven, Hamden, and Stratford.

Emily holds a Master of Business Administration and a Bachelor of Science in Accounting. Emily is a resident of Middletown, CT and currently serves as an elected board of education member in Middletown, CT.

Dr. Vernée Butterfield- Director of Talent Recruitment and Development

Dr. Vernée Butterfield is the Director of Talent Recruitment at Elevate Charter Schools. Vernée grew up and worked between New York, Connecticut, and Bermuda, which provided a unique perspective of many educational systems. These experiences instilled in her a passion for and dedication to excellence in education, ensuring that all children are given an opportunity for global citizenry and responsibility. She attended Tufts University and earned a Bachelor of Arts in English and Spanish. During her time at Tufts University, she had the opportunity to live in Madrid, Spain, and returned to the United States fluent in Spanish. She later attended Howard University and earned a Master of Science in Speech-Language Pathology and practiced bilingual speech-language pathology internationally and in the United States. Dr. Butterfield is an active member of the American Education Research Association (AERA) as well as the American Speech-Language-Hearing Association (ASHA). Dr. Butterfield earned her Ph.D. in Curriculum and Instruction with a focus on Urban Education at Texas A&M University.

Dr. Butterfield has presented both nationally and internationally on the topics of discriminatory educational tracking, curriculum theory and culture, and social justice leadership. Utilizing her fluency in Spanish, she published a book chapter regarding bilingual teaching methods, currently referenced at Texas A&M University, and an article highlighting discriminatory educational tracking. Her professional experience as a Speech-Language Pathologist in the South Bronx, NY, as well as research and expertise in urban education-related issues, created a keen interest in addressing the opportunity gap among African American and Latino students across the nation. The central theme of her work is the impact of culturally competent school leaders on teacher faculty development, particularly professional development.

She recently worked at Booker T. Washington Academy in New Haven, CT, recruiting teachers and providing professional development for educators regarding Racial Equity. In addition to her role at Booker T. Washington Academy, she provides Racial Equity training for schools and medical institutions both nationally and internationally.

She has published an article titled, *Sustained Efforts in Racial Transformation: A Call to Action to Train Students in Communication Sciences and Disorders* and is currently

writing pieces to expand her work on racial equity in both Communication Sciences and Disorders and Public/Charter schools to best serve Black and Brown students.

Dr. Butterfield contends that equity is not a feeling nor idea; rather it is best actualized through the development and implementation of robust research-based practices.

She currently resides in Danbury, CT, and spends her leisure time with family and friends.

Shelly Hicks- Director of External Relations

Shelly Hicks is Director of External Relations at Elevate Charter Schools. Shelly has an extensive history of successful organizational leadership, youth development, and family and community engagement, including over 20 years of experience in charter school management.

Shelly works diligently to build relationships with families, community members, and elected as well as appointed officials to advocate for and achieve fair policy changes on behalf of Connecticut Public School students.

Educated in the New Haven Public School System, Shelly continued her studies at Springfield College in Springfield, MA, where she earned a Bachelor of Science degree in Human Services and a Master of Science in Business Administration from Howard University in Washington, D.C. She has also completed graduate-level courses in organizational leadership and social work, including completing a practicum in school social work.

Shelly is an active member of her community, having served on several nonprofit boards and holding membership in the Greater New Haven NAACP and the Theta Epsilon Omega Chapter of Alpha Kappa Alpha Sorority, Incorporated.

Shelly is committed to ensuring all students have access to the high-quality educational opportunities that best suit their needs.

Marisol Rivera- Director of Finance

Marisol Rivera is the Director of Finance for Elevate Charter Schools. With over 25 years in both public and private sectors, Marisol has experience in budget management, financial analysis, payroll, HR, financial reporting, project management, policy, and procedure compliance. Marisol is an accomplished professional and leader offering

in-depth experience in the administration of vital business projects and processes with strengths in daily operations management, workflow improvements, and financial accounting.

Prior to joining Elevate, Marisol was Director of Client Success & Comptroller for SPH Analytics Connecticut location. She was responsible for staff, sales, and operations, including end-to-end management of client implementation, client support, and client retention. Responsible for over 1,200 unique healthcare locations with over \$3k in revenue and played a key role in the introduction and ongoing deployment of the NPS methodology.

