

## NORWALK PUBLIC SCHOOLS

125 East Avenue • P.O. Box 6001  
Norwalk, Connecticut 06852-6001  
Tel: (203) 854-4001 • Fax: (203) 838-3299  
Email: corda@norwalkps.org

Salvatore J. Corda, Ph.D.  
*Superintendent of Schools*

June 8, 2009

### LETTER OF REPRIMAND

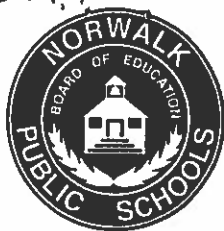
Dr. Lynne Moore, Principal  
West Rocks Middle School  
81 West Rocks Road  
Norwalk, CT 06851

Dear Dr. Moore,

On Thursday afternoon, May 7, 2009 at about 3:30PM, I met with you to review the reductions that I was proposing for budget reconciliation as they related to the West Rocks School. I met with you, prior to my meeting with all principals as a courtesy because you were unable to attend the 4PM meeting. I shared the reductions that would be unique for the West Rocks School because I would be presenting the proposed budget reconciliation to the Board's Finance Committee that evening and I did not want you to hear about them without any prior awareness. I advised you, as I advised all of the principals, as well as other administrators who were in receipt of the budget reconciliation document, that the reconciliation document and its contents were to be considered confidential until these recommendations were discussed at the meeting of the Board of Education's Finance Committee. I told you that I fully expected that members of the community, as well as principals and other school administrators, would advocate for those programs they felt important. However, I did not want that to occur before the Board was aware of the proposals and the committee had the opportunity to discuss the proposed reconciliation. As you left, you said, "I heard what you said."

At the meeting of the Board's Finance Committee on the evening of May 7, several students, parents, and the Dance teacher assigned to West Rocks shared their concerns about the proposed elimination of the Dance teacher position. Clearly, you advised them of the contents of the reconciliation plan in direct violation of my express instructions that no discussion was to take place with anyone.

I met with you on June 5, 2009 in the presence of Mr. Bruce Morris and Mr. Tony Ditrio, President of NASA in order to give you the opportunity to explain your action. You correctly recounted most of the conversation of May 7. However, when I asked you directly about my instructions to you about not sharing the recommendations, you stated that my instructions were not to discuss the information until after the meeting scheduled with the principals for 4PM on the same day that you and I spoke. When I asked you to explain why I would ask you to refrain from discussing the proposed



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**Salvatore J. Corda, Ph.D.**

*Superintendent of Schools*

reconciliation until a meeting was concluded with others that was scheduled within a half an hour after you and I met, you did not have any explanation. I find your explanation difficult to accept. It does not seem reasonable that I would ask you not to discuss a matter for, at best, one hour. My message was the same to you; to Mrs. Sumpter with whom I met individually, and to all of the principals: the reconciliation was not to be discussed with anyone until after the Finance Committee meeting.

At best, you did not listen carefully to the critical parts of this important conversation. At worst, you were insubordinate. Clearly, any act of insubordination is unacceptable as well as unprofessional. You have created serious concerns about the trust that is placed in you to honor confidential information and the attention that you pay to important information involving district business. This speaks poorly of you as an administrator.

I am advising you that you are to be diligent in your attentiveness to important matters such as this and that you are not to engage in any willful disregard of any legal and legitimate instructions given to you by your superiors. If you are unclear about what is expected, please ask for clarification. Failure to comply with this instruction may result in more severe disciplinary action.

Very truly yours,

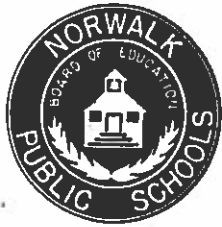
Salvatore J. Corda, Ph.D.  
Superintendent of Schools

C: Mr. Anthony Daddona, Asst. Supt. for Instruction  
Mr. Anthony Ditrio, President, NASA  
Mr. Bruce Morris, Human Relations Officer  
Personnel File

My signature below acknowledges receipt of this letter. It does not indicate any agreement with the contents. I understand I have the right to attach explanatory information related only to this specific incident.

\_\_\_\_\_  
Lynne Moore

*See attachment*



## NORWALK PUBLIC SCHOOLS

Curriculum and Instruction  
125 East Avenue - P.O. Box 6001  
Norwalk, Connecticut 06852-6001  
Tel: 203-854-4081 • Fax: 203-854-4101  
Email: daddonat@norwalkps.org

July 30, 2012

Registered Mail/Return Receipt

Dear Dr. Moore:

The purpose of this memorandum is a follow up to our meeting on July 24, 2012 to discuss your failure to comply with my directive to identify a teacher position for reduction and also give an alternative plan.

