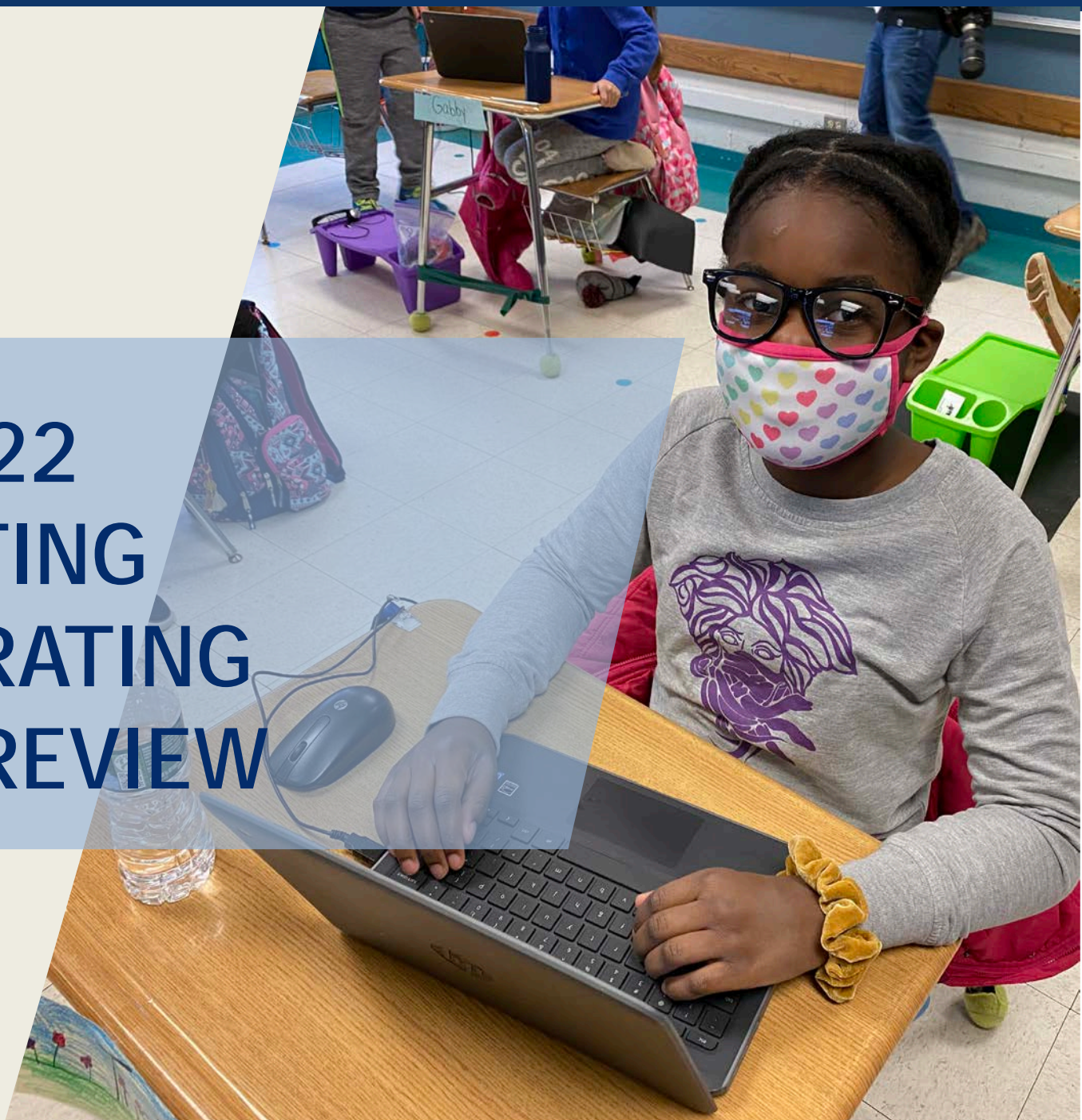




FY 2021-22 BET MEETING BOE OPERATING BUDGET REVIEW

March 16, 2021



2021-22 Budget Summary

- Overall budget increase at 4.6% driven by:
 - Health insurance - 1.9% of total increase
 - Contractual Wage Increases – 1.5% of total increase
 - \$1.5 M budget gap-closing carryover from prior year - .7% of total increase
 - All other increases (net) - .5% of total increase
- Impact of COVID on student achievement & readiness to learn
- Strategic Plan development and districtwide studies in progress
- Accountability measures in place to make sure that funding goes to places that most impact student achievement

2021-22 Recommended Budget

	2019-20 ACTUAL	Sum of 2020- 21 ORIG	2020-21 REV BUDGET	2021-22 DEPT REQ	2021-22 REC'MD	2021-22 REC'MD REV	VARIANCE
Salaries	\$125,372,470	\$131,090,541	\$131,407,434	\$141,152,815	\$136,077,340	\$136,077,340	\$4,986,799
Emp. Benefits	\$30,652,667	\$31,533,541	\$31,773,201	\$37,926,090	\$39,115,276	\$37,061,451	\$5,527,910
Prof & Tech Services	\$6,818,249	\$9,049,423	\$8,621,144	\$7,769,946	\$7,655,006	\$7,655,006	-\$1,394,417
Property Services	\$6,039,921	\$5,997,034	\$6,020,549	\$7,362,504	\$7,236,504	\$7,236,504	\$1,239,470
Other Services	\$17,750,251	\$19,775,569	\$19,567,990	\$18,797,693	\$18,548,193	\$18,548,193	-\$1,227,376
Supplies & Materials	\$8,073,568	\$8,192,741	\$8,064,279	\$8,201,321	\$7,994,321	\$7,994,321	-\$198,420
Equipment	\$3,179,769	\$2,560,891	\$2,685,683	\$2,733,116	\$2,650,966	\$2,650,966	\$90,075
Other Objects	\$199,302	\$216,188	\$210,976	\$846,761	\$846,761	\$846,761	\$630,573
Grand Total	\$198,086,196	\$208,415,928	\$208,351,257	\$224,790,246	\$220,124,367	\$218,070,542	\$9,654,614
<i>% increase over original budget</i>				7.9%	5.6%	4.6%	

- Increase in budget driven by increase in existing salaries (contractual obligations) and benefits not related to COVID

Summary of 2021-22 Budget Cuts Compared to FY 2020-21 Original Budget

Description	Amount
Reductions to non-wage accounts	3,971,330
Reductions to Magnet School Supplement	1,500,000
Elimination of 8 existing positions (salaries)	945,082
Reduce budget for 10 month employees to reflect actual work year	545,662
Reductions to SBB – Reduce 1% holdback to .5%	<u>431,118</u>
	\$7,393,192

2021-22 BOE Budget Points

- Health insurance and contractual obligations make up the vast majority of the 2021-22 requested budget increase
- BOE staffing analysis tells a story of prudent and financially-sound investments in District capacity to serve our students well in-district
- Enrollment projections developed by outside professional demographers. Actual enrollment for 2020-21 greatly impacted by COVID
- Detailed accounting of Grants within Munis fund 12 which is audited by external auditors and included in the BOE operating budget document



Health Insurance Update



Health Insurance Update

- State Partnership 2.0 preliminary rates released after City budget submission deadline:
 - 4.0% rate increase for active employees
 - 12% rate increase for retirees
 - Impact on BOE Budget Request – From \$32.5 M to \$30.5 M, or \$2.1 M savings compared to original request
 - BOE health insurance budget is still increasing by \$4.6 million, rather than \$6.7 million
 - With health insurance savings, revised FY 2022 BOE budget requirement is \$218.1 M, or 4.6% increase