Marisol holds a Bachelor of Science degree in Accounting with a minor in Management from the University of Saint Joseph and a Master's degree in Accounting and Taxation from the University of New Haven.

Roles and Responsibilities

The Management Services Agreement outlines the length and terms of the contract, roles and responsibilities, scope of services, performance evaluation measures, compensation, methods of oversight and enforcement, and conditions for renewal or termination. Some of the highlights include (see Term Sheet Attachment B):

- The DCS Board will retain the ultimate oversight of all functions for the School and responsibility to the Authorizer as required by state statute and the Charter agreement with the Authorizer.
- The DCS Board will employ all staff for the School including principals, teachers, instructional support staff, pupil support staff, food service staff, custodial staff, secretarial support, security staff and other staff required to operate the School.
- ECS shall manage the School Employees, including preparing job applications, posting the job descriptions, interviewing applicants, managing the criminal history background check process, ensuring proper licensure and certification, providing day-to-day management of the School and making recommendations to the DCS Board to hire, promote, demote or fire an employee.
- ECS will have the authority to select, employ and supervise the Chief Schools Officer and to hold that individual accountable for the success of the School. The Chief Schools Officer is an employee of ECS and serves at the discretion and pleasure of ECS. Prior to the employment of a new Chief Schools Officer, ECS will solicit input from the DCS Board on the quality and traits desired in a new Chief Schools Officer and allow input from the DCS Board in the selection of the new Chief Schools Officer. Notwithstanding, ECS shall have the sole authority to hire and fire the Chief Schools Officer. At the request of the DCS Board, ECS will

review the performance of the Chief Schools Officer with the DCS Board and consider the DCS Board's input (which is not binding on ECS). ECS agrees to inform the DCS Board in advance prior to taking any action that would alter the employment status of the Chief Schools Officer, unless that decision is to protect the safety and welfare of the students and staff of the School.

- ECS shall implement the educational goals and programs set forth in the Charter, including, but not limited to, methods of pupil assessment, admission policy and criteria, school calendar and school day schedule, age and grade classifications for pupils to be enrolled, and methods to be used to monitor performance towards targeted educational outcomes. In the event that ECS determines that it is advisable to modify the educational goals and programs set forth in the Charter, ECS will provide written notification to the DCS Board specifying the changes it recommends and the reasons for the proposed changes. No changes in the educational goals and programs shall be implemented without the prior written approval of the DCS Board and a Charter amendment approved by the DCS Board and Authorizer (if required by the Authorizer). ECS shall provide the DCS Board with periodic written reports specifying the level of achievement of each of the School's educational goals set forth in the Charter and detailing its plan for meeting any educational goals that are not being attained, such reports to be submitted on a regular periodic basis and upon request of the DCS Board.
- The DCS Board is responsible for determining the fiscal and academic policies that will govern the operation of the School, including, but not limited to, policies relative to the conduct of students while in attendance at, or en route to, school, and policies and regulations governing the procurement of supplies, materials, and equipment to be used at the School. The DCS Board shall exercise good faith in considering the recommendations of ECS on issues including, but not limited to, policies, rules, regulations, procedures, curriculum, and budgets, subject to the constraints of law and the requirements of the Charter.
- ECS shall be entitled to compensation for its services in the amount of ten percent (10.0%) of "Funding or Funding Sources" which shall be set forth within the approved Annual Budget.

Under the direction of the DCS Board, ECS shall be responsible for providing direct educational and school management services for the School. The Parties recognize that the DCS Board retains the responsibility to ensure services are being provided as required by applicable laws and the Authorizer. Further, the DCS Board has hired a third party to manage the school's finances and budgeting process. ECS shall provide such direct education and functions including, but not limited to, the following:

- Academic services including but limited to:
 - Implementation and administration of the educational program;

