

REGION 15 PUBLIC SCHOOLS

2021-2022 SUPERINTENDENT'S PROPOSED BUDGET

Presented by
Joshua Smith, Superintendent of Schools
February 2021

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REGION 15 SCHOOLS
Serving the towns of Middlebury and Southbury

THANK YOU

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Presented to the R15 Board of Education 2/22/21



THE MISSION OF REGION 15

“The mission of Region 15, a collaborative community committed to excellence, is to educate every student to be productive, ethical, and engaged in a global society through proven and innovative learning experiences supported by its strong community whose decision-making is based on the best interest of all students.”

As we enter the process of budget development with an eye towards fiscal responsibility, it is crucial to keep sight of our mission. *We must preserve the communities' expectation of a quality education and the trust they provide in us.*



BUDGET PRESENTATION OUTLINE

Budget Development Goal: Provide a fiscally responsible budget that improves the quality of our programs and supports the needs of our learners.

- District Quality Results and Return on Investments
- Budget Challenges
- Budget Framework: District priorities for 2021-22 and budget assumptions
- Summary of proposed changes and adjustments
- Budget Totals for 2021-2022
- Summary and Next Steps
- Budget Timeline and School/ Department Based Presentations



BUDGET PRIORITIES

- Provide the community with a school system that empowers students for whatever they decide to pursue when they leave us.
- Provide educators with the resources, supports, and training necessary to deliver quality instruction.
- Deliver a clear, accurate, and transparent budget to inform decisions and create confidence in the process.
- Respect the fiscal impact to all residents and the investment our towns make to our success.



MISSION/ VISION

“The mission of Region 15, a collaborative community committed to excellence, is to educate every student to be productive, ethical, and engaged in a global society through proven and innovative learning experiences supported by its strong community whose decision-making is based on the best interest of all students.”

THEORIES OF ACTION

- *If we foster schools that are welcoming and inclusive to all students, then students will feel valued and they will be better able to access their learning.*
- *If we improve our ability to align assessments to curriculum, improve our data culture, and increase our analysis of student learning, then we will be more equipped to provide meaningful student engagement and increased achievement.*
- *If we embrace communication, transparency, and collaborative relationships within ourselves and the community then we will improve trust and participation in supporting our students.*
- *If we increase and promote access to career pathways, curriculum, and shared instructional experiences then our district will prepare students for the world they will enter after their time with us.*



Mission/ Vision

“The mission of Region 15, collaborative community committed to excellence, is to educate every student to be productive, ethical, and engaged in a global society through proven and innovative learning experiences supported by its strong community whose decision-making is based on the best interest of all students.”



District Theories of Action

If we foster schools that are welcoming and inclusive to all students then students will feel valued and they will be better able to access their learning.

If we improve our ability to align assessments to curriculum, improve our data culture, and increase our analysis of student learning, then we will be more equipped to provide meaningful student engagement and increased achievement.

If we embrace communication, transparency, and collaborative relationships within ourselves and the community then we will improve trust and participation in supporting our students.

If we increase and promote access to career pathways, curriculum, and shared instructional experiences then our district will prepare students for the world they will enter after their time with us.

Strategic Objectives

Build capacity of Teachers through curriculum writing and professional development.

Develop and promote a culture of data collection and analysis to better meet the individual needs of students.

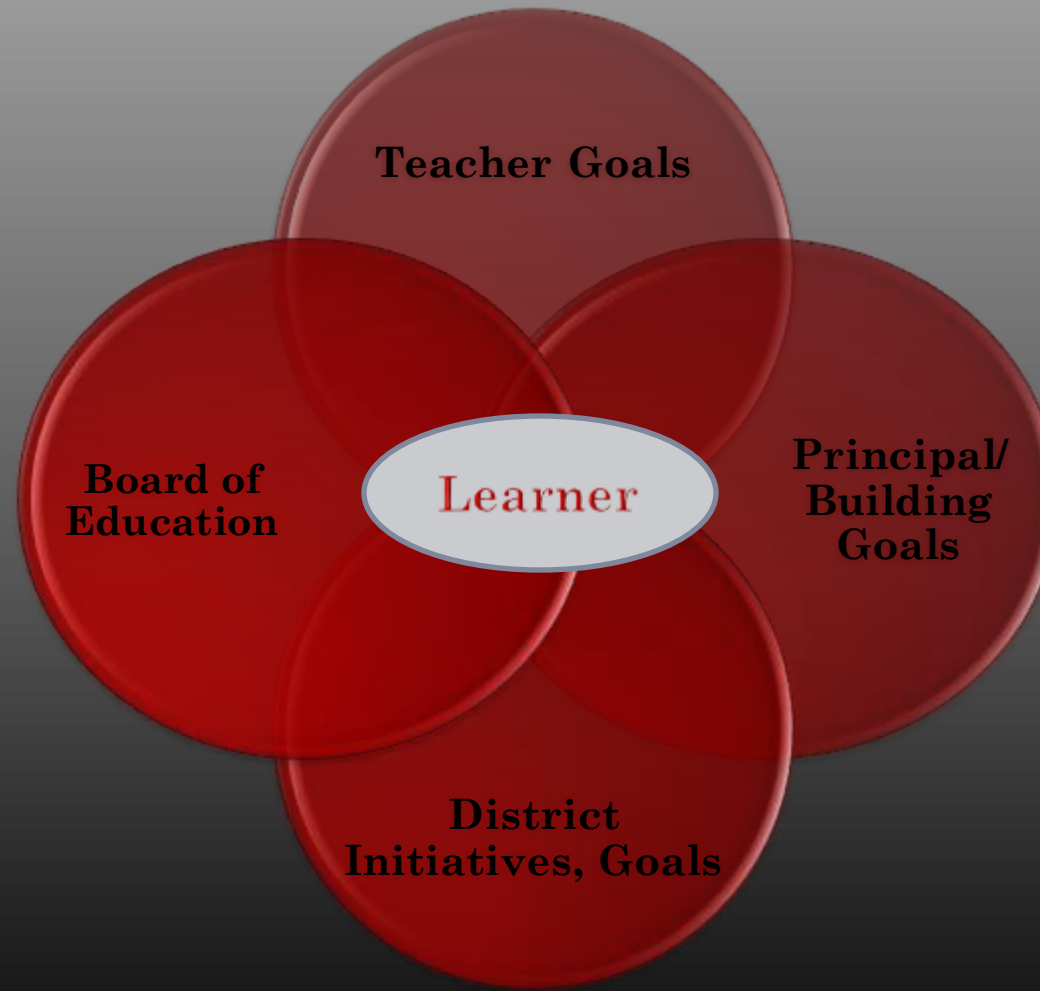
Bounce forward from the challenges placed on communities and students from the effects of a global crisis

Develop, manage and maintain the technology, infrastructure, and resources needed to maintain a safe and effective learning environment.