Health Insurance - Revised Numbers

NORWALK PUBLIC SCHOOLS				OPERATING BUDGET REQUEST				
BOARD OF EDUCATION HEALTH INSURANCE BUDGET - REVISED REQUEST								
	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	Variance	Percent Change	
Projected Claim Costs - Per consultant	\$ 30,240,406	\$ 29,267,948	\$ 31,392,686	\$ 35,566,236	\$ 38,355,174	\$ 2,788,938	7.8%	
Margin for fluctuation in employee count	\$ 650,657	\$ 379,572	\$ 113,500	\$ 118,000	\$ 119,100	\$ 1,100	0.9%	
Consulting fees, EAP program	\$ 253,765	\$ 267,172	\$ 63,100	\$ 63,100	\$ 63,100	\$ -	0.0%	
Retiree - Medicare Advantage Plan	\$ 647,696	\$ 1,025,000	\$ 465,900	\$ 474,300	\$ 492,000	\$ 17,700	3.7%	
Life Insurance	\$ 315,000	\$ 250,000	\$ 225,000	\$ 193,400	\$ 190,700	\$ (2,700)	-1.4%	
Curriculum Benefits	\$ 34,232	\$ 34,232	\$ 34,232	\$ -	\$ -	\$ -	0.0%	
SUBTOTAL - GROSS COSTS	\$ 32,141,756	\$ 31,223,924	\$ 32,294,418	\$ 36,415,036	\$ 39,220,074	\$ 2,805,038	7.7%	
Planned Drawdown from Insurance Fund	\$ (3,447,830)	\$ (2,790,131)	\$ (600,000)	\$ (2,750,000)	\$ -	\$ 2,750,000	-100.0%	
Employee Premium Cost Share	\$ (3,253,500)	\$ (3,750,000)	\$ (4,408,905)	\$ (5,002,298)	\$ (5,806,944)	\$ (804,646)	16.1%	
Grant Reimbursement	\$ (434,700)	\$ (434,700)	\$ (2,028,775)	\$ (2,183,549)	\$ (2,485,742)	\$ (302,193)	13.8%	
Food Services Reimbursement	\$ (202,500)	\$ (202,500)	\$ (250,000)	\$ (200,000)	\$ (210,000)	\$ (10,000)	5.0%	
Retiree Reimbursement	\$ (446,058)	\$ (446,058)	\$ (573,000)	\$ (573,000)	\$ (573,000)	\$ -	0.0%	
COBRA Reimbursement	\$ (54,470)	\$ (54,470)	\$ (38,000)	\$ (38,000)	\$ (38,000)	\$ -	0.0%	
TRB Reimbursement	\$ (241,902)	\$ (241,902)	\$ (277,000)	\$ (277,000)	\$ (277,000)	\$ -	0.0%	
Savings from Budget Changes/Reductions	\$ -	\$ (280,232)	\$ -	\$ (61,885)	\$ -	\$ 61,885	-100.0%	
New Hires/Eliminations - Fringe Benefits	\$ -	\$ 1,030,884	\$ 388,873	\$ 500,000	\$ 623,047	\$ 123,047	24.6%	
SUBTOTAL - REVENUES & ADJUSTMENTS	\$ (8,080,960)	\$ (7,169,109)	\$ (7,786,807)	\$ (10,585,732)	\$ (8,767,639)	\$ 1,818,093	-17.2%	
GENERAL FUND BUDGET CONTRIBUTION	\$ 24,060,796	\$ 24,054,815	\$ 24,507,611	\$ 25,829,304	\$ 30,452,435	\$ 4,623,131	17.9%	
Budgeted in departmental budgets	\$ -	\$ 808,520	\$ 1,197,393	\$ 2,180,743	\$ 2,978,249	\$ 797,506	36.6%	
CENTRAL DEPT 57 - ACCOUNT 212	\$ 24,060,796	\$ 23,246,295	\$ 23,310,218	\$ 23,648,561	\$ 27,474,186	\$ 3,825,625	16.2%	



Staffing Analysis

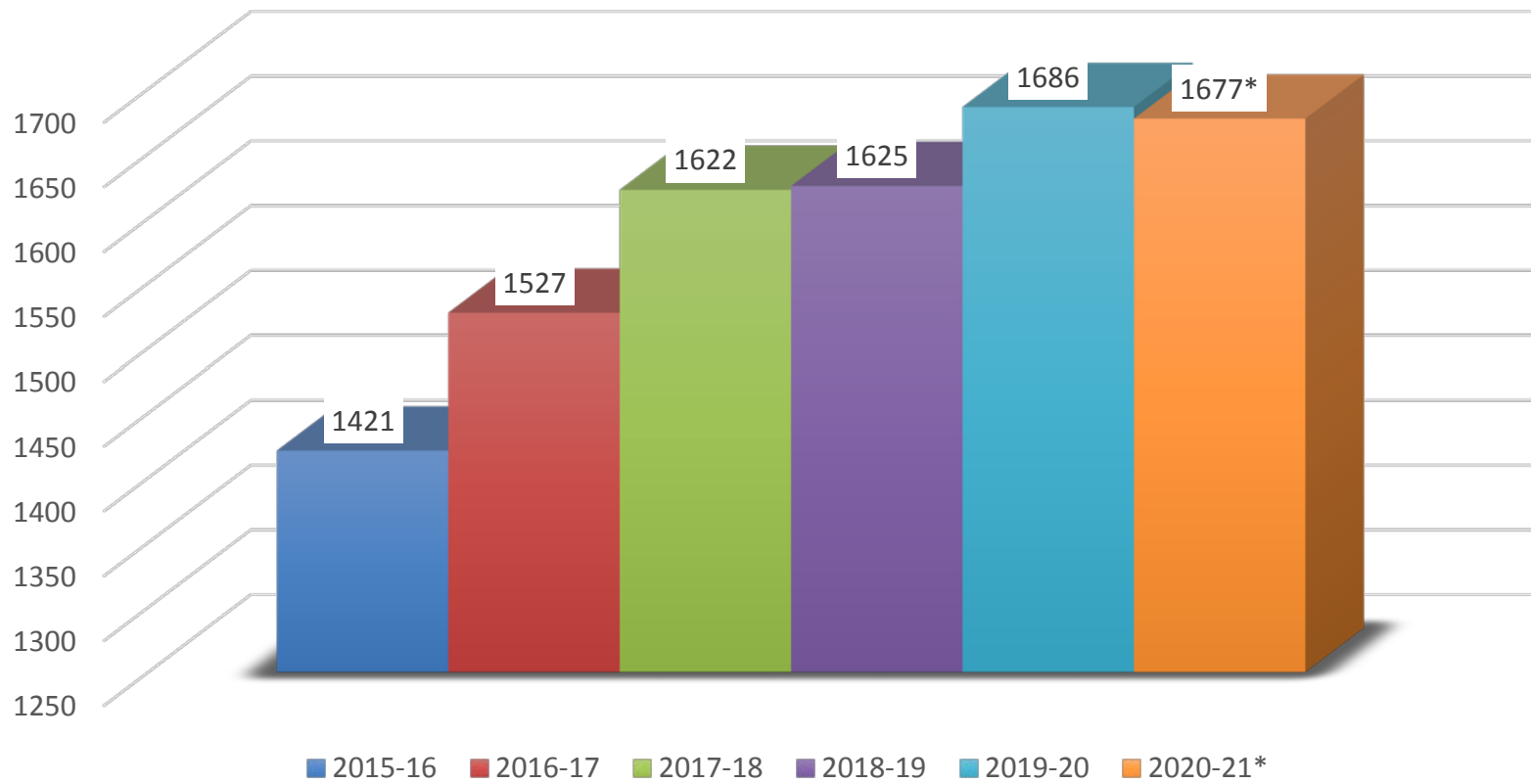


Staffing Analysis

- BOE did ***not*** increase staffing by 292 positions between 2018-19 and 2020-21
- This calculation compares apples-to-oranges by conflating ***total*** FTE counts in FY 2021 with a count of ***full-time employees*** (defined as .8 FTE or higher) in 2019
- Actual growth on the number of locally-funded FTE's during this period was 96 positions
- Moreover, the conclusion that higher BOE staffing levels = less efficient is based on simplistic and faulty logic