- Administration of extra-curricular and co-curricular activities and programs;
 - Creating, training and overseeing of student codes of conduct (as specified in Board Policy if applicable);
 - Oversight of the transportation program for the School;
 - Oversight of the School's summer school programming;
- Operational services including but limited to:
 - Providing the DCS Board (or the DCS Board's vendor) with per pupil enrollment information to assist in the DCS Board's pupil accounting;
 - Providing the DCS Board with information to assist the DCS Board (or the DCS Board's vendor) with Budget preparation, including the annual budget as set forth in Article 6, Paragraph B, and amended budgets throughout the year, as necessary, and the DCS Board's (or the DCS Board's vendor) financial management services, as defined in this Agreement;
 - Oversight of the selection and acquisition of instructional and non-instructional material, equipment and supplies and the maintenance of an inventory system of all equipment;
 - Supervision of the preparation of required routine authorizer reports with prior review by the DCS Board. Such routine authorizer reports shall not include documents, including but not limited to applications, reports, presentations and related materials, prepared for charter renewal ("Charter Renewal Documents"). Notwithstanding, ECS shall provide financial information required by the State Board of Education as supplied by the DCS Board (or the DCS Board's third party vendor);
 - Supervision of school support services such as food service, facilities maintenance and other necessary services;
 - Supervision of the preparation of local, state, and federal reports with prior review by the DCS Board;
 - Information and technology system development and management;
 - Supervision of the preparation of applications for grants and special programs as requested by the DCS Board; any such grants or funds secured on behalf of ECS shall remain property of ECS for the duration of this Agreement and shall remain with ECS in the event of termination;
 - Processing funding applications for special programs and facility improvements as requested by the DCS Board;
 - Other Services including but not limited to:

- Development of critical processes and procedures governing operations of the School as determined by the Parties and as approved by the DCS Board;
- Participation in strategic planning with the DCS Board for the continuing educational and financial benefit of the School.

Safeguards

The DCS Board is prepared to hold ECS accountable for meeting all obligations as specified in the services agreement. The DCS Board will take intentional steps to ensure there are no conflicts of interest or other barriers to holding the CMO fully accountable for their performance. Towards that end, as outlined in the management services agreement, the DCS Board will do the following:

1. Ensure that no member of the DCS Board has any familial or financial connections to ECS senior leadership or Board of Directors.
2. Ensure there is no duplication of membership on the DCS and ECS Board of Directors.
3. Maintain independent legal counsel from ECS.
4. Maintain independent accounting and auditing services from ECS.

Fiscal Viability

The DCS Planning Committee drafted a 5 year budget projection (Attachment C) for school years 2023-2028). The budget included a 10 percent management fee, as outlined in the management services agreement.

At a meeting conducted on September 26, 2022, the Danbury Charter School Planning Team voted to adopt the following motion:

The Danbury Prospect Charter School, a Public Charter School approved by the State Board of Education in August of 2018, requests a material change to the existing charter, to allow for the engagement of Elevate Charter Schools (ECS), a Connecticut Not-For-Profit (Attachment A) Charter Management Organization (CMO), for whole school management services and to change the name of the school from Danbury Prospect Charter School to Danbury Charter School upon approval by the State Board of Education

A copy of our proposed changes is attached. As you will see, they are limited to just two items:

1. Changing our name from *Danbury Prospect Charter School* to *Danbury Charter School*; and
2. Engaging Elevate Charter Schools as our charter management organization, replacing Prospect Schools.

Supporting documentation for this request is attached, including a proposed operating budget.

Please let me know if you require any additional information in order to have our request considered by the State Board of Education. I can be reached by return email or by cell phone at 914-525-1883.