Identify and capitalize on our ability to work together towards common goals, discuss efficiencies and shared resources.

Provide opportunities and instructional paths that allow students to pursue areas of interest and prepare them for options after high school.

BUDGET CYCLE



DISTRICT QUALITY RESULTS

PHS Math Students Placed 4th in Division for Council for Economic Education's 2020 National Personal Finance Challenge

Two Memorial MS Students Honored by Connecticut Writing Project

National Merit Commended Students (2021)

Region transitions to one-to-one technology model (including students in PK & K)

The number of AP Scholars/AP Honors, AP District Honor Roll

Teachers and Administrators present at conferences

ADL MS Student Ally Training (RMS & MMS)

PK teacher receives BIC Cristal Pen Award for 2020

Development of 3 Year Plan by the Equity & Inclusion Council

Students recognized at State and National levels for their Art, Music, and Athletics Accomplishments

Elementary Teacher Contributes to *Distance Learning Playbook* project

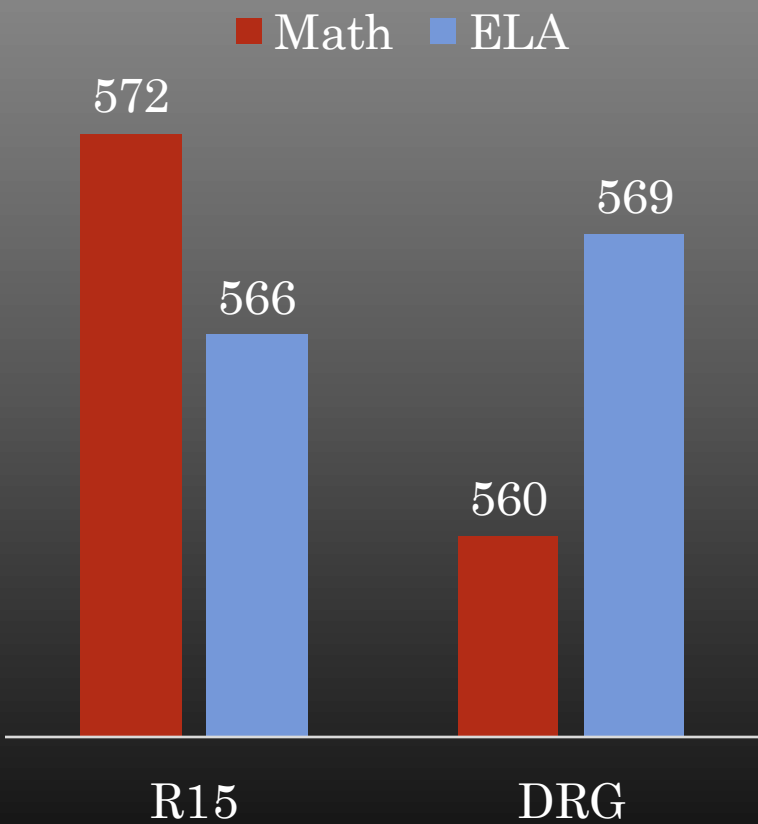
65 Staff members collaborate on a Back to School Plan that has proven to be very effective

Two PHS students received *Diplomatic Commendation Award* at Harvard Model UN

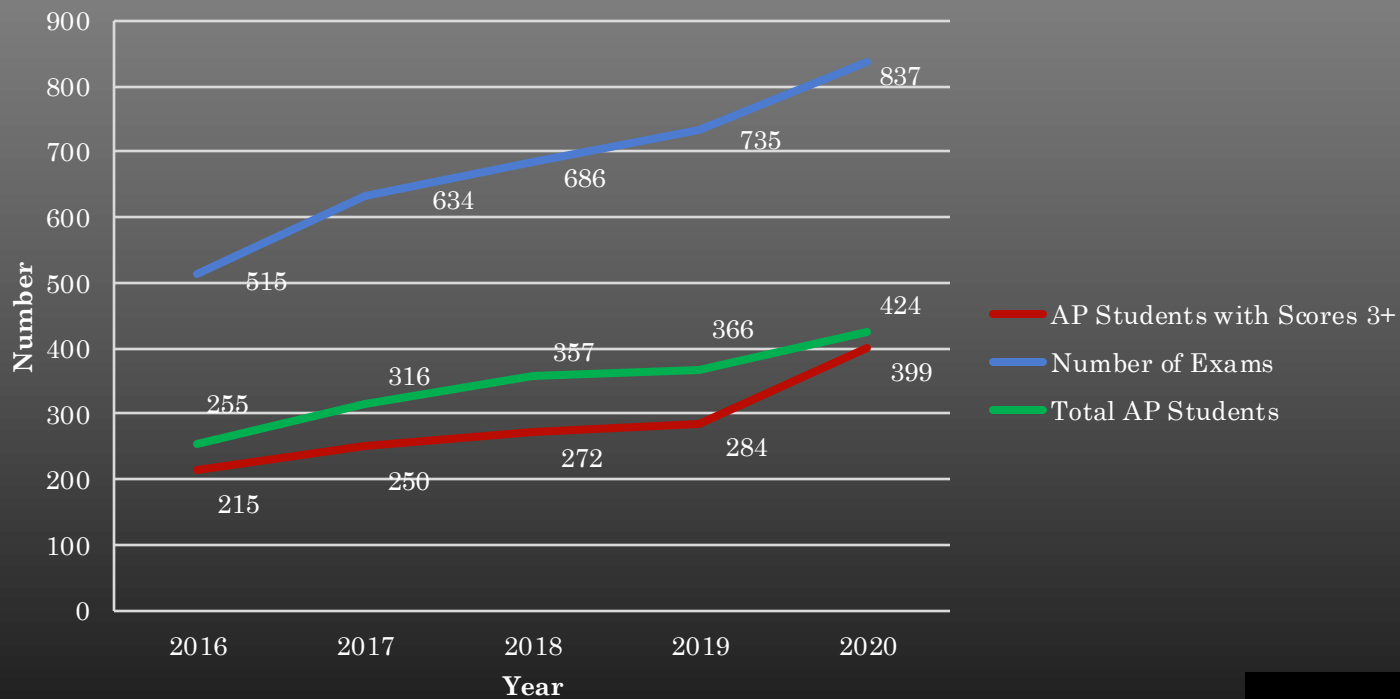
Elementary Teacher receives Connecticut Association of School Librarians' Pellerin Teacher's Award for 2020

