

# WATERBURY PUBLIC SCHOOLS

## Meeting Agenda

<b>Group/Team:</b>	<b>BOE Finance Committee</b>			
<b>Location:</b>	<b>Date of Meeting:</b>	<b>Start Time:</b>	<b>Finish Time:</b>	
Virtual Meeting via ZOOM 1-646-876-9923 Meeting ID: 96240796946	Wednesday February 3, 2021	5:15 p.m.		

## Team Norms:

1. All meetings will start on time
2. All issues will be approached with a positive attitude
3. A specific agenda will be set for all meetings
4. All teams members will agree to stay on specific agenda topics
5. Decisions regarding future directions will be based upon actual data

### Purpose of Meeting – Instructional Focus:

**Agenda Items – (Items should reflect next steps from previous meeting.)**

[illegible]

## **Education Operating Budget Timeline – Fiscal Year 2022**

### **Proposed – Budget timeline**

<b>TBD – January-February 2021</b>	<b>Finance Committee meets to review and discuss the proposed budget and recommends budget to the Committee of the Whole</b>
<b>TBD – January – February 2021</b>	<b>Special Meetings - Committee of the Whole reviews the Finance Committee’s budget recommendation at Workshop</b>
<b>TBD – January –February 2021</b>	<b>Special Meeting - Board of Education adopts budget request and sends it to the Mayor</b>
<b>February thru March 2021</b>	<b>Proposed Education Budget considered by Office of the Mayor and Office of Budget Control</b>
<b>By Thursday, April 1, 2021</b>	<b>Mayor submits Proposed City Budget to Board of Alderman</b>
<b>April thru May 2021</b>	<b>Meet with Board of Alderman Budget Subcommittee for review</b>
<b>By Friday, June 11, 2021</b>	<b>Board of Alderman adopts budget</b>
<b>May- First week of June 2021</b>	<b>Board of Education Finance Committee meets to discuss final budget</b>
<b>Thursday - June 3, 2021</b>	<b>Board of Education Workshop meets to adopt Board of Education final budget</b>
<b>Thursday - June 17, 2021</b>	<b>Board of Education Meeting to adopt final budget</b>



# **WATERBURY PUBLIC SCHOOLS**

2021-2022

BOE Finance Committee

Budget Presentation

February 3, 2021

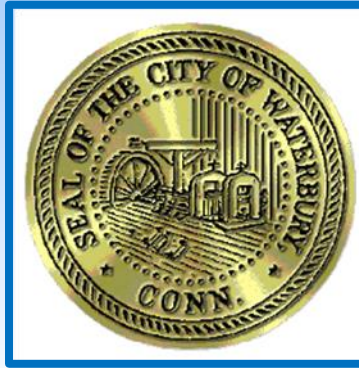


## **The Mission**

**The Mission of Waterbury Public Schools is to inspire and prepare every student to be successful in and beyond school.**

## **The Vision**

**All Waterbury Public Schools students will graduate ready to transform their world.**



## Core Values

- Holds high expectations for excellence in teaching and learning.
- Promotes equity in policy, practice and resources
- Provides students quality learning experience aligned to our Portrait of the Graduate
- Acts as stewards for community resources, managing our assets to ensure equity and excellence.
- Recognizes that meaningful relationships are the foundations of a high-quality education.
- Commits to embracing a diverse community.
- Commits to civility, honesty, responsibility and transparency.