Regards,
Steve Tracy
Interim Chair
Danbury Charter School Planning Team

**MANAGEMENT SERVICES AGREEMENT BY AND
BETWEEN ELEVATE CHARTER SCHOOLS AND
DANBURY CHARTER SCHOOL
TERM SHEET**

- Term: Effective upon signature. Term will run concurrently with the Charter term. The initial term is Effective Date – (IMMEDIATELY FOLLOWING APPROVAL). This Agreement shall be automatically renewed for an additional term commencing on the last day of the initial term; unless written notice of intent to terminate or renegotiate is given by either party at least one hundred and twenty (120) days prior to expiration of the Agreement.
- Board Oversight and Responsibility. The DCS Board will retain the ultimate oversight of all functions for the School and responsibility to the Authorizer as required by state statute and the Charter agreement with the Authorizer.
- School Staff. The DCS Board will employ all staff for the School including principals, teachers, instructional support staff, pupil support staff, food service staff, custodial staff, secretarial support, security staff and other staff required to operate the School.
- Retirement Plans. ECS will, on behalf of the Board, make payments to the state retirement plan for eligible School Employees. Further, ECS will, on behalf of the Board, facilitate payments to a private retirement plan approved by the School Board for non-eligible School Employees.
- Chief Schools Officer. ECS will have the authority to select, employ and supervise the Chief Schools Officer and to hold that individual accountable for the success of the School. The Chief Schools Officer is an employee of ECS and serves at the discretion and pleasure of ECS. Prior to the employment of a new Chief Schools Officer, ECS will solicit input from the School Board on the quality and traits desired in a new Chief Schools Officer and allow input from the School Board in the selection of the new Chief Schools Officer. Notwithstanding, ECS shall have the sole authority to hire and fire the Chief Schools Officer. At the request of the School Board, ECS will review the performance of the Chief Schools Officer with the School Board and consider the School Board's input (which is not binding on ECS). ECS agrees to inform the School Board in advance prior to taking any action that would alter the employment status of the Chief Schools Officer, unless that decision is to protect the safety and welfare of the students and staff of the School.
- Principals. Prior to the selection of any principal, ECS shall recommend three (3) candidates to the School Board. From such recommendations, the School Board shall select highly qualified principals as are required by the School Board and the State Board of Education and pursuant to the annual budgeting process.
- Responsibility. Under the direction of the School Board, ECS shall be responsible for providing direct educational and school management services to the School. The Parties

recognize that the School Board retains the responsibility to ensure services are being

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provided as required by applicable laws and the Authorizer. Further, the School Board has hired a third party to manage the school's finances and budgeting process. ECS shall not be responsible for financial services to the school unless otherwise articulated in this Agreement or in a separate written agreement between the Parties.

- Educational Goals and Program. ECS shall implement the educational goals and programs set forth in the Charter, including, but not limited to, methods of pupil assessment, admission policy and criteria, school calendar and school day schedule, age and grade classifications for pupils to be enrolled, and methods to be used to monitor performance towards targeted educational outcomes. In the event that ECS determines that it is advisable to modify the educational goals and programs set forth in the Charter, ECS will provide written notification to the School Board specifying the changes it recommends and the reasons for the proposed changes. No changes in the educational goals and programs shall be implemented without the prior written approval of the School Board and a Charter amendment approved by the School Board and Authorizer (if required by the Authorizer). ECS shall provide the School Board with periodic written reports specifying the level of achievement of each of the School's educational goals set forth in the Charter and detailing its plan for meeting any educational goals that are not being attained, such reports to be submitted on a regular periodic basis and upon request of the School Board.
- School Board Policy Authority. The School Board is responsible for determining the fiscal and academic policies that will govern the operation of the School, including, but not limited to, policies relative to the conduct of students while in attendance at, or en route to, school, and policies and regulations governing the procurement of supplies, materials, and equipment to be used at the School. The School Board shall exercise good faith in considering the recommendations of ECS on issues including, but not limited to, policies, rules, regulations, procedures, curriculum, and budgets, subject to the constraints of law and the requirements of the Charter.
- Service Fee. ECS shall be entitled to compensation for its services in the amount of ten percent (10.0%) of "Funding or Funding Sources" which shall be set forth within the approved Annual Budget.

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Number of Students
Tuition per student