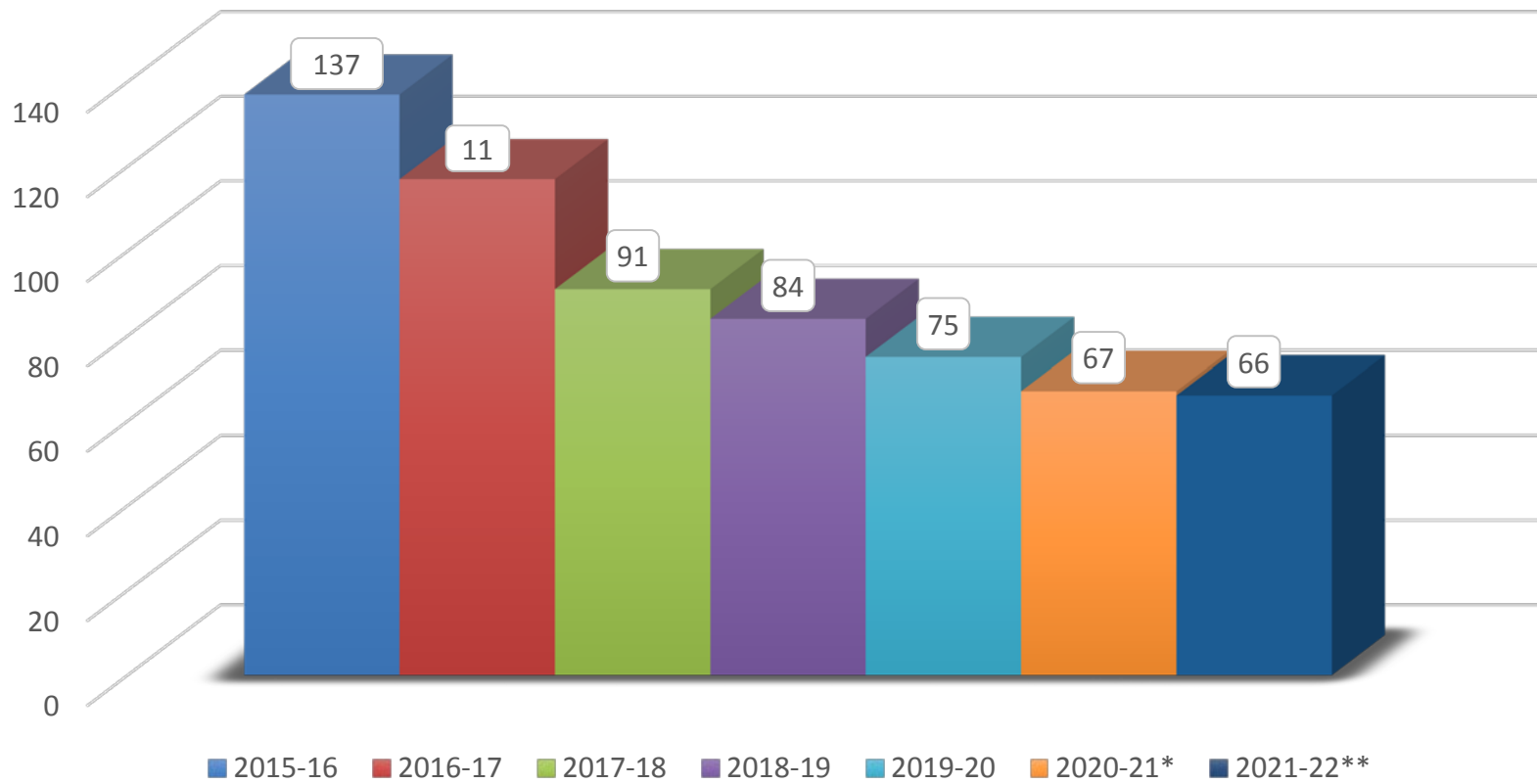
Staffing Analysis – Special Education

Special Education Student Count (CT EdSight)