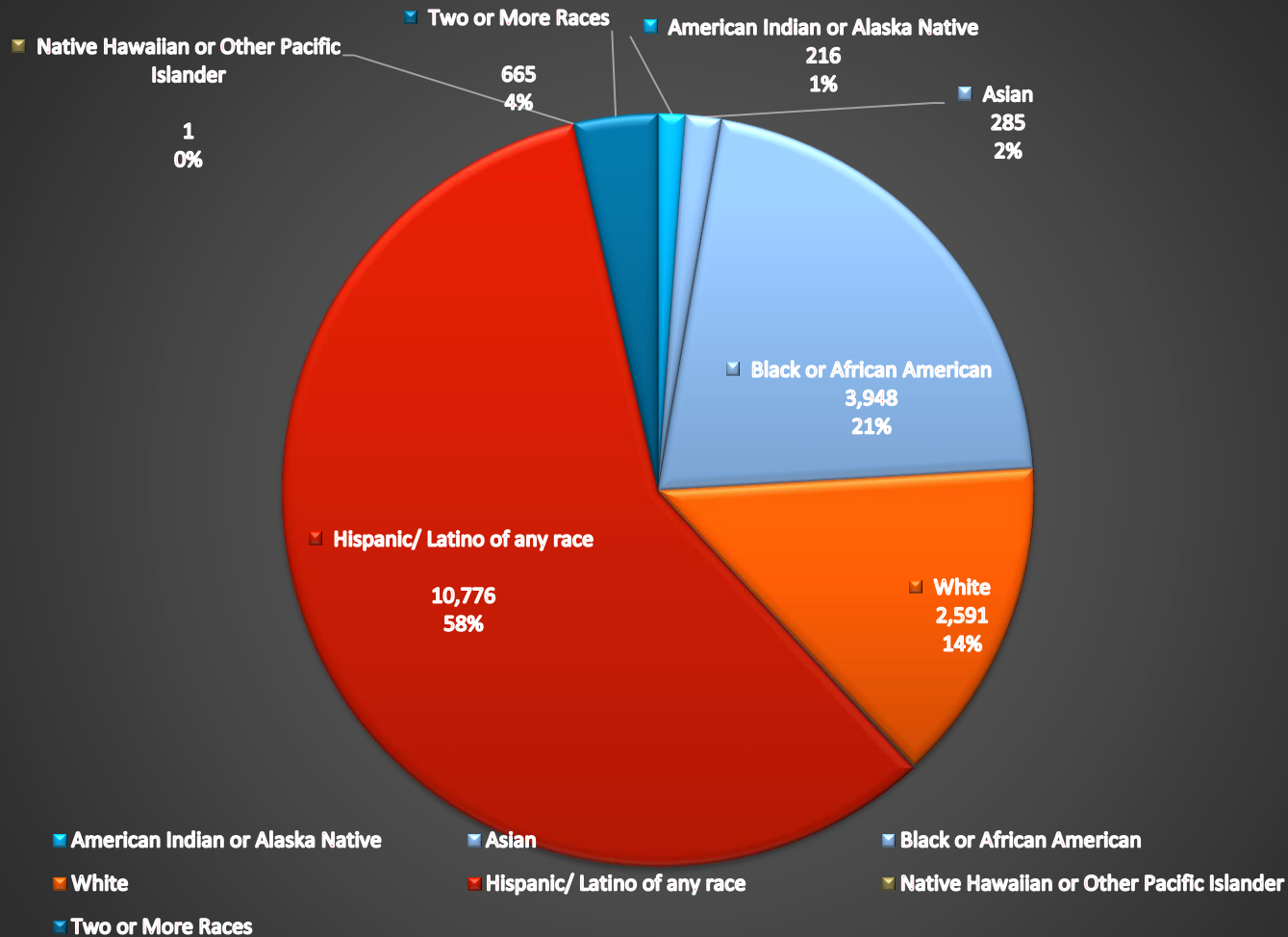
# WATERBURY PUBLIC SCHOOLS

## Strategic Plan Model



# Waterbury Student Population

Total Number of Students 18,353



# District Accountability Model

## SIG Schools

\*Bucks Hill

\*Driggs

Gilmartin

\*Hopeville

\*Sprague

\*Walsh

\*Washington

\*Wilson

\* Improved out of the Focus Designation

## Non SIG Schools

Crosby (Focus School)

Kennedy (Focus School)

Waterbury Arts Magnet

Waterbury Career Academy

Bunker Hill

Carrington

Chase

Duggan

Kingsbury

Generali

Maloney

Reed

Rotella

Tinker

Wendell Cross

*Enlightenment*

*State St*

*Bucks Hill Pre-K*



# District Accountability Model Concerns

In 2018-19, schools whose three-year average of the accountability index is in the bottom 5 percent of all schools statewide will be identified as **Turnaround Schools**.