	110	220	330	440	550	
	\$11,525.00	\$12,603.00	\$12,857.00	\$13,400.00	\$13,808.00	
2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	
Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	
Revenue						
Per Pupil Revenue	-	1,343,870.00	2,772,660	4,242,810	5,896,000	7,594,400
Student entitlements	-	60,320.00	130,000.00	199,680.00	269,360.00	339,040.00
Grants	250,000.00	1,290,000.00	927,000.00	1,390,000.00	1,310,000.00	487,000.00
In-Kind Services	55,697.50					
Private Contributions	185,740.00	5,000.00	10,000.00	15,000.00	20,000.00	25,000.00
Total Revenue	491,437.50	2,699,190.00	3,839,660.00	5,847,490.00	7,495,360.00	8,445,440.00
Expenses						
Administrators	93,197.50	337,350.00	347,471.00	460,395.00	688,281.00	756,930.00
Teachers	-	590,000.00	1,172,250.00	1,711,715.00	2,432,061.00	2,788,423.00
Other	-	11,000.00	37,000.00	53,150.00	64,305.00	85,464.00
Support Staff	55,000.00	205,000.00	279,950.00	348,071.00	423,513.00	486,219.00
Total Salaries	148,197.50	1,143,350.00	1,836,671.00	2,573,331.00	3,608,160.00	4,117,036.00
Social Security	9,188.25	70,887.70	113,873.60	159,546.52	223,705.92	255,256.23
Medicare	2,148.86	16,578.58	26,631.73	37,313.30	52,318.32	59,697.02
State Unemployment	622.43	4,802.07	7,714.02	10,807.99	15,154.27	17,291.55
State Disability	1,185.58	9,146.80	14,693.37	20,586.65	28,865.28	32,936.29
Worker's Compensation	1,007.74	7,774.78	12,489.36	17,498.65	24,535.49	27,995.84
Total Payroll Taxes	14,152.86	109,189.93	175,402.08	245,753.11	344,579.28	393,176.94
Health	10,373.83	80,034.50	132,240.31	185,279.83	259,787.52	304,660.66
Dental	740.99	5,716.75	9,183.36	12,866.66	18,040.80	20,585.18
Life	1,704.27	13,148.53	21,121.72	29,593.31	41,493.84	47,345.91
Short/Long Term Disability	889.19	6,860.10	11,020.03	15,439.99	21,648.96	24,702.22
Retirement Contribution	2,963.95	22,867.00	36,733.42	51,466.62	72,163.20	82,340.72
Total Benefits	16,672.22	128,626.88	210,298.83	294,646.40	413,134.32	479,634.69
Total Taxes & Benefits	30,825.08	237,816.80	385,700.91	540,399.51	757,713.60	872,811.63
Total Salaries and Benefits	179,022.58	1,381,166.80	2,222,371.91	3,113,730.51	4,365,873.60	4,989,847.63
In-service staff development	-	50,000.00	75,000.00	100,000.00	100,000.00	100,000.00
Pupil services	-	49,640.00	86,780.00	123,920.00	183,560.00	233,200.00
Field trips	-	3,120.00	6,240.00	9,360.00	12,480.00	15,600.00
Parent activities	-	5,000.00	6,000.00	7,000.00	8,000.00	8,000.00
Professional services	10,000.00	23,912.00	43,423.00	63,127.00	81,521.00	97,585.00
Accounting	-	125,000.00	128,750.00	132,612.50	136,590.88	140,688.60
Audit	-	15,000.00	15,450.00	15,913.50	16,390.91	16,882.63
Student transportation	-	-	-	-	-	-
Communication	-	-	-	-	-	-
Telephone	-	16,000.00	16,240.00	16,484.00	16,731.00	16,982.00
Postage and shipping	-	1,248.00	2,496.00	2,571.00	2,648.00	2,727.00
Travel	-	5,304.00	10,608.00	10,926.00	11,254.00	11,592.00
Legal	-	25,000.00	25,750.00	26,522.50	27,318.18	28,137.72
Total Services and Activities	10,000.00	319,224.00	390,987.00	481,914.00	569,175.78	643,257.23
Rent/Mortgage	-	140,000.00	210,000.00	965,000.00	965,000.00	965,000.00
Utilities	-	60,000.00	61,800.00	63,654.00	65,564.00	67,531.00
Custodial Services	-	100,000.00	105,000.00	126,000.00	132,300.00	138,915.00
Maintenance and Repairs	-	20,000.00	22,950.00	25,924.00	28,891.00	31,883.00

Current rate is \$ 11,525 (with anticipated weights applied)