ROI: RETURN ON INVESTMENTS

SAT Performance



Advanced Placement Exams



Test taken in May 2020



UPGRADED FINANCIAL SOFTWARE

- Legacy system was over 25 years old and was being sunset
- Converted the financial structure to align with the state's standard chart of accounts
- Migrated all account codes from last year to new chart of accounts
- Some lines saw large shifts due to realignment, but total costs remained flat.
 - The largest example was the copier lease used to be under the “Instructional” account, but is now included in “non-instructional”
- Completed the process so that we started the fiscal year in the new system
- All accounts this year are in *gross* terms as opposed to the *net* budgeting done in previous years. The “gross” budget is the cost before any revenue sources are applied
- All revenue sources and amounts are listed independent of specific accounts
- Last year's budget numbers have also been adjusted to show gross totals in order to obtain year to year comparisons



COVID-19 FUNDING FEDERAL

- Elementary and Secondary School Emergency Relief Fund ESSR
 - \$118,590
 - Primary Use
 - Chromebooks for elementary school students
- Elementary and Secondary School Emergency Relief Fund ESSR 2
 - \$525,776 (Expended through 2022-23 Budget year)
 - Grant application is not published yet
 - Primary Uses
 - PPE expenses such as masks and hand sanitizer
 - Custodial Overtime
 - Certified and Non-Certified Substitutes
 - Bus cleaning costs
 - Rental costs for storage and outdoor tents
- Supplement vs. Supplant
- Avoid risk financial cliffs and compounded costs in future years

COVID-19 FUNDING STATE

- COVID Relief Fund
 - \$449,643
- Funds must have been spent by December 31, 2020
- Primary uses
 - PPE expenses such as masks and hand sanitizer.
 - Custodial Overtime
 - Certified and Non-Certified Substitutes
 - Bus cleaning costs
 - Rental costs to store furniture

REDUCTIONS AND COST EFFICIENCIES

- Invested in energy efficiencies
- Renegotiated out of district bus contracts
- Continue to manage health care costs and mitigate market increases
- Leveraged Leasing options to bring one to one access to the district



BUDGET FRAMEWORK: RECURRING ASSUMPTIONS:

- Examine and implement cost efficiencies
- Review, revise, and assess curriculum and instruction
- Address health, safety and facility concerns
- Adhere to class size practices
- Comply with federal and state mandates
- Honor all collective bargaining agreements
- Fund Maintenance and Technology plans

BUDGET CHALLENGES

Short Term:

- Prediction of future financial impact of pandemic
 - Need of continued PPE and other added costs: for how long, to what extent?
 - Future financial liabilities
 - Financial implication to communities
- Preventing future financial cliffs
- Increasing need for large capital projects
- Year 3 of Certified contract has both step and general wage increase
- Meeting State and Federal Mandates
 - Adjustments to meet minimum wage laws

Long Term:

- Medical Costs
- Fixed costs (Transportation, Energy, Workers' comp)
- Shifting Financial Burden from State to Local Government
- Capital items and adjustments due to deferred maintenance



THIS PROPOSED BUDGET DOES NOT:

- Address the potential impact of changing graduation requirements (Capstone Experience)
- Increase fees to families*
- Replace furniture and needed updates at middle schools
- Include a math coach for each elementary building
- Include all the funding needed for classroom library enhancements

*School lunch prices may increase due to state minimum



SUMMARY OF PROPOSED BUDGET

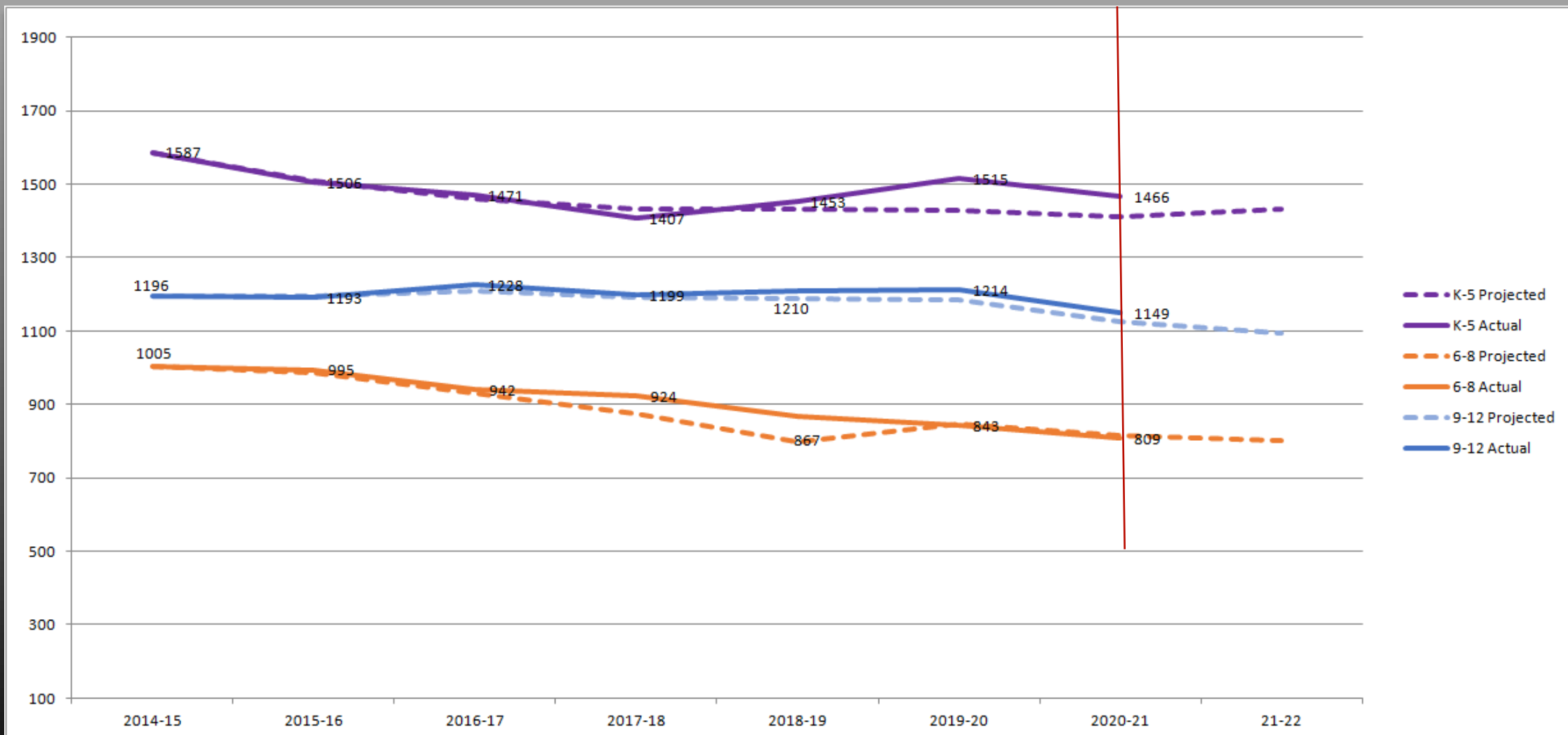
- Addresses staffing needs and post pandemic instructional needs
- Adjusts historically underfunded energy and maintenance accounts
- Addresses major capital items
- Manages cost savings to prevent a compounded fiscal impact in future years
- Maintains programs and class size norms
- Provides for Instructional Audit
- Increases pension contribution and seeds internal audit process
- Funds systemic technology replacement cycle