In addition, schools with six-year adjusted cohort graduation rates for all students that are less than 70 percent in each of the three most recent cohorts will also be identified for comprehensive support as a Turnaround School. New turnaround schools will be identified every three years.

## Turnaround Schools

North End  
Wallace  
West Side  
Wilby

# Change & Evolvement

- COVID-19 Effect
- Academic Supports, Learning Acceleration & Recovery
- Family and Community Connections
- Social-Emotional Well-being of Students and Staff
- School Safety & Remote Learning, Staff Development & Digital Divide.
- Equity
- Social Justice

# COVID EFFECT ON TEACHING LEARNING & TECHNOLOGY

## Teaching, Learning & Technology

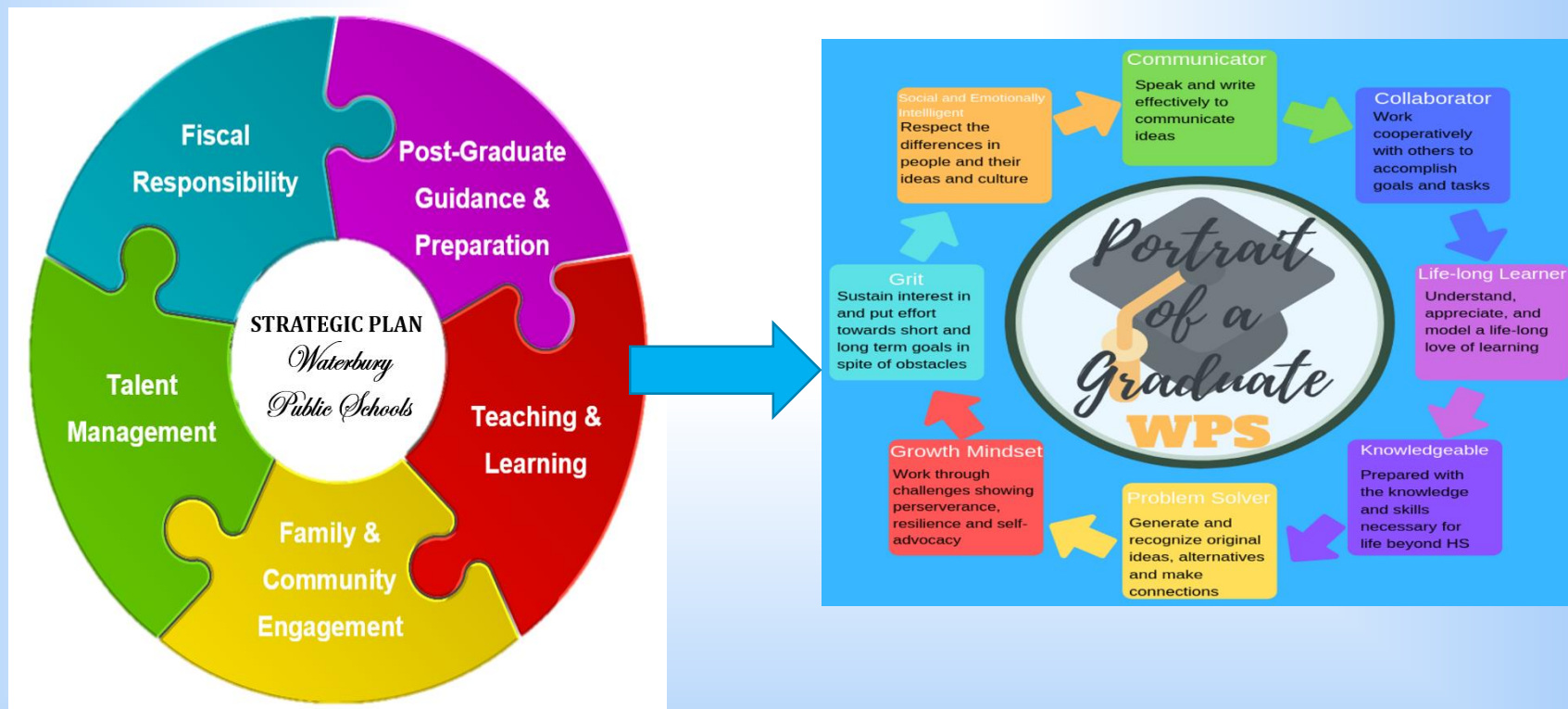
- All teachers transitioned from traditional delivery of instruction to providing an in-person and remote learning environment for students.
- Technology skills for high quality teaching and learning went from commodity to essential.
- All curriculum for students was transitioned to be interactive with online access.
- Devices and access to internet quickly became foundational for students access to curriculum and instruction.
- Products such as Google Classroom, Google Docs, Google Meet and Kami are indispensable and the professional learning opportunities crucial to successful implementation.
- Laptops, Chromebooks, Hot Spot Devices and Comcast Internet Vouchers have been distributed students.
- Wireless Access Points have been installed throughout the district for better connectivity.