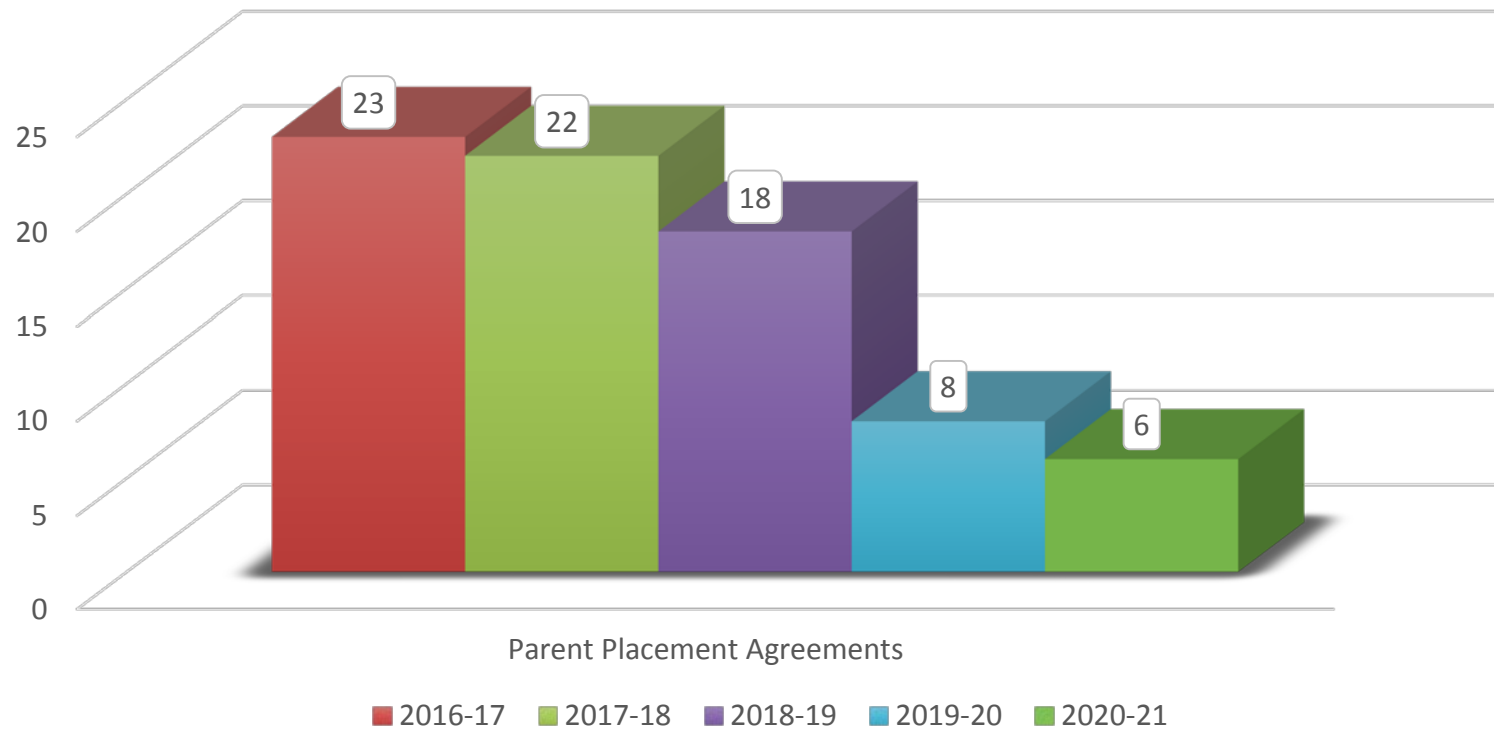
Staffing Analysis – Special Education

Out of District: End-of-Year Student Count



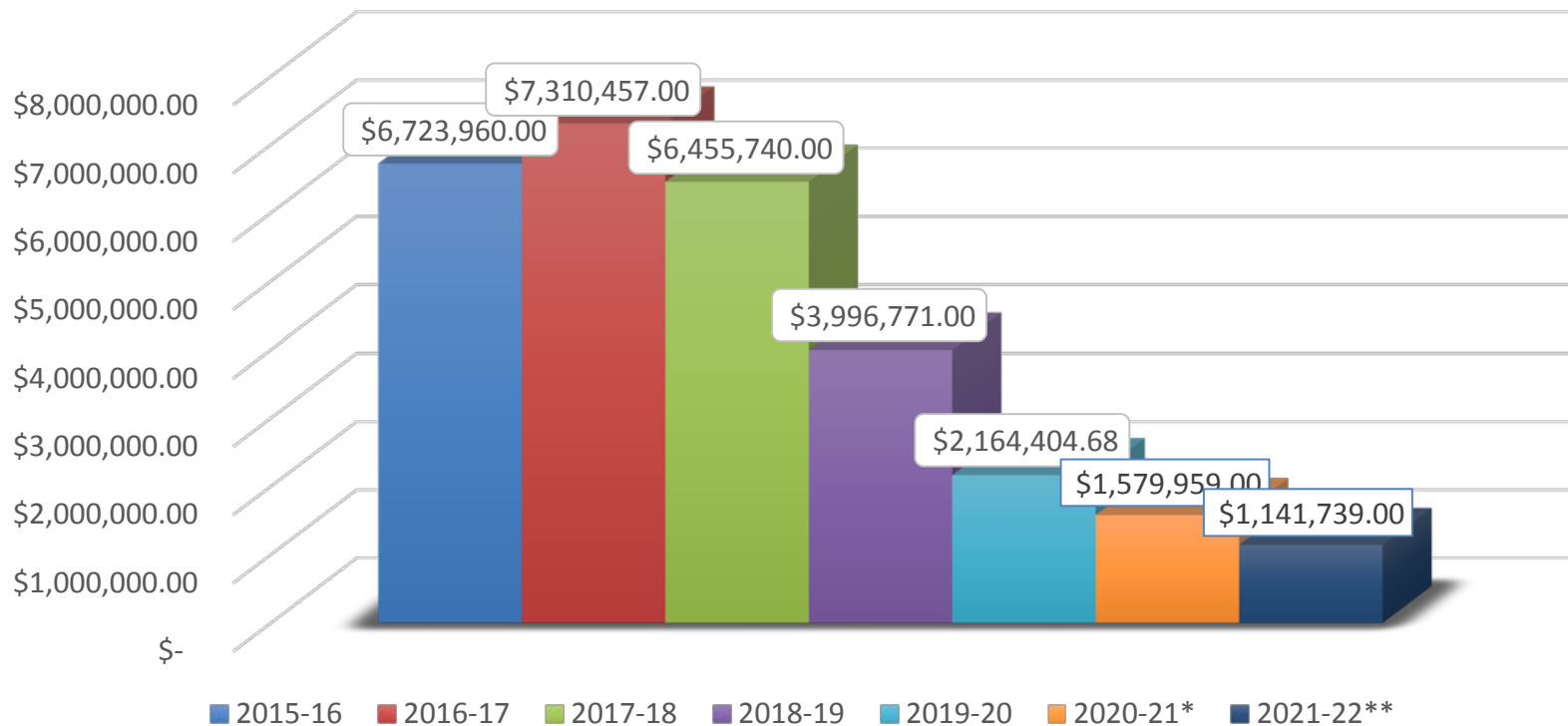
Staffing Analysis – Special Education

Parent Placement Agreements – Total Student Count



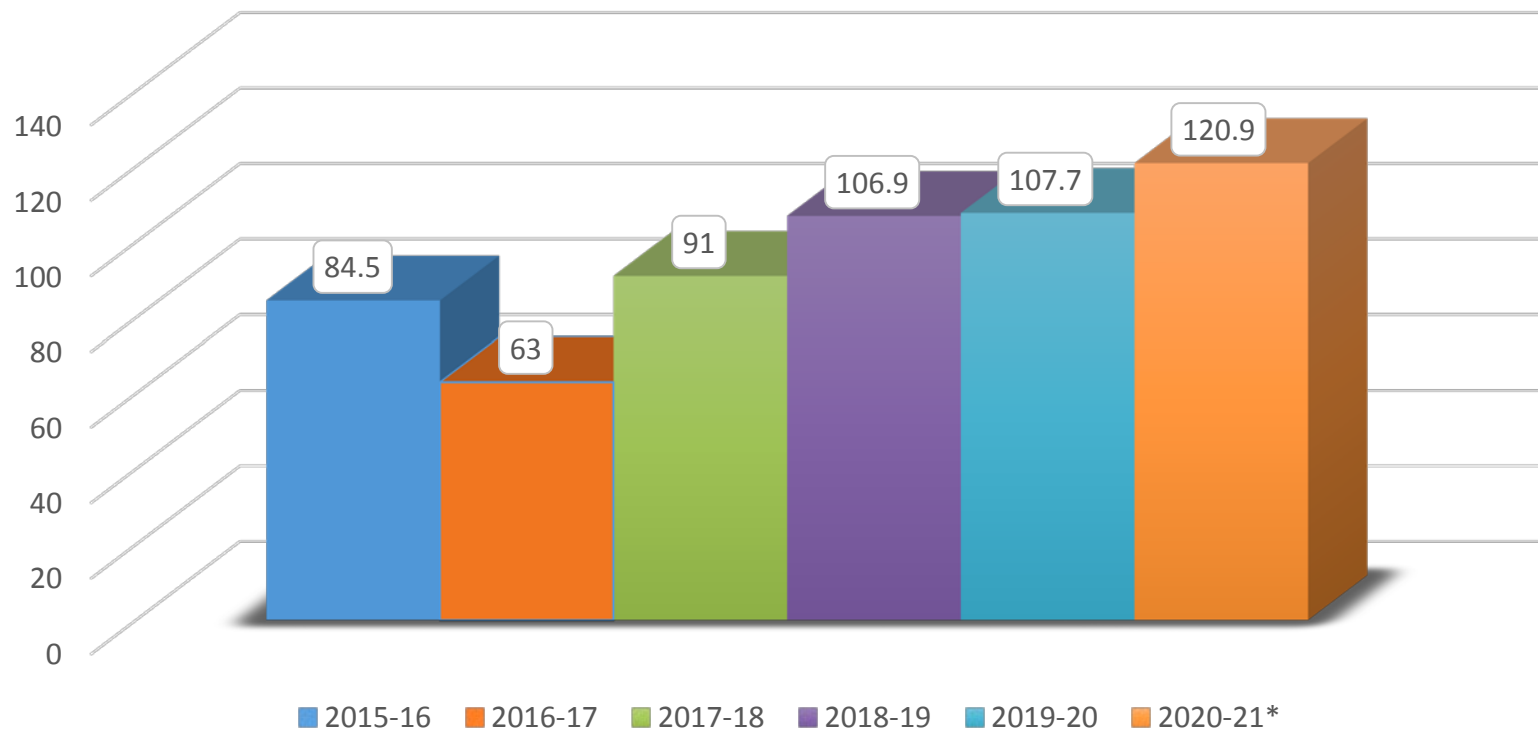
Staffing Analysis – Special Education

Contracted Professional Services Expenditures [Local Funding 330]