STAFFING

- Staffing Comprises 75% of our budget
- We are a service provider, our work depends on our staff
- Declining Enrollment does not have a direct correlation to staffing
 - For the 2021-22 school year we are projected to have 63 students fewer than the current year. The 63 students are disbursed across 7 schools, 2 towns and 14 grades. Staffing needs depend more on where the students are more than the number of students.
- Class size practices drive our staffing numbers, but there are other factors that can have an impact:
 - Individualized needs: Therapies, content area, concentration of students, state mandated supports, individualized learning needs



ENROLLMENT:



CLASS SIZE:

2020-2021 Actual							2021-2022 Projected			
Pomperaug Elementary School										
Enrolmt	#Sec	Avg CL Sz	Staff	Program	Enrolmt	#Sec	Avg CL Sz	Staff	Change	
				Pre-K						
63	4	15.8	4	Kindergarten	66	4	16.5	4	0.0	
68	4	17.0	4	Grade 1	66	4	16.5	4	0.0	
78	4	19.5	4	Grade 2	69	4	17.3	4	0.0	
59	3	19.3	3	Grade 3	81	4	20.3	4	1.0	
48	3	16.0	3	Grade 4	60	3	20.0	3	0.0	
53	3	17.6	3	Grade 5	51	3	17.0	3	0.0	
369	21	17.5	21		393	22	17.9	22	1.0	
Gainfield Elementary School										
Enrolmt	#Sec	Avg CL Sz	Staff	Program	Enrolmt	#Sec	Avg CL Sz	Staff	Change	
				Pre-K						
47	3	15.6	3	Kindergarten	65	3	21.7	3	0.0	
51	3	17.0	3	Grade 1	48	3	16.0	3	0.0	
62	4	15.8	4	Grade 2	51	3	17.0	3	-1.0	
64	3	21.3	3	Grade 3	66	3	22.0	3	0.0	
69	3	23.0	3	Grade 4	63	3	21.0	3	0.0	
69	3	23.0	3	Grade 5	65	3	21.7	3	0.0	
293	16	18.5	16		358	18	19.9	18	-1.0	

2020-2021 Actual					2021-2022 Projected				
Long Meadow Elementary School									
Enrolmt	#Sec	AvgCL Sz	Staff	Program	Enrolmt	#Sec	AvgCL Sz	Staff	Change
95*			5	Pre-K	95*			5	0.0
64	4	16.0	4	Kindergarten	73	4	18.3	4	0.0
60	4	15.0	4	Grade 1	70	4	17.5	4	0.0
80	5	16.2	5	Grade 2	62	3	20.7	3	-2.0
73	4	18.3	4	Grade 3	86	4	21.5	4	0.0
81	4	20.3	4	Grade 4	74	4	18.5	4	0.0
76	4	19.0	4	Grade 5	83	4	20.8	4	0.0
529	25	17.5	25		543	23	19.5	23	-2.0
Middlebury Elementary School									
Enrolmt	#Sec	Class Size	Staff	Program	Enrolmt	#Sec	AvgCL Sz	Staff	Change
				Pre-K					
36	3	12.0	3	Kindergarten	58	3	19.3	3	0.0
59	4	14.8	4	Grade 1	36	2	18.0	2	-2.0
60	4	15.0	4	Grade 2	63	4	15.8	4	0.0
53	3	17.7	3	Grade 3	62	3	20.7	3	0.0
45	3	15.0	3	Grade 4	55	3	18.3	3	0.0
57	3	19.0	3	Grade 5	47	3	15.7	3	0.0
310	20	15.6	20		321	18	18.0	18	-2.0

*Preschool enrollment increases over the course of the year as students age into it.
Preschool has students in both full day and half day programs making class size fluid



K-5 DISTRICT CLASS AVERAGES:

Current 2020-2021 Class Size Averages					
Grade	PES	GES	LMES	MES	District Avg
K	19.0	15.3	18.3	18.0	17.7
1	17.3	17.3	17.5	16.3	17.1
2	17.0	18.7	17.3	20.0	18.3
3	17.0	21.0	19.0	17.0	18.5
4	19.7	18.0	20.3	24.0	20.5
5	23.0	17.7	21.5	19.7	20.5
District Avg	18.8	18.0	19.0	19.2	18.8

Projected 2021-2022 Class Size Averages					
Grade	PES	GES	LMES	MES	District Avg
K	16.5	21.7	18.3	19.3	18.9
1	16.5	16.0	17.5	18.0	17.0
2	17.3	17.0	20.7	15.8	17.7
3	20.3	22.0	21.5	20.7	21.1
4	20.0	21.0	18.5	18.3	19.5
5	17.0	21.7	20.8	15.7	18.8
District Avg	17.9	19.9	19.5	18.0	18.8

STAFFING INCREASES & REDUCTIONS

○ Increases:

- Assistant Principal at Long Meadow Elementary School
- Elementary Instructional Math Coach
- Elementary Special Education Teacher
- Art Teacher to elementary level

○ Reductions:

- 3 FTEs at Elementary level due to enrollment projections
- 0.6 position at Middle School due to enrollment projections
- Reduction of 0.5 Elementary Physical Education Teacher
- Elementary FTE held in contingency in the event projections have been compromised due to pandemic



ADDITION OF ASSISTANT PRINCIPAL TO LMES

- There are approximately 448 elementary schools in Connecticut.
- The average administrator to student ration is 1:264.7
- Currently, Long Meadow has 532 students and 1 administrator
- Of the 448 elementary schools in the state, LMES has the 5th highest student to administrator ratio.
- The administrator to staff ratio is 20%-65% more than in other Region 15 Schools.
- The addition of an assistant principal will place them at just about the average statewide.
- In the mid 2000's the district did post and interview for an assistant principal but in the end, never filled the position.