On July 3, the Superintendent and I met with you and the other middle school principals. This meeting with Dr. Marks was requested by the middle school principals to discuss my directive to the middle school principals to identify one teacher from each school for reduction. At this meeting, several ideas were given to the principals regarding how to make the teacher reductions. During the meeting you brought up an alternative reduction that included a custodian and school materials to make up the total reduction. The Superintendent reiterated several times that there would be consideration of the alternative plan, but Dr. Marks clearly stated that each principal was required to submit a teacher reduction and an alternative plan to me by July 9, 2012.

On July 9, 2012, the Superintendent received a handwritten fax from you with the alternative reduction but no teacher reduction. I sent emails to you on July 10, 2012, again, requesting that you submit your teacher reduction. In an e-mail to Dr. Marks, me, and your entire West Rocks staff, you wrote, "there is no teacher to cut." Your failure to comply with my directive was insubordination. Moreover, sending my e-mails to your entire staff was unprofessional. Your refusal to identify a teaching position for reduction is in direct opposition to the directive given to you and the other middle school principals. Additionally, the tone of the e-mails and the content of the e-mails communicate your intentional defiance to a directive from the Superintendent and me.

Subsequent to July 9, after the due date, you did submit to Mr. Longo your teacher reduction. Your decision to send the teacher reduction to Mr. Longo and not to me as directed is further evidence of your insubordination. Such conduct will not be tolerated. This letter will be placed in your personnel file as a reprimand and warning about the importance of complying with the Superintendent's and my directive. I must inform you that any further instances of intentional defiance will be grounds for further, more serious disciplinary action.

Sincerely,

Anthony R. Daddona  
Assistant Superintendent

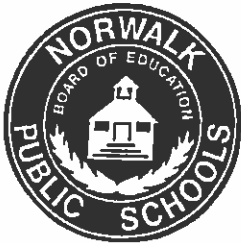
**NORWALK PUBLIC SCHOOLS**

**AUG - 3 2012**

**HUMAN RESOURCES OFFICE**

PC: Personnel File  
S. Marks  
T. Ditrio

ARD:ndd 7/31/12



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Tel: (203) 854-4001 • Fax: (203) 838-3299  
Email: [rivera@norwalkps.org](mailto:rivera@norwalkps.org)

**Manuel J. Rivera, Ed.D.**  
*Superintendent of Schools*

July 10, 2014

**CERTIFIED MAIL**

Dr. Lynne Moore  
813 Foxboro Drive  
Norwalk, CT 06851

Dear Dr. Moore:

As a follow-up to our meeting last week, it is important to summarize certain understandings regarding the points discussed and expectations going forward.

First, we shared with you and discussed a number of concerns, as well as positive statements, made by more than 25 staff at West Rocks Middle School, during my visit to WRMS on June 11, 2014.

While many positive comments were made regarding your work ethic and "being an advocate for students," a number of staff concerns focused on academic related matters, and the application of school protocols regarding student disciplinary issues. Most staff members also expressed concerns regarding the school environment, specifically, "low morale," working in "a 'top-down' environment of fear and retaliation," not being included or listened to (regarding the academic/disciplinary concerns) and allegations of "bullying" and "intimidation."

It was clear from the number of staff members expressing concerns that they cannot be ignored, and will likely escalate if their concerns go unaddressed or we do not make a concerted effort to mitigate such concerns.

We discussed the importance of maintaining high expectations and standards for yourself, your staff, and your students, as well as your need to recognize that a critical mass of your staff have expressed concerns that need to be addressed in a professional and positive manner.

Secondly, we spoke about the fact that as one of four middle school principals, you are a key member of my management team. This means that I expect your support on all matters associated with our professional responsibilities and to provide the best possible education for all of our students. As stated in my presentation during our administrators retreat on June 25, 2014, in order for this District to set itself apart from others we must be collaborative, respectful of all adults and most importantly toward our students and families, have a "Can Do" and "Will Do" attitude, and be professional, accountable and student centered. We must treat everyone with dignity and respect. That is particularly true for principals and other administrators who represent our District.

My hope and expectation is that we will work together going forward and make great things for our students.

To assist you in your efforts, please note the following:

- Tony Dadonna will provide direct support to you and that you will jointly determine positive and professional ways to engage your staff in responding to legitimate concerns, and creating an environment of professional collaboration around academic and disciplinary related issues, and school improvement.
- Improving the school's environment for both students and staff must be a priority and you will need to take steps, as the school's leader, to improve morale, and create an environment where most (or all) staff are working with you, not against you.

The third issue raised at the meeting involved the fact that at your PTO meeting on June 11, 2014 it was alleged that you made a number of disparaging comments about me as the superintendent. While the email that I received was unsigned, and I do not intend to investigate the specifics of the allegation, I also do not have any reason to question the veracity of the allegations, particularly in light of the fact that you chose not to rebut any of the alleged comments when we briefly reviewed them at our meeting.