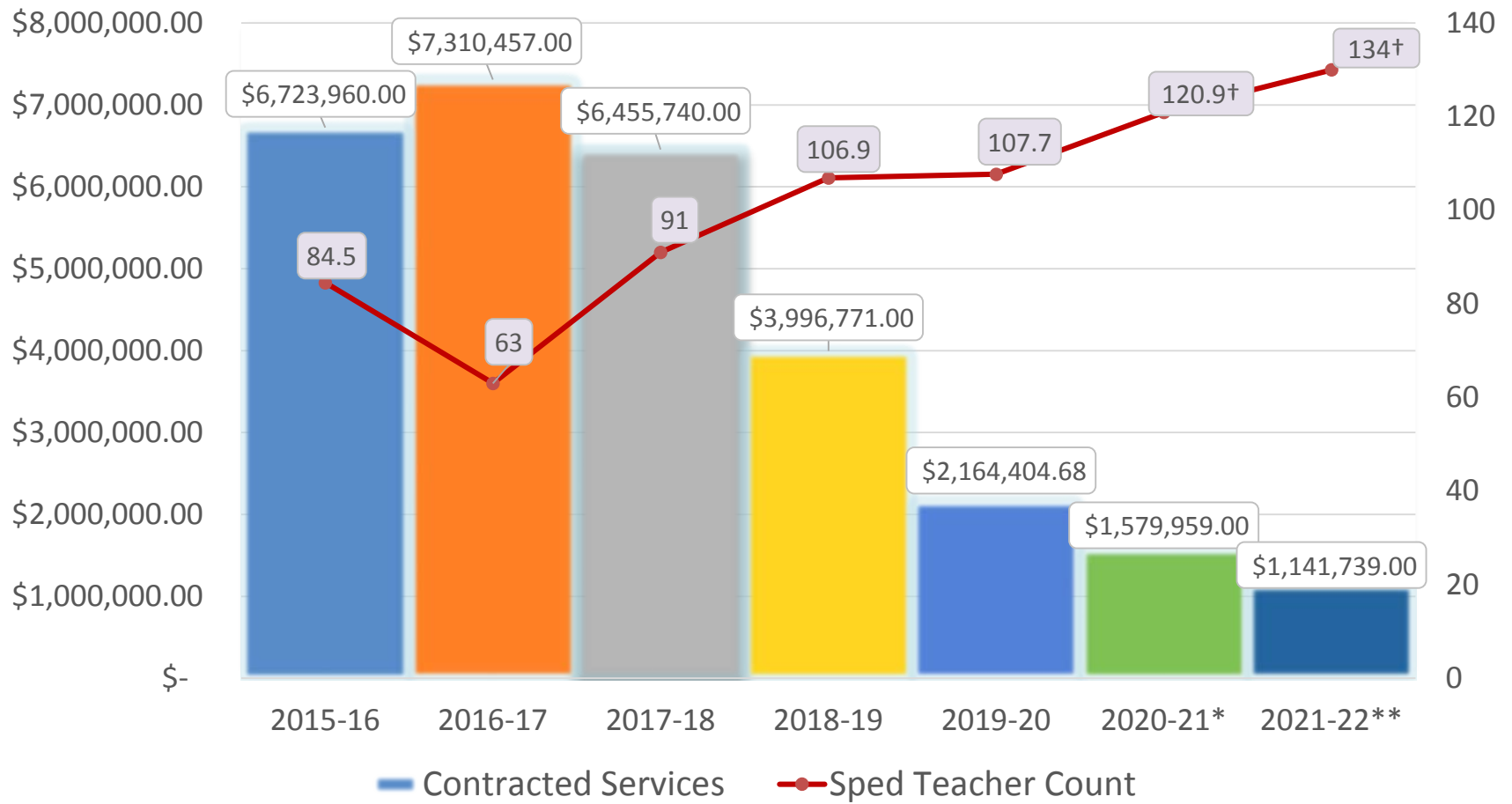
Staffing Analysis – Special Education

Special Education Teachers – Total Count [Source – CT EdSight]