Student enrollment data is based on 2019-20 school year.

Presented to the R15 Board of Education 2/22/21



NEED FOR ASSISTANT PRINCIPAL AT LMES:

- Long Meadow in the second largest school in our district
- It serves the widest range of students and ages in the district.
 - PK-5: Six grades of students ranging in ages from 3-10 years old
 - Manages the most transportation needs, including an additional bus tier
- Support from other admins are sometimes needed at LMES
 - Pulls admins away from their core responsibilities
- Hosts our summer school program
- Salary and job specifics would need to be negotiated; budget does include a place holder that is in line with other assistant principal ranges.



ACCELERATION VS. REMEDIATION

- Students have lost significant hours of instruction
- Learning had been compromised
- We cannot go back and recreate what has been lost but must move forward at a faster rate.

***“He who gets behind in a race must forever remain behind or run faster than the man in front.”
— Colson Whitehead***

- Individualize student learning, provide additional instructional support to teachers
- Prioritize grade level standards
- Compact the curriculum
- Provide intervention and targeted supports as needed

INSTRUCTIONAL SUPPORT

- Contingency Teacher
 - Kindergarten projections have been inconsistent
- Special Education
 - Budget includes one teacher at the elementary level
 - Maintains contingency funding at current levels
- Curriculum and Instruction Audit
 - Deferred last year
 - Inform and calibrate future curriculum and instructional needs
- Additional Elementary Instructional Math Coach
 - Will double instructional support
 - Increase our ability to differentiate instruction
 - Accelerate vs. Remediate



TECHNOLOGY SUPPORTS

- 2020 saw the move of Region 15 to a 1-1 Computer Environment
- District added more than 2,400 new devices total of 4,500
- This budget accelerates the replacement cycle
- A consistent, managed structure that replaces units as they age prevents a fiscal cliff that will appear if aging machines have to be replaced at once.
- This budget will replace all machines more than 7 years old
- A tiered lease structure will allow for consistent and predicable funding over time.



BUILDING MAINTENANCE

- Capital Projects
 - Parking Lot \$300,000-\$450,000
 - High School Locker Rooms \$150,000-\$200,000
 - Roof at Central Office (MIJ) \$200,000 possible offset by State of CT funding \$50,000
- Partial funding of \$200,000 is in a capital improvement line
 - The funds were previously allocated to a lease for the turf field
 - Moving them to a capital improvement line allows for capital repairs without increasing the budget
- The project totals exceed the \$200,000 but can be used in conjunction with the funds in the district's non-recurring capital account to fund major repairs and improvements



PENSION AND FINANCES

Pension:

- Last year we began to increase our pension contribution
- Currently our pension is funded at \$930,000
- This budget continues to increase the district's contribution and includes an additional \$20,000 to reduce time needed to reach 80% funding levels
- Ensures that our contribution outpaces distribution

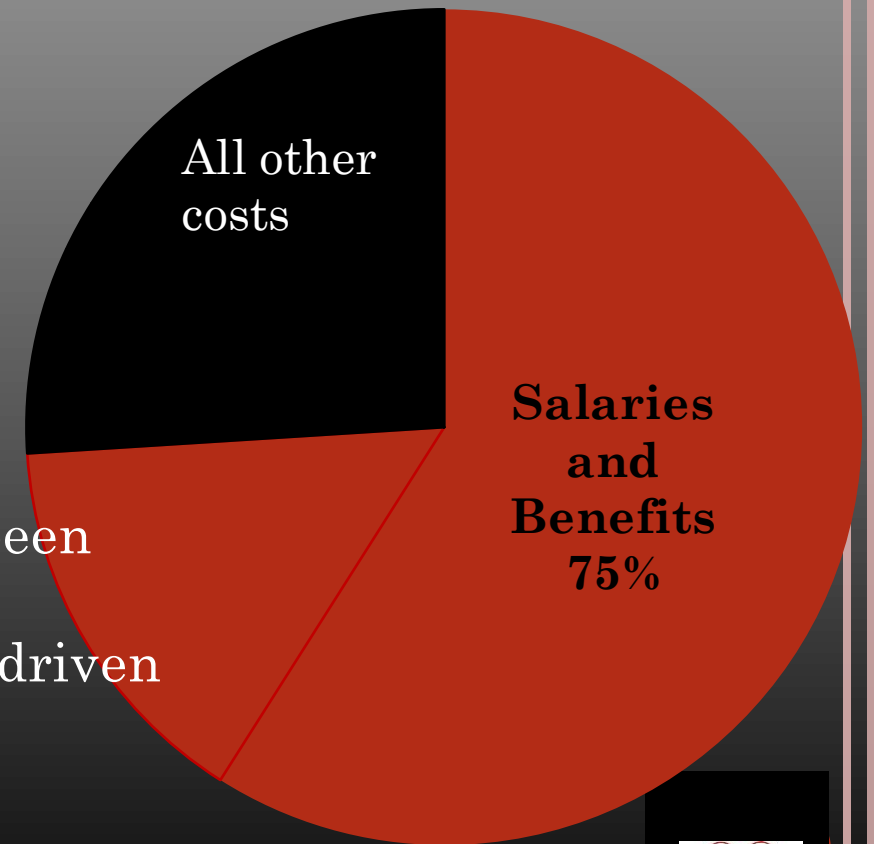
Financial Audit:

- The Board of Education has discussed starting an internal audit schedule
- This audit would be in addition to the municipal procedural audit mandated by state statute.
- This budget proposal includes \$15,000 to begin the multi-year process

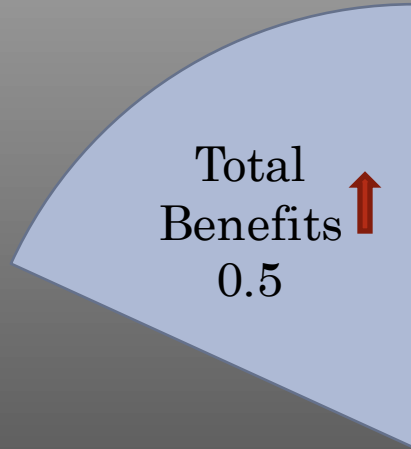
COLLECTIVE BARGAINING CONTRACTS:

It is our staffing that make us what we are as a district.