## Goals:

- ☐ **Academic Excellence**
- ☐ **Safe and Healthy Schools**
- ☐ **Financial Stability and Sustainability**

# Waterbury Public Schools



# 2021 – 2022 BUDGET PROCESS

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## **Fall through December:**

- Planning and Preparation

## **January-February:**

- Review by Board of Education and Recommendation to Mayor

## **First week of April:**

- Mayor's Budget to Board of Aldermen

## **April to first week of June:**

- Board Of Aldermen Holds Meetings, Hearings, Considers Actions, Adopts Budget

## **Early June:**

- Board of Education makes Line Item Changes, Adopts Final Budget

## 2021 - 2022 BUDGET PRIORITIES

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### Strategic Plan : Fiscal Responsibility

- **Goal 1 Aligned Budget** - Increase the capacity of the district and decision-makers to build a budget aligned to its strategic priorities for increasing access to equitable opportunities for all students.
- **Goal 2 Consolidated Long Range Planning** - Develop and consolidate long-range plans prioritizing programmatic, facilities, and infrastructure needs in order to support a stable and sustainable district

## 2021 - 2022 BUDGET INCREASE

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2021-2022 Proposed Budget	\$162,275,000
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2020-2021 Approved Budget	\$158,375,000
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Total Increase	\$ 3,900,000
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Percentage Increase	2.4625%
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2021-2022 BOA Budget Assumption	\$158,375,000
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2021-2022 Budget Gap	\$ 3,900,000
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# ECS Alliance Grant

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	Total	Reform*	Non-Reform Operating Budget
Year 1 2012-2013	\$4,395,509	\$3,395,509	\$1,000,000
Year 2 2013-2014	\$11,855,075	\$7,113,045	\$4,742,030
Year 3 2014-2015	\$19,115,441	\$10,513,493	\$8,601,948
Year 4 2015-2016	\$20,911,528	\$9,410,188	\$11,501,340
Year 5 2016-2017	\$19,988,884	\$10,105,972	\$9,620,113
Year 6 2017-2018	\$19,988,884	\$13,614,121	\$6,374,763
Year 7 2018-2019	\$22,584,082	\$16,164,432	\$6,419,650
Year 8 2019-2020	\$29,403,470	\$23,124,233	\$6,279,237
Year 9 2020-2021	\$36,473,359	\$27,570,423	\$8,902,936
<b><i>ECS/Alliance 2021-2022</i></b>	<b>\$36,473,259</b>		