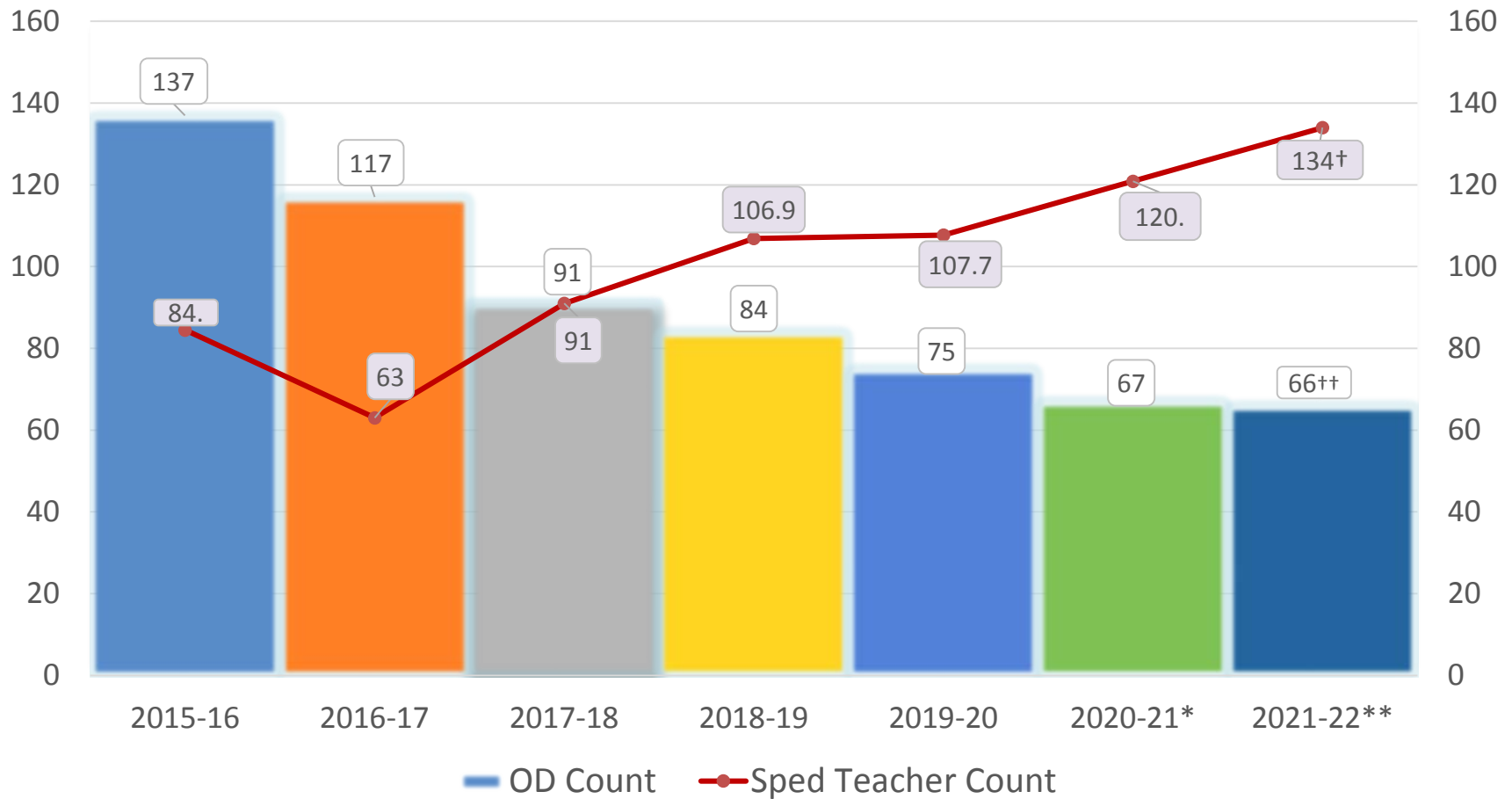


Staffing Analysis – Special Education

Contracted Services & SPED Teacher Count

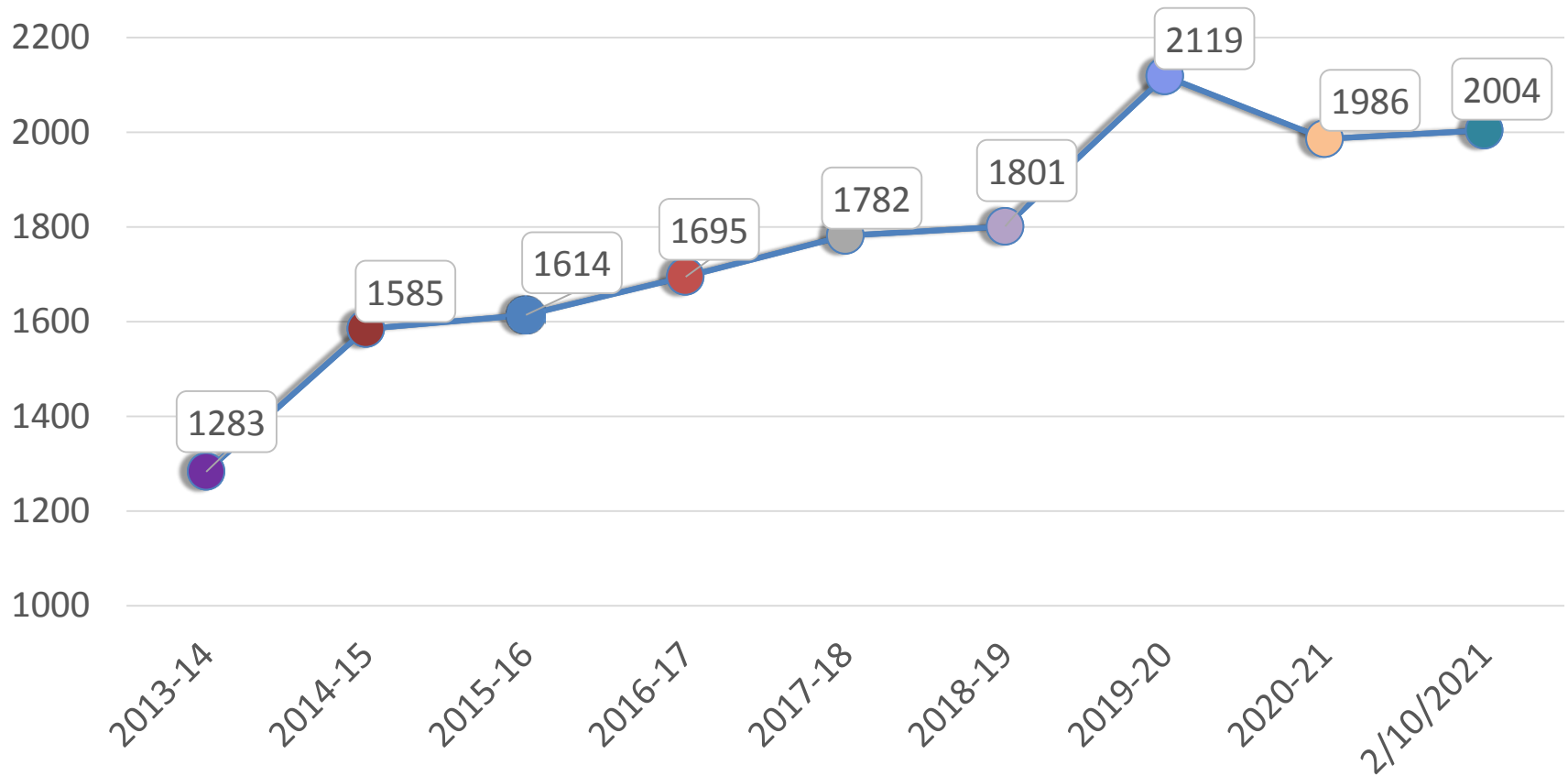


Staffing Analysis - Special Education



Staffing Analysis: MLL Population: 2014-2021

(data from Oct. 1 of each school year)

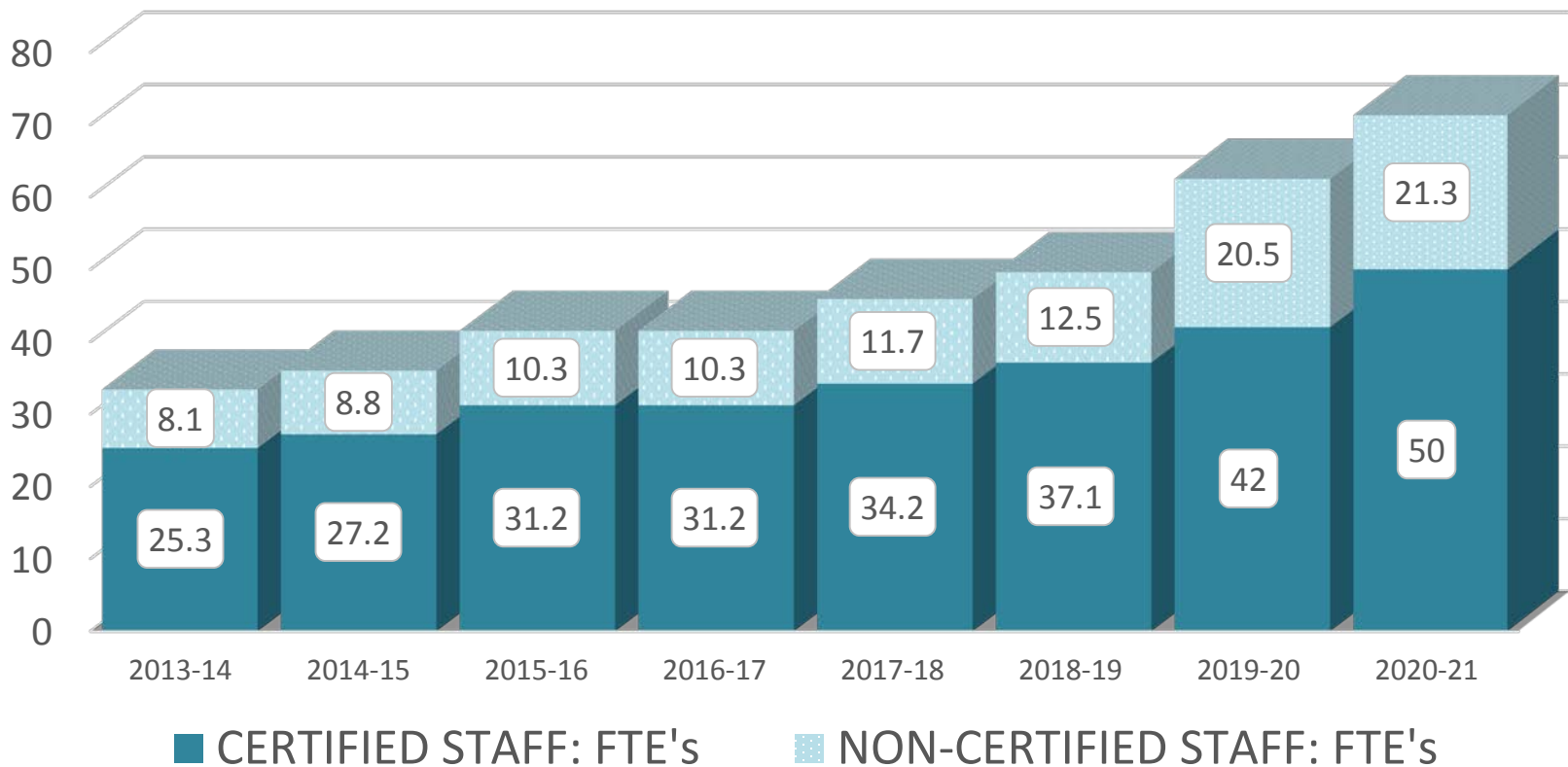


Note: As children reach mastery, they test out and are no longer classified as EL learners. At the end of 2019-20, 248 students reached mastery and exited the program

Staffing Analysis: MLL Population: 2014-2021

(data from Oct. 1 of each school year)