- About 75% of our operational costs go to staff salaries and benefits.
- Budget implements all contractual obligations
- For the 2021-22 Budget cycle, our insurance claims have been lower than expected and costs remain at the 2021 rates.
 - The insurance line overall has increased less than 1% driven mostly by our liability and property claims.



INSURANCE AND BENEFITS:



PENSION

- Increase of \$20,000
 - Maintain contribution rate above disbursement obligations

HEALTH INSURANCE

- Remains at current levels
- Custodial and Maintenance employees are on health plan through their union we make a contribution towards

OTHER

- Life Insurance – Increasing due to new rates & salary adjustments
- Unemployment – flat

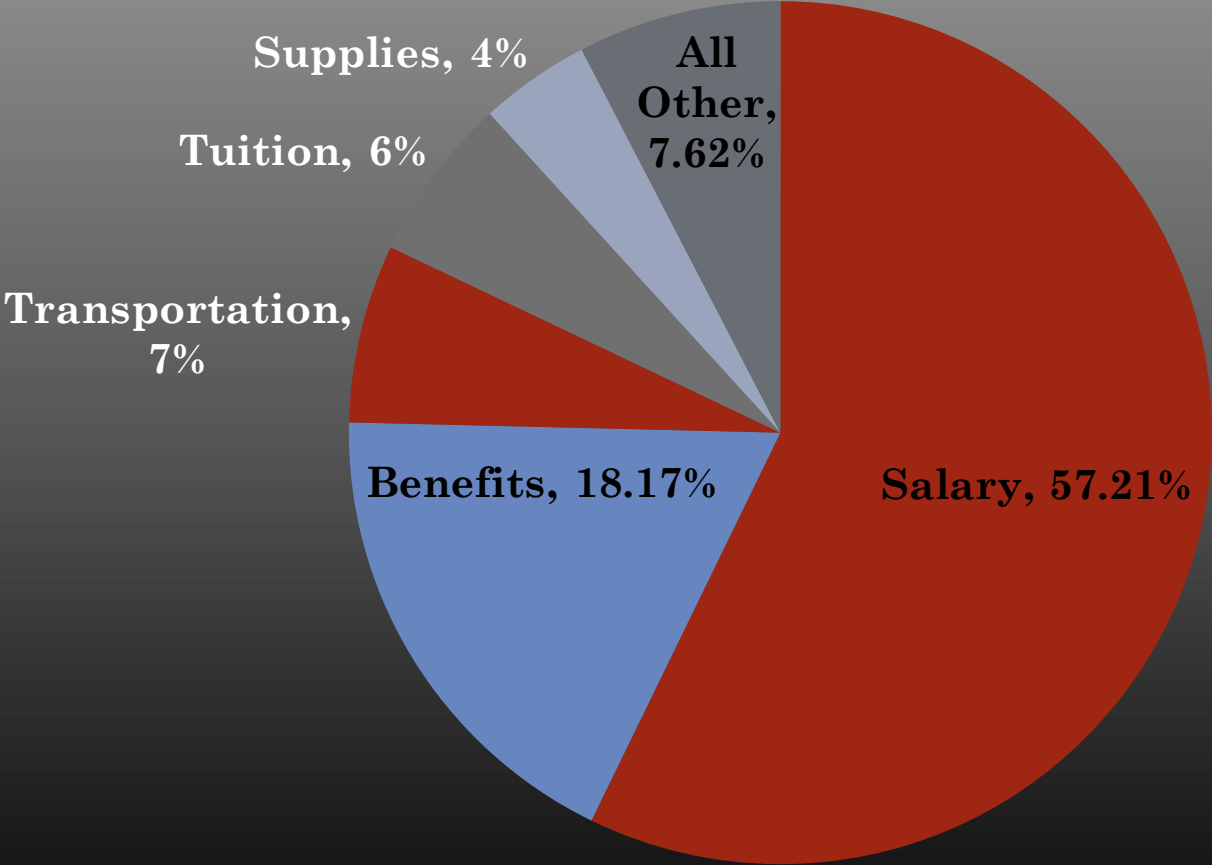
STAFFING SUMMARY:

Certified	PK-5	6-8	PHS	District	Total Change
Additions	4.0				+4.0
Reductions	-3.5	-0.6			-4.1
Net change to budget	-0.5				-0.1
Non-Certified	No staffing changes				

- Addition of 1.0 Art Teacher at Elementary
- Addition of 1.0 Elementary Math Coach
- Addition of 1.0 Assistant Principal at Long Meadow Elementary School
- Reduction of 0.5 PE Teacher at Elementary
- Reduction of 0.6 English Teacher at Memorial Middle School
- Enrollment Driven Reduction of 3.0 FTE from elementary schools due to shifts in grade level populations



BUDGET SUMMARY
PERCENT OF TOTAL BUDGET OF SELECTED OBJECTS:



REVENUE SOURCES

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	
REVENUE BUDGET	ADOPTED	ADOPTED	ADOPTED	ADOPTED	ADOPTED	PROPOSED	DELTA
TOWN OF MIDDLEBURY	\$21,479,288	\$21,518,877	\$22,438,773	\$23,170,483	\$24,902,260	\$25,002,444	\$100,184
TOWN OF SOUTHBURY	\$45,470,047	\$45,957,456	\$46,665,056	\$47,664,384	\$48,007,514	\$49,792,022	\$1,784,508
TOTAL FROM TOWNS	\$66,949,335	\$67,476,333	\$69,103,829	\$70,834,867	\$72,909,774	\$74,794,466	\$1,884,692
TUITION- PRE K					\$170,000	\$170,000	
PAY FOR PLAY SPORTS	\$0	\$0	\$0	\$0	\$180,000	\$180,000	
PAY FOR PLAY MS MUSIC	\$0	\$0	\$0	\$0	\$15,250	\$15,250	
PHS PARKING					\$55,000	\$55,000	
TOTAL LOCAL SOURCES	\$0	\$0	\$0	\$0	\$440,250	\$420,250	
MAGNET TRANS GRANT	\$0	\$0	\$0	\$0	\$27,000	\$27,000	
EXCESS COST GRANT					\$1,830,353	\$1,551,724	
AGENCY PLACED GRANT					\$147,887	\$132,480	
ADULT ED GRANT	\$0	\$0	\$0	\$0	\$900	\$900	
TOTAL STATE SOURCES	\$0	\$0	\$0	\$0	\$2,006,140	\$1,712,104	
Total Revenue from Local & State					\$2,446,390	\$2,132,354	
TOTAL REVENUES	\$66,949,335	\$67,476,333	\$69,103,829	\$70,834,867	\$72,909,774	\$76,926,820	

Historical data is not available for comparison as revenue was accounted for differently in prior financial system.