Therefore, I need to restate that it is not acceptable to make negative comments or to publicly challenge or question decisions or processes made and followed by the superintendent. Moving forward, this type of behavior will not be tolerated in our school district, and certainly not under my leadership.

While we do acknowledge your many contributions to the District over the years, the District cannot condone or accept unprofessional conduct of employees.

We trust that this letter impresses upon you the seriousness of this matter and that you must work diligently to ensure that there is not a repetition of this type of behavior in the future. While the District is willing to help you in whatever way that it can, it is ultimately your responsibility to correct these deficiencies in your performance.

Any further instance of a similar nature may result in further disciplinary action up to and including discharge.

You should be aware that this letter of reprimand in lieu of suspension and final warning is being placed in your personnel file.

Issued by: Mandy J. Rine 7-10-14  
Administrator's Signature Date

Received by: \_\_\_\_\_  
Employee's Signature Date

cc: T. Daddona, Deputy Superintendent  
L. Palmer, Chief of Human Resources  
T. Ditrio, NASA President



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125 East Avenue • P.O. Box 6001  
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Tel: (203) 854-4001 • Fax: (203) 838-3299  
Email: adamowskis@norwalkps.org

**Steven J. Adamowski, Ph.D.**  
*Superintendent of Schools*

April 20, 2016

### **PERSONAL AND CONFIDENTIAL**

**Dr. Lynne Moore, Principal**  
West Rocks Middle School  
81 West Rocks Road  
Norwalk, CT 06851

Dear Dr. Moore:

I am writing as follow-up to our meeting of March 29, 2016, to summarize and respond to your most recent incident of insubordination and lack of cooperation in carrying out District's instructional improvement initiatives.

You scheduled a parent meeting on March 28, 2016 the flyer for which advertised an information session on middle school redesign. On March 24, 2016 you were personally advised by your supervisor, Frank Costanzo, not to hold a discussion of middle school redesign since the Middle School Redesign Committee (of which you are a member) had not met yet or developed any plans. The Committee has been charged with holding information sessions for parents at each middle school in the fall once decisions have been reached on which schools would pilot various programs and/or practices. After agreeing to follow Mr. Costanzo's directive, you held the meeting anyway. According to Mr. Costanzo and Dr. Conner, at this meeting you placed a negative, disparaging light on virtually every District change and improvement initiative: Middle School Redesign, the School Governance Council Policy under consideration by the Board of Education, the School Intervention Process as presented to the Board in a Workshop Session, Student Based Budgeting as well as aspects of the Draft Strategic Operating Plan. There was no information presented by you on how West Rocks would improve its "Focus School" status in the CSDE Next Generation Accountability Report. It was reported to me that parents left this meeting tense and confused.

This incident follows a disturbing pattern of behavior documented in prior letters of reprimand to you by former Superintendents Manuel Rivera and Salvatore Corda, and former Assistant Superintendent Anthony Daddona.

I am advising you that you are not to engage in disregard of instructions given to you by your supervisor, Mr. Costanzo. You may appeal his instructions to me if you are unclear or in disagreement. Beyond that, you are expected to follow all instructions and directives. Moreover, you are not to engage in activities and actions that undermine the District's efforts to bring about instructional improvements and improved outcomes for students.

Relative to your professional practice as the leader of West Rocks Middle School, you are also directed regarding the following:

- You are to refrain from sending electronic messages received from Mr. Costanzo, Dr. Conner and/or myself to other individuals for whom they are not intended.
- Given your school's status as a Focus School you are required to attend the Turnaround Principal Program offered by LEAD Connecticut this summer. Mr. Costanzo will provide you with details.
- You are to participate in a mediation session with your Supervisor, Mr. Costanzo, to establish norms for a professional and mutually supportive working relationship. I will provide you with information on selecting a mediator.

Any further instances of insubordination and/or undermining district objectives, including intimidation of staff who support District initiatives, will result in suspension from your duties. Continued lack of acceptable professional practice in your current assignment shall result in your reassignment from the position of Principal of West Rocks Middle School pending Mr. Costanzo's recommendation and evaluation of your performance.

This letter of reprimand and warning is being placed in your personnel file. Please contact me if you have any questions regarding expectations and norms for the discharge of your duties

Sincerely



Steven J. Adamowski  
Superintendent of Schools

Cc: Mr. Frank Costanzo, Chief of School Operations  
Dr. Michael Conner, Chief Academic Officer  
Mr. Anthony Ditrio, President, NASA  
Dr. Robert Dylewski, Interim Director of Human Resources