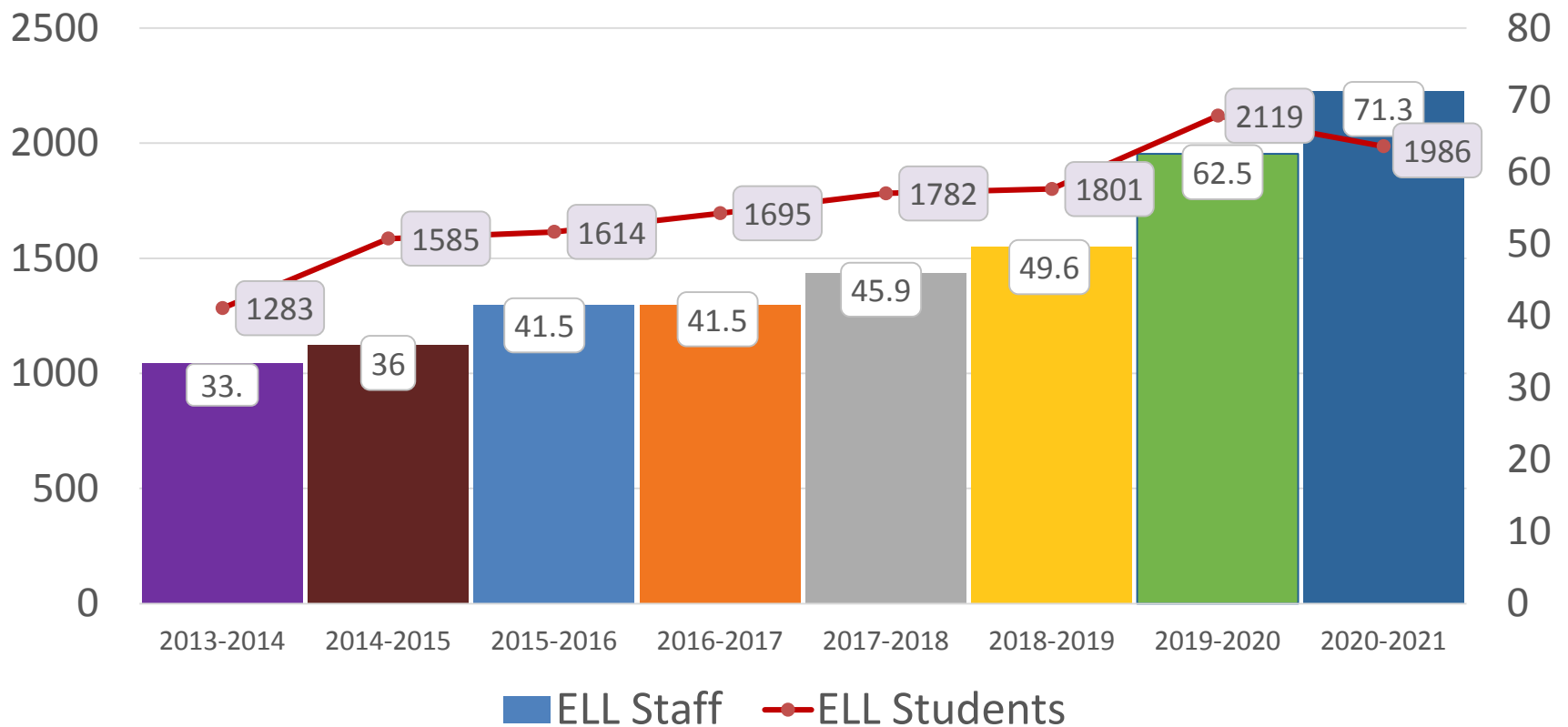
Multilingual Education Department Staffing



Staffing Analysis: MLL Population: 2014-2021

(data from Oct. 1 of each school year)

Comparison: Multilingual Students and Staffing



EL Special Appropriation & 2020-21 Budget Goal

	Sum of Original Amount 2019-20 for Special Appropriation (Proposal)	Sum of 2019-20 FTEs
6th Teaching Periods	\$ 126,000	3.20
Bilingual Aides	\$ 140,000	8.80
Director chg	\$ 12,000	0.00
EL Supervisor	\$ 130,000	1.00
ELL Teachers	\$ 171,000	1.50
LT Substitutes	\$ 228,000	5.00
SIOP Coach	\$ 92,000	1.00
Welcome Center	\$ 40,000	0.50
Grand Total	\$ 939,000	21.00

Goal # 3 2020-21 Budget: Expansion & Enhancement of the ELL Program: Phase I

\$ 1.9

Restoration / Continuation of Special Appropriation for Immigrant Students (added to Budget Goals)	\$ 1,000,000
Full year impact of salaries & benefits related to new ELL positions from Special Appropriation in 2019-20	\$ 545,000
New ELL Social Studies Teacher Salary & Benefits 1.0 FTE at NHS	\$ 115,000
New ELL Social Studies Teacher Salary & Benefits 1.0 FTE at BMHS	\$ 115,000
New ELL Career Pathways Facilitator Salary & Benefits 1.0 FTE split 50% BMHS / 50% NHS	\$ 80,000
Core ELL Supplies & Textbooks	\$ 50,000
Total ELL Program cost	\$ 1,905,000

Staffing Analysis:

High School Graduation Credit Requirement

- High School students historically were scheduled for excessive study halls, due to a lack of high school teachers in NPS
- Highest performing districts in the State have long had a 26 credit graduation requirement
- Unfunded state mandate for all districts to increase credit requirements for graduation
- District added 29 high school teachers over several years to meet this mandate and improve the rigor of the high school program

Unfunded State Mandate: Increased High School Graduation Requirements

3 Year Strategy		
Year 1	2017-18	Reduce Study Halls at the High Schools
Year 2	2018-19	Eliminate Study Halls at the High Schools
Year 3	2019-20	Graduation requirements of 25 credits + Capstone

Graduation

Year	Graduation Credits
2023	26 credits (25 credits + Capstone)
2022	26 credits (25 credits + Capstone)
2021	25 credits (Capstone not required)
2020	25 credits (Capstone not required)
2019	20 credits (Minimum requirement)

	# of Teachers (FTEs)		Average Teacher S&B		Incremental Funding required	Total Students Grades 9-12 (projected 19-20)	Per Pupil Increase
2017-18	6.0	\$	96,553	\$	579,315	3,511	\$ 165
2018-19	18.0	\$	115,684	\$	2,082,304	3,598	\$ 579
2019-20	5.0	\$	115,000	\$	575,000	3,688	\$ 156
3 Year Total	29.0	\$	111,608	\$	3,236,619		

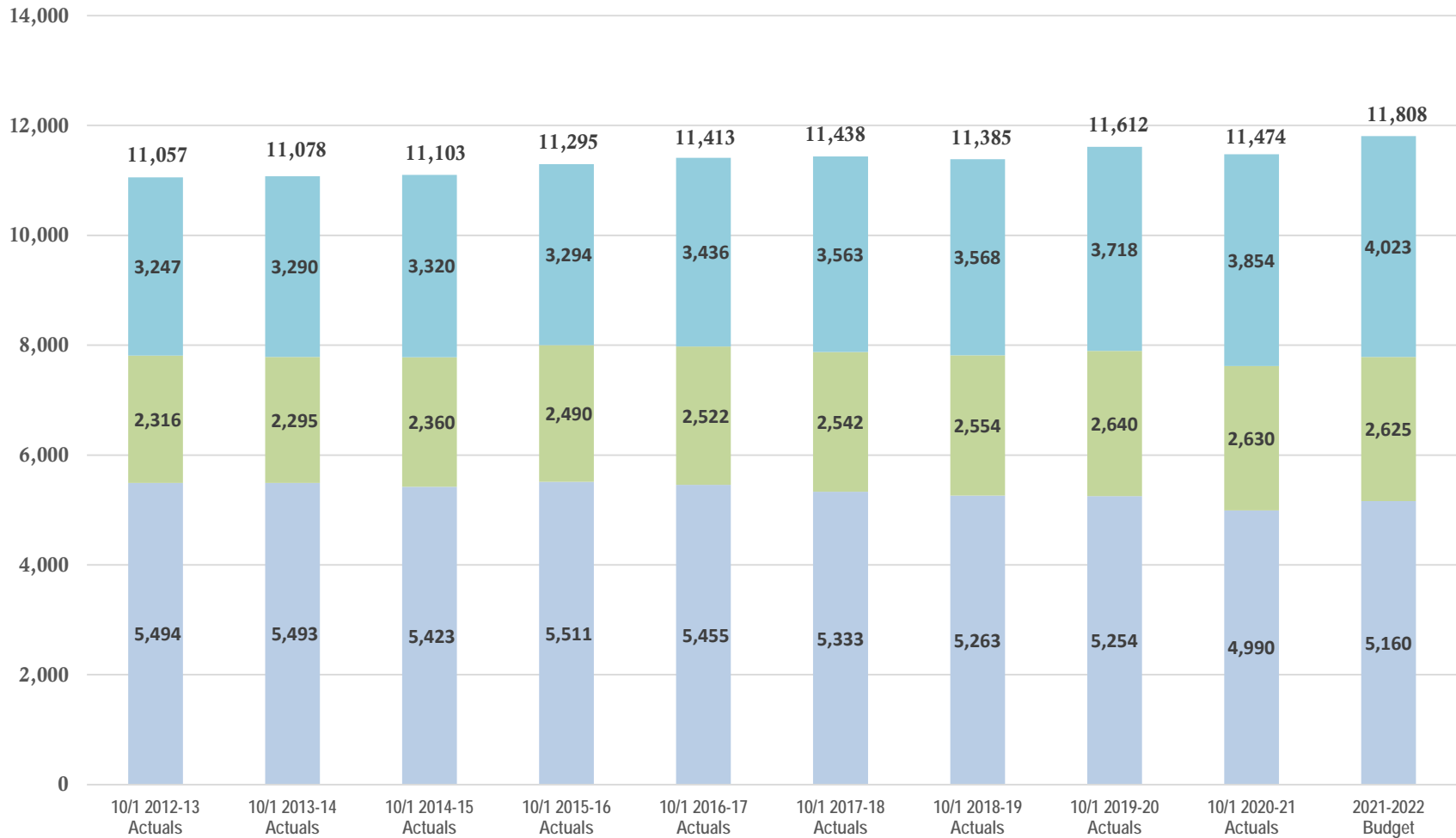
*Capstone added at no cost to district.