Notes

Title, IDEA, Child Nutrition- all not in CT

Parent payments, general contributions, interest, Misc revenue

Year Zero Start-Up Admin 1/2 year.
Avg Teacher Salary of 59k

Nurse, Counselor, Office Staff

6.2% of Total Salaries
1.45% of Total Salaries
0.42% of Total Salaries
0.8% of Total Salaries
0.68% of Total Salaries

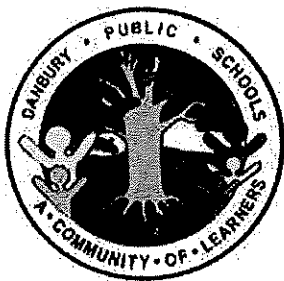
7% of Total Salaries
0.5% of Total Salaries
1.15% of Total Salaries
0.6% of Total Salaries
2% of Total Salaries

Professional Development
Food Servicee Afterschool, Athletic
Field Trips, Special Events
PTSO/PTA
Payroll Svcs, Sub Teachers, Temps, Consultants
CMO- State of CT requires a separation of duties here
CMD- State of CT requires a separation of duties here

Provided by district
CMO
Phone, Internet
Staff Travel, Gifts, Events

Temp Space Lease Year 1 and 2; Mortgage Year 3 and out y

Renovations/Expansion	250,000.00	-	-	-	-	-	
Total Facilities	250,000.00	320,000.00	399,750.00	1,180,578.00	1,191,755.00	1,203,329.00	
Charter Mgmt Organization	25,000.00	134,387.00	277,266.00	424,281.00	589,600.00	759,440.00	Management Fees @ 10% of Per Pupil Revenue
Advertising	7,500.00	-	-	-	-	-	Staff recruitment
Printing	-	5,408.00	10,816.00	11,140.00	11,475.00	11,819.00	
Insurance	-	10,400.00	20,800.00	31,200.00	41,600.00	52,000.00	
Marketing & Development	32,500.00	150,195.00	308,882.00	466,621.00	642,675.00	823,259.00	
Instructional Supplies	-	23,920.00	47,840.00	71,760.00	95,680.00	119,600.00	
Administrative Supplies	1,500.00	48,682.00	69,316.00	81,924.00	94,549.00	107,190.00	Office Supplies, Copier Lease License/Subscriptions
General Supplies	10,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	
Textbooks	-	48,000.00	96,000.00	144,000.00	192,000.00	240,000.00	
Library Books	-	6,448.00	12,896.00	19,344.00	25,792.00	32,240.00	Tech Supplies
Computers	-	60,150.00	51,750.00	48,150.00	50,550.00	48,150.00	
Furniture	5,000.00	200,000.00	150,000.00	150,000.00	150,000.00	150,000.00	
Vehicles	-	-	-	-	-	-	
Other Equipment	-	87,500.00	10,000.00	10,000.00	40,000.00	10,000.00	Network Equip, Science Lab, Athletic
Total Supplies s& Equipment	16,500.00	504,700.00	467,802.00	555,178.00	678,571.00	737,180.00	
Interest	-	-	-	-	-	-	
Misc	-	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	Contingency
Total Other Expenses	-	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	
Total Expenses	488,022.58	2,695,285.80	3,809,792.91	5,818,021.51	7,468,050.38	8,416,872.87	
Net Income	3,414.92	3,904.20	29,867.09	29,468.49	27,309.62	28,567.13	



DANBURY PUBLIC SCHOOLS

Administrative Center
63 Beaver Brook Road
Danbury, Connecticut 06810-6211
(203)797-4701
Fax: (203) 830-6562
Email: walstk@danbury.k12.ct.us

Kevin L. Walston
Superintendent of Schools

March 24, 2023

Ms. Irene E. Parisi, M.Ed.
Chief Academic Officer
State of Connecticut Department of Education
P.O. Box 2219
Hartford, CT 06145

Dear Ms. Parisi,

I am writing on behalf of my Board of Education and Danbury Public Schools in response to the request for comment regarding the change of operators and name for the proposed Danbury charter school.

At this time the board does not wish to provide any further comment on this matter. Please feel free to reach out to me directly if there are any questions or concerns as it relates to this matter or any others.

Sincerely,

A handwritten signature in black ink, appearing to be "K. Walston".

Kevin Walston,
Superintendent of Schools

cc: Board of Education