Moving forward this information will be included in budget proposals



BUDGET SUMMARY

Budget object	2020-2021	2021-2022	Yr to Yr	% Change	% of Total	% of Total Increase
Category	Adopted 20-21	Proposed 21-22	Change \$	Change %	2021-22 Budget	% Increase overall
Salaries	\$42,219,756	\$44,011,568	1,791,812	4.24%	58.84%	2.38%
Benefits	\$13,900,535	\$13,976,099	75,564	0.54%	18.69%	0.10%
Instructional	\$3,503,841	\$3,181,795	-322,046	-9.19%	4.25%	-0.43%
Non-Instructional	\$894,768	\$970,840	76,072	8.50%	1.30%	0.10%
Transportation	\$5,588,453	\$5,146,838	-441,615	-7.90%	6.88%	-0.59%
Facilities	\$3,001,596	\$3,249,468	247,872	8.26%	4.34%	0.33%
Tuition	\$4,507,177	\$4,743,212	236,035	5.24%	6.34%	0.31%
Debt	\$1,740,038	\$1,647,000	-93,038	-5.35%	2.20%	-0.12%
Total Gross Budget	\$75,356,164	\$76,926,820	1,570,656	2.08%		2.08%
Revenue	(\$2,446,390)	(\$2,132,354)	-314,036	-12.84%		0.50%
Proposed Total	\$72,909,774	\$74,794,466	\$1,884,692	2.58%		2.58%

BUDGET TOTALS BY COMMUNITY

	2020-21 Adopted	2021-22 Proposed	% Increase
Total School Budget Gross	\$75,356,164	\$76,926,820	2.08%
Total Revenue	\$2,446,390	\$2,132,354	-0.50%
Total School Budget Net*	\$72,909,774	\$74,794,446	2.58%

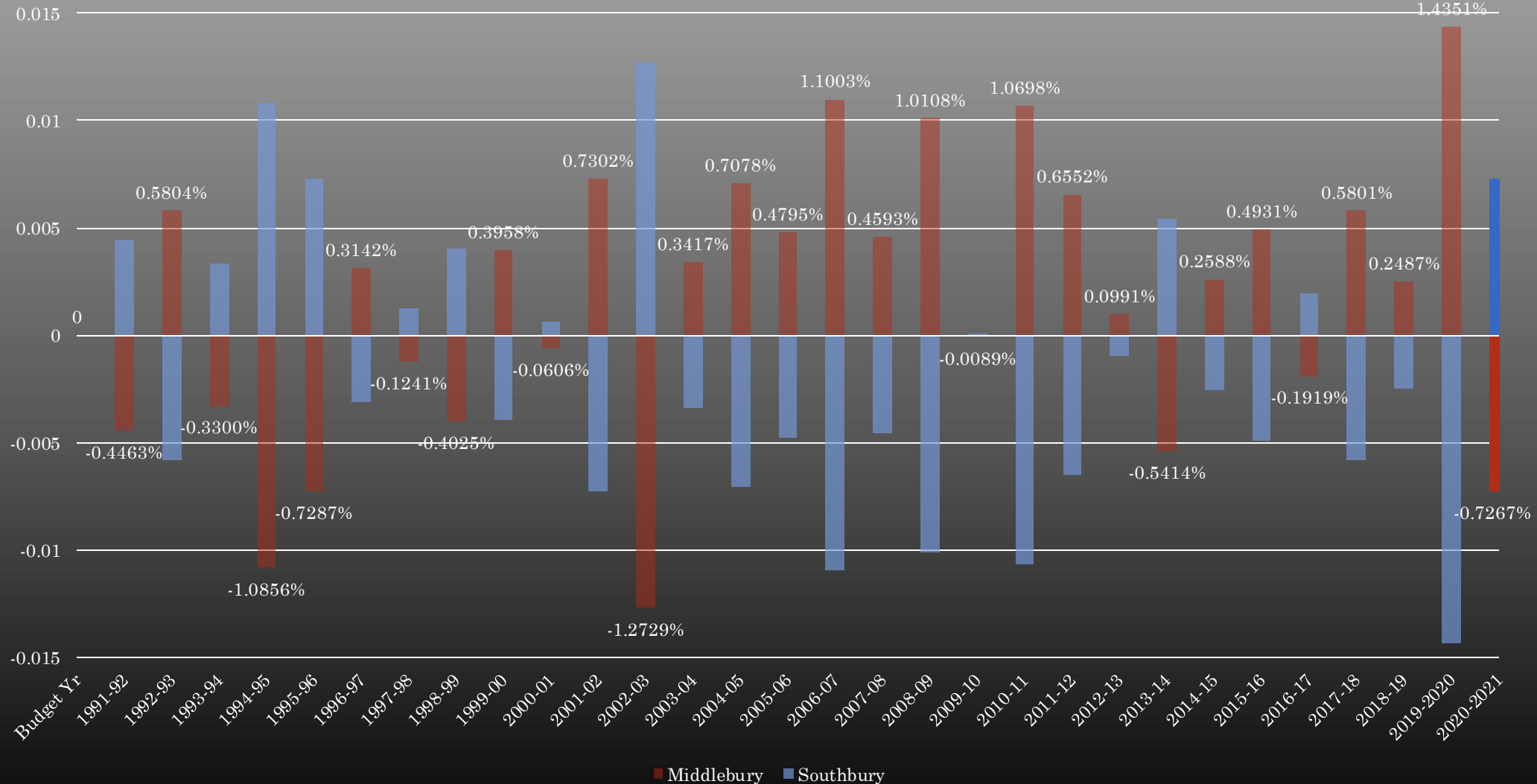
* Town funding totals based on Net Budget Totals

	2020-21 Adopted	2021-22 Proposed	Percent Distribution	Dollar Increase	Percent Increase
Middlebury	\$24,902,260	\$25,002,443	33.43%	\$100,183	0.13%
Southbury	\$48,007,514	\$49,792,022	66.57%	\$1,784,508	2.38%