Enrollment Analysis

- District relies on professional outside demographers to update enrollment projections each year
- District-wide actual enrollment typically fall within a narrow range relative to the projections
- Enrollment fluctuates throughout the school year (January spike is typical)
- Myriad of factors affect actual enrollment
- Actual enrollment for 2020-21 greatly impacted by COVID, but as the world emerges from COVID, we expect to see continued enrollment growth in the future

Norwalk Public Schools Enrollment

■ High School
■ Middle School
■ Elementary/Pre-K



- (1) Enrollment excludes OOD placement, PK - Special Services and Norwalk 18-22 Program
- (2) Enrollment includes Pre-K School Readiness Slots located in NPS buildings
- (3) FY 2020-21 Enrollment impacted by COVID-19 – home schooling, pre-K #'s, delayed kindergarten entry, etc.



Budget Reconciliation Plan



2021-22 Funding Concerns

- Proposed two-year delay in the ECS phase-in formula
 - Alliance Grant \$607k per year
- Relief funds have very specific spending guidelines
- Maintenance of Effort requirements related to special education in local funding
- Funding shortfall in the year following the Governor's biennial budget
- **“Cliff” after relief period has ended results in insufficient funding in the local budget for continuance of necessary ongoing items**
- Major purpose of Federal COVID relief funding is to address learning loss and social and emotional impact of the pandemic
- Uncertainty surrounding continuation of COVID and new strains, which could translate into continuing financial impacts of COVID related to social distancing, PPE, cleaning and other items
- Unknown long term impact of the pandemic
- Uncertainty about potential fluctuations in enrollment (e.g. Multilingual learners)

2021-22 Budget Journey

2020-21 Original Budget	\$	208,415,928
2021-22 Original Department Requested Budget	\$	224,790,246
Total Increase w/ Department Requests	\$	16,989,317
% Increase YOY		8%
Cuts to meet Superintendent's Recommended Budget	\$	(4,665,879)
Revised BOE Approved budget	\$	220,124,367
\$ Increase	\$	11,708,439
% Increase YOY		5.6%
Revised health insurance assumptions	\$	(2,053,825)
Revised BOE Approved budget	\$	218,070,542
\$ Increase	\$	9,654,614
% Increase YOY		4.6%
Less: City CFO Recommended Cuts	\$	(5,486,295)
City CFO Recommended Revised Budget	\$	212,584,247
% Increase over LY		2.0%

2021-22 Budget

Possible Shifts & Reductions to Central Office

2020-21 Original Budget	\$	208,415,928
Total Projected Increase	\$	11,708,439
2021-22 Projected Budget	\$	220,124,367
Projected %		5.6%

Revised health insurance assumptions	\$	(2,053,825)
Revised BOE Approved budget	\$	218,070,542
\$ Increase	\$	9,654,614
% Increase YOY		4.6%

Less: Cuts	\$	(5,486,295)
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Revised Budget	\$	212,584,247
% Increase over LY		2.0%

Central Office Cuts/Shifts to Local:

Math Improvement Teachers from Local to ESSER II	\$	542,509
Benefits (7) shifted to ESSER II	\$	168,973
Adult Education contractual reduction	\$	100,000
Shift Technology position to IDEA	\$	75,446
Shift Technology Benefits to IDEA	\$	25,055
ANALYTICS DEVELOPER (SPECIALIST) Shift to ESSER II	\$	74,770
ANALYTICS DEVELOPER (SPECIALIST) BENEFITS Shift to ESSER II	\$	24,139
HELP DESK VACANCY Shift to ESSER II	\$	50,723
HELP DESK VACANCY Benefits Shift to ESSER II	\$	24,139
Shift Other local items to Alliance TBD	\$	300,000
Shift Other local items to PSD TBD	\$	1,365,000
Shift Other local items to IDEA TBD	\$	230,000
Other Cuts required to balance to 2% budget increase (see list)	\$	2,505,541
Total Cuts	\$	5,486,295

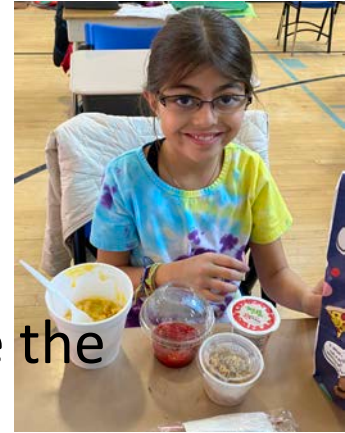
2021-22 Budget

Possible Menu of Reductions

	Reduction \$
6 Regular education Teacher Reductions salaries and benefits	\$ 690,000
6 Regular education paraeducator reductions salaries and benefits	\$ 240,000
Reduce school calendar by 1 instructional day @ \$250 per day for NFT members	\$ 253,750
Eliminate vacancy for American Sign Language Teacher and related resources	\$ 165,000
American Sign Language Teacher salary and benefits	\$ 115,000
American Sign Language resources	\$ 50,000
Remainder of Magnet Program funding (excluding Ptech NCC fees)	\$ 675,000
High School Sports reduction 10%	\$ 130,000
Middle School Sports: reduce expansion	\$ 80,000
Music Districtwide reduction	\$ 71,791
2 Additional Central Office Positions salaries & benefits (in addition to the \$945k already cut from central office)	\$ 200,000

COVID Cost Money

- NPS has been at the forefront of in-person learning
- COVID is expensive; NPS has spent ~\$7.5-9MM since the pandemic hit
- Norwalk received incremental funding because we had robust and extremely detailed reopening plans that kept the students of Norwalk in school
- Relief funding must be used for COVID expenditures, not for annual ongoing budget expenditures
- If the relief funding is meant for COVID, then how will the health insurance increases and contractual obligations be funded?
- The foundation still needs to be supported



Grant Relief Funding

- **CRF (Re-opening) \$5.5MM-\$7MM:**
 - Working out details of actual submission for reimbursement
 - Summer school, paraeducators, learning pods, teachers, nursing, bus monitors, SPED evaluations, technology staffing, substitutes, food service rentals, PPE, air filtration, cleaning and security
- **ESSER I (Academic support for Title I schools) \$2.1MM:**
 - Reimbursement for Chromebooks (to the City) \$744k
 - Summer school \$400k
 - Annex salaries & benefits \$200k
 - Annex Outsourced security & cleaning \$34k
 - Annex Utilities \$318k
 - PPE \$142k
 - Other Technology \$246k

Grant Relief Funding

- **ESSER II \$9.2MM:**
 - State priorities: academic supports, Family and community connections, SEL, school safety, PPE, cleaning, supplies, upgrade projects to improve air quality in school buildings, facilities repairs to mitigate transmission and technology, connectivity, PD for staff and families
 - 16 Math & 16 Reading Improvement Teachers \$7,174k
 - 5 Attendance Facilitators \$735k
 - Technology staffing \$501k
 - Air filter replacement & PPE \$831.5k

2021-22 Budget Requirements

Revised BOE Approved budget	\$	220,124,367
\$ Increase	\$	11,708,439
% Increase YOY		5.6%

Revised health insurance assumptions	\$	(2,053,825)
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Revised BOE Approved budget	\$	218,070,542
\$ Increase	\$	9,654,614
% Increase YOY		4.6%

Less: City CFO Recommended Cuts	\$	(5,486,295)
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City CFO Recommended Revised Budget	\$	212,584,247
% Increase over LY		2.0%

Reinstate recommended Cuts	\$	2,505,541
Revised BOE Approved budget	\$	215,089,788
\$ Increase	\$	6,673,860
% Increase YOY		3.2%