\*\*\*ASSUMPTION\*\*\*

**Governor's Biennial Proposed Budget for FY22 & FY23 to be released on February 10<sup>th</sup>.  
Determine the ECS/Alliance Fund Revenue to City & District.**

# GENERAL FUND & ALLIANCE EDUCATION BUDGET

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FISCAL YEAR	APPROVED CITY BUDGET	STATE APPROVED ALLIANCE BUDGET	COMBINED YEARLY BUDGET
2012-2013	\$155,625,000	\$4,395,509	\$160,020,509
2013-2014	\$155,625,000	\$11,855,075	\$167,480,075
2014-2015	\$155,625,000	\$19,115,441	\$174,740,441
2015-2016	\$155,625,000	\$20,911,528	\$176,536,528
2016-2017	\$158,375,000	\$19,988,884	\$178,363,884
2017-2018	\$158,375,000	\$19,988,884	\$178,363,884
2018-2019	\$158,375,000	\$22,584,082	\$180,959,082
2019-2020	\$158,375,000	\$29,403,470	\$187,778,470
2020-2021	\$158,375,000	\$36,473,359	\$194,848,359

## EDUCATION COST SHARING GRANT

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FISCAL YEAR	TOTAL ECS (WATERBURY)	CITY	ALLIANCE
2016-2017	\$133,606,066	\$113,617,182	\$19,988,884
2017-2018	\$133,356,066	\$113,367,182	\$19,988,884
2018-2019	\$136,201,264	\$113,617,182	\$22,584,082
2019-2020	\$143,020,652	\$113,617,182	\$29,403,470
2020-2021	\$150,090,541	\$113,617,182	\$36,473,359

# Education Department

## 2021-2022 Proposed Budget Summary

	Expenditures 2019-2020	Approved Budget 2020-2021	Proposed Budget 2021-2022	Inc/Dec
Salaries	\$109,040,611	\$142,252,468	\$142,972,022	\$719,554
Health Benefits Expense	\$4,073,112	\$6,094,800	\$8,094,800	\$2,000,000
Instructional Expense	\$2,099,725	\$2,488,840	\$2,446,840	(\$42,000)
Purchased Services Expense	\$25,215,809	\$29,428,006	\$29,969,185	\$541,179
Property Expense	\$10,327,838	\$8,595,607	\$8,459,060	(\$136,547)
Miscellaneous Expense	\$7,610,405	\$265,200	\$265,200	\$0
New Items	\$0	\$317,860	\$1,574,720	\$1,256,860
<b>Gross Budget Proposal</b>	<b>\$158,367,500</b>	<b>\$189,442,782</b>	<b>\$193,781,828</b>	<b>\$4,339,045</b>
<b>Alliance Year 9</b>		<b>(\$23,442,782)</b>	<b>\$0</b>	<b>\$23,442,782</b>
<b>Alliance Year 9 Adjustment</b>		<b>(\$4,000,000)</b>	<b>\$0</b>	<b>\$4,000,000</b>
<b>Alliance Reform &amp; Non Reform Year 10 Assumption</b>			<b>(\$27,881,827)</b>	<b>(\$27,881,827)</b>
<b>General Fund 2016-2017 Surplus</b>		<b>(\$450,000)</b>	<b>(\$450,000)</b>	<b>\$0</b>
<b>General Fund 2015-2016 Surplus</b>		<b>(\$1,000,000)</b>	<b>(\$1,000,000)</b>	<b>\$0</b>
<b>General Fund 2014-2015 Surplus</b>		<b>(\$1,000,000)</b>	<b>(\$1,000,000)</b>	<b>\$0</b>
<b>City Non Lapsing Account</b>		<b>(\$500,000)</b>	<b>(\$500,000)</b>	<b>\$0</b>
<b>Contingency Surplus</b>		<b>(\$675,000)</b>	<b>(\$675,000)</b>	<b>\$0</b>
<b>New Budget Proposal</b>	<b>\$158,367,500</b>	<b>\$158,375,000</b>	<b>\$162,275,001</b>	<b>\$3,900,000</b>