AVERAGE DAILY MEMBERSHIP

Average Daily Membership - Shifts Over Time



BUDGET FRAMEWORK: DISTRICT PRIORITIES 2021-2022



1. Communication , Collaboration, Trust, Transparent

- Restructured budget format
- Curriculum and Instruction Audit

2. Engagement and Achievement

- Fully funds needed instructional materials
- Technology replacement cycle
- Assistant Principal and Math Coach

3. Welcoming and Inclusive

- Maintains the Teacher in Residence Position
- Capital project funding

4. Post High School Preparation

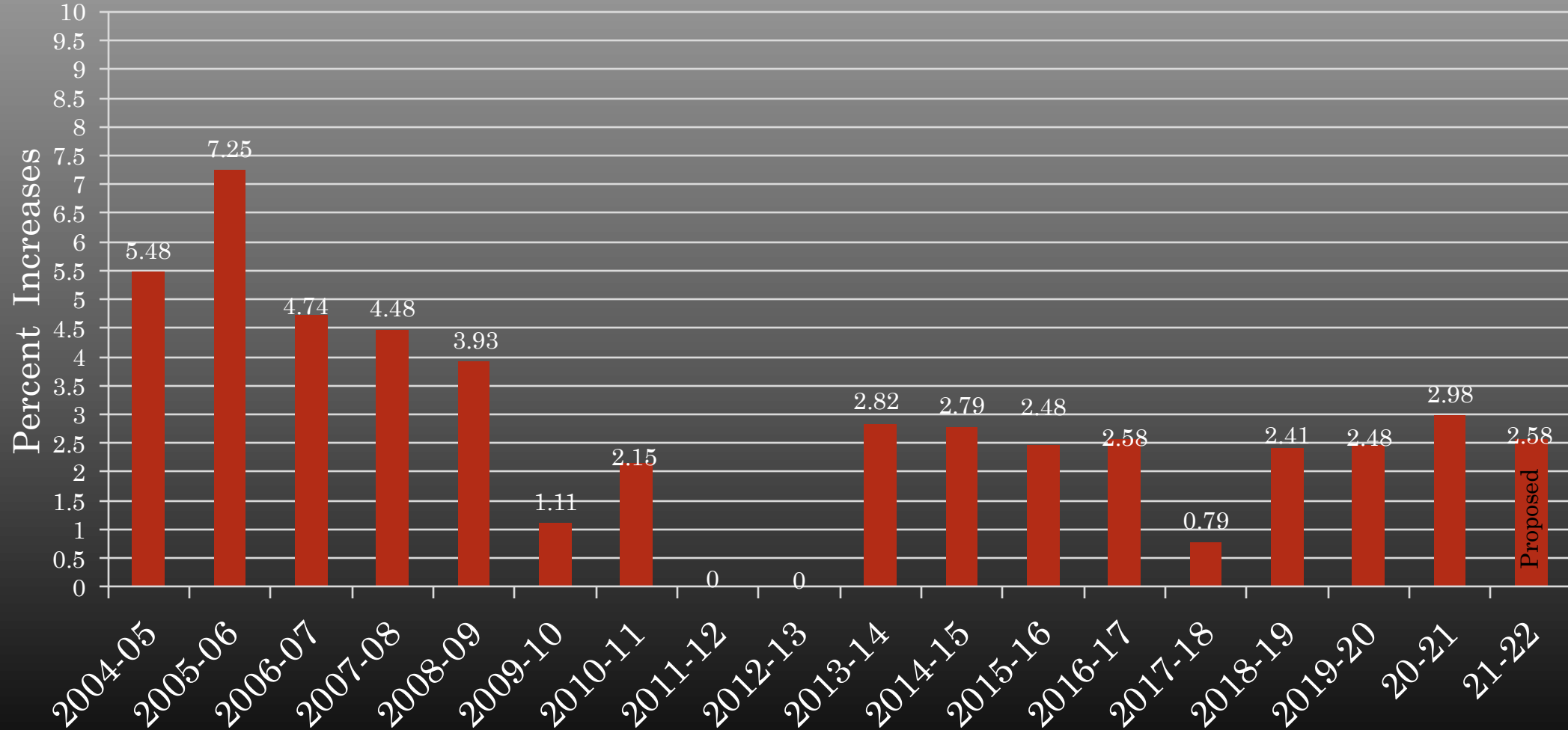
- Funds new Drone High School Course
- Acceleration of Learning



WHAT THIS BUDGET DOES:

- Acknowledges financial pressures due to the pandemic, state mandates, and community
- Expands educational opportunities for students
- Provides the necessary materials, equipment, and supplies to implement curriculum
- Ensures curriculum and professional development will continue to keep instruction current and competitive
- Provides staffing supports to our students and schools
- Addresses large capital repairs
- Prevents a future compounded impact from financial offsets

BOARD APPROVED BUDGET INCREASES BY PERCENT:



Presented to the R15 Board of Education 2/22/21



UNDERSTANDING THE BUDGET FORMAT

- Summary of Changes
 - Alignment to new chart of accounts
 - The realignment will cause a large shift in some lines but have no net change to the overall budget
 - Our copier lease was coded previously under repairs and maintenance it now is under leases – object 440
 - Capital account for facility projects is now under object code - 450
 - In-service and mileage for conferences are now in employee training services object - 330
 - We have split our special education legal and regular education legal services into objects - 341-342
 - Instruction supplies and non-instructional supplies are now combined under - object 611
 - Revenue is now stand alone
- All documents now available at www.region15.org/budget
- Books will be delivered to Board of Education members Tuesday



REVIEW OF THE BUDGET SCHEDULE

Wednesday, March 3rd Budget Workshop beginning at 6:30 at PHS Media Center

- Elementary Schools K-5
- Middle Schools 6-8
- Curriculum and Instruction

Wednesday, March 17th Budget Workshop beginning at 6:30 pm at PHS Media Center

- High School
- Athletics
- SPED
- Technology

Wednesday, March 24th Public Hearing & Budget Workshop beginning at 6:30 pm at PHS Media Center

- Southbury & Middlebury Boards of Finance Discussion

Monday, April 26th Board of Education Meeting, 7:30 pm at PHS Media Center

- Board adopts 2021-2022 Budget



NEXT STEPS:

- Questions from Board members can be submitted to the Superintendent's office over the next few weeks
- All budget presentations will be posted on the district website:
www.region15.org/budget
- Along with presentation, a list of questions and answers will also be developed and available on the website
- Thank you again to all those that contributed to the development of this proposed budget and tonight's presentation
- Any questions?