# Major Account Increase/Decrease

EDUCATION DEPARTMENT  
BOE Proposed Budget 2021-2022

2021-2022 BOE Proposed Gross Budget	\$193,781,828
2020-2021 BOA Approved Budget (same for 21-22)	\$158,375,000
Difference	\$35,406,828
Alliance Non Reform Year 10 Assumption	(\$27,881,827)
Contingency/ General Fund Surplus	(\$3,625,000)
<b>BUDGET INCREASE</b>	<b>\$3,900,000</b>
<b>Major Account Increase/Decrease:</b>	
CONTRACTUAL & OTHER SALARY INCREASES	\$2,437,261
SAW (Revised Salary Schedule 2.2%); WTA (Step Increase 2.55%); BC (2.2%)	
Other (Executive Staff & Crossing Guards)	
Pending Unions - Contingency Placeholder WMAA and WC Contracts	
NEW ITEMS	\$1,574,720
Contract Manager Position	\$75,000
Legal Assistant Position	\$50,000
Supervisor Position (Pupil Services)	\$111,554
Newly Acquired School Building Administrative Staff (estimate)	\$374,086
Wendell Cross Staffing (estimate)	\$964,080
PROJECTED RESIGNATIONS/ATTRITION (Certified & Non-Certified)	(\$1,456,272)
SUBSTITUTE TEACHERS (\$2M Remaining)	(\$945,000)
PUPIL TRANSPORTATION	\$475,224
HEALTH BENEFIT PLAN	\$2,000,000
OUT OF DISTRICT TUITION (Regular Ed/School Choice)	\$185,000
MISCELLANEOUS ITEMS	(\$370,933)
<b>BUDGET INCREASE</b>	<b>\$3,900,000</b>
<b>BUDGET MITIGATION PLAN</b>	<b>(\$3,900,000)</b>
<b>NET BUDGET GAP</b>	<b>\$0</b>

# Education Department

	Expenditures	Approved Budget	Proposed Budget	Inc/Dec
Salaries	2019-2020	2020-2021	2021-2022	
511 Instructional Regular Payroll	\$64,022,145	\$89,396,126	\$92,276,431	\$2,880,305
511 Special Education Payroll	\$30,647,114	\$34,484,452	\$34,586,183	\$101,731
511 Administration Payroll	\$1,111,336	\$1,153,855	\$1,072,621	(\$81,234)
511 Fiscal Administration Payroll	\$348,235	\$581,739	\$566,182	(\$15,557)
511 Operation and Maintenance Payroll	\$6,528,751	\$8,389,395	\$8,537,246	\$147,851
511 Human Resources Payroll	\$486,959	\$533,289	\$693,573	\$160,284
511 Student Transportation Payroll	\$632,785	\$689,659	\$690,446	\$786
511 Adult Education Payroll	\$1,210,996	\$1,350,000	\$1,350,000	\$0
511 Operation and Maintenance Overtime	\$453,847	\$650,000	\$600,000	(\$50,000)
511 Outside Activities Overtime	\$249,223	\$250,000	\$250,000	\$0
511 Administration Overtime	\$51,953	\$40,000	\$40,000	\$0
511 Athletic & Extra Compensatory	\$651,952	\$875,000	\$875,000	\$0
511 Extra Police Protection	\$54,689	\$55,000	\$55,000	\$0
511 Substitute Teacher Payroll	\$1,361,726	\$2,945,000	\$2,000,000	(\$945,000)
511 Education Longevity	\$13,415	\$12,410	\$11,515	(\$895)
511 Projected Resignations/Attrition Certified	\$0	(\$146,812)	(\$1,404,844)	(\$1,258,032)
511 Projected Resignations/Attrition Non-Certified	\$0	(\$61,760)	(\$260,000)	(\$198,240)
511 Certified Early Incentive & Vacation Sick Time Buyout	\$1,215,486	\$1,055,115	\$1,032,669	(\$22,446)
<b>Total Salaries</b>	<b>\$109,040,611</b>	<b>\$142,252,468</b>	<b>\$142,972,022</b>	<b>\$719,554</b>

# Education Department

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<b>Benefit Expense</b>	<b>Expenditures 2019-2020</b>	<b>Approved Budget 2020-2021</b>	<b>Proposed Budget 2021-22</b>	<b>Inc/Dec</b>
522 Health Benefit Fund	\$4,000,000	\$6,000,000	\$8,000,000	\$2,000,000
529 Car & Meal Allowance	\$73,112	\$94,800	\$94,800	\$0
<b>Total Benefits</b>	<b>\$4,073,112</b>	<b>\$6,094,800</b>	<b>\$8,094,800</b>	<b>\$2,000,000</b>

# Education Department

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	Expenditures	Approved Budget	Proposed Budget	Inc/Dec
<b>Instructional Expense</b>	<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-22</b>	
561 Instructional Supplies	\$1,330,660	\$1,620,000	\$1,620,000	\$0
561 Office Supplies	\$73,980	\$71,840	\$71,840	\$0
561 Emergency/Medical Supplies	\$88	\$4,000	\$2,000	(\$2,000)
561 Intake Center Supplies	\$1,484	\$3,500	\$3,500	\$0
561 Recruitment Supplies	\$42,595	\$50,000	\$50,000	\$0
561 Medicaid Supplies	\$14,627	\$12,500	\$12,500	\$0
561 Janitorial Supplies	\$229,993	\$235,000	\$200,000	(\$35,000)
561 Buildings & Grounds Supplies	\$256,613	\$300,000	\$300,000	\$0
567 Clothing	\$32,016	\$40,000	\$40,000	\$0
567 Crossing Guard Uniforms	\$1,986	\$2,000	\$2,000	\$0
569 Recreational Supplies	\$10,015	\$20,000	\$15,000	(\$5,000)
569 Athletic Supplies	\$105,668	\$130,000	\$130,000	\$0
<b>Total Instructional Expense</b>	<b>\$2,099,725</b>	<b>\$2,488,840</b>	<b>\$2,446,840</b>	<b>(\$42,000)</b>



# Education Department

		Approved	Proposed	
	Expenditures	Budget	Budget	Inc/Dec
Purchased Services Expense	2019-2020	2020-2021	2021-22	
533 Evaluation and Testing	\$12,369	\$25,000	\$12,500	(\$12,500)
533 Consulting	\$449,146	\$422,125	\$337,125	(\$85,000)
533 Auditing	\$51,021	\$52,000	\$52,955	\$955
539 Sport Officials	\$20,859	\$35,000	\$35,000	\$0
539 Report Cards	\$196	\$0	\$0	\$0
539 Messenger Service	\$26,112	\$24,978	\$24,978	\$0
551 Pupil Transportation	\$12,645,587	\$15,840,803	\$16,316,027	\$475,224
553 Postage	\$49,950	\$70,000	\$60,000	(\$10,000)
553 Telephone	\$216,014	\$250,000	\$250,000	\$0
553 Wide-area Network	\$111,988	\$93,600	\$93,600	\$0
556 Out of District Tuition	\$8,910,931	\$9,515,000	\$9,700,000	\$185,000
556 Purchased Services - Outside Special Ed	\$2,565,215	\$3,000,000	\$3,000,000	\$0
557 Tuition Reimbursement	\$14,395	\$6,000	\$6,000	\$0
558 Travel Expenses	\$4,915	\$20,000	\$20,000	\$0
559 Advertising	\$2,426	\$20,000	\$20,000	\$0
559 Printing & Binding	\$112,628	\$30,000	\$15,000	(\$15,000)
559 Insurance - Athletics	\$22,057	\$23,500	\$26,000	\$2,500
<b>Total Purchased Services Expense</b>	<b>\$25,215,809</b>	<b>\$29,428,006</b>	<b>\$29,969,185</b>	<b>\$541,179</b>

# Education Department

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	Expenditures	Approved Budget	Proposed Budget	Inc/Dec
Property Expense	2019-2020	2020-2021	2021-22	
543 General Repairs & Maintenance	\$1,757,179	\$1,370,700	\$1,263,103	(\$107,597)
543 Maintenance - Service Contracts	\$609,374	\$730,000	\$730,000	\$0
544 Building Rental	\$717,511	\$562,674	\$562,674	(\$0)
545 Water	\$247,887	\$270,000	\$270,000	\$0
545 Electricity	\$2,949,853	\$3,129,855	\$3,129,855	\$0
545 Security & Safety	\$488,301	\$125,000	\$125,000	\$0
561 Diesel/Propane	\$172,675	\$456,378	\$427,428	(\$28,950)
561 Gasoline	\$27,159	\$35,000	\$35,000	\$0
561 Natural Gas	\$1,532,238	\$1,666,000	\$1,666,000	\$0
575 Furniture	\$4,246	\$50,000	\$50,000	\$0
575 Office Equipment	\$1,794,629	\$160,000	\$160,000	\$0
575 Plant Equipment	\$26,786	\$40,000	\$40,000	\$0
575 Building Improvement	\$0	\$0	\$0	\$0
<b>Total Property Expense</b>	<b>\$10,327,838</b>	<b>\$8,595,607</b>	<b>\$8,459,060</b>	<b>(\$136,547)</b>

# Education Department

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	Expenditures	Approved Budget	Proposed Budget	
Miscellaneous Expense	2019-2020	2020-2021	2021-2022	Inc/Dec
589 Mattatuck Museum	\$9,709	\$13,000	\$13,000	\$0
589 Board of Ed Commissioners	\$20,700	\$20,700	\$20,700	\$0
589 Emergency Fund	\$9,426	\$9,500	\$9,500	\$0
589 Mileage	\$8,400	\$20,000	\$20,000	\$0
589 Coaches Reimbursements	\$2,493	\$7,000	\$7,000	\$0
589 Dues & Publications	\$51,504	\$60,000	\$60,000	\$0
591 Athletic Revolving Fund	\$135,000	\$135,000	\$135,000	\$0
591 Sinking Fund	\$7,373,173	\$0	\$0	\$0
<b>Total Miscellaneous Expense</b>	<b>\$7,610,405</b>	<b>\$265,200</b>	<b>\$265,200</b>	<b>\$0</b>

# Education Department

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New Items	Proposed Budget  2021-2022
Contract Manager Position	\$75,000
Legal Assistant Position	\$50,000
Supervisor (Pupil Services)	\$111,554
Newly Acquired School Building Staffing (estimate)	\$374,086
Wendell Cross Staffing (estimate)	\$964,080
<b>Total New Items</b>	<b>\$1,574,720</b>

# 2021 – 2022 Budget Summary

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<b>2021-2022 BOE Proposed Budget</b>	<b>\$162,275,000</b>
<b>2021-2022 BOA Budget Assumption**</b>	<b>\$158,375,000</b>
<b>2021-2022 Proposed Budget Gap</b>	<b>\$3,900,000</b>
<b>2021-2022 Budget Mitigation Plan (in progress)</b>	<b>-\$3,900,000</b>
<b>2021-2022 Net Budget Gap</b>	<b>\$0</b>

**\*\* Based on FY22 Budget Assumption - Develop Budget Mitigation Plan**

- Repurposing of Funds
- FY22 ECS Alliance Increase- Pending the Governor's Proposed Biennial Budget
- Staffing Plan
- FY21 Surplus

# Questions